



METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

Fiscal Year 2011

OPERATING & CAPITAL BUDGETS



FISCAL YEAR 2011
ADOPTED OPERATING & CAPITAL FUNDS BUDGET
(JULY 1, 2010 THROUGH JUNE 30, 2011)

MARTA
OFFICE OF MANAGEMENT AND BUDGET
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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Metropolitan Atlanta Rapid Transit Authority (MARTA) for its annual budget for the fiscal year beginning July 1, 2009.

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

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Metropolitan Atlanta Rapid Transit Authority

Georgia

For the Fiscal Year Beginning

July 1, 2009

A handwritten signature in black ink, appearing to be 'H.R.' or similar initials.

President

A handwritten signature in black ink, appearing to be 'William R. ...'.

Executive Director

LETTER FROM THE GENERAL MANAGER/CEO

December 16, 2010



MARTA proudly serves as Georgia's largest transit system providing almost half a million passenger trips a day. MARTA is a vital public investment and invaluable asset that reduces traffic and air pollution and contributes significantly to our overall quality of life.

The fate and future of MARTA and regional transit throughout the greater Atlanta region is at a critical juncture. The MARTA system is aging and in need of significant re-investment. At the same time, the once robust sales tax revenues used to fund the system are in sharp decline. Unfortunately, the same financial condition plagues our overall state transportation infrastructure

and every transit system in the Atlanta region.

On July 1, 2010, MARTA adopted its FY 2011 Operating and Capital Budgets which are the most austere ever implemented at the Authority. Included are major service reductions and pass price increases, in addition to the continuation of significant cost containment measures (i.e., 10-day furloughs, no annual merit or cost of living increases and increased employee healthcare and pension contributions).

Throughout these extremely challenging times, we have depended greatly on the input that we have received from our customers, the general public, and our employees who generated more than 10,000 comments during this year's budget process. As MARTA's General Manager/CEO, I cannot thank those who provided their ideas and feedback enough for helping us to make extremely difficult, but well-informed decisions. We are deeply appreciative for your assistance.

It goes without saying that we are extremely disappointed to be making these transit service reductions and increasing fares at a time when affordable and environmentally responsible transportation options are so desperately needed. Increased transit funding is absolutely key to our region's future competitiveness, sustainability and overall quality of life. Metropolitan Atlanta can ill-afford to continue falling farther behind our competitors in other parts of the country who are making prudent investments in public transportation. During this past year, with the passage of HB 277, the Transportation Investment Act of 2010, we received some much needed temporary assistance as a result of the removal of obsolete financial restrictions for the next three years. Beyond this temporary financial flexibility for MARTA, HB 277 opens the opportunity in 2012 for people across our state and region to approve a much needed, one-cent transportation sales tax that can be used to significantly boost public transit investment.

MARTA has proudly served the Atlanta region and the State of Georgia for over thirty-five years. During this critical period, we remain honored and privileged to do so. At the same time, we pledge our commitment to work with you, our regional and state leaders to help usher in the future generation of truly quality public transit in the greater metropolitan area.

In the meantime, as always, MARTA stands by its commitment to do our very best to serve our customers safely, courteously and reliably.

Respectfully,

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

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

LETTER FROM THE GENERAL MANAGER/CEO

EXECUTIVE SUMMARY of FY2011 ADOPTED BUDGET

Operating Budget Highlights

The FY11 Adopted Budget for Operations is summarized as follows:

FY11 Adopted Operating Budget		
Beginning FY11 Carry-Over (Including Prior Year 5% Sales Tax Allowance - General Fund)		\$138,559,384
Revenues		335,000,000
Sales Tax (50% of Receipts)	\$158,524,500	
Passenger Revenue	97,876,062	
Other Transit Operating Rev	13,583,096	
Lease Income (Inc. TOD)	6,783,513	
Federal Operating Assistance	55,030,000	
Lease-to-Service Amortized Rev	3,202,829	
Total FY11 Available Funding		473,559,384
Expenses		(\$404,350,001)
Bus Operations	(\$232,501,251)	
Rail Operations	(171,848,750)	
Ending FY11 Carry-over		69,209,383

Revenue Summary

Available funding for Transit Operations is \$473.56 million, a decrease of \$52.38M from FY10 actual available funding of \$525.94M from the following revenue sources:

- **Prior Year's Sales Tax Carry-Over** - This represents the prior year carry-over of Sales Tax receipts, Real Estate Reserves, as well as 5% Flex from 2001 to 2008.
- **Sales Tax** - Fifty percent of the one percent Sales Tax levied in Fulton and DeKalb counties will be applied to Operations. Based upon the Georgia State University Economic Forecasting Center's

projection, the 50% amount is projected to be \$158.52 million, a 0.2% or \$0.37M decrease from FY10.

- **Passenger Revenue** - The projected FY11 passenger revenue is \$97.88 million. The detailed fare structure, which includes the current fare structure as well as the fare increase, is included in the Appendix section of this budget book.
- **Other Transit Related Revenue** - The FY11 Adopted Budget is \$13.58 million for Other Transit Related Revenue, which represents a decrease of \$2.25M, a 14.2% decrease from FY10. The CNG Fuel Rebate is programmed for \$2.5 million in FY11. Other components included in this section are parking, advertising and other miscellaneous revenues.
- **Federal Assistance** - Federal funds are used to reimburse MARTA for operating expenses incurred for preventive maintenance on our vehicles, facilities and equipment. The Adopted Operating Budget for FY11 includes \$55.03 million for this purpose, of which \$1.83M is associated with the Memorial Drive BRT initiative.
- **Lease Income** - Revenue generated from property leases (including Transit Oriented Development), air-rights leases, and right-of-way leases are projected to increase 12.8%, from \$6.01 million in FY10 to \$6.78 million in FY11.

FY11 Planned Service Levels

Bus Fixed Route Services - MARTA's fixed-route bus system is projected to decrease significantly due to the reduction in force, from 30.13 to approximately 26.23 million annual miles. The fixed route bus system will consist of 90 routes and a fleet size of 555, down from 615.

Mobility Services - Demand-response mobility service coverage for elderly and disabled patrons is projected to expand from 410,000 to 436,524 hours.

Rail Services - In FY11, the rail service level is planned to decrease from 22.51 to 19.25 million rail car miles, also due to the reduction in force. The peak hours of service are from 6:00 AM - 9:30 AM and 3:00 PM - 7:00 PM.

LETTER FROM THE GENERAL MANAGER/CEO

Capital Improvements

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

Our capital improvement program has been seriously impacted by the protracted economic downturn and MARTA is struggling to keep pace with regulatory state of good repair and federal safety standards that are constantly being updated. Despite these challenges, MARTA completed a life system safety review in FY09 and remains absolutely focused on critical safety needs.

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

- Laredo Facility Solar Canopies
- Integrated Operations Center
- Doraville Roof Rehabilitation
- Enterprise Applications Security Management
- Purchase Card Industry Compliance
- RSCC Stabilization

Capital Program Highlights

FY11 Adopted Budget	
Sources and Applications of Capital Funds	
FY11 Beginning Balance	
	\$177,561,995
Revenues	
Sales Tax	\$158,524,500
Financing Proceeds	0
Interest and Other Capital Income	1,518,567
Private Sector	0
Federal Grants	58,950,000
State Grants	2,016,295
	\$221,009,362
Total FY11 Funding Sources	
	\$398,571,357
Applications of Funds	
Capital Improvement Program	(\$188,006,940)
Debt Service on Revenue Bonds	(\$132,804,000)
	(\$320,810,940)
FY11 Ending Balance	
	\$77,760,417

Capital Revenue & Expenses Summary

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

The FY11 Adopted Capital Funds Budget of \$320.81 million provides funding for the following programs and projects:

LETTER FROM THE GENERAL MANAGER/CEO

Capital Improvement Program - The FY11 Capital Budget of \$188.01 million supports expenditures for the replacement, rehabilitation and enhancement of facilities, system-wide equipment, and infrastructure related to the support of Transit Operations; Non-Operating Expense Projects; and Transit Planning Program activities.

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

Bond Debt Service and Other Financing Programs - A total of \$132.80 million is programmed for the principal and interest payments on outstanding and new debt.

Summary

MARTA delivers tremendous benefits to the region and the state by attracting new businesses and new jobs, improving workforce productivity, lessening traffic congestion and improving the air we breathe. Those benefits could be lost, however, if we fail to adequately fund and expand transit in our region. We need for our region and our state to join us as funding partners in order to continue to provide these important benefits. This budget allows MARTA to focus only on system safety, regulatory, and state of good repair priorities for the foreseeable future. While there has been a slight increase in sales tax collections, there has still been a net loss of transit service which means the loss of economic growth, new jobs and businesses that keep our region thriving. The loss or diminution of transit will also hurt our environment, increase traffic congestion, and make metro Atlanta a less-desirable place to live, work or to locate a business. We call on our region and state to join us in an effort to expand transit, and in doing so, to help our region to thrive and grow. Consequently, throughout FY11 we will continue to detail the value we bring for Quality of Life, Economic Impact and Mobility/Access for our region and state.

Officers and Directors

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Juanita Jones Abernathy, Secretary
Barbara Babbit Kaufman, Treasurer
Keith E. Adams
Clara H. Axam
Harold Buckley, Sr.
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Jim Durrett
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Ex-Officio Members

Jannine Miller- Executive Director, Georgia Regional Transportation Authority
Bart L. Graham- Commissioner, Georgia Dept. of Revenue
Vance Smith- Commissioner, GDOT
Steve Stancil- State Properties Officer, Georgia Building Authority

- Dr. Beverly A. Scott – General Manager/Chief Executive Officer – (404.848.4676)
- Dwight Ferrell- Deputy General Manager/ (COO)-(404.848.4227)
- Ted Basta - Chief of Business Support Services- (404.848.4225)
- Davis Allen – Assistant General Manager of Finance/Chief Financial Officer - (404.848.5763)
- Jonnie Keith - Assistant General Manager of Internal Audit – (404.848.5594)
- Elizabeth O’Neill – Assistant General Manager of Legal Services – (404.848.5220)
- Ryland McClendon –Assistant General Manager of Communications & External Affairs (404.848.5100)
- Cheryl King - Assistant General Manager of Planning (404.848.4401)
- Richard Krisak – Assistant General Manager of Rail Operations (404.848.5107)
- Mary Ann Jackson – Assistant General Manager of Bus Operations (404.848.5585)
- Georgetta Gregory – Assistant General Manager of Safety
- Wanda Dunham – Assistant General Manager of Police – (404.848.4918)
- Ben Graham – Assistant General Manager of Technology – (404.848.4075)
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- Johnny Dunning Jr. – Sr. Director of Transit System Planning – (404.848.5653)
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- John Weber - Director of Rail Transportation – (404.848.3048)
- Joe Erves - Director of Rail Car Maintenance – (404.848.3245)
- Garry Free – Director of Maintenance of Way – (404-848-3195)
- Vacant- Director of Facilities
- Lavoise Magee - Director of Bus Transportation – (404.848.6810)
- Anton Bryant - Director of Bus Maintenance – (404.848.4363)
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- Sharon Crenchaw – Director of Mobility Services – (404.848.4216)
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Carol Smith – Director of Research & Analysis – (404.848.5727)
Barbara Kirkland - Director of Human Resources– (404.848.5148)
Lisa DeGrace - Director of Contracts & Procurement – (404.848.5467)
Maurice Ficklin - Director of Technology Infrastructure & Operations- (404.848.5535)
Tara Balakrishnan – Director of Technology Enterprise Applications – (404.848.5253)
Charlotte Harris - Director of Technology Programs Management – (404.848.5318)

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

MARTA OVERVIEW

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

FISCAL POLICY GUIDE

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

STRATEGIC BUSINESS PLAN

This section addresses MARTA's strategic business plan, goals and objectives. Activities and performance measures in support of these initiatives are discussed here also.

FINANCIAL SUMMARY

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

OPERATING BUDGET

The operating budget shows the authority budget as a whole by expense and personnel via tables and graphs broken down by division, then department, and within each department, by office.

The department sections include department goals and objectives with KPIs, a summary of category expenses, department organization chart, and department personnel summary.

The office sections include a description of functions and responsibilities, FY2010 accomplishments, summary expense information by category, an organizational chart, and a summary of authorized positions.

CAPITAL BUDGET

The Capital Improvement Program outlines expenditures by project category and program funding. The section lists in detail all Fiscal Year 2011 capital improvement projects based on rehabilitation, replacement, compliance, and expansion expenses. This section also provides a description, project scope, operating impact, and expenditure forecast for all capital projects.

APPENDIX

The Appendix section includes supplementary information such as the salary structure for represented and non-represented employees; far history; the fare structure; financial performance measures; category and sub-category expense listing; an explanation of the Fiscal Year 2011 Benefits Calculation; MARTA facts; a glossary of commonly used terms; organization structure; and MARTA's rapid rail system map.

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

TABLE OF CONTENTS

TABLE OF CONTENTS

Letter from the General Manager/CEO

Directory of Officials

Officers and Directorsi
 Executive Management ii
 Senior Management iii

Guide to Book Contentsv

Marta History & Overview1

Fiscal Policy Guide

Strategic Planning Process at MARTA 11
 Fiscal Year Budget Development 16
 Financial and Budgetary Policies 20
 Revenue Policies 25
 Expenditure Policies 27
 Source Documents 30

Strategic Business Plan 31

Financial Summary

Financial Overview 37
 Authority Operating Expenses & Revenues 37
 Sources and Uses of Funds – Table 2 40
 Available Funding for Operations – Table 3..... 41
 Summary of Operating Revenues – Table 4 43
 Sum of Operating Budget Expenditures 45
 Summary of Transit Subsidy – Table 5 47
 Capital Program Funding 49

Operating Budget

Summary of Category Expenses..... 53
 Summary of Expenses by Organization 55
 Chart of Expenses by Category 60
 Chart of Non Labor Expenses by Fiscal Year 61
 Authority Organization Chart..... 62
 Sum of Personnel by Status 63
 Graph of Personnel by Class 72
 Graph of Personnel by Status 73
 Graph of Total Authority Personnel 74

Division of the General Manger/CEO 75

Department of the General Manager/CEO 77

General Manager/CEO 80
 Board of Directors 84

Division of Executive Administration 89

Department of Internal Audit..... 91

AGM of Internal Audit..... 94
 Information System Audit 98

Department of Legal Services 103

AGM of Legal Services 106
 Risk Management 110

Division of Operations 115

TABLE OF CONTENTS

Department of Deputy General Manager/COO . 117
 Deputy General Manager/COO 120
 Program & Contracts Management..... 124
 Architecture and Design 130

Department of Bus Operations..... 135
 AGM of Bus Operations 139
 Bus Transportation..... 143
 Bus Maintenance..... 148
 Mobility Services 155
 Clayton County (Historical Data only) 160

Department of Rail Operations 163
 AGM of Rail Operations 166
 Rail System Engineering 170
 Rail Services 176
 Rail Car Maintenance..... 181
 Maintenance of Way..... 186
 Facilities 191

Department of Police Services 197
 AGM of Police Services 200

Department of Safety & Quality Assurance..... 205
 Safety 208
 Quality Assurance & Configuration Management 213

Division of Business Support Services 219

Department of Business Support Services 221
 Business Support Services 224
 Research and Analysis 228

Department of Finance 235
 AGM of Finance/CFO 238
 Accounting 242
 Management & Budget..... 246
 Revenue Operations..... 251
 Treasury Services..... 258
 Federal and State Programs..... 262

Department of Contracts & Procurement 267
 AGM of Contracts & Procurement..... 270
 Contracts & Procurement..... 274
 Administrative Services..... 279

Department of Human Resources 285
 AGM of Human Resources 288
 Human Resources 292
 Labor Relations 299
 Training..... 303
 Diversity & Equal Opportunity 308

Department of Technology 313
 AGM of Technology/CIO 316
 Technology Infrastructure & Operations 320
 Technology Enterprise Applications 325
 Technology Programs Management..... 331

Department of Planning 337
 AGM of Planning 340
 Development & Regional Coordination..... 344
 Transit System Planning 349

TABLE OF CONTENTS

Department of Communications & External Affairs 355

AGM of Communications and External Affairs..... 358

External Affairs 365

Marketing & Sales 370

Government & Constituent Relations 376

Media Relations 380

Capital Budget

Capital Budget Overview 385

Capital Infrastructure 395

Planning Program Overview..... 401

Sources and Applications of Funds 404

Approved Capital Budget Summary 406

Approved Projects Ten-year Forecast 408

Approved Projects Detail 420

Federal Grant Detail 492

Appendix

Salary Structure for all Employees..... 513

Fare Structure..... 531

Fare History 538

Financial Performance Measures 539

FY2011 Benefits Calculation..... 540

MARTA Facts 541

Glossary 544

Category and Sub-Category Expense Listing 548

Organizational Structure 549

Index..... 557

Rapid Transit System Map 560

MARTA OVERVIEW

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

MARTA OVERVIEW**MARTA's History**

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

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

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

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

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

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

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

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

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

MARTA OVERVIEW

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

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

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

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

Overview of Current System

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

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

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

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

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



Fare

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

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

On June 22, 2009, MARTA voted unanimously to increase the base fare from \$1.75, to \$2.00 one-way. The one-way flat-rate fare currently costing US \$2.00 allows for free transfers between bus and rail services. Pass pricing and other pricing for MARTA riders went into effect starting October 1, 2009, and will increase over two years. Beginning October 3, 2010, MARTA customers will see an increase in weekly, monthly and Mobility pass prices. There will be no change in the one-way fare of \$2, the Reduced Fare of \$.90, or the 1-Day Pass of \$8. Passes will increase as follows: 2-Day Pass will increase from \$9 to \$11; 3-Day Pass from \$12 to \$13; 4-Day Pass from \$13 to \$15; 7-Day Pass from \$15 to \$17; 30-Day Pass from \$60 to \$68; and the Mobility Pass from \$108 to \$115.

MARTA Mobility

MARTA provides ADA Complementary Paratransit Service to eligible persons with disabilities. Service is provided with special lift-equipped vans on a curb-to-curb, shared ride basis. MARTA Mobility is an advanced reservation service. The service is offered on the same days and hours as the regular bus and rail service. Service is restricted to the

ADA designated service area within Fulton and DeKalb Counties along a 3/4 of a mile corridor located on each side of all fixed bus routes and in 3/4 of a mile radius of each station.

MARTA has been awarded \$18.3 million in the form of federal grants to replace its Brady Mobility Facility where MARTA operates and maintains its Mobility fleet which currently consists of 173 L-Vans. The Brady facility was built in 1974 and is in need of major renovations.

Mobility service carried passengers on 508,000 trips over the last fiscal year, and unlike the rest of MARTA service, Mobility is actually increasing service in this fiscal year with an anticipated 13 percent increase in demand for Mobility services this year.

MARTA Police

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

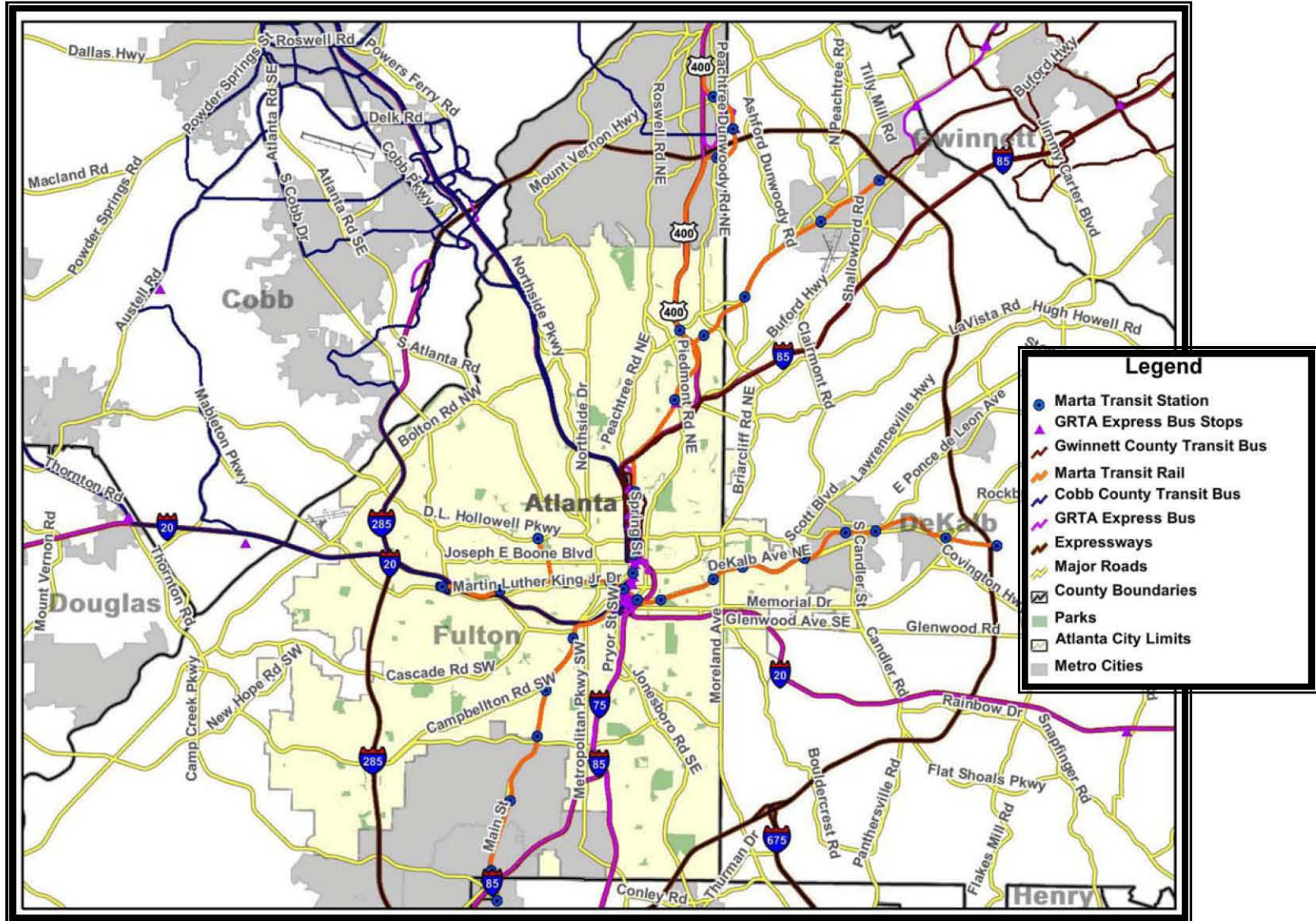
Service Area

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

As recent as ten years ago, transit in the metropolitan area was limited to Fulton, DeKalb, and Cobb County. Today transit services are more extensive with service available in 12 metro counties, primarily through regional express bus programs.

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

MAP of MARTA Rail and Transit Stations²



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

MARTA OVERVIEW

Map of 28 County Metropolitan Atlanta Region³



Area Population and Demographics

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

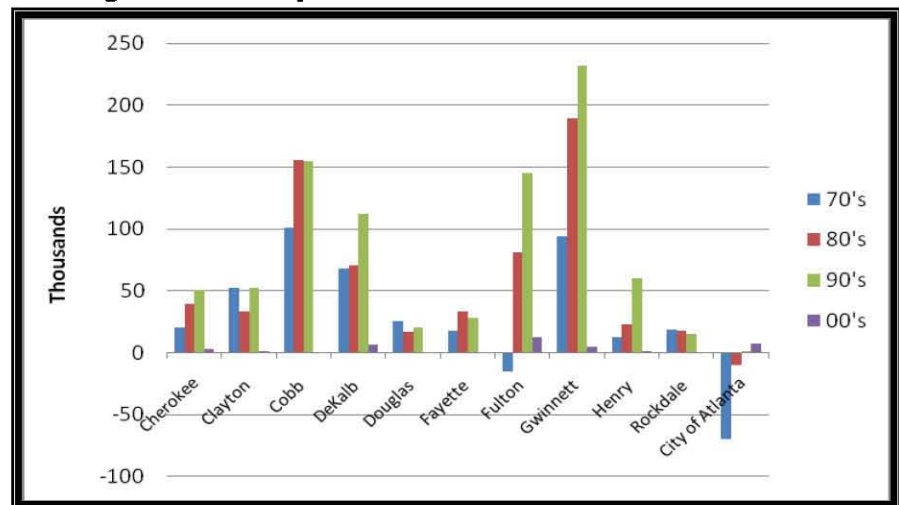
In its August, 2010 newsletter, *Regional Snapshot - 2010 Atlanta Region Population*, ARC estimated that the 10-county Atlanta region added 1,500 new residents between April 1, 2009, and April 1, 2010. This growth was much slower than historical levels due to the national

recession and the housing slowdown. Since the recession began, the 10-county region has added approximately 56,000 people, which is the slowest growth period in the region since the 1950s, and is directly attributable to the Atlanta region's slowdown.

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

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

Average Annual Population Growth



³ Atlanta Regional Commission, <http://www.atlantaregional.com/info-center/gis-data-maps/gis-maps>

The city of Atlanta is described as experiencing slower growth but still accountable for 25 percent of all growth in the region with nearly 8,000 residents added in 2009. At its height, 2005 to 2007, the City of Atlanta saw growth averaging 10,000 new residents per year. According to the U.S. Census Bureau⁴, the 2009 population estimate for Atlanta city, Georgia is 540,922 which would make it the 33rd largest city in the United States.

Fulton County's population is estimated to be 1,014,932 due in part to growth in the City of Atlanta. In 2009, it added an estimated 12,300 residents and is the most populous county in the region.

As a transportation and logistics hub of the southeast, ARC predicts that metro Atlanta will remain one of the fastest growing metropolitan areas in the nation. Over the last eight years, the region has added 1.1 million people and the second fastest growing region behind Dallas in the nation. While the growth of last two decades is not expected to continue, it is forecasts that the 20 county region will add up to three million people for an estimated 2040 population of 8.3 million.

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

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

Also, the region is growing more diverse with no single majority racial or ethnic group expected by 2015 with the current majority White population declining to around 36 percent by 2040 down from 56 percent of the region's population in 2005. The Hispanic share will increase from

around nine percent in 2005, to 20 percent by 2040. (See other Atlanta demographic data on following page.)

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

Major Industries & Employers

According the Atlanta Chamber of Commerce, Atlanta's 20 largest non-government employers provide more than 200,000 jobs, which is nearly 9 percent of the employment in the region. The top three employment sectors are trade, transportation and utilities, professional and business services and government. The top corporate employers and the number of employees are listed below⁵:

- Delta Air Lines - 22,257
- AT&T - 21,915
- Emory University - 21,000
- Cox Enterprises - 13,583
- United Parcel Service (UPS) - 0,745
- Wellstar Health Systems - 10,112
- SunTrust Banks - 7,700
- Lockheed Martin Aeronautics - 7,531
- IBM Corporation - 7,500
- Georgia Institute of Technology - 7,342
- Northside Hospital - 7,100
- Turner Broadcasting Systems - 6,600
- The Southern Company (including Georgia Power) - 6,000
- AirTran Airways - 6,000
- The Home Depot (HQ not including retail branches) - 5,500
- Children's Healthcare of Atlanta - 5,220
- Coca-Cola - 5,136
- Wachovia Corporation - 5,100

⁴ U.S. Census Bureau Population Finder - <http://factfinder.census.gov/>

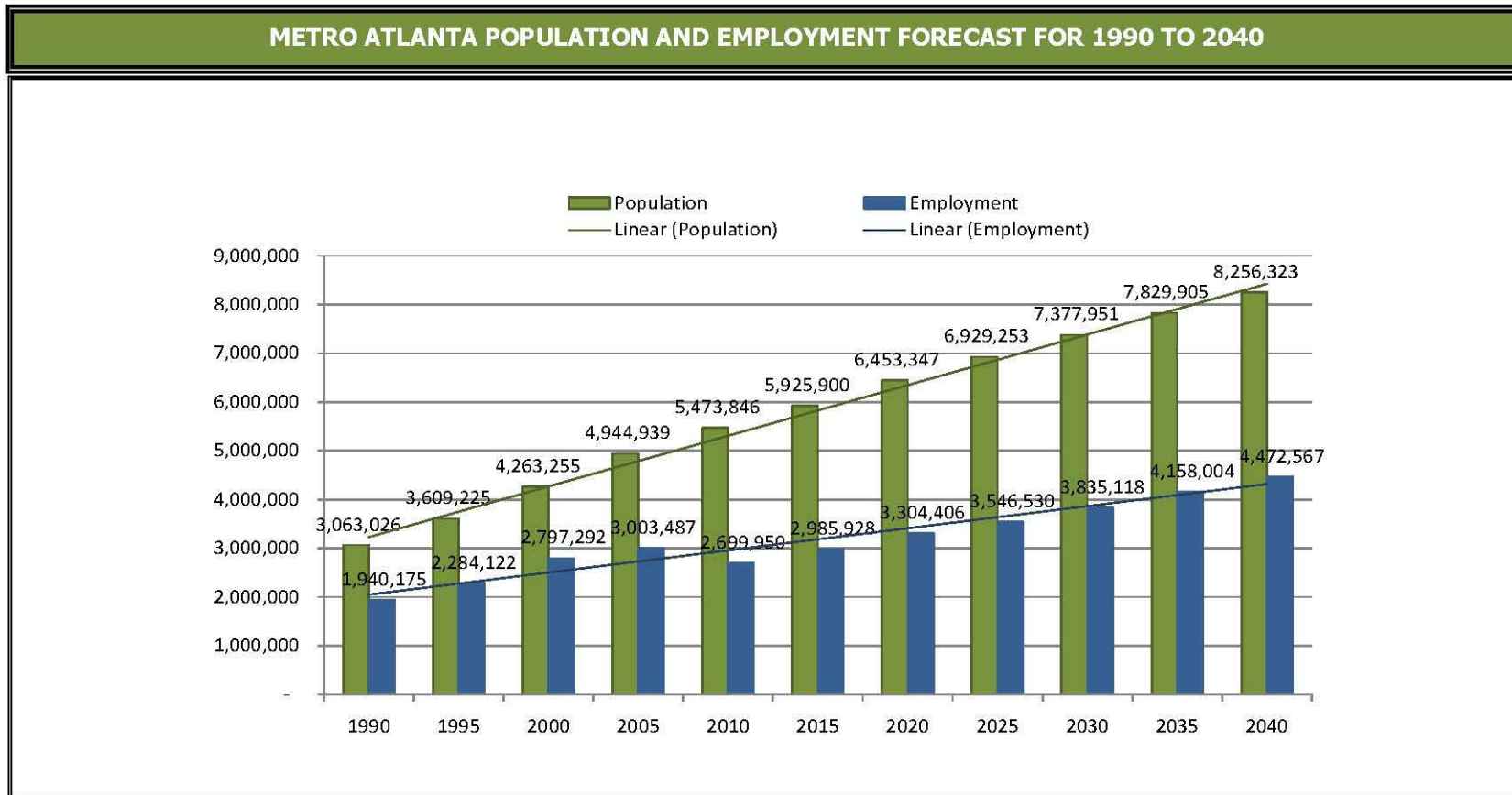
⁵ Atlanta Chamber of Commerce Metro Atlanta Overview, http://www.metroatlantachamber.com/files/file/about_atlanta/Atlanta%20Overview_2009.pdf

Atlanta, Georgia Demographics⁶

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

⁶ U.S. Census Bureau State & County QuickFacts, <http://quickfacts.census.gov/qfd/states/13/1304000.html>

Chart of Metro Atlanta Population and Employment Forecasts⁷



METRO ATLANTA AVERAGE ANNUAL GROWTH FORECASTED FOR 1990 TO 2040

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

⁷ Atlanta Regional Commission Regional Snapshots, <http://www.atlantaregional.com/info-center/arc-newsletters/r-regional-snapshots/Regional-Snapshots>

Regional Transportation Facts

In the fall of 2009, a survey of transit riders in the 20 county metropolitan region was conducted by representatives from Atlanta Regional Commission in collaboration with Georgia Regional Transportation Authority (GRTA), the Metropolitan Atlanta Rapid Transit Authority (MARTA) and the Georgia Department of Transportation (GDOT)⁸. The survey is estimated to include responses of approximately 10 percent of the region’s users of transit, or about 50,000 respondents. ARC describes the magnitude of the survey as being sufficiently large to allow regional planners, with an accurate depiction of the travel necessities and habits of a variety of riders, riding at various times of day, on the region’s major transit operators.



Survey respondents included:

- more than 24,000 people who do not have cars
- more than 16,000 students
- more than 13,000 people living in households with incomes of less than \$10,000 per year

- nearly 3,500 persons of Hispanic origin
- more than a 1,000 persons age 65 and older

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

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

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

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

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

Another important finding of the survey revealed how important Public Transit is to students and education. Students commuting to schools

⁸ Atlanta Regional Commission Regional On-Board Transit Survey, <http://www.atlantaregional.com/transportation/travel-demand-model/on-board-transit-survey>

MARTA OVERVIEW

constitute the second most frequent destination for the region's transit riders. A third of those surveyed was students and make more than 40,000 trips to school on most weekdays on public transit in the Atlanta area

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

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

Regulatory & Legislative Challenges

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

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

The bill calls for a statewide vote to be held, with the voters in each transportation district considering their specific list. If the district votes

yes, the additional sales tax collected in their district will be used to fund their list of projects. If the district votes no, the tax will not be levied.

The Transportation Investment Act also spells out significant changes for MARTA which includes the following:

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

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

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

- Three City of Atlanta residents nominated by the mayor and elected by the city council
- Four residents of DeKalb County appointed by the board of commissioners, at least one from south DeKalb and one from north DeKalb
- Three Fulton County residents appointed by the county commission, one from south Fulton and two from north Fulton
- GDOT Commissioner
- GRTA Executive Director (non-voting)
- Clayton, Cobb and Gwinnett residents could vote to approve a contract with MARTA, giving their county two residents on the MARTA Board of Directors.

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

FISCAL POLICY GUIDE

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

FISCAL POLICY

MARTA's fiscal policy is based on our strategic priorities. Our objective is to remain fiscally viable by aligning the strategic priorities with the capital planning process and the fiscal year budget development process.

MARTA Strategic Planning Process

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

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



I. Assessment of Conditions

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

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

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

- **Core Business Functions within the Authority –** Management must determine how well primary processes are functioning, with the focus on **"We Serve with Pride."** This principle will guide all operating and capital projects.
- **Critical Productivity, Effectiveness, and Efficiency Measures -** We need to guarantee that all resources are used to the optimum extent possible. Effective performance measurements are essential to ensure this is accomplished. We should endeavor to remain a reasonably priced transportation alternative.

II. Board and Management Guidance and Direction

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

III. Organization Planning

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

IV. Resource Allocation and Planning

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

V. Program Management & Performance Monitoring

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

Operating Plan Summary

The Strategic Planning process provides a process to enhance our ability to comprehensively respond to a wide range of increasingly complex issues in a coordinated and effective manner. These issues arise out of changes in the external environment, shifts in customer desires,

demands for new services, responses to the aging of our facilities and equipment, and the development of our evolving priorities, objectives, organizational structure, functions and focus.

Budget Process Linkage to Capital Investment

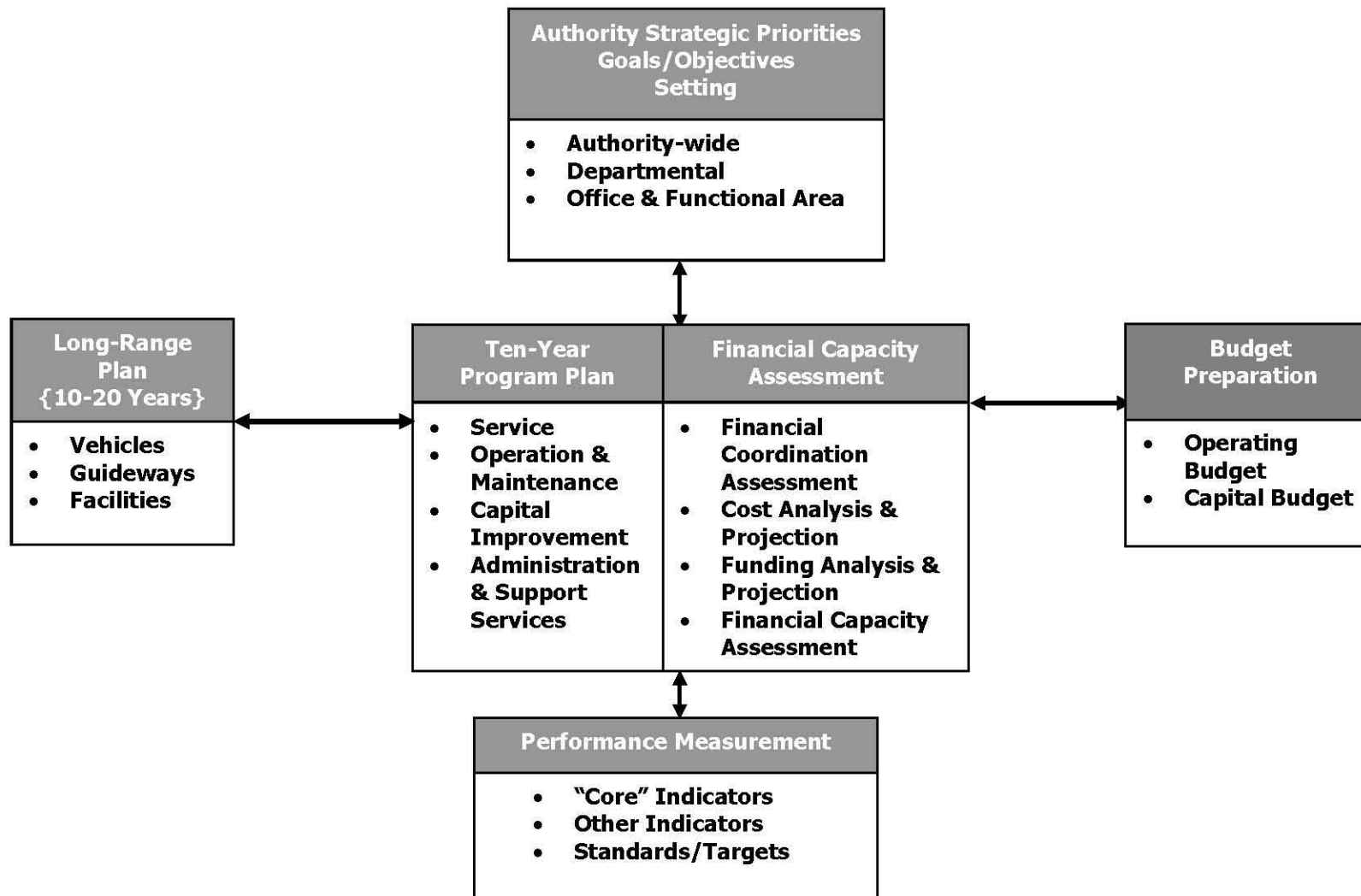
The Capital Plan provides more than simply a long-range or short-range capital spending plan. **Exhibit 1** shows that a clear linkage to MARTA's Strategic Priorities must be established for any recommended Capital Program. The Strategic Business Planning process has created an overall framework in which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

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

MARTA Capital Plan Priorities & Issues

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

Exhibit # 1
Multi-Year Program Planning Process



Capital Planning Process

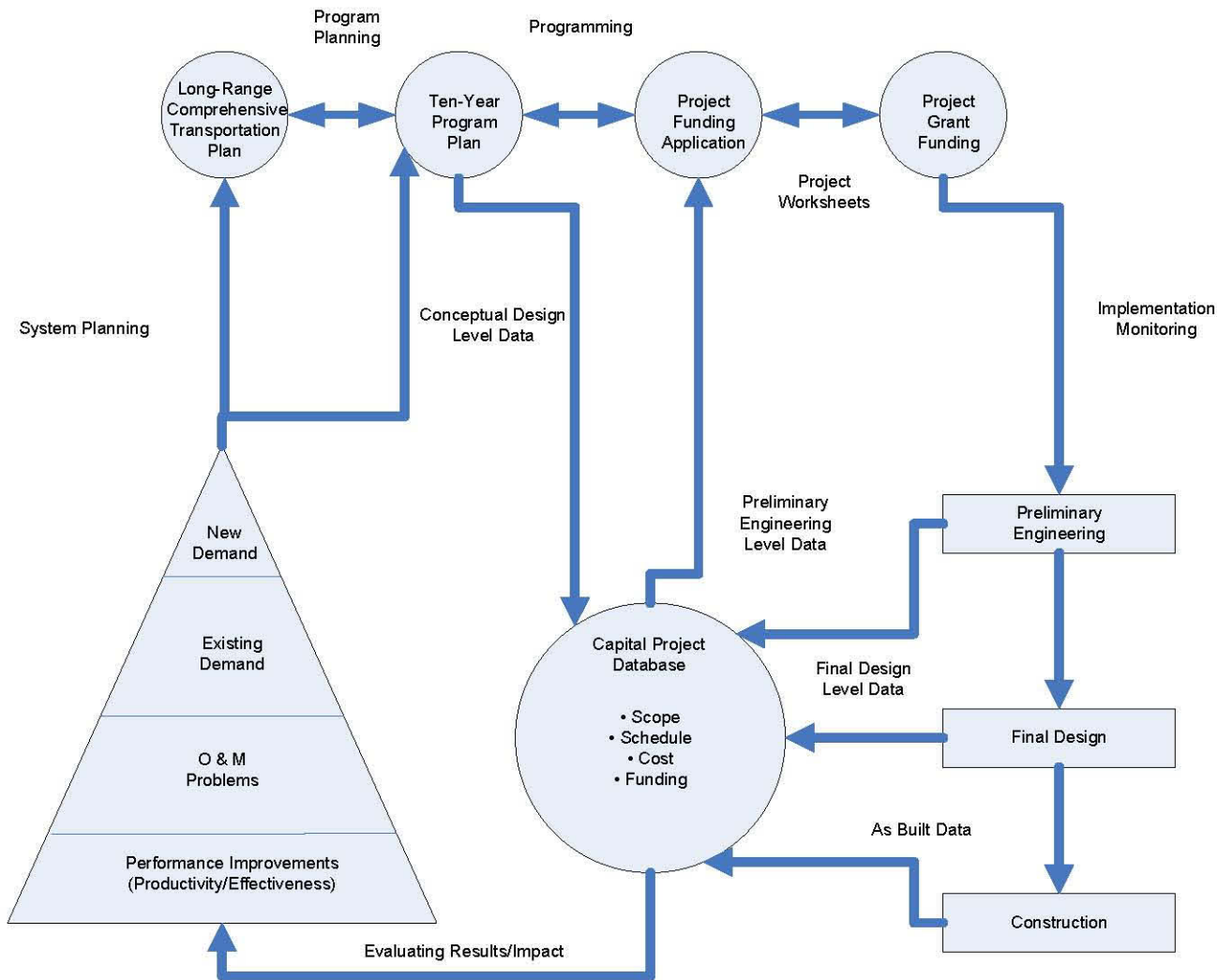
Exhibit 2 identifies the relationship among the major construction project processes and final products. It identifies two plans that will be essential to ensure long-term success:

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

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

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

Exhibit # 2
Relationship Among Major Construction Project Processes & Products



Fiscal Year Budget Development

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

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

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

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

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

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

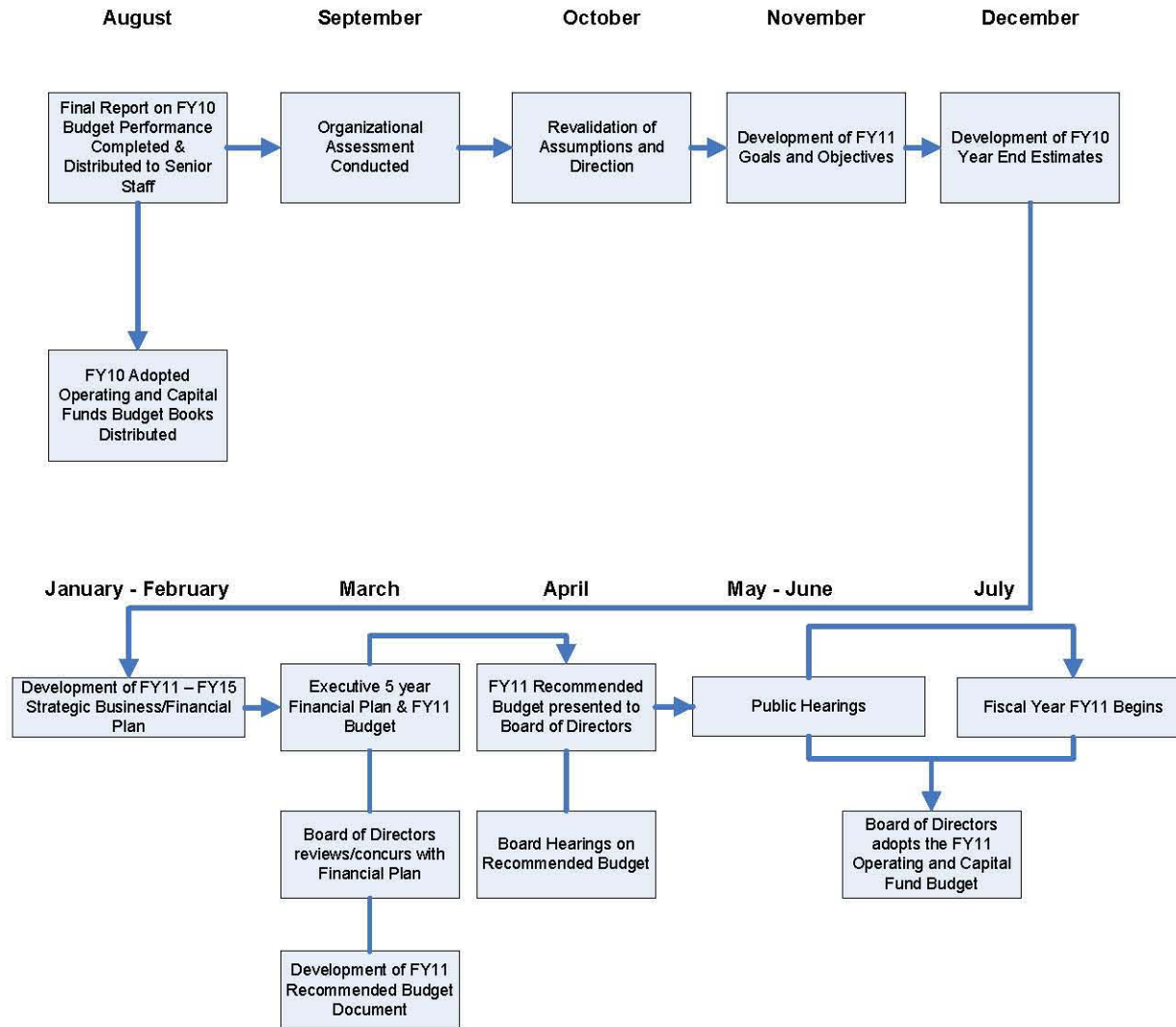
In addition to the budget development phase, opportunities for public comment occur formally and informally throughout the year. On an informal basis, Customer Question and Answer sessions are held at MARTA's rail stations periodically. On a formal basis, significant route changes or applications for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

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

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

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

**Exhibit # 3
Calendar for Development of the FY11 Budget**



**Exhibit # 4
Development of the FY11 Budget Major Milestones**

<u>Date</u>	<u>Event</u>
12/8/09	EMT Budget Planning Session – major milestones development
12/10/09	Distribute Transit Deficit Reduction Strategy (TDRS) Template
12/16/09	EMT Meeting – detailed discussion on the four (4) categorical milestones to ensure synergy and timeliness. The Director of Program and Contract Management is developing the detailed Gant Chart that integrates: (1) The Budget Process (Operating/Capital) milestones; (2) The Service Plan milestones; (3) The Legislative/Political; (Community Outreach milestones
12/17/09	"White Paper" due reports on the major agenda items for the Board Work Session on January the 11 th . The major agenda items are: (1) Service Plan/Options; (2) Community Outreach Plan (including Strategic Message); (3) Fares & Parking Plan/Options; (4) Communication of Major Milestones Plan/Options (Pros & Cons if Service Plan is implemented in August or later of FY11); (5) Reserves Utilization Plan/Options.
12/17/09	TDRS due from Authority "Big Idea" Concept reports. Reports on "Transit Deficit Reduction Strategy" (TDRS) opportunities. The four (4) categories of the TDRS are: (1) Service Plan Optimization; (2) Cost Containment & Productivity Improvement; (3) New Revenue Opportunities; (4) Fare & Parking Policy Opportunities. Examples of "Big Ideas" & Opportunities include, but are not limited to: (1) Closing Brady; (2) Circulator Paradigm; (3) Obsolete Inventory & Inventory Mgmt; (4) Southeast Trans Assessment & Next Steps Opportunities; (5) Business Case for the Hamilton Facility (Clean Diesel vs. CNG); (6) the M.O.V.E. initiative; (7) The Dispatching function; (8) SB 89 Implementation Plan; (9) The WiFi Plan; (10) Any other major re-engineering, major cost savings & major revenue enhancement opportunities.
12/18/09 – 1/04/10	Compilation, Distribution and Review (EMT) of TDRS submittals. Each member of Management is required to read and consider the merits of the "Big Ideas". Where feasible, the "Big Ideas" will be incorporated into the Budget Submissions from the appropriate departments.
1/04/2010	FY11 Budget Call Package distributed. Personnel Reduction Target based on Proposed Service Modifications by Office given. Program justification with required resources and drivers to be completed. Resources to be allocated among Programs. Reduction Impacts to be described and commensurate non labor impacts to be determined.

**Exhibit # 4
Development of the FY11 Budget Major Milestones (continued)**

<u>Date</u>	<u>Event</u>
1/06/2010	General Manager’s Capital Budget Review Session
1/07 & 1/09/2010 (Saturday)	General Manager’s Operating Budget Review Session
01/18/2010	Budget Submissions due
1/25/2010	Budget Reduction Submittal Book distributed to Authority (EMT/SMT)
1/25/2010 – 1/29/2010	<u>Executive Team Review of Budget Submissions and Reduction Impacts.</u> Priorities determined. Resource/program/function eliminations determined.
1/28/2010	Business Management Committee Briefing on Budget Schedule and Plan
2/25/2010	Brief Business Management Committee on Budget Assumptions (Reduction magnitude, Fares & Parking)
2/25/2010 -3/19/2010	Discussions with Board regarding Alternative Reduction Strategies and Staff Impacts (RIF)
3/29/2010	Board Briefing: <u>Preliminary FY11 Budget</u> , Service Levels, and Fare & Parking Fee Modifications
5/27/2010	Presentation of <u>Proposed Budget</u> to Business Management Committee
6/7/10 – 6/8/10	Public Hearings (Budget, Fares, Parking)
6/28/10	Adoption of FY11 Operating & Capital Budgets, including service levels, & Fare /Parking proposals

Transportation Improvement Program (TIP)

The Atlanta Regional Transportation Improvement Program (TIP) is published each summer by the Atlanta Regional Commission (ARC). This document outlines the long-term transportation plan for the Atlanta Region based on input from MARTA and the Georgia Department of Transportation, as well as governmental and community groups in the member counties of Barrow, Bartow, Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Hall, Henry, Newton, Paulding, Rockdale, Spalding, and Walton. The MARTA TIP process begins each November and continues until March when the ARC begins to compile input from each of the participants. The initial input received for the MARTA Strategic Business Plan is used as a vehicle for TIP development. The TIP documents a six-year program, broken down by two, three-year periods.

MARTA Grant Process

MARTA receives grant funds from the Federal Transit Administration (FTA) and other sources such as the Department of Homeland Security and the State of Georgia to support its operating and capital programs. Grant funds are available under various "sections" of the Federal Transit Act and are appropriated annually in conjunction with the federal budget cycle. MARTA generally applies for grant assistance during the first quarter of the Federal fiscal year. Due to the Federal appropriation cycle, adjustments of grants must sometimes be made later to reflect actual appropriation. Funds are typically awarded in February; however, the grant cycle continues as programs are re-evaluated and grants are amended and revised. A key factor in the grant process is the TIP cycle described above. Grant and TIP cycles are closely linked since federal assistance will only be granted to plans and programs approved by the Atlanta Regional Commission in the TIP.

Financial & Budgetary Policies

1) Creation and Organization

- The Metropolitan Atlanta Rapid Transit Authority (MARTA) was formed as a joint public instrumentality of the City of Atlanta and the counties of Fulton, DeKalb, Cobb, Clayton, and Gwinnett by action of the General Assembly of the State

of Georgia (the MARTA Act), to design and implement a rapid transit system for the Atlanta metropolitan area. MARTA operates a bus and rapid rail transportation system and continues to develop and construct further improvements to its integrated bus/rail transportation system.

- As required by the terms of MARTA's Sales Tax Revenue Bond Trust Indentures, the financial activities of MARTA are accounted for using three separate funds, all of which are related to Capital or Debt Service, with the exception of a single Operating Fund. Such funds are combined for financial reporting purposes in order to present the financial position and results of operations of MARTA as a whole. They are as follows:
 - 1) **General Operating Fund** – MARTA uses a General Operating Fund for all operating activities and financial resources with the exception of those accounted for in another fund. This principle is in accordance with GAAP.
 - 2) **Debt Service Funds** – MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.
 - 3) **Capital Projects Funds** - MARTA uses separate funds for major capital acquisition, construction and Authority's planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.
- The State of Georgia determined oversight responsibility based on consideration of financial interdependency, selection of governing authority, designation of management, the ability to significantly influence management, and accountability for fiscal matters. No governmental units other than MARTA itself are included in the Authority reporting entity.

FISCAL POLICY GUIDE

- MARTA is not included within the reporting entity of the City of Atlanta or any of the counties because these governments do not exercise significant influence over MARTA, and the city and counties are not accountable for MARTA's fiscal matters.
- MARTA is currently governed by an 18-member board of directors. MARTA has implemented the provisions of Statement No. 14 of the Governmental Accounting Standards Board (GASB), The Financial Reporting Entity, including additional guidance promulgated by GASB No. 39. As defined by the GASB, the financial reporting entity is comprised of the primary government and its component units. The primary government includes all departments and operations of MARTA, which are not legally separate organizations. Component units are legally separate organizations, which are fiscally dependent on MARTA or for which MARTA is financially accountable, or which raises and holds economic resources for the direct benefit of MARTA. An organization is fiscally dependent if it must receive MARTA's approval for its budget, levying of taxes or issuance of debt. MARTA is financially accountable for an organization if it appoints a majority of the organization's board, and either a) has the ability to impose its will on the organization or b) there is the potential for the organization to provide a financial benefit to or impose a financial burden on MARTA. The reporting entity of MARTA consists solely of the primary government. MARTA has no component units.
- Of its eighteen member board, three members are 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 serve as ex-officio members of the Board. None of the participating

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

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

2) Balanced Budget

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

FISCAL POLICY GUIDE

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 FY11 the total uses are \$725.2M, and the total sources are \$872.1M, which leaves a surplus of funds of \$146.9 MARTA has several sources of revenue as explained below.
- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- For historical information, under the law authorizing the levy of the sales and use tax, as amended May 10, 2002, MARTA is restricted as to its use of the tax proceeds as follows:
 - 1) No more than 50% of the annual sales and use tax proceeds can be used to subsidize the net operating costs, as defined, of the system, exclusive of depreciation and amortization, and other costs and charges as defined in Section 25(I) of the MARTA Act, except for the period beginning January 1, 2002 and ending December 31, 2008 when no more than 55% shall be used. The additional 5% of the Sales tax revenues may be applied to the operations of the transit system, to be used at the discretion of the General Manager.
 - 2) If more than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the deficit in operations must be made up during a period not to exceed the three succeeding years.
 - 3) If less than the legislative provided percentage of the annual sales and use tax proceeds is used to

subsidize the net operating costs in any one year, the excess may, at the discretion of MARTA’s Board of Directors, be reserved and later used to provide an additional subsidy for operations in any future fiscal year or years.

- The Georgia General Assembly approved certain amendments to the MARTA Act which provided that, commencing on July 1, 1988 until December 31, 2008, interest earnings from the real estate reserve and the capital rehabilitation replacement reserve may be treated as “transit” related operating revenue” for purposes of the legislative provided percentage requirement. The Board of Directors unanimously approved a resolution to use the interest earnings on these reserve funds to pay operating costs of the system through fiscal year 1995. Fiscal years 1996 through 2001 earnings were reserved for future use as either operating or capital expenditures. The fiscal years 2002, 2003, and 2004 budget resolutions provided for the use of the future use reserved interest.
- The Authority shall fund and maintain an operating budget reserve of ten percent (10%) of the Authority’s prior year operating budget revenues. For purposes of this section, the term 'operating budget revenues' shall mean all funds received from federal, state, or local sources, including but not limited to grants, distributions from federal and state formula funds, or direct federal and state appropriations for projects or programs of the Authority, as well as fare box revenues and revenues received from rentals on property owned or operated by the Authority. Said operating budget reserve shall be utilized for ongoing operating expenses only in those circumstances requiring its use due to worsened economic conditions in the Atlanta region, or catastrophic loss such as an act of God or terrorism, which conditions cause a temporary shortfall in the Authority’s anticipated revenues. The temporary operating revenue shortfall so noted shall be for a period of not less than six consecutive months during which total anticipated revenues are not less than two and one-half percent (2.5%) below the revenues

FISCAL POLICY GUIDE

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

- The MARTA act amended by the Georgia Assembly under HB277 and commonly referred to as The Transportation Investment Act, shall become effective January 1, 2011 amending set forth restrictions on the use by public transit authorities of annual proceeds from local sales and use taxes shall be suspended for three years. No funds newly unrestricted during this suspend period shall be used for annual cost-of-living or merit based salary raises, increases in hourly wages, or increased overtime due to such wage increases, payment of bonuses; or to increase the level of benefits of any kind.
- During each fiscal year the Board shall propose an annual operating budget for the ensuing fiscal year and hold a public hearing thereon. After such public hearing the Board shall review its proposed budget, and, on or before the last day of the fiscal year, it shall adopt an annual operating budget for the ensuing fiscal year.
- The Board shall propose and adopt an annual capital improvements budget. The proposed capital improvements budget shall show all capital improvement projects in process of completion, those to be undertaken during the ensuing fiscal year and those anticipated to be undertaken during the ensuing ten years. The proposed budget shall

also show the proposed method of financing each proposed project and the effect thereof on the debt structure of the Authority. After a public hearing the Board shall review its proposed budget and on or before the last day of the fiscal year it shall adopt an annual capital improvements budget for the ensuing fiscal year. No contract for the purchase or construction of any capital improvement project shall be authorized, except to meet a public emergency certified as such by the Board, unless it is included in the annual capital improvements budget; however, the Board may propose and adopt an amendment to the annual capital improvements budget by following the procedure herein prescribed for adopting the original budget.

- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in property and equipment. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with the FTA enable the FTA to hold a continuing interest in properties acquired and restricts their use to the provision of mass transportation services.
- The FTA also provides funds for subsidizing operating costs involved in preventive maintenance of vehicles, system and equipment under Section 5307 of the Federal Transit Act.

3) Long-Range Planning

- MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047 and .5% until June 30, 2057.
- MARTA issues Sales and Use Tax Revenue Bonds and Commercial Paper to raise capital funds for construction, expansion, and rehabilitation of the transit system. During fiscal year 2007, MARTA initiated its current commercial paper program to provide flexibility and optimization to the

FISCAL POLICY GUIDE

issuance of debt. The bonds and notes are payable from and secured by a first, second, and third liens on sales and use tax receipts.

- The FTA has also authorized other grant funds for the construction of bus transit facilities, replacement and rehabilitation of transit operating equipment, development work for construction support techniques, purchase and installation of a computer, and other purposes not directly related to the rail construction program. MARTA plans to fund its committed projects through the unencumbered capital portion of its sales tax, future bond proceeds, issuance of commercial paper and federal and state capital grants. MARTA also has lease and interest revenue and capital reserves available to supplement its needs.
- MARTA has entered into forward contracts to purchase low sulfur heating oil and natural gas at a specified time in the future at a guaranteed price. MARTA enters into these contracts to help plan its low sulfur diesel and natural gas costs for the year and to protect itself against market risk of the commodity. It is possible that the market price before or at the specified time to purchase low sulfur diesel and natural gas may be lower than the price at which the MARTA is committed to buy. This would reduce the value of the contract. MARTA could sell the forward contract at a loss, or if it were to continue to hold the contract, MARTA may make a termination payment to the counterparty to cancel its obligation under the contract and then buy low sulfur diesel and natural gas on the open market. MARTA currently has four fuel hedge transactions in place, two for diesel fuel and two from natural gas. Two are scheduled to expire June 30, 2011 with the other two expiring June 30, 2012. This layered approach will further limit MARTA's exposure to market fluctuations.
- MARTA considers all highly liquid debt securities with an original maturity of no more than three months at date of purchase to be cash equivalents except repurchase

agreements and restricted investments, which are considered investments.

- Georgia statutes authorize MARTA to invest in U.S. Government obligations, U.S. Government agency obligations, obligations of any instrumentality of the U.S. Government, or in repurchase agreement collateralized by any of the aforesaid securities, prime Bankers' Acceptances or in State of Georgia obligations, or in the State of Georgia sponsored investment pool or in other obligations or instruments as allowed by Georgia Law. Under the terms of MARTA's Sales Tax Revenue Bond Trust Indenture, the Authority may not invest in securities with a remaining term to maturity greater than five years from the purchase date. In addition, MARTA requires that repurchase agreement collateral must have a market value ranging from 101% to 102% of the cost of the repurchase agreement, depending upon the maturity date and type of security. MARTA's policy states that collateral pledged for repurchase agreements and not delivered to MARTA's safekeeping agent must be held in custody or account agreeable to MARTA in MARTA's name.
- With the exception of those in the deferred compensation plan, investments are carried at cost or amortized cost plus accrued interest (which approximates market value). Investments in the deferred compensation plan are carried at market value.
- Reservations of Retained Earnings are used to indicate that a portion of retained earnings is legally segregated for a specific future use. Designations of retained earnings are not legally required reserves but are segregated for a specific purpose by an act of the Board of Directors of MARTA.

MARTA's long range plan is derived from the vision articulated within by the Transit Planning Board Concept 3 Plan and has been formalized by the MARTA Board of Directors. This vision recognizes MARTA's role as the core of the regional transit system needed to accommodate the anticipated growth in the Atlanta region over the next 25 years. The

FISCAL POLICY GUIDE

vision also features expanding the existing system in 10 corridors. These corridors were identified as priorities in no particular ranking and were included in the approved 12th and 13th Amendments to the Rapid Transit Contract and Assistance Agreement.

4) Asset Inventory

The largest portion of MARTA's net assets each year represents its investment in capital assets (e.g., land, rail system, buildings, and transportation equipment); less any related outstanding debt used to acquire those assets. MARTA uses these capital assets to provide services to its customers; consequently, these assets are not available for future spending. Although MARTA's investment in its capital assets is reported net of related debt, it should be noted that the resources to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

- Capital Assets are carried at cost and depreciated using the straight-line method based on the estimated useful lives of the related assets, as follows:
 - Rail system and buildings 5-50 years
 - Transportation equipment 5-20 years
 - Other property and equipment 4-20 years
- MARTA uses a three-hundred-dollar capitalization threshold for its capital assets. Donated properties are stated at their fair value on the date donated. When assets are sold or retired, the cost of the asset and related accumulated depreciation is removed from the accounts and the resulting gain or loss, if any, is charged to non-operating revenue or expense. Ordinary maintenance and repairs are charged to expense as incurred, while property additions and betterments are capitalized. MARTA capitalizes, as a cost of its constructed assets, the interest expense based upon the weighted average cost of borrowings of MARTA.
- Materials (principally maintenance parts) and supplies inventories are stated at average cost and expenditure is based on the consumption method. MARTA has a complete capital asset inventory every two years, as required by FTA.

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

Revenue Policies

1) Revenue Diversification

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

FISCAL POLICY GUIDE

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

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

- During the year ended June 30, 2001, MARTA began construction of a Transit Oriented Development (TOD) Program whereby MARTA would lease office, retail, and residential space. The BellSouth towers and related parking and retail space were completed in October 2002. Several lease agreements have been signed, the terms of which provide for various payments to be made to MARTA over a variety of years. Since that time several other TOD projects have been initiated and completed while others are still ongoing.
- AGL constructed a refueling station on MARTA's property at Perry Boulevard. MARTA leases this refueling station under an operating lease. The non-cancelable lease term is for five years after which the lease provides three renewal options of five years each but does not include a bargain renewal option. MARTA has the option to purchase the refueling station at the remaining value of the outstanding options valued at \$125 per year. Total cost for such lease was \$538 for the year ended June 30, 2005 and \$574 for year ended June 30, 2004. The minimum future rental payments for year FY2006 is \$540. MARTA leases air rights and ground leases over and adjacent to its stations to third parties for the construction of office and other developments.
- Deferred revenue includes the remaining unamortized balance of the deferred amounts from the lease/leaseback arrangements in 2001, 2002, 2003, and 2004 and the sale/leaseback arrangements in 1987 and 1988 of certain rail cars and buses. The deferred gains are being amortized over the remaining lives of the respective vehicles.

2) Fees and Charges

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

FISCAL POLICY GUIDE

as provided in the Act, of the preceding fiscal year. Under provisions of amendments to the MARTA Act, all revenues, except the sales and use taxes, are included in transit related revenues for purposes of this calculation.

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

3) Use of One-time Revenues

- MARTA's enabling legislation, the MARTA Act, states that the Board shall make provisions for an annual operating budget and an annual capital improvements budget. Every budget, proposed or as finally adopted, shall conform to generally accepted budgetary standards of public bodies. In the annual operating budget each operating fund shall be set forth separately and show an estimate of the fund balance to be available at the beginning of the year, an estimate of anticipated credits during the year according to source, an estimate of anticipated charges, including capital outlay or debt service properly to be financed from anticipated revenues, and comparative data on the last two completed fiscal years and similar data, actual or estimated, for the current year. In complying with this requirement the use of revenues must be planned well in advanced. MARTA's finances are structured such that all revenues flow into a "General Operating and Capital Fund". One time or unpredictable revenues serve to increase these fund balance and appear as carry forward balances in futures years to be addressed in subsequent planning and budgeting cycles.

4) Use of Unpredictable Revenues

- MARTA's enabling legislation, the MARTA Act, states that the Board shall make provisions for an annual operating budget

and an annual capital improvements budget. Every budget, proposed or as finally adopted, shall conform to generally accepted budgetary standards of public bodies. In the annual operating budget each operating fund shall be set forth separately and show an estimate of the fund balance to be available at the beginning of the year, an estimate of anticipated credits during the year according to source, an estimate of anticipated charges, including capital outlay or debt service properly to be financed from anticipated revenues, and comparative data on the last two completed fiscal years and similar data, actual or estimated, for the current year. In complying with this requirement the use of revenues must be planned well in advanced. MARTA's finances are structured such that all revenues flow into a "General Operating and Capital Fund". One time or unpredictable revenues serve to increase these fund balance and appear as carry forward balances in futures years to be addressed in subsequent planning and budgeting cycles.

Expenditure Policies

1) Debt Capacity, Issuance, and Management

- All expenses related to operating the bus and rail system are reported as operating expenses. Interest expense, financing costs, and planning costs are reported as non-operating expenses.
- MARTA issues Sales and Use Tax Revenue Bonds and Bond Anticipation Notes (Commercial Paper) to raise capital funds for construction and expansion, and rehabilitation of the transit system. During fiscal year 2005, MARTA initiated its commercial paper program, in the form of Bond Anticipation Notes, to provide flexibility and optimization to the issuance of debt. The bonds and notes are payable from and secured by a first, second, and third liens on sales and use tax receipts.
- Legally, MARTA's estimated sales tax receipts must be at least twice the total debt service. MARTA's Board has placed an additional restriction on the debt service coverage

FISCAL POLICY GUIDE

requirement, limiting the maximum estimated annual debt service to no more than 45 percent of the corresponding year's estimated sale tax receipts.

- MARTA has a Swap & Derivative Policy that is governed by the Issuer's use and management of all Agreements. The Issuer is authorized under Section 8 of an Act approved March 10, 1965 (Ga. L. 1965, p. 2243), as amended, i.e. the "Metropolitan Atlanta Rapid Transit Authority Act of 1965" (hereinafter the "MARTA Act"), to enter into such Agreements to manage or reduce the amount and duration of the interest rate, spread, or similar risk when used in combination with the issuance of bonds and outstanding bonds of the Issuer.
- Contingent upon the approval of the Issuer's Board of Directors, the Issuer may enter into credit enhancement or liquidity agreements in connection with any Agreement containing such terms and conditions as the Issuer determines are necessary or desirable, provided that any such credit enhancement or liquidity agreement as the same source of payment as the related interest rate management agreement.
- In conjunction with the Debt Management Policy, the Policy shall be reviewed and, if necessary, updated at least annually. The General Manager/CEO, Assistant General Manager of Finance/CFO, Director of Treasury Services and the Manager of Financial Planning & Analysis are the designated administrators of the Issuer's Swap Policy (the "Policy Administrators"). The Director of Treasury Services and the Manager of Financial Planning & Analysis shall have the day-to-day responsibility for managing interest rate swaps.
- With respect to all or any portion of any of the Issuer's debt that it is authorized to issue under section 10 of the MARTA Act, as amended, that it has either issued or anticipates that will be issued, the Issuer may enter into, terminate, amend, or otherwise modify a Qualified Interest Rate Management Agreement under such terms and conditions as the Issuer

may determine, including, without limitation, provisions permitting the Issuer to pay to or receive from any person or entity any loss of benefits under such agreement upon early termination thereof or default under such agreement.

- In fiscal 1994, MARTA adopted GASB Statement of Standards No. 23, "Accounting and Reporting for Refunding of Debt Reported by Proprietary Activities." As such, losses on these transactions are deferred and amortized over the life of the new debt on a straight-line basis.

2) Reserve or Stabilization Accounts

- The Georgia General Assembly approved certain amendments to the MARTA Act which provided that, commencing on July 1, 1988 until December 31, 2008, interest earnings from the real estate reserve and the capital rehabilitation replacement reserve may be treated as "transit related operating revenue" for purposes of the legislative provided percentage requirement. The Board of Directors unanimously approved a resolution to use the interest earnings on these reserve funds to pay operating costs of the system through fiscal year 1995. Fiscal years 1996 through 2001 earnings were reserved for future use as either operating or capital expenditures. The fiscal years 2002, 2003, and 2004 budget resolutions provided for the use of the future use reserved interest.

3) Operating & Capital Expenditure Accountability

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

FISCAL POLICY GUIDE

respective cost centers with approval of budget staff as long as the total budget authorization is not exceeded. Capital expenditures are controlled at the budget line item.

- MARTA allocates certain general and administrative expenses to transit operations and also capitalizes certain of these expenses in construction in progress based on its cost allocation plan prepared in accordance with FTA guidelines. General and administrative expenses not allocable to either transit operations or construction in progress under FTA guidelines are reflected as non-operating general and administrative expense in the accompanying statement of revenues, expenses, and changes in net assets.
- MARTA adopts its Operating and Capital Budget in June of each year. Once adopted, total budgeted revenues and/or expenses cannot change. Budgets are allocated to monthly spending levels and a monthly Budget Performance Report is prepared. The monthly Budget Performance Report analyzes expenditures by office relative to monthly and total budgets, and revenues anticipated for the reporting period.
- Budgets are controlled through accounting systems at a hierarchal level by account numbers within each expense category. Categories include labor related cost categories (salaries and benefits) and non-labor related cost categories (services, materials & supplies, utilities, casualty & liability, taxes, etc.).
- When expenditures are incurred or encumbered, funds must be sufficient within the category of the department's budget in order for processing the requisition, purchase order or invoice. If funds are non sufficient, the division must request a transfer of funds from one of the other non-labor categories.
- In the past, the Authority has determined that other means to bring the budget into balance were necessary. These included:
 - 1) Mandatory furloughs for all Non-Represented employees.

- 2) A policy of freezing all merit-based increases for Non-Represented and no negotiated wage increase for Represented employees.
- 3) An ongoing commitment from staff to reduce General and Administrative (G&A) costs and to realize improvements in efficiency and effectiveness. This included Bus Service and Rail Service Modifications, as well as other Reduction-In-Force (RIF) initiatives.
- 4) Revenue enhancement initiatives as follows:
 - a. **Partnership Discount Modification**
– maximum allowable volume discount is reduced from 8% to 5%
 - b. **Visitor Pass Modification** - \$1 increase in the cost of all visitor passes
 - c. **Braves Shuttle Fees** - \$1 fare each way
 - d. **HiFi Shuttle Fees** - \$1 fare each way
 - e. **Long Term Parking Modification** - \$1 increase on all long term parking

Source Documents

The information used to develop the fiscal policy guide is provided by a variety of both internal and external sources¹. A listing of the major resources is provided below.

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

This section explains the strategic direction of the Authority with a description of its strategic values, business plan, long-range vision, priorities, goals and objectives.

INTRODUCTION

The Fiscal Year 2011 Strategic Business Plan (FY11 SBP) is designed to provide all members of the MARTA team with a clear direction as to how their jobs are linked to the overall effort of implementing the Authority's Mission and enabling them to work in a coordinated, collaborative fashion toward successfully achieving its Vision. The FY11 SBP paves the way for MARTA to convert its resources, organizational culture and employee knowledge into expected tangible outcomes.

Financial challenges facing MARTA since at least the mid 1990's have been significantly worsened by the current serious economic downturn. In response to the resulting financial shortfall, a series of deficit reduction strategies have been advanced for the consideration by the MARTA Board of Directors. These actions include internal cost containment measures, fare and parking fee increases, legislative relief aimed at the removal of sales tax and interest use restrictions, the development of new revenue streams, transit service reductions, and the use of one-time federal economic recovery funds for eligible preventive maintenance purposes.

At the December 2008 Retreat, the MARTA Board of Directors adopted Strategic Priorities represented in the enclosed strategy map. The strategy map links the Authority's Vision and Mission statements with Strategic Priorities and Strategic Key Performance Indicators (KPI) that are specifically designed to measure the achievement of these Strategic Priorities over time. Detailed definitions, ownership designations and data source descriptions for each Key Performance Indicator are provided in the Balanced Scorecard tool accessible via MARTAnet.

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



KEY PERFORMANCE INDICATORS

Financial KPIs

KPI	Performance Owner	Data Owner	FY11 Year-End Target	FY10 Year-End	FY10 Target
Budget Variance	Individual Offices	Management & Budget	</= 0%	-0.85%	</= 0%
Ridership Combined (unlinked trips)	EMT	Research & Analysis	>/= 120.8M	146.3M	>/= 143.5M
Bus Cost per Passenger Trip	Bus Operations	Accounting	</= \$3.80	\$3.07	</= \$3.17
Rail Cost per Passenger Trip	Rail Operations	Accounting	</= \$2.69	\$2.19	</= \$2.24
Mobility Cost per Passenger Trip	Mobility	Accounting	</= \$42.86	\$32.92	</= \$38.88

Customer Service KPIs

KPI	Performance Owner	Data Owner	FY11 Year-End Target	FY10 Year-End	FY10 Target
Average Customer Call Wait Time	Customer Services	Customer Services	</= 1:10	0:52	</= 1:10
Customer Call Abandonment Rate	Customer Services	Customer Services	</= 11%	6.94%	</= 11.00%

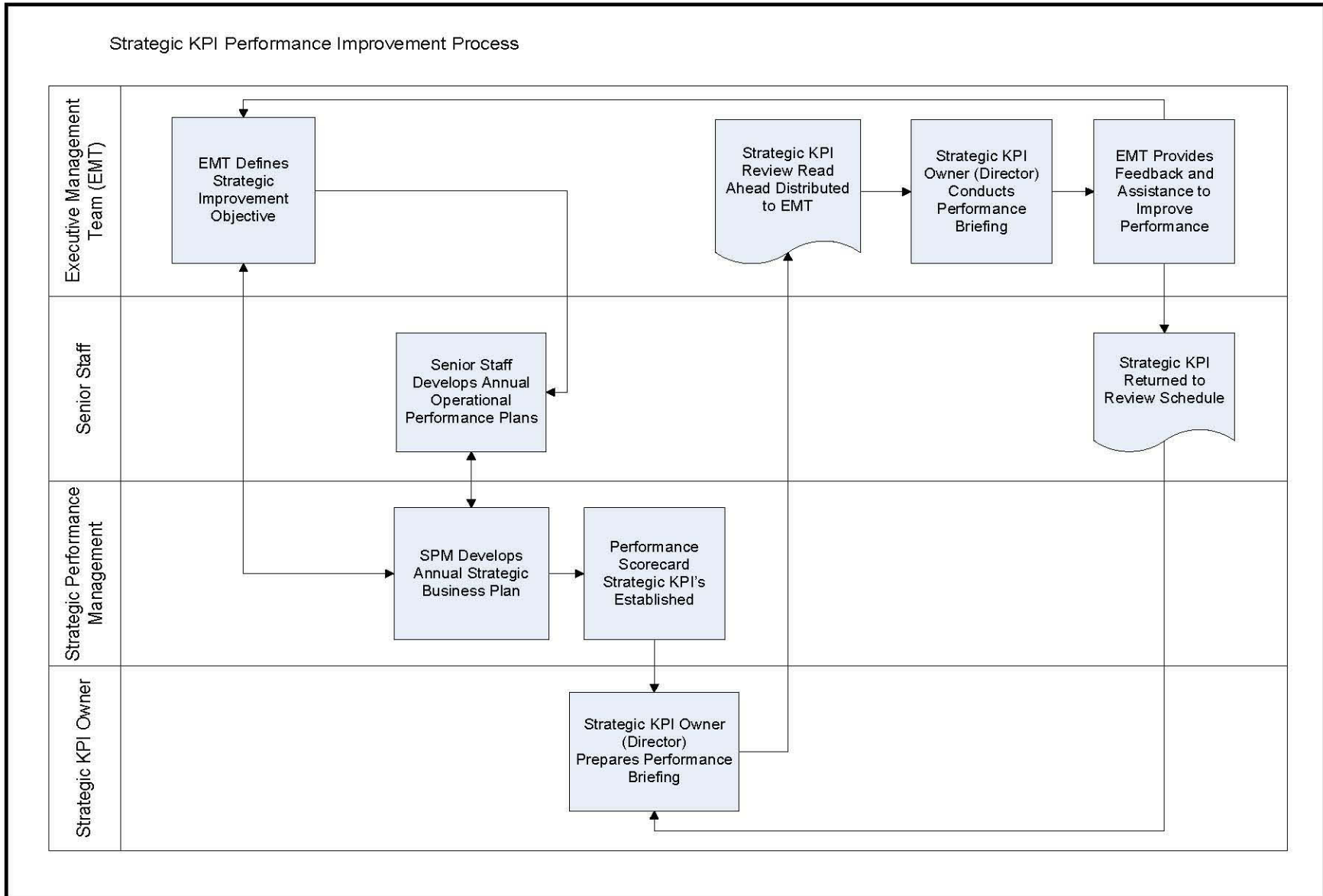
Safety & Security KPIs

KPI	Performance Owner	Data Owner	FY11 Year-End Target	FY10 Year-End	FY10 Target
Part I Crime	Police	Police	</= 3.11	2.87	</= 3.11
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	</= 2.55	2.87	</= 2.55
Mobility Collision Rate per 100K Miles	Mobility	Safety	</= 1.95	1.69	</= 2.50
Employee Accidents per 100 Employees	Individual Offices	Safety	</= 15.50	18.17	</= 14.50

Operations KPIs

KPI	Performance Owner	Data Owner	FY11 Year-End Target	FY10 Year-End	FY10 Target
Bus OTP	Bus Transportation	Bus Transportation	>/= 73%	72.42%	>/= 71%
Bus MDBF (NTD)	Bus Maintenance	Bus Maintenance	>/= 3,000	2,458	>/= 2,400
Bus MDBSI	Bus Maintenance	Bus Transportation	>/= 6,000	5,209	>/= 4,900
Bus Complaints per 100K Boardings	Bus Operations	Customer Services	</= 18.00	16.67	</= 12.00
Rail OTP	Rail Transportation	Rail Transportation	>/= 97.50%	97.01%	>/= 97.50%
Rail MDBF (NTD)	Rail Maintenance	Rail Maintenance	>/= 15,000	22,070	>/= 9,450
Rail MDBSI	Rail Maintenance	Rail Transportation	>/= 500	527	>/= 450
Rail Complaints per 100K Boardings	Rail Operations	Rail Operations	</= 1.30	0.90	</= 0.60
Mobility OTP	Mobility	Mobility	>/= 92%	87.84%	>/= 95%
Mobility MDBF (NTD)	Bus Maintenance	Bus Maintenance	>/= 35,000	42,322	>/= 30,200
Mobility MDBSI	Bus Maintenance	Mobility	>/= 55,000	58,709	>/= 53,300
Mobility Trip Denial Rate	Mobility	Mobility	</= 0%	0.00%	</= 0%
Mobility Reservation Average Call Wait Time	Mobility	Customer Services	</= 1:30	1:53	</= 1:00
Mobility Reservation Call Abandonment Rate	Mobility	Customer Services	</= 4.50%	4.66%	</= 3.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Services	</= 4.50	4.71	</= 3.52
Escalator Availability	Facilities	Facilities	>/= 98%	80.89%	>/= 98%
Elevator Availability	Facilities	Facilities	>/= 98%	97.79%	>/= 98%

STRATEGIC PROCESS FLOW CHART



FINANCIAL SUMMARY

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

FINANCIAL OVERVIEW

Comparison of Fiscal Years 2010 (FY10) and 2011 (FY11)

For fiscal year 2010, the guiding principles implemented were based on the "We Serve with Pride" philosophy. Continuing with the same philosophy, fiscal year 2011 will be focused on increasing productivity and efficiencies while reducing cost. The following cost containment measures are scheduled to be continued as a means to ensure that our riders receive the best service at an affordable fare:

- The elimination of non-represented based merit increases;
- The implementation of a ten (10) day furlough for non-represented employees excluding police and operating supervisors or other equivalent cost savings;
- A continuation of increases in the share that non-represented employees pay for Healthcare;
- The elimination of non-represented employee vacancies;
- An improvement in represented employee availability;
- A core service reduction adjustment and
- A reduction in Non-Labor (Other Than Personnel Services) expenses.

Unprecedented deficits were projected for fiscal years 2009 and 2010 as early as 2006. The call for dedicated funding for MARTA has been consistent and emphatic for the last four years. Although the adverse deficit impact in FY2010 was mitigated by ARRA stimulus of \$45M for operating expenses, it was merely a one-time stop gap. Future funding needs are as dire today as it has ever been without which will demand continued service reductions, fare increases and other internal and cost containment measures.

A reduction in force was determined to be needed due to the continued lower revenue income stream, largely effective September 25, 2010. A total of 736 authorized positions from FY2010 were eliminated.

Authority Operating Expenses and Revenues

FY11 Revenues vs. FY10 Revenues

Budgeted FY11 Sales Tax revenue for operations will be slightly less than FY10 Actuals by \$0.36M or 0.2%. This is the result of the current economic condition, as reported by the Georgia State University's Economic Forecasting Center for Fulton and DeKalb Counties, including the City of Atlanta.¹ Assumptions behind the sales tax projections are a combination of several factors including a restrictive credit market, falling home prices, unemployment levels, oil prices, and other economic recessionary pressures which dampen the consumers ability and propensity to spend.

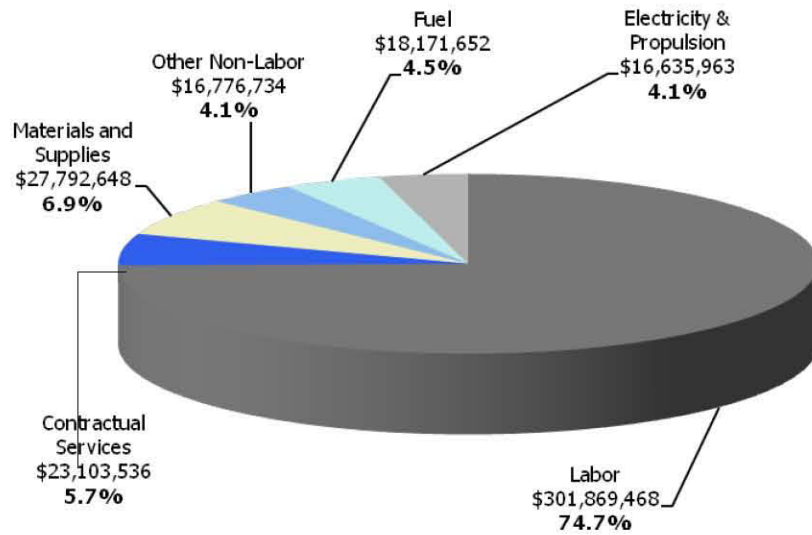
The FY11 Passenger revenue decreased from FY10 by \$6.76M or 6.5% from \$104.63M to \$97.87M. Most of the same factors affecting the Sales Tax revenue are also having an impact on Passenger Revenue, especially unemployment levels. Underlying assumptions made regarding service hours for Bus and Rail, projections on the consumer price indexes and unemployment rates for Fulton and DeKalb counties, as well as average fares and monthly average seasonality factors were used to project the forecast for passenger revenues and ridership in FY11. The information gathered from the consumer price indexes and unemployment rates were received from the Georgia State University Economic Forecasting Center. MARTA uses the information gathered from the economic forecasting center in conjunction with information from various in-house systems including Breeze. Once the information is gathered, it is analyzed using regression testing, various weighted average formulas, and linked as well as unlinked trip data to project the revenues and ridership into the future 120 months.

Due to the current economic conditions as well as the future revenue estimates, it became necessary to raise the fares and increase long term parking rates. It was determined at that time to increase rates over a three year period, to minimize the effect on monthly passes and mobility. The current fares are listed in the Fare Structure in the Appendix.

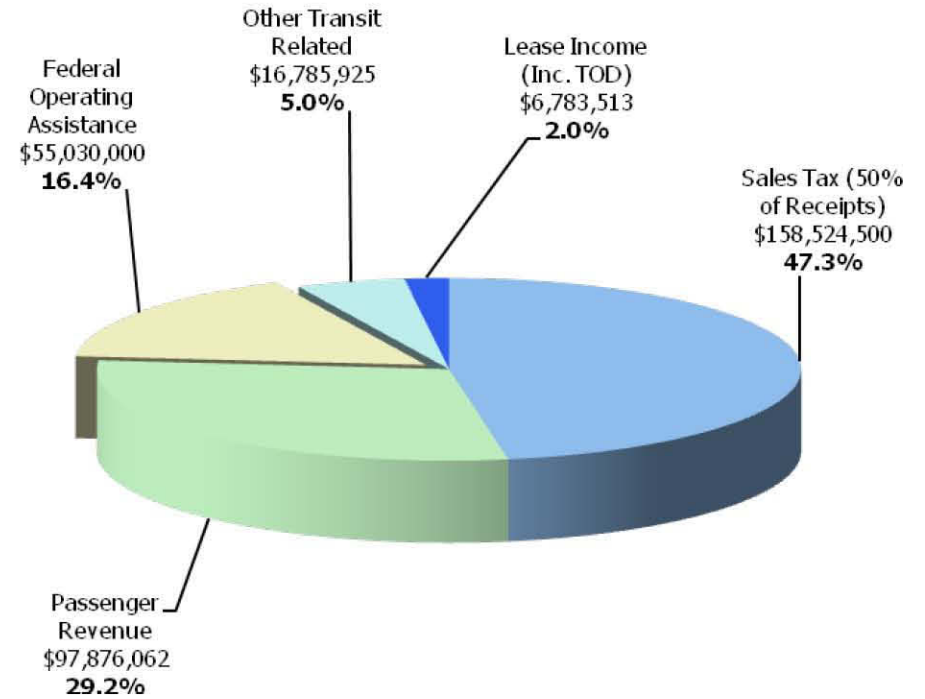
¹ Projections in this document are based upon Georgia State University's Economic Forecasting Center's March 2010 updated report, which serves as the basis for the forecast.

<u>Total Authority Operating Budget (Table 1)</u>	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Adopted FY11
Total Operating Costs (\$M)	365.41	413.34	434.29	438.43	443.85
Less: Capital Charges	(39.15)	(49.35)	(48.24)	(38.55)	(39.50)
Net Operating Costs (\$M)	326.26	363.99	386.05	399.88	404.35
\$ Change	22.64	37.73	22.06	13.83	4.47
% Change	7.46%	11.56%	6.06%	3.58%	1.12%
<u>Revenue (\$M)</u>					
50% Sales Tax	174.61	175.80	163.71	158.89	158.52
Passenger Revenue	99.26	101.39	102.70	104.64	97.88
Other Transit Related	11.25	17.82	14.68	15.83	13.58
Federal Operating Assistance	39.00	41.38	41.79	87.30	55.03
Lease Income (Inc. TOD)	4.88	6.08	5.78	6.01	6.78
Interest - Capital Reserve	6.02	8.74	0.00	0.00	0.00
Lease-to-Service Amortized Revenue	3.95	4.09	4.27	3.20	3.20
Breeze Card					
Token Re-evaluation Revenue	3.00	0.00	0.00	0.00	0.00
Prior Period Audit Adjustment	(0.02)	1.82		2.46	
Total Revenue	341.94	357.12	332.93	378.32	335.00
\$ Change	18.33	15.17	(24.18)	45.39	(43.32)
% Change	5.67%	4.44%	-6.77%	13.63%	-11.45%
<u>Impact (\$M)</u>					
FY Beginning Carry-Over	93.03	126.17	136.88	147.62	138.56
FY Overage/(Shortfall)	15.69	(6.87)	(53.12)	(21.56)	(69.35)
Inclusion of Real Estate Reserves	----	----	55.68	----	----
5% Sales Tax Reserve	8.73	----	----	----	----
Extension of 5% Sales Tax Reserves	8.73	17.58	8.19	0.00	0.00
Flexed Reserves from Capital Plan				12.50	
FY Ending Carry-Over	126.17	136.88	147.62	138.56	69.21

FY11 Net Operating Expenditures
(\$404.35M) (Chart 1)



FY11 Operating Revenues
(\$335.00M) (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 FY11. Details regarding funding

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

(Table 2)

SOURCES				USES			
Beginning Balance				Operating Expenses	\$	443,849,693	
Operating Sales Tax (incl. 5% Sales Tax Res.)	\$	138,559,384		Less: Capital Allocation	\$	(39,499,692)	
Capital	\$	<u>177,561,995</u>	\$	Net Operating Expenses			\$ 404,350,001
			316,121,379				
Sales Tax			\$	Capital Programs	\$	188,006,940	
			317,049,000				
Operating Revenues			\$	Bond Debt Service & Other Financing Costs	\$	<u>132,804,000</u>	
			121,445,500				\$ 320,810,940
Federal Assistance				USES TOTAL			\$ 725,160,941
Operating Assistance	\$	55,030,000					
Capital Assistance	\$	<u>58,950,000</u>	\$	FUNDS AVAILABLE - GENERAL FUND			
			113,980,000	Operating Sales Tax	\$	69,209,383	
State Capital Assistance			\$	Capital	\$	77,760,417	
			2,016,295				
Financing Proceeds			\$	TOTAL FUNDS AVAILABLE			\$ 146,969,800
			-				
Interest & Other Capital Income			\$				
			1,518,567				
SOURCES TOTAL			\$ 872,130,741				

Summary of Available Funding for Operations

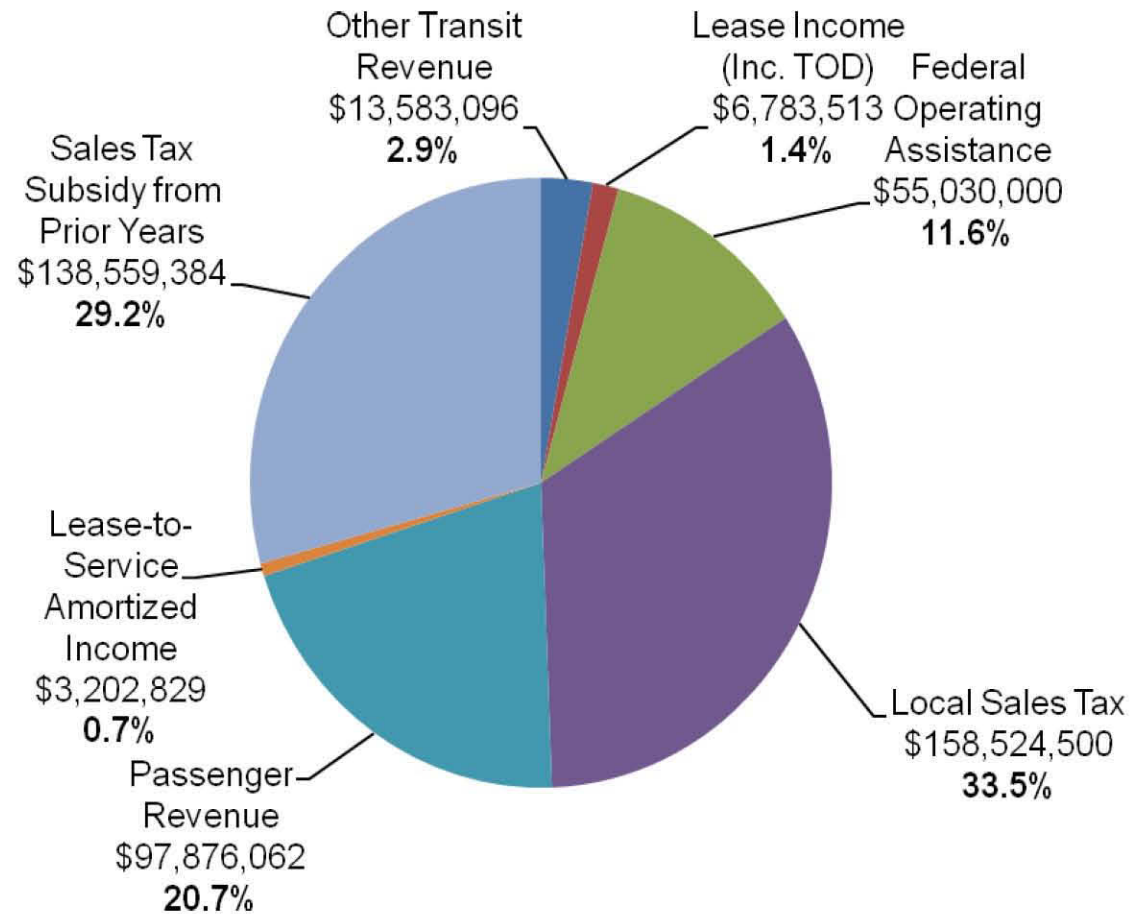
The Fiscal Year 2011 available funding sources for transit operations is \$473.56M, which is funded through four primary sources (Real Estate Reserves, Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments.

The table below provides the dollar amount of the projected sources of funding available to fund operations in FY11. Excluding the \$138.56M of Sales Tax and Other Reserves Carry-over from FY10, the FY11 Net Operating Expenses are projected to exceed FY11 revenues by more than \$69M.

(Table 3)

<i>Sales Tax & Prior Year Carry-Over</i>		
50% Sales Tax Applied	\$	158,524,500
Subsidy Available from Prior Years <small>(Including Real Estate Reserves and Flex from Capital Sales Tax)</small>	\$	138,559,384
Total Sales Tax, Operations	\$	297,083,884
<i>Operating Revenues</i>		
Passenger Revenues	\$	97,876,062
Other Transit Revenues	\$	13,583,096
Lease Income (Inc. TOD)	\$	6,783,513
Lease-to-Service Amortized Rev	\$	3,202,829
Total Operating Revenues	\$	121,445,500
Total Federal Operating Assistance	\$	55,030,000
5% Sales Tax Revenue	\$	-
Total Sources	\$	473,559,384
Net Operating Expenses	\$	(404,350,001)
Funds Available for Future Use	\$	69,209,383

FY11 Available Funding for Operations - \$473.56M (Chart 3)



Summary of Operating Revenues

Operating Revenues include the categories described below. Under the MARTA Act, the fare charged for transit services must be such that total transit related revenues, including any federal operating subsidy and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs from the preceding year. Under provisions of amendments to the MARTA Act, lease income and interest earned from the real estate reserve and the capital rehabilitation replacement reserve may be treated as "transit-related operating revenue" for the purpose of this calculation. This criterion is expected to be met in FY11, even without the permitted inclusion of the capital rehabilitation and replacement reserve.

(Table 4)

FY10 Operating & Federal Revenues	=	\$ 219,430,477	=	56.84%
FY09 Net Operating Expenses		\$ 386,052,445		
The Adopted FY11 Budget is projected to meet this criterion:				
FY11 Operating & Federal Revenues	=	\$ 176,475,500	=	44.13%
FY10 Net Operating Expenses		\$ 399,882,633		

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

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

In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA is permitted to use not more than 50% of the annual proceeds to subsidize the operating costs of the transit system.

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

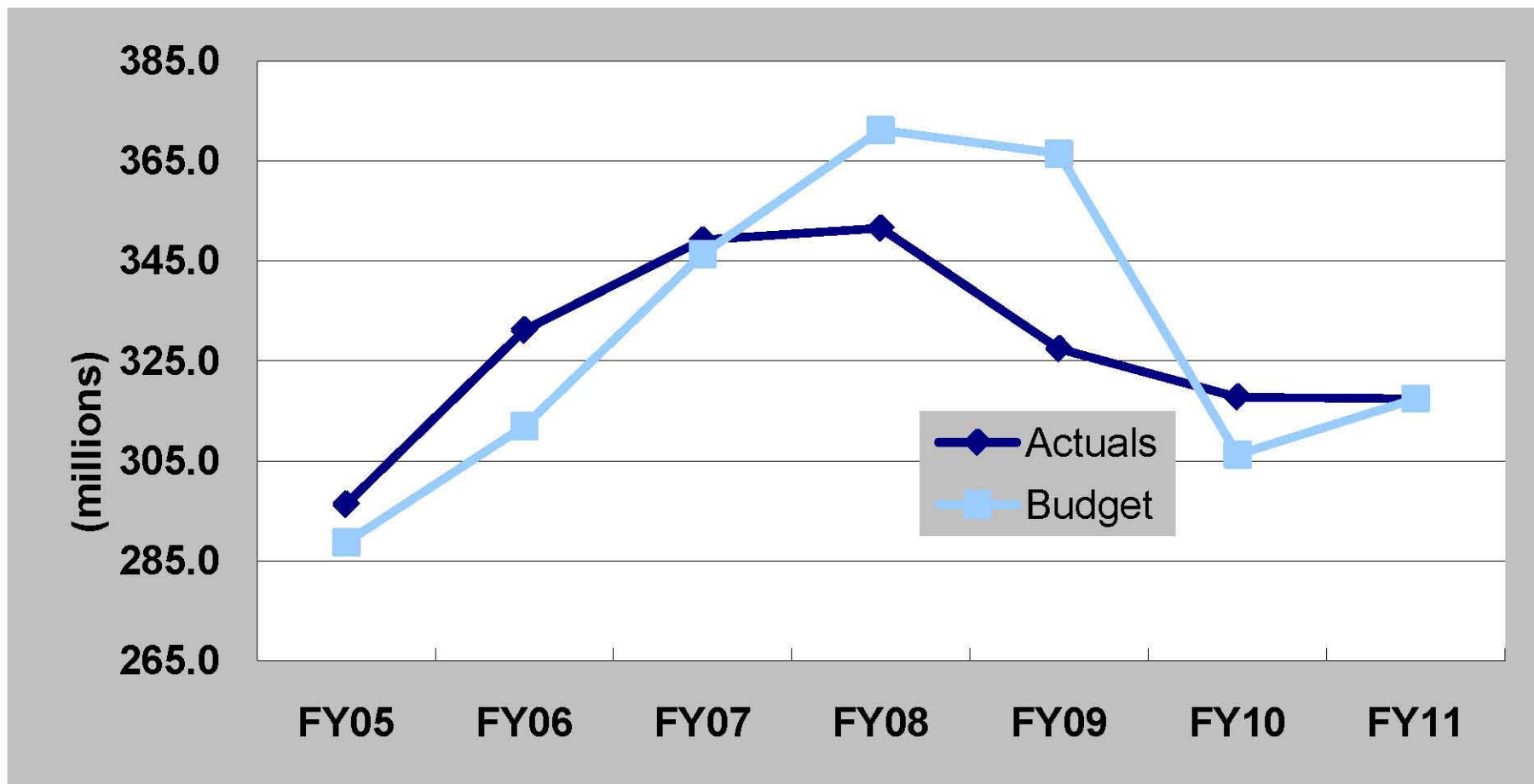
If more than 50% is used to subsidize the operating costs of any one-year, the deficit in operations must be made up during a period not to exceed the three succeeding years. If less than 50% is used to subsidize operating costs, the excess may be reserved and later used to subsidize operations in future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

The MARTA act was amended by the Georgia Assembly under HB277 (commonly referred to as The Transportation Investment Act), and shall become effective January 1, 2011. HB277 amends set forth restrictions on the use by public transit authorities of annual proceeds from local sales and use taxes and suspends them for three years. No funds newly unrestricted during this suspend period shall be used for annual cost-of-living or merit based salary raises, increases in hourly wages, or increased overtime due to such wage increases, payment of bonuses, or to increase the level of benefits of any kind.

In FY2010 \$12.5M of capital reserves was allocated to the operating carryover subsidy reserve balance. The real estate reserves are also included as a part of the carryover subsidy reserves balance.

The total estimated Sales Tax for FY11 is \$317.05M. A summary of Transit Subsidy for past years is provided in Table 5 at the end of this section.

FY05 – FY11 Sales Tax Receipts (Chart 4)



In FY11, the Adopted Net Transit Operations expenditures are \$404.35M. Operating revenues from passenger revenues, other transit related revenues, lease income, other operating revenue, and federal operating assistance income are projected at a total of \$176.48M. This leaves a requirement of \$227.87M. We forecast the Operating share (50%) of FY11 Sales Tax Revenue to be \$158.52M. This will require the use of \$69.35M from other sources. Also, all of the 5% Sales Tax allowance collected since January 2002 will be available for operations. The balance of Subsidy Available from Prior Years at the end of FY10 is \$138.56M, which is sufficient to cover the shortfall without the Board approved utilization of other emergency reserves.

Passenger Revenue

The FY11 projected Passenger Revenues total of \$97.88M is based on planned service levels and passenger projections. Average fare per rider is expected to increase to \$0.81 in FY11. Ridership is expected to decrease from 143 million in FY10 to 121 million in FY11, for a total decrease of 23M annual boardings. This represents a decrease of 15.4% in ridership.

Fare Increase

Effective October 1, 2009 MARTA adopted a fare increase of 25 cents to the base fare, raising it from \$1.75 to \$2.00. Additionally, MARTA further increased the pass "multiple" (one of the lowest in the country) from 30 in FY 2010 to 34 in FY 2011. The increase in base fare and "multiples" is proposed to be implemented over three (3) years for Mobility and Half Fare customers. Additionally, MARTA is analyzing the cost benefits of variable based fares (distance and/or time of day) for customers. The fare is scheduled to increase effective October 3rd 2010, as indicated in the Fare Structure in the Appendix.

Other Transit Related Revenue

Other Transit Revenue totals \$13.58M, which includes fees for overnight parking at Lenox, Lindbergh, Brookhaven, Doraville, Dunwoody, Medical Center, College Park, Kensington, North Springs and Sandy Springs; advertising fees paid to MARTA for use of space on rail cars, buses and other facilities; fuel tax rebate; and pay telephone and newspaper vending commissions. New revenue sources such as vending opportunities were implemented at specific rail stations and new avenues

of vending enhancements and advertising are being considered. MARTA is reviewing the cost benefits of contracting out of parking services, including charging premium parking fees for customers outside the MARTA service area.

Lease Income

Lease income totaling \$6.78M from property leases (especially TOD), air-rights leases and right-of-way leases, including fiber optics and antennae sites, will be applied to operating expenses. The primary leasing locations are located at Lindbergh City Center and One Atlantic Center.

Federal Sources

- FTA authorizes the use of Federal Section 5307 funds to be used to fund preventive maintenance. We have elected to use these funds in such a manner. Based on Federal Register information, we anticipate receiving \$55.03M in federal funds for preventive maintenance of our rolling stock and facilities. \$1.83M of these funds is associated with the Memorial Drive BRT initiative.

Summary of Operating Budget Expenditures

The FY11 Gross Adopted Budget for Operating Expenditures totals \$443.85M. Of this amount, \$404.35M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining \$39.50M includes expenses associated with the Capital Program. \$14.7M is included for delayed service reductions, which were not implemented until September 25, 2010.

The Adopted Budget contains resources to fund the following, exclusive of the \$14.7M impact associated with the delayed service reductions:

Salaries & Wages

The FY11 Adopted Budget for salaries reflects a decrease of \$4.04M or 1.8% less than FY10 actuals. This includes a decrease of 736 positions due to service reductions effective September 25, 2010.

Financial constraints mandated that the Authority continue with several cost containment measures which included:

1. The elimination of non-represented merit increases;
2. The implementation of a ten (10) day furlough for non-represented employees excluding police and operating supervisors or other equivalent cost savings;
3. The elimination of non-represented employee vacancies; and
4. An improvement in represented employee availability

Benefits

Benefits will increase \$5.78M or 5.41% above FY10 actual expenses. This challenges us to curtail the exceptional expenditures in worker's compensation losses and employee benefits allocation. Aggressive efforts were made to shift some of the fiscal burden of medical insurance to the employees, or the increase would have been much greater. An additional pension contribution of \$10M was also added to the pension funds in FY11.

Contractual Services

Contractual Services will decrease by \$1.89M or 7.74%. This reduction is due to cost containment efforts and efficiency improvements related to maintenance activities.

Materials & Supplies

Materials and Supplies show a decrease of \$7.84M or 16.04% from FY10. This is attributable to cost containment efforts and a reduction in service.

Other Operating Expenses

Other Operating Expenses reflect a \$1.02M decrease or 30.92% increase from FY09. This is attributable to cost containment efforts and a reduction in service.

Casualty & Liability Costs

Casualty and Liability is projected to increase \$0.83M or 10.42% over FY10 expenses.

Miscellaneous Expenses

Miscellaneous Expenses reflect an increase of \$0.33M or 58.94% from FY10 for CPI and increased advertising costs.

Other Non-Operating Expenses

Other Non-Operating expenses reflect an increase of \$3.54M or 275.93% above FY10. This is due to many unexpected charges, including the contingency funds associated with severance packages and GASBE 51 training falling into this category.

Capitalized Expenditures

A total of \$39.50M is projected for capitalization of certain expenditures related to the design and construction of Technology Infrastructure, as well as various capital improvement projects. These capital expenses are based on a cost allocation plan prepared in accordance with FTA guidelines.

Summary of Transit Subsidy (Table 5)

	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Adopted FY11
Revenues					
Passenger Revenues	\$ 99,256,564	\$ 101,391,919	\$ 102,698,501	\$ 104,639,587	\$ 97,876,062
Other Transit Revenues	\$ 11,252,349	\$ 20,889,734	\$ 14,675,723	\$ 15,826,024	\$ 13,583,096
Lease Income (Inc. TOD)	\$ 4,872,753	\$ 6,080,551	\$ 5,781,574	\$ 6,006,949	\$ 6,783,513
Interest Income - Capital Reserves	\$ 6,024,675	\$ 5,667,519	\$ -	\$ -	\$ -
Lease-to-Service Amortized Inc	\$ 3,951,492	\$ 4,087,272	\$ 4,269,116	\$ 3,202,265	\$ 3,202,829
Token Re-evaluation	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Prior Period Audit Adjustment	\$ (24,831)	\$ 1,821,172	\$ -	\$ 2,459,649	\$ -
Federal Operating Assistance	\$ 38,995,337	\$ 41,379,016	\$ 41,793,000	\$ 87,296,003	\$ 55,030,000
Total Revenues	\$ 167,328,339	\$ 181,317,183	\$ 169,217,914	\$ 219,430,477	\$ 176,475,500
Expenditures					
Bus Operations	\$ (185,087,002)	\$ (207,473,192)	\$ (220,821,999)	\$ (228,732,866)	\$ (232,501,251)
Rail Operations	\$ (141,172,476)	\$ (156,514,865)	\$ (165,230,446)	\$ (171,149,767)	\$ (171,848,750)
Net Operating Expenses	\$ (326,259,478)	\$ (363,988,057)	\$ (386,052,445)	\$ (399,882,633)	\$ (404,350,001)
Sales Tax Required	\$ (158,931,139)	\$ (182,670,874)	\$ (216,834,531)	\$ (180,452,156)	\$ (227,874,501)
Total Sales Tax Receipts	\$ 349,215,448	\$ 351,596,328	\$ 327,425,310	\$ 317,775,336	\$ 317,049,000
% of Total Sales Tax Required	45.5%	52.0%	66.2%	56.8%	71.9%
50% of Sales Tax Applied	\$ 174,607,724	\$ 175,798,164	\$ 163,712,655	\$ 158,887,668	\$ 158,524,500
Sales Tax Excess (Shortfall)	\$ 15,676,585	\$ (6,872,710)	\$ (53,121,876)	\$ (21,564,488)	\$ (69,350,001)
Transfer of Capital Reserve Funds	----	----	----	\$ 12,500,000	----
5% Sales Tax Reserves	\$ 17,460,772	\$ 17,579,816	\$ 8,185,633	\$ -	\$ -
Funds Applied from Prior Year	\$ 93,031,801	\$ 126,169,393	\$ 136,876,499	\$ 147,623,872	\$ 138,559,384
Funds Eligible for Future Operating Subsidy	\$ 126,169,393	\$ 136,876,499	\$ 147,623,872	\$ 138,559,384	\$ 69,209,383
Carry-Over	\$ 126,169,393	\$ 136,876,499	\$ 147,623,872	\$ 138,559,384	\$ 69,209,383

Two-Year Plan (Table 6)

	Actual	Actual	Actual	Actual	Actual	Adopted	Projections	
	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13
Current Year Operating Revenues	323.61	341.94	357.12	332.93	378.32	335.00	331.91	340.40
% Increase/Decrease	5.2%	5.7%	0.04	(0.07)	0.14	(0.11)	-0.9%	2.6%
Net Operating Expenditures	303.62	326.26	363.99	386.05	399.88	404.35	392.49	402.14
% Increase/Decrease	-0.9%	7.5%	0.12	0.06	0.04	0.01	-2.9%	2.5%
Impact on Reserves	19.99	15.68	(6.87)	(53.12)	(21.56)	(69.35)	(60.58)	(61.74)
Ending Balance	93.03	126.17	136.88	147.62	138.56	69.21	8.63	(53.11)
MARTA Act Reserves	(30.23)	(32.36)	(34.19)	(35.71)	(33.29)	(37.83)	(33.50)	(33.19)
Available Reserves	62.80	93.81	102.68	111.91	105.27	31.38	(24.87)	(86.30)

FINANCIAL SUMMARY

CAPITAL PROGRAM FUNDING

The Fiscal Year 2011 Capital Budget of \$320,810,940 in program expenditures is funded as follows:

<i>Local Sources</i>	
FY11 Beginning Balance	\$177,561,995
50% Sales Tax	158,524,500
Financing	
Baseline Program	0
Investment, Lease & Other Income	1,518,567
<i>Federal, State and Other Sources</i>	
Federal Capital Assistance	58,950,000
State Grants	2,016,295
Total Sources	\$398,571,357
<i>Capital Expenditures</i>	
Capital Programs	(188,006,940)
Bond Debt and Other Bond Costs	(132,804,000)
Total Uses	(320,810,940)
End of Fiscal Year Balance	\$77,760,417

The Authority's Capital Budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future Sales Tax revenues. Approximately 19% of the FY11 Capital Program Budget is to be reimbursed from Federal and State grants. The Federal grant programs require participation in the form of a local match,

which is funded through the Sales Tax and State grants.

Local Sources

Local sources of funding for the FY11 Capital Budget include the Sales Tax, a FY11 general fund beginning balance and investment income. MARTA is also authorized to sell sales tax revenue bonds and commercial paper. A description of the capital sources follows.

FY11 General Fund Beginning

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.

50% Sales Tax

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

Investment & Other Income

Also available as a local source is investment income totaling \$1,518,567. This source includes interest income from all capital eligible portfolios.

Financing

MARTA doesn't require any financing for the FY11 Capital Program.

Federal, State and Other Sources

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

Federal Grants Program

This program is designed to encompass Section 5309 Fixed Guideway Modernization, Surface Transportation Program, Congestion Mitigation and Air Quality, Discretionary Bus, Section 5307 Urbanized Area Formula Grant Program, Department of Homeland Security, ARRA and

FINANCIAL SUMMARY

reprogrammed Federal Highway Administration funds. Approximately \$58,950,000 is expected to be reimbursed in FY11.

State Grants Program

The State of Georgia participates in the procurement of clean fuel buses, rail projects, and Americans with Disabilities Act Paratransit vehicles and assistance. Funding from the State in FY11 is expected to total approximately \$2,016,295. These funds are from various State fiscal year appropriations.

Capital Expenditures

The total Capital Budget of \$320,810,940 for FY11 provides funding for the Capital Improvement Program and debt service expenses. These items are outlined below.

Capital Improvement Program

The Capital Improvement Program provides for the replacement, rehabilitation and enhancement of facilities and equipment required to support transit operations, regulatory requirements, and system safety. The program ensures that the transit system is maintained to enable the continued delivery of high quality service. Total projects and procurements of \$188,006,940 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY11. The Transit Planning Program is also funded from within the Capital Improvement Program and provides for Regional Transit Planning, Transit Financial Planning, Short-Range and Long-Range Transit Planning and Special Planning Projects.

Debt Service Expenses

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

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

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

The bonds are payable from, and secured by, a first, second, and third liens on amounts deposited in the Sinking Funds (Debt Service) from sales and use tax receipts. Annual sales and use tax revenues are initially deposited into a Sinking Fund (Debt Service) held by the Bond Trustee as required by the Trust Indenture. Debt service expenses for FY11 are expected to total \$132,804,000.

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

<u>Series</u>		<u>Year Issued</u>	<u>Original Principal Issued</u>	<u>Year of Maturity</u>	<u>Interest Rates % Rates %</u>	<u>Balance</u>
N	*	1992	122.245	2018	4.6 - 6	52.62
P	*	1992	296.755	2020	3.3 - 6	148.54
2000A		2000	100	2025	Var	100.00
2000B		2000	100	2025	Var	100.00
2003A	*	2003	103.075	2020	4.13 - 5	53.56
2005A	*	2005	190.49	2020	5	190.49
2006A	*	2006	163.54	2020	5	158.44
2007A	*	2007	145.725	2032	5 - 5	145.73
2007B		2008	389.83	2037	4.5 - 5	389.83
2009A		2009	250.00	2039	4.79 - 5.25	250.00
Total Sales Tax Revenue Bonds (\$ million)						1,814.20
<i>*Refunding Bonds</i>						

- A total of \$132,804,000 is budgeted in FY11 for the principal and interest of outstanding and new debt. There are several limitations related to the Authority's ability to issue debt. These limitations are outlined below:

FINANCIAL SUMMARY

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

FY11 Sales Tax Receipt Budget	\$317,049,000
FY11 Debt Service	\$132,804,000
Total Sales Tax Debt Ratio = <i>(Requirement is at least 2 times)</i>	$\frac{\$132,804,000}{\$317,049,000} = 41.89\%$

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

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

Sales Tax Receipts (FY10)	\$317,775,336
Total Outstanding Debt Service (FY10)	\$122,424,247
<i>(Requirement is at least 2 times) Ratio =</i>	$\frac{\$317,775,336}{\$122,424,247} = 2.59$

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 (FY10)	\$317,775,336	
Total Outstanding Debt Service (FY11)	\$128,304,000	
Annual Debt Service Required New Bond	4,500,000	
Total Future Annual Debt Service	\$132,804,000	
<i>(Requirement is at least 1.5) Ratio =</i>	$\frac{\$317,775,336}{\$132,804,000}$	= 2.39

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

FY11 Total Sales Tax Receipts Budget	\$317,049,000	
Total Outstanding Debt Service (FY11)	\$128,304,000	
Annual Debt Service Required New Bond	4,500,000	
Total Future Annual Debt Service	\$132,804,000	
<i>(Requirement is at least 2.0) Ratio =</i>	$\frac{\$317,049,000}{\$132,804,000}$	= 2.39

FINANCIAL OVERVIEW

Comparison of Fiscal Years 2010 (FY10) and 2011 (FY11)

For fiscal year 2010, the guiding principles implemented were based on the "We Serve with Pride" philosophy. Continuing with the same philosophy, fiscal year 2011 will be focused on increasing productivity and efficiencies while reducing cost. The following cost containment measures are scheduled to be continued as a means to ensure that our riders receive the best service at an affordable fare:

- The elimination of non-represented based merit increases;
- The implementation of a ten (10) day furlough for non-represented employees excluding police and operating supervisors or other equivalent cost savings;
- A continuation of increases in the share that non-represented employees pay for Healthcare;
- The elimination of non-represented employee vacancies;
- An improvement in represented employee availability;
- A core service reduction adjustment and
- A reduction in Non-Labor (Other Than Personnel Services) expenses.

Unprecedented deficits were projected for fiscal years 2009 and 2010 as early as 2006. The call for dedicated funding for MARTA has been consistent and emphatic for the last four years. Although the adverse deficit impact in FY2010 was mitigated by ARRA stimulus of \$45M for operating expenses, it was merely a one-time stop gap. Future funding needs are as dire today as it has ever been without which will demand continued service reductions, fare increases and other internal and cost containment measures.

A reduction in force was determined to be needed due to the continued lower revenue income stream, largely effective September 25, 2010. A total of 736 authorized positions from FY2010 were eliminated.

Authority Operating Expenses and Revenues

FY11 Revenues vs. FY10 Revenues

Budgeted FY11 Sales Tax revenue for operations will be slightly less than FY10 Actuals by \$0.36M or 0.2%. This is the result of the current economic condition, as reported by the Georgia State University's Economic Forecasting Center for Fulton and DeKalb Counties, including the City of Atlanta.¹ Assumptions behind the sales tax projections are a combination of several factors including a restrictive credit market, falling home prices, unemployment levels, oil prices, and other economic recessionary pressures which dampen the consumers ability and propensity to spend.

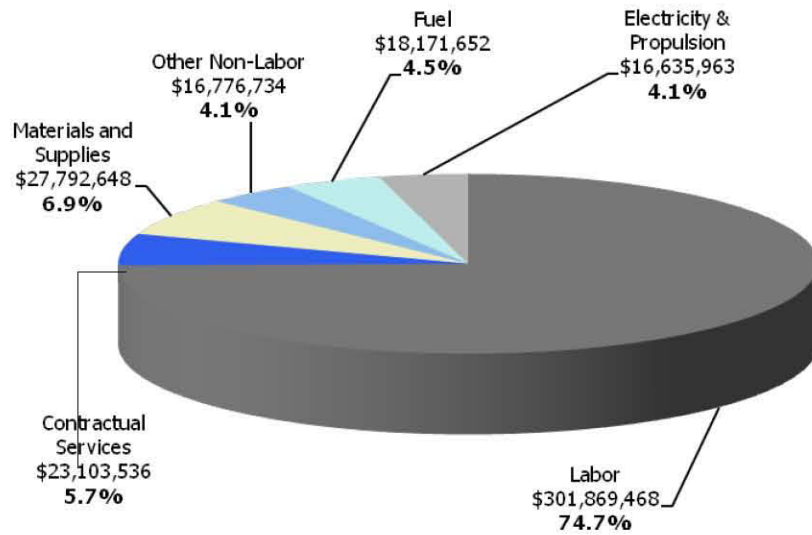
The FY11 Passenger revenue decreased from FY10 by \$6.76M or 6.5% from \$104.63M to \$97.87M. Most of the same factors affecting the Sales Tax revenue are also having an impact on Passenger Revenue, especially unemployment levels. Underlying assumptions made regarding service hours for Bus and Rail, projections on the consumer price indexes and unemployment rates for Fulton and DeKalb counties, as well as average fares and monthly average seasonality factors were used to project the forecast for passenger revenues and ridership in FY11. The information gathered from the consumer price indexes and unemployment rates were received from the Georgia State University Economic Forecasting Center. MARTA uses the information gathered from the economic forecasting center in conjunction with information from various in-house systems including Breeze. Once the information is gathered, it is analyzed using regression testing, various weighted average formulas, and linked as well as unlinked trip data to project the revenues and ridership into the future 120 months.

Due to the current economic conditions as well as the future revenue estimates, it became necessary to raise the fares and increase long term parking rates. It was determined at that time to increase rates over a three year period, to minimize the effect on monthly passes and mobility. The current fares are listed in the Fare Structure in the Appendix.

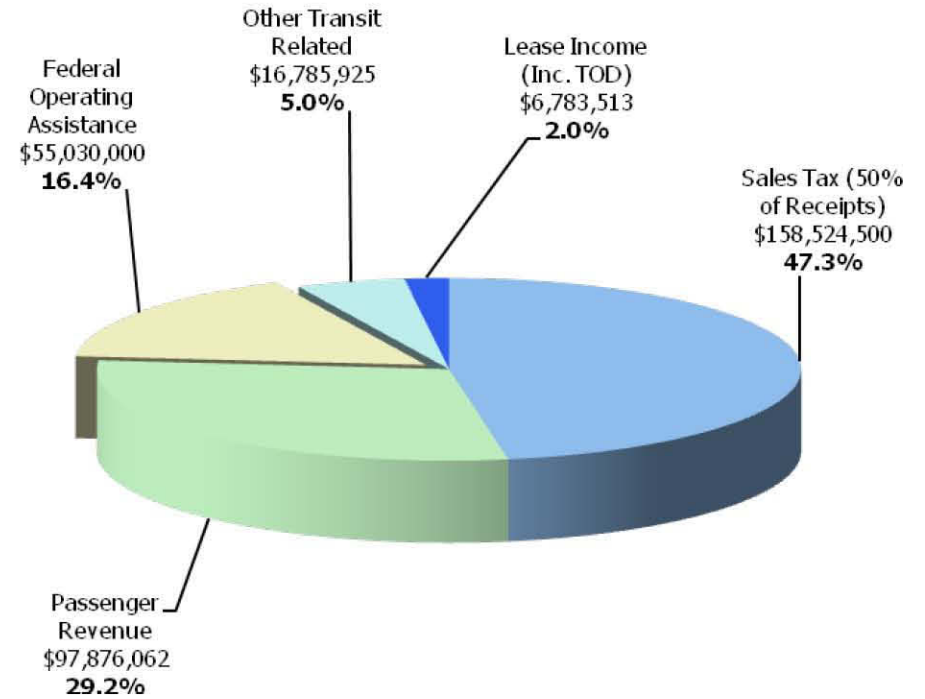
¹ Projections in this document are based upon Georgia State University's Economic Forecasting Center's March 2010 updated report, which serves as the basis for the forecast.

