



Finance & Administration Committee

Information Item IV-C

October 9, 2014

Business Plan Update

Washington Metropolitan Area Transit Authority
Board Action/Information Summary

Action Information

MEAD Number:
201067

Resolution:
 Yes No

TITLE:

General Manager's CY 2015-2017 Business Plan

PRESENTATION SUMMARY:

Present highlights of the General Manager's CY 2015-2017 Business Plan, a multi-year plan that is updated annually.

PURPOSE:

To inform the Board of the highlights of the General Manager/Chief Executive Officer's (GM/CEO) CY 2015-2017 Business Plan that focuses Metro's operating budget, capital program and business actions to improve service to customers and deliver on the goals established in Momentum

DESCRIPTION:

In June 2013, the Board adopted Momentum as the strategic plan to guide Metro through 2025, by creating a new Vision, Mission, Goals and Priority Actions. Metro's leadership then integrated the goals and priority actions into the fabric of the organization by establishing three-year business plans that are refreshed annually.

An analysis of the CY 2014-2016 business plans revealed that Metro has committed itself to addressing over 99% of the Momentum priority actions within the first three years of its life cycle. Business plans, which address all 86 priority actions, dedicate resources through more than 1,000 department-level actions necessary to make progress towards Metro's four goals and also define specific measures and targets to evaluate success.

Key Highlights:

- Continue to build on our strong safety culture by setting a new national transit industry standard for employee fatigue risk management. The program in the business plan is underway and includes a number of individual initiatives designed to reduce fatigue-related impairment in the workplace.
- Increase customer satisfaction through investments in new bus and rail equipment, continued track and infrastructure improvements, and delivered Metro Forward projects that improve on-time performance and reliability.
- Improve customer service delivery through a new customer care initiative that introduces Authority-wide customer service values to the workforce, improves performance management for all employees, and delivers new business intelligence tools to track and better manage rail station and bus stop conditions.
- Connect the region by preparing for Silver Line Phase II, expanding the new MetroWay bus rapid transit network, and advancing Metro 2025 programs, including the expansion of eight-car trains.
- Under the leadership of a new Chief Financial Officer, continue the overhaul of Metro's financial management policies and systems to build on accomplishments in procurement (improved manual, across-the-board training on revised policies) and grants management (compliance procedures). Ensure continued financial stability through a renewed multijurisdictional Capital Funding Agreement.
- Strengthen our workforce through new human capital investments including improved new employee orientation, job training, supervisory training, leadership development, succession planning, expanded performance management across the Authority, and enhanced safety and customer service employee recognition programs.

Background and History:

Business planning at Metro formally began in CY2011 with development of the GM/ CEO's first annual business plan tied to a set of interim strategic goals. The business planning process evolved with the Board's adoption in 2013 of Momentum, which sets clear guidance and direction for the agency. By

CY2013, the GM/CEO's business plan had expanded to a three-year focus, and all departments developed and aligned their plans with the agency goals.

Departmental Business Plans 2010-2013			
2010	2011	2012	2013
2 departments have business plans	8 plans	27 plans	37 plans

Discussi
The
General

Manager's CY 2015-2017 Business Plan refreshes and updates last year's plan with key actions aligned with the Board's strategic goals:

- 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; and
- Ensure financial stability and invest in our people and assets.

While many of the business plan actions assist in achieving more than one of the strategic goals, major initiatives organized by primary goal are as follows:

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

This year, WMATA won the transit industry's coveted first place safety award for Safety at the 2014 Rail Safety and Security Excellence Awards for our Roadway Worker Protection Program and was described by former NTSB Chair and current President and CEO of the National Safety Council Deborah Hersman as the transit property to model that has risen from "worst to first" in safety. The business plan builds upon this foundation by ensuring that safety remains a top priority. Key safety activities are:

- **Employee Fatigue Management Program:** The Fatigue Risk Management System (FRMS), guided by a policy adopted in 2013, includes a number of individual initiatives designed to reduce the risk of fatigue-related impairment in the workplace. As FTA has not set standards for transit properties in this area, all implemented initiatives are subject to continuous review and improvement via the FRMS Steering Committees. The business plan ensures that Metro will both exceed the rail operator fatigue standards set by the American Public Transportation Association (APTA) and meet federal standards for railroads as a responsible business practice, although Metro is not regulated by the Federal Railroad Administration (FRA).

Metro FRMS program elements are currently in various stages of maturity and include the expansion of Hours of Service (HOS) Rules, development of an improved incident investigation protocol for fatigue-related factors, a recuperative break program, a FRMS Dashboard and a secondary employment policy. The policy is anticipated to be fully implemented during 2015.

