

# Vital Signs Report

*A Scorecard of Metro's*

*Key Performance Indicators (KPI)*



**Office of Performance**

Chief Performance Officer

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## Vital Signs Report – February 2011

### Executive Summary

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In December, Metrobus service reached its best on-time performance since the beginning of the fiscal year, continuing its prior two month pattern of improvement. The realignment of Service Operation Managers on the street continued to positively affect on-time performance because Service Operation Managers can address service challenges promptly. Bus fleet reliability continued to outperform its target as all of the 148 new buses were added to revenue service; however, fleet reliability decreased slightly when compared to the prior month as the colder temperatures began to impact electrical systems and cause engine cooling.

December railcar door malfunctions continued to impact system-wide on-time performance and railcar reliability, measured by the mean distance between delays. Many door troubles are directly tied to customer interaction, indicating that improved communication is needed. Staff continued to step up efforts to reduce the impact of delays caused by door malfunctions.

MetroAccess on-time performance improved in December as staff continued to improve scheduling efficiency while maintaining the level of on-time performance. During the month of November (most recent available data), 99.99% of MetroAccess passengers were safely transported but there were seven passenger injuries, two of which occurred during non-preventable vehicle collisions.

Escalator availability increased in December 2010 (1.9% which "equals" 11 units) following the completion of November's brake inspections that shut down every escalator for a brief time. Although the total number of work assignments increased in December, especially unscheduled work, the average time to complete a work assignment (mean time to repair) decreased resulting in better escalator availability.

The overall number of crimes in November was down 26% when compared to November 2009, with the biggest reductions in larcenies (54%) and robberies (27%). MTPD introduced bag searches, which generated some comments.

The commendation rate increased for Bus and MetroAccess, reflecting service changes and improvements that have been made. MetroAccess' commendation rate continues to indicate improvements in on-time performance which are closely tied to the complaint and commendation rates. There were also 328 fewer Metro complaints overall in December as compared to November.

#### Future Performance Action Highlights:

- Receive 152 new buses between March and December 2011. As these new buses are put into service, older less reliable buses will be retired. In anticipation of improved performance, Metro has adjusted its reliability target to 7,400 miles between failures effective January 1, 2011.
- Analyze causes of rail delay and their impacts to on-time performance. Use information to identify "campaigns" (where 10-20 railcars are taken out of service at a time to address a set of maintenance items) that can be implemented by fleet and by season to improve rail fleet reliability.
- Work is beginning at the Foggy Bottom station in January 2011 to replace three old, unreliable escalators with new escalators, add a staircase to increase accessibility to the station, and add a canopy to protect riders and escalators from inclement weather.

## Strategic Framework Overview

There are five strategic goals that provide a framework to quantify and measure how well Metro is performing. Each of the goals have underlying objectives intended to guide all employees in the execution of their duties. Although Metro is working on all goals and objectives only a select number of performance measures are presented in the Vital Signs Report to provide a high-level view of agency progress.

5 Goals

- |       |                                                                                                                                                                                                                                                                                                                                 |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Goals | <ol style="list-style-type: none"> <li>1. <u>Create</u> a Safer Organization</li> <li>2. <u>Deliver</u> Quality Service</li> <li>3. <u>Use</u> Every Resource Wisely</li> <li>4. <u>Retain</u>, <u>Attract</u> and <u>Reward</u> the Best and Brightest</li> <li>5. <u>Maintain</u> and <u>Enhance</u> Metro's Image</li> </ol> |
|-------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

12 Objectives

Goal	Objective
1	1.1 <u>Improve</u> customer and employee safety and security ("prevention")*
	1.2 <u>Strengthen</u> Metro's safety and security response ("reaction")
2	2.1 <u>Improve</u> service reliability
	2.2 <u>Increase</u> service and capacity to relieve overcrowding and meet future demand
	2.3 <u>Maximize</u> rider satisfaction through convenient, comfortable services and facilities that are in good condition and easy to navigate
	2.4 <u>Enhance</u> mobility by improving access to and linkages between transportation options
3	3.1 <u>Manage</u> resources efficiently
	3.2 <u>Target</u> investments that reduce cost or increase revenue
4	4.1 <u>Support</u> diverse workforce development through management, training and provision of state of the art facilities, vehicles, systems and equipment
5	5.1 <u>Enhance</u> communication with customers, employees, Union leadership, Board, media and other stakeholders
	5.2 <u>Promote</u> the region's economy and livable communities
	5.3 <u>Use</u> natural resources efficiently and reduce environmental impacts

\*WMATA Board of Directors System Safety Policy states:

1. To avoid loss of life, injury of persons and damage or loss of property;
2. To instill a commitment to safety in all WMATA employees and contractor personnel; and
3. To provide for the identification and control of safety hazards, the study of safety requirements, the design, installation and fabrication of safe equipment, facilities, systems, and vehicles, and a systematic approach to the analysis and surveillance of operational safety for facilities, systems, vehicles and equipment.

## Metro Facts at a Glance

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### Metro Service Area

Size	1,500 sq. miles
Population	3.5 million

### Ridership

Mode	FY 2010	Average Weekday
Bus	124 million	359,627 (December 2010)
Rail	217 million	647,343 (December 2010)
MetroAccess	2.4 million	7,454 (December 2010)
Total	343.4 million	

### Fiscal Year 2011 Budget

Operating	\$1.5 billion
Capital	\$0.7 billion
Total	\$2.2 billion

### Metrobus General Information

Size	11,750 bus stops
Routes	320
Fiscal Year 2011 Operating Budget	\$538 million
Highest Ridership Route in 2009	30's – Pennsylvania Ave. (16,330 avg. wkdy ridership)
Metrobus Fare	\$1.70 cash, \$1.50 SmarTrip®, Bus-to-bus Transfers Free
Express Bus Fare	\$3.85 cash, \$3.65 SmarTrip®, Airport Fare \$6.00
Bus Fleet*	1,491
Buses in Peak Service	1,244
Bus Fleet by Type*	Compressed Natural Gas (460), Electric Hybrid (401), Clean Diesel (116) and All Other (514)
Average Fleet Age*	6.4 years
Bus Garages	9 – 3 in DC, 3 in MD and 3 in VA

\*As of December 2010.

## Metrorail General Information

Fiscal Year 2011 Operating Budget	\$822 million
Highest Ridership Day	Obama Inauguration on Jan. 20, 2009 (1.1 million)
Busiest Station in 2010	Union Station (34,713 average weekday boardings in April)
Regular Fare (peak)	Minimum - \$2.20 paper fare card, \$1.95 SmarTrip® Maximum - \$5.25 paper fare card, \$5.00 SmarTrip®
Reduced Fare (non-peak)	Minimum - \$1.85 paper fare card, \$1.60 SmarTrip® Maximum - \$3.00 paper fare card, \$2.75 SmarTrip®
Peak-of-the-peak Surcharge	\$.20 - weekdays 7:30 – 9 a.m. and 4:30 – 6 p.m., depending on starting time of trip
1 <sup>st</sup> Segment Opening/Year	Farragut North-Rhode Island Avenue (1976)
Newest Stations/Year	Morgan Boulevard, New York Avenue, and Largo Town Center (2004)
Rail Cars in Revenue Service	1,118
Rail Cars in Peak Service	850
Rail Cars by Series	1000 Series (288), 2000/3000 (362), 4000 (100), 5000 (184) and 6000 (184)
Lines	5 – Blue, Green, Orange, Red and Yellow
Station Escalators	588
Station Elevators	237
Longest Escalator	Wheaton station (230 feet)
Deepest Station	Forest Glen (21 stories / 196 feet)
Rail Yards	9 – 1 in DC, 6 in MD and 2 in VA

## MetroAccess General Information

Fiscal Year 2011 Operating Budget	\$104 million
MetroAccess Fare	Within ADA core service area - \$3.00; Outside ADA core service area - \$2.00 to \$4.00 supplemental fare
Paratransit Vehicle Fleet**	600
Average Fleet Age**	3.6 years
Paratransit Garages	7 (1 in DC, 4 in MD and 2 in VA)
Contract Provider	MV Transportation

\*\*As of November 2010.

