



BOARD OF DIRECTORS

METROPOLITAN ATLANTA RAPID TRANSIT AUTHORITY

BUSINESS MANAGEMENT COMMITTEE

THURSDAY, MAY 23, 2024

ATLANTA, GEORGIA

MEETING MINUTES

1. CALL TO ORDER AND ROLL CALL

Committee Chair James Durrett called the meeting to order at 9:30 A.M.

Board Members

Present:

Freda Hardage
James Durrett
Kathryn Powers
Roderick Frierson
Stacy Blakley
Thomas Worthy
William Floyd
Valencia Williamson
Jennifer Ide
Sagirah Jones

Board Members

Absent:

Al Pond
Russell McMurry
Rita Scott
Jacob Tzegaegbe
Jannine Miller

Staff Members Present:

Collie Greenwood
Rhonda Allen
Ralph McKinney
Peter Andrews
Carrie Rocha
George Wright
Kevin Hurley

Also in Attendance: Justice Leah Ward Sears, Phyllis Bryant, Kenya Hammond Paula Nash, Jacqueline Holland, Tyrene Huff, Jonathan Hunt, Charlie Jackson, Torrey Kirby, Paula Nash, Alexander Ogoh, Greg Patterson and Phyllis Walker

2. **APPROVAL OF THE MINUTES**

Approval of the April 25, 2024 Business Management Minutes

Approval of the April 25, 2024 Business Management minutes. On a motion by Board Member Hardage, seconded by Board Member Durrett, the motion passed by a vote of 4 to 0 with 4 members present.

3. **RESOLUTIONS**

Resolution Authorizing a Modification in Contractual Authorization for Hardware and Software Support for Hewlett Packard Servers, RFPP P50134

Approval of the Resolution Authorizing a Modification in Contractual Authorization for Hardware and Software Support for Hewlett Packard Servers, RFPP P50134. On a motion by Board Member Durrett, seconded by Board Member Hardage, the resolution passed by a vote of 4 to 0 with 4 members present.

Resolution Authorizing the Award of the Procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement (LOA) L50542

Approval of the Resolution Authorizing the Award of the Procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement (LOA) L50542. On a motion by Board Member Hardage, seconded by Board Member Williamson, the resolution passed by a vote of 6 to 0 with 6 members present.

Resolution Authorizing the Award of a Contract for Occupational Medical Services, RFP P50399

Approval of the Resolution Authorizing the Award of a Contract for Occupational Medical Services, RFP P50399. On a motion by Board Member Hardage, seconded by Board Member Durrett, the resolution passed by a vote of 7 to 0 with 7 members present.

Resolution Authorizing the Award of a Contract for Enterprise Customer Relationship Management, RFP P50420

Approval of the Resolution Authorizing the Award of a Contract for Enterprise Customer Relationship Management, RFP P50420. On a motion by Board Member Hardage, seconded by Board Member Durrett, the resolution passed by a vote of 9 to 0 with 9 members present.

Resolution Approving the Operating and Capital Budgets for Fiscal Year 2025

Approval of the Resolution Approving the Operating and Capital Budgets for Fiscal Year 2025. On a motion by Board Member Frierson, seconded by Board Member Durrett, the resolution passed by a vote of 10 to 0 with 10 members present.

4. **OTHER MATTERS**

FY24 April Consolidated Financial Highlights and Financial Key Performance Indicators (Informational Only)

5. ADJOURNMENT

The Committee meeting adjourned at 10:27 A.M.

Respectfully submitted,

A handwritten signature in blue ink that reads "Tyrene L. Huff". The signature is written in a cursive style with a large initial 'T'.

Tyrene L. Huff
Assistant Secretary to the Board

YouTube link: <https://www.youtube.com/live/TKI8XWyrqfs?feature=shared>



**Resolution Authorizing a Modification in
Contractual Authorization for Hardware and
Software Support for Hewlett Packard Servers,
RFPP P50134**

Alexander Ogoh, Manager Enterprise
Network Operations

Department of Technology

Background

Technology requests a modification in contractual authorization for hardware and software support for Hewlett-Packard servers. These servers support some of our critical applications, including

- Trapeze
- Teledriver
- Oracle
- Web Ticketing
- Data warehouse
- CCTV

Procurement/Financial/DBE Considerations

Procurement Consideration

The original contract, awarded on May 12, 2022.

- Current Contract Value: \$354,540.94
- Additional Funds Requested: \$ 37,687.57
- Total Contract Amount: \$392,228.51

Financial Consideration

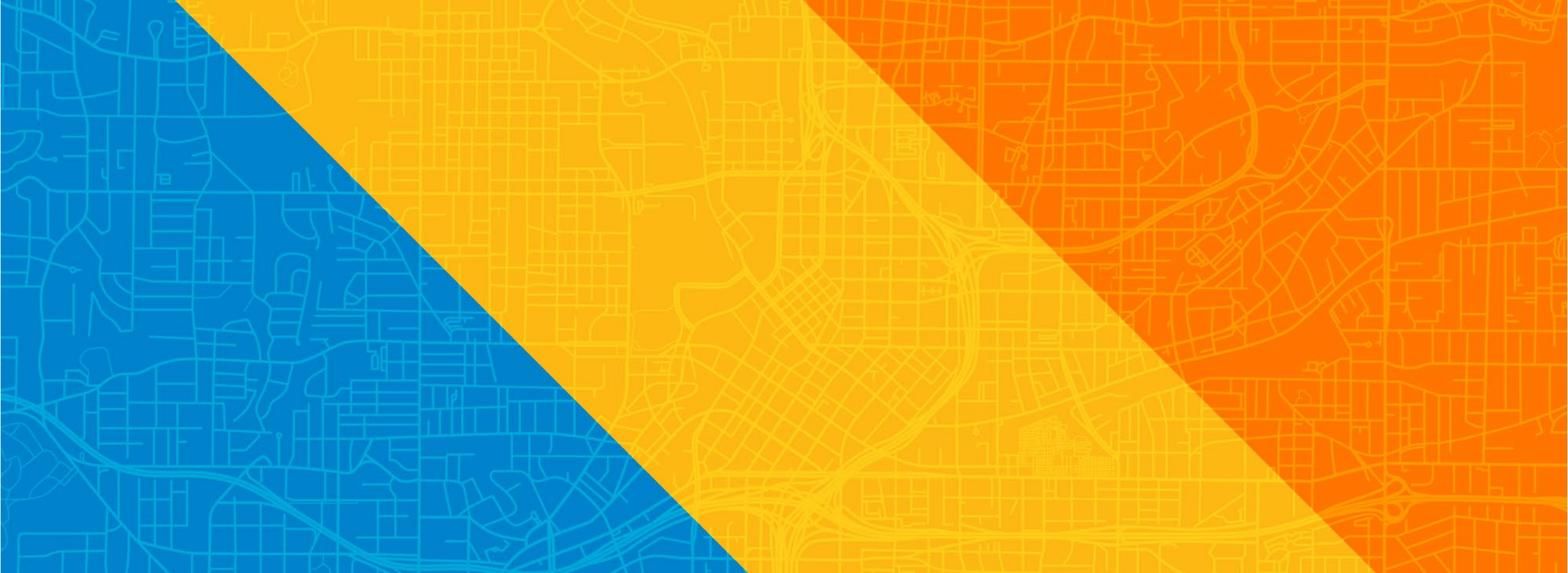
This 3-year contract in the amount of \$392,228.51 is funded with local operating funds.

DBE Consideration

There are no DBE goal since this a GSA contract.

Board Request

The Department of Technology requests the Business Management Committee recommend approval of the Resolution Authorizing a **Modification in Contractual Authorization for Hardware and Software Support for Hewlett Packard Servers, RFPP-P50134 in the amount of \$ \$392,228.51**



Thank You



**RESOLUTION AUTHORIZING THE MODIFICATION IN CONTRACTUAL AUTHORIZATION
FOR HARDWARE AND SOFTWARE SUPPORT FOR HEWLETT PACKARD SERVERS
CONTRACT NUMBER RFPP P50134**

WHEREAS, on June 6, 2022 the General Manager entered into a Contract with Hewlett Packard Enterprise Company for Hardware and Software Support for Hewlett Packard Servers, Request for Proposals P50134; and

WHEREAS, MARTA staff has determined that it is in the best interest of the Authority to increase the contract value to provide for known changes and additions to the contract; and

WHEREAS, all contractual changes and additions for this modification will follow the Authority's procurement policies and guidelines; and

RESOLVED THEREFORE, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO or his delegate be, and hereby is, authorized to increase the authorization for Contract No. P50134 Hardware and Software Support for Hewlett Packard Servers from \$354,540.94 to \$392,228.51.

Approved as to Legal Form:

DocuSigned by:

Peter J. Andrews

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



Resolution Authorizing the Award of the
Procurement of Oracle Cloud
Implementation Professional Services,
Letter of Agreement (LOA) L50542

Torrey Kirby, Director of
Technology Applications
Department of Technology

Resolution Authorizing the Award of the Procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement (LOA) L50542

Purpose

Technology is seeking permission to enter into a Letter of Agreement for Oracle Cloud Implementation Professional Services to:

- Transition from a Work Order to a Letter of Agreement deliverables-based contract format
- Reduce financial burden on current WO contracts given the need to accelerate project delivery
- Industry Experts helping to implement Oracle Cloud
 - Human Capital Management and Finance modules
- Implement an application on-demand training module Oracle Guided Learning
- Postproduction support and Functional Gap Analysis

Resolution Authorizing the Award of the Procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement (LOA) L50542

Business Benefits

- Deliverables based project execution
- Continuity of Resources
- Ability to leverage industry experts through post go-live
- Streamlined contractual relationship



Resolution Authorizing the Award of the Procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement (LOA) L50542

Financial Considerations

Requirements Gathering (Discovery)	\$1,200,000
Design, Configure, and Build (Modelling)	\$1,800,000
Testing and Training (Realization)	\$1,800,000
Deploy Soft Launch	\$ 300,000
Production Support (Hypercare)	\$ 300,000
Fiscal Year End Support (Full Deployment)	\$ 300,000
Post-Production Support (Hypercare)	\$ 300,000
Optional Modules & Services (Year 1 and Year 2)	<u>\$2,000,000</u>
Agreement Total	\$8,000,000

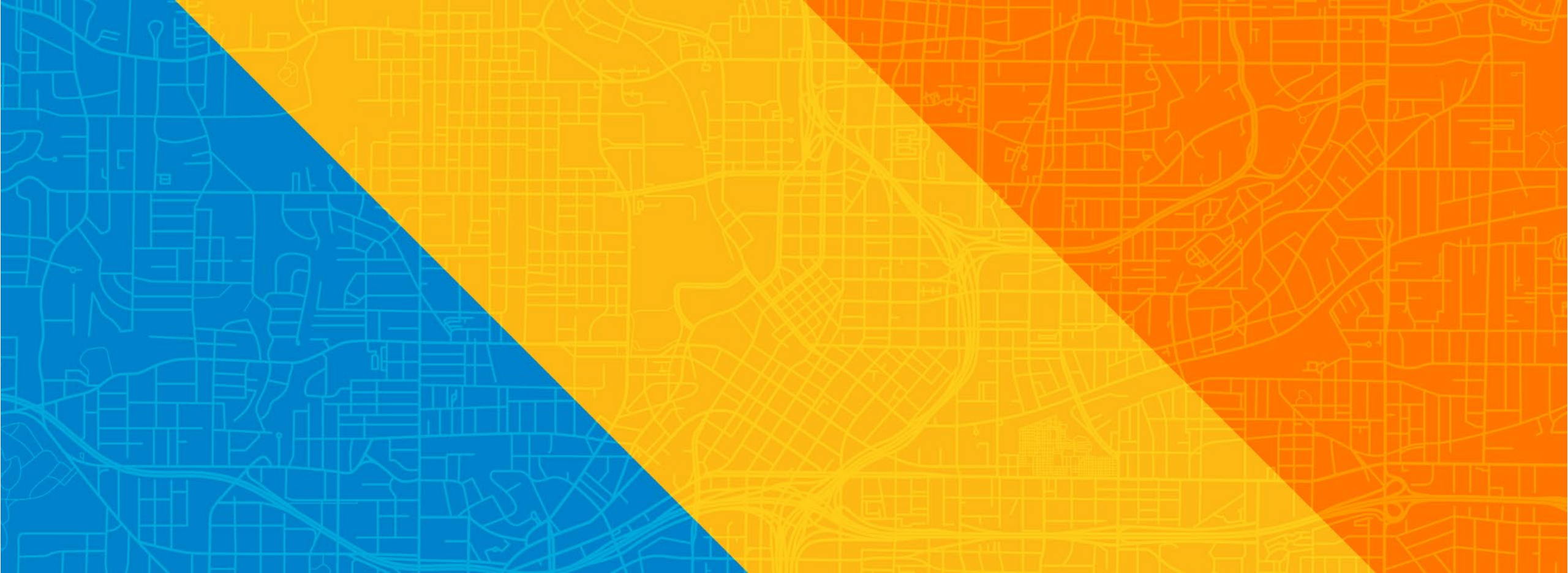
Term is a two-year agreement from July 1, 2024, to June 30, 2026



Resolution Authorizing the Award of the Procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement (LOA) L50542

Request Board Approval

The Department of Technology requests the Business Management Committee recommend approval of the resolution authorizing the award of the procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement (LOA) L50542, with Infosys Limited Inc., for a maximum contract value of \$8,000,000.



