

Date: April 24, 2009

To: Harpal Kapoor, Director
Miami-Dade Transit

From: Jennifer Glazer-Moon, Director
Office of Strategic Business Management

Subject: Miami-Dade Transit Reorganization Analysis Final Report

Attached for your review is a draft report of the Miami-Dade Transit Reorganization Analysis that my staff recently completed for your department.

As we discussed, we will meet within the next two weeks to discuss reductions that must be implemented to your administration and overhead costs.

OSBM looks forward to working with you and your team to finalize recommendations in the areas of opportunity identified in this report.

Attachment

C: Ysela Llort, Assistant County Manager
Ray Scher, Assistant Director, OSBM
William Busutil, OSBM
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Miami-Dade Transit Reorganization Analysis

Miami-Dade County
Office of Strategic Business Management



Table of Contents

Executive Summary	3
Background and Methodology	6
Key Findings and Recommendations:	8
• Organizational Alignment Opportunities	8
• Staffing Opportunities	11
Conclusion	15
Appendix I: MDT - Proposed Staff Reductions - FY 08-09	17
Appendix II: MDT - Table of Organization – FY 07-08	18
Appendix III: MDT - Table of Organization – FY 08-09	19
Appendix IV: MDT – Position Summary by Division	20

Prepared by Bill Busutil and Amy Horton-Tavera

Executive Summary

Miami-Dade Transit (MDT) is the 12th largest public transit system in the country. It provides over thirty million revenue miles of bus service annually; additionally, MDT operates heavy rail and automated people mover systems, and provides demand-response Special Transportation Services to eligible participants. MDT underwent a significant, rapid expansion of service following voter approval of a \$.005 sales tax in November 2002.

By Fiscal Year 2007-08, it had become apparent that MDT's organizational structure, particularly with regard to administrative and operational support functions, was less than optimal. Additionally, fiscal pressures resulting from rising fuel costs and long-term structural issues had resulted in urgent financial challenges for the agency. Consequently, in preparation for the FY 2008-09 Budget, it was agreed that MDT would provide 30.5 million revenue miles of bus service during that fiscal year.

During the summer of 2008, Miami-Dade County's Office of Strategic Business Management (OSBM) was directed to conduct a reorganization analysis for MDT. Since MDT had previously launched its own reorganization initiative during the spring, the project team's objectives were to:

- Evaluate MDT's reorganization efforts prior to OSBM's involvement,
- Facilitate the remainder of the reorganization initiative, and
- Develop a revised Table of Organization.

This project was an outgrowth of the countywide administrative organizational review that was conducted as part of the FY 2008-09 budget preparation process.

The OSBM project team focused on:

- Developing logical reporting relationships that would facilitate excellent service delivery and internal responsiveness, and
- Identifying opportunities for further resource reductions, reallocations or other adjustments at the major work unit level.

Background

MDT's management team launched a reorganization initiative in April of 2008. That initiative was designed to adjust the level and allocation of personnel resources to a reduced number of projected bus revenue miles and reorganize work units and reporting relationships to improve organizational efficiency and effectiveness. Specifically, the changes were designed to enhance:

- operational, front-line service delivery functions through more effective human resource, training, materials management and procurement support,
- financial management, strategic planning and performance management capability, and
- decision making capability through the elimination of unnecessary organizational layers and administrative positions.

Prior to OSBM's involvement, MDT had accomplished the following through its reorganization initiative:

- Proposed a reduction in department-wide staffing levels from 3,720 FTEs to 3,301 FTEs,
- Reduced the number of Deputy Directors from three to one , and
- Eliminated and/or consolidated the following work units:
 - Bus Stop Management
 - Maintenance Control
 - Joint Development
 - System Planning
 - Performance Reporting
 - Loss Prevention
 - Chief Financial Officer
 - Service Quality

Summary of Findings and Recommendations

The findings and recommendations from this reorganization analysis are detailed in the body of this report. In summary, the OSBM project team found opportunities for improved organizational alignment in these work units:

- Human Resources & Training
- Materials Management
- Financial Services
- Maintenance Control
- Resource Allocation
- Information Technology

Additionally, OSBM found potential opportunities for additional resource reductions or reallocations in the following work units:

- Right of Way and Utilities
- Office of Civil Rights and Labor Relations
- External Affairs
- Finance
- Human Resources & Training
- Strategic Planning and Performance Management
- Engineering, Planning and Development

This preliminary finding was developed based on current staffing levels in peer transit organizations, as well as the availability of comparable centralized services within Miami-Dade County.

MDT had agreed to conduct detailed operational analyses through January 2009 to determine the precise adjustments in staffing levels in each of the work units previously identified as having potential opportunities for additional resource reductions or reallocations. OSBM trained MDT staff in accelerated process analysis techniques, and agreed to review the results of MDT's operational analyses prior to the final determination of staffing adjustments.

Background and Methodology

Miami-Dade Transit (MDT) is the 12th largest public transit system in the country. Its bus fleet consists of 772 full-sized buses and 187 minibuses. MDT manages a 22.6 mile elevated heavy rail system (Metrorail), a 20 mile Bus Rapid Transit (BRT) line, which is the largest in the United States, and a 4.4 mile elevated people mover system. MDT also provides Special Transportation Services (STS) to eligible participants.

In November 2002, County voters approved a half-penny sales tax to provide a dedicated funding source for transit expansion through an initiative known as the People's Transportation Plan (PTP). During Fiscal Year (FY) 2002-03, one year prior to the implementation of the PTP, MDT provided approximately 26.3 million revenue miles of bus service. Between FY 2002-03 and FY 2007-08, MDT's bus service grew to 32.6 million revenue miles.

By FY 2007-08, fiscal pressures resulting from rising fuel costs and long-term structural issues had resulted in urgent financial challenges for the agency. Consequently, in preparation for the FY 2008-09 Budget, it was agreed that MDT would provide 30.5 million revenue miles of bus service during that fiscal year.

Concurrently, MDT's management team discovered that its organizational structure during FY 2007-08 caused frequent delays in obtaining critical parts for bus and rail repairs, and in filling budgeted vacancies. It also hampered the process of assembling performance data for the national transportation database as well as the departmental scorecard.

