



COVID-19 Recovery Planning Update

Riders' Advisory Council – June 10, 2020

Goals

- Support region's managed re-entry
- Earn public trust that bus/rail travel is safe
- Effectively communicate changing service/fare plans

Service Restoration Strategy

- 1 Protect employees
- 2 Protect customers by providing service that enables safe social distancing
- 3 Stay ahead of demand until vaccine or herd immunity makes social distancing unnecessary

Monitor crowding continuously



COVID-19 Recovery & Restoration of Service

- **COVID-19 peak and duration of restrictions difficult to predict**
 - Multiple models, broad range of outcomes
 - Approximately 75-day range for National Capital Region peak
 - Could be extended if second wave/outbreak of cases, as in other countries
 - Significant variation in community impacts, based on access to healthcare, food, income, and race
 - Much still to be learned, models and contact-tracing methods continually improving
- **Parallel paths being pursued to:**
 - Alleviate supply chain shortages → Reduce transmission
 - Increase hospital capacity → Reduce need to #FlattenTheCurve
 - Develop treatments AND vaccines for COVID-19 → Reduce mortality

Restoration timing depends on all of the above, none of which is in WMATA's control.
But we have to predict when it will happen in order to be ready with appropriate service

Protecting Employees

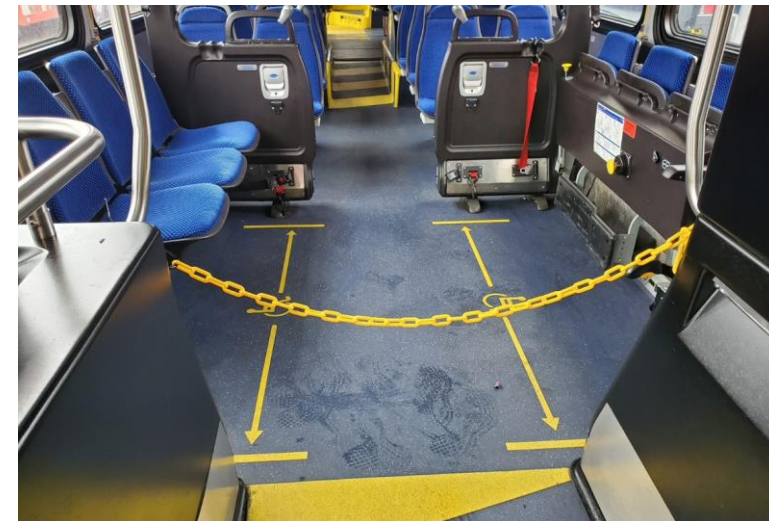
■ Reducing Exposure Risk through Role-Based Risk Assessments

- Engineering Controls
 - Partitioning workspaces
 - Rear-door boarding on buses
 - Mobile handwashing stations
- Administrative Controls
 - Modified schedules
 - Reduced occupancy and team size
 - Modified work practices to accommodate social distancing
- Individual Actions
 - Hand hygiene
 - PPE and face coverings

■ Workforce Availability

- Quarantine & case rate
- Community transmission

Operator Shield (Below)

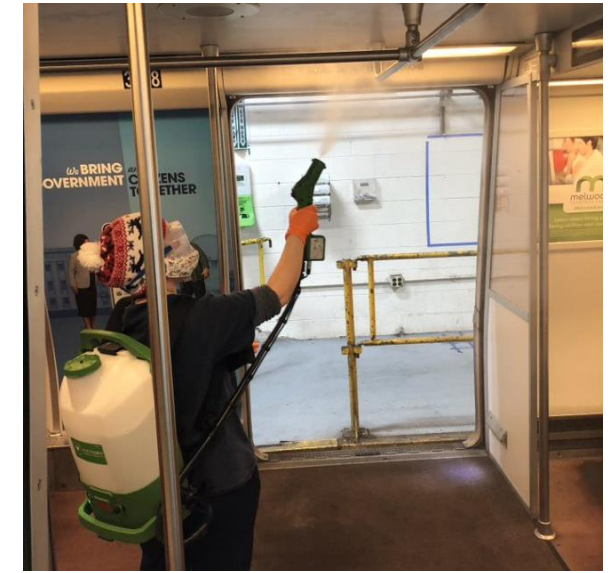


Clear Area on Bus (Above)

