

FY2024

Adopted Budget Book

November 2023

Division of Finance

Office of Budget & Grants

Metropolitan Atlanta Rapid Transit Authority

Fiscal Year 2024

Adopted Operating & Capital Budgets

July 1, 2023 – June 30, 2024

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Metropolitan Atlanta Rapid Transit Authority, Georgia**, for its Annual Budget for the fiscal year beginning **July 01, 2022**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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
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PRESENTED TO

**Metropolitan Atlanta Rapid Transit Authority
Georgia**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

Table of Contents

Preface

General Managers/CEO’s Letter ii

Mission Statementiv

MARTA Board of Directors v

Executive Staff.....vi

MARTA Organizational Structurevii

Budget Overview

Executive Summary 2

FY24 Sources and Uses of Funds 10

FY24 Projected Operating Revenue 16

FY24 Budgeted Operating Expenses..... 20

FY24 Summary of Human Resources..... 22

FY24 Capital Program Funding..... 25

Department Overviews & Operating Budgets

Dept of General Manager/CEO 28

Dept of Internal Audit..... 29

Dept of Customer Experience & Strategy 30

Dept of Police Services 31

Dept of Chief Counsel Legal Services 32

Dept of Deputy Chief Legal Counsel..... 33

Dept of Chief of Safety & Quality Assurance 34

Dept of Safety & Quality Assurance 35

Dept of Deputy General Manager..... 36

Dept of Bus Operations..... 37

Dept of Mechanical Operations 38

Dept of Rail Operations 39

Dept of DGM Capital Prog Expansion & Innovation 40

Dept of Capital Prog Expansion & Innovation 41

Dept of Deputy Chief Capital Prog Expansion & Innovation 42

Dept of Centralized Program Management..... 43

Dept of Capital Programs Delivery 44

Dept of Planning..... 45

Dept of Infrastructure 46

Dept of Real Estate Development & Asset Management 47

Dept of Chief Administrative Officer CAO 48

Dept of Research & Analysis 49

Dept of Human Resources..... 50

Dept of Labor & Employee Relations 51
 Dept of Technology 52
 Dept of Information Security..... 53
 Dept of External Affairs..... 54
 Dept of Chief of Staff 55
 Dept of Chief Financial Officer CFO..... 56
 Dept of Finance 57

Capital Budget Overview

Capital Policy 59
 FY24 Capital Funding (Sources)..... 60
 FY24 Capital Expenditures (Uses)..... 61
 FY24 – FY32 Sources and Uses by Program 62
 State of Good Repair Capital Improvement Program 64
 MORE MARTA City of Atlanta 75
 MORE MARTA Clayton County..... 79
 Comprehensive Capital Program 82

Appendices

Appendix A – MARTA History 90
 Appendix B – Budget Process and Fiscal Policy..... 97
 Appendix C – FY19 to FY24 Total Authority Operating Budget..... 115
 Appendix D – FY19 to FY24 Summary of Transit Carryover..... 117
 Appendix E – MARTA Five-Year Projected Summary Plan 119
 Appendix F – Operating Budget Detail_ Tables and Charts 121
 Appendix G – Regional Economic Indicators..... 137
 Appendix H – Authority Wide KPIs 140
 Appendix I – Operating Statistics and Asset Inventory 143
 Appendix J – FY24 Legislative Session Recap..... 146
 Appendix K – Fare History and Structure..... 148
 Appendix L – Debt Service 154
 Appendix M – Sustainability at MARTA 158
 Appendix N – FY19 – FY24 Service Levels..... 161
 Appendix O – Resolution to Adopt the FY24 Budget 163
 Appendix P – Glossary 167
 Appendix Q – Acronyms 174
 Appendix R – Rail Map 178

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Dear MARTA Riders, Community Members, Regional Partners, and Staff,

Amid extraordinary circumstances, MARTA continues to carry out our vision of taking people where they want to go today and tomorrow. If we've learned anything since the height of the pandemic in 2020, it's that regions across the nation are deeply dependent on mass transit. From COVID lockdowns and quarantines to navigating inflation and driver shortages, this new stage of recovery is just as challenging. Nonetheless, I see an opportunity to improve MARTA for the upcoming fiscal year and beyond!

As General Manager and CEO, I am focused on the following initiatives for FY24 to help ensure the authority can address any issues that arise alongside the ever-changing mobility needs:

- Restoring to full service & pre-pandemic levels
- Improving our overall vacancy rate
- Guiding leadership development
- Championing MARTA to new service areas
- Setting the direction for the authority

We have made significant gains in these efforts, but more work remains. With a \$1.6 billion balanced budget for the upcoming fiscal year, MARTA is well-equipped to foster much-needed economic growth throughout the Metro Atlanta area. We are also positioned to make meaningful advancements with the More MARTA Program, Transit-Oriented Development, and Capital Projects, to make Atlanta a more interconnected city.

MARTA must continue to rebuild ridership and improve the customer experience while containing costs. It is only then that we can provide the best possible public transportation service to our region. Financial vigilance will be required as we seek bold and innovative solutions for a better tomorrow. I look forward to reinforcing MARTA's mission and priorities, placing the customer at the forefront of everything we do.

Sincerely,



Collie J. Greenwood
General Manager/CEO

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MARTA's Mission & Vision Statement

Our Vision

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

Our Mission

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

Our Priorities

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

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

MARTA Board of Directors

Officers



W. Thomas Worthy
Chairman
Governor Appointee



Kathryn Powers
Vice Chair
Clayton County



Al Pond
Secretary
Fulton County



Roderick A. Frierson
Treasurer
DeKalb County



Rita A. Scott
Immediate Past Chair
DeKalb County

Directors



Stacy Blakley
Fulton County



Jim Durrett
DeKalb County



William "Bill" Floyd
DeKalb County



Freda B. Hardage
Fulton County



Jennifer Ide
City of Atlanta



Sagirah Jones
City of Atlanta



Jacob Tzegaegbe
City of Atlanta



Valencia Williamson
Clayton County



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



Jannine Miller
Ex-Officio
Executive Director
GRTA

General Manager & Executive Staff



Collie Greenwood
GENERAL MANAGER & CEO

Executive Staff:

CHIEF COUNSEL
Peter Andrews

CHIEF CUSTOMER EXPERIENCE OFFICER
Rhonda Allen

CHIEF OF SAFETY & QUALITY ASSURANCE
Ralph McKinney

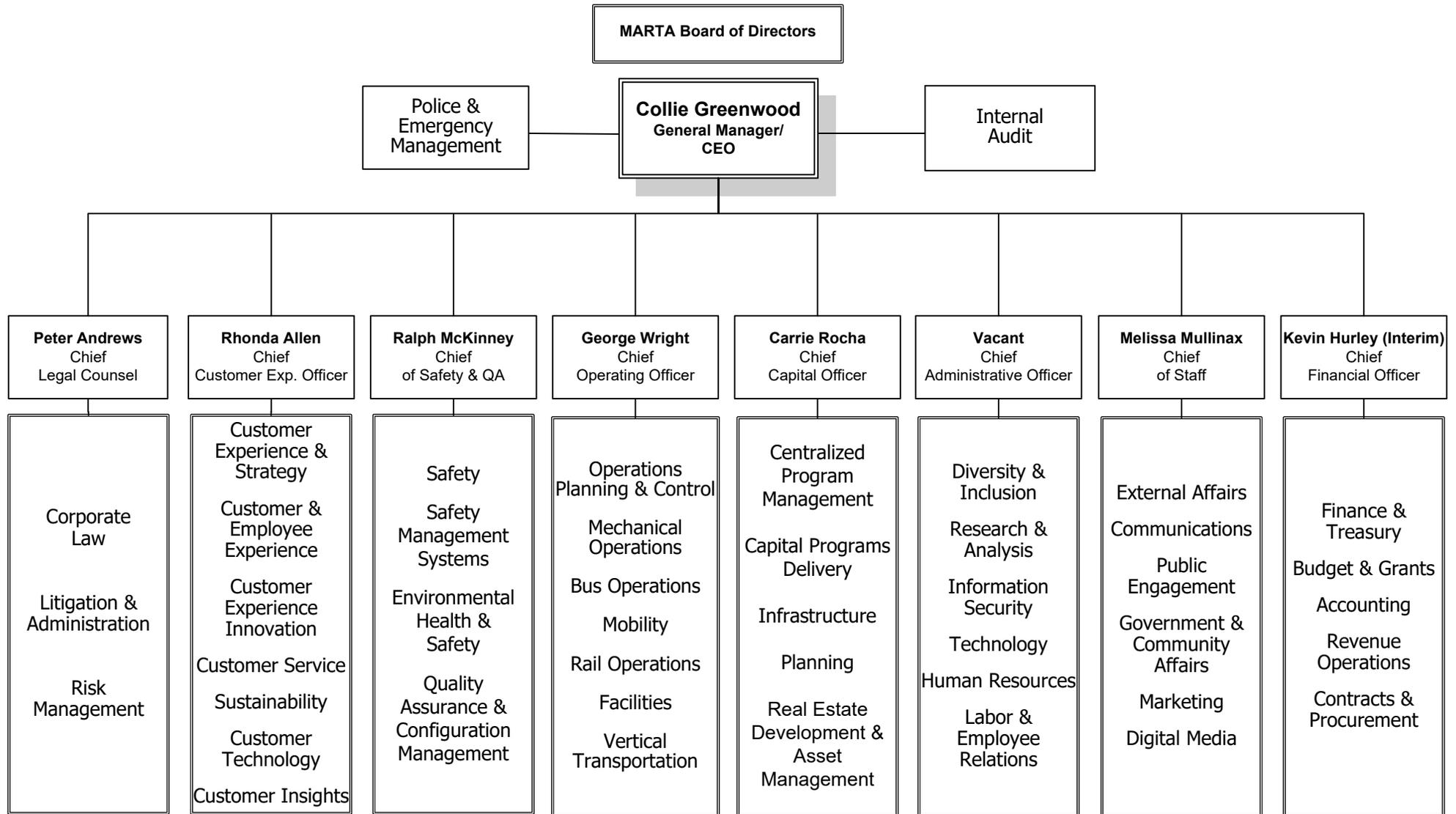
CHIEF OPERATING OFFICER
George Wright

CHIEF CAPITAL OFFICER
Carrie Rocha

CHIEF OF STAFF
Melissa Mullinax

CHIEF FINANCIAL OFFICER
Kevin Hurley (Interim)

MARTA Organization Structure



This organization chart reflects MARTA's organizational structure at the time of budget approval; the authority has recently been realigned to move departments in the Division of Administration into other divisions, and realign operations.

**Mechanical Operations includes Bus Maintenance, Rail Car Maintenance and Maintenance of Way.*

Budget Overview

Executive Summary

The Metropolitan Atlanta Rapid Transit Authority (MARTA) FY2024 budget reflects its vision of people taking people where they want to go today and tomorrow by providing safe, multimodal transit services that advance prosperity, connectivity and equity for a more livable region. The FY2024 budget is balanced, fiscally responsible and continues the restoration of service to pre-pandemic (FY2019) frequency levels for fixed routes. MARTA remains an affordable option with no fare increases and supports excellence in customer service by funding initiatives to enhance the rider experience for the thousands that choose MARTA every day.



MARTA's FY2024 budget totals \$1.6 billion and includes \$712.4 million in gross operating funds and \$854.5 million for capital programming. In keeping with our strategic priorities, MARTA continues to demonstrate fiscal responsibility and the FY2024 budget represents MARTA's twelfth straight year of a balanced budget without a fare increase. Our ongoing commitment to consistently provide excellence in customer service is demonstrated by a budget that supports the resumption of pre-pandemic levels of bus and rail service, and the implementation of large capital projects, including breaking ground on the region's first bus rapid transit (BRT) line.

STRENGTHS & OPPORTUNITIES

Fiscal year 2024 positive trends include increasing ridership demand, with off-peak trips balancing out the impact of remote workers, and demand rising for trips to large events such as the annual Peachtree Road race (the world's largest 10K run), July 4th Fireworks, music, and athletic events.

Sales tax projections, from which MARTA derives a significant part of its operating revenue, are strong and place us in a good position to deliver on promises for restored service levels and systemwide improvements. In fiscal year 2022, MARTA's sales tax revenues reached an all-time

high of \$665 million, and sales tax revenues for the first six months of fiscal 2023 were up 9.1 percent year-over-year and forecasted to be \$708.4 million by fiscal year end.

MARTA's fiscal health and responsibility was recognized in February 2023 with the receipt of an AAA credit rating, the highest rating issued, from Standard & Poor's (S&P) and Kroll Bond Rating Agencies. AAA-rated bonds have a high degree of creditworthiness and illustrate MARTA's ability to easily meet its financial commitments with the lowest risk of default.

Per MARTA General Manager and CEO Collie Greenwood, "This exceptional credit rating from both S&P and Kroll reflects MARTA's strong fiscal management and is further proof that sales tax revenue is expanding due to the growth in this region. An AAA rating underscores the strength of our long-term revenue growth, substantial and growing reserve balances, and shows we are well-positioned to increase our competitiveness for federal funding and meet the expansion commitments made to our jurisdictional partners." This assertion is bolstered by MARTA Board Chair Thomas Worthy who promises that "My fellow board members and I are committed to ensuring MARTA remains a good steward of public money and continues providing safe, equitable service with a focus on expansion."

The 2024 budget will continue to advance MARTA's Capital Improvement Program, with several projects entering design or construction phases, including Summerhill BRT and the Clayton County Operations and Maintenance Facility. The budget includes State of Good Repair (SOGR) projects focused on improving the customer experience with \$50 million for the multi-year Station Rehabilitation Program and close to \$60 million for the procurement of new railcars. Additionally, the budget allocates \$20 million for elevator and escalator rehabilitation, \$7 million for deep cleaning of rail stations, and \$3.4 million for new bus shelter amenities across the system.

CHALLENGES

In addition to facing increasing costs for fuel, healthcare, pensions, disruptions from inflation,

and supply chain issues, MARTA is facing acute worker shortages and slow ridership recovery.

Worker shortages - Persistent worker shortages that began at the height of the Covid pandemic will remain a challenge in fiscal year 2024. Vacancies averaged about 12% to 13%, and are currently hovering at 11%. The trend is expected to continue into fiscal year 2024 – similar to industries of every size and across nearly every state. In July of 2023, the U.S. Chamber of Commerce published a report stating there are 9.8 million job openings but only 5.9 million unemployed workers, meaning that if every unemployed person in the country found a job, there would still be around 4 million open jobs. This is due to fewer Americans participating in the labor force today compared to February of M2020 for a variety of reasons: workers that need to stay home to care for children or other family members; ill workers that have chosen to prioritize their health over working; early retirements; decreases in immigration; and lack of access to affordable child care; new entrepreneurial business starts; and finally, a reshuffling of workers quitting their jobs in search for more free time or better opportunities.

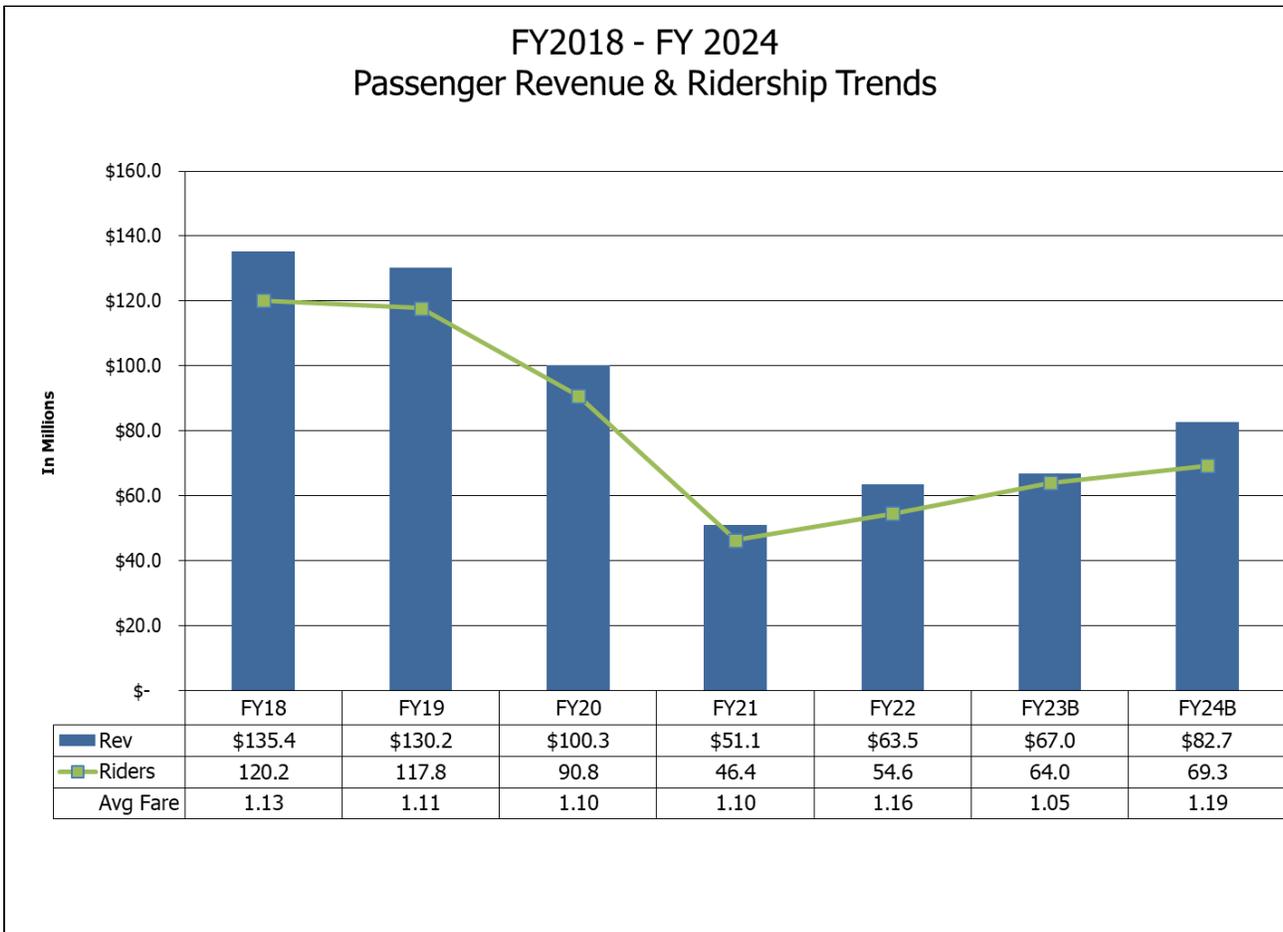
MARTA plans to continue aggressively recruiting employees, holding frequent job fairs and offering attractive signing bonuses. MARTA has also targeted the recruitment of U.S. military veterans and offers technical training for some careers.

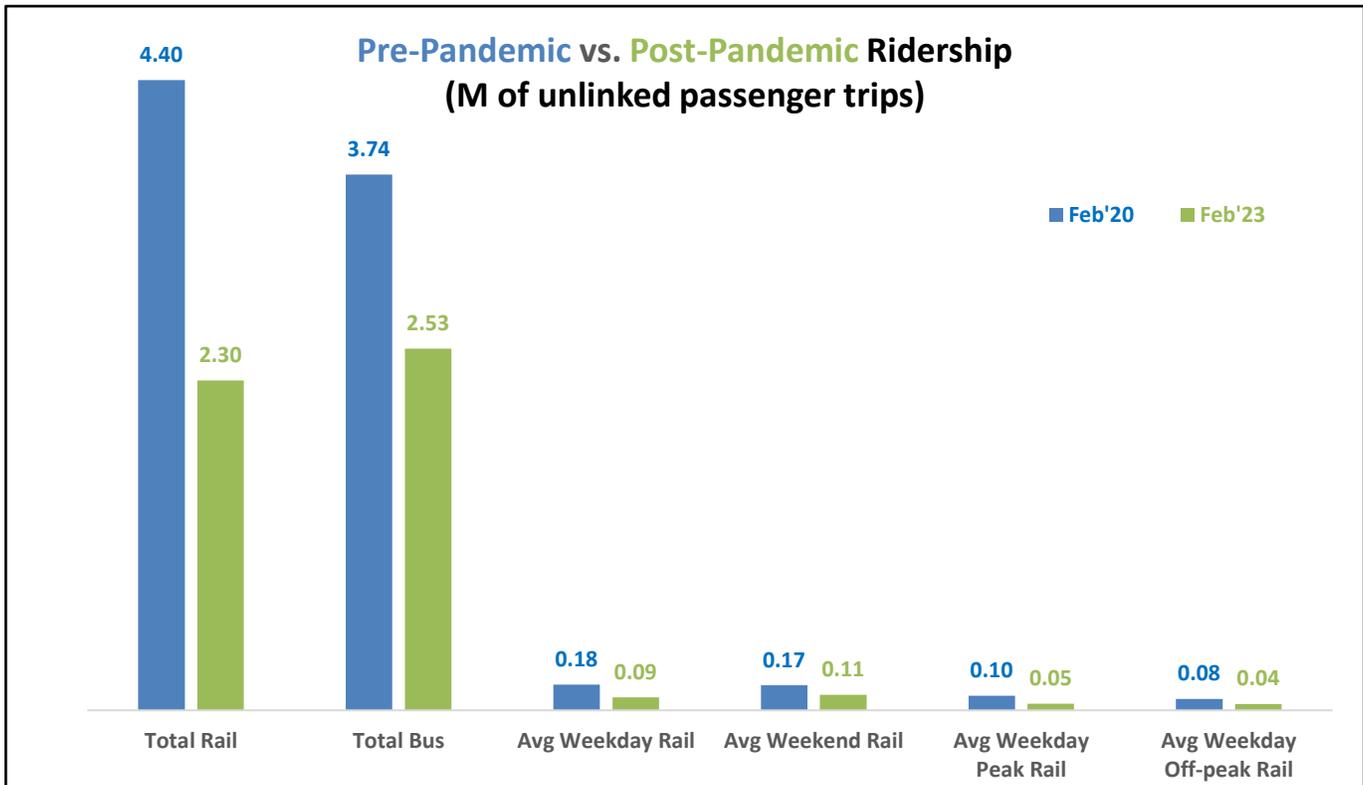
More MARTA - In FY2023, MARTA faced public scrutiny and criticism of its handling of More MARTA, a large transit expansion program within Atlanta supported by a 0.5 cent sales tax approved by voters in 2016. MARTA has reduced the list of priority capital projects within the deliverable revenue forecast and has spent millions on bus operations. Despite this, Atlanta city officials and members of the community have expressed frustration over a perceived lack of progress on the projects. In response, MARTA recently agreed to a council-demanded audit of the program and has proposed a schedule of projects in two "tiers," or categories. The first tier are priority projects that we estimate can be delivered by 2028.

Many of the projects involve buses, including “bus rapid transit” (BRT) and “arterial rapid transit” (ART).” BRT means buses running in routes that have a portion with dedicated lanes, and ART means a form of express bus service.

Ridership – Ridership is recovering, but slowly. Our ridership numbers are still below pre-pandemic levels, but riders are returning. Although the pandemic impacted ridership across all modes and across our entire service area, it disproportionately impacted weekday,

peak-period rail trips from the northern part of our service area. The data suggests that workers who have the option to telework are doing so, and it is also worth noting that we have not yet returned to the same level of service as prior to the pandemic and that factor is responsible for the comparative difference between ridership now and pre-pandemic levels. The table on the following page, **Pandemic vs. Post-Pandemic Ridership** compares pre and post pandemic ridership across bus and rail ridership and times traveled.





- **Rail ridership has been impacted by the pandemic more than bus ridership:**
 - Total rail ridership in February 2023 (2,304,139) was **52%** of rail ridership in February 2020 (4,401,906).
 - Total bus ridership in February 2023 (2,525,917) was **68%** of bus ridership in February 2020 (3,741,306).
- **Weekday rail ridership has been impacted more than weekend rail ridership:**
 - Average rail ridership per weekday in February 2023 (90,618) was **50%** of the average rail ridership per weekday in February 2020 (180,035).
 - Average rail ridership per weekend in February 2023 (107,760 for Saturday and Sunday combined) was **62%** of average rail ridership per weekend in February 2020 (174,497).
- **Rail ridership during the weekday AM and PM peak commuting periods were impacted more than during the off-peak periods:**
 - Average rail ridership during the weekday peak commute periods (6AM-9AM and 3PM-7PM) in February 2023 (45,760) was **45%** of the average rail ridership during the weekday peak commute periods in February 2020 (100,881).
 - Average rail ridership during the weekday off-peak periods in February 2023 (44,858) was **57%** of the average rail ridership during the weekday off-peak periods in February 2020 (79,155).
- **Weekday, peak period rail ridership from the northern part of the service area into employment centers (Buckhead, Midtown, downtown) was impacted more than in other parts of the MARTA service area:**
 - Average rail ridership during the weekday peak commute periods (6AM-9AM and 3PM-7PM) between stations on the red line north of Buckhead to and from stations in Buckhead, Midtown and downtown in February 2023 (2,875) was **26%** of the average rail ridership during the weekday peak commute periods in February 2020 (10,957).
 - By contrast, average rail ridership during the weekday peak commute periods (6AM-9AM and 3PM-7PM) between stations on the red line north of Buckhead to and from Airport station in February 2023 (667) was **55%** of the average rail ridership during the weekday peak commute periods (6AM-9AM and 3PM-7PM) between stations on the red line north of Buckhead to and from Airport station in February 2020 (1,218).
- **For some additional context, it might be worth noting that rail ridership for large special events has recovered fairly well, suggesting that despite the pandemic’s impact on commute trips, people are choosing to ride MARTA again for other purposes:**
 - Ridership for Atlanta United games in 2023 have been roughly **80%** of totals at comparable games in 2018.
 - Ridership for the 2022 SEC Football Championship Game were also roughly **80%** of the totals for the 2018 and 2019 games.
 - Ridership for the Taylor Swift Eras Tour shows at Mercedes-Benz Stadium the weekend of April 28 – April 30 ranked among the highest totals for any event at the stadium since it opened.

FISCAL YEAR 2024 STRATEGIC PRIORITIES

FY24 Strategic Priorities include support for initiatives that will build stronger connections to our communities.

Community Initiatives

Station Soccer Atlanta seeks to connect communities through transit, soccer, and leadership training. The program is run by Atlanta not-for-profit, Soccer in the Streets. The organization was established in 1989 and provides free soccer programs for underserved youth in the metro Atlanta area. In 2016 Station Soccer was launched on the plaza level at Five Points Station resulting in the first soccer field project inside a train station in the world. After the success of Five Points – Station Soccer, the program was expanded to include West End Station in 2018. Further Station Soccer projects will be announced over the next year as part of “The League of Stations”. Communities will represent their stations and play each other via the MARTA transit network. Partners in the project include The Atlanta United Foundation, MARTA and The City of Atlanta.

Last year, MARTA saw the expansion of the popular **Fresh MARTA Markets** in DeKalb County and the launch of Goodr Mobile Grocery Store to serve customers in Clayton County. Open from April through December, the MARTA Market provides farm stands right inside our stations. The markets serve multiple areas with limited food access. Each stand operates one-day per week, providing fresh produce to MARTA customers from Tuesday to Friday at a different station each day. The goal is simple: help get healthy, fresh food into local communities.

Located in seven stations, this innovative food access solution is a partnership between MARTA and the Community Farmers Markets along with community partners Atlanta Community Food Bank, Open Hand, and Wholesome Wave Georgia. The MARTA Market sources locally grown produce from the farmers affiliated with Community Farmers Markets, as well as several local food hubs. This gives local farmers the

opportunity to sell more produce to consumers that might not otherwise make it to a farmers’ market. This produce is complemented by non-local produce so that MARTA Market patrons can do a large amount of their fresh food shopping on their way to or from home.

Safety

MARTA is a safer and more secure system and has seen a 17% reduction in Part 1 crimes (violent and property crimes) and a 42% reduction in operator assaults over the past year. The GDOT 2022 Triennial Safety Audit found strong commitment to safety and no major safety gaps or concerns.

The **MARTA Police Department (MPD)** was awarded the American Public Transportation Association (APTA) 2023 Rail Security Gold Award for heavy rail stations for its outstanding security programs, specifically the Joint Bike Patrol Team partnership with the Atlanta Police Department. The Gold Award recognizes MPD’s security measures as being among the best, making MARTA one of the safest transit systems in the country.

With more than half a million people riding MARTA every day, keeping our customers safe is our top priority and the MARTA Police Department helps us carry out that mission.

Founded in 1977, the MARTA Police Department currently consists of approximately 296 sworn officers, 51 Protective Specialists, and 70 civilian employees. MARTA police officers are fully sworn and certified under the Georgia Peace Officer Standards and Training Council. Today, uniformed officers patrol our stations, parking lots, buses and trains. Additionally, plainclothes officers and K-9 units are stationed throughout MARTA’s transit system.

We’ve made a commitment to provide a safe and secure transit environment for our patrons and employees and will continue to deliver on this commitment.

MARTA HOPE (Homeless Outreach and Proactive Engagement)

Launched in August 2020, MARTA HOPE is a partnership with HOPE Atlanta to aid individuals experiencing homelessness who have taken refuge on the transit system. Nationally, homelessness grew increasingly acute amid COVID-19 and a shortage of affordable housing in metro areas. The impetus for the program is that those seeking shelter may view transit property as a safe haven, but their presence raises customer concerns about safety and security. In response, MARTA adopted a humane, service-centered approach to address the issue.

The program aims to maximize direct assistance provided to unsheltered persons on MARTA property and minimize the need to involve MARTA Police in non-criminal activities, collaborate with area stakeholders to alleviate, and improve the overall transit experience for MARTA customers. The program works by pairing teams of experienced case managers and uniformed field protective specialists that traverse the transit system and engage individuals at rail stations and bus shelters as well as on trains and buses.

The outreach teams work to find solutions that safeguard customers and employees while treating everyone with dignity and respect. The field protective specialists are trained in de-escalation tactics, crisis intervention, interpersonal communication, and cultural diversity. The MARTA HOPE teams connect individuals who accept their help to services based on their respective needs including shelter, clothing, drug and alcohol counseling, mental health treatment, supplemental benefit programs, job opportunities, and family reunification.

Bus Rapid Transit (BRT)

MARTA recently celebrated groundbreaking on the region's first BRT line, the Summerhill/Capitol Avenue BRT. The five-mile BRT line will connect downtown Atlanta to Capitol Gateway, Summerhill, Peoplestown, and the Beltline, with connections to MARTA's heavy rail system at Five Points, Georgia State, and Garnett Stations. The high-capacity transit line will have new electric

buses and operate in 85 percent dedicated lanes with transit signal priority. Fourteen BRT stations along the route will feature off-board fare collection so patrons can pay before they board, real-time service information, and level boarding, along with other amenities consistent with rail stations. This line will provide an efficient connection between historic city neighborhoods, job centers, Georgia State, and our rail system, and will be the benchmark for future BRT lines in metro Atlanta.

System-wide Upgrades

Our customers can also expect to see improvements in our stations thanks to inclusion in the budget of \$93.5M to improve the customer experience. These projects include the following:

- A total budget of \$7.4M for increased cleaning services for stations
- \$20.3M for Elevator/Escalator Rehabilitation
- \$7.2M for Increased Police Presence
- \$0.4M for HOPE Atlanta to address unsheltered
- \$0.6M to Introduce Breeze 2.0
- \$3.4M for 200+ New Bus Shelter Amenities
- \$5.0M for SMART Restrooms
- \$51.5M for Station Rehabilitation
- \$2.5M for Automated Parking

Labor Agreement Reached

In August 2023, MARTA and the Amalgamated Transit Union (ATU) Local 732 reached a three-year collective bargaining agreement that includes 16% raises, attendance, and longevity bonuses.

MARTA's healthcare coverage and pension benefits are top amongst public employers, with MARTA covering 83 percent of employees' healthcare premiums and offering represented employees a lifetime pension benefit. New benefits included in this contract include paid parental leave, education reimbursement, longevity, and attendance bonuses. The agreement also includes an average ten percent raise for operators in the first year, and three percent in the second and third year.

“No one is more important to delivering the vision of MARTA, which is people taking people where they want to go today, tomorrow and in the future, than our represented workforce,” said MARTA General Manager and CEO Collie Greenwood. “I feel confident this agreement recognizes the contributions of represented staff and establishes new benefits to support them and their families.”

The contract creates a mutually beneficial situation for both union and management by restructuring the attendance bonus from annual to quarterly. This allows employees to take time when needed but incentivizes consistent attendance, which will help minimize missed trips due to high levels of absenteeism.

ATU Local 732 members will receive an estimated twelve times more in total attendance bonuses over the last contract, and longevity bonuses have been added for members with 15 years of service and increased for those with over 20 years. Another feature of the contract is members can share MARTA employee Breeze passes with their spouses and dependents, up to four per represented employee.

“As a public entity, MARTA strives to keep pay competitive while remaining fiscally responsible,” said MARTA Board of Directors Chair Thomas Worthy. “The sixteen percent raises and longevity bonuses, plus health benefits provided at the lowest cost of any public employer in metro Atlanta, combine to make a strong compensation package for represented employees.”

Additional Employee Initiatives

We're committed to creating productive work environments through innovation, excellence and accountability. This commitment includes our dedication to equal respect for everyone in the workplace regardless of their background. Employees at MARTA receive honors and recognition for their hard work and dedicated service both to our organization and our community. The work we do can't happen without our employees, and we've built our organization around giving back to those who devote their work to serving the Atlanta community.

The following items are built into the FY24 budget to support MARTA employees:

- 65% of our operating budget covers direct support to employees in salaries, wages, benefits and overtime.
- Included in the benefits is a 6% match for non-represented employees' defined contribution plans, and an 8.09% contribution to the union pension fund.
- We are also spending approximately \$200K for training and leadership development, so our team is ready to tackle the challenges ahead.
- We also budgeted \$1.2 million for commercial drivers' license training to support the rapid deployment of new bus operators.
- Police services increased by \$7.3 million to cover a 5% pay increase to officers, upgrades to police facilities and training expenses
- Lastly, MARTA provides healthcare coverage so the employee share is limited to 17% for represented and 25% for non-represented employees

Capital Initiatives

The Authority's Capital Improvement Program (CIP) provides for the replacement, rehabilitation and enhancement of facilities and equipment required to support system safety, transit operations and regulatory requirements. The program ensures the transit system is maintained to enable continual delivery of high-quality service.

The Authority's \$625.9M Capital Improvement Program State of Good Repair (SGR) Sources Budget is based on the previous year capital carryover funds, the capital portion of sales tax receipts, federal and state grants, interest earned on capital investments and the issuance of debt, as needed.

For fiscal year 2024 planned capital sources and uses, the capital plan assumes a total capital program of \$855 million in expenses. This includes \$456 million in State of Good Repair, \$218 million for More MARTA – City of Atlanta, and \$29 million for More MARTA – Clayton

County. The budget also includes \$152 million in debt service payments specifically for the State of Good Repair program.

Total sources of funds budgeted in FY24 are slightly under \$1.2 billion with \$541 million in FY23 carryover funds from all sources and \$617 million in FY24 generated funds, which includes a \$125 million issuance of debt to support the State of Good Repair. MARTA expects to carry forward \$304 million in funds at the end of FY24.

Our sources of revenue for State of Good Repair total approximately \$626 million, with the largest contributor being capital sales tax which accounts for 42% of total funding. \$150 million from the unified reserve is included in the prior year carry forward amount, and the budget includes \$84 million in federal grants.

On the uses side for State of Good Repair, the total amount, including debt service, is budgeted at

\$608 million. The capital budget includes \$201.3M to deliver the following capital expansion priorities:

- \$30.0M for Summerhill BRT
- \$30.0M for Cleveland/Metropolitan BRT
- \$12.0M for Streetcar East Extension
- \$62.0M for Five Points Transformation
- \$10.6M for Bankhead Station Transformation
- \$15.8M for Campbellton
- \$29.7M for Clayton/Southlake BRT
- \$1.7M for Clayton Multipurpose O&M Facility
- \$1.0M for Clayton Justice Center
- \$1.8M for Candler ART
- \$2.0M for Stonecrest Transit Hub
- \$1.9 for South DeKalb Transit Hub
- \$2.8M for Master TOD Planning (Kensington/H.E. Holmes/Indian Creek)

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 FY2024 (see table on the following

page). Details regarding funding sources and uses for Transit Operations and Capital Programs respectively are explained in this section.



FY24 Sources of Funds		FY24 Uses of Funds	
Beginning Balance	\$ 913,807,572	Operating Expenses	\$712,399,215
Dedicated/Restricted Reserves	\$433,132,095	Less: Capital Allocation	(\$80,997,559)
Non-Dedicated/Non-Restricted Res.	\$339,411,541	Net Operating Expenses	\$631,401,656
General Fund/Cash Balance - Capital Use	\$141,263,936		
Total Sales Tax	\$695,129,000	More MARTA - Clayton	\$28,686,446
Operating Sales Tax	\$347,564,500	More MARTA - City of Atlanta	\$217,983,000
Capital Sales Tax SGR	\$260,464,836	Dedicated Capital Expenditures	\$246,669,446
Capital Sales Tax MM	\$87,099,664		
Carry Forward Operating from Non-Restricted Res.	\$48,000,000	SGR Capital Program (CIF)	\$456,346,319
Operating Revenues (excluding Sales Tax and Federal Assistance)	\$155,368,190		
Federal Assistance	\$217,118,123	Bond Debt Service & Other Financing Costs	\$151,480,772
Federal Formula Funds	\$81,500,000	USES TOTAL	\$ 1,485,898,193
Capital Assistance More Marta Clayton	\$2,120,702		
Capital Assistance More Marta City of Atlar	\$49,523,158	FUNDS AVAILABLE - GENERAL FUND	
Capital Assistance SGR	\$83,974,263	Dedicated/Restricted Reserves	\$333,439,173
Financing Proceeds	\$125,000,000	Non-Dedicated/Non-Restricted Res.	\$340,442,575
Interest Income	\$9,263,000	General Fund/Cash Balance	\$3,905,944
City of Atlanta	\$3,508,000	TOTAL FUNDS AVAILABLE	\$ 677,787,692
Clayton	\$4,725,000		
SGR	\$1,030,000		
SOURCES TOTAL	\$ 2,163,685,885		

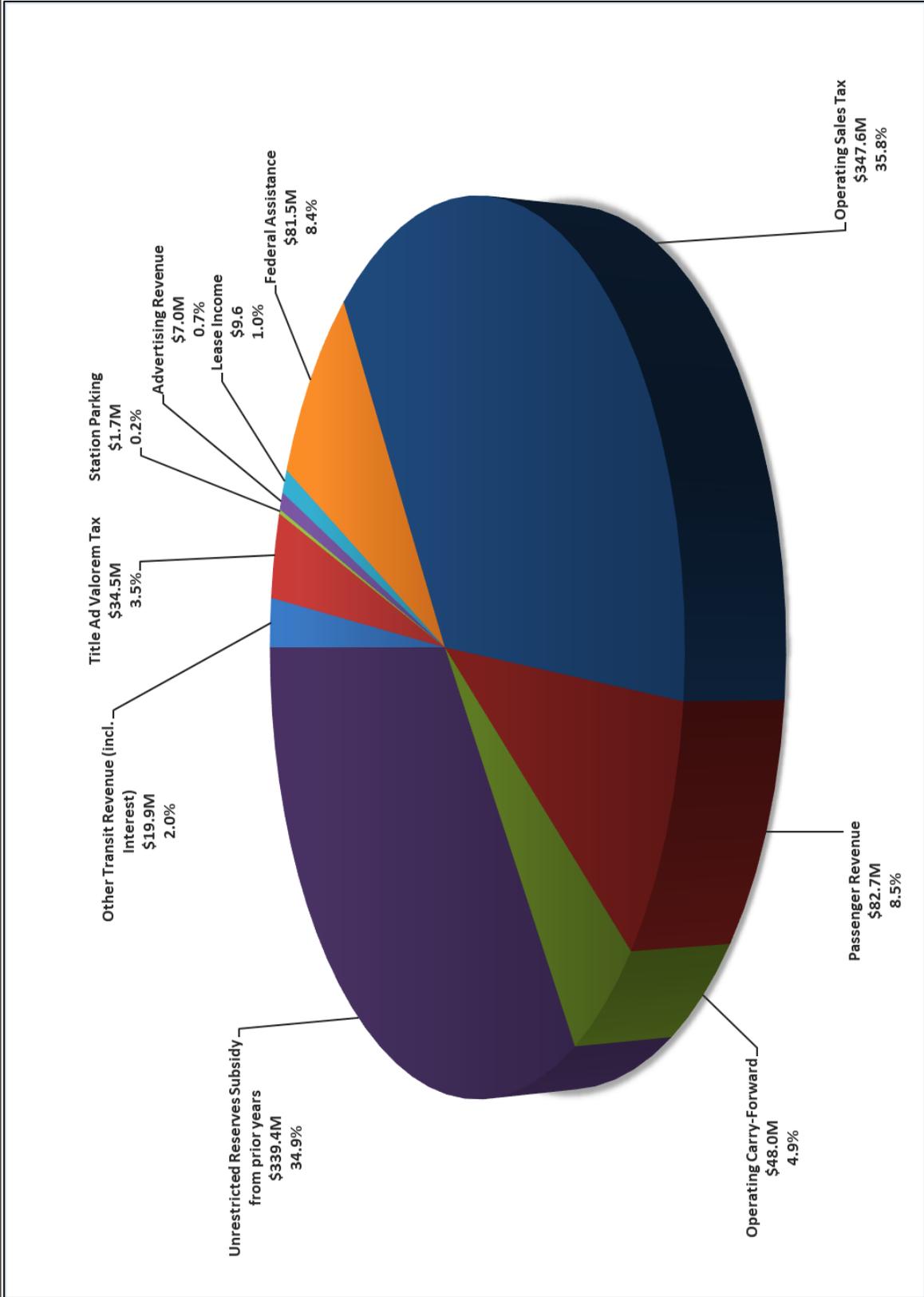
Summary of Available Funding for Operations

The Fiscal Year 2024 available funding for transit operations is \$972M which is funded through four primary sources: Sales Tax, Prior Year Carryover, Passenger Revenues, and Federal Sources. The table below includes the FY24 projected sources of funding available for

operations. Including the \$339M of unrestricted reserves, the FY24 total available funding is projected to exceed FY24 Net Operating Expenses by \$340M. The unrestricted reserves may be allocated in part or whole to fund operations or the capital program.

