

FY2025

Adopted Budget Book October 2024

Division of Finance Office of Budget & Grants



Metropolitan Atlanta Rapid Transit Authority

Fiscal Year 2025

Adopted Operating & Capital Budgets

July 1, 2024 – June 30, 2025

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, 2023**. 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
Award*

PRESENTED TO

**Metropolitan Atlanta Rapid Transit Authority
Georgia**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

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

At MARTA, our unwavering commitment is to our riders. The entire team at the authority recognizes our pivotal role in not just Atlanta’s success, but the region as a whole – a responsibility we take seriously.

Guided by the MARTA 2040 Project, we've made significant strides to create a better, more connected Atlanta. Ridership is rebounding strongly, reaching record levels of customer satisfaction; we've made transit-oriented development (TOD) the cornerstone of MARTA's efforts throughout the metro area, and large-scale development projects – which include enhancing and replacing current amenities, expanding our services, and rehabilitating underused or outdated features – are addressing the needs of the entire MARTA system. Our efforts aim to improve core services and have brought positive changes throughout the authority.

In FY2024, we implemented strategic initiatives to enhance safety, reliability, customer experience, and equity. Looking ahead to FY2025, our mission remains centered on advocating and providing safe, multimodal transit services that advance prosperity. We propose a balanced FY2025 operating and capital budget that prioritizes essential projects, accommodates new railcars and buses, upgrades fare collection equipment, and improves service information technology. I extend my gratitude to the Board of Directors for their leadership and approval, and to our dedicated staff for their sacrifices and perseverance.

The FY2025 Budget of \$1.6 billion allocates \$654.4 million for operations and \$909.2 million for our capital program. This will ensure long-term financial sustainability, help us deliver on collective bargaining agreement obligations, and maintain the current system in a state of good repair. Over the next fiscal year, our riders can expect numerous enhancements and expansions across the entire system.

As MARTA continues to address the current and future transportation needs of the region, we invite your feedback and collaboration. Together, we can ensure MARTA continues to serve as a vital lifeline for the region, taking people where they want to go today and tomorrow.

Thank you for your ongoing support.



Collie Greenwood
General Manager and CEO, MARTA

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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 will:

1. Create a delightful customer experience at all touchpoints of MARTA's services
2. Hire, train, and retain a qualified and motivated workforce that meets current and future needs
3. Create a transit experience that is safe, secure, clean, reliable, and frequent
4. In all areas of financial budgeting, projecting, reviewing, and optimizing, act as stewards to the citizens being served
5. Advance MARTA's technology to improve operations and customer service
6. Utilize capital programs to provide safe, reliable, and innovative services as the region's trusted transit authority

MARTA Board of Directors

Officers



Kathryn Powers
Chair
Clayton County



Jennifer Ide
Vice Chair
City of Atlanta



W. Thomas Worthy
Immediate Past Chair
Governor Appointee



Roderick A. Frierson
Treasurer
DeKalb County



Al Pond
Secretary
Fulton County

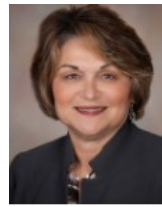
Directors



Stacy Blakley
Fulton County



Jim Durrett
DeKalb County



Freda B. Hardage
Fulton County



Rita A. Scott
DeKalb County



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

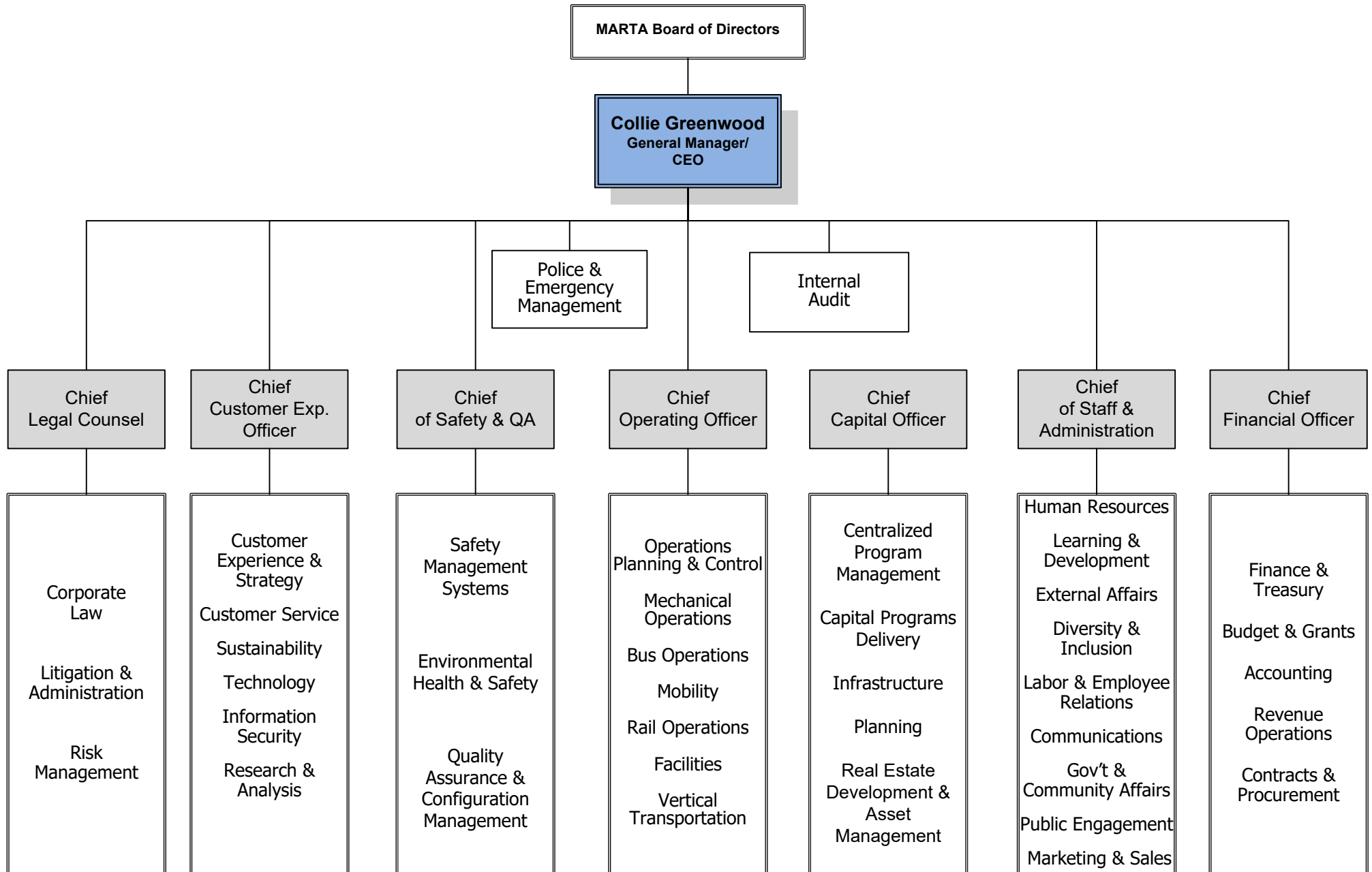
CHIEF CAPITAL OFFICER
Carrie Rocha

CHIEF ADMINISTRATIVE OFFICER
LaShanda Dawkins
(Interim)

CHIEF OF STAFF
Steven Parker
(Interim)

CHIEF FINANCIAL OFFICER
Kevin Hurley

MARTA Organization Structure



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

Budget Overview

Executive Summary

The Metropolitan Atlanta Rapid Transit Authority (MARTA) FY2025 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.

On June 13, 2024, the Board of Directors adopted a \$1.6 billion FY2025 budget for the agency. The budget includes \$654.5 million in net operating funds and \$909.2 million for the agency's capital projects. The capital budget includes \$76 million for the agency's multi-year Station Rehabilitation Program and \$92 million for a \$646 million investment for new railcars, the first of which are expected to arrive later this year.

The budget increases spending to prepare MARTA for major events in FY 2026. Although our agency is still experiencing ridership below pre-pandemic times, ridership is returning for larger events. Sales tax proceeds account for about 59% of MARTA's operating budget, while passenger revenue accounts for nearly 13%. The budget is built on roughly \$386.5 million in sales tax revenue, nearly \$82 million in passenger revenue and \$80 million in federal operating assistance. The \$654.5 million operating expenses are roughly \$23 million more than the authority's fiscal year 2024 budget. The budget includes a 4% salary increase for non-union employees, and it funds the authority's obligations under a collective bargaining agreement.

The authority is in the midst of a \$1 billion multi-year Station Rehabilitation Program initiative to overhaul all 38 stations. MARTA is paying for the upgrades using State of Good Repair Funds from the capital budget, and in May 2024, reopened the system's Airport Station following a six-week closure as part of a \$55 million upgrade.

The Fiscal Year 2025 budget marks the 13th consecutive year the board has approved a balanced budget without a fare increase. The budget underscores our priorities of keeping the current system in a state of good repair, building the MARTA of the future, and growing ridership.



In an ongoing commitment to customer service and system improvement, the budget prioritizes projects necessary to ensure customer safety, those associated with the arrival of the new railcars, new buses, infrastructure, station rehabilitation, new fare collection equipment, and technological upgrades to service information.

Thanks to investments in engineering, planning, and design work, our customers will see multiple improvement and expansion projects systemwide over the next year. MARTA is 45 years old, and these projects represent an investment in the next 45 years and beyond.

MARTA's Capital Improvement Program continues to advance, several projects such as MARTA Rapid Summerhill, the region's first bus rapid transit line, that opens for service next year, and the Five Points Transformation, initially set to get underway in July 2024. In addition to the \$76 million for the multi-year Station Rehabilitation Program and \$92 million for the procurement of new railcars, the budget allocates \$32 million for the procurement of new buses, \$25 million to advance the Clayton County Operations and Maintenance Facility project, and \$20 million to continue the development and implementation of a new fare collection system.

MARTA leadership is mindful of the challenges facing the transit industry from procurement to ridership and recognizes that our agency is faring better than other agencies in many regards due to sound financial decisions. Our board members and leadership remain committed to ensuring MARTA is a good steward of public money.

FISCAL YEAR 2024 SUCCESSES

The FY2025 budget builds on and continues our FY2024 successes which include the following:

We Improved the Customer Experience

- Added 262 Bus Shelters and Amenities
- Resurfaced 5 rail station parking lots
- Instituted platform lighting at 4 rail stations
- Upgraded payment systems at 4 long-term parking decks

- Added 3 Breeze Mobile 2.0 partners (Xpress, Ride Gwinnett, and CobbLinc)
- Added 1 new Station Soccer pitch at East Lake Station
- Improved real-time bus and rail arrival information through technology

We are Stronger Financially

- Confirmed AAA Bond Rating by S&P, Fitch, and Kroll on recent bond transactions and conducted refunding transactions that saved \$42.1M
- Received \$1.75 million in funding from the U.S. Department of Transportation (USDOT) to stand up Transit Oriented Development (TOD) accelerator to close capital funding gaps for projects across the region
- Completed FTA Triennial Review with zero outstanding action items
- Established four-year plan to balance recurring income to expenses

We are Safer and More Secure

- MARTA Police Department was awarded the APTA 2023 Rail Security Gold Award for heavy rail stations for outstanding security programs, specifically the Joint Bike Patrol Team partnership with Atlanta Police Department.
- Added 20 CCTV security cameras in surface parking lots
- 6% decrease in Part 1 Crimes
- 5% decrease in Bus Operator Assaults
- Launched Real Time Crime Center project to leverage technology to support a safe system
- Completed Bus Safety Hazard Reporting Campaign initiative, winning APTA's 2024 Gold Safety Award
- Achieved a 3-year low in GDOT State Safety Oversight reportable safety events and closed 89% of Rail Safety Corrective Actions with GDOT State Safety Oversight.

We are Advancing our Capital Program

- Over \$300M of construction work is underway
- Station Rehabilitation Program progress with major construction work at Airport, Indian Creek, Five Points, College Park, Lenox, and East Lake Stations

- Completed 5 station parking lot rehabilitations – improved ADA access, lighting, and safe access to stations
- MARTA RAPID Summerhill project started construction; first new BRT vehicle will be delivered in August 2024
- Deployed Unifier as Project Management Information System
- Three (3) Locally Preferred Alternatives (LPAs) adopted for major projects in planning
- Progressed two (2) major projects from planning into final design
- On track to complete the 1,000 Amenities Program ensuring 70% of customers have a sheltered space in which to wait for their bus

FISCAL YEAR 2025 CHALLENGES

MARTA continues to experience persistent worker shortages that began at the height of the Covid pandemic when vacancies averaged about 12% to 13%, and are currently hovering at 11%. The trend is expected to continue into fiscal year 2025 – 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 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 also targeted the recruitment of U.S. military veterans and offers technical training for some careers.

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

and supply chain issues, MARTA is facing acute growth of accident claims (3rd Party Liability Costs) which threaten fiscal stability with MARTA facing multimillion dollar claims.

FISCAL YEAR 2025 IS OFF TO A GOOD START!

MARTA has been honored with the Outstanding Public Transportation System Award by the American Public Transportation Association (APTA) for remarkable leadership, systemwide excellence, and serving as an exemplary role model for other North American transit agencies.

“To be recognized like this by our peers working in transit throughout North America is truly an honor and a recognition of the outstanding work our 5,000 employees do every day,” said Collie Greenwood, General Manager and CEO at MARTA. “What this award demonstrates to me is that this focus on people is paying off at MARTA, and I hope this award energizes everyone at our agency as we plan the next level of improvements and innovation.”

APTA's selection criteria encompassed various aspects, including infrastructure development, technology and innovation, sustainability, equity, customer service, and community engagement. As MARTA undertakes its most significant capital expansion in 45 years, the agency has introduced award-winning programs across all key areas of operation and has received annual recognition from APTA for its innovations and customer-focused initiatives.

MARTA received recognition for excellence in:

- **Financial Management:**
Due to an enhanced credit rating to lower debt service costs and our bond ratings which resulted in savings of \$42M.
- **Safety & Security:**
MARTA remains one of the safest transit agencies in the country and has won multiple APTA Awards for its innovations and customer-focused initiatives in safety and security.

- **Cleanliness:**
The agency's Station Management program has implemented an eyes-on, hands-on, and game-on approach across MARTA's rail system to ensure customers experience cleaner and better maintained stations and amenities.
- **Infrastructure Maintenance:**
MARTA is investing in its current rail fleet through its fleet life expansion program, while also purchasing a new fleet of state-of-the-art railcars. The agency has also focused on maintaining its bus fleet, renovating rail tracks, and rehabilitating its escalator and elevator equipment.
- **Diversity, Equity & Inclusion:**
MARTA has recruited a diverse workforce and supported its employees through the creation of employee resource groups. Setting the tone from the top, women hold 40 percent of the ranks of MARTA's Executive Management Team and racial diversity is prioritized with 60 percent people of color in leadership.
- **Customer Service:**
MARTA worked with a local non-profit to create MARTA HOPE (Homeless Outreach and Proactive Engagement), a transit-specific outreach team, that has connected more than 1,300 people to temporary shelter. On the digital side, MARTA's Office of Customer Technology has deployed an enhanced data feed to the real-time arrival displays at all 38 rail stations, making this data more accurate for customers using our digital platforms.
- **Sustainability:**
MARTA's achievements in Environmental, Social, and Governance (ESG) practices reflect the agency's commitment to sustainability principles and underscore its role as leaders in sustainable public transit. For example, MARTA deployed two retired rail cars into the Atlantic Ocean as artificial reef material to provide stable habitats for marine life, support ecosystem resilience, and foster coral and algae growth.
- **Marketing:**
MARTA has launched innovative marketing campaigns over the past three years to retain and attract riders, including 50 Years of Hip Hop, MARTALand Holiday Activations, and the 50th Anniversary of MARTA's longest serving bus operator, Coy Dumas.

In May of 2024 MARTA announced a multi-year brand partnership with Atlanta United. Highlights of the partnership include co-branded apparel, social media promotions, in-stadium branding, digital marketing, and radio advertising. Mercedes-Benz Stadium is within walking distance of both MARTA GWCC/CNN and Vine City rail stations, and in 2023, an average of 17,000 fans rode MARTA to Atlanta United home matches. The brand partnership will help MARTA foster deeper engagement and connection with customers, while also supporting Atlanta's emergence as the nation's soccer capital.
- **Community Relations:**
MARTA's Community Relations program is embedded in neighborhoods across the agency's service area and has spearheaded vital programs to address food deserts and to help create a more vibrant, livable region. MARTA has also expanded the world's first and only transit-accessible "League of Stations" with new Station Soccer pitches at Kensington, Lindbergh, and East Lake stations, allowing kids and adults to cultivate healthy lifestyles through sport and transit at their home stations and across the system.

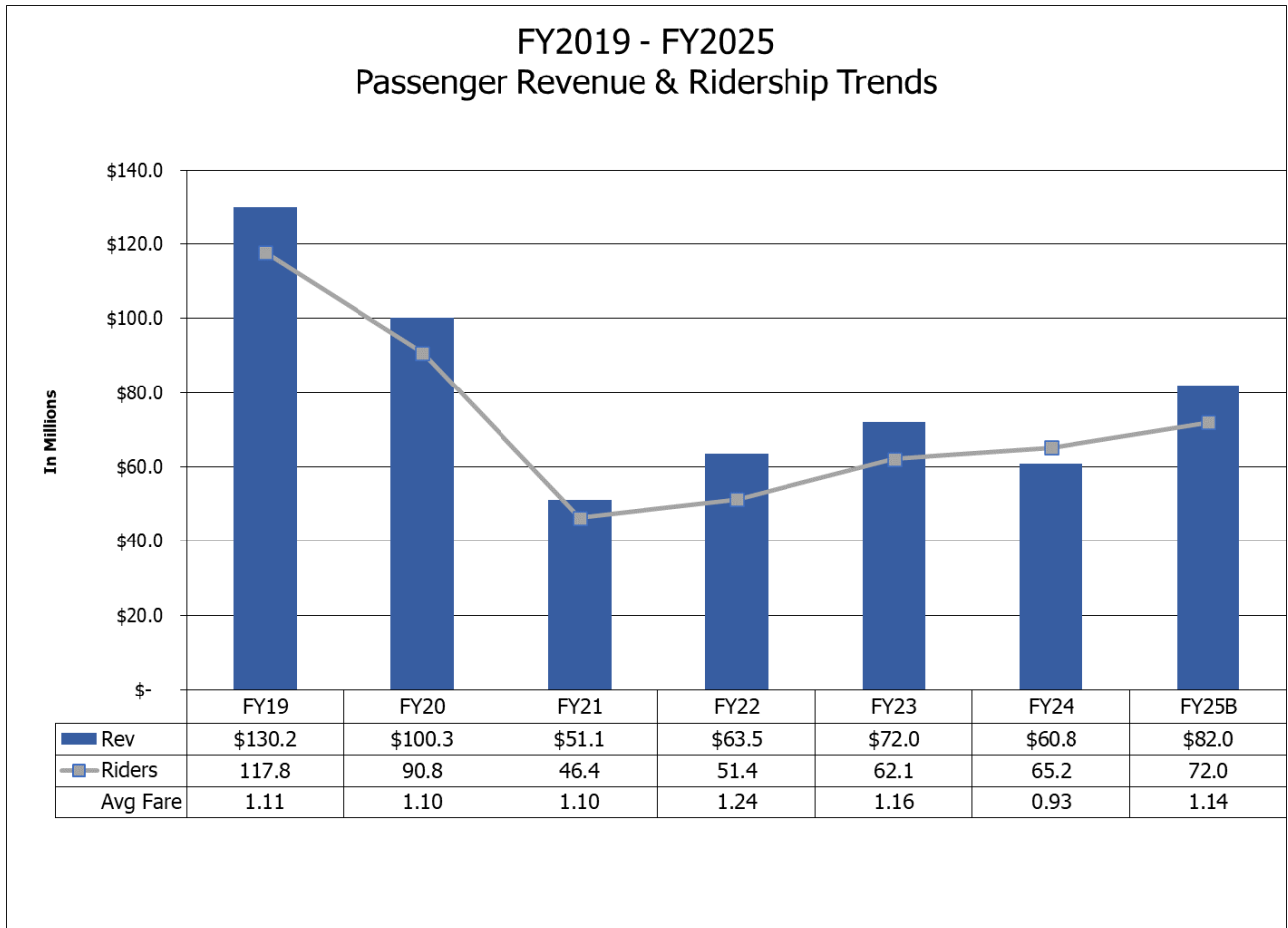
In 2020 MARTA launched its first-ever Riders' Advisory Council (RAC), an all-volunteer group providing feedback on improving the overall transit experience for customers. The creation of the 24-member council fulfills a pledge to make the authority more customer-focused and a commitment to transform the authority's business practices. RAC members meet monthly to learn about the inner workings of the transit system while offering their viewpoints on potential customer impacts of projects

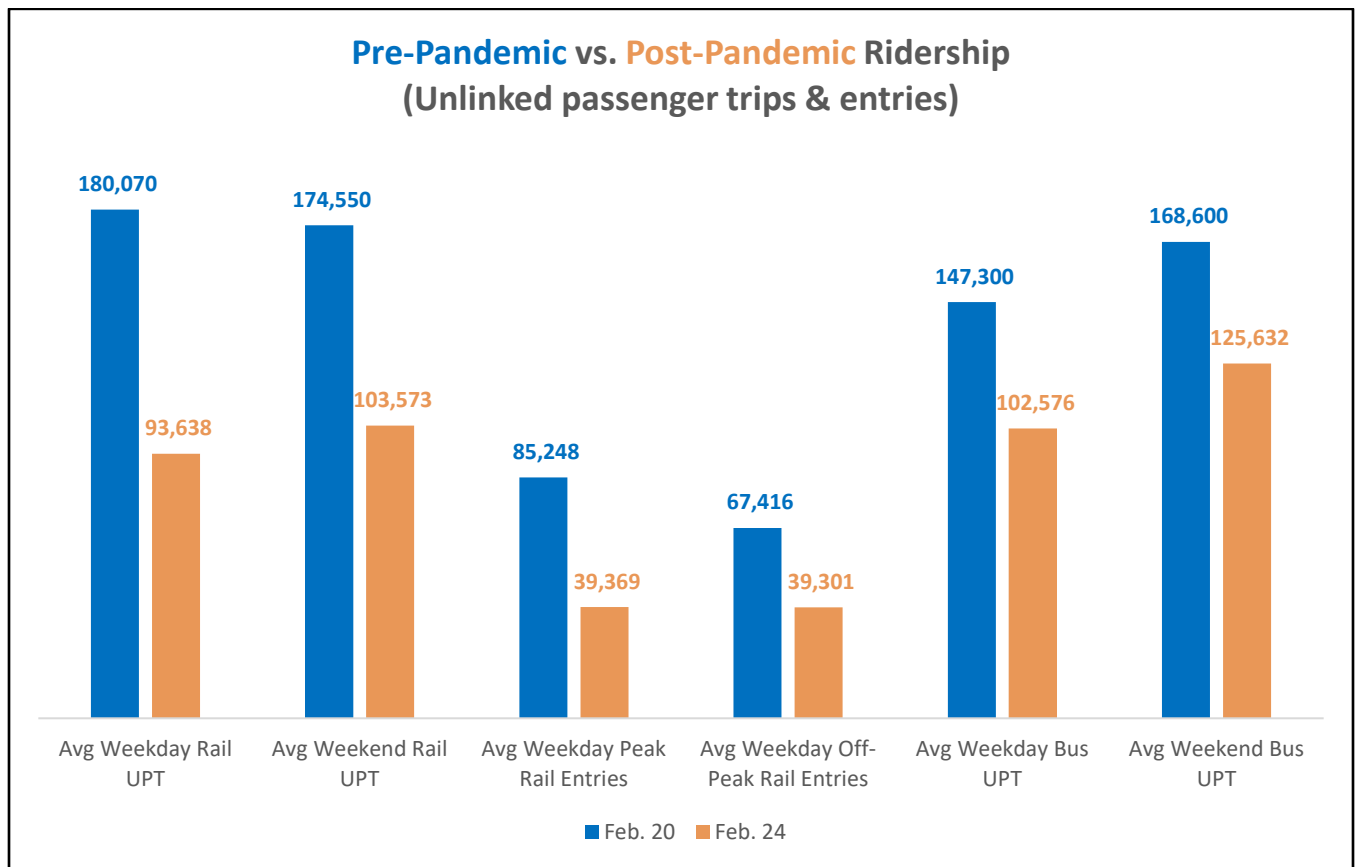
such as realignment of MARTA's bus network, station enhancements, design of new railcars, customer communications, and the rollout of digital signage. The RAC is comprised of people who represent a diverse cross-section of the communities MARTA serves in Fulton, DeKalb, and Clayton counties, and the City of Atlanta.

Through these efforts across multiple categories, MARTA has demonstrated a strong commitment to enhancing transportation services in the Atlanta metropolitan area. This award demonstrates that MARTA has been improving its transit system by prioritizing the needs of passengers as the agency continues to play a vital role in connecting communities and promoting economic development in the Atlanta region.



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 at least partly 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.





- **Weekday rail ridership continues to be impacted more than weekend rail ridership:**
 - Average rail ridership per weekday in February 2024 (93,638) was **52%** of the average rail ridership per weekday in February 2020 (180,070).
 - Average rail ridership per weekend in February 2024 (103,573 for Saturday and Sunday combined) was **59%** of average rail ridership per weekend in February 2020 (174,550).
 - We believe that reported rail ridership is lower than true totals due to a combination of increased fare evasion and technical issues with faregates which will be resolved through the AFC 2.0 project. Rail ridership is counted using automatic fare collection (AFC) data, while bus ridership is counted using automatic passenger counter (APC) data.
- **Bus ridership has recovered better than rail for all day types:**
 - Average bus ridership per weekday in February 2024 (102,576) was **70%** of the average bus ridership per weekday in February 2020 (147,300).
 - Average bus ridership per weekend in February 2024 (125,632 for Saturday and Sunday combined) was **75%** of average bus ridership per weekend in February 2020 (168,600).
- **Rail ridership during the weekday AM and PM peak commuting periods continue to be impacted more than during the off-peak periods:**
 - Average rail entries during the weekday peak commute periods (6AM-9AM and 3PM-7PM) in February 2024 (39,369) were **46%** of the average rail entries during the weekday peak commute periods in February 2020 (85,248).
 - Average rail entries during the weekday off-peak periods in February 2024 (39,301) were **58%** of the average rail entries during the weekday off-peak periods in February 2020 (67,416).
- **Weekday peak period rail ridership from the northern part of the Red Line continues to lag:**
 - North Springs, Medical Center, Dunwoody, and Sandy Springs were all in the lower third of all stations in terms of February 2024 average weekday peak entries as a percent of February 2020 (Medical Center the highest among those stations at 37.4%, Sandy Springs the lowest at 26.7%).

- **Rail ridership to/from Hartsfield-Jackson International Airport has recovered relatively well:**
 - Average daily entries for all day types and time periods at Airport in February 2024 were 76.2% of those in February 2020, the highest total among all stations (Indian Creek was second, at 72.2%). Average daily exits at Airport in February 2024 were 64.40% of 2020's total, third in the system, behind Indian Creek and Lindbergh Center.
 - Daily entries and exits at Airport have generally followed trends in number of daily airline passengers, except when the station was closed for most of April and May 2024. Airport has also become the most-used station in the system, with Five Points holding that spot in pre-pandemic years.
- **For additional context, rail ridership for large special events has recovered well, suggesting that despite the pandemic's impact on commute trips, people are choosing to ride MARTA again for other purposes:**
 - The COPA America games hosted at Mercedes-Benz Stadium in June 2024 were particularly well-attended: The game between the United States and Panama on June 27, 2024 drew approximately **90%** of the ridership of a full-stadium Atlanta United game from 2019.
 - Ridership for the Taylor Swift Eras Tour shows at Mercedes-Benz Stadium the weekend of April 28 – April 30, 2023 ranked among the highest totals for any event at the stadium since it opened.

MARTA Department of Research & Analysis

FISCAL YEAR 2025 STRATEGIC PRIORITIES

FY2025 Strategic Priorities include support for initiatives that will build stronger connections to our communities.

Customer-Focused

Create a delightful customer experience at all touchpoints of MARTA's services.

Elevating the Customer Journey

MARTA has made significant improvements to enhance the overall transit experience by adding 262 bus shelters and amenities, resurfacing five rail station parking lots, and installing brighter platform lighting at four rail stations. The payment systems at four long-term parking decks have been upgraded, while partnerships with three new Breeze Mobile 2.0 partners—Xpress, Ride Gwinnett, and CobbLinc—have been established. Additionally, a new Station Soccer pitch was added at East Lake Station, and technology enhancements are underway to improve real-time bus and rail arrival information, ensuring a more efficient and user-friendly service for all passengers.

Station Soccer Atlanta run by the not-for-profit Soccer in the Streets since 1989, connects communities through transit, soccer, and leadership training, offering free soccer programs for underserved youth in metro Atlanta. Launched in 2016 at Five Points Station, it became the first soccer field project inside a train station globally, with expansion to West End Station in 2018. The initiative will continue to grow through "The League of Stations," where communities compete via the MARTA transit network. Key partners include The Atlanta United Foundation, MARTA, and The City of Atlanta, as Atlanta positions itself as a burgeoning soccer hub benefiting economically from major soccer events and international tournaments.

In 2023, MARTA expanded its **Fresh MARTA Markets** in DeKalb County and launched the *Goodr* Mobile Grocery Store in Clayton County to enhance food access for underserved communities. Operating from April through December, the MARTA Market features farm

stands at seven stations, providing fresh produce from Tuesday to Friday, with each stand open one day a week. This initiative, a collaboration between MARTA, Community Farmers Markets, and partners like Atlanta Community Food Bank and Open Hand, sources locally grown produce while also offering non-local options, allowing customers to shop for fresh food conveniently on their way home. The goal is to ensure that healthy, fresh food reaches local communities with limited access.

MARTA HOPE (Homeless Outreach and Proactive Engagement)

Launched in August 2020, MARTA HOPE is a partnership with HOPE Atlanta designed to assist individuals experiencing homelessness on the transit system, a situation exacerbated by COVID-19 and a lack of affordable housing. Recognizing that transit property can serve as a refuge for those in need, MARTA implemented a humane, service-oriented approach to address safety concerns without criminalizing homelessness. The program aims to maximize direct assistance while minimizing police involvement in non-criminal situations. Outreach teams, consisting of experienced case managers and uniformed protective specialists, engage with individuals across the transit network to offer dignified support. These specialists, trained in de-escalation and crisis intervention, connect individuals to essential services such as shelter, counseling, job opportunities, and family reunification, enhancing the overall transit experience for all customers.

Workforce Development

Hire, train, and retain a qualified and motivated workforce that meets current and future needs.

Talented Teams

At MARTA, we understand that a skilled and dedicated workforce is essential for delivering exceptional service now and in the future. To ensure we meet today's demands and tomorrow's challenges, we are prioritizing three key areas:

1. Attracting and retaining top talent
2. Fostering engagement, empowerment, and recognition

3. Promoting professional and technical skill growth

By focusing on these priorities, we aim to enhance our service quality and support our team's success.

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 cannot happen without our employees, and we have built our organization around giving back to those who devote their work to serving the Atlanta community.

The following items are built into the FY25 budget to support MARTA employees:

- 63% 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 will have enhanced recognition initiatives throughout the authority.
- We are also spending approximately \$200K for training and leadership development, so our team is ready to tackle the challenges ahead.
- We budgeted \$1.1 million for commercial drivers' license training to support the rapid deployment of new bus operators.
- We are creating a competency framework and redefining career paths for employees.
- MARTA provides healthcare coverage so the employee share is limited to 17% for represented and 25% for non-represented employees.

Operational Excellence

Create a transit experience that is safe, secure, clean, reliable, and frequent.

Safety

MARTA received the American Public Transportation Association (APTA) Bus Safety Gold Award at the 2024 APTA Mobility Conference, for its campaign to incentivize bus operators to identify and report road hazards or unsafe working conditions.

The Department of Safety and Quality Assurance launched a seven-month campaign from fall 2022 to spring 2023, encouraging bus operators to report hazards via a hotline, with the incentive of monetary awards for verified reports. Throughout the initiative, operators identified 49 hazards, such as obstructive tree limbs and road signs, all of which were subsequently addressed.

National Recognition

MARTA was awarded the American Public Transportation Association (APTA) 2024 Outstanding Public Transportation System Award for their dedication to advancing the future of public transportation, creating vital connections between communities and driving innovation. The 2024 APTA Honors Awards recognizes public transport industry members in North America "who have demonstrated significant leadership" and are "outstanding role models of excellence."

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.

Fiscal Responsibility

In all areas of financial budgeting, projecting, reviewing, and optimizing, act as stewards to the citizens being served.

Strategic Budgeting

MARTA aims to be a responsible steward of public funds while providing reliable and efficient transit services. We prioritize transparent financial reporting by publishing detailed budgets and financial reports, ensuring stakeholders and the public are informed about our revenue sources and expenditures. Regular budget reviews help us adjust financial strategies based on operational needs and changing circumstances. To manage expenses effectively, MARTA implements cost control measures, such as optimizing maintenance schedules and minimizing overtime, while directly collaborating with departments during the budget season.

Engaging with the community is vital; we hold public meetings and maintain an advisory board to align our budget decisions with the needs of our riders. Recently, MARTA confirmed a AAA bond rating from S&P and Kroll on recent bond transactions, conducting refunding transactions that saved \$42.1 million. Additionally, we received \$1.75 million in funding from the U.S. Department of Transportation to launch a Transit Oriented Development (TOD) accelerator aimed at closing capital funding gaps for regional projects. Completing the FTA Triennial Review with zero outstanding action items, MARTA has also established a four-year plan to balance recurring income with expenses, ensuring sustainable operations for the future.

Digital Transformation

Advance MARTA's technology to improve operations and customer service.

At MARTA, we recognize that while public transportation may not be the most nimble industry, the integration of advanced technology is essential to enhance our operations and improve customer service. Our commitment to digital transformation is driven by three key initiatives: 1) Breeze Mobile, 2) the Audio/Visual Information System (AVIS), 3) and ongoing data governance improvements. These initiatives not only streamline our processes but also create a more efficient, transparent, and engaging experience for our riders.

Improved Efficiency

Implementing the Breeze Mobile app is a cornerstone of our efficiency efforts. This app allows riders to purchase and manage their transit fares digitally, reducing the need for physical tickets and minimizing wait times at stations. By automating these processes, we can allocate resources more effectively, ensuring that our staff can focus on enhancing service quality rather than managing ticket sales.

Enhanced Communication

Our new AVIS station screens (Audio-Visual Information System station screens) are designed to facilitate better communication between MARTA and our riders. By using digital displays and audio announcements, we can provide real-time updates about service changes, delays, and emergency alerts. This immediate access to information not only keeps passengers informed but also fosters a sense of community trust. Additionally, through our social media channels and mobile app, we encourage two-way communication, allowing customers to share their feedback and experiences directly with us.

Crisis Management

In times of crisis, effective communication and coordination are paramount. Our technology-driven systems, such as the "See & Say 2.0" MARTA Security App, allow for rapid dissemination of information and resource management, enabling MARTA to respond swiftly to emergencies. The MARTA Police Department conducts full-scale exercises that focus on the response to hypothetical active assailant incidents impacting Operations. These exercises

provide a no-fault learning environment to evaluate response plans and procedures.

Data-Driven Decision Making: Utilizing data analytics helps public officials make informed decisions. By analyzing trends and patterns, they can allocate resources more effectively and anticipate community needs.

Capital Programs

Utilize capital programs to provide safe, reliable, and innovative services as the region's trusted transit authority.

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 \$717.1M 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.

The FY2025 capital budget:

- Assumes a 46% sales tax allocation or \$329M to the Capital Budget SOGR
- Assumes \$159.6M in grant revenue associated with grant awards
- Assumes \$275M debt issued to support capital expenditures

The Capital Budget prioritizes State of Good Repair projects based on this criteria:

- Projects necessary to ensure safety for our customers and employees
 - Projects associated with new railcars
 - Projects associated with new buses and charging infrastructure
 - Station rehabilitation construction projects
 - New fare collection equipment design
- and,
- Prioritizes More MARTA City of Atlanta projects by project schedule
 - Prioritizes More MARTA Clayton expansion projects by project schedule

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 FY2025 (see table on the following

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



Sources and Uses of Funds

	FY24 Adopted Budget	FY25 Adopted Budget	\$ Change	% Change
SOURCES OF FUNDS				
Beginning Balances:				
Dedicated/Restricted Reserves	\$433,132,095	504,984,880	\$71,852,785	17%
Non-Dedicated/Non-Restricted Res.*	\$339,411,541	\$163,271,131	(\$176,140,410)	-52%
General Fund/Cash Balance	\$141,263,936	\$85,495,871	(\$55,768,065)	-39%
Subtotal	\$913,807,572	753,751,882	(\$160,055,690)	-18%
Operating Carry Forward from Non-Restricted Res.	\$48,000,000	\$35,597,432	(\$12,402,568)	-26%
Sales Tax:				
Operating Sales Tax	\$347,564,500	\$386,477,460	\$38,912,960	11%
Capital Sales Tax SGR**	\$260,464,836	\$239,592,192	(\$20,872,644)	-8%
Capital Sales Tax MM	\$87,099,664	\$89,629,348	\$2,529,684	3%
Subtotal	\$695,129,000	\$715,699,000	\$20,570,000	3%
Operating Revenues (excl. Sales Tax and Federal Asst.)	\$155,368,190	\$152,392,144	(\$2,976,046)	-2%
Federal Assistance:				
Federal Formula Funds	\$81,500,000	\$80,000,000	(\$1,500,000)	-2%
Capital Assistance More Marta Clayton	\$2,120,702	\$19,617,955	\$17,497,253	825%
Capital Assistance More Marta City of Atlanta	\$49,523,158	\$34,667,514	(\$14,855,644)	-30%
Capital Assistance SGR**	\$83,974,263	\$88,540,390	\$4,566,127	5%
Subtotal	\$217,118,123	\$222,825,859	\$5,707,736	3%
Financing Proceeds	\$125,000,000	\$275,000,000	\$150,000,000	120%
Interest & Other Capital Income:				
City of Atlanta	\$3,508,000	\$4,860,000	\$1,352,000	39%
Clayton	\$4,725,000	\$9,876,649	\$5,151,649	109%
SGR**	\$1,030,000	\$2,000,000	\$970,000	94%
Subtotal	\$9,263,000	\$16,736,649	\$7,473,649	81%
Total Sources	\$2,163,685,885	\$2,172,002,966	\$8,317,081	0.4%

USES OF FUNDS				
Operating Expenses	\$712,399,215	\$732,606,738	\$20,207,523	3%
Less: Capital Allocation	(\$80,997,559)	(\$78,139,702)	\$2,857,857	-4%
Net Operating Expenses	\$631,401,656	\$654,467,036	\$23,065,380	4%
Dedicated Capital Expenditures:				
More MARTA - Clayton	\$28,686,446	\$35,281,730	\$6,595,284	23%
More MARTA - City of Atlanta	\$217,983,000	\$171,002,512	(\$46,980,488)	-22%
Subtotal	\$246,669,446	\$206,284,242	(\$40,385,204)	-16%
Non-dedicated Capital Expenditures				
SGR Capital Program (CIP)**	\$456,346,319	\$550,465,938	\$94,119,619	21%
Bond Debt Service	\$151,480,772	\$152,459,968	\$979,196	1%
Total Uses	\$1,485,898,193	\$1,563,677,184	\$77,778,991	5%
Funds Available (General Fund):				
Dedicated/Restricted Reserves	\$333,439,173	457,352,104	\$123,912,931	37%
Non-Dedicated/Non-Restricted Res.	\$340,442,575	\$163,271,131	(\$177,171,444)	-52%
General Fund/Cash Balance	\$3,905,944	(\$12,297,453)	(\$16,203,397)	-415%
Total Funds Available	\$677,787,692	\$608,325,782	(\$69,461,910)	-10%

*Excludes Operating Carry Forward

**State of Good Repair

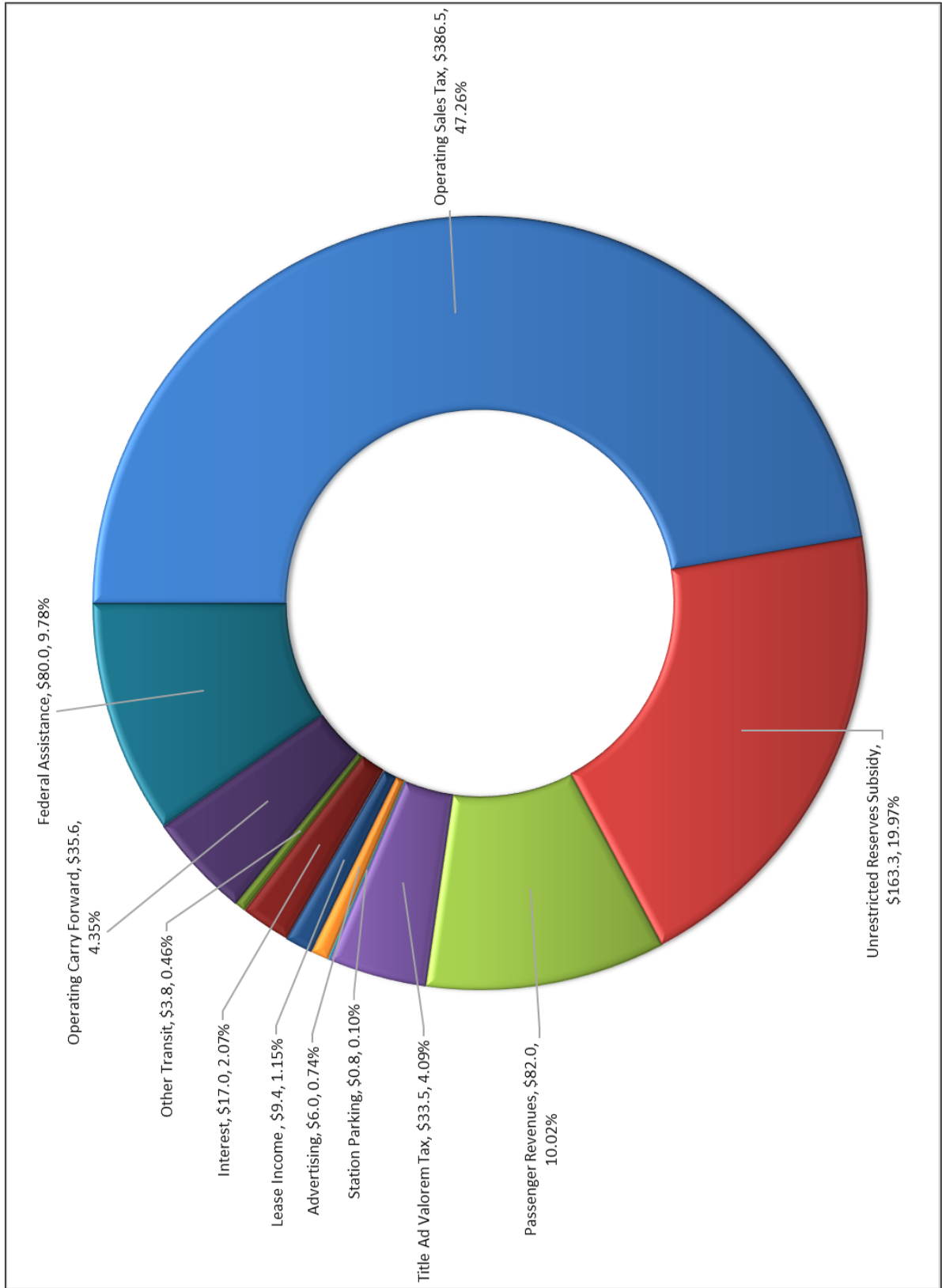
Summary of Available Funding for Operations

The Fiscal Year 2025 available funding for transit operations is \$817.7M which is funded through four primary sources: Sales Tax, Prior Year Carryover, Passenger Revenues, and Federal Sources. The table below includes the FY25 projected sources of funding available for

operations. Including the \$163M of unrestricted reserves, the FY25 total available funding is projected to exceed FY25 Net Operating Expenses by \$163M. The unrestricted reserves may be allocated in part or whole to fund operations or the capital program.