Thank You



**RESOLUTION AUTHORIZING THE AWARD FOR THE PROCUREMENT OF ORACLE
CLOUD IMPLEMENTATION PROFESSIONAL SERVICES,
LETTER OF AGREEMENT NUMBER L50542**

WHEREAS, the Authority's Department of Information Technology has identified the need for the procurement of Oracle Cloud Implementation Professional Services, Letter of Agreement Number L50542; and

WHEREAS, on May 17, 2024, the Metropolitan Atlanta Rapid Transit Authority received a proposal from Infosys Limited; and

WHEREAS, it is necessary to procure Oracle Cloud Implementation Professional Services that includes transition from a Work Order to a Letter of Agreement deliverables-based contract format;

WHEREAS, the Department of Internal Audit will be requested to perform a Price/Cost Analysis to determine fair and reasonable pricing;

RESOLVED THEREFORE, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO or his delegate be, and hereby is, authorized to execute a Letter of Agreement (LOA) on substantially the same terms and conditions as contained in the L50542, between the Authority and Infosys Limited, for the procurement of Oracle Cloud Implementation Professional Services in the amount of \$8,000,000.00.

Approved as to Legal Form:

DocuSigned by:
Peter J. Andrews
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**Chief Counsel, Metropolitan Atlanta
Rapid Transit Authority**



Occupational Medical Services

Resolution Authorizing the Award of a Contract for the Procurement of Occupational Medical Services

RFP P50399

Phyllis Walker, MS, CVE, CCM, PHR, SHRM-CP
Sr. Manager Occupational Medical Services

Business Management Committee
May 23, 2024

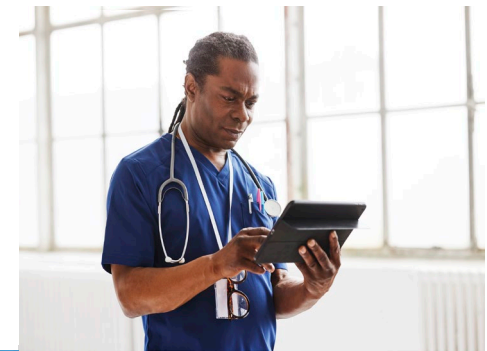
Purpose

- Protects our employees, passengers and public from safety risk on a daily basis
- Ensures workers are fit for duty
- Federal Transit Administration (FTA) mandates a compliant Drug & Alcohol testing program



Scope

- Planned physical examinations
- Pre-employment/post-offer evaluations
- Specialty examinations
- Medical consultations
- Pre-employment testing
(applicants/candidates, returning to work)
- Randoms
- Reasonable Suspicion
- Post-Accidents
- Medical Review Officer (MRO) services



Award Analysis and Contract Terms

- 47 Firms retrieved online solicitation
- 6 Proposals received and deemed responsive
- Three Year Base with two (2) One Year Options
- Funding: Local operating funds

Year	Total Cost
Base Term	\$2,176,875
Option Year 1	\$ 764,480
Option Year 2	\$ 787,300
Total	\$ 3,728,655

Recommendation

RFP P50399-Occupational Medical Services

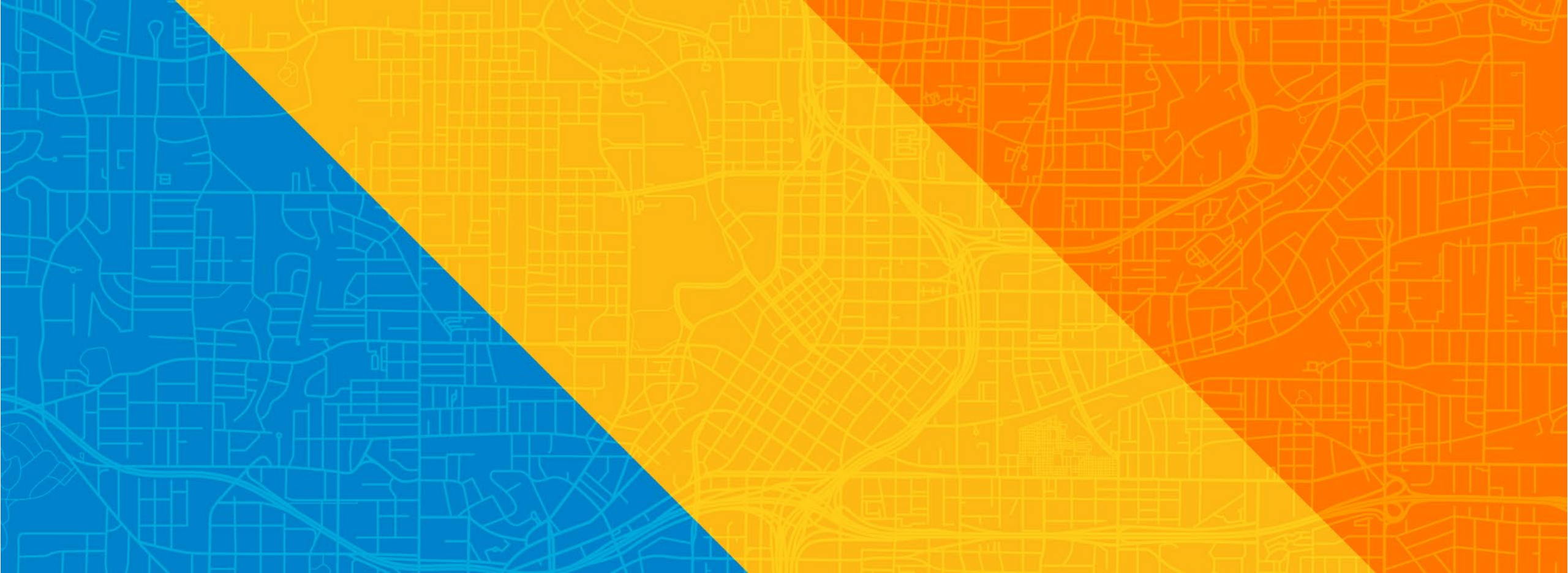
- Caduceus Occupational Medicine
- \$3,728,655



Board Resolution Request

**Requesting Resolution Authorizing the Award of a
Contract for the Procurement of Occupational Medical
Services**

RFP P50399



Thank You



RESOLUTION AUTHORIZING AWARD OF A CONTRACT FOR THE PROCUREMENT OF OCCUPATIONAL MEDICAL SERVICES REQUEST FOR PROPOSALS NUMBER P50399

WHEREAS, the Authority's Department of Human Resources has identified the need for the Procurement of Occupational Medical Services, Request for Proposals Number P50399; and

WHEREAS, On January 22, 2024 the Metropolitan Atlanta Rapid Transit Authority duly sent to potential Offerors notice of its Request for Proposals for the Occupational Medical Services, RFP P50399; and

WHEREAS, notice of the said Request for Proposals was advertised in the local newspaper of the largest circulation in the Atlanta metropolitan area once in each of the two weeks prior to the proposal deadline; and

WHEREAS, all Proponents were given the opportunity to protest the proposal instructions, specifications, and/or procedures; and

WHEREAS, on March 26, 2024 at 2:00 p.m., local time, six (6) proposals were received; and

WHEREAS, the Authority's staff determined that Caduceus Occupational Medical DBA Caduceus USA submitted the most advantageous offer and other factors considered and is technically and financially capable of providing the services.

RESOLVED THEREFORE, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO or his delegate be, and hereby is, authorized to execute a Contract on substantially the same terms and conditions as contained in the Request for Proposals Number P50399, between the Authority and Caduceus Occupational Medical DBA Caduceus USA for the procurement of Occupational Medical Services in the amount of \$3,728,655.00.

Approved as to Legal Form:

DocuSigned by:
Peter J. Andrews
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Peter J. Andrew

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



Resolution Authorizing the
Award of a Contract for
**Enterprise Customer
Relationship Management
(eCRM)**
RFP P50420

Business Management Committee

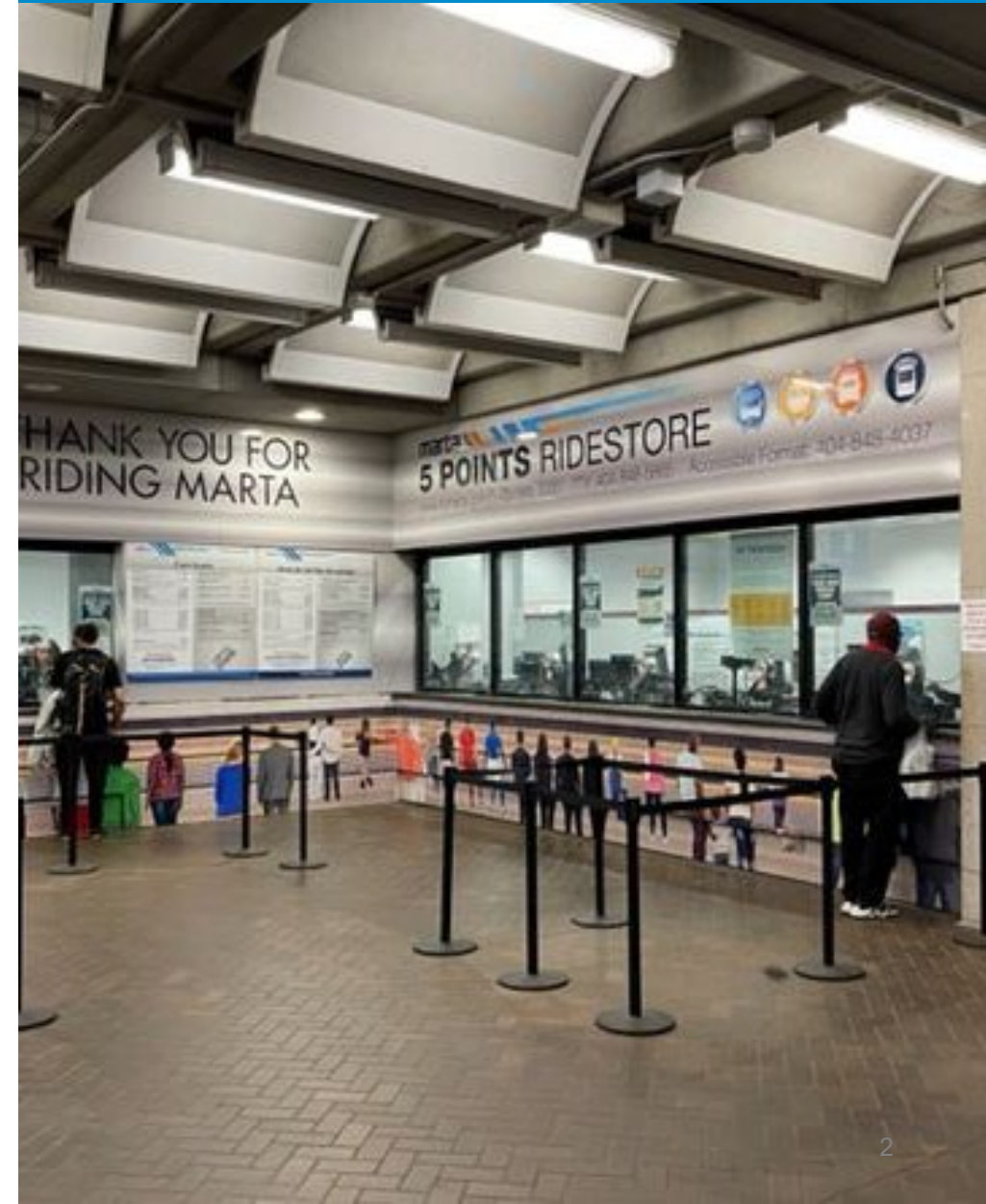
May 23, 2024

Charlie Jackson

Senior Director, Customer Experience Innovation

Agenda

1. The Importance of MARTA Customer Engagement
2. CRM Background
3. Project Summary
4. Consolidate Data Sources
5. Procurement Timeline
6. Selection Rationale
7. Board Resolution Request



The Importance of MARTA Customer Engagement

Each day, thousands of customers engage directly with MARTA by interacting with front-line employees and through various other channels.