FY24 Available Funding for Operations		
<u>Sales Tax & Prior Year Carry-Over</u>		
Sales Tax Applied	\$ 347,564,500	
Unrestricted Reserves	<u>\$ 339,411,541</u>	
Total		\$ 686,976,041
<u>Operating Revenues</u>		
Passenger Revenues	\$ 82,692,143	
Title Ad Valorem Tax	\$ 34,450,000	
Station Parking	\$ 1,703,539	
Advertising Revenue	\$ 7,048,106	
Lease Income	\$ 9,576,890	
Interest	\$ 15,790,906	
Other Transit Revenues	\$ 4,106,606	
Total Operating Revenues		\$ 155,368,190
Operating Carry Forward		\$ 48,000,000
Total Federal Formula Funds		\$ 81,500,000
Total Operating Sources		\$ 971,844,231
Net Operating Expenses		\$ (631,401,656)
Unrestricted Funds Available for Future Use		\$ 340,442,575

FY2024 Available Funding for Operations - \$971.8B



MARTA’s 35% Rule

The Fiscal Year 2024 Budget satisfies the “35% Rule” mandated by the MARTA Act, which states the fare charged for transit services must be such that total transit related revenues, including any federal operating subsidy and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs from the preceding year.

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.

Operating Revenues - 35% Rule	
FY23 Operating & Federal Revenues	$= \frac{\$ 331,356,495}{\$ 462,774,445} = 71.60\%$
FY22 Net Operating Expenses	
<p>The Adopted FY24 Budget is projected to meet this criterion:</p>	
FY24 Operating & Federal Revenues	$= \frac{\$ 284,868,190}{\$ 587,558,991} = 48.48\%$
FY23 Net Operating Expenses (Budget)	

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

Under the MARTA Act ("the Act") and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax ("Sales Tax") within the City of Atlanta, Fulton, DeKalb, and Clayton Counties. In these jurisdictions, a Sales Tax of 1.0% is levied to subsidize the transit system. Under the Act authorizing the Sales Tax, MARTA obtained legislative relief on the 50% restricted use of annual sales tax proceeds to subsidize the operating costs of the transit system. Relief of the sales tax utilization restriction was adopted in 2015, becoming effective FY2016.

The remaining percentage of the Sales Tax revenue is used to fund capital development programs and address debt service needs.

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

More MARTA

In 2016, the Georgia General Assembly passed Senate Bill 369, which allowed the City of Atlanta

to consider adding a half penny on the dollar sales tax to be used for MARTA expansion. In November 2016, 71% of Atlantans voted to approve the half-cent sales tax and expand MARTA's service. The program includes improvements to existing service and investment in a variety of transit projects and system-wide enhancements and will help MARTA expand transit service to connect communities, expand access to jobs and education, give more mobility to seniors and individuals with disabilities, and

improve Atlanta's quality of life. The total More MARTA investment represents a \$2.5 billion investment in transit over the next 40 years.

The total estimated Sales Tax for Fiscal Year 2024 is \$695M including \$33.4M in escrow for Clayton County transit and \$53.7M for More MARTA. A summary of Transit Carryover for past years is provided in Appendix D – Table_FY19 to FY24 Summary of Transit Carryover.

Summary of FY24 Projected Operating Revenue

MARTA's operating budget is funded through sales taxes, passenger fares, non-passenger revenue sources (e.g., advertising and parking fees), and federal assistance. Total FY24 operating revenue is \$632,432,690 from the following sources:

Sales Tax

MARTA's largest source of funding is the portion of sales tax dedicated to operations. The Georgia State Economic Forecasting Center provided total sales tax projections of **\$695.1M** for fiscal year 2024. For FY24, this amount will be split 50%/50% between operating and capital budgets with a resulting FY24 operating sales tax portion of \$347.6M or 55% of total operating revenue. This amount represents an 8.2% increase over the FY23 budget primarily due to forecasted GDP growth and inflation.

The gross sales tax collections at the state level reflect a strong recovery from the covid pandemic in Georgia and the Atlanta metro area, which accounts for 70% of the state's employment and income share. December 2022 nonfarm employment levels have surpassed the pre-COVID employment high mark of February 2022.

MARTA's tax collection area benefits from the Atlanta convention and tourism business, which has rebounded post-pandemic. In fiscal year 2022 MARTA's collections grew by a remarkable 19.3% due the impact of strong job growth and an inflation boost to the taxable base, especially in the hospitality sector. In the first half of fiscal year 2023, the growth rate of MARTA's collections has moderated to 9.1% as job additions at the local level have cooled and hotel room price increases (national hotel room rate index) have plateaued per the "Sales Tax Projections for FY2023-FY2052", January 2023 report.

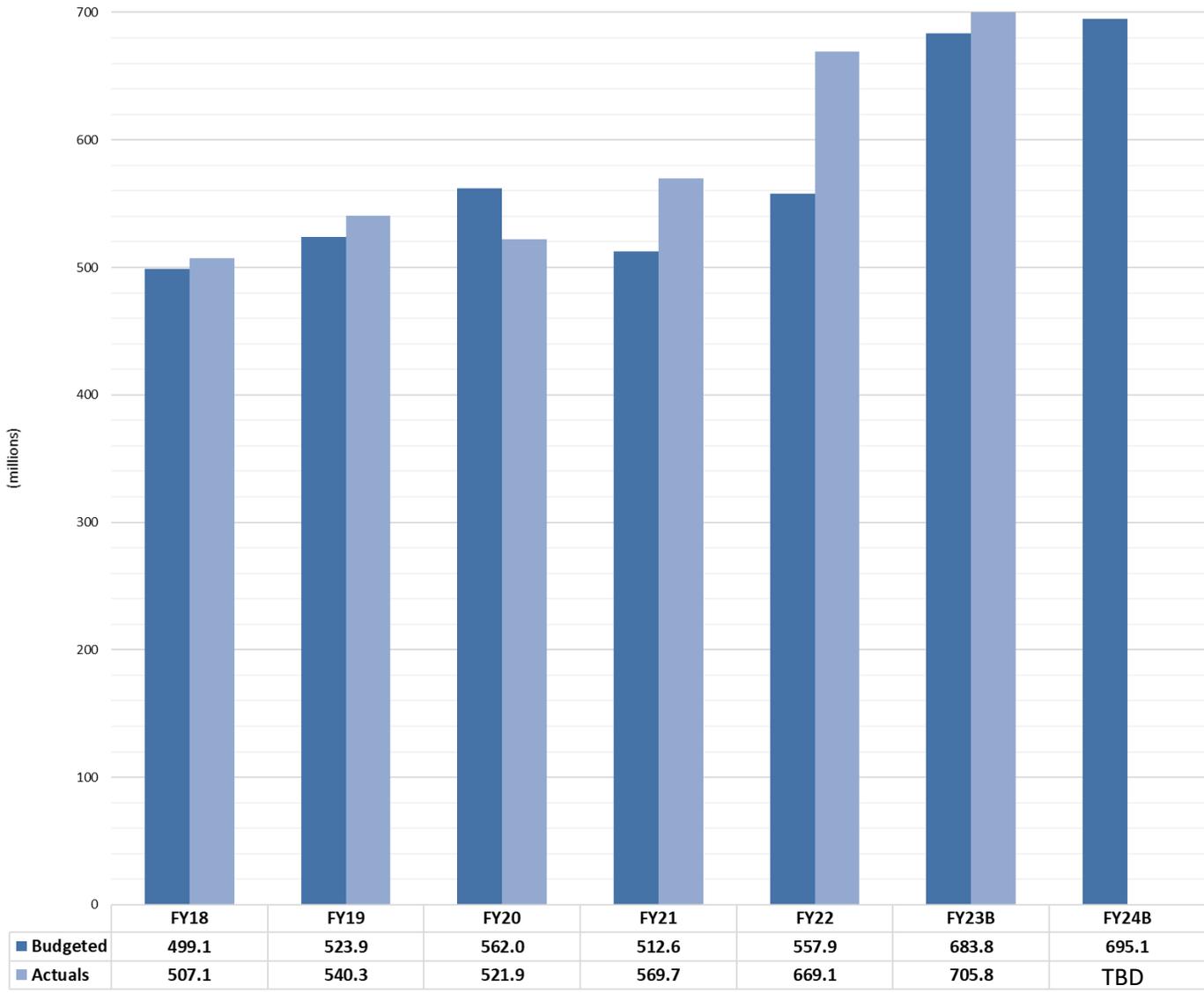
Moving into fiscal year 2024, any slowdown in the national economy will be felt in the metro economy too. Layoffs in the technology industry occurring in west coast firms are expected to ripple through to companies with satellite offices in Fulton and DeKalb counties. Cooling economic activity is also forecasted to impact warehousing and the transportation industry in the local region.

Growth in domestic migration is expected to boost spending, especially in retail sales, beyond what job growth numbers suggest. Georgia reportedly gained approximately 82,000 people in 2022 while California lost 343,000. If this trend continues, growth will likely lead to increased sales tax revenue.

Other assumptions in the Georgia State Economic Forecasting Center sales tax projections include:

- Overall GDP growth will be 0.5% in 2023, 1.0% in 2024, and 2.2% in 2025.
- The Fed Funds Rate will rise 3 times in 2023 for another 75 basis points, and will be cut by 150 basis points in 2024.
- The 10-year bond rate will average 3.8% in 2023, 3.4% in 2024 and 3.2% in 2025. Thus, housing starts will average 1.208 million in 2023, 1.241 million in 2024 and 1.359 million in 2025.
- Oil prices will rise in the first half of 2023 to \$95 a barrel and will then moderate slowly to below \$80 by year end. Oil will average \$83.7 in 2024 and \$85.1 in 2025.
- CPI inflation will be 4.3% in 2023 and moderate to 2.6% in 2024.

FY2018 - FY2024 Sales Tax Receipts



Passenger Revenue

FY24 Passenger Revenue is forecasted to be **\$82.7M** or 13% of total revenue. This is an increase of 23.4% from FY23 and corresponds to total forecasted ridership of 69M, an increase of 8.2% over last fiscal year (see **Passenger Revenue and Ridership Trends** in the preceding section).

Title Ad Valorem Tax (TAVT)

FY24 Title Ad Valorem Tax is projected at **\$34.5M** or 5% of total revenue, an increase of 15% over FY23. Effective since March 2013, Title Ad Valorem Tax is a one-time tax paid at the time motor vehicles are titled. This replaced sales tax and annual ad valorem tax (annual motor vehicle tax). The tax is paid every time vehicle ownership is transferred or a new resident registers a vehicle in Georgia for the first time.

The temporary title ad valorem tax (TAVT) reduction provided by the General Assembly in 2020 expired on June 30, 2023, and beginning on July 1, 2023, the TAVT rate returned to a rate of 7% from 6.6% of the fair market value of the motor vehicle. The new rate will only apply to motor vehicles purchased or leased on or after July 1, 2023, and titled in Georgia. The projected increase of 5% is consistent with the current mostly favorable economic outlook.

Interest Income

Interest Income for FY24 is forecasted at **\$15.8M**, and while only 2.5% of total revenue, represents a \$14.5M increase over last year's budget of \$1.3M. FY23 actuals through March are nearly \$5M and are expected to increase based on the high interest rate environment and higher reserve balances.

Lease Income

Lease Income consists of real estate leases, lease income from property rental for films, parking lot, billboard, and telecom leases. This is projected to increase to

\$9.6M, or by 12.6% for FY24. Lease Income represents 1.5% of total revenue.

Advertising Income

Advertising Income is 1.1% of total revenue and is forecasted to decrease by \$1.3M to **\$7M** in FY24 due to expected decreases in bus shelter and rail advertising. This is a 15.2% reduction from the FY23 budget.

Station Parking Revenue

FY24 Station Parking Revenue is projected at **\$1.7M** which is an increase of 6% over last year's budget and correlates to the projected increase in rail ridership. Station Parking is 0.3% of total revenue.

Federal Operating Assistance

Federal Operating Assistance represents 13% of total operating revenue and is forecasted to be **\$81.5M** in FY24. This is due to a decrease of nearly 62% following the sunset of \$140M in American Rescue Plan (ARP) funding. Federal Assistance supports preventive maintenance activities, supplies, materials, labor, services, and associated costs required to preserve or extend the functionality and serviceability of assets.

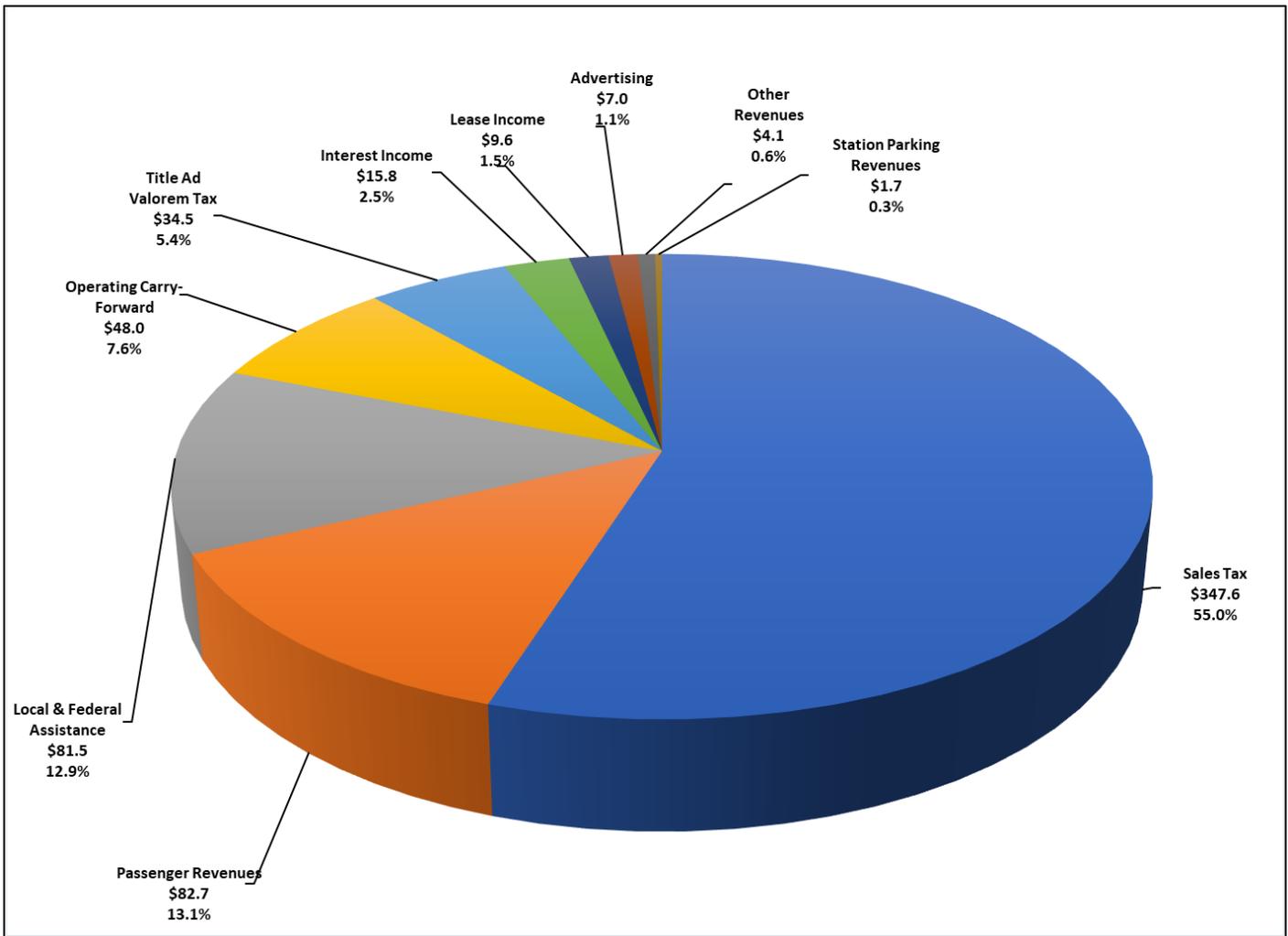
Other Revenues

FY24 Other Revenues consist primarily of income from the Alternative Fuel Tax credit and is projected to be **\$4.1M** which is an increase of \$3.4M over the last fiscal year. Other Revenue also includes income from cellular WIFI fees, clearinghouse fees, regional partner merchant fees, and trust income. Other Revenues are 0.6% of the total budget.

Operating Carry Forward

The **\$48M** Operating Carry Forward makes up 7.6% of the FY24 operating sources of funds and balances the budget. This represents a portion of the forecasted operating surplus from Fiscal year 2023.

FY24 Net Operating Revenues - \$632.4M



Category	FY23 Budget	FY24 Budget	\$ Change from FY23	% Change from FY23	FY24 % of Total
Sales Tax	\$321.4	\$347.6	\$26.20	8.2%	55.0%
Passenger Revenues	\$67.0	\$82.7	\$15.65	23.4%	13.1%
Local & Federal Assistance	\$213.9	\$81.5	-\$132.37	-61.9%	12.9%
Operating Carry-Forward	\$0.0	\$48.0	\$48.00	0.0%	7.6%
Title Ad Valorem Tax	\$30.0	\$34.5	\$4.45	14.8%	5.4%
Interest Income	\$1.3	\$15.8	\$14.49	1117.3%	2.5%
Lease Income	\$8.5	\$9.6	\$1.07	12.6%	1.5%
Advertising	\$8.3	\$7.0	-\$1.26	-15.2%	1.1%
Other Revenues	\$0.7	\$4.1	\$3.38	467.8%	0.6%
Station Parking Revenues	\$1.6	\$1.7	\$0.09	5.6%	0.3%
Total	\$652.7	\$632.4	(\$20.3)	-3.1%	100.0%

Summary of FY24 Budgeted Operating Expenses

MARTA's FY24 Net Operating Expenditures budget total is \$631,401,656 and will fund the following:

Salaries & Wages

FY24 **Salaries & Wages** before capital cost allocation total \$298.4M, which is \$21.1M or 7.6% more than budgeted for FY23. This increase will fund 4,781 total positions (9 less than FY23) including negotiated pay increases for represented employees and merit increases for non-represented staff. Also included is a 5% increase for Police and 8.5% for ATU employees and \$3K per ATU employee for ratification bonus estimated before end of FY 2023.

Fringe Benefits

FY24 Fringe Benefits before capital cost allocation total \$153.2M, which is 7.8% or \$11.1M more than budgeted for FY23. This increase will fund growth in healthcare costs of 7.5% and anticipated increases in pension expenses of 6.3%. Workers Comp expenses increased 11.5% to align with current actuarial estimates and FY23 payout levels.

Overtime

Though position vacancy rates have declined, from FY23 from 14% to 11%, the overtime budget increased by 16.2% or \$5.4M to right size the budget in anticipation of ongoing vacancy challenges.

Capital Cost Allocation

FY24 capital allocation is \$81M. This is an accounting function by which estimates are made to distribute indirect costs to capital projects in order to approximate their full costs.

Contractual Services

The FY24 Contractual Services budget totals \$107.5M, which is an increase over the FY23 budget by \$6.1M or 6% due to increases for targeted station cleaning contracts and increased demand for mobility services.

Materials & Supplies

Total Materials & Supplies for FY24 is budgeted at \$57.3M, of which 33% or \$18.8M is for fuel (diesel, CNG, and unleaded). Based on the forward curve for diesel and natural gas, we forecasted a slightly lower budget for fuel. Material costs increases are also driven by the need to purchase parts and equipment delayed by the supply chain issues of FY 2023.

Casualty & Liability

The anticipated increase in Casualty & Liability costs of \$1.57M, or 7.2%, is due to the higher than usual rate of claims experienced in recent years and consistent with current actuarial estimates. The FY24 budget amount of \$22.1M is a combination of \$13 million in reserves for claims for incidents that occurred during the fiscal year or previous fiscal years for which there is accrued liability. The remaining budget of \$9.1M million includes insurance premiums offset by recovery of damages.

Other Operating Expenses

The FY24 budget amount of \$17.4M for Other Operating Expenses is 0.4% greater than the FY23 budget amount. The increase is driven by higher electricity, telephone/cellular costs, and increased utility costs for facilities. Total electricity and propulsion costs increased by 10.3% in FY24 due to rate increases.

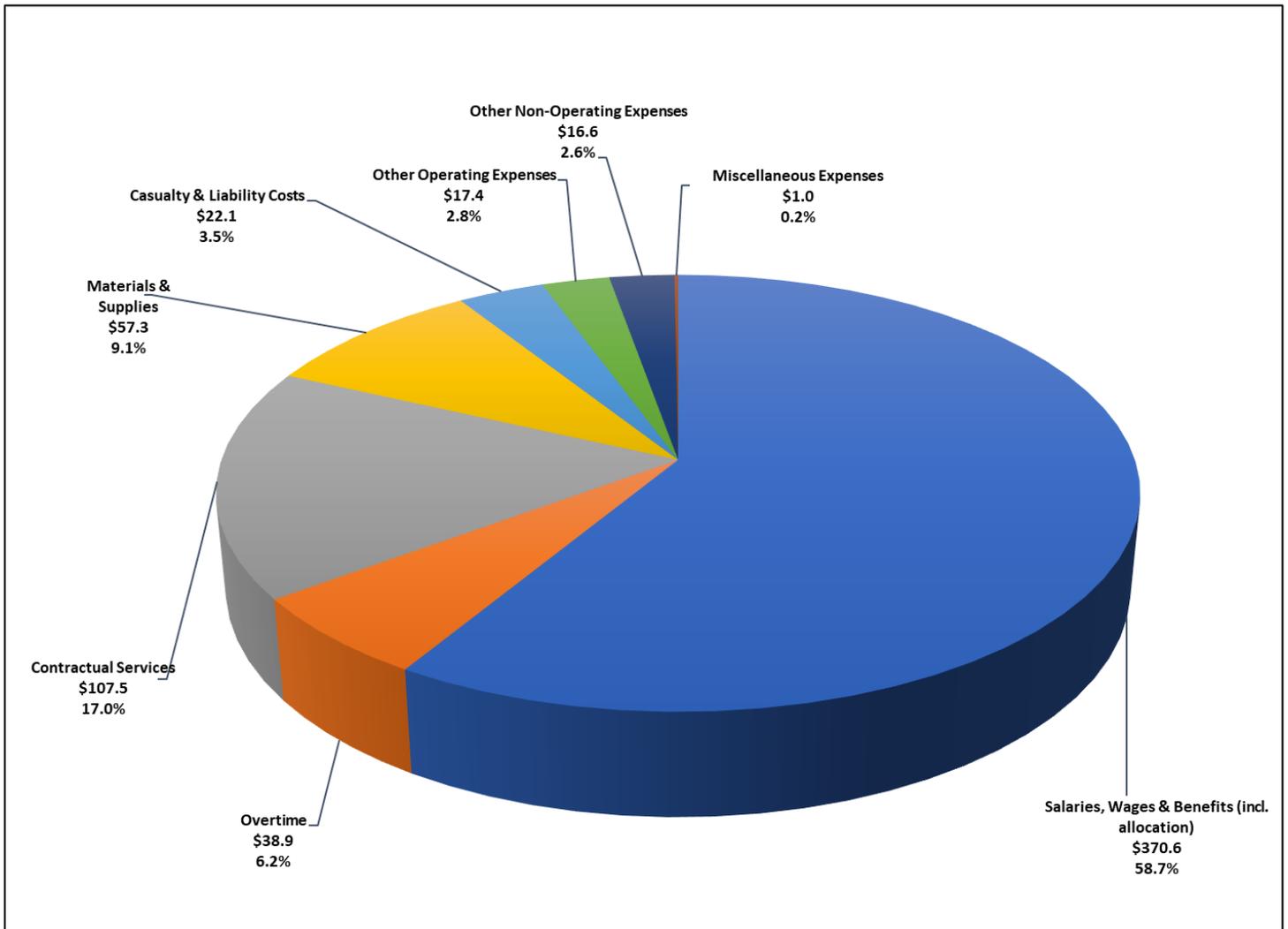
Other Non-Operating Expenses

Other Non-Operating costs increased by \$1.9M, or 13.6%, and includes additional spending for professional development, tuition reimbursement, as well as conference and off-site course fees. Other professional expenses such as memberships and publication subscriptions are also captured here. A portion of this budget includes increased spending for professional development and travel now that more in-person opportunities have become available post pandemic. Other Non-Operating expenses total \$16.6M for FY24. (Note: Other Non-Operating Expense includes an operating contingency of \$10M.)

Miscellaneous Expenses

Miscellaneous Expense costs are forecasted to increase by \$273K, or 40.2%, due to promotional activities and events.

FY24 Net Operating Expenses - \$631.4M



Category	FY23 Budget	FY24 Budget	\$ Change from FY23	% Change from FY23	FY24 % of Total
Salaries, Wages & Benefits (incl. allocation)	\$344.0	\$370.6	\$26.6	7.7%	58.7%
Overtime	\$33.5	\$38.9	\$5.4	16.2%	6.2%
Contractual Services	\$101.4	\$107.5	\$6.1	6.0%	17.0%
Materials & Supplies	\$55.5	\$57.3	\$1.8	3.3%	9.1%
Casualty & Liability Costs	\$20.6	\$22.1	\$1.5	7.2%	3.5%
Other Operating Expenses	\$17.3	\$17.4	\$0.1	0.4%	2.8%
Other Non-Operating Expenses	\$14.6	\$16.6	\$2.0	13.6%	2.6%
Miscellaneous Expenses	\$0.7	\$1.0	\$0.3	40.2%	0.2%
Total	587.6	631.4	43.8	7.5%	100%

Summary of Fiscal Year 2024 Human Resources

MARTA began FY23 with a total personnel authorization of 4,880 positions; 19 positions were reduced over the course of the fiscal year and 10 were added for FY24, resulting in an FY24 total authorization of 4,871 positions (see table of Human Resources by Division/Department in this section).

Customer Experience & Strategy established a new business unit to build on plans initiated in Fiscal Year 2023 to migrate customer-facing IT functions from the department of Information Technology. Timely, accurate, and comprehensive rider information is of the highest importance to the MARTA customer experience and this new team will be dedicated to collecting and interpreting rider information and improving user interfaces. This initiative reflects an emerging trend within the transit industry toward more specialized agency capacity focused on customer information/technology. This includes production of static and real-time rider data including schedule feeds, real-time vehicle tracking, arrival times/predictions, and service alerts and presentation of rider information via various customer-facing channels (e.g., website, mobile apps, and electronic signage).

Safety & Quality Assurance has added a **Public Health Specialist** to ensure compliance with requirements found in the Bipartisan Infrastructure Law for adherence to guidance from the Centers for Disease Control and Prevention and the Georgia Department of Public Health. The specialist will establish a program, associated training, and create documentation regarding infectious diseases and will be responsible for internal communications with public health officials. The program will ensure effective preparedness and response to infectious disease outbreaks, epidemics, and pandemics. The specialist position will also support educational initiatives.

Legal Services received an additional **Associate Counsel** position to assist, interpret, and advise the Authority on contracts, resolutions, and other documents requiring legal interpretation. The Associate Counsel will work closely with MARTA Contracts, Procurement and Materials as well as the Capital Programs and Delivery team to assist in keeping Expansion and State of Good Repair projects on time while ensuring contracts are compliant with MARTA policies and Federal regulations. Two additional **Senior Associate Counsel** attorneys will focus on employment issues, Open Records Act requests, and provide legal advice as needed. The number of Open Records Act requests have increased substantially over the years, and these positions provide necessary capacity.

Diversity & Inclusion added a **DBE/Small Business Analyst** to support MARTA's Disadvantaged Business Enterprise Program (DBEP) which is designed to diversify and enrich economic opportunities among underrepresented business groups. The DBEP is mandated by the Federal Transit Administration (FTA). DBE/Small Business Analysts assign DBE goals based on FTA's methodology; sit on pre-proposal meetings and most Source Evaluation Committee (SEC) panels as a non-voting member; make responsibility determinations when bids are received; obtain required DBEP documents from successful vendors; monitor goal participation on MARTA's contracts; and take action to address deficiencies, review and monitor DBE sub-contracts for required clauses and handle DBE payment and other disputes. The analysts are also responsible for the disadvantage and small business outreach events (both MARTA hosted as well as hosted by other organizations) which are key in ensuring that we are reaching and educating small businesses.

Finance added several professional positions to support Treasury and Accounting, and a **Manager of Contracts** to bolster Contract and Procurement functions.

Direct Customer Serving Positions

Bus Operators

The FY24 adopted budget includes 1,353 full-time and 123 part-time bus operators, the same as FY23. Challenged by high vacancies due to worker shortages, MARTA has implemented aggressive recruiting efforts including frequent job fairs, hiring and retention bonuses. The FY24 Budget includes budget for \$3,000 sign-on bonuses for all bus operators and journeyman bus technicians.

Rail Operators

The FY24 adopted budget includes 153 Full-time rail operators, no change from FY23. MARTA Rail Operators are hired from the pool of Bus Operators and safely operate MARTA passenger trains to pick up and discharge passengers at rail station platforms and make clear and concise transit announcements at each rail station. An additional 12 operators staff MARTA's Light Rail fleet of two vehicles daily, 8:15 am to 11pm.

Station Agents

The FY24 budget continues to fund 74 full-time authorized station agents which is the same as last year. MARTA Station Agents are uniformed employees that provide face-to-face customer contact and interact with patrons to ensure immediate resolutions to service issues. Station Agents also inspect stations for cleanliness and monitor fare machines and gates.

Customer Service Positions

The FY24 budget funds 58 full-time and 2 part-time customer service authorized positions. MARTA's customer service agents staff the **Customer Service Center** which handles customer complaints, commendations and fare issues, Monday through Friday from 8:00 am until 5:00 pm. (Closed on weekends & holidays.)

The **Customer Information Center**, which handles customer scheduling inquires, trip itineraries and general information is open

Monday through Friday 7:00 am until 7:00 pm and Saturday and Sunday from 8:00 am to 5:00 pm, and also open for most holidays.

Police

The FY24 budget provides additional funding for Police raises and bonuses. All new officers will receive a \$3000 bonus upon completion of the Police Academy, Field Training and 3-year employment agreement. POST Certified Police Officers who transfer to MPD will receive a \$5000 bonus upon completion of Field Training and 3-year employment agreement. Additional bonuses include \$1500 Bilingual Pay, \$500 Monthly Shift Differential Pay, \$500 Monthly Weekend Differential Pay, \$1500 Incentive Pay for Intermediate, Advanced, Supervision, and Managerial Certifications.

Founded in 1977, the MARTA Police Department consists of approximately 296 sworn officers, 51 Protective Specialists, and 70 civilian employees. MARTA police officers are fully sworn and certified under the Georgia Peace Officer Standards and Training Council. Today, uniformed officers patrol our stations, parking lots, buses and trains. Additionally, plainclothes officers and K-9 units are stationed throughout MARTA's transit system.

General & Administrative Positions

MARTA's remaining workforce of is comprised of both represented and non-represented management, professional, technical, maintenance, and administrative positions. These positions are organized into 31 departments that support operations and the authority's strategic initiatives.

MARTA's personnel by department are listed in the table on the following page. For additional personnel information see the tables in Appendix F – Operating Budget Detail_Tables and Charts.

Human Resources by Division/Department			
Division/Department	FY23 Auths	FY24 Add/Deletes	FY24 Auths
Administration	253	6	259
Dept of Chief Administrative Officer CAO	17	1	18
Dept of Human Resources	49	8	57
Dept of Information Security	11	0	11
Dept of Labor and Employee Relations	9	0	9
Dept of Research & Analysis	37	1	38
Dept of Technology	130	-4	126
Capital Programs Expansion & Innovation	236	11	247
Dept of Capital Prog Expan & Innovation	2	0	2
Dept of Capital Programs Delivery	102	-2	100
Dept of Centralized Program Management	32	-2	30
Dept of Deputy Chf Cap Prog Exp & Innov	3	0	3
Dept of DGM Capital Prog Exp & Innovation	0	2	2
Dept of Infrastructure	58	0	58
Dept of Planning	38	-1	37
Dept of Real Estate Dev & Asset Mgmt	0	15	15
Dept of Strategic Projects	1	-1	0
Chief Counsel Legal Services	26	4	30
Dept of Chief Counsel Legal Services	23	3	26
Dept of Deputy Chief Legal Counsel	3	1	4
Chief of Staff	42	-8	34
Dept of Chief of Staff	15	-12	3
Dept of External Affairs	27	4	31
Finance	286	-34	252
Dept of Chief Financial Officer CFO	111	2	113
Dept of Finance	175	-36	139
General Manager	538	6	544
Dept of Customer Experience & Strategy	71	6	77
Dept of General Manager CEO	2	0	2
Dept of Internal Audit	16	0	16
Dept of Police Services	449	0	449
Operations	3421	4	3425
Dept of Bus Operations	2042	1	2043
Dept of Deputy General Manager	52	2	54
Dept of Mechanical Operations	621	0	621
Dept of Rail Operations	706	1	707
Safety	78	2	80
Dept of Chief Safety & Quality Assurance	6	7	13
Dept of Safety & Quality Assurance	72	-5	67
Grand Total	4880	-9	4871

Capital Program Funding

The Fiscal Year 2024 Capital Budget totals \$703,015,765 in total for State of Good Repair (SGR) and More MARTA program expenditures.

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

The Capital Improvement Program is reimbursed from Federal and State grants. The Federal grant programs require participation in the form of a local match, which is funded through the Sales Tax and State grants.

Funding Sources

Local sources of funding for the FY24 Capital Budget include Sales Tax, a FY24 general fund beginning balance and investment/other income. MARTA is also authorized to sell sales tax revenue bonds and floating rate notes. A description of the capital sources follows.

FY24 General Fund Beginning Balance

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

State of Good Repair (SGR)

Sources		Uses	
Prior Year Carry Forward	155.4	Capital Expenditures	456.3
Capital Sales Tax	260.5	Debt Service	151.5
Federal/State Funds	84.0	Subtotal	607.8
Interest Income	1.0		
Debt Issue	125.0		
Subtotal	625.9		

More MARTA - City of Atlanta

Sources		Uses	
Prior Year Carry Forward	175.4	Capital Expenditures	218.0
Capital Sales Tax	53.7	Debt Service	0.0
Federal/State Funds	49.5	Subtotal	218.0
Interest Income	3.5		
Debt Issue	0.0		
Subtotal	282.2		

More MARTA - Clayton County

Sources		Uses	
Prior Year Carry Forward	210.0	Capital Expenditures	28.7
Capital Sales Tax	33.4	Debt Service	0.0
Federal/State Funds	2.1	Subtotal	28.7
Interest Income	4.7		
Debt Issue	0.0		
Subtotal	250.2		

Total Sources	1,158.3	Total Uses	854.5
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Sales Tax

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

In April 2015, Georgia legislators eliminated the requirement mandating that MARTA spend 50% of its sales tax revenues on capital expenses and the other 50% on operations. Removal of this provision gives MARTA more flexibility in managing its resources. For FY24, MARTA maintained the 50%/50% split.

Investment & Other Income

Also available as a local source is investment income totaling \$9,263,000. This source includes interest income from all capital eligible portfolios.

Financing

MARTA budgeted \$125.0M in Sales Tax Revenue Bonds to fund the FY24 Capital Program.

Federal, State and Other Sources

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

Federal Grants Program

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

reprogrammed/flexed Federal Highway Administration and other federal program funds. Approximately \$129.0M is expected to be reimbursed in FY24.

State Grants Program

The State of Georgia participates in the implementation of the Authority's Regional Bus Stop Signage and Bankhead platform extension projects. Approximately \$6,568,441 in related expenses is anticipated to be supported in FY24.

Capital Expenditures

The total Capital Budget of \$703,015,765 for FY24 funds the Capital Improvement Program, More MARTA City of Atlanta expansion projects, More MARTA Clayton expansion projects, and debt service expenses. These items are outlined in the table on the preceding page.

Capital Improvement Program

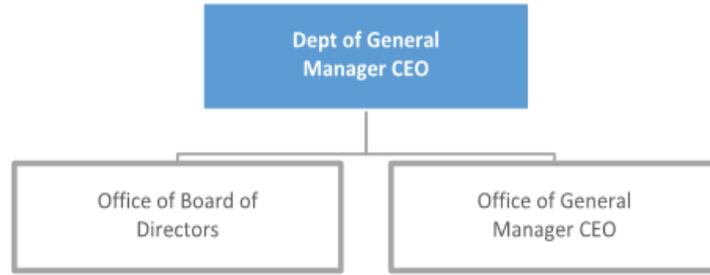
The Capital Improvement Program provides for the replacement, rehabilitation and enhancement of facilities and equipment required for support transit operations, regulatory requirements, and system safety.

The program ensures that the transit system is maintained for delivery of high-quality service. Total projects and procurements budgeted for FY24 for State of Good & Repair (SGR) is \$456,346,319, More MARTA City of Atlanta is \$217,893,000, More MARTA Clayton is \$28,686,446.

The Capital Improvement Program, provides Regional, Financial, Short-Range and Long-Range Transit Planning Projects.

Department Overviews & Operating Budgets

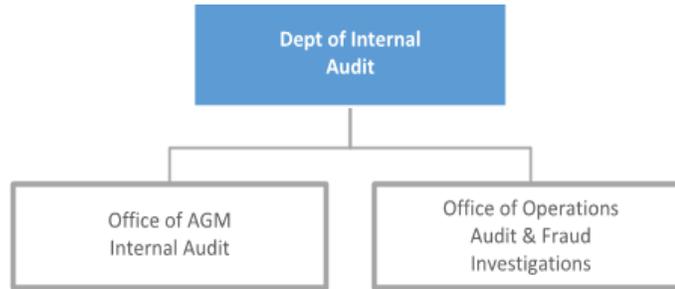
Department of General Manager CEO



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 740,476	\$ 792,670	\$ 733,282	\$ 733,282	\$ 840,925	\$ 107,643	\$ 107,643
Non-Labor	\$ 592,330	\$ 160,366	\$ 9,712,991	\$ 9,955,011	\$ 10,273,682	\$ 560,691	\$ 560,691
Gross Operating Total	\$ 1,332,805	\$ 953,035	\$ 10,446,273	\$ 10,688,293	\$ 11,114,607	\$ 668,333	\$ 668,333
Allocation	\$ (132,872)	\$ (126,018)	\$ (844,271)	\$ (862,814)	\$ (898,914)	\$ (54,643)	\$ (54,643)
Net Operating Expenses	\$ 1,199,933	\$ 827,018	\$ 9,602,002	\$ 9,825,479	\$ 10,215,693	\$ 613,690	\$ 613,690
Total Headcount	3	2	2	2	2	0	0

Department Name	Dept of General Manager CEO
Offices (List All)	Office of General Manager CEO, Office of Board of Directors
FY2023 Accomplishments	<ul style="list-style-type: none"> Atlanta Streetcar route extension to the Beltline. The route will run east along city streets to the Beltline, then north along the trail to Ponce City Market, and includes five stations. MARTA received a grant of \$19.3 million from the Federal Transit Administration to purchase a total of 25 electric buses and install the charging infrastructure. MARTA featured rail station announcements made by children and young adults with autism spectrum disorder (ASD) during the month of April to mark Autism Awareness Month. The rail service announcements were heard on the platforms at MARTA's 38 rail stations. MARTA, in partnership with the City of Atlanta, officially broke ground for the region's first bus rapid transit (BRT) line, the newly named MARTA Rapid. Construction on the line will begin immediately with service scheduled for 2025.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Continue sustainability efforts for reducing greenhouse gases by 50 percent by 2030 and to reach zero emissions by 2050. Recruit top talent from across the region and promote from within to fill vacancies. Guide leadership development to drive business results, encourage innovation, improve employee engagement and overall company culture. Advance transit expansion projects in and around the metro area including Bankhead station upgrades, Clayton Southlake Bus Rapid Transit (BRT), and Candler Road Arterial Rapid Transit (ART).

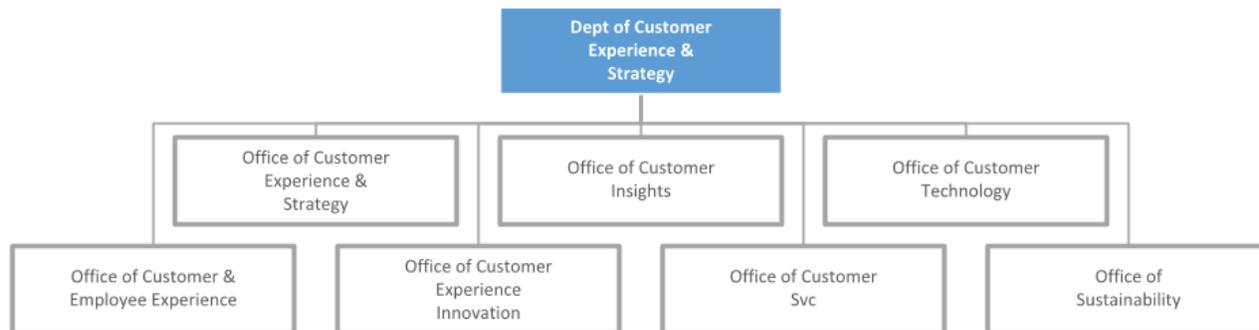
Department of Internal Audit



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 1,653,655	\$ 1,589,377	\$ 2,092,810	\$ 2,092,810	\$ 2,080,069	\$ (12,741)	\$ (12,741)
Non-Labor	\$ 509,470	\$ 340,906	\$ 646,514	\$ 442,476	\$ 443,096	\$ (203,418)	\$ (203,418)
Gross Operating Total	\$ 2,163,125	\$ 1,930,283	\$ 2,739,324	\$ 2,535,286	\$ 2,523,165	\$ (216,159)	\$ (216,159)
Allocation	\$ (658,379)	\$ (1,263,476)	\$ (975,083)	\$ (917,579)	\$ (906,629)	\$ 68,455	\$ 68,455
Net Operating Expenses	\$ 1,504,745	\$ 666,807	\$ 1,764,241	\$ 1,617,707	\$ 1,616,537	\$ (147,705)	\$ (147,705)
Total Headcount	16	16	16	16	16	0	0

Department Name	Dept of Internal Audit
Offices (List All)	Office of AGM Internal Audit, Office of Operations Audit & Fraud Investigations
FY2023 Accomplishments	<ul style="list-style-type: none"> Executed the FY23 internal audit plan. Identified over \$20M of unsubstantiated costs in vendor proposals. ACFR and Single Audits completed on time and presented to the Audit Committee and filed with the required regulatory bodies.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Deliver the FY24 Internal Audit Plan. Ensure ACFR and Single Audits are completed and presented on time. Enhance the use of cloud-based technology in the Internal Audit Department operations.