Available Funding for Operations				
	FY24 Adopted Budget	FY25 Adopted Budget	\$ Change	% Change
Operating Sales Tax Applied	\$347,564,500	\$386,477,460	\$38,912,960	11%
Unrestricted Reserves*	\$339,411,541	\$163,271,131	(\$176,140,410)	-52%
Total Sales Tax & Prior Year Carry-Over	\$686,976,041	\$549,748,591	(\$137,227,450)	-20%
Passenger Revenues	\$82,692,143	\$81,976,931	(\$715,212)	-1%
Title Ad Valorem Tax	\$34,450,000	\$33,452,000	(\$998,000)	-3%
Station Parking	\$1,703,539	\$786,795	(\$916,744)	-54%
Advertising Revenue	\$7,048,106	\$6,031,545	(\$1,016,561)	-14%
Lease Income	\$9,576,890	\$9,386,344	(\$190,546)	-2%
Interest	\$15,790,906	\$16,957,367	\$1,166,461	7%
Other Transit Revenues	\$4,106,606	\$3,801,162	(\$305,444)	-7%
Total Operating Revenues	\$155,368,190	\$152,392,144	(\$2,976,046)	-2%
Operating Carry Forward	\$48,000,000	\$35,597,432	(\$12,402,568)	-26%
Federal Formula Funds	\$81,500,000	\$80,000,000	(\$1,500,000)	-2%
Total Operating Sources	\$971,844,231	\$817,738,167	(\$154,106,064)	-16%
Net Operating Expenses	(\$631,401,656)	(\$654,467,036)	(\$23,065,380)	4%
Unrestricted Funds Available for Future Use	\$340,442,575	\$163,271,131	(\$177,171,444)	-52%

FY25 Available Funding for Operations - \$817.7M



MARTA’s 35% Rule

The Fiscal Year 2025 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.

Operating Revenue - 35% Rule		
	FY24 Rev/ FY23 Exp	FY25 Rev/ FY24 Exp
Total Operating and Federal Revenues	\$284,868,190	\$267,989,576
Prior Year Net Operating Expenses	\$587,558,991	\$631,401,656
Ratio of current Fiscal Year revenue to prior year expense:	<u>48%</u>	<u>42%</u>

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

The remaining percentage of the Sales Tax revenue is used to fund capital development programs 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 2025 is \$716M including \$33.9M in escrow for Clayton County transit and \$55.6M for More MARTA. A summary of Transit Carryover for past years is provided in Appendix D – Table_FY20 to FY25 Summary of Transit Carryover.

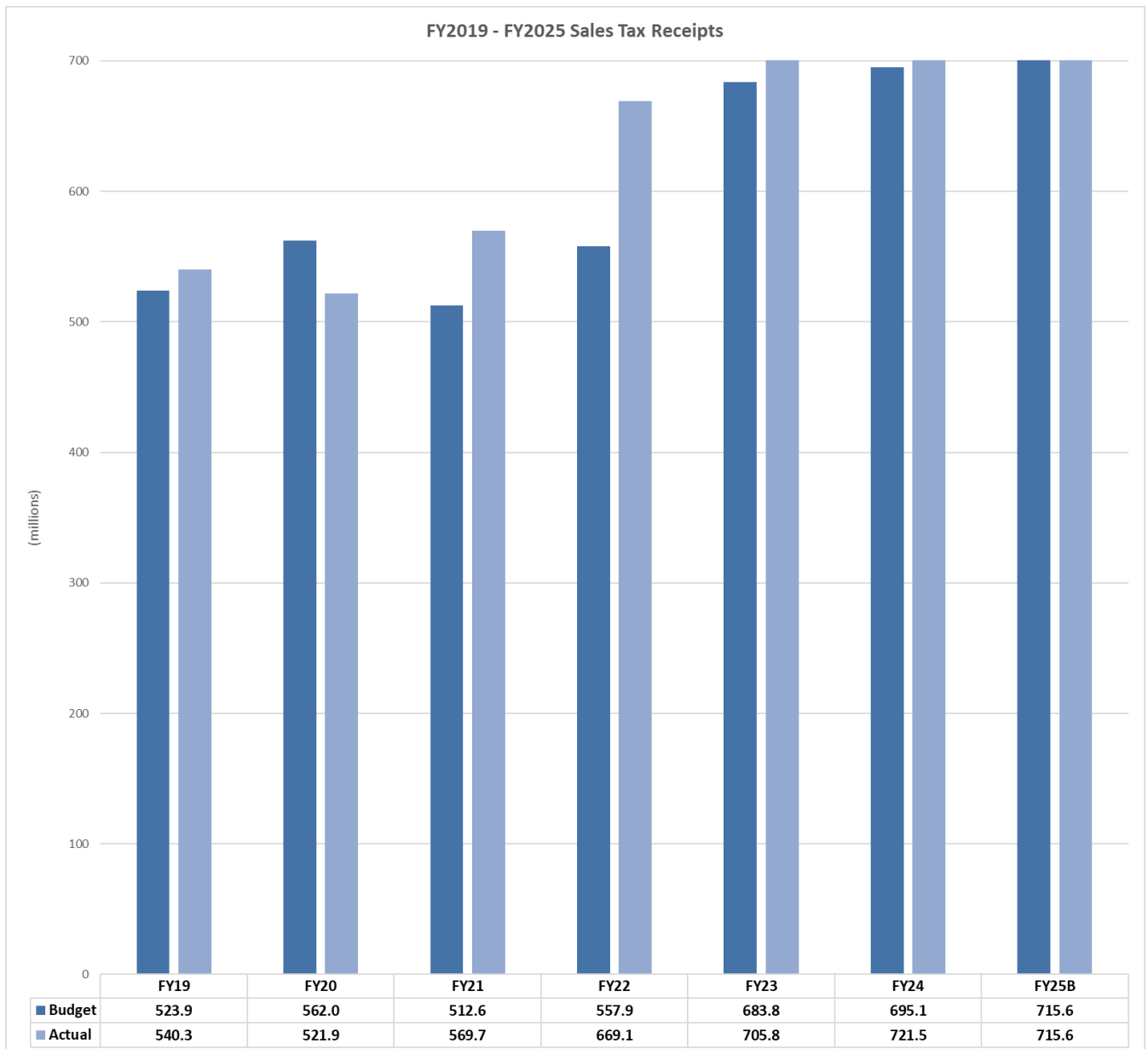
Summary of FY25 Projected Operating Revenue

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 FY25 operating revenue is \$654,467,036 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 has provided total sales tax projections of **\$716M** for fiscal year 2025. For FY25, this amount will be split 54%/46% between operating and capital budgets with a resulting FY25 operating sales tax portion of \$386.5M or 59.1% of total operating revenue. The FY25 total sales projection amount of \$716M is less than FY24 actuals of \$721.5M due to forecasted reduction in regional economic growth.



Passenger Revenue

FY25 Passenger Revenue is forecasted to be **\$82M** or 12.5% of total revenue. This is a decrease of 0.9% from FY24 due to slower ridership recovery than originally forecasted.

Local & Federal Operating Assistance

Federal Operating Assistance represents 12.2% of total operating revenue and is forecasted to be **\$80M** in FY25 or a decrease of \$1.5M and 1.8% less than FY24. Federal assistance is assumed to be \$1.5 million less due to the drawdown of a competitive subset of the region's section 5307 operating assistance grant for low-income areas that was available in fiscal years 2022 through 2024, but not in fiscal year 2025. Federal Assistance supports preventive maintenance activities, supplies, materials, labor, services, and associated costs required to preserve or extend the functionality and serviceability of assets. Local operating assistance is zero for FY25.

Operating Carry Forward

The **\$35.6M** Operating Carry Forward makes up 5.4% of the FY24 operating sources of funds and balances the budget. We use a lower amount of operating carry forward than last fiscal year by \$12.4 million, largely due to the increase we forecast in sales tax.

Title Ad Valorem Tax (TAVT)

FY24 Title Ad Valorem Tax is projected at **\$33.5M** or 5.1% of total revenue, a slight decrease of 2.9% from FY24. 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

decrease of 3% is consistent with the current economic outlook.

Interest Income

Interest Income for FY25 is forecasted to be **\$17M**, or 2.6% of total revenue, and represents a \$1.2M increase over last year's budget of \$15.8M. Interest income is forecasted to be higher in FY25 due to high interest rates on investments and the balance in unified reserve until the latter portion of the fiscal year.

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 decrease slightly to \$9.4M, or by 2% for FY25 due to non-renewal of cell tower providers leasing building space from MARTA. Lease Income represents 1.4% of total revenue.

Advertising Income

Advertising Income is 1% of total revenue and is forecasted to decrease by \$1M to **\$6M** in FY25 due to expected decreases in bus shelter and rail advertising resulting from a revised advertising policy that prohibits ads deemed inconsistent with MARTA's mission. This is a 14.4% reduction from the FY24 budget.

Other Revenues

FY25 Other Revenues consist primarily of income from the Alternative Fuel Tax credit and is projected to be **\$3.8M** which is a decrease of \$0.3M over 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.

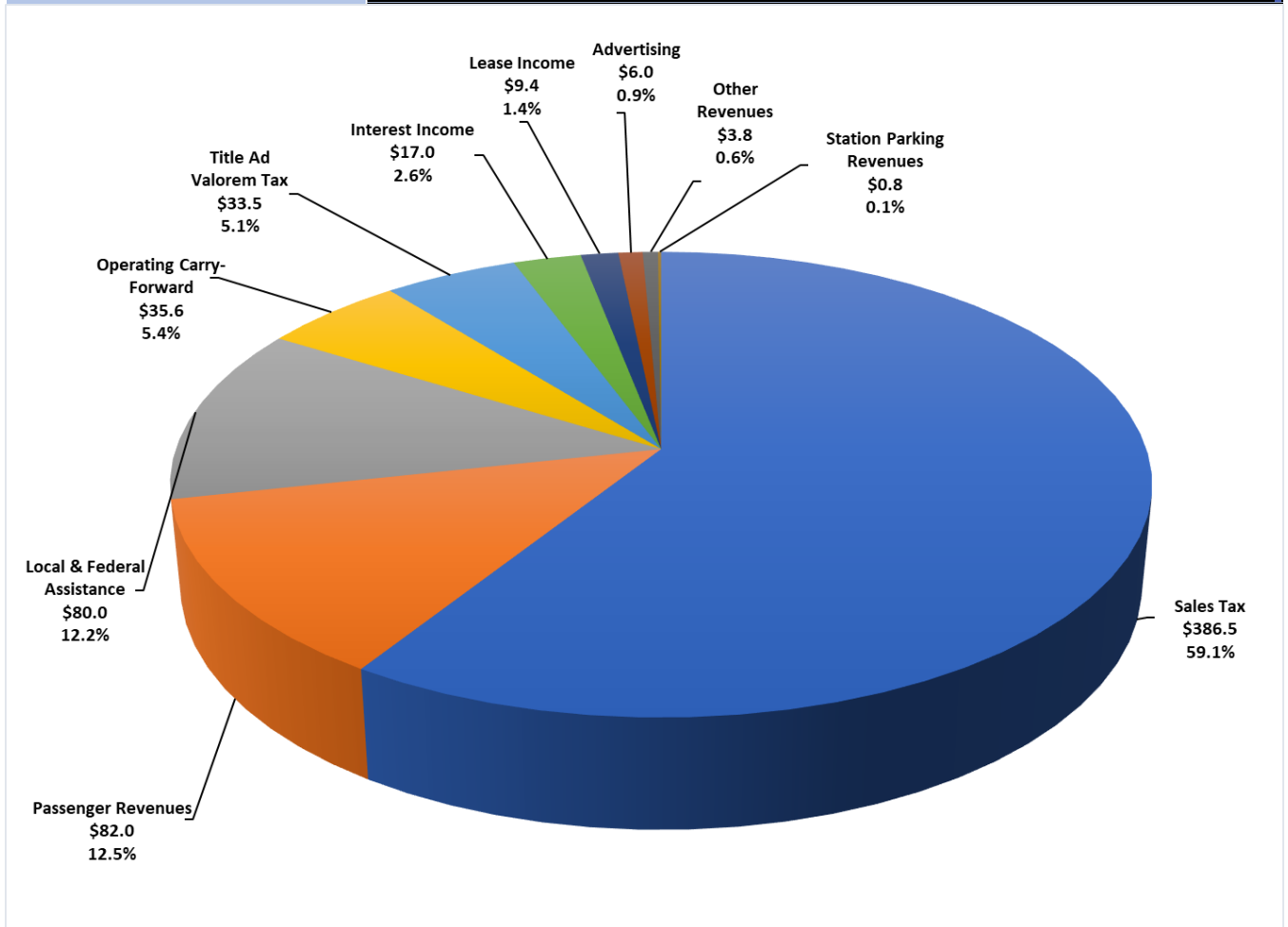
Station Parking Revenue

FY25 Station Parking Revenue is projected at \$0.8M which is a decrease of 53.8% from FY24 due to loss of revenue while parking payment system upgrades are being implemented. MARTA is upgrading the equipment at paid long-term parking facilities at 10 heavy rail stations. This includes new entry and exit gates, ticket dispensers, fee payment machines, license-plate recognition cameras, as well as all the related

technology for running the system. Station Parking is 0.1% of total revenue.

FY25 Net Operating Revenues - \$654.5M

	FY24 Budget	FY25 Budget	\$ Change from FY24	% Change from FY24	FY25 % of Total
Sales Tax	\$347.6	\$386.5	\$38.9	11.2%	59.1%
Passenger Revenues	\$82.7	\$82.0	(\$0.7)	-0.9%	12.5%
Local & Federal Assistance	\$81.5	\$80.0	(\$1.5)	-1.8%	12.2%
Operating Carry-Forward	\$48.0	\$35.6	(\$12.4)	-25.8%	5.4%
Title Ad Valorem Tax	\$34.5	\$33.5	(\$1.0)	-2.9%	5.1%
Interest Income	\$15.8	\$17.0	\$1.2	7.4%	2.6%
Lease Income	\$9.6	\$9.4	(\$0.2)	-2.0%	1.4%
Advertising	\$7.0	\$6.0	(\$1.0)	-14.4%	0.9%
Other Revenues	\$4.1	\$3.8	(\$0.3)	-7.4%	0.6%
Station Parking Revenues	\$1.7	\$0.8	(\$0.9)	-53.8%	0.1%
Total	\$632.4	\$654.5	\$22.0	3.5%	100.0%



Summary of FY25 Budgeted Operating Expenses

MARTA's FY25 Net Operating Expenditures budget total is \$654,467,036 and will fund the following:

Salaries & Wages

FY25 total **Salaries & Wages** is \$372.8M and is \$2.2M or 0.6% more than FY24 and represents 57% of the total net operating expenses. The Salaries & Wages budget will fund 4,860 total positions including negotiated pay increases for represented employees and merit increases for non-represented staff.

FY25 Salaries, Wages & Benefits	
Salaries & Wages	311,184,686
Fringe Benefits	139,715,099
Cost Allocation	(78,139,702)
	372,760,083

Fringe Benefits of \$139.7M are included in Salaries & Wages which funds healthcare, pension, workers compensation, and other benefits. Fringe benefits saw a reduction of \$13.4 million due to a near \$9M reduction in pension and healthcare costs with most of the remaining reduction attributable to removing a fringe benefit contingency to offset increased expenditures. Healthcare costs were reduced due to a favorable contract negotiation for healthcare services and a reduced claims forecast, while pension expenses were reduced due to favorable market conditions allowing slightly lower additional contributions to non-represented defined benefit plan while remaining in a healthy financial condition.

Salaries & Wages includes capital allocation of \$78.1M (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 FY25 Contractual Services budget totals \$116.0M, which is an increase over the FY24 budget by \$8.4M or 7.8% due to transitioning IT expenses from Capital Budget to Operating to

handle the natural transition of projects in development to long term support.

Materials & Supplies

Total Materials & Supplies for FY25 is budgeted at \$64.3M, of which \$18.4M is for fuel (diesel, CNG, and unleaded). Materials and supplies increased by \$7M from FY24 to reflect cost increases for parts and increased repairs required for the existing fleet in bus operations and rail car maintenance.

Overtime

FY25 Overtime is budgeted at \$38.5M or \$0.4M less than FY24. Overtime bolsters staff shortages with the current vacancy rate continuing to hover around 11%.

Casualty & Liability

The anticipated increase in Casualty & Liability costs of \$5M, or 22.7%, is due to the higher than usual rate of claims experienced in recent years and consistent with current actuarial estimates. The FY25 budget amount of \$27.2M is a combination of reserves for claims for incidents that occurred during the fiscal year or previous fiscal years for which there is accrued liability and the remaining budget includes insurance premiums offset by recovery of damages.

Other Operating Expenses

The FY25 budget amount of \$17.4M for Other Operating Expenses is slightly increased from the FY24 budget amount. This expense covers electricity, telephone/cellular costs, and utility costs for facilities.

Other Non-Operating Expenses

Other Non-Operating costs are slightly increased from the FY24 budget, and include 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. (Note: Other

Non-Operating Expense includes a General Manager’s contingency of \$10M.)

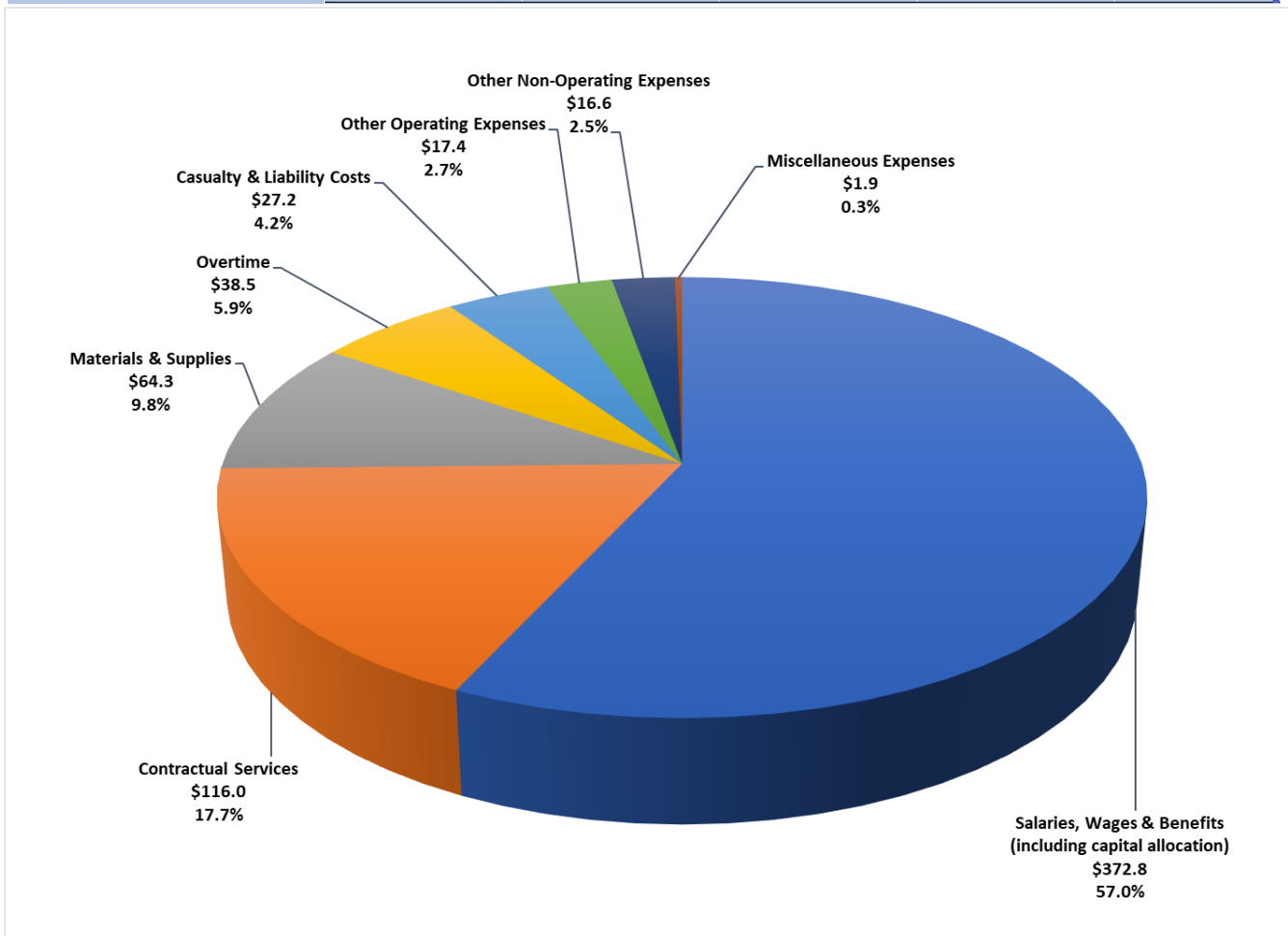
planned spending for promotional activities and events.

Miscellaneous Expenses

FY25 Miscellaneous Expense costs are forecasted to increase by \$0.9M, or 97%, due to

FY25 Net Operating Expenses - \$654.5M

	FY24 Budget	FY25 Budget	\$ Change from FY24	% Change from FY24	FY25 % of Total
Salaries, Wages & Benefits	\$370.6	\$372.8	\$2.2	0.6%	57.0%
Contractual Services	\$107.5	\$116.0	\$8.4	7.8%	17.7%
Materials & Supplies	\$57.3	\$64.3	\$7.0	12.2%	9.8%
Overtime	\$38.9	\$38.5	(\$0.4)	-1.1%	5.9%
Casualty & Liability Costs	\$22.1	\$27.2	\$5.0	22.7%	4.2%
Other Operating Expenses	\$17.4	\$17.4	(\$0.0)	-0.2%	2.7%
Other Non-Operating Expenses	\$16.6	\$16.6	(\$0.0)	-0.1%	2.5%
Miscellaneous Expenses	\$1.0	\$1.9	\$0.9	97.0%	0.3%
Total	\$631.4	\$654.5	\$23.1	3.7%	100.0%



Summary of Fiscal Year 2025 Human Resources

MARTA began FY24 with a total personnel authorization of 4,871 positions or FTEs (full time equivalent). Recommended vacant position reductions from our non-represented workforce served to reduce overall planned expenditures while allowing for headcount increases where needed to address new needs. The net impact of this reduction is eleven positions in Fiscal Year 2025 from Fiscal Year 2024, for a final authorization of 4,860.

Division of General Manager

- **Department of Internal Audit**

Support in the Office of Internal Audit was increased by 2 FTEs to address a higher capital contract workload due to the Capital Program having multiple project phases being implemented in upcoming years.

- **Dept of Police**

Police received a net increase of four positions and was reorganized to allow for more protective specialists and fewer sworn officers to address improved security identification across MARTA.

The FY25 budget provides 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 277 sworn officers, 76 Protective Specialists, and 100 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.

Division of Operations

Operations positions were increased and positions reorganized to prepare for new Bus Rapid Transit lines and the CQ 400 Trains.

- **Department of Bus Operations**

The FY25 adopted budget includes 1,371 full-time and 123 part-time bus operators, including 18 additional operators for MARTA Rapid Summerhill, the region's first bus rapid transit line that opens for service next year. Challenged by high vacancies due to worker shortages, MARTA will continue aggressive recruiting efforts including frequent job fairs, hiring and retention bonuses. The FY25 Budget includes budget for \$3,000 sign-on bonuses for all bus operators and journeyman bus technicians.

- **Department of Rail Operations**

The FY25 adopted budget includes 153 Full-time rail operators, no change from FY24. 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.

The FY25 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.

Division of Capital Program Expansion and Innovation (CPEI)

The Division of Capital Program Expansion and Innovation saw the largest reduction in vacant

positions with a total decrease of 15. This reduction reflects both staffing challenges and the achievement of efficiencies over time that allow for consolidation of duties based on available skillsets in the existing team.

Division of Customer Experience and Technology

- **Department of Customer Experience & Strategy**

Customer Service Positions

The FY25 budget funds 55 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 inquiries, trip itineraries, and general information is open, Monday through Friday from 8:00 am until 5:00 pm. (Closed on weekends & holidays.)

- **Department of Technology**

Technology expanded slightly to staff the Network Operations Center, which is focused on protecting MARTA’s IT network from outages and attacks.

Division of Finance

- **Department of CFO and Finance**

The Division of Finance was able reduce positions largely due to the arrival of automated parking, which required fewer staff to support revenue operations at the parking decks.

Division of Chief Counsel Legal Services

- **Department of Chief Counsel Legal Services**

Reductions were made in both Legal Services and Contracts & Procurement of long-term vacancies, including a Sr. Associate Counsel.

Division of Chief of Staff and Administration

The Chief of Administration Office was consolidated into the Division of Chief of Staff. During this merge, consolidation of duties and process improvements allowed for position reductions in addition to reductions made for long-term vacancies.

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.



Summary table of FY25 Personnel:

Division/Department	FY24 Adopted FTEs	FY25 Adopted FTEs	FY25 Adopted vs FY24 Adopted
Division of General Manager			
Dept of Police Services	449	453	4
Dept of Internal Audit	16	18	2
Dept of General Manager CEO	2	2	0
	467	473	6
Division of Operations			
Dept of Bus Operations	1625	1644	19
Dept of Mechanical Operations	1190	1178	-12
Dept of Rail Operations	556	553	-3
Dept of Deputy General Manager	54	59	5
	3425	3434	9
Division of Capital Program Expansion and Innovation			
Dept of Capital Programs Delivery	100	90	-10
Dept of Infrastructure	58	55	-3
Dept of Planning	37	36	-1
Dept of Centralized Program Management	30	27	-3
Dept of Real Estate Dev & Asset Mgmt	15	18	3
Dept of Chief Capital Programs	4	6	2
Dept of Deputy Chf Cap Prog Exp & Innov	3	0	-3
	247	232	-15
Division of Customer Experience & Technology			
Dept of Technology	126	131	5
Dept of Customer Experience & Strategy	75	79	4
Dept of Research & Analysis	38	37	-1
Dept of Information Security	11	13	2
Dept of Chief Customer Experience & Technology	2	2	0
	252	262	10
Division of Finance			
Dept of Finance	111	109	-2
Dept of Chief Financial Officer CFO	47	43	-4
	158	152	-6
Division of Chief Counsel Legal Services			
Dept of Deputy Chief Legal Counsel	98	92	-6
Dept of Chief Counsel Legal Services	26	24	-2
	124	116	-8

Summary table of FY25 Personnel (cont.):

Division/Department	FY24 Adopted FTEs	FY25 Adopted FTEs	FY25 Adopted vs FY24 Adopted
Division of Chief of Staff and Administration			
Dept of Human Resources	57	55	-2
Dept of External Affairs	31	31	0
Dept of Diversity and Inclusion	16	13	-3
Dept of Labor and Employee Relations	9	8	-1
Dept of Chief of Staff	5	4	-1
	118	111	-7
Division of Safety			
Dept of Safety & Quality Assurance	67	67	0
Dept of Chief Safety & Quality Assurance	13	13	0
	80	80	0
Total FTEs	4871	4860	-11



Capital Program Funding

The Fiscal Year 2025 capital revenue sources total \$717.1M in total for State of Good Repair (SGR) and \$648.6M in More MARTA programs.

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 FY25 Capital Budget include Sales Tax, a FY25 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.

FY25 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.

FY24 vs. FY25 Approved Capital Program Sources and Uses of Funds Metropolitan Atlanta Rapid Transit Authority - Comprehensive (All Programs)

[\$millions]

	FY24 SGR	FY24 Atlanta	FY24 Clayton	FY24 Budget	FY25 SGR	FY25 Atlanta	FY25 Clayton	FY25 Budget	\$ Change	% Change
Capital Revenues (Sources)										
Beginning Balance	\$5.4	\$175.4	\$210.0	\$390.8	\$10.0	\$243.0	\$246.9	\$499.9	\$109.1	27.9%
Sales Tax - Capital Allocation ¹	260.5	53.7	33.4	347.6	239.6	55.6	34.0	329.2	(18.3)	(5.3%)
Grants - Awarded/Assumed	84.0	49.5	2.1	135.6	88.5	34.7	19.6	142.8	7.2	5.3%
Federal Relief - CRRSAA ²	-	-	-	-	2.0	-	-	2.0	2.0	
Other Revenue - Interest Income	1.0	3.5	4.7	9.3	2.0	4.9	9.9	16.7	7.5	80.7%
Reserves Utilization	150.0	-	-	150.0	100.0	-	-	100.0	(50.0)	(33.3%)
Debt Issue	125.0	-	-	125.0	275.0	-	-	275.0	150.0	120.0%
Total Sources	\$625.9	\$282.2	\$250.2	\$1,158.3	\$717.1	\$338.2	\$310.4	\$1,365.7	\$207.4	17.9%
Capital Expenditures (Uses)										
Maintenance of Way	\$39.5	-	-	\$39.5	\$19.1	-	-	\$19.1	(\$20.4)	(51.6%)
Vehicles	88.7	-	-	88.7	157.2	-	-	157.2	68.6	77.3%
Systems	112.4	-	-	112.4	108.9	-	-	108.9	(3.5)	(3.1%)
Facilities & Stations	105.5	-	-	105.5	185.9	-	-	185.9	80.4	76.2%
Non-Asset/Expansion	110.3	218.0	28.7	357.0	79.3	171.0	35.3	285.6	(71.4)	(20.0%)
Total - All Programs	\$456.3	\$218.0	\$28.7	\$703.0	\$550.5	\$171.0	\$35.3	\$756.8	\$53.7	7.6%
Debt Service ³	149.2	-	-	149.2	152.4	-	-	152.4	3.2	2.2%
Total Uses	\$605.6	\$218.0	\$28.7	\$852.2	\$702.9	\$171.0	\$35.3	\$909.2	\$57.0	6.7%
Year End Balance										
Total Carry Over	\$20.3	\$64.2	\$221.5	\$306.0	\$14.2	\$167.2	\$275.1	\$456.5	\$150.5	49.2%

*Totals may not sum due to independent rounding.

¹FY24 Core Penny Sales Tax Allocation was 50/50 Capital vs. Operating; FY25 is 46/54.

²Coronavirus Response and Relief Supplemental Appropriations Act of 2021.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

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.

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.

Investment & Other Income

Also available as a local source is investment income totaling \$16.7M. This source includes interest income from all capital eligible portfolios.

Financing

MARTA is expected to issue \$275.0M in Sales Tax Revenue Bonds to fund the FY25 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 \$137.5M is expected to be reimbursed in FY25.

State Grants Program

The State of Georgia participates in the implementation of the Airport Station Rehabilitation, Bankhead platform extension, Bus Stop Replacement Upgrade, Five Points Station Transformation, and TOD General Planning projects. Approximately \$7.3M in related expenses is anticipated to be supported in FY25.

Capital Expenditures

The total Capital Budget of \$909.2M for FY25 provides funding for the Capital Improvement Program, including More MARTA City of Atlanta, More MARTA Clayton, and debt service expenses. These items are outlined below.

Capital Improvement Program

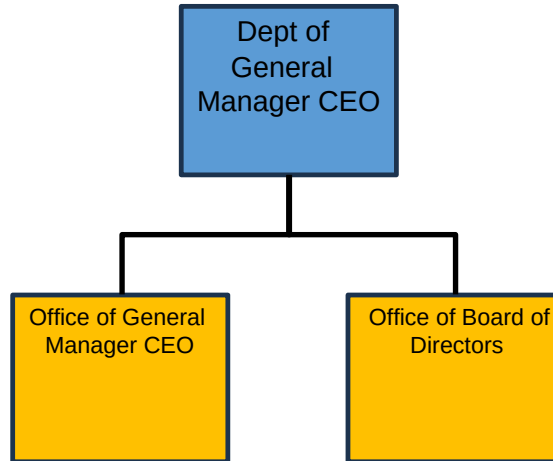
The Capital Improvement Program provides for the replacement, rehabilitation and enhancement of facilities and equipment required to support transit operations, regulatory requirements, and system safety.

The program ensures that the transit system is maintained to enable the continued delivery of high-quality service. Total projects and procurements budgeted for FY25 for State of Good & Repair (SGR) is \$550.5M, More MARTA City of Atlanta is \$171.0M, More MARTA Clayton is \$35.3M.

The transit program is also funded from within the Capital Improvement Program and provides for Regional Transit Planning, Transit Financial Planning, Short-Range and Long-Range Transit Planning and Special Planning Projects.

Department Overviews & Operating Budgets

Department of General Manager CEO

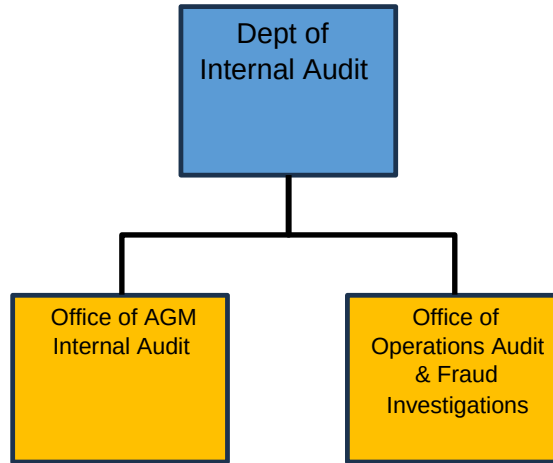


	FY21	FY22	FY23	FY24	*FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 740,476	\$ 792,670	\$ 770,890	\$ 840,925	\$ 10,240,188	\$ 9,399,264	92%
Non-Labor	\$ 592,330	\$ 160,366	\$ 167,321	\$ 10,273,682	\$ 10,290,619	\$ 16,937	-
Gross Operating Total	\$ 1,332,805	\$ 953,035	\$ 938,210	\$ 11,114,607	\$ 20,530,807	\$ 9,416,200	46%
Allocation	\$ (132,872)	\$ (126,018)	\$ (71,068)	\$ (898,914)	\$ (904,332)	\$ (5,418)	1%
Net Operating Expenses	\$ 1,199,933	\$ 827,018	\$ 867,142	\$ 10,215,693	\$ 19,626,475	\$ 9,410,782	48%
Total Headcount	3	2	2	2	2	-	-

Department Name	Dept of General Manager CEO
Offices	Office of General Manager CEO, Office of Board of Directors
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Secured pivotal funding from the Federal Transit Administration to advance MARTA's visionary transit-oriented development along the Campbellton Road bus rapid transit line, propelling sustainable urban growth and connectivity. ◆ Initiated a visionary \$230 million project to metamorphose MARTA's Five Points Station into a dynamic urban hub, setting a new standard for integrated transit centers. ◆ Pioneered a strategic plan approved by MARTA's board to elevate service frequency and streamline bus routes, optimizing transit accessibility and efficiency for the community.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Expand community outreach to educate on transportation issues and emphasize benefits like reliable service, cost savings, and environmental advantages. ◆ Finish upgrades at paid long-term parking facilities for ten heavy rail stations; Upgrades include new entry/exit gates, ticket dispensers, fee payment machines, license-plate recognition cameras, and associated technology to enhance customer experience with a more reliable payment. ◆ Implement transit-oriented development (TOD) best practices in architecture and landscape architecture to enhance intermodal connections and promote placemaking. ◆ Establish a sustainable financial plan for transit that optimizes current funding and explores new sources of revenue.

*The FY25 budget includes a contingency of \$10M for labor and \$10M for non-labor.

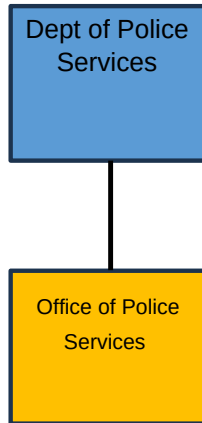
Department of Internal Audit



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 1,653,655	\$ 1,589,377	\$ 1,786,517	\$ 2,080,069	\$ 2,309,898	\$ 229,829	10%
Non-Labor	\$ 509,470	\$ 340,906	\$ 420,429	\$ 443,096	\$ 658,223	\$ 215,127	33%
Gross Operating Total	\$ 2,163,125	\$ 1,930,283	\$ 2,206,946	\$ 2,523,165	\$ 2,968,121	\$ 444,956	15%
Allocation	\$ (658,379)	\$ (1,263,476)	\$ (833,992)	\$ (906,629)	\$ (1,151,188)	\$ (244,560)	21%
Net Operating Expenses	\$ 1,504,745	\$ 666,807	\$ 1,372,954	\$ 1,616,537	\$ 1,816,933	\$ 200,396	11%
Total Headcount	16	16	16	16	18	2	11%

Department Name	Dept of Internal Audit
Offices	Office of AGM Internal Audit, Office of Operations Audit & Fraud Investigations
Last Year's Accomplishments	♦ At the time of publication, this information was not available.
This Year's Goals & Objectives	♦ At the time of publication, this information was not available.