Hours of Service Rules are intended to limit the risk of fatigue-related impairment. HOS guidelines for Transportation and Bus Maintenance took effect in summer 2014, with MetroAccess and Metro Transit Police currently in development.

Group	Hours of Service Detail		
	Max. HOS	Min. hrs. off-duty	Min. days off
Transportation and Bus Maintenance	(1) Not to exceed 14 hours, including any period(s) of interim release (2) No duty for more than 12 hours	10 consecutive hours off duty within prior 24 hours	No WMATA work to be performed on more than 6 consecutive days
Rail Operations Control Center	(1) Not to exceed 12 hours, including any periods of interim release (2) No duty for more than 12 hours	12 consecutive hours off duty within prior 24 hours	No work to be performed on more than 6 consecutive days
Transportation Infrastructure and	(1) Not to exceed 14 hours, including any	10 consecutive	No work to be

Engineering Services	<i>period(s) of interim release (2) No duty for more than 14 hours</i>	<i>hours off duty within prior 24 hours</i>	<i>performed on more than 6 consecutive days</i>
MetroAccess and MTPD	<i>In development</i>		

- **Confidential Close Call Reporting System:** Metro is the first rail transit agency to launch a Confidential Close Call Transit Safety Reporting System. Based on confidential reports from frontline employees in rail, transit infrastructure and information technology, Metro is implementing numerous preventive safety actions to address concerns such as:
 - Safety in and around shop areas;
 - Communications with roadway workers during switch movements;
 - Procedures for passing red signals;
 - Confusion with recent rule changes;
 - Unsafe or harmful roadway conditions; and
 - Safety of company vehicles and equipment.

Over the next year, Metro and its partners the Amalgamated Transit Union Local 689 and the U.S. Department of Transportation’s Bureau of Transportation Statistics (BTS), Research Innovative Technology Administration will increase employee buy-in and participation with new outreach strategies in the field. A joint management and labor program steering committee will also regularly review and agree on program adjustments needed.

- **Safety and Security Awareness and Response:** Slips trips and falls are the most prevalent injury types for customers on Metrobus and Metrorail. Situational awareness is critical to preventing these types of injuries, and Metro has been working to educate our customers through high-impact special information campaigns and incident response improvements.

In addition to a new poster campaign that will refresh messages at stops and in stations about customers taking care when traveling in the system, Metro is introducing a series of radio ads that deliver clever messages about safety through various music genres, including Pop, Country, Caribbean, and Oldies. The messages will also play online on Pandora and similar music channels.

As a follow up action from the Safety and Security Committee’s Incident Communications panel with the Riders’ Advisory Council (RAC), the agency updated its customer brochure on emergency preparedness, and improved onboard evacuation signage, which has been installed in the rail fleet.

Major crimes on the Metro system have hit a five-year low, and the Metro Transit Police Department (MTPD) is focused on maintaining this progress by identifying, implementing and tracking effectiveness of strategies to reduce crime:

- Deployment of crime reduction teams, including casual clothes teams;
- Coordination with local jurisdictions to increase visibility;
- Parking Watch Program using Gators;
- Vehicle overhead lights while patrolling garages and lots;
- Decoy vehicles in parking lots;
- Use of motorcycles and bicycles;
- Observation towers; and
- Distribution of crime prevention literature and other outreach.

MTPD’s bi-weekly MetroStat process is the forum for developing crime reduction strategies/tactics across divisions and bureaus to target Part I crime trends. While Metro has made significant strides over the past year, cutting cell phone thefts in half and reducing bicycle thefts and overall robberies, there is an uptick in parking lot crime. Additionally, bus operator assaults continue to be an area of concern and focus.

To further encourage respect and appropriate behavior among our youth while they ride Metro, the agency will continue to extend the reach of our youth safety campaign to minimize disruption and improve safety for all riders. The “Respect Your Ride” campaign includes peer outreach, police visits to

schools, letters to parents, and campaign materials like t-shirts and discount cards.

- **NTSB Recommendations:** Metro remains committed to addressing every single NTSB recommendation and by mid-2014, closed 24 out of 29 recommendations.

The remaining five recommendations involve longer-duration projects, such as replacing Metro's entire 1000-series rail fleet. However, all remaining recommendations are planned to be completed over the next few years.

- 2014: Review and share Automatic Train Control and VMS safety trends; event recorder validation/trend analysis;
- 2015: Event recorder on lead pair railcar; and
- 2016 and beyond: Wayside worker warning system; remove 1000 series railcars.

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

Metro can meet or exceed customer expectations for quality service by providing reliable bus, rail, MetroAccess and escalator and elevator services, and caring for our customers. For reliability, the Business Plan actions call upon the organization to continually improve the on-time performance of Metrobus (target = 81%) and Metrorail (= 91%), and provide quality MetroAccess service to customers.

