

FY2006 Budget  
Board Budget Committee request for information

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<b>BBC Date</b>	<b>Tracking #</b>	<b>Question/Requested Information</b>
9-Feb-06	22	Review provisions in the current auctioneer contract that may prevent WMATA to hire another vendor to do auction over the internet.
9-Feb-06	23	Analysis of workload and turnaround time for processing DBE certifications. Establish FY07 performance measures for DBE certification and compliance.
9-Feb-06	24	Vacancy rates for entry positions.
9-Feb-06	25	Information on wellness program.
9-Feb-06	26	Turnaround time for vendor payments
9-Feb-06	27	1. Analysis of all added, deleted, and shifted positions between offices. 2. Identify budget underfunding and overfunding associated with position shifts. 3. Document what the current "rules" are regarding position control.
9-Feb-06	28	Description of functions for the newly created Policy Analysis Section in the Department of Public Affairs and Strategic Programs.

Board Request: **Review provisions in the current auctioneer contract that may prevent WMATA to hire another vendor to do auction over the internet.**

Date Requested: 2/9/2006

Tracking Number: 22

Assigned to Dept/Office: WFDA

Contact Person: Bill Scott

**Executive Summary Reply:**

The Authority has several means of disposing of excess and surplus property. If the decision is made to dispose of the material through the auctioning process, then the Authority must fulfill the requirement by using the auctioneer contract that is in place. The auctioneer contract expires on May 12, 2006. The Authority can structure the follow-on contract to permit the use of other alternative means for auctioning, including auctioning over the internet.

Board Request: **Analysis of workload and turnaround time for processing DBE certifications. Establish FY07 performance measures for DBE certification and compliance.**

Date Requested: 2/9/2006

Tracking Number: 23

Assigned to Dept/Office: WFDA

Contact Person: Bill Scott

**Executive Summary Reply:**

Analysis of workload and turnover time for processing DBE certifications. Establish FY-07 performance measures for DBE certification and compliance.

**1. WORKLOAD AND TURNAROUND TIME FOR DBE CERTIFICATIONS**

There are currently 48 applications for certification in process. WMATA's turnaround time from the date of application to the date of certification is 90 to 120 days. However, the Federal requirement is to complete the certification process in 90 days from the date the completed application is received, with an additional 60-day extension, if warranted. WMATA's experience in processing certifications is two to three weeks from the time the completed application is received. On the basis of the above, the certifications that are currently pending will be completed within the regulatory requirement of the 90 days, and with the existing resources.

**2. FY-07 PERFORMANCE MEASURES**

date with no certifications beyond the timeframe. The longest time in the certification process is consumed by the compilation and assembly of the documentation that is required to support the application. In order to improve the process, we plan to provide enhanced customer service to the DBE community in the form of guidance and assistance relating to the type and extent of the documentation that will be needed to be compiled by the applicant. To that end, a meeting, or a teleconference will be held, as soon as practicable after the initial application is received, to review jointly with the applicant what has been submitted, and what additional documentation will be required to complete the application. This action will significantly reduce the administrative process for the DBE certification. Another element that we plan to introduce pertains to reciprocity of DBE certifications. We plan to enter into a "Memorandum of Agreement" with federal and state agency's whereby a company that is certified by either party of the agreement will also be certified by the other. In the area of compliance, we plan to coordinate our DBE compliance function with the contract administration function. This cross-functional coordination will facilitate the exchange of information between the two groups, and in turn will allow better monitoring of the DBE participation results and the payment process including payments for DBE firms and turnaround time for such payments. The existing workload and the performance measures that we plan to undertake, in both the "DBE Certification" and the "Compliance" areas can be accomplished with the resources that are currently authorized.

Board Request: **Vacancy rates for entry positions.**

Date Requested: 2/9/2006  
Tracking Number: 24  
Assigned to Dept/Office: WFDA  
Contact Person: Bill Scott

**Executive Summary Reply:**

Position	Budgeted	Vacancy	Vacancy Rate
Bus Cleaner	32	2	6.25%
Rail Cleaner	136	13	9.56%
Janitor	270	9	3.33%
Laborer	56	8	14.29%
<b>Total</b>	<b>494</b>	<b>32</b>	<b>6.48%</b>

Requirements:

**Bus Cleaner**  
Applicant must be a high school graduate or possess a GED, must be at least 18 years of age; must be able to understand and follow written and oral instructions; must be able to perform a variety of manual tasks under continuous exposure to various weather conditions; and must have the ability to lift 30 pounds (lbs.) and occasionally up to 50 lbs.

**Rail Car Cleaner**  
Applicant must be a high school graduate or possess a GED, must be at least 18 years of age; must be able to understand and follow written and oral instructions; must be able to perform a variety of manual tasks under continuous exposure to various weather conditions; and must have the ability to lift 30 pounds (lbs.) and occasionally up to 50 lbs.

**Janitor**  
High school Diploma or G.E.D with previous janitorial experience. Possession of valid Driver's License.

**Laborer**  
High School or GED and the ability to operate various general purpose vehicles of the Authority is required. Ability to work from ladders and other height reaching devises, ability to lift and/or move heavy items by use of physical/mechanical stress and the ability to communicate effectively. Experience in or ability to learn operation of air tools, i.e., airguns, air hammer and pavement breakers is required. A valid driver's license with a safe driving record is also required.

Board Request: **Information on wellness program.**

Date Requested: **2/9/2006**  
Tracking Number: **25**  
Assigned to Dept/Office: **WFDA**  
Contact Person: **Bill Scott**

**Executive Summary Reply:**

A wellness component to WMATA's Non-represented and Local 2 Health and Welfare plan was added during the last round of the Health care RFPs. The current contract with CIGNA provides employees with the option of expanding their health options through CIGNA HealthCare's Healthy Rewards programs. Employees are given access to a range of health and wellness programs and services at discounted prices.

