

## **ITEM 10 – Information**

November 18, 2015

### **Briefing on Metro Capital Program and Momentum Plan**

#### **Staff**

**Recommendation:** Receive briefing

**Issues:** None

**Background:** Continuing from the Metro Fundamentals presentation, WMATA staff will provide a detailed overview of the Capital Improvement Program (CIP) and its strategic plan, Momentum. This is the second of three briefings from WMATA. The purpose of the briefing is to provide members of the Board with background information to help identify a constructive role that members can play in supporting WMATA's efforts to address its challenges.



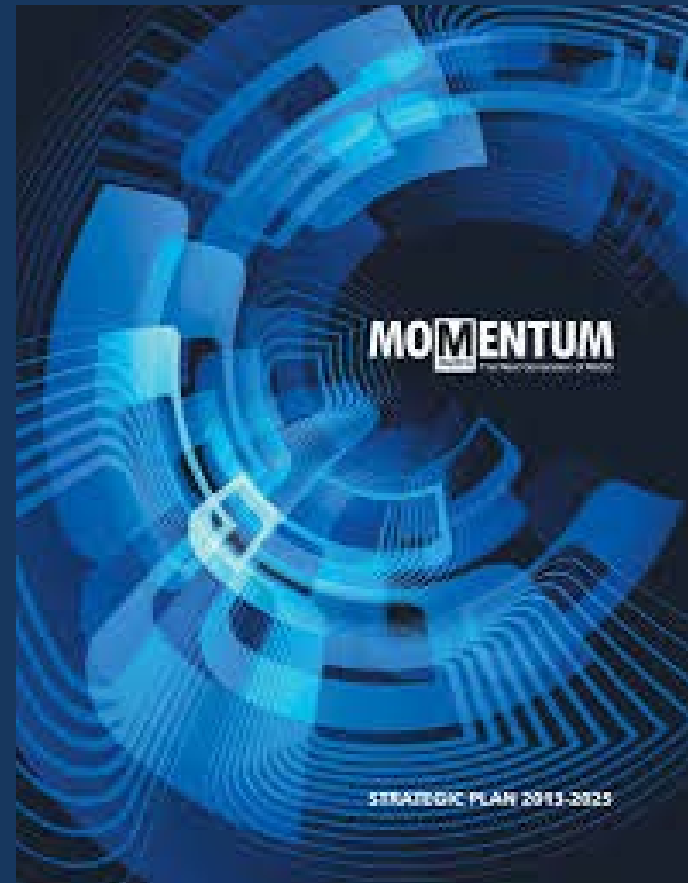


# Washington Metropolitan Area Transit Authority

## Momentum

Transportation Planning Board

November 18, 2015





December 8, 2011

Ms. Catherine Hodgins  
Chair, Board of Directors  
Washington Metropolitan Area Transit Authority  
600 Fifth Street, NW  
Washington, DC 20001

Dear Chairman Hodgins:

Thank you for your ongoing efforts and cooperation in support of WMATA. Over the past year, the Board of Directors has worked diligently to undertake an impressive self-review and we commend you for the leadership you have demonstrated. As Chair, your efforts along with Governance Committee Chair Hynes and the other Board members were instrumental in the development of the Board's first-ever Bylaws and initiation of WMATA's strategic plan. With your guidance and management skills, the Board has moved into a new chapter, one of improved regional collaboration, cooperation and focus on high-level policy.

We applaud the Board's action to eliminate the practice of annual, jurisdictional rotation of the Chair position. We believe that a multi-year Chair term provides greater stability and leadership to the Board. Furthermore, we recognize that you have demonstrated the regional focus that is necessary for this leadership position. To that end we encourage you to continue on in a second term as the Chair of the WMATA Board of Directors and we further support the Board in regional collaboration, cooperation and focus on high-level policy.

