



**Fiscal 2007 Proposed Budget**  
***DEPARTMENT OF RAIL SERVICE***

**Budget Committee**  
**Jan 12, 2006**



# DEPARTMENT OF RAIL SERVICE

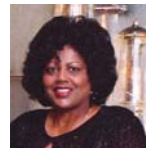
Chief Operating Officer  
Steve Feil



Line Service Manager  
Red  
Belynda Jones



Line Service Manager  
Yellow/Green  
Rita Davis



Line Service Manager  
Blue/Orange  
Charles Dziduch



General Superintendent  
Track & Structure Systems  
Maintenance  
David Knights



Director  
Operations Control Center  
Dan Epps



Acting General Superintendent  
Rail Car Maintenance  
Eugene Garzone



Director  
Rail Reliability &  
Technical Services  
Chris Barker



3,824 Budgeted Positions



# DEPARTMENT OF RAIL SERVICE OVERVIEW

- **The Department of Rail Service is responsible for ensuring trains safely and reliably transport our customers to their destination.**
- **We are committed to providing excellent on-time customer service.**
- **All employees in Rail Service – from the Chief Operating Officer to car mechanics, ATC technicians, track inspection employees and train operators – have our eyes on this goal.**
- **Provide 190,000,000 customer trips a year.**
- **Operate and Maintain 950 rail cars and their components**
- **Travel over 64.6m miles each year\***
- **Provide service in 86 rail stations with 2,129 pieces of fare collection equipment and 313 Parking Gates**
- **Inspect and maintain 206 miles of track in revenue service and 38 miles of track in yards**
- **Inspect and Maintain Automatic Train Control systems on all these miles**

**\*Assumes current hours of revenue service.**



## What We Accomplished Last Year

- **Back To Basics**
- **Improved customer service by 3%**
- **Improved on time performance by 23%**
  - **Fewer Delays**
  - **Fewer Offloads**
- **Improved accountability**
  - **New Line Managers**
- **Safely carried 5% more riders**



# FY2007 Proposed Budget

## Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 207,130	\$ 223,697	\$ 16,567	
Fringes	65,159	73,595	8,436	
Services	6,043	5,236	(807)	
Materials	25,713	26,156	443	
Other	61,934	64,176	2,242	
<b>Total</b>	<b>\$ 365,979</b>	<b>\$ 392,860</b>	<b>\$ 26,881</b>	<b>7%</b>

	FY2006	FY2007	Change	
Capital Expense	\$ 19,505	\$ 21,058	\$ 1,553	8%

### Major cost drivers and program changes

- Metro Matters Car deployment labor and materials \$5.8M.
- Annualization of FY06 Programs \$1.7M.
- Baseball Coverage \$2.5M
- Staff Ballston and King Street Stations \$.7M.
- Higher utility rates and use \$4.5M.

	<i>Change From FY2007</i>	<i>FY2006</i>
<b>Budgeted Positions</b>	<b>3,859</b>	<b>88</b>

<b>Change Detail</b>	Metro Matters Car Deployment	34 Positions
	Baseball Coverage	30 Positions
	Ballston and Kingstreet Stations	10 Positions
	Special Event hours converted	14 Positions



# FY2007 Proposed Budget

## LINE SERVICES

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 92,224	\$ 94,123	\$ 1,899	
Fringes	28,969	30,940	1,971	
Services	125	137	12	
Materials	445	618	173	
Other	2	3	1	
<b>Total</b>	<b>\$ 121,765</b>	<b>\$ 125,821</b>	<b>\$ 4,056</b>	<b>3%</b>

### Major cost drivers and and program changes:

- Services reflect true-up of printing cost.
- Added additional funds for transfers to reflect actual performance.

	FY2006	FY2007	Change	
Capital Expense	\$ 558	\$ 445	\$ (113)	-20%

*Change  
From  
FY2007  
FY2006*

<b>Budgeted Positions</b>	<b>1490</b>	<b>31</b>
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**Change Detail** Special event payhours converted to  
postions 10 Train Operators and 4 Station Managers  
Baseball Coverage 7 Station Managers  
King Street and Ballston Mezzanines



## LINE SERVICES

### Work Product / Output:

- **700,000 Average Weekday Riders**
- **80 Baseball Games**
- **8 Redskin's Games**
- **Over 120 MCI Events**
- **Mall Events**
- **Snow Events**
- **The Cherry Blossom Festival/Seasonal Ridership Increase**
- **Customer Calls**
- **Customer Correspondence**
- **Station Cleaning**



## LINE SERVICES

<b>STAFFING</b>	<b>Red Line</b>	<b>Blue/Orange Line</b>	<b>Yellow/Green Line</b>
<b>Managers</b>	<b>57</b>	<b>69</b>	<b>41</b>
<b>Station Managers</b>	<b>178</b>	<b>212</b>	<b>111</b>
<b>Train Operators</b>	<b>176</b>	<b>245</b>	<b>92</b>
<b>Cleaners</b>	<b>67</b>	<b>82</b>	<b>62</b>
<b>Clerks</b>	<b>15</b>	<b>19</b>	<b>12</b>
<b>Customer Representatives</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Trains/Cars</b>	<b>45/268</b>	<b>56/314</b>	<b>30/176</b>





## LINE SERVICES

### Performance Measures

- **Customer Complaints**
- **Customer Satisfaction Measurement**

### Link to Budget

- **Full implementation of Rail Re-Organization to integrate transport customer response and cleanliness of Rail Service**
- **Track system Re-Organization for better support of the “System Line Operation”**



# FY2007 Proposed Budget

## OPERATIONS CONTROL CENTER

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 5,437	\$ 5,710	\$ 273	
Fringes	1,686	1,855	169	
Services	-	-	-	
Materials	13	14	1	
Other	-	-	-	
<b>Total</b>	<b>\$ 7,136</b>	<b>\$ 7,579</b>	<b>\$ 443</b>	<b>6%</b>

### Major cost drivers and program changes

- Labor increase for inflation and position conversions for RAIL reorganization.

	FY2006	FY2007	Change	
Capital Expense	\$ 278	\$ 285	7	3%

Budgeted Positions	78	3
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**Change Detail** Created Director and Assistant Director for OCCO. 2 New Assistant Superintendent Postions re-allocated from within during Rail re-organization.



## OPERATIONS CONTROL CENTER

### Work Product / Output

- Full oversight of the WMATA Operation
- Nerve Center of Rail operating functions

### Major Assets Operated

- General Orders which governs approximately 1,000 weekly track access rights.
- ROCS Computer system that controls all mainline signals, switches, power and exhaust fans.
- Control of PIDS systems at 111 mezzanines and all station platforms.
- Rail PA System

### Performance Measures and/or Benchmarks

- 95% Headway Adherence Goal
- 98.2% SRI



# FY2007 Proposed Budget

## RAIL CAR MAINTENANCE

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 51,943	\$ 54,645	\$ 2,702	
Fringes	16,369	18,013	1,644	
Services	1,427	990	(437)	
Materials*	12,243	13,004	761	
Other	33	27	(6)	
<b>Total</b>	<b>\$ 82,016</b>	<b>\$ 86,678</b>	<b>\$ 4,662</b>	<b>6%</b>

	FY2006	FY2007	Change	
Capital Expense	\$ 1,315	\$ 1,364	49	4%

<i>Change From</i>	
<i>FY2007</i>	<i>FY2006</i>
1,001	50

**Change Detail** Metro Matters and Baseball Mechanics (37)  
and Cleaners (13) added for 2007.

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### Major cost drivers and program changes

- Metro Matters Construction
- Sports and DC Events
- Annualization of 6000 Series Cars.
- Reduction in services reflect management reallocation to BMNT and FY07 reduction .
- Materials reflect increase for parts related to Metro Matters Cars.

\*The FY06 Materials Budget number has been changed to reflect capitalization of Preventative maintenance parts..



## **RAIL CAR MAINTENANCE**

### **Work Product / Output**

- **Perform for all life cycle maintenance on all transit vehicles and non-revenue track maintenance equipment. Includes performance of scheduled and corrective maintenance inspections and overhaul.**
- **Complete special projects to include carpet replacement, door overhaul, and car appearance enhancements.**

### **Work Supported by Budget / How service will be improved**

- **Supports accomplishment of over 12,000 scheduled periodic inspections and approximately 350,000 daily service inspections to maintain safety and reliability.**
- **Increase car cleaning personnel with a focus on customer service and enhancing vehicle appearance.**
- **Increased new car acceptance response and maintainability to support the use of eight car consists and help reduce crowding.**



## RAIL CAR MAINTENANCE

### Major Assets Operated/Maintained

- **Maintain fleet of 950 Rail Cars and approximately 200 non-revenue track maintenance vehicles and work equipment.**
- **Two major repair facilities, six service and inspection facilities, and two satellite storage yards.**

### Performance Measures and/or Benchmarks

- **Achieve a minimum of 60,000 miles mean distance between service delays due to in service equipment failures.**
- **Improve overall cleanliness and appearance of transit cars.**

### Link to budget

- **6% overall budget increase supports additional labor costs for 37 mechanical and thirteen (13) car cleaning personnel, delivery of 6000 series cars, operation of eight (8) car consists, and car appearance initiatives.**



# FY2007 Proposed Budget

## TRACK AND STRUCTURE SYSTEMS MAINTENANCE

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 63,787	\$ 67,006	\$ 3,220	
Fringes	20,081	22,068	1,987	
Services	4,482	4,039	(444)	
Materials	10,303	9,686	(616)	
Other	3,800	3,634	(166)	
<b>Total</b>	<b>\$ 102,453</b>	<b>\$ 106,434</b>	<b>\$ 3,981</b>	<b>4%</b>

### Major cost drivers and program changes.

- Salary and wage adjustments for Metro Matters & Nationals Baseball games.
- Conversion of Switch Replacement Program to Capital Budget explains reduction in Services & Materials

	FY2006	FY2007	Change	
Capital Expense	\$ 15,631	\$ 16,971	1,340	9%

*Change  
From*

	FY2007	FY2006
Budgeted Positions	1,241	7

Change Detail
Metro Matters (3) and Baseball Mechanics (4)



**TRACK MAINTENANCE BRANCH** is responsible for all day-to-day track maintenance and inspections throughout the Metrorail system, both on the mainline, Bridges, tunnels and in yards.

