

Fiscal Year 2017 Budget and Financial Plan Questions
Washington Metropolitan Area Transit Authority

- 1) Please provide a copy of WMATA's FY 2015 CAFR. What is the action plan for addressing any material weaknesses or significant deficiencies that have been identified? What is being done to ensure that the FY 2016 CAFR is completed on time?

WMATA's FY2015 CAFR can be found on WMATA's internet via the following link:
http://www.wmata.com/about_metro/public_rr.cfm?

The Office of Internal Control and Compliance (OICC) maintains a Summary of Aggregated Deficiencies (SAD) Report that tracks all deficiencies identified by internal and external audits (OIG, FTA, Single Audit, OICC etc.). The SAD Report also contains related Correction Action Plans (CAPs) and expected remediation dates for each condition. Here are the follow-up steps taken by OICC:

- a. Periodically review the Financial Management Operations Summary of Aggregated Deficiencies (SAD) Report.
- b. Every 2 weeks, receive status update on open items from primary and secondary Corrective Action Plan items owners and evidential documentation for completed items.
- c. Review management responses and any supporting documentation to determine status (e.g., in progress, complete, closed). Follow-up with applicable staff and management as deemed necessary.
- d. Update the SAD Report to reflect current status of the issue and notify appropriate management of any unexpected CAP delays or major issues.
- e. For closed items, file the supporting documentation on the OICC share drive and cross-reference on the SAD Report.

The FY 2014 and FY 2015 financial audits resulted in 41 (17 Yellow Book and 24 Single Audit) findings with 58 Corrective Action Plans (CAPs). As of April 2016, WMATA has implemented 36 CAPs, leaving 22 CAPs open. Of the open CAPs, 15 CAPs will be completed in 2016, 3 CAPs will be completed in 2017 and 4 CAPs involving system reformation will be completed by 2018.

WMATA's goal for FY 2016 is a timely and clean independent audit report on its FY 2016 financial statements. To accomplish this goal, WMATA has taken several steps to remediate FY 2014 and FY 2015 audits findings and to apply lessons learned from FY 2014 and FY 2015 audits to enhanced audit readiness and early planning for FY 2016 audit. Finally, further streamlining of current accounting processes and financial system improvements would help ensure accuracy in financial reporting.

In addition to timely and more comprehensive review of accounting activities, the CFO, OIG, and RSM (WMATA's external auditors) have developed the following Audit Completion Schedule, with clear milestones to meet the October 2016 deadline:

Key Audit Milestone	Due Date
Pre-planning activities	April 1, 2016
Interim Audit Fieldwork	May 13, 2016
Final audit fieldwork	September 30, 2016
Receive preliminary auditors findings, comments, and adjustments	September 16, 2016
WMATA transmits final draft financial statements to RSM	September 23, 2016
RSM Concurring Partner signoff on work papers and financials	September 30, 2016
GM briefing on financial statements audit results	October 6, 2016
OIG work paper review complete	October 7, 2016
Transmit Board package	October 7, 2016
Audit and Investigations (A&I) Committee Briefing and Board of Directors Acceptance	October 13, 2016
	October 27, 2016

Throughout the process, the Audits & Investigations Committee and Board of Directors will be continually updated through monthly audit briefings.

- 2) Please provide a copy of WMATA's FY 2017 Operating Budget and proposed Capital Improvement Plan.

Answer:

Operating:

http://wmata.com/about_metro/board_of_directors/board_docs/032416_10BFinanceFY2017OperBudgetandPHReptFINALIZED.pdf

Capital:

http://wmata.com/about_metro/board_of_directors/board_docs/041416_3BFY2017CapitalBudgetandCIP.pdf

- 3) Please discuss WMATA's decision to extend the Capital Funding Agreement for one year. What is being done to develop a long-term Capital Funding Agreement?

