

Washington Metropolitan Area Transit Authority  
**Board Action/Information Summary**

Action  Information

MEAD Number:  
200104

Resolution:  
 Yes  No

**TITLE:**

Momentum: Adoption of the Strategic Plan

**PRESENTATION SUMMARY:**

Momentum, Metro's strategic plan, is the first such plan undertaken by Metro for the National Capital Region in more than a decade. The final plan is presented for the 2025 Committee's endorsement and ultimately for the Board's endorsement and adoption. The plan builds on the Mission, Vision, and Goals adopted by the Board in 2012 and incorporates Board and other stakeholders input on the draft plan that was presented to the Board in January 2013.

**PURPOSE:**

Adopt *Momentum: The Next Generation of Metro* and work to secure funding to achieve Metro 2025.

**DESCRIPTION:**

Monthly discussions, presentations, and input from key stakeholders led to creation of a strategic framework, including a new Vision, Mission and Strategic Goals, that the Governance Committee adopted in September 2012. From there, Metro developed a staff draft of *Momentum: The Next Generation of Metro*, which also incorporated more than a year of unprecedented outreach. The plan provides a road map to achieve the goals and guides Metro's annual business plan over the next ten years. It is built on six key themes that were heard from discussions with stakeholders:

- Make no small plans for Metro;
- Recognize Metro is critical to the region's future;
- Keep rebuilding;
- Reduce crowding;
- Provide better customer information; and
- Ensure stable funding.

Metro is now seeking endorsements from the business community, our riders, local jurisdictions, and other partners in the region. This will help to create an environment for action, connect riders to the campaign, and build an overall wave of support for Momentum.

**Key Highlights:**

- While Metro is currently rebuilding virtually the entire system to improve safety, reliability and customer service, the Board of Directors and management must

- ensure that Metro is able to serve the expected millions of more future riders, and support the region's economic growth;
- In 2011, the Board began leading a strategic planning effort, the first for Metro in more than a decade;
  - Metro conducted unprecedented outreach as part of Momentum, reaching over 2 million people in 60 different languages and gathering comments from approximately 12,000 stakeholders through traditional and innovative methods, such as an online crowdsourcing tool called MindMixer, interactive forums including one conducted in Spanish, public meetings, employee town hall meetings, surveys, advertising, and decision maker forums;
  - Demand is already outstripping capacity and more growth is expected, and thus, additional investments are needed to prepare Metro's core, and ultimately, to ensure the continued prosperity of the region;
  - Recognizing that the region's mobility depends on the continued operation of Metro's core network, *Momentum* includes the following key priorities for completion by 2025: Operation of all eight-car trains during rush hour; completion of the Metrobus Priority Corridor Network; a one-stop shop for all regional transit trip planning and payment; and a better, more efficient MetroAccess service; and
  - With the adoption of *Momentum*, Metro's Board of Directors is charting a new course to ensure the transit system meets the needs of the region now, in 2025 and beyond.

### **Background and History:**

In 2010, the Governors of Virginia and Maryland and Mayor of the District of Columbia called on Metro's Board of Directors to review the authority's governance to ensure Metro meets the needs of the region. As part of its governance reforms, the Board developed a new Vision, Mission and Strategic Goals, which guided the preparation of the draft strategic plan. In January, 2013 a staff draft plan was presented to the Board for review and comment. In March 2013, the Board established the 2025 Committee to "secure regional agreement on advancing and funding the Momentum plan."

### **Why Invest in Metro?**

- Half of the region's four million jobs are within ½ mile of Metrorail or Metrobus;
- Land around Metrorail stations comprises only 1.2% of the region's land base, but drove 14% of the region's job growth over the last decade;
- Property at Metrorail stations generates \$3.1B annually in jurisdiction tax revenue. Of this, \$240M is directly attributable to Metro;
- Because Metro service takes 1.2 million trips off the road each weekday, every peak car trip is on average 10 minutes shorter, saving the region almost a billion dollars each year in otherwise lost productivity; and
- Metro and its riders relieve the jurisdictions' need to construct at least 1,000 lane miles of roads and tens of thousands of parking spaces:
  - Virginia would have to spend \$1.3B on roads and \$358M on parking;
  - Maryland would have to spend \$1.2B on roads; and
  - District of Columbia would have to spend \$2.B on roads and \$2.5B on parking.