Protecting Customers

■ Comprehensive Operational Safety Assessments

- Engineering Controls
 - Cleaning and disinfection practices
 - Equipment
 - Facilities
- Administrative Controls
 - Wayfinding guides
 - Farecard system modifications
 - Communications
- Individual Actions
 - Face coverings
 - Hand hygiene



Hand Wiping (left), Cleaning with Fogger (right)

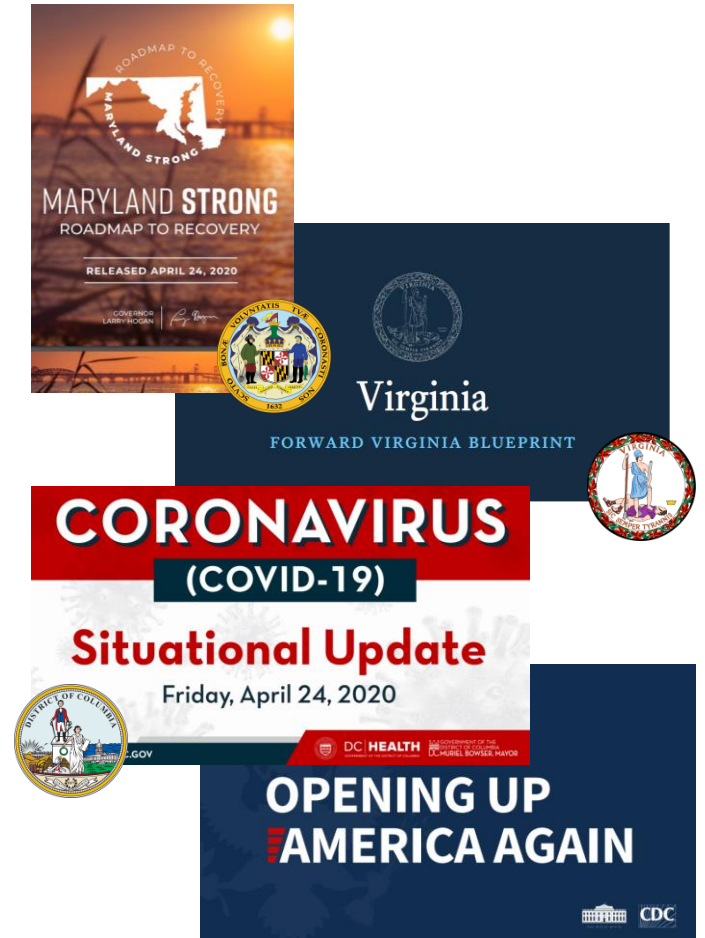
■ Social Distancing

- *Social distancing cuts capacity by 80%* → it takes 5x the vehicles to carry the same number of people
- Monitoring crowd conditions

Goal: Stay ahead of demand until vaccine or herd immunity makes social distancing unnecessary