Answer: Metro staff and the legal and financial representatives of the Contributing Jurisdictions worked jointly on negotiating a renewal of the current CFA for over a year. During that time, significant progress was made on updates to legal language

of the agreement. However, consensus could not be reached on the estimated program cost of the initial six-year capital program that would be included in a renewal agreement.

Instead, all parties agreed that Metro needs to 'reset' its capital program before a new six-year agreement can be finalized. To facilitate the reset, Metro and the Contributing Jurisdictions agreed to a one-year extension of the CFA under the current terms. In March, the Board authorized the GM/CEO to execute this one-year extension.

- 4) What is the status of WMATA's efforts to address material weaknesses identified during the Federal Transit Administration's Financial Management Oversight review?

Answer: The final FMO Report received on June 10, 2014 contained 45 recommendations addressing 9 Findings (3 Material Weaknesses and 6 Significant Deficiencies) and 5 Advisory Comments. WMATA's Management Responses to the FMO Report included 65 Corrective Action Plan (CAP) items. As of April 2016, WMATA submitted documentation for all 65 FMO CAP items on time and FTA has deemed all submissions as having adequately fulfilled related FMO recommendations.

On September 30, 2015, FTA identified twenty (20) items for Testing and Validation. WMATA responded timely to all deliverables and FTA has closed four of the 20 items.

- 5) What is the status of WMATA's efforts to reconcile, drawdown, and closeout 35 federal grants associated with completed projects that were open during the FTA's Financial Management Oversight review period? Will WMATA be able to obtain reimbursement for the full amount of those federal grants? If not, will the District's share of project costs increase? What changes have been made to WMATA's grant application and management process to ensure that WMATA gets fully reimbursed for all federal funding that is available to the agency?

Answer: Of the 35 grants from the FMO period, 18 have been closed and 17 remain open. Each of the 17 grants have been reconciled and drawdowns are continuing for on-going capital projects. The reimbursement process under ECHO restriction is prolonging the drawdown of the outstanding balances.

It is likely that some outstanding balances may be uncollectible from FTA. Under that circumstance, local funding will be required to substitute for Federal fund source.

WMATA has implemented controls to ensure that costs aligned to Federal fund sources are eligible and fully documented. These controls include: (1) enhanced oversight of project budgets and FTA review and approval of proposed expenses prior to grant application submission to ensure that only eligible activities are included on grant applications, (2) monthly reconciliation of grant activity and timely

adjustment of FTA grants to changing conditions, (3) prepayment review of all capital invoices prior to payment, (4) pre-reimbursement review process to verify project and cost eligibility prior to grant reimbursement request, (5) enhanced procurement and processes to ensure purchases made against Federal fund sources are compliant with Federal procurement requirements, (6) establishment of an Office of Internal Controls and Compliance to monitor and audit Federally funded activities, and (7) development of a new grants management financial system module, effective July 1, 2016, that will eliminate control deficiencies present in the current system.

- 6) What are the current WMATA bond ratings by each rating agency? Please provide a chart showing the 20 year reserves of WMATA (1996 to 2016) and also show a bond rating history by each rating agency of ratings over the past 20 years. Additionally, please provide a list of the top ten transit agencies in the United States with the highest bond ratings.

Answer: WMATA's current credit ratings are AA- (Standard and Poor's) and A1 with Negative outlook (Moody's Investors Service). WMATA's twenty-year ratings history and WMATA's historical reserves are attached.



Transit Agency	Moody's Rating	S&P Rating
MTA New York City Transit	A1	AA-
Chicago Transit Authority	-	AA
Los Angeles County Metropolitan Transportation Authority	Aa1	AAA
Massachusetts Bay Transportation Authority	Aa2	AAA
Washington Metropolitan Area Transit Authority	A1	AA-
Southeastern Pennsylvania Transportation Authority	A1	AA-
New Jersey Transit Corporation	A3	A
San Francisco Municipal Railway	Aa2	AA
San Francisco Bay Area Rapid Transit District	-	AA-
Metropolitan Atlanta Rapid Transit Authority	Aa2	AA+

- 7) Please provide a list of all pension funds and outstanding pension and other post-employment benefit liabilities. Additionally, please provide an explanation of steps being taken by WMATA to address these outstanding matters.