- **Customer Care Program:** In 2014, Metro established an interdepartmental working group to determine how to transform Metro's culture into one that values customer satisfaction and puts a premium on service delivery that meets or exceeds customer expectations. The working group consists of members of Rail, Bus, Labor Relations, MetroAccess, Human Resources, Performance, Information Technology, Transit Police, and Customer Service Departments as well as front line employees. Building on the success of the GM/CEO's two-year customer service action plan, the working group spent six months conducting research with employees, reviewing customer satisfaction data for challenges and opportunities, conducting a Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) Analysis, reviewing best practices and identifying barriers to quality service that are unique to Metro.

Under the leadership of a new Director of Customer Care, the working group is building a long-range plan. Already delivered is a 90-day action plan that addresses a range of initiatives, from the orientation of new hires, to the way we organize information to prioritize station repairs. The working group is concentrated on building a new external and internal customer focus that continues the GM/CEO's push to move the organizational culture to one that more closely resembles a collaborative, customer-focused business model.

The customer care plan focuses first on employee engagement, ensuring all employees understand and are held accountable for their role in the customer experience; second, emphasizes development of business intelligence tools that reflect the customer experience at the station and bus stop level; third, empowers frontline employees to improve the customer experience; and finally, focuses actions and resources on drivers of customer satisfaction including reliability, security and quality. This is accomplished through direct interaction between front line employees and their supervisors as well as through the content of training programs.

There are a multitude of tasks and activities associated with the plan to communicate customer care values and change service delivery. Below is a sample list of action items:

- Unifying customer service training throughout every level of the organization – from New Employee Orientation, to bus and rail customer service training, to Executive Leadership Team training;
- Responding to employee requests for real-time equipment service updates - Business intelligence tools for management and front line employees;
- Creating assessment plans/forms for EVERY employee that includes a customer service action appropriate to his/her role;
- Developing a repository of 50 Customer Service contacts, similar to the safety contacts used to increase awareness throughout the agency
- Implementing an internal communications plan to inform the workforce starting October 2014; and

- Expanding interdisciplinary working groups including front line/supervisory staff.

A standing Executive Leadership Team steering committee will ensure that objectives are met on schedule and that customer feedback continues to be considered in future decision-making.

- **New Electronic Payments Program (NEPP):** The New Electronic Payments Program (NEPP) will replace the now decades-old fare gates and fare vending machines at station entrances across the system, as well as provide customers with options for paying their fares onboard buses and at parking facilities, starting in 2017.

Riders will be able to enter and exit the rail system and pay for their trip using many types of Near Field Communication (NFC)-equipped or contactless credit or debit cards and mobile devices, all without stopping at a fare machine or purchasing a SmarTrip® card. Federal workers eventually will be able to use their workplace ID card.

A pilot program will begin in January 2015 to test the new technology at 10 Metrorail stations, six Metrobus routes and two parking facilities. The 10 Metrorail stations selected for the pilot are: Shady Grove, Eisenhower Avenue, Bethesda, Pentagon City, Pentagon, Ballston, Gallery Place (7th & F), Farragut West, Navy Yard and Suitland. In addition, parking facilities at Shady Grove and Suitland will be included in the pilot. The six Metrobus routes selected for the pilot are: 37 (Wisconsin Ave Limited), X9 (Benning Rd-H St Limited), 39 (Pennsylvania Ave Limited), K9 (New Hampshire Ave Limited), J4 (College Park-Bethesda Limited), and REX (Richmond Highway Express).

On successful completion of the pilot, Metro will begin replacing the now decades-old fare gates and vending machines at station entrances across the system, and add new payment targets onboard buses and at parking facilities, starting in 2017. Design, development and deployment of this new system will be a multi-year initiative.

- **Metrobus Service Improvement:** Metrobus continues to grow, with ridership up 2% in FY14 over the previous year and 9% since 2010, making up the large ridership drop experienced in the recession. All three jurisdictions (DC, Maryland, and Virginia) saw growth over the last year. Weekends in particular have seen very strong growth, with average weekend ridership up 6% last fiscal year and 20% over the five year period.

Metro's regional routes have been performing well, which is where the investments in reliability and on-time performance through the Better Bus Initiative have been made. Overall on-time performance has improved each year since 2010 through mid-2013.

<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013*</u>
74.1%	75.3%	76.6%	77.4%
			*Thru June

Metrobus is implementing State of Good Operations (SOGO) and Priority Corridor Network (PCN) service improvements to better connect communities through enhanced bus service. The PCN was launched in 2008 in partnership with other agencies in the region, following a comprehensive regional bus study. Metro continues to conduct comprehensive evaluations of Metrobus priority corridors, which include the network's 24 busiest corridors, serving over half of all Metrobus customers. The agency will continue to implement phased service improvements in all corridors as part of the Metro 2025 plan and add 224 expansion buses.

