

DEPARTMENTAL BUDGET INFORMATION DEPARTMENT OF TRANSPORTATION (20)

MISSION

The mission of the Detroit Department of Transportation (DDOT) is to provide public transit services that are reliable, clean, customer-focused, fiscally responsible, safe and secure.

DESCRIPTION

The Department of Transportation has previously operated the bus system in the City of Detroit with a fleet of 445 coaches; schedule changes for FY 2013-14 will only require a fleet size of 295 coaches.

DDOT is the largest transit provider in the State of Michigan operating over 1,200 miles of routes and providing service to over 33 million passengers annually.

DDOT's primary facilities include the Rosa Parks Transit Center, which is the passenger transit station located in downtown Detroit, and the Administration Building located at 1301 East Warren. The latter facility also houses the body shop; heavy repair facility, and plant maintenance building. DDOT also maintains three other satellite terminals (Shoemaker, Gilbert and Coolidge) with each having light repair garages and storage bays onsite.

DDOT's current fleet requirement consists of 230 fixed-route coaches that serve 48 bus routes in the City of Detroit. The department maintains approximately 6,000 bus stops and 174 bus shelters.

The Americans with Disabilities Act requires transit agencies to offer paratransit services for the elderly and disabled customers. DDOT provides this service through the Detroit MetroLift division. Detroit MetroLift utilizes multiple transportation providers who provide lift-

equipped paratransit vehicles and sedans to service the current demand of 20,000 passenger trips per month.

Additionally, DDOT provides administrative services to the Detroit Transportation Corporation, operator of the Detroit People Mover.

MAJOR INITIATIVES FOR FY 2012-13

The primary goal is to restore confidence in the services provided by DDOT by improving our reliability. Service changes that took effect on July 1, 2012, will be further monitored using our Automatic Vehicle Locator system to increase reliability. Although the focal point is ensuring the timeliness of our coaches, we also have new initiatives in place to control total expenditures without sacrificing more service, so that we rejuvenate the faith of our riders and ultimately comply with our proposed annual budget. Service levels were decreased in FY2013 by 30%, and we are currently operating at 837,000 service hours, down from the previous 1.1 million. We plan to maintain our current service levels going forward.

Despite these drastic scheduling changes, and the lay-offs called during FY2013, management has decided to keep all active drivers and mechanics on staff. Management understands that employees are our most prized resource, enabling our efforts to make operations more efficient.

Since the total scheduled operating hours will be reduced, the coaches needed for our operation will also be reduced. Right-sizing DDOT as an organization is not solved by massive layoffs. The process requires DDOT management to make decisions that

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align the services we provide with total resources allocated to provide them.

In February 2012, the City appointed three senior managers to oversee the transition of DDOT to new service levels, a right-sized fleet, and performance standards which are in line with public transportation standards in comparable urban areas in the United States. These managers are under a contractual arrangement with Parsons Brinkerhoff, which has a long-standing consulting and services agreement with DDOT.

In addition to the three managers, DDOT is working with transit industry professionals on a consulting basis with expertise in vehicle maintenance, scheduling and other aspects of urban transportation to improve operating efficiency and ensure budget compliance. DDOT is also updating its Automatic Vehicle Locating system to improve schedule adherence, upgrading the Rosa Parks Transit Center, and launching a security program to improve safety conditions for drivers and customers at the Rosa Parks Transit Center and on-board buses.

During FY2013, DDOT management will begin matching projected financial results with actual performance. Additional service and personnel adjustments will be made to ensure Budget compliance.

Furthermore, the completion of the Shoemaker Terminal has equipped DDOT with the latest logistics technology and maintenance equipment that will allow for better fleet management and repair.