The Authority is currently working with its largest union, Local 689, membership approximately 7000+ persons, to broaden both the wellness component and incorporate a disease management component into their health plans. The Local 689 Health and Welfare office will be offering a more comprehensive approach to wellness for Local 689 employees during the next three months for Kaiser Permanente participants. The new program provides for and encourages a more pro-active and individualized approach to wellness. The promotion of this program will coincide with the next open enrollment period and will include a health risk assessment initiative offered to Local 689 employees. The program eventually may be extended to all 689 employees. Additionally, an RFP for a disease management program is being initiated that will offer this program to both active and retirees of Local 689. The program targets specific diseases within the WMATA workforce and allows the provider to work with individual affected employees. The Authority will be moving to add wellness programs to all of its contracts as they come up for renewal.

Board Request: **Turnaround time for vendor payments**

Date Requested: 2/9/2006  
Tracking Number: 26  
Assigned to Dept/Office: ACCT/PDEC  
Contact Person: Kathy Smith

**Executive Summary Reply:**

Operating payments: Terms for the most operating vendors are 30 days. The majority of these invoices are paid within these terms, with less than 15 % taking longer in order to resolve issues.

Capital payments: Invoices for capital projects are mailed by the vendors to the project managers. These invoices are then negotiated by the project managers with the vendor for acceptance. After the project manager and vendor agree, the invoice is forwarded to the Accounting Office for payment. Once the invoice is received in Accounting, the payment process normally takes place in less than 30 days. The total process, from the time an invoice is received by the project manager to when Accounting pays the bill, normally takes between 30 and 60 days from the date of the invoice.

In November, 2005 the Authority converted to PeopleSoft for the capital payments. At that time there were approximately 900 requisitions that were not completed and therefore not converted. This created a backlog of payments for which a team was assembled to process the backlog. At this time the majority of the backlog has been resolved.

Board Request: **1. Analysis of all added, deleted, and shifted positions between offices. 2. Identify budget underfunding and overfunding associated with position shifts. 3. Document what the current "rules" are regarding position control.**

Date Requested: 2/9/2006

Tracking Number: 27

Assigned to Dept/Office: FIMA

Contact Person: Rick Harcum

**Executive Summary Reply:**

**Q. Does the FY07 Proposed Budget include any "unfunded" positions, or other positions that do not have proper labor amounts assumed in the cost calculations for their offices.**

A. No. The FY07 budget for positions and labor dollars is correct.

However, there is a printing mistake on page 13 of the FY07 budget book. Page 13 incorrectly shows 45 new positions being added to the Metro Transit Police Department. The actual number is 23. The proposed budget includes funding for 23 additional police for increased enforcement on Metrobus. This program costs \$1.8 million and has been absorbed in the budget within the Board Guidance. An unbudgeted "Above Guidance" program, also costing \$1.8 million, requires the 45 new positions incorrectly displayed on page 13. Future accounting for budgeted positions will correctly display 23 added positions instead of 45.

**Q. Does the FY06 Budget include any "unfunded" positions, or other positions that do not have proper labor amounts assumed in the cost calculations for their offices?**

A. Yes. There are currently 4 positions in the Office of Public Affairs and Strategic Programs, as was discussed at the last Budget Committee meeting, and there are 5 positions in the Office of Customer Contract Services. These positions were established during the GM/CEO's implementation of the WMATA reorganization approved by Board resolution 2005-05. The second to last RESOLVE of that resolution was understood to mean there would be no net increase in headcount above the approved budget level of 10,451. To accommodate the need for the positions identified above, vacancies were transferred to these offices. Authority for this was designated by the GM/CEO to the DGM-WFA (see attached memo).

**Q. What are the current rules regarding position budgeting?**

A. See attachment.

Q. What are the current rules regarding position budgeting?

A. Staff research has identified the following documents that address position budgeting. All are attached as an appendix.

- *Board Resolution 2005-05 Proposed Reorganization*. Discussed above.
- *Board Resolution 2005-24 Approval of Fiscal 2006 Operating Budget and Operating Reimbursable Projects* Defines the budget to include 10,451 positions.
- *Board Resolution 1999-21 Reprogramming Policy* Sets forth that any action affecting the operating budget requiring an increase in positions be presented to the Budget Committee for review and approval.
- *Board Resolution 2000-43 Revised IRP Reprogramming Policy* Unlike the operating reprogramming resolution, there is no restriction on changing capially funded positions.
- *GM/CEO Memorandum, March 14, 2005 Involuntary Reassignments for Non-Represented Employees* The last paragraph authorized the DGM-WFDA to move budgeted positions throughout the Authority. This does not authorize the movement of budgeted funds throughout the Authority, which is controlled at the Board level.
- *Staff Summary Sheet, June 22, 2000 Job Sharing/Part-time employment policy* Allows for increasing the number of budgeted positions without Board approval when one full-time position is converted to two part-time positions.



SUBJECT: PROPOSED REORGANIZATION

2005-05  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, Pursuant to the Washington Metropolitan Area Transit Authority (WMATA) Compact, the General Manager acts as the Chief Executive Officer of the Authority and, subject to policy direction by the Board of Directors, is responsible for all activities of the Authority; and

WHEREAS, Organizational hierarchy and reporting relationships are important ingredients in managing the business of the Authority; and

WHEREAS, The Board's recent focus on a "back to basics" approach with emphasis on both customer service and improved reliability has prompted a restructuring of the Board Committee functions; and

WHEREAS, It is important for the WMATA organization to provide for a structure that promotes greater accountability and responsiveness, that provides for increased focus on customer service and improved reliability, and that better aligns itself with the Board of Directors Committee structure, now therefore be it

*RESOLVED*, That the Board of Directors of WMATA approves the reorganization of WMATA as generally depicted in the attached organization chart (Attachment 1); and be it further

*RESOLVED*, That the Board of Directors approves the attached listing of Executive Management positions (Attachment 2); and be it further

*RESOLVED*, That the Board of Directors approves the appointments of Mr. Takis Salpeas as Deputy General Manager, Planning and Development, Mr. William Scott as Deputy General Manager, Workforce Development and Administration; and Mr. Harold Bartlett as Chief of Staff; and Mr. James Stewart as Auditor General; and be it further