As part of the Better Bus initiative, Metrobus will implement 150 service improvements and begin operation of four PCN services. Overall, more than 150,000 customers across the region in DC, Maryland and Virginia — roughly one third of daily bus customers — will benefit from more frequent service, additional capacity, or expanded hours of operation on selected routes across all jurisdictions.

- **Metrorail Service Improvement:** Metrorail has reduced waiting time for customers by improving annual on-time performance results consistently over the past four years.

<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
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89.4%

90.3%

91.0%

92.0%

Metro is achieving this long term positive trend by managing train dispatch and spacing, and by increasing the reliability and number of railcars available for service each day through preventive inspections and running maintenance, maintenance required to keep the equipment operating in an efficient manner. Additionally, the agency carefully monitors track conditions and prioritizes track work to improve reliability. Significant incidents occasionally occur and, through regular cross-functional reviews of customer delays, Metro identifies lessons learned and develops actions to reduce or eliminate future delays of similar circumstances.

The addition of the Silver Line in July 2014 presents Metro with greater challenges to maintain on-time performance. Rail supervisors are focused on ensuring on-time departure from the current terminal station at Wiehle-Reston East, while controllers ensure the smooth merging of three rail lines – Silver, Orange, and Blue – at Rosslyn. The stakes are high as a delay impacting one line quickly escalates to delays across all three and the system as a whole.

Metro will replace its oldest 1000-series and least reliable 4000-series railcars with the new 7000-series railcars, which will start carrying passengers early in 2015. Power improvements for 8-car trains are underway, with five Traction Power Sub-Stations (TPSS) scheduled for completion on the Orange Line over the next three years. Metro also has plans underway to accommodate the larger railcar fleet necessary to support 8-car trains. If the 7000-series contract options are exercised, the fleet will increase by 220 cars. The agency will be conducting a public hearing in the next few months for a capacity improvements project at the New Carrollton Yard. Meanwhile, improved preventive maintenance will continue to ensure that railcars will be available to meet service standards and customer expectations.

In addition to improving the fleet, Metro continues to invest in its infrastructure by replacing track, repairing tunnels, platforms, escalators and elevators, improving core station capacity and communications systems.

- **Automatic Train Control:** A major milestone in Metro's recovery and safety rebuilding efforts, the automatic train control system that will be reintroduced this year is capable of operating trains in automatic mode while maintaining train separation, automatic routing based on destination, stopping at platforms, and opening train doors. The Automatic Train Control (ATC) network provides for the safe and efficient movement of trains through a series of track circuits and integrated logic for routing and speed controls. The network includes Automatic Train Operation (ATO) and Automatic Train Protection (ATP, where ATO regulates train speeds and automatic braking without required operator intervention and ATP provides safe train separation). Out of an abundance of caution during necessary track and circuit replacements, Metro suspended ATO and has been operating in manual mode for the past five years.

Metro has now completed major steps to return to ATO for the safe and efficient movement of trains throughout the system. These include organizational changes, new processes, equipment and procedures, and deployment of improved equipment and tools.

In 2009, the National Transportation Safety Board (NTSB) performed a broad-spectrum investigation and issued a series of recommendations. NTSB recommendations regarding ATC System Safety Analysis, replacement of track circuits, track circuit monitoring tool or loss of shunt detection, and safety reactivation certification have been completed.

Beginning in 2012, Metro staff started the replacement of all Alstom Generation II Audio Frequency Track Circuit modules to eliminate the parasitic oscillation hazard, and all modules have been replaced on the Red Line. Starting February 2015, Metro will begin reactivating ATO between Glenmont and Shady Grove stations. The manufacturers/vendors of the modules are responsible for the comprehensive reactivation process certification, which will be verified by the Department of Safety & Environmental Management (SAFE) to ensure completion of all necessary steps:

- Track Circuit replacement with the WMATA Safety Certifiable Item List (CIL)
- Closure of relevant NTSB recommendations
- Review of the safety analysis

- Review of requirements for ATO operation
- Operator/technician familiarization training
- Operations and maintenance departments schedule for readiness

The ATO reactivation of remaining lines is scheduled to begin in Fall 2017. A computerized safeguard system is now in place to alert Metro to any problems with automatic train operation before the problems become critical.

- **Escalator and Elevator Reliability:** Availability in 2014 reached highs not seen since data was first tracked in 2009 as a result of increased investment in modernization and focused management effort to improve maintenance practices and enhance workforce training.

<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
89.3%	85.5%	89.4%	92.2%

Metro will continue with its escalator modernization program throughout 2014, as part of its program to fully replace more than 120 escalators by 2020. Doing so will lower the average age of the escalator fleet, and provide a more safe and reliable level of service to our customers, continuing the positive availability trend.

