

General Manager and CEO's Customer Accountability Report (CARE) Final Report

Priority: Improve safety, security and restore public trust

Actions Completed

Original CARE Action #

- 1 May 9, 2016 Patrick Lavin started as the new Chief Safety Officer.
- 2 Installation of public safety radio systems and cell phone cabling in tunnels began January 2016. [A presentation detailing the installation schedule](#) was presented to the Capital Program, Planning and Real Estate Committee on October 13, 2016.
- 3 A contract to review the radio design/schedule for acceleration opportunities was awarded in February 2016. [The contractor's findings](#) were presented to the Capital Program, Planning and Real Estate Committee on October 13, 2016.
- 4 Contracts for communications upgrades for radios and cell phones were awarded and work remains underway. [The project update](#) was provided to the Capital Program, Planning and Real Estate Committee on October 13, 2016.



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Original CARE Action

- 7 New, high visibility MTPD uniforms and patrol reconfiguration provided a greater sense of security to customers. Fare evasion citations increased 30.6% year-over-year.



- 10 Command center operations were strengthened by housing a uniformed fire officer within the unit to assist in emergency communication coordination. Additionally, Metro trained over 5,200 individuals in 2016 in emergency procedures and conducted four large-scale drills.
- 12 OSHA 10- and 30-hour courses are taught regularly to encourage occupational safety and body mechanics. Additionally, the Fatigue Risk Management System intranet page launched June 7, 2016 to improve employee fatigue risk management.
- 13 Policies were updated and new safety committee training has permitted cross-departmental safety coordination among departments as required in the System Safety Program Plan.

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Actions Ongoing

- Original CARE Action #
- 5&6 A consolidated [online tracker was established for FTA safety and NTSB recommendations](#) that provides an overview and status of all safety actions which will be updated weekly and will expand as necessary.
 - 8 Train operators were trained in new procedures for passenger response (red button) intercom calls. Metro's internal review team continues to monitor compliance.
 - 9 Bus shields continue to be installed on all 1,537 buses and SafeWatch continues to improve personal safety and security for bus operators, especially during late night operations. Additionally, transit employee assault prevention workshops and town hall sessions continue.
 - 11 Defensive driving bus operator training (over 456 classes) and incident 48 hotspot safety blitzes improved customer safety, reinforced safe behavior, and addressed unsafe conditions.



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Priority: Improve reliability and overall customer experience

Actions Completed

Original CARE Action #

- 2 Platform attendants dressed in purple reflective vests assisted customers at key transfer and SafeTrack-impacted stations.



- 3 An outside contractor reviewed the current maintenance “backlog” and state of good repair plan and reported to staff and senior leadership that more track access is required. Staff is continuing with the SafeTrack program and [presented a new preventive maintenance program](#) to the Board of Directors on November 3, 2016.

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Original CARE Action

- 7 Metro volunteers provide customer information at entrances to key stations on Fridays from 3 p.m. to 6 p.m.



- 8 SafeTrack began June 2016 and the schedule is updated as necessary. The schedule, description of projects by phase and status of SafeTrack surge completions is available at wmata.com/safetrack.
- 9 Social media customer care representatives began supporting customers in real time M-F, 7 a-7p. In their first month of operation, the team intercepted 65% of the references to Metro service on Twitter, Facebook and other channels.
- 11 Real-time train location data for use by third-party developers became available in June 2016.

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- Original CARE Action #**
- 12 Improve station environments: signage — Software develop remains underway to replace decades-old train arrival prediction information for displays and Internet applications. The replacement of six mini-mezzanine signs were completed at:
- Arlington Cemetery
 - Smithsonian
 - Takoma
 - Tenleytown
 - Judiciary Square
 - Ballston
- 13 Lighting upgrades were completed at four stations to improve station environments:
- Shaw-Howard U
 - U Street
 - Columbia Heights
 - Georgia Ave-Petworth
- An additional five stations are scheduled to be completed by June 2017 at:
- Stadium-Armory
 - Farragut North
 - Wheaton
 - Forest Glen
 - Anacostia
- 16 Six unreliable escalator units were upgraded to improve station environments at four stations:
- Stadium-Armory (1 unit)
 - Smithsonian (1 unit)
 - Federal Triangle (2 units)
 - Farragut West (2 units)

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Original CARE Action

- 18 As of July 1, 2016, customers are permitted to exit a station within 15-minutes that they have entered without being charged.



- 21 Implementation of the TIGER-funded projects is complete and final testing underway. A data update was distributed to the fleet of TSP-enabled buses to revise information and includes three additional intersections in the communications network.

