

January 28, 2016

Mr. Paul J. Wiedefeld  
General Manager  
Washington Metropolitan Area Transit Authority  
600 5th Street, NW  
Washington, DC 20001

Dear Mr. Wiedefeld:

I would like to formally invite you to attend the Committee's February 18, 2016 public oversight hearing on the FY 2015 and FY 2016 performance of the Washington Metropolitan Area Transit Authority. The hearing is scheduled to commence at 10:00 a.m. in room 412 of the John A. Wilson Building.

I have some questions in advance of the hearing (attached) and I would appreciate having your responses by February 16, 2016 so we may circulate them to the members of the Committee. Please provide six (6) hard copies as well as an electronic version of your responses.

Thank you for your attention to this matter, and I very much look forward to your testimony as always. Please contact me or Ruth Werner on my staff at 202-724-8058, should you or your staff have any questions.

Sincerely,

Jack Evans, Chairman  
Committee on Finance and Revenue

Enclosures

# **FY 2015 and FY 2016 Oversight Questions**

## **Washington Metropolitan Area Transit Authority**

### **Agency Organization**

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

#### **ANSWER:**

WMATA's organizational chart can be accessed here:  
[http://wmata.com/about\\_metro/org\\_chart.cfm](http://wmata.com/about_metro/org_chart.cfm)

## **Human Resources**

2. Please provide a complete, up-to-date position listing for WMATA in Excel spreadsheet format, which includes the following information:

- Title of position;
- Name of employee or statement that the position is vacant, unfunded, or proposed;
- For each vacant position, how long it has been vacant and the status to fill the position;
- Date employee began in position;
- Salary and fringe benefits, including the specific grade, series, and step of position; and
- Job status (continuing/term/temporary/contract).

**ANSWER:** See attachment #2

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

**ANSWER:**

Current Vacancy rate = 5.1%

CY15 Turnover Rate = 8%

CY16 Turnover Rate (as of 1/31/16) = 0.6%

4. What number and percent of your employees are District residents? What number and percent of new hires in FY 2015 and FY 2016, to date are District residents?

**ANSWER:**

DC Residents = 1,635

Percentage = 12.6%

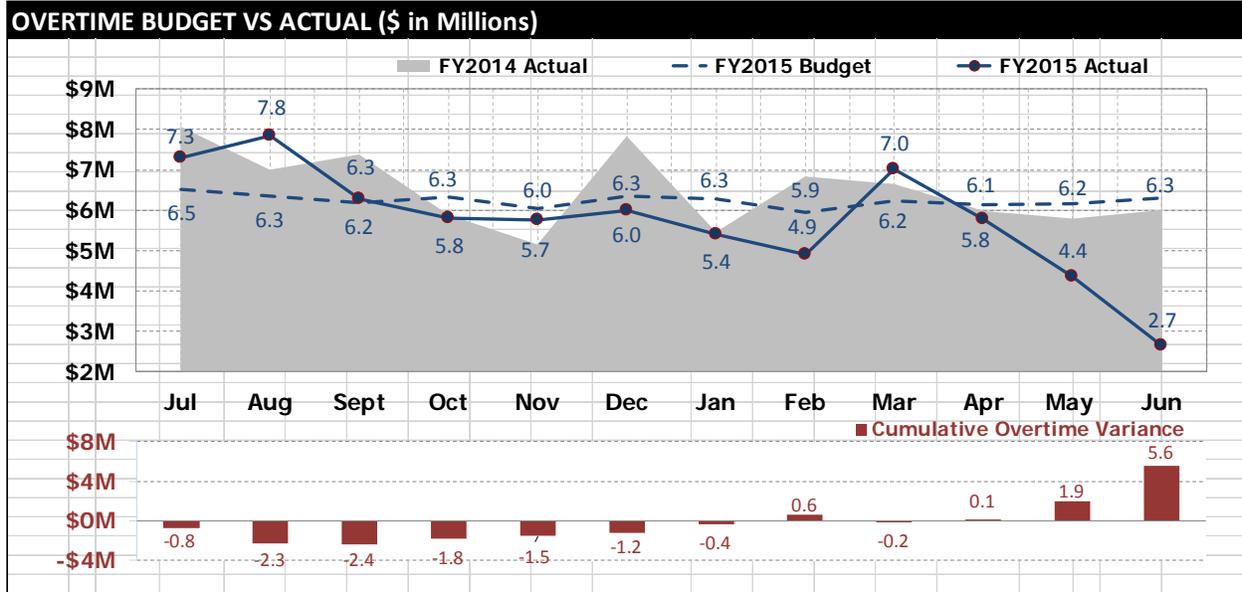
| Calendar Year           | DC Residents | Total Hires | % DC Residents |
|-------------------------|--------------|-------------|----------------|
| CY 2015                 | 187          | 1128        | 16.58%         |
| CY 2016 (as of 1/31/16) | 7            | 72          | 9.72%          |

5. What efforts has WMATA taken in FY 2015 and FY 2016, to date to reduce overtime and “right-size” the budget?

**ANSWER:**

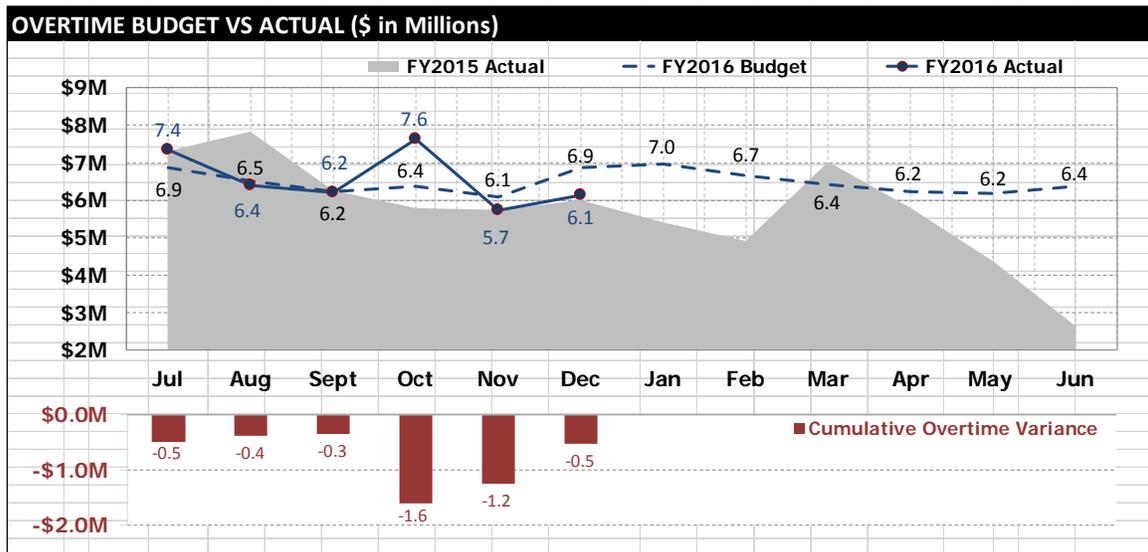
**FY2015**

At FY2015 year-end, overtime expenses of \$69.1 million were under budget by \$5.6 million or 7.5 percent and were \$9.0 million less than the same period last year. The overtime favorability was driven by active oversight by management, implemented as part of the cost reduction strategy.



**FY2016**

Year-to-date FY2016 overtime expenses of \$39.5 million were over budget by \$0.5 million or 1.0 percent. This was driven by three events, the derailment in August, the Papal visit in September, and the transformer fire at the end of September. During the last two months of the second quarter, overtime was favorable to budget as a result of continued management oversight.



