

**MEMORANDUM**

March 14, 2013

TO: Transportation, Infrastructure, Energy and Environment Committee

FROM: <sup>GO</sup> Glenn Orlin, Deputy Council Staff Director

SUBJECT: Washington Metropolitan Area Transit Authority (WMATA): Momentum Plan; bus priority corridors; and Draft FY14 Budget

Committee Chair Berliner requested this meeting to be devoted to certain WMATA planning and budget-related issues: the recently published draft strategic plan for the agency entitled “Momentum: the Next Generation of Metro”; the set of measures that have been developed for providing bus priority in certain corridors, some of which have already been implemented; and an update on the General Manager’s proposed FY14 Budget. WMATA officials anticipated to attend this meeting are:

Kathryn Porter, Alternate Member, WMATA Board of Directors  
Jack Requa, Assistant General Manager of Bus Services  
Shyam Kannan, Managing Director, Office of Planning  
Jim Hamre, Director, Office of Bus Planning  
Bill Greene, Managing Director, Office of Management & Budget Services  
Charlie Scott, Maryland Government Relations Officer

**1. Momentum Plan.** In January the General Manager proposed his draft of a strategic plan for WMATA which emphasizes certain projects and programs to be implemented by 2025, but also starting work on other initiatives to be completed by 2040. The full report appears on WMATA’s website: [http://www.wmata.com/about\\_metro/news/Momentum\\_Strategic\\_Plan\\_2013-01-28-secure.pdf](http://www.wmata.com/about_metro/news/Momentum_Strategic_Plan_2013-01-28-secure.pdf). The Executive Summary is on ©1-4. The Board of Directors has been briefed on the plan but has not yet begun deliberations on it.

The part of the draft Momentum Plan that has caught the most attention is the set of proposed improvements for 2025, which would cost an estimated \$6 billion (in 2012 dollars). There are seven elements:

<b>Element</b>	<b>Cost (\$M)</b>
8-car consists for all trains, including more yard storage and traction power	\$2,000
Underground pedestrian connections (Farragut North-Farragut West; Metro Center-Gallery Place) and additional entrances, mezzanines, stairs, escalators, and elevators at key stations (primarily in downtown DC)	\$1,000
New connection between the Orange/Silver line west of Rosslyn to the Blue Line southeast of Rosslyn; alternatively, a second Rosslyn Station separating the Orange/Silver Line from the Blue Line	\$1,000
Additional pocket tracks, turnbacks, and switches throughout the system	\$500
Next generation communications infrastructure	\$400
Metrobus priority corridor network	\$600
400 additional Metrobuses and a new Metrobus garage	\$500
<b>Total</b>	<b>\$6,000</b>

Seventeen more projects are proposed by 2040, costing an additional \$24.6 billion. Most of these latter elements would be done under WMATA's aegis, some of which are:

- a new line across the Potomac River from the Pentagon Station to Downtown D.C.
- extensions of the Orange Line west from Vienna to Centreville in Prince William County and east from New Carrollton to Bowie
- an extension of the Blue Line south from Franconia/Springfield to Potomac Mills in Prince William County
- an extension of the Purple Line (as light rail or BRT) from New Carrollton south to Alexandria
- a light rail or BRT line from the Branch Avenue station to Charles County
- relocations of the Blue and Yellow Lines in portions of Downtown D.C.
- completion of D.C.'s full planned streetcar network
- extensions of the Arlington streetcar line north to D.C. and south to Lincolnia
- connection of MARC and VRE commuter rail lines between Union Station and Crystal City
- extension of VRE to Haymarket in Prince William County
- miscellaneous commuter rail service enhancements

The 2040 projects that would serve Montgomery County include:

- Purple Line spur from Takoma/Langley to White Oak (\$800M)
- regional BRT system in Montgomery, Prince George's, and Fairfax Counties (\$1.5B)
- light rail or BRT connection between White Flint and Tysons/Dunn Loring (\$1.1B)