Answer: WMATA has five employee pension plans covering members of ATU Local 689, Teamsters Local 922, Fraternal Order of Police (MTPD), and OPEIU Local 2, as well as non-represented (NRP) employees. As of 2015,¹ the total actuarial value of the assets in the five plans was \$3.39 billion, with actuarially accrued liabilities of \$4.42 billion. This results in unfunded pension liabilities of \$1.03 billion and a current “funded ratio” of 77 percent. The majority of the assets and liabilities (\$2.51 billion and \$3.29 billion, respectively) relate to Local 689 pension plan, which represents the majority of Metro employees.

WMATA also committed to provide other post-employment benefits (OPEB) such as health insurance to certain retired Local 689, Local 2, Transit Police, Special Police, and NRP employees. As of July 2013, the present value of OPEB benefits earned to date was approximately \$1.5 billion. Metro funds its OPEB expenses on a pay-as-you-go basis, with no dedicated assets or funds for those benefits.

As a bargained employee benefit, WMATA seeks to provide pension funding annually as determined by the independent plan actuaries. However, in the periodic collective bargaining agreement (CBA) negotiations with its represented employees, management has put forward proposals to mitigate the growth in future pension benefits, and will continue to do so.

WMATA has already eliminated OPEB for most categories of newly-hired employees. The Board had previously supported the establishment of an “OPEB Trust” for the pre-funding of OPEB expenses, which over time would reduce the unfunded OPEB liability. However, in October 2015 the Metro Board decided against the creation of this trust.

- 8) Please provide a status update on the escalator repairs conducted throughout the District, by station. Please provide a list of all escalator and elevator repairs conducted in the District over the past three years, and include an expected and actual completion date for each project. Additionally, please provide a schedule for escalator repairs in the District, by station, up until September 30, 2017.

Answer: The following information represents all elevators and escalators that have been rehabilitated or replaced in the District of Columbia between April 2013 and present. Units that are currently being rehabilitated or replaced and those scheduled to be rehabilitated or replaced through September 2017 are also shown.

¹ The valuation date for three plans (Local 689, Local 922, and FOP) is as of 1/1/2015, while the other two (NRP and Local 2) are as of 7/1/2015.

UNITS COMPLETED TO DATE

Escalators Rehabilitated	6
Escalators Replaced	2
Elevators Rehabilitated	2
	10

UNITS TO BE COMPLETED (CURRENT & FUTURE)

Escalators to be	2
Escalators to be Replaced	3
Elevators to be Rehabilitated	7
	4

Summation: Between April 2013 and September 2017, approximately 152 units out of 463 within the District of Columbia will have been rehabilitated or replaced. This gives an average of approximately 33 units per year, or an average of slightly below 3 units per month of the specified time span.

