

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 operates the bus system in the City of Detroit with a fleet of 445 coaches.

DDOT is the largest transit provider in the State of Michigan operating over 1,200 miles of routes and providing service to over 38 million passengers annually.

DDOT's primary facilities include the Administration Building, which is located at 1301 East Warren, and includes **Central Shop** heavy repair facility, and plant maintenance building. DDOT also maintains three other satellite terminals with light repair garages and storage bays. On July 14, 2009, DDOT opened its new Rosa Park Transit Center in downtown Detroit.

DDOT's active fleet consists of 445 fixed-route coaches, which serves 48 bus routes in the City of Detroit. The department maintains approximately 6,000 bus stops and 174 bus shelters.

DDOT provides Americans with Disabilities Act (ADA) complementary paratransit services for disabled customers through Detroit MetroLift. Detroit MetroLift utilizes multiple transportation providers who provide lift-equipped paratransit vehicles and sedans to provide service to more than 1,000 passenger trips per day.

Additionally, DDOT provides administrative services to the Detroit Transportation

Corporation (DTC), operator of the Detroit People Mover.

MAJOR INITIATIVES FOR FY 2009-10

DDOT's priorities continue to be reliable, clean, safe, and customer focused transit services. DDOT is continuing the departmental reorganization that began in 2007-08 emphasizing: scheduling, operations, and maintenance efficiencies; cost savings; customer service; and increasing ridership and revenues.

In 2008, DDOT's Strategic Planning Division developed DDOT's first Five-Year Service Plan. This plan is a blueprint to guide DDOT's service initiatives. It addresses transit issues and provides solutions to meet customer needs and expectations. The production of schedules that ensure efficient and reliable transportation service to area residents is a continuing major initiative for the division. The emphasis is on meeting customer demand during peak service hours (e.g., rush hour). Service monitoring and automated vehicle locator (AVL) technology allows DDOT to improve service planning and route design. In addition, the Strategic Planning Division continues to work diligently on the implementation of the Woodward Light Rail Project. The line will consist of eight miles of light rail from downtown to the Michigan State Fairgrounds

The Operations Division is in the final stages of implementing a new Transportation Operations System (TOS) that will improve the reliability of scheduled service by monitoring check-in, pull-out, and pull-in processes for Transportation Equipment Operators (TEO). In addition,

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the Operations Division's efforts will continue to focus on increasing the number of TEOs available to meet customer demand.

Vehicle Maintenance is implementing an Enterprise Asset Management System, which will enable the coordinated management of vehicle maintenance and inventory. Training will be provided to mechanics to attain certification in transit vehicle repair. Vehicle Maintenance focus is on ensuring that vehicles are repaired timely and are available to meet customer demand for service. Fuel savings will be realized with the newly installed Posi-Lock system and HVAC equipment that will reduce fuel spillage and bus warm up time. Cost savings will also be attained through better processes to reduce wasteful overtime in all areas of the department. Improved inventory management will reduce obsolescence costs and waste. Inventory storerooms have been consolidated to increase efficiency and reduce costs.

Multifunctional equipment has been in use during this fiscal year to replace fax machines, printers and copiers to reduce maintenance and supply costs. DDOT will continue to expand its risk management efforts to mitigate safety risks, review claims, and work to recover damages from parties at fault (e.g., insurance subrogation). DDOT has adopted a new ADA-Paratransit service model of multiple transportation providers to ensure better service for eligible clients, while also reducing costs.

The new Rosa Parks Transit Center (RPTC), that opened to the public on July 14, 2009, provides a central transit location for passenger convenience that includes passenger information and the sale of

passes. Residents and visitors to the City can board DDOT, SMART, Mega Bus and Transit Windsor buses in one central location. Two Detroit People Mover Stations are within easy walking distance of the RPTC. DDOT also expects to finalize lease/concession/advertising agreements in 2009-10 to generate revenue from retail space at the RPTC.

During 2009-10, the installation of new bus stop signage and supplemental route information that will better serve customers also began. In addition, DDOT will expand its marketing and customer service activities to bring transit information and services to its customers, electronically and in multiple languages.

DDOT is utilizing grant funding for capital projects, such as facility improvements, that will improve the work environment, productivity, and service reliability. In 2009-10, DDOT used grant funds to purchase 50 new buses.

Revenue initiatives include the following:

- Application for \$46 million in grants
- Enhance on-line (Internet) store for pass sales.
- Increase ridership by meeting customer demand and providing more reliable service.
- Develop new fare media (e.g., stored value cards) to increase farebox revenue and customer convenience.
- Promote and advertise transportation services and programs.

Costs saving initiatives include the following:

- Reduce planned schedule changes to improve customer reliability.

