



*METRO*



*APPROVED*



*FY 2008*



*BUDGET*



*Executive*



*Summary*



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Since Metro was created in 1967, it has planned, built and operated a highly efficient transit system. After forty years, we are now moving into a new era. Metro's mission has changed. We won't be building any more additions to the system. That will be for others to do. They will build any expansions to our specifications, but we will focus on maintaining and operating the system.

On April 26, 2007, we presented a new organizational structure to Metro's Board of Directors. The central philosophy behind the structure is to place emphasis on our operating units and to align the rest of the organization in support of bus, rail and paratransit. We are in the business of delivering exceptional transit service to our customers. Our new organization and focus will help us do that and become the best transit agency in the country.

To help us achieve our goal, the Metro Board of Directors has approved a fiscal 2008 annual budget of \$2.2 billion. It consists of a \$1.2 billion operating budget, a \$0.7 billion capital budget and \$0.3 billion in reimbursable project expenses. This has not been an easy budget year for Metro. We have made some difficult, and sometimes painful, decisions.

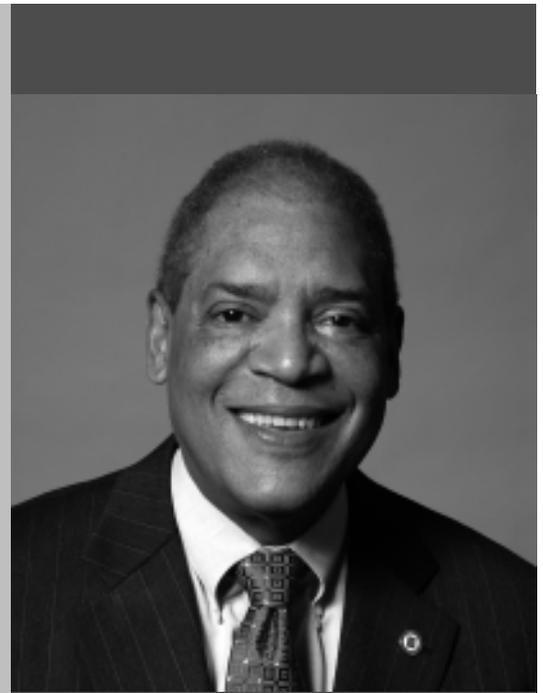
In recent years, we experienced growth in our administrative and support positions, but not in our operations positions. As a result, we eliminated 213 positions and an additional 41 positions will be eliminated in the next year. All of these positions were in administration or in the construction department, which was scaled back due to the changing mission. Not one position was cut that related to service or safety.

In spite of the difficulty in formulating the fiscal 2008 budget, we are very proud of the fact that this budget includes no fare increase and no service cuts.

We have already begun thinking about the fiscal 2009 budget. This year's budget relied heavily on a one-time revenue source. In the future, we will need revenue enhancements in order to deliver the service that the region expects.

I plan to begin a discussion on fare policy in the fall of 2007. We will ask our Board of Directors to consider linking fares to an economic index. With such a system, fares would rise at regular intervals instead of big jumps every few years. Furthermore, linking fares to an economic index makes fare increases transparent, predictable and easily understandable.

On behalf of Metro, I am pleased to present our approved fiscal 2008 annual budget. We hope you find this a useful document and that it addresses any questions you may have about our mission and budget.



**John B. Catoe**  
**General Manager**

*We are in the business of delivering exceptional transit service to our customers. Our new organization and focus will help us do that and become the best transit agency in the country.*

# Metro Board of Directors

Metro is governed by a Board of Directors consisting of 12 members. The Board is comprised of six voting and six alternate members. Maryland, the District of Columbia and Virginia each appoint two voting members and two alternates.

*Elizabeth Hewlett  
Chair*



Elizabeth Hewlett, Chair, joined the Metro Board in April 2007 as a Principal Director, representing Prince George's County and the State of Maryland. She is currently a principal in the law firm of Shipley & Horne, P.A.

*Christopher Zimmerman  
First Vice Chairman*



Christopher Zimmerman, First Vice Chairman, has served on the Board as a Principal Director representing Arlington County, VA, since January 1998. He has served on the Arlington County Board since 1996.

*Jim Graham  
Second Vice Chairman*



Jim Graham, Second Vice Chairman, joined the Board in January 1999 and represents the District of Columbia as a Principal Director. Mr. Graham serves on the Council of the District of Columbia, representing Ward 1.

*Peter Benjamin*



Peter Benjamin joined the Board in April 2007 as a Principal Director, representing Montgomery County and the State of Maryland. Mr. Benjamin previously served as Metro's Chief Financial Officer from 1993-2006.

*Dana Kauffman*



Dana Kauffman has served on the Board since January 1996 and became the Principal Director representing Fairfax County, VA in January 2001. He has served on the Fairfax County Board of Supervisors since January 1996.

*Emeka C. Moneme*



Emeka C. Moneme joined the Board in February 2007 as a Principal Director, representing the District of Columbia. Mr. Moneme serves as the Director of the District Department of Transportation.

*Marcell Solomon*



Marcell Solomon joined the Board in March 2003 as an Alternate Director from Prince George's County, MD. Mr. Solomon currently practices law at Solomon & Martin in Greenbelt, MD.

*William D. Euille*



William D. Euille joined the Board in July 2000 as an Alternate Director representing the City of Alexandria, VA. Mr. Euille is currently the Mayor of Alexandria.

*Marion Barry*



Marion Barry joined the Board in January 2005 as an Alternate Director for the District of Columbia. Mr. Barry serves on the Council of the District of Columbia, representing Ward 8.

Gordon Linton joined the Board in May 2004 as an Alternate Director representing Montgomery County, MD. Mr. Linton is a Senior Advisor and Vice President of Business Development with WageWorks, Inc.



*Gordon Linton*

Catherine Hudgins joined the Board in January 2004 as an Alternate Director, representing Fairfax County, VA. Ms. Hudgins was elected to the Fairfax County Board of Supervisors in November 1999.



*Catherine Hudgins*

Anthony R. Giancola joined the Board in February 2007, as an Alternate Director representing the District of Columbia. Since 1993, he has served as the Executive Director of the National Association of County Engineers.



*Anthony R. Giancola*

## Agency Oversight

### **Riders' Advisory Council**

On December 15, 2005, the Metro Board appointed a Riders' Advisory Council (RAC). The council allows Metro customers an unprecedented level of input on bus, rail and paratransit service. The 21-member RAC includes six representatives from Maryland, Virginia, and the District of Columbia, two at-large members, and the chair of Metro's Elderly and Disabled Transportation Advisory Committee. Michael Snyder currently serves as RAC chairman.

### **Jurisdictional Coordinating Committee**

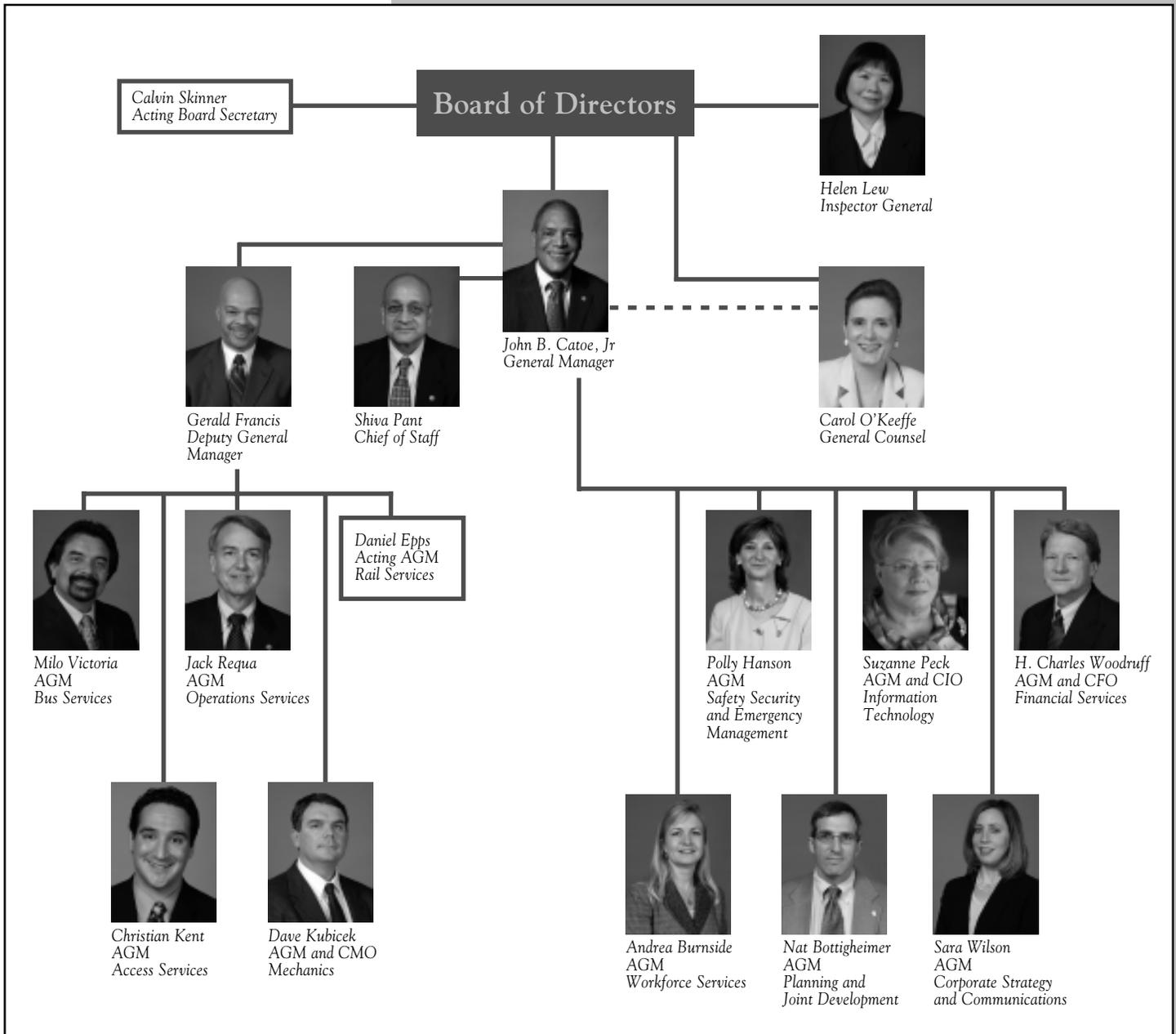
The Jurisdictional Coordinating Committee (JCC) consists of staff members from the jurisdictions supporting Metro. The JCC was established by the Board of Directors to facilitate the exchange of information between jurisdictions and Metro staff. Meeting agendas are established by Metro staff and the JCC chairman and include items referred by the Board or Metro staff as well as items requested by JCC members. Freddie Fuller, representing the District of Columbia, currently serves as JCC chairman.