<u>Total Authority Operating Budget (Table 1)</u>	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Adopted FY11
Total Operating Costs (\$M)	365.41	413.34	434.29	438.43	443.85
Less: Capital Charges	(39.15)	(49.35)	(48.24)	(38.55)	(39.50)
Net Operating Costs (\$M)	326.26	363.99	386.05	399.88	404.35
\$ Change	22.64	37.73	22.06	13.83	4.47
% Change	7.46%	11.56%	6.06%	3.58%	1.12%
<u>Revenue (\$M)</u>					
50% Sales Tax	174.61	175.80	163.71	158.89	158.52
Passenger Revenue	99.26	101.39	102.70	104.64	97.88
Other Transit Related	11.25	17.82	14.68	15.83	13.58
Federal Operating Assistance	39.00	41.38	41.79	87.30	55.03
Lease Income (Inc. TOD)	4.88	6.08	5.78	6.01	6.78
Interest - Capital Reserve	6.02	8.74	0.00	0.00	0.00
Lease-to-Service Amortized Revenue	3.95	4.09	4.27	3.20	3.20
Breeze Card					
Token Re-evaluation Revenue	3.00	0.00	0.00	0.00	0.00
Prior Period Audit Adjustment	(0.02)	1.82		2.46	
Total Revenue	341.94	357.12	332.93	378.32	335.00
\$ Change	18.33	15.17	(24.18)	45.39	(43.32)
% Change	5.67%	4.44%	-6.77%	13.63%	-11.45%
<u>Impact (\$M)</u>					
FY Beginning Carry-Over	93.03	126.17	136.88	147.62	138.56
FY Overage/(Shortfall)	15.69	(6.87)	(53.12)	(21.56)	(69.35)
Inclusion of Real Estate Reserves	----	----	55.68	----	----
5% Sales Tax Reserve	8.73	----	----	----	----
Extension of 5% Sales Tax Reserves	8.73	17.58	8.19	0.00	0.00
Flexed Reserves from Capital Plan				12.50	
FY Ending Carry-Over	126.17	136.88	147.62	138.56	69.21

FY11 Net Operating Expenditures
(\$404.35M) (Chart 1)



FY11 Operating Revenues
(\$335.00M) (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 FY11. Details regarding funding

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

(Table 2)

SOURCES				USES			
Beginning Balance				Operating Expenses	\$	443,849,693	
Operating Sales Tax (incl. 5% Sales Tax Res.)	\$	138,559,384		Less: Capital Allocation	\$	(39,499,692)	
Capital	\$	<u>177,561,995</u>	\$	Net Operating Expenses			\$ 404,350,001
Sales Tax			\$	Capital Programs	\$	188,006,940	
Operating Revenues			\$	Bond Debt Service & Other Financing Costs	\$	<u>132,804,000</u>	
							\$ 320,810,940
Federal Assistance							
Operating Assistance	\$	55,030,000		USES TOTAL			\$ 725,160,941
Capital Assistance	\$	<u>58,950,000</u>	\$				
				FUNDS AVAILABLE - GENERAL FUND			
State Capital Assistance			\$	Operating Sales Tax	\$	69,209,383	
				Capital	\$	77,760,417	
Financing Proceeds			\$	TOTAL FUNDS AVAILABLE			\$ 146,969,800
Interest & Other Capital Income			\$				
SOURCES TOTAL			\$ 872,130,741				

Summary of Available Funding for Operations

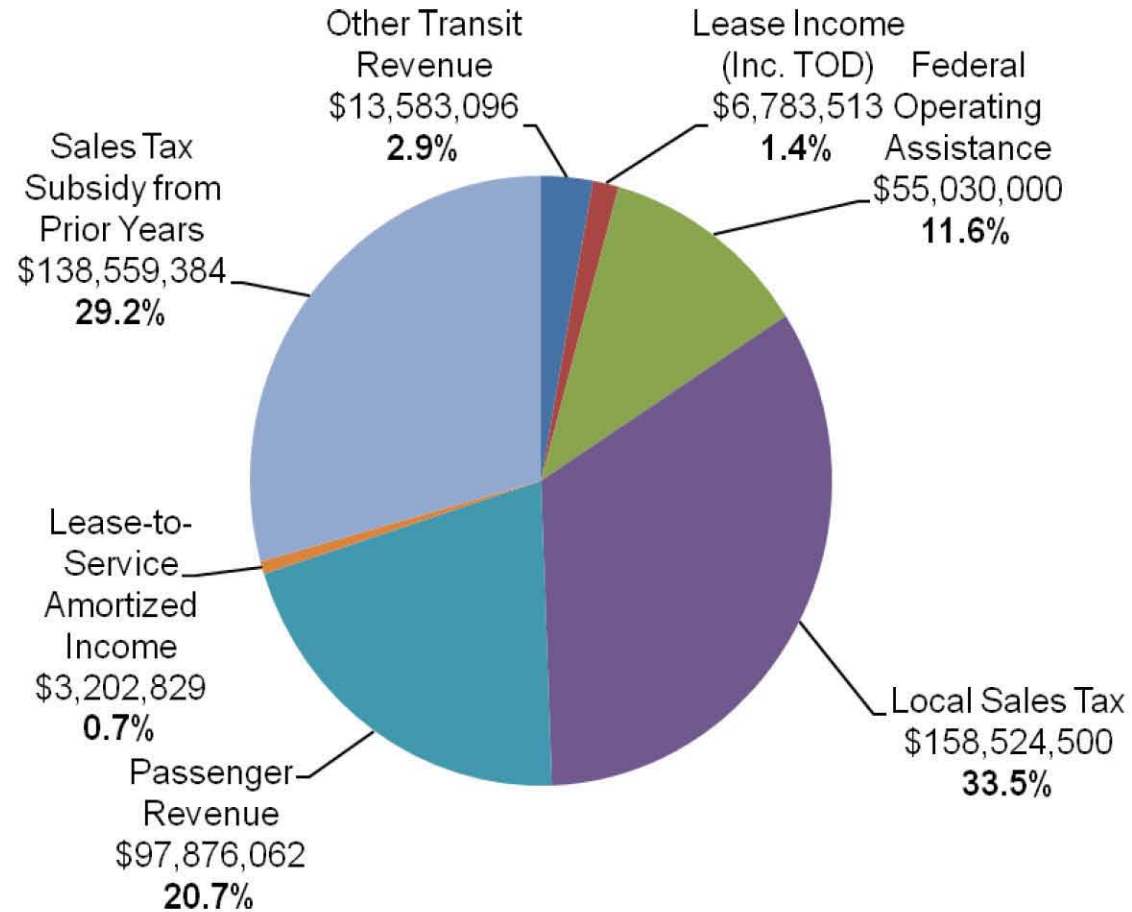
The Fiscal Year 2011 available funding sources for transit operations is \$473.56M, which is funded through four primary sources (Real Estate Reserves, Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments.

The table below provides the dollar amount of the projected sources of funding available to fund operations in FY11. Excluding the \$138.56M of Sales Tax and Other Reserves Carry-over from FY10, the FY11 Net Operating Expenses are projected to exceed FY11 revenues by more than \$69M.

(Table 3)

<u>Sales Tax & Prior Year Carry-Over</u>		
50% Sales Tax Applied	\$	158,524,500
Subsidy Available from Prior Years <small>(Including Real Estate Reserves and Flex from Capital Sales Tax)</small>	\$	138,559,384
Total Sales Tax, Operations	\$	297,083,884
<u>Operating Revenues</u>		
Passenger Revenues	\$	97,876,062
Other Transit Revenues	\$	13,583,096
Lease Income (Inc. TOD)	\$	6,783,513
Lease-to-Service Amortized Rev	\$	3,202,829
Total Operating Revenues	\$	121,445,500
Total Federal Operating Assistance	\$	55,030,000
5% Sales Tax Revenue	\$	-
Total Sources	\$	473,559,384
Net Operating Expenses	\$	(404,350,001)
Funds Available for Future Use	\$	69,209,383

FY11 Available Funding for Operations - \$473.56M (Chart 3)



Summary of Operating Revenues

Operating Revenues include the categories described below. Under the MARTA Act, the fare charged for transit services must be such that total transit related revenues, including any federal operating subsidy and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs from the preceding year. Under provisions of amendments to the MARTA Act, lease income and interest earned from the real estate reserve and the capital rehabilitation replacement reserve may be treated as "transit-related operating revenue" for the purpose of this calculation. This criterion is expected to be met in FY11, even without the permitted inclusion of the capital rehabilitation and replacement reserve.

(Table 4)

FY10 Operating & Federal Revenues	=	\$ 219,430,477	=	56.84%
FY09 Net Operating Expenses		\$ 386,052,445		
The Adopted FY11 Budget is projected to meet this criterion:				
FY11 Operating & Federal Revenues	=	\$ 176,475,500	=	44.13%
FY10 Net Operating Expenses		\$ 399,882,633		

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

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

In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA is permitted to use not more than 50% of the annual proceeds to subsidize the operating costs of the transit system.

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

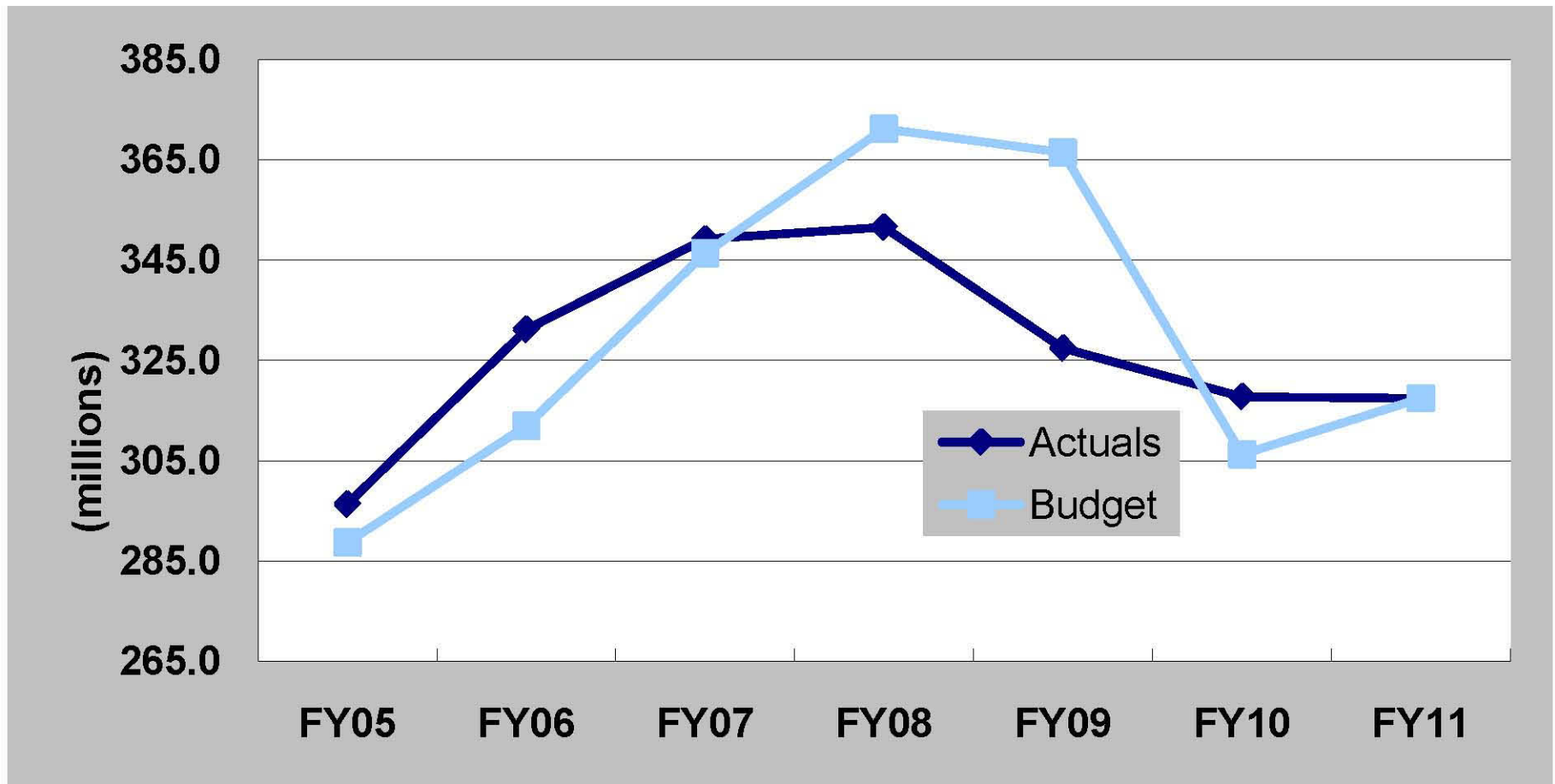
If more than 50% is used to subsidize the operating costs of any one-year, the deficit in operations must be made up during a period not to exceed the three succeeding years. If less than 50% is used to subsidize operating costs, the excess may be reserved and later used to subsidize operations in future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

The MARTA act was amended by the Georgia Assembly under HB277 (commonly referred to as The Transportation Investment Act), and shall become effective January 1, 2011. HB277 amends set forth restrictions on the use by public transit authorities of annual proceeds from local sales and use taxes and suspends them for three years. No funds newly unrestricted during this suspend period shall be used for annual cost-of-living or merit based salary raises, increases in hourly wages, or increased overtime due to such wage increases, payment of bonuses, or to increase the level of benefits of any kind.

In FY2010 \$12.5M of capital reserves was allocated to the operating carryover subsidy reserve balance. The real estate reserves are also included as a part of the carryover subsidy reserves balance.

The total estimated Sales Tax for FY11 is \$317.05M. A summary of Transit Subsidy for past years is provided in Table 5 at the end of this section.

FY05 – FY11 Sales Tax Receipts (Chart 4)



In FY11, the Adopted Net Transit Operations expenditures are \$404.35M. Operating revenues from passenger revenues, other transit related revenues, lease income, other operating revenue, and federal operating assistance income are projected at a total of \$176.48M. This leaves a requirement of \$227.87M. We forecast the Operating share (50%) of FY11 Sales Tax Revenue to be \$158.52M. This will require the use of \$69.35M from other sources. Also, all of the 5% Sales Tax allowance collected since January 2002 will be available for operations. The balance of Subsidy Available from Prior Years at the end of FY10 is \$138.56M, which is sufficient to cover the shortfall without the Board approved utilization of other emergency reserves.

Passenger Revenue

The FY11 projected Passenger Revenues total of \$97.88M is based on planned service levels and passenger projections. Average fare per rider is expected to increase to \$0.81 in FY11. Ridership is expected to decrease from 143 million in FY10 to 121 million in FY11, for a total decrease of 23M annual boardings. This represents a decrease of 15.4% in ridership.

Fare Increase

Effective October 1, 2009 MARTA adopted a fare increase of 25 cents to the base fare, raising it from \$1.75 to \$2.00. Additionally, MARTA further increased the pass "multiple" (one of the lowest in the country) from 30 in FY 2010 to 34 in FY 2011. The increase in base fare and "multiples" is proposed to be implemented over three (3) years for Mobility and Half Fare customers. Additionally, MARTA is analyzing the cost benefits of variable based fares (distance and/or time of day) for customers. The fare is scheduled to increase effective October 3rd 2010, as indicated in the Fare Structure in the Appendix.

Other Transit Related Revenue

Other Transit Revenue totals \$13.58M, which includes fees for overnight parking at Lenox, Lindbergh, Brookhaven, Doraville, Dunwoody, Medical Center, College Park, Kensington, North Springs and Sandy Springs; advertising fees paid to MARTA for use of space on rail cars, buses and other facilities; fuel tax rebate; and pay telephone and newspaper vending commissions. New revenue sources such as vending opportunities were implemented at specific rail stations and new avenues

of vending enhancements and advertising are being considered. MARTA is reviewing the cost benefits of contracting out of parking services, including charging premium parking fees for customers outside the MARTA service area.

Lease Income

Lease income totaling \$6.78M from property leases (especially TOD), air-rights leases and right-of-way leases, including fiber optics and antennae sites, will be applied to operating expenses. The primary leasing locations are located at Lindbergh City Center and One Atlantic Center.

Federal Sources

- FTA authorizes the use of Federal Section 5307 funds to be used to fund preventive maintenance. We have elected to use these funds in such a manner. Based on Federal Register information, we anticipate receiving \$55.03M in federal funds for preventive maintenance of our rolling stock and facilities. \$1.83M of these funds is associated with the Memorial Drive BRT initiative.

Summary of Operating Budget Expenditures

The FY11 Gross Adopted Budget for Operating Expenditures totals \$443.85M. Of this amount, \$404.35M is required for Net Transit Operations to pay the costs of providing bus and rail service. The remaining \$39.50M includes expenses associated with the Capital Program. \$14.7M is included for delayed service reductions, which were not implemented until September 25, 2010.

The Adopted Budget contains resources to fund the following, exclusive of the \$14.7M impact associated with the delayed service reductions:

Salaries & Wages

The FY11 Adopted Budget for salaries reflects a decrease of \$4.04M or 1.8% less than FY10 actuals. This includes a decrease of 736 positions due to service reductions effective September 25, 2010.

Financial constraints mandated that the Authority continue with several cost containment measures which included:

1. The elimination of non-represented merit increases;
2. The implementation of a ten (10) day furlough for non-represented employees excluding police and operating supervisors or other equivalent cost savings;
3. The elimination of non-represented employee vacancies; and
4. An improvement in represented employee availability

Benefits

Benefits will increase \$5.78M or 5.41% above FY10 actual expenses. This challenges us to curtail the exceptional expenditures in worker’s compensation losses and employee benefits allocation. Aggressive efforts were made to shift some of the fiscal burden of medical insurance to the employees, or the increase would have been much greater. An additional pension contribution of \$10M was also added to the pension funds in FY11.

Contractual Services

Contractual Services will decrease by \$1.89M or 7.74%. This reduction is due to cost containment efforts and efficiency improvements related to maintenance activities.

Materials & Supplies

Materials and Supplies show a decrease of \$7.84M or 16.04% from FY10. This is attributable to cost containment efforts and a reduction in service.

Other Operating Expenses

Other Operating Expenses reflect a \$1.02M decrease or 30.92% increase from FY09. This is attributable to cost containment efforts and a reduction in service.

Casualty & Liability Costs

Casualty and Liability is projected to increase \$0.83M or 10.42% over FY10 expenses.

Miscellaneous Expenses

Miscellaneous Expenses reflect an increase of \$0.33M or 58.94% from FY10 for CPI and increased advertising costs.

Other Non-Operating Expenses

Other Non-Operating expenses reflect an increase of \$3.54M or 275.93% above FY10. This is due to many unexpected charges, including the contingency funds associated with severance packages and GASBE 51 training falling into this category.

Capitalized Expenditures

A total of \$39.50M is projected for capitalization of certain expenditures related to the design and construction of Technology Infrastructure, as well as various capital improvement projects. These capital expenses are based on a cost allocation plan prepared in accordance with FTA guidelines.

Summary of Transit Subsidy (Table 5)

	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Adopted FY11
Revenues					
Passenger Revenues	\$ 99,256,564	\$ 101,391,919	\$ 102,698,501	\$ 104,639,587	\$ 97,876,062
Other Transit Revenues	\$ 11,252,349	\$ 20,889,734	\$ 14,675,723	\$ 15,826,024	\$ 13,583,096
Lease Income (Inc. TOD)	\$ 4,872,753	\$ 6,080,551	\$ 5,781,574	\$ 6,006,949	\$ 6,783,513
Interest Income - Capital Reserves	\$ 6,024,675	\$ 5,667,519	\$ -	\$ -	\$ -
Lease-to-Service Amortized Inc	\$ 3,951,492	\$ 4,087,272	\$ 4,269,116	\$ 3,202,265	\$ 3,202,829
Token Re-evaluation	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Prior Period Audit Adjustment	\$ (24,831)	\$ 1,821,172	\$ -	\$ 2,459,649	\$ -
Federal Operating Assistance	\$ 38,995,337	\$ 41,379,016	\$ 41,793,000	\$ 87,296,003	\$ 55,030,000
Total Revenues	\$ 167,328,339	\$ 181,317,183	\$ 169,217,914	\$ 219,430,477	\$ 176,475,500
Expenditures					
Bus Operations	\$ (185,087,002)	\$ (207,473,192)	\$ (220,821,999)	\$ (228,732,866)	\$ (232,501,251)
Rail Operations	\$ (141,172,476)	\$ (156,514,865)	\$ (165,230,446)	\$ (171,149,767)	\$ (171,848,750)
Net Operating Expenses	\$ (326,259,478)	\$ (363,988,057)	\$ (386,052,445)	\$ (399,882,633)	\$ (404,350,001)
Sales Tax Required	\$ (158,931,139)	\$ (182,670,874)	\$ (216,834,531)	\$ (180,452,156)	\$ (227,874,501)
Total Sales Tax Receipts	\$ 349,215,448	\$ 351,596,328	\$ 327,425,310	\$ 317,775,336	\$ 317,049,000
% of Total Sales Tax Required	45.5%	52.0%	66.2%	56.8%	71.9%
50% of Sales Tax Applied	\$ 174,607,724	\$ 175,798,164	\$ 163,712,655	\$ 158,887,668	\$ 158,524,500
Sales Tax Excess (Shortfall)	\$ 15,676,585	\$ (6,872,710)	\$ (53,121,876)	\$ (21,564,488)	\$ (69,350,001)
Transfer of Capital Reserve Funds	----	----	----	\$ 12,500,000	----
5% Sales Tax Reserves	\$ 17,460,772	\$ 17,579,816	\$ 8,185,633	\$ -	\$ -
Funds Applied from Prior Year	\$ 93,031,801	\$ 126,169,393	\$ 136,876,499	\$ 147,623,872	\$ 138,559,384
Funds Eligible for Future Operating Subsidy	\$ 126,169,393	\$ 136,876,499	\$ 147,623,872	\$ 138,559,384	\$ 69,209,383
Carry-Over	\$ 126,169,393	\$ 136,876,499	\$ 147,623,872	\$ 138,559,384	\$ 69,209,383

Two-Year Projected Plan (Table 6)

	Actual FY06	Actual FY07	Actual FY08	Actual FY09	Actual FY10	Adopted FY11	Projections	
							FY12	FY13
Current Year Operating Revenues	323.61	341.94	357.12	332.93	378.32	335.00	331.91	340.40
% Increase/Decrease	5.2%	5.7%	4.4%	-6.8%	13.6%	-11.5%	-0.9%	2.6%
Net Operating Expenditures	303.62	326.26	363.99	386.05	399.88	404.35	392.49	402.14
% Increase/Decrease	-0.9%	7.5%	11.6%	6.1%	3.6%	1.1%	-2.9%	2.5%
Impact on Reserves	19.99	15.68	(6.87)	(53.12)	(21.56)	(69.35)	(60.58)	(61.74)
Ending Balance	93.03	126.17	136.88	147.62	138.56	69.21	8.63	(53.11)
MARTA Act Reserves	(30.23)	(32.36)	(34.19)	(35.71)	(33.29)	(37.83)	(33.50)	(33.19)
Available Reserves	62.80	93.81	102.68	111.91	105.27	31.38	(24.87)	(86.30)

AS OF 6/30/10

FINANCIAL SUMMARY

CAPITAL PROGRAM FUNDING

The Fiscal Year 2011 Capital Budget of \$320,810,940 in program expenditures is funded as follows:

<i>Local Sources</i>	
FY11 Beginning Balance	\$177,561,995
50% Sales Tax	158,524,500
Financing	
Baseline Program	0
Investment, Lease & Other Income	1,518,567
<i>Federal, State and Other Sources</i>	
Federal Capital Assistance	58,950,000
State Grants	2,016,295
Total Sources	\$398,571,357
<i>Capital Expenditures</i>	
Capital Programs	(188,006,940)
Bond Debt and Other Bond Costs	(132,804,000)
Total Uses	(320,810,940)
End of Fiscal Year Balance	\$77,760,417

The Authority's Capital Budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future Sales Tax revenues. Approximately 19% of the FY11 Capital Program Budget is to be reimbursed from Federal and State grants. The Federal grant programs require participation in the form of a local match,

which is funded through the Sales Tax and State grants.

Local Sources

Local sources of funding for the FY11 Capital Budget include the Sales Tax, a FY11 general fund beginning balance and investment income. MARTA is also authorized to sell sales tax revenue bonds and commercial paper. A description of the capital sources follows.

FY11 General Fund Beginning

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.

50% Sales Tax

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

Investment & Other Income

Also available as a local source is investment income totaling \$1,518,567. This source includes interest income from all capital eligible portfolios.

Financing

MARTA doesn't require any financing for the FY11 Capital Program.

Federal, State and Other Sources

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

Federal Grants Program

This program is designed to encompass Section 5309 Fixed Guideway Modernization, Surface Transportation Program, Congestion Mitigation and Air Quality, Discretionary Bus, Section 5307 Urbanized Area Formula Grant Program, Department of Homeland Security, ARRA and

FINANCIAL SUMMARY

reprogrammed Federal Highway Administration funds. Approximately \$58,950,000 is expected to be reimbursed in FY11.

State Grants Program

The State of Georgia participates in the procurement of clean fuel buses, rail projects, and Americans with Disabilities Act Paratransit vehicles and assistance. Funding from the State in FY11 is expected to total approximately \$2,016,295. These funds are from various State fiscal year appropriations.

Capital Expenditures

The total Capital Budget of \$320,810,940 for FY11 provides funding for the Capital Improvement Program and debt service expenses. These items are outlined below.

Capital Improvement Program

The Capital Improvement Program provides for the replacement, rehabilitation and enhancement of facilities and equipment required to support transit operations, regulatory requirements, and system safety. The program ensures that the transit system is maintained to enable the continued delivery of high quality service. Total projects and procurements of \$188,006,940 to include ARRA funding for the fire suppression and bus procurement projects, are budgeted for FY11. The Transit Planning Program is also funded from within the Capital Improvement Program and provides for Regional Transit Planning, Transit Financial Planning, Short-Range and Long-Range Transit Planning and Special Planning Projects.

Debt Service Expenses

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

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

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

The bonds are payable from, and secured by, a first, second, and third liens on amounts deposited in the Sinking Funds (Debt Service) from sales and use tax receipts. Annual sales and use tax revenues are initially deposited into a Sinking Fund (Debt Service) held by the Bond Trustee as required by the Trust Indenture. Debt service expenses for FY11 are expected to total \$132,804,000.

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

Series		Year Issued	Original Principal Issued	Year of Maturity	Interest Rates		Balance
					% Rates	%	
N	*	1992	122.245	2018	4.6	- 6	52.62
P	*	1992	296.755	2020	3.3	- 6	148.54
2000A		2000	100	2025	Var		100.00
2000B		2000	100	2025	Var		100.00
2003A	*	2003	103.075	2020	4.13	- 5	53.56
2005A	*	2005	190.49	2020	5		190.49
2006A	*	2006	163.54	2020	5		158.44
2007A	*	2007	145.725	2032	5	- 5	145.73
2007B		2008	389.83	2037	4.5	- 5	389.83
2009A		2009	250.00	2039	4.79	- 5.25	250.00
Total Sales Tax Revenue Bonds (\$ million)							1,814.20
<i>*Refunding Bonds</i>							

- A total of \$132,804,000 is budgeted in FY11 for the principal and interest of outstanding and new debt. There are several limitations related to the Authority's ability to issue debt. These limitations are outlined below:

FINANCIAL SUMMARY

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

FY11 Sales Tax Receipt Budget	\$317,049,000
FY11 Debt Service	\$132,804,000
Total Sales Tax Debt Ratio = <i>(Requirement is at least 2 times)</i>	$\frac{\$132,804,000}{\$317,049,000} = 41.89\%$

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

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

Sales Tax Receipts (FY10)	\$317,775,336
Total Outstanding Debt Service (FY10)	\$122,424,247
<i>(Requirement is at least 2 times) Ratio =</i>	$\frac{\$317,775,336}{\$122,424,247} = 2.59$

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 (FY10)	\$317,775,336
Total Outstanding Debt Service (FY11)	\$128,304,000
Annual Debt Service Required New Bond	4,500,000
Total Future Annual Debt Service	\$132,804,000
<i>(Requirement is at least 1.5) Ratio =</i>	$\frac{\$317,775,336}{\$132,804,000} = 2.39$

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

FY11 Total Sales Tax Receipts Budget	\$317,049,000
Total Outstanding Debt Service (FY11)	\$128,304,000
Annual Debt Service Required New Bond	4,500,000
Total Future Annual Debt Service	\$132,804,000
<i>(Requirement is at least 2.0) Ratio =</i>	$\frac{\$317,049,000}{\$132,804,000} = 2.39$

OPERATING BUDGET

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

EXPENSES

Total Authority Summary of Category Expenses

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	\$177,667,223	\$198,169,448	\$205,215,189	\$200,093,149	\$207,092,124
Overtime	24,547,645	27,922,691	24,696,381	24,980,815	18,821,424
Fringe Benefits	127,847,155	98,587,550	101,517,425	106,980,379	115,455,612
Contractual Services	18,430,010	17,126,426	19,730,346	24,355,878	23,103,536
Materials & Supplies	33,168,520	40,737,219	45,998,307	47,920,408	44,764,300
Other Operating Expenses	16,739,267	18,076,056	18,945,308	19,122,291	18,925,963
Casualty & Liability Costs	9,237,751	9,627,325	9,610,126	7,933,171	8,760,000
Miscellaneous Expenses	527,087	590,965	560,649	553,651	880,000
Other Non-Operating Expenses	1,736,995	2,104,723	1,851,118	1,281,082	4,846,734
Authority Sub Total	\$409,901,653	\$412,942,403	\$428,124,849	\$433,220,824	\$442,649,693
Inventory Adjustment	1,402,244	-769,786	679,756	987,829	1,200,000
Eligible Leases*	-894,640	-1,014,931	-1,002,327	----	----
Authority Gross Total	\$410,409,257	\$411,157,686	\$427,802,278	\$434,208,653	\$443,849,693
Capital Allocation	-\$39,149,768	-\$47,169,583	-\$41,749,788	-\$38,547,319	-\$39,499,692
Authority Net Operating Total	\$371,259,489	\$363,988,103	\$386,052,490	\$395,661,334	\$404,350,001
\$ Change from Prior Year	\$66,811,887	-\$7,271,386	\$22,064,387	\$9,608,844	\$8,688,667
% Change from Prior Year	22%	-2%	6%	2%	2%

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

EXPENSES

Total Authority Summary of Category Expenses - Expanded

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries Wages	\$177,667,223	\$198,169,448	\$205,215,189	\$200,093,149	\$207,092,124
Overtime	24,547,645	27,922,691	24,696,381	24,980,815	18,821,424
Fringe Benefits	127,847,155	98,587,550	101,517,425	106,980,379	115,455,612
Contractual Services	18,430,010	17,126,426	19,730,346	24,355,878	23,103,536
Materials Supplies - Diesel	4,036,387	4,661,042	6,527,256	9,567,211	7,268,661
Materials Supplies - CNG	8,038,383	8,840,841	10,132,355	11,032,762	10,902,991
Other Materials Supplies	21,093,750	27,235,336	29,338,696	27,320,435	26,592,648
Other Operating - Electricity	7,316,888	8,035,751	8,416,328	8,645,992	8,385,485
Other Operating - Propulsion	6,163,706	6,664,326	6,905,704	7,161,470	8,250,478
Other Operating	3,258,673	3,375,979	3,623,276	3,314,829	2,290,000
Casualty Liability	9,237,751	9,627,325	9,610,126	7,933,171	8,760,000
Miscellaneous	527,087	590,965	560,649	553,651	880,000
Other Non-Operating	1,736,995	2,104,723	1,851,118	1,281,082	4,846,734
Authority Sub Total	\$409,901,653	\$412,942,403	\$428,124,849	\$433,220,824	\$442,649,693
Inventory Adjustment	1,402,244	-769,786	679,756	987,829	1,200,000
Eligible Leases*	-894,640	-1,014,931	-1,002,327	----	----
Authority Gross Total	\$410,409,257	\$411,157,686	\$427,802,278	\$434,208,653	\$443,849,693
Capital Allocation	-\$39,149,768	-\$47,169,583	-\$41,749,788	-\$38,547,319	-\$39,499,692
Authority Net Operating Total	\$371,259,489	\$363,988,103	\$386,052,490	\$395,661,334	\$404,350,001
\$ Change from Prior Year	\$66,811,887	-\$7,271,386	\$22,064,387	\$9,608,844	\$8,688,667
% Change from Prior Year	22%	-2%	6%	2%	2%

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

EXPENSES

Summary of Expenses by Organization

Organization	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Office of General Manager CEO	\$1,169,320	\$1,620,087	\$1,024,756	\$953,856	\$742,755
Office of Board of Directors	401,425	340,300	385,145	376,507	408,039
<i>Department of General Manager CEO Total</i>	\$1,570,745	\$1,960,387	\$1,409,901	\$1,330,363	\$1,150,794
<i>Division of General Manager CEO Total</i>	\$1,570,745	\$1,960,387	\$1,409,901	\$1,330,363	\$1,150,794
Office of AGM Internal Audit	\$1,841,658	\$1,739,719	\$1,664,546	\$1,629,256	\$1,670,047
Office of Information Systems Audit	565,788	446,800	524,681	486,373	534,005
<i>Department of Internal Audit Total</i>	\$2,407,446	\$2,186,519	\$2,189,227	\$2,115,629	\$2,204,052
Office of AGM Legal Services	\$4,328,645	\$3,061,282	\$2,885,795	\$3,236,057	\$3,416,328
Office of Risk Management	9,719,883	8,648,447	8,693,574	7,052,382	7,089,543
<i>Department of Legal Services Total</i>	\$14,048,528	\$11,709,729	\$11,579,369	\$10,288,439	\$10,505,870
<i>Division of Executive Administration Total</i>	\$16,455,974	\$13,896,248	\$13,768,596	\$12,404,068	\$12,709,922
Office of Deputy General Manager	915,052	599,565	746,497	603,007	855,207
Office of Program & Contract Management	5,028,962	5,086,207	4,987,856	3,755,180	4,112,726
Office of Architecture & Design	1,165,219	1,882,544	2,752,105	2,299,841	1,884,584
<i>Department of Deputy General Manager COO Total</i>	\$7,109,233	\$7,568,316	\$8,486,458	\$6,658,028	\$6,852,516

EXPENSES

Summary of Expenses by Organization

Organization	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Office of AGM Bus Operations	1,013,420	678,199	501,600	410,171	1,606,072
Office of Bus Transportation	82,505,037	89,565,315	90,919,484	91,861,269	92,412,651
Office of Bus Maintenance	54,783,270	61,789,558	65,292,999	69,629,195	67,453,063
Office of Mobility	11,456,359	12,320,810	13,854,075	15,075,264	16,900,826
Office of Clayton County Transit	----	----	----	----	----
<i>Department of Bus Operations Total</i>	\$149,758,086	\$164,353,882	\$170,568,158	\$176,975,899	\$178,372,612
Office of AGM Rail Operations	----	----	296,366	343,478	397,794
Office of Rail Systems Engineering	10,794,048	19,028,845	25,974,469	27,521,508	26,790,704
Office of Rail Services	36,557,190	35,544,781	34,457,883	33,280,128	27,100,405
Office of Rail Car Maintenance	27,302,145	27,741,905	28,546,414	25,442,548	25,935,564
Office of Maintenance of Way	26,464,625	17,982,021	18,669,080	18,225,070	18,884,255
Office of Facilities	23,254,580	26,419,211	27,320,895	28,426,881	26,728,076
<i>Department of Rail Operations Total</i>	\$124,372,588	\$126,716,763	\$135,265,107	\$133,239,613	\$125,836,799
Office of AGM Police Services	\$39,494,910	\$32,484,029	\$33,774,616	\$34,965,988	\$33,219,649
<i>Department of Police Services Total</i>	\$39,494,910	\$32,484,029	\$33,774,616	\$34,965,988	\$33,219,649
Office of Safety	1,862,043	1,798,100	1,530,480	1,798,255	2,376,151
Office of QA & Configuration Mgmt	2,570,233	1,921,892	1,846,173	1,460,269	2,257,835
<i>Department of Safety & Quality Assurance Total</i>	\$4,432,276	\$3,719,992	\$3,376,653	\$3,258,524	\$4,633,987
Division of Operations Total	\$325,167,093	\$334,842,982	\$351,470,992	\$355,098,052	\$348,915,564

EXPENSES

Summary of Expenses by Organization

Organization	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Office of Business Support Services	---	---	\$750,076	\$637,681	\$1,370,430
Office of Business Analysis & Assessment	---	---	---	---	---
Office of Research & Analysis	2,028,998	2,056,905	2,052,195	2,058,780	2,209,123
<i>Department of Business Support Services Total</i>	\$2,028,998	\$2,056,905	\$2,802,271	\$2,696,461	\$3,579,553
Office of AGM Finance CFO	\$317,917	\$453,033	\$579,176	\$531,652	\$1,771,895
Office of Accounting	4,427,841	3,559,011	3,429,046	3,403,475	3,666,497
Office of Management & Budget	2,010,706	1,389,987	1,454,769	1,495,137	1,601,444
Office of Revenue Operations	10,182,732	8,981,975	8,586,072	8,248,185	7,893,252
Office of Treasury	797,772	824,170	892,336	818,529	909,713
Office of Federal & State Programs	284,196	234,712	259,722	235,848	266,551
<i>Department of Finance Total</i>	\$18,021,164	\$15,442,888	\$15,201,121	\$14,732,826	\$16,109,352
Office of AGM Contracts & Procurement	---	---	130,996	370,456	486,100
Office of Contracts & Procurement	6,180,096	5,818,270	5,802,750	6,828,220	6,941,176
Office of Administrative Services	2,148,085	2,253,901	2,382,589	2,767,734	2,949,486
<i>Department of Contracts & Procurement Total</i>	\$8,328,181	\$8,072,171	\$8,316,335	\$9,966,410	\$10,376,762

EXPENSES**Summary of Expenses by Organization**

Organization	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Office of AGM Human Resources	---	---	154,248	309,990	3,972,292
Office of Human Resources	5,260,817	4,165,460	4,109,447	4,012,469	3,282,043
Office of Labor Relations	798,071	475,193	536,629	536,694	510,475
Office of Training	4,903,296	4,291,041	4,275,600	3,848,361	3,847,626
Office of Diversity & Equal Opportunity	1,806,448	1,674,249	1,561,944	1,383,552	1,773,437
<i>Department of Human Resources Total</i>	\$12,768,632	\$10,605,943	\$10,637,868	\$10,091,066	\$13,385,872
Office of AGM Technology CIO	\$496,409	\$504,058	\$447,632	\$361,028	\$596,350
Office of Tech Infrastructure & Ops	7,684,059	8,804,993	8,112,112	8,548,926	15,459,350
Office of Tech Enterprise Applications	4,076,158	4,653,128	4,293,232	5,180,979	5,648,477
Office of Technology Programs Management	877,477	957,454	1,319,019	2,163,171	3,821,014
<i>Department of Technology Total</i>	\$13,134,103	\$14,919,633	\$14,171,995	\$16,254,104	\$25,525,191
Office of AGM Planning	\$334,276	\$357,076	\$478,031	\$601,351	\$334,229
Office of Dev & Regional Coordination	1,458,205	1,422,821	1,136,116	928,512	1,776,783
Office of Transit System Planning	3,031,272	2,588,406	2,492,741	2,551,292	2,410,024
<i>Department of Planning Total</i>	\$4,823,753	\$4,368,303	\$4,106,888	\$4,081,155	\$4,521,035

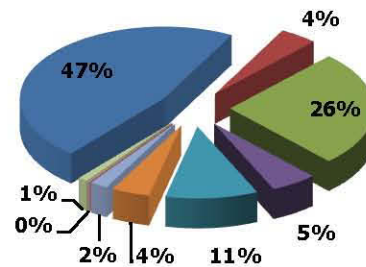
EXPENSES

Summary of Expenses by Organization

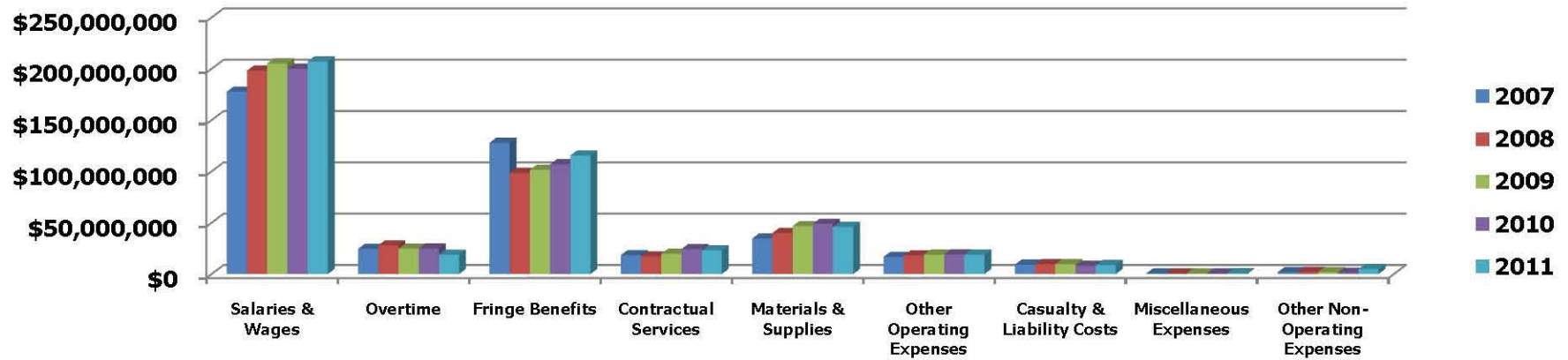
Organization	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Office of AGM Comm & Ext Affairs	4,733,753	4,315,073	3,644,188	3,892,789	3,274,303
Office of External Affairs	1,164,146	874,319	896,028	771,855	755,093
Office of Marketing & Sales	1,705,111	1,587,551	1,509,435	1,482,405	1,758,556
Office of Government & Constituent Relations	----	----	3,531	161,518	262,092
Office of Media Communications	----	----	185,700	257,752	325,605
<i>Department of Communication & Ext Affairs Total</i>	\$7,603,010	\$6,776,943	\$6,238,882	\$6,566,319	\$6,375,649
Division of Business Support Services Total	\$66,707,841	\$62,242,786	\$61,475,360	\$64,388,341	\$79,873,414
General Office	----	----	----	----	----
Inventory Adjustment	1,402,244	(769,786)	679,756	987,829	1,200,000
<i>Department of Other Total</i>	\$1,402,244	-\$769,786	\$679,756	\$987,829	\$1,200,000
Division of Other Total	\$1,402,244	-\$769,786	\$679,756	\$987,829	\$1,200,000

EXPENSES

Fiscal Year 2011 Expenses by Category



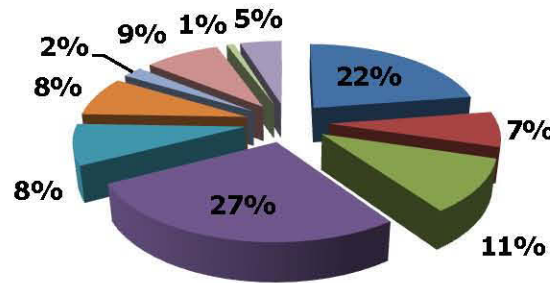
- Salaries & Wages
- Overtime
- Fringe Benefits
- Contractual Services
- Materials & Supplies
- Other Operating Expenses
- Casualty & Liability Costs
- Miscellaneous Expenses
- Other Non-Operating Expenses



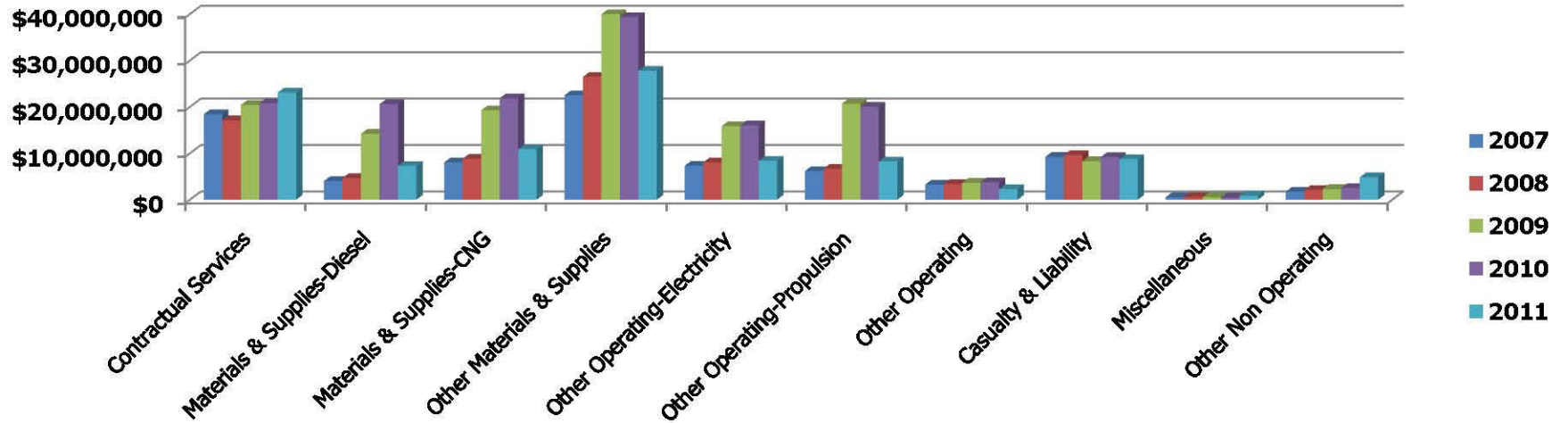
Category	2007	2008	2009	2010	2011
Salaries & Wages	\$177,667,223	\$198,169,448	\$205,215,189	\$200,093,149	\$207,092,124
Overtime	\$24,547,645	\$27,922,691	\$24,696,381	\$24,980,815	\$18,821,424
Fringe Benefits	\$127,847,155	\$98,587,550	\$101,517,425	\$106,980,379	\$115,455,612
Contractual Services	\$18,430,010	\$17,126,426	\$19,730,346	\$24,355,878	\$23,103,536
Materials & Supplies	\$34,570,764	\$39,967,433	\$46,678,063	\$48,908,237	\$45,964,300
Other Operating Expenses	\$16,739,267	\$18,076,056	\$18,945,308	\$19,122,291	\$18,925,963
Casualty & Liability Costs	\$9,237,751	\$9,627,325	\$9,610,126	\$7,933,171	\$8,760,000
Miscellaneous Expenses	\$527,087	\$590,965	\$560,649	\$553,651	\$880,000
Other Non-Operating Expenses	\$1,736,995	\$2,104,723	\$1,851,118	\$1,281,082	\$4,846,734
Grand Total	\$411,303,897	\$412,172,617	\$428,804,605	\$434,208,653	\$443,849,693

EXPENSES

Fiscal Year 2011 Non Labor Expenses



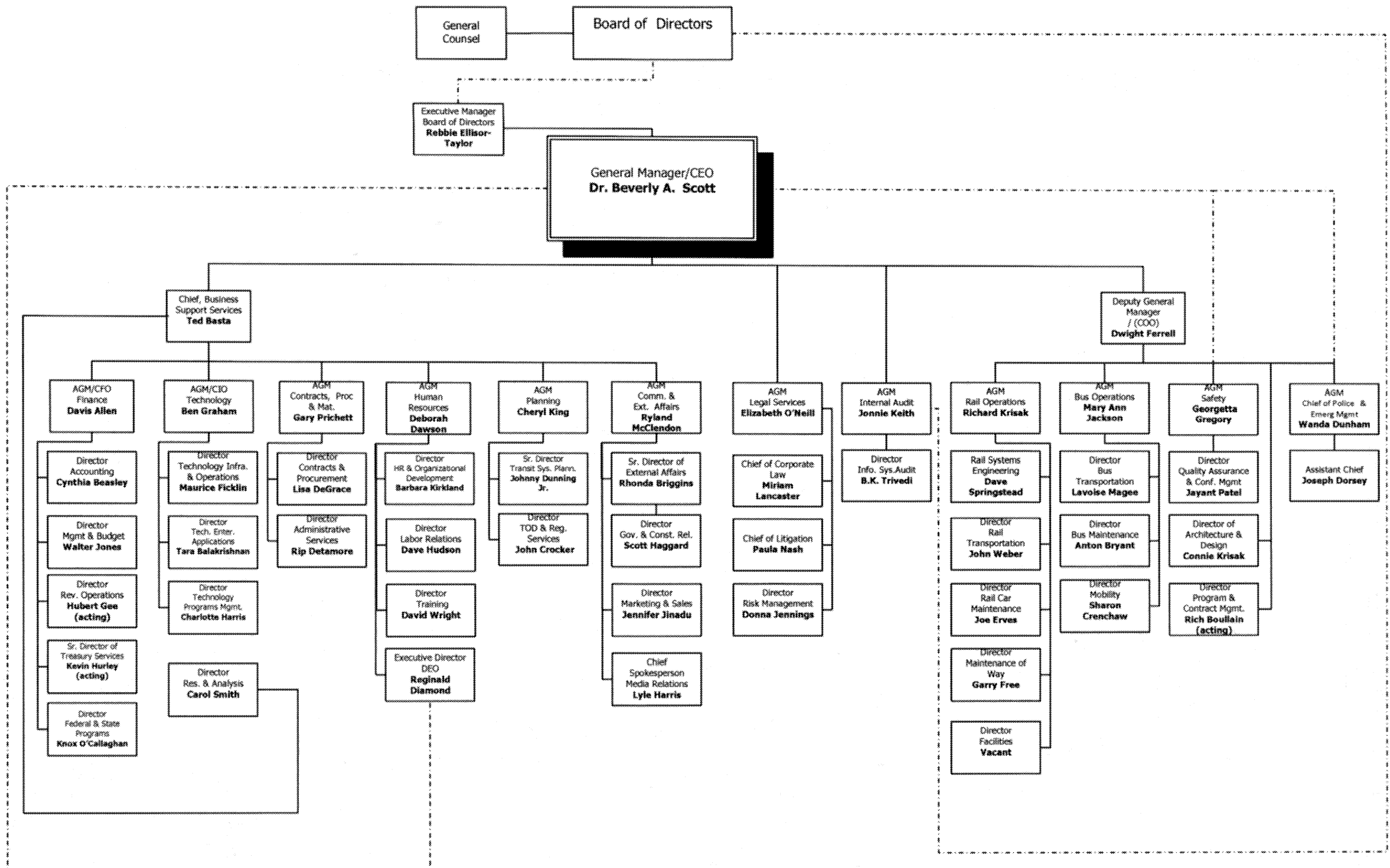
- Contractual Services
- Materials & Supplies-Diesel
- Materials & Supplies-CNG
- Other Materials & Supplies
- Other Operating-Electricity
- Other Operating-Propulsion
- Other Operating
- Casualty & Liability
- Miscellaneous
- Other Non Operating



Expenses	Contractual Services	Materials & Supplies-Diesel	Materials & Supplies-CNG	Other Materials & Supplies	Other Operating-Electricity	Other Operating-Propulsion	Other Operating	Casualty & Liability	Misc.	Other Non Operating
2007	\$18,430,010	\$4,036,387	\$8,038,383	\$22,495,994	\$7,316,888	\$6,163,706	\$3,258,673	\$9,237,751	\$527,087	\$1,736,995
2008	\$17,126,426	\$4,661,042	\$8,840,841	\$26,465,550	\$8,035,751	\$6,664,326	\$3,375,979	\$9,627,325	\$590,965	\$2,104,723
2009	\$20,418,067	\$14,215,399	\$19,262,640	\$41,526,830	\$15,869,292	\$20,717,112	\$3,647,007	\$8,304,570	\$560,649	\$2,311,194
2010	\$20,782,856	\$20,597,500	\$21,866,032	\$39,340,903	\$16,025,626	\$20,040,933	\$3,774,712	\$9,212,963	\$505,650	\$2,530,793
2011	\$23,103,536	\$7,268,661	\$10,902,991	\$27,792,648	\$8,385,485	\$8,250,478	\$2,290,000	\$8,760,000	\$880,000	\$4,846,734

FY11 OPERATING & CAPITAL BUDGETS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY



PERSONNEL

Summary of Organization Personnel by Status

Full-Time Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of Board of Directors	2	2	3	3	2
Office of General Manager CEO	5	4	1	1	1
Department of General Manager CEO	7	6	4	4	3
Division of General Manager CEO	7	6	4	4	3
Office of AGM Internal Audit	13	15	15	14	13
Office of Information Systems Audit	3	4	4	4	4
Department of Internal Audit	16	19	19	18	17
Office of AGM Legal Services	13	13	13	12	11
Office of Risk Management	16	16	16	16	15
Department of Legal Services	29	29	29	28	26
Division of Executive Administration	45	48	48	46	43
Office of Architecture & Design	5	16	17	17	16
Office of Deputy General Manager	4	4	4	3	4
Office of Program & Contract Management	24	42	35	35	35
Department of Deputy General Manager COO	33	62	56	55	55
Office of AGM Bus Operations	2	3	4	4	3
Office of Bus Maintenance	436	458	465	464	441
Office of Bus Transportation	1,268	1,305	1,356	1,328	1,212
Office of Mobility	212	218	224	271	271
Department of Bus Operations	1,918	1,984	2,049	2,067	1,927

PERSONNEL

Summary of Organization Personnel by Status

Full-Time Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of AGM Rail Operations	2	1	2	2	2
Office of Facilities	288	294	297	293	264
Office of Maintenance of Way	242	293	230	243	216
Office of Rail Car Maintenance	299	364	349	356	272
Office of Rail Services	468	451	453	442	287
Office of Rail Systems Engineering	83	90	88	97	98
Department of Rail Operations	1,382	1,493	1,419	1,433	1,139
Office of AGM Police Services	349	384	370	363	362
Department of Police Services	349	384	370	363	362
Office of QA & Configuration Mgmt	15	23	21	21	20
Office of Safety	23	18	14	20	19
Department of Safety & Quality Assurance	38	41	35	41	39
Division of Operations	3,720	3,964	3,929	3,959	3,522
Office of Business Analysis & Assessment	---	1	1	1	---
Office of Business Support Services	2	4	7	7	7
Office of Research & Analysis	26	26	25	27	23
Department of Business Support Services	28	31	33	35	30

PERSONNEL

Summary of Organization Personnel by Status

Full-Time Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of Accounting	44	44	43	41	38
Office of AGM Finance CFO	2	2	2	2	2
Office of Federal & State Programs	2	2	2	2	2
Office of Management & Budget	16	17	16	15	13
Office of Revenue Operations	103	105	105	102	88
Office of Treasury	6	8	7	7	7
Department of Finance	173	178	175	169	150
Office of Administrative Services	30	34	26	24	25
Office of AGM Contracts & Procurement	---	1	1	1	3
Office of Contracts & Procurement	85	106	96	96	84
Department of Contracts & Procurement	115	141	123	121	112
Office of AGM Human Resources	1	2	2	2	2
Office of Diversity & Equal Opportunity	16	17	17	16	17
Office of Human Resources	34	32	36	38	31
Office of Labor Relations	4	4	4	4	4
Office of Training	38	43	42	40	39
Department of Human Resources	93	98	101	100	93
Office of AGM Technology CIO	2	3	4	4	3
Office of Tech Enterprise Applications	37	37	37	42	39
Office of Tech Infrastructure & Ops	41	46	44	76	70
Office of Technology Programs Management	6	6	6	38	29
Department of Technology	86	92	91	160	141

PERSONNEL

Summary of Organization Personnel by Status

Full-Time Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of AGM Planning	3	3	2	2	2
Office of Dev & Regional Coordination	10	10	12	12	12
Office of Transit System Planning	29	27	28	28	26
Department of Planning	42	40	42	42	40
Office of AGM Comm & Ext Affairs	56	59	55	55	43
Office of External Affairs	7	8	6	6	5
Office of Government & Constituent Relations	2	3	4	3	2
Office of Marketing & Sales	13	13	13	12	10
Office of Media Communications	2	2	4	4	2
Department of Communication & Ext Affairs	80	85	82	80	62
Division of Business Support Services	617	665	647	707	628
Authority Full-Time Personnel	4,389	4,683	4,628	4,716	4,196

PERSONNEL

Summary of Organization Personnel by Status

Part-Time Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of Bus Transportation	155	155	155	151	114
Office of Mobility	48	48	63	72	72
Department of Bus Operations	203	203	218	223	186
Office of Rail Services	51	51	----	----	----
Department of Rail Operations	51	51	----	----	----
Office of Safety	----	1	1	1	1
Department of Safety & Quality Assurance	----	1	1	1	1
Division of Operations	254	255	219	224	187
Office of Research & Analysis	----	----	----	3	----
Department of Business Support Services	----	----	----	3	----
Office of Revenue Operations	97	91	90	87	77
Department of Finance	97	91	90	87	77
Office of Human Resources			1	1	----
Department of Human Resources			1	1	----
Office of AGM Comm & Ext Affairs	4	4	4	4	2
Office of Media Communications	----	----	----	1	----
Department of Communication & Ext Affairs	4	4	4	5	2
Division of Business Support Services	101	95	95	96	79
Authority Part-Time Personnel	355	350	314	320	266

PERSONNEL

Summary of Organization Personnel by Status

Operating Contract Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of Mobility	----	----	----	----	5
Department of Bus Operations	----	----	----	----	5
Office of Rail Services	----	3	3	3	2
Department of Rail Operations	----	3	3	3	2
Office of AGM Police Services	----	1	----	----	----
Department of Police Services	----	1	----	----	----
Division of Operations	----	4	3	3	7
Office of AGM Finance CFO	----	1	1	1	1
Office of Revenue Operations	----	12	12	12	----
Department of Finance	----	13	13	13	1
Office of Administrative Services	2	3	3	3	2
Department of Contracts & Procurement	2	3	3	3	2
Office of Human Resources	5	6	2	----	----
Office of Training	7	7	7	7	1
Department of Human Resources	12	13	9	7	1
Office of Tech Infrastructure & Ops	----	5	5	5	5
Office of Technology Programs Management	----	----	5	5	5
Department of Technology	----	5	10	10	10
Office of AGM Comm & Ext Affairs	1	1	----	----	----
Office of Marketing & Sales	----	----	1	1	1
Department of Communication & Ext Affairs	1	1	1	1	1
Division of Business Support Services	15	35	36	34	15

PERSONNEL

Summary of Organization Personnel by Status

Operating Contract Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Authority Operating Contract Personnel	15	39	39	37	22

PERSONNEL

Summary of Organization Personnel by Status

Capital Contract

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of Facilities	----	----	2	2	2
Office of Rail Car Maintenance	----	1	1	1	1
Office of Rail Services	20	75	20	20	----
Department of Rail Operations	20	76	23	23	3
Office of AGM Police Services	----	----	----	1	2
Department of Police Services	----	----	----	1	2
Office of QA & Configuration Mgmt	----	2	2	3	3
Office of Safety	----	5	5	1	1
Department of Safety & Quality Assurance	----	7	7	4	4
Division of Operations	20	83	30	28	9
Office of Research & Analysis	88	44	44	45	31
Department of Business Support Services	88	44	44	45	31
Office of Accounting	2	2	2	2	----
Office of Management & Budget	----	----	2	2	----
Office of Revenue Operations	1	1	1	1	----
Department of Finance	3	3	5	5	----
Office of Human Resources	----	1	----	----	----
Office of Training	1	2	7	7	1
Department of Human Resources	1	3	7	7	1

PERSONNEL

Summary of Organization Personnel by Status

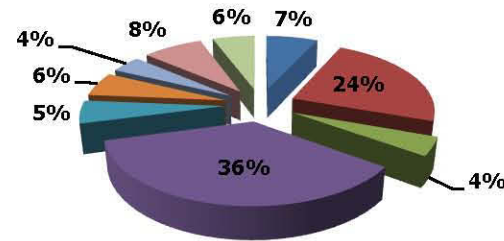
Capital Contract

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of Tech Enterprise Applications	13	13	20	10	10
Office of Tech Infrastructure & Ops	7	7	15	6	6
Office of Technology Programs Management	1	1	3	----	----
Department of Technology	21	21	38	16	16
Office of Dev & Regional Coordination	6	6	6	6	----
Office of Transit System Planning	9	9	6	6	----
Department of Planning	15	15	12	12	----
Office of Marketing & Sales	----	1	1	1	1
Department of Communication & Ext Affairs	----	1	1	1	1
Division of Business Support Services	128	87	107	86	49
Authority Capital Contract	148	170	137	114	58

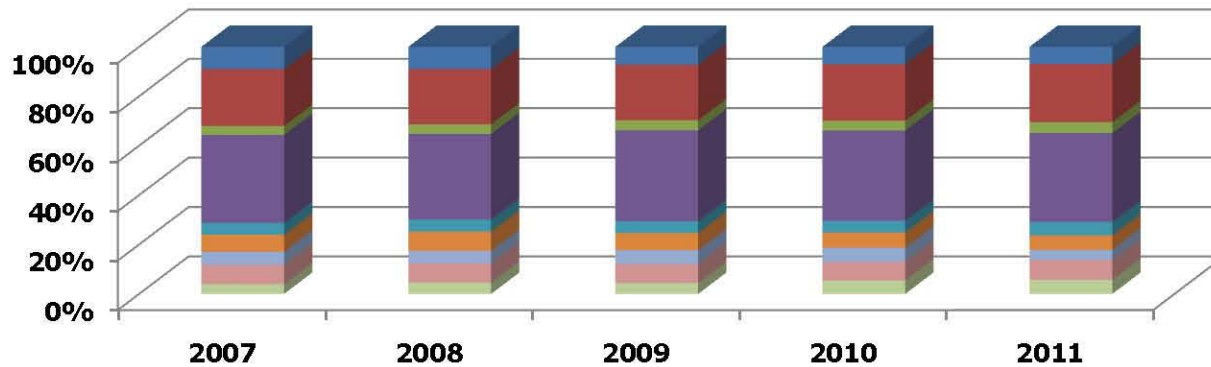
Clayton Personnel

Organization Description	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Office of Clayton County Transit	----	94	94	91	----
Department of Bus Operations	----	94	94	91	----
Division of Operations	----	94	94	91	----
Clayton Personnel	----	94	94	91	----

Fiscal Year 2011 Personnel by Class



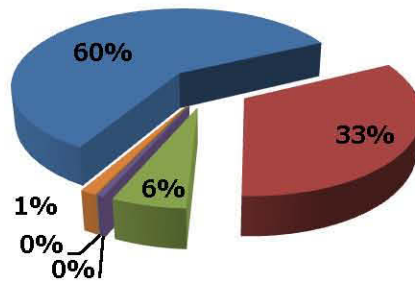
- Administrative
- Maintenance
- Managerial
- Operator
- Police
- Professional
- Represented (Non-Specified)
- Supervisory
- Technical



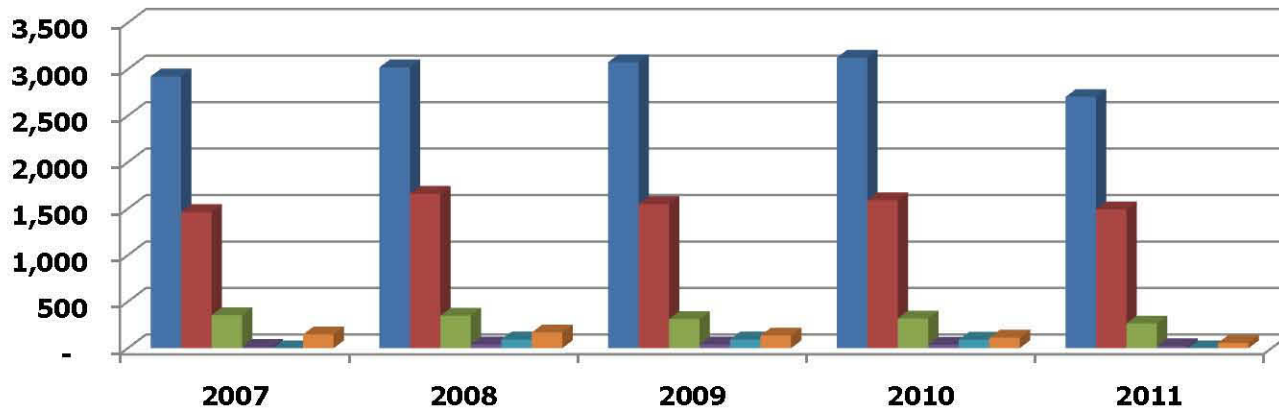
- Administrative
- Maintenance
- Managerial
- Operator
- Police
- Professional
- Represented (Non-Specified)
- Supervisory
- Technical

Class Description	2007	2008	2009	2010	2011
Administrative	443	478	377	372	316
Maintenance	1,131	1,193	1,170	1,207	1,069
Managerial	179	208	215	209	199
Operator	1,751	1,850	1,915	1,929	1,635
Police	235	260	251	249	249
Professional	337	416	357	326	262
Represented (Non-Specified)	259	270	297	299	187
Supervisory	389	418	404	401	367
Technical	192	244	226	286	258

Fiscal Year 2011 Personnel by Status

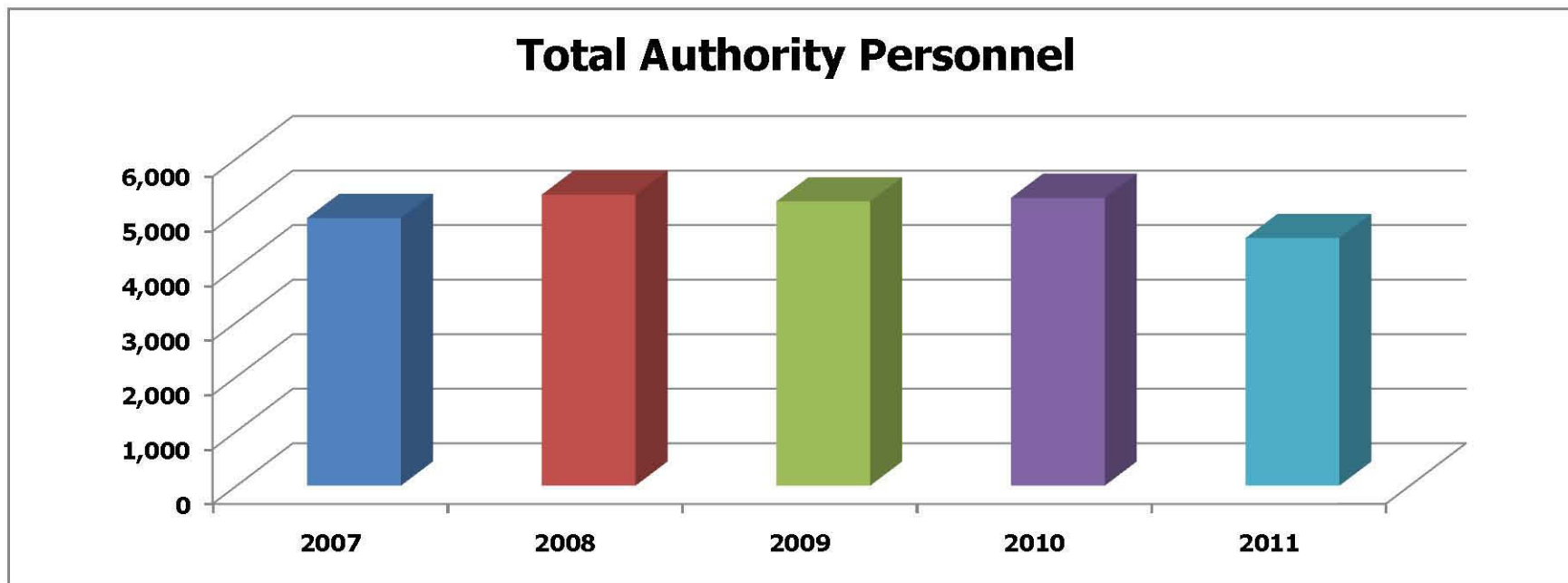


- Full-Time Represented
- Full-Time Non Represented
- Part-Time
- Contract
- Clayton Personnel
- Capital Contract



- Full-Time Represented
- Full-Time Non Represented
- Part-Time
- Contract
- Clayton Personnel
- Capital Contract

Status	2007	2008	2009	2010	2011
Full-Time Represented	2,923	3,021	3,077	3,125	2,703
Full-Time Non Represented	1,466	1,662	1,551	1,591	1,493
Part-Time	355	350	314	320	266
Contract	15	39	39	37	22
Clayton Personnel	-	94	94	91	-
Capital Contract	148	170	137	114	58



Status	2007	2008	2009	2010	2011
Total	4,907	5,336	5,212	5,278	4,542

DIVISION OF GENERAL MANAGER/CEO

This Division includes the following Departments:

- **Department of General Manager/CEO**

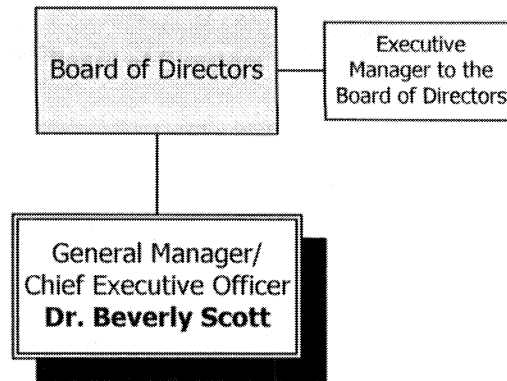
DIVISION OF GENERAL MANAGER CEO

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	716,858	1,352,911	501,326	516,165	487,778
Overtime	0	8,505	7,118	0	0
Benefits	617,102	384,844	343,776	229,355	268,975
Labor Sub-Total	\$1,333,960	\$1,746,260	\$852,220	\$745,520	\$756,753
Contractual Services	56,185	15,881	227,421	319,133	151,911
Materials & Supplies	8,541	10,619	18,325	10,760	16,782
Other Operating	-134	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,968	937	3,936	1,225	3,299
Other Non Operating	170,225	186,690	307,999	253,725	222,049
Division Total	\$1,570,745	\$1,960,387	\$1,409,901	\$1,330,363	\$1,150,794
\$ Change from Prior Year	\$639,406	\$389,642	(\$550,486)	(\$28,538)	(\$128,569)
% Change from Prior Year	68.65%	24.81%	-28.08%	94.36%	86.50%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	7	6	4	4	3	Administrative	4	4	4	1	0
Represented	0	0	0	0	0	Management	3	2	2	2	2
Full-Time Total	7	6	4	4	3	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	1	1
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	7	6	4	4	3

DIVISION OF THE GENERAL MANAGER/CEO

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



DEPARTMENT OF GENERAL MANAGER/CEO

This Department includes the following Offices:

Department of General Manager/CEO

- Office of General Manager/CEO
- Office of Board of Directors

DEPARTMENT OF THE GENERAL MANAGER/CEO

FY2011 GOALS AND OBJECTIVES

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

Metropolitan Atlanta community. It is responsible for supporting the Board of Directors and directing the functions and operations of the Chief of Business Support Services, the Deputy General Manager, and the Assistant General Managers.

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;

DEPARTMENT OF GENERAL MANAGER CEO

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	716,858	1,352,911	501,326	516,165	487,778
Overtime	0	8,505	7,118	0	0
Benefits	617,102	384,844	343,776	229,355	268,975
Labor Sub-Total	\$1,333,960	\$1,746,260	\$852,220	\$745,520	\$756,753
Contractual Services	56,185	15,881	227,421	319,133	151,911
Materials & Supplies	8,541	10,619	18,325	10,760	16,782
Other Operating	-134	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,968	937	3,936	1,225	3,299
Other Non Operating	170,225	186,690	307,999	253,725	222,049
Non Labor Sub-Total	\$236,785	\$214,127	\$557,681	\$584,843	\$394,041
Department Total	\$1,570,745	\$1,960,387	\$1,409,901	\$1,330,363	\$1,150,794
\$ Change from Prior Year		\$389,642	(\$550,486)	(\$79,538)	(\$179,569)
% Change from Prior Year		24.81%	-28.08%	-5.64%	-13.50%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	7	6	4	4	3	Administrative	4	4	4	1	0
Represented	0	0	0	0	0	Management	3	2	2	2	2
Full-Time Total	7	6	4	4	3	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	1	1
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	7	6	4	4	3

DEPARTMENT OF THE GENERAL MANAGER/CEO

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

General Manager/CEO
Dr. Beverly Scott

Office of the
 Board of
 Directors

OFFICE OF THE GENERAL MANAGER/CEO

FUNCTIONS & RESPONSIBILITIES

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

States. The Office of the General Manager/CEO ensures adherence to the Authority's goals of becoming a regional transportation entity while meeting the transit needs of the Metropolitan Atlanta community.

OFFICE OF GENERAL MANAGER CEO

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	607,863	1,218,509	345,817	351,516	321,300
Overtime	0	8,505	7,118	0	0
Benefits	512,610	324,389	276,696	154,981	177,174
Labor Sub-Total	\$1,120,473	\$1,551,403	\$629,631	\$506,497	\$498,474
Contractual Services	36,185	15,881	225,571	319,133	149,390
Materials & Supplies	2,208	7,786	14,254	6,772	12,053
Other Operating	-134	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	12	32	9	83
Other Non Operating	10,588	45,005	155,268	121,445	82,755
Non Labor Sub-Total	\$48,847	\$68,684	\$395,125	\$447,359	\$244,281
Office Total	\$1,169,320	\$1,620,087	\$1,024,756	\$953,856	\$742,755
\$ Change from Prior Year	\$505,046	\$450,767	(\$595,331)	(\$70,900)	(\$211,101)
% Change from Prior Year	76.03%	38.55%	-36.75%	-6.92%	-22.13%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	5	4	1	1	1	Administrative	3	3	0	0	0
Represented	0	0	0	0	0	Management	2	1	1	1	1
Full-Time Total	5	4	1	1	1	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	0	0
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	5	4	1	1	1

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

General Manager/
CEO
Dr. Beverly Scott

Personnel Comparison Report

OFFICE OF GENERAL MANAGER CEO

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Non-Represented						
General Manager/CEO	X	1	1	1	1	1
Historical Managerial	A	1	---	---	---	---
Historical Administrative	10 - 19	3	3	---	---	---
Non-Rep Subtotal		5	4	1	1	1
Total Full-Time		5	4	1	1	1

OFFICE OF THE BOARD OF DIRECTORS

FUNCTIONS AND RESPONSIBILITIES

The Office of the Board of Directors serves as the primary liaison between MARTA staff and MARTA Board of Directors. This Office coordinates the various Board related meetings, travel, events and activities. The dissemination of information for and from the Board of Directors is

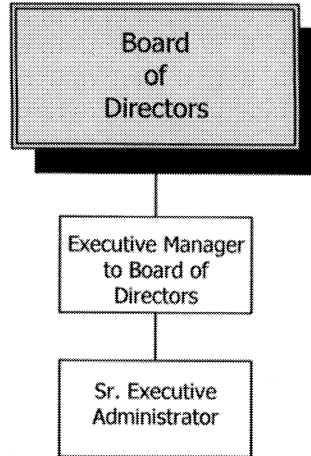
primarily channeled through this office. Minutes, resolutions and statistics associated with the various Board Committee sessions and the General Board meetings are managed through this office. The office provides oversight and facilitation to every office within MARTA that submits a Board Resolution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

OFFICE OF BOARD OF DIRECTORS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	108,995	134,402	155,509	164,649	166,478
Overtime	0	0	0	0	0
Benefits	104,492	60,455	67,080	74,374	91,801
Labor Sub-Total	\$213,487	\$194,857	\$222,589	\$239,023	\$258,279
Contractual Services	20,000	0	1,850	0	2,521
Materials & Supplies	6,333	2,833	4,071	3,988	4,729
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,968	925	3,904	1,216	3,216
Other Non Operating	159,637	141,685	152,731	132,280	139,294
Non Labor Sub-Total	\$187,938	\$145,443	\$162,556	\$137,484	\$149,760
Office Total	\$401,425	\$340,300	\$385,145	\$376,507	\$408,039
\$ Change from Prior Year	\$134,360	(\$61,125)	\$44,845	(\$8,638)	\$31,532
% Change from Prior Year	50.31%	-15.23%	13.18%	-2.24%	8.37%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	2	2	3	3	2	Administrative	1	1	2	1	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	2	2	3	3	2	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	1	1
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	2	3	3	2

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



Personnel Comparison Report

OFFICE OF BOARD OF DIRECTORS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Executive Mgr To Board Of Dir	21	1	1	1	1	1
Executive Staff Assistant	19	---	---	1	1	---
Sr. Executive Administrator Board	19	---	---	---	1	1
Historical Administrative	12 - 17	1	1	1	---	---
Non-Rep Subtotal		2	2	3	3	2
Total Full-Time		2	2	3	3	2

DIVISION OF EXECUTIVE ADMINISTRATION

This Division includes the following Departments:

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

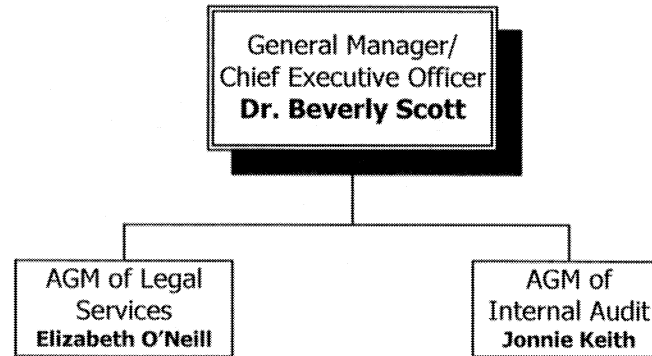
DIVISION OF EXECUTIVE ADMINISTRATION

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,703,165	3,123,000	3,091,528	2,937,346	2,998,001
Overtime	0	0	0	0	0
Benefits	4,629,730	1,843,928	1,941,056	1,678,608	1,653,185
Labor Sub-Total	\$7,332,895	\$4,966,928	\$5,032,584	\$4,615,954	\$4,651,186
Contractual Services	3,426,908	2,535,162	2,216,076	2,769,751	2,700,087
Materials & Supplies	10,222	16,584	10,058	8,313	11,748
Other Operating	0	0	0	0	0
Casualty & Liability	5,566,745	6,274,872	6,424,003	4,934,203	5,270,628
Miscellaneous	0	0	0	0	0
Other Non Operating	119,204	102,702	85,875	75,847	76,273
Division Total	\$16,455,974	\$13,896,248	\$13,768,596	\$12,404,068	\$12,709,922
\$ Change from Prior Year	\$6,741,919	(\$2,559,726)	(\$127,652)	(\$1,364,528)	\$305,854
% Change from Prior Year	69.40%	-15.55%	-0.92%	90.09%	102.47%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	43	46	44	44	41	Administrative	6	5	5	5	2
Represented	2	2	2	2	2	Management	14	14	14	13	14
Full-Time Total	45	48	46	46	43	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	22	26	26	25	24
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	2	2	2	2	2
						Clerical	0	0	0	0	0
						Supervisory	1	1	1	1	1
						Total	45	48	48	46	43

DIVISION OF EXECUTIVE ADMINISTRATION

ADM	2	Non-Rep	41
MGR	14	Rep	2
MNT	0	Total FT	43
OPR	0		
POL	0		
PRO	24	PT	0
REP	2	CAP	0
SUP	1	CON	0
TEC	0	TOTAL	43



DEPARTMENT OF INTERNAL AUDIT

This Department includes the following Office:

Department of Internal Audit

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

DEPARTMENT OF INTERNAL AUDIT

FY2011 GOALS AND OBJECTIVES

The goals and objectives of the Department of Internal Audit are to responsibly assist the Board of Directors, Authority management, and related governmental entities in the effective discharge of their responsibilities by furnishing them with independent analyses, appraisals, recommendations, and pertinent comments concerning the activities

under audit. Additionally, The Department of Internal Audit is to ensure all auditors receive the required annual hours of training required by the Governmental Auditing Standards Board. The Department of Internal Audit is an independent appraisal function authorized to examine and evaluate all activities of MARTA.

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;

DEPARTMENT OF INTERNAL AUDIT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,033,695	1,331,118	1,311,869	1,239,256	1,220,338
Overtime	0	0	0	0	0
Benefits	1,050,408	569,296	599,683	570,285	672,930
Labor Sub-Total	\$2,084,103	\$1,900,414	\$1,911,552	\$1,809,541	\$1,893,268
Contractual Services	298,985	272,812	265,514	297,436	299,704
Materials & Supplies	2,009	2,569	2,078	2,208	2,502
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	22,349	10,724	10,083	6,444	8,578
Non Labor Sub-Total	\$323,343	\$286,105	\$277,675	\$306,088	\$310,784
Department Total	\$2,407,446	\$2,186,519	\$2,189,227	\$2,115,629	\$2,204,052
\$ Change from Prior Year		(\$220,927)	\$2,708	(\$73,598)	\$88,423
% Change from Prior Year		-9.18%	0.12%	-3.36%	4.18%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	16	19	18	18	17	Administrative	2	2	2	2	1
Represented	0	0	0	0	0	Management	4	4	4	4	4
Full-Time Total	16	19	18	18	17	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	10	13	13	12	12
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	16	19	19	18	17

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

AGM of Internal Audit
Jonnie T. Keith

Informations Systems Audit
Bharat K. Trivedi

OFFICE OF THE AGM INTERNAL AUDIT
FUNCTIONS & RESPONSIBILITIES

The Department of Internal Audit is responsible for assisting the Board of Directors, Authority management, and related governmental entities in the effective discharge of their responsibilities by furnishing them with independent analyses, appraisals, recommendations, and pertinent comments concerning the activities under audit. The Department of Internal Audit is an independent appraisal function authorized to examine and evaluate all activities of MARTA. To achieve these objectives, the Department of Internal Audit is responsible for, but not limited to the following functions:

General:

- Determine the extent of compliance with established MARTA policies, guidelines, procedures, and appropriate governmental regulations, including the MARTA Act.
- Objectively report audit findings with recommendations for corrective actions.
- Facilitate the implementation of corrective actions for audit recommendations through an effective follow-up system.
- Determine the adequacy and timeliness of management responses to audit recommendations and provide follow-up status reports to the Board Audit Committee as appropriate.
- Administer the contract for external audit services and assist the external auditors in the analysis of the accounting records.
- Meet at least three times annually with the Audit Committee of the Board of Directors to apprise them of the areas under audit.

- Act as liaison with Federal and State audits and reviews and coordinate responses to any findings.

Operations Audit:

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

Contracts Audit:

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

FY2010 ACCOMPLISHMENTS

- Provided audit savings of \$961,554.
- Provided a number of audits to assist management in strengthening controls and processes.

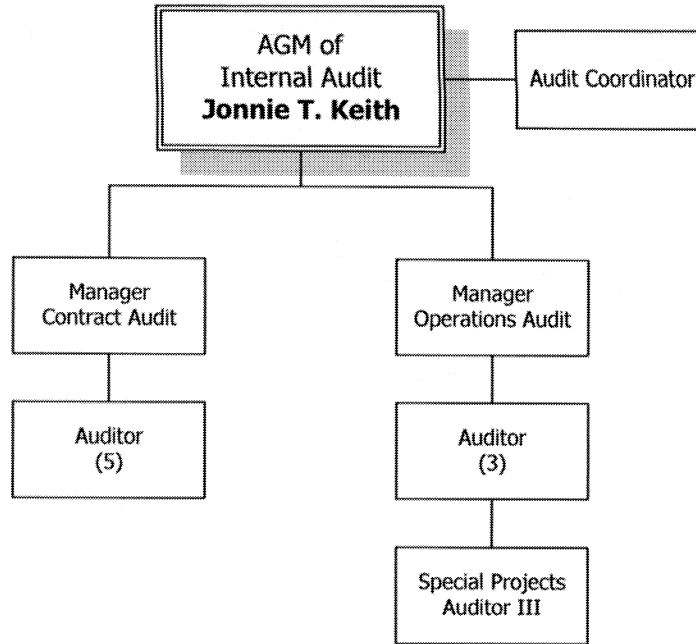
OFFICE OF AGM INTERNAL AUDIT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	747,405	1,022,521	959,605	900,643	877,812
Overtime	0	0	0	0	0
Benefits	771,219	432,329	429,481	423,345	484,051
Labor Sub-Total	\$1,518,624	\$1,454,850	\$1,389,086	\$1,323,988	\$1,361,863
Contractual Services	298,985	272,812	265,514	297,436	299,704
Materials & Supplies	2,009	2,569	2,078	2,208	2,502
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	22,040	9,488	7,868	5,624	5,978
Non Labor Sub-Total	\$323,034	\$284,869	\$275,460	\$305,268	\$308,184
Office Total	\$1,841,658	\$1,739,719	\$1,664,546	\$1,629,256	\$1,670,047
\$ Change from Prior Year	\$353,910	(\$101,939)	(\$75,173)	(\$35,290)	\$40,791
% Change from Prior Year	23.79%	-5.54%	-4.32%	-2.12%	2.50%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	13	15	15	14	13	Administrative	2	2	2	2	1
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	13	15	15	14	13	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	8	10	10	9	9
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	13	15	15	14	13

OFFICE OF THE AGM OF INTERNAL AUDIT

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



Personnel Comparison Report

OFFICE OF AGM INTERNAL AUDIT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM Internal Audit	C	1	1	1	1	1
Mgr Audit	21	2	2	2	2	2
Special Projects Auditor III	19	---	1	1	1	1
Auditor III	18	7	7	8	5	5
Auditor II	16	1	1	---	1	1
Audit Coordinator	15	1	1	1	1	1
Auditor I	12	---	1	1	2	2
Administrative Assistant	10	1	1	1	1	---
Non-Rep Subtotal		13	15	15	14	13
Total Full-Time		13	15	15	14	13

FUNCTIONS & RESPONSIBILITIES

Information Systems Audit:

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

OFFICE OF INFORMATION SYSTEMS AUDIT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	286,290	308,597	352,264	338,613	342,526
Overtime	0	0	0	0	0
Benefits	279,189	136,967	170,202	146,940	188,879
Labor Sub-Total	\$565,479	\$445,564	\$522,466	\$485,553	\$531,405
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	309	1,236	2,215	820	2,600
Non Labor Sub-Total	\$309	\$1,236	\$2,215	\$820	\$2,600
Office Total	\$565,788	\$446,800	\$524,681	\$486,373	\$534,005
\$ Change from Prior Year	\$565,788	(\$118,988)	\$77,881	(\$38,308)	\$47,632
% Change from Prior Year	100.00%	-21.03%	17.43%	-7.30%	9.79%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	3	4	4	4	4	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	3	4	4	4	4	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	2	3	3	3	3
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	3	4	4	4	4

OFFICE OF INFORMATION SYSTEMS AUDIT

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

Director of
Information Systems
Audit
Bharat K.Trivedi

Sr. Information
Tech. Auditor
(3)

Personnel Comparison Report

OFFICE OF INFORMATION SYSTEMS AUDIT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Information Tech Audit	23	1	1	1	1	1
Sr Information Tech Auditor	19	2	3	3	3	3
Non-Rep Subtotal		3	4	4	4	4
Total Full-Time		3	4	4	4	4

DEPARTMENT OF LEGAL SERVICES

This Department includes the following Offices:

Department of Legal Services

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

FY2011 GOALS AND OBJECTIVES

The Department of Legal provides legal advice and support as needed to the Authority's Board of Directors and staff units with the support of General Counsel and other outside counsel. The Department provides efficient defense of personal injury cases, supporting of the ADA and EEO

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

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Non-Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Liability Unit Payments Variance	Liability claims (against MARTA) variance	</= 0%;

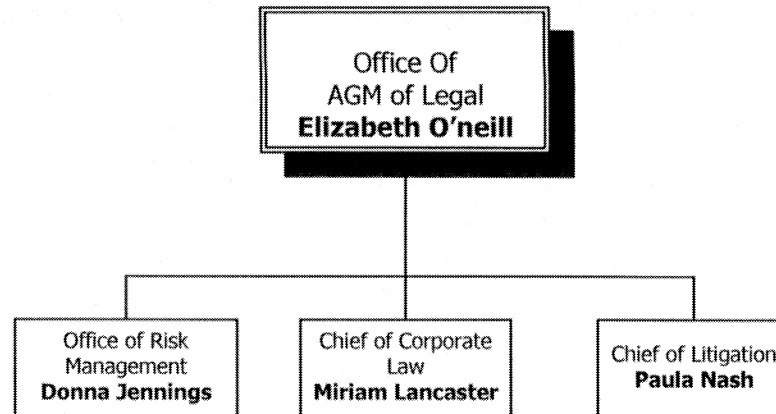
DEPARTMENT OF LEGAL SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,669,470	1,791,882	1,779,659	1,698,090	1,777,663
Overtime	0	0	0	0	0
Benefits	3,579,322	1,274,632	1,341,373	1,108,323	980,255
Labor Sub-Total	\$5,248,792	\$3,066,514	\$3,121,032	\$2,806,413	\$2,757,918
Contractual Services	3,127,923	2,262,350	1,950,562	2,472,315	2,400,383
Materials & Supplies	8,213	14,015	7,980	6,105	9,246
Other Operating	0	0	0	0	0
Casualty & Liability	5,566,745	6,274,872	6,424,003	4,934,203	5,270,628
Miscellaneous	0	0	0	0	0
Other Non Operating	96,855	91,978	75,792	69,403	67,695
Non Labor Sub-Total	\$8,799,736	\$8,643,215	\$8,458,337	\$7,482,026	\$7,747,952
Department Total	\$14,048,528	\$11,709,729	\$11,579,369	\$10,288,439	\$10,505,870
\$ Change from Prior Year		(\$2,338,799)	(\$130,360)	(\$1,290,930)	\$217,431
% Change from Prior Year		-16.65%	-1.11%	-11.15%	2.11%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	27	27	26	26	24	Administrative	4	3	3	3	1
Represented	2	2	2	2	2	Management	10	10	10	9	10
Full-Time Total	29	29	28	28	26	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	12	13	13	13	12
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	2	2	2	2	2
						Clerical	0	0	0	0	0
						Supervisory	1	1	1	1	1
						Total	29	29	29	28	26

DEPARTMENT OF LEGAL SERVICES

ADM	1	Non-Rep	24
MGR	10	Rep	2
MNT	0	Total FT	26
OPR	0		
POL	0		
PRO	12	PT	0
REP	2	CAP	0
SUP	1	CON	0
TEC	0	TOTAL	26



OFFICE OF AGM LEGAL SERVICES**FUNCTIONS & RESPONSIBILITIES**

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

providing legal analysis of developer's proposals and coordination efforts in reaching acceptable agreements.

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

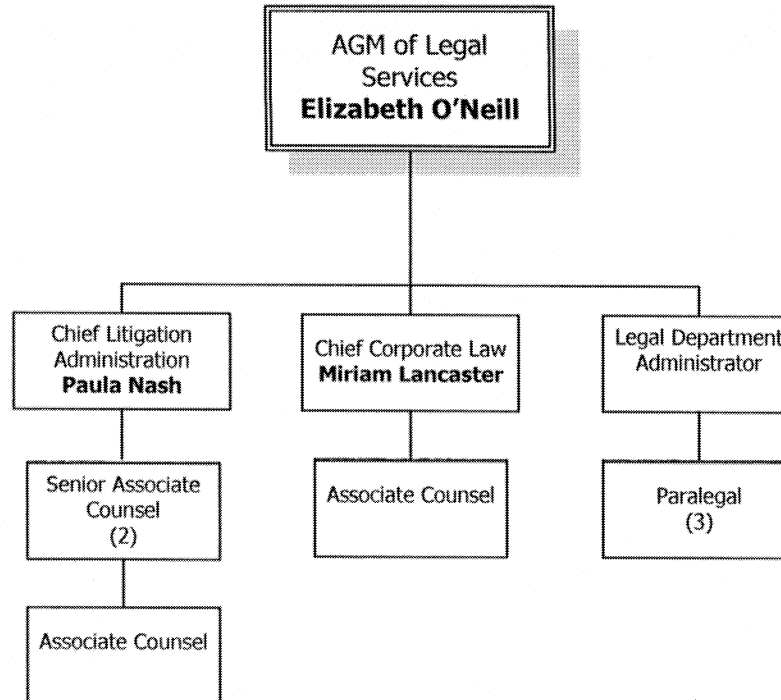
OFFICE OF AGM LEGAL SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	841,549	906,322	908,793	842,512	928,602
Overtime	0	0	0	0	0
Benefits	741,431	362,380	392,601	331,919	512,058
Labor Sub-Total	\$1,582,980	\$1,268,702	\$1,301,394	\$1,174,431	\$1,440,660
Contractual Services	2,669,156	1,711,788	1,516,244	1,994,423	1,914,836
Materials & Supplies	2,893	2,584	3,397	2,484	3,985
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	73,616	78,208	64,760	64,719	56,847
Non Labor Sub-Total	\$2,745,665	\$1,792,580	\$1,584,401	\$2,061,626	\$1,975,668
Office Total	\$4,328,645	\$3,061,282	\$2,885,795	\$3,236,057	\$3,416,328
\$ Change from Prior Year	\$800,005	(\$1,267,363)	(\$175,487)	\$350,262	\$180,271
% Change from Prior Year	22.67%	-29.28%	-5.73%	12.14%	5.57%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	13	13	13	12	11	Administrative	3	3	3	3	1
Represented	0	0	0	0	0	Management	7	7	7	6	7
Full-Time Total	13	13	13	12	11	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	3	3	3	3	3
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	13	13	13	12	11

OFFICE OF AGM LEGAL SERVICES

ADM	1	Non-Rep	11
MGR	7	Rep	0
MNT	0	Total FT	11
OPR	0		
POL	0		
PRO	3	PT	0
REP	0	CAP	0
SUP	0	CON	0
TEC	0	TOTAL	11



Personnel Comparison Report

OFFICE OF AGM LEGAL SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM of Legal Services	C	1	1	1	1	1
Chief Corporate Law	24	1	1	1	1	1
Chief Litigation Administration	24	1	1	1	1	1
Sr Associate Counsel	22	3	1	2	2	2
Associate Counsel	20	---	1	1	1	2
Legal Department Administrator	17	1	1	1	1	1
Office Administrator I	14	---	1	1	1	---
Paralegal	13	3	3	3	3	3
Administrative Assistant	10	1	1	1	1	---
Historical Managerial	23	1	2	1	---	---
Historical Administrative	12	1	---	---	---	---
Non-Rep Subtotal		13	13	13	12	11
Total Full-Time		13	13	13	12	11

OFFICE OF RISK MANAGEMENT

FUNCTIONS & RESPONSIBILITIES

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

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

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

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

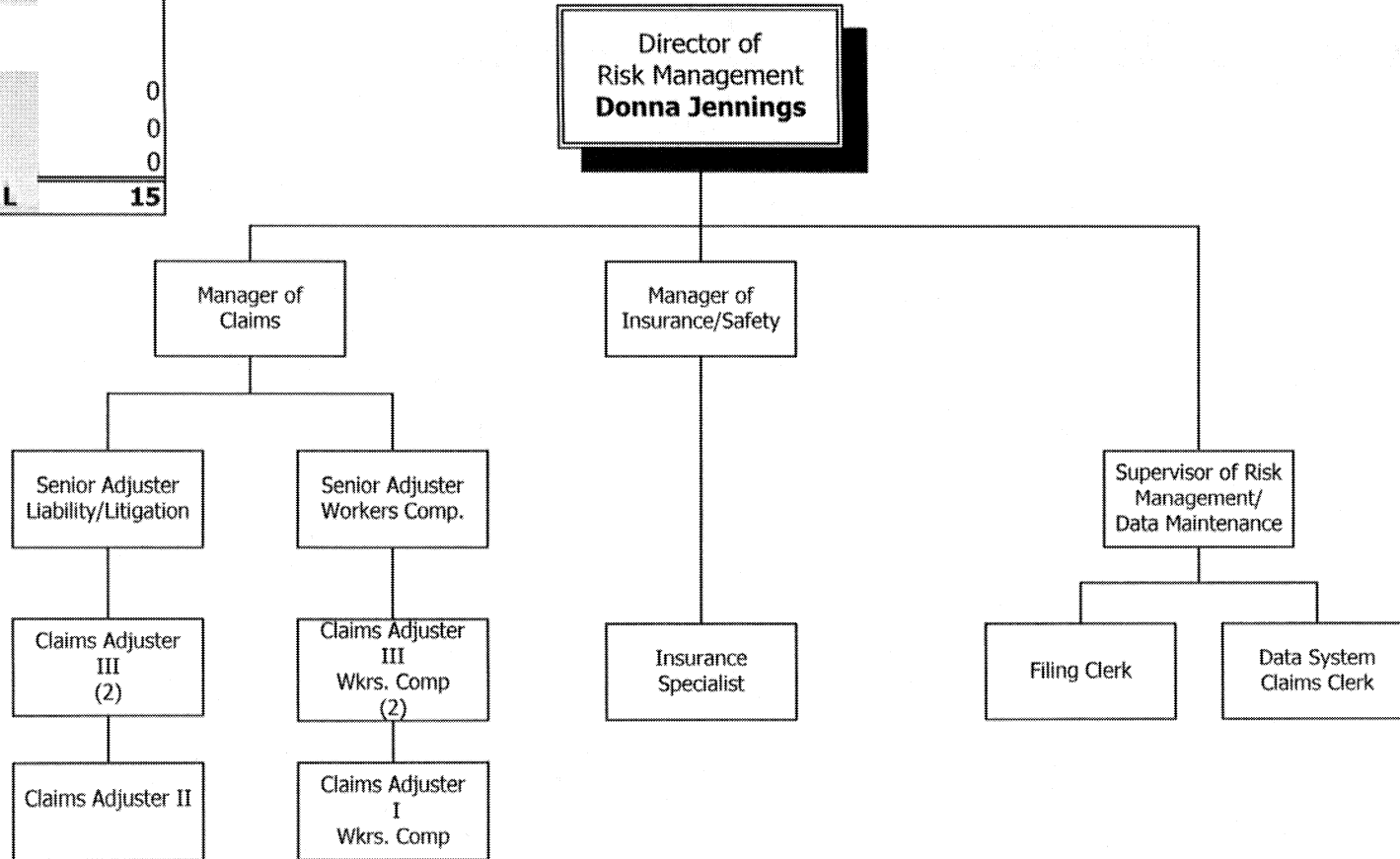
OFFICE OF RISK MANAGEMENT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	827,921	885,560	870,866	855,578	849,062
Overtime	0	0	0	0	0
Benefits	2,837,891	912,252	948,772	776,404	468,197
Labor Sub-Total	\$3,665,812	\$1,797,812	\$1,819,638	\$1,631,982	\$1,317,259
Contractual Services	458,767	550,562	434,318	477,892	485,547
Materials & Supplies	5,320	11,431	4,583	3,621	5,261
Other Operating	0	0	0	0	0
Casualty & Liability	5,566,745	6,274,872	6,424,003	4,934,203	5,270,628
Miscellaneous	0	0	0	0	0
Other Non Operating	23,239	13,770	11,032	4,684	10,848
Non Labor Sub-Total	\$6,054,071	\$6,850,635	\$6,873,936	\$5,420,400	\$5,772,284
Office Total	\$9,719,883	\$8,648,447	\$8,693,574	\$7,052,382	\$7,089,543
\$ Change from Prior Year	\$5,022,216	(\$1,071,436)	\$45,127	(\$1,641,192)	\$37,161
% Change from Prior Year	106.91%	-11.02%	0.52%	-18.88%	0.53%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	14	14	14	14	13	Administrative	1	0	0	0	0
Represented	2	2	2	2	2	Management	3	3	3	3	3
Full-Time Total	16	16	16	16	15	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	9	10	10	10	9
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	2	2	2	2	2
						Clerical	0	0	0	0	0
						Supervisory	1	1	1	1	1
						Total	16	16	16	16	15

OFFICE OF RISK MANAGEMENT

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



Personnel Comparison Report

OFFICE OF RISK MANAGEMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Risk Management	23	1	1	1	1	1
Mgr Insurance Safety	21	1	1	1	1	1
Mgr Claims	20	1	1	1	1	1
Sr Adjuster Liability Litig	18	1	1	1	1	1
Sr Adjuster Workers Comp	18	1	1	1	1	1
Claims Adjuster III	16	3	3	3	3	2
Claims Adjuster III-Wkrs Comp	16	2	2	2	2	2
Claims Adjuster II	14	---	1	1	1	1
Insurance Specialist	13	1	1	1	1	1
Claims Adjuster I-Wkrs Comp	12	1	1	1	1	1
Supv Risk Mgmt Data Maint	11	1	1	1	1	1
Historical Administrative	12	1	---	---	---	---
Non-Rep Subtotal		14	14	14	14	13
<u>Represented</u>						
Data System Claims Clerk	UR-8	1	1	1	1	1
Filing Clerk	UR-8	1	1	1	1	1
Represented Subtotal		2	2	2	2	2
Total Full-Time		16	16	16	16	15

DIVISION OF OPERATIONS

This Division includes the following Departments:

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

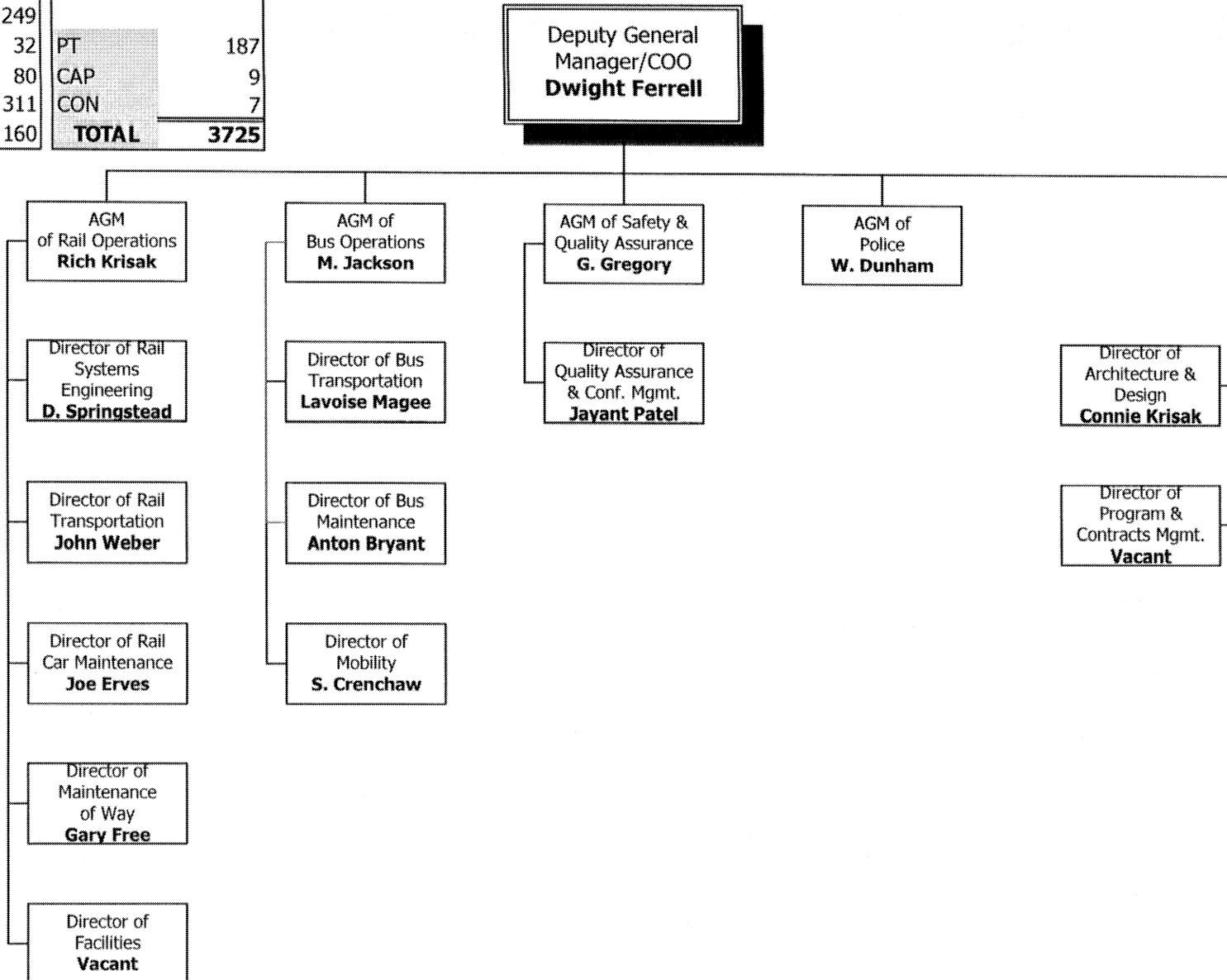
DIVISION OF OPERATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	144,508,394	159,196,983	165,911,717	160,668,596	163,197,956
Overtime	23,519,821	26,936,600	23,815,627	24,229,415	18,138,762
Benefits	97,213,203	80,980,253	83,215,256	88,184,425	91,682,396
Labor Sub-Total	\$265,241,418	\$267,113,836	\$272,942,600	\$273,082,436	\$273,019,113
Contractual Services	9,105,318	8,712,828	12,724,454	14,196,085	10,351,842
Materials & Supplies	31,909,779	39,112,611	44,794,927	46,938,552	43,609,163
Other Operating	14,914,886	16,137,865	17,313,200	17,517,406	18,047,389
Casualty & Liability	3,671,006	3,353,038	3,186,123	2,998,968	3,489,372
Miscellaneous	23,737	69,221	95,948	138,588	106,727
Other Non Operating	300,949	343,583	413,740	226,017	291,958
Division Total	\$325,167,093	\$334,842,982	\$351,470,992	\$355,098,052	\$348,915,564
\$ Change from Prior Year	\$62,576,204	\$9,675,889	\$16,628,010	\$4,227,060	(\$5,582,488)
% Change from Prior Year	23.83%	2.98%	4.97%	101.03%	98.26%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	945	1089	979	979	948	Administrative	153	218	218	110	109
Represented	2775	2875	2980	2980	2574	Management	87	107	107	107	104
Full-Time Total	3720	3964	3959	3959	3522	Police	235	260	260	249	249
Part - Time	254	255	224	224	187	Professional	92	138	138	56	32
Contract	0	4	3	3	7	Technical	125	170	170	171	160
Capital	20	83	28	28	9	Maintenance	1111	1173	1173	1182	1045
Clayton	0	94	91	91	0	Operator	1751	1850	1850	1929	1635
						Represented	116	133	133	167	80
						Clerical	0	0	0	0	0
						Supervisory	324	351	351	334	311
						Total	3994	4400	4275	4305	3725

DIVISION OF OPERATIONS

ADM	109	Non-Rep	948
MGR	104	Rep	2574
MNT	1045	Total FT	3522
OPR	1635		
POL	249		
PRO	32	PT	187
REP	80	CAP	9
SUP	311	CON	7
TEC	160	TOTAL	3725



DEPARTMENT OF DEPUTY GENERAL MANAGER/COO

This Department includes the following Offices:

Department of Deputy General Manager/COO

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

DEPARTMENT OF DEPUTY GENERAL MANAGER COO

FY2011 GOALS AND OBJECTIVES

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

- Cultivate a culture of good financial stewardship
- Increase leveraging of our assets to generate revenue
- Improve prioritization of technology investment to what is most important to the customer
- Increase use of technology to enhance and expand the customer experience (i.e. smart cards, communication, etc.)
- Improve work environment for employees (pays, skill sets, conditions)
- Improve reliability of trains and buses
- Improve service delivery: we are reliable, safe and clean
- Improve customer's perception of safety

- Improve financial viability by reducing costs, increasing revenue sources and maintaining reserve
- Establish MARTA's Environmental Baseline and develop Comprehensive Sustainability Master plan
- Reduce MARTA's Environmental footprint
- Increase MARTA's use of green products and services
- Increase the volume of recycled materials
- Increase savings and return on investments through greening strategies
- Establish Authority Sustainability Guidelines
- Establish Carbon footprint for entire agency
- Begin implementation of sustainability guidelines
- Establish Recycling program systemize
- Establish System wide signage criteria
- Identify new funding sources for implementation of sustainable efforts

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;

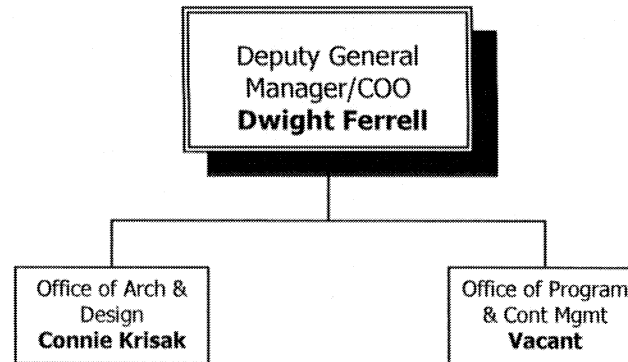
DEPARTMENT OF DEPUTY GENERAL MANAGER COO

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	3,144,550	5,045,574	5,777,664	4,368,541	4,269,657
Overtime	251	41,142	50,824	47,918	50,110
Benefits	3,039,887	2,026,679	2,461,972	1,972,602	2,365,511
Labor Sub-Total	\$6,184,688	\$7,113,395	\$8,290,460	\$6,389,061	\$6,685,278
Contractual Services	798,693	249,279	2,936	208,079	0
Materials & Supplies	18,713	19,006	7,378	11,998	13,589
Other Operating	0	0	9	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	4,169	45,476	67,354	18,558	86,285
Other Non Operating	102,970	141,160	118,321	30,332	67,364
Non Labor Sub-Total	\$924,545	\$454,921	\$195,998	\$268,967	\$167,238
Department Total	\$7,109,233	\$7,568,316	\$8,486,458	\$6,658,028	\$6,852,516
\$ Change from Prior Year		\$459,083	\$918,142	(\$1,828,430)	\$194,488
% Change from Prior Year		6.46%	12.13%	-21.55%	2.92%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	33	62	55	55	55	Administrative	4	7	7	4	4
Represented	0	0	0	0	0	Management	8	12	12	11	11
Full-Time Total	33	62	55	55	55	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	4	6	6	5	6
Contract	0	0	0	0	0	Technical	17	37	37	35	34
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	33	62	56	55	55

DEPARTMENT OF DEPUTY GENERAL MANAGER COO

ADM	4	Non-Rep	55
MGR	11	Rep	0
MNT	0	Total FT	55
OPR	0		
POL	0		
PRO	6	PT	0
REP	0	CAP	0
SUP	0	CON	0
TEC	34	TOTAL	55



OFFICE OF DEPUTY GENERAL MANAGER**FUNCTIONS AND RESPONSIBILITIES**

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

Functions include the following:

- The overall management and coordination of the Bus, Mobility, and Rail fleets, ensuring safe, efficient, and cost-effective transportation for MARTA riders. This includes the scheduling of vehicles, preparation for service, communication with all operators, control of rail vehicles, and supervision of daily transit operations.
- Maintenance of all transit and non-revenue vehicles to ensure safe, reliable transportation. This includes daily service, scheduled repairs, on-demand maintenance, and vehicle overhaul and rebuilds. It also includes rebuilds and/or replacement of major vehicle components.

- Management of the Authority's Bus & Rail Capital Programs. This includes development, programming, designing, and execution of all major capital investments. The Office of the Deputy General Manager manages, coordinates, and directs activities to ensure that new Rail, Bus, and Mobility service projects are successfully completed within scope, budget, and schedule.
- Long and short range scheduling for bus and rail services for providing and improving service delivery and reliability.
- Oversight of MARTA's Bus and Rail Roadeo Events.

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

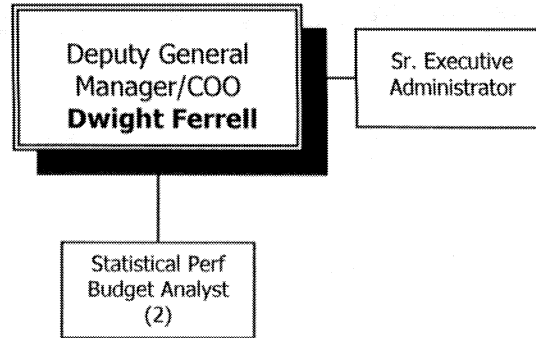
OFFICE OF DEPUTY GENERAL MANAGER

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	428,521	299,328	380,456	412,371	469,255
Overtime	0	273	271	0	0
Benefits	335,118	127,287	145,289	145,326	258,760
Labor Sub-Total	\$763,639	\$426,888	\$526,016	\$557,697	\$728,015
Contractual Services	46,087	9,825	65,000	13,839	0
Materials & Supplies	13,278	8,978	140	274	189
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,605	44,891	67,354	18,558	86,285
Other Non Operating	90,443	108,983	87,987	12,639	40,718
Non Labor Sub-Total	\$151,413	\$172,677	\$220,481	\$45,310	\$127,192
Office Total	\$915,052	\$599,565	\$746,497	\$603,007	\$855,207
\$ Change from Prior Year	\$489,423	(\$315,487)	\$146,932	(\$143,490)	\$252,200
% Change from Prior Year	114.99%	-34.48%	24.51%	-19.22%	41.82%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	4	4	4	3	4	Administrative	2	2	2	1	0
Represented	0	0	0	0	0	Management	0	1	1	1	1
Full-Time Total	4	4	4	3	4	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	2	1	1	1	3
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	4	4	4	3	4

OFFICE OF DEPUTY GENERAL MANAGER

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



Personnel Comparison Report

OFFICE OF DEPUTY GENERAL MANAGER

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Deputy General Manager-Admin	A	---	1	1	1	1
Statistical Performance Budget Analyst	20	---	---	---	---	2
Senior Executive Administrator	19	---	---	1	1	1
Executive Administrator	17	---	---	1	1	---
Historical Administrative	12 - 18	2	2	1	---	---
Historical Professional	18	2	1	---	---	---
Non-Rep Subtotal		4	4	4	3	4
Total Full-Time		4	4	4	3	4

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

FUNCTIONS AND RESPONSIBILITIES

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

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

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

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

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

The Construction Management group provides the services necessary to execute contracts in support of MARTA's Long-Range Capital Improvement Program. Construction contracts include new buildings,

structures and facilities for bus and rail operations, renovation and rehabilitation of existing bus and rail facilities and equipment, and systems. Construction Management is responsible for contractor field activity, and federal, state, and city regulatory requirements; environmental and safety compliance. Construction Management is also responsible for coordinating, monitoring, and inspecting the construction activities performed by outside contractors or developers adjacent to MARTA property or facilities. To ensure the protection of MARTA patrons, employees, property, and operations.

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

FY2010 ACCOMPLISHMENTS

- A. UPS Phase III – Design/Implementation - 31651
 - * Completed design documents
 - * Advertised and awarded contract
 - * Issued ANTP and began construction activities
- B. Aux. Power MCC Replacement – Ashby St. – Design/Implementation - 31666
 - * Completed design documents
 - * Advertised and awarded contract
 - * Issued ANTP and began construction activities
- C. TRII Program
 - * The construction contract for the replacement of Special Trackwork on North, South and East Lines, replace D. F. Fasteners on North, Northeast, South, East and West Lines, seal two block ties Northeast Line, and cable connection upgrades throughout the system and expansion joint work on North, South, East and West Lines (CP B2293) have continued to work toward the expected June 2009 completion of the implementation phase.
- D. Participated in FTA Financial Audit and no audit findings were found
- E. Other Projects include, but are not limited to: Aux. Power Switchgear Replacement – Arts Center – Design/Implementation – 31683, Stonecrest Parking Lot – Design – 31686, System-wide Tunnel Lighting Upgrades – 31707, AC Track Circuits and Train Alert Lights, Ph 2 – 31690, Emergency Trip Station, South Line – 31705

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

FY2010 ACCOMPLISHMENTS

1. **Buckhead Station North Entrance & Pedestrian Bridges** – This project involves capital improvements to the existing Buckhead Station, which adds a new concourse and pedestrian access at the north end of the station. To achieve this, the project also included an extension of the existing station platform at the north end of the station, a new station concourse level, new faregate arrays and breeze vending machines, two new pedestrian bridges spanning GA 400 northbound and southbound roadways. An addition of vertical circulation elements (stairs and elevator).

MARTA staff completed 100% percent design submittal with GEC supporting systems design effort. The contract will be ready to be advertised the second quarter of FY11. This project was jointly funded by the FTA, City of Atlanta, Georgia Department of Transportation (GDOT), State Road & Toll Way Authority (SRTA), and the Buckhead Community Improvement District (BCID).

2. **Bus AVL** – This project replaced an aging 450 MHz communication system that was approximately 11 years old at the inception of the project. The project upgraded the bus communications system to the same 800 MHz radio system that MARTA had installed for all other radio communications. The scope of work also included automatic vehicle location system, automatic passenger counters, stop annunciation, and vehicle health monitoring. The project punch list was completed October 1, 2009 and the contract close-out is underway.

3. **Laredo Solar Canopies** – This turnkey project will provide shade structures with integrated, grid tied photovoltaic cells to be erected on the bus storage lot at the Laredo Bus Maintenance Facility. LED lighting will be installed on the underside of the canopies to provide ample night

lighting for safety and maintenance. Based on onsite measurements of the bus parking, there is space at Laredo to offset the electric power needs of 0.9 MWh annually with the installation of photovoltaic panels on top of these canopies. This project is unique as it will be the largest photovoltaic system in Georgia. In addition to producing power, the canopies can reduce temperatures between 30 and 50 degrees underneath the canopies during the summer. MARTA staff completed the Request for Qualifications process in March, issued a Request for Proposals in April and completed the proposal review process in June 2010. A contract will be presented to the Board for Award in September 2010. This project is being funded by the TIGGER grant for 10.8M.

4. **Fire Protection Upgrade Project** – This project upgrades the existing fire detection, suppression and notification systems, located within 105 Authority facilities, to be in compliance with all current governing codes and laws. Each facility will be individually controlled by an intelligent Fire Alarm Control Panel (FACP) with built-in self-diagnostic and reporting capabilities. All FACP's will communicate to a central monitoring station located at the Police Communication Center and a backup station located at the Rail Services Control Center. The Board awarded the contact in February and staff issued the contractor a Notice to Proceed in April 2010. This project is being partially funded by the American Recovery and Reinvestment Act (ARRA) and from MARTA 10 year CIP.

5. **Capital Budget** - revised the long range CIP and FY11 Capital Budget to match projected revenues. Modifications consisted of establishing detail priority for capital projects, implementing a process for selecting projects to fund and ultimately reducing the CIP by \$264M for FY11 – FY13 and total of \$\$322M for 10 year period of CIP.

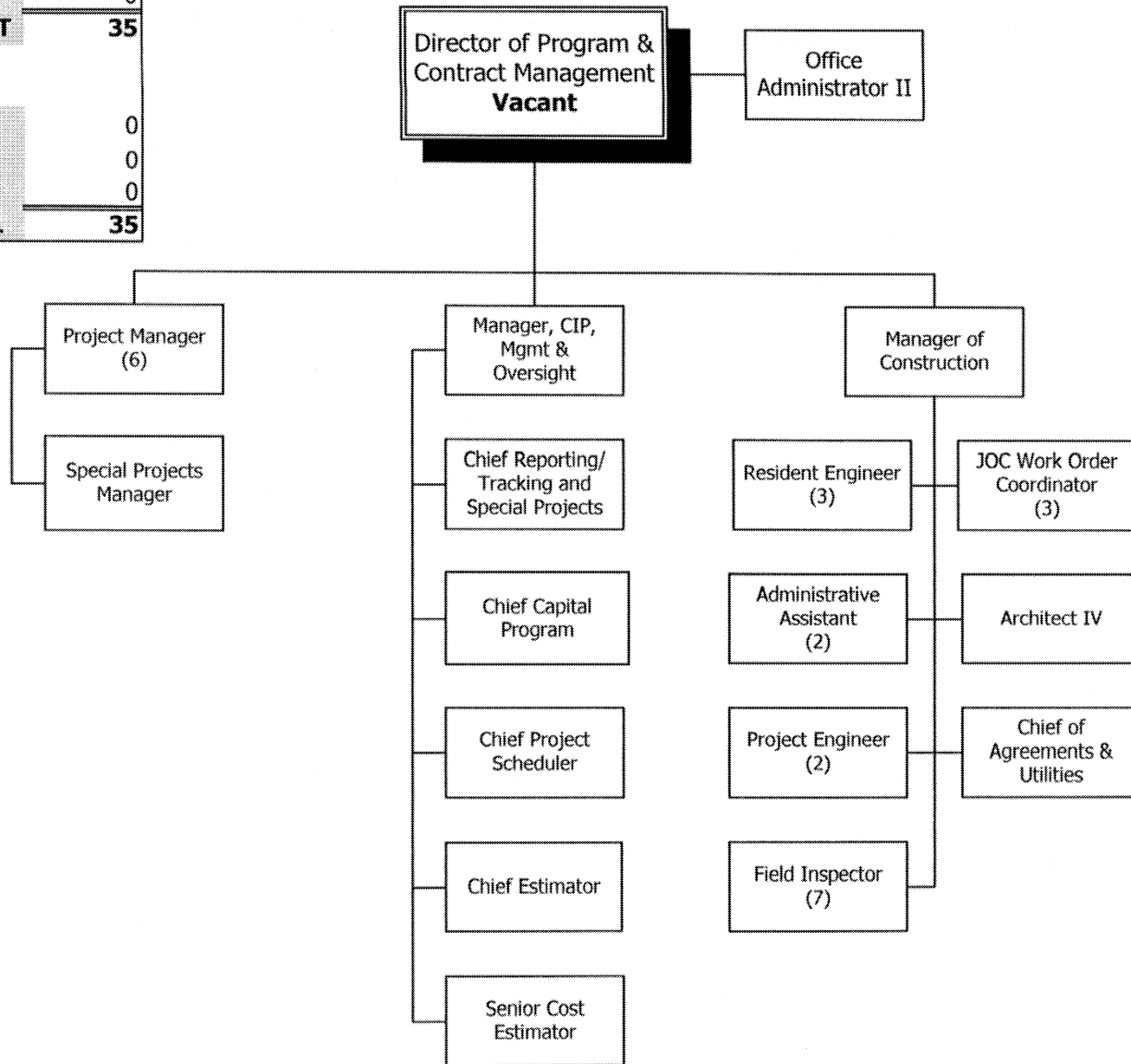
OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,110,220	3,375,225	3,418,499	2,350,737	2,595,134
Overtime	14	40,869	50,553	47,755	50,110
Benefits	2,148,373	1,409,547	1,556,412	1,140,246	1,442,131
Labor Sub-Total	\$4,258,607	\$4,825,641	\$5,025,464	\$3,538,738	\$4,087,375
Contractual Services	752,606	232,266	-64,385	194,240	0
Materials & Supplies	5,293	9,954	7,166	8,990	8,500
Other Operating	0	0	9	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	2,564	585	0	0	0
Other Non Operating	9,892	17,761	19,602	13,212	16,851
Non Labor Sub-Total	\$770,355	\$260,566	(\$37,608)	\$216,442	\$25,351
Office Total	\$5,028,962	\$5,086,207	\$4,987,856	\$3,755,180	\$4,112,726
\$ Change from Prior Year	\$2,850,422	\$57,245	(\$98,351)	(\$1,232,676)	\$357,546
% Change from Prior Year	130.84%	1.14%	-1.93%	-24.71%	9.52%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	24	42	35	35	35	Administrative	2	5	3	3	3
Represented	0	0	0	0	0	Management	6	8	8	7	7
Full-Time Total	24	42	35	35	35	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	1	3	2	2	2
Contract	0	0	0	0	0	Technical	15	26	22	23	23
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	24	42	35	35	35

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

ADM	3	Non-Rep	35
MGR	7	Rep	0
MNT	0	Total FT	35
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CAP	0
SUP	0	CON	0
TEC	23	TOTAL	35



Personnel Comparison Report

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Program & Contract Mgmt	23	1	1	1	1	1
Mgr CIP Mgmt Oversight	22	1	1	1	1	1
Mgr of Construction	22	1	1	1	1	1
Project Manager II	22	2	5	5	5	5
Chf Report Track Spec Projects	21	1	1	1	1	1
Resident Engineer	21	2	3	2	3	3
Chf Agreements & Utilities	20	1	1	1	1	1
Chf Estimator	20	---	1	1	1	1
Project Manager I	20	---	1	1	1	1
Special Projects Manager	20	1	1	1	1	1
Chf Capital Programs	19	---	1	1	1	1
Chf Project Scheduler	19	---	1	1	1	1
Sr Cost Estimator	19	---	1	1	1	1
Project Engineer	18	3	3	2	2	2
Architect IV	17	1	1	1	1	1
JOC Work Order Coordinator	17	2	3	3	3	3
Field Inspector	16	---	9	7	7	7
Office Administrator II	16	1	1	1	1	1
Administrative Assistant	10	1	4	2	2	2
Historical Technical	16 - 20	5	---	---	---	---

Personnel Comparison Report

OFFICE OF PROGRAM & CONTRACT MANAGEMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Historical Professional	19	1	1	---	---	---
Non-Rep Subtotal		24	41	34	35	35
Total Full-Time		24	41	34	35	35

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

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

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

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

The Office developed and manages an environmental baseline and developed- a comprehensive Sustainability Master Plan for the Authority.