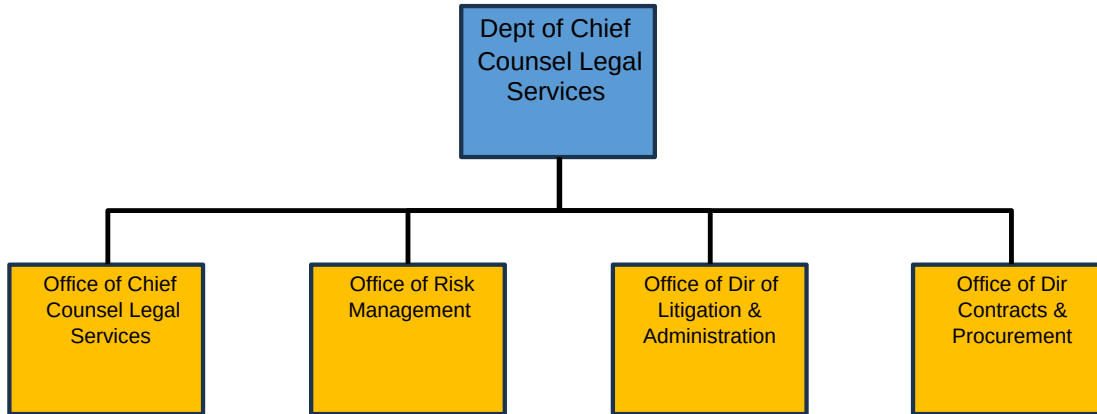
Department of Police Services



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 41,024,224	\$ 36,384,572	\$ 45,575,868	\$ 51,640,579	\$ 46,319,313	\$ (5,321,267)	-11%
Non-Labor	\$ 465,008	\$ 745,348	\$ 635,728	\$ 720,001	\$ 708,418	\$ (11,582)	-2%
Gross Operating Total	\$ 41,489,231	\$ 37,129,920	\$ 46,211,595	\$ 52,360,580	\$ 47,027,731	\$ (5,332,849)	-11%
Allocation	\$ (2,617,530)	\$ (1,735,066)	\$ (1,671,168)	\$ (7,678,921)	\$ (7,548,844)	\$ 130,077	-2%
Net Operating Expenses	\$ 38,871,701	\$ 35,394,854	\$ 44,540,427	\$ 44,681,659	\$ 39,478,887	\$ (5,202,772)	-13%
Total Headcount	438	454	448	449	453	4	1%

Department Name	Dept of Police Services
Offices	Office of Police Services
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ 6% reduction in Part 1 crimes. ◆ Received a second APTA (American Public Transportation Association) Safety, Security and Emergency Management Gold Star award as in many years. ◆ Achieved the CALEA (Commission on Accreditation for Law Enforcement Agencies) Gold Standard Award for our tri-annual audit. ◆ Had the lowest number of CAPS in MPD history after our Tri-Annual GDOT audit with only 8.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Strengthen the MARTA brand by creating a culture of safety and security excellence. ◆ Reduce Part 1 Crimes by 1% and Reduce Transit Worker Assaults by 2%. ◆ Position the MPD as an Employer of Choice by attracting and retaining the best and brightest. ◆ Hire 25 Field Protective Specialist to relieve sworn police officers from security parking decks, service lots, MARTA facilities and allowing those sworn officers to get back to patrolling our rail stations, bus and rail service lines. ◆ Sponsor a recruitment trip to Puerto Rico to hire 20 sworn police officers and 20 Field Protective Specialists, advancing our diversity goals. ◆ Reduce overtime expenditures by 1% and absenteeism by 2%.

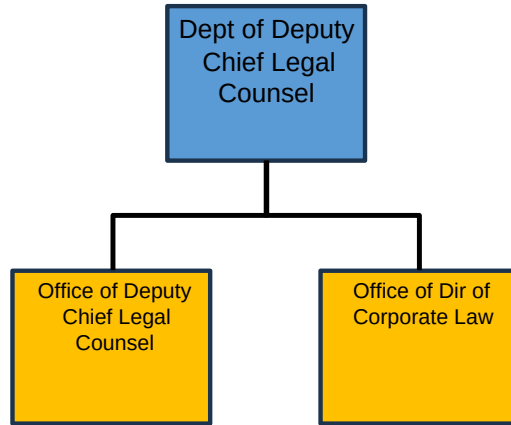
Department of Chief Counsel Legal Services



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 10,804,570	\$ 9,573,858	\$ 11,304,166	\$ 13,650,357	\$ 13,459,852	\$ (190,505)	-1%
Non-Labor	\$ 22,041,644	\$ 13,577,568	\$ 36,175,364	\$ 19,239,888	\$ 23,536,356	\$ 4,296,468	18%
Gross Operating Total	\$ 32,846,213	\$ 23,151,426	\$ 47,479,530	\$ 32,890,245	\$ 36,996,209	\$ 4,105,963	11%
Allocation	\$ (2,708,759)	\$ (2,013,504)	\$ (5,062,635)	\$ (3,601,576)	\$ (3,751,401)	\$ (149,826)	4%
Net Operating Expenses	\$ 30,137,454	\$ 21,137,922	\$ 42,416,895	\$ 29,288,670	\$ 33,244,807	\$ 3,956,137	12%
Total Headcount	113	114	117	120	114	-6	-5%

Department Name	Dept of Chief Counsel Legal Services
Offices	Office of Chief Counsel Legal Services, Office of Risk Management, Office of Dir of Litigation & Administration, Office of Dir Contracts & Procurement, Office of Materials
Last Year's 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 Clayton County BRT and I-20 Transit Corridor (DeKalb) 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. Reduced outside counsel costs by hiring additional in-house attorneys.
This Year's Goals & Objectives	◆ Continue to 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.

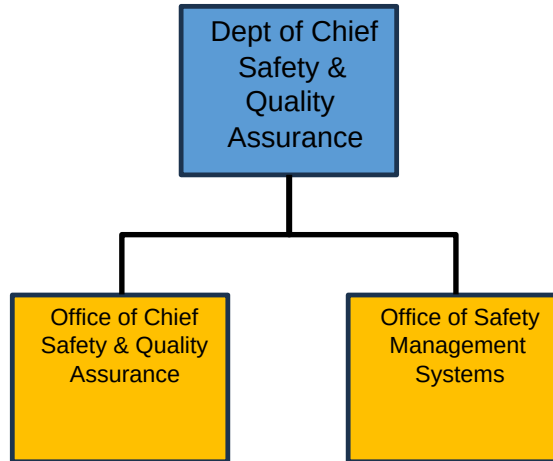
Department of Deputy Chief Legal Counsel



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 426,667	\$ 378,202	\$ 374,337	\$ 791,021	\$ 459,890	\$ (331,130)	-72%
Non-Labor	-	\$ 1,476	-	\$ 56	\$ 31	\$ (25)	-81%
Gross Operating Total	\$ 426,667	\$ 379,679	\$ 374,337	\$ 791,077	\$ 459,921	\$ (331,155)	-72%
Allocation	\$ (54,838)	\$ (151,120)	\$ (89,662)	\$ (165,774)	\$ (114,319)	\$ 51,455	-45%
Net Operating Expenses	\$ 371,829	\$ 228,558	\$ 284,675	\$ 625,302	\$ 345,602	\$ (279,700)	-81%
Total Headcount	3	3	3	4	2	-2	-100%

Department Name	Dept of Deputy Chief Legal Counsel
Offices	Office of Deputy Chief Legal Counsel, Office of Dir of Corporate Law
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Negotiated contracts, including matters that advanced the Clayton County BRT and I-20 Transit Corridor (DeKalb) Projects. ◆ Settled claims and disputes without litigation on 15 matters. ◆ Successfully conducted solicitations for three new transit-oriented development projects. ◆ Increased authority-wide training by 100%. ◆ Negotiated real estate lease for relocation of some HQ employees to Uptown.
This Year's Goals & Objectives	◆ Continue researching transit-oriented development opportunities; provide legal guidance on contract matters; counsel and advise Real Estate on all acquisitions and dispositions.

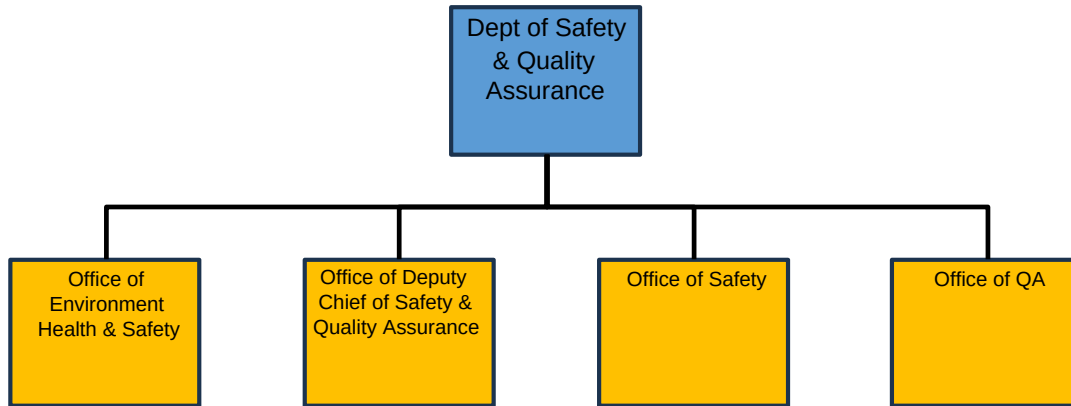
Department of Chief Safety & Quality Assurance



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 553,346	\$ 857,871	\$ 1,400,473	\$ 2,189,656	\$ 1,957,677	\$ (231,978)	-12%
Non-Labor	-	\$ 4,164	\$ 14,382	\$ 159,750	\$ 586,805	\$ 427,055	73%
Gross Operating Total	\$ 553,346	\$ 862,035	\$ 1,414,855	\$ 2,349,405	\$ 2,544,482	\$ 195,077	8%
Allocation	\$ (107,724)	\$ (423,974)	\$ (340,212)	\$ (458,341)	\$ (466,361)	\$ (8,020)	2%
Net Operating Expenses	\$ 445,622	\$ 438,061	\$ 1,074,643	\$ 1,891,064	\$ 2,078,121	\$ 187,057	9%
Total Headcount	5	6	13	13	13	-	-

Department Name	Dept of Chief Safety & Quality Assurance
Offices	Office of Chief Safety & Quality Assurance, Office of Safety Management Systems
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Closure of all 38 Triennial Audit CAPs and two (2) aging Internal Safety Audit CAPs (Corrective Action Plan). ◆ Developed and implemented a Rules Compliance Program. ◆ Completed the annual update of the MARTA Agency Safety Plan and ancillary plans, including adding the new FTA laws (Risk-based Inspections). ◆ Supported all Capital Improvement Program priorities (e.g., Implementing a deactivation zone to support the Airport Station Closure Plan). ◆ Achieved APTA's 2024 Bus Safety Gold Award. ◆ Achieved a 3-year low for reportable rail safety events.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Maintained a certified ISO 9001 Quality Management System (QMS). ◆ Maintained a certified ISO 14001 Environmental Management System (EMS). ◆ 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 (Currently Origami). ◆ Maintain 100% incident data input accuracy within the National Transportation Database (NTD). ◆ Ensure Safety Certification milestones are incorporated into every project schedule that meets certification requirements (Capital Projects).

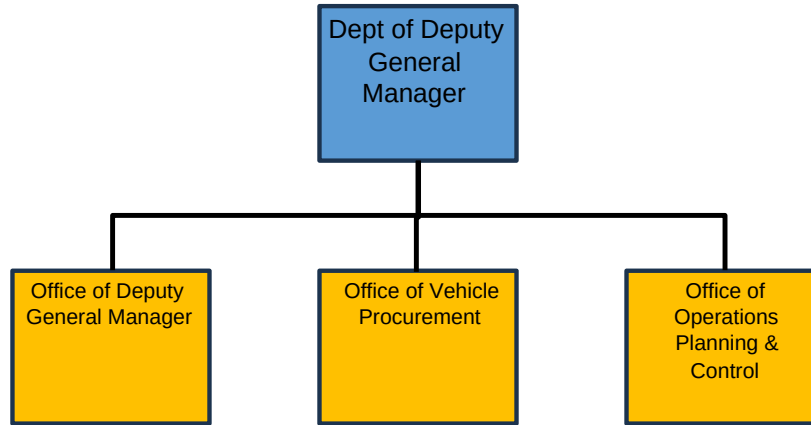
Department of Safety & Quality Assurance



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 6,609,636	\$ 6,882,968	\$ 8,422,048	\$ 9,573,261	\$ 8,713,039	\$ (860,222)	-10%
Non-Labor	\$ 45,564	\$ 111,918	\$ 114,366	\$ 235,855	\$ 402,120	\$ 166,265	41%
Gross Operating Total	\$ 6,655,200	\$ 6,994,886	\$ 8,536,414	\$ 9,809,116	\$ 9,115,159	\$ (693,957)	-8%
Allocation	\$ (2,949,194)	\$ (3,831,256)	\$ (3,289,961)	\$ (3,438,491)	\$ (3,480,809)	\$ (42,317)	1%
Net Operating Expenses	\$ 3,706,006	\$ 3,163,630	\$ 5,246,453	\$ 6,370,624	\$ 5,634,350	\$ (736,274)	-13%
Total Headcount	57	70	66	67	67	-	-

Department Name	Dept of Safety & Quality Assurance
Offices	Office of Environment Health & Safety, Office of Deputy Chief of Safety & Quality Assurance, Office of Safety, Office of QA
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Completed internal QMS Audit of Configuration Management and Quality Assurance business unit processes. No findings. ◆ Obtained EMS ISO 14001:2015 recertification for 11 maintenance and administrative facilities. ◆ Completed Emergency Action Plans and associated training for all 13 maintenance and administrative facilities. ◆ Completed Bus Safety Hazard Reporting Campaign initiative. ◆ Closed 89% of Rail Safety Corrective Actions with GDOT State Safety Oversight.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Ensure all required reports are submitted to the appropriate regulatory agencies. ◆ Ensure ISO 14001 Environmental Management System certification is maintained. ◆ Detention Pond Rehabilitation, Storage Tank Replacement, and Exterior Bus Washing Areas environmental projects. ◆ Enhance MARTA's response and mitigation capabilities for environmental emergencies through enhanced outreach and training initiatives. ◆ Complete 100% of the required quality audits. ◆ Ensure the recertification of the Authority's ISO 9001:2015 Quality Management System. ◆ Maintain parts conformance at a rate of 95%+ to support Operational excellence.

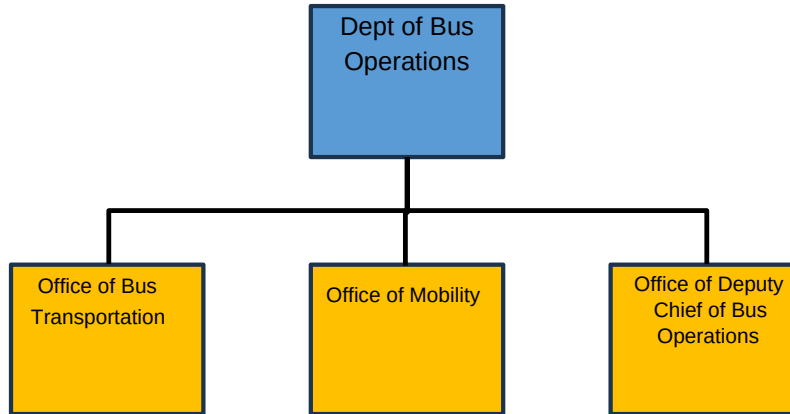
Department of Deputy General Manager



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 5,234,238	\$ 5,181,085	\$ 6,942,496	\$ 7,535,528	\$ 7,625,646	\$ 90,118	1%
Non-Labor	\$ 252,010	\$ 165,724	\$ 744,365	\$ 1,707,666	\$ 1,320,473	\$ (387,194)	-29%
Gross Operating Total	\$ 5,486,248	\$ 5,346,808	\$ 7,686,861	\$ 9,243,194	\$ 8,946,119	\$ (297,075)	-3%
Allocation	\$ (171,603)	\$ (703,670)	\$ (925,201)	\$ (619,274)	\$ (663,527)	\$ (44,253)	7%
Net Operating Expenses	\$ 5,314,645	\$ 4,643,138	\$ 6,761,660	\$ 8,623,920	\$ 8,282,592	\$ (341,329)	-4%
Total Headcount	44	52	54	54	59	5	8%

Department Name	Dept of Deputy General Manager
Offices	Office of Deputy General Manager, Office of Vehicle Procurement, Office of Operations Planning & Control
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Began a strategic "modernization" of the Transit Scheduling group to include comprehensive training. ◆ Continued a recalibration of the Technical Training group which included moving wayside test preparation to MARTALearn, and recalibration of reports. ◆ Successfully completed the 2-Year Operations Division Standard Operating Procedures update and refresh. ◆ Concluded the Bus Operator Availability Task Force with 90%+ recommendations implemented. ◆ Successfully delivered the bus and non-revenue simulators, placing them into the technical training programs. ◆ Successfully developed and implemented the Operations Division Workforce Management. ◆ Successfully awarded, implemented and revamped MARTA's Uniform Program which serves over 2,500 employees across 22 unique business.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Complete a recalibration of technical training curriculum in conjunction with implementation of an instructor periodic evaluation program. ◆ Implement a monthly operator roundtable program for issues related to bus and rail scheduling. ◆ Begin implementation of Battery Electric Bus training program. ◆ Establish Ops Workforce Program metrics – track and report these weekly, or at least monthly. ◆ Fully implement the Workforce Uniform Program to include regular location manager meetings, process for making uniform standard changes, and monthly reporting program. ◆ Re-start the Ops Division Financial Reporting Program. ◆ Implement a Schedule Scenario Development Program for each mark up.

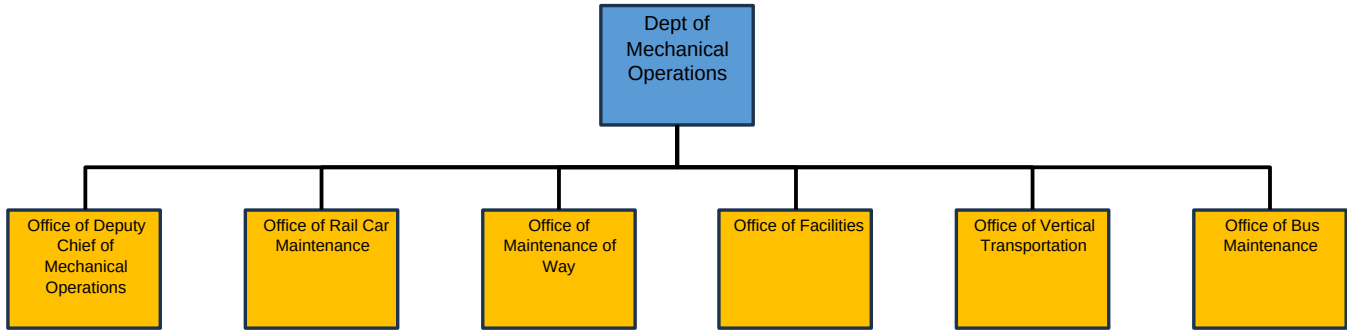
Department of Bus Operations



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 112,110,520	\$ 100,603,664	\$ 119,429,212	\$ 138,549,275	\$ 140,836,058	\$ 2,286,783	2%
Non-Labor	\$ 34,259,097	\$ 40,149,717	\$ 48,205,481	\$ 47,467,517	\$ 52,716,676	\$ 5,249,159	10%
Gross Operating Total	\$ 146,369,617	\$ 140,753,380	\$ 167,634,693	\$ 186,016,792	\$ 193,552,734	\$ 7,535,943	4%
Allocation	\$ (116,882)	\$ (8,163)	\$ (4,653)	\$ (12,218)	\$ (12,189)	\$ 29	-
Net Operating Expenses	\$ 146,252,735	\$ 140,745,218	\$ 167,630,040	\$ 186,004,574	\$ 193,540,545	\$ 7,535,971	4%
Total Headcount	1,618	1,622	1,625	1,625	1,644	19	1%

Department Name	Dept of Bus Operations
Offices	Office of Bus Transportation, Office of Mobility, Office of AGM Bus Operations, Office of Deputy Chief of Bus Operations
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Upgraded Trapeze scheduling software from version 16 to 21, improving system stabilization and enhancing efficiency. ◆ Reduced unscheduled absenteeism by 1.8% through targeted wellness programs and incentives. ◆ Successfully upgraded 100% of tablets to DriverMate v21, enhancing navigation and communication features. ◆ Launched a new feature (MARTA ON THE GO) in the driver app that notifies passengers of arrival times, improving passenger satisfaction. ◆ Full Reservations staffing. ◆ MDT (Mobile Data Terminal) tablet upgrade/overall to DriverMate v21 and Samsung Operating System v17.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Maintain an OTP rate of at least 78.5% through continuous monitoring and optimization of schedules. ◆ Aim to reduce unscheduled absenteeism by an additional 10% through enhanced employee engagement and M support programs. ◆ Increase service frequency and capacity to match pre-pandemic standards by the end of FY25. ◆ Replace outdated MDT equipment in all vehicles to ensure better communication and tracking. ◆ Continue to invest in technological upgrades to streamline operations, targeting a further 8% increase in M efficiency. ◆ Install a new fare collection system to speed up the boarding process and improve revenue collection. ◆ Implement turn-by-turn routing instructions in MDT and driver tablets to enhance route accuracy.

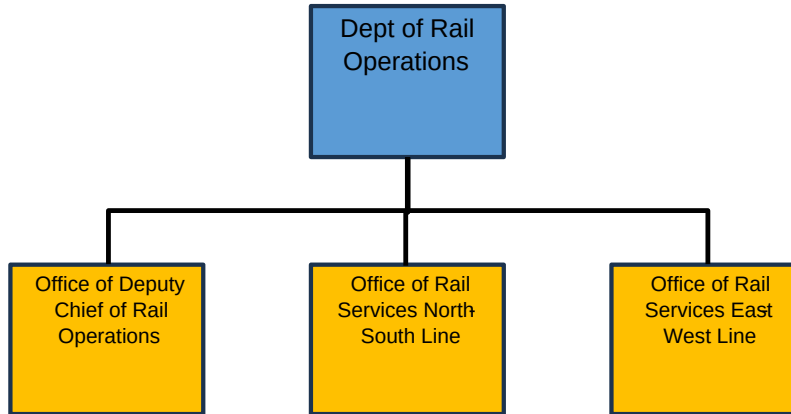
Department of Mechanical Operations



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 103,624,220	\$ 88,844,999	\$ 104,841,521	\$ 118,510,487	\$ 118,161,675	\$ (348,812)	-
Non-Labor	\$ 66,300,218	\$ 70,048,561	\$ 86,185,378	\$ 85,236,145	\$ 94,879,892	\$ 9,643,747	10%
Gross Operating Total	\$ 169,924,437	\$ 158,893,560	\$ 191,026,899	\$ 203,746,632	\$ 213,041,567	\$ 9,294,935	4%
Allocation	\$ (7,006,084)	\$ (4,945,264)	\$ (6,572,094)	\$ (11,804,042)	\$ (12,018,342)	\$ (214,300)	2%
Net Operating Expenses	\$ 162,918,354	\$ 153,948,296	\$ 184,454,805	\$ 191,942,590	\$ 201,023,225	\$ 9,080,635	5%
Total Headcount	1,176	1,186	1,190	1,190	1,178	-12	-1%

Department Name	Dept of Mechanical Operations
Offices	Office of Deputy Chief of Mechanical Operations, Office of Rail Car Maintenance, Office of Maintenance of Way, Office of Facilities, Office of Vertical Transportation, Office of Bus Maintenance
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Completed rehabilitation of 16 escalators and 7 elevators. ◆ Completed 100% of rail car inspections on-time. ◆ Completed L-Care program on rail car fleet. ◆ Completed Wayside debris clearing and tree trimming to reduce wayside-related delays. ◆ Maintained PM compliance to reduce MOW equipment down time. ◆ Executed new bus procurement contract with New Flyer and procured 15 vehicles for Mobility. ◆ Received new mobile column lifts and rehabbed 24 bus shop lifts. ◆ Reorganized Brown's Mill shop for increased bus productivity.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Procure new buses, including six 60' BRT Battery Buses and forty-one 40' CNG buses. ◆ Complete door enhancement program on 310 railcar fleet. ◆ Pilot CQ400 fleet in qualification testing. ◆ Transition to new radio system. ◆ Implement rail fastener and debris clearing contract for improved track condition. ◆ Implement "Bright-On" rail station lighting upgrade in 6 stations and continuing Smart Restroom. ◆ Programs to enhance customer experience. ◆ Adding additional elevators at East Lake and Airport stations. ◆ Continuation of door and access improvements in stations and facilities.

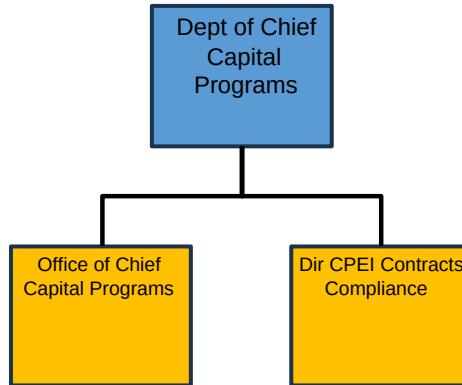
Department of Rail Operations



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 32,062,541	\$ 32,722,208	\$ 39,358,342	\$ 49,438,596	\$ 50,357,870	\$ 919,274	2%
Non-Labor	\$ 5,843,978	\$ 5,331,491	\$ 6,268,427	\$ 16,982,969	\$ 14,946,346	\$ (2,036,623)	-14%
Gross Operating Total	\$ 37,906,520	\$ 38,053,699	\$ 45,626,769	\$ 66,421,565	\$ 65,304,216	\$ (1,117,349)	-2%
Allocation	\$ (1,849,575)	\$ (373,256)	\$ (251,434)	\$ (1,423,729)	\$ (1,445,468)	\$ (21,739)	2%
Net Operating Expenses	\$ 36,056,945	\$ 37,680,444	\$ 45,375,335	\$ 64,997,836	\$ 63,858,748	\$ (1,139,089)	-2%
Total Headcount	530	531	556	556	553	-3	-1%

Department Name	Dept of Rail Operations
Offices	Office of Deputy Chief of Rail Operations, Office of Rail Services North - South Line, Office of Rail Services East - West Line, Office of Rail Services
Last Year's Accomplishments	◆ At the time of publication, this information was not available.
This Year's Goals & Objectives	◆ At the time of publication, this information was not available.

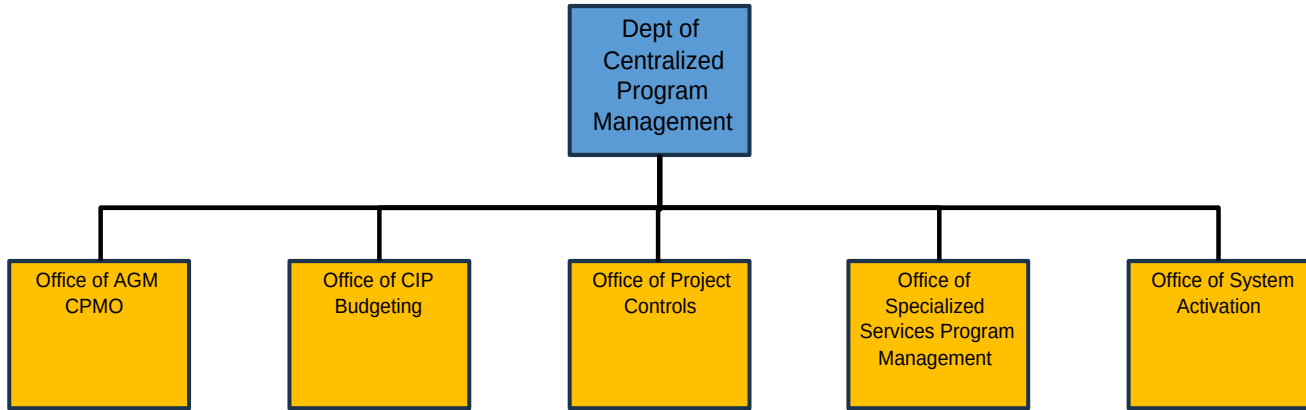
Department of Chief Capital Programs



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 351,093	\$ 499,769	\$ 511,431	\$ 1,407,777	\$ 1,012,840	\$ (394,936)	-39%
Non-Labor	-	\$ 12,139	\$ 11,134	\$ 67,679	\$ 51,484	\$ (16,195)	-31%
Gross Operating Total	\$ 351,093	\$ 511,908	\$ 522,565	\$ 1,475,456	\$ 1,064,325	\$ (411,132)	-39%
Allocation	\$ (110,965)	\$ (121,889)	\$ (175,511)	\$ (1,271,518)	-	\$ 1,271,518	-
Net Operating Expenses	\$ 240,128	\$ 390,019	\$ 347,054	\$ 203,938	\$ 1,064,325	\$ 860,386	81%
Total Headcount	1	2	4	4	6	2	33%

Department Name	Dept of Chief Capital Programs
Offices	Office of Chief Capital Programs, Office of Capital Communications and Engagement, Office of CPEI Contract Compliance, Office of DGM Capital Prog Expan & Innovation, Office of Chief Capital Prog Expan & Innovation
Last Year's Accomplishments	♦ At the time of publication, this information was not available.
This Year's Goals & Objectives	♦ At the time of publication, this information was not available.

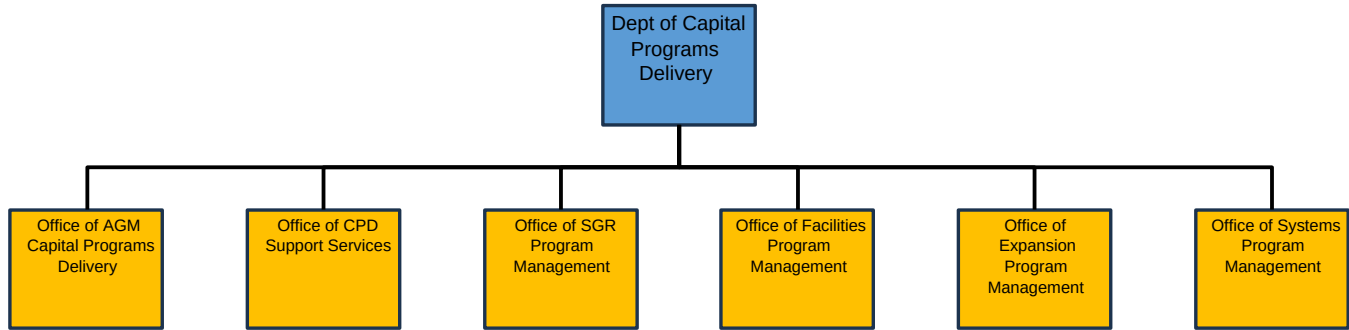
Department of Centralized Program Management



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 2,850,065	\$ 2,083,127	\$ 2,291,118	\$ 3,453,149	\$ 3,517,112	\$ 63,963	2%
Non-Labor	\$ 21,554	\$ 18,185	\$ 9,309	\$ 91,670	\$ 127,960	\$ 36,290	28%
Gross Operating Total	\$ 2,871,620	\$ 2,101,312	\$ 2,300,427	\$ 3,544,819	\$ 3,645,072	\$ 100,253	3%
Allocation	\$ (2,600,141)	\$ (2,086,353)	\$ (1,038,326)	\$ (3,714,752)	\$ (2,577,039)	\$ 1,137,713	-44%
Net Operating Expenses	\$ 271,479	\$ 14,959	\$ 1,262,101	\$ (169,933)	\$ 1,068,033	\$ 1,237,966	116%
Total Headcount	24	22	30	30	27	-3	-11%

Department Name	Dept of Centralized Program Management
Offices	Office of AGM CPMO, Office of CIP Budgeting, Office of Project Controls, Office of Specialized Services Program Management, Office of System Activation
Last Year's Accomplishments	♦ At the time of publication, this information was not available.
This Year's Goals & Objectives	♦ At the time of publication, this information was not available.

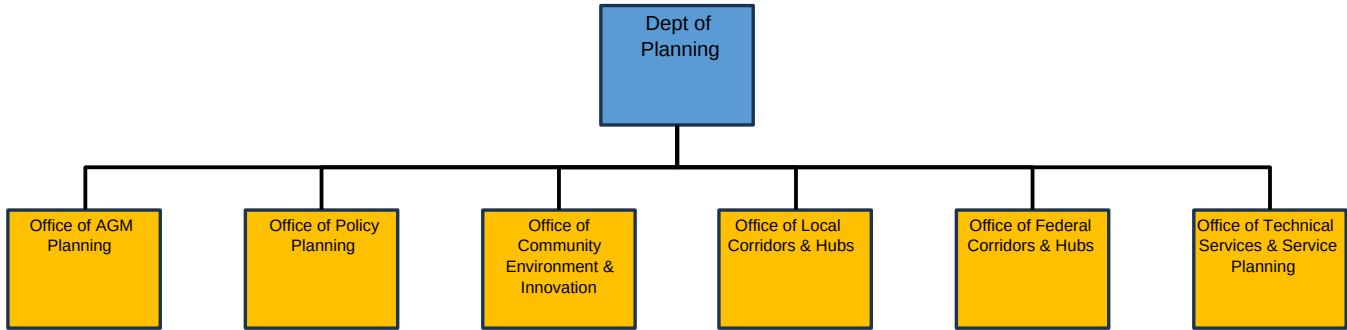
Department of Capital Programs Delivery



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 8,753,093	\$ 7,045,231	\$ 7,078,165	\$ 12,753,219	\$ 10,919,062	\$ (1,834,157)	-17%
Non-Labor	\$ (10,722)	\$ 78,434	\$ 22,636	\$ 115,176	\$ 134,607	\$ 19,432	14%
Gross Operating Total	\$ 8,742,370	\$ 7,123,665	\$ 7,100,801	\$ 12,868,395	\$ 11,053,669	\$ (1,814,725)	-16%
Allocation	\$ (6,299,045)	\$ (5,697,275)	\$ (5,599,005)	\$ (10,962,494)	\$ (10,401,492)	\$ 561,001	-5%
Net Operating Expenses	\$ 2,443,325	\$ 1,426,390	\$ 1,501,795	\$ 1,905,901	\$ 652,177	\$ (1,253,724)	-192%
Total Headcount	96	87	100	100	90	-10	-11%

Department Name	Dept of Capital Programs Delivery
Offices	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
Last Year's Accomplishments	♦ At the time of publication, this information was not available.
This Year's Goals & Objectives	♦ At the time of publication, this information was not available.

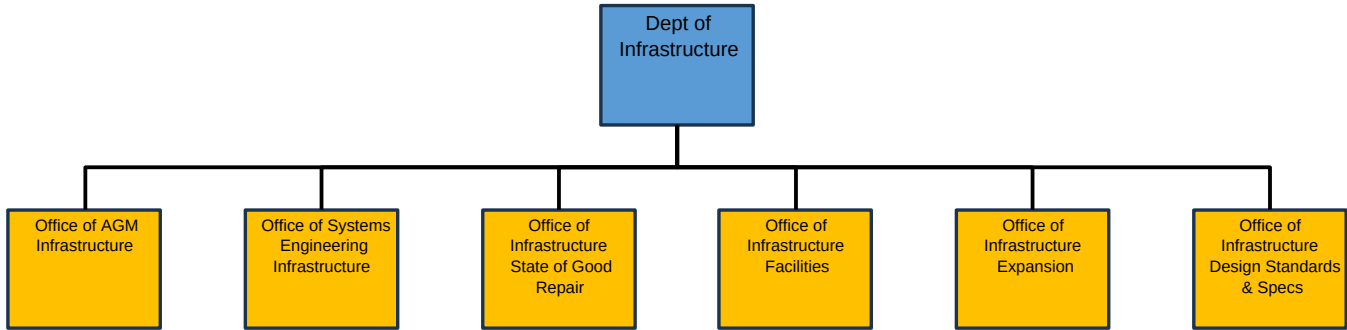
Department of Planning



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 3,193,107	\$ 3,023,850	\$ 2,754,229	\$ 4,958,162	\$ 4,527,740	\$ (430,421)	-10%
Non-Labor	\$ 29,386	\$ 41,555	\$ 63,712	\$ 198,812	\$ 288,410	\$ 89,598	31%
Gross Operating Total	\$ 3,222,493	\$ 3,065,405	\$ 2,817,942	\$ 5,156,974	\$ 4,816,151	\$ (340,823)	-7%
Allocation	\$ (1,501,007)	\$ (2,483,408)	\$ (885,136)	\$ (3,617,088)	\$ (3,961,880)	\$ (344,792)	9%
Net Operating Expenses	\$ 1,721,486	\$ 581,997	\$ 1,932,806	\$ 1,539,885	\$ 854,270	\$ (685,615)	-80%
Total Headcount	34	31	37	37	36	-1	-3%

Department Name	Dept of Planning
Offices	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
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Advanced multiple high-capacity transit corridor and transit hub projects through substantial completion of the Planning and Conceptual Design stages and transitioned to Capital Delivery – South DeKalb Transit Hub, Stonecrest Transit Hub, Candler Road Arterial Rapid Transit, Buford Highway Arterial Rapid Transit, MARTA Rapid Southlake and MARTA Rapid Campbellton. ◆ Completed the 1,000 Amenities Program which installed 1,000 bus stop amenities (including Simme Seats, Benches, and Shelters) across the MARTA service area in the last five years. ◆ Completed the installation of 3,500 new bus stop signs as a part of the Bus Stop Regional Upgrade Program. ◆ Initiated and delivered the planning phase for the first cycle of the Safe Routes to Transit Program, funded in part by three congressional earmarks from Districts 4, 5, and 13.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Deliver and complete the bus stop regional signage replacement/upgrade program. ◆ Initiate implementation phase of Safe Routes to Transit project. ◆ Develop and initiate Local Bus Amenities Program II to follow completion of the 1,000 Amenities Program. ◆ Submit Capital Investment Grant (CIG) Small Starts applications to the FTA for MARTA Rapid Southlake and MARTA Rapid Campbellton. ◆ Complete alternatives analysis to recommend and adopt LPAs for multiple high-capacity transit corridors.

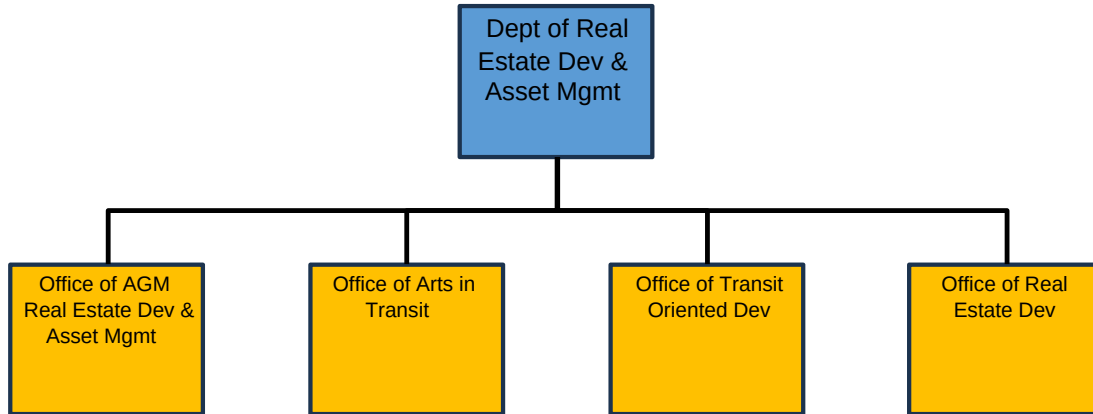
Department of Infrastructure



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 5,305,136	\$ 5,188,402	\$ 5,564,009	\$ 8,628,180	\$ 7,427,177	\$ (1,201,003)	-16%
Non-Labor	\$ 179,166	\$ (113,994)	\$ 30,354	\$ 140,007	\$ 101,285	\$ (38,722)	-38%
Gross Operating Total	\$ 5,484,302	\$ 5,074,409	\$ 5,594,364	\$ 8,768,186	\$ 7,528,462	\$ (1,239,725)	-16%
Allocation	\$ (5,088,891)	\$ (5,079,363)	\$ (4,714,360)	\$ (7,854,495)	\$ (7,630,485)	\$ 224,010	-3%
Net Operating Expenses	\$ 395,412	\$ (4,954)	\$ 880,004	\$ 913,691	\$ (102,023)	\$ (1,015,714)	996%
Total Headcount	56	55	58	58	55	-3	-5%

Department Name	Dept of Infrastructure
Offices	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
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Oversaw design and implementation for Station Rehabilitation Waves I & II. ◆ Managed final design of System-wide Traction Power Substation System (TPSS) and Auxiliary Power upgrades. ◆ Led PM/planning for BRT projects, Transit Hubs, and Electric Bus Pilot program. ◆ Supported PM/technical needs for Soccer in the Streets at Kensington, HE Holmes and East Lake Stations. ◆ Provided technical support for TOD projects at multiple stations and system-wide. ◆ Contributed to advanced delivery for key MORE MARTA and Clayton projects.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Support State of Good Repair (SGR) initiatives to maintain MARTA's high performance among peers. ◆ Assist Planning and Project Management for successful MORE MARTA program rollouts. ◆ Deliver excellent cross-departmental customer service with timely responses. ◆ Ensure fiscal responsibility in managing MARTA's work orders and project budgets.