*Issues.* The draft Momentum Plan already notes that the National Capital Region Transportation Planning Board's Constrained Long Range Plan (CLRP) already includes more than \$6.7 billion for ten transit projects projected to be completed by 2020, including the Purple Line, the Corridor Cities Transitway (CCT) between Shady Grove and Clarksburg, and the Veirs Mill Road Busway between Rockville and Wheaton. Furthermore, Montgomery County is likely to want to build more BRT lines than just the CCT and the Veirs Mill Road Busway: the County has already programmed \$5 million for project planning for the Georgia Avenue Busway and several millions of dollars for a piece of a Rockville Pike BRT through White Flint.

Given this context, how important are the draft Momentum Plan's 2025 projects compared to the transit projects already in the CLRP for 2020 and the others already in project planning? If the Momentum Plan's 2025 projects are considered to be next in priority after those noted above, where will the funding come from to pay for them? Is it realistic to assume a further \$24.6 billion (in 2012 dollars) will be available for the projects proposed for 2025-2040 time-frame?

**2. Bus Priority Corridors.** One of the 2025 projects in the Momentum Plan is to complete the Metrobus Priority Corridor Network improvements in the region. WMATA has studied 24 of its lines (a line may include more than one bus routes in the same corridor), seven of which are all or part in Montgomery County. The changes are primarily the restructuring of the service and speeding it up by adding buses that stop at fewer locations. Ultimately they would include minor capital improvements, such as queue jumpers and signal prioritization. Within a corridor these changes could be viewed as the beginning of a transition between typical mixed traffic bus operations and bus rapid transit operating partly or fully in its own guideway.

To complete the improvements on the seven routes—three of which also run within Prince George's county—would require \$35.3 million for additional buses, \$10 million for facility improvements, and \$17.2 million more annually in operating subsidies. Serendipitously, the County Department of Transportation wrote to the Maryland Department of Transportation on March 13 requesting that MDOT fund the remaining changes for the K routes (New Hampshire Avenue) and Q routes (Veirs Mill Road), as well as the changes proposed for the Y routes (Georgia Avenue): a cost of \$8.8 million for 14 new buses and an annual additional operating subsidy of \$3.4 million. County DOT points out that Maryland's budget allowance to WMATA is \$19 million higher for the operating budget and \$11.5 million higher for the capital budget, meaning that MDOT should be able to afford the changes (©5-6).

*Issues.* Can even more of the yet-implemented improvements be budgeted by MDOT than is requested in County DOT's letter? If the balance of MDOT's budget allowance for WMATA is not enough to fully cover another increment of the Bus Priority Network within the county, should County funds be used to make up the difference?

**3. FY14 Budget.** In January the General Manager transmitted his proposed FY14 operating and capital budget, totaling \$2,653,700,000, a 2.8% reduction from the projected spending in FY13. The operating budget (including debt service) would increase by about 2.9% to \$1,626,400,000. The capital budget would be reduced by about 12.0% to \$875,300,000, but this is still higher than the capital budgets in FY11 and FY12. About 42.7% of funds come from State and local funds (all of the costs attributed to Montgomery County are paid by the State of Maryland), 31.8% from fares and Metro station parking fees, 17.1% from the Federal government (all for the capital budget), and 8.4% from other sources, such as advertising revenue. A summary of the proposed budget is on ©7-10.

The proposed budget assumes no fare increases in FY14. If approved, this means there will likely be no increases in Ride On's fares as well, as it has been the Council's policy for many years to charge the same basic fare for Ride On as for Metrobus for the sake of simplicity for transit rider and equity for riders within the county. (Most of the service in the East County is provided by Metrobus.) There are no major service changes in the offing for Montgomery County; the major increase in service

is the opening of the first segment of the Silver Line, from West Falls Church to Wiehle Avenue in Reston, next December. A notable element in the capital budget is the replacement of the major escalators at the Bethesda Metro Station, scheduled to begin next winter.

WMATA has held its public forums on the proposed budget, and it will soon begin its committee and Board worksessions. The Board's approval is anticipated in late April.