DC ESCALATOR REHABILITATIONS (APRIL 2013 THRU			
STATION	UNIT	START	COMPLETE
CAPITOL SOUTH	D05X04	04/01/14	07/17/14
CAPITOL SOUTH	D05X05	07/17/14	11/19/14
DUPONT CIRCLE	A03N06	01/22/13	04/30/13
DUPONT CIRCLE	A03N03	11/13/12	05/24/13
DUPONT CIRCLE	A03N02	06/03/13	12/05/13
FARRAGUT NORTH	A02W05	02/20/13	05/24/13
FARRAGUT WEST	C03E04	11/20/14	03/13/15
FARRAGUT WEST	C03E07	03/16/15	06/05/15
FARRAGUT WEST	C03W05	06/08/15	09/11/15
FARRAGUT WEST	C03E05	06/16/15	10/13/15
FARRAGUT WEST	C03W04	10/06/15	12/30/15
FARRAGUT WEST	C03E06	10/14/15	02/12/16
FARRAGUT WEST	C03W06	01/11/16	04/08/16
FARRAGUT WEST	C03W07	04/12/16	6/30/2016 *
FEDERAL TRIANGLE	D01X08	07/15/15	11/19/15
FEDERAL TRIANGLE	D01X07	11/30/15	03/25/16
FEDERAL TRIANGLE	D01X09	03/28/16	6/30/2016 *
FOGGY BOTTOM	C04X04	11/21/14	03/24/15
FOGGY BOTTOM	C04X06	03/24/15	07/01/15
FOGGY BOTTOM	C04X05	07/07/15	10/16/15
L'ENFANT PLAZA	F03N05	01/22/13	04/04/13
L'ENFANT PLAZA	F03N08	04/04/13	07/04/13
L'ENFANT PLAZA	D03W07	04/24/13	08/01/13
L'ENFANT PLAZA	F03N09	07/09/13	10/02/13

L'ENFANT PLAZA	D03W09	08/06/13	11/21/13
L'ENFANT PLAZA	F03N07	10/07/13	01/02/14
L'ENFANT PLAZA	D03E07	10/22/13	03/05/14
L'ENFANT PLAZA	D03W08	12/02/13	04/11/14
L'ENFANT PLAZA	F03N13	01/06/14	04/24/14
L'ENFANT PLAZA	D03E09	03/12/14	06/11/14
L'ENFANT PLAZA	F03N10	04/24/14	07/02/14
L'ENFANT PLAZA	D03E04	04/15/14	08/07/14
L'ENFANT PLAZA	F03N11	07/08/14	10/08/14
L'ENFANT PLAZA	D03E08	06/23/14	11/18/14
L'ENFANT PLAZA	D03E06	08/12/14	12/16/14
L'ENFANT PLAZA	F03N12	11/12/14	02/11/15
L'ENFANT PLAZA	D03E05	01/06/15	04/30/15
MCPHERSON SQUARE	C02E05	02/08/13	05/28/13
MCPHERSON SQUARE	C02W07	06/04/13	09/05/13
MCPHERSON SQUARE	C02W04	09/10/13	01/14/14
MCPHERSON SQUARE	C02E04	01/21/14	04/23/14
MCPHERSON SQUARE	C02E06	04/24/14	07/02/14
MCPHERSON SQUARE	C02W06	07/15/14	11/20/14
MCPHERSON SQUARE	C02E07	11/21/14	03/20/15
MCPHERSON SQUARE	C02W05	03/30/15	06/29/15
METRO CENTER	A01E06	01/24/13	04/29/13
SMITHSONIAN	D02N04	11/20/14	03/24/15
SMITHSONIAN	D02S04	02/13/15	05/20/15
SMITHSONIAN	D02N07	03/24/15	06/19/15
SMITHSONIAN	D02S05	05/27/15	08/17/15
SMITHSONIAN	D02N05	07/07/15	10/08/15
SMITHSONIAN	D02S07	08/18/15	11/05/15
SMITHSONIAN	D02N06	10/12/15	01/28/16
SMITHSONIAN	D02S06	11/09/15	02/18/16
STADIUM-ARMORY	D08S04	01/23/13	05/07/13
STADIUM-ARMORY	D08S03	05/14/13	08/20/13
STADIUM-ARMORY	D08N06	08/26/13	04/09/14
STADIUM-ARMORY	D08N05	04/09/14	07/09/14
STADIUM-ARMORY	D08N04	07/11/14	10/29/14
STADIUM-ARMORY	D08N03	12/09/14	05/29/15
STADIUM-ARMORY	D08N02	06/01/15	09/28/15
STADIUM-ARMORY	D08N01	09/28/15	03/11/16