PLANNING FOR THE FUTURE

FY2013-14, FY 2014-15 and BEYOND

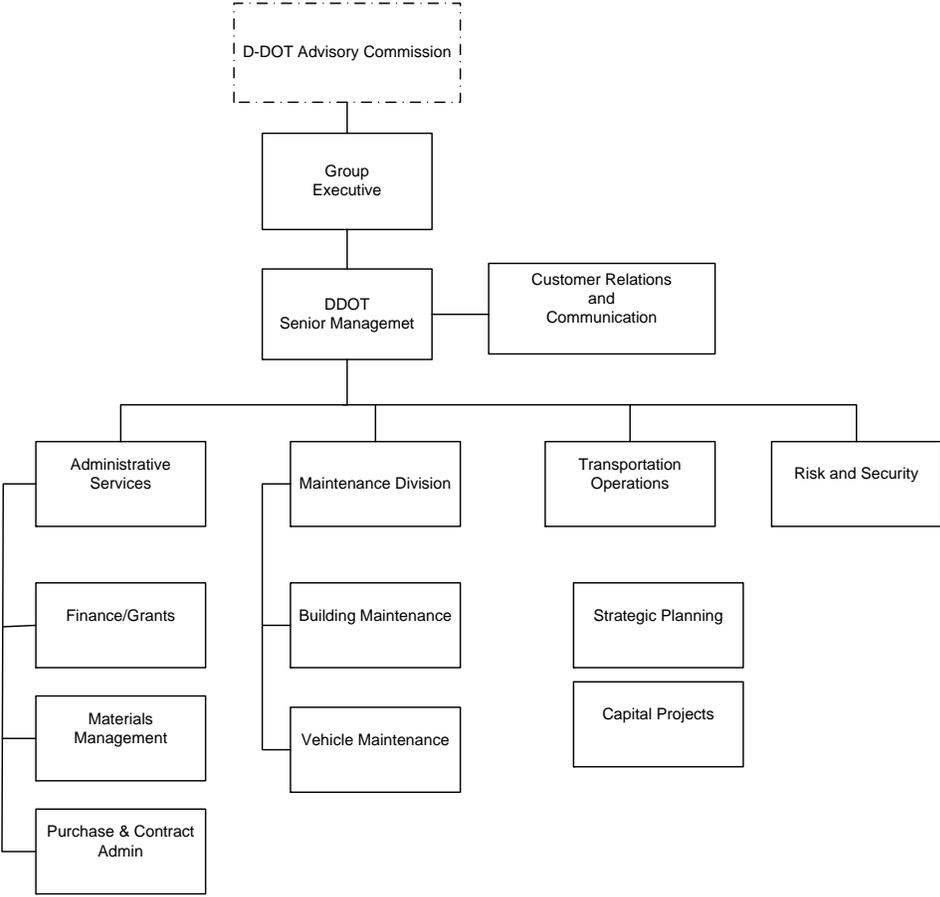
The country's current economic climate has created a financial stronghold on various government services. Accordingly, reductions in personnel, service, and fleet were all necessary to ensure the survival of DDOT.

The federal government's environmental consciousness efforts have helped DDOT better manage its carbon foot print by supplying forty 2012 Gillig Coaches. Moving forward, management plans to cultivate a new workforce that will bring fresh ideas and equip everyone affiliated with DDOT of the understanding that "no matter what your title is, we are all in the transportation business."

Future projects may include:

- Conducting a study to redesign our current routes to better serve ridership, and improve operational efficiency.
- Providing customers with an app that can be used with smart-phones to give riders arrival times (currently used in Chicago).
- Continuously improving operations that will reduce expense levels and add efficiencies.