- 32,757 monthly calls, emails, texts, and social media contacts to **Customer Services**
- 5,197 monthly in-person visits to the **Five Points and Airport information booths**, **Lost & Found**, and **Reduced Fare**
- 1.36 million **Breeze/Breeze Mobile** account holders using bus and rail
- 96,000 **Mobility** customer contacts per month for eligibility, reservations, and other customer services
- 10,403 monthly **RideStore**, **TMA partners**, and **Parking** customers
- **Capital Project** activities, **MARTA Police** outreach, **R&A** surveys and focus groups, and **External Affairs** contacts

...and most departments receive **daily requests** for information, action, reports, and customer follow up.



CRM Background

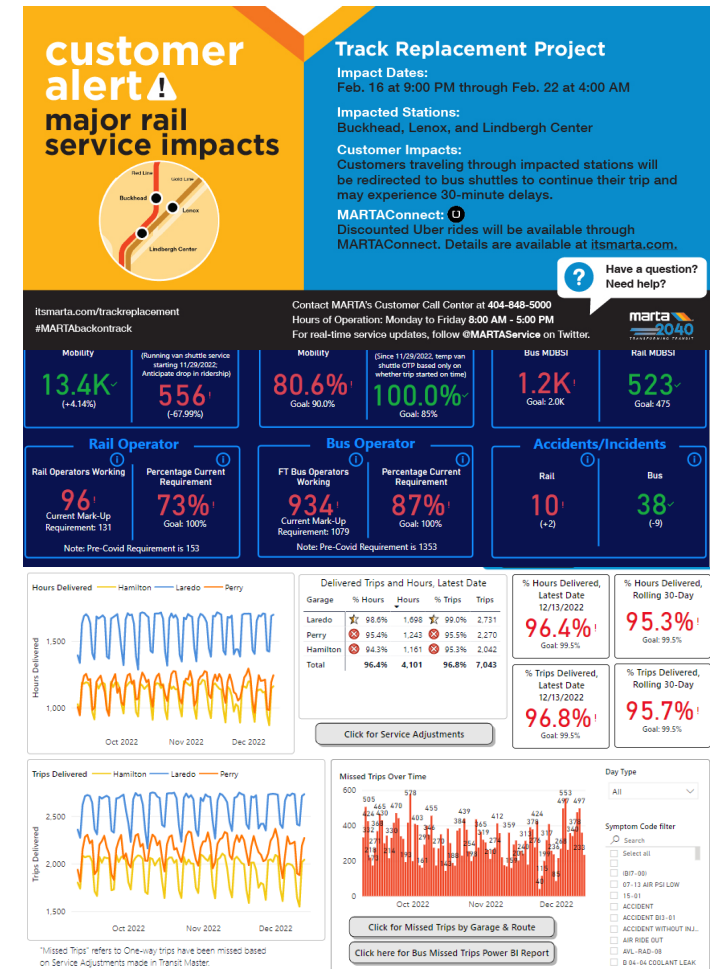
- A CRM system is an essential tool for MARTA to fully engage with customers daily.
- The current H.E.A.T. CRM has reached its end of life
 - Originally purchased in 1996, upgraded in 2016
 - Does not support the many types of interactions between Customer Services and customers
 - Lacks workflow with all departments

Goal: Replace H.E.A.T with an “enterprise” CRM (eCRM) to enable an **organization-wide strategy** that **fully engages customers** and **improves customer satisfaction**.

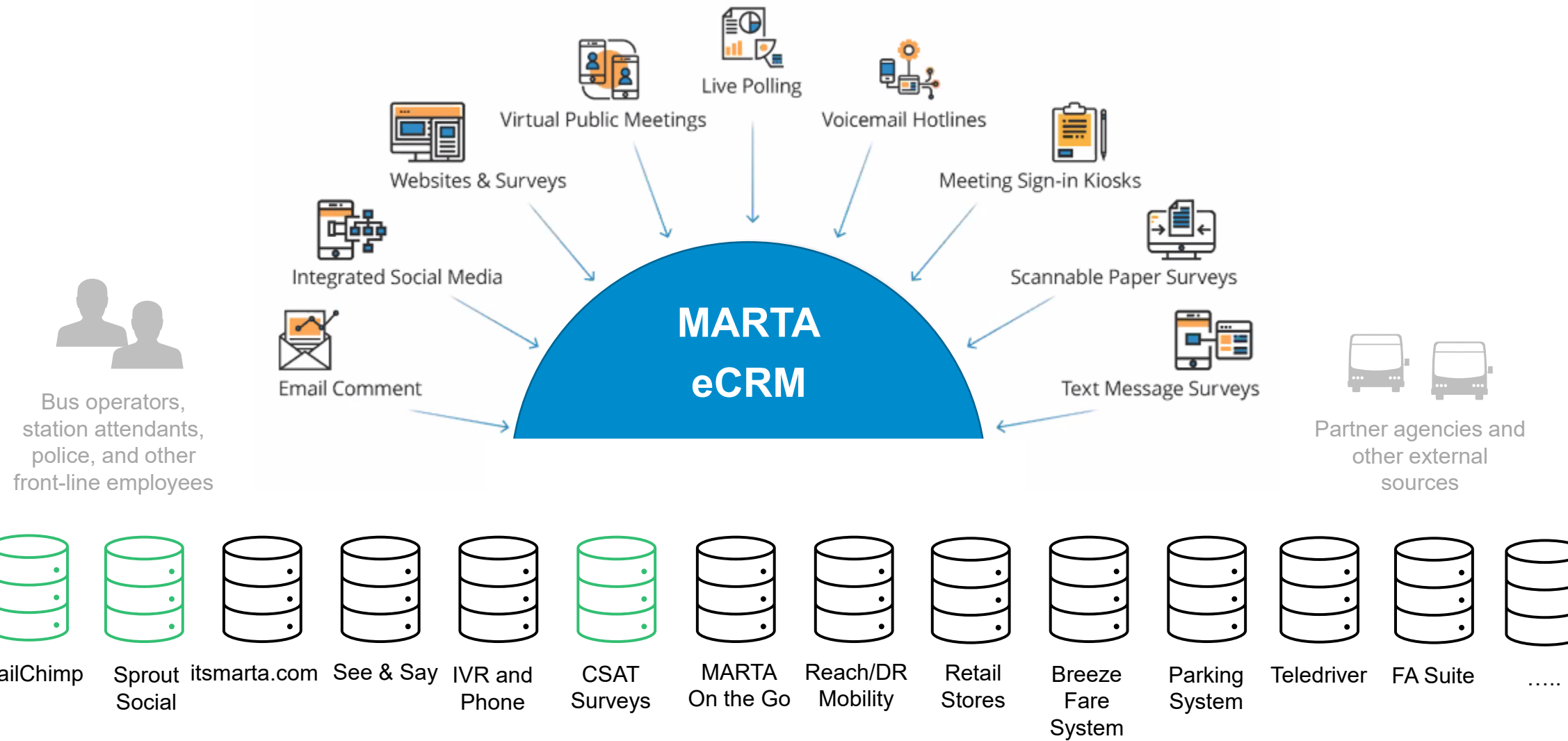


Project Summary

- Replace the current HEAT CRM to improve daily operation of customer services
- Automate service level analytics and alerts
- Develop a broader range of engagement channels
- Create a robust system integration and workflow to support cross-departmental business needs
- Allow for more detailed and refined KPIs and faster response
- Consolidate all customer data into a single system that extends across the enterprise.



Consolidate Data Sources



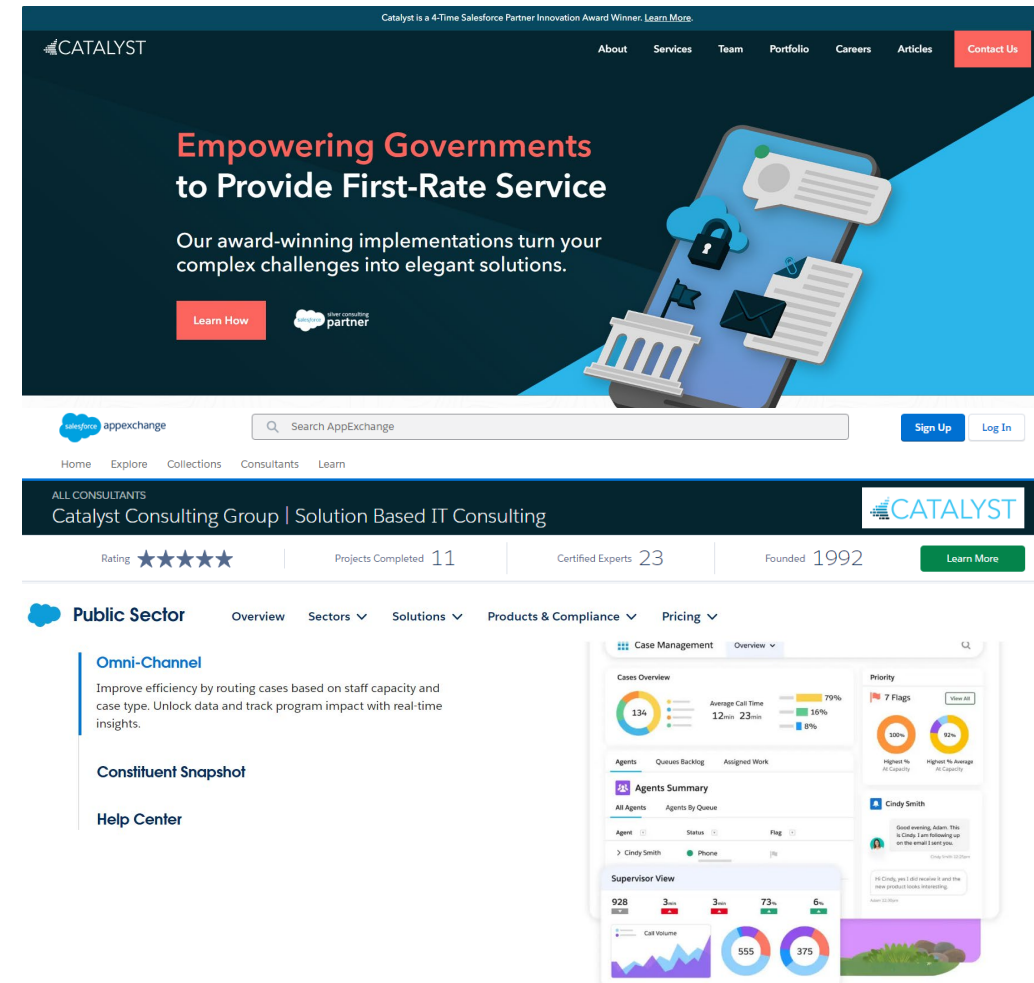
Procurement Timeline

- ✓ RFP P50120 released on Nov 21, 2023
- ✓ 8 responsive proposals received by Jan 24, 2024
- ✓ Evaluation team reviewed proposals and followed up with references. TET submitted recommendations to SEC on Feb 29, 2024
- ✓ SEC short-listed top 3 proponents and evaluation committee members prepared questions for proponents to address
- ✓ Oral presentations were held on March 19, 2024.
- ✓ SEC made a recommendation to enter contract negotiations with **Catalyst Consulting Group**, who will be implementing Salesforce CRM as MARTA's new eCRM system.
- ✓ Contract negotiations completed.
- **Request board authorization**



