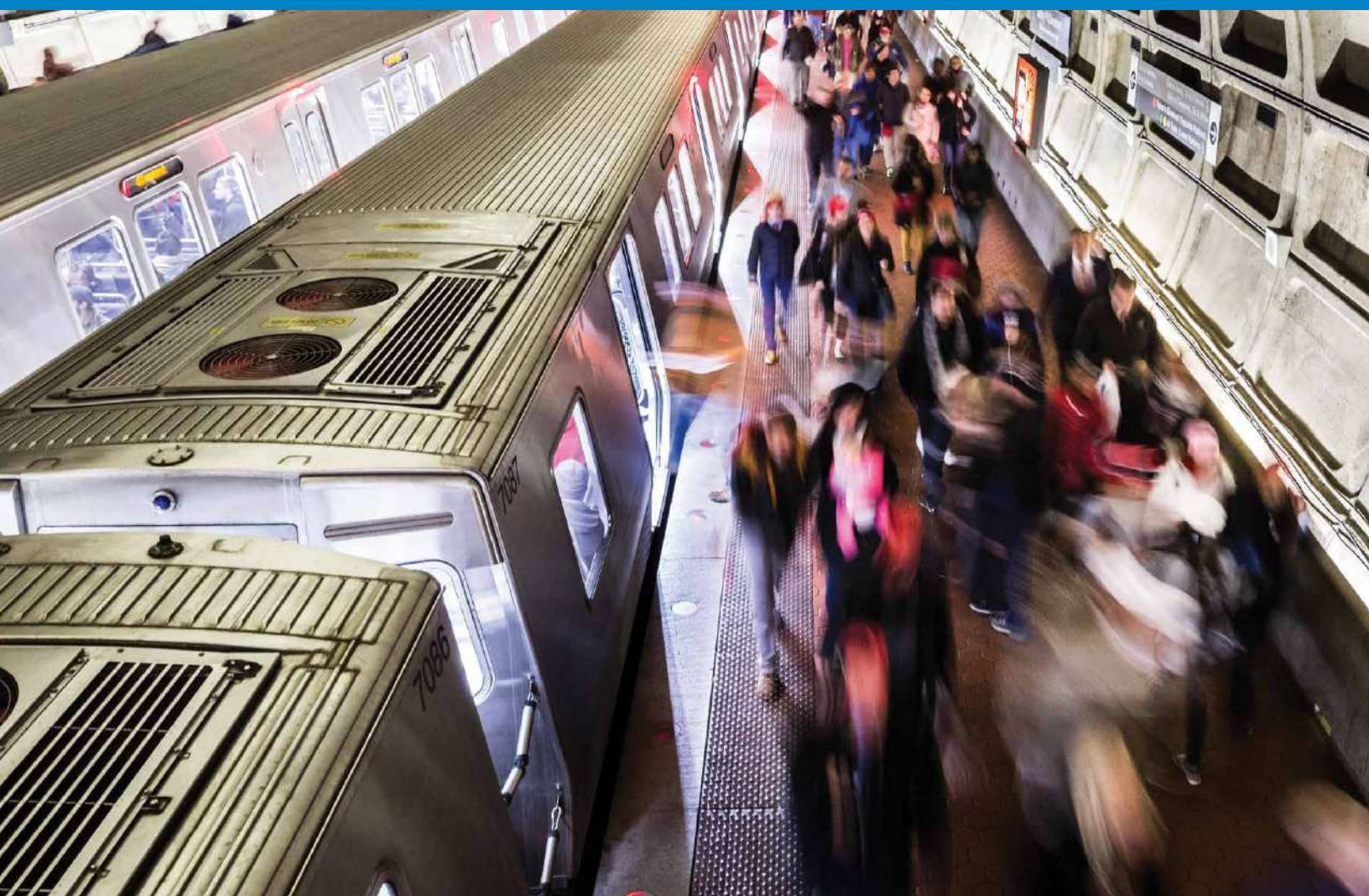


DMVMoves: Seamless, Integrated, World-Class Transit for the National Capital Region

November 2025



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Executive Summary



Executive Summary

Transportation is a foundational element of daily life – it shapes how we work, live and play. A well-functioning transportation system is key to both economic competitiveness and quality of life. In the National Capital Region, where a talented, mobile workforce is essential, access to efficient transit is not a luxury – it’s a necessity. Without Metro and regional transit, people could not move efficiently across the region – from Loudoun County to the District of Columbia and Prince George’s County, from Montgomery County to Fairfax County, and between all of our communities that rely on transit to reach major employment centers and opportunities.