### **Elderly and Disabled Transportation Advisory Committee**

Metro's Elderly and Disabled Transportation Advisory Committee was created to address the needs of senior citizens and customers with disabilities. Its efforts have resulted in numerous service upgrades including gap reducers, which make it easier for customers who use wheelchairs to board Metrorail trains. Patrick Sheehan currently serves as chairman.



# Metro Organizational Chart



# What is Metro?

## History in Brief

Metro was created in 1967 through an Interstate Compact. Construction of the Metrorail system began in 1969 and the first phase of Metrorail operation began in 1976. Metro added a second transit service to its network in 1973 when, under direction from the U.S. Congress, it acquired four area bus systems and created Metrobus. In 1994, Metro added a third transit service when it began providing MetroAccess, a paratransit service for people with disabilities unable to use fixed route transit service. Metro completed the originally planned 103-mile Metrorail system in early 2001. In 2004, Metro expanded the system, opening the Blue Line extension to Largo Town Center and New York Ave-Florida Ave-Gallaudet U station on the Red Line. The expansion brought the Metrorail system to its current 106 miles.

## Metro Facts

- Metro maintains the 2nd largest rail system and the 5th largest bus system in the nation.
- Average weekday passenger trips on Metrorail and Metrobus total nearly 1.2 million.
- Metro serves a population of over 3.5 million within a 1,500 square-mile area.
- Metro has spurred over \$25 billion of economic development at or adjacent to Metro property.

## Metro Provides Three Services

Metro — with over 10,000 employees and a \$2.2 billion budget — provides three transit services: Metrorail, Metrobus and MetroAccess.

- The Metrorail system operates a fleet of nearly 1,000 rail cars and provides over 200 million passenger trips annually.
- The Metrobus system operates a fleet of nearly 1,500 buses and provides over 130 million passenger trips annually.
- MetroAccess operates a fleet of over 300 vans and sedans and provides 1.6 million passenger trips annually.

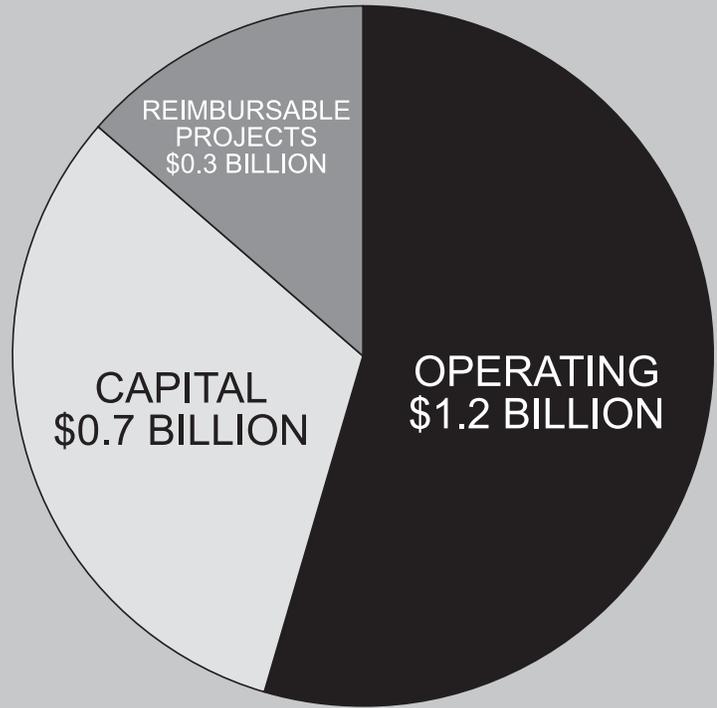


*Metro maintains the 2nd largest rail system and the 5th largest bus system in the nation.*





## Total Budget - \$2.2 Billion



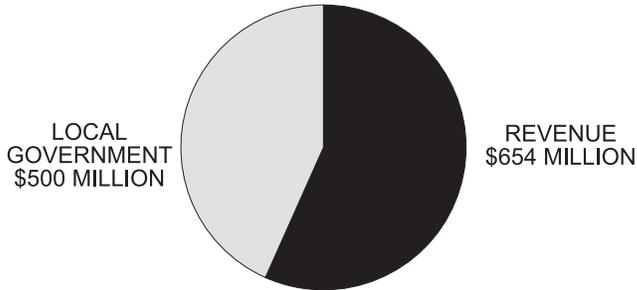
Metro's approved FY 2008 annual budget is divided into three areas: a \$1.2 billion operating budget, a \$0.7 billion capital budget and \$0.3 billion in reimbursable project expenses.

- Metro's \$1.2 billion operating budget receives revenue from its customers and from other sources such as advertising and parking. However, these revenues do not cover all expenses; state and local governments provide support to cover the gap. (Metro does not operate at a profit.) The operating budget pays for items such as electricity for trains, fuel for buses and the employee payroll.
- Metro's \$0.7 billion capital budget receives revenue from federal funds, states and local jurisdictions, and debt/financing. The capital budget pays for items such as infrastructure renewal (e.g., trackwork and power upgrades) and new rail cars and buses.
- Metro's \$0.3 billion in reimbursable project expenses consists of items that have specific funding sources. Examples include rail car funding for the Dulles Metrorail project, the DC Circulator and increased Metrorail service on the Red and Yellow lines.

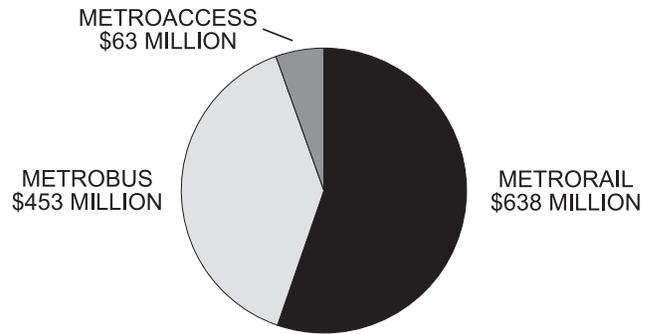


## Operating Budget - \$1.2 Billion

### Where it Comes From

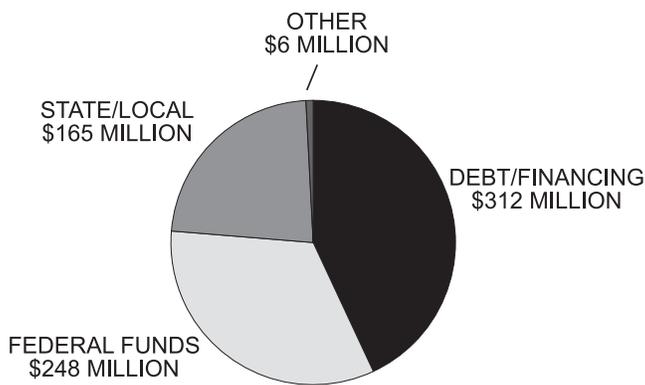


### Where it Goes

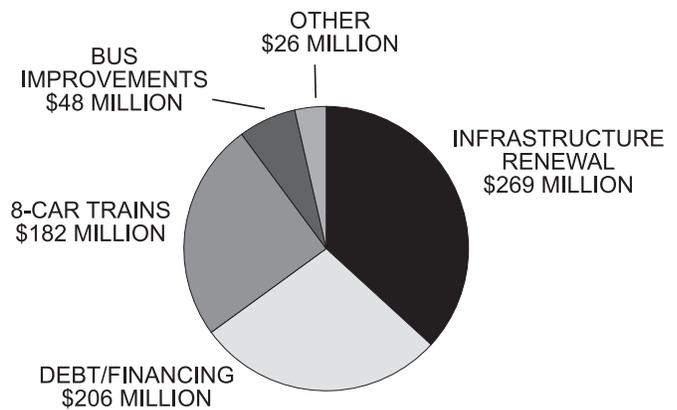


## Capital Budget - \$0.7 Billion

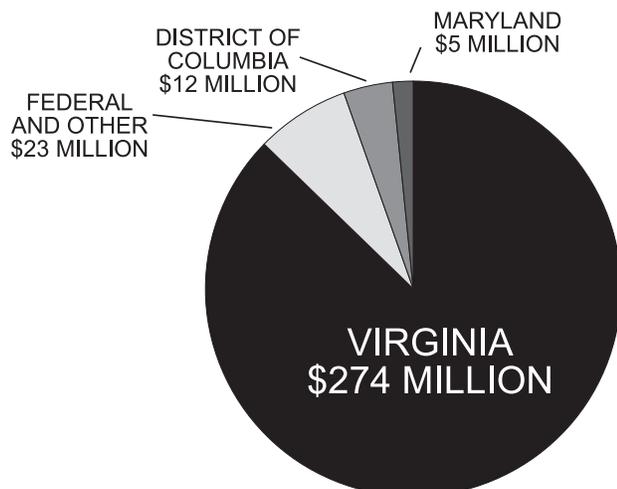
### Where it Comes From



### Where it Goes



## Reimbursable Projects - \$0.3 Billion



The Virginia reimbursable projects include \$273 million for the Dulles Corridor Metrorail project. The majority of funds will be used to purchase new rail cars. Funds are contingent on a federal grant agreement.