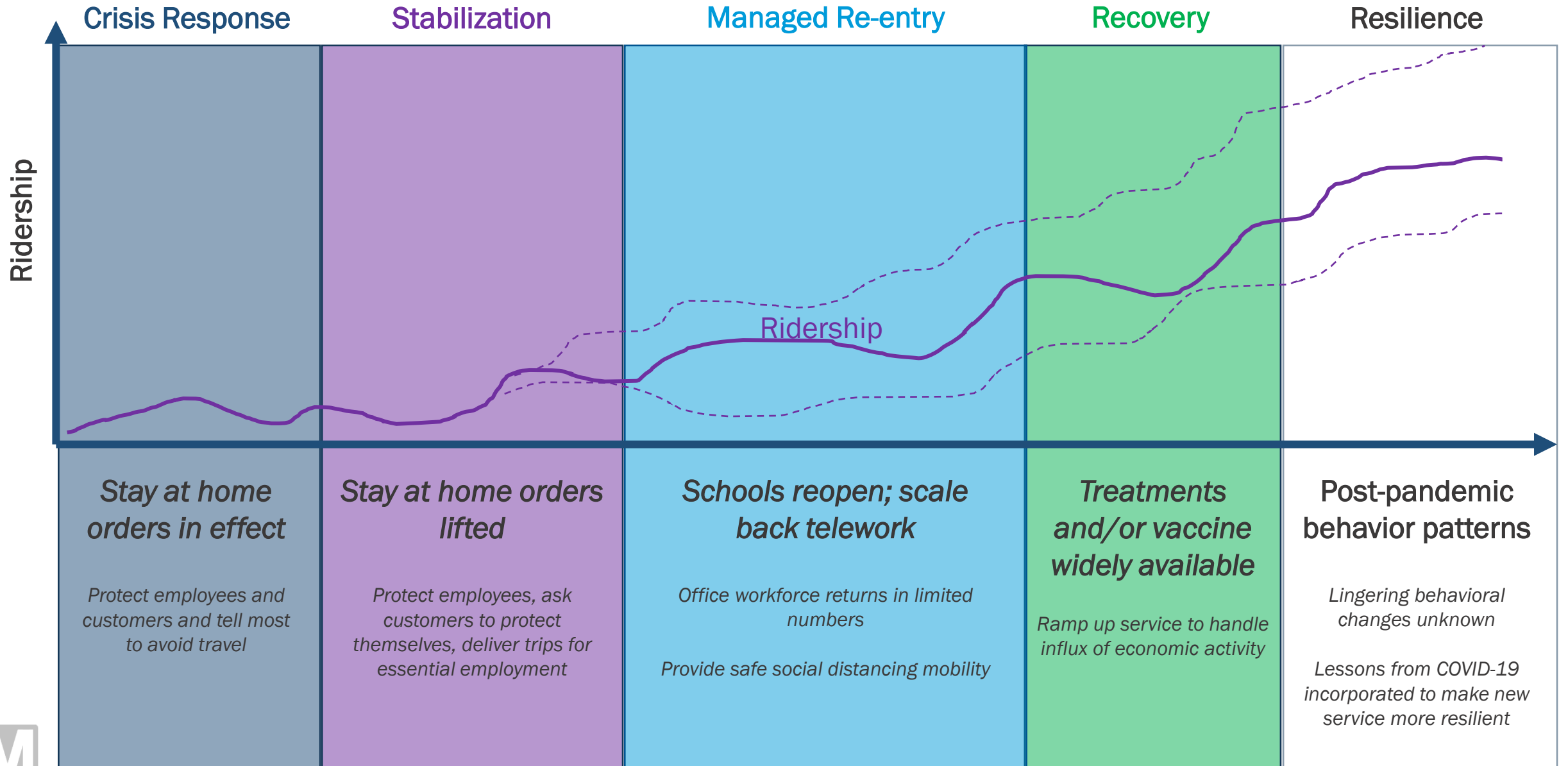
Aligning With The Region

- Moving focus from response to recovery
- Consistent ‘phased’ approach across the region
- Consistent data analyzed to set criteria and forecast progression through recovery phases
 - Number of cases declining for 14+ days
 - Testing and contact tracing
 - Hospitalizations
 - Sufficient supply of PPE
- Consistent factors characterize each phase
 - Social distancing
 - Teleworking
 - Re-opening of business
- Flexible roadmap rather than a strict timetable
- Strong emphasis on working together including dialogue with OMB/OPM on guidance for federal workforce



WMATA consulted Maryland, Virginia, and the District of Columbia’s Recovery Plans, plus CDC’s Interim Guidance.