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SUBJECT: STRATEGIC FRAMEWORK

**2012-32  
RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE**

**WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

WHEREAS, The Board of Directors has engaged in a strategic planning effort for the first time in more than a decade; and

WHEREAS, Over the course of this past year, the Board of Directors has worked on an array of strategic issues such as understanding transportation challenges in the 21<sup>st</sup> century, the Washington region's growth trends, the region's comprehensive plan (Region Forward) and Metro's role in the region; and

WHEREAS, The Board of Directors has heard from a broad cross section of national and regional experts during a series of discussions, presentations and workshops and has sought input from key stakeholder groups and the General Manager/Chief Executive Officer and his Executive Leadership Team; and

GAO

United States Government Accountability Office  
Report to Congressional Requesters

June 2011

**PUBLIC  
TRANSPORTATION**

**Washington Metro  
Could Benefit from  
Clarified Board Roles  
and Responsibilities,  
Improved Strategic  
Planning**



GAO-11-660

C. Engage in Strategic Regional Leadership

1. Create and adopt a budget, the fare structure, service levels, and a business plan, which shall be regularly updated.
2. Develop, adopt and monitor a Strategic Plan whose priorities and targets are linked to performance measures, with consideration of stakeholder input and organizational assessments, and include them in an annual report to customers and stakeholders.
3. Provide for a structured budget process developed in consultation with jurisdictional funding partners, including key milestones in the process for coordination and input.
4. Adopt and review key performance and service standards to provide policy guidance regarding the quantity and quality of service.
5. Convene, as needed from time to time, a meeting with regional leaders to discuss transportation matters of regional significance.



# Why Metro Needs a Strategic Plan

- Establish organizational, budget, administrative, and operations decision-making discipline
- Allow WMATA to pro-actively head off future challenges
- Encourage joint problem-solving for this multi-jurisdictional, multi-modal transit Authority
- **A Board-adopted plan is a *minimum requirement* for qualifying for all Federal and some local capital funding**



# Momentum Framework

Vision ----- Metro moves the region forward by connecting communities and improving mobility for our customers.

Mission ----- Metro provides safe, equitable, reliable and cost-effective public transit.





Realities that Inform *Momentum*



# Realities that Inform *Momentum*

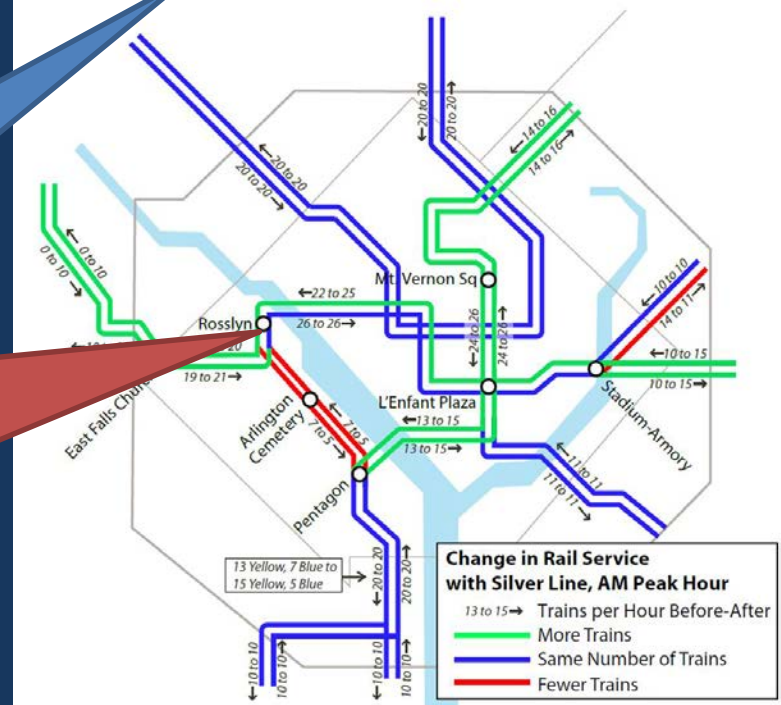
Safety and State of Good Repair Remain #1, *AND* ...



Region's urban renaissance = Metrorail core capacity problems with negative safety and efficiency impacts

Roadway Congestion = Deterioration of Metrobus Service

System infrastructure ill-equipped for expansion or service modifications







# WMATA's "Core Capacity" Problem

## Legacy of a Hub and Spoke System



- "Sector Zero"
- 29 stations
- 80% of all peak trips use the core
- 50% of all daily trips begin or end in core
- 30% of all daily trips transfer in the core

