2014-2015 Washington Metropolitan Area Transit Authority Performance Oversight Questions

Agency Organization

1. Please provide a complete, up-to-date organizational chart for each division within WMATA including, either attached or separately, an explanation of the roles and responsibilities for each division and subdivision.

    Answer: Please access the following link: http://wmata.com/pdfs/Org_Chart_1-14-15.pdf

Human Resources

2. Please provide a complete, up-to-date position listing for WMATA in Excel spreadsheet format, which includes the following information:
   - Title of position
   - Name of employee or statement that the position is vacant, unfunded, or proposed
   - For each vacant position, how long has it been vacant and what is the status to fill the position
   - Date employee began in position
   - Salary and fringe benefits, including the specific grade, series, and step of position
   - Job status (continuing/term/temporary/contract)

   Answer: See Attachment #2

3. What is the current vacancy rate and turnover rate?

   Answer: Current Vacancy rate = 6%
   Turnover Rate = 6.8%

4. What number and percent of your employees are District residents? What number and percent of new hires in FY'14 and FY'15 to date are District residents?

   Answer: DC Residents = 12.7%

Fiscal Year	DC Resident	Total Hires	% DC Residents
CY 2014	1815	841	14%
CY 2015 YTD	1641		12%

5. How many individuals have been interviewed and/or hired by WMATA as a result of the partnership with the DC Office of Employment Services (DOES) in FY'14, FY'15 to date, and total to date since the program's inception? Has the nature of the partnership been reviewed or revisited to increase candidates?

   Answer: FY2013 = 5
   FY2014 = 1
   Total DOES hires since inception = 7

6. Please provide the overtime budget and actual expenditures, by division and Authority-wide, for FY'14 and FY'15 to date.
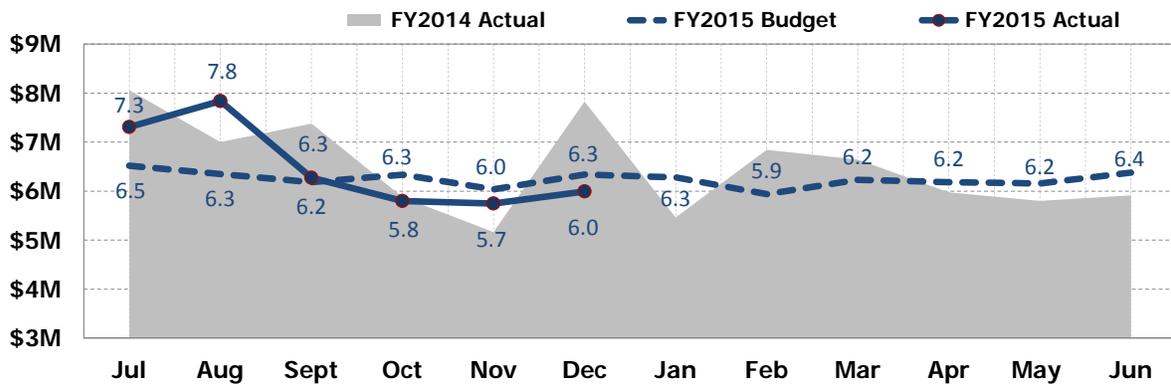
Answer:

		TIES	RAIL	BUS	MTPD	OTHER	TOTALS
FY2014	**Budget**	$9,059	$15,276	$29,260	$5,306	$1,556	$60,457
JUN YTD	**Actuals**	$15,162	$19,369	$36,832	$4,680	$1,902	$77,944
Variance		($6,103)	($4,093)	($7,572)	$626	($345)	($17,487)
FY2015	**Budget**	$7,131	$9,329	$15,614	$2,863	$2,787	$37,724
DEC YTD	**Actuals**	$9,069	$10,788	$15,929	$2,309	$866	$38,962
Variance		($1,938)	($1,459)	($316)	$554	$1,921	($1,233)

7. What efforts is WMATA taking to reduce overtime and "right-size" the budget?
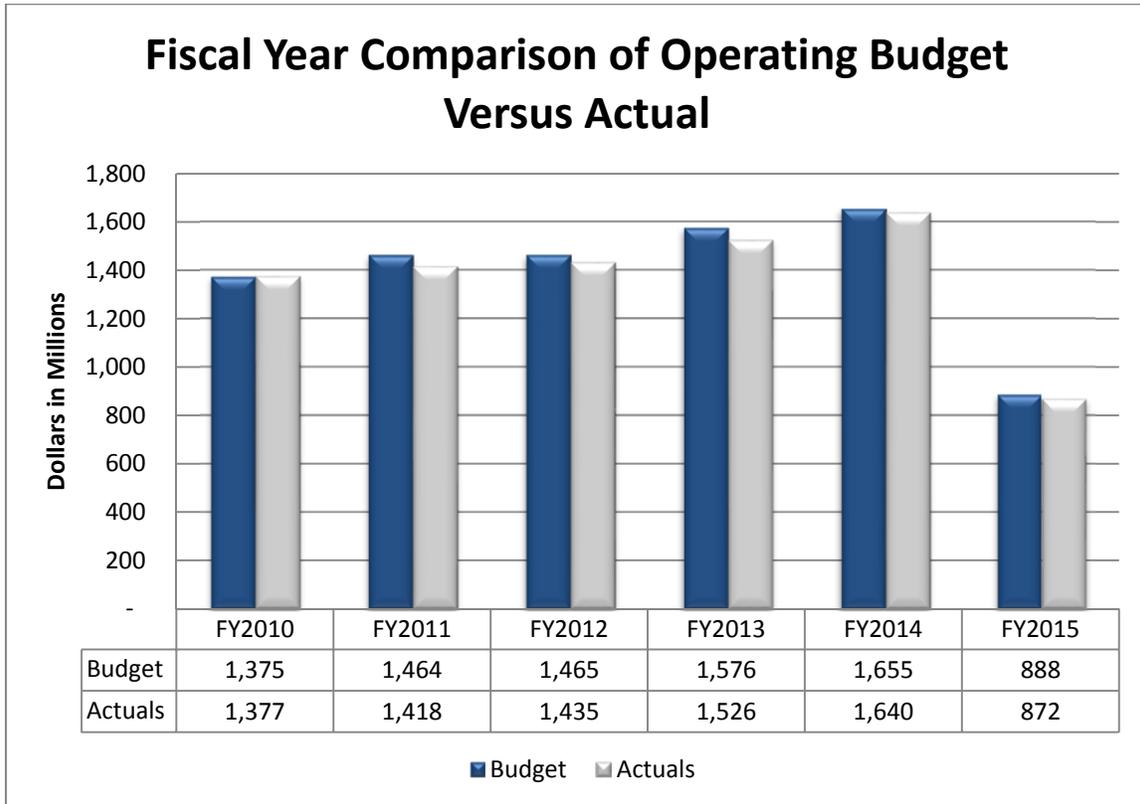
Answer:
WMATA has made significant strides in the reduction of overtime in FY2015. The Operations areas continue to enforce the strict guidelines that were put in place in FY2014 which have resulted in a favorable trend in the reduction of overtime utilization. The Fatigue Management Initiative was also introduced in FY2015 and has resulted in positive trends with respect to the usage of overtime beginning in September of this fiscal year. In the past two fiscal years (FY2013 – FY2014), overtime expenses have exceeded the overtime budget by 35 percent and 30 percent, respectively. While we continue our efforts to reduce overtime expenditures, we have also been working to curtail the amount by which we exceed our overtime budget. FY2015 Year-to-Date reflects the due diligence in the management of overtime to budget and reflects YTD variance of only 0.9 percent.
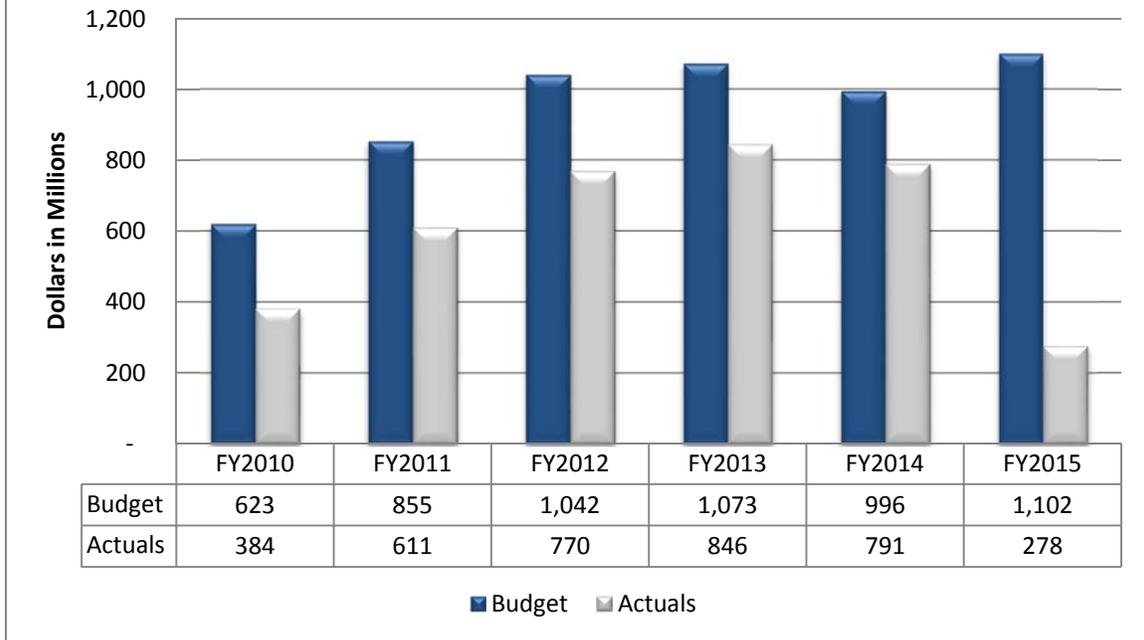
Budget/Contracting and Procurement

8. Please provide a chart showing WMATA's approved operating and capital budgets and actual expenditures for each fiscal year between FY'10 and FY'15.

Answer:

Fiscal Year Comparison of Operating Budget Versus Actual

Dollars in Millions

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Budget	1,375	1,464	1,465	1,576	1,655	888
Actuals	1,377	1,418	1,435	1,526	1,640	872

■ Budget ▧ Actuals

Fiscal Year Comparison of Capital Budget Versus Actual

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015
Budget	623	855	1,042	1,073	996	1,102
Actuals	384	611	770	846	791	278

■ Budget   ▨ Actuals

*****2015 Data is YTD December*

9. Please describe any significant variance between fiscal year appropriations and actual expenditures for FY'14 and FY'15, to date.

Answer:

FY14 Operating Expenses

FY2014 total operating expenses were $1,639.1M, $16.0M or 1.0 percent less than the $1,655.2M budget.

Labor Expenses

Total personnel expenses were over budget by $13.4M or 1.1 percent through the end of the fiscal year. Overtime expenses were over budget by $17.5M, an improvement over the $20.6M variance for the same period last year. Overtime expenses have been partially offset by savings in salaries and wages, which are $8.7M under budget year-to-date, primarily due to vacancies. However, new wage rates and retroactive payments for employees represented by Local 689, Local 922, and Local 2 have reduced the overall favorability in salaries and wages. Fringe benefits are above budget by $4.6M due to higher-than-anticipated labor costs, DC workers' compensation assessment costs, and pension costs.

<u>Non-Labor Expenses</u>

Total non-labor expenses were under budget by $29.4M or 6.2 percent through the end of the fiscal year. Services are favorable by $27.7M year-to-date, primarily as a result of favorable contract negotiations and closeouts as well as the timing of various job orders. Metro has also locked in half of its diesel fuel budget and the entire propulsion budget through favorable hedges and fixed price contracts. As a result of these activities and lower-than-budgeted usage, expenses in Fuel, Propulsion, and Utilities are favorable by $24.8M year-to-date, which includes a $0.8M CNG tax credit variance. Congress did not extend the CNG tax credit incentive program after December 2013; therefore, Metro did not realize any further related expense reductions during the last six months of FY2014.

Continued targeted investment in railcar maintenance and bus maintenance (in part due to damage from minor accidents and vandalism) has led to above-budget expenses in Materials and Supplies. However, this variance has been partially offset by the timing of other expenses including special purpose materials, safety materials, and advertising materials associated with the delayed opening of the Silver Line. Materials and Supplies are above budget by $19.6M year-to-date, an improvement over the $27.1M variance for the same period last year.

FY15 Operating Expenses

Total operating expenses for the first half of FY2015 were $871.8 M, a positive variance to budget of $13.8 M or 1.6 percent within the major expense categories:

- Total personnel expenses of $642.9 M are nearly at budget (unfavorable by only $0.9 M or less than two-tenths of a percent). Within personnel, salaries and wages are favorable by $4.3 M, but this is offset by negative variances in overtime of $1.2 M and fringes of $3.9 M, driven primarily by growth in healthcare costs.