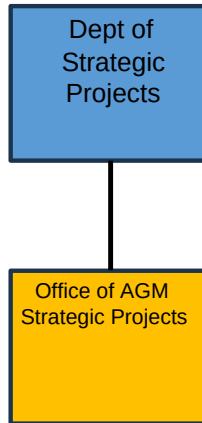
Department of Real Estate Dev & Asset Mgmt



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	-	-	\$ 452,082	\$ 1,856,041	\$ 2,400,638	\$ 544,597	23%
Non-Labor	-	-	\$ 8,368	\$ 652,303	\$ 1,387,116	\$ 734,813	53%
Gross Operating Total	-	-	\$ 460,450	\$ 2,508,344	\$ 3,787,754	\$ 1,279,410	34%
Allocation	-	-	\$ (184,185)	\$ (1,351,395)	\$ (2,185,317)	\$ (833,921)	38%
Net Operating Expenses	-	-	\$ 276,265	\$ 1,156,949	\$ 1,602,438	\$ 445,489	28%
Total Headcount	-	-	15	15	18	3	17%

Department Name	Dept of Real Estate Dev & Asset Mgmt
Offices	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
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ #5265 Old Dixie: settled condemnation w/prior Owner. ◆ #5163 & #5265 Old Dixie: relocated all Tenants and are in agreement on compensation for Fixtures, Moving Expenses, and Business Loss Claims. ◆ Generated \$302K in film revenue and an additional \$130K of revenue was generated for MPD Off-Duty Officers. ◆ Global Growers Farm became operational at Indian Creek Station; tended by resettled refugees and other growers to support equitable food systems and supply vegetables for MARTA Fresh Market. ◆ Improved productivity of Team thru staffing changes and hired Asset & ROW FTE's. ◆ Acquired control of 94% of parcels for the MARTA Rapid 'A' Line (Summerhill BRT) and on track to close all parcels by end of Sept 2024.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Complete solicitation and award of Appraisal and Non-Appraisal Management Services contracts. ◆ Complete solicitation and award of Real Estate Management Software. ◆ Settle and finalized deeds for all properties for MARTA Rapid 'A' Line (Summerhill). ◆ Settle and finalized deeds for all properties for Cleveland/Metropolitan ART. ◆ Close acquisition for MPD Precinct near Five Points Station. ◆ Close on property agreement with Georgia Building Assoc to facilitate construction of their new legislative building. ◆ Close on disposition of 16 parking space parcel at Trinity & Broad near the Garnett Station to facilitate development.

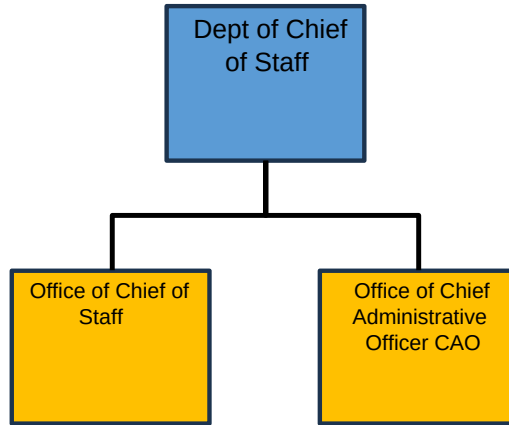
Department of Strategic Projects



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	-	-	-	-	-	-	-
Non-Labor	-	-	-	-	\$ 25,757	\$ 25,757	100%
Gross Operating Total	-	-	-	-	\$ 25,757	\$ 25,757	100%
Allocation	-	-	-	-	\$ (5,391)	\$ (5,391)	100%
Net Operating Expenses	-	-	-	-	\$ 20,366	\$ 20,366	100%
Total Headcount	-	-	-	-	-	-	-

Department Name	Dept of Strategic Projects
Offices	Office of AGM Strategic Projects
Last Year's Accomplishments	♦ At the time of publication, this information was not available.
This Year's Goals & Objectives	♦ At the time of publication, this information was not available.

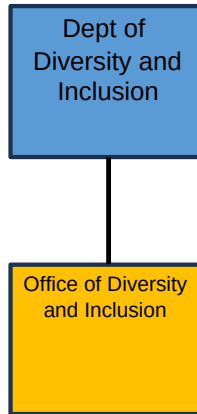
Department of Chief of Staff



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 2,159,449	\$ 2,331,877	\$ 2,115,053	\$ 1,208,510	\$ 964,832	\$ (243,678)	-25%
Non-Labor	\$ 411,274	\$ 312,096	\$ 628,999	\$ 516,117	\$ 512,662	\$ (3,455)	-1%
Gross Operating Total	\$ 2,570,723	\$ 2,643,972	\$ 2,744,052	\$ 1,724,628	\$ 1,477,494	\$ (247,134)	-17%
Allocation	\$ (1,265,153)	\$ (1,263,702)	\$ (722,705)	\$ (299,604)	\$ (311,225)	\$ (11,621)	4%
Net Operating Expenses	\$ 1,305,571	\$ 1,380,270	\$ 2,021,347	\$ 1,425,024	\$ 1,166,269	\$ (258,755)	-22%
Total Headcount	16	17	5	5	4	-1	-25%

Department Name	Dept of Chief of Staff
Offices	Office of Chief of Staff
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Led successful collaborations between the City of Atlanta and MARTA to implement comprehensive station upgrades, significantly enhancing transit accessibility and commuter experiences. ◆ Continued to foster trust among elected officials and key stakeholders in MARTA by emphasizing ongoing advancements in fiscal stewardship, internal morale, and safety enhancements. ◆ Successfully completed the reorganization, integration, and establishment of the new Department of Chief of Staff and Administration. This included consolidating functions and transferring the Department of Real Estate to Capital Programs.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Strategically plan the progression of transit expansion projects in and around the metro area, including upgrades to Five Points and MARTA Rapid Summerhill project, explore opportunities to enhance mobility, and improve access to jobs and housing in South DeKalb County. ◆ Lead initiatives in leadership development aimed at achieving business goals, fostering innovation, enhancing employee engagement, and cultivating a positive organizational culture. ◆ Provide policy and logistical support for the Riders' Advisory Council to deepen the public understanding about how MARTA operates. ◆ Led the establishment of the new strategic framework.

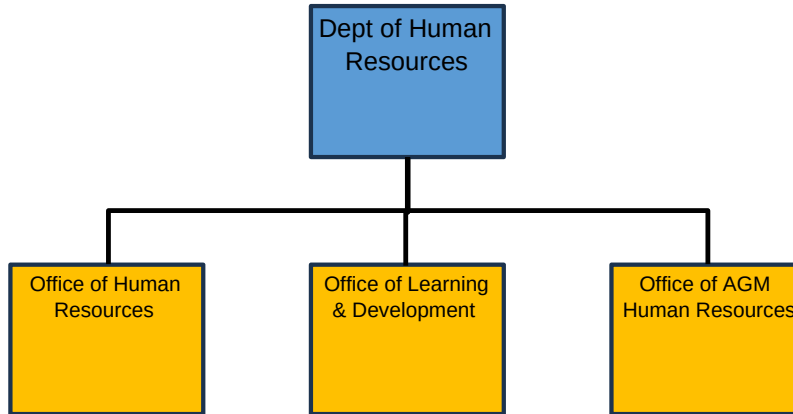
Department of Diversity and Inclusion



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 1,218,195	\$ 1,054,191	\$ 1,312,837	\$ 1,987,311	\$ 1,497,926	\$ (489,385)	-33%
Non-Labor	\$ 48,491	\$ 208,669	\$ 162,210	\$ 397,840	\$ 344,667	\$ (53,173)	-15%
Gross Operating Total	\$ 1,266,686	\$ 1,262,859	\$ 1,475,047	\$ 2,385,151	\$ 1,842,593	\$ (542,558)	-29%
Allocation	\$ (499,692)	\$ (552,440)	\$ (314,456)	\$ (1,090,216)	\$ (904,188)	\$ 186,028	-21%
Net Operating Expenses	\$ 766,994	\$ 710,420	\$ 1,160,591	\$ 1,294,935	\$ 938,405	\$ (356,530)	-38%
Total Headcount	13	15	15	16	13	-3	-23%

Department Name	Dept of Diversity and Inclusion
Offices	Office of Diversity and Inclusion
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Introduced new Employee Resource Group to the Authority – PRIDE with MARTA. ◆ Hosted several Supplier Diversity Outreach events to increase engagement with the DBE and small business community. ◆ Investigated 79 Title VII and Title VI complaint cases 2024, within 90 days with a completion rate of 93%. ◆ Increased participation of qualified Disadvantaged Business Enterprise (DBE) firms in the award and administration of USDOT-assisted contracts.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Incorporate new culture awareness events at the Authority. ◆ Develop metrics and dashboard for the Employee Resource Groups. ◆ Ensure EEO Investigations are completed within 30 days, with a 87.5% completion rate. ◆ Prepare and provide EEO training with 90% overall approval rate from employees. ◆ Encourage more collaborative efforts with resource groups to reach under-utilized DBE firms.

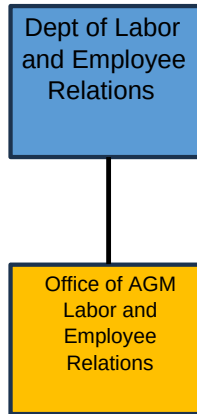
Department of Human Resources



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 4,848,477	\$ 4,029,137	\$ 5,634,524	\$ 6,018,456	\$ 5,980,469	\$ (37,987)	-1%
Non-Labor	\$ 2,018,592	\$ 2,362,071	\$ 2,553,880	\$ 2,819,077	\$ 2,672,763	\$ (146,313)	-5%
Gross Operating Total	\$ 6,867,069	\$ 6,391,208	\$ 8,188,403	\$ 8,837,532	\$ 8,653,232	\$ (184,301)	-2%
Allocation	\$ (367,061)	\$ (825,311)	\$ (485,805)	\$ (353,598)	\$ (246,958)	\$ 106,640	-43%
Net Operating Expenses	\$ 6,500,008	\$ 5,565,898	\$ 7,702,599	\$ 8,483,934	\$ 8,406,274	\$ (77,660)	-1%
Total Headcount	42	48	57	57	55	-2	-4%

Department Name	Dept of Human Resources
Offices	Office of Human Resources, Office of Learning & Development, Office of AGM Human Resources
Last Year's Accomplishments	◆ At the time of publication, this information was not available.
This Year's Goals & Objectives	◆ At the time of publication, this information was not available.

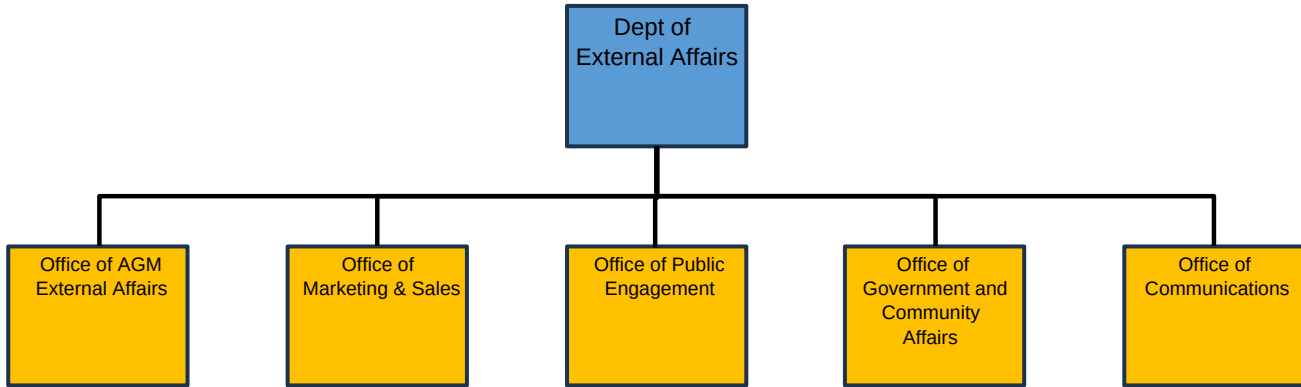
Department of Labor and Employee Relations



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 788,176	\$ 1,096,367	\$ 934,730	\$ 1,316,377	\$ 1,081,969	\$ (234,408)	-22%
Non-Labor	\$ 30,536	\$ 47,521	\$ 71,767	\$ 145,419	\$ 115,605	\$ (29,814)	-26%
Gross Operating Total	\$ 818,712	\$ 1,143,888	\$ 1,006,497	\$ 1,461,796	\$ 1,197,574	\$ (264,222)	-22%
Allocation	\$ (9,160)	\$ (1,051,125)	\$ (484,208)	-	-	-	-
Net Operating Expenses	\$ 809,553	\$ 92,763	\$ 522,289	\$ 1,461,796	\$ 1,197,574	\$ (264,222)	-22%
Total Headcount	8	9	9	9	8	-1	-13%

Department Name	Dept of Labor and Employee Relations
Offices	Office of AGM Labor and Employee Relations
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Executed on a comprehensive plan for effective management training on the successive labor agreement negotiated with the ATU Local 732. ◆ Produced informative and well attended Roundtables with growing participation.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Build a productive relationship with MARTA's labor partners and mitigate any perception that organized labor and management have a perpetually adversarial relationship. ◆ Track operational and financial performance/outcomes from negotiated labor changes to effectively plan for successive contract negotiations. ◆ Develop an effective plan and commence contract negotiations for successive labor agreement. ◆ Develop an effective operational and resource strategy to respond to labor organizing campaign.

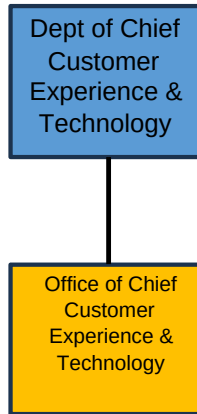
Department of External Affairs



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 2,517,325	\$ 2,078,055	\$ 2,426,584	\$ 3,797,712	\$ 3,529,716	\$ (267,996)	-8%
Non-Labor	\$ 1,067,824	\$ 1,209,008	\$ 1,471,744	\$ 1,660,765	\$ 2,152,897	\$ 492,132	23%
Gross Operating Total	\$ 3,585,149	\$ 3,287,063	\$ 3,898,327	\$ 5,458,476	\$ 5,682,613	\$ 224,137	4%
Allocation	\$ (338,095)	\$ (644,063)	\$ (413,653)	\$ (1,115,025)	\$ (1,393,362)	\$ (278,337)	20%
Net Operating Expenses	\$ 3,247,054	\$ 2,643,000	\$ 3,484,674	\$ 4,343,451	\$ 4,289,251	\$ (54,201)	-1%
Total Headcount	28	27	31	31	31	-	-

Department Name	Dept of External Affairs
Offices	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
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Successfully communicated and garnered positive media coverage for several important projects and initiatives. ◆ Created public awareness for construction beginning on the region's first bus rapid transit line, the Kensington Station transit-oriented development groundbreaking, and public launch of Breeze Mobile 2.0. ◆ Assisted conservation efforts with the "sinking" of old railcars off the Georgia coast as part of the Department of Natural Resources Reefing Project.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Work to comprehensively communicate the details and service impacts of several large projects including the Five Points Transformation Project, the redesign of the Authority's bus network, and the arrival of the first CQ400 rail cars. ◆ Aim to continue improving social media engagement using shorter, more frequent posts, reels and videos, and timely interaction with commenters. ◆ Strive to improve public perception of MARTA by highlighting the Authority's ongoing enhancement and expansion projects, fiscal responsibility, and community engagement and involvement.

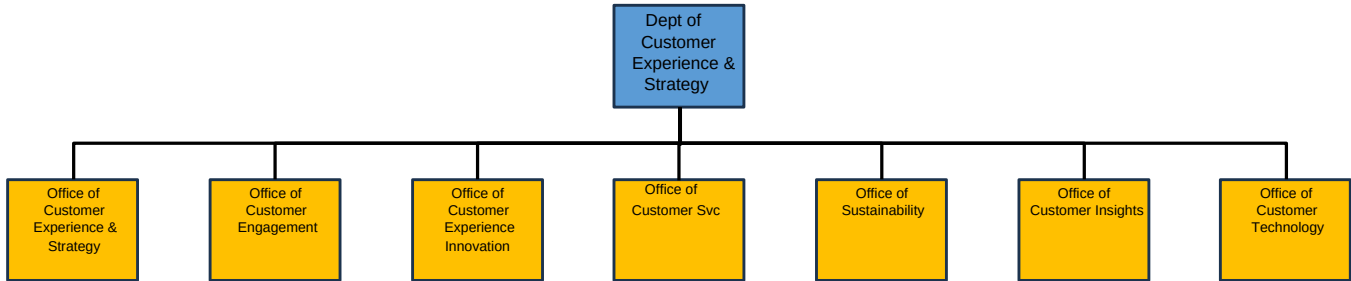
Department of Chief Customer Experience & Technology



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 407,818	\$ 269,508	\$ 645,170	\$ 472,533	\$ 445,668	\$ (26,865)	-6%
Non-Labor	\$ 521,567	\$ 213,470	\$ 506,104	\$ 429,733	\$ 368,257	\$ (61,476)	-17%
Gross Operating Total	\$ 929,384	\$ 482,978	\$ 1,151,273	\$ 902,266	\$ 813,925	\$ (88,341)	-11%
Allocation	-	\$ (393,590)	\$ (386,960)	\$ (63,407)	\$ (62,944)	\$ 463	-1%
Net Operating Expenses	\$ 929,384	\$ 89,388	\$ 764,313	\$ 838,859	\$ 750,981	\$ (87,878)	-12%
Total Headcount	1	2	2	2	2	-	-

Department Name	Dept of Chief Customer Experience & Technology
Offices	Office of Chief Customer Experience & Technology
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Re-introduced the MARTA Intramural Sports Program after 2-year hiatus due to COVID. ◆ Continued success of MARTA HOPE Program. ◆ Developed new real-time train data feed combining with scheduled information. ◆ In May 2024, the EPA awarded MARTA Headquarters the Energy Star Certification, recognizing it as one of America's energy all-star structures.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ MARTA Wayfinding Standards: Develop a wayfinding standards manual to complement the Customer Information Design Standards to be used for projects across the MARTA. ◆ MARTA News Network (MNN): To address chronic employee complaints about poor Authority-wide communications, CX will produce MARTA-focused news/entertainment program for broadcast on digital display screens installed in HQ, bus garages and railyards. ◆ Climate Action & Resiliency Plan: Issue MARTA's Climate Action & Resiliency Plan. ◆ Launch updated Voice of the Customer (VOC) survey. ◆ Procure AI software to drive customer insights from survey data by increasing MARTA's capacity to analyze higher number of responses, faster.

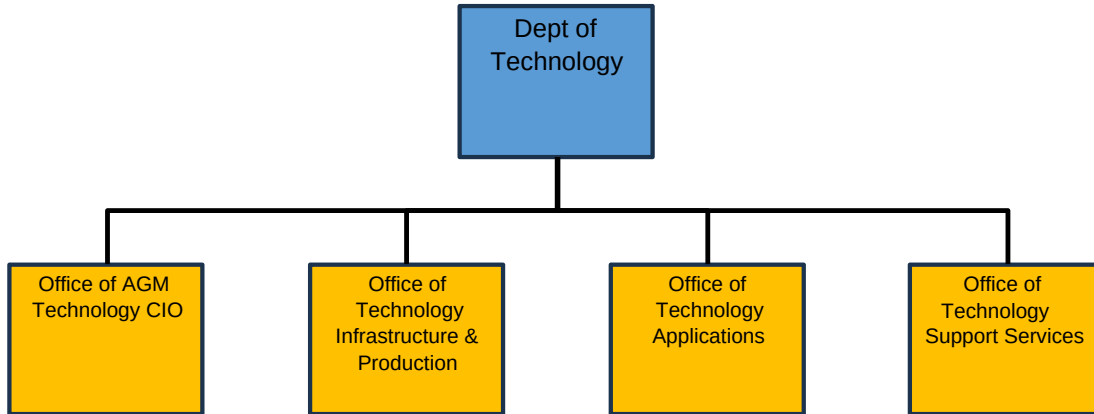
Department of Customer Experience & Strategy



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 3,345,593	\$ 2,935,790	\$ 4,007,996	\$ 6,835,823	\$ 7,543,860	\$ 708,037	9%
Non-Labor	\$ 202,250	\$ 404,248	\$ 515,252	\$ 1,425,886	\$ 10,773,790	\$ 9,347,904	87%
Gross Operating Total	\$ 3,547,844	\$ 3,340,038	\$ 4,523,248	\$ 8,261,709	\$ 18,317,651	\$ 10,055,942	55%
Allocation	\$ (2,958)	\$ (944,740)	\$ (1,607,182)	\$ (350,036)	\$ (1,049,554)	\$ (699,518)	67%
Net Operating Expenses	\$ 3,544,886	\$ 2,395,298	\$ 2,916,066	\$ 7,911,673	\$ 17,268,097	\$ 9,356,424	54%
Total Headcount	55	68	71	75	79	4	5%

Department Name	Dept of Customer Experience & Strategy
Offices	Office of Customer Experience & Strategy, Office of Customer Engagement, Office of Customer Experience Innovation, Office of Customer Svc, Office of Sustainability, Office of Customer Insights, Office of Customer Technology
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Regional Expansion of Breeze Mobile app: Expanded Breeze Mobile app to regional customers (Xpress, Gwinnett Ride and CobbLinc customers) for more seamless mobile fare payments for customers. ◆ Executed contract an Enterprise CRM software and for replacement of the automated fare collection system (AFC 2.0). ◆ Launched Breeze Family pass for spouses and children of MARTA employees. ◆ Completed railcar reefing project and completed a climate vulnerability study. ◆ Re-introduced the MARTA Intramural Sports Program and continued success of MARTA HOPE Program. ◆ Real-time train information enhancements: developed new real-time train data feed combining both real-time and scheduled information.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ MARTA-on-the-Go, See & Say App, and MARTA website Replacements. ◆ Paratransit/Demand Response Software and TRIPS Digital Signage Implementation. ◆ Deploy interim enhancements to MARTA website to include a trip planning and real-time mapping interface. ◆ Publish improved General Transit Feed Specification - Real Time feeds. ◆ Deploy enhancements to AVIS screens to include real-time bus information and improved audio announcements. ◆ Enterprise Customer Relationship Management (eCRM) system: Implement Phase I and II and retire the H.E.A.T. system to significantly improve employee responses and interactions with MARTA customers. ◆ Automated Fare Collection (AFC 2.0): Complete design of new system along with factory acceptance testing (FAT) of all major components.

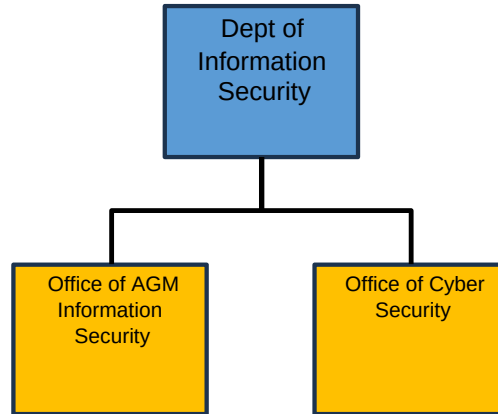
Department of Technology



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 13,111,892	\$ 11,615,272	\$ 13,450,043	\$ 17,076,680	\$ 15,921,550	\$ (1,155,130)	-7%
Non-Labor	\$ 24,605,447	\$ 28,667,742	\$ 26,469,773	\$ 25,818,392	\$ 19,304,466	\$ (6,513,926)	-34%
Gross Operating Total	\$ 37,717,339	\$ 40,283,014	\$ 39,919,816	\$ 42,895,072	\$ 35,226,017	\$ (7,669,056)	-22%
Allocation	\$ (8,494,562)	\$ (5,764,607)	\$ (4,275,264)	\$ (10,541,631)	\$ (8,915,050)	\$ 1,626,581	-18%
Net Operating Expenses	\$ 29,222,777	\$ 34,518,407	\$ 35,644,552	\$ 32,353,442	\$ 26,310,967	\$ (6,042,475)	-23%
Total Headcount	138	126	130	126	131	5	4%

Department Name	Dept of Technology
Offices	Office of AGM Technology CIO, Office of Technology Infrastructure & Production, Office of Technology Applications, Office of Technology Support Services
Last Year's Accomplishments	♦ At the time of publication, this information was not available.
This Year's Goals & Objectives	♦ At the time of publication, this information was not available.

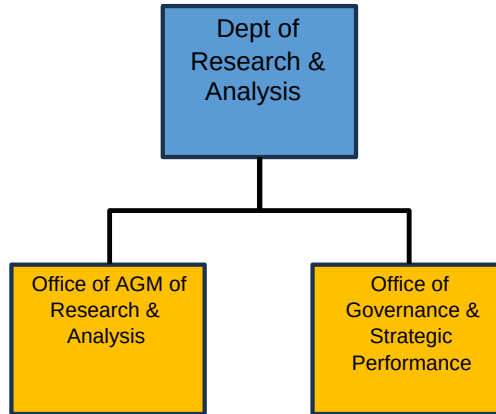
Department of Information Security



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 362,157	\$ 1,040,338	\$ 1,364,290	\$ 1,995,044	\$ 2,122,504	\$ 127,461	6%
Non-Labor	\$ 1,741,536	\$ 700,077	\$ 553,308	\$ 367,118	\$ 392,660	\$ 25,542	7%
Gross Operating Total	\$ 2,103,693	\$ 1,740,415	\$ 1,917,597	\$ 2,362,162	\$ 2,515,164	\$ 153,002	6%
Allocation	\$ (35,293)	\$ (611,904)	\$ (911,254)	\$ (186,512)	\$ (223,956)	\$ (37,444)	17%
Net Operating Expenses	\$ 2,068,400	\$ 1,128,511	\$ 1,006,344	\$ 2,175,650	\$ 2,291,208	\$ 115,558	5%
Total Headcount	7	11	11	11	13	2	15%

Department Name	Dept of Information Security
Offices	Office of AGM Information Security, Office of Cyber Security
Last Year's Accomplishments	◆ At the time of publication, this information was not available.
This Year's Goals & Objectives	◆ At the time of publication, this information was not available.

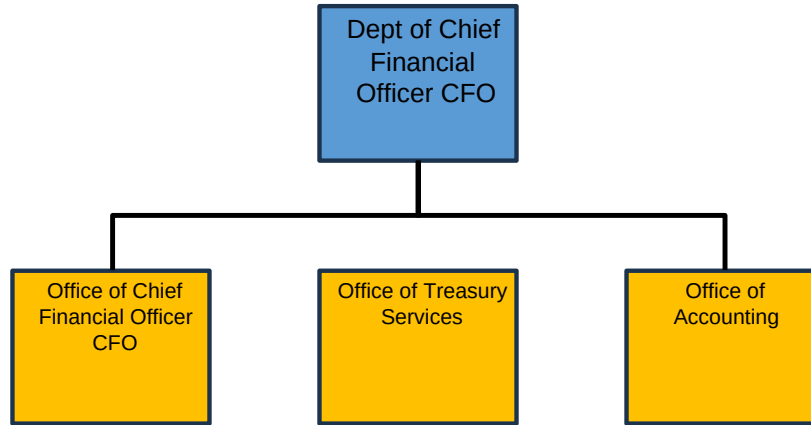
Department of Research & Analysis



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 2,256,247	\$ 2,256,605	\$ 2,485,425	\$ 4,224,046	\$ 3,812,219	\$ (411,827)	-11%
Non-Labor	\$ 20,437	\$ 11,797	\$ 30,297	\$ 547,730	\$ 762,445	\$ 214,715	28%
Gross Operating Total	\$ 2,276,685	\$ 2,268,402	\$ 2,515,721	\$ 4,771,776	\$ 4,574,664	\$ (197,112)	-4%
Allocation	\$ (679,147)	\$ (214,872)	\$ (45,212)	\$ (2,652,524)	\$ (2,630,715)	\$ 21,809	-1%
Net Operating Expenses	\$ 1,597,538	\$ 2,053,530	\$ 2,470,510	\$ 2,119,252	\$ 1,943,948	\$ (175,303)	-9%
Total Headcount	40	35	37	38	37	-1	-3%

Department Name	Dept of Research & Analysis
Offices	Office of AGM of Research & Analysis, Office of Governance & Strategic Performance
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Met all FTA requirements for submitting FY24 MR-20, FY23 S-10 and new (in FY24) WE-20 forms to the NTD, helping ensure MARTA receives all federal funds to which it is entitled by law. ◆ Expanded the Voice of the Customer Survey to obtain customer feedback about all steps in the customer journey. Performance ratings are categorized into 9 Customer Experience Indicators. Established a multi-departmental Voice of the Customer Advisory and Insights team to provide input into survey design, findings, and action items. ◆ Completed fare evasion studies for rail, fixed route bus, and MARTA Mobility. ◆ Established Data Governance Unit and began developing repeatable processes for developing and maintaining data standards to ensure reliability of MARTA's critical datasets.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Meet all FTA requirements for submitting MARTA's FY25 MR-20, FY24 S-10 and FY25 WE-20 forms to the NTD, helping ensure MARTA receives all federal funds to which it is entitled by law. ◆ Re-validate Automatic Passenger Counters for use in reporting bus ridership statistics to the National Transit Database. ◆ Launch the new Voice of the Customer Survey with quarterly reporting. Collaborate with the VOC Advisory and Insights Team to better understand factors influencing performance scores, identify action items and evaluate their effectiveness. ◆ Develop and launch a non-rider / general public research program to assess public perceptions of MARTA and identify barriers to ridership among non-riders who have reasonable access to the system.

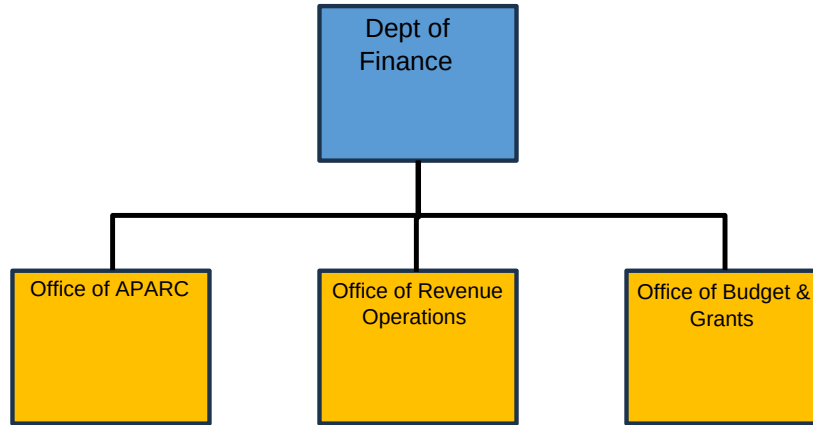
Department of Chief Financial Officer CFO



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 6,207,210	\$ 4,596,654	\$ 6,272,130	\$ 6,821,536	\$ 5,926,821	\$ (894,714)	-15%
Non-Labor	\$ 307,049	\$ 335,998	\$ 345,169	\$ 365,088	\$ 542,639	\$ 177,551	33%
Gross Operating Total	\$ 6,514,258	\$ 4,932,651	\$ 6,617,299	\$ 7,186,624	\$ 6,469,460	\$ (717,163)	-11%
Allocation	\$ (2,216,626)	\$ (2,497,218)	\$ (1,646,466)	\$ (2,442,382)	\$ (2,451,093)	\$ (8,711)	-
Net Operating Expenses	\$ 4,297,632	\$ 2,435,434	\$ 4,970,833	\$ 4,744,241	\$ 4,018,367	\$ (725,874)	-18%
Total Headcount	46	46	45	47	43	-4	-9%

Department Name	Dept of Chief Financial Officer CFO
Offices	Office of Chief Financial Officer CFO, Office of Treasury Services, Office of Accounting
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Confirmed AAA Bond Rating by S&P and Kroll on recent bond transactions and conducted refunding transactions that saved \$42.1M. ◆ Received \$1.75 million in funding from the U.S. Department of Transportation (USDOT) to stand up Transit Oriented Development (TOD) accelerator to close capital funding gaps for projects across the region. ◆ Completed FTA Triennial Review with zero outstanding action items. ◆ Establish four-year plan to balance recurring income to expenses.
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Ensure that the Authority receives an unqualified audit opinion on its financial audit, and earns the Annual Comprehensive Financial Report (ACFR) award. ◆ Mitigate fuel cost instability by hedging at least 50% of MARTA's exposure to energy price volatility.

Department of Finance



	FY21	FY22	FY23	FY24	FY25		
	Actual	Actual	Actual	Board Approved	Board Approved	Adopted Change	Change%
CATEGORY OF EXPENSES							
Labor	\$ 10,040,538	\$ 7,445,259	\$ 10,168,009	\$ 10,354,763	\$ 10,283,406	\$ (71,358)	-1%
Non-Labor	\$ 983,944	\$ 1,333,648	\$ 2,029,748	\$ 2,688,555	\$ 3,144,690	\$ 456,135	15%
Gross Operating Total	\$ 11,024,481	\$ 8,778,907	\$ 12,197,756	\$ 13,043,318	\$ 13,428,096	\$ 384,778	3%
Allocation	\$ (1,712,039)	\$ (1,325,850)	\$ (482,917)	\$ (1,662,884)	\$ (1,632,271)	\$ 30,613	-2%
Net Operating Expenses	\$ 9,312,442	\$ 7,453,057	\$ 11,714,840	\$ 11,380,434	\$ 11,795,825	\$ 415,390	4%
Total Headcount	158	147	111	111	109	-2	-2%

Department Name	Dept of Finance
Offices	Office of APARC, Office of Revenue Operations, Office of Budget & Grants
Last Year's Accomplishments	<ul style="list-style-type: none"> ◆ Receive the GFOA award for Distinguished Budget Presentation Award. ◆ Successfully completed the replacement of automated parking equipment in four major parking decks (Dunwoody, Lenox, Lindbergh, and Medical Center).
This Year's Goals & Objectives	<ul style="list-style-type: none"> ◆ Continue to work with the Budget Work Group to increase efficiency and implement budget process changes. ◆ Upgrade the aging door access controls and replace fencing at the Garnett Revenue Facility to increase security. ◆ Redesign and relocation of Airport Ride store. ◆ Reduce operating budget dependency on operating carry-forward.

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.

FY25 Capital Funding (Sources)

Funding for the FY25 Capital Program is provided from the beginning balance of prior year carryover from the general fund, sales tax allocation revenue (46% Capital vs. 54% 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 FY25 Beginning Balance totals \$499.9M (\$10.0M State of Good Repair, \$243.0M More MARTA City of Atlanta, and \$246.9M More MARTA Clayton) will be available to fund the FY25 Capital Improvement Program. After recognizing FY25 Capital and other general fund revenues and expenditures, a FY25 Ending Balance of \$456.5M is anticipated to be available to fund the Capital Program beyond FY25.

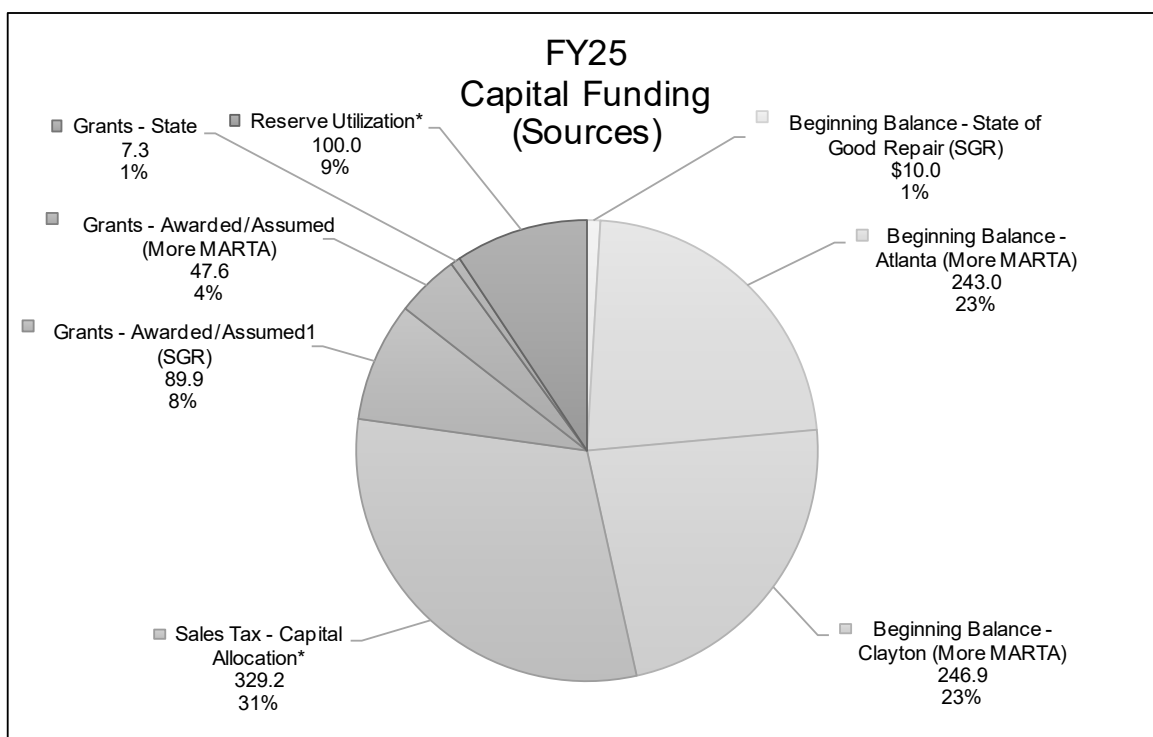
**FY21 - FY25 Approved Capital Program Revenues Sources
Metropolitan Atlanta Rapid Transit Authority - Comprehensive (All Programs)**

[\$millions]

	FY21 Budget	FY22 Budget	FY23 Budget	FY24 Budget	FY25 Budget
Capital Revenues (Sources)					
Beginning Balance - State of Good Repair (SGR)	\$140.4	\$20.0	\$34.4	\$5.4	\$10.0
Beginning Balance - Atlanta (More MARTA)	98.5	118.4	142.8	175.4	243.0
Beginning Balance - Clayton (More MARTA)	125.8	148.3	177.3	210.0	246.9
Sales Tax - Capital Allocation*	270.6	294.5	362.4	347.6	329.2
Grants - Awarded/Assumed ¹ (SGR)	61.6	83.6	101.5	82.9	89.9
Grants - Awarded/Assumed (More MARTA)		24.4	6.7	46.1	47.6
Grants - State	10.4			6.6	7.3
Other Revenue - Interest Income*	0.5	0.5	0.5	9.3	16.7
Reserve Utilization*		81.7	245.0	150.0	100.0
Debt Issue	210.0	220.0		125.0	275.0
Total Sources	\$917.8	\$991.4	\$1,070.6	\$1,158.3	\$1,365.7

*Includes More MARTA City of Atlanta and Clayton County.

¹Includes Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA).



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.