*Issues.* Unlike the last several budgets, the FY14 budget seems to be devoid of major controversy. Councilmembers may want to use this time to explore their respective matters of interest regarding Metrorail, Metrobus, or MetroAccess operations, especially if they have budget implications.

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# Executive Summary

## *Metro's Strategic Plan*

Metro is at a critical juncture. Since the system opened, the region has grown tremendously; yet investments and upgrades to the system did not keep up. Today's customers are experiencing the effects of years of chronic underfunding and underinvestment: aging equipment, deteriorating infrastructure and less-reliable service. Recent efforts to renew the system are helping matters, but will only bring the system back to where it should have been all along.

Meanwhile, the region is projected to continue to grow over the coming decades, and this growth will place even more pressure on a system that is already nearing capacity. To ensure that the system continues to meet the region's mobility needs as well as support the competitiveness of the region, Metro must not only continue the system rehabilitation that is currently underway, but also plan for future growth. Metro must complete today's work of rebuilding while at the same time articulating a strategic, long-term vision for the future of Metro in this rapidly-growing metropolitan region.

To rise to this challenge, Metro's leadership has created *Momentum*, a strategic plan that will guide Metro's decisions over the next 10 years and ensure that the system continues to support the region's competitiveness for decades to come. Building on the Board of Director's governance improvements, a renewed safety and performance management culture, and the accomplishments of MetroForward, *Momentum*:

- Ensures that Metro will provide the transit system the Washington region needs to deliver hundreds of millions of trips to residents and visitors each year;
- Provides vision and guidance for decision making to efficiently meet the needs of today while proactively preparing to support the future needs of a healthy, prosperous, and competitive region tomorrow;
- Establishes priorities for near- and long-term action and establishes a vision for its regional role that is consistent with language in the Metro Compact;
- Sets the stage for addressing Metro's chronic funding challenges, and among other items specifically calls for an aggressive effort to secure a reliable and sustainable source of funding for the system; and
- Calls on Metro to fill a critical role in regional transit leadership.

Meanwhile, *Momentum* gives Metro clear direction in fully-committing itself to the customer experience and ensuring the system and its customers are safe and secure.

## The Strategic Planning Process

The strategic plan presented in *Momentum* is a staff document for Board consideration reflecting thorough technical analyses, and extensive outreach and feedback from regional stakeholders. Board members and management initially reached out to stakeholders based on a draft framework for *Momentum*. As a result of the initial intensive discussions by the Board and the executive leadership team, Metro drafted a new vision, mission and goals that reflect the priorities of the region. With this new strategic framework in hand, the Board of Directors and management launched a comprehensive outreach program for *Momentum*. Reflective of Metro's broad reach across the region, the outreach plan was extensive, seeking input from Metro's customers, the general public, jurisdictional and federal funders, key regional civic organizations, Metro's own employees, and stakeholders. Business and advocacy groups further extended the initiative's reach. Metro's partners simultaneously joined the effort to promote maximum exposure, regional reach, and breadth of input.

Among the most prominent shared areas of feedback were the following sentiments:

- *Metro is critical to the region's future:* The transit system is the region's circulatory system; tending to it is essential to competitiveness, prosperity, and enhanced qualities of life
- *Continue rebuilding:* "Fix it" and make the system more reliable
- *Reduce crowding:* Metro needs more capacity on both rail and bus
- *Provide better customer information:* Customers want all types of trip information, on-demand, everywhere
- *Ensure predictable funding:* Citizens, leaders, and businesspeople alike are unified in calling for sustainable, reliable funding for Metro

## The Strategy

*Momentum* is both *responsive* to current feedback as well as *proactive* in anticipating future needs. Built around the four Board-endorsed strategic goals, *Momentum* articulates the following strategies for Metro:

### Goal 1 – Build and Maintain a Premier Safety Culture and System

#### Fix and Maintain the System

Metro will continue its efforts to return to and keep the system equipment and infrastructure in good condition. Metro will use data-driven and science-based methods to allocate resources, use system safety practices and principles and environmental design to enhance safety, and seek to meet or exceed national safety and security standards for transit.