**STRUCTURES MAINTENANCE BRANCH** is responsible for the coordination, scheduling and implementation of all structure inspection and maintenance activities (bridges, tunnels, etcetera).

**TRACK PRODUCTION BRANCH** is responsible for all out of face track renewal work throughout the Metrorail system, both on the mainline and in yards and is the principle office for two IRP/Metro Matters projects Right-of-Way Floating Slab Retrofit and Right-of-Way Track Rehab.

**AUTOMATIC FARE COLLECTION BRANCH** is responsible for all fare collection equipment located at 112 mezzanines and mini-mezzanines.

**AUTOMATIC TRAIN CONTROL BRANCH** maintains, overhauls and modifies the ATC wayside equipment and related fixed assets.





**COMMUNICATIONS BRANCH** is responsible for the efficient, effective and economic management of the Authority's communications systems in support of Rail and Bus Operations. (Telephone, Mobile Radio, Public Address, Cable Transmission, Fiber Optic, Fire and Intrusion, Rail Yard Security, Closed Circuit Television, Bus Transfer Dispensers, Wayside/Emergency Telephones, Environmental Monitoring, Digital Video Recorders, PROTECT)

**POWER BRANCH** maintains all electrical equipment in Traction Power sub-stations, AC Substations, track wayside systems, Bus garages, parking garages and passenger stations including inspection, modification, overhaul, test, repair, and new installations. This branch is also responsible for all lighting in parking garages/lots, bus facilities, stations and tunnels.

**SHOPS AND MATERIAL SUPPORT BRANCH** is TSSM's electronic and electro-mechanical repair facility and facilitate equipment and materials purchasing, warehousing, transportation and provide locksmith services.



**RAIL RELIABILITY AND TECHNICAL SERVICES**

**Operating Expense: (\$ in 000's)**

	FY2006	FY2007	Change	
Labor	\$ 1,597	\$ 1,760	\$ 163	
Fringes	495	572	76	
Services	62	62	0	
Materials	48	50	2	
Other	58,075	63,189	5,114	
<b>Total</b>	<b>\$ 60,278</b>	<b>\$ 65,632</b>	<b>\$ 5,354</b>	<b>9%</b>

	FY2006	FY2007	Change	
Capital Expense	\$ 1,796	\$ 1,934	138	8%

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
Budgeted Positions	37	0

**Major cost drivers and program changes**

- Labor increase for base salary inflation and transfer of two positions from PDEC
- Other increase is for (1)propulsion for new car miles associated with Largo annualization, 6000 Car Deployment and Metro Matters cars; (2) Higher rates and projected usage for electricity and natural gas at WMATA facilities.



### **RAIL RELIABILITY AND TECHNICAL SERVICES**

**The Office of Rail Reliability and Technical Services (RRTS) provides:**

- **Engineering and technical assistance for Rail and Bus service;**
- **Administers reliability and warranty programs for maintenance;**
- **Coordinates, schedules and plans Rail wayside access for maintenance and construction;**
- **And provides Rail performance monitoring, analysis and reporting.**

### **Work Product / Output**

**RRTS accomplishes the following work efforts to sustain and improve Rail service to customers:**

- **Troubleshoots failures and provides technical and configuration management assistance to maintenance processes for sustained, improved equipment availability and reliability.**
- **Plans and schedules Rail and Bus maintenance inspections.**
- **Accomplishes warranty parts replacement for Rail equipment.**
- **Administers General Orders and Track Rights on a high level for maintenance and construction work on the Rail right-of-way; develops long-term Track Access Plan.**
- **Provides routine Rail operations performance trend analysis and Authority- wide standard reports.**
- **Administers WMATA contracts for facility and traction power electricity, natural gas and other utilities usage.**



## **RAIL RELIABILITY AND TECHNICAL SERVICES**

### **Performance Measures and/or Benchmarks**

- **Service Quality; 60,000 mile MDBD; MDBF**
- **98.2% Service Reliability Index**
- **On-time Preventive Maintenance Inspections**
- **Reduction of repeat car and car system failures**
- **Two - Five Year Track Access Plan**

### **Description of above Measures and Benchmarks**

- **Car miles between service delays and failures; Mean Distance Between Delays or Failures.**
- **SRI equates to weekday customers reaching their destination without delay or offload.**
- **Compliance with maintenance scheduled to WMATA and FTA guidelines.**
- **Eliminate 30-day repeat failure occurrences.**
- **Extend current 90-day schedule and 6 month track access plan to long term.**

### **Link to Budget**

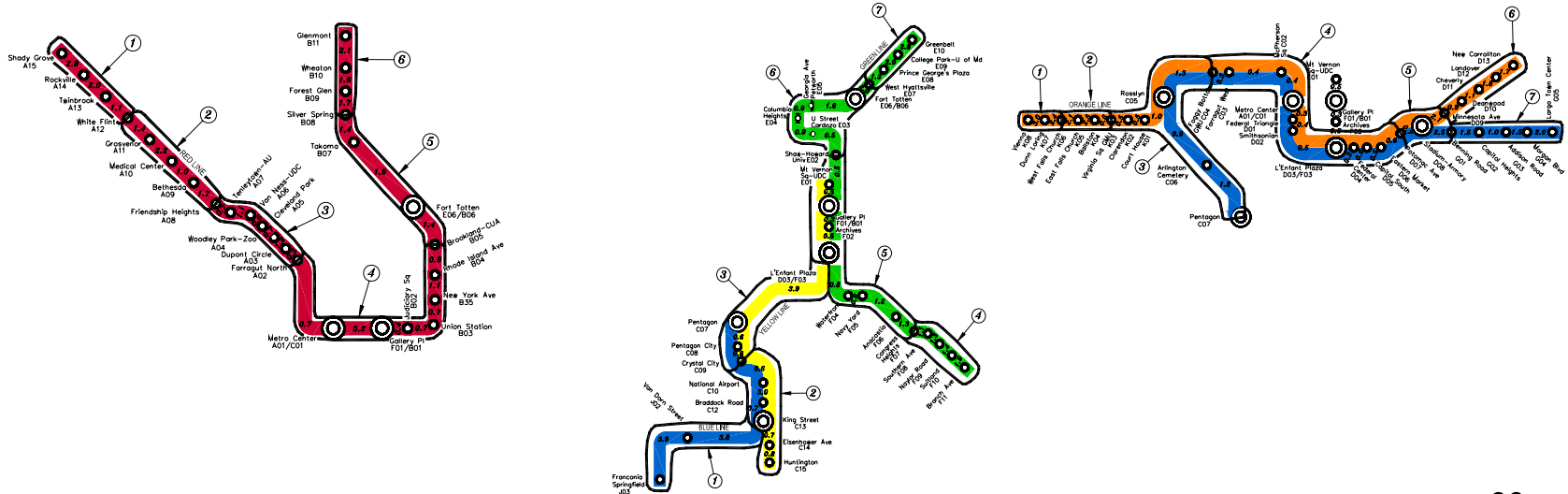
- **Maintain RRTS Branches of Reliability and Performance Analysis; Maintenance Planning and Scheduling; Track Access for Maintenance and Construction; and Track and Systems Maintenance Engineering.**
- **Complete recruitment for RRTS Branches of Vehicle Maintenance Engineering and Technical Documentation Management.**



# APPENDIX

The **TRACK MAINTENANCE BRANCH** is responsible for all day-to-day track maintenance and inspections throughout the Metrorail system, both on the mainline, Bridges, tunnels and in yards.

- The Track Maintenance Branch includes WMATA's track inspection function, as well. Findings from the Track Walkers' inspections largely drives maintenance activities.
- To align more closely with the RAIL's focus on Line Management, Track Maintenance in Oct. 05 re-organized into 3 regions:
  - **RED** Line
  - **YELLOW / GREEN** Line
  - **BLUE / ORANGE** Line



## Major Assets Operated

### RED Line:

- 31.8 Miles of Mainline Track
- Shady Grove Yard
- Glenmont Yard
- 88 Turnouts

### YELLOW / GREEN Line:

- 41.8 Miles of Mainline Track
- Alexandria Yard
- Branch Ave. Yard
- 97 Turnouts

### BLUE / ORANGE Line:

- 37 Miles of Mainline Track
- New Carrollton Yard
- West Falls Church Yard
- 83 Turnouts



## Maintenance Goals

- Complete 100% of all track inspections twice weekly.
- Complete 100% of all joint (Track/ATC) switch inspections on a monthly basis.
- Decrease the number of slow speed locations by 50%
- Repair rail defects discovered by ultrasonic testing (Sperry Car) immediately.
- Maintain switches so that no switches are removed from service due to maintenance issues.

**STRUCTURES MAINTENANCE** is responsible for the coordination, scheduling and implementation of all structure inspection and maintenance activities (bridges, tunnels, etcetera).



- Maintains 48.5 miles of tunnels (repair structure and leaks)
- Maintains 7 miles of aerial structures (bridges).
- Maintains 49.9 miles of retaining walls/crash walls.
- Maintains 87.5 miles of fence line.
- Inspects 9 bus garages & 7 parking garages.
- Principle office for two IRP/Metro Matters projects:
  - Station & Tunnel Leak Repair
  - Right-of-Way Aerial Rehab (IRPG handles external contracts)

### FY '07 Highlights

#### Leak Repair FY07 activities:

- Repair of approximately 3000 tunnel leaks and the sealing of approximately.
- Repair 500 linear feet of expansion joints.