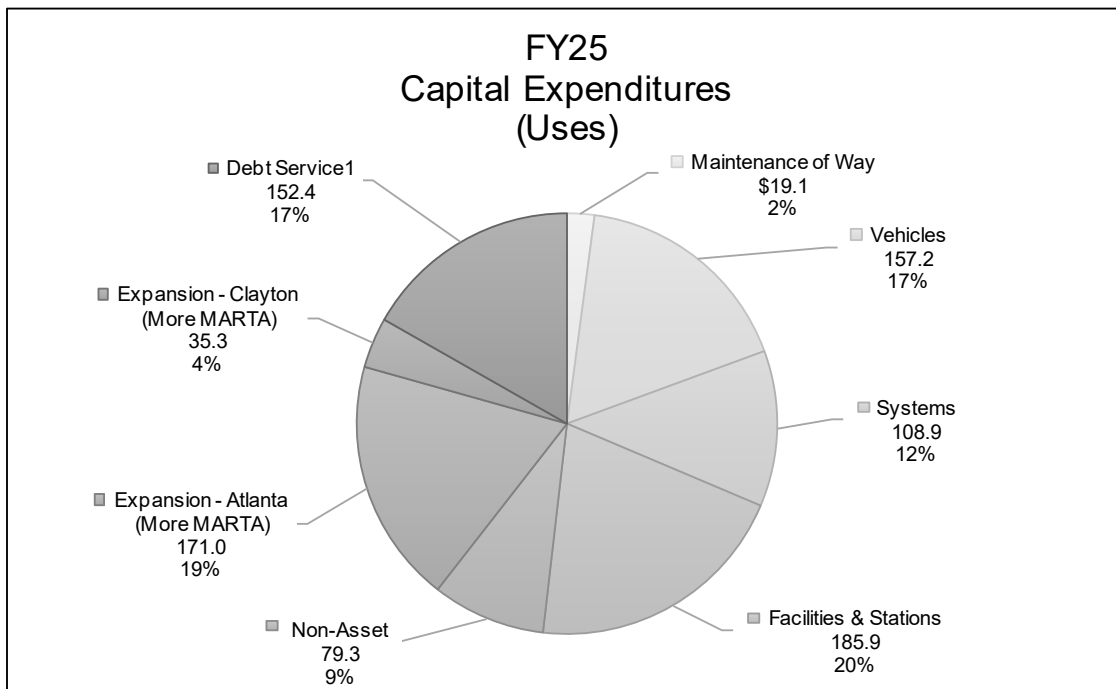
MARTA is authorized to sell bonds and/or issue tax exempt FRN to fund its capital improvement program with the resulting debt service funded from the capital program. The Capital Improvement Program is detailed in the following sections of this document. MARTA’s bond and debt service are discussed in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

**FY24 vs. FY25 Approved Capital Program Sources and Uses of Funds
Metropolitan Atlanta Rapid Transit Authority - Comprehensive (All Programs)**

[\$millions]

	FY24 Uses	FY25 Uses	\$ Change	% Change
Capital Expenditures (Uses)				
Maintenance of Way	\$39.5	\$19.1	(\$20.4)	-51.6%
Vehicles	88.7	157.2	68.6	77.3%
Systems	112.4	108.9	(3.5)	-3.1%
Facilities & Stations	105.5	185.9	80.4	76.2%
Non-Asset	110.3	79.3	(31.0)	-28.1%
Expansion - Atlanta (More MARTA)	218.0	171.0	(47.0)	-21.6%
Expansion - Clayton (More MARTA)	28.7	35.3	6.6	23.0%
Total Authority	\$703.0	\$756.8	\$53.7	7.6%
Debt Service ¹	149.2	152.4	3.2	2.2%
Total Uses	\$852.2	\$909.2	\$57.0	6.7%

¹Projections subject to change based on actual debt requirements and terms of future debt issuance.



FY25-FY34 Sources and Uses by Program

State of Good Repair (\$M)

**FY25 - FY34 Approved Capital Program Sources and Uses of Funds
Metropolitan Atlanta Rapid Transit Authority - State of Good Repair (SGR)**

[\$millions]

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
Beginning Balance	\$10.0	\$14.2	\$17.4	\$13.2	\$15.8	\$16.7	\$16.0	\$15.2	\$17.7	\$18.5	\$10.0
Capital Revenues (Sources)											
Sales Tax - Capital Allocation ¹	\$239.6	\$275.5	\$289.4	\$301.4	\$315.2	\$331.0	\$346.7	\$363.7	\$381.9	\$398.4	\$3,242.8
Grants - Awarded/Assumed	88.5	74.0	62.8	30.0	30.0	30.0	30.0	30.0	30.0	30.0	435.3
Federal Relief - CRRSAA ²	2.0	7.3	7.3	7.3	9.3	-	-	-	-	-	33.2
Other Revenue - Interest Income	2.0	2.0	2.1	2.1	2.2	2.2	2.3	2.3	2.3	2.4	21.9
Reserves Utilization	100.0	-	-	-	-	-	-	-	-	-	100.0
Debt Issue	275.0	395.0	410.0	440.0	385.0	310.0	285.0	240.0	220.0	145.0	3,105.0
Total Sources	\$717.1	\$768.0	\$788.9	\$794.1	\$757.5	\$689.9	\$679.9	\$651.2	\$652.0	\$594.3	\$6,948.2
Capital Expenditures (Uses)											
Facilities & Stations	\$185.9	\$200.7	\$167.9	\$150.5	\$129.3	\$83.8	\$81.7	\$79.8	\$79.3	\$79.2	\$1,238.0
Maintenance of Way	19.1	25.7	19.6	3.9	3.9	3.9	3.8	-	-	-	79.9
Non-Asset	79.3	94.5	101.3	129.4	102.5	143.6	143.6	139.6	140.4	63.7	1,137.9
Systems	108.9	102.7	139.6	130.3	119.1	101.4	91.8	95.6	93.9	103.6	1,086.9
Vehicles	157.2	156.2	157.1	152.5	156.8	97.2	85.5	48.4	38.9	43.4	1,093.2
Total Program - SGR	\$550.5	\$579.7	\$585.6	\$566.5	\$511.6	\$429.9	\$406.4	\$363.4	\$352.4	\$289.9	\$4,636.0
Debt Service ³	152.4	170.9	190.1	211.7	229.3	244.0	258.3	270.1	281.0	287.9	2,295.8
Total Uses	\$702.9	\$750.7	\$775.7	\$778.2	\$740.9	\$673.9	\$664.7	\$633.5	\$633.5	\$577.8	\$6,931.7
Year End Balance											
Total Carry Over	\$14.2	\$17.4	\$13.2	\$15.8	\$16.7	\$16.0	\$15.2	\$17.7	\$18.5	\$16.5	\$16.5

¹FY25 Core Penny Sales Tax Allocation is 44/56 Capital vs. Operating.

²Coronavirus Response and Relief Supplemental Appropriations Act of 2021.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

More MARTA – City of Atlanta (\$M)

**FY25 - FY34 Approved Capital Program Sources and Uses of Funds
Metropolitan Atlanta Rapid Transit Authority - More MARTA (City of Atlanta)**

[\$millions]

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
Beginning Balance	\$243.0	\$167.2	\$92.6	\$5.0	\$6.1	\$6.5	\$4.1	\$9.2	\$31.7	\$57.1	\$243.0
Capital Revenues (Sources)											
Sales Tax - Expansion Only ¹	\$55.6	\$57.1	\$54.9	\$56.4	\$53.5	\$44.2	\$46.3	\$48.6	\$51.0	\$53.2	\$520.8
Grants - Awarded	34.7	36.0	12.8	-	-	-	-	-	-	-	83.5
Grants - Assumed ²	-	18.0	133.7	105.5	107.0	62.5	15.0	-	-	-	441.7
Other Revenue - Interest Income	4.9	3.3	1.9	0.1	0.1	0.1	0.1	0.2	0.6	1.1	12.4
Debt Issue	-	-	125.0	155.0	155.0	55.0	-	-	-	-	490.0
Total Sources	\$338.2	\$281.6	\$420.9	\$321.9	\$321.7	\$168.4	\$65.5	\$58.0	\$83.4	\$111.4	\$1,791.5
Capital Expenditures (Uses)											
Expansion	171.0	189.0	410.0	302.5	294.5	141.0	33.0	3.0	3.0	3.0	1,550.0
Total Program - Atlanta	\$171.0	\$189.0	\$410.0	\$302.5	\$294.5	\$141.0	\$33.0	\$3.0	\$3.0	\$3.0	\$1,550.0
Debt Service ³	-	-	5.9	13.3	20.7	23.3	23.3	23.3	23.3	23.3	156.4
Total Uses	\$171.0	\$189.0	\$415.9	\$315.8	\$315.2	\$164.3	\$56.3	\$26.3	\$26.3	\$26.3	\$1,706.4
Year End Balance											
Total Carry Over	\$167.2	\$92.6	\$5.0	\$6.1	\$6.5	\$4.1	\$9.2	\$31.7	\$57.1	\$85.1	\$85.1

¹FY25 City of Atlanta Half Penny Sales Tax Allocation is 55/45 Capital vs. Operating.

²Assumed Federal Grants include: Clifton Corridor & MARTA Rapid Campbellton.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

More MARTA – Clayton County (\$M)

**FY25 - FY34 Approved Capital Program Sources and Uses of Funds
Metropolitan Atlanta Rapid Transit Authority - More MARTA (Clayton County)**

[\$millions]

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
Beginning Balance	\$246.9	\$275.1	\$164.0	\$7.7	\$6.2	\$4.0	\$13.9	\$18.6	\$25.1	\$33.4	\$246.9
Capital Revenues (Sources)											
Sales Tax - Expansion Only ¹	\$34.0	\$32.5	\$34.2	\$35.0	\$31.4	\$33.1	\$27.8	\$29.4	\$31.1	\$32.6	\$321.0
Grants - Awarded	19.6	0.6	-	-	-	-	-	-	-	-	20.3
Grants - Assumed ²	-	72.3	69.5	-	-	-	-	-	-	-	141.9
Other Revenue - Interest Income	9.9	8.3	3.3	0.2	0.1	0.1	0.3	0.4	0.5	0.7	23.6
Debt Issue	-	-	150.0	225.0	115.0	-	-	-	-	-	490.0
Total Sources	\$310.4	\$388.9	\$421.0	\$267.9	\$152.7	\$37.2	\$41.9	\$48.4	\$56.7	\$66.6	\$1,243.6
Capital Expenditures (Uses)											
Expansion	35.3	224.9	406.2	243.9	125.4	0.0	-	-	-	-	1,035.7
Total Program - Clayton	\$35.3	\$224.9	\$406.2	\$243.9	\$125.4	\$0.0	-	-	-	-	\$1,035.7
Debt Service ³	-	-	7.1	17.8	23.3	23.3	23.3	23.3	23.3	23.3	164.6
Total Uses	\$35.3	\$224.9	\$413.3	\$261.7	\$148.7	\$23.3	\$23.3	\$23.3	\$23.3	\$23.3	\$1,200.3
Year End Balance											
Total Carry Over	\$275.1	\$164.0	\$7.7	\$6.2	\$4.0	\$13.9	\$18.6	\$25.1	\$33.4	\$43.3	\$43.3

¹FY25 Clayton County Penny Sales Tax Allocation is 50/50 Capital vs. Operating.

²Assumed Federal Grants include: MARTA Rapid Southlake & MARTA Rapid SR54.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

State of Good Repair Capital Improvement Program

Section 1 – Capital Sources and Applications of Funds

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

FY25 - FY34 Approved Capital Program Sources and Uses of Funds Metropolitan Atlanta Rapid Transit Authority - State of Good Repair (SGR)

[\$millions]

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
Beginning Balance	\$10.0	\$14.2	\$17.4	\$13.2	\$15.8	\$16.7	\$16.0	\$15.2	\$17.7	\$18.5	\$10.0
Capital Revenues (Sources)											
Sales Tax - Capital Allocation ¹	\$239.6	\$275.5	\$289.4	\$301.4	\$315.2	\$331.0	\$346.7	\$363.7	\$381.9	\$398.4	\$3,242.8
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Federal Relief - CRRSAA ²	2.0	7.3	7.3	7.3	9.3	-	-	-	-	-	33.2
Other Revenue - Interest Income	2.0	2.0	2.1	2.1	2.2	2.2	2.3	2.3	2.3	2.4	21.9
Reserves Utilization	100.0	-	-	-	-	-	-	-	-	-	100.0
Debt Issue	275.0	395.0	410.0	440.0	385.0	310.0	285.0	240.0	220.0	145.0	3,105.0
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Capital Expenditures (Uses)											
Facilities & Stations	\$185.9	\$200.7	\$167.9	\$150.5	\$129.3	\$83.8	\$81.7	\$79.8	\$79.3	\$79.2	\$1,238.0
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Systems	108.9	102.7	139.6	130.3	119.1	101.4	91.8	95.6	93.9	103.6	1,086.9
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Total Uses	\$702.9	\$750.7	\$775.7	\$778.2	\$740.9	\$673.9	\$664.7	\$633.5	\$633.5	\$577.8	\$6,931.7
Year End Balance											
Total Carry Over	\$14.2	\$17.4	\$13.2	\$15.8	\$16.7	\$16.0	\$15.2	\$17.7	\$18.5	\$16.5	\$16.5

¹FY25 Core Penny Sales Tax Allocation is 44/56 Capital vs. Operating.

²Coronavirus Response and Relief Supplemental Appropriations Act of 2021.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

I. Capital Sources

Funding for the FY25-FY34 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 Airport Station Rehabilitation, Bankhead platform extension, Bus Stop Replacement Upgrade, Five Points Station Transformation, and TOD General Planning projects.

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 FY25, financial modeling of the “Capital Program Sources and Uses of Funds” forecasts \$275.0M 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

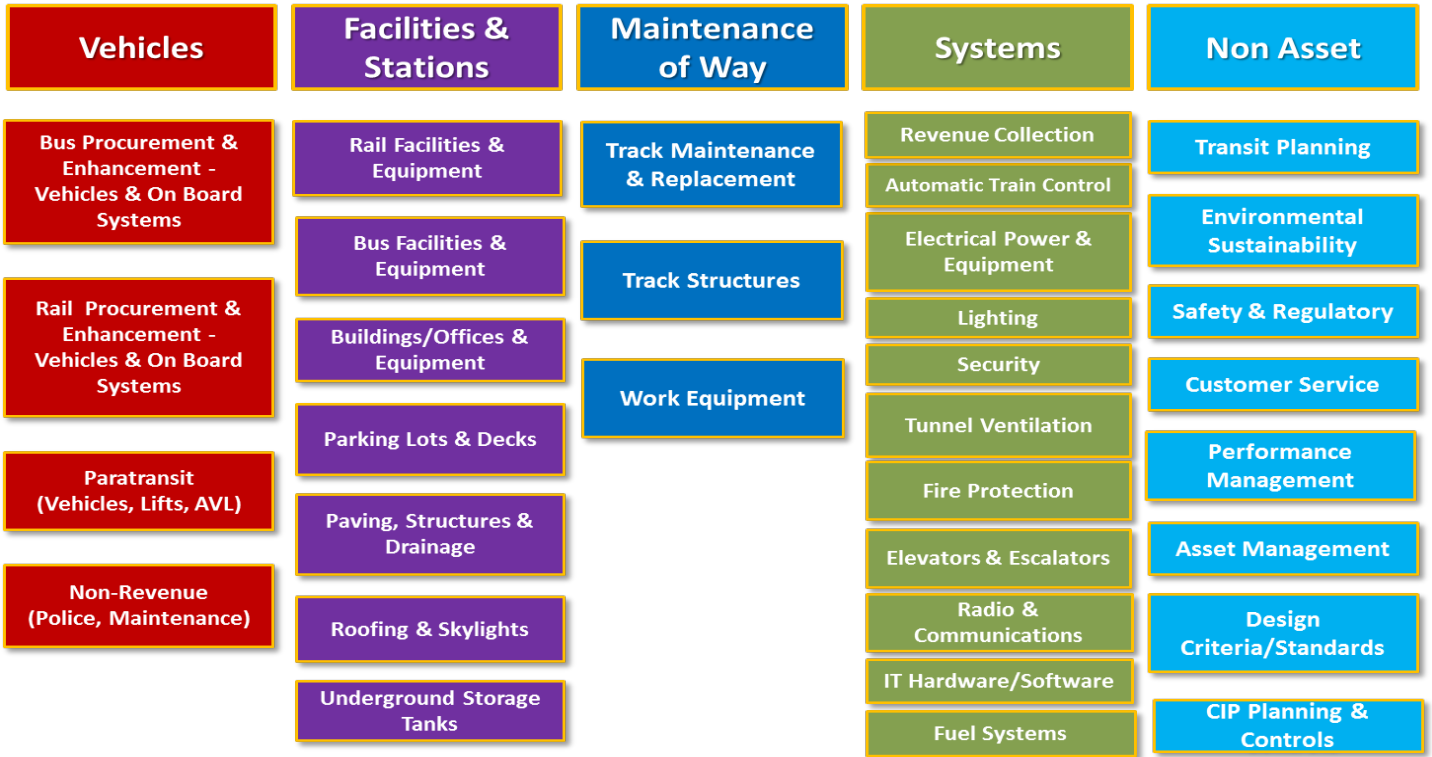
MARTA is authorized to sell bonds or other debt instruments to fund its Capital Improvement Program with the resulting debt service funded from the capital program. The debt service is comprised of principal and interest payments on fixed and variable rate debt issues.

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 FY25 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 consists of the procurement and enhancement of bus vehicles including major on-board systems. As of Q3 of FY24, the Authority's bus fleet consists of 523 diesel, compressed natural gas (CNG), and electric buses. The fleet composition is split between 155 diesel buses and 362 CNG buses, and 6 electric buses. This includes Paratransit Vans, Service Vehicles, and Service Vehicles for Police. The average age of the fleet is 6.3 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 294 heavy rail vehicles obtained under three procurement contracts, CQ310, CQ311 and CQ312. The rehabilitation program to extend the useful life of the CQ310, CQ311, and CQ312 rail cars for additional years will continue. The CQ312 rail cars were delivered in the early 2000's and the average age of these rail cars is 21 years with a life expectancy benchmark of 25 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 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 outcomes of this planning project have been programmed in the FY25 CIP planning window.

Projects within the rail vehicle program to be executed in FY25 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 FY25, the Authority's mobility fleet consists of 254 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 492 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 FY25 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 FY25 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 projects within the maintenance of way asset category to be executed in FY25 are Track Renovation Phase V and MOW and Operations Support.

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 FY25 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 FY25 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-wide; an ongoing 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.

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

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. Funds are budgeted to move forward with implementation on several new projects including developments at Avondale and Edgewood/Candler Park. TOD also includes

the ongoing implementation of the station concessions program. It is anticipated that the stations concession program will expand from the initial food and beverage offerings by adding convenience, news, gifts, and specialty retail concepts.

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 FY25, 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

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

**FY25 - FY34 Approved Capital Program Sources and Uses of Funds
Metropolitan Atlanta Rapid Transit Authority - More MARTA (City of Atlanta)**

[\$Millions]

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
Beginning Balance	\$243.0	\$167.2	\$92.6	\$5.0	\$6.1	\$6.5	\$4.1	\$9.2	\$31.7	\$57.1	\$243.0
Capital Revenues (Sources)											
Sales Tax - Expansion Only ¹	\$55.6	\$57.1	\$54.9	\$56.4	\$53.5	\$44.2	\$46.3	\$48.6	\$51.0	\$53.2	\$520.8
Grants - Awarded	34.7	36.0	12.8	-	-	-	-	-	-	-	83.5
Grants - Assumed ²	-	18.0	133.7	105.5	107.0	62.5	15.0	-	-	-	441.7
Other Revenue - Interest Income	4.9	3.3	1.9	0.1	0.1	0.1	0.1	0.2	0.6	1.1	12.4
Debt Issue	-	-	125.0	155.0	155.0	55.0	-	-	-	-	490.0
Total Sources	\$338.2	\$281.6	\$420.9	\$321.9	\$321.7	\$168.4	\$65.5	\$58.0	\$83.4	\$111.4	\$1,791.5
Capital Expenditures (Uses)											
Expansion	171.0	189.0	410.0	302.5	294.5	141.0	33.0	3.0	3.0	3.0	1,550.0
Total Program - Atlanta	\$171.0	\$189.0	\$410.0	\$302.5	\$294.5	\$141.0	\$33.0	\$3.0	\$3.0	\$3.0	\$1,550.0
Debt Service ³	-	-	5.9	13.3	20.7	23.3	23.3	23.3	23.3	23.3	156.4
Total Uses	\$171.0	\$189.0	\$415.9	\$315.8	\$315.2	\$164.3	\$56.3	\$26.3	\$26.3	\$26.3	\$1,706.4
Year End Balance											
Total Carry Over	\$167.2	\$92.6	\$5.0	\$6.1	\$6.5	\$4.1	\$9.2	\$31.7	\$57.1	\$85.1	\$85.1

¹FY25 City of Atlanta Half Penny Sales Tax Allocation is 55/45 Capital vs. Operating.

²Assumed Federal Grants include: Clifton Corridor & MARTA Rapid Campbellton.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

I. Capital Sources

Funding for the FY25-FY34 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 FY25, 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.

MARTA Rapid Summerhill

Also known as Summerhill Bus Rapid Transit (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.

MARTA Rapid Campbellton

Also known as 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 Extension

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 Phillips 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 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 Hub

Greenbriar Transit Hub 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 Transit Initiative

Also known as the Clifton Corridor (BRT) 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

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

**FY25 - FY34 Approved Capital Program Sources and Uses of Funds
Metropolitan Atlanta Rapid Transit Authority - More MARTA (Clayton County)**

[\$millions]

	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
Beginning Balance	\$246.9	\$275.1	\$164.0	\$7.7	\$6.2	\$4.0	\$13.9	\$18.6	\$25.1	\$33.4	\$246.9
Capital Revenues (Sources)											
Sales Tax - Expansion Only ¹	\$34.0	\$32.5	\$34.2	\$35.0	\$31.4	\$33.1	\$27.8	\$29.4	\$31.1	\$32.6	\$321.0
Grants - Awarded	19.6	0.6	-	-	-	-	-	-	-	-	20.3
Grants - Assumed ²	-	72.3	69.5	-	-	-	-	-	-	-	141.9
Other Revenue - Interest Income	9.9	8.3	3.3	0.2	0.1	0.1	0.3	0.4	0.5	0.7	23.6
Debt Issue	-	-	150.0	225.0	115.0	-	-	-	-	-	490.0
Total Sources	\$310.4	\$388.9	\$421.0	\$267.9	\$152.7	\$37.2	\$41.9	\$48.4	\$56.7	\$66.6	\$1,243.6
Capital Expenditures (Uses)											
Expansion	35.3	224.9	406.2	243.9	125.4	0.0	-	-	-	-	1,035.7
Total Program - Clayton	\$35.3	\$224.9	\$406.2	\$243.9	\$125.4	\$0.0	-	-	-	-	\$1,035.7
Debt Service ³	-	-	7.1	17.8	23.3	23.3	23.3	23.3	23.3	23.3	164.6
Total Uses	\$35.3	\$224.9	\$413.3	\$261.7	\$148.7	\$23.3	\$23.3	\$23.3	\$23.3	\$23.3	\$1,200.3
Year End Balance											
Total Carry Over	\$275.1	\$164.0	\$7.7	\$6.2	\$4.0	\$13.9	\$18.6	\$25.1	\$33.4	\$43.3	\$43.3

¹FY25 Clayton County Penny Sales Tax Allocation is 50/50 Capital.

²Assumed Federal Grants include: MARTA Rapid Southlake & MARTA Rapid SR54.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

I. Capital Sources

Funding for the FY25-FY34 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 FY25, 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

MARTA Rapid SR 54

Also known as SR54 Bus Rapid 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.

MARTA Rapid Southlake

Also known as Southlake Bus Rapid Transit (BR). The project will connect the Airport MARTA station located Hartsfield Jackson Domestic Terminal, to Southlake Mall, a destination center in Clayton County located at 1000 Southlake Circle, Morrow, Georgia 30260. The proposed alignment is approximately 15 miles in length, with the majority of guideway envisioned to be dedicated to transit use. The Project will include 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 FY24 vs FY25. [\$Millions]

**FY24 vs. FY25 Approved Capital Program Sources and Uses of Funds
Metropolitan Atlanta Rapid Transit Authority - Comprehensive (All Programs)**

[\$millions]

	FY24 SGR	FY24 Atlanta	FY24 Clayton	FY24 Budget	FY25 SGR	FY25 Atlanta	FY25 Clayton	FY25 Budget	\$ Change	% Change
Capital Revenues (Sources)										
Beginning Balance	\$5.4	\$175.4	\$210.0	\$390.8	\$10.0	\$243.0	\$246.9	\$499.9	\$109.1	27.9%
Sales Tax - Capital Allocation ¹	260.5	53.7	33.4	347.6	239.6	55.6	34.0	329.2	(18.3)	(5.3%)
Grants - Awarded/Assumed	84.0	49.5	2.1	135.6	88.5	34.7	19.6	142.8	7.2	5.3%
Federal Relief - CRRSAA ²	-	-	-	-	2.0	-	-	2.0	2.0	
Other Revenue - Interest Income	1.0	3.5	4.7	9.3	2.0	4.9	9.9	16.7	7.5	80.7%
Reserves Utilization	150.0	-	-	150.0	100.0	-	-	100.0	(50.0)	(33.3%)
Debt Issue	125.0	-	-	125.0	275.0	-	-	275.0	150.0	120.0%
Total Sources	\$625.9	\$282.2	\$250.2	\$1,158.3	\$717.1	\$338.2	\$310.4	\$1,365.7	\$207.4	17.9%
Capital Expenditures (Uses)										
Maintenance of Way	\$39.5	-	-	\$39.5	\$19.1	-	-	\$19.1	(\$20.4)	(51.6%)
Vehicles	88.7	-	-	88.7	157.2	-	-	157.2	68.6	77.3%
Systems	112.4	-	-	112.4	108.9	-	-	108.9	(3.5)	(3.1%)
Facilities & Stations	105.5	-	-	105.5	185.9	-	-	185.9	80.4	76.2%
Non-Asset/Expansion	110.3	218.0	28.7	357.0	79.3	171.0	35.3	285.6	(71.4)	(20.0%)
Total - All Programs	\$456.3	\$218.0	\$28.7	\$703.0	\$550.5	\$171.0	\$35.3	\$756.8	\$53.7	7.6%
Debt Service ³	149.2	-	-	149.2	152.4	-	-	152.4	3.2	2.2%
Total Uses	\$605.6	\$218.0	\$28.7	\$852.2	\$702.9	\$171.0	\$35.3	\$909.2	\$57.0	6.7%
Year End Balance										
Total Carry Over	\$20.3	\$64.2	\$221.5	\$306.0	\$14.2	\$167.2	\$275.1	\$456.5	\$150.5	49.2%

*Totals may not sum due to independent rounding.

¹FY24 Core Penny Sales Tax Allocation was 50/50 Capital vs. Operating; FY25 is 46/54.

²Coronavirus Response and Relief Supplemental Appropriations Act of 2021.

³Projections subject to change based on actual debt requirements and terms of future debt issuance.

Attachment – A

MARTA State of Good Repair Proposed Projects Ten-Year Forecast

The following portrays the proposed capital projects ten-year plan for years FY25 to FY34.

[\$Millions]

Project	Project Description	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
32177	Rail Station Rehab - All Stations	\$76.1	\$60.7	\$60.0	\$54.0	\$52.0	\$65.0	\$65.0	\$65.0	\$65.0	\$65.0	\$627.8
32242	Multipurpose O&M Facility - SGR Share	20.0	50.8	50.8	52.4	55.0	-	-	-	-	-	229.0
32240	S. Dekalb Transit Center	3.0	10.0	10.4	10.8	-	-	-	-	-	-	34.2
32276	Parking Lot Repair	20.0	12.0	-	-	-	-	-	-	-	-	32.0
32124	Facilities Upgrade Program	3.3	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	30.3
32296	Safe Routes to Transit	5.0	7.9	7.7	7.0	2.0	-	-	-	-	-	29.6
32225	Energy Services Company ESCO	2.4	2.8	3.1	2.2	2.4	3.2	2.9	3.2	3.7	3.5	29.3
31305	Roofing Rehabilitation Program	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	20.0
32326	Tank Replacement and Maintenance Project	3.5	3.5	3.5	2.5	2.5	0.5	0.5	0.5	0.5	0.5	18.0
32315	Stonecrest Transit Hub	1.8	10.5	4.3	0.8	-	-	-	-	-	-	17.4
32253	Smart Restrooms	4.6	4.5	4.5	3.1	-	-	-	-	-	-	16.9
32249	Rehab Existing Maint Facil	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	15.0
New	Route Analysis and Charging Infrastructure Design	-	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	14.9
31956	Train Wash Replacement	2.0	4.6	4.0	1.5	1.5	-	-	-	-	-	13.6
32279	Railcar Lift Replacement	4.0	5.7	0.9	-	-	-	-	-	-	-	10.5
32264	TOD Reimbursements	1.5	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	10.5
32306	Rail Car Bdy Repair and Paint	0.2	0.8	0.3	0.1	0.1	4.0	3.0	1.0	-	-	9.4
31589	Bus Shelters and Benches	2.5	1.5	1.5	1.5	1.5	-	-	-	-	-	8.5
32277	Brownsmill Paint Booth	7.7	0.1	-	-	-	-	-	-	-	-	7.8
30640	Furniture	0.8	1.2	1.4	1.4	1.4	0.2	0.2	0.2	0.2	0.2	7.2
30740	Small Tools & Equipment	0.8	0.8	0.8	0.8	0.5	0.5	0.5	0.5	0.5	0.5	6.2
32248	Pavement Repair Program	0.8	1.0	1.0	1.0	1.0	1.0	-	-	-	-	5.8
32308	Rail Car Roof Platfrm and Pits	0.6	2.8	2.0	-	-	-	-	-	-	-	5.4
32305	Shop Aux and Stinger Power Upg	2.2	3.0	-	-	-	-	-	-	-	-	5.2
32299	MARTA Site Relocation	2.2	1.0	1.0	1.0	-	-	-	-	-	-	5.1
32241	Multipurpose O&M Real Estate - SGR Share	5.0	-	-	-	-	-	-	-	-	-	5.0
32268	EV Conversion	2.8	1.5	0.3	-	-	-	-	-	-	-	4.6
32342	Station Renaming	1.0	3.0	-	-	-	-	-	-	-	-	4.0
31733	Data Center Rehabilitation Project	0.8	0.1	0.3	0.3	0.3	0.3	0.5	0.3	0.3	0.3	3.2
32301	Cleveland Ave ART-East Point	3.0	0.1	-	-	-	-	-	-	-	-	3.1
32174	Bus Stop Sign Replacement Upgr	2.4	-	-	-	-	-	-	-	-	-	2.4
32163	Backup Integrated Ops Center	1.0	0.4	0.4	0.4	-	-	-	-	-	-	2.3
32261	IDIQ	0.5	0.5	0.5	0.5	-	-	-	-	-	-	2.0
32287	Five Points Transformation - SGR Share	0.4	0.4	0.2	-	-	-	-	-	-	-	1.0
32307	Wheel Truing Machine Refurb	0.5	0.5	-	-	-	-	-	-	-	-	1.0
32304	Bus Stop MARTA Market	0.1	0.0	0.0	-	-	-	-	-	-	-	0.1
32297	Buckhead Hub 404 CID	0.1	-	-	-	-	-	-	-	-	-	0.1
32204	Perry Security Access Lgt Upgd	-	-	-	-	-	-	-	-	-	-	-
32219	BARCO Upgrade /IOC Integration	-	-	-	-	-	-	-	-	-	-	-
32252	Rail Oper Platform Restrooms	-	-	-	-	-	-	-	-	-	-	-
32290	Facilities Master Plan	-	-	-	-	-	-	-	-	-	-	-
32302	Brookhaven Station Paver (Concourse)	-	-	-	-	-	-	-	-	-	-	-
32319	AGL Special Contract Amendment	-	-	-	-	-	-	-	-	-	-	-
32321	Bankhead Local Contribution	-	-	-	-	-	-	-	-	-	-	-
32335	GA Power Make Ready EV Charger Installation	-	-	-	-	-	-	-	-	-	-	-
New	Platform Screen Doors	-	-	-	-	-	-	-	-	-	-	-
Total - Facilities & Stations		\$185.9	\$200.7	\$167.9	\$150.5	\$129.3	\$83.8	\$81.7	\$79.8	\$79.3	\$79.2	\$1,238.0

Project	Project Description	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
New	MOW and Operations Support	-	\$3.8	\$3.8	\$3.8	\$3.8	\$3.8	\$3.8	-	-	-	\$22.5
32330	Track Improvement Initiative	9.7	6.5	3.5	-	-	-	-	-	-	-	19.7
32340	Track Renovation V	3.0	5.0	4.5	-	-	-	-	-	-	-	12.5
32341	EP&E Asset Sustainability	2.0	5.0	4.5	-	-	-	-	-	-	-	11.5
32339	ATC Asset Sustainment	3.5	3.7	-	-	-	-	-	-	-	-	7.2
New	Maintenance of Way Asset Sustainability Project	-	1.6	3.1	-	-	-	-	-	-	-	4.7
New	AR Wayfinding Expansion	-	0.2	0.3	0.2	0.2	0.2	-	-	-	-	1.0
32275	Aerial Steel Bridges	0.9	-	-	-	-	-	-	-	-	-	0.9
31701	Track Renovation Phase IV	-	-	-	-	-	-	-	-	-	-	-
32216	Autonomous Track Inspection	-	-	-	-	-	-	-	-	-	-	-
32269	Brookhaven DXO	-	-	-	-	-	-	-	-	-	-	-
New	TR4 On Call Services	-	-	-	-	-	-	-	-	-	-	-
Total - Maintenance of Way		\$19.1	\$25.7	\$19.6	\$3.9	\$3.9	\$3.9	\$3.8	-	-	-	\$79.9

Project	Project Description	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
32291	GA400 BRT	\$2.5	\$4.0	\$4.0	\$25.0	\$25.0	\$80.0	\$80.0	\$80.0	\$80.0	-	\$380.5
32243	Contingency	3.9	30.0	30.0	30.0	30.0	30.0	30.0	25.9	26.7	29.9	266.4
32246	CPMO - SGR	24.0	20.0	18.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	167.0
32258	Environmental, Safety and Health	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0	70.0
32333	Candler Rd ART	3.0	4.0	15.0	20.0	9.0	-	-	-	-	-	51.0
32331	Buford Highway ART	3.0	4.0	15.0	20.0	5.0	-	-	-	-	-	47.0
32280	GASB 87/96	5.6	3.8	3.9	4.0	4.0	4.0	4.0	4.0	4.0	4.0	41.3
31490	TOD General Planning	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	25.0
31106	Financial Planning	1.6	2.6	1.7	1.8	1.8	1.9	2.0	2.0	2.1	2.1	19.7
32298	Bus Network Redesign Program	11.9	5.7	-	-	-	-	-	-	-	-	17.7
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
32294	ATN-Automated Transit Network	5.0	0.7	-	-	-	-	-	-	-	-	5.7
30940	General Planning	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	5.0
32221	Support for Adjacent Develop	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	5.0
32329	Sustainability Program Technical Support Services	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	5.0
32285	Transit Asset Management Plan	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4	3.5
32303	I-285 Top End BRT	1.0	2.0	-	-	-	-	-	-	-	-	3.0
32317	Bus and Rail Scheduling/Operations Planning Support	0.2	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	2.9
32332	South Dekalb Transit Initiative	1.0	1.1	-	-	-	-	-	-	-	-	2.1
32260	Capital Services Allocation	0.8	1.0	-	-	-	-	-	-	-	-	1.8
32238	Fulton (Planning)	0.3	0.5	0.5	0.5	-	-	-	-	-	-	1.8
32239	DeKalb (Planning)	0.3	0.5	0.5	0.5	-	-	-	-	-	-	1.8
32323	Southwest Atlanta ARTs	0.8	1.0	-	-	-	-	-	-	-	-	1.8
32327	Roosevelt Highway Transit Initiative	0.8	0.5	-	-	-	-	-	-	-	-	1.2
32328	South Fulton Parkway Transit Initiative	0.5	0.6	-	-	-	-	-	-	-	-	1.1
32286	Long Range Transportation Plan	0.4	-	-	-	-	-	-	-	-	-	0.4
32284	Federal Advisory Services	0.2	-	-	-	-	-	-	-	-	-	0.2
32324	Enterprise Data Management and Governance	0.2	-	-	-	-	-	-	-	-	-	0.2
32289	Summerhill Human Connections Study	0.1	-	-	-	-	-	-	-	-	-	0.1
31904	Research & Analysis Planning	-	-	-	-	-	-	-	-	-	-	-
32106	Proj Del/Controls Improv Init	-	-	-	-	-	-	-	-	-	-	-
32165	Organizational Assessment Prog	-	-	-	-	-	-	-	-	-	-	-
32244	Georgia Tech Strat Partnership	-	-	-	-	-	-	-	-	-	-	-
32292	Operations Miscellaneous	-	-	-	-	-	-	-	-	-	-	-
32310	Technical Training ZEB Program Enhancements	-	-	-	-	-	-	-	-	-	-	-
Total - Non-Asset		\$79.3	\$94.5	\$101.3	\$129.4	\$102.5	\$143.6	\$143.6	\$139.6	\$140.4	\$63.7	\$1,137.9

Project	Project Description	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
32293	CBTC - Communications Based Train Control	\$5.0	\$10.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	\$60.0	\$495.0
32255	Automated Fare Collection 2.0	20.0	16.1	23.7	21.9	10.0	10.0	-	-	-	-	101.8
31644	MARTA Police Canine Program	3.3	7.5	7.0	6.0	6.0	6.0	8.0	9.7	10.6	10.9	74.9
31893	Upgr Aging Equipment - Network	6.0	3.5	4.5	4.0	7.0	4.0	3.5	4.5	4.0	7.5	48.5
31703	Train Control Systems Upgrade	7.0	9.4	8.8	7.0	3.3	-	-	-	-	-	35.4
32097	Escalators Rehabilitation	14.0	18.2	2.0	-	-	-	-	-	-	-	34.2
31683	Auxiliary Power Switch Gear	2.2	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	29.2
31704	Traction Power Substation Sys	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	29.0
30540	Security Related Equipment	1.5	1.6	2.2	1.4	1.5	2.7	1.7	1.6	2.2	6.8	23.2
32149	Cyber Security for Control Sys	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	19.0
32100	Enterprise Data Storage Upgrd	1.5	1.8	1.5	2.0	2.5	1.5	1.8	2.0	1.2	2.5	18.3
32338	Digital Pass Info Screens Prog	0.5	2.6	4.1	4.6	6.0	0.0	-	-	-	-	17.9
31939	Security Training & Awareness	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	15.0
31614	Upgr Aging Equipment - Server	1.2	1.6	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	14.8
31984	Vital Relays with Processors	1.0	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	14.5
32263	System-Wide Station Phone Upgr	2.5	2.5	2.5	2.5	2.5	-	-	-	-	-	12.5
32222	Corrosion Control Management	1.0	1.5	1.5	1.5	1.5	1.5	1.5	0.8	0.8	0.8	12.3
32213	Sec Access Cntrls-Software	4.0	4.8	1.5	0.8	-	-	-	-	-	-	11.1
32171	Oracle Application Enhancement	4.2	1.5	1.5	1.5	1.9	-	-	-	-	-	10.6
31626	Equip Upd; Std Software & OS	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	0.9	9.3
32198	Intelligent Transport Sys Upgd	4.1	2.0	0.7	0.7	0.7	-	-	-	-	-	8.1
32272	Radio System Upgrade Program	8.0	-	-	-	-	-	-	-	-	-	8.0
32224	Police CAD	2.6	2.1	2.1	0.3	0.3	-	-	-	-	-	7.5
32281	MARTA Labs - Pilot Project	-	0.5	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8	6.5
32208	Technology Disaster Recovery	0.2	0.2	0.2	0.2	0.2	0.2	0.2	2.0	0.2	0.2	3.8
32313	Demand Resp Plat (MARTA Reach)	0.6	0.2	0.2	0.2	0.3	0.6	0.2	0.2	0.2	0.3	3.1
32300	CPEI Department Initiatives	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	2.5
32311	Operations Technology Strategy	0.5	-	0.6	0.6	0.6	-	-	-	-	-	2.2
31927	Elevator Rehabilitation	2.0	-	-	-	-	-	-	-	-	-	2.0
31853	ETS Gr 4: North	1.5	0.3	-	-	-	-	-	-	-	-	1.8
32312	ITSMARTA Website Replacement	1.2	0.4	0.1	0.1	0.1	0.1	-	-	-	-	1.8
32202	Fiber Network Expansion	1.1	0.5	-	-	-	-	-	-	-	-	1.6
32236	Automated Parking Rev Cntrl	1.2	0.4	-	-	-	-	-	-	-	-	1.6
32288	Bus & Rail Operator Time and Attendance System	1.6	-	-	-	-	-	-	-	-	-	1.6
32274	Customer Relation Manage Soft	0.6	0.1	0.1	0.1	0.1	0.2	0.2	0.2	-	-	1.6
32320	Marta Mobile App Replacement	0.6	0.6	0.1	0.1	0.1	-	-	-	-	-	1.4
32184	Track Circuit Monitor & Rprtn	0.2	0.3	0.2	0.2	0.2	0.1	0.1	0.1	0.1	0.1	1.4
32283	ITSM Application	0.6	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	1.2
32325	Enterprise Content/Document Management	1.0	0.1	-	-	-	-	-	-	-	-	1.0
32158	SharePoint Dpt Special Project	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1	1.0
32150	CCTV System Expansion II	0.4	0.0	-	-	-	-	-	-	-	-	0.4
32247	System-Wide Sign & Wayfind	0.2	-	-	-	-	-	-	-	-	-	0.2
32217	AVIS Electronic Signage	0.2	-	-	-	-	-	-	-	-	-	0.2
31977	Rehab Tunnel Ventilation Fans	-	-	-	-	-	-	-	-	-	-	-
32109	Stdby Pwr Sup Rplc: Generators	-	-	-	-	-	-	-	-	-	-	-
32157	Bus and Rail Training Simul	-	-	-	-	-	-	-	-	-	-	-
32164	Mobile Fare Payment	-	-	-	-	-	-	-	-	-	-	-
32173	Enhancement to Fare Collection	-	-	-	-	-	-	-	-	-	-	-
32218	AVIS Public Address System	-	-	-	-	-	-	-	-	-	-	-
32265	Information Technology Program	-	-	-	-	-	-	-	-	-	-	-
32273	Bus Access and Operations Infrastructure Program	-	-	-	-	-	-	-	-	-	-	-
32278	Doraville Network Upgrade	-	-	-	-	-	-	-	-	-	-	-
32282	Oracle Replacement	-	-	-	-	-	-	-	-	-	-	-
32309	Zonar Station Management	-	-	-	-	-	-	-	-	-	-	-
32314	Innovative Customer Pilots	-	-	-	-	-	-	-	-	-	-	-
32316	MARTA Net Mobile	-	-	-	-	-	-	-	-	-	-	-
Total - Systems		\$108.9	\$102.7	\$139.6	\$130.3	\$119.1	\$101.4	\$91.8	\$95.6	\$93.9	\$103.6	\$1,086.9

		FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
Project	Project Description											
32130	CQ400 New Rail Car Procurement	\$91.8	\$100.0	\$103.7	\$103.8	\$93.0	\$31.9	\$22.8	-	-	\$3.5	\$550.4
31748	Bus Procurement	31.7	30.0	30.0	28.0	28.0	27.8	25.0	10.0	-	-	210.5
31888	Paratransit Vans	6.0	10.0	12.0	12.0	13.6	13.9	14.3	14.7	15.2	15.6	127.2
32262	Electric Buses	11.4	3.0	-	-	14.1	15.0	15.0	15.0	15.0	15.0	103.5
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
30100	Service Vehicles	3.2	2.4	2.0	2.5	2.2	2.7	2.5	3.1	2.8	3.4	26.9
32227	Streetcar	1.0	2.5	1.7	1.6	1.6	1.6	1.6	1.6	1.6	1.6	16.5
32125	CQ312 Life Ext Sys Reliab Mod	3.3	2.5	2.2	-	-	-	-	-	-	-	8.0
31918	Service Vehicles for Police	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	5.0
31591	Overhaul Bus Engines	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.2	0.5	0.5	4.4
31592	Rehab Bus Transmissions	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	3.0
31728	CQ310 and CQ311 Life Extension	1.0	0.8	0.8	-	-	-	-	-	-	-	2.7
32133	CQ310 Life Extension 42-M	1.5	0.3	0.3	0.3	-	-	-	-	-	-	2.5
31759	CQ312 Life Extension 84-M	0.2	0.2	-	-	-	-	-	-	-	-	0.4
32337	MARTA Rapid Bus Adv Look Style	0.4	-	-	-	-	-	-	-	-	-	0.4
New	CQ311 LCARE Life Extension	-	0.2	0.2	-	-	-	-	-	-	-	0.3
32295	New Streetcar Vehicles	-	-	-	-	-	-	-	-	-	-	-
Total - Vehicles		\$157.2	\$156.2	\$157.1	\$152.5	\$156.8	\$97.2	\$85.5	\$48.4	\$38.9	\$43.4	\$1,093.2
Total - All Categories (SGR)		\$550.5	\$579.7	\$585.6	\$566.5	\$511.6	\$429.9	\$406.4	\$363.4	\$352.4	\$289.9	\$4,636.0

Attachment – B

More MARTA Proposed Projects Ten-Year Forecast

The following portrays the proposed capital projects ten-year plan for years FY25 to FY34.