* = PROJECTED DATE

NOTE: FUTURE CONTRACT EXPECTED TO BE AWARDED IN 2017



DC ESCALATOR REPLACEMENTS (APRIL 2013 THRU			
STATION	UNIT	START	COMPLETE
ARCHIVES	F02X01	4/26/2017 *	10/27/2017 *
BROOKLAND	B05X0	07/06/15	09/14/15
CLEVELAND PARK	A05X02	4/10/2017 *	9/11/2017 *
CLEVELAND PARK	A05X0	9/11/2017 *	1/9/2020 *
COLUMBIA HEIGHTS	E04X06	01/13/14	06/27/14
COLUMBIA HEIGHTS	E04X07	06/27/14	10/24/14
COLUMBIA HEIGHTS	E04X03	10/20/14	04/24/15
COLUMBIA HEIGHTS	E04X02	04/24/15	11/03/15
COLUMBIA HEIGHTS	E04X01	11/03/15	04/08/16
COLUMBIA HEIGHTS	E04X04	04/18/16	12/11/2016 *
COLUMBIA HEIGHTS	E04X05	04/18/16	12/11/2016 *
CONGRESS HEIGHTS	F07X01	5/15/2017 *	2/7/2018 *
DEANWOOD	D10X0	03/21/16	6/12/2016 *
DEANWOOD	D10X0	6/12/2016 *	8/27/2016 *
EASTERN MARKET	D06X0	7/27/2017 *	4/5/2018 *
FRIENDSHIP HEIGHTS	A08N0	8/8/2017 *	9/30/2019 *
FRIENDSHIP HEIGHTS	A08N0	8/8/2017 *	4/16/2018 *
GEORGIA AVENUE	E05X06	11/19/13	05/12/14
GEORGIA AVENUE	E05X07	05/12/14	08/22/14
GEORGIA AVENUE	E05X01	08/26/14	02/26/15
GEORGIA AVENUE	E05X02	02/26/15	09/16/15
GEORGIA AVENUE	E05X03	09/16/15	02/29/16
GEORGIA AVENUE	E05X0	03/21/16	10/10/2016 *
GEORGIA AVENUE	E05X0	03/21/16	10/10/2016 *
METRO CENTER	C01N0	10/14/14	05/20/15
METRO CENTER	C01N0	10/14/14	05/20/15
MINNESOTA AVENUE	D09X0	3/7/2017 *	6/22/2017 *
MINNESOTA AVENUE	D09X0	6/23/2017 *	10/11/2017 *
MT VERNON SQUARE	E01X0	11/13/13	04/18/14
MT VERNON SQUARE	E01X0	04/20/15	11/05/15
MT VERNON SQUARE	E01X0	04/20/15	11/05/15
MT VERNON SQUARE	E01X0	11/05/15	5/6/2016 *
MT VERNON SQUARE	E01X0	11/05/15	5/6/2016 *
SHAW	E02S0	7/29/2016 *	2/3/2017 *
SHAW	E02N0	7/29/2016 *	2/7/2017 *
SHAW	E02S0	2/3/2017 *	8/9/2017 *
SHAW	E02N0	2/8/2017 *	8/16/2017 *
SMITHSONIAN	D02N0	On Hold	On Hold
SMITHSONIAN	D02S01	On Hold	On Hold
SMITHSONIAN	D02N0	On Hold	On Hold
SMITHSONIAN	D02S0	On Hold	On Hold
SMITHSONIAN	D02N0	On Hold	On Hold