Department of Customer Experience & Strategy



	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
CATEGORY OF EXPENSES							
Labor	\$ 3,753,411	\$ 3,205,298	\$ 5,889,524	\$ 6,296,747	\$ 7,308,356	\$ 1,418,832	\$ 1,418,832
Non-Labor	\$ 723,817	\$ 617,718	\$ 1,450,460	\$ 867,227	\$ 1,855,619	\$ 405,159	\$ 405,159
Gross Operating Total	\$ 4,477,228	\$ 3,823,016	\$ 7,339,984	\$ 7,163,975	\$ 9,163,975	\$ 1,823,991	\$ 1,823,991
Allocation	\$ (2,958)	\$ (1,338,331)	\$ (338,796)	\$ (311,953)	\$ (413,443)	\$ (74,647)	\$ (74,647)
Net Operating Expenses	\$ 4,474,270	\$ 2,484,686	\$ 7,001,188	\$ 6,852,021	\$ 8,750,532	\$ 1,749,344	\$ 1,749,344
Total Headcount	56	70	71	73	77	6	6

Department Name	Dept of Customer Experience & Strategy
Offices (List All)	Office of Customer Experience & Strategy, Office of Customer & Employee Experience, Office of Customer Experience Innovation, Office of Customer Svc, Office of Sustainability, Office of Customer Insights, Office of Customer Technology
FY2023 Accomplishments	<ul style="list-style-type: none"> • Drafted and released RFP for replacement of existing fare system (AFC 2.0). • Launched Sustainability communications program including an authority-wide training video, electronic dashboard, and quarterly newsletter. • Introduced an automated system for Lost and Found that allows customer services to track items received, send notifications to customers of lost items retrieved, and enables customers to submit inquiries of lost items and generate automated reports. • Launched one-time MARTA GameDay app in partnership with the Atlanta Falcons to encourage transit ridership for events held at Mercedes Benz Stadium. • Championed release of Breeze Mobile 2.0 payment app.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> • Implement improvements to MARTA's rider data pipeline to include incorporation of special schedules into rider-facing data and interfaces; development of the Google Transit Feed Specification (GTFS)-Realtime feed for rail service, and incorporation of service alerts into GTFS-Real-time feeds. • Develop and deploy incremental enhancements to itsmarta.com, including an improved trip planning interface, live system map, and enhanced route/station pages. • Introduce an enterprise-wide customer relationship management system. • Develop and publish a Climate Action and Resilience Plan.

Department of Police Services



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
Labor	\$ 41,024,224	\$ 36,384,572	\$ 44,373,376	\$ 44,421,190	\$ 51,640,579	\$ 7,267,203	\$ 7,267,203
Non-Labor	\$ 465,008	\$ 745,348	\$ 669,742	\$ 591,862	\$ 720,001	\$ 50,259	\$ 50,259
Gross Operating Total	\$ 41,489,231	\$ 37,129,920	\$ 45,043,119	\$ 45,013,052	\$ 52,360,580	\$ 7,317,461	\$ 7,317,461
Allocation	\$ (2,617,530)	\$ (1,735,066)	\$ (7,023,286)	\$ (7,032,707)	\$ (7,678,921)	\$ (655,635)	\$ (655,635)
Net Operating Expenses	\$ 38,871,701	\$ 35,394,854	\$ 38,019,833	\$ 37,980,345	\$ 44,681,659	\$ 6,661,826	\$ 6,661,826
Total Headcount	438	454	449	448	449	0	0

Department Name	Dept of Police Services
Offices (List All)	Office of Police Services
FY2023 Accomplishments	<ul style="list-style-type: none"> Reduction of aggravated assaults by 41%, thefts from auto by 29%, and other thefts by 19%. Collaborated with Countering Weapons of Mass Destruction (CWMD), Securing the Cities (STC), and Atlanta Radiological/ Nuclear Detection Program to secure 50 Personal Radiation Detectors for officers, four Radioisotope Identification Devices (RIIDs) for Bomb Technicians, four Radiation Detection Backpacks for covert detection in large crowds, and two vehicle-mounted radiation devices for patrol vehicles at no cost to the Authority (officers are completing the training). Enhanced employee training (civilian and sworn) with courses specific to their roles and incentives for successful completion. Received American Public Transportation Association's Safety Security and Emergency Management Award.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Goal: Strengthen the MARTA Brand by creating a culture of safety and security excellence. Objective: Reduce Part 1 Crimes by 1%. Objective: Reduce Transit Worker Assaults by 2% through Implement training via smaller scale exercises for emergency incident response at a minimum of once per quarter. Goal: Position the MARTA Police Department as an Employer of Choice by attracting and retaining the best and brightest. Objective: Implement strategies to hire 50 police officers over the FY. Objective: Review and refresh retention strategies and incentives. Goal 3: Demonstrate fiscal responsibility by optimizing resources through cost savings and efficiencies. Objective: Reduce overtime expenditure by 1%. Objective: Reduce absenteeism by 2%.

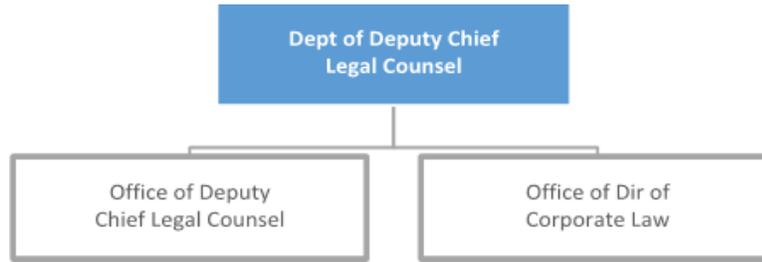
Department of Chief Counsel Legal Services



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
Labor	\$ 2,947,626	\$ 2,566,657	\$ 3,292,046	\$ 3,417,956	\$ 3,824,131	\$ 532,085	\$ 532,085
Non-Labor	\$ 21,871,421	\$ 13,361,679	\$ 17,009,513	\$ 24,979,321	\$ 18,982,561	\$ 1,973,047	\$ 1,973,047
Gross Operating Total	\$ 24,819,047	\$ 15,928,336	\$ 20,301,559	\$ 28,397,277	\$ 22,806,692	\$ 2,505,133	\$ 2,505,133
Allocation	\$ (1,933,908)	\$ (1,034,829)	\$ (2,228,197)	\$ (2,709,747)	\$ (2,528,548)	\$ (300,351)	\$ (300,351)
Net Operating Expenses	\$ 22,885,139	\$ 14,893,508	\$ 18,073,362	\$ 25,687,529	\$ 20,278,144	\$ 2,204,782	\$ 2,204,782
Total Headcount	22	23	23	24	26	3	3

Department Name	Dept of Chief Counsel Legal Services
Offices (List All)	Office of Chief Counsel Legal Services, Office of Risk Management, Office of Dir of Litigation & Administration
FY2023 Accomplishments	<ul style="list-style-type: none"> Resolved over 100 litigation-related matters with one month remaining in fiscal year. Negotiated contracts, including matters that advanced the Summerhill BRT and Cleveland Metropolitan ART Projects. Settled claims and disputes without litigation on 15 matters. Increased authority-wide training by 100%. Maintained KPI: Claimant contact within one business day at 92.5% compliance.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Reduce outside counsel costs by hiring additional in-house attorneys. Continue researching transit-oriented development opportunities. Maintain and/or increase claimant contact within one business day.

Department of Deputy Chief Legal Counsel



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 426,667	\$ 378,202	\$ 643,239	\$ 643,239	\$ 791,021	\$ 147,782	\$ 147,782
Non-Labor	-	\$ 1,476	\$ 112	\$ 56	\$ 56	\$ (56)	\$ (56)
Gross Operating Total	\$ 426,667	\$ 379,679	\$ 643,351	\$ 643,295	\$ 791,077	\$ 147,726	\$ 147,726
Allocation	\$ (54,838)	\$ (151,120)	\$ (134,818)	\$ (134,806)	\$ (165,774)	\$ (30,957)	\$ (30,957)
Net Operating Expenses	\$ 371,829	\$ 228,558	\$ 508,533	\$ 508,489	\$ 625,302	\$ 116,769	\$ 116,769
Total Headcount	3	3	3	3	4	1	1

Department Name	Dept of Deputy Chief Legal Counsel
Offices (List All)	Office of Deputy Chief Legal Counsel, Office of Dir of Corporate Law
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

Department of Chief Safety & Quality Assurance



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 553,346	\$ 857,871	\$ 990,459	\$ 2,132,498	\$ 2,189,656	\$ 1,199,197	\$ 1,199,197
Non-Labor	-	\$ 4,164	\$ 43,750	\$ 30,426	\$ 159,750	\$ 116,000	\$ 116,000
Gross Operating Total	\$ 553,346	\$ 862,035	\$ 1,034,209	\$ 2,162,924	\$ 2,349,405	\$ 1,315,196	\$ 1,315,196
Allocation	\$ (107,724)	\$ (423,974)	\$ 0	\$ (441,906)	\$ (458,341)	\$ (458,341)	\$ (458,341)
Net Operating Expenses	\$ 445,622	\$ 438,061	\$ 1,034,209	\$ 1,721,018	\$ 1,891,064	\$ 856,856	\$ 856,856
Total Headcount	5	6	6	13	13	7	7

Department Name	Dept of Chief Safety & Quality Assurance
Offices (List All)	Office of Chief Safety & Quality Assurance, Office of Safety Management Systems
FY2023 Accomplishments	<ul style="list-style-type: none"> The Department of Safety and Quality Assurance (DSQA) is responsible for the effective operations of safety and quality management systems to establish a culture of safety and quality throughout the Authority. The department manages and monitors the Authority's compliance with applicable federal and state system safety regulatory requirements. Mission is to continuously improve on identifying, evaluating, managing, and monitoring safety risks, continuously improving mission-critical processes to provide a safe work environment for employees, and a clean, safe, and reliable public transit service to patrons and the riding public.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Fully implement the establishment of a Quality Management System (QMS) for improving and standardizing mission-critical processes. Develop a continuous improvement process through a Safety Management System that reduces hazards. Promote an organizational safety culture that encourages proactive safety risk management. Implement safety risk management processes that identify hazards during project design phases, resulting in cost savings related to change orders and redesign efforts.

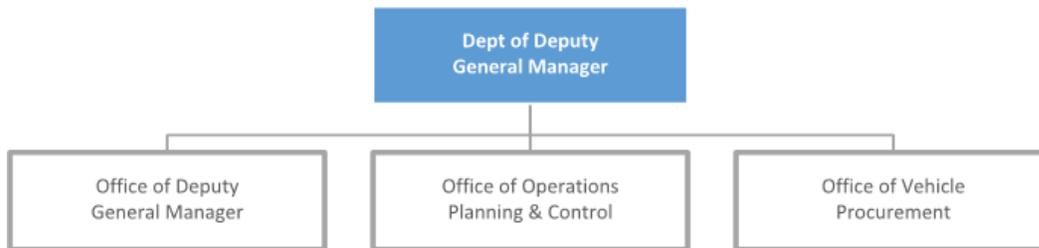
Department of Safety & Quality Assurance



	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
CATEGORY OF EXPENSES							
Labor	\$ 6,609,636	\$ 6,882,968	\$ 10,131,493	\$ 9,238,179	\$ 9,573,261	\$ (558,232)	\$ (558,232)
Non-Labor	\$ 45,564	\$ 111,918	\$ 328,452	\$ 184,702	\$ 235,855	\$ (92,597)	\$ (92,597)
Gross Operating Total	\$ 6,655,200	\$ 6,994,886	\$ 10,459,945	\$ 9,422,881	\$ 9,809,116	\$ (650,829)	\$ (650,829)
Allocation	\$ (2,949,194)	\$ (3,831,256)	\$ (4,008,616)	\$ (3,269,324)	\$ (3,438,491)	\$ 570,125	\$ 570,125
Net Operating Expenses	\$ 3,706,006	\$ 3,163,630	\$ 6,451,328	\$ 6,153,558	\$ 6,370,624	\$ (80,704)	\$ (80,704)
Total Headcount	57	70	72	66	67	-5	-5

Department Name	Dept of Safety & Quality Assurance
Offices (List All)	Office of Environment Health & Safety, Office of Deputy Chief of Safety & Quality Assurance, Office of Safety, Office of QA
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

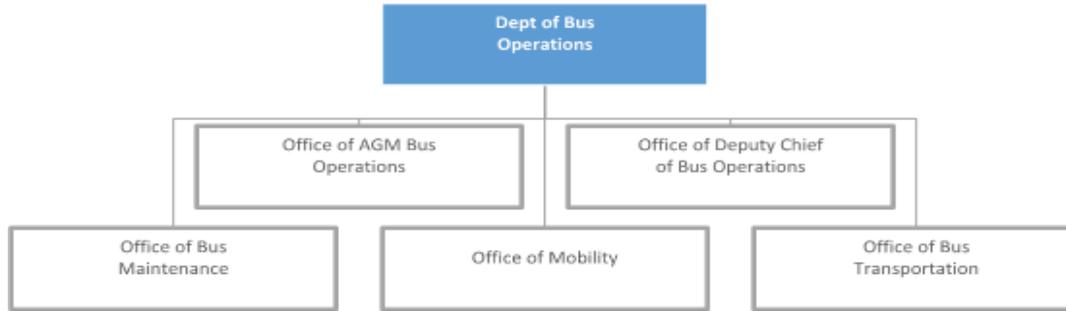
Department of Deputy General Manager



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 5,234,238	\$ 5,181,085	\$ 8,431,275	\$ 8,938,053	\$ 7,535,528	\$(895,747)	\$(895,747)
Non-Labor	\$ 252,010	\$ 165,724	\$ 671,792	\$ 705,452	\$ 1,707,666	\$ 1,035,874	\$ 1,035,874
Gross Operating Total	\$ 5,486,248	\$ 5,346,808	\$ 9,103,068	\$ 9,643,505	\$ 9,243,194	\$ 140,126	\$ 140,126
Allocation	\$ (171,603)	\$ (703,670)	\$ (504,870)	\$ (621,417)	\$ (619,274)	\$(114,404)	\$(114,404)
Net Operating Expenses	\$ 5,314,645	\$ 4,643,138	\$ 8,598,198	\$ 9,022,088	\$ 8,623,920	\$ 25,723	\$ 25,723
Total Headcount	44	52	52	54	54	2	2

Department Name	Dept of Deputy General Manager
Offices (List All)	Office of Deputy General Manager, Office of Vehicle Procurement, Office of Operations Planning & Control
FY2023 Accomplishments	<ul style="list-style-type: none"> Optimized workforce requirements through more efficient service delivery scheduling. Implemented a bus scheduling scenario evaluation approach driven by pre-defined service assumptions. Launched a division wide financial monitoring and budget performance reporting program. Provided meaningful and growth-oriented internship opportunities for two individuals. Developed an Operations Division Capital Program Handbook. Began development of a Bus Operations Facilities Master Plan. Successfully released a new Uniform Contract solicitation.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Conduct a strategic “modernization” of the Transit Scheduling group to include increases in scenario testing and development, workforce capability growth, and proactive support of expansion program service planning. Conduct a recalibration of the Technical Training group to strengthen the recertification program, examine potential curriculum modifications targeted toward a post-pandemic workforce and implement a stronger partnership with our internal Operations customers. Complete the Bus Operations Facilities Master Plan Study. Release and brief resulting recommendations and collaborate with our partners in Capital Programs to discuss additional phases. Successfully complete the 2-Year Operations Division Standard Operating Procedures update and refresh in a timely manner.

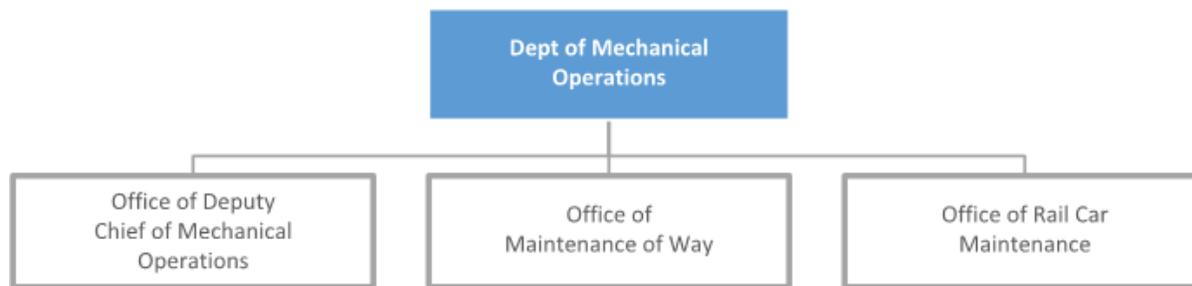
Department of Bus Operations



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 142,700,522	\$ 127,222,552	\$ 164,220,169	\$ 164,467,340	\$ 177,572,605	\$ 13,352,436	\$ 13,352,436
Non-Labor	\$ 63,360,173	\$ 73,009,079	\$ 85,212,357	\$ 82,305,948	\$ 89,406,622	\$ 4,194,265	\$ 4,194,265
Gross Operating Total	\$ 206,060,695	\$ 200,231,631	\$ 249,432,526	\$ 246,773,288	\$ 266,979,227	\$ 17,546,700	\$ 17,546,700
Allocation	\$ (1,445,258)	\$ (1,106,889)	\$ (238,248)	\$ (230,240)	\$ (249,575)	\$ (11,327)	\$ (11,327)
Net Operating Expenses	\$ 204,615,436	\$ 199,124,742	\$ 249,194,278	\$ 246,543,047	\$ 266,729,652	\$ 17,535,374	\$ 17,535,374
Total Headcount	2,036	2,040	2,042	2,043	2,043	1	1

Department Name	Dept of Bus Operations
Offices (List All)	Office of Bus Transportation, Office of Bus Maintenance, Office of Mobility, Office of AGM Bus Operations, Office of Deputy Chief of Bus Operations
FY2023 Accomplishments	<ul style="list-style-type: none"> • Increased bus ridership by 17% • Implemented Battery Electric Buses (BEBs) • Purchased 15 new Mobility Vans for service delivery • Implemented the On-line application for certification • Increased oversight of mobility contractors for increased performance
FY2024 Goals & Objectives	<ul style="list-style-type: none"> • Meet or Exceed the On-Time Performance (OTP) Target of 78.5% • Improve operational capability and increase efficiency through technology • Return service levels to pre-pandemic levels • Improve Operator availability and reduce unscheduled absenteeism • Update all tablets to DriverMate version v21 • Implement a driver-initiated notification of arrival to passengers

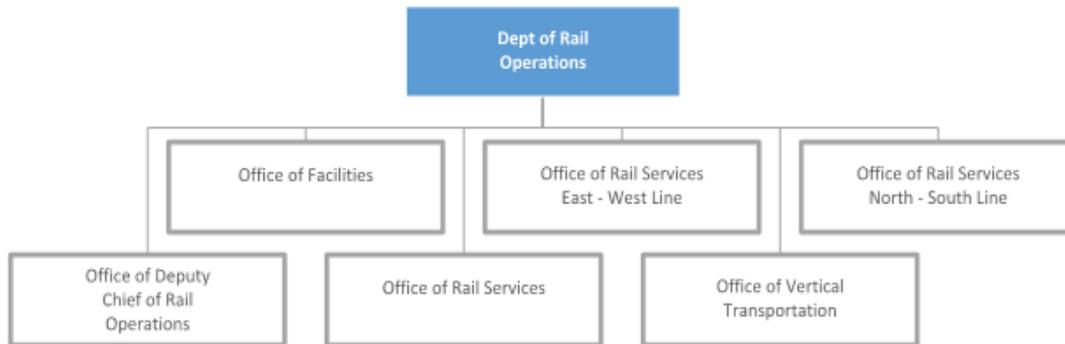
Department of Mechanical Operations



	FY21	FY22	FY23	FY24	FY24		
CATEGORY OF EXPENSES	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
Labor	\$ 54,157,747	\$ 50,708,957	\$ 61,320,363	\$ 61,217,491	\$ 65,611,285	\$ 4,290,922	\$ 4,290,922
Non-Labor	\$ 22,355,628	\$ 20,996,807	\$ 25,002,319	\$ 24,521,617	\$ 26,732,172	\$ 1,729,854	\$ 1,729,854
Gross Operating Total	\$ 76,513,374	\$ 71,705,764	\$ 86,322,681	\$ 85,739,107	\$ 92,343,457	\$ 6,020,776	\$ 6,020,776
Allocation	\$ (4,908,938)	\$ (3,517,394)	\$ (9,887,882)	\$ (9,827,875)	\$ (10,620,821)	\$ (732,939)	\$ (732,939)
Net Operating Expenses	\$ 71,604,436	\$ 68,188,370	\$ 76,434,799	\$ 75,911,233	\$ 81,722,636	\$ 5,287,837	\$ 5,287,837
Total Headcount	605	618	621	621	621	0	0

Department Name	Dept of Mechanical Operations
Offices (List All)	Office of Deputy Chief of Mechanical Operations, Office of Maintenance of Way, Office of Rail Car Maintenance
FY2023 Accomplishments	<ul style="list-style-type: none"> Prepared and shipped 32 retired rail cars for disposal Completed 100% of rail car inspections on-time Completed Wayside and Station platform cleaning to improve the customer experience in the Rail Stations as well as reduce wayside incidents Maintained PM compliance to reduce MOW equipment down time Successfully placed into service 7 Gillig CNG 40' buses Scheduled Preventive Maintenance compliance on-time goal – 99% Initiated service agreement to the transition of recently constructed five (5) new Smart Restroom locations Completed installation of eight (8) remanufactured and/or new bus lifts at three (3) bus maintenance facilities
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Support return to full-service rail car availability Improve performance of systems supported by Radio Maintenance Implement vegetation control program to improve rail reliability and reduce wayside fires Improve Rail Station lighting system wide to enhance customer experience Procure new tow tractors for all bus facilities Administer 31 various operating contracts Expansion of SMART Restroom Program Develop Pavement Repair Program for stations and operating facilities Improved responsiveness for addressing security issues

Department of Rail Operations



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 50,939,012	\$ 44,239,363	\$ 59,055,730	\$ 59,168,976	\$ 63,314,468	\$ 4,258,738	\$ 4,258,738
Non-Labor	\$ 20,687,493	\$ 21,523,882	\$ 29,940,098	\$ 26,273,213	\$ 33,547,837	\$ 3,607,739	\$ 3,607,739
Gross Operating Total	\$ 71,626,505	\$ 65,763,244	\$ 88,995,828	\$ 85,442,189	\$ 96,862,305	\$ 7,866,478	\$ 7,866,478
Allocation	\$ (2,618,345)	\$ (702,400)	\$ (2,175,295)	\$ (2,192,050)	\$ (2,369,593)	\$ (194,299)	\$ (194,299)
Net Operating Expenses	\$ 69,008,160	\$ 65,060,844	\$ 86,820,533	\$ 83,250,139	\$ 94,492,712	\$ 7,672,179	\$ 7,672,179
Total Headcount	683	681	706	707	707	1	1

Department Name	Dept of Rail Operation
Offices (List All)	Office of Deputy Chief of Rail Operations, Office of Rail Services North - South Line, Office of Rail Services East - West Line, Office of Facilities, Office of Vertical Transportation, Office of Rail Services
FY2023 Accomplishments	<ul style="list-style-type: none"> • Successfully planned, implemented, and supported the following large-scale events: July 4th, Atlanta United Soccer Games, Atlanta Falcons Football Games, College Bowl Games, TRIV Shut Down, and Concerts (Taylor Swift, Janet Jackson, Ed Sheeran, and The Atlanta Jazz Festival) • On Time Performance for FY23 as of May 25, 2023, is 96.8% • Mean Distance Between Service Interruptions for FY23 as of May 25, 2023, is 475.1 • Successfully came in below the target of 1.00 complaints per 100K boarding • Successfully pruned tree branches close to the Overhead Contact System (OCS) with coordination with the City of Atlanta and Tree's Atlanta • Completed wheel replacement on streetcar vehicles
FY2024 Goals & Objectives	<ul style="list-style-type: none"> • Rollout of revised and updated Operating Department manuals and Standard Operating Procedures • Provide special service to large scale events such as July 4th, Atlanta United Soccer Games, Atlanta Falcons Football Games, College Bowl Games, etc. • Reduce Station Services overtime to align within the budget • Fill open vacancies (Station Agents, Heavy Cleaners, Rail Car Cleaners, Rail Operators) • Support the following projects such as TRIV, Tunnel Ventilation, TCSU, CQ400 Fleet Operations • Continue to meet and exceed the OTP goal of 90% • Create long term Siemens contract to include overhauls of Light Rail Vehicles, Technical support, Spare parts, etc.

Department of DGM Capital Prog Exp & Innovation



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	-	-	- \$	499,497 \$	534,282 \$	534,282 \$	534,282
Non-Labor	-	-	- \$	2,129 \$	2,129 \$	2,129 \$	2,129
Gross Operating Total	-	-	- \$	501,626 \$	536,411 \$	536,411 \$	536,411
Allocation	-	-	- \$	(444,333) \$	(475,230) \$	(475,230) \$	(475,230)
Net Operating Expenses	-	-	- \$	57,293 \$	61,181 \$	61,181 \$	61,181
Total Headcount	-	-	-	2	2	2	2

Department Name	Dept of DGM Capital Prog Exp & Innovation
Offices (List All)	Office of DGM Capital Prog Expan & Innovation
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

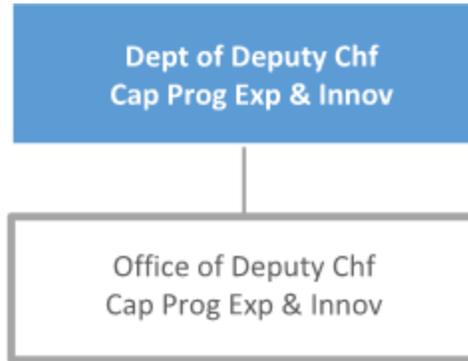
Department of Capital Prog Exp & Innovation



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 351,093	\$ 499,769	\$ 502,976	\$ 773,340	\$ 873,495	\$ 370,519	\$ 370,519
Non-Labor	-	\$ 12,139	\$ 59,850	\$ 30,807	\$ 65,550	\$ 5,700	\$ 5,700
Gross Operating Total	\$ 351,093	\$ 511,908	\$ 562,826	\$ 804,147	\$ 939,045	\$ 376,219	\$ 376,219
Allocation	\$ (110,965)	\$ (121,889)	\$ (465,405)	\$ (696,503)	\$ (796,288)	\$ (330,883)	\$ (330,883)
Net Operating Expenses	\$ 240,128	\$ 390,019	\$ 97,421	\$ 107,644	\$ 142,757	\$ 45,336	\$ 45,336
Total Headcount	1	2	2	2	2	0	0

Department Name	Dept of Capital Prog Expan & Innovation
Offices (List All)	Office of Chief Capital Prog Expan & Innovation
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

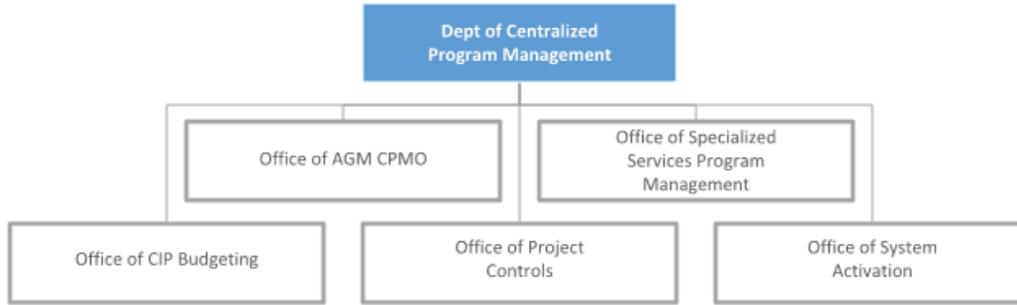
Department of Deputy Chf Cap Prog Exp & Innov



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
Labor	-	-	\$ 488,911	\$ 488,911	\$ 517,849	\$ 28,938	\$ 28,938
Non-Labor	-	-	\$ 750	\$ 375	\$ 375	\$ (375)	\$ (375)
Gross Operating Total	-	-	\$ 489,661	\$ 489,286	\$ 518,224	\$ 28,563	\$ 28,563
Allocation	-	-	\$ (434,501)	\$ (434,384)	\$ (460,088)	\$ (25,587)	\$ (25,587)
Net Operating Expenses	-	-	\$ 55,160	\$ 54,902	\$ 58,137	\$ 2,976	\$ 2,976
Total Headcount	1	1	3	3	3	0	0

Department Name	Dept of Deputy Chf Cap Prog Exp & Innov
Offices (List All)	Office of Deputy Chf Cap Prog Exp & Innov
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

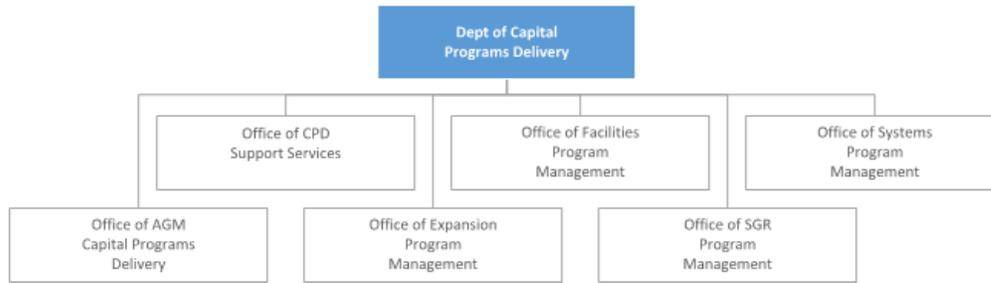
Department of Centralized Program Management



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 2,850,065	\$ 2,083,127	\$ 3,425,466	\$ 3,630,409	\$ 3,453,149	\$ 27,683	\$ 27,683
Non-Labor	\$ 21,554	\$ 18,185	\$ 43,560	\$ 27,107	\$ 91,670	\$ 48,110	\$ 48,110
Gross Operating Total	\$ 2,871,620	\$ 2,101,312	\$ 3,469,026	\$ 3,657,516	\$ 3,544,819	\$ 75,793	\$ 75,793
Allocation	\$ (2,600,141)	\$ (2,086,353)	\$ (3,595,385)	\$ (3,913,884)	\$ (3,714,752)	\$ (119,367)	\$ (119,367)
Net Operating Expenses	\$ 271,479	\$ 14,959	\$ (126,358)	\$ (256,368)	\$ (169,933)	\$ (43,574)	\$ (43,574)
Total Headcount	24	22	32	30	30	-2	-2

Department Name	Dept of Centralized Program Management
Offices (List All)	Office of AGM CPMO, Office of CIP Budgeting, Office of Project Controls, Office of Specialized Services Program Management, Office of System Activation
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

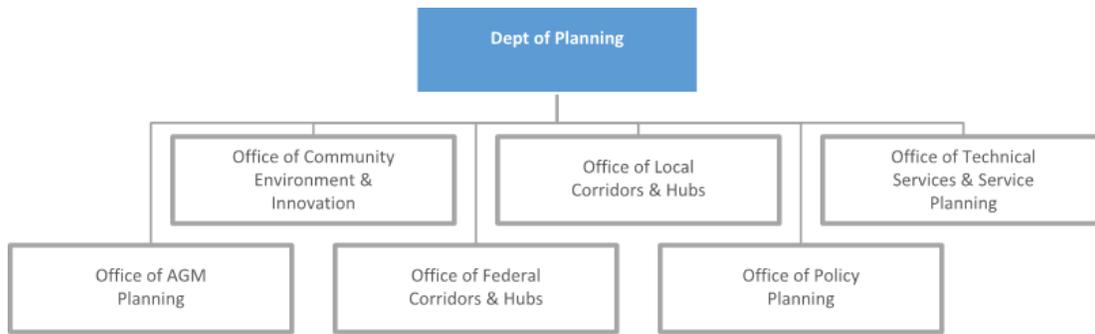
Department of Capital Programs Delivery



	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
CATEGORY OF EXPENSES							
Labor	\$ 8,753,093	\$ 7,045,231	\$ 12,264,668	\$ 12,028,455	\$ 12,753,219	\$ 488,551	\$ 488,551
Non-Labor	\$ (10,722)	\$ 78,434	\$ 212,852	\$ 114,119	\$ 115,176	\$ (97,677)	\$ (97,677)
Gross Operating Total	\$ 8,742,370	\$ 7,123,665	\$ 12,477,520	\$ 12,142,573	\$ 12,868,395	\$ 390,875	\$ 390,875
Allocation	\$ (6,299,045)	\$ (5,697,275)	\$ (10,521,668)	\$ (10,313,237)	\$ (10,962,494)	\$ (440,826)	\$ (440,826)
Net Operating Expenses	\$ 2,443,325	\$ 1,426,390	\$ 1,955,853	\$ 1,829,336	\$ 1,905,901	\$ (49,952)	\$ (49,952)
Total Headcount	96	87	102	100	100	-2	-2

Department Name	Dept of Capital Programs Delivery
Offices (List All)	Office of AGM Capital Programs Delivery, Office of CPD Support Services, Office of SGR Program Management, Office of Facilities Program Management, Office of Expansion Program Management, Office of Systems Program Management
FY2023 Accomplishments	<ul style="list-style-type: none"> • Provided Project Management and Construction support services for the active Capital Program projects including Summerhill BRT; Cleveland Ave/Metropolitan Parkway ART; TR IV; AFC 2.0; Elevator/Escalator Rehabilitation; Bankhead Platform Station Extension; Clayton County O&M Facility; and the K9 Facility Replacement. • Implemented the Station Rehabilitation Program first phase stations at: Arts Center, College Park, Airport, Five Points, East Point, Indian Creek, Oakland City and Lenox. • Expanded the Station Rehabilitation Program first phase stations to include: Arts Center Station Waterproofing, Parking Lot Paving Program, Smart Rest Rooms, Operator Rest Rooms, Armour Yard Facilities assessment, and Wayfinding Signage Program.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> • Deliver capital projects and programs within budget and on schedule to support system operation and positive customer experience. • Continue transformation to Centralized Program Management Office structure, including implementation of Unifier, transition of staff to new structure, right staffing, and right sizing talent pool, as well as investing in our staff to be an Employer of Choice. • Delivering first phase of Station Rehabilitation program and implementing the second phase. • Improving the Alternative Delivery Method of CMAR (Construction Manager at Risk). • Improve project management processes, invoice payments and industry relationships to be a contractor procurer of choice.

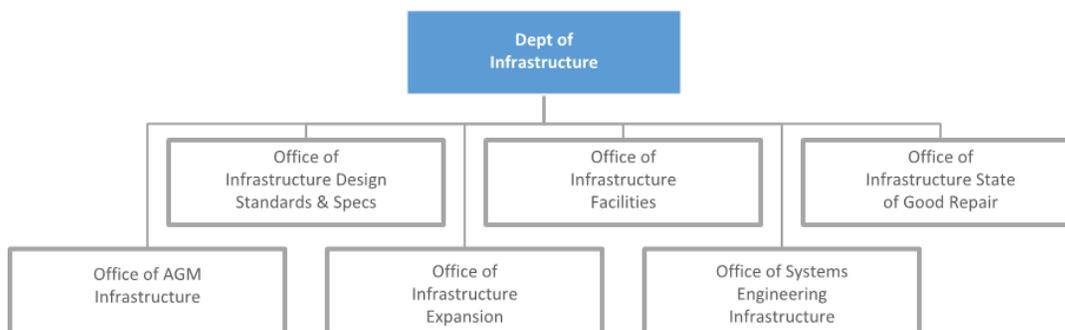
Department of Planning



	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
CATEGORY OF EXPENSES							
Labor	\$ 3,193,107	\$ 3,023,850	\$ 4,379,131	\$ 4,890,242	\$ 4,958,162	\$ 579,031	\$ 579,031
Non-Labor	\$ 29,386	\$ 41,555	\$ 111,970	\$ 69,830	\$ 198,812	\$ 86,842	\$ 86,842
Gross Operating Total	\$ 3,222,493	\$ 3,065,405	\$ 4,491,101	\$ 4,960,072	\$ 5,156,974	\$ 665,873	\$ 665,873
Allocation	\$ (1,501,007)	\$ (2,483,408)	\$ (3,348,300)	\$ (3,548,161)	\$ (3,617,088)	\$ (268,788)	\$ (268,788)
Net Operating Expenses	\$ 1,721,486	\$ 581,997	\$ 1,142,800	\$ 1,411,911	\$ 1,539,885	\$ 397,085	\$ 397,085
Total Headcount	34	31	38	37	37	-1	-1

Department Name	Dept of Planning
Offices (List All)	Office of AGM Planning, Office of Policy Planning, Office of Community Environment & Innovation, Office of Local Corridors & Hubs, Office of Federal Corridors & Hubs, Office of Technical Services & Service Planning
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

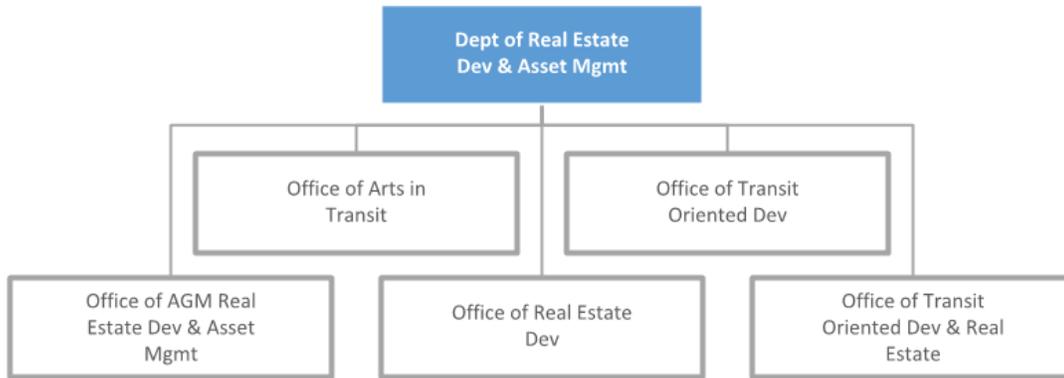
Department of Infrastructure



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 5,305,136	\$ 5,188,402	\$ 7,401,312	\$ 8,366,097	\$ 8,628,180	\$ 1,226,868	\$ 1,226,868
Non-Labor	\$ 179,166	\$ (113,994)	\$ 83,454	\$ 53,001	\$ 140,007	\$ 56,553	\$ 56,553
Gross Operating Total	\$ 5,484,302	\$ 5,074,409	\$ 7,484,765	\$ 8,419,098	\$ 8,768,186	\$ 1,283,421	\$ 1,283,421
Allocation	\$ (5,088,891)	\$ (5,079,363)	\$ (6,765,896)	\$ (7,616,928)	\$ (7,854,495)	\$ (1,088,600)	\$ (1,088,600)
Net Operating Expenses	\$ 395,412	\$ (4,954)	\$ 718,870	\$ 802,171	\$ 913,691	\$ 194,821	\$ 194,821
Total Headcount	56	55	58	58	58	0	0

Department Name	Dept of Infrastructure
Offices (List All)	Office of AGM Infrastructure, Office of Systems Engineering Infrastructure, Office of Infrastructure State of Good Repair, Office of Infrastructure Facilities, Office of Infrastructure Expansion, Office of Infrastructure Design Standards & Specs
FY2023 Accomplishments	<ul style="list-style-type: none"> Supported oversight of design documentation and implementation of the Station Rehabilitation Wave One Stations as well as the development of the Wave Two Stations. Supported the implementation of the RFP package for Wave One and Wave Two. Provided PM/technical planning/preliminary design for: GA 400 BRT; I-285 BRT; Campbellton Corridor; Clifton Corridor; Clayton Co. BRT; and North Avenue. Operational Enhancements; Electric Bus Pilot grant program; and the Clayton County Justice Center Transit Hub. Provided PM/technical support for the Soccer in the Streets program at Kensington and East Lake Stations. Provided technical support for the TOD projects at the Bankhead, Brookhaven, Kensington, and Arts Center stations.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> GOAL 1: Maintain State of Good Repair (SGR) ratings. Objective: Support SGR initiatives to allow MARTA to continue to perform at a high level in comparison to peer agencies. GOAL 2: Deliver the capital program with speed and efficiency. Objective: Provide timely support to Planning Department and Office of Project Management & Construction in order to implement well-executed MORE MARTA initiatives based on established timelines and deliverables. GOAL 3: Demonstrate fiscal responsibility. Objective: Ensure proper management and oversight of work orders and expansion projects' budgets.