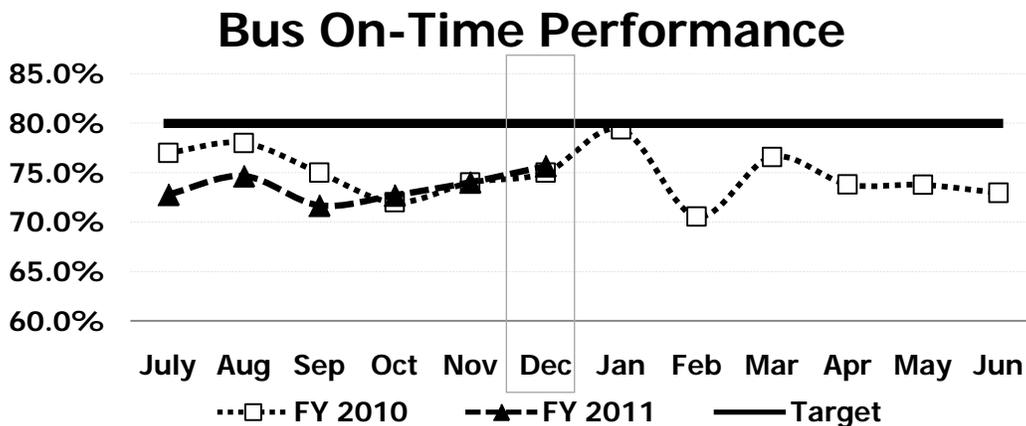
**KPI: Bus On-Time Performance (December)**

**Objective 2.1 Improve Service Reliability**

**Reason to Track:** This indicator illustrates how closely Metrobus adheres to published route schedules on a system-wide basis. Factors which affect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability, and operational behavior. Bus on-time performance is essential to delivering quality service to the customer.

**Why Did Performance Change?**

- Bus service reached its best on-time performance since the beginning of the fiscal year, continuing its prior two-month pattern of improvement.
- The realignment of Service Operation Managers on the street continues to positively affect on-time performance because Service Operation Managers can address service challenges promptly. In addition, Bus Operators feel that they have support and are able to better manage on-time performance expectations.
- Metro redeployed Service Operation Managers to support having eyes on the street and Metro's ability to make prompt adjustments to obstructions of on-time performance.
- Several service improvements were implemented including a new X9 express route to provide faster limited stop service in the District of Columbia, streamlined routes for riders in Greenbelt, additional service in between Silver Spring and Bethesda, and two new routes (7Y and 16F) that provide direct service from Virginia to the District of Columbia. Metro staff relied on feedback from customers, bus operators and managers, local agency staff, formal studies and public hearings to prepare the service adjustments.



**Actions to Improve Performance**

- Continue to recruit Bus Operators to close the vacancy gap. Occasionally, trips are missed due to a Bus Operator workforce shortage. While missed trips do not mathematically affect the rate of on-time performance they do negatively impact the quality of service by making customers wait longer for their ride.
- Continue to promote Next Bus, a trip planning tool used to provide arrival times. Next Bus can be used to give people options when delays are unavoidable.
- Metro will work with local transportation agencies on road improvements along the region's bus corridors as part of the Transportation Investment Generating Economic Recovery grants (TIGER grants) recently awarded to Metropolitan Washington Council of Governments.

**Conclusion:** On-time performance improved by 2 percentage points when compared to the previous month, as well as by 2 percentage points when compared to the quarter average. The role of Service Operation Managers is growing increasingly important to promoting on-time performance and strengthening Metro's ability to promptly address service challenges.

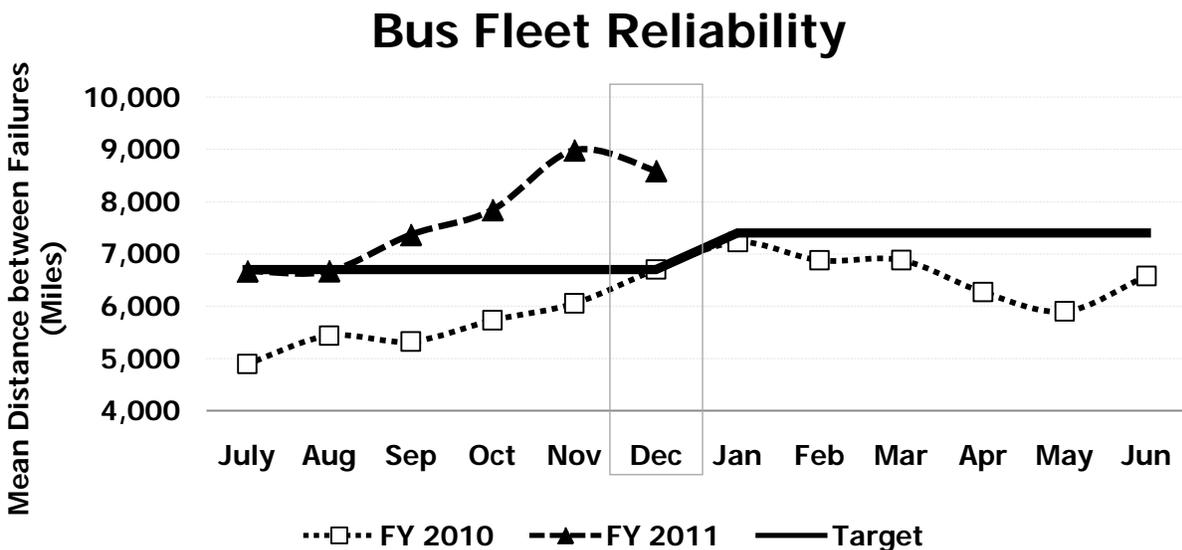
**KPI: Bus Fleet Reliability (December)  
(Mean Distance Between Failures)**

**Objective 2.1 Improve Service Reliability**

**Reason to Track:** One source of reliability problems is vehicle breakdowns that cause buses to go out of service. This key performance indicator communicates service reliability and is used to monitor trends in vehicle breakdowns and to plan corrective actions. Factors that influence bus fleet reliability are the vehicle age, quality of a maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction. For this measure higher miles are better, meaning that the vehicle goes farther without breaking down.

**Why Did Performance Change:**

- Performance continues to outperform the target, and has improved 28% when compared to December of the prior fiscal year.
- Although reliability decreased by 395 miles or 4% when compared to the prior month of November, Metro continued to run ~ 144,746 miles of uninterrupted service on a typical weekday.
- The decrease of performance was due to temperature drops of ~ 10 degrees. Colder weather tends to affect engine cooling and electrical systems. On average, the metropolitan area experienced colder temperatures this quarter when compared to this same period of 2009.



**Actions to Improve Performance**

- Receive 152 new hybrid electric buses between March and December 2011. The new buses will replace older less reliable buses; they will also be equipped with automated monitoring and remote measurement reporting technology that will improve upon the fleet's maintenance procedures.
- Progress is being made in the replacement of the Royal Street and Southeastern Bus Garages with new facilities.
- Continue to extend the life of the existing fleet by performing preventive maintenance and mid-life rehabilitations.
- The mean distance between failures target will be modified to 7,400 miles next month due to the improvements in reliability seen with the introduction of the new buses.

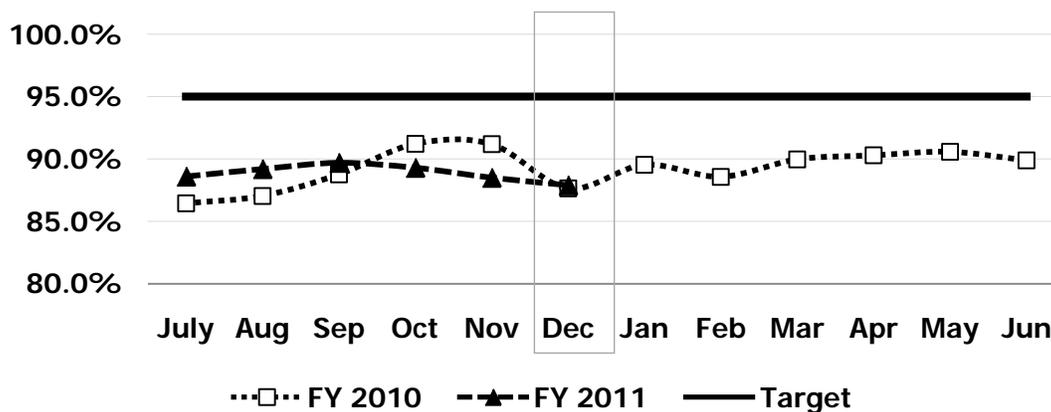
**Conclusion:** Fiscal year to date bus fleet reliability is 7,580 miles or 10% better than the existing 6,700 mile target.

**Reason to Track:** On-time performance measures the adherence to weekday headways, the time between trains. Factors that can affect on-time performance include track conditions resulting in speed restrictions, the number of passengers accessing the system at once, dwell time at stations, equipment failures and delays such as sick passengers or offloads. On-time performance is a component of customer satisfaction.

**Why Did Performance Change?**

- System-wide on-time performance declined slightly in December with a decrease in headway adherence to 87.9 percent, the lowest since December 2009. Contributing to this decline was a large increase in door-malfunctions resulting in delays. Increased track work during the mid-day hours also contributed to lower on-time performance for the off-peak daytime period.
- The greatest drop in on-time performance was on the Green Line, particularly in the afternoon and evening peak period. This is primarily due to daytime track work between Branch Avenue and Naylor Road stations, in addition to door malfunctions and customer-related delays during December.
- The Red Line experienced a slight increase in headway adherence from November to 87.9% even with platform rehabilitation and single tracking at Shady Grove.
- Speed restrictions in place during the fall at certain outdoor locations have been lifted, allowing trains to return to normal safe system speeds.
- Operators who entered into service throughout the fall are improving their operating skill in braking and stopping at platforms efficiently.