# Why is the Operating Budget Going Up?

Metro's approved FY 2008 operating budget is \$1.2 billion, a net increase of \$48.9 million, or 4.4%, over the FY 2007 operating budget. This increase is linked to two areas: a \$116.7 million expense increase associated with cost drivers such as service expansion and inflation and a \$67.8 million net reduction due to management actions.

	(\$ in millions)
<b>FY 2007 Operating Budget</b>	<b>\$1,104.9</b>
Expense Increase	\$116.7
Management Actions	(67.8)
<b>SUBTOTAL (Net Increase)</b>	<b>\$48.9</b>
<b>Approved FY 2008 Operating Budget</b>	<b>\$1,153.8</b>

## Expense Increase

Metro's expenses will increase by \$116.7 million in FY 2008. The expense increase is linked to three areas: inflation driven costs, base adjustments and service expansion.

Inflation driven costs increase the operating budget by \$69.5 million. This includes inflationary increases in employee salaries, health insurance and electricity and fuel costs.



## FY 2008 EXPENSE INCREASE

(\$ in millions)

### 1. Inflation Driven Costs

Union COLAs/Steps/Progressions	\$26.1
Electricity/Propulsion	10.5
Health Insurance Inflation	9.3
Non-Union Pay Raise	6.7
Information Technology	3.0
CNG	3.0
Other	10.9

**SUBTOTAL** \$69.5

### 2. Base Adjustments

Workers' Compensation/Third Party Claims	\$12.7
Pension Funding	11.5
Utility Rate Increases	5.0

**SUBTOTAL** \$29.2

### 3. Service Expansion

Operation of New Rail Cars	\$7.8
Paratransit Program	6.6
Annualize FY 2007 Service Change	3.6

**SUBTOTAL** \$18.0

**TOTAL** \$116.7

Base adjustments increase the operating budget by \$29.2 million. This includes increases for workers' compensation, pension funding and utility rates.

Service expansion increases the operating budget by \$18 million. This includes additional funds for the operation of new rail cars, improvements to the paratransit program and annualized FY 2007 service changes such as bus overcrowding relief and increased rail service.

### Management Actions

Metro has cut costs and controlled spending in a number of areas, which total a net reduction of \$67.8 million. This includes \$34.8 million in actions to reduce expenses and a \$40 million one-time credit achieved through litigation. These two savings (totalling \$74.8 million) are offset by \$7.0 million in funding for congestion and safety initiatives.

The \$34.8 million in actions to reduce expenses includes the elimination of 254 positions (none relate to service or safety); an across-the-board cut to non-personnel administrative costs; credits for CNG fuel and engaging in diesel fuel swaps; and reductions in other areas including contractual services, travel and marketing.

The \$40 million one-time credit is the result of litigation efforts and was used to reduce growth in expenses. This credit will not appear in future budgets.

The \$7 million in congestion and safety funding includes overcrowding relief on Metro's busiest lines, additional street supervisors to monitor Metrobus routes and safety refresher training for Metrobus operators.

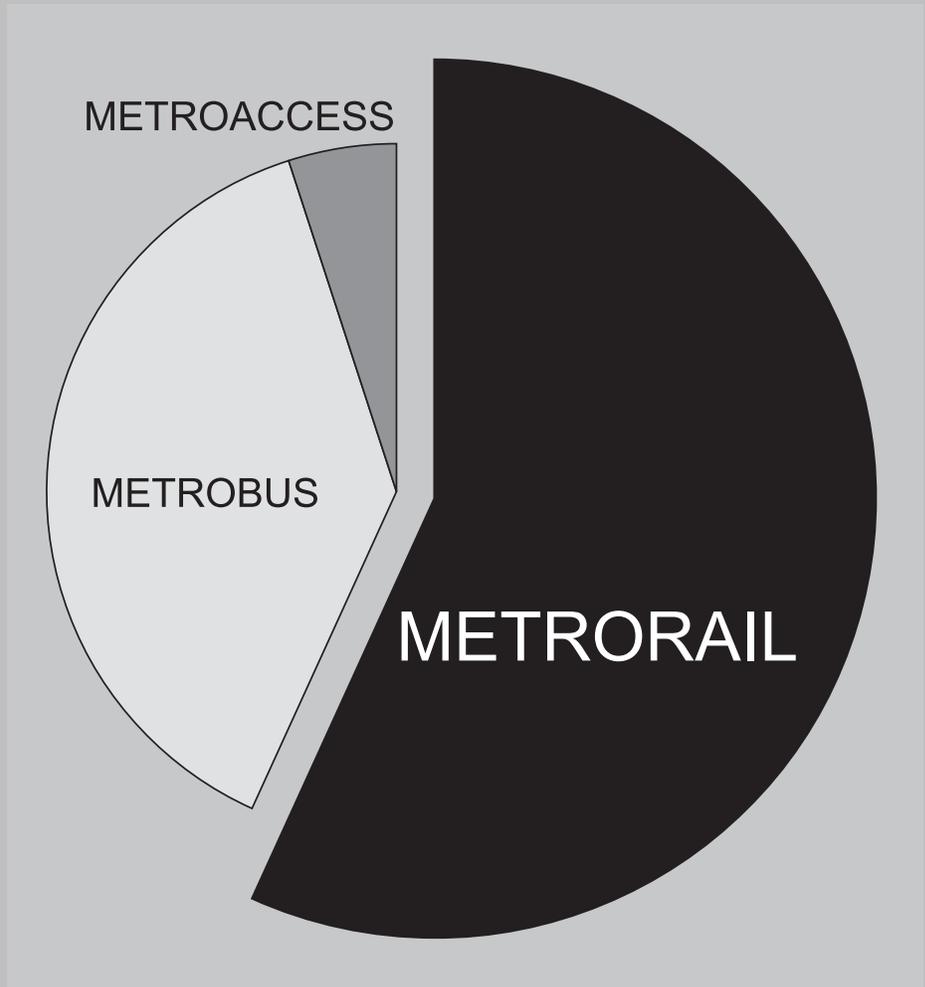


#### MANAGEMENT ACTIONS

	(\$ in millions)
<b>1. Management Actions to Reduce Expenses</b>	
Eliminating 254 administrative positions	(\$11.0)
Cutting non-personnel administrative costs	(10.8)
Identifying fuel savings (e.g., credits, fuels swaps)	(6.0)
Reducing contractual services, travel, marketing	(5.0)
Identifying health insurance savings (e.g., rebates)	(2.0)
<b>SUBTOTAL</b>	<b>(\$34.8)</b>
<b>2. One-time credit achieved through litigation</b>	<b>(\$40.0)</b>
<b>3. Funding for congestion and safety</b>	<b>\$7.0</b>
<b>TOTAL</b>	<b>(\$67.8)</b>

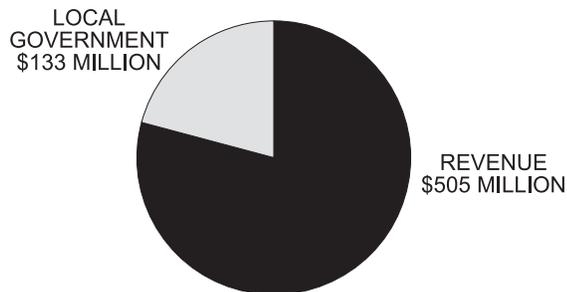
# Metrorail Operating Budget

Metro's \$1.2 billion  
Operating Budget includes  
\$638 million for Metrorail.

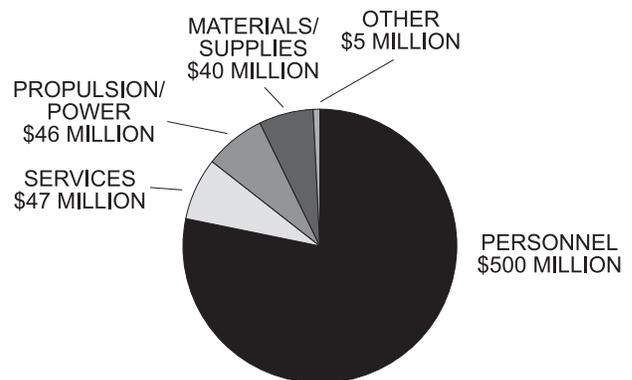


## Metrorail Operating Budget - \$638 Million

### Where it Comes From



### Where it Goes



Numbers may not sum to total due to rounding. "Other" category includes the net result of expenses and construction settlement reimbursement. See appendices for further detail.