- Total non-personnel expenses of $228.9 M are favorable by 14.9M,including:
    - Services expenses of $93.9 M are positive by $11.8 M, primarily as a result of lower costs associated with SmarTrip contracts as well as timing on other services contracts.
    - Fuel & Propulsion expenses of $46.6 M are positive by $8.5 M as a result of lower hedged rates and volume for diesel fuel as well as lower spot prices for gasoline for MetroAccess
    - Utilities expenses of $17.8 M are positive by $2.1 M, partly as a result of lower volume utilization for electricity.
    - Insurance and other expenses of $18.4 M are positive by $0.5 M.
    - Materials expenses of $52.1 M are unfavorable by $8.3 M, primarily as a result of expenses that have not been capitalized.

See FY2014 and FY2015 Budget Variance reports attached.

10. Please list, in Excel spreadsheet format, each contract, procurement, lease, and grant ("contract") awarded, entered into, extended and option years exercised, by WMATA during FY'14 and FY'15, to date. For each contract, please provide the following information, where applicable:
    - The name of the contracting party;
    - The nature of the contract, including the end product or service;
    - The dollar amount of the contract, including budgeted amount and actually spent;
    - The term of the contract;
    - Whether the contract was competitively bid or not;
    - The name of WMATA's contract monitor and the results of any monitoring activity; and
    - Funding source.

    Answer: An Excel spreadsheet containing each contract, procurement, lease, and grant ("contract") awarded, entered into, extended and option years exercised, by WMATA during FY'14 and FY'15, to date is attached.

    http://www.wmata.com/business/procurement_and_contracting/

11. Please describe the steps taken by WMATA to provide oversight and management for contracts. Specifically, how does WMATA ensure that its programmatic needs are being met, contracting actions are standardized across various programs, and efficiency and savings are maximized?

    Answer: In October 2014, WMATA hired Jack Shackelford as Metro's new Chief Procurement Officer (CPO). He has already made positive improvements in customer support, collaborative work management, rebalancing and realignment of the existing procurement workforce, focusing on advanced acquisition planning of customer requirements to ensure that contracts can be developed in a timely fashion. He has fostered improved customer education about the procurement process, and discussions between end users and the procurement support teams.

    The WMATA Procurement Procedures Manual (PPM) has been revised to include standard procurement action lead times (PALT), updated terms and conditions, and standard clause templates based on type and dollar value of procurements. A "scope library" has been established that contains "best of the best" samples for statements of work (SOWs), Performance Work Statements (PWS), independent cost estimates, and determinations and findings justification samples. WMATA Procurement is also conducting spend analysis of non-stock items to be used in developing the most appropriate acquisition strategies such as use of requirements contracts or indefinite delivery/indefinite quantity contract methods in lieu of the archaic blanket purchase or blanket ordering agreements. It is anticipated these strategies will bring efficiencies and savings to WMATA based on quantity discounts.

    All contracts are assigned a Contracting Officer's Technical Representative (COTR) and also a Contract Administrator (CA). The COTR is the program staff responsible in ensuring that all deliverables are met and received as specified in the contract. The CA is responsible for

overall contract management to ensure that there are not deviations by the program in the execution of the contract's scope of work. This cross functional team of staff is tasked with oversight and management for contracts to make sure efficiencies and cost savings are realized.

Programmatic needs are met by strategically planning operational needs through the Budget process. Once the budget has been approved by the Board, the Office of Procurement can begin the solicitation actions required to obtain the goods and services as defined by the program and funding levels in the approved budget.

The Office of Procurement has a defined Procurement Procedures Manual that provides rules, regulations and guidelines for all procurement actions and how said actions are to be executed. These are standardized procedures that are applied to all programs across the Authority.

The Office of Procurement in collaboration with the CIO's office initiated two major projects to modernize and automate the lifecycle of procurements, reduce manual processing, streamline and standardize procurement function business process and to utilize WMATA's Enterprise Resource Planning (ERP) software, PeopleSoft Financials Supply Chain Management applications to support procurement functions.

Phase I is the actual digitization of all procurement contract paper documents into electronic documents and provide access to the legal contract documents from a central repository, PeopleSoft ERP, where transactional contracts/purchase orders are processed.

Phase II is to implement a fully integrated procurement automated system that manages the complete procurement life cycle from pre-planning through close out. The goal is to implement a single source system to capture all procurement activities to provide a complete audit trail of all actions, events, and modifications.

12. Describe the methods used by WMATA to increase contracting with local, small, and disadvantaged business enterprises (DBE's). Discuss the highlights of 1.) The DBE program; 2.) The Small Business Enterprise (SBE) component of the DBE program; and 3.) The Small Business and Local Preference Program (SBLPP) for FY 14 and FY 15.

Answer: WMATA has established three (3) socio-economic programs to increase contracting with and procurement from local, small and disadvantaged business enterprises. They are: (1) the Disadvantaged Business Enterprise (DBE) program; (2) the Small Business Enterprise (SBE) component of the DBE program; and (3) the Small Business and Local Preference Program (SBLPP).

The DBE program was established pursuant to 49 CFR Part 26.

   a. Pursuant to 49 CFR Part 26.39, WMATA, as a recipient of Federal Transit Administration (FTA), funds was required to include in its DBE program an element to structure contracting requirements to facilitate competition by small business.

WMATA drafted a policy and procedure to carry out this function. On January 15, 2013, WMATA resubmitted this policy to DOT Office of Civil Rights for approval. The plan was approved by DOT. On April 1, 2014 WMATA implemented a Small Business Enterprise (SBE) program.

b. WMATA, pursuant to Resolution 2003-29, established a Small & Local Business Preference Program (SBPP) to allow for a local geographic preference for non-federally funded simplified acquisitions with a dollar threshold of $150,000 or less. The resolution also set forth the procedure to be followed for giving a 5% preference to small and local businesses in the District of Columbia, Maryland and Virginia.

Discuss the highlights of the programs for FY14 and FY15.

1. DBE – WMATA has coordinated several outreach programs to assist DBE's and SBE vendors. These training programs provided both technical and writing assistance to help increase contracting opportunities. Examples of this assistance are as follows: (Information Technology (IT) match making; (2) Obtaining Bonding; and (3) Round table discussion with vendors and WMATA Contract Administrators on How to Submit a Proposal.

2. SBE – The program was officially implemented on April 1, 2014. Since the implementation of this program to date, DBE Office has reviewed 14 requirements for a potential SBE set-aside. There are currently 2 pending review. The majority of available contracts under the $500K threshold were rejected due to lack of certified firms, sole source requirement, or program office withdrawal. The solicitations that were posted received no available bids from SBE's.

3. The WMATA Small Business and Preference Program (SBPP) was placed on hold pending update of the Procurement Procedures Manual. We project activation of the SBPP beginning July 1, 2015.

13. What percentage of contracts and contracting budget were awarded to DBE's in FY'14 and FY'15 to date? As reported in your performance oversight responses from last year, the percentage of contracts and contracting budget awarded to DBE's in FY'14 decreased by at least 5% from FY'13. How does your agency account for this variation?

Answer:
The data provided to you for Federal Fiscal Year 14 (to date) was collected only from October 2013 to January 2014. The final percentage committed to DBE Primes and Subcontractors for FFY 14 was in fact 33.38% or $77,002,055.

FFY14:

WMATA submitted to you the awarded contract information on the Federal Transit Administration (FTA) *Uniform Report of DBE Commitments/Awards for FFY2014*. The total dollar amount of the contracts awarded to DBE Prime and subcontractors was $77,002,055. These awards totaled 33.38% of all new FTA federal contracts awarded.

FFY15 to date:

WMATA has awarded contracts to DBE Prime and Subcontractors in the amount of $13,890,933. These commitments, to date, reflect 31.02% of all new FTA federal contracts awarded.

(b) FFY14 - As reported in your performance oversight responses from last year, the percentage of contracts and contracting budget awarded to DBE's in FY'14 decreased by at least 5% from FY'13. How does your agency account for this variation?

Audits, Reports and Lawsuits

14. Please list and describe any ongoing or completed investigations, studies, audits, or reports on WMATA or any employee of WMATA during FY'14 or FY'15 to date.

    Answer: The links listed below will provide access to WMATA studies and reports:

    http://www.wmata.com/about_metro/public_rr.cfm?
    http://www.wmata.com/about_metro/planning_dev.cfm
    http://www.wmata.com/about_metro/public_rr.cfm?
    http://www.metrobus-studies.com/

15. Please provide a status of your annual financial audit for FY14.

    Answer: WMATA financial and A133 independent financial audit is well underway and is currently anticipated to be completed in April 2015.

    In late December WMATA management transmitted draft financials to the auditors and during January worked with the auditors to document controls, respond to inquiries around key business processes and define audit population. Substantive field testing by the auditors commenced in February and we are currently providing transactional backups and documentation to auditors based on sample request.

Agency Programs and Policies

16. Please describe any initiatives WMATA implemented within FY'14 or FY'15, to date, to improve the internal operation of WMATA, reduce waste, fraud and abuse, or the interaction of WMATA with outside parties. Please describe the results, or expected results, of each initiative. Does WMATA require vendors to be paid by electronic means? If not, please discuss reasons why or whether this is under consideration.

Answer:
Procurement and Grant Management Policies
Board adopted Procurement and Grants Management Policy resolutions and monitoring plans in FY'14. These policies provide Board oversight and direct management procedures and processes that implement regulatory compliance expectations. The Procurement Policy sets forth the guidance and requirements that govern procurement activities and the conduct of personnel engaged in these activities. In addition to regulatory compliance expectations, the Grant Management Policy directs compliance with Capital Funding Agreements among WMATA, Maryland, Virginia, the District of Columbia, and local government components ("jurisdictions").

New Grants Management Manual and Process Enhancements
A new Grants Management Manual was developed in FY'15 with the objective of memorializing and consolidating into a single volume existing Washington Metropolitan Area Transit Authority ("Authority" or "WMATA") grants management procedures and processes, and fulfilling the corrective actions noted in response to the FMO report dated June 10, 2014.

As part of the documentation process, WMATA conducted a broader review of its grants management policies, procedures and processes than was required by the FMO Report resulting in the following enhancements to the process:
- Alignment of funding sources to costs before costs are incurred
- Standardization of the methodology used to prepare Federal Financial Reports (FFRs and SEFA).
- Clarified Project Manager responsibilities
- Enhanced the development of Capital Improvement Project budgets; management of labor costs; and oversight of project budget revisions.
- Creation of a Pre-Payment Processing Division to perform qualitative review of payment approval packages prior to payment.
- Strengthened commitment to Anti-Deficiency Provisions of the WMATA Compact.
- Enhanced and standardized Time Charging Procedures and Processes

Procurement Manual and Process Enhancements
WMATA updated its Procurement Manual in FY'15 to reflect the requirements of Board adopted Resolution and FTA requirements. The updated manual and related process resulted in the following enhancements:
- Executive level visibility and leadership.

- Procurement process includes a more active role for the General Counsel's Office, and requires that the procurement counsel have relevant procurement experience.
- Strengthened commitment to full and open competition.
- Prohibition of organization and personal conflicts of interest
- Prohibition of procurement practices that unduly restrict competition.
- Plan for ongoing training of personnel including procurement attorneys.

Asset Management Manual and Process Enhancements

WMATA updated its Asset Management Manual in FY'15 to reflect compliance expectations under asset management provisions in the FTA Circular 5010.D, Grant Common rule (i.e., OMB Circular A-102), 49 CFR 18, and other applicable rules and requirements for WMATA's management of personal property. The updated manual and related process resulted in the following enhancements:
- Enhanced process around disposition of surplus property, record keeping, and FTA notification (when required).
- Enhanced process around reporting property acquisition, transfer, and disposition (Property Transaction Request).
- Clarified responsibilities and provided additional training for property custodians.

Established Office of Internal Compliance

The Office of Internal Compliance was established in FY'15, and is responsible for conducting assessments and reviews to monitor WMATA's adherence to financial management controls and related policies and procedures. The Office of Internal Compliance provides an objective evaluation of the design and operating effectiveness of WMATA's financial reporting, regulatory, compliance, and operational controls, and fosters a greater awareness of risk management and internal controls by providing risk and internal control guidance and training.

The compliance reviews and ongoing compliance monitoring efforts will provide an early warning system and support the proactive management of compliance risks.

FY2014 Initiatives[1]

Initiative	Results or Expected Results – Per Initiative Submission
TRST/RTRA - Fatigue Management Phase II	Reduce and/or eliminate 14 hour shifts, 7th day double time and provide mitigation for night shift workers
MTPD - Security Camera Monitoring	Increased monitoring of WMATA property to reduce theft, injury and overall crime.
HR - Employee Wellness	Pro-active approach to managing health of employee population and lowering healthcare costs
ACCT - Automated Time Collection	Integrated timekeeping system that will reduce payroll by 1.5% for employees using this system.