#### Aerial Rehab FY07 activities:

- Expansion joint repair at 5 locations.
- Drainage rehab at Grosvenor & National Airport
- Retaining wall rehab on the K-Line.





**TRACK PRODUCTION BRANCH** is responsible for all out of face track renewal work throughout the Metrorail system, both on the mainline and in yards and is the principle office for two IRP/Metro Matters projects:

- Right-of-Way Floating Slab Retrofit
- Right-of-Way Track Rehab

### **FY '07 Highlights**

- Thirty switches to be replaced in FY '07 (doubling of '06 goal).
- 56,000 feet of running rail to be replaced in FY '07 (up from 28,000 ft. in '06).
- 22,000 rail fasteners to be replaced in FY '07 (up from 8,000 in '06).
- 8,000 cross-ties to be replaced in FY '07 (up from 4,000 in '06).
- 5,000 third-rail insulators to be replaced in FY '07 (up from 4,000 in '06).
- Retrofit 42 floating slabs on the G-Line.



### **AUTOMATIC FARE COLLECTION**

Automatic Fare Collection branch is responsible for all fare collection equipment located at 112 mezzanines and mini-mezzanines.

#### **Major Assets Operated/Maintained**

- SMADS, Farevendors, Exitfare Machines, Faregates, SmarTrip
- Dispensers; Automatic Parking Lot Equipment, parking meters;
- JGB lobby controlled access gates, Pay and Display system
- Over 2,500 pieces of equipment.

#### **Performance Measures and/or Benchmarks**

- AFC's FY07 performance goals are:
- 99.6% AFC Equipment Availability
- 99.0% PLE Equipment Availability with 30 minute max response
- 99.5% STD Equipment Availability

#### **Link to Budget**

- Monthly preventative maintenance (PMI) of mezzanine equipment
- Weekly faregate print tests
- Daily station inspections/operational testing of SmarTrip targets
- Weekly PMI of parking lot equipment
- Gates and associated systems Targets
- Maintenance Control Center to monitor and direct the entire maintenance effort.



### **AUTOMATIC TRAIN CONTROL**

Automatic Train Control maintains, overhauls and modifies the ATC wayside equipment and related fixed assets.

#### **Major Assets Operated/Maintained**

- 26,268 Vital Relays
- 2,691 High Frequency Track Circuits; 468 Audio Frequency Track Circuits
- 2,069 Marker Coils
- 322 Switch Machines
- 95 Remote Terminal Units
- 10 Vital Processors; 108 Non Vital Processors

#### **Performance Measures and/or Benchmarks**

- ATC's FY 2007 performance goal is to achieve 800 trips between service incidents.
- 100% Scheduled Preventative Maintenance Inspections
- 100% Completion of TSSM Monthly Joint Interlocking and Switch Inspections

#### **Link to Budget**

- In order to achieve a significant improvement in the above goal, ATC must replace 30 GRS 55E switch machines with US&S M3s which requires 8 additional positions



## COMMUNICATIONS BRANCH

**The Communications branch** is responsible for the efficient, effective and economic management of the Authority's communications systems in support of Rail and Bus Operations. (Telephone, Mobile Radio, Public Address, Cable Transmission, Fiber Optic, Fire and Intrusion, Rail Yard Security, Closed Circuit Television, Bus Transfer Dispensers, Wayside/Emergency Telephones, Environmental Monitoring, Digital Video Recorders, PROTECT)

### Performance Measures and/or Benchmarks

- Perform 100% of PMIs
- 25% decrease in number of "repeat incidents"
- Communications FY 2007 performance goal is to maintain 4,500 trips between service incidents.

### Link to Budget

- Periodic PMI of all assigned equipment
- Corrective maintenance on all assigned equipment
- Internal projects to upgrade equipment
- Overtime required for capital improvement projects
- \$1.5M for contract maintenance of PROTECT system at 21 Metrorail stations



### POWER BRANCH

**The Power branch** maintains all electrical equipment in Traction Power sub-stations, AC Substations, track wayside systems, Bus garages, parking garages and passenger stations including inspection, modification, overhaul, test, repair, and new installations. This branch is also responsible for all lighting in parking garages/lots, bus facilities, stations and tunnels.

#### Major Assets Operated/Maintained

- 97 traction power substations and 110 tie breaker stations
- 176 AC substations and 1655 emergency trip stations
- 317 UPS systems, 30 emergency generators, 317 battery banks, 7,205 relays, 250 miles of track feeder cables, 306 HV breakers, and 207 HV transformers
- Power and lights for 11 bus garages, 86 passenger stations, 37 parking lots, 11 parking garages and 6 service and inspection buildings
- Total of 247,000 lights
- Power's FY 2007 goal is to maintain branch performance at not less than 750,000 miles between summary incidents.
- Ensure that 100% of the scheduled PMIs are completed each cycle.
- The number of Power equipment failures that cause incidents and/or any disruptions to service.

#### Link to Budget

- In order to achieve an improvement in the above goal, the Power branch will increase frequency of the facility lighting inspections from quarterly to bi-weekly. This increase in frequency can be accomplished by filling vacant positions.
- Replace aged light fixtures and electrical circuits in 23 passenger stations which requires one supervisor and six electricians with 2 vehicles.



## SHOPS AND MATERIAL CONTROL BRANCH

**Shops and Material Support** is TSSM's electronic and electro-mechanical repair facility and facilitate equipment and materials purchasing, warehousing, transportation and provide locksmith services.

- SAMS supports AFC, ATC, COMM, & POWR branches in maintaining their performance goals
- Repair and calibration equipment for radios, pagers, and test equipment for various offices.
- SAMS's FY 2007 goal is to ensure backlogs are kept to a minimum and do not exceed 60 days due to maintenance action.

### **Link to Budget**

- Budget supports repairs, testing of equipment for various offices
- In order to achieve an improvement in their performance goals, the SAMS branch plan to fill all vacant positions.



**Fiscal 2007 Proposed Budget**  
*Elevators and Escalators*

**Budget Committee**  
**Jan 12, 2006**

*Manage and maintain all vertical transportation equipment*



**David Lacosse**  
Director



**Cedric Watson**  
Superintendent



**Jeffrey Griffin**  
Project Manager CIP



**Madhavan Kozhipurath**  
Supervisory Engineer

**199 Budgeted Positions**





# FY2007 Proposed Budget

## Elevator and Escalator

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$10,506	\$12,699	\$2,193	
Fringes	3,309	4,178	869	
Services	5,123	5,053	(70)	
Materials	3,316	3,457	141	
Other	87	91	4	
<b>Total</b>	<b>\$ 22,342</b>	<b>\$ 25,478</b>	<b>\$ 3,136</b>	<b>14%</b>

**Major cost drivers and program changes:**

- Labor increase for 36 Mechanics for additional in-house unit maintenance.
- Materials increase for parts 114 units back in-house from contractor.

	FY2006	FY2007	Change
Capital Expense	\$ 962	\$ 965	3

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
<b>Budgeted Positions</b>	<b>199</b>	<b>36</b>

**Change Detail:** 36 additional in-house maintenance mechanics for 114 escalator units converted to in-house maintenance.



**ELES is responsible for the service and maintenance of all vertical transportation equipment within the Authority.**

### **Work Product / Output:**

- **over 9000 Preventative Maintenance Inspections**
- **over 800 Annual (Jurisdictional) Inspections**
- **over 90 Major Repairs**
- **Rehabs and Modernizations of 28 escalators and 23 elevators**
- **Complete installation of remote monitoring system**
- **Support ADT, FIA and Communications system upgrades**

### **Major Assets Operated:**

- **588 Escalators**
- **244 Elevators**



### [Link to Budget:](#)

**ELES is currently in the middle of a ten year rehab program for 430 Westinghouse MOD 100 escalators. To date 175 are complete; 28 units will be completed in FY07.**

**ELES is also rehabilitating 95 elevators. To date 28 complete; 23 units will be completed in FY07.**

**ELES plans to convert 114 additional units to in-house maintenance in FY07. This is in addition to 122 units converted in FY06. ELES will maintain 564 of 832 units, or close to 70% of all vertical transportation equipment in WMATA.**

**ELES will fill most mechanic positions from in-house apprentice training program.**



## Performance Measures

		FY05	FY06	First	2nd
<b>VERTICAL TRANSPORTATION</b>		Actual	Goal/Forecast	QTR	QTR
<b>1</b>	<b>Service Provisions</b>				
	Escalator Mean Time Between Failures (hours)	174.97	170	166.41	180.22
	Escalator System Availability	92.58	93.0	92.49	93.16
	Elevator Mean Time Between Failures (hours)	612.69	600	524.43	564.61
	Elevator System Availability	97.01	97.50	97.10	95.98
<b>2</b>	<b>Safety: Passenger Injuries per Million Trips</b>				
	Escalator & Elevator Passenger Injuries per Million Trips	1.58	2.07	1.60	1.39
<b>3</b>	<b>Customer Satisfaction Measure: ELES</b>				
	Escalator	53%	58%	59%	0.69%
	Elevator	71%	73%	85%	0.82%
	ELES complaints per 100,000 rail riders	0.8	0.6	0.4	0.3

- Goals were raised to support “Back to Basics” Program
- Changed to System Availability to reflect customer’s experience



**Fiscal 2007 Budget**  
**Plant Maintenance**

**Budget Committee**  
**Jan 12, 2006**



# FY2007 Budget Presentation

*The mission of the Office of Plant Maintenance (PLNT) is to manage and maintain Authority facilities and mechanical equipment systems in support of Metrorail and Metrobus operations.*



**Paul Gillum, Jr.**  
Director



**Connie Williams**  
Assistant Director



**Randall Grooman**  
Superintendent  
Equipment Maintenance



**John Burggraff**  
Superintendent  
Grounds Maintenance &  
Custodial Service



**Thomas Morrison**  
Superintendent  
Contract Maintenance &  
Station Enhancement



**Bruce Wallace**  
Superintendent  
Building Maintenance &  
Support Shops

**557 Budgeted Positions in FY 2007**



# FY2007 Budget Presentation

## Plant Maintenance

Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 26,427	\$ 27,164	\$ 737	
Fringes	8,344	8,976	632	
Services	6,456	6,375	(81)	
Materials	5,832	6,036	204	
Other	2,032	2,360	328	
<b>Total</b>	<b>\$ 49,091</b>	<b>\$ 50,911</b>	<b>\$ 1,820</b>	<b>4%</b>

	FY2006	FY2007	Change	
Capital Expense	\$ 8,860	\$ 9,061	201	2%

*Change From FY2007 FY2006*

**Major cost drivers and program changes:**

- Labor increase reflects annualization of FY06 staff related to Parking Garage openings and normal salary increases.
- “Other” higher cost reflects actual contract increases for refuse collection.