U STREET	E03W0	On Hold	On Hold
VAN NESS	A06X0	11/4/2013	3/20/2014
VAN NESS	A06X0	11/4/2013	3/20/2014
VAN NESS	A06X0	06/24/15	02/09/16
VAN NESS	A06X0	02/24/16	9/9/2016 *
VAN NESS	A06X0	6/22/2015 *	6/24/2017 *
VAN NESS	A06X0	10/30/2016 *	7/15/2017 *
WATERFRONT	F04X0	01/19/16	8/5/2016 *
WATERFRONT	F04X0	9/19/2016 *	5/21/2017 *
WATERFRONT	F04X0	5/31/2017 *	2/8/2018 *
WOODLEY PARK	A04X0	01/05/15	11/20/15
WOODLEY PARK	A04X0	01/05/15	11/20/15
WOODLEY PARK	A04X0	11/20/15	3/27/2017 *
WOODLEY PARK	A04X0	11/20/15	9/29/2016 *
WOODLEY PARK	A04X0	3/27/2017 *	8/1/2017 *
WOODLEY PARK	A04X0	9/22/2016 *	8/1/2017 *

* = PROJECTED DATE

On Hold = NPS CANOPY ISSUE TO BE RESOLVED

DC ELEVATOR REHABILITATIONS (APRIL 2013 THRU			
STATION	UNIT	START	COMPLETE
ARCHIVES	F02X02	8/16/2016 *	11/7/2016 *
BROOKLAND	B05X0	12/20/2016 *	3/13/2017 *
COLUMBIA HEIGHTS	E04X01	11/29/2016 *	2/20/2017 *
DEANWOOD	D10X0	2/28/2017 *	5/22/2017 *
FARRAGUT NORTH	A02S01	04/10/13	08/09/13
FARRAGUT NORTH	A02S02	04/10/13	08/09/13
FARRAGUT WEST	C03W0	10/22/15	02/23/16
FEDERAL CENTER SW	D04X0	11/12/14	03/10/15
FEDERAL TRIANGLE	D01X0	04/08/14	07/03/14
FEDERAL TRIANGLE	D01X0	07/08/14	11/04/14
FOGGY BOTTOM	C04X0	12/18/13	03/18/14
FORT TOTTEN	B06X0	12/29/15	03/16/16
FRIENDSHIP HEIGHTS	A08N0	09/18/14	12/17/14
FRIENDSHIP HEIGHTS	A08S0	05/27/15	08/11/15
GALLERY PLACE	B01E0	11/13/12	06/21/13
GALLERY PLACE	B01E0	03/01/13	07/18/13
JUDICIARY SQUARE	B02N0	8/30/2017 *	11/21/2017 *
L'ENFANT PLAZA	F03N01	02/21/13	06/18/13
L'ENFANT PLAZA	F03N02	02/21/13	06/18/13
L'ENFANT PLAZA	F03N03	02/21/13	06/18/13
L'ENFANT PLAZA	D03W0	03/12/15	07/24/15

MCPHERSON SQUARE	C02E0	07/16/13	10/21/13
MINNESOTA AVENUE	D09X0	05/28/15	09/01/15
POTOMAC AVENUE	D07X0	07/08/14	11/04/14
SMITHSONIAN	D02S0	10/09/13	01/31/14
SMITHSONIAN	D02S0	10/09/13	01/31/14
STADIUM-ARMORY	D08S0	06/19/13	10/09/13
STADIUM-ARMORY	D08S0	06/19/13	10/09/13
TAKOMA	B07X0	02/17/16	5/10/2016 *
VAN NESS	A06X0	01/30/13	06/28/13
VAN NESS	A06X0	03/27/13	06/28/13
WATERFRONT	F04X02	03/31/16	6/22/2016 *

* = PROJECTED DATE

9) Since the District launched *Kids Ride Free* in August 2013, WMATA has 12,000 students using the program every school day. This has resulted in an increase in Metrobus ridership, but has also added additional stress along certain routes.

- By expanding the *Kids Ride Free* program to include rail, discuss how you will monitor increases/decreases to ridership? Will expansion necessitate additional resources (if so please specify)?

Answer: *Kid Ride Free* students' taps on Metrobus and Metrorail are automatically recorded at bus fareboxes and rail faregates. Bus drivers and rail station managers also count students without proper fare media. WMATA has seen ridership improvement as a result of *Kids Ride Free* and the agency will make any other adjustments necessary to support the program needs.