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- Reduce maintenance downtime costs by adding a production planner and schedulers to coordinate the simultaneous availability of coaches, parts, and materials.
- Expansion of DDOT's risk management to mitigate safety risks and review workers compensation and long-term disability claims.
- Pursue claims against those causing damage to DDOT buses and property to include insurance subrogation.
- Perform midlife overhauls of older buses to improve service reliability.
- Increase preventative maintenance efforts to reduce equipment failures.
- Facility improvements such as new HVAC equipment, which will reduce maintenance, heating and electricity costs.
- Increased and improved safety training for TEOs to reduce accidents.
- Increased and improved mechanic training to attain certification and improve maintenance productivity.
- Continue to improve work processes to reduce waste and inefficiencies.
- Continuation of pre-employment screening program to upgrade entry level requirements and improve employee retention.
- Continue restructuring the ADA-Paratransit Program to improve service and reduce costs.
- Revise the budget monitoring process to breakdown the Budget by units/cost centers and hold managers accountable for meeting budgeted labor hours and

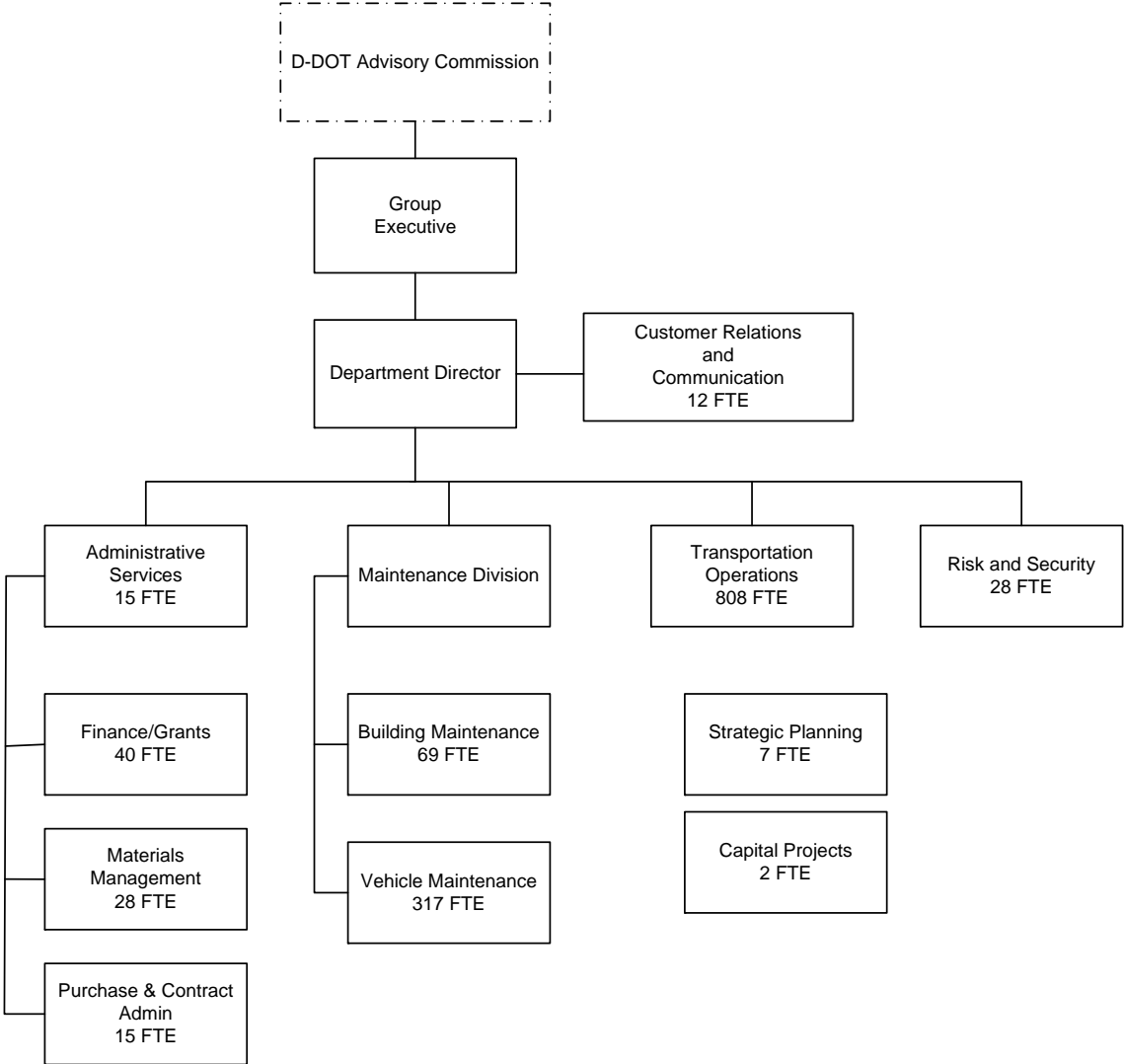
other budgeted parameters (e.g., "X" number of brake jobs).

PLANNING FOR THE FUTURE FOR FY 2010-11, FY 2011-12 and BEYOND

DDOT will have a grand opening of the Shoemaker facility. The \$45 million dollar renovations and a new construction will make this a state of the art facility to improve DDOT's operations. The new buildings are an Operation and Mechanical training facility, fare collection building, security guard house, and an alternative fuel facility to accommodate the hybrid buses DDOT is purchasing. The renovations also include the maintenance garage with new hoists, coach body rehab shop, coach storage parking bays, improved security with cameras, card access employee entrances, LED lighting, and perimeter fencing.