### Rail On-Time Performance



**Actions to Improve Performance**

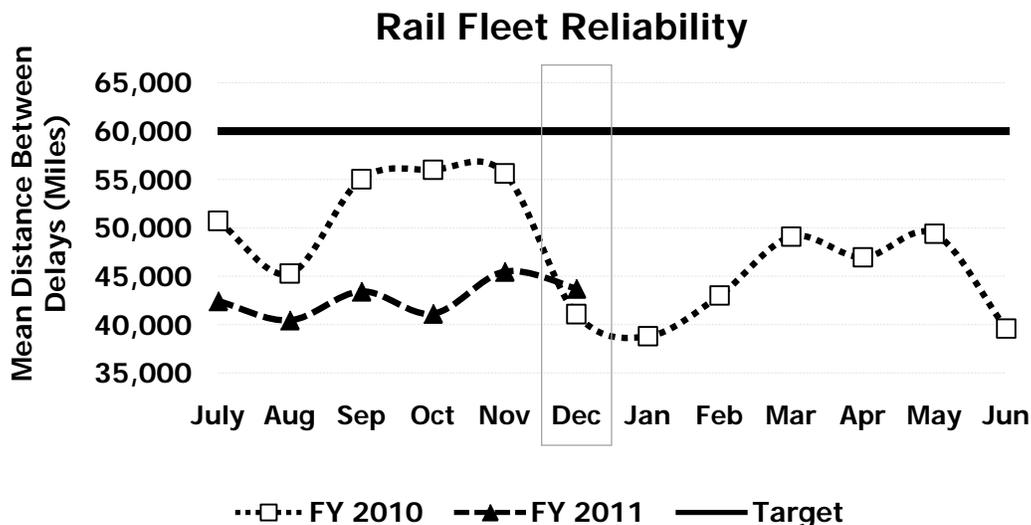
- Continue to perform track work to ensure safe infrastructure by moving forward aggressively on the capital program's infrastructure renewal projects. These projects are designed to upgrade and improve the track, tunnels and platforms, as well as the communications equipment used to operate trains safely.
- Continue to carry out winter weather precautions, including staging trains with de-icing equipment strategically, and making sure that third-rail power is consistent and that switches are operating safely and effectively.
- Continue to seek solutions to door malfunctions. Evaluate trends in when and where door malfunctions are occurring. Continue coordinating between Operations Control and Car Maintenance to quickly troubleshoot and move trains with malfunctioning doors to prevent service delays.

**Conclusion:** While maintenance activities have increased substantially throughout the Metrorail system the on-time performance remained very stable. During December, door malfunctions caused the greatest impact to on-time performance; however, the overall impact was less than one percent change in on-time performance from November.

**Reason to Track:** Mean distance between delays communicates the effectiveness of Metro’s railcar maintenance program. This measure reports the number of miles between railcar failures resulting in delays of service greater than three minutes. Factors that influence railcar reliability are the age of the railcars, the amount the railcars are used, and the interaction between railcars and the track. The higher the mileage for the mean distance between delays, the more reliable the railcars.

**Why Did Performance Change?**

- System-wide, rail fleet reliability decreased by 4% in December, due largely to persistent door malfunctions.
- The volume of total railcar incidents is approximately the same as November, but delays are 6% higher.
- Door malfunctions continue to frustrate railcar maintenance staff because the problem is difficult to replicate in the car shop, and is directly tied to customer interaction and design of the door interlocking systems, which must be fully closed for the train to move.
- The mean distance between delays for the 6000 Series declined sharply during December due primarily to a significant increase in door malfunctions. The 2000-3000 Series railcars had a decrease in door delays from November, however door problems caused half of the delays for this car type.



**Actions to Improve Performance**

- Railcar engineering staff will continue to conduct “campaigns” to isolate and solve persistent subsystem issues to reduce malfunctions.
- Rail Operations Control, car maintenance staff, and train operators continue to work aggressively to reduce the impact of door malfunctions on fleet reliability.
- Metrorail staff maintains a state of preparedness during winter by having trains with de-icing equipment strategically located throughout the system to make sure trains operate safely. Heater tape installed on the third rail ensures that trains maintain propulsion power along outdoor and aerial track areas.
- Continue to work with procurement to expedite the availability of parts for railcars.

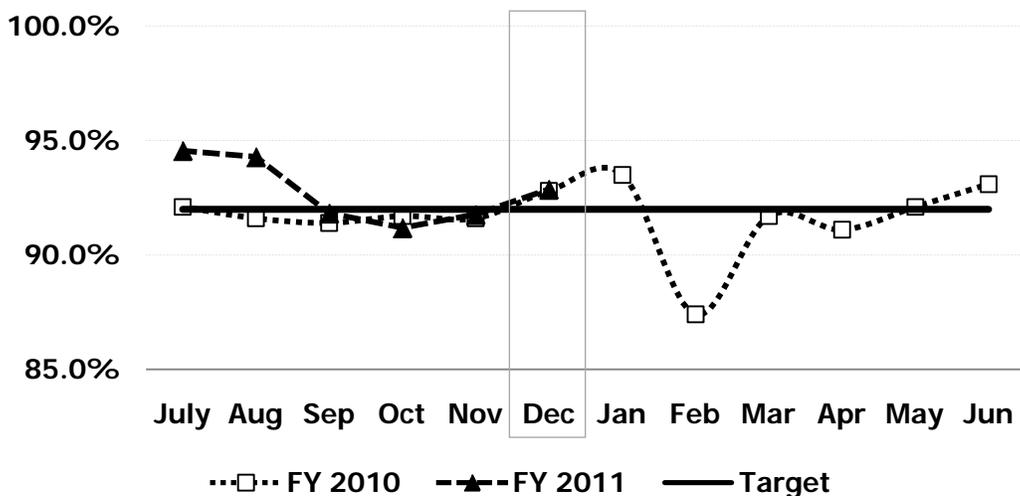
**Conclusion:** For the 5,901,072 miles operated in Revenue Service, the Mean Distance Between Delay declined to 43,712 miles. For FY 2011, the overall railcar reliability trend has stabilized and shows a gradual improvement during the first half of this fiscal year.

**Reason to Track:** On-time performance is a measure of MetroAccess service reliability and how well service meets both regulatory and customer expectations. Adhering to the customer's scheduled pick-up window is comparable to Metrobus adhering to scheduled timetables. Factors which affect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability and operational behavior. MetroAccess on-time performance is essential to delivering quality service to customers, and meeting service criteria established through Federal Transit Administration regulatory guidance.

**Why Did Performance Change?**

- MetroAccess improved its level of performance slightly in December, following a trend consistent with last year.
- Lower demand than last year has enabled staff to make scheduling and operational coordination improvements while maintaining a high level of on-time performance.
- Four months of steady on-time performance reflect MetroAccess' ongoing effort to manage service delivery.

**MetroAccess On-Time Performance**



**Actions to Improve Performance**

- MetroAccess staff continues to emphasize training for operations personnel to improve attendance and reduce turn-over.
- Staff communicates with customers about how MetroAccess service is provided (e.g., when they can expect the vehicle to arrive, whether they will be sharing their ride), and also reviews and adjusts the schedule daily to ensure the service meets its service standards for customers.
- MetroAccess staff analyzes the scheduling parameters to balance on-time performance and cost effectiveness within federal guidelines. These include traffic patterns, the number and capacity of vehicles deployed, anticipated dwell times at pick-up and drop-off locations, and unexpected delays. The continual adjustment of these parameters reflects both day-to-day and seasonal changes in the operating environment to meet the travel needs for MetroAccess' diverse customer base.

**Conclusion:** MetroAccess provides reliable, on-time paratransit service to people with disabilities, meeting its performance target and in keeping with the federal guidelines, to meet the travel needs of over 7,500 customers each day.

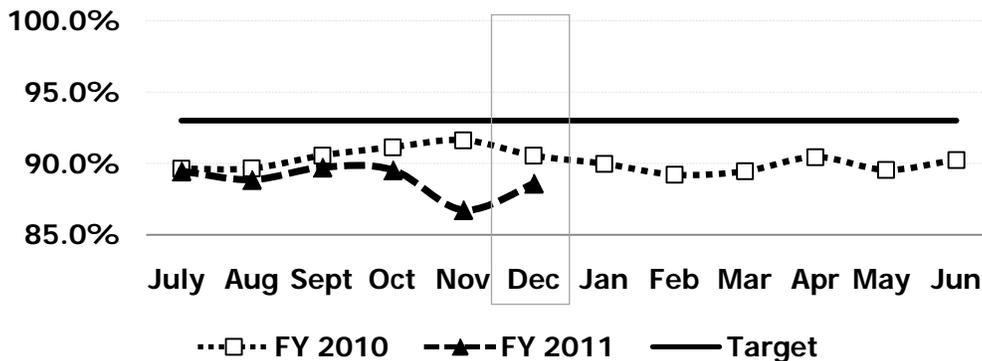
**KPI: Escalator System Availability (December) Objective 2.1 Improve Service Reliability**

**Reason to Track:** Customers access Metrorail stations via escalators to the train platform. An out-of-service escalator requires walking up or down a stopped escalator, which can add to total travel time and may make stations inaccessible to some customers. Escalator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator performance (at all stations over the course of the day) and will vary from an individual customer’s experience.