*RESOLVED*, That the new organization will be implemented with no increase to either the FY 2005 Approved Budget or the FY 2006 Proposed Budget. Although the new organization will result in four net new positions, four positions will be abolished as

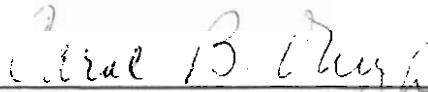
follows: a General Superintendent position, resulting from the mergers of System Maintenance and Track and Structures; the Director of Board and Executive Management Relations, the Deputy Director of Property Development and Management, and the Assistant Director of Operations Planning and Administrative Support; and be it further

*RESOLVED*, That the General Manager/Chief Executive Officer is authorized to add, delete, or modify existing policies, practices and procedures consistent with the structure and titles of the new organization; and be it further

*RESOLVED*, That the General Manager/Chief Executive Officer is authorized to make minor adjustments to the reorganization during the implementation stage consistent with no increase in budget or headcount; and be it finally

*RESOLVED*, That this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency:

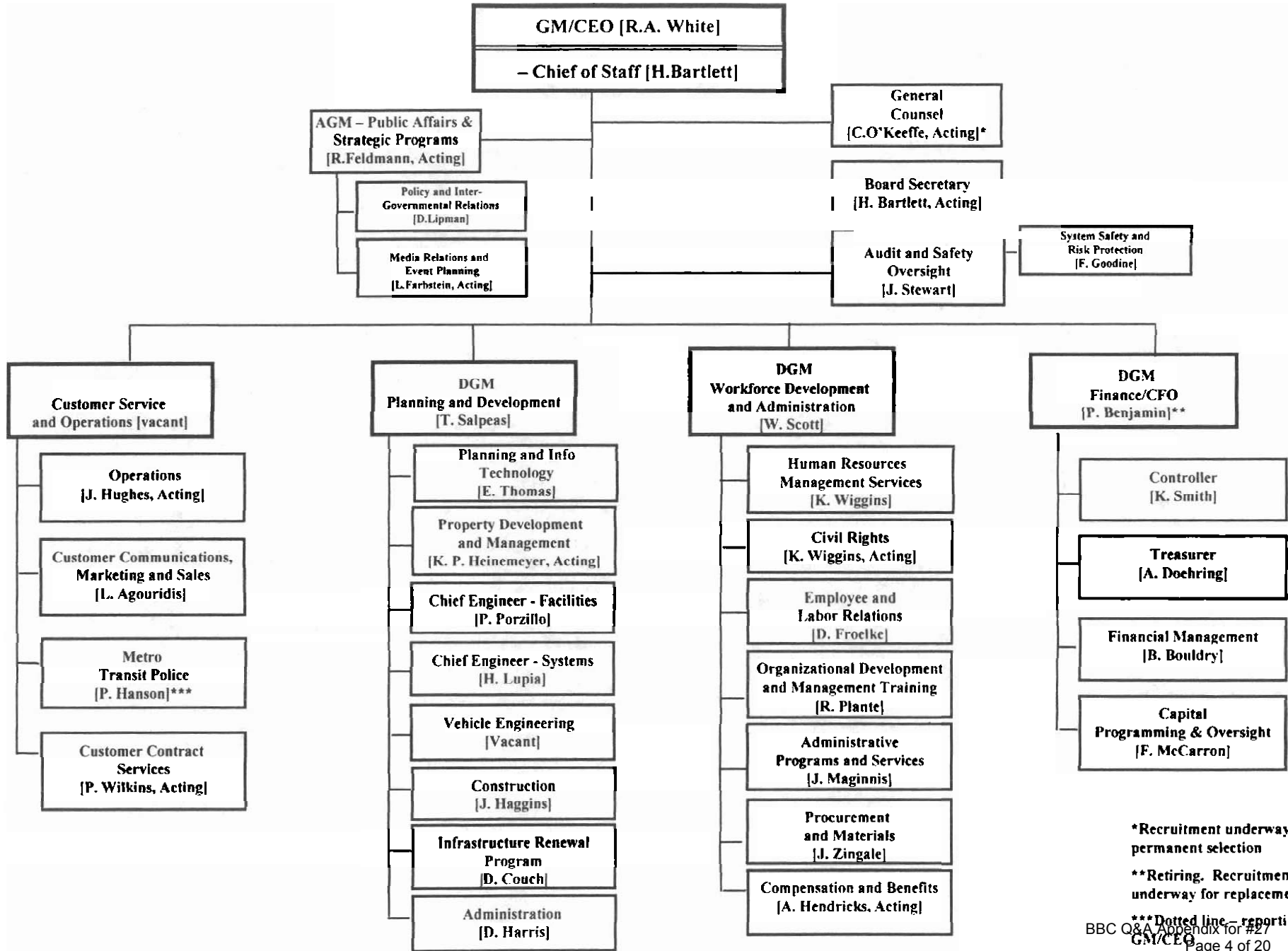


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Carol B. O'Keeffe  
Acting General Counsel

# Board of Directors

March 17, 2005



\*Recruitment underway for permanent selection

\*\*Retiring. Recruitment underway for replacement

\*\*\*Dotted line - reporting to

Executive Management PositionsCURRENT

General Manager/Chief Executive Officer  
 Secretary and Chief of Staff  
 Deputy General Manager, Operations  
 Assistant General Manager, Finance/Chief Financial Officer  
 Assistant General Manager, Capital Projects Management  
 Assistant General Manager, Workforce Development &  
 Diversity Programs  
 General Counsel  
 Chief Metro Transit Police Department  
 Assistant General Manager, System Safety &  
 Risk Protection  
 Assistant General Manager, Communications  
 Assistant General Manager, Planning and  
 Strategic Programs  
 Chief Operating Officer, Bus  
 Chief Operating Officer, Rail