## Metrorail Performance

Metrorail is committed to providing quality rail service to its customers. In this effort, Metrorail has identified two key performance measures: on-time performance and cost per revenue mile.

On-time performance in rail reflects the percent of all trains that arrive at heavy-use stations within four minutes of their scheduled arrival. Any deviation of more than four minutes counts against this measure. Metrorail expects on-time performance to improve as it completes major rehabilitation of its rail car fleet.

Cost per revenue mile measures how cost effectively Metrorail is delivering its service. Although cost per revenue mile went up in FY 2007, this measure is expected to decline in FY 2008.

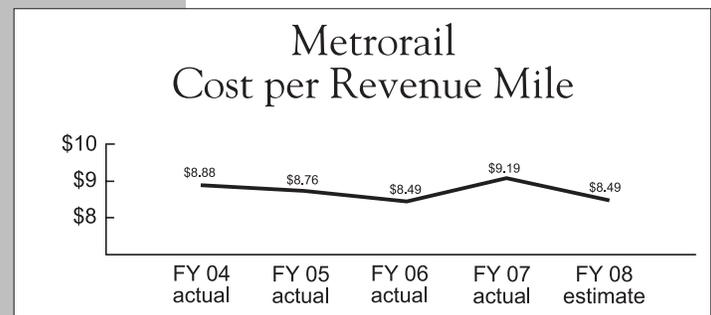
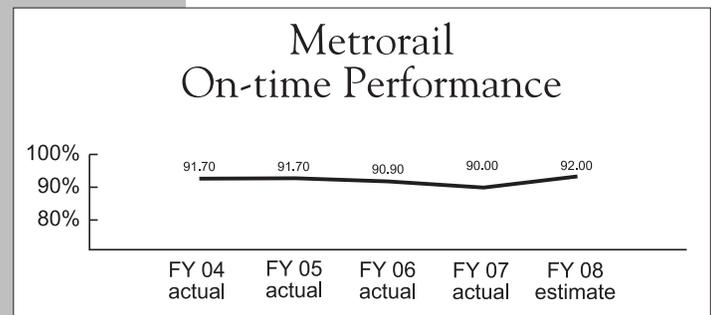
Cost per revenue mile increased in FY 2007 partially due to rising electricity rates. Metro expects this measure to decline in FY 2008 due to management actions to reduce expenses (as referenced on page 11).

## Metrorail Actions in FY 2008

In FY 2008, Metrorail is undertaking the following actions to improve performance and enhance customer service:

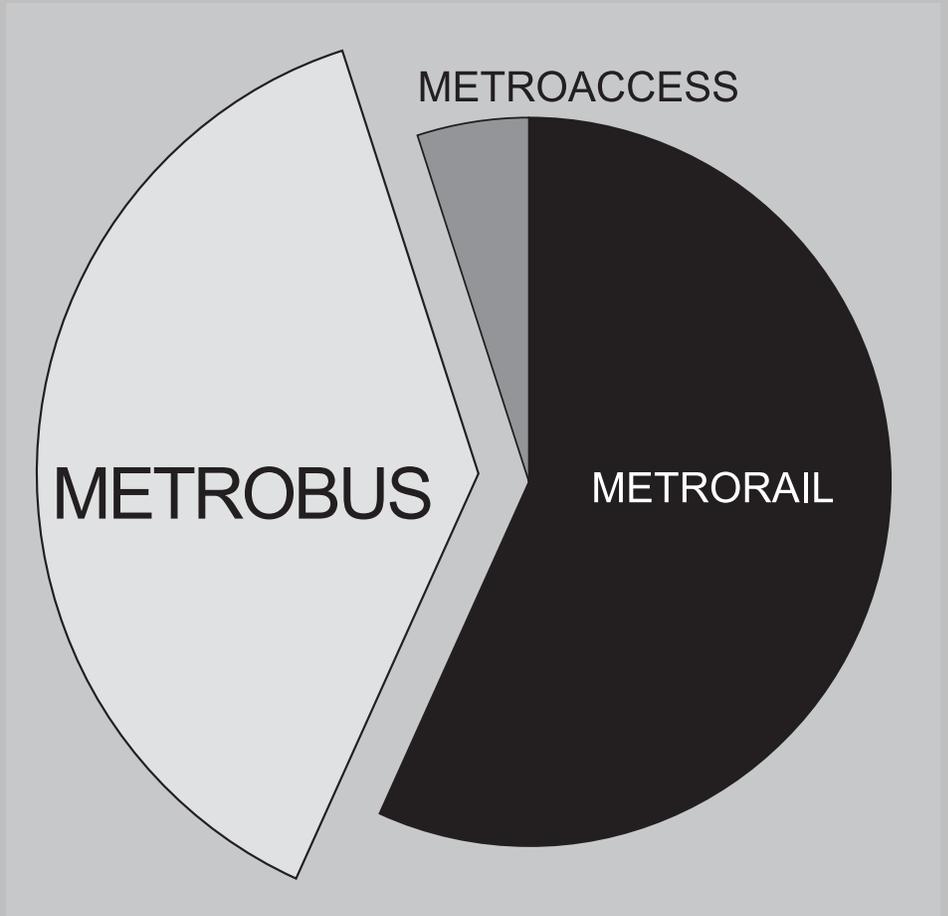
- Acquire and deploy 184 new rail cars in addition to rehabilitation of current rail cars.
- Replace old mainline switches to reduce breakdowns and failures.
- Increase equipment reliability to reduce in-service delays and offloads as well as improve rail car interiors and exteriors.
- Replace 13 miles of rail track per year to maintain the system and reduce track-related mechanical failures.
- Continue customer outreach programs to address customer and employee concerns.
- Provide refresher training to supervisors and train operators that focuses on safety, customer service and rail efficiency.

*Metrorail expects on-time performance to improve as it completes major rehabilitation of its rail car fleet.*



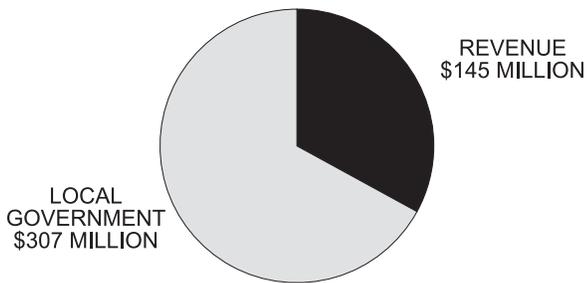
# Metrobus Operating Budget

Metro's \$1.2 billion  
Operating Budget includes  
\$453 million for Metrobus.

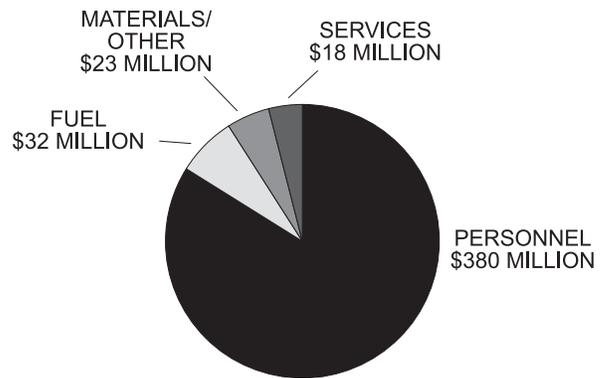


## Metrobus Operating Budget - \$453 Million

### Where it Comes From



### Where it Goes



Numbers may not sum to total due to rounding. "Other" category includes the net result of expenses and construction settlement reimbursement. See appendices for further detail.

## Metrobus Performance

Metrobus is committed to providing quality bus service to its customers. In this effort, Metrobus has identified two key performance measures: bus reliability (measured by mean distance between failures) and cost per revenue mile.

Bus reliability is measured by the average number of miles a bus travels without mechanical failure. This measure indicates the overall reliability of the Metrobus fleet for its customers. Bus reliability has increased by 32% from FY 2004 to 2007. Metrobus experienced a large increase in bus reliability in FY 2007 due to the delivery of new buses, improving fleet reliability.

Metrobus expects the measure to go down in FY 2008, primarily due to a delay in the delivery of new buses.

Cost per revenue mile measures how cost effectively Metrobus is delivering its service. From FY 2004 to 2007, Metrobus' cost per revenue mile has increased partially due to the volatility of fuel costs. In FY 2008, Metro expects the trend to continue due to increased expenses in areas such as customer service and security.