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- Original CARE Action #** 22 Station managers submitted suggestions to include station lighting and cleanliness for improved station environments.
- Metro Center:
Street elevator camera views in kiosk restored.
Exterminator inspected and treated areas.
 - Bethesda:
Pressure washed entrance areas.
 - Addison Road:
Replaced deteriorated trash cart canvas. Minor platform tile repairs completed.
 - L'Enfant Plaza:
Lighting improvement initiative is underway.
 - Greensboro:
Platform lights inspected.
 - New Carrollton:
Assigned additional station managers during tourist season.
 - Forest Glen:
Exterminator inspected and treated areas.
Inspected platform area for air quality concerns regarding tunnel dust.
 - King St-Old Town
Mezzanine pressure-washed; pest control inspected and treated the station; and bird netting was replaced.
Repaired joint to remedy leaky ceiling.
 - Farragut North
Installed wayfinding signage to street level elevator.

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- Original CARE Action #
- 24 The bus prediction system BusETA was launched in March 2016 and has continued to be enhanced by customer comments.
 - 25 The Accessibility Advisory Committee's (AAC) Lighting Work Group produced recommendations that led to station lighting improvements at 42 stations. The AAC will continue to work with staff to improve station accessibility.
 - 31 Rail customer on-time performance was introduced in the May 2016 Vital Signs Report to more accurately reflect customer's travel experiences. Customers are provided a three-month view of personal on-time Metrorail scores by using [MyTripTime](#).

Actions Ongoing

- Original CARE Action #
- 1 Mechanic retraining, parts procurement revitalization, and cross-departmental planning resulted in improved railcar performance and increased reliability. A rail yard pilot program expanded to remaining yards and implementation is underway.
 - 4 [Railcar reliability](#) campaigns have been initiated on specific high failure cars and causes to reduce delays and offloads.

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Original CARE Action

- 5 Delivery of 7K rail cars has increased permitting conditional acceptance of 188 rail cars and 22 train sets (or 176 cars).



- 6 A realignment of Metrorail line “ownership” is underway.
- 10 Staff will continue to work with the developer community to provide access to real time data. Customer needs assessment pointing towards mobile web improvements over Metro-hosted app.
- 14 The pilot station strike team improvements saw improved cleanliness, equipment availability, lighting and other basic amenities at three stations:
- McPherson Square
 - Federal Triangle
 - Navy Yard

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- Original CARE Action #**
- 15 Station environments were improved as 11 elevators were upgraded with an additional six planned for the completion within the next year.
- | <u>Completed</u> | <u>Planned</u> |
|----------------------------------|-----------------------------------|
| ●●● Farragut West (1 unit) | ●● Columbia Heights (1 unit) |
| ●● Addison Road (2 units) | ●● Medical Center (#2 of 2 units) |
| ●● Fort Totten (1 unit) | ●● Brookland (1 unit) |
| ● Takoma (1 unit) | ● Deanwood (1 unit) |
| ● Waterfront (1 unit) | ● Naylor Road (1 unit) |
| ● Silver Spring (1 unit) | ● New Carrollton (1 unit) |
| ● Medical Center (#1 of 2 units) | |
| ● Clarendon (1 unit) | |
| ● Archives (1 unit) | |
| ● Shady Grove (1 unit) | |
- 17 Nineteen escalators were replaced at 10 stations, while an additional 20 escalators remain to be replaced within the next year.
- | <u>Completed</u> | <u>Planned</u> |
|-----------------------------------|------------------------------|
| ● Huntington (1 unit) | ● Bethesda (#3 of 3 units) |
| ●● Mt. Vernon Square (2 units) | ● Woodley Park (4 units) |
| ● Friendship Heights (1 unit) | ● Van Ness (3 units) |
| ● Bethesda (#1 & 2 of 3 units) | ● Waterfront (#3 of 3 units) |
| ●● Columbia Heights (3 units) | ● Deanwood (#2 of 2 units) |
| ●● Georgia Ave-Petworth (3 units) | ●● Capitol Heights (3 units) |
| ● Glenmont (3 units) | ●● Shaw-Howard (4 units) |
| ● Waterfront (#1 & 2 of 3 units) | ● Minnesota Ave (2 units) |
| ● Shady Grove (1 unit) | ●● College Park (1 unit) |
| ● Deanwood (#1 of 2 units) | |
- 19 Bus fleet reliability improved while staff completed mid-life overhauls, lowered the fleet age by placing new buses into service; and replaced defective oil coolers on clean diesel vehicles, resulting in a 15% reliability improvement year-to-date.

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- Original CARE Action #**
- 20 Service reliability for paratransit customers will improve with the delivery of new vehicles by March 2017.
- 23 Customer Wi-Fi services pilot is complete, and input was gathered through customer surveys. The stations are:
- Metro Center
 - Gallery Place
 - Judiciary Square
 - Union Station
 - Archives
 - L'Enfant Plaza
- Staff completed an assessment report identifying business opportunities, timeframes and costs of various options to expand Wi-Fi coverage in the Metrorail system. A decision for the path forward is expected by the end of 2016. Wi-Fi continues to be available for customers travelling through the six pilot stations.
- 26 Pilot lighting installed at Federal Triangle will become the new standard during FY17. The design and installation strategy for improved station lighting for passageways, mezzanine undersides, track bed, and pylons behind the parapets is under review.