## **Budget, Audit, Contracting and Procurement**

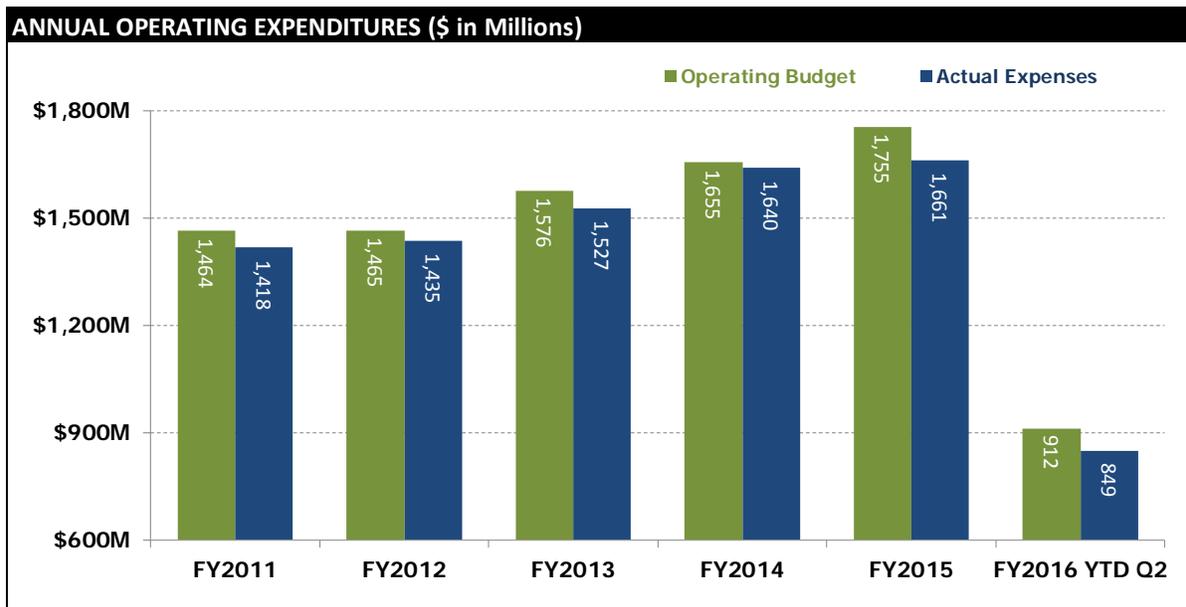
6. Please provide information of your annual financial audit for FY 2015.

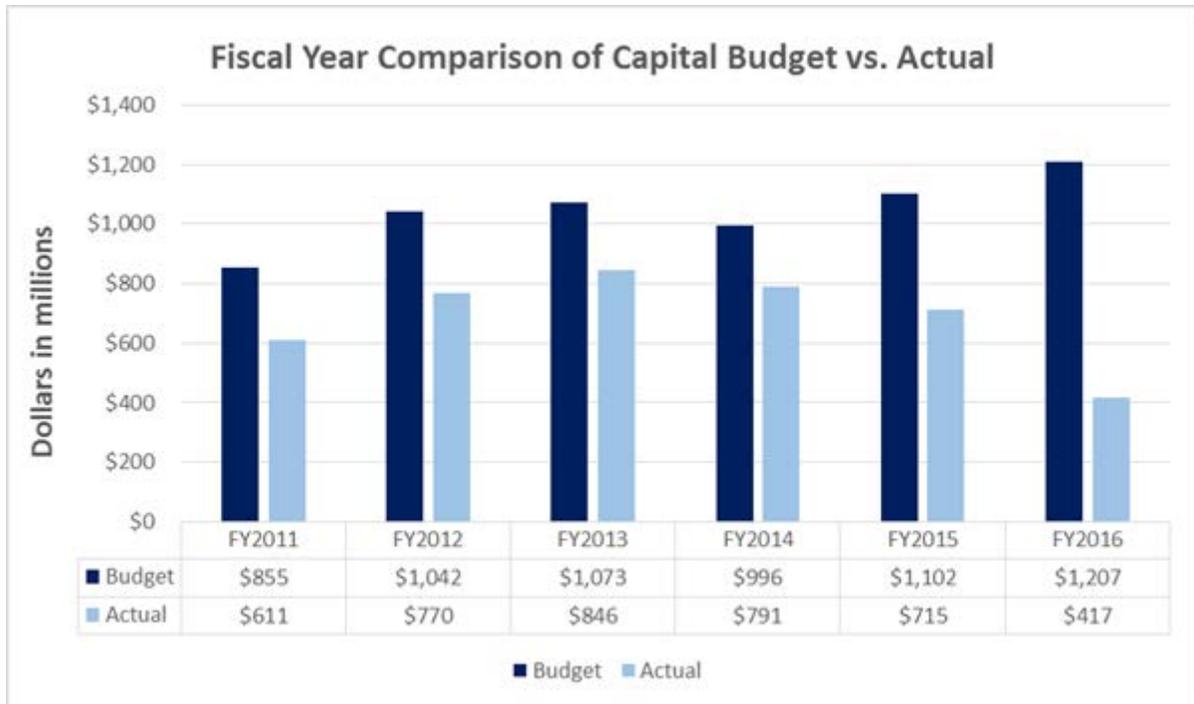
### **ANSWER:**

On December 17, 2015, the FY 2015 Financial Report (Basic Financial Statements and Independent Auditor's Report) was presented to the WMATA Board. The opinion included in the Auditor's Report was unmodified ("clean") opinion. This is most significant in that the Auditor's opinion on the FY 2014 Basic Financial Report was modified. The WMATA Board also received on that date the "Yellow Book" and Single Audit reports. The reports show that there was significant improvement from FY 2014 to FY 2015. The findings in the Yellow Book Report decreased from 13 in FY 2014 (10 material weaknesses and 3 significant deficiencies) to 4 in FY 2015 (2 material weaknesses and 2 significant deficiencies). The Single Audit findings decreased from 13 in FY 2014 to 11 in FY 2015. The FY 2015 closing process, financial statement production, and audit were completed within 120 days.

7. Please provide a chart showing WMATA's approved operating and capital budgets and actual expenditures for each fiscal year between FY 2011 and FY 2016.

### **ANSWER:**





### **FY2015**

FY2015 actual capital expenditures totaled \$715 million, which was \$388 million (35%) less than the budget of \$1,103 million. Key drivers of this variance include:

- Manufacturing delays in delivery of 7000-series railcars: \$44 million
- Delays in delivery of replacement buses due to New Flyer purchase of NABI: \$53 million
- Power upgrades to 100% 8-car trains – delay in procurement and manufacturing of new traction power substation equipment: \$31 million
- Bus Garage permitting and construction delays: \$28 million
- Delay in purchase of property to relocate maintenance function from rail yards: \$15 million
- Delay in
- pilot completion and acceptance: \$12 million

### **FY2016**

FY2016 actual capital expenditures through December 2015 (6 months) total \$417 million. Full year FY2016 capital expenditures are expected to total between \$900 million and \$1,000 million, depending on the delivery of the 7000-series railcars, compared to a budget of \$1,207 million. Key risks for potential underspending include:

- Further manufacturing delays in delivery of 7000-series railcars
- Continuing delays in power upgrades to 100% 8-car trains due to inability to begin replacement work because of Stadium-Armory substation fire
- Slow ramp-up in Bus Garage construction
- Continued delay in purchase of property to relocate maintenance functions from rail yards

- Evaluation of best approach to fare gate and firebox rehabilitation or replacement (NEPP project)
- Change in approach to large rail segment rehabilitation contracts

8. Please describe any significant variance between fiscal year appropriations and actual expenditures for FY 2015 and FY 2016, to date.

**ANSWER:**

**FY2015 YEAR-END**

Total FY2015 operating expenses were favorable to budget by \$93.6 million or 5.3 percent before accounting for the planned transfer of PM expenses.

Total FY2015 Personnel expenses (including Salary/Wages, Overtime, and Fringe) of \$1,212.3 million were favorable to budget by \$59.6 million or 4.7 percent.

Total Salary/Wage expenses of \$736.3 million were below budget by \$50.7 million or 6.4 percent. This was the result of a 5.0 percent vacancy rate that was driven in part by a hiring freeze and by intentional delays in hiring non-essential, non-safety sensitive positions, which were implemented as part of management's cost reduction strategy. An additional positive result was obtained in overtime, where total FY2015 overtime expenses of \$69.1 million were under budget by \$5.6 million or 7.5 percent. The overtime favorability was driven by active oversight by management, implemented as part of the cost reduction strategy. In addition, an increase in salaries and wages for non-represented employees was granted during the fiscal year, and retroactive payments totaling \$1.5 million were incurred in December 2014, which offset some of the favorability.

The FY2015 annual fringe benefit expenses were \$3.3 million under budget primarily due to vacancies, the movement of preventive maintenance labor and fringe from operating to capital, and the Board's decision to table the establishment of the OPEB Trust. These budget-favorable changes were partially offset by unfavorable pension expenses resulting from an increase in WMATA's required Local 689 pension contribution (per the independent actuary's determination) as well as unfavorable healthcare expenses as a result of a 689 healthcare credit that was recognized in FY2014, but budgeted in FY2015. The \$4.0 million OPEB Trust contribution was accrued during the year in anticipation of the expense, but was reversed at year-end when creation and funding of the Trust was not approved, and therefore the associated contribution expense was not incurred.

FY2015 total non-personnel expenses of \$448.9 million were under budget by \$34.0 million. Fuel, Power and Utilities were under budget by \$20.2 million for the year mainly due to hedging practices, and lower-than-projected rates, and volume consumption.