**Queue from previous train**

**Next train arrives**

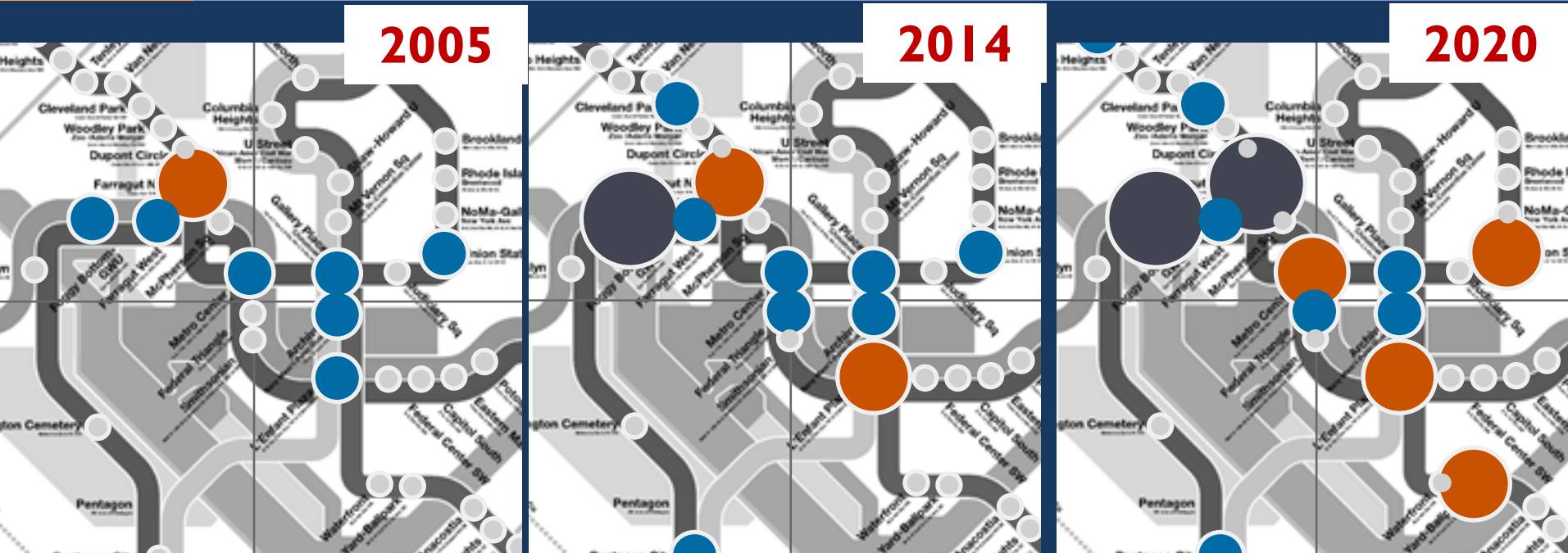
**Why is our ability to clear a platform important?**