PROPOSED

General Manager/Chief Executive Officer  
 Chief of Staff  
 Deputy General Manager, Customer Service  
 and Operations  
 Deputy General Manager, Finance/Chief Financial  
 Officer  
 Deputy General Manager, Planning & Development  
 Deputy General Manager, Workforce Development  
 and Administration  
 General Counsel  
 Chief Metro Transit Police Department  
 Assistant General Manager, System Safety &  
 Risk Protection  
 Assistant General Manager, Customer Communications,  
 Marketing and Sales  
 Assistant General Manager, Planning  
 and Information Technology  
 Chief Operating Officer, Bus  
 Chief Operating Officer, Rail  
 Assistant General Manager, Operations  
 Assistant General Manager, Public Affairs &  
 Strategic Programs  
 Assistant General Manager, Customer Contract  
 Services  
 Board Secretary  
 Auditor General



## Washington Metropolitan Area Transit Authority STAFF SUMMARY SHEET

ROUTING	TO	BY DATE	FOR	DATE
				March 17, 2005
1	BOARD	3-17-05	X APPROVAL	SUBJECT: Ratification of Reorganization
2	BOARD	3-17-05	X VOTE	
			CONCURRENCE	PREPARED BY: Harold Bartlett <i>Harold Bartlett</i> EXTENSION: X1300
			INFORMATION	DEPARTMENTAL APPROVAL: Richard White X1000

IMPLICATIONS (The implications checked below are involved in this action, and are discussed below or provided as a separate enclosure, and have been considered in the attendant recommendation.):

- |   |  |                                    |                                      |  |
|---|--|------------------------------------|--------------------------------------|--|
| <input type="checkbox"/> CIP              | <input type="checkbox"/> RAIL CAPITAL CONST. | <input type="checkbox"/> MANPOWER  | <input type="checkbox"/> CONSULTANTS | <input checked="" type="checkbox"/> NONE |
| <input type="checkbox"/> OPERATING BUDGET | <input type="checkbox"/> PUBLIC INFORMATION  | <input type="checkbox"/> LEGAL     | <input type="checkbox"/> SAFETY      |  |
| <input type="checkbox"/> RAIL OPERATIONS  | <input type="checkbox"/> BUS OPERATIONS      | <input type="checkbox"/> POLITICAL | <input type="checkbox"/> OTHER       |  |

(NARRATIVE)

**Purpose:** To obtain Board approval of a resolution for a reorganization of WMATA including approval of a revised listing of Executive Management positions, and the appointments of Mr. Takis Salpeas as Deputy General Manager, Planning and Development; Mr. William Scott as Deputy General Manager, Workforce Development and Administration; Mr. Harold Bartlett as Chief of Staff; and Mr. James Stewart as Auditor General.

Discussion:

**Rationale for Reorganization:**

WMATA has had numerous successes and faces several key challenges. The existing organization has played a very important role in providing mobility to the residents of the National Capital Region and in helping to promote a high quality of life and access to opportunity for all. Our ability to continue to meet the expectations of our customers and regional stakeholders is impacted by our "aging pains" and our "growing pains".

COORDINATION (Routing)	Initial	Date	COMP	ENCLOSURE(S):
RAIL			COUN	GENERAL MANAGER ACTION: <input type="checkbox"/> Approved. <input type="checkbox"/> Approved for Submission to the Board.  <i>Richard White</i> <u>3/16/05</u> <small>Signature Date</small>
BUSV				
CIVR				
HMRS				
CAPM				
.COM			SECT	BOARD ACTION (When Required): Approved by the Board of Directors on <u>3/17/05</u>  <i>Harold M. Bartlett</i> <small>Secretary</small>
ADA			Deputy/ Admin.	
FIMA				
PROC				
GOVR				
AUDT				
SAFE			Deputy/ Oper.	
OPAS				
ITSV				

Recently, perceptions that people have of our organization have been negatively impacted by several high profile incidents, the recent decline in our service reliability primarily due to deferred investments and by the cumulative effect of back-to-back fare increases. It is more important now than ever before to demonstrate our resolve to do the best job possible with the resources that are given to us and to regain the confidence of our customers and stakeholders.

This new organization will have more direct lines of responsibility and accountability and is designed to be more responsive to organizational corrective/process improvement actions. It will support significantly our recommitment to a Back-to-Basics program of safe, reliable and clean WMATA transit services. It streamlines our Operations Department to focus on a primary mission of service delivery. This includes a reorganization of rail operations to create a decentralized rail line ownership and accountability. It improves our capability to be responsive to customer feedback and to receive customer input. It improves our capability to deliver on major capital project implementation, particularly for rolling stock contracts. It creates a higher level of organizational focus on managing our major contract services that are highly visible to our customers. It consolidates our operating and capital budgeting and financial management for fiscal accountability. It ensures organizational compliance for implementing internal independent reviews resulting from audit and safety evaluations. It clearly assigns organizational responsibility for workforce issues related to personnel actions, compensation, and management performance in order to ensure organizational consistency. Finally the new structure better aligns the organization of WMATA staff to support the recent restructuring of the WMATA Board Committees.

**Reorganization Highlights:**

As previously indicated, the reorganization will be aligned around the new Board of Director Committees, creating four divisions, each to be led by a Deputy General Manager reporting to the GM/CEO:

- Division of Customer Service and Operations
- Division of Planning and Development
- Division of Workforce Development and Administration
- Division of Finance/Chief Financial Officer

In addition, the following smaller organizational units will report to the GM/CEO:

- Department of Public Affairs and Strategic Programs
- General Counsel
- Board Secretary
- Audit & Safety Oversight

Furthermore, the Board Secretary/Chief of Staff function will be reconstituted to separate out the Board Secretary function and to more effectively utilize the Chief of Staff function in the coordination of executive management activities and supporting the GM/CEO in the management of all matters of the Authority. The current line management responsibilities reporting to the Chief of Staff will be transferred to other parts of the organization. Harold Bartlett will be appointed as Chief of Staff

A more detailed description of the responsibilities for the new organizational units is as follows:

### **Division of Customer Service and Operations**

The DGM for this new division will be selected based on a national recruitment. The thrust of this division will be to coordinate and oversee all of the operational functions of the Authority. This includes the traditional operations and maintenance of rail and bus services and physical plant services as well as security, customer communications, and major operational contract services (i.e., paratransit services, parking services, and regional clearinghouse services).