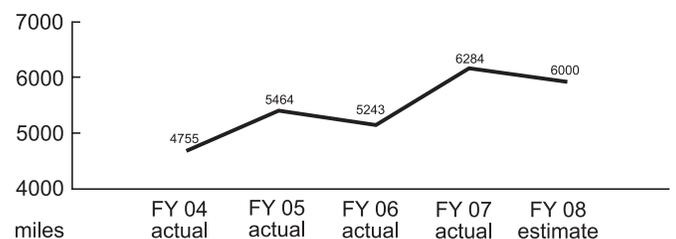
*Bus reliability has increased by 32% from FY 2004 to 2007. Metrobus experienced a large increase in bus reliability in FY 2007 due to the delivery of new buses, improving fleet reliability.*

## Metrobus Actions in FY 2008

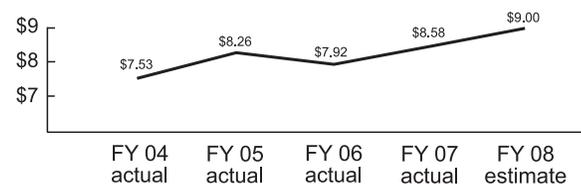
In FY 2008, Metrobus is undertaking the following actions to improve performance and enhance customer service:

- Initiate a multi-year bus procurement to meet annual equipment needs through FY 2011, with 100 buses scheduled for arrival toward the end of 2008.
- One hundred existing buses will be completely overhauled to a "like new" condition.
- A new contract providing bus cleaning and sign maintenance service will provide a noticeable customer service improvement.
- Implementation of an on-board video camera surveillance program will enhance passenger security.

**Metrobus Reliability  
(Mean Distance Between Failures)**



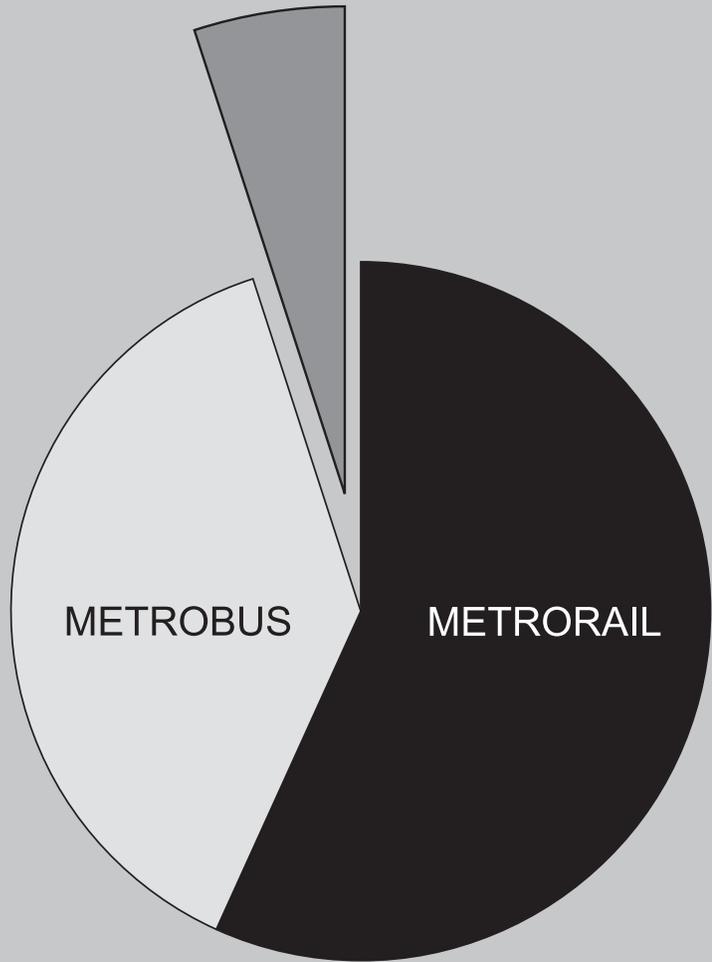
**Metrobus  
Cost per Revenue Mile**



# MetroAccess Operating Budget

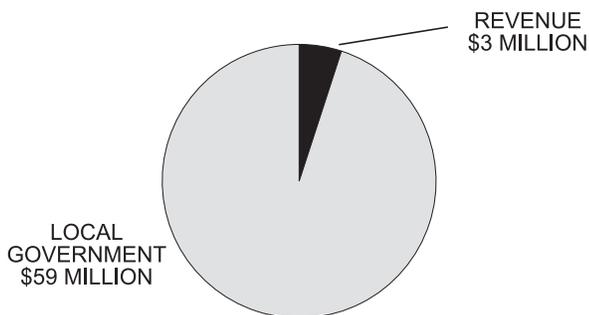
Metro's \$1.2 billion  
Operating Budget includes  
\$63 million for MetroAccess.

## METROACCESS

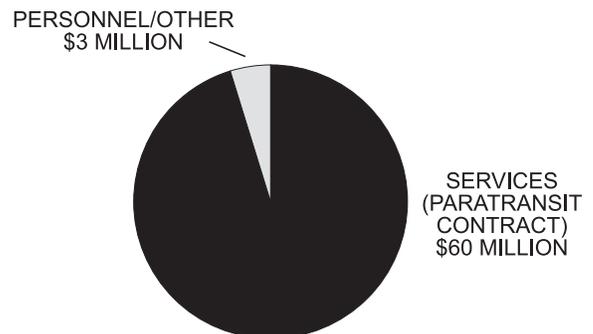


### MetroAccess Operating Budget - \$63 Million

#### Where it Comes From



#### Where it Goes



Numbers may not sum to total due to rounding. "Other" category includes the net result of expenses and construction settlement reimbursement. See appendices for further detail.

## MetroAccess Performance

MetroAccess is a shared-ride paratransit service which transports people with disabilities who are unable to use Metrobus or Metrorail. MetroAccess has identified two key performance measures: on-time performance and average cost per passenger.

On-time performance represents the frequency with which MetroAccess services are provided within 15 minutes of the customer's scheduled pick-up time. This is a major indicator used to gauge paratransit system performance. On-time performance improved in FY 2007 and MetroAccess expects the measure to improve again in FY 2008 as it expands its fleet and refines its scheduling process.

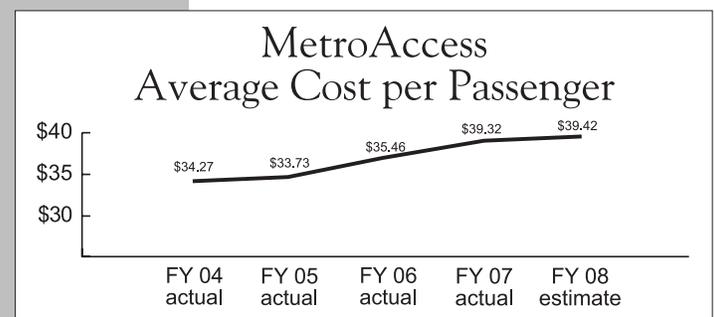
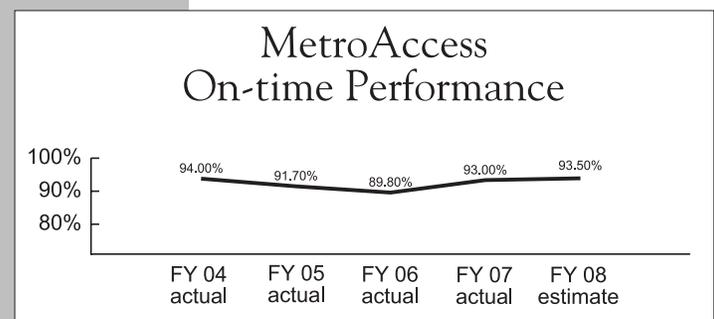
Average cost per passenger represents the operating cost for MetroAccess service per passenger (includes the fare-paying customer and any attendants or companions). Average cost per passenger has risen steadily with the growth of paratransit ridership and increased costs to provide the service.

## MetroAccess Actions in FY 2008

In FY 2008, MetroAccess is undertaking the following actions to improve performance and enhance customer service:

- MetroAccess will realign its eligibility process to better inform consumers and refer them to available transit and specialized transportation services in the region.
- Metro's Office of ADA (Americans with Disabilities Act) Programs will provide increased travel training, encouraging current and prospective customers to use Metro's Free Ride and Reduced Fare programs for Metrobus and Metrorail.
- MetroAccess will implement door-to-door service, providing a greater level of assistance to customers.
- Using a special federal grant, MetroAccess will expand its fleet to increase wheelchair capacity and improve scheduling flexibility throughout the system.

*On-time performance improved in FY 2007 and MetroAccess expects the measure to improve again in FY 2008 as it expands its fleet and refines its scheduling process.*



# Capital Budget

*Metro's approved FY 2008 capital budget is \$731 million.*



Metro's approved FY 2008 capital budget is \$731 million. The capital budget is linked to six major areas:

1. **Infrastructure Renewal Program (\$269 million):** maintains, rehabilitates and replaces Metro's infrastructure, trains and buses. This program includes funds for procurement of hybrid-electric buses, replacement of bus and rail equipment, track improvements, rehabilitation of tunnels and aerial structures and communications upgrades.
2. **Debt Service/Financing (\$206 million):** includes financing associated with the Transportation Infrastructure Finance and Innovation Act of 1998 (TIFIA). In FY 2000, Metro received a TIFIA loan guarantee to accelerate the Infrastructure Renewal Program by allowing unfunded projects to be approved.
3. **Eight-Car Trains (\$182 million):** will allow Metrorail to add 184 new rail cars and operate fifty percent of its peak hour trains in an eight-car configuration. Eight-car trains will significantly increase Metrorail's passenger carrying capability and reduce crowding on station platforms. This program also includes funds for power system upgrades and maintenance yard expansion to support eight-car train operations.
4. **Bus Improvements (\$48 million):** includes procurement of new buses and construction of a new bus storage and maintenance facility in Fairfax County, Virginia. The new bus facility will be a joint-use facility with the Fairfax County government. This program also includes a variety of bus stop improvements and the development of Intelligent Transportation System features at various transit centers.
5. **Program Management (\$15 million):** capital program professional management support and financial consultants/fees for Metro's financing activities.
6. **Security (\$11 million):** includes funds for bus garage security, radio communications enhancements, camera surveillance, expansion of a chemical detection system and front-line employee training.