**Budgeted Positions**

557	2
-----	---

**Change Detail** Addition of 2 mechanics for new Huntington and White Flint garages.



### Work Product / Output

- **Performs minor building restoration, renovation and construction**
- **Maintains over 2.4 million square feet of paver tile on platforms and mezzanines in Metrorail stations (equivalent to over 15 dual lane roadway miles)**
- **Fabricates and installs signs in the Metrorail System**
- **Provides custodial services at bus garages; rail shops, towers and terminals; administrative field offices; parking lots; bus loops and shelters**
- **Provides landscaping services for approximately 550 acres of grounds, and cleaning and repair services for 850 acres of pavement**
  - **Activities are comparable to doing all yard work (mowing, mulching, weeding, trimming shrubs and sweeping driveways) for approximately 2,200 single-family residences**
- **Operates and maintains:**
  - **323 Tunnel Standpipe Systems (100 miles of piping)**
  - **493 Fire Suppression Systems (wet sprinkler, dry sprinkler, deluge and halon systems)**
  - **108 Vent Shafts**
  - **79 Fan Shafts**
  - **113 Tunnel Emergency Exits**





### **Major Assets Operated/Maintained**

- 344 Platform End Gates
- 66 Rail Sewage Ejection Systems
- 211 Station Air Conditioning Units
- 181 Rail Car Lifts (including 52 portable lifts)
- 80 Under Platform Exhaust Fans
- 47 Fuel Dispensing Systems (storage capacity of 107,000 gallons of gasoline and 523,000 gallons of diesel)
- 54 Drainage Pumping Stations (average capacity: 500 gpm)
  - Approximately 2,500,000 gallons per day
  - Enough to provide water for a community of 14,000 people per day
- 22 Bus washers
- 48 Station Cooling Towers
- 110 Kiosk Air Conditioning Units

### **Work Supported by Budget**

- 32,600 Preventive Maintenance Work Orders
- 12,600 Corrective Work Orders
- 73,000 Equipment Maintenance Inspections



- **Manages Station Enhancement Program:**

- **The current goal is to complete 12 major and 12 mini enhancements each year**
- **Under this program, PLNT:**
  - **Cleans and repairs concrete, paver tile, granite walls, and masonry surfaces (walls, coffer, parapets, walkways, curbing)**
  - **Rebronzes escalators, elevators and railings; repairs graphics**
  - **Repairs and paints metal surfaces as necessary**
- **Manages a wide variety of service contracts (22) including:**
  - **Facilities maintenance contract for the Jackson Graham Building**
  - **Snow/ice removal contract**
  - **Compressed natural gas bus fueling stations (Bladensburg & Four Mile Run)**
  - **Heating oil contract**
  - **Fencing contract**

# SNOW & ICE





### **Plant Performance Measures and Benchmarks:**

- **Ensure 100% budget adherence**
- **Maintain absenteeism at 2.8% or below**
- **Reduce employee injuries by 5% by increasing the mean hours between reported incidents (MHBI). The FY06 goal is 20,137 MHBI compared to 19,179 MHBI in FY05**
- **Ensure 100% preventive maintenance compliance for life/safety systems: drainage pumping stations, tunnel fans, wet sprinklers and dry sprinklers**
- **Perform 100% of all scheduled inspections (i.e., bus washers, garage equipment, HVAC, lifts, etc.)**
- **Maintain boiler/chiller availability at 95% or above**
- **Maintain complaints at an average of less than 10 per month**
- **Ensure compliance with DCO/ECO environmental policies and procedures**



**Fiscal 2007 Proposed Budget**  
*Department of Bus Service*

**Budget Committee**  
**Jan 12, 2006**



***Department of Bus Service***

*Setting the industry standard for clean, safe, and reliable service.*



**Jack Requa  
Chief Operating Officer**



**Tangee C. Mobley  
General Superintendent  
Bus Transportation**



**Phillip C. Wallace  
General Superintendent  
Bus Maintenance**

**3,625 Budgeted Positions in FY 07**



# DEPARTMENT OF BUS SERVICE OVERVIEW

**The Department of Bus Service ensures Clean, Safe and Reliable Metrobus Service to our customers**

- **48,243,600 total miles traveled annually**
- **340 Routes**
- **132.3 Million Annual Passengers**
- **3,625 Employees**

## **Major Assets Operated**

- **10 Garages, 2 Shops**
- **1,477 Buses, ranging in size from 26 to 60 feet**
  - **1,013 Diesel**
  - **414 CNG**
  - **50 Diesel Hybrid Electric**

**Fleet Average Age will drop to 6.29 years by the start of FY 07.  
(At the start of FY 06 average age was 10.1 years. )**



# FY2007 Proposed Budget

## Department of Bus Service

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change
Labor \$	198,874	\$ 207,412	\$ 8,538
Fringes	63,177	68,597	5,420
Services	3,169	3,698	529
Materials	23,757	24,697	940
Other	3,924	12,207	8,283
<b>Total \$</b>	<b>292,901</b>	<b>\$ 316,611</b>	<b>\$ 23,710</b>

	FY2006	FY2007	Change
Capital Expense \$	819	\$ 936	117

*Change From*

*FY2007 FY2006*

**Budgeted Positions**

3,625	38
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 Peer Review

Recommendations

### Major Cost Drivers: Peer Group Recommendations on Providing Better Service to Customers

- Relieve overcrowding/improve service \$2.4M
- Bus peer review manpower and supervisory staffing \$2.8M

### Additional cost driver

- Substantial increase in fuel budget

*This presentation will discuss the operational components of the department. Service levels and recommended service changes--within and above guidance--will be presented on February 9.*





# FY2007 Proposed Budget

## Bus Transportation

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change
Labor	\$ 146,926	\$ 152,176	\$ 5,250
Fringes	46,552	50,445	3,892
Services	128	126	(2)
Materials	648	670	23
Other	480	656	176
<b>Total</b>	<b>\$ 194,734</b>	<b>\$ 204,074</b>	<b>\$ 9,340</b>

	FY2006	FY2007	Change
Capital Expense	\$ 449	\$ 304	\$ (145)

	<i>From</i> FY2007	<i>From</i> FY2006	
Budgeted Positions	2,703	19	Peer Review Recommendations

### Major Cost Drivers: APTA Peer Review Recommendations

- 7 Additional Street Supervisors for service management
- 4 Additional staff in Bus Operations Central Control
- 3 Additional Depot Supervisors to cover all shifts
- 5 Yard Supervisors to assign equipment, insure pre-trip inspection, dispatch timely

*This presentation discusses the operational components of the department. Service levels and recommended service changes--within and above guidance--will be presented on February 9.*



## ***Bus Transportation***

### **Details of Major New Cost Drivers First Year of a Two Year Proposed Program**

- **Increase Street Supervision in the peak period by 65% over two years, 33% in FY 07.**
  - **Staff will be dedicated to service management and address operational issues (bus bunching, on-time departures, etc) on high volume ridership routes.**
  
- **Add staff to Bus Operations Communications and Control (BOCC)**
  - **Increase shift supervision**
  - **Begin segmenting service management**
  - **Better utilize the system tools that will be available in 2006 to improve supervisory support and service reliability.**
  
- **Provide transportation management weekend shift coverage currently performed by union personnel.**
  
- **Provide supervision in facility yards**
  - **Direct bus assignments**
  - **Coordinate equipment requirements with Maintenance**
  - **Insure completion of pre-trip inspections**
  - **Increase timely dispatch of service.**



## **FY2007 Proposed Budget**

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### ***Bus Transportation***

### **Work Supported by Budget**

- **2,337 weekday assignments for bus operators**
- **1,356 weekend assignments for bus operators**
- **14,349 weekday trips per day**
- **3.7 million weekday trips per year**
- **132 million annual weekday passengers**
- **444,000 weekday average passengers**

### **Management Interaction**

- **BTRA has 2,383 Bus Operators with a ratio to Managers of 60:1**
- **Managers have performed 7,837 interviews in FY05. Interviews include accidents, complaints, citations, attendance and commendations.**
- **Street Operations ratio per Operator is 26:1 on a 7 day/24 hour basis**
- **Street Operations manages special events, detours, emergencies; investigates accidents and customer complaints; and interacts with outside partnering agencies.**



### *Bus Transportation*

#### **Performance Measures and/or Benchmarks**

- **Accidents - Tracks safety record and performance**
- **Absenteeism -Tool used to gauge labor expenditures to operate within budget**