BUS - Customer Service Training-	"We Care" initiative is focused on increasing the customer service commendation rate and reducing the complaint rate.
PLNT - Station Cooling	Regulatory mandate requires immediate repair station cooling systems.
BUS - Priority Corridor Network Phase II	Improvement of bus service travel times, reliability, capacity, productivity and system access.

FY2015 Initiatives[2]

Initiative	Results or Expected Results
BOCC - Bus Digital Video Recovery	Increase staff to review and distribute video clips in order to increase training, awareness of infractions, better support COUN and RISK in the resolution of claims, arbitrations, and legal proceedings.
BMNT - QA Inspection of Incoming Bus Parts	Establish processes and a group for acceptance inspection of Bus Maintenance materials, parts, and equipment prior to entry into inventory in order to prevent the unintended use of items that do not meet criteria or specifications.
BPLN - Metrobus PCN and SOGO Implementation	Continue implementation of PCN and SOGO multi-year programs. This initiative is also supported by the Bus Fleet Expansion project, which includes funding for 20 additional buses per year beginning in FY2015.
BPLN - Metrobus Customer Ambassador Program	Enhance customer-focused support to increase awareness of Metrobus service changes in advance and during implementation (PCN and SOGO).
BTRA - Headway Service Monitors	This initiative will also be supported by redeployment of existing Metrobus budget.
BTRA - Bus At Risk Manager	Additional position to track at-risk bus operators in order to reduce absenteeism, accidents, injury rate, and customer complaints.
CSCM - Customer Service Title VI Outreach	Expansion of communication and marketing efforts to ensure that information about service, fares, planning efforts etc. is accessible to all including minority, low-income, and LEP individuals and communities.
HR - Title VI Public Involvement	Incremental investment to advance the development Metro's Title VI public participation and outreach plan to ensure compliance with updated requirements.
HR - Implement Succession Planning	Additional resources to support succession planning program. This initiative will also be supported by redeployment of existing resources in HR and key Departments.
CIO - Wireless Communication Infrastructure	This initiative will provide operating budget support for the expansion of the wireless infrastructure

	deployment throughout all stations, garages, rail years, and maintenance locations in support of the Next Generation Communications Metro 2025 capital project.
TRST - Training Resources to implement Safety Corrective Action Plans	Implement formal training and certification process for employees on TRST equipment. This initiative implements corrective action plans and is intended to improve safety.
ROCC - Service Improvement	Increase the number of ROCC controller staff to accommodate the increased: movement of equipment on revenue tracks, number of service outages, single tracking, etc.
RTRA - Rail Quality and Safety Enhancements	Increase supervision at all nine rail yards to cover midnight shifts in order to reduce incidents and improve safety.
QAAW - Rail Quality Control Inspection	Implement quality control inspection to prevent the unintended use of materials, parts, tools or equipment that do not meet criteria or specifications.
TRST - Rail De-Stressing	Create new crews dedicated to de-stressing to reduce instances of offloads and delays due to sun kinks and/or buckling.
SMRL - Inventory Control	Increase storeroom staffing to provide sufficient support for all three shifts to improve adherence to Metro's inventory control policies and procedures and respond to OIG findings.

[1.] Source: December 6th FAO Committee Budget Discussions Presentation
[2.] Source: October 10th FAO Committee Presentation and Conditionally Approved Initiative list distributed 9/13/2013.

17. What has WMATA done in the past year to make the activities of WMATA more transparent to the public? Additionally, please identify ways in which the activities of WMATA and information retained by WMATA could be made more transparent.

- Please provide an executive summary of the quarterly performance report, *Vital Signs*.

Answer: WMATA continues to maintain its web site as a primary tool to openly provide information to the public. This is one of many ways that information is shared, including (WMATA actively provides information to the public through Facebook, Twitter, and social media sites, as well as to more than 10,000 subscribers to news releases, RSS feeds, and directly to mobile phones and personal computers through MetroAlerts. Also, SmarTrip card account holders get regular information via email bulletins, as do BIDs, Chambers of Commerces, Boards of Trade, Visitors Bureaus, and business leaders who have endorsed Metro 2025. WMATA also makes monthly presentation regarding service and policy matters to the Riders Advisory Council and Accessibility Advisory Council, both of which are conducted in public. WMATA safety, financial and policy matters are

also discussed publicly (and broadcast online) twice a month as part of the Board of Directors committees and full board meetings.

In addition, every month, Metro posts its system-wide performance on line in its Vital Signs Report. The Vital Signs Report provides analysis of multiple key performance indicators (KPI's) that monitor long term progress in the strategic areas of safety, security, service reliability and customer satisfaction. The Vital Signs Report demonstrates Metro's commitment to be transparent and accountable to our Board of Directors, jurisdictional stakeholders and the public. This report documents performance results and strives to hold WMATA's management accountable for what is working, what is not working, and why.

The report is presented publicly and discussed by the Customer Service and Operations Committee of the Board of Directors in February, May, September, and November. The most recent report covering calendar year 2014 can be found at this link. http://www.wmata.com/about_metro/board_of_directors/board_docs/021215_4ACY2014 VitalSignsUpdate.pdf

The follow are excerpts from the Board summary document on pages 123 to 127 of the above link.

Highlights

CY2014 Vital Signs Report documents results for Metro's ten KPI's. This report compares the actual results of CY2013 with CY2014.

Performance results show that seven measures improved:

- Bus On-Time Performance
- Rail Fleet Reliability
- Elevator Availability
- Escalator Availability
- Employee Injury Rate
- Crime rate
- Customer Satisfaction

Three measures worsened:
- Rail On-Time Performance
- Bus Fleet Reliability
- Customer Injury Rate

Metrobus

Bus On-Time Performance (OTP) continued to improve this year largely because of Better Bus initiatives and improved work force planning. This is the fourth year in a row of improved OTP. In terms of bus fleet management, although 2014 was a challenging year for bus fleet reliability, performance began to improve during the last quarter. Fleet reliability ended the year 13% lower than 2013 as a result of mechanical failures causing buses to go out of service more frequently.

Metrorail

Rail On-Time Performance (OTP) fluctuated in 2014, recovering in the spring after extreme cold temperatures led to more mechanical failures and delays in Q1/2014 then declining after Silver Line service began in late July. Overall for 2014, OTP was down to 90.6%, which was 1.4 percentage points below 2013. Rail Fleet Reliability reached a 10-year high in 2014 as maintenance efforts enabled the deployment of 5% more railcars for Silver Line service. Overall, railcar delay incidents in 2014 were primarily caused by door and brake problems (29% and 27%, respectively).

Escalators and Elevators

Escalator availability for 2014 was 93.1%, a 1 percentage point improvement over the prior year and the best availability since 2010. This reflects a 30% decrease in the amount of time that escalators were out of service for unexpected breakdowns. Elevator availability for 2014 was 96.9%, about half a percentage point increase from 2013 (96.4%). Unscheduled maintenance hours increased by 64% relative to the prior year as technicians conducted in-depth troubleshooting to identify and address the root cause of service disruptions.

Safety

The 2014 customer injury rate did not meet its target and was slightly worse than 2013 (1.96 injuries per million passengers compared to 1.92). On Metrobus, the rate remained at 2.48 injuries per 1 million trips. Collisions continued to be the leading cause. Customer injuries at rail stations and on board trains increased in 2014 by 12% and 57% respectively. Most injuries at stations occur when customers slip or fall due to ice/snow or intoxication and when escalators are out of service and used as stairs. After five consecutive years of improvement, the employee injury rate fell to 4.2 in 2014, better than target (4.80) and 2013 (4.81). There were 62 fewer employee injuries in 2014.

Security

The Metro Transit Police Department (MTPD) utilized multiple strategies to drive crime down throughout 2014 to a five year low. The overall crime rate declined by ~ 20% when compared to 2013 (Metrobus, Metrorail and Parking crime rates declined 20%,

29% and 13%, respectively).

Customer Satisfaction

Comparing the CY2014 year end results against CY2103 year end results shows that Metrobus and Metrorail satisfaction ratings have improved. Improvements in Metrobus satisfaction are related to improved perceptions of reliability (+7%) and on-time performance (+6%). Compared to Q4 in CY13, rail reliability scores are up six percentage points. Though we have seen improvement in reliability, the cumulative improvements in security at station, smoothness of ride, and personnel availability for assistance have moved the needle the rest of the way.

Additionally, an online scorecard at wmata.com summarizes the quarterly and annual results with red and green lights and provides access to the most updated reports. http://www.wmata.com/about_metro/scorecard/index.cfm?

As part of the annual budget process, WMATA's key areas of focus and activities are communicated publicly via an annual presentation of the GM/CEO Business Plan to the Finance Committee of the Board of Directors. The plan outlines key actions that are essential to improving performance. The most recent plan for CY2015-2017 can be found here. http://www.wmata.com/about_metro/board_of_directors/board_docs/100914_4CCombinedCOLOR.pdf

Finally, the Chief Performance Officer is periodically invited to meet with WMATA's Riders' Advisory Council (RAC) to discuss and solicit feedback on the Vital Signs Report and performance results. The next meeting is currently scheduled for April 1, 2015.

- How are public records stored? Are they only online?

Answer: WMATA publishes many different types of public records on its website WMATA.com. Documents ranging from budgetary and financial information, Board of Director's meetings and audit reports. Additionally, the public can request documents via the PARP process and WMATA will respond to those requests as long as the information is available and does not contain personal or proprietary data. Some of this information is contained in hardcopy; some of it is stored electronically.

Metrorail

18. Please provide the current status of construction on the Dulles Silver Line, including the expected completion dates for construction.

    Answer: The construction of the Dulles Rail Project (Silver Line) is being funded and managed by the Metropolitan Washington Airports Authority (MWAA). The status of this construction could be more accurately answered by MWAA, because at this stage WMATA is only monitoring the progress. The Project is being built in two Phases as follows:

    Phase 1 opened for revenue service in July 2014.

    Phase 2 constructions is now underway with the bulk of the current construction work taking place at the Washington Dulles International Airport where piers, pier caps and columns are being installed to support the girders for the aerial guideway. Phase 2 consists of two primary construction contracts. Package A includes the stations, line and related systems, and is being built by Capital Rail Constructors. Package B includes a rail car yard storage and maintenance facility to be built on airport property by Hensel Phelps Construction.

    Based on the most recent information presented to WMATA by MWAA, the following is the status of Phase 2 construction:

    • Design: 85%
    • Construction: 3%
    • Systems: not yet begun

    Construction is scheduled to take five years. Loudoun and Fairfax counties are proceeding with plans for construction of the parking garages at the stations to accommodate transit parking.

19. What has WMATA done to fix and prevent malfunctioning railcar doors? Please provide any metrics that are used to track this issue and results of such metrics.

    Answer: WMATA is currently testing via ETP# 180324 a manufacture recommended maintenance free 3-spline door spindles on all 2k/3k/6k rail cars to increase reliability. Contract for this new CIP #0067_15 will upgrade doors on all 2k/3k/6k rail cars. We anticipate the contract to be awarded by end of July 2015, with an estimated 24 month for completion.

20. How many incidents occurred in FY'14 and FY'15 to date that required unscheduled track work, single tracking or other major service disruptions on Metrorail? Please provide by line and time of day (peak vs. off-peak) and briefly describe the cause and time it took to return to normal service.

    Answer: http://www.wmata.com/rail/service_reports/viewReportArchive.cfm

21. How many escalator and elevator rehabilitations and replacements were completed in FY'14 and FY'15 to date? Please list them.

> *Answer:*
>
>> FY14 elevators – 12 rehabilitations (elevator replacements are not performed)
>> FY15 to date elevators – 8 rehabilitations (elevator replacements are not performed)
>> FY14 escalators – 23 rehabilitations, 9 replacements
>> FY15 to date escalators – 15 rehabilitations, 6 replacements

22. Please list the ten worst performing escalators and elevators at stations in the District in FY'14 and FY'15 to date. Please also provide an explanation for any locations that continue to make this list.