### **Discussion:**

Numerous regional transit investments – approximately \$7B – are being planned all around Metro, including the Purple Line (MD), the Silver Line (VA), portions of the DC and Arlington/Fairfax streetcar plans, and Montgomery County’s bus rapid transit network. Additional investments in Metro’s capacity, including right-sizing Metro’s core, is critical to successfully accommodating the expected increases in ridership that will come from these long-planned regional transit expansions.

**Metro 2025 and the Regional Return on Investment:**

<b>Metro 2025 Initiative</b>	<b>Regional Benefit</b>
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.
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.
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 as much as 50% 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.
Seek to restore peak period Blue Line service between Pentagon and Rosslyn stations through the construction of underground tracks.	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. This would reduce crowding and wait times by an average of three minutes per trip for around 16,000 trips.
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.
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.

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.

### **What will happen without Metro 2025?**

The region is already the #1 most congested area in the country. If we do nothing, the region will lose its attractiveness as a place to live and its economic competitive edge:

- Metro will degrade quickly with more delays and service disruptions. Visible progress will be lost;
- Shoulder-to-shoulder, rush hour conditions experienced today on an increasing number of rail lines and stations will grow system-wide and become worse;
- Crowding similar to Presidential Inauguration Day could become the norm;
- Customers will be left with 1970s-era communication and trip planning services;
- Residents would have fewer jobs within an acceptable commuting distance and employers would have access to a much smaller pool of employees; and
- Lack of Metro investment harms the region's competitive advantage for talent, jobs and investment dollars.

### **Cost to Fund Metro 2025 of Momentum**

Metro estimates that \$1 billion (in 2012 dollars) per year is necessary to reconstruct and rehabilitate the existing system for the foreseeable future. Metro 2025 will expand the core and system capacity, as well as ensure that the region's capital investments are successful. This requires an additional \$500 million, on average, in annual capital funding through 2025.

### **A Regional Solution requires Regional Investment**

For 35 years our region – Maryland, Virginia, the District of Columbia with the Federal partners – has collaborated to bring transit services that ignore boundaries and move people effectively within the region. Metro will work with the regional Congressional delegation to seek a re-authorization of the \$1.5 billion federal funding provided to Metro under the Passenger Rail Investment and Improvement Act of 2008 (PRIIA).

Reauthorization of MAP-21, the current federal surface transportation legislation and funding mechanism, will also be critical to maintaining the baseline funding of Metro's current capital program.

The majority of the additional \$500 million in annual funding needed to implement Momentum will require a renewed commitment to the regional partnership that allowed the National Capital Area to build, and rebuild the Metro system. As Metro's regional funding partners directly benefit from the return on investment that Metro conveys, they may also have the most compelling reasons to re-invest in the system.

### **Momentum Campaign**

Metro will continue to build both awareness and support for sustained funding for the *Momentum* plan. Through an endorsement campaign, Metro will enlist the support of customers, business leaders, public officials and other regional stakeholders for the *Momentum* plan.

**FUNDING IMPACT:**

While there is no immediate impact on funding, the strategic plan will help to formulate future capital and operating budget decisions.	
Project Manager:	Shyam Kannan
Project Department/Office:	Chief of Staff/Office of Planning

**TIMELINE:**

<b>Previous Actions</b>	2011: The Board began leading a strategic planning effort, the first for Metro in more than a decade  September 2012: The Governance Committee adopted a strategic framework, including a new Vision, Mission and Strategic Goals  January 2013: Staff presented draft of <i>Momentum</i> to the Board  March 2013: Board conducted a work session on <i>Momentum</i>
<b>Anticipated actions after presentation</b>	Metro and the Board will continue to gather endorsements for <i>Momentum</i>  Fall 2013: Board presentation of the Phase I results from the Regional Transit System Plan (RTSP), the 2040 long-range plan for transit in the Washington DC region.

**RECOMMENDATION:**

Adopt *Momentum: The Next Generation of Metro* and work to secure funding to achieve Metro 2025.