The following units will report to this DGM:

- **Operations**

The Acting AGM for Operations will be Jim Hughes. In recognition of the vast and almost unwieldy scope of responsibilities for the current operations department, the new unit will be more streamlined and more focused on the core mission of operations and maintenance reliability of our basic services and infrastructure including support for our 1,000 Day Service Plan. Two major elements of the current organization will be reassigned. They are the Office of the Chief Engineer, which will be transferred to the Division of Planning and Development, and the Office of MetroAccess, which will be transferred to the new Department of Customer Contract Services.

- **Customer Communications, Marketing, and Sales**

The AGM for Customer Communications, Marketing, and Sales will continue to be Leona Agouridis. The focus of this organizational unit, as the name implies, will be on improving our communications and outreach with our customers, including marketing and sales programs. It will be responsible for supporting several of the major new initiatives recently announced by our Board of Directors, including the Riders Advisory Committee, Town Hall Meetings, and our Customer First Plan. Certain other functions are being transferred to other organizational units, as further described in this document.

- **Metro Transit Police Department**

The Chief of the Metro Transit Police Department will continue to be Polly Hanson. There will be no other changes to this unit. The Chief will have a dotted line reporting relationship to the GM/CEO for sensitive security and law enforcement matters.

- **Customer Contract Services**

This is a new unit to be created in recognition of growing importance and complexity of several services that are provided to our customers by private service providers under contract with WMATA. The Acting AGM for this Department will be Pamela Wilkins. This department is intended to strengthen our oversight of the delivery of contract services for the MetroAccess paratransit services program, our parking customer assistance program and our SmarTrip operations/regional clearinghouse services. Currently, these units are in different parts of the organization, and will now be consolidated and merged into the new office.

## **Division of Planning and Development**

The DGM for the division will be Takis Salpeas. This division will continue to be the primary manager of capital projects and programs, as currently constituted in the Department of Capital Projects Management (CAPM). In addition, it will assume the responsibility for the Planning and Information Technology function, the Real Estate and Property Development function, and the Operations Chief Engineer Function. This will help to provide additional engineering support to the operations division and to improve our delivery of major capital projects, particularly for major rolling stock contracts. It will continue to support important aspects of our 1,000 Day Service Plan. In addition to the units which currently report to CAPM, the following units will be added as direct reports to the reconstituted division:

- **Planning and Information Technology**

The AGM for Planning and Information Technology will be Edward Thomas. This unit will retain all of its existing responsibilities except for the Capital Programming and Oversight function, which will be transferred to the Department of Finance/CFO. An important area of emphasis for the unit will be access planning, including providing assistance to our real estate joint development program in the area of transit-oriented development. Another important area of emphasis will be on our Information Technology Renewal Program (ITRP). We are entering a critical phase of WMATA's ITRP, and more managerial attention and emphasis will be required to maximize the benefit of our investment in new business systems which are being implemented to replace our existing outmoded and non-integrated systems.

- **Real Estate and Property Development**

The Acting Director for Real Estate and Property Development is Dutch Heinemeyer. We are in the process of completing a recruitment for this position and anticipate an announcement on this in the near future. This unit will be closely coordinated with the Planning and Information Technology Department to help support transit-oriented development principles in our joint development program. This unit will be responsible for staffing the Board's Real Estate Committee, through the DGM.

- **Operations Chief Engineer**

The Operations Chief Engineer will continue to be Pat Porzillo. The previous offices of Operations Chief Engineer, Director Vehicle and System Engineering, and Director Engineering and Architecture have been realigned for greater efficiency and accountability of resources, to effectively support the daily operations of the system, and to maximize customer satisfaction and service reliability. Each of these three offices will be managed by a Chief Engineer that reports directly to the Deputy General Manager for Planning and Development. The new management structure will strengthen the Authority's rolling stock procurements, provide heightened engineering support for operations and expand technical expertise for new projects.



## **Division of Workforce Development and Administration**

The DGM for this division will be Bill Scott. This unit will retain all of its existing responsibilities as well as assume the managerial responsibilities for the Procurement and Materials Office. The focus of this unit will be to consolidate and strengthen the major internal administrative support functions that must be proactively working to support our operations. In addition, there needs to be a continued and even heightened emphasis on all aspects of our human resources. This division is being assigned clear organizational responsibilities for overseeing workforce issues relative to personnel actions, compensation and management performance, in order to ensure consistent organizational performance against a set of defined standards and procedures. The division will oversee important aspects of our 1,000 Day Service Plan as well as provide proactive communications for our employees.

## **Division of Finance/Chief Financial Officer**

A recruitment is underway for the DGM of Finance/Chief Financial Officer, to succeed Peter Benjamin who has announced his intention to retire at the end of the year. This division will continue to manage its existing functional responsibilities as well as assume the managerial responsibilities for the Office of Capital Programming and Oversight, upon the hiring of a permanent DGM. This will allow for a consolidation of all of the operations and capital financial management aspects of the Authority's business for fiscal accountability, and will integrate the staffing and development of items that go to our Board's Budget/Audit Committee.

## **Other Organizational Changes**

In addition to these four major divisions, four smaller organizational units will also report to the GM/CEO as follows:

### **Department of Public Affairs and Strategic Programs**

The Acting AGM for this unit will be Ray Feldmann. It will integrate the Office of Media Relations and Event Planning and the Office of Policy and Intergovernmental Relations. It will focus on providing strategic external messaging for the media, elected officials at the Federal, state and local levels, and major regional stakeholder groups. It will provide overall leadership in staffing and coordinating activities for the Board's new Policy and Legislative Committee. It will support the Regional Business Transportation Action Coalition (BTRAC) and will provide coordination, education and outreach for WMATA's funding needs, including support for the Board's call for a regional Summer Summit to help reach consensus on an approach to dedicated funding for WMATA.

### **General Counsel**

The Acting General Counsel will continue to be Carol O'Keeffe. We are in the final stages of a recruitment process to fill this position on a permanent basis and anticipate an organizational announcement on this shortly. There will be no further changes to this unit.