> *Answer:*

10 Worst Performing Escalators FY14:

Station Name	Escalator Asset	Location	Main Reason for lower availability
Stadium Armory	D08N06	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
L'Enfant Plaza	D03W08	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
L'Enfant Plaza	A03N02	ENTRANCE, EXTERIOR, MEZZ	CIP Rehab/ Replacement
L'Enfant Plaza	D03E07	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
Eastern Market	C02W04	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
Van Ness	A08N01	ENTRANCE, COVERED, MEZZ	CIP Rehab/ Replacement
L'Enfant Plaza	C02W05	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
L'Enfant Plaza	D03W09	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
L'Enfant Plaza	F03N12	PLATFORM, INTERIOR, MEZZ	Used a walker in support of adjacent CIP Rehab/ Replacement
L'Enfant Plaza	F03N13	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement

10 Worst Performing Escalators FY15 to date:

Station Name	Escalator Asset	Location	Main Reason for lower availability
Friendship Heights	A08N01	ENTRANCE, COVERED, MEZZ	CIP Rehab/ Replacement
Metro Center	C01N02	O & K, ENTRANCE (NORTH), EXTERIOR (NOT COVERED),MEZZ	CIP Rehab/ Replacement
Metro	C01N01	O & K, ENTRANCE	CIP Rehab/ Replacement

Station Name	Escalator Asset	Location	Main Reason for lower availability
center		(NORTH), EXTERIOR (NOT COVERED)	
Columbia Heights	E04X03	ENTRANCE, COVERED, MEZZ	CIP Rehab/ Replacement
L'Enfant Plaza	C02W04	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
McPherson Square	C02W06	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
McPherson Square	C02W07	PLATFORM, INTERIOR, MEZZ	Used a walker in support of adjacent CIP Rehab/ Replacement
L'Enfant Plaza	D03E06	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
Capitol South	D05X05	PLATFORM, INTERIOR, MEZZ	CIP Rehab/ Replacement
Columbia Heights	E04X06	PLATFORM, INTERIOR, MEZZ	Used a walker in support of adjacent CIP Rehab/ Replacement

10 Worst Performing Elevators FY14:

Station Name	Escalator Asset	Location	Main Reason for lower availability
Smithsonian	D02S01,	ENTRANCE, EXTERIOR, MEZZ	CIP Rehab
Gallery Place	C01N02	ENTRANCE, EXTERIOR, MEZZ	Service/ Repair
McPherson Square	C01N01	ENTRANCE, EXTERIOR, MEZZ	CIP Rehab
Waterfront	E04X03	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Friendship Heights	C02W04	ENTRANCE, COVERED, MEZZ	Service/ Repair
Brookland	C02W06	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Friendship Heights	C02W07	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Tenleytown	D03E06	ENTRANCE, EXTERIOR, MEZZ	Service/ Repair
Anacostia	D05X05	ENTRANCE, INTERIOR, MEZZ	Service/ Repair
Deanwood	E04X06	PLATFORM, INTERIOR, MEZZ	Service/ Repair

10 Worst Performing Elevators FY15 to date:

Station Name	Escalator Asset	Location	Main Reason for lower availability
Gallery Place	B01E01	ENTRANCE, EXTERIOR, MEZZ	Service/ Repair
Potomac Ave	D07X01	ENTRANCE, EXTERIOR, MEZZ	CIP Rehab
Gallery Place	B01E04	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Friendship Heights	A08S04	ENTRANCE, COVERED	Service/ Repair

		PLATFORM, INTERIOR, MEZZ	Service/ Repair
Georgia Ave	E05X02	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Friendship Heights	A08S03	ENTRANCE, COVERED, MEZZ	Service/ Repair
Mt Vernon	E01X04	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Gallery Place	B01E03	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Columbia Heights	E04X02	PLATFORM, INTERIOR, MEZZ	Service/ Repair
Anacostia	F06S01	ENTRANCE, INTERIOR, MEZZ	Service/ Repair

23. What steps has WMATA taken in FY'14 and FY'15 to date to improve escalator and elevator availability?

   Answer:
   http://www.wmata.com/about_metro/docs/Vital_Signs_CY_2013.pdf
   http://www.wmata.com/about_metro/docs/Vital_Signs_Q1%202014.pdf
   http://www.wmata.com/about_metro/docs/2014-Q2%20Vital%20Signs%20Report.pdf
   http://www.wmata.com/about_metro/docs/Vital%20Signs%20Report%20Q3%202014.pdf
   http://www.wmata.com/about_metro/docs/Vital_Signs_Report_Q4_2014.pdf

24. How many station renovations were completed in FY'14 and FY'15 to date? Please list them.

   Answer: Metro is conducting extensive and unprecedented station rehabilitation work as a part of the Orange and Blue Line Rehabilitation Project. The specific work tasks relative to the station rehabilitation project includes granite edge replacement, quarry tile replacement, under platform HVAC ductwork replacement, kiosk replacement, ventilation and exhaust fan replacement, ceiling replacement, replacement of station entrance gates and platform replacement. All of the aforementioned work is not performed at each location. Different work tasks are conducted at station locations based on the specific needs of each station. Below is a table detailing work at several stations.

FY '14 and FY '15 Station Renovations

STATION	RENOVATIONS
D01 Federal Triangle	Quarry tile replacement, replacement of ventilation and exhaust fans, ceiling tile replacement
D02 Smithsonian	Quarry tile replacement, kiosk replacement, under platform HVAC ductwork replacement, replacement of ventilation and exhaust fans, ceiling tile replacement
D03 L'Enfant Plaza	Quarry tile replacement, kiosk replacement, replacement of ventilation and exhaust fans
D04 Federal Center	Quarry tile replacement, kiosk replacement,

	replacement of ventilation and exhaust fans
D05 Capitol South	Quarry tile replacement, granite edge replacement, kiosk replacement, ceiling tile replacement
D06 Eastern Market	Quarry tile replacement, granite edge replacement, kiosk replacement, ceiling tile replacement, ADA tile replacement
D07 Potomac Avenue	Quarry tile replacement, ADA tile replacement, ceiling tile replacement, granite edge replacement, kiosk replacement, replacement of ventilation and exhaust fans
D08 Stadium Armory	Quarry tile replacement, granite edge replacement, dome repairs and painting, under platform HVAC ductwork replacement, ceiling tile replacement
D09 Minnesota Avenue	Station platform rehabilitation
C01 Metro Center (Red line only)	Kiosk replacement
C04 Foggy Bottom	Quarry tile replacement
C07 Pentagon	Quarry tile replacement
C08 Pentagon City	Quarry tile replacement
C09 Crystal City	Quarry tile replacement
D07 Potomac Avenue	Granite edge replacement, kiosk replacement, under platform HVAC ductwork replacement, ceiling tile replacement, ADA tile replacement
D010 Deanwood	ADA tile replacement, station platform rehabilitation

Stations are upgraded or rehabilitated in three ways including full rehabs, mini overhauls, or part of major capital projects. Below is a description of full and mini rehabs.

Mini Includes:
- Cleaning of masonry surfaces
    - Station entrance
    - Canopies
    - Passageways
    - Parapet walls
    - Granite edges
    - Ceiling tile
    - Third rail cover boards
    - Station tile
- Spot repair of masonry
    - Paver tile
    - Tile beds
    - Flexible expansion joints
    - Escalator landing plates
- Metal repair and Carpentry

- o Station doors
- o Hand railings
- o Drainage grating
- o Shelters benches
- o Shelter
- o Miscellaneous ceiling tile repair
- Painting
  - o Entrance gates
  - o Wind Screens
  - o Kiosks
  - o Fare gates
  - o Phone booths
  - o Sign and map cases
  - o Platform shelters
  - o Ceiling tile
  - o Doors
- Bronzing
  - o Hand Railing
- Graphics (as needed)
  - o All doors
  - o Station vault signs
  - o Pylons
  - o Kiosk
  - o Parking lot signage
  - o Miscellaneous

Full Includes:
- All the mini enhancements plus the pressure washing of station liners, painting of coffer panels, painting of interior surfaces in ancillary rooms and repair and painting of bus loop shelters.

FY 14 Completions:

Full	Mini
Franconia Springfield	East Falls
Brookland	West Falls
Court House	Forest Glen
Ballston	Union Station
Congress Heights	Gallery Place (B Line)
Mt Vernon Square	Gallery Place (F Line)
Bethesda	Metro Center (C Line)
Friendship Heights	Metro Center (A Line)
Woodley Park	Medical Center
Smithsonian	Potomac Ave
Rockville	College Park
Minnesota	Twinbrook

FY 15 – To Date Completions:

Full
Branch Ave
Suitland
West Hyattsville
PG Plaza
Addison Road
Pentagon City

Mini
Arlington Cemetery
Glenmont
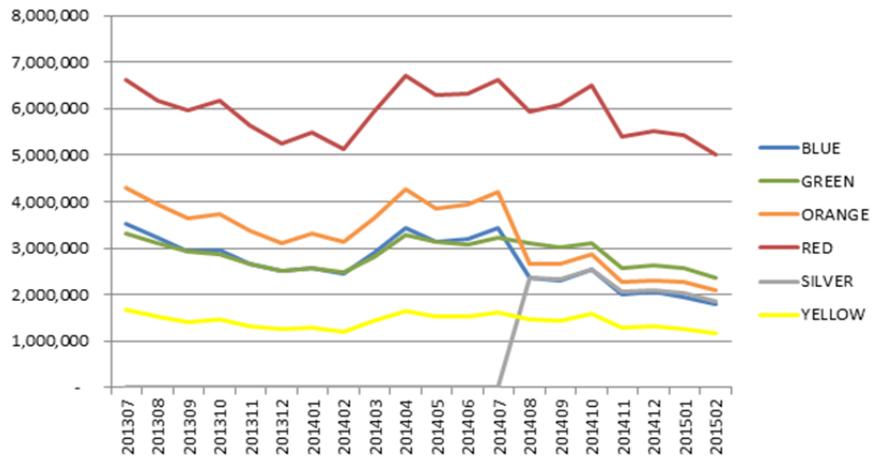Columbia Heights
Shaw
Eastern Market
Tenleytown

25. Please provide monthly ridership by line for FY'14 and FY'15 to date and any causes WMATA attributes for the trends in this data.
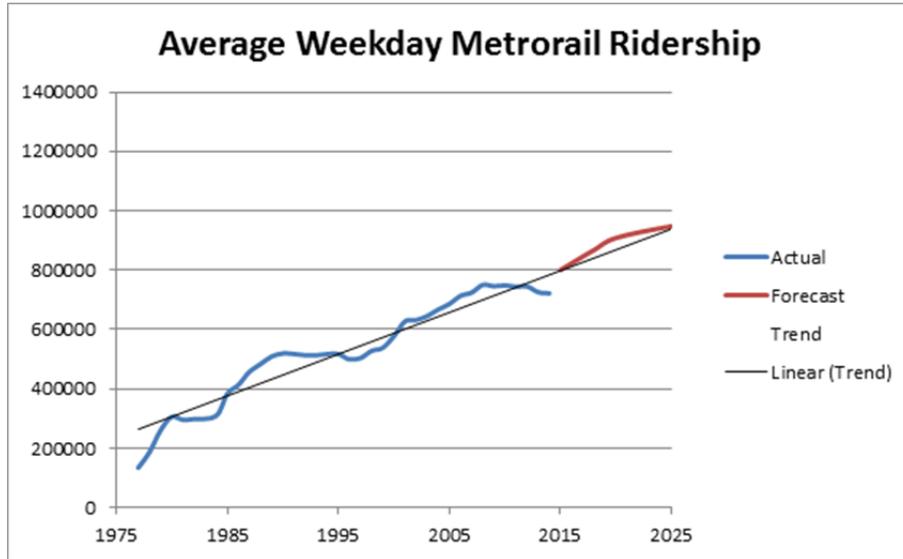
Answer:
The table and graph below shows ridership trends over the FY 14 and FY 15 to-date. Note that because ridership patterns often involve interlining, it is impossible to disaggregate ridership at the line level. WMATA does track entries and exits at the station level and reports this information out to the JCC on a regular basis.

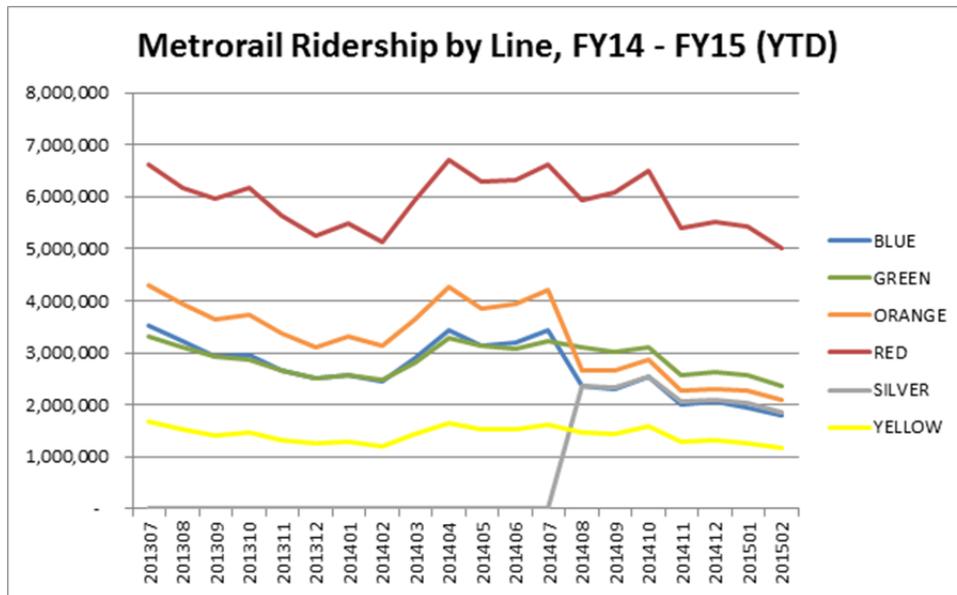| Year-Month	BLUE	GREEN	ORANGE	RED	SILVER	YELLOW
201307	3,528,609	3,317,526	4,294,719	6,604,411	-	1,688,960
201308	3,210,941	3,095,181	3,938,053	6,182,288	-	1,524,905
201309	2,914,014	2,930,580	3,653,684	5,950,513	-	1,402,394
201310	2,966,779	2,875,118	3,743,859	6,160,274	-	1,453,033
201311	2,670,710	2,646,029	3,363,295	5,639,398	-	1,313,403
201312	2,513,049	2,507,087	3,108,454	5,245,895	-	1,253,201
201401	2,576,119	2,568,781	3,300,333	5,494,427	-	1,288,446
201402	2,445,787	2,480,475	3,125,675	5,123,260	-	1,213,777
201403	2,910,626	2,810,980	3,640,317	5,948,227	-	1,432,579
201404	3,443,254	3,288,567	4,271,162	6,711,130	-	1,655,715
201405	3,126,201	3,124,203	3,861,763	6,284,115	-	1,520,046
201406	3,180,547	3,060,468	3,935,362	6,308,444	-	1,528,540
201407	3,438,519	3,232,354	4,194,557	6,605,054	-	1,630,604
201408	2,367,710	3,095,594	2,657,641	5,944,275	2,369,812	1,479,634
201409	2,300,897	3,004,033	2,644,241	6,076,137	2,334,441	1,432,666
201410	2,528,344	3,100,708	2,878,044	6,513,580	2,553,630	1,573,626
201411	2,014,200	2,574,921	2,280,023	5,393,603	2,054,350	1,293,478
201412	2,075,423	2,617,115	2,302,055	5,527,016	2,089,554	1,323,741
201501	1,953,980	2,568,858	2,263,902	5,419,147	2,019,208	1,268,837
201502	1,806,054	2,355,940	2,098,156	5,006,198	1,868,817	1,168,425