#### Create a Shared Climate of Safety

Metro will work with employees, riders, jurisdictional partners, and the general public to make sure that everyone does their part in creating and sustaining a culture of safety and security in stations, vehicles, support facilities, and access points. Metro will enhance its communications feedback loops to bring critical safety information to empowered agents quickly, to prevent accidents before they happen.

#### Expect the Unexpected

Metro will continue to support the region's emergency transit management and security readiness protocols, and seek to make transit emergency protocols widely- and easily-understood. Metro will maintain regional evacuation capability and prepare for any event that requires wide-scale response. On a smaller scale, Metro will continue to improve incident response timing, planning, preparation and investigation.



**Prepare for Extreme Weather**

Extreme weather is becoming more commonplace. Metro will continue to design and build the system, as well as implement operational protocols, which assume extreme weather may become the "new normal". Facility enhancements, new equipment and strategic partnerships will also improve Metro's ability to adapt to changing weather patterns.

**Goal 2 – Meet or Exceed Expectations by Consistently Delivering Quality Service**

**Become a Self-Service System**

Metro was designed to become a self-service system. Completing this design objective will ensure that customers can experience the system smoothly and Metro can re-allocate resources optimally.

**Focus on the customer**

Metro will focus on the needs of Metro's customers at all stages of a trip, and optimize its customer-facing employee approach.

**Fix it first and fast**

Metro's results focused maintenance approach is critical to keeping assets in a state of good repair and services running reliably. Metro will collect and utilize data on the performance of Metro's system in order to deploy resources.

**Be on-time**

Metro is dedicated to delivering service on time. Metro will continue to adjust service delivery to improve reliability, reduce crowding, and better serve travel markets.

**Make it easy to plan, pay, & ride**

Metro will provide customers with accurate and timely information for navigating the region and for trip planning, including real-time information on arrivals and departures, or delays and incidents. Adopting new technologies and policies will help Metro offer easy and seamless planning and payment options for trips throughout the region.

**Goal 3 – Improve Regional Mobility and Connect Communities**

**Be the region's transit leader**

Metro is not only the region's largest transit provider, but is chartered as the region's transit planning entity. Through leadership and partnerships, Metro will guide regional integration, ensuring that today and tomorrow's regional transit services move people where they want to go, seamlessly.

**Maximize what we have**

Metro will meet growing demand and address overcrowding by optimizing the capacity of the existing infrastructure. In addition, Metro will work with local jurisdictions to implement transit priority improvements on the street to move buses faster.

**Enhance access**

Access to and linkages between stations/stops and services is the basis for a successful transit network. Metro and its partners have added sidewalks and bike lanes and connected local bus services to stations, but there is still much work to be done. Metro will continue to improve the usability of multiple modes of transit and the overall accessibility of the entire system to all riders.



<b>Expand for the future</b>	Metro will work with local partners to enlarge the rail and bus network to provide high quality transit to communities across the region.
<b>Support the region's economic competitiveness</b>	Transit is the backbone of the region and a key to its vitality. Metro will continue to support the development of places where people want to invest, live and work.

**Goal 4 – Ensure Financial Stability and Invest in our People and Assets**

<b>Add new sources of predictable funding</b>	Metro will work with regional and federal partners to develop a reliable funding source for transit. Metro is already working with regional partners to develop multi-year budgets to form the basis of stable funding agreements.
<b>Invest for the long-term</b>	Vehicles, tunnels, bridges, stations and systems are all valuable physical assets for the region that will require replacement. Metro will prioritize and replace assets with a view to providing long-term safety, reliability and cost savings.
<b>Increase efficiency and lower costs</b>	Metro will operate efficiently by focusing on key cost drivers, improving business processes, and using technology more effectively.
<b>Be Green</b>	Metro will employ technologies and practices to reduce consumption of natural resources and pollution. Lower energy usage, alternative fuels, and sustainable development criteria will be considered for new facilities and vehicles.
<b>Recruit and keep the best</b>	Continued growth and development throughout the region will require Metro to respond as a high performance organization. Metro will develop the people to meet the task by hiring quality candidates, providing training and career development, offering competitive compensation and acknowledging exemplary employees.