**Safety and Reliability**

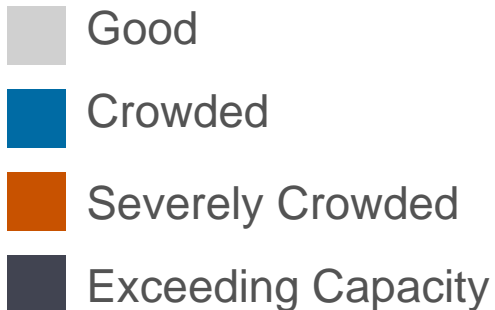


# WMATA's Core Capacity Problem

## Issues Existed as early as 2005



### Vertical Circulation Condition



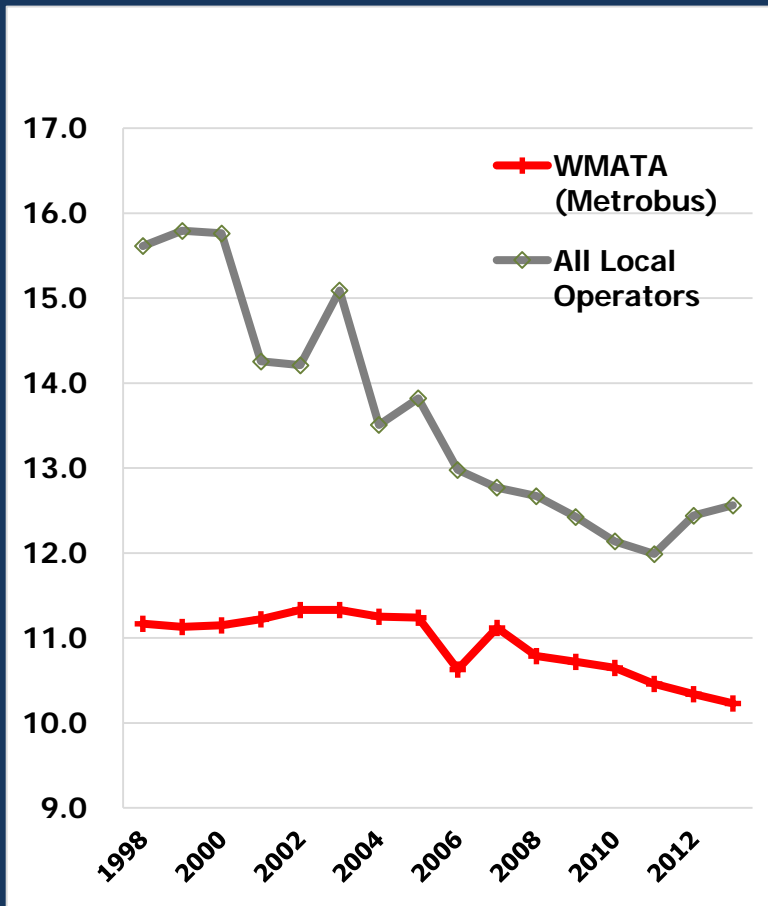
- Peak hour station crowding has worsened since 2005
- Known projects in development pipeline will further overcrowd many core stations



# Metrobus – Prisoner of Congestion

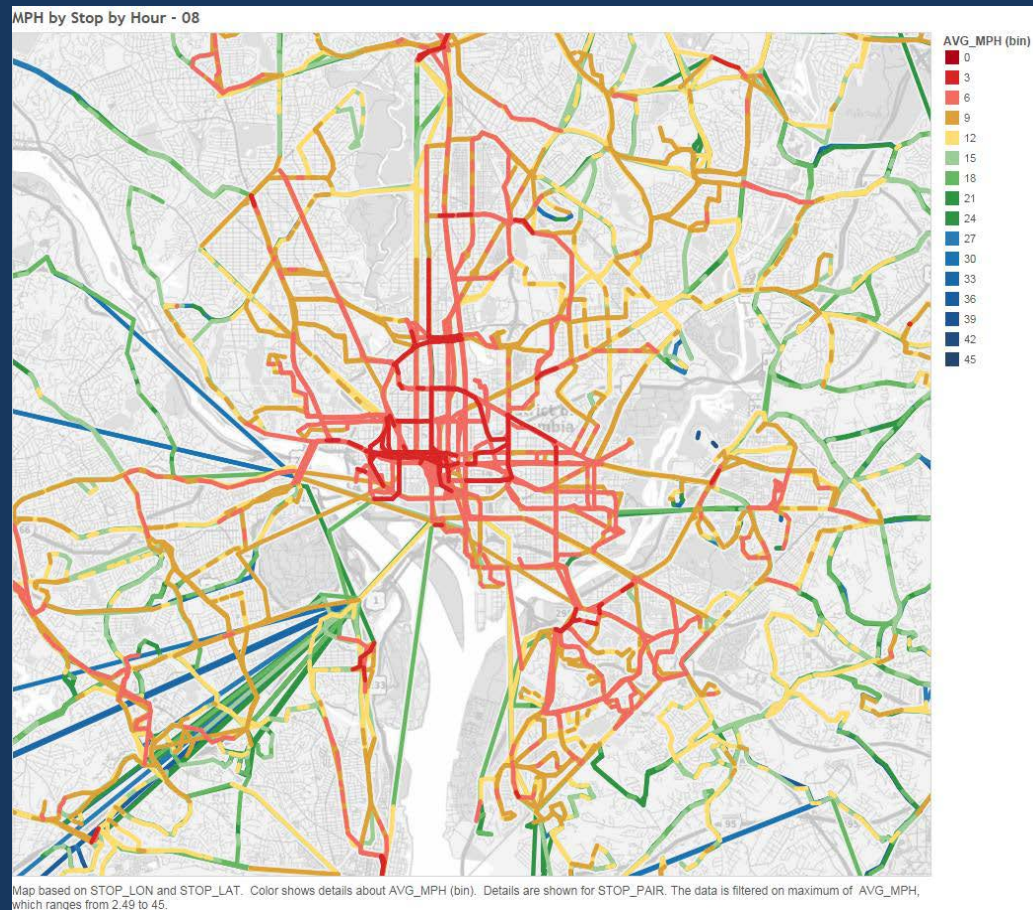
## Taking the Bus can be Slower than Walking