#### **Link to Budget**

- **Increased accidents reflect increased training dollars, workers' compensation claims and vehicle repairs.**
- **Personnel cost is 99% of BTRA's total budget**



# FY2007 Proposed Budget

## Bus Maintenance

Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change
Labor	\$ 52,567	\$ 54,847	\$ 2,280
Fringes	16,506	18,026	1,520
Services	3,021	3,552	531
Materials	23,087	24,003	916
Other	3,445	11,551	8,106
<b>Total</b>	<b>\$ 98,626</b>	<b>\$ 111,979</b>	<b>\$ 13,353</b>

	FY2006	FY2007	Change
Capital Expense	\$ 512	\$ 528	\$ 16

### Major Cost Drivers

#### APTA Peer Review Recommendations

- 4 Service Lane Supervisors
- 5 Alternate Shift Supervisors
- 7 Facility mechanics
- 3 Additional cleaners

#### Fuel

- Diesel Budget Increase - \$6.4M
- CNG Budget Increase - \$1.7M

	Change From		
	FY2007	FY2006	
Budgeted Positions	917	19	Peer Review Recommendations

*This presentation discusses the operational components of the department. Service levels and recommended service changes--within and above guidance--will be presented on February 9.*



### *Bus Maintenance*

#### **Work Supported by Budget**

- **Manage and Maintain WMATA'S 1,477 Bus Fleet**
  - **Implement Preventive, Corrective and Warranty Maintenance**
  - **Execute Retrofit Maintenance Including Manufacturer's Recall**
  - **Ensure Safe, Clean, and Reliable Buses are Available to Meet Ridership Demands**
- **Manage Heavy Overhaul Maintenance and Rehab Program**
  - **Midlife Rehabilitation of 100 Buses Annually to Extend Life Expectancy**
  - **Heavy Chassis and Body Corrective Maintenance**
  - **Component Rebuild to Support Maintenance Activities**
- **Maintain WMATA'S Non Revenue Vehicles and Support Equipment (1,543)**
- **Maintain WMATA'S Bus Stop (13,502) and Shelter Program (700)**
  - **Daily Service – 385,497**
  - **A Inspection – 10,645**
  - **B Inspection – 31,515**
  - **Monthly/Weekly Cleaning – 75,452**
  - **HVAC Inspection – 6,790**
  - **Opacity Inspection – 1,477**
  - **Summer/Winter Preparation – 2,954**
  - **DC Inspection – 3,380**
  - **Corrective Maintenance Completed Within Forty-Eight Hours**



### *Bus Maintenance*

#### **Performance Goals**

- Mean Distance Between Failure – 6,000
- Road Calls per 1,000 Trips – 1.75
- Maintenance Related Complaints – 25 per Month
- Customer Satisfaction Rating – 76.5% per quarter

#### **Performance Measurements and or Benchmarks**

- Chargeable Service Interruptions During Revenue Service
- Incidents in Revenue Service That Requires a Bus to be Removed from Service or Deviate from Scheduled Service
- Customers Complaints Obtained from CSVC
- Evaluations Rating Service and Equipment

#### **Link to Budget**

- Implementation of Engineering Modification Instructions, Programs and Developments to Reduce Cut-Offs, Check Engine Light, and Failures
  - Formalize Bus Quality Control Procedures
  - Destination Sign Maintenance Program
  - NABI Structure Enhancement Program
  - New Flyer Rear Suspension Beam Retrofit



**Fiscal 2007 Proposed Budget**  
**Metro Transit Police Department**

**Budget Committee**  
**Jan 12, 2006**





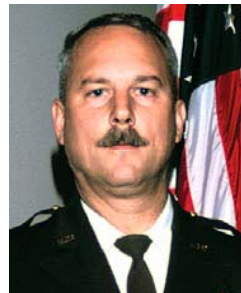
**Metro Transit Police protect WMATA customers,  
employees, transit facilities and revenue.**



Polly L. Hanson  
Chief  
Metro Transit Police



David A. Webb  
Deputy Chief, Acting  
Field Operations Bureau



David L. Shaw  
Deputy Chief  
Field Services Bureau



Jeri Lee  
Deputy Chief  
Protective Services Bureau

**551 Budgeted Positions in FY2007**



# FY2007 Proposed Budget

## Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 32,252	\$ 36,045	\$ 3,793	
Fringes	10,141	12,178	2,037	
Services	998	902	(97)	
Materials	815	895	80	
Other	104	113	9	
<b>Total</b>	<b>\$ 44,310</b>	<b>\$ 50,133</b>	<b>\$ 5,823</b>	<b>13%</b>

	FY2006	FY2007	Change	
Capital Expense	\$ 535	\$ -	-535	-100%

## \* Budgeted Positions:

	Change From
	FY2007 FY2006
	551 23

**Change Detail** 23 Full-time Transit Police Officers:  
incl. 3 Sergeants, 20 Non-Supervisory Officers

### Major cost drivers and program changes:

- \$2.2 M True-up overtime budget
- \$1.8 M To hire and equip 23 officers to strengthen MTPD's Metrobus Enforcement Division to address security complaints and concerns expressed by customers and employees.



### **Work Product / Output:**

- Public Safety and Law Enforcement
- Maintain Peace and Order
- Prevent Crime and Acts of Terrorism
- Protect Transit Facilities and Revenue
- Partner with Regional Public Service and Law Enforcement Agencies
- Enforce federal, state and local laws and ordinances

### **Personnel Budget: \$48.2 Million      551 FTEs**

- 422 Sworn Transit Police Officers
- 102 Special Police Officers, 4 Revenue Guards
- 23 Support Staff

### **Non-Personnel: \$1.9 Million (Training, Uniforms and Equipment)**



## **Metro Transit Police Department**

### **Details of Major New Cost Drivers First Year of a Two Year Proposed Program**

- **Increase safety on Buses and at terminals**
  - **Increase of Metrobus Enforcement Division by 23 dedicated Officers to improve safety for passengers and Operators.**
  - **Second year adds another 20 dedicated Officers and another \$1.8 M**
  - **Dedicate resources supplemented by other MTPD uniformed patrol efforts.**



## FY2007 Proposed Budget

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### Improved Safety and Security for Metrobus Riders

Adding \$1.8 Million to the FY07 MTPD budget will let MTPD hire and equip 23 additional Transit Police Officers for the Metrobus Enforcement Division (MED) to address security complaints and concerns expressed by our customers and employees.

- Adds 20 Transit Police Officers, which allows two MED teams per bus division, two shifts per day, 7 days a week.
- Adds 3 Sergeants to supervise the new teams.

#### **Metrobus Enforcement Division Responsibilities will be:**

- Patrol buses in all three jurisdictions;
- Investigate offenses that occur on buses, conduct follow-ups;
- Investigate internal theft that occurs on bus properties;
- Conduct terrorism awareness training for bus personnel;
- Attend monthly Safety Meetings at each bus division;
- Track data obtained from the Bus Operator Contact Program;
- Participate in targeted enforcement initiatives;
- Visit local schools and establish mentoring programs.





**Performance Measures and/or Benchmarks**

**Part 1 Crime per Million Passengers**

<b><u>Date</u></b>	<b><u>Metrorail</u></b>	<b><u>Metro Parking Lots</u></b>	<b><u>Metrobus</u></b>
November 2005	1.80	3.86	0.48
November 2004	1.63	3.87	0.88
YTD 2005	1.66	3.61	0.70
YTD 2004	1.82	4.29	0.60

Part 1 Crimes include aggravated assault, arson, burglary, homicide, larceny, motor vehicle theft, attempted motor vehicle theft, rape, and robbery.

**MTPD's goal is to reduce crimes per million Metrorail passengers by 5%, per million Metrobus passengers by 3%.**

## MTPD Security Option Above Guidance

### Improved Security for Employees at Metrobus Facilities

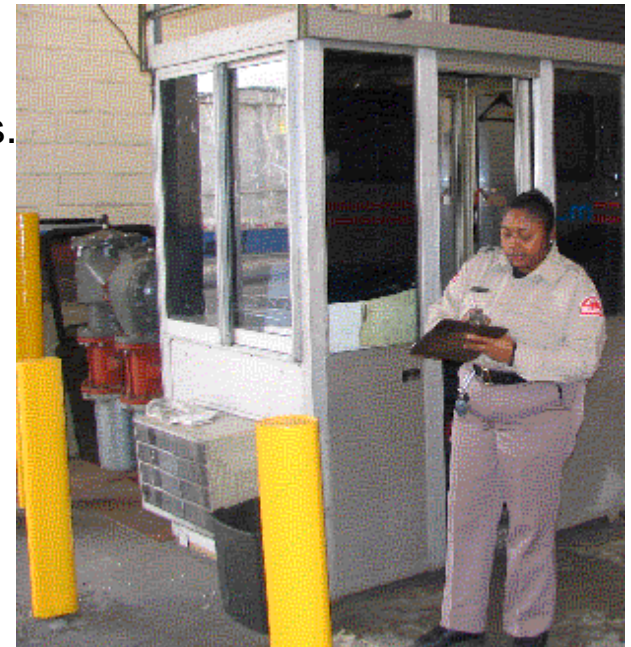
Adding \$1.8 Million to the FY07 MTPD budget will address security complaints and concerns expressed by employees.