DEPARTMENT OF TRANSPORTATION

Isiah Leggett  
County Executive

Arthur Holmes, Jr.  
Director

March 13, 2013

Mr. Darrell B. Mobley, Acting Secretary  
Maryland Department of Transportation  
7201 Corporate Center Drive  
P.O. Box 548  
Hanover, Maryland 21076

Dear Mr. Mobley:

Starting in January 2013 the Washington Metropolitan Area Transit Authority (WMATA) initiated the first MetroExtra, limited stop bus service in Maryland along New Hampshire Avenue operating in both Prince George's and Montgomery County and traveling through the District of Columbia to terminate at the Fort Totten Metrorail station. This premium service is one of the bus priority corridors across the region that carries the majority of the WMATA bus riders. The New Hampshire MetroExtra, called the K9 route, is one of three MetroExtra services ready to be implemented in Montgomery County awaiting buses and operating subsidy. The two other critical bus corridors are the Q Line along Veirs Mill Road from Wheaton to Rockville Metrorail stations and the Y Line along Georgia Avenue from Silver Spring Metrorail station to Olney. The K9 MetroExtra service is already a success with approximately 700 daily riders for the peak period only service. However, WMATA had only enough peak period buses to implement only a truncated K9 service to Northwest Apartments and not to the Food and Drug Administration in White Oak as planned. Now it is time to extend the service from the current terminus to the Food and Drug Administration campus in White Oak, a distance of less than two miles. WMATA estimates that this K9 extension will require two additional peak period buses.

It is my understanding the Governor's budget allowance for both capital and operating assistance to WMATA exceeds the WMATA proposed FY 14 budget, and therefore, it is sufficient to allow the K9 service extension to FDA as well as initiate the Q Line and Y Line MetroExtra service in FY 14. WMATA estimates that these three MetroExtra services will require an additional 14 peak period buses at a cost of about \$8.8 million and an operating subsidy of about \$3.4 million. Our estimate of the Maryland budget allowance to WMATA is over by \$19 million on the operating side and is over by \$11.5 million on the capital side making our request for MetroExtra service in FY 14 financially feasible.

Office of the Director

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Located one block west of the Rockville Metro Station

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Mr. Darrell B. Mobley  
March 13, 2013  
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As you know we are pursuing a comprehensive program of transit improvements that include planning for a network of bus rapid transit as well as improvements to our Ride On fleet and service and the implementation of the WMATA MetroExtra service. WMATA supports the expansion of the MetroExtra service regionwide but has not programmed funding for additional buses until FY 17. Under the WMATA proposed six year capital program, Montgomery County and the rest of the local jurisdictions will not see any substantial new peak Metrobus service and the momentum and the public's expectation of improved bus service will be stalled until FY 17 or beyond.

The MetroExtra service is the logical next step working towards a bus rapid transit system in the County and the success of the K9 service shows that riders do respond to higher quality bus service. We expect the K9 ridership would continue to grow as it expands to the FDA area.

Our request is to fully fund the capital purchase of peak period buses and cover the additional operating subsidy to implement the K9 extension to White Oak as well as the MetroExtra service along Veirs Mill and Georgia Avenue. We believe that MDOT has sufficient funding in FY 14 budget allowance to advance this important program. I am available to provide additional information and to meet with you to discuss our request.