- What changes, if any, will there be to the student monthly pass on Metrobus and Metrorail?

Answer: WMATA and the District of Columbia are discussing potential alternatives to current program infrastructure, administration and funding. One model under consideration would mirror the U-Pass concept.

- With school starting in August, how will funds be distributed prior to the start of the academic year? Please provide a specific timeline.

Answer: Pending an alternative agreement between the District of Columbia and WMATA, the current arrangement remains in place. Currently, WMATA receives payment by the start of a quarter

based on expected quarterly student rides; with a review and true-up at fiscal year-end.

10) Safety of passengers and employees, as well as property damage continues to be an issue. How will funds be used to enhance safety of riders, bus operators and station managers?

- Does WMATA have adequate funds available for the proper training, hiring and deployment of Metro Transit Police officers?

Answer: The Metro Transit Police Department (MTPD) closely monitors crime and incidents in the Metro system via a multi-layered reporting system featuring on-scene command communication, daily Calls for Service Reports, MetroStat crime and deployment briefings, and quarterly crime reports, to name a few. The information is utilized to ensure the deployment of resources is responsive to the demands identified. Further, the MTPD is recreating deployment strategies to meet the more protective characteristics of a guardian versus an enforcer in alignment with the *President's Task Force on 21st Century Policing*. A key element of guardianship is being visible to our customers, in a literal sense: more officers on station platforms, on buses, and on trains, and more visible with brightly colored uniform enhancements and highly reflective lettering and striping.

The MTPD has sufficient funds available to support basic training for recruit officers and mandatory retraining for all sworn police officers. Providing opportunities for enhanced training and succession training will be carefully managed for the greatest return of investment to the benefit of the MTPD mission. For at least one more year, Anti-Terrorism Teams (ATT) and Explosive Ordinance Detection (EOD) K-9 Teams will continue advanced training supported by Department of Homeland Security (DHS) grant funds. The MTPD is currently in the process of application of Federal grant funds to continue full support of these valuable programs.

One of our greatest challenges is the filling of vacancies, particularly of sworn police officers. The MTPD averages about 30-40 sworn vacancies at any time. Statistically, in recent years, the number of terminations through attrition has roughly equaled the number of officers hired during the same period. A complication for hiring police officers is related to our jurisdiction in the National Capital Region where multiple agencies compete for the same hiring pool of qualified candidates. The MTPD conducts recruiting trips to colleges, job fairs, and military facilities in the Northeast to help fill vacancies with limited success. It is imperative that no funds are removed from the hiring and recruiting process.

In the last five years, the MTPD has made every effort to recover human resources through the conversion of administrative jobs from sworn police positions to that of civilian positions. Further, the Department has converted the revenue protection function to a private security firm, under MTPD management. These strategies provide an additional contingent to sworn police officers for deployment to more mission-specific job tasks. Technically, the Department has a sufficient amount of positions; realistically, unfilled vacancies may hinder appropriate manpower and drive the use of unscheduled overtime. The MTPD will continue to explore strategies utilizing available resources to ensure a safe and secure Metro system.

11) How will funds be used to improve customer communications during disruptions and safety and security emergencies?

Answer: Funds will be used to enhance customer engagement across multiple communication channels during disruptions and safety and security emergencies. For example, Metro has acquired a new Customer Relationship Management system with social media functions, which will allow the customer service department to interact with customers who use various social media platforms such as Facebook and Twitter. Additionally, Metro is planning to increase the number of staff and volunteers on hand at stations to provide more real time information during disruptions and emergencies. Besides the added use of social media to keep customers informed, Metro is working to refresh its website with improved functionality, one of which will improve mobile service information to cell phone user. The website is the number one channel for customer information averaging 1.4 million users monthly, and nearly sixty percent of customers access the site on a mobile device.