

FY2019 and FY2020 Performance Oversight Hearing Questions

1. Please provide the agency's mission statement.

Answer:

The Washington Metropolitan Area Transit Authority provides Safe, Reliable and Affordable transportation to the National Capital Region.

2. Please list all reporting requirements in the District of Columbia Code or Municipal Regulations that the agency is required to complete FY19 and FY20, to date. For each requirement, please list the date the report was required and the date it was produced. If the agency did not produce the report on the mandated timeline, please explain why.

Answer:

WMATA is governed by an interstate Compact created by the District of Columbia, the Commonwealth of Virginia, and State of Maryland, with the consent of the U.S. Congress. The Compact is federal law and the law of each of the signatory jurisdictions. The Compact is codified in the District of Columbia Code at D.C. Code §9-1107.01 et. seq. D.C. Code §9-1107.01, sec. 25(a) requires that WMATA provide an annual capital and expense budget to the principal budget officer of the District of Columbia, among others, following adoption of the budget by the WMATA Board of Directors. There is no mandated timeline for providing the annual budget. The WMATA Proposed Budget was made available to the District of Columbia through the District's Board members on or about March 8, 2019 for WMATA FY20 and on or about March 2, 2018 for WMATA FY19. WMATA's approved Budget Books, based on the Board's approval of the Proposed Budgets, were published on the WMATA website on July 1, 2018 and July 1, 2019 for each of FY19 and FY20, respectively.

D.C. Code §9-1107.01, sec. 70(a) requires that WMATA conduct an annual audit as soon as practical after the closing of the fiscal year and distribute copies of the resulting audit report to the Mayor and Council of the District of Columbia, among others. There is no mandated timeline for providing the audit report. See WMATA Response to Question 35 for the responsive documents and delivery dates.

D.C. Code §9-1107.01, sec. 71 requires that the WMATA Board make and publish an annual report on its programs, operations and finances and distribute a copy of that report to the Mayor and Council of the District of Columbia, among others. There is no mandated timeline for providing the annual report. WMATA incorporates prior year results in each annual budget and publishes on the WMATA website quarterly financial reports (including year-end summaries in the fourth quarter report) and performance reports on key safety, security, reliability, and budget measures.

3. Please explain any significant impacts on your agency, if any, legislation passed at the federal or local level during FY19 and FY20, to date.

Answer:

Dedicated Funding for Capital Projects. The District of Columbia adopted Dedicated Funding for WMATA in FY2019. The funding stream should be a positive impact on the sustainability of the WMATA Capital Budget and State of Good Repair program. However, the additional reporting requirements, use restrictions, and review imposed by DC in the related Grant Agreement may increase operating expenses that are expressly not funded by the Dedicated Funding Stream. The Grant Agreement is not signed as of this writing (1/27/2020). Funding will be released upon Council approval and signatures of the agreement by both parties.

Decriminalization of Fare Evasion. In FY2019, DC passed legislation decriminalizing the act of boarding a bus or the Metrorail without paying the established fare. This new law may increase fare evasion in DC, which could, in turn, erode WMATA's operating revenues and thereby trigger a decrease in service levels. MTPD continues to enforce fare evasion in accordance with the laws of the political subdivisions of Maryland and Virginia. Metro is awaiting action by the Office of Administrative Hearings (OAH) who were given responsibility to develop rules and procedures consistent with the new civil penalty.

4. What are the agency's top five priorities? Please explain how the agency expects to address these priorities in FY20.

Answer:

Metro's core values are safety, reliability and financial responsibility, all strengthened by the Authority's priority work. Included in the top five priorities are:

Building safety culture – To institutionalize Metro's enhance safety culture, the agency is expanding the implementation of its Safety Management which promotes data-driven decision making and prioritizes hazard risk management. To reduce injuries to customers and employees, Metro is piloting floating bus stops in incident hot spots in collaboration with the DC Department of Transportation (DDOT). Additionally, to support and alert bus operators of hazards, collision avoidance technology which is typically used in cars, is being piloted in the bus fleet.

Programs that have contributed to the reduction of bus operator assaults are continuing with targeted deployments of the Metrobus Enforcement Division, the "Respect Your Ride" youth campaign, bus operator de-escalation and conflict resolution training, and use of the bus silent alarm and protective shields. Shields have been installed in all but 65 buses, which will be completed by June 2020. Comparing bus operator reported assaults during calendar year 2018 and 2019,

assaults decreased 9% (from 92 to 84) and assault-related injuries decreased 21% (from 107 to 85).

Improving customer service – Metro’s customer satisfaction now exceeds 80%, the highest in seven years and amongst its peer agencies. To ensure continued growth of satisfaction and in response to customer demand, the proposed upcoming budget includes more weekend rail and bus service. Metro has proposed extending rail hours to midnight Monday through Thursday, 2am on Friday and Saturday, and 11pm on Sunday. To begin implementing the Bus Transformation Plan, a free bus transfer has been proposed, additional MetroExtra service is planned, and the price of a seven-day bus pass is to be reduced from \$15 to \$12, while work also continues with DDOT on bus priority signals and lanes. For all riders, Metro is now equipped for mobile fare payment, expected from cell phone makers this year.

Delivering on capital program – Heavy investment continues to address state of good repair needs and deferred maintenance. The next proposed budget includes \$1.8 billion in investments. Among the major projects: acceptance of the final 7000 series railcars, and design of the next generation of railcars. In the last year, a program to rebuild platforms at 20 stations was launched with completion of the first six and four planned this summer in Virginia. Work to rebuild the Bladensburg and Northern Bus facilities is underway. And critical track infrastructure rebuilding continues.

Preparing for the future – Hiring and training will soon begin to prepare to launch service on the 11.4-mile extension of the Silver Line. As part of the Bus Transformation Plan, for the first time in many years, a fresh look at the Metro bus network will begin to better serve the demands of today’s customers changing travel needs. Metro is in the midst of an office consolidation plan, that saves \$130 million over the long run by eliminating leases, and provides code-compliant work space, including a new headquarters in the District at L’Enfant Plaza, bookending Waterfront redevelopment.

Attracting and Retaining Top Talent – To provide reassurance and stability for employees and ultimately, customers, a four-year collective bargaining agreement with Metro’s largest union, Amalgamated Transit Union Local 689 was reached and approved this past December. Metro is also revising new employee orientation and onboarding programs, enhancing employee and leadership development programs, strengthening employee recognition and rewards program, and developing a technology roadmap to improve human capital data analytics and reporting capabilities. Human resources policies are being modernized, such as those for Alternate Work Schedules, Telework, Parental and other Leave Programs, Tuition Reimbursement and Employee Development.

5. What metrics are regularly used by the agency to evaluate its operations? Please be specific about which data points are monitored by the agency.

Answer:

Metro uses a robust suite of metrics to evaluate operations. The metrics, as well as the results and a definition for each metric, are available in the publicly available [Metro Performance Report](#). They include:

- MyTripTime (Rail customer on-time performance)
- Metrobus on-time performance
- MetroAccess on-time performance
- Guideway condition
- Train on-time performance
- Trains in service
- Rail fleet reliability (mean distance between delay)
- Rail fleet reliability (mean distance between failure)
- Offloads
- Metrobus fleet reliability
- Crowding
- Escalator availability
- Elevator availability
- Metrorail customer satisfaction
- Metrobus customer satisfaction
- Red signal overruns
- Fire incidents
- Rail collisions
- Derailments
- NTD bus collision rate
- Bus collision rate
- Bus pedestrian strikes
- Customer injury rate
- Employee injury rate
- Part I crimes
- Part I crime rate
- Ridership
- Vacancy rate

6. Please describe any new initiatives or programs that the agency implemented in FY19 and FY20, to date, to improve the operations of the agency. Please describe any funding utilized for these initiative or program and the results or expected results of each initiative.

Answer:

The Chief Operating Officer organization initiatives include:

Rail Services Initiatives

WMATA has undertaken a number of initiatives to improve the operations of the agency including:

Rail Transportation

Rail transportation line Directors. The Directors provide management oversight to a specific region of the railroad. Currently we have three Directors, each of whom is responsible for the areas that are governed by Operations (Ops) 1, Ops 2 and Ops 3 (territories covered by the Control Center). While they collaborate to solve Rail Transportation system issues, they can also focus on unique issues that may only be relative to a specific yard or division. As the system expands, we will have the opportunity to change or add to the regions that they manage.

Train Operations Guide and Procedural Checklist (Train Operator's Troubleshooting guide). This is the first complete revision of the trouble-shooting guide since 1994. It is a combined resource that includes both trouble-shooting measures for the newest 7000 series railcars and the legacy rail fleet. It was created and printed in-house. It is formatted for additions when the next railcars, known as 8000 series arrive and legacy cars are phased out.

Utility station supervisors. We aim to provide station managers with better tools to perform their duties, enhance training, and streamline responsibilities so they can deliver a new model of exceptional service. The utility supervisor program supports WMATA's goal of improving the customer experience for our riders. A utility position is one in which an employee performs a supervisory role in a temporary capacity to mentor and support station managers. The utility station supervisors receive special training in dealing with difficult customers, de-escalation processes, and going the extra mile with customer service training.

Railcar Maintenance

Contracted custodians located at the end-of-line stations. Five end of line stations are staffed with custodians that perform basic clean-up procedures during rush hours. During non-rush, when the trains remain on the platforms longer, they are required to walk through the trains and address cleanliness issues. The program has reduced the rubbish on the trains and reduces the amount of debris that may end up

on the roadway. Debris on the roadway can cause safety issues including smoke and fire incidents.

Duties performed between rush hours. Utilizing the contracted custodians on the platform allows the railcar cleaners in the yards between rush hours to address specific areas. Approximately 192 cars are mopped daily. Specific cleanliness issues that are reported on the railroad are mitigated once in the yard. Cars are inspected at a cleanliness level to ensure they are ready for revenue service.