The Office manages the Sustainability Program, including reducing MARTA's environmental footprint, and increasing MARTA's use of green

products and services. The Office is also charged with increasing the volume of recycled materials, and increasing savings and return on investment through greening strategies.

The Office also oversees and is responsible for all System-wide signage. It manages all changes and implements anything related to signage.

The Office is responsible for the management of the Roofing Program for the Authority, to include the inspection of over 200 facility roofs, preparation of contract documents for roof replacement contracts, compiling the database with the newest information regarding the roof's condition, and performance of Design Services During Construction (DSDC) for roof replacement contracts.

The Office is also responsible for developing and managing space planning for the Authority. It also oversees all design and implementation of space changes throughout the Authority.

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

OFFICE OF ARCHITECTURE & DESIGN

FY2010 ACCOMPLISHMENTS

Sustainability Program	Worked with all disciplines within MARTA to reduce the environmental consequences of the Authority's activities and provide educational guidelines to reduce the overall carbon footprint. Implemented achievable initiatives that are a cost saving to the Authority systemwide. Implement the APTA pilot phase of the sustainability commitment program.	Stonecrest Park and Ride Facility	Provided architectural design and bid documents for a bus ancillary building and surrounding plaza, coordinating with MARTA Engineering and other stakeholders on the project.
Hamilton Bus Maintenance Facility	Prepared site design schemes with building location and Bus vehicular circulation and redefined scope of work per stakeholder request. Prepared Architectural space programming and redefined scope of work which includes the renovation of the existing Maintenance, HVAC and Administration buildings and a new Fuel, Wash and Fare Retrieval buildings.	Integrated Operations Center-RSCC, BCC, PCC and EOC	Provided architectural programming studies, conceptual design studies, and property analyses for the various sites under consideration, including analyses of potential of existing buildings and site for the intended use (inc. site access, threat assessment, and access to utilities, provision for expansion, staff parking & ease of retrofit.)
Tigger Grant	Developed and proposed grant possibilities. Gathered all technical and appropriate data to be included as part of grant application. Reviewed all other applications for technical review and ensured appropriateness of application as pertaining to sustainability.	Memorial Drive - Bus Rapid Transit	Coordinated and assisted MATT in Design Service During Construction. This includes documents prepared by MATT for the project, review of shop submittals, weekly construction meetings , response of RFI, site inspections
Laredo Solar Canopy	The Design Build turnkey project that encompasses the installation of structured canopies with photovoltaic modules over the Laredo Bus Facility Bus Lot. Prepared Architectural execution of program and Design Criteria Guidelines for Request for Proposal (RFP). Researched life safety and building code for the project in consultation with DeKalb County, Fire Marshal. Also provided case study analysis of similar project implemented by other Agencies.	Buckhead Station North Entrance & LEED Certification	Complete docs for project in-house, incl. Specs; incorporated review comments from stakeholders; Review docs for complete interdisciplinary coordination; Lead the Redicheck process for all disciplines. Incorporated all Sustainability & LEED items in Constr. Docs.; Developed LEED submittal document. Template & LEED related specs. for use on future sustainability projects.

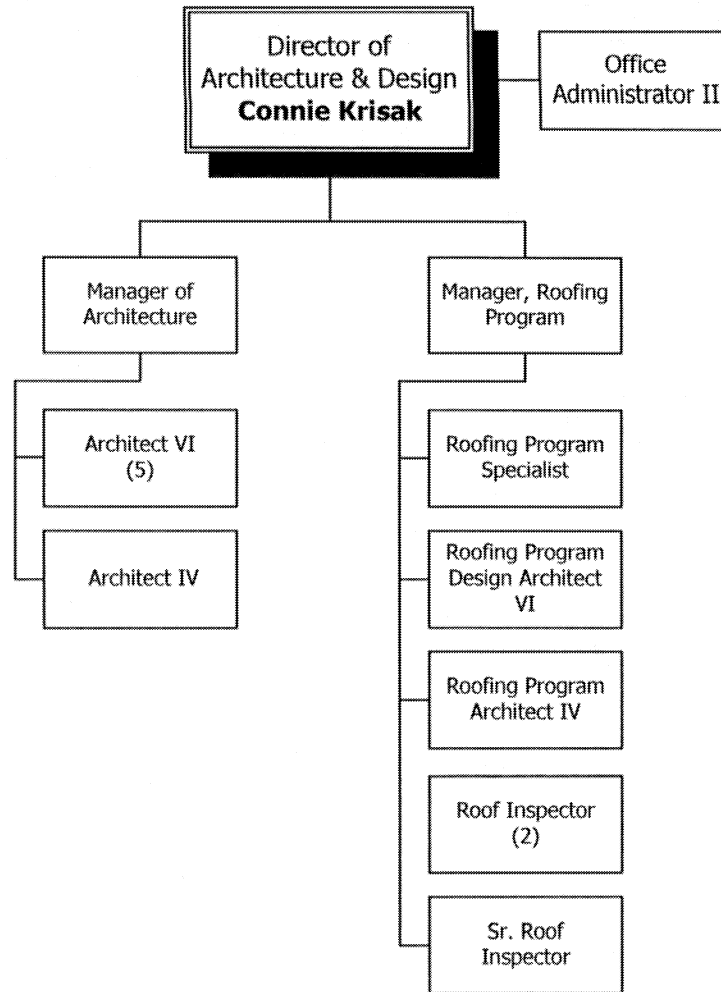
OFFICE OF ARCHITECTURE & DESIGN

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	605,809	1,371,021	1,978,709	1,605,433	1,205,269
Overtime	237	0	0	163	0
Benefits	556,396	489,845	760,271	687,030	664,620
Labor Sub-Total	\$1,162,442	\$1,860,866	\$2,738,980	\$2,292,626	\$1,869,889
Contractual Services	0	7,188	2,321	0	0
Materials & Supplies	142	74	72	2,734	4,900
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	2,635	14,416	10,732	4,481	9,795
Non Labor Sub-Total	\$2,777	\$21,678	\$13,125	\$7,215	\$14,695
Office Total	\$1,165,219	\$1,882,544	\$2,752,105	\$2,299,841	\$1,884,584
\$ Change from Prior Year	\$1,165,219	\$717,325	\$869,561	(\$452,264)	(\$415,257)
% Change from Prior Year	100.00%	61.56%	46.19%	-16.43%	-18.06%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	5	16	17	17	16	Administrative	0	0	0	0	1
Represented	0	0	0	0	0	Management	2	3	4	3	3
Full-Time Total	5	16	17	17	16	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	1	2	2	2	1
Contract	0	0	0	0	0	Technical	2	11	11	12	11
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	5	16	17	17	16

OFFICE OF ARCHITECTURE & DESIGN

ADM	1	Non-Rep	16
MGR	3	Rep	0
MNT	0	Total FT	16
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CAP	0
SUP	0	CON	0
TEC	11	TOTAL	16



Personnel Comparison Report

OFFICE OF ARCHITECTURE & DESIGN

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Director of Architecture & Design	23	---	---	1	1	1
Mgr Architecture	22	1	1	1	1	1
Mgr Roofing Program	22	---	1	1	1	1
Architect VI	20	1	4	4	5	5
Landscape Architect VI	20	---	---	---	1	---
Roofing Program Design Architect VI	20	---	1	1	1	1
Architect IV	17	1	1	1	1	1
Horticulturalist	17	1	1	1	1	---
Roofing Program Arch IV	17	---	1	1	1	1
Sr Roof Inspector	17	---	1	1	1	1
Office Administrator II	16	---	---	---	---	1
Roof Inspector	15	---	---	---	2	2
Roofing Program Specialist	12	---	1	1	1	1
Historical Managerial	21	1	1	1	---	---
Non-Rep Subtotal		5	13	14	17	16
Total Full-Time		5	13	14	17	16

DEPARTMENT OF BUS OPERATIONS

This Department includes the following Offices:

Department of Bus Operations

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

FY2011 GOALS AND OBJECTIVES

Bus Goals and Objectives for FY2011 are to support the following Strategic Priorities:

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

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%
AVL generated OTP	On-time performance as measured against defined time points	>/= 73%
Bus Collision Rate	Bus collisions per 100,000 miles	</= 2.55
Bus Complaints per 100K Boardings	Number of bus customer complaints per 100K boardings	</= 18.00
Bus MDBF	Mean distance between mechanical failures	>/= 3,000
Bus MDBSI	Mean distance between incidents causing delays of 10 minutes or more	>/= 6,000
Mobility MDBF	Mean distance between mechanical failures	>/= 35,000

FY2011 Key Performance Indicators (Cont.)

KPI	Definition	Targets
Mobility MDBSI	Mean distance between incidents causing delays of 10 minutes or more	>/= 55,000
Mobility OTP	Percent of passenger pickups made within 30 minutes from scheduled time	>/= 92%
Mobility Reservation Average Call Wait Time	Average call wait time for Mobility reservation calls (in minutes)	</= 1:30
Mobility Complaints per 10K Boardings	Number of Mobility customer complaints per 10K boardings	</= 4.5
Mobility Collisions Rate	Collision's per 100K miles	</= 1.95

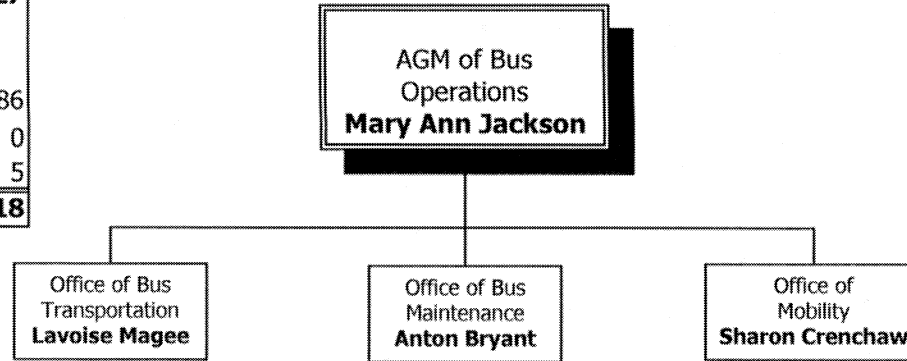
DEPARTMENT OF BUS OPERATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	71,391,105	77,323,387	81,566,022	79,591,467	82,921,395
Overtime	12,864,816	15,370,317	12,995,588	14,019,979	10,754,078
Benefits	38,429,324	39,629,908	40,680,536	44,251,585	46,130,338
Labor Sub-Total	\$122,685,245	\$132,323,612	\$135,242,146	\$137,863,031	\$139,805,811
Contractual Services	798,789	855,184	549,704	534,637	1,560,628
Materials & Supplies	24,790,178	29,817,623	33,352,132	37,173,326	35,277,585
Other Operating	6,934	23,903	38,508	10,172	39,720
Casualty & Liability	1,433,116	1,272,709	1,291,704	1,202,165	1,609,333
Miscellaneous	13,982	14,322	17,972	112,369	13,981
Other Non Operating	29,842	46,529	75,992	80,199	65,554
Non Labor Sub-Total	\$27,072,841	\$32,030,270	\$35,326,012	\$39,112,868	\$38,566,801
Department Total	\$149,758,086	\$164,353,882	\$170,568,158	\$176,975,899	\$178,372,612
\$ Change from Prior Year		\$14,595,796	\$6,214,276	\$6,407,741	\$1,396,713
% Change from Prior Year		9.75%	3.78%	3.76%	0.79%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	185	198	206	206	205	Administrative	30	31	31	39	38
Represented	1733	1786	1861	1861	1722	Management	27	29	29	29	27
Full-Time Total	1918	1984	2067	2067	1927	Police	0	0	0	0	0
Part - Time	203	203	223	223	186	Professional	5	9	9	9	7
Contract	0	0	0	0	5	Technical	20	21	21	21	20
Capital	0	0	0	0	0	Maintenance	369	394	394	398	377
Clayton	0	94	91	91	0	Operator	1563	1659	1659	1748	1525
						Represented	4	14	14	13	6
						Clerical	0	0	0	0	0
						Supervisory	103	124	124	124	118
						Total	2121	2281	2361	2381	2118

DEPARTMENT OF BUS OPERATIONS

ADM	38	Non-Rep	205
MGR	27	Rep	1722
MNT	377	Total FT	1927
OPR	1525		
POL	0		
PRO	7	PT	186
REP	6	CAP	0
SUP	118	CON	5
TEC	20	TOTAL	2118



OFFICE OF AGM BUS OPERATIONS**FUNCTIONS & RESPONSIBILITIES**

The Office of the AGM of Bus Operations is responsible for the overall operation and safety of the Authority's fixed-route bus and demand-response paratransit systems. This office is charged with ensuring the budget, staff, and service are adequately provided to meet the department and Authority strategic priorities.

Other offices in the Department of Bus Operations are the following:

- Bus Transportation
- Bus Maintenance
- Mobility Services

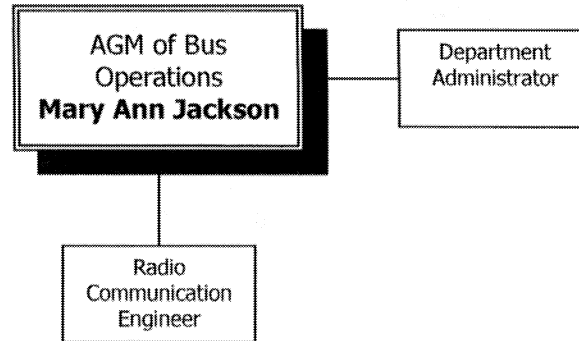
OFFICE OF AGM BUS OPERATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	542,007	472,550	330,194	285,969	325,836
Overtime	0	0	0	0	0
Benefits	464,586	195,760	165,626	104,533	179,675
Labor Sub-Total	\$1,006,593	\$668,310	\$495,820	\$390,502	\$505,511
Contractual Services	0	0	0	1,136	1,080,000
Materials & Supplies	4,374	2,863	3,124	3,272	3,700
Other Operating	81	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	447	0
Other Non Operating	2,372	7,026	2,656	14,814	16,861
Non Labor Sub-Total	\$6,827	\$9,889	\$5,780	\$19,669	\$1,100,561
Office Total	\$1,013,420	\$678,199	\$501,600	\$410,171	\$1,606,072
\$ Change from Prior Year	\$799,497	(\$335,221)	(\$176,599)	(\$91,429)	\$1,195,901
% Change from Prior Year	373.73%	-33.08%	-26.04%	-18.23%	291.56%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	2	3	4	4	3	Administrative	0	0	2	2	1
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	2	3	4	4	3	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	1	2	1	0	0
Contract	0	0	0	0	0	Technical	0	0	0	1	1
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	3	4	4	3

OFFICE OF AGM BUS OPERATIONS

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



Personnel Comparison Report

OFFICE OF AGM BUS OPERATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM of Bus Operations	B	---	---	1	1	1
RADIO COMMUNICATIONS ENGINEER	22	---	---	---	1	1
Department Administrator	17	---	---	1	1	1
Office Administrator I	14	---	---	1	1	---
Historical Managerial	24	1	1	---	---	---
Historical Professional	17 - 18	1	2	1	---	---
Non-Rep Subtotal		2	3	4	4	3
Total Full-Time		2	3	4	4	3

OFFICE OF BUS TRANSPORTATION**FUNCTIONS & RESPONSIBILITIES**

The Office of Bus Transportation is responsible for the daily transport of passengers on the fixed route bus system. This office includes three operating garages that employ over 1,300 employees. It operates 505 buses. The combined fleet travels over 22 million miles annually on a 91 bus routes including special events.

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

The communication Center includes the MARTA Intelligent Transportation System (ITS) component that provides the Automatic Vehicle Locator

(AVL) System, the Automatic Passenger Counter (APC) System, and a direct link to the Georgia Department of Transportation (GDOT).

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

FY10 ACCOMPLISHMENTS

- Exceeded on-time performance goal of 71% by achieving 73%
- Met Off the Lot Performance of 99% goal
- Completed recertification training for all bus operators
- Resolved 100% of customer complaints on-time

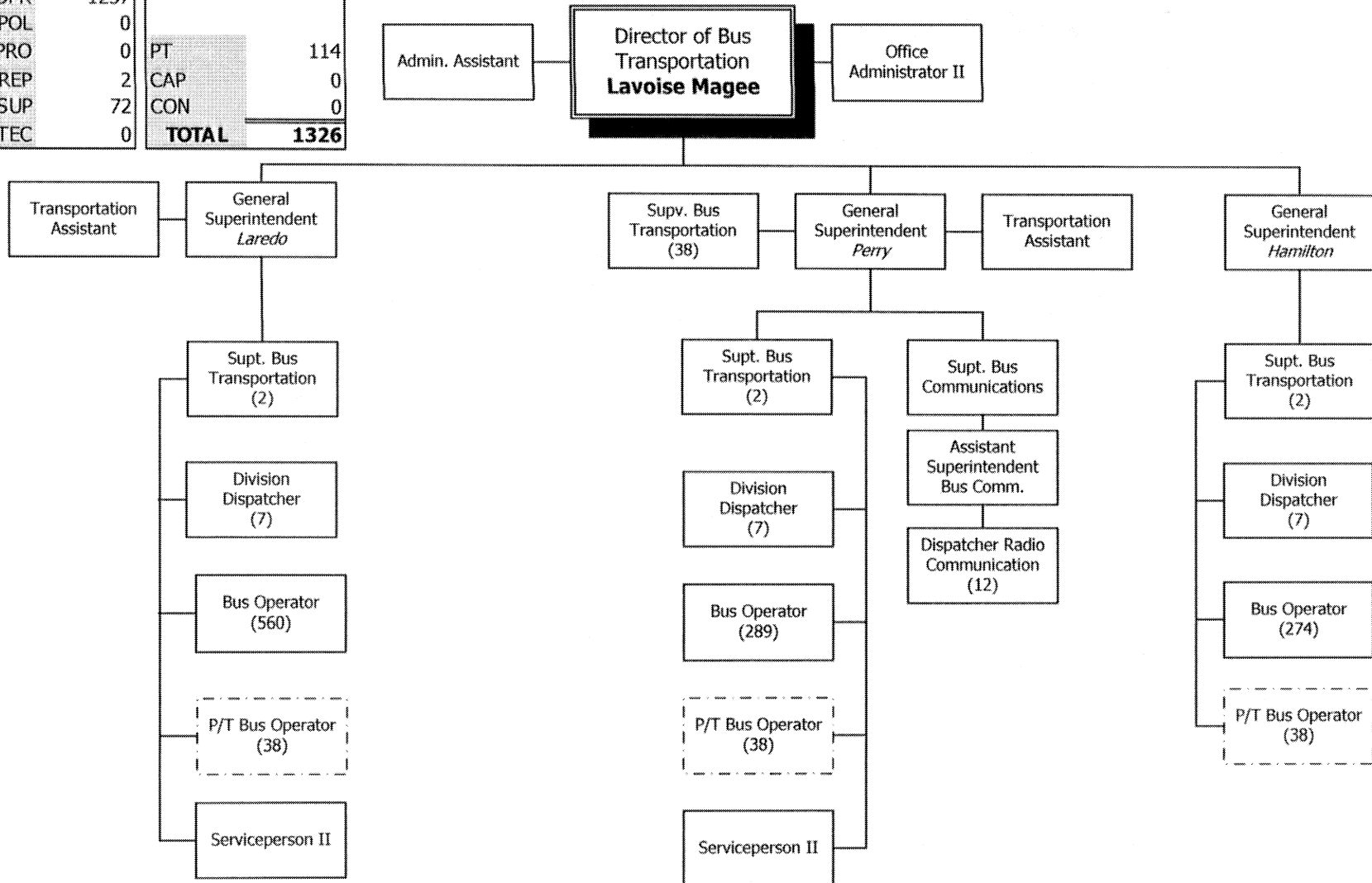
OFFICE OF BUS TRANSPORTATION

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	47,953,073	51,339,858	54,019,269	52,312,060	53,055,276
Overtime	8,957,859	11,090,335	9,148,735	9,705,103	7,996,951
Benefits	23,836,813	25,803,212	26,234,402	28,603,376	29,724,674
Labor Sub-Total	\$80,747,745	\$88,233,405	\$89,402,406	\$90,620,539	\$90,776,901
Contractual Services	6,846	600	32,650	48,000	32,225
Materials & Supplies	55,245	20,683	32,089	52,596	65,741
Other Operating	26	16,864	31,623	5,832	32,368
Casualty & Liability	1,676,477	1,276,694	1,403,037	1,125,197	1,486,187
Miscellaneous	9,824	186	42	30	27
Other Non Operating	8,874	16,883	17,637	9,075	19,202
Non Labor Sub-Total	\$1,757,292	\$1,331,910	\$1,517,078	\$1,240,730	\$1,635,750
Office Total	\$82,505,037	\$89,565,315	\$90,919,484	\$91,861,269	\$92,412,651
\$ Change from Prior Year	\$4,510,720	\$7,060,278	\$1,354,169	\$941,785	\$551,382
% Change from Prior Year	5.78%	8.56%	1.51%	1.04%	0.60%

	Authorized Positions by Status					Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11
Non-Represented	74	75	76	74	85	Administrative	2	2	2	2
Represented	1194	1230	1280	1254	1127	Management	10	11	12	11
Full-Time Total	1268	1305	1356	1328	1212	Police	0	0	0	0
Part - Time	155	155	155	151	114	Professional	0	0	0	0
Contract	0	0	0	0	0	Technical	0	0	0	0
Capital	0	0	0	0	0	Maintenance	3	3	3	2
Clayton	0	0	0	0	0	Operator	1344	1380	1430	1400
						Represented	2	2	2	2
						Clerical	0	0	0	0
						Supervisory	62	62	62	61
						Total	1423	1460	1511	1479
										1326

OFFICE OF BUS TRANSPORTATION

ADM	2	Non-Rep	85
MGR	11	Rep	1127
MNT	2	Total FT	1212
OPR	1237		
POL	0		
PRO	0	PT	114
REP	2	CAP	0
SUP	72	CON	0
TEC	0	TOTAL	1326



Part-Time Positions -----

Personnel Comparison Report

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Bus Transportation	23	1	1	1	1	1
Gen Supt Bus Trans Operations	20	2	2	3	3	3
Supt Bus Communications Center	18	1	1	1	1	1
Supt Bus Transportation	18	5	6	6	6	6
Asst Supt Radio Communication	16	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Dispatcher Radio Communication	15	9	9	9	9	12
Division Dispatcher	15	18	18	18	17	21
Supv Bus Transportation	15	34	34	34	34	38
Administrative Assistant	10	1	1	1	1	1
Historical Managerial	20 - 21	1	1	1	---	---
Non-Rep Subtotal		74	75	76	74	85
<u>Represented</u>						
Bus Operator	UR	1,177	1,162	1,247	1,221	1,123
Serviceperson II	UR	3	3	3	3	2
Small Bus Operator FT	UR	12	28	28	28	---
Transportation Assistant	UR	2	2	2	2	2
Represented Subtotal		1,194	1,195	1,280	1,254	1,127
Total Full-Time		1,268	1,270	1,356	1,328	1,212

Personnel Comparison Report

OFFICE OF BUS TRANSPORTATION

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Part-Time</u>						
Pt Bus Operator	UR	135	135	135	131	114
Small Bus Operator PT	UR	20	20	20	20	---
Total Part-Time		155	155	155	151	114

OFFICE OF BUS MAINTENANCE**FUNCTIONS & RESPONSIBILITIES**

The office OF Bus Maintenance is responsible for the comprehensive maintenance of the Authority's buses, paratransit vans, police vehicles, maintenance vehicles and light duty vehicles. The office employs 440 employees and maintains 556 buses, 173 paratransit vans, and over 373 non-revenue and police vehicles. The Office of Bus Maintenance operates four bus maintenance garages (Perry, Hamilton, Laredo, and Brady) and one heavy maintenance facility (Browns Mill). Within each maintenance garage at Brady, Hamilton, Laredo, or Perry, personnel perform preventive maintenance, routine repairs, and servicing of buses operating out of their respective facilities. The Browns Mill Heavy Maintenance Facility performs major repairs, body and frame maintenance, repainting, non-revenue vehicle maintenance, and major component overhaul.

There are two specialty groups within the Office of Bus Maintenance; Engineering and Planning. The Bus Engineering group maintains a current parts inventory, writes technical specifications, provides new technology information, oversees technical inspections of new vehicles

during build, and provides technical assistance to the operating facilities. Planning schedules all maintenance work, conducts trend analysis, and provides trend feedback to Engineering. They are also responsible for maintaining all equipment maintenance records and key performance indicators.

FY10 ACCOMPLISHMENTS

- Exceeded bus mean distance between failures goal of 2,400 miles
- Exceeded Mobility mean distance between failures goal of 30,200 miles
- Supported the two year Apprenticeship Program
- Provided bus-build inspections for the new fleet of New Flyer buses
- Exceeded bus mean distance between service interruptions goal of 5,047 miles
- Tow-ins declined by 50%

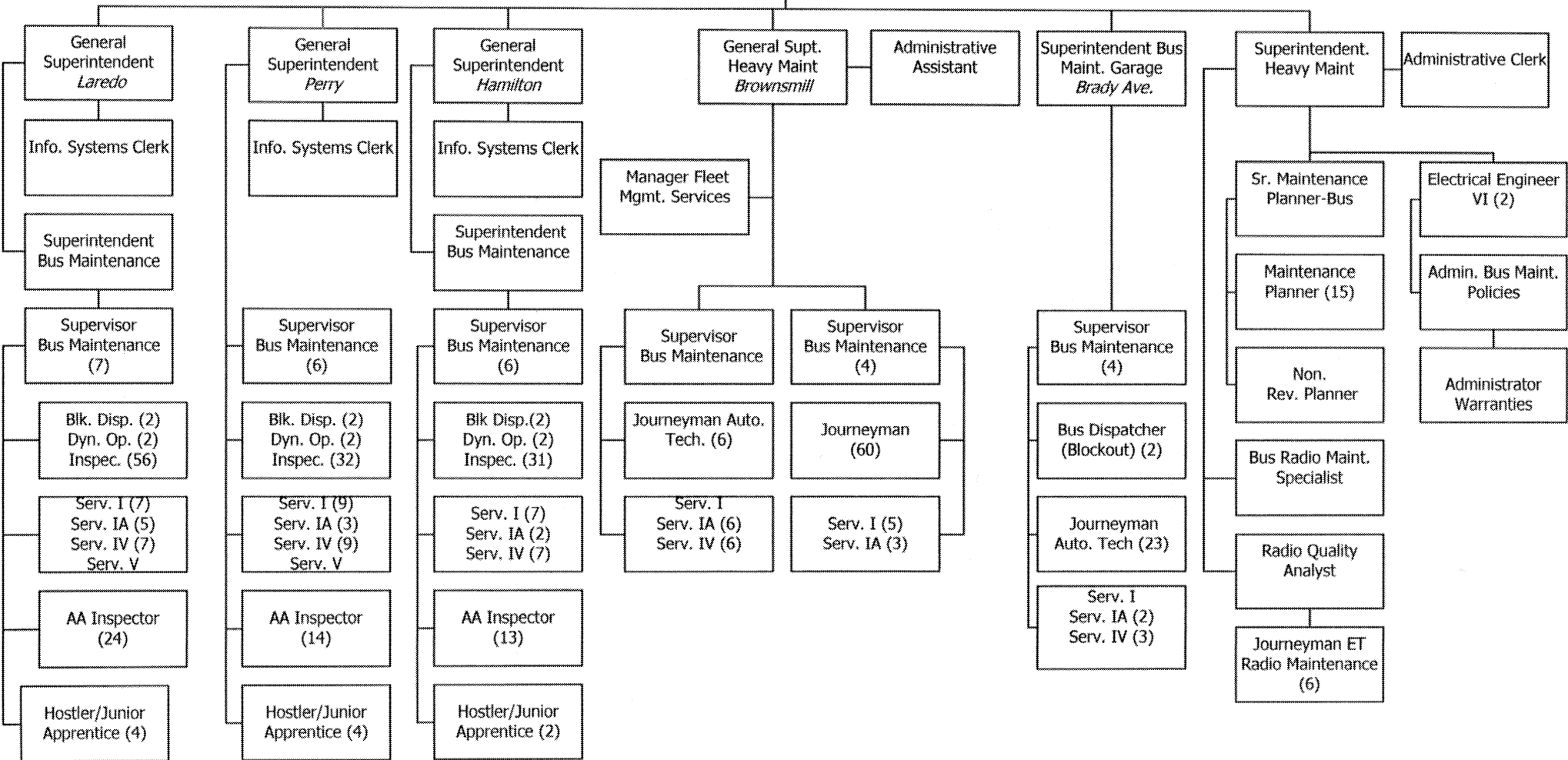
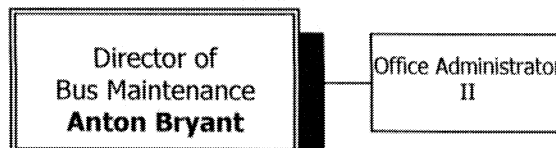
OFFICE OF BUS MAINTENANCE

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	16,851,344	18,631,353	19,521,373	19,045,153	19,255,509
Overtime	2,885,593	3,246,358	2,684,510	3,035,359	1,779,096
Benefits	9,914,731	9,391,400	9,442,391	9,830,666	10,833,848
Labor Sub-Total	\$29,651,668	\$31,269,111	\$31,648,274	\$31,911,178	\$31,868,453
Contractual Services	780,875	850,406	517,054	485,501	358,703
Materials & Supplies	24,717,639	29,781,316	33,303,174	37,110,662	35,200,222
Other Operating	6,827	7,039	6,885	4,340	7,352
Casualty & Liability	-389,491	-139,917	-232,544	-30,585	-6,357
Miscellaneous	4,026	14,095	17,623	111,874	13,754
Other Non Operating	11,726	7,508	32,533	36,225	10,936
Non Labor Sub-Total	\$25,131,602	\$30,520,447	\$33,644,725	\$37,718,017	\$35,584,610
Office Total	\$54,783,270	\$61,789,558	\$65,292,999	\$69,629,195	\$67,453,063
\$ Change from Prior Year	\$5,668,838	\$7,006,288	\$3,503,441	\$4,336,196	(\$2,176,132)
% Change from Prior Year	11.54%	12.79%	5.67%	6.64%	-3.13%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	68	73	74	74	63	Administrative	5	5	5	4	3
Represented	368	385	391	390	378	Management	12	12	12	12	10
Full-Time Total	436	458	465	464	441	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	2	3	3	5	3
Contract	0	0	0	0	0	Technical	20	20	20	19	19
Capital	0	0	0	0	0	Maintenance	366	383	389	386	374
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	2	2	2	4	4
						Clerical	0	0	0	0	0
						Supervisory	29	33	34	34	28
						Total	436	458	465	464	441

OFFICE OF BUS MAINTENANCE

ADM	3	Non-Rep	63
MGR	10	Rep	378
MNT	374	Total FT	441
OPR	0		
POL	0		
PRO	3	PT	0
REP	4	CAP	0
SUP	28	CON	0
TEC	19	TOTAL	441



Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Non-Represented						
Dir Bus Maintenance	23	1	1	1	1	1
Gen Supt Heavy Maint	21	1	1	1	1	1
Mgr Engineering	21	1	1	1	1	---
Electrical Engineer VI	20	---	---	---	2	2
Gen Supt Bus Maint	20	3	3	3	3	3
Mgr Fleet Mgmt Services	20	1	1	1	1	1
Supt Heavy Maintenance	19	1	1	1	1	1
Admin Bus Maintenance Policies	18	1	1	1	1	1
Supt Bus Maintenance Garage	18	4	4	4	4	3
Supt Plant Operations	18	1	1	1	1	---
Administrator - Warranties	17	1	1	1	1	1
Sr Maintenance Planner Bus	17	1	1	1	1	1
Bus Radio Maintenance Specialist	16	---	---	---	1	1
Maintenance Planner Bus	16	15	15	15	15	15
Non Revenue Planner	16	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Radio Quality Analyst	16	---	---	---	1	1
Supv Bus Maintenance	16	28	32	33	33	28
Sr Warranty Coordinator	15	1	1	1	1	---
Fleet Management Analyst	14	---	1	1	1	---

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Administrative Assistant	10	1	1	1	1	1
Fleet Management Coordinator	10	1	1	1	1	---
Historical Technical	18 - 20	3	3	3	---	---
Historical Administrative	14	1	1	1	---	---
Non-Rep Subtotal		68	73	74	74	63

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
AA Inspector	UR	48	48	48	48	51
Admin Clerk	UR	1	1	1	1	1
Bus Dispatcher (blockout)	UR	6	8	8	8	8
Dynamometer Operator	UR	5	4	4	4	6
Hostler Junior Apprentice	UR	5	5	5	10	10
Information Systems Rec Clerk	UR	1	1	1	3	3
Inspector	UR	105	105	105	110	119
Journeyman Automotive Tech	UR	13	23	29	29	29
Journeyman Body Repair	UR	38	38	38	31	16
Journeyman ET-Radio Maintenance	UR	---	---	---	6	6
Journeyman Machinist	UR	4	4	4	3	2
Journeyman Overhauler	UR	41	41	41	36	36
Journeyman Painter	UR	8	8	8	7	4
Journeyman Welder	UR	2	2	2	2	2
Serviceperson I	UR	32	32	32	32	30
Serviceperson I (a)	UR	19	21	21	21	21
Serviceperson IV	UR	36	40	40	35	32
Serviceperson V	UR	4	4	4	4	2
Represented Subtotal		368	385	391	390	378

Personnel Comparison Report

OFFICE OF BUS MAINTENANCE

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Total Full-Time		436	458	465	464	441

FUNCTIONS & RESPONSIBILITIES

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

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

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

This office employs 343 employees who provide administrative support such as determining customer eligibility, scheduling service, managing day to day service or reconciling the data necessary to measure its efficiency and performance. The operation utilizes a fleet of 173 revenue L-Vans.

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

FY10 ACCOMPLISHMENTS

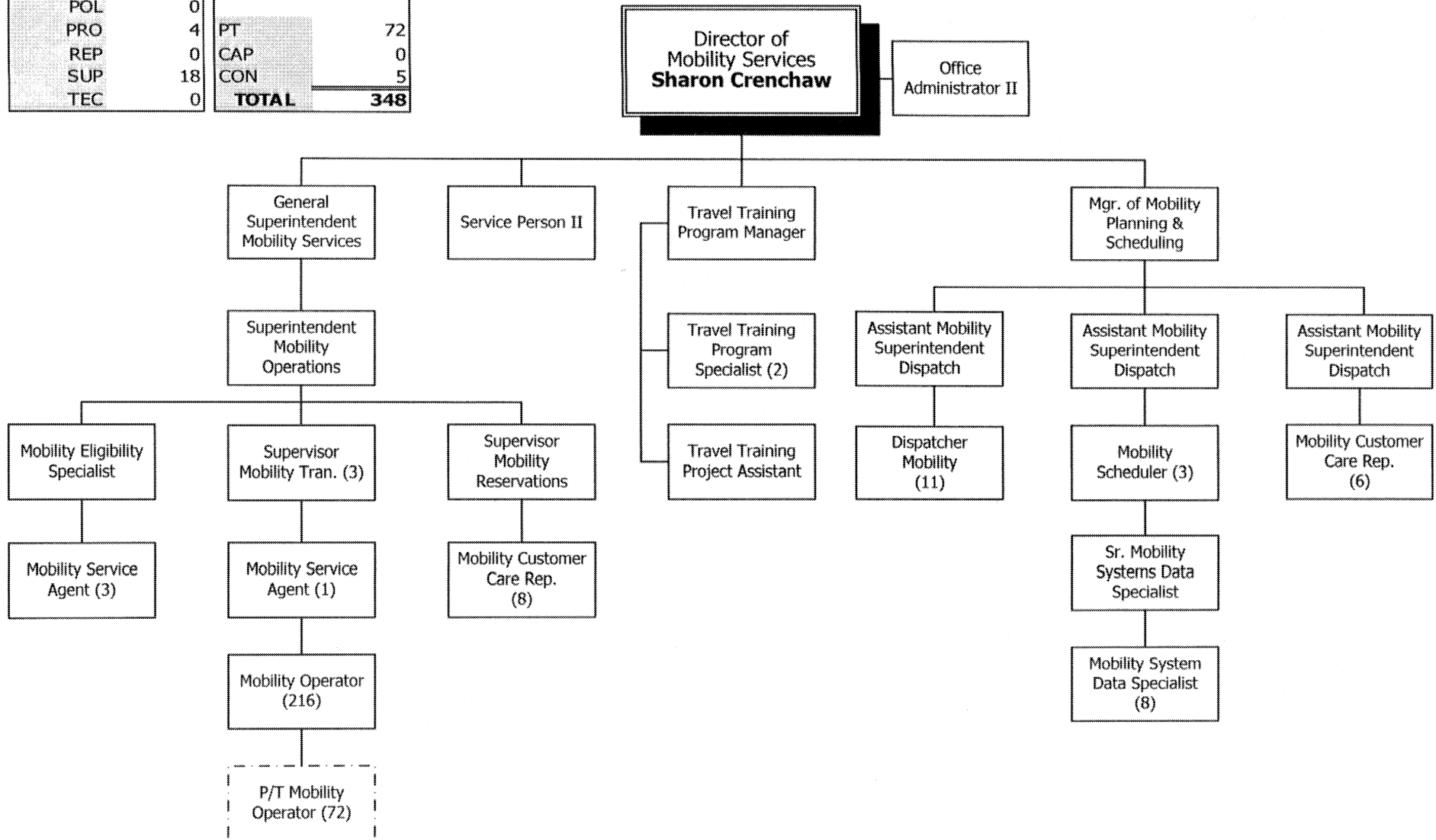
- Improved Mobility On Time Performance from 87.4% in FY09 to 87.84% in FY10
- Reduced Customer Complaints per 1,000 boardings to 4.7, beating the goal of 5.5.
- Developed hiring competencies for Mobility operators which contributed to a 76% increase (from 236 in FY09 to 417 in FY10) in customer commendations

OFFICE OF MOBILITY

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	6,044,681	6,879,626	7,695,186	7,948,285	10,284,774
Overtime	1,021,364	1,033,624	1,162,343	1,279,517	978,032
Benefits	4,213,194	4,239,536	4,838,117	5,713,010	5,392,141
Labor Sub-Total	\$11,279,239	\$12,152,786	\$13,695,646	\$14,940,812	\$16,654,946
Contractual Services	11,068	4,178	0	0	89,700
Materials & Supplies	12,920	12,761	13,745	6,796	7,922
Other Operating	0	0	0	0	0
Casualty & Liability	146,130	135,932	121,211	107,553	129,503
Miscellaneous	132	41	307	18	200
Other Non Operating	6,870	15,112	23,166	20,085	18,555
Non Labor Sub-Total	\$177,120	\$168,024	\$158,429	\$134,452	\$245,880
Office Total	\$11,456,359	\$12,320,810	\$13,854,075	\$15,075,264	\$16,900,826
\$ Change from Prior Year	\$2,451,353	\$864,451	\$1,533,265	\$1,221,189	\$1,825,562
% Change from Prior Year	27.22%	7.55%	12.44%	8.81%	12.11%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	41	47	52	54	54	Administrative	23	23	29	30	32
Represented	171	171	172	217	217	Management	4	4	4	4	5
Full-Time Total	212	218	224	271	271	Police	0	0	0	0	0
Part - Time	48	48	63	72	72	Professional	2	2	2	2	4
Contract	0	0	0	0	5	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	1	1	1
Clayton	0	0	0	0	0	Operator	219	219	234	288	288
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	12	18	17	18	18
						Total	260	266	287	343	348

ADM	32	Non-Rep	54
MGR	5	Rep	217
MNT	1	Total FT	271
OPR	288		
POL	0		
PRO	4	PT	72
REP	0	CAP	0
SUP	18	CON	5
TEC	0	TOTAL	348



Part-Time Positions -----

Personnel Comparison Report

OFFICE OF MOBILITY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Mobility Scheduler I	9	1	1	1	2	2
Mobility System Data Specialist	9	8	8	8	8	8
Mobility Service Agent	8	4	4	4	4	4
Director of Mobility Services	23	1	1	1	1	1
General Superintendent Mobility	20	1	1	1	1	1
Mgr Mobility Plng Scheduling	20	1	1	1	1	1
Superintendent Mobility Operations	18	1	1	1	1	1
Asst. Supt. Mobility Dispatch	16	1	1	3	3	3
Mobility Eligibility Specialist	16	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Supv Mobility Reservations	16	1	1	1	1	1
Supervisor Mobility Transportation	15	---	6	3	3	3
Mobility Customer Care Rep	13	8	8	14	14	14
Dispatcher Mobility	12	10	10	10	11	11
Sr. Mobility Systems Data Specialist	12	1	1	1	1	1
Mobility Scheduler II	11	1	1	1	1	1
Non-Rep Subtotal		41	47	52	54	54

Personnel Comparison Report

OFFICE OF MOBILITY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
Mobility Operator	UR	171	171	171	216	216
Service Person II	UR	---	---	1	1	1
Represented Subtotal		171	171	172	217	217
Total Full-Time		212	218	224	271	271
<u>Part-Time</u>						
Pt Mobility Operator	UR	48	48	63	72	72
Total Part-Time		48	48	63	72	72
<u>Operating Contract</u>						
Travel Training Program Manager	---	---	---	---	---	1
Travel Training Program Specialist I	---	---	---	---	---	1
Travel Training Program Specialist II	---	---	---	---	---	1
Travel Training Project Assistant	---	---	---	---	---	2
Total Operating Contract		---	---	---	---	5

OFFICE OF CLAYTON COUNTY TRANSIT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	0	0	0	0	0
Overtime	0	0	0	0	0
Benefits	0	0	0	0	0
Labor Sub-Total	\$0	\$0	\$0	\$0	\$0
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	0	0	0
Non Labor Sub-Total	\$0	\$0	\$0	\$0	\$0
Office Total	\$0	\$0	\$0	\$0	\$0
\$ Change from Prior Year	\$0	\$0	\$0	\$0	\$0
% Change from Prior Year	0.00%	0.00%	0.00%	0.00%	0.00%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	0	0	0	0	0	Administrative	0	1	1	1	0
Represented	0	0	0	0	0	Management	0	1	1	1	0
Full-Time Total	0	0	0	0	0	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	2	2	2	0
Contract	0	0	0	0	0	Technical	0	1	1	1	0
Capital	0	0	0	0	0	Maintenance	0	8	8	8	0
Clayton	0	94	94	91	0	Operator	0	60	60	60	0
						Represented	0	10	10	7	0
						Clerical	0	0	0	0	0
						Supervisory	0	11	11	11	0
						Total	0	94	94	91	0

Personnel Comparison Report

OFFICE OF CLAYTON COUNTY TRANSIT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Capital Contract						
C-PROJ MGR CONTRACTED BUS SVC	21	----	1	1	1	----
C-SUPT BUS TRANS CONTRACT SVC	18	----	1	1	1	----
C-TRAN TRANSIT PLN GRANT ADMIN	17	----	1	1	1	----
C-Maintenance Planner Bus	16	----	1	1	1	----
C-Supv Bus Maintenance	16	----	3	3	3	----
C-Division Dispatcher	15	----	2	2	2	----
C-Transportation Supervisor	15	----	6	6	6	----
C-Administrative Assistant	10	----	----	----	1	----
C- Bus Operator	UR	----	54	54	54	----
C-AA Inspector	UR	----	8	8	8	----
C-Material Controller	UR	----	1	1	1	----
C-Material Controller - Lead	UR	----	1	1	1	----
C-P/T Bus Operator	UR	----	6	6	6	----
C-Serviceperson IV	UR	----	5	5	5	----
Total Capital		----	90	90	91	----

DEPARTMENT OF RAIL OPERATIONS

This Department includes the following Offices:

Department of Rail Operations

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

DEPARTMENT OF RAIL OPERATIONS

FY2011 GOALS AND OBJECTIVES

The goals and objectives of the Department of Rail Operations are as follows: provide safe and efficient operation of all rail car movement within the MARTA rail system; provide safe and efficient operation of the Rail Control Center; maintain the rail fleet in a safe and reliable operating condition; provide rail cars in sufficient quantities to meet the daily

service milestones established by the Authority; provide a safe, reliable and sanitary infrastructure and operating system for the Authority's internal and external customers; and provide maintenance and management support for various communication systems critical to Operations.

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%
Rail OTP	Percent of trips originated and ended on-time compared to all scheduled trips	>/= 97.50%
Rail Complaints per 100K Boardings	Number of rail customer complaints per 100K boardings	</= 1.30
Rail MDBF	Mean distance between mechanical failures	>/= 15,000
Rail MDBSI	Mean distance between service delays or lost trips (train miles)	>/= 500
Escalator Availability	Percent of revenue service time during which escalators are available for customer use	>/= 98%
Elevator Availability	Percent of revenue service time during which elevators are available for customer use	>/= 98%

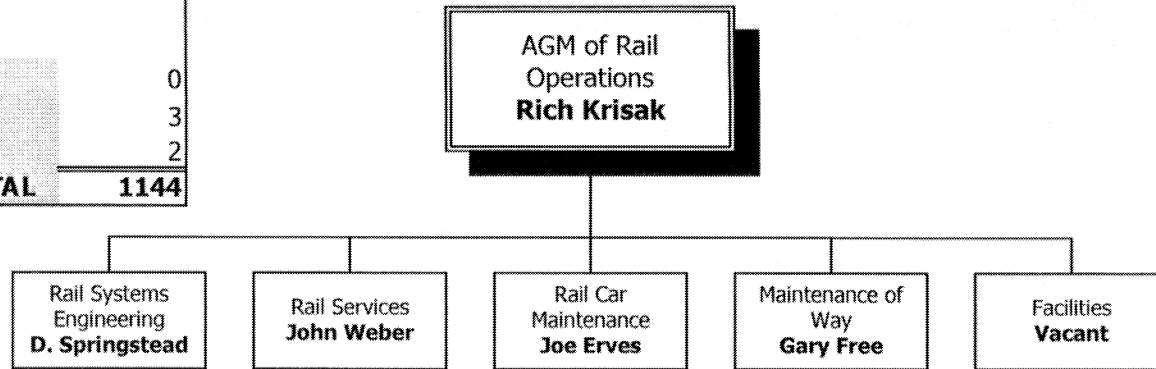
DEPARTMENT OF RAIL OPERATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	51,928,730	56,748,833	58,056,164	56,147,343	54,794,950
Overtime	8,368,451	7,796,813	6,835,525	6,363,324	3,588,974
Benefits	32,823,945	27,494,247	27,773,040	28,331,564	30,669,164
Labor Sub-Total	\$93,121,126	\$92,039,893	\$92,664,729	\$90,842,231	\$89,053,088
Contractual Services	7,119,143	7,356,430	11,943,915	13,306,460	8,573,457
Materials & Supplies	6,874,564	9,014,344	11,313,007	9,679,536	8,209,958
Other Operating	14,907,435	16,113,962	17,258,268	17,510,843	18,007,669
Casualty & Liability	2,256,378	2,094,044	1,905,270	1,810,996	1,880,039
Miscellaneous	2,927	5,548	6,039	2,985	1,461
Other Non Operating	91,015	92,542	173,879	86,562	111,128
Non Labor Sub-Total	\$31,251,462	\$34,676,870	\$42,600,378	\$42,397,382	\$36,783,711
Department Total	\$124,372,588	\$126,716,763	\$135,265,107	\$133,239,613	\$125,836,799
\$ Change from Prior Year		\$2,344,175	\$8,548,344	(\$2,025,494)	(\$7,402,814)
% Change from Prior Year		1.88%	6.75%	-1.50%	-5.56%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	341	405	315	315	288	Administrative	71	126	126	19	19
Represented	1041	1088	1118	1118	851	Management	40	49	49	48	49
Full-Time Total	1382	1493	1433	1433	1139	Police	0	0	0	0	0
Part - Time	51	51	0	0	0	Professional	74	108	108	30	7
Contract	0	3	3	3	2	Technical	68	90	90	93	84
Capital	20	76	23	23	3	Maintenance	742	779	779	784	668
Clayton	0	0	0	0	0	Operator	188	191	191	181	110
						Represented	111	118	118	153	73
						Clerical	0	0	0	0	0
						Supervisory	159	162	162	151	134
						Total	1453	1623	1445	1459	1144

DEPARTMENT OF RAIL OPERATIONS

ADM	19	Non-Rep	288
MGR	49	Rep	851
MNT	668	Total FT	1139
OPR	110		
POL	0		
PRO	7	PT	0
REP	73	CAP	3
SUP	134	CON	2
TEC	84	TOTAL	1144



OFFICE OF THE AGM OF RAIL OPERATIONS**FUNCTIONS & RESPONSIBILITIES**

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

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

- The overall management and coordination of the rail fleets, ensuring safe, efficient, and cost-effective transportation for our riders. This includes the scheduling of vehicles, preparation for service, communication with all operators, control of rail vehicles, and supervision of daily transit operations.
- Maintenance of all rail transit vehicles to ensure safe, reliable transportation. This includes daily service, scheduled repairs, on-demand

maintenance, and vehicle overhaul and rebuilds. It also includes rebuilds and/or replacement of major vehicle components.

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

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

OFFICE OF AGM RAIL OPERATIONS

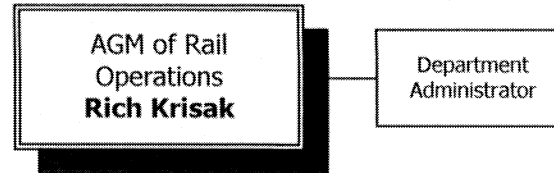
Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	0	0	210,995	240,148	244,127
Overtime	0	0	0	0	0
Benefits	0	0	83,366	84,547	134,619
Labor Sub-Total	\$0	\$0	\$294,361	\$324,695	\$378,746
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	2,005	18,783	19,048
Non Labor Sub-Total	\$0	\$0	\$2,005	\$18,783	\$19,048
Office Total	\$0	\$0	\$296,366	\$343,478	\$397,794
\$ Change from Prior Year	\$0	\$0	\$296,366	\$47,112	\$54,316
% Change from Prior Year	0.00%	0.00%	100.00%	15.90%	15.81%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	2	1	2	2	2	Administrative	2	1	1	1	1
Represented	0	0	0	0	0	Management	0	0	1	1	1
Full-Time Total	2	1	2	2	2	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	0	0
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	1	2	2	2

FY2011 OPERATING & CAPITAL BUDGETS

OFFICE OF THE AGM OF RAIL OPERATIONS

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



Personnel Comparison Report

OFFICE OF AGM RAIL OPERATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM of Rail Operations	B	---	---	1	1	1
Department Administrator	17	2	1	1	1	1
Non-Rep Subtotal		2	1	2	2	2
Total Full-Time		2	1	2	2	2

OFFICE OF RAIL SYSTEMS ENGINEERING

FUNCTIONS & RESPONSIBILITIES

This Office of Rail Systems Engineering is responsible for managing and directing the design activities, implementation processes and sustainability plans of critical rail related assets and systems (such as rail vehicles, train control, traction power, track and communications) which are critical to the safe and reliable operation of MARTA's rail system. The office directs the activities of the General Engineering Consultant - Metropolitan Atlanta Transit Consultants (MATC), who supports the Track & Systems portion of MARTA's Ten-Year Capital Program, as well as the activities of the Rail Vehicle Consultant (RVC). The RVC supports Rail Operations on operating and capital programs and projects associated with rail vehicle systems, sub-systems, components and supporting wayside equipment and rail yard infrastructure.

FY2010 ACCOMPLISHMENTS

- UPS Replacement Phase IV – Georgia State, Dome/GWCC/Phillips Arena, Ashby Street, H. E. Holmes Lakewood/Ft. McPherson Stations (electrical and mechanical design review)
 - RFP13872, Fire Protection System Upgrade System Wide (design review, proposals evaluation and proponents selection)
 - Ashby Station Water Leak Remediation - Ashby station along the years had experienced water leak damage as a result of large water - main breaks. As a result of water leaks, the canopy of the station supported by columns began to experience large settlements. MARTA engineering recommended compaction grouting to the footings and the immediate surroundings of the foundation. The process successfully prepared the latest concept plan for the Stonecrest Park and Ride Facility planned for the Stonecrest Mall area prior to transmitting the plan to MATT for full design. The scope for the project had changed with the request to modify the prior design to accommodate a future light rail transit component. The concept plan incorporated an area reserved for LRT transit, modified the bus way geometry, and changed the parking configuration.
- Perry Boulevard Bus Facility Compressor Station Expansion (scope of work development for the contract with Atlanta Gas Light Company)

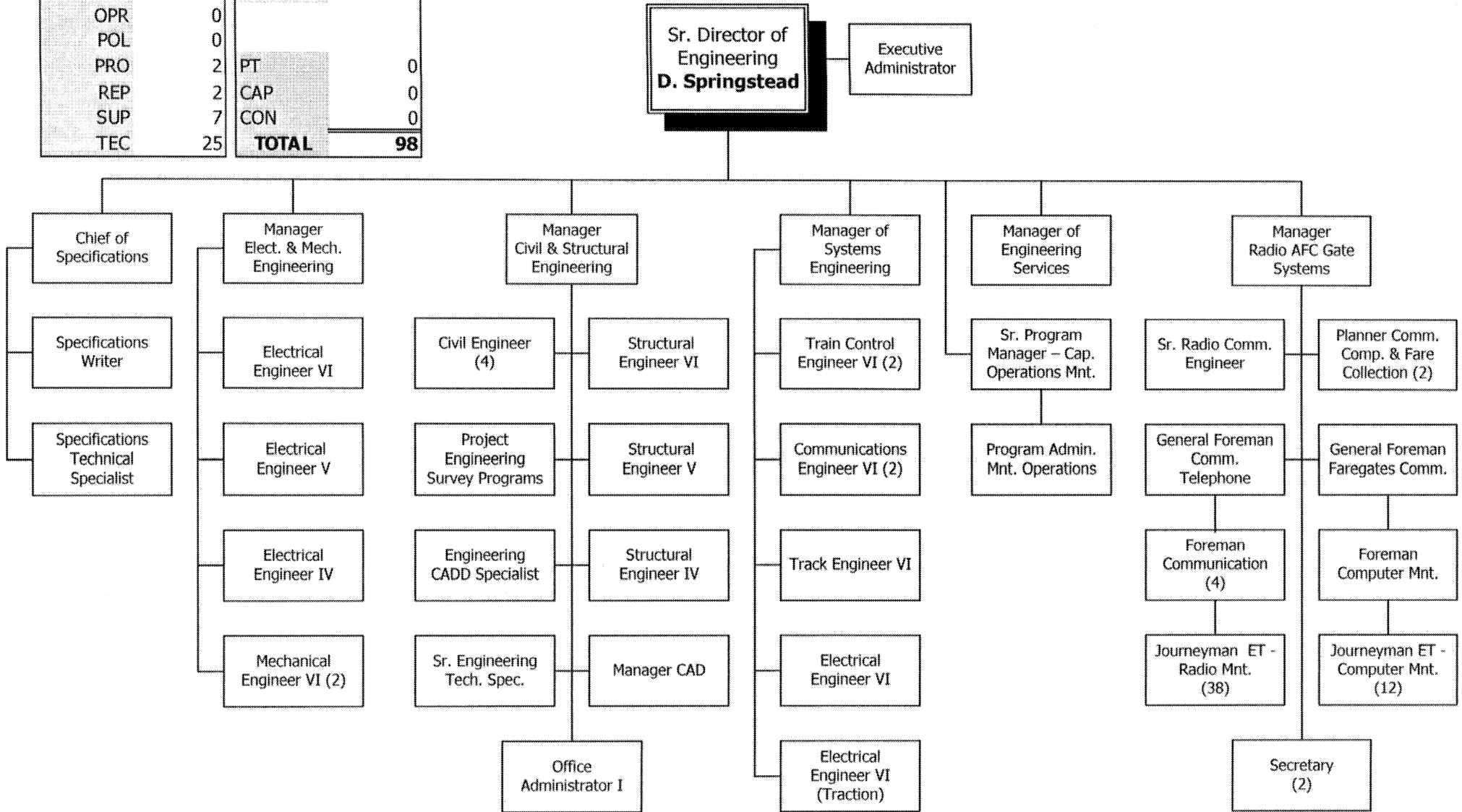
OFFICE OF RAIL SYSTEMS ENGINEERING

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	3,444,014	3,258,323	3,842,606	4,331,445	5,818,424
Overtime	264,941	234,597	186,757	369,817	117,797
Benefits	1,930,229	1,395,812	1,736,810	2,008,158	3,224,958
Labor Sub-Total	\$5,639,184	\$4,888,732	\$5,766,173	\$6,709,420	\$9,161,178
Contractual Services	260,418	286,857	4,551,003	4,868,578	1,109,588
Materials & Supplies	67,414	65,804	1,077,162	964,628	707,974
Other Operating	4,821,419	13,778,673	14,505,682	14,972,696	15,795,963
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	8	0	0
Other Non Operating	5,613	8,779	74,441	6,186	16,001
Non Labor Sub-Total	\$5,154,864	\$14,140,113	\$20,208,296	\$20,812,088	\$17,629,526
Office Total	\$10,794,048	\$19,028,845	\$25,974,469	\$27,521,508	\$26,790,704
\$ Change from Prior Year	\$8,560,564	\$8,234,797	\$6,945,624	\$1,547,039	(\$730,804)
% Change from Prior Year	383.28%	76.29%	36.50%	5.96%	-2.66%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	18	48	46	45	46	Administrative	1	2	1	2	2
Represented	65	42	42	52	52	Management	4	11	11	10	10
Full-Time Total	83	90	88	97	98	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	4	3	2	2
Contract	0	0	0	0	0	Technical	8	26	26	26	25
Capital	0	0	0	0	0	Maintenance	63	40	40	50	50
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	2	2	2	2	2
						Clerical	0	0	0	0	0
						Supervisory	5	5	5	5	7
						Total	83	90	88	97	98

OFFICE OF RAIL SYSTEMS ENGINEERING

ADM	2	Non-Rep	46
MGR	10	Rep	52
MNT	50	Total FT	98
OPR	0		
POL	0		
PRO	2	PT	0
REP	2	CAP	0
SUP	7	CON	0
TEC	25	TOTAL	98



Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Sr. Director of Rail Systems Engineering	24	1	1	1	1	1
Dir Engineering & Construction	23	1	1	1	1	---
Manager of Engineering Services	22	---	---	---	---	1
Manager of Systems Engineering	22	---	1	1	1	1
Mgr Civil & Struc Engineering	22	---	1	1	1	1
Mgr Elec & Mech Engineering	22	1	1	1	1	1
Mgr Radio Afc Gate Systems	22	1	1	1	1	1
Chf Specifications	21	---	1	1	1	1
Sr. Program Manager - Cap. Operations Maintenance	21	---	1	1	1	1
Sr. Radio Communications Engineer	21	1	1	1	1	1
Civil Engineer VI	20	1	3	2	2	2
Communications Engineer VI	20	---	2	2	2	2
Electrical Engineer VI	20	1	2	2	2	2
Mechanical Engineer VI	20	---	2	2	2	2
Mgr CAD	20	---	1	1	1	1
Program Administrator Maint Operations	20	---	1	1	1	1
Rail Vehicle Engineer VI	20	---	1	1	1	1
Structural Engineer VI	20	---	2	2	2	1
Track Engineer VI	20	---	1	1	1	1
Train Control Engineer VI	20	2	2	2	2	2

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Civil Engineer V	19	---	---	1	1	1
Electrical Engineer V	19	---	1	1	1	1
Structural Engineer V	19	---	1	1	1	1
Gen Foreman Comm Telephone	18	1	1	1	1	1
Gen Foreman Faregates Comm	18	1	1	1	1	1
Project Eng Survey Programs	18	---	1	1	1	1
Specifications Writer	18	---	1	1	1	1
Civil Engineer IV	17	---	---	---	1	1
Electrical Engineer IV	17	---	1	1	1	1
Executive Administrator	17	---	---	---	---	1
STRUCTURAL ENGINEER IV	17	---	1	1	1	1
Engineering CADD Specialist	16	---	1	1	1	1
Foreman Communication	16	2	2	2	2	4
Foreman Computer Maintenance	16	1	1	1	1	1
Office Administrator II	16	1	2	1	1	---
Planner Comm Compnr & Farecoll	16	2	2	2	2	2
Specifications Tech Specialist	16	---	1	1	1	1
Office Administrator	14	---	---	---	1	1
Sr Engineering Technical Spec	14	1	1	1	1	1
Non-Rep Subtotal		18	44	43	45	46

Personnel Comparison Report

OFFICE OF RAIL SYSTEMS ENGINEERING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
Secretary (N9)	UR-9	1	1	1	1	1
Secretary (N8)	UR-8	1	1	1	1	1
Journeyman ET-Computer Maint	UR	12	12	12	12	12
Journeyman ET-Radio Maintenance	UR	28	28	28	38	38
Historical Maintenance	UR	23	---	---	---	---
Represented Subtotal		65	42	42	52	52
Total Full-Time		83	86	85	97	98

OFFICE RAIL SERVICES**FUNCTIONS & RESPONSIBILITIES**

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

Rail Services is responsible for the safe and efficient operation of all rail car movement within the MARTA rail system. Rail Services supports 104 miles of mainline track, 3 rail yards, dispatch, 38 stations, and 135 station agents. Rail is also responsible for the Rail Services Control Center in Decatur which is the command center for all of rail operations.

Included in Rail Services is the Yard Operations staff which wash, store, and inspect rail vehicles and coordinate with Office of Rail Maintenance to ensure the required number of cars is available for revenue service.

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

Other responsibilities in Rail Services include:

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

FY2010 ACCOMPLISHMENTS

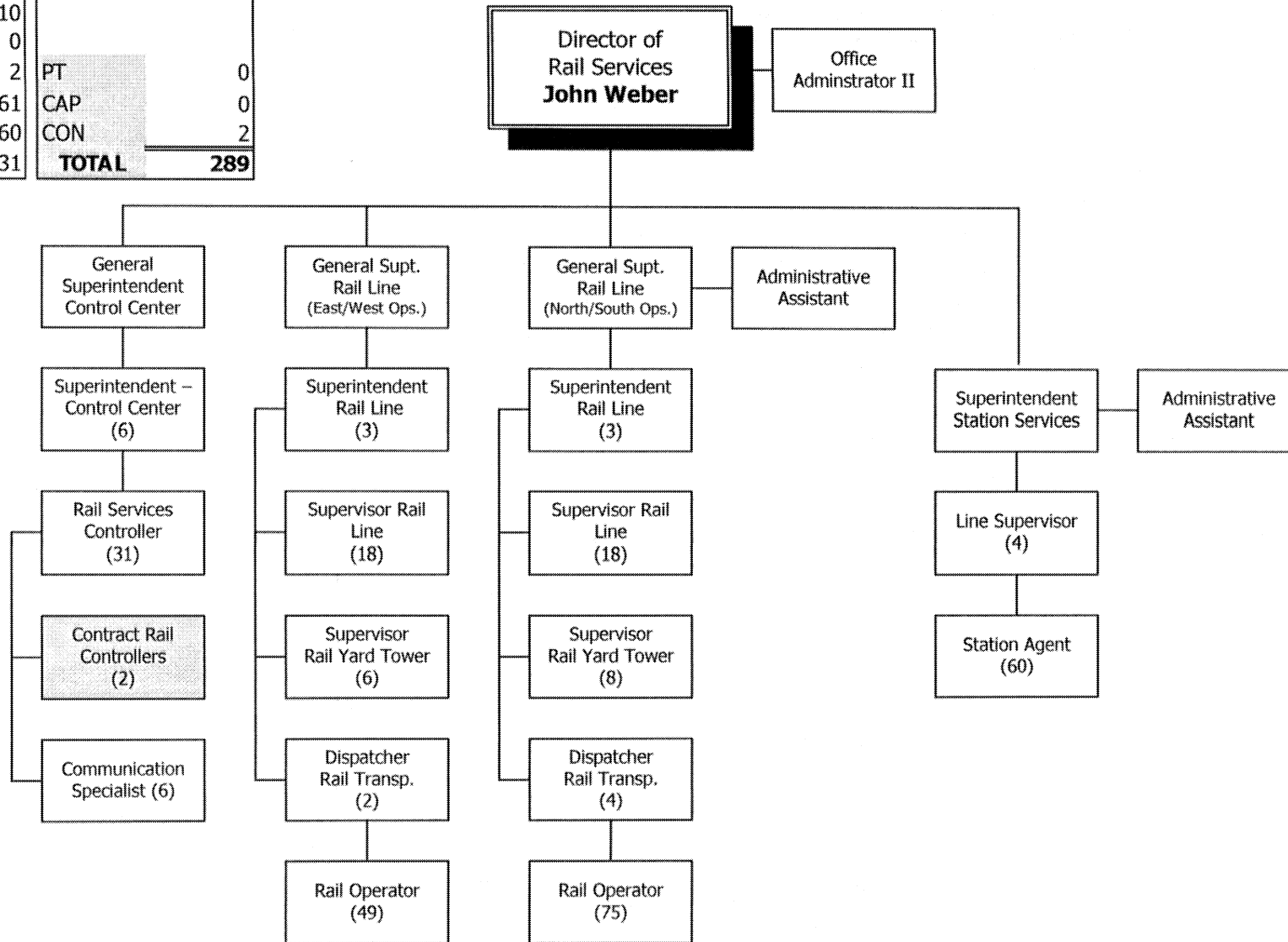
- Completed the fiscal year at an all time high On-Time-Performance of 97.01%
- Completed the fiscal year with over a 98% pull-out record (trains coming to mainline to meet the scheduled)
- Completed the fiscal year with no major incidents or accidents
- Successfully completed rail car enhanced training for all Union and Non-Union employees
- Completed re-write of the rule book
- Initiated front line supervisory cross-training program
- Seventy-five percent complete of a full external audit of office

OFFICE OF RAIL SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	18,477,872	20,286,031	19,879,034	18,649,295	15,005,080
Overtime	3,365,430	3,197,690	3,103,903	3,174,479	1,673,526
Benefits	12,361,699	9,866,737	9,426,936	9,563,268	8,456,865
Labor Sub-Total	\$34,205,001	\$33,350,458	\$32,409,873	\$31,387,042	\$25,135,471
Contractual Services	2,592	4,498	2,922	1,949	1,264
Materials & Supplies	84,322	77,878	109,436	53,754	56,786
Other Operating	815	0	0	0	0
Casualty & Liability	2,256,678	2,098,484	1,905,785	1,824,751	1,880,109
Miscellaneous	0	0	0	0	0
Other Non Operating	7,782	13,463	29,867	12,632	26,775
Non Labor Sub-Total	\$2,352,189	\$2,194,323	\$2,048,010	\$1,893,086	\$1,964,934
Office Total	\$36,557,190	\$35,544,781	\$34,457,883	\$33,280,128	\$27,100,405
\$ Change from Prior Year	\$12,416,308	(\$1,012,409)	(\$1,086,898)	(\$1,177,755)	(\$6,179,723)
% Change from Prior Year	51.43%	-2.77%	-3.06%	-3.42%	-18.57%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	186	210	126	125	116	Administrative	58	113	7	7	8
Represented	282	241	327	317	171	Management	16	16	15	15	17
Full-Time Total	468	451	453	442	287	Police	0	0	0	0	0
Part - Time	51	51	0	0	0	Professional	70	98	23	23	2
Contract	0	3	3	3	2	Technical	31	31	31	31	31
Capital	20	75	20	20	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	188	191	191	181	110
						Represented	94	50	136	136	61
						Clerical	0	0	0	0	0
						Supervisory	82	81	73	72	60
						Total	539	580	476	465	289

ADM	8	Non-Rep	116
MGR	17	Rep	171
MNT	0	Total FT	287
OPR	110		
POL	0		
PRO	2	PT	0
REP	61	CAP	0
SUP	60	CON	2
TEC	31	TOTAL	289



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Rail Transportation	23	1	1	1	1	1
Gen Supt Control Center	21	1	1	1	1	1
Gen Supt Rail Line	20	2	2	2	2	2
Gen Supt Station Svcs	20	2	2	1	1	---
Supt Control Center	19	5	5	5	5	6
Supt Rail Line	18	3	4	4	4	6
Rail Services Controller	17	31	31	31	31	31
Supt Station Services	17	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Supv Rail Yard Tower	16	18	18	18	18	14
Dispatcher-Rail Transportation	15	8	8	8	8	6
Line Supervisor	15	16	16	8	8	4
Supv Rail Line	15	35	34	39	38	36
Communications Specialist	12	6	6	6	6	6
Administrative Assistant	10	---	---	---	---	1
Historical Managerial	18	1	---	---	---	---
Historical Supervisory	15	5	5	---	---	---
Historical Professional	13	50	75	---	---	---
Non-Rep Subtotal		186	210	126	125	116

Personnel Comparison Report

OFFICE OF RAIL SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
Rail Operator	UR	183	183	191	181	110
Station Agent	UR	49	49	99	135	60
Transportation Assistant	UR	1	1	1	1	1
Historical Operator	UR	5	8	---	---	---
Historical Represented (Non-Specified)	UR	44	---	36	---	---
Represented Subtotal		282	241	327	317	171
Total Full-Time		468	451	453	442	287
<u>Part-Time</u>						
Historical Administrative	---	51	51	---	---	---
Total Part-Time		51	51	---	---	---
<u>Operating Contract</u>						
Contract Professional - Rail Service Controller	---	---	3	3	3	2
Total Operating Contract		---	3	3	3	2
<u>Capital Contract</u>						
Customer Attendants - CAP	---	20	20	20	20	---
Total Capital		20	20	20	20	---

OFFICE OF RAIL CAR MAINTENANCE**FUNCTIONS & RESPONSIBILITIES**

The Office of Rail Car Maintenance consists of 356 employees in five primary functional areas: Administration, Light Maintenance, Heavy Maintenance, Reliability Engineering and Rail Car Appearance.

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

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

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

FY2010 ACCOMPLISHMENTS

- Improved the rail car fleet MDBSI by 15%
- Repaired all non functional Passenger Intercom Units (PIU) identified on CQ312 rail cars
- Experienced a 98% compliance rate for performing Preventive Maintenance Inspections on the active fleet of rail cars
- Achieved an MDBSI of 310,663 on the LCARE cars' systems addressed by LCARE program
- Developed and implemented 17 modifications resulting in Rail Car reliability improvement
- Met FTA audit requirements of the preventive maintenance program by achieving and maintaining a 98% compliance rate
- Automatic Train Aunouncement System (ATAS) announcements updated CQ310/CQ311 cars

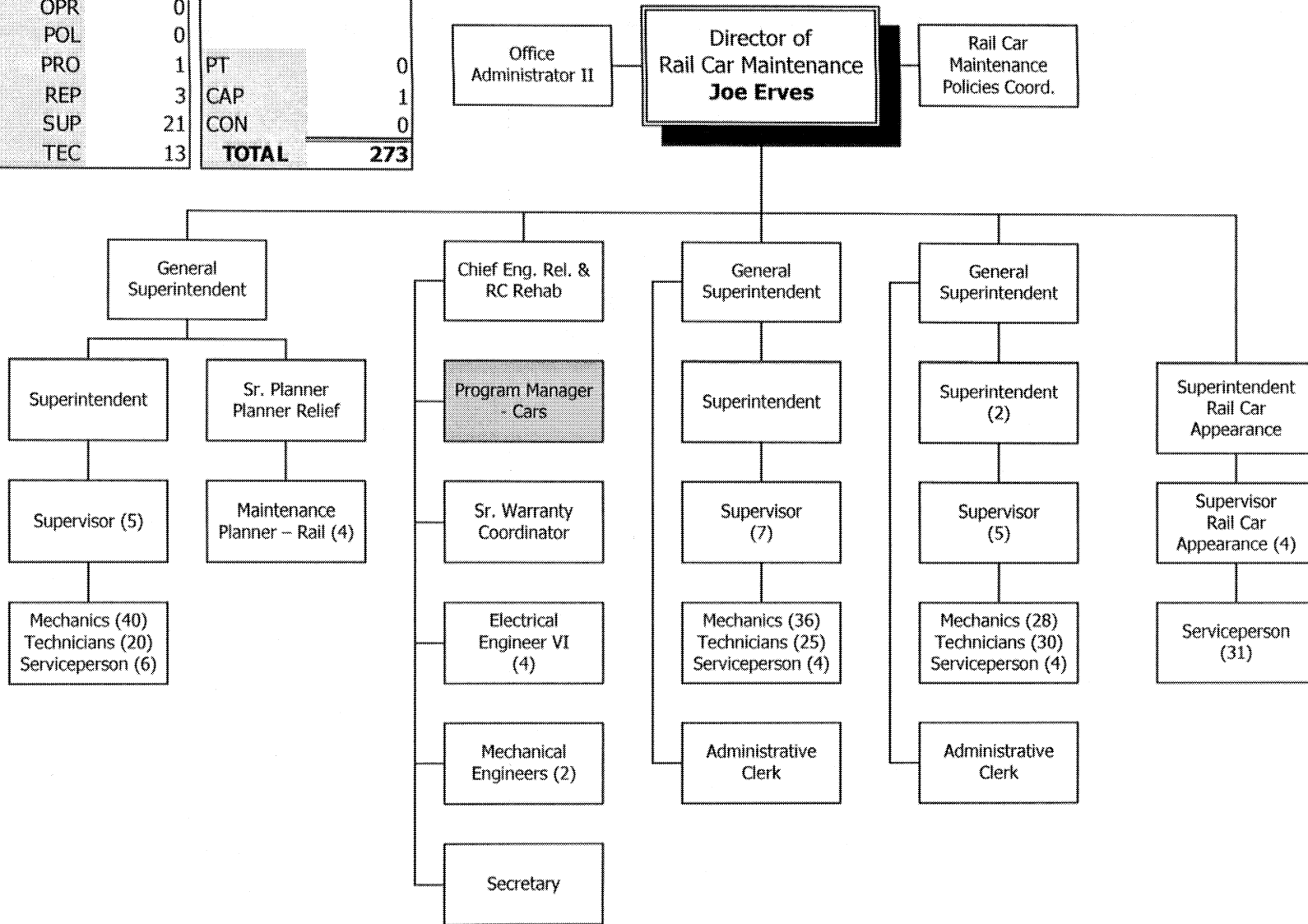
OFFICE OF RAIL CAR MAINTENANCE

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	11,725,824	13,353,707	13,456,329	12,283,754	13,196,408
Overtime	2,849,136	1,937,091	1,494,069	814,930	501,886
Benefits	7,144,860	6,254,678	6,424,623	6,176,471	7,348,447
Labor Sub-Total	\$21,719,820	\$21,545,476	\$21,375,021	\$19,275,155	\$21,046,741
Contractual Services	1,360,218	553,061	583,938	741,963	494,733
Materials & Supplies	4,203,699	5,620,160	6,557,456	5,392,947	4,384,566
Other Operating	142	2,404	142	564	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	2,683	5,196	5,539	2,942	1,000
Other Non Operating	15,583	15,608	24,318	28,977	8,524
Non Labor Sub-Total	\$5,582,325	\$6,196,429	\$7,171,393	\$6,167,393	\$4,888,823
Office Total	\$27,302,145	\$27,741,905	\$28,546,414	\$25,442,548	\$25,935,564
\$ Change from Prior Year	\$4,471,570	\$439,760	\$804,509	(\$3,103,866)	\$493,016
% Change from Prior Year	19.59%	1.61%	2.90%	-10.87%	1.94%

	Authorized Positions by Status					Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11
Non-Represented	48	53	54	55	45	Administrative	1	1	1	1
Represented	251	311	295	301	227	Management	10	11	12	11
Full-Time Total	299	364	349	356	272	Police	0	0	0	0
Part - Time	0	0	0	0	0	Professional	1	1	1	1
Contract	0	0	0	0	0	Technical	13	14	14	17
Capital	0	1	1	1	1	Maintenance	248	308	292	298
Clayton	0	0	0	0	0	Operator	0	0	0	0
						Represented	3	3	3	3
						Clerical	0	0	0	0
						Supervisory	23	27	27	26
						Total	299	365	350	357
										273

OFFICE OF RAIL CAR MAINTENANCE

ADM	1	Non-Rep	45
MGR	10	Rep	227
MNT	224	Total FT	272
OPR	0		
POL	0		
PRO	1	PT	0
REP	3	CAP	1
SUP	21	CON	0
TEC	13	TOTAL	273



Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Rail Maintenance	23	1	1	1	1	1
Chf Eng Reliability & RC Rehab	22	---	1	1	1	1
Gen Supt Rail Car Maintenance	21	2	2	3	3	3
Electrical Eng VI-Rail Car	20	1	1	1	1	---
Electrical Engineer VI	20	1	3	3	4	4
Mechanical Engineer VI	20	1	1	1	2	1
Supt Rail Car Maint	19	5	5	5	5	4
Admin Rail Maintenance Policies	18	---	---	---	1	1
Supt Rail Transportation	18	1	1	1	1	1
Mechanical Engineer IV	17	1	1	1	1	1
Sr Maintenance Planner Relief	17	1	1	1	1	1
Maintenance Planner-Rail	16	7	5	5	5	4
Office Administrator II	16	1	1	1	1	1
Supv Car Repair Inspection	16	23	23	23	22	17
Sr Warranty Coordinator	15	1	1	1	1	1
Supv Rail Car Appearance	15	---	4	4	4	4
Sr Engineering Technical Spec	14	1	1	1	1	---
Historical Managerial	22	1	1	1	---	---
Non-Rep Subtotal		48	53	54	55	45

Personnel Comparison Report

OFFICE OF RAIL CAR MAINTENANCE

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
Admin Clerk	UR	2	2	2	2	2
APPRENTICE ET-RAIL CAR MAINT	UR	5	5	5	5	---
Apprentice Mechanic Rail	UR	2	2	2	2	---
Capital Apprentice ET - Rail Car Maint	UR	16	16	16	16	---
Journeyman ET-Laboratory	UR	8	8	8	8	7
Journeyman ET-Rail Car Maint	UR	86	86	86	86	68
Journeyman Rail Car Mechanic	UR	114	114	114	120	104
Secretary (N9)	UR	1	1	1	1	1
Serviceperson I	UR	4	48	48	48	36
Serviceperson I (a)	UR	12	12	12	12	8
Serviceperson II	UR	1	1	1	1	1
Represented Subtotal		251	295	295	301	227
Total Full-Time		299	348	349	356	272
<u>Capital Contract</u>						
Program Manager Cars	---	---	1	1	1	1
Total Capital		----	1	1	1	1

OFFICE OF MAINTENANCE OF WAY**FUNCTIONS & RESPONSIBILITIES**

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

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

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

provide uninterrupted traction power, well-lighted passenger stations and parking lots, and electrical system integrity.

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

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

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

The Structural Engineering, Maintenance and Inspection unit provides structural inspection services, including the inspection of aerial structures, tunnels, right-of-way structures and passenger station structures on a biennial basis to ensure safety, strength and serviceability. Maintenance services include structural component cleaning, structural concrete repair and inspection, expansion joint repair and replacement, drain maintenance, structural bolt maintenance and bearing pad replacement and maintenance. This unit also furnishes conceptual engineering support for special projects and planning studies as requested by various MARTA departments and offices. (For FY2010 accomplishments, see Office of Facilities.)

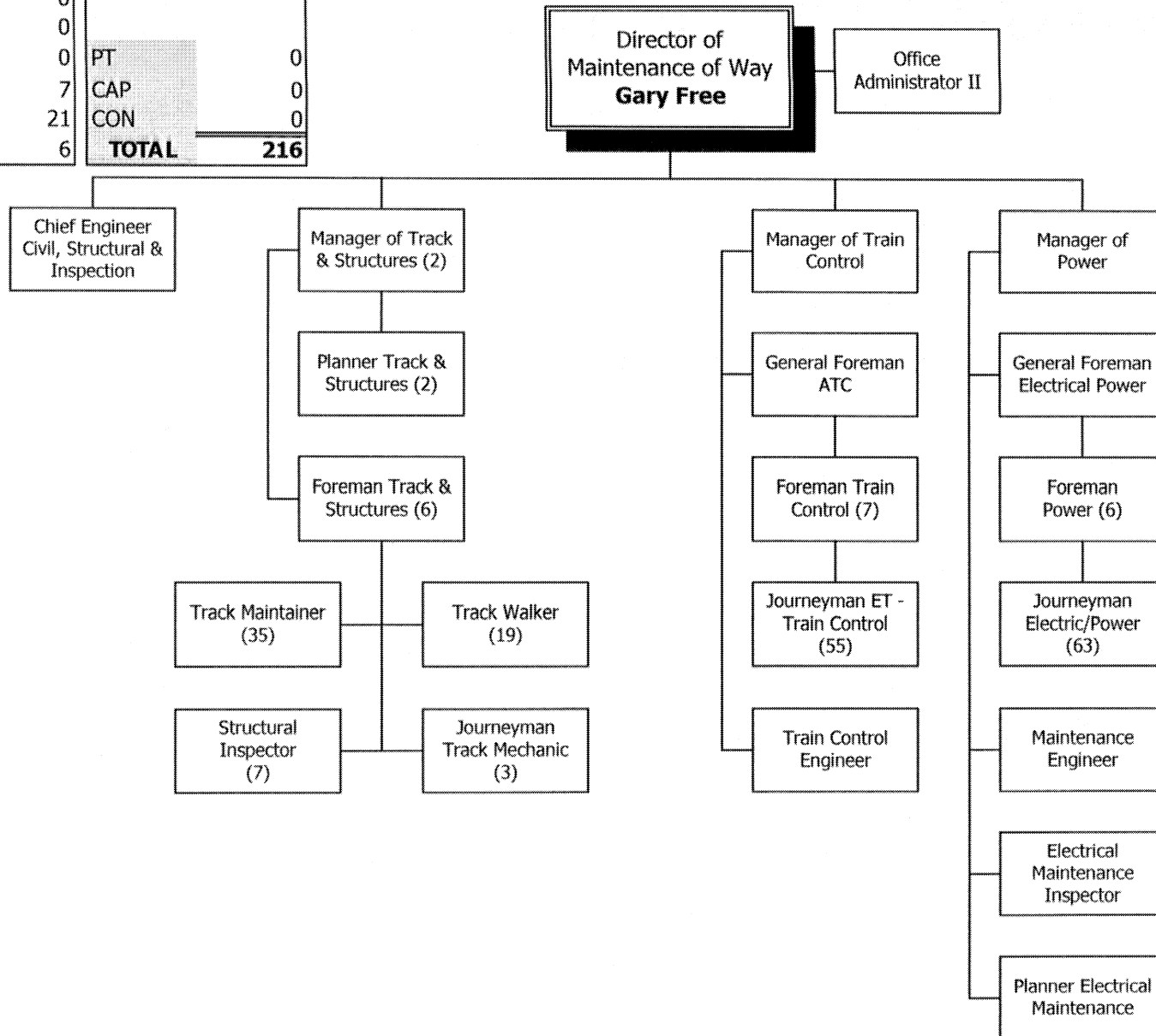
OFFICE OF MAINTENANCE OF WAY

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	9,538,418	9,796,146	10,266,183	10,100,261	10,313,749
Overtime	1,315,930	1,559,769	1,208,923	1,158,857	942,998
Benefits	6,096,771	4,813,541	4,975,917	5,163,893	5,820,611
Labor Sub-Total	\$16,951,119	\$16,169,456	\$16,451,023	\$16,423,011	\$17,077,358
Contractual Services	321,984	339,017	399,938	416,461	273,711
Materials & Supplies	1,373,363	1,426,410	1,783,038	1,370,088	1,496,483
Other Operating	7,780,594	387	0	0	0
Casualty & Liability	0	0	0	-2,325	-70
Miscellaneous	239	352	492	35	461
Other Non Operating	37,326	46,399	34,589	17,800	36,313
Non Labor Sub-Total	\$9,513,506	\$1,812,565	\$2,218,057	\$1,802,059	\$1,806,898
Office Total	\$26,464,625	\$17,982,021	\$18,669,080	\$18,225,070	\$18,884,255
\$ Change from Prior Year	(\$252,972)	(\$8,482,604)	\$687,059	(\$444,010)	\$659,185
% Change from Prior Year	-0.95%	-32.05%	3.82%	-2.38%	3.62%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	43	43	41	41	34	Administrative	2	2	2	2	1
Represented	199	250	189	202	182	Management	7	7	6	6	6
						Police	0	0	0	0	0
Full-Time Total	242	293	230	243	216	Professional	3	4	2	2	0
						Technical	9	9	9	9	6
Part - Time	0	0	0	0	0	Maintenance	187	187	179	192	175
						Operator	0	0	0	0	0
Contract	0	0	0	0	0	Represented	12	63	10	10	7
						Clerical	0	0	0	0	0
Capital	0	0	0	0	0	Supervisory	22	21	22	22	21
Clayton	0	0	0	0	0	Total	242	293	230	243	216

OFFICE OF MAINTENANCE OF WAY

ADM	1	Non-Rep	34
MGR	6	Rep	182
MNT	175	Total FT	216
OPR	0		
POL	0		
PRO	0	PT	0
REP	7	CAP	0
SUP	21	CON	0
TEC	6	TOTAL	216



Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Director of Maintenance of Way	23	1	1	---	1	1
Mgr Train Control	22	1	1	1	1	1
Chf Eng-Civ Struct & Inspect	21	1	1	1	1	1
Mgr Power	21	1	1	1	1	1
Mgr Track & Strct	21	2	2	2	2	2
Maintenance Eng	19	1	1	1	1	1
Structural Engineer V	19	1	1	1	1	---
Train Control Engineer	19	1	1	1	1	1
Gen Foreman ATC	18	1	1	1	1	1
Gen Foreman Electrical Power	18	1	1	1	1	1
Electrical Maintenance Inspect	16	1	1	1	1	1
Foreman Power	16	6	5	6	6	6
Foreman Track & Strct	16	7	7	7	7	6
Foreman Train Control	16	7	7	7	7	7
Office Administrator II	16	1	1	1	1	1
Planner Automatic Train Contr	16	2	2	2	2	---
Planner Electrical Maintenance	16	2	2	2	2	1
Planner Track & Structures	16	3	3	3	3	2
Administrative Assistant	10	1	1	1	1	---
Historical Managerial	22	1	1	1	---	---

Personnel Comparison Report

OFFICE OF MAINTENANCE OF WAY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Historical Professional	16 - 19	1	2	---	---	---
Non-Rep Subtotal		43	43	41	41	34
Represented						
Secretary (N8)	UR-8	3	4	2	2	---
Journeyman Elec Power Elect	UR	48	48	48	63	63
Journeyman ET-Train Control	UR	55	55	55	55	55
Journeyman Track Mechanic	UR	4	4	4	4	3
Structural Inspector	UR	8	8	8	8	7
Track Maintainer	UR	49	49	49	49	35
Track Walker	UR	21	21	21	21	19
Historical Represented (Non-Specified)	UR - UR-8	1	51	---	---	---
Historical Maintenance	UR	10	10	2	---	---
Represented Subtotal		199	250	189	202	182
Total Full-Time		242	293	230	243	216

FUNCTIONS AND RESPONSIBILITIES

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

The Office of Elevator/Escalator is responsible for the management of MARTA's Elevator and Escalator program to include the administration of maintenance and capital rehabilitation contracts. Has major responsibility for completion of the appropriate activities necessary for the design, preparation, advertisement, and award of elevator and escalator contracts. Ensures contractors comply with contract technical specifications and requirements, as well as with any federal, state, city and local government requirements, ordinances, codes, and all applicable safety requirements. Oversees equipment inspections and troubleshooting process of MARTA's elevator and escalator electrical and mechanical equipment problems and tracks installation of repaired or acquired equipment. Ensures other MARTA staff members such as Safety and Quality Assurance personnel, Project and Resident Engineers, Project and Construction Managers are informed of the status of the elevator/escalator facilities on a routine basis; ensures timely 24hr/7-day week emergency response to all elevator/escalator incidents or accidents.

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

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

The Headquarters Maintenance branch is responsible for the general custodial support, signage, landscape, painting and all associated mechanical, elevator, HVAC, water, sewer and fire protection systems in the Headquarters and HQ Annex buildings. This maintenance group maintains a safe and efficient environment for MARTA's business units.

FY2010 ACCOMPLISHMENTS

- Developed a new procedure to detect parasitic oscillations, cross talk, and other unintended receiver voltage signals. Completed the testing of all Audio frequency track circuits using the new procedure
- Completed track circuit shunting sensibility test for all Train Control Room zones
- Completed the UPS replacement project at Arts Center, North Avenue, Civic Center and Lindbergh Stations
- Completed all required track inspections within required guidelines
- Completed Safety Inspections and repairs on all 149 escalators and condition assessment on all 112 elevators
- Designed and built two (2) new employee restrooms at Indian Creek Station
- There has been steady improvement in the cleanliness reports furnished by the Mystery Rider Program
- Manufactured and installed train header signs (400), wayside engineering (600), fire safety inspections (256)
- During escalator shutdown, manufactured and installed (130 A frames), bus route changes (350), etc.

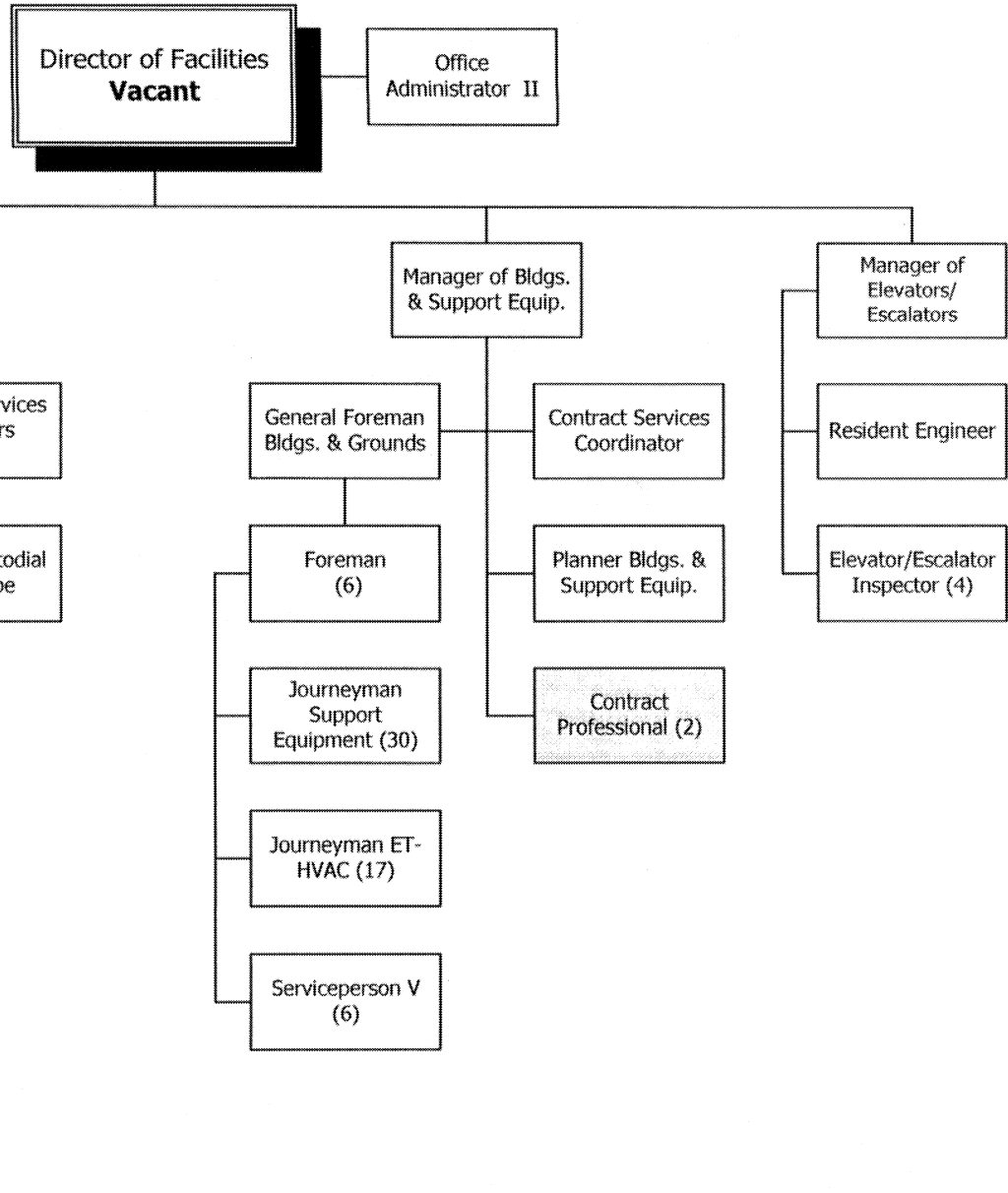
OFFICE OF FACILITIES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	8,742,602	10,054,626	10,401,017	10,542,440	10,217,161
Overtime	573,014	867,666	841,873	845,241	352,769
Benefits	5,290,386	5,163,479	5,125,388	5,335,227	5,683,664
Labor Sub-Total	\$14,606,002	\$16,085,771	\$16,368,278	\$16,722,908	\$16,253,594
Contractual Services	5,173,931	6,172,997	6,406,114	7,277,509	6,694,161
Materials & Supplies	1,145,766	1,824,092	1,785,915	1,898,119	1,564,149
Other Operating	2,304,465	2,332,498	2,752,444	2,537,583	2,211,706
Casualty & Liability	-300	-4,440	-515	-11,430	0
Miscellaneous	5	0	0	8	0
Other Non Operating	24,711	8,293	8,659	2,184	4,467
Non Labor Sub-Total	\$8,648,578	\$10,333,440	\$10,952,617	\$11,703,973	\$10,474,483
Office Total	\$23,254,580	\$26,419,211	\$27,320,895	\$28,426,881	\$26,728,076
\$ Change from Prior Year	\$3,243,902	\$3,164,631	\$901,684	\$1,105,986	(\$1,698,805)
% Change from Prior Year	16.21%	13.61%	3.41%	4.05%	-5.98%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	44	50	51	47	45	Administrative	7	7	8	6	6
Represented	244	244	246	246	219	Management	3	4	5	5	5
Full-Time Total	288	294	297	293	264	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	1	3	2	2
Contract	0	0	0	0	0	Technical	7	10	10	10	9
Capital	0	0	2	2	2	Maintenance	244	244	244	244	219
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	2	2	0
						Clerical	0	0	0	0	0
						Supervisory	27	28	27	26	25
						Total	288	294	299	295	266

OFFICE OF FACILITIES

ADM	6	Non-Rep	45
MGR	5	Rep	219
MNT	219	Total FT	264
OPR	0		
POL	0		
PRO	2	PT	0
REP	0	CAP	2
SUP	25	CON	0
TEC	9	TOTAL	266



Personnel Comparison Report

OFFICE OF FACILITIES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Director of Facilities	23	---	---	---	1	1
Manager of Elevators/Escalators	22	---	1	1	1	1
Resident Engineer	21	---	1	1	1	1
Mgr Buildings & Support Equip	20	1	1	1	1	1
Mgr Custodial Landscape Maint	20	1	1	1	1	1
Supt Building	19	1	1	1	1	1
ELEV ESCALATOR SAFE INSPEC II	18	---	2	2	2	2
Gen Foreman Bldgs & Grounds	18	4	4	4	4	4
Contract Services Coordinator	16	2	2	2	2	1
ELEV ESCALATOR SAFE INSPEC I	16	2	2	2	2	2
Foreman Buildings Supp Equip	16	6	6	5	5	5
Foreman Maint Landscape	16	1	1	1	1	1
Foreman Paint Shop Facilities	16	1	2	2	2	1
Foreman Sign Shop	16	1	1	1	1	1
Office Administrator II	16	---	---	---	---	1
Planner Bldgs & Support Equip	16	2	2	3	1	1
Planner Custodial Landscape	16	2	2	2	2	1
Building Maint Spec II	14	2	2	2	2	2
Foreman Custodial Services	14	14	14	14	13	13
Building Maintenance Spec I	12	1	1	1	1	1

Personnel Comparison Report

OFFICE OF FACILITIES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Contract Services Inspector	10	3	3	3	3	3
Non-Rep Subtotal		44	49	49	47	45
<u>Represented</u>						
Secretary (N8)	UR-8	---	---	2	2	---
Journeyman ET-HVAC	UR	20	20	20	20	17
Journeyman Support Equipment	UR	44	44	44	44	38
Rail Station Cleaner	UR	108	108	108	108	108
Serviceperson I (a)	UR	47	47	47	47	43
Serviceperson V	UR	16	16	16	16	6
Serviceperson VII Groundskeepr	UR	9	9	9	9	7
Represented Subtotal		244	244	246	246	219
Total Full-Time		288	293	295	293	264
<u>Capital Contract</u>						
Contract Professional	---	---	---	2	2	2
Total Capital		----	----	2	2	2

DEPARTMENT OF POLICE SERVICES

This Department includes the following Offices:

Department of Police Services

- Office of AGM of Police Services

DEPARTMENT OF POLICE SERVICES

FY2011 GOALS AND OBJECTIVES

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

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

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%
Part I Crime Rate	Number of Part I Crimes (4 types violent and 4 types of property crimes) per 1M passenger boarding	</= 3.11

DEPARTMENT OF POLICE SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	16,017,951	17,516,035	18,221,024	18,341,716	18,263,654
Overtime	2,285,339	3,719,833	3,926,671	3,788,542	3,745,599
Benefits	20,770,308	10,782,489	11,274,834	12,638,608	10,900,746
Labor Sub-Total	\$39,073,598	\$32,018,357	\$33,422,529	\$34,768,866	\$32,909,999
Contractual Services	197,718	188,836	199,793	129,690	169,462
Materials & Supplies	216,290	253,935	119,628	68,028	106,450
Other Operating	517	0	16,415	-3,609	0
Casualty & Liability	-18,488	-11,953	-10,851	-14,193	0
Miscellaneous	2,659	3,872	4,583	4,676	5,000
Other Non Operating	22,616	30,982	22,519	12,530	28,738
Non Labor Sub-Total	\$421,312	\$465,672	\$352,087	\$197,122	\$309,650
Department Total	\$39,494,910	\$32,484,029	\$33,774,616	\$34,965,988	\$33,219,649
\$ Change from Prior Year		(\$7,010,881)	\$1,290,587	\$1,191,372	(\$1,746,339)
% Change from Prior Year		-17.75%	3.97%	3.53%	-4.99%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	348	383	362	362	361	Administrative	44	50	50	45	45
Represented	1	1	1	1	1	Management	9	9	9	9	8
Full-Time Total	349	384	363	363	362	Police	235	260	260	249	249
Part - Time	0	0	0	0	0	Professional	0	1	1	2	3
Contract	0	1	0	0	0	Technical	0	0	0	0	0
Capital	0	0	1	1	2	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	1	1	1	1	1
						Clerical	0	0	0	0	0
						Supervisory	60	64	64	58	58
						Total	349	385	370	364	364

ADM	45	Non-Rep	361
MGR	8	Rep	1
MNT	0	Total FT	362
OPR	0		
POL	249		
PRO	3	PT	0
REP	1	CAP	2
SUP	58	CON	0
TEC	0	TOTAL	364

AGM/Chief of
Police and Emergency
Management
Wanda Dunham

FUNCTIONS & RESPONSIBILITIES

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

FY2010 ACCOMPLISHMENTS

- Reduced Part 1 Crimes by 7%.
- The MARTA Police Department was recommended for re-accreditation by CALEA and received "Flagship" Distinction.
- MARTA purchased and installed 100 Automated External Defibrillators (AED).
- MARTA Police raised over \$25,000 in donations for a number of charities.
- Completed Citizen Police Academy Class #16.

OFFICE OF AGM POLICE SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	16,017,951	17,516,035	18,221,024	18,341,716	18,263,654
Overtime	2,285,339	3,719,833	3,926,671	3,788,542	3,745,599
Benefits	20,770,308	10,782,489	11,274,834	12,638,608	10,900,746
Labor Sub-Total	\$39,073,598	\$32,018,357	\$33,422,529	\$34,768,866	\$32,909,999
Contractual Services	197,718	188,836	199,793	129,690	169,462
Materials & Supplies	216,290	253,935	119,628	68,028	106,450
Other Operating	517	0	16,415	-3,609	0
Casualty & Liability	-18,488	-11,953	-10,851	-14,193	0
Miscellaneous	2,659	3,872	4,583	4,676	5,000
Other Non Operating	22,616	30,982	22,519	12,530	28,738
Non Labor Sub-Total	\$421,312	\$465,672	\$352,087	\$197,122	\$309,650
Office Total	\$39,494,910	\$32,484,029	\$33,774,616	\$34,965,988	\$33,219,649
\$ Change from Prior Year	\$14,612,837	(\$7,010,881)	\$1,290,587	\$1,191,372	(\$1,746,339)
% Change from Prior Year	58.73%	-17.75%	3.97%	3.53%	-4.99%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	348	383	369	362	361	Administrative	44	50	46	45	45
Represented	1	1	1	1	1	Management	9	9	9	9	8
Full-Time Total	349	384	370	363	362	Police	235	260	251	249	249
Part - Time	0	0	0	0	0	Professional	0	1	2	2	3
Contract	0	1	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	1	2	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	1	1	1	1	1
						Clerical	0	0	0	0	0
						Supervisory	60	64	61	58	58
						Total	349	385	370	364	364

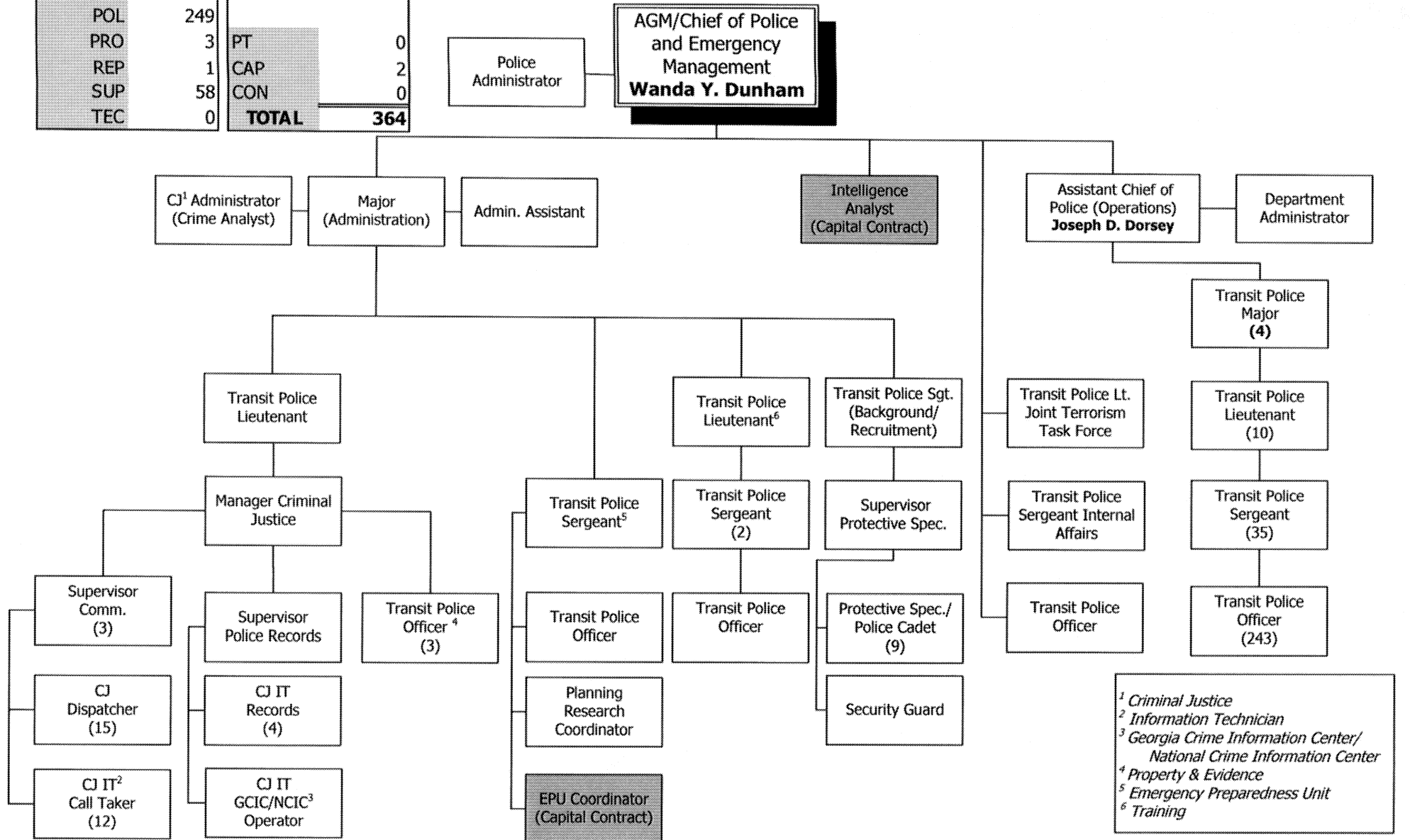
FY2011 OPERATING & CAPITAL BUDGETS



We Serve with Pride.

OFFICE OF AGM POLICE SERVICES

ADM	45	Non-Rep	361
MGR	8	Rep	1
MNT	0	Total FT	362
OPR	0		
POL	249		
PRO	3	PT	0
REP	1	CAP	2
SUP	58	CON	0
TEC	0	TOTAL	364



- ¹ Criminal Justice
- ² Information Technician
- ³ Georgia Crime Information Center/
National Crime Information Center
- ⁴ Property & Evidence
- ⁵ Emergency Preparedness Unit
- ⁶ Training

Capital Contract Positions (shaded)

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM Police Services	C	1	1	1	1	1
Transit Police Officer	8P	81	82	73	72	72
Deputy Chief of Operations	23	2	2	2	2	1
Transit Police Major	20	5	5	5	5	5
Mgr Criminal Justice Comm/recd	19	1	1	1	1	1
Department Administrator	17	---	1	1	1	1
Police Administrator	17	1	1	1	1	1
Planning Research Development Coordinator	16	---	---	1	1	1
Supv Communications	15	3	3	3	3	3
Supv Police Records	15	1	1	1	1	1
Transit Police Officer Special	13P	46	50	50	50	50
Transit Police Officer Sr	12P	108	127	127	127	127
CJIT GCIC NCIC Operator	12	1	1	1	1	1
CJIT-Police Dispatcher	12	12	16	15	15	15
Criminal Justice Administra	12	1	1	1	1	1
Supv Protective Specialists	12	1	1	1	1	1
Transit Police Lieutenant	11P	16	16	14	13	13
Transit Police Sergeant	10P	39	43	42	40	40
Administrative Assistant	10	1	1	1	1	1
CJIT-Call Taker	10	15	15	12	12	12

Personnel Comparison Report

OFFICE OF AGM POLICE SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Criminal Justice Info Tech Rec	10	4	4	4	4	4
Protective Spec Police Cadet	09	9	9	8	9	9
Non-Rep Subtotal		348	381	365	362	361
<u>Represented</u>						
Security Guard	UR	1	1	1	1	1
Represented Subtotal		1	1	1	1	1
Total Full-Time		349	382	366	363	362
<u>Capital Contract</u>						
Contract Professional	NR125	---	---	---	1	1
Intelligence Analyst	19	---	---	---	---	1
Total Capital		---	---	---	1	2

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

This Department includes the following Offices:

Department of Safety & Quality Assurance

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

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

FY2011 GOALS AND OBJECTIVES

- Develop and implement an Authority-wide Hazard Management Program
- Facilitate all External Audits conducted by the FTA and APTA
- Facilitate five (5) Internal Safety audits
- Develop and formalize an Authority-wide Hazardous Materials Management Program
- Facilitate the implementation of the Safety Hazard Notification and Escalation Process (Safety 1st Report)
- Facilitate the management of the Compressed Natural Gas (CNG) systems
- Develop and implement a Construction Safety and a Fire/Life Safety Management Program Plan
- Facilitate an Authority-wide Confined Space Assessment
- Facilitate training for O&M of underground storage tanks (USTs)
- Complete Ground Water Remediation Program (Hamilton and Brady)
- Reduction/elimination of bus fires through the implementation of the Bus Operations Fire Prevention Committee
- Continue to maintain MARTA's eligibility to receive federal and state assistance by remaining in compliance with regulations of all grants
- Partner with Operations to identify strategies to reduce accident/incident rates through hazard management, training and safety awareness programs
- Develop a program for analyzing and categorizing accidents/incidents and grading as preventable/non-preventable

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Employee Accidents	Accidents per 100 employees	</= 14.5;

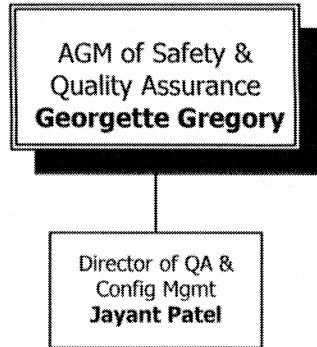
DEPARTMENT OF SAFETY & QUALITY ASSURANCE

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,026,058	2,563,154	2,290,843	2,219,529	2,948,300
Overtime	964	8,495	7,019	9,652	0
Benefits	2,149,739	1,046,930	1,024,874	990,066	1,616,637
Labor Sub-Total	\$4,176,761	\$3,618,579	\$3,322,736	\$3,219,247	\$4,564,937
Contractual Services	190,975	63,099	28,106	17,219	48,295
Materials & Supplies	10,034	7,703	2,782	5,664	1,581
Other Operating	0	0	0	0	0
Casualty & Liability	0	-1,762	0	0	0
Miscellaneous	0	3	0	0	0
Other Non Operating	54,506	32,370	23,029	16,394	19,174
Non Labor Sub-Total	\$255,515	\$101,413	\$53,917	\$39,277	\$69,050
Department Total	\$4,432,276	\$3,719,992	\$3,376,653	\$3,258,524	\$4,633,987
\$ Change from Prior Year		(\$712,284)	(\$343,339)	(\$118,129)	\$1,375,463
% Change from Prior Year		-16.07%	-9.23%	-3.50%	42.21%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	38	41	41	41	39	Administrative	4	4	4	3	3
Represented	0	0	0	0	0	Management	3	8	8	10	9
Full-Time Total	38	41	41	41	39	Police	0	0	0	0	0
Part - Time	0	1	1	1	1	Professional	9	14	14	10	9
Contract	0	0	0	0	0	Technical	20	22	22	22	22
Capital	0	7	4	4	4	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	2	1	1	1	1
						Total	38	49	43	46	44

DEPARTMENT OF SAFETY & QUALITY ASSURANCE

ADM	3	Non-Rep	39
MGR	9	Rep	0
MNT	0	Total FT	39
OPR	0		
POL	0		
PRO	9	PT	1
REP	0	CAP	4
SUP	1	CON	0
TEC	22	TOTAL	44



FUNCTIONS & RESPONSIBILITIES

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

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

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

FY2010 ACCOMPLISHMENTS

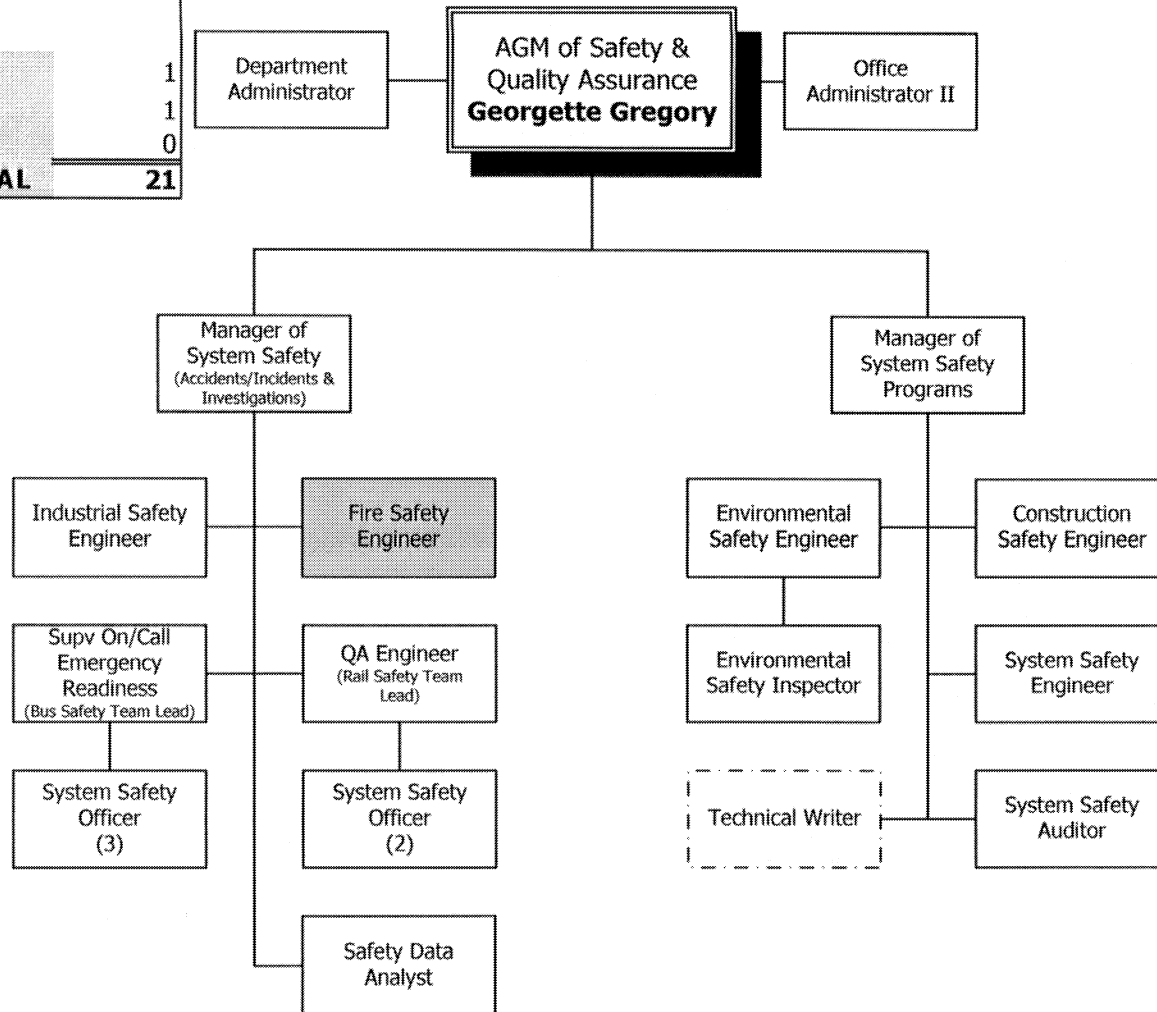
- MARTA was recognized by USDOT Secretary Ray LaHood for our partnership with Georgia Operation Lifesaver on a campaign regarding the hazards of distracting behaviors, including cell phone use around public transit. The campaign, developed using FTA Grant funding, featured bus stop and rail station ads and videos played on MARTA trains and distributed via the internet.
- National Transportation Safety Board Chair Debbie Hersman visited MARTA to obtain input regarding transit safety including how MARTA has developed and implemented an effective safety culture and our recommendations regarding proposed changes in the federal oversight of rail transit.
- Received 3488 reported incidents: 99 (major) and 3389 (minor); investigated 17 Rail, 9 Bus/Mobility, 8 Industrial, and 40 Fire/Life Safety incidents
- Participated in the revision of the Bus Transportation Standard Operating Procedures
- Partnered with IT in the development of the Safety Database and the Safety On-call Report
- Developed Authority-Wide Distraction Avoidance Policy
- Tracked KPIs for Employee Accidents (EAs), Employee Lost Time Accidents (ELTAs), and began tracking Workers' Compensation (WC) Claim Repeaters
- Facilitated six (6) Internal Safety audits
- Facilitated External Safety Audit (FTA audit of GDOT and MARTA).
- Implemented deployment of System Safety Officers to support Bus and Rail Operations
- Reviewed and revised internal Safety Policies, and the System Safety Program Plan (SSPP)
- Performed Safety and Quality Assurance functions on the CQ310/311 Railcar Rehabilitation Project
- Provided Safety support for the Train Control and SCADA Upgrade Contract (RFP P15120) through representation on the Source Evaluation Committee (SEC) and Technical Evaluation Team (TET).
- Provided Safety support on fifty one (51) Authority-wide contracts.
- Developed and facilitated Bus Operations Fire Prevention Committee
- Conducted Safety Marshal, Pollution Prevention, Hazardous Waste Awareness, and Respirator Fit Trainings
- Conducted Emergency Evacuation Training at all MARTA facilities and facilitated semiannual Evacuation Drills at each of the twelve (12) major MARTA Facilities
- Developed and facilitated Groundwater Remediation Programs – Laredo (DPE System installation completed); Brady (DPE System design completed and contract awarded)

OFFICE OF SAFETY

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	812,066	1,258,227	1,059,148	1,250,338	1,503,137
Overtime	964	7,733	7,019	9,652	0
Benefits	818,111	440,085	418,210	505,601	819,733
Labor Sub-Total	\$1,631,141	\$1,706,045	\$1,484,377	\$1,765,591	\$2,322,870
Contractual Services	190,975	62,632	28,106	15,254	38,295
Materials & Supplies	5,363	5,983	1,769	5,410	1,018
Other Operating	0	0	0	0	0
Casualty & Liability	0	-1,762	0	0	0
Miscellaneous	0	3	0	0	0
Other Non Operating	34,564	25,199	16,228	12,000	13,968
Non Labor Sub-Total	\$230,902	\$92,055	\$46,103	\$32,664	\$53,281
Office Total	\$1,862,043	\$1,798,100	\$1,530,480	\$1,798,255	\$2,376,151
\$ Change from Prior Year	\$273,137	(\$63,943)	(\$267,620)	\$267,775	\$577,896
% Change from Prior Year	17.19%	-3.43%	-14.88%	17.50%	32.14%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	23	18	14	20	19	Administrative	3	2	2	2	2
Represented	0	0	0	0	0	Management	3	4	4	4	3
Full-Time Total	23	18	14	20	19	Police	0	0	0	0	0
Part - Time	0	1	1	1	1	Professional	6	6	5	2	2
Contract	0	0	0	0	0	Technical	9	11	8	13	13
Capital	0	5	5	1	1	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	2	1	1	1	1
						Total	23	24	20	22	21

ADM	2	Non-Rep	19
MGR	3	Rep	0
MNT	0	Total FT	19
OPR	0		
POL	0		
PRO	2	PT	1
REP	0	CAP	1
SUP	1	CON	0
TEC	13	TOTAL	21



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

Personnel Comparison Report

OFFICE OF SAFETY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM INFRASTRUCTURE	C	---	1	1	1	---
AGM of Safety and Quality Assurance	C	---	---	---	---	1
Executive Director of Safety	24	1	1	1	1	---
Mgr Sys Safety Acct/Inc Invest	21	---	1	1	1	1
Mgr System Safety Programs	21	---	1	1	1	1
System Safety Engineer	20	---	---	---	1	1
Construction Safety Engineer	19	1	1	1	1	1
Environmental Safety Engineer	19	1	1	1	1	1
Industrial Safety Engineer	19	1	1	1	1	1
QA Engineer	19	1	1	1	1	1
Safety Data Analyst	19	---	---	---	1	1
Supv On-Call Emerg Readiness	19	1	1	1	1	1
System Safety Auditor	19	---	---	---	1	1
System Safety Officer	18	5	5	3	5	5
Department Administrator	17	---	1	1	1	1
Environmental Safety Inspector	17	---	1	---	1	1
Office Administrator II	16	1	1	1	1	1
Historical Managerial	21	2	---	---	---	---
Historical Supervisory	19	1	---	---	---	---
Historical Professional	18	6	1	---	---	---

Personnel Comparison Report

OFFICE OF SAFETY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Historical Administrative	12	2	---	---	---	---
Non-Rep Subtotal		23	18	14	20	19
Total Full-Time		23	18	14	20	19
<u>Part-Time</u>						
Technical Writer	10	---	1	1	1	1
Total Part-Time		----	1	1	1	1
<u>Capital Contract</u>						
Fire Safety Engineer	---	---	1	1	1	1
Total Capital		----	1	1	1	1

OFFICE OF QA & CONFIGURATION MGMT**FUNCTIONS AND RESPONSIBILITIES**

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

The Quality Assurance and Test Branch will directly support the operations and project goals by developing, implementing, maintaining and monitoring Quality Assurance and Testing Program Plans. The Quality Assurance Program Plan ensures that assemblies, structures, systems of vehicles, equipment and facilities are designed, engineered, manufactured, installed and maintained in accordance with specified contractual, industrial and government requirements. Quality Assurance reviews/audits Operations and Infrastructure Maintenance groups' Standard Operating Procedures, processes and practices. One-third (5 of 14) of the QA staff will support quality assurance for Operations and their preventive maintenance programs.

