



## Minutes

### 1318<sup>th</sup> Meeting of the Board of Directors April 26, 2007

Ms. Hewlett called the meeting to order at 10:10 a.m. Present were:

#### **Directors**

Ms. Elizabeth Hewlett  
Mr. Christopher Zimmerman  
Mr. Jim Graham  
Mr. Peter Benjamin  
Mr. Dana Kauffman  
Mr. Emeka Moneme

#### **Alternate Directors**

Mr. Gordon Linton  
Mrs. Catherine Hudgins  
Mr. Marcell Solomon  
Mr. William Euille

#### **Staff**

Mr. John Catoe, Jr.  
Ms. Carol O'Keefe  
Mr. David Shaw  
Ms. Sara Wilson  
Mr. Chuck Woodruff  
Ms. Leen'da Chambliss

#### **Approval of Agenda:**

Mr. Zimmerman moved, seconded by Mr. Moneme, that the agenda be approved. The agenda was approved as submitted.

#### **Approval of Minutes:**

The minutes of the March 22, 2007 and April 12, 2007 meetings were approved as submitted.

#### **Public Comment Period:**

There were no speakers during the public comment period.

**Washington  
Metropolitan Area  
Transit Authority**

600 Fifth Street, NW  
Washington, D.C. 20001  
202/962-1234

*By Metrorail:  
Judiciary Square-Red Line  
Gallery Place-Chinatown  
Red, Green and  
Yellow Lines*

*A District of Columbia,  
Maryland and Virginia  
Transit Partnership*

## **Report by Chair:**

### **A. Remarks by Board Chair**

Ms. Hewlett stated that there were a number of issues to address: efficient operations of the Board and the transit system; respect for all sides of the issues; efficient and cost-effective operations of WMATA; Metro system-wide safety; employee satisfaction and engagement; protection of current resources we have a fiduciary responsibility to protect; continuation of the operations of the Board at the highest ethical level; and working with colleagues, the public, the jurisdictions, and the men and women of WMATA to bring about results. She stressed the Board's shared obligation to make the most of the opportunity to serve, and that there were several issues to immediately address that posed a threat to the strength and future of the organization.

First, WMATA must cut excessive costs and find ways to operate in the most efficient and cost-effective manner without sacrificing safety or service to customers. Retirement plan procedures and overtime-padded pensions must be addressed. The amount of overtime must be limited and done in a way that ensures proper rest between shifts and guarantees safety. WMATA must continue to look for additional efficiencies in the conduct of daily business and make the difficult decisions of consolidating, realigning, eliminating and reworking the system in a way that ultimately results in improved service.

Metro needs to earn the trust and confidence of federal partners to succeed in the quest for dedicated funding. Ms. Hewlett called for a new corporate culture at Metro, one driven by the premise of safety first. She also challenged Mr. Catoe to develop a rational and comprehensive fare structure and policy to set expectations for current and future riders in terms of pricing. Regret was expressed for the elimination of positions due to the reorganization along with support for Mr. Catoe in the areas of safety, overtime cuts, service improvement and the building of Board consensus on a rational comprehensive fare policy.

### **B. Approval of Committee Assignments**

Ms. Hewlett moved, seconded by Mr. Zimmerman, the approval of committee assignments. This motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin,  
Mr. Kauffman, and Mr. Moneme

## **Report by General Manager:**

Mr. Catoe requested a moment of silence in honor of Metro Transit Police Detective James Burks, who died on April 26, 2007. He then proceeded with the General Manager's update. Ridership for Nationals games is averaging 7,250, half of the previous year's ridership. Cherry Blossom Festival ridership was up more than 9,000 over the previous year at 482,000, and the April 2 and 3 Nationals games combined with the Cherry Blossom ridership gave Metro the second and eleventh highest ridership days in Metro history. He noted that on May 2, 2007, Phase Two of the Next Bus program would officially be rolled out, with the next expansion of the program planned for August. He invited the Board, the public and the press to attend the Rail Rodeo on May 5, 2007 and noted it was an honor that Metro has competitors in the APTA International Bus Roadeo in Nashville on May 6, 2007. He informed the Board that on May 6, 2007, Metro would support the Maryland Transportation Authority's Bay Bridge Walk by providing 187 shuttle buses. This is an example of service that will incur overtime expenses, because this is not part of the operators' normal schedule; however, Maryland MTA is reimbursing Metro for the cost of providing the buses and bus operators. He also informed the Board that Pedestrian Safety Town Hall Meetings would take place on May 31, 2007 in Columbia Heights and on June 12, 2007 in Congress Heights, and that he was working with the offices of Messrs. Graham and Barry to schedule these meetings and would notify the Board when locations have been determined.