Eleven escalator replacements are complete, including two new escalators introduced at Van Ness station in early 2014, with progress continuing in 2014 on replacement escalators (Georgia Ave-Petworth, Bethesda, Friendship Heights, Glenmont, and Columbia Heights) and rehabilitations of escalators and elevators. Through Fiscal Year 2017, Metro plans to replace an additional 51 escalators and rehabilitate 65 escalators and 41 elevators.

- **Proactive Public Participation Plan:** Every three years Metro submits to the Federal Transit Administration a report on how we are complying with Title VI of the 1964 Civil Rights Act. The most recent initiative under that program is the development of a plan to engage the riding public and all stakeholders in discussions about major service and policy initiatives while they are in the formative planning stages. Seeing this as an opportunity to build on two-way communications with all customers started under the General Manager's Customer Service Action Plan, we conducted a year-long "Speak Up! It's Your Ride" public outreach campaign to develop the Public Participation Plan. The campaign reached out to 200 community-based organizations (CBOs), and collected feedback from 3,513 survey respondents, as well as interacted with riders at station and bus stop outreach events, open houses, and community activities.

The extensive outreach resulted in a standardized process for planning and implementing inclusive, high-quality public participation. Three themes form the basis for the Public Participation Plan: 1) go where people are; 2) tailor communications to individual demographic groups; and 3) work with community-based organizations to build relationships and trust across diverse populations.

The Plan also includes strategies to ensure that Metro's public participation activities are effective, efficient and exceed federal requirements. These strategies include: (1) a toolkit to help project managers plan effective outreach; (2) performance measure data that focuses on participant demographics, participant feedback, and participant follow-up that will be collected for each public participation project; (3) public participation training to ensure the successful, uniform adoption of the Toolkit and an Authority-wide understanding of Title VI requirements for public participation; and (4) a centralized office to manage public outreach.

Goal 3: Improve Regional Mobility and Connect Communities

Metro is continuing to make investments to address the great public transit needs and to connect communities throughout the region. Metro is not only the region's largest transit provider, but is chartered as the region's transit planning leader.

- **Silver Line Phase II Preparation:** Phase 1 of the Silver Line opened July 26, 2014, providing rail service from Largo to Tysons Corner and Reston with five new stops. Riders boarding trains in Reston and Herndon can go to the District or to the end of the line in Largo without transferring.

Phase 2 of the Silver Line, currently under construction, will extend this line further west through Washington Dulles International Airport and into Loudoun County. Phase 2 will include six stations. When completed, the full Silver Line extension will be a 23-mile, 11-station extension that will provide a one seat ride from Loudoun County and Washington Dulles International Airport to downtown Washington, DC and Maryland.

The Metropolitan Washington Airports Authority (MWAA) selected Capital Rail Constructors joint venture to extend Metro's Silver Line 11.4 miles west into Loudoun County, Virginia, from its current terminus at the Wiehle-Reston East Station. The scope of work includes six stations in Fairfax and Loudoun counties and guideways and wayside components. The stations are at Washington Dulles International Airport, Route 606 and Route 772 in Loudoun; Reston Town Center, Herndon, Innovation Center (near Route 28) in Fairfax County. Metro will continue to work with MWAA through various phases of this project including design, construction, testing and safety certification leading to acceptance for revenue operations. MWAA currently estimates Phase 2 construction completion in 2018.

Metro's new 7000 series railcars will support the expansion of the system, with the first eight-car train carrying passengers in early 2015. A total of 128 railcars are required for the Silver Line system expansion. Once testing is complete, mass production of the new railcars will commence, with 56 more cars delivered in mid-2015 and hundreds more in the months that follow.

- **Metroway Bus Rapid Transit Expansion:** In August, Metro and partner jurisdictions Alexandria and Arlington launched Metroway, a new premium bus service that offers a faster trip along Route 1 between the Crystal City and Braddock Road Metrorail stations. A first for the Metrobus system and the region, Metroway service in the busy Crystal City-Potomac Yard Corridor features dedicated bus-only lanes, new customer amenities and more frequent service seven days a week.

The City of Alexandria and Arlington County are jointly constructing the transitway, which offers bus rapid transit features like those found in cities around the world. This project is the area's first right-of-way dedicated to premium bus operations, designed to encourage transit use along the heavily travelled corridor.

The Phase 1 0.8-mile segment of dedicated lanes is open along Route 1 between Potomac Avenue and East Glebe Road in Alexandria. The new stations include weather protection, bench seating, lighting, comprehensive passenger information and are fully ADA compliant. Work has already begun on the second phase of the project, which will extend the dedicated transitway lanes into Arlington from South Glebe Road to Crystal City. Phase II is scheduled to be completed in Spring 2015. Stations in subsequent phases will house real-time passenger information displays and fare collection machines—allowing customers to pay their fares prior to boarding. A first for the Metrobus system and the region, this will speed boarding and improve service reliability.