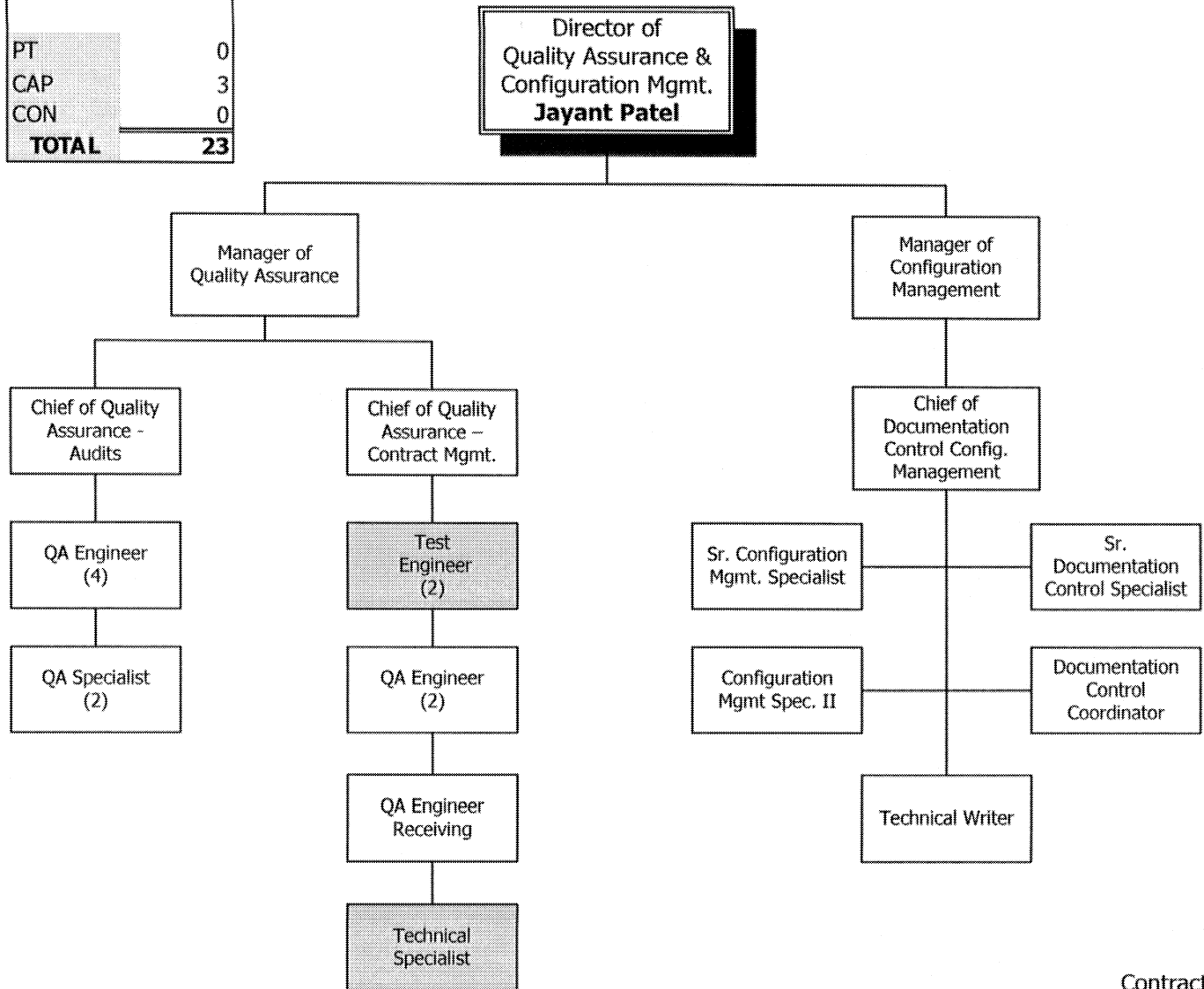
OFFICE OF QA & CONFIGURATION MGMT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,213,992	1,304,927	1,231,695	969,191	1,445,162
Overtime	0	762	0	0	0
Benefits	1,331,628	606,845	606,664	484,465	796,904
Labor Sub-Total	\$2,545,620	\$1,912,534	\$1,838,359	\$1,453,656	\$2,242,066
Contractual Services	0	467	0	1,965	10,000
Materials & Supplies	4,671	1,720	1,013	254	563
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	19,942	7,171	6,801	4,394	5,206
Non Labor Sub-Total	\$24,613	\$9,358	\$7,814	\$6,613	\$15,769
Office Total	\$2,570,233	\$1,921,892	\$1,846,173	\$1,460,269	\$2,257,835
\$ Change from Prior Year	\$1,315,386	(\$648,341)	(\$75,719)	(\$385,904)	\$797,566
% Change from Prior Year	104.82%	-25.22%	-3.94%	-20.90%	54.62%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	15	23	21	21	20	Administrative	1	2	1	1	1
Represented	0	0	0	0	0	Management	0	4	4	6	6
Full-Time Total	15	23	21	21	20	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	3	8	8	8	7
Contract	0	0	0	0	0	Technical	11	11	10	9	9
Capital	0	2	2	3	3	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	15	25	23	24	23

OFFICE OF QA & CONFIGURATION MGMT

ADM	1	Non-Rep	20
MGR	6	Rep	0
MNT	0	Total FT	20
OPR	0		
POL	0		
PRO	7	PT	0
REP	0	CAP	3
SUP	0	CON	0
TEC	9	TOTAL	23



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Director of QA & Configuration Mgmt	23	---	1	1	1	1
Manager of Quality Assurance	22	---	---	---	1	1
Manager of Config Mgt Sp Plng Land Ar	21	---	---	---	1	1
Chief of Quality Assurance - Audits	20	---	---	---	1	1
Chief of Quality Assurance - Contract Management	20	---	---	---	1	1
QA Engineer	19	9	9	7	6	6
QA Engineer Receiving	19	---	---	1	1	1
QA Personnel	19	---	---	---	1	---
Chf Doc Control Config Mgmt	18	---	1	1	1	1
Technical Writer	18	---	1	1	1	1
QA Specialist	16	2	2	2	2	2
Sr Config Mgmt Specialist	16	1	1	1	1	1
Sr Documentation Control Spec	15	1	1	1	1	1
Configuration Management Specialist II	14	1	1	1	1	1
Document Management Specialist	12	---	1	1	1	1
Historical Professional	12 - 14	1	2	2	---	---
Non-Rep Subtotal		15	20	19	21	20
Total Full-Time		15	20	19	21	20

Personnel Comparison Report

OFFICE OF QA & CONFIGURATION MGMT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Capital Contract						
Technical Specialist	----	----	----	----	1	1
Test Engineer	----	----	2	2	2	2
Total Capital		----	2	2	3	3

DIVISION OF BUSINESS SUPPORT SERVICES

This Division includes the following Departments:

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

DIVISION OF BUSINESS SUPPORT SERVICES

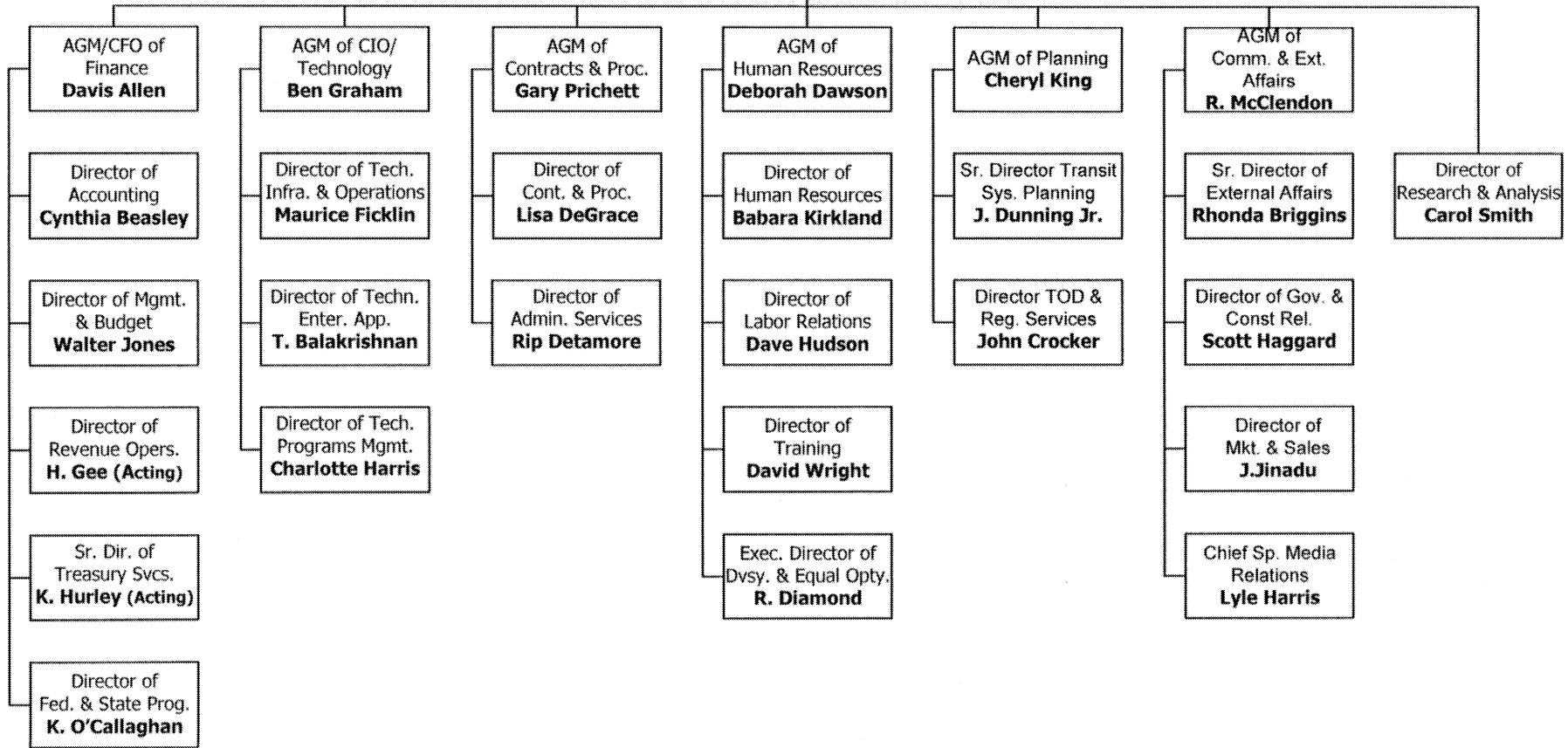
Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	29,738,806	34,496,554	35,710,618	35,971,042	40,408,390
Overtime	1,027,824	977,586	873,636	751,400	682,662
Benefits	25,387,120	15,378,525	16,017,337	16,887,991	21,851,056
Labor Sub-Total	\$56,153,750	\$50,852,665	\$52,601,591	\$53,610,433	\$62,942,108
Contractual Services	5,841,599	5,862,555	4,562,395	7,070,909	9,899,697
Materials & Supplies	1,239,978	1,597,405	1,174,997	962,783	1,126,607
Other Operating	1,824,515	1,938,191	1,632,108	1,604,885	878,574
Casualty & Liability	0	-585	0	0	0
Miscellaneous	501,382	520,807	460,765	413,838	769,974
Other Non Operating	1,146,617	1,471,748	1,043,504	725,493	4,256,454
Division Total	\$66,707,841	\$62,242,786	\$61,475,360	\$64,388,341	\$79,873,414
\$ Change from Prior Year	\$8,007,907	(\$4,465,055)	(\$767,426)	\$2,912,981	\$15,485,073
% Change from Prior Year	13.64%	-6.69%	-1.23%	104.74%	124.05%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	471	521	564	564	501	Administrative	278	251	251	256	205
Represented	146	144	143	143	127	Management	72	84	84	87	79
Full-Time Total	617	665	707	707	628	Police	0	0	0	0	0
Part - Time	101	95	96	96	79	Professional	222	252	252	244	205
Contract	15	35	34	34	15	Technical	64	74	74	115	98
Capital	128	87	86	86	49	Maintenance	20	20	20	25	24
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	141	135	135	130	105
						Clerical	0	0	0	0	0
						Supervisory	64	66	66	66	55
						Total	861	882	885	923	771

DIVISION OF BUSINESS SUPPORT SERVICES

ADM	205	Non-Rep	501
MGR	79	Rep	127
MNT	24	Total FT	628
OPR	0		
POL	0		
PRO	205	PT	79
REP	105	CAP	49
SUP	55	CON	15
TEC	98	TOTAL	771

**Chief of Business Support Services
Ted Basta**



DEPARTMENT OF BUSINESS SUPPORT SERVICES

This Department includes the following Offices:

Department of Business Support Services

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

DEPARTMENT OF BUSINESS SUPPORT SERVICES

FY2011 GOALS AND OBJECTIVES

The Department of Business Support Services provides core business services to the Authority and consists of the Office of the Chief of Business Support Services and the Office of Research and Analysis. The department goals and objectives for fiscal year 2011 include the following: design, develop and deliver state of the art reports in partnership with internal customers to address MARTA’s service quality, through an improved internal and external data collection method for the Quality of Service Study; finalize a

methodology on which to base calculations of Bus ridership statistics, and on obtaining Federal Transit Administration permission to use these statistics for National Transit Database reporting; implement Handheld Technology that will integrate manual and automated systems with relational databases and advanced reporting tools for bus and rail ridership data, and will create a seamless technological transition from questionnaire design to report delivery.

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%

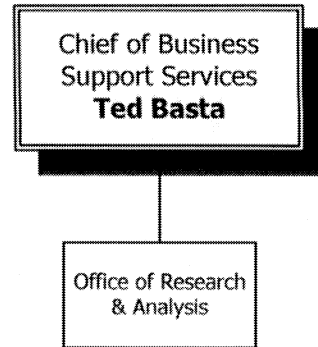
DEPARTMENT OF BUSINESS SUPPORT SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,055,024	1,324,021	1,941,844	1,834,796	2,241,467
Overtime	96,732	113,537	96,778	56,303	73,310
Benefits	840,647	586,131	726,129	747,121	1,244,902
Labor Sub-Total	\$1,992,403	\$2,023,689	\$2,764,751	\$2,638,220	\$3,559,679
Contractual Services	0	0	358	34,906	0
Materials & Supplies	4,043	3,800	4,042	1,567	2,140
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	32,552	29,416	33,120	21,768	17,734
Non Labor Sub-Total	\$36,595	\$33,216	\$37,520	\$58,241	\$19,874
Department Total	\$2,028,998	\$2,056,905	\$2,802,271	\$2,696,461	\$3,579,553
\$ Change from Prior Year		\$27,907	\$745,366	(\$105,810)	\$883,092
% Change from Prior Year		1.38%	36.24%	-3.78%	32.75%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	20	23	27	27	22	Administrative	72	29	29	30	19
Represented	8	8	8	8	8	Management	4	7	7	7	6
Full-Time Total	28	31	35	35	30	Police	0	0	0	0	0
Part - Time	0	0	3	3	0	Professional	10	10	10	14	12
Contract	0	0	0	0	0	Technical	1	0	0	0	1
Capital	88	44	45	45	31	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	8	8	8	11	8
						Clerical	0	0	0	0	0
						Supervisory	21	21	21	21	15
						Total	116	75	77	83	61

DEPARTMENT OF BUSINESS SUPPORT SERVICES

ADM	19	Non-Rep	22
MGR	6	Rep	8
MNT	0	Total FT	30
OPR	0		
POL	0		
PRO	12	PT	0
REP	8	CAP	31
SUP	15	CON	0
TEC	1	TOTAL	61



OFFICE OF BUSINESS SUPPORT SERVICES

FUNCTIONS & RESPONSIBILITIES

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

- **Department of Finance** which provides fiscal management of the authority's financial resources. Oversight of this department includes accounting, development and execution of the annual budget, revenue operations, treasury services, and grant programs.
- **Department of Information Technology** is responsible for providing efficient, reliable, cost-effective, and responsive technology services, and dedicated support to all technology users throughout MARTA.
- **Department of Contracts & Procurement** serves as the central procurement arm of the Authority and manages the Authority's inventory of parts and consumables, provides contract administration, and related contract records management functions.
- **Department of Human Resources** which serves the authority by seeking to attract, develop, motivate, and retain a diverse team of highly skilled employees who are accountable for recognizing and responding to our customers needs while promoting organizational and individual achievement.
- **Department of Planning** oversees programs that develop service planning and scheduling, environmental analysis, real estate management, and regional service coordination.
- **Department of Communications & External Affairs** serves as the public face of MARTA and coordinates all internal and external communications, community and jurisdictional relations, marketing, media relations, and customer services.
- **Office of Research & Analysis** which is comprised of the units of Transit Research, Transit Analysis, and Service Monitoring, is responsible for conducting quantitative and qualitative studies on issues that affect all aspects of the transit experience. Research & Analysis also collects and analyzes passenger and revenue data to assess system service levels and performance.

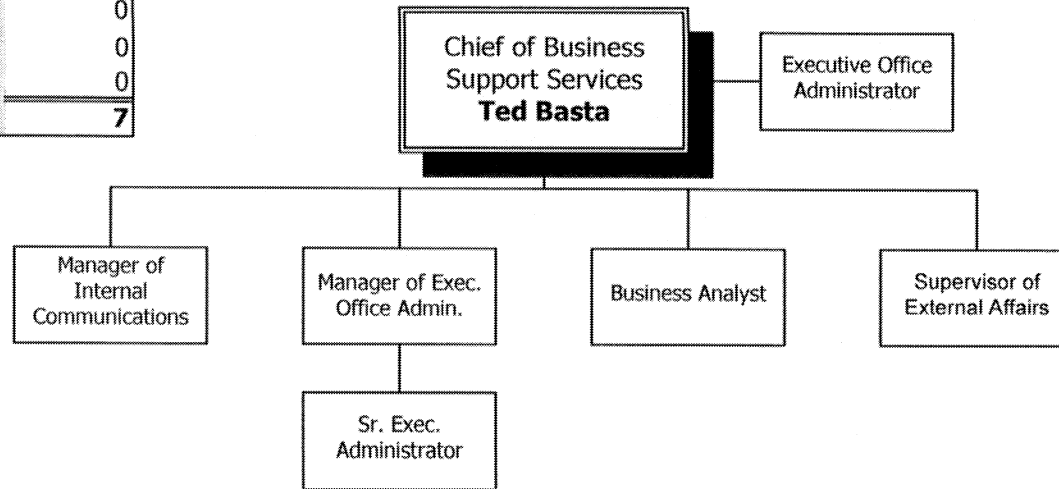
OFFICE OF BUSINESS SUPPORT SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	0	0	561,050	469,581	881,435
Overtime	0	0	9,137	1,538	0
Benefits	0	0	171,566	159,165	486,048
Labor Sub-Total	\$0	\$0	\$741,753	\$630,284	\$1,367,483
Contractual Services	0	0	358	7,042	0
Materials & Supplies	0	0	90	0	123
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	7,875	355	2,824
Non Labor Sub-Total	\$0	\$0	\$8,323	\$7,397	\$2,947
Office Total	\$0	\$0	\$750,076	\$637,681	\$1,370,430
\$ Change from Prior Year	\$0	\$0	\$750,076	(\$112,395)	\$732,749
% Change from Prior Year	0.00%	0.00%	100.00%	-14.98%	114.91%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	2	4	7	7	7	Administrative	0	1	1	2	1
Represented	0	0	0	0	0	Management	1	2	3	3	3
Full-Time Total	2	4	7	7	7	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	2	1	1
Contract	0	0	0	0	0	Technical	0	0	0	0	1
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	1	1	1	1	1
						Total	2	4	7	7	7

OFFICE OF BUSINESS SUPPORT SERVICES

ADM	1	Non-Rep	7
MGR	3	Rep	0
MNT	0	Total FT	7
OPR	0		
POL	0		
PRO	1	PT	0
REP	0	CAP	0
SUP	1	CON	0
TEC	1	TOTAL	7



Personnel Comparison Report

OFFICE OF BUSINESS SUPPORT SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Chief of Business Support Services	A	---	1	1	1	1
Chief of Staff	23	1	1	1	1	---
Manager of Executive Office Administration	21	---	---	1	1	1
Mgr Internal Communications	19	---	---	---	---	1
Senior Executive Administrator	19	---	---	2	1	1
Supv External Affairs	19	1	1	1	1	1
Executive Office Administrator	18	---	---	---	1	1
Business Analyst	17	---	---	---	---	1
Executive Administrator	17	---	---	1	1	---
Non-Rep Subtotal		2	3	7	7	7
Total Full-Time		2	3	7	7	7

FUNCTIONS & RESPONSIBILITIES

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

Since 1985, the Transit Research Unit has captured system usage, customer demographics, and feedback, while tracking industry standards data for the evaluation of service delivery. Transit Research provides actionable information to assist in decision-making and effective stewardship of resources. The Quality of Service, System-wide Factors, and Breeze Fare Collection System studios provide continuous assessment of internal performance and external environmental factors, including customer feedback and service delivery levels. The unit also conducts a number of ad hoc studies to assess the impact of dynamic agents such as car ownership, high gas prices, and sensitivity to environmental concerns. Transit Research assists other MARTA departments in discerning best practices in the transit industry by conducting peer studies on various timely subjects.

The primary function of the Transit Analysis Unit is to collect data and perform calculations on a monthly basis in support of mandated reporting to the Federal Transit Administration's National Transit Database. This includes the production of statistics on the quantity of service that MARTA provides to its customers based on miles and hours. The quantity of service MARTA's customers consume, measured by passenger trips and revenue, is also produced by Transit Analysis. These statistics help determine MARTA's federal funding, and support various performance measures required by the strategic plan. Transit Analysis is tasked with analyzing historical data in order to forecast future MARTA passenger revenue and ridership for budget purposes. These analyses may include the evaluation of proposed changes in the fare structure and service levels. Transit Analysis also tracks trends in the data produced by the Bus Radio / Automatic Vehicle Location / Automatic Passenger Counter system and by the Breeze Automatic Fare Collection system, for the purpose of system health monitoring and sustainability. The unit also

performs standard and ad hoc analyses of these systems' data for the purpose of responding to internal and external data requests.

The Service Monitoring Unit collects, analyzes and reports systemwide MARTA bus/rail ridership data, system parking, reciprocal and special events data. Clayton County bus ridership, National Transit Database (NTD) and service level data were collected, analyzed and reported thru March 31, 2010. Service Monitoring utilizes output from Intelligent Transportation System technology. In addition to using automated systems such as UTA-APC, Trapeze ITS (AVL-APC), and Breeze (AFC) systems to evaluate and track route performance, service level ridership and On-Time Performance; Service Monitoring is in the process of implementing Handheld Technology to replace manual data collection. Service Monitoring evaluates ridership and fare payment methods along with data parameters associated with the Breeze system. Service Monitoring analyzes, validates and reports MARTA NTD-Bus Mode reports, Title VI Assessments, On-Time Performance, Special Events activity, Reciprocal ridership, Rail line-load and load factor analysis, systemwide Parking (by tag registration) and conducts validation of AVL, APC and Breeze data. Special projects conducted by this branch include faregate validation; validation of AVL generated reports, special events activity, rail load factor analysis to support Rail Fleet Management Study. Service Monitoring is tasked with transitioning to new AVL-APC system and establishing ridership methodologies, integration with handheld relational database, and evaluation of new Firmware & Transit Master 20.0.16 Upgrade.

FY2010 ACCOMPLISHMENTS

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

OFFICE OF RESEARCH & ANALYSIS

- Automatic Vehicle Location / Automatic Passenger Counter System: Partnered with statistician to develop a ridership methodology for calculating Bus ridership statistics based on AVL/APC data (replacing current Passenger-Revenue Model procedures), to be submitted to FTA for approval for use in FY 2011 National Transit Database reporting. Partnered with consultants and MARTA stakeholders to institute an AVL/APC System Health Monitoring & Route Management Team that will routinely examine system Key Performance Indicators (KPI) with the purpose of maximizing system sustainability.
- Breeze Automatic Fare Collection System: Continued tracking of daily Rail station and system entries in support of system health and sustainability. Produced summaries of hourly station entries by day type in support of decision-making process on Rail service reductions. Produced quarterly Station Entry Trends reports comparing average weekday entries by station with previous year data (first annual report to be produced Summer 2010).
- FY2011 Budget Development: Computed and distributed FY 2010 Detailed Projections of Passengers & Revenue and Service Levels. Ran Fare Elasticity Model for 70 proposed fare structure scenarios, in support of FY 2011+ Budget process. Set up and ran two Patronage Forecasting multiple regression databases, and ran Patronage Forecasting Model for 118 combinations of average fares, service levels, and other input variables, in support of FY 2011+ Budget process.
- Variable Based Fare Study: Worked closely with General Manager's consultant to successfully complete analysis and presentation of this study, laying out effects of alternative fare structures on MARTA ridership and revenue (including Title VI effects), for future decision-making.
- Research Mobile Technology Project: Procured and implemented hardware (ThinkPads) and software (SPSS Author) enabling Research unit to replace pencil-and-paper survey data acquisition. By close of fiscal year, Quality of Service survey was in the field using this technology, with more projects soon to follow.
- Internal Consulting: Contributed to development of: 1) Bus AVL Real-Time Data Exploratory Project; 2) Return-on-Investment analysis for Police Services' Mobile Surveillance System installation of cameras on Buses; 3) Employee Availability Total Quality Management process, utilizing available MARTA Technology infrastructure to address issues relating to MARTA labor costs and employee productivity.
- Handheld Device Software: Procurement of Handheld software technology is completed. Handheld software is being enhanced with field tested input. Relational database with other automated systems such as Trapeze ITS and Breeze is being developed and tested for ridership reporting.
- Validation-TM Upgrade 20.0.16: Trapeze ITS system is undergoing Transit Master Upgrade and validation of data is scheduled to take place upon completion of upgrade in Fall 2010.
- Validation of Year-long NTD Data: FTA required year-long validation of Trapeze ITS-APC data was completed for FY10 at the trip and stop level in order to obtain permission for using APC data for FTA reporting in FY11.
- Clayton County System Ridership Analysis: C-Tran weekday, Saturday and Sunday full-service ridership, NTD and On-Time Performance reporting was completed thru March 31, 2010.
- Monthly Tracking – Station Entries: Average station entries tracking are complete and reported thru June for fiscal and calendar year 2009 weekday, Saturday and Sunday. Additionally, graphics by station are provided thru June 2009.
- AVA Bus Announcement Validation: Created, associated, and validated all 2230+ designated ADA bus announcements in compliance with ADA and FTA guidelines, as well as, developed standard operating procedures for maintaining and sustaining the AVA of the bus announcements.
- Quality of Service Survey: completed the fifteenth annual Quality of Service Survey. The survey provides a tracking instrument to

OFFICE OF RESEARCH & ANALYSIS

examine change in customer perception with MARTA service as well as customer demographics. Data was collected among General, Reduced-Fare, and Mobility riders between October 2009 and June 2010.

- Passenger Environment Survey (PES): The PES inspects all MARTA transit environments: rail cars, rail stations, fixed-route buses, and Mobility vans. The PES measures 142 service indicators in four categories: Cleanliness and Appearance, Customer Information, Functioning Equipment, and Operations. Transit vehicles and stations are inspected before service (from 2:00AM to 4:30AM) and in service (from 6:00AM to 9:00PM). The first test survey was
- completed in March 2010 and the second test completed in June 2010. The official data collection process has been starting since July 1, 2010.
- Prizm, NE – New Statistical techniques. Customer segmentation profiling information included in PRIZM, encompasses a variety of categories about consumer markets, including travel, eating out, shopping, auto purchases and much more! Demographic characteristics such as education, income, housing and race/ethnicity are also available. The software was tested and introduced in the beginning of the 2010.

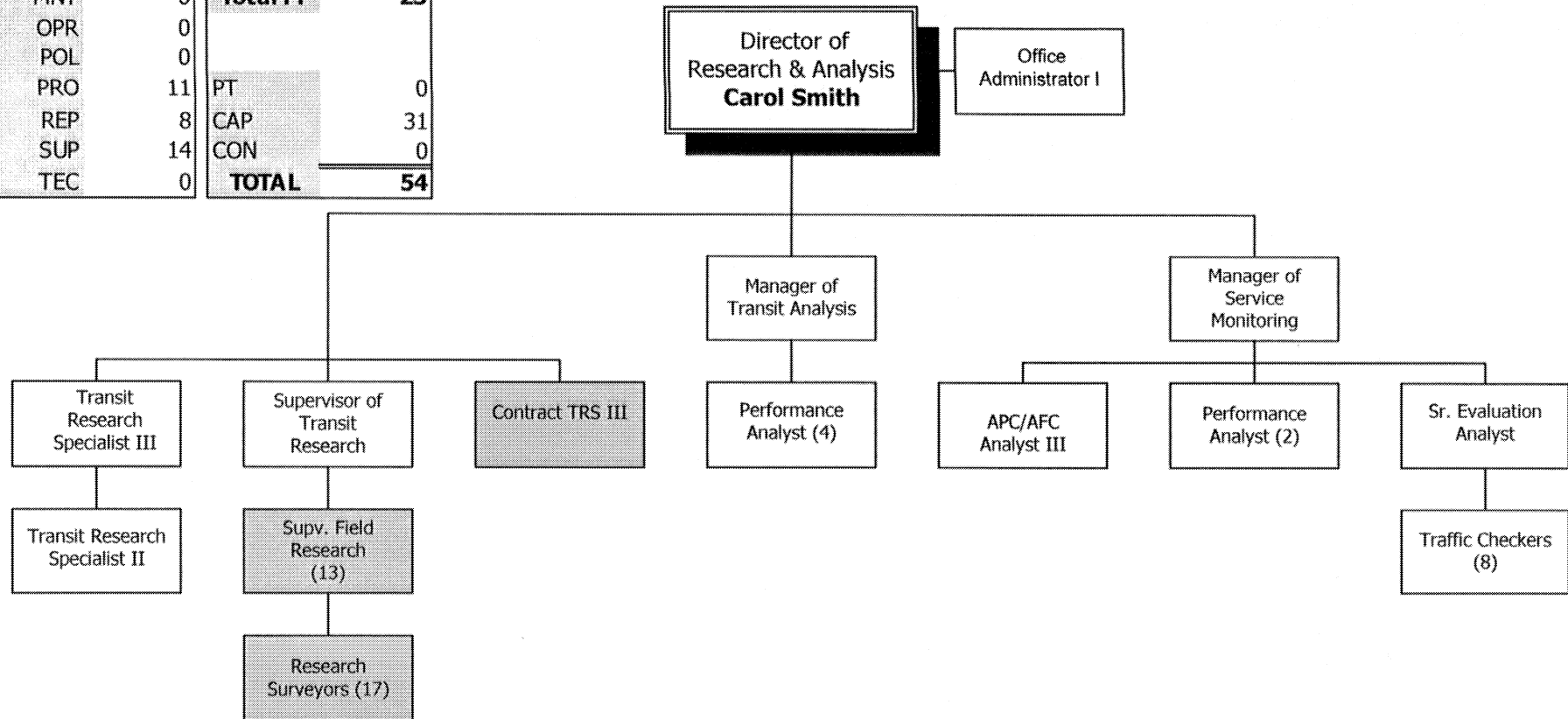
OFFICE OF RESEARCH & ANALYSIS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,055,024	1,324,021	1,380,794	1,365,215	1,360,033
Overtime	96,732	113,537	87,641	54,765	73,310
Benefits	840,647	586,131	554,563	587,956	758,854
Labor Sub-Total	\$1,992,403	\$2,023,689	\$2,022,998	\$2,007,936	\$2,192,196
Contractual Services	0	0	0	27,864	0
Materials & Supplies	4,043	3,800	3,952	1,567	2,017
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	32,552	29,416	25,245	21,413	14,910
Non Labor Sub-Total	\$36,595	\$33,216	\$29,197	\$50,844	\$16,927
Office Total	\$2,028,998	\$2,056,905	\$2,052,195	\$2,058,780	\$2,209,123
\$ Change from Prior Year	\$119,967	\$27,907	(\$4,710)	\$6,585	\$150,343
% Change from Prior Year	6.28%	1.38%	-0.23%	0.32%	7.30%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	18	18	17	19	15	Administrative	72	28	28	28	18
Represented	8	8	8	8	8	Management	3	4	4	3	3
Full-Time Total	26	26	25	27	23	Police	0	0	0	0	0
Part - Time	0	0	0	3	0	Professional	10	10	9	13	11
Contract	0	0	0	0	0	Technical	1	0	0	0	0
Capital	88	44	44	45	31	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	8	8	8	11	8
						Clerical	0	0	0	0	0
						Supervisory	20	20	20	20	14
						Total	114	70	69	75	54

OFFICE OF RESEARCH & ANALYSIS

ADM	18	Non-Rep	15
MGR	3	Rep	8
MNT	0	Total FT	23
OPR	0		
POL	0		
PRO	11	PT	0
REP	8	CAP	31
SUP	14	CON	0
TEC	0	TOTAL	54



Capital Contract Positions
(Shaded)

Personnel Comparison Report

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Transit Research Analysis	23	1	1	1	1	1
Mgr Service Monitoring	21	1	1	1	1	1
Mgr Transit Analysis	21	---	1	1	1	1
Performance Analyst	18	1	3	3	6	6
Sr Evaluation Analyst	18	1	1	1	1	1
Bus/Rail APC AFC Analyst III	17	2	2	2	1	1
Trans Research Specialist III	17	---	1	2	2	1
Supv Transit Research	16	1	1	1	1	1
Trans Research Specialist II	15	1	1	1	1	1
Office Administrator I	14	1	1	1	1	1
Service Evaluation Specialist III	13	2	1	1	1	---
AVL Specialist	12	---	---	---	1	---
Administrative Assistant	10	---	1	1	1	---
Historical Managerial	21	1	1	1	---	---
Historical Professional	12 - 19	5	2	---	---	---
Historical Technical	16	1	---	---	---	---
Non-Rep Subtotal		18	18	17	19	15

Personnel Comparison Report

OFFICE OF RESEARCH & ANALYSIS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
Sr Traffic Checker	UR	5	7	8	8	8
Historical Represented (Non-Specified)	UR	3	1	---	---	---
Represented Subtotal		8	8	8	8	8
Total Full-Time		26	26	25	27	23
<u>Part-Time</u>						
P/T Traffic Checker	9	---	---	---	3	---
Total Part-Time		---	---	---	3	---
<u>Capital Contract</u>						
Contract Professional	---	---	---	---	1	1
Research Surveyor	---	25	25	25	25	17
Supervisor Field Research	---	19	19	19	19	13
Historical Administrative	---	44	---	---	---	---
Total Capital		88	44	44	45	31

DEPARTMENT OF FINANCE

This Department includes the following Offices:

Department of Finance

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

FY2011 GOALS AND OBJECTIVES

- Improve stability by reducing turn-over
- Improve communication to workforce
- Increase workforce development
- Increase use of technology to streamline financial operations
- Improve morale of employees
- Improve work environment for employees
- Improve financial viability by reducing costs, increasing revenue sources and maintaining reserves
- Involve APTA in the benchmarking process and obtain peer agencies support for benchmarking purposes on a continual basis
- Develop and publish fiscal year Operating and Capital Budget Book
- Facilitate monthly Senior Staff/CEO Team organizational performance reviews
- Balance the budget by reducing costs through improved efficiencies
- Maintain and update Balanced Scorecard toolset
- Conducted various Performance Optimization and Efficiency studies
- Provide financial planning and support effort for expansion studies and for Regional Transit Committee activities
- Maximize the receipt of federal and state grants assistance to MARTA and continue to maintain MARTA’s eligibility to receive federal and state assistance; remain in compliance with regulations of all grants.
- Successfully execute preventive maintenance grant funds from FHWA, due to expiring regional appropriations.
- Increase leveraging of our assets to generate revenue
- Complete yearend external Financial Audit and Publish the Comprehensive Annual Financial Report (CAFR)
- Increase responsiveness to special events

FY2011 KEY PERFORMANCE INDICATORS

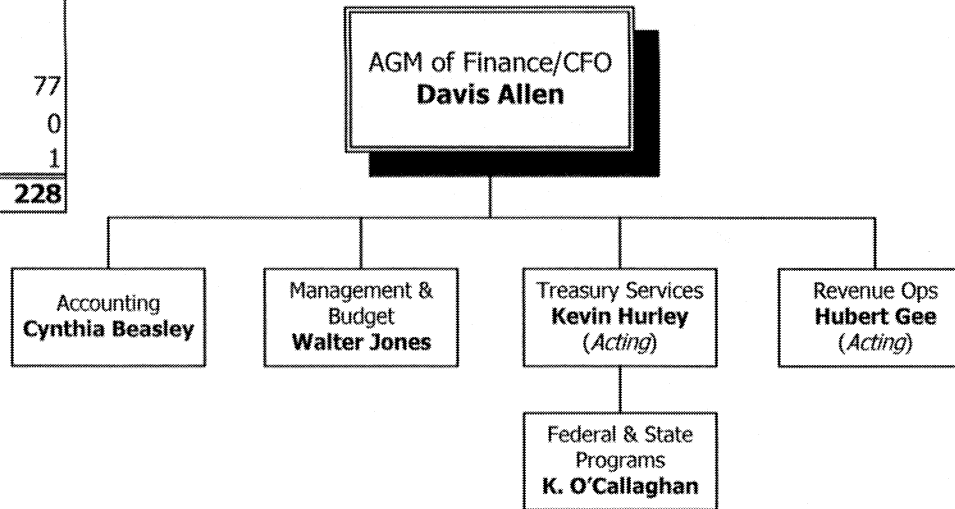
KPI	Definition	Targets
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%
Percentage of Account Payable Outstanding Over 60 Days	% accounts payable outstanding over 60 days out of all accounts payable due	</= 5%
Percentage of Accounts Receivable Outstanding over 180 Days	% accounts receivable outstanding over 180 days out of all accounts receivable due	</= 5%

DEPARTMENT OF FINANCE

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	8,663,156	9,641,099	9,430,004	9,173,435	8,992,649
Overtime	360,724	261,947	184,819	167,278	378,925
Benefits	7,753,786	4,494,107	4,574,313	4,655,783	4,775,244
Labor Sub-Total	\$16,777,666	\$14,397,153	\$14,189,136	\$13,996,496	\$14,146,818
Contractual Services	837,862	604,735	552,457	472,584	434,629
Materials & Supplies	355,782	275,562	192,527	123,260	108,119
Other Operating	13,970	0	0	0	0
Casualty & Liability	0	-585	0	0	0
Miscellaneous	0	367	407	0	67
Other Non Operating	35,884	165,656	266,594	140,486	1,419,719
Non Labor Sub-Total	\$1,243,498	\$1,045,735	\$1,011,985	\$736,330	\$1,962,534
Department Total	\$18,021,164	\$15,442,888	\$15,201,121	\$14,732,826	\$16,109,352
\$ Change from Prior Year		(\$2,578,276)	(\$241,767)	(\$468,295)	\$1,376,526
% Change from Prior Year		-14.31%	-1.57%	-3.08%	9.34%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	139	151	147	147	130	Administrative	142	160	160	158	134
Represented	34	27	22	22	20	Management	19	19	19	19	19
Full-Time Total	173	178	169	169	150	Police	0	0	0	0	0
Part - Time	97	91	87	87	77	Professional	48	53	53	50	38
Contract	0	13	13	13	1	Technical	0	0	0	0	0
Capital	3	3	5	5	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	47	36	36	29	20
						Clerical	0	0	0	0	0
						Supervisory	17	17	17	18	17
						Total	273	285	283	274	228

ADM	134	Non-Rep	130
MGR	19	Rep	20
MNT	0	Total FT	150
OPR	0		
POL	0		
PRO	38	PT	77
REP	20	CAP	0
SUP	17	CON	1
TEC	0	TOTAL	228



FUNCTIONS AND RESPONSIBILITIES

The Office of the Assistant General Manager of Finance supervises the Authority's financial activities, and is responsible for the strategic direction, financial viability and daily management of the Department of Finance. The Department of Finance encompasses the Offices of Accounting, Management & Budget, Treasury Services, Revenue Operations, and Grant Programs.

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

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

The primary responsibilities of the Office of Treasury & Capital Programs are to provide support to the Authority in the areas of business and financial analysis; ensure maximum investment yield; and capital budget development. The Financial Planning & Analysis branch provides programming, management, and management of the Authority's Capital Improvement Planning program. The Cash Management branch provides services to ensure maximum investment yield on the Authority's idle cash. This includes the receipt, investment, and disbursement of funds; preparation of short and long-range cash-flow plans; and development and maintenance of business relationships with banking and investment institutions that support Authority programs

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

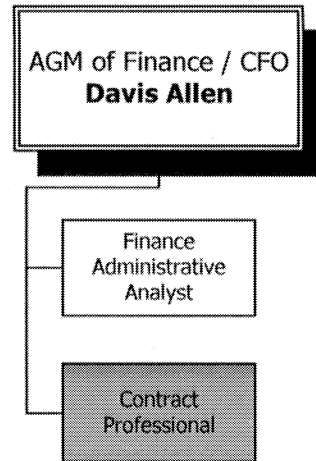
The Office of Grant Programs coordinates the Authority's Federal and State funding programs, seeking to create, maintains and build relationships with federal and state funding agencies to have a positive impact on the financing, development and operations of MARTA.

OFFICE OF AGM FINANCE CFO

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	152,917	247,077	294,606	278,912	274,646
Overtime	0	0	0	0	0
Benefits	161,905	73,755	100,930	104,978	124,350
Labor Sub-Total	\$314,822	\$320,832	\$395,536	\$383,890	\$398,996
Contractual Services	0	1,000	625	0	851
Materials & Supplies	1,450	3,605	4,439	2,577	2,194
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	1,645	127,596	178,576	145,185	1,369,854
Non Labor Sub-Total	\$3,095	\$132,201	\$183,640	\$147,762	\$1,372,899
Office Total	\$317,917	\$453,033	\$579,176	\$531,652	\$1,771,895
\$ Change from Prior Year	(\$98,779)	\$135,116	\$126,143	(\$47,524)	\$1,240,243
% Change from Prior Year	-23.71%	42.50%	27.84%	-8.21%	233.28%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	2	2	2	2	2	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	2	2	2	2	2	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	1	1	1	1
Contract	0	1	1	1	1	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	3	3	3	3

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



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF AGM FINANCE CFO

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM Finance	C	1	1	1	1	1
Finance Administrative Analyst	18	---	1	1	1	1
Historical Administrative	18	1	---	---	---	---
Non-Rep Subtotal		2	2	2	2	2
Total Full-Time		2	2	2	2	2
<u>Operating Contract</u>						
Contract Professional	---	---	1	1	1	1
Total Operating Contract		---	1	1	1	1

OFFICE OF ACCOUNTING**FUNCTIONS AND RESPONSIBILITIES**

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

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

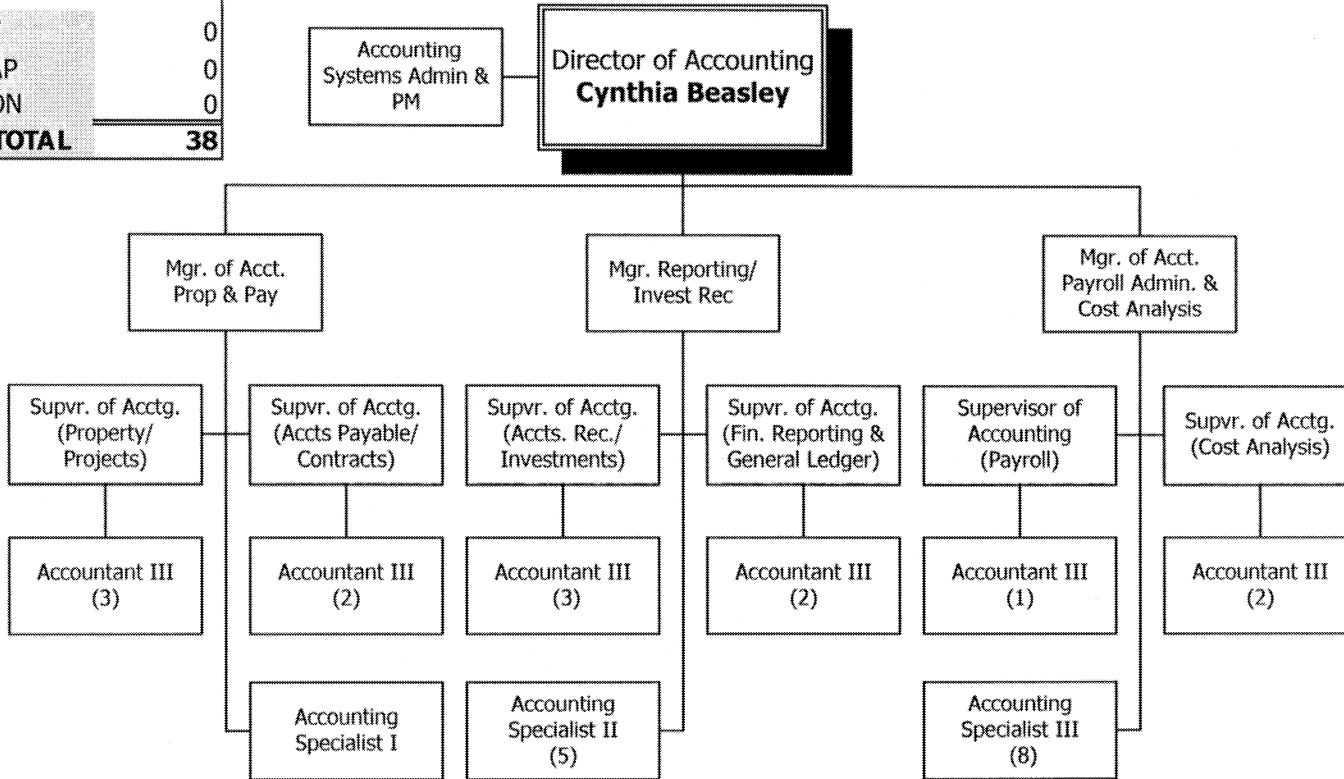
Specific responsibilities include: preparation of the monthly financial results and variance to budget for presentation to the Board of Directors and MARTA Senior Management; processing of biweekly payroll; processing of disbursements and cash receipts; and appropriate accounting allocation between operating,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

OFFICE OF ACCOUNTING

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,208,991	2,414,814	2,346,775	2,284,877	2,242,669
Overtime	13,296	18,450	9,687	18,534	142,005
Benefits	2,178,157	1,101,552	1,045,346	1,088,870	1,268,127
Labor Sub-Total	\$4,400,444	\$3,534,816	\$3,401,808	\$3,392,281	\$3,652,801
Contractual Services	8,562	9,802	10,241	1,419	2,936
Materials & Supplies	9,209	7,037	5,938	5,492	4,850
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	382	0	33
Other Non Operating	9,626	7,356	10,677	4,283	5,877
Non Labor Sub-Total	\$27,397	\$24,195	\$27,238	\$11,194	\$13,696
Office Total	\$4,427,841	\$3,559,011	\$3,429,046	\$3,403,475	\$3,666,497
\$ Change from Prior Year	\$1,652,971	(\$868,830)	(\$129,965)	(\$25,571)	\$263,022
% Change from Prior Year	59.57%	-19.62%	-3.65%	-0.75%	7.73%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	44	44	43	41	38	Administrative	16	16	16	15	14
Represented	0	0	0	0	0	Management	4	4	4	4	4
Full-Time Total	44	44	43	41	38	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	20	20	19	18	14
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	2	2	2	2	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	6	6	6	6	6
						Total	46	46	45	43	38

ADM	14	Non-Rep	38
MGR	4	Rep	0
MNT	0	Total FT	38
OPR	0		
POL	0		
PRO	14	PT	0
REP	0	CAP	0
SUP	6	CON	0
TEC	0	TOTAL	38



Personnel Comparison Report

OFFICE OF ACCOUNTING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Accounting Specialist I	9	---	1	2	2	1
Dir Accounting	23	1	1	1	1	1
Mgr Accounting	21	3	3	3	3	3
Accounting Sys Adm & Proj Mgr	20	1	1	1	1	1
Supv Accounting	19	6	6	6	6	6
Accountant III	17	17	10	13	13	13
Accountant II	15	---	7	3	2	---
Accounting Specialist III	13	---	2	8	8	8
Accounting Specialist II	11	15	13	6	5	5
Historical Administrative	12	1	---	---	---	---
Non-Rep Subtotal		44	44	43	41	38
Total Full-Time		44	44	43	41	38
<u>Capital Contract</u>						
Contract Professional/Exempt Straight	---	2	2	2	2	---
Total Capital		2	2	2	2	---

OFFICE OF MANAGEMENT & BUDGET

FUNCTIONS AND RESPONSIBILITIES

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

The Budget branch operates as "internal consultants" to the Authority. This branch develops the Authority's Operating & Capital Budgets and publishes a Recommended and an Adopted budget book each year. This requires adhering to various milestones, analyzing significant budgetary increases/decreases per expense category per office, assessing resource reallocation necessities and providing recommendations. On a monthly basis position control is reconciled at the office level; variance analyses are performed; and office meetings are conducted for analyses and verification. The branch works to identify solutions for organizational concerns, manages personnel authorization and requisition control, provides financial analysis to assure the best use of MARTA's financial resources, assesses the efficient use of our employees, monitors the functional components of the Authority, and determine how each function operates internally and cross-functionally. The services it provides are organizational assessment studies, industry comparative studies, efficiency studies, efficiency-improvement strategies, evaluation of the

implementation processes, managerial advisory services, and budgetary reallocation and facilitation of the budgetary process.

The Strategic Performance Branch, which is now the Strategic Performance Management Branch manages MARTA's tactical performance management and accountability system (Strategic Performance). This branch focuses on developing accurate and timely operational intelligence, implementation of effective performance improvement tactics and strategies, rapid deployment of resources and relentless follow-up and assessment of improvement initiatives.

This branch also assists management in developing and monitoring strategies and performance measures to align operational, tactical and strategic processes with MARTA's strategic direction. Specific contributions are clearly defined strategies consistent with the Authority's goals in a defined time frame within the organization's capacity for implementation; communication of those strategies to the organization's constituents; development of a sense of ownership of the plan throughout the organization; ensuring that the most effective use is made of the organization's resources by focusing the resources on the key priorities; providing a base from which progress can be measured and development of a mechanism for informed change, as it becomes vital; brings together everyone's best and most reasoned efforts in building a consensus about where the organization is going. This branch is championing the development of the Authority's Benchmarking policy, as well as the insight of vision benchmarking assessments throughout the Authority. This branch provides managerial advisory services to the Transit Planning Board (TPB) for performance management metrics.

FY2010 ACCOMPLISHMENTS

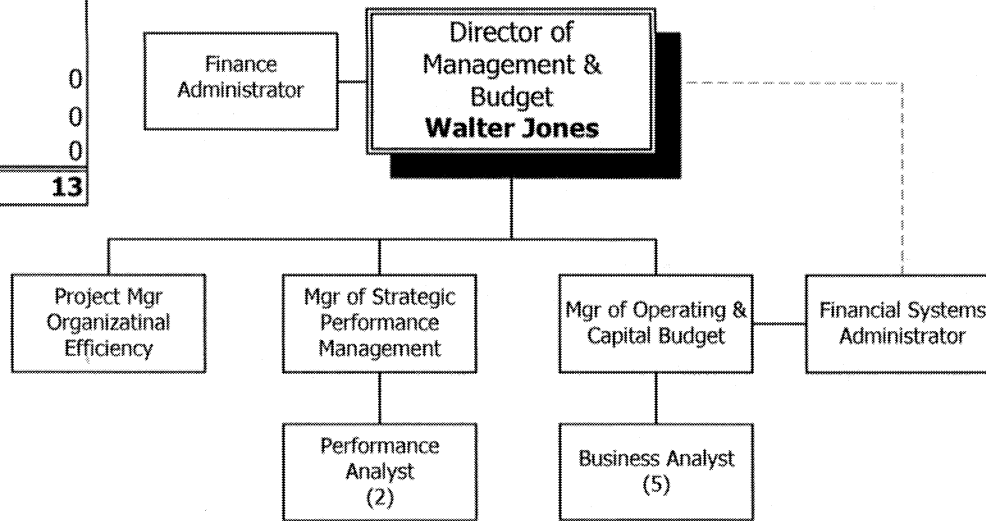
- Received Government Finance Officer Association's (GFOA) Distinguished Budget Presentation Award for the last seventeen consecutive years
- Prepared and completed the annual Capital and Operating budget processes, which encompasses completed budget reorganizations, reallocations, as well as personnel requisitions throughout the organization
- Monitored and analyzed budgets to achieve an Authority wide reduced deficit budget of \$12.2M
- Retrieved, monitored, benchmarked and analyzed NTD data
- Facilitated periodic organizational performance reviews to the respective Board of Directors (BOD) Committees.
- Designed, implemented and maintained the posting of monthly Strategic Key Performance Indicators (KPI's) updates on Itsmarta.com.
- Maintained Balanced Scorecard toolset to include modifications and realignment adopted by Executive Management Team (EMT) and BOD
- Maintained Benchmarking process for comparative and best practices research of performance tracking and improvement.
- Conducted Performance Optimization & Efficiency Studies to optimize resources, including:
 - Maintenance and Fuel Cost (recurring)
 - Rail Car Performance (recurring)
 - Bus OTP (Data Collection and Processing; Performance) (recurring)
 - Bus Customer Complaints
 - Employee Availability

OFFICE OF MANAGEMENT & BUDGET

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	945,154	989,574	961,592	1,014,409	1,024,548
Overtime	434	208	750	2,958	0
Benefits	1,027,396	383,486	436,489	465,507	564,965
Labor Sub-Total	<u>\$1,972,984</u>	<u>\$1,373,268</u>	<u>\$1,398,831</u>	<u>\$1,482,874</u>	<u>\$1,589,513</u>
Contractual Services	216	0	41,731	5,935	1,228
Materials & Supplies	9,500	13,240	10,753	5,410	8,691
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	71	0	0	0
Other Non Operating	28,006	3,408	3,454	918	2,012
Non Labor Sub-Total	<u>\$37,722</u>	<u>\$16,719</u>	<u>\$55,938</u>	<u>\$12,263</u>	<u>\$11,931</u>
Office Total	\$2,010,706	\$1,389,987	\$1,454,769	\$1,495,137	\$1,601,444
\$ Change from Prior Year	\$182,938	(\$620,719)	\$64,782	\$40,368	\$106,307
% Change from Prior Year	10.01%	-30.87%	4.66%	2.77%	7.11%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	16	17	16	15	13	Administrative	0	1	0	0	0
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	<u>16</u>	<u>17</u>	<u>16</u>	<u>15</u>	<u>13</u>	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	13	13	15	14	10
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	2	2	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	16	17	18	17	13

ADM	0	Non-Rep	13
MGR	3	Rep	0
MNT	0	Total FT	13
OPR	0		
POL	0		
PRO	10	PT	0
REP	0	CAP	0
SUP	0	CON	0
TEC	0	TOTAL	13



Personnel Comparison Report

OFFICE OF MANAGEMENT & BUDGET

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Financial Mgmt & Budget	23	1	1	1	1	1
Mgr Operating & Capital Budget	22	1	1	1	1	1
Mgr Strategic Performance	21	1	1	1	1	1
Financial Systems Admin	20	1	1	1	1	1
Project Mgr Org Efficiency	20	1	1	1	1	1
Business Analyst III	19	2	5	5	4	4
Strategic Planner Sr	19	1	1	1	1	---
Performance Analyst	18	---	---	---	---	2
Transtat Analyst Opns Perform	18	1	1	1	1	---
Transtat Analyst Org Performan	18	1	1	1	1	---
Finance Administrator	16	1	1	1	1	1
Business Analyst I	15	---	---	---	1	1
Strategic Planner I	15	---	---	---	1	---
Historical Professional	17 - 19	5	2	2	---	---
Non-Rep Subtotal		16	16	16	15	13
Total Full-Time		16	16	16	15	13
<u>Capital Contract</u>						
Contract Professional	---	---	---	2	2	---
Total Capital		----	----	2	2	----

OFFICE OF REVENUE OPERATIONS

FUNCTIONS AND RESPONSIBILITIES

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

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

The mission of MARTA's Revenue Settlement and Clearinghouse is to ensure that fare payment transactions and revenue are accurately reported and apportioned according to regional agreements. The office reconciles credit/debit settlement reports from the bank against the Breeze Vending Machine credit/debit sales reports and investigates transaction discrepancies. It is responsible for investigating and resolving credit/debit card charge backs. Responsibilities also include review and investigation of Breeze customer inquiries requesting credit restore and limited cash refunds. Failed auto loads are investigated and resolved.

The Revenue collections Branch is responsible for securing the collection of approximately \$57 million from bus fareboxes and Ticket Vending machines. This Branch also works with other departments to handle special events and to assist patrons throughout the system.

The Revenue Processing Branch is responsible for securing the processing and banking of approximately \$57 million from bus fareboxes, parking lots, and Ticket Vending machines. This Branch is also responsible for supplying change of approximately \$9 million for the Ticket Vending machines.

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

The Media Sales Branch is responsible for Marta's Ridestores and the sale of fare media at six locations within the rail system. The Ridestores are located at the Five Points and Airport. The Sandy Springs and North Springs stations are the central cashiering facilities for parking only. This Branch is also responsible for the distribution of Marta fare media at over 170 retail sales outlets, through 69 Marta Partnerships and universities, and at selected conventions held at the Georgia World Congress Center. This area is responsible for securing and collection of approximately \$24 million annually. Two of Marta's Ridestores are open 24 hours per day, seven days a week for patron convenience. These two locations also serve as central cashiering facilities to handle two of Marta's largest parking decks in the system.

The Parking Services Branch plans and administers the processes involved in operating the Authority's parking facilities, the collection of, and security of revenue of approximately \$3 million from long-term parking lots.

OFFICE OF REVENUE OPERATIONS

FY2010 ACCOMPLISHMENTS**Revenue Operations - Misc**

- Develop presentations and provide support in the stop loading / modified ways to load on the bus.

Revenue Collections

- Continuous meetings with Revenue Agents.
- Meeting deadline for vaults pick-ups from garage facilities nightly to included Clayton County garage facility.
- Providing better customer service internally and externally
- Keeping O/T down to a minimum
- Part time agents staying between the allotted 25 – 30 hours.

Revenue Processing

- Process an average of 1.6 million per week
- Consistency in on time deposits.
- Upgrade computers with additional memory and hard drives
- Upgrade all Money Room work stations with security patches

Revenue Administration

- Continue to support TMA Project
- New Breeze Fare Media Contract

Clearinghouse

- Composed and documented the complete Policies and Procedures of the Breeze Clearinghouse. Routed executive summary for review and approval.
- Since Clearinghouse inception to June 30, 2010, \$2.5 Million Dollars has been settled with the Regional Partners. This includes \$1.4 Million in Stored Value and \$1 Million of Regional Partner passes sold on MARTA BVMs.
- All Clearinghouse settlements were performed with 99.9% accuracy.
- The Delegation of Authority was changed to include back-up personnel for each role in the Clearinghouse Back Office – manager, director and AGM. Due to early retirement, all back-up personnel, but one were trained and performed their function of approvals for the settlements based on the approval amounts in the executed Delegation of Authority.

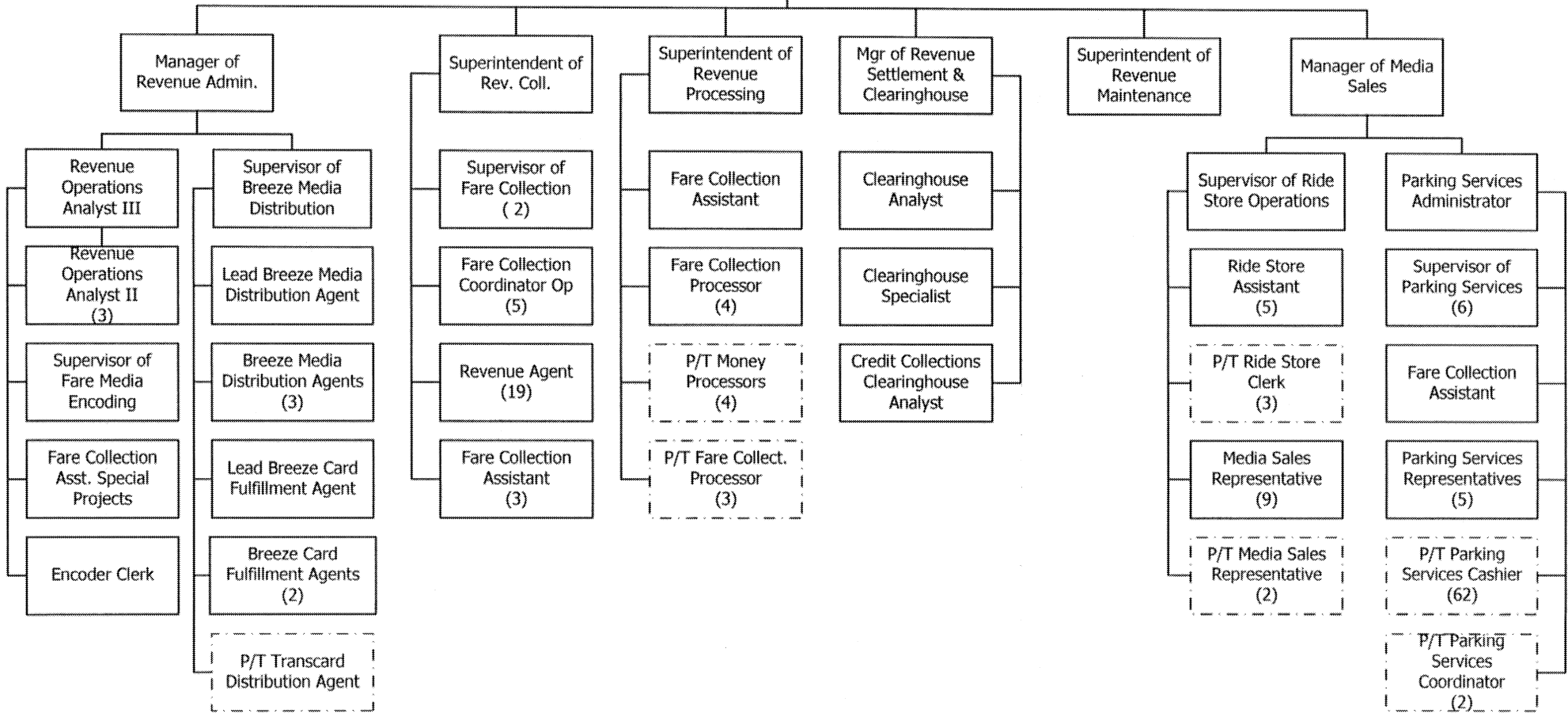
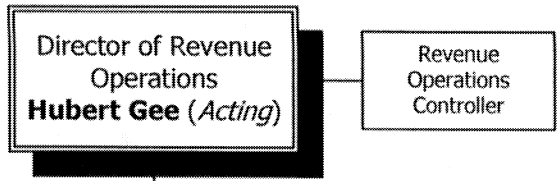
OFFICE OF REVENUE OPERATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	4,781,986	5,244,491	5,051,630	4,899,549	4,701,675
Overtime	346,994	243,289	174,382	145,786	236,919
Benefits	3,885,999	2,629,467	2,631,386	2,647,918	2,404,720
Labor Sub-Total	\$9,014,979	\$8,117,247	\$7,857,398	\$7,693,253	\$7,343,314
Contractual Services	829,084	593,492	498,696	464,017	428,028
Materials & Supplies	333,268	247,732	165,457	107,117	88,364
Other Operating	13,970	0	0	0	0
Casualty & Liability	0	-585	0	0	0
Miscellaneous	0	296	25	0	34
Other Non Operating	-8,569	23,793	64,496	-16,202	33,511
Non Labor Sub-Total	\$1,167,753	\$864,728	\$728,674	\$554,932	\$549,937
Office Total	\$10,182,732	\$8,981,975	\$8,586,072	\$8,248,185	\$7,893,252
\$ Change from Prior Year	\$1,099,302	(\$1,200,757)	(\$395,903)	(\$337,887)	(\$354,933)
% Change from Prior Year	12.10%	-11.79%	-4.41%	-3.94%	-4.30%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	69	78	83	80	68	Administrative	125	141	146	141	118
Represented	34	27	22	22	20	Management	7	7	7	7	7
Full-Time Total	103	105	105	102	88	Police	0	0	0	0	0
Part - Time	97	91	90	87	77	Professional	11	14	14	13	9
Contract	0	12	12	12	0	Technical	0	0	0	0	0
Capital	1	1	1	1	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	47	36	29	29	20
						Clerical	0	0	0	0	0
						Supervisory	11	11	12	12	11
						Total	201	209	208	202	165

OFFICE OF REVENUE OPERATIONS

ADM	118	Non-Rep	68
MGR	7	Rep	20
MNT	0	Total FT	88
OPR	0		
POL	0		
PRO	9	PT	77
REP	20	CAP	0
SUP	11	CON	0
TEC	0	TOTAL	165



Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Fare Collect Asst Sp Proj	9	1	1	1	1	1
Fare Collection Asst	9	7	7	7	7	5
Ld Breeze Card Fulfillment Agt	9	---	1	1	1	1
Ridestore Assistant	9	5	7	10	10	5
Breeze Card Fulfillment Agent	8	---	2	2	2	2
Media Sales Rep	7	12	12	11	11	9
Fare Collection Processor	6	4	4	4	4	4
Parking Services Rep	6	4	5	5	5	5
Dir Revenue Operations	23	1	1	1	1	1
Mgr Rev Settlemt & Clearinghse	20	1	1	1	1	1
Mgr Media Sales	19	1	1	1	1	1
Mgr Revenue Administration	19	1	1	1	1	1
Revenue Operations Analyst III	18	1	1	1	1	1
Clearinghouse Analyst	17	---	---	1	1	1
Revenue Operations Controller	17	1	1	1	1	1
Supt Revenue Collections	17	1	1	1	1	1
Supt Revenue Maintenance	17	1	1	1	1	1
Supt Revenue Processing	17	1	1	1	1	1
Credit Collec Clearhse Analyst	16	1	1	1	1	1
Parking Services Administrator	16	1	1	1	1	1

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Revenue Admin Special Services	16	1	1	1	1	---
Revenue Operations Analyst II	16	2	4	4	4	3
Supv Breeze Media Dist Ride St	16	1	1	1	1	1
Supv Fare Media Encoding	16	1	1	1	1	1
Supv Ridestore Operations	16	---	---	1	1	1
Fare Collection Coordinator Op	15	3	3	5	5	5
Supv Fare Collection Operation	15	3	3	3	3	2
Ld Breeze Media Dist Agent	14	1	1	1	1	1
Breeze Media Distribution Agt	13	2	3	3	3	3
Clearinghouse Specialist	13	1	1	1	1	1
Supv Parking Services	10	6	6	6	6	6
Historical Professional	16	2	2	1	---	---
Historical Administrative	15	2	2	2	---	---
Non-Rep Subtotal		69	78	83	80	68
<u>Represented</u>						
Encoder Clerk	UR	3	---	1	1	1
Revenue Agent	UR	30	27	21	21	19
Historical Represented (Non-Specified)	UR	1	---	---	---	---
Represented Subtotal		34	27	22	22	20
Total Full-Time		103	105	105	102	88

Personnel Comparison Report

OFFICE OF REVENUE OPERATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Part-Time</u>						
Fare Collection Asst Rev Pt	----	1	2	3	1	----
Fare Collection Processor PT	----	4	4	4	4	3
Lead Pt Transcard Dist Agent	----	1	1	1	1	----
Media Sales Rep PT	----	2	2	2	2	2
Money Processor PT	----	5	5	5	4	4
Parking Services Cashier PT	----	60	62	62	62	62
Parking Svcs Coordinator PT	----	2	2	2	2	2
Pt Transcard Distrib Agent	----	6	1	1	1	1
Ridestore Clerk PT	----	3	3	3	3	3
Revenue Agent PT	----	13	9	7	7	----
Total Part-Time		97	91	90	87	77
<u>Operating Contract</u>						
Contract Emp Pt	----	----	11	11	11	----
Contract Professional	----	----	1	1	1	----
Total Operating Contract		----	12	12	12	----
<u>Capital Contract</u>						
Contract Professional	----	1	1	1	1	----
Total Capital		1	1	1	1	----

FUNCTIONS AND RESPONSIBILITIES

The primary responsibilities of the Office of Treasury & Capital Programs are to provide support to the Authority in the areas of cash management, business and financial analysis; ensure maximum investment yield; capital budget development and grant and debt program execution and management. The Office of Treasury and Capital Programs consists of two branches and one office: Financial Planning & Analysis branch, Cash Management branch and the Office of Federal & State Programs. The Office of Federal & State Programs reports to the Office of Treasury only for the administrative coordination and support aspects.

The Financial Planning & Analysis branch provides programming, management, administration and oversight of federal and state grants to include regional solicitation and designated recipient efforts; and analysis and forecasting of revenue. Another core function contained within this branch is the financial management of the Authority's Capital Improvement Planning Program. This branch also performs capital budget development and financial management, programming of funds, budgeting and tracking system development, planning, and preservation programs. In addition, the branch maintains and utilizes financial computer models to: develop and support short, intermediate and long-range planning; perform variance and financial analysis; and produce ad hoc and periodic management reports. The branch also develops, recommends and executes capital and operating debt and funding strategies. These strategies include the Authority's bond and commercial paper programs, structured program or any other financial instruments to optimize the Authority's financial position.

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

FY2010 ACCOMPLISHMENTS

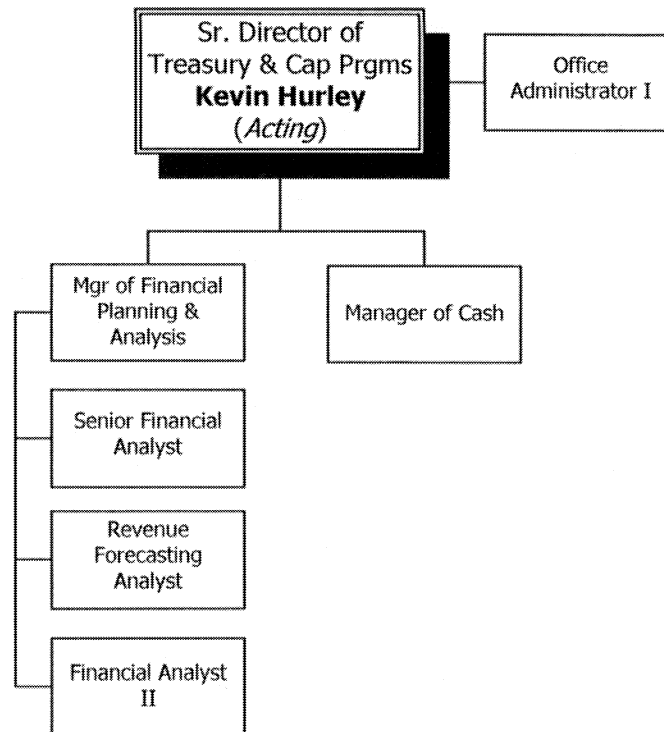
- Received high scores in the Financial Management Oversight Audit with no major findings.
- Began working on a team project for the A/P area of Accounting of the implementation of a financial service product called, ePayables. This product is projected to generate \$394,356.00 in rebates and savings each year.
- Implemented other smaller banking services/products to mitigate risk/potential losses for the Authority.
- Completed project to refresh and standardize where possible fuel hedging documentation with existing and potential counterparties. This would help mitigating various risk types for the Authority.
- Successfully issued \$250M Sales Tax Revenue Bonds with attractive fixed rates.
- Remediated three LILO transactions with one counterparty. These transactions represented nearly \$50 million of the original exposure. With this remediation, approximately 70% of the exposure has been eliminated.
- Provided financial and grant support for regional study activities and the Atlanta Regional Commission's "Plan 2040" update to the comprehensive regional transportation plan.
- Supported Clayton operations and service termination with financial analysis and grant related activities.
- Provided support for the Capital Improvement Program development effort.
- As designated recipient for regional Section 5307 formula funds and Job Access and Reverse Commute/New Freedom programs, supported the region in related suballocation activities.
- Provided support for the execution of subgrant agreements between MARTA and other regional partners.
- Maintained MARTA's cash assets with the following results (FY10 MARTA'S performance was better than Georgia 1 Fund and S&P Government Fund):
 - MARTA's Return FY10 – 0.396%
 - S&P Government – 0.198% (out performed by 0.198%)
 - Georgia 1 Fund – 0.263% (outperformed by 0.133%)

OFFICE OF TREASURY

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	418,108	580,896	599,913	539,071	583,493
Overtime	0	0	0	0	0
Benefits	372,234	237,911	286,734	276,497	321,755
Labor Sub-Total	\$790,342	\$818,807	\$886,647	\$815,568	\$905,248
Contractual Services	0	441	0	1,113	0
Materials & Supplies	2,254	3,943	5,312	2,055	3,434
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	5,176	979	377	-207	1,031
Non Labor Sub-Total	\$7,430	\$5,363	\$5,689	\$2,961	\$4,465
Office Total	\$797,772	\$824,170	\$892,336	\$818,529	\$909,713
\$ Change from Prior Year	\$797,194	\$26,398	\$68,166	(\$73,807)	\$91,184
% Change from Prior Year	137922.84%	3.31%	8.27%	-8.27%	11.14%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	6	8	7	7	7	Administrative	0	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	6	8	7	7	7	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	3	4	3	3	3
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	6	8	7	7	7

ADM	1	Non-Rep	7
MGR	3	Rep	0
MNT	0	Total FT	7
OPR	0		
POL	0		
PRO	3	PT	0
REP	0	CAP	0
SUP	0	CON	0
TEC	0	TOTAL	7



Personnel Comparison Report

OFFICE OF TREASURY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Sr Dir Treas Cap Prg Treasurer	24	1	1	1	1	1
Mgr Financial Plan Analysis	22	1	1	1	1	1
Mgr Cash	20	1	1	1	1	1
Revenue Forecasting Analyst	20	1	1	1	1	1
Sr Financial Analyst	20	1	1	1	1	1
Financial Analyst II	18	---	1	1	1	1
Office Administrator I	14	---	1	1	1	1
Historical Professional	16 - 18	1	1	---	---	---
Non-Rep Subtotal		6	8	7	7	7
Total Full-Time		6	8	7	7	7

OFFICE OF FEDERAL & STATE PROGRAMS**FUNCTIONS AND RESPONSIBILITIES**

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

The Grant Programs Office, in conjunction with the Financial Planning and Analysis branch of the Office of Treasury Services, coordinates the development/submittal of grant applications and grant amendments to U.S. and state government funding agencies, primarily the FTA and Georgia DOT. In support of MARTA's role as Designated Recipient of FTA JARC and New Freedom funds for the Atlanta Region, the Office also jointly administers sub-grant agreements, which pass-through federal funds to sub-recipient entities.

Pursuant to its role as the day-to-day liaison with FTA Region IV, the Office is responsible for coordinating Authority requests and obtaining FTA concurrence on various Federal program-related matters, as required. In addition, the Office coordinates the Authority's interaction and response to external FTA program oversight reviews on a periodic basis. The Office also coordinates the overall preparation and submittal

of the Authority's annual National Transit Database (NTD) Report to the FTA.

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

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

FY2010 ACCOMPLISHMENTS

- Facilitated the award of \$174.3 million in FTA grant assistance to MARTA during the fiscal year
- Successfully requested \$4,300,000 in Federal FY 2010 Discretionary Congressional appropriations for MARTA
- Coordinated the Authority's receipt and reporting of American Recovery and Reinvestment Act (ARRA) funding

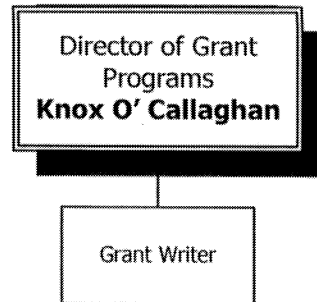
OFFICE OF FEDERAL & STATE PROGRAMS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	156,000	164,247	175,488	156,617	165,618
Overtime	0	0	0	0	0
Benefits	128,095	67,936	73,428	72,013	91,327
Labor Sub-Total	\$284,095	\$232,183	\$248,916	\$228,630	\$256,945
Contractual Services	0	0	1,164	100	1,586
Materials & Supplies	101	5	628	609	586
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	2,524	9,014	6,509	7,434
Non Labor Sub-Total	\$101	\$2,529	\$10,806	\$7,218	\$9,606
Office Total	\$284,196	\$234,712	\$259,722	\$235,848	\$266,551
\$ Change from Prior Year	\$102,770	(\$49,484)	\$25,010	(\$23,874)	\$30,703
% Change from Prior Year	56.65%	-17.41%	10.66%	-9.19%	13.02%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	2	2	2	2	2	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	2	2	2	2	2	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	1	1	1	1	1
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	2	2	2	2

OFFICE OF FEDERAL & STATE PROGRAMS

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



Personnel Comparison Report

OFFICE OF FEDERAL & STATE PROGRAMS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Grant Programs	23	---	---	1	1	1
Grant Writer	16	1	1	1	1	1
Historical Managerial	22	1	1	---	---	---
Non-Rep Subtotal		2	2	2	2	2
Total Full-Time		2	2	2	2	2

DEPARTMENT OF CONTRACTS & PROCUREMENT

This Department includes the following Office:

Department of Contracts & Procurement

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

DEPARTMENT OF CONTRACTS & PROCUREMENT

FY2011 GOALS AND OBJECTIVES

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

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

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%
Average Inventory Service Level	% available Stock Issues	>/= 95%

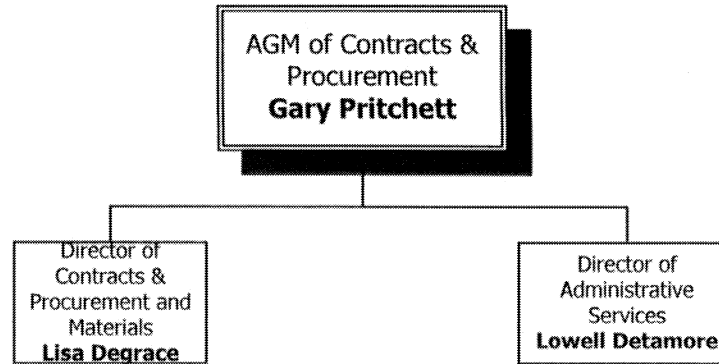
DEPARTMENT OF CONTRACTS & PROCUREMENT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	4,431,036	5,011,303	5,237,702	6,204,933	6,011,233
Overtime	191,003	248,216	98,796	128,910	105,570
Benefits	3,008,325	2,160,529	2,253,421	2,768,891	3,276,705
Labor Sub-Total	\$7,630,364	\$7,420,048	\$7,589,919	\$9,102,734	\$9,393,508
Contractual Services	125,467	97,162	165,442	100,654	196,049
Materials & Supplies	345,561	391,667	392,164	377,694	405,316
Other Operating	0	0	0	235,833	262,416
Casualty & Liability	0	0	0	0	0
Miscellaneous	206,352	136,100	130,050	120,378	93,255
Other Non Operating	20,437	27,194	38,760	29,117	26,218
Non Labor Sub-Total	\$697,817	\$652,123	\$726,416	\$863,676	\$983,254
Department Total	\$8,328,181	\$8,072,171	\$8,316,335	\$9,966,410	\$10,376,762
\$ Change from Prior Year		(\$256,010)	\$244,164	\$1,650,075	\$410,352
% Change from Prior Year		-3.07%	3.02%	19.84%	4.12%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	48	69	55	55	54	Administrative	14	15	15	17	14
Represented	67	72	66	66	58	Management	7	11	11	10	9
Full-Time Total	115	141	121	121	112	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	13	21	21	17	19
Contract	2	3	3	3	2	Technical	6	16	16	6	6
Capital	0	0	0	0	0	Maintenance	10	10	10	4	3
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	57	62	62	62	55
						Clerical	0	0	0	0	0
						Supervisory	10	9	9	8	8
						Total	117	144	126	124	114

DEPARTMENT OF CONTRACTS & PROCUREMENT

ADM	14	Non-Rep	54
MGR	9	Rep	58
MNT	3	Total FT	112
OPR	0		
POL	0		
PRO	19	PT	0
REP	55	CAP	0
SUP	8	CON	2
TEC	6	TOTAL	114



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

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

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

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

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

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

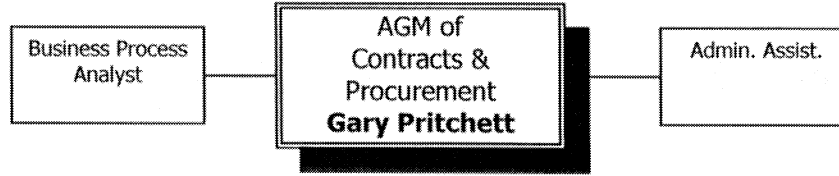
OFFICE OF AGM CONTRACTS & PROCUREMENT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	0	0	63,080	289,862	252,090
Overtime	0	0	0	3,804	0
Benefits	0	0	26,555	69,795	139,010
Labor Sub-Total	\$0	\$0	\$89,635	\$363,461	\$391,100
Contractual Services	0	0	41,361	0	95,000
Materials & Supplies	0	0	0	254	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	0	6,741	0
Non Labor Sub-Total	\$0	\$0	\$41,361	\$6,995	\$95,000
Office Total	\$0	\$0	\$130,996	\$370,456	\$486,100
\$ Change from Prior Year	\$0	\$0	\$130,996	\$239,460	\$115,644
% Change from Prior Year	0.00%	0.00%	100.00%	182.80%	31.22%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	0	1	1	1	3	Administrative	0	0	0	0	1
Represented	0	0	0	0	0	Management	0	1	1	1	1
Full-Time Total	0	1	1	1	3	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	0	1
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	0	1	1	1	3

OFFICE OF THE AGM OF CONTRACTS & PROCUREMENT

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



Personnel Comparison Report

OFFICE OF AGM CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM CONTRACTS & PROCUREMENT	C	----	1	1	1	1
Business Process Analyst	19	----	----	----	----	1
Administrative Assistant	10	----	----	----	----	1
Non-Rep Subtotal		----	1	1	1	3
Total Full-Time		----	1	1	1	3

OFFICE OF CONTRACTS & PROCUREMENT

FUNCTIONS & RESPONSIBILITIES

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

FY2010 ACCOMPLISHMENTS**Construction Branch**

- 13 - Contracts Awarded
- 27 - Contracts under Administration
- 10 - Contracts in Solicitation Process
- Dollar Value of Contracts Administered \$226,895,495.69

Operations Branch

- Awarded 14 Contract Proposals with a total contract value of \$43,834,298
- Awarded 9 Request for Proposals with a total contract value of \$56,572,456
- Awarded 36 Request for Quotations with a total contract value of \$1,110,902
- Major contracts awarded included:
 - B16420, Bus Tire Lease and Service - \$11,975,928
 - B19678, Natural Gas for MARTA's Bus Fleet - \$7,502,000
 - P13872, Fire Protection Systems Upgrade - \$39,662,912
- Participated with the Office of Diversity and Equal Opportunity in Women Economic Development Agency's MARTA Procurement Readiness Workshop

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

- Facilitated a series (4) of Oracle Training Sessions for CPM Personnel on Pre-Contract Award functions, Supplier Information, Creating Blanket Purchase Agreements and Purchase Order Releases

Purchasing Branch

- Reduce obsolete material by \$1.2 mil
 - Completed through sale/scrap \$1.4 mil in obsolete inventory using a new disposal avenue, publicsplus.com auction site
- Reduced inventory investment by \$2.7 mil
- Maintain Inventory record accuracy level 97%
 - All store rooms consistently were 99% or higher for FY10
 - There were 35,712 cyclic inventories completed and 153 adjustments = 99.57%
- Ensure Service Level =>95% at all main and sub-storerooms
 - Service level for all storerooms was at 95% or better if unplanned projects are removed.
- Reduce overtime by 10%
 - As of June 2010 OT was 105% of budget.
- There were two lost time accidents during the fiscal year (Safety)

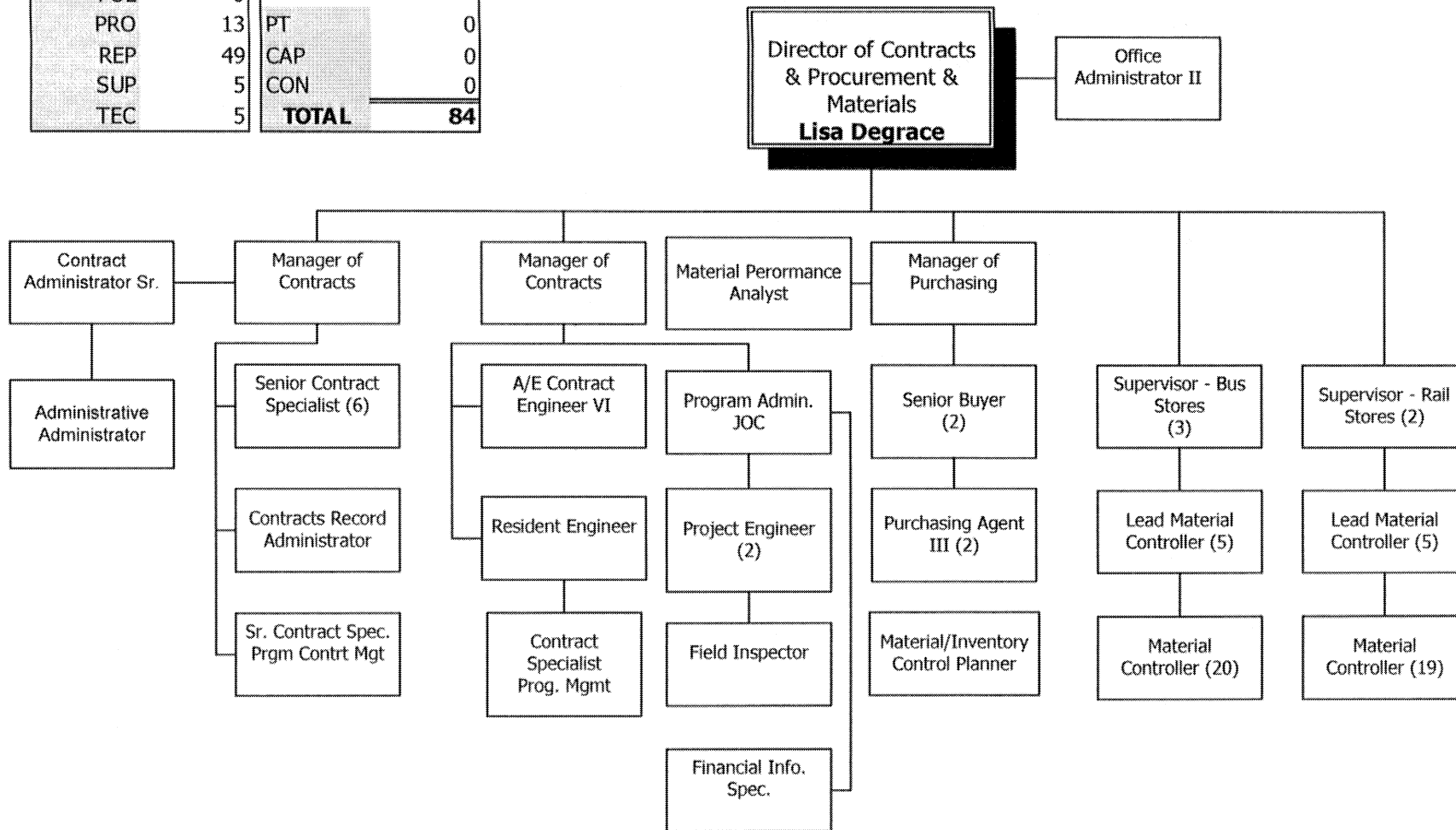
OFFICE OF CONTRACTS & PROCUREMENT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	3,513,911	3,805,811	3,915,236	4,548,485	4,356,001
Overtime	177,052	231,766	85,641	109,215	100,023
Benefits	2,400,646	1,680,792	1,714,461	2,087,263	2,414,157
Labor Sub-Total	\$6,091,609	\$5,718,369	\$5,715,338	\$6,744,963	\$6,870,181
Contractual Services	8,533	1,338	3,499	8,844	3,012
Materials & Supplies	33,357	50,751	42,288	36,930	35,601
Other Operating	0	0	0	0	3
Casualty & Liability	0	0	0	0	0
Miscellaneous	37,741	36,802	27,870	31,373	20,255
Other Non Operating	8,856	11,010	13,755	6,110	12,123
Non Labor Sub-Total	\$88,487	\$99,901	\$87,412	\$83,257	\$70,995
Office Total	\$6,180,096	\$5,818,270	\$5,802,750	\$6,828,220	\$6,941,176
\$ Change from Prior Year	\$1,386,568	(\$361,826)	(\$15,520)	\$1,025,470	\$112,956
% Change from Prior Year	28.93%	-5.85%	-0.27%	17.67%	1.65%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	35	51	41	41	35	Administrative	9	9	11	12	8
Represented	50	55	55	55	49	Management	5	6	6	5	4
Full-Time Total	85	106	96	96	84	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	10	16	15	14	13
Contract	0	0	0	0	0	Technical	5	15	4	5	5
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	50	55	55	55	49
						Clerical	0	0	0	0	0
						Supervisory	6	5	5	5	5
						Total	85	106	96	96	84

OFFICE OF CONTRACTS & PROCUREMENT

ADM	8	Non-Rep	35
MGR	4	Rep	49
MNT	0	Total FT	84
OPR	0		
POL	0		
PRO	13	PT	0
REP	49	CAP	0
SUP	5	CON	0
TEC	5	TOTAL	84



Personnel Comparison Report

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Contracts Proc Materials	23	1	1	1	1	1
Mgr AE Contracts	22	1	1	1	1	---
Mgr Contracts	22	1	1	1	1	2
Resident Engineer	21	2	3	1	1	1
AE Contracts Engineer VI	20	---	---	---	1	1
Chf Capital Contracts	20	---	1	1	1	---
Mgr Purchasing	20	1	1	1	1	1
Program Administrator JOC	20	---	1	1	1	1
Business Process Analyst	19	---	---	---	1	---
Contracts Administrator Sr	19	---	2	2	2	1
Sr Contract Specialist	19	5	5	5	4	6
Sr Contrt Spec Prgm Contrt Mgt	19	---	1	1	1	1
Contract Specialist Progam Mgmt	18	---	1	1	1	1
Project Engineer	18	3	3	2	2	2
Contract Administrator	17	---	1	1	1	---
Field Inspector	16	---	9	1	1	1
Office Administrator II	16	1	1	1	1	1
Sr Buyer	16	1	3	2	2	2
Supv Bus & Rail Stores	16	3	5	5	5	5
Asst Purchase Card Admin	15	1	1	1	1	---

Personnel Comparison Report

OFFICE OF CONTRACTS & PROCUREMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Material Inventory Control Pln	15	3	3	3	3	2
Materials Performance Analyst	15	1	1	1	1	1
Purchasing Agent III	14	1	1	1	2	2
	11	---	---	---	1	1
Financial Information Spec	11	1	1	1	1	1
Administrative Assistant	10	1	1	3	3	1
Historical Managerial	20	1	1	1	---	---
Historical Professional	11 - 18	3	1	1	---	---
Historical Supervisory	16	3	---	---	---	---
Historical Administrative	08	1	1	1	---	---
Non-Rep Subtotal		35	51	41	41	35
<u>Represented</u>						
Material Controller	UR	40	45	45	45	39
Material Controller Lead	UR	10	10	10	10	10
Represented Subtotal		50	55	55	55	49
Total Full-Time		85	106	96	96	84

OFFICE OF ADMINISTRATIVE SERVICES

FUNCTIONS & RESPONSIBILITIES

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

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

FY2010 Accomplishments

- Instituted Process of centralizing contract management throughout the authority for the division of business support
- Successful management of over 105 business support contracts
- Total contract management of cradle to grave process for the division of business support totaling over \$378M in contract value
- Reduced total number of Authority Cell phones and instituted new management techniques to significantly reduce our budget over past year while supporting Authority requirements
- Completed process of Identification and final disposition of previously unidentified records in Record Center; destruction completed as applicable
- Completed final installation, training and placed into production new high-speed 2-color Printing press to support Authority requirements
- Initiated a Project to investigate, document and report on the feasibility of managing our supply chain to better support the Authority IAW industry best practices, with a goal of proper analysis and final approval for implementation in the Authority

OFFICE OF ADMINISTRATIVE SERVICES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	917,125	1,205,492	1,259,386	1,366,586	1,403,142
Overtime	13,951	16,450	13,155	15,891	5,546
Benefits	607,679	479,737	512,405	611,833	723,538
Labor Sub-Total	\$1,538,755	\$1,701,679	\$1,784,946	\$1,994,310	\$2,132,227
Contractual Services	116,934	95,824	120,582	91,810	98,037
Materials & Supplies	312,204	340,916	349,876	340,510	369,715
Other Operating	0	0	0	235,833	262,413
Casualty & Liability	0	0	0	0	0
Miscellaneous	168,611	99,298	102,180	89,005	73,000
Other Non Operating	11,581	16,184	25,005	16,266	14,095
Non Labor Sub-Total	\$609,330	\$552,222	\$597,643	\$773,424	\$817,259
Office Total	\$2,148,085	\$2,253,901	\$2,382,589	\$2,767,734	\$2,949,486
\$ Change from Prior Year	\$398,027	\$105,816	\$128,688	\$385,145	\$181,752
% Change from Prior Year	22.74%	4.93%	5.71%	16.16%	6.57%

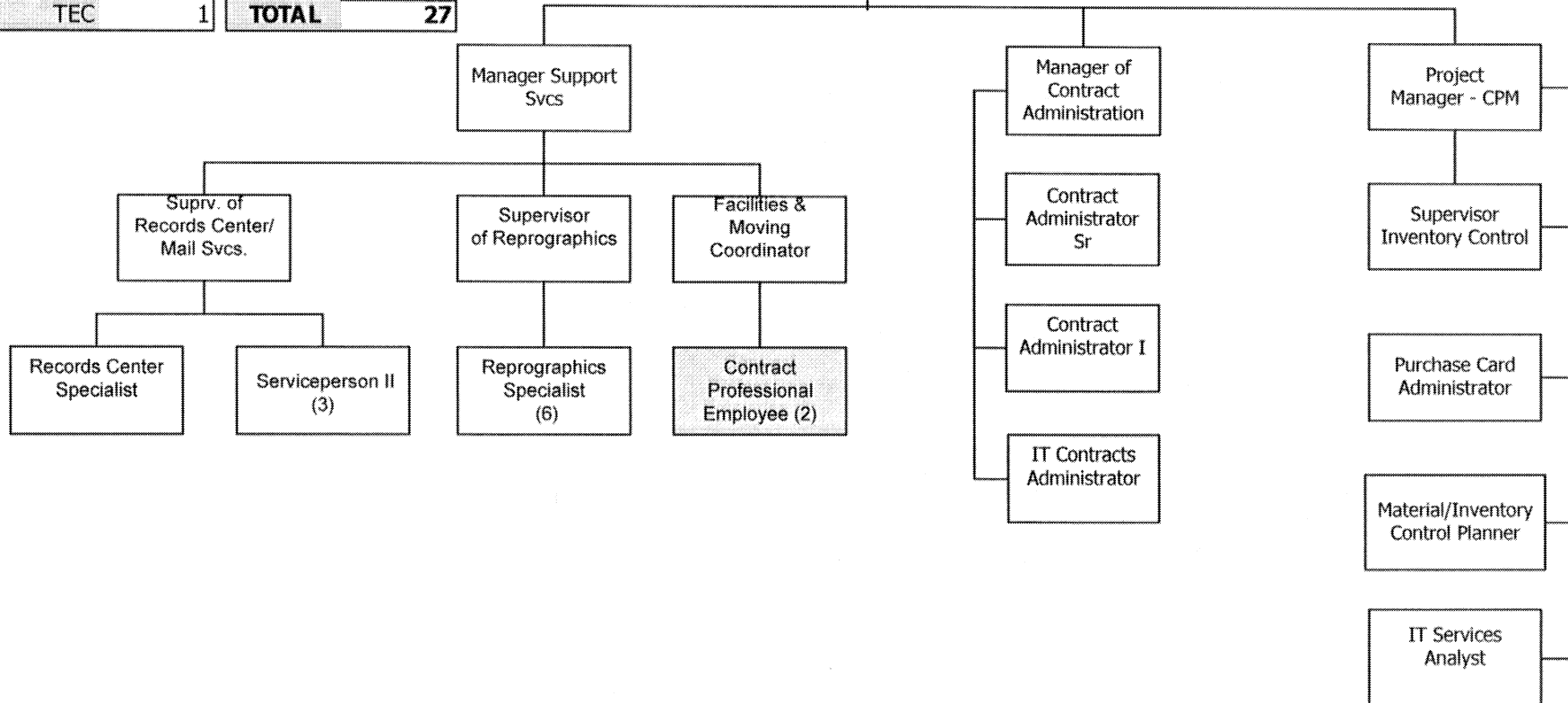
	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	13	17	15	13	16	Administrative	5	6	5	5	5
Represented	17	17	11	11	9	Management	2	4	4	4	4
Full-Time Total	30	34	26	24	25	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	3	5	5	3	5
Contract	2	3	3	3	2	Technical	1	1	1	1	1
Capital	0	0	0	0	0	Maintenance	10	10	4	4	3
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	7	7	7	7	6
						Clerical	0	0	0	0	0
						Supervisory	4	4	3	3	3
						Total	32	37	29	27	27

OFFICE OF ADMINISTRATIVE SERVICES

ADM	5	Non-Rep	16
MGR	4	Rep	9
MNT	3	Total FT	25
OPR	0		
POL	0		
PRO	5	PT	0
REP	6	CAP	0
SUP	3	CON	2
TEC	1	TOTAL	27

Director of Administrative Services
Lowell Detamore

Admin. Assist.



Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Administrative Services	23	---	1	1	1	1
Mgr Contract Administration	20	---	1	1	1	1
Mgr Support Svcs	20	1	1	1	1	1
Project Manager- CPM	20	1	1	1	1	1
Contracts Administrator Sr	19	---	2	2	---	1
IT Contracts Administrator	18	---	---	---	---	1
Contracts Administrator I	16	2	1	1	1	1
IT Services Analyst	16	1	1	1	1	1
Purchase Card Administrator	16	1	1	1	1	1
Supv Inventory Control	16	1	1	1	1	1
Supv Records Center Mail Svcs	16	1	1	1	1	1
Supv Reprographics	16	1	1	1	1	1
Material Inventory Control Pln	15	---	---	---	---	1
Facilities & Moving Coord	12	1	1	1	1	1
	10	---	---	---	---	1
Records Center Specialist Sr	10	1	1	1	1	1
Records Center Specialist	09	1	1	1	1	---
Historical Supervisory	16	1	1	---	---	---
Non-Rep Subtotal		13	16	15	13	16

Personnel Comparison Report

OFFICE OF ADMINISTRATIVE SERVICES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
Reprographics Spec I	UR	3	3	3	3	2
Reprographics Spec II	UR	1	1	1	1	1
Reprographics Spec III	UR	3	3	3	3	3
Serviceperson II	UR	4	4	4	4	3
Historical Maintenance	UR	6	6	---	---	---
Represented Subtotal		17	17	11	11	9
Total Full-Time		30	33	26	24	25
<u>Operating Contract</u>						
Contract Emp Professional	---	2	2	2	2	1
Contract Professional	---	---	1	1	1	1
Total Operating Contract		2	3	3	3	2

DEPARTMENT OF HUMAN RESOURCES

This Department includes the following Office:

Department of Human Resources

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

FY2011 GOALS AND OBJECTIVES

The Department of Human Resources includes the Office of Human Resources, Training, Diversity and Equal Opportunity, and Labor Relations. The department’s primary goal for FY11 is to continue to become a strategic partner of all other MARTA operational units in assuring the achievement of organizational goals and objectives. Another key objective of the Department of Human Resources is to enhance the organization’s effectiveness through the development of MARTA’s workforce.

Our department’s internal customer focused approach in the planning and implementation of various MARTA Human Resource programs provides the tools necessary to support Authority’s internal operations. Ultimately, we are committed to improve HR’s strategic alliances by becoming more engaged in MARTA’s overall strategic goals and objectives and to provide better coordination and communication between departments/office.

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%
Critical Fill Rate	% filled positions required for MARTA’s core business units to perform without adversely impacting service delivery	</= 96%
Voluntary Turnover Rate	% MARTA employees vacating their positions voluntarily	</= 0.62
Training Capacity Utilization Rate	% available training slots (seats) utilized	>/= 80%
Average Cost per Training Hour	Training expenditures at an hourly rate	</= \$354
Workers’ Compensation Payments Variance	Occupational disability losses cost variance	</= 0%;
Health Insurance Costs Variance	Health insurance cost variance	</= 0%;

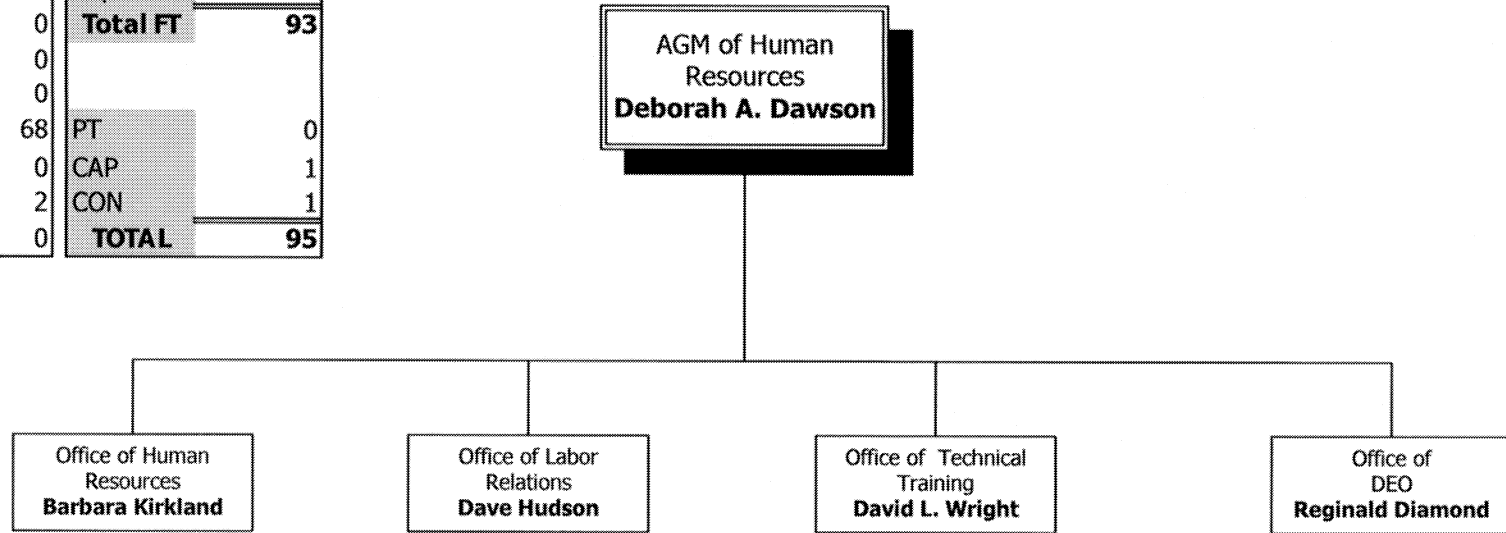
DEPARTMENT OF HUMAN RESOURCES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	5,838,412	6,429,478	6,573,623	6,125,015	6,830,380
Overtime	58,271	40,765	71,548	48,748	22,759
Benefits	5,626,735	3,068,257	3,202,157	3,137,842	3,747,796
Labor Sub-Total	\$11,523,418	\$9,538,500	\$9,847,328	\$9,311,605	\$10,600,935
Contractual Services	343,284	119,794	103,242	288,292	101,059
Materials & Supplies	50,259	56,076	54,024	22,768	50,287
Other Operating	86	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	44,326	66,136	68,069	49,835	49,793
Other Non Operating	807,259	825,437	565,205	418,566	2,583,798
Non Labor Sub-Total	\$1,245,214	\$1,067,443	\$790,540	\$779,461	\$2,784,937
Department Total	\$12,768,632	\$10,605,943	\$10,637,868	\$10,091,066	\$13,385,872
\$ Change from Prior Year		(\$2,162,689)	\$31,925	(\$546,802)	\$3,294,806
% Change from Prior Year		-16.94%	0.30%	-5.14%	32.65%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	93	98	100	100	93	Administrative	11	11	11	14	11
Represented	0	0	0	0	0	Management	13	17	17	16	14
Full-Time Total	93	98	100	100	93	Police	0	0	0	0	0
Part - Time	0	0	1	1	0	Professional	80	83	83	83	68
Contract	12	13	7	7	1	Technical	0	0	0	0	0
Capital	1	3	7	7	1	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	2	3	3	2	2
						Total	106	114	118	115	95

DEPARTMENT OF HUMAN RESOURCES

ADM	11	Non-Rep	93
MGR	14	Rep	0
MNT	0	Total FT	93
OPR	0		
POL	0		
PRO	68	PT	0
REP	0	CAP	1
SUP	2	CON	1
TEC	0	TOTAL	95



OFFICE OF AGM HUMAN RESOURCES

FUNCTIONS AND RESPONSIBILITIES

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

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

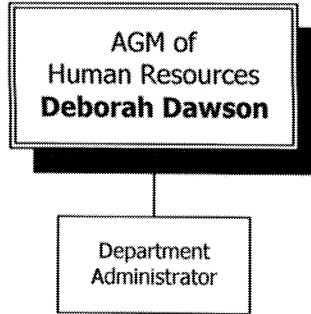
OFFICE OF AGM HUMAN RESOURCES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	0	0	111,183	220,250	1,192,353
Overtime	0	0	0	0	0
Benefits	0	0	43,065	89,740	657,498
Labor Sub-Total	\$0	\$0	\$154,248	\$309,990	\$1,849,851
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	0	0	0
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	0	0	2,122,441
Non Labor Sub-Total	\$0	\$0	\$0	\$0	\$2,122,441
Office Total	\$0	\$0	\$154,248	\$309,990	\$3,972,292
\$ Change from Prior Year	\$0	\$0	\$154,248	\$155,742	\$3,662,302
% Change from Prior Year	0.00%	0.00%	100.00%	100.97%	1181.43%

	Authorized Positions by Status					Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11
Non-Represented	1	2	2	2	2	Administrative	1	1	1	1
Represented	0	0	0	0	0	Management	0	1	1	1
Full-Time Total	1	2	2	2	2	Police	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	0
Contract	0	0	0	0	0	Technical	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0
						Represented	0	0	0	0
						Clerical	0	0	0	0
						Supervisory	0	0	0	0
						Total	1	2	2	2

OFFICE OF AGM HUMAN RESOURCES

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



Personnel Comparison Report

OFFICE OF AGM HUMAN RESOURCES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM Human Resources	C	---	1	1	1	1
Department Administrator	17	---	---	1	1	1
Historical Administrative	16	1	1	---	---	---
Non-Rep Subtotal		1	2	2	2	2
Total Full-Time		1	2	2	2	2

OFFICE OF HUMAN RESOURCES

FUNCTIONS AND RESPONSIBILITIES

The Office of Human Resource partners with other operational and strategic business units within MARTA to assure the achievement of organizational goals and objectives. A primary responsibility of this office is to enhance the organization's effectiveness through the development of MARTA's human resources. We provide oversight that ensures the office's vision is actualized - "Providing tools and support to inspire MARTA employees toward excellence". The HR Office is comprised of the Branches: Compensation & Benefits, Recruiting, Human Resources Information (HRIS) and Retirement Benefits.

The Office of Human Resources is the primary source to attract, develop, motivate, and retain a diverse team of highly skilled employees who are accountable for recognizing and responding to our customers needs while promoting organizational and individual achievement. Our office designs and administers flexible, cost-effective benefit programs that can be individually tailored and are instrumental in attracting and retaining a talented and diverse workforce.

The Office of Human Resources plays a critical role in the organization, which is demonstrated by its ability to effectively balance the needs of both employees and the organization. HR provides the following comprehensive services: recruitment, salary administration, HRIS and employee records, tuition reimbursement, employee recognition, pension administration, job evaluations, market analysis, occupational medical services, administration of the Employee Assistance Program, etc.

FY2010 ACCOMPLISHMENTS

- Conducted a comprehensive review/analysis of the Mobility Operations jobs and the hiring process. As a result of this review, HR was able to identify the job/interpersonal competencies that the ideal candidate must possess in order to be successful in this type of job. The competencies were included into a revised behavior based interview process that resulted in the hiring of customer focused operators that came to work. The new operators have received numerous accommodations from patrons, co-workers and their management team.

- In conjunction with IT, Budget, Compensation, and Recruiting, HRIS is continuing to play an integral role in producing a Position Control Vacancy Report that will be utilized by the Authority. The report will enable the Authority to validate current staffing levels and vacancies. This project also incorporated a new requirement to include identifying contract employees assigned to current vacancies. HRIS also developed the architectural design structure for position and sub position categories and primary and secondary leave categories for this process. In conjunction with Employee Relations, Risk Management and Employee Availability, HRIS played a major role in producing Employee Availability Reports to capture those employees out on leave programs as well as those who have met the requirements of various attendance related policies. The architectural design structure developed for the vacancy report is also being utilized with the availability report. To ensure that these reports were successful, HRIS developed, tested and implemented a variety of reports and edits.
- The Department of Audit conducted a comprehensive internal audit of Benefit's internal processes and medical claims. This audit revealed no findings in either area.
- Managed the Medical Plan RFP process including organizing and conducting 9 vendor site visits through an RFI process; developing an evaluation plan, factors, weights, statement of work, contract conditions and cost proposal form for the RFP. Developed and maintained an RFP schedule to ensure established timelines were met. Coordinating the process through final vote of SEC. Prepared executive summary for the Board of Directors outlining the process and recommendations regarding vendors to manage MARTA health benefits. For the first time, it was recommended that an unbundled approach to delivering health benefits to MARTA employees and retirees be implemented. This unbundling approach will yield substantial overall cost savings for health care benefits.
- Drug and Alcohol: successfully completed FTA mandated random drug testing rate of 27% (25% required) and 11% (10%

FY2010 ACCOMPLISHMENTS (cont.)

required) alcohol testing for calendar year 2009 with reporting being submitted on time. Positive Random testing rates for drugs and alcohol were <1% and 0%, respectively. Coordinated 28 Fitness for Duty evaluations to ensure employees are fit to perform the essential function of their job in a safe manner. FTA

requested MARTA's Drug & Alcohol Program Manger to serve as a panelist at the 5th Annual FTA Drug and Alcohol Program National Conference March 2010, and participated as a national expert in transit occupational medicine and specifically in dealing with testing issues at a large urban transit system.

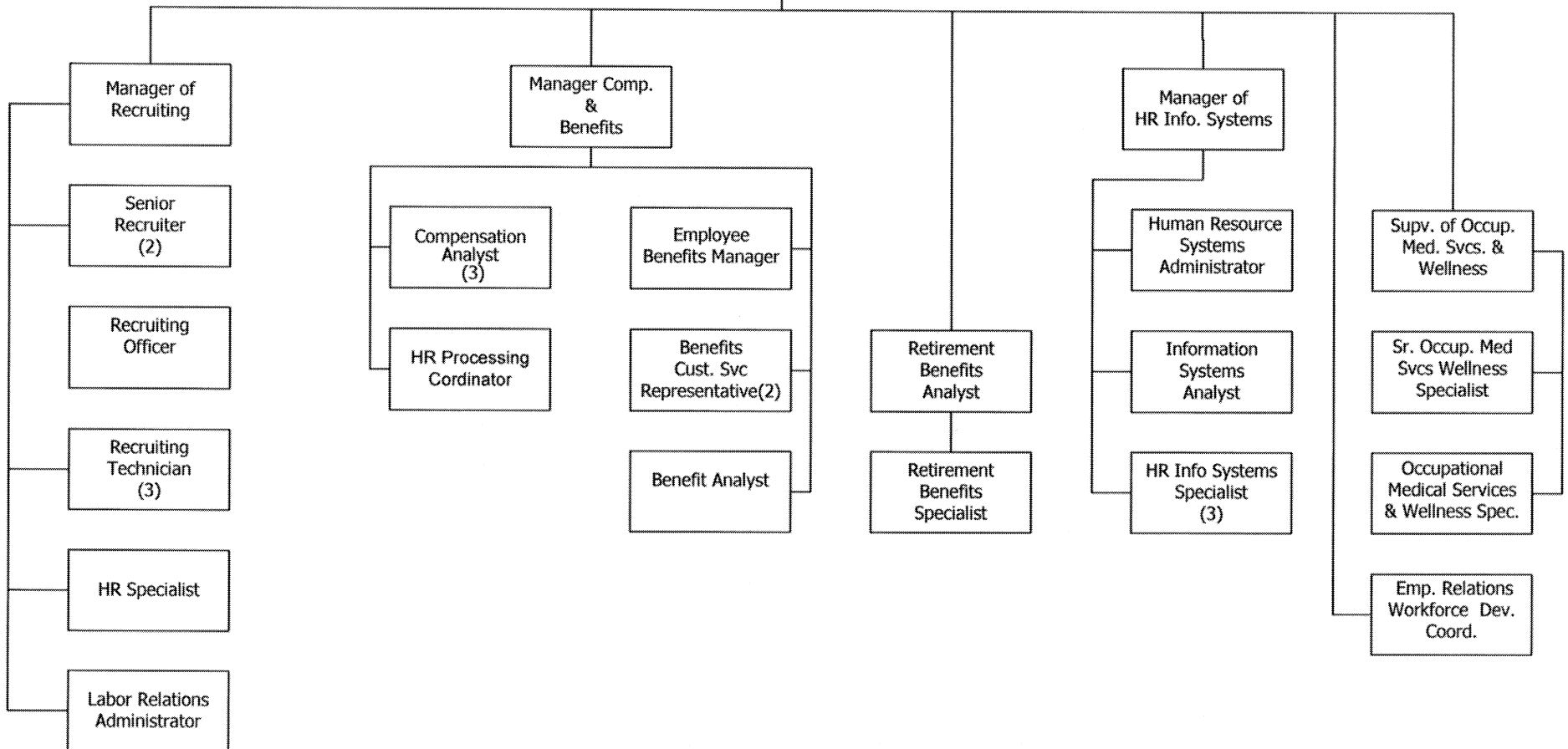
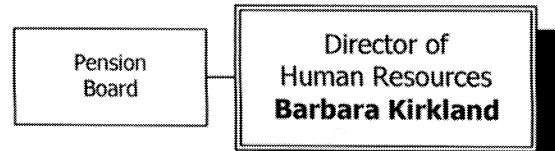
OFFICE OF HUMAN RESOURCES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,207,730	2,326,687	2,353,616	2,199,839	1,809,319
Overtime	2,765	2,729	3,670	1,070	0
Benefits	2,144,279	1,229,167	1,254,754	1,181,550	997,711
Labor Sub-Total	\$4,354,774	\$3,558,583	\$3,612,040	\$3,382,459	\$2,807,030
Contractual Services	114,111	64,346	69,097	222,587	67,671
Materials & Supplies	33,996	18,648	19,095	11,227	17,520
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	44,326	65,636	67,976	49,835	49,793
Other Non Operating	713,610	458,247	341,239	346,361	340,029
Non Labor Sub-Total	\$906,043	\$606,877	\$497,407	\$630,010	\$475,013
Office Total	\$5,260,817	\$4,165,460	\$4,109,447	\$4,012,469	\$3,282,043
\$ Change from Prior Year	\$1,742,531	(\$1,095,357)	(\$56,013)	(\$96,978)	(\$730,426)
% Change from Prior Year	49.53%	-20.82%	-1.34%	-2.36%	-18.20%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	34	32	36	38	31	Administrative	7	6	7	10	8
Represented	0	0	0	0	0	Management	6	6	6	6	5
Full-Time Total	34	32	36	38	31	Police	0	0	0	0	0
Part - Time	0	0	1	1	0	Professional	25	25	25	22	17
Contract	5	6	2	0	0	Technical	0	0	0	0	0
Capital	0	1	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	1	2	1	1	1
						Total	39	39	39	39	31

OFFICE OF HUMAN RESOURCES

ADM	8	Non-Rep	31
MGR	5	Rep	0
MNT	0	Total FT	31
OPR	0		
POL	0		
PRO	17	PT	0
REP	0	CAP	0
SUP	1	CON	0
TEC	0	TOTAL	31



Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Human Resources Assistant	9	---	---	---	1	---
Director of Human Resources	23	1	1	1	1	1
Mgr Compensation & Benefits	22	1	1	1	1	1
Mgr Employ Rel Well Org Dev	21	---	1	1	1	---
Mgr Employee Benefits	21	1	1	1	1	1
Mgr Recruiting	21	1	1	1	1	1
Human Resources Systems Admin	20	1	1	1	1	1
Mgr Human Resources Info Sys	20	1	1	1	1	1
Supv Occup Med Svcs Wellness	18	1	1	1	1	1
Compensation Analyst III	17	3	2	3	3	3
Employee Relations Prog Admin	17	1	1	1	1	---
Employee Relations Specialist	17	2	1	1	1	---
Org Learning Specialist III	17	2	1	1	1	---
Sr Recruiter	17	1	1	2	2	2
Labor Realties Administrator	16	---	---	1	1	1
Recruiting Officer II	16	2	2	3	2	1
Retirement Benefits Analyst	16	1	1	1	1	1
Sr Occup Med Svcs Well Spec	16	---	1	1	1	1
Benefits Analyst	15	---	---	1	1	1
Hr Information Systems Analyst	15	1	1	1	1	1

Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Human Resources Proc Coord	15	1	1	1	1	1
Emp Rel Wellness & Wk Dev Coor	14	1	1	1	1	1
Occupational Med Ser Well Spec	14	1	1	1	1	1
Retirement Benefits Specialist	14	1	1	1	1	1
Benefits-Customer Svc Rep	13	2	2	2	2	2
HR Info System Specialist II	12	---	---	---	3	3
Recruiting Technician II	12	2	2	2	2	2
Administrative Assistant	10	---	---	1	1	---
Human Resources Specialist	10	---	---	---	1	1
Recruiting Technician I	10	---	---	1	1	1
Historical Managerial	22	1	---	---	---	---
Historical Professional	10 - 17	4	3	1	---	---
Historical Administrative	12	1	1	1	---	---
Non-Rep Subtotal		34	31	36	38	31
Total Full-Time		34	31	36	38	31
<u>Part-Time</u>						
Contract Professional Part-time	--	---	---	1	1	---
Total Part-Time				1	1	---

Personnel Comparison Report

OFFICE OF HUMAN RESOURCES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Operating Contract</u>						
Historical Administrative	---	3	2	1	---	---
Historical Professional	---	2	4	1	---	---
Total Operating Contract		5	6	2	----	----

FUNCTIONS & RESPONSIBILITIES

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

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

FY2010 ACCOMPLISHMENTS

- Elimination of Arbitration Back Log. 12 Arbitration cases were completed during the year, with MARTA prevailing in 9 cases, ATU on 2, and one arbitrated settlement that was split. This outstanding performance saved MARTA hundreds of thousands of dollars in potential back pay awards.
- Planned, coordinated, and delivered a Collective Bargaining agenda for 2010. Worked closely with all operating Directors, Executive Staff, and HR AGM to condense all proposals to a concise, high priority agenda designed to eliminate unnecessary costs. Bargaining will be conducted in August and September, 2010.
- Completion of Mid-Life Overhaul Settlement Action Items. This settlement was recorded in April, 2009, and Labor Relations

coordinated all activity in FY2010 to complete the specific action items, as follows: payment on a non-precedent setting basis to ATU members for backlogged grievances; return to the AM/PM Extra Board; joint partnership with ATU to pursue expanded training opportunities for MARTA maintenance employees; continuation of the joint Rail Care Maintenance committee, and development of a baseline of maintenance jobs; development of a new grievance process and mechanized tracking system; conducted a joint labor-management training class for 160 Union and Management participants; and led a joint initiative with ATU to improve the efficiency and accuracy of maintenance overtime boards. Items in progress are PTO conversion, faregate technician staffing, and finalization of the grievance tracking system.

- Employee Availability branch with the collaboration of the Office of Technology (Data Warehouse) transformed time and attendance data into workforce analytics in order to gain much needed visibility to find indicators of potential concern and to better control labor costs in the areas of overtime, absences and schedule effectiveness. Over 50 reports were developed spanning across four disparate timekeeping systems, HR and Payroll information systems to be used as tools to assess the impact on employee availability and labor budgets.
- The Employee Availability Process Improvement Team has worked to identify current issues with the administration of the Family Medical Leave Act (FMLA). From this work the team has created a process map that integrates attainable improvements (with minimal resources requirements) into current practices. The team has also identified other current improvement opportunities such as an FMLA training strategy, as well as future opportunities improvement.

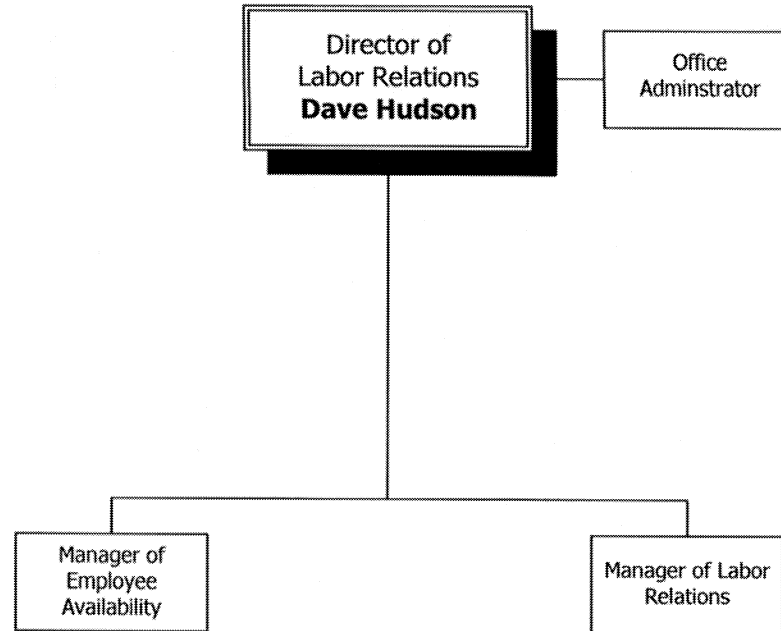
OFFICE OF LABOR RELATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	286,220	307,150	357,577	332,131	323,139
Overtime	236	0	0	0	0
Benefits	317,589	140,682	167,848	163,771	178,188
Labor Sub-Total	\$604,045	\$447,832	\$525,425	\$495,902	\$501,327
Contractual Services	189,028	22,545	7,568	40,242	8,404
Materials & Supplies	473	590	1,299	450	451
Other Operating	86	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	4,439	4,226	2,337	100	293
Non Labor Sub-Total	\$194,026	\$27,361	\$11,204	\$40,792	\$9,148
Office Total	\$798,071	\$475,193	\$536,629	\$536,694	\$510,475
\$ Change from Prior Year	\$347,887	(\$322,878)	\$61,436	\$65	(\$26,219)
% Change from Prior Year	77.28%	-40.46%	12.93%	0.01%	-4.89%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	4	4	4	4	4	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	2	2	3	3	3
Full-Time Total	4	4	4	4	4	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	1	1	0	0	0
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	4	4	4	4	4

OFFICE OF LABOR RELATIONS

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



Personnel Comparison Report

OFFICE OF LABOR RELATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Labor Relations	23	1	1	1	1	1
Manager of Employee Availability	22	---	---	---	---	1
Dir Employee Availability Prog	21	---	---	1	1	---
Mgr Labor Relations	20	1	1	1	1	1
Office Administrator I	14	1	1	1	1	1
Historical Professional	16	1	1	---	---	---
Non-Rep Subtotal		4	4	4	4	4
Total Full-Time		4	4	4	4	4

FUNCTIONS AND RESPONSIBILITIES

The Office of Training partners with other operational and strategic business units within MARTA to assure the achievement of organizational goals and objectives. A primary responsibility of this office is to enhance the organization's effectiveness through the development of MARTA's personnel via effective training programs.

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

FY2010 ACCOMPLISHMENTS**▪ Rail Maintenance Training**

Rail Maintenance Training conducted Modular Systems Training (MST) for mechanics and technicians. MST refresher training included classroom and hands-on training.

▪ Bus Maintenance Training

Bus Maintenance Training conducted training classes for Apprentice Inspectors in the MARTA Two year Apprentice Mechanic Certification program. Also conducted was training for MARTA's Bus Maintenance Inspectors in Journeyman Inspector Upgrade and Sustainment Training (JUST), and shop Performance Based Training (PBT).

▪ Infrastructure Training

Infrastructure Training conducted On-Track Equipment Operator Certification designed to ensure safe operation of maintenance vehicles on Authority tracks. Facilitated the delivery of Wayside

Access Procedures Certification for employees and contractors with job duties that require them to work on or access MARTA's rail wayside.

▪ Bus Transportation Training

Bus Transportation Training recertified 579 Bus Operators, and certified 878 Bus Operators in the 2010 New Flyer Bus (New Equipment).