A Multi-Phase Approach



Anticipating Customer Behavior

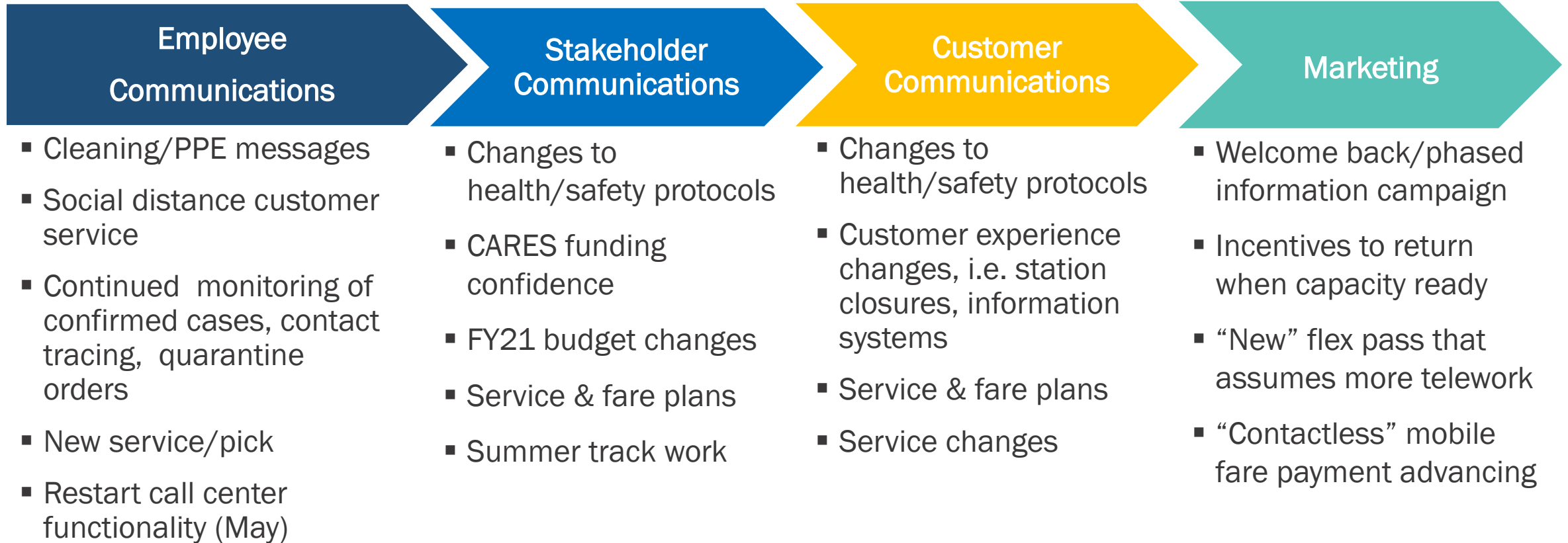


- Customer research conducted in late April/May to inform plan
 - Rider focus groups discuss concerns, preferences, and information sources
 - Rider survey to learn current (pandemic) and future travel choices / decision triggers
 - Testing alternative boarding solutions to promote social distancing
- Employer survey – polling SmartBenefits providers to determine workforce changes (staggered hours, alternate days, telework expansion)
- Collaborate with OMB/OPM on guidance to federal workforce