Railcar inspection and maintenance procedures. New railcar inspection and maintenance procedures were implemented, resulting in greatly improved railcar reliability. Reliability reached a record high in September 2019 with cars travelling over 290,000 miles between delay in September 2019. This improves customer on-time performance, which is a key driver of ridership.

Tunnel lighting. Brighter tunnels create a safer work environment for track workers and maintenance personnel, as well as increase safety and reliability of customer transportation. This capital project to improve tunnel lighting is 80 percent complete and is scheduled to reach 100 percent in September. In addition, the program responds to a Federal Transit Agency finding that tunnel lighting needed to be enhanced.

Other Rail Customer Service Initiatives

Bikes on Metrorail. In response to customer requests, the bike policy was expanded to allow bikes on Metrorail at all times. This initiative implemented with little cost to the agency eliminates a current barrier to riders who use bikes as part of their trip.

Elimination of turnbacks. The Red Line turnbacks were eliminated and the Yellow Line was extended to Greenbelt during rush hour, improving frequency and relieving crowding at Shaw, U Street, Columbia Heights and George Ave.

Elevators and Escalators (ELES)

Escalator replacement. Completed multi-year \$176 million investment to replace 145 escalators making them more reliable and quicker to repair. The program is funded from the capital budget. Among the escalators in the District were (adding list of DC stations).

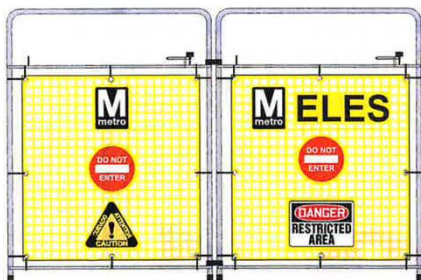
Escalator slips, trips and falls prevention. An in-depth review of five years' worth of accident data found that most customer accidents occurred on down-running entrance units and most happened in the middle of the incline. The study also found

the two stations with the highest rate of incident during this time are Dupont Circle & Potomac Ave.

WMATA's Elevator and Escalator Services office is piloting these two stations with large floor warning signs at the top and bottom of each escalator bank to enhance awareness and promote proper riding techniques.



Large lightweight barricade. This new barricade is much larger, highly visible and warns of danger while instructing not to enter. These gates are ergonomically better and superior as one section can cover an area of over 21' while the standard barricade is much heavier and can only extend 7' per barricade.



Dedicated bus lanes on H & I streets. Metrobuses are operating 3-10% more consistently faster using the dedicated bus lanes during the morning rush hour, speeding customers' trips by up to 30-80 seconds across the 6-7 block stretch. However, performance has worsened in the eastbound direction during the afternoon rush hour on H Street NW. More research is underway to explain this change. See table below:

Change in bus travel time	Median Runtime (min:sec)		Change	
	Before (Sep-Oct 2018)	After Bus Lanes (Sep-Oct 2019)	min:sec	%
Westbound (I Street NW)				
AM Peak (7-9:30 AM)	9:18	9:02	-0:16	-2.9%
PM Peak (4-6:30 PM)	13:00	11:38	-1:22	-10.6%
Eastbound (H Street NW)				
AM Peak (7-9:30 AM)	6:21	5:57	-0:24	-6.3%
PM Peak (4-6:30 PM)	9:19	9:56	+0:37	+6.6%

Metro will continue to monitor the impacts of using these lanes on bus operations and for potential cost and scheduling efficiencies. **Routes impacted: 30N, 30S, 32, 33, and 36.**

Transit Signal Priority (TSP). TSP was installed at intersections along the Georgia Avenue corridor to help improve bus speeds by reducing the average signal/intersection delay. A 10% increase in bus speeds has been shown to increase ridership by 4-10% There are four locations where TSP was installed:

- 16th & U Street Northbound [S9]
- Georgia Avenue & Columbia Road Southbound [79]
- Georgia Avenue & Irving Street Southbound [79]
- Georgia Avenue & Piney Branch Southbound [79]

Funding for dedicated bus lanes & TSP was provided entirely by DDOT.

CCTV cameras on buses. Metrobus is installing video displays on new buses to aid in the reduction of operator assaults, customer incidents, fraudulent claims and fare evasion. Between CY18 versus CY19, operator assaults decreased by 9% on the 256 buses that currently have the displays.



A new CCTV system, with monitors included, is approximately \$11,230 per bus. A total of 582 buses will be added to the fleet between FY2019 – FY2023, costing approx. \$6.5M in capital funding.

New bus division: A new state-of-the-art bus garage was opened at Andrews Federal Center. The garage will centralize bus operations, maintenance and repairs in a 296,000 square foot facility. Built to LEED Silver certified energy efficient building standards, the bus garage features LED lighting, on-site water treatment and storm water management, built-in spill containment and is designed to accommodate electric buses in the future.

Bus safety and security. Several key initiatives were implemented focused on improving operational security and employee and customer safety, including:

Creation of a Tactical Enforcement Unit of highly trained officers that respond to high-risk emergency situations.

- Deployment of Secure Bus Access to all capable buses to eliminate the risk of buses being driven by unauthorized persons.
- Installation of video displays on several hundred buses to deter fare evasion and assaults on operators and other passengers.
- Installation of similar video equipment (because of success on buses) will take place at six Metrorail stations with a recently awarded grant from the Federal Transit Administration.

Bus Transformation Study. In FY20 and FY21, WMATA will focus resources on implementing the nine priorities of the Bus Transformation Study to improve bus service for customers.

- Update WMATA's Metrobus service guidelines.
- Study the restructuring of the Metrobus network to create an efficient and customer-focused network.
- Support implementation of bus priority projects such as bus-only lanes and bus rapid transit [Progress in DC: H&I bus-only lanes, 16th St bus only lanes, K street transitway].
- Provide free transfers between Metrobus and Metrorail and local bus service providers where supported by jurisdictions [Proposed in FY21 budget].
- Create and implement a mobile app solution for Metrorail, Metrobus and local bus service customers to plan and pay for trips in one place.
- Develop regional passes that work across all providers.
- Provide jurisdictionally funded fare buy down options for low-income riders [In FY20, working with DC to pilot a low-income fare option].
- Incorporate major Metrobus and regional provider bus routes in the Metrorail System Map.

Chief Operating Officer (COO) Leadership Initiatives

In FY20, the Chief Operating Officer continued development of the COO Leadership Program, implementing and executing programs created to improve operational performance and organizational culture, and support action around findings revealed in the recent Metro-wide Employee Opinion Survey. Specific implementations include:

- **Leadership and managerial development programs.** The operations organization worked in collaboration with internal business partners to develop and establish several new programs to improve leadership and management skills including.
 - The High potential program for mid-level leaders.
 - Partnering with the non-profit transportation foundation, Eno, and with transit agencies throughout the United States, to form EnoMAX 2019. Metro's EnoMAX 2019 participants increased their transit industry knowledge, observed and "borrowed" best practices, enhanced their business and leadership skills, and built deeper peer networks across the industry.

- The Certified Metro Manager Program, which was piloted with Bus Operations Superintendents who were taken through a leadership development curriculum designed to help them better understand their own leadership strengths and weaknesses.

Program targeting front-line/ first-line manager ranks:

- **Foundational Development Block focused on managerial and leadership skills.** FY20 program design is underway with a curriculum that will center on the basics of leadership and management- how to manage a team, and how to employ operational and administrative support techniques. It will address current needs of leaders and help close skill gaps that can hamper operational performance and progress toward Metro's vision.

- **Diversity Training**

- Through a partnership created by Mayor Muriel Bowser in 2018 between the Metropolitan Police Department (MPD) and the University of the District of Columbia Community College (UDC-CC) at the National Museum of African American History and Culture (NMAAHC), all sworn and civilian members at MPD participate in a training course that provides insight into the African American experience in the District and the history of neighborhoods in Washington, DC. The course is taught by UDC-CC professors and expanded on MPD's existing trainings that focus on interactions between law enforcement and minority communities, implicit bias, and cultural sensitivity.

In a resolution signed by the Mayor and General Manager Paul Wiedefeld, WMATA's Metro Transit Police (MTPD) joined this partnership and now all new MTPD recruits go through the 16-hour program. To date, almost three-quarters of the MTPD department has completed the course, as well as members of the Executive Management Team.

- During the 2019 Managers Meeting earlier this year, Metro brought in a team of experts to help us better understand the communities we serve and the people we lead, covering topics that included the history of race and transit; changing DMV demographics, and ways to take action and create our own culture.