**Why Did Performance Change?**

- System-wide escalator availability increased in December 2010 (1.9%, which “equals” 11 units) following the completion of November’s brake inspections that shut down every escalator for a brief time.
- Escalator availability gains were offset by an increase in planned outages for modernization projects at Farragut North, Dupont Circle and Metro Center. These planned modernization projects will improve the longevity and reliability of the escalator units.
- During December, a total of seventeen escalators were out of service due to modernization work (including “walker” units), compared with twelve in November. This reduced availability at nine stations. Major modernization work was completed on a platform escalator at the Franconia-Springfield station bringing this unit back into service.
- Although the total number of work assignments increased in December, especially unscheduled work, the average time to complete a work assignment (mean time to repair) decreased.
- Of the unscheduled work, minor repairs (estimated to last 1-2 days) and safety repairs (resulting from customer incidents) combined accounted for over 25% of unavailable escalator hours.

**Escalator System Availability**



**Actions to Improve Performance**

- New elevator/escalator maintenance leadership is focused on clarifying employee roles and responsibilities, establishing and documenting procedures, and improving the work environment.
- Beginning in January 2011, a staffing deployment change is focusing a group of escalator maintenance staff exclusively on preventive maintenance inspection work.
- In January 2011, Metro is fast-tracking modernization of four escalators at Gallery PI-Chinatown and four units at Union Station to improve reliability. To minimize inconvenience to riders, the modernizations are expected to be completed faster than the typical 12 weeks by utilizing two work shifts.
- Work is beginning at the Foggy Bottom station in January 2011 to replace three old, unreliable escalators with new escalators, add a staircase to increase accessibility to the station and a canopy to protect riders and escalators from inclement weather.
- Improve transparency and accountability with an enhanced elevator/escalator page on wmata.com that shows real time service status, causes of outages and an estimated date the equipment will be back in service.

**Conclusion:** Metrorail escalators were available for 311,023 hours in December (equivalent to an average of 521 out of 588 escalators in operation system-wide). This represents an increase of 1.9% in availability from November when 510 units were available on average.

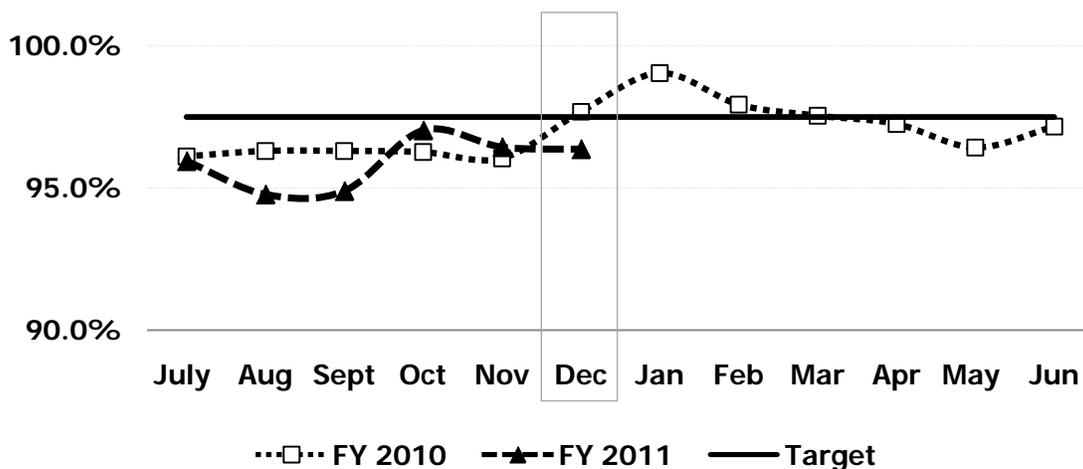
**KPI: Elevator System Availability (December)    Objective 2.1 Improve Service Reliability**

**Reason to Track:** Metrorail elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, travelers carrying luggage and other riders. When an elevator is out of service, Metro is required to provide alternative services, which may include a shuttle bus service to another station.

**Why Did Performance Change?**

- System-wide elevator availability in December 2010 was 96.4%, staying consistent with November. On average, 228 of 237 elevators were available during the month.
- Elevators maintained high availability even though unplanned elevator service calls increased in December.
- Elevator preventive maintenance inspection compliance continued to be high (78.60% for December) which leads to better reliability.

### Elevator System Availability



**Actions to Improve Performance**

- New elevator/escalator maintenance leadership is focused on clarifying employee roles and responsibilities, establishing and documenting procedures, and improving the work environment.
- Improve transparency and accountability, especially important for mobility impaired customers who are dependent upon working elevators for travel through the rail system, with enhanced elevator availability information on wmata.com including tips on staying safe using vertical transportation.

**Conclusion:** December elevator availability was consistent with November availability. Metrorail elevators were available for 136,329 hours in December (equivalent to an average of 228 out of 237 elevators in operation system-wide).

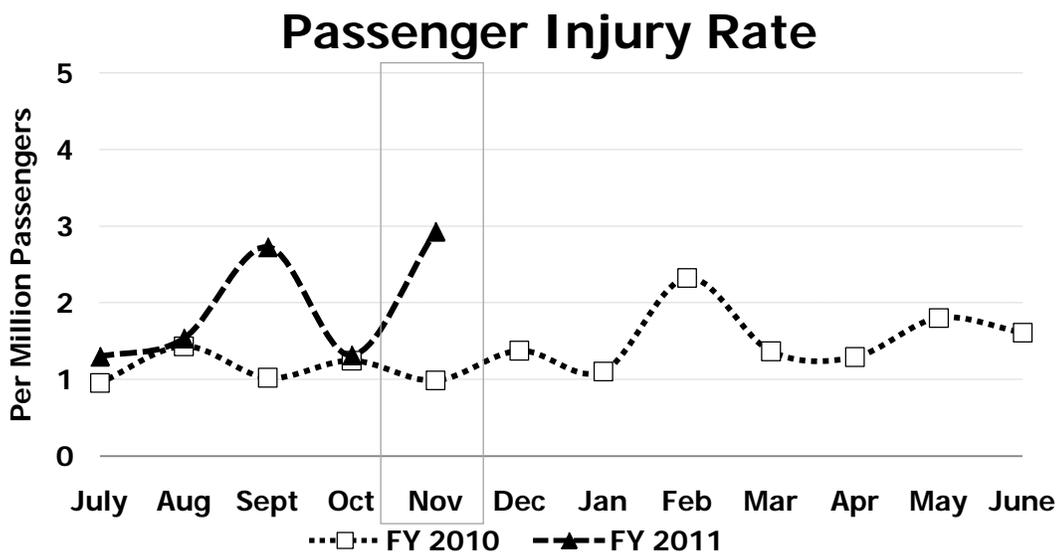
## KPI: Passenger Injury Rate (November)

## Objective 1.1 Improve Customer and Employee Safety and Security

**Reason to Track:** Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective.

### Why Did Performance Change?

- The increase in the passenger injury rate is the result of four bus accidents, 3 non-preventable accidents and 1 preventable accident.
  - Non-preventable: 11/10 an automobile struck a bus after pulling in front of it (10 passenger injuries)
  - Non-preventable: 11/11 an automobile rear ended a bus (10 passenger injuries)
  - Preventable: 11/16 a bus rear ended a truck (6 passenger injuries)
  - Non-preventable: 11/23 an automobile rear ended a bus (8 passenger injuries)
- The four bus collisions resulted in 34 injuries out of 8.9 million bus passengers in November who were being transported for medical care or 79% of November's passenger injuries.
- Rail facility injuries were primarily due to slip/falls and rail car door incidents.



### Actions to Improve Performance

- Metro will strengthen its defensive driving program by providing additional defensive training to its bus operators.
- Continue to utilize DriveCam, a technology which helps improve driving habits by providing real time feedback which is later used to coach the Bus Operator.
- The Board approved the reprogramming of funds (\$15.7M) to support projects that will address National Transportation Safety Board recommendations. Many of these projects are believed to be critical to Metro's safety agenda. Some of the projects include: replacing the 1000 series rail cars, replacing track circuits, installing onboard event recorders on the 1000 and 4000 series rail cars, replacing power cables and conducting a comprehensive safety analysis of the automatic train control system.

**Conclusion:** Excluding the non-preventable accidents, the number of passenger injuries is equal to the FY2011 average of 51 injuries per month or 2 passenger injuries for every million passenger rides provided. Metro will continue to strengthen and reinforce policies and practices that ensure the safety of its employees and customers.