MDT's reorganization initiative, which its management team launched in April of 2008, was designed to respond to these challenges by adjusting the level and allocation of personnel resources to a reduced number of projected bus revenue miles. Additionally, MDT sought to reorganize work units and reporting relationships to improve:

- operational, front-line service delivery functions through more effective human resource, training, materials management and procurement support,
- financial management, strategic planning and performance management capability, and
- decision making capability through the elimination of unnecessary organizational layers and administrative positions.

OSBM began to assist MDT in August of 2008 by facilitating a series of work sessions with MDT's management team. These work sessions were designed to

evaluate MDT's initial reorganization recommendations, and suggest additional recommendations where appropriate. Additionally, OSBM benchmarked several comparable transit organizations (a number of which were suggested to the project team by MDT) on reporting relationships and staffing levels, and examined the availability of comparable centralized services within the Miami-Dade County organization.

The key findings and recommendations presented in the next section of this report are based on this methodology. Final recommendations on reporting relationships and staffing levels will be developed after MDT conducts more detailed operational analyses in selected work units. These analyses were scheduled to be completed by the end of January, 2009.

Key Findings and Recommendations

Prior to OSBM's involvement, MDT had launched a reorganization initiative that had proposed:

- A reduction in department-wide staffing levels from 3,720 FTEs to 3,301 FTEs,
- A reduction in the number of Deputy Directors from three to one , and
- The elimination and/or consolidation of the following work units:
 - Bus Stop Management
 - Maintenance Control
 - Joint Development
 - System Planning
 - Performance Reporting
 - Loss Prevention
 - Chief Financial Officer
 - Service Quality

MDT's reorganization initiative eliminated 123 administrative positions and 171 operational positions. This reorganization will produce recurring annual savings of approximately \$20 million. These savings are detailed in Appendix I.

Subsequently, OSBM developed findings and recommendations in two areas: organizational structure / alignment and staffing levels.

Organizational Alignment Opportunities

OSBM's findings and recommendations in the area of organizational structure are summarized below, along with the current respective status.

Finding 1: Human Resources and Materials Management

In MDT's FY 2007-08 Table of Organization (TO) (See Appendix II), the Human Resources (HR) and Materials Management work units reported to a Deputy Director of Administration, who also managed the Finance, Budgeting, Accounting and Auditing work units. Under this structure, MDT experienced frequent delays in obtaining critical parts for bus and rail repairs, and in filling budgeted vacancies.

In its initial TO revision, MDT moved Human Resources and Materials Management under the Deputy Director of Operations. Their management team believed that, since "over 90 percent" of the department's HR and Materials Management issues related to operations, these work units would be most responsive if they reported to that Deputy Director.

The OSBM project team believes that work units like Human Resources and Materials Management are designed to serve the entire organization, and should not be placed under a single, specialized operating division. Moreover, none of the transit agencies reviewed by OSBM placed Human Resources or Materials Management under Operations.

Recommendation

OSBM recommends that the Human Resources and Materials Management work units be moved to a location that either reports directly to the Department Director, or within a work unit designed to serve the entire organization.

Outcome

In the TO that was approved for FY 2008-09 (See Appendix III), Human Resources reports Directly to the Department Director, the Training function is located within a newly created Division called Support Services, which is designed to provide a variety of administrative services to the entire organization, but Materials Management reports directly to the Deputy Director of Operations.

Finding 2: Performance Management

According to MDT's management team, the organizational structure in place during FY 2007-08 also hampered the process of assembling performance data for the National Transportation Database (NTD) as well as MDT's departmental scorecard. Under that structure, the individuals responsible for assembling the data worked in Maintenance Control or Financial Services, and the process for collecting, organizing and distributing the required information was disjointed, cumbersome and time consuming.

In its initial TO revision, MDT moved the individuals from Maintenance Control and some of the individuals from Financial Services to a newly created work unit named Strategic Planning and Performance Management. This work unit would report directly to the Department Director.

Recommendation

OSBM supports the creation of a centralized work unit that would manage all strategic planning, performance measurement and reporting functions for the department. It makes sense to co-locate these responsibilities in a work unit that reports directly to the Department Director.

Additionally, OSBM recommends that the department consider consolidating the resource allocation (budgeting) function within this work unit as well. By doing so, MDT would improve its ability to coordinate resource allocation decisions with strategic priorities. This organizational structure, while uncommon among transit properties, can

be considered progressive. None of the transit agencies reviewed in depth by OSBM is structured in this manner; however, Los Angeles County Metropolitan Transit Authority places responsibility for maintaining its agency-wide scorecard with its Office of Management and Budget.

Outcome

In the TO that was approved for FY 2008-09 (Appendix III), the individuals from Maintenance Control and Financial Services who collect and organize the ridership data and the data for MDT's departmental scorecard are now part of the newly created Strategic Planning and Performance Management work unit; but the resource allocation (budgeting) function remains within the Financial Services Division, as does the NTD reporting function.

Finding 3: Information Technology

In MDT's FY 2007-08 TO (Appendix II), Information Technology Services reported to the Deputy Director of Operations. The OSBM project team believes that, like Human Resources and Materials Management, this work unit is designed to serve the entire department, and should not be placed in a single, specialized operating division.

Recommendation

OSBM recommends that the Information Technology Services work unit be moved to a location that either reports directly to the Department Director, or is within a work unit designed to serve the entire organization.

Outcome

In the TO that was approved for FY 2008-09 (Appendix III), Information Technology Services is located within the newly created Support Services Division, which is designed to provide a variety of administrative services to the entire organization.

Finding 4: Rail and Mover Vehicle Replacement

In the TO that was approved for FY 2008-09 (Appendix III), MDT created a new work unit in the Operations Division exclusively dedicated to Rail & Mover vehicle replacement. MDT's management team believed it was necessary to create this work unit to carefully track the use of funds for vehicle replacement.

Although the OSBM project team did not make this an area of focus while benchmarking other transit organizations, we did not identify any distinct work units dedicated to vehicle replacement in the organizations we reviewed.