Anticipating Customer Behavior

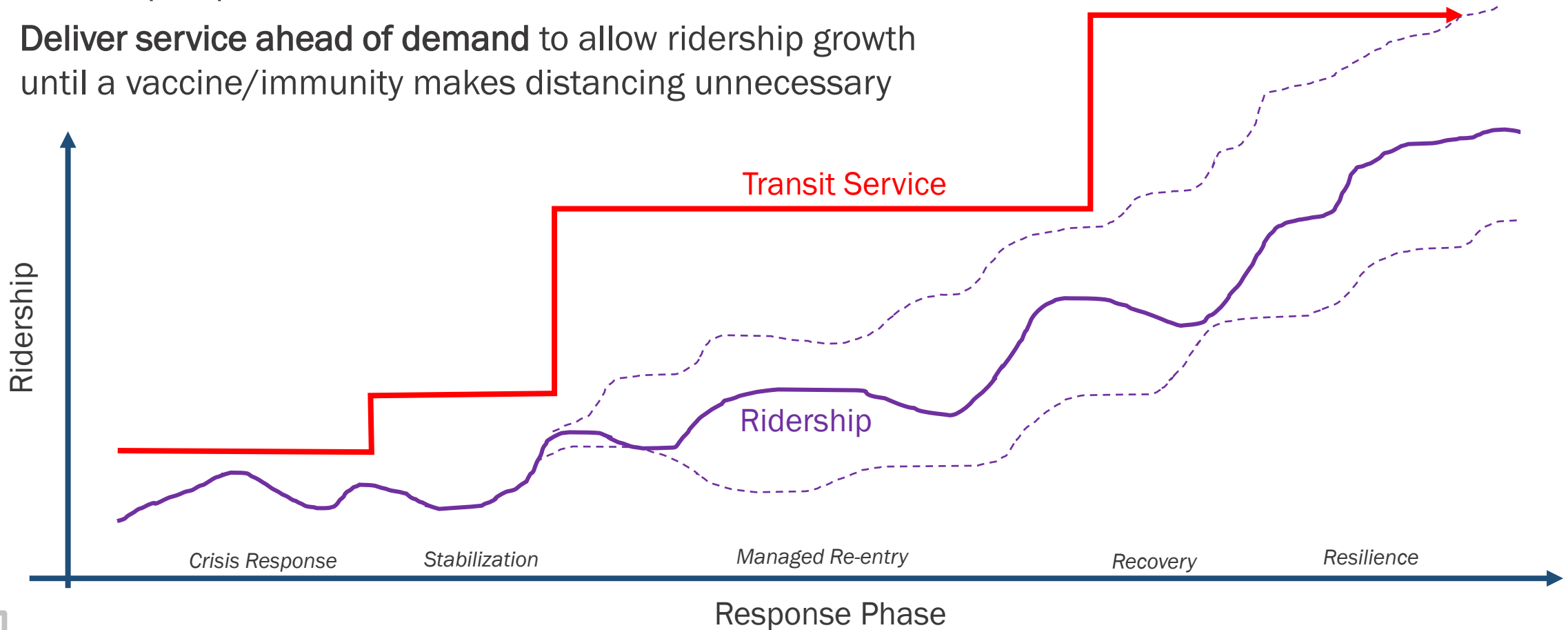
- Mid -April survey showed customers believe Metro handling health crisis well
 - Positive sentiment towards frontline essential workers
- Customers perceive Metro travel riskier than grocery shopping due to inability to social distance
 - Customers want cleaning/disinfecting to be visible and frequent
 - Expect all passengers to wear face coverings
- 90% have no information from employers on future telework plans
- Top three sources of Metro service information are Washington Post, MetroAlerts and NBC4, among other news and social media

Communications Strategy



We are not a light switch, but.... the lights need to be on before people enter the room

- Ridership unpredictable in next 18 months
- Deliver service ahead of demand to allow ridership growth until a vaccine/immunity makes distancing unnecessary



Increasing Service Requires Advance Work

- **Focus on bigger service “steps” as it takes ~3 months to implement new service plans**
 - Develop bus and rail schedules and align for connections between modes
 - Collaborate with jurisdictions to coordinate connections
 - Program fares into systems driving online transactions, point of sale at fare machines, gates
 - **~4,000 employees** to select new assignments from schedule based on seniority
 - Adjust inspection & maintenance regimens to be ready for increased service
 - Produce & install updated signage in station and onboard trains and buses
 - Notify customers in time for travel planning for SmartBenefits choices, pass products
- **Pre-planning levels of service will enable us to reduce implementation time by 1 month**
 - Implement “Stabilization” service pattern now
 - Maintains or improves current service
 - Prepares us for likely **increase** in case rate within next 2 months
 - Does NOT include the changes approved as part of original FY21 budget

Define & prepare next two service levels now, so that we can implement faster

Stepping Up Service in Three Levels

| Service Level: | Stabilization | Managed Re-Entry | Recovery | | | | | | | | | | |
|--------------------------------------|---|--|---------------|-----|------|-----|-----|-----|------|-----|-----|-----|-----|
| Workforce Availability | Low: Schedule built on 50% availability | Moderate: Assumes >80% availability | Normal | | | | | | | | | | |
| CDC Guidelines for Social Distancing | Required | Encouraged | Not necessary | | | | | | | | | | |
| Other Factors | 1) Re-establish accurate rider planning tools (e.g. Bus ETA) 2) Mitigate delays to capital program | 1) Acceleration of capital program (infrastructure stimulus) | | | | | | | | | | | |
| | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May |
| | 2020 | | | | | | | | 2021 | | | | |