Department of Real Estate Dev & Asset Mgmt



	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
CATEGORY OF EXPENSES							
Labor	-	-	- \$	2,194,159 \$	1,856,041 \$	1,856,041 \$	1,856,041
Non-Labor	-	- \$	179,283	- \$	652,303 \$	473,020 \$	473,020
Gross Operating Total	-	- \$	179,283 \$	2,194,159 \$	2,508,344 \$	2,329,061 \$	2,329,061
Allocation	-	- \$	(93,229)	- \$	(1,351,395) \$	(1,258,167) \$	(1,258,167)
Net Operating Expenses	-	- \$	86,054 \$	2,194,159 \$	1,156,949 \$	1,070,894 \$	1,070,894
Total Headcount	-	-	-	15	15	15	15

Department Name	Dept of Real Estate Dev & Asset Mgmt
Offices (List All)	Office of AGM Real Estate Dev & Asset Mgmt, Office of Arts in Transit, Office of Transit Oriented Dev & Real Estate, Office of Transit Oriented Dev, Office of Real Estate Dev
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

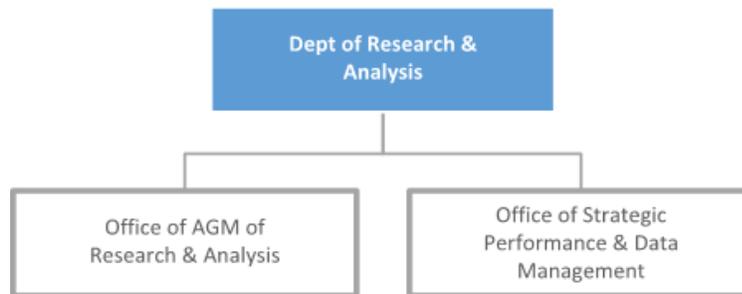
Department of Chief Administrative Officer CAO



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 1,621,768	\$ 1,470,362	\$ 2,283,778	\$ 2,283,778	\$ 2,508,994	\$ 225,216	\$ 225,216
Non-Labor	\$ 48,786	\$ 221,175	\$ 414,481	\$ 281,431	\$ 425,739	\$ 11,258	\$ 11,258
Gross Operating Total	\$ 1,670,554	\$ 1,691,537	\$ 2,698,259	\$ 2,565,209	\$ 2,934,733	\$ 236,474	\$ 236,474
Allocation	\$ (525,366)	\$ (641,816)	\$ (1,029,467)	\$ (973,649)	\$ (1,133,610)	\$ (104,143)	\$ (104,143)
Net Operating Expenses	\$ 1,145,189	\$ 1,049,721	\$ 1,668,792	\$ 1,591,560	\$ 1,801,123	\$ 132,331	\$ 132,331
Total Headcount	15	17	17	17	18	1	1

Department Name	Dept of Chief Administrative Officer CAO
Offices (List All)	Office of Chief Administrative Officer CAO, Office of Diversity and Inclusion
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

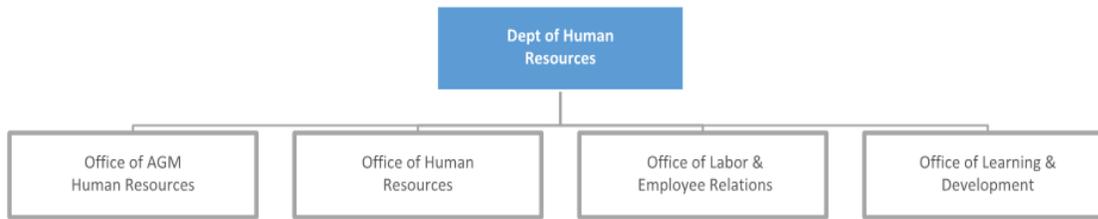
Department of Research & Analysis



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 2,256,247	\$ 2,256,605	\$ 3,761,101	\$ 3,860,422	\$ 4,224,046	\$ 462,945	\$ 462,945
Non-Labor	\$ 20,437	\$ 11,797	\$ 144,615	\$ 60,581	\$ 547,730	\$ 403,114	\$ 403,114
Gross Operating Total	\$ 2,276,685	\$ 2,268,402	\$ 3,905,717	\$ 3,921,003	\$ 4,771,776	\$ 866,059	\$ 866,059
Allocation	\$ (679,147)	\$ (214,872)	\$ (2,324,170)	\$ (2,377,057)	\$ (2,652,524)	\$ (328,355)	\$ (328,355)
Net Operating Expenses	\$ 1,597,538	\$ 2,053,530	\$ 1,581,547	\$ 1,543,946	\$ 2,119,252	\$ 537,705	\$ 537,705
Total Headcount	40	35	37	37	38	1	1

Department Name	Dept of Research & Analysis
Offices (List All)	Office of AGM of Research & Analysis, Office of Strategic Performance & Data Management
FY2023 Accomplishments	<ul style="list-style-type: none"> Successfully validated MARTA's Automatic Passenger Counters (APCs) and obtained provisional approval from the Federal Transit Administration to use APCs for reporting bus ridership to the National Transit Database, resulting in more accurate, efficient, and timely data collection. Met all Federal Transit Administration requirements for submitting MARTA's FY23 MR-20 and FY22 S-10 forms to the National Transit Database, helping ensure MARTA receives all federal funds to which it is entitled by law. Completed a comprehensive Employee Satisfaction Survey and provided a recommended action plan based upon employee recommendations to improve retention. From the information provided by this study, an Employee Retention Task Force is being formed. The action plan will provide the Task Force with a roadmap of short-term, mid-term, and long-term actions to consider in MARTA's effort to improve employee retention.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Meet all Federal Transit Administration requirements for submitting MARTA's FY24 MR-20, FY23 S-10, and new (in FY24) WE-20 forms to the National Transit Database, helping ensure MARTA receives all federal funds to which it is entitled by law. Launch new ridership and fare revenue forecasting model that incorporates impacts of important emerging factors such as teleworking and Transportation Network Companies. The new model will produce more accurate and reliable forecasts for use in budget development and planning. Expand the Voice of the Customer Survey to obtain customer feedback about all steps in the customer journey. The information learned from the expanded survey will provide the Department of Customer Experience and other stakeholders with the business intelligence necessary to improve the ridership experience of MARTA patrons.

Department of Human Resources



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 4,848,477	\$ 4,029,137	\$ 5,454,909	\$ 6,325,695	\$ 6,018,456	\$ 563,547	\$ 563,547
Non-Labor	\$ 2,018,592	\$ 2,362,071	\$ 3,004,753	\$ 2,316,333	\$ 2,819,077	\$ (185,676)	\$ (185,676)
Gross Operating Total	\$ 6,867,069	\$ 6,391,208	\$ 8,459,662	\$ 8,642,028	\$ 8,837,532	\$ 377,871	\$ 377,871
Allocation	\$ (367,061)	\$ (825,311)	\$ (352,596)	\$ (355,065)	\$ (353,598)	\$ (1,002)	\$ (1,002)
Net Operating Expenses	\$ 6,500,008	\$ 5,565,898	\$ 8,107,065	\$ 8,286,963	\$ 8,483,934	\$ 376,869	\$ 376,869
Total Headcount	42	48	49	57	57	8	8

Department Name	Dept of Human Resources
Offices (List All)	Office of Human Resources, Office of Learning & Development, Office of AGM Human Resources
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

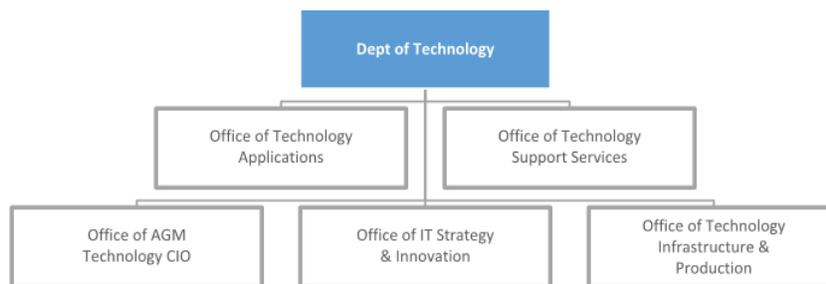
Department of Labor and Employee Relations



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 788,176	\$ 1,096,367	\$ 1,307,034	\$ 1,307,034	\$ 1,316,377	\$ 9,343	\$ 9,343
Non-Labor	\$ 30,536	\$ 47,521	\$ 225,522	\$ 141,234	\$ 145,419	\$ (80,103)	\$ (80,103)
Gross Operating Total	\$ 818,712	\$ 1,143,888	\$ 1,532,556	\$ 1,448,268	\$ 1,461,796	\$ (70,760)	\$ (70,760)
Allocation	\$ (9,160)	\$ (1,051,125)	\$ (757)	\$ (379)	\$ 0	\$ 757	\$ 757
Net Operating Expenses	\$ 809,553	\$ 92,763	\$ 1,531,799	\$ 1,447,890	\$ 1,461,796	\$ (70,003)	\$ (70,003)
Total Headcount	8	9	9	9	9	0	0

Department Name	Dept of Labor and Employee Relations
Offices (List All)	Office of AGM Labor and Employee Relations
FY2023 Accomplishments	<ul style="list-style-type: none"> Executed on a comprehensive plan for effective and efficient contract negotiations with the ATU Local 732. Achieved the first tentative agreement (TA) in the first month and there a total of 30 TAs to date. Executed on a Department Communication Plan to increase visibility, strengthen brand, and enhance the service provided to our internal stakeholders through guidance, roundtable sessions, and other useful resources. Produced six (6) informative and well attended Roundtables that averaged 54 participants. Ninety-two percent of all Employee Relations complaints received (184) were consistently resolved within 60 days of submission. Reduced the management grievance abandonment rate to two and one-half percent (2.5%). Realigned departmental organization through position evaluation to enhance talent acquisition and retention.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Implement an effective and sustained educational rollout of the successive negotiated labor agreement to MARTA employees and management. Build a productive relationship with MARTA's labor partners and mitigate any perception that organized labor and management have a perpetually adversarial relationship. Develop relationships and strategic partnerships between the Employee Relations team and the internal stakeholders we support and serve. Expand the Departmental Communication Plan to include outreach initiatives that will mitigate employee relations issues by increasing training and engagement. Utilize technology to effectively manage and assess departmental KPI's and agency trends related to grievances

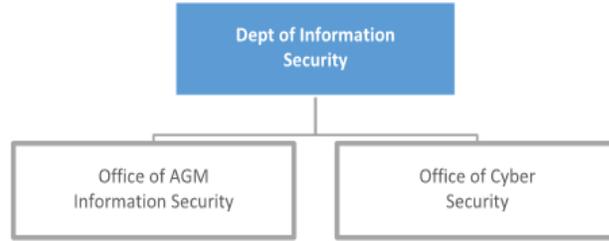
Department of Technology



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 13,111,892	\$ 11,615,272	\$ 17,465,403	\$ 17,506,505	\$ 17,076,680	\$ (388,723)	\$ (388,723)
Non-Labor	\$ 24,605,447	\$ 28,667,742	\$ 25,901,409	\$ 24,776,660	\$ 25,818,392	\$ (83,017)	\$ (83,017)
Gross Operating Total	\$ 37,717,339	\$ 40,283,014	\$ 43,366,812	\$ 42,283,165	\$ 42,895,072	\$ (471,740)	\$ (471,740)
Allocation	\$ (8,494,562)	\$ (5,764,607)	\$ (10,590,380)	\$ (10,455,124)	\$ (10,541,631)	\$ 48,750	\$ 48,750
Net Operating Expenses	\$ 29,222,777	\$ 34,518,407	\$ 32,776,432	\$ 31,828,041	\$ 32,353,442	\$ (422,990)	\$ (422,990)
Total Headcount	138	126	130	130	126	-4	-4

Department Name	Dept of Technology
Offices (List All)	Office of AGM Technology CIO, Office of Technology Infrastructure & Production, Office of Technology Applications, Office of Technology Support Services, Office of IT Strategy & Innovation
FY2023 Accomplishments	<ul style="list-style-type: none"> • Successfully completed the tech refresh and redesign of the CCTV core network equipment, enhancing efficiency, security, and scalability of the system. • Established a centralized depository site (SharePoint) for storing Policies & Procedures, Technology Dashboards, and GM reports, improving collaboration and workflow efficiency. • Implemented a financial model to evaluate discretionary and non-discretionary projects, optimizing resource allocation and decision-making. • Executed the initial phase of ITSM Onboarding (Alemba), introducing a user-friendly portal, enhanced accessibility, knowledge base, and dynamic dashboards for KPI tracking. • Implemented PowerBI Dashboards for the Transportation Assistance Project, enabling comprehensive data access.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> • Increase operational capacity to solve, implement, and maintain more technology services. • Improve the capital program governance process to better prioritize, sequence, and manage capital projects in technology. • Improve the demand queue transparency for IT in order to help MARTA understand our capacity for requests and where existing requests stand and will be completed. • Improve the quality of data for MARTA key systems and processes. • Enhance the rider's experience by building out the MARTA Labs. The lab creates an opportunity for both internal and external stakeholders to beta test applications providing feedback to continuously improve our Transit technologies and improve MARTA Customer Experience continuously.

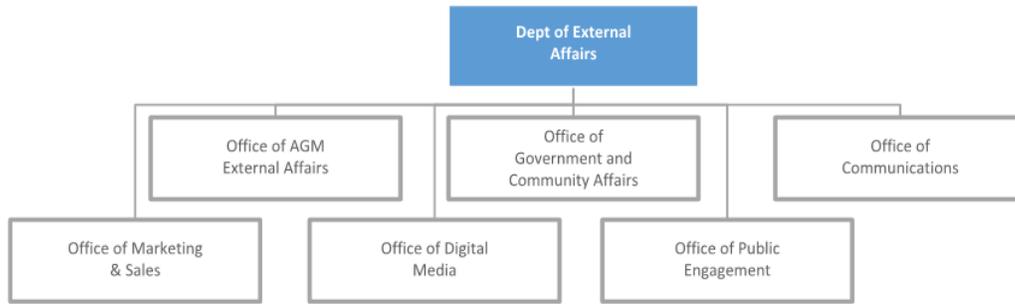
Department of Information Security



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 362,157	\$ 1,040,338	\$ 1,919,810	\$ 1,919,810	\$ 1,995,044	\$ 75,234	\$ 75,234
Non-Labor	\$ 1,741,536	\$ 700,077	\$ 2,101,598	\$ 1,493,586	\$ 367,118	\$ (1,734,479)	\$ (1,734,479)
Gross Operating Total	\$ 2,103,693	\$ 1,740,415	\$ 4,021,408	\$ 3,413,397	\$ 2,362,162	\$ (1,659,246)	\$ (1,659,246)
Allocation	\$ (35,293)	\$ (611,904)	\$ (317,523)	\$ (269,516)	\$ (186,512)	\$ 131,011	\$ 131,011
Net Operating Expenses	\$ 2,068,400	\$ 1,128,511	\$ 3,703,885	\$ 3,143,881	\$ 2,175,650	\$ (1,528,235)	\$ (1,528,235)
Total Headcount	7	11	11	11	11	0	0

Department Name	Dept of Information Security
Offices (List All)	Office of AGM Information Security, Office of Cyber Security
FY2023 Accomplishments	<ul style="list-style-type: none"> • Successful completion of required TSA Cyber Security Inspection. • Successful completion of required annual Payment Card Industry (PCI DSS) Assessment Audit. • Successful completion of Authority computing and network penetration testing to identify any security gaps. • Successful completion of enterprise-wide phishing and employee education campaign. • Full implementation of CrowdStrike advanced endpoint protection scans for anomalous behavior as well as 24/7/365 threat hunting surveillance and response capabilities for the Authority.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> • Continue implementation of NIST Risk Management Framework of security controls to position the Authority to meet all TSA security directive 1580/1582-2022-01 objectives and ensure TSA inspection readiness. • Implement Cloud Security strategy and related technologies to address MARTA's growing off-premise business applications hosting utilization. • Initiate Phase 1 of TSA driven Zero Trust architecture via Identity and Access Management Program. • Conduct cyber security review of all Stadler new rail car design documentation to ensure sufficiency under TSA directives. • Deploy monitoring strategy of the train control network including Advanced Threat Protection, Behavioral Analytics and Monitoring Tools.

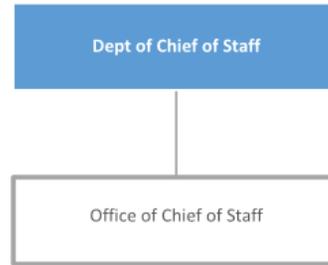
Department of External Affairs



	FY21	FY22	FY23	FY24	FY24		
	Actual	Actual	Adopted	Base	Requested	Adopted Change	Requested Change
CATEGORY OF EXPENSES							
Labor	\$ 2,517,325	\$ 2,078,055	\$ 3,297,022	\$ 3,722,406	\$ 3,797,712	\$ 500,689	\$ 500,689
Non-Labor	\$ 1,067,824	\$ 1,209,008	\$ 1,413,976	\$ 1,223,016	\$ 1,660,765	\$ 246,789	\$ 246,789
Gross Operating Total	\$ 3,585,149	\$ 3,287,063	\$ 4,710,998	\$ 4,945,422	\$ 5,458,476	\$ 747,478	\$ 747,478
Allocation	\$ (338,095)	\$ (644,063)	\$ (800,128)	\$ (950,958)	\$ (1,115,025)	\$ (314,897)	\$ (314,897)
Net Operating Expenses	\$ 3,247,054	\$ 2,643,000	\$ 3,910,870	\$ 3,994,464	\$ 4,343,451	\$ 432,581	\$ 432,581
Total Headcount	28	27	27	31	31	4	4

Department Name	Dept of External Affairs
Offices (List All)	Office of AGM External Affairs, Office of Marketing & Sales, Office of Public Engagement, Office of Government and Community Affairs, Office of Digital Media, Office of Communications
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

Department of Chief of Staff



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 1,755,876	\$ 1,915,705	\$ 2,385,789	\$ 646,303	\$ 686,828	\$ (1,698,961)	\$ (1,698,961)
Non-Labor	\$ 410,979	\$ 299,590	\$ 937,237	\$ 1,064,771	\$ 488,218	\$ (449,019)	\$ (449,019)
Gross Operating Total	\$ 2,166,855	\$ 2,215,295	\$ 3,323,026	\$ 1,711,074	\$ 1,175,046	\$ (2,147,980)	\$ (2,147,980)
Allocation	\$ (1,239,480)	\$ (1,174,326)	\$ (1,478,438)	\$ (545,298)	\$ (256,210)	\$ 1,222,228	\$ 1,222,228
Net Operating Expenses	\$ 927,375	\$ 1,040,968	\$ 1,844,588	\$ 1,165,775	\$ 918,836	\$ (925,751)	\$ (925,751)
Total Headcount	14	15	15	3	3	-12	-12

Department Name	Dept of Chief of Staff
Offices (List All)	Office of Chief of Staff
FY2023 Accomplishments	At the time of publication, this information was not available.
FY2024 Goals & Objectives	At the time of publication, this information was not available.

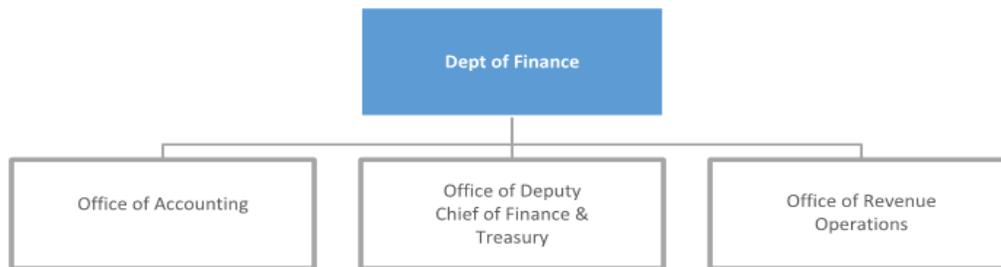
Department of Chief Financial Officer CFO



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 11,026,953	\$ 9,326,342	\$ 12,210,019	\$ 12,499,610	\$ 13,064,384	\$ 854,365	\$ 854,365
Non-Labor	\$ 404,992	\$ 452,882	\$ 534,636	\$ 349,352	\$ 499,566	\$ (35,070)	\$ (35,070)
Gross Operating Total	\$ 11,431,945	\$ 9,779,224	\$ 12,744,655	\$ 12,848,961	\$ 13,563,950	\$ 819,296	\$ 819,296
Allocation	\$ (2,629,229)	\$ (2,523,072)	\$ (2,554,177)	\$ (2,569,543)	\$ (2,652,578)	\$ (98,401)	\$ (98,401)
Net Operating Expenses	\$ 8,802,716	\$ 7,256,152	\$ 10,190,477	\$ 10,279,419	\$ 10,911,372	\$ 720,895	\$ 720,895
Total Headcount	111	110	111	112	113	2	2

Department Name	Dept of Chief Financial Officer CFO
Offices (List All)	Office of Chief Financial Officer CFO, Office of Budget & Grants, Office of Dir Contracts & Procurement, Office of Materials
FY2023 Accomplishments	<ul style="list-style-type: none"> As the most senior level of the Division of Finance, the Department of the Chief Financial Officer's FY23 Accomplishments are synonymous with that of the Department of Finance for the purposes and production of the FY24 Budget and FY24 Adopted Budget Book.
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Assist the MARTA merchandise project manager to establish a MARTA presence in the web-based merchandise space. Position cash/target balances and investments in a manner to meet cash requirements, while outperforming investment benchmarks. Execute outstanding bond refunding for savings as opportunities arise. Continue to work with the Budget Work Group to increase efficiency and implement Budget Process changes. Streamline MARTA's procurement process.

Department of Finance



CATEGORY OF EXPENSES	FY21	FY22	FY23	FY24	FY24	Adopted Change	Requested Change
	Actual	Actual	Adopted	Base	Requested		
Labor	\$ 13,077,738	\$ 9,722,772	\$ 13,050,259	\$ 13,292,207	\$ 13,938,141	\$ 887,882	\$ 887,882
Non-Labor	\$ 1,056,223	\$ 1,432,652	\$ 2,851,574	\$ 2,457,029	\$ 2,811,404	\$ (40,170)	\$ (40,170)
Gross Operating Total	\$ 14,133,960	\$ 11,155,424	\$ 15,901,833	\$ 15,749,236	\$ 16,749,545	\$ 847,712	\$ 847,712
Allocation	\$ (2,074,287)	\$ (2,278,671)	\$ (2,331,551)	\$ (2,350,535)	\$ (2,525,716)	\$ (194,165)	\$ (194,165)
Net Operating Expenses	\$ 12,059,673	\$ 8,876,753	\$ 13,570,282	\$ 13,398,701	\$ 14,223,829	\$ 653,547	\$ 653,547
Total Headcount	184	174	175	137	139	-36	-36

Department Name	Dept of Finance
Offices (List All)	Office of Deputy Chief of Finance & Treasury, Office of Accounting, Office of Revenue Operations
FY2023 Accomplishments	<ul style="list-style-type: none"> Executed a Contract for the replacement of MARTA's Automated Parking Equipment Received an FY22 unqualified audit opinion with zero findings Received the GFOA Award for Excellence in Financial Reporting Execute Bond refinancing transactions resulting in PV Debt Service Savings of \$20 million Exceeded our investment benchmarks while realizing \$12.3M of investment earnings Developed specifications for replacement of the current fare collection system Onboarded 100+ companies to participate in MARTA's Partnership Program Successfully implemented a new Banking Services contract - transferring from an incumbent of 15+ years Recycled 2.8 million old faregate tokens
FY2024 Goals & Objectives	<ul style="list-style-type: none"> Successfully implement the Automated Parking and Revenue Control system Implement Breeze Mobile 2.0 Upgrade the aging door access controls at the Garnett Revenue Facility for enhanced security Upgrade Windows Operating System 10 on all BVMs Obtain an FY23 Unqualified Audit with zero findings Execute bond refinancings as available to reduce debt service costs Exceed investing benchmarks and earn \$12.5M of investment earnings while contract an Investment Management firm to assist in a more active approach in MARTA's portfolio management Implement GASB 96 Module of LeaseQuery software

Capital Budget Overview

Capital Budget Overview

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

Capital Policy

MARTA is required to adhere to a system of financial accounting that complies with Generally Accepted Accounting Principles (GAAP). Consistent with this requirement, MARTA developed and adopted Procedure 1.31.22, "Fixed Asset Management and Capital Policy." This procedure sets forth definitions of fixed asset and capital policies, the applicability of these policies, and the responsibilities in carrying out these stated policies (included in this section). As defined, the major categories of fixed assets include the following:

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

Definition of Fixed Assets

MARTA defines fixed assets as property, plant and equipment items that benefit future periods and have a useful life of greater than one year, a minimum cost per unit of \$5,000, and have the characteristics of property. They are classified as real or personal, tangible or intangible, and can be new or used. The major characteristics of tangible fixed assets are that they have physical substance, are relatively long-lived, provide measurable future economic benefits, can be inventoried, are actively used in MARTA's operations, and are not held as an investment for resale.

Authority Capital Policy

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

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

1. **Costs at acquisition or construction** include the initial costs of property, plant and equipment and any additional charges incurred to prepare them for their intended use.
 - Expenditures to add omitted construction work within a reasonable time (12 months) after an asset has been placed into service may be capitalized and added to the existing asset base unit.
 - Expenditures for corrective work resulting from latent defects and inferior construction are not eligible for capitalization but are considered non-operating expenses (according to the MARTA Act).
2. **Costs incurred during the useful life of an existing asset** are those that increase its efficiency, capacity, useful life or economy. Expenditures of this kind are capital and classified as follows:
 - **Additions to Asset Base Unit** - Examples are extensions, enlargements or expansions made to existing assets.
 - **Extraordinary Repairs or Major Overhauls to Asset Base Units** - Expenditures of this kind normally involve very large amounts, are not recurring in nature, and tend to increase the utility or extend the service life of the asset. Examples of this kind of repair include the midlife overhaul of the rail cars and station rehabilitation projects.
 - **Replacement of Asset Base Unit Components** - The removal of a major part or a component of an existing asset and the substitution of a component having essentially the same type and performance capacities.
 - **Improvements to Asset Base Units** - This includes the substitution of an asset to improve or increase overall efficiency and to extend the useful life of the unit.

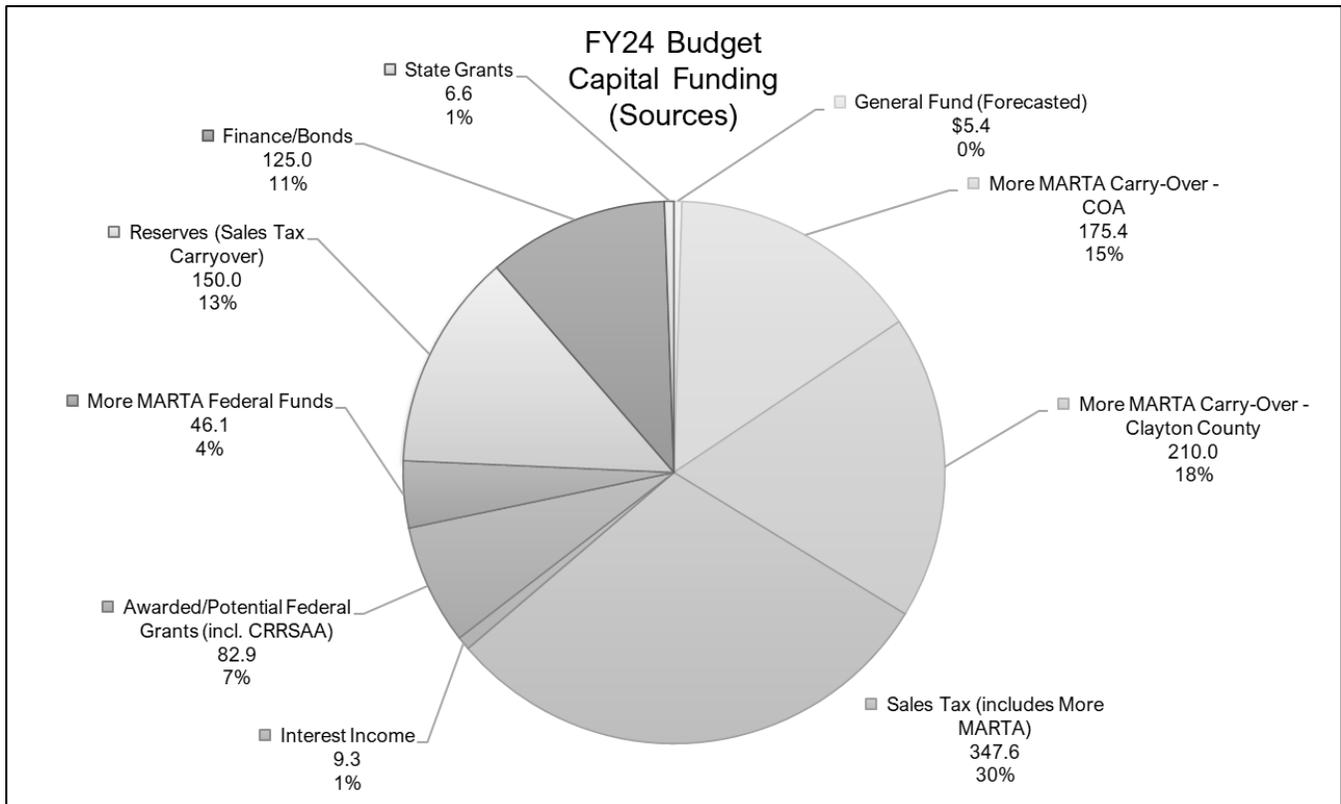
FY24 Capital Funding (Sources)

Funding for the FY24 Capital Program is provided from the beginning balance of prior year carryover from the general fund, sales tax allocation revenue (50% Capital vs. 50% Operating allocation ratio), bond proceeds, allowable investment income, and Federal and State grants. Each of these funding sources is discussed in the Capital Program Funding section in the front of this document.

The FY24 Beginning Balance totals \$390.8M (\$5.4M General Fund, \$175.4M More MARTA City of Atlanta, and \$210.0M More MARTA Clayton) will be available to fund the FY24 Capital Improvement Program. After recognizing FY24 Capital and other general fund revenues and expenditures, a FY24 Ending Balance of \$303.8M is anticipated to be available to fund the Capital Program beyond FY24.

Capital Funding Sources

<i>(Dollars in Millions)</i>	FY21 Budget	FY22 Budget	FY23 Budget	FY24 Budget
General Fund (Forecasted)	\$140.4	\$20.0	\$34.4	\$5.4
More MARTA Carry-Over - COA	98.5	118.4	142.8	175.4
More MARTA Carry-Over - Clayton County	125.8	148.3	177.3	210.0
Sales Tax (includes More MARTA)	270.6	294.5	362.4	347.6
Interest Income	0.5	0.5	0.5	9.3
Awarded/Potential Federal Grants (incl. CRRSAA)	61.6	83.6	101.5	82.9
More MARTA Federal Funds		24.4	6.7	46.1
Reserves (Sales Tax Carryover)		81.7	245.0	150.0
Finance/Bonds	210.0	220.0		125.0
State Grants	10.4			6.6
Total Revenues	\$917.8	\$991.4	\$1,070.6	\$1,158.3



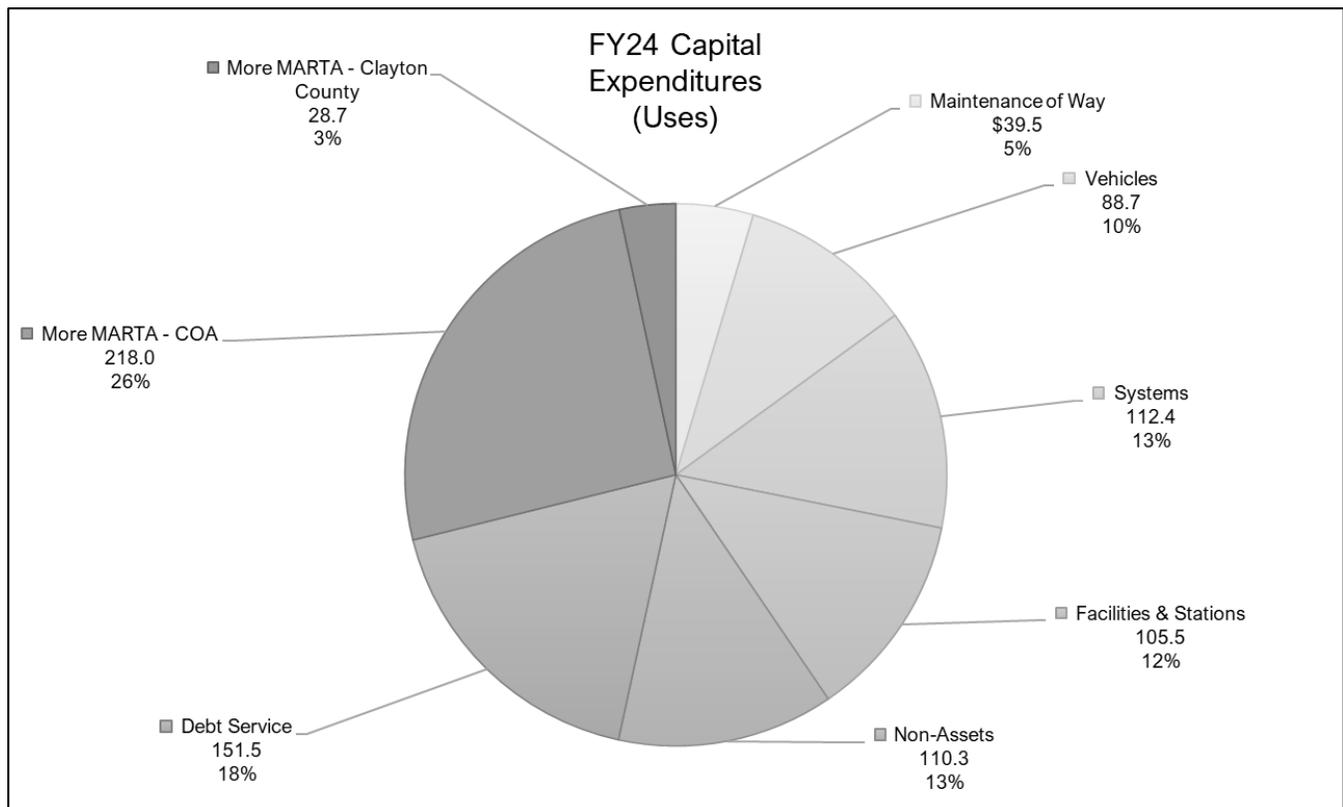
FY24 Capital Expenditures (Uses)

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

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

Capital Expenditures (Uses)

<i>(Dollars in Millions)</i>	FY2023 Uses	FY2024 Uses	\$ Change	% Change
Maintenance of Way	\$40.8	\$39.5	(\$1.4)	-3.3%
Vehicles	98.0	88.7	(9.3)	-9.5%
Systems	91.7	112.4	20.7	22.6%
Facilities & Stations	190.1	105.5	(84.6)	-44.5%
Non-Assets	91.4	110.3	18.9	20.7%
Debt Service	145.0	151.5	6.5	4.5%
More MARTA - COA	45.4	218.0	172.6	380.1%
More MARTA - Clayton County	14.5	28.7	14.2	97.8%
Total Expenditures	\$716.9	\$854.5	\$137.6	19.2%



FY24-FY32 Sources and Uses by Program

State of Good Repair* (\$M)

FY24 - FY33 Approved Capital Program Sources and Uses of Funds

Metropolitan Atlanta Rapid Transit Authority - State of Good Repair (SGR)

[\$millions]

	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Totals
Prior Year Carry Forward*	155.4	168.1	14.6	14.0	13.9	17.2	16.8	17.5	17.4	17.8	305.4
Revenues											
Capital Sales Tax	260.5	269.8	282.4	294.6	306.2	320.1	335.8	351.5	368.5	386.6	3,176.0
Federal Funds	84.0	192.4	110.5	80.7	37.3	30.0	30.0	30.0	30.0	30.0	654.9
Interest Income	1.0	1.1	1.1	1.1	1.2	1.2	1.2	1.3	1.3	1.3	11.8
Debt Issue	125.0	150.0	375.0	410.0	325.0	270.0	200.0	190.0	175.0	145.0	2,365.0
Total Sources of Funds	625.9	781.4	783.6	800.4	683.6	638.5	583.8	590.3	592.2	580.8	6,513.1
Expenditures											
Capital Improvement Program	456.3	610.8	589.6	580.1	438.1	376.6	308.2	301.6	291.4	273.9	4,226.5
Facilities & Stations	105.5	121.9	88.2	77.5	43.5	43.8	39.6	39.0	39.3	39.7	638.0
Maintenance of Way	39.5	38.8	23.2	15.4	7.5	0.4	0.4	0.4	0.4	0.4	126.2
Non-Asset	110.3	169.3	155.7	139.7	98.2	51.5	45.5	46.0	46.6	47.2	910.0
Systems	112.4	154.2	152.7	169.5	136.1	128.5	130.6	133.8	130.6	110.2	1,358.6
Vehicles	88.7	126.6	169.8	178.0	152.9	152.3	92.2	82.4	74.5	76.4	1,193.7
Debt Service	151.5	156.0	180.1	206.4	228.3	245.1	258.1	271.3	283.0	292.1	2,271.8
Total Uses of Funds	607.8	766.7	769.6	786.5	666.4	621.7	566.3	572.9	574.4	566.0	6,498.3

*Prior Year Carry forward includes \$150M Reserve Utilization FY24/25

More MARTA – City of Atlanta* (\$M)

FY24 - FY33 Approved Capital Program Sources and Uses of Funds

Metropolitan Atlanta Rapid Transit Authority - More MARTA - City of Atlanta

[\$millions]

	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Totals
Prior Year Carry Forward	175.4	64.2	5.5	6.0	10.2	6.1	15.2	27.1	41.3	58.1	175.4
Revenues											
Capital Sales Tax	53.7	55.7	53.2	54.8	51.7	42.5	44.6	46.7	49.0	51.4	503.3
Federal Funds	49.5	133.5	141.6	121.0	80.0	49.5	-	-	-	-	575.2
Interest Income	3.5	1.3	0.1	0.1	0.2	0.1	0.3	0.5	0.8	1.2	8.2
Debt Issue	-	175.0	175.0	145.0	76.0	-	-	-	-	-	571.0
Total Sources of Funds	282.2	429.7	375.5	326.9	218.1	98.2	60.1	74.4	91.1	110.6	1,833.0
Expenditures											
More MARTA COA	218.0	414.0	349.3	288.0	179.0	50.0	-	-	-	-	1,498.2
Debt Service	0.0	10.1	20.3	28.6	33.0	33.0	33.0	33.0	33.0	33.0	257.2
Total Uses of Funds	218.0	424.1	369.5	316.6	212.0	83.0	33.0	33.0	33.0	33.0	1,755.4

More MARTA – Clayton County* (\$M)

FY24 - FY33 Approved Capital Program Sources and Uses of Funds

Metropolitan Atlanta Rapid Transit Authority - More MARTA - Clayton County

[\$millions]

	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Totals
Prior Year Carry Forward	210.0	221.5	140.1	9.2	9.5	8.0	6.5	6.7	17.3	27.6	210.0
Revenues											
Capital Sales Tax	33.4	34.6	34.0	35.5	36.1	33.2	34.8	36.5	35.9	37.6	351.5
Federal Funds	2.1	16.5	5.6	70.7	74.3	-	-	-	-	-	169.3
Interest Income	4.7	5.0	3.2	0.2	0.2	0.2	0.1	0.2	0.4	0.6	14.8
Debt Issue	-	-	40.0	110.0	65.0	145.0	90.0	-	-	-	450.0
Total Sources of Funds	250.2	277.6	222.9	225.5	185.1	186.4	131.5	43.3	53.6	65.8	1,195.6
Expenditures											
More MARTA Clayton	28.7	137.5	211.4	207.3	164.7	159.0	98.8	-	-	-	1,007.4
Debt Service	0.0	0.0	2.3	8.7	12.4	20.8	26.0	26.0	26.0	26.0	148.3
Total Uses of Funds	28.7	137.5	213.8	216.0	177.1	179.8	124.8	26.0	26.0	26.0	1,155.8

*Clayton Multipurpose O&M Facility costs and awarded federal funds reflect an established split between SGR and More MARTA Clayton funds.

State of Good Repair Capital Improvement Program

Section 1 – Capital Sources and Applications of Funds



I. Capital Sources

Funding for the FY24-FY33 State of Good Repair Capital Program is provided from a beginning balance resulting from prior year carry forward from the general fund, sales tax revenue, bond proceeds, allowable investment income, and Federal and State grants.

The Authority's Capital Budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future Sales Tax revenues. A description of the capital sources follows:

Prior Year Carry Forward

The prior year carry forward is the beginning balance of the capital portion of the general fund balance at the end of the prior year plus any applicable reserve utilization. These funds are available for subsequent fiscal year use.

Sales Tax

Under the MARTA Act and the Rapid Transit Contract and Assistance Agreement, MARTA receives proceeds from the collection of a sales and use tax within Fulton, DeKalb, and Clayton Counties (1%) and the City of Atlanta (1.5%). In April 2015, Georgia legislators permanently eliminated the requirement

mandating that MARTA spend 50 percent of its sales tax revenues on capital expenses and the other 50 percent on operations. Removal of this provision gives MARTA more flexibility in managing its resources.

Federal & State Funds

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

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

The State of Georgia participates in the implementation of the Authority's Audio/Visual Information System (AVIS) and the Regional Bus Stop Signage projects. Funding from the State is expected in FY24 from the GO Transit Program.

Interest Income

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

Sales Tax Revenue Bonds

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

For FY24, financial modeling of the "Capital Program Sources and Uses of Funds" forecasts \$125.0M of debt issuance. However, based on the market conditions, cash balance constraints and other unanticipated impacts on the projected cash flows, MARTA reserves the right to adjust debt if needed with Board approval.