Recommendation(s)

OSBM recommends that MDT evaluate alternatives for effectively tracking vehicle replacement funds. This appears to be an appropriate responsibility for the Financial Services Division. Alternatively, if this work unit is retained, OSBM recommends that MDT consider eliminating the work unit at the conclusion of the current vehicle replacement cycle.

Staffing Opportunities

OSBM reviewed historical staffing data and found that during Fiscal Year (FY) 2002-03, one year prior to the implementation of the Peoples' Transportation Plan (PTP), MDT provided approximately 26.3 million revenue miles of bus service and employed 2,786 FTEs. Between FY 2002-03 and FY 2007-08, MDT's bus service grew to 32.6 million revenue miles. In preparation for the FY 2008-09 Budget, it was agreed that MDT would provide 30.5 million revenue miles of bus service during that fiscal year, and would employ 3,301 FTEs. Between FY 2002-03 and 2008-09, MDT's bus revenue miles increased by 16 percent. During that same period, MDT's total number of FTEs grew by 18 percent. The bulk of this growth was in the areas of operations and capital program management. This information is summarized on page five of Appendix IV.

In exploring additional potential opportunities for adjustments in staffing levels, OSBM focused primarily on administrative work units identified by MDT's management team as potential areas of opportunity for further efficiencies. Those work units include:

- External Affairs
- Right of Way and Utilities
- Office of Civil Rights and Labor Relations
- Engineering, Planning and Development
- Finance
- Human Resources & Training
- Strategic Planning and Performance Management

OSBM's overall approach was to examine staffing levels in comparable work units within other transit organizations, and determine the extent to which identical services provided by MDT's work units are centralized and available within the Miami-Dade County organization.

To assist OSBM with benchmarking efforts, the MDT management team provided tables of organization and staffing information from the Washington Metropolitan Area Transportation Authority (WMATA), Southeastern Pennsylvania Transportation Authority (SEPTA), and Dallas Area Rapid Transit (DART), agencies that operate a mix of service modes similar to that of MDT. In order to gather comparative data from transit properties that, unlike authorities,

have access to centralized services provided by a county government, OSBM also collected organizational data from King County Metro Transit (Seattle) and Broward County Transit (BCT). Selected key data regarding these peer agencies and MDT is summarized in the table below.

Agency Name	Modes of Service	Bus Revenue Miles	Annual Operating Budget	Organizational Type
WMATA (Washington D.C.)	Bus, Heavy Rail, Demand Response	39 million	\$1.165 billion	Authority
SEPTA (Southeastern Pennsylvania)	Bus, Heavy Rail, Commuter Rail, Light Rail	39 million	\$867 million	Authority
DART (Dallas)	Bus, Light Rail, Demand Response, Commuter Rail, Vanpool	28 million	\$341 million	Authority
King County	Bus, Demand Response, Trolleybus, Vanpool	30.5 million	\$464 million	County department
Broward County	Bus, Demand Response, Ferryboat	16 million	\$108 million	County department
MDT	Bus, Heavy Rail, Demand Response, Automated Guideway	37 million	\$443 million	County department

Based on data reported to the National Transit Database for 2006, the most recent year available.

OSBM interviewed representatives from several of these organizations to obtain staffing information for the specific work units under review. Based on these interviews, as well as the availability of key centralized services within the Miami-Dade County organization, the project team identified several significant potential opportunities for additional staff reductions in MDT’s administrative work units.

MDT had agreed to conduct detailed operational analyses through January of 2009 to determine the precise adjustments in staffing levels in each of the work units previously identified as opportunity areas for additional resource reductions or reallocations. OSBM trained MDT staff in accelerated operational analysis techniques, and agreed to review the results of MDT’s operational analyses prior to the final determination of staffing adjustments.

Appendix IV summarizes MDT’s staffing adjustments between FY 2002-03 and 2008-09. It also summarizes OSBM’s findings from the benchmarking exercise that produced potential opportunities for additional adjustments in staffing levels. The next section of this report describes the opportunities for staffing adjustments identified by the OSBM project team. Each of those opportunities corresponds to the yellow highlighted rows in Appendix IV.

OSBM’s findings and recommendations regarding staffing levels are summarized below. Detailed recommendations for resource level adjustments will be forthcoming based on the detailed operational studies conducted by MDT through January 2009.

Finding 5: Right of Way and Utilities

MDT funds eight FTEs in its Right of Way and Utilities work unit in the FY 2008-09 budget. Miami-Dade County's Public Works Department also has a work unit that performs these services. MDT's management team stated that they were in the process of transferring two FTEs to the Public Works Department so that MDT's Right of Way activities could be performed within that Department.

Recommendation

Before these positions are transferred to Public Works, OSBM recommends that an evaluation be performed to determine whether it is necessary to add two positions in Public Works to handle the additional workload from MDT.

Finding 6: Office of Civil Rights and Labor Relations

MDT funds 12 FTEs in its Office of Civil Rights and Labor Relations in the FY 2008-09 budget. WMATA, SEPTA and DART, which are independent transit authorities, have civil rights offices. King County Metro Transit and BCT, which are County Departments like MDT, do not. BCT has one FTE dedicated to handle all compliance issues, and coordinates with Broward County's centralized Offices of Equal Employment Opportunity and Labor Relations to handle those types of compliance issues. King County Transit has no designated employees within their department to handle those issues. All equal employment and labor relations issues are handled through the County's centralized offices. Since Miami-Dade County has centralized offices to handle these issues for the entire County, OSBM believes there is an opportunity for MDT to use the County's offices for these purposes and implement additional staff reductions in their Office of Civil Rights and Labor Relations.

Finding 7: External Affairs

MDT funds seven FTEs in its External Affairs work unit in the FY 2008-09 budget. BCT and King County Metro Transit, which are County Departments like MDT, make use of centralized County External Affairs Offices to perform some of their tasks. BCT employs one FTE within its organization for this purpose, and King County Metro Transit utilizes approximately three FTEs within its Finance Division. OSBM believes there is an opportunity for MDT to implement additional staff reductions in this work unit.