Metrorail Ridership by Line, FY14 - FY15 (YTD)

The document, attached, summarizes Metro's analysis of the factors that are driving ridership changes currently. Note also the chart below, which shows the longer historical trend of ridership patterns and forecasts that are commensurate with TPB's travel demand model.

Year-Month	BLUE	GREEN	ORANGE	RED	SILVER	YELLOW
201307	3,528,609	3,317,526	4,294,719	6,604,411	-	1,688,960
201308	3,210,941	3,095,181	3,938,053	6,182,288	-	1,524,905
201309	2,914,014	2,930,580	3,653,684	5,950,513	-	1,402,394
201310	2,966,779	2,875,118	3,743,859	6,160,274	-	1,453,033
201311	2,670,710	2,646,029	3,363,295	5,639,398	-	1,313,403
201312	2,513,049	2,507,087	3,108,454	5,245,895	-	1,253,201
201401	2,576,119	2,568,781	3,300,333	5,494,427	-	1,288,446
201402	2,445,787	2,480,475	3,125,675	5,123,260	-	1,213,777
201403	2,910,626	2,810,980	3,640,317	5,948,227	-	1,432,579
201404	3,443,254	3,288,567	4,271,162	6,711,130	-	1,655,715
201405	3,126,201	3,124,203	3,861,763	6,284,115	-	1,520,046
201406	3,180,547	3,060,468	3,935,362	6,308,444	-	1,528,540
201407	3,438,519	3,232,354	4,194,557	6,605,054	-	1,630,604
201408	2,367,710	3,095,594	2,657,641	5,944,275	2,369,812	1,479,634
201409	2,300,897	3,004,033	2,644,241	6,076,137	2,334,441	1,432,666
201410	2,528,344	3,100,708	2,878,044	6,513,580	2,553,630	1,573,626
201411	2,014,200	2,574,921	2,280,023	5,393,603	2,054,350	1,293,478
201412	2,075,423	2,617,115	2,302,055	5,527,016	2,089,554	1,323,741
201501	1,953,980	2,568,858	2,263,902	5,419,147	2,019,208	1,268,837
201502	1,806,054	2,355,940	2,098,156	5,006,198	1,868,817	1,168,425

Metrorail Ridership by Line, FY14 - FY15 (YTD)

26. Please provide monthly Rail On-time Performance data by line for FY'14 and FY'15 to date and any causes WMATA attributes for the trends in this data.

Answer: Each quarterly Vital Signs Report details contributing causes for Rail On-time Performance and lists the performance data by line.

- First Quarter 2014
  http://www.wmata.com/about_metro/board_of_directors/board_docs/050814_3AVitalSigns.pdf
  - o Contributing factors – page 24 of 114
  - o OTP by Line – page 36 of 114

- Second Quarter 2014
  http://www.wmata.com/about_metro/board_of_directors/board_docs/091114_4AVitalSignsQ2CY2014.pdf
  - o Contributing factors – page 56 of 94
  - o OTP by Line – page 68 of 94

- Third Quarter 2014
  http://www.wmata.com/about_metro/board_of_directors/board_docs/110614_3AVitalSigns3Q201420141106.pdf
  - o Contributing factors – page 25 of 45
  - o OTP by Line – page 37 of 45

- Page 9 – Fourth Quarter 2014
  http://www.wmata.com/about_metro/scorecard/documents/Vital_Signs_Report_Q4_2014.pdf
  - o Contributing factors – page 9
  - o OTP by Line – page 23

27. What steps have been taken to improve rail ridership? What efforts have been taken to curb the declining trend in ridership?

Answer: Metro is carefully researching the causes of recent declines in Metrorail ridership, and we are taking steps to try and reverse these trends. First, we are examining ridership patterns broadly by a variety of facets and identifying econometric and demographic contributors to ridership gains and losses. Our research demonstrates that the drop in the federal transit benefit is the leading cause of ridership losses in our traditional peak commute markets. Trips paid for using SmartBenefits (transit subsidy) are now down 40% by the last week of the month as customers run out of SmartBenefits funds and reduce ridership. On the other hand, ridership from customers not affected by the federal rule change is actually slightly up.

Additionally, we are quantifying the link between land use and ridership at rail stations to understand the relationship of different land uses and land use designs on system ridership. Specifically, we are looking at specific station and markets where we feel confident we can grow ridership via changes in land use or specific marketing and outreach efforts. For example, we are beginning a marketing campaign to advertise parking capacity at Vienna station, now available due in part to the opening of the Silver Line. We are looking at direct outreach to employers adjacent to stations that appear to underperform other stations given its adjacent land uses.

Finally, we are closely comparing the full and variable costs of Metrorail to automobile and other competing modes for the same trips (origins, destinations, and time of day). This analysis may allow us to grow ridership via changes to fare policy or products in the futures.

Metrobus

28. Please provide a list of bus service improvements made in the District for FY'14 and FY'15 to date, including specific actions taken to implement bus Priority Corridor Networks (PCNs). Has the adding of extra hours along bus routes along Wisconsin Avenue and Pennsylvania Avenue had a positive impact?

Answer: The following bus service improvements have been made in FY'14 and FY'15:

Service Changes Effective March 30, 2014:

- Route 80 – North Capitol Street Line has been modified to operate half of the trips to McPherson Square only, reducing the number of trips between McPherson Square and the Kennedy Center. – **PCN Recommendation**
- Route V9 – Minnesota Avenue-M Street Line has been modified to terminate at Navy Yard-Ballpark Station eliminating V9 service between Navy Yard and Bureau of Engraving.
- New Route W1 – Shipley Terrace-Fort Drum line has been established to replace Routes M8 and M9, Congress Heights Shuttle Line service, which has been eliminated. – **PCN Recommendation**
- Route M2 – Fairfax Village-Naylor Road Line has been eliminated.
- Additional trips have been added to reduce overcrowding, primarily from school students on the following lines:
    - Route V7 – Minnesota Avenue-M Street Line
    - Route W4 – Deanwood-Alabama Avenue Line
- Adjustments have been made to improve performance and coordination at key locations on the following lines:
    - Route 60 – Fort Totten-Petworth Line
    - Route A4, W5 – Anacostia-Fort Drum Line – **PCN Recommendation**
    - Route U4 – Sheriff Road-River Terrace Line
    - Route V5 – Fairfax Village-L'Enfant Plaza Line
    - Route W9 – South Capitol Street Limited
    - Route X8 – Maryland Avenue Line

Service Changes Effective June 22, 2014:

- Frequency has been reduced on the following lines to improve productivity:
    - Route 60 – Fort Totten Petworth Line
    - Route B8 – Fort Lincoln Line
    - Routes W6,8 – Garfield-Anacostia Loop Line
- Minor adjustments to route alignments have been made on the following lines:
    - Route 92 – U Street-Garfield Line

- o Routes W2,3 – United Medical Center-Anacostia Line
- o Routes W6,8 – Garfield-Anacostia Loop Line
- o Route V9 – Minnesota Avenue-M Street Line

Service Changes Effective August 24, 2014

- A Route 31, New 33 – Wisconsin Avenue Line was established to operate between Friendship Heights and Archives to replace some of the Routes 32 and 36 trips which are being shortened. Weekday, Saturday and Sunday trip times were changed. – **PCN Recommendation**
- All Route 32 and 36 – Pennsylvania Avenue Line trips were shortened to terminate at Foggy Bottom instead of Friendship Heights. Replacement service between Foggy Bottom and Friendship Heights was provided on new Routes 30N, 30S, and 33. Route 34 became a part of the Pennsylvania Avenue Line. Weekday, Saturday and Sunday trip times were changed. – **PCN Recommendation**
- Route 34 – Naylor Road Line was discontinued and Route 34 became a part of the Pennsylvania Avenue Line. – **PCN Recommendation**
- New Routes 30N and 30S – Friendship Heights-Southeast Line was established to replace some of the Route 32 and 36 trips which are being shortened. Route 30N operates between Naylor Road Station and Friendship Heights serving the same stops as old Route 36 with daily service at a 60-minute frequency. Route 30S operates between Southern Avenue Station and Friendship Heights serving the same stops as old Route 32 with daily service at a 60-minute frequency. – **PCN Recommendation**
- New running times were implemented on the following lines:
    - o Route 5A – DC-Dulles Airport Line
    - o Routes A4, W5 – Anacostia-Fort Drum Line
- Additional trips have been added to reduce overcrowding, primarily from school students on the following lines:
    - o Route 96 – East Capitol Street-Cardozo Line
    - o Route A7 – Anacostia-Congress Heights Line
    - o Routes D31, D32, D34 – Deal Middle School Line
    - o Route U2 – Minnesota Avenue-Anacostia Line
    - o Route W1 – Shipley Terrace-Fort Drum Line
- School trips were discontinued on the following lines:
    - o Route H9 – Park Road-Brookland Line
    - o Route M31 – McKinley High School Line
- Route D51 – Duke Ellington School of the Arts Line was changed during a two-year renovation project in order to serve the temporary location at Meyer School, 11th & Clifton Streets NW.

Service Changes Effective December 14, 2014:

- Route X2 – Benning Road-H Street Line was converted to a headway-managed service between 6 AM and 7 PM on weekdays with service managers scheduling trips every 8 minutes in each direction.
- Route alignment modifications were made on the following lines:
    o Route 37 – Wisconsin Avenue Limited Line
    o Route P6 – Anacostia-Eckington Line
- Running time were adjusted to reflect recent route alignment modifications on the following lines:
    o Route 5A – DC-Dulles Line
    o Routes W2, W3 – United Medical Center-Anacostia Line
    o Routes W6, W8 – Garfield-Anacostia Loop Line
- Route 84 – Rhode Island Avenue-New Carrollton Line was renamed Route T14 to improve customer understanding. – **PCN Recommendation**
- Limited stop segments were added and boarding and alighting restrictions were removed on the following lines:
    o Routes P17, P18, P19 – Oxon Hill-Fort Washington Line
    o Route T14 (84) – Rhode Island Avenue-New Carrollton Line – **PCN Recommendation**
    o Route T18 – Annapolis Road Line – **PCN Recommendation**
    o Routes W13, W14 – Bock Road Line

Service Changes Effective March 29, 2015

- Route X2 – Benning Road-H Street Line will be modified to operate every other trip to Gallery Place on weekdays between 6 AM and 7 PM with a terminal stand at 9th & G Streets NW.
- Route 42 – Mount Pleasant Line terminal stand will be relocated from 9th & G Streets NW to 9th & F Streets to allow for a new terminal stand for Route X2 short trips.
- Additional trips will be added to reduce crowding on the following lines:
    o Route 32 – Pennsylvania Avenue Line
    o Routes 90, 92, 93 – U Street-Garfield Line
- Additional running time to improve on-time performance will be implemented on the following routes:
    o Route 37 – Wisconsin Avenue Limited Line
    o Route 39 – Pennsylvania Avenue Limited Line
    o Route D5 – MacArthur Boulevard-Georgetown Line
    o Route D6 – Sibley Hospital-Stadium-Armory Line
    o Route H1 – Brookland-Potomac Park Line
    o Routes H2,3,4 – Crosstown Line

- o Routes H8,9 – Park Road-Brookland Line
  - o Route S1 – Potomac Park Line
  - o Route W9 – L'Enfant Plaza-Coast Guard Limited Line
- Route 74 – Convention Center-Southwest Waterfront Line weekday frequency will be reduced to operate every 20 minutes due to lower ridership and running times will be reduced to improve on-time performance. The last 2 round trips will be eliminated seven days-a-week due to minimal ridership.
- Route X3 – Benning Road Line trip departing KIPP DC College Prep at 4:25 PM will be adjusted to depart at 4:20 PM.

