

2015 PROGRESS REPORT

**MOMENTUM**  
metro The Next Generation of Metro



WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

# Momentum in Progress

## Background




In 2013, the Washington Metropolitan Area Transit Authority (WMATA) Board of Directors adopted *Momentum*, a strategic plan to guide Metro’s investment and policy decisions from 2013 – 2025. *Momentum* goals, strategies, and priority actions are designed to achieve the following:

- Provide a **safe and reliable** transit system that efficiently, effectively and safely delivers hundreds of millions of trips to residents and visitors each year;
- Establish a **vision and a policy framework** 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;
- Establish **capital improvement priorities** for near- and long-term investment to meet state of good repair, safety, reliability and customer service goals;
- Identify priority actions to create a **culture of safety and customer service**; and
- Serve a critical role in **regional transit leadership**.

*Momentum* includes four goals as the policy framework for all major investment decisions:

- Build and maintain a premier safety culture and system
- Meet or exceed customer expectations by consistently delivering quality service
- Improve regional mobility and connect communities
- Ensure financial stability and invest in our people and assets

In addition, *Momentum* includes a \$6 billion program of capital investments, called Metro 2025, which addresses existing bus and rail safety, crowding, and capacity constraints. Implementing Metro 2025 is imperative for providing a safe and reliable trip to all customers throughout the transit system.

Metro 2025	
	<p><b>Eight-Car Trains</b> - Today, most Metrorail trains have only six cars, and that means trains and platforms get too crowded to keep the trains on schedule and creates critical safety issues. This project would enable Metro to run all eight-car trains (which are the longest possible in our stations) in the peak period and increase the capacity of the rail network by 35%. It would enhance the rail fleet and yards and improve the ability of the power and signal infrastructure to handle the load.</p>
	<p><b>Core Station Improvements</b> - As early as 2008, many core stations were at or above Metro’s adopted carrying capacity standards, exacerbating safety issues as well as rail on time performance. This project would enlarge platforms and add escalators, elevators, stairs, and pedestrian passageways to 15 stations.</p>
	<p><b>Bus Priority Corridor Network</b> - The Priority Corridor Network (PCN) would construct bus-only lanes, give buses priority at traffic lights, and bring service similar to MetroExtra to 24 lines throughout the region. The PCN would move buses 50% faster, take tens of thousands of cars off of the road, and add 100,000 riders to the regional bus network.</p>



**New Blue Line Connections** - Metro faces a bottleneck at the Rosslyn station, where three lines (Orange, Silver, and Blue) converge. This major project would try to fix this bottleneck and restore six-minute Blue Line frequencies between the Pentagon and Rosslyn stations.



**Next Generation Communications** - This program would upgrade our current communications infrastructure to provide an integrated one-stop communication hub for the region's transit customers. Improvements would include: radio system upgrades, real-time bus information at bus stops, real time train information to customers, and new customer communications tools at stations and in vehicles that would improve system access and safety.

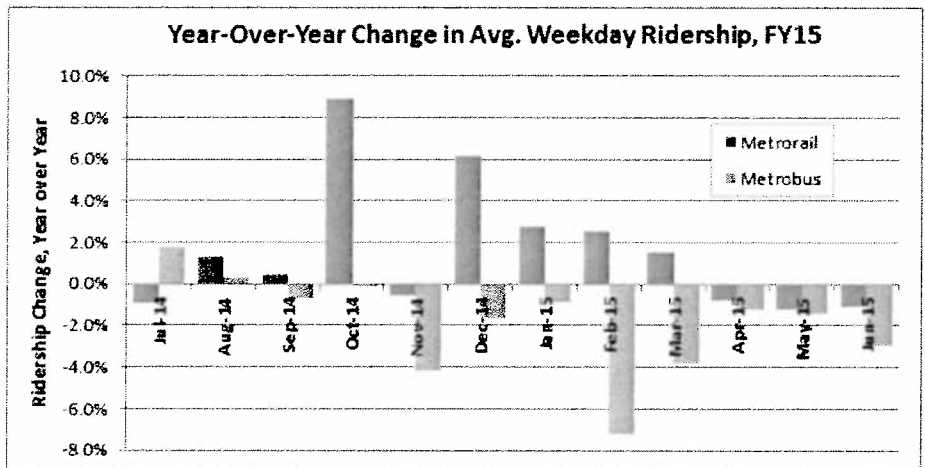


**Pocket Tracks and Crossovers** - This project would add special track work at key locations in the rail network. These new tracks would allow Metro to implement new operating plans, add system flexibility to Metro's two-track system, and store trains at important locations.

### Gaining Momentum - A Year in Review

WMATA has made progress in implementing *Momentum* in Fiscal Year (FY) 2015 despite a dynamic and sometimes challenging political, fiscal and operating environment.

- During Fiscal 2015, Metrorail saw overall rail ridership increase by 1.5% over Fiscal 2014, the first year-over-year increase in several years. Since the beginning of Fiscal 2016, ridership gains realized in FY 15 have reversed, and the system is now facing significant year over year ridership declines.
- Moreover, as the Authority responded to the recommendations of the March 2014 Federal Financial Management Oversight review, a number of serious incidents on Metrorail including a fatal incident on a Yellow Line train occurred, and a string of complications involving service reliability and performance, as well as concerns about system safety, chipped away at public confidence in the WMATA brand.
- Other challenges included a transition in executive leadership at WMATA, new jurisdictional leadership, and significant turnover on the Board.



In June 2015, the WMATA Board adopted a six-year capital budget with funding for a portion of the 8-car train Metro 2025 commitment. Action on a new Capital Funding Agreement (CFA) was deferred to FY 2016, while the Board continued to track Metro's performance on several Key Performance Indicators (KPI) and complete the transition to a new General Manager. Discussions on the CFA will likely focus on commitments to supporting the National Transportation Safety Board (NTSB) and Federal Transit Administration (FTA) safety corrective actions and state of good repair needs to ensure progress on the strategic plan.

# Implementing Momentum

*Momentum* includes a plan of “priority actions” to implement the current framework of goals and strategies within *Momentum*. As outlined in the next section, WMATA has made progress in addressing *Momentum* through these actions and others. Over time, the original 86 priority actions have been supplemented with new initiatives that respond to changing conditions. The priority actions complement the activities initiated in 2014, focusing on areas of critical importance as we continue to move towards achieving *Momentum*.



The following is a sample of the actions taken in FY2015 to implement *Momentum* in four support functional areas within the Authority: human resources, operational efficiency, budget planning, and procurement efficiency. The remainder of the document identifies new priority actions that are underway or identified within the Authority to supplement the existing *Momentum* action plan. These are listed by goal and strategy.