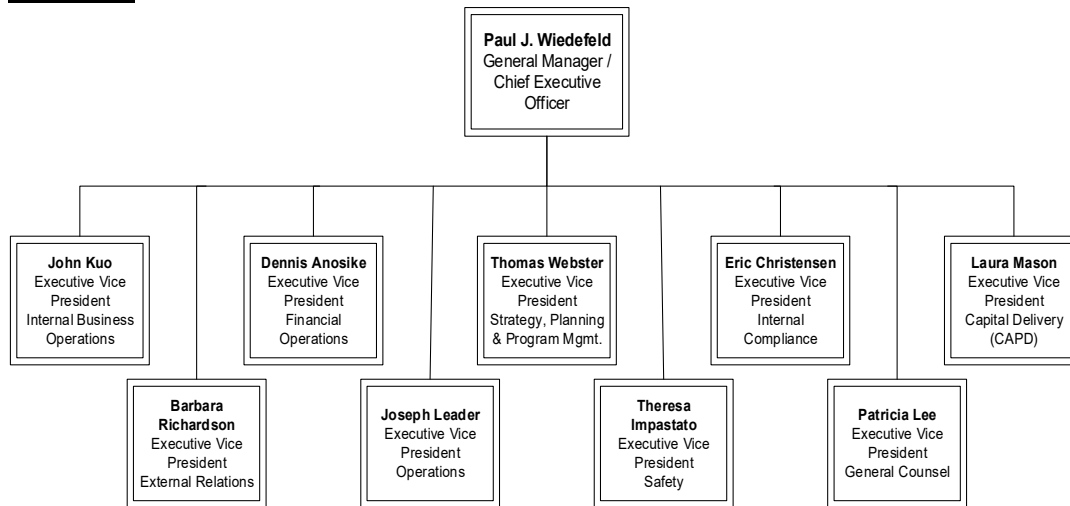
- **Operational communications.** In FY20, the operations organization launched a number of initiatives to improve communications as means to help resolve operational challenges:
 - **Formal, specialized messaging from the Chief Operating Officer** - including a new Monthly Newsletter and routine video support to help take the COO's leadership and operations messaging directly to the front-line.
 - **Quarterly "Chief Operating Officer Leadership Forums"** – The forums are informative and interactive, and they help us employ, align, and assess action around values activation, culture, and leader development.
 - **Bi-monthly "Leader Sessions"** - Over 350 operations department leaders engage with the front-line team in the field on a selected, pre-briefed, highly relevant tactical or strategic issues spanning safety, training, or operations.

* All programs above are funded with operating budget dollars unless noted.

The Internal Business Operations Department (IBOP) is focused on improving Metro's operational efficiency and effectiveness. Among the key initiatives that were completed or launched:

- Successful negotiation of a four-year Collective Bargaining Agreement with ATU Local 689, Metro's largest union.
 - Implementation of a paperless performance management system that will support a high-performance culture and a diverse, skilled, and accountable workforce while fostering an enhanced culture of accountability.
 - Prioritization and implementation of a cybersecurity program which is essential to delivering safe and secure services.
 - Reorganization of labor relations department including decentralization of personnel to support field operations.
7. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.
- a. Please provide an explanation of any changes made to the organizational chart during the previous year.
 - b. Please provide a narrative explanation of any changes made to the organizational chart during the previous year

Answer:



Descriptions of each business unit are available in Chapter Three of the FY2021 Proposed Budget, located at:

https://wmata.com/about/records/public_docs/upload/FY2021-Proposed-Budget_Final-Book_Digital.pdf

Attachment #7

In the past year, WMATA scaled up to deliver the largest capital program since Metro was built. Staff working on the capital program were realigned to more efficiently and effectively execute capital project delivery and maintenance; strengthen project management and project communications. The department has also developed a five-year strategic management plan that builds on Keep Metro Safe, Reliable, and Affordable (KMSRA). As part of the reorganization, a new Capital Delivery (CAPD) Department was created to focus on the actual delivery of the projects in the field.

8. Please provide a current list of employee positions for the agency which identifies each position by program and activity, with the salary, fringe benefits, and length of time with the agency. Please note the date that the information was collected. The list should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate if the position must be filled to comply with federal or local law.

Answer:

See Attachment #8

9. Please separately list each employee whose salary was \$100,000 or more in FY19 and FY20, to date. Provide the name, position number, position title, program, activity, salary, and fringe. In addition, state the amount of any overtime or bonus pay received by each employee on the list.

Answer:

See Attachment #9

10. Please list in descending order the top 25 overtime earners in your agency in FY19 and FY20, to date, if applicable. For each state the employee's name, position number, position title, program, activity, salary, fringe, and the aggregate amount of overtime pay earned.

Answer:

See Attachment #10

11. For FY19 and FY20, to date, please provide a list of employee bonuses, special pay granted, or separation pay issued, that identifies the employee receiving the bonus, special pay, or separation pay, the amount received, and the reason for the bonus, special pay, or separation pay.

Answer:

See Attachment #11

12. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and it anticipates completion.

Answer:

Labor Contract Summary as of January 2020

	ATU, L689	AFL/CIO Local 2	Teamsters, Local 922	FOP	Teamsters, Local 639 (Special Police)
Contract Period	7/1/2016 to 6/30/2020; 7/1/2020 to 6/30/2024	7/1/2016 to 6/30/2021	11/1/2016 to 10/31/2020	10/1/2017 to 9/30/2024	10/1/2016 to 9/30/2021

Term	4 years Parties are continuing to bargain on various work rule modifications to be completed by December 2020	5 years No negotiations are pending at this time	4 years Union has requested to open bargaining on their contract as soon as practical, to get early start. Target to conclude is December 2020	7 years No negotiations are pending at this time	5 years No negotiations are pending at this time
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13. Please describe what strategies the agency is using to improve employee retention.

Answer:

Metro is reviewing, updating and developing new policies to improve competitiveness in attracting and retaining key talent pools (e.g., Telework, Alternate Work Schedules, Parental and other Leave Programs, Tuition Reimbursement, Employee Development, etc.). Metro is refreshing its employment brand, expanding the college internship program, revising new employee orientation and onboarding programs, enhancing employee and leadership development programs, strengthening employee recognition and rewards program, and developing a technology roadmap to improve human capital data analytics and reporting capabilities.

See Attachment #13

14. Please provide a table showing your agency's approved budget, revised budget (after reprogramming's, etc.) and actual spending, by program, activity, and funding source for FY19 and FY20 to date. Please detail any over- or under-spending and if the agency had any federal funds that lapsed.

Answer:

See Attachment #14

15. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any sexual harassment allegations received by the agency in FY19 and FY20, to date, whether or not those allegations were resolved.

Answer:

Metro strives to handle every report of sexual harassment with the seriousness it deserves. Any incident of harassment by a Metro employee is an especially egregious breach of trust, and the improper handling of any report is deeply concerning. We are committed to learning from every incident and updating our policies and procedures accordingly.

Metro has an aggressive initiative, informed by outside experts and industry best practices, to discourage harassment and encourage anyone who experiences or witnesses harassing behavior to report it. Metro research has found that victims who were aware of our campaign were nearly three times as likely to report an incident compared to those who were not aware, furthering our goal of discouraging and ending harassment on Metro. To that end, we'd like to use this opportunity to remind customers that they can report incidents of harassment by texting Metro Transit Police at MyMTPD or calling 202-962-2121, telling a Metro employee, or filling out an online form at [wmata.com/harassment](https://www.wmata.com/harassment). More information on the campaign is available at:

<https://www.wmata.com/about/news/New-Metro-campaign-aims-to-STOP-harassment.cfm>

When a harassment complaint is filed against a Metro employee – either by a customer or by another Metro employee – Metro's Office of Equal Employment Opportunity has staff members specifically dedicated to investigate or ensure that a thorough investigation has been completed. The individual filing the complaint is notified that their complaint has been received, and appropriate personnel follow up for more details about the incident if necessary. (Providing contact information is optional for a complainant, so there are cases in which Metro is unable to contact the complainant to get additional information that may be critical to the investigation. In those instances, we investigate the matter to the extent possible, based on the available information or evidence.)

Disciplinary action is taken if warranted upon completion of the investigation, up to and including the termination of the employee. Like most employers, we are unable to specifically discuss disciplinary action against any individual employee. But for example, in 2019, Metro received 30 customer complaints of harassment, and in five of those cases, there was enough evidence to warrant disciplinary action against an employee.

Every Metro employee is required to receive an overview of Metro's EEO policies, including anti-sexual harassment training, as part of their new employee orientation. Beginning this year, a new anti-harassment training will also be required for all employees. In 2018, Metro leadership identified inadequacies in our training and response and took action to address it. Previously, when a complaint was received

through customer service channels (phone calls, complaint forms, social media), the complaint was sent to the management team responsible for the employee's discipline (a complaint against a specific bus operator would have been forwarded to that operator's division, etc). Metro has since centralized the work of investigating, processing, and keeping record in the Office of Equal Employment Opportunity to be more accountable.

FY19 – July 1, 2018 – June 30, 2019

Resolution	Internal	EEOC	Customer	Grand Total
Resolved	33	1	9	
Pending	0	1	6	
Total	33	2	15	50

FY20 – July 1, 2019 – to date (January 24, 2020)

Resolution	Internal	EEOC	Customer	Grand Total
Resolved	22	1	9	
Pending	8	2	12	
Total	30	3	21	54

- 16.** Please list and describe any spending pressures the agency experienced in FY19 and any anticipated spending pressures for the remainder of FY20. Include a description of the pressure and the estimated amount. If the spending pressure is in FY20, describe any proposed solutions.

Answer:

WMATA faces industry-wide constraints as do other transit agencies, including declining ridership. While rail ridership is on the upswing, historical declines in ridership and continued bus declines have resulted in operating revenue shortfalls for WMATA. To achieve budget balance, WMATA has reduced operating subsidy need by \$186 million a year; with an additional subsidy savings of \$8 million projected in FY2021.

In addition, WMATA has \$3 billion of unfunded pension and healthcare liabilities as of June 30, 2019. While WMATA has taken some steps to reduce growth of these liabilities, substantial changes or funding will be required in the future to fully address the liabilities.

- 17.** Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or funded during FY19 and FY20, to date. Please submit a hard copy to the Committee of any study, research paper, report, or analysis that is complete.

Answer:

<https://www.wmata.com/initiatives/plans/#main-content>

18. If there are any boards, commissions, or similar entities for which your agency provides administrative support, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each meeting in FY19 and FY20, to date, if minutes were prepared.

Answer:

WMATA does not have any organizations that are responsive to this question.