Selection Rationale: Catalyst Consulting

- Founded in 1992, extensive experience implementing Salesforce for public sector clients (over 100 implementations)
- Responsive to all sections of compliance matrix
- Provided highest quality and most complete answers, including follow-up questions during oral presentations
- High ratings from client reference checks and on Salesforce app exchange partner site
- Meets DBE Goal of 15% (Diversified Technologies of Atlanta)
- Extensive experience implementing a cloud-based commercial off the shelf (COTS) software: Salesforce CRM
- Solution will:
 - Automates employee and customer workflows
 - Integrate all customer data sources
 - Provide comprehensive reporting
 - Create opportunities for better decision making and improved engagement with MARTA customers



Financial Considerations

Base Term (1 year) *	\$ 1,422,570.86
Option Year 1	\$ 50,000.00
Option Year 2	\$ 50,000.00
Option Year 3	\$ 50,000.00
Option Year 4	\$ 50,000.00
Option Year 5	\$ 50,000.00
Option Year 6	\$ 50,000.00
Option Year 7	\$ 30,000.00
Total	\$ 1,772,570.86

* Includes DBE of 15%

Option years includes integration services support by Catalyst Consulting.

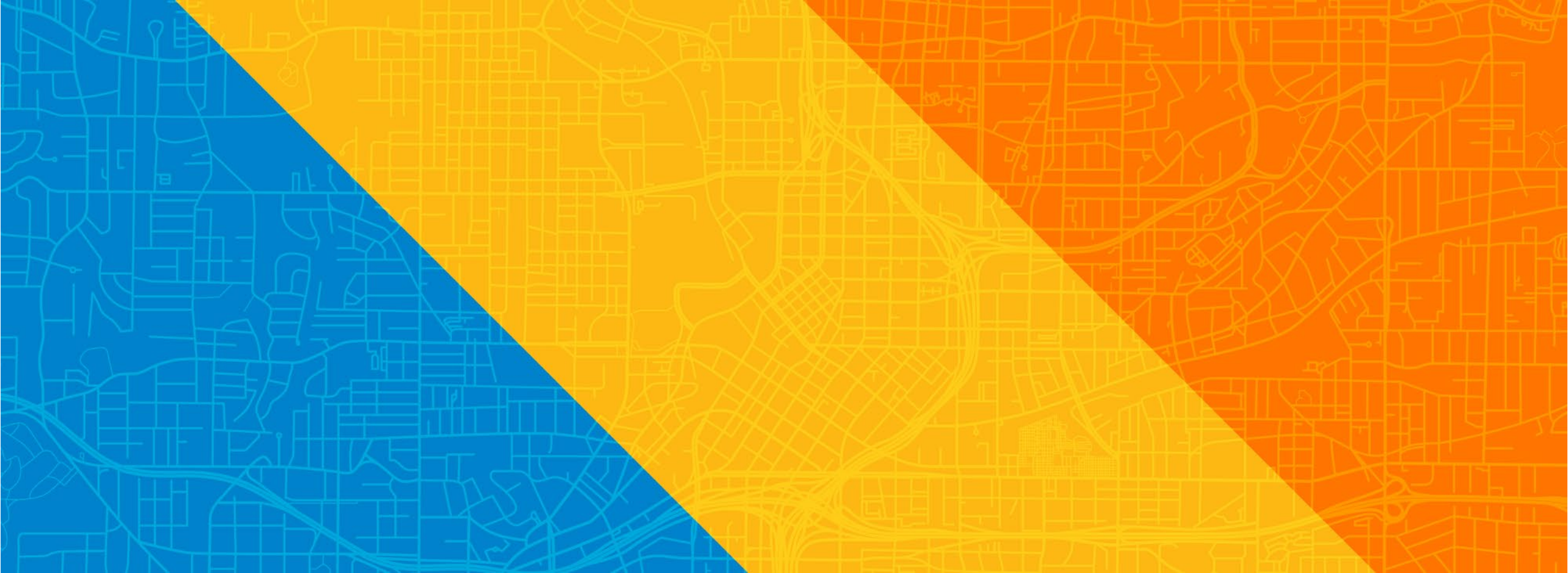
Option years do not include the ongoing software licensing costs. Staff will bring a proposal to the Board for approval of ongoing Salesforce licensing later in FY25.



Board Resolution Request

Staff requests approval of the MARTA Business Management Committee the resolution Authorizing the Award of a Contract for Enterprise Customer Relationship Management (eCRM), RFP P50420, to Catalyst Consulting Group of Chicago, IL. in the amount of \$ 1,772,570.86





Thank You



**RESOLUTION AUTHORIZING AWARD OF A CONTRACT FOR ENTERPRISE CUSTOMER
RELATIONSHIP MANAGEMENT REQUEST FOR PROPOSALS NUMBER P50420**

WHEREAS, the Authority's Department of Customer Experience & Strategy has identified the need for Enterprise Customer Relationship Management, Request for Proposals Number P50420; and

WHEREAS, On November 22, 2023, the Metropolitan Atlanta Rapid Transit Authority duly sent to potential Offerors notice of its Request for Proposals for the Enterprise Customer Relationship Management, RFP P50420; and

WHEREAS, notice of the said Request for Proposals was advertised in the local newspaper of the largest circulation in the Atlanta metropolitan area once in each of the two weeks prior to the proposal deadline; and

WHEREAS, all Proponents were given the opportunity to protest the proposal instructions, specifications, and/or procedures; and

WHEREAS, on January 24, 2024, at 2:00 p.m., local time, eight (8) proposals were received; and

WHEREAS, the Authority's staff determined that Catalyst Consulting Group, Inc. submitted the most advantageous offer and other factors considered and is technically and financially capable of providing the services.

RESOLVED THEREFORE, by the Board of Directors of the Metropolitan Atlanta Rapid Transit Authority that the General Manager/CEO or his delegate be, and hereby is, authorized to execute a Contract on substantially the same terms and conditions as contained in the Request for Proposals Number P50420, between the Authority and Catalyst Consulting Group, Inc. for Enterprise Customer Relationship Management in the amount of \$1,772,570.86.

Approved as to Legal Form:

DocuSigned by:

Peter J. Andrews

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**Counsel, Metropolitan Atlanta
Rapid Transit Authority**



Resolution Approving FY25 Budgets Business Management Committee May 23, 2024



Agenda

- Budget Timeline
- Strategic Priorities
- Budget Premise
- Proposed Operating Budget
- Proposed Capital Budget
- Public Hearing Information

FY25 Budget Timeline

- Board briefing and feedback (May 14th)
- Public hearings (May 15th and May 16th)
- Proposed budgets provided to each jurisdiction
- Board committee presentation (May 23rd)
- Board vote to adopt (June 13th)



Strategic Priorities

Customer-Focused

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

Workforce Development

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

Operational Excellence

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

Fiscal Responsibility

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

Digital Transformation

Advance MARTA's technology to improve operations and customer service

Capital Programs

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

FY25 Budget Premise

- Provide long-term financial sustainability
 - Continues gradual reduction of recurring revenues to expenses
- Advance Capital Program
- Deliver on 15th Amendment Obligations
- Address State of Good Repair Needs
- Delivers Collective Bargaining Agreement Obligations

PROPOSED FY2025 OPERATING BUDGET



FY25 Operating Budget Assumptions

- Assumes 4% increase for all non-represented employees
- Assumes 54% sales tax revenue to fund operating expenditures
- Fully funds collective bargaining agreement obligations
- Healthcare and pension costs decline by \$8.9M over FY24 Budget
- Reduction in fare revenues of \$715K or 1% from FY24 Budget
- Assumes 7% across the board vacancy savings on salaries & wages
- Net reduction of 11 positions from FY24 to FY25
- Burdened rate adjusted downward from 50% to 47% based on historic actuals

Planned Service Levels

Revenue Miles	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Forecast	FY2025 Budget
Bus	26,005,027	23,919,054	22,804,829	28,415,873	23,944,248	27,102,825
Rail	17,210,772	17,937,424	17,970,296	22,726,570	18,908,837	20,511,427
Mobility	5,551,221	6,330,998	6,344,235	7,273,741	8,019,165	7,273,741
Streetcar	52,664	61,064	37,990	61,064	52,471	59,809
Total	48,819,684	48,248,540	47,157,350	58,477,248	50,924,721	54,947,802

Revenue Hours	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2024 Forecast	FY2025 Budget
Bus	2,102,476	1,885,800	1,796,082	2,328,779	1,882,996	2,195,017
Rail	649,313	674,818	677,598	853,559	717,996	936,192
Mobility	351,973	414,422	421,312	461,382	582,044	461,382
Streetcar	10,201	12,136	7,224	12,136	10,454	13,894
Total	3,113,963	2,987,176	2,902,216	3,655,856	3,193,491	3,606,485

Headcount Overview

Division	FY24 Adopted	FY24 Authorized	FY25 Proposed	FY25 Recommended vs FY24 Adopted
Division of General Manager	18	18	20	2
Police	449	447	453	4
Division of Chief Legal Counsel	41	40	39	-2
Division of Safety	80	80	80	0
Division of Operations	3425	3422	3434	9
Division of Capital Program Expansion & Innovation	247	243	232	-15
Division of Chief of Staff and Administration	118	118	111	-7
Chief of Staff	21	21	17	-4
External Affairs	31	31	31	0
Labor and Employee Relations	9	9	8	-1
Human Resources	57	57	55	-2
Division of Finance	252	246	242	-10
Division of Customer Experience & Technology	241	251	249	8
Dept of Chief Customer Experience & Technology	2	2	2	0
Dept of Technology	126	131	131	5
Dept of Customer Experience & Strategy	75	81	79	4
Dept of Research & Analysis	38	37	37	-1
Total	4871	4865	4860	-11