Finding 8: Finance

MDT funds 85 FTEs in its Financial Services Division in the FY 2008-09 budget. This division comprises 2.6 percent of MDT's entire workforce. WMATA's and DART's Financial Services Divisions comprise 2.9 percent and 2.2 percent of their entire workforces, respectively. It is important to note that since WMATA and DART are independent authorities, they do not have the opportunity to use centralized local government offices to perform some of their tasks. King County Metro Transit's Financial Services Division comprises .06 percent of its workforce. BCT's Financial Services Division comprises one percent of its

workforce. Both King County and BCT are part of a County Government organization, and make extensive use of centralized financial services offices to perform some of their tasks. OSBM believes there is an opportunity for MDT to implement additional staff reductions in this division.

Finding 9: Human Resources

MDT funds 59 FTEs in its Human Resources Division in the FY 2008-09 Budget. This division comprises 1.8 percent of MDT's workforce. MDT also funds 12 positions in Miami-Dade County's centralized Human Resources Department to process payroll for its Bus Operators. WMATA's Human Resources Division comprises 1.2 percent of its workforce. BCT's Human Resources Division comprises one percent of its workforce, and makes extensive use of Broward County's centralized Human Resources Department. OSBM believes there is an opportunity for MDT to implement additional staff reductions in this division.

Finding 10: Strategic Planning & Performance Management

MDT funds 51 FTEs in its Strategic Planning and Performance Management work unit in the FY 2008-09 budget. Of these, 36 are primarily responsible for tracking maintenance and repair data. King County Metro Transit, with a total workforce of 4,263 employees, performs planning and performance management functions with eight to nine FTEs. BCT, with a total workforce of 1,100 employees, carries out its performance management functions with two FTEs. OSBM provides high level strategic planning, performance management and performance analysis services to a total County workforce of over 30,000 employees with ten FTEs.

It should be noted that MDT's Strategic Planning & Performance Management work unit performs some additional tasks, like assembling and organizing ridership data for the department. MDT is also interested in conducting more sophisticated trend analysis with its performance data to improve the quality of its services; nonetheless, OSBM believes there is an opportunity for MDT to implement additional staff reductions in this work unit.

Finding 11: Engineering

MDT's Transit Construction, Design & Engineering and Program Management work units are located within its Engineering Division. The department funds 37 FTEs in these work units in the FY 2008-09 Budget. Miami-Dade County hosted a Transit Summit in November of 2008. As a result of this summit, MDT is exploring modal alternatives for the north corridor of the Orange Line. OSBM recommends that MDT also explore opportunities for additional staff reductions in this work unit as part of its analysis.

Finding 12: Materials Management

MDT funds 95 positions in its Materials Management and Warranty Divisions in the FY 2008-09 Budget. King County Transit relies on the County's centralized procurement department for its purchasing. It does utilize its own staff for specification writing and funds three positions in its Fleet Management section for this purpose. In King County, the warehouse management function is decentralized at multiple bus bases; staff in the department director's office estimated that approximately four to six employees act as managers of the vehicle and facilities maintenance functions, running reports, etc. OSBM recommends that MDT explore opportunities for additional staff reductions in this work unit.

Finding 12: Bus Maintenance

The University of South Florida's Center for Urban Transportation Research (CUTR) conducted a "Mechanic Manpower Analysis" for MDT in June of 2003. OSBM will continue to work with MDT's management team to determine the relevance and applicability of the findings and recommendations from that study before recommending staffing adjustments in this area. It should be noted that several of MDT's key performance indicators for maintenance have improved significantly during the past twelve months. Any staffing adjustments in this area should be implemented in a way that maintains or enhances the recent performance improvements MDT has achieved in its maintenance operation.

Conclusion

MDT did an impressive job of developing its reorganization initiative for FY 2008-09. This reorganization produces significant annual cost savings, and is designed in a way that will improve operational effectiveness while maintaining the quality of MDT's services.

OSBM identified areas of opportunity for additional staff reductions in several of MDT's administrative work units. It appears that if MDT makes more extensive use of Miami-Dade County's centralized services, and diligently develops and implements operational streamlining measures in its administrative work units, it will be able to absorb additional staff reductions without negatively impacting service quality.

OSBM looks forward to working with the MDT management team to finalize recommendations for staffing adjustments in the areas of opportunity identified in this report.

Appendices

Appendix I: MDT – Proposed Staff Reductions – FY 08-09	17
Appendix II: MDT – Table of Organization – FY 07-08	18
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Appendix IV: MDT - Position Summary by Division	20

Appendix I – MDT – Proposed Staff Reductions – FY 2008-09

Round 1				
294	positions =	\$13,882,349	FY07/08	3,720
239	vacancies =	\$11,035,015	FY08/09	3,301
55	filled =	\$2,847,334		
5	Transfers			

Round 1 Eliminations	Administration Positions	Savings	Vacant	Filled
1	CFO	\$216,019	0	1
9	Chief / Superintendent	\$1,003,751	7	2
32	Mngr. / Supervisor	\$1,715,141	28	4
3	Engineer	\$225,758	3	0
4	SPA 1 & 2	\$388,868	1	3
16	AO1, 2, 3	\$1,115,659	7	9
58	Clerks / Secretary	\$2,074,602	36	22
123	Sub Total	\$6,739,798	82	41

Round 1 Eliminations	Operations Positions	Savings	Vacant	Filled
24	Bus Hostlers/Gen Helpers	\$709,692	15	9
29	Bus Maintenance/Body Techs.	\$1,153,011	29	0
51	Bus Operators	\$2,475,489	51	0
4	Bus Traffic Cont/Dispatch	\$316,492	0	4
12	Electrical Tech / Field Tech	\$427,084	11	1
3	Painters	\$73,847	3	0
14	Rail Electrical Technicians / Machinist	\$556,626	14	0
6	Rail Mechanics	\$180,069	6	0
5	Rail Operators	\$331,385	5	0
3	Rail Traffic Cont/Yard Master	\$171,950	3	0
8	Mover Technicians	\$308,568	8	0
8	Facilities	\$316,858	8	0
4	Track & Guideway	\$121,480	4	0
171	Sub Total	\$7,142,551	157	14

294	TOTAL	\$13,882,349	239	55
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Miami-Dade Transit
 Department Table of Organization
 Department Totals
 FY08-09 3,301 FTE