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

II. Capital Uses

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

Capital Improvement Program

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

Debt Service

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

Section 2 - Capital Asset Categories

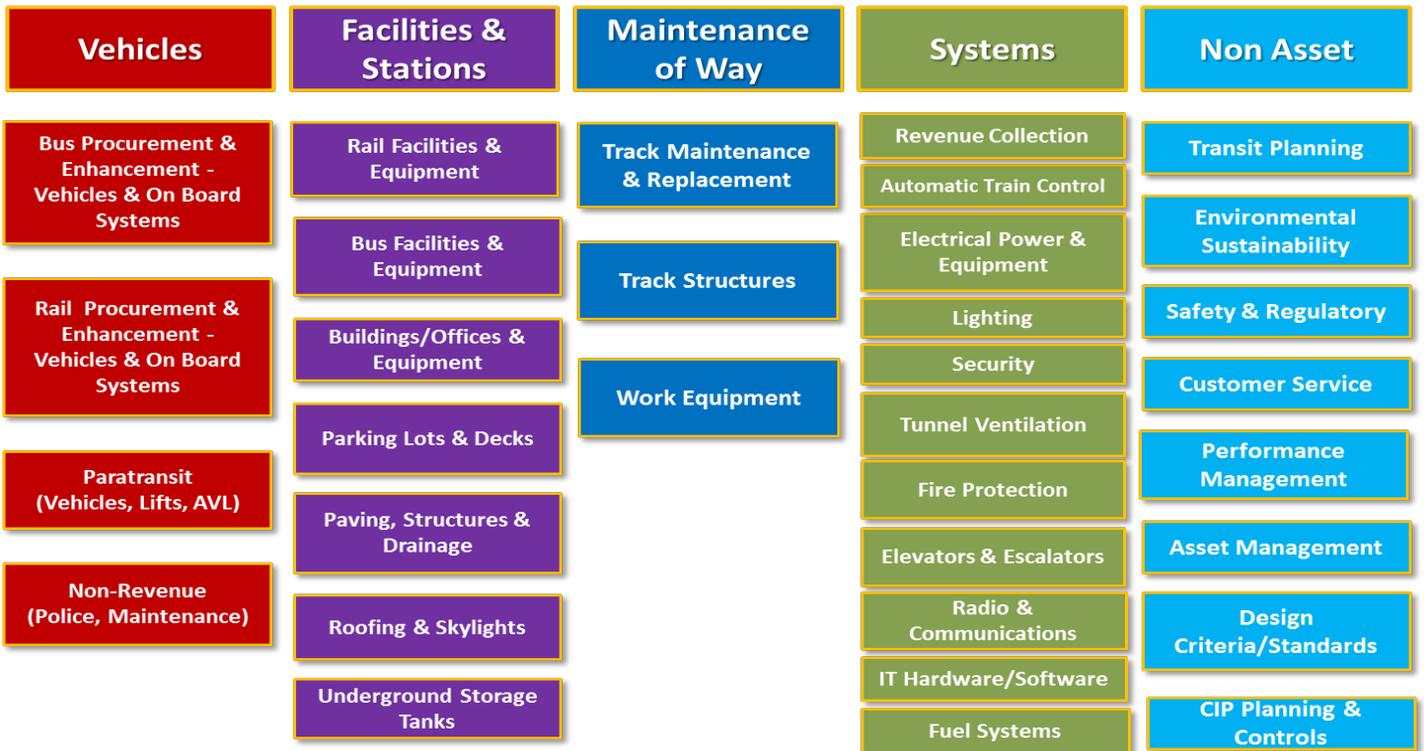
In compliance with the MARTA Act of 1965, MARTA staff is required to present a ten-year Capital Improvement Program (CIP) that includes an annual Capital Budget to the MARTA Board of Directors for their approval. The Capital Budget is required to balance the planned expenditures with the projected revenues. This document outlines the rationale and processes used to develop the Proposed CIP and the FY24 Capital Budget to balance capital expenditures with revenues, while

satisfying the Authority’s capital needs and requirements.

The long-range CIP consists of a portfolio of programs and projects organized by the major asset categories of a transit authority. The CIP also includes a category for non-asset projects. These categories, which were adapted from the

Federal Transit Administration’s (FTA) asset management guidelines are Vehicles; Facilities and Stations; Maintenance of Way; Systems; and Non-Asset. Each of these categories include several on-going programs, which may contain one or more projects. The CIP categories are depicted below, followed by a description of each of the categories.

MARTA CIP Asset Categories and Programs



I. Vehicles

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

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

Bus Vehicle Procurement and Enhancement

This program area consists of the procurement and enhancement of bus vehicles including major on-board systems such as automatic vehicle location (AVL) and automatic passenger counting systems (APC). As of FY24 the Authority's active bus fleet consists of 514 diesel, compressed natural gas (CNG), and electric buses. The fleet composition is split between 163 diesel buses and 345 CNG buses, and 6 electric. The average age of the fleet is 6 years. MARTA's capital planning process provides for the replacement of some 30' buses on a 10-year/350,000-mile cycle, and all others on a 12 year/500,000-mile cycle (whichever criterion is satisfied first). This cycle helps increase the fleet reliability and reduce long-term maintenance costs.

Rail Vehicle Procurement and Enhancement

This program area consists of the procurement, modernization, upgrade and enhancement of rail cars and major on-board systems. The Authority's rail car fleet consists of 336 heavy rail vehicles (of which 258 are active) obtained under three procurement contracts, CQ310, CQ311 and CQ312. A rehabilitation program was completed in FY09 to extend the useful life of the CQ310 and CQ311 rail cars for an additional 13 years. The CQ312 rail cars were delivered in the early 2000's and the average age of these rail cars is 19 years with a life

expectancy of 30 years. Planning for the replacement of the Authority's CQ310 and CQ311 rail cars was initiated in FY14.

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

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

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

The outcomes of this planning project have been programmed in the FY24 CIP planning window.

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

- Continuation of a modified MARTA rail vehicle Lifecycle Asset Reliability

Enhancement (LCARE) Program on the CQ312 and CQ310 rail cars.

- Continually monitor the railcar fleet in revenue service under the sustainability project that will be used to extend the life of critical system assets based on loss of reliability or material obsolescence.
- Continuation of the implementation of the Procurement of New rail Cars for the replacement of the CQ310, CQ311 and CQ312 rail vehicles

Mobility Vehicles

As of FY24, the Authority's mobility fleet consists of 239 vehicles. MARTA's capital planning process, which encompasses our current fleet, provides for the replacement of lighter duty Mobility vans on a 5 - year or 150,000-mile cycle.

Non-Revenue Vehicles

The Authority maintains a non-revenue fleet of 448 vehicles. The fleet consists of sedans/trucks/vans/and various types of dedicated specialty support vehicles for both rail and bus. The specialty vehicles include tow trucks and high rail maintenance vehicles. Funding has been included in the FY24 CIP to support replacement of any non-revenue vehicles which reach end-of-life status.

II. Facilities & Stations

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

Programs in the facilities and stations asset category include:

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

Rail Facilities and Equipment

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

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

Bus Facilities and Equipment

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

Building/Offices and Equipment

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

Parking Lots and Parking Decks

This program area includes design, construction, renovation and major rehabilitation of parking lots and parking deck facilities throughout the MARTA system.

Paving, Structures and Drainage

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

Roofing and Skylights

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

Underground Storage Tanks

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

Facilities Upcoming Capital Improvement

Some examples of projects within the facilities and stations asset category to be executed in FY24 include:

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

III. Maintenance of Way

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

- Track maintenance and replacement
- Track structures
- Work equipment

Track Maintenance and Replacement

This program area includes maintenance, rehabilitation and replacement of the Authority's track way. The Authority's 124 total miles of track consists of 104 miles of mainline track and twenty miles (20) of yard track. Ninety-six (96) of the 104 mainline miles are double track (i.e., left and right tracks for east/west or north/south travel), and the other

eight (8) miles consist of pocket track. The 20 miles of yard track are located within the three rail yards: Armour, Avondale and South Yard.

Track Structures

This program area includes rehabilitation and replacement of structures on the track way. The Authority has structures consisting of track support systems, bridges, retaining walls and culverts. The track support systems consist of aerial, at-grade and subway structures.

Work Equipment

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

An example of a project within the maintenance of way asset category to be executed in FY24 is:

- Track Renovation Phase IV

IV. Systems

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

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

Revenue Collection

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

The Breeze project provides the Authority with the ability to implement an automatic fare collection system throughout the Atlanta region. The fare collection system consists of fare vending, fare gates, revenue processing and cash handling in support of MARTA patrons, regional partners, and Transportation Management Associations (TMA) in the service area.

The ten-year CIP planning window includes projects to continually enhance and upgrade and replace the existing fare collection system, as well as projects to plan for the next generation fare collection system including support for a variable fare structure. This program area within the FY24 CIP also includes design and implementation of Automated Parking and Revenue Control (APARC) Authority-wide.

Automatic Train Control

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

For the FY24 CIP, this program area includes the ongoing implementation of the Train Control Systems Upgrade project, as well as an on-going project which is designed to continue to stabilize the current system to sustain operations during the multi-year transition to the new train control system.

Electrical Power and Equipment

This program area includes planning, design, implementation and ongoing support and rehabilitation of the various electrical power systems Authority-wide. These systems were installed in phases as the rail and bus transit

systems were designed and constructed. Some of these systems have been in service since 1979 and a number are ready for rehabilitation or replacement

Traction Power

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

Auxiliary Power

The Authority's auxiliary power system delivers power to station and facility loads such as lighting, elevators, escalators, communications, fare gates, HVAC etc., via 108 substations located in all passenger stations and operations/maintenance facilities.

Electric Conversion (EV)

The Authority's auxiliary power system delivers power to station and facility loads such as lighting, elevators, escalators, communications, fare gates, HVAC etc., via 108 substations located in all passenger stations and operations/maintenance facilities.

Emergency Trip Stations (ETS)¹

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

Current projects within this program area include an ongoing initiative to replace traction power substations and gap breakers system-

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

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

Lighting

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

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

Security

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

Tunnel Ventilation

This program area includes planning, design, implementation and rehabilitation of tunnel ventilation systems Authority-wide. The Authority owns 81 ventilation fans installed at specific locations in the subway sections of the rail system to push or pull air through the

tunnels in the event of an emergency and the tunnel fills with smoke.

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

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

Elevators and Escalators

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

Elevators

The Authority operates and maintains 115 elevators in rail stations, parking decks and facilities throughout the transit system.

Escalators

The Authority operates and maintains 150 Escalators in rail stations only.

Radio and Communications

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

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

Information Technology Hardware

This program area includes planning, design, implementation and ongoing upgrades and

enhancements of the information technology infrastructure required to support MARTA operations including the Authority's data centers, network (wired and wireless), servers, storage area network (SAN), telephony, desktops/laptops, and Authority-owned mobile computing devices.

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

Information Technology Software

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

Some of the projects in this program area include:

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

Fuel Systems

This program area includes planning, design, implementation, and enhancement of systems which support the management and delivery

of fuel to MARTA vehicles. The current projects within this program area are an upgrade of the CNG protection systems.

V. Non-Asset

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

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

Transit Planning

The transit planning program area includes transit feasibility studies; alternatives analysis, environmental review, and preliminary engineering for proposed system expansion initiatives; general planning activities; and coordination with regional partners.

Regional Coordination and Integration

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

Transit Oriented Development

Transit Oriented Development (TOD) includes funds for continued planning and implementation efforts for development projects located on MARTA property. This is a revenue generating initiative and involves managing existing development, implementation of on-going projects in the current development cycle and preparing property for future development cycles. The Lindberg Station TOD agreement obligates MARTA and third party adjacent property owners to take care of good repair projects to maintain asset value.

Environmental Sustainability

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

Safety

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

Customer Service

The customer service program area includes planning, design, and implementation of

various customer service initiatives. The current project in this program area is the Authority's mystery rider program.

Performance Management

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

Asset Management

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

Financial Planning and Analysis

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

Design Criteria/Standards

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

CIP Controls

The CIP Project Controls program area includes the financial planning and on-going project controls, monitoring and reporting functions required to support delivery of the CIP. It also includes the ongoing effort required to plan for future CIP windows. During FY24, the Authority is planning to continue implementation of enhanced

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

System Expansion

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

MORE MARTA City of Atlanta

Section 2 – Capital Sources and Applications of Funds



I. Capital Sources

Funding for the FY24-FY33 More MARTA City of Atlanta Capital Program is provided from a beginning balance resulting from prior year carryover from the City of Atlanta Reserve Fund, City of Atlanta sales tax revenue, bond proceeds, and Federal and State grants.

The More MARTA City of Atlanta Capital Budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future Sales Tax revenues. A description of the capital sources follows:

Prior Year Carry Forward

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

Sales Tax

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

Federal & State Funds

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

This program is designed to encompass the FTA 5307, 5337 and 5339 Formula Funding Programs, FTA Discretionary Grant Programs, Department of Homeland Security,

and reprogrammed/flexed Federal Highway Administration funds.

Sales Tax Revenue Bonds

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

For FY24, financial modeling of the “Capital Program Sources and Uses of Funds” forecasts a need of \$0M in debt issuance. However, based on the market conditions, cash balance constraints and other unanticipated impacts on the projected cash flows, MARTA reserves the right to issue debt more than the specified amount.

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

II. Capital Uses

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

Capital Improvement Program

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

Debt Service

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

More MARTA – City of Atlanta Projects

North Ave. Phase II (BRT)

Phase II of Bus Rapid Transit to North Avenue Station.

Summerhill / Capital Avenue (BRT)

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

Campbellton (BRT)

Campbellton Bus Rapid Transit (BRT) will provide 5 miles of frequent and premium service from Oakland City Station to a proposed transit center near Greenbriar Mall. The project includes an evaluation of transit alternatives for the delivery of high-capacity transit service along the Campbellton Road corridor would serve the Fort McPherson redevelopment site and support transforming the corridor into a vibrant, pedestrian-friendly, mixed-use community. Renew Atlanta is currently redesigning Campbellton Road as a Complete Street and Smart Corridor, which will include multiuse trails, technology investment and signal improvements.

Streetcar East Ext (LRT)

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

opportunities for dedicated right-of-way and transit signal prioritization.

Streetcar West Ext (LRT)

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

Beltline Southwest (LRT)

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

Bankhead Station Enhancement

More MARTA Atlanta program includes facility upgrades and accessibility improvements at key MARTA heavy rail stations to enhance the customer experience and increase ridership. MARTA identified Bankhead Station as one of three stations because of its visibility and potential for to transformational impacts to its surroundings. Bankhead will extend its platform to accommodate additional rail cars.

Five Points Station Enhancement

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

potential for transformational impacts and increase ridership to its surroundings.

Greenbriar Transit Center

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

Clifton Corridor (HCT)

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

A Locally Preferred Alternative (LPA) for the project was previously adopted by the MARTA Board of Directors in 2018. However, due to changing conditions in the corridor and new funding and technology opportunities, MARTA Leadership is performing a multi-stage Alternatives Analysis with public engagement to evaluate several new project alternatives.

Cleveland Ave. (ART)

Cleveland Avenue ART will improve MARTA's existing Route 78 - Cleveland Avenue between East Point Station and Browns Mill Golf Course to better serve the dense residential neighborhoods and commercial nodes near the city of East Point and Metropolitan Parkway.

Cleveland Avenue ART will also provide faster service for the employees and visitors to the South Fulton Medical Hospital, a major destination along the corridor.

Metropolitan Pkwy Route 595 (ART)

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

North Ave. Phase 1 (BRT)

North Avenue/Donald L. Hollowell Parkway BRT would provide 4 miles of BRT service between Bankhead Station and the Poncey-Highland neighborhoods. This project is planned to be implemented within existing city-owned right-of-way, using both exclusive and shared lanes with vehicular traffic. This project will offer fast and reliable high-capacity transit service along one of the highest traveled east-west corridors in the city and serve major destinations such as Georgia Tech and Coca-Cola headquarters. This project will be implemented in phases. Phase I, extending

from the North Avenue Station to Ponce City Market and the Beltline Eastside Trail, will allow MARTA to leverage the City of Atlanta's smart technology investment along North Avenue to demonstrate a successful BRT in a corridor with proven ridership.

Centralized Program Management Office (CPMO)

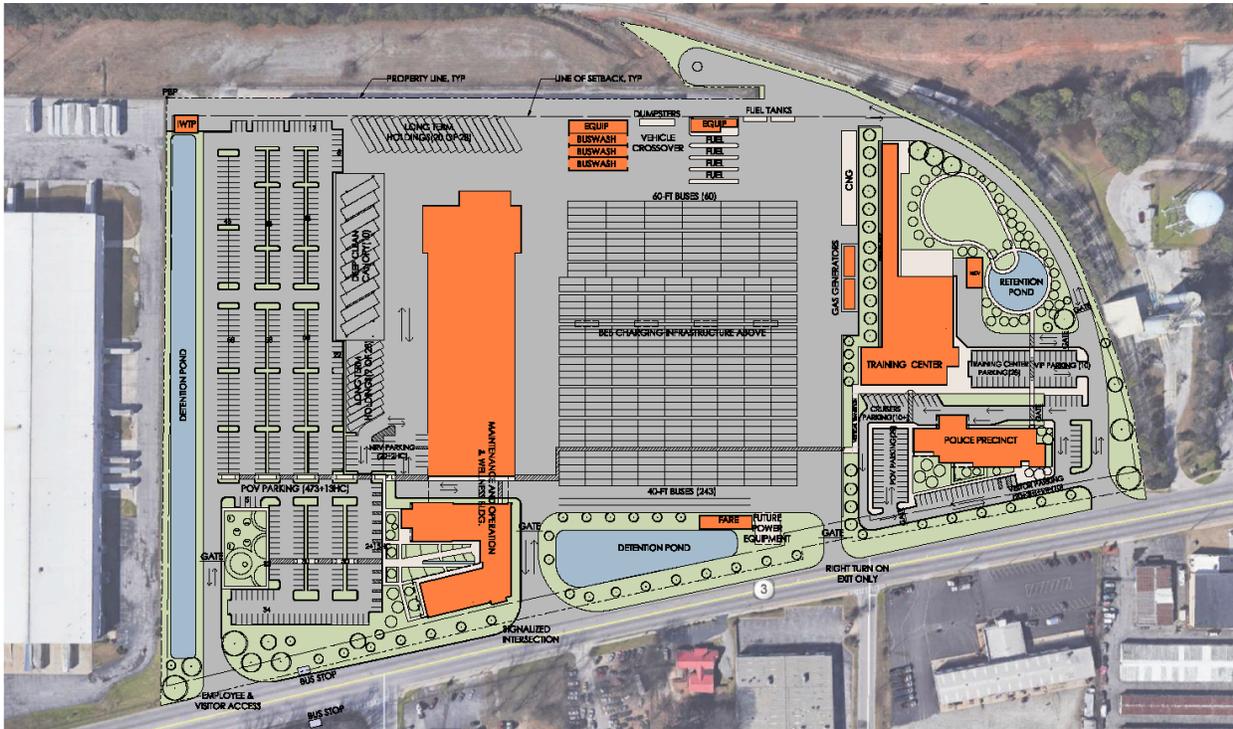
Centralized Program Management office (CPMO) within the Office of Capital Programs and Development. The scope of work will include project and program management, construction management, and services that includes a wide variety of skills and capabilities that will be scalable to meet the needs of the Authority. The contractor will be responsible for providing services that will augment MARTA's staff and report directly to the Authority. This project includes completion of initial project checklists, project origination documents and feasibility studies were requested for candidate CIP projects.

Contingency

Contingency for More MARTA City of Atlanta Projects.

MORE MARTA Clayton County

Section 3 – Capital Sources and Applications of Funds



Site Plan of Future Clayton Multipurpose Operations and Maintenance Facility

I. Capital Sources

Funding for the FY24-FY33 More MARTA Clayton Capital Program is provided from a beginning balance resulting from prior year carryover from the Clayton Reserve Fund, Clayton sales tax revenue, bond proceeds, and Federal and State grants.

The More Marta Clayton Capital Budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future Sales Tax revenues. A description of the capital sources follows:

Prior Year Carry Forward

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

Sales Tax

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

Federal & State Funds

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

This program is designed to encompass the FTA 5307, 5337 and 5339 Formula Funding Programs, FTA Discretionary Grant

Programs, Department of Homeland Security, and reprogrammed/flexed Federal Highway Administration funds.

Sales Tax Revenue Bonds

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

For FY24, the modeling of the “Capital Program Sources and Uses of Funds” shows a need of \$0M in debt issuance. However, based on the market conditions, cash balance constraints and other unanticipated impacts on the projected cash flows, MARTA reserves the right to issue debt more than the specified amount with Board approval.

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

II. Capital Uses

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

Capital Improvement Program

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

Debt Service

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

More MARTA – Clayton County Projects

SR 54 High-Capacity Transit (BRT)

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

Clayton Multipurpose O&M Facility

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

Clayton County Southlake BRT

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

Justice Center Transit Hub

The planned transit hub will be located in the western side of the Harold R. Banke Justice Center at the corner of Post Way and Deputy Rick Daly Memorial Boulevard. This hub is part of a larger commitment from MARTA to expand transit service and amenities in Clayton County.

Phase 1 of the hub opened in July 2020 and serves roughly 400 daily transit passengers with shelters and Breeze vending machines. Phase 2 will build a full transit hub with restrooms, vending machines, facilities for MARTA employees and other amenities.

Centralized Program Management Office (CPMO)

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

Contingency

Contingency for More MARTA Clayton County Projects.

Comprehensive Capital Program

Section 4 – Capital Sources and Applications of Funds

The following table describes the capital program sources and applications of funds in the format of a ten-year plan. [\$Millions]

FY24 - FY33 Approved Capital Program Sources and Uses of Funds Metropolitan Atlanta Rapid Transit Authority - All Programs (Comprehensive) [\$millions]

State of Good Repair (SGR)

Sources		Uses	
Prior Year Carry Forward	155.4	Capital Expenditures	456.3
Capital Sales Tax	260.5	Debt Service	151.5
Federal/State Funds	84.0	Subtotal	607.8
Interest Income	1.0		
Debt Issue	125.0		
Subtotal	625.9		

More MARTA - City of Atlanta

Sources		Uses	
Prior Year Carry Forward	175.4	Capital Expenditures	218.0
Capital Sales Tax	53.7	Debt Service	0.0
Federal/State Funds	49.5	Subtotal	218.0
Interest Income	3.5		
Debt Issue	0.0		
Subtotal	282.2		

More MARTA - Clayton County

Sources		Uses	
Prior Year Carry Forward	210.0	Capital Expenditures	28.7
Capital Sales Tax	33.4	Debt Service	0.0
Federal/State Funds	2.1	Subtotal	28.7
Interest Income	4.7		
Debt Issue	0.0		
Subtotal	250.2		

Total Sources	1,158.3	Total Uses	854.5
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Attachment – A

MARTA State of Good Repair Proposed Projects Ten-Year Forecast

The following portrays the proposed capital projects ten-year plan for years FY24 to FY33.

[\$Millions]

Project	Project Description	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Total
30640	Furniture	1.1	0.8	0.9	0.8	0.7	0.8	0.7	0.5	0.4	0.4	7.2
30740	Small Tools & Equipment	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.5	0.5	4.3
31305	Roofing Rehabilitation Program	3.0	6.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	33.0
31589	Bus Shelters and Benches	3.4	3.4	-	-	-	-	-	-	-	-	6.8
31956	Rail Car Train Wash	0.5	15.0	-	-	-	-	-	-	-	-	15.5
32124	Facilities Upgrade Program	1.5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	28.5
32163	Backup Integrated Ops Center	0.4	2.5	2.5	-	-	-	-	-	-	-	5.4
32174	Bus Stop Sign Replacement Upgr	2.0	5.3	-	-	-	-	-	-	-	-	7.3
32177	Rail Station Rehabilitation	50.0	35.0	35.0	35.0	20.0	20.0	20.0	20.0	20.0	20.0	275.0
32177	Brookhaven Station Paver Rehabilitation	1.5	-	-	-	-	-	-	-	-	-	1.5
32225	Energy Services Company ESCO	2.9	2.4	2.8	3.1	2.2	2.4	3.2	2.9	3.2	3.7	28.7
32240	S. Dekalb Transit Center (Stonecrest)	2.0	15.0	15.0	15.0	-	-	-	-	-	-	47.0
32248	Pavement Repair Program	1.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	28.0
32249	Rehab Existing Bus Maint Facil	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	30.0
32252	Rail Oper Platform Restrooms	0.7	-	-	-	-	-	-	-	-	-	0.7
32253	Smart Restrooms	5.0	2.0	2.0	2.0	-	-	-	-	-	-	11.0
32261	IDIQ	2.6	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	20.6
32264	TOD Reimbursements	2.6	5.0	5.0	5.0	5.0	5.0	-	-	-	-	27.6
32276	Parking Lot Repair	7.7	2.4	1.0	1.0	-	-	-	-	-	-	12.1
32277	Brownsmill Paint Booth	0.5	5.0	5.0	0.0	-	-	-	-	-	-	10.6
32299	MARTA Site Relocation	8.0	-	-	-	-	-	-	-	-	-	8.0
32300	CPEI Department Initiatives	0.3	-	-	-	-	-	-	-	-	-	0.3
New	I-285 Top End BRT	4.0	6.5	3.4	-	-	-	-	-	-	-	13.9
New	CQ400 Car Body Repair Facility	0.5	3.0	-	-	-	-	-	-	-	-	3.6
New	New Car Roof Top Access Platform	0.3	-	-	-	-	-	-	-	-	-	0.3
New	RCS 750V Shop Power Upgrades	0.4	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	11.2
Facilities		105.5	121.9	88.2	77.5	43.5	43.8	39.6	39.0	39.3	39.7	638.0
31701	Track Renovation Phase IV	29.0	29.0	21.0	15.0	7.1	-	-	-	-	-	101.0
32269	Brookhaven DXO	8.0	6.5	-	-	-	-	-	-	-	-	14.5
32275	Aerial Steel Bridges	1.0	1.5	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	5.7
New	Wheel Truing Machine Refurb	1.5	1.8	1.8	-	-	-	-	-	-	-	5.0
Maintenance-of-Way (MOW)		39.5	38.8	23.2	15.4	7.5	0.4	0.4	0.4	0.4	0.4	126.2

Project	Project Description	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Total
30940	General Planning	4.8	5.0	5.0	3.0	3.0	-	-	-	-	-	20.8
31106	Financial Planning	1.7	1.8	1.8	1.9	2.0	2.0	2.1	2.1	2.2	2.3	19.9
31490	TOD General Planning	2.8	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	29.8
31904	Research & Analysis Planning	-	-	-	-	-	-	-	-	-	-	-
32165	Organizational Assessmnt Prog	0.3	0.5	0.5	0.5	0.5	0.5	-	-	-	-	2.8
32210	Art in Transit	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	10.0
32221	Support for Adjacent Develop	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	9.8
32238	Fulton (Planning)	1.0	-	-	-	-	-	-	-	-	-	1.0
32239	Dekalb Planning	8.0	20.0	15.0	15.0	10.0	-	-	-	-	-	68.0
32242	Multipurpose O&M Facility - SGR Share	8.5	45.0	55.0	60.0	35.0	-	-	-	-	-	203.5
32243	Contingency - SGR	20.0	-	-	-	-	-	-	-	-	-	20.0
32244	Georgia Tech Strat Partnership	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	1.0
32246	CPMO - SGR	24.0	24.0	20.0	20.0	18.0	15.0	15.0	15.0	15.0	15.0	181.0
32258	Environmental, Safety & Health	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	100.0
32260	Capital Services Allocation	1.0	-	-	-	-	-	-	-	-	-	1.0
32280	GASB	6.5	10.5	11.0	11.5	12.0	12.5	13.0	13.5	14.0	14.5	119.0
32285	Transit Asset Management Plan	0.5	-	-	-	-	-	-	-	-	-	0.5
32286	Long Range Transportation Plan	0.7	0.4	-	-	-	-	-	-	-	-	1.1
32287	Five Points Transformation - SGR Share	10.0	20.6	20.0	5.0	-	-	-	-	-	-	55.6
32289	Summerhill Human Connections Study	0.1	-	-	-	-	-	-	-	-	-	0.1
32290	Facilities Master Plan (TOD Support)	0.2	-	-	-	-	-	-	-	-	-	0.2
32291	GA400 (BRT)	1.0	5.0	5.0	-	-	-	-	-	-	-	11.0
32292	Operations Miscellaneous	0.3	0.5	0.5	0.5	0.5	0.5	-	-	-	-	2.8
32294	Personal Rapid Transit	1.0	2.0	2.0	4.0	1.0	-	-	-	-	-	10.0
32296	Safe Routes to Transit	1.2	-	-	-	-	-	-	-	-	-	1.2
32297	Buckhead Hub 404 CID	0.1	-	-	-	-	-	-	-	-	-	0.1
New	AGL Special Contract Admendment	1.8	10.1	-	-	-	-	-	-	-	-	11.9
New	Bankhead Local Contribution	1.0	5.0	4.0	-	-	-	-	-	-	-	10.0
New	Bus and Rail Scheduling/Operations Plannin	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	3.0
New	Bus Stop MARTA Market	0.1	-	-	-	-	-	-	-	-	-	0.1
New	Innovative Customer Pilots	0.1	0.3	0.3	0.3	0.3	-	-	-	-	-	1.1
New	Operations Technology Strategy	0.5	3.0	-	2.6	0.6	5.6	-	-	-	-	12.3
New	Southwest Atlanta ARTs	0.8	0.1	0.1	-	-	-	-	-	-	-	1.0
New	TR4 Track engineering SME- On Call Srives	0.2	0.2	0.2	-	-	-	-	-	-	-	0.5
Non-Asset		110.3	169.3	155.7	139.7	98.2	51.5	45.5	46.0	46.6	47.2	910.0

Project	Project Description	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Total
30540	Security Related Equipment	1.6	3.0	3.0	0.9	0.9	1.0	1.1	1.2	3.0	0.1	15.8
31614	Upgr Aging Equipment - Server	4.0	2.0	1.0	1.0	1.0	1.0	1.0	2.2	1.3	1.4	15.9
31643	Equip Upd; Std Software & OS	0.6	1.5	1.5	1.5	1.7	1.7	1.7	1.9	1.9	1.9	15.9
31644	MARTA Police Canine Program	4.0	7.2	7.7	8.2	6.8	7.3	8.0	8.8	9.7	10.6	78.3
31683	Auxiliary Power Switch Gear	3.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	48.0
31703	Train Control Systems Upgrade	8.0	4.3	4.3	3.3	1.6	-	-	-	-	-	21.4
31704	Traction Power Substation Sys	5.0	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	9.4	89.6
31853	ETS Gr 4: North	3.5	2.2	0.1	-	-	-	-	-	-	-	5.8
31893	Upgr Aging Equipment - Network	3.0	1.3	2.2	0.9	1.7	1.5	2.5	2.6	1.4	1.6	18.7
31927	Elevator Rehabilitation	6.0	5.7	-	-	-	-	-	-	-	-	11.7
31939	Security Training & Awareness	1.0	1.6	1.8	1.9	4.6	2.1	2.4	2.6	2.8	3.1	24.0
31984	Vital Relays with Processors	1.5	10.0	18.0	10.0	4.0	0.1	-	-	-	-	43.6
32097	Escalators Rehabilitation	14.4	14.4	14.4	0.2	-	-	-	-	-	-	43.3
32100	Enterprise Data Storage Upgrd	1.0	0.9	3.4	1.4	1.5	1.0	1.1	0.6	0.7	0.8	12.4
32109	Stdby Pwr Sup Rplc: Generators	0.0	-	-	-	-	-	-	-	-	-	0.0
32149	Cyber Security for Control Sys	1.5	3.5	3.6	3.8	4.0	4.2	4.4	4.6	4.9	5.1	39.7
32150	CCTV System Expansion II	1.5	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	25.8
32158	SharePoint Dpt Special Project	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	5.0
32164	Mobile Fare Payment	0.8	0.2	0.2	0.2	0.2	-	-	-	-	-	1.5
32171	Oracle Application Enhancement	2.4	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	20.4
32173	Enhancement of Fare Collection	5.0	5.0	-	-	-	-	-	-	-	-	10.0
32184	Track Circuit Monitor & Rprtng	0.2	0.3	0.3	-	-	-	-	-	-	-	0.7
32198	Intelligent Transport Sys Upgd	1.0	-	-	-	-	-	-	-	-	-	1.0
32202	Fiber Network Expansion	1.5	1.5	1.6	1.6	0.6	0.7	0.7	0.7	0.8	0.8	10.5
32213	Sec Access Cntrls-Software	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	15.0
32217	AVIS Electronic Signage	0.2	-	-	-	-	-	-	-	-	-	0.2
32222	Corrosion Control Management	1.4	1.5	1.5	1.5	1.3	0.5	0.4	0.3	0.3	0.3	8.7
32224	Police CAD	1.5	1.4	0.2	0.2	0.2	0.2	0.2	0.2	0.2	-	4.6
32236	Automated Parking Rev Cntrl	2.5	2.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	8.8
32247	System-Wide Sign & Wayfind	0.5	1.5	1.5	0.1	-	-	-	-	-	-	3.6
32255	Comprehensive Fare Collection	10.1	42.7	42.7	41.7	15.3	16.1	16.1	16.9	17.7	18.6	237.8
32263	System-Wide Station Phone Upgr	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	20.0
32265	Information Technology Program	-	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	6.8
32272	Radio System Upgrade Program	10.0	0.4	-	-	-	-	-	-	-	-	10.4
32273	Bus Access & Operations Infr	1.5	5.0	5.0	5.0	5.0	5.0	5.0	5.0	-	-	36.5
32274	Customer Relation Manage Soft	0.8	0.4	0.2	0.2	0.2	0.2	0.2	0.2	0.1	-	2.3
32281	MARTA Labs - Pilot Project	0.3	0.5	0.5	0.5	0.5	1.0	1.0	1.0	1.0	1.0	7.3
32282	Oracle Replacement	-	-	-	-	-	-	-	-	-	-	-
32283	ITSM Application	0.1	0.1	0.1	0.1	-	-	-	-	-	-	0.5
32288	Teledriver Upgrade	0.3	-	-	-	-	-	-	-	-	-	0.3
32293	CBTC - Communications Based Train Contr	3.3	5.0	10.0	60.0	60.0	60.0	60.0	60.0	60.0	40.0	418.3
32298	Bus Network Redesign Infrastructure	2.0	2.4	1.6	-	-	-	-	-	-	-	6.1
New	Marta Mobile Replacement	-	0.2	-	-	-	-	-	-	-	-	0.2
New	Demand Response Platform	0.8	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	4.0
New	Enterprise Content/Document Management	0.8	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2	2.1
New	Enterprise Data Management and Governan	0.3	-	-	-	-	-	-	-	-	-	0.3
New	ITSMARTA Website Replacement	0.8	0.7	0.5	-	-	-	-	-	-	-	1.9
New	MARTA Net Mobile	0.5	0.2	0.2	0.2	0.2	-	-	-	-	-	1.2
New	Technical Training ZEB Program Enhancem	0.5	1.0	1.0	0.3	-	-	-	-	-	-	2.8
New	Zonar Station Management	0.1	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.3
Systems		112.4	154.2	152.7	169.5	136.1	128.5	130.6	133.8	130.6	110.2	1,358.6

Project	Project Description	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Total
30100	Service Vehicles	2.6	0.6	0.5	0.5	0.5	0.5	0.6	0.6	0.6	0.6	7.7
31591	Overhaul Bus Engines	0.4	0.9	0.9	1.0	1.0	1.0	1.1	1.1	1.1	1.2	9.8
31592	Rehab Bus Transmissions	0.3	0.6	0.6	0.6	0.7	0.7	0.7	0.8	0.8	0.8	6.6
31669	Bus Midlife Overhaul	4.5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	31.5
31728	CQ310 and CQ311 Life Extension	1.9	0.5	-	-	-	-	-	-	-	-	2.4
31748	Bus Procurement	5.0	30.0	30.0	30.0	30.0	30.0	40.3	41.5	42.7	44.0	323.5
31759	CQ312 Life Extension 84-M	0.2	0.2	0.2	-	-	-	-	-	-	-	0.6
31888	Paratransit Vans	4.0	6.6	6.8	5.0	5.0	5.0	5.0	5.0	5.0	5.0	52.5
31918	Service vehicles for Police	0.8	0.6	0.6	0.6	0.7	0.7	0.8	0.8	0.8	0.9	7.3
32125	CQ312 Life Ext Sys Reliab Mod	1.8	2.0	2.0	2.0	-	-	-	-	-	-	7.8
32130	CQ310 CQ 311 Rail Car Rpl Prog	60.0	67.6	95.7	103.7	96.5	93.8	22.4	11.6	-	-	551.2
32133	CQ310 Life Extension 42-M	3.7	-	-	-	-	-	-	-	-	-	3.7
32227	Streetcar Overhaul	1.5	0.2	0.4	2.0	0.3	1.5	1.6	0.3	1.8	1.4	11.0
32262	Electric Buses	0.5	13.2	13.9	14.6	15.3	16.0	16.8	17.7	18.6	19.5	146.1
32268	EV Conversion	1.2	0.3	-	-	-	-	-	-	-	-	1.5
32295	New Streetcar Vehicles	0.2	0.2	15.0	15.0	-	-	-	-	-	-	30.3
New	Stinger Replacement	0.1	0.1	0.1	-	-	-	-	-	-	-	0.3
Vehicles		88.7	126.6	169.8	178.0	152.9	152.3	92.2	82.4	74.5	76.4	1,193.7
Total		456.3	610.8	589.6	580.1	438.1	376.6	308.2	301.6	291.4	273.9	4,226.5

Attachment – B

More MARTA Proposed Projects Ten-Year Forecast

The following portrays the proposed capital projects ten-year plan for years FY24 to FY33.

[\$Millions]

Project	Project Description	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Total
40001	Capitol Ave./Summer Hill (BRT)	30.0	30.0	20.0	-	-	-	-	-	-	-	80.0
40001	Campbellton (BRT)	15.8	54.0	55.0	55.0	55.0	50.0	-	-	-	-	284.8
40001	Street Car East Ext. (LRT)	12.0	60.0	58.0	50.0	43.0	-	-	-	-	-	223.0
40001	Street Car West Ext. (LRT)	0.1	-	-	-	-	-	-	-	-	-	0.1
40001	Beltline Southwest (LRT)	-	-	-	-	-	-	-	-	-	-	-
40001	Bankhead	10.6	22.0	13.5	11.0	-	-	-	-	-	-	57.1
40001	Five Points Station Transformation	62.0	85.0	40.8	10.0	-	-	-	-	-	-	197.8
40001	Greenbriar (TC)	2.0	2.0	2.0	2.0	1.0	-	-	-	-	-	9.0
40001	Moores Mill (TC)	-	-	-	-	-	-	-	-	-	-	-
40001	Vine City	-	-	-	-	-	-	-	-	-	-	-
40001	Clifton Corridor (LRT)	45.0	150.0	160.0	160.0	80.0	-	-	-	-	-	595.0
40001	Beltline Northeast (LRT)	-	-	-	-	-	-	-	-	-	-	-
40001	Beltline Southeast (LRT)	-	-	-	-	-	-	-	-	-	-	-
40001	Northside Drive (BRT)	-	-	-	-	-	-	-	-	-	-	-
40001	Peachtree Rd Route 510 (ART)	-	-	-	-	-	-	-	-	-	-	-
40001	Cleveland Ave. Route 578 (ART)	15.0	5.0	-	-	-	-	-	-	-	-	20.0
40001	Metropolitan Pkwy Route 595 (ART)	15.0	6.0	-	-	-	-	-	-	-	-	21.0
40001	North Avenue Phase 1 (BRT)	1.0	-	-	-	-	-	-	-	-	-	1.0
40001	More MARTA Program	1.0	-	-	-	-	-	-	-	-	-	1.0
40002	Planning Support - City of Atlanta	0.5	-	-	-	-	-	-	-	-	-	0.5
40002	Communications - City of Atlanta	1.0	-	-	-	-	-	-	-	-	-	1.0
40003	CPMO - City of Atlanta	5.0	-	-	-	-	-	-	-	-	-	5.0
40004	Contingency - City of Atlanta	2.0	-	-	-	-	-	-	-	-	-	2.0
More MARTA City of Atlanta		218.0	414.0	349.3	288.0	179.0	50.0	-	-	-	-	1,498.2
Project	Project Description	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	Total
70000	SR 54 High-Capacity Transit (BRT)	4.7	14.7	57.4	118.8	153.7	159.0	98.8	-	-	-	607.1
70001	Multipurpose O&M Facility - Real Estate	-	-	-	-	-	-	-	-	-	-	-
70002	Multipurpose O&M Facility - Clayton Share	1.7	13.9	18.0	7.8	-	-	-	-	-	-	41.5
70003	Southlake (BRT)	18.0	88.4	136.0	80.7	11.0	-	-	-	-	-	334.1
70003	Justice Center Transit Hub	1.0	20.5	-	-	-	-	-	-	-	-	21.5
70004	CPMO - Clayton	0.8	-	-	-	-	-	-	-	-	-	0.8
70004	Communications - Clayton	0.5	-	-	-	-	-	-	-	-	-	0.5
70005	Contingency - Clayton	2.0	-	-	-	-	-	-	-	-	-	2.0
More MARTA Clayton County		28.7	137.5	211.4	207.3	164.7	159.0	98.8	-	-	-	1,007.4
Total More MARTA		246.7	551.5	560.7	495.3	343.7	209.0	98.8	-	-	-	2,505.7

Appendices

Appendix A - MARTA History

Appendix B – Budget Process & Fiscal Policy

Appendix C – FY19 to FY24 Total Authority Operating Budget

Appendix D – FY19 to FY24 Summary of Transit Carry Over

Appendix E – MARTA Five-Year Projected Summary Plan

Appendix F – Operating Budget Detail_ Tables and Charts

Appendix G – Regional Economic Indicators

Appendix H – Authority-wide KPIs

Appendix I - Operating Statistics and Asset Inventory

Appendix J – FY24 Legislative Session Recap

Appendix K – Fare History and Structure

Appendix L – Debt Service

Appendix M – Sustainability at MARTA

Appendix N – FY19 to FY24 Service Levels

Appendix O - Glossary

Appendix P - Acronyms

Appendix Q – Rail Map

Appendix A – MARTA History

Appendix A - MARTA History

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



In February 1972, after several years of legislative and electoral activity as well as a voter referendum, MARTA was in a position, 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 that year, more than nine million more passengers than anticipated had ridden MARTA buses since the fare reduction; after twelve months of reduced bus fare, MARTA had an overall ridership increase of 21% and carried

more than 65 million passengers – 11.5 million more than the previous year.