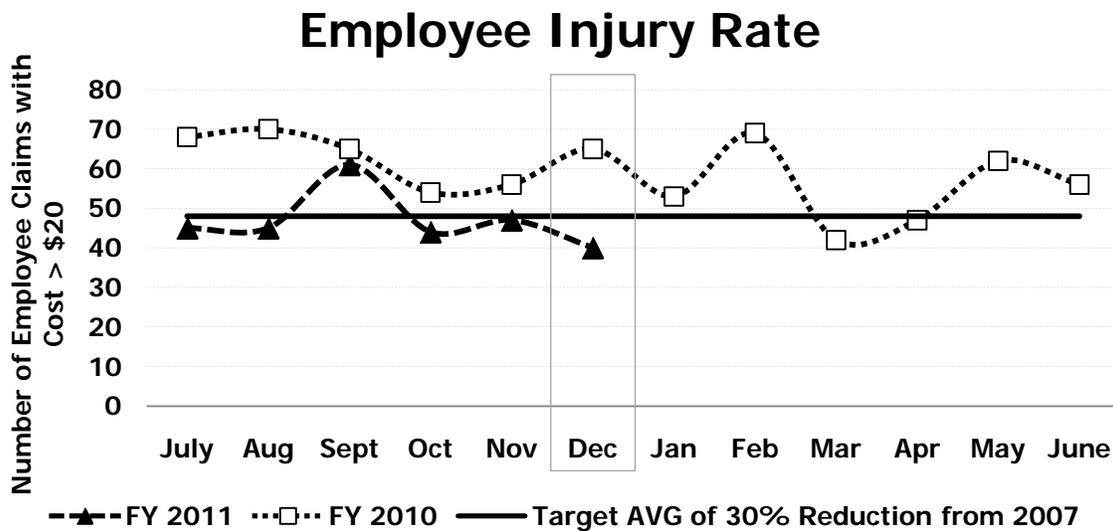
**KPI: Employee Injury Rate (December)**

**Objective 1.1 Improve Customer and Employee Safety and Security**

**Reason to Track:** Worker's compensation claims are a key indicator of how safe employees are in the workplace. This measure captures all of the types of claims filed where there is a cost of more than \$20.

**Why Did Performance Change?**

- Employee injuries continue to decline reaching the lowest level since the beginning of the fiscal year; a 15% reduction from November.
- Seventy-five percent of employee injuries can be linked to four main causes: Straining (28%), Slip/Falls (19%), Collisions (15%), and Struck by any object (13%)
- The Bus Transportation department continues to represent the largest portion of employee injuries (41%) but the department's overall injuries have declined due to an aggressive implementation of the At Risk program, and Superintendants have been equipped with new tools, such as DriveCam, to conduct better investigations.



**Actions to Improve Performance**

- Metro will realign and dispatch additional Safety Officers to the field to encourage and promote safety and encourage prevention of accidents.
- The Department of Safety plans to conduct a benchmarking exercise to provide context to the nature of Metro's employee injuries and identify best practices.
- Metro's rail instructors will complete a rail training certification class to enhance their techniques to better train front-line employees and ensure they are meeting Metro's safety standards for safe operations and customer service.

**Conclusion:** Employee injuries through the first half of this fiscal year are 25% lower than the same period last year.

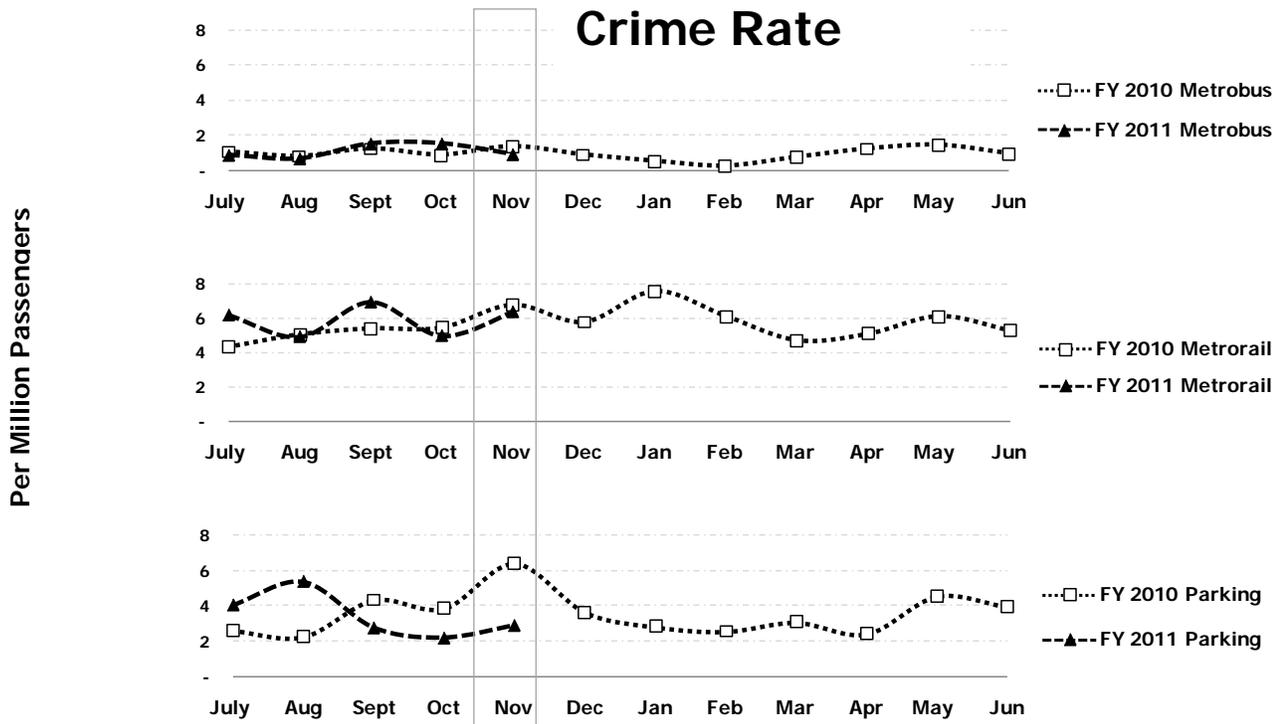
**KPI: Crime Rate (November) Per Million Passengers**

**Objective 1.1 Improve Customer and Employee Safety and Security**

**Reason to Track:** This measure provides an indication of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime statistics can have a direct effect on whether customers feel safe in the system.

**Why Did Performance Change?**

- The overall number of crimes in November 2010 is down 26% when compared to November 2009, with the biggest reductions in larcenies (54%) and robberies (27%).
- On Metrobus, the crime rate has decreased by 40% from 1.51 to 0.90 crimes per million riders and is below November of the previous year. Assaults on bus drivers were reduced in November by 64% (Nov: 4, Oct: 11), the lowest reported number since March 2010. The reduction follows High Intensity Targeted Enforcement operations and additional uniformed MTPD patrol support focused on areas of concentrated reported bus crime.
- The parking lot crime rate for November (2.89 per million riders) is consistent with October as a result of focused attention on hot spot parking facilities, and is well below November 2009 when the rate spiked to 6.41 per million riders.
- On Metrorail the crime rate went up very slightly in November due to an increase in robberies (Oct: 76, Nov: 91). Robberies are predominately snatches of small electronic devices (48%), followed by force and violence (31%) and armed (13%). Bicycle thefts (19) were also down reflecting the change in weather which reduces the number of bicycle commuters and, accordingly the number of stolen bicycles.



**Actions to Improve Performance**

- Establish crime suppression teams, supplemented by administrative officers, to target robberies of shopping bags and other thefts in the Metrorail system.
- Standard uniform patrol officer details will be established at Rhode Island Avenue and Brookland/Catholic University Metro Stations to deter crime at those locations.
- The MTPD Auto Theft Unit, working in casual clothes, will work in tandem with uniformed Mobile and Motor police officers to provide tactical support and triangulate criminal activity in parking lots to specific locations.