Commodity hedging instruments are utilized to give WMATA increased budget stability for consumed commodities (such as diesel fuel) that represent a significant portion of the Authority's operating expenses. WMATA does not enter into these agreements for speculative purposes. The FY2015 favorability was mainly due to savings from lower-than-budgeted rates for diesel, propulsion

and utilities which resulted from favorable hedges and fixed price contracts; to lower-than-budgeted consumption of propulsion, electricity and natural gas; a CNG tax credit; and savings on lubricants and other items. The diesel hedge rate was \$2.87 per gallon in comparison to the actual diesel rate of approximately \$2.44 per gallon. The FY2016 Budget for Fuel and Power has been reduced versus the FY2015 budget to more closely reflect actual consumption.

Services were \$20.5 million favorable to budget for FY2015. Operations experienced service delays in escalator step fabrication, hand rail repair work, and TRST rail grinding. Metro implemented steps to contain costs by leveraging internal resources, utilized only the base portion of the Close Call contract in FY2015, and reduced utilization of professional services such as safety and environmental consulting. Favorability is also attributable to reduced SmarTrip® card purchase expenses and the outcome of Regional Software Maintenance Agreement (RSMA) contract negotiations. Some of the favorability was offset, however, by increased expenses associated with growing paratransit ridership. Paratransit-related Services expenses were \$4.0 million (4.4 percent) over budget in FY2015.

FY2015 Materials & Supplies expenses of \$96.6 million exceeded budget by \$7.7 million due mainly to parts utilized in the repair and maintenance projects, specifically for parts to support railcar overhaul.

#### **FY2016 AS OF 2<sup>nd</sup> QUARTER**

FY2016 year-to-date operating expenses were favorable to budget by \$63 million or 6.9 percent.

FY2016 Personnel expenses (including Salary/Wages, Overtime, and Fringe) of \$632.8 million were favorable to budget by \$36.3 million or 5.4 percent. Salary/Wage expenses of \$389.2 million were under budget by \$24.7 million or 6.0 percent. Metro's vacancy rate is currently 4.5 percent as a result of higher than budgeted departmental vacancies. In addition, management eliminated non-essential, non-safety-sensitive positions at the end of FY2015 as part of a cost containment strategy that has continued into FY2016. In the first half of the fiscal year \$16.9 million of preventive maintenance (PM) costs were transferred to the capital budget. An additional \$13.8 million of PM expenses will be transferred during the final six months of the fiscal year.

Year-to-date FY2016 overtime expenses of \$39.5 million were slightly over budget by \$0.5 million or 1.0 percent. This was driven by several events, including the derailment in August, the Papal visit, and the transformer fire at the end of September.

Fringe benefit expenses through the second quarter were \$12.1 million below budget, and this trend is expected to continue during the second half of the fiscal year. Both FICA and the Health Insurance Plans are favorable to budget due to vacancies and underspending in the 689 Health Trust, respectively. In addition OPEB, with a year-to-date budget of \$4.6 million, has no expenditures through December because the establishment of an OPEB trust was not approved by the Board of Directors. Expenses for pension plan contributions were slightly over budget by \$0.2 million.

During the first six months of FY2016, non-personnel expenses of \$215.7 million were below budget by \$26.7 million. Services were favorable to budget by \$13.4 million. A portion of this is due to a reduction in the use of third-party professional services by various departments. Favorability is also

due to timing of expenses and delays in initiating contracts. Services are forecasted to be at budget at fiscal year-end.

FY2016 Materials & Supplies expenses of \$49.8 million exceeded budget by \$5.1 million due to parts utilized in repair and maintenance projects for railcar overhaul initiatives undertaken to fulfill the 954 railcar minimum daily service requirement.

Fuel and Propulsion were under budget by \$10.1 million mainly due to lower-than-projected fuel rates and decreased volume consumption. The actual rate for diesel fuel was \$1.77 per gallon compared to a budgeted rate of \$2.60 per gallon, resulting in net savings during the first six months of FY2016. Propulsion and electricity expenses were favorable due to below budget consumption. Volume favorability in propulsion was primarily a result of lower-than-scheduled railcar miles.

9. Please list, in Excel spreadsheet format, each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by WMATA during FY 2015 and FY 2016, to date. For each contract, please provide the following information, where applicable:
- The name of the contracting party;
  - The nature of the contract, including the end product or service;
  - The dollar amount of the contract, including budgeted amount and actually spent;
  - The term of the contract;
  - Whether the contract was competitively bid or not;
  - The name of WMATA’s contract monitor and the results of any monitoring activity; and
  - Funding source.

**ANSWER:**

The WMATA Procurement Department has prepared the following two documents in response to this question: (1) contract activity for FY2015 to February 2016 and (2) simplified purchase activity FY2015 to February 2016. Procurement actions under \$150,000 are titled simplified purchases. Procurement actions over \$150,000 are titled contracts. (See Attachments 1 and 2). On both documents, in the “Spent Value” column, there are blank spaces indicating no payments have been requested nor paid. Attachment 1, contains several Indefinite Delivery/Indefinite Quantity (IDIQ) type contracts. An IDIQ type contract has an estimated maximum value based on firm unit prices and estimated quantities that may be ordered per individual delivery task orders during a fixed period of time. IDIQ contracts are most often used for supply or service contracts and Architect-Engineering (A-E) services. Awards usually contain a base period plus options. WMATA places delivery orders (for supplies) or task orders (for services) against a basic contract for individual requirements. Minimum and maximum quantity limits are specified in the basic contract as either number of units (for supplies) or as dollar values (for services).

**See attachment # 9 a and 9b**

10. Describe the methods used by WMATA to increase contracting with local, small, and disadvantaged business enterprises (DBE's). Discuss the highlights of 1) The DBE program; 2) The Small Business Enterprise component of the DBE program; and 3) The Small Business and Local Preference Program for FY 2015 and FY 2016.

**ANSWER:**

(a) The methods used by WMATA to increase contracting with local, small, and Disadvantaged Business Enterprises (DBE's)

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

The DBE program was established pursuant to 49 CFR Part 26. WMATA, as a recipient of Federal Transit Administration (FTA) funds, was required to include in its DBE program an element to structure contracting requirements to facilitate competition by small business. After drafting a policy and procedures to carry out mandate, WMATA resubmitted a plan to the Department of Transportation (DOT) Office of Civil Rights for approval. The plan was approved by DOT. On April 1, 2014 WMATA implemented a Small Business Enterprise (SBE) program.

On May 15, 2003, the WMATA Board adopted Resolution 2003-29 which established the Small and Local Business Preference Program (SBPP). It was WMATA's intent to give to business enterprises a local geographic preference for non-federally funded simplified acquisitions with a dollar threshold of \$150,000 or less. The resolution set forth the procedure to be followed for giving a 5% preference to small and local businesses that have their principal place of business physically located in the District of Columbia, the State of Maryland, or the Commonwealth of Virginia.

(b) Discuss the highlights of 1) The DBE program for FY15 and FY16.

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

- The DBE & Compliance Office developed and implemented a DBE/Small Business Metrix Dashboard to include:
  - SBLPP -this report reflects awards for simplified acquisitions up to \$150,000. These purchases are made with operational funds.
  - DBE Uniform Reporting -this report reflects DBE Commitments/Awards and Payments submitted to FTA for the Periods October 1 thru September 30.

- Federal Fiscal Year 2014 and Federal Fiscal Year 2015 DBE Payments to Date -this report details award of DBE goals on all Federally-funded contracts during the current reporting period.
- WMATA partnered with the Veterans Administration to provide a technical workshop to increase contracting opportunities for veterans with WMATA. We also participated in an outreach for women veterans highlighting the benefits of certification and doing business with WMATA.
- WMATA helped to coordinate the DC Department of Small & Local Business Development (DSLBD) CEO Growth Academy. This is a 6-month extensive program that assisting existing CEO's with information on how to expand their economic growth and businesses opportunities working with WMATA.
- DBE Branch publishes a report that monitors monthly actual attainments of DBE goals on each federally funded contract. The report is utilized to help monitor the progress of payments to the Prime and DBE subcontractor.
- DBE Branch distributes to all registered DBE vendors the DBE Newsletter. The monthly newsletter includes a listing of all open solicitations for WMATA and DDOT.

(c) Discuss the highlights of the SBE program for FY15 and FY16.

The SBE Office reviewed multiple requirements for potential SBE set-aside. Two awards (real estate consulting and floor sweepers) were made, however, majority of requirements were withdrawn by the program office or rejected due to SBE firms' lack of capacity (i.e., expertise, bonding, insurance, etc.). DBE Office met with Risk Management (Insurance) to discuss ways to foster participation of small businesses as prime contractors on METRO's federally funded contracts (under \$500K).