## Reporting on the Capital Budget

### Internal Reporting

- Staff provides quarterly reports on the capital budget to the Board of Directors' Finance Committee.
- Throughout the year, project managers provide in-depth reports on their projects to the other Board committees.

### External Reporting

- Quarterly, Metro's General Manager and appropriate staff meet with Federal Transit Administration (FTA) officials to discuss the status of federally-funded projects.
- Each month, Metro staff meets the FTA's Project Management Oversight Committee to discuss federally-funded projects.
- Metro meets regularly with members of the JCC to discuss various Metro capital projects.

## Managing the Capital Budget

Metro has recently established an internal Capital Program Advisory Committee to give guidance to staff during the development of the annual capital budget. In September 2006, Metro presented a framework for managing the capital improvement program to the Board of Directors that will:

- Reduce the funding shortfall identified within the capital program.
- Meet critical safety needs and all legal mandates.
- Keep existing customers by improving reliability and service.
- Develop projects to attract and accommodate new customers.
- Reinvest in infrastructure to reduce future costs.



# Reimbursable Projects

Reimbursable projects are unique services, programs or projects for which separate funding has been arranged. The following are descriptions of several reimbursable projects budgeted for FY 2008. A full list is provided in the Appendix.

- **Dulles Corridor Metrorail Project (\$273 million):** Metro has entered into an intergovernmental agreement with the Metropolitan Washington Airports Authority (MWAA) to provide \$273 million to Metro for the procurement of rail cars and continued technical assistance for phase 1 of the Dulles Corridor Metrorail project. This project is contingent upon the award of a FTA full-funding grant agreement to MWAA.
- **Solar Power Equipment Project (\$15 million):** includes funds to install solar energy equipment on building rooftops to save energy costs. Metro plans to issue interest-free bonds through the federal government's Clean and Renewable Energy Bonds program.
- **DC Circulator (\$7 million):** includes funds to support the DC Circulator, a District bus service partnership for which Metro serves as the contract manager. Costs for managing the contract are fully reimbursed by the District of Columbia.
- **Access-to-Jobs (\$5 million):** includes funds to support improvements to MetroAccess such as additional vehicles, improved customer communications, increased staff and door-to-door service. Funds will come from a federal access-to-jobs grant program.
- **Metrorail Yellow Line Service Extension (\$3 million):** includes funds to extend Metrorail service on the Yellow Line from Mt. Vernon Square to Fort Totten during off-peak weekday hours and weekends. Costs will be reimbursed by the District of Columbia.
- **Elimination of Metrorail Turnbacks at Grosvenor Station (\$2 million):** includes funds to eliminate turnbacks at Grosvenor on the Red Line during off-peak weekday hours and weekends. Costs will be reimbursed by the State of Maryland.



# Summary of State/Local Support

Metro receives both operating and capital support from the states and jurisdictions that participate in its Interstate Compact agreement.

## District of Columbia

Funds are appropriated each year by the District of Columbia City Council.

## Maryland

Each year, the Maryland General Assembly appropriates funds from the Maryland Department of Transportation's Transportation Trust Fund (TTF). Most of the TTF revenue comes from motor fuel tax receipts, titling tax receipts, vehicle registration fees, and the corporate income tax.

## Virginia

Five jurisdictions in Virginia support Metro: Arlington County, the City of Alexandria, the City of Fairfax, Fairfax County and the City of Falls Church. In Northern Virginia, a two percent sales tax is levied on gasoline sellers and retailers. The Northern Virginia Transportation Commission uses these funds to supplement the Virginia localities' share of Metro operating budget support.



### SUMMARY OF STATE/LOCAL SUPPORT

	Operating Budget	Capital Budget
	(\$ in millions)	(\$ in millions)
	FY 08	FY 08
District of Columbia	\$201.6	\$60.4
Maryland	\$199.4	\$59.1
Virginia		
City of Alexandria	\$21.6	\$7.3
Arlington County	36.5	14.3
City of Fairfax	1.0	0.3
Fairfax County	65.6	22.9
City of Falls Church	1.6	0.5
SUBTOTAL	\$126.3	\$45.3
<b>TOTAL</b>	<b>\$527.3</b>	<b>\$164.8</b>

Notes: Numbers may not sum to total due to rounding.  
Operating support includes \$27.5 million in debt service.

# Contacting Metro



## By mail or in person

Washington Metropolitan Area Transit Authority  
600 Fifth Street, NW  
Washington, DC 20001

Take the Red, Green or Yellow line to Gallery Pl-Chinatown station. Use the Arena exit. Walk two blocks east on F Street to Metro headquarters (Jackson Graham Building). Or ride Metrobus routes D1, D3, D6, P6, 70, 71, 80 or X2.

## By Internet

Visit [MetroOpensDoors.com](http://MetroOpensDoors.com) or email Customer Assistance at [csvc@wmata.com](mailto:csvc@wmata.com)

## By telephone

Metro general information: 202-962-1234  
Administrative offices and general information  
Weekdays: 8:30 a.m. - 5:00 p.m.

Customer assistance: 202-637-1328  
Suggestions, commendations and comments

Customer information: 202-637-7000 (TTY 202-638-3780)  
Metrobus and Metrorail schedules, fares, parking and more

## Metrorail line managers

Contact Metrorail line managers with questions or concerns on their respective lines.

Red Line Manager Belynda Jones  
[redline@wmata.com](mailto:redline@wmata.com) or 301-562-4605

Blue/Orange Line Manager Charles Dzikuch  
[blue-orangeline@wmata.com](mailto:blue-orangeline@wmata.com) or 301-562-4606

Yellow/Green Line Manager Rita Davis  
[yellow-greenline@wmata.com](mailto:yellow-greenline@wmata.com) or 301-562-4607

## MetroAccess

301-562-5360 (TTY 301-588-7535) or 800-523-7009 (toll-free)  
MetroAccess Paratransit Service

## Transit Police

202-962-2121

# Operating Budget Appendix

## SUMMARY OF OPERATING REVENUE, EXPENSE, SUBSIDY & RIDERSHIP (DOLLARS IN MILLIONS)

	Actual FY2005	Actual FY2006	Actual FY2007	Approved Budget FY2008	Change FY2007 vs. FY2008
<b>Operating Revenue</b>					
<b>Metrorail</b>	\$ 439.7	\$ 477.4	\$ 487.3	\$ 505.1	\$ 17.8
<b>Metrobus</b>	128.7	136.2	139.6	145.4	5.8
<b>MetroAccess</b>	2.8	3.2	3.0	3.4	0.4
<b>Total Revenue</b>	\$ 571.3	\$ 616.8	\$ 629.8	\$ 653.9	\$ 24.1
<b>Operating Expense</b>					
<b>Metrorail</b>	\$ 545.0	\$ 597.6	\$ 633.7	\$ 638.2	\$ 4.4
<b>Metrobus</b>	369.4	398.8	419.2	452.8	33.6
<b>MetroAccess</b>	42.3	52.3	57.8	62.8	5.0
<b>Total Expense</b>	\$ 956.7	\$ 1,048.7	\$ 1,110.7	\$ 1,153.8	\$ 43.1
<b>Operating Subsidy</b>	\$ 385.4	\$ 431.9	\$ 480.9	\$ 499.8	\$ 19.0
<b>Cost Recovery Ratios</b>					
<b>Metrorail</b>	81%	80%	77%	79%	
<b>Metrobus</b>	35%	34%	33%	32%	
<b>MetroAccess</b>	7%	6%	5%	5%	
<b>System Total</b>	60%	59%	57%	57%	
<b>Ridership (in millions)</b>					
<b>Metrorail</b>	195.2	205.6	207.9	210.0	
<b>Metrobus</b>	126.8	131.1	131.5	133.9	
<b>MetroAccess</b>	1.3	1.4	1.5	1.6	
<b>System Total</b>	323.2	338.1	340.9	345.5	

**Operating Budget Line Items**  
(DOLLARS IN MILLIONS)

	Actual FY2005	Actual FY2006	Actual FY2007	Approved Budget FY2008	Change FY2007 vs. FY2008
<b>Operating Revenue</b>					
Passenger	\$ 476.8	\$ 505.4	\$ 512.4	\$ 534.3	\$ 21.9
DC Schools	4.3	4.7	4.6	5.0	0.4
Parking	35.7	38.6	39.2	40.0	0.8
Employee Parking	0.2	0.1	0.1	0.2	0.0
Charter	2.1	2.0	1.7	2.0	0.3
Advertising	29.0	30.0	33.0	38.0	5.0
Joint Development	7.6	7.8	10.5	7.2	(3.26)
Fiber Optics	8.9	9.3	10.3	9.8	(0.49)
Interest	1.8	3.2	4.5	4.6	(0.73)
Other	4.9	15.6	13.4	12.8	0.2
<b>Total Revenue</b>	<b>\$ 571.3</b>	<b>\$ 616.8</b>	<b>\$ 629.8</b>	<b>\$ 653.9</b>	<b>\$ 24.1</b>
<b>Operating Expense</b>					
Personnel	\$ 723.5	\$ 780.3	\$ 832.0	\$ 882.4	\$ 50.4
Services	86.4	101.7	106.3	125.0	18.7
Supplies	67.8	70.9	67.9	73.1	5.2
Fuel & Power	56.5	68.8	73.7	77.3	3.6
Utilities	28.2	30.9	32.1	37.4	5.3
Casualty & Liability	9.1	10.9	12.7	18.0	5.3
Leases & Rentals	4.8	4.6	6.0	5.6	(0.3)
Miscellaneous	3.8	4.7	4.1	4.8	0.0
*Reimbursements	-23.5	-24.2	-24.1	-69.8	-45.7
<b>Total Expenses</b>	<b>\$ 956.7</b>	<b>\$ 1,048.7</b>	<b>\$ 1,110.7</b>	<b>\$ 1,153.8</b>	<b>\$ 43.1</b>
<b>Operating Subsidy</b>	<b>\$ 385.4</b>	<b>\$ 431.9</b>	<b>\$ 480.9</b>	<b>\$ 499.8</b>	<b>\$ 19.0</b>
<b>Cost Recovery Ratio</b>	<b>60%</b>	<b>59%</b>	<b>57%</b>	<b>57%</b>	
* Line item includes one time benefit of construction settlement					