Metroway buses operate every 12 minutes along the full route. During rush hour, customers will enjoy service every six minutes between the Crystal City Metrorail station and South Glebe Road. Metroway will run every 15 minutes during weekday late-evening hours and every 20 minutes on weekends.

- **Bus Stops and Pathways Accessibility:** Metro's departments of Bus and Access Services are collaborating on the development of a bus stop accessibility initiative to achieve the Board's new measure and target of improving at least one percent of bus stops annually to meet the newly adopted accessible bus stop standard. By making more stops accessible, the region can reduce the demand for MetroAccess service by improving access to Metro's and the region's accessible fixed route services.

Metro has developed a comprehensive plan to identify specific inaccessible bus stops that have the potential to greatly reduce demand for MetroAccess service by customers who live or travel near the stops.

As the region's transit planning leader, Metro will continue collaborating with the Regional Bus Stop Task Force, working closely with jurisdictions to develop an agreed upon number of inaccessible stops by jurisdiction. A key product will be development of a Regional Bus Stop Accessibility database maintained by Metro. The database will have collaborative access to jurisdictions for all status updates and a section for members of the public to provide comments or observations about each stop. The valuable information collected in the database will assist the Accessibility Advisory Committee in its

annual report to the Board on progress toward the new accessibility measure.

- **Momentum Advancement – Metro 2025:** Momentum is Metro's vision for the future. Building on the important Metro Forward capital program, which is virtually rebuilding the system and making key safety and reliability improvements, the strategic plan addresses growing crowding and outlines near-term goals for 2025 along with the steps that Metro must take to prepare for coming regional population and economic growth. The region's transportation network increasingly depends on a robust Metro system to leverage other investments like the District's streetcars, Maryland's Purple Line, and \$18B of development planned for Tysons Corner near the new Silver Line. For riders, Momentum will mean more trains, reduced crowding, faster buses, brighter, safer, easier-to-navigate Metrorail stations, and improved customer information systems.

Since Momentum was adopted in 2013, the Board, stakeholders and senior managers, partnering with business community leaders and transit advocates, have been working to inform and build support from riders, organizations, jurisdictions, and regional employers. Today, more than 73 Champions (jurisdictions, businesses, advisory groups, and organizations), 59 businesses, and more than 10,600 individuals have endorsed the Momentum plan.

In February 2014, the Governors of Virginia and Maryland and the Mayor of the District of Columbia announced a commitment of \$75 million as a down payment for the Metro 2025 program. They also committed to begin work to renew the Capital Funding Agreement. To ensure the agency's financial stability, Metro will continue to work with the Board in gaining regional support for funding of Momentum's Metro 2025 plan by advancing the campaign to add more supporters and champions, enlisting the support of business, civic and community groups, and working closely with jurisdictions to ensure funding and ultimately develop a new capital funding agreement.

- **ConnectGreaterWashington:** Metro is developing the [Regional Transit System Plan \(RTSP\)](#), "ConnectGreaterWashington," which will outline a comprehensive regional transit network to prepare the region's transit system to support the region's economic future through the year 2040.

The plan will include *all* regional projects, not just those built or operated by Metro. Included will be core system improvements in Metro 2025 as well as projects that better connect or expand the transit system. Elements are still in the conceptual planning phases but could include new Metrorail lines in the core, extending the reach of the system, extending high quality surface transit, additional cross-Potomac connections, and increased commuter rail/bus service.

Goal 4: Ensure Financial Stability and Invest in Our People and Assets

Investing in Metro, including our infrastructure and our employees, is critical to keeping the system viable.

- **Financial Management Reforms:** Just as we have reformed the safety culture, Metro has been working to overhaul financial controls, and has made substantial progress in procurement, accounting and grants management. Metro's financial management has been strengthened with an improved procurement manual, training hundreds of personnel on revised procurement policies, new procedures to tighten grants management compliance, and the hiring of a new Chief Financial Officer with deep transit industry experience to spearhead continued change.

Through the coming year, Metro will implement organizational changes, as well as leadership and resource augmentation to facilitate process and management improvements across the agency. To ensure broad organizational internal compliance with business processes and procedures, Metro is elevating and expanding the focus of the Internal Control Office.

These reforms build on the efficiency and effectiveness improvement project initiated in 2013 to ensure the agency is managed as effectively and efficiently as possible. This targeted administrative areas, including the finance function, inventory parts demand and procurement, and non-revenue fleet management.