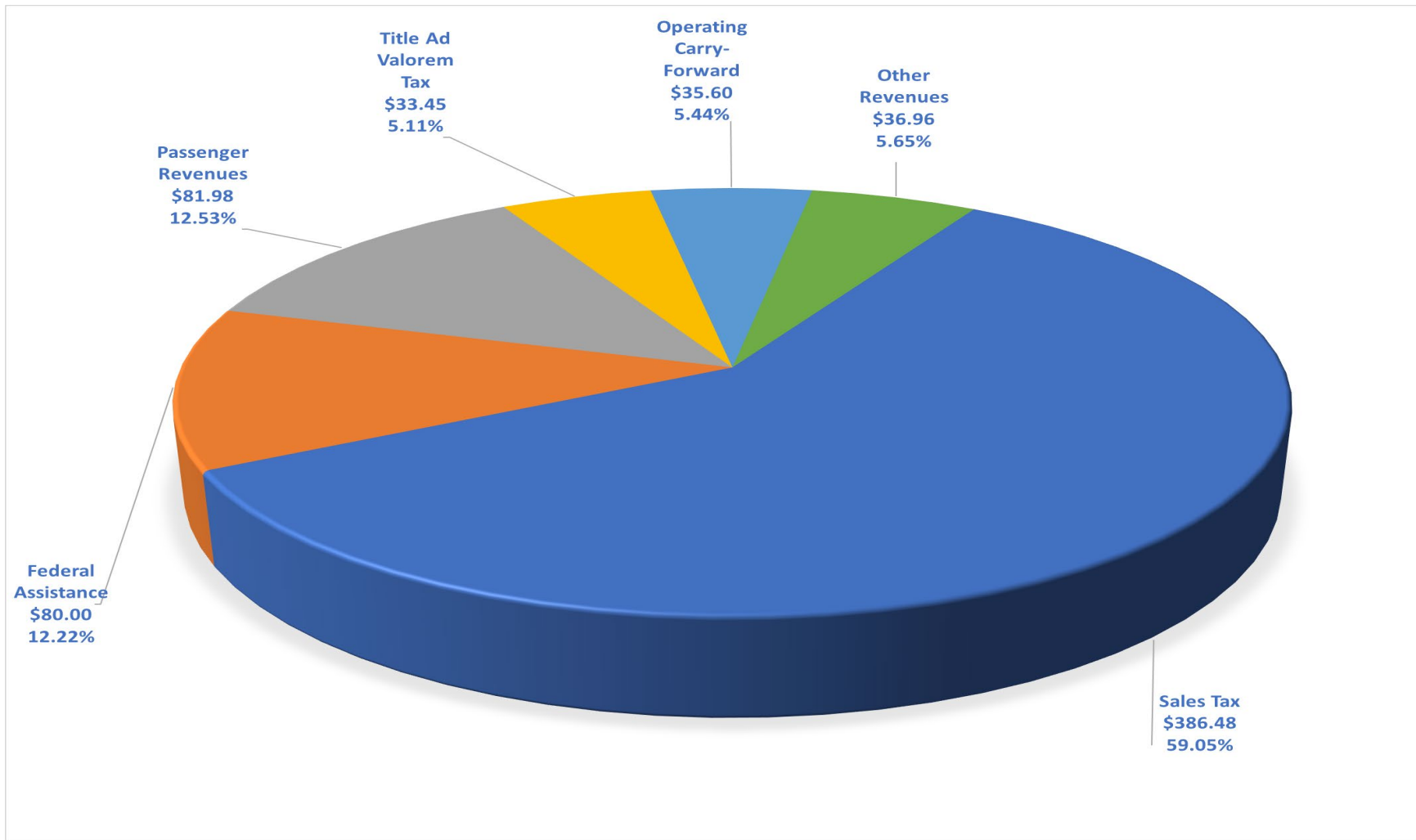
Operating Revenue

FY25 Projected Operating Revenues \$654.5 (M)

Category	FY22 Actuals	FY23 Actuals	FY24 Budget	FY25 Proposed Budget	FY25 Proposed vs FY24 Budget Inc/(Dec)
Sales Tax *	315.8	331.1	347.6	386.5	38.9
Federal Assistance	247.7	212.5	81.5	80.0	(1.5)
Passenger Revenues	63.5	72.0	82.7	82.0	(0.7)
Title Ad Valorem Tax	33.5	33.5	34.5	33.5	(1.0)
Lease Income	10.8	0.4	9.6	9.4	(0.2)
Advertising	6.2	6.4	7.0	6.0	(1.0)
Station Parking Revenues	1.5	1.8	1.7	0.8	(0.9)
Interest Income	1.0	3.8	15.8	17.0	1.2
Other Revenues	6.0	6.4	4.1	3.8	(0.3)
Operating Carry-Forward	0.0	0.0	48.0	35.6	(12.4)
Total	685.9	668.0	632.4	654.5	22.0

* Assumes 54% of sales tax receipts for operating budget

FY25 Projected Operating Revenues \$654.5 (M)



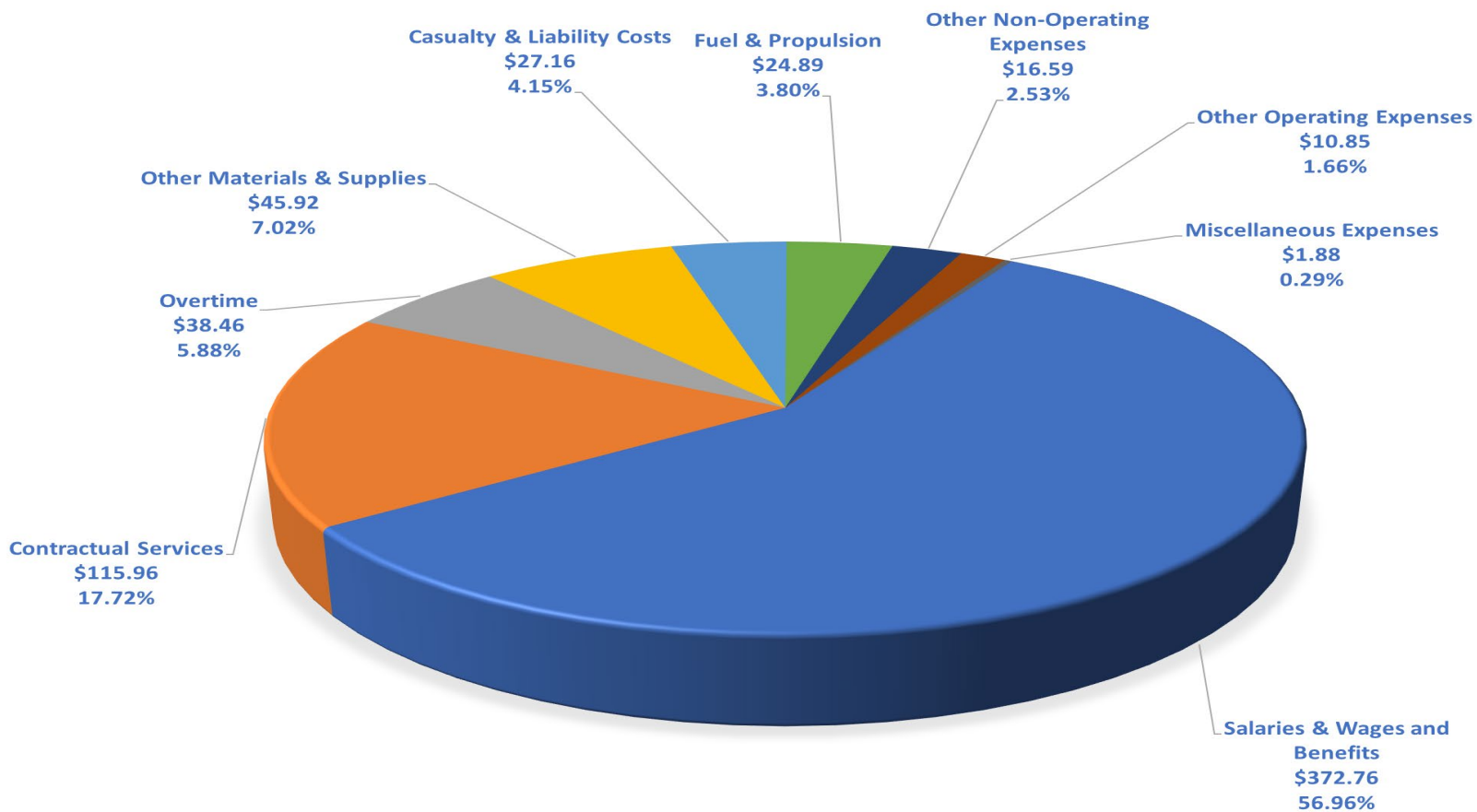


Operating Expenses

FY25 Proposed Operating Expenses \$654.5 (M)

	FY22 Actuals	FY23 Actuals	FY24 Budget	FY25 Proposed Budget	FY25 Proposed vs FY24 Budget Inc/(Dec)
Salaries & Wages	241.6	251.7	298.4	311.2	12.7
Fringe Benefits	69.9	121.0	153.2	139.7	(13.4)
Overtime	30.9	37.0	38.9	38.5	(0.4)
Labor	342.4	409.7	490.5	489.4	(1.1)
Contractual Services	83.7	101.8	107.5	116.0	8.4
Materials & Supplies	46.8	55.0	57.3	64.3	7.0
Casualty & Liability Costs	17.9	38.0	22.1	27.2	5.0
Other Operating Expenses	15.4	15.4	17.4	17.4	(0.0)
Other Non-Operating Expenses	3.0	4.6	16.6	16.6	(0.0)
Miscellaneous Expenses	0.7	0.6	1.0	1.9	0.9
Non-Labor	167.5	215.4	221.9	243.3	21.3
Capital Cost Allocation	(47.1)	(43.5)	(81.0)	(78.1)	2.9
Total Expenses	462.8	581.6	631.4	654.5	23.1

FY25 Proposed Operating Expenses \$654.5 (M)



(1) Salaries & Wages reduced by Capital Cost Allocation of (\$78M).

FY25 Expense by Division

\$654.5 (M)

Division	FY22 Actuals	FY23 Actuals	FY24 Budget ³	FY25 Proposed Budget	FY25 Proposed vs FY24 Budget Inc/(Dec)
General Manager CEO¹	2.9	3.1	4.1	4.0	(0.1)
Police Services	37.1	46.2	52.4	47.0	(5.3)
Chief Counsel Legal Services	18.0	41.6	26.0	30.7	4.7
Safety	7.9	10.0	12.2	11.7	(0.5)
Operations	343.0	412.0	470.7	480.8	10.1
Capital Prog Expan & Innovation	17.9	18.8	35.2	31.9	(3.3)
Customer Experience & Technology	46.4	48.1	59.1	58.9	(0.2)
Chief of Customer Experience & Tech	0.5	1.2	1.4	0.8	(0.6)
Technology	40.3	39.9	43.7	35.2	(8.4)
Customer Experience & Strategy	3.3	4.5	9.3	18.3	9.0
Research & Analysis	2.3	2.5	4.8	4.6	(0.2)
Chief of Staff and Administration	14.7	17.3	19.9	18.9	(1.1)
Chief of Staff	3.9	4.2	4.1	3.3	(0.8)
External Affairs	3.3	3.9	5.5	5.7	0.2
Labor and Employee Relations	1.1	1.0	1.5	1.2	(0.3)
Human Resources	6.4	8.2	8.8	8.7	(0.2)
Finance	20.9	27.0	30.4	29.2	(1.2)
Contingency ²	0.0	0.0	1.3	19.5	18.2
Inventory Adjustment	1.0	1.0	1.0	0.0	(1.0)
Total Agency	571.0	690.5	712.3	732.6	20.3
<i>Capital Cost Allocation</i>	(47.1)	(43.5)	(80.9)	(78.1)	2.7
Net Operating Expenses	523.9	647.0	631.4	654.5	23.1

1) Includes the Offices of the General Manger/CEO, Internal Audit, and Board of Directors

2) Included in the Office of General Manager/CEO

3) Includes FY24 Budget Modifications

PROPOSED FY2025 CAPITAL BUDGET

FY25 Capital Budget Assumptions

- Assumes 46% sales tax allocation to Capital Budget SOGR in FY25
- Assumes \$159.6M in grant revenue associated with grant awards
- Assumes \$275M debt issued to support capital expenditures
- 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
- Prioritizes More MARTA City of Atlanta projects by project schedule
- Prioritizes More MARTA Clayton expansion projects by project schedule

FY2025 - Capital Sources & Uses

Comprehensive CIP Breakout (\$M)

State of Good Repair (SGR)

Sources

Prior Year Carry Forward	10.0
Capital Sales Tax	239.6
Federal/State Funds	90.5
Reserves Utilization	100.0
Interest Income/Other Revenue	2.0
Debt Issue	275.0
Subtotal	717.1

Uses

Capital Expenditures	550.5
Debt Service	152.4
Subtotal	702.9

More MARTA - City of Atlanta

Sources

Prior Year Carry Forward	243.0
Capital Sales Tax	55.6
Federal/State Funds	34.7
Interest Income	4.9
Debt Issue	0.0
Subtotal	338.2

Uses

Capital Expenditures	171.0
Debt Service	0.0
Subtotal	171.0

More MARTA - Clayton County

Sources

Prior Year Carry Forward	246.9
Capital Sales Tax	34.0
Federal/State Funds	19.6
Interest Income	9.9
Debt Issue	0.0
Subtotal	310.4