19. Please provide a breakdown of the number of WMATA employees by jurisdictions of residence.

Answer:

Employees by Jurisdiction of Residence
As of 1/31/2020

Employee Residence	Count of Employees
DC	1,461
MD	8,743
VA	1,791
Other	236
Grand Total	12,231

20. How many employees were hired in FY19 and FY20 to date?

- a. How many of these new hires are residents of the District of Columbia?

Answer:

New Hires by Jurisdiction
As of 1/31/2020

Employee Residence	FY19 New Hires	FY19 New Hires %	FY20 to date New Hires	FY20 to date New Hires %
DC Resident	158	18%	116	20%
Other Resident	734	82%	468	80%
Total New Hires	892	100%	584	100%

- 21.** Please list any outstanding strikes or other organized labor actions impacting WMATA or WMATA-contracted services and provide a status update on the negotiations to resolve them.

Answer:

Currently, there are no outstanding strikes or other organized labor actions impacting WMATA or WMATA-contracted services. The job action at the Cinder Bed Garage, between Transdev and ATU Local 689, ended with the ratification of a contract, on January 16, 2020, and a return to service.

- 22.** Please describe the process for WMATA employees to report suspected discrimination or harassment on the basis of a protected class and the procedure for investigating those complaints. Please provide the number of employee complaints received in FY19 and FY20, to date.

Answer:

Employee complaints received in FY19 = 240

Employee complaints received in FY20 (YTD) = 132

*Note – Sexual Harassment complaints are also included in these numbers.

- 23.** How does WMATA support small and local businesses through its procurement, design, and construction practices?

Answer:

WMATA administers a Disadvantage Business Enterprise (DBE) Program and a Small Business Enterprise (SBE) Program. The DBE Program applies to federally funded procurement actions above the simplified acquisition threshold (Under WMATA procurement policy \$150,000). The SBE Program applies to federally funded procurement actions that are set-aside for small businesses above the simplified acquisition.

It is a requirement of WMATA's DBE program to structure contract requirements to facilitate competition by small business concerns, taking all reasonable steps to eliminate obstacles to their competition, including unnecessary and unjustified bundling of contract requirements that may preclude small business participation in procurements as prime contractors or subcontractors. WMATA has established a practice of unbundling large contracts when possible to facilitate opportunities for small and minority contractors to be prime contractors.

WMATA has also implemented a Small and Minority Local Business Utilization Program to ensure firms owned and controlled by minorities, women, and other

socially and economically disadvantaged persons have the opportunity to grow and become self-sufficient through participation in locally funded WMATA contracts. This program will structure contracting requirements to facilitate competition by small and minority local business concerns, taking all reasonable steps to eliminate obstacles to their participation in procurements as prime contractors or subcontractors.

Additional actions have been implemented to ensure adherence to the DBE and SBE programs such as:

- A. A paperless certification process to expedite a more efficient method of processing DBE/SBE applications;
- B. A DBE Hotline to quickly answer and address any issues arising from the DBE application process and on sub-contracts;
- C. Technical assistance and other services provided to DBEs;
- D. Development and distribution of educational information to DBEs on contracting procedures and specific contract opportunities;
- E. Enforcement of prompt payment requirement;
- F. Training webinars for prime and subcontractors;
- G. Direct solicitations on contracting opportunities;
- H. Outreach events in the three funding jurisdictions;
- I. WMATA hosted events; and contract compliance reviews on FTA assisted contracts with DBE goals.

24.How are recommendations from the Riders' Advisory Council and the Accessibility Advisory Council collected, analyzed, and implemented?

Answer:

The Riders' Advisory Council and the Accessibility Advisory Council provide reports to the WMATA Board of Directors in advance of Board meetings. These reports ensure that Board members are informed about comments from the Councils before considering matters on their agenda. The Councils also make oral presentations at the Board meeting. Any recommendations from the Councils are analyzed by staff to determine the feasibility of implementation.

25.Please describe the procedure used to formulate, review, approve and publish policies for the Metro Transit Police Department?

Answer:

The Metro Transit Police Department issues policies based on best practices derived from numerous sources, to include but not limited to other transit properties across the United States, the Police Executive Research Forum (PERF) and the International Association of Chiefs of Police (IACP).

Once all of the documents are gathered, MTPD staff incorporates into a draft General Order. The draft General Order is then sent through the MTPD chain of command for review and comment. Once approval is reached, the draft general order may be reviewed by MTPD General Counsel for final review.

Additionally, WMATA has started an internal document review program, which MTPD is included in, which provides technical writing support and approval process. In the future, the MTPD will begin to publish General Orders on the Metro website. It is anticipated this will take some time to complete, as some General Orders will require redaction due to the sensitivity of the order.

- 26.** Please share with the Committee the Metro Transit Police Department's most recent Five-Year Crime Report.

Answer:

The Five-Year Crime Report is available at the following link:

<https://www.wmata.com/about/transit-police/upload/Five-Year-Crime-Report.pdf>.

- 27.** Please describe how Uses of Force, Stops, and Arrests by the Metro Transit Police Department are tracked, investigated and reported to the public.

Answer:

Use of Force General Order, *Use of Force 130* provides guidance on the types of force officers can use and the required documentation. It is important to note that MTPD officers are compelled to complete a separate report each time they use force to affect an arrest on a subject. This report is separate and distinct from other paperwork the officer is required to complete. Additionally, officers are required by policy to complete a Use of Force report whenever they handcuff a person under the age of 18. Metro Transit Police officers do not handcuff individuals under 12 years of age.

- MTPD members responded to 71,895 Calls for Service and used force in 1.61% of these calls. When you remove the "handcuffs only" Use of Force, the number reduces to .72%.
- MTPD submitted 1,161 Use of Force reports in 2018 (10% reduction compared to 2017).
- The most common Use of Force used by officers are handcuffs, 59%.
- Suspects over the age of 18 accounted for 53% of the Use of Force by officers and the remaining 45% were under the age of 18, with the final 2% involved the dispatching of an animal or is unknown.

- There were 81 Conducted Electronic Weapon (CEW) reports in 2018. 12 were probe deployment; eight drive-stuns; six arching; 51 laser painting; two arc and laser painting; and two probe/drive stun.
- MTPD members did not use any lethal force in 2018 nor were there any in-custody deaths.

28. Please describe any steps or initiatives taken by the Metro Transit Police Department in FY19 and FY20, to date, to improve the safety of school children on their ride to school.

Answer:

- MTPD has four Youth Liaison Officers assigned to school related matters. This program has proven to be successful for MTPD, schools and students. Officers visit and liaison with various schools daily. The goal of this program is to establish working relationships with all the schools with nexuses to WMATA. Officers conduct mediations with juvenile offenders, attend daily meetings with school administrators in reference to safe passage and problems that arise within the Metro system aggravated by juvenile disorder. The Youth Liaisons attend PTO meetings and meet with parents to discuss safe passage and WMATA commitment to juvenile safety.
- MTPD participates in the Safe passage monthly conference call with the Deputy of Mayor of Education office, as well as details officers to safe passage stations after school for the safety of students. The MTPD participates in daily conference calls with MPD, DC Public Schools and the Mayor's Office, related to juvenile activity within the schools and community.
- Working directly with students, MTPD has a student advisory council that enhances police youth relationships in both business and casual settings. Our officers serve as mentors, service providers and examples to the youth that participate. This is a voluntary program that forms lasting impressions and relationships.
- Officers also interact with students through the Respect your Ride program which teaches students about using the Metro bus and rail systems. This class is designed to guide students' behaviors and interactions with other WMATA customers. MTPD officers are also regular participants in various school Career Day fairs.
- MTPD participated in the US Attorney's Anti-Violence Youth Summit, June 28, 2019.

29. Please provide a list of any community engagement events led by the Metro Transit Police Department, or in which the Metro Transit Police Department participated in FY19 and FY20, to date.

Answer:

MTPD participate and leads numerous community engagement events during the year including:

- Partnering with MPD for the annual Shop with A Cop event. This event pairs police officers with youth in DC to bring holiday cheer.
- Conducted pop-up events at various metro rail stations/bus loops where MTPD members interact with the community by way of passing out safety pamphlets, water, snacks and engage our patrons while listening to their concerns.
- Participated in the Clergy resource fair October 2019.
- Participated with MPD 1st District annual Halloween event.
- In partnership with MPD, CSOSA, OAG and local high schools hosted a community meet and greet event at Anacostia and Congress Heights station in 2019. The event provided an opportunity to engage with our riders and provide safety/security brochures. The event included a DJ and supplied food and beverages to the community.
- Held National Night Out at Fort Totten station for the community and passengers. During these events we distributed food, beverages and information to the community. This allows members of the MTPD to speak directly with the community in a casual setting and listen to their ideas on how to enhance our relationships with the community. These events have yielded valuable exchanges of information.
- Participates in the following monthly BID Meetings: Downtown BID; Anacostia BID; Capitol Hill BID; Golden Triangle BID; Mount Vernon BID; NOMA BID.

30. Please describe the process for WMATA customers to submit complaints or comments and the procedure for responding to and resolving those complaints, including for the Metro Transit Police Department.

Answer:

Metro's contact center responds to over 625, 000 customer inquiries annually. It's a multi-channel response center that connects to customers through Live Chat, Twitter, Email and by telephone. We have a 2019 average customer satisfaction rating of 84%. Our Mission: To demonstrate our core values consistently by providing accurate, and timely customer assistance through all communications channels. We see each customer contact as opportunity to WOW customers and exceed their expectations.

Customers have several methods to report a complaint or commendations regarding the conduct of an MTPD officer. Those methods are as follows:

- In-person (At WMATA Headquarters or at one of the MTPD District substations).
- In-person with a first line supervisor (on the scene of an incident or request to meet an official).
- In writing (Via e-mail or US Mail)
- WMATA Website <https://www.wmata.com/about/contact/#main-content>
- Directly to a police dispatcher 24/7 at 202-962-2121.
- MTPD Text Tips "Text MyMTPD".