29. What are the top 10 priority actions the District Department of Transportation could take to facilitate bus service improvements? What is the most cost efficient way to accomplish these priorities?

    Answer:
    1. Provide sufficient funding to allow running-time, crowding and safety adjustments on existing Metrobus services throughout the District to offer better on-time performance, reduce crowding and improve customer experience. Ridership has grown 4.2% (last six months of 2013) without an increase in capacity.

    2. Provide funding for new services and additional buses to implement new MetroExtra services on 14th Street, the 90s Line, North Capitol Street and Rhode Island Avenue and expand existing services to meet demand. A multi-year program has been prepared with phased implementation to correlate with growth in demand, availability of buses and completion of related roadway projects.

    3. Provide approval and funding to add service to address overcrowding resulting from the 12,000 additional students riding buses due to the DC Students Ride Free Program. Continue to support coordination between DC public Schools and WMATA to address student travel and behavior management to ensure safe and incident free travel.

    4. Enforce parking and stopping regulations during posted hours, so buses have clear running ways and accessible stopping area to facilitate service to riders.

    5. Continue to deploy Traffic Control Officers during periods of peak traffic and increase the number of locations and duration of deployment to meet the needs of bus travel through the downtown area. Provide extended hours at specific intersections beyond 6 PM on weekdays to ensure continuous safe flow of pedestrians and traffic.

    6. Implement transit priority on major bus corridors based on study recommendations, including signal priority on Georgia Avenue (TIGER Project), and bus lanes on "Eye" Street NW and H Street NW between 13th and Pennsylvania Avenue. Initiate bus lane studies in other PCN corridors.

7. Implement intersection and traffic operations improvements on the working list previously identified by WMATA and documented in Study recommendations.

8. Working closely with Metrobus staff, prioritize, construct and retrofit design-compliant and accessible bus stops throughout the District. Correct location and siting of bus stop shelters to ensure access by Metrobus front-door lifts, adequate shelter capacity, safe waiting areas and accessible pathways. Make an upgrade of bus stops on K Street NW a top priority.

9. The closure of the Columbus Circle bus facility at Union Station has displaced Metrobus routes to the surrounding streets. A permanent plan for accommodating these relocated services must be developed and implemented to provide a bus transit hub for Metrobus, DC Circulator and other services in this growing area. WMATA has proposed creation of a station along E Street NW to serve Metrobus and DC Circulator, but the right-of-way is controlled by the Architect of the Capitol.

10. Encourage MPD officers to work closely with MTPD to increase the number of uniformed officers on buses and engaged in community policing activities to ensure a safe and secure environment for Metrobus passengers both on the buses and at bus stops.

30. Metrobus staff was in the process of completing an On-Street Bus Terminals Study during FY14 and FY15. What is the status of this study?

Answer: The results of the study were published on March 30, 2013 and titled *On-Street Bus Terminal Study.*

31. Please provide the number of bus stops by jurisdiction, broken down by whether they are managed by WMATA or the jurisdiction. How many are designated as inaccessible or in need of improvements? What efforts has WMATA taken in FY'14 and FY'15 to date to make the stops more accessible?

Answer:

Summary of Metrobus Stops and Shelters

Jurisdiction	Bus Stops***	Bus Stop Info Cases*	Bus Shelter Maps	Jurisdiction Owned Bus Shelters	WMATA Owned Bus Shelters	Number of Inaccessible Stops**	Percent** Inaccessible
DC	3,278	4,902	715	675	77	1,800	51.4
Maryland	4,731	833	174	765	270	3,300	35.1
Virginia	3,118	1,555	170	525	242	1,670	27.0
TOTAL	11,127	7,290	1,059	1,965	589	6,770	35.5

*Decreases from previous year are due to decommissioned stops or stops that have low ridership that were disqualified for info cases and info panels.

** These are based on the total (estimates) of 19,100 stops in the region (DC 3,500; VA 6,200; and MD 9,400).

*** This includes 412 stops at Metrorail Stations.

The majority of bus stops in the region are the responsibility of the local jurisdictions. It is not feasible to project improving all the inaccessible bus stops at one time. To help facilitate improvements that will have potentially the greatest impact on customers with disabilities, WMATA has identified 100 bus stops, with input from the community, as priorities, as follows:

1. District of Columbia   72
2. Montgomery County   2
3. Prince George's County   17
4. Alexandria   2
5. Fairfax   5
6. Arlington   1

WMATA is planning to improve 10 or more stops by the end of 2015 utilizing available federal grant funds as well as continue supporting the efforts of the jurisdictions on other improvements throughout the region. For example, WMATA has supported on-going efforts of the District's FHWA-funded program to make bus stops accessible along K-Street, NW, and has worked with the District to get developers to install accessible stops as part of DDOT's public space permitting process.

MetroAccess

32. What steps has WMATA taken to achieve service improvements and efficiencies for MetroAccess in FY'14 and FY'15 to date?

Answer: In FY 2014, five new contracts were awarded totaling more than $1 billion in expenses over a 10-year performance period, and the work, previously operated by a single contractor, was recast into three separate areas of responsibility with costs unbundled and performance standards enhanced. The new model includes an independent Quality Assurance contract component that objectively monitors and measures the effectiveness of operational and administrative compliance pertaining to critical processes between Service Delivery and Operations Control Center contractors. This has ultimately enhanced the objectiveness, accuracy and consistency of monitoring efforts and critical reports associated with contract performance. WMATA introduced the new service providers into the system incrementally, and the result was a rare, seamless transition that did not generate any increase in complaints or draw any media coverage.

MetroAccess recognized achievement of contractual performance goals across the board for 2014. In recent customer satisfaction surveys, MetroAccess customers reported an 80% satisfaction rating. MetroAccess is currently scheduling over 8,000 passenger trips per weekday (over two million trips annually) with a fleet of 650 vehicles.

The following improvements and efficiencies were also introduced:

- Initiated an "Operator 360" campaign designed to maintain and/or enhance professionalism among operators by simultaneously recognizing high performers and addressing poor performers. The management goal of the effort is to enhance professionalism among operators by ultimately developing a scorecard that measures the effectiveness of internal quality assurance processes among all MetroAccess Service Delivery operators. The approach incorporates the use of robust data analysis and individualized performance assessments (based on objective customer service and operational compliance data) in order to enhance operator coaching effectiveness.

- Revised the MetroAccess Securement Policy to ensure every MetroAccess passenger is required to wear seatbelts properly, except those with medical waivers.

- Revised the MetroAccess Fatigue Management Policy to increase escalation of response to fatigue incidents.

- Provisioned resources for MetroAccess emergency planning and disaster recovery capabilities, including implementation of an emergency backup for the MetroAccess Operations Control Center.

- Increased bulk fuel capacity from 50% to 75%, realizing both cost-savings (due to bulk purchasing power) and operational efficiencies (less deadhead mileage and time spent fueling off-site).

33. What is the status of the pilot project in the District to provide more Access trips via taxi cabs? Did 2014 implementation occur?

Answer: Service under the CAPS-DC pilot project began October 1, 2014. CAPS-DC provides District residents who have been certified as eligible for MetroAccess service the option of taking a same-day, unshared taxicab ride for any medical-related trip instead of using MetroAccess. The service is funded by the DC Department of Transportation and is administered by the DC Taxicab Commission. Metro is providing the following in-kind program support services: 1) verification of customer eligibility; and 2) review of the CAPS-DC monthly trip reports issued by the service providers. As of January 31st 3,315 trips have been provided by CAPS-DC service.

By way of customer feedback, CAPS-DC has proven to be a popular service that provides customers with an improved travel experience. The emphasis of Metro moving forward will include increased marketing of the program to MetroAccess customers and distributing surveys to determine ways to improve the service and identify any barriers to usage by potential customers.

34. Please describe WMATA's efforts to make rail and bus services more accessible and user-friendly for the disabled community in FY'14 and FY'15 to date. Has WMATA been able to document greater usage of the fixed route system by such riders as a result?

Answer: During FY14 and FY15 to date, WMATA has engaged in the following efforts to make rail and bus services more accessible:
- Bus Stop Accessibility Standard - Adopted an enhanced bus stop accessibility standard, adding the requirements of an accessible pathway and curb cut connections to the standard ADA definition of an accessible bus stop;
- Online Bus Stop Accessibility Information – Metro's Trip Planner was improved to now include accessibility information, including photos in some cases, of all bus stops in the region served by Metro;
- Station Lighting Improvements - Continued improvements to mezzanine lighting at underground stations, and the replacement of fluorescent lights with LED lights;
- Station Platform Detectable Warning Installation - Continued installation of platform edge detectable warning tiles (bumpy domes). The warning tiles are now installed in 84 of Metro's 91 stations;
- Priority Seating Campaign – Initiated a new courtesy campaign regarding the use of priority seating;
- Travel Training Program – Metro has provided travel training to over 1,500 people during CY14 using internal travel training staff and external contracting staff. Currently Metro is developing a method to track pre- and post-training paratransit usage by customers who have received travel training. Analysis will be accomplished by reviewing paratransit usage 3 and 6 months prior to training and 3 - 6 months after training.
- Bus Stop Accessibility Issues – The Office of Eligibility Certification discussed bus stop accessibility with paratransit applicants and customers to determine if stops that could be used by customers have barriers to accessibility. Identified issues with an inaccessible

bus stop are reported to Bus Planning who informs and coordinates with the responsible jurisdiction on improvements.

- Training DVD - Metro produced a DVD used by Metrobus and Metrorail for training front-line employees on the importance of providing accessible, courteous, and safe transportation to people with disabilities. The DVD contains testimonials from customers with disabilities detailing how important it is for them to be able to use the accessible fixed-route systems, and the independence that it brings them.

WMATA does not have documentation on shifts of individual riders from MetroAccess to fixed-route service as a result of fixed-route service improvements. However, as bus stops are improved, we plan to canvas the affected MetroAccess customers to determine how many are taking advantage of the accessibility improvements. We also capture this kind of information through quarterly surveys of randomly selected customers to determine if they are choosing to use fixed-route service more often and/or paratransit service less often. We are building further data gathering capability in this are into the NEPP implementation whereby we will have more reliable data on the multi-modal travel patterns of our MetroAccess customers.

35. Please provide customer service survey results for FY'14 and FY'15 to date. What if any causes does WMATA attribute for trends in this data? What solutions does WMATA have to address customer concerns expressed in the survey?

Answer: Customer satisfaction with Metrorail was on target last year at 82%. Rider satisfaction is driven primarily by service reliability, which is continually improving in the first quarter of FY15. Customer satisfaction also reflected an improvement in customer interactions with station managers—the majority of customers (66%) think station managers are courteous. Additionally, supervisors and station managers continue to participate in customer service training as part of the Customer Care initiative.

Customer satisfaction with Metrobus last year was just below target at 80%. The decrease of 1% was driven primarily by a concern about bus stop signage. Recently installed real-time bus information signs and consistent Nextbus reliability will improve rider experiences.

Satisfaction with Metrobus is also driven by on-time performance and reliability. Metrobus reliability is the highest it has been since Q1 FY14. This is likely a direct result of active service management and fleet reliability improvements. Customer interactions with bus operators continue to improve in FY' 14 with four of five customers saying they were greeted by operators as they boarded the bus. Operators and front line supervisors continue to participate in customer service training as part of the Customer Care initiative.

At the beginning of FY15, MetroAccess satisfaction rating is at 80%. Contractual changes for improved service delivery are being experienced by customers—survey results show that riders believe drivers are more courteous (95%) and helpful (94%), customers believe they are arriving at destinations on-time (86%) and pick-ups are happening more often within the promised window (84%).

36. How many requests for shuttle service as a result of broken escalators and elevators did WMATA receive in FY'14 and FY'15 to date? What was the average response time? How much did this cost the city?

Answer: Attachment: Elevator Response Time.

How many requests for shuttle service as a result of broken elevators did WMATA receive in FY14 & FY15 YTD? What was the average response time? How much did this cost the city?

	Bus Shuttle Requests	Average Response Time	Average In-Service Hours	Total Est. Cost
FY14	162	24 minutes	5 hours 10 minutes	$46,800
FY15 Jan YTD	50	20 minutes	2 hours 20 minutes	$ 6,668

Metrorail Parking

37. What is WMATA doing or considering to promote the use of underutilized garages?

   Answer: A marketing plan is being developed to advertise and market the parking spaces at underutilized parking facilities. PARK has installed banners in prominent locations in stations advertising daily and reserved parking at Metro stations. Targeted email blasts and social media have been used identifying parking availability at underutilized Metro parking facilities. PARK will be installing banners strategically at underutilized Metro garages to advertise parking availability.