## **Board Secretary**

Harold Bartlett will serve as the Acting Board Secretary until a hiring process is completed for the new position. This position will serve as a central point of service for our Board of Directors and will work with the entire organization to coordinate the response to Board questions and issues. It will continue to be responsible for all Board mailings and for the distribution of Board and Committee agenda materials.

## **Audit and Safety Oversight**

Jim Stewart will continue to serve as Auditor General. In recognition of the importance of proactive and independent program reviews and investigations, this function will be a direct report to the GM/CEO. It will coordinate the work activities of WMATA's independent auditors for the Board of Directors. In order to maintain the independence of WMATA's safety oversight, the Department of System Safety and Risk Protection will report to the Auditor General. The AGM for System Safety and Risk Protection will continue to be Fred Goodine. There will be no other changes to this unit. Overall, the department will have responsibilities for ensuring organizational compliance for implementing independent reviews resulting from audit and safety evaluations. In recognition of the reporting relationship of System Safety and Risk Protection to the Auditor General and the direct reporting relationship to the General Manager/Chief Executive Officer, the Auditor General position will move from senior management status to executive management status.

**Impact on Funding:** The new organization will be implemented with no increase to either the FY 2005 Approved Budget or the FY 2006 Proposed Budget. Although there are four net new positions created, four positions will be abolished as follows: a General Superintendent position, resulting from the mergers of System Maintenance and Track and Structures; the Director of Board and Executive Management Relations, the Deputy Director of Property Development and Management; and the Assistant Director of Operations Planning and Administrative Support.

**Recommendation:** That the Board approve the attached resolution for a reorganization of WMATA including approval of a revised listing of Executive Management positions, and the appointments of Mr. Takis Salpeas as Deputy General Manager, Planning and Development; Mr. William Scott as Deputy General Manager, Workforce Development and Administration; and Mr. Harold Bartlett as Chief of Staff.

**PRESENTED AND ADOPTED: June 16, 2005**

**SUBJECT: APPROVAL OF FISCAL 2006 OPERATING BUDGET AND  
OPERATING REIMBURSABLE PROJECTS**

**2005-24  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

**WHEREAS, The Board of Directors has received and considered the comments of the local jurisdictions on the Proposed Fiscal 2006 Operating Budget; and**

**WHEREAS, The Board of Directors has received and considered the requests of the local jurisdictions to establish Fiscal 2006 Reimbursable Operating Projects; and**

**WHEREAS, The FY 2006 budget was developed to allow WMATA to recommit and refocus on a "back to basics" philosophy for the existing bus and rail system which emphasizes safety, reliability improvements, cleanliness and enhanced customer service; and**

**WHEREAS, The FY 2006 budget includes base service to continue the existing levels of transit service, service expansion to accommodate system and demand growth, and service quality enhancement; and**

**WHEREAS, The FY 2006 budget includes:**

- Transit service with 350 bus routes and nearly 1500 vehicles, and a 106 mile rail system serving 86 stations with over 1000 rail cars,
- \$10.2 million beyond the base budget for a series of new initiatives to support the "back to basics" focus, paid for without increasing subsidies,
- Opening new parking garages at West Falls Church, New Carrollton and College Park,
- Operational cost of adding 25 buses and 62 new rail cars to reduce crowding,
- Enhanced system security by increasing the police force to protect customers, employees, and the general public,
- Added inspection crews to identify track issues and increase rail station personnel to assist customers,
- Installing up to 300 explosion-resistant trash cans and expanding the cleaning program for the rail system,
- Increasing staffing of customer service functions to improve responsiveness and outreach,

**now therefore be it**

**Motioned by Mr. Kauffman, seconded by Mr. Tangherlini**

**Ayes: 6 - Mr. Kauffman, Mr. Deegan, Mr. Zimmerman, Mr. Smith, Mr. Graham, Mr. Tangherlini**

**RESOLVED**, That the Board of Directors approves the Fiscal 2006 Operating Budget providing for revenues of \$579,178,700 operating expenses of \$1,013,780,200; and an operating subsidy requirement of \$434,601,500 as well as a Fiscal 2006 debt service requirement of \$27,484,200; and approves a staffing level of 10,451 positions for FY06 Operating and Capital; and be it further

**RESOLVED**, That the jurisdictional shares of the Fiscal 2006 total subsidy, including debt service requirement are as follows:

District of Columbia	\$175,849,224
Montgomery County	\$81,467,244
Prince George's County	\$92,518,113
City of Alexandria	\$18,791,760
Arlington County	\$32,026,555
Fairfax City	\$988,084
Fairfax County	\$59,088,752
City of Falls Church	<u>\$1,355,966</u>
<b>Total</b>	<b>\$462,085,700</b>

as further detailed in Attachment A; and be it further

**RESOLVED**, That the Reimbursable Operating Projects that will be undertaken are as follows:

<b><u>Service</u></b>	<b><u>Subsidy</u></b>
College Park – Bethesda	\$480,000
Crofton - New Carrollton	\$220,000
Greenbelt – BWI	\$1,160,000
Charles County Service	\$870,000
Hybrid-Electric Bus Service	\$270,000
Springfield Circulator	\$490,000
Springfield Shuttle	\$110,000
Tyson's Reverse Commute	\$280,000
Access-to-Jobs	\$360,000
3Y Bus Route	\$150,000
Rosslyn Station Supervisor	\$60,000
Columbia Pike Street Supervisor	\$80,000
Pike Ride Operator Training	\$12,000
Maintain Pike Ride Signal Eqmt.	\$2,800
Transportation Tech School	\$300,000
DC Circulator	<u>\$5,500,000</u>
<b>Total</b>	<b>\$10,348,800</b>

and be it further

**RESOLVED**, That an operating project for customer service improvements of installing explosion-resistant trash cans on rail platforms and telephone call processing improvements shall be undertaken utilizing the revenues obtained from a Board approved enhanced advertising initiative, with the advertising revenues received and project's expenses recorded and reported to the Budget Committee; and be it further

**RESOLVED**, That the operating reserve will be maintained at 1% of the current operating expense budget, consistent with Resolution # 2003-50, and will not be increased without action of the Board of Directors; and be it further