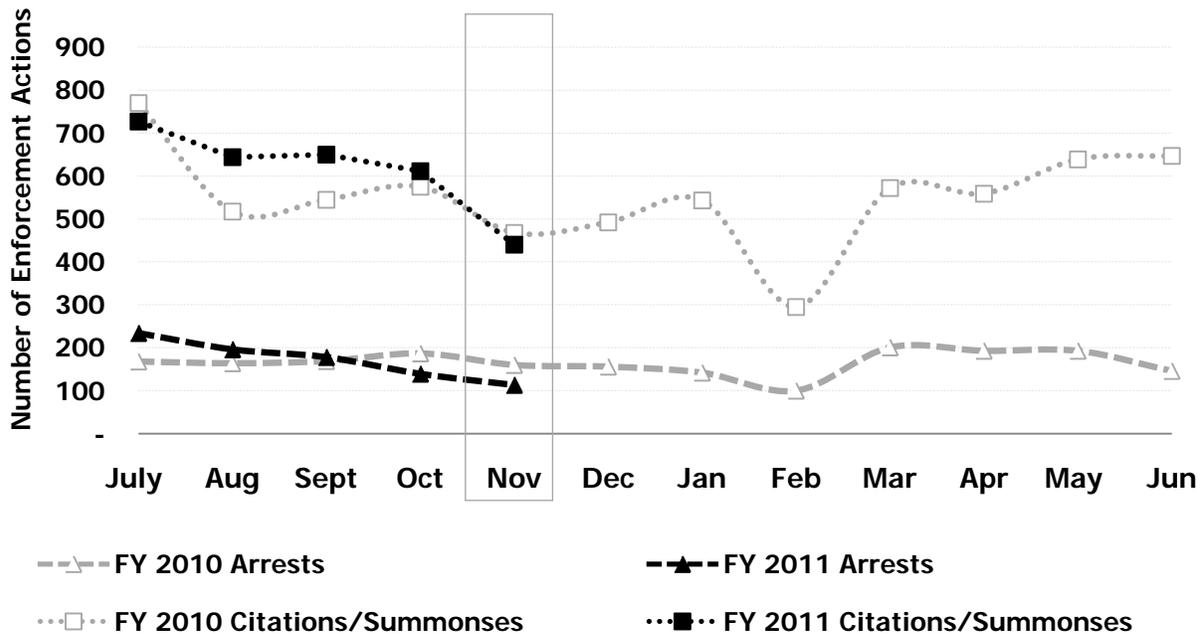
**Conclusion:** The Metro system continues to be a very safe transit system to ride. MTPD efforts have contributed to low rates of crime per million riders, with particular improvement this month for Metrobus.

**Reason to Track:** This measure reflects actions by the Metro Transit Police Department to keep the Metro system safe. This includes arrests of individuals breaking the law within the Metro system and citations/summonses issued by transit police officers. Examples of citations/summonses include fare evasion and public conduct violations.

**Why Did Performance Change?**

- Enforcement actions were down for the month, corresponding to a decrease in calls for service (Oct: 5,204, Nov: 4,549) and ridership (bus down 13% and rail down 14% from October).
- Arrests in November are slightly below the same month in 2009. Key arrests included closing an armed robbery case involving five victims, which occurred at Largo Town Center in September. Through information developed in the investigation, detectives were able to identify and issue arrest warrants for four suspects.
- The number of citations/summonses issued was down 28% for the month of November (Oct: 611, Nov: 440). However, comparing year to date for 2010 and 2009 shows a slight increase for citations/summonses in 2010 (2009: 6,039, 2010: 6,236).

**Arrests, Citations and Summonses**



**Actions to Improve Performance**

- Support Metrobus Enforcement Unit with uniformed patrol officers to ensure success of the new X9 bus route that was implemented in December.
- Maintain uniformed details at rail transfer stations to deter juvenile disorder particularly during holiday school breaks.
- Plan additional High Intensity Targeted Enforcement operations to target enforcement of crimes in hot spots.

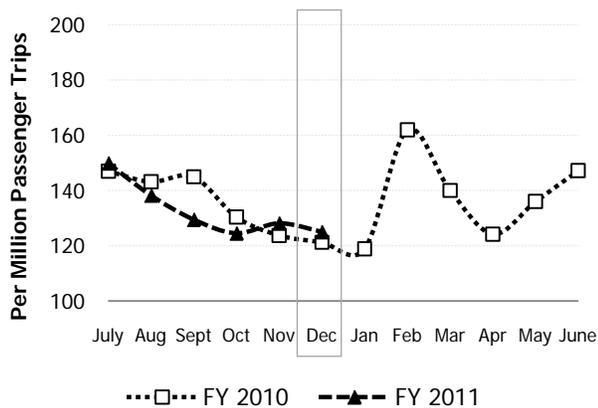
**Conclusion:** As ridership fluctuates, so too does the calls for service received by MTPD. In November, calls for service decreased as did the number of enforcement actions.

**Reason to Track:** Listening to customer feedback about the quality of service provides a clear roadmap to those areas of the operation where actions to improve the service can best help to maximize rider satisfaction.

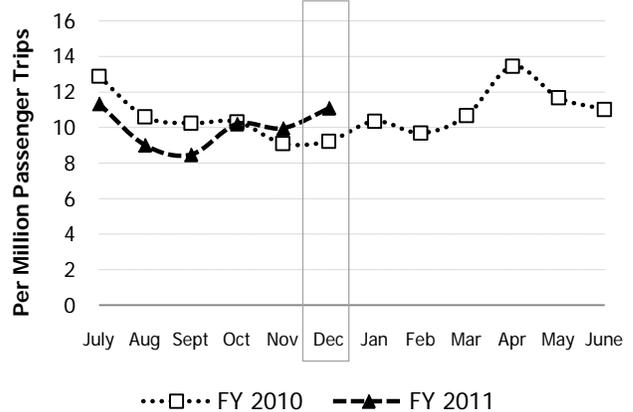
**Why Did Performance Change?**

- The complaint rate was down and the commendation rate was up in December.
- **Escalator:** Escalator complaints were lower on the Red Line during December, possibly because of increased awareness about repair efforts.
- **Rail:** Complaints about late service increased on the Blue/Orange and Yellow/Green lines, but are consistent with months prior to November. Safety/Security complaints were up by 16 complaints, which included 26 complaints due to the implementation of bag searches during December. Additional comments, suggestions and recommendations regarding bag searches were also received.
- **Bus:** Bus complaints have declined slightly overall, shifting away from late service concerns to buses being early or not showing up. During December, complaints focused on the adequacy of service, changes in service and location of stops and shelters increased. These types of complaints indicate customer reaction to system service changes, which occurred during December.
- **MetroAccess:** The total number of complaints for schedule (early/late and on-board travel time) were down 17% during December, indicating the impact schedule improvements have had to customers. Commendations for MetroAccess were also up significantly.

**Customer Complaint Rate**



**Customer Commendation Rate**



**Actions to Improve Performance**

- **Rail:** Continue to publicize the necessity of track work to maintain reliable service. When schedule delays are expected, keep customers informed as much as possible. The information about service outages has helped customers prepare effectively.
- **Bus:** Monitor and adjust on-street supervision to reduce early buses, which are challenging to customers, particularly on long routes with more space between buses.
- **MetroAccess:** Continue to maintain high levels of on-time performance which directly reduces customer complaints.

**Conclusion:** The system-wide complaint rate is trending downward, with some shifts in types of calls. Customer calls reflect the quality of service provided and the communication about factors that impact service such as track work and escalator repair. The same event may trigger calls of complaint as well as commendations based on how the event is handled by Metro staff.

## General Manager's 6-Month Action Plan (December)

	Actions Through:						
	Nov	Dec	Jan	Feb	Mar	Apr	May
<b>Create a Safer Organization</b>							
Increase safety training							
Continue the accelerated close out of open safety-related audit findings	✓						
Develop strategy in response to Corporate Executive Board safety survey results							
Address system-wide vulnerability							
Begin analysis of incident tracking and safety measurement system							
Encourage near miss reporting agreement with union							
Complete actions regarding Elevator and Escalator operations							
Complete radio and communications system upgrade							
<b>Deliver Quality Service</b>							
Increase training for front-line employees and supervisors							
Produce Annual Performance Report							
Increase Bus Operator Recruitment							
Improve the availability of operations information for customer travel planning							
Improve responsiveness to customer comments							
Prepare for expansion of Metrorail system to accommodate changing travel patterns and launch of service to Dulles							
<b>Use Every Resource Wisely</b>							
Manage the transition to our next six-year program, currently being developed	✓						
Initiate a discussion with regional and federal stakeholders on Metro's long-term fiscal outlook to identify both challenge and solution	✓						
Financial Systems Integration							
Reduce paper fare media							
Develop, implement and manage procurement, inventory and management of assets							
Address parking asset management							
<u>Summary of results to date:</u>							
Each action has been assigned to specific members of the executive staff. Detailed execution steps have been laid out with clear due-dates. The GM is constantly monitoring the progress being made on each task and maintaining accountability for results.							
<p style="text-align: right;">Scorecard Key -</p> <p style="text-align: right;">Accomplished <input checked="" type="checkbox"/></p> <p style="text-align: right;">On schedule <input type="checkbox"/></p> <p style="text-align: right;">Requires attention <input checked="" type="checkbox"/></p>							