DIRECTOR'S OFFICE (20)
 Director, Miami Dade Transit Agency 08/09 1
 Senior Exec Secretary 1
 2

EXTERNAL AFFAIRS (23) 08/09
 Sr. Exec Assist to Dir 1
 Admin Off 3 1
 Office Support Spec 2 1
 Admin. Secretary 1
 Exec. Asst MDT Director 1
 Spec. Asst, Govern Affairs 1
 MDT Manager 1
 7

QUALITY ASSURANCE (32) 08/09
 Chief, Quality Assurance 1
 Admin. Secretary 1
 Admin. Officer 2 1
 Quality Assur Engineer 1 6
 Quality Assur Engineer 2 10
 18

SAFETY & SECURITY (51) 08/09
 Chief, Off of Saf & Sec 1
 Administrative Secretary 1
 Administrative Officer 3 1
 Transit Safety Specialist 1
 Transit Safety Officer 3
 Transit Inv Control Spec 1
 MDT Security Manager 1
 MDT Quality Assur Spec 5
 MDT Security Manager 1
 MDT Security Prog Supv 4
 MDT Systems Safety Supv 2
 MDT System Safety Mgr 1
 Parking Enforc Manager 1
 Parking Enforc Specialist 4
 26

Strategic Planning & Performance Management (91) 08/09
 Chf, Strat Plan & Perf Mgmt 1
 Administrative Secretary 1
 MDT Mgr, Strat. Planning 1
 Spec Event Coord 1
 MDT Strat Bsns Plan Coord. 1
 Principal Planner 2
 7

Performance Reporting
 Clerk 4 1
 Account Clerk 4
 Admin Officer 2 1
 Special Proj Admin 1 2
 8

Knowledge Management
 Chief, Knowledge Mgmt. 1
 Control Clerk 24
 Production Coordinator 11
 36

Civil Rights (50) 08/09
 Chief, Civil Rights 1
 Clerk 4 1
 Person Tech 1
 Person Spec 2 2
 Person Spec 3 3
 MDT Strat Bsns Plan Coord. 1
 Mgr, Civil Rights 3
 12

Human Resources (60) 08/09
 Chief, Human Resource 1
 MDT Manager 1
 Clerk 3 1
 Clerk 4 1
 Data Entry Specialist 1
 Office Suppt Specialist 2
 Administrative Secretary 1
 Personnel Technician 5
 Personnel Specialist 1
 Personnel Specialist 2 4
 Personnel Specialist 3 2
 Administrative Officer 2 1
 Administrative Officer 3 1
 Driver Messenger 2
 24

- Carlos Alvarez - Mayor
- George Burgess - County Manager
- Ysela Llort - Assistant County Manager
- Jennifer Glazer-Moon - Dir. OSBM
- Harpal Kapoor - Dir. MDT

OPERATIONS (28) 08/09
 Deputy Director, Operations 1
 Executive Secretary 1
 Special Projects Administrator 2 1
 Loss Prev Rep 1
 Loss Prev Coor 1
 MDT Operations Coordinator 1
 6

INFRASTRUCTURE ENGINEERING & MAINTENANCE (66) 08/09
 Chief Field Eng. & Sys. Maint. 1
 Administrative Secretary 1
 2

BUS SERVICES (70) 08/09
 Asst. Dir, Bus Services 1
 Executive Secretary 1
 Special Projects Admin 1 3
 5

RAIL SERVICES (80) 08/09
 Asst. Dir, Rail Services 1
 Executive Secretary 1
 Administrative Officer 3 1
 Quality Assurance Eng 2 1
 Telephone Console Operator 1
 5

CUSTOMER SERVICES (52) 08/09
 Asst. Dir, Customer Services 1
 Executive Secretary 1
 Special Projects Admin 2 1
 Fare Collection Systems Mgr 1
 4

SUPPORT SERVICES (87) 08/09
 Sr. Chief Information Tech 1
 Special Projects Admin 2 2
 3

ENGINEERING PLANNING & DEVELOPMENT (29) 08/09
 Asst. Dir, Eng Plan & Dev 1
 Executive Secretary 1
 Special Projects Administrator 2 1
 3

FINANCIAL SERVICES (21) 08/09
 Asst. Dir, Financial Services 1
 Executive Secretary 1
 Special Projects Admin. 2 1
 3

MATERIALS MANAGEMENT (56) 08/09
 Chief, Mat Management 1
 Clerk 4 1
 Administrative Secretary 1
 Buyer 8
 Administrative Officer 2 1
 Administrative Officer 3 1
 Special Projects Admin 1 2
 Warehouse & Stores Super 1
 Bus Stock Clerk 43
 Rail Stock Clerk 17
 Transit Stock Cntrl Spec 3
 Purchng & Stores Supv 7
 Contracts Comp Officer 3
 Contract Specs Supv 1
 90

WARRANTY DIVISION (75) 08/09
 Mgr Warranty 1
 Clerk 4 1
 Admin Officer 2 2
 Admin Officer 3 1
 5

STRUCTURAL INSPECTIONS (39) 08/09
 Chief, Struc An & Insp 1
 Rail Struc Insp Supv 1
 Rail Struc Insp Spec 4
 Cadastral Technician 2
 8

MDT FACILITIES MAINT (58) 08/09
 Chief, Facilities Maint 1
 Admin Secretary 1
 Account Clerk 1
 Laborer 1
 Elevator Con Spec 2
 Transit Painter Supv 2
 Transit Painter 8
 Transit Elev Con Supv 1
 Transit Fac Supv 8
 Transit Fac Superint 4
 MDT Property Mgr 5
 Mgr, Facilities Maint 1
 Mgr, Plant Maint 1
 Spec Proj Adm 1 1
 Tr Equip Tech 44
 62

Passenger Facilities
 Mgr Passenger Facilities 1
 Clerk 3 1
 Clerk 4 1
 Traffic Maint Repairer 2
 MDT Quality Assur Spec 1
 Bus Shel Enf Off 2
 8