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

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

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

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

went beyond the I-285 perimeter.

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

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



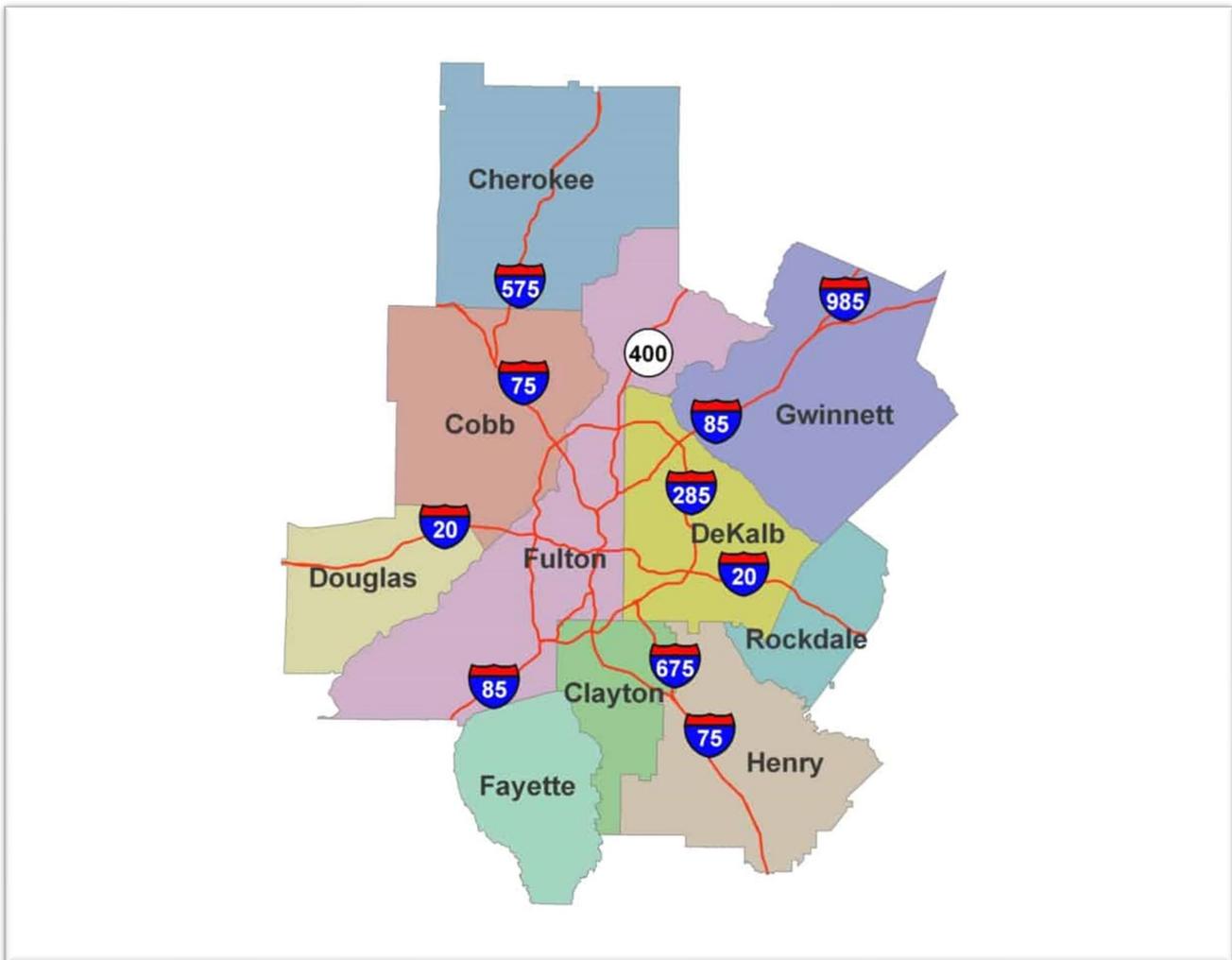
building, new parking decks and a Main Street retail promenade, apartments and condominiums.

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

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

MARTA Service Area

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



Service Area Demographics

In August of 2023, the Atlanta Region Commission published 2023 population estimates for counties in MARTA’s service area. Highlights of their findings are as follows:

- The 11-county Atlanta region is now home to 5,158,374 residents in 2023, up from 5,091,644 in 2022. From April 1, 2022, to April 1, 2023 the region added 66,730 new residents. This represents an increase in growth compared to the 64,940 increase the region experienced over 2021 and 2022, which still trails the average annual increase in the 2010s, of 68,245.
- The upward trend of growth this past year is attributable to strong permit activity and continued growth of job base to levels that have now exceeded pre-pandemic levels. There is a strong demand for housing and as a result, prices are high. This acts as a brake on population growth. Single-family permits remain constrained, balanced by historically high multifamily permitting levels.
- From 2022 to 2023, Fulton added 18,500 new residents, the largest single-year numeric increase in the region. Next is Gwinnett with 13,510 new residents,

Cherokee with 7,120 new residents, and Cobb with 6,100 new residents.

- The City of Atlanta set the pace in the leading county of Fulton, continuing the momentum from 2021-2022. With a year-over-year increases in single-family permits and an all-time high of multifamily activity, the city added 14,300 new residents between 2022 and 2023, up close to threefold from 5,070 last year. The 2022-23 increase exceeds the previous record increase of 2018-2019 (10,900)
- Cherokee County leads the region in percentage increase, 2022-23, at 2.5 percent. Forsyth and Henry follow at 2.1, with Rockdale (2.0) following. The 2022-23 acceleration for Rockdale is notable, compared to 2021-22’s 1.3% increase.
- In 2022, there were 36,074 new residential building permits in the 11-county region, which was an increase of nearly 9,000 permits (far more multifamily but fewer single-family) from 2021 calendar year totals. Current building permit activity for the 11-county region remains lower than pre-Great Recession permit levels but did exceed the 1980-2022 average annual level of 33,540.

2023 Atlanta Region Population Estimates

Region	1980	1990	2000	2010	2020	2022	2023	Avg Annual Change 1980 - 2010	Avg Annual Change 2010 - 2020	Avg Annual Change 2020 - 2023
Total Atlanta Region	1,924,140	2,601,883	3,527,779	4,283,261	4,967,514	5,091,644	5,158,374	78,637	68,425	63,620
City of Atlanta	424,922	415,200	416,474	420,003	498,715	507,015	521,315	(164)	7,871	7,533
Cherokee County	51,699	91,000	141,903	214,346	266,620	279,840	286,960	5,422	5,227	6,780
Clayton County	150,357	184,100	236,517	259,424	297,595	302,285	303,315	3,636	3,817	1,907
Cobb County	297,718	453,400	607,751	688,078	766,149	779,249	785,349	13,012	7,807	6,400
DeKalb County	483,024	583,800	665,865	691,893	764,382	775,022	779,442	6,962	7,249	5,020
Douglas County	54,573	71,700	92,174	132,403	144,237	149,297	150,697	2,594	1,183	2,153
Fayette County	29,043	62,800	91,263	106,567	119,194	122,684	124,284	2,584	1,263	1,697
Forsyth County	27,958	44,083	98,400	175,511	251,283	265,033	270,833	4,918	7,577	6,517
Fulton County	589,904	670,800	816,006	920,581	1,066,710	1,087,170	1,105,670	11,023	14,613	12,987
Gwinnett County	166,808	356,500	588,448	805,321	957,062	983,702	997,212	21,284	15,174	13,383
Henry County	36,309	59,200	119,341	203,922	240,712	252,502	257,802	5,847	3,679	5,697
Rockdale County	36,747	54,500	70,111	85,215	93,570	94,860	96,810	1,616	836	1,080

<https://33n.atlantaregional.com/wp-content/uploads/2023/09/Pop-Snapshot-V1-Blog-Version-33N.pdf>

Other Transit Systems in the Region

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

Fixed Route Rail or Bus

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

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

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

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

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

Circulators and Shuttles

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

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

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

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



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

On-Demand Service

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

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

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

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

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

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

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

MARTA Non - Transit Operations

The authority participates in several programs and initiatives that help strength both the MARTA brand and our position in the metro Atlanta area. This includes but is not limited to:

Filming & Photography is allowed on the MARTA system with prior approval and a license agreement. Since MARTA is an integral part of Atlanta's image and history, its assets, such as bus, rail, the streetcar, and insignia are often featured in movies, television, commercials, print ads, and student projects. MARTA can provide production companies with site locations,

vehicles, equipment, and parking for use in their productions.

The Rider's Advisory Council (RAC) is a part of an ongoing effort to deepen public understanding about how MARTA operates. The council goals are gathering valuable feedback and advancing customer-focused initiatives that improve the overall transit experience. There are 30 RAC members all of whom serve two-year terms and represent a diverse cross-section of the communities MARTA serves in Fulton, DeKalb, and Clayton counties and the City of Atlanta. The RAC meets the first Wednesday of every month. Members hear presentations from MARTA's top leadership and staff on a wide range of topics including finance, transit planning, major bus and rail projects, arts and cultural initiatives, transit-oriented development and much more. In addition to open discussions on such topics and site visits to transit facilities, RAC members use a dedicated crowdsourcing portal to recommend their own ideas on how to improve MARTA.

Anyone 18 and over who meets the eligibility requirements can apply to be an RAC member. The next application cycle will open at the end of the incumbents' term in 2024. If you are interested in becoming a member, please email questions or comments to rac@itsmarta.com.

Community Outreach Programs

In addition to The Fresh Market and MARTA HOPE (both discussed in the Overview section of this book), MARTA has community outreach programs to help improve relationships with our local communities. These programs include the following (see itsmarta.com for information):

- Ride With PRYDE
- Citizen Police Academy/Community Emergency Response Team Dual Program
- Gang Resistance Education and Training (GREAT)
- Internship Program
- Kids in Transit Summer Program
- Seniors Law Enforcement Working Together (SALT)
- Diverse Community Outreach Liaison

Appendix B – Budget Process & Fiscal Policy

Appendix B: Budget Process & Fiscal Policy

MARTA’s Fiscal Policy

Our fiscal policy is based on our organizational goals, which includes the priority, that every day, we will do our part to operate a transit system that demonstrates fiscal responsibility. Our ultimate objective is to remain fiscally viable by aligning our goals with our capital planning and fiscal year budget development processes. MARTA’s organizational goals are derived from the strategic planning process described below.

MARTA’s Strategic Planning Process

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

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



1. 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.

Organizational Goal Development

MARTA’s mission, vision, and priorities are taken into consideration when determining organizational goal development.

Our Vision

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

Our Mission

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

Our Priorities

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

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

The goals associated with organizational development are largely focused on optimization and human resources and should be measurable and achievable within a specified time frame.

2. 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.

3. BOARD & MANAGEMENT GUIDANCE AND DIRECTION

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

4. 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.

5. 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.

6. 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 Planning Process

Capital planning at MARTA is the process of budgeting for the future long-term plans of the agency. The authority's capital budget is supported by federal grants and local matching funds, and its ability to issue bonds secured by future sales tax revenues. Planning involves assessing the current and projected physical needs of property, buildings, infrastructure, and creating a strategic plan for addressing those needs within financial constraints. Capital planning also aims to align capital investments with strategic and financial goals, improve the capital decision making process, and enable the growth objectives of MARTA. To create a sustainable capital plan, the finance officer and other participants in the capital planning process considers all capital needs as a whole, assess fiscal capacity, plan for debt issuance, and understand impact on reserves and operating budgets, all within a given planning timeframe.

Over the last several years we have re-focused our commitment to the Capital Improvement Program and 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 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 1
Multi-Year Program Planning Process**

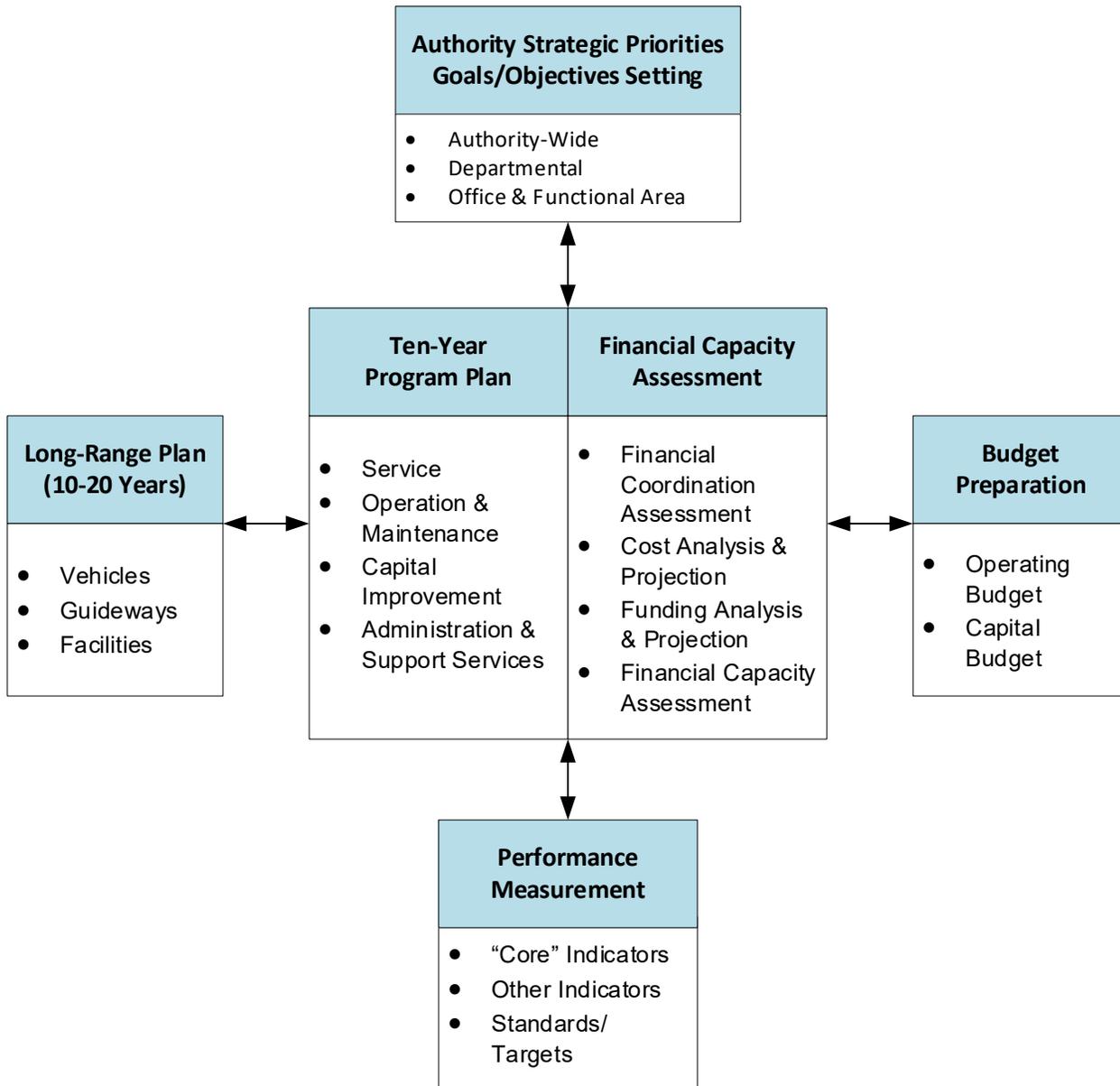
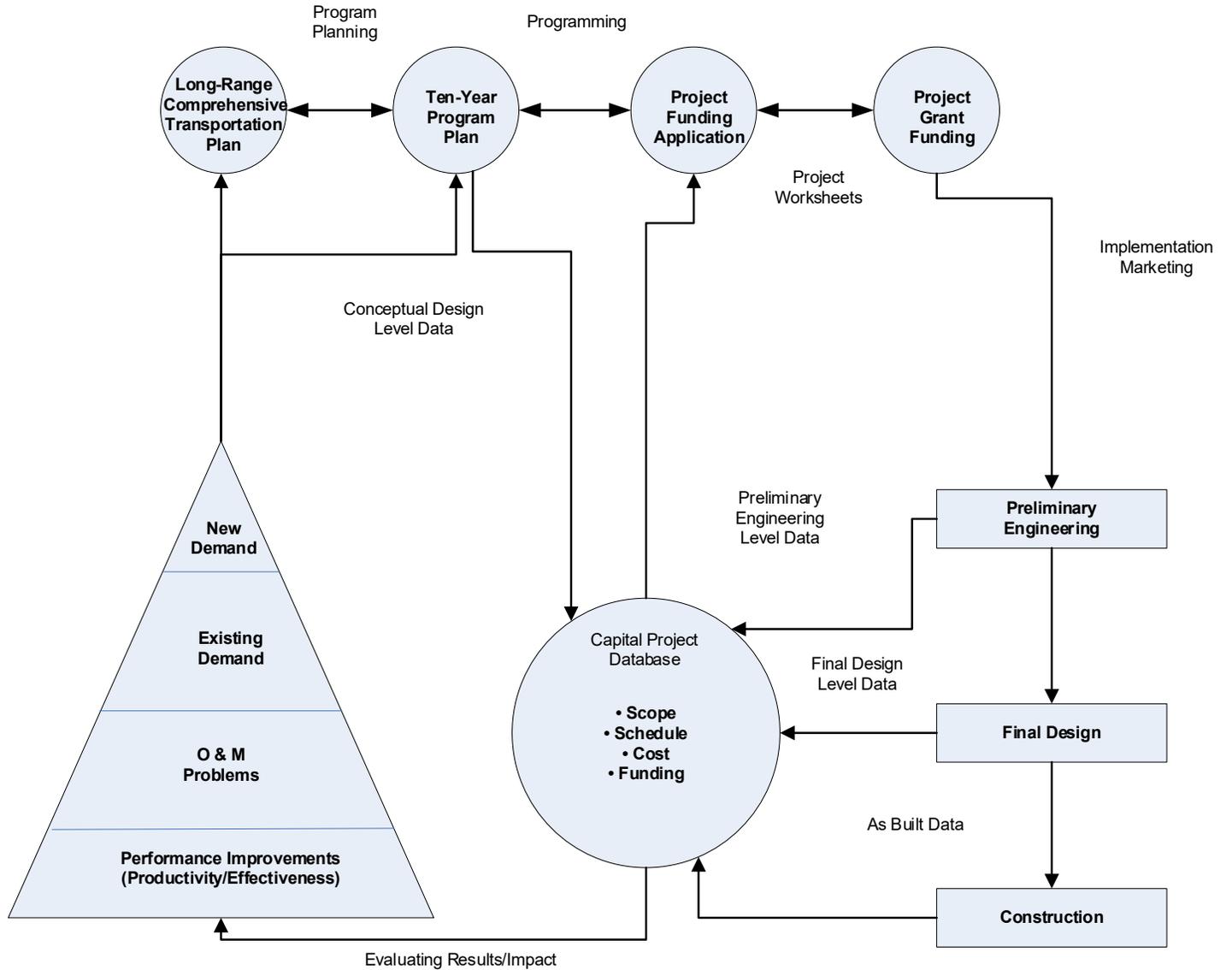


Exhibit 2 Relationship Among Major Construction Project Processes & Products



Fiscal Year Budget Development Process

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. The process is outlined in Exhibit 3 below and on the table on the following page.

Exhibit 3 – MARTA’s Budget Development Process



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 the 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 all jurisdictions at public hearings. Prior to and after the hearings, copies of the Recommended Budget are made available to the public. At the public hearing, citizens are encouraged to comment verbally or in writing on the Authority’s operational plan for the coming fiscal year. Senior staff members and the General Manager are present at the hearings, and any questions that cannot be appropriately addressed at the hearings are forwarded to the respective areas for a response.

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 resources, or to change the organizational structure and/or functions of the division.

Organizational changes must include a funding plan and supporting information justifying the request. Approval of organizational change requests is handled via the General Manager's authority.

Month	Budget Planning Milestones
August - February	Establish the 5-year fiscal sustainability plan including key corporate objectives (i.e. Strategic Initiatives, Service Levels, Reserves Utilization, Strategic Performance Objectives, Legislative Strategy Status, Fare Policy, Cost Containment Objectives, and Revenue Enhancement; August Service Levels Mark-Up)
December	December Service Levels Mark-Up
January	Determine Corporate and Strategic Assumptions for Budget Development (i.e., Service Levels, Parking Plan, Fare Increase Plan, Fare Policy, Reserves Utilization, Strategic Priorities revisions, Legislative Strategy, etc.)
February	Distribution of annual Budget Call Package
January - February	Draft Legislative, Budget, and Service Plan Communications Strategy
January – April	Georgia Assembly Legislative Session
February	Briefing on the Draft Service Plan
February	Board Briefing on budget development status & updates (i.e., Strategic Initiatives, Service Levels, Reserves Utilization, Strategic Performance Objectives, Legislative Strategy Status, Fare Policy, Cost Containment Objectives, and Revenue Enhancement)
March	Budget Call Package and Business Case submittals due
March	Budget Review and Resource Allocation Sessions: Review of Preliminary Operating & Capital Budgets (incl Service Plan, Revenue Projections, long-term Fare Strategy Plan and Unfunded Business Cases)
March	Provide Preliminary Operating & Capital Budget to C-Team for review
March	Provide Preliminary Operating & Capital Budget to GM/CEO
March	Board Briefing on Status of Operating & Capital Budgets
March	Call for Public Hearing (Service and Budget)
January – April	Georgia Assembly Legislative Session Outcome
March	Legislative and jurisdictional Board briefings on service and budget
March	Revised Service Plan (based on outreach and budget refinements)
April	April Mark-Up
May	Advertise for Public Hearings; Community Outreach Sessions
May	Public Hearing
May	Briefing on the Recommended Service Plan
May	Board Presentation of Resolution to adopt the Proposed Operating & Capital Budgets
June	Board Adoption of Operating & Capital Budgets

Transportation Improvement Program (TIP)

The Atlanta Regional Commission (ARC) releases the Atlanta Regional Transportation Improvement Program (TIP) every summer. Based on input from MARTA, the Georgia Department of Transportation, governmental and community organizations in the member counties of Cherokee, Clayton, Cobb, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry, Rockdale, and the city of Atlanta, this document outlines the long-term transportation plan for the Atlanta Region. Each November, the MARTA TIP process starts, and it lasts until March, when the ARC starts compiling feedback from all of the participants. The initial input received for the MARTA Strategic Business Plan is used as a vehicle for TIP development. Six-year plan projects included in the TIP cover the first six years of the MTP (Metropolitan Transportation Plan). The TIP is the means by which federal, state, and local funds are approved for all significant surface transportation projects and programs in the 20-county Atlanta region.

MARTA Grant Process

As a direct recipient of the Federal Transit Administration (FTA), MARTA currently receives funding from the FTA and other organizations including the State of Georgia and the Department of Homeland Security to support its operating and capital programs. As of December 1, 2018, with the passage of HB 930, the Atlanta-region Transit Link Authority (ATL) became the Designated Recipient with the responsibility of receiving and sub-allocating FTA Formula Funding annual to eligible recipients, including MARTA, in the Atlanta Urbanized Area. Various provisions of the Federal Transit Act provide federal grant funding, which is appropriated each year in accordance with the federal budget cycle.

Typically, MARTA submits grant applications to the FTA in the second and third quarters of the federal fiscal year. The grant cycle continues as awards are altered and revised, programs are reevaluated, and funding is typically awarded through end of the federal fiscal year or by September. The TIP cycle mentioned above is a crucial aspect of the grant application

procedure. Since only initiatives and strategies endorsed by the Atlanta Regional Commission in the TIP will receive federal funding, the grant and TIP cycles are connected.

Fiscal & Budgetary Policies

I. Creation and Organization

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

Fund Structure

Actuals as of June 30, 2023

Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Salaries	\$ 288,683,810.77	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 288,683,810.77
Benefits	\$ 127,575,955.79	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 127,575,955.79
Contractual Services	\$ 101,319,812.86	\$ 28,782,943.71	\$ -	\$ 22,370,166.02	\$ -	\$ -	\$ 152,472,922.59
Material & Supplies Expenses	\$ 66,132,633.52	\$ 80,495.73	\$ -	\$ 4,925,178.42	\$ -	\$ -	\$ 71,138,307.67
Utilities	\$ 15,209,881.38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,209,881.38
Taxes & Fees	\$ 211,142.18	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 211,142.18
Other Miscellaneous Expenses	\$ 43,482,068.02	\$ 64,902,509.38	\$ 74,078,542.42	\$ 176,879,225.60	\$ 181,394,916.81	\$ 1,535,327.15	\$ 542,272,589.38
Planning Grant Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 642,615,304.52	\$ 93,765,948.82	\$ 74,078,542.42	\$ 204,174,570.04	\$ 181,394,916.81	\$ 1,535,327.15	\$ 1,197,564,609.76
Cost Allocation	\$ (54,604,116.95)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (54,604,116.95)
TOTAL OPERATING EXPENDITURES	\$ 588,011,187.57	\$ 93,765,948.82	\$ 74,078,542.42	\$ 204,174,570.04	\$ 181,394,916.81	\$ 1,535,327.15	\$ 1,142,960,492.81
Categories	General	Planning Fund	Debt Service	Capital Projects	Fund 3001	Lilo Fund	Consolidated
Passenger	\$ 72,271,100.52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,271,100.52
Station Parking	\$ 1,785,899.04	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,785,899.04
Other Operating	\$ 19,520,224.37	\$ -	\$ -	\$ -	\$ 10,230,982.97	\$ -	\$ 29,751,207.34
Operating Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenue Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	\$ 705,828,272.98	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 705,828,272.98
Sales Tax Non-Capital Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax W/H Sinking Fund	\$ (143,549,293.13)	\$ -	\$ 143,549,293.13	\$ -	\$ -	\$ -	\$ -
Investment Income	\$ 2,416,248.61	\$ -	\$ 1,871,380.85	\$ -	\$ 14,619,123.30	\$ 1,535,327.15	\$ 20,442,079.91
Other Non-Operating Revenue	\$ 31,195,995.07	\$ -	\$ -	\$ -	\$ 590,817.17	\$ -	\$ 31,786,812.24
Sales Tax Capital Related	\$ (230,539,694.44)	\$ -	\$ -	\$ -	\$ 230,539,694.44	\$ -	\$ -
Bonds Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local & Federal Capital Revenue	\$ 212,525,336.00	\$ 3,879,829.11	\$ -	\$ 81,459,624.25	\$ -	\$ -	\$ 297,864,789.36
Contractual Services Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Clearing	\$ -	\$ (194,343.32)	\$ -	\$ (92,589,651.49)	\$ -	\$ -	\$ (92,783,994.81)
TOTAL REVENUES	\$ 671,454,089.02	\$ 3,685,485.79	\$ 145,420,673.98	\$ (11,130,027.24)	\$ 255,980,617.88	\$ 1,535,327.15	\$ 1,066,946,166.58

- The State of Georgia determined oversight responsibility based on consideration of financial interdependency, selection of governing authority, designation of management, the ability to significantly influence management, and accountability for fiscal matters. No governmental units other than MARTA itself are included in the Authority reporting entity.
- MARTA is not included within the reporting entity of the City of Atlanta or any of the counties because these governments do not exercise significant influence over MARTA, and the city and counties are not accountable for MARTA's fiscal matters.
- MARTA is currently governed by a Board of Directors. The Board is composed of 15 members, twelve members representing the City of Atlanta, Fulton County, DeKalb County and Clayton County; two members representing the Georgia Regional Transportation Authority and the Georgia Department of Transportation, and one member appointed by the Governor of the State of Georgia.
- MARTA has implemented the provisions of Statement No. 14 of the Governmental Accounting Standards Board (GASB), the Financial Reporting Entity, including additional guidance promulgated by GASB No. 39. As defined by the GASB, the financial reporting entity is comprised of the primary government and its component units. The primary government includes all departments and operations of MARTA, which are not legally separate organizations. Component units are legally separate organizations, which are fiscally dependent on MARTA or for which MARTA is financially accountable, or which raises and holds economic resources for the direct benefit of MARTA. An organization is fiscally dependent if it must receive MARTA's approval for its budget, levying of taxes or issuance of debt. MARTA is financially accountable for an organization if it appoints a majority of the organization's board, and either a, has the ability to impose its will on the organization, or b, there is the potential for the organization to provide a financial benefit to or impose a financial burden on MARTA. The reporting entity of MARTA consists solely of the primary government. MARTA has no component units.
- Prior to January 1, 2011, MARTA encompassed an eighteen-member board, three members were appointed by Fulton County, five members by DeKalb County, four members by the City of Atlanta, and one member by each County of Clayton and Gwinnett. In addition, the Commissioner of the State Department of Transportation, the Commissioner of the State Department of Revenue, the Executive Director of the State Properties Commission, and the Executive Director of the Georgia Regional Transportation Authority served as ex-officio members of the Board. None of the participating governments appointed a majority of MARTA's Board and none had an ongoing financial interest or responsibility.
- House Bill 277 32-9-14, commonly referred to as The Transportation Investment ACT (TIA) amended the 18-member Board provision to a 12-member board composed of 11 voting members and one non-voting member effective January 1, 2011. Of the voting members: three members are residents of the City of Atlanta and are nominated by the mayor and elected by the city council; four members are residents of DeKalb County and are appointed by the DeKalb County Board of Commissioners; three members are residents of Fulton County and are appointed by the local governing body thereof. Independent of the municipalities, The Commissioner of Transportation is a voting member on the board and the Executive Director of the Georgia Regional Transportation Authority is a non-voting member of the board.
- In 2015 House Bill 213 amended the "Metropolitan Atlanta Rapid Transit Authority Act of 1965, so as to provide for a permanent suspension of restrictions on the use of sales and use tax proceeds. It further provided provision for the inclusion of Clayton County as a participant thus expanding the Board to 15 members of which 13 members reserve voting rights.
- In 2016, Senate Bill 369 amended the Official Code of Georgia Annotated to allow the City of Atlanta raise up to an additional 1/2-cent

sales and use tax thru a ballot initiative. The ballot measure that followed was then passed by residents in November 2016 with the levy in force from April 1, 2017, thru June 30, 2057.

II. Balanced Budget

- To measure the costs of providing mass transportation services, the revenues from those services and required subsidies, MARTA has adopted the accounting principles and methods appropriate for a governmental enterprise fund. In accordance with accounting standards applicable to enterprise funds, MARTA has elected not to apply pronouncements issued by the Financial Accounting Standards Board after November 30, 1989. This complies with the MARTA Act and Sales Tax Bond Trust Indentures legal requirements that all accounting systems and records, auditing procedures and standards, and financial reporting shall conform to generally accepted principles of governmental accounting.
- MARTA's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America as promulgated by the Governmental Accounting Standards Board. The budget is prepared on the same basis of accounting as the financial statements, except that depreciation and interest expense are not budgeted. MARTA is structured as a single enterprise fund with revenues recognized when earned and measurable, not when they are received. Expenses are recognized when they are incurred, not when they are paid. Capital assets are capitalized and (except land) are depreciated over their useful lives. Cash amounts are restricted for debt service.
- The operating and capital budgets combined are balanced when expenditures do not exceed the sources of revenue. For FY24 the total sources are \$2.1B, and the total uses are \$1.5B, which leaves a surplus of funds of \$678M. MARTA has several sources of revenue as explained below.
 - MARTA receives proceeds from the collections of sales and use tax under the Rapid Transit Contract and Assistance Agreement with the City of Atlanta and the Counties of Fulton and DeKalb. The tax is levied at a rate of 1% until June 30, 2047, and .5% until June 30, 2057.
 - For historical information, under the law authorizing the levy of the sales and use tax, as amended May 10, 2002, MARTA is restricted as to its use of the tax proceeds as follows:
 - 1) No more than 50% of the annual sales and use tax proceeds can be used to subsidize the net operating costs, as defined, of the system, exclusive of depreciation and amortization, and other costs and charges as defined in Section 25(l) of the MARTA Act, except for the period beginning January 1, 2002, and ending December 31, 2008, when no more than 55% shall be used. The additional 5% of the Sales tax revenues may be applied to the operations of the transit system, to be used at the discretion of the General Manager.
 - 2) If more than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the deficit in operations must be made up during a period not to exceed the three succeeding years.
 - 3) If less than the legislative provided percentage of the annual sales and use tax proceeds is used to subsidize the net operating costs in any one year, the excess may, at the discretion of MARTA's Board of Directors, be reserved and later used to provide an additional subsidy for operations in any future fiscal year or years.
 - The Authority shall fund and maintain an operating budget reserve of ten percent (10%) of the Authority's prior year operating budget revenues. For purposes of this section, the term 'operating budget revenues' shall mean all funds received from federal, state, or local sources, including but not

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

- In FY2015 The MARTA Act was amended by the Georgia Assembly under HB213 and commonly referred to as The Transportation Investment Act (TSA), amending set forth providing a permanent suspension of restrictions on the use of sales and tax proceeds by the Authority.
- During each fiscal year the Board shall propose an annual operating budget for the ensuing fiscal year and hold a public hearing thereon. After such public hearing the Board shall review its proposed budget, and, on or before the last day of the fiscal year, it shall

adopt an annual operating budget for the ensuing fiscal year.

- The Board shall propose and adopt an annual capital improvements budget. The proposed capital improvements budget shall show all capital improvement projects in process of completion, those to be undertaken during the ensuing fiscal year and those anticipated to be undertaken during the ensuing ten years. The proposed budget shall also show the proposed method of financing each proposed project and the effect thereof on the debt structure of the Authority. After a public hearing the Board shall review its proposed budget and on or before the last day of the fiscal year it shall adopt an annual capital improvements budget for the ensuing fiscal year. No contract for the purchase or construction of any capital improvement project shall be authorized, except to meet a public emergency certified as such by the Board, unless it is included in the annual capital improvements budget; however, the Board may propose and adopt an amendment to the annual capital improvements budget by following the procedure herein prescribed for adopting the original budget.
- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in property and equipment. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with the FTA enable the FTA to hold a continuing interest in properties acquired and restricts their use to the provision of mass transportation services.
- The FTA also provides funds for subsidizing operating costs involved in preventive maintenance of vehicles, system, and equipment under Section 5307 of the Federal Transit Act.

III. **Asset Inventory**

- The largest portion of MARTA's net assets each year represents its investment in capital assets (e.g., land, rail system, buildings, and transportation equipment); less any related outstanding debt used to acquire those

assets. MARTA uses these capital assets to provide services to its customers; consequently, these assets are not available for future spending. Although MARTA's investment in its capital assets is reported net of related debt, it should be noted that the resources to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

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

federal capital grant funds. The remaining gain or loss is charged against non-operating expenses as it represents MARTA's share.

Revenue Policies

I. Revenue Diversification

- The operating budget is funded through four primary sources (Real Estate and Sales Tax Reserves, Sales Tax, Operating Revenues and Federal Sources), as well as any Revenue Adjustments. The Authority's capital budget is based on the availability of Federal grants and local matching funds, and its ability to issue bonds secured by future sales tax revenue.
- Fare and parking revenue from transporting passengers, concessions, and advertising are reported as operating revenues. Transactions that are capital, financing or investing related, or which cannot be attributed to MARTA's transportation focus, are reported as non-operating revenues.
- Bond Proceeds, Discount, Issue Costs and Losses on Refunding- Proceeds from the issuance of Sales Tax Revenue Bonds are initially deposited with the Bond Trustee in a Construction Fund as required by the Trust Indenture between MARTA and the Trustee. MARTA requisitions the funds as needed for construction, rehabilitation, and replacement of the transit system. Bond discount and issue costs are amortized, principally using the interest method, over the term of the related debt. Losses on debt refunding are deferred and amortized over the shorter of the life of the refunded debt or the new debt, on a basis consistent with the interest method.
- Passenger fares are recorded as revenue at the time services are performed. The MARTA Act places certain requirements on the rate that MARTA is to charge for transportation services. The rates charged to the public for transportation services must be such that the total transit-related revenues, exclusive of any federal operating subsidy, sales and use tax proceeds, and other non-transportation related revenues received during each fiscal year, must be no less than 35% of the operating costs, exclusive of depreciation and amortization, of the preceding fiscal year.

Under provisions of amendments to the MARTA Act, lease income, and interest earned on certain restricted investments (as discussed below), which are included in the non-operating revenues in the MARTA statement of revenues and expenses, are included in transit related revenues for the purposes of this calculation.

- MARTA receives grant funds from the Federal Transportation Administration (FTA) for a substantial portion of its capital acquisitions. Assets acquired in connection with capital grant funds are included in capital assets. These grants generally require a local funding match by MARTA at a stipulated percentage of total project costs. Capital grant agreements with FTA provide for FTA holding a continuing interest in properties acquired and restrict the use of such properties to providing mass transportation services. Grants for capital asset acquisition, facility development, and rehabilitation are reported in the Statement of Revenues, Expenses, and Changes in Net Assets, after non-operating revenues and expenses as capital grants.

II. Fees and Charges

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

III. Use of One-time or Unpredictable Revenues

- MARTA's enabling legislation, the MARTA Act, states that the Board shall make provisions for an annual operating budget and an annual capital improvements budget. Every budget, proposed or as finally adopted, shall conform to generally accepted budgetary standards of public bodies. In the annual operating budget, each operating fund shall be set forth separately and show an estimate of the fund balance to be available at the beginning of the year, an estimate of anticipated credits during the year according to source, an estimate of anticipated charges,

including capital outlay or debt service properly to be financed from anticipated revenues, and comparative data on the last two completed fiscal years and similar data, actual or estimated, for the current year. In complying with this requirement, the use of revenues must be planned well in advanced. MARTA's finances are structured such that all revenues flow into a "General Operating and Capital Fund". One time or unpredictable revenues serve to increase these fund balances and appear as carry forward balances in future years to be addressed in subsequent planning and budgeting cycles.

Expenditure Policies

I. Debt Capacity, Issuance, and Management

- All expenses related to operating the bus and rail system are reported as operating expenses. Interest expense, financing costs, and planning costs are reported as non-operating expenses.
- MARTA issues Sales and Use Tax Revenue Bonds and Bond Anticipation Notes (Commercial Paper) to raise capital funds for construction and expansion, and rehabilitation of the transit system. MARTA has a commercial paper program in the form of Bond Anticipation Notes, to provide flexibility and optimization to the issuance of debt. The bonds and notes are payable from and secured by a first, second, and third liens on sales and use tax receipts.
- Legally, MARTA's estimated sales tax receipts must be at least twice the total debt service. MARTA's Board has placed an additional restriction on the debt service coverage requirement, limiting the maximum estimated annual debt service to no more than 45 percent of the corresponding year's estimated sale tax receipts.
- MARTA has a Swap & Derivative Policy that is governed by the Issuer's use and management of all Agreements. The Issuer is authorized under Section 8 of an Act approved March 10, 1965 (Ga. L. 1965, p. 2243), as amended, i.e., the "Metropolitan Atlanta Rapid Transit Authority Act of 1965" (hereinafter the "MARTA Act"), to enter into such Agreements to manage or reduce the

amount and duration of the interest rate, spread, or similar risk when used in combination with the issuance of bonds and outstanding bonds of the Issuer.

- Contingent upon the approval of the Issuer's Board of Directors, the Issuer may enter into credit enhancement or liquidity agreements in connection with any Agreement containing such terms and conditions as the Issuer determines are necessary or desirable, provided that any such credit enhancement or liquidity agreement as the same source of payment as the related interest rate management agreement.
- In conjunction with the Debt Management Policy, the Policy shall be reviewed and, if necessary, updated at least annually. The General Manager/CEO, Chief Financial Officers/CFO, Deputy Chief Financial Officer, Director of Treasury Services, and the Manager of Financial Planning & Analysis are the designated administrators of the Issuer's Swap Policy (the "Policy Administrators").
- With respect to all or any portion of any of the Issuer's debt that it is authorized to issue under section 10 of the MARTA Act, as amended, that it has either issued or anticipates that will be issued, the Issuer may enter into, terminate, amend, or otherwise modify a Qualified Interest Rate Management Agreement under such terms and conditions as the Issuer may determine, including, without limitation, provisions permitting the Issuer to pay to or receive from any person or entity any loss of benefits under such agreement upon early termination thereof or default under such agreement.
- In fiscal 1994, MARTA adopted GASB Statement of Standards No. 23, "Accounting and Reporting for Refunding of Debt Reported by Proprietary Activities." As such, losses on these transactions are deferred and amortized over the life of the new debt on a straight-line basis.

II. Operating & Capital Expenditure Accountability

- An annual Operating and Capital Budget is developed by MARTA's Management. After a public hearing, the proposed budget is

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

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

order or invoice. If funds are non-sufficient, the division must request a transfer of funds from one of the other non-labor categories.

- In the past, the Authority has determined that other means to bring the budget into balance were necessary. These included:
 - 1) Mandatory furloughs for all non-Represented employees.
 - 2) A policy of freezing all merit-based increases for non-Represented and no negotiated wage increase for Represented employees.

- 3) An ongoing commitment from staff to reduce General and Administrative (G&A) costs and to realize improvements in efficiency and effectiveness. This included Bus Service and Rail Service Modifications, as well as other Reduction-In-Force (RIF) initiatives.
- 4) Revenue enhancement initiatives.