Uses

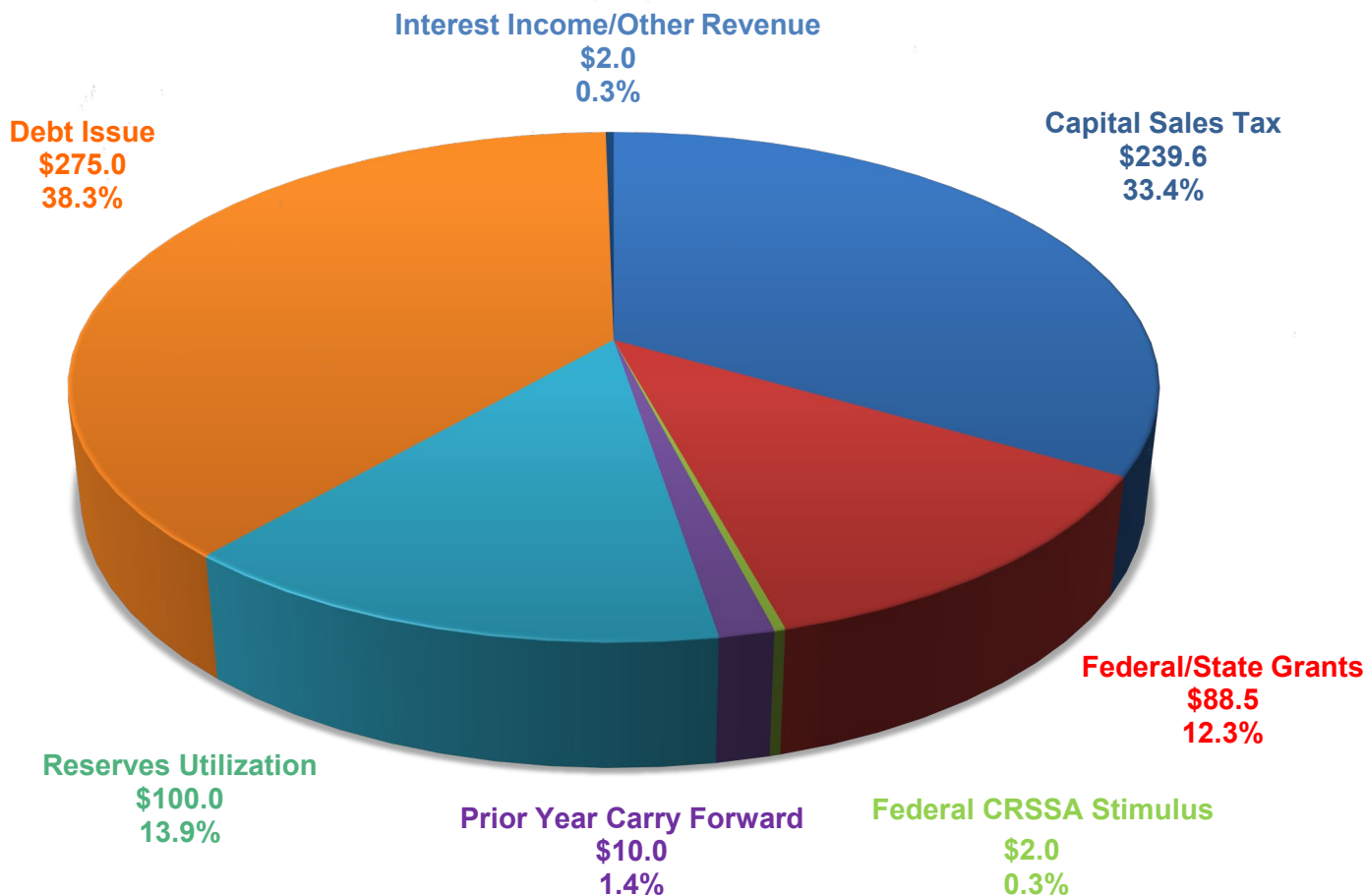
Capital Expenditures	35.3
Debt Service	0.0
Subtotal	35.3

Total Sources **1,365.7**

Total Uses **909.2**

FY2025 - Sources by Category - \$717.1M

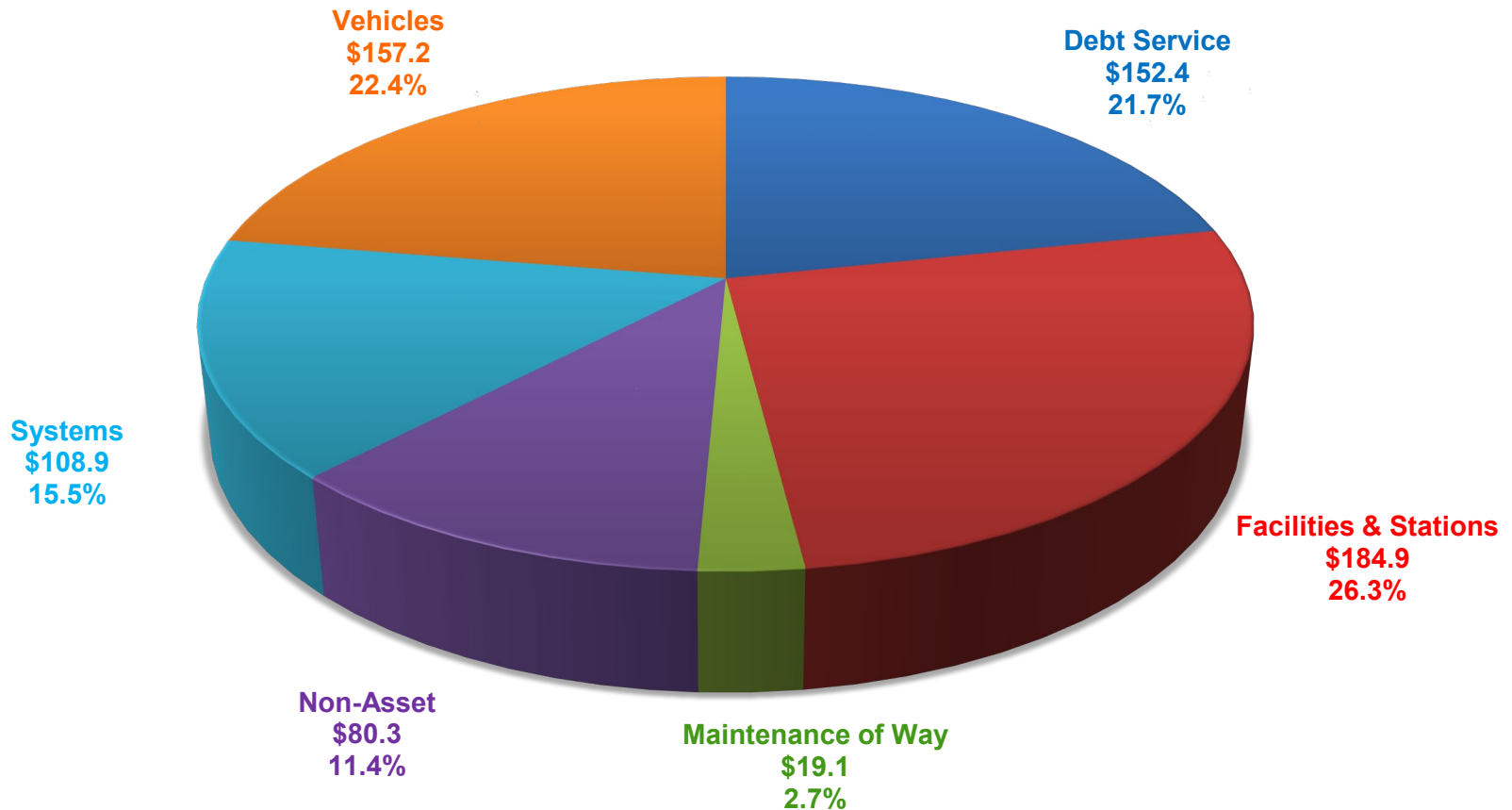
State of Good Repair* (\$M)



*Does not include More MARTA City of Atlanta or Clayton County funding

FY2025 - Uses by Category - \$702.9M

State of Good Repair* (\$M)



*Does not include More MARTA City of Atlanta or Clayton County funding

**Top Projects
by FY2025
Budget
-
State of
Good Repair
(\$M)**

Rank	Project Description	FY25 Budget	Percent of Budget
1	CQ400 New Rail Car Procurement	91.8	16.7%
2	Rail Station Rehabilitation	76.1	13.8%
3	Bus Procurement	31.7	5.8%
4	CPMO (SGR)	24.0	4.4%
5	Clayton Multipurpose O&M Facility - SGR Share	20.0	3.6%
6	Automated Fare Collection 2.0	20.0	3.6%
7	Parking Lot Repair	20.0	3.6%
8	Escalators Rehabilitation	14.0	2.5%
9	Bus Network Redesign Program	11.9	2.2%
10	Electric Buses	11.4	2.1%
Subtotal - Top 10		320.9	58.3%
Subtotal - All Other		229.6	41.7%
Total		550.5	100.0%

**Top Projects
by FY2025
Budget
-
City of
Atlanta
(\$M)**

Rank	Project Description	FY25 Budget	Percent of Budget
1	MARTA Rapid Summerhill BRT	60.0	35.1%
2	Five Points Station Transformation	48.2	28.2%
3	Cleveland Ave/Metropolitan Pkwy ART's	20.0	11.7%
4	Campbellton Corridor/Greenbriar BRT	15.0	8.8%
5	Street Car East Extension	10.0	5.8%
6	Bankhead Platform Extention	6.8	4.0%
7	Clifton Corridor BRT	5.0	2.9%
8	More MARTA Program	3.0	1.8%
9	Contingency	2.0	1.2%
10	Planning & Communications	1.0	0.6%
Total		171.0	100%

**Top Projects
by FY2025
Budget
-
Clayton
County
(\$M)**

Rank	Project Name	FY25 Budget	Percent of Program
1	MARTA RAPID Southlake	11.5	32.6%
2	Clayton County Justice Center	6.6	18.6%
3	Clayton County Multipurpose Maintenance F	5.0	14.2%
4	Contingency Clayton	5.0	14.2%
5	Clayton SR54 BRT	4.7	13.3%
6	Clayton County Bus Facility Real Estate	1.5	4.3%
7	Planning Clayton County	0.5	1.4%
8	CPMO Clayton/Liaison	0.5	1.4%
Total		35.3	100.0%



PUBLIC HEARINGS



Public Hearing Attendance

In-Person Public Hearing:

5/15/24

Number of Attendees: 26

Public Comments: 10

Written Comments: 2

Hybrid Public Hearing:

5/16/24

In-Person Attendees: 8

YouTube Attendees: 32

YouTube Views: 196

Public Comments: 6

Written Comments: 0

Pre-Budget Hearing Engagement Activities

- ✓ **Legal ad notice posted in AJC**
- ✓ **Ads in neighborhood news**
 - Mundo Hispanico
 - Champion Newspaper
 - Clayton News Daily
 - Atlanta Voice
 - South Fulton Neighbor
 - Northside Neighbor
 - Gwinnett Daily News
- ✓ **Email blasts to audience of 150,000+**
- ✓ **MARTA website update**
- ✓ **Social Media Posts**
 - Facebook
 - Twitter
 - Nextdoor
- ✓ **Lit Drops & Station Outreach**
 - 5600 flyers distributed to libraries and government centers.
 - A-frames at **end-of-line stations**, including Five Points, College Park, Decatur (near hearing location) and Lindbergh stations.
- ✓ **Press Release**



Public Comments



Increase Transparency – lack of clarity on oversight of the CIP budget to keep MARTA on track.



Fare Collection – request to repair fare gates and enforce emergency exits to reduce fare evasion.



Need budget documents to show **project timelines and details**.



Transit Equity in the CIP Budget for DeKalb County.



Service Concerns – including canceled bus trips and unplanned delays, causing riders hardship.