▪ Rail Transportation Training

Rail Transportation Training revised and delivered retraining for operators, supervisors, yard tower supervisors, rail controllers and communications specialists. Also conducted was first responder fire department training, (Rail Car Orientation, Station Walk-Thru, Tunnel Walk-Thru and Fire Simulations) for 1495 local firefighters who respond to MARTA rail incidents.

▪ Strategic Training

Strategic Training conducted numerous performance consultations with various employees and MARTA workgroups during the fiscal year; conducted 440 employee days of training, and provided organizational development support.

▪ Instructional Technologies Enhancements

The most significant enhancement was the development and deployment of MARTA University, an online learning resource built on the open source Moodle Learning Management System platform. Programs deployed through MARTA U in FY10 include Distraction Avoidance Policy training, Bus Fire Response Training, and pilot training Introduction to Project Management.

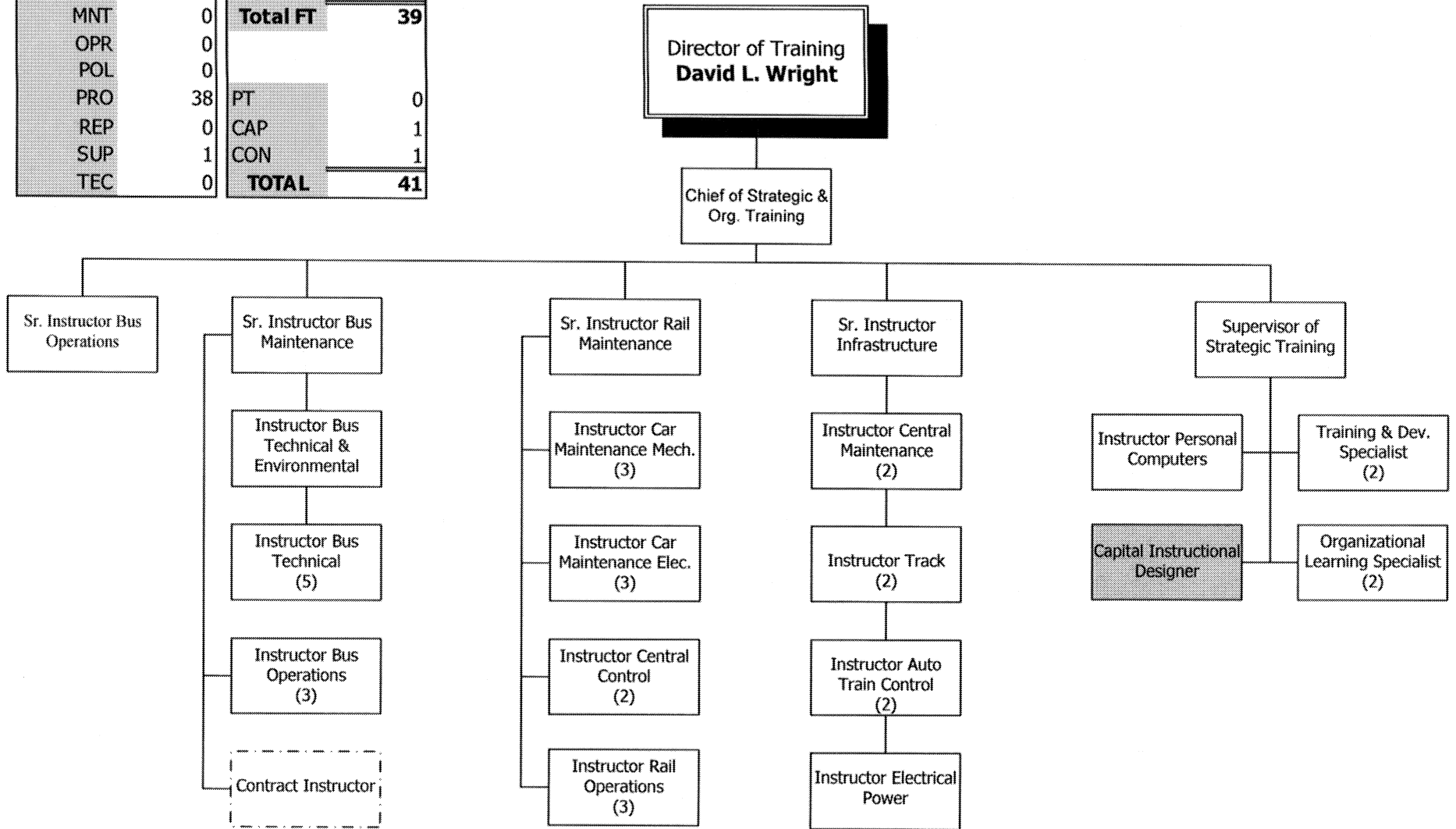
OFFICE OF TRAINING

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,414,099	2,708,398	2,705,270	2,492,580	2,409,702
Overtime	55,094	37,633	67,746	47,678	22,759
Benefits	2,418,441	1,231,225	1,301,376	1,273,927	1,310,106
Labor Sub-Total	\$4,887,634	\$3,977,256	\$4,074,392	\$3,814,185	\$3,742,567
Contractual Services	923	285	472	-472	0
Materials & Supplies	3,159	20,528	23,468	3,062	24,955
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	500	93	0	0
Other Non Operating	11,580	292,472	177,175	31,586	80,104
Non Labor Sub-Total	\$15,662	\$313,785	\$201,208	\$34,176	\$105,059
Office Total	\$4,903,296	\$4,291,041	\$4,275,600	\$3,848,361	\$3,847,626
\$ Change from Prior Year	\$1,943,546	(\$612,255)	(\$15,441)	(\$427,239)	(\$735)
% Change from Prior Year	65.67%	-12.49%	-0.36%	-9.99%	-0.02%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	38	43	42	40	39	Administrative	1	2	2	1	0
Represented	0	0	0	0	0	Management	2	5	4	3	2
Full-Time Total	38	43	42	40	39	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	42	44	49	49	38
Contract	7	7	7	7	1	Technical	0	0	0	0	0
Capital	1	2	7	7	1	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	1	1	1	1	1
						Total	46	52	56	54	41

OFFICE OF TRAINING

ADM	0	Non-Rep	39
MGR	2	Rep	0
MNT	0	Total FT	39
OPR	0		
POL	0		
PRO	38	PT	0
REP	0	CAP	1
SUP	1	CON	1
TEC	0	TOTAL	41



Capital Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF TRAINING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Director of Training	23	---	1	1	1	1
Chief of Strategic & Organizational Training	21	1	1	1	1	1
Chief of Technical Training	21	1	1	1	1	---
Supervisor of Strategic Training	19	1	1	1	1	1
Senior Instructor Bus Maintenance	18	1	1	1	1	1
Senior Instructor Bus Operations	18	1	1	1	1	1
Senior Instructor Infrastructure	18	1	1	1	1	1
Senior Instructor Rail Maintenance	18	1	1	1	1	1
Org Learning Specialist III	17	2	1	1	1	2
Instructor Auto Train Control	16	1	2	2	2	2
Instructor Bus Operations	16	3	3	3	3	3
Instructor Bus Tech Environ	16	1	1	1	1	1
Instructor Bus Technical	16	4	5	5	5	5
Instructor Car Maint Elect	16	3	3	3	3	3
Instructor Car Maint Mech	16	3	3	3	3	3
Instructor Central Control	16	2	2	2	2	2
Instructor Central Maintenance	16	2	2	2	2	2
Instructor Electrical Power	16	1	1	1	1	1
Instructor Personal Computers	16	1	1	1	1	1
Instructor Rail Operations	16	3	3	3	3	3

Personnel Comparison Report

OFFICE OF TRAINING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Instructor Track	16	2	2	2	2	2
Training & Development Spec	15	2	2	2	2	2
Office Administrator I	14	---	1	1	1	---
Historical Administrative	12	1	1	1	---	---
Non-Rep Subtotal		38	41	41	40	39
Total Full-Time		38	41	41	40	39
<u>Operating Contract</u>						
Contract Instructor	---	7	7	7	7	1
Total Operating Contract		7	7	7	7	1
<u>Capital Contract</u>						
Capital Contract DHS/TSA Security Instructor	---	---	---	2	2	---
Capital Contract Instructional Designer	---	1	1	4	4	1
Contract BTP Support	---	---	1	1	1	---
Total Capital		1	2	7	7	1

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

FUNCTIONS AND RESPONSIBILITIES

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

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

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

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

solicit and gauge community input to facilitate the examination of all facts and ensure the non-discriminatory impact of the Authority's decisions and activities.

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

FY2010 ACCOMPLISHMENTS

I. DBE Program

- FY2010 Overall DBE Goal Updated submitted to FTA and approved
- DEO participated in the following DBE outreach events:
 1. The Sky is the Limit
 2. Supplier Diversity Conference
 3. Georgia Minority Supplier Development Council Education Committee
 4. The Atlanta Tribune's Moving Your Business Forward Conference
 5. The Small Business Administration's Procurement Symposium in Albany, Georgia
 6. The Greater Atlanta Economic Alliance "How To Develop A Bid" Workshop
 7. Training Session for Women's Economic Development Agency members
- Installed Rosetta Stone Language Training Software in DBE Consultation Center For Spanish and Mandarin Chinese
- Served on the Minority Business Development Agency's Planning Committee for Minority Enterprise Development (MED) Week in Atlanta

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

FY2010 ACCOMPLISHMENTS (cont.)**II. Title VI and Cultural Diversity**

- Developed and Submitted the Authority's Title VI Plan to the Federal Transit Administration
- Developed and submitted the Authority's Limited English Proficiency Plan to the Federal Transit Administration
- Completed and submitted the Title VI Assessment of the FY10 Fare Increase and Service Changes to the Federal Transit Administration
- Developed information in Braille, enlarged print, CD Rom, Spanish, Korean, Chinese and Thai to support the community outreach efforts put forth in support of fare Increase and services changes
- Established a working relationship with the Center for Pan Asian Community Services (CPACS) and obtain their input on matters related to service changes

III. American With Disabilities Act

- Conducted final warning training for Bus Operators
- Held twelve Elderly Disabled Access Advisory Committee Meetings

- Organized and conducted a retreat for MARTA's Elderly Disabled Access Advisory Committee
- Provided ADA refresher training for Customer Service Representatives
- Monitored and administered the Mystery Rider contract required by the Authority's ADA Court Settlement Agreement

IV. Equal Opportunity

- Participated in the New Employee Orientation Classes and covered the subject areas of Sexual Harassment Prevention, ADA, Title VI and Equal Employment Opportunity
- Processed and investigated 62 EEO/Sexual Harassment/Workplace Violence complaints with satisfactory resolution

V. Miscellaneous

- Served on the JOB Corp Community/Public Relations Committee

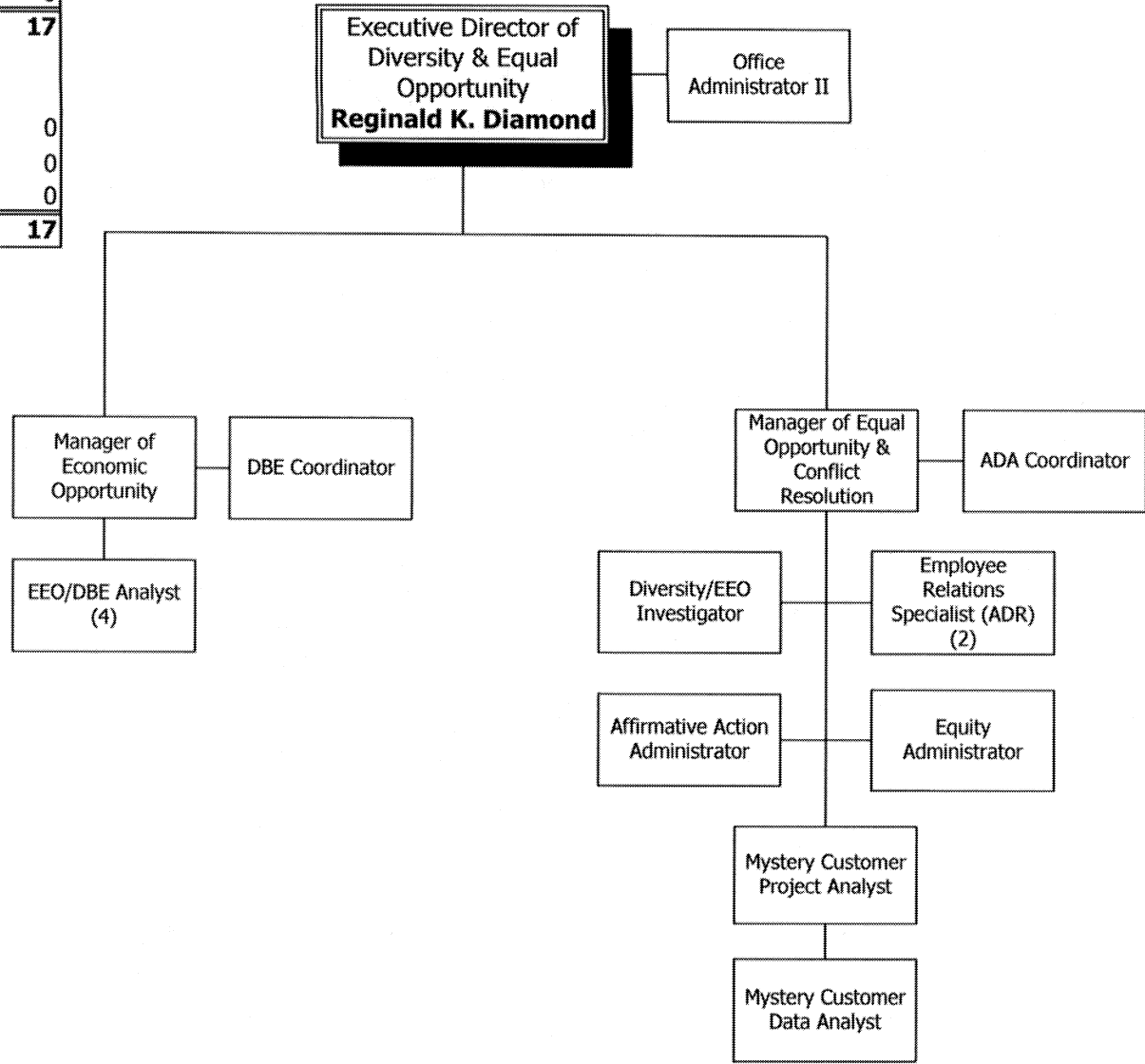
OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	930,363	1,087,243	1,045,977	880,215	1,095,868
Overtime	176	403	132	0	0
Benefits	746,426	467,183	435,114	428,854	604,293
Labor Sub-Total	\$1,676,965	\$1,554,829	\$1,481,223	\$1,309,069	\$1,700,161
Contractual Services	39,222	32,618	26,105	25,935	24,984
Materials & Supplies	12,631	16,310	10,162	8,029	7,361
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	77,630	70,492	44,454	40,519	40,931
Non Labor Sub-Total	\$129,483	\$119,420	\$80,721	\$74,483	\$73,276
Office Total	\$1,806,448	\$1,674,249	\$1,561,944	\$1,383,552	\$1,773,437
\$ Change from Prior Year	\$697,024	(\$132,199)	(\$112,305)	(\$178,392)	\$389,885
% Change from Prior Year	62.83%	-7.32%	-6.71%	-11.42%	28.18%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	16	17	17	16	17	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	3	3	3
Full-Time Total	16	17	17	16	17	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	12	13	13	12	13
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	16	17	17	16	17

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

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



Personnel Comparison Report

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Exec Director of Diversity & Equal Opportunity	24	1	1	1	1	1
Manager of Equal Opportunity & Conflict Resolution	21	1	1	1	1	1
Manager of Economic Opportunity	20	1	1	1	1	1
Affirm Act Administrator	19	1	1	1	1	1
Equity Administrator	19	1	1	1	1	1
Diversity/EEO Investigator	17	1	1	1	1	1
EEO/DBE Analyst	17	4	4	4	4	4
Employee Relations Specialist (ADR)	17	---	1	1	1	2
Mystery Customer Project Analy	17	1	1	1	1	1
Office Administrator II	16	1	1	1	1	1
ADA Coordinator	15	1	1	1	1	1
DBE Coordinator	15	1	1	1	1	1
Mystery Customer Data Analyst	15	1	1	1	1	1
Historical Professional	18	1	1	1	---	---
Non-Rep Subtotal		16	17	17	16	17
Total Full-Time		16	17	17	16	17

DEPARTMENT OF TECHNOLOGY

This Department includes the following Offices:

Department of Technology

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

FY2011 GOALS AND OBJECTIVES

The goals and objectives of the Department of Technology are to provide efficient, reliable, cost-effective, and responsive technology services and dedicated support to all technology users throughout MARTA, and the

investment, implementation, operation and maintenance of all technology hardware, software, networks and services.

FY2011 KEY PERFORMANCE INDICATORS

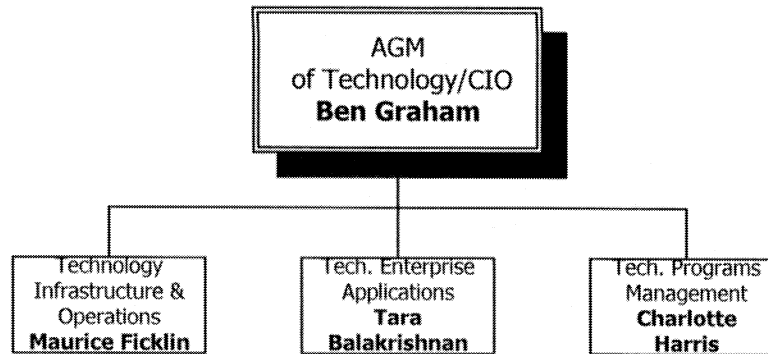
KPI	Definition	Targets
Attendance Represented	% represented employee hours worked of all represented employee hours scheduled for work	>/= 90%
Attendance Non-represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Overtime Budget Variance	Budget variance on overtime expenses	</= 0%

DEPARTMENT OF TECHNOLOGY

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	3,733,596	5,350,378	6,086,502	5,994,988	10,295,084
Overtime	216,585	196,302	278,135	210,404	66,670
Benefits	3,240,575	1,994,064	2,341,717	2,428,266	5,505,163
Labor Sub-Total	\$7,190,756	\$7,540,744	\$8,706,354	\$8,633,658	\$15,866,917
Contractual Services	3,638,600	4,515,036	3,320,529	5,811,338	8,482,265
Materials & Supplies	431,816	771,399	443,118	374,647	499,341
Other Operating	1,810,167	1,938,191	1,632,031	1,368,935	616,158
Casualty & Liability	0	0	0	0	0
Miscellaneous	226	0	0	0	0
Other Non Operating	62,538	154,263	69,963	65,526	60,510
Non Labor Sub-Total	\$5,943,347	\$7,378,889	\$5,465,641	\$7,620,446	\$9,658,274
Department Total	\$13,134,103	\$14,919,633	\$14,171,995	\$16,254,104	\$25,525,191
\$ Change from Prior Year		\$1,785,530	(\$747,638)	\$2,082,109	\$9,271,087
% Change from Prior Year		13.59%	-5.01%	14.69%	57.04%

	Authorized Positions by Status					Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11
Non-Represented	76	82	139	139	120	Administrative	7	3	3	3
Represented	10	10	21	21	21	Management	9	10	10	11
Full-Time Total	86	92	160	160	141	Police	0	0	0	0
Part - Time	0	0	0	0	0	Professional	22	35	35	38
Contract	0	5	10	10	10	Technical	54	55	55	105
Capital	21	21	16	16	16	Maintenance	10	10	10	21
Clayton	0	0	0	0	0	Operator	0	0	0	0
						Represented	0	0	0	0
						Clerical	0	0	0	0
						Supervisory	5	5	5	8
						Total	107	118	139	186

ADM	3	Non-Rep	120
MGR	12	Rep	21
MNT	21	Total FT	141
OPR	0		
POL	0		
PRO	38	PT	0
REP	0	CAP	16
SUP	6	CON	10
TEC	87	TOTAL	167



OFFICE OF AGM TECHNOLOGY CIO**FUNCTIONS AND RESPONSIBILITIES**

The Assistant General Manager/CIO leads the Department of Technology, which is responsible for providing efficient, reliable, cost-effective, and responsive technology services and dedicated support to all technology users throughout MARTA. The Assistant General Manager/CIO is responsible for the investment, implementation, operation and maintenance of all technology hardware, software, networks and services.

The Assistant General Manager/CIO of Technology manages four offices:

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

In addition to managing these offices and branches, the Assistant General Manager/CIO's responsibilities also include setting strategies, policies and procedures for Technology and overall management and direction of the Authority's technology investments which contribute to MARTA's success through:

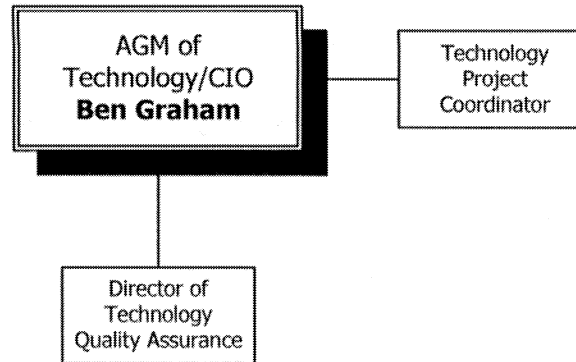
- Ensuring proper management control over the technology, fiscal and human resources of MARTA.
- Providing cost-effective, efficient, manageable, and maintainable support for MARTA critical enterprise operations.
- Upgrading and/or replacing MARTA's business and technology architecture, including hardware, software, and applications infrastructures.
- Directing and leadership of technology associated management groups including Technology Working Group (TWG), Source Evaluation Committee (SEC), and Technology Steering Committees (TSC).
- Ensuring sound and responsible business, financial and project practices for telecommunications, technology assets, fiscal and operating budgets and development of projects for technology and its customers.
- Successful implementation of new technology programs currently underway at MARTA including the Automated Fare Collection System (Breeze), Automatic Vehicle Locator system, Business Transformation Program, etc.

OFFICE OF AGM TECHNOLOGY CIO

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	284,287	319,700	244,240	216,630	308,108
Overtime	334	1,728	0	0	0
Benefits	183,851	82,785	87,096	87,372	169,899
Labor Sub-Total	\$468,472	\$404,213	\$331,336	\$304,002	\$478,007
Contractual Services	0	8,670	12,409	-13,107	16,908
Materials & Supplies	15,112	21,976	63,445	39,023	70,502
Other Operating	0	0	495	571	674
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	12,825	69,199	39,947	30,539	30,259
Non Labor Sub-Total	\$27,937	\$99,845	\$116,296	\$57,026	\$118,343
Office Total	\$496,409	\$504,058	\$447,632	\$361,028	\$596,350
\$ Change from Prior Year	(\$579,277)	\$7,649	(\$56,426)	(\$86,604)	\$235,322
% Change from Prior Year	-53.85%	1.54%	-11.19%	-19.35%	65.18%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	2	3	4	4	3	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	1	2	3	3	2
Full-Time Total	2	3	4	4	3	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	0	0	0	0	0
Contract	0	0	0	0	0	Technical	1	1	1	1	1
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	3	4	4	3

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



Personnel Comparison Report

OFFICE OF AGM TECHNOLOGY CIO

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM Technology	C	1	1	1	1	1
Director of Technology Quality Assurance	23	---	---	1	1	1
Sr. Technology Quality Assurance Manager	22	---	1	1	1	---
Technology Project Coordinator	17	1	1	1	1	1
Non-Rep Subtotal		2	3	4	4	3
Total Full-Time		2	3	4	4	3

OFFICE OF TECH INFRASTRUCTURE & OPS

FUNCTIONS AND RESPONSIBILITIES

The Office of Technology Infrastructure & Operations is responsible for providing computing support for mainframe and enterprise client/server environments, technology data center processing services and maintenance and support of all technology systems. This office supports Authority-Wide business units in providing distributed desktop support, data network connectivity support, telephony services support and radio communications support. This office operates and maintains an integrated Technology infrastructure that enables MARTA to operate effectively and efficiently in current and emerging business environments. Infrastructure plans, deploys and supports the rollout of new desktops, printers and associated software and controls the overall usage of technology tools throughout the Authority.

This department accomplishes these functions through the Technology Systems Support, Enterprise Network Operations and Communications branches.

The **Technology Systems Support** branch responsibilities include:

- Providing mainframe payroll and human resources Tier I support.
- Tier I support of enterprise systems to include system monitoring for both the server farm environments and the enterprise network environment. This section of the branch is currently in the process of transitioning to an enterprise network operations center.
- Technology Help Desk services for distributed desk top support and fielding/escalation of all technology related production support areas.

- Tier I support of train control system, to include wayside components.
- Planning, updating and maintaining Disaster Recovery and Business Continuity plans working in coordination with Tier II support teams for disaster recovery implementation.
- Data Center and Disaster Recovery Center Operations.

The **Enterprise Network Operations** branch responsibilities include:

- Providing Authority-wide Tier II support (*diagnosing and resolving production support issues*) for enterprise server, data network and telephony systems.
- Managing and maintaining MARTA's core technology infrastructure, which includes Windows server systems, UNIX server systems, distributed printing components, and enterprise LAN/WAN components.
- Providing Authority-Wide telephony services, to include the rail station public telephone system.
- Support and maintenance of Authority-Wide rail station public address system.
- Management of Authority-Wide data transport system (SONET).
- Deployment and management of enterprise disaster recovery and storage area networking systems.
- Deployment and management of enterprise anti-virus systems.
- Facilitating Authority-wide network access, to include the deployment and management of networking components.

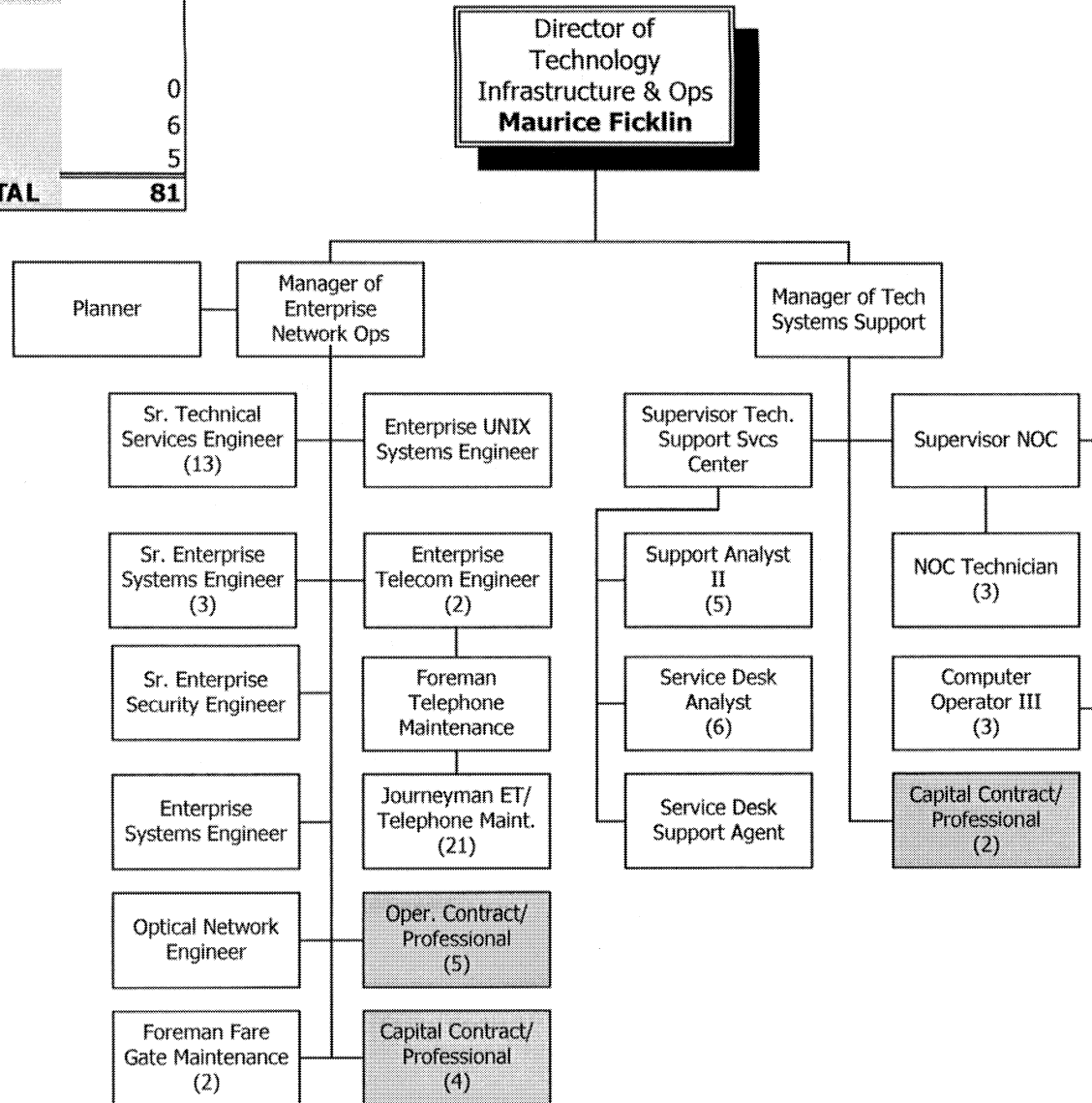
OFFICE OF TECH INFRASTRUCTURE & OPS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,468,673	2,366,544	2,911,983	2,434,935	4,563,391
Overtime	215,785	181,534	261,212	203,309	66,670
Benefits	1,494,102	984,264	1,108,652	973,025	2,344,543
Labor Sub-Total	\$3,178,560	\$3,532,342	\$4,281,847	\$3,611,269	\$6,974,604
Contractual Services	2,268,209	2,625,485	2,174,842	3,318,853	7,592,713
Materials & Supplies	404,161	709,767	368,334	313,298	410,944
Other Operating	1,810,167	1,886,250	1,276,262	1,290,721	469,030
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	22,962	51,149	10,827	14,785	12,059
Non Labor Sub-Total	\$4,505,499	\$5,272,651	\$3,830,265	\$4,937,657	\$8,484,746
Office Total	\$7,684,059	\$8,804,993	\$8,112,112	\$8,548,926	\$15,459,350
\$ Change from Prior Year	(\$2,837,329)	\$1,120,934	(\$692,881)	\$436,814	\$6,910,424
% Change from Prior Year	-26.97%	14.59%	-7.87%	5.38%	80.83%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	31	36	34	55	49	Administrative	7	3	3	3	3
Represented	10	10	10	21	21	Management	3	3	3	3	3
Full-Time Total	41	46	44	76	70	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	7	20	26	17	17
Contract	0	5	5	5	5	Technical	16	17	17	36	32
Capital	7	7	15	6	6	Maintenance	10	10	10	21	21
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	5	5	5	7	5
						Total	48	58	64	87	81

OFFICE OF TECH INFRASTRUCTURE & OPS

ADM	3	Non-Rep	49
MGR	3	Rep	21
MNT	21	Total FT	70
OPR	0		
POL	0		
PRO	17	PT	0
REP	0	CAP	6
SUP	5	CON	5
TEC	32	TOTAL	81



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Tech Infra & Operations	23	1	1	1	1	1
Mgr Enterprise Network Ops	22	1	1	1	1	1
Mgr Tech Systems Support	22	1	1	1	1	1
Sr Enterprise Systems Engineer	20	---	---	3	3	3
Sr Technical Services Engineer	20	1	1	1	15	13
Sr. Enterprise Security Engineer	20	---	---	---	1	1
Supv Tech Support Svcs Centr	19	1	1	1	1	1
Enterprise Network Engineer	18	---	---	1	1	---
Enterprise Systems Engineer	18	---	---	---	1	1
Enterprise Telecom Engineer	18	---	2	2	2	2
Enterprise Unix Sys Engineer	18	1	1	1	1	1
Optical Network Engineer	18	---	---	---	1	1
Supv Network Operations Center	18	1	1	1	1	1
Foreman Fare Gate Maintenance	16	2	2	2	4	2
Foreman Telephone Maintenance	16	1	1	1	1	1
Network Operations Center Tech	16	---	3	3	3	3
Planner Comm Comptr & Farecoll	16	1	1	1	1	1
Support Analyst II	15	5	5	5	5	5
Service Desk Analyst	12	---	8	6	6	6
Service Desk Support Agent	12	---	---	---	2	1

Personnel Comparison Report

OFFICE OF TECH INFRASTRUCTURE & OPS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Computer Operator III	10	4	3	3	3	3
Historical Technical	17 - 20	8	4	---	---	---
Historical Administrative	09	3	---	---	---	---
Non-Rep Subtotal		31	36	34	55	49
<u>Represented</u>						
Journeyman ET-Telephone Maint	UR	10	10	10	21	21
Represented Subtotal		10	10	10	21	21
Total Full-Time		41	46	44	76	70
<u>Operating Contract</u>						
Contract Professional/Exempt Straight	---	---	5	5	5	5
Total Operating Contract		---	5	5	5	5
<u>Capital Contract</u>						
Contract Professional/Exempt Straight	---	7	7	15	6	6
Total Capital		7	7	15	6	6

OFFICE OF TECH ENTERPRISE APPLICATIONS

FUNCTIONS AND RESPONSIBILITIES

The Office of Technology Enterprise Applications is responsible for development and implementation of new applications and the maintenance and modifications of existing applications for all of the Authority. This office is also responsible for providing technology stewardship for MARTA enterprise technology applications. This office accomplishes these functions and responsibilities through the ITS Applications, Business Applications and Automated Fare Collection (Breeze) Program Management branches.

The ITS Applications branch is responsible for providing applications development, maintenance, and centralized data management as a corporate resource across the MARTA enterprise. Office responsibilities include:

- Database architecture, development, administration, and management of all data repositories.
- Internet, Intranet and Universal Web Portal architecture, development and maintenance.
- Business Intelligence, Data Warehouse and Balanced Scorecard Development and Support.
- Application daily operation and maintenance for the Automated Fare Collection and the Bus Automated Vehicle Locator systems.
- Application daily operation and maintenance for the Regional Trip Planning and Scheduling systems.
- Geographical Information Systems data collection, system development, and user support

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

- Coordinating systems requirements with executives and clients
- Implementing and maintaining the Business Transformation Program which includes Enterprise Resource Planning and Enterprise Asset Management systems.
- Making continual enhancements in business applications to support legislative changes, audit requests and business user requests.
- Supporting major systems in production, including Train Control System, Police Management Information System, Document Management & Automated Dispatch Systems.
- Implement new business solutions through purchase of off the shelf software or development of applications.

The Breeze Program Office focuses on what is required to Operate, Support, Monitor, and Improve the Breeze System

- Supports MARTA and Regional Automated Fare Collection (AFC) Program
- Serves as liaison for all Regional Partners (Cobb Community Transit, Clayton County Transit, Gwinnett County Transit and GRTA) on Breeze Program
- Collects and performs analysis on user requests and manages implementation of the solutions
- Assists with vendor management and coordination with the assigned contract administrators for Breeze Program

OFFICE OF TECH ENTERPRISE APPLICATIONS**FY2010 ACCOMPLISHMENTS**

The Office of Technology Enterprise Applications has achieved major milestones in FY10 bringing value to the Authority and its patrons. These accomplishments include completing major enhancements to applications and meeting Service Level Agreement metrics for critical systems that provide increased value to the Authority.

The Enterprise Applications Office completed a major upgrade to the Breeze Automated Fare Collection credit / debit system. This enhancement pro-actively eliminates fraudulent credit card transactions. The upgrade addresses lost and stolen credit card usage for the purchase of Breeze products. The result of the upgrade has removed bad debt from credit card sales at Breeze Vending Machines resulting in revenue improvements and virtually eliminating chargebacks to the Authority.

The Enterprise Applications Office implemented an automated system for the Trapeze application. This automated system allows patrons to call the MARTA central number and through the use of an automated voice response system, plan and receive information on MARTA Bus schedules. This new enhancement has reduced operating cost to the Authority by the reduction of calls to the Customer Service center requesting the same

information. Additionally it enables patrons to receive the information on a 7 x 24 x 365 service level.

On October 1, 2009, the Enterprise Applications Office implemented a Fare Increase for the Authority. The fare increase required modifications to the Breeze Central Computer systems, Breeze Vending Machines, Ride Store Point of Sale Devices, and Bus Fare Collection equipment. The changes required coordination with Marketing, Finance, Operations, Police, and Technology. The implementation was seamless to the Regional Partners and to patron travel.

The Enterprise Applications Office implemented and demonstrated a successfully executed Disaster Recovery for MARTA's critical systems (financials, human resources, payroll and maintenance). These high availability systems were replicated off-site, enabling continuous access to systems and data.

The Enterprise Applications Office also implemented 18+ upgrades for Marta's critical systems, which included FASuite, Oracle Human Resources, Payroll, MARTA's Customer Service, etc. in order to keep them functional and in compliance. These upgrades allowed the Authority to maintain adequate information to meet the existing business needs.

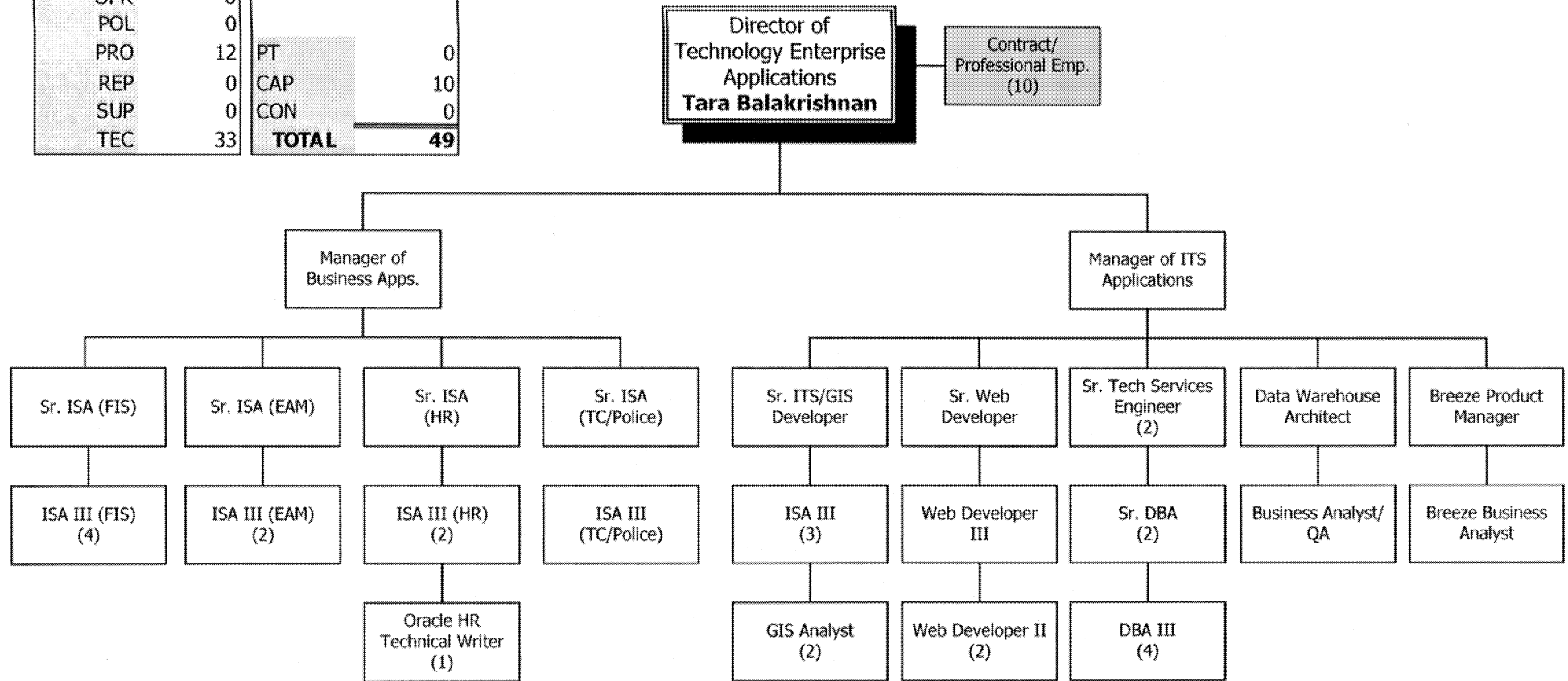
OFFICE OF TECH ENTERPRISE APPLICATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,447,313	2,004,021	2,252,512	2,048,491	3,098,509
Overtime	0	5,598	0	55	0
Benefits	1,232,844	753,854	936,597	935,239	1,708,607
Labor Sub-Total	\$2,680,157	\$2,763,473	\$3,189,109	\$2,983,785	\$4,807,116
Contractual Services	1,364,012	1,862,224	1,091,510	2,180,947	829,384
Materials & Supplies	7,711	4,739	3,443	3,346	3,246
Other Operating	0	0	0	2,026	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	226	0	0	0	0
Other Non Operating	24,052	22,692	9,170	10,875	8,731
Non Labor Sub-Total	\$1,396,001	\$1,889,655	\$1,104,123	\$2,197,194	\$841,361
Office Total	\$4,076,158	\$4,653,128	\$4,293,232	\$5,180,979	\$5,648,477
\$ Change from Prior Year	\$1,457,676	\$576,970	(\$359,896)	\$887,747	\$467,498
% Change from Prior Year	55.67%	14.15%	-7.73%	20.68%	9.02%

Authorized Positions by Status						Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	37	37	37	42	39	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	3	3	3	3	4
Full-Time Total	37	37	37	42	39	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	14	14	21	13	12
Contract	0	0	0	0	0	Technical	33	33	33	36	33
Capital	13	13	20	10	10	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	50	50	57	52	49

OFFICE OF TECH ENTERPRISE APPLICATIONS

ADM	0	Non-Rep	39
MGR	4	Rep	0
MNT	0	Total FT	39
OPR	0		
POL	0		
PRO	12	PT	0
REP	0	CAP	10
SUP	0	CON	0
TEC	33	TOTAL	49



Contract Position (Shaded)

Personnel Comparison Report

OFFICE OF TECH ENTERPRISE APPLICATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Enterprise Applications	23	1	1	1	1	1
Mgr Business Applications	22	1	1	1	1	1
Mgr ITS Applications	22	1	1	1	1	1
Breeze Product Manager	21	---	---	---	---	1
Data Warehouse Architect	20	1	1	1	1	1
Information Systems Analyst Sr	20	4	4	4	4	4
Sr Technical Services Engineer	20	---	---	---	---	2
Sr Web Developer	20	1	1	1	1	1
Sr. Database Administrator	20	1	1	1	2	2
Sr. ITS/GIS Developer	20	1	1	1	1	1
Database Administrator III	19	4	4	4	5	4
Information Sys Analyst III	19	10	12	12	12	12
Web Developer III	19	3	3	3	2	1
Breeze Business Process Consultant	18	---	---	---	1	---
Data Warehouse Business Analyst QA	18	1	1	1	1	1
Database Administrator II	18	1	1	1	2	---
GIS Analyst	18	2	2	2	2	2
Web Developer II	18	1	1	2	2	2
Breeze Business Analyst	17	---	---	---	1	1
Oracle HR Payroll Technical Writer	16	---	---	---	2	1

Personnel Comparison Report

OFFICE OF TECH ENTERPRISE APPLICATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Historical Technical	17 - 18	4	2	1	---	---
Non-Rep Subtotal		37	37	37	42	39
Total Full-Time		37	37	37	42	39
Capital Contract						
Contract Professional/Exempt Straight	---	13	13	20	10	10
Total Capital		13	13	20	10	10

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

FUNCTIONS AND RESPONSIBILITIES

The Technology Programs Management office is responsible for program, project, budget and contractual oversight for the Department and for analyzing and researching new transit technologies and programs.

The Program Management branch develops business requirements, justifications and senior management approval for new business initiatives and tracks the schedule and budgets of existing projects.

- Project management including responsibility for matrix management of the implementation teams for technology projects, serving as the contracting representative for all technology contracts support and coordination of Authority needs, resolving conflicts that impact project schedule and cost.
- Implementing a project tracking tool which provides a common methodology across technology projects.
- Maintain a Technology Scorecard for monitoring project and technology performance.
- This branch assigns, prioritizes, and monitors technology projects. In addition, the branch tracks achievement of goals and objectives for divisional reporting.
- Manages customer liaison activities between Technology and the business units of the Authority.

The Transit System Enhancement (TSE) branch surveys MARTA staff, management and the transit industry regarding system improvements and upgrades, and makes recommendations to the CEO team. The TSE branch also initiates Intelligent Transportation Systems (ITS) projects and acts as project champion until they become fully operational. During FY08, the branch will manage the remaining tasks of the Breeze Card Fare Collection Program and other initiatives including:

- Close out of Rail Station Modifications for Breeze Card Program.
- Close out of the Cash Handling Facility Renovation.
- Leadership of Breeze Card Marketing, Operations, Finance, Planning, Technology, Engineering and Customer Service Teams.
- Implementation of Regional Trip Itinerary Planning System.
- Management of Fare Collection Equipment Contractor.

- Upgrade of the Parking System to Smart Card Technology.
- On-Going Participation with Regional Partners Regarding Technology and ITS Projects including Regional 511.
- Processes and monitors the primary functions related to preparing, processing and successful execution of purchasing hardware, software and services for Technology.

The Technology Business Management (TBM) branch is responsible for managing contract and financial administration, maintenance of technology related policies and procedures and administration of Technology professional services. This branch is accountable for performance reporting, contract administration, resource administration (staffing, training, labor relations) and budget administration including the analysis of financial condition and communication to Authority Executive staff.

The Technology Business Management branch responsibilities include the following:

- Manages Technology Programs responsible for providing, financial administration, telecommunications and technology assets management.
- Oversees & helps department managers manage their capital and operating budgets.
- Assists department management in analyzing all vendor contracts for Technology and advises on best practices.
- Assists departmental management in preparing and completing business cases.
- Monitors cell phone and pager use in the Authority.
- Administers contracts with all vendors.
- Prepares and updates policies and procedures. Monitors, authenticates and prepares responses for all internal and external audit activities.
- Develops various business presentations and reviews procedures and guidelines for financial planning.
- Analyzes the financial condition of Technology and communicates the results to executive decision makers.

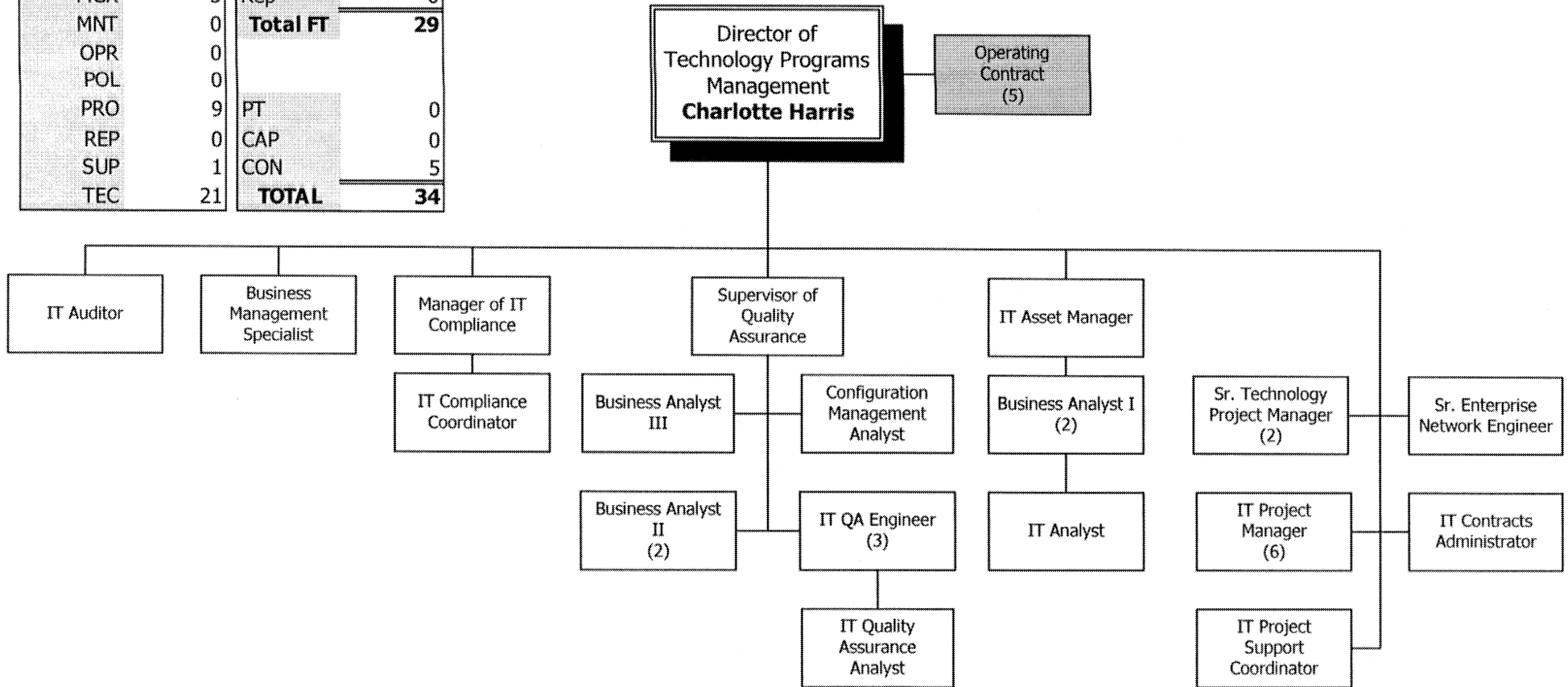
OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	533,323	660,113	677,767	1,294,932	2,325,076
Overtime	466	7,442	16,923	7,040	0
Benefits	329,778	173,161	209,372	432,630	1,282,114
Labor Sub-Total	\$863,567	\$840,716	\$904,062	\$1,734,602	\$3,607,190
Contractual Services	6,379	18,657	41,768	324,645	43,260
Materials & Supplies	4,832	34,917	7,896	18,980	14,649
Other Operating	0	51,941	355,274	75,617	146,454
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	2,699	11,223	10,019	9,327	9,461
Non Labor Sub-Total	\$13,910	\$116,738	\$414,957	\$428,569	\$213,824
Office Total	\$877,477	\$957,454	\$1,319,019	\$2,163,171	\$3,821,014
\$ Change from Prior Year	\$877,477	\$79,977	\$361,565	\$844,152	\$1,657,843
% Change from Prior Year	100.00%	9.11%	37.76%	64.00%	76.64%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	6	6	6	38	29	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	2	2	2	2	3
Full-Time Total	6	6	6	38	29	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	1	1	8	8	9
Contract	0	0	5	5	5	Technical	4	4	4	32	21
Capital	1	1	3	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	1	1
						Total	7	7	14	43	34

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

ADM	0	Non-Rep	29
MGR	3	Rep	0
MNT	0	Total FT	29
OPR	0		
POL	0		
PRO	9	PT	0
REP	0	CAP	0
SUP	1	CON	5
TEC	21	TOTAL	34



Capital Contract Position (Shaded)

Personnel Comparison Report

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Tech Enter Plng & Mgmt	23	1	1	1	1	1
Manager of IT Compliance	22	---	---	---	---	1
Manager of Technology Business Development	22	1	1	1	1	---
IT Auditor	21	---	---	---	---	1
Supervisor IT Quality Assurance	21	---	---	---	1	1
IT Asset Manager	20	---	---	---	---	1
Senior Technology Project Manager	20	---	---	---	2	2
Sr. Enterprise Network Engineer	20	---	---	---	1	1
Business Analyst III	19	---	---	---	3	1
Configuration Management Analyst	19	---	---	---	1	1
IT Quality Assurance Engineer	19	---	---	---	4	3
ITS Project Manager	19	1	1	1	1	---
Sr. Project Management Analyst	19	---	---	---	1	---
Business Management Specialist	18	---	---	---	1	1
IT Analyst	18	---	---	---	1	1
IT Compliance Coordinator	18	---	---	---	---	1
IT Contracts Administrator	18	---	---	---	2	1
IT Project Manager	18	2	2	2	10	6
IT Quality Assurance Analyst	18	---	---	---	2	1
Technology Analyst	18	1	1	1	1	---

Personnel Comparison Report

OFFICE OF TECHNOLOGY PROGRAMS MANAGEMENT

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Business Analyst II	17	---	---	---	2	2
Business Analyst I	15	---	---	---	3	2
IT Project Support Coordinator	15	---	---	---	---	1
Non-Rep Subtotal		6	6	6	38	29
Total Full-Time		6	6	6	38	29
<u>Operating Contract</u>						
Contract Professional/Exempt Straight	17	---	---	5	5	5
Total Operating Contract		---	---	5	5	5
<u>Capital Contract</u>						
Historical Professional	---	1	1	3	---	---
Total Capital		1	1	3	---	---

DEPARTMENT OF PLANNING

This Department includes the following Offices:

Department of Planning

- Office of AGM of Planning
- Office of Development & Regional Coordination
- Office of Transit System Planning

FY2011 GOALS AND OBJECTIVES

FY 2011 proposes some serious changes for both the Department and the Authority. We all have to do more with less staff. Unfortunately our financial condition made it impossible for us to continue with the planned "Refresh" which would have updated our computer hardware and software. Thus equipment and capabilities are hampered. At a minimum, Planning GIS and service planning and scheduling staff must have some hardware and software upgrades and in some cases replacements in order to carry out their tasks. I am working with staff in those areas to determine the specific and most urgent needs and prepare a request and defense for this request. Other needs include a new position to populate and maintain the program that will electronically inventory all real estate holdings including ground truthing with GIS and the successful expansion of the scope of the TOD function to include land use and sustainability initiatives that are being funded by the federal USDOT/HUD and EPA partnership.

Other Goals for FY2011:

- Facilitate the adoption of the TOD guidelines and policies by the MARTA Board and ARC and the municipalities and counties in the region;

- Facilitate the development of a Developers Corner page for the MARTA website. The page would include information on all of our station sites;
- Facilitate the advancement of the retail Concessions program into Phase II specialty retail food and beverage;
- Facilitate a Board workshop on Affordable Housing Goals for our TOD guidelines and policies;
- Facilitate the enhanced land use scope for the TOD Division including improved MARTA input to the review of the Development of Regional Impact (DRI's);
- Facilitate the review and MARTA input to the proposed rule making on the FTA New Starts Program;
- Facilitate a region-wide workshop with FTA on the New Starts Program;
- Sponsor another Department wide morale/team building exercise or event;
- Hold a Department retreat; and
- Continue to coordinate efforts with Fulton County on the Bus Stop Enhancement Program.

FY2011 KEY PERFORMANCE INDICATORS

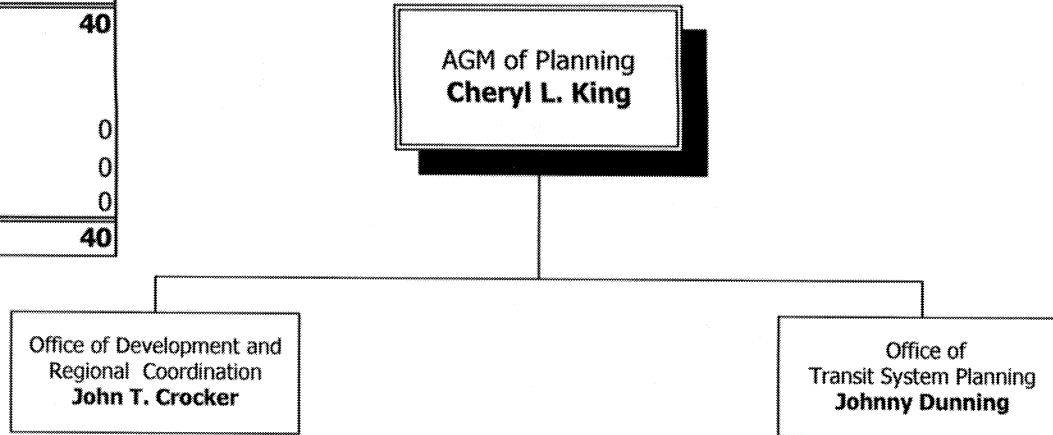
KPI	Definition	Targets
Attendance Non-represented	%non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 90%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%;
Route Performance Rate	The percentage of bus routes failing to comply with the MARTA Service Standards	</= 5%

DEPARTMENT OF PLANNING

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,295,916	2,646,032	2,664,405	2,603,958	2,688,841
Overtime	41	0	1,018	3,070	0
Benefits	1,963,621	1,119,410	1,169,284	1,237,099	1,482,705
Labor Sub-Total	\$4,259,578	\$3,765,442	\$3,834,707	\$3,844,127	\$4,171,546
Contractual Services	389,212	337,053	212,610	206,142	221,611
Materials & Supplies	26,047	25,419	23,111	15,641	18,112
Other Operating	75	0	0	48	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	167	126	2,822	10	3,847
Other Non Operating	148,674	240,263	33,638	15,187	105,919
Non Labor Sub-Total	\$564,175	\$602,861	\$272,181	\$237,028	\$349,489
Department Total	\$4,823,753	\$4,368,303	\$4,106,888	\$4,081,155	\$4,521,035
\$ Change from Prior Year		(\$455,450)	(\$261,415)	(\$25,733)	\$439,880
% Change from Prior Year		-9.44%	-5.98%	-0.63%	10.78%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	42	40	42	42	40	Administrative	8	8	8	9	7
Represented	0	0	0	0	0	Management	9	9	9	12	10
Full-Time Total	42	40	42	42	40	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	36	34	34	29	20
Contract	0	0	0	0	0	Technical	2	2	2	2	2
Capital	15	15	12	12	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	2	2	2	2	1
						Total	57	55	54	54	40

ADM	7	Non-Rep	40
MGR	10	Rep	0
MNT	0	Total FT	40
OPR	0		
POL	0		
PRO	20	PT	0
REP	0	CAP	0
SUP	1	CON	0
TEC	2	TOTAL	40



FUNCTIONS & RESPONSIBILITIES

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

Other offices in the department of Planning are the following:

- Transit System Planning
- Development and Regional Coordination

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

The Office of Development and Regional Coordination is responsible for the Authority's joint development activities, managing all real estate holdings, developing and managing the Authority's concession program, providing support to the Regional Transit Committee and managing relationships with other transit operators and agencies with the Atlanta region. Staff in this office, is involved in developing transit oriented development policies and guidelines. The office directs the joint development initiative by assessing the potential of property for

development and directing the eventual development of this property in order to increase transit ridership and generated new revenue.

The office directs the joint development initiative by assessing the potential of property for development and directing the eventual development of this property in order to increase transit ridership and generate new revenue. This office manages the Authority's real estate holdings; including acquisition, evaluation, relocation, and disposition of properties. It also promotes the development of private property around MARTA rail stations and manages the Authority's lease portfolio. The Concessions branch manages and develops the Authority's retail concession program. Regional Service Coordination staff directs the Authority's service coordination activities with partner transit operators and land use coordination with planning agencies as well as providing advice and consultation on special projects that arise from time to time within the region. This office works with the Office of Transit System Planning to oversee and coordinate all regional and planning initiatives for the Authority which includes indentifying and structuring new and revised service to growing markets and indentifying new bus and rail technologies while overseeing the Unified Planning Work Program (UPWP) that is reported to the ARC and FTA.

FY2010 ACCOMPLISHMENTS

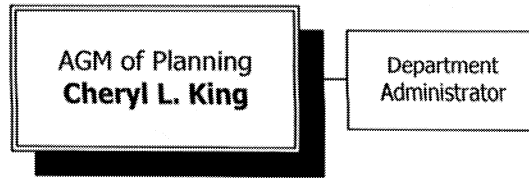
- Completed second year of the *Planning Pride* Newsletter which has proven to compliment Planning's efforts by serving as an internal funnel to inform, encourage and commend staff.
- TOD Staff incorporated "land use" as general core office and job function successfully.
- Implemented TOD Guidelines in an effort to "Promoted Joint Development" and smart land use around our stations.

OFFICE OF AGM PLANNING

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	165,138	204,322	340,250	439,162	205,056
Overtime	0	0	0	0	0
Benefits	33,934	74,196	114,863	150,595	113,074
Labor Sub-Total	\$199,072	\$278,518	\$455,113	\$589,757	\$318,130
Contractual Services	0	0	0	0	0
Materials & Supplies	2,069	3,726	6,577	4,433	3,239
Other Operating	0	0	0	48	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	167	126	2,822	0	3,847
Other Non Operating	132,968	74,706	13,519	7,113	9,013
Non Labor Sub-Total	\$135,204	\$78,558	\$22,918	\$11,594	\$16,099
Office Total	\$334,276	\$357,076	\$478,031	\$601,351	\$334,229
\$ Change from Prior Year	\$280,946	\$22,800	\$120,955	\$123,320	(\$267,122)
% Change from Prior Year	526.81%	6.82%	33.87%	25.80%	-44.42%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	3	3	2	2	2	Administrative	0	0	1	1	1
Represented	0	0	0	0	0	Management	1	1	1	1	1
Full-Time Total	3	3	2	2	2	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	2	2	0	0	0
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	3	3	2	2	2

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



Personnel Comparison Report

OFFICE OF AGM PLANNING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM Planning	C	1	1	1	1	1
Department Administrator	17	---	---	1	1	1
Historical Professional	17	2	2	---	---	---
Non-Rep Subtotal		3	3	2	2	2
Total Full-Time		3	3	2	2	2

OFFICE OF DEV & REGIONAL COORDINATION
FUNCTIONS & RESPONSIBILITIES

The Office of Development and Regional Coordination is responsible for all transit-oriented development, real estate activities, concession programs and regional service coordination activities. These responsibilities are divided among four branches; the Joint Development branch, the Real Estate branch, the Concessions branch and Regional Coordination branch.

The Joint Development Branch is responsible for all activities related to the Authority's transit-oriented joint development program. This includes:

- Assessing properties for joint development potential
- Overseeing the implementation and dissemination of MARTA's Transit Oriented Development Guidelines
- Overseeing the development of joint development projects

The Real Estate branch is responsible for working with Engineering to certify parcels for acquisition, appraisal and establishment of Just Compensation, property acquisition, project management, clearance and demolition, relocation claims, relocation appeals, property disposition to private parties, property transfers to public agencies and working with adjacent property owners on non-MARTA transit-oriented developments to encourage ridership. Some of the goals for FY 2011 are to:

- Upgrade the Real Estate Information System where MARTA's property ownership information is managed
- Managing existing leases (\$5 million in annual revenue)
- Continue necessary property rights for ROW acquisition and capital projects, and
- Review, develop and Enhance Real Estate Policies and procedures

The Concessions branch is responsible for the development of proposals and management of existing contracts for concessions on MARTA properties.

The Regional Coordination is responsible for establishing, managing and coordinating with external transit operators in the Atlanta region and other agencies involved with delivery of services within Atlanta. Additionally, this staff provides the in-kind technical support to the Regional Transit Committee (RTC) of the Atlanta Regional Commission as part of MARTA's partnership and full participation as a member of the RTC. This branch also supports the efforts of the Office of Transit Systems Planning as it relates to development of long-term projects and development of the Long Range Transportation Plan (RTP) and Transportation Improvement Plan (TIP)

FY2010 ACCOMPLISHMENTS

- Completed draft of Transit Oriented Development (TOD) Guidelines for the Atlanta metro region for review by the Board of Directors
- Developed an amendment to the Memorandum of Agreement between MARTA, GDOT, GRTA and ARC on Transportation Planning in Atlanta founding the RTC
- Developed, released and awarded MARTA's first retail concession contract
- Completed the acquisition of over 40 parcels to support the Memorial Drive BRT and Stonecrest Park & Ride lot
- Developed and managed a process for MARTA oversight of \$25 million in MARTA Capital funds to fund projects in DeKalb County, Fulton County and City of Atlanta as part of an agreement between MARTA and ARC for a one-time disbursement of \$25 million in federal funds to MARTA
- Managed and coordinated the advancement fo the Peachtree Street Streetcar and Multi-modal Passenger Terminal

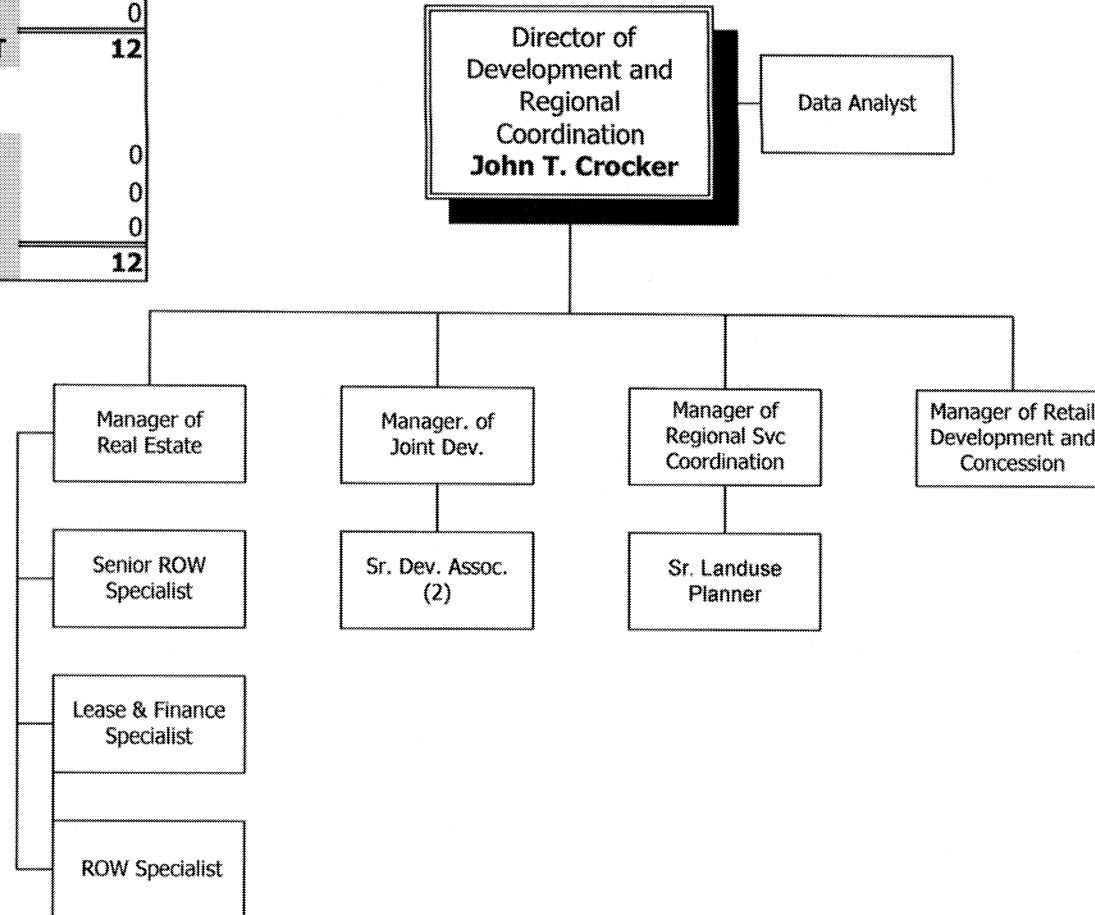
OFFICE OF DEV & REGIONAL COORDINATION

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	628,185	778,070	639,358	489,349	944,640
Overtime	0	0	0	0	0
Benefits	513,009	295,569	269,981	229,149	520,902
Labor Sub-Total	\$1,141,194	\$1,073,639	\$909,339	\$718,498	\$1,465,542
Contractual Services	302,710	192,188	209,409	206,142	220,111
Materials & Supplies	4,690	6,343	4,862	1,758	5,188
Other Operating	75	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	9,536	150,651	12,506	2,114	85,941
Non Labor Sub-Total	\$317,011	\$349,182	\$226,777	\$210,014	\$311,240
Office Total	\$1,458,205	\$1,422,821	\$1,136,116	\$928,512	\$1,776,783
\$ Change from Prior Year	\$556,647	(\$35,384)	(\$286,705)	(\$207,604)	\$848,271
% Change from Prior Year	61.74%	-2.43%	-20.15%	-18.27%	91.36%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	10	10	12	12	12	Administrative	1	1	1	1	0
Represented	0	0	0	0	0	Management	3	3	5	6	5
Full-Time Total	10	10	12	12	12	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	12	12	12	11	7
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	6	6	6	6	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	16	16	18	18	12

OFFICE OF DEV & REGIONAL COORDINATION

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



Personnel Comparison Report

OFFICE OF DEV & REGIONAL COORDINATION

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Dir Transit Oriented Dev	23	1	1	1	1	---
Dir Regional Services Coord	22	---	---	1	1	1
Manager of Retail Development and Concessions	22	---	---	---	1	1
Mgr Joint Development	21	1	1	1	1	1
Mgr Real Estate	21	1	1	1	1	1
Mgr Regional Services Coord	20	---	---	1	1	1
Lease & Finance Specialist	19	1	1	1	1	1
Sr Development Associate	19	2	2	2	2	2
Sr Landuse Planner	19	---	---	---	---	1
Sr Right Of Way Specialist	19	1	1	1	1	1
Right Of Way Specialist	16	1	1	1	1	1
Data Analyst*	15	---	---	---	---	1
Office Administrator I	14	1	1	1	1	---
Historical Professional	19	1	1	1	---	---
Non-Rep Subtotal		10	10	12	12	12
Total Full-Time		10	10	12	12	12

Personnel Comparison Report

OFFICE OF DEV & REGIONAL COORDINATION

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Capital Contract						
Asset Manager	----	3	3	3	3	----
Real Estate Finance Specialist	----	3	3	3	3	----
Total Capital		6	6	6	6	----

OFFICE OF TRANSIST SYSTEM PLANNING
FUNCTIONS & RESPONSIBILITIES

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

Regional Planning & Analysis represents the Authority with Regional, State, Federal and Local Agencies and participates in studies and projects throughout the region to increase support of and expansion of transit initiatives and priorities. This branch also conducts Long-range Planning to include guiding system expansion projects through the Federal Funding process, ridership modeling and identifying future locations for capital expansion projects (fixed-guideway, bus-rapid transit). This branch also reviews environmental impact, historical and archaeological studies as required by State and Federal laws.

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

Planning Initiatives is responsible for internal and external coordination of project implementation and delivery, from planning through engineering and construction to service initiation.

It directs the development of project environmental documentation in compliance with the National Environmental Policy Act and coordinates such documents for appropriate federal and state agency approvals. It supports the director local and regional planning initiatives and provides technical review oversight in the planning, design, and implementation of expansion projects and new service initiatives. This branch also conducts the Authority's reviews of all Development of Regional Impact (DRI) applications.

Special Projects & Analysis (SPA) provides support for the Office of Transit System Planning, providing the Office's core GIS capabilities, service analysis and ridership management, mapping, and the capability to conduct other special projects. Additionally, SPA is the branch responsible for coordinating the Authority's bus stop management efforts. SPA'S responsibilities include numerous ongoing projects as well as onetime major projects.

FY2010 ACCOMPLISHMENTS

- Completed Tier 1 Beltline EIS
- Continued Beltline coordination
- Completed South Fulton Transit Feasibility Study
- Completed Regional Transit Project Prioritization Study
- Initiated I-20 East AA/DEIS Study
- Coordinated with Regional Partners on the Multi Modal Passenger Terminal
- Successful implementation of (3) Bus & rail Mark-up
- Developed service plan scenarios and final plan for FY2011 Budget Reduction
- Completed Title VI Assessment
- Continued Bus Stop Re-Spacing & Consolidation
- Launched I-20 East Refreshed
- Managed Beltline Tier I EIS
- Developed Regional Project Evaluation and Prioritization Methodology

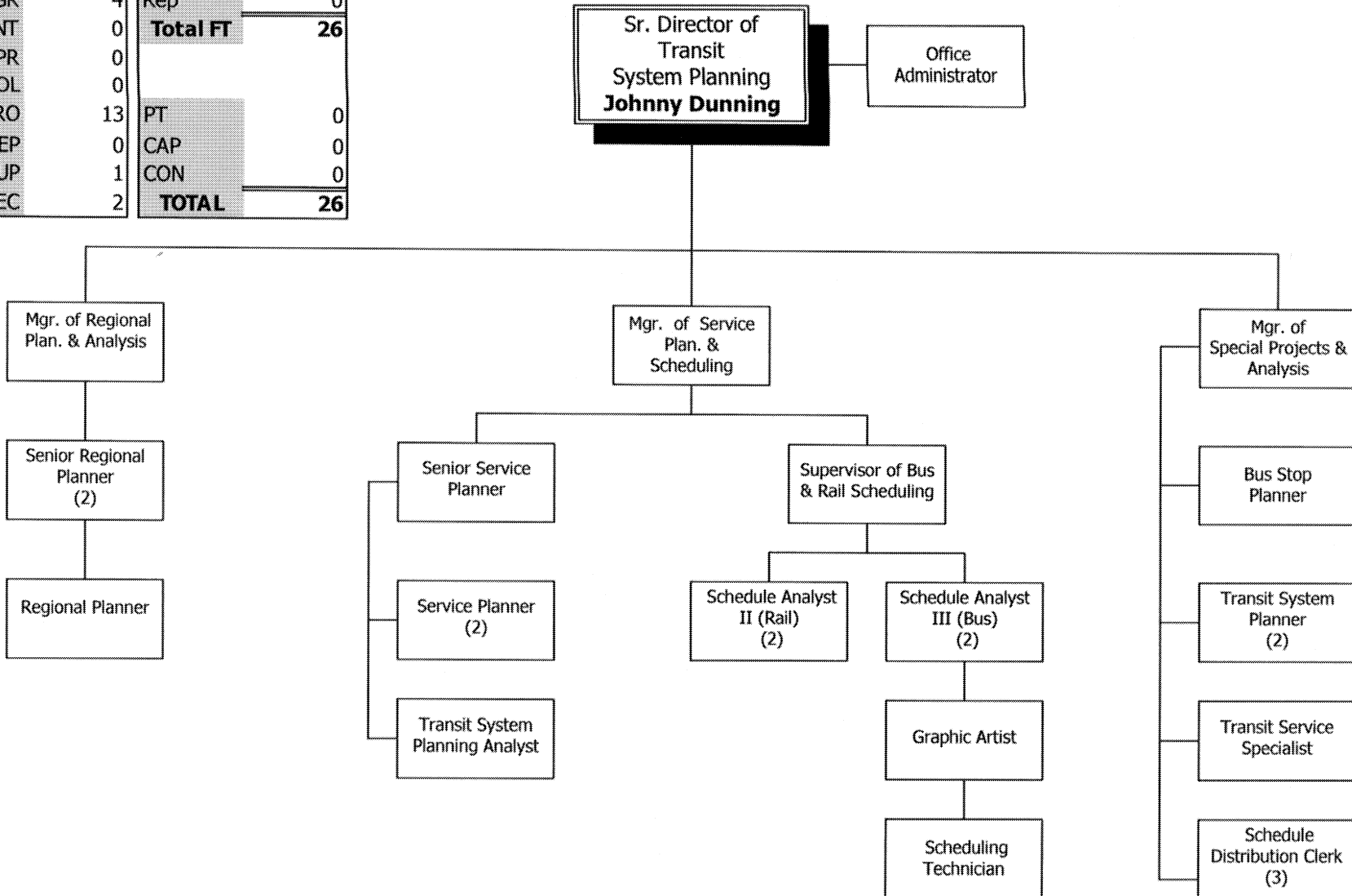
OFFICE OF TRANSIT SYSTEM PLANNING

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	1,502,593	1,663,640	1,684,797	1,675,447	1,539,145
Overtime	41	0	1,018	3,070	0
Benefits	1,416,678	749,645	784,440	857,355	848,729
Labor Sub-Total	\$2,919,312	\$2,413,285	\$2,470,255	\$2,535,872	\$2,387,874
Contractual Services	86,502	144,865	3,201	0	1,500
Materials & Supplies	19,288	15,350	11,672	9,450	9,685
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	10	0
Other Non Operating	6,170	14,906	7,613	5,960	10,965
Non Labor Sub-Total	\$111,960	\$175,121	\$22,486	\$15,420	\$22,150
Office Total	\$3,031,272	\$2,588,406	\$2,492,741	\$2,551,292	\$2,410,024
\$ Change from Prior Year	\$1,627,289	(\$442,866)	(\$95,665)	\$58,551	(\$141,268)
% Change from Prior Year	115.91%	-14.61%	-3.70%	2.35%	-5.54%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	29	27	28	28	26	Administrative	7	7	7	7	6
Represented	0	0	0	0	0	Management	5	5	5	5	4
Full-Time Total	29	27	28	28	26	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	22	20	18	18	13
Contract	0	0	0	0	0	Technical	2	2	2	2	2
Capital	9	9	6	6	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	2	2	2	2	1
						Total	38	36	34	34	26

OFFICE OF TRANSIT SYSTEM PLANNING

ADM	6	Non-Rep	26
MGR	4	Rep	0
MNT	0	Total FT	26
OPR	0		
POL	0		
PRO	13	PT	0
REP	0	CAP	0
SUP	1	CON	0
TEC	2	TOTAL	26



Personnel Comparison Report

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Sr Dir Transit System Planning	24	---	---	1	1	1
Mgr Svc Planning & Scheduling	21	1	1	1	1	1
Mgr Planning Initiatives	20	1	1	1	1	---
Mgr Regional Planning & Analys	20	1	1	1	1	1
Mgr Special Projects & Analysi	20	1	1	1	1	1
Sr Regional Planner	19	1	1	1	1	2
Sr Service Planner	19	1	1	1	1	1
Supv Bus Scheduling	19	1	1	1	1	1
Supv Rail Scheduling	18	1	1	1	1	---
Regional Planner III	17	---	---	1	1	1
Transit System Planner II	17	---	---	2	2	2
Bus Stop Planner	16	1	1	1	1	1
Schedule Analyst III	16	3	3	3	3	2
Transit System Plng Analyst	16	1	1	1	1	1
Service Planner II	15	2	3	3	3	2
GRAPHIC ARTIST	14	1	1	1	1	1
Office Administrator I	14	1	1	1	1	1
Schedule Analyst II	14	2	2	2	2	2
Scheduling Technician	09	1	1	1	1	1
Transit Service Specialist	09	1	1	1	1	1

Personnel Comparison Report

OFFICE OF TRANSIT SYSTEM PLANNING

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Schedule Distribution Clerk	06	2	2	2	2	3
Historical Managerial	23	1	1	----	----	----
Historical Professional	12 - 19	5	2	----	----	----
Non-Rep Subtotal		29	27	28	28	26
Total Full-Time		29	27	28	28	26
<u>Capital Contract</u>						
Contract Employee/Admin Support	----	2	2	2	2	----
Contract Professional	----	5	5	2	2	----
Graphic Artist	----	1	1	1	1	----
Transit Corridor Project Manager	----	1	1	1	1	----
Total Capital		9	9	6	6	----

DEPARTMENT OF COMMUNICATIONS & EXTERNAL AFFAIRS

This Department includes the following Offices:

Department of Communications & External Affairs

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

DEPARTMENT OF COMMUNICATIONS & EXT AFFAIRS

FY2011 GOALS AND OBJECTIVES

The Department of Communications and External Affairs serves as a key component of the public face of MARTA and coordinates all internal and external communications, community and jurisdictional relations, marketing, media relations and customer services. This department consists of the Office of the AGM, and the offices of External Affairs, Government and Constituent Relations, Marketing & Communications, Media Relations and the branch of Customer Services.

Goals for fiscal year 2011 are as follows: To improve the MARTA experience by improving MARTA’s image and relationship with the community at large; advocate for MARTA at the federal, state, and local levels; strengthen the MARTA brand by forming strategic alliances; educate, promote and raise awareness of transit throughout the region; facilitate effective internal and external communications; respond to media in a timely manner with information that is vetted and well thought out; to foster a community focused approach in planning and implementing MARTA programs and projects; ensure a coordinated effort for all department programs and projects; work effectively with other

departments in providing communications materials; and explore new opportunities for revenue generation.

Objectives for fiscal year 2011 are: To tell the MARTA story by providing accurate and factual information to educate and inform stakeholders; create MARTA news for publication; publish Authority key performance indicators to demonstrate performance improvement; initiate implementation of the transit experience program to strengthen and support staff and build and improve customer loyalty and convert choice riders to regular riders; build strategic alliances by becoming more engaged with elected officials, business, advocacy groups and organizations; expand the outreach efforts to include diverse communities; enhance the strategic marketing efforts to better position the MARTA brand and generate revenues for the Authority; ensure better coordination between department offices to ensure accurate and complete programs that have a cross functional focus; implement effective internal communications tools that will improve communications to employees.

FY2011 KEY PERFORMANCE INDICATORS

KPI	Definition	Targets
Attendance Non-Represented	% non-represented employee hours worked of all non-represented employee hours scheduled for work	>/= 96%
Budget Variance	Budget variance on overall expenses	</= 0%
Labor Budget Variance	Budget variance on labor related expenses	</= 0%
Non-labor Budget Variance	Budget variance on non-labor related expenses	</= 0%

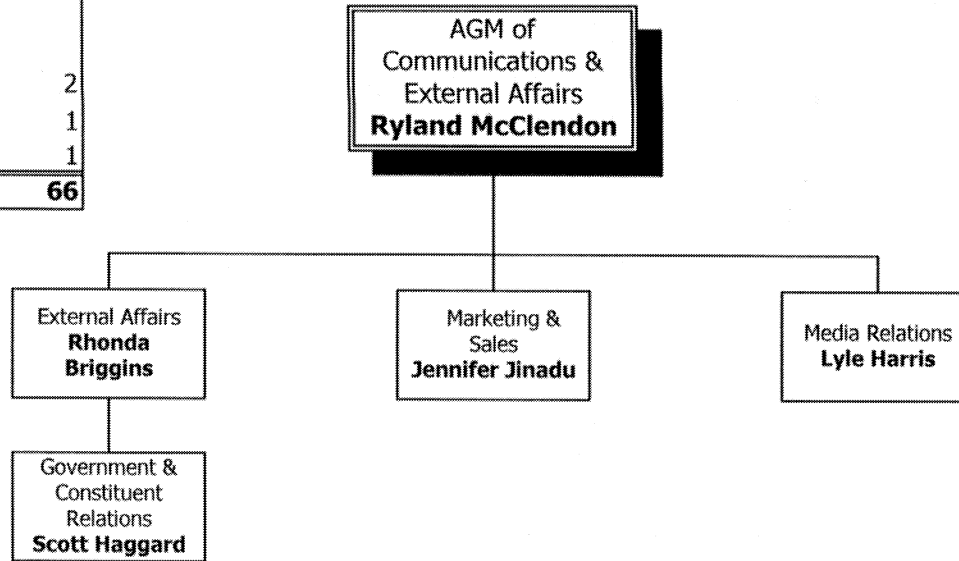
DEPARTMENT OF COMMUNICATION & EXT AFFAIRS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	3,721,666	4,094,243	3,776,538	4,033,917	3,348,736
Overtime	104,468	116,819	142,542	136,687	35,429
Benefits	2,953,431	1,956,027	1,750,316	1,912,989	1,818,541
Labor Sub-Total	\$6,779,565	\$6,167,089	\$5,669,396	\$6,083,593	\$5,202,706
Contractual Services	507,174	188,775	207,757	156,993	464,083
Materials & Supplies	26,470	73,482	66,011	47,206	43,292
Other Operating	217	0	77	69	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	250,311	318,078	259,417	243,615	623,012
Other Non Operating	39,273	29,519	36,224	34,843	42,556
Non Labor Sub-Total	\$823,445	\$609,854	\$569,486	\$482,726	\$1,172,943
Department Total	\$7,603,010	\$6,776,943	\$6,238,882	\$6,566,319	\$6,375,649
\$ Change from Prior Year		(\$826,067)	(\$538,061)	\$327,437	(\$190,670)
% Change from Prior Year		-10.86%	-7.94%	5.25%	-2.90%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	53	58	54	54	42	Administrative	24	25	25	25	17
Represented	27	27	26	26	20	Management	11	11	11	12	9
Full-Time Total	80	85	80	80	62	Police	0	0	0	0	0
Part - Time	4	4	5	5	2	Professional	13	16	16	13	10
Contract	1	1	1	1	1	Technical	1	1	1	2	2
Capital	0	1	1	1	1	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	29	29	29	28	22
						Clerical	0	0	0	0	0
						Supervisory	7	9	9	7	6
						Total	85	91	88	87	66

DEPARTMENT OF COMMUNICATIONS & EXT AFFAIRS

ADM	17	Non-Rep	42
MGR	9	Rep	20
MNT	0	Total FT	62
OPR	0		
POL	0		
PRO	10	PT	2
REP	22	CAP	1
SUP	6	CON	1
TEC	2	TOTAL	66



OFFICE OF AGM OF COMM & EXT AFFAIRS

FUNCTIONS & RESPONSIBILITIES

The Department of Communications and External Affairs is responsible for the public face of MARTA and serves as another facet of front line representation of the Authority in the public domain. The AGM's Office is responsible for coordinating and managing the four offices and one branch that comprise the department to ensure that MARTA's vision and mission are achieved. To meet those objectives, the office oversees the development and dissemination of timely and consistent messages to internal and external audiences including customers, all levels of government, stakeholders, employees, community, advocacy groups, and the media.

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

FY2010 ACCOMPLISHMENTS

- Sponsored a successful 30th Anniversary Celebration with Congressman John Lewis as the keynote speaker for the event
- Coordinated a successful event for DOT Secretary LaHood to announce the Tiger Grant for Laredo Solar Panels

- Coordinated the monthly Federal and weekly State legislative conference call to maintain open lines of communications regarding actions at both levels
- Coordinated with State Lobby Team to secure the passage of changes in the MARTA Act 50/50 requirement - secured for three years; lobbied for passage of the new transportation funding bill HB 277 without restrictions on MARTA; however final bill had additional restrictions
- Coordinated Authority special events: Ride MARTA Day and the "Red X" campaign
- Coordinated overall Community outreach efforts for the FY11 budget including meetings and posting information on the website
- Staged all Authority public hearings
- Staffed the Board Customer Development Committee and met with committee chair to review agenda
- Coordinated local jurisdictional briefings and made presentations as required
- Improved Media Relations by becoming more proactive in the approach and responded to request in a timely manner
- Improved communications to employees through video presentations working with IT and HR

*The Office of the AGM of Communications & External Affairs also houses **Customer Services** whose functions, responsibilities, and FY2010 accomplishments are listed on the following pages.*

OFFICE OF AGM OF COMM & EXT AFFAIRS

FUNCTIONS & RESPONSIBILITIES

The **Customer Services** business unit has oversight of customer-based programs that impact the public perception of MARTA. This office is responsible for developing and fostering relationships with customers and ensuring that their experience while using MARTA is positive.

A core part of the customer service function is the Customer Care Center which provides expeditious resolution to customer complaints or concerns, and bus and rail service trip itinerary information.

The **Customer Service Center** (CSC) is dedicated to the resolution of customer comments. The CSC's primary responsibility is documenting, investigating and responding to customer concerns and suggestions. In addition, the CSC records positive feedback, such as commendations, assuring that each employee receives a "You are a Star" card to acknowledge their good work. The CSC is assisted by liaisons from each office that ensure responses to customers are adhered to in an effective and timely manner. This branch also is responsible for processing Breeze Card registrations, managing Breeze Card accounts for MARTA customers and facilitates smart card account questions and process changes such as lost or stolen cards.

The **Customer Information Center** (CIC) has the principle role of providing MARTA customers and potential customers with trip itinerary planning services, system use information, MARTA Switchboard operations and general information enabling them to use MARTA facilities, buses and trains with convenience and ease.

Another core customer service function is the **Reduced Fare Eligibility/Lost & Found** business unit. This unit determines the eligibility of applicants for the program and issues Reduced Fare Breeze Card permits to elderly and disabled customers as required under the Americans with Disabilities Act (ADA). This unit also receives, stores and disposes of over 1,000 items monthly that are lost on the system.

Additionally, the Customer Services Business Unit provides guidance and support to the Authority's management team regarding customer relationship programs and the implementation of customer-focused initiatives; such as the implementation of the MARTA Experience Program.

FY2010 ACCOMPLISHMENTS

- Directed project team of frontline employees and key operational stakeholders in the development of the MARTA Experience Program and designed a program that outlines the methodology and process to improve the customer, employee and community's experience with and perception of MARTA.
- Successfully coordinated reassignments of management and administrative staff in support of the New Year's Eve 2009 and July 4, 2010 major special event activities.
- Partnered with MARTA's DEO, Mobility Services and Customer Relations to conduct outreach activities with seniors and disabled customer community groups.
- Renovated the Five Points Reduced Fare office to increase employee safety and security.
- Renovated the Lost & Found office to increase storage capacity and improve organizational efficiency for found items lost on the MARTA system.
- Processed over 8,500 expired Reduced Fare and Mobility Breeze Cards.
- Monthly briefing to the Customer Development Committee on the Customer Service Key Performance Indicators:
 - Average Customer Call Wait Time = /< 70 seconds
 - Customer Call Abandonment Rate = /< 11%
- Successfully met the Customer Service Key Performance Indicators for FY 10 achieving a 52 seconds Average Customer Call Wait Time and Customer Call Abandonment rate of 6.94%.
- Completed training and deployment of a Translation Line Service in the CSC and BCSC to assist customers with limited English speaking skills.
- Successfully launched an Automated Interactive Voice Response System (IVR) for providing Next Bus/ Next Rail schedule information so that callers can access this information without having to speak to a representative.

OFFICE OF AGM OF COMM & EXT AFFAIRS

- Successfully deployed additional TTY telephones throughout the CIC so that customers with hearing disabilities can communicate with staff providing bus and rail schedule information and trip itinerary planning services.
- Conducted two (2) CCC Rewards and Recognition programs in conjunction with Health Fairs to acknowledge staff performance and promote a healthy workforce.
- Conducted monthly Incentive Programs to motivate staff to improve performance and enhance morale.
- Implemented improved functionalities on the Trapeze Info-Agent application to process customer requests for bus/rail maps and schedules and enhance the availability of bus stop numbers.
- Conducted MARTA's 2nd annual Call Center Challenge. MARTA Challenge winner competed and won the APTA Annual Call Center Challenge.
- Completed Labor Union training on the Labor Agreement and Automated Grievance Tracking system training.
- Coordinated with the departments of Diversity and Equal Opportunity and Legal Services to implement a notification process for customers with ADA-linked complaints to verify the completion of the ADA investigation.
- Implemented a revised customer call back procedure to improve call center efficiency.
- Coordinated with Bus Transportation and Technology to develop new assignment categories and cause codes in the HEAT application to improve customer complaint reporting.
- Partnered with Cubic and Technology to develop reports to access Breeze Vending Machine and Farebox transaction details to aid with improving the fare dispute investigation process.

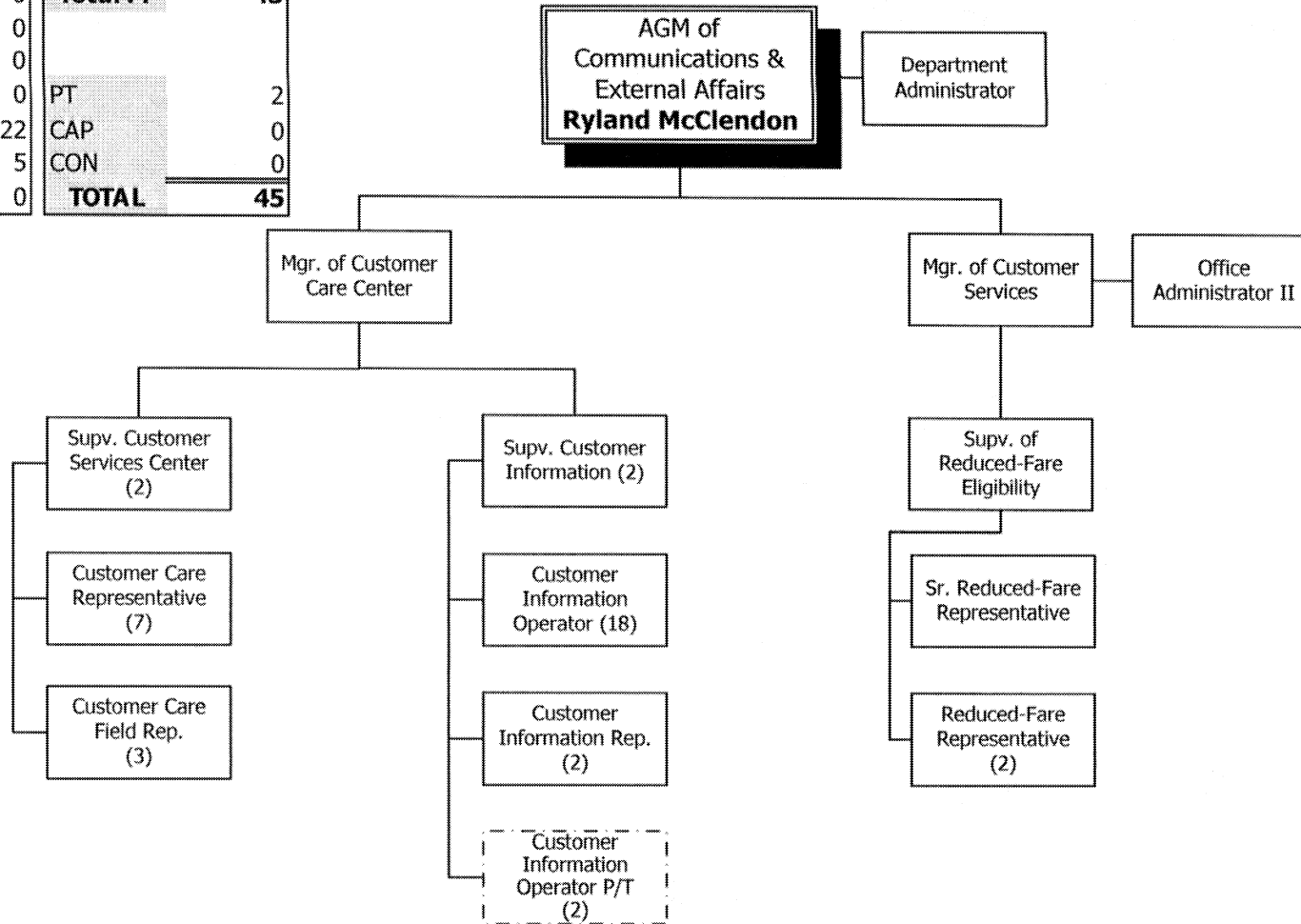
OFFICE OF AGM COMM & EXT AFFAIRS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	2,415,541	2,746,281	2,281,590	2,533,118	1,932,493
Overtime	103,506	116,819	142,057	136,492	35,429
Benefits	1,916,140	1,371,907	1,068,351	1,183,618	1,061,662
Labor Sub-Total	\$4,435,187	\$4,235,007	\$3,491,998	\$3,853,228	\$3,029,584
Contractual Services	258,956	38,403	110,718	-119	218,856
Materials & Supplies	22,371	26,615	18,915	19,128	11,480
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,000	4,704	9,943	3,960	13,412
Other Non Operating	16,239	10,344	12,614	16,592	971
Non Labor Sub-Total	\$298,566	\$80,066	\$152,190	\$39,561	\$244,719
Office Total	\$4,733,753	\$4,315,073	\$3,644,188	\$3,892,789	\$3,274,303
\$ Change from Prior Year	(\$3,934,212)	(\$418,680)	(\$670,885)	\$248,601	(\$618,486)
% Change from Prior Year	-45.39%	-8.84%	-15.55%	6.82%	-15.89%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	29	32	29	29	23	Administrative	22	23	21	21	15
Represented	27	27	26	26	20	Management	4	4	4	4	3
Full-Time Total	56	59	55	55	43	Police	0	0	0	0	0
Part - Time	4	4	4	4	2	Professional	0	0	0	0	0
Contract	1	1	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	29	29	28	28	22
						Clerical	0	0	0	0	0
						Supervisory	6	8	6	6	5
						Total	61	64	59	59	45

OFFICE OF AGM COMM & EXT AFFAIRS

ADM	15	Non-Rep	23
MGR	3	Rep	20
MNT	0	Total FT	43
OPR	0		
POL	0		
PRO	0	PT	2
REP	22	CAP	0
SUP	5	CON	0
TEC	0	TOTAL	45



Personnel Comparison Report

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
AGM Communications & External Affairs	C	1	1	1	1	1
Sr. Reduced-Fare Representative	8	1	1	1	1	1
Reduced - Fare Representative	6	2	2	2	2	2
Director of Customer Services	23	1	1	1	1	---
Mgr Customer Care Center	20	1	1	1	1	1
Mgr Customer Svcs	20	1	1	1	1	1
Department Administrator	17	---	1	1	1	1
Office Administrator II	16	1	1	1	1	1
Supv Reduced Fare Eligibility	16	1	1	1	1	1
Supv Breeze Card Svcs	16	1	1	1	1	---
Supv Customer Info Centr	16	2	2	2	2	2
Supv Customer Services Center	16	1	1	1	1	2
Breeze Card Specialist	13	5	5	4	4	---
Customer Care Rep	13	7	7	7	7	7
Customer Service Field Rep	13	4	4	4	4	3
Non-Rep Subtotal		29	30	29	29	23

Personnel Comparison Report

OFFICE OF AGM COMM & EXT AFFAIRS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Represented</u>						
Customer Info Representative	UR	2	2	2	2	2
Customer Information Operator	UR	24	24	23	23	18
Switchboard Operator	UR	1	1	1	1	---
Represented Subtotal		27	27	26	26	20
Total Full-Time		56	57	55	55	43
<u>Part-Time</u>						
Half-Fare Representative P/T	90902	1	1	1	1	---
Supv Customer Info Center PT	90902	1	1	1	1	---
Customer Info Operator Pt	00090	2	2	2	2	2
Total Part-Time		4	4	4	4	2
<u>Operating Contract</u>						
Historical Administrative	---	1	1	---	---	---
Total Operating Contract		1	1	---	---	---

FUNCTIONS & RESPONSIBILITIES

The Office of the Sr. Director of External Affairs encompasses the Government & Constituent Relations office and the Community Relations branch. Together the entities are responsible for directing, developing and maintaining positive and effective relations with the community and various levels of government (federal, state and local) that interface with or impact the financing, development and operations of the Authority.

FY2010 ACCOMPLISHMENTS**30th Anniversary Transportation Summit - (December 18, 2009)**

- MARTA celebrated 30 years of combined bus and rail with the Atlanta Metropolitan region by hosting a transportation summit bringing together the community, elected officials and key stakeholders responsible for the building the system and realizing the vision for the future within the region.

Community Outreach**Adopt A-Bus-Stop System**

- Keep DeKalb Beautiful and MARTA have continued with the Adopt A MARTA Bus Stop Initiative within DeKalb County service area.
- Keep Atlanta Beautiful (KAB) and MARTA have implemented an Adopt A MARTA Bus Stop Initiative within the City of Atlanta service area.

Community Outreach – In preparation for the adoption of the FY2011 Budget, External Affairs implemented a communications and outreach plan eight months prior to the adoption of the budget.

- Executive Management Team and Senior Staff Meeting (November 11, 2009)
- FY2011 Budget Work session with the Board of Directors (December 7, 2009)
- EDAAC Meeting with Seniors and Disabled Community (December 8, 2009)
- Work Session II with Board of Directors (January 11, 2010)

Employee Forums – (December 14, 2009 - December 15, 2009) Coordinated by External Affairs Staff and Human Resource were held to educate employees on the Authority's Financial Challenges and to seek their help in Deficit Reduction Strategies. Additionally, input from these meetings served as input to the MARTA Board of Directors.

Community Forums (Phase I) – FY2011 Budget Process

- February 6, 2010 (MARTA Headquarters) 150 attendees at meeting
- February 20, 2010 (MARTA Headquarters - two meetings: 10a.m.-12:00p.m. and 3:00 p.m. – 5:00p.m.) 234 attended morning meeting and 241 attended afternoon meeting
- March 1, 2010 – South DeKalb - 311
- March 2, 2010 – South Atlanta - 301
- March 8, 2010 – North DeKalb - 95
- March 9, 2010 – North Fulton - 45
- March 10, 2010 – South Fulton - 81
- March 11, 2010 – EDAAC - 156

Ride MARTA Day - March 26, 2010, a community effort to raise awareness of the importance of MARTA and to garner support for the 2010 legislative agenda.

Public Hearings – Held January 25, 2010 – Service Modifications effective April 24, 2010- Three routes impacted by service change: Route 1, Route 18, and Route 155.

- Decatur City Hall, Decatur – 1 attendees
- Atlanta City Hall, Atlanta - 4 attendees

FY2011 Budget Public Hearings – Held June 7 and 8, 2010 – Discussed service cuts, fare changes and other customer impacts.

- June 7, 2010 - Roswell City Hall in North Fulton – 31 attendees and South Fulton Service Center in South Fulton – 41 attendees
- June 8, 2010 - DeKalb Maloof Auditorium in DeKalb County – 172 attendees and City of Atlanta in Atlanta – 173 attendees

New FTA Charter Bus Regulations

- Served as primary MARTA staff with key organizations in communicating changes to FTA regulations and certifying recipients of special bus requests who qualify for exceptions to FTA Charter Bus Regulations

External Meetings – The External Affairs office coordinates all external meetings for the General Manager/ CEO.

- External Affairs staff has researched and provided the GM/CEO with all background information for all external meetings the GM/CEO attends. The staff has prepared briefing packets containing issues and history related to each of these meetings.
- The Staff of External Affairs works as liaisons between the GM/CEO and any person, group or organization requesting a meeting with the General Meeting.

Georgia Law Center for the Homeless

- Served as primary MARTA staff in coordinating biannual orientation and training of recipients of MARTA's partnership with Georgia Law Center for the Homeless

Tours of the Authority by Requesting Delegations – The External Affairs office coordinates all tours of the Authority by Domestic and International visiting Delegations.

- Syrian Delegation – MARTA Briefing - November 20, 2009 - Under the sponsorship of the Department of State's International Visitor Leadership Program. The delegation of 9 Syrians employed in diverse planning roles within various government ministries and the private sector visited MARTA to discuss its plans to ease congestion and fight pollution despite the growing population within Atlanta.

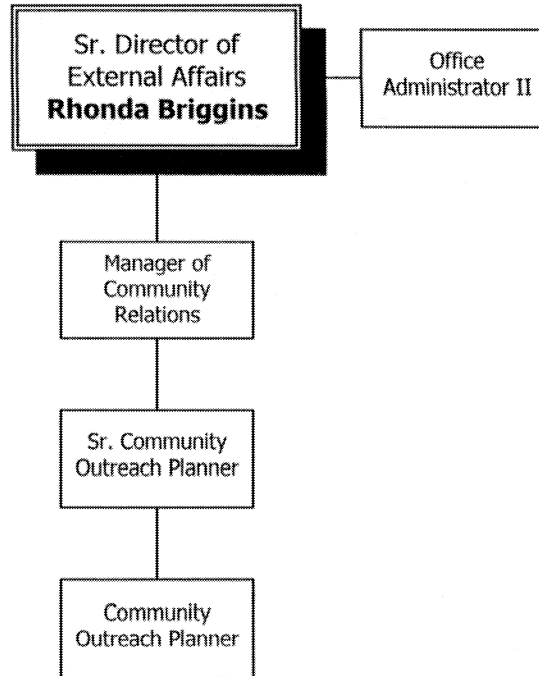
OFFICE OF EXTERNAL AFFAIRS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	669,172	585,151	589,517	481,816	369,429
Overtime	962	0	0	0	0
Benefits	464,648	260,441	279,175	268,180	203,714
Labor Sub-Total	\$1,134,782	\$845,592	\$868,692	\$749,996	\$573,143
Contractual Services	9,372	9,768	8,720	10,106	161,100
Materials & Supplies	1,483	3,211	6,195	4,810	7,000
Other Operating	217	0	77	69	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	1,371	1,776	274	2,302	1,000
Other Non Operating	16,921	13,972	12,070	4,572	12,850
Non Labor Sub-Total	\$29,364	\$28,727	\$27,336	\$21,859	\$181,950
Office Total	\$1,164,146	\$874,319	\$896,028	\$771,855	\$755,093
\$ Change from Prior Year	\$724,788	(\$289,827)	\$21,709	(\$124,173)	(\$16,762)
% Change from Prior Year	164.97%	-24.90%	2.48%	-13.86%	-2.17%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	7	8	6	6	5	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	2	2	2
Full-Time Total	7	8	6	6	5	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	3	4	3	3	2
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	7	8	6	6	5

OFFICE OF EXTERNAL AFFAIRS

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



Personnel Comparison Report

OFFICE OF EXTERNAL AFFAIRS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Sr. Director of External Affairs	24	---	---	1	1	1
Mgr Community Relations	20	1	1	1	1	1
Sr Community Outreach Planner	19	1	1	1	1	1
Community Outreach Planner	16	2	3	2	2	1
Office Administrator II	16	---	---	1	1	1
Historical Managerial	21 - 23	2	2	---	---	---
Historical Administrative	14	1	1	---	---	---
Non-Rep Subtotal		7	8	6	6	5
Total Full-Time		7	8	6	6	5

OFFICE OF MARKETING & SALES

FUNCTIONS & RESPONSIBILITIES

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

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

The Strategic Sales team, which is part of the Business Development group, primarily focuses on increasing group sales revenue and market share within the designated sales channels; Corporations, Government Agencies, Nonprofits (Employer Pass Program), University (Upass Program), School Systems K-12 (Student Pass Program), Conventions and Hospitality (Visitor Pass Program). These programs generate approximately \$22 million in annual revenue for the Authority and assist in building business relationships by providing mutually beneficial incentives to the members while contributing to the overall perception and viability of public transit. The Business Development group takes the lead on identifying, conducting due diligence and developing a business case for all non-traditional revenue generating initiatives that will enhance the customers' experience while riding MARTA.

FY2010 ACCOMPLISHMENTS

- System Advertising generated the following revenue during FY10: Transit - \$5.75 million, Shelter - \$900,000, CBS Rail TV Screens - \$300,000, SignPost - \$170,000.
- Sales Programs generated the following revenue during FY10: Partnership - \$15,934,503, UPASS - \$5,700,122, K-12 - \$922,086, Visitors Pass - \$47,225.
- Initiated replacement of 10 years old or older bus shelters with new design per CBS Shelter Contract requirements. Replacement of bus shelters began in October 2009 with expected completion in April 2011.
 - Approximately 380 bus shelters (ten years old or older) will be replaced with the new design over the next 12-18 months.
 - All other shelters (advertising and non-advertising) will be replaced as they reach the ten year threshold.
 - CBS will build (new design) ten (10) non-advertising shelters in MARTA designated locations per year over the fifteen year term of the agreement.
 - Commission percentage improves from 15% to 35% over previous contract.
- CBS (effective with new agreement), assumed the maintenance (cleaning and repair) of all shelters (advertising and non-advertising) over the term of the agreement saving the Authority \$300,000 per year or over \$4.5 million for the contract term.
- CBS will pay \$35.5 million as a minimum guarantee (50% to MARTA and 50% to the local jurisdictions) or \$17.75 million to MARTA over the contract term. This represents an increase of over 260% from the previous contract.

OFFICE OF MARKETING & SALES

- Devised and executed APTA's National Dump the Pump Day to employ daily riders, non-riders and MARTA employees to take transit and help save the environment and reduce traffic congestion.
- Developed and implemented internal and external communications plans for the following initiatives: Service Changes, Town Hall meetings, Community Forums, Public Hearings, Holiday Service Communications (New Years, July 4th, Halloween, Thanksgiving and Christmas), Charity Golf Tournaments, Breeze information, FY2010 Fare Increases, Red X Campaign, C-Tran closing, single tracking, MARTA's Green Light Sustainability Program, H1 N1 Swine Flu, Distracted Driving Policy and Escalator status.
- Successfully partnered with the following organizations to extend the MARTA reach and brand: Taste of Atlanta, WNBA Atlanta Dream, Peachtree Road Race, Princess Diana Exhibit, City of Atlanta Jazz Festival, Georgia Aquarium with Dump the Pump

Contest, Paul McCartney Green Concert, Atlanta Hawks, Thrashers, Falcons and Braves, Fiesta Atlanta (Hispanic Partners), Civic Center, Woodruff Arts Center, Americas Mart, U.S. Road Sports for the ING Marathon, Underground Atlanta and the Georgia Dome.

- Developed and launched rebranding program for the MARTA system, including graphic redesign of all MARTA vehicles including buses.
- Successful conversion of the Employer Pass Program participants to the Breeze Card.
- Developed and implemented MARTA's 30 Year Anniversary activities and events including a customer holiday appreciation event, MARTA museum, MARTA Board commemorative plaques and employee celebrations.
- Designed and developed a MARTA Matters site.

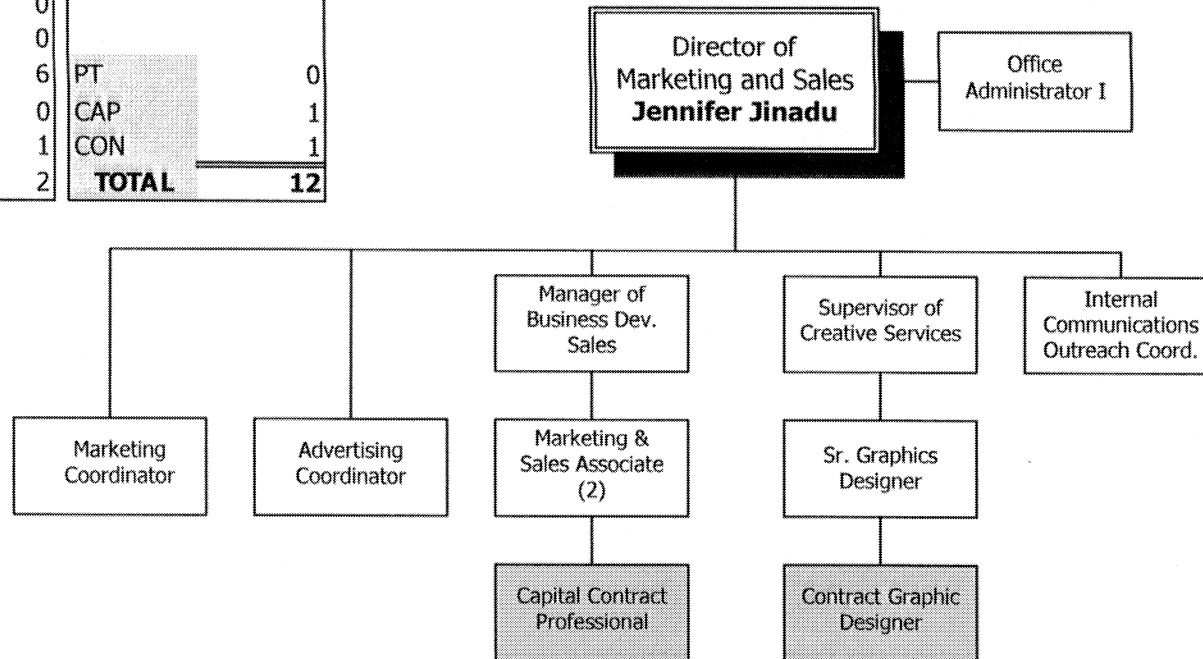
OFFICE OF MARKETING & SALES

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	636,953	762,811	760,326	708,165	684,530
Overtime	0	0	485	195	0
Benefits	572,643	323,679	365,602	362,586	353,391
Labor Sub-Total	\$1,209,596	\$1,086,490	\$1,126,413	\$1,070,946	\$1,037,921
Contractual Services	238,846	140,604	88,319	147,006	84,127
Materials & Supplies	2,616	43,656	40,198	23,052	21,648
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	247,940	311,598	249,200	237,353	608,600
Other Non Operating	6,113	5,203	5,305	4,048	6,260
Non Labor Sub-Total	\$495,515	\$501,061	\$383,022	\$411,459	\$720,635
Office Total	\$1,705,111	\$1,587,551	\$1,509,435	\$1,482,405	\$1,758,556
\$ Change from Prior Year	(\$538,044)	(\$117,560)	(\$78,116)	(\$27,030)	\$276,151
% Change from Prior Year	-23.99%	-6.89%	-4.92%	-1.79%	18.63%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	13	13	13	12	10	Administrative	1	1	1	1	1
Represented	0	0	0	0	0	Management	3	3	3	3	2
Full-Time Total	13	13	13	12	10	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	7	8	8	7	6
Contract	0	0	1	1	1	Technical	1	1	2	2	2
Capital	0	1	1	1	1	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	1	1	1	1	1
						Total	13	14	15	14	12

OFFICE OF MARKETING & SALES

ADM	1	Non-Rep	10
MGR	2	Rep	0
MNT	0	Total FT	10
OPR	0		
POL	0		
PRO	6	PT	0
REP	0	CAP	1
SUP	1	CON	1
TEC	2	TOTAL	12



Contract Positions (Shaded)

Personnel Comparison Report

OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Director of Marketing & Sales	23	1	1	1	1	1
Mgr Business Dev Sales	22	1	1	1	1	1
Manager of Marketing	20	1	1	1	1	---
Advertising Coordinator	17	1	1	1	1	1
Internal Comm Outreach Coord	17	1	1	1	1	1
Marketing & Sales Associate	17	2	2	2	2	2
Supv Creative Services	17	1	1	1	1	1
Marketing Coordinator	16	1	1	1	1	1
Sr Graphics Designer	16	1	1	1	1	1
Promotional Specialist	15	1	1	1	1	---
Office Administrator I	14	1	1	1	1	1
Historical Professional	19	1	1	1	---	---
Non-Rep Subtotal		13	13	13	12	10
Total Full-Time		13	13	13	12	10
<u>Operating Contract</u>						
Contract Graphic Designer	16	---	---	1	1	1
Total Operating Contract		---	---	1	1	1

Personnel Comparison Report

OFFICE OF MARKETING & SALES

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
Capital Contract						
Contract Professional	----	----	----	1	1	1
Total Capital		----	----	1	1	1

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS
FUNCTIONS & RESPONSIBILITIES

The Office of Government & Constituent Relations is responsible for directing, developing and maintaining positive and effective relations with the various levels of government (federal, state and local) that interface with or impact the financing, development and operations of the authority, as well as stakeholders in the community.

FY2010 ACCOMPLISHMENTS**2010 Session of the Georgia General Assembly**

- Passage of HB 277 – Legislation allowing MARTA relief from the 50/50 operations/capital split for three years and providing a mechanism for the Atlanta region (and 11 others) to implement a one-cent sales tax for transportation purposes through a 2012 voter referendum. The bill also creates a Transit Governance Study Commission to make recommendations on a future Atlanta region transit model.
- Passage of HB 1393 – Legislation providing for a two-year extension of the motor fuel tax exemption for MARTA and other Georgia transit agencies.

Congressional/Federal Involvement

- Assisted with efforts surrounding a successful \$10 million TIGER grant (from ARRA stimulus funds) to provide for new solar canopies at the Laredo Bus Facility.
- Supported efforts to pass legislation providing additional federal funds for Transit Operating Assistance.
- Facilitated receipt of \$4.3 million in federal funds designated for MARTA clean fuel buses and the I-20 East corridor through the FY 2010 Appropriations process.
- Assisted with efforts by the City of Atlanta to apply for federal TIGER grants for the Atlanta Streetcar project.
- Provided input to the U.S. Senate Banking Committee on legislation to enhance rail transit safety and provide additional federal guidelines on the issue.

MARTOC Report

- Directed Authority-wide preparation of the annual report submitted to the state legislative oversight committee, including detailed financial information on the Authority.

Jurisdictional Briefings and Joint DeKalb/Fulton Transportation Committee

- Coordinated four Quarterly Briefings for DeKalb and Fulton County Commissioners and City of Atlanta Council Members.
- Coordinated multiple briefings for the Joint Transportation committee of DeKalb and Fulton County Commissioners, with legislative input, dedicated to examining transit funding and governance issues.

Transit Implementation Board (TIB)/Regional Transit Committee (RTC)

- As the Transit Planning Board moved into its next phase of implementing its transit vision through formation of the Transit Implementation Board and then the Regional Transit Committee of the Atlanta Regional Commission, this office played a critical role in advising board members and staff on the political process and working with elected officials.

Georgia Transit Association (GTA)

- Served as the primary staff for the Authority in this statewide organization, supporting GTA legislative efforts at the state and federal levels and attending Board meetings and other functions.
- Key organizers for the annual GTA Legislative Breakfast at the State Capitol (February 18, 2010), attended by numerous legislators, local elected officials, and key transit stakeholders, and followed by lobbying at the Capitol by transit advocates.

Statewide "Why MARTA Matters" Campaign

- Coordinated an Authority-wide effort to demonstrate to the Atlanta region and state "why MARTA matters" to the economic and social well-being of Georgia, through events, promotions, and literature before and during the 2010 session of the General Assembly.

Legislative Information Sessions

- Conducted numerous briefings for the business community, clergy, transit advocates, community organizations, and others before and during the 2010 legislative session to inform the public about the Authority's fiscal position and legislative agenda, seeking assistance with state legislators on our behalf.
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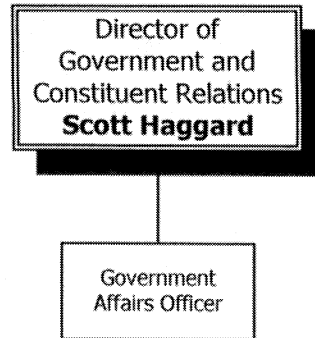
OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	0	0	0	121,231	161,160
Overtime	0	0	0	0	0
Benefits	0	0	0	34,837	88,868
Labor Sub-Total	\$0	\$0	\$0	\$156,068	\$250,028
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	361	184	164
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	3,170	5,266	11,900
Non Labor Sub-Total	\$0	\$0	\$3,531	\$5,450	\$12,064
Office Total	\$0	\$0	\$3,531	\$161,518	\$262,092
\$ Change from Prior Year	\$0	\$0	\$3,531	\$157,987	\$100,574
% Change from Prior Year	0.00%	0.00%	100.00%	4474.28%	62.27%

	Authorized Positions by Status						Authorized Positions by Class				
	FY07	FY08	FY09	FY10	FY11		FY07	FY08	FY09	FY10	FY11
Non-Represented	2	3	4	3	2	Administrative	0	0	0	0	0
Represented	0	0	0	0	0	Management	0	0	1	1	1
Full-Time Total	2	3	4	3	2	Police	0	0	0	0	0
Part - Time	0	0	0	0	0	Professional	2	3	3	2	1
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	3	4	3	2

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

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



Personnel Comparison Report

OFFICE OF GOVERNMENT & CONSTITUENT RELATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Director of Government Relations	23	---	---	1	1	1
Government Affairs Officer	17	1	2	2	2	1
Historical Professional	17	1	1	1	---	---
Non-Rep Subtotal		2	3	4	3	2
Total Full-Time		2	3	4	3	2

FUNCTIONS & RESPONSIBILITIES

The Office of Media Relations establishes and maintains active working relationships with all relevant local, national and industry-wide media in order to communicate pertinent information to MARTA's constituencies, including service changes and enhancements; emergency situations posing an immediate threat to the safety and security of MARTA customers or its service area; and policy changes. Additionally, the Media Relations Office advises senior and executive staff on all matters related to the media, and disseminates timely, credible and accurate information related to the authority's strategies, goals, objectives, operations and image.

FY2010 ACCOMPLISHMENTS

Strategic Media Plans - 2010 State Legislative Session

- Established and launched "MARTA Matters" branding/informational campaign
- Enlisted local elected officials, Board members, bloggers and other stakeholders to write pro-MARTA Op-Eds
- Managed appearances on key broadcast outlets to galvanize support for MARTA's legislative agenda
- Successfully placed staff-driven, pro-MARTA stories in the AJC Creative Loafing, Atlanta Business Chronicle and local TV media during legislative session

MARTA 30th Anniversary Video

- Created and produced mini-documentary chronicling MARTA's history featuring prominent Atlantans

RED "X" Media Campaign

- Secured comprehensive, high-profile media coverage highlighting proposed bus and rail service cuts that received local and national attention

"Dump the Pump" Contest

- Created collateral and staged event for MARTA-themed video and blogging contest to raise public awareness about the importance of transit in conjunction with APTA sustainability initiative

FY2011 Budget Development/Adoption Process (January 2010 – July 2010)

Effectively communicated potential impact that fiscal challenges would have for Fiscal Year 2011 budget. MARTA received widespread media coverage throughout the process of potential internal and external budget recommendations. Some events for which press releases were distributed include:

- Impact of HB 277 on MARTA's FY 2011 capital and operating budget
- Community forums and formal public hearings regarding proposed transit service changes, fare increases, staff layoffs and related customer impacts
- MARTA staff's presentation of the FY 2011 proposed budget recommendations/acceptance of the proposal by the Board of Directors
- The MARTA Board of Director's adoption of the FY 2011 budget
- Implementation of adopted internal and external measures

Media Response Management

- Met response deadline for every Open Records Request received during Fiscal Year 2010
- Responded within 24 hours to all media inquiries during Fiscal Year 2010
- Received no media complaints regarding response time during Fiscal Year 2010
- Responded to and managed media communications at major incidents where media was on the scene
- Routinely informed members of MARTA's board of directors, executive management team and other key personnel about developments resulting in major news stories

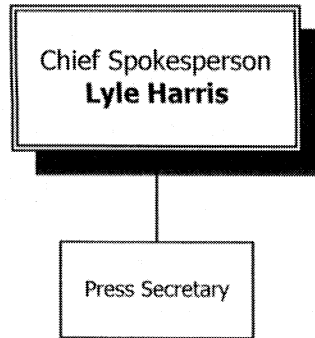
OFFICE OF MEDIA COMMUNICATIONS

Categories of Expense	FY07 Expense	FY08 Expense	FY09 Expense	FY10 Expense	FY11 Adopted
Salaries & Wages	0	0	145,105	189,587	201,124
Overtime	0	0	0	0	0
Benefits	0	0	37,188	63,768	110,906
Labor Sub-Total	\$0	\$0	\$182,293	\$253,355	\$312,030
Contractual Services	0	0	0	0	0
Materials & Supplies	0	0	342	32	3,000
Other Operating	0	0	0	0	0
Casualty & Liability	0	0	0	0	0
Miscellaneous	0	0	0	0	0
Other Non Operating	0	0	3,065	4,365	10,575
Non Labor Sub-Total	\$0	\$0	\$3,407	\$4,397	\$13,575
Office Total	\$0	\$0	\$185,700	\$257,752	\$325,605
\$ Change from Prior Year	\$0	\$0	\$185,700	\$72,052	\$67,853
% Change from Prior Year	0.00%	0.00%	100.00%	38.80%	26.33%

	Authorized Positions by Status					Authorized Positions by Class					
	FY07	FY08	FY09	FY10	FY11	FY07	FY08	FY09	FY10	FY11	
Non-Represented	2	2	4	4	2	Administrative	0	0	1	2	0
Represented	0	0	0	0	0	Management	1	1	2	2	1
Full-Time Total	2	2	4	4	2	Police	0	0	0	0	0
Part - Time	0	0	0	1	0	Professional	1	1	1	1	1
Contract	0	0	0	0	0	Technical	0	0	0	0	0
Capital	0	0	0	0	0	Maintenance	0	0	0	0	0
Clayton	0	0	0	0	0	Operator	0	0	0	0	0
						Represented	0	0	0	0	0
						Clerical	0	0	0	0	0
						Supervisory	0	0	0	0	0
						Total	2	2	4	5	2

OFFICE OF MEDIA COMMUNICATIONS

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



Personnel Comparison Report

OFFICE OF MEDIA COMMUNICATIONS

Classification	Pay Grade	FY07 Authorized	FY08 Authorized	FY09 Authorized	FY10 Authorized	FY11 Adopted
<u>Non-Represented</u>						
Chief Spokesperson	24	---	---	1	1	1
Press Secretary	20	1	1	1	1	1
Mgr Internal Communications	19	1	1	1	1	---
Office Administrator II	16	---	---	1	1	---
Non-Rep Subtotal		2	2	4	4	2
Total Full-Time		2	2	4	4	2
<u>Part-Time</u>						
PT Chief Spokesperson	NA	---	---	---	1	---
Total Part-Time		---	---	---	1	---

CAPITAL BUDGET

This section summarizes FY11 capital expenditures and funding, and defines the Authority's capital policies and procedures. The section further defines MARTA's Ten-Year Capital Program and the infrastructure and planning efforts that it supports. In the end, it details the Federal Grants that support the funding of the FY11 CIP and beyond.