FIELD ENG & SYST. MAINT. (34) 08/09
 MDT Mgr Electronic Sys 1
 Admin Secretary 1
 Administrative Officer 2 1
 Special Projects Admin 2 1
 Engineer 3 2
 Transit Elec Tech/Lab 7
 Transit Electronic Tech 17
 Transit Elec Tech/Radio 16
 Transit Elec Tech/Sys 30
 Sr Transit Telecom Tech 1
 Fac Superintendent 1
 MDTA Elec Tech Supv 11
 MDT Field Test Eng 9
 Mgr, Field Test Eng Svc 1
 99

BUS OPERATIONS (71) 08/09
 General Superint 1
 Clerk 4 1
 Office Sup Spec 3 4
 Secretary 4
 Administrative Officer 1 1
 Administrative Officer 2 1
 Bus Oper - Full Time 1,431
 Transit Supervisor 5
 Transit Dispatcher 1
 Transit Oper Supv 74
 Bus Traffic Controller 22
 Bus Oper Superint 12
 Chief, MDT Bus Oper 4
 1,561

BUS MAINTENANCE (72) 08/09
 General Superint 1
 Administrative Secretary 1
 Secretary 3
 Administrative Officer 1 25
 Bus General Helper 70
 Bus Hoistler 70
 Bus Main Control Clerk 12
 Bus Main Technician 281
 Bus Body Technician 44
 Transit Mech Shop Supv 32
 Body Paint Shop Supv 2
 Transit Yard Sup 4
 Transit Maint. Prod Coord. 3
 Bus Main Superint 5
 MDT Section Chief 5
 490

RAIL TRANSPORTATION (81) 08/09
 General Superintendent 1
 Secretary 1
 Administrative Secretary 1
 Train Operators 60
 Rail Traffic Controller 26
 Chief Supv, Rail Traf Con 2
 Chief Supv, Rail Trans 1
 Rail Supervisors 10
 Rail Yard Masters 9
 113

RAIL MAINTENANCE (82) 08/09
 General Superintendent 1
 Admin Secretary 1
 Admin Officer 1 1
 Rail Veh Machinist 8
 Rail Veh Tech/ATP 2
 Rail Tech/Train Control 30
 Rail Tech/Trac Power 25
 Rail Veh Elec Tech 35
 Rail Vehicle Cleaner 23
 Rail Vehicle Mech 28
 Rail Maint Clerk 2
 Rail Veh Cleaner Supv 1
 Rail Veh Maint Supv 8
 Chf Supv Rail Veh Rep 2
 Traction Power Supv 6
 Train Control Supv 6
 Cf Supv, Insp & Rep 1
 Chf Supv, Tr Con/Trac Pwr 1
 Transit Elec Tech/Lab 4
 185

RAIL/MOVER VEHICLE (83) 08/09
 Chief, Rail/Mover Veh 1
 Admin Secretary 1
 Special Proj Admin 2 1
 Rail Veh Elec Tech 2
 Metromover Tech 2
 Rail Veh Maint Supv 1
 8

TRACK & GUIDEWAY MAINT (85) 08/09
 General Superintendent 1
 Admin Secretary 1
 Transit Welder 1
 Guideway Ins Spec 8
 Track Maint Worker 5
 Track Repairer 41
 Rail Struc Repairer 19
 Track Equip Operator 19
 Rail Maint Clerk 1
 Chf Supv Rail Sh Maint 1
 Rail Struc/Track Supv 15
 Chf Supv, RI Struc Maint 1
 Track Shop Supervisor 6
 Chf Supv, Rail Trk Maint 1
 Chf Supv, Gdway Insp 1
 121

MOVER OPER & MAINT (86) 08/09
 General Superintendent 1
 Secretary 1
 Rail Vehicle Cleaner 10
 Rail Maintenance Clerk 1
 Metromover Tech 46
 Rail Veh Cleaner Supv 1
 Rail Veh Maint Supv 7
 Metromover Maint Supv 1
 Chf Supv, Insp & Repair 1
 Chf Supv, Metromover 2
 70

PARATRANSIT ADMIN (54) 08/09
 Section Chief 1
 Clerk 2 2
 Clerk 4 1
 Secretary 1
 Admin Officer 2 2
 Spec Proj Admin 1 1
 Elig Interviewer 9
 Transit Field Tech 1 1
 Paratran Elig Supv 1
 Paratran Sup Spec 1 4
 Paratran Svc Clerk 7
 Paratran Oper Supv 2
 32

STATION SATELLITE SERVICE CENTERS (27) 08/09
 MDT Section Chief 1
 Transit Svc Ctr Supv 1
 Pass Sales
 Cashier 1 1
 Cashier 2 1
 Golden Passport
 Eligibility Interviewer 2
 Transit Admin Coor 1
 Clerk 3 2
 9

STATION SERVICES (89) 08/09
 Mgr of Station Services 1
 Station Agents 18
 19

EASY CARD CENTER (90) 08/09
 Mgr, MDT Cust Info Svcs 1
 Clerk 3 1
 Clerk 4 2
 Admin Officer 2 4
 8

Information Technology Services (43) 08/09
 Sr Operating Sys Prog 1
 Clerk 4 2
 Computer Technician 1 2
 Computer Technician 2 5
 Comp Tech Supervisor 2
 Network Manager 1 1
 Network Manager 2 1
 Network Sys Integrator 2
 Information Tech Spec 1
 Sys Analyst/Program 1 4
 Sys Analyst/Program 2 7
 Sr Sys Analyst/Prog 3
 Operation Sys Program 3
 Tech Support Analyst 2
 Computer Tech 1
 37

SVC PLANNING & SCHED (53) 08/09
 Planning Sec Supv 2
 Office Supp Spec 2 1
 Admin Officer 2 1
 Schedule Maker 5
 Sr Sched Maker 4
 Transit Planner 2 5
 Field Technician 1 3
 Paratran Sup Spec 1 2
 23

TRAINING (60) 08/09
 Mrg. Training 1
 Special Proj Admin 1 1
 Training Specialist 2 1
 Training Specialist 3 1
 Training Tech 1
 MDT Oper Maint Tr Supv 1
 Bus Maint Instructors 9
 Bus Oper Maint Inst 15
 Rail Oper Maint Inst 4
 34

DESIGN AND ENGINEERING (37) 08/09
 Chief, Design & Eng 1
 Office Support Spec 2 1
 Administrative Secretary 1
 Administrative Officer 2 1
 Engineer 3 1
 Professional Engineer 3
 8