## *Momentum Implementation in Action: Sample Highlights from FY 2015*

### Human Resources

- Launched a succession planning pilot program and Metro LEAD, as two leadership development programs designed to prepare the next generation of WMATA leaders
- Implemented the fatigue dashboard, a management tool to assist in the safe deployment and scheduling of employees
- Initiated plans within BUS to ensure adequate recuperation time for staff by adjusting schedules, enhancing efforts to train and place bus operators into service, and expediting the reduction of vacancies
- Revised job descriptions and performance plans for project managers to facilitate compliance with new procurement and grants management policies and rules
- Began offering over 85 training courses for management to improve quality of service, productivity and efficiency
- Established action plans across the agency to address employee feedback on specific areas of concern in the 2014 Employee Engagement Survey

### Budget

- Submitted, *on time*, documentation for each of the corrective actions required to address the FTA Financial Management Oversight review
- Began study of appropriate and reliable funding subsidy formulae for Metro's jurisdictional partners to fairly and effectively fund capital needs
- Formed a new Office of Internal Controls and Compliance, which is developing self-certification reviews in budget controls, cash and grants management, federal financial reporting and procurement, and job order contracts
- Established a WMATA grants management policy

### Procurement

- Updated WMATA's procurement policy and procedures

### Operational Efficiency

- Completed the MetroAccess Facilities Plan to reduce costs and improve operations
- Continued to retire 1997 and 2000 model year buses as new buses came into service, thereby reducing the average fleet age to 7.4 years
- Advanced WMATA's 3-year old transit asset management program by continuing to document asset inventories and beginning to assess asset condition to prepare for compliance with Moving Ahead for Progress in the 21st Century Act (MAP-21), an important step in achieving a state of good repair

## Alignment - Momentum's Integration with Performance Management

Momentum provides the strategic framework for WMATA's performance management program, developed to integrate transparency, accountability and consistency into daily operations and activities. The framework starts with WMATA's vision and mission followed by four goals that collectively state the desired outcomes of Momentum implementation. Each goal has a set of specific strategies and priority actions for implementation by the Authority. WMATA's performance against meeting the goals is tracked by the Chief Performance Officer using WMATA's Key Performance Indicators (KPI), which are reported annually to the Board of Directors. A subset of these performance measures is reported on in the quarterly Vital Signs report, which is posted on the Authority's website.

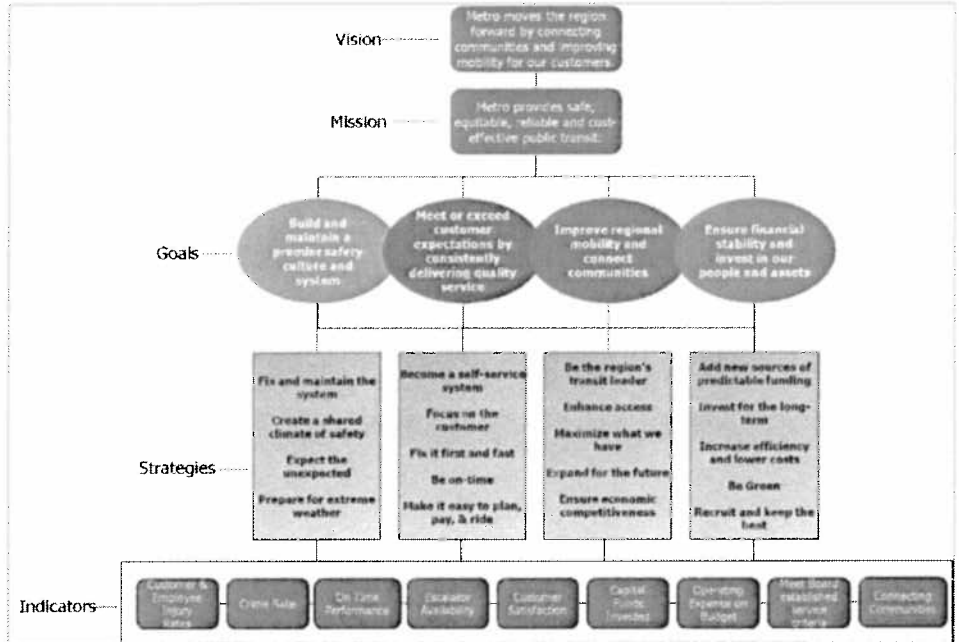


Figure 2: WMATA Performance Management Program

### Strategy Requires Execution

Departmental Business Plans help focus and align execution on the strategic goals of Momentum. Business Plans also connect the day-to-day activities of WMATA with the long term strategy. Across WMATA, all departments document the actions they are taking in alignment with the four Board approved strategic goals.

The Departmental Business Plans are updated annually and contain performance measures and targets for each action allowing managers to measure progress. The Business Plans have a three year time horizon, but focus most heavily on the year ahead.

Tying the Departmental Business Plans together is a set of KPIs that track long term system-wide performance. Actions and responsible parties are documented in the departmental plans that roll up to the General Manager's Business Plan and cascade down to individual employee performance plans. This helps maintain the Authority's focus on implementing Momentum.