MARTA employees are doing a great job. Consider creative incentives to retain operators in the long-term.



MARTA Connectivity – expand high-capacity service from **Indian Creek** station, including on-demand service options.



Technology concerns – ensure cameras and digital signage are functional so that customers receive accurate information and safety measures are enforced.

Resolution Approving the Operating and Capital Budgets for Fiscal Year 2025

Request Board Approval

The Office of Budgets and Grants requests the Business Management Committee recommend approval of a Resolution approving the Operating and Capital Budgets for Fiscal Year 2025.



Thank You

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**



April 2024 Financial Highlights

FY24

Operating Budget

Period Ended April 30, 2024

Year- To- Date Operations Performance

April 30, 2024 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
Prior Year Carry Forward	44.7	44.7	0	—%
Net Revenue	486.7	481.6	5.1	1.1%
Net Expenses	524.4	521.6	(2.8)	-0.5%
Net Surplus/(Deficit)	7.0	4.7	2.3	

COMMENTS

- YTD Net Revenues are favorable to budget by \$5.1M
- YTD Net Expenses are unfavorable to budget by (\$2.8M)
- YTD Net Surplus of \$7.0M compared to a budget surplus of \$4.7M

Year- To - Date Operating Revenues and Expenses

April 30, 2024 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
SOURCES				
Prior Year Carry Forward	44.7	44.7	0	—%
REVENUES				
Sales Tax	299.7	289.7	10.0	3.5%
Title Ad Valorem Tax	27.9	28.7	(0.8)	-2.8%
Federal Assistance	67.9	67.9	0.0	—%
Passenger Revenue	60.9	68.4	(7.5)	-10.9%
Lease Income	8.0	8.3	(0.3)	-4.0%
Station Parking	1.5	1.4	0.1	9.5%
Other Revenues	20.8	17.2	3.6	20.9%
Net Operating Sources	531.4	526.3	5.1	1.1%
EXPENSES				
Salaries and Wages	235.0	252.5	17.5	6.9%
Overtime	34.8	32.4	(2.4)	-7.3%
Total Benefits	113.6	129.7	16.1	12.4%
Contractual Services	84.9	87.8	2.9	3.3%
Total Materials and Supplies	50.9	48.3	(2.6)	-5.5%
Other Non-Labor	43.2	38.6	(4.6)	-11.9%
Gross Operating Expenses	562.4	589.3	26.9	4.6%
Less: Capital Charges	(38.0)	(67.7)	(29.7)	-43.8%
Net Operating Expenses	524.4	521.6	(2.8)	-0.5%

REVENUE COMMENTS – YTD revenues are \$5.1M above budget

- Sales Tax performance is \$10.0M above budget as a result of an active local economy and the associated impact of inflation
- Title Ad Valorem Tax revenue is unfavorable to budget due to a revenue budgeting error
- Passenger Revenue is below budget by (\$7.5M). This includes adjustments for mobile fare revenues and recognizing fare evasion from mobile application
- Other Revenues are above budget by \$3.6M driven primarily by investment income on reserve balances and the receipt of the CNG tax rebate

EXPENSE COMMENTS – YTD expenses are (\$2.8M) above budget

- Salaries and Wages are favorable by \$17.5M primarily due to ongoing position vacancies
- Overtime is unfavorable by (\$2.4M) primarily due to absenteeism and vacancies
- Total Benefits are favorable by \$16.1M and are directly related to ongoing position vacancies
- Contractual Services are \$2.8M below budget largely due to lower than forecasted External Support Services, Professional Services, and Temporary Services contracts
- Total Materials and Supplies are above budget by (\$2.6M) largely due to costs associated with Rebuilds and Repairable expenses
- Other Non-Labor Expenses are (\$4.5M) above budget largely due to third party casualty and liability expenses

Current Month Operations Performance

April 30, 2024 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
Prior Year Carry Forward	2.0	2.0	0	—%
Net Revenue	50.8	48.3	2.5	5.1%
Net Expenses	52.7	50.3	(2.4)	-4.7%
Net Surplus/(Deficit)	0.1	0.0	0.1	

COMMENTS

- Revenues are favorable to budget by \$2.5M for the month of April
- Expenses are unfavorable to budget by (\$2.4M) for the month of April
- Net Surplus for April is \$0.1M compared to a balanced budget

Current Month Operating Revenues and Expenses April 30, 2024 (\$ in Millions)

	Actual	Budget	Variance	
	\$	\$	\$	%
SOURCES				
Prior Year Carry Forward	2.0	2.0	0	—%
REVENUES				
Sales Tax	30.5	29.5	1.0	3.4%
Title Ad Valorem Tax	2.8	2.9	(0.1)	-2.8%
Federal Assistance	6.8	6.8	0.0	—%
Passenger Revenue	5.8	7.1	(1.3)	-18.4%
Lease Income	0.8	0.6	0.2	36.0%
Station Parking	0.1	0.1	0	-28.9%
Other Revenues	4.0	1.3	2.7	198.4%
Net Operating Revenues	52.8	50.3	2.5	5.1%
EXPENSES				
Salaries and Wages	23.7	23.0	(0.7)	-2.9%
Overtime	4.2	3.2	(1.0)	-30.8%
Total Benefits	10.7	11.8	1.2	9.9%
Contractual Services	8.3	10.2	2.0	19.3%
Total Materials and Supplies	6.5	5.1	(1.4)	-28.2%
Other Non-Labor	3.4	3.4	0.0	1.2%
Gross Operating Expenses	56.6	56.7	0.1	0.2%
Less: Capital Charges	3.9	6.4	(2.5)	-38.9%
Net Operating Expenses	52.7	50.3	(2.4)	-4.7%

REVENUE COMMENTS – Monthly revenues are \$2.5M above budget

- Sales Tax revenue is favorable by \$1.0M due to an active local economy and the associated impact of inflation
- Passenger Revenue is unfavorable to budget largely due to the closure of Airport Station.
- Other Revenue is favorable by \$2.7M due to a combination of Interest Revenue and the timing of receipt of the Alternative Fuel Rebate

EXPENSE COMMENTS – Monthly expenses are (\$2.4M) above budget

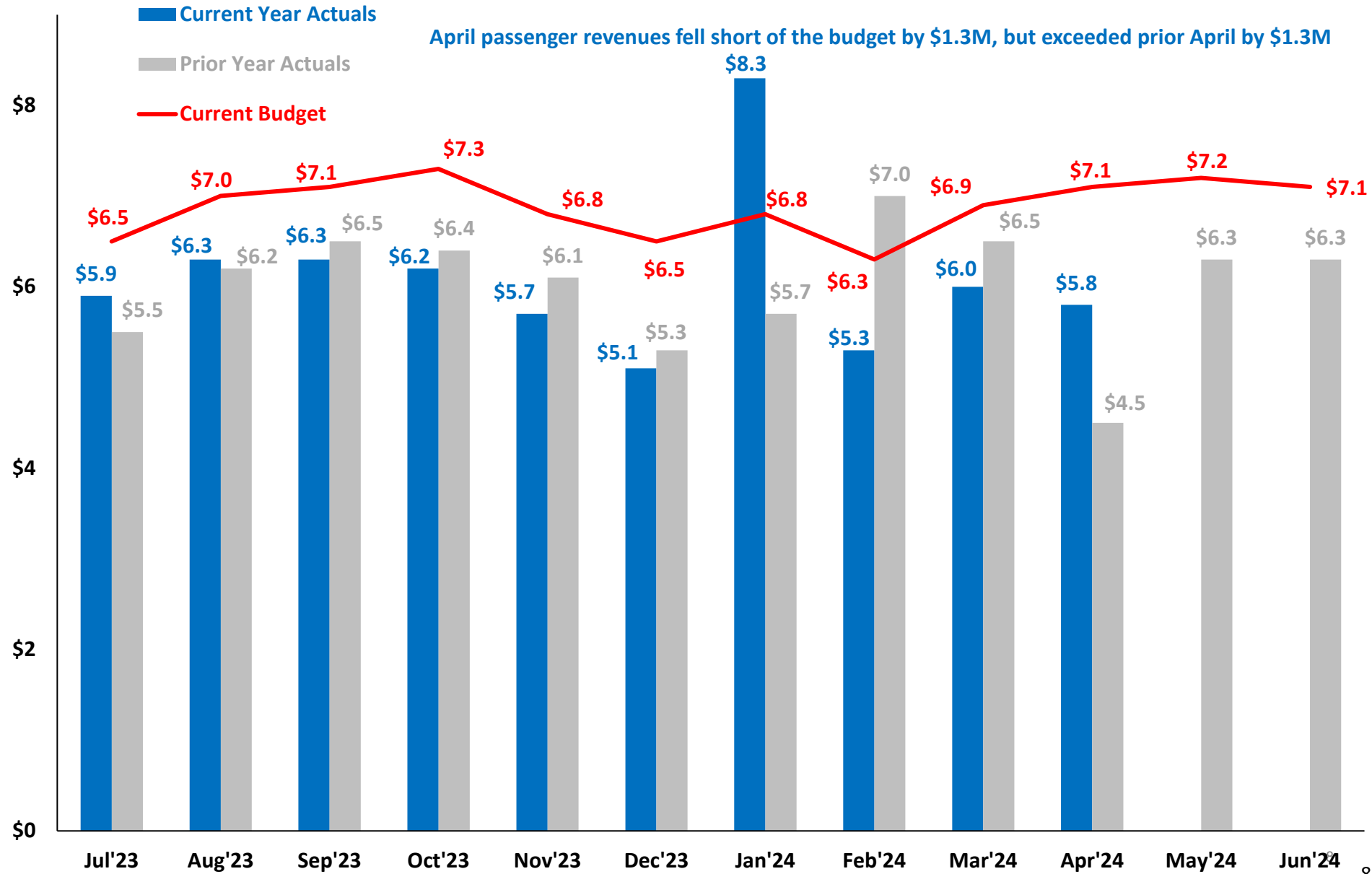
- Salaries and Wages are above budget by (\$0.7M) driven by accrual of two more working days than originally budgeted.
- Overtime is above budget by (\$1.0M) primarily due to absenteeism and position vacancies
- Contractual Services are \$2.0M below budget due to lower than forecasted Miscellaneous Services, Temporary Services, System Operation Services, and Professional Services contract charges
- Total Materials and Supplies are unfavorable to budget by (\$1.4M) due to higher than forecasted costs for rebuilds and repairable expenses
- Capital Charges are (\$2.5M) unfavorable to budget due to lower than forecasted direct labor charges for capital projects

A decorative graphic on the left side of the slide, featuring a blue and orange diagonal pattern with a white grid overlay.