**FY2008 APPROVED OPERATING BUDGET**

(DOLLARS IN MILLIONS)

	Approved Budget FY2008	Metrobus	Metrorail	MetroAccess
<b>Operating Revenue</b>				
Passenger	\$ 534.3	\$ 108.4	\$ 422.5	\$ 3.4
Other Passenger	5.0	2.9	2.1	-
Parking	40.0	-	40.0	-
Charter	2.0	2.0	-	-
Advertising	38.0	25.5	12.5	-
Joint Development	7.2	-	7.2	-
Other	12.8	3.6	9.2	-
Employee Parking	0.2	0.1	0.1	-
Interest	4.6	2.9	1.7	-
Fiber Optics	9.8	0.0	9.8	-
<b>Total Revenue</b>	<b>\$ 653.9</b>	<b>\$ 145.4</b>	<b>\$ 505.1</b>	<b>\$ 3.4</b>
<b>Operating Expense</b>				
Personnel	\$ 882.0	\$ 379.6	\$ 500.0	\$ 2.8
Services	125.0	18.2	46.9	59.9
Materials & Supplies	73.1	32.6	40.4	0.1
Fuel & Propulsion Power	77.3	31.6	45.6	-
Utilities	37.4	8.1	29.2	0.1
Casualty & Liability	18.0	5.6	12.3	0.0
Leases & Rentals	5.6	1.9	3.2	0.5
Miscellaneous	4.8	1.7	3.1	0.0
*Preventive Maint./Reimb.	(69.8)	(26.6)	(42.6)	(0.6)
<b>Total Expense</b>	<b>\$ 1,153.8</b>	<b>\$ 452.8</b>	<b>\$ 638.1</b>	<b>\$ 62.8</b>
<b>Operating Subsidy</b>	<b>\$ 499.8</b>	<b>\$ 307.4</b>	<b>\$ 133.1</b>	<b>\$ 59.4</b>
<b>Cost Recovery Ratio</b>	<b>57%</b>	<b>32%</b>	<b>79%</b>	<b>5%</b>

\* Line item includes one time benefit of construction settlement

**Metrorail Operating Budget**  
(DOLLARS IN MILLIONS)

	Actual FY2005	Actual FY2006	Actual FY2007	Approved Budget FY2008	Change FY2007 vs. FY2008
<b>Operating Revenue</b>					
Passenger	\$ 373.3	\$ 398.5	\$ 404.8	\$ 422.5	\$ 17.6
Other Passenger	2.1	1.4	2.0	2.1	0.2
Parking	35.7	38.6	39.2	40.0	0.8
Charter	-	-	0.0	-	(0.0)
Advertising	8.7	9.0	9.9	12.5	2.6
Joint Development	7.6	7.8	10.5	7.2	(3.3)
Fiber Optics	8.9	9.3	10.3	9.8	(493.6)
Interest	0.8	1.3	0.8	1.7	833.1
Employee Parking	0.1	0.1	0.1	0.1	(35.4)
Other	2.4	11.4	9.7	9.2	(462.2)
<b>Total Revenues</b>	<b>\$ 439.7</b>	<b>\$ 477.4</b>	<b>\$ 487.3</b>	<b>\$ 505.1</b>	<b>\$ 17.8</b>
<b>Operating Expense</b>					
Personnel	\$ 415.1	\$ 456.6	\$ 486.7	\$ 500.0	\$ 13.3
Services	31.0	34.7	33.9	46.9	13.0
Materials & Supplies	38.0	40.9	39.6	40.4	0.8
Fuel & Propulsion Power	33.6	35.0	39.4	45.6	6.2
Utilities	21.7	23.2	25.0	29.2	4.2
Casualty & Liability	5.8	7.9	8.9	12.3	3.4
Leases & Rentals	3.0	2.9	3.9	3.1	(0.8)
Miscellaneous	2.1	2.7	2.4	3.2	0.8
*Preventive Maint./Reimb.	(5.4)	(6.2)	(6.1)	(42.6)	36.5
<b>Total Expenses</b>	<b>\$ 545.0</b>	<b>\$ 597.6</b>	<b>\$ 633.7</b>	<b>\$ 638.1</b>	<b>\$ 4.4</b>
<b>Operating Subsidy</b>	<b>\$ 105.3</b>	<b>\$ 120.2</b>	<b>\$ 146.4</b>	<b>\$ 133.1</b>	<b>\$ -13.3</b>
<b>Cost Recovery Ratio</b>	<b>81%</b>	<b>80%</b>	<b>77%</b>	<b>79%</b>	

\* Line item includes one time benefit of construction settlement

**Metrobus Operating Budget**  
(DOLLARS IN MILLIONS)

	Actual FY 2005	Actual FY 2006	Actual FY 2007	Approved Budget FY 2008	Change FY2007 vs. FY2008
<b>Operating Revenue</b>					
Passenger	\$ 100.6	\$ 103.9	\$ 104.6	\$ 108.4	\$ 3.8
Other Passenger	2.2	3.4	2.7	2.9	0.2
Parking	-	-	-	-	-
Charter	2.1	2.0	1.7	2.0	0.3
Advertising	20.3	21.0	23.1	25.5	2.4
Other	2.4	4.0	3.7	3.6	(0.1)
Employee Parking	0.1	0.0	0.0	0.1	0.1
Interest	1.0	2.0	3.7	2.9	(0.8)
<b>Total Revenues</b>	<b>\$ 128.7</b>	<b>\$ 136.2</b>	<b>\$ 139.6</b>	<b>\$ 145.4</b>	<b>\$ 5.8</b>
<b>Operating Expense</b>					
Personnel	\$ 307.8	\$ 323.2	\$ 344.7	\$ 379.6	\$ 379.6
Services	14.2	15.8	15.8	18.2	18.2
Materials & Supplies	29.8	29.9	28.3	32.6	32.6
Fuel & Propulsion Power	22.9	33.9	34.3	31.6	31.6
Utilities	6.4	7.7	7.0	8.1	8.1
Casualty & Liability	3.3	3.0	3.8	5.6	5.6
Leases & Rentals	1.6	1.3	1.6	1.9	1.9
Miscellaneous	1.6	2.0	1.6	1.7	1.7
*Preventive Maint./Reimb.	(18.1)	(18.0)	(18.0)	(26.6)	(26.6)
<b>Total Expenses</b>	<b>\$ 369.4</b>	<b>\$ 398.8</b>	<b>\$ 419.2</b>	<b>\$ 452.8</b>	<b>\$ 33.5</b>
<b>Operating Subsidy</b>	<b>\$ 240.7</b>	<b>\$ 262.6</b>	<b>\$ 279.7</b>	<b>\$ 307.4</b>	<b>\$ 27.7</b>
<b>Cost Recovery Ratio</b>	<b>35%</b>	<b>34%</b>	<b>33%</b>	<b>32%</b>	

\* Line item includes one time benefit of construction settlement

**MetroAccess Operating Budget**  
(DOLLARS IN MILLIONS)

	Actual FY2005	Actual FY2006	Actual FY2007	Approved Budget FY2008	Change FY2007 vs. FY2008
<b>Operating Revenue</b>					
Passenger	\$ 2.8	\$ 3.0	\$ 2.9	\$ 3.4	\$ 0.5
Other	-	0.3	-	-	-
<b>Total Revenue</b>	<b>\$ 2.8</b>	<b>\$ 3.3</b>	<b>\$ 2.9</b>	<b>\$ 3.4</b>	<b>\$ 0.5</b>
<b>Operating Expense</b>					
Personnel	\$ 0.7	\$ 0.5	\$ 0.5	\$ 2.8	\$ 2.3
Services	41.3	0.1	56.6	59.9	3.2
Materials & Supplies	0.0	0.1	0.1	0.1	0.1
Fuel & Propulsion Power	0.0	0.0	0.0	-	(0.0)
Utilities	0.1	0.1	0.1	0.0	(0.1)
Casualty & Liability	(0.0)	-	0.0	0.0	0.0
Leases & Rentals	0.2	0.5	0.5	0.5	0.0
Miscellaneous	0.0	0.0	0.0	0.0	0.0
Preventive Maint./Reimb.	(0.0)	-	-	(633.7)	(633.7)
<b>Total Expense</b>	<b>\$ 42.3</b>	<b>\$ 52.3</b>	<b>\$ 57.8</b>	<b>\$ 62.8</b>	<b>\$ 5.0</b>
<b>Operating Subsidy</b>	<b>\$ 39.4</b>	<b>\$ 49</b>	<b>\$ 54.9</b>	<b>\$ 59.4</b>	<b>\$ 4.5</b>
<b>Cost Recovery Ratio</b>	<b>7%</b>	<b>6%</b>	<b>5%</b>	<b>5%</b>	