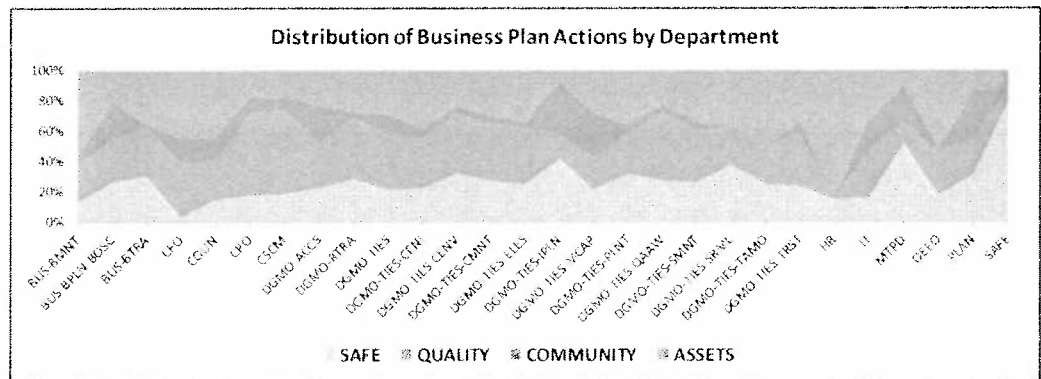


Figure 3: Business Plan Actions by Department

## Momentum - Progress in FY 15

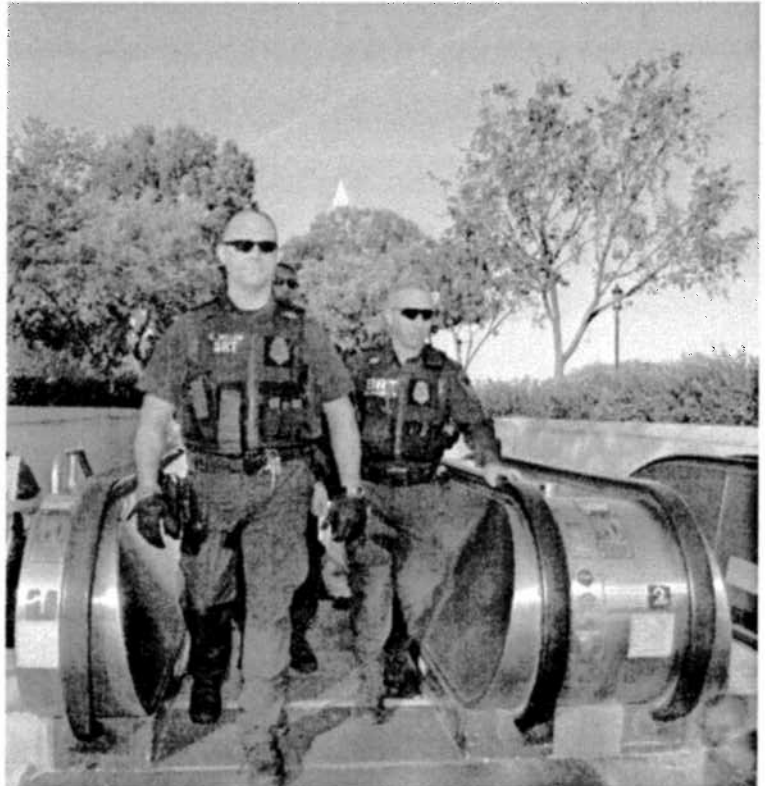
### *Goal 1: Build and Maintain a Premier Safety Culture and System*

#### Goal 1: Strategies

*Keep Safety WMATA's First Priority  
Create a Shared Climate of Safety  
Expect the Unexpected  
Prepare for Extreme Weather*

In Fiscal Year 2015, the Authority was poised to meet the vast majority of the NTSB recommendations that emerged after the 2009 Red Line accident. Amidst this progress, a tragic and fatal incident on the Yellow Line occurred, dampening enthusiasm in Metro's safety accomplishments. Multiple safety investigations and reviews resulted, including those by the National Transportation Safety Board (NTSB) and the Federal Transit Administration (FTA). These reviews provide helpful insight into fundamental issues affecting the safety of WMATA customers and employees and that WMATA intends to aggressively address.

While the Authority moved forward on the corrective action plans from these reviews, work also continued on actions previously underway, as summarized below. Performance is tracked and reported to ensure continued transparency in the Authority's efforts to become an agency with a dedicated, focused and committed safety culture; for example, The WMATA Close Call Transit Safety Reporting System, which provides an anonymous employee safety hotline to report safety issues, is unique to the industry, and a model for other agencies to emulate. Additionally, WMATA recently opened a new Metro Transit Police Department (MTPD) training facility near the Franconia-Springfield Metrorail station. This state-of-the-art facility has a crime lab that is the envy of local police departments, a shooting range, and other equipment to support both extensive police training and investigative work in support of both Metro and the communities it serves.



The following table summarizes the key Goal 1 activities and accomplishments WMATA implemented in FY 2015.

<p>Keep Safety WMATA's First Priority</p>	<ul style="list-style-type: none"> <li>• Closed 25 of 33 NTSB recommendations from the 2009 report.</li> <li>• Achieved from the Transportation Security Administration a rating of "Excellent" in all 17 categories of security measures assessed.</li> <li>• Opened a new state-of-the-art emergency training facility that includes a "subway tunnel" and shooting range for training fire, rescue, police and emergency transit personnel.</li> </ul>
<p>Create a Shared Climate of Safety</p>	<ul style="list-style-type: none"> <li>• Developed an industry-leading Fatigue Risk Management System for bus and rail operators.</li> <li>• Used the Department of Safety &amp; Environmental Management (SAFE) and the Office of Bus Transportation (BTRA) to jointly examine locations where there have been multiple accidents to identify "hot spots".</li> <li>• Launched a campaign to prepare customers during emergencies including a safety video for rail passengers.</li> <li>• Provided leadership on the regional Street Smart Pedestrian &amp; Bicycle Safety campaign advisory committee to ensure bus safety messages are included in the campaign and safety advertisement targets WMATA riding audiences.</li> <li>• Broadcast safety messages on Pandora and other widely available public and private media outlets.</li> <li>• Involved the Accessibility Advisory Committee in the Silver Line evacuation training to ensure proper consideration of persons with disabilities in evacuation procedures.</li> <li>• Reissued, <i>A Customer Guide to Metro Access</i> and <i>Essential Metro Access Policies</i> brochures, each of which has critical customer safety information.</li> <li>• Launched a customer information campaign to emphasize reserving priority seating for people with disabilities and seniors.</li> <li>• Provided comments to the Federal Transit Administration's first MAP-21 safety rulemaking.</li> </ul>
<p>Expect the Unexpected</p>	<ul style="list-style-type: none"> <li>• Updated the policy agreement between the Council of Governments' Fire Chiefs and WMATA that directs emergency procedures for incidents requiring a fire/rescue response.</li> <li>• Applied for and received a grant through the Urban Areas Security Initiative for a comprehensive emergency response exercise program.</li> </ul>



*Goal 2: Meet or Exceed Customer Expectations by Consistently Delivering Quality Service -*

**Goal 2: Strategies**

*Focus on the Customer*

*Make it Easy and Intuitive to Plan, Pay, and Ride*

*Fix it First and Fix it Fast*

*Be on Time*

WMATA is in the business of serving customers. Importantly, customer expectations for transit service continue to shift in response to changes in the economic, technical and political contexts in which



the service operates. Customers value access to transportation choices that provide travel time reliability, flexibility, and convenience, paired with real-time service information. In urban areas in particular, there is a decreased interest in driving and auto ownership in light of the costs associated with owning and operating a car. Car sharing, ride sharing, bike sharing, bus sharing are all now competing with traditional fixed route public transportation services for riders

To stay ahead of the curve, Metro created the Customer Care Initiative, an Authority-wide approach to improve and sustain customer satisfaction by strengthening employee engagement (via communications, training and development, accountability, and performance recognition) and developing new business intelligence tools that provide employees with a clear picture of the customer experience at the local (station/stop) level through senior management.

Today Metro is seeking to improve customer satisfaction through strategic actions that include investments to improve on-time performance and the reliability of our infrastructure and services, new human capital strategies, delivering consistent customer service training Authority wide, developing clear expectations and accountability for customer service for every employee, and establishing local working groups to empower front line employees and promote ownership of service delivery.

In addition to the Customer Care Initiative, WMATA has made investments in "real time" information at Metrobus stops, online, and at our Metrorail stations. Customers can obtain continually updated arrival predictions using their desktop/laptop computers, wireless devices, phone calls directly to Metro Customer Service, at certain bus shelters, and electronic message signs in the bus bays at Metrorail stations. In 2015, this was expanded to include information about accessible bus stops for persons with limited mobility.

WMATA is also cultivating a culture of two-way communications with its customers. A comprehensive year-long "Speak Up! It's Your Ride" public outreach campaign culminated in the Board of Directors' adoption of a Public Participation Plan (PPP) in FY 2015, which was subsequently accepted by the FTA in February 2015. The plan was so highly-regarded that WMATA was selected to receive the National Capital Area Chapter of the American Planning Association's award for Distinction in Community Outreach and Engagement. In recognition of the rich diversity that makes up the WMATA service community, the PPP Executive Summary has been published in seven languages including Amharic, Chinese, French, Korean, Spanish, Tagalog, and Vietnamese.