When a complaint is received, the customer is contacted by a supervisor, with a goal of making contact with the customer within 24 hours of receipt of the complaint. Upon receipt of the complaint, an administrative investigation is initiated, and an internal tracking number is assigned by the Office of Professional Responsibility and Inspections (OPRI). OPRI monitors the investigation throughout the investigative process. Upon the conclusion of the investigation, the customer is contacted and provided with a written response informing them of the outcome of the administrative investigation.

As a matter of information, the MTPD processed 269 complaints in 2018.

- 51 Motor Vehicle Accidents by members.
- 106 Administrative Investigations (these are investigations initiated on our own by management).
- 75 Citizen Complaints.
- 37 Office of Professional Responsibility and Inspections.

31. Please describe the procedure for requesting Metrorail Fare Adjustments, and any significant changes to that procedure in the last ten years.

Answer:

Metro's fares policies are contained in Resolution 2007-47; which recommends biennial adjustments linked to inflation, and Resolution 2010-66, which identifies seven policy guidelines for fare policy-making. The process for Metrorail fare adjustments has not changed in the last 10 years. Metrorail fare adjustments are commonly proposed as part of the annual budget process, though adjustments can be considered by WMATA Board of Directors (BOD) separately.

Proposed adjustments considered by the BOD that increase fares require a public hearing which much comply with Metro's public participation process - published legal notice, customer outreach and public hearing. The customer outreach ensures that minority, low-income, and limited English proficient communities have equal opportunity to participate in public input that precedes a decision to change fares. WMATA also conducts a Title VI Equity Analysis on the proposed fare adjustment to

determine whether such change will have an adverse or disparate impact based on race, ethnicity, or national origin of transit riders or unfairly impact minority and low-income populations. A staff report on public input and the equity analysis is then presented to the BOD before final approval or disapproval of fare adjustments, along with an effective date for implementation where applicable.

When a customer makes a claim requesting a fare refund, Metro will research such specific claim and the customer's history on fare refunds. Metro will provide an appropriate refund when warranted.

- 32.** Please list all outstanding Washington Metrorail Safety Commission Corrective Action Plans (CAPs) that WMATA is required to complete, the status of each CAP, and the anticipated date of completion.

Answer:

As of January 31, 2020, there are a total of 34 open Corrective Action Plans (CAPs) with the WMSC. Of the 34 open CAPs, 9 are currently under the review of the WMSC for closure. Metro continues to address 25 CAPs that are currently in progress. Please see the attached document which list each specific CAP, as well as the current status and anticipated date of completion.

See Attachment #32

- 33.** Please list all outstanding audit recommendations from the WMATA Office of the Inspector General, the status of each recommendation, and the anticipated date of completion.

Answer:

See Attachment #33

- 34.** Please provide the number of requests made under the Public access to Records Policy in FY19, FY20 to date, that were submitted to your agency. Include the number granted, partially granted, denied and pending.

Answer:

PARP Requests	FY19 TOTAL (Actuals as of 6/30/2019)	FY20 YTD TOTAL (Actuals as of 1/24/2020)
RECEIVED	384	238
PENDING	104	119
CLOSED - GRANTED IN FULL	67	37

CLOSED - GRANTED IN PART	142	92
CLOSED - DENIED IN FULL	27	7
CLOSED - OTHER	190	107
CLOSED - TOTAL	352	223

Note 1: "FY" means WMATA's Fiscal Year (July 1 to June 30)

Note 2: "Closed - Other" means other dispositions (e.g. no records, procedural deficiencies, burdensome [not narrowed by requester], withdrawn, duplicate).

Note 3: "Closed – Total" means the closed total and does not equal the sum of the specific closed dispositions because a request can have multiple dispositions (e.g., request is granted in part, then remainder is withdrawn).

- 35.** Please provide the audit for Fiscal Years 2018 and 2019 required pursuant to D.C. §9-110.01, title III, art. 16, sec. 70(a).

Answer:

WMATA's Comprehensive Annual Financial Report for the Fiscal Years Ended June 30, 2019 and 2018, is available at:

https://www.wmata.com/about/records/public_docs/upload/Comprehensive-Annual-Financial-Report-for-the-Fiscal-Years-Ended-June-30-2019-and-2018.pdf

- 36.** Please provide an update on the Silver Line Phase 2 construction project, including outstanding milestones, and the anticipated date that the extension will enter revenue service. Please also provide a detailed assessment of additional funding that will be required by WMATA to begin operation of the extension, broken down by jurisdiction.

Answer:

As with any major transit project, there are a number of milestones that must be met before the new service opens for revenue service. The most significant milestone is the attainment of substantial completion. Following substantial completion, Silver Line Phase 2 will be turned over to WMATA for testing and training by WMATA personnel for a period of approximately six months. Hiring and training of most of the staff must begin 9-to 12 months in advance of revenue service.

The Metropolitan Washington Airports Authority is constructing Silver Line Phase 2 and has indicated that substantial completion will occur in April 2020. Numerous construction deficiencies, however, have resulted in project delays. Following a January 16, 2020 briefing to the WMATA Board's Safety and Operations Committee on the remaining, unresolved construction issues, the Board directed WMATA

management to defer significant hiring and mobilization expenses pending additional information on how and when these construction issues will be resolved.

The regional operating subsidy for annual operations is preliminarily estimated to be \$115 million. Based upon past experience with the opening of Silver Line Phase 1, WMATA anticipates that many of the initial Silver Line Phase 2 riders will be existing Metrorail riders for whom the six new stations are more convenient. Additionally, consistent with most service startups, fare revenue during the first months of operations will likely be modest. As with Phase 1, WMATA anticipates that ridership and fare revenue will grow as new riders are attracted to the service and as additional residential and office buildings open near the new stations.

- 37.** Please provide a status update on the Metro Blue/Orange/Silver Capacity & Reliability Study as well as a schedule for next steps to identify and implement improvements to service on the Blue, Orange, and Silver lines.

Answer:

The Blue/Orange/Silver Capacity & Reliability Study (BOS Study) is an effort to identify solutions to those lines' reliability and capacity issues. The outcome will be a comprehensive corridor strategy, consisting of both short-term and long-term and operating and capital solutions to meet the project's goals. The study and its public engagement strategy have three phases: 1.) Raising awareness of the issues and needs (Summer 2019); 2.) Developing a range of options for addressing those needs (Winter 2019-Spring 2020); and 3.) Identifying a preferred solution or package of solutions (Summer-Fall 2020).

Currently the study is in the middle of the second phase. This second phase began in the fall of 2019 with intensive stakeholder workshops to identify potential options to meet stated goals. The public provided feedback and added their own ideas at four open houses in December 2019 and through an online survey that ran until January 6, 2020. Nearly 140 people participated in the open houses, and over 2,000 submitted survey responses.

The study also benefits from the expertise and policy guidance of six stakeholder advisory committees. There are two technical committees made up of subject-area experts and mid-level managers at Metro and jurisdictional agencies. There are also two leadership committees of policy-level leaders and executives from Metro, partner transportation agencies, and jurisdictional offices. The study team also seeks input from a Business and Community Stakeholder Committee consisting of representatives from nearly 60 business groups, economic development agencies, non-profits, and community-based organizations. Finally, the study receives policy and political guidance from an Executive Committee of local elected officials representing districts within the study area, including D.C. Councilman Robert White.

Over the coming months the study team will work with advisory stakeholder committees to narrow the options to a refined set of alternatives for more detailed analysis, including ridership forecasts, operational impacts, and a cost-benefit analysis. Additional public engagement is planned for late summer, and the study is expected to be completed by November 2020.

- 38.** Please provide a status update on the Bus Transformation Strategy and Action Plan, including any steps taken to implement the Action Plan in FY19 and FY20, to date. Please also describe any elements of the Action Plan that will be implemented by WMATA in the remainder of FY20.

Answer:

The Bus Transformation Project [Strategy](#) was released in September 2019 and included four major areas with 26 recommendations to transform the region's bus system, including both Metrobus and all local bus providers such as the DC Circulator. The [Action Plan](#) was developed in concert with jurisdictional and WMATA staff and was released in December 2019. The project team is currently presenting the strategy and action plan to local jurisdiction boards/councils and regional transportation organizations to seek their endorsement and encourage each jurisdiction to incorporate the recommendations, where feasible, into planning and funding activities. The team is scheduled to brief Councilmembers Cheh, Allen, and White in the coming weeks.

In January, the [WMATA Board endorsed the Strategy](#) and identified recommendations for early action through budget, policy, or planning actions. WMATA staff are developing a Metrobus Transformation Plan to advance those and other recommendations from the Strategy. The General Manager's Draft FY21 Budget includes piloting the low-income fare product and providing the full transfer discount between Metrorail and Metrobus. The transfer is the highest priority identified in all of the public outreach conducted for the Transformation Plan. Additionally, WMATA recently launched GTFS-Real Time, which provides real time rail and bus information to third party apps and has announced a mobile fare payment system will come online in 2020.

- 39.** Please list any Metrobus routes in the District of Columbia that are currently proposed to be eliminated or on which service is proposed to be curtailed in FY21, and the justification for each proposed change.

Answer:

In November 2019, the GM/CEO presented a proposed FY2021 Operating Budget to the WMATA Board of Directors. The proposed operating budget includes service and

fare adjustments to grow ridership, improve operating efficiency, and balance the operating budget within the mandated three percent annual subsidy growth cap. Within the cap, the proposed budget includes service and fare proposals to further improve service and customer experience, enhance fare options to drive ridership, limit subsidy growth to mandated level, and establishes an extra services fund.