FY24
April
Ridership
Key Performance Indicators

Passenger Revenues (millions)

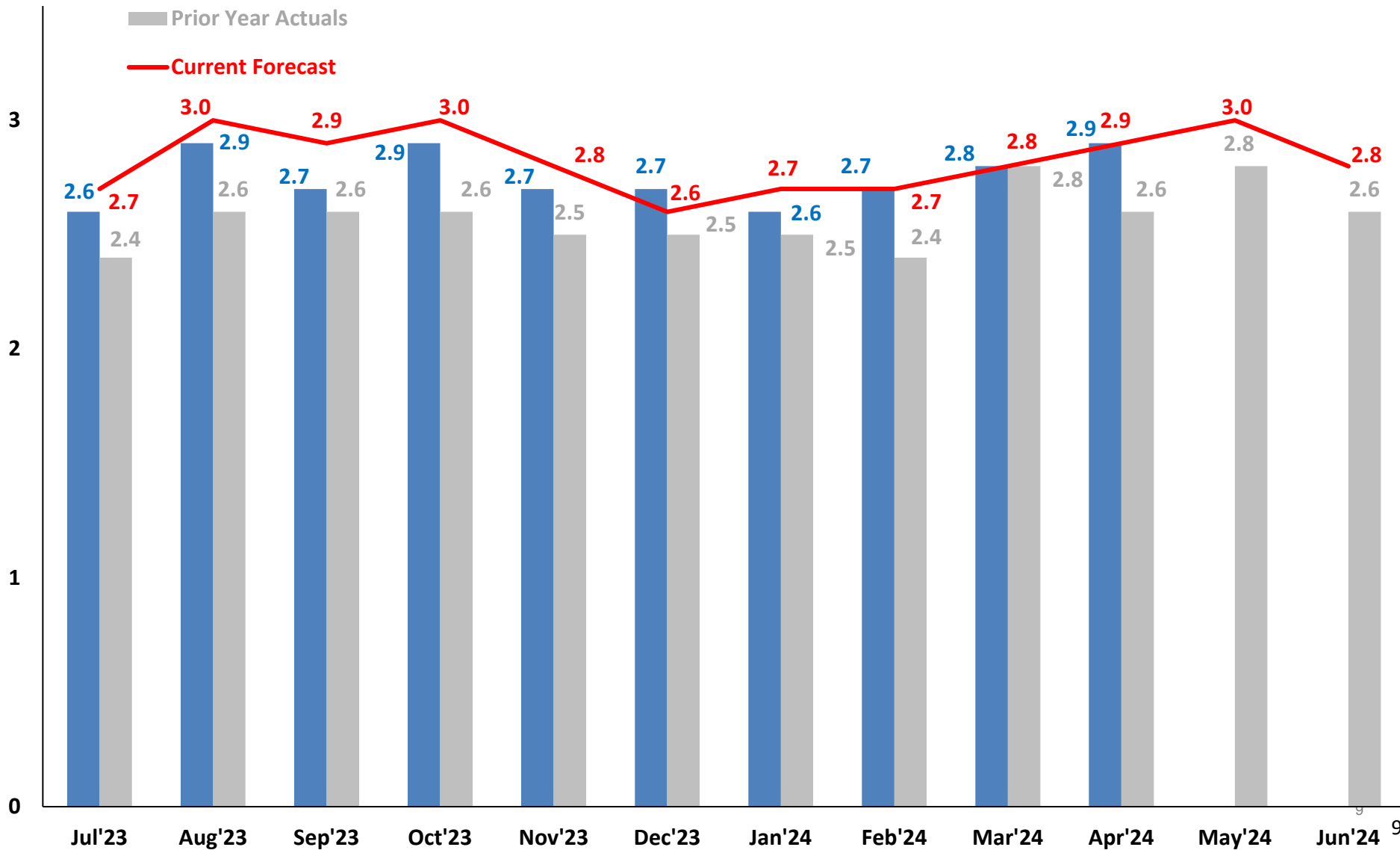
April passenger revenues fell short of the budget by \$1.3M, but exceeded prior April by \$1.3M



Bus Ridership (unlinked trips, millions)

April bus ridership of 2.9M matched the forecast and exceeded prior April by 0.3M

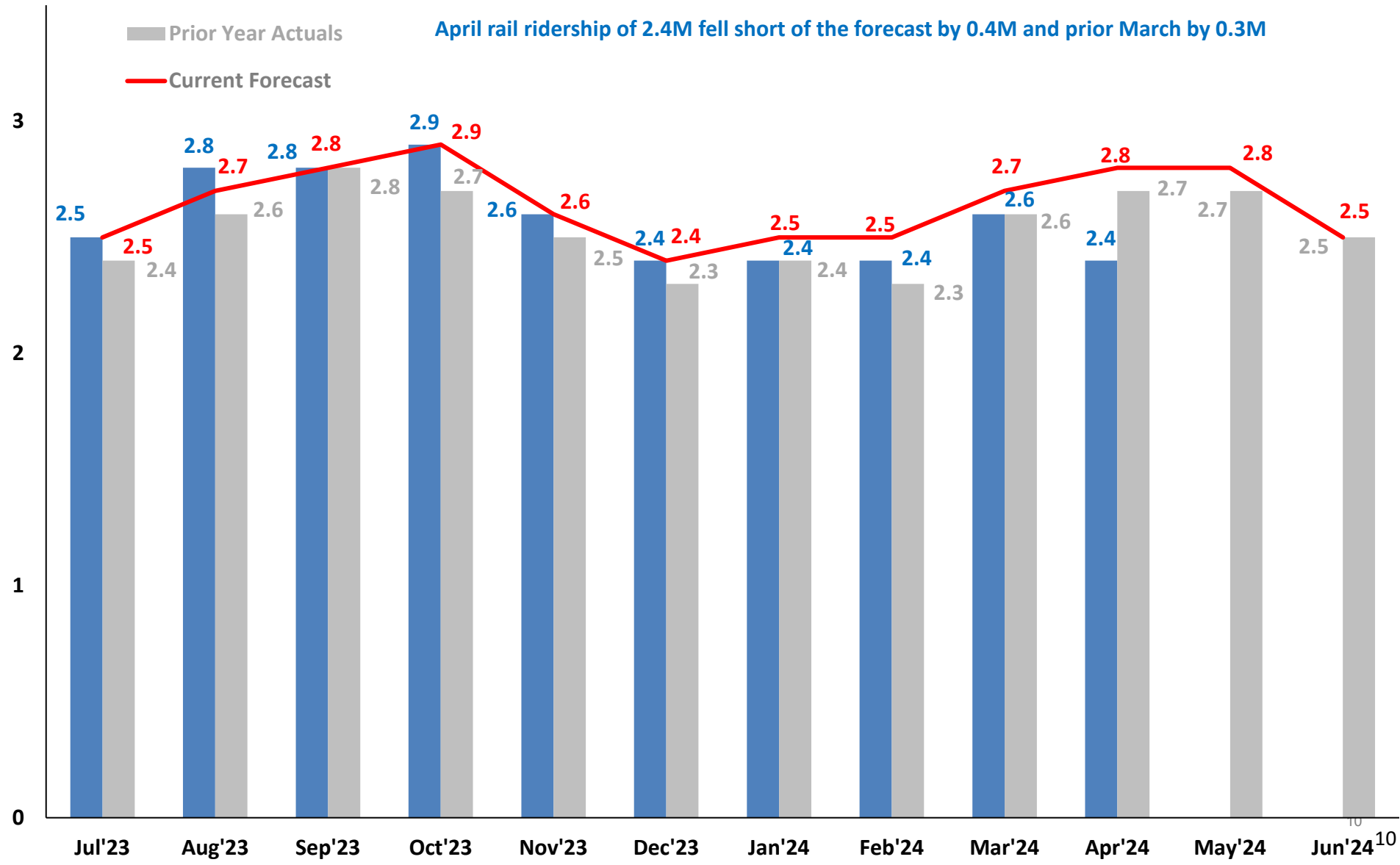
- Current Actuals
- Prior Year Actuals
- Current Forecast



Rail Ridership (unlinked trips, millions)

- Current Actuals
- Prior Year Actuals
- Current Forecast

April rail ridership of 2.4M fell short of the forecast by 0.4M and prior March by 0.3M





FY24 Capital Highlights Period Ended April 30, 2024

Capital Sources and Uses by Category - State of Good Repair (SGR)
Year-To-Date thru April 2024
(\$ in Millions)

	YTD ACTUAL \$	YTD BUDGET \$	BUDGET VARIANCE \$ %	
SOURCES OF FUNDS				
Beginning Balance	67.7	5.4	62.3	1153.7%
Sales Tax	224.6	217.1	7.5	3.5%
Federal Funds	27.0	70.0	-43.0	-61.4%
Other Revenue	3.1	0.8	2.3	272.0%
Total Sources of Funds	322.4	293.3	29.1	9.9%
USES				
Facilities & Stations	65.7	112.1	46.4	41.4%
Maintenance of Way	7.7	20.1	12.4	61.5%
Non-Asset	44.1	86.0	42.0	48.8%
Systems	58.8	103.7	44.9	43.3%
Vehicles	40.0	58.4	18.4	31.5%
Subtotal CIP:	216.3	380.3	164.0	43.1%
Debt Service	118.5	126.3	7.8	6.1%
Total Uses	334.8	506.5	171.8	33.9%

Top 10 Projects by Expenditures - State of Good Repair (SGR)
Year-To-Date thru April 2024
(\$ in Millions)

Rank	Project	Project Name	Category	Actuals \$M	Annual Budget \$M	% Annual Budget
1	32177	Rail Station Rehabilitation	Facilities	30.6	52.1	58.7%
2	32130	CQ400 New Rail Car Procurement	Vehicles	15.9	30.3	52.4%
3	32246	CPMO (SGR)	Non-Asset	15.3	24.0	63.6%
4	32276	Parking Lot Repair	Facilities	12.6	20.7	60.8%
5	32097	Escalators Rehabilitation	Systems	11.4	14.4	79.2%
6	32242	Clayton Bus Maintenance Facility	Non-Asset	9.7	11.0	87.8%
7	31703	Train Control Systems Upgrade	Systems	9.7	11.4	85.0%
8	31701	Track Renovation Phase IV	MOW	7.3	8.5	86.7%
9	32299	MARTA Site Relocation	Facilities	7.3	13.1	55.7%
10	32272	Radio System Upgrade Program	Systems	6.2	11.1	55.6%
Total - Top 10 Projects				\$125.9	\$196.6	64.0%

Capital Sources and Uses by Category - More MARTA - City of Atlanta
Year-To-Date thru April 2024
 (\$ in Millions)

		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE	
		\$	\$	\$	%
SOURCES OF FUNDS					
	Sales Tax	46.3	44.8	1.5	3.5%
	Other Revenue	9.5	9.5	0.0	0.0%
Total Sources of Funds		55.8	54.3	1.5	2.9%
USES					
	Expansion	23.8	181.7	157.9	86.9%
Total Uses		23.8	181.7	157.9	86.9%

Top Projects by Expenditures - More MARTA - City of Atlanta
Year-To-Date thru April 2024
(\$ in Millions)

Rank	Project	Project Name	Category	Actuals \$M	Annual Budget \$M	% Annual Budget
1	40001.170701	MARTA Rapid Summerhill	Expansion	13.96	48.0	29.1%
2	40001.170708	Five Points Station Transformation	Expansion	7.40	62.0	11.9%
3	40001.170720/21	Cleveland Ave/Metropolitan Pwky (ART)	Expansion	1.32	30.0	4.4%
4	40001.170713	Clifton Corridor (HCT)	Expansion	0.57	27.0	2.1%
5	40001.170702	Campbellton/Greenbriar (BRT)	Expansion	0.27	17.8	1.5%
6	40001.170704	Streetcar East Extension (LRT)	Expansion	0.13	12.0	1.0%
7	40002.170701	Communications	Expansion	0.10	1.0	10.0%
8	40002.170700	CPMO City of Atlanta	Expansion	0.08	0.5	15.8%
Total - Top Projects				23.82	\$198.3	12.0%

Capital Sources and Uses by Category - Clayton County Expansion
Year-To-Date thru April 2024
(\$ in Millions)

		YTD ACTUAL	YTD BUDGET	BUDGET VARIANCE	
		\$	\$	\$	%
SOURCES OF FUNDS					
	Sales Tax	28.8	27.8	1.0	3.5%
	Other Revenue	9.1	9.1	0.0	0.0%
Total Sources of Funds		37.9	36.9	1.0	2.6%
USES					
	Expansion	4.8	23.9	19.1	80.0%
Total Uses		4.8	23.9	19.1	80.0%

**Top Projects by Expenditures - Clayton County Expansion
Year-To-Date thru April 2024**

(\$ in Millions)

Rank	Project	Project Name	Category	Actuals \$M	Annual Budget \$M	% Annual Budget
1	70002.170700	Clayton Multipurpose O&M	Facilities	2.33	2.3	103.0%
2	70003.170701	Justice Center Transit Hub	Expansion	1.01	1.0	99.6%
3	70003.170700	MARTA Rapid Southlake	Expansion	0.94	18.0	5.2%
4	70000.170700	Clayton SR54 (BRT)	Expansion	0.31	4.7	6.6%
5	70004.170701	CPMO Clayton County Comm	Expansion	0.19	0.5	37.6%
Total - Top Projects				4.78	26.5	18.0%



Thank You