(d) Discuss the highlights of the Small Business Local Preference Program (SBLPP) program for FY15 and FY16.

The WMATA Procurement Department re-activated the SBLPP program by adjusting Procurement Procedures Manual (PPM) and publishing an article about "revitalization" of program in METRO Weekly. During the outreach event with the Veterans Administration, WMATA conducted on-site certification of veteran owned businesses located in Maryland, Virginia and the District of Columbia. As a result of the revitalization of SBLPP, PRMT has awarded 10% of available contract opportunities to qualified SBLPP vendors in three jurisdictions.

## **Agency Programs and Policies**

11. Please describe any initiatives WMATA implemented within FY 2015 or FY 2016, to date, to improve the internal operation of WMATA, reduce waste, fraud and abuse, or the interaction of WMATA with outside parties. Please describe the results, or expected results, of each initiative.

### **ANSWER:**

#### **Response from the Office of Internal Control and Compliance:**

Established in FY'15, the Office of Internal Control and Compliance (OICC) is responsible for conducting assessments and reviews to monitor WMATA's adherence to financial management controls and related policies and procedures. OICC provides an objective evaluation of the design and operating effectiveness of WMATA's financial management controls, and fosters a greater awareness of risk management and internal controls by providing risk and internal control guidance and training. The compliance reviews and ongoing compliance monitoring efforts will provide an early warning system and support the proactive management of financial management risks.

In an effort to drive continuous improvement, a financial management risk and control policy was approved by WMATA's GM/ CEO in October 2015. Highlights of the policy include:

- The establishment of a standard for the periodic evaluation of the system of financial management controls and the periodic assessment of financial management related risks.
- The adoption of the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) Internal Control – Integrated Framework as WMATA's standard for evaluating financial management controls. The policy also outlines the responsibility of WMATA's OICC to evaluate the system of financial management controls based on the five components of COSO and related principles.
- The policy drives accountability for internal control at all levels, starting with the oversight role of WMATA's Board. The policy holds staff accountable for the accurate and complete execution of financial management controls.
- Finally, the policy provides for periodic training to reinforce the responsibility for compliance and internal control related items across the organization.

Efforts are under way to conduct a comprehensive assessment of financial management related risks and to formally document key control activities for all significant financial management processes through FY'16. As a result of the most recently completed financial management risk assessment, OICC's risk-based annual review work plan will include the continuous monitoring of financial management controls.

Response from the Office of Accounting:

The Office of Accounting has undertaken a detailed FY 2016 Initiatives and Project Plan. The ultimate objective is to provide WMATA with a financial system that contains a comprehensive and accurate database of all financial transactions. This will expedite and facilitate the operations that support accurate financial reporting on a monthly, quarterly and annual basis.

FY15 & FY16 Initiatives Include:

- Augmentation of Management and Staff Roles
- Invoice Automation: Procurement of centralized and paperless software automation tool that streamlines end-to-end operations by the capture of invoices electronically
- Timekeeping Initiative: Implementation of automated timekeeping system that simplifies a multitude of outdated, mostly paper-based, timekeeping processes
- CAFR & SEFA Reporting Automation

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

**ANSWER:**

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

Additional ways in which the activities of WMATA and information retained by WMATA could be more transparent is to continue to improve the website by adding more information around WMATA activities that are determined to be valued by customers; and build on public transit related technologies that allow customers and stakeholders to feel more connected to WMATA initiatives and activities – giving voice to riders.

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

**ANSWER:**

Annual CY2015 Highlights are:

- Bus on-time performance (OTP) showed mixed results depending on the type of route, but system wide at 77.7 percent was practically the same as 2014. High ridership routes improved by one percent. Priority corridor routes experienced slightly lower OTP (0.5 percent).
- Rail OTP fell to 84 percent in 2015 from almost 91 percent in 2014 as railcar, power and track equipment problems led to longer and more variable travel times for customers.
- Fleet reliability was below target most of the year as Metro faced numerous ongoing challenges with its fleets. Bus service interruptions due to mechanical failures increased by three percent compared to 2014. Rail fleet reliability was 13 percent worse than 2014 as the higher Silver Line car requirement strained the maintenance program.
- Escalator and elevator availability both surpassed targets in 2015. At 93.3 percent, escalator availability was the highest since the measure was first reported in 2010, despite taking more units out of service for rehabilitation. Elevator availability was 96.9 percent.
- Customer injuries rose this year and were worse than target, driven by an increase from the January 12 smoke incident at L'Enfant Plaza. Injuries improved in Metrobus and MetroAccess. Despite improvements as the year progressed, employee injuries were worse than 2014 and target.
- In 2015, Part-1 crimes were 13 percent lower (246 fewer crimes) than the target, although slightly up from 2014. Crimes counted are classified as "Part 1" crimes as defined by the FBI.
- Customer satisfaction did not meet target in 2015. Bus was on par with last year while rail customers were markedly less satisfied with service.

## Metrorail

14. How many incidents occurred in FY 2015 and FY 2016, to date that required unscheduled track work, single tracking, or other major service disruptions on Metrorail? Please provide by line and time of day (peak vs. off-peak) and briefly describe the cause and time it took to return to normal service.

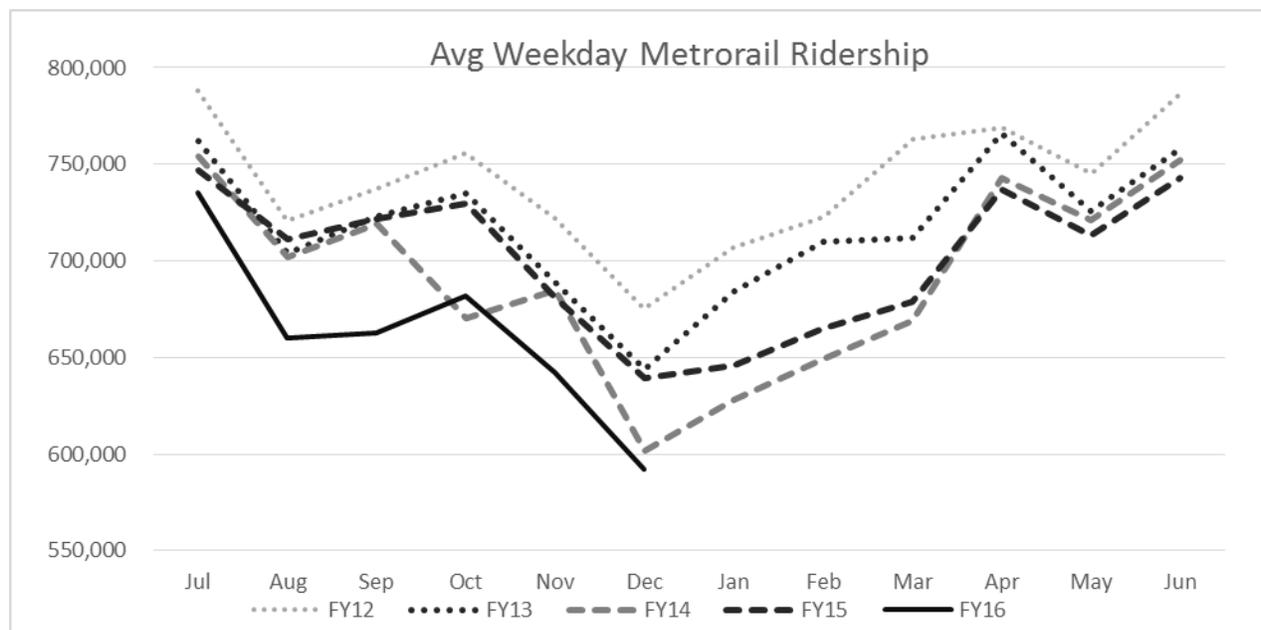
**ANSWER:** [http://www.wmata.com/rail/service\\_reports/viewReportArchive.cfm](http://www.wmata.com/rail/service_reports/viewReportArchive.cfm)

15. Please provide monthly ridership by line for FY 2015 and FY 2016, to date and any causes WMATA attributes for the trends in this data.

**ANSWER:**

The table and graph below shows FY12-FY16 weekday rail ridership trends. To provide an accurate reflection of ridership trends, the data has been processed to filter out unusual, such as a blizzard. Note that because ridership patterns often involve interlining, it is impossible to disaggregate ridership at the line level. WMATA does track entries and exits at the station level and reports this information on a regular basis.