2m lead time:
Decide by June
service for August



Dates are only **tentative**; actual dates of service change will be based on regional readiness, with 2 month lead time

Phased Approach for Rail Service

Stabilization

- Implementation in Progress (eff. 5/24)
- ~20-min headways
- Span:
 - Weekdays: 5a-9p
 - Weekends: 8a-9p
- Stations west of Ballston closed
- Cars 1 + 8 reopened when appropriate

Managed Re-entry (tentative)

- *Est. start in August-October 2020*
- *Doubled capacity from current state: ~10-min headways*
- *Span:*
 - *Weekdays: 5a-9p*
 - *Weekends: 7/8a-9p*
- *All stations open** (depends on timing of platform program completion for stations west of Ballston)*

Recovery (tentative)

- *Est. start in Spring 2021*
- *Ridership peaks emerging, evenings reviving*
- *Service near pre-pandemic levels, with peak service*
- *Span: 5a-midnight*

Phased Approach for Bus Service

Stabilization

- Implementation in Progress
- Address current crowding issues
- Sunday-like headways, with some adjustments based on ridership to date
- Sunday-only routes operated; less on weekends
- Span: 4a-11p
- Rear-door boarding, front of bus still isolated

Managed Re-entry (tentative)

- *Est. start in August-October 2020*
 - *May be earlier than Rail*
- *All routes operating, but*
 - *Less frequent than normal,*
 - *No extra peak service,*
 - *Focused on local service*
- *Span: 4a- midnight*
- *Rear door boarding*

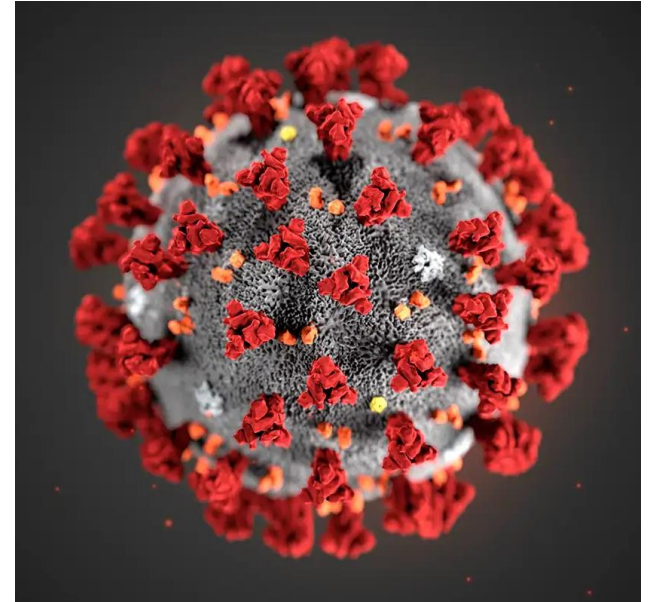
Recovery (tentative)

- *Est. start in Spring 2021*
- *Full weekday service*
- *All routes operating*
- *Normal span*
- *Resume front-door boarding*
 - *Looking to potentially accelerate installation of targets on rear doors in order to launch All-Door Boarding*

Mitigating Delays to Capital Program

- **Construction is essential so work continues, subject to:**
 - New safety protocols in compliance with CDC guidance
 - Hand & tool washing requirements
 - Additional PPE based on the work: face coverings, gloves
 - Social distancing on work site
 - Availability of operations personnel to support work
 - Other potential Impacts
 - Productivity losses
 - Supply chain delays

- **Key options to mitigate work delays and/or accelerate work while ridership is down**
 1. Enlarge summer shutdown for Platform Improvement Project & Silver Line
 2. Localized, short duration shutdowns for state of good repair work



Expanded Summer Shutdown: West of Ballston

Effective: Saturday, May 23, 2020

- All stations west of Ballston-MU on the Orange and Silver lines will be closed
- All trains will begin and end service at Ballston-MU
- Orange Line service will run from Ballston-MU to New Carrollton
- No Silver Line service