Bus service proposals include providing a free transfer, adding weekend Metrobus service, improving MetroExtra Metrobus service, reducing the weekly bus pass from \$15 to \$12 and consolidating and reducing redundant and less productive bus service. The following link provides details on the January 16 Public Hearing action by the Board. Proposed service changes are detailed in Attachment C.

<https://www.wmata.com/about/board/meetings/board-pdfs/upload/11A-FIN-FY2021-Budget-and-CIP-PH-Auth-FINALIZED.pdf>

The following are changes impacting the District of Columbia Services:

Justification	Pub Hrg Req	MACS Zone Impact	State	Alloc	Line Name	Routes per Line
Eliminate - Redundancy	Y	N	DC	R	Friendship Heights-Southeast	30N,30S
Eliminate - Redundancy	N	N	DC	R	Pennsylvania Avenue	34 (32,36)
Eliminate - Redundancy	N	N	DC	R	U Street-Garfield	92
Eliminate - Redundancy	Y	N	DC	R	Benning Heights-M St	V1
Eliminate - Redundancy	Y	N	DC	R	Benning Road	X1,3
Eliminate - Redundancy	T	N	DC	R	Benning Road-H Street	X2 (add)
Eliminate - Redundancy	N	N	DC	NR	Maryland Avenue	X8 (add)
Eliminate - Redundancy	Y	N	DC	R	Wisconsin Ave Limited	37
Eliminate - Redundancy	Y	N	DC	R	Glover Park-Franklin Square	D1
Eliminate - Redundancy	Y	N	DC	R	MacArthur Blvd-Georgetown	D5
Restructuring	Y	N	DC	NR	Fort Lincoln Shuttle	B8,9
Restructuring	Y	N	DC	R	Anacostia-Fort Drum	A4,W5
Restructuring	Y	N	DC	R	Anacostia-Congress Heights	A8 (add)
Restructuring	T	N	DC	R	Deanwood-Alabama Avenue	W4 (add)
Restructuring	N	N	DC	NR	Glover Park-Dupont Circle	D2
Restructuring	N	N	DC	R	P Street-LeDroit Park	G2
Restructuring	Y	N	DC	NR	United Medical Center-Anacostia	W2,3

Restructuring	Y	N	DC	NR	Chevy Chase	E6
Restructuring	N	N	DC	NR	Nebraska Avenue	M4
Restructuring	Y	N	DC	R	14th Street	52,54
Restructuring	N	N	DC	NR	14th Street Limited	59
Frequency & Span Adj	Y	N	DC	NR	Ivy City-Franklin Square	D4
Frequency & Span Adj	Y	N	DC	R	Sibley Hospital - Stadium-Armory	D6
Frequency & Span Adj	Y	N	DC	R	Ivy City-Fort Totten	E2
Frequency & Span Adj	Y	N	DC	NR	Shipley Terrace-Fort Drum	W1
Improve MetroExtra Service	N	N	DC	R	Georgia Avenue Limited	79
Improve MetroExtra Service	N	N	DC	R	Benning Rd-H St Limited	X9
Better Weekend Metrobus Services	N	N	DC	R	16th Street	S2,4
Better Weekend Metrobus Services	N	N	DC	R	North Capitol Street	80
Better Weekend Metrobus Services	N	N	DC	R	Military Road-Crosstown	E4
Better Weekend Metrobus Services	N	N	DC	NR	Anacostia-Eckington	P6
Bus Life Line Adjustments	Y	N	DC	R	Friendship Heights-Southeast	30N, 30S
Bus Life Line Adjustments	Y	N	DC	R	North Capitol Street	80
Bus Life Line Adjustments	Y	N	DC	R	East Capitol Street-Cardozo	96
Bus Life Line Adjustments	Y	N	DC	R	Rhode Island Avenue	G8
Bus Life Line Adjustments	Y	N	DC	R	Crosstown	H4
Bus Life Line Adjustments	Y	N	DC	NR	Anacostia-Eckington	P6
Bus Life Line Adjustments	Y	N	DC	R	Deanwood-Alabama Avenue	W4
High Frequency Service Right Sizing	N	N	DC	R	Anacostia-Congress Heights	A2,6,7,8
High Frequency Service Right Sizing	N	N	DC	R	U Street-Garfield	90,92

High Frequency Service Right Sizing	N	N	DC	R	14th Street	52,54
High Frequency Service Right Sizing	N	N	DC	R	Mount Pleasant	42,43
High Frequency Service Right Sizing	N	N	DC	R	16th Street	S2,4
High Frequency Service Right Sizing	N	N	DC	R	Benning Road-H Street	X2
High Frequency Service Right Sizing	N	N	DC	R	Pennsylvania Avenue	32,34,36
High Frequency Service Right Sizing	N	N	DC	R	Georgia Avenue-7th Street	70
High Frequency Service Right Sizing	N	N	DC	NR	Park Road-Brookland	H8,9
High Frequency Service Right Sizing	N	N	DC	R	16th Street Limited	S9
High Frequency Service Right Sizing	N	N	DC	R	Capitol Heights-Minnesota Ave	V2,4
High Frequency Service Right Sizing	N	N	DC	NR	Sheriff Road-River Terrace	U4
High Frequency Service Right Sizing	N	N	DC	R	Bladensburg Road-Anacostia	B2
High Frequency Service Right Sizing	N	N	DC	R	Fort Totten-Petworth	60,64
High Frequency Service Right Sizing	N	N	DC	R	Crosstown	H2,3,4
High Frequency Service Right Sizing	N	N	DC	NR	Benning Heights-Alabama Ave	V7,8

High Frequency Service Right Sizing	N	N	DC	R	East Capitol Street-Cardozo	96,97
High Frequency Service Right Sizing	N	N	DC	R	North Capitol Street	80
High Frequency Service Right Sizing	N	N	DC	R	Wisconsin Avenue	31,33
High Frequency Service Right Sizing	N	N	DC	R	Georgia Avenue Limited	79
High Frequency Service Right Sizing	N	N	DC	NR	Mayfair-Marshall Heights	U5,6
High Frequency Service Right Sizing	N	N	DC	R	Anacostia-Fort Drum	A4, W5
High Frequency Service Right Sizing	N	N	DC	R	Military Road-Crosstown	E4
High Frequency Service Right Sizing	N	N	DC	R	Takoma-Petworth	62,63
High Frequency Service Right Sizing	N	N	DC	R	Massachusetts Avenue	N2,4,6
High Frequency Service Right Sizing	N	N	DC	R	Connecticut Avenue	L1,2
High Frequency Service Right Sizing	N	N	DC	NR	Hospital Center	D8
High Frequency Service Right Sizing	N	N	DC	NR	Anacostia-Eckington	P6
High Frequency Service Right Sizing	N	N	DC	NR	Brookland-Fort Lincoln	H6
High Frequency Service Right Sizing	N	N	DC	R	Rhode Island Avenue	G8

High Frequency Service Right Sizing	N	N	DC	R	Deanwood-Alabama Avenue	W4
High Frequency Service Right Sizing	N	N	DC	NR	Fairfax Village	M6
High Frequency Service Right Sizing	N	N	DC	R	Sibley Hospital - Stadium-Armory	D6
High Frequency Service Right Sizing	N	N	DC	R	Convention Center-Southwest Waterfront	74
High Frequency Service Right Sizing	N	N	DC	NR	Nebraska Avenue	M4
High Frequency Service Right Sizing	N	N	DC	R	Deanwood-Minnesota Ave Sta	U7
High Frequency Service Right Sizing	N	N	DC	NR	United Medical Center-Anacostia	W2,3
High Frequency Service Right Sizing	N	N	DC	NR	Garfield-Anacostia Loop	W6,8
High Frequency Service Right Sizing	N	N	DC	R	P Street-LeDroit Park	G2
High Frequency Service Right Sizing	N	N	DC	NR	Ivy City-Franklin Square	D4
High Frequency Service Right Sizing	N	N	DC	R	Benning Rd-H St Limited	X9

A booklet to be distributed to the public is included as Attachment X. (add to package)

40. Please provide an update on the design and procurement of the 8000 series Metrorail cars.

Answer:

The procurement for the 8000 series Metrorail cars is an ongoing confidential procurement process. WMATA anticipates contract award during calendar year 2020.

Count of Filled and Vacant Positions per Org - Question 7*and Department-Level for COO***As of: 1/31/2020**

Org Level	Filled	Vacant	Total Positions
Capital Program Delivery (CAPD)	324	31	355
Financial Operations (CFO)	205	25	230
Operations (COO)	9,943	781	10,724
General Counsel (COUN)	44		44
External Relations (EXRL)	101	10	111
General Manager/Chief Executive Office (GMGR)	3		3
Internal Business Operations (IBOP)	525	79	604
Internal Compliance (INCP)	50	17	67
Safety (SAFE)	72	5	77
Strategy, Planning, and Program Management (SPPM)	89	26	115
Grand Total	11,356	974	12,330

Departments in COO

Dept	Filled	Vacant	Grand Total
Access Services (ACCS)	44	3	47
Administrative Office (ADM)	4		4
Bus Services (BUS)	3593	142	3735
Facilities, Systems, and Vertical Transportation Maintenance (FSVT)	1489	228	1717
Metro Transit Police (MTPD)	611	62	673
Operations Budget, Performance, and Planning (OBPP)	258	26	284
Rail Services (RAIL)	3748	298	2488
Reliability Engineer (REAM)	30	6	36
Supply Chain Management (SCM)	166	16	182
Grand Total	9943	781	10724

Vacancy and Attrition as of December 31st, 2019

Note: Only budgeted positions are reported below.