Sincerely,



Arthur Holmes, Jr.  
Director

AH:tt

cc: Councilmember Roger Berliner

**FY2014 Budget in Brief**

- The \$2.7 billion budget proposal for fiscal year 2014 seeks authority to obligate and spend funds. It includes all operating, capital and debt service requirements of Metro for the fiscal year, July 1, 2013 to June 30, 2014.
- The \$1.7 billion Operating budget is funded with passenger fares and parking (51 percent), State and Local Government subsidy contributions (46 percent) and other revenue sources (three percent). The Operating budget supports Metrobus, Metrorail, and MetroAccess operations across the District of Columbia, Maryland, and Virginia.
- The Operating budget does not include any fare increases for FY2014.
- The FY2014 Operating budget represents a five percent or \$78 million increase over FY2013 levels. More than one third of this increase is related to Silver Line operating costs (\$30 million). Another \$17 million funds new initiatives to address safety and security, including phase II implementation of fatigue management, continuation and expansion of the Priority Corridor Network service that began in FY2013, as well as increased rail service with the Silver line, and seed money for efficiency initiatives that will yield long term savings. Inflationary increases on the base program including increases in employee benefits make up the remainder of the increase.
- The budget funds over 12 thousand employees with labor costs for the operating and capital budget, including fringe benefits, totaling \$1.4 billion in FY2014. Labor related costs constitute over 70 percent of the Operating budget.
- Over 90 percent of the \$875 million capital budget, not including capital reimbursable projects, is focused on projects that improve the safety and reliability of the system.
- The \$152.1 million operating and capital reimbursable budget contains projects undertaken on behalf of Metro's jurisdictions and outside partners, such as the DC Circulator, parking facility at Glenmont Metrorail Station, and procurement of the 7000 Series railcars.

Table 2.2

**Summary of Expenditures by Program**

(Dollars in Millions)	FY2011 <u>Actual</u>	FY2012 <u>Actual</u>	FY2013 <u>Forecast</u>	FY2014 <u>Proposed</u>
<b>Operating Budget</b>				
• Metrobus	\$ 500.2	\$ 520.2	\$ 565.0	\$ 578.2
• Metrorail	814.0	810.3	896.4	961.8
• MetroAccess	103.4	104.2	114.7	114.1
Subtotal	\$ 1,417.6	\$ 1,434.7	\$ 1,576.1	\$ 1,654.1
• Debt Service	\$ 48.7	\$ 48.7	\$ 37.4	\$ 33.0
• Preventive Maintenance	(60.7)	(30.7)	(30.7)	(30.7)
• Other			(2.3)	(30.0)
Subtotal	\$ 1,405.5	\$ 1,452.6	\$ 1,580.5	\$ 1,626.4
<b>Reimbursable Budget</b>				
• Operating Reimbursable Projects	\$ 19.8	28.4	\$ 35.2	\$ 42.7
• Capital Reimbursable Projects <sup>(1)</sup>	64.9	96.9	119.4	109.4
Subtotal	\$ 84.7	\$ 125.3	\$ 154.6	\$ 152.1
<b>Capital Budget</b>				
• Capital Improvement Program	\$ 611.2	\$ 770.4	\$ 944.8	\$ 875.3
• ARRA "Stimulus" Program <sup>(2)</sup>	62.7	42.3	13.3	-
• Safety & Security Program <sup>(3)</sup>	3.2	18.2	36.9	-
Subtotal	\$ 677.1	\$ 830.9	\$ 995.0	\$ 875.3
<b>Total</b>	<b>\$ 2,167.3</b>	<b>\$ 2,408.8</b>	<b>\$ 2,730.1</b>	<b>\$ 2,653.7</b>

Note 1: Capital Reimbursable Projects reflects total forecasted expenditures. The dollar amount is the sum of budget for proposal plus prior years expenditures.

Note 2: All ARRA projects are scheduled for completion in FY2013.

Note 3: The Safety and Security Program is an obligation based program for which all projects are scheduled for completion in FY2013. Federal FY2010 and later Safety and Security grant awards are included in the CIP rather than a separate capital program.