## Jurisdictional Measures (FY 2010 Actual)

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<b>Output:</b>	<b>Revenue Vehicle Miles (Thousands)</b>	
Metrorail		66,699
Metrobus		37,648
<b>Output:</b>	<b>Passengers Per Revenue Vehicle Mile</b>	
Metrorail		3.26
Metrobus		3.28
<b>Efficiency:</b>	<b>Operating Cost Per Revenue Vehicle Mile</b>	
Metrorail		\$11.84
Metrobus		\$12.99
<b>Efficiency:</b>	<b>Farebox Recovery Ratio</b>	
Metrorail		62.1%
Metrobus		22.9%
MetroAccess		4.4%
WMATA Systemwide		44.0%
<b>Efficiency:</b>	<b>Operating Cost Per Passenger Trip</b>	
Metrorail		\$3.64
Metrobus		\$3.96
MetroAccess		\$41.39
<b>Outcome:</b>	<b>Annual Ridership (Thousands)</b>	
Metrorail (linked trips)		217,219
Metrobus (unlinked trips)		123,847
MetroAccess		2,377
<b>Outcome:</b>	<b>Maryland Annual Ridership (Thousands)</b>	
Metrorail		85,736
Metrobus		35,767
MetroAccess		1,429
<b>Outcome:</b>	<b>District of Columbia Annual Ridership (Thousands)</b>	
Metrorail		66,056
Metrobus		67,271
MetroAccess		634
<b>Outcome:</b>	<b>Virginia Annual Ridership (Thousands)</b>	
Metrorail		65,448
Metrobus		20,809
MetroAccess		314

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## Jurisdictional Measures

<b>Metrobus in Fairfax County</b>	<b>FY07 Actual</b>	<b>FY08 Actual</b>	<b>FY09 Actual</b>	<b>FY10 Estimate</b>	<b>FY11 Estimate</b>
Metrobus Routes	87	100	91	75 <sup>1</sup>	75
Trips Originating in Fairfax County	9,272,000	10,040,500	9,440,351	10,445,132	9,629,158
Platform Hours	372,266	395,999	407,844	371,721	395,662
Platform Miles	7,065,260	7,310,086	6,565,966	6,662,941	7,330,351
Operating Subsidy	\$36,723,400	\$36,744,578	\$42,761,346	\$40,219,382	\$40,650,118
Operating Subsidy/ Platform Mile	\$5.20	\$5.03	\$6.51	\$6.04	\$5.55
Operating Subsidy/ Platform Hour	\$98.65	\$92.79	\$104.85	\$108.20	\$102.74
Operating Subsidy Per Trip	\$3.96	\$3.66	\$4.53	\$3.85	\$4.22
Percent Change in Fairfax County Trips	0.0%	8.3%	-6.0%	3.0%	-7.8%

<b>Metrorail in Fairfax County</b>	<b>FY07 Actual</b>	<b>FY08 Actual</b>	<b>FY09 Actual</b>	<b>FY10 Estimate</b>	<b>FY11 Estimate</b>
Fairfax County Ridership	28,815,191	28,432,596	29,012,470	30,164,141	29,592,719
Operating Subsidy	\$17,496,099	\$19,266,866	\$17,334,537	\$24,137,403	\$16,999,647
Operating Subsidy Per Metrorail Passenger	\$0.61	\$0.68	\$0.60	\$0.80	\$0.57
Percent Change in Metrorail Ridership	-3.3%	-1.3%	2.0%	3.0%	3.0%

<sup>1</sup> FY10 Metrobus Routes as of April 2010

Produced by jurisdictional request based on available data.

## Vital Signs Report

### Definitions for Key Performance Indicators

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**Bus On-Time Performance** – Metrobus adherence to scheduled service.

**Calculation:** For delivered trips, difference between scheduled time and actual time arriving at a time point based on a window of no more than 2 minutes early or 7 minutes late. Sample size of observed time points varies by route.

**Bus Fleet Reliability (Bus Mean Distance between Failures)** – The number of revenue miles traveled before a mechanical breakdown. A failure is an event that requires the bus to be removed from service or deviate from the schedule.

**Calculation:** Number of failures / miles

**Rail On-Time Performance by Line** – Rail on-time performance is measured by line during weekday peak and off-peak periods. During peak service (AM/PM), station stops made within the scheduled headway plus two minutes are considered on-time. During non-peak (mid-day and late night), station stops made within the scheduled headway plus no more than 50% of the scheduled headway are considered on-time.

**Calculation:** Number of Metrorail station stops made up to the scheduled headway plus 2 minutes / total Metrorail station stops for peak service. Number of Metrorail station stops made up to 150% of the scheduled headway / total Metrorail station stops for off-peak service.

**Rail Fleet Reliability (Railcar Mean Distance between Delays)** – The number of revenue miles traveled before a railcar failure results in a delay of service of more than three minutes. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars).

**Calculation:** Number of failures resulting in delays greater than three minutes / total railcar miles.

**MetroAccess On-Time Performance** – The number of trips provided within the on-time pick-up window as a percent of the total trips that were actually dispatched into service (delivered). This includes trips where the vehicle arrived, but the customer was not available to be picked up. Vehicles arriving at the pick-up location after the end of the 30-minute on-time window are considered late. Vehicles arriving more than 30 minutes after the end of the on-time window are regarded as very late.

**Calculation:** The number of vehicle arrivals at the pick-up location within the 30-minute on-time window / the total number of trips delivered.

**Elevator and Escalator System Availability** – Percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours.

**Calculation:** Hours in service / operating hours. Hours in service = operating hours – hours out of service (both scheduled and unscheduled). Operating hours = revenue hours per unit \* number of units.

**Customer Injury Rate (per Million Passenger Trips)** – The number of customers injured and requiring medical transport from the transit system (rail, bus and MetroAccess) for every one million passenger trips. Customer injuries per million passenger trips is used to demonstrate the relative proportion of safe service which is provided.

**Calculation:** Bus passenger injuries, rail passenger injuries, rail facility injuries (including escalator injuries) and MetroAccess injuries / (passenger trips / 1,000,000).

**Employee Injury Rate (Worker's Compensation Claims with Cost > \$20)** – The number of worker's compensation claims made by employees per month. This measure compares the base year of FY 2007 and the target reduction of 30% fewer than the base year number of claims, and is a measure of improving the safe behavior of employees throughout the agency.

**Calculation:** Number of Worker's Compensation Claims with Cost > \$20 per month as compared with the target of 30% less than the number of claims made in FY 2007 by month.

**Crime Rate (per Million Passengers)** – Crimes reported to Metro Transit Police Department on bus, rail, or at parking lots, Metro facilities, bus stops and other locations in relation to Metro's monthly passenger trips. Reported by Metrobus, Metrorail, and Metro parking lots.

**Calculation:** Number of crimes / (passenger trips / 1,000,000)

**Arrests, Citations and Summonses** – The number of arrests and citations/summonses issued by the Metro Transit Police Department. Examples of citations/summonses include minor misdemeanors, fare evasion and public conduct violations.

**Customer Comment Rate** – A complaint is defined as any phone call, e-mail or letter resulting in investigation and response to a customer. This measure includes the subject of fare policy but excludes specific Smartrip matters handled through the regional customer service center. A commendation is any form of complimentary information received regarding the delivery of Metro service.

**Calculation:** Number of complaints or commendations / (passenger trips / 1,000,000)

Vital Signs Report  
Performance Data

February 2011

KPI: Bus On-Time Performance / Target = 80%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
FY 2010	77.0%	78.0%	75.0%	72.0%	74.0%	75.0%	79.4%	70.6%	76.6%	73.8%	73.8%	73.0%	75.2%
FY 2011	72.8%	74.7%	71.7%	72.7%	74.0%	75.7%							73.6%

KPI: Bus Fleet Reliability (Bus Mean Distance Between Failures) / Target = 6,700 Miles (Revised in July 2010)

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
FY 2010	4,898	5,437	5,325	5,732	6,054	6,700	7,223	6,878	6,882	6,270	5,902	6,578	5,691
FY 2011	6,670	6,673	7,366	7,842	8,982	8,587							7,687

Bus Fleet Reliability (Bus Mean Distance Between Failure by Fleet Type)

Type (~ % of Fleet)	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Avg.
CNG (30%)	9,347	8,935	8,853	7,842	7,905	9,059	9,093	6,680	9,165	9,939	10,410	9,520	8,896
Hybrid (27%)	11,859	10,666	10,546	9,499	8,844	9,944	10,161	11,378	11,361	13,526	14,198	12,474	11,205
Clean Diesel (8%)	9,806	9,911	11,109	7,990	7,345	7,933	10,547	7,931	10,300	12,118	12,290	12,958	10,020
All Other (35%)	5,225	4,928	4,804	4,562	4,102	4,517	4,332	4,921	4,798	4,698	5,718	5,699	4,859

KPI: Rail On-Time Performance by Line / Target = 95%

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Avg.
Red Line	89.0%	87.9%	88.9%	90.0%	91.0%	90.1%	88.5%	88.3%	88.0%	88.3%	87.5%	87.9%	88.8%
Blue Line	88.2%	87.4%	88.2%	88.9%	88.3%	87.5%	86.0%	86.1%	88.3%	87.3%	87.9%	86.3%	87.5%
Orange Line	90.1%	88.7%	92.2%	92.1%	91.4%	90.4%	88.8%	90.5%	92.1%	91.6%	91.0%	90.0%	90.7%
Green Line	90.5%	89.4%	91.1%	90.7%	91.0%	90.8%	90.3%	91.9%	91.9%	91.0%	88.3%	86.5%	90.3%
Yellow Line	91.6%	91.4%	91.4%	90.4%	90.7%	89.8%	89.0%	91.4%	92.0%	90.7%	91.2%	91.0%	90.9%
Average (All Lines)	89.5%	88.6%	90.0%	90.3%	90.6%	89.9%	88.6%	89.2%	89.7%	89.3%	88.5%	87.9%	

KPI: Rail Fleet Reliability (Rail Mean Distance Between Delays by Railcar Series) / Target = 60,000 miles

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Avg.
1K	35,548	45,404	37,742	33,487	41,859	32,241	32,258	46,370	43,908	40,517	45,595	45,557	40,040
AC	35,395	31,927	56,513	52,011	44,354	49,175	65,428	39,911	49,582	31,572	35,820	42,065	44,479
4K	19,933	24,393	41,982	27,659	41,703	18,166	21,553	17,893	18,645	36,587	25,073	25,195	26,565
5K	47,613	56,609	39,500	47,952	55,967	29,265	28,290	29,410	34,094	44,462	54,016	47,509	42,891
6K	83,567	141,162	78,393	110,522	80,046	93,631	57,029	107,198	77,921	88,918	119,427	56,172	91,166
CMNT AVG	38,798	42,997	49,088	46,943	49,375	39,573	42,424	40,435	43,420	41,121	45,471	43,712	

Vital Signs Report  
Performance Data (cont.)