Analysis of FY15 ridership data (in conjunction with a range of broader indicators) finds no one explanation for year-on-year declines. However, it is clear that the lost patronage comes from regular riders (rather than tourists) and that there are no broader economic trends at play. There is some preliminary evidence to suggest that customers may be leaving Metro in response to concerns about service reliability. However, further analysis is needed as other factors are at play including transit benefit levels and other transportation options.



| Month            | FY12           | FY13           | FY14           | FY15           | FY16           |
|------------------|----------------|----------------|----------------|----------------|----------------|
| Jul              | 788,000        | 762,000        | 754,000        | 747,000        | 735,000        |
| Aug              | 721,000        | 704,000        | 702,000        | 711,000        | 660,000        |
| Sep              | 737,000        | 723,000        | 719,000        | 722,000        | 663,000        |
| Oct              | 756,000        | 735,000        | 670,000        | 730,000        | 682,000        |
| Nov              | 722,300        | 689,000        | 685,000        | 681,000        | 642,000        |
| Dec              | 675,000        | 644,000        | 602,000        | 639,000        | 592,000        |
| Jan              | 707,000        | 684,000        | 628,000        | 646,000        |                |
| Feb              | 723,000        | 710,000        | 649,000        | 665,000        |                |
| Mar              | 763,000        | 712,000        | 669,000        | 679,000        |                |
| Apr              | 769,000        | 766,000        | 743,000        | 737,000        |                |
| May              | 745,000        | 726,000        | 721,000        | 713,000        |                |
| Jun              | 787,000        | 758,000        | 752,000        | 743,000        |                |
| <b>Avg Month</b> | <b>741,000</b> | <b>718,000</b> | <b>691,000</b> | <b>701,000</b> | <b>697,000</b> |

16. Please provide monthly Rail On-time Performance data by line for FY 2015 and FY 2016, to date and any causes WMATA attributes for the trends in this data.

**ANSWER:**

CY 2014

**Rail On-Time Performance by Line**

| CY2014             | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | Annual |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| <b>Red Line</b>    | 87.0% | 90.8% | 89.1% | 91.6% | 91.1% | 89.4% | 92.2% | 92.3% | 92.2% | 91.3% | 89.3% | 91.6% | 90.7%  |
| <b>Blue Line</b>   | 89.2% | 91.2% | 89.7% | 90.5% | 90.7% | 90.5% | 92.2% | 87.9% | 89.6% | 89.0% | 87.1% | 87.9% | 90.1%  |
| <b>Orange Line</b> | 90.8% | 93.2% | 91.5% | 92.4% | 92.5% | 92.5% | 93.2% | 86.4% | 88.3% | 87.8% | 86.4% | 87.7% | 90.8%  |
| <b>Green Line</b>  | 91.2% | 93.5% | 92.9% | 93.6% | 92.9% | 93.2% | 92.2% | 87.9% | 89.7% | 88.7% | 87.1% | 87.3% | 91.3%  |
| <b>Yellow Line</b> | 90.3% | 92.6% | 94.2% | 93.5% | 91.5% | 91.6% | 92.3% | 95.7% | 95.9% | 95.6% | 94.5% | 95.0% | 93.6%  |
| <b>Silver Line</b> | n/a   | n/a   | n/a   | n/a   | n/a   | n/a   | 88.5% | 86.7% | 88.4% | 88.3% | 86.9% | 87.7% | 87.7%  |

- Rail On-Time Performance (OTP) fluctuated in 2014, recovering in the spring after extreme cold temperatures led to more mechanical failures and delays in Q1/2014 then declining after Silver Line service began in late July. Overall for 2014, OTP was down to 90.6%, which was 1.4 percentage points below 2013.
- OTP in Q1/2014 was 2 percentage points below Q1/2013 as cold temperatures led to an increase in delays and fewer railcars available for service. Significant snow accumulations triggered management's decision to purposefully widen headways due to low ridership and/or deteriorating weather, further reducing OTP. Headway widening provides Metro the option to operate snow and ice clearing equipment between regularly scheduled passenger trains, which can cause longer waits between trains.
- In July 2014, Silver Line introduced 5 new stations and increased service to a total of 28 stations. The Silver Line now represents 19% of all train stops and therefore carries a heavy weight in the overall measure of system-wide OTP. Staff managed OTP for the new line

through monitoring on-time departures from Wiehle-Reston East and having controllers focus on sequencing the Silver, Orange and Blue trains at Rosslyn.

- As Silver Line trains service stations also served by Orange and Blue Lines, a delay occurring on one of the three lines has ripple effects on customers of the other two, dragging down OTP. For example, a disabled train at Virginia Square on 10/28 (served by Orange and Silver) led to the lowest daily Blue Line OTP in October.

CY 2015

**Rail On-Time Performance by Line**

|                    | Jan   | Feb   | Mar   | Apr   | May   | Jun   | Jul   | Aug   | Sep   | Oct   | Nov   | Dec   | YTD   |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| <b>Red Line</b>    | 89.8% | 85.3% | 92.1% | 90.3% | 88.6% | 85.8% | 87.2% | 81.7% | 81.8% | 80.8% | 84.2% | 85.5% | 89.3% |
| <b>Blue Line</b>   | 86.8% | 81.8% | 85.2% | 89.4% | 84.1% | 84.6% | 83.8% | 81.8% | 73.3% | 76.6% | 81.0% | 74.7% | 84.7% |
| <b>Orange Line</b> | 84.6% | 82.0% | 85.4% | 88.6% | 83.6% | 79.1% | 75.7% | 77.1% | 68.2% | 55.9% | 67.2% | 74.1% | 84.1% |
| <b>Green Line</b>  | 85.0% | 82.8% | 86.2% | 88.5% | 86.9% | 83.2% | 86.0% | 86.4% | 85.7% | 87.2% | 86.5% | 88.8% | 84.8% |
| <b>Yellow Line</b> | 92.7% | 89.4% | 92.7% | 94.4% | 94.6% | 93.9% | 93.6% | 93.7% | 91.4% | 91.1% | 93.2% | 93.0% | 91.7% |
| <b>Silver Line</b> | 84.1% | 82.1% | 86.0% | 88.8% | 84.3% | 82.8% | 80.8% | 80.2% | 71.8% | 58.1% | 68.2% | 74.0% | 84.2% |

- Rail OTP fell from almost 91percent in 2014 to 84 percent in 2015 as railcar, power and track equipment problems led to longer, and more variable travel times for customers.
- In Q1/2015, low winter temperatures and snow led to railcar and track problems.
- The daily railcar service requirement was not met for most of 2015 resulting in shortened trains from 8 to 6 cars, or slots were completely missed resulting in gaps in the headways (time between trains).
- The September power transfer failure at Stadium-Armory reduced service on Orange and Silver Lines through December, bringing Orange and Silver Line OTP to lows of 50-60 percent.
- To improve long-term track reliability, Metro re-initiated scheduled mid-day track work beginning in June which immediately worsened mid-day OTP through December.

17. Please provide information about the Kids Ride Free program. How much has WMATA billed the District for the program to date? What is the anticipated and actual budget for FY2016? What challenges have you encountered in implementing the program?

**ANSWER:**

**Please provide information about the Kids Ride Free program.**

The Kids Ride Free (KRF) program, as part of the broader DC Student Subsidy program, provides bus and rail transportation for DC students at no out-of-pocket cost for the student. In addition to providing daily transportation to and from school and extracurricular activities, the program helps build a future ridership base for Metro. The KRF bus program serves all students attending DC public, public charter, private and parochial schools, as well as students participating in educational

programs in the District, while the KRF rail program is currently limited to DC public and charter school students.

Students register online with the District for the KRF program and then tap their DC One Card to a bus or rail target to activate their annual pass. Students aged 5-21 qualify for free transportation on rail within the District. Bus student passes are restricted to riding Monday-Friday 5:30-9:00 a.m., and 2:00-8:00 p.m., and when school is dismissed early. As of December 2015, approximately 16,600 students were registered for the program; of these, 14,500 picked up their passes at their first tap on bus or rail during the first five months of the program.

### **How much has WMATA billed the District for the program to date?**

Through the third quarter of FY2016, WMATA has billed the District for a total of \$11.7 million for the DC Student Subsidy Program, of which the KRF bus and rail programs constitute the vast majority. (Private and parochial school students do still purchase a small number of discounted student fare products for rail.) This includes the original budgeted amount through Q3 of \$8.8 million plus a jointly agreed-upon additional amount of \$2.9 million as a result of the new KRF rail program (which was initiated and implemented subsequent to the adoption of the FY2016 budget). WMATA has received payment on all invoiced amounts from the District, and the fourth quarter billing for the program will be due on April 1, 2016.