The sources of funding for the operating and capital budgets combined are broken down into categories:

- Fares and parking of \$843.0 million;
- Federal funding of \$452.8 million, consisting of \$328.2 million in formula grants, \$150.0 million in PRIIA funding, and the balance coming from various small grants;
- State and local funding of \$1,137.9 million, consisting of \$734.5 million in operating funds, \$26.4 million for the reimbursable budget, and \$371.1 million in capital funds; and
- Other funding, including advertising, joint development projects, and grants of \$151.7 million).

Figure 2.3

### Sources of Funds for Proposed FY2014 Budget

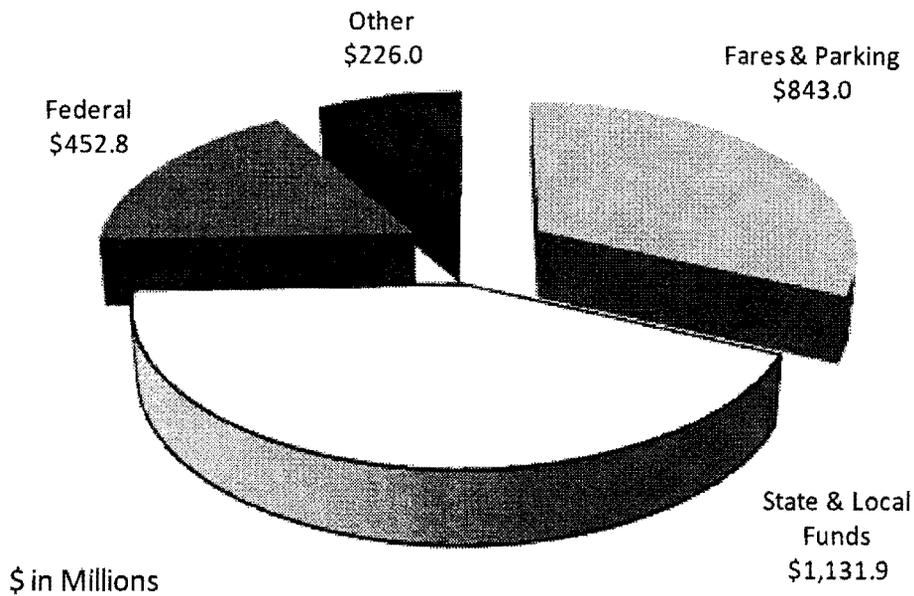


Table 2.3

**Summary of Funding by Program and Source**

(Dollars in Millions)	FY 2011 <u>Actual</u>	FY 2012 <u>Actual</u>	FY 2013 <u>Forecast</u>	FY 2014 <u>Proposed</u>
<b>Operating Budget</b>				
• Passenger Fares & Parking	\$ 754.9	\$ 763.7	\$ 828.5	\$ 843.0
• State and Local Funds	599.0	642.6	706.5	734.5
• Business Revenues	39.9	38.9	38.1	41.5
• Other Sources	11.8	7.5	7.4	7.4
Subtotal	\$ 1,405.5	\$ 1,452.6	\$ 1,580.5	\$ 1,626.4
<b>Reimbursable Budget</b>				
• State and Local Funds	32.2	38.2	62.4	26.4
• Other Sources	52.6	87.1	92.2	125.7
Subtotal	\$ 84.8	\$ 125.3	\$ 154.6	\$ 152.1
<b>Capital Budget</b>				
• Federal Funds	\$ 226.8	\$ 353.0	\$ 364.4	\$ 296.2
• Federal Dedicated Funds	118.5	112.3	199.9	156.6
• State and Local Funds	217.8	288.7	396.8	371.1
• Other Sources	113.9	76.9	34.0	51.4
• Debt/Financial Management	-	-	-	-
Subtotal	\$ 677.1	\$ 830.9	\$ 995.0	\$ 875.3
<b>Total</b>	<b>\$ 2,167.3</b>	<b>\$ 2,408.8</b>	<b>\$ 2,730.1</b>	<b>\$ 2,653.7</b>
	\$ 0.0	\$ 0.0	\$ 0.0	\$ (0.0)

(10)