To attract and retain businesses, the region must maintain a high-performing transportation network. The inverse is equally true: without strong transit infrastructure, the region risks losing talent and economic opportunity to areas with better transportation systems.

The region’s transportation system has evolved over decades across a uniquely complex landscape. It spans multiple jurisdictions – the District of Columbia, Maryland, Virginia (DMV) – and involves collaboration with the federal government. The 14 separate transit operators serving the region provide extensive coverage of service but present challenges to planning, funding, and delivering an integrated, seamless, and consistent customer experience.

Past efforts to improve regional coordination have often resulted in recommendations that were not implemented. A new initiative, DMVMoves, jointly led by the Washington Metropolitan Area Transit Authority (WMATA or Metro) and the Metropolitan Washington Council of Governments (COG), seeks to change that. DMVMoves is action-oriented, with a commitment to both identify key recommendations and work with the region to implement them.

When DMVMoves began in 2024, Metro faced both operational and capital funding shortfalls. Since then, the agency has made major strides on the operating side, listening to regional input and emerging as a national leader in post-pandemic transit recovery.

Metro’s Strong Record of Success

100%

bus ridership back to 2019 levels

#1 in U.S.

leading major systems in rail ridership recovery

54 months

consecutive year-over-year ridership growth

82%

decrease in rail fare evasion

*Data from September 2025

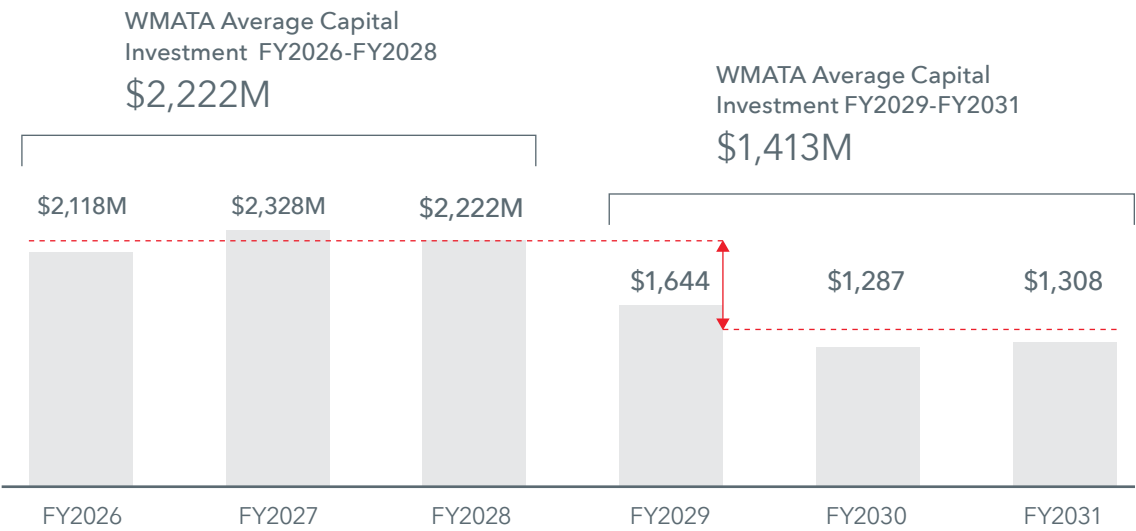
This work has been recognized nationally with the American Public Transportation Association naming Metro “2025 Transit Agency of the Year.” Thanks to these efforts, Metro expects to operate within the revised three percent subsidy growth cap and does not require additional operating funds at this time.

However, Metro lacks the financial resources to maintain the system’s state of good repair and to make modernization investments that improve safety and reliability. The root cause is that Metro’s major capital funding sources are fixed and have lost significant purchasing power over time, 32 percent since 2020. Another factor is that Metro will no longer be able to issue debt by 2029. This will cause Metro’s capital program to fall from an average annual amount of \$2.2 billion to \$1.4 billion. If this shortfall is not addressed, the system’s condition will decline. The improvements made since 2018 will be reversed, and the condition of the network could fall below pre-2018 levels within a decade. Metro is no longer known for broken escalators, ‘hot cars’, poor reliability, and fires due to the progress that has been made – but that progress is at risk without additional capital funding.

Metro is also missing out on the ability to leverage federal funding for transformative modernization investments or potential expansion. Because Metro lacks the capacity to guarantee required local match funding, it can't compete for the federal infrastructure dollars other regions and peer systems are winning.