### **What is the anticipated and actual budget for FY2016?**

WMATA's annual budget for the Student Subsidy program in FY2016 is \$11.7 million. As noted above, this budget amount was adopted prior to the creation of the KRF rail program. The District of Columbia's budget for the Student Subsidy program is \$18.7 million. The final cost of the program in FY2016 will be determined after the fiscal year closes and a reconciliation billing is prepared. Currently, WMATA expects the total billing to be approximately 13% above the District's budget due to higher than expected student participation.

### **What challenges have you encountered in implementing the program?**

Overall, the DC Student Subsidy program is an important component of WMATA's region-wide provision of bus and rail transit. However, there have been challenges in implementing the new KRF programs.

1. The school starting and ending times put a surge of riders into the system during normal rush hours, causing added congestion at certain rail stations.
2. Student-related behavior issues, including some well-publicized serious incidents, have required additional focus by the Metro Transit Police Department and created apprehension in some riders.
3. While many students use their KRF passes properly and without incident, several challenges do occur when students arrive at the rail stations and on buses:
  - Student does not possess a DC One card (lost or forgotten).
  - Student has a damaged card that does not work with the fare devices.
  - Student has a DC One card but did not register with DDOT for the KRF program.
  - Student has registered for KRF but not activated their pass.
  - Student has excessive negative stored value on their card (due to travel outside of the

program restrictions) which prevents fare gate access.

- Unauthorized use of the emergency gates (see next paragraph)

4. Many students make unauthorized use of the rail station emergency gates to enter/exit the fare environment rather than tapping their cards at the faregate. Using sampled on-site physical counts by WMATA staff at heavily-used rail stations, we estimate that the number of students bypassing the faregates by using emergency exits is nearly equal to the number using the faregates properly. This learned behavior is short-changing ridership counts, creating inappropriate expectations with students, and putting an additional burden on station managers who have many other responsibilities and cannot monitor student behavior at all times.

18. Please provide information about rail car availability, including:

- a. How many rail cars are currently in service?

**ANSWER:** For FY15 and FY16TD ((JUL2015 thru JAN2016), the average number of cars released for service were 942 and 908 respectively.

- b. How many are out of service and why?

**ANSWER:**

The average number of cars out of service was 152 in FY15 and 219 in FY16YTD. For FY15, 70% of out of service were due to repair and 10% for parts. For FY16YTD, 64% of out of service are due to repair and 23% for parts.

- c. How many railcars are needed to meet WMATA's expected service level?

**ANSWER:** The service requirement for FY15 and FY16 is 954.

19. Please provide an update on the status of 7000 series railcar procurement.

**ANSWER:** As of February 11<sup>th</sup> 2016

- 96 railcars have been delivered and
- 76 railcars are in revenue service. (An additional 4 cars are expected to be available for revenue service 2/12/16, which will bring the total up to 80 railcars in revenue service)

## Metrobus

20. Please provide a list of bus service improvements made in the District for FY 2015 and FY 2016, to date, including specific actions taken to implement bus Priority Corridor Networks.

### ANSWER:

The following bus service improvements have been made in FY'15 and FY'16:

#### **Service Changes Effective June 21, 2015:**

- The following new lines have been added:
  - Route E2 – Ivy City-Fort Totten Line (separated from E4 line and restructured)
  - Route U7 – Deanwood-Minnesota Station Line
  - Route V1 – Benning Heights-M Street Line
  - Routes V2, V4 – Capitol Heights-Minnesota Avenue Line
- The following routes or lines have been eliminated and replaced by other services:
  - Route E3 – Military Road-Crosstown Line (E3 route pattern only)
  - Route U2 – Minnesota Avenue-Anacostia Line
  - Routes V7, V8, V9 – Minnesota Avenue-M Street Line
- Route alignment modifications were made on the following lines:
  - Route 96 – East Capitol-Cardozo Line
  - Route D8 – Hospital Center Line
  - Route E4 – Military Road-Crosstown Line
  - Route U8 – Benning Heights Line (line also renamed)
- Additional running times to improve on-time performance were implemented on the following routes:
  - Route D8 – Hospital Center Line
  - Route N3 – Massachusetts Avenue Line
  - Route P6 – Anacostia-Eckington Line

#### **Service Changes Effective August 23, 2015:**

- The following lines were modified when the Silver Spring Transit Center opened:
  - Route 70 – Georgia Avenue-7<sup>th</sup> Street Line – **PCN Recommendation**
  - Route 79 – Georgia Avenue-7<sup>th</sup> Street Limited Line – **PCN Recommendation**
  - Routes S2, S4 – 16<sup>th</sup> Street Line – **PCN Recommendation**
- Route S9 – 16<sup>th</sup> Street Limited Line – **PCN Recommendation**
- The following lines have additional Saturday Supplemental service:
  - Routes 42, 43 – Mount Pleasant Line
  - Route L2 – Connecticut Avenue Line
- The following lines have reduced Saturday Supplemental service:
  - Route 94 – Stanton Road Line
  - Route D1 – Glover Park-Federal Triangle Line
  - Route G8 – Rhode Island Avenue Line
  - Route X2 – Benning Road-H Street Line

- The following school trips were changed:
  - Route 53 – 14<sup>th</sup> Street Line added an additional trip when school is open to reduce crowding.
  - Route 96 – East Capitol Street-Cardozo Line eliminated a trip on weekday school days due to low ridership.
  - Route B51 – Brookland Education Campus eliminated a trip on school weekdays due to low ridership.
  - Route E2 – Ivy City-Fort Totten added an additional trip when school is open to reduce crowding.
  - Route G8 – Rhode Island Avenue Line eliminated a trip on weekday school days due to low ridership.
  - Route M31 – McKinley High School Line eliminated a trip on school weekdays due to low ridership.
  - Route W4 – Deanwood-Alabama Avenue Line shifted a trip time and extended trip from Fairfax Village to Deanwood to better match demand
  - Route X2 – Benning Road-H Street Line eliminated a trip on weekday school days from Friendship Edison School due to low ridership.

**Service Changes Effective December 13, 2015:**

- Additional running times to improve on-time performance were implemented on the following routes:
  - Routes 30N, 30S – Friendship Heights-Southeast Line – **PCN Recommendation**
  - Routes 32, 33 – Wisconsin Avenue Line – **PCN Recommendation**
  - Routes 32, 34, 36 – Pennsylvania Avenue Line – **PCN Recommendation**
  - Route D32 – Deal Middle School Line
- The following lines had bus stop adjustments:
  - Route 90 – U Street-Garfield Line stop relocated at KIPP DC College Prep on Brentwood Parkway.
  - Route S9 – 16<sup>th</sup> Street Limited Line stop added on southbound trips at K & 13<sup>th</sup> Streets.
  - Route X3 – Benning Road Line stop relocated at KIPP DC College Prep on Brentwood Parkway.

**Service Changes Effective March 27, 2016:**

- Silver Spring Transit Center bay reassignments will be made on the following lines:
  - Routes S2, S4 – 16<sup>th</sup> Street Line
  - Route S9 – 16<sup>th</sup> Street Limited Line
- The following routes or lines will be eliminated and replaced by other services:
  - Route 34 – Pennsylvania Avenue Line evening and weekend service
  - Route 93 – U Street Garfield Line
  - Route N3 – Massachusetts Avenue Line
- Additional service will be added to the following lines:
  - Route 63 – Takoma-Petworth Line will add an additional AM trip

- Routes 90, 92 – U Street-Garfield Line will add an additional trip as needed – **PCN Recommendation**
- Route A8 – Anacostia-Congress Heights Line will add an additional PM trip – **PCN Recommendation**
- Route G8 – Rhode Island Avenue Line will add additional peak period short trips – **PCN Recommendation**
- Route N4 – Massachusetts Avenue Line will extend some trips
- Routes S2, S4 – 16<sup>th</sup> Street Line will extend late evening trips to Silver Spring – **PCN Recommendation**
- Route alignment modifications will be made on the following lines:
  - Routes B8, B9 – Fort Lincoln Shuttle Line
  - Route H6 – Brookland-Fort Lincoln Line
  - Route L2 – Connecticut Avenue Line
  - Route N4 – Massachusetts Avenue Line
- Additional running times to improve on-time performance will be implemented on the following routes:
  - Route 64 – Fort Totten-Petworth Line
  - Route E2 – Ivy City-Fort Totten Line
  - Route H9 – Park Road-Brookland Line
- The following routes will have terminal stand relocations:
  - Route 43 – Mount Pleasant Line
  - Route 53 – 14<sup>th</sup> Street Line
  - Route L2 – Connecticut Avenue Line

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

**ANSWER:** The top 10 priority actions remain the same as those from last year with the updates requested provided in the responses to Question #22 below.