**SUBJECT: STRATEGIC PLAN, *MOMENTUM: THE NEXT GENERATION OF METRO***

**2013-17**  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, As part of fulfilling its key role of governance and continuing work done over the last three years, the Washington Metropolitan Area Transit Authority's (WMATA) Board of Directors is charting a new course to ensure the transit system meets the needs of the region; and

WHEREAS, In 2011, the Board of Directors began leading a strategic planning effort, the first for WMATA in more than a decade, resulting in a strategic plan to be known as *Momentum: The Next Generation of Metro (Momentum)*; and

WHEREAS, Monthly discussions, presentations, and input from key stakeholders led to the creation of a strategic framework, including a new Vision, Mission and Strategic Goals, that was adopted by the Governance Committee in September 2012; and

WHEREAS, Planning for the future and investing in WMATA is critical because Metro is the backbone of the region:

- Half of the region's four million jobs are within ½ mile of Metrorail or Metrobus routes;
- Land around Metrorail stations comprises only 1.2% of the region's land base, but drove 14% of the region's job growth over the last decade;
- Property at Metrorail stations generates \$3.1B annually in jurisdictional tax revenue, of which \$240M is directly attributable to Metro;
- Because Metro service takes 1.2 million trips off the road each weekday, every peak car trip is on average 10 minutes shorter, saving the region almost a billion dollars each year in otherwise lost productivity; and
- Metro and its riders relieve the jurisdictions' need to construct at least 1,000 lane miles of roads and tens of thousands of parking spaces; and

WHEREAS, While WMATA continues rebuilding virtually the entire system to improve safety, reliability and customer service, the Board of Directors and management must ensure that Metro is able to serve the expected millions more of future riders, and support the region's economic growth; and

**Motioned by Mrs. Hynes, seconded by Mrs. Hudgins**

**Ayes: 8 - Mr. Downs, Mr. Downey, Mr. Nichols, Mrs. Hudgins, Mrs. Hynes, Ms. Bowser, Mr. Giancola and Mr. Goldman**

WHEREAS, Demand is already outstripping capacity and more growth is expected, and thus, additional investments are needed to prepare WMATA's core, and ultimately, to ensure the continued prosperity of the region; and

WHEREAS, WMATA conducted unprecedented outreach as part of *Momentum*, reaching over two million people in 60 different languages and gathering comments from approximately 12,000 stakeholders through traditional and innovative methods, such as an online crowd-sourcing tool called *MindMixer*, interactive forums including one conducted in Spanish, public meetings, employee town hall meetings, surveys, advertising, and decision-maker forums; and

WHEREAS, *Momentum* is built on six key themes:

- Make no small plans for Metro;
- Recognize Metro is critical to the region's future;
- Keep rebuilding;
- Reduce crowding;
- Provide better customer information; and
- Ensure stable funding; and

WHEREAS, The success of regional transit initiatives and regional mobility depends on the continued operation of WMATA's core network so *Momentum* includes the following key priorities for completion by 2025:

- Operating all eight-car trains during rush hour by acquiring additional railcars, power capacity, and railcar storage;
- Enhancing and making bus service faster by completing the Metrobus Priority Corridor Network, which outlines a variety of improvements that allow buses to bypass traffic congestion;
- Becoming a one-stop shop for all regional transit trip planning, and payment, making it seamless to plan, pay, and ride across the region's 15 transit systems; and
- Upgrading communications systems for better, more accurate, and audible information for riders; and

WHEREAS, *Momentum* would provide a regional return by:

- Carrying 35,000 more passengers on trains per hour during rush hour;
- Moving bus customers as much as 50% faster and using 12% less fuel while also removing *an additional* 100,000 trips from roadways each day;
- Providing customers with one centralized hub for regional transit trip planning and payment using the latest technology, making it possible for customers to plan, pay for, and take a transit trip seamlessly and effortlessly;

- Serving more customers with brighter, safer, and easier to navigate stations than today;
- Offering customers information, everywhere, all the time, to keep them informed of the locations of buses and trains, as well as provide them with real-time travel information in stations; and
- Increasing Blue Line service so that trains arrive every six minutes during rush hour; and

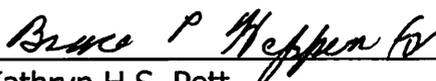
WHEREAS, *Momentum* has been vetted by business leaders, advocacy groups, legislative decision makers, jurisdictional partners, and riders; and

WHEREAS, The FY2014 budget begins to take the first step in laying the foundation for *Momentum* including WMATA's 2025 priorities; now, therefore be it

*RESOLVED*, That the Board of Directors adopts *Momentum: The Next Generation of Metro* and will work to achieve funding for Metro 2025; and be it finally

*RESOLVED*, That this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

  
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Kathryn H.S. Pett  
General Counsel

WMATA File Structure Nos.:

- 2.1.8 Board Strategic Planning
- 6.6.4 Bus Route and Service Planning
- 12.7.2 Master Plans/Mass Transit Plan (including transit zone modifications)
- 20.5 Rail Service Planning