Mr. Catoe recognized the performance of Bob Douty, Jabbar Goff, Leroy Vaughn, and Zayid Alim for their actions on April 8, 2007, during the fire at the Waterfront Station. He also recognized the bus operators who bridged the gap in rail service between Navy Yard and L'Enfant Plaza while the Waterfront station was closed.

Mr. Catoe then presented the organizational assessment performed by Gayland Moffett Consulting to provide an analysis needed to make decisions about the organization and determine the new direction of the organization. The findings were that the organization has excessive administrative and management staff, and that the organization is structurally and culturally divided and not properly aligned to accomplish the mission of providing quality rail, bus and paratransit operations. The report made several recommendations, including administrative staff reductions, cost reductions to include consultant fees and travel, and the reallocation of service hours of non-productive bus routes to overcrowded routes. Indexed fare increases in the future were recommended to increase revenues, along with various revenue enhancements to include parking, advertising and joint development. From a cost standpoint, the report suggested that in order to retain employees, it is necessary to achieve and maintain market pay and benefits, implement employee retention strategies, invest in employee training and development and review organizational processes and policies to implement a management system. The presented organizational structure was designed to reflect the change in WMATA's core business from builder to operator and focus attention on the WMATA values of

safety/security, customer service, operational efficiency and communications. Mr. Catoe noted that the organizational structure presented to the Board displayed the first layer executive departments and their functional responsibilities, and that the second, third, and fourth layers were to be determined by the executives during the coming weeks.

A discussion ensued regarding the organizational assessment and the proposed reorganization. The structure's focus on MetroAccess met with approval from both Mr. Kauffman and Mrs. Hudgins. The Board was assured the Reductions in Force were in administration rather than operations and that the restructuring should, in fact, enhance service. It was noted by several Board members, notably Mr. Zimmerman, that the Board's holding the General Manager accountable while giving the General Manager the latitude to structure the organization as he or she sees fit is a step in the right direction.

Mr. Zimmerman, seconded by Mr. Benjamin, to approve the resolution. However, after continued discussion, Mr. Zimmerman, seconded by Mr. Benjamin, moved to amend the resolution to state: *RESOLVED, That the General Manager is authorized to create, abolish, or reorganize in whole or in part any department or independent office and to create additional Executive Management positions at such future times as he may deem appropriate to the proper operation of the Authority without further Board action, but within the approved annual budget; provided however, that (1) the General Manager will notify the Board of Directors of any such changes and; (2) that the creation, abolishment or reorganization of the Offices of the Board Secretary, Inspector General, and of the Office of General Counsel along with the hiring and firing of the Board Secretary, Inspector General, and General Counsel are reserved solely to the Board.* This motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin, Mr. Kauffman, and Mr. Moneme

A copy of the approved Resolution (2007-13) has been made a part of the official file.

Mr. Graham referred to press reports that suggested WMATA had cooperated with federal immigration officials by lending resources to interrogate, detain and arrest Latinos stopped in the subway system and wanted Mr. Catoe's general assurance that Metro offices were not being used to detain and question Latinos on their immigration status. Mr. Catoe stated that the allegation was reviewed as a result of the story and staff was unable to confirm in any way that the event took place on Metro property. He also stated that Metro does not have a policy or practice to check immigration status as Metro's function is to provide service. Mr. Catoe also stated that various governmental agencies have the authority to take certain actions and Metro cannot stop them, but reiterated that there has been no support or use of Metro staff, resources or facilities for this purpose. Mr. Graham thanked Mr. Catoe for the affirmation.