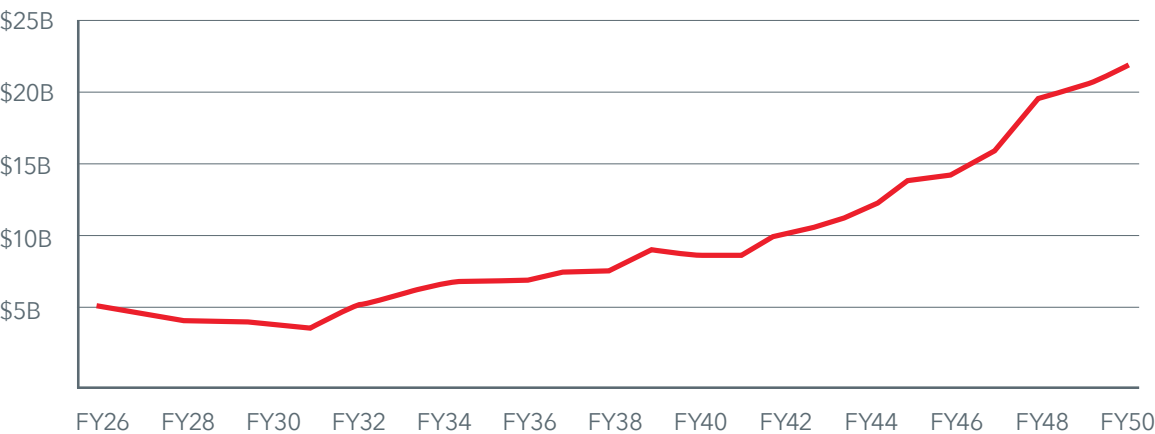
In addition to Metro's budget concerns, the region's local transit operators also experienced pandemic-related ridership and revenue loss leading to operating budget shortfalls. While some progress has been made in regaining ridership, regional economic uncertainty and other external factors could place further pressure on local agencies.

Metro's reduced capital budget without new funding



WMATA FY2026-2031 Capital Improvement Program
(excludes debt service & revenue loss from capital projects)

Metro's estimated capital backlog without adequate funding



DMVMoves: Delivering a World-Class Transit Network



New DMVMoves Funding

Reinvesting in and Modernizing Metro

- Metrorail modernization
- Fast, frequent service all day/all week
- Modern vehicles and technology
- Sustained repair and replacement
- Integrated, customer-focused system

**\$460M before FY29
+3% per year**

Metro and Jurisdictional Partnerships

Regional Bus Priority Network

- Joint project development
- Discretionary and local funding for priority infrastructure
- Metro operates fast, frequent service all day/all week where Metro is the primary service provider in the corridor

\$ To be determined

Separate State and Local Funding

Improved Local Bus Service

Achieving new regional service guidelines:

\$65-80M +3% per year

Commuter Rail as Regional Rail

Maintaining existing service and systems:

\$60M +3% per year

Leveraging recent investments to provide regional rail service:

\$ To be determined

+ Implementation of Action Plan for Transit Integration

DMVMoves Plan: Investments and Action to Deliver Vision

To address these urgent needs, the COG and WMATA Boards came together to create the DMVMoves Task Force of regional officials chaired by Charles Allen, Vice-Chair of the COG Board, and Paul Smedberg, First Vice-Chair of the WMATA Board. It is supported by Advisory Groups of local government executives and regional stakeholders that are co-chaired by Bryan Hill, Fairfax County Executive, and Jack McDougale, President and CEO of the Greater Washington Board of Trade. DMVMoves is action-oriented, committed to both identifying key recommendations *and* working with regional partners to implement them.

The Task Force adopted a vision for transit in the region:

“Transit is the backbone of an integrated, world-class mobility network that makes the National Capital Region a thriving global economy, a preferred home, and a leader in innovation, environmental sustainability, and social equity.”

This vision is guiding the development of actionable recommendations that reflect regional priorities, build accountability, and ensure sustainable implementation.

A Sustainable Solution for Metro’s Capital Needs

The Task Force recommends \$460 million in additional, predictable, unencumbered, and annual funding for Metro capital investments. This investment should grow at three percent annually to account for inflation and maintain purchasing power. The combined effect of the funds being predictable, unencumbered, and growing over time will allow Metro to establish a

sustainable bond program. This program – unlike the current dedicated capital funding program – will allow the region to avoid another capital funding cliff like we are facing today. For the first time, Metro will have sufficient resources to issue new bonds as current bonds are paid off – freeing up funds and allowing Metro to sustain target investment levels.