The additional budget will let MTPD hire and equip 45 Special Police Officers (SPO):

- 41 will be front-line SPO;
- 4 will be SPO Sergeants, who will supervise new shifts.
- the additional SPO will provide 24/7 security to all Metrobus facilities;

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
<b>Beyond Guidance SPO Positons Department Budget</b>	<b>147</b>	<b>45</b>
<b>including 45 SPO Positions</b>	<b>596</b>	<b>68</b>

**Change Detail**    **45 Full-Time Special Police Officers:  
incl. 4 Sergeants, 41 Non-  
Supervisory Special Police Officers**





**Fiscal 2007 Proposed Budget**  
**Customer Communications, Marketing and Sales**

**Budget Committee**  
**Jan 12, 2006**





## Mission Statement

- Provide customers with quality information, meaningful marketing communications and responsive services that will attract and expand ridership within available capacity
- Listen to customer comments and opinions and respond in a timely, professional manner
- Represent customers' points of view in the Authority's decision-making process



**191 budgeted positions in FY2007**



## **Overview – FY2007 projections**

- Web site
  - Page views: 407,978 average daily
  - Itineraries: 39,773 average daily
- Customer contacts
  - Ridership information calls: 2,747,079
  - Customer assistance calls: 43,157
  - Customer assistance e-mails: 24,536
- Employer transit benefit programs
  - Individuals participating: 250,000 by June 2007
  - 25% participating through SmartBenefits®
- Revenues
  - Advertising contract: \$33 million
  - Enhanced advertising initiatives including ATM fees: \$2 million



# FY2007 Proposed Budget – Customer Communications, Marketing and Sales

## Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 10,224	\$ 10,375	\$ 151	
Fringes	3,174	3,374	200	
Services	5,351	4,395	(956)	
Materials	1,611	1,522	(89)	
Other	(111)	(51)	60	
<b>Total</b>	<b>\$ 20,249</b>	<b>\$ 19,614</b>	<b>\$ (635)</b>	<b>-3.1%</b>

	FY2006	FY2007	Change	
Capital Expense	\$ 126	\$ 130	\$ 4	2.8%

	Change From	
	FY2007	FY2006
Budgeted Positions	191	0

## Major change

Budget reduced by \$900 thousand for one-time costs in FY2006:

- \$200 thousand to install voice-activated Metro “switchboard” and to re-engineer call processing
- \$200 thousand to provide 24-hour, voice-activated trip planning capability in Spanish
- \$500 thousand for new fare signs on fare vending machines throughout Metrorail

## Major trends driving customer behavior and Metro's expanding market

- Ridership growth
  - Growth in population and jobs
  - Traffic congestion
  - Erratic gasoline prices
  - Redevelopment of urban centers
  - Tourism surpasses pre-9/11 levels
  - Cultural and recreational venues stimulating off-peak ridership
- Technology provides instant communications and real-time information
- Shift to SmarTrip® cards
- Customer input and participation in Metro



## Customer participation on growth trend

- Implementing new business practices to get more “in system” customer feedback
- More than 940 customers applied to serve on the 21-member Riders Advisory Council (RAC)
  - Public meetings start in January
  - CCMS provides staff support
- Customers talk with Metro’s senior managers each month via Internet chats
- 375 customers participated in Metro’s first four town hall meetings (November 2004 through November 2005)



## Strategies for FY2007

- Continue to improve customer communications in concert with the Authority’s “back to basics” emphasis on reliability and customer service and to meet needs presented by continued ridership growth
- Fully deploy and maximize new technology and quality assurance standards to assist in servicing increase in customer contacts
- Strategically invest non-passenger revenues in a new generation of Metro customer communications and services

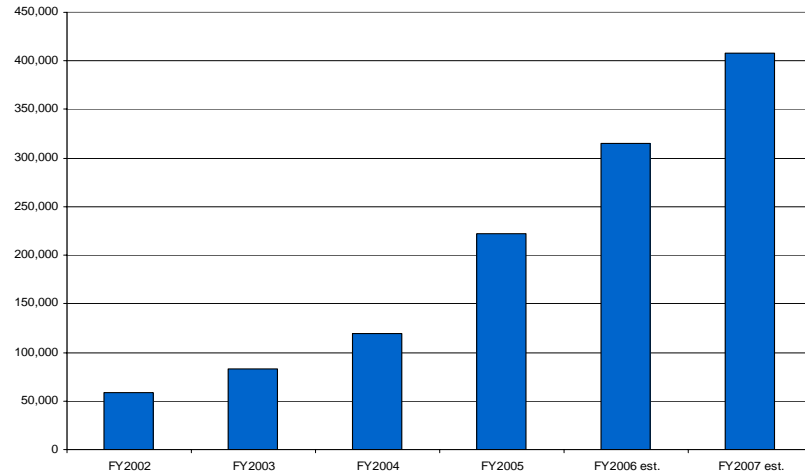




# FY2007 Proposed Budget – Customer Communications, Marketing and Sales

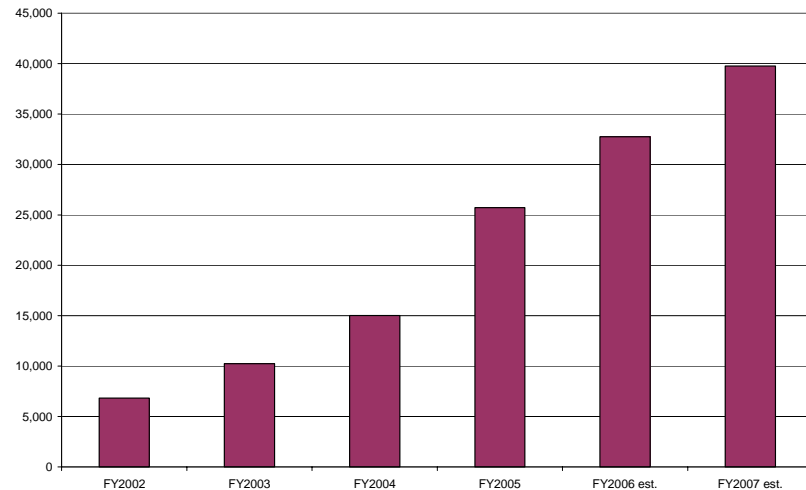
Metro Web site visits increased every year and burgeoning ridership will continue this trend

Internet Web Page Views (Excluding Trip Planner) – Average Daily Number



New Trip Planner features and ridership growth will fuel demand for more itineraries

Itineraries Generated by Web-Based Trip Planner – Average Daily Number

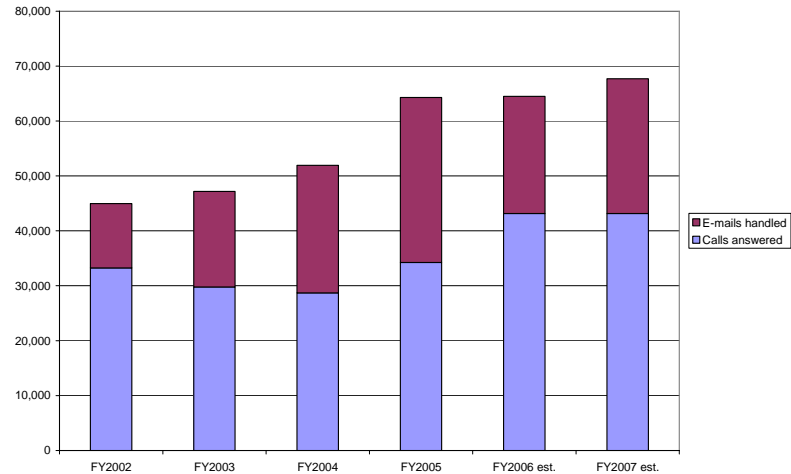




# FY2007 Proposed Budget – Customer Communications, Marketing and Sales

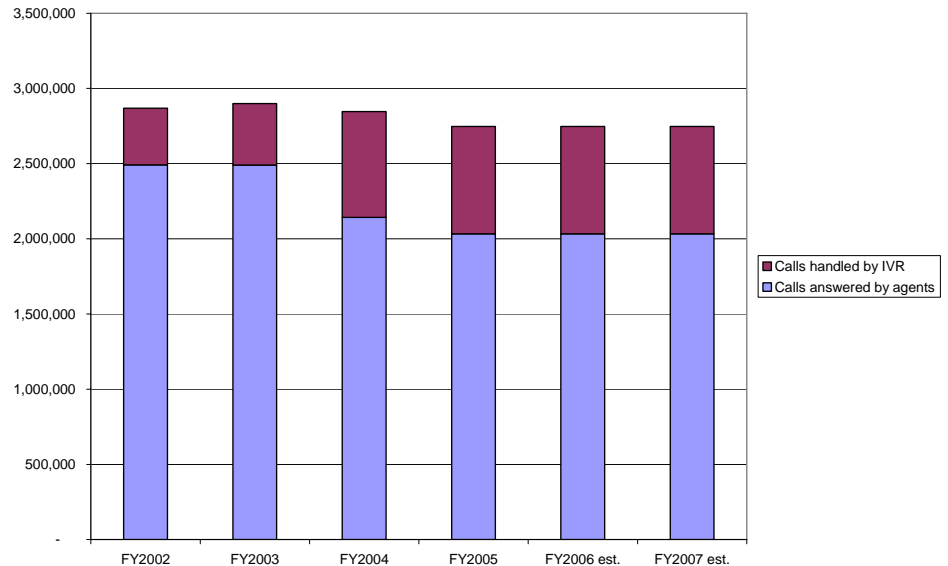
Agents will answer more calls in FY2006 and contacts will trend upward in FY2007

Customer Assistance -- Number of Contacts by Fiscal Year



Information calls are projected to level off as customers get more online information