CONSTRUCTION DIVISION (36) 08/09
 Chief, Construction Div 1
 Engineer 2 1
 Senior Professional Eng 1
 Construction Manager 2 4
 Construction Manager 3 9
 15

ROW ACQUISITION & UTILITIES JOINT DEVELOPMENT (67) 08/09
 Chief, ROW & Utilities 1
 Admin Secretary 1
 Administrative Officer 3 2
 Mgr, ROW Engineer 1
 Mgr, Real Est Acq 1
 Mr, Res Bus Rel. 1
 Mgr, Util Relocation 1
 8

PROGRAM MANAGEMENT (49) 08/09
 Cf, Capital Program Mgmt 1
 Administrative Secretary 1
 Construction Manager 3 1
 Professional Engineer 1
 Principal Planner 1
 Sr Professional Engineer 2
 Engineer 3 1
 8

Contract Services (49) 08/09
 Mgr, Contract Svcs 1
 Mgr, Project Control 1
 Office Support Spec 2 1
 Admin Secretary 1
 Admin Officer 2 1
 Admin Officer 3 3
 8

Cost and Scheduling (49) 08/09
 MDT Section Manager 1
 Mgr, MDT Project Control 1
 Eng, Cost & Sched Spec 1
 3

RESOURCE ALLOCATION (45) 08/09
 Chief, Bud/Per Rptg 1
 Office Support Spec 2 1
 Administrative Secretary 2
 Oper & Capital Resource Allocation
 Mgr, Bud & Plan 1
 Admin Officer 3 5
 Trans Adm Coord 1
 7

AUDITING (47) 08/09
 Accountant 1 1
 AO3 1
 Fin Rev/Aud Supv 1
 3

GRANTS & REIMB (68) 08/09
 Mgr Grants & Reimb 1
 Admin Officer 3 1
 Accountant 3 1
 3

FINANCE (41) 08/09
 Comptroller 1
 Admin Secretary 1
 2

General Accounting 08/09
 Clerk 2 2
 Capital Inv Clerk 1
 Account Clerk 6
 Accountant 2 3
 Accountant 4 1
 13

Financial & Stat Reporting 08/09
 Clerk 2 1
 Account Clerk 1
 Accountant 1 1
 Accountant 2 1
 Accountant 3 2
 Accountant 4 1
 7

Treasury Services 08/09
 Mgr, Treasury Svcs 1
 Transit Rev Coll 31
 Transit Rev Proc Ck 4
 Tran Rev Proc Supv 1 3
 Tran Rev Proc Supv 2 1
 Tran Rev Coll Supv 1 4
 Tran Rev Coll Supv 2 1
 45

Appendix IV - MDT Postions by Division (FY02-03, FY07-08 and FY08-09)									
			Oct. 2002 (per ABDS report)	Sept. 2008 (per MDT position Dbase)	10/1/2008 (per MDT T.O.)	Net Change from 2007 to 2008	Net Change from 2002 to 2008	% Change from 2002 to 2008	Benchmarking Findings & Comments
<i>(Reflects FY05-06 T/O reporting structure)</i>									
	Number of Divisions	(6)	29	42	39	-3	10	34%	
Administration (as defined for FY05-06)									
20	Director's Office		6	8	2	(6)	(4)	-67%	
23	External Affairs		3	4	7	3	4	133%	In King County, Transit relies on the County Executive Office for liaising with the legislative delegation / lobbying activity etc. Approx. 3 FTEs within the Finance section are primarily dedicated to interacting with the FTA and state agencies on grants issues. Previously identified by MDT as area of opportunity for further reductions.
Customer Services									
52	A.D. - Customer Services		2	8	4	(4)	2	100%	
24	Customer Services		55			0	(55)	-100%	
27	Satellite Transit Information Centers		0	16	9	(7)	9	New	Previously identified by MDT as area of opportunity for further reductions.
89	Station Services (temp)				19	19	19	New	Previously identified by MDT as area of opportunity for further reductions.
90	Easy Card Center				8	8	8	New	Previously identified by MDT as area of opportunity for further reductions.
Engineering									
			140	174	147	(27)	7	5%	

		Oct. 2002 (per ABDS report)	Sept. 2008 (per MDT position Dbase)	10/1/2008 (per MDT T.O.)	Net Change from 2007 to 2008	Net Change from 2002 to 2008	% Change from 2002 to 2008	Benchmarking Findings & Comments
<i>(Reflects FY05-06 T/O reporting structure)</i>								
29	D.D. - Engineering, Planning & Development	0	3	3	0	3	New	
35	A.D. - Engineering & Construction	6			0	(6)	-100%	
30	System Planning	5	5		(5)	(5)	-100%	Moved to Division 91 (Strategic Planning & Perf. Measurement)
67	Right of Way and Utilities	0	6	8	2	8	New	Department has indicated 2 positions will be transferred to Public Works. Previously identified by MDT as area of opportunity for further reductions.
36	Transit Construction	7	10	9	(1)	2	29%	Previously identified by MDT as area of opportunity for further reductions.
37	Design & Engineering	10	9	8	(1)	(2)	-20%	Previously identified by MDT as area of opportunity for further reductions.
38	Project Control	8			0	(8)	-100%	
49	Program Management		21	20	(1)	20	New	Previously identified by MDT as area of opportunity for further reductions.
34	Field Engineering & Systems Maintenance	104	120	99	(21)	(5)	-5%	
Metrobus		1,642	2,349	2,053	(296)	411	25%	
70	A.D. - Bus	4	2	3	1	(1)	-25%	
71	Bus Operations	1,218	1,773	1,562	(211)	344	28%	
72	Bus Maintenance	420	574	488	(86)	68	16%	
74	Bus Maintenance Control	0			0	0	New	Moved to Division 91 (Strategic Planning & Perf. Measurement)
Metrorail/Metromover		432	553	502	(51)	70	16%	