This section includes the following:

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

CAPITAL BUDGET OVERVIEW

OVERVIEW

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

Capital Policy

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

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

Definition of Fixed Assets

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

Authority Capital Policy

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

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

1. **Costs at acquisition or construction** include the initial costs of the property, plant and equipment and any additional charges incurred to prepare them for their intended use.
 - Expenditures to add omitted construction work within a reasonable time (12 months) after an asset has been placed into service may be capitalized and added to the existing asset base unit; however,
 - Expenditures for corrective work resulting from latent defects and inferior construction are not eligible for capitalization but are considered non-operating expenses (according to MARTA Act).
2. **Costs incurred during the useful life of an existing asset** are those that increase its efficiency, capacity, useful life or economy. Expenditures of this kind are capital and classified as follows:
 - **Additions to Asset Base Unit** - Examples are extensions, enlargements or expansions made to existing assets.
 - **Extraordinary Repairs or Major Overhauls to Asset Base Units** - Expenditures of this kind normally involve very large amounts, are not recurring in nature, and tend to increase the utility or extend the service life of the asset's existing life. Examples of this kind of repair include the midlife overhaul of the rail cars and station rehabilitation projects.
 - **Replacement of Asset Base Unit Components** - The removal of a major part or component of an existing asset and the substitution of a new component having essentially the same type and performance capacities.
 - **Improvements to Asset Base Units** - This includes the removal of an existing asset and the substitution of a different asset having improved or increased overall efficiency and tends to extend useful life of the unit.

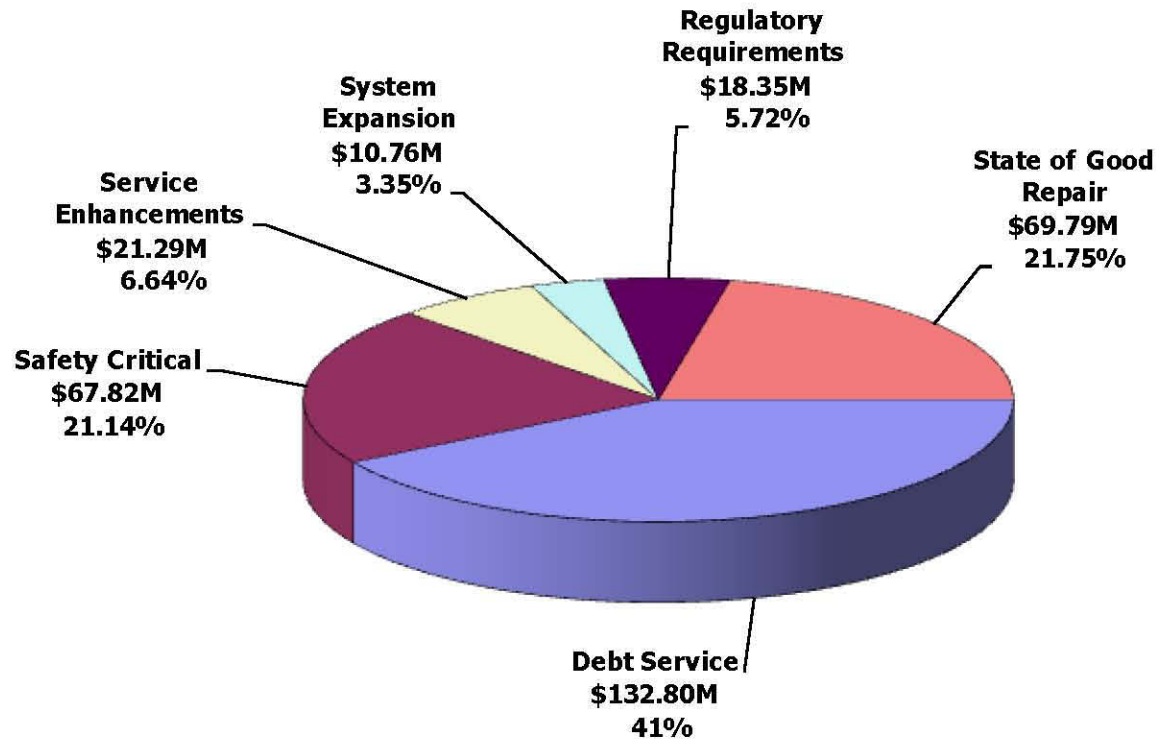
CAPITAL BUDGET OVERVIEW

FY11 Capital Expenditures

Expenditures within MARTA's Capital Program fall into two categories: Capital Improvement and Debt Service on Bonds and Commercial Paper. The Capital Improvement Program provides for the rehabilitation, replacement, enhancement and expansion of MARTA's infrastructure, facilities, equipment and rolling stock.

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

**FY11 Capital Expenditures
(\$320.81M)**



CAPITAL BUDGET OVERVIEW

FY11 Capital Expenditures Summary Table

FY11 Capital Expenditures	Federal	State	MARTA	Total
Capital Improvement Projects	\$58,950,000	\$2,016,295	\$127,040,645	\$188,006,940
State of Good Repair	45,205,328	2,016,295	22,565,987	69,787,610
Regulatory Requirement	0	0	18,353,550	18,353,550
Service Enhancement	5,688,000	0	15,606,000	21,294,000
System Expansion	3,450,822	0	7,305,278	10,756,100
Safety Critical	4,605,850	0	63,209,830	67,815,680
Debt Service on Bonds	\$0	\$0	\$132,804,000	\$132,804,000
Total	\$58,950,000	\$2,016,295	\$259,844,645	\$320,810,940

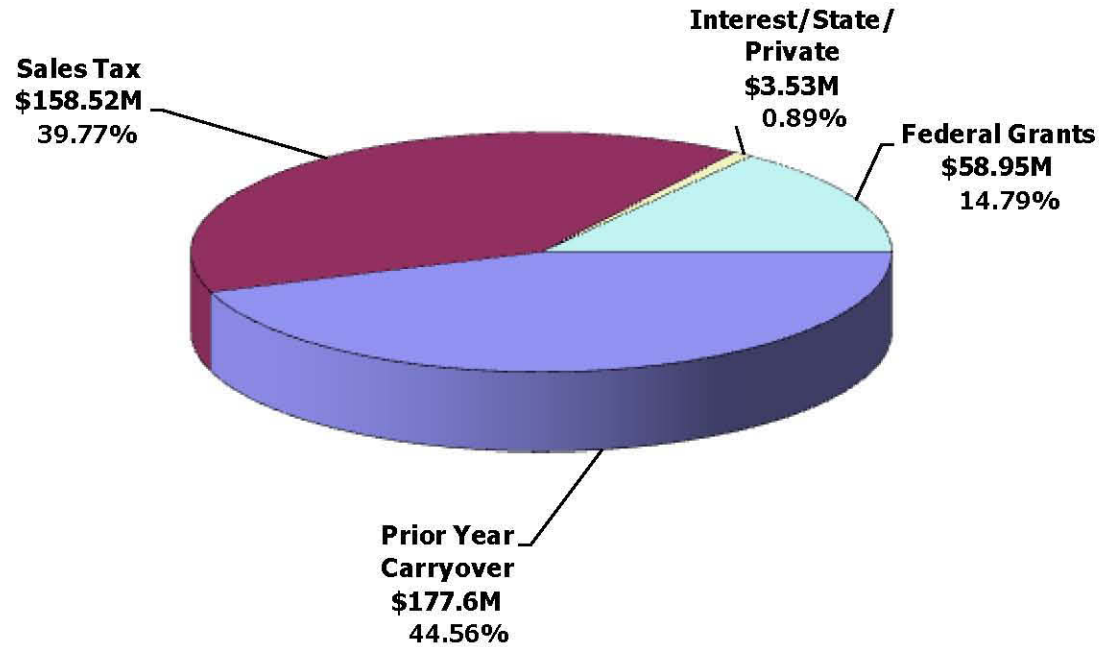
CAPITAL BUDGET OVERVIEW

FY11 Capital Funding

Funding for the FY11 Capital Program is provided from a beginning balance resulting from prior year carryover from the general fund, 50% of the sales tax revenue, bond proceeds, allowable investment income,

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

**FY11 Capital Revenues
(\$398.60)**



CAPITAL BUDGET OVERVIEW

FY11 Capital Program Revenue Summary Table

Capital Program Revenues	FY09 Funding Level	FY10 Funding Level	FY11 Adopted Budget
General Fund Beginning Balance	\$94,940,413	\$29,237,253	\$177,561,995
Sales Tax	155,329,000	158,887,668	158,524,500
Interest Income	2,564,286	1,022,744	1,518,567
Federal Grants ¹	61,637,675	48,995,069	58,950,000
Finance/Bonds/Reserves ²	75,000,000	216,700,000	0
State Grants ¹	95,372	5,836,493	2,016,295
Total Revenues (currently known)	\$389,566,746	\$460,679,227	\$398,571,357

¹ Federal Contribution to Capital

² The financing source decision will be made at the time that the funds are needed based on current economic conditions and restrictions

A FY11 General Fund Beginning Balance totaling \$177,561,995 will be available to fund the FY11 Capital Program. After recognizing FY11 capital and other general fund revenues and expenditures, a FY11 Ending

Balance of \$77,760,417 is anticipated to be available to fund the Capital Program beyond FY11. The sales tax shown represents only 50% of the total sales tax revenue.

CAPITAL BUDGET OVERVIEW

Capital Improvement Program

MARTA launched capital improvement projects that will help preserve its capability for high-quality service delivery over a ten-year range. These essential programs are divided into the following five categories:

Category 1- Safety Critical

The safety critical program contains projects that ensure MARTA maintains a safe environment for the public and MARTA employees. Below are some important projects under this category:

Fire Protection System Upgrade

This project will provide for upgrading the fire detection, suppression and notification systems, located within 105 Authority facilities, to be in compliance with all current governing codes and laws. Each facility will be individually controlled by an intelligent Fire Alarm Control Panel (FACP) with built-in self-diagnostic and reporting capabilities. All FACP's will communicate to a central monitoring station located at the Police Communication Center and a backup station located at the Rail Services Control Center.

Train Control System Upgrade

This project seeks to acquire technology components and professional services to implement an upgrade to the current Train Control and SCADA Systems. In addition, this project will integrate the various elements of the Train Control into one single platform for ease of use, efficiency and eliminate clutter in the control center. The Train Control & SCADA System Upgrade project will create a single integrated platform that directs the movements of all trains, controls third rail power, and monitors other auxiliary functions.

Integrated Operations Center

This project will provide for preparing a new space suitable to house Rail Services Control Center, Bus Control Center, Police Communications Center, and an Emergency Operations Center in one integrated facility. This facility will include the control center theater, staff offices, training space, computer equipment and maintenance rooms, and all communications and train control equipment for the new Train Control Systems planned under the upgrade (TCSU) program.

Rehab System wide Escalators

This project will provide for replacing or refurbishing up to thirty designated escalators at stations on the Authority's Rail System. New safety devices will be installed to comply with current code requirements and existing controls will be replaced with new remote-monitoring-ready, microprocessor-based controllers which are capable of being connected to a future remote-monitoring system.

Loops Interlocking

This project provides for replacement of interlocking audio frequency track circuit and loop wayside equipment with AC Track Circuit design on the East, West, and North and South Rail Lines at 8 base and 2 optional mainline interlocking locations. In addition, this project will install Train Alert Lights on the East, West and North and South Rail Lines at 7 base and 4 optional locations.

Category 2 – Regulatory Requirements

MARTA's regulatory requirement category focuses on compliance to environmental, safety and security standards mandated by the State of Georgia, FTA, EPA and TSA. The major programs included under this category are:

- **Pollution Prevention Program** which allows MARTA to be in compliance with Clean Water Act regulations.
- **Underground Storage Tank Program** which brings MARTA into compliance with environmental regulations.
- **Safety Program** which allows MARTA to undergo proactive programs and mandated safety projects for compliance issues.
- **Configuration Management Program** which ensures compliance federal and state safety system safety standards regarding configuration management, system modification and documentation control.
- **Life Safety Program** which ensures that fire detection, alarm and suppression systems are in compliance with state and local regulations.
- **Security Program** which keeps MARTA in compliance with Transportation Security Administration national security

CAPITAL BUDGET OVERVIEW

standards as administered by U.S Department of Homeland Security.

Category 3 – State of Good Repair

MARTA maintains an extensive infrastructure system which has to be maintained to ensure safety, reliability and service quality and efficiency. The state of good repair category contains numerous projects, a few examples of which are as follows:

Breeze - Automated Fare Collection System

On July 1, 2007 MARTA's new fare collection system became fully operational. MARTA is the first transit system in North America and among the first in the world to convert to a 100% smart card fare collection system. This state-of-the-art technology offers customers the convenience of using one card for numerous trips with a variety of payment options and the need for tokens and paper bus transfers.

Breeze allows MARTA to:

- ▶ **Focus on Customer Service:** The new equipment allows MARTA's frontline staff to better serve customers.
- ▶ **Improve Reliability:** New vending machines, plastic Breeze Cards, entry gates and "tap-and-go" card readers create a more reliable system.
- ▶ **Learn More About Customer Needs:** More accurate, real-time trip and ridership information is available for route planning and service schedules that better meet customer needs.
- ▶ **Capture Lost Revenue:** Broken fare gates and turnstile jumpers previously cost MARTA millions of dollars a year in lost revenue. Breeze's six-foot entry gates greatly reduce fare evasion and allow MARTA to better maintain the system.
- ▶ **Offer Credit/Debit Functionality:** Customers are able to load value to their Breeze Cards using credit and debit cards at all vending machines in all stations.
- ▶ **Protect the Customer's Investment:** Customers may protect the value of their credit cards by registering free for balance protection.

- ▶ MARTA continues its role as an industry leader in technology advancements with the Breeze conversion.

Life Cycle Asset Reliability Enhancement Program (L-CARE)

MARTA's dedication to provide reliable train service is demonstrated with the creation of its L-CARE Program. The program directs preventive and predictive actions to be performed before failures occur by rehabilitating and enhancing the various major and subset components of the railcar fleet as programmed by car type.

Bus Midlife Overhaul

This project provides for replacing engines, transmissions, and renewing entire engine compartment on thirty-foot and forty-foot buses on a scheduled basis. Other components like radiators, alternators, starters, coolant hoses, wiring, cabling will be replaced.

Upgrade Aging Equipment

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

Structural Rehabilitation

This project will improve the drainage at several bridge abutments on the East-West (Blue-Green) line, North- North East (Red-Gold) line; will retrofit the grout pockets within the decks of several aerial structures on the East (Blue) line, the South (Red-Gold) line, the North-East (Gold) line; will provide surface preparation and structural steel coating of the MARTA bridge over I-20.

Implement Variable Base Fares

The Distance Base Fare Collection project is the migration of MARTA from a flat fare structured system to a distance-based or multi-modal fare system. This encompasses bus and rail.

CNG Facility at Perry Blvd

This project will install a fourth CNG compressor at the Perry Boulevard bus facility.

CAPITAL BUDGET OVERVIEW

Category 4 – System Expansion and Planning

System expansion strives to attract new customers by providing new transit facilities, additional bus routes and rail extensions linking major activity centers. Planning studies are conducted to explore new expansion opportunities. MARTA is looking to increase its service by extending the following corridors:

I-20 East High Capacity Transit – South East DeKalb County

This effort involves planning necessary to support FTA concurrence with the Alternatives Analysis (AA) and approval of the baseline alternative, travel demand modeling, the securing of NEPA environmental clearance preparation of a potential New Starts funding application to acquire permission from FTA to enter preliminary engineering (PE) and complete the Final Environmental Impact Statement (FEIS). The project involves a high capacity transit improvement for the I-20 East corridor from the Stonecrest Mall area east into downtown Atlanta. The estimated 2030 ridership for this corridor ranges from 19,000 to 53,000 daily boardings.

The Beltline Project Tier 1 EIS and Design– City of Atlanta, Fulton and DeKalb Counties

The effort consists of planning, environmental clearance and preliminary design/engineering. The project involves a 22 mile loop around the central core of the Atlanta region and includes transit, trails and parks. It has the potential to interface with the existing MARTA rail system at the Inman Park, West End, Ashby, Bankhead and Lindbergh (Armour Yard area) stations. It is anticipated that a light rail/streetcar may be the preferred transit technology. The estimated 2030 daily boardings for this corridor range from 41,300 to 78,000. The Tier 1 EIS and securing of the Georgia Environmental Protection Act (GERPA) clearance and conceptual design are scheduled for completion by the second quarter of FY 2011.

Emory/Clifton Corridor Alternatives Analysis – West Central DeKalb County

This effort includes planning and travel demand modeling to support an FTA accepted Alternatives Analysis (AA) and eventual New Starts funding application. This effort was kicked off in March of 2009 with the start of a corridor wide origin and destination survey that will support a sub-area travel demand model and the analysis needed for the Alternatives

Analysis. The project includes a 6.5 mile corridor running from the MARTA Lindbergh station to the MARTA Decatur Station. The sub-area modeling technique has been agreed upon by ARC and is being discussed with FTA. The AA is scheduled for completion in early 2011.

Memorial Drive BRT Service

The System Expansion program provides funds for vehicles and facilities for the urban arterial Bus Rapid Transit (BRT) service in the Memorial Drive corridor. This is a pilot program with a federal grant that covers 80% of the capital costs and the first three years of operating expense.

Regional Service Planning and Coordination: This effort involves planning activities in support of progress towards the advancement of the regional, integrated transit network. This would include but not be limited to assistance on:

Downtown Transit Operations Analysis (COA/region) –

This effort involves a comprehensive planning and operational analysis of all of the proposed transit lines and improvements as these converge in the downtown area. There has been a lot of planning done and a lot of concepts that bring numerous lines and transit services to a convergence in downtown Atlanta. Currently there is tremendous bus congestion with all of the regional operators and the express bus system bringing all of their riders into the downtown. The first part of this effort is the implementation of the Memorandum of Agreement between the City of Atlanta, the Georgia Regional Transportation Authority and MARTA of May 2009 on the circulation of express buses in downtown Atlanta with a goal of removing all express buses from Peachtree Street by October 2012. This effort is envisioned to be started in FY 2010 and completed in 2011.

Multi-modal (MMPT) Facilities Planning /Regional Integration Plan

This provides for MARTA's share of the cost to determine the location, design and operations and modal interface as well as operational compatibility with existing MARTA bus and rail services of the downtown multi modal and other potential transfer facilities. MARTA is providing technical analysis including

CAPITAL BUDGET OVERVIEW

a detailed operations analysis, traffic and planning analysis and potential environmental work to be done in association with GDOT, GRTA, COA the regional operators, freight rail operators, intercity bus provider, land owners and other stakeholders.

Georgia 400 Corridor

In addition to the efforts listed above, the Georgia 400 corridor is one of the most congested corridors in the region. This corridor has strong existing bus ridership and has been extensively studied. The Concept 3 Plan recommended a Light Rail line in this corridor from the Perimeter business center north to the Windward area. This line could be interlined with the I-285 line near Perimeter. Total ridership in the TPB Concept 3 analysis suggested a range of between 11,000 – 26,000 average daily boarding's.

Northeast Line Extension

As part of MARTA comments to the initial TPB Concept 3, engineering suggested a one station extension of the Northeast Line to an area around Northeast DeKalb/Southern Gwinnett. This extension would utilize the existing MARTA rail bridge across I-285 and allow for a potential regional multi-modal center used by MARTA heavy rail, I-285 transit, potential commuter rail, intercity and local bus, and potential intercity/high speed rail services. The TPB estimated that average daily boarding's of this approximately 4-5 mile extension would range between 9,600 and 20,400.

Southeast /Hapeville Branch

Part of the original referendum system, the Southeast branch has recently had renewed interest for several reasons. First, construction of the new Airport terminal on the east side of the airport along with a proposed Southern Crescent Intermodal Center serving Commuter rail, Intercity rail and high speed rail indicate that a significant regional multi-modal center could be constructed just east of the airport. Additionally, with the closure of the Hapeville Ford Plant and Hapeville Livable Centers Initiative studies, the area along the proposed line has had renewed interest for redevelopment. Finally, some minor

provisions for this line were provided during the construction of the South Line south of East Point station. This line was included in the TPB Concept 3 and indicated a range of average daily boarding's from 6,300–20,500 for this approximately 4-5 mile extension.

Category 5 – Service Enhancements

Service enhancements are designed to provide customers with increased and more efficient service. MARTA commits its resources to the issues that matter the most to its customers: cleanliness, security, convenience and on time performance.

Laredo Facility Solar Canopies

This is a turnkey project that will provide canopies with integrated grid tied photovoltaic cells to be erected at the bus storage area of Laredo. LED lights will be installed in the underside of the structure to provide ample light for safety and maintenance.

Buckhead Station North Entrance

This project provides for a new entrance to the station with two pedestrian bridges spanning North and South bound GA 400 to connect to existing and future developments. There is a stair/elevator tower on the east side of GA 400. The entrance includes new fare gate array, stairs and elevator. The existing emergency stair and bridge over GA 400 southbound will be removed.

Data Warehousing Web Portal

This phase of the project will focus on implementing business intelligence (BI) and performance management (PM) tool that will empower MARTA management with the ability to make faster and more accurate decisions based upon actual enterprise performance data. The project will include the acquisition of software, hardware and professional services that will provide better Scorecard and Performance Management to effectively align strategic metrics with the enterprise goals of the Authority.

Purchase Card Industry Compliance

This project provides for implementing Hardware and Software Modifications and Security Policies to ensure MARTA's Automated Fare Collection (AFC) system PCI Compliant.

Remove Breeze Loading on Buses

The Modifications for Loading on Bus are intended for reducing the required steps in loading fare on Breeze Media at the bus fare box.

TOD Projects

These projects support transit oriented development on MARTA owned land at or near transit stations. Lindbergh, Lakewood/Fort McPherson, King Memorial and Brookhaven transit stations are currently underway or planned for joint development.

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

This section identifies the infrastructure supported by the FY11 Capital Improvement Program Budget.

CAPITAL INFRASTRUCTURE

CAPITAL IMPROVEMENT PROGRAM INFRASTRUCTURE

The infrastructure supported by the FY11 Capital Improvement Program Budget includes facilities (maintenance and administrative support), revenue rolling stock (rail cars, buses and paratransit vans), rail system infrastructure including rail stations and a vast array of tools and equipment. Maintenance of these assets is critical to ensure a high level of service, reliability and optimized operating costs.

Support Facilities

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

<i>Facility</i>	<i>Primary Function</i>	<i>Age (years)</i>
Airport Ridestore	Retail media sales	14
Armour Yard	Heavy Rail Vehicle Maintenance	5
Avondale Administration	Rail system administration	31
Avondale Car Maintenance	Rail car heavy maintenance	31
Avondale Central Control	Rail system operations center	31
Avondale Maintenance of Way	Rail system/infrastructure maintenance	31
Avondale Yard	Rail car storage	31
Avondale Zone Center	ATC Administration	31
Brady Bus Garage	Paratransit operations & maintenance	36
Browns Mill Heavy Maintenance	Heavy maintenance & rebuild of bus fleet	34
Candler Center	Record Storage, Police Precinct, Radio Repair	13
Chamblee Yard	Secondary rail car maintenance & inspection	23
College Park Police Precinct	Police precinct & system security	12
Decatur Avenue Radio Shop	Radio repair shop	39
Dunwoody Police Precinct	Police precinct & system security	13
Five Points Police Precinct	Police precinct & system security	16
Five Points Ridestore	Retail media sales	29
Garnett Cash Handling	Fare processing center	28
Georgia Avenue	Systemwide custodial & landscaping services	26
Hamilton Bus Garage	Bus operations, dispatch & maintenance	34
Indian Creek Police Precinct	Police precinct	17
Lakewood Zone Center	Storage	26

CAPITAL INFRASTRUCTURE

<i>Facility</i>	<i>Primary Function</i>	<i>Age (years)</i>
Lindbergh Zone Center	Storage	26
MARTA Headquarters Complex	Authority administration	23
MARTA Headquarters Annex	Police HQ/GEC/Buildings & Grounds/Infrastructure	49
North Springs Central Cashiering	Ridestore and Parking Cashier	10
Perry Boulevard Bus Garage	Bus operations, dispatch & maintenance	14
Sandy Springs Central Cashiering	Ridestore and Parking Cashier	10
South Rail Yard	Rail car maintenance & storage	22
West Lake Zone Center	Storage	30

Revenue Rolling Stock

MARTA's FY11 bus fleet currently consists of 551 diesel and compressed natural gas (CNG) buses. This fleet ranges in age from nearly new to 10 years in age. MARTA's capital planning process provides for the

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

<i>Service Date</i>	<i>Manufacturer</i>	<i>Lift Equipped</i>	<i>Quantity</i>	<i>Eligible for Retirement</i>
9/00	New Flyer, Low Floor, CNG	Yes	37	FY12
9/01	New Flyer, Low Floor, CNG	Yes	88	FY12
1/01	New Flyer, Low Floor, CNG	Yes	22	FY13
9/02	Orion, Low Floor, CNG	Yes	60	FY14
11/02	Orion, Low Floor, Diesel	Yes	10	FY14
4/04	Orion, Low Floor, Diesel	Yes	39	FY16
9/04	Orion, Low Floor, Diesel	Yes	30	FY16
1/05	New Flyer, Low Floor, Diesel	Yes	55	FY16
12/05	New Flyer, Low Floor, Diesel	Yes	54	FY16
2/07	New Flyer, Low Floor, CNG	Yes	55	FY19
3/10	New Flyer, Low Floor, CNG	Yes	101	FY22
Total			551	

CAPITAL INFRASTRUCTURE

Rolling Stock Continued

A paratransit van and small bus fleet consisting of 174 vehicles is also maintained. These vans are programmed for replacement on a four-year

cycle. The make-up of MARTA's paratransit small bus fleets and Sprinter Van are shown in the table below.

<i>Service Date</i>	<i>Manufacturer</i>	<i>Quantity</i>	<i>Eligible for Retirement</i>
2007	GM- Glavel – L-Van	30	FY14
2008	GM- Glavel – L-Van	144	FY15
Total		174	

Rolling Stock Continued

The Authority's rail car fleet has 338 heavy rail vehicles. These cars were obtained under three procurements and range from new to 31 years in age. A rehabilitation program was completed in FY09 to extend the

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

<i>Manufacture Date</i>	<i>Manufacturer</i>	<i>Quantity</i>
1979	Societe Franco Belge	48
1980	Societe Franco Belge	34
1981	Societe Franco Belge	20
1981	Societe Franco Belge	16
1984	Hitachi	6
1985	Hitachi	44
1986	Hitachi	4
1987	Hitachi	42
1988	Hitachi	24
2000	Breda	10
2001	Breda	20
2002	Breda	44
2003	Breda	12
2004	Breda	6
2005	Breda	8
Total		338

CAPITAL INFRASTRUCTURE

Rail System Infrastructure

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

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

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

CAPITAL INFRASTRUCTURE

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

PLANNING PROGRAM

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

PLANNING PROGRAM OVERVIEW

Planning Program

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

Regional Transit Planning

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

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

Long-range planning projects may include:

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

Transit Financial Planning

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

Short-Range Transit Planning

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

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

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

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

PLANNING PROGRAM OVERVIEW

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

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

Planning Processes

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

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

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

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

CAPITAL SOURCES AND APPLICATIONS OF FUNDS

Sources and Applications of Funds

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

CAPITAL SOURCES AND APPLICATIONS OF FUNDS

Sources and Applications of Funds

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

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

**Metropolitan Atlanta Rapid Transit Authority
FY11-FY20 Capital Program Sources and Uses of Funds
[\$millions]**

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	Totals
Beginning Balance	177.6	77.8	20.4	20.3	20.8	20.9	20.4	20.1	20.8	20.5	
Revenues											
Sales Tax	158.5	162.9	167.8	173.5	179.9	188.7	198.7	203.6	207.7	218.8	1,860.0
Federal Funds	59.0	63.6	58.8	46.1	49.7	53.9	50.3	43.6	43.6	45.8	514.4
Other Revenue	3.5	3.6	3.7	3.8	4.0	4.1	4.2	4.3	4.4	4.6	40.3
Debt Issue	0.0	16.0	59.0	84.0	78.0	47.0	25.0	22.0	50.0	47.0	428.0
Total Sources of Funds	398.6	323.9	309.8	327.7	332.3	314.6	298.6	293.6	326.6	336.6	
Expenditures											
Capital Program Summary	188.0	169.1	152.9	162.5	164.1	140.4	123.8	117.1	148.5	156.7	1,523.2
Debt Service (Bonds & CP)	132.8	134.3	136.6	144.3	147.3	153.7	154.7	155.7	157.6	159.5	1,476.7
Total Uses of Funds	320.8	303.5	289.5	306.9	311.4	294.1	278.4	272.8	306.1	316.2	
Ending Balance	77.8	20.4	20.3	20.8	20.9	20.4	20.1	20.8	20.5	20.4	

Capital Projects Summary

The following report depicts a summary of the proposed projects by program, with final approval of funds for FY11. The total funds budgeted for capital improvement is \$188,006,940.

APPROVED PROJECTS SUMMARY

Approved Ten-year by Program

[\$ In Thousands]

	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
System Expansion	10,756	6,450	5,350	7,350	8,050	7,550	4,550	5,050	4,550	4,050
State of Good Repair	69,788	47,104	58,508	69,695	58,946	68,453	81,484	77,867	101,770	130,725
Service Enhancements	21,294	25,942	8,085	2,200	3,400	4,600	1,000	1,000	1,000	1,000
Safety Critical	67,816	72,692	69,674	76,109	78,523	44,766	20,762	17,244	25,947	14,900
Regulatory	18,354	16,945	11,307	7,182	15,145	15,071	15,967	15,969	15,257	5,994
Total Approved Projects	188,007	169,133	152,924	162,537	164,064	140,441	123,762	117,130	148,524	156,669

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Capital Project Ten-year Plan

The report on the following pages depicts the approved capital projects ten year forecast for years FY11 to FY20.

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>System Expansion</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
30940 General Planning	2,400	2,400	2,400	2,500	2,500	2,500	2,500	2,500	2,500	2,500
31106 Financial Planning	1,300	1,300	1,300	1,400	1,400	1,400	1,400	1,400	1,400	1,400
31570 I-20 East Corridor AA/DEIS	1,500	2,596	1,000	0	0	0	0	0	0	0
31610 Beltline Tier 1 Enviro Study	800	0	0	0	0	0	0	0	0	0
31661 Memorial Dr. Bus Rapid Transit	2,130	0	0	0	0	0	0	0	0	0
31717 Clifton Corridor AA	1,159	0	0	0	0	0	0	0	0	0
31742 Multimodal Facility Plan Ph I	400	0	0	0	0	0	0	0	0	0
31906 Strat. Performance Planning	17	4	0	0	0	0	0	0	0	0
31912 I-20 East PE/FEIS	0	0	0	2,300	3,500	3,500	0	0	0	0
31996 Regional Transit Comm Planning	150	150	150	150	150	150	150	150	150	150
31997 Regional Service Plan & Coord	500	0	500	1,000	500	0	500	1,000	500	0
31998 Facilities Master Plan	400	0	0	0	0	0	0	0	0	0
System Expansion Total	10,756	6,450	5,350	7,350	8,050	7,550	4,550	5,050	4,550	4,050

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>State of Good Repair</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
30100 Service Vehicles	345	345	345	500	500	500	500	500	500	500
30560 EDP Equipment & Software	655	350	350	418	419	420	419	419	495	0
30600 Office Equipment	10	10	10	15	15	15	15	15	15	0
30640 Furniture	50	50	50	50	50	50	50	50	50	0
30740 Small Tools & Equipment	500	500	500	500	500	500	500	500	500	500
30920 Training	198	10	10	10	10	10	10	10	10	10
31078 Unallocated Insurance	47	12	0	0	0	0	0	0	0	0
31248 Parking Lot Repaving	500	500	500	500	500	500	500	500	500	500
31303 Replace Facility Mech Equip	750	750	750	750	750	750	750	754	754	754
31305 Roofing Rehabilitation Program	950	950	950	950	950	950	950	950	2,500	5,000
31449 Replace Fare Collection System	4,550	1,750	1,750	0	0	0	0	0	0	0
31465 CQ310 & CQ311 Rail Car Rehab	2,675	1,025	0	0	0	0	0	0	0	0
31568 Lighting Program: Airport Stat	0	0	0	0	0	0	0	0	2,000	4,000
31591 Overhaul Bus Engines	135	135	135	225	225	225	225	225	225	225
31592 Rehab Bus Transmissions	390	390	390	390	390	390	390	390	390	390
31614 Upgr Aging Equipment FY09	4,796	2,802	0	0	0	0	0	0	0	0
31616 Arts Center Station Mods	500	500	0	0	0	0	0	0	0	0
31624 ERP/EAM System	956	1,828	783	0	0	0	0	0	0	0
31626 Equip Upd, Std Software & OS	1,381	1,311	1,311	0	0	0	0	0	0	0
31637 Structural Assess & Correct	750	300	0	0	0	0	0	0	0	0
31643 CNG Facility at Perry Blvd.	1,583	0	0	0	0	0	0	0	0	0
31660 Renovate Pedestrian Bridges	0	200	600	2,800	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>State of Good Repair</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31662 Structural Rehabilitation	4,267	122	100	3,500	0	0	0	0	0	10,000
31664 Replace Criticl Station Assets	700	700	700	700	700	700	700	700	700	700
31669 Bus Midlife Overhaul	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050	4,050
31672 Hamilton Bus Facility	1,000	4,500	9,000	5,000	0	0	0	0	0	0
31679 Bus Supervisor Booths	740	0	0	0	0	0	0	0	0	0
31680 Brady Paratransit Facility	0	0	0	0	0	0	0	0	0	15,000
31683 Auxiliary Power Switch Gear	450	0	0	1,500	3,000	3,000	4,000	4,000	4,000	4,000
31691 LCARE CQ312 42-Month Cycle	250	400	1,100	2,100	3,154	3,154	3,154	3,154	3,154	3,154
31697 Replace Station Mech Equip	380	380	380	380	1,500	1,500	1,500	0	0	0
31701 Track Switch Steel on E-W Line	0	0	0	1,704	1,541	6,949	6,204	0	0	0
31704 TPSSs: E Yd, N Av, S Int, W Lk	0	0	0	2,000	4,000	4,000	6,000	6,000	6,000	6,000
31715 Upgr MARTAnet to Entrprse Prtl	0	952	902	0	0	0	0	0	0	0
31724 Renovate Operating Facilities	300	0	0	0	0	0	0	0	0	10,000
31726 LCARE CQ311 42-Month Cycle	1,800	2,100	1,800	4,167	4,167	4,167	4,167	4,167	4,167	4,167
31728 LCARE Program: CQ312 Overhaul	0	0	0	1,500	2,499	6,174	15,473	15,473	15,473	15,473
31732 Browns Mill Paint Booth Renov	680	0	0	0	0	0	0	0	0	0
31735 Configuration Management	500	500	500	500	500	500	500	500	500	500
31738 Asset Mgt Program, Phase I	500	0	0	0	0	0	0	0	0	0
31739 Decatur Tunnel Remediation	200	0	0	0	0	0	0	0	0	0
31747 FY13 Bus Procurement	0	0	12,450	0	0	0	0	0	0	0
31748 FY14 Bus Procurement	0	0	0	14,940	0	0	0	0	0	0
31749 FY15 Bus Procurement	0	0	0	0	14,940	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>State of Good Repair</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31750 FY16 Bus Procurement	0	0	0	0	0	14,940	0	0	0	0
31751 FY17 Bus Procurement	0	0	0	0	0	0	14,940	0	0	0
31752 FY18 Bus Procurement	0	0	0	0	0	0	0	14,940	0	0
31753 FY19 Bus Procurement	0	0	0	0	0	0	0	0	14,940	0
31757 Hamilton Demo Parcels H and I	980	0	0	150	0	0	0	0	0	0
31758 LCARE CQ312 60-Month Cycle	1,400	1,400	960	891	891	893	891	891	891	891
31759 LCARE CQ312 84-Month Cycle	1,374	1,374	1,374	1,374	1,374	1,375	1,377	1,377	1,377	1,377
31760 LCARE CQ311 60-Month Cycle	0	1,100	1,100	1,050	1,032	1,032	1,032	1,032	1,032	1,032
31761 LCARE CQ311 84-Month Cycle	0	0	0	0	794	1,549	1,549	1,549	1,549	1,549
31779 Station Mech Eq Gr 2	0	0	0	0	0	0	0	1,500	1,500	1,500
31811 Girder Grout & Seal	0	0	200	1,000	0	0	0	0	0	0
31812 Struct West Lake St & G400 TCR	663	0	0	0	0	0	0	0	0	0
31813 Rehab At Grade Slabs	1,864	4,444	775	0	0	0	0	0	0	0
31832 Procurement of Add'l Fasteners	100	300	0	0	0	0	0	0	0	0
31887 FY13 Paratransit Vans	0	0	4,691	0	0	0	0	0	0	0
31888 FY14 Paratransit Vans	0	0	0	4,808	0	0	0	0	0	0
31891 Brady Mobility Mandate	30	0	0	0	0	0	0	0	0	0
31893 Upgr Aging Equipment FY10-FY14	736	737	0	0	0	0	0	0	0	0
31894 Upgr Aging Equipment FY15-FY19	0	0	0	0	414	415	414	414	414	0
31896 ESOS FY11-FY13	0	0	1,973	1,873	181	0	0	0	0	0
31897 ESOS FY14-FY16	0	0	0	0	0	1,345	634	1,636	0	0
31898 ESOS FY17-FY19	0	0	0	0	0	0	0	0	4,698	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>State of Good Repair</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31918 Service Vehicles for Police	150	150	150	650	150	150	150	150	150	150
31926 CQ312 Configuration Management	500	500	0	0	0	0	0	0	0	0
31928 Fasteners at Curves & Spirals	0	0	0	0	0	0	1,882	5,383	8,228	0
31929 Run Rails at Curves & Spirals	0	0	0	0	0	0	0	2,768	7,036	7,036
31930 Cross Ties at Curves & Spirals	0	0	0	0	0	0	0	620	1,576	1,576
31950 FY17 Paratransit Vans	0	0	0	0	0	0	5,308	0	0	0
31952 FY19 Paratransit Vans	0	0	0	0	0	0	0	0	5,645	0
31956 Train Wash Replacement	300	300	300	3,500	1,500	0	0	0	0	0
31957 Armour Wheel and Axle Backshop	1,068	3,827	0	0	0	0	0	0	0	0
31958 CQ312 Door & Propulsn Systems	300	300	2,500	2,500	2,500	2,500	2,500	2,500	1,000	0
31960 Implement Variable-Based Fares	2,250	0	0	2,000	5,000	5,000	0	0	0	0
31964 Travel Training	817	200	0	0	0	0	0	0	0	0
31969 Lighting Controls Upgrade	1,300	200	0	0	0	0	0	0	0	0
31973 Annex Roof Rehabilitation	950	0	0	0	0	0	0	0	0	0
31974 FY20 Bus Procurement	0	0	0	0	0	0	0	0	0	14,940
31975 Replace Trailers at Brady Site	500	0	0	0	0	0	0	0	0	0
31976 Rail Station Modernization	500	0	0	0	0	0	0	0	5,000	15,000
31978 Structural Assess & Correct 2	0	300	750	750	750	750	750	750	750	750
31979 W Lk Drain & Holmes E Abut Reh	831	30	0	0	0	0	0	0	0	0
31980 Doraville Roof Beam Rehab	1,385	57	0	0	0	0	0	0	0	0
31987 Future Radio Infrastructure	100	0	0	0	0	0	0	0	0	0
31989 Mainframe to Oracle Transition	800	95	0	0	0	0	0	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>State of Good Repair</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31990 PTO Implementation	199	0	0	0	0	0	0	0	0	0
31991 Oracle Applications Compl Upgr	735	1,014	735	0	0	0	0	0	0	0
31992 Enterprise Appls Security Mgmt	2,418	1,353	584	0	0	0	0	0	0	0
32002 Transit State of Good Repair	10,000	2,000	3,000	0	0	0	0	0	0	0
State of Good Repair Total	69,788	47,104	58,508	69,695	58,946	68,453	81,484	77,867	101,770	130,725

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>Service Enhancements</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31183 Automated Dispatch System	825	0	0	0	0	0	0	0	0	0
31490 TOD General Planning	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
31589 Bus Shelters and Benches	200	200	200	0	0	0	0	0	0	0
31603 Data Warehousing Web Portal	2,137	2,137	2,137	0	0	0	0	0	0	0
31686 Stonecrest Parking	820	980	0	0	0	0	0	0	0	0
31733 HQ Data Center Rehabilitation	500	0	0	0	0	0	0	0	0	0
31734 Rail Supervisor Booths	1,300	300	0	0	0	0	0	0	0	0
31741 Environmental Greening Init.	900	0	0	0	0	0	0	0	0	0
31937 Brookhaven TOD Parking Deck	0	0	0	1,200	2,400	3,600	0	0	0	0
31963 Rail Station Concessions	750	850	0	0	0	0	0	0	0	0
31967 Laredo Facility Solar Canopies	5,250	5,150	0	0	0	0	0	0	0	0
31993 Parking Fee Collection System	0	4,800	0	0	0	0	0	0	0	0
31994 Remove Breeze Loading On Buses	1,437	0	0	0	0	0	0	0	0	0
31995 Purch Card Industry Compliance	2,100	0	0	0	0	0	0	0	0	0
32001 Clean Fuel Initiative	25	25	0	0	0	0	0	0	0	0
32003 Breeze Interactive Voice Recording	250	0	0	0	0	0	0	0	0	0
F0143 Buckhead Station Nrth Entrance	3,800	10,500	4,748	0	0	0	0	0	0	0
Service Enhancements Total	21,294	25,942	8,085	2,200	3,400	4,600	1,000	1,000	1,000	1,000

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>Safety Critical</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31462 Bus Radio Upgrade	2,000	0	0	0	0	0	0	0	0	0
31646 Loops/Interlocking T/C Ph 1	3,171	0	0	0	0	0	0	0	0	0
31651 Replace UPS Systems	2,900	0	0	0	0	0	0	0	0	0
31658 Rehab Systemwide Escalators Gr 1	8,359	3,669	0	0	0	0	0	0	0	0
31666 Fan Motor Control Centers	1,400	0	0	0	0	0	0	0	0	0
31684 Voice Com Infrastructure	2,584	3,979	3,979	0	0	0	0	0	0	0
31689 Wayside Encroachment Detection	0	0	0	442	1,118	1,739	743	0	0	0
31690 Loops/Interlocking Ph 2 & Ph 3	2,383	2,800	7,736	2,921	0	0	0	0	0	0
31698 Fire Protection Systems Upgr	11,100	10,350	7,050	7,050	14,140	0	0	0	0	0
31703 Train Control Systems Upgrade	10,643	22,425	30,135	30,135	30,135	16,307	0	0	0	0
31705 Emergency Trip Sts Gr 2: South	2,632	2,325	0	0	0	0	0	0	0	0
31707 Tunnel Lighting	2,500	1,500	2,024	0	0	0	0	0	0	0
31709 Upgrade Station PA & Phones	750	3,396	6,634	11,320	9,400	3,250	0	0	0	0
31772 Escalators Gr 3	0	0	500	2,500	3,000	6,000	8,000	0	0	0
31773 Escalators Gr 4	0	0	0	0	0	0	0	3,000	6,000	6,000
31833 Rpl Running Rail & Yrd Sw Ties	1,247	6,873	6,000	7,143	5,346	0	0	0	0	0
31835 Train Stops Ph 4	121	61	0	0	0	0	0	0	0	0
31840 AF Track Circuit Modules	2,700	3,575	3,500	3,500	3,500	3,500	0	0	0	0
31852 ETS Gr 3: NE & Trunk	0	0	0	463	934	4,004	1,572	0	0	0
31853 ETS Gr 4: North	0	0	0	0	0	466	947	3,994	1,567	0
31864 UPS Gr 5: Inman Park	0	0	0	4,000	4,000	0	0	0	0	0
31865 UPS Gr 6: Lenox, HQ	0	0	0	0	0	4,000	4,000	0	0	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>Safety Critical</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31866 UPS Gr 7: Brookhaven	0	0	0	0	0	0	0	4,000	4,000	4,000
31869 MCC 3: North Ave MT	0	0	0	750	1,500	2,000	2,000	0	0	0
31870 MCC 4: Decatur MT	0	0	0	0	0	0	0	2,000	2,000	400
31927 Elevator Rehabilitation	250	250	250	250	450	3,500	3,500	3,500	4,500	4,500
31932 ATC - Wayside - Signals	50	265	0	0	0	0	0	0	0	0
31935 Rebuild Switch Mach South Yard	195	195	195	36	0	0	0	0	0	0
31939 Security Training & Awareness	1,500	800	1,072	0	0	0	0	0	0	0
31959 ATC Door Safety Interlock	400	300	0	0	0	0	0	0	0	0
31968 RSCC Stabilization	1,379	754	599	599	0	0	0	0	0	0
31970 Integrated Operations Center	9,025	9,025	0	0	0	0	0	0	0	0
31977 Rehab Tunnel Ventilation Fans	100	0	0	0	0	0	0	0	0	0
31981 AF 600 PC Boards	75	25	0	0	0	0	0	0	0	0
31982 Non-Vital Chk-in/Chk-out Seprt	110	0	0	0	0	0	0	0	0	0
31983 Digital T/C Pilot at Bankhead	142	125	0	0	0	0	0	0	0	0
31985 Digital T/C Systemwide	0	0	0	0	0	0	0	750	7,880	0
31986 Bus Radio Replacement	0	0	0	5,000	5,000	0	0	0	0	0
31988 Vehicle Event Recorders	100	0	0	0	0	0	0	0	0	0
Safety Critical Total	67,816	72,692	69,674	76,109	78,523	44,766	20,762	17,244	25,947	14,900

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>Regulatory</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
30540 Security Related Equipment	697	419	372	358	386	373	372	375	375	375
31098 Hamilton Blvd UST Program	175	640	250	250	250	250	250	250	250	250
31137 Pollution Prevention Plan	350	350	425	350	350	350	350	350	350	350
31237 Safety & Health Program	500	500	250	500	500	500	500	500	500	500
31314 Hazardous Materials Mgmt Plan	145	145	145	160	145	145	80	80	80	80
31325 UST Management	77	80	80	118	118	119	118	118	118	118
31335 Brady UST Program	640	250	250	100	100	100	0	0	0	0
31346 Laredo UST Program	250	250	250	100	100	100	0	0	0	0
31537 Georgia Avenue UST Program	49	49	0	0	0	0	0	0	0	0
31571 Asbestos Abatement	100	100	100	196	196	196	196	196	196	196
31583 Facilities Security	100	100	100	100	100	250	250	250	250	250
31636 CCTV System Replacement	520	0	0	0	0	0	0	0	0	0
31644 Can Tm Pg (100% Fedl/Non-ARRA)	1,750	1,615	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
31687 Repl. Impedance Bonds Ph 1	500	500	1,000	1,000	962	0	0	0	0	0
31810 CN915 & CE530 Girder	1,845	42	0	0	0	0	0	0	0	0
31820 Bridge Fatigue Retro	200	200	0	0	0	0	0	0	0	0
31836 Replace Marker Coils Ph 3	320	100	0	0	0	0	0	0	0	0
31837 Replace Marker Coils Ph 4	350	350	350	0	0	0	0	0	0	0
31900 Homeland Sec Access Controls	1,108	1,024	0	0	0	0	0	0	0	0
31904 Research & Analysis Planning	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875
31905 Mystery Rider Prgm Planning	300	300	0	0	0	0	0	0	0	0
31934 Repl. Impedance Bonds Ph 2	0	0	0	0	0	750	1,912	1,912	1,200	0

APPROVED PROJECTS TEN-YEAR FORECAST

Approved Ten-year Projects

The following portrays the approved capital projects ten year plan for years FY11 to FY20.

(\$ In Thousands)

<u>Regulatory</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>FY14</u>	<u>FY15</u>	<u>FY16</u>	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>
31936 CCTV System Expansion	5,053	5,891	2,560	75	0	0	0	0	0	0
31965 Interoperable Communications	600	1,000	1,300	0	0	0	0	0	0	0
31971 Canine Team Pg (ARRA Capital)	150	0	0	0	0	0	0	0	0	0
31972 Canine Team Pg (ARRA Planning)	100	385	0	0	0	0	0	0	0	0
31984 Vital Relays with Processors	0	0	0	0	8,063	8,063	8,063	8,063	8,063	0
31999 On-Board Veh Security Cameras	100	0	0	0	0	0	0	0	0	0
32000 CCTV Video Analytics	500	780	0	0	0	0	0	0	0	0
Regulatory Total	18,354	16,945	11,307	7,182	15,145	15,071	15,967	15,969	15,257	5,994
Approved Projects Total	188,007	169,133	152,924	162,537	164,064	140,441	123,762	117,130	148,524	156,669

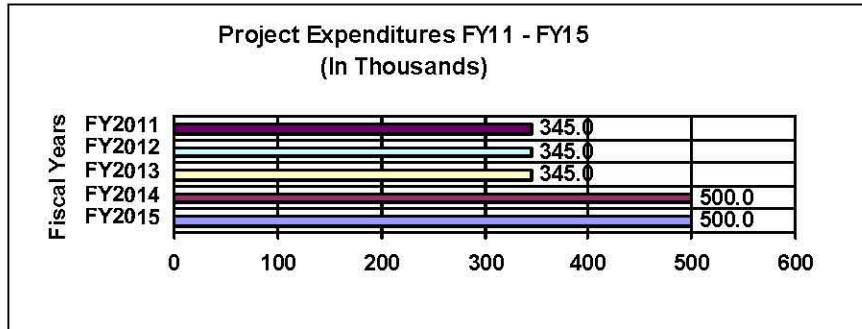
Approved Project Detail

The following report provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30100 Service Vehicles



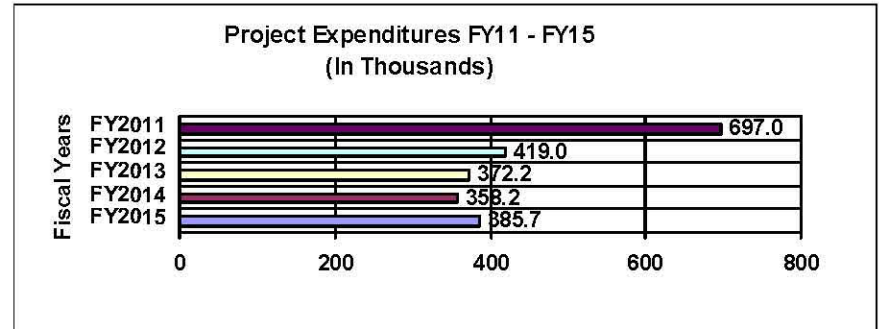
Project Scope

To procure hybrid non-revenue vehicles to support the operations of the Authority (MARTA's Non Revenue Vehicle Replacement program calls for the replacement of vans at the age of five years or 100,000 miles).

Operating Impact

MARTA's Non Revenue Vehicle Replacement program calls for the replacement of vans at the age of five years or 100,000 miles (75,000 miles for police and bus supervisory vehicles). This helps control maintenance costs by maintaining a consistent fleet age. As a result, operating costs are contained and there are consistent maintenance costs as a result of this procurement. Lower fuel costs are expected because the traditional vehicles are being replaced with hybrid vehicles.

30540 Security Related Equipment



Project Scope

Provide for security equipment and security projects to replace equipment that is no longer serviceable, efficient, or relevant to the security needs of the Authority, such as weapons, Kushman vehicles, sky watch towers, and implement security projects as required to maintain the safety of MARTA's patrons and employees.

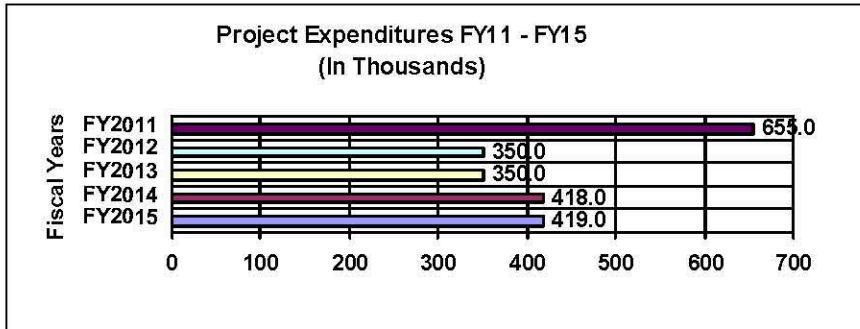
Operating Impact

Security of our passengers, employees, and the public is of primary concern to MARTA. These expenditures help ensure that we meet this goal.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30560 EDP Equipment & Software



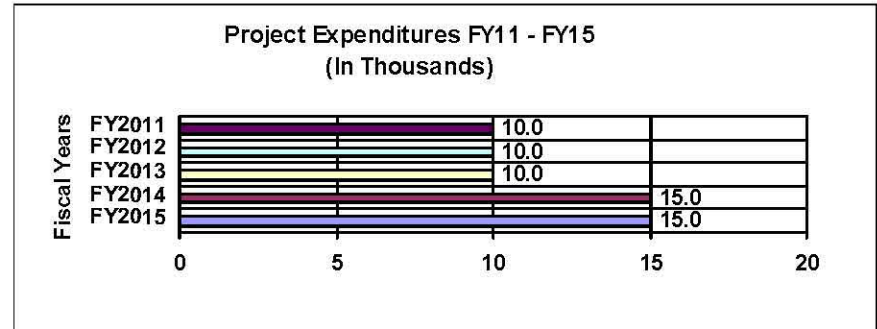
Project Scope

To procure Electronic Data Processing equipment (EDP) Authority-wide. The EDP project will include the procurement of new equipment upgrade, capital leasing, operating systems, utility programs (Productivity applications), licensing, peripherals (printers, scanners, PDAs, DVD and CD players, etc.), professional services, technical support, technical training, client training, other services related to EDP equipment purchases.

Operating Impact

Computer equipment has become critical to the performance and efficiency in accomplishing day to day tasks. Equipment is replaced as it becomes cost prohibitive to repair and maintain. This program provides productivity improvements through the upgrade of equipment.

30600 Office Equipment



Project Scope

This project provides for the procurement of equipment for MARTA's headquarters and field offices.

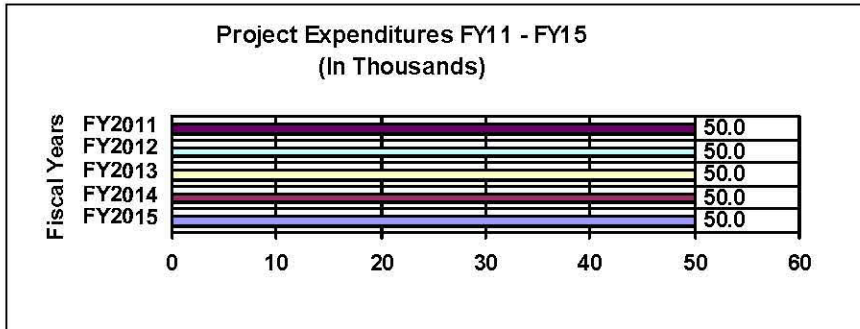
Operating Impact

A judicious stock of office equipment in proper working order increases the efficiency of office operations and thereby reduces operating costs.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30640 Furniture



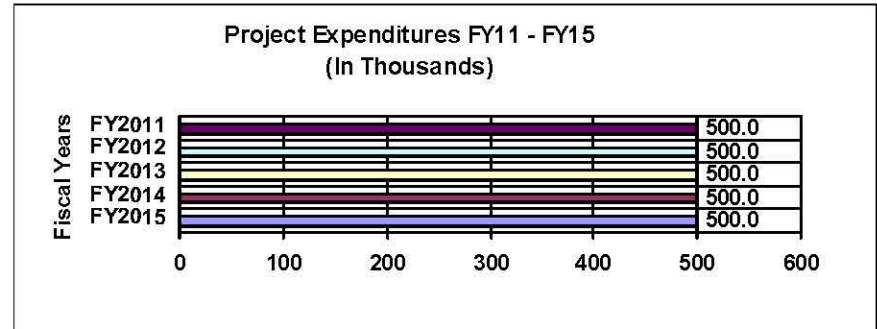
Project Scope

Procurement of office furniture and furnishings for Authority staff. These items must meet the capital threshold requirements.

Operating Impact

Non-funding of this project may impact staff access to appropriate tools (desk/chair/file cabinets, etc.) to perform job functions.

30740 Small Tools & Equipment



Project Scope

This program provides for the procurement of small tools, shop equipment, machinery, and spare parts for the equipment to support the operations of the rail and bus fleets, maintenance of facilities, and maintenance of the rail line. These items must meet capital threshold requirements.

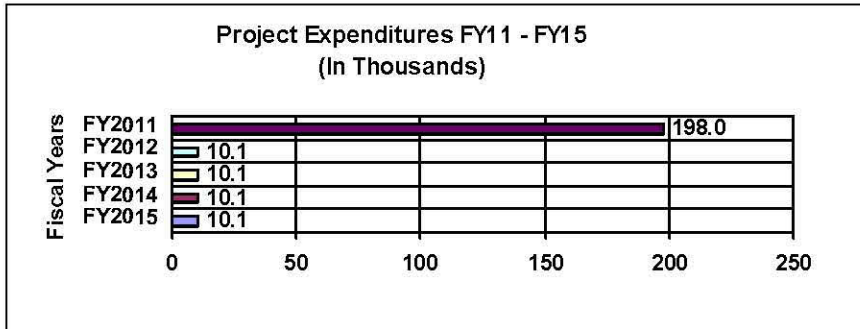
Operating Impact

Maintenance of the Authority's rolling stock, facilities and infrastructure is the primary manner in which MARTA controls operating costs while providing a high level of service quality. To achieve this, MARTA must maintain its small tool and equipment inventory in order to facilitate staff's efforts to meet this goal. This program replaces or upgrades tools and equipment when they become unserviceable or when upgrades will provide efficiency gains that offset the procurement.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

30920 Training



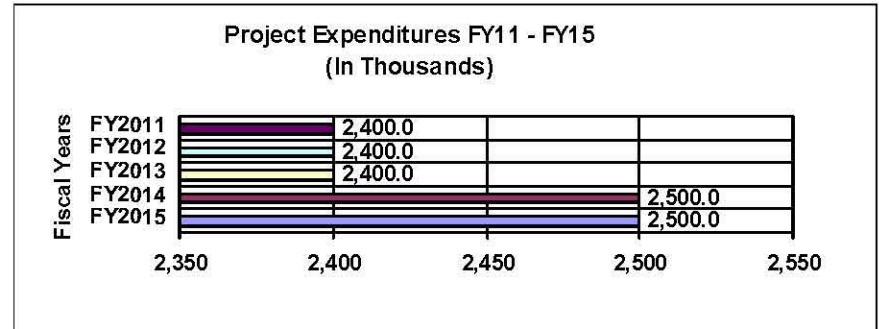
Project Scope

To provide for the procurement, administration and delivery of specialized, security and sustainment training for MARTA employees.

Operating Impact

There is a shifting of training costs for mandated training for topics such as NIMS and System Security from the operating budget to the capital budget. In addition to providing for overall employee skill development, these funds are allocated to allow for the acquisition, management and delivery of training mandated through the Department of Homeland Security and supports training associated with various TSA and other state or federally mandated initiatives.

30940 General Planning



Project Scope

To compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. Additionally, activities under this scope include conceptual and initial planning for other Authority-sponsored planning initiatives such as updates of the rail station patronage forecasts/mode of access analysis, the bus stop inventory, Alternative Fare Strategy analysis, Expansion Strategy development, programs that support compliance to the Americans with Disabilities Act (ADA), customer travel patterns and other regional planning activities related to positioning MARTA favorably.

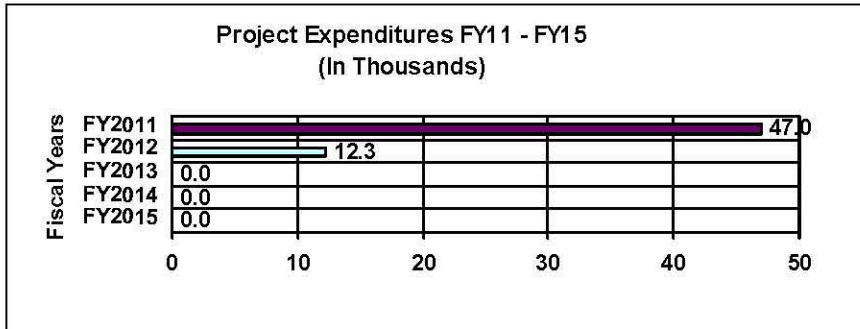
Operating Impact

Proper planning results in future cost avoidance and optimization of investments. The Mystery Rider Program is an example of such cost avoidance.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31078 Unallocated Insurance



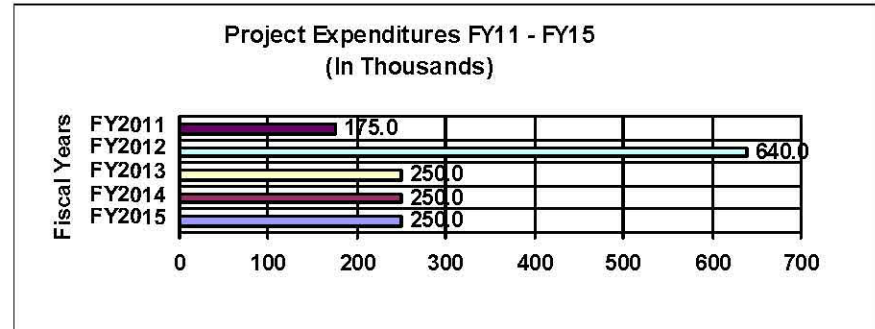
Project Scope

To account for insurance costs that cannot be charged directly or allocated to any particular capital project. Particularly the planned close out of the legacy construction wrap-up program insurance program that was in place from MARTA's inception to June, 2003. Due to the number of years the program was in place there are still open claims and reserves that are adjusted on an annual basis. In calendar year 2008 the Office of Risk Management will begin to pursue the close out of this program. In order to close out the program, MARTA will need to provide final funding to the insurance company to cover all remaining open claim reserves. All of the projects that the legacy wrap-up covered are now closed out. Therefore, the funding will need to come from this account.

Operating Impact

Treating these insurance costs as a capital cost will reduce operating expenses. If the funds are not available from this account for the closeout of the legacy construction wrap-up program then the funds to close out the program will need to come from other capital program projects which will have an adverse effect on those program budgets.

31098 Hamilton Blvd UST Program



Project Scope

Provides assessment, remediation and monitoring of site contamination resulting from leaking underground storage tanks (UST).

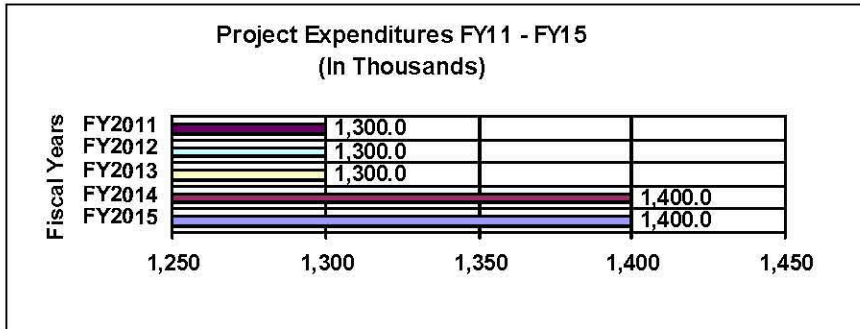
Operating Impact

Failure to perform this program will subject MARTA to fines and other penalties.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31106 Financial Planning



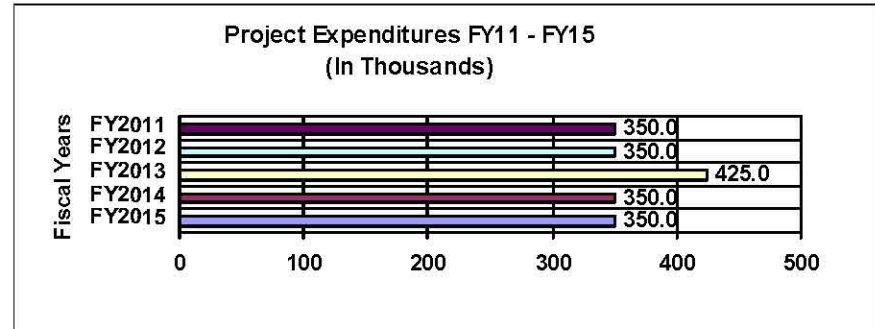
Project Scope

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

Operating Impact

In addition to funding internal financial planning efforts, this program provides services that are not cost effective to maintain in-house on a full time basis. Through contracting these professional services with leading firms in their fields, MARTA is able to secure world class financial advisory, energy management, economic forecasting, lobbyist, and pension advisory/actuarial services.

31137 Pollution Prevention Plan



Project Scope

Develops and implements a Storm Water Pollution Prevention Plan (SWPPP) for all bus and rail maintenance facilities. These bus and rail maintenance facilities are subject to the storm water permit requirements of the Clean Water Act.

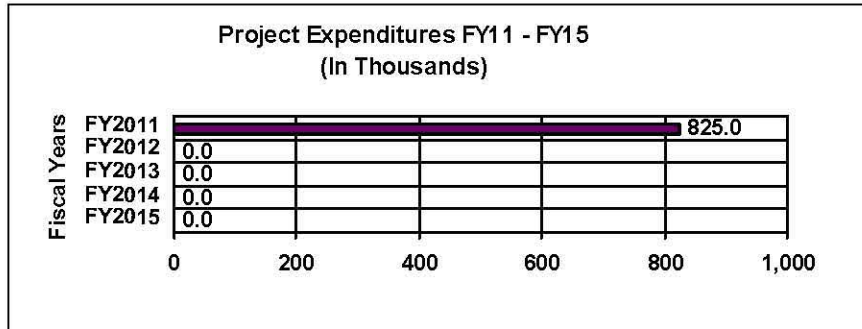
Operating Impact

This program will protect the environment and potentially allow MARTA to avoid future clean up costs, fines and penalties.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31183 Automated Dispatch System



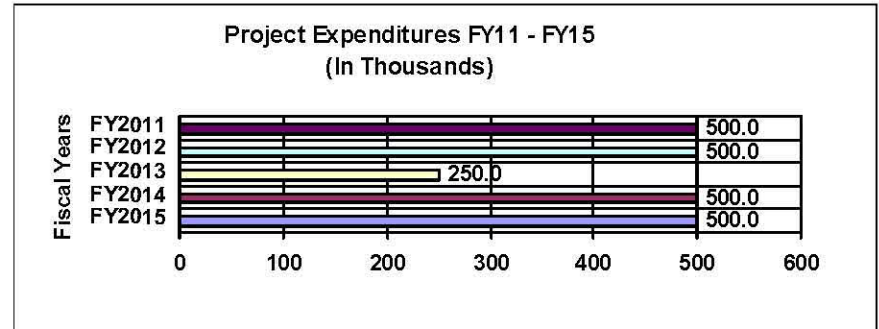
Project Scope

This project provides automatic access to operator information, including dispatcher exceptions to the payroll system on a daily basis, ability to update attendance occurrences and disciplinary actions, and generation of extra operator AM & PM assignments for posting at garages.

Operating Impact

This system will facilitate the management and optimization of staff resources and dispatching and thereby reducing operation costs. Cost reduction on bus and rail operator overtime is anticipated beginning in year 2, in the amount of approximately \$3 million dollars per year. Bus Operations has determined that six (6) part-time operators can be re-allocated as a result of productivity improvements, which translate into a \$324,937 annual savings beginning in Year 2. Due to redesigned processes, the Payroll Department has projected the elimination of manual data entry into SOCS that will yield an annual savings of \$49,910 beginning in Year 2.

31237 Safety & Health Program



Project Scope

Provides safety and health services including, but not limited to, safety assessments, development of corrective action plans, mandated safety projects, and procedures for compliance issues. Differs from the Wellness Program administered by Human Resources in that it provides for air quality studies, asbestos assessments, industrial hygiene, etc.

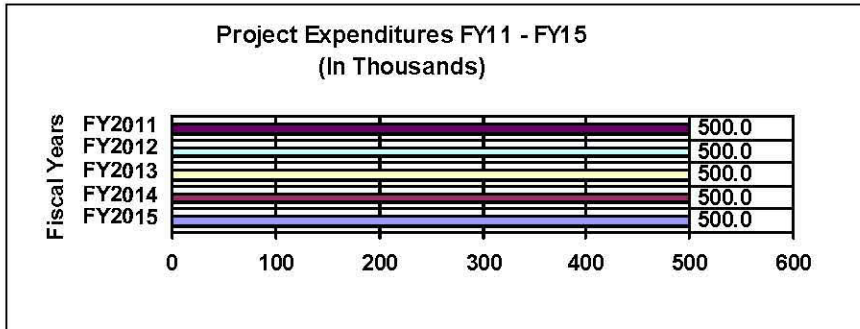
Operating Impact

This program assures compliance with OSHA standards and reduces costs associated with employee injuries, including lost time injuries, through the development of proactive occupational safety and health programs.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31248 Parking Lot Repaving



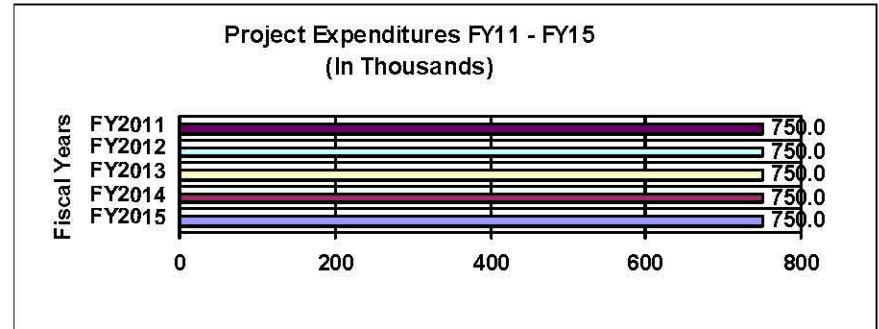
Project Scope

This project provides for removal, replacement, and upgrade of existing bus way and parking area pavement, as well as for the construction of new bus intermodals at selected stations.

Operating Impact

This project provides for suitable access in and out of parking facilities and the addition of handicap parking spaces to comply with American Disabilities Act (ADA) requirements. Failure to continue funding for this project could result in: 1. Increased service delays 2. Increased Bus maintenance cost 3. Increased customer complaints

31303 Replace Facility Mech Equip



Project Scope

To replace HVAC and other equipment throughout the Authority's facilities as indicated by inspection and replacement schedule.

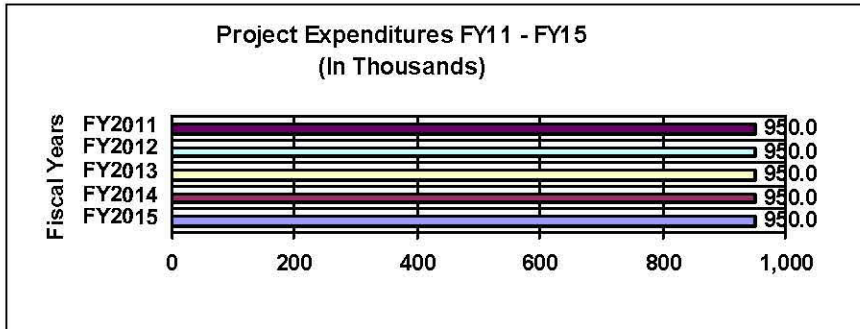
Operating Impact

This project replaces HVAC equipment in an ongoing program as aging equipment becomes unserviceable and maintenance becomes cost prohibitive. Failure to continue funding for this project could result in: 1. Inability to meet Bus and Rail Car availability requirements 2. Quality of work life issues (too hot, too cold, etc)

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31305 Roofing Rehabilitation Program



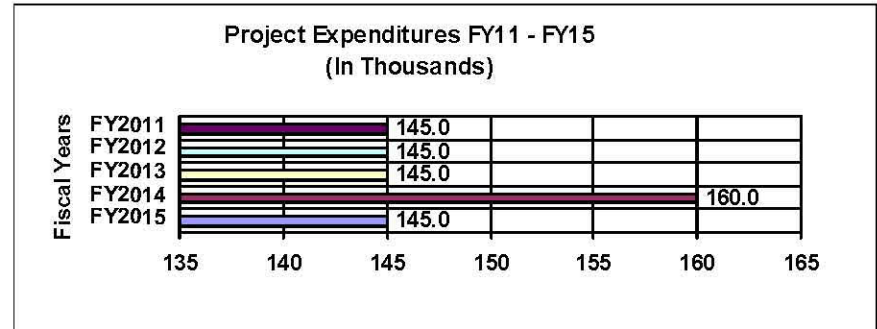
Project Scope

This is a multi-project program to replace roofs throughout MARTA's rail system and facilities as indicated by inspection and replacement schedules.

Operating Impact

This project replaces roofs as they become unserviceable and cost prohibitive to maintain and whose warranties have expired. A uniform roofing system throughout the system, where applicable, will simplify maintenance requirements.

31314 Hazardous Materials Mgmt Plan



Project Scope

Ensures compliance with hazardous material and waste minimization regulations including: the Toxic Substances Control Act (TSCA); Emergency Preparedness and Community Right-to-Know Act (EPCRA); Resource Conservation and Recovery Act (RCRA); and Federal Insecticide, Fungicide, and Rodenticide Act (FIFRA).

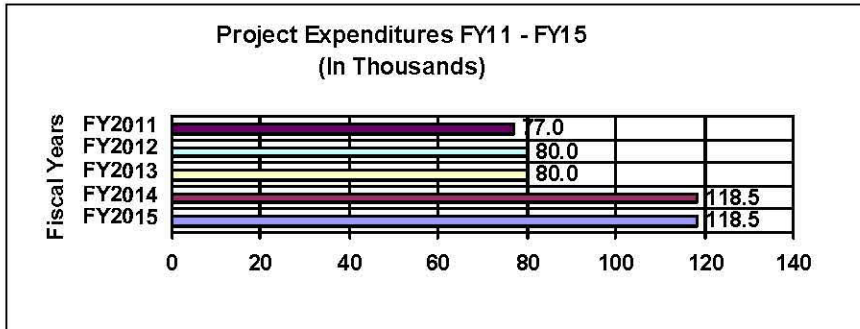
Operating Impact

This program serves to reduce costs and avoid fines and penalties through proactive management of hazardous materials and waste reduction.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31325 UST Management



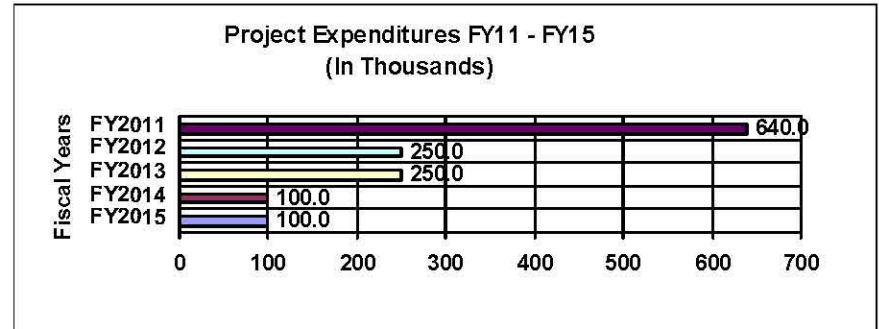
Project Scope

Brings MARTA's underground storage tanks (UST's) into compliance with relevant environmental regulations. The project consists of four parts: completion of the UST assessment and report, development of a long range capital upgrade and replacement plan for the UST's, establishment of an operations and maintenance program for all UST's, and management of all UST related projects, including assessment and removal of contamination resulting from leaking UST's.

Operating Impact

Failure to perform this program will subject MARTA to fines and other penalties.

31335 Brady UST Program



Project Scope

Provides assessment, remediation and monitoring of site contamination resulting from leaking underground storage tanks.

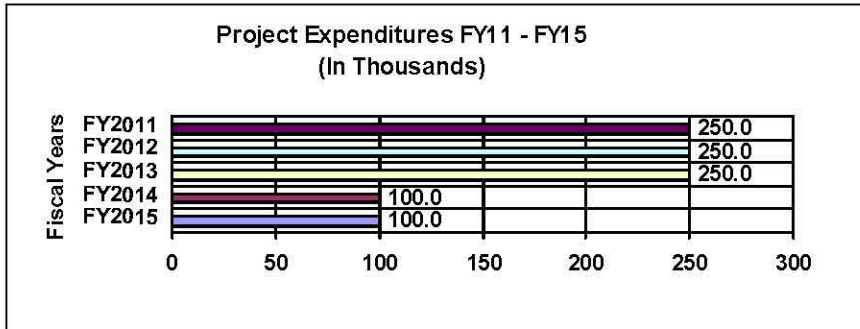
Operating Impact

Failure to perform this program will subject MARTA to fines and other penalties.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31346 Laredo UST Program



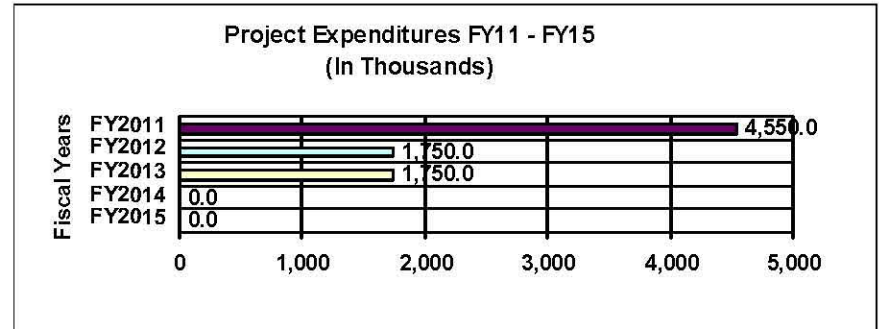
Project Scope

Provides assessment, remediation and monitoring of site contamination resulting from leaking underground storage tanks.

Operating Impact

The basis of this project is to comply with the requirements of the corrective action plan submitted to EPD. The completion of this project would forebear regulatory fines of \$25,000 per day being issued by the State of Georgia.

31449 Replace Fare Collection System



Project Scope

This project will procure and install a new systemwide fare collection system. The project will include new rail fare equipment, bus fare equipment, paratransit fare equipment, parking and revenue control equipment, and data communications, reporting and control equipment.

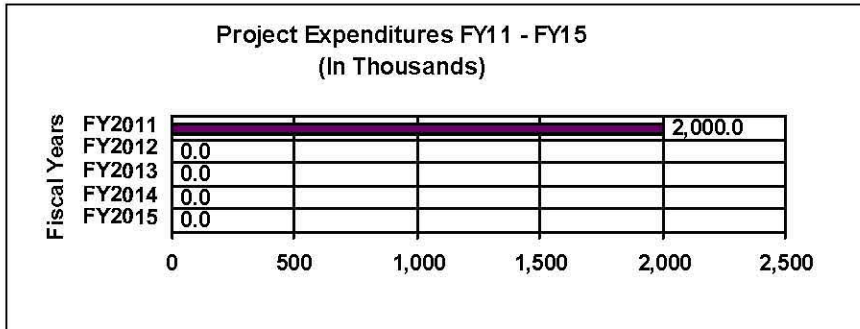
Operating Impact

The fare collection system is the front line for collection of the Authority's passenger revenues. The current system is in excess of 20 years old using obsolete technology, limited functionality and decreasing reliability. Maintenance of the existing equipment has become cost prohibitive and impractical. The new system will provide improved reliability, improved functionality and increased system security.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31462 Bus Radio Upgrade



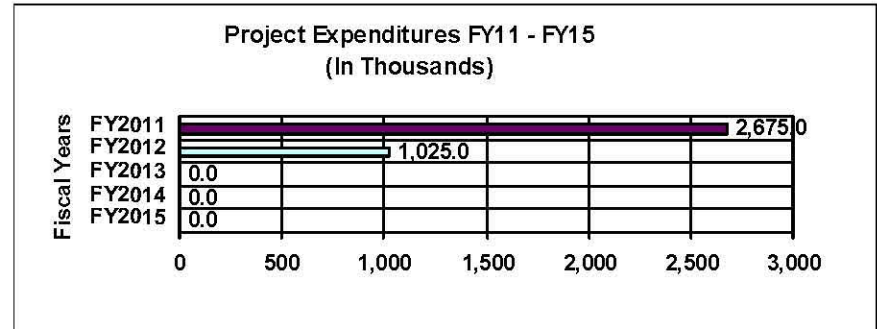
Project Scope

This project will install 800 MHz radios/Automatic Vehicle Locators (AVLs) on 801 buses and Paratransit vehicles, 25 supervisor and maintenance vehicles and 61 Police patrol cars. It will upgrade the Bus Communications Center (BCC) and Paratransit Communications Center for 800 MHz radio/AVL operations and include a Disaster Recovery Server. Within the scope of this project, functional capabilities will be upgraded and increased, integration with outside agencies will be advanced, and additional capabilities to gather and report on operational data to allow for improved planning, analysis, and decision processes will be added. Will equip vehicles with Mobile Data Terminals (MDT's).

Operating Impact

The ITS system allows more efficient management of the bus system and integration of the bus and rail system. Improved customer service will result.

31465 CQ310 & CQ311 Rail Car Rehab



Project Scope

This project will develop and implement a rehabilitation program for the existing railcar fleet. It will also rehabilitate and enhance the various major and subset components of the railcars, increasing the life of the railcar fleet.

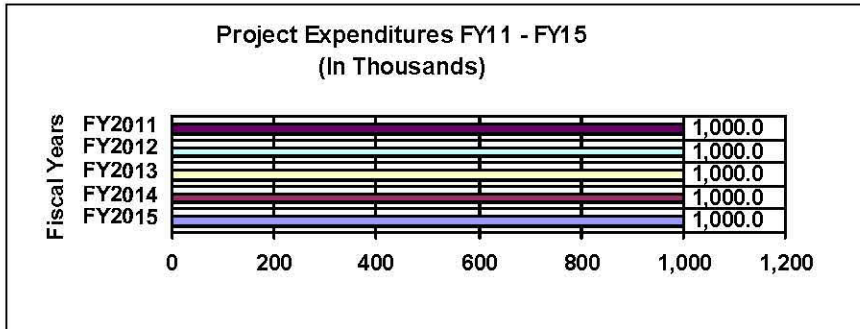
Operating Impact

The overhaul of the older rail cars will result in lowered maintenance costs and higher reliability, which will result in improved customer service.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31490 TOD General Planning



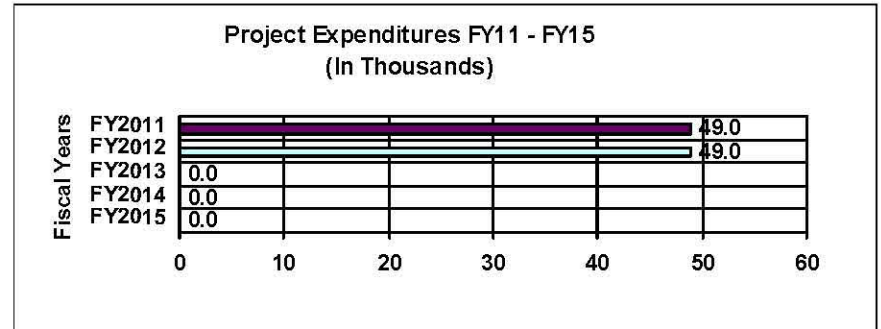
Project Scope

This project expands planning activities in support of transit oriented developments (TODs) on MARTA-owned land at or near transit stations. Activities include conceptual planning, site evaluation, market analysis, planning and land use, real estate appraisal, preparation of marketing materials and requests for proposals (RFPs), legal support and MARTA staff time.

Operating Impact

This project will explore opportunities to generate operating revenues through joint development of MARTA property. This will generate both lease income and increased passenger revenues through increased ridership and create livable communities in line with MARTA Board Vision and Policy.

31537 Georgia Avenue UST Program



Project Scope

Provides assessment, remediation and monitoring of site contamination resulting from leaking underground storage tanks.

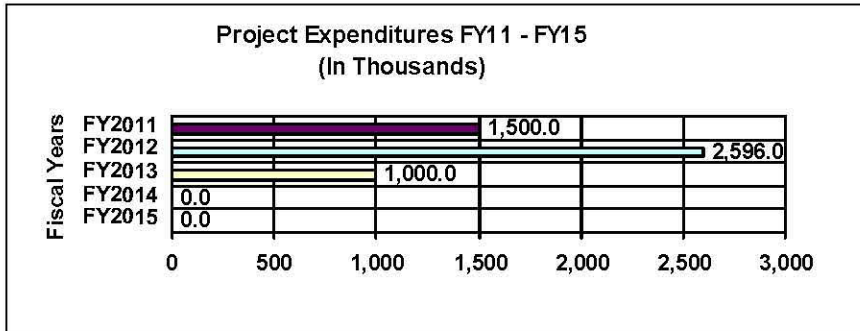
Operating Impact

Failure to perform this program will subject MARTA to fines and other penalties.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31570 I-20 East Corridor AA/DEIS



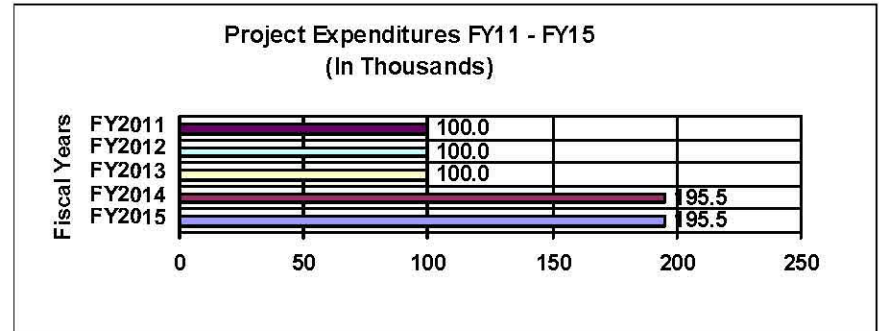
Project Scope

This project conducts initial planning and required studies in preparation for construction of bus rapid transit system in the South DeKalb "I-20 East Corridor."

Operating Impact

This project will add service to areas currently not in MARTA's service area. The type of transit system has not yet been determined; therefore, estimated revenue and expenses cannot yet be projected.

31571 Asbestos Abatement



Project Scope

Provides for the remediation and removal of asbestos, as it is discovered in the course of upgrading and renovating MARTA facilities and equipment.

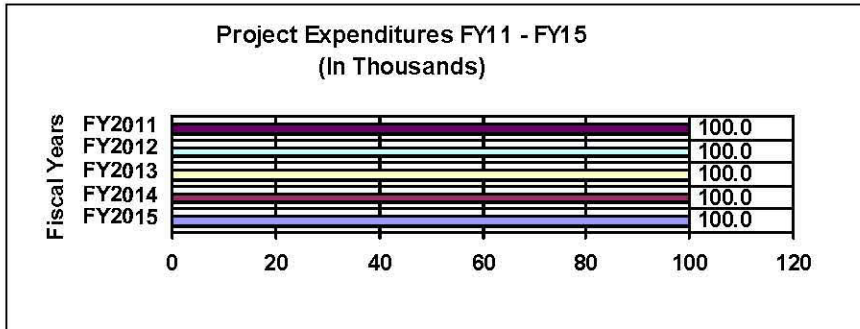
Operating Impact

Proper abatement of asbestos is required by regulatory authorities and safeguards the safety and health of MARTA's employees and customers. Failure to perform this program will subject MARTA to fines and other penalties.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31583 Facilities Security



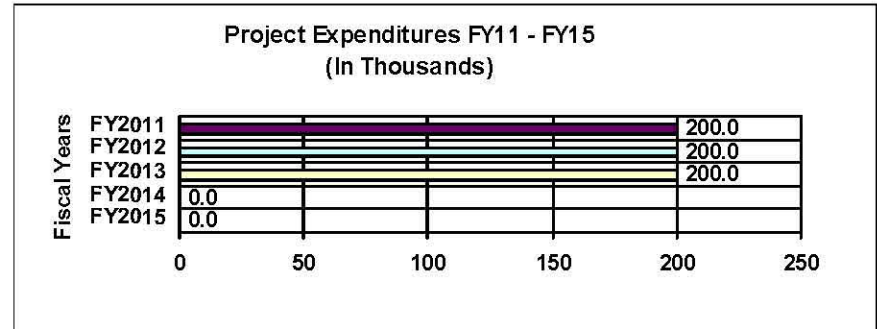
Project Scope

This project installs additional fencing, lighting and security landscaping to enhance security at selected area such as bus garages. This project consists of security initiatives outside of scope of Department of Homeland Security that are critical to security of MARTA facilities per security and risk assessments.

Operating Impact

The new security features will prevent interference in MARTA's critical operations and service to patrons. These are perpetual expenses associated with the maintenance and repair of fencing, access control, locks, card readers, cameras, barricades, gates, emergency lighting, bollards and emergency equipment affiliated with police. The operating impact does not exceed the routine duties of Marta personnel.

31589 Bus Shelters and Benches



Project Scope

This project provides additions and upgrades to the MARTA system that will encourage transit as a means of transportation. Projects may be varied and include, but are not limited to, bike access to stations, pedestrian pathways, bus shelters, signage, and landscape upgrades. This particular project is currently for the installation of bus shelters. Funding will allow approximately ten shelters per year to include the bus shelter unit, engineering and survey work and installation. This funding will also include bus shelter relocation and removal under circumstances of service reduction or modifications when CBS is not able to comply.

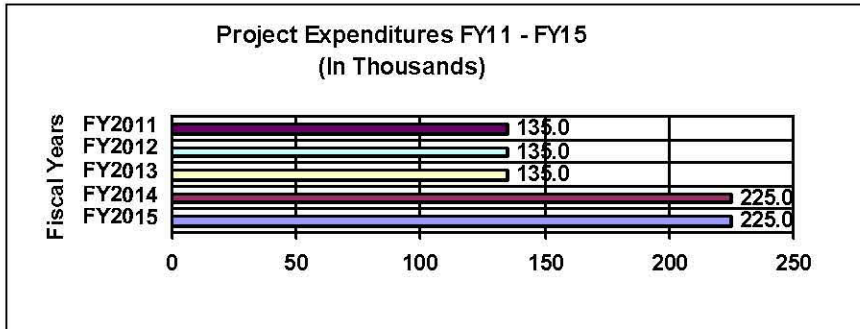
Operating Impact

Additional bus shelters will improve customer satisfaction and encourage greater ridership and revenues. There is no operating impact because the bus shelters are maintained by CBS Outdoor as well as funding the maintenance inspection function overseen by MARTA.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31591 Overhaul Bus Engines



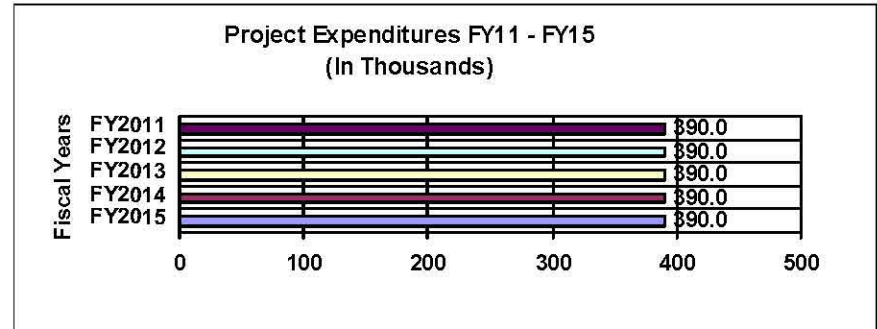
Project Scope

This project provides for capitalizing the cost of rebuilding/overhauling bus engines as a major component. The useful life of engine before a major overhaul is required is two years and the average mileage is 100,000 miles. The date of revenue service of the rebuilt/overhauled engine is the start of depreciation. Depreciation must be complete before any subsequent overhaul/rebuild will be capitalized. If depreciation is not complete, the costs of additional overhauls/rebuilds will be expensed.

Operating Impact

Capitalizing costs relieves the operating budget of such expenses.

31592 Rehab Bus Transmissions



Project Scope

This project provides for capitalizing the cost of rebuilding/overhauling bus transmissions as a major component. The useful life of transmission before a major overhaul is required is two years and the average mileage is 100,000 miles. The date of revenue service of the rebuilt/overhauled transmission is the start of depreciation. Depreciation must be complete before any subsequent overhaul/rebuild will be capitalized. If depreciation is not complete, the costs of additional overhauls/rebuilds will be expensed.

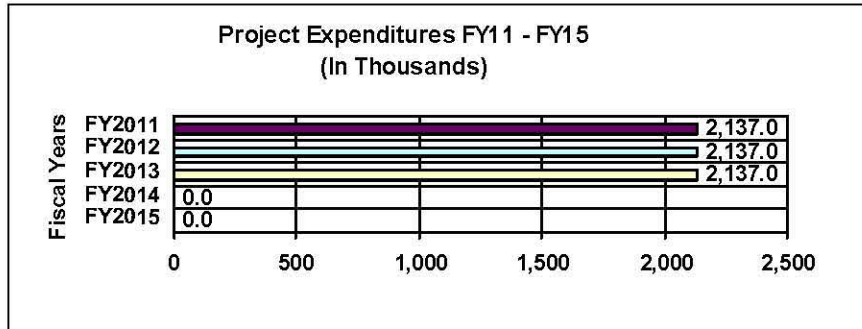
Operating Impact

Capitalizing costs relieves the operating budget of such expenses.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31603 Data Warehousing Web Portal



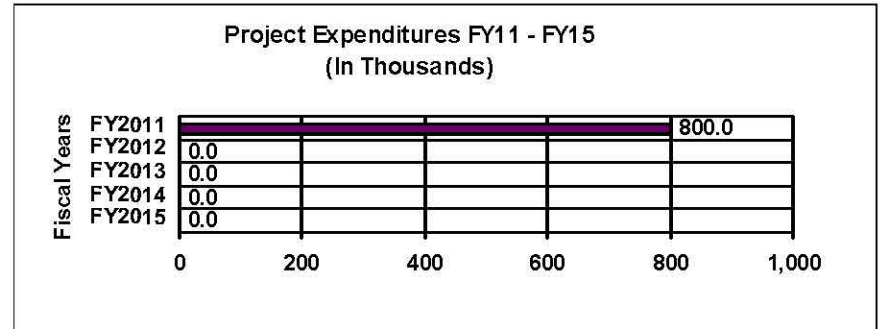
Project Scope

This project acquires technology equipment, software, communication, and professional services that will provide the Authority with a centralized enterprise data warehouse and a universal web portal allowing data retrieval from any location. The project also implements a balanced score card for the Authority based on its strategic plan and key performance indicators (KPIs).

Operating Impact

Acquisition of this equipment, software and professional services will provide the Authority the ability to review secured reports directly from the client's desktop, have access to near real-time performance of bus and rail financial information, and reduce administrative costs through reduction of computer processing time and manual distribution of reports. The Balanced Scorecard gives senior management a decision making tool with key performance indicators supporting MARTA's priorities.

31610 Beltline Tier 1 Enviro Study



Project Scope

This project studies the feasibility of transit in two corridors as follows: 1) Encircle downtown/midtown from Lindbergh to Inman Park, West End and Bankhead 2) Development of light rail from Emory U through Atlanta U. Center, Turner Field, Zoo Atlanta, and ending at Gresham Road and I-20.

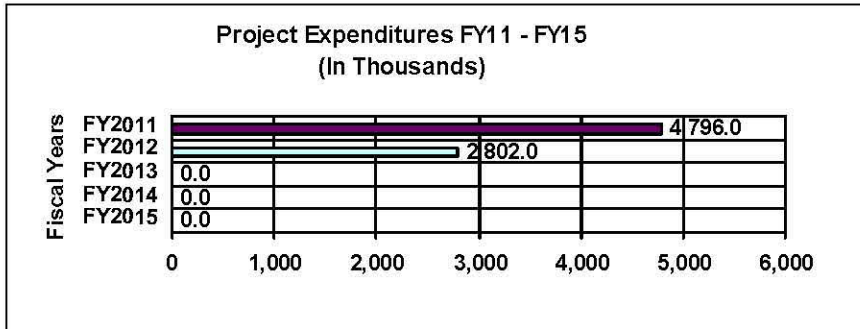
Operating Impact

This project will increase transit service within MARTA's core service area. The type of transit system has not yet been identified; therefore, revenues and expenses cannot yet be estimated.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31614 Upgr Aging Equipment FY09



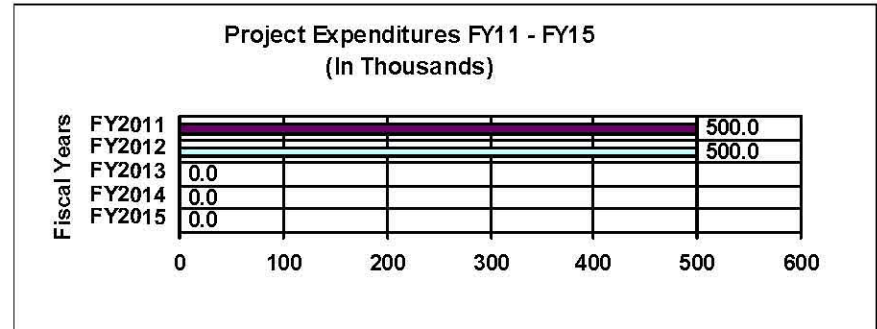
Project Scope

This project replaces current failing and aging infrastructure hardware and system software to improve system availability and reliability. Examples of some replacements include Novell server, print servers, printers, and firewalls.

Operating Impact

This project will improve IT service level to end-users, increased network security, improved application stability, reduce downtime due to application outage, and reduce reliance on outdated and unsupported software.

31616 Arts Center Station Mods



Project Scope

This project provides convenient access for shuttle buses operating from the Atlantic Station Development to the Arts Center Station. A bus pull-off will be located either on West Peachtree Street or Arts Center Way. Two bus pull-outs will also be constructed to serve the shuttle buses from Atlantic Station. A covered walkway will be constructed from the bus facility to the station entrance.

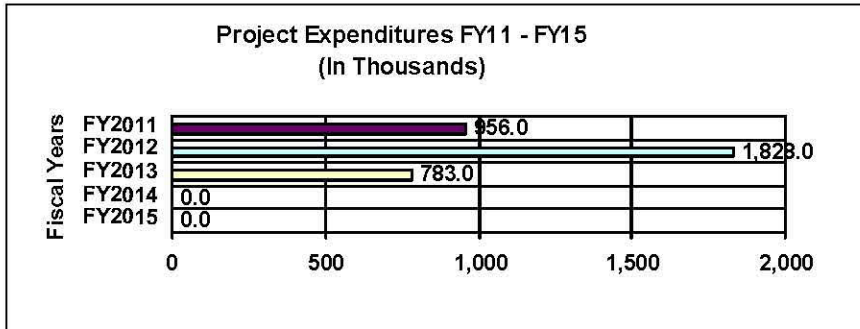
Operating Impact

A grant from the Federal Government will cover 80% of the cost with MARTA and other sources contributing 20%.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31624 ERP/EAM System



Project Scope

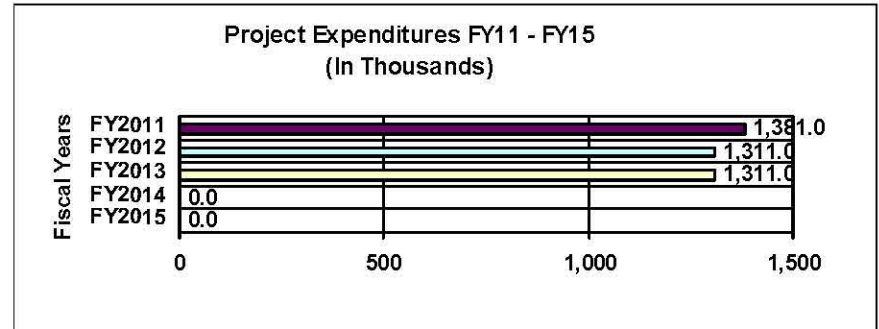
This project upgrades/replaces the Maintenance Management Information System software and hardware and implement integration interface with other systems.

Operating Impact

The current MARTA operations will get significantly simplified as a result of de-commissioning of several systems such as SOCS (Surface Operators Compensation System), Mainframe Systems, AT&A (Automated Time & Attendance), and Web Time Keeping systems.

1. Year 1 (Implementation) – no impact
2. Year 2 onwards - The Operating Budget will fall by \$523,776.

31626 Equip Upd, Std Software & OS



Project Scope

This project replaces ailing and obsolete PCs with a new generation of technology for the Authority. It will be accomplished over two fiscal years. Routine technology refreshes are planned every four years.

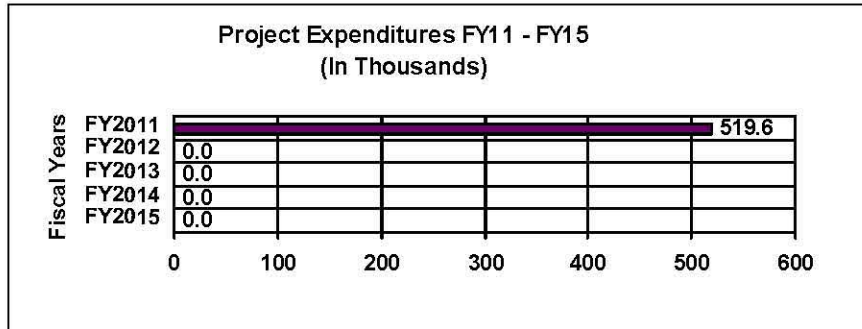
Operating Impact

This project will reduce total cost of ownership of support PC infrastructure; provide compatible PC equipment with standard software and operating systems required for new MMIS, FIS, Fare Collection, and Bus Radio AVL systems.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31636 CCTV System Replacement



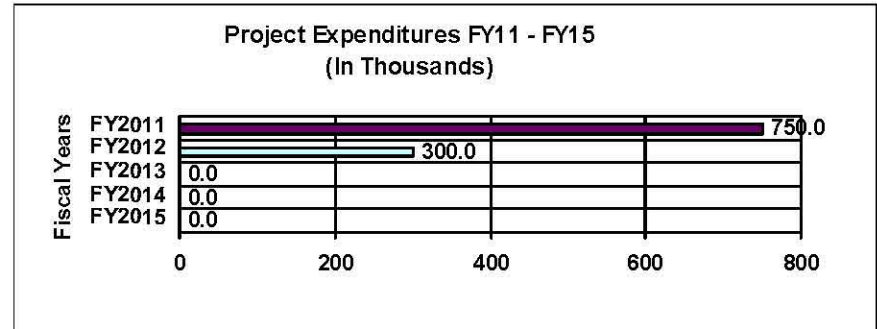
Project Scope

This project upgrades the current closed circuit television system by providing high quality, real-time, and recorded images to rail stations and bus facilities. The migration of communication signals from coaxial cable trunk equipment to existing fiber optic cable will be accomplished by installing network equipment at all stations and the control center. Project also includes upgrade of the MARTA Ride Stores, Garnett Cash Handling Facility, and Parking Services CCTV System so that they will be compatible and integrated with the new rest of the system being installed.

Operating Impact

This project is required in order to increase system functionality, improve image quality and enhance security, and to upgrade a 20 year old system.

31637 Structural Assess & Correct



Project Scope

This program will establish, through inspection, a database and condition rating of all aerial and at-grade structural assets, and also provide for the cost of immediate corrective actions for structural deficiencies and the engineering costs for design and support of all rehabilitation.

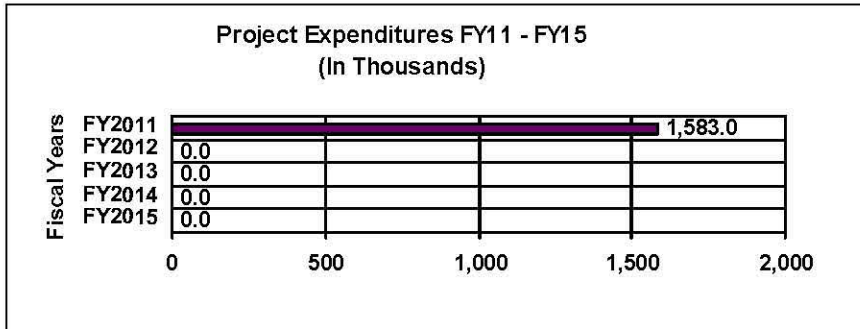
Operating Impact

This project will help ensure that the structural integrity of fixed assets complies with regulatory standards and core requirements. Failure to continue funding this project could result in: 1. Severe service interruptions 2. Catastrophic failures

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31643 CNG Facility at Perry Blvd.



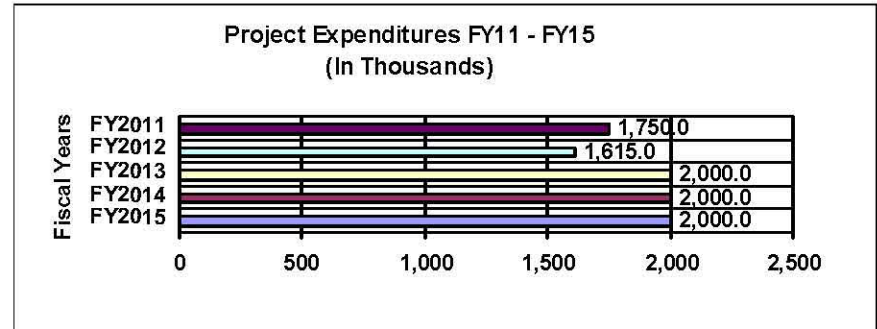
Project Scope

This project will install a fourth CNG compressor at the Perry Boulevard bus facility.

Operating Impact

A fourth compressor will increase refueling capacity, leading to greater efficiency and lower operating costs.

31644 Can Tm Pg (100% Fed/Non-ARRA)



Project Scope

This project supports the ongoing efforts by MARTA to both maintain and enhance the Transit Security Administration (TSA) Explosive Detection Canine Program to competently address the issues of deterrence, detection, and prevention of potential terrorist activities within the transit system as identified in both formal and informal threat and vulnerability assessments. This project is aligned with both national and state strategies. The scope of this project includes, but is not limited to, the continued operation of existing canine teams, acquisition of additional canine teams as approved, and all associated expenses as eligible within the TSA program guidelines.

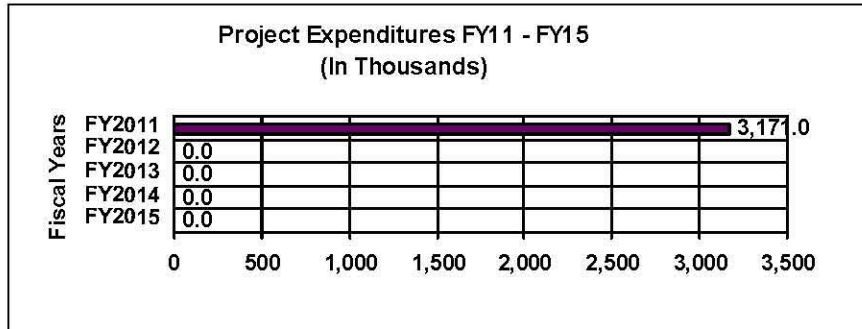
Operating Impact

Explosive canine detection teams provide a mobile, flexible, and visible detection tool to provide enhanced security in the mass transit environment. The explosive canine program enables MARTA to maintain a level of awareness and preparedness as defined in TSA security guidelines. Per cooperative agreements, the canine team resources are made available to other jurisdictions in the region.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31646 Loops/Interlocking T/C Ph 1



Project Scope

This project provides for replacement of existing automatic train control equipment that has reached the end of its useful life. The project includes design, engineering, and installation. It will replace worn out audio frequency track circuit equipment inside interlockings with more reliable AC track circuit equipment. Locations include Indian Creek, Ashby Street, Canterbury Junction, College Park, South Yard Throat. Project also includes installation of train alert lights at 13 locations for a total of 34 zones which provide a visual indication warning of approaching trains to individuals working on the wayside.

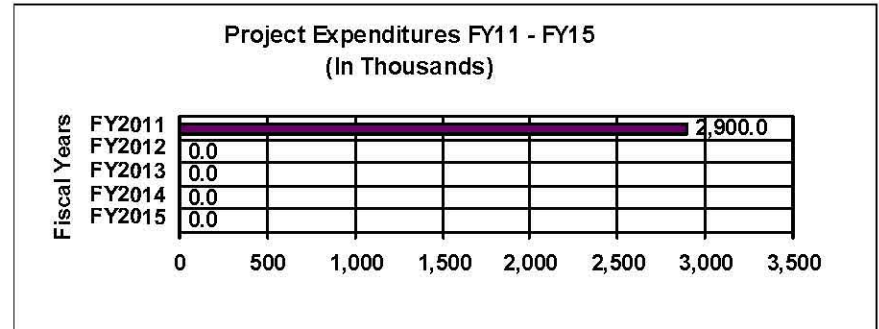
Operating Impact

This project will replace aging track circuit equipment. The train alert lights will fulfill a commitment to provide a safe environment for our employees. The unplanned emergency maintenance of unpredicted equipment failures will be reduced and the track circuit materials will be reduced by 1%.

Failure to continue funding this project could result in:

1. Service Interruptions
2. Unsafe work environment

31651 Replace UPS Systems



Project Scope

Multiple phase program to replace auxiliary and Automatic Train Control ("ATC") UPS systems at various rail stations where the existing UPS and battery systems are either not functioning or are otherwise in need of replacement. This replacement will include the selective installation of mechanical cooling systems that will double the usable life of the batteries and the rewiring of the primary and secondary power feeds to insure dual source power is available at all locations. Current phase includes preliminary planning for third group of uninterruptible power supply ("UPS") systems to be replaced, which consists of systems at Civic Center, North Avenue, Arts Center, and Lindbergh Stations.

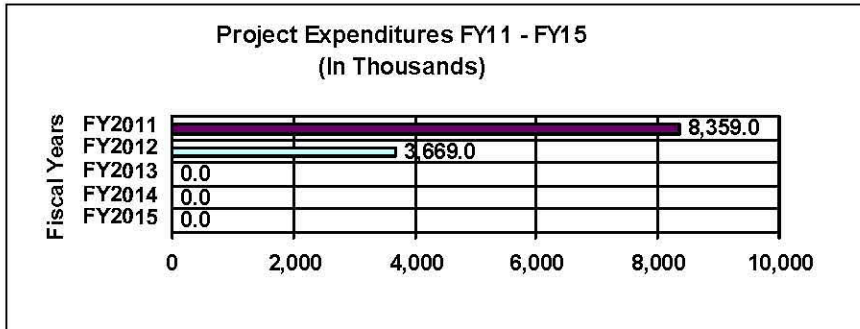
Operating Impact

This is a safety sensitive project, failure to provide continuing funding for this project could result in: 1. Severe service interruptions 2. Loss of communications 3. Derailment/Train Accident/Collision 4. Station emergency egress lighting failure. Addition of dual power feeds will provide a more reliable system. Air conditioning in the battery room will double the life of the batteries and provide a long term cost savings to the Authority. Maintenance cost and material cost will decrease by more than 5%.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31658 Rehab Systemwide Escalators Gr 1



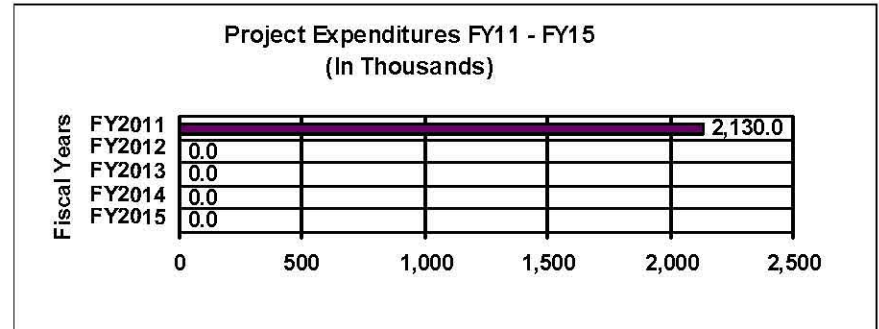
Project Scope

This project, the first phase in a multiple phase escalator replacement/refurbishment program, will provide for replacing or refurbishing up to thirty designated escalators that have reached or exceeded their useful lives. Existing escalator equipment to be replaced includes motors, wiring, drive chain, sprockets, steps, racks, guide tracks, and comb plates. New safety devices will be installed to comply with current code requirements and existing controls will be replaced with new remote-monitoring-ready, microprocessor-based controllers which are capable of being connected to a future remote-monitoring system.

Operating Impact

Replacing and refurbishing escalators will reduce maintenance costs and improve service for MARTA's customers.

31661 Memorial Dr. Bus Rapid Transit



Project Scope

Bus Rapid Transit ("BRT") is a flexible, rubber-tired transit mode that may be applied in a variety of operating environments to include mixed traffic, exclusive running ways, and HOV lanes. It can combine stations, intelligent transportation systems, vehicles, and services into a permanent facility. This BRT initiative will be implemented within the Memorial Drive corridor, which is generally defined as the following two road segments: Memorial Drive from Avondale Mall to Stone Mountain Village and North Hairston Road/Mountain Industrial Road from Memorial Drive to Hugh Howell Road.

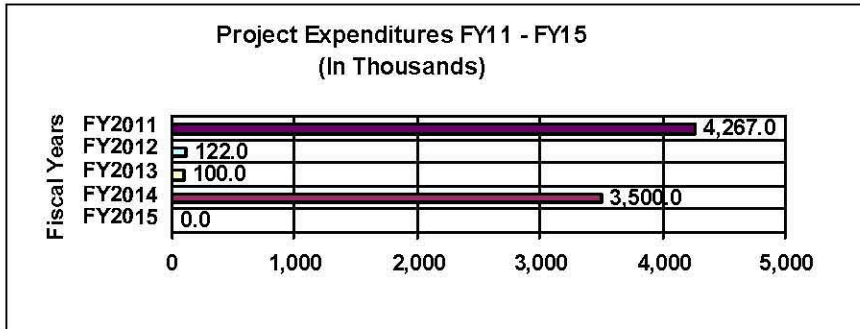
Operating Impact

Annual operating and maintenance costs for this BRT route are estimated to be \$6.6 million, for which CMAQ funding has been granted. BRT will provide increased ridership, greater customer satisfaction, less road congestion, and improved regional air quality. Furthermore, the commencement of this BRT route will allow for an increased headway for the local route serving this area, which will result in operating cost savings.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31662 Structural Rehabilitation



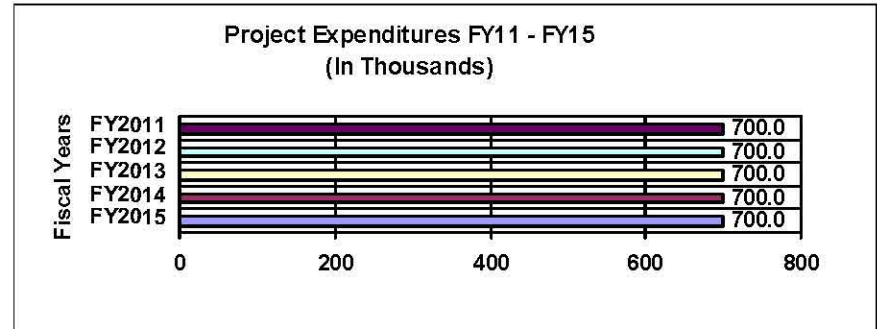
Project Scope

To provide for a multi-phase program to rehabilitate structures along MARTA's rail lines. The first phase will upgrade structure drainage and slope protection at aerial structures throughout the system, fatigue-prone steel connection details at steel box girder CS310, and structural bearings at aerial structure CS360. A second phase will rehabilitate at-grade track slabs on the Northeast, South, and Proctor Creek Rail Lines. This phase will strengthen the track slab supporting structures and restore the track profile at these locations. The scope of additional phases will be determined as a condition assessment is completed by a structural inspection engineering consultant and, depending on the location, consist of rehabilitation work on decks, superstructures, and substructures.

Operating Impact

Rehabilitation of aerial structures will result in lower maintenance costs and allow for safer and more reliable rail service. Failure to continue funding for this project could result in catastrophic failure or severe service disruptions.

31664 Replace Critical Station Assets



Project Scope

To rehabilitate or replace facility infrastructure at MARTA's rail stations. This first phase of a two-phase station rehabilitation program will include rehabilitating or replacing station sidewalks and flooring; replacing station platform safety warning strips, signage, and artwork; installing new windscreen enclosures; replacing skylights; replacing lighting, fire alarm, and drainage systems; and rehabilitating handrail structures. This work will be performed at the King Memorial, Garnett, West End, Oakland City, East Point, College Park, Five Points, Brookhaven, Lindbergh, and North Springs rail stations.

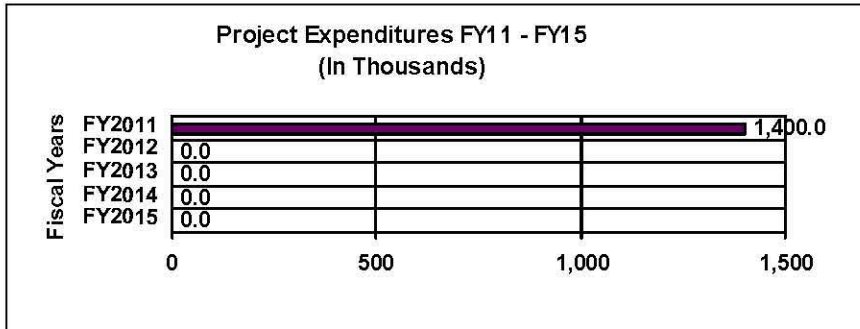
Operating Impact

Renovating Rail Stations will result in lower station maintenance costs and greater safety and convenience for MARTA's customers.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31666 Fan Motor Control Centers



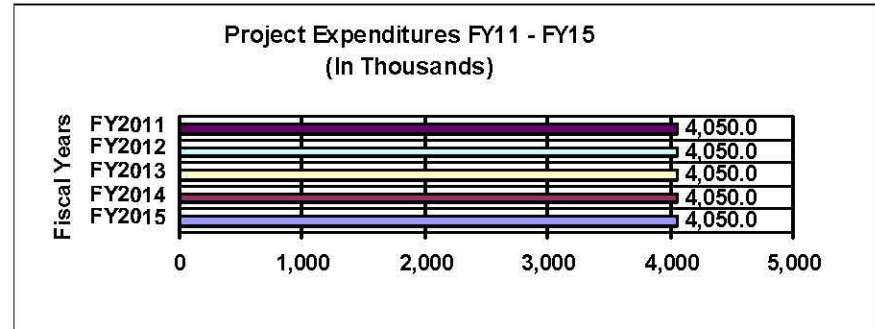
Project Scope

To replace the tunnel emergency ventilation fan motor control centers ("MCCs") and control wiring. Phase 1 will replace the MCC located at the Peachtree Center Station. The centers control four emergency ventilation fans. The replacement centers will be fully functional and solid state, and they will include intelligent controls and a programmable logic controller ("PLC") capable of interfacing with any future MARTA PLC-based data system. In addition, fan flow switches will be replaced with current sensors, and power cables will be replaced, if they are found to be defective. Phase 2 will replace the fan motor control centers and associated equipment, controls, and wiring at the Ashby Street Station.

Operating Impact

Replacement of the MCC, which are beyond their useful life, will result in lower maintenance costs, increase reliability, and provide improved safety for MARTA patrons.

31669 Bus Midlife Overhaul



Project Scope

To replace engines on thirty-foot and forty-foot buses. This replacement will require some modifications to the forty-foot buses to accommodate the new engines.

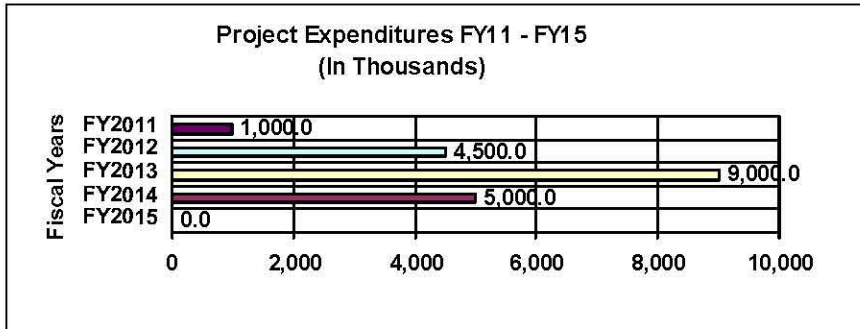
Operating Impact

Replacing the engines will result in lower maintenance costs and higher reliability for the affected buses, which will improve customer service.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31672 Hamilton Bus Facility



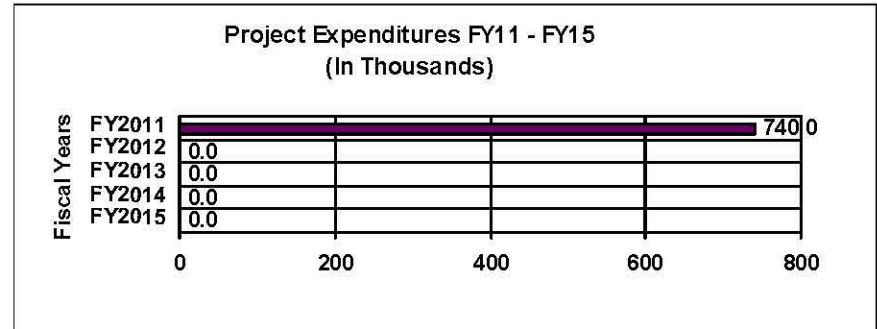
Project Scope

Capital improvements to the existing Hamilton Boulevard Bus Operations and Maintenance Facility that will allow on-site fueling, staging, and maintenance of clean fuel CNG buses and eliminate site circulation conflicts while improving traffic flow, security, and lighting.

Operating Impact

A modernized facility will provide greater efficiencies, leading to lower operating costs, reduce deadhead miles for any CNG buses currently operating in the southern part of MARTA's service area, and greater operating flexibility for offering CNG bus service throughout MARTA's service area.

31679 Bus Supervisor Booths



Project Scope

To install new and replace dilapidated booths located in various rail stations and bus garage parking lots.