Customer Information -- Number of Contacts by Fiscal Year







# FY2007 Proposed Budget – Customer Communications, Marketing and Sales

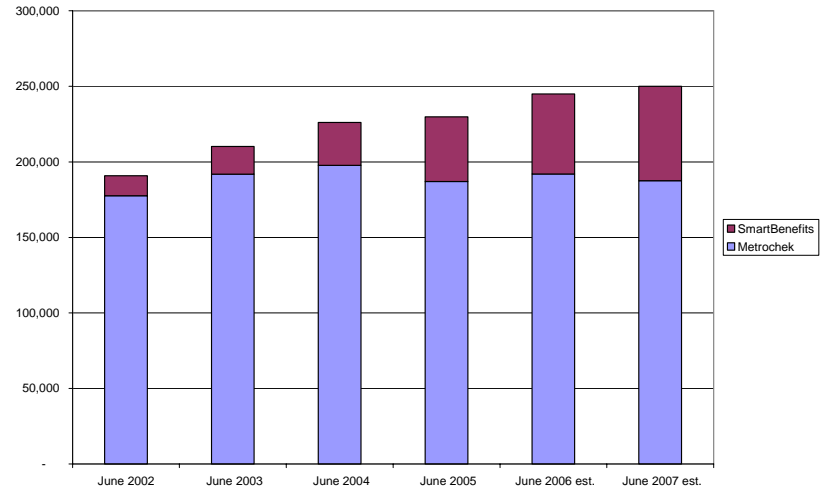
Participation in Transit Benefits Program is projected to increase to 250,000 individuals

- Goal for 25% to receive SmartBenefits® by June 2007

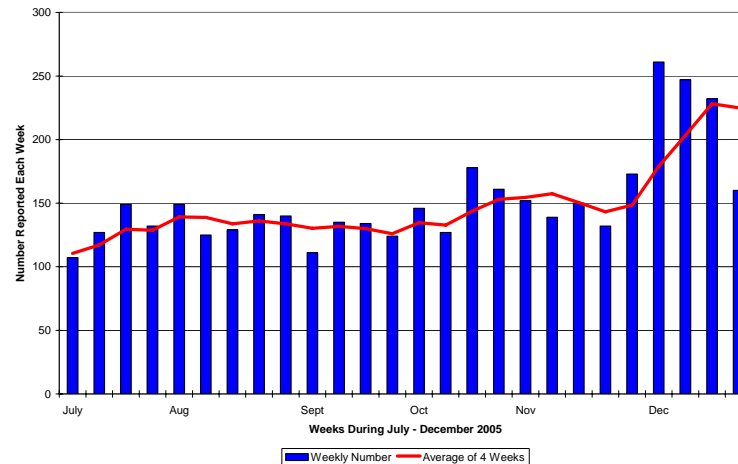
Growing SmarTrip® use creates need for services within easy reach of customers

- Metro Center Sales Office provides customer services for defective, damaged, lost or stolen SmarTrip® cards
- Demand for these services will grow as more cards are in circulation

Number of Individuals Participating in Employer Transit Benefit Programs



Defective, Damaged, Lost or Stolen SmarTrip Cards Reported to Metro Center Sales Office



## Investment in customer service improvements are being realized

- Web-based complaint handling system
  - Results in better investigations and higher quality response to customers
- Spanish Trip Planner
  - Fully functional trip planning in Spanish available 24/7 by phone
- Automated routing for main switchboard
  - Voice-activated: capacity and routing set up to support key customer functions
- New telephone business standards:  
**metrostartswithme**
  - Enterprise-wide standards such as one call resolution, proper use of voice mail and professional telephone manners
- Customer service quality assurance team
  - Oversees quality of telephone, e-mail and written customer responses





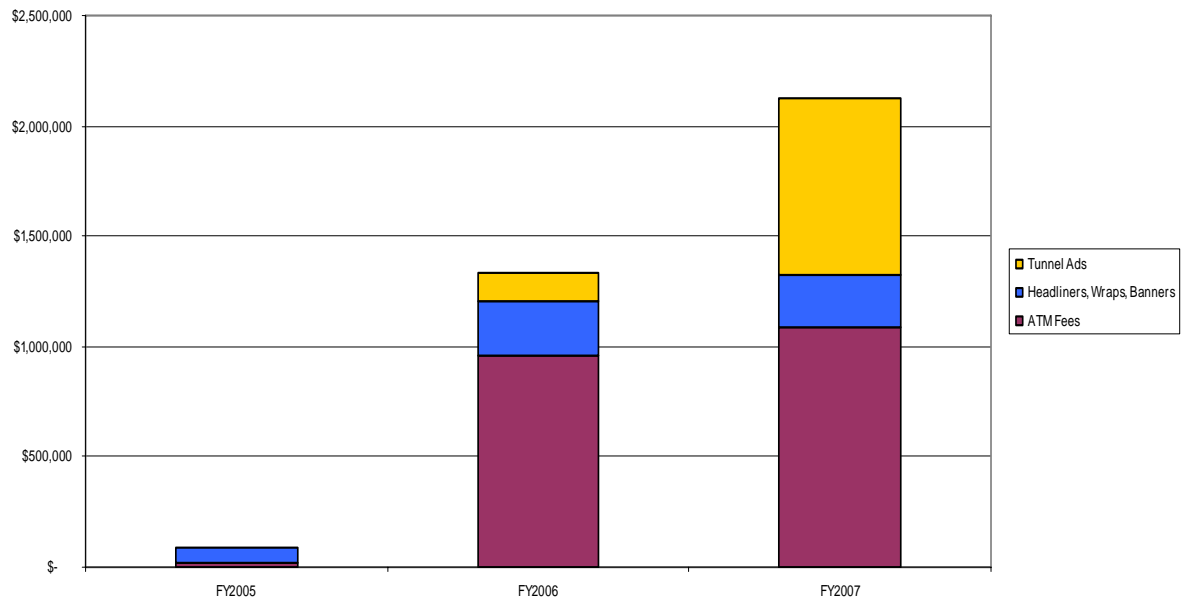
# Revenues are growing from enhanced advertising initiatives including ATM fees

Enhanced ad and ATM revenues began during FY2005

First full-year ATM revenues will be received in FY2006

Tunnel ad revenues are projected to begin in spring 2006, and FY2007 will be the first full year with tunnel ad revenues

Supplemental Revenues by Fiscal Year





## Proposed investments of \$2 million of non-passenger revenues in FY2007

- New Sales and Service Center at L'Enfant Plaza station to meet growing customer demand for SmarTrip®-related services ... \$433,500
  - Trip Planner enhancements to provide other vital information, such as service delays, elevator/escalator outages, emergencies..... \$200,000
  - Pilot project of electronic signs in unpaid area at two rail stations to provide real-time information about service status before customers purchase fare or enter faregate .....\$200,000
  - Upgrade station signage at next major transfer station like new standards at Gallery PI-Chinatown station ..... \$900,000
  - Purchase more bomb-resistant trash cans for customer areas in rail stations ..... \$250,000
- Total ...\$1,983,500



**Fiscal 2007 Proposed Budget**  
**CUSTOMER CONTRACT SERVICES**

**Budget Committee**  
**Jan 12, 2006**



## FY2007 Proposed Budget

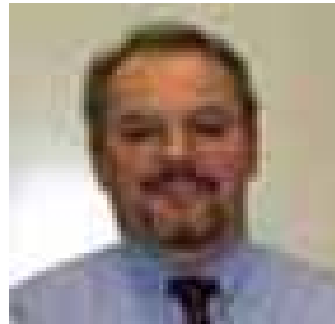
Manage contracts that provide services directly to our customers. To provide cost-effective, efficient user-friendly services for our customers (transportation services, fare collection and parking services).



Pamela Wilkins,  
Assistant General Manager



Christian Kent,  
Director, MACS



Craig Maxey,  
Manager, SMRT



Raymond Stoner,  
Contracting Officer, PARK

**33 Budgeted Positions**



# FY2007 Proposed Budget

## Operating Expense (\$ in 000's):

	FY2006	FY2007	Change	
Labor	\$ 1,676	\$ 1,849	\$ 173	
Fringes	520	600	81	
Services	56,012	62,955	6,943	
Materials	76	79	3	
Leases	250	500	250	
Other	\$ 14	\$ 18	\$ 4	
<b>Total</b>	<b>\$ 58,548</b>	<b>\$ 66,002</b>	<b>\$ 7,454</b>	<b>13%</b>

	FY2006	FY2007	Change	
Capital Expense	\$ 700	\$ 934	\$ 234	33%

### Major cost drivers and program changes:

- Begin implementing advanced SmarTrip services throughout the Washington region
- Restructure and rationalize the Guaranteed Parking Program
- Continue implementation of new paratransit services contract, and restructure service delivery model to improve on-time performance and cost efficiency



## FY2007 Proposed Budget

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### **Work Product / Output**

- **Manage contracts for SmarTrip clearing and system development, parking facilities and paratransit service**

### **Work Supported by Budget**

- **Provide for financial clearing and settlement, card distribution, control and customer service for Regional transportation**
- **Rationalize and retool the number and location of Guaranteed Parking spaces, market those spaces to ensure maximum utilization, and improve the revenue performance of the program**
- **Improve on-time performance of Metro-Access via use of automatic vehicle location system, and enforce productivity goals (trips/vehicle/hour)**

### **Major Assets Operated/Maintained**

- **SmarTrip Regional Clearinghouse**
- **58,198 park and ride spaces at 20 garages and 35 lots**
- **310-vehicle paratransit fleet operating over 1.45 million trips annually**





### **Work Product / Output**

- **Manage Regional SmarTrip® System and contracts for required changes to WMATA fare collection infrastructure**
- **Manage operation of Regional Customer Service Center**
- **Coordinate Partner Agency activities in Regional SmarTrip® System**
- **Coordinate WMATA efforts on use and expansion of contactless smart cards**

### **Work Supported by Budget**

- **Provide SmarTrip® card distribution, management and customer service**
- **Coordinate financial clearing & settlement for Regional SmarTrip® System**
- **Assure SmarTrip® and contactless smart card efforts further WMATA goals**