### Average Operating Speed (Miles per Hour)



Data: National transit database

### Metrobus Peak Hour Operating Speed (8am-9am)





# Physical Constraints of System

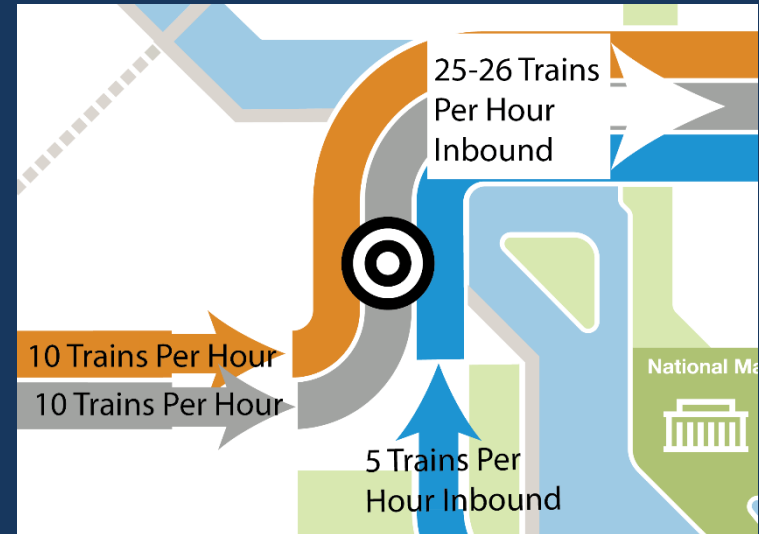
## Rail Infrastructure Hitting Design Limitations

### System Constraint – 26 TPH

- Interlining creates complexity
- Silver Line and System Expansion

### Why It Matters

- System is out of train slots per hour
- Any changes (expansion, delays, sick passenger) snowball across system
- Demand is dynamic; service level is static



Service Status		
RD	Red Line	On Time
OR	Orange Line	Delay
SV	Silver Line	Delay
BL	Blue Line	Delay
YL	Yellow Line	On Time
GR	Green Line	On Time



Solutions Proposed in *Momentum*  
2013-2025



# Momentum Delivers Metro 2025



## Longest possible trains to address core capacity

*More cars + power improvements and maintenance facilities to operate all 8-car trains during rush hours*



## Improved flow through major stations

*More escalators, stairs and mezzanine space added at transfer stations to move customers safely and quickly through core*



## More reliable, faster bus service

*Bus-only lanes along major corridors, additional limited-stop and express service, and more buses will speed bus service*



# *Momentum* Delivers Metro 2025



## **More timely, reliable customer information**

*Better communications in stations, in vehicles, and for regional transit trip planning and payment, on WMATA or any regional transit system*



## **Improve reliability of rail system**

*New connections will increase rail slots in the system to manage recent expansion as well as provide system flexibility for service changes*



## **Fix the Rosslyn Portal**

*New track connections or a new station at Rosslyn will allow for Silver, Orange, and Blue to all operate a peak throughputs again.*