## **Report by Riders' Advisory Council (RAC):**

Mr. Snyder referred to the RAC report submitted to the Board. In regards to HR Bill 1475, the RAC approved the motion that the RAC supports the goal of increasing the level of federal pre-tax transit benefits offered from employers to employees from the current approximately \$100 up to \$200 with an allowance for inflation adjustments in subsequent years. Additionally, the RAC recommends the Board take a position opposing all federal parking subsidies, excepting those for carpools and disabled employees, in federal parking facilities, and that the federal government should charge market rates for parking. Mr. Snyder also informed the Board that the RAC is in the process of formalizing recommendations to include non-RAC members as non-voting members of subcommittees. In addition, recommendations would be presented at the May 10, 2007 Finance, Administration and Oversight Committee meeting.

Mr. Snyder again encouraged staff to prioritize implementation of the NextBus program on bus lines with lower service reliability, giving the 38B route as a line that would receive a more dramatic benefit to customers as opposed to lines with more frequent service. He stated the RAC was pleased with the expanded use of the PIDS display on the mezzanine level. Mr. Snyder also asked the Board to review pictures of rail bed debris included in the RAC report as well as pictures of passengers standing on rail platforms both with and without bumpy domes to demonstrate the RAC's recommendation that Metro move forward with the installation of bump domes at all remaining stations. Lastly, Mr. Snyder referred to pictures of two configurations of trash receptacles in relation to recycling containers, asking that they be positioned at station exits in a manner that makes it easier for customers to recycle newspapers rather than throw them in the trash cans.

Mr. Zimmerman asked that the Board refer this to the General Manager for response to the suggestions made by Mr. Snyder, specifically noting the 38B bus route. He specifically requested a followup on NextBus functionality on PDAs.

## **Report by Customer Service, Operations and Safety Committee**

### **A. Bus Fleet Management Plan**

Mr. Kauffman deferred to Mrs. Hudgins as Vice Chair of the Customer Service, Operations and Safety Committee. Mrs. Hudgins referred the Board to the request for approval to update WMATA's Metrobus Fleet Management Plan, last updated in 2004. The plan provides for bus and facilities to support future growth of the existing system, and by adopting the Plan, the Board does not make any formal commitment of any project or funding for any fleet expansion.

Mrs. Hudgins moved, seconded by Mr. Moneme, that the Board approve to update WMATA's Metrobus Fleet Management Plan. Mr. Benjamin noted that the Plan would be updated prior to any bus procurements or facilities. This motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin, Mrs. Hudgins and Mr. Moneme

A copy of the approved Resolution (2007-14) has been made a part of the official file.

### **Report by Finance, Administration and Oversight Committee**

#### **A. Approval to amend FY07 SEP for Largo Project Closeout Legal Fees**

Mr. Graham referred the Board to the request for approval to amend the FY07 System Expansion Program (SEP) for the Largo Extension. There is a \$32 million claim on the Largo Extension project and the claim is being litigated by outside counsel; pursuant to a reimbursable agreement Maryland is funding the litigation costs.

Mr. Graham moved, seconded by Mr. Zimmerman, that the Board approve to amend the FY07 System Expansion Program (SEP) for the Largo Extension. This motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin, Mr. Kauffman, and Mr. Moneme

A copy of the approved Resolution (2007-15) has been made a part of the official file.

#### **B. Approval to Amend FY07 SAP for Replacement of Southeastern Bus Garage and Police Training Facility**

Mr. Graham referred the Board to the request for approval to amend the FY07 SAP for replacement of the Southeastern Bus Garage and establish a project for the MTPD training facility. The District of Columbia has identified a 16-acre site at DC Village for the replacement garage and police training facility. Funding in the amount of \$6.3 million has been identified from the sale of the employee parking lot at the current Southeast Bus Garage to fund studies, project development, design and early actions for the project. Staff will return to the Committee in May with a financial plan, general plans and information on costs for CNG buses. Further action is contingent upon an approved final plan to relocate a homeless shelter at DC Village.

Mr. Graham moved, seconded by Mr. Moneme, that the Board approve to amend the FY07 SAP for replacement of the Southeastern Bus Garage and establish a project for the MTPD training facility. After a discussion, this motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin, Mr. Kauffman, and Mr. Moneme

A copy of the approved Resolution (2007-16) has been made a part of the official file.