Effective: Saturday, May 23, 2020

Alternate Travel Options – Free Shuttles

OR SV Free Shuttle Service

Effective: Saturday, May 23, 2020

Orange Line Local

Service between **Vienna, Dunn Loring, West Falls Church & Ballston-MU**

Orange Line Express

Direct service between **Vienna & Ballston-MU**
(no intermediate stops)

Silver Line Local

Service between **Wiehle-Reston East, Spring Hill, Tysons Corner & Ballston-MU**

ADA shuttles provided upon request
between impacted stations



Shuttle Hours & Frequencies

Weekdays

- 5 a.m. – 9 p.m.
- Approx. every 10 min.

Weekends

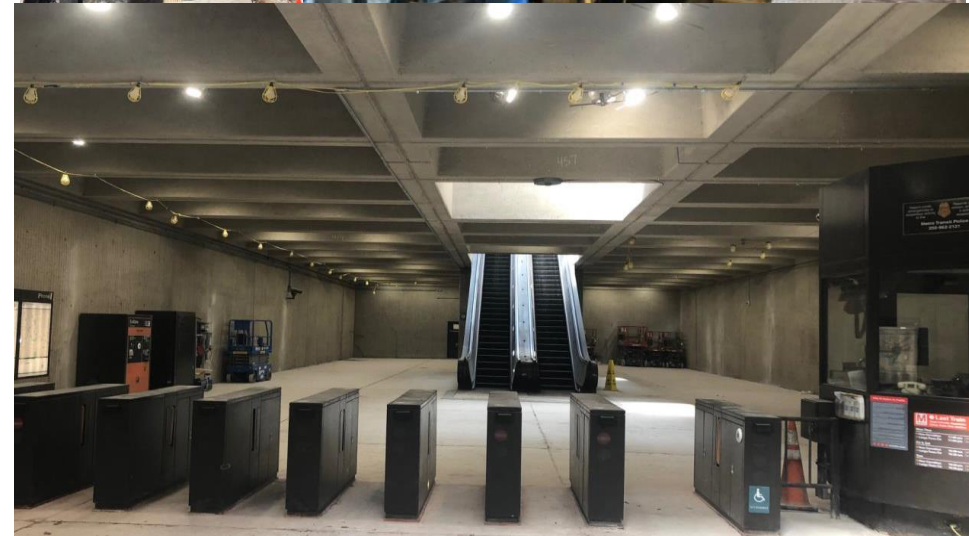
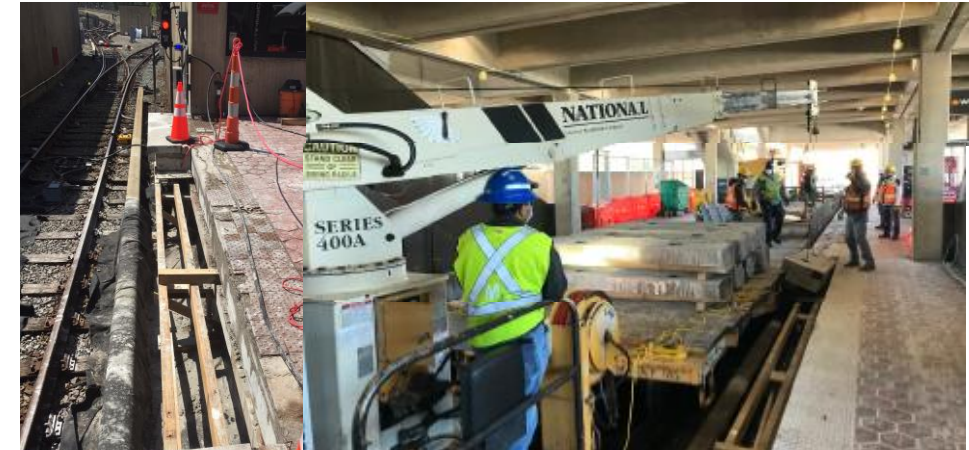
- 8 a.m. – 9 p.m.
- Approx. every 15 min.