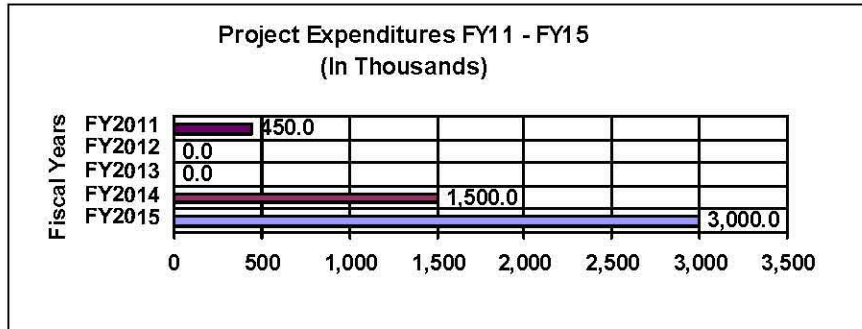
Operating Impact

The booths will require some cost to maintain, but will allow more efficient dispatching and control operations. A total of nineteen (19) existing booths will be replaced and fifteen (15) new booths will be installed under this project.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31683 Auxiliary Power Switch Gear



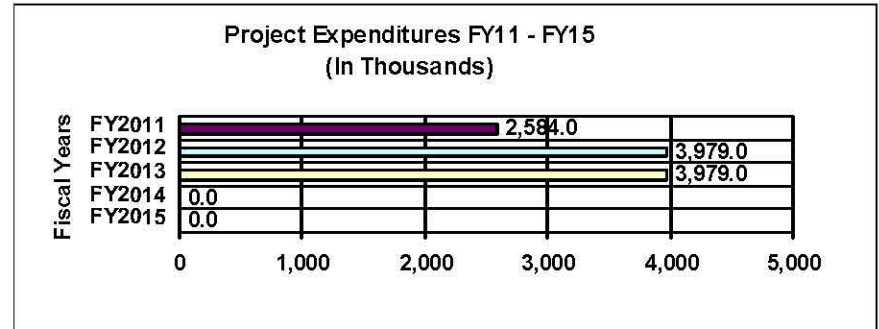
Project Scope

To replace aging (~30 year old) auxiliary power substation switchgear and transformer at the Arts Center Station. This project shall serve as a pilot for future auxiliary power equipment replacements.

Operating Impact

Renovating auxiliary power components will lower the costs (3% reduction in maintenance costs and materials) to maintain and repair them and reduce the chances of complete failure of their systems. This equipment supports station power for lighting, escalators, elevators, fare gates, etc.

31684 Voice Com Infrastructure



Project Scope

To upgrade MARTA's rail station Public Telephone System (PTS) and its proprietary remote switching equipment at key MARTA ancillary facilities, such as Five-Points, Avondale VMF, Perry Blvd., Brady Garage, Laredo Dr., Avondale Administration, Avondale MOW, and South Yard. This will increase voice communication system reliability levels, decommission outdated and unsupported voice communication system components, and increase quality and safety levels.

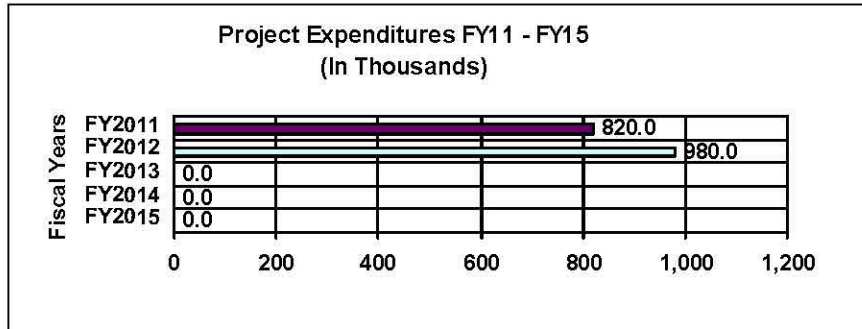
Operating Impact

Upgraded voice communications systems will improve customer satisfaction and security, improve operational efficiency, and reduce operating and maintenance costs. The voice communication upgrade project will not increase or decrease manpower requirements within the Authority. The current staff supporting the voice communication infrastructure will be sufficient to maintain the replacement system.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31686 Stonecrest Parking



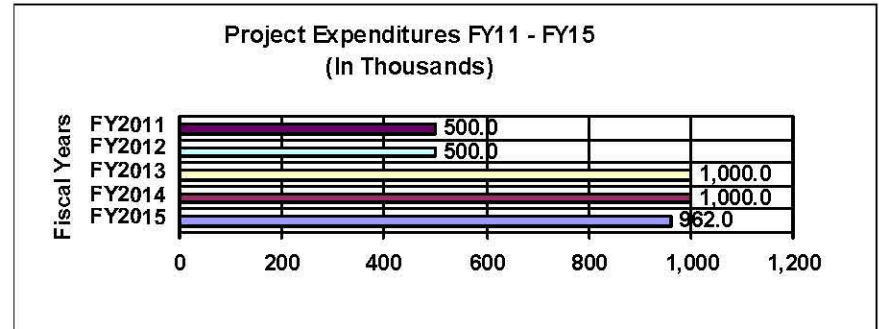
Project Scope

The scope of this project was to provide a permanent parking solution for the I-20 East/Mall at Stonecrest area and replace the temporary park and ride facility now provided by the City of Lithonia. The new facility would provide MARTA bus patrons with a dedicated Park and Ride Facility owned by the Authority. The scope has been reduced to include only the intersection work associated with the neighboring Zaxby's and the demolition of the existing structures on the property.

Operating Impact

This project will guarantee the Authority a park and ride bus facility in the I-20 East/Stonecrest Mall area. The City of Lithonia, which is currently providing the Authority a facility at Lithonia Plaza, could terminate the current agreement with the Authority at any time.

31687 Repl. Impedance Bonds Ph 1



Project Scope

This project will procure and replace 578 audio frequency track circuit impedance bonds. Existing bonds are obsolete and have exceeded expected life. Impedance bonds are track circuit components that provide vital safety information for train location, speed commands, negative return distribution.

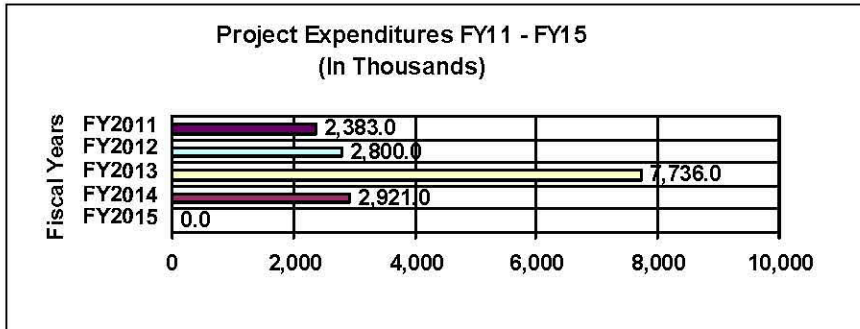
Operating Impact

This project will produce cost savings by reducing unplanned and emergency maintenance. Replacement of the obsolete two-piece impedance bonds will improve customer satisfaction and safety by providing more reliable service. The project can also increase revenue or ridership by providing customers with a more reliable service by reducing unplanned interruptions to service. Failure to continue funding for this project could result in: 1. Severe service interruptions 2. Possible collision/derailment

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31690 Loops/Interlocking Ph 2 & Ph 3



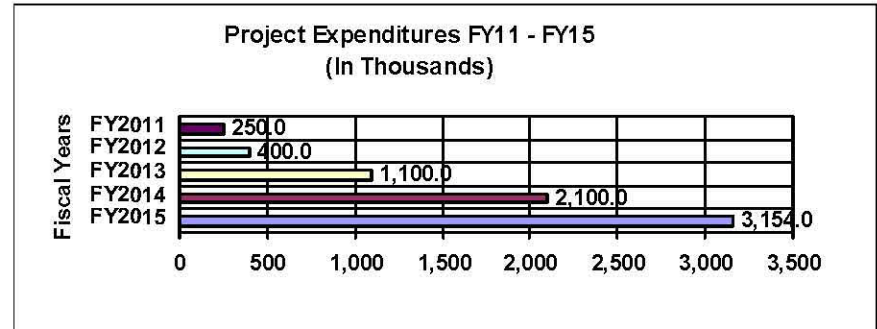
Project Scope

This project will replace interlocking audio frequency track circuit and loop wayside equipment with A.C. Track Circuit design on the East, West, and Northeast Rail Lines at eight mainline interlocking locations. In addition, this project will install Train Alert Lights on the North and Northeast Rail Lines at eight locations.

Operating Impact

This project will replace aging track circuit equipment. The train alert lights will fulfill a commitment to provide a safe environment for our employees. Failure to continue funding this project could result in: 1. Service Interruptions 2. Unsafe work environment

31691 LCARE CQ312 42-Month Cycle



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

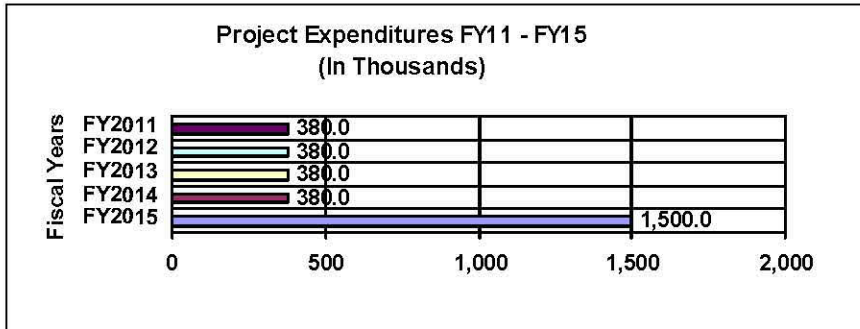
Operating Impact

This project will increase the reliability of MARTA's railcar fleet and thereby decrease long-term maintenance expenses.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31697 Replace Station Mech Equip



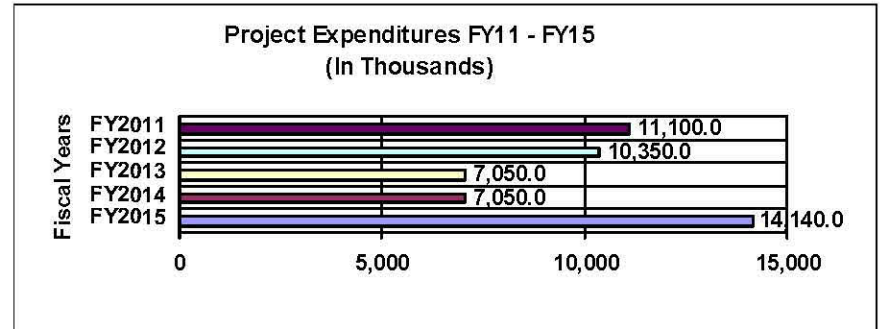
Project Scope

Renovation or replacement of existing mechanical equipment along the East Line. Equipment includes air handling units, ventilation fans, and the mid-tunnel and emergency fan dampers.

Operating Impact

Replacement and refurbishment of the mechanical systems will provide customers with safe reliable facilities. It will also ensure proper equipment operation including safety equipment and emergency fans. Not proceeding, or delaying this project could put customers or other personnel at risk. Also, existing obsolete equipment makes maintenance difficult as replacement parts are hard, if not impossible, to procure, and thus repairs are expensive and lengthy. New equipment is expected to require less energy consumption and require less reactive maintenance.

31698 Fire Protection Systems Upgr



Project Scope

The Fire Protection upgrade project will identify the problems with the existing systems and implement the corrective action required to bring the systems into compliance. Properties to be addressed include transit stations, maintenance, and operations facilities.

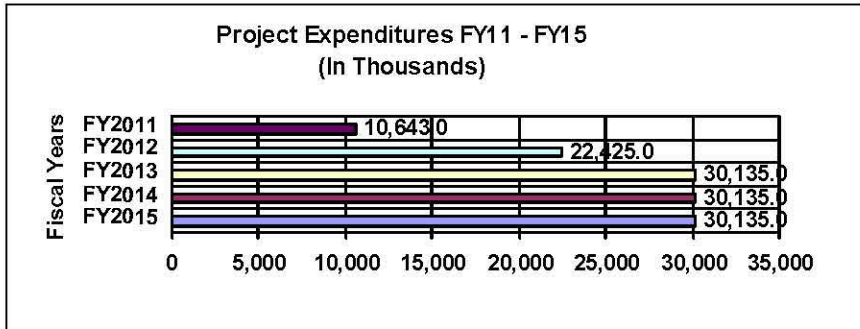
Operating Impact

A fully operational, and compliant, fire alarm system will increase operational efficiency and minimize the coordination required in the event of an emergency. Upgrading components, or entire systems, to a system-wide standard will reduce the spare parts inventory and increase the efficiency of the inspection and maintenance procedures. Further, this will provide a reduction in operating costs and increase in customer safety.

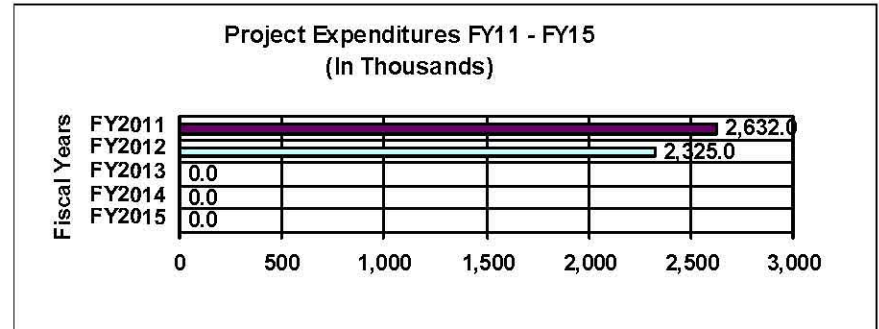
APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31703 Train Control Systems Upgrade



31705 Emergency Trip Sts Gr 2: South



Project Scope

First two phases of a multi-phase program to acquire technology components and professional services to implement an upgrade to the current train control system and integrate the various elements of the train control center into one single platform.

Operating Impact

The system will also ensure data flow between systems while reducing manual errors and increasing data reliability. The Train Control Systems Upgrade project will have no impact on the daily operation of the system during the Requirements, Procurement phase and the Design Phase. Upon completion, the project will significantly improve the overall stability, safety, reliability, efficiency, and maintainability of the system. The proposed new location will further enhance the productivity and the Back-up Control Center will position the Authority to continue functioning in case of an untoward incidence.

Project Scope

Replacement of existing emergency trip stations along the South Line where the existing stations are in need of replacement due to age and system deterioration. This project includes replacement of the trip station, cabling, and emergency telephone wiring.

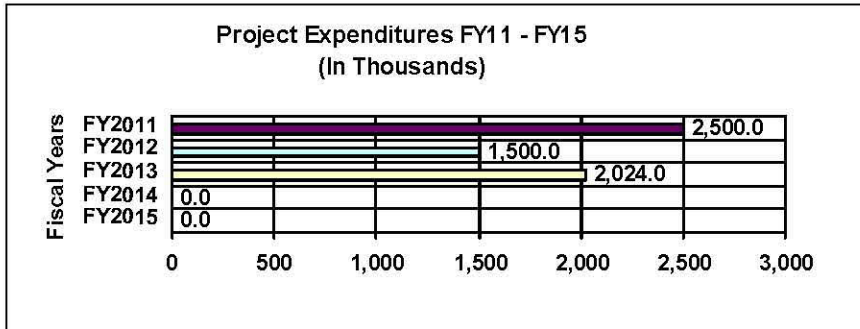
Operating Impact

Replacement of the emergency trip stations will improve system safety and minimize equipment downtime. Failure to continue funding for this project could put personnel and/or customers at risk as existing equipment is not reliable. Also, existing obsolete equipment makes maintenance difficult as replacement parts are hard, if not impossible, to procure, and thus repairs are expensive and lengthy. A 5% reduction in ETS and blue light materials is expected.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31707 Tunnel Lighting



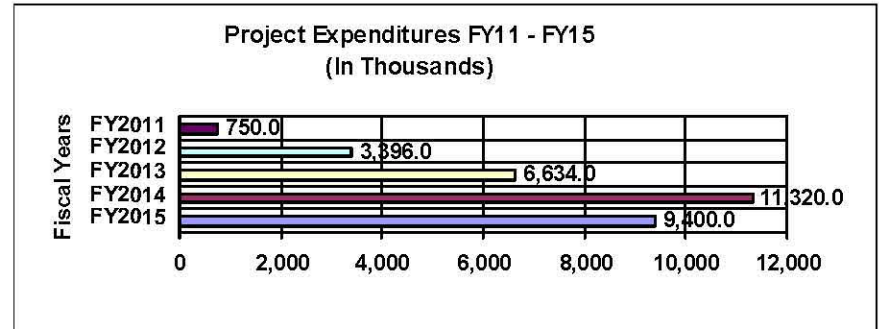
Project Scope

The second phase in a two-phase program to replace tunnel lighting components throughout MARTA's rail tunnels that have reached the end of their useful life. This phase will consist of the installation of fixtures throughout MARTA's rail tunnels and include the removal of existing fixtures, installation of new fixtures, and testing. Addressing light availability in case of evacuation of patrons within the tunnels and exit areas.

Operating Impact

Maintenance and operating costs will increase by \$334,870/year (\$325,000 for 5 additional employees and \$9,870 in materials and supplies). However, replacing tunnel lighting components will improve the reliability of the lighting, increase visibility, and make tunnel access safer for MARTA's employees & patrons during emergencies.

31709 Upgrade Station PA & Phones



Project Scope

The PA upgrade project will provide an ADA compliant delivery system within each of the 38 transit stations. This system will provide the amplification and distribution of the audible portion of the messaging originating within the VPAS system. An acoustical study will be performed on each station to determine the optimal speaker locations for clarity and sound level.

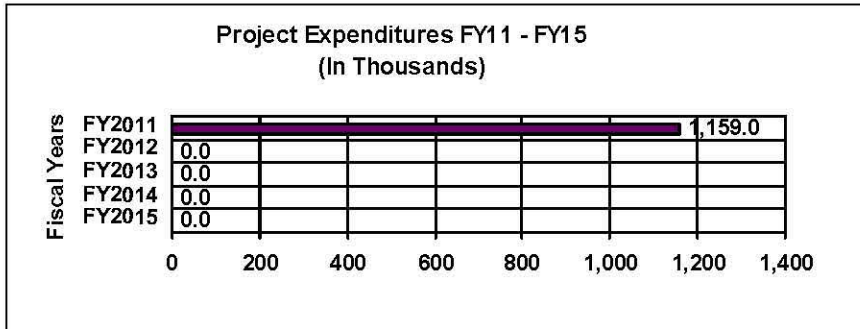
Operating Impact

The PA and telephone upgrade project will not increase or decrease manpower requirements within the Authority. The current staff supporting the existing PA and telephone systems will be sufficient to maintain the replacement systems. The new integrated PA system will help the MARTA staff execute their daily operations more efficiently and minimize coordination required in the event of an emergency. Projected operating cost savings is expected due to the elimination of separate maintenance contracts of the various subsystems.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31717 Clifton Corridor AA



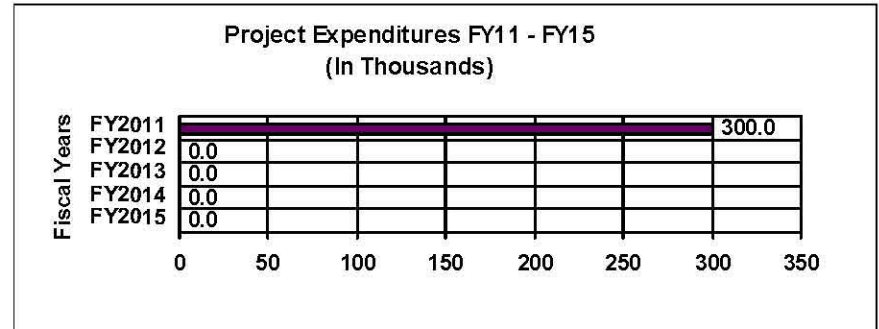
Project Scope

This is a study to determine the feasibility of building a rail line through the Clifton Road corridor.

Operating Impact

This study itself will have little effect on current operations, but additional rail stations may increase ridership and operating costs.

31724 Renovate Operating Facilities



Project Scope

The work will be broken down in phases and all upgrades will encompass the rehabilitation of the interior and exterior spaces within the maintenance and support areas, specifically dealing with employee areas. The Laredo Bus Facility is the first project in design.

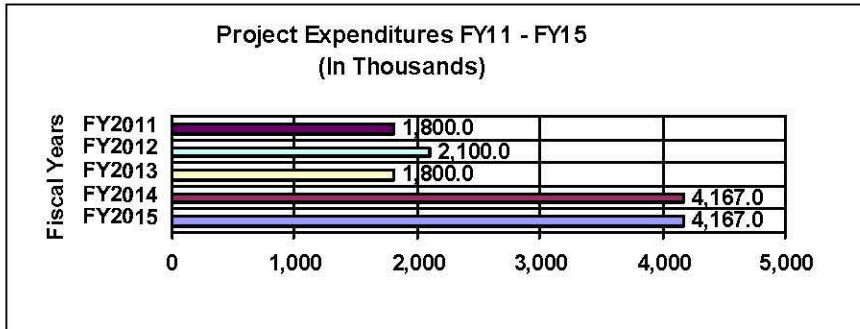
Operating Impact

Upgrades will improve on the space requirements, use layout and circulation, as well as promote a more friendly and healthy work environment. In addition, the upgrades will extend the useful life of the facilities and will help reduce the potential liability claims from employees.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31726 LCARE CQ311 42-Month Cycle



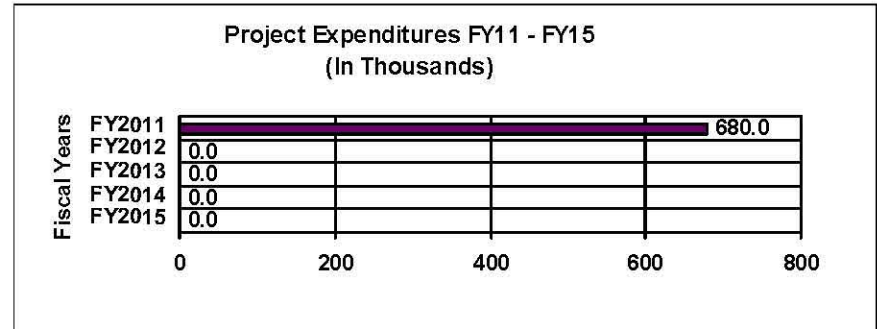
Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul.

Operating Impact

Reduced unscheduled maintenance and repair activity potentially reduces overtime. Scheduled and preventive maintenance increases car reliability and availability. Manpower reductions for less unscheduled repairs and maintenance, and cost savings for less parts and equipment replacements and better pricing for higher volume parts purchases.

31732 Browns Mill Paint Booth Renov



Project Scope

This project will replace old and unreliable equipment, including eighteen lifts, one overhead bridge crane, and the refurbishment of the shop floors damaged due to the regular use of heavy equipment.

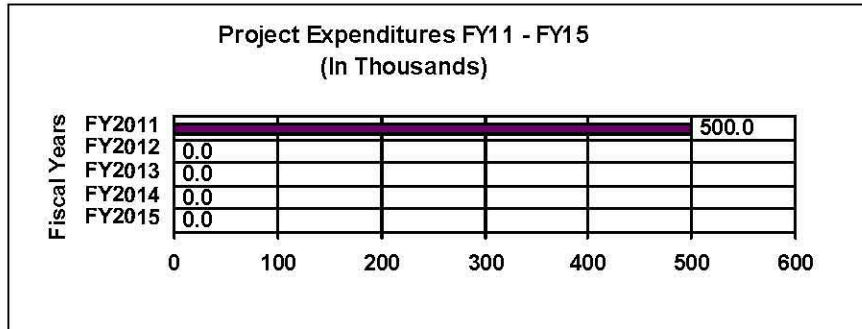
Operating Impact

Bus Maintenance will operate and maintain these assets after expiration of the warranty period.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31733 HQ Data Center Rehabilitation



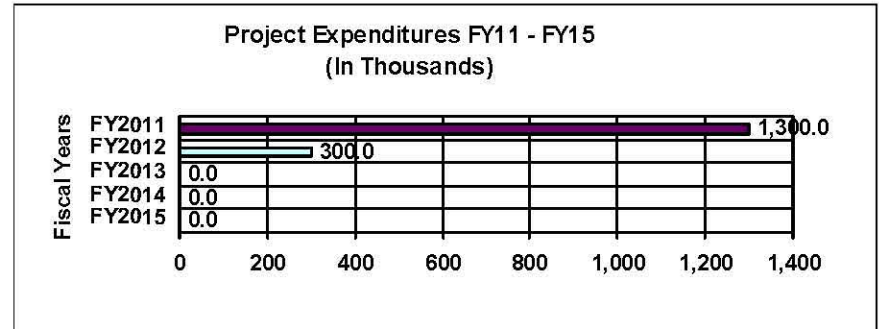
Project Scope

This project consists of the construction of a permanent non-occupancy, fully redundant, and secure data center at the Lindbergh Station Zone Center, integrated with the DRC data center’s environmental monitoring and security system, validated and tested to mitigate loss of production, for MARTA’s present network systems and racks of servers to be relocated from the Headquarters data center. Provisions will be made to create expansion capability for future systems and servers equal to one hundred percent of existing capacity. A remodeled 5th floor Data Center area, which will house a more efficient helpdesk environment, a systems application research, a development lab, and a network operations center (NOC) will follow the construction of the new data center. This project also includes a remodeled 2nd floor Telecom and Radio Communication Center, separating staff office areas and radio room support equipment, as well as upgrading critical components.

Operating Impact

The MARTA Headquarters data center NOC operators will continue to maintain the data center with no additional personnel required but the energy cost will increase 1 to 2% yearly due to the increased power utilization costs.

31734 Rail Supervisor Booths



Project Scope

This project will replace deteriorated rail supervisor booths at Indian Creek, Holmes, Bankhead, Doraville, and Airport Stations; upgrade the rail supervisor booth at North Springs Station; and provide newly built booths at Lindbergh and Candler Park Stations.

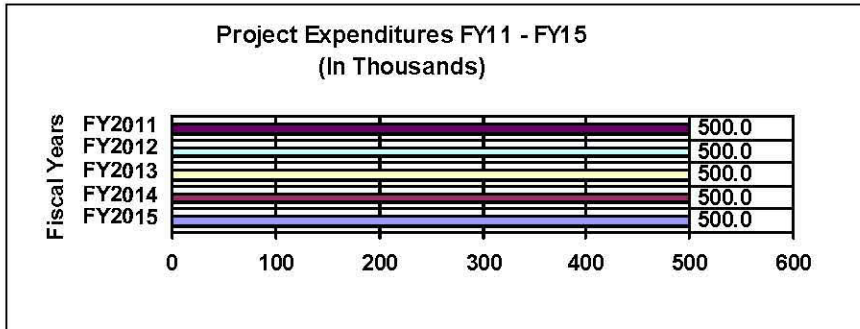
Operating Impact

Minimal maintenance and operations costs are expected for the new locations. No sustainability issues are foreseen.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31735 Configuration Management



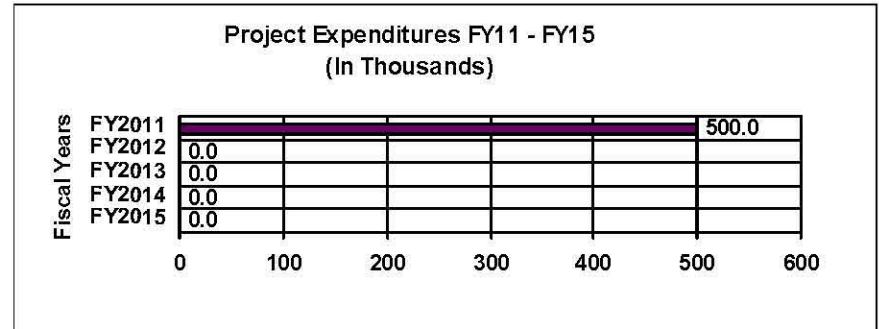
Project Scope

This project will provide for the configuration management of MARTA's operating assets.

Operating Impact

By providing standardization and consistency among systems and equipment, this project will result in lower maintenance costs and greater equipment reliability.

31738 Asset Mgt Program, Phase I



Project Scope

This project provides for a thorough assessment of MARTA's existing assets to determine their nature and quantity, their condition, and their remaining useful lives, in order to develop the data and systems needed to manage the asset base effectively going forward.

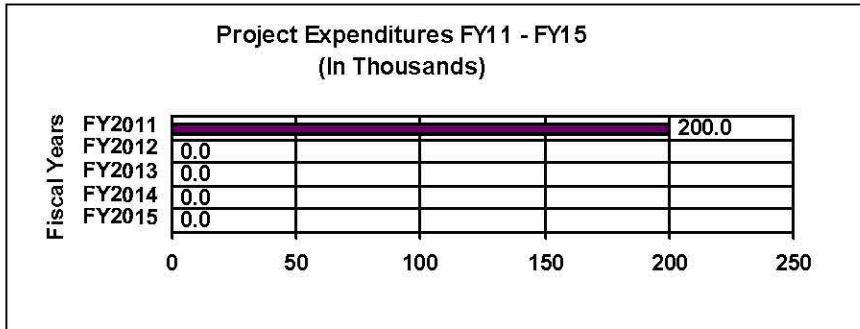
Operating Impact

The condition assessment will have little effect on MARTA's operating costs in the short term, but will allow proactive management of assets in the long term that will reduce the chances of service interruptions due to the unexpected failure of one or more assets.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31739 Decatur Tunnel Remediation



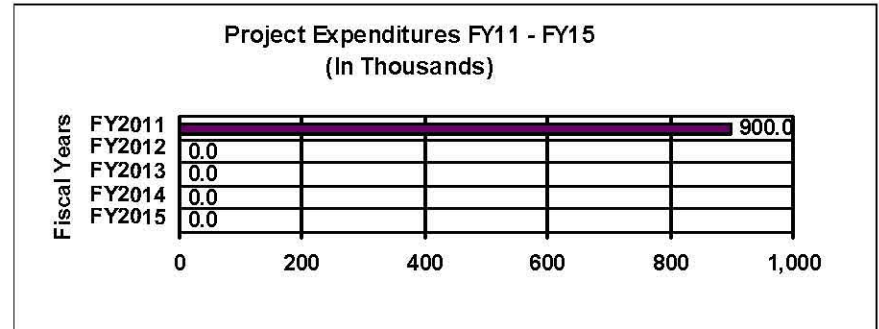
Project Scope

This project will evaluate the Authority’s current railcar wheel conditions, wheel/wheel interface equipment maintenance practices, and suspension application, to determine what car-borne improvements can be implemented to reduce the vibration and noise transmitted from passing MARTA trains to residences along Sycamore Street near Decatur Station.

Operating Impact

Mitigation of vibration and noise coming from MARTA's trackway will result in the removal of an existing Rail Transportation slow order, which will allow trains passing through the area to operate more efficiently, resulting in shorter headways and improved customer service, and will lessen potential claims from the surrounding community.

31741 Environmental Greening Init.



Project Scope

This project provides for the planning of initiatives, beyond mere code compliance, to mitigate MARTA's impact on the environment.

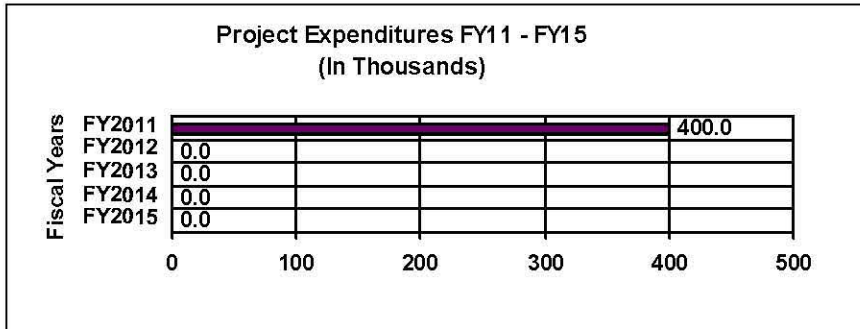
Operating Impact

These initiatives may result in short term increases in operating costs, but may result in lower costs over the long term as well as environmental efficiencies. Furthermore, green initiatives undertaken by MARTA will improve its image among the public and result in increased ridership and passenger revenue.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31742 Multimodal Facility Plan Ph I



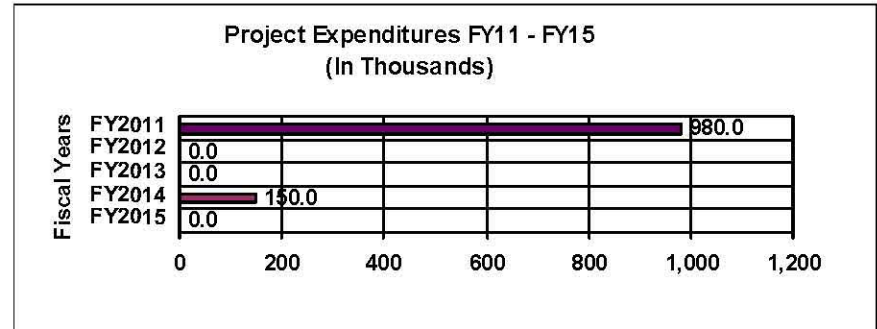
Project Scope

This project provides for the planning of a multimodal transportation facility in the City of Atlanta, which will allow for passengers to transfer conveniently from transportation mode, such as rail rapid transit, to another, such as commuter rail. Possible modes include rail rapid transit, commuter rail, Amtrak rail, local transit bus, express transit bus, and intercity bus.

Operating Impact

Planning for a multimodal facility will have little effect on operations in the short term, but may generate increases in ridership and revenue, as well as costs, in the long term.

31757 Hamilton Demo Parcels H and I



Project Scope

Capital improvements to the existing Hamilton Boulevard Bus Operations and Maintenance Facility that will allow on-site fueling, staging, and maintenance of clean fuel CNG buses and eliminate site circulation conflicts while improving traffic flow, security, and lighting. This particular project is for Hamilton Bus Facility: Demolition Parcels H and I.

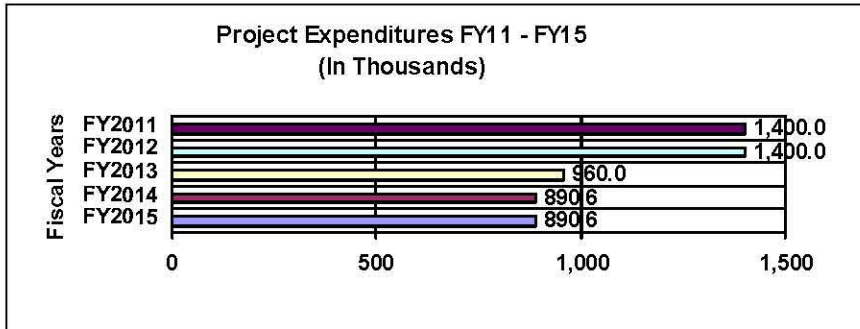
Operating Impact

A modernized facility will provide greater efficiencies, leading to lower operating costs, reduce deadhead miles for any CNG buses currently operating in the southern part of MARTA's service area, and greater operating flexibility for offering CNG bus service throughout MARTA's service area.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31758 LCARE CQ312 60-Month Cycle



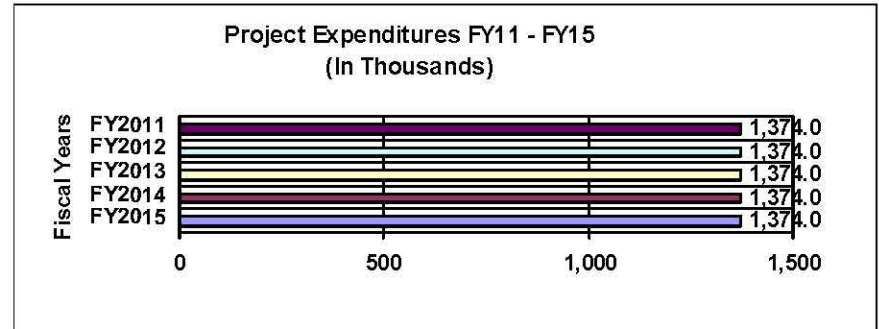
Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul. This particular project is for LCARE for CQ312: Sixty Month Cycle Overhaul.

Operating Impact

Reduced unscheduled maintenance and repair activity potentially reduces overtime. Scheduled and preventive maintenance increases car reliability and availability. Manpower reductions for less unscheduled repairs and maintenance, and cost savings for less parts and equipment replacements and better pricing for higher volume parts purchases.

31759 LCARE CQ312 84-Month Cycle



Project Scope

Life Cycle Asset Reliability Enhancement (LCARE) Program for Rail Cars is a railcar component rebuild/replacement program that features pre-planned and scheduled work at 42-months, 60-months, and 84-months intervals in addition to a mid-life overhaul. This particular project is for LCARE for CQ312: Eighty-Four Month Cycle Overhaul.

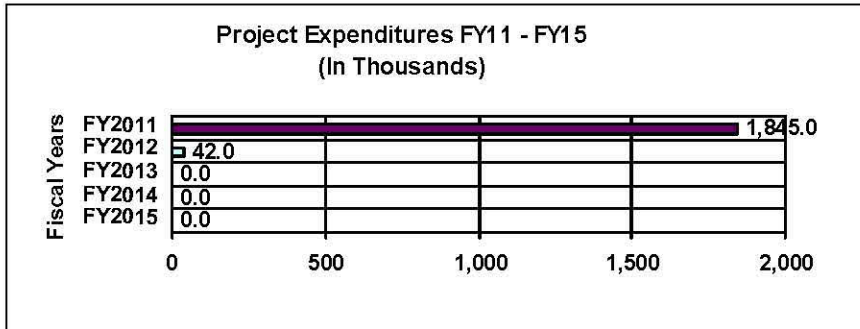
Operating Impact

Reduced unscheduled maintenance and repair activity potentially reduces overtime. Scheduled and preventive maintenance increases car reliability and availability. Manpower reductions for less unscheduled repairs and maintenance, and cost savings for less parts and equipment replacements and better pricing for higher volume parts purchases.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31810 CN915 & CE530 Girder



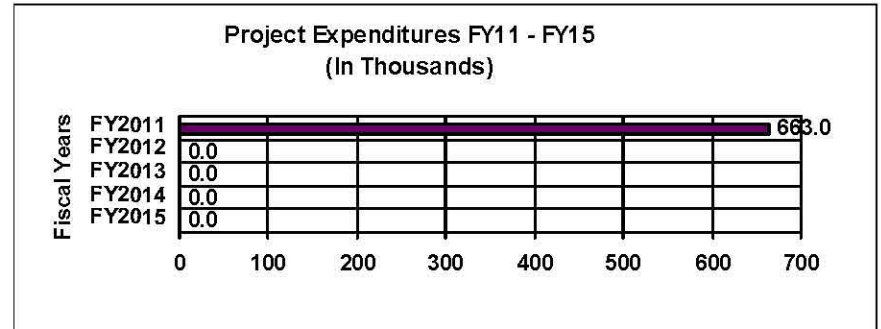
Project Scope

To provide for a multi-phase program to rehabilitate structures along MARTA's rail lines. The first phase will upgrade structure drainage and slope protection at aerial structures throughout the system, fatigue-prone steel connection details at steel box girder CS310, and structural bearings at aerial structure CS360. A second phase will rehabilitate at-grade track slabs on the Northeast, South, and Proctor Creek Rail Lines. This phase will strengthen the track slab supporting structures and restore the track profile at these locations. The scope of additional phases will be determined as a condition assessment is completed by a structural inspection engineering consultant and, depending on the location, consist rehabilitation work on decks, superstructures, and substructures. This particular project is for CN915 & CE530 Girder Renovations.

Operating Impact

Rehabilitation of aerial structures will result in lower maintenance costs and allow for safer and more reliable rail service. Failure to continue funding for this project could result in catastrophic failure or severe service disruptions.

31812 Struct West Lake St & G400 TCR



Project Scope

To provide for a multi-phase program to rehabilitate structures along MARTA's rail lines. The first phase will upgrade structure drainage and slope protection at aerial structures throughout the system, fatigue-prone steel connection details at steel box girder CS310, and structural bearings at aerial structure CS360. A second phase will rehabilitate at-grade track slabs on the Northeast, South, and Proctor Creek Rail Lines. This phase will strengthen the track slab supporting structures and restore the track profile at these locations. This particular project is for West Lake Station Facility Upgrade (Waterproofing) and GA 400 Toll Plaza TCR Upgrade.

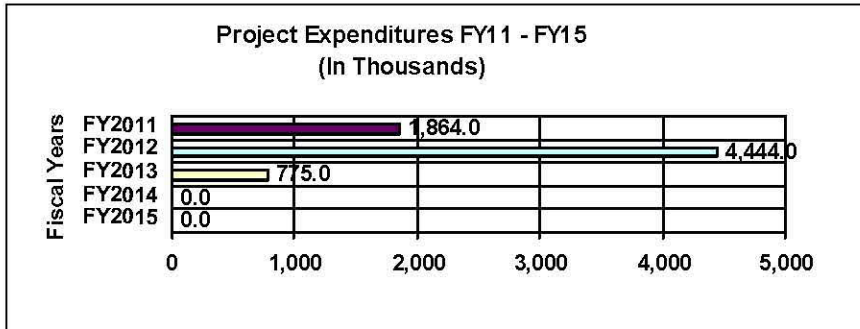
Operating Impact

Rehabilitation of aerial structures will result in lower maintenance costs and allow for safer and more reliable rail service. Failure to continue funding for this project could result in catastrophic failure or severe service disruptions.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31813 Rehab At Grade Slabs



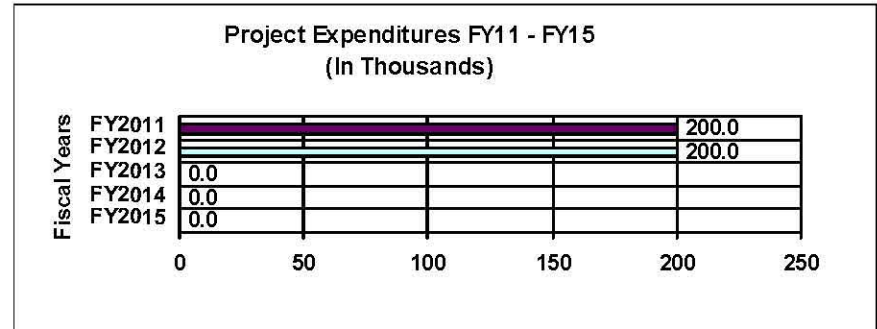
Project Scope

To provide for a multi-phase program to rehabilitate structures along MARTA's rail lines. The first phase will upgrade structure drainage and slope protection at aerial structures throughout the system, fatigue-prone steel connection details at steel box girder CS310, and structural bearings at aerial structure CS360. A second phase will rehabilitate at-grade track slabs on the Northeast, South, and Proctor Creek Rail Lines. This phase will strengthen the track slab supporting structures and restore the track profile at these locations. This particular project is for At Grade Track Slab Rehabilitation on the Northeast, South, and Proctor Creek Lines.

Operating Impact

Rehabilitation of aerial structures will result in lower maintenance costs and allow for safer and more reliable rail service. Failure to continue funding for this project could result in catastrophic failure or severe service disruptions.

31820 Bridge Fatigue Retro



Project Scope

To provide for a multi-year program to survey and renovate structures along MARTA's rail lines. This particular project is for Steel Bridge Frame Fatigue Detailed Retrofit.

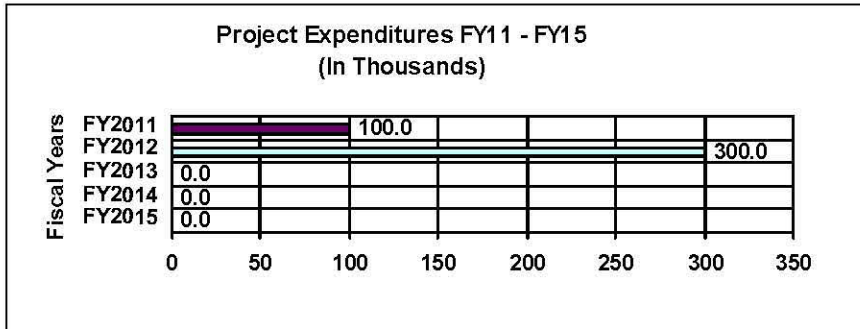
Operating Impact

Renovating aerial structures will reduce their maintenance costs and lower the chances of severe service disruptions and catastrophic failure.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31832 Procurement of Add'l Fasteners



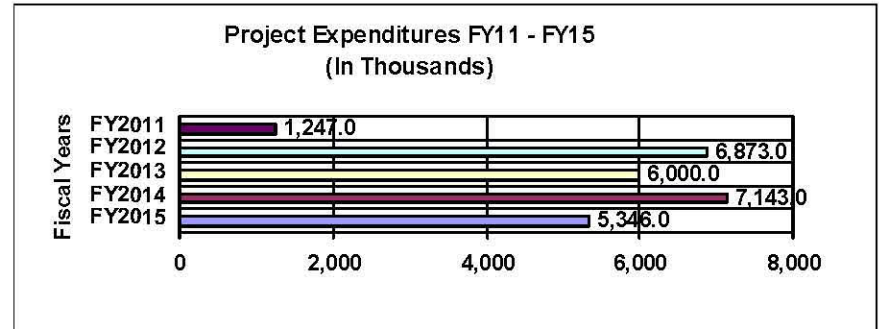
Project Scope

This project procures and replaces 10,000 direct fixation rail fasteners on the North, East and West line. This particular project is for Additional Fastener Procurement.

Operating Impact

The poorly designed and obsolete existing fasteners have very little service life remaining, and if allowed to remain on the track would require increasing levels of maintenance. Existing fasteners have reached the end of their useful life requiring increased maintenance. These are safety critical components, failure to continue funding the replacement could result in: 1. Track slow orders which could result in service delays 2. Catastrophic derailment

31833 Rpl Running Rail & Yrd Sw Ties



Project Scope

Procurement and installation of 115RE type head-hardened carbon steel running rail at various curve locations on the Authority's Rail System and procurement and installation of timber ties at fifty-one turnouts located in Avondale Yard and 2949 ties at South Yard. This particular project is for Track - Replacement of Running Rails at Curves and Spirals Phase 1.

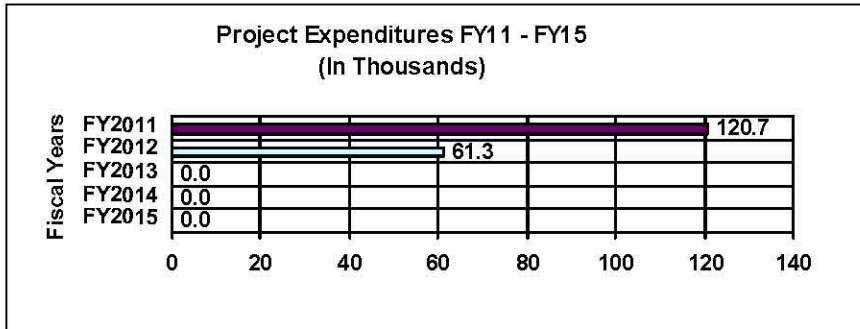
Operating Impact

Running rail is one of the most critical and vital track components. Switch ties are critical in holding track gauge, alignment and surface. Failure to continue funding for this project could result in: 1. Catastrophic and yard derailments 2. Track slow orders resulting in severe service interruptions

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31835 Train Stops Ph 4



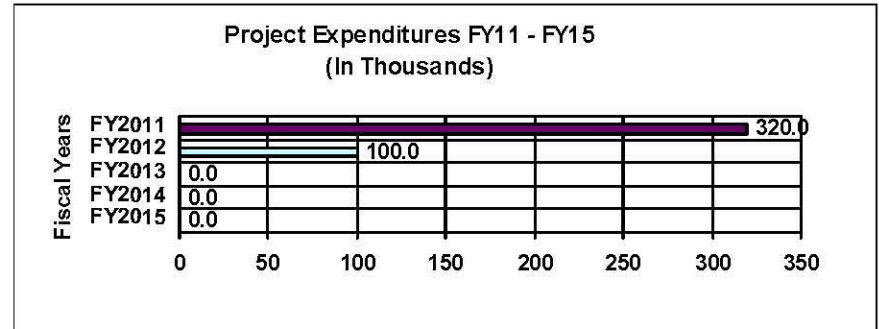
Project Scope

This project remanufactures train stop equipment that have exceeded expected rebuild life at Indian Creek and from Airport to Doraville. This particular project is for ATC - Wayside - Train Stops - Phase 4: Airport, Chamblee, and Indian Creek Stations.

Operating Impact

If the train stops are not replaced, the occurrence of train stop malfunctions will increase impacting customer satisfaction, increasing delays and lost trips, and creating opportunities for safety incidents due to routes not working for train movements.

31836 Replace Marker Coils Ph 3



Project Scope

This project replaces all the wayside marker coil equipment. Marker coils provide station stopping and grade information to the rail car equipment. Locations include, Avondale - H.E. Holmes and West End - Arts Center. This particular project is for ATC - Wayside - Marker Coils - Phase 3: South and North Lines: West End to Arts Center Stations.

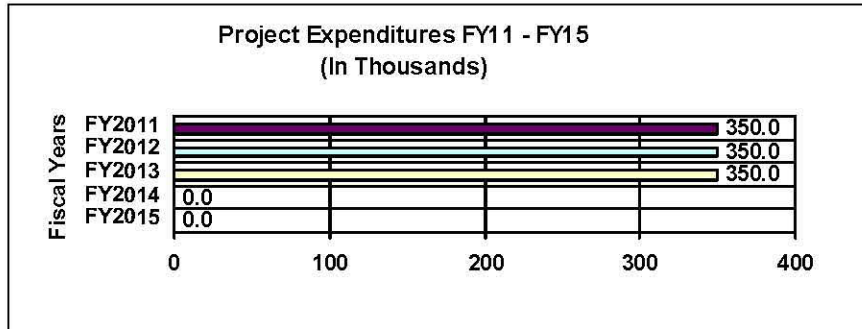
Operating Impact

This project will replace aging automatic train control equipment. The new equipment will improve service reliability and reduce maintenance costs. Failure to continue funding this project could result in: 1. Station overruns impacting customer service 2. Improper car location on station platforms

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31837 Replace Marker Coils Ph 4



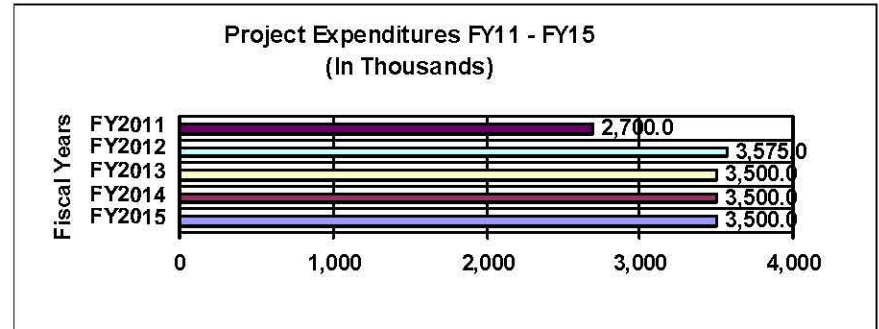
Project Scope

This project replaces all the wayside marker coil equipment. Marker coils provide station stopping and grade information to the rail car equipment. Locations include, Indian Creek - Avondale, Bankhead, West End - Airport, Arts Center - Doraville. This particular project is for ATC - Wayside - Marker Coils - Phase 4: South Line: West End to East Point Stations and North/Northeast Line: Arts Center to Brookhaven Stations.

Operating Impact

This project will replace aging automatic train control equipment. The new equipment will improve service reliability and reduce maintenance costs. Failure to continue funding this project could result in: 1. Station overruns impacting customer service 2. Improper car location on station platforms

31840 AF Track Circuit Modules



Project Scope

To rehabilitate audio frequency modules in train control rooms at various places along MARTA's rail lines. This particular project is for ATC - TCR - Audio Frequency Modules - Phase 1; East and West Lines from Avondale to H.E. Holmes Stations and North and South Lines from Garnett to North Ave. Stations.

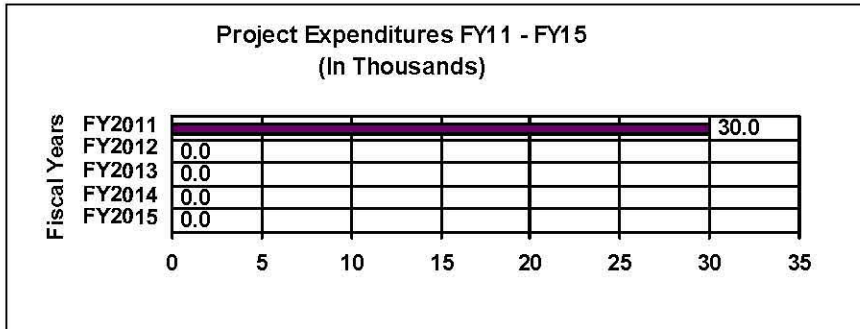
Operating Impact

Rehabilitating these modules will result in lower maintenance costs (2% reduction of track circuit materials due to reduction of unplanned emergency maintenance of unpredicted equipment failures) and greater reliability.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31891 Brady Mobility Mandate



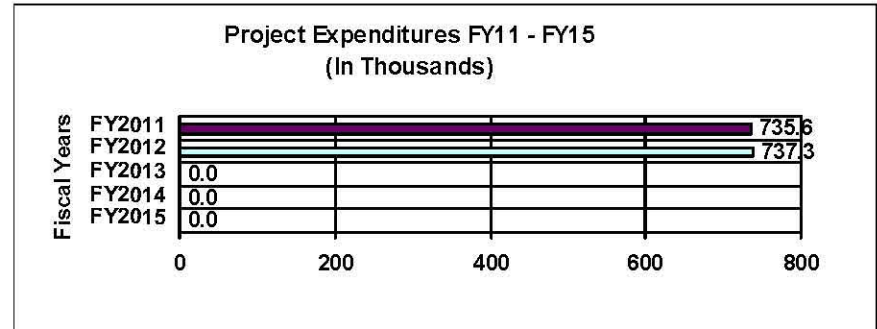
Project Scope

Capital improvements to the existing Brady operations and maintenance facility that will allow for more efficient and effective maintenance of an expanded Paratransit fleet while improving site circulation, security, and lighting. Replacement of the existing dilapidated bus wash, fueling systems with new state of the art system designed specifically for Paratransit vehicles and small buses. Construction of a new Paratransit Administrative and Operations Building. This particular project is for Brady Paratransit Facility.

Operating Impact

A properly designed and fully functioning facility will allow for the efficient and effective operation of MARTA's Paratransit Service, which will result in more convenience for riders, fewer customer complaints, and lower operating costs.

31893 Upgr Aging Equipment FY10-FY14



Project Scope

This project replaces current failing and aging infrastructure hardware and system software to improve system availability and reliability. Examples of some replacements include Novell server, print servers, printers, and firewalls, SAN storage, parking services I/S architecture design upgrades, enterprise wireless implementation, and police systems upgrades.

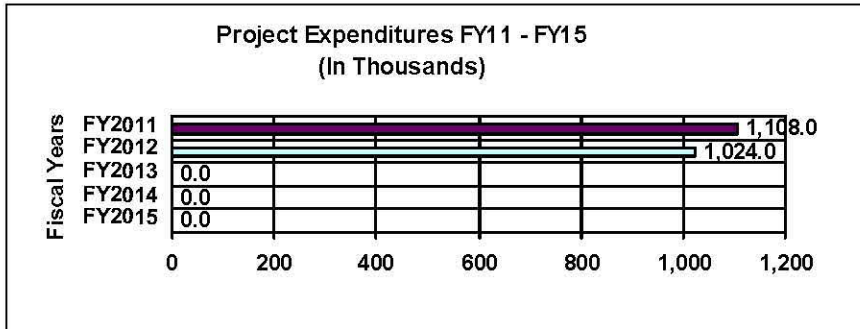
Operating Impact

This project will improve IT service level to end-users, increased network security, improved application stability, reduce downtime due to application outage, and reduce reliance on outdated and unsupported software.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31900 Homeland Sec Access Controls



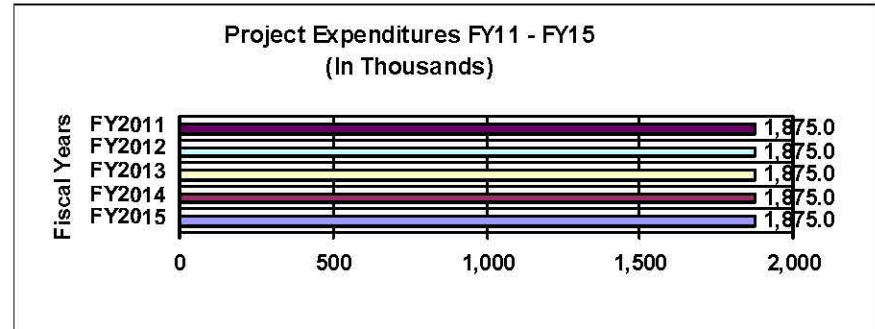
Project Scope

This project provides funding for additional security improvements within the MARTA system to improve transit infrastructure security. The scope includes, but is not limited to, access control, tunnel enhancements, fencing, and lighting. Per the Department of Homeland Security mandates and guidelines, the securing of transit facilities and infrastructure is of national priority. This project supports the ongoing efforts by MARTA to mitigate the risks associated with terrorism activity as identified in both formal and informal threat and vulnerability assessments and is aligned with both national and state strategies. This particular project is for FY05 Homeland Security.

Operating Impact

This project is required to bring the Authority into compliance with Transportation Security Administration national security standards as administered by the U.S. Department of Homeland Security. Failure to comply with these standards could result in the future denial of federal funding for Authority projects.

31904 Research & Analysis Planning



Project Scope

To compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. Additionally, activities under this scope include conceptual and initial planning for other Authority-sponsored planning initiatives such as updates of the rail station patronage forecasts/mode of access analysis, the bus stop inventory, Alternative Fare Strategy analysis, Expansion Strategy development and other regional planning activities related to positioning MARTA favorably. This particular project is for Transit Research and Analysis.

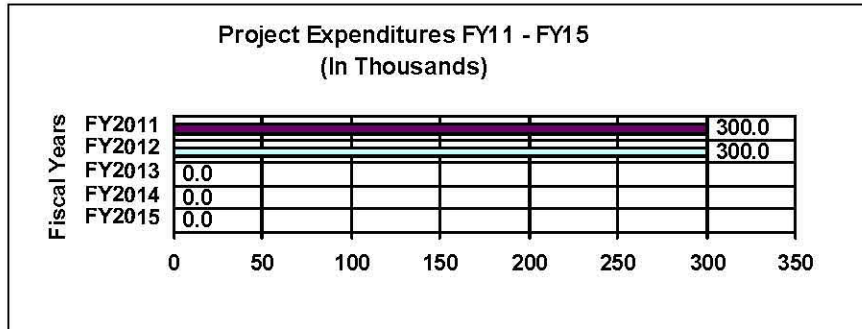
Operating Impact

This program has minimal direct impact to the operational budget. Indirectly, without the information provided by Research and Analysis, reduced revenue generation could be anticipated due to the loss of ridership connected with unidentified factors affecting the quality of service. Also, without budgetary projections, maximization of existing resources may not occur.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31905 Mystery Rider Prgm Planning



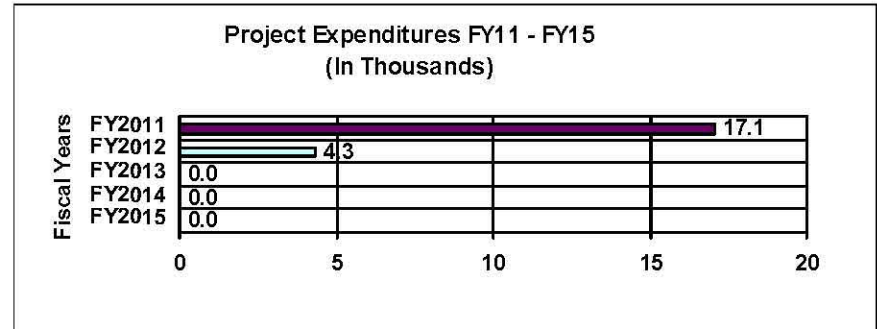
Project Scope

To compensate MARTA for staff support costs resulting from on-going transit planning projects identified under the Annual Unified Planning Work Program for the Atlanta Metropolitan Transportation Planning Area. Work program includes long and short-range planning activities, regional planning and other special projects. Additionally, activities under this scope include conceptual and initial planning for other Authority-sponsored planning initiatives such as updates of the rail station patronage forecasts/mode of access analysis, the bus stop inventory, Alternative Fare Strategy analysis, Expansion Strategy development and other regional planning activities related to positioning MARTA favorably. This particular project is for Mystery Rider Program.

Operating Impact

The present impact to operations for the one year base with a one year option for this contract is \$332,615.60. This contract activity is required by an ADA Court Settlement Agreement.

31906 Strat. Performance Planning



Project Scope

This project supports core functions of Strategic Planning, Performance Management and Reporting that are mandated by FTA, as well as consistently and strongly encouraged by GFAO audits of MARTA. It encompasses the development and implementation of MARTA's strategic planning process and providing timely, accurate and actionable business intelligence that enables the Authority's senior management to effectively and efficiently improve performance in line with MARTA's strategic direction.

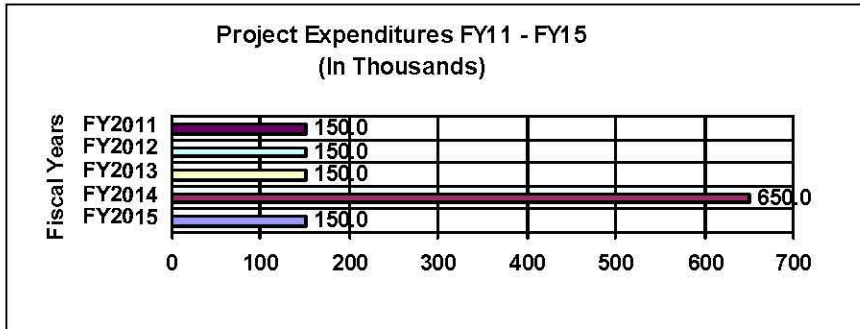
Operating Impact

Proper planning results in future cost avoidance due to identification and correction of system inefficiencies.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31918 Service Vehicles for Police



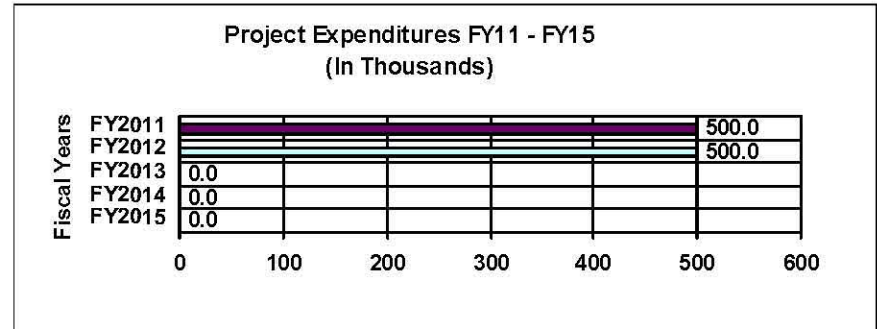
Project Scope

To procure non-revenue vehicles to support the operations of the Authority (MARTA's Non Revenue Vehicle Replacement program calls for the replacement of vans at the age of five years or 100,000 miles). This particular project is for FY08-FY18 Service Vehicles-Police.

Operating Impact

MARTA's Non Revenue Vehicle Replacement program calls for the replacement of vans at the age of five years or 100,000 miles (75,000 miles for police and bus supervisory vehicles). This helps control maintenance costs by maintaining a consistent fleet age. As a result operating costs are contained and there is no change in the operating costs resulting from this procurement.

31926 CQ312 Configuration Management



Project Scope

This project will provide for the configuration management of the fleet of CQ312 rail cars. Completion of this project will provide operational and maintenance consistency on all 318 rail cars.

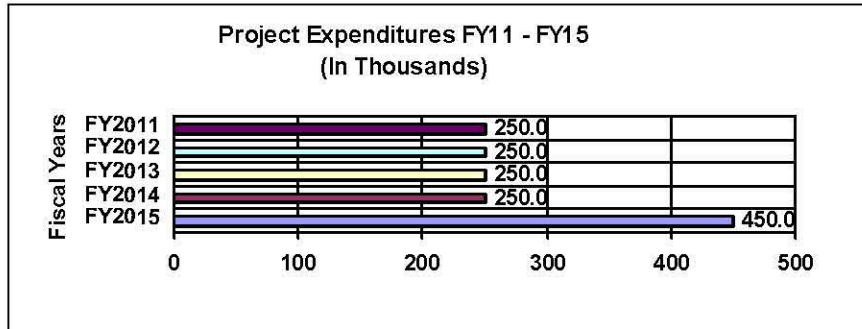
Operating Impact

By providing standardization and consistency among the rail cars, this project will result in lower maintenance costs and greater equipment reliability.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31927 Elevator Rehabilitation



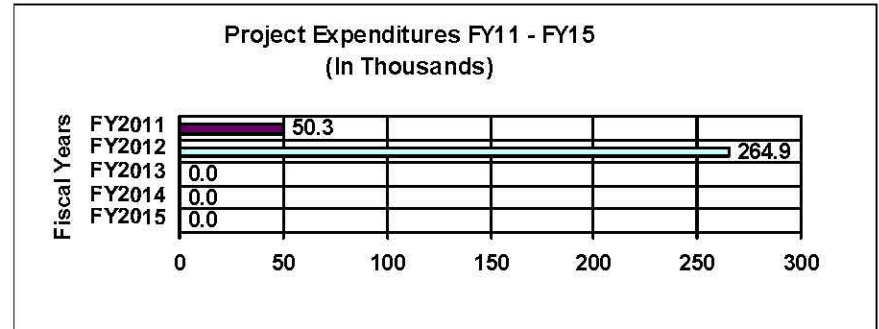
Project Scope

To develop a systemwide elevator assessment, the second phase in a two-phase elevator rehabilitation/replacement program. This assessment will utilize available and unplanned maintenance data from the Office of Facilities and Maintenance of Way, which will be combined with elevator condition inspection and evaluation information, including code and ADA compliance items, to determine a recommended systemwide rehabilitation/replacement program.

Operating Impact

Rehabilitation and replacing elevators will reduce maintenance costs and improve service for MARTA's customers. Failure to provide funding for this project could result in: 1. Failure to comply with ADA requirements 2. Increased patron entrapments 3. Inability to communicate through the SCADA system to RSCC

31932 ATC - Wayside - Signals



Project Scope

This project provides for replacement of existing train control signal LED (light emitting diodes) that have reached the end of their 10 year useful life. This project includes procurement and installation for approximately 1000 wayside signals.

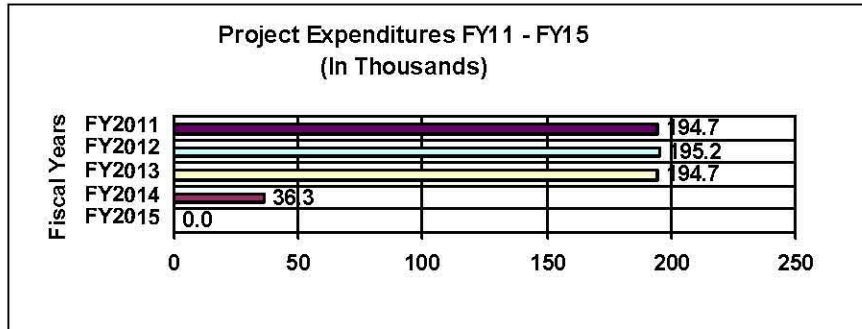
Operating Impact

Failure to continue funding for this project could result in: 1. Severe service interruptions due to dark signals 2. Catastrophic derailments/collisions due to dark signals

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31935 Rebuild Switch Mach South Yard



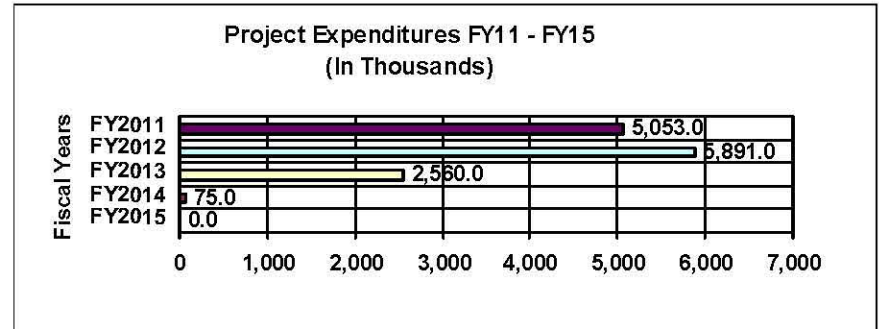
Project Scope

This project will remanufacture thirty-eight Alstom model 6 electric yard switch machines; replace thirty-eight Alstom 7J circuit controllers with US&S U-5 circuit controllers; and replace wood ties in thirty-eight yard switch turnouts.

Operating Impact

This project will produce a cost savings by reducing unplanned and emergency maintenance. Remanufactured switch machines reduce unplanned service interruptions and provide more reliable service, which will increase ridership and revenue. There are 90 day and 180 day routine maintenance costs associated with the maintenance of switch machines, which will be the same after they are remanufactured as before.

31936 CCTV System Expansion



Project Scope

Consolidate all Authority CCTV cameras to the existing Omnicast platform including the following locations: Police Communications Center; Headquarters Building; Annex Building; EP & E Facility; Rail Services Control Center; Hamilton Bus Garage; Armour Yard; South Yard- Avondale Yard/Buildings ; Perry Garage; Ride Stores (3); Police Precincts (4); Treasury Facilities (6); Cash Handling Facilities (2). Additional and precursory upgrade elements of the Omnicast infrastructure include: Network Devices; Workstations; Local Data Storage; Central Data Storage.

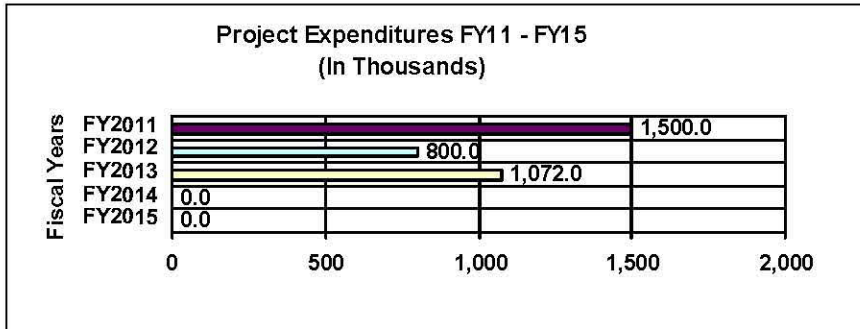
Operating Impact

This initial phase is a 100% grant funded project tantamount to replacing one piece of hardware with an upgrade. Current staff monitoring the existing system will be impacted by the increase of approximately 3% of current workload.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31939 Security Training & Awareness



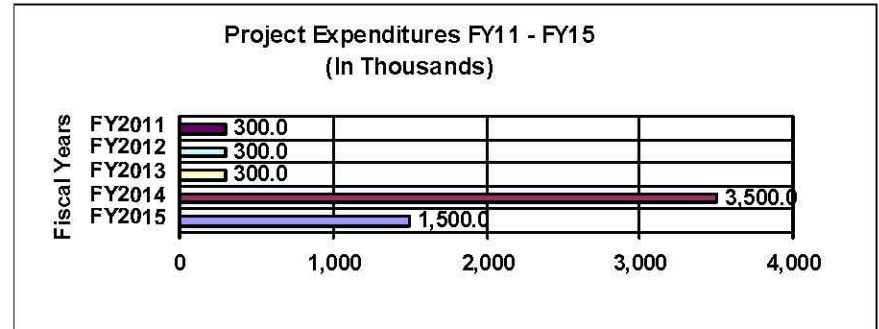
Project Scope

This project is for training activities related to security, both specific to MARTA Police Services and also Authority-wide.

Operating Impact

There is no adverse budgetary impact caused by this program. The cost of the training is funded 100% by the TSGP in addition to any backfill cost associated with employees attending the trainings.

31956 Train Wash Replacement



Project Scope

This project involves capital improvements to the existing Avondale Yard and South Yard for providing two new train wash units at each location based upon train wash needs to be identified in the planning phase.

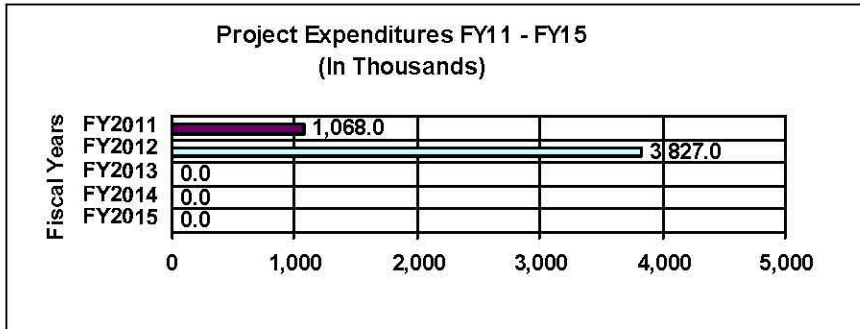
Operating Impact

This project will increase the operating cost by \$83,000/year. However, the rail cars will appear cleaner, and the improved appearance will improve customer perceptions of MARTA.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31957 Armour Wheel and Axle Backshop



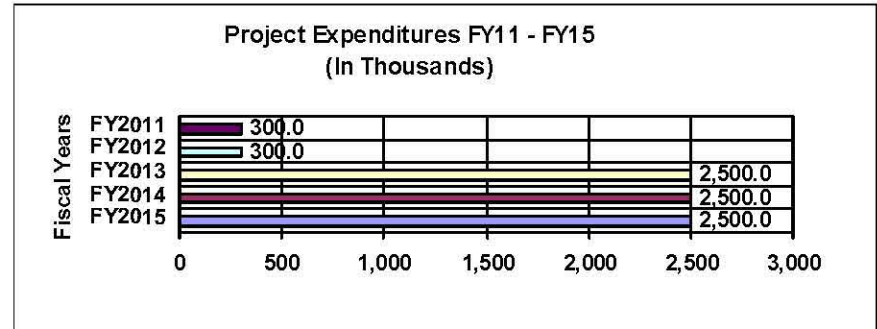
Project Scope

To provide a backshop at the Armour Rail Services Facility for MARTA personnel to repair rail car wheels and axles.

Operating Impact

The newly installed equipment will not require any special care or maintenance and the negotiated stipulations of the Mid-Life Overhaul Labor Agreement will be achieved. Completing this work on site versus contracting the work will save the Authority both time and money while reducing equipment downtime.

31958 CQ312 Door & Propulsn Systems



Project Scope

This project will develop and implement modifications and/or replacement programs to address the reliability issues existing in the door and propulsion systems on the fleet of CQ312 rail cars.

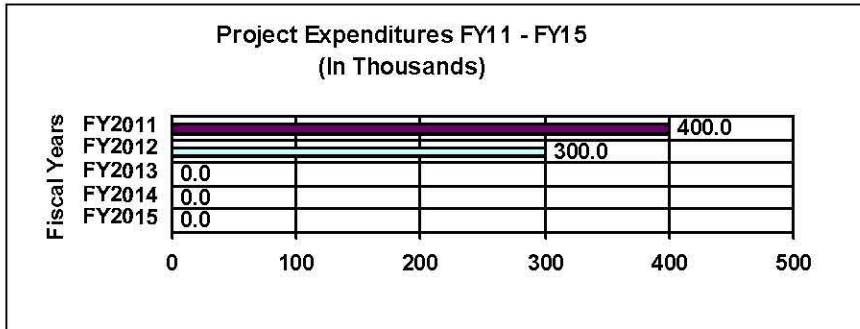
Operating Impact

Completion of this project will improve operational and maintenance performance on the 100 CQ312 rail cars. Very minimum impact to maintain the additional system as it would directly interface with currently maintained equipment.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31959 ATC Door Safety Interlock



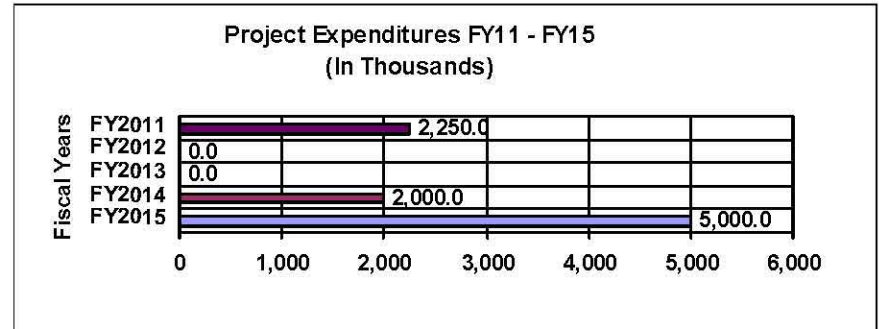
Project Scope

To provide the necessary track equipment to allow rail cars to stop at precise predetermined points along the platform in each rail station and to prevent the unintentional opening of doors on the wrong side of the train while at the platform.

Operating Impact

Consistent stopping points will improve customer service, as customers can count on the train doors opening at the same spot each time. This consistency is especially useful for disabled customers. The operating cost will increase with routine preventive maintenance.

31960 Implement Variable-Based Fares



Project Scope

The Distance Base Fare Collection project is the migration of MARTA from a flat fare structured system to a distance-based or multi-modal fare system. This encompasses bus and rail.

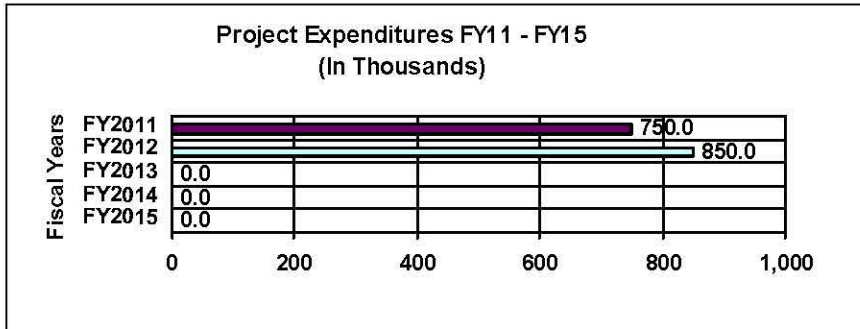
Operating Impact

Transition to a distance-based or multi-modal fare system will represent a fundamental change to the operation of the system in that it will significantly change what the current ridership is accustomed to. All departments across the Authority that currently work with the current Flat Fare system will have to be engaged. Operating budget impact is currently being analyzed as part of Distance Base Fare study.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31963 Rail Station Concessions



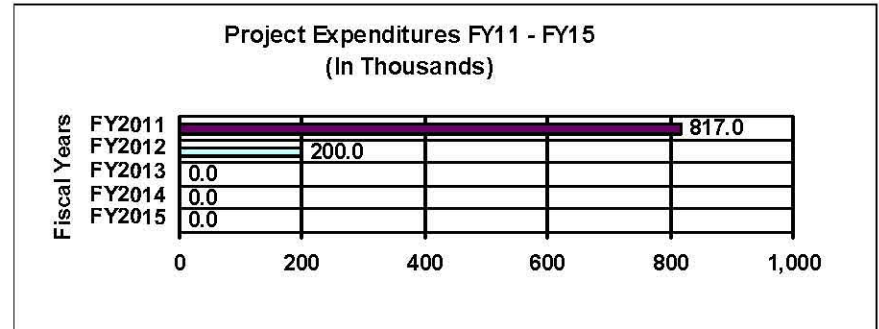
Project Scope

This project will prepare and release RFPs for Automated Beverage Vending and DVD rentals (Phase I), the longer term food and other concessions (Phase II) and implement a revenue generating concession program at rail stations.

Operating Impact

This project will potentially increase revenues and also could increase operating and maintenance costs.

31964 Travel Training



Project Scope

To establish program to train the population eligible for Mobility services on how best to use all modes of accessible transportation provided by MARTA to include bus, rail and paratransit. Travel Training will provide customers the tools to travel whenever and wherever they want, free of charge for Mobility eligible customers and reduced fare for seniors and Medicare eligible customers. Travel Training will give this population flexibility, independence at a cheaper cost.

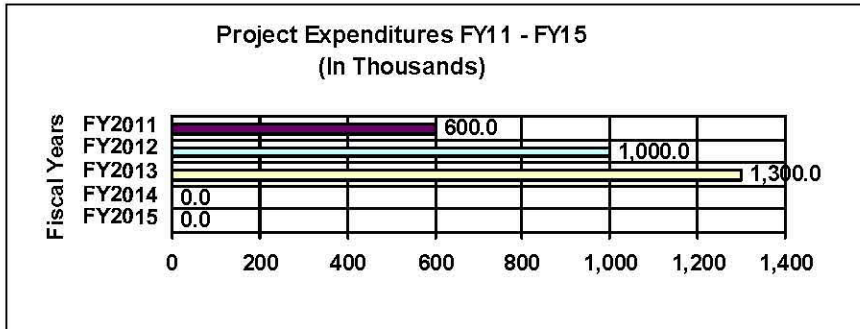
Operating Impact

At a cost of approximately \$31 per trip, transitioning some percentage as modest as 5% annually equates to 22,200 trips. The impact to the budget could realize a savings of approximately \$688,200. Reduction of applications for eligibility and a reduction of trips should require no further increase in staffing to address demand.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31965 Interoperable Communications



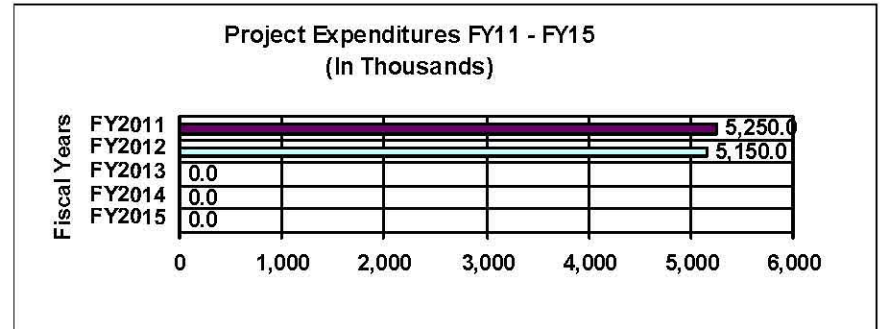
Project Scope

To allow for seamless communication from one emergency response unit (e.g., police, fire) with another. This communication will allow for better coordination between units when responding to an emergency. This project will not replace the radios currently in use by MARTA; this is a technology modification to existing radios and upgrades to sites and communication infrastructures to enhance the radio communication support system due to a planned obsolescence by vendor.

Operating Impact

This project will prevent and manage/mitigate a terrorist event or natural disaster by improving communications throughout MARTA system coverage area and interoperability throughout surrounding Metro Atlanta Agencies. It is not anticipated that there will be a need for additional FTE's for ongoing maintenance of the system.

31967 Laredo Facility Solar Canopies



Project Scope

This turnkey project will provide shade structures with integrated, grid tied photovoltaic cells to be erected on the bus storage lot at the Laredo Bus Maintenance Facility. The structures will cover parking stalls only and will include translucent panels to allow natural lighting during the day.

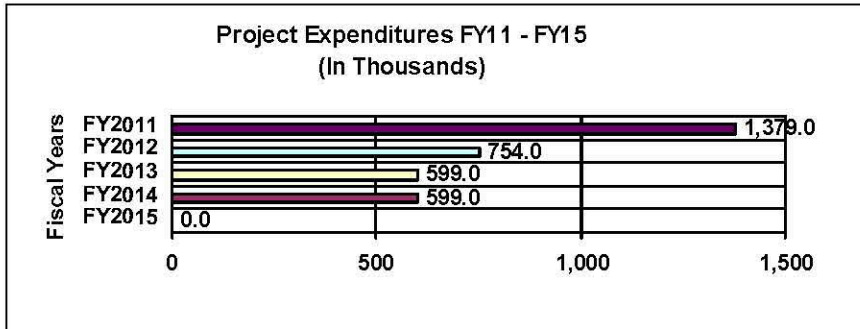
Operating Impact

The proposed system may produce up to 1.2 MWh per year in Georgia. This will offset the current energy cost of the facility, which currently uses approximately .9 MWh. The current energy cost of the facility is currently approximately \$240K, therefore this project should offset most if not all of this energy cost. Any extra energy generated from the PV panels will feed back into the facility.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31968 RSCC Stabilization



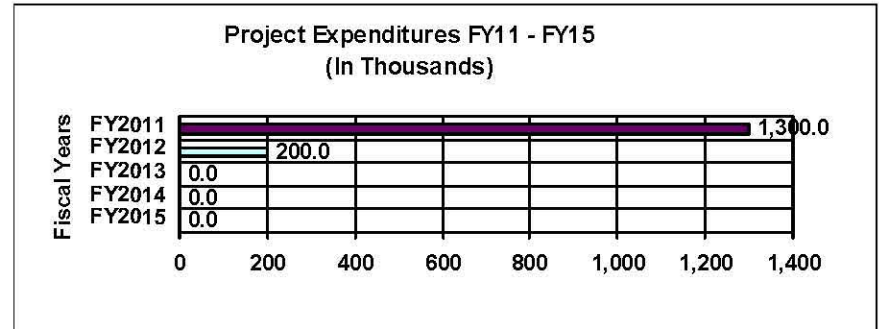
Project Scope

This project sustains the current Automatic Train Control (ATC) environment until Project 31703, Train Control and SCADA System is fully implemented. It involves simultaneously stabilizing the current systems through repair and replacement while seeking a sustainable solution for the interim between now and implementation of the Train Control System Upgrade (TCSU) 2015.

Operating Impact

A fully operational and compliant Train Control and SCADA system will increase operational efficiency (On Time Performance) and minimize the coordination required for day to day operations. Restoration of reliable train and system monitoring will be even more beneficial in the event of an emergency. Improved safety will result from improving our communication systems thereby reducing the need to manually call routes. Upgrading components, or entire systems, to industry standard will reduce the spare parts inventory and increase the efficiency of the maintenance procedures. In addition, this will provide a reduction in operating costs and increase in employee and patron safety. Further, this project will improve the Authorities standing with the FTA/GDOT by providing a response to audit findings.

31969 Lighting Controls Upgrade



Project Scope

Evaluate station lighting controls at thirty-eight (38) MARTA rail stations and modify as required to prevent exterior station lighting (including parking lot lighting) from remaining on during daylight hours. Existing controls vary from station to station in both design and function, and there is a need for a single design that implements a comprehensive, systemwide controls philosophy.

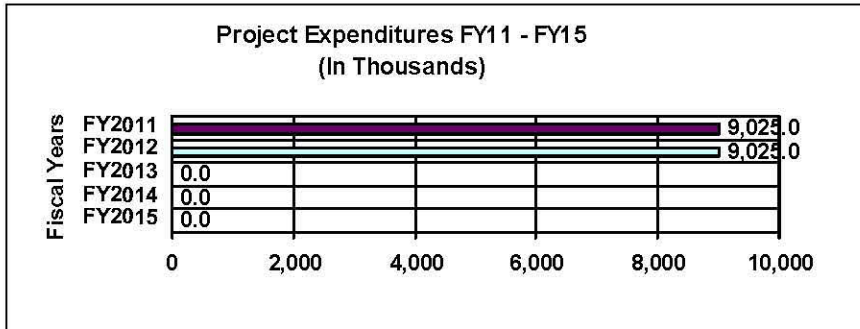
Operating Impact

Cost reductions will result from the reduced energy consumption, reducing maintenance costs by extending the life of the fixture, lamp and ballast.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31970 Integrated Operations Center



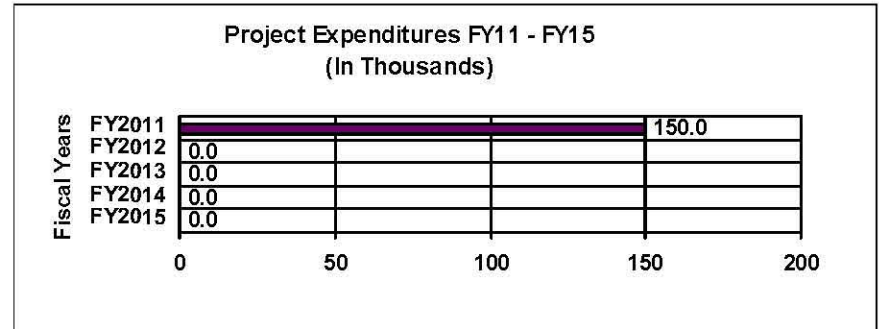
Project Scope

An integrated operations facility to co-locate Authority’s operation centers – Rail Services Control Center (RSCC), Bus Communications Center (BCC), Police Communications Center (PCC) and Emergency Operations Center (EOC). This will fulfill the necessity for the new RSCC facility for Train Control and SCADA Systems Upgrade (TCSU) Program as well as increase operational efficiencies across all modes.

Operating Impact

Building the new IOC in a new/separate building will allow existing RSCC operations to continue uninterrupted, unlike renovating existing locations which will cause disruptions. Detailed planning for testing, cut-over, and training for TCSU will allow staff to support current operations as well as transition to the new system. For the BCC and PCC, transition from old to new location. The operating budget for maintenance is expected to be in consonance with the current levels at the current location. If the building is LEED certified, additional specialist resources will be required. Budget on the Operations side shall be determined by the concept of operations adopted by Rail Operations which is expected to remain consistent at this time.

31971 Canine Team Pg (ARRA Capital)



Project Scope

One of two projects established to segregate the canine team project funded under the ARRA grant program from the canine team project (31644) funded under local/TSA grants due to reporting requirements. This project provides for the acquisition of two additional MARTA’s canine teams that provide security throughout the system.

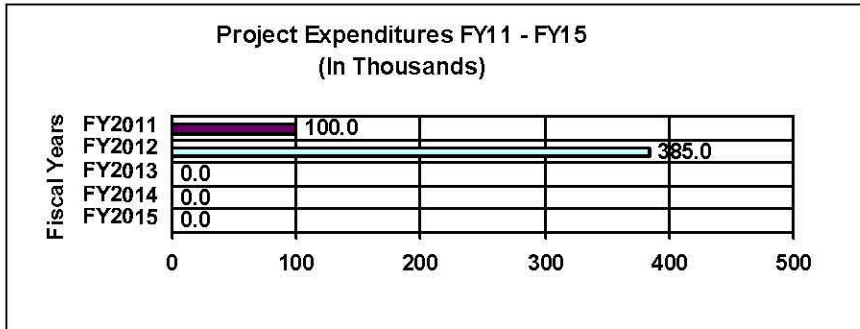
Operating Impact

There is operating cost avoidance as this project is funded under FY09 TSGP ARRA program. The canine team is in place at no cost to MARTA. This program will ensure that MARTA maintains a visible intermodal prevention and response team. It will serve as both a deterrent and detection asset to the Authority.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31972 Canine Team Pg (ARRA Planning)



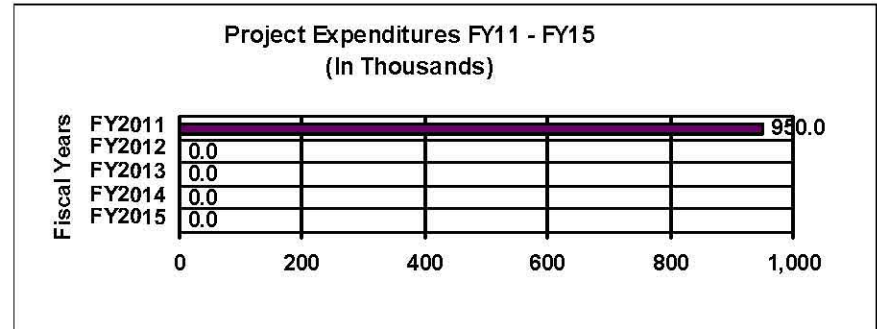
Project Scope

One of two projects established to segregate the canine team project funded under the ARRA grant program from the canine team project (31644) funded under local/TSA grants due to reporting requirements. This project provides for the training & planning support for MARTA’s canine teams that provide security throughout the system.

Operating Impact

There is operating cost avoidance as this project is funded under FY09 TSGP ARRA program. The canine team is in place at no cost to MARTA. This program will ensure that MARTA maintains a visible intermodal prevention and response team. It will serve as both a deterrent and detection asset to the Authority.

31973 Annex Roof Rehabilitation



Project Scope

This project consists of removing the existing coal tar pitch roof, gravel, cover board, insulation, and vapor barrier down to the existing concrete deck, and furnishing and installing a roof at Section D (which is the western most section of the roof approximately 23,500 sq feet) at the MARTA Annex Building.

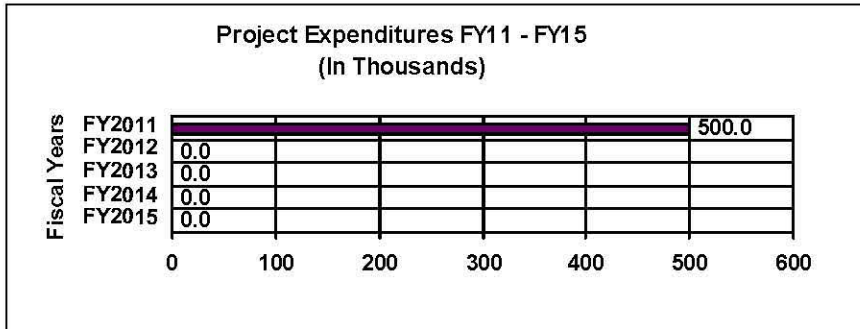
Operating Impact

Once roof is replaced, all leak repairs as well as remedial repairs will vanish. Unscheduled emergency repairs will be eliminated. Building occupants (and their operations) will not be disturbed by leaks inside working areas. Work will not impact service operations at all.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31975 Replace Trailers at Brady Site



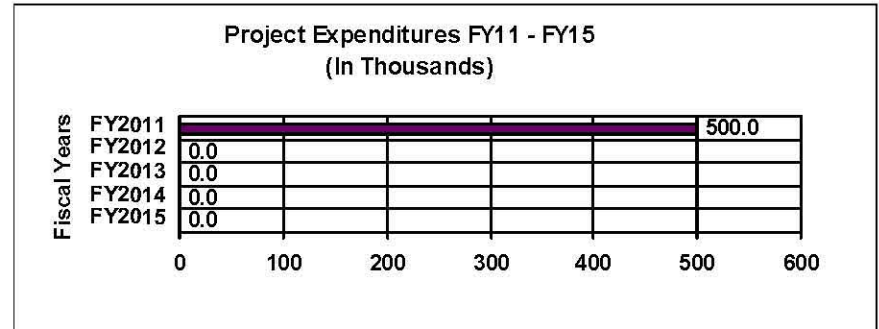
Project Scope

This project provides for the replacement of the office trailers at the Brady Mobility site with state of the art modular units.

Operating Impact

Replacement will eliminate the need for constant and costly upgrades and repairs that are essentially band aids. It will also address power issues and morale issues.

31976 Rail Station Modernization



Project Scope

This project provides for the modernization of various MARTA rail stations.

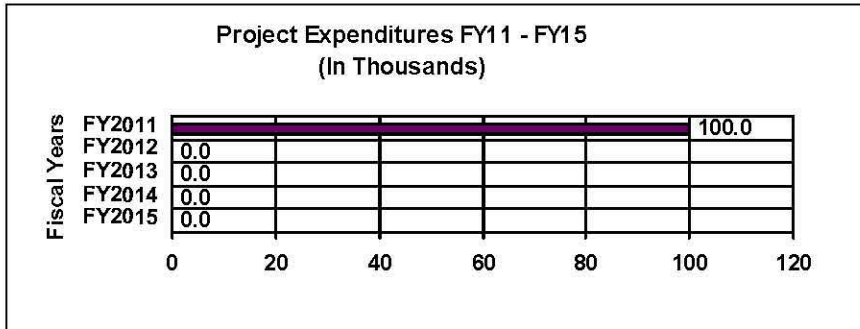
Operating Impact

The modernization of the rail station will enhance customer's satisfaction and will increase ridership.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31977 Rehab Tunnel Ventilation Fans



Project Scope

This project is being created to:

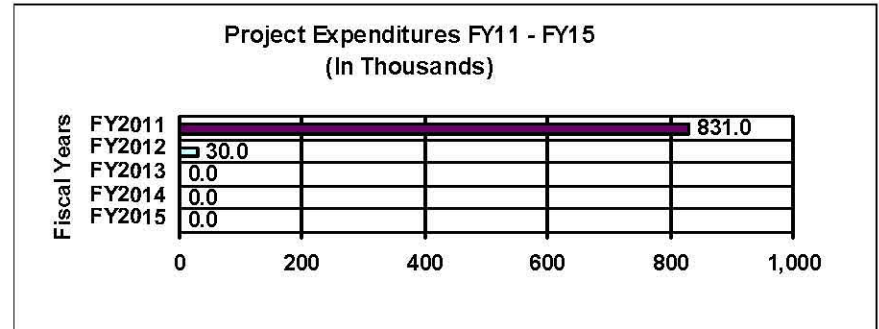
- 1) review and revise the policies, procedures and scenarios associated with ventilation in the Authority's subterranean stations,
- 2) evaluate the current state of the entire Tunnel, Emergency and Under-platform Fan system and
- 3) evaluate the current state of the dampers used to direct or restrict airflow.

It involves simultaneously stabilizing the current systems through repair and replacement while seeking a sustainable solution for the future.

Operating Impact

Reviewing and updating SOP's will aid maintenance and troubleshooting efforts. It will also improve safety.

31979 W Lk Drain & Holmes E Abut Reh



Project Scope

This project provides for the repairing of sinkholes that have developed around four catch basins at the West Lake Station and mitigate soil erosion due to storm water from an upstream swale near the East Abutment of Holmes Bridge.

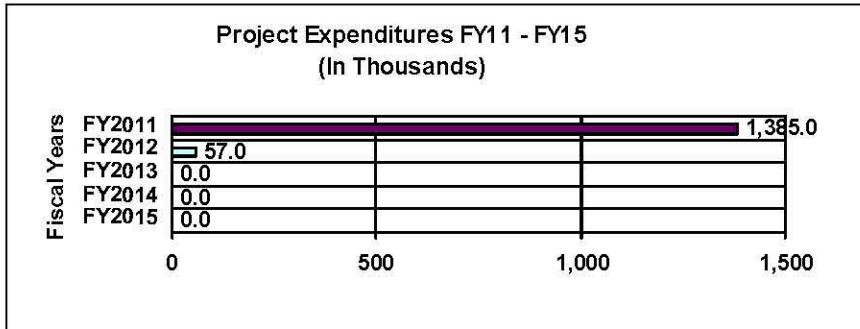
Operating Impact

Both locations, West Lake and Holmes, will need to be inspected annually for preventive maintenance, therefore there is a minimal increase (\$168 per year: 6 hours x \$27.88/hour) in the operating cost.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31980 Doraville Roof Beam Rehab



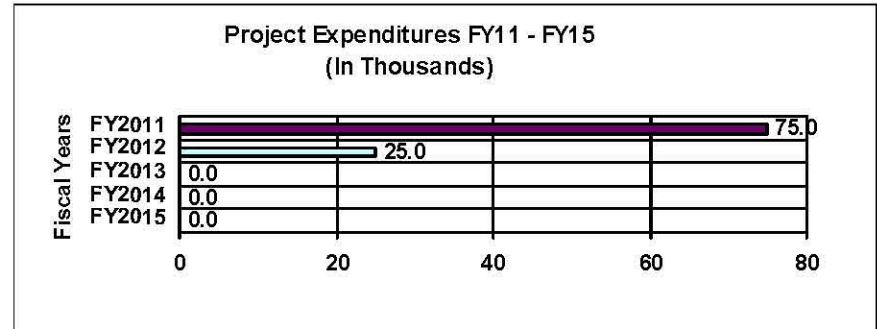
Project Scope

This project rehabilitates existing beams and girders that are inadequately reinforced. It includes providing additional mild reinforcement by welding to the existing re-bars, encapsulating the concrete beams with a Carbon Fiber Reinforcing Polymer (CFRP) Wrap.

Operating Impact

This project will eliminate the need for costly maintenance, will increase safety and avoid possible liability issues.

31981 AF 600 PC Boards



Project Scope

This project provides corrective action for a potential safety failure of the track circuit component printed circuit boards. The potential safety failure could lead to train collisions or derailments if not corrected.

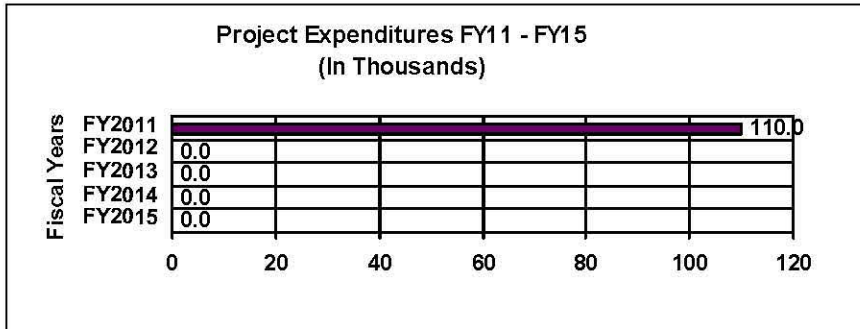
Operating Impact

When completed, this project will increase the safety of rail operations and decrease the risk of collisions and derailments.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31982 Non-Vital Chk-in/Chk-out Seprt



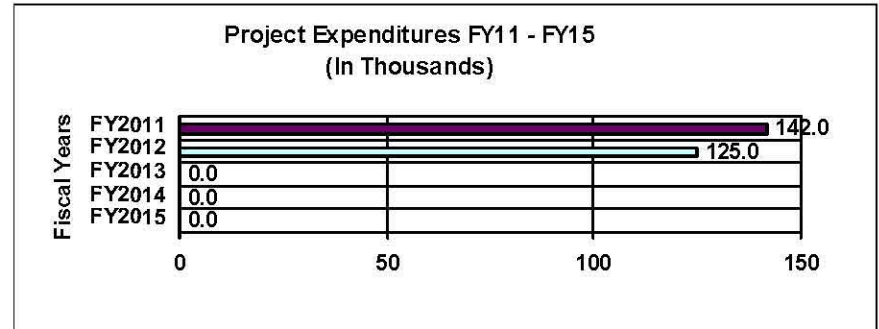
Project Scope

This project provides for the procurement and installation of Non-Vital Check-in/Check-out Separation for MARTA's Automatic Train Control system. This project will place a secondary non-vital monitoring system in place to enforce train separation by temporary speed restriction zones. Hardware and software will be developed and installed that will monitor trains entering and leaving these zones, and will only allow one train per zone at a time, automatically implementing a 25 mph speed restriction if more than one train is detected in a zone.

Operating Impact

When completed, this project will increase the safety of rail operations and decrease the risk of collisions and derailments.

31983 Digital T/C Pilot at Bankhead



Project Scope

Recent developments of the WMATA accident of June 22, 2009 indicates that the type of track circuit that failed was the audio frequency track circuit; the exact same model as used on the MARTA System. MARTA currently does not have a proven, newer technology replacement track circuit to implement. This project will install two different digital track circuit systems in place as a pilot test at the Bankhead Station. This will allow manufacturers the opportunity to prove the new technology to confirm compatibility with the MARTA system.

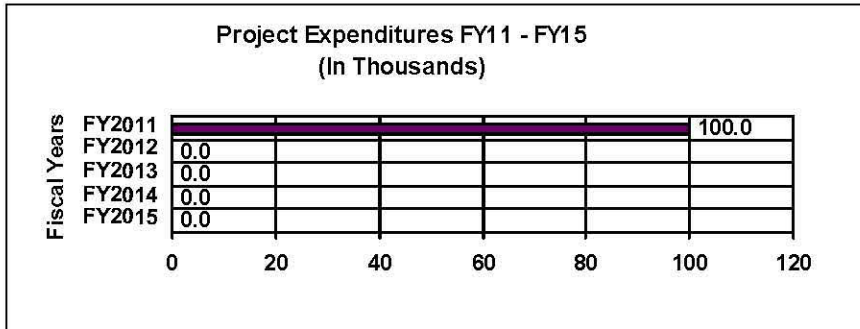
Operating Impact

The Pilot Program will aid in determination of operating and operations impacts.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31987 Future Radio Infrastructure



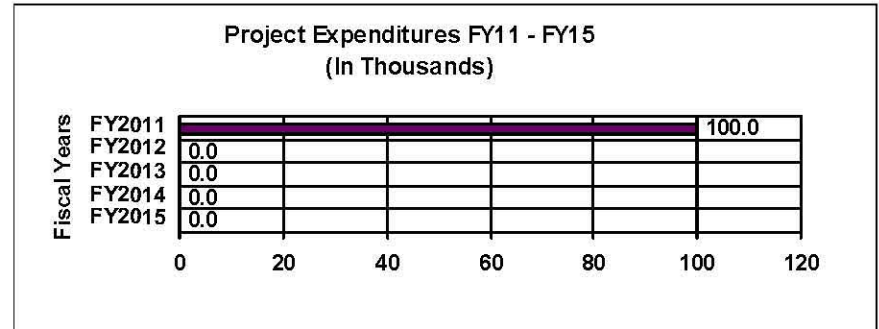
Project Scope

This project will replace the existing system wide radio infrastructure to provide a complete, integrated and operational radio communications system. The work to be performed shall include: Planning, System Design, Furnish and installation, Integration and Testing. The project is seeking replacement for current radio system which is due to become obsolete in 2012.

Operating Impact

Radio Communications is a vital source of field communication for Police, Rail Operations, Bus Operations, Customer Services, Maintenance/Repair Organizations, EP&E, ATC and wayside work. In most cases Radio is the sole source of field communications. The inability for MARTA employees and MARTA Police to communicate internally and externally via radio within the MARTA service area would be detrimental to patrons and employees safety and hinder emergency response efforts. By replacing the existing system with the new system, MARTA increases safety, the quality of services provided to its patrons and avoid high maintenance costs associated with obsolete infrastructure.

31988 Vehicle Event Recorders



Project Scope

This project will install video event recorders in all buses and monitor driver performance during a recorded event.

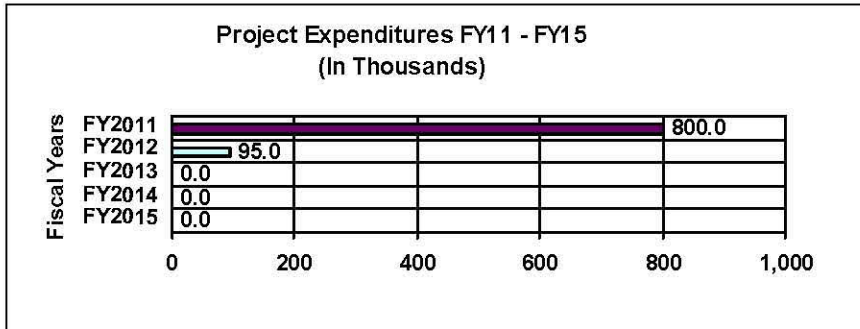
Operating Impact

This project will help reduce down time due to accidents and other incidents that interrupt service.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31989 Mainframe to Oracle Transition



Project Scope

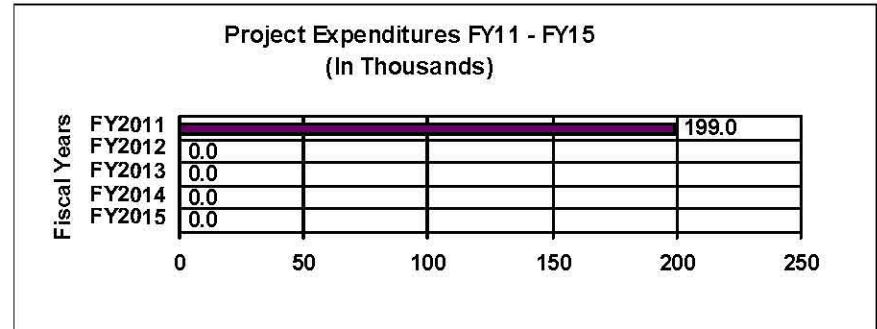
This project will retire IBM Mainframe system and migrate programs to Oracle to save over \$500,000 annually by eliminating maintenance contracts. This project will deliver improved functionality and better controls of timekeeping systems while eliminating the maintenance costs of the Mainframe systems.

Operating Impact

The current MARTA operations will get significantly simplified as a result of de-commissioning of several systems such as SOCS (Surface Operators Compensation System), Mainframe Systems, AT&A (Automated Time & Attendance), and Web Time Keeping systems.

1. Year 1 (implementation) – no impact
2. Year 2 onwards - The Operating Budget will fall by \$523,776 per year.

31990 PTO Implementation



Project Scope

This project will implement new Vacation/Sick Rules for Represented employees as per the agreement with the Union.

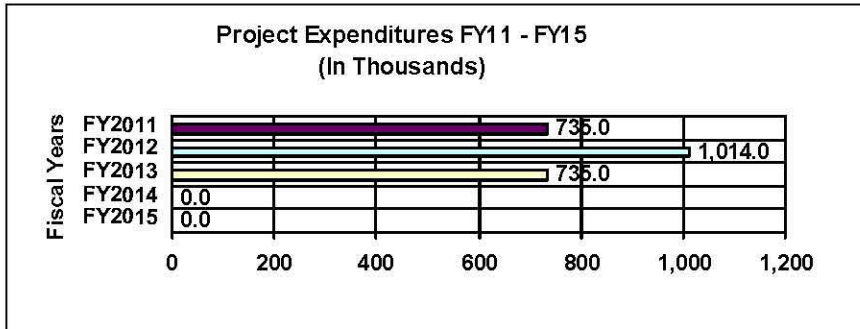
Operating Impact

During the implementation, Payroll and Dispatch users will be required to participate in the testing. The operating cost will remain the same after the implementation is completed.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31991 Oracle Applications Compl Upgr



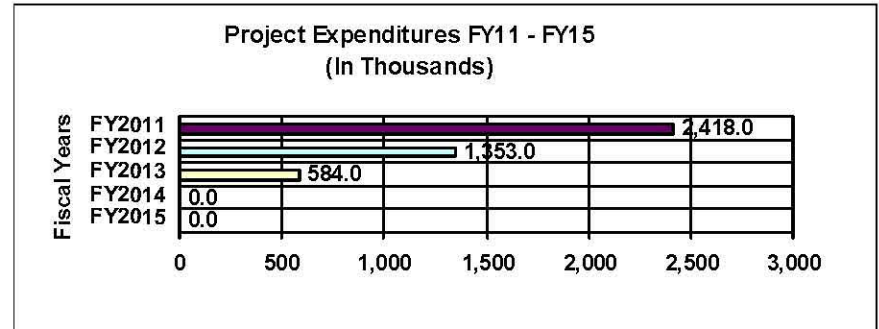
Project Scope

This project will perform mandatory upgrades for Oracle Enterprise Resource Planning (ERP) applications to stay in compliance with Oracle technology requirements.

Operating Impact

During the upgrade of software applications and technologies, users and other resources will be required to participate in testing. The operating cost will remain the same after the upgrade of the software is completed.

31992 Enterprise Appls Security Mgmt



Project Scope

This project will implement comprehensive Enterprise Applications Security Management for all business applications at MARTA.

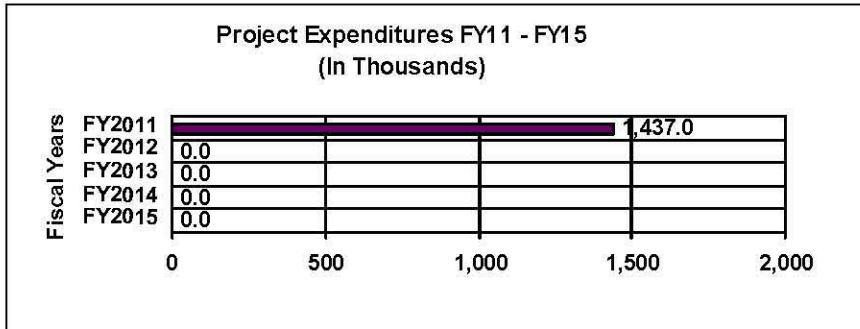
Operating Impact

A comprehensive Enterprise Applications Security Management solution will result in elimination of several manual tasks that are taken each week to stay in compliance with MARTA's security policies.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31994 Remove Breeze Loading On Buses



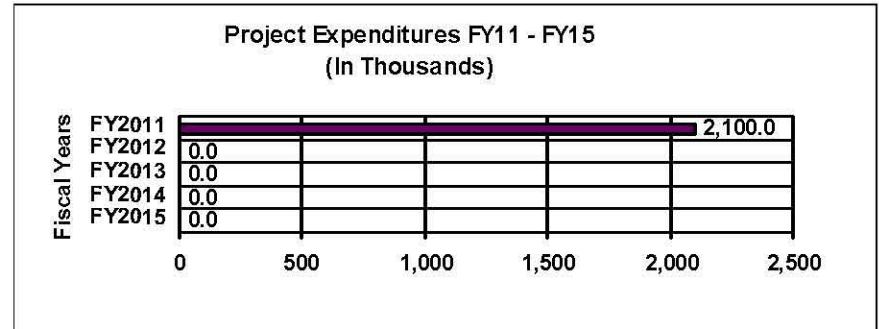
Project Scope

This project provides for the modifications for loading on bus and are intended for reducing the required steps in loading fare on Breeze Media at the bus fare box.

Operating Impact

The operating cost will increase with the re-training for all Operators. The re-training will impact the operating budget by \$46,387.5 (1,855 hours x \$25/hour).

31995 Purch Card Industry Compliance



Project Scope

This project will implement Hardware and Software Modifications and Security Policies to ensure MARTA's Automated Fare Collection (AFC) system is PCI Compliant. The objective is to ensure MARTA's AFC devices, applications, servers and network infrastructure meet all PCI data security standards.

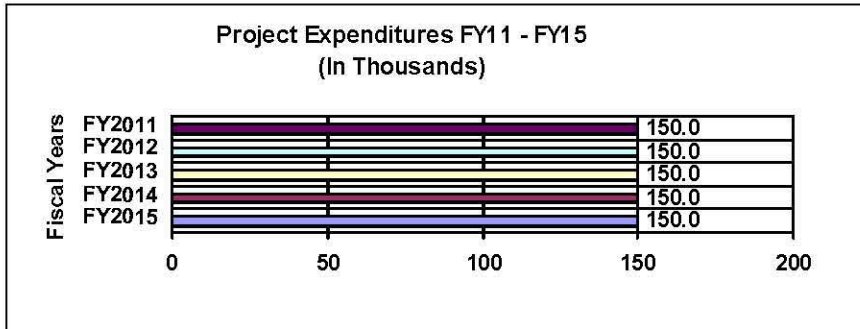
Operating Impact

There is no impact to operations during project implementation, however, in FY12 there will be an additional cost incurred based on the additions to the CUBIC maintenance support agreement to include all PCI DSS future modifications, fixes and/or upgrades. Additional cost for hardware and software maintenance might occur as well as additional resources might be needed for security policy enforcement.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31996 Regional Transit Comm Planning



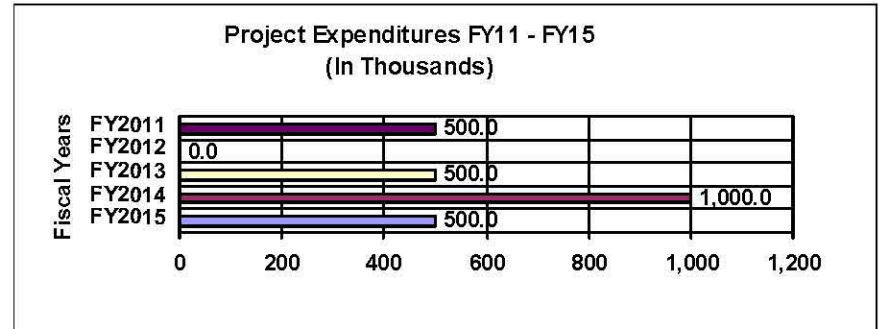
Project Scope

This project will be used to provide technical support on transit issues to the RTC. The Regional Transit Committee (RTC) was established as a policy committee of the Atlanta Regional Commission in January 2010 to focus on issues of regional transit system planning, funding and governance. The RTC builds upon the work of its predecessors, the Transit Implementation Board (TIB) and Transit Planning Board (TPB). A key provision of RTC participation is the requirement that all voting members of the RTC support the operations of the committee through a cash or in-kind contribution.

Operating Impact

MARTA's participation in this project will help identify potential additional service coverage and define that service for the future.

31997 Regional Service Plan & Coord



Project Scope

This project is designated to track and fund Regional Service Planning and Coordination. The office of regional service planning and coordination directs the Authority's service coordination activities with partner transit operators and planning agencies as well as providing advice and consultation on special projects that arise from time to time within the region. The office is helping MARTA fulfill its responsibilities under the Quad Party Agreement governing transportation planning in Atlanta for supporting the efforts of the MPO in regional transit planning.

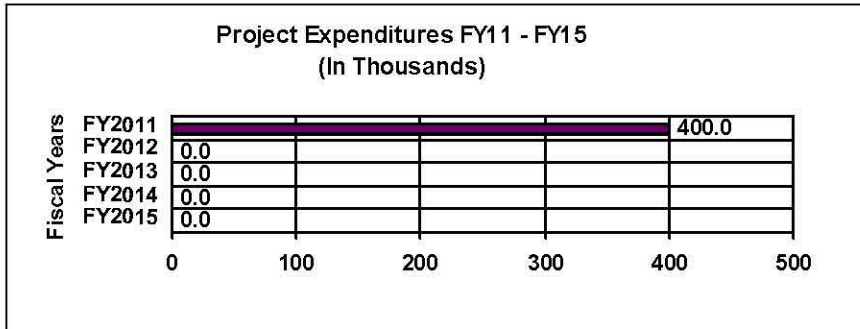
Operating Impact

MARTA's participation in this project will help identify potential additional service coverage and define that service for the future.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

31998 Facilities Master Plan



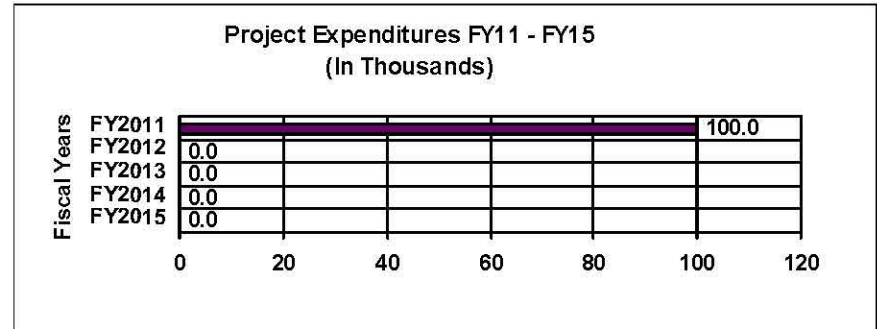
Project Scope

The purpose of this project is to assess and develop an action plan of all of MARTA's physical facilities for the purpose of more efficient operations and in an effort to cut costs. All facilities will be inventoried and assessed and a recommendation will be made if the facility should be closed, combined with another location mothballed, sold or otherwise disposed of. An assessment will be made of the related costs, cost savings required investments, the required time line and affected departments.

Operating Impact

Potential cost savings due to more efficient operations; potential new revenue streams related to surplus property or facilities; potential increase in revenues if facilities or properties are sold or leased; potential savings due to more efficient operations.

31999 On-Board Veh Security Cameras



Project Scope

This project provides for the installation of a modern mobile CCTV system on MARTA's buses. The system will have real-time viewing capabilities which will enhance security along with offering reduction in insurance claims, decrease in crime rates and reduction in fare evasion.

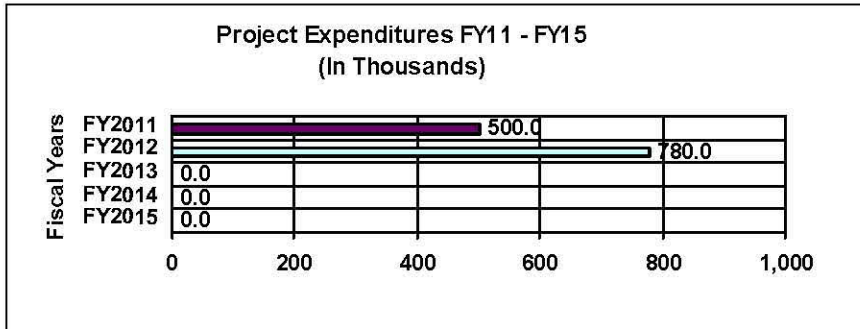
Operating Impact

During the Planning phase, operations and operating cost impacts will be fully defined.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32000 CCTV Video Analytics



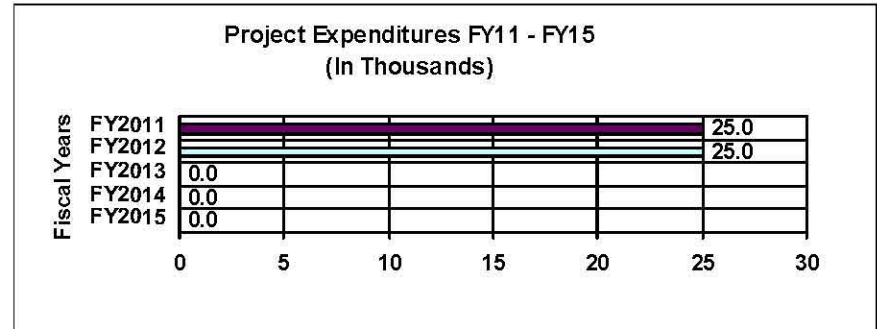
Project Scope

The scope of this project is to add video analytics to the existing CCTV system. Video Analytics has the capability of automatically detecting criminal behavior while it is in progress and notifying MARTA's Police Services. The project is currently in the Planning Phase.

Operating Impact

During the Planning phase, operations and operating cost impacts will be fully defined.

32001 Clean Fuel Initiative



Project Scope

There are two initiatives under this project. One is to test and validate a newer, next generations electrical cooling system that includes a variable speed water pump and remote thermostat. The second is to test and verify the performance of an advanced technology electrical storage system. Both systems will reduce fuel consumption and maintenance costs without sacrificing fleet reliability.

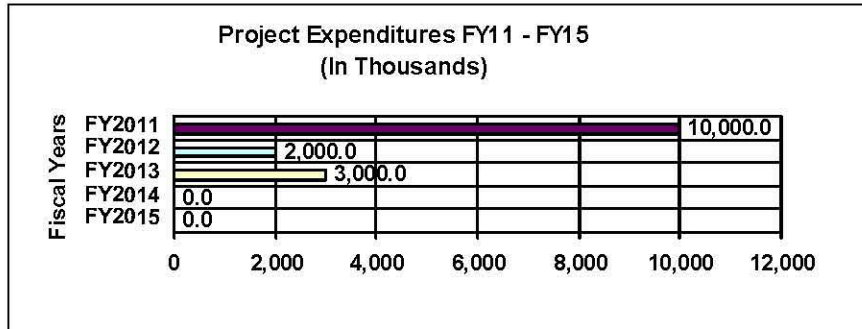
Operating Impact

Both initiatives will, at a minimum, reduce fuel consumption over existing buses without these new systems. The next generation electric cooling system could increase fuel economy by up to 9%. The advanced electrical and charging system will increase fuel economy by up to 10% over buses not equipped with the new electrical storage system.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

32002 Transit State of Good Repair



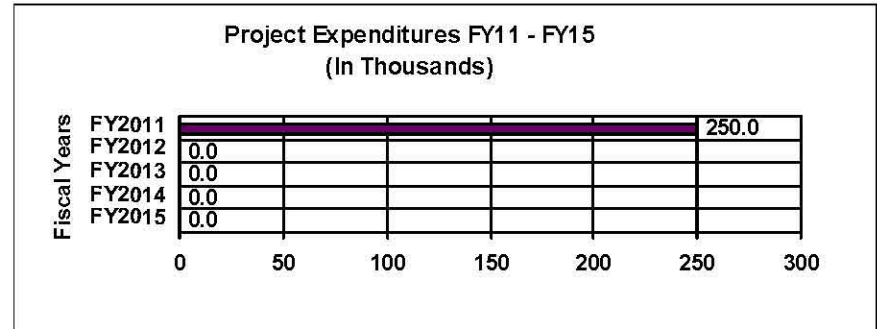
Project Scope

This project funds state of good repair initiatives, which support rehabilitating or replacing aged and expired assets. Maintaining a bus and rail system in a state of good repair is essential if public transportation systems are to provide safe and reliable service to patrons. The assets to be considered for use of state of good repair funds will involve either of the following categories: regulatory, security/safety related, service interruptions and deterioration/major disrepair.