February 2011

**KPI: MetroAccess On-Time Performance / Target = 92%**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
<b>FY 2010</b>	92.1%	91.6%	91.4%	91.7%	91.6%	92.8%	93.5%	87.4%	91.7%	91.1%	92.1%	93.1%	91.7%
<b>FY 2011</b>	94.6%	94.3%	91.8%	91.2%	91.8%	92.9%							92.7%

**KPI: Escalator System Availability / Target = 93%**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
<b>FY 2010</b>	89.6%	89.7%	90.6%	91.1%	91.6%	90.6%	90.0%	89.2%	89.5%	90.5%	89.6%	90.3%	90.5%
<b>FY 2011</b>	89.5%	88.9%	89.7%	89.5%	86.7%	88.6%							88.8%

**KPI: Elevator System Availability / Target = 97.5%**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
<b>FY 2010</b>	96.1%	96.3%	96.3%	96.3%	96.0%	97.7%	99.0%	97.9%	97.5%	97.3%	96.4%	97.2%	96.4%
<b>FY 2011</b>	96.0%	94.8%	94.9%	97.0%	96.4%	96.4%							95.9%

**KPI: Passenger Injury Rate (per million passenger trips)\***

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. thru Nov.
<b>FY 2010</b>	0.95	1.43	1.02	1.25	0.99	1.37	1.10	2.32	1.37	1.29	1.80	1.61	1.13
<b>FY 2011</b>	1.30	1.54	2.73	1.28	2.93								1.95

\*Includes Metro Access and escalator injuries

**Bus Passenger Injury Rate (per million passenger trips)**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. thru Nov.
<b>FY 2010</b>	0.93	1.16	1.23	0.79	1.33	0.75	0.42	1.41	1.46	1.11	1.26	1.43	1.09
<b>FY 2011</b>	1.44	0.95	5.31	0.94	4.24								2.58

Vital Signs Report  
Performance Data (cont.)

February 2011

**Rail Passenger Injury Rate (per million passenger trips)**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. thru Nov.
<b>FY 2010</b>	0.10	0.22	0.17	0.16	0.18	0.00	0.06	0.15	0.10	0.19	0.22	0.20	0.17
<b>FY 2011</b>	0.10	0.11	0.17	0.11	0.18								0.13

**Rail Transit Facilities Occupant Injury Rate (per million passenger trips)\***

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. thru Nov.
<b>FY 2010</b>	0.58	1.12	0.50	0.68	0.37	1.25	1.09	2.31	0.99	0.91	1.31	1.03	0.65
<b>FY 2011</b>	0.89	1.35	0.95	1.22	1.57								1.20

\*Includes escalator injuries.

**KPI: Metro Access Passenger Injury Rate (per million passengers trips)**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
<b>FY 2010</b>	30.27	25.66	20.05	62.44	21.01	43.90	31.41	36.76	21.57	27.04	52.92	46.48	31.88
<b>FY 2011</b>	24.62	38.85	9.84	14.45	35.70	25.67							24.69

**KPI: Employee Injury Rate (Workers Compensation Claims with Cost > \$20) / Target = 30% Reduction from 2007**

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
<b>FY 2007</b>	79	60	67	68	68	55	79	68	64	67	73	74	66
<b>FY 2010</b>	68	70	65	54	56	65	53	69	42	47	62	56	63
<b>FY 2011</b>	45	45	61	44	47	40							47

\* FY11, July - November have been revised to include late reports and exclude denied claims that have a zero indemnity.

Vital Signs Report  
Performance Data (cont.)

February 2011

KPI: Crime Rate (per million passenger trips)

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. thru Nov.
FY 2010 Metrobus	1.06	0.80	1.24	0.88	1.37	0.89	0.52	0.23	0.74	1.23	1.46	0.96	1.07
FY 2011 Metrobus	0.86	0.66	1.50	1.51	0.90								1.09
FY 2010 Metrorail	4.29	5.03	5.38	5.43	6.78	5.76	7.59	6.11	4.68	5.06	6.11	5.26	5.38
FY 2011 Metrorail	6.19	4.91	6.95	4.97	6.38								5.88
FY 2010 Metro Parking Lots	2.59	2.23	4.32	3.85	6.41	3.63	2.79	2.53	3.05	2.39	4.53	3.94	3.88
FY 2011 Metro Parking Lots	4.06	5.40	2.75	2.17	2.89								3.45

Crimes by Type\*\*

	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	June-10	July-10	Aug-10	Sept-10	Oct-10	Nov-10	Avg.
Robbery	89	122	81	86	91	89	71	66	58	83	76	91	84
Larceny	59	51	27	69	66	97	111	131	111	91	50	58	77
Motor Vehicle Theft	7	6	5	6	9	13	13	10	18	9	17	13	11
Attempted Motor Vehicle Theft	3	1	1	6	9	9	5	10	6	9	3	3	5
Aggravated Assault	7	10	7	7	9	15	7	14	15	14	14	11	11
Rape	0	2	2	0	0	0	0	1	0	0	0	1	1
Burglary	0	1	0	0	0	1	0	0	0	1	1	1	0
Homicide	0	0	0	0	0	0	0	0	0	0	0	0	-
Arson	0	0	0	0	0	0	0	0	0	0	0	0	-
<b>Total</b>	<b>165</b>	<b>193</b>	<b>123</b>	<b>174</b>	<b>184</b>	<b>224</b>	<b>207</b>	<b>232</b>	<b>208</b>	<b>207</b>	<b>161</b>	<b>178</b>	<b>188</b>

\*\*Monthly crime statistics can change as a result of reclassification following formal police investigation.

KPI: Metro Transit Police Arrests, Citations and Summonses

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. thru Nov.
FY 2010 Arrests	168	164	169	187	160	156	142	100	201	193	193	146	170
FY 2011 Arrests	234	194	178	139	113								172
FY 2010 Citations/Summonses	770	517	545	575	468	492	543	295	572	559	639	647	575
FY 2011 Citations/Summonses	727	644	650	611	440								614

Vital Signs Report  
Performance Data (cont.)

February 2011

KPI: Customer Commendation Rate (per million passenger trips)

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
FY 2010	12.9	10.6	10.2	10.3	9.1	9.2	10.3	9.7	10.7	13.4	11.7	11.0	10.6
FY 2011	11.3	9.0	8.5	10.2	10.0	11.1							10.0

KPI: Customer Complaint Rate (per million passenger trips)

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
FY 2010	147	143	145	130	124	121	119	162	140	124	136	147	138
FY 2011	150	138	129	125	128	125							133

Metrobus Ridership (millions)

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
FY 2009	12.1	11.7	11.9	12.3	10.2	10.5	10.2	10.2	11.3	11.2	10.9	11.3	11.5
FY 2010	11.8	11.2	11.4	11.3	9.8	9.3	9.6	7.1	11.0	10.8	10.3	10.5	10.8
FY 2011	10.4	10.5	10.5	10.5	10.0	9.0							10.2

Metrorail Ridership (millions)

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
FY 2009	21.0	18.5	18.2	19.7	16.1	16.4	18.5	16.6	19.1	20.3	18.4	20.1	18.3
FY 2010	20.5	17.9	17.8	19.0	16.4	16.0	16.5	13.4	20.3	20.8	18.3	20.3	17.9
FY 2011	20.2	18.5	17.8	18.9	16.6	15.7							18.0

MetroAccess Ridership (100,000s)

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg. Thru Dec.
FY 2009	1.63	1.62	1.69	1.82	1.57	1.73	1.58	1.72	1.91	1.97	1.90	1.93	1.67
FY 2010	1.98	1.95	1.99	2.08	1.90	1.82	1.91	1.36	2.32	2.22	2.08	2.15	1.98
FY 2011	2.03	2.06	2.03	2.08	1.96	1.95							2.02