Mr. Graham added that the FY07 Monthly Operating Financial Report was discussed as an information item at the committee meeting.

## **Report by Planning, Development and Real Estate Committee**

### **A. Approval of Project to Repair Concrete Deterioration**

Mr. Zimmerman referred the Board to the request for approval to initiate and award a competitive contract for structural rehabilitation for various rail structures estimated to cost \$1.3 million.

Mr. Zimmerman moved, seconded by Mr. Moneme, that the Board approve to initiate and award a competitive contract for structural rehabilitation for various rail structures estimated to cost \$1.3 million. This motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin, Mr. Kauffman, and Mr. Moneme

Mr. Zimmerman added that the APTA Expert Panel report on the Tysons Aerial vs. Tunnel operating cost analysis was discussed as an information item at the committee meeting.

## **Administrative Actions**

### Other Items

Mr. Zimmerman moved, seconded by Mr. Benjamin, that the Board approve, en bloc, Administrative Items IX.A numbered 1-7. Mr. Graham requested separate consideration of Item 7, Approval to Amend 2007 SEP for Anacostia Streetcar Project. Ms. Hewlett called for a vote to approve Administrative Items IX.A numbered 1-6. This motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin, Mr. Kauffman, and Mr. Moneme

1. Approval to Initiate & Award a Contract for Boom Truck Boom Arm Replacement

Approval to initiate and award a competitive contract for the procurement of two boom arm extensions, which will replace obsolete and inadequate booms currently mounted on vehicles primarily used in the repair of station leaks in aerial stations and other facilities that require high reach equipment.

2. Approval to Initiate & Award a Contract for Direct Fixation Fasteners

Approval to initiate and award by competitive procurement a multiple year contract with a base year and three one-year options for direct fixation fasteners, the principal component in securing the running rail to the concrete invert in all tunnels and aerial structures of the rail system.

3. Approval to Initiate & Award Contracts for Electricity Supply

Approval to initiate and award electricity supply contracts for WMATA facilities in the District of Columbia and Maryland through competitive procurement including, but not limited to, the use of reverse auctioning. If WMATA does not solicit for the supply of electricity, WMATA will be placed on standard-offer-service (SOS) rates offered by PEPCO which are roughly 30% higher than the current contract price in MD and 110% higher than the current contract price in DC.

4. Approval to Modify Contract JD4021 for Close-out of White Flint Parking Structure Design-Build

Approval to issue Contract Modification 007, Part 2, in the amount of \$750,000 to implement contract closeout for White Flint Parking Structure Design-Build Contract JD4021, which will settle all outstanding issues allowing final closeout of the contract.

5. Approval to Modify Contract FP5162 for Train Wash

Approval to modify Train Wash Contract FP5162 to include installation of interim train wash measures at Alexandria and Shady Grove train wash facilities. This is needed to improve the exterior cleanliness of the rail cars while the long-term rehab program progresses.

6. Approval for International Travel

Approval for international travel for Metro Transit Police Department Captain Leslie Campbell to attend and speak at an Expert Meeting in Moscow on May 24-30, 2007, on implementing effective public transportation systems, being hosted by the FTA in conjunction with the U.S. Embassy in Russia and the government of the City of Moscow.



Mr. Graham moved, seconded by Mr. Zimmerman, to postpone Administrative Item IX.A.7 to the next meeting. The motion was approved.

Ayes: 5 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin, and  
Mr. Kauffman

Nayes: 1– Mr. Moneme

**REPORT BY D.C.:** Mr. Graham reported that the District of Columbia was prepared to pay in subsidy to WMATA approximately \$264 million. In addition, \$20 million will be requested in cost-reimbursable services.

**REPORT BY WSTC:** None

**REPORT BY NVTC:** None

**ADJOURNMENT:**

Ms. Hewlett moved, seconded by Mr. Zimmerman, that the Board meet in Executive Session immediately following the meeting to discuss legal matters and personnel issues. This motion was unanimously approved.

Ayes: 6 – Ms. Hewlett, Mr. Zimmerman, Mr. Graham, Mr. Benjamin,  
Mr. Kauffman, and Mr. Moneme

The meeting was adjourned at 12:03 p.m.

  
Calvin R. Skinner, Acting Board Secretary