Use our Next Bus ad on your website

The following describe the key Goal 2 accomplishments made during FY 15.

<p><b>Focus on the Customer</b></p>	<ul style="list-style-type: none"> <li>• Conducted research and development for a new measure in 2016 to reflect the customer’s travel time experience, which will supplement the current measure focused on the time between trains (headways)</li> <li>• Launched the Customer Care Initiative, a program designed to identify and address specific customer focused improvements as provided in the General Manager’s Customer Service Action Plan</li> </ul>
<p><b>Make it Easy and Intuitive to Plan, Pay and Ride.</b></p>	<ul style="list-style-type: none"> <li>• Completed pilot testing of the New Electronic Payment Program’s faregate technology</li> <li>• Improved the MetroAccess routing software to provide better customer service, reliability, reduce service interruption risks and improve management of paratransit capital assets</li> <li>• Enhanced Metro’s Trip Planner to provide more information useful to persons with disabilities, including availability and locations of bus stops and surrounding infrastructure</li> </ul>
<p><b>Fix it First and Fix it Fast.</b></p>	<ul style="list-style-type: none"> <li>• Continued to aggressively maintain, replace, and overhaul the Metrobus fleet, including purchasing 295 New Flyer buses</li> <li>• Minimized service disruptions to customers by doing repair and maintenance work on the rail infrastructure during the overnight hours and on weekends</li> </ul>

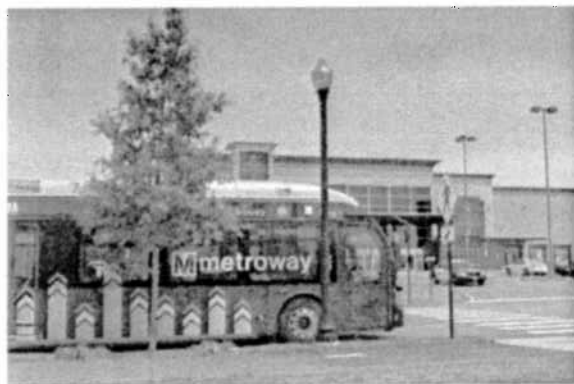
*Goal 3: Improve Regional Mobility and Connect Communities -*

**Goal 3: Strategies**  
*Be the Region's Transit Leader*  
*Maximize What We Have*  
*Expand for the Future*  
*Support the Region's Economic Competitiveness*

In Fiscal 2015, WMATA celebrated the opening of the Silver Line. More than 40 years in the making, the Silver Line's first phase of five new stations and nearly 12 miles of track opened on July 26, 2014. Phase 2, with eleven miles of additional track and six new

stations, is planned to open by 2020.

Not to be overlooked, 2015 marked the year of firsts for a number of bus initiatives as well. This was also the first year of operating the region's first Metroway route, a five-mile premium "bus rapid transit" route running on an exclusive guideway between Arlington County and the City of Alexandria, featuring new stations, greater bus frequency, later night and seven-day a week service. Metro continued successful operation of a series of "Metro Extra" limited stop bus routes to increase speeds and levels of service for its customers. These specialized bus services are the prototype for the Priority Corridor Network of bus routes, identified in *Momentum's* Metro 2025.



At the same time, work also continued to plan for future improvements, such as station enhancements or pocket tracks. Work is also underway to position the Authority to compete for federal discretionary funding programs such as

Transportation Investment Generating Economic Recovery (TIGER) and the FTA Capital Investment Grant programs. Of importance, staff is conducting engineering feasibility studies and environmental scans along the Orange, Blue and Silver Line corridor to address substantial capacity challenges that are contributing to systemic reliability problems and which would provide solutions for the problems identified in *Momentum*.

Recognizing long-term market trends, Metro is working with the jurisdictions to define a better business model for the regional bus network, and a bus facilities plan for more efficient maintenance and storage of the growing bus fleet.

*WMATA Silver Line connects communities*

The Silver Line connects five communities to the regional rail network, four in Tysons Corner and one in Reston. Tysons, the archetype of an edge city, is a major regional employment center as well as home to 20,000 people and two of the region's largest and most successful shopping centers. The four new stations have already spurred development and assisted in creating senses of "place" for the surrounding neighborhoods. The Silver Line's fifth station, Wiehle-Reston East, begins to connect the jobs in the Dulles Technology Corridor to the region's rapid rail transit network and acts as a collector for suburban commuters from western Fairfax County, Loudoun County and places further west. Customers who now use Wiehle-Reston East instead of West Falls Church drive 24 fewer miles per day and no longer suffer through one of the region's most congested highway chokepoints.

WMATA demonstrated regional transit leadership through the planning and preparation work leading to the opening of the Silver Line. New bus and rail service connects additional communities to the regional transit network and makes better use of scarce resources. The Silver Line supports regional competitiveness by connecting Tysons Corner – the 12th largest employment center in the United States – and the Dulles Technology Corridor to the central business district of Washington, D.C., Amtrak's Union Station and Ronald Reagan Washington National Airport.

Among WMATA's Goal 3 accomplishments last year were:

<p><b>Be the Region's Transit Leader</b></p>	<ul style="list-style-type: none"> <li>• WMATA continues to actively participate in the Metropolitan Washington Council of Governments' (MWCOG) Transportation Planning Board (TPB) as a regional partner in the development and execution of transportation policy</li> <li>• The Public Participation Plan received an award of recognition by the American Planning Association</li> <li>• Created Metro's Walkability Atlas, a map delineating barrier free pedestrian accessibility to rail transit stations within ¼ mile of the station facility</li> <li>• Brought forth a regional dialogue around the current and future roles of the region's bus providers</li> </ul>
<p><b>Maximize What We Have</b></p>	<ul style="list-style-type: none"> <li>• Created a Geographic Information System (GIS) database of accessible bus stops</li> <li>• Developed a map of low cost investments in local streets that would substantially improve bus service reliability and travel speeds</li> </ul>
<p><b>Expand for the Future</b></p>	<ul style="list-style-type: none"> <li>• Opened Phase I of the Silver Line, which carries over 15,000 riders per weekday</li> <li>• Received 105 Hybrid-electric buses, and awarded a contract for 164 Compressed Natural Gas and 131 Hybrid-Electric buses (40ft and 60ft) for 2015-2016 delivery</li> </ul>
<p><b>Support the Region's Economic Competitiveness</b></p>	<ul style="list-style-type: none"> <li>• Constructed a Land Use Ridership Model to project the impact of transit oriented land use at Metrorail stations on transit ridership and revenues</li> <li>• Developed a comprehensive database of pipeline and future development projects to better plan for the capacity needs necessitated by transit oriented development</li> </ul>