Source Documents

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

A listing of major resources is provided below:

- MARTA Act; HB277, HB213
- Rapid Transit Contract and Assistance Agreement
- Americans with Disabilities Act
- Regional Transportation Plan
- MARTA Strategic Plan
- The Bond Trust Indentures
- MARTA Investment Guidelines
- Georgia State University (GSU) Sales tax Forecast
- MARTA's Fixed Asset Management and Capital Policy
- Sales Tax Bond Trust Indenture
- Governmental Accounting Standards Board (GASB)
- FTA Guidelines
- MARTA's Swap & Derivative Policy
- MARTA's Debt Management Policy

Appendix C – Table_FY19 to FY24 Total Authority Operating Budget

Appendix C - Table_FY19 to FY24 Total Authority Operating Budget

FY2019 - FY2024 Total Authority Operating Budget (\$M)						
	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Adopted FY23	Adopted FY24
Total Operating Costs (\$M)	\$580.3	\$561.5	\$544.6	\$509.9	\$663.0	\$712.4
Less: Capital Charges	(\$61.3)	(\$57.0)	(\$49.6)	(\$47.1)	(\$75.5)	(\$81.0)
Net Operating Costs (\$M)	\$519.1	\$504.5	\$495.0	\$462.8	\$587.6	\$631.4
\$ Change*	\$39.9	(\$14.6)	(\$9.5)	(\$32.3)	\$124.8	\$43.8
% Change*	8.3%	(2.8%)	(1.9%)	(6.5%)	27.0%	7.5%
Revenue (\$M)						
Operating Sales Tax	\$256.0	\$246.3	\$268.9	\$315.8	\$321.4	\$347.6
Title Ad Valorem Tax	\$31.3	\$33.5	\$33.5	\$33.5	\$30.0	\$34.5
Passenger Revenue	\$130.2	\$100.3	\$51.1	\$63.5	\$67.0	\$82.7
Station Parking	\$3.0	\$2.1	\$0.6	\$1.5	\$1.6	\$1.7
Advertising Revenue	\$7.4	\$6.8	\$4.6	\$6.2	\$8.3	\$7.0
Lease Income	\$9.6	\$10.1	\$9.8	\$10.8	\$8.5	\$9.6
Other Transit Related	\$5.6	\$5.0	\$11.5	\$7.1	\$2.0	\$19.9
Federal Formula Funds	\$82.8	\$156.7	\$79.7	\$75.2	\$73.5	\$81.5
American Rescue Plan (ARP)	\$0.0	\$0.0	\$0.0	\$152.9	\$140.4	\$0.0
Cares Act	\$0.0	\$75.2	\$196.4	\$19.6	\$0.0	\$0.0
Operating Carry-Forward	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$48.0
Total Revenue	\$525.9	\$636.0	\$655.9	\$685.9	\$652.7	\$632.4
\$ Change*	\$28.2	\$110.0	\$19.9	\$30.1	(\$33.2)	(\$20.3)
% Change*	5.7%	20.9%	3.1%	4.6%	(4.8%)	(3.1%)
FY Overage/(Shortfall)	\$6.9	\$131.5	\$160.8	\$223.2	\$65.2	\$1.0
<i>*from previous year</i>						

Appendix D – Table_FY19 to FY24 Summary of Transit Carry Over

Appendix D - Table_FY19 to FY24 Summary of Transit Carryover

FY2019 - FY2024 Summary of Transit Carry-Over (\$M)						
	Actual FY19	Actual FY20	Actual FY21	Actual FY22	Adopted FY23	Adopted FY24
Revenues						
Passenger Revenues	130.2	100.3	51.1	63.5	67.0	82.7
Title Ad Valorem Tax	31.3	33.5	33.5	33.5	30.0	34.5
Station Parking	3.0	2.1	0.6	1.5	1.6	1.7
Advertising Revenue	7.4	6.8	4.6	6.2	8.3	7.0
Lease Income	9.6	10.1	9.8	10.8	8.5	9.6
Other Transit Revenues	5.6	5.0	11.5	7.1	2.0	19.9
Prior Period Audit Adjustment	0.0	0.0	0.0	0.0	0.0	0.0
Federal Formula Funds	82.8	156.7	79.7	75.2	73.5	81.5
American Rescue Plan (ARP)	0.0	0.0	0.0	152.9	140.4	0.0
Cares Act	0.0	75.2	196.4	19.6	0.0	0.0
Operating Carry-Forward	0.0	0.0	0.0	0.0	0.0	48.0
Total Operating Revenues	270.0	389.6	387.0	370.1	331.4	284.9
Expenditures						
Gross Operating Expenses	(580.3)	(561.5)	(544.6)	(509.9)	(663.0)	(712.4)
Capital Allocation	61.3	57.0	49.6	47.1	75.5	81.0
Net Operating Expenses	(519.1)	(504.5)	(495.0)	(462.8)	(587.6)	(631.4)
Operating Sales Tax Required	(249.1)	(114.9)	(108.1)	(92.7)	(256.2)	(346.5)
Total Sales Tax Receipts	540.3	521.9	569.7	669.1	683.8	695.1
% of Total Sales Tax Required	46%	22%	19%	14%	37%	50%
Sales Tax Applied	256.0	246.3	268.9	315.8	321.4	347.6
Sales Tax Excess (Shortfall)	6.9	131.5	160.8	223.2	65.2	1.0

Appendix E – Table_MARTA Five-Year Projected Summary Plan

Appendix E-Table_ MARTA Five-Year Projected Summary Plan

MARTA Five-Year Projected Summary Plan (\$M)							
Category	Actual FY2022	Adopted FY2023	Adopted FY2024	Projection FY2025	Projection FY2026	Projection FY2027	Projection FY2028
Revenues							
Advertising	6.2	8.3	7.0	8.1	9.3	10.7	12.3
Interest Income	1.3	1.3	15.8	5.6	4.5	4.5	4.5
Lease Income	10.8	8.5	9.6	9.8	10.1	10.3	10.6
Other Revenues	5.8	0.7	4.1	11.1	11.1	11.1	11.1
Passenger Revenues	63.5	67.0	82.7	92.7	102.7	113.3	124.5
Sales Tax	315.8	321.4	347.6	360.0	376.8	393.1	408.6
Station Parking Revenues	1.5	1.6	1.7	1.8	1.8	1.9	2.0
Title Ad Valorem Tax	33.5	30.0	34.5	34.5	34.5	34.5	34.5
Federal Formula Funds	73.7	73.5	81.5	80.0	80.0	80.0	73.5
Cares Act Federal Funding	19.6	0.0	0.0	0.0	0.0	0.0	0.0
ARP Federal Funding	154.4	140.4	0.0	0.0	0.0	0.0	0.0
Operating Carry Forward	0.0	0.0	48.0	35.7	23.4	11.6	6.5
Total Operating Revenue	\$685.9	\$652.7	\$632.4	\$639.2	\$654.1	\$670.9	\$688.1
Expenses							
Salaries & Wages	241.6	277.4	298.4	301.9	312.5	324.6	336.9
Fringe Benefits	69.9	142.1	153.2	155.7	161.3	167.6	174.1
Overtime	30.9	33.5	38.9	40.1	41.6	43.2	44.9
Labor	\$342.4	\$452.9	\$490.5	\$497.8	\$515.4	\$535.4	\$555.8
Contractual Services	83.7	101.4	107.5	107.5	107.5	107.5	107.5
Materials & Supplies	46.8	55.5	57.3	57.3	57.3	57.3	57.3
Casualty & Liability Costs	17.9	20.6	22.1	22.1	22.1	22.1	22.1
Other Operating Expenses	15.4	17.3	17.4	17.4	17.4	17.4	17.4
Other Non-Operating Expenses	3.0	14.6	16.6	16.6	16.6	16.6	16.6
Miscellaneous Expenses	0.7	0.7	1.0	1.0	1.0	1.0	1.0
Non-Labor	\$167.5	\$210.1	\$221.9	\$221.9	\$221.9	\$221.9	\$221.9
Gross Operating Expenditures	\$509.9	\$663.0	\$712.4	\$719.7	\$737.3	\$757.3	\$777.7
Capital Allocation	(\$47.1)	(\$75.5)	(\$81.0)	(\$80.5)	(\$83.2)	(\$86.4)	(\$89.6)
Net Operating Expenses	\$462.8	\$587.6	\$631.4	\$639.2	\$654.1	\$670.9	\$688.1
Surplus/Deficit	\$223.2	\$65.2	\$1.0	\$0.0	\$0.0	\$0.0	\$0.0

Appendix F – Operating Budget Detail Tables and Charts

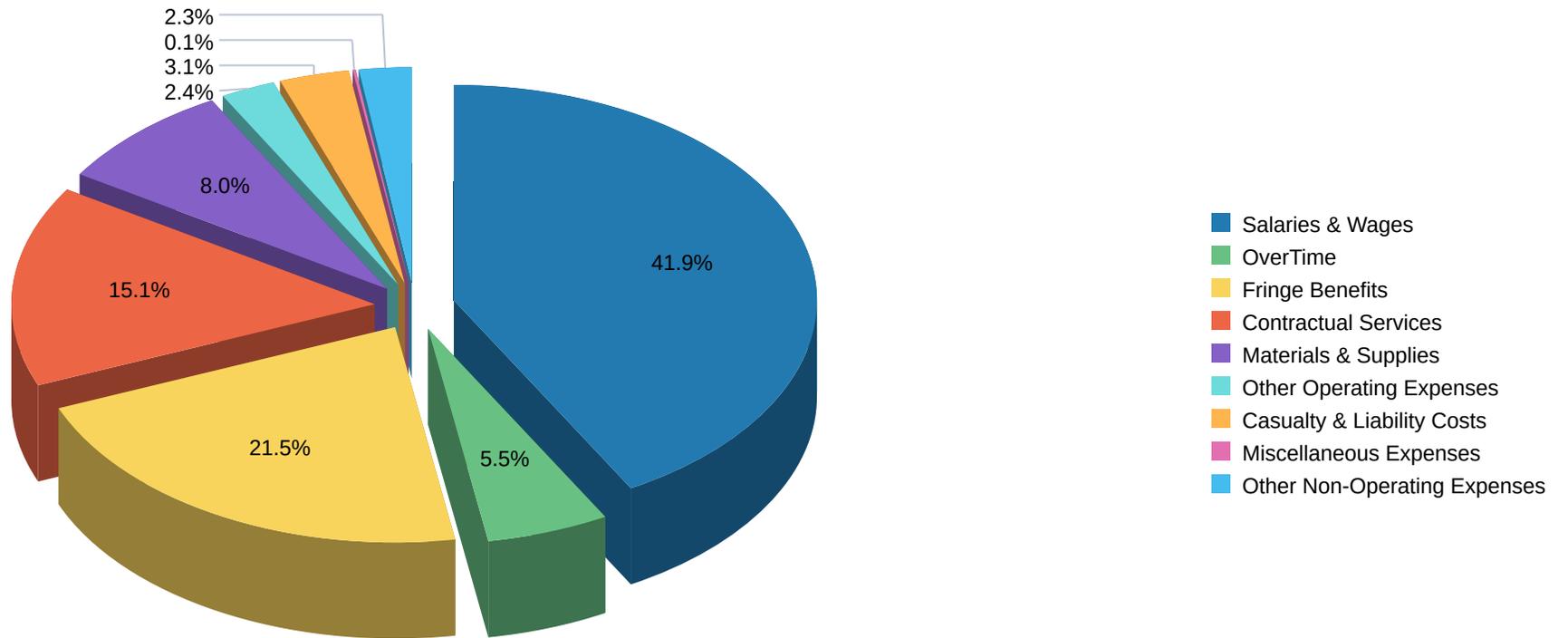
The following section of the FY24 budget book provides tables and charts that detail the operating budget, including an authority level summary of expense by category, gross expenses by organization, non-labor expenses by category, summary of expense by category for fiscal years 2020 to 2024, authority personnel totals for fiscal years 2020 to 2024, personnel by status, personnel by class, and expense totals by office for fiscal years 2010 to 2024.

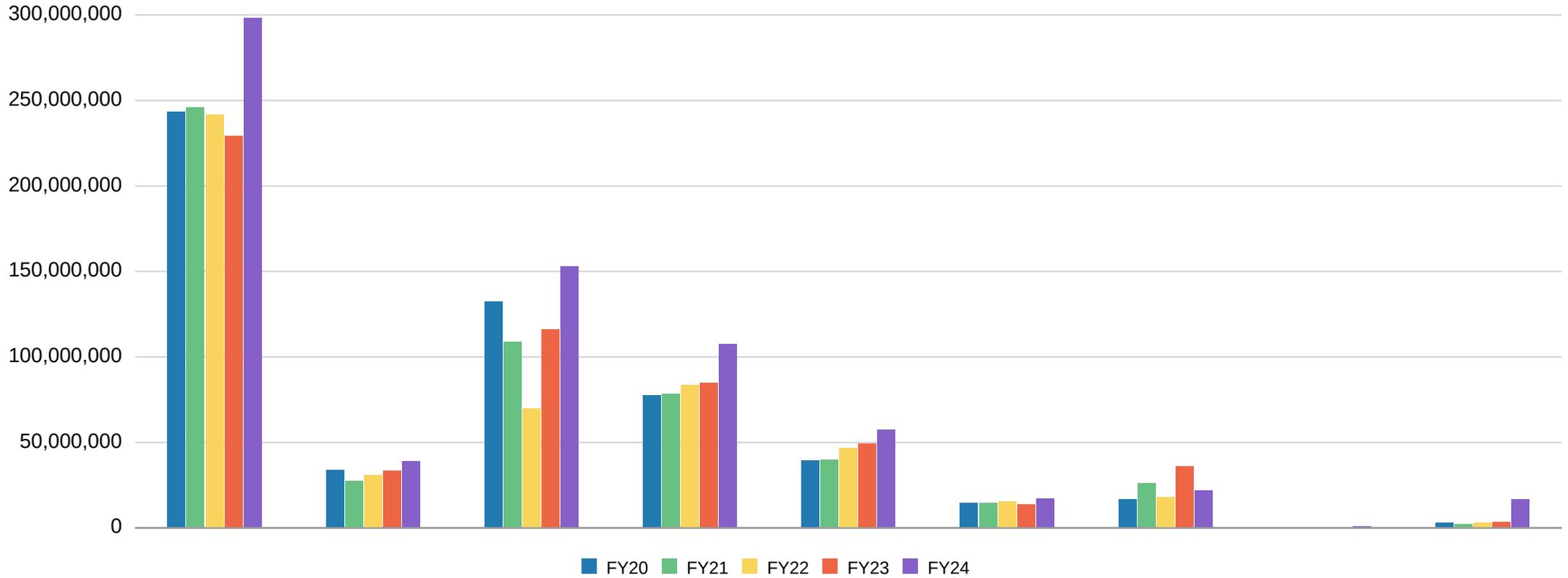
Total Authority Summary of Category Expenses

Categories of Expense	FY20 Expenses	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted
Salaries & Wages	243,248,288	245,937,352	241,591,515	229,482,560	298,446,504
OverTime	33,861,142	27,587,918	30,886,757	33,619,566	38,877,044
Healthcare Rep/NonRep	56,611,189	60,132,106	61,914,303	53,207,973	69,296,868
Pension Rep/NonRep	31,409,872	33,974,248	26,441,519	31,044,986	35,415,909
Workers Comp-Excess/Losses	5,802,162	8,185,402	9,531,627	8,462,613	10,680,016
Other Benefits	38,707,904	6,742,636	-27,964,815	23,488,152	37,766,580
Contractual Services	77,645,281	78,353,557	83,701,254	85,027,883	107,531,903
Materials & Supplies-Diesel	5,139,869	2,958,111	5,094,000	4,792,244	7,968,418
Materials & Supplies-CNG	3,684,456	3,559,214	5,097,099	7,727,754	5,886,596
Materials Supplies-Unleaded	2,245,855	1,870,435	4,580,523	3,625,080	4,896,878
Material & Supplies - Other	27,818,827	31,789,256	31,046,179	32,356,305	37,556,144
Other Operating-Electricity	6,199,614	5,411,629	6,372,487	6,206,412	6,944,184
Other Operating-Propulsion	4,796,362	5,661,982	5,919,729	5,482,327	6,193,335
Other Operating Expenses	3,863,634	3,760,967	3,096,318	2,300,931	4,244,154
Casualty & Liability Costs	16,591,900	26,303,388	17,924,524	36,213,954	22,131,392
Miscellaneous Expenses	414,918	514,774	662,982	535,650	952,412
Other Non-Operating Expenses	2,992,129	2,304,335	2,984,806	3,601,617	16,612,700
Authority Sub Total	\$561,033,404	\$545,047,311	\$508,880,807	\$567,176,006	\$711,401,038
Inventory Adjustments	491,614	-417,061	1,026,113	806,665	1,001,925
Eligible Leases*	-188,107	-17,793	-78,867	-55,929	-83,675
Authority Gross Total	\$561,525,018	\$544,630,250	\$509,906,920	\$567,982,672	\$712,402,963
Capital Allocation	-\$57,016,264	-\$49,593,275	-\$47,132,475	-\$40,222,299	-\$81,001,308
Authority Net Operating Total Expenses	\$504,508,755	\$495,036,975	\$462,774,445	\$527,760,373	\$631,401,655
\$ Change from Prior Year	-\$14,557,880	-\$9,471,780	-\$32,262,530	\$64,985,928	\$103,641,282
% Change from Prior Year	-3%	-2%	-7%	14%	20%

* Eligible Leases excluded from Sales Tax Subsidy Calculation per MARTA

Gross Expenses by Category





	Salaries & Wages	OverTime	Fringe Benefits	Contractual Services	Materials & Supplies	Other Operating Expenses	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY20	\$243,248,288	\$33,861,142	\$132,531,127	\$77,645,281	\$39,380,622	\$14,859,611	\$16,591,900	\$414,918	\$2,992,129
FY21	\$245,937,352	\$27,587,918	\$109,034,392	\$78,353,557	\$39,759,956	\$14,834,578	\$26,303,388	\$514,774	\$2,304,335
FY22	\$241,591,515	\$30,886,757	\$69,922,634	\$83,701,254	\$46,839,396	\$15,393,052	\$17,924,524	\$662,982	\$2,984,806
FY23	\$229,482,560	\$33,619,566	\$116,203,724	\$85,027,883	\$49,307,532	\$13,989,872	\$36,213,954	\$535,650	\$3,601,932
FY24	\$298,446,504	\$38,877,044	\$153,159,373	\$107,531,903	\$57,307,388	\$17,383,932	\$22,131,392	\$952,412	\$16,613,015

EXPENSES BY ORGANIZATION

Organization:	FY20 Expenses	FY21 Expenses	FY22 Expenses	*FY23 Expenses	FY24 Adopted
Office of General Manager CEO	874,739	1,011,593	629,785	495,571	9,812,047
Office of Board of Directors	446,671	188,340	197,233	289,715	403,646
Dept of General Manager CEO	1,321,411	1,199,933	827,018	785,286	10,215,693
Office of AGM Internal Audit	1,000,085	1,179,887	373,492	903,465	1,162,899
Office of Operations Audit & Fraud Investigations	363,829	324,858	293,315	369,078	453,637
Dept of Internal Audit	1,363,914	1,504,745	666,807	1,272,543	1,616,537
Office of Customer Experience & Strategy	369,022	957,426	89,386	718,136	838,859
Office of Customer & Employee Experience	28,363	479,667	75,912	445,346	1,030,266
Office of Customer Experience Innovation	-	-	19,309	114,118	895,137
Office of Customer Svc	3,291,639	3,037,176	2,248,796	1,936,058	4,446,298
Office of Sustainability	-	-	51,283	105,497	984,072
Office of Customer Insights	-	-	-	57,869	229,441
Office of Customer Technology	-	-	-	10,183	326,459
Dept of Customer Experience & Strategy	3,689,023	4,474,270	2,484,686	3,387,207	8,750,532
Office of Police Services	41,334,011	38,871,701	35,394,854	41,746,257	44,681,659
Dept of Police Services	41,334,011	38,871,701	35,394,854	41,746,257	44,681,659
Division of General Manager CEO	47,708,360	46,050,650	39,373,365	47,191,293	65,264,420
Office of Chief Counsel Legal Services	5,005,743	3,937,095	4,227,373	5,704,400	4,098,431
Office of Risk Management	11,333,635	18,431,633	10,000,084	27,676,942	14,800,770
Office of Dir of Litigation & Administration	302,521	516,411	666,051	1,208,815	1,378,943
Dept of Chief Counsel Legal Services	16,641,899	22,885,139	14,893,508	34,590,158	20,278,144

* FY23 unaudited totals

EXPENSES BY ORGANIZATION

Organization:	FY20 Expenses	FY21 Expenses	FY22 Expenses	*FY23 Expenses	FY24 Adopted
Office of Deputy Chief Legal Counsel	-	-	148,564	164,263	231,912
Office of Dir of Corporate Law	305,630	371,829	79,994	95,114	393,390
Dept of Deputy Chief Legal Counsel	305,630	371,829	228,558	259,376	625,302
Division of Chief Counsel Legal Services	16,947,529	23,256,968	15,122,066	34,849,534	20,903,447
Office of Chief Safety & Quality Assurance	-	67,842	118,626	316,879	831,058
Office of Safety Management Systems	191,756	377,780	319,435	658,619	1,060,007
Dept of Chief Safety & Quality Assurance	191,756	445,622	438,061	975,498	1,891,064
Office of Environment Health & Safety	855,994	560,322	621,385	770,210	2,127,723
Office of Deputy Chief of Safety & Quality Assurance	492,130	731,649	531,508	275,964	355,984
Office of Safety	940,494	1,238,919	1,318,336	2,538,359	2,725,191
Office of QA	1,228,915	1,175,115	692,401	1,373,826	1,161,727
Dept of Safety & Quality Assurance	3,517,532	3,706,006	3,163,630	4,958,359	6,370,624
Division of Safety	3,709,288	4,151,628	3,601,691	5,933,857	8,261,689
Office of Deputy General Manager	960,563	897,889	400,851	417,397	697,172
Office of Vehicle Procurement	-	40,373	-2,520	17,583	229,062
Office of Operations Planning & Control	4,526,264	4,376,384	4,244,808	5,681,104	7,697,686
Dept of Deputy General Manager	5,486,827	5,314,645	4,643,138	6,116,084	8,623,920
Office of Bus Transportation	113,889,787	106,031,283	97,438,629	103,692,327	131,230,625
Office of Bus Maintenance	58,543,059	58,362,702	58,379,525	67,821,720	80,725,078
Office of Mobility	34,321,543	32,658,658	37,174,487	39,218,188	45,884,252
Office of Deputy Chief of Bus Operations	7,455,350	7,562,794	6,132,102	7,288,559	8,889,697
Dept of Bus Operations	214,209,739	204,615,436	199,124,742	218,020,794	266,729,652

* FY23 unaudited totals

EXPENSES BY ORGANIZATION

Organization:	FY20 Expenses	FY21 Expenses	FY22 Expenses	*FY23 Expenses	FY24 Adopted
Office of Deputy Chief of Mechanical Operations	-	-	55,668	224,136	909,943
Office of Maintenance of Way	32,305,135	33,084,878	34,620,847	35,837,090	39,749,796
Office of Rail Car Maintenance	40,577,403	38,519,559	33,511,856	34,287,048	41,062,897
Dept of Mechanical Operations	72,882,538	71,604,436	68,188,370	70,348,274	81,722,636
Office of Deputy Chief of Rail Operations	6,195,847	6,142,370	4,754,920	5,761,779	14,246,733
Office of Rail Services North - South Line	20,561,793	19,558,680	19,715,849	20,693,962	27,853,780
Office of Rail Services East - West Line	12,231,233	11,558,828	14,305,959	15,602,520	24,016,745
Office of Facilities	25,710,921	23,762,373	18,535,840	20,655,282	19,768,741
Office of Vertical Transportation	7,647,336	7,985,909	7,748,276	7,203,811	8,606,713
Dept of Rail Operations	72,347,130	69,008,160	65,060,844	69,917,354	94,492,712
Division of Operations	364,926,234	350,542,678	337,017,096	364,402,505	451,568,920
Office of DGM Capital Prog Expan & Innovation	-	-	-	132,889	61,181
Dept of DGM Capital Prog Exp & Innovation	-	-	-	132,889	61,181
Office of Chief Capital Prog Expan & Innovation	273,793	240,128	390,019	175,270	142,757
Dept of Capital Prog Expan & Innovation	273,793	240,128	390,019	175,270	142,757
Office of Deputy Chf Cap Prog Exp & Innov	-	-	-	-	58,137
Dept of Deputy Chf Cap Prog Exp & Innov	-	-	-	-	58,137
Office of AGM CPMO	-	-	-	138	13,191
Office of CIP Budgeting	239,816	221,650	15,768	966,144	213,704
Office of Project Controls	559	0	-	91,304	-441,648
Office of Specialized Services Program Management	70,058	49,829	-809	114,221	41,083
Office of System Activation	-	-	-	9,644	3,738

* FY23 unaudited totals

EXPENSES BY ORGANIZATION

Organization:	FY20 Expenses	FY21 Expenses	FY22 Expenses	*FY23 Expenses	FY24 Adopted
Dept of Centralized Program Management	310,433	271,479	14,959	1,181,450	-169,933
Office of AGM Capital Programs Delivery	35,773	193,834	96,276	76,943	48,258
Office of CPD Support Services	2,293,774	1,997,841	801,653	807,773	573,522
Office of SGR Program Management	396,170	251,650	133,925	286,216	719,974
Office of Facilities Program Management	-	-	-	65,105	120,805
Office of Expansion Program Management	-	-	394,535	251,722	443,341
Dept of Capital Programs Delivery	2,725,718	2,443,325	1,426,390	1,487,760	1,905,901
Office of AGM Planning	50,470	151,562	134,966	224,212	374,899
Office of Policy Planning	924,677	721,446	122,906	95,113	41,352
Office of Community Environment & Innovation	-	-	-	-	84,329
Office of Local Corridors & Hubs	42,239	18,237	-1	165,005	83,562
Office of Federal Corridors & Hubs	25,100	66,359	31,471	38,866	49,700
Office of Technical Services & Service Planning	741,657	763,882	292,655	1,221,535	906,043
Dept of Planning	1,784,142	1,721,486	581,997	1,744,732	1,539,885
Office of AGM Infrastructure	30,168	73,995	2,423	119,897	69,163
Office of Systems Engineering Infrastructure	19,059	69,501	-5,151	318,085	176,356
Office of Infrastructure State of Good Repair	130,459	206,856	3,299	305,034	363,715
Office of Infrastructure Facilities	9,468	24,319	2,448	85,975	123,490
Office of Infrastructure Expansion	-	-	-	-	57,319
Office of Infrastructure Design Standards & Specs	13,062	20,740	-7,973	52,530	123,649
Dept of Infrastructure	202,217	395,412	-4,954	881,521	913,691
Office of AGM Real Estate Dev & Asset Mgmt	-	-	-	64,079	154,080

* FY23 unaudited totals

EXPENSES BY ORGANIZATION

Organization:	FY20 Expenses	FY21 Expenses	FY22 Expenses	*FY23 Expenses	FY24 Adopted
Office of Arts in Transit	-	-	-	24,532	325,129
Office of Transit Oriented Dev	-	-	-	24,993	147,328
Office of Real Estate Dev	-	-	-	98,607	530,412
Dept of Real Estate Dev & Asset Mgmt	-	-	-	212,211	1,156,949
Division of Capital Prog Expan & Innovation	5,296,303	5,071,829	2,408,410	5,815,833	5,608,568
Office of Chief Administrative Officer CAO	318,384	378,195	339,302	345,614	506,187
Office of Diversity and Inclusion	671,079	766,994	710,420	1,064,030	1,294,935
Dept of Chief Administrative Officer CAO	989,463	1,145,189	1,049,721	1,409,643	1,801,123
Office of AGM of Research & Analysis	959,026	1,458,222	1,686,585	1,666,169	1,064,203
Office of Strategic Performance & Data Management	275,249	139,316	366,945	603,592	1,055,049
Dept of Research & Analysis	1,234,275	1,597,538	2,053,530	2,269,761	2,119,252
Office of Human Resources	3,387,202	3,043,947	2,772,540	3,293,021	3,879,770
Office of Learning & Development	879,514	1,258,720	1,205,373	1,237,929	2,136,562
Office of AGM Human Resources	1,982,541	2,197,342	1,587,984	2,223,073	2,467,601
Dept of Human Resources	6,249,256	6,500,008	5,565,898	6,754,024	8,483,934
Office of AGM Labor and Employee Relations	742,723	809,553	92,763	487,191	1,461,796
Dept of Labor and Employee Relations	742,723	809,553	92,763	487,191	1,461,796
Office of AGM Technology CIO	313,781	258,889	200,094	279,784	315,887
Office of Technology Infrastructure & Production	15,137,768	10,827,220	7,239,558	6,863,402	8,835,932
Office of Technology Applications	9,990,667	15,333,031	23,627,827	19,969,211	17,410,237
Office of Technology Support Services	1,989,123	2,466,227	3,144,293	4,054,410	5,108,898
Office of IT Strategy & Innovation	145,594	337,412	306,635	337,184	682,488

* FY23 unaudited totals

EXPENSES BY ORGANIZATION

Organization:	FY20 Expenses	FY21 Expenses	FY22 Expenses	*FY23 Expenses	FY24 Adopted
Dept of Technology	27,576,933	29,222,777	34,518,407	31,503,991	32,353,442
Office of AGM Information Security	420,484	2,018,683	1,068,311	394,993	600,090
Office of Cyber Security	-	49,717	60,200	532,257	1,575,560
Dept of Information Security	420,484	2,068,400	1,128,511	927,251	2,175,650
Division of Administration	37,213,134	41,343,465	44,408,831	43,351,860	48,395,197
Office of AGM External Affairs	368,759	309,130	164,917	311,716	253,517
Office of Marketing & Sales	2,318,913	1,778,431	1,380,677	1,601,437	2,473,452
Office of Public Engagement	198,466	275,208	121,632	167,186	41,719
Office of Government and Community Affairs	460,552	508,240	585,197	671,157	894,246
Office of Digital Media	119,935	138,657	133,911	158,707	197,994
Office of Communications	364,834	237,389	256,667	198,461	482,523
Dept of External Affairs	3,831,460	3,247,054	2,643,000	3,108,663	4,343,451
Office of Chief of Staff	842,469	560,590	837,571	816,398	918,836
Office of Art in Transit	86,701	94,425	99,055	256,548	-
Office of Transit Oriented Development & Real Estate	59,279	41,086	17,541	96,013	-
Office of Transit Oriented Development	11,820	7,661	-5,071	-1,745	-
Office of Real Estate	359,277	223,614	91,872	513,033	-
Dept of Chief of Staff	1,359,546	927,375	1,040,968	1,680,247	918,836
Division of Chief of Staff	5,191,006	4,174,429	3,683,968	4,788,910	5,262,288
Office of Chief Financial Officer CFO	902,351	388,483	385,591	407,565	521,798
Office of Budget & Grants	1,325,143	1,161,918	626,146	1,712,697	1,379,049
Office of Dir Contracts & Procurement	7,844,633	7,252,316	6,244,415	5,044,906	9,010,525

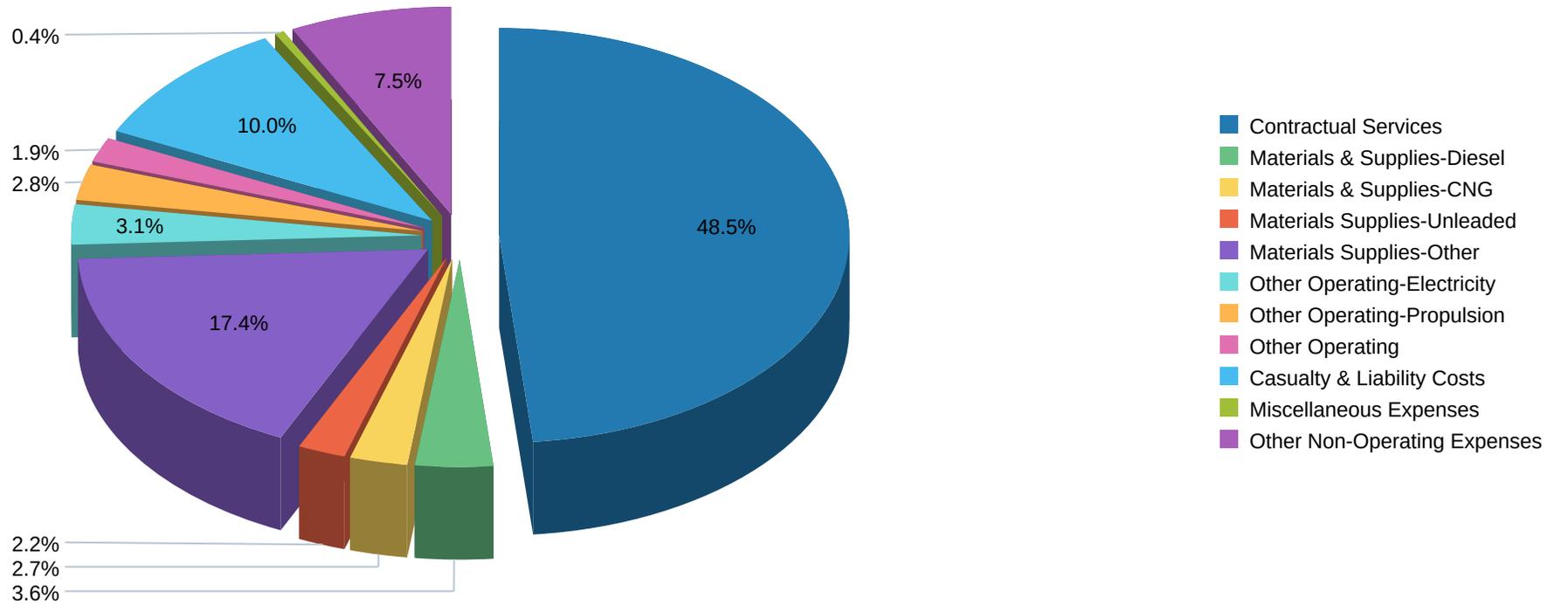
* FY23 unaudited totals

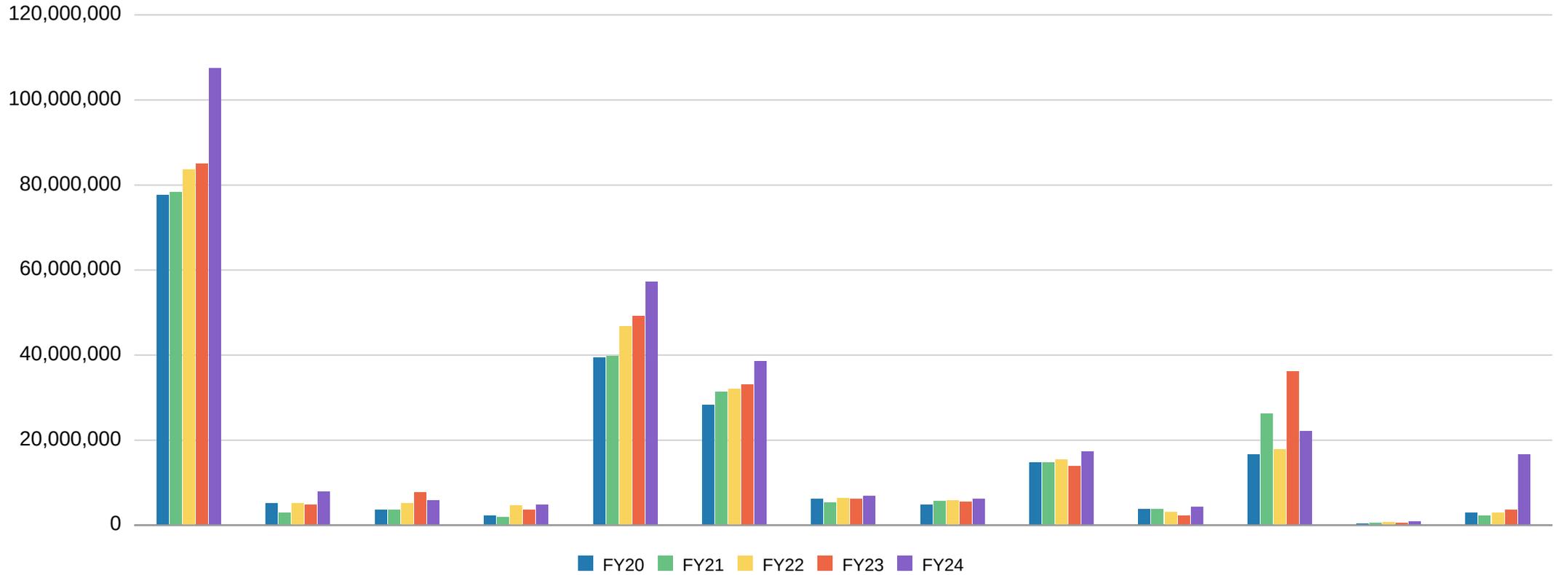
EXPENSES BY ORGANIZATION

Organization:	FY20 Expenses	FY21 Expenses	FY22 Expenses	*FY23 Expenses	FY24 Adopted
Dept of Chief Financial Officer CFO	10,072,126	8,802,716	7,256,152	7,165,168	10,911,372
Office of Deputy Chief of Finance & Treasury	555,862	686,153	73,161	767,815	668,701
Office of Accounting	3,259,643	3,222,995	1,976,682	3,515,912	3,553,743
Office of Revenue Operations	9,137,657	8,150,524	6,826,910	9,171,021	10,001,385
Dept of Finance	12,953,161	12,059,673	8,876,753	13,454,748	14,223,829
Division of Finance	23,025,287	20,862,389	16,132,905	20,619,916	25,135,201
O - 91000 - Inventory Adjustments	491,614	-417,061	1,026,113	806,665	1,001,925
D - 9100 - Department of Others	491,614	-417,061	1,026,113	806,665	1,001,925
Division of Other (Inventory Adjustment)	491,614	-417,061	1,026,113	806,665	1,001,925
Total Authority	504,508,755	495,036,975	462,774,445	527,760,373	631,401,655

* FY23 unaudited totals

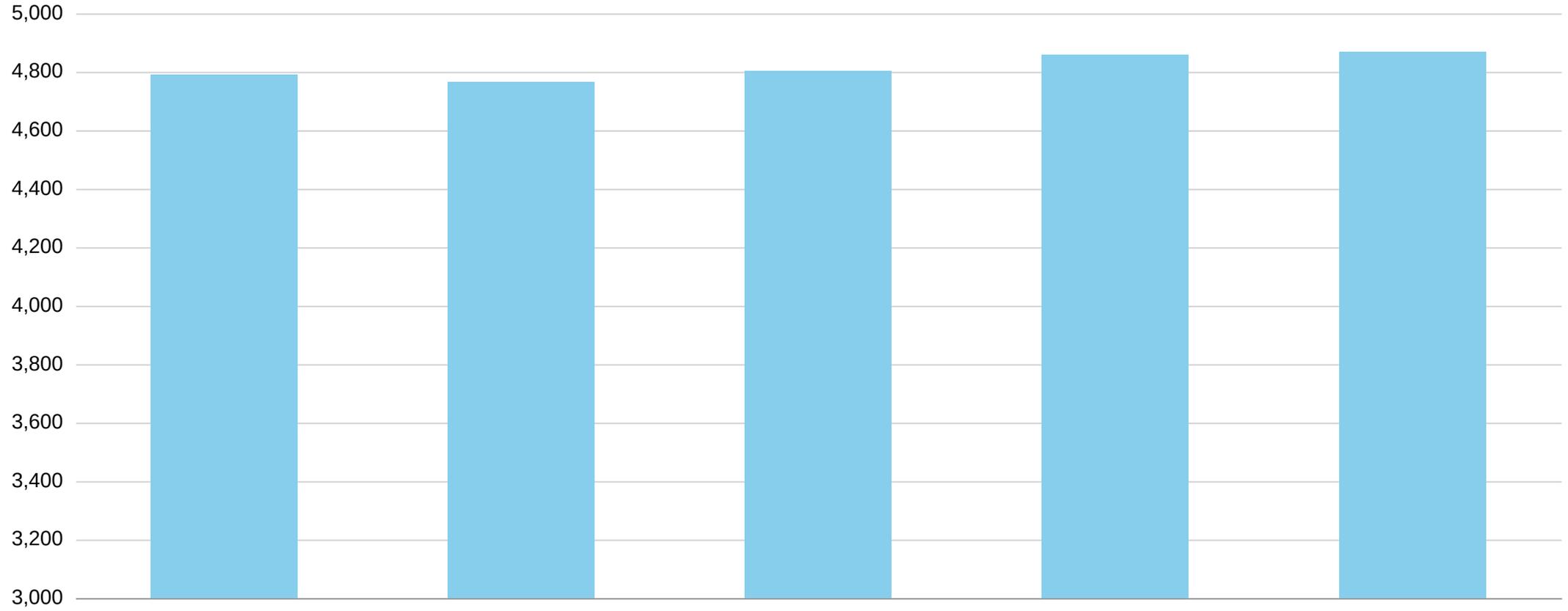
Non-Labor Expenses by Category





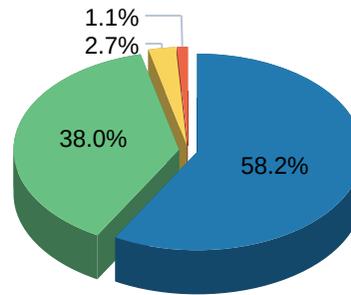
	Contractual Services	Materials & Supplies-Diesel	Materials & Supplies-CNG	Materials Supplies-Unleaded	Materials Supplies-Other	Other Operating-Electricity	Other Operating-Propulsion	Other Operating	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY20	\$77,645,281	\$5,139,869	\$3,684,456	\$2,245,855	\$28,310,441	\$6,199,614	\$4,796,362	\$3,863,634	\$16,591,900	\$414,918	\$2,992,129
FY21	\$78,353,557	\$2,958,111	\$3,559,214	\$1,870,435	\$31,372,195	\$5,411,629	\$5,661,982	\$3,760,967	\$26,303,388	\$514,774	\$2,304,335
FY22	\$83,701,254	\$5,094,000	\$5,097,099	\$4,580,523	\$32,067,774	\$6,372,487	\$5,919,729	\$3,100,836	\$17,924,524	\$662,982	\$2,984,806
FY23	\$85,027,883	\$4,792,244	\$7,727,754	\$3,625,080	\$33,162,454	\$6,206,412	\$5,482,327	\$2,301,133	\$36,213,954	\$535,650	\$3,601,932
FY24	\$107,531,903	\$7,968,418	\$5,886,596	\$4,896,878	\$38,555,495	\$6,944,184	\$6,193,335	\$4,246,414	\$22,131,392	\$952,412	\$16,613,015

Total Authority Personnel

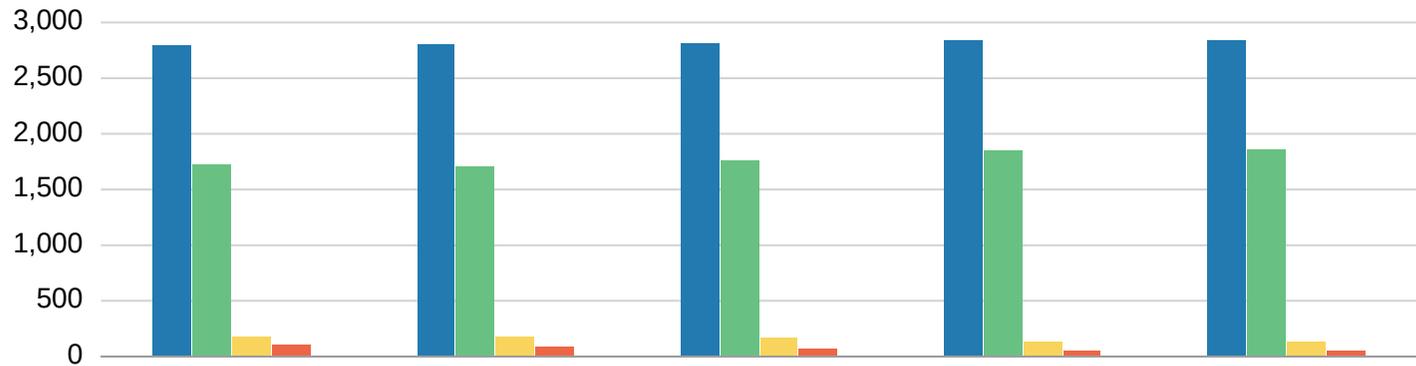


	FY20	FY21	FY22	FY23	FY24
Total	4,792	4,767	4,805	4,861	4,871

Personnel by Status



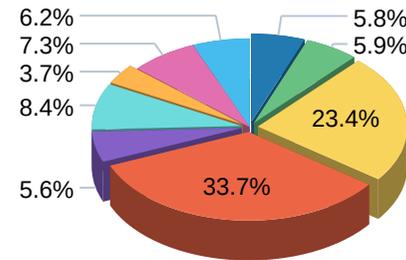
- Represented (FT)
- Non Represented (FT)
- Sub Total Part Time
- Sub Total Contract



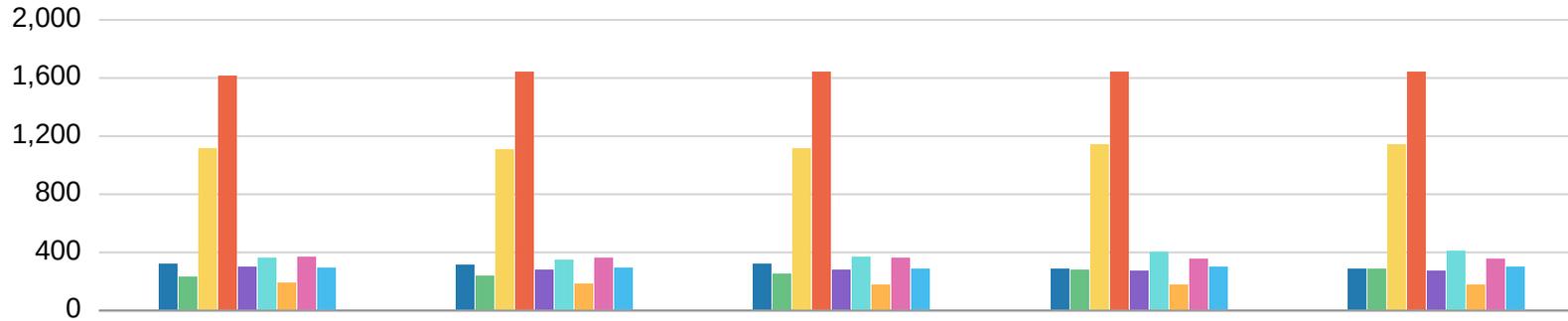
- Represented (FT)
- Non Represented (FT)
- Sub Total Part Time
- Sub Total Contract

	FY20	FY21	FY22	FY23	FY24
Represented (FT)	2,789	2,805	2,810	2,836	2,836
Non Represented (FT)	1,724	1,707	1,756	1,843	1,853
Sub Total Part Time	173	171	168	130	130
Sub Total Contract	106	84	71	52	52

Personnel by Class



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



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

	FY20	FY21	FY22	FY23	FY24
Administrative	321	316	321	283	284
Managerial	232	239	255	281	285
Maintenance	1,112	1,105	1,115	1,141	1,141
Operator	1,617	1,641	1,641	1,641	1,641
Police	302	279	279	272	272
Professional	365	345	366	406	410
Represented (Other)	187	184	179	179	179
Supervisory	366	362	361	357	357
Technical	290	296	288	301	302

Appendix G – Regional Economic Indicators

Appendix G - Regional Economic Indicators

Economists at the Federal Reserve Bank of Atlanta have described the economy in the metropolitan region as showing signs of overheating more so than the macroeconomy across the United States. An overheating economy is an economy that is expanding at an unsustainable rate. The two main signs of an overheating economy are rising rates of inflation and an unemployment rate that is below the normal rate for an economy.