22. Last year, WMATA provided 10 priority actions in response to the above question. Please provide an update on the 10 actions suggested last year, including actions taken by WMATA and DDOT to make improvements, whether the priority action was fully or partially implemented, and any impediments to implementation.

**ANSWER:**

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

*WMATA has funded improvements on a “cost neutral” basis by reducing service elsewhere in the system to partially implement some of these adjustments. – **Partially Implemented***

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

*Additional funding is not available to implement any of the recommended new MetroExtra services. – **Not Implemented***

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

*WMATA has funded school service improvements on a “cost neutral” basis by reducing low ridership school service elsewhere in the system to partially implement any needed improvements. WMATA bus and security staffs are working with DC Public Schools in an attempt to address any student travel and behavior management issues. – **Partially Implemented***

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

*Greater enforcement of parking and stopping regulations by the District is needed to have clear running ways and accessible stopping areas for buses. – **Partially Implemented***

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

*Traffic Control Officers are continuously deployed for extended hours at key intersections such as 7<sup>th</sup> & H Streets NW, 14<sup>th</sup> & “Eye” Streets NW and 17<sup>th</sup> & K Streets NW to ensure the safe flow of pedestrians and traffic. – **Partially Implemented***

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

*Efforts are underway by DDOT in coordination with WMATA to implement transit priority on major bus corridors including a southbound bus lane on Georgia Avenue north of Florida Avenue and completion of the 16<sup>th</sup> Street Transit Priority Planning Study recommending peak period peak direction bus lanes on 16<sup>th</sup> Street NW south of Arkansas Avenue. In addition, plans are underway for transit signal priority at 195 intersections and on 116 buses in several bus corridors. – **Partially Implemented***

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

*In January 2016, DDOT initiated a consultant study to analyze the intersection and traffic operations improvements on the working list identified by WMATA. – **Not Implemented***

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

*A coordinated effort is underway with DDOT to work on the list provided by WMATA requiring accessible pathways to bus stop locations and needed bus shelters. – **Partially Implemented***

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

*This proposal to develop the bus transit hub on E Street has not progressed due to the lack of an agreement with the Architect of the Capitol on the use of E Street. – **Not Implemented***

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

*MPD officers and MTPD have initiated efforts such as on Routes W6 and W8 to curb rock throwing along Elvans Road and on Route X2 to reduce fare evasion to ensure a more safe and secure environment for Metrobus passengers. – **Partially Implemented***

## **MetroAccess**

23. Please describe WMATA's efforts to make rail and bus services more accessible and user-friendly for the disabled community in FY 2015 and FY 2016, to date. Has WMATA been able to document greater usage of the fixed route system by such riders as a result?

### **ANSWER:**

During FY15 and FY16 to date, WMATA has engaged in the following efforts to make rail and bus services more accessible:

- Bus Stop Improvements - Metro has used grant funds to improve three bus stops in proximity to large numbers of MetroAccess eligible customers, has work underway at eight other stops, and used its database to inform the jurisdictions on stops that should be improved with local funds that will have the greatest impact on behalf of customers with disabilities;
- Station Platform Detectable Warning Installation - Completed the installation of platform edge detectable warning tiles (bumpy domes) in all 91 Metrorail stations;
- Audio Directions - In partnership with the Columbia Lighthouse for the Blind, developed audio maps of 10 key stations. The maps enable safer and more convenient travel to and through these stations by people who are blind/low vision;
- Travel Training Program - Metro provided travel training to 2,038 people during FY15, and have trained more than 1,200 people so far in FY16.
- Station Lighting Improvements - Continued improvements to mezzanine lighting at underground stations;
- Improved Technology - Metro continues to enhance current technology tools used to inform all customers, but especially those of importance to customers with disabilities. Improved tools introduced by Metro include new passenger information display systems on mini-mezzanines in Metrorail stations, and new bus arrival screens with audio and font enlargement at transit centers.

In reference to documentation of increased ridership by people with disabilities, one of WMATA's key metrics is Ridership via the Free Ride Benefit offered to MetroAccess customers. For FY16 year-to-date through December, ridership by this select group of people with disabilities is on pace to grow by over 19%. In addition, as bus stops are improved, WMATA is monitoring the use of MetroAccess by customers living in close proximity to the improved stops to determine how many are taking advantage of the accessibility improvements. Metro is also developing a method to track the use of MetroAccess by customers who have received travel training.

## **Planning and Real Estate**

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

**ANSWER:** See attachment #24

25. Please provide an update to the strategic plan, *Momentum*, and other strategic planning efforts being pursued.

**ANSWER:**

On June 27, 2013, the Board adopted *Momentum* as the strategic plan for WMATA. Since then, leadership, staff, and stakeholders have been working to implement the strategic plan. Internally, business plans are developed by departments that advance the key strategies and priority actions of the plan. Of note this past year, was the capital commitment made by the District of Columbia and jurisdictional partners to fund the purchase of extra 7000 rail cars. The attached document summarizes the progress during FY 2015 in achieving the vision set forth in *Momentum* and calls attention to the accomplishments made in the second year of its implementation.

See attachment # 25

## **Information and Technology**

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

### **ANSWER:**

WMATA continues to utilize website and social media to enable real-time, proactive communications with all stakeholders, including:

- WMATA.COM – Engaging 1.4 million unique visitors per month online
- TWITTER – 166,150 followers across WMATA’s four accounts (@wmata, @metrorailinfo, @metrobusinfo, @MetroTransitPD)
- FACEBOOK – 8,900 friends (facebook.com/metroforward)
- YOUTUBE – 35 videos published in past year (youtube.com/metroforward)
- NEWS RELEASES – 10,000 subscribers
- METROALERTS – email/text message system with 119,000 subscribers
- CUSTOMER CONTACT CENTER – 3,500 average calls and emails daily
- AMPLIFY – new online forum engaging 5,000 WMATA customers
- REGISTERED SMARTTRIP CARD USERS – database of 1 million riders that can be used to communicate fares and other targeted WMATA news
- COMMUNITY OUTREACH – database of 2,500 entities near our service area for active engagement
- REGIONAL SPECIAL EVENTS – 1,000 annual events tracked and staffed with employee volunteers to ensure operational support
- GM WEEKLY – Friday email message to all employees
- METRO WEEKLY – internal e-newsletter for all employees
- HOTSHEETS – weekly handouts delivered on Fridays to Metrorail and Metrobus operators

27. Please identify all electronic databases maintained by WMATA, including the following:

- A detailed description of the information tracked within each system;

### **ANSWER**

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

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

- MAXIMO is a computerized asset maintenance system that provides asset, work, and materials management and purchasing capabilities to help WMATA maximize productivity and extend the life of their revenue-generating assets. It stores and maintains data pertaining to assets, facilities, and inventory.
- Trapeze has two major functions used by WMATA. The first major function is scheduling for bus and rail, with capabilities for producing the least cost approach for providing scheduled service. The second major function of Trapeze is to manage the day-to-day bus and rail service such as operator work schedules, bus assignments and train assignments.
- Identification of persons who have access to each system, and whether the public can be granted access to all or part of each system;

## **ANSWER**

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

- Any efforts to engage the public to utilize the databases; and WMATA currently publishes data through our Transparent Dataset program that allows developers to produce applications typically for use on mobile devices. We have provided SmartTrip data for academic transportation research purposes.
- The age of the system and any discussion of substantial upgrades that have been made or are planned to the system.

## **ANSWER:**

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

- Develop a custom grants management and funds distribution module for PeopleSoft financials
- MTPD and IT are in the process of replacing the obsolete Computer-Aided Dispatch (CAD) and Records Management System (RMS). This project also includes mobile reporting utilizing tablet technologies and a business intelligence initiative, which will provide WMATA’s police with a more complete insight regarding the safety and security of the customers, allowing them to be both reactive and proactive. The project is expected to be completed the first half of this year.
- A Contract Lifecycle Management System implementation is underway to improve the efficiency with which contracts are sourced and managed.
- MAXIMO (the maintenance transaction management system) will be upgraded to the latest version the first half of this year.