[\$Millions]

Project	Project Description	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
40001	Clifton Corridor Transit Initiative	\$5.0	\$20.0	\$160.0	\$105.0	\$150.0	\$125.0	\$30.0	-	-	-	\$595.0
40001	MARTA Rapid Campbellton/Greenbriar Transit Hub	15.0	22.0	90.0	90.0	70.0	13.0	-	-	-	-	300.0
40001	Streetcar East Extension	10.0	9.0	60.0	79.5	71.5	-	-	-	-	-	230.0
40001	Five Points Station Transformation	48.2	82.0	60.0	20.0	-	-	-	-	-	-	210.2
40001	Bankhead Platform Extension	6.8	32.0	27.0	5.0	-	-	-	-	-	-	70.8
40001	MARTA Rapid Summerhill	60.0	6.0	-	-	-	-	-	-	-	-	66.0
40001	Cleveland Ave/Metropolitan Pkwy ART	20.0	15.0	10.0	-	-	-	-	-	-	-	45.0
40004	Atlanta Contingency	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	20.0
40002	Planning CPM Support	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	5.0
40002	CPMO - Communications/Liaison	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	5.0
40001	More MARTA Program	3.0	-	-	-	-	-	-	-	-	-	3.0
40003	CPMO - Atlanta	-	-	-	-	-	-	-	-	-	-	-
Total - Expansion		\$171.0	\$189.0	\$410.0	\$302.5	\$294.5	\$141.0	\$33.0	\$3.0	\$3.0	\$3.0	\$1,550.0
Total - All Categories (Atlanta)		\$171.0	\$189.0	\$410.0	\$302.5	\$294.5	\$141.0	\$33.0	\$3.0	\$3.0	\$3.0	\$1,550.0

Project	Project Description	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	Total
70000	MARTA Rapid SR54	\$4.7	\$110.1	\$221.9	\$152.6	\$114.4	\$0.0	-	-	-	-	\$603.8
70003	MARTA Rapid Southlake	11.5	85.3	157.5	75.3	5.0	-	-	-	-	-	334.6
70002	Multipurpose O&M Facility - Clayton Share	5.0	10.0	20.0	10.0	-	-	-	-	-	-	45.0
70005	Contingency - Clayton	5.0	5.0	5.0	5.0	5.0	-	-	-	-	-	25.0
70003	Justice Center Transit Hub	6.6	13.5	0.7	-	-	-	-	-	-	-	20.8
70004	CPMO - Clayton	0.5	0.5	0.5	0.5	0.5	-	-	-	-	-	2.5
70004	CPMO - Communications/Liaison	0.5	0.5	0.5	0.5	0.5	-	-	-	-	-	2.5
70001	Multipurpose O&M Facility - Real Estate	1.5	-	-	-	-	-	-	-	-	-	1.5
Total - Expansion		\$35.3	\$224.9	\$406.2	\$243.9	\$125.4	\$0.0	-	-	-	-	\$1,035.7
Total - All Categories (Clayton)		\$35.3	\$224.9	\$406.2	\$243.9	\$125.4	\$0.0	-	-	-	-	\$1,035.7

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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.

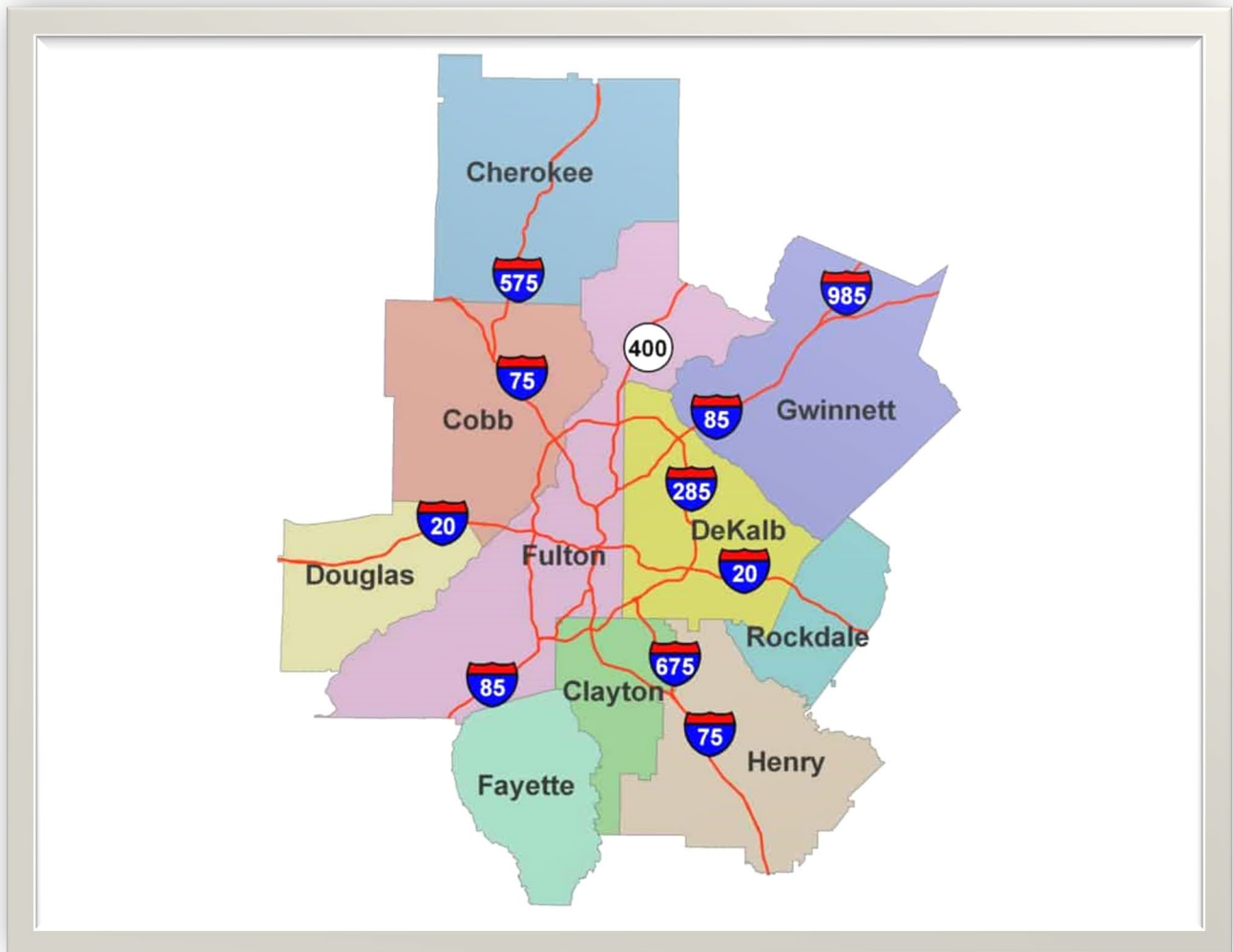
In November of 2014, Clayton County joined MARTA, becoming the first time a county has joined since operations began in 1971. (Please see the complete history of MARTA and other MARTA facts at www.itsmarta.com.)

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 April 2024, the Atlanta Region Commission published 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 5,221,074 residents as of April 1, 2024, up 62,700 new residents since April 1, 2023. This represents a moderate slowing of regional population growth compared to the 66,730 increase in 2022-23, but still trails the average annual increase of 68,245 in the 2010s.
- The slight downtick of growth in 2023 to 2024 reflects a combined slowdown in permit activity and moderating yet solid growth in our job base. Housing demand remains very high with supply low and prices high, acting as a brake on population growth. Single-family permits remain constrained compared to the historical averages, and multifamily permit levels dropped off 2023-2024, compared to strong increase in the prior year.
- From 2023 to 2024, Fulton County saw the largest single-year increase in the region,

adding 17,400 new residents, followed by Gwinnett with 14,900, Cobb with 6,700, and Cherokee with 5,400.

- The City of Atlanta contributed significantly to this growth within Fulton, reporting a net increase of 10,800, though overall growth eased from the record highs of the previous year.
- In terms of percentage increase, Cherokee County led at 1.9%, followed closely by Henry at 1.8%, with Forsyth, Fulton, and Douglas all at 1.6%, while Douglas notably improved from a 0.9% increase the prior year.
- In 2023, there were 28,595 new residential building permits in the 11-county region, which was a decrease of nearly 7,500 permits from 2022 calendar year totals of 36,074. Current building permit activity for the 11-county region remains lower than pre-Great Recession permit levels and fell back below the 1980-2023 average annual level of 33,430.

2024 Atlanta Region Population Estimates								
Region/County	2024	2023	2022	2021	2020**	Numeric Change (2023-24)		% Change (2023-24)
Atlanta Region	5,221,074	5,158,374	5,091,644	5,026,704	4,967,514	62,700		1.22%
Cherokee	292,360	286,960	279,840	272,950	266,620	5,400		1.88%
City of Atlanta	532,115	521,315	507,015	501,945	498,715	10,800		2.10%
Clayton	304,215	303,315	302,285	300,085	297,595	900		0.30%
Cobb	792,049	785,349	779,249	772,349	766,149	6,700		0.85%
DeKalb*	783,442	779,442	775,022	769,592	764,382	4,000		0.51%
Douglas	153,097	150,697	149,297	146,237	144,237	2,400		1.59%
Fayette	125,384	124,284	122,684	120,684	119,194	1,100		0.89%
Forsyth	275,233	270,833	265,033	258,413	251,283	4,400		1.62%
Fulton*	1,123,070	1,105,670	1,087,170	1,075,970	1,066,710	17,400		1.57%
Gwinnett	1,012,112	997,212	983,702	970,242	957,062	14,900		1.49%
Henry	262,552	257,802	252,502	245,902	240,712	4,750		1.84%
Rockdale	97,560	96,810	94,860	94,280	93,570	750		0.77%

<https://atlantaregional.org/what-we-do/research-and-data/atlanta-region-population-estimates/>

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 service 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

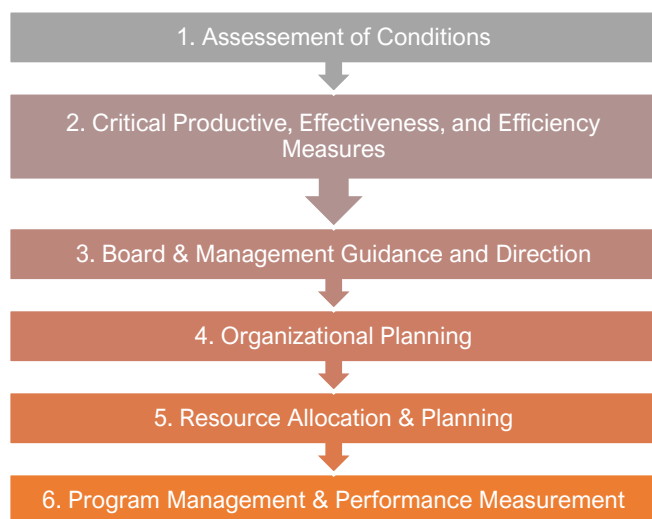
MARTA’s Fiscal Policy

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. Create a delightful customer experience at all touchpoints of MARTA’s services
2. Hire, train, and retain a qualified and motivated workforce that meets current and future needs
3. Create a transit experience that is safe, secure, clean, reliable, and frequent
4. In all areas of financial budgeting, projecting, reviewing, and optimizing, act as stewards to the citizens being served
5. Advance MARTA’s technology to improve operations and customer service
6. Utilize capital programs to provide safe, reliable, and innovative services as the region’s trusted transit authority

The goals associated with MARTA’s 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**

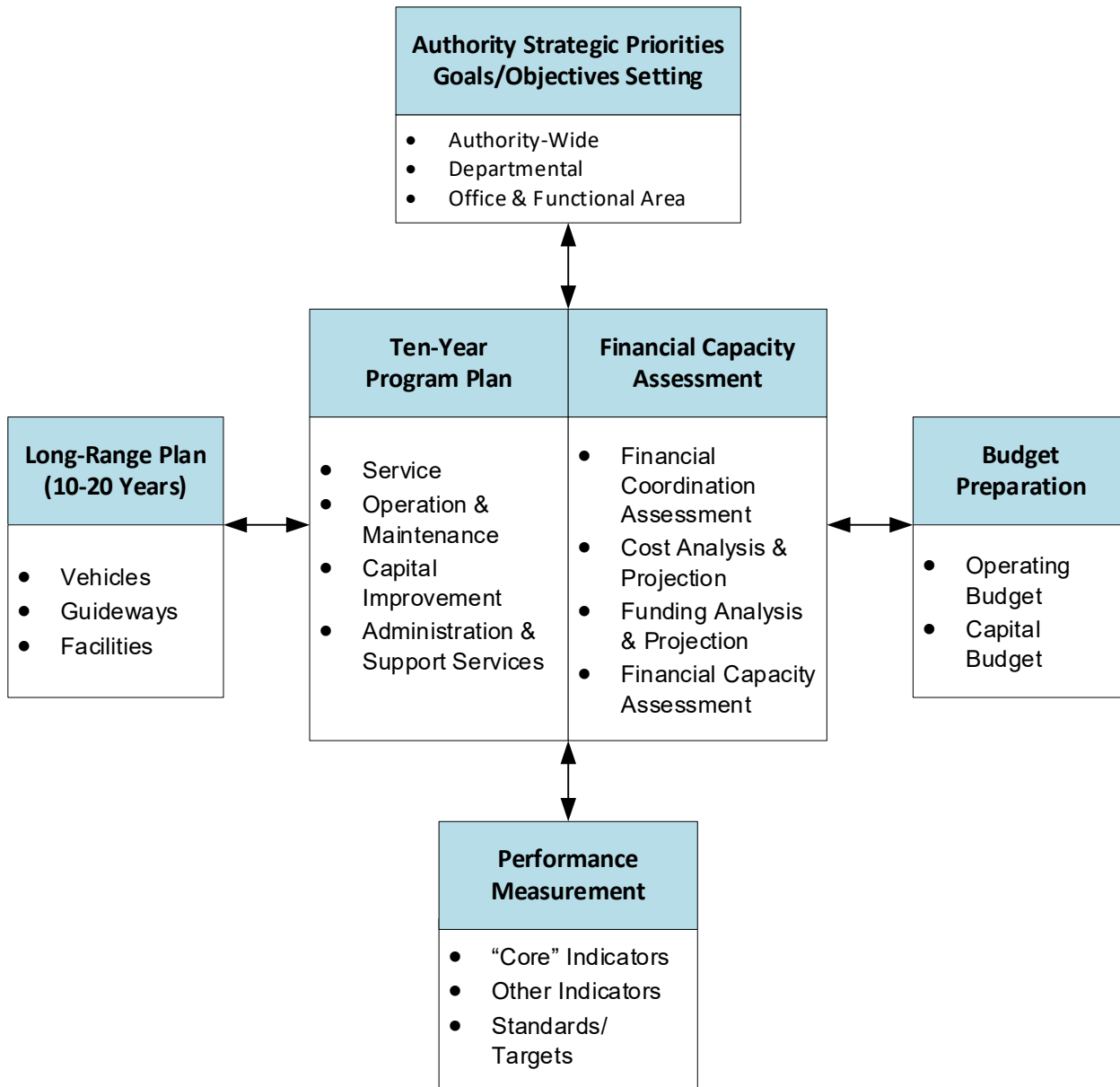
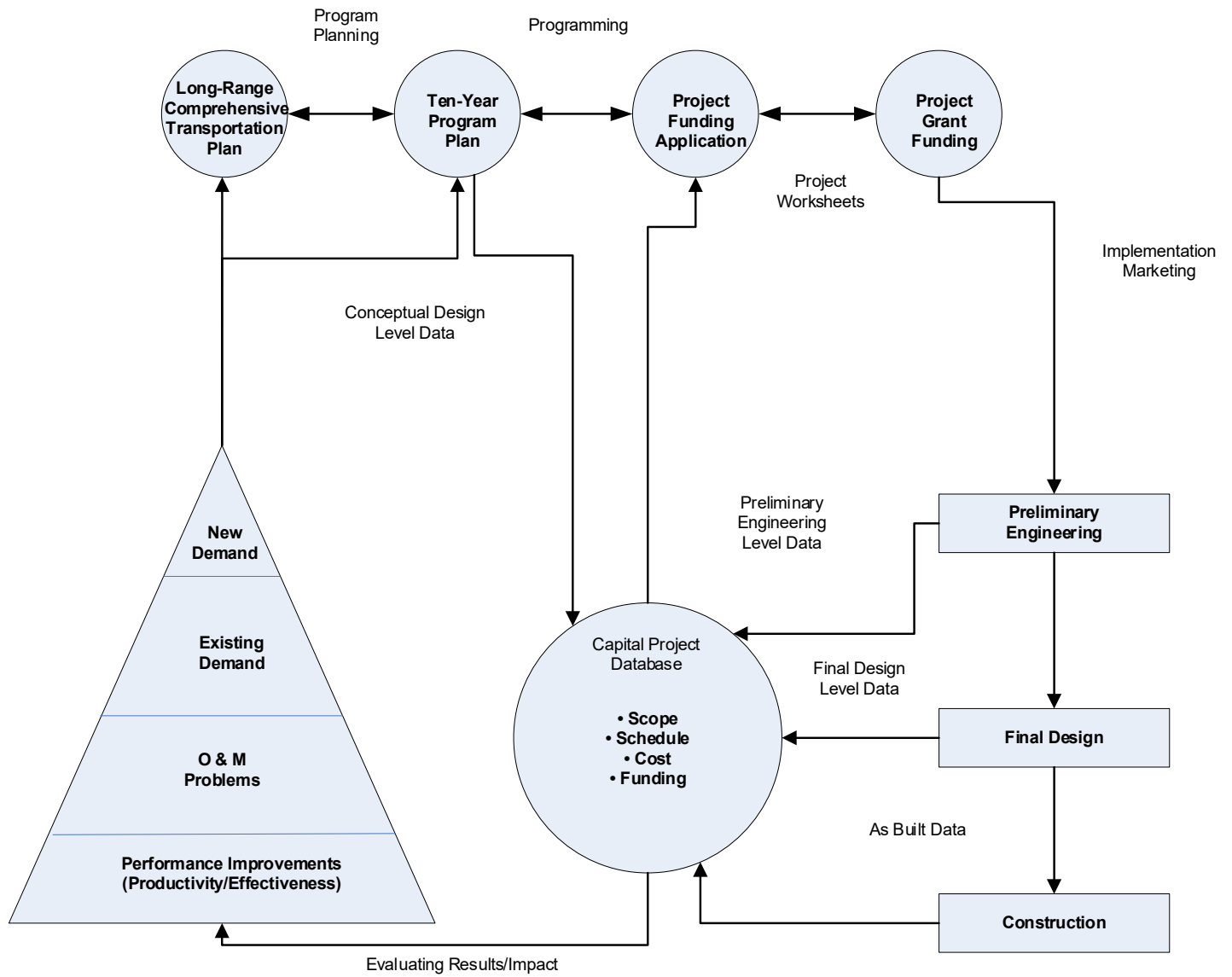


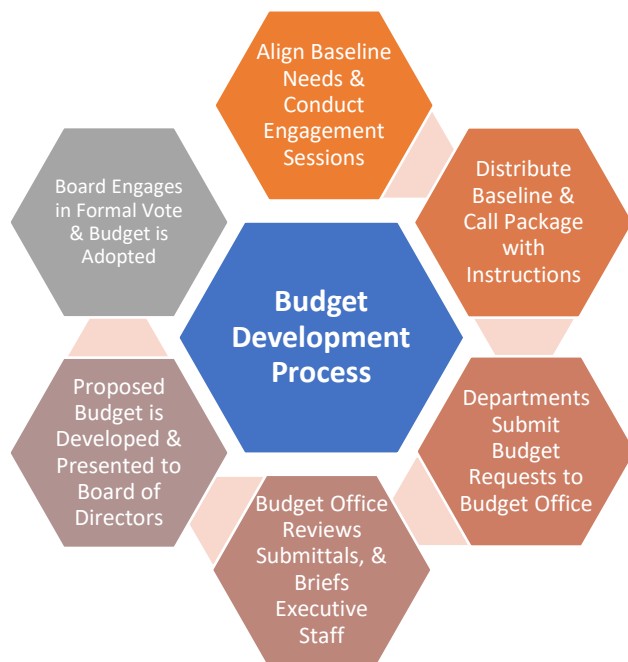
Exhibit 2 Relationship Among Major Construction Project Processes & Products



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 rapid rail transportation system and continues to develop and construct further improvements to its integrated bus/rail transportation system.
- As required by the terms of MARTA’s Sales Tax Revenue Bond Trust Indentures, the financial activities of MARTA are accounted for using three separate funds, all of which are related to Capital or Debt Service, with the exception of a single Operating Fund. Such funds are combined for financial reporting purposes in order to present the financial position and results of operations of MARTA as a whole. They are as follows:
 - 1) **General Operating Fund** – MARTA uses a General Operating Fund for all operating activities and financial resources with the exception of those accounted for in another fund. This principle is in accordance with GAAP.
 - 2) **Debt Service Funds** – MARTA uses separate funds for the Sinking Funds (Debt Service) to accumulate financial resources for the payment of long-term debt principal and interest. This principle is in accordance with GAAP.
 - 3) **Capital Projects Funds** - MARTA uses separate funds for major capital acquisition, construction and Authority’s planning needs that are financed through borrowings or contributions. This principle is in accordance with GAAP.

Fund Structure

Actuals as of June 30, 2024

Categories	General		Planning Fund		Debt Service		Capital Projects		Fund 3001		Lilo Fund		Consolidated	
Salaries	\$ 325,685,545.91	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 325,685,545.91
Benefits	\$ 139,789,990.26	\$ 2,437.50	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 139,792,427.76
Contractual Services	\$ 115,732,856.94	\$ 33,557,498.18	\$ -	\$ -	\$ -	\$ -	\$ 54,169,241.29	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 203,459,596.41
Material & Supplies Expenses	\$ 70,448,117.88	\$ 974,906.30	\$ -	\$ -	\$ -	\$ -	\$ 2,034,120.59	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73,457,144.77
Utilities	\$ 17,912,843.75	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,912,843.75
Taxes & Fees	\$ 258,459.52	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 258,459.52
Other Miscellaneous Expenses	\$ 40,494,064.34	\$ 96,323,788.70	\$ -	\$ -	\$ 48,328,313.64	\$ -	\$ 203,853,864.56	\$ -	\$ 187,321,109.37	\$ 1,616,164.01	\$ -	\$ -	\$ -	\$ 577,937,304.62
Planning Grant Expenditure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 710,321,878.60	\$ 130,858,630.68	\$ 48,328,313.64	\$ 260,057,226.44	\$ 187,321,109.37	\$ 1,616,164.01	\$ 1,338,503,322.74							
Cost Allocation	\$ (57,382,033.16)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (57,382,033.16)
TOTAL OPERATING EXPENDITURES	\$ 652,939,845.44	\$ 130,858,630.68	\$ 48,328,313.64	\$ 260,057,226.44	\$ 187,321,109.37	\$ 1,616,164.01	\$ 1,281,121,289.58							
REVENUES														
Operating Revenues														
Passenger	\$ 72,833,076.65	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 72,833,076.65
Station Parking	\$ 1,688,692.72	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,688,692.72
Other Operating	\$ 24,151,868.07	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,061,490.14	\$ -	\$ -	\$ -	\$ -	\$ 40,213,358.21
Operating Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenue Operating	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	\$ 721,459,708.74	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 721,459,708.74
Sales Tax Non-Capital Subsidy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax W/H Sinking Fund	\$ (141,851,089.39)	\$ -	\$ 141,851,089.38	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (0.01)
Investment Income	\$ 13,579,559.54	\$ -	\$ 2,496,659.83	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,643,372.46	\$ 1,616,164.00	\$ -	\$ -	\$ -	\$ 37,335,755.83
Other Non-Operating Revenue	\$ 20,053,977.51	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 253,065.70	\$ -	\$ -	\$ -	\$ -	\$ 20,307,043.21
Sales Tax Capital Related	\$ (218,878,764.65)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 218,878,764.65	\$ -	\$ -	\$ -	\$ -	\$ -
Bonds Proceeds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local & Federal Capital Revenue	\$ 81,811,739.00	\$ 2,028,832.13	\$ -	\$ 69,289,758.24	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 153,130,329.37
Contractual Services Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Revenues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Clearing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Clearing	\$ -	\$ (212,693.72)	\$ -	\$ (55,845,591.78)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (56,058,285.50)
TOTAL REVENUES	\$ 574,848,768.19	\$ 1,816,138.41	\$ 144,347,749.21	\$ 13,444,166.46	\$ 254,836,692.95	\$ 1,616,164.00	\$ 990,909,679.22							

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

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

II. **Balanced Budget**

- To measure the costs of providing mass transportation services, the revenues from those services and required subsidies, MARTA has adopted the accounting principles and methods appropriate for a governmental enterprise fund. In accordance with accounting standards applicable to enterprise funds, MARTA has elected not to apply pronouncements issued by the Financial Accounting Standards Board after November 30, 1989. This complies with the MARTA Act and Sales Tax Bond Trust Indentures legal requirements that all accounting systems and records, auditing procedures and standards, and financial reporting shall conform to generally accepted principles of governmental accounting.
- MARTA's financial statements are prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America as promulgated by the Governmental Accounting Standards Board. The budget is prepared on the same basis of accounting as the financial statements, except that depreciation and interest expense are not budgeted. MARTA is structured as a single enterprise fund with revenues recognized when earned and measurable, not when they are received. Expenses are recognized when they are incurred, not when they are paid. Capital assets are capitalized and (except land) are depreciated over their useful lives. Cash amounts are restricted for debt service.
- The operating and capital budgets combined are balanced when expenditures do not exceed the sources of revenue. For FY25 the total uses are \$2.2B, and the total sources are \$1.6B, which leaves a surplus of funds of \$608M. 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 year, as required by FTA.
- Depreciation expense on assets acquired with federal capital grant funds is transferred to contributed capital. When assets are sold or retired, the cost of the asset and related accumulated depreciation is removed from the accounts and the resulting gain or loss, if any, is charged against either contributed capital or non-operating expenses. The portion charged to contributed capital represents the un-depreciated portion of the asset that was originally purchased with

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

Revenue Policies

I. Revenue Diversification

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

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

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

II. Fees and Charges

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

III. Use of One-time or Unpredictable Revenues

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

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

Expenditure Policies

I. Debt Capacity, Issuance, and Management

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

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

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

II. Operating & Capital Expenditure Accountability

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

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

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

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

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

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

Source Documents

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

A listing of major resources is provided below:

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

Appendix C – Total Authority Operating Budget

Appendix C - FY20 to FY25 Total Authority Operating Budget

FY2020 - FY2025 Total Authority Operating Budget (\$M)						
	Actual FY20	Actual FY21	Actual FY22	Actual FY23	Actual FY24	Adopted FY25
Total Operating Costs (\$M)	\$561.5	\$544.6	\$509.9	\$625.1	\$698.6	\$732.6
Less: Capital Charges	(\$57.0)	(\$49.6)	(\$47.1)	(\$43.5)	(\$45.6)	(\$78.1)
Net Operating Costs (\$M)	\$504.5	\$495.0	\$462.8	\$581.6	\$652.9	\$654.5
\$ Change*	(\$14.6)	(\$9.5)	(\$32.3)	\$118.8	\$71.4	\$1.5
% Change*	(2.8%)	(1.9%)	(6.5%)	25.7%	12.3%	0.2%
Revenue (\$M)						
Operating Sales Tax	\$246.3	\$268.9	\$315.8	\$331.1	\$360.7	\$386.5
Title Ad Valorem Tax	\$33.5	\$33.5	\$33.5	\$33.5	\$33.5	\$33.5
Passenger Revenue	\$100.3	\$51.1	\$63.5	\$72.0	\$72.8	\$82.0
Station Parking	\$2.1	\$0.6	\$1.5	\$1.8	\$1.7	\$0.8
Advertising Revenue	\$6.8	\$4.6	\$6.2	\$6.4	\$5.4	\$6.0
Lease Income	\$10.3	\$9.8	\$10.8	\$0.4	\$6.7	\$9.4
Interest Income	\$6.5	\$1.8	\$1.0	\$3.8	\$26.4	\$17.0
Other Transit Related	\$1.5	\$10.3	\$6.0	\$6.4	\$5.5	\$3.8
Federal Formula Funds	\$156.7	\$79.7	\$75.2	\$73.9	\$81.8	\$80.0
American Rescue Plan (ARP)	\$0.0	\$0.0	\$152.9	\$138.6	\$0.0	\$0.0
Cares Act	\$75.2	\$196.4	\$19.6	\$0.0	\$0.0	\$0.0
Operating Carry-Forward	\$0.0	\$0.0	\$0.0	\$0.0	\$48.0	\$35.6
Total Revenue	\$639.3	\$656.5	\$685.9	\$668.0	\$642.6	\$654.5
\$ Change*	\$113.3	\$17.3	\$29.3	(\$17.9)	(\$25.4)	\$11.9
% Change*	21.5%	2.7%	4.5%	(2.6%)	(3.8%)	1.9%
FY Overage/(Shortfall)	\$134.8	\$161.5	\$223.1	\$86.4	(\$10.4)	\$0.0

Appendix D – Summary of Transit Carryover

Appendix D - FY20 to FY25 Summary of Transit Carryover

FY2020 - FY2025 Summary of Transit Carry-Over (\$M)						
	Actual FY20	Actual FY21	Actual FY22	Actual FY23	Actual FY24	Adopted FY25
Revenues						
Passenger Revenue	100.3	51.1	63.5	72.0	72.8	82.0
Title Ad Valorem Tax	33.5	33.5	33.5	33.5	33.5	33.5
Station Parking	2.1	0.6	1.5	1.8	1.7	0.8
Advertising Revenue	6.8	4.6	6.2	6.4	5.4	6.0
Lease Income	10.3	9.8	10.8	0.4	6.7	9.4
Interest Income	6.5	1.8	1.0	3.8	26.4	17.0
Other Transit Related	1.5	10.3	6.0	6.4	5.5	3.8
Federal Formula Funds	156.7	79.7	75.2	73.9	81.8	80.0
American Rescue Plan (ARP)	-	-	152.9	138.6	-	-
Cares Act	75.2	196.4	19.6	-	-	-
Operating Carry-Forward	-	-	-	-	48.0	35.6
Total Operating Revenues	\$392.9	\$387.6	\$370.0	\$336.9	\$281.8	\$268.0
Expenditures						
Gross Operating Expenses	(561.5)	(544.6)	(509.9)	(625.1)	(698.6)	(732.6)
Capital Allocation	57.0	49.6	47.1	43.5	45.6	78.1
Net Operating Expenses	(\$504.5)	(\$495.0)	(\$462.8)	(\$581.6)	(\$652.9)	(\$654.5)
Operating Sales Tax Required	(111.6)	(107.4)	(92.7)	(244.7)	(371.1)	(386.5)
Total Sales Tax Receipts	521.9	569.7	669.1	704.4	721.5	715.7
% of Total Sales Tax Required	21%	19%	14%	35%	51%	54%
Sales Tax Applied	246.3	268.9	315.8	331.1	360.7	386.5
Sales Tax Excess (Shortfall)	\$134.8	\$161.5	\$223.1	\$86.4	(\$10.4)	\$0.0

Appendix E – MARTA Five-Year Projected Summary Plan

Appendix E - MARTA Five-Year Projected Summary Plan

MARTA Five-Year Projected Summary Plan (\$M)							
Category	Actual FY2023	Adopted FY2024	Adopted FY2025	Projection FY2026	Projection FY2027	Projection FY2028	Projection FY2029
Revenues							
Advertising	6.4	7.0	6.0	6.5	6.9	6.9	6.9
Interest Income	3.8	15.8	17.0	16.0	12.4	11.7	11.7
Lease Income	0.4	9.6	9.4	8.1	8.1	8.2	8.0
Other Revenues	6.4	4.1	3.8	0.7	0.7	0.7	0.7
Passenger Revenues	72.0	82.7	82.0	87.7	93.5	99.6	105.0
Sales Tax	331.1	347.6	386.5	367.5	386.1	402.2	420.6
Station Parking Revenues	1.8	1.7	0.8	1.7	1.7	1.7	1.7
Title Ad Valorem Tax	33.5	34.5	33.5	33.5	33.5	33.5	33.5
Federal Formula Funds	73.9	81.5	80.0	80.0	80.0	80.0	80.0
Cares Act Federal Funding	138.6	-	-	-	-	-	-
Operating Carry Forward	-	48.0	35.6	23.7	15.8	-	-
Total Operating Revenue	668.0	632.4	654.5	625.5	638.8	644.5	668.1
Expenses							
Salaries & Wages	251.7	298.4	311.2	326.2	342.1	358.9	376.7
Fringe Benefits	121.0	153.2	139.7	142.5	145.5	148.7	152.0
Overtime	37.0	38.9	38.5	40.0	41.6	43.3	45.0
Labor	409.7	490.5	489.4	508.7	529.2	550.8	573.8
Contractual Services	101.8	107.5	116.0	116.0	116.0	116.0	116.0
Materials & Supplies	55.0	57.3	64.3	64.3	64.3	64.3	64.3
Casualty & Liability Costs	38.0	22.1	27.2	27.2	27.2	27.2	27.2
Other Operating Expenses	15.4	17.4	17.4	17.4	17.4	17.4	17.4
Other Non-Operating Expenses	4.6	16.6	16.6	16.6	16.6	16.6	16.6
Miscellaneous Expenses	0.6	1.0	1.9	1.9	1.9	1.9	1.9
Non-Labor	215.4	221.9	243.3	243.3	243.3	243.3	243.3
Gross Operating Expenditures	625.1	712.4	732.6	752.0	772.4	794.1	817.0
Capital Allocation	(43.5)	(81.0)	(78.1)	(82.4)	(87.0)	(91.8)	(97.0)
Net Operating Expenses	581.6	631.4	654.5	625.5	638.8	644.5	668.1
Surplus/Deficit	86.4	1.0	(0.0)	0.0	0.0	0.0	0.0

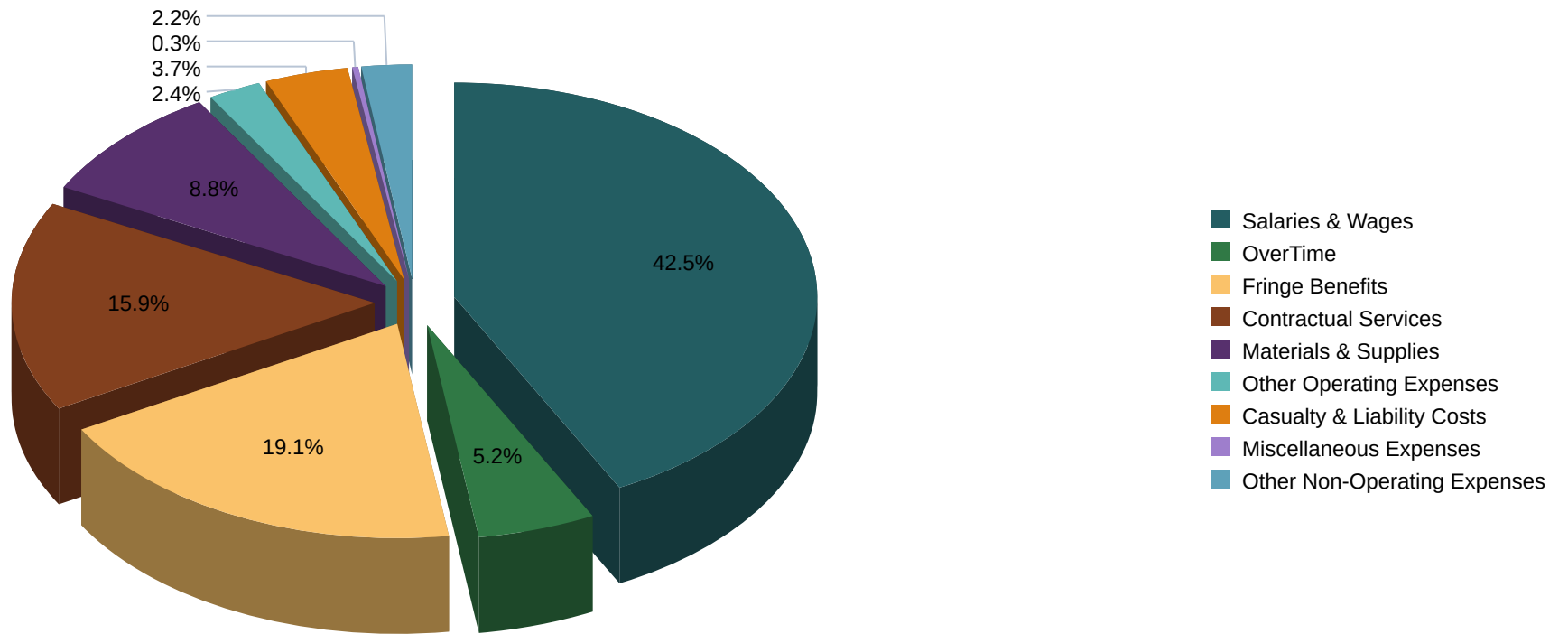
Appendix F – Operating Budget Detail_Tables & Charts