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

**Goal 4: Strategies**

*Secure funds for Strategic Investment*

*Invest for the Long-Term*

*Increase Efficiency and Lower costs*

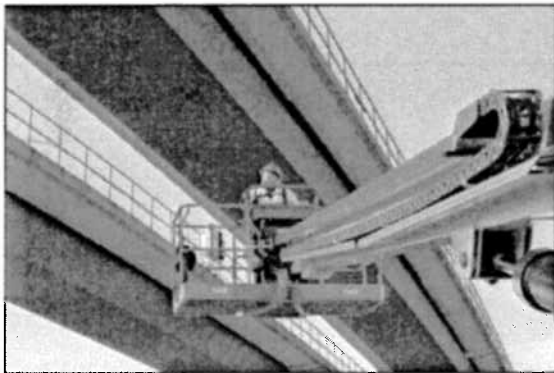
*Advance Development Projects on WMATA Property*

*Recruit and Keep the Best*

One of the most important functions of any organization is resource management, particularly for organizations such as WMATA that are stewards of public taxpayer dollars. The responsibility for resource management cuts across the organization at all levels and affects the full array of services, facilities and departments. It includes procurement and management of contracts, development and retention of a well-trained and satisfied workforce, and the maintenance and repair of

equipment and materials such as vehicle fleets, escalators and fare machines.

In 2015, the Authority took a number of actions to reform its financial management. WMATA has recruited a new, highly experienced financial management team led by a new Chief Financial Officer, Treasurer, Comptroller, and Chief Procurement Officer. It also began implementing an action plan in response to the FTA's Financial Management Oversight (FMO) report. As part of the action plan, the Authority has committed to address 65 Correct Action Plan items in response to the FMO findings and advisory comments. This includes adopting new financial management controls, processes and procedures and establishing a new Internal Control and Compliance office. Accordingly, the compliance office initiated self-assessment reviews in several key areas including cash and grant management, federal financial reporting, and procurement and job order contracts.



Notably, during FY 2015, WMATA continued to mature its Asset Management Program, an effort that launched in 2012. The Authority has developed asset policies and strategies and completed an inventory identifying thousands of physical assets that go into the operation of WMATA's transit services, with the next step being to create a comprehensive assessment of asset conditions. All transit providers are federally required to develop Asset Management Plans that include standard procedures for prioritizing asset replacement and rehabilitation that will in turn inform capital budgeting and investment decision making. The Authority is preparing to enhance and consolidate

its Asset Management program and create a data driven, objective capital program of prioritized capital projects to assist in addressing the Authority's growing backlog of maintenance needs.

Among WMATA's Goal 4 accomplishments last year were:

<b>Secure Funds for Strategic Investment</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Invest for the Long-Term</b>	<ul style="list-style-type: none"> <li>• Proposed a potential new business model for providing regional bus service and maximizing the performance of the regional bus system</li> <li>• Began the investment of \$5.5 billion for installation of new rail ties, platforms, escalators, signals, lighting, communication systems, and more</li> </ul>
<b>Increase Efficiency and Lower Costs</b>	<ul style="list-style-type: none"> <li>• Implemented technologies that will save the Authority more than \$500,000 over five years while achieving specific goals in energy savings, increased ridership, reduced water and other</li> </ul>

	<p>resource consumption, and resource repurposing where appropriate</p> <ul style="list-style-type: none"> <li>• Identified several opportunities to improve revenue collection and implement cost-savings using data available from Automated Fare Collection machines, Smart Cards and other means</li> <li>• Deployed one of WMATA's financial reforms, Contract Lifecycle Management (CLM)</li> <li>• Developed a comprehensive database of WMATA's inventory of system assets to streamline the tracking of asset condition, performance, and management</li> <li>• Initiated work on a new operations and maintenance cost model for the Authority that will allow for easily defined queries as the basis for decision making regarding annual budgeting, capital investments, and service changes</li> </ul>
<p>Advance Development Projects on WMATA Property</p>	<ul style="list-style-type: none"> <li>• Advanced initiatives to streamline WMATA's joint development program, including creating standard templates for term sheets, joint developments, and ground leases</li> </ul>
<p>Recruit and Keep the Best</p>	<ul style="list-style-type: none"> <li>• Piloted a comprehensive leadership development program to increase leadership capabilities and cultivate high performance employees</li> <li>• Continued to meet HR vacancy rate targets and implemented new programs to improve the diversity of its workforce by focusing resources on military and disability recruitment</li> </ul>



# MOMENTUM Progress Report

## Priority Actions for 2016 and Beyond: Safety and Security

KEEP SAFETY WMATA'S FIRST PRIORITY

### **Implement ALL National Transportation Safety Board Recommendations, and ALL Federal Transit Administration Safety Management Inspection Corrective Actions**

In collaboration with the Federal Transit Administration, Metro has developed an action plan to address the safety findings and recommendations issued by the FTA following its organization-wide Safety Management Inspection (SMI) of the WMATA rail and bus transit systems. Ninety-one different actions have been identified to address 44 safety findings in eight categories regarding WMATA's Metrorail system and 10 safety findings in five categories regarding WMATA's Metrobus system. The plan identifies specific dates for completion and persons responsible for ensuring implementation by the Authority.

Among the required actions in FTA's report are:

- Address staffing and the operations of the Rail Operations Control Center (ROCC)
- Update Metro's communications technology particularly radios that communicate between operators and ROCC, and implement and train on protocols and procedures dealing with emergency management
- Eliminate all distractions in the ROCC and enforce rules regarding cell phone use and other external communications.
- Protect Metrobus and Metrorail personnel from passenger assaults

WMATA has aggressively worked towards addressing these findings. The Authority has adopted a multi-year program to implement both pending and new NTSB and FTA safety recommendations arising from the January 2015 smoke incident outside L'Enfant Plaza station. A recently adopted organizational structure by the Deputy General Manager for Operations puts in place the resources needed to better align maintenance programs and resources, consolidate rail training, consolidate maintenance activities and create a new Office of Quality and Internal Compliance for Operations.

In addition, all vacancies within the Rail Operations Control Center have been filled. Capital investments are in place to improve rail station and tunnel ventilation and strengthen standards for electrical connections on the third rail. The program

includes the replacement of the oldest rail cars in Metro's fleet, modernizes buses and paratransit vehicles, and continues the replacement and rehabilitation of aging elevators, escalators, tracks, bridges, and rail stations.

**Conduct comprehensive safety assessment of stations experiencing crowded conditions with a focus on access and egress of passengers at station entrances, fare gates, on elevators, escalators and stairways, and platforms.**

Staff has begun the process of quantifying the impacts of system crowding on safety and reliability and should develop a set of standard measures and thresholds that articulate different safety conditions in WMATA stations and recommend an improved performance standard for crowding on rail to the Board for their adoption.

#### CREATE A SHARED CLIMATE OF SAFETY

The following priority actions were identified in *Momentum*. As demonstrated earlier in this document, considerable progress has been made on these activities. Progress will continue in the coming year as Metro strives to improve its safety culture.