Vacancy Rate

Note: Vacancy Rate is based on the formula below. Therefore, the count of Vacant Positions is the Total Number of Authorized Positions minus Total Employees on Authorized Positions

$$\text{Vacancy Rate} = \frac{(\text{Total Authorized Positions} - \text{Total Employees on Authorized Positions})}{\text{Total Authorized Positions}}$$

Vacant Positions	Total Positions	Vacancy Rate
879	12,378	7.1%

Attrition Rate

Note: Attrition rate based on total separations divided by average employee count.

Fiscal Year	Total Separations	Average Emp Count	Attrition Rate	Annualized
FY19	909	12,092	7.5%	7.5%
FY20 to date	485	12,169	4.0%	6.7%

FY2019 Capital Budget vs Actual by Program

\$ millions

Investment by Program and Category	Original Budget	Amended Budget	Actual
Railcar Acquisition	\$304.0	\$234.2	\$240.2
Railcar Maintenance/Overhaul	116.7	117.4	115.5
Railcar Maintenance Facilities	28.6	23.5	22.3
Railcar Category	\$449.3	\$375.1	\$378.0

Propulsion	\$59.7	\$73.5	\$76.1
Signals & Communications	103.8	92.0	101.1
Rail Systems Category	\$163.5	\$165.5	\$177.2

Fixed Rail	\$86.7	\$126.2	\$125.2
Structures	18.6	37.2	38.9
Track and Structures Category	\$105.3	\$163.4	\$164.0

Platforms & Structures	\$110.8	\$255.5	\$234.1
Vertical Transportation	55.0	58.9	55.9
Station Systems	76.9	108.3	107.9
Stations & Passenger Facilities Category	\$242.7	\$422.7	\$397.8

Bus and Paratransit Acquisition	\$110.1	\$93.8	\$92.7
Bus Maintenance/Overhaul	58.5	52.0	52.1
Bus Maintenance Facilities	21.9	36.0	43.8
Bus Passenger Facilities/Systems	10.1	7.5	8.7
Bus and Paratransit Category	\$200.6	\$189.3	\$197.4

IT	\$77.3	\$88.9	\$71.0
MTPD	1.0	1.6	1.3
Support Equipment/Services	39.4	137.1	138.0
Business Support Category	\$117.7	\$227.6	\$210.4

Total Capital Programs	\$1,279.1	\$1,543.6	\$1,524.8
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Capital Program Source of Funds

\$ millions

	Original Budget	Amended Budget	Actual
Federal Formula/Other Grants	\$310.8	\$310.8	\$331.5
Federal Dedicated Funds (PRIIA)	148.5	148.5	162.3
State and Local Funds	403.0	403.0	386.2
State Dedicated Funds	0.0	121.2	121.2
Reimbursable Funds	32.8	60.2	60.2
Other Sources	0.0	0.0	1.8

Variance Explanations - Actual compared to Original Budget
Only 132 of planned 192 7000-series railcars delivered due to delays relating to design changes; remaining cars will be delivered in FY2020
Materially on budget
Railyard rehabilitation work planned for FY2019 delayed until FY2020 to allow for design completion

Additional replacement of tie breaker stations and traction power substations added to capitalize on increased track access from the shutdown south of Ronald Reagan Washington National Airport
Expected delays in underground fiber installation offset by acceleration of new high-tier radios for Metro Police and Operations

Increased track access from the shutdown south of Ronald Reagan Washington National Airport allowed for additional work to be completed
Increased track access from the shutdown south of Ronald Reagan Washington National Airport allowed for additional work to be completed, including commencing rehabilitation of the Bush Hill aerial structure

Variance due to Platform Rehabilitation Phase I. Project scope and cost estimates were not final at time of original budget formulation. Significant additions to original design include replacement of platform tiles with non-slip material, and leveling of a track hump at Braddock Road.
Materially on budget
Mobilization for Potomac Yard new station advanced ahead of plan. Station lighting improvement project benefitted from track access due to the south of Reagan shutdown and accomplished additional replacements in track beds and stations.

Due to the timing of negotiating a new bus procurement contract, fewer replacement buses were received by the fiscal year-end than originally expected
Bus overhauls required fewer parts and replacement kits than originally planned to complete scheduled work
Variance primarily due to schedule modifications to contracts for construction of new Cinder Bed Road and Andrews Federal bus garages
Materially on budget

Hyperion software project schedule delayed progress payments anticipated in FY19 into FY20
Materially on budget
Purchase of real estate for office consolidation project not included in original budget. Replacement of digital display equipment at 18 rail stations accelerated into FY19. Roof replacement program accelerated. Additional costs to administer the growing and accelerating capital program.

Long-Term Financing	384.0	499.8	461.5
Total	\$1,279.1	\$1,543.6	\$1,524.8

WMATA Council of the District of Columbia Performance Oversight Hearing
Status of WMATA OIG Audit Recommendations
Date: As of January 31, 2020

The following report includes the summary status of OIG audit recommendations and related Corrective Action Plans (CAPs) as of January 31, 2020.

Report Number	Report Title	Date Issued	Awaiting CAP	Open	Final Action Completed	Total Recommendations
IT 16-002	Review of WMATA's MAXIMO Asset Management System	12/22/2015		1	2	3
OIG 17-05	Evaluation of WMATA's Safety Measurement System	12/29/2016		1	2	3
OIG 18-08	Audit of WMATA's IT Incident Response Process	6/20/2018		3	4	7
OIG 19-02	Audit of WMATA's Security Over Publicly Accessible Web Applications	9/5/2018		1	7	8
OIG 19-07	Audit of WMATA's Employee Separation Process	1/17/2019		7	4	11
OIG 19-08	Audit of Cybersecurity Requirements in WMATA's Procurements	3/5/2019		4	2	6
OIG 19-09	Audit of WMATA's Kronos Implementation Project	4/17/2019		3	3	6
OIG 19-10	Audit of WMATA's End-of-Service Life Operating System Software	5/1/2019		4	2	6
OIG 19-11	Audit of WMATA's Software Asset Management Program	6/19/2019		1		1
OIG 20-01	Audit of WMATA's Contracting Officer's Technical Representatives	9/19/2019		3	3	6
OIG 20-04	Audit of WMATA's Rail Performance Monitoring System	10/30/2019		2	1	3
OIG 20-05	Audit of Metrorail Stations Garage Cleaning	12/31/2019		2	2	4
				32	32	64

Status of WMATA OIG Audit Recommendations

Report Name and Title	OIG Recommendations	Corrective Actions	Due Date	Status as of 1/30/2020
Review of WMATA's MAXIMO Asset Management System (IT 16-002)	1.3 Ensure data requirements for information management in MAXIMO are implemented in accordance to WMATA's P/I 1.18/0, existing data quality issues are corrected, and a process is developed to monitor data processed in MAXIMO to ensure accuracy and completeness of the data. (Action: COO)	TAMO will develop both Operational and Administrative Procedures (OAP's) as well as SOP's to address the concerns of data accuracy, data completeness, and data consistency.	03/31/20	In Progress
Evaluation of WMATA's Safety Measurement System (OIG 17-05)	1. Develop controls to ensure that personnel at all levels of the organization comply with WMATA policies and procedures and applicable federal regulations and directives to timely report incidents and accidents and conduct incident and accident investigations in WMATA's SMS. (Action: COO)	Business intelligence software (IBM Cognos) has been utilized since Dec 2014 to query SMS Incidents and Accidents (SMS I/A) for trending and analysis. SMS I/A will be updated to a SharePoint 2016 platform in CY17. This update will allow for data entry in the field, improving the timeliness of fact-finding and investigations.	6/30/20	In Progress

Audit of WMATA's IT Incident Response Process (OIG 18-08)	1. Develop and implement a comprehensive incident response program. (Action: CIBO)	IT will implement an IT Incident Management Policy by end of FY 2019 Quarter 3 which will include the following; a) an enterprise-wide definition for the term "IT incident" that defines the boundaries and scope of the term; b) an enterprise-wide IT incident response policy instruction; c) an IT incident risk assessment; d) an IT incident response plan; e) standardized IT escalation SOPs for IT offices that have roles and responsibilities within the program; and f) guidance for communicating with internal and external stakeholders.	06/30/20	In Progress
	4. Develop and implement an enterprise-wide baseline logging standard. (Action: CIBO)	A minimum enterprise-wide baseline logging standard will be included as a part of the IT Incident Management Policy referenced in management's response for Recommendation 1. IT will develop and implement this standard by end of FY 2019 Quarter 3. Please note that corresponding technology may not yet be available for use throughout WMATA IT by this proposed date.	6/30/20	
	7. Train computer response team members on IT incident classification standards and requirements. (Action: CIBO)	WMATA IT will create an enterprise-wide incident response training program for all IT personnel by end of FY 2019 Quarter 3.	06/30/20	
Audit of WMATA's Security Over Publicly Accessible Web Applications (OIG 19-02)	3. Implement additional hardware, software, and segmentation controls based on best practices to strengthen security over all publicly accessible web applications. (Action: Chief of Internal Business Operations)	The Implementation of the Web Application Firewall (WAF) is currently an ongoing project and will be completed for internal and external websites by the end of FY19.	06/30/20	In Progress

Audit of WMATA’s Employee Separation Process (OIG 19-07)	3. Ensure Program Office personnel and HR reconcile leave balances before an employee separates from WMATA and notify ACCT/Payroll Branch. (Action: CHRO)	COO Management partially accepts this recommendation. HR has no ability to reconcile leave balances, as the PeopleSoft Absence Management Module is owned by ACCT/Payroll. HR will revise Appendix A to require coordination between Payroll and the Program Office personnel to ensure proper reconciliation of leave balances, including sign-off by the Program Office verifying leave balance accuracy.	03/31/20	In Progress
	5. Revise P/I 7.3.3/2 Appendix A to include the number of business days required to remove network/email access for separated employees after receiving notification of a separation. (Action: CHRO)	HR is updating Appendix A to clarify timeframes within which network/email access must be removed when employees are separated from employment.		
	6. Revise P/I 7.3.3/2 Appendix A to include management’s responsibility to remove network/email access in PeopleSoft and remove the invalid network access removal email address. (Action: CHRO)	HR is updating Appendix A to clarify responsibilities for initiating terminations within PeopleSoft Manager Self Service, which will automatically revoke network/email access. The appendix will include both audit and reporting functions to improve compliance.		
	7. Revise P/I 7.3.3/2 Appendix A to require departments to utilize a standardized checklist to track issuance and return of WMATA’s property. (Action: CHRO)	The Employee Separation Checklist form will be revised and posted along with the policy and appendices.		
	8. Attach the Administrative Requirements for Employee Separation checklist to P/I 7.3.3/2. (Action: CHRO)	Appendix A and the checklist will be revised to require the Program Office to complete the checklist that will also include the leave balance reconciliation amount.		