- WiFi is currently installed at all Bus Garages and all but two Rail Yards. It is also being deployed across all Metro Rail Stations. The WiFi will enable Rail and Bus Fleet analytics and mobile computing for the Metro workforce.
- Business Intelligence analysis and reporting capability will be enhanced for Finance, Payroll, Safety, Bus Planning, and MTPD, with new capabilities coming online to support maintenance activities.
- Continued upgrades and enhancements to Metro's SmarTrip program as needed by the program.
- A Mobile Device Management (MDM) strategy was developed including standardization of WMATA's mobile devices. Enterprise level MDM solution was selected and implemented for authority wide management of mobile devices to include smartphones, tablets and laptops.
- Continued standardization of the hardware infrastructure for cost-effectiveness, uniformity, and enhanced support capabilities.
- Consolidated 400 physical servers to virtual environment to improve data centers green footprint.
- Completed implementation of IBM Power 7 Servers to consolidate various models of IBM p-series hardware into a newer platform, enhancing efficiency. Converged technologies (vblock, exadata) with managed services are actively being deployed for improved service delivery.
- Continue to develop an Enterprise Monitoring Center (MEMC) which was established for authority-wide monitoring and consolidation of critical IT and non-IT systems and business services.
- A consolidation and upgrade of the Enterprise Storage Area Network is planned for FY16 to support the growing demand for database and application storage.
- Leveraging from cloud offerings (Microsoft Office 365, Azure) which will improve our agility to provision services while eliminating the frequent hardware/software refresh.
- Virtual desktop Infrastructure (VDI) is actively being fielded for desktop standardization, improving security posture and enhancing business continuity capabilities of WMATA.
- New printing technologies are being fielded in 2016 for conservation of paper, improving security of printing and enhancing ability of WMATA's workforce to print from mobile devices.
- Completed Active Directory Federation Services (ADFS) implementation for Active Directory based authentication for Office 365 users.
- Completed sunset of all BlackBerry mobile devices.
- A Self-Service Password Reset Capability has been provided to WMATA users
- Capability to access Email and Intranet for WMATA's workforce will be available in 2016 through employee self-service Kiosks.
- Technologies to improve Data Center Access Automation (such as Key Management System) are planned for fielding by first quarter of FY17

28. Recent news reports indicated a fraudulent SmarTrip scheme being committed by WMATA employees. The reports indicated that the scheme was uncovered by new WMATA software programs. Please describe this software and other technology implemented in FY 2015 and FY 2016 to improve WMATA operations. Additionally, please explain what steps WMATA will take moving forward to reduce or eliminate fraudulent activities by employees.

**ANSWER:**

IT, TREASURY and MTPD are working closely to develop automatic monitoring and real time notification programs to detect unusual transaction activities within the Fare Collection system, like excessive trade in, or transactions occurring during non-revenue hours. WMATA will continue to expand the monitoring areas.

29. Please provide WMATA's plan to expand NEPP over the next two years, including a timeline and estimated date of completion in Metro stations.

**ANSWER:**

The NEPP Pilot program is to be completed February 24, 2016 after encountering some delays with delivery of software. With the pilot phase of NEPP about to conclude Metro's General Manager has requested that staff conduct a comprehensive review of NEPP, with the ultimate purpose of evaluating the additional benefits provided by NEPP relative to the program's costs and the costs of maintaining the legacy SmarTrip® system. While staff takes this time to review the program elements, the project team to work with our other regional partners to address specific data requests.

## Safety & Security

30. Please provide a report on the overall safety of the Metro system.

- Please compare safety statistics in FY 2014, FY 2015, and FY 2016, to date.
- What steps has WMATA taken in FY 2015 and FY 2016, to date to improve these statistics?

### ANSWER

|   | FY 2014 | FY2015 | FY 2016 (through Dec. 2015) |
|---|---------|--------|-----------------------------|
| <b>Derailments</b>                        | 4       | 6      | 3                           |
| <b>Fire Incidents</b>                     | 70      | 62     | 33                          |
| <b>Rail Passenger Injury Rate*</b>        | 1.43    | 1.90   | 1.08                        |
| <b>Bus Passenger Injury Rate*</b>         | 2.34    | 2.45   | 2.21                        |
| <b>MetroAccess Passenger Injury Rate*</b> | 22.10   | 22.46  | 15.70                       |
| <b>Employee Injury Rate*</b>              | 4.47    | 5.31   | 4.42                        |
| <b>Construction Lost Time Injuries</b>    | 1       | 1      | 1                           |
| <b>Suicides</b>                           | 5       | 2      | 3                           |

*\*Safety Statistic Definitions:*

- *Passenger Injury Rate =  $N \times 1,000,000 / \text{Passenger Trips}$* 
    - *N = Number of injuries requiring immediate transportation from the scene to a medical facility*
  - *Employee Injury Rate =  $N \times 200,000 / \text{total employee hours worked}$* 
    - *N = Number of OSHA-recordable injuries (e.g., days away from work)*
- The following steps have been taken in FY 2015 and FY 2016, to date to improve these statistics:
    - Sustained efforts to upgrade escalator conditions and availability due to staff reorganization that improved flexibility.
    - Provided improved training and coaching to bus operators.
    - Encouraged safe behavior among customers through targeted outreach and education.
    - Established the Close Call Reporting Program for Rail Employees, which allows for anonymous reporting of hazardous conditions.
    - Returned to Automatic Train Operation on the Red Line, resulting in smoother stops and starts in stations.
    - Enhanced MetroAccess operator defensive driver training and focused campaigns on collision avoidance, operating in adverse weather and sideswipe prevention.
    - Proactive treatment of station entrances and platforms for snow and ice during inclement weather events.
    - Conducted OSHA 10- and 30-hour training courses with certified internal instructors for personnel to improve their familiarity and understanding of hazard identification and OSHA requirements for workplace safety.

31. What is the current staffing level for Metro Transit police?

**ANSWER:**

The department staffing budget is 729 which includes 472 sworn officers.

32. What is the Fiscal Year 2016 budget for Metro Transit police?

**ANSWER:** The FY2016 budget for MTPD is \$82,213,000.

33. What has WMATA done in FY 2015 and FY 2016, to date to minimize customer and employee injuries and accidents?

**ANSWSER:** See Responses from question 30

34. How many video cameras are currently deployed throughout the system to monitor safety?

**ANSWER:**

We have numerous cameras for safety/security within the rail and bus system. Metro recently opened a new Security Operations Control Center (SOCC) in Hyattsville, Maryland. Inside the new \$3.6 million facility, surveillance footage from the system's busiest platforms is displayed on massive projector screens. The SOCC is the first-of-its-kind security approach on a transit system and has proven extremely useful in solving crime across the system.

In addition to the rail system, Metro has multiple cameras on each Metrobus in our fleet.

How many cameras were installed or replaced in FY 2015 and FY 2016, to date?

**ANSWER:**

We significantly increased the number of cameras installed in FY2015 and we are continuing installations and replacements in FY2016.

Are there plans to deploy more and/or upgrade this technology?

**ANSWER:** Yes

35. What steps has WMATA taken in FY 2015 and FY 2016, to date to improve customer communications during service disruptions and safety and security emergencies?

**ANSWER:**

Metro continues to refine internal processes to ensure message accuracy and consistency across all communication channels during service disruptions and safety and security emergencies. Additionally, Metro conducts annual COOP drills; Internal Safety and Security Review audits; Full

Scale Emergency Preparedness which involves regional partners (e.g. Fire Dept., EMT, etc.); and routinely participates in other safety and security drills implemented by MTPD and local partners. Moreover, WMATA reviews all protocols and procedures after service disruptions and safety and security emergencies to capture components that worked well, those that didn't, and solutions for course correction.

36. Please describe any other current or planned initiatives to improve Metro safety for riders and operators.

**ANSWER:**

Bus

- Bus Operator Assaults and other criminal activity in the system, Metro Transit Police will focus on collaborative solutions at the federal, state and local levels.
- Implement plan to reduce Bus Operator assaults, including use of shields, cameras and enhanced police patrols.
- Review MetroBus interior design to identify opportunities to improve customer safety.
- Finalize evaluation on the effectiveness of reflective chevrons on decreasing collisions.
- Work with Virginia Legislature to allow installation of strobe lights on Metro buses to improve pedestrian safety.

Rail

- Install new public safety radio systems and cell phone cabling for telecom providers in stations and tunnels.
- Improve station lighting to reduce slips, trips and falls and enhance personal security.
- Improve Rail Operator response to customer emergency intercom calls.

General

- Install closed circuit television (CCTV) cameras on MetroAccess vehicles.
- Submit for closure all NTSB and FTA safety recommendations.
- Respond to FTA rulemaking to ensure compliance with all aspects of integrating a Safety Management System with Asset Management.
- Conduct thorough employee injury investigations, including identifying key factors and mitigating any hazards.
- Schedule safety blitzes at incident hotspots to reinforce safe behavior and address any unsafe condition(s).
- Establish a task force to better understand and address employee stress-related injuries.