**RESOLVED**, That the Board of Directors approves the carry over of funds from fiscal 2005 to fiscal 2006 with a total of \$1,745,000, \$945,000 for rail car carpet replacement and \$800,000 for bus information maps and shelters; and be it finally

**RESOLVED**, That this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

  
\_\_\_\_\_  
Carol B. O'Keeffe  
General Counsel

PRESENTED & ADOPTED: JUNE 22, 2000  
SUBJECT: REVISED IRP REPROGRAMMING POLICY  
#2000-43  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, beginning in fiscal 2000 the Board of Directors has determined that a quarterly report on the status of the Infrastructure Renewal Program will be presented to the Board Budget Committee and

WHEREAS the Infrastructure Renewal Program includes Internally Generated Funds as a funding source for projects; and

WHEREAS from time to time adjustments may be required to approved Infrastructure Renewal Program budgets and project funding levels; and

WHEREAS the Board Budget Committee has directed the General Manager to establish a budget amendment and reprogramming policy for the Infrastructure Renewal Program.

NOW, THEREFORE BE IT RESOLVED that the following actions affecting the Infrastructure Renewal Program budget shall require approval of the Board Budget Committee prior to submission to the Board of Directors:

initiation of any new project; or

amendment of any fiscal year's total budget in the approved six-year program; or  
any increase in IRP staffing; or

any reprogramming actions over \$200,000 on an annual cumulative basis between IRP projects in the current year's budget; and

BE IT FURTHER RESOLVED that when the General Manager submits an annual proposed IRP budget, the total amount of IRP Internally Generated Funds available shall be identified, the proposed use of all or part of these funds in the proposed IRP shall be provided, and any use of IRP Internally Generated Funds other than as included in an approved IRP budget shall require approval by the Board Budget Committee prior to submission to the Board of Directors; and

BE IT FURTHER RESOLVED that any reprogramming actions below the \$200,000 threshold will be identified and included in the quarterly report to the Board Budget Committee; and

BE IT FURTHER RESOLVED that the General Manager is authorized to approve reprogramming actions exceeding the \$200,000 limit on an emergency basis, as defined in the WMATA Procurement Regulations, provided that the Board Budget Committee be immediately notified of such actions; and

BE IT FURTHER RESOLVED that this Resolution supercedes Resolution #99-64 adopted on October 28, 1999 and shall be effective immediately.

Reviewed as to form and legal sufficiency

\_\_\_\_\_  
Cheryl C. Burke, General Counsel

Motion by Mr. Zimmerman, seconded by Mr. Graham, and unanimously approved.  
Ayes: 6 - Mrs. Mack, Mr. Trotter, Mr. Zimmerman, Mr. Graham, Mrs. Hanley, and Mr. Sickles

PRESENTED & ADOPTED: MAY 13, 1999  
SUBJECT: REPROGRAMMING POLICY

#99-21  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, the Authority Board of Directors approves an annual operating budget by department and by expense category and establishes the total number of authorized positions for the Authority; and

WHEREAS, the Authority Board of Directors has approved Resolution #97-31 (Attachment A) establishing procurement procedures and providing thresholds for procurements which require approval of the Board of Directors; and

WHEREAS, in approving the Fiscal 1999 Operating Budget (Resolution #97-21, Attachment B), the Authority Board of Directors resolved that expenditures which exceed \$25 thousand for programs not defined or provided for in the budget shall require Board approval; and

WHEREAS, from time to time approval by the Board of Directors may be required for adjustments to approved staffing and expenditure levels;

NOW, THEREFORE BE IT RESOLVED that the following actions affecting the operating budget shall require approval of the Board Budget Committee prior to submission to the Board of Directors:

Any action that requires an increase in the total number of positions Authority-wide; and

Any action that requires a transfer of funds between the personnel and non-personnel categories of expense; and

- Any action which meets the threshold for Board approval and results in a cumulative increase of \$200,000 in operating funds during the fiscal year:
  - from other than the category in which it is budgeted; or
  - from other than the department in which it is budgeted; or
  - in excess of the amount budgeted for any given category in any department; and

Any professional and technical services contracts over \$50,000 and any unbudgeted professional and technical services contracts over \$10,000; and

Any expenditures which exceed \$25 thousand for programs not defined or provided for in the budget and/or any new initiative which has out year

operating budget impacts; and

BE IT FURTHER RESOLVED that this Resolution shall become effective immediately.

Reviewed as to form and legal sufficiency.

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Cheryl C. Burke  
General Counsel

Motion by Mrs. Mack, seconded by Mr. Graham, and unanimously approved.  
Ayes: 6 - Mrs. Hanley, Mrs. Mack, Mr. Trotter, Mr. Zimmerman, Mr. Graham and Mr. Barnett



# M E M O R A N D U M



SUBJECT: Involuntary Reassignments For  
Non-Represented Employees

DATE: March 14, 2005

FROM: GM/CEO - Richard A. White

TO: Executive Leadership Team

Effective immediately, I am delegating Bill Scott, the Deputy General Manager, Workforce Development and Administration (DGM, WFDA) as my designee for the approval for most personnel policy and procedure matters covered by the WMATA Personnel Policy and Procedures Manual (PPPM), and by the Policy Instruction (P/I) Manual Section 7.0, Human Resources.

Bill will be responsible for the review and approval of all actions covered by the PPPM and by the P/I Manual, Section 7.0, that specify an approval requirement by the General Manager/CEO, with the exception of actions related to the designation and employment of Executive Management and Senior Management staff, and the approval of non-represented employee severance benefits.

In addition, I am authorizing Bill, when necessary, to reassign budgeted position control numbers (PCN) throughout the Authority with appropriate consultation.

A handwritten signature in cursive script, appearing to read 'Richard A. White', is positioned in the lower right quadrant of the page.