DDOT will improve its strategic planning to include long term operating and capital plans. The plans will continue to focus on clean, reliable, safe, and customer-focused transit services for DDOT's service area. DDOT will be working on improving transit options to include rapid transit that links downtown, New Center, neighborhoods and points beyond. DDOT, in support of its mission to provide safe and secure transit services throughout the city, will take proactive measures to improve the overall safety and security of DDOT's operations and services.

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PERFORMANCE GOALS, MEASURES AND TARGETS

ADMINISTRATION MEASURES AND TARGETS

Type Of Performance Measure: List Of Measures	2007-08 Actual	2008-09 Actual	2009-10 Projection	2010-11 Target
Inputs: Resources Allocated or Service Demands Made Number of Firms Certified as a DBE	119	115	130	116
Outputs: Units of Activity Directed Towards Goals Number of Workers' Comp (WC) Cases	84	80	75	70
Outcomes: Results or Impacts of Program Activities Number of Wheelchair Bound Passengers Served	11,756	12,180	13,740	14,560
Efficiency: Program Costs Related To Units of Activity Service Efficiency: Operating Expense Per Revenue Mile	\$11.78	\$11.85	\$11.30	\$10.46
Cost Effectiveness: Operating Expense Per Passenger Trip	\$4.87	\$4.14	\$3.95	\$4.08
Ratio of WC, LTD, S&A/Total Employees	15.00%	15.25%	14.70%	14.00%
Fare box Recovery Percent of Budgeted Revenue	16.41%	16.47%	17.01%	17.35%
Other Non-Governmental Sources of Revenue	\$1,910,317	\$1,535,000	\$1,765,000	\$1,815,000

VEHICLE MAINTENANCE MEASURES AND TARGETS

Type Of Performance Measure: List of Measures	2007-08 Actual	2008-09 Actual	2009-10 Projection	2010-11 Target
Outputs: Units of Activity Directed Towards Goals Vehicle Maintenance Overtime (Wages)	\$5,234,120	\$5,532,282	\$1,300,000	\$1,325,162
Outcomes: Results or Impacts of Program Activities Number of Miles Between Road Calls	4,200	3,444	5,060	7,000
Efficiency: Program Costs Related To Units of Activity Maintenance Cost Per Passenger	\$1.78	\$1.46	\$1.46	\$1.47

TRANSPORTATION MEASURES AND TARGETS

Type Of Performance Measure: List of Measures	2007-08 Actual	2008-09 Actual	2009-10 Projection*	2010-11 Target
Outputs: Units of Activity Directed Towards Goals Number of Miles Operated	18,198,916	18,833,251	18,142,489	17,000,000
Number of Passengers Carried	35,504,877	38,612,890	37,110,334	38,790,000
Actual Vehicle Revenue Miles	15,152,461	15,069,580	13,984,094	13,101,228
Efficiency: Program Costs Related To Units Of Activity TEO (Driver) Overtime	\$8,129,923	\$9,421,336	\$3,150,000	\$2,650,000
Operations Division Cost Per Passenger Trip	\$ 2.13	\$ 1.80	\$ 1.80	\$ 1.37
Passengers Per Revenue Mile	2.32	2.74	2.65	2.95

*2009-10 Projections have been adjusted to reflect the September 2009 service reductions

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EXPENDITURES

	2008-09 Actual Expense	2009-10 Redbook	2010-11 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 71,084,404	\$ 66,422,440	\$ 57,179,914	\$ (9,242,526)	-14%
Employee Benefits	75,600,332	45,086,011	42,886,772	(2,199,239)	-5%
Prof/Contractual	18,500,432	8,011,999	11,456,453	3,444,454	43%
Operating Supplies	31,449,001	20,570,722	15,091,949	(5,478,773)	-27%
Operating Services	25,404,087	26,934,270	25,355,703	(1,578,567)	-6%
Capital Equipment	4,056,182	-	-	-	0%
Capital Outlays	24,970,449	-	-	-	0%
Fixed Charges	13,711,867	6,634,828	7,230,016	595,188	9%
Other Expenses	6,861,018	6,537,976	5,124,335	(1,413,641)	-22%
TOTAL	\$ 271,637,772	\$ 180,198,246	\$ 164,325,142	\$ (15,873,104)	-9%
POSITIONS	1,506	1,524	1,341	(183)	-12%

REVENUES

	2008-09 Actual Revenue	2009-10 Redbook	2010-11 Mayor's Budget Rec	Variance	Variance Percent
Rev from Use of Asset	\$ 685,304	\$ 1,765,000	\$ 1,815,000	\$ 50,000	3%
Grants/Shared Taxes	53,252,699	12,000,000	20,000,000	8,000,000	67%
Sales & Charges	78,900,288	82,037,130	82,799,982	762,852	1%
Contrib/Transfers	79,483,885	84,296,116	59,460,160	(24,835,956)	-29%
Miscellaneous	252,351	100,000	250,000	150,000	150%
TOTAL	\$ 212,574,527	\$ 180,198,246	\$ 164,325,142	\$ (15,873,104)	-9%

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