The expanding economy is attributable to the Atlanta jobs market, which is described as very strong due to new businesses forming in the area creating strong employment conditions, aided by positive net migration. Atlanta's employment recovery from the pandemic has been one of the strongest in the nation, with nearly 6% job growth since before the pandemic, with registered nurses topping the list of jobs most in demand, according to data from February 2022 to January 2023. The biggest change in jobs demanded since the start of the pandemic are low wage in nature and are for workers in freight, food service, and retail.

Other signs of an overheating local economy provided by the Atlanta Regional Commission's (The Atlanta Regional Commission (ARC) is 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.) March 2023, **Regional Snapshot: The Economy** are:

- Inflation has risen faster in metro Atlanta than in most places, having increased just over 8% over the past year.
- A recession is likely sometime in 2023.
- National home prices have increased four times faster than have wages since 2014.

This view is supported by the Georgia State University, Economic Forecasting Center, which forecast that both the U.S. and the local economy are on course for a sharp moderation.

Highlights of the report include the following indicators:

Nationally,

- U.S. GDP growth is predicted to moderate sharply from 2.1% in 2022, to 0.8% in 2023 and 0.9% in 2024, and as Fed rate cuts take hold in 2024, GDP growth will jump to 2.6% in 2025.
- National job growth will turn negative in the second half of 2023 at 221,000 monthly losses, rebounding to 97,000 job gains by late 2024 as Fed rate cuts spur back investment spending. Job growth will be a better 150,000 monthly rate by late 2025.
- CPI inflation will come down from its 8.0% rate seen in 2022 to 4.1% in 2023, and further moderate to 2.6% in 2024.
- The 30-year mortgage rate will average 6.3% in 2023, moderate sharply to 5.8% in 2024, and further decrease to 5.2% in 2025.

In Georgia,

- The state added 182,100 jobs (42,500 premium jobs) in calendar year 2022, but will lose 7,500 jobs in 2023. In 2024, as the recovery takes hold, the state will add 74,600 jobs (14,700 premium) and 87,600 jobs (21,200 premium) in 2025.
- Georgia's nominal personal income will grow 3.4% in 2023, a better 4.9% in 2024, and an even greater 5.4% in 2025.

In Atlanta,

- The metropolitan Atlanta area added 136,900 jobs (33,000 premium) in 2022, but will shed 4,300 jobs in 2023. As recovery takes hold in 2024, the metro area will add a respectable 55,300 jobs (11,700 premium), and another 63,700 jobs (15,100 premium) in 2025.
- While advertised salary ranges are skewed toward \$70K and higher, and are not published as much as job seekers or data users would wish, the median

advertised salary was \$42,700 (for those postings that included a salary).

- Atlanta housing permitting activity increased by 18.0% in 2022; single-family permits dropped by 20.3%, but multi-family permits rose sharply by 165.4%. Permit numbers will fall by double digits in both categories in 2023 for an overall decline of 26.7% and then drop again by 7.2% in 2024. Normalcy will return somewhat in 2025 when permit activity grows by a meager 2.5%.
- Despite a 12% increase in real wages since February 2020, metro Atlanta still ranks in the middle of-the-pack in terms of overall wage increases.

Despite some of the positive trends, most indicators signal continued economic uncertainty and possibly a recession.

Wright, B. (2023, March 3). Regional Snapshot: The Economy. Atlanta Regional Commission. <https://33n.atlantaregional.com/regional-snapshot/regional-snapshot-the-economy>

Despite Recent Signs of Strength, Forecaster Says U.S. Economy Is on Course for A Sharp Moderation. (2023, March 1). Economic Forecasting Center. Retrieved from https://efc.robinson.gsu.edu/files/2023/03/Press-Release_EFC-Economic-Outlook-3-1-2023.pdf.

Ripley, J. (2023, July 3). Atlanta's hot economy comes with high costs, experts say. 11 Alive.

Appendix H – Authority-wide KPIs

Appendix H – Authority-Wide Performance Indicators (KPIs)

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

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

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

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

*Data Current per FY 22 actuals; FY 23 actuals not available

Appendix I – Operating Statistics & Asset Inventory

Appendix I – Operating Statistics & Asset Inventory

GENERAL FACTS	
Creation Date of Authority by the Georgia State Legislature	March 1965
Acquisition Date of Assets of Atlanta Transit System	February 1972
Organization Structure	15 Member Board of Directors with General Manager/CEO
Counties in which Authority Operates	Fulton, DeKalb, and Clayton
Population of Fulton, DeKalb, and Clayton Counties	2,128,687
Size of Area Served	949 Square Miles
Type of Tax Support	1% Sales Tax in Fulton, DeKalb, and Clayton Counties

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

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

RAIL	
Number of Rail Cars	336
Number of Rail Cars in Active Fleet	258
Length of System (Route Miles)	48
Number of Stations	38
FY22 Total Actual Passenger Car Miles	18,511,342
FY22 Total Actual Passenger Car Hours	692,962
FY22 Unlinked Passenger Trips	26,079,792
Rail Yards	3 (Avondale, South Yard, Armour)
Total track miles	124
Parking spaces	20,168
Escalators	150
Elevators	115
FY22 Actual Directional Route Miles	96.06
FY22 Actual Propulsion Power	77,560,602 Kilowatt Hours

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

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

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

Appendix J – FY24 Legislative Session Recap

Appendix J - Legislative Session Recap

While Governor Kemp won re-election in November 2022, a new Lt. Governor and new Speaker of the House accompanied the many faces at the Georgia General Assembly in January 2023. This was due to redistricting and several Senators and Representatives seeking other offices. In total, 53 of the 236 members were freshmen. New leadership and new committee chairs were named, including returning Rep. Deborah Silcox (R-Sandy Springs) as the Chair of MARTOC.

The 2023 session of the Georgia General Assembly was focused on reconnecting with long-time supporters and identifying new champions, while continuing to align with state priorities on economic

development and building on our success with the Georgia Transit Trust Fund.

In 2020, the Legislature created a \$.50 per ride excise fee on for-hire ground transportation companies. This funding was one of several for which a Trust Fund was created after approval of a constitutional amendment in 2021. MARTA received \$6 million for the Bankhead Station platform extension and \$13.8 million for the Five Points Station Transformation. The FY24 State of Georgia Budget recognizes \$23.6 million in Transit Trust Fund Revenue.

Transit Day at the Capitol was held March 20th, in partnership with the Georgia Transit Association, Gwinnett County Transit and Advance Atlanta. MARTA introduced legislators and other attendees to virtual tables where they could experience the new CQ 400 railcars.

Appendix K – Fare History & Structure

Appendix K - MARTA Fare History and Structure

MARTA Fare History

----- MARTA FARE HISTORY -----							
Date	Half Fare	Base Fare	Tokens	TransCard		Rail Station Parking	
	Yes/No			Monthly	Weekly	Daily	Long-Term
1972 - Sep '74	No	\$0.15					
1975 - 1978	Yes	\$0.15					
Mar '79 - Nov '79	Yes	\$0.25		\$10.00			
May '80	Yes	\$0.25	\$0.25	\$10.00			
July '80	Yes	\$0.50	\$0.50	\$17.00	\$4		
Jul '81 - Jul '83	Yes	\$0.60	\$0.60	\$21.00	\$5		
Jul '85	Yes	\$0.60	\$0.60	\$25.00	\$6	\$0.60	
Jun '87	Yes	\$0.75	\$0.75	\$28.00	\$7	\$0.75/\$12	
Jul '88	Yes	\$0.85	\$0.85	\$32.00	\$8	.85/\$14	
Jul '90	Yes	\$1.00	\$1.00	\$35.00	\$9	1.00/\$15	
Jun '92	Yes	\$1.25	\$1.25	\$43.00	\$11	1.00/\$15	
Jul '95	Yes	\$1.50	\$1.50	\$45.00	\$12	1.00/\$15	
Jan '01	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$3.00 or \$6.00
Jul '06	Yes	\$1.75	\$1.75	\$52.50	\$13	Free	\$4.00 or \$7.00
Oct '09	Yes	\$2.00	\$2.00	\$60.00	\$15	Free	\$5.00 or \$8.00
Oct '10	Yes	\$2.00	N/A	\$68.00	\$17	Free	\$5.00 or \$8.00
Oct '11	Yes	\$2.50	N/A	\$95.00	\$23.75	Free	\$5.00 or \$8.00

MARTA Fare Structure

Full Base: \$2.50 • Mobility Base: \$4.00 • Reduced Base: \$1.00										
	Media		Rider Class	Fare	Sales Channel					x(Base)
	Card	Ticket			V	M	R	W	MT	
Cash Fares: Paid on Bus Farebox Per Trip										
Bus Cash Full Fare			Full	\$2.50						1.0
Bus Cash Reduced Fare			Reduced	\$1.00						1.0
Mobility Cash Fare			Paratransit	\$4.00						1.0
Fare Products: Trips										
1 Trip	√	√	Full	\$2.50	√	√	√	√	√	1.0
1 Trip K-12	√	√	Student	\$1.44		√				0.6
1 Trip Reduced Fare	√		Reduced	\$1.00	√	√	√	√	√	1.0
1 Mobility Trip	√		Paratransit	\$4.00	√	√	√	√	√	1.0
Companion 1 Trip	√		Full	\$4.00					√	1.0
2 Trips	√	√	Full	\$5.00	√	√	√	√	√	2.0
2 Trip K-12	√	√	Student	\$2.88		√				1.2
2 Trip Reduced Fare	√		Reduced	\$2.00	√	√	√	√	√	2.0
10 Trip	√	√	Full	\$25.00	√	√	√	√	√	10.0
10 Trip K-12	√	√	Student	\$14.40		√				5.8
10 Trip Reduced Fare	√		Reduced	\$10.00	√	√	√	√	√	10.0
20 Trip (20 Trip Ticket available only Media Sales)	√		Full	\$42.50	√	√	√	√	√	17.0
20 Trip Mobility	√		Paratransit	\$68.00	√	√	√	√	√	17.0
20 Trip Reduced Fare	√		Reduced	\$17.00	√	√	√	√	√	17.0
Pack of 10 (2 Trip) TAP (Transit Assistance Program)		√	Full	\$21.25		√				8.5
Pack of 10 (2 Trip)		√	Full	\$52.50		√				21.0
Fare Products: Time Based Pass - Unlimited rides from first use										
1 Day Pass	√	√	Full	\$9.00	√	√	√	√	√	3.6
2 Day Pass	√	√	Full	\$14.00	√	√	√	√	√	5.6
3 Day Pass	√	√	Full	\$16.00	√	√	√	√	√	6.4
4 Day Pass	√	√	Full	\$19.00	√	√	√	√	√	7.6
7 Day Pass (7 Day Pass Ticket available only Media Sales)	√		Full	\$23.75	√	√	√	√	√	9.5
7 Day Pass Legal Clinic		√	Full	\$11.87		√				4.7
30 Day Pass (30 Day Pass Ticket available only Media Sales)	√		Full	\$95.00	√	√	√	√	√	38.0
30 Day Mobility	√		Paratransit	\$128.00	√	√	√	√	√	32.0

MARTA Fare Structure

Full Base: \$2.50 • Mobility Base: \$4.00 • Reduced Base: \$1.00									
	Media		Rider Class	Fare	Sales Channel				x(Base)
	Card	Ticket			V	M	R	W	
Fare Products: Calendar Based Pass - Unlimited rides aligns with Calendar									
Calendar Monthly	√	√	Full	\$95.00		√			38.0
Calendar Monthly - Student	√	√	UPass	\$68.50		√			27.4
Calendar Monthly Staff/Faculty	√	√	UPass	\$83.80	√	√			33.5
Mobility Calendar Monthly Pass	√		Paratransit	\$128.00		√			32.0
Fare Products: Stored Value									
Per Trip	√		Full	\$2.50	√	√	√	√	1.0
Per Trip Reduced Fare	√		Reduced	\$1.00	√	√	√	√	1.0
Per Trip Mobility	√	√	Paratransit	\$4.00	√	√	√	√	1.0
Fare Products: Non Revenue									
Employee	√		Employee	\$0.00		√			0.0
Employee Retired	√		Employee	\$0.00		√			0.0
Contractor	√		Contractor	\$0.00		√			0.0
EDAAC	√		EDAAC	\$0.00		√			0.0
Child Fare (2 children 46" and under with paid adult)				\$0.00					0.0
Fare Products: Upass 30-Day									
30-Day Pass*	√		UPass	\$68.50	√				27.4

Rider Classes:
 Full Fare; Reduced/Half Fare; Paratransit; Partnership; University Student per UPass;
 University Faculty per UPass; K-12 Student; Employee; Employee Retired; Contractor and
 EDAAC

V= BVM;
M= Media Sales;
R= Ride Stores;
W= Web Sales

MARTA Fare Structure

		Discount Levels*							
Promotional Programs		1 - 199	200 - 499	500 - 999	1,000 - 4,999	5,000 - 9,999	10,000 - 14,999	15,000- 24,999	25,000+
Convention / Visitors	1 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	2 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	3 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	4 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%
	7 Day Pass	0%	5%	6%	7%	8%	15%	17%	20%

*Each discount tier's required purchase minimum may be comprised of any combination of 1,2,3,4 or 7-day passes; discounts applied to total passes purchased.

Partnership Program		1 - 9	10 - 1,499	1,500+OR TMA
Partnership	Calendar Monthly	5%	15%	20%



		Media		Price
		Card	Ticket	
Fare/Breeze Related Policies				
MARTA	Rail/Bus; Bus/Bus; Bus/Rail (Max 4 transfers within 3 hours)	√	√	Free
Regional	Transfer Fare (Reciprocal Agreements for Fixed Route Services)	√	√	Free
	Card Fee	√		\$ 2.00
	Replacement Card Fee (Reduced Fare & Mobility Only) - Initial	√		\$ 2.00
	Replacement Card Fee (Reduced Fare & Mobility Only) - Subsequent	√		\$ 5.00
	Ticket Fee		√	\$ 1.00
	Maximum Stored Value Allowed	√	√	\$ 100.00

Atlanta Streetcar and Light Rail Transit (LRT) Program	
One-Way, Single Trip -Pay on board with exact change -Purchase "Stored Value" at Breeze vending machine located at Streetcar stops and present the receipt on board	\$1.00
One-Day Pass	\$3.00
7-Day Pass*	\$11.00
30 Day Pass*	\$40.00
(5 Days) - Visitor's Pass*	\$10.00

*App Only

MARTA Fare Structure

Parking Fee Structure		
Daily Parking	All daily parking lots and decks are free for customers who park less than 24 hours, except in the designated long-term lots at Brookhaven/Oglethorpe University, Kensington, and the decks at Lenox and College Park	FREE
Long Term Parking	Customers parking in the designated long-term parking lots at Brookhaven/Oglethorpe University and Kensington, and the deck at Lenox	\$ 5.00
	Customers parking in the designated long-term parking deck at College Park	\$ 8.00
	Customers parking 24 hours or more in the designated long-term parking decks at Dunwoody, Sandy Springs and Medical Center	\$ 5.00
	Customers parking 24 hours or more in the designated long-term parking decks at Lindbergh, Doraville and North Springs	\$ 8.00

Appendix L – Debt Service

Appendix L – Debt Service

Debt Service Expenses

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

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

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

The bonds are payable from, and secured by, a first, second, and third liens on amounts deposited in the Sinking Funds (Debt Service) from sales and use tax receipts. Annual sales and use tax revenues are initially deposited into a Sinking Fund (Debt Service) held by the bond trustee as required by the Trust Indenture. Debt service expenses for FY24 are expected to total \$151,480,772.

Sales Tax Revenue Bonds as of July 01, 2023 [\$ million]

Series	Year Issued	Original Principal Issued (\$M)	Year of Maturity	Interest Rate %	Principal Balance
2015B	2015	88.5	2045	2 - 5	84.9
2015C *	2015	93.1	2029	5	93.1
2016A *	2016	90.3	2024	2.3	13
2016B *	2016	243.0	2037	5	243.0
2017A	2017	100.8	2047	3 - 4	100.8
2017C *	2017	263.5	2039	3.25 - 5	260
2017D *	2017	55.8	2030	4 - 5	54.6
2018A *	2018	165.9	2025	4 - 5	70.1
2019A	2019	130.8	2047	3 - 5	130.8
2020A	2020	132.3	2047	3 - 5	132.3
2020B *	2020	270.1	2040	0.2 - 2.68	233.4
2021A	2021	117.5	2045	FRN	117.5
2021D *	2021	275.6	2045	6.25 - 2.98	215.4
2021 - E1 *	2021	61.0	2040	3 - 5	61.0
2021 - E2 *	2021	33.0	2045	4 - 5	33.0
2023A *	2023	65.0	2040	5	65.0
2023B	2023	112.5	2032	5	112.5
Total Sales Tax Revenue Bonds (\$M)					2,020.4

*Refunding Bonds

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

A total of \$151,480,772 is budgeted in FY24 for the principal and interest of outstanding and new debt. There are several limitations related to the Authority’s ability to issue debt. These limitations are outlined below.

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

FY24 Sales Tax Receipt Budget	\$695,129,000	
FY24 Debt Service	\$151,480,772	
 Total Sales Tax Debt Ratio <i>(Requirement is less than 45%)</i>	 \$151,480,772 \$695,129,000	 = 21.79%

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

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

Sales Tax Receipts (FY23)	\$705,828,273	
Total Actual Debt Service Paid (FY23)	\$143,549,015	
 <i>(Requirement is less than 45%)</i>	 <u>\$705,828,273</u> \$143,549,015	 = 4.92

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 (FY23)	\$705,828,273	
Total Outstanding Debt Service (FY24)	\$143,349,343	
Annual Debt Service Required New Bond	<u>\$8,131,429</u>	
Total Future Annual Debt Service	\$151,480,772	
 <i>(Requirement is at least 1.5) Ratio =</i>	 $\frac{\$705,828,273}{\$151,480,772}$	 = 4.66

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.

FY24 Total Sales Tax Receipts Budget	\$695,129,000	
Total Outstanding Debt Service (FY24)	143,349,343.00	
Annual Debt Service Required New Bond	<u>8,131,429.39</u>	
Total Future Annual Debt Service	\$151,480,772	
 <i>(Requirement is at least 2.0) Ratio =</i>	 $\frac{\$695,129,000}{\$151,480,772}$	 = 4.59

Appendix M – Sustainability

Appendix M – Sustainability at MARTA

Sustainability

With more than half a million people taking MARTA every weekday, it's important for us to put sustainability at the forefront of everything we do. As Atlanta's official public transit authority, we have the opportunity to lead the way in making public transportation a truly sustainable part of our region.

MARTA's public transit services are inherently sustainable, as increased ridership means fewer cars on the roads in metro Atlanta, and generating positive environmental, social, and economic benefits. Annually, MARTA prevents over two million metric tons of greenhouse gases (in carbon dioxide equivalent or CO₂e) from being released into the atmosphere.

RECENT SUSTAINABILITY ACHIEVEMENTS

- ✓ Developed Sustainability Data Dashboard
- ✓ Expanded the Water Diversion Program
- ✓ Launched Authority-wide Sustainability Newsletter and ESG Training
- ✓ Partnered with non-profits to clean up the exterior grounds of rail stations and bus stops
- ✓ Launched one-time GAMEDAY app in partnership with the Atlanta Falcons to increase ridership to events at Mercedes-Benz Stadium

As an organization, MARTA is committed to improving corporate adherence to environmental, social, and governance (ESG) principles and sustainability initiatives, as well as upholding Authority values, transparency, and ethics.

In FY23, MARTA formally established and funded its first **Office of Sustainability** to serve as the primary hub for sustainability efforts at the Authority.

Transitioning to a Cleaner Fleet

Electric Buses

MARTA is committed to a 100% zero-emission bus fleet by 2040. MARTA's bus fleet currently consists of 154 diesel buses, 363 compressed natural gas (CNG) buses, and 6 battery-electric buses. In 2023, MARTA was awarded a \$19.3 million Federal Transit Administration (FTA) Low or No Emission Grant which will be used to purchase additional electric buses and charging infrastructure.

Non-Revenue Fleet

MARTA operates 477 non-revenue vehicles, supporting transit operations in Fulton, DeKalb, and Clayton Counties within Atlanta, Georgia metropolitan area. Based on the Annual Procurement Schedule, MARTA plans to transition its fleet to 25% zero-emission vehicles by 2030 per its retirement/replacement schedule. The projected vehicle replacement schedule represents 25% zero emission full electric, 7% hybrid, for a total of 32% alternative fuel by 2030.

Renewable Natural Gas Services Contract

MARTA uses approximately 700,000 MMBtu of compressed natural gas to power its CNG buses. In July 2022, MARTA established a Renewable Natural Gas Revenue Sharing Program utilizing the U.S. Environmental Protection Agency's RIN (Renewable Identification Number) program for biofuels. This program has resulted in over \$450,000 in revenue while promoting the use of renewable energy.

Increasing Ridership through Targeted Initiatives

GAMEDAY App

The Atlanta Falcons, MARTA, Kontron, and Georgia Power invited football fans to leave their cars at home and take MARTA to attend the 2023 New Year's Day game (Falcons vs. Cardinals). This collaboration was created as part of the NFL's Inspire Change which champions equality

in all areas of life including education, sports, environmental/community issues, and criminal justice reform. The MARTA GAMEDAY mobile app offered free rides to fans attending the game. Over 9,900 rides were taken using the GAMEDAY Pass.

Transit-Oriented Development (TOD) & Affordable Housing

The Atlanta Affordable Housing and Transit-Oriented Development (TOD) Initiative is a flexible, multi-product program designed to promote and support the development of ground-up, mixed-income projects that benefit from proximity to MARTA's 38 heavy-rail stations, 12 light-rail stops, and in new transit investment corridors. In March 2022, in collaboration with Goldman Sachs Urban Investment Group, MARTA announced a \$100 million increase to the initiative, totaling a \$200 million investment. The initiative will continue to focus on projects financed through Goldman Sachs' One Million Black Women initiative, a \$10 billion commitment to advance racial equity by investing in Black women. The first investment will be the development of Skyline Apartments, a 250-unit affordable housing community.¹ Additionally, MARTA has entered a partnership with the Housing Authority of DeKalb County to develop a 250-unit affordable community at Kensington Station, located just inside the Perimeter in Decatur on a 35-acre site. These units will be in addition to the 244-unit apartment project that broke ground near the station last summer.²

Contributing to our Community

Global Growers Network

MARTA partnered with the Global Growers Network to establish a farm near Indian Creek rail station in DeKalb County. Produce from the farm will be available at MARTA Markets, which expanded into DeKalb County this year at Kensington and Doraville rail stations. The farm at Indian Creek will host a group of local farmers known as Umurima, a name that pays homage to their home country of Burundi. Since 2010, the

Umurima farmers have grown fresh food for their families and local markets on private land near Avondale rail station with support from Global Growers, an organization known for its network of farms and gardens that facilitate land access for new Americans. The group of women takes MARTA to and from their homes in Clarkston and Stone Mountain to tend to their garden.³

NEXT Movement

MARTA partnered with NEXT Atlanta to launch "The NEXT Movement", a multi-genre arts and social action campaign. A movement fueled by the COVID-19 pandemic and racial injustice, the NEXT Movement brings together Atlanta's most influential artists of color and local leading art activists to share their artistry and personal stories.⁴

Internal ESG Capacity and Capabilities

MARTA is also ensuring its employees increase their knowledge of sustainability and ESG. To align with Earth Day in April 2023, the Office of Sustainability developed and released an Authority-wide ESG training for employees and published its inaugural issue of a quarterly sustainability newsletter. The training introduces employees to sustainability at MARTA, the ESG framework, an overview of work underway and planned at MARTA, as well as how they can contribute in their daily lives to MARTA's sustainability. The quarterly newsletter will feature timely updates for ongoing efforts that also connect to the broader Atlanta and transit communities.

Additionally, MARTA is increasing the number of employees that are certified as Institute for Sustainable Infrastructure's Envision Sustainability Professionals (ENV-SP). This training and certification will help our project teams identify sustainable approaches during the planning, design, and construction of projects.

¹ <https://itsmarta.com/marta-goldman-sach-announcement.aspx>

² <https://www.itsmarta.com/marta-dekalb-kensington-TOD.aspx>

³ <https://www.itsmarta.com/marta-partners-with-global-growers.aspx>

⁴ <https://itsmarta.com/the-next-movement.aspx>

Appendix N – FY19 to FY24 Service Levels

Appendix N – FY19 - FY24 Service Levels

FY19 to FY24 Service Levels by Mode							
Revenue Miles	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Forecast	FY2024 Budget
Bus	28,121,795	28,303,085	26,005,027	23,919,054	28,415,873	24,317,907	28,415,873
Rail	22,511,413	20,430,752	17,210,772	17,937,424	22,726,570	18,158,233	22,726,570
Mobility	7,273,741	6,965,088	5,551,221	6,330,998	6,344,235	7,280,026	7,273,741
Streetcar	60,510	56,422	52,664	61,064	61,064	54,238	61,064
Total	57,967,459	55,755,347	48,819,684	48,248,540	57,547,742	49,810,404	58,477,248

Revenue Hours	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Budget	FY2023 Forecast	FY2024 Budget
Bus	2,278,566	2,322,662	2,102,476	1,885,800	2,328,779	1,915,631	2,328,779
Rail	845,478	771,146	649,313	674,818	853,933	683,584	853,559
Mobility	461,382	480,144	351,973	414,422	421,312	511,366	461,382
Streetcar	12,005	11,586	10,201	12,136	12,136	10,159	12,136
Total	3,597,431	3,585,538	3,113,963	2,987,176	3,616,160	3,120,740	3,655,856

Appendix O – FY24 Board Resolution

RESOLUTION APPROVING THE OPERATING AND CAPITAL BUDGETS FOR FISCAL YEAR 2024

WHEREAS, the Metropolitan Atlanta Rapid Transit Authority Act of 1965 (Georgia Laws 1965, p. 2243), as amended (the “Act”) requires that the Metropolitan Atlanta Rapid Transit Authority (the “Authority”) adopt certain operating and capital funds budgets for each fiscal year following the public hearing held on such budgets; and

WHEREAS, the Board of Directors of the Authority (the “Board”) is required to adopt the Fiscal Year 2024 budgets on or before the last day of the current fiscal year following a public hearing and review of said budgets for Fiscal Year 2024; and

WHEREAS, the Operating and Capital Funds Budgets for the fiscal year beginning July 1, 2023 (the “Fiscal Year 2024 Budgets”) have been prepared and presented to the Board; and

WHEREAS, the Board has been requested to approve a resolution to adopt the Fiscal Year 2024 Budgets; and

WHEREAS, the Board has reviewed the proposed Fiscal Year 2024 Budgets and has reviewed estimates of revenues, operating costs (including the utilization of lease and rental income and earnings on principal from the prior fiscal years’ sales tax surpluses to fund operating costs), patronage and other similar factors; and

WHEREAS, the Board has determined, following such review and the public hearings held as required by the Act, that the proposed Operating and Capital Funds Budgets for Fiscal Year 2024 should be adopted;

WHEREAS, in addition, the Board desires to maintain flexibility in the financing of capital improvements undertaken by the Authority from time to time; and

WHEREAS, it may be necessary for the Authority to expend monies from the Authority's existing funds prior to the issuance of revenue bonds issued to finance capital improvements, and the Board desires to put in place necessary steps to preserve the ability of the Authority to issue revenue bonds and to reimburse the Authority for certain expenditures made prior to the issuance of such revenue bonds.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority as follows:

- 1) That the proposed Fiscal Year 2024 Budgets, set forth in summary form in Exhibit "A" (which Exhibit "A" and which Fiscal Year 2024 Budgets are attached hereto and by this reference incorporated herein in their entirety), be and hereby are adopted as the Authority's official budgets for Fiscal Year 2024;

- 2) That, as set forth in Exhibit "A", the sums of:
 - i) Seven hundred twelve million three hundred ninety-nine thousand two hundred fourteen dollars (\$712,399,214) for Gross Operating Expenditures;
 - ii) Eight hundred fifty-four million five hundred six thousand six hundred thirty-seven (\$854,506,637) for the Capital Improvement Program Cash Disbursements.

- 3) That the revenues or funds described in the Fiscal Year 2024 Budgets as summarized in Exhibit "A" hereto be and hereby are authorized to be used to pay operating costs of the Transit System together with any other revenues or funds not specifically identified herein that by law may be used for such purposes;

- 4) That the fare structure, as shown in Exhibit "B", will be in effect during Fiscal Year 2024;

- 5) That all daily parking lot and parking decks will be free for patrons parking less than 24 hours, with the exception of the long term overnight parking at College Park, Lindbergh, Lenox, Kensington, Brookhaven/Oglethorpe University, Doraville, Medical Center, Dunwoody, Sandy Springs, and North Springs Stations as shown in Exhibit "B";

- 6) That at the discretion of the General Manager/CEO and pursuant to the terms of The MARTA Act, the Sales tax revenues may be utilized for capital and operating expenses accordingly; and

- 7) That all lawful acts of the General Manager/CEO or chosen delegates heretofore taken or commenced on behalf of the Authority in pursuance of the programs, purposes and objectives reflected in the budgets for Fiscal Year 2024 or any preceding year be and hereby are ratified and affirmed.

Adopted this 8th day of June, 2023

(SEAL)

ATTEST



(Assistant) Secretary



APPROVED AS TO LEGAL FORM:

DocuSigned by:

Peter J. Andrews

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**Chief Counsel, Metropolitan Atlanta
Rapid Transit Authority**

Appendix P – Glossary

Appendix P - Glossary

A

Accounting Basis

MARTA uses the accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.

Accruals

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

Americans with Disabilities Act (ADA)

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

American Rescue Plan Act of 2021

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

Amortization

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

Appropriation

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

Approved Budget

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

Articulated Bus

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

Associated Capital Maintenance (ACM)

A Federal Transit Administration capital program that subsidizes the cost of operations through the funding of certain bus and rail maintenance expenses.

Atlanta Regional Commission (ARC)

An organization dedicated to improving the quality of life for all citizens of the Atlanta region through professional planning initiatives and the provision of objective information with board membership currently comprised of 10 counties and 64 municipalities.

Audit

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

B

Balanced Operating Budget

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

Balanced Capital Improvements Budget

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

Bond Proceeds

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

Bus Rapid Transit (BRT)

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

Business Transformation Program (BTP)

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

C**CARES Act**

The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill passed by the 116th U.S. Congress and signed into law on

March 27, 2020, in response to the economic fallout of the COVID-19 pandemic in the United States. The CARES Act provides emergency assistance and health care response for individuals, families and businesses affected by the COVID-19 pandemic.

Capital Budget

The portion of the budget that provides for the funding of improvements, projects and major equipment purchases. Generally, a capital item is one that has a cost in excess of \$5,000, increases the life or capacity of an asset, can be inventoried, and has an economic life in excess of one year.

Capital Expenditures

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

Capital Projects Funds

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

Capital Revenues

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

Clean Air Act Amendments (CAAA)

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

Commercial driver's license (CDL)

Bus drivers are required to have a passing score on the written CDL test prior to employment. The practical exam for the completion of the CDL license is conducted as a component of the bus operator certification program.

Compressed Natural Gas (CNG)

A fuel used in a clean engine technology.

Congestion Mitigation & Air Quality (CMAQ)

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

Contingency Funds

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

Cost Allocation

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

D**Debt Service Funds**

MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.

Depreciation

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

E**Enterprise Fund**

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

F**Federal Operating Assistance**

Revenue received from federal sources to compensate operating expenses.

Federal Transit Administration (FTA)

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

Feeder Service

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

Fixed Route Bus System

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

Flex Vans

Vans that have routes that are flexible.

G**General Operating Fund**

MARTA uses a General Operating Fund for all operating activities and financial resources except for those accounted for in another fund. This principle is in accordance with GAAP.

Grant

Revenue from another governmental body or organization, usually in support of a specific program or function.

H**Half-Fare Program**

A MARTA program to subsidize the transit costs of the elderly and handicapped. Eligible participants may apply for an annual pass that allows the payment of a reduced fare.

Headway

The time between the arrival of buses or trains on the same route.

I**Intelligent Transportation Systems (ITS)**

Advanced electronics and computer systems that increase the efficiency and safety of highway transportation and transit. At MARTA this includes Computer Aided Dispatch and Automated Vehicle Location, Automatic Passenger Counting, Audio and Video Announcement Devices, and the Advanced Traveler Information System.

Interest Income on Capital Reserves

Income gained from interest on funds that have been placed in reserve for capital replacement and interest on real estate proceeds to be used to subsidize operations, as authorized by the MARTA Act with Board Approval.

K**KPI's**

Key Performance Indicators used to measure performance.

L**Lease In/Lease Out (LILO) capital leases**

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

Life Cycle Asset Reliability Enhancement (L-CARE)

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

Lift-Van (L-Van) Service

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

Linked Trip

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

M**MARTA**

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

MARTA Act

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

Mean Distance Between Failures (MDBF)

This is a performance measurement that measures the transit fleet's mechanical reliability and success of preventative maintenance efforts.

More MARTA Atlanta

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

O**Obligations**

Funds that have been obligated to a specific purpose but have not been expended.

Operating Budget

The portion of the budget that provides for the day-to-day operations of the Authority including salaries, benefits, services, materials, and other expenses.

P**Paratransit Service**

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

Passenger Revenue

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

Peak Period

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

Prior Years Carry-Over

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

Q**Q-Bus**

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

R**Revenue Bonds**

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

Revenue Passengers

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

Revenue Service

Transit service for the purpose of generating revenue as distinguished from trips which place vehicles at route beginning or ending points; trips

run for maintenance purposes; or trips which carry passengers without charge.

Ride with Respect Campaign

Code of Conduct aimed at improving the overall customer experience by targeting nuisance riders. Under the code of conduct, prohibited activities include solicitation, selling goods or services, loud music, spitting, littering, eating on transit vehicles, drinking on transit vehicles without re-sealable drink containers, fighting and disruptive behavior – many of which are also violations of state law and could result in arrest. Failure to follow the Code may result in immediate expulsion from MARTA property, suspension from the use of transit property and services, and loss of unused fare media that expires during suspension. Those who feel that they have been unfairly cited for Code violations can contest their suspension with the MARTA Suspension Panel.

S**SAFETEA-LU**

Surface Transportation Reauthorization Act is a federal law passed in 2005 to replace TEA-21 (Transportation Equity Act of 1998). It authorizes highway, highway safety, transit and other transportation programs for five years. The act provides operating and capital funds to MARTA.

Sales Tax

A tax levied and collected by the State for the benefit of the Authority. The "MARTA Sales Tax" is 1% sales and use tax generated until June 30, 2047 in Fulton, DeKalb, and Clayton counties with an additional ½ penny from the city of Atlanta until June 30, 2057.

Section 5309 (Formerly Section 3)

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

Section 5307 (Formerly Section 9)

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

Senior Staff

MARTA staff at the Director level and above.

T

Title Ad Valorem Tax

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

TSPLOST (Transportation Special Purpose Local Option Sales Tax)

Several different sales taxes that are imposed in various Georgia jurisdictions. It is used to fund capital outlay projects proposed by county and municipal governments

Trackway renovations, phase II (TRII)

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

Transit Oriented Development (TOD)

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

Transit Operations

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

U

Unlinked Trip

A passenger count based on each portion, or leg, of a transit trip. For example, a passenger journey that begins by bus, transfers to rail and then transfers to bus again before leaving the system counts as three unlinked trips.

Appendix Q – Acronyms

Appendix Q - Acronyms and Abbreviations

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

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

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

Appendix R – Rail Map

Rail Map



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

How to Contact MARTA

By mail or in person:

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

To reach MARTA headquarters at Lindbergh Station:

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

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

Online:

<https://www.itsmarta.com>

By Phone:

Route and Schedule Information

Monday – Friday:
7 a.m. until 7 p.m.
Weekends and Holidays:
8 a.m. until 5 p.m.

404-848-5000
Email: schedinfo@itsmarta.com

MARTA Mobility Reservations

404-848-5000, Select Option 3

MARTA Police

Non-Emergency: 404-848-4900
Emergency: 404-848-4911
Email: martapolice@itsmarta.com

Customer Service

Monday – Friday:
8 a.m. until 5 p.m.

404-848-5000
Email: custserv@itsmarta.com