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Original CARE Action #

27 New ceiling tiles were installed at nine stations:

- Arlington Cemetery
- ● Stadium Armory
- ● Rosslyn
- ● Federal Triangle
- ● Smithsonian
- ● Capitol South
- ● Federal Center SW
- ● Eastern Market
- ● Foggy Bottom

Ceiling tiles will be replaced at six more stations by the end of FY17:

- ● Pentagon City
- ● McPherson Sq
- ● Pentagon
- ● Farragut West
- ● ● L'Enfant Plaza
- ● Crystal City



28 A reliability engineer to conduct trend and root cause analyses regarding reoccurring equipment outages and proposed solutions may be hired in FY17.

29 Extension of remote monitoring from business hours to all operating hours will allow quicker identification of outages and technician dispatch thus returning equipment to service faster.

30 Through the development of redesigned website, customer communications/interactions were improved. The beta site debuted in July 2016 and has a steady climb in views and users, averaging over 60,000. Migration to the full desktop and mobile versions of the new site will be complete in early December 2017.

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Priority: Alter fiscal trajectory and renew jurisdictional confidence

Actions Completed

- Original CARE Action #
- 1 FY16 audit completed on time with no new findings.
 - 1 An [online tracker of FY15 audit corrective actions](#) was made available in May 2016.
 - 2 First 500 redundant positions (vacancies and filled) have been reduced by removal from the budget for FY17 as of November 2016. Additional positions have been identified for removal in the FY18 budget.
 - 4 Over 17,000 Metro SelectPasses generated over \$1.8M since launching in two separate phases. The Board of Directors will consider adoption of the pilot program in December 2016.
 - 7 Contract negotiations are continuing to develop collective bargaining agreements that respects workforce, is more responsive to customers, and delivers enhanced cost efficiencies.
 - 8 Multiple initiatives have been developed to improve workers' compensation claims investigations, disseminating information, analyzing data and lowering indemnity costs.
 - 10 Development of the Performance Conversations process improved service to customers in two separate phases:
 - annual records checks recognize and promote positive performance and remind employees of declining performance, rules and regulations necessary to be adhered.
 - on-board driving skills assessment, performed annually, to identify problematic driving habits and schedule for remedial training, if necessary.

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- 11 To improve accountability and efficiency management was streamlined and reorganized. Additionally, six executive managers were hired in 2016:
 - Chief of Internal Compliance, Eric Christensen
 - Chief Safety Officer, Patrick Lavin
 - Chief of Internal Business Operations, John Kuo
 - Chief Operating Officer, Joseph Leader
 - General Counsel, Patricia Lee
 - 12 A request for proposals was issued to examine feasibility of outsourcing parking management to improve customer amenities and increase revenue.
 - 14 The approved FY2017 Capital Budget and FY2017-2022 Capital Improvement Program ensures safety and customer service improvements are prioritized and contains revised cost estimates and realistic schedules that will deliver better, faster improvements for riders.

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Original CARE Action #

- 16 [Valuation for sale of the Metro headquarters building](#) ranges from \$56 million to \$132 million depending on the potential to rezone the property to high density commercial, consistent with the District of Columbia's Comprehensive Plan. Options analysis, acquisition and disposition strategy, design, construction and move should be complete no later than 2020.



- 17 Enhanced contract information to include active procurements, procurement awards issued (all FY16 awards), closed procurements, and the procurement calendar of events is available online.
- 18 Historical [project-specific joint development information](#) has been posted online.

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Actions Ongoing

Original CARE Action #

- 3 All 65 FTA corrective actions as identified in Financial Management Oversight (FMO) Report from June 2014 have been submitted for closure. Testing and validation procedures continue to be conducted on the final few items.
- 5 Fare simplification option scenarios are developed awaiting Board consideration.
- 6 WMATA has identified and begun planning for financial initiatives that will provide benefits as well as address issues plaguing performance. Simultaneously, an evaluation of a vendor proposal to develop a long-term, enterprise-wide solution to improve reporting, and inform decision making continues.
- 9 A request for proposals has been issued to exploring public private partnerships for select paratransit trips. Subsequent evaluation will occur after November 2016.
- 13 Following the hiring of a new Chief Procurement Officer, a consultant has been hired to develop procurement Standard Operating Procedures. Additionally training programs are being developed to address Procurement Policy Manual adherence. Monthly knowledge sharing sessions have begun conducted by procurement leadership, management, and counsel with procurement staff.
- 15 For the first time in WMATA history [over \\$1 billion was invested through the FY2016 CIP](#), and management forecasts that between \$1.1 and \$1.2 billion will be invested in FY2017.