### **Major Assets Operated**

- **SmarTrip® Regional Customer Service System**
- **Regional System of Participating Agencies**



## **Performance Measures**

- **Monthly Active Card Count**

## **Measure Tracks**

- **Number of SmarTrip® cards used at least once in previous six months**

## **Link to Budget**

- **Major variable cost driver in Regional Customer Service Center contract**



## **FY2007 Proposed Budget**

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### **Office of Parking Lot Management**

#### **Work Product /Output**

- **Manage WMATA's parking facilities which provides transit system access to customers.**
- **Administer parking contract for all WMATA Park and Ride facilities.**
- **Report revenue, forecast projections, and program for future improvements to services and facilities.**
- **Advise joint development program with respect to parking as it pertains to the joint development process.**

#### **Work Supported by Budget**

- **Support Park and Ride customer base of 50,000 customer per day**
- **Manage Reserve Parking Program for 6,000 patrons per month**
- **Ensure that station parking access is maintained or improved during joint development projects**
- **Ensure that parking facilities are constructed to WMATA standards and meet the operational needs with respect to Federal, State or local guidelines**

#### **Major Assets**

- **20 garages and 35 surface lots**
- **58,198 Park and Ride spaces, of these 5,824 are reserved spaces available for an additional \$45/month reservation fee, plus the daily parking fee**
- **44 stations with Kiss and Ride spaces, taxi stands, motorcycle, car sharing, ADA accessible and 3,592 meters**



### **Performance Measures**

- **Monitor and track revenues collected, customer complaints, and inventory of smart cards in weekly report to GM/CEO**
- **Monitor revenue transactions each day and track budget vs. actual revenue collected**
- **Audit contractors performance electronically and through field audits to determine contract compliance**

### **Measure Tracks**

- **Track revenues collected**
- **Customer complaints**
- **Use of smart cards and related inventory**
- **Determine contract compliance**

### **Link to Budget**

- **Monitor, track, and report revenue**



### **Work Product /Output**

- **MetroAccess provides freedom of mobility to people with disabilities throughout the WMATA service area**
- **In coordination with Office of ADA Programs, implementation of aggressive program to encourage migration of paratransit patrons to accessible Metrorail and Metrobus services (goal is 5%) and to control the cost of service delivery**

### **Work Supported by Budget**

- **Fewer missed and excessively late trips through improved performance monitoring and customer service**
- **In-house management of eligibility function and promotion of Free Ride program will divert discretionary customers to less expensive fixed-route modes**

### **Major Assets**

- **310 vehicle fleet that includes 76 sedans and 234 vans**
- **Over 1.45 million passenger trips annually**
- **Over 6,500 trips scheduled daily**



## FY2007 Proposed Budget

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### Office of MetroAccess Services

#### Performance Measures and/or Benchmarks

- Safety
- Customer Service
- On-Time Performance – 93.5% or better, incentive at 95%
- Productivity – 1.2 passengers per hour or better
- 100% compliance with mandatory Drug & Alcohol Program requirement

#### Measure Tracks

- Accidents per 100K miles
- Complaints per 100K customers
- Number of trips provided on-time as a percentage of all trips
- Trips per hour
- Compliance with federal Drug & Alcohol Program – testing, discipline as required

#### Link to Budget

- Increased field supervision yields superior driver development
- More efficient communications equipment and complaint tracking capability yields higher quality responses to customer inquiries
- Improvements in scheduling and AVL technology allows staff to proactively manage demand and prevent trips from becoming late



**Fiscal 2007 Proposed Budget**  
*Operations Support Offices*

**Budget Committee**  
**Jan 12, 2006**

## Operations Support Offices (ADAP, OLIA and OPAS)







# Operations Support Offices Overview

- **The Operations Support Offices are responsible for service planning, scheduling and monitoring; OPER technical resource planning and Personnel Management; OPER Annual Budget Preparation and Execution; Coordination Of OPER related construction projects and administration of Americans with Disabilities Programs.**



# FY2007 Proposed Budget

## Operations Support Offices (OPAS, ADAP,OLIA)

Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 18,228	\$ 18,346	\$ 118	
Fringes	5,658	5,964	306	
Services	742	732	(10)	
Materials	299	310	11	
Other	36	38	2	
<b>Total</b>	<b>\$ 24,963</b>	<b>\$ 25,390</b>	<b>\$ 427</b>	<b>2%</b>

**Major cost drivers and program changes:**

- No significant expense change.

	FY2006	FY2007	Change	
Capital Expense	\$ 781	\$ 792	11	1%

	<i>Change From</i>
	<i>FY2007</i>
	<i>FY2006</i>
<b>Budgeted Positions:</b>	<b>360</b>
	<b>0</b>



# FY2007 Proposed Budget

## Operations Planning and Administrative Support

Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$ 17,642	\$ 17,740	\$ 98	
Fringes	5,476	5,768	292	
Services	585	577	(8)	
Materials	279	288	9	
Other	2	2	-	
<b>Total</b>	<b>\$ 23,984</b>	<b>\$ 24,375</b>	<b>\$ 391</b>	<b>2%</b>

**Major cost drivers and programs changes:**

- No significant expense change.

	FY2006	FY2007	Change	
Capital Expense	\$ 177	\$ 180	3	2%

	<i>Change From</i>	
	<i>FY2007</i>	<i>FY2006</i>
<b>Budgeted Positions</b>	<b>345</b>	<b>0</b>



### **Operations Planning and Administrative Support**

#### **Provides the following support to the Department of Operations:**

- **Route Planning Service Scheduling and Monitoring**
- **Monitoring Passenger Traffic**
- **Operations Budget Preparation**
- **Personnel and Labor Oversight**
- **Operations Personnel Training and Emergency Preparedness**

#### **Work Product / Output**

- **Planning and Scheduling Branch defines bus and rail service, analyze passenger traffic patterns and develop schedules.**
- **Budget Group provides technical support and guidance in development and execution of the Department of Operations annual budget.**
- **Personnel and Labor Branch ensures personnel policy consistency.**
- **The Training Branch work with Partner Offices to ensure the most qualified candidates are accepted into Trainee Programs.**
- **Emergency preparedness staff represent WMATA Operations and Jurisdictional task forces.**



## **Operations Planning and Administrative Support**

### **Work Supported By Budget**

- **Implementation of new scheduling technology resulting in \$1M labor savings for Bus and Rail in FY06 and additional \$1M savings in FY07.**
- **Develop Bus and Rail service plan schedules for 180 bus routes and 5 rail lines to meet customer demand.**
- **Guide 7 Budget Analyst in the Annual Budget Preparation and Justification.**
- **Manage and analyze absenteeism and vacancy statistics for Operations approximately 8,500 employees.**
- **Provide training to approximately 150 Technical Skills Program Trainees.**
- **Develop and distribute security readiness material/information to WMATA's approximately 10,700 employees.**



## **Operations Planning and Administrative Support**

### **Performance Measures and/or Benchmarks**

- **Bus and Rail Productivity report showing performance of all routes.**
- **Provide tracking for all Bus and RAIL Operating Statistics for FTA.**

### **Link to Budget**

- **Analyze Bus and Rail service to identify under utilized routes and reallocate to maximum customer service.**
- **Delivery of 6000 Series Cars reduce over crowding on Rail Service.**



# FY2007 Proposed Budget

## American with Disabilities Act Program (ADAP)

### Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$336	\$352	\$16	
Fringes	104	114	10	
Services	149	147	(2)	
Materials	13	14	0	
Other	14	15	1	
<b>Total</b>	<b>\$ 617</b>	<b>\$ 642</b>	<b>\$ 25</b>	<b>4%</b>

### Major cost drivers and program changes:

- No significant expense change.

	FY2006	FY2007	Change
Capital Expense			

	<i>Change From</i>
	<i>FY2007 FY2006</i>
Budgeted Positions	7 0



### **American with Disabilities Act Program**

#### **Work Product / Output**

ADAP provides technical support to the overall agency effort to maintain and improve ADA Compliance, provides ADA related training and works to increase use of Metrobus and Metrorail by people with disabilities.

#### **Work Supported by Budget**

- 57 Quality Assurance Metrorail Station Inspections
- 15 engineering projects minimum - access review/recommendations
- ADA acceptance inspections new equipment/facilities
- Staff support to 12 E&D Committee Meetings
- Coordination with FTA, State, Local ADA groups and projects
- 200 ADA related training classes held
- 3500 enrollments in Reduced Fare Program
- 600 new enrollments in MACS Free Ride
- 50 travel training sessions
- 75 direct outreach events to agencies and customers with disabilities
- Customer satisfaction measurement Metrobus accessibility





# FY2007 Proposed Budget

## Operations Liaison

Operating Expense: (\$ in 000's)

	FY2006	FY2007	Change	
Labor	\$250	\$254	\$4	
Fringes	78	82	5	
Services	8	8	-	
Materials	7	8	0	
Other	20	21	1	
<b>Total</b>	<b>\$ 363</b>	<b>\$ 373</b>	<b>\$ 10</b>	<b>3%</b>

Major cost drivers and program changes:

- No significant expense change.

	FY2006	FY2007	Change	
Capital Expense	\$ 604	\$ 612	8	1%

Change From

FY2007 FY2006

Budgeted Positions	8	0
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### Operations Liaison

#### Work Product / Output

- OLIA is responsible for the coordination of all operations and maintenance related to the design, construction, startup and rehabilitation of equipment facilities, structures and services. Operation resources are also provided for start-up projects, adjacent construction and other special tests, projects and studies as needed.

#### Work Supported by Budget

- Single point of contact for capital, IRP, and maintenance projects from design to acceptance/start-up
- Assure project development and implementation meet Operations department
- Deliver a first class product to Operating department offices on schedule and ready for full function and use.