			Oct. 2002 (per ABDS report)	Sept. 2008 (per MDT position Dbase)	10/1/2008 (per MDT T.O.)	Net Change from 2007 to 2008	Net Change from 2002 to 2008	% Change from 2002 to 2008	Benchmarking Findings & Comments
<i>(Reflects FY05-06 T/O reporting structure)</i>									
80	A.D. - Rail		0	6	5	(1)	5	New	
81	Rail Transportation		101	123	113	(10)	12	12%	
82	Rail/Mover Maintenance		230	205	185	(20)	(45)	-20%	
83	Rail Mover Vehicle Rehabilitation		0	8	8	0	8	New	
85	Track & Guideway		87	132	121	(11)	34	39%	
86	Mover Operations & Maintenance			79	70	(9)	70	New	
84	Rail Maintenance Control		14			0	(14)	-100%	Moved to Division 91 (Strategic Planning & Perf. Measurement)
Operational Support			506	553	518	(35)	12	2%	
58	Facilities Maintenance		94	98	90	(8)	(4)	-4%	
32	Quality Assurance		0	9	10	1	10	New	
62	Advertising & Media Relations	(2)	0	27	12	(15)	12	New	Previously identified by MDT as area of opportunity for further reductions.
26	Service Quality		6	10		(10)	(6)	-100%	
50	Office of Civil Rights and Labor Relations		9	20	12	(8)	3	33%	Authorities reviewed all had Civil Rights Offices, while the County Departments did not. In Broward County, 1 FTE officer handles all compliance issues. King County Transit has no FTEs specifically dedicated to compliance. Previously identified by MDT as area of opportunity for further reductions.
51	Office of Safety & Security		26	18	26	8	0	0%	
43	Information Technology Services		36	44	37	(7)	1	3%	
65	Management Services		0			0	0	New	
66	Joint Development & Property Management	(5)	0	5		(5)	0	New	

			Oct. 2002 (per ABDS report)	Sept. 2008 (per MDT position Dbase)	10/1/2008 (per MDT T.O.)	Net Change from 2007 to 2008	Net Change from 2002 to 2008	% Change from 2002 to 2008	Benchmarking Findings & Comments
<i>(Reflects FY05-06 T/O reporting structure)</i>									
40	A.D. - Business Management		6	2		(2)	(6)	-100%	
21	D.D. - Administration (now A.D. - Financial Services)		0	3	3	0	3	New	King County's Finance FTE's comprise .06% of the entire Transit workforce. Broward County's Finance FTE's comprise 1% of the entire Transit workforce. DART's Finance FTE's comprise 2.2% of the entire Transit workforce. WMATA's Finance FTE's comprise 2.9% of the entire Transit workforce. MDT's Finance FTE's comprise 2.7% of the entire Transit workforce. Previously identified by MDT as area of opportunity for further reductions.
45	Budget & Performance Reporting		20	20	9	(11)	(11)	-55%	
47	Auditing		0	4	3	(1)	3	New	
68	Grants & Reimbursements	(5)	0	3	3	0	3	New	
41	Finance	(3)	88	74	67	(7)	(21)	-24%	
56	Materials Management		81	99	90	(9)	9	11%	
75	Warranty Division				5				

			Oct. 2002 (per ABDS report)	Sept. 2008 (per MDT position Dbase)	10/1/2008 (per MDT T.O.)	Net Change from 2007 to 2008	Net Change from 2002 to 2008	% Change from 2002 to 2008	Benchmarking Findings & Comments
<i>(Reflects FY05-06 T/O reporting structure)</i>									
60	Human Resources		54	33	59	26	5	9%	In King County, Transit performs most major transactional processes such as recruitment, payroll and operator training; the number of HR FTEs is .4% of the entire workforce. In Broward County Transit, most HR duties are shared with a central HR department; the number of HR FTE's is 1% of the entire workforce. WMATA handles all HR processes; the number of HR FTE's is 1.2% of the entire workforce. MDT funds 12 positions in the County's central HR to process payroll for Bus Operators; the number of MDT's HR FTE's is 1.8% of the entire workforce. Previously identified by MDT as area of opportunity for further reductions.
28	D.D. - Operations		0	4	6	2	6	New	
53	Service Planning & Scheduling	(1)	78	35	23	(12)	(55)	-71%	
91	Strategic Planning & Performance Management				15	15	15	New	In King County, 8-9 FTEs perform these functions for a department of 4,163 FTEs. In Broward County Transit, 2 FTE's perform these functions for a department of 1,100 FTE's. Previously identified by MDT as area of opportunity for further reductions.

		Oct. 2002 (per ABDS report)	Sept. 2008 (per MDT position Dbase)	10/1/2008 (per MDT T.O.)	Net Change from 2007 to 2008	Net Change from 2002 to 2008	% Change from 2002 to 2008	Benchmarking Findings & Comments
<i>(Reflects FY05-06 T/O reporting structure)</i>								
91	Strategic Planning & Performance Management (Knowledge Management)			36	36	36	New	Previously identified by MDT as area of opportunity for further reductions.
57	Maintenance Control		33		(33)			(Moved to Strategic Planning & Perf. Mgmt)
61	Bus Stop Management		4		(4)			Rolled into Facilities Maintenance
87	Administrative Services (now A.D. for Support Services)			2	2			Previously identified by MDT as area of opportunity for further reductions.
88	Infrastructure Engineering & Maint			2	2			
39	Structural Inspections	8	8	8	0	0	0%	Previously identified by MDT as area of opportunity for further reductions.
Paratransit/STS		0	49	32	(17)	32		
54	Paratransit Administration	0	36	32	(4)	32	New	Previously identified by MDT as area of opportunity for further reductions.
59	Medicaid Administration	0	13		(13)	0	New	Function eliminated.
					0	0		
TOTAL FULL-TIME POSITIONS -- MDT		2,786	3,714	3,301	(413)	515	18%	
	OPTM	(4)						
TOTAL FULL-TIME POSITIONS -- MDT		2,786	3,714	3,301	(413)	515	18%	
BUDGETED BUS REVENUE MILES (000S)		26,300	32,600	30,500	(2,100)	4,200	16%	
(3)	<i>Three positions from October 2003 spun off to new Auditing Division the following year.</i>							
(5)	<i>This function was previously part of Budget & Performance Reporting. It was spun off as a stand-alone division in 2004.</i>							