## Washington Metropolitan Area Transit Authority STAFF SUMMARY SHEET

ROUTING	TO	BY DATE	FOR	DATE
8	GMGR		APPROVAL	SUBJECT: <b>Job Sharing/Part-time employment policy</b>
9	Budget Committee		VOTE	PREPARED BY: <i>Carol O'Keefe/cob</i> EXTENSION:
10	Board of Directors		CONCURRENCE	<i>Carol O'Keefe, COUN x3531</i>
			INFORMATION	DEPARTMENTAL APPROVAL: <i>Cheryl Burke, General Counsel</i>

IMPLICATIONS (The implications checked below are involved in this action, and are discussed below or provided as a separate enclosure, and have been considered in the attendant recommendation.):

- |  |  |                                   |                                      |                               |
|--|--|-----------------------------------|--------------------------------------|-------------------------------|
| <input type="checkbox"/> CIP                         | <input type="checkbox"/> RAIL CAPITAL CONST. | <input type="checkbox"/> MANPOWER | <input type="checkbox"/> CONSULTANTS | <input type="checkbox"/> NONE |
| <input checked="" type="checkbox"/> OPERATING BUDGET | <input type="checkbox"/> PUBLIC INFORMATION  | <input type="checkbox"/> LEGAL    | <input type="checkbox"/> SAFETY      |                               |

(NARRATIVE)

**Purpose**

To authorize the General Manager to establish a policy to allow job sharing by employees, including represented employees, subject to applicable collective bargaining agreements, and to provide that two part-time employees who share one full time position shall be treated as one full-time equivalent, provided that aggregate base work hours per time period for the employees do not exceed the base for one full time position.

**Discussion**

Currently, exclusive of operating employees, there are very few job classifications in the Authority which are less than full-time. Changes in the job market have made it increasingly difficult to attract qualified job applicants. Providing office directors the authority to hire two people on a part-time basis to occupy one full-time budgeted position will attract additional applicants to WMATA positions and assist in attracting employees who wish to work on a less than full-time basis.

This policy is proposed to permit office directors to identify any vacant, full-time budgeted position for recruitment on a job share basis.

COORDINATION (Routing)	Initial	Date	COMP	ENCLOSURE(S):
RAIL			<i>6/7</i>	<b>Survey of jurisdictions</b>
BUSV				
CIVR			<del>COUN</del>	<b>GENERAL MANAGER ACTION:</b>
4 <del>HRMP</del> <i>HRMP</i>	<i>OW</i>	<i>6-7</i>	<del>6</del>	
TSDV				Approved.
.COM			SECT	Approved for Submission to the Board.
ADA			<i>7</i>	<i>Richard L. White</i>
1 FIMA	<i>lll</i>	<i>6/7/00</i>	<i>HB 6/8/00</i>	<i>6/8/00</i>
PROC			AGM/ Admin.	Signature
GOVR			<i>5</i>	Date
AUDT			<i>6/8/00</i>	<b>BOARD ACTION (When Required):</b>
3 LABR	<i>WJL</i>	<i>6/7/00</i>	Deputy/ Oper.	Approved by the Board of Directors on <u>June 22, 2000</u>
			<i>8</i>	<i>Harold M. Bartlett</i>
			<i>6/8/00</i>	BBC Q&A Appendix for #27 Page 10 of 20
				Harold M. Bartlett Secretary

**Staff Summary Sheet**  
**Job Sharing/Part-Time Employment Policy**  
**Page 2**

**Discussion (continued)**

Authority staff performed a survey (Attachment 1) of personnel policies of the local jurisdictions to determine if part-time/job sharing policies are already in place. All but one jurisdiction contacted (Arlington County, Alexandria, District of Columbia, Fairfax County, Prince George's County, Montgomery County, federal government) allow job sharing. In particular, Fairfax County has a formal policy and hundreds of job-shared positions. The factors mentioned by Fairfax County as motivators for the adoption of the policy are enhanced resources and broader employment opportunity for parents, senior citizens, students and specialized professionals.

**Financial Impact**

This proposal is not expected to have any cost impact. Based upon experience with existing employees who occupy part-time status, it is anticipated that the total cost for all employees in the job sharing program will not exceed the budgeted costs for the full-time positions being shared because only 10 - 15% of part-time employees accept benefits. Based upon this percentage of persons who elect to receive benefits, the total cost of salary and fringe benefits for a job share employee will not exceed the total salary and fringe benefits for a full-time employee.

**Recommendation**

To authorize the General Manager to establish a policy to allow job sharing by employees, including represented employees, subject to applicable collective bargaining agreements, and to provide that two part-time employees who share one full time position shall be treated as one full-time equivalent, provided that aggregate base work hours per time period for the employees do not exceed the base for one full time position.

Board Request: **Description of functions for the newly created Policy Analysis Section in the Department of Public Affairs and Strategic Programs.**

Date Requested: 2/9/2006

Tracking Number: 28

Assigned to Dept/Office: PASP

Contact Person: Ray Feldmann

**Executive Summary Reply:**

**Legislative Analysis**

- Bill analysis; fiscal impact
- SAFETEA-LU Implementation
- Tracking, interpreting, and coordinating WMATA comments on rulemakings (Procurement, Charter Bus, New Freedom Initiative etc.)
- Monitoring FTA allocations, release of funds, grant requirements

**Budget/Innovative Financing**

- Preparing testimony, budget presentations, briefing books for legislatures and elected/appointed officials
- Research, analysis, development of justifications for WMATA appropriations and legislative requests/positions
- Identifying federal grant opportunities, especially non-FTA programs, for WMATA programs
- Human Service Transportation Funding – research best practices in other regions, possibility of WMATA becoming a Medicaid Transportation Provider, exploring Medicaid Transit Pass Program

**Strategic Communications**

- Developing, editing presentations, speeches by and for the CEO and the Board of Directors
- Assisting other WMATA offices in developing external and Board presentations to better communicate their message
- Drafting fact sheets, white papers, bullet points for external use

**Outreach and Advocacy**

- Enhancing website to use as an advocacy tool
- Expanding WMATA's outreach and advocacy efforts, including bringing together divergent groups to form consensus on WMATA issues
- Coalition Building and maintaining continuing relationships with stakeholders and communities to build support for WMATA
- Maintaining continuing timely communications with stakeholders