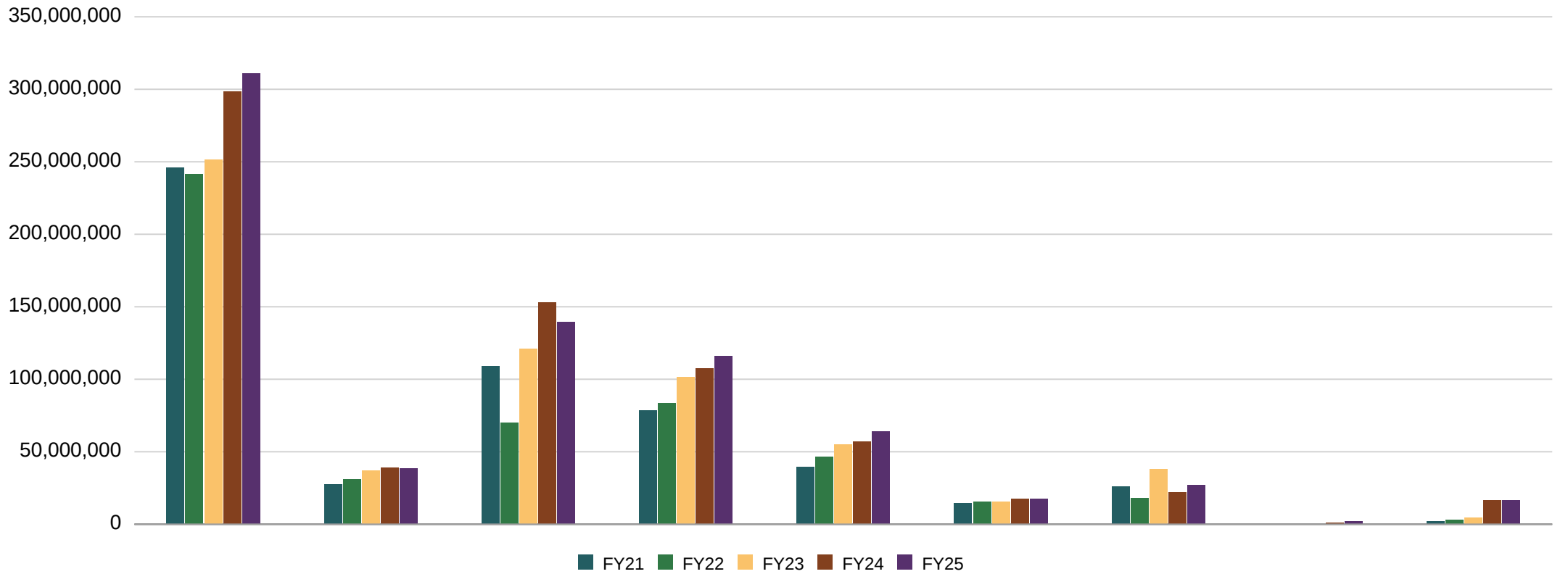
Total Authority Summary of Category Expenses

Categories of Expense	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Salaries & Wages	245,937,352	241,591,515	251,689,290	298,446,504	311,184,686
OverTime	27,587,918	30,886,757	36,994,521	38,877,044	38,456,833
Healthcare Rep/NonRep	60,132,106	61,914,303	56,390,911	69,296,868	65,948,546
Pension Rep/NonRep	33,974,248	26,441,519	34,890,445	35,415,909	29,876,432
Workers Comp-Excess/Losses	8,185,402	9,531,627	9,168,983	10,680,016	11,281,826
Other Benefits	6,742,636	-27,964,815	20,539,544	37,766,580	32,608,295
Contractual Services	78,353,557	83,701,254	101,799,923	107,528,154	115,958,840
Materials & Supplies-Diesel	2,958,111	5,094,000	5,226,202	7,968,418	6,788,006
Materials & Supplies-CNG	3,559,214	5,097,099	7,827,723	5,886,596	7,526,111
Materials Supplies-Unleaded	1,870,435	4,580,523	3,976,499	4,896,878	4,710,094
Material & Supplies - Other	31,789,256	31,046,179	37,007,754	37,556,144	45,283,372
Other Operating-Electricity	5,411,629	6,372,487	6,774,492	6,944,184	6,707,258
Other Operating-Propulsion	5,661,982	5,919,729	5,807,840	6,193,335	6,507,881
Other Operating Expenses	3,760,967	3,096,318	2,838,490	4,244,154	4,138,450
Casualty & Liability Costs	26,303,388	17,924,524	37,995,164	22,131,392	27,162,863
Miscellaneous Expenses	514,774	662,982	609,979	952,412	1,876,717
Other Non-Operating Expenses	2,304,335	2,984,806	4,550,935	16,612,700	16,590,528
Authority Sub Total	\$545,047,311	\$508,880,807	\$624,088,695	\$711,397,289	\$732,606,738
Inventory Adjustments	-417,061	1,026,113	975,541	1,001,925	0
Eligible Leases*	-17,793	-78,867	-34,180	-83,675	-978,753
Authority Gross Total	\$544,630,250	\$509,906,920	\$625,064,235	\$712,399,214	\$732,606,738
Capital Allocation	-\$49,593,275	-\$47,132,475	-\$43,484,685	-\$80,997,559	-\$78,139,702
Authority Net Operating Total Expenses	\$495,036,975	\$462,774,445	\$581,579,550	\$631,401,655	\$654,467,036
\$ Change from Prior Year	-\$9,471,780	-\$32,262,530	\$118,805,105	\$49,822,104	\$23,065,382
% Change from Prior Year	-2%	-7%	26%	9%	4%

* 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
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	\$251,689,290	\$36,994,521	\$120,989,883	\$101,799,923	\$55,013,202	\$15,421,024	\$37,995,164	\$609,979	\$4,551,250
FY24	\$298,446,504	\$38,877,044	\$153,159,373	\$107,528,154	\$57,307,388	\$17,383,932	\$22,131,392	\$952,412	\$16,613,015
FY25	\$311,184,686	\$38,456,833	\$139,715,099	\$115,958,840	\$64,307,583	\$17,353,589	\$27,162,863	\$1,876,717	\$16,590,528

GROSS EXPENSES BY ORGANIZATION

Organization:	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Office of General Manager CEO	1,011,593	629,785	544,000	9,812,047	19,295,097
Office of Board of Directors	188,340	197,233	323,142	403,646	331,378
Dept of General Manager CEO	1,199,933	827,018	867,142	10,215,693	19,626,475
Office of AGM Internal Audit	1,179,887	373,492	966,312	1,162,899	1,395,816
Office of Operations Audit & Fraud Investigations	324,858	293,315	406,642	453,637	421,117
Dept of Internal Audit	1,504,745	666,807	1,372,954	1,616,537	1,816,933
Office of Police Services	38,871,701	35,394,854	44,540,427	44,681,659	39,478,887
Dept of Police Services	38,871,701	35,394,854	44,540,427	44,681,659	39,478,887
Division of General Manager CEO	41,576,380	36,888,679	46,780,523	56,513,888	60,922,295
Office of Chief Counsel Legal Services	3,937,095	4,227,373	6,731,367	4,098,431	3,977,226
Office of Risk Management	18,431,633	10,000,084	28,957,457	14,800,770	19,803,499
Office of Dir of Litigation & Administration	516,411	666,051	1,294,856	1,378,943	1,196,849
Office of Dir Contracts & Procurement	7,252,316	6,244,415	5,433,215	9,010,525	8,267,233
Dept of Chief Counsel Legal Services	30,137,454	21,137,922	42,416,895	29,288,670	33,244,807
Office of Deputy Chief Legal Counsel	-	148,564	181,133	231,912	192,042
Office of Dir of Corporate Law	371,829	79,994	103,541	393,390	153,560
Dept of Deputy Chief Legal Counsel	371,829	228,558	284,675	625,302	345,602
Division of Chief Counsel Legal Services	30,509,283	21,366,481	42,701,570	29,913,972	33,590,409
Office of Chief Safety & Quality Assurance	67,842	118,626	356,643	831,058	1,176,941
Office of Safety Management Systems	377,780	319,435	717,999	1,060,007	901,180
Dept of Chief Safety & Quality Assurance	445,622	438,061	1,074,643	1,891,064	2,078,121

* FY24 unaudited totals

GROSS EXPENSES BY ORGANIZATION

Organization:	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Office of Environment Health & Safety	560,322	621,385	797,466	2,127,723	1,791,640
Office of Deputy Chief of Safety & Quality Assurance	731,649	531,508	297,418	355,984	321,018
Office of Safety	1,238,919	1,318,336	2,719,625	2,725,191	2,602,285
Office of QA	1,175,115	692,401	1,431,944	1,161,727	919,407
Dept of Safety & Quality Assurance	3,706,006	3,163,630	5,246,453	6,370,624	5,634,350
Division of Safety	4,151,628	3,601,691	6,321,095	8,261,689	7,712,471
Office of Deputy General Manager	897,889	400,851	454,700	697,172	538,902
Office of Vehicle Procurement	40,373	-2,520	15,209	229,062	201,116
Office of Operations Planning & Control	4,376,384	4,244,808	6,291,751	7,697,686	7,542,573
Dept of Deputy General Manager	5,314,645	4,643,138	6,761,660	8,623,920	8,282,592
Office of Bus Transportation	106,031,283	97,438,629	112,912,442	131,230,625	133,055,445
Office of Mobility	32,658,658	37,174,487	46,951,362	45,884,252	50,629,939
Office of Deputy Chief of Bus Operations	7,562,794	6,132,102	7,766,236	8,889,697	9,855,160
Dept of Bus Operations	146,252,735	140,745,218	167,630,040	186,004,574	193,540,545
Office of Deputy Chief of Mechanical Operations	-	55,668	246,508	909,943	1,159,056
Office of Rail Car Maintenance	39,722,492	34,608,141	37,944,712	42,182,319	46,167,660
Office of Maintenance of Way	33,084,878	34,620,847	38,909,334	39,749,796	40,770,726
Office of Facilities	23,762,373	18,535,840	25,065,579	19,768,741	18,960,038
Office of Vertical Transportation	7,985,909	7,748,276	7,825,490	8,606,713	8,792,492
Office of Bus Maintenance	58,362,702	58,379,525	74,463,181	80,725,078	85,173,253
Dept of Mechanical Operations	162,918,354	153,948,296	184,454,805	191,942,590	201,023,225
Office of Deputy Chief of Rail Operations	6,142,370	4,754,920	6,420,518	14,246,733	12,944,990

* FY24 unaudited totals

GROSS EXPENSES BY ORGANIZATION

Organization:	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Office of Rail Services North - South Line	19,558,680	19,715,849	22,727,518	27,853,780	29,552,556
Office of Rail Services East - West Line	10,355,895	13,209,675	16,227,300	22,897,324	21,361,202
Dept of Rail Operations	36,056,945	37,680,444	45,375,335	64,997,836	63,858,748
Division of Operations	350,542,678	337,017,096	404,221,839	451,568,920	466,705,109
Office of Chief Capital Programs	-	-	-	-	1,064,325
Office of DGM Capital Prog Expan & Innovation	-	-	140,466	61,181	-
Office of Chief Capital Prog Expan & Innovation	240,128	390,019	206,587	142,757	0
Dept of Chief Capital Programs	240,128	390,019	347,054	203,938	1,064,325
Office of Deputy Chf Cap Prog Exp & Innov	-	-	-	58,137	-
Dept of Deputy Chf Cap Prog Exp & Innov	-	-	-	58,137	-
Office of AGM CPMO	-	-	1,143	13,191	3,700
Office of CIP Budgeting	221,651	15,768	1,024,938	213,704	1,470,780
Office of Project Controls	0	-	100,532	-441,648	-421,044
Office of Specialized Services Program Management	49,829	-809	125,781	41,083	10,476
Office of System Activation	-	-	9,707	3,738	4,121
Dept of Centralized Program Management	271,479	14,959	1,262,101	-169,933	1,068,033
Office of AGM Strategic Projects	-	-	-	0	20,366
Dept of Strategic Projects	-	-	-	0	20,366
Office of AGM Capital Programs Delivery	193,834	96,276	83,474	48,258	-2,127
Office of CPD Support Services	1,997,841	801,653	822,061	573,522	194,679
Office of SGR Program Management	251,650	133,925	283,395	719,974	217,533
Office of Facilities Program Management	-	-	76,753	120,805	43,765

* FY24 unaudited totals

GROSS EXPENSES BY ORGANIZATION

Organization:	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Office of Expansion Program Management	-	394,535	236,113	443,341	181,012
Office of Systems Program Management	-	-	-	0	17,315
Dept of Capital Programs Delivery	2,443,325	1,426,390	1,501,795	1,905,901	652,177
Office of AGM Planning	151,562	134,966	263,747	374,899	294,576
Office of Policy Planning	721,446	122,906	111,401	41,352	12,753
Office of Community Environment & Innovation	-	-	-	84,329	56,761
Office of Local Corridors & Hubs	18,237	-1	170,012	83,562	2,266
Office of Federal Corridors & Hubs	66,359	31,471	46,913	49,700	-14,463
Office of Technical Services & Service Planning	763,882	292,655	1,340,734	906,043	502,378
Dept of Planning	1,721,486	581,997	1,932,806	1,539,885	854,270
Office of AGM Infrastructure	73,995	2,423	126,167	69,163	4,266
Office of Systems Engineering Infrastructure	69,501	-5,151	319,923	176,356	-62,534
Office of Infrastructure State of Good Repair	206,856	3,299	297,063	363,715	-24,366
Office of Infrastructure Facilities	24,319	2,448	92,172	123,490	-26,189
Office of Infrastructure Expansion	-	-	-	57,319	30,926
Office of Infrastructure Design Standards & Specs	20,740	-7,973	44,679	123,649	-24,127
Dept of Infrastructure	395,412	-4,954	880,004	913,691	-102,023
Office of AGM Real Estate Dev & Asset Mgmt	-	-	85,409	154,080	134,265
Office of Arts in Transit	-	-	30,901	325,129	228,127
Office of Transit Oriented Dev	-	-	26,019	147,328	273,668
Office of Real Estate Dev	-	-	133,937	530,412	966,378
Dept of Real Estate Dev & Asset Mgmt	-	-	276,265	1,156,949	1,602,438

* FY24 unaudited totals

GROSS EXPENSES BY ORGANIZATION

Organization:	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Division of Capital Prog Expan & Innovation	5,071,829	2,408,410	6,200,025	5,608,568	5,159,585
Office of Diversity and Inclusion	766,994	710,420	1,160,591	1,294,935	938,405
Dept of Diversity and Inclusion	766,994	710,420	1,160,591	1,294,935	938,405
Office of Chief of Staff	560,590	837,571	830,051	918,836	850,458
Office of Art in Transit	94,425	99,055	278,870	-	0
Office of Transit Oriented Development & Real Estate	41,086	17,541	95,736	-	0
Office of Transit Oriented Development	7,661	-5,071	-3,856	-	-
Office of Real Estate	223,614	91,872	449,583	-	-
Office of Chief Administrative Officer CAO	378,195	339,302	370,963	506,187	315,811
Dept of Chief of Staff	1,305,571	1,380,270	2,021,347	1,425,024	1,166,269
Office of AGM External Affairs	309,130	164,917	339,577	253,517	293,999
Office of Marketing & Sales	1,778,431	1,380,677	1,811,792	2,473,452	2,512,483
Office of Public Engagement	275,208	121,632	187,811	41,719	141,298
Office of Government and Community Affairs	508,240	585,197	762,101	894,246	810,399
Office of Digital Media	138,657	133,911	169,156	197,994	0
Office of Communications	237,389	256,667	214,237	482,523	531,072
Dept of External Affairs	3,247,054	2,643,000	3,484,674	4,343,451	4,289,251
Office of AGM Labor and Employee Relations	809,553	92,763	522,289	1,461,796	1,197,574
Dept of Labor and Employee Relations	809,553	92,763	522,289	1,461,796	1,197,574
Office of Human Resources	3,043,947	2,772,540	3,764,773	3,879,770	4,013,473
Office of Learning & Development	1,258,720	1,205,373	1,364,887	2,136,562	1,886,388
Office of AGM Human Resources	2,197,342	1,587,984	2,572,939	2,467,601	2,506,412

* FY24 unaudited totals

GROSS EXPENSES BY ORGANIZATION

Organization:	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Dept of Human Resources	6,500,008	5,565,898	7,702,599	8,483,934	8,406,274
Division of Chief of Staff	12,629,179	10,392,351	14,891,500	17,009,141	15,997,773
Office of Chief Financial Officer CFO	388,483	385,591	489,190	521,798	299,820
Office of Treasury Services	686,153	73,161	787,901	668,701	489,215
Office of Accounting	3,222,995	1,976,682	3,693,741	3,553,743	3,229,333
Dept of Chief Financial Officer CFO	4,297,632	2,435,434	4,970,833	4,744,241	4,018,367
Office of APARC	1,894,345	1,633,744	2,548,107	2,408,275	2,285,387
Office of Revenue Operations	6,256,179	5,193,167	7,325,406	7,593,110	8,444,030
Office of Budget & Grants	1,161,918	626,146	1,841,327	1,379,049	1,066,408
Dept of Finance	9,312,442	7,453,057	11,714,840	11,380,434	11,795,825
Division of Finance	13,610,074	9,888,491	16,685,672	16,124,675	15,814,192
Office of Chief Customer Experience & Technology	929,384	89,388	764,313	838,859	750,981
Dept of Chief Customer Experience & Technology	929,384	89,388	764,313	838,859	750,981
Office of AGM Technology CIO	258,889	200,094	303,672	315,887	198,574
Office of Technology Infrastructure & Production	10,827,220	7,239,558	8,541,446	8,835,932	10,309,682
Office of Technology Applications	15,333,031	23,627,827	22,044,313	17,410,237	10,928,570
Office of Technology Support Services	2,803,638	3,450,928	4,755,121	5,791,385	4,874,142
Dept of Technology	29,222,777	34,518,407	35,644,552	32,353,442	26,310,967
Office of Customer Experience & Strategy	28,042	-2	-387	-	288,861
Office of Customer Engagement	479,667	75,912	491,537	1,030,266	1,286,509
Office of Customer Experience Innovation	-	19,309	134,932	895,137	9,440,575
Office of Customer Svc	3,037,176	2,248,796	2,078,492	4,446,298	4,306,507

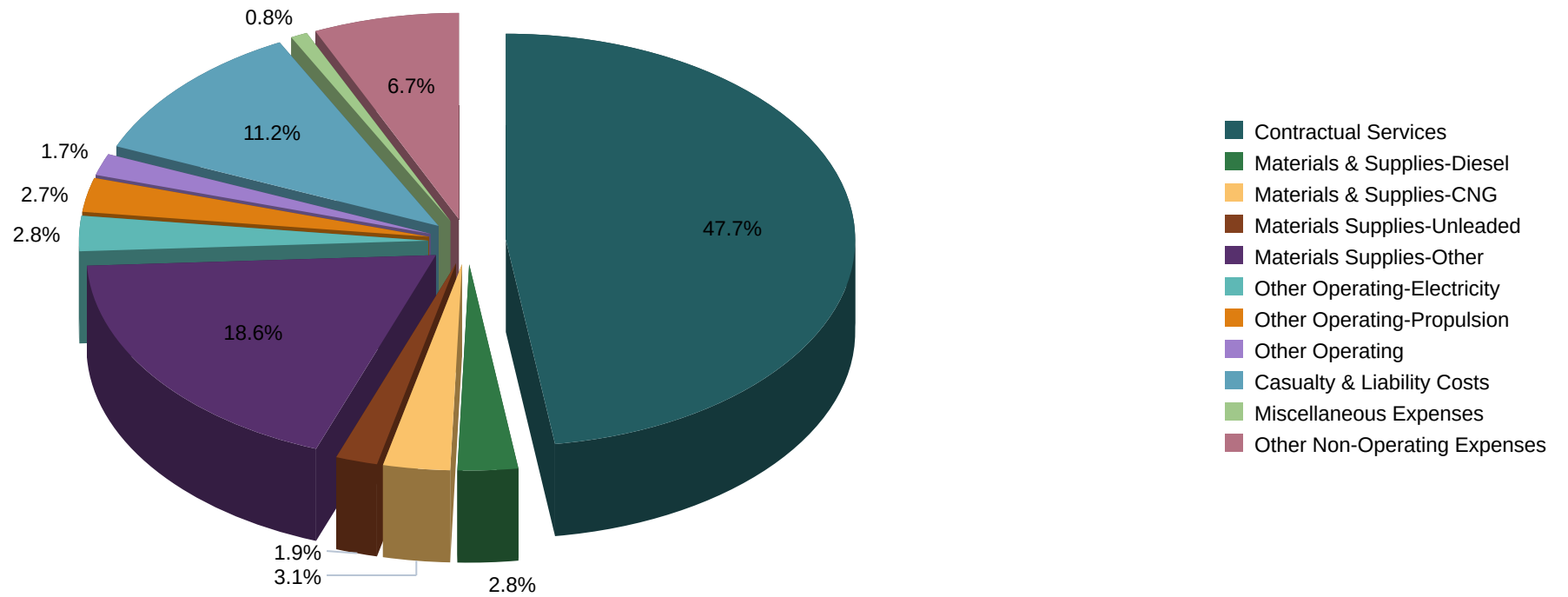
* FY24 unaudited totals

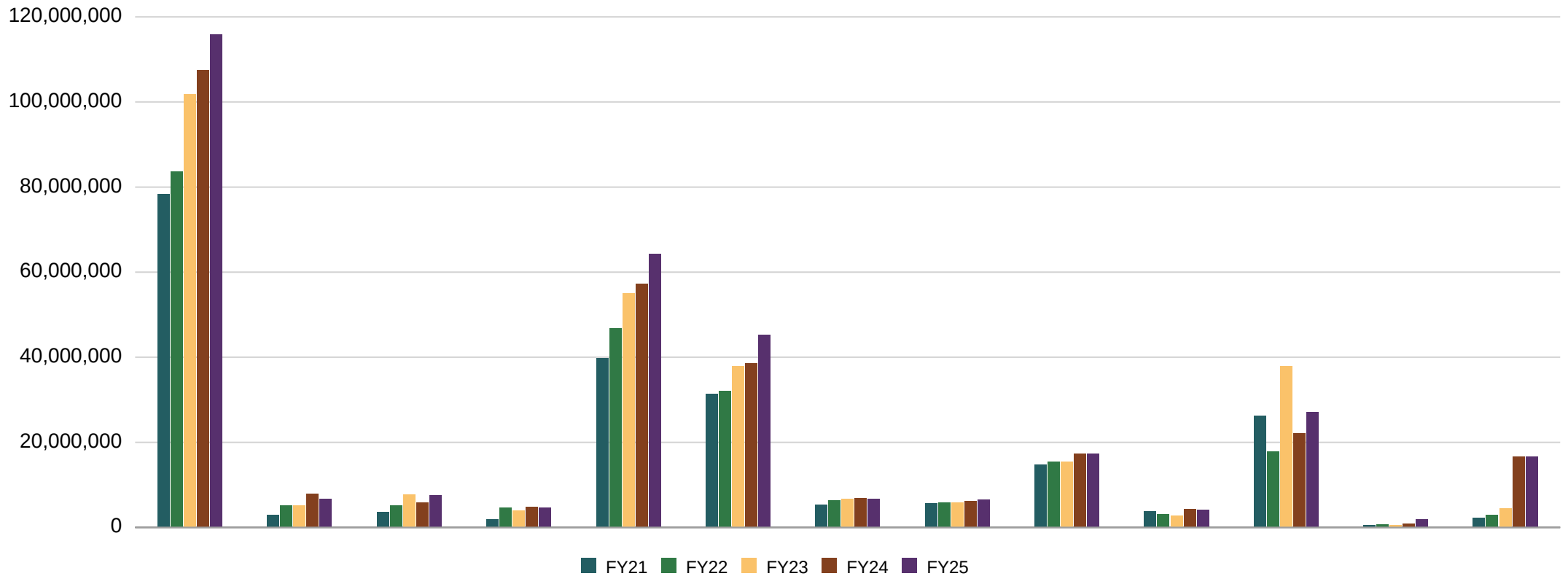
GROSS EXPENSES BY ORGANIZATION

Organization:	FY21 Expenses	FY22 Expenses	FY23 Expenses	FY24 Adopted	FY25 Adopted
Office of Sustainability	-	51,283	119,164	984,072	581,424
Office of Customer Insights	-	-	65,590	229,441	215,620
Office of Customer Technology	-	-	26,736	326,459	1,148,601
Dept of Customer Experience & Strategy	3,544,886	2,395,298	2,916,066	7,911,673	17,268,097
Office of AGM of Research & Analysis	1,458,222	1,686,585	1,803,381	1,064,203	827,305
Office of Governance & Strategic Performance	139,316	366,945	667,129	1,055,049	1,116,644
Dept of Research & Analysis	1,597,538	2,053,530	2,470,510	2,119,252	1,943,948
Office of AGM Information Security	2,018,683	1,068,311	437,957	600,090	530,803
Office of Cyber Security	49,717	60,200	568,387	1,575,560	1,760,405
Dept of Information Security	2,068,400	1,128,511	1,006,344	2,175,650	2,291,208
Division of Customer Experience & Technology	37,362,986	40,185,134	42,801,784	45,398,876	48,565,202
O - 91000 - Inventory Adjustments	-417,061	1,026,113	975,541	1,001,925	0
D - 9100 - Department of Others	-417,061	1,026,113	975,541	1,001,925	0
Division of Other (Inventory Adjustment)	-417,061	1,026,113	975,541	1,001,925	0
Total Authority	495,036,975	462,774,445	581,579,550	631,401,655	654,467,036

* FY24 unaudited totals

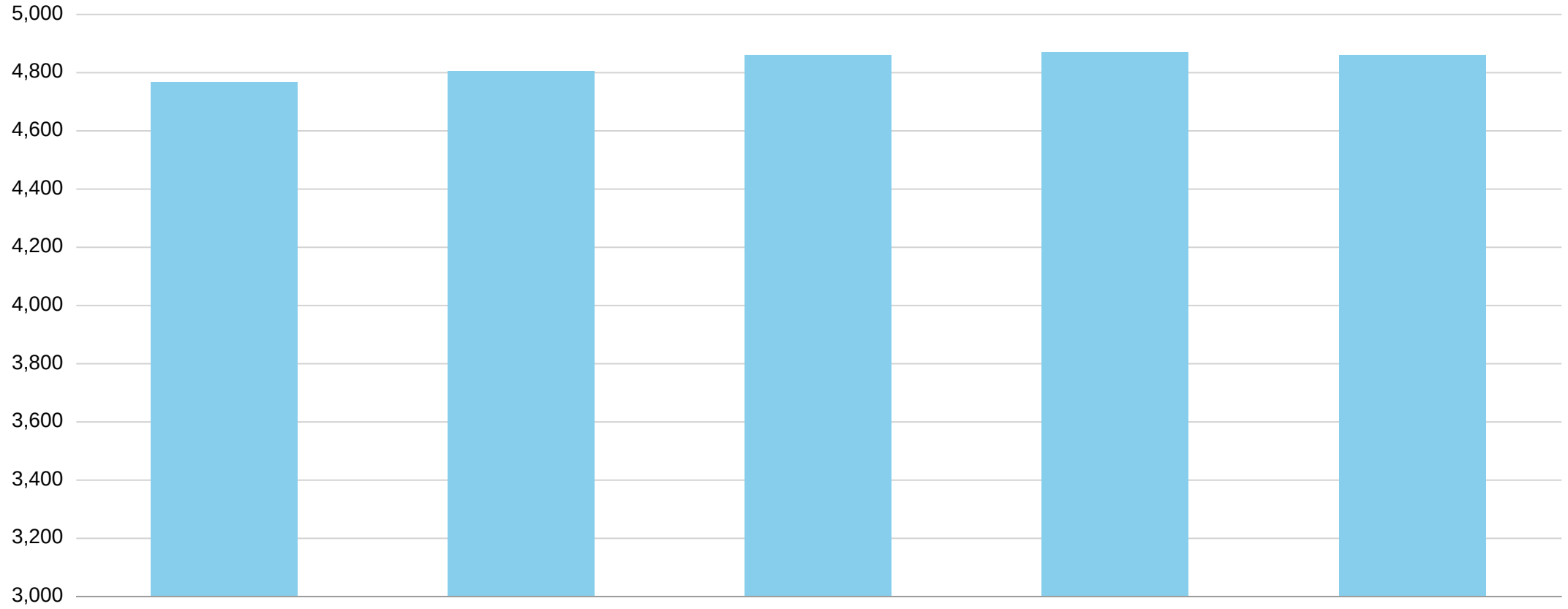
Non-Labor Expenses by Category





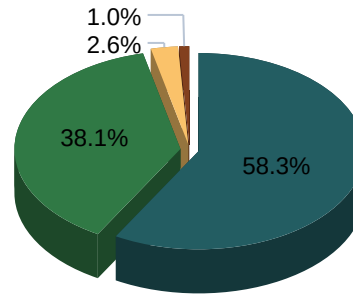
	Contractual Services	Materials & Supplies-Diesel	Materials & Supplies-CNG	Materials Supplies-Unleaded	Materials Supplies-Other	Other Operating-Electricity	Other Operating-Propulsion	Other Operating	Casualty & Liability Costs	Miscellaneous Expenses	Other Non-Operating Expenses
FY21	\$78,353,557	\$2,958,111	\$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	\$101,799,923	\$5,226,202	\$7,827,723	\$3,976,499	\$37,982,778	\$6,774,492	\$5,807,840	\$2,838,692	\$37,995,164	\$609,979	\$4,551,250
FY24	\$107,528,154	\$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
FY25	\$115,958,840	\$6,788,006	\$7,526,111	\$4,710,094	\$45,283,372	\$6,707,258	\$6,507,881	\$4,138,450	\$27,162,863	\$1,876,717	\$16,590,528

Total Authority Personnel

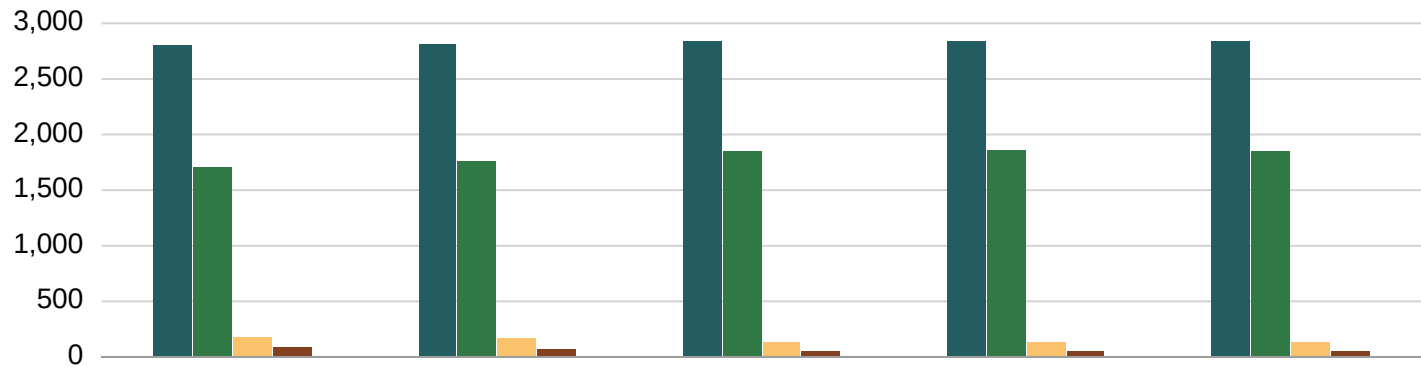


	FY21	FY22	FY23	FY24	FY25
Total	4,767	4,805	4,861	4,871	4,860

Personnel by Status



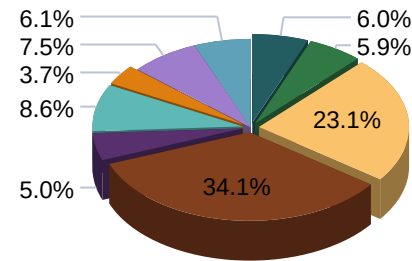
- Represented (FT)
- Non Represented (FT)
- Sub Total Part Time
- Sub Total Contract



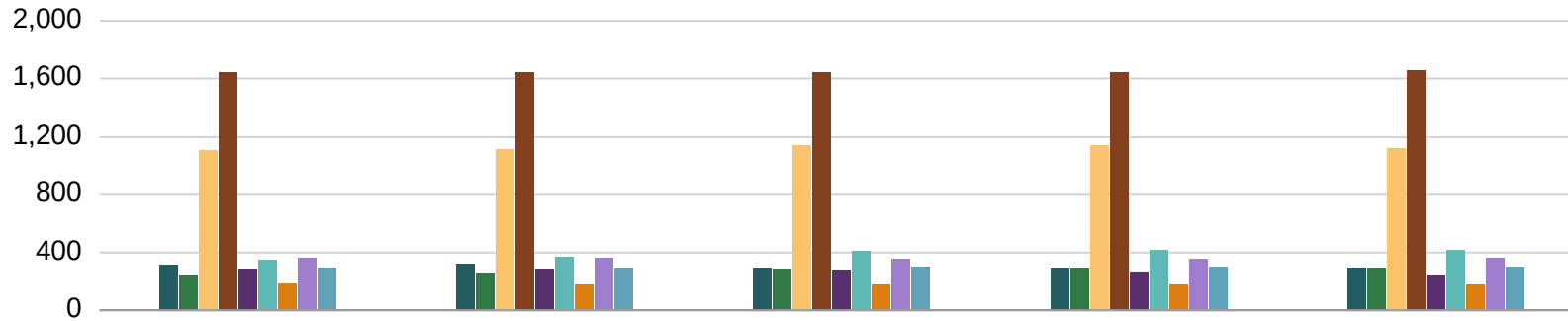
- Represented (FT)
- Non Represented (FT)
- Sub Total Part Time
- Sub Total Contract

	FY21	FY22	FY23	FY24	FY25
Represented (FT)	2,805	2,810	2,836	2,836	2,833
Non Represented (FT)	1,707	1,756	1,843	1,853	1,851
Sub Total Part Time	171	168	130	130	128
Sub Total Contract	84	71	52	52	48

Personnel by Class



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



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

	FY21	FY22	FY23	FY24	FY25
Administrative	316	321	283	288	294
Managerial	239	255	280	286	288
Maintenance	1,105	1,115	1,141	1,141	1,121
Operator	1,641	1,641	1,641	1,641	1,659
Police	279	279	272	260	241
Professional	345	366	407	419	417
Represented (Other)	184	179	179	178	178
Supervisory	362	361	357	354	364
Technical	296	288	301	298	298

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 beginning to weaken at a faster rate than the macroeconomy across the United States due to the rising interest rates and unemployment. From 2021 onward economists considered Atlanta to be an overheating economy. 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 weakening economy is attributable to the recent overheating of the Atlanta jobs market. Overheating occurred when many Tech companies and startups moved to Atlanta to find new talent in a largely untapped market. This resulted in the unemployment rate dropping to all-time lows of 2.8% but unemployment has increased to the long-term average of 3.8%. Even though the unemployment rate in Atlanta has increased it has not reached the national average unemployment rate of 4.5%. According to the Economist at the Atlanta Federal Reserve, company headcount will remain close to the long-term average. Economists are optimistic that Metropolitan Atlanta will continue to grow as more Fortune 500 companies move to the region.

Highlights from Georgia State's Economic Forecasting Center's August 2024

National Economic Forecast:

- U.S. real GDP growth on an annual average basis will be 2.5 percent in 2024, 1.2 percent in 2025, and 1.8 percent in 2026.
- National job growth will weaken sharply to only 58,000 monthly gains in the next 6 months and then rebound to 102,000 job gains by late 2025 as aggressive Fed rate cuts spur investment spending. Job growth will be a better 137,000 monthly rate in 2026.
- The 30-year mortgage rate after averaging 6.6 percent in 2024, will moderate sharply to

5.8 percent in 2025, but rise to 6.4 percent in 2026.

- Housing starts will average 1.345 million in 2024, 1.312 million in 2025, and 1.350 million in 2026.
- CPI inflation will come down from its 4.1 percent rate in 2023 to 2.9 percent in 2024, moderate further to 1.7 percent in 2025, and be 2.0 percent in 2026. After averaging 4.8 percent in 2023, core inflation will drop to 3.5 percent in 2024, and then moderate to 2.3 percent in 2025.
- Vehicle sales after averaging 15.5 million in 2023 will be lower at 15.3 million in 2024. They will then drop to 15.0 million in 2025, and then recover to 15.6 million in 2026.

Forecast for Atlanta and Georgia

- Georgia jobs: The state added 72,500 jobs (13,700 premium jobs) in calendar year 2023, but this rate will moderate down to 57,100 jobs in 2024 (11,500 premium). In 2025, the state will add a better 71,800 jobs (17,800 premium) and 90,200 jobs (24,800 premium) in 2026.
- Georgia's nominal personal income will grow 5.2 percent in 2024, a higher 5.6 percent in 2025, and again by 6.0 percent in 2026.
- Atlanta jobs: The metro area will add 42,800 jobs (8,900 premium) in 2024. As recovery takes hold in 2025, the metro area will add a respectable 47,800 jobs (11,200 premium), and 65,700 jobs (18,900 premium) in 2026.
- Atlanta housing permitting activity decreased by 18.7 percent in 2023; single-family permits dropped by 7.8 percent, and multifamily permits decreased even more sharply by 31.2 percent. Total permit numbers will fall by 3.3 percent in 2024 as multifamily permits drop again by double digits. In 2025, total permit numbers will again drop by 7.0 percent as multifamily permits drop by 20.7 percent. Normalcy will return in 2026 when permit activity grows by 6.3 percent.