The original priority actions under this strategy include:

- Continue to inform customers concerning safe boarding and riding practices in our system
- Fully implement all aspects of the Close Call Program, including adding BUS to the program
- Embrace health and wellness, especially with respect to fatigue management, to ensure top-notch employee performance
- Continue to enhance employee safety training throughout the organization
- Build upon the ongoing cooperative agreements with local jurisdictional police to develop a closer relationship to facilitate collaboration as needed to address safety and security
- Mitigate crime through environmental design

#### EXPECT THE UNEXPECTED

Ensuring vigilance against the unexpected requires the Authority to invest in advanced communications technology and equipment and to establish procedures and protocols internally as well as with local governments to protect the general public as well as WMATA employees and equipment. The following newly defined priority action builds on that mandate and specifically calls for new communications tools, techniques, procedures, and protocols for managing the system in the case of an emergency.

**Continue to work with regional first responders in ongoing training activities.** Regional collaboration is ongoing among emergency first responders from throughout the region, including local jurisdictional police, fire and rescue and other emergency agencies. This training and activity will facilitate the development of common operating procedures, roles and responsibilities in the case of a variety of types of unanticipated emergencies, including but not limited to weather, crime, or other hostile actions taken against WMATA or the community. Additionally, this collaboration will enable Metro and our partners to identify strategies for addressing a number of challenges among the agencies with regards to interagency communications as well as communications with members of the general public.



The following priority actions are all underway at WMATA to guard against the unexpected. In FY 2016, we will need to step up the implementation of these to provide adequate assurance against risks to our property, employees, customers, and the community-at-large.

- Train staff to accelerate incident investigations
- Work to enhance the region's emergency transit management protocols
- Continue to harden the system to protect against a man-made emergency
- Pursue system-wide technologies that enhance system security and safety
- Continue to educate the customer about transit coverage and usage in regional emergencies
- Enhance emergency transit availability language for mass communication providers
- Expand continuous feedback loops to prevent accidents before they happen
- Implement emergency evacuation procedures for people with disabilities

#### PREPARE FOR EXTREME WEATHER

The following outline the WMATA priority actions in this area, which supplement the activities described above:

- Continue to update weather plans annually
- Adjust contingency plans system-wide for increased extreme weather
- Implement physical designs that assume more frequent extreme weather



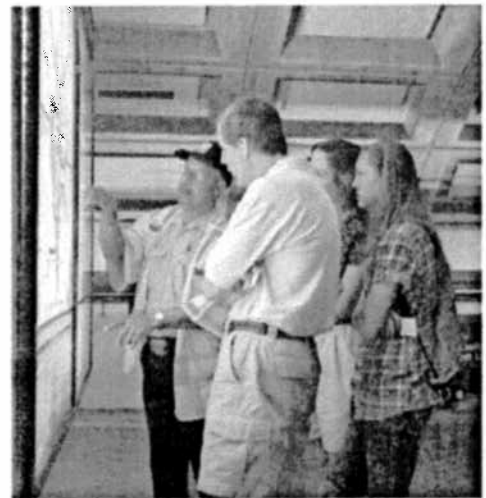
# MOMENTUM Progress Report

## Priority Actions for 2016 and Beyond: Quality Service for Our Customers

FOCUS ON THE CUSTOMER

WMATA is in the business of serving customers, and it is critical for WMATA systems and employees to be responsive to the factors that matter to the riders. This extends from everything from delivering daily customer service to ensuring that the agency is tracking performance measures that reflect the customers' experience.

**Develop and integrate performance measures into the WMATA Key Performance Indicators (KPI) and Vital Signs reports that reflect customer experience.** Putting WMATA's customers first means putting their experience first as the means to gauge the quality of the service we provide on the street. This priority action asks the Authority to take the KPIs to the next level and seek to track performance against customer experiences.



**Proactively engage residents, businesses and stakeholders in transit decision making through the WMATA Public Participation Plan.**

In 2014, WMATA published the WMATA Public Participation Plan for the purposes of implementing the agency's responsibilities under Title VI of the Civil Rights Act of 1964. Metro won a prestigious award by the National Capital Chapter of the American Planning Association for that document and the process by which it was developed. Public engagement should extend beyond the Title VI requirement and become a matter of course for how the Authority develops and implements new plans, policies and service initiatives. Doing so will only facilitate a better working relationship with the public on issues of importance to the Authority and the riding public.

**Adopt programs that demonstrate our gratitude for loyal Metrorail and Metrobus customers.** The Authority is looking for unique ways to partner with the private sector in the delivery of rewards to Metrobus and Metrorail customers. This is getting kicked off with a promotional 2015 Holiday Shopping Guide, which will list participating retailers that will offer deals or discounts to patrons who show their SmarTrip® card to retail staff.

The following priority actions are from the 2014 *Momentum* document. They focus on serving WMATA customers and reinforce the mandate for WMATA to invest in 21st century communications technology and customer focused principles.

- **Maintain clean, well-lit, comfortable, and accessible stations, stops, and vehicles**
- **Monitor WMATA's progress and strive to continually improve using mystery shoppers and satisfaction surveys and other venues**
- **Establish a continual learning culture for customer service**
- **Re-invent customer-facing employee roles and recruiting/hiring protocols**
- **Focus on recruiting and hiring as a means to achieve better customer-facing employee roles**
- **Develop and implement new feedback systems for customers to provide input and track resolution of complaints and issues**
- **Develop new opportunities to reach our customers where they live, work, play**

#### MAKE IT EASY AND INTUITIVE TO PLAN, PAY, AND RIDE

##### **Create easily accessible and understandable fare payment tools and policies.**

WMATA was one of the first agencies in the country to embrace a fare system that enables cashless and paperless transactions using WMATA's famed SmarTrip® cards. The system is now almost 10 years old, and technology has advanced. WMATA is in the final stages of preparing the next generation of fare technology for implementation, the New Electronics Payment Program (NEPP).

Other priority actions within this strategy are works-in-progress and continue to occupy the attention of the WMATA planning, IT and budget offices, and their staff.

- Provide customers with accurate, clear and timely service information.
- Provide readily-understandable and useful real-time information in stations, stops, and on vehicles
- Invest in communications tools and technologies to provide the next generation of information services
- Invest in the technology infrastructure to complete the journey to an intuitive, easy to use system
- Provide transit riders with a regional trip planning system that works for all systems and provides real-time information in vehicles, in stations, at bus stops, and on any device
- Commit to a customer education effort to smooth the transition to an easy and intuitive system

##### **Build the Next Generation of Transit Communications to Incorporate Customer Trip Planning Capabilities.**

This priority action simply advances a Metro 2025 recommendation to "priority action" status and encourages the Authority to respond aggressively to WMATA customers' desires for accurate real-time information about the status of the transit system, the location of the next bus or train, and how to plan and pay for their next trip. Representative areas for improvement as part of a comprehensive effort to provide accessible, accurate and timely information about how, when, where and why to use the WMATA network of services and facilities include:

- Develop a better way finding inside and out of the Metrorail system. This includes better maps, signs on where to access the Metrorail system from the street, and navigation signage within stations;

- Provide electronic kiosks within stations and at major activity centers and high volume destinations such as museums and sports facilities to facilitate customer navigation of the Metrorail and Metrobus systems;
- Create more user-friendly bus maps and provide up-to-date information on next bus at major high volume stops and at rail station transfer areas; and
- Provide a regional transit data feed that can be integrated into online applications developed to inform travelers about available options to get to their destinations.