This funding will:

Support the system’s state of good repair, reinvestments in key infrastructure, and Metrorail modernization. It will deliver to the region and riders:

- Improved safety
- Increased reliability of service
- Increased system capacity – and when combined with bus priority strategies addresses core capacity issues on the Blue, Orange, and Silver lines between Rosslyn and Stadium-Armory stations
- Faster travel times
- More cost-efficient service



Metro recognizes the significance of this ask and is committed to:

- Creating a sustainable bond program to support long-term investments
- Making generational upgrades to the system’s core infrastructure
- Ensuring annual growth in the unit cost of service at or below three percent
- Working with regional partners to help fund and implement the seamless and integrated policy recommendations from DMVMoves
- Delivering an annual report to TPB on system performance and the use of DMVMoves funds

The DMVMoves Plan reflects lessons learned since the 2018 regional funding effort. We know that the new Metro funding must be flexible, unencumbered, and grow. We must document the assumptions and anticipated outcomes underpinning the analysis to increase transparency and accountability. Finally, DMVMoves recommends an updated and uniform three percent cost control measure across all three jurisdictions to replace the patchwork of cost controls from 2018.

The Importance of Bus Priority

This region continues to grow and transform, and there are activity centers across the region that serve as key job centers, healthcare, education, and entertainment sites. Improving bus service on existing high-frequency, high-ridership routes will help connect these activity centers to each other and the Metrorail, VRE, MARC, and Purple Line rail systems.

The DMVMoves Task Force has identified an initial set of bus priority corridors and is recommending that the region commit to working with Metro to advance these investments.

Without bus priority, the region risks having to invest more each year just to maintain current levels of service – all while customers experience slower, less reliable trips.

Bus Priority projects are vital because they:

- Improve travel times and reliability for riders
- Help reduce long-term operating costs
- Ensure that growing congestion does not degrade transit service



Commuter Rail: A Golden Opportunity to be Regional Rail

The National Capital Region currently lags behind peer metro areas in regional rail service. This is due in part to infrastructure bottlenecks – especially the Long Bridge over the Potomac – and the complexities of sharing track with freight railroads.

Now, the region is on the cusp of transformation:

- Construction of a new Long Bridge is underway
- Virginia purchased VRE Manassas Line right-of-way
- Union Station is being redeveloped

These new investments create the opportunity to advance concepts such as direct service in and between the District of Columbia, Maryland, and Virginia. Both MARC and VRE recently released long-term plans outlining visions for future service. DMVMoves recommends that the region begin coordination between these systems to fully realize this opportunity. Expanding regional rail would not only improve access and reliability but would also reduce highway congestion and emissions by offering a viable alternative to driving. With integrated fares and coordinated special event service, regional rail can make travel across jurisdictions more seamless and convenient for riders. By 2030, the transformation of Long Bridge and Union Station will be in place. If we are prepared to act, we can capitalize on that investment starting day one and have a truly regional rail network like peer regions in Boston, Chicago, Philadelphia, and New York.

Enhanced Bus Service

DMVMoves calls on jurisdictions and local bus service providers to adopt and use new shared service guidelines, and for state and local jurisdictions to strive to provide the funding needed for their local operators to implement service improvements.

Toward an Integrated, Seamless Network

Today's transit system – comprising 14 separate operators – can be complicated. If the region were designing the system with a blank slate today, it is unlikely we would have 14 operators. At the same time, these operators provide essential services tailored to the needs of their communities, and many have seen significant improvements in service over the last few years. Coordination between the region's systems can help improve the customer experience and lower barriers to the use of transit, especially beyond the customer's home jurisdiction.

Conclusion: The Time to Act Is Now

Transportation is not just a utility – it is a strategic asset. The decisions we make today will determine whether the National Capital Region remains competitive, livable, and connected.

We are at a pivotal moment. Metro has stabilized its operations and led the nation in post-pandemic transit recovery. But capital funding remains a ticking clock. Without action, we risk undermining and unraveling the progress we've made.

DMVMoves offers a path forward – one that is regional, sustainable, and future-focused. Through a unified vision, a realistic funding solution, and bold leadership, we can build a seamless, modern transit network that powers our economy and enhances the lives of every resident and visitor.

Let's invest in the future we all want to ride.

DMVMoves proposes the following pillars for a unified system:

- Bus priority strategies and investments to make service more cost-effective and get best value from high-frequency, in-demand corridors
- More consistent and better integrated fare policy (e.g., consistent low-income discounts, "kids ride free" across systems)
- Shared bus service guidelines that deliver a better, more consistent customer experience
- Performance reporting to improve transparency, assess service effectiveness, and identify improvements
- Improved clarity and consistency in signs, customer information, and amenities at bus stops
- Use of shared resources and grouped procurements to reduce costs and improve buying power
- Consistent training and certification programs to improve effectiveness and efficiency



DMV Moves Plan



Introduction: Region's Transit System at a Crossroads