RANK	EMPLOYER	FULL-TIME EMPLOYEES IN METRO ATLANTA AS OF DEC. 31, 2023	2023 COMPANYWIDE REVENUE	HEADQUARTERS COMPANY TYPE
1	EMORY UNIVERSITY ²	32,482	\$7.4 billion	Atlanta higher education and healthcare
2	DELTA AIR LINES INC.	31,834	\$29.9 billion	Airline
3	NORTHSIDE HOSPITAL INC.	25,296	\$5.52 billion	Atlanta healthcare system
4	PIEDMONT HEALTHCARE	25,110	\$6.5 billion	Atlanta healthcare system
5	THE HOME DEPOT INC.	25,000	\$151.2 billion	Home Improvement retail corporation

<https://www.bizjournals.com/atlanta/subscriber-only/2022/07/15/atlantas-25-largest-employers.html>

Appendix H – Authority-wide KPIs

Appendix H – Authority-Wide Performance Indicators (KPIs)

Financial KPIs					
KPI	Performance Owner	Data Owner	FY24 Target	FY24 Actual	FY25 Target
Budget Variance (Net Operating Cost)	Individual Offices	Accounting	<= 0%	3.4%	<= 0%
Ridership Combined (unlinked trips)	C-Team	Research & Analysis	>= 66.6M	65.2M	>= 72.0M
Bus Cost per Passenger Trip	Bus Operations	Management & Budget	<= \$8.75	\$9.03	<= \$8.37
Rail Cost per Passenger Trip	Rail Operations	Management & Budget	<= \$8.44	\$8.93	<= \$7.85
Mobility Cost per Passenger Trip	Bus Operations	Management & Budget	<= \$76.03	\$94.43	<= \$78.00
Streetcar Cost per Passenger Trip	Rail Operations	Management & Budget	<= \$25.50	\$21.09	<= \$23.31
Bus Cost per Revenue Mile	Bus Operations	Management & Budget	<= \$10.46	\$12.48	<= \$11.83
Rail Cost per Revenue Mile	Rail Operations	Management & Budget	<= \$11.73	\$14.74	<= \$13.16
Mobility Cost per Revenue Mile	Bus Operations	Management & Budget	<= \$8.45	\$8.91	<= \$7.36
Streetcar Cost per Revenue Mile	Rail Operations	Management & Budget	<= \$99.33	\$113.55	<= \$103.42

Customer Service KPIs					
KPI	Performance Owner	Data Owner	FY24 Target	FY24 Actual	FY25 Target
Average Customer Call Wait Time	Customer Services	Customer Services	<= 1:00	0:25	<= 1:00
Customer Call Abandonment Rate	Customer Services	Customer Services	<= 6%	3.02%	<= 6%

Safety & Security KPIs					
KPI	Performance Owner	Data Owner	FY24 Target	FY24 Actual	FY25 Target
Part I Crime	Police	Police	<= 4.15	2.96	<= 4.15
Bus Collision Rate per 100K Miles	Bus Transportation	Safety	<= 3.80	5.43	<= 3.80
Mobility Collision Rate per 100K Miles	Mobility	Safety	<= 2.50	3.33	<= 2.50
Lost Time Accident Rate	Individual Offices	Safety	<= 3.80	4.42	<= 3.80

Operational KPIs					
KPI	Performance Owner	Data Owner	FY24 Target	FY24 Actual	FY25 Target
Bus OTP	Bus Transportation	Research & Analysis	>= 78.50%	75.87%	>= 78.50%
Bus MDBF	Bus Maintenance	Bus Maintenance	>= 7,500	4,153	>= 7,500
Bus Complaints per 100K Boardings	Bus Operations	Customer Services	<= 8.00	11.34	<= 8.00
Rail OTP	Rail Transportation	Rail Transportation	>= 95.00%	95.85%	>= 95.00%
Rail MDBF	Rail Maintenance	Rail Maintenance	>= 23,000	18,163	>= 23,000
Rail MDBSI	Rail Maintenance	Rail Transportation	>= 475	366	>= 475
Rail Complaints per 100K Boardings	Rail Operations	Customer Services	<= 1.00	0.49	<= 1.00
Mobility OTP	Mobility	Mobility	>= 90%	84.76%	>= 90%
Mobility MDBF	Mobility	Mobility	>= 15,000	18,965	>= 15,000
Mobility Missed Trip Rate	Mobility	Mobility	<= 0.50%	1.11%	<= 0.50%
Mobility Reservation Average Call Wait Time	Mobility	Mobility	<= 2:00	4:66	<= 2:00
Mobility Reservation Call Abandonment Rate	Mobility	Mobility	<= 5.50%	7.82%	<= 5.50%
Mobility Complaints per 1K Boardings	Mobility	Customer Services	<= 4.00	4.46	<= 4.00
Streetcar OTP	Light Rail Operations	Light Rail Operations	>= 85.00%	94.09%	>= 85.00%
Streetcar MDBF	Light Rail Operations	Light Rail Operations	>= 2,700	2,398	>= 2,700
Streetcar Complaints per 1K Boardings	Light Rail Operations	Light Rail Operations	<= 0.10	0.00	<= 0.10
Escalator Availability	Vertical Transportation	Vertical Transportation	>= 98.50%	98.52%	>= 98.50%
Elevator Availability	Vertical Transportation	Vertical Transportation	>= 98.50%	98.58%	>= 98.50%

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	2,146,918
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	645
Number of large buses in Active Fleet	517
FY23 Total Actual Vehicle Miles	26,741,770
FY23 Total Actual Vehicle Hours	1,993,280
FY23 Unlinked Passenger Trips	30,878,830
Number of Garages	3 (Laredo, Perry, Hamilton)
Heavy Maintenance Facilities	1 (Brownsmill)
FY23 Actual Diesel Gallons	1,367,428
FY23 Actual CNG Gallons	4,914,819
FY23 Actual Battery Charge	83,498 Kilowatt Hours
FY23 Actual Directional Route Miles	1,830.89
FY23 Actual Bus Routes	113

MOBILITY	
Number of Vehicles	321
Number of Vehicles in Active Fleet	238
FY23 Total Actual Vehicle Miles	8,860,958
FY23 Total Actual Vehicle Hours	627,645
FY23 Unlinked Passenger Trips	683,887
FY23 Actual Fuel Gallons	1,586,664

RAIL	
Number of Rail Cars	296
Number of Rail Cars in Active Fleet	274
Length of System (Route Miles)	48
Number of Stations	38
FY23 Total Actual Passenger Car Miles	18,569,677
FY23 Total Actual Passenger Car Hours	696,638
FY23 Unlinked Passenger Trips	30,395,534
Rail Yards	3 (Avondale, South Yard, Armour)
Total track miles	124
Parking spaces	24,354
Escalators	150
Elevators	115
FY23 Actual Directional Route Miles	96.06
FY23 Actual Propulsion Power	77,059,623 Kilowatt Hours

ATLANTA STREETCAR	
Number of Vehicles	4
Number of Routes	1
Length of System (Route Miles)	2.7
Number of Stops	12
FY23 Total Actual Train Miles	38,227
FY23 Total Actual Train Hours	7,255
FY23 Unlinked Passenger Trips	134,786
FY23 Actual Directional Route Miles	2.69
FY23 Actual Propulsion Power	440,489 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
FY23 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, 2023.

Please see National Transit Database for more information.

<https://www.transit.dot.gov/ntd/national-transit-database-ntd-glossary#M>

Appendix J – FY25 Legislative Session Recap

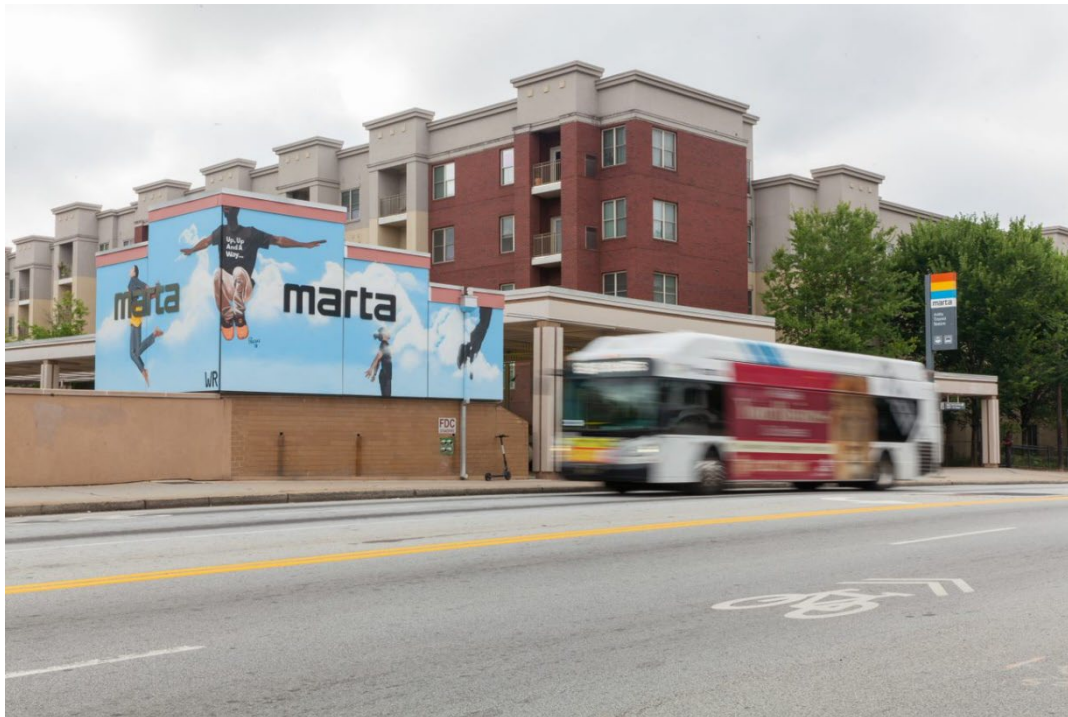
Appendix J - Legislative Session Recap

Pursuant to the U.S. District Court Judge’s order to redraw several legislative districts, there was a special legislative session held in December 2023 just before the 2024 legislative session in January. With redistricting being a sensitive partisan topic, this special session set the tone for the 2024 legislative session. The new map reconfigured 10 Senate and 21 House MARTA delegation districts.

Drawing on firm relationships with Metro-Atlanta delegation members and MARTOC leadership, MARTA aligned the Authority’s capital improvement plan objectives with the state’s economic development and public safety goals for the 2024 legislative objectives. The 2020 Transit Trust Fund (TTF), providing a \$.50 per-ride excise fee on for-hire transportation, recognized a record \$32,412,973 for FY25, a 37% increase from FY24. MARTA received \$5.5 million for Airport Station rehabilitation from the Georgia Department of Transportation allocated FY24 TTF. Additionally, MARTA advanced

automated camera traffic lane enforcement legislation for the state’s inaugural bus rapid transit line connecting Downtown Atlanta to the Summerhill neighborhood.

MARTA highlighted the Authority’s capital expansion program and state-of-good-repair work on Transit Day and at the Georgia Chamber of Commerce’s annual “Eggs and Issues” Breakfast. Joined by Advance Atlanta, the Georgia Transit Association, the Atlanta-region Transit Link Authority, and Ride Gwinnett, MARTA showcased the new CQ400 rail cars on interactive virtual reality tables. MARTA also provided a mock bus rapid transit simulation for lawmakers and guests attending Georgia Chamber’s annual “Eggs and Issues” event at Mercedes Benz stadium. Flanked by state troopers, the MARTA shuttle busses provided fast, frequent service unobstructed by traffic mimicking the reliability of MARTA’s first bus rapid transit project set to debut in 2025.



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 FY25 are expected to total \$152,449,968.

Sales Tax Revenue Bonds as of July 01, 2024 [\$ million]

Series	Year Issued	Original Principal Issued (\$M)	Year of Maturity	Interest Rate %	Principal Balance
2015B	2015	88.5	2045	2 - 5	44.8
2015C *	2015	93.1	2029	5	72.9
2016B *	2016	243.0	2037	5	17.9
2017A	2017	100.8	2047	3 - 4	100.8
2017C *	2017	263.5	2039	3.25 - 5	226.9
2017D *	2017	55.8	2030	4 - 5	54.5
2018A *	2018	165.9	2025	4 - 5	36.2
2019A	2019	130.8	2047	3 - 5	130.8
2020A	2020	132.3	2047	3 - 5	132.3
2020B *	2020	270.1	2040	0.2 - 2.68	207.4
2021A	2021	117.5	2045	FRN	117.5
2021D *	2021	275.6	2045	0.63 - 2.98	190.7
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	63.7
2023B	2023	112.5	2032	5	102.4
2024A	2024	110.5	2037	5	110.5
2024B *	2024	203.4	2045	5	203.4
Total Sales Tax Revenue Bonds (\$M)					1,906.7
<i>*Refunding Bonds</i>					

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

A total of \$152,449,968 is budgeted in FY25 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.

FY25 Sales Tax Receipt Budget	\$715,699,000		
FY25 Debt Service	\$152,449,968		
Total Sales Tax Debt Ratio <i>(Requirement is less than 45%)</i>	<u>\$152,449,968</u> \$715,699,000	=	21.30%

- 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 (FY24)	\$721,459,709		
Total Actual Debt Service Paid (FY24)	\$141,843,637		
<i>(Requirement is less than 45%)</i>	<u>\$721,459,709</u> \$141,843,637	=	5.09


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 (FY24)	\$721,459,709		
Total Outstanding Debt Service (FY25)	\$139,387,468		
Annual Debt Service Required New Bond	<u>\$13,062,500</u>		
Total Future Annual Debt Service	\$152,449,968		
<i>(Requirement is at least 1.5) Ratio =</i>	<u>\$721,459,709</u> \$152,449,968	=	4.73

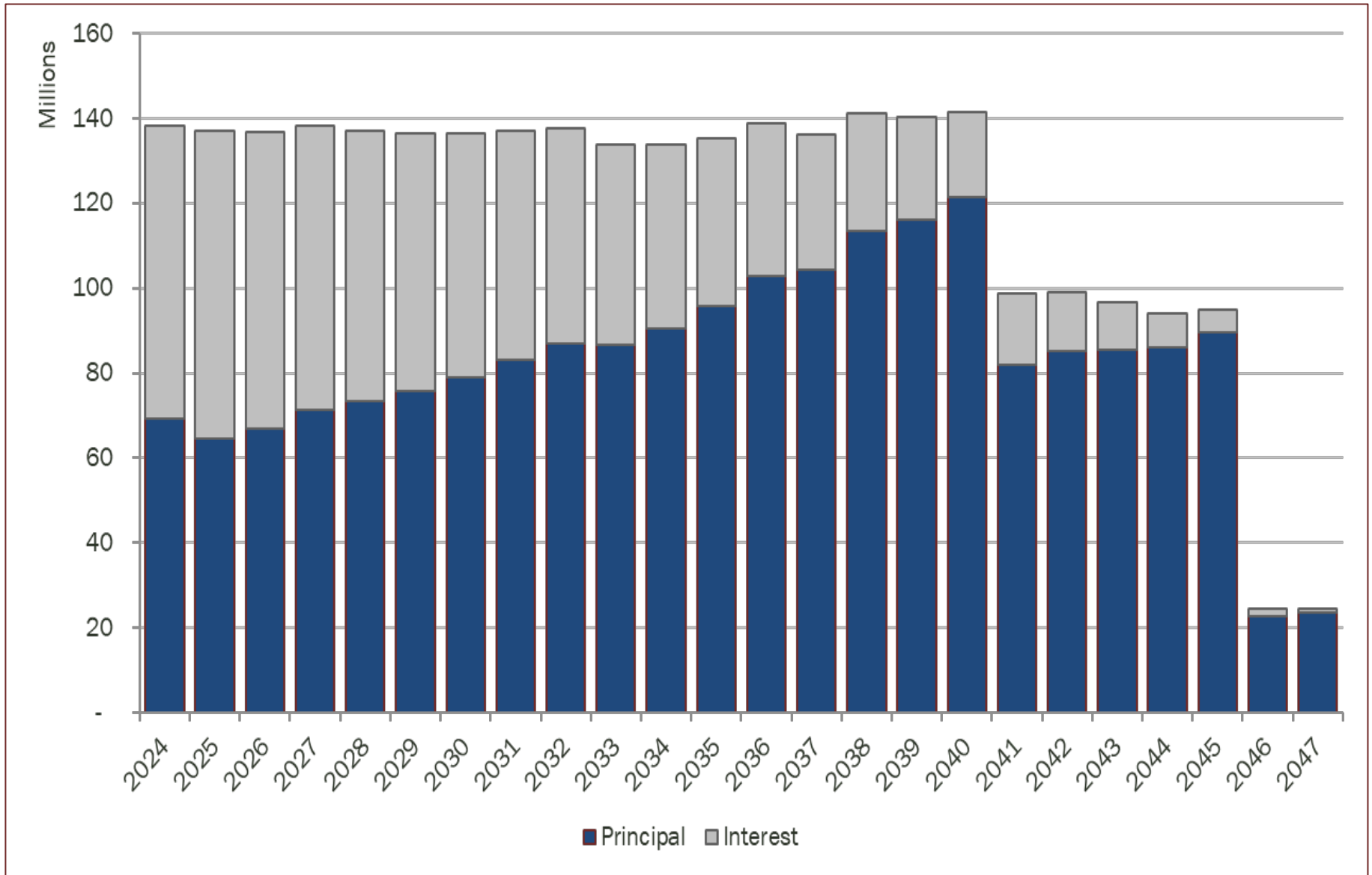
Test 3. The estimate of future annual sales tax receipts must be at least equal to two times the aggregate amount of interest (other than interest funded with bond proceeds) and principal installments that will become due during each corresponding bond year with respect to all bonds outstanding.

FY25 Total Sales Tax Receipts Budget	\$715,699,000		
Total Outstanding Debt Service (FY25)	139,387,467.56		
Annual Debt Service Required New Bond	<u>13,062,500.00</u>		
Total Future Annual Debt Service	\$152,449,968		
<i>(Requirement is at least 2.0) Ratio =</i>	$\frac{\$715,699,000}{\$152,449,968}$	=	4.69

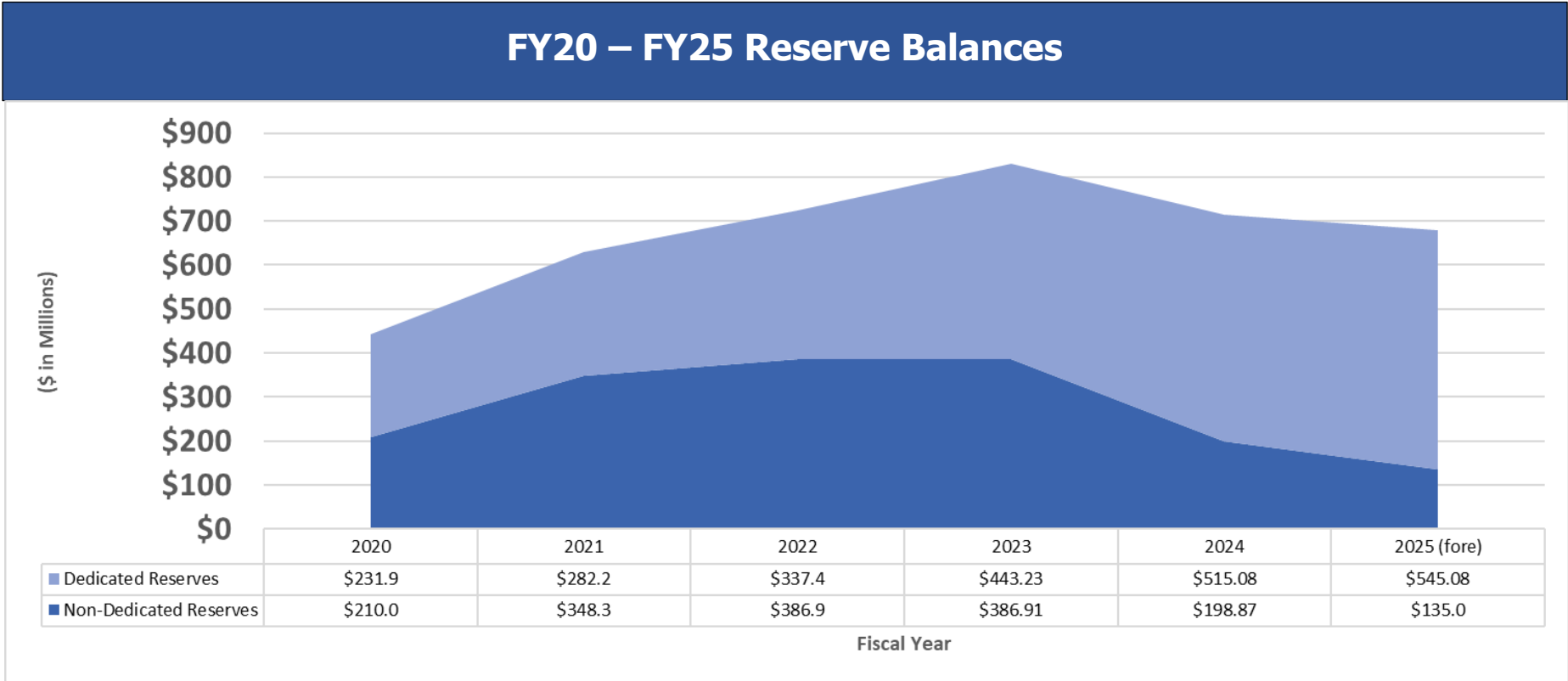
Debt Service Schedule as of 07/01/2024 [\$]

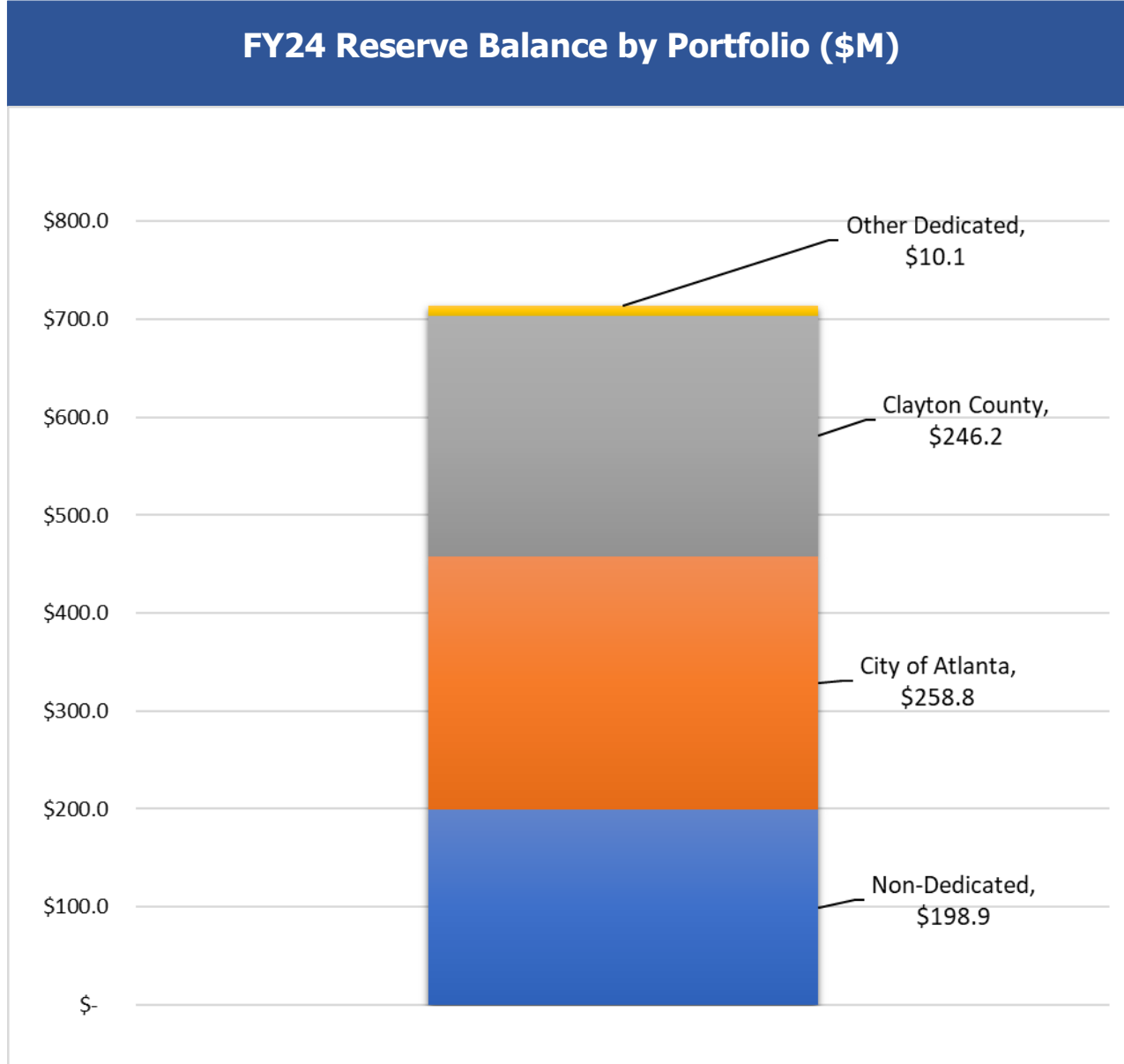
										Outstanding Bonds Effective 7/1/2024		
Year	First Indenture Series N, P			Second Indenture Series 2000A, 2000B			Third Indenture Series 2007A, 2012A, 2014A, 2015A, 2015B, 2015C, 2016A, 2016B, 2017A, 2017C, 2017D, 2018A, 2019A, 2020A, 2020B, 2021A, 2021D, 2021E-1, 2021E-2, 2023A			Combined All Indentures		
	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service	Principal	Interest	Total Debt Service
7/1/2024	-	-	-	-	-	-	69,260,000	68,851,371	138,111,371	69,260,000	68,851,371	138,111,371
7/1/2025	-	-	-	-	-	-	64,625,000	72,218,720	136,843,720	64,625,000	72,218,720	136,843,720
7/1/2026	-	-	-	-	-	-	67,030,000	69,585,126	136,615,126	67,030,000	69,585,126	136,615,126
7/1/2027	-	-	-	-	-	-	71,190,000	66,821,884	138,011,884	71,190,000	66,821,884	138,011,884
7/1/2028	-	-	-	-	-	-	73,280,000	63,656,889	136,936,889	73,280,000	63,656,889	136,936,889
7/1/2029	-	-	-	-	-	-	75,645,000	60,580,666	136,225,666	75,645,000	60,580,666	136,225,666
7/1/2030	-	-	-	-	-	-	79,045,000	57,183,207	136,228,207	79,045,000	57,183,207	136,228,207
7/1/2031	-	-	-	-	-	-	83,215,000	53,829,800	137,044,800	83,215,000	53,829,800	137,044,800
7/1/2032	-	-	-	-	-	-	87,020,000	50,376,625	137,396,625	87,020,000	50,376,625	137,396,625
7/1/2033	-	-	-	-	-	-	86,750,000	46,952,798	133,702,798	86,750,000	46,952,798	133,702,798
7/1/2034	-	-	-	-	-	-	90,515,000	43,191,434	133,706,434	90,515,000	43,191,434	133,706,434
7/1/2035	-	-	-	-	-	-	95,765,000	39,430,665	135,195,665	95,765,000	39,430,665	135,195,665
7/1/2036	-	-	-	-	-	-	102,795,000	35,772,854	138,567,854	102,795,000	35,772,854	138,567,854
7/1/2037	-	-	-	-	-	-	104,375,000	31,579,094	135,954,094	104,375,000	31,579,094	135,954,094
7/1/2038	-	-	-	-	-	-	113,280,000	27,780,826	141,060,826	113,280,000	27,780,826	141,060,826
7/1/2039	-	-	-	-	-	-	116,100,000	24,034,027	140,134,027	116,100,000	24,034,027	140,134,027
7/1/2040	-	-	-	-	-	-	121,315,000	20,171,046	141,486,046	121,315,000	20,171,046	141,486,046
7/1/2041	-	-	-	-	-	-	82,022,000	16,690,747	98,712,747	82,022,000	16,690,747	98,712,747
7/1/2042	-	-	-	-	-	-	85,033,000	13,911,869	98,944,869	85,033,000	13,911,869	98,944,869
7/1/2043	-	-	-	-	-	-	85,575,000	11,024,816	96,599,816	85,575,000	11,024,816	96,599,816
7/1/2044	-	-	-	-	-	-	86,025,000	8,100,189	94,125,189	86,025,000	8,100,189	94,125,189
7/1/2045	-	-	-	-	-	-	89,653,000	5,149,900	94,802,900	89,653,000	5,149,900	94,802,900
7/1/2046	-	-	-	-	-	-	22,820,000	1,571,125	24,391,125	22,820,000	1,571,125	24,391,125
7/1/2047	-	-	-	-	-	-	23,590,000	803,738	24,393,738	23,590,000	803,738	24,393,738
Total Outstanding	0	0	0	0	0	0	1,906,663,000	820,418,044	2,727,081,044	1,906,663,000	820,418,044	2,727,081,044

Debt Service Schedule as of 07/01/2024 [\$]



MARTA Investment Portfolios for 2024 (\$M)	
Internally Managed Portfolios	Current Par Value of Assets
<i>End Cash balance in WF account</i>	\$14.2
General	<u>\$71.3</u>
Total General Fund & Bank Acct.	\$85.5
Unified Reserve (UNIRES)	<u>\$198.9</u>
Total Non-Dedicated Reserves	\$198.9
City of Atlanta Capital	\$258.8
Clayton Capital	<u>\$246.2</u>
Internally Managed Dedicated Reserve	\$505.0
Grand Total	<u>\$789.3</u>
Externally Managed Portfolios	Current Par Value of Assets
CSX Trust	<u>\$10.1</u>
Sum of all Portfolios	<u>\$799.4</u>





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. And 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 city.

MARTA's public transit services are inherently sustainable, as increased ridership means fewer cars on the roads in metro Atlanta, 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

- ✓ Displaced over 2 Million Metric tons of Carbon dioxide equivalent (CO₂E) Annually
- ✓ Diverted 25-20% of Waste away from landfills Annually
- ✓ Used energy-efficient materials in the stations Rehabilitation program
- ✓ Established strategic plan to strengthen infrastructure for EV charging in preparation for the EV bus initiatives
- ✓ The Majority of Marta busses are running on Compressed Natural gas which reduces carbon Monoxide emission by 95%

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 environmental, social, and governance (ESG) efforts and sustainability 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



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

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

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.



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

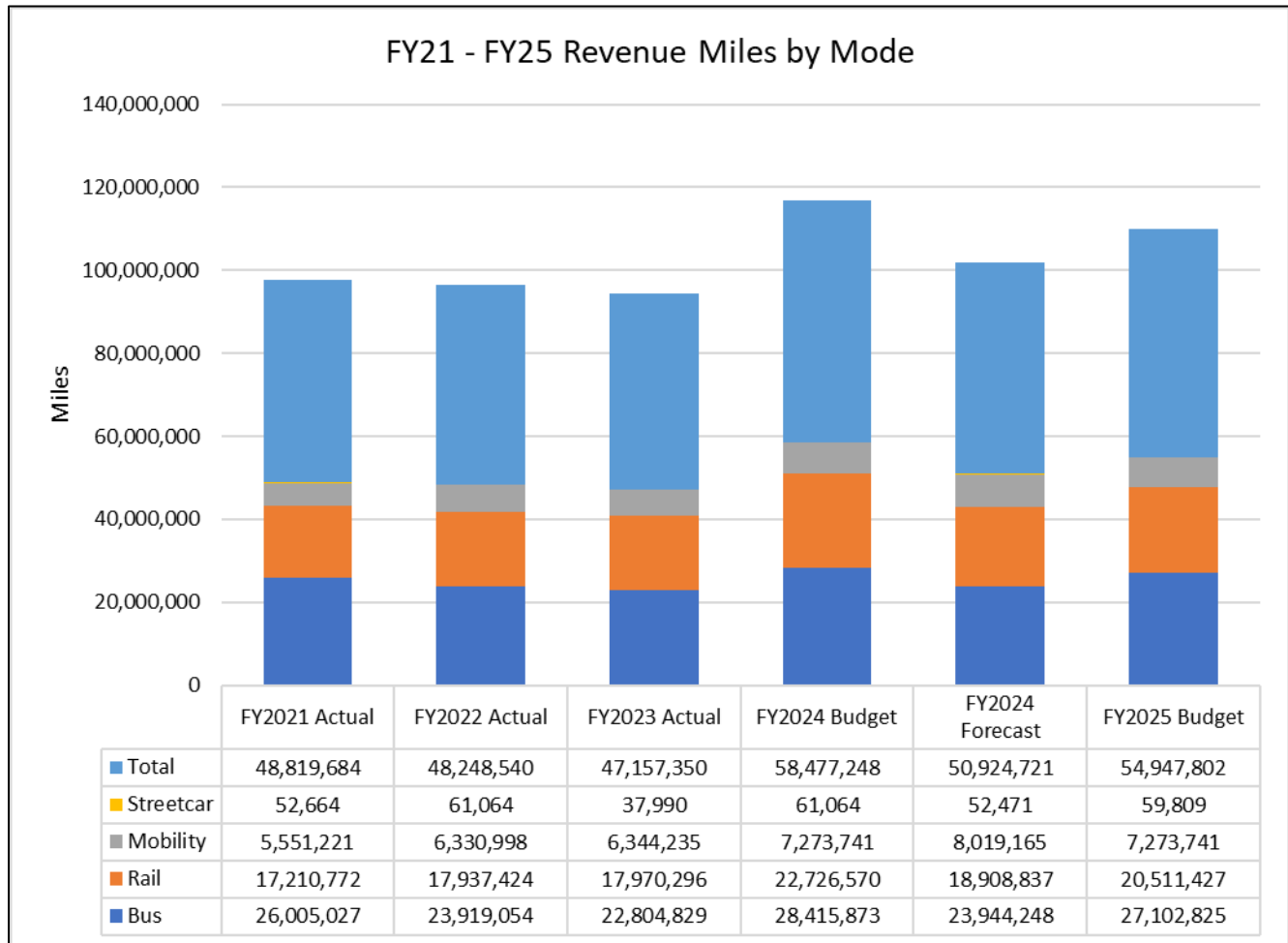
⁴ <https://itismarta.com/the-next-movement.aspx>

Appendix N – FY19 to FY25 Service Levels

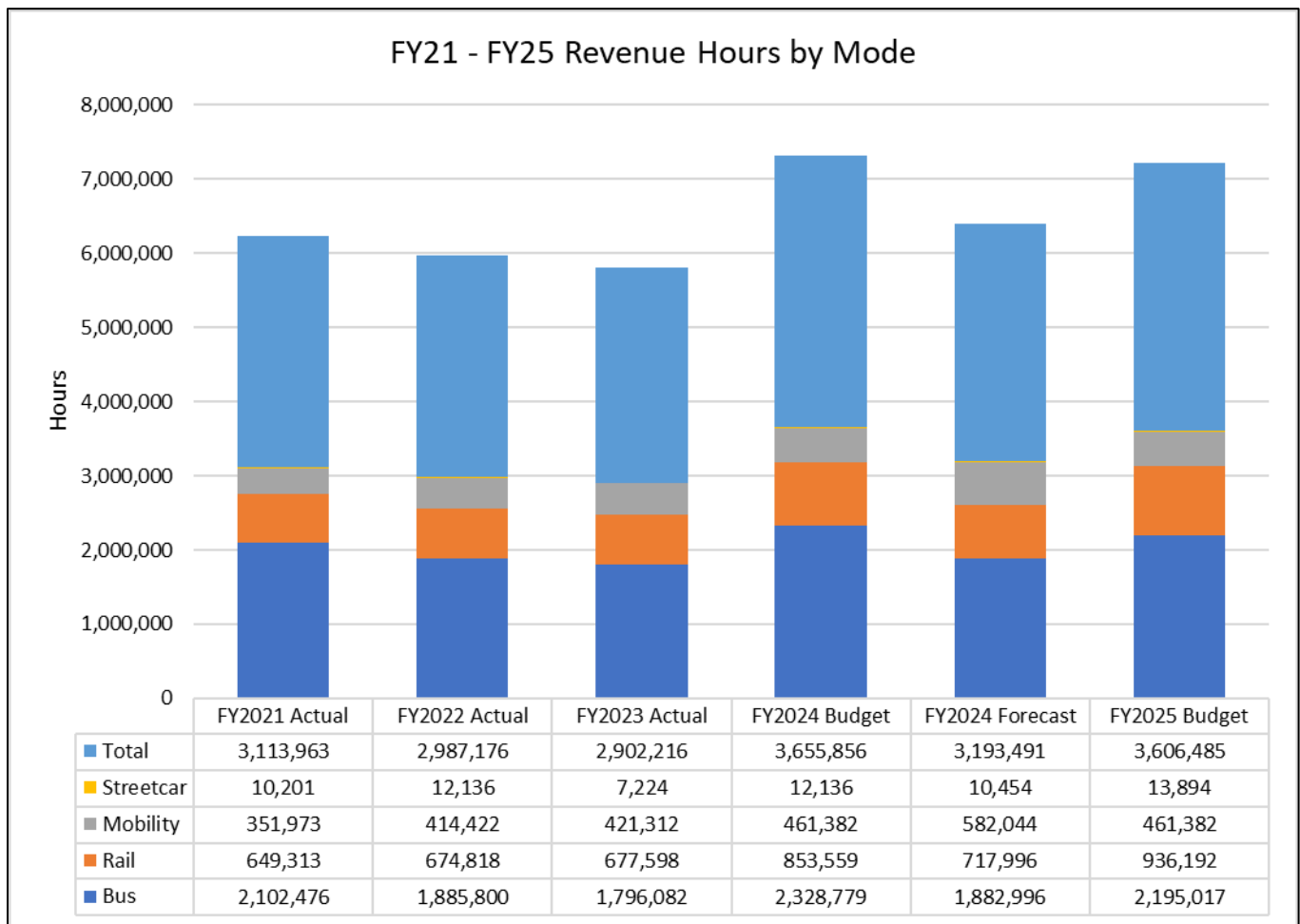
FY21 - FY25 Service Levels

Revenue service miles and hours are the miles and hours that vehicles are scheduled to or actually travel while in revenue service. Availability of a stable labor force has constrained our ability to deliver the pre-pandemic service we budgeted for Fiscal Year

2024. We made some slight adjustments downward in our FY25 assumptions accordingly, with approximately 3.5 million fewer revenue miles and 50 thousand fewer revenue hours. This also accounts for a slight reduction in planned special events



FY21 - FY25 Service Levels (cont.)



Appendix O – Resolution to Adopt the FY25 Budget

RESOLUTION APPROVING THE OPERATING AND CAPITAL BUDGETS FOR FISCAL YEAR 2025

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 2025 budgets on or before the last day of the current fiscal year following a public hearing and review of said budgets for Fiscal Year 2025; and

WHEREAS, the Operating and Capital Funds Budgets for the fiscal year beginning July 1, 2024 (the "Fiscal Year 2025 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 2025 Budgets; and

WHEREAS, the Board has reviewed the proposed Fiscal Year 2025 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 2025 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 2025 Budgets, set forth in summary form in Exhibit "A" (which Exhibit "A" and which Fiscal Year 2025 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 2025;

- 2) That, as set forth in Exhibit "A", the sums of:
 - i) Seven hundred thirty-two million six hundred six thousand seven hundred thirty-eight dollars (\$732,606,738) for Gross Operating Expenditures;
 - ii) Nine hundred nine million two hundred eleven thousand one hundred forty-eight dollars (\$909,211,148) for the Capital Improvement Program Cash Disbursements.

- 3) That the revenues or funds described in the Fiscal Year 2025 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 2025;

- 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";

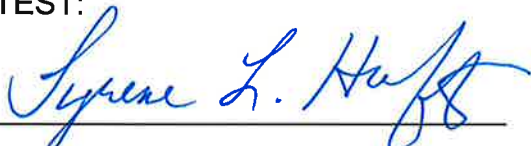
- 6) That at the discretion of the General Manager/CEO and pursuant to the terms of The MARTA Act, the Sales tax revenues may be utilized for capital and operating expenses accordingly; and

- 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 2025 or any preceding year be and hereby are ratified and affirmed.

Adopted this 13th day of June, 2024

(SEAL)

ATTEST:



(Assistant) Secretary



APPROVED AS TO LEGAL FORM:



**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 Assets

A long-term asset either tangible or intangible (as land, buildings, patents, or franchises)

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.

Custodial Funds

Funds held by Servicer with respect to the related Mortgage Loans, including all principal and interest funds, and any other funds due the Investor, maintained by Servicer relating to the Mortgage Loans.

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**

A contract entered by two parties by which one conveys real estate, equipment, or facilities for a specified term and for a specified rent

Lease In/Lease Out (LILO)

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.

State of Good Repair (SGR)

The State of Good Repair (SGR) for MARTA ensures that its trains, buses, and facilities are properly maintained, safe, and operational, thereby providing reliable service to the community while minimizing the need for significant repairs or upgrades.

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

Appendix R – Rail and Streetcar Maps

Rail Map



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



ATLANTA STREETCAR™

Legend

-  **STREETCAR ROUTE**
-  **STREETCAR STOP**
-  **MARTA CONNECTION**
-  **ATTRACTIONS**
-  **DIRECTION OF TRAVEL**



Attractions



ATLANTA STREETCAR™

AUBURN AT PIEDMONT

Auburn Ave. Research Library
APEX Museum
University Housing - GSU
Calhoun Park

CARNEGIE AT SPRING

AmericasMart
Andrew Young Tribute at Walton
Spring Park
Fairlie-Poplar Historic District
Regional Express Bus Service
Connection (Xpress, CCT and GCT)

CENTENNIAL OLYMPIC PARK

Centennial Olympic Park
CNN Center
College Football Hall of Fame
Georgia Aquarium
Mercedes-Benz Stadium
Georgia World Congress Center
Imagine IT! Children's Museum of Atlanta
National Center for Civil and Human Rights

DOBBS PLAZA

Dobbs Plaza
Truly Living Well - Wheat Street Gardens

EDGEWOOD AT HILLIARD

Historic Oakland Cemetery
Selena S. Butler Park

HURT PARK

Georgia State University: Recital Hall,
Sports Arena, Student Center
Hurt Park
Regional Express Bus Service Connection
(Xpress, CCT & GCT)

KING HISTORIC DISTRICT

Atlanta Fulton Co. Library MLK, Jr. Branch
Fire Station #6
Historic Ebenezer Baptist Church
City of Atlanta MLK, Jr. Natatorium
MLK, Jr. Birth Home & National Historic Site

LUCKIE AT CONE

Balzer Theater at Herren's
Fairlie-Poplar Historic District
Rialto Center for the Arts
The Tabernacle

PARK PLACE

Woodruff Park
Georgia State University

PEACHTREE CENTER

Atlanta Fulton Co. Library Central Branch
MARTA Rail - Peachtree Center Station

SWEET AUBURN MARKET

Children's Healthcare of Atlanta
at Hughes Spalding
Grady Memorial Hospital
Sweet Auburn Curb Market

WOODRUFF PARK

Aderhold Learning Center
11th District Court of Appeals
Woodruff Park



www.itsmarta.com

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

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