38. WMATA has engaged a parking consultant to conduct a parking strategy and asset management study for its parking facilities? What is the status of this study?

   Answer: WMATA engaged a parking consultant to conduct a parking strategy and asset management study for its parking facilities and the study has been completed. The scope of that study included:
   - Assessment of parking replacement impacts
   - Analysis of design criteria best practices
   - Asset management assessment of Metro parking facilities
   - Analysis of Public Private Partnerships (P3)
   - Analysis of shared parking best practices

   WMATA briefed its Board of Directors and the Jurisdictional Coordinating Committee on the Study's findings. WMATA is using the asset management findings to more efficiently program funding for maintenance and rehabilitation of parking assets. WMATA is using the design criteria analysis to review its structured parking design criteria and to look for opportunities for a less expensive and more sustainable structured parking standard. WMATA is using other findings to evaluate parking replacement strategies with joint development projects.

Planning and Real Estate

39. Please provide the pipeline of joint development projects being actively pursued on WMATA land, including:
    - The location and size of property;
    - The development team;
    - The deal structure (including sale v. lease, compensation amount, and intended scope of uses);
    - The WMATA staff responsible for managing each project; and
    - The expected completion date for execution of the development agreement and construction (identifying multiple phases if any).

    Answer: See attached Summary Table

40. What efforts has WMATA made in FY'14 and FY'15 to date to review and update its joint development policies and guidelines?

    Answer: WMATA updated its *Joint Development Policies and Guidelines* in July 2013. WMATA continues to seek opportunities to streamline the joint development process as a means of making it easier for developers to work with WMATA in advancing transit-oriented development near our stations.

    In FY14, the WMATA Board adopted a new policy to clarify the Board roles in its review and approval of joint development projects. This new Board policy will help ensure a Board focus on achievement of joint development program objectives.

41. What are the budgeted and actual expenditures and revenues attributed to the joint development program in FY'14 and FY'15 to date?

    Answer: The joint development program is managed by WMATA's Office of Real Estate and Station Planning. The budget for the Office was $3.71 million in FY'14 and $3.72 million in FY'15. WMATA received revenues of $6.78 million in FY'14 and $3.99 million through the first six months of FY'15 to date.

42. What performance measures and procedures does WMATA use to gauge the effectiveness of its planning and real estate efforts?

    Answer: WMATA measures the effectiveness of its planning and real estate efforts against the following sets of criteria:

    - Adherence to the WMATA Joint Development Policies and Guidelines
    - Adherence to FTA Guidelines
    - Support for and achievement of Momentum Strategic Plan Goals and Objective

43. Please provide an update to the strategic plan, *Momentum*.

    Answer: See Attachment #43

Information and Technology

44. Please describe how WMATA is currently using its website and social media to help fulfill its mission.

Answer: WMATA's website serves as a crucial information portal to riders and stakeholders. The most visited features of www.wmata.com are the trip planner, service maps and real-time train/bus arrivals. More than a year ago, www.wmata.com gained a redesigned and refreshed counterpart for today's mobile smartphones with touch-screen navigation. The refreshed mobile site includes a handful of new features including Service Nearby (determined with GPS), News, Elevator Status information and the ability to one-touch call to Metro Transit Police. WMATA also launched www.silverlinemetro.com to educate and update customers on the upcoming Silver Line.

In addition to its websites, WMATA uses social media to provide both corporate news and service information. Regular rider engagement occurs on both Facebook and Twitter. We also host over 70 information videos on YouTube and launched a new "text tips" service (text MyMTPD from any cell phone) for riders to notify Metro Transit Police of non-emergency matters.

Currently, Metro has more than 120,000 followers on Twitter across multiple feeds, plus more than 8,000 followers on Facebook. In addition, more than 150,000 people are subscribed to receive MetroAlerts service information via email and text messages.

45. Please identify all electronic databases maintained by WMATA, including the following:
   - A detailed description of the information tracked within each system

Answer: WMATA maintains hundreds of systems of all sizes to manage our operations. Three systems in particular including PeopleSoft, Maximo and Trapeze represent the systems that substantially manage the major functions of WMATA and which contain the majority of data about operations.

PeopleSoft is WMATA's Enterprise Resource Planning (ERP) system. Among other things, PeopleSoft is the tool used to manage our budgeting, financials, personnel, procurement, payroll, accounts payable, grants, inventory, and customer relations functions.

MAXIMO is a computerized asset maintenance system that provides asset, work, and materials management and purchasing capabilities to help WMATA maximize productivity and extend the life of their revenue-generating assets. It stores and maintains data pertaining to assets, facilities, and inventory.

Trapeze has two major functions used by WMATA. The first major function is scheduling for bus and rail, with capabilities for producing the least cost approach for providing scheduled service. The second major function of Trapeze is to manage the day-to-day bus and rail service such as operator work schedules, bus assignments and train assignments.

- Identification of persons who have access to each system, and whether the public can be granted access to all or part of each system

  Answer: We do not disclose the names of those who have access for both security and privacy reasons. Metro IT Security (MITS) handles access control for enterprise applications. The access provisioning is in accordance with our information security policy for general access to systems; it is based on the principle of "need to know" and role based access control (RBAC) process. Certain data from Maximo and Trapeze is publically available via WMATA's Transparent Datasets.

- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system

  Answer: There have been many functional areas of the information technology infrastructure at WMATA that have been upgraded in the past couple of years. Some representative examples of these upgrades include the following:

  - Standardization of the hardware infrastructure for cost-effectiveness, uniformity, and enhanced support capabilities.
  - Server consolidation and upgrade of legacy hardware into a centrally managed highly virtualized data center environment.
  - Implementation of IBM Power 7 Servers to consolidate various models of IBM p-series hardware into a newer platform, enhancing efficiency. Converged technologies (vblock, exadata) with managed services are actively being deployed for improved service delivery.
  - Continue to develop an Enterprise Monitoring Center (MEMC) which was established for authority-wide monitoring and consolidation of critical IT and non-IT systems and business services.
  - A consolidation and upgrade of the Enterprise Storage Area Network is planned for FY16 to support the growing demand for database and application storage.
  - Leveraging from cloud offerings (Microsoft Office 365, Azure) which will improve our agility to provision services while eliminating the frequent hardware/software refresh.
  - Virtual desktop Infrastructure (VDI) is actively being deployed for desktop standardization and improving the security posture of WMATA.
  - PeopleSoft Human Capital Management system was upgraded to version 9.1 in March 2014 which includes redesign of time and labor, core human resources, security and department trees as well as the addition of new functionality including absence management and enterprise learning management. PeopleSoft Financials was upgraded to version 9.1 in July 2011.
  - Trapeze is expected to be upgraded to the most recent release in April 2015.
  - MTPD and IT are in the process of replacing the obsolete Computer-Aided Dispatch (CAD) and Records Management System (RMS). This project also includes mobile reporting utilizing tablet technologies and a business intelligence initiative, which will provide WMATA's police with a more complete insight regarding the safety and security of the customers, allowing them to be both

reactive and proactive. The project is expected to be completed the first half of this year.

- A Contract Lifecycle Management System implementation is underway to improve the efficiency with which contracts are sourced and managed.
- MAXIMO (the maintenance transaction management system) will be upgraded to the latest version the first half of this year.
- WiFi is currently installed at all Bus Garages and all but two Rail Yards. It is also being deployed across all Metro Rail Stations. The WiFi will enable Rail and Bus Fleet analytics and mobile computing for the Metro workforce.
- Business Intelligence analysis and reporting capability will be enhanced for Finance, Payroll, Safety, Bus Planning, and MTPD, with new capabilities coming online to support maintenance activities.
- Continued upgrades and enhancements to Metro's SmarTrip program as needed by the program.
- A Mobile Device Management (MDM) strategy was developed including standardization of WMATA's mobile devices. Enterprise level MDM solution was selected and implemented for authority wide management of mobile devices to include smartphones, tablets and laptops.
- A major effort is underway to replace the legacy Blackberry devices with WMATA standard smartphones.

46. How many and what percentage of riders are currently enrolled in the Smart benefits program? Excluding the federal government, how many employers in the metropolitan area offer Smart benefits to their employees? How does these numbers compare to February 2014, and what is WMATA doing to increase these numbers?

Answer: Total enrollment in SmartBenefits as of February 2015 is 250,200, and the total number of non-government employer accounts in the metro area who offer SmartBenefits is 5,040. On Metrorail, approximately 32.9 percent of trips on an average weekday (430K out of 1306K) are made by riders receiving a transit benefit (either a direct employer subsidy or a pre-tax deduction). This share increases to 41% of trips made in the AM peak. This information comes from Metro's May 2012 Rail Passenger Survey. Metro does not have current survey data on the percentage of bus riders who participate in a transit benefit program. This is something that the new regional bus survey, which will kick off in the spring of 2014, will capture. For planning purposes, Metro has generally assumed that about ten percent of bus trips are made by riders receiving a transit benefit. This is backed up by bus farebox data – in December 2014 (the most recent month not affected by bad weather), 7.5 percent of bus trips were made using a SmartBenefits fare instrument.

To increase program participation several initiatives have been launched with many more in the planning stages:

- District of Columbia Employer Transit Benefit Ordinance effective January 1, 2016. Partnered with GoDCGo for employer seminar November 2014. Additional employer meetings, seminars, webinars and employee outreach events are in the planning stages.

- Develop SmartBenefits take ones to promote the DC Ordinance.
- Continue partnerships with the regional chambers of commerce at events to promote SmartBenefits and Metro services. Initiatives are underway to distribute SmartBenefits information at:

  - Greater Washington Board of Trade business workshop series, annual meeting, marketing and human resources meetings.
  - SmartBenefits employer seminar with Montgomery County – Friendship Heights (March). An additional seminar will be held in Silver Spring.
  - Savor Bowie (April).
  - NOVA Business Expo (May).
  - Host SmartBenefits seminar in the Largo Town Center area to promote the Silver Line and commuter benefits.
  - Attend employer meetings with City of Alexandria staff to promote SmartBenefits and SmarTrip.
  - Promote at area colleges and universities for employees. (Spring and Fall)
  - Partner with Fairfax County to promote SmartBenefits +50. An incentive campaign to increase program participation.
  - Joint employer seminar meetings with the Dulles Area Transportation Association.

- Create and install SmartBenefits filler ads in the Metro system.
- Promote parking and transit benefit in the vicinity of Metro parking facilities with capacity.
- To increase awareness and employee participation, SmartBenefits information will be distributed at 'Transit Day' events sponsored by employers, regional transit partners and numerous outreach events: the Washington Auto Show, Taste of DC, Safeway Barbeque Battle, etc.

47. What are the current usage rates (as a % of trips or riders) for SmarTrip cards, as well as weekly and monthly passes? What is WMATA doing to promote greater usage of such fare media?

Answer:

	Dec - 13	Dec - 14
SmarTrip Passenger Trips – Bus	88%	84%
Cash Passenger Trips – Bus	12%	16%
SmarTrip Passenger Trips – Rail	91%	92.2%
Magnetic Stripe Passenger Trips - Rail	9%	7.8%

Metro's marketing team developed several customer outreach initiatives to promote SmarTrip usage. These efforts included direct customer interface events at Metro stations and local retail vendors, college outreach, business and tourism partnerships, transit advertising and social media promotion.

The following are successfully executed smartcard promotions that required regional strategic partnering and internal coordination to reduce paper fare media usage:

- Expanded conversion of DC One Card beyond DC public schools.
- Added four Wal-Mart stores and Tysons Corner Mall Concierge as SmarTrip sales and add value locations.
- Launched Arlington County school pass on SmarTrip.
- Launched City of Alexandria (DASH) monthly pass on SmarTrip.
- Additional SmarTrip dispensers were added in stations.
- Successful launch of using SmartBenefits funds to purchase passes on SmarTrip.
- Launched pilot with Destination DC for Convention Pass on SmarTrip.
- Partnered with DC Circulator for special graphic card to promote sales to tourists.
- Host SmarTrip cards sales during spring and fall college/university student orientations.
- Promote Deals & Discounts Program to SmarTrip users.
- Added Spanish language to SmarTrip card dispensers for customer convenience.
- Simplified SmarTrip purchase process for international customers using a credit card.
- Promoted SmarTrip and Metro service at professional basketball and football events.
- Promoted special graphic SmarTrip cards: Silver Line, The National Zoo, Marine Corp Marathon and Macy's (coming soon).

Marketing also partnered with several tourism and local organizations to promote SmarTrip cards through Destination DC, the Phillips Gallery-Smithsonian Institute, Washington DC Cherry Blossom Festival, The National Zoo, Spy Museum, Madame Tussauds, and other organizations which all helped promote card usage.