# Capital Budget Appendix

## Capital Improvement Program: FY 2008-2013

(dollars in millions)

CIP Program Elements	FY 2008 Budget	FY 2009 Projection	FY 2010 Projection	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection	FY 2008-13 Total
<b>A. Infrastructure Renewal Program</b>							
• Rolling Stock: Bus	\$ 49.110	\$ 59.974	\$ 41.014	\$ 37.952	\$ 32.676	\$ 30.775	\$ 251.501
• Rolling Stock: Rail	0.339		5.000	3.065	3.688	92.325	104.415
• Passenger Facilities	54.305	64.634	58.871	68.997	59.285	52.228	358.320
• Maintenance Facilities	42.111	31.526	26.105	60.802	59.106	39.806	259.456
• Systems	40.120	90.449	88.303	152.084	75.260	61.002	507.218
• Track and Structures	40.214	44.868	45.479	51.716	44.725	41.597	268.699
• Information Technology	22.227	12.450	10.000	10.000	10.000	10.000	74.677
• Preventive Maintenance	20.700	20.700	20.700	20.700	20.700	20.700	124.200
Subtotal	\$ 269.126	\$ 324.701	\$ 295.472	\$ 405.316	\$ 305.438	\$ 348.433	\$ 1,948.486
<b>B. Eight-Car Train Capital Initiative</b>							
• Rail Cars	85.743	1.413	3.714	2.837	0.239		93.946
• Facilities	41.267	6.466					47.733
• Systems	54.635						54.635
Subtotal	\$ 181.645	\$ 7.879	\$ 3.714	\$ 2.837	\$ 0.239	\$ -	\$ 196.314
<b>C. Bus Improvement Capital Initiative</b>							
• Buses	26.500	20.700	34.610				81.810
• Garage	16.097	0.103					16.200
• Customer Facilities	5.580	5.360	1.460				12.400
Subtotal	\$ 48.177	\$ 26.163	\$ 36.070	\$ -	\$ -	\$ -	\$ 110.410
<b>D. Expansion and Improvement Projects</b>							
• Southeast Bus Garage Relocation & Metro Transit Police Training Facility							-
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
▶ Metro Matters Security Program	11.000	11.000					22.000
<b>Subtotal: Capital Projects</b>	<b>\$ 509.948</b>	<b>\$ 369.743</b>	<b>\$ 335.256</b>	<b>\$ 408.153</b>	<b>\$ 305.677</b>	<b>\$ 348.433</b>	<b>\$ 2,277.210</b>
<b>E. Program Management</b>							
• Program Management & Support	12.884	11.458	8.197	9.002	10.101	26.053	77.695
• Credit Facility	2.000	2.000	2.000	2.000	2.000	2.000	12.000
• Financing Expenses	206.000	97.568	6.000		39.036		348.604
• Debt Service			121.411	75.417	121.348	125.867	444.043
Subtotal	\$ 220.884	\$ 111.026	\$ 137.608	\$ 86.419	\$ 172.485	\$ 153.920	\$ 882.342
<b>Total CIP</b>	<b>\$ 730.832</b>	<b>\$ 480.769</b>	<b>\$ 472.864</b>	<b>\$ 494.572</b>	<b>\$ 478.162</b>	<b>\$ 502.353</b>	<b>\$ 3,159.552</b>

## Sources of Funds for Capital Improvement Program: FY 2008-2013

(dollars in millions)

	FY 2008 Budget	FY 2009 Projection	FY 2010 Projection	FY 2011 Projection	FY 2012 Projection	FY 2013 Projection	FY 2008-13 Total
<b>Federal Funds:</b>							
• Federal Formula Grant Funds:							
– Section 5307 Federal Grant	\$ 120.515	\$ 129.855	\$ 139.919	\$ 150.763	\$ 162.447	\$ 175.037	\$ 878.536
– Section 5309 Federal Grant	81.761	88.097	94.925	102.282	110.209	118.750	596.024
Subtotal - Fed. Formula Grants	\$ 202.276	\$ 217.952	\$ 234.844	\$ 253.045	\$ 272.656	\$ 293.787	\$ 1,474.560
• Federal Discretionary / SAFETEA-LU	35.000	35.000	34.000				104.000
• Homeland Security Grants	11.000	11.000					22.000
Subtotal: Federal Funds	\$ 248.276	\$ 263.952	\$ 268.844	\$ 253.045	\$ 272.656	\$ 293.787	\$ 1,600.560
<b>State and Local Funds:</b>							
• District of Columbia	\$ 60.351	\$ 65.435	\$ 72.525	\$ 73.613	\$ 74.717	\$ 75.838	\$ 422.479
• Montgomery County	28.080	30.445	33.744	34.250	34.764	35.285	196.568
• Prince Georges County	31.040	33.654	37.301	37.860	38.428	39.005	217.288
Maryland Subtotal	\$ 59.120	\$ 64.099	\$ 71.045	\$ 72.110	\$ 73.192	\$ 74.290	\$ 413.856
• Alexandria	7.308	7.924	8.782	8.914	9.048	9.183	51.159
• Arlington County	14.321	15.527	17.210	17.468	17.730	17.996	100.252
• City of Fairfax	0.319	0.346	0.383	0.389	0.395	0.401	2.233
• Fairfax County	22.900	24.828	27.519	27.932	28.351	28.776	160.306
• Falls Church	0.463	0.502	0.556	0.565	0.573	0.582	3.241
Virginia Subtotal	\$ 45.311	\$ 49.127	\$ 54.450	\$ 55.268	\$ 56.097	\$ 56.938	\$ 317.191
Subtotal: State and Local Funds	\$ 164.782	\$ 178.661	\$ 198.020	\$ 200.991	\$ 204.006	\$ 207.066	\$ 1,153.526
<b>Other Sources</b>							
• Misc. Internal CIP Funding Sources	6.000	6.000	6.000	40.536	1.500	1.500	61.536
• Debt and Related Capital Sources	311.774	32.156					343.930
Subtotal: Other Sources	\$ 317.774	\$ 38.156	\$ 6.000	\$ 40.536	\$ 1.500	\$ 1.500	\$ 405.466
<b>Total</b>	<b>\$ 730.832</b>	<b>\$ 480.769</b>	<b>\$ 472.864</b>	<b>\$ 494.572</b>	<b>\$ 478.162</b>	<b>\$ 502.353</b>	<b>\$ 3,159.552</b>

# Reimbursable Projects Appendix

## Summary of Reimbursable Project Expenses by Sponsor

	<u>Fiscal 2008 Approved</u>	<u>Source of Funds</u>
<b>District of Columbia</b>		
District of Columbia Government		
• D.C. Bus Circulator	\$ 6,588,800	Local govt. subsidy and passenger fares
• D.C. Bus Circulator Expansion	264,000	Local govt. subsidy and passenger fares
• Georgia Avenue Rapid Bus (Metro Extra Route 79)	1,435,400	Local govt. subsidy and passenger fares
• Southeast Shuttle Bus Project	256,300	Local government subsidy
• Transportation Technology School	318,000	Local government subsidy
• Metrorail Yellow Line Service Extension to Fort Totten Station	3,159,000	Local government subsidy
<b>Subtotal</b>	<b>\$ 12,021,500</b>	
<b>Maryland</b>		
Maryland Department of Transportation (MDOT)		
• Charles County Bus Service: Indian Head Express Line (Metrobus Route W19)	1,193,200	State govt. subsidy and passenger fares
• College Park-Bethesda (Metrobus Route J4)	727,500	State govt. subsidy and passenger fares
• Crofton-New Carrollton Service (Metrobus Route B31)	300,500	State govt. subsidy and passenger fares
• Greenbelt-BWI Airport (Metrobus Route B30)	1,689,300	State govt. subsidy and passenger fares
• Metrorail Red Line Turnbacks at Grosvenor Station	1,538,000	State government subsidy
<b>Subtotal</b>	<b>\$ 5,448,500</b>	
<b>Virginia</b>		
Arlington County		
• Maintenance of Pike Ride Signals	2,900	Local government subsidy
City of Falls Church		
• Falls Church Bus Service (George, Routes 26-A, E, W)	373,000	Local govt. subsidy and passenger fares
Fairfax County		
• Springfield Bus Circulator & Shuttle Service (S-80, S-91)	786,400	Local govt. subsidy and passenger fares
Metropolitan Washington Airports Authority		
• Dulles Corridor Metrorail Project	272,850,000	Contingent upon federal grant agreement
<b>Subtotal</b>	<b>\$ 274,012,300</b>	
<b>Federal Government</b>		
U.S. Department of Transportation		
• Access-to-Jobs Grant Program	5,100,000	Federal grant
<b>WMATA and All Jurisdictional Partners</b>		
• Project Development	3,000,000	State and local government contributions
• Solar Power Equipment Project	14,670,000	Clean Renewable Energy bonds
<b>Subtotal</b>	<b>\$ 17,670,000</b>	
<b>Total</b>	<b>\$ 314,252,300</b>	