- **Capital Funding Agreement:** The Metro transit system plays a critical role in the growth and prosperity of the National Capital Region, and the agency's continued economic vitality is essential to the regional transportation system and quality of life. Following Board adoption of Momentum, Metro's jurisdictional funders, the business community, advocacy groups, and citizens coalesced around making its capital program a funding priority for the region. In early 2014, the Governors and Mayor

announced an increased capital commitment of \$75 million to the agency, marking an important down payment towards Momentum's plan to reduce crowding and add system capacity. At that time, the regional leaders also committed to beginning work to renew the Capital Funding Agreement, with a larger commitment of capital to support and advance Momentum priorities.

The CFA is a critical lynchpin in achieving Metro 2025 objectives. Reaching an agreement in principle and identifying funding for the cornerstone of the program, the 8 car train cars is critical to take advantage of an option that Metro has to order more cars from Kawasaki. By the end of June 2015, Metro must exercise its option to purchase an additional 220 rail cars. If it does so, WMATA will be able to accept 15-16 rail cars per month, which means accepting and putting into revenue service 130 rail cars by FY 2020 and the remaining rail cars by FY 2021. If the money required for the rail car portion of this initiative is not secured by June 30, 2015, the option will be lost.

To let this opportunity pass would be costly to the region and its regional transit riders, as a new rail car contract will cost more and take much more time to implement. But even more importantly, delays in addressing the full funding needs of the Metro 2025 plan and specifically funding progress towards eight-car trains will mean lost economic growth for the entire region.

- **Human Capital Plan:** The foundation of this business plan recognizes that delivering improvements in bus and rail service, and better customer care, depend entirely on our employees who must be engaged, well-trained, and understand their contribution to achieving Metro's goals.

The 2012 Employee Opinion Survey brought to light the need to develop leadership and management skills to support key positions in the organization to build and maintain service for the future. Principles of Supervision, a first line supervisor's course that is focused on the hard skills needed to be successful, will serve as the foundation for building more support for succession planning and ownership for leadership development.

With a Succession Planning Program (SPP) Pilot underway in October 2014, Metro sees the promise of future leadership positions being filled throughout the organization. The agency recognizes that in order to be prepared for the future, it will need to focus on total people involvement. At every level of the organization managers and supervisors are working to prepare their best employees for advancement. This development program will give qualified candidates the experiences needed to meet the Momentum goals. Senior executives have been engaged to establish the program outline and track progress. Results will help guide future efforts and mid-course corrections.

Metro is increasing its diversity through targeted sourcing initiatives and hiring events to reach candidates with military experience and/or disabilities as well as women and other minorities. Training, apprenticeship and internship opportunities are being enhanced to increase the pool of qualified candidates. In addition, Metro is supporting the diversity of its existing employees by expanding its diversity recognition programs and enhancing communications about all types of diversity in the workplace and community.

The Years of Service Recognition Program, another program designed in response to the 2012 survey, celebrates the continuous career service of the Metro employee by highlighting each 5-year milestone gained. On average, approximately 2,000 Metro employees celebrate a career service milestone each year. Through the Years of Service program, employees will be recognized for each five years of continuous service (i.e., 5, 10, 15, and so forth). At each milestone, employees will receive a certificate of service, a letter from the General Manager and Chief Executive Officer, and a modest memento.

The 2012 Employee Opinion Survey established a baseline against which the agency can measure progress going forward. Follow-on opinion surveys will be conducted every two years, with the next one planned for October/November 2014. The Executive Leadership Team will review the results to evaluate progress and develop action plans to address employee input by early 2015.

- **Transit Asset Management:** At Metro, Transit Asset Management encompasses all decisions needed to do the right amount of work, at the right time, to achieve the right level of service for the right cost.

In 2014, Metro began a transition from a Transit Asset Management improvement program to a sustainable "business as usual" approach with the creation of the Office of Transit Asset Management (TAMO). TAMO will ensure Metro is compliant with requirements set in MAP-21 by institutionalizing Transit Asset Management best practices; establishing Standard Operating Procedures associated

with asset condition assessment; capital expenditure evaluation and asset commissioning, renewal and decommissioning.

TAMO is establishing Asset Management Plans covering eleven asset groups. These plans identify how and when objectives established in the agency wide Transit Asset Management Strategy will be accomplished. Additionally these plans capture an overview of transit asset inventories, performance targets and maintenance programs.

Key activities in 2015 include certification of asset management plans, updating the asset management policy and strategy, continuing the multi-year asset inventory and condition assessment, and establishing/updating the capital expenditure evaluation standard operating procedure.

- **Collaborative Risk Management:** In 2013, Metro issued a request for proposals seeking an evaluation of current risk management processes in order to provide a foundation and starting point for the design of an Enterprise Risk Management (ERM) framework. This work included a background review, evaluation of the current framework for risk management, development of recommendations for an ERM framework, and preparation of an implementation plan for risk management within the organization.