Safety & Security

48. Please provide a report on the overall safety of the Metro system.
   - Compare safety statistics in FY'15 to date, FY'14, and FY13.
   Answer:
   ### Customer Injury Rate (CIR)
   - The CY14 rate was 1.96, which exceeds the corporate target rate of <1.8. The top two injury types are Slips/Trips/Falls (65%) and Vehicle Collision-related injuries (23%).
   - Customer Injuries For customer injuries, all three modes experienced variations in their quarterly counts:
   - For Rail, there were decreases in Escalator injuries, but a slight increase in On-Board and Rail Station-related injuries.
   - For Bus, there were decreases in collision-related injuries and a moderate increase in non-collision-related injuries.
   - Metro Access had increases in both collision-related and non-collision-related injuries.
   - The main key factors that contributed to injuries were: 1. Customer inattention/distraction; 2. Hard braking bus events (e.g., patron falls); 3. Intoxication; and 4. Falling while boarding/alighting.

   ### Employee Injury Rate (EIR)
   - The CY14 rate was 4.20, which was below the target of <4.8. The top two injury types are Slips/Trips/Falls (25%) and Collision-related (21%). Data analysis does not reveal any specific trends.
   - For employee injuries, Bus Operators and Mechanics (e.g. Car Maintenance, Bus Maintenance, and Elevator & Escalator) are the top two employee groups reporting injuries.

   - What steps has WMATA taken in FY'15 to date and FY'14 to improve these statistics?

   Answer:
   ### Customer Injury Rate (CIR)
   - For Bus-related injuries, the two main types are Collision-related and Slips/Trips/Falls.
   - Bus: Collision-related Injuries
   - Cause: The majority of collision related customer injuries come from Non Preventable Collisions.
   - Action: Improved defensive driving training and the "We Care" program has improved driver response and interaction with the riding public.
   - Bus: Slips/Trips/Falls
   - Cause: The majority of Slips/Trips/Falls occur from hard breaking events and maneuvering through traffic.
   - Actions: Training operators to avoid hard breaking events by looking ahead and improving berthing locations has reduced falling injuries.

- In addition, providing customer outreach/education on proper riding techniques (e.g., holding onto handrails) is planned for CY15.
- Also, initial data review demonstrates a decrease in pedestrian injuries with buses equipped with amber strobes.
- For Rail-related injuries, the main type is Slips/Trips/Falls.
- The corrective actions for these types of injuries are different for each source.
- Rail: Vertical Transportation
- Cause: The majority injuries are the result of escalators being used as stairs when they are out of service.
- Action: With the improvement of escalator availability, the injury rate has decreased by 19%.
- Rail: Facilities/Stations
- Cause: The majority injuries are the result of customers slipping on ice/snow and falling while intoxicated.
- Action: Snow and ice removal methods have been improved, reducing resource deployment time to remove snow/ice from the stations. To decrease other types of falls, a customer outreach/education initiative on safety precautions will be targeted at station hot spots in CY15.
- Rail: On Board
- Cause: The majority injuries are the result of customers falling when the train is in motion, possibly starting/stopping unexpectedly, and being caught in closing doors.
- Action: Improvements are anticipated with the reintroduction to ATC and the introduction of the 7K series cars (e.g., removal of sudden stops, doors that slightly retract).

49. What has WMATA done in FY'14 and FY'15 to date to minimize customer and employee injuries and accidents?

Answer:
Employee Injury Rate (EIR)
- Based on an initial review of injury reports, the leading injury causal factors were:
- Inattentive actions where the employee was distracted, pre-occupied, or unfocused on their surroundings; and
- Non-preventable motor vehicle collisions where WMATA was not at fault.
- The Authority continues to take a multifaceted approach to injury prevention that includes a renewed focus on performing thorough investigations of incidents and near misses, training personnel on OSHA mandated programs, and providing tailored safety data packages to operational groups. The safety data packages provide additional trending and analysis to front-line Supervisors and Managers. Some departments and locations have performed better than others, and the lessons learned from the good performers are being transferred to those that need further assistance.

Common traits that have been identified at high performing departments that have reduced injury occurrences include:

- Thorough injury investigations: The root cause of the investigation is identified and mitigated not only at the local level, but throughout the departments.
- Non-punitive injury investigation: Employees are free to discuss the factors that contributed to the injury without fear of being disciplined as a result.
- Learning via the Local Safety Committee (LSC): Those that have been injured are required to report to the next LSC to discuss the injury, causes, and opportunities where safety improvement may occur. This provides not only a multi-level review of the injury, but gives the employee a sense of ownership if/when their ideas are used.
- Heavily involved LSC: Those departments that have well attended and fully engaged LSCs also have the lowest injury rates. An active management / leadership in safety via the LSC have also resulted in lower EIRs for the respective departments.
- Potential decrease in questionable injuries: Upon hearing that all injuries are being investigated, those that may have reported an injury to get out of work would think twice before doing so.
- Well performing departments also incorporate safety into all aspects of the job.

50. How many video cameras are currently deployed throughout the system to monitor safety? Are there plans to deploy more and/or upgrade this technology?

Answer: We have numerous cameras for safety/security within the rail and bus systems, and plan to install additional cameras. The camera network system is continuously improved and enhanced through rehabilitation efforts funded with Capital Improvement Program budgets and by Department of Homeland Security grants. In addition to the rail system, Metro is also installing and/or rehabilitating cameras at various Metro facilities. Finally, we also have multiple cameras on each bus in our bus fleet. For security reasons, we do not publicly disclose the number or location of our cameras.

51. What steps has WMATA taken in FY'14 and FY'15 to date to improve customer communications during service disruptions and safety and security emergencies?

Answer: Metro is continuously looking for opportunities to enhance customer communications. Building on the improvements made in recent years – including the redesign of on-board informational signage, improved information sharing between Bus and Rail control centers, and new radios for station managers to allow for direct communication with the Rail Operations Control Center – Metro has employed the following tactics in FY14 and FY15 to date to inform passengers about upcoming track work, service disruptions or other emergencies:

- Displayed critical, timely messages on kiosk screens now located at all station entrances
- Displaying "at-a-glance" weekend service information on kiosk screens

- Used social media platforms, including Facebook and Twitter, Metro's website, and MetroAlerts to convey messages to our riders
- Installed banners/signage and distributed handouts to riders at impacted stations in advance of planned events
- Published ads in the Washington Post Express

Metro continues to refine internal processes to ensure message accuracy and consistency across all communication channels, and has provided incident response training for selected employees to further improve those communications.

52. Please summarize WMATA's fatigue management program, including:
    - New efforts and initiatives in FY'14 and FY'15 to date.

    Answer: Hours of Service (HOS) limits were developed based on scientific principles, and are designed to reduce the risk of fatigue related impairment associated with the work schedule. Policy/Instruction 10.7 was approved in 2014. Full HOS compliance for Transportation and Bus Maintenance began in January 2015. HOS Rules for MetroAccess and Metro Transit Police Department are in development.

    The Recuperative Break and Quiet Room initiative establishes procedures that would enable off-duty personnel to obtain supplemental sleep and help sustain performance levels. One Quiet Room is already in use for ROCC personnel. Construction of a Quiet Room accessible to Bus personnel is under construction to be completed in Summer 2015. Pilot data collected from users of the Quiet Rooms will guide improvements to the Recuperative Break initiative.

    The FRMS Dashboard is a web-based display of fatigue-related metrics designed to assist with tracking and managing schedule-induced fatigue risk exposure. A first release of the FRMS Dashboard went into production in 2014, and reports HOS limit exceedances and estimations of fatigue risk (derived from biomathematical modeling of work schedules via the SAFTE-FAST model and software) for Bus and Rail Transportation (about 48% of safety-sensitive positions). A second release of the FRMS Dashboard will include revised modeling-based metrics, as well as reports on fatigue related incidents and training.

    Current incident data collection tools are being modified to enable investigators to capture additional information pertaining to signs of fatigue and work and sleep schedules. Updated tools and procedures are being piloted with Safety Officers. Safety Measurement Systems are being updated to accommodate tools for investigators and to enable tracking and reporting of fatigue-related incidents.

    Revised computer-based fatigue management training will be launched this year. Testing of delivery and tracking platforms for the computer-based training is ongoing. Computer-based training has been also been developed for investigating the role of fatigue in incidents. Safety Officers will offer awareness and training on HOS and fatigue risk management via Local Safety Committees.

    Untreated sleep disorders significantly increase the risk of impairment due to fatigue. An audit of medical certification and sleep disorders treatment programs was recently completed. Maturation of this initiative will include establishing a formal relationship between sleep disorders management and the FRMS, to include the development of metrics indicative of fatigue risk.

    - How many hours does the average employee work per week? Please provide this data by division and Authority-wide.

    Answer: Since the FRMS program is new we do not have accurate data available at this point.

- How many injuries or accidents have been identified as being caused by fatigue in FY'14 and FY'15 to date? Please provide this data by division and Authority-wide.

Answer: The revised fatigue investigation procedure is being implemented during CY15: We are not aware of any fatigue specific related incidents.

53. Please describe any other current or planned initiatives to improve Metrobus safety for riders and operators?

Answer: Metro has several ongoing initiatives to improve Metrobus safety for riders and operators. Below are some of the initiatives.
- A customer service training initiative focused on "Dealing with Difficult Customers" - consist of two 8-hour courses targeted to operators and managers.
- Recently, initiated a campaign to "Reduce Operator Assaults" – provide bus operators with techniques to reduce assaults.
- A fare evasion initiative that collects data to support MTPD officer deployment
- DriveCam (video event recorder) classes for Metrobus operators who trigger on board cameras with unsafe driving habits. This program also tests individuals for proficiency.
- "Remedial" training for operators involved in accidents.
- "Refresher" training for operators every two years.
- Bi-monthly safety meetings at each of the nine bus divisions to discuss safety concerns.
- Established a Bus News Network (BNN) to distribute safety messages and performance data to bus divisions.
- Creating a safety recognition award program to recognize operators with safe driving practices.

54. What methodology does Metro Transit Police Department (MTPD) use to collect crime statistics? Please provide a detailed breakdown of all specific crime categories, and respond to the following:

Answer: The MTPD reporting system meets all requirements of the Federal Bureau of Investigation National Incident-Based Reporting System (NIBRS). Incident-based reports address crime incidents and all elements associated with them, (i.e., offenses, victims, suspects, arrestees, property loss and clearances). Officers use three report forms; event report, continuation/supplement report, and suspect/arrestee report, to acquire the information necessary to produce reliable statistics.

- **What are Part I crimes? Please list**.
  Answer: Part I crimes, as described by the FBI Uniform Crime Reporting manual, are crimes usually reported because of their seriousness, frequency of occurrence, geographic pervasiveness, and likelihood of being reported to law enforcement. Part I crimes were specifically identified by the FBI as the following categories:

Aggravated Assault, Arson, Burglary, Homicide, Larceny/Theft, Motor Vehicle Thefts (Including Attempts), Rape, Robbery, and Human Trafficking for Involuntary Servitude or Commercial Sex Acts

- **Does MTPD only report crime statistics classified as Part I crimes?**
  Answer: No. MTPD reports all crime, both Parts I and II. As a matter of information, most major reports, when comparing crime from one location to another, usually use Part I crime as a baseline. For example, in the *Annual Report on Crime and Crime Control*, produced by the Metropolitan Washington Council of Governments (MWCOG), compares Part I crime from all the jurisdictions of the National Capital Region (NCR).

- **What are Part II crimes? Please list.**
  Answer: As reported in the *Criminal Justice Information Services (CJIS) Division, Uniform Crime Reporting Program,* "Part II offenses encompass all other reportable classifications outside those defined as Part I."
  Part II crimes include: Other Assaults, Forgery and Counterfeiting, Fraud, Embezzlement, Stolen Property: Buying, Receiving, Possessing, Vandalism, Weapons: Carrying, Possessing, etc, Prostitution, Sex Offenses, Drug Abuse Violations, Gambling, Offenses Against the Family an Children, Driving Under the Influence, Liquor Laws, Drunkenness, Disorderly Conduct, Vagrancy, All Other Offenses, Suspicion, Curfew and Loitering Laws (Persons Under 18), and Runaways (Persons Under 18).

- **Are Part II crimes included in *Metro's Business Plan*?**
  Answer: The *Momentum Strategic Plan 2013 – 2025*, addresses crime in general terms. One objective, "Create a shared climate of safety," contains three key actions:
  - Strengthen partnerships with schools to combat youth crime
  - Enhance the cooperative agreement with jurisdictional police to support Metro
  - Mitigate crime through environmental design

  Performance measures in annual business plans always include a measure for the reduction of Part I crimes. Part II crimes have not been included in overall Metro performance objectives.

- **How are metro incidents not classified as Part I or Part II crimes reported?**
  Answer: The MTPD reports all incidents which occur on or against Metro property in which officers are requested to respond and take police action. For example, the MTPD may report non-criminal incidents such as: Inventory Shortage, Sick Person to Hospital, Person Struck By Train, Fire in the Station, Use of Force, Vehicle Accident, just to name a few. All incidents for which an MTPD Event Report is completed are recorded in the MTPD Records Management System.