# Solutions Proposed in Momentum

Move More People, Quickly and Safely, to Unclog Core

Core  
Capacity  
Crunch  
Impacts  
Safety and  
Reliability

Solution  
#1

Longer  
Trains to  
Provide  
More  
Doors/Hour

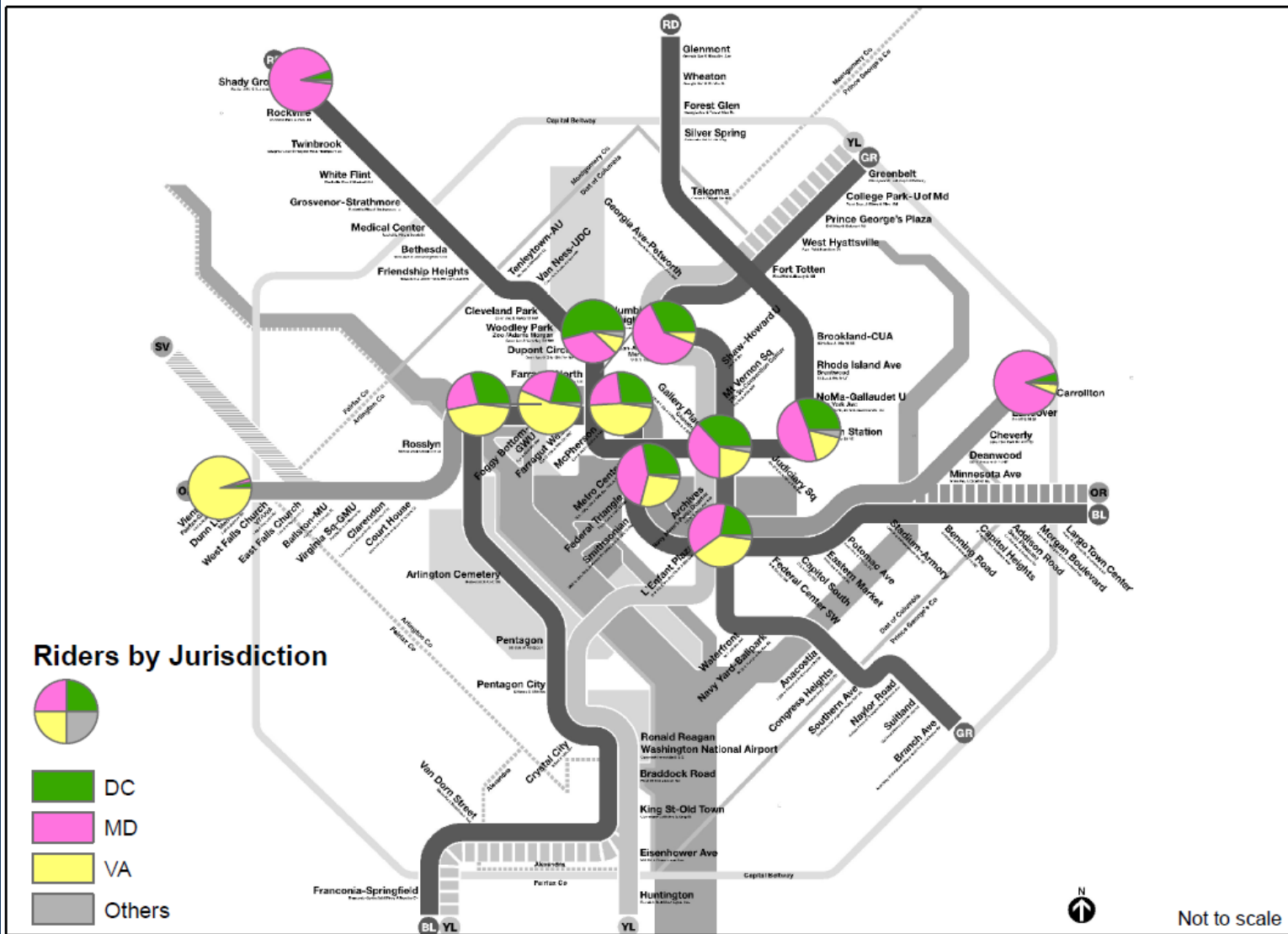
Solution  
#2

Enhance  
Stations to  
Move More  
People



# Solutions Proposed in Momentum

## Stations in Need of Additional Capacity Right Now



Not to scale



# Solutions Proposed in Momentum

Infrastructure Enhancements to Add Flexibility

## Fix the Rosslyn Portal

- New reality - SV, BL, OR cannot share a portal
- Add train slots to rail system

## New Turnback Locations

- West of Rosslyn
- D&G junction east of Stadium Armory





# Solutions Proposed in Momentum

## Complete the Metrobus Priority Corridor Network

### 24 bus corridors

- Half of all Metrobus riders

### Service Improvements

- Focus on service, transit operations, customer information, vehicles, fare payment, safety, facilities, and traffic operations

### Corridor Plans

- Framework for integrated service and capital investments
- New MetroExtra routes
- Improved performance for all routes in the corridors.





# Broad Regional Support

- 15,000+ Individuals
- Civic/Advocacy Groups
- Jurisdictional/Public Officials
- Business Community
- Planning Community
- Momentum Champions