	<p>9. Obtain signatures on the checklist from the applicable department/office designee attesting the return of property and other items. (Action: CHRO)</p> <p>10. Revise P/I 7.3.3/2 Appendix A to require the direct deposit to be deactivated after processing the final payment. (Action: CHRO)</p>	<p>The Program Office will be required to complete and sign the checklist and submit it to ACCT/Payroll.</p> <p>Appendix A will be revised to require the direct deposit to be deactivated after processing the final payment.</p>		
Audit of Cybersecurity Requirements in WMATA’s Procurements (OIG 19-08)	<p>2. Conduct cybersecurity risk assessments; identify and test the effectiveness of controls; and implement mitigation strategies for applicable existing WMATA contracts. (Action: CIBO)</p>	<p>Funding has been approved for a penetration test of the 7000-series railcar. While it is too late to affect the procurement, management will be able to leverage penetration testing to identify any severe cybersecurity vulnerabilities in those cars and begin the process of remediation.</p>	06/30/20	<p>In Progress</p>
	<p>4. Define and implement a process to ensure future applicable procurements include specific cybersecurity requirements. (Action: CIBO)</p>	<p>A review point will be added to the existing workflow within PeopleSoft CLM to ensure all procurements have completed a cybersecurity review. Due to the large amount of procurements that are handled by WMATA daily, additional dedicated resources will be required to adequately support the change in workflow.</p>	06/30/20	
		<p>Cybersecurity verbiage, references, or criteria that define the terms and conditions for acquiring goods and services will be issued by IT Cybersecurity. Procurement will develop</p>	09/30/20	

	<p>5. Create policies and procedures for managing and overseeing cybersecurity requirements for procurements. (Action: CIBO)</p> <p>6. Develop specific cybersecurity awareness training for the Office of Procurement and Materials. (Action: CIBO)</p>	<p>a Policy Memorandum to guide procurement staff on routing procurements through IT Cybersecurity and update the solicitation templates with any required language.</p> <p>A targeted cybersecurity awareness training will be mandated for all relevant stakeholders. The cybersecurity awareness training will be mandatory for existing Procurement personnel and will be an onboarding requirement for any new personnel. The cybersecurity awareness training will be made available by August 30, 2019.</p>	06/30/20	
Audit of WMATA's Kronos Implementation Project (OIG 19-09)	3. Gather, validate, and approve all informal and formal business processes and requirements prior to Kronos redeployment. (CIBO and CFO)	<p>Additional activities and time will be incorporated into the Re-Launch Plan to fully document, socialize, and obtain approval on any previously "informal" requirements. The OCM team will be engaged to ensure that any training, communication, or other business readiness activities are performed as needed. This will allow WMATA to formally include in the scope any of these previously informal requirements. Every effort will be made to identify any additional issues with the previously implemented scope and to perform extensive user and parallel testing. It should be clearly noted that the Kronos Project solution will only implement formally approved requirements going forward. An update on the progress of this recommendation will be provided to OIG by the due date. The updated workplan (see response to recommendation 5) will have the full schedule to address this item.</p>	03/31/20	In Progress

	<p>4. Conduct comprehensive tests with full stakeholder participation prior to Kronos redeployment. (CIBO and CFO)</p> <p>6. Conduct targeted training that explains the benefits and impacts of the new processes and system. (CIBO and CFO)</p>	<p>Extensive user testing will be scheduled, and the project schedule delayed until user signoff acceptance. User participation is considered a project risk that escalate to executive leadership if necessary.</p> <p>Management will develop tailored training that directly reflects the process and day-to-day duties that users must perform using Kronos. In addition, improved communication with stakeholders and additional support to executives will be provided.</p>	<p>03/31/20</p> <p>6/30/21</p>	
Audit of WMATA's End-of-Service Life Operating System Software (OIG 19-10)	<p>2. Develop and implement policies and procedures for managing software throughout its useful life. (Action: CIBO)</p>	<p>Policy Instruction (P/I) 15.25 regarding Digital Technology Governance was approved on March 29, 2019. The Office of IT Management (ITOM) will further develop standard operating procedures for managing software throughout its useful life to further enforce this policy.</p>	03/31/20	<p>In Progress</p>
	<p>3. Conduct a software assessment/inventory and periodic scans on all enterprise software assets. (Action: CIBO)</p>	<p>Implementation of a Software and Hardware Asset Management program able to identify EOSL systems enterprise-wide and schedule them for replacement will be multi-year effort. The Offices of IT Infrastructure & Operations (ITIO) and Office of Operations Budget, Performance and Planning (OBPP) are leading the coordination with the Office of Strategy Planning & Program Management (SPPM) to identify the funding sources necessary to procure the required updates.</p>	05/01/20	
	<p>4. Require system owners and contractors to seek waivers or remediate EOSL O/S software across the enterprise. (Action: CIBO)</p>	<p>The ITIO group will require its tenants to self-identify EOSL systems and request waivers for all systems and applications that cannot be brought into compliance within six months. ITIO will work with all stakeholders to assess</p>	06/01/20	

	5. Develop a report for IT management that provides remediation or risk mitigation statuses on EOSL O/S software. (Action: CIBO)	<p>risks, identify additional risk mitigation strategies, and propose corrective actions during the six-month period. The self-assessment is estimated to be completed by December 13, 2019. The long-term solution associated with the new data center to be completed by June 2022.</p> <p>Once ITIO has implemented a software and hardware asset management program, ITOM will analyze the data and develop comprehensive reports that include risk mitigation and remediation statuses on EOSL O/S software.</p>	08/01/20	
Audit of WMATA's Software Asset Management Program (OIG 19-11)	1. Develop and implement a comprehensive SAM Program that corresponds with industry best practices. (Action: CIBO)	IT will implement a holistic IT Asset Management Program to address the SAM-related issues identified by OIG. There are numerous actions that need to take place to implement this program. It will not fully implement until the end of FY 2022.	06/01/20	In Progress
Audit of WMATA's Contracting Officer's Technical Representatives (OIG 20-01)	3. Develop COTR transition guidance for long-term WMATA contracts. (Action: CIBO)	In conjunction with contract staff and the Office of General Counsel (COUN), the COTR training program is currently being redeveloped by PRMT management and will be in place by December 31, 2019. PRMT will develop a standard operating procedure (SOP) for the COTR program that will include transitioning COTR duties to another responsible party. A COTR appointment memo will also be maintained in the appropriate procurement file(s).	5/29/20	In Progress
	4. Develop and conduct a comprehensive COTR training program that aligns with Federal Acquisition Institute (FAI) best practices. (Action: CIBO)	PRMT is currently redeveloping the entire COTR training program along with the training materials. PRMT has reviewed	5/29/20	



	5. Develop a system to ensure COTRs adhere to established internal controls. (Action: CIBO)	<p>the FAI COR Blue Book and will incorporate some of FAI's best practices in line with WMATA's policies and procedures.</p> <p>The Manager of Business Operations and Compliance will be responsible for ensuring COTRs adhere to the established internal controls set forth by the new training program and the updated COTR guide. Existing COTRs will receive training materials upon completion of the updated guidelines. Retraining will occur at the time of the COTR's recertification date starting in June 2020.</p>	06/30/20	
Audit of WMATA's Rail Performance Monitoring System (OIG 20-04)	<p>1. Develop and implement a new contract to replace or supersede the missing contract FQ15124. (Action: EVP IBO)</p> <p>3. Direct the PRMT to formally assign appropriate COTR coverage to contract FQ15124 or subsequent new contracts. (Action: EVP IBO)</p>	<p>A new solicitation for a contract to replace this current contract is underway with a potential award date of April 2020.</p> <p>A single COTR is not feasible; however, in the new contract a designated COTR will be assigned to each of the three program areas.</p>	04/30/20	In Progress
Audit of Metrorail Station Garage Cleaning (OIG 20-05)	1. Immediately correct unsafe and unclean conditions at 22 parking garages. (Action: Chief Operating Officer)	In July of 2019, Plant Maintenance (PLNT) conducted inspections of all parking garages to determine the conditions. Because of the findings, PLNT performed cleaning of all public parking garages. Staff used the sweeper truck, removed trash, and pressure washed stairwells and landings. After the post-cleaning quality control inspections were completed, PLNT management realized that pressure washing was needed on the garage decks to remove stains. As of 12/4/2019, PLNT has completed pressure washing parking garage decks at eight rail station parking garages. PLNT will continue to pressure wash the parking decks.	04/30/20	In Progress

	2. Establish and implement policies and procedures for cleaning parking garages. (Action: Chief Operating Officer)	a. PLNT will ensure every parking garage has a cleaning schedule posted. Currently, WMATA is in the transition phase of removing the contractor work force and hiring in house staff to perform the custodial work. b. PLNT will implement a document that outlines the overall garage cleaning program.	03/01/20	In Progress
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