Shuttles will not stop at stations closed due to Metro's response to COVID-19

Platform Project Progress to Date

Prior to the start of the summer shutdown, Kiewit is working within the new CDC guidelines and has an average of 120 people on site each day, across 4 stations and 2 shifts.

| Scope Item | % Complete |
|---|------------|
| Mezzanine & Ped Bridge Floor Tile Removal | 100 |
| Mezzanine Ceiling Panel Removal | 95 |
| Platform Ceiling Panel Removal | 100 |
| Platform Shoring Installation | 85 |
| Concrete Cleaning | 20 |
| Crack Repairs | 40 |
| Platform Tile Removal | 25 |
| Fire Alarm Conduit Installation | 55 |



Summer Track Work: Localized Shutdowns

- **High-level concept**

- During “Stabilization” phase, use short localized shutdowns to execute capital work around the clock
- 1-2 weeks per location, 1 location at a time
- Each location: 3-5 station rail segment
- Announce locations mid-month for following month’s work

- **Service**

- Maintain rail service on rest of the system
- Bus bridges to be provided across closure area



June Track Work Plan

- **June 7-13:**
 - L'Enfant Plaza to Pentagon work zone
 - No stations closed
 - No Yellow Line service north of National Airport
- **June 14-20:**
 - L'Enfant Plaza to Anacostia/Pentagon work zone
 - Closed stations: Navy Yard and Waterfront
 - No Yellow Line service north of National Airport
- **June 21-27:**
 - L'Enfant Plaza to Shaw-Howard/Pentagon work zone
 - Closed Stations: Archives, Gallery Place-Chinatown (Lower), and Mt. Vernon-Convention Center
 - No Yellow Line service north of National Airport
- **June 28-July 12:**
 - U Street to Ft. Totten work zone
 - Closed Stations: Columbia Heights and Georgia Ave



Planning for WMATA's "Managed Re-entry"

| Customers | Workforce | Capital | Operations | Finance |
|--|--|---|--|---|
| <p>Public Safety</p> <ul style="list-style-type: none"> • Visible cleanliness of Metro • Maintain social distancing as much as operationally possible • Develop contactless rider experience <p>Information & Communications</p> <ul style="list-style-type: none"> • Provide service & COVID-19 information across all platforms • Ensure real time information for bus & rail | <p>Remote Work Policy</p> <ul style="list-style-type: none"> • Productivity & accountability <p>Employee Wellness</p> <ul style="list-style-type: none"> • Ensure health and welfare of all employees <p>Work Schedules</p> <ul style="list-style-type: none"> • Alternative work schedules • Staggered shifts <p>Frontline & Essential Employees</p> <ul style="list-style-type: none"> • Highlight critical role of essential employees during crisis internally & externally | <p>Supply Chain & Procurement</p> <ul style="list-style-type: none"> • Sustainment of disinfecting function <p>Safety of Capital Projects</p> <ul style="list-style-type: none"> • Ensure that safety protocols are set and being followed on current and upcoming capital projects <p>Adjust Capital Projects/Program</p> <ul style="list-style-type: none"> • Identify and prioritize capital projects and programs that allow Metro to recover | <p>Safe & Efficient Operations</p> <ul style="list-style-type: none"> • Implement schedules to best protect employees & meet rider demand • Sustain changes for cleaning protocols <p>New Mobility Landscape</p> <ul style="list-style-type: none"> • Increase knowledge of rider/non-rider travel behavior to support operating decisions <p>Supporting Systems</p> <ul style="list-style-type: none"> • Build back-end systems and organization that enables accurate internal analysis and customer-facing information | <p>Budget</p> <ul style="list-style-type: none"> • Ensure balanced budget without additional subsidy contributions • Leverage operating expense efficiencies to reduce cost increases associated with COVID-19 <p>Funding</p> <ul style="list-style-type: none"> • Use CARES Act funding reimbursement to eliminate operating revenue loss in FY2020 • Advance readiness for potential federal infrastructure stimulus • Pursue additional federal operating and capital aid |

Adapting to the present, while building a more resilient future