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PERFORMANCE GOALS, MEASURES AND TARGETS

ADMINISTRATION MEASURES AND TARGETS

Type Of Performance Measure: List Of Measures	2011-12 Actual	2012-13 Projection	2013-14 Target
Inputs: # Accidents resulting in damaging Number of Firms Certified as a DBE	100	105	100
Outputs: Claims Amount of Cases paid (\$)	\$12M	\$12M	\$5.6M
Outcomes: Results or Impacts of Program Activities Number of Wheelchair Bound Passengers Served	13,320	12,500	28,500
Efficiency: Program Costs Related To Units of Activity Service Efficiency: Operating Expense Per Revenue Mile	\$13.46	\$12.99	\$12.00
Cost Effectiveness: Operating Expense Per Passenger Trip	\$4.99	\$5.07	\$4.50
Ratio of WC, LTD, S&A/Total Employees	13.94%	13.74%	12.50%
Fare box Recovery Percent of Budgeted Revenue	18.91%	19.65%	15%
Other Non-Governmental Sources of Revenue	\$2,806,894	\$2,006,894	\$1,600,000

PLANT MAINTENANCE AND CONSTRUCTION

Type Of Performance Measure: List of Measures	2011-12 Actual	2012-13 Projection	2013-14 Target
Outputs: Units of Activity Directed Towards Goals Number of service calls per month)	625	625	450
Plant Maintenance Overtime	\$966,162	\$966,162	\$850,000

VEHICLE MAINTENANCE MEASURES AND TARGETS

Type Of Performance Measure: List of Measures	2011-12 Actual	2012-13 Projection	2013-14 Target
Outputs: Units of Activity Directed Towards Goals Vehicle Maintenance Overtime (Wages)	\$1,325,162	\$1,325,162	\$3,420,000
Outcomes: Results or Impacts of Program Activities Number of Miles Between Road Calls	4,200	4,600	5,000
Efficiency: Program Costs Related To Units of Activity Maintenance Cost Per Passenger	\$1.47	\$1.48	\$1.76

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TRANSPORTATION MEASURES AND TARGETS

Type Of Performance Measure: List of Measures	2011-12 Actual	2012-13 Projection	2013-14 Target
Outputs: Units of Activity Directed Towards Goals			
Number of Miles Operated	17,315,815	17,662,131	11,877,000
Number of Passengers Carried	37,469,741	38,219,136	32,000,000
Actual Vehicle Revenue Miles	13,723,641	14,066,732	11,300,00
Miles per Gallon (M.P.G.)	3.5	3.6	3.75
Efficiency: Program Costs Related To Units Of Activity			
TEO (Driver) Overtime	\$4,950,000	\$4,629,617	\$2,293,600
Operations Division Cost Per Passenger Trip	\$2.36	\$2.19	\$2.05
Passengers Per Revenue Mile	2.73	2.72	2.83

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EXPENDITURES

	2011-12 Actual Expense	2012-13 Redbook	2013-14 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 68,199,712	\$ 34,653,985	\$ 42,843,021	\$ 8,189,036	24%
Employee Benefits	56,088,113	31,251,800	43,884,333	12,632,533	40%
Prof/Contractual	19,619,875	27,210,352	9,885,686	(17,324,666)	-64%
Operating Supplies	23,859,109	15,860,991	17,701,500	1,840,509	12%
Operating Services	23,277,744	15,997,607	30,867,193	14,869,586	93%
Capital Equipment	26,234,377	-	-	-	0%
Fixed Charges	10,920,937	-	-	-	0%
Other Expenses	11,129,791	5,554,933	11,443,213	5,888,280	106%
TOTAL	\$ 239,329,658	\$ 130,529,668	\$ 156,624,946	\$ 26,095,278	20%
POSITIONS	-	917	935	18	2%

REVENUES

	2011-12 Actual Revenue	2012-13 Redbook	2013-14 Mayor's Budget Rec	Variance	Variance Percent
Rev from Use of Asset	\$ 2,259,701	\$ 640,000	\$ 420,000	\$ (220,000)	-34%
Sales & Charges	70,086,518	66,539,668	71,498,160	4,958,492	7%
Grant/Shared Taxes	93,561,792	43,000,000	64,551,786	21,551,786	50%
Contrib/Transfers	59,724,706	20,000,000	20,000,000	-	0%
Miscellaneous	275,502	350,000	155,000	\$ (195,000)	-56%
TOTAL	\$ 225,908,219	\$ 130,529,668	\$ 156,624,946	\$ 26,095,278	20%