

MOMENTUM

metro The Next Generation of Metro

EXECUTIVE SUMMARY

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Metro is at a critical juncture. Since the system opened, the region has grown tremendously; yet investments and upgrades to the system have not kept 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, 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 the system continues to meet the region's mobility needs as well as support

the competitiveness of the region, Metro must continue to rehabilitate the system and plan for future growth by articulating a strategic, long-term vision for the future.

To rise to this challenge, Metro's leadership has created *Momentum*, a strategic plan that will guide Metro's decisions over the next ten 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, achieving financially-measurable efficiencies and preparing for more, 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.

Concurrently, *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* reflects 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*.

Reflecting Metro's broad reach across the region, the outreach plan was extensive and sought 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; and

- **Ensure predictable funding:** Citizens, leaders, and businesspeople alike are unified in calling for sustainable, reliable funding so Metro can continue to produce a return on investment for the region.

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



Keep safety Metro's first priority

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 and 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

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.



Make it easy and intuitive to plan, pay, and ride

Metro will provide customers with accurate and timely information to navigate the region and plan their trips, including real-time information on arrivals and departures, or delays and incidents. Adopting new technologies and policies will help our customers experience an easy, intuitive and seamless trip.

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 the 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.

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 planner. Through leadership and partnerships, Metro will cultivate a culture of regional collaboration and push the boundaries of joint problem-solving, ensuring that 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.

Expand for the future

Metro will work with local partners to enlarge the rail and bus network to provide high quality transit to communities across the region.

Support the region's economic competitiveness

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



Secure funds for strategic investments

Metro will work with regional and federal partners to secure predictable funding sources to enable strategic investments for transit. Metro is already working with regional partners to develop multi-year budgets to form the basis of stable funding agreements.

Invest for the long-term

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.

Increase efficiency and lower costs

Metro will operate efficiently by focusing on key cost drivers, improving business processes, and using technology more effectively.

Be Green

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.

Recruit and keep the best







Continued growth and development throughout the region requires an organization that is capable of recruiting, developing, and motivating and retaining a diverse, high-performing workforce necessary to achieve Metro's goals and to foster the next generation of Metro employees and leaders. Metro's human capital strategies will leverage the priority actions identified in *Momentum* to address future workforce demands and challenges.

Metro 2025

Momentum includes a set of seven pivotal investments, called Metro 2025, that are essential to implement immediately so that the system can keep up with today's demands and continue to support the region's economic competitiveness and quality of life.

Table 1: Summary of Metro 2025 Capital Initiatives

Summary of Metro 2025 Initiatives	Description	Regional Benefits
Eight-Car Trains During Peak Periods p. 55-56	Operate all eight-car trains (longest possible) during rush hour by acquiring additional railcars, power capacity, and railcar storage	Trains will carry 35,000 more passengers per hour during rush hour – the equivalent of building 18 new lanes of highways into Washington, D.C.
Core Station Improvements p. 57-58	Expand or enhance high-volume rail transfer stations in the Metro system core to ease congestion for existing customers and to accommodate more riders in the future. Build new underground pedestrian connections between select stations such as the Farragut Stations or Metro Center/Gallery Place	Brighter, safer, and easier to navigate stations that will serve more people than today. Customers will be able to walk between stations rather than transfer on trains, which will be more convenient, save time and relieve crowding at the major transfer stations
Metrobus Priority Corridor Network (PCN) p. 59-60	Enhance and make bus service faster by completing the PCN, which outlines a variety of improvements that allow buses to bypass traffic congestion	Buses will move 50 percent faster, save each passenger on these routes an average of 3-4 minutes per trip, and remove an additional 100,000 trips from roadways each day
New Blue Line Connections p. 61-62	Seek to restore peak period Blue Line service between Pentagon and Rosslyn stations	Five more trains per hour during the peak period between Pentagon and Rosslyn stations, which would provide capacity for at least 4,000 more passengers per direction per hour. This would reduce crowding and wait times by an average of three minutes per trip for around 16,000 trips.
Next Generation Communications p. 63-64	Become a one-stop shop for all regional transit trip planning, and payment for the region's 15 transit systems. Upgrade communications systems for better, more accurate, and audible information for riders	Regardless of the regional provider, customers will be able to plan, pay for, and take a transit trip seamlessly and effortlessly all across the region. Information, everywhere, all the time, will allow travelers to know where buses and trains are and how to time their trips, as well as receive real-time travel and consumer information while in stations
Bus Fleet Expansion p. 65-66	Expand bus fleet and storage/maintenance facilities along growing corridors	Enables Metro to serve 40,000 additional bus trips per day. Allows Metrobus to maintain existing levels of service. Places Metrobus on a course to help relieve Metrorail congestion on some of its busiest segments.
Pocket Tracks p. 67-68	Build new rail infrastructure, such as pocket tracks and crossovers, to improve service for customers and provide more flexibility in the system	Customers will benefit from a rail system that is more flexible and better able to respond to service disruptions. The infrastructure has the potential to reduce operating costs to local jurisdictions.

Order of Magnitude Cost Estimate (\$2012)	FY2014-2019 Investments	Timeline for Implementation
\$2 Billion	\$100 Million	<div> 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 </div> 
\$1 Billion	\$100 Million	<div> 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 </div> 
\$600 Million	\$85 Million	<div> 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 </div> 
\$1 Billion	\$1 Million	<div> 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 </div> 
\$400 Million	\$60 Million	<div> 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 </div> 
\$450 Million	\$85 Million	<div> 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 </div> 
\$500 Million	None	<div> 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025 </div> 