The ERM framework establishes the standards, processes and accountability structure used to identify, assess, prioritize and manage key risk exposures across the agency. It enables leaders to systematically evaluate implications of decisions and actions to the agency's strategic goals and effectively manage an array of risks in an informed and strategic manner to within an accepted tolerance level.

With input from the Board of Directors, executive leadership identifies risks to the agency's mission and goals, determines mitigation strategies and outcomes for risk management, and regularly reviews and reports results. Once the ERM framework is integrated into the agency's management and business planning process, it will be revalidated annually. Metro has selected the name "Collaborative Risk Management" to emphasize the necessary collaboration that guides the process instead of risks being identified and resolved at a departmental level.

Key activities in 2015 include providing training and increasing risk awareness across the agency and continuing to incorporate risk mitigation into business plans and employee performance plans.

Measuring Success

Performance management is gaining national attention as transportation agencies face growing resource constraints, increased demand for accountability, pressure for additional transparency and a federal mandate to adopt a performance-based approach to planning and programming. Based on the results of a recent peer benchmarking study, Metro is an industry leader in performance management. The benefits are many: performance improvement, data driven decision-making, clear articulation of the need for investment, communicating results of investments to stakeholders, employee ownership of performance, and moving from reactive to proactive.

The agency reports performance results via its key performance indicators (KPIs), and performance has improved, as reported to the Board quarterly and annually in the Vital Signs Report. This is how the agency holds itself accountable and demonstrates accountability to the Board and the region.

Business Plan success is measured by:

- Accountability for continuous improvement;
- Making progress as measured by KPIs;
- Continued performance management; and
- Building stakeholder confidence in Metro.

FUNDING IMPACT:

There is no funding impact for this information item.

Project Manager:	Andrea Burnside
Project	

Department/Office: Office of Performance

TIMELINE:

Previous Actions	September 2013 – Board review of CY2014-16 Business Plan
Anticipated actions after presentation	December 2014 – GM/CEO Proposed Operating and Capital Budget, continued work to secure the next Capital Funding Agreement and funds sufficient to move forward with execution of Metro 2025 actions.



Washington Metropolitan Area Transit Authority

Business Plan Calendar Years 2015-2017

Finance & Administration Committee

October 9, 2014



Metro Business Plan | Calendar Years 2015-2017

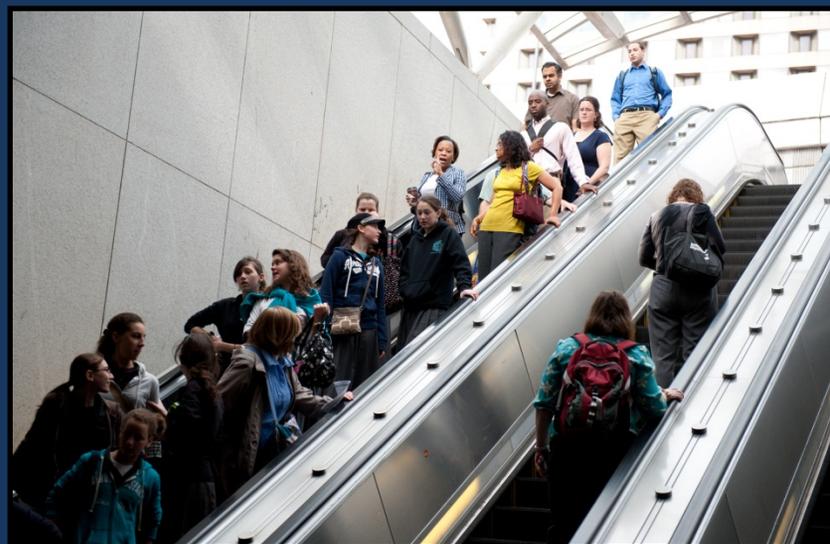




Business Plan Progress



Champions of Safety
2014
Safety is always in style. 





Financial Management Reform

- Submitted 60 of 65 Corrective Action Plans (CAPs)
- New grants management policy; trained 267 employees
- Strengthened procurement policy; trained 448 employees
- New Chief Financial Officer



Metro Business Plan | Calendar Years 2015-2017





Business Plan Highlights



TO SUPPORT FUNDING FOR 8-CAR TRAINS IN GREATER WASHINGTON, GO TO 8CARCOALITION.COM





Business Plan Highlights

- Automatic Train Operations
- Fatigue Risk Management
- New Electronic Payments Program
- 7000 Series





Business Plan Highlights

- Customer Care Initiative
- Elevator/Escalator Delivery
- Public Participation Plan
- Better Bus