#### FIX IT FIRST AND FAST

### **Prioritize funding of asset management, maintenance and replacement of old and underperforming assets in the capital budget as a strategy to maximizing a State of Good Repair and State of Good Operations.**

*Momentum* and Metro 2025 call for consistent and persistent attention to detail regarding the State of Good Repair and ensuring a State of Good Operations. WMATA has taken a big step forward in this regard with the development of the Maximo database, the agency's comprehensive database of assets and asset condition. The Authority will be required under new FTA rules to develop an Asset Management Plan, addressing all modes and services – bus, rail and Metro Access. Metro is progressing in the development of asset management plans for the modes and will establish procedures for putting those plans into action and integrating the plan data into prioritizing and funding capital investments and purchases.



The priority actions that are listed below fall within the requirement that WMATA fulfill the agency's obligation to keep the rails and buses moving – as scheduled, as expected – each and every day. The following priority actions are carried forward unchanged from *Momentum*.

- Conduct regular maintenance to keep assets operating reliably
- Perform vehicle mid-life overhauls, garage/yard rehabilitations and station upgrades
- Monitor reliability of assets, isolate root causes of disruptions and engineer corrective actions
- Aggressively rehabilitate segments of the rail system and bus facilities



# MOMENTUM PROGRESS REPORT

Priority Actions  
for 2016 and  
Beyond: Improve  
Regional  
Mobility and  
Connect  
Communities

BE THE REGION. THE NEXT 20 YEARS.

WMATA has both the honor and the challenge of being the largest transit service provider in the region. As such, the Authority has the opportunity to work with other transportation providers, local governments, and major employers to develop a seamless and integrated system of transportation services to serve the region's economy. The following priority actions are identified to act on this implied leadership role. The first are newly defined, building on our successes and work to date on the other priority actions identified to implement this strategy.

**Complete and publicize a “First Mile-Last Mile” plan.** Over the last year, Metro's Planning staff has been developing a Station Access Strategic Investment Plan, which catalogues and prioritizes recommended and planned pedestrian and bicycle improvements beyond the station footprint but within a half-mile of rail stations. The plan builds off a recent Metropolitan Washington Council of Governments (MWCOC) study by completing this station area review at the 67 stations not included in the MWCOC project. The Plan will be completed in spring 2016, and staff will meet with local jurisdictions to determine a course of action for implementing the priority recommendations.

In addition to zeroing in on non-motorized infrastructure access improvements, this strategy also will leverage partnerships with vendors such as Capital Bikeshare and regional car and ride sharing companies to create a supportive network of transportation services and facilities that offers Metro customers affordable and convenient options for accessing the transit system. Marketing and branding partnerships with these providers will give Metro riders all the information they need to travel to or from the system with ease and extending the reach of Metro far beyond its current footprint. The results would be far reaching for the customer, offering choice and convenience, and for the region by facilitating a seamless, comprehensive, sustainable transportation network for the region that does not rely on a single mode or system to be successful.

**Complete an Accessible Mobility Plan and Inventory of Facilities.** MetroAccess and Metrobus are well on their way to completing a mapped inventory of accessible bus stops available to serve the accessibility customer base that directly matches customer origins and destinations to a specific bus stop in the bus network. This inventory will become the basis of a plan to identify priority bus stops and street based infrastructure for accessibility improvements. MetroAccess will work with Metrobus to build in bus stop infrastructure and local jurisdictions to prioritize low-cost improvements to the street network such as audible street crossings, curb cuts, adequate sidewalks and other infrastructure. The result will not only increase the opportunity for persons with disabilities to use the fixed route transit system, thus increasing their mobility independence and flexibility, it will greatly reduce ridership on the much more expensive MetroAccess services, thus reducing the costs for those services borne by the local jurisdictions.

Other strategies and priority actions within this strategy include the following, many of which are well underway.

- Develop and adopt a regional long-range transit system plan
- Pursue policies at all levels of government to support a stronger regional role for WMATA
- Promote WMATA's interests in regional planning activities
- Support a regional approach to specialized transportation delivery
- Promote interoperability across modes and non-WMATA services such as facilities, schedules, payment, fares, technologies, and right-of-way improvements

#### MAXIMIZE WHAT WE HAVE

In 2014, WMATA prepared for implementing targeted improvements to the rail, bus and accessibility networks designed to maximize the capacity of the existing system as a precursor to more comprehensive long-term strategies for expansion in response to anticipated ridership growth in the future. These include developing station expansion plans for targeted core stations, investing in rail cars and other infrastructure needed to operate all 8-car trains, beginning to develop a 21<sup>st</sup> century communications system, developing and enhancing a Priority Bus Network and implementing improvements to enable more Blue Line connections in light of constraints experienced in operating the Silver Line. These and other priority actions remain important down payments on the future of WMATA. The Authority does not have the capacity to make these changes and these investments overnight. They will remain critical elements of the *Momentum* strategic plan.



- Fund and implement Metro 2025
- Aggressively address underutilized capacity by working with jurisdictions as they pursue land-related actions that will result in ridership growth at minimal additional operating cost where WMATA excess capacity exists.
- Work with partners to maximize safe, barrier free, direct access to stops/stations for all users and modes
- Work with partners to ensure seamless connections between WMATA and other transit systems in the region
- Increase utilization of WMATA's parking facilities and work with jurisdictions to expand capacity through shared parking
- Increase mode shares for pedestrian and bicycle access to transit
- Design facilities on WMATA property to ensure and enhance intermodal connections

**EXPAND FOR THE FUTURE**

**Fund Targeted Investments from Metro 2025.** Although funding Metro 2025 is a carryover priority action from the original Momentum document, it is important to include key elements of Metro 2025 in the Capital Budget as the Authority continues to meet the goals for a state of good repair and safety.

Metro 2025, for example, identifies several junctions, stations and other infrastructure within the system Core in need of expansion to avoid conditions that contribute to equipment breakdowns and unsafe crowding on station platforms, escalators and elevators.

**SUPPORT THE REGION'S ECONOMIC COMPETITIVENESS**

WMATA will review and revise its policies for transit-oriented joint development on WMATA property to help fill the gaps in transit oriented station development. WMATA has one of the most far-reaching joint development programs in the country. As a result, we have built into our rail network accessibility to jobs, residents and other opportunities. The business community is responding in turn as 86% of funded office development is expected to be built between now and 2020 at a Metrorail station. WMATA predicts an increase of 84,000 daily trips derived from the region's development pipeline.