Operating Impact

By maintaining the system in a state of good repair, MARTA will reduce maintenance costs, decrease the risk of accidents and improve service for its customers. Cost reductions will be identified as individual efforts are identified.

32003 Breeze Interactive Voice Recording



Project Scope

The scope of this project is to develop and implement an automated Interactive Voice Response (IVR) system for Breeze Card balance inquiries. The IVR system for Breeze balance inquiries will allow patrons to check the balance on their Breeze Card or Ticket via the telephone, 24 hours a day, 7 days a week. Patrons would have the option to call MARTA and enter the Breeze fare media number and receive the most current balances – to include stored value, trips, passes and regional products – loaded on the fare media. To access balance information, MARTA Patrons must provide the Breeze Card/Ticket, 16 or 20 digit numbers, respectively.

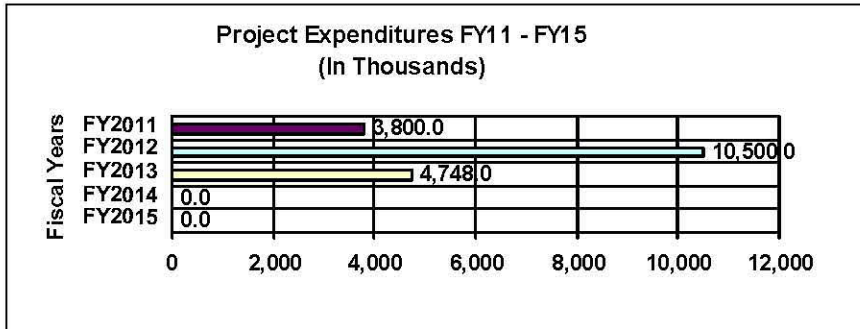
Operating Impact

No operational impact during implementation. However, additional hardware, software and resources will be required to maintain the new system.

APPROVED PROJECT DETAIL

The following provides details for FY11 approved projects. The data displays cost, scope, and the operating impacts of the projects.

F0143 Buckhead Station Nrth Entrance



Project Scope

This project provides for a new entrance to the station with two pedestrian bridges spanning North and South bound GA 400 in order to connect to existing and future developments. The entrance includes new fare gate array, stairs and elevator. The existing emergency stair and bridge over GA 400 southbound will be removed.

Operating Impact

Total operating impact cost is \$606,014/year, which is comprised of: annual maintenance cost of \$39,000, annual custodial cost of \$51,574, annual security cost of \$315,545 and annual station agent cost of \$199,895 .

By providing direct access to the station from various developments (condos, apartments, office and retail), increased patron ridership and revenues are expected.

Federal Grants

This section details the federal grants that support the funding of the FY11 Capital Improvement Program and beyond.

FEDERAL GRANT DETAIL

CAPITAL IMPROVEMENT PROGRAM FUNDING

MARTA's FY11 Capital Improvement Program is supported by a general fund with revenue sources as follows: \$58,950,000 of federal funding, \$2,016,295 of State of Georgia funding, and \$127,040,645 of MARTA funding. The following pages detail the Federal Grants that

support the funding of the FY11 Capital Improvement Program. The Capital Improvement Program (CIP) is funded from four primary sources. These sources are defined in the Financial Summary Section of this document. The following outlines the funding of the FY11 CIP.

Funding Source	Description	FY11 Funding Level
MARTA	Salex Tax, Bond Sales, Interest	127,040,645
Federal	GA-03-0056	356,542
	GA-04-0023	331,280
	GA-05-0031	30,000,000
	GA-12-X001	763,000
	GA-39-0003	200,000
	GA-56-0001	7,037,424
	GA-57-X002	300,000
	GA-66-X001	2,509,000
	GA-90-X130	800,000
	GA-90-X131	3,040,000
	GA-90-X136	400,000
	GA-90-X227	1,704,000
	GA-90-X252	539,850
	GA-90-X256	700,000
	GA-95-X013	572,328
	GA-96-X005	4,445,576
	FY06/07/08 TSGP	3,451,000
	Sec 5309 Capital Expansion	1,800,000
	SUBTOTAL	58,950,000
State	Bus/Track Rehabilitation Grants	2,016,295
	TOTAL	60,966,295

FEDERAL GRANT DETAIL

Federal Grant: **GA-03-0056**
 Date Awarded: September 1997
 Est Completion: June 2011

Scope

The original grant award provided funding for a corridor study connecting the Lindbergh area of Atlanta to South DeKalb County. Two amendments were awarded for the South DeKalb Transit Alternatives Study. The primary purpose of the South DeKalb Transit Alternatives Study was to determine the rail connectivity alternatives to the existing system, study bus rapid transit (BRT), transit friendly land use policies, and high occupancy vehicle (HOV) and bus priority lanes in South DeKalb County along the I-20 East Corridor. However, since the initial study efforts began, the demographics and commute patterns have changed and the study now includes evaluation of light rail alternatives.

GA-03-0056	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	3,626,783	3,270,241	356,542	0
MARTA Capital	906,695	817,560	89,135	0
Total	4,533,478	4,087,801	445,677	0
<i>Budget</i>				
S. Dekalb Transit Alt Study	2,291,790	1,846,113	445,677	0
S. Dekalb Corridor MIS	2,241,688	2,241,688	0	0
Total	4,533,478	4,087,801	445,677	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-04-0023**
 Date Awarded: August 2009
 Est Completion: December 2011

Scope

This grant application is funded with FFY2007 Section 5309 Bus and Bus Facilities program funds earmarked for the Atlanta Inter-Modal Passenger Terminal Improvement Project for engineering, design, and initial connectivity project. The grant funds will provide a portion of the funding for the overall project to complete NEPA and PE work to develop a multi-modal passenger terminal (MMPT) in the Atlanta region in order to improve regional transportation connectivity. The MMPT will be developed adjacent to the Five Points MARTA station. MARTA, in cooperation with the Georgia Department of Transportation, City of Atlanta, Georgia Regional Transportation Authority, Atlanta Regional Commission, Transit Implementation Board and the Atlanta Downtown Improvement District have reached consensus on a technical scope of work to advance the implementation of the MMPT.

GA-04-0023	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	401,280	0	331,280	70,000
City of Atlanta	100,320	0	82,820	17,500
Total	501,600	0	414,100	87,500
<i>Budget</i>				
Prelim Eng/Design	314,100	0	314,100	0
Ph I-MMPT Connectivity	187,500	0	100,000	87,500
Total	501,600	0	414,100	87,500

FEDERAL GRANT DETAIL

Federal Grant: **GA-05-0031**
 Date Awarded: September 2007
 Est Completion: December 2012

Scope

This grant is funded through the annual FTA Section 5309 Fixed Guideway Modernization Formula Grant allocation to the Atlanta Metropolitan region and includes FFY06-FFY10 suballocations. The projects include partial funding of the comprehensive railcar rehabilitation program of the CQ310/CQ311 railcar fleet, partial or full funding for various track renovation projects, preventive maintenance and the CQ311 railcar conversion from DC to AC propulsion. The currently available grant funds are programmed for track renovations and train control projects. These are multi-year phased programs.

GA-05-0031	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	147,409,477	85,456,600	30,000,000	31,952,877
Federal Operating	16,000,000	11,200,000	4,800,000	0
MARTA Capital	36,852,369	18,672,800	7,500,000	10,679,569
MARTA Operating	4,000,000	2,800,000	1,200,000	0
Total	204,261,846	118,129,400	43,500,000	42,632,446
<i>Budget</i>				
Railcar Rehab Program	94,314,615	94,314,615	0	0
Preventive Maintenance	20,000,000	14,000,000	6,000,000	0
Track/Rail Stn Renov	89,947,231	9,814,785	37,500,000	42,632,446
Total	204,261,846	118,129,400	43,500,000	42,632,446

FEDERAL GRANT DETAIL

Federal Grant: **GA-12-X001**
 Date Awarded: April 2009
 Est Completion: June 2011

Scope

This grant is funded by FFY08 Sec 112 FHWA Appropriation program funds for tasks associated with the Clifton Corridor Alternatives Analysis, a system expansion priority as adopted by the MARTA Board. The study will develop and evaluate transit alternatives to address mobility needs in the Clifton Corridor. The study includes the corridor from the Lindbergh transit center to Emory/Clairmont/Decatur area and includes Emory University and the Centers for Disease Control. The study is a coordinated effort between MARTA and the Clifton Corridor TMA.

GA-12-X001	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	990,000	0	763,000	227,000
MARTA Capital	0	0	0	0
Total	990,000	0	763,000	227,000
<i>Budget</i>				
Clifton Corridor Study/AA	990,000	0	763,000	227,000
Total	990,000	0	763,000	227,000

FEDERAL GRANT DETAIL

Federal Grant: GA-39-0003
 Date Awarded: July 2008
 Est Completion: March 2011

Scope

This grant application is funded with FFY2007 and FFY2008 Section 5339 Discretionary Alternatives Analysis program funds for tasks associated with the Clifton Corridor Alternatives Analysis, a system expansion priority as adopted by the MARTA Board. The study will develop and evaluate transit alternatives to address mobility needs in the Clifton Corridor which includes the corridor from Lindbergh Center to the Emory/Clairmont/Decatur area and includes Emory University and the Centers for Disease Control. The study is a coordinated effort between MARTA and the Clifton Corridor TMA.

GA-39-0003	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	995,800	788,840	200,000	6,960
MARTA Capital	248,950	197,210	50,000	1,740
Total	1,244,750	986,050	250,000	8,700
<i>Budget</i>				
Clifton Data Collection	326,000	326,000	0	0
Clifton Corridor Study	918,750	660,050	250,000	8,700
Total	1,244,750	986,050	250,000	8,700

FEDERAL GRANT DETAIL

Federal Grant: **GA-56-0001**
 Date Awarded: May 2009
 Est Completion: December 2011

Scope

This grant is funded by the American Recovery and Reinvestment Act of 2009 (ARRA) Fixed Guideway funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA, for the Systemwide Fire Protection Upgrade project. This project will upgrade and replace the fire protection system for MARTA rail stations, lines, and facilities. This project includes fire detection, suppression and notification systems. The new system will integrate with multiple subsystems such as the public address system and will be in compliance with all current governing codes and laws.

GA-56-0001		Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<u>Funding</u>					
	Federal Capital	7,380,854	343,430	7,037,424	0
	MARTA Capital	0	0	0	0
	Total	7,380,854	343,430	7,037,424	0
<u>Budget</u>					
	System Fire Protect Upgrade	7,380,854	343,430	7,037,424	0
	Total	7,380,854	343,430	7,037,424	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-57-X002**
 Date Awarded: August 2009
 Est Completion: June 2012

Scope

This grant is funded by FFY07-09 Section 5317 New Freedom Program funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA. MARTA serves as the grantee on behalf of three other agencies within the scope of this grant. The grant budget includes \$1,470,156 federal share for New Freedom programs for Cobb County, Gwinnett County, and DeKalb County. The grant includes \$ 418,015 federal share for the MARTA Travel Training project and program administration.

GA-57-X002	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	68,000	0	68,000	0
Federal Operating	350,015	0	232,000	118,015
MARTA Capital	17,000	0	17,000	0
MARTA Operating	274,410	0	162,000	112,410
Total	709,425	0	479,000	230,425
<i>Budget</i>				
Travel Trng/Progrm Admin	624,425	0	394,000	230,425
Capital Improvements	85,000	0	85,000	0
	709,425	0	479,000	230,425

FEDERAL GRANT DETAIL

Federal Grant: **GA-66-X001**
 Date Awarded: November 2009
 Est Completion: December 2011

Scope

This grant is funded by American Recovery and Reinvestment Act of 2009 (ARRA) Transit Capital Assistance flexed from FHWA. The projects included in this grant award are preventive maintenance for bus and rail operations and trackway renovations.

GA-66-X001	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	5,000,000	0	2,509,000	2,491,000
Federal Operating	25,000,000	24,452,566	547,434	0
MARTA Operating	0	0	0	0
MARTA Capital	0	0	0	0
Total	30,000,000	24,452,566	3,056,434	2,491,000
<i>Budget</i>				
Preventive Maintenance	25,000,000	24,452,566	547,434	0
Trackway Renovations	4,500,000	0	2,400,000	2,100,000
Project Administration	500,000	0	109,000	391,000
Total	30,000,000	24,452,566	3,056,434	2,491,000

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X130**
 Date Awarded: March 2000
 Est Completion: December 2012

Scope

This grant is funded from flexed FHWA funds. The initial grant award and first amendment funded the conversion of the Laredo bus maintenance garage to a CNG fueling facility and the procurement of CNG fueled buses. Additional enhancements were made to the facilities at Laredo through rehabilitation and/or replacement of some of the service buildings. Subsequent amendments for \$10,000,000 have been awarded to partially fund the renovations at the Hamilton bus maintenance garage, purchase of real estate and equipment for the renovation.

GA-90-X130	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	32,278,400	24,585,175	800,000	6,893,225
MARTA Capital	8,069,600	6,146,294	200,000	1,723,306
Total	40,348,000	30,731,469	1,000,000	8,616,531
<i>Budget</i>				
Laredo CNG Conversion	16,819,107	16,819,107	0	0
Hamilton Renovation	9,000,000	385,118	1,000,000	7,614,882
CNG Equipment	1,001,649	0	0	1,001,649
Bus Procurement	13,527,244	13,527,244	0	0
Total	40,348,000	30,731,469	1,000,000	8,616,531

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X131**
 Date Awarded: December 2000
 Est Completion: December 2013

Scope

This grant was awarded for construction of the Buckhead Station North Concourse and Pedestrian Bridge/Walkway. This project will connect the northern end of the Buckhead rail station to the office, retail and residential developments on either side of the GA400 tollway. The original grant funds received are for Phase I of the construction project. An amendment was subsequently awarded for \$6,925,000 for Phase II of the Buckhead North Entrance for a total grant amount of \$13,850,000. Construction is estimated to begin in the third quarter of FY2011.

GA-90-X131	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	11,080,000	2,573,772	3,040,000	5,466,228
MARTA Capital	2,770,000	643,443	760,000	1,366,557
Total	13,850,000	3,217,215	3,800,000	6,832,785
<i>Budget</i>				
Buckhead North Entrance	13,850,000	3,217,215	3,800,000	6,832,785
Total	13,850,000	3,217,215	3,800,000	6,832,785

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X136**
 Date Awarded: July 2000
 Est Completion: March 2012

Scope

This grant is funded from flexed FHWA funds. Projects funded within this grant scope include: a pedestrian walkway from North Park to the Sandy Springs Station, a pedestrian tunnel from the Midtown Station to the Federal Reserve Bank and surrounding businesses, a pedestrian connection to the North Springs Station, construction of a Park/Ride lot at Windward Parkway and GA400 and modifications to the Arts Center rail station to enhance shuttle bus service that will connect the Atlantic Station mixed-use development to the station. Of these projects, the modifications to the Art Center rail station are incomplete.

<i>GA-90-X136</i>		<i>Grant Budget</i>	Prior Year Expense	<i>FY11 Budget</i>	Future Years
<i>Funding</i>					
	Federal Capital	9,440,000	8,441,856	400,000	598,144
	Marta Capital	2,360,000	2,110,464	100,000	149,536
	Other	0	0	0	0
	Total	11,800,000	10,552,320	500,000	747,680
<i>Budget</i>					
	Arts Center	1,000,000	77,433	500,000	422,567
	Windward Park/Ride	891,911	891,911	0	0
	Midtown Station Entrance	5,233,135	4,908,022	0	325,113
	N. Park Pedestrian Walkway	4,032,976	4,032,976	0	0
	N. Springs Pedestrian Walkway	641,978	641,978	0	0
	Total	11,800,000	10,552,320	500,000	747,680

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X227**
 Date Awarded: July 2007
 Est Completion: May 2011

Scope

This grant award is funded with FFY06-09 flexible funding under the FTA Surface Transportation Program for the MARTA Memorial Drive Bus Rapid Transit (BRT) project. The grant funds will be used to procure equipment, acquire ROW for BRT stations, and design and construct the infrastructure necessary to implement a BRT system in the Memorial Drive Corridor, a major thoroughfare within the MARTA service area. The equipment is to include vehicles, signal priority equipment, and fare collection equipment. Infrastructure is to include stations, queue jumpers, and relocation of curbs and utilities. The new service is intended to provide current and potential transit users with a more enhanced level of service in this corridor. This project is a coordinated effort between MARTA, DeKalb County, and the Georgia Department of Transportation (GDOT) as there are multiple projects planned and on-going in the Memorial Drive BRT corridor that interface with MARTA's project.

GA-90-X227	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	15,370,000	13,666,000	1,704,000	0
MARTA Capital	3,842,500	3,416,500	426,000	0
Total	19,212,500	17,082,500	2,130,000	0
<i>Budget</i>				
Vehicle Procurement	3,000,000	3,000,000	0	0
BRT Station	6,612,500	4,482,500	2,130,000	0
Park/Ride Lot	1,050,000	1,050,000	0	0
Utility Relocation	400,000	400,000	0	0
Project Administration	2,100,000	2,100,000	0	0
Security Equipment	300,000	300,000	0	0
Design Efforts	3,200,000	3,200,000	0	0
Right of Way	2,550,000	2,550,000	0	0
Total	19,212,500	17,082,500	2,130,000	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X252**
 Date Awarded: July 2007
 Est Completion: June 2011

Scope

This Section 5307 grant was awarded in July 2007 for funds allocated per the FTA's Urbanized Area Formula Program for the Federal Fiscal Year 2007. Currently identified efforts to be funded by this grant include preventive maintenance activities, transit enhancement projects such as the bus shelter program and upgrade of public address system, and various security projects. The security and transit enhancement projects are incomplete.

<i>GA-90-X252</i>	<i>Grant Budget</i>	Prior Year Expense	<i>FY11 Budget</i>	Future Years
<i>Funding</i>				
Federal Capital	901,514	361,664	539,850	0
Federal Operating	36,518,827	36,518,827	0	0
MARTA Capital	225,378	90,416	134,962	0
MARTA Operating	9,129,707	9,129,707	0	0
Total	46,775,426	46,100,614	674,812	0
<i>Budget</i>				
Preventive Maintenance	45,648,534	45,648,534	0	0
Transit Enhancement	468,750	0	468,750	0
Surveillance Security	658,142	452,080	206,062	0
Total	46,775,426	46,100,614	674,812	0

FEDERAL GRANT DETAIL

Federal Grant: **GA-90-X256**
 Date Awarded: June 2008
 Est Completion: December 2011

Scope

This Section 5307 grant was awarded in June 2008 for funds allocated per the FTA’s Urbanized Area Formula Program for the Federal Fiscal Year 2008. Currently identified efforts to be funded by this grant include preventive maintenance activities, transit enhancement projects such as the bus shelter program and upgrade of the public address system, and various security projects. The security and transit enhancement projects are incomplete.

GA-90-X256	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	1,023,357	0	700,000	323,357
Federal Operating	38,979,020	38,979,020	0	0
MARTA Capital	255,839	0	175,000	80,839
MARTA Operating	9,744,755	9,744,755	0	0
Total	50,002,971	48,723,775	875,000	404,196
<i>Budget</i>				
Preventive Maintenance	48,723,775	48,723,775	0	0
Transit Enhancement	529,196	0	200,000	329,196
Surveillance/ Security	750,000	0	675,000	75,000
Total	50,002,971	48,723,775	875,000	404,196

FEDERAL GRANT DETAIL

Federal Grant: GA-95-X013
 Date Awarded: TBD
 Est Completion: December 2011

Scope

This grant award is funded with Federal FY 2009 flexible funding under the FTA Surface Transportation Program for the MARTA Memorial Drive Bus Rapid Transit (BRT) and Intelligent Transportation System (ITS) projects. The grant funds provide a portion of the funding for equipment, ROW, and construction of the stations and infrastructure necessary to implement a BRT system in the Memorial Drive Corridor, a major thoroughfare within the MARTA service area. The new service is intended to provide current and potential transit users with a more enhanced level of service in this corridor. This project is a coordinated effort between MARTA, DeKalb County, and the Georgia Department of Transportation (GDOT) as there are multiple projects planned and on-going in the Memorial Drive BRT corridor that interface with MARTA's project. The ITS funding included in this award is to support the upgrade of MARTA systemwide ITS projects that support critical functions for MARTA operations.

GA-95-X013	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	5,500,000	0	572,328	4,927,672
MARTA Capital	1,375,000	0	143,082	1,231,918
Total	6,875,000	0	715,410	6,159,590
<i>Budget</i>				
Vehicle Procurement	2,000,000	0	200,000	1,800,000
BRT Station	650,000	0	165,410	484,590
Park/Ride Lot	450,000	0	0	450,000
Utility Relocation	200,000	0	0	200,000
Project Administration	375,000	0	150,000	225,000
Marketing	150,000	0	0	150,000
Right of Way	50,000	0	0	50,000
ITS Upgrade Projects	3,000,000	0	200,000	2,800,000
Total	6,875,000	0	715,410	6,159,590

FEDERAL GRANT DETAIL

Federal Grant: **GA-96-X005**
 Date Awarded: August 2009
 Est Completion: June 2013

Scope

This grant is funded by the American Recovery and Reinvestment Act of 2009 (ARRA) Transit Capital Assistance funds apportioned to the Atlanta Urbanized Area and suballocated to MARTA per the regional policy. The projects included in this grant award are preventive maintenance for bus and rail operations, procurement of replacement buses, fire protection system upgrade, transit enhancement, security, and operating assistance. The bus procurement is for clean fuel replacement buses to maintain the bus fleet in optimum operating condition. The fire protection system project will upgrade and replace the system in MARTA rail stations, lines, and facilities.

GA-96-X005	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	34,915,078	7,064,124	1,382,937	26,468,017
Federal Operating	22,760,703	19,698,064	3,062,639	0
MARTA Operating	0	0	0	0
MARTA Capital	0	0	0	0
Total	57,675,781	26,762,188	4,445,576	26,468,017
<i>Budget</i>				
Bus Procurement	6,955,000	6,955,000	0	0
Preventive Maintenance	17,828,866	14,766,227	3,062,639	0
Operating Assistance	4,931,837	4,931,837	0	0
Fire Protection Sys Upgr	25,305,078	0	900,000	24,405,078
Project Administration	2,000,000	0	182,937	1,817,063
Security Equipment	545,876	0	300,000	245,876
Transit Enhancements	109,124	109,124	0	0
Total	57,675,781	26,762,188	4,445,576	26,468,017

FEDERAL GRANT DETAIL

Federal Grant: DHS FY2006/FY2007/FY2008
 Date Awarded: April 2007
 Est Completion: December 2012

Scope

These grant awards are funded under the Department of Homeland Security FFY2006-2007 Infrastructure Protection Program: Transit Security funds. These funds were appropriated by the U.S. Department of Homeland Security and are administered by the Georgia Emergency Management Agency. The grant scope includes security equipment procurement, training, system security projects, system operating projects and exercises. The exercises include emergency personnel from multiple jurisdictions and MARTA frontline and operations staff.

<i>S</i> FY2006/FY2007/FY2008	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Operating	120,000	0	120,000	0
Federal Capital	5,156,858	385,000	3,331,000	1,440,858
Total	5,276,858	385,000	3,451,000	1,440,858
<i>Budget</i>				
Security Projects	3,591,858	320,000	2,781,000	490,858
Training, Exercises	1,565,000	65,000	550,000	950,000
Operating Assistance	120,000	0	120,000	0
Total	5,276,858	385,000	3,451,000	1,440,858

FEDERAL GRANT DETAIL

Federal Grant: SEC 5309 Capital Expansion
 Date Awarded: TBD
 Est Completion: December 2012

Scope

This future grant is projected to be funded through the FTA Section 5309 Capital Expansion program for preliminary engineering and design of the Beltline project. The BeltLine Corridor involves a 22-mile loop of proposed transit and trails encircling the urban core of the City of Atlanta. It would run mainly within existing underutilized freight rail right-of-way and intersect with four (4) existing MARTA rail stations: Lindbergh, Inman Park, West End, and Ashby. The purpose of the project, as currently defined, is to develop a transit and trail system to improve local and regional mobility, address accessibility and connectivity, and support the redevelopment efforts within the corridor.

SEC 5309 Capital Expansion	Grant Budget	Prior Year Expense	FY11 Budget	Future Years
<i>Funding</i>				
Federal Capital	1,800,000	0	1,800,000	0
MARTA Capital	1,800,000	0	1,800,000	0
Total	3,600,000	0	3,600,000	0
<i>Budget</i>				
Beltline Project	3,600,000	0	3,600,000	0
Total	3,600,000	0	3,600,000	0

APPENDIX

This section consists of compensation and benefits information, miscellaneous operations data, awards, and terminology. It includes:

- **Salary Structures for all Employees**
- **Fare History**
- **Fare Structure**
- **Financial Performance Measures**
- **Category and Subcategory Expense Listing**
- **FY11 Benefits Calculation**
- **MARTA Facts**
- **Glossary of Terms**
- **Organizational Structure**

NON - REPRESENTED SALARY STRUCTURE

Effective 10-18-07

Grade	Minimum	Midpoint	Maximum
6	\$20,638	\$25,798	\$30,958
7	\$22,383	\$27,979	\$33,575
8	\$24,261	\$30,326	\$36,391
9	\$26,302	\$32,878	\$39,454
10	\$28,512	\$35,640	\$42,768
11	\$30,915	\$38,644	\$46,373
12	\$33,517	\$41,896	\$50,275
13	\$36,330	\$45,412	\$54,494
14	\$39,399	\$49,249	\$59,099
15	\$42,716	\$53,395	\$64,074
16	\$46,310	\$57,888	\$69,466
17	\$50,200	\$62,750	\$75,300
18	\$54,433	\$68,041	\$81,649
19	\$59,008	\$73,760	\$88,512
20	\$63,974	\$79,968	\$95,962
21	\$69,370	\$86,713	\$104,056
22	\$75,195	\$93,994	\$112,793
23	\$81,514	\$101,893	\$122,272
24	\$88,388	\$110,485	\$132,582
C	\$110,334	\$137,917	\$165,500
B	\$127,308	\$159,135	\$190,962
A	\$144,282	\$180,353	\$216,424

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
TRANSPORTATION						
F/T Bus and Rail Operators						
1st 12 months	\$13.28	\$27,622.40	\$13.48	\$28,036.74	\$13.68	\$28,457.29
2nd 12 months	\$15.18	\$31,574.40	\$15.41	\$32,048.02	\$15.64	\$32,528.74
3rd 12 months	\$17.09	\$35,547.20	\$17.35	\$36,080.41	\$17.61	\$36,621.61
Thereafter	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
P/T Operators						
Thereafter	\$13.28	\$17,264.00	\$13.48	\$17,522.96	\$13.68	\$17,785.80
F/T Paratransit Operators						
1st 12 months	\$10.90	\$22,672.00	\$11.06	\$23,012.08	\$11.23	\$23,357.26
2nd 12 months	\$11.47	\$23,857.60	\$11.64	\$24,215.46	\$11.82	\$24,578.70
3rd 12 months	\$12.17	\$25,313.60	\$12.35	\$25,693.30	\$12.54	\$26,078.70
4th 12 months	\$12.80	\$26,624.00	\$12.99	\$27,023.36	\$13.19	\$27,428.71
5th 12 months	\$13.43	\$27,934.40	\$13.63	\$28,353.42	\$13.84	\$28,778.72
Thereafter	\$14.19	\$29,515.20	\$14.40	\$29,957.93	\$14.62	\$30,407.30
P/T Paratransit Operators						
1st 24 months	\$10.90	\$14,170.00	\$11.06	\$14,382.55	\$11.23	\$14,598.29
2nd 24 months	\$11.47	\$14,911.00	\$11.64	\$15,134.67	\$11.82	\$15,361.68
3rd 24 months	\$12.17	\$15,821.00	\$12.35	\$16,058.32	\$12.54	\$16,299.19
4th 24 months	\$12.80	\$16,640.00	\$12.99	\$16,889.60	\$13.19	\$17,142.94
5th 24 months	\$13.43	\$17,459.00	\$13.63	\$17,720.89	\$13.84	\$17,986.70
Thereafter	\$14.19	\$18,447.00	\$14.40	\$18,723.71	\$14.62	\$19,004.56
F/T Small Bus Operators						
1st 12 months	\$10.90	\$22,672.00	\$11.06	\$23,012.08	\$11.23	\$23,357.26
2nd 12 months	\$11.47	\$23,857.60	\$11.64	\$24,215.46	\$11.82	\$24,578.70
3rd 12 months	\$12.17	\$25,313.60	\$12.35	\$25,693.30	\$12.54	\$26,078.70
4th 12 months	\$12.80	\$26,624.00	\$12.99	\$27,023.36	\$13.19	\$27,428.71
5th 12 months	\$13.43	\$27,934.40	\$13.63	\$28,353.42	\$13.84	\$28,778.72
Thereafter	\$14.19	\$29,515.20	\$14.40	\$29,957.93	\$14.62	\$30,407.30

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

(continued from previous page)

P/T Small Bus Operators

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
1st 24 months	\$10.90	\$14,170.00	\$11.06	\$14,382.55	\$11.23	\$14,598.29
2nd 24 months	\$11.47	\$14,911.00	\$11.64	\$15,134.67	\$11.82	\$15,361.68
3rd 24 months	\$12.17	\$15,821.00	\$12.35	\$16,058.32	\$12.54	\$16,299.19
4th 24 months	\$12.80	\$16,640.00	\$12.99	\$16,889.60	\$13.19	\$17,142.94
5th 24 months	\$13.43	\$17,459.00	\$13.63	\$17,720.89	\$13.84	\$17,986.70
Thereafter	\$14.19	\$18,447.00	\$14.40	\$18,723.71	\$14.62	\$19,004.56

MAINTENANCE

Hostler/Junior Apprentice

1st 6 months	\$14.32	\$29,785.60	\$14.53	\$30,232.38	\$14.75	\$30,685.87
2nd 6 months	\$15.06	\$31,324.80	\$15.29	\$31,794.67	\$15.52	\$32,271.59
Thereafter	\$15.87	\$33,009.60	\$16.11	\$33,504.74	\$16.35	\$34,007.32

Apprentices

1st 6 months	\$16.76	\$34,860.80	\$17.01	\$35,383.71	\$17.27	\$35,914.47
2nd 6 months	\$17.23	\$35,838.40	\$17.49	\$36,375.98	\$17.75	\$36,921.62
3rd 6 months	\$18.31	\$38,084.80	\$18.58	\$38,656.07	\$18.86	\$39,235.91
Thereafter	\$18.48	\$38,438.40	\$18.76	\$39,014.98	\$19.04	\$39,600.20

Station Agents

1st 6 months	\$14.53	\$30,222.40	\$14.75	\$30,675.74	\$14.97	\$31,135.87
2nd 6 months	\$15.29	\$31,803.20	\$15.52	\$32,280.25	\$15.75	\$32,764.45
3rd 6 months	\$16.37	\$34,049.60	\$16.62	\$34,560.34	\$16.86	\$35,078.75

Inspectors

1st 6 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 6 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21

A Inspectors

Less than 3 years experience

1st 6 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
2nd 6 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

(continued from previous page)

3 years experience

Thereafter

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
Thereafter	\$20.12	\$41,849.60	\$20.42	\$42,477.34	\$20.73	\$43,114.50

AA Inspectors

Less than 3 years experience

1st 6 months

2nd 6 months

Thereafter

3 years experience

Thereafter

1st 6 months	\$19.64	\$40,851.20	\$19.93	\$41,463.97	\$20.23	\$42,085.93
2nd 6 months	\$19.71	\$40,996.80	\$20.01	\$41,611.75	\$20.31	\$42,235.93
Thereafter	\$19.78	\$41,142.40	\$20.08	\$41,759.54	\$20.38	\$42,385.93
Thereafter	\$20.44	\$42,515.20	\$20.75	\$43,152.93	\$21.06	\$43,800.22

Journeyman

Less than 3 years experience

1st 6 months

2nd 6 months

Thereafter

3 years experience

Thereafter

1st 6 months	\$19.17	\$39,873.60	\$19.46	\$40,471.70	\$19.75	\$41,078.78
2nd 6 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
Thereafter	\$19.78	\$41,142.40	\$20.08	\$41,759.54	\$20.38	\$42,385.93
Thereafter	\$20.44	\$42,515.20	\$20.75	\$43,152.93	\$21.06	\$43,800.22

**Structural Inspector, Maintainer,
Tampor Operator, Track Walker**

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

5th 6 months

Thereafter

1st 6 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 6 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
3rd 6 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
4th 6 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
5th 6 months	\$19.44	\$40,435.20	\$19.73	\$41,041.73	\$20.03	\$41,657.35
Thereafter	\$20.12	\$41,849.60	\$20.42	\$42,477.34	\$20.73	\$43,114.50

SERVICE

Serviceperson I and II

1st 6 months

2nd 6 months

Thereafter

1st 6 months	\$13.46	\$27,996.80	\$13.66	\$28,416.75	\$13.87	\$28,843.00
2nd 6 months	\$14.22	\$29,577.60	\$14.43	\$30,021.26	\$14.65	\$30,471.58
Thereafter	\$14.85	\$30,888.00	\$15.07	\$31,351.32	\$15.30	\$31,821.59

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Serviceperson I(A) & VII

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
1st 6 months	\$13.62	\$28,329.60	\$13.82	\$28,754.54	\$14.03	\$29,185.86
2nd 6 months	\$14.39	\$29,931.20	\$14.61	\$30,380.17	\$14.82	\$30,835.87
Thereafter	\$15.06	\$31,324.80	\$15.29	\$31,794.67	\$15.52	\$32,271.59

Serviceperson III - Rail Car Cleaners

Serviceperson VI - Station Cleaners

1st 6 months	\$11.21	\$23,316.80	\$11.38	\$23,666.55	\$11.55	\$24,021.55
2nd 6 months	\$11.90	\$24,752.00	\$12.08	\$25,123.28	\$12.26	\$25,500.13
3rd 6 months	\$12.55	\$26,104.00	\$12.74	\$26,495.56	\$12.93	\$26,892.99
Thereafter	\$13.26	\$27,580.80	\$13.46	\$27,994.51	\$13.66	\$28,414.43

Serviceperson IV

1st 6 months	\$14.32	\$29,785.60	\$14.53	\$30,232.38	\$14.75	\$30,685.87
2nd 6 months	\$15.06	\$31,324.80	\$15.29	\$31,794.67	\$15.52	\$32,271.59
Thereafter	\$15.87	\$33,009.60	\$16.11	\$33,504.74	\$16.35	\$34,007.32

Serviceperson V

1st 6 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 6 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
3rd 6 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
4th 6 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
5th 6 months	\$19.44	\$40,435.20	\$19.73	\$41,041.73	\$20.03	\$41,657.35
Thereafter	\$20.12	\$41,849.60	\$20.42	\$42,477.34	\$20.73	\$43,114.50

Serviceperson - Paratransit

1st 12 months	\$9.86	\$20,508.80	\$10.01	\$20,816.43	\$10.16	\$21,128.68
2nd 12 months	\$10.15	\$21,112.00	\$10.30	\$21,428.68	\$10.46	\$21,750.11
3rd 12 months	\$10.50	\$21,840.00	\$10.66	\$22,167.60	\$10.82	\$22,500.11
4th 12 months	\$10.83	\$22,526.40	\$10.99	\$22,864.30	\$11.16	\$23,207.26
5th 12 months	\$11.12	\$23,129.60	\$11.29	\$23,476.54	\$11.46	\$23,828.69

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Thereafter

BLOCKOUT

Blockout

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

Thereafter

REVENUE COLLECTION

Revenue Agents

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

5th 6 months

Thereafter

P/T Revenue Agents

Thereafter

STORES

Material Controllers

1st 6 months

2nd 6 months

3rd 6 months

4th 6 months

5th 6 months

6th 6 months

Thereafter

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
Thereafter	\$11.58	\$24,086.40	\$11.75	\$24,447.70	\$11.93	\$24,814.41
BLOCKOUT						
Blockout						
1st 6 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 6 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
3rd 6 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
4th 6 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
Thereafter	\$19.44	\$40,435.20	\$19.73	\$41,041.73	\$20.03	\$41,657.35
REVENUE COLLECTION						
Revenue Agents						
1st 6 months	\$17.36	\$36,108.80	\$17.62	\$36,650.43	\$17.88	\$37,200.19
2nd 6 months	\$17.91	\$37,252.80	\$18.18	\$37,811.59	\$18.45	\$38,378.77
3rd 6 months	\$18.18	\$37,814.40	\$18.45	\$38,381.62	\$18.73	\$38,957.34
4th 6 months	\$18.54	\$38,563.20	\$18.82	\$39,141.65	\$19.10	\$39,728.77
5th 6 months	\$18.92	\$39,353.60	\$19.20	\$39,943.90	\$19.49	\$40,543.06
Thereafter	\$19.28	\$40,102.40	\$19.57	\$40,703.94	\$19.86	\$41,314.50
P/T Revenue Agents						
Thereafter	\$17.36	\$22,568.00	\$17.62	\$22,906.52	\$17.88	\$23,250.12
STORES						
Material Controllers						
1st 6 months	\$17.36	\$36,108.80	\$17.62	\$36,650.43	\$17.88	\$37,200.19
2nd 6 months	\$17.76	\$36,940.80	\$18.03	\$37,494.91	\$18.30	\$38,057.34
3rd 6 months	\$18.17	\$37,793.60	\$18.44	\$38,360.50	\$18.72	\$38,935.91
4th 6 months	\$18.56	\$38,604.80	\$18.84	\$39,183.87	\$19.12	\$39,771.63
5th 6 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
6th 6 months	\$19.37	\$40,289.60	\$19.66	\$40,893.94	\$19.96	\$41,507.35
Thereafter	\$19.77	\$41,121.60	\$20.07	\$41,738.42	\$20.37	\$42,364.50

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Lead Material Controllers

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
1st 6 months	\$17.96	\$37,356.80	\$18.23	\$37,917.15	\$18.50	\$38,485.91
2nd 6 months	\$18.36	\$38,188.80	\$18.64	\$38,761.63	\$18.91	\$39,343.06
3rd 6 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
4th 6 months	\$19.16	\$39,852.80	\$19.45	\$40,450.59	\$19.74	\$41,057.35
5th 6 months	\$19.57	\$40,705.60	\$19.86	\$41,316.18	\$20.16	\$41,935.93
6th 6 months	\$19.97	\$41,537.60	\$20.27	\$42,160.66	\$20.57	\$42,793.07
Thereafter	\$20.37	\$42,369.60	\$20.68	\$43,005.14	\$20.99	\$43,650.22

SECURITY

Security Guards

1st 6 months	\$14.31	\$29,764.80	\$14.52	\$30,211.27	\$14.74	\$30,664.44
2nd 6 months	\$14.39	\$29,931.20	\$14.61	\$30,380.17	\$14.82	\$30,835.87
Thereafter	\$14.63	\$30,430.40	\$14.85	\$30,886.86	\$15.07	\$31,350.16

CLERICAL

N7 Clerical

1st 6 months	\$11.24	\$23,379.20	\$11.41	\$23,729.89	\$11.58	\$24,085.84
2nd 6 months	\$11.76	\$24,460.80	\$11.94	\$24,827.71	\$12.12	\$25,200.13
3rd 6 months	\$12.46	\$25,916.80	\$12.65	\$26,305.55	\$12.84	\$26,700.14
4th 6 months	\$13.12	\$27,289.60	\$13.32	\$27,698.94	\$13.52	\$28,114.43
Thereafter	\$13.70	\$28,496.00	\$13.91	\$28,923.44	\$14.11	\$29,357.29

N8 Clerical

1st 6 months	\$12.04	\$25,043.20	\$12.22	\$25,418.85	\$12.40	\$25,800.13
2nd 6 months	\$12.77	\$26,561.60	\$12.96	\$26,960.02	\$13.16	\$27,364.42
3rd 6 months	\$13.49	\$28,059.20	\$13.69	\$28,480.09	\$13.90	\$28,907.29
4th 6 months	\$14.19	\$29,515.20	\$14.40	\$29,957.93	\$14.62	\$30,407.30
Thereafter	\$14.79	\$30,763.20	\$15.01	\$31,224.65	\$15.24	\$31,693.02

F/T Customer Information Operators

1st 6 months	\$12.04	\$25,043.20	\$12.22	\$25,418.85	\$12.40	\$25,800.13
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REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

(continued from previous page)

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
2nd 6 months	\$12.77	\$26,561.60	\$12.96	\$26,960.02	\$13.16	\$27,364.42
3rd 6 months	\$13.49	\$28,059.20	\$13.69	\$28,480.09	\$13.90	\$28,907.29
4th 6 months	\$14.49	\$30,139.20	\$14.71	\$30,591.29	\$14.93	\$31,050.16
Thereafter	\$14.79	\$30,763.20	\$15.01	\$31,224.65	\$15.24	\$31,693.02

P/T Customer Information Operators

Thereafter	\$12.04	\$15,652.00	\$12.22	\$15,886.78	\$12.40	\$16,125.08
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N9 Clerical

1st 6 months	\$13.31	\$27,684.80	\$13.51	\$28,100.07	\$13.71	\$28,521.57
2nd 6 months	\$14.09	\$29,307.20	\$14.30	\$29,746.81	\$14.52	\$30,193.01
3rd 6 months	\$14.76	\$30,700.80	\$14.98	\$31,161.31	\$15.21	\$31,628.73
4th 6 months	\$15.51	\$32,260.80	\$15.74	\$32,744.71	\$15.98	\$33,235.88
Thereafter	\$16.25	\$33,800.00	\$16.49	\$34,307.00	\$16.74	\$34,821.61

TRAFFIC CHECKERS

Traffic Checkers

1st 6 months	\$11.02	\$22,921.60	\$11.19	\$23,265.42	\$11.35	\$23,614.41
2nd 6 months	\$11.67	\$24,273.60	\$11.85	\$24,637.70	\$12.02	\$25,007.27
Thereafter	\$12.36	\$25,708.80	\$12.55	\$26,094.43	\$12.73	\$26,485.85

Sr. Traffic Checkers

1st 6 months	\$13.83	\$28,766.40	\$14.04	\$29,197.90	\$14.25	\$29,635.86
2nd 12 months	\$14.44	\$30,035.20	\$14.66	\$30,485.73	\$14.88	\$30,943.01
Thereafter	\$15.13	\$31,470.40	\$15.36	\$31,942.46	\$15.59	\$32,421.59

PRINT SHOP

Reprographics Specialist I

1st 6 months	\$11.18	\$23,254.40	\$11.35	\$23,603.22	\$11.52	\$23,957.26
2nd 6 months	\$11.62	\$24,169.60	\$11.79	\$24,532.14	\$11.97	\$24,900.13
3rd 6 months	\$12.07	\$25,105.60	\$12.25	\$25,482.18	\$12.43	\$25,864.42
Thereafter	\$12.32	\$25,625.60	\$12.50	\$26,009.98	\$12.69	\$26,400.13

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/06

Tier 1- Hired Before 07/01/2002

(continued from previous page)

Reprographics Specialist II

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
1st 6 months	\$13.60	\$28,288.00	\$13.80	\$28,712.32	\$14.01	\$29,143.00
2nd 6 months	\$14.12	\$29,369.60	\$14.33	\$29,810.14	\$14.55	\$30,257.30
3rd 6 months	\$14.72	\$30,617.60	\$14.94	\$31,076.86	\$15.16	\$31,543.02
Thereafter	\$15.29	\$31,803.20	\$15.52	\$32,280.25	\$15.75	\$32,764.45

Reprographics Specialist III

1st 12 months	\$16.31	\$33,924.80	\$16.55	\$34,433.67	\$16.80	\$34,950.18
2nd 12 months	\$16.97	\$35,297.60	\$17.22	\$35,827.06	\$17.48	\$36,364.47
3rd 12 months	\$17.65	\$36,712.00	\$17.91	\$37,262.68	\$18.18	\$37,821.62
4th 12 months	\$18.36	\$38,188.80	\$18.64	\$38,761.63	\$18.91	\$39,343.06
5th 12 months	\$19.09	\$39,707.20	\$19.38	\$40,302.81	\$19.67	\$40,907.35
Thereafter	\$19.84	\$41,267.20	\$20.14	\$41,886.21	\$20.44	\$42,514.50

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006

Tier 2- Hired After 07/01/2002

F/T Bus and Rail Operators

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
1st 12 months	\$13.28	\$27,622.40	\$13.48	\$28,036.74	\$13.68	\$28,457.29
2nd 12 months	\$14.70	\$30,576.00	\$14.92	\$31,034.64	\$15.14	\$31,500.16
3rd 12 months	\$16.12	\$33,529.60	\$16.36	\$34,032.54	\$16.61	\$34,543.03
4th 12 months	\$17.55	\$36,504.00	\$17.81	\$37,051.56	\$18.08	\$37,607.33
Thereafter	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21

P/T Operators

Thereafter	\$13.28	\$17,264.00	\$13.48	\$17,522.96	\$13.68	\$17,785.80
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F/T Paratransit Operators

1st 12 months	\$10.90	\$22,672.00	\$11.06	\$23,012.08	\$11.23	\$23,357.26
2nd 12 months	\$11.47	\$23,857.60	\$11.64	\$24,215.46	\$11.82	\$24,578.70
3rd 12 months	\$12.17	\$25,313.60	\$12.35	\$25,693.30	\$12.54	\$26,078.70
4th 12 months	\$12.80	\$26,624.00	\$12.99	\$27,023.36	\$13.19	\$27,428.71
5th 12 months	\$13.43	\$27,934.40	\$13.63	\$28,353.42	\$13.84	\$28,778.72
Thereafter	\$14.19	\$29,515.20	\$14.40	\$29,957.93	\$14.62	\$30,407.30

P/T Paratransit Operators

1st 24 months	\$10.90	\$14,170.00	\$11.06	\$14,382.55	\$11.23	\$14,598.29
2nd 24 months	\$11.47	\$14,911.00	\$11.64	\$15,134.67	\$11.82	\$15,361.68
3rd 24 months	\$12.17	\$15,821.00	\$12.35	\$16,058.32	\$12.54	\$16,299.19
4th 24 months	\$12.80	\$16,640.00	\$12.99	\$16,889.60	\$13.19	\$17,142.94
5th 24 months	\$13.43	\$17,459.00	\$13.63	\$17,720.89	\$13.84	\$17,986.70
Thereafter	\$14.19	\$18,447.00	\$14.40	\$18,723.71	\$14.62	\$19,004.56

F/T Small Bus Operators

1st 12 months	\$10.90	\$22,672.00	\$11.06	\$23,012.08	\$11.23	\$23,357.26
2nd 12 months	\$11.47	\$23,857.60	\$11.64	\$24,215.46	\$11.82	\$24,578.70
3rd 12 months	\$12.17	\$25,313.60	\$12.35	\$25,693.30	\$12.54	\$26,078.70
4th 12 months	\$12.80	\$26,624.00	\$12.99	\$27,023.36	\$13.19	\$27,428.71
5th 12 months	\$13.43	\$27,934.40	\$13.63	\$28,353.42	\$13.84	\$28,778.72
Thereafter	\$14.19	\$29,515.20	\$14.40	\$29,957.93	\$14.62	\$30,407.30

(continued from previous page)

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006

Tier 2- Hired After 07/01/2002

P/T Small Bus Operators

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
1st 24 months	\$10.90	\$14,170.00	\$11.06	\$14,382.55	\$11.23	\$14,598.29
2nd 24 months	\$11.47	\$14,911.00	\$11.64	\$15,134.67	\$11.82	\$15,361.68
3rd 24 months	\$12.17	\$15,821.00	\$12.35	\$16,058.32	\$12.54	\$16,299.19
4th 24 months	\$12.80	\$16,640.00	\$12.99	\$16,889.60	\$13.19	\$17,142.94
5th 24 months	\$13.43	\$17,459.00	\$13.63	\$17,720.89	\$13.84	\$17,986.70
Thereafter	\$14.19	\$18,447.00	\$14.40	\$18,723.71	\$14.62	\$19,004.56

MAINTENANCE

Hostler/Junior Apprentice

1st 6 months	\$14.32	\$29,785.60	\$14.53	\$30,232.38	\$14.75	\$30,685.87
2nd 6 months	\$15.06	\$31,324.80	\$15.29	\$31,794.67	\$15.52	\$32,271.59
Thereafter	\$15.87	\$33,009.60	\$16.11	\$33,504.74	\$16.35	\$34,007.32

Apprentices

1st 6 months	\$16.76	\$34,860.80	\$17.01	\$35,383.71	\$17.27	\$35,914.47
2nd 6 months	\$17.23	\$35,838.40	\$17.49	\$36,375.98	\$17.75	\$36,921.62
3rd 6 months	\$18.31	\$38,084.80	\$18.58	\$38,656.07	\$18.86	\$39,235.91
Thereafter	\$18.48	\$38,438.40	\$18.76	\$39,014.98	\$19.04	\$39,600.20

Station Agents

1st 8 months	\$14.53	\$30,222.40	\$14.75	\$30,675.74	\$14.97	\$31,135.87
2nd 8 months	\$15.29	\$31,803.20	\$15.52	\$32,280.25	\$15.75	\$32,764.45
3rd 8 months	\$16.37	\$34,049.60	\$16.62	\$34,560.34	\$16.86	\$35,078.75

Inspectors

1st 8 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 8 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21

A Inspectors

Less than 3 years experience

1st 8 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
2nd 8 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006

Tier 2- Hired After 07/01/2002

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
Thereafter	\$19.44	\$40,435.20	\$19.73	\$41,041.73	\$20.03	\$41,657.35
3 years experience						
Thereafter	\$20.12	\$41,849.60	\$20.42	\$42,477.34	\$20.73	\$43,114.50
AA Inspectors						
Less than 3 years experience						
1st 8 months	\$19.64	\$40,851.20	\$19.93	\$41,463.97	\$20.23	\$42,085.93
2nd 8 months	\$19.71	\$40,996.80	\$20.01	\$41,611.75	\$20.31	\$42,235.93
Thereafter	\$19.78	\$41,142.40	\$20.08	\$41,759.54	\$20.38	\$42,385.93
3 years experience						
Thereafter	\$20.44	\$42,515.20	\$20.75	\$43,152.93	\$21.06	\$43,800.22
Journeyman						
Less than 3 years experience						
1st 8 months	\$19.17	\$39,873.60	\$19.46	\$40,471.70	\$19.75	\$41,078.78
2nd 8 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
Thereafter	\$19.78	\$41,142.40	\$20.08	\$41,759.54	\$20.38	\$42,385.93
3 years experience						
Thereafter	\$20.44	\$42,515.20	\$20.75	\$43,152.93	\$21.06	\$43,800.22
Structural Inspector, Maintainer, Tamper Operator, Track Walker						
1st 8 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 8 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
3rd 8 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
4th 8 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
5th 8 months	\$19.44	\$40,435.20	\$19.73	\$41,041.73	\$20.03	\$41,657.35
Thereafter	\$20.12	\$41,849.60	\$20.42	\$42,477.34	\$20.73	\$43,114.50
SERVICE						
Serviceperson I and II						
1st 8 months	\$13.46	\$27,996.80	\$13.66	\$28,416.75	\$13.87	\$28,843.00
2nd 8 months	\$14.22	\$29,577.60	\$14.43	\$30,021.26	\$14.65	\$30,471.58

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006

Tier 2- Hired After 07/01/2002

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
Thereafter	\$14.85	\$30,888.00	\$15.07	\$31,351.32	\$15.30	\$31,821.59
Serviceperson I(A) & VII						
1st 8 months	\$13.62	\$28,329.60	\$13.82	\$28,754.54	\$14.03	\$29,185.86
2nd 8 months	\$14.39	\$29,931.20	\$14.61	\$30,380.17	\$14.82	\$30,835.87
Thereafter	\$15.06	\$31,324.80	\$15.29	\$31,794.67	\$15.52	\$32,271.59
Serviceperson III - Rail Car Cleaners Serviceperson VI - Station Cleaners						
1st 8 months	\$11.21	\$23,316.80	\$11.38	\$23,666.55	\$11.55	\$24,021.55
2nd 8 months	\$11.90	\$24,752.00	\$12.08	\$25,123.28	\$12.26	\$25,500.13
3rd 8 months	\$12.55	\$26,104.00	\$12.74	\$26,495.56	\$12.93	\$26,892.99
Thereafter	\$13.26	\$27,580.80	\$13.46	\$27,994.51	\$13.66	\$28,414.43
Serviceperson IV						
1st 6 months	\$14.32	\$29,785.60	\$14.53	\$30,232.38	\$14.75	\$30,685.87
2nd 6 months	\$15.06	\$31,324.80	\$15.29	\$31,794.67	\$15.52	\$32,271.59
Thereafter	\$15.87	\$33,009.60	\$16.11	\$33,504.74	\$16.35	\$34,007.32
Serviceperson V						
1st 8 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 8 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
3rd 8 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
4th 8 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
5th 8 months	\$19.44	\$40,435.20	\$19.73	\$41,041.73	\$20.03	\$41,657.35
Thereafter	\$20.12	\$41,849.60	\$20.42	\$42,477.34	\$20.73	\$43,114.50
Serviceperson - Paratransit						
1st 12 months	\$9.86	\$20,508.80	\$10.01	\$20,816.43	\$10.16	\$21,128.68
2nd 12 months	\$10.15	\$21,112.00	\$10.30	\$21,428.68	\$10.46	\$21,750.11
3rd 12 months	\$10.50	\$21,840.00	\$10.66	\$22,167.60	\$10.82	\$22,500.11
4th 12 months	\$10.83	\$22,526.40	\$10.99	\$22,864.30	\$11.16	\$23,207.26

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006

Tier 2- Hired After 07/01/2002

	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
5th 12 months	\$11.12	\$23,129.60	\$11.29	\$23,476.54	\$11.46	\$23,828.69
Thereafter	\$11.58	\$24,086.40	\$11.75	\$24,447.70	\$11.93	\$24,814.41
BLOCKOUT						
Blockout						
1st 8 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
2nd 8 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
3rd 8 months	\$19.26	\$40,060.80	\$19.55	\$40,661.71	\$19.84	\$41,271.64
4th 8 months	\$19.32	\$40,185.60	\$19.61	\$40,788.38	\$19.90	\$41,400.21
Thereafter	\$19.44	\$40,435.20	\$19.73	\$41,041.73	\$20.03	\$41,657.35
REVENUE COLLECTION						
Revenue Agents						
1st 8 months	\$17.36	\$36,108.80	\$17.62	\$36,650.43	\$17.88	\$37,200.19
2nd 8 months	\$17.91	\$37,252.80	\$18.18	\$37,811.59	\$18.45	\$38,378.77
3rd 8 months	\$18.18	\$37,814.40	\$18.45	\$38,381.62	\$18.73	\$38,957.34
4th 8 months	\$18.54	\$38,563.20	\$18.82	\$39,141.65	\$19.10	\$39,728.77
5th 8 months	\$18.92	\$39,353.60	\$19.20	\$39,943.90	\$19.49	\$40,543.06
Thereafter	\$19.28	\$40,102.40	\$19.57	\$40,703.94	\$19.86	\$41,314.50
P/T Revenue Agents						
Thereafter	\$17.36	\$22,568.00	\$17.62	\$22,906.52	\$17.88	\$23,250.12
STORES						
Material Controllers						
1st 8 months	\$17.36	\$36,108.80	\$17.62	\$36,650.43	\$17.88	\$37,200.19
2nd 8 months	\$17.76	\$36,940.80	\$18.03	\$37,494.91	\$18.30	\$38,057.34
3rd 8 months	\$18.17	\$37,793.60	\$18.44	\$38,360.50	\$18.72	\$38,935.91
4th 8 months	\$18.56	\$38,604.80	\$18.84	\$39,183.87	\$19.12	\$39,771.63
5th 8 months	\$18.97	\$39,457.60	\$19.25	\$40,049.46	\$19.54	\$40,650.21
6th 8 months	\$19.37	\$40,289.60	\$19.66	\$40,893.94	\$19.96	\$41,507.35

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006 Tier 2- Hired After 07/01/2002	Hourly	Annual	Hourly	Annual	Hourly	Annual
	02/18/06	02/18/06	02/17/07	02/17/07	02/16/08	02/16/08
(continued from previous page)						
Thereafter	\$19.77	\$41,121.60	\$20.07	\$41,738.42	\$20.37	\$42,364.50
Lead Material Controllers						
1st 8 months	\$17.96	\$37,356.80	\$18.23	\$37,917.15	\$18.50	\$38,485.91
2nd 8 months	\$18.36	\$38,188.80	\$18.64	\$38,761.63	\$18.91	\$39,343.06
3rd 8 months	\$18.76	\$39,020.80	\$19.04	\$39,606.11	\$19.33	\$40,200.20
4th 8 months	\$19.16	\$39,852.80	\$19.45	\$40,450.59	\$19.74	\$41,057.35
5th 8 months	\$19.57	\$40,705.60	\$19.86	\$41,316.18	\$20.16	\$41,935.93
6th 8 months	\$19.97	\$41,537.60	\$20.27	\$42,160.66	\$20.57	\$42,793.07
Thereafter	\$20.37	\$42,369.60	\$20.68	\$43,005.14	\$20.99	\$43,650.22
SECURITY						
Security Guards						
1st 8 months	\$14.31	\$29,764.80	\$14.52	\$30,211.27	\$14.74	\$30,664.44
2nd 8 months	\$14.39	\$29,931.20	\$14.61	\$30,380.17	\$14.82	\$30,835.87
Thereafter	\$14.63	\$30,430.40	\$14.85	\$30,886.86	\$15.07	\$31,350.16
CLERICAL						
N7 Clerical						
1st 8 months	\$11.24	\$23,379.20	\$11.41	\$23,729.89	\$11.58	\$24,085.84
2nd 8 months	\$11.76	\$24,460.80	\$11.94	\$24,827.71	\$12.12	\$25,200.13
3rd 8 months	\$12.46	\$25,916.80	\$12.65	\$26,305.55	\$12.84	\$26,700.14
4th 8 months	\$13.12	\$27,289.60	\$13.32	\$27,698.94	\$13.52	\$28,114.43
Thereafter	\$13.70	\$28,496.00	\$13.91	\$28,923.44	\$14.11	\$29,357.29
N8 Clerical						
1st 8 months	\$12.04	\$25,043.20	\$12.22	\$25,418.85	\$12.40	\$25,800.13
2nd 8 months	\$12.77	\$26,561.60	\$12.96	\$26,960.02	\$13.16	\$27,364.42
3rd 8 months	\$13.49	\$28,059.20	\$13.69	\$28,480.09	\$13.90	\$28,907.29
4th 8 months	\$14.19	\$29,515.20	\$14.40	\$29,957.93	\$14.62	\$30,407.30
Thereafter	\$14.79	\$30,763.20	\$15.01	\$31,224.65	\$15.24	\$31,693.02

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006 Tier 2- Hired After 07/01/2002	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
(continued from previous page)						
F/T Customer Information Operators						
1st 8 months	\$12.04	\$25,043.20	\$12.22	\$25,418.85	\$12.40	\$25,800.13
2nd 8 months	\$12.77	\$26,561.60	\$12.96	\$26,960.02	\$13.16	\$27,364.42
3rd 8 months	\$13.49	\$28,059.20	\$13.69	\$28,480.09	\$13.90	\$28,907.29
4th 8 months	\$14.49	\$30,139.20	\$14.71	\$30,591.29	\$14.93	\$31,050.16
Thereafter	\$14.79	\$30,763.20	\$15.01	\$31,224.65	\$15.24	\$31,693.02
P/T Customer Information Operators						
Thereafter	\$12.04	\$15,652.00	\$12.22	\$15,886.78	\$12.40	\$16,125.08
N9 Clerical						
1st 8 months	\$13.31	\$27,684.80	\$13.51	\$28,100.07	\$13.71	\$28,521.57
2nd 8 months	\$14.09	\$29,307.20	\$14.30	\$29,746.81	\$14.52	\$30,193.01
3rd 8 months	\$14.76	\$30,700.80	\$14.98	\$31,161.31	\$15.21	\$31,628.73
4th 8 months	\$15.51	\$32,260.80	\$15.74	\$32,744.71	\$15.98	\$33,235.88
Thereafter	\$16.25	\$33,800.00	\$16.49	\$34,307.00	\$16.74	\$34,821.61
TRAFFIC CHECKERS						
Traffic Checkers						
1st 8 months	\$11.02	\$22,921.60	\$11.19	\$23,265.42	\$11.35	\$23,614.41
2nd 8 months	\$11.67	\$24,273.60	\$11.85	\$24,637.70	\$12.02	\$25,007.27
Thereafter	\$12.36	\$25,708.80	\$12.55	\$26,094.43	\$12.73	\$26,485.85
Sr. Traffic Checkers						
1st 12 months	\$13.83	\$28,766.40	\$14.04	\$29,197.90	\$14.25	\$29,635.86
2nd 12 months	\$14.44	\$30,035.20	\$14.66	\$30,485.73	\$14.88	\$30,943.01
Thereafter	\$15.13	\$31,470.40	\$15.36	\$31,942.46	\$15.59	\$32,421.59
PRINT SHOP						
Reprographics Specialist I						
1st 8 months	\$11.18	\$23,254.40	\$11.35	\$23,603.22	\$11.52	\$23,957.26
2nd 8 months	\$11.62	\$24,169.60	\$11.79	\$24,532.14	\$11.97	\$24,900.13
3rd 8 months	\$12.07	\$25,105.60	\$12.25	\$25,482.18	\$12.43	\$25,864.42
Thereafter	\$12.32	\$25,625.60	\$12.50	\$26,009.98	\$12.69	\$26,400.13

REPRESENTED EMPLOYEE SALARY STRUCTURE

Effective 02/18/2006 Tier 2- Hired After 07/01/2002	Hourly 02/18/06	Annual 02/18/06	Hourly 02/17/07	Annual 02/17/07	Hourly 02/16/08	Annual 02/16/08
(continued from previous page)						
Reprographics Specialist II						
1st 8 months	\$13.60	\$28,288.00	\$13.80	\$28,712.32	\$14.01	\$29,143.00
2nd 8 months	\$14.12	\$29,369.60	\$14.33	\$29,810.14	\$14.55	\$30,257.30
3rd 8 months	\$14.72	\$30,617.60	\$14.94	\$31,076.86	\$15.16	\$31,543.02
Thereafter	\$15.29	\$31,803.20	\$15.52	\$32,280.25	\$15.75	\$32,764.45
Reprographics Specialist III						
1st 16 months	\$16.31	\$33,924.80	\$16.55	\$34,433.67	\$16.80	\$34,950.18
2nd 16 months	\$16.97	\$35,297.60	\$17.22	\$35,827.06	\$17.48	\$36,364.47
3rd 16 months	\$17.65	\$36,712.00	\$17.91	\$37,262.68	\$18.18	\$37,821.62
4th 16 months	\$18.36	\$38,188.80	\$18.64	\$38,761.63	\$18.91	\$39,343.06
5th 16 months	\$19.09	\$39,707.20	\$19.38	\$40,302.81	\$19.67	\$40,907.35
Thereafter	\$19.84	\$41,267.20	\$20.14	\$41,886.21	\$20.44	\$42,514.50

POLICE SALARY STRUCTURE

Effective February 21, 2008

		Minimum										Maximum
		E	1	2	3	4	5	6	7	8	9	10
Lt.	Annual	\$54,496.00	\$56,680.00	\$58,947.20	\$61,297.60	\$63,752.00	\$66,310.40	\$68,972.80	\$71,739.20	\$74,609.60	\$80,308.80	
	Bi-Weekly	\$2,096.00	\$2,180.00	\$2,267.20	\$2,357.60	\$2,452.00	\$2,550.40	\$2,652.80	\$2,759.20	\$2,869.60	\$3,088.80	
	Hourly	\$26.20	\$27.25	\$28.34	\$29.47	\$30.65	\$31.88	\$33.16	\$34.49	\$35.87	\$38.61	
Sgt.	Annual	\$44,553.60	\$46,342.40	\$48,193.60	\$50,128.00	\$52,124.80	\$54,204.80	\$56,368.00	\$58,614.40	\$60,964.80	\$63,398.40	\$65,936.00
	Bi-Weekly	\$1,713.60	\$1,782.40	\$1,853.60	\$1,928.00	\$2,004.80	\$2,084.80	\$2,168.00	\$2,254.40	\$2,344.80	\$2,438.40	\$2,536.00
	Hourly	\$21.42	\$22.28	\$23.17	\$24.10	\$25.06	\$26.06	\$27.10	\$28.18	\$29.31	\$30.48	\$31.70
Spec.	Annual	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40	\$54,787.20	\$56,971.20
	Bi-Weekly	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40	\$2,107.20	\$2,191.20
	Hourly	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33	\$26.34	\$27.39
Sr. Officer	Annual	\$37,024.00	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40	\$54,787.20
	Bi-Weekly	\$1,424.00	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40	\$2,107.20
	Hourly	\$17.80	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33	\$26.34
Police Officer	Annual	\$35,609.60	\$37,024.00	\$38,500.80	\$40,040.00	\$41,641.60	\$43,305.60	\$45,032.00	\$46,841.60	\$48,713.60	\$50,668.80	\$52,686.40
	Bi-Weekly	\$1,369.60	\$1,424.00	\$1,480.80	\$1,540.00	\$1,601.60	\$1,665.60	\$1,732.00	\$1,801.60	\$1,873.60	\$1,948.80	\$2,026.40
	Hourly	\$17.12	\$17.80	\$18.51	\$19.25	\$20.02	\$20.82	\$21.65	\$22.52	\$23.42	\$24.36	\$25.33

FARE STRUCTURE

	Description	Medium	Current Pricing (10/01/09)	FY2011 Pricing (10/03/10)	Sales Outlet
	Cash and Token				
1	Bus Cash Full Fare	Cash	\$2.00	\$2.00	
2	Rail Cash Full Fare (a)	Cash	\$2.00	\$2.00	
3	Bus Cash Reduced Fare (RF)	Cash	\$0.90	\$0.90	
4	Rail Cash Reduced Fare (RF) (a)	Cash	\$0.90	\$0.90	
5	Mobility Cash	Cash	\$3.60	\$3.60	
6	Bus Token Full Fare	Token	\$2.00	Discontinue	
7	Rail Token Full Fare	Token	\$2.00	Discontinue	
	Fare Instruments				
8	Stored Value LU Full Fare (per trip)	Ticket	\$2.00	2.00	M
9	Stored Value LU Mobility Fare (per trip)	Ticket	\$3.60	3.60	M
10	1 Trip LU	Ticket	\$2.00	\$2.00	B, M, R
11	2 Trip LU	Ticket	\$4.00 (X*2)	\$4.00 (X*2)	B, M, R
12	10 Trip LU	Ticket	\$20.00 (X*10)	\$20.00 (X*10)	M
13	10 Trip K-12 LU	Ticket	\$11.50	\$11.50	M
14	20 Trip LU	Ticket	\$34.00 (X*17)	\$34.00 (X*17)	M
15	1 Day Pass LU	Ticket	\$8.00	\$8.00	B, M, R
16	2 Day Pass LU	Ticket	\$9.00	\$11.00	M
17	3 Day Pass LU	Ticket	\$12.00	\$13.00	M
18	4 Day Pass LU	Ticket	\$13.00	\$15.00	M
19	7 Day Pass LU	Ticket	\$15.00	\$17.00	M
20	30 Day Pass LU	Ticket	\$60.00 (X*30)	\$68.00 (X*34)	M
21	Calendar Monthly LU	Ticket	\$60.00 (X*30)	\$68.00 (X*34)	M
22	7 Day Pass LU Legal Clinic 50%	Ticket	\$7.50	\$8.00	M
23	RT Legal Clinic 50%	Ticket	\$2.00	\$2.00	M

Note: X=full base fare; Y=reduced-fare base fare; Z=Mobility base fare; B=BVM; M=Media Sales; R=Ride Stores; (?) = TBD; (a) = July 4th and Dec 31st Revenue is also hand collected; (b) =Stored Value can be loaded at the BVM and the Ride Stores for Regional Fare Payment

FARE STRUCTURE

	Description	Medium	Current Pricing (10/01/09)	FY2011 Pricing (10/03/10)	Sales Outlet
24	Calendar Monthly LU Student	Ticket	\$45.50	\$49.00	M
25	Calendar Monthly LU Staff-Faculty	Ticket	\$56.50	\$60.00	M
26	Stored Value Full Fare (per trip)	Card	\$2.00	\$2.00	B, M, R
27	1 Trip	Card	\$2.00	\$2.00	B, M, R
28	2 Trip	Card	\$4.00 (X*2)	\$4.00 (X*2)	B, M, R
29	10 Trip	Card	\$20.00 (X*10)	\$20.00 (X*10)	B, M, R
30	10 Trip K-12	Card	\$11.50	\$11.50	M
31	20 Trip	Card	\$34.00 (X*17)	\$34.00 (X*17)	B, M, R
32	30 Day Pass	Card	\$60.00 (X*30)	\$68.00 (X*34)	B, M, R
33	1 Day Pass	Card	\$8.00	\$8.00	B, M, R
34	2 Day Pass	Card	\$9.00	\$11.00	B, M, R
35	3 Day Pass	Card	\$12.00	\$13.00	B, M, R
36	4 Day Pass	Card	\$13.00	\$15.00	B, M, R
37	7 Day Pass	Card	\$15.00	\$17.00	B, M, R
38	Calendar Monthly Pass	Card	\$60.00 (X*30)	\$68.00 (X*34)	M
39	Calendar Monthly Student	Card	\$45.50	\$49.00	B, M, R
40	Calendar Monthly Staff-Faculty	Card	\$56.50	\$60.00	B, M, R
41	RF 1 Trip	Card	\$0.90	\$0.90	B, R
42	RF 10 Trip	Card	\$9.00 (Y*10)	\$9.00 (Y*10)	B, R
43	RF 20 Trip	Card	\$15.30 (Y*17)	\$15.30 (Y*17)	B, R
44	RF Round Trip	Card	\$1.80 (Y*2)	\$1.80 (Y*2)	B, R
45	RF Stored Value (per trip)	Card	\$0.90	\$0.90	B, R
46	Mobility 30 Day	Card	\$108.00 (Z*30)	\$115.00 (Z*32)	B, M, R

Note: X=full base fare; Y=reduced-fare base fare; Z=Mobility base fare; B=BVM; M=Media Sales; R=Ride Stores; (?) = TBD; (a) = July 4th and Dec 31st Revenue is also hand collected; (b) =Stored Value can be loaded at the BVM and the Ride Stores for Regional Fare Payment

FARE STRUCTURE

	Description	Medium	Current Pricing (10/01/09)	FY2011 Pricing (10/03/10)	Sales Outlet
47	Mobility Stored Value (per trip)	Card	\$3.60	\$3.60	B, M, R
48	Mobility 20 Trip	Card	\$61.20 (Z*17)	\$61.20 (Z*17)	B, M, R
49	Paratransit Calendar Monthly (<i>New</i>)	Card	-	\$115.00 (Z*32)	M
50	Partnership Annual Pass	Card	-	\$816.00	M
51	Employee 131 (<i>b</i>)	Card	-	-	M
52	Contractor (<i>b</i>)	Card	-	-	M
53	Employee Retired (<i>b</i>)	Card	-	-	M
54	EDAAC (<i>b</i>)	Card	-	-	M
Fare/Breeze Related Policies					
MARTA Transfer	MARTA: Rail/Bus/Mobility	Card / Ticket	Free	Free	
Regional Transfer	Transfer Fare (Reciprocal Agreements)		Free	Free or Full Fare (?)	
	MARTA: to/from CCT, GCT and GRTA	Card / Ticket / Bus-Rail Magnetic	Card / Ticket	Card / Ticket	
Child Fare	Child Fare		Free	Free	
	Eligibility (Number of children 46" and under, with fare paying adult)		Max of 4	Max of 2	
Breeze Card	Card Fee		\$5.00	\$1.00	
	Trips Encoded		2	Discontinue	

Note: X=full base fare; Y=reduced-fare base fare; Z=Mobility base fare; B=BVM; M=Media Sales; R=Ride Stores; (?) = TBD; (a) = July 4th and Dec 31st Revenue is also hand collected; (b) =Stored Value can be loaded at the BVM and the Ride Stores for Regional Fare Payment

FARE STRUCTURE

	Description	Medium	Current Pricing (10/01/09)	FY2011 Pricing (10/03/10)	Sales Outlet
Breeze Ticket	Ticket Fee		\$.50	\$.50	
Load Value	Breeze Vending Machine (BVM)	Card	Up to \$100.00	Up to \$100.00	
	On-board Bus	Card	Up to \$100.00	Up to \$20.00	
	Ride Stores	Card	Up to \$100.00	Up to \$100.00	
Load Value	Breeze Vending Machine (BVM)	Ticket	Up to \$20.00	Discontinue	
	On-board Bus	Ticket	Up to \$20.00	Discontinue	
	Ride Stores	Ticket	Up to \$20.00	Discontinue	
	Promotional/Partnership Programs				
	Convention/Visitors 1 Day Pass: <200 Discount	Ticket	0%	0%	M
	Convention/Visitors 1 Day Pass: 200-499 Discount	Ticket	5%	5%	M
	Convention/Visitors 1 Day Pass: 500-999 Discount	Ticket	6%	6%	M
	Convention/Visitors 1 Day Pass: 1,000-4,999 Discount	Ticket	7%	7%	M
	Convention/Visitors 1 Day Pass: 5,000-9,999 Discount	Ticket	8%	8%	M
	Convention/Visitors 1 Day Pass: >10,000 Discount	Ticket	15%	15%	M
	Convention/Visitors 2 Day Pass: <200 Discount	Ticket	0%	0%	M
	Convention/Visitors 2 Day Pass: 200-499 Discount	Ticket	5%	5%	M
	Convention/Visitors 2 Day Pass: 500-999 Discount	Ticket	6%	6%	M
	Convention/Visitors 2 Day Pass: 1,000-4,999 Discount	Ticket	7%	7%	M
	Convention/Visitors 2 Day Pass: 5,000-9,999 Discount	Ticket	8%	8%	M
	Convention/Visitors 2 Day Pass: >10,000 Discount	Ticket	15%	15%	M
	Convention/Visitors 3 Day Pass: <200 No Discount	Ticket	0%	0%	M
	Convention/Visitors 3 Day Pass: 200-499 Discount	Ticket	5%	5%	M
	Convention/Visitors 3 Day Pass: 500-999 Discount	Ticket	6%	6%	M
	Convention/Visitors 3 Day Pass: 1,000-4,999 Discount	Ticket	7%	7%	M
	Convention/Visitors 3 Day Pass: 5,000-9,999 Discount	Ticket	8%	8%	M
	Convention/Visitors 3 Day Pass: >10,000 Discount	Ticket	15%	15%	M

Note: X=full base fare; Y=reduced-fare base fare; Z=Mobility base fare; B=BVM; M=Media Sales; R=Ride Stores; (?) = TBD; (a) = July 4th and Dec 31st Revenue is also hand collected; (b) =Stored Value can be loaded at the BVM and the Ride Stores for Regional Fare Payment

FARE STRUCTURE

	Description	Medium	Current Pricing (10/01/09)	FY2011 Pricing (10/03/10)	Sales Outlet
	Convention/Visitors 4 Day Pass: <200 No Discount	Ticket	0%	0%	M
	Convention/Visitors 4 Day Pass: 200-499 Discount	Ticket	5%	5%	M
	Convention/Visitors 4 Day Pass: 500-999 Discount	Ticket	6%	6%	M
	Convention/Visitors 4 Day Pass: 1,000-4,999 Discount	Ticket	7%	7%	M
	Convention/Visitors 4 Day Pass: 5,000-9,999 Discount	Ticket	8%	8%	M
	Convention/Visitors 4 Day Pass: >10,000 Discount	Ticket	15%	15%	M
	Convention/Visitors 7 Day Pass: <200 Discount	Ticket	0%	0%	M
	Convention/Visitors 7 Day Pass: 200-499 Discount	Ticket	5%	5%	M
	Convention/Visitors 7 Day Pass: 500-999 Discount	Ticket	6%	6%	M
	Convention/Visitors 7 Day Pass: 1,000-4,999 Discount	Ticket	7%	7%	M
	Convention/Visitors 7 Day Pass: 5,000-9,999 Discount	Ticket	8%	8%	M
	Convention/Visitors 7 Day Pass: >10,000 Discount	Ticket	15%	15%	M
	Convention/Visitors 2 Day Pass: <200 Discount	Card	0%	0% Add	M
	Convention/Visitors 2 Day Pass: 200-499 Discount	Card	5%	5% Add	M
	Convention/Visitors 2 Day Pass: 500-999 Discount	Card	6%	6% Add	M
	Convention/Visitors 2 Day Pass: 1,000-4,999 Discount	Card	7%	7% Add	M
	Convention/Visitors 2 Day Pass: 5,000-9,999 Discount	Card	8%	8% Add	M
	Convention/Visitors 2 Day Pass: >10,000 Discount	Card	15%	15% Add	M
	Convention/Visitors 3 Day Pass: <200 No Discount	Card	0%	0% Add	M
	Convention/Visitors 3 Day Pass: 200-499 Discount	Card	5%	5% Add	M
	Convention/Visitors 3 Day Pass: 500-999 Discount	Card	6%	6% Add	M
	Convention/Visitors 3 Day Pass: 1,000-4,999 Discount	Card	7%	7% Add	M
	Convention/Visitors 3 Day Pass: 5,000-9,999 Discount	Card	8%	8% Add	M
	Convention/Visitors 3 Day Pass: >10,000 Discount	Card	15%	15% Add	M
	Convention/Visitors 4 Day Pass: <200 No Discount	Card	0%	0% Add	M
	Convention/Visitors 4 Day Pass: 200-499 Discount	Card	5%	5% Add	M
	Convention/Visitors 4 Day Pass: 500-999 Discount	Card	6%	6% Add	M
	Convention/Visitors 4 Day Pass: 1,000-4,999 Discount	Card	7%	7% Add	M
	Convention/Visitors 4 Day Pass: 5,000-9,999 Discount	Card	8%	8% Add	M

Note: X=full base fare; Y=reduced-fare base fare; Z=Mobility base fare; B=BVM; M=Media Sales; R=Ride Stores; (?) = TBD; (a) = July 4th and Dec 31st Revenue is also hand collected; (b) =Stored Value can be loaded at the BVM and the Ride Stores for Regional Fare Payment

FARE STRUCTURE

	Description	Medium	Current Pricing (10/01/09)	FY2011 Pricing (10/03/10)	Sales Outlet
	Convention/Visitors 4 Day Pass: >10,000 Discount	Card	15%	15% Add	M
	Convention/Visitors 7 Day Pass: <200 Discount	Card	0%	0% Add	M
	Convention/Visitors 7 Day Pass: 200-499 Discount	Card	5%	5% Add	M
	Convention/Visitors 7 Day Pass: 500-999 Discount	Card	6%	6% Add	M
	Convention/Visitors 7 Day Pass: 1,000-4,999 Discount	Card	7%	7% Add	M
	Convention/Visitors 7 Day Pass: 5,000-9,999 Discount	Card	8%	8% Add	M
	Convention/Visitors 7 Day Pass: >10,000 Discount	Card	15%	15% Add	M
	MARTA Partnership Calendar Monthly Pass: 0-49 Discount	Card	0%	0%	M
	MARTA Partnership Calendar Monthly Pass: 50-149 Discount	Card	3%	3%	M
	MARTA Partnership Calendar Monthly Pass: 150-1,999 Discount	Card	5%	5%	M
	MARTA Partnership Calendar Monthly Pass: 2,000-2,999 Discount	Card	7%	7%	M
	MARTA Partnership Calendar Monthly Pass: 3,000-5,999 Discount	Card	8%	8%	M
	MARTA Partnership Calendar Monthly Pass: TMA or 6,000+ Discount	Card	10%	10%	M
	MARTA Partnership Annual Pass: 0-49 Discount	Card	0%	0%	M
	MARTA Partnership Annual Pass: 50-149 Discount	Card	3%	3%	M
	MARTA Partnership Annual Pass: 150-1,999 Discount	Card	5%	5%	M
	MARTA Partnership Annual Pass: 2,000-2,999 Discount	Card	7%	7%	M
	MARTA Partnership Annual Pass: 3,000-5,999 Discount	Card	8%	8%	M
	MARTA Partnership Annual Pass: TMA or 6,000+ Discount	Card	10%	10%	M
	Parking Fare Structure				
Daily Parking	All daily parking lots and parking decks, except in the designated long-term lots at Brookhaven/Oglethorpe University, Kensington, the deck at Lenox, and College Park are free for patrons parking less than 24 hours.		Free	Free	
Paid Parking (1)	Customers parking in the designated long-term parking lots at Brookhaven/Oglethorpe University, Kensington, and the deck at Lenox will be charged at a rate of \$5.00 per day upon entry.		\$5.00	\$5.00	

Note: X=full base fare; Y=reduced-fare base fare; Z=Mobility base fare; B=BVM; M=Media Sales; R=Ride Stores; (?) = TBD; (a) = July 4th and Dec 31st Revenue is also hand collected; (b) =Stored Value can be loaded at the BVM and the Ride Stores for Regional Fare Payment

FARE STRUCTURE

	Description	Medium	Current Pricing (10/01/09)	FY2011 Pricing (10/03/10)	Sales Outlet
Paid Parking (2)	Customers parking in the designated long-term parking lot at College Park will be charged at a rate of \$8.00 per day upon entry.		\$8.00	\$8.00	
Paid Parking (3)	Customers parking 24 hours or more in the designated long-term parking lots at Dunwoody and Sandy Springs will be charged at a rate of \$5.00 per day, including the first day and any part days.		\$5.00	\$5.00	
Paid Parking (4)	Customers parking 24 hours or more in the designated long-term parking lots at Lindbergh, Doraville and North Springs will be charged at a rate of \$8.00 per day, including the first day and any part days.		\$8.00	\$8.00	

Note: X=full base fare; Y=reduced-fare base fare; Z=Mobility base fare; B=BVM; M=Media Sales; R=Ride Stores; (?) = TBD; (a) = July 4th and Dec 31st Revenue is also hand collected; (b) =Stored Value can be loaded at the BVM and the Ride Stores for Regional Fare Payment

MARTA FARE HISTORY

Date	Base Fare				Rail Station Parking		
	Half Fare	Base Fare	Tokens	TransCard		Daily	Long-Term
	Yes/No			Monthly	Weekly		
1972 - Sep '74	No	\$0.15					
1975 - 1978	Yes	\$0.15					
Mar '79 - Nov '79	Yes	\$0.25		\$10.00			
May '80	Yes	\$0.25	\$0.25	\$10.00			
July '80	Yes	\$0.50	\$0.50	\$17.00	\$4		
Jul '81 - Jul '83	Yes	\$0.60	\$0.60	\$21.00	\$5		
Jul '85	Yes	\$0.60	\$0.60	\$25.00	\$6	\$0.60	
Jun '87	Yes	\$0.75	\$0.75	\$28.00	\$7	\$0.75/\$12	
Jul '88	Yes	\$0.85	\$0.85	\$32.00	\$8	.85/\$14	
Jul '90	Yes	\$1.00	\$1.00	\$35.00	\$9	1.00/\$15	
Jun '92	Yes	\$1.25	\$1.25	\$43.00	\$11	1.00/\$15	
Jul '95	Yes	\$1.50	\$1.50	\$45.00	\$12	1.00/\$15	
Jan '01	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$3.00 or \$6.00
Jul '06	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$4.00 or \$7.00
Oct '09	Yes	\$2.00	\$2.00	\$60.00	\$15	Free	\$5.00 or \$8.00
Oct '10	Yes	\$2.00	N/A	\$68.00	\$17	Free	\$5.00 or \$8.00

FINANCIAL PERFORMANCE MEASURES

Passenger Revenue vs. Net Operating Cost	<u>FY07 Actual</u>	<u>FY08 Actual</u>	<u>FY09 Actual</u>	<u>FY10 Actual</u>	<u>FY11 Adopted</u>
Passenger Revenue (\$millions)*	\$98.450	\$101.392	\$102.699	\$102.852	\$97.876
Net Operating Expenses (\$millions)	\$326.875	\$364.543	\$382.324	\$399.052	\$404.350
Farebox Recovery	30.1%	27.8%	26.9%	25.8%	24.2%

Passenger Revenue per Boarding	<u>FY07 Actual</u>	<u>FY08 Actual</u>	<u>FY09 Actual</u>	<u>FY10 Actual</u>	<u>FY11 Adopted</u>
Passenger Revenue (\$millions)*	\$98.450	\$101.392	\$102.699	\$102.852	\$97.876
Total Unlinked Passengers (millions)	147.524	150.912	156.542	146.249	120.852
Average Fare	\$0.67	\$0.67	\$0.66	\$0.70	\$0.81

Net Operating Cost per Boarding	<u>FY07 Actual</u>	<u>FY08 Actual</u>	<u>FY09 Actual</u>	<u>FY10 Actual</u>	<u>FY11 Adopted</u>
Net Operating Expenses (\$millions)	\$326.875	\$364.543	\$382.324	\$399.052	\$404.350
Total Unlinked Passengers (millions)	147.524	150.912	156.542	146.249	120.852
Cost Per Passenger	\$2.22	\$2.42	\$2.44	\$2.73	\$3.35

*Does not include token re-evaluation.

BENEFITS CALCULATION

<u>BENEFIT CATEGORY</u>	<u>BUDGETED</u>	<u>EXPENSED</u>
Medical Insurance	Authority budget distributed by number of employees	Actual expenses allocated by covered employees
Federal Insurance Compensation Act (Social Security and Medicare Tax)	Federal Insurance Compensation Act (FICA) (7.65% of earned salaries)	7.65% of actual salaries paid to employees (6.2% on first \$102,000 for Social Security Tax and 1.45% on all wages for Medicare Tax)
Pension	Represented Defined Benefit Plan: 8.10% of salaries Non-Rep. Defined Benefit Plan: 18.00% of salaries Non-Rep. Defined Contribution Plan: 3.00% of salaries	Actual payment to the plan for employee
Workers Compensation	As calculated by the actuaries	Actual expenditures of the cost center
State Unemployment Tax	Authority budget allocated to office by cost per employee (maximum cost is \$126.65 per authorized employee)	Actual payment is charged directly to cost center based on the first \$8,500 earned per employee at a rate of 1.49%.
Laundry/Uniform	Developed by offices and varies by offices	Actual Expenditures (depends on use by cost center)
Operator Uniform Allowance	Budgeted \$208 per Operator (Union Agreement)	Actual Expenditures
Mechanic Tool Allowance	Budgeted \$272 per Mechanic (Union Agreement)	Actual Expenditures

MARTA FACTS

General Facts:

Creation Date of Authority by the Georgia State Legislature.....	March 1965
Acquisition Date of Assets of Atlanta Transit System.....	February 1972
Organization Structure.....	Board of Directors with General Manager/CEO
Number of Board Members.....	18
Counties in which Authority Operates.....	Fulton and DeKalb
Population of Fulton and DeKalb Counties.....	1,781,030
Size of Area Served.....	805 Square Miles
Type of Tax Support.....	1% Sales Tax in Fulton and DeKalb Counties

Operational Facts:

System Utilization

Available Parking Spaces (Park/Ride & Rail Stations).....	25,940
Annual Passenger Boardings (FY11 Projected).....	120,852,043
Average Weekday Passenger Boardings (FY11 Projected).....	388,200

Bus (Fixed Route)

Number of Routes.....	90
Number of large buses (CNG).....	407
Number of large buses (Diesel).....	148
Number of small buses.....	0
Directional Route Miles.....	1784
Annual Total Vehicle Miles (FY11 Projected).....	26,156,788
Annual Total Vehicle Hours (FY11 Projected).....	2,011,274
Number of Bus Shelters.....	731
Number of garages (Laredo, Perry, and Hamilton).....	3
Number of Heavy Maintenance Facilities (Brownsmill).....	1
Gallons of Diesel Fuel (FY11 Estimate).....	3,500,000
Gallons of Unleaded Gasoline (FY11 Estimate).....	303,000
Decatherms of CNG (FY11 Estimate).....	1,204,000

Lift Vans (Demand Responsive)

Number of Vehicles (FY11 Projected).....	175
Annual Hours of Service (FY11 Projected).....	436,524

Police

MARTA FACTS

Number of Police Precincts (Lindbergh, College Park, Kensington, Five Points, Dunwoody)	5
All sworn Police Officers (FY11 Adopted)	309

Rail

Number of Rail Cars	254
Length of System (Route Miles)	48
Number of Stations	38
Annual Total Vehicle Car Miles (FY11 Projected)	20,312,573
Annual Total Vehicle Train Hours (FY11 Projected)	152,662
Number of Rail Yards (Avondale, South and Armour)	3
Automatic Train Control & SCADA	1 System
Traction Power Substations	52

Other

Regional transit backbone—9th largest transit system in the nation
Removes 185,000 daily cars from Atlanta roads

Financial Facts:

Beginning Operating Reserves (FY10 Actual)	\$138.56M
Operating Revenues (FY11 Estimate)	\$335.00M
Total Available Operating Funding (FY11 Estimate)	\$473.56M
Net Operating Expenses (FY11 Estimate)	\$404.35M
Yearend Operating Carryover (FY11 Estimate)	\$69.21M
Capital Allocation (FY11 Estimate)	\$39.50M
Beginning Capital Revenues (FY11 Estimate)	\$177.56M
Capital Revenues (FY11 Estimate)	\$221.01M
Total Available Capital Funding (FY11 Estimate)	\$398.57M
Total Capital Expenses (FY11 Estimate)	\$320.81M
Ending Capital Carryover (FY11 Estimate)	\$77.76M
Passenger Revenue (FY11 Estimate)	\$97.88M
Sales Tax Revenue (FY11 Estimate)	\$158.52M
Farebox Recovery (FY11 Estimate)	24.2%
Cost Per Passenger (FY11 Estimate)	\$3.35
Average Fare (FY11 Estimate)	\$0.81
Fare Subsidy Per Passenger (FY11 Estimate)	\$2.54

MARTA FACTS

Last Fare Increase.....October 1, 2009
 Next Scheduled Fare Increase.....October 3, 2010

Employees

Number of Total Employees (FY11 Adopted)..... 4542

	FT	PT	CON	CAP	Total
ADM	219	77	3	17	316
MGR	198		1	0	199
MNT	1069			0	1069
OPR	1449	186		0	1635
POL	249				249
PRO	218	1	17	26	262
REP	185	2		0	187
SUP	354	0		13	367
TEC	255		1	2	258
Total	4196	266	22	58	4542

<i>Classifications</i>	<i>Descriptions</i>
ADM	All other non-represented positions
MGR	Middle and Upper Management level positions.
MNT	Represented positions responsible for bus, rail, and facility maintenance
OPR	Represented Bus, Mobility, Rail vehicle operator positions
POL	Sworn Police Officer positions
PRO	Non-represented, non-management positions requiring a 4-year degree or equivalent
REP	Other Represented positions not included in other categories
SUP	Non-represented First-line supervisory positions
TEC	Non-represented positions with technical skill requirements, generally requiring 2- and/or 4-year degrees

GLOSSARY

Accounting Basis - MARTA uses the accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.

Americans with Disabilities Act (ADA) – Federal legislation that provides guidelines for assuring access to persons with disabilities.

Assistant General Manager (AGM) - MARTA has several AGM's who are direct reports to the General Manager.

Associated Capital Maintenance (ACM) - A Federal Transit Administration capital program that subsidizes the cost of operations through the funding of certain bus and rail maintenance expenses.

Atlanta Regional Commission (ARC) -An organization dedicated to improving the quality of life for all citizens of the Atlanta region through professional planning initiatives and the provision of objective information; Board membership currently comprised of 10 counties and 64 municipalities.

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

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

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

Trustee. MARTA requisitions the funds as needed for the Capital Investment Program.

Bus Rapid Transit (BRT) - BTP is a new program where buses have dedicated right-of-way and a limited number of stops. Some routes may utilize the HOV lanes.

Business Transformation Program (BTP) - A fully integrated solution which will provide modern, integrated support for MARTA's Finance, Maintenance, and Human Resources Business Areas. This initiative will not only meet MARTA's current business and technical requirements but is flexible and scalable to meet MARTA's future needs. Integration will be achieved using software from Oracle, MAXIMUS, and Bentley Systems. This will improve MARTA's core business processes by eliminating manual/non-value added processes, automating computer functionality, and creating safeguards that reduce data errors. The program began initial design in July 2005 and is scheduled to be completed August 2008.

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

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

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

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

GLOSSARY

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

Commercial driver's license (CDL) - Bus drivers are required to have a passing score on the written CDL test prior to employment. The practical exam for the completion of the CDL license is conducted as a component of the bus operator certification program.

Compressed Natural Gas (CNG) - A fuel used in a clean engine technology.

Congestion Mitigation & Air Quality (CMAQ) - This program is a federal program which funds transportation projects that will contribute to meeting the attainment of national ambient air quality standards.

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

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

Debt Service Funds - MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.

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

Federal Operating Assistance - Revenue received from federal sources to compensate operating expenses.

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

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

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

General Operating Fund - MARTA uses a General Operating Fund for all operating activities and financial resources with the exception of those accounted for in another fund. This principle is in accordance with GAAP.

Grant - Revenue from another governmental body or organization, usually in support of a specific program or function.

Half-Fare Program - A MARTA program to subsidize the transit costs of the elderly and handicapped. Eligible participants may apply for an annual pass that allows the payment of a reduced fare.

Headway - The time between the arrival of buses or trains on the same route.

Intelligent Transportation Systems (ITS) - Advanced electronics and computer systems that increase the efficiency and safety of highway transportation and transit. At MARTA this includes Computer Aided Dispatch and Automated Vehicle Location, Automatic Passenger Counting, Audio and Video Announcement Devices, and the Advanced Traveler Information System.

Interest Income on Capital Reserves - Income gained from interest on funds that have been placed in reserve for capital replacement and interest on real estate proceeds to be used to subsidize operations, as authorized by the MARTA Act with Board Approval.

Life Cycle Asset Reliability Enhancement (L-CARE) - The L-CARE program directs preventive and predictive actions to be performed before failures occur in order to maintain the rail cars in a safe and reliable condition.

GLOSSARY

Lift-Van (L-Van) Service - Demand responsive paratransit service that provides service upon scheduled request to serve the handicapped. The vehicles are equipped with a mechanism to lift wheel chairs.

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

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

Mean Distance Between Failures (MDBF) - This is a performance measurement.

Obligations - Funds that have been obligated to a specific purpose but have not been expended.

Operating Budget - The portion of the budget that provides for the day-to-day operations of the Authority: including salaries, benefits, services, materials, and other expenses.

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

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

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

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

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

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

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

SAFETEA-LU - Surface Transportation Reauthorization Act is a federal law passed in 2005 to replace TEA-21 (Transportation Equity Act of 1998). It authorizes highway, highway safety, transit and other transportation programs for five years. The act provides operating and capital funds to MARTA.

Sales Tax - A tax levied and collected by the State for the benefit of the Authority. The "MARTA Sales Tax" is a 1% sales and use tax generated in Fulton and DeKalb counties.

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

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

Senior Staff - MARTA management team at the Director level and above.

GLOSSARY

Trackway renovations, phase II (TRII) - A large multi-year program consisting of several individual projects to renovate the trackway.

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

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

Unlinked Trip - A passenger count based on each portion, or leg, of a transit trip. For example, a passenger journey that begins by bus, transfers to rail and then transfers to bus again before leaving the system counts as three unlinked trips.

CATEGORY AND SUBCATEGORY EXPENSE LISTING

SALARIES AND WAGES (60 accounts)

Major account lines include:

- Salaries & Wages
- Overtime
- Paid Leave

FRINGE BENEFITS (38 accounts)

Major account lines include:

- FICA
- State Unemployment
- Mechanic Tool Allowance
- Health Care Costs
- Disability Insurance
- Operator Uniform Allowance
- Life Insurance
- Workers Compensation
- Pension
- Tuition Reimbursements

CONTRACTUAL SERVICES (118 accounts)

Major account lines include:

- L-Van Service Contracts
- Office Equipment Services
- Service Vehicle Maintenance Service
- Building & Grounds
- Operating Equipment Services
- Office Equipment Rental & Lease
- External Support Services
- Passenger Facilities Services
- Operating Equipment - Lease & Rental
- Consultants
- Bldg. & Equip. Maintenance Services
- Real Property - Lease & Rental
- Revenue Vehicle Maintenance Services
- Track Vehicle Maintenance Services
- Rent - Furniture

MATERIALS & SUPPLIES (113 accounts)

Major account lines include:

- Fuel & Lubricants
- Track Vehicle Material/Supplies Bldg.
- Maintenance Repairs
- Cleaning Supplies
- Admin. Vehicle Material/Supplies

MATERIALS & SUPPLIES (Continued)

- Equipment Maintenance & Repairs
- Rebuilds & Repairable
- Fare Collection
- Building Supplies
- Auxiliary Replacement Parts
- Passenger Facilities – Materials
- Office Supplies
- Accidents
- Track & Structures
- Vandalism
- Service Vehicle Materials/Supplies

OTHER OPERATING EXPENSE (16 accounts)

Major account lines include:

- Utilities (Electricity, Propulsion Power, Telephone, Gas, Water)
- Taxes & Fees (Diesel, Natural Gas and Gasoline Taxes, Revenue and Non-Revenue vehicle registration and license fees)

CASUALTY & LIABILITY COSTS (14 accounts)

Major account lines include:

- Direct Insurance
- Injuries and Damages

MISCELLANEOUS EXPENSES (17 accounts)

Major account lines include:

- Mail & Shipping Expenses
- GA 400 Toll Expenses
- Advertising & Promotions

OTHER NON-OPERATING EXPENSES (78 accounts)

Major account lines include:

- Dues & Subscriptions
- Travel & Meetings
- Training Expenses
- Corporate Losses
- Physicals and Drug Testing

MARTA has nine (9) expense categories supported by approximately 450 accounts. Currently, MARTA has approximately 228 cost centers.

ORGANIZATIONAL STRUCTURE

DivisionName	DeptName	OfficeID	OfficeName	CenterID	CostCenterName
General Manager CEO	General Manager CEO	11100	General Manager CEO	11110	General Manager CEO
General Manager CEO	General Manager CEO	11200	Board of Directors	11210	Board of Directors
Executive Administration	Internal Audit	12100	AGM Internal Audit	12110	AGM of Internal Audit
Executive Administration	Internal Audit	12100	AGM Internal Audit	12120	Contracts Audit
Executive Administration	Internal Audit	12100	AGM Internal Audit	12130	Operational Audit
Executive Administration	Internal Audit	12200	Information Systems Audit	12140	Information Systems Audit
Executive Administration	Internal Audit	12200	Information Systems Audit	12210	Dir of Information Systems Audit
Executive Administration	Legal Services	16100	AGM Legal Services	16110	AGM of Legal Services Chief Counsel
Executive Administration	Legal Services	16100	AGM Legal Services	16120	Litigation
Executive Administration	Legal Services	16100	AGM Legal Services	16130	Corporate Law
Executive Administration	Legal Services	16100	AGM Legal Services	16140	Legal Administration
Executive Administration	Legal Services	16200	Risk Management	16210	Dir of Risk Management
Executive Administration	Legal Services	16200	Risk Management	16230	Claims
Executive Administration	Legal Services	16200	Risk Management	16240	Insurance
Operations	DGM COO	11800	Deputy General Manager	11810	Deputy General Manager COO
Operations	DGM COO	11800	Deputy General Manager	11811	Rodeos
Operations	DGM COO	18300	Program & Contract Management	18310	Dir of Program & Contract Management
Operations	DGM COO	18300	Program & Contract Management	18320	A & E Contracts
Operations	DGM COO	18300	Program & Contract Management	18330	CIP Management & Oversight
Operations	DGM COO	18300	Program & Contract Management	18340	Construction & JOC
Operations	DGM COO	88500	Architecture & Design	18410	Dir of Architecture & Design
Operations	DGM COO	88500	Architecture & Design	18640	Architecture & Civil Engineering
Operations	DGM COO	88500	Architecture & Design	18645	Configuration Management Architect
Operations	DGM COO	88500	Architecture & Design	18647	Roofing Program
Operations	Bus Operations	15400	Bus Transportation	15225	Bus Communications
Operations	Bus Operations	15400	Bus Transportation	15410	Dir of Bus Transportation
Operations	Bus Operations	15400	Bus Transportation	15420	Laredo Garage
Operations	Bus Operations	15400	Bus Transportation	15430	Perry Garage
Operations	Bus Operations	15400	Bus Transportation	15440	Hamilton Garage
Operations	Bus Operations	15400	Bus Transportation	15450	Transportation Services
Operations	Bus Operations	15400	Bus Transportation	15460	Small Bus Services Brady Garage
Operations	Bus Operations	15500	Bus Maintenance	15223	Fleet Management

ORGANIZATIONAL STRUCTURE

DivisionName	DeptName	OfficeID	OfficeName	CenterID	CostCenterName
Operations	Bus Operations	15500	Bus Maintenance	15511	Dir of Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15513	Systems Planning & Administration
Operations	Bus Operations	15500	Bus Maintenance	15521	Laredo Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15523	Laredo L-Vans
Operations	Bus Operations	15500	Bus Maintenance	15531	Perry Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15541	Hamilton Garage Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15551	Brady Garage Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15553	Brady Garage L-Vans
Operations	Bus Operations	15500	Bus Maintenance	15554	Brady Garage Non-Revenue Vehicles
Operations	Bus Operations	15500	Bus Maintenance	15555	Small Bus Maintenance
Operations	Bus Operations	15500	Bus Maintenance	15565	Bus Engineering
Operations	Bus Operations	15500	Bus Maintenance	15566	Systems Planning & Administration
Operations	Bus Operations	15500	Bus Maintenance	15567	Radio Communication Maintenance
Operations	Bus Operations	15900	Mobility	15910	Dir of Mobility
Operations	Bus Operations	15900	Mobility	15920	Brady Garage (Mobility)
Operations	Bus Operations	15900	Mobility	15925	Laredo Mobility
Operations	Bus Operations	15900	Mobility	15930	Brady Garage (Fleet Management)
Operations	Bus Operations	15900	Mobility	15940	Brady Garage (Special Services)
Operations	Bus Operations	15900	Mobility	15950	Mobility Scheduling
Operations	Bus Operations	15900	Mobility	17924	Mobility Reservations
Operations	Bus Operations	88600	AGM Bus Operations	15220	AVL
Operations	Bus Operations	88600	AGM Bus Operations	15224	Capital Operations Maintenance
Operations	Bus Operations	88600	AGM Bus Operations	15510	AGM of Bus Operations
Operations	Rail Operations	15230	Rail Systems Engineering	10252	Computer Maintenance
Operations	Rail Operations	15230	Rail Systems Engineering	10260	Communications & Faregates
Operations	Rail Operations	15230	Rail Systems Engineering	10261	Faregate Maintenance
Operations	Rail Operations	15230	Rail Systems Engineering	10510	Dir of Communications & Cust Info
Operations	Rail Operations	15230	Rail Systems Engineering	15230	Rail System Engineering
Operations	Rail Operations	15230	Rail Systems Engineering	18610	Dir of Engineering
Operations	Rail Operations	15230	Rail Systems Engineering	18620	Electrical & Mechanical
Operations	Rail Operations	15230	Rail Systems Engineering	18650	Civil & Structural Engineering
Operations	Rail Operations	15230	Rail Systems Engineering	18660	Specifications

ORGANIZATIONAL STRUCTURE

DivisionName	DeptName	OfficeID	OfficeName	CenterID	CostCenterName
Operations	Rail Operations	15600	Rail Services	15610	Dir of Rail Transportation
Operations	Rail Operations	15600	Rail Services	15620	Central Control
Operations	Rail Operations	15600	Rail Services	15630	East West Operations
Operations	Rail Operations	15600	Rail Services	15640	North South Operations
Operations	Rail Operations	15600	Rail Services	15645	Armour Operations
Operations	Rail Operations	15600	Rail Services	15650	Rail Service Operations
Operations	Rail Operations	15600	Rail Services	15660	Rail Service Management & Dispatch
Operations	Rail Operations	15600	Rail Services	15670	Future Use
Operations	Rail Operations	15600	Rail Services	17972	Station Services
Operations	Rail Operations	15700	Rail Car Maintenance	15710	Dir of Rail Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15721	Avondale Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15731	South Yard Car Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15741	Armour Yard Maintenance
Operations	Rail Operations	15700	Rail Car Maintenance	15750	Engineering
Operations	Rail Operations	15700	Rail Car Maintenance	15760	Backshops
Operations	Rail Operations	15700	Rail Car Maintenance	15770	Rail Car Appearance
Operations	Rail Operations	18800	Facilities	18810	Dir of Facilities
Operations	Rail Operations	18800	Facilities	18820	Custodial & Landscape
Operations	Rail Operations	18800	Facilities	18821	Station Cleaning
Operations	Rail Operations	18800	Facilities	18830	Buildings & Support Equipment
Operations	Rail Operations	18800	Facilities	18840	Headquarters Building
Operations	Rail Operations	18800	Facilities	18850	Escalators & Elevators
Operations	Rail Operations	18900	Maintenance of Way	18911	Dir of Maintenance of Way
Operations	Rail Operations	18900	Maintenance of Way	18912	Assistant Director Track & Structures
Operations	Rail Operations	18900	Maintenance of Way	18920	Track Inspection & Support
Operations	Rail Operations	18900	Maintenance of Way	18930	Track Maintenance
Operations	Rail Operations	18900	Maintenance of Way	18940	Field Structural Inspection
Operations	Rail Operations	18900	Maintenance of Way	18950	Structural Maintenance
Operations	Rail Operations	18900	Maintenance of Way	18960	Work Equipment
Operations	Rail Operations	18900	Maintenance of Way	18970	Electric Power & Equipment
Operations	Rail Operations	18900	Maintenance of Way	18980	Automatic Train Control
Operations	Rail Operations	88400	AGM Rail Operations	15810	AGM of Rail Operations

ORGANIZATIONAL STRUCTURE

DivisionName	DeptName	OfficeID	OfficeName	CenterID	CostCenterName
Operations	Police Services	19200	AGM Police Services	19210	AGM Chief of Police Services
Operations	Police Services	19200	AGM Police Services	19240	Asst Chf of Police Operations
Operations	Police Services	19200	AGM Police Services	19250	Criminal Justice
Operations	Police Services	19200	AGM Police Services	19290	Seized Property
Operations	Safety & QA	16700	Safety	16710	AGM of Safety & Quality Assurance
Operations	Safety & QA	16700	Safety	16730	Safety
Operations	Safety & QA	16700	Safety	16750	Prevention
Operations	Safety & QA	41300	QA & Configuration Mgmt	16720	Quality Assurance
Operations	Safety & QA	41300	QA & Configuration Mgmt	16740	Test and Inspection
Operations	Safety & QA	41300	QA & Configuration Mgmt	18630	Config Mgmt Space Plng & Landscape
Operations	Safety & QA	41300	QA & Configuration Mgmt	23110	Dir of Quality Assurance
Business Support Services	Business Support Services	81100	Business Support Services	22510	Chief of Business Support Services
Business Support Services	Business Support Services	88100	Business Analysis & Assessment	22610	Director of Business Analysis & Assessment
Business Support Services	Business Support Services	22300	Research & Analysis	22310	Dir of Research & Analysis
Business Support Services	Business Support Services	22300	Research & Analysis	22320	Transit Analysis
Business Support Services	Business Support Services	22300	Research & Analysis	22330	Transit Research
Business Support Services	Business Support Services	22300	Research & Analysis	22340	System Service Monitoring
Business Support Services	Finance	14200	AGM Finance CFO	14210	AGM of Finance CFO
Business Support Services	Finance	14300	Accounting	14310	Dir of Accounting
Business Support Services	Finance	14300	Accounting	14340	Accounting - Property & Payables
Business Support Services	Finance	14300	Accounting	14350	Accounting - General Accounting
Business Support Services	Finance	14300	Accounting	14360	Accounting - Payroll Admin Cost Analysis
Business Support Services	Finance	14500	Management & Budget	14510	Dir of Management & Budget
Business Support Services	Finance	14500	Management & Budget	14520	Operating & Capital Budgets
Business Support Services	Finance	14500	Management & Budget	14560	Strategic Performance Management
Business Support Services	Finance	14800	Treasury	14810	Dir of Treasury
Business Support Services	Finance	14800	Treasury	14820	Financial Planning & Analysis
Business Support Services	Finance	14900	Revenue Operations	14830	Clearinghouse
Business Support Services	Finance	14900	Revenue Operations	14910	Dir of Revenue Operations
Business Support Services	Finance	14900	Revenue Operations	14940	Revenue Collections Processing
Business Support Services	Finance	14900	Revenue Operations	14951	Revenue Operations Administration
Business Support Services	Finance	14900	Revenue Operations	14952	Media Sales Transcard Distribution

ORGANIZATIONAL STRUCTURE

DivisionName	DeptName	OfficeID	OfficeName	CenterID	CostCenterName
Business Support Services	Finance	14900	Revenue Operations	14953	Media Sales Ridestores
Business Support Services	Finance	14900	Revenue Operations	14960	Parking Services
Business Support Services	Finance	83500	Federal & State Programs	22420	FTA Coordination
Business Support Services	Contracts & Procurement	16500	Contracts & Procurement	16510	Dir of Contracts & Procurement
Business Support Services	Contracts & Procurement	16500	Contracts & Procurement	16520	Materials Management
Business Support Services	Contracts & Procurement	16500	Contracts & Procurement	16530	Contracts
Business Support Services	Contracts & Procurement	16500	Contracts & Procurement	16540	Purchasing
Business Support Services	Contracts & Procurement	16500	Contracts & Procurement	16565	Contract Policies
Business Support Services	Contracts & Procurement	16500	Contracts & Procurement	16580	A & E Contracts Management
Business Support Services	Contracts & Procurement	88200	Administrative Services	14730	Support Services
Business Support Services	Contracts & Procurement	88200	Administrative Services	16550	Supply Chain Mgmt
Business Support Services	Contracts & Procurement	88200	Administrative Services	16560	Contracts Administration
Business Support Services	Contracts & Procurement	88200	Administrative Services	22810	Dir of Administrative Services
Business Support Services	Contracts & Procurement	88800	AGM Contracts & Procurement	16910	AGM of Contracts & Procurement
Business Support Services	Human Resources	11700	Diversity & Equal Opportunity	11710	Dir of DEO
Business Support Services	Human Resources	11700	Diversity & Equal Opportunity	11720	Economic Opportunity
Business Support Services	Human Resources	11700	Diversity & Equal Opportunity	11730	Equal Opportunity
Business Support Services	Human Resources	14700	Human Resources	14710	Dir of Human Resources
Business Support Services	Human Resources	14700	Human Resources	14720	Employee Organizational Development
Business Support Services	Human Resources	14700	Human Resources	14721	Occupational Medical Services
Business Support Services	Human Resources	14700	Human Resources	14722	Employee Relations
Business Support Services	Human Resources	14700	Human Resources	14740	Recruiting
Business Support Services	Human Resources	14700	Human Resources	14750	Management Pension Administration
Business Support Services	Human Resources	14700	Human Resources	14760	HRIS
Business Support Services	Human Resources	14700	Human Resources	14780	Compensation
Business Support Services	Human Resources	14700	Human Resources	14790	Clerical Pool
Business Support Services	Human Resources	14700	Human Resources	16220	Benefits
Business Support Services	Human Resources	16600	Labor Relations	16610	Dir of Labor Relations
Business Support Services	Human Resources	16600	Labor Relations	16620	Arbitrations
Business Support Services	Human Resources	16600	Labor Relations	22910	Employee Availability
Business Support Services	Human Resources	16800	Training	14724	Rail Transportation Training
Business Support Services	Human Resources	16800	Training	14725	Bus Transportation Training

ORGANIZATIONAL STRUCTURE

DivisionName	DeptName	OfficeID	OfficeName	CenterID	CostCenterName
Business Support Services	Human Resources	16800	Training	14726	Rail Maintenance Training
Business Support Services	Human Resources	16800	Training	14727	Bus Maintenance Training
Business Support Services	Human Resources	16800	Training	14728	Infrastructure Facility Training
Business Support Services	Human Resources	16800	Training	14729	Strategic Training
Business Support Services	Human Resources	16800	Training	16810	Dir of Training
Business Support Services	Human Resources	16800	Training	16820	Chief Maintenance Training
Business Support Services	Human Resources	16800	Training	16830	Chief Operations Training
Business Support Services	Human Resources	16800	Training	16840	Chief Strategic & Org Training
Business Support Services	Human Resources	16800	Training	16841	Organizational Training
Business Support Services	Human Resources	88900	AGM Human Resources	16310	AGM of Human Resources
Business Support Services	Technology	10100	AGM Technology CIO	10110	AGM of Technology CIO
Business Support Services	Technology	10100	AGM Technology CIO	10150	Technology Quality Assurance
Business Support Services	Technology	10200	Tech Infrastructure & Ops	10210	Dir of Tech Infrastructure & Operations
Business Support Services	Technology	10200	Tech Infrastructure & Ops	10240	Network & Technical Support
Business Support Services	Technology	10200	Tech Infrastructure & Ops	10241	Telephone Maintenance
Business Support Services	Technology	10200	Tech Infrastructure & Ops	10250	Mainframe Operations
Business Support Services	Technology	10200	Tech Infrastructure & Ops	10251	Technology Help Desk
Business Support Services	Technology	10300	Tech Enterprise Applications	10310	Dir of Tech Enterprise Applications
Business Support Services	Technology	10300	Tech Enterprise Applications	10330	Technology Programs
Business Support Services	Technology	10300	Tech Enterprise Applications	10350	Application Development
Business Support Services	Technology	10400	Technology Programs Management	10130	Technology Business & Development
Business Support Services	Technology	10400	Technology Programs Management	10140	Transit System Enhancement
Business Support Services	Technology	10400	Technology Programs Management	10410	Dir of Technology Programs Management
Business Support Services	Technology	10400	Technology Programs Management	10420	Technology Business Services
Business Support Services	Technology	10400	Technology Programs Management	10430	Technology Projects Management
Business Support Services	Planning	22100	AGM Planning	22110	AGM of Planning
Business Support Services	Planning	22200	Dev & Regional Coordination	22210	Dir of Transit Oriented Development
Business Support Services	Planning	22200	Dev & Regional Coordination	22220	Real Estate
Business Support Services	Planning	22200	Dev & Regional Coordination	22230	Joint Development
Business Support Services	Planning	22200	Dev & Regional Coordination	23210	Regional Service Coordination
Business Support Services	Planning	22700	Transit System Planning	22710	Dir of Transit System Planning
Business Support Services	Planning	22700	Transit System Planning	22720	Regional Planning & Analysis

ORGANIZATIONAL STRUCTURE

DivisionName	DeptName	OfficeID	OfficeName	CenterID	CostCenterName
Business Support Services	Planning	22700	Transit System Planning	22730	Scheduling
Business Support Services	Planning	22700	Transit System Planning	22750	Special Projects & Analysis
Business Support Services	Planning	22700	Transit System Planning	22760	Planning Initiatives
Business Support Services	Comm & Ext Affairs	11900	External Affairs	11910	Dir of External Affairs
Business Support Services	Comm & Ext Affairs	11900	External Affairs	22410	Dir of Government & Community Relations
Business Support Services	Comm & Ext Affairs	11900	External Affairs	22430	Government & Community Relations
Business Support Services	Comm & Ext Affairs	11900	External Affairs	22740	Public Policy Planning
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17210	AGM of Communication & External Affairs
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17910	Dir of Customer Services
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17920	Customer Care
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17921	Customer Service Center
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17922	Customer Information Center
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17923	Breeze Card Service Center
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17970	Customer & Station Svcs
Business Support Services	Comm & Ext Affairs	17200	AGM Comm & Ext Affairs	17971	Reduced Fare Eligibility
Business Support Services	Comm & Ext Affairs	17300	Marketing & Sales	17310	Dir of Marketing & Sales
Business Support Services	Comm & Ext Affairs	17300	Marketing & Sales	17320	Business Development
Business Support Services	Comm & Ext Affairs	17300	Marketing & Sales	17350	Strategic Marketing
Business Support Services	Comm & Ext Affairs	83600	Government & Constituent Relations	22435	Dir of Govt & Constituent Relations
Business Support Services	Comm & Ext Affairs	83600	Government & Constituent Relations	22440	Government Relations
Business Support Services	Comm & Ext Affairs	88300	Media Communications	17410	Dir of Media Communications

INDEX

Accounting 242
Administrative Services 279
AGM of Bus Operations 139
AGM of Communications and External Affairs..... 358
AGM of Contracts & Procurement..... 270
AGM of Finance/CFO 238
AGM of Human Resources 288
AGM of Internal Audit..... 94
AGM of Legal Services 106
AGM of Planning 340
AGM of Police Services 200
AGM of Rail Operations 166
AGM of Technology/CIO 316
Approved Capital Budget Summary 406
Approved Projects Detail 420
Approved Projects Ten-year Forecast 408
Architecture and Design 130
Authority Operating Expenses & Revenues 37
Authority Organization Chart..... 62
Available Funding for Operations – Table 3..... 41

Board of Directors..... 84
Bus Maintenance..... 148
Bus Transportation..... 143
Business Support Services 224

Capital Budget Overview 385
Capital Infrastructure 395
Capital Program Funding 49
Category and Sub-Category Expense Listing 548
Chart of Expenses by Category 60
Chart of Non Labor Expenses by Fiscal Year 61

Clayton County (Historical Data only) 160
Contracts & Procurement..... 274

Department of Bus Operations..... 135
Department of Business Support Services 221
Department of Communications & External Affairs 355
Department of Contracts & Procurement 267
Department of Deputy General Manager/COO 117
Department of Finance 235
Department of Human Resources..... 285
Department of Internal Audit..... 91
Department of Legal Services 103
Department of Planning..... 337
Department of Police Services..... 197
Department of Rail Operations..... 163
Department of Safety & Quality Assurance 205
Department of Technology 313
Department of the General Manager/CEO..... 77
Deputy General Manager/COO..... 120
Development & Regional Coordination..... 344
Directory of Officials..... i
Diversity & Equal Opportunity 308
Division of Business Support Services..... 219
Division of Executive Administration 89
Division of Operations 115
Division of the General Manger/CEO..... 75

Expenditure Policies 27
External Affairs 365

Facilities 191
Fare History 538

Fare Structure.....	531	Mobility Services	155
Federal and State Programs.....	262	O perating Budget	
Federal Grant Detail	492	Organizational Structure	549
Financial and Budgetary Policies	20	P lanning Program Overview	401
Financial Overview	37	Program & Contracts Management.....	124
Financial Performance Measures	539	Q uality Assurance & Configuration Management.....	213
Financial Summary	37	R ail Car Maintenance	181
Fiscal Policy Guide.....	11	Rail Services	176
Fiscal Year Budget Development.....	16	Rail System Engineering	170
FY2011 Benefits Calculation.....	540	Rapid Transit System Map	560
G eneral Manager/CEO.....	80	Research and Analysis.....	228
Glossary	544	Revenue Operations.....	251
Government & Constituent Relations	376	Revenue Policies	25
Graph of Personnel by Class	72	Risk Management	110
Graph of Personnel by Status	73	S afety	208
Graph of Total Authority Personnel	74	Salary Structure for all Employees.....	513
Guide to Book Contents.....	v	Source Documents	30
H uman Resources.....	292	Sources and Applications of Funds	404
I ndex.....	557	Sources and Uses of Funds – Table 2.....	40
Information System Audit.....	98	Strategic Business Plan.....	31
L abor Relations.....	299	Strategic Planning Process at MARTA	11
M aintenance of Way	186	Sum of Operating Budget Expenditures	45
Management & Budget.....	246	Sum of Personnel by Status	63
Marketing & Sales	370	Summary of Category Expenses.....	53
MARTA Facts	541	Summary of Expenses by Organization.....	55
Marta History & Overview	1	Summary of Operating Revenues – Table 4.....	43
Media Relations	380	Summary of Transit Subsidy – Table 5	47

Technology Enterprise Applications 325
Technology Infrastructure & Operations 320
Technology Programs Management..... 331
Training..... 303
Transit System Planning 349
Treasury Services..... 258



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Legend

- █ **Red Line** (covers north-south line)
Service from North Springs to Airport until 9:00 PM
- █ **Red Line** (covers north-south line)
After 9:00 PM, service to Lindbergh Center to North Springs only
- █ **Yellow Line** (covers north-south line)
- █ **Blue Line** (covers east-west line)
- INTERSTATE HIGHWAYS**
- █ **Green Line** (covers north-south line)
Service to King Memorial until 9:30 PM
- █ **Green Line** (covers north-south line)
After 9:00 PM, service to Vine City only
- █ **STATIONS WITH FREE DAILY PARKING**
- █ **STATIONS WITH LONG-TERM AND FREE DAILY PARKING**
- █ **MARTA RideStore & Reduced Fare Program Locations:**
 - **LENOX STATION**
RideStore only
 - **LINDBERGH CENTER STATION**
Reduced Fare Office & RideStore located in MARTA Headquarters Building
 - **AIRPORT STATION**
RideStore only
 - **FIVE POINTS STATION**
Reduced Fare Office located at Five Points Station.
RideStore located at Peachtree Center Station.

Regional Connections

- COBB COMMUNITY TRANSIT**
www.cobbort.org/CCT/MTA
(770) 427-4444
Stations served:
 - Dunwoody
 - Peachtree Center
 - Arts Center
 - Civic Center
 - Midtown
 - HE Holmes
 - North Avenue
 - Five Points
- WINNETT COUNTY TRANSIT**
www.gctransit.com
(770) 822-5010
Stations served:
 - Doraville
 - Civic Center
 - Arts Center
 - Midtown
 - North Avenue
 - Five Points
- GRTA Xpress (Xpress)**
www.xpressga.com
(404) 463-4782
Stations served:
 - Doraville
 - North Springs
 - Civic Center
 - Arts Center
 - North Avenue
 - Five Points
 - Peachtree Center
- CRYAN CLAYTON COUNTY**
www.cantonclay.com/TRANSIT/NEIGH
(770) 472-8800
Stations served:
 - Airport

- ZIPCAR** (A CAR SHARING SERVICE)
www.zipcar.com/1877-4ZIPCAR
- AMTRAK**
www.amtrak.com (404) 881-3067
Bus Route 110 from Arts Center Station
- GREYHOUND BUS LINES**
www.greyhound.com (404) 584-1728
Exit at Garnett Station
- HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT**
www.atl-faa-airport.com (800) 897-1910