We have the opportunity to build on the Authority's successes and work with local governments to maximize the land use potential of the WMATA rail stations and other appropriate facilities to generate local tax revenue and other benefits and reduce the region's dependence on personal vehicles as a mode of transportation. This priority action will include revisiting policies that might be affecting the affordability or market for such development, such as Metro's one-to-one parking replacement policies, and look for opportunities to generate appropriate flexibility that benefits WMATA in terms of revenues and ridership as well as our local jurisdictional partners and the region's economy as a whole.

As with other priority actions in this document, this newly define priority action builds upon and complements others in the Momentum toolbox for helping to support the region's economic vitality and competitiveness. These are listed below.

- Work with local jurisdictions to develop policies and plans that support transit-oriented development and balance travel demand
- Design services to link riders to jobs



## MOMENTUM PROGRESS REPORT:

Priority Actions  
for FY 16 and  
Beyond

Ensure Financial  
Stability and  
Invest in People  
and Assets

The financial health and stability of a transit system requires that the Authority have a firm grasp on the condition of its assets and a firm plan for their maintenance and replacement. Making smart investments in the people, vehicles, infrastructure and other resources that go into the delivery of transit service each day is step one for ensuring the operation of a system that is in a state of good repair and for facilitating availability of the cash flow needed for system preservation and maintenance.

The WMATA Fiscal Year 2016 budget, which became effective July 2015, demonstrates true commitment to increasing our operational financial management efficiency while dedicating capital investment towards achieving a systemwide state of good repair. Even with the new costs of operating the Silver Line, the FY2016 operating budget of \$1.8 billion represents an increase of less than 3.4 percent over FY2015, made possible by a range of cost reduction initiatives that include increased employee pension cost-sharing and the elimination of 50 non-safety sensitive positions. The FY2016 capital budget continues WMATA's multi-year program to improve safety and state of good repair. In addition to investments that will enhance training and operations at the Rail Operations Control Center, improve rail station and tunnel ventilation, and strengthen standards for electrical connections on the third rail, the program includes the replacement of the oldest rail cars in Metro's fleet, modernizes buses and paratransit vehicles, and continues the replacement and rehabilitation of aging elevators, escalators, tracks, bridges, and rail stations. The capital budget also funds the future acquisition of 220 additional 7000 Series cars (with an initial milestone payment to be made in FY2016). This will enable WMATA to retire rather than rebuild the existing 5000 Series cars, as well as prepare for future operation of all Red Line trains to the end of the line rather than turning back trains at Grosvenor and Silver Spring.

With passage of Moving Ahead for Progress in the 21st Century Act (MAP-21) in 2012, Congress mandated that all transit agencies maintain a state of good repair through asset management. The Transit Asset Management Office (TAMO) responded by rolling out the asset database to provide critical data on the condition, maintenance schedule and life cycle cost of each asset that contributes to the operations of the WMATA transit system. WMATA now has the opportunity and the challenge of working with this database, using it to develop and implement specific asset management plans. The information



from the asset management plans will be used to inform the development of annual operating budgets as well as future decisions on asset purchases.

#### SECURE FUNDS FOR STRATEGIC INVESTMENT

Explore and implement innovative revenue sources for targeted investments, such as station sponsorship or “adoption” programs for station operations and maintenance and other private sector investments in expansion projects. WMATA should look to the private sector to supplement revenues when appropriate. This includes partnering on the development of new infrastructure as well as opportunities to share costs in maintaining existing infrastructure. Increasing advertising on vehicles, stations and other facilities offers another opportunity to expand revenues and extend the benefits of the system to the private sector. Another is to use a “station adoption” program, such as those used by highway agencies around the country, to pick up the tab for or contribute labor and other resources for the maintenance of stations and other facilities.

Momentum also includes the following under this strategy.

- Establish multi-year rolling schedules for funding agreements: six years for operations and ten years for capital
- Pursue fare policies that are equitable and balance revenue needs with ridership growth

#### INVEST FOR THE LONG TERM

**Develop a Capital Needs Inventory that provides a standard methodology for prioritizing and funding capital projects in the capital budget.**

Remaining an economically sustainable organization requires strategic thinking about the Authority’s investments in equipment and infrastructure against a common set of short and long term goals. The capital needs inventory (CNI) is a ten-year program of projects that prioritizes the maintenance and replacement needs identified in the Authority’s Asset Management Plans as a strategy for addressing the Authority’s growing backlog of State of Good Repair needs. Developed collaboratively with input from across WMATA’s organizational structure, it provides a policy framework for objectively selecting projects for programming in the six-year Capital Program and annual budget.

The following priority strategies from Momentum are well underway and will continue to be implemented this fiscal year.

- Replace aging vehicles and garages with safer, more modern designs
- Maintain an Access fleet with an average age of less than five years
- Develop an asset management system that uses lifecycle costs and is in line with industry best practice
- Keep infrastructure and technology on schedule for repair or replacement
- Maintain a bus fleet with no buses more than 15 years old

#### INCREASE EFFICIENCY AND LOWER COSTS

- Stabilize workforce by managing absenteeism and overtime
- Develop contract lifecycle management approaches
- Continue to advance ongoing work related to regional bus network optimization
- Develop processes to become a performance based organization
- Create affordable collective bargaining agreements

**BE GREEN / BE SUSTAINABLE****Initiate a program to install on-site solar power**

As part of an increasing effort to reduce its utility costs through clean energy, Metro is soliciting proposals for a power purchase agreement (PPA) or license contract to support the development of on-site solar power generation at nine (9) WMATA locations.

Metro's Sustainability Agenda was launched to recognize and strengthen Metro's role in supporting regional sustainability. The agenda sets concrete, ambitious targets that guide the Authority and the region on the path to becoming the most sustainable in the nation. 2014 marked the launch of Metro's Sustainability Lab, dedicated to piloting cost-saving technology across the Authority. This year, the Lab implemented projects related to the use of energy and water, as well as waste disposal that are expected to save the Authority \$550,000 in operating costs over the next five years. The following priority actions continue on this successful path to build long term cost efficiencies into the operations of Metro while also contributing to the environmental, economic, and social viability of the region.

- Modernize path and parking lot lighting to reduce energy costs and increase reliability
- Seek a long-term, fixed-price renewable energy contract for 30% of Metro's electricity usage
- Create substantial cost savings by capturing braking energy from Metrorail trains
- Install electric vehicle chargers at three Metrorail stations

**RECRUIT AND KEEP THE BEST**

The Department of Human Resources has been actively implementing a number of initiatives designed to attract, train, and retain a high quality workforce through programs in succession planning, leadership development, and training. They are also creating a healthier work place through a health and wellness program. These programs are being developed in response to the following *Momentum* strategic priorities:

- Expand strategic sourcing partnerships with an emphasis on diversity recruitment capabilities
- Implement training programs to address broad-based developmental needs
- Develop a performance management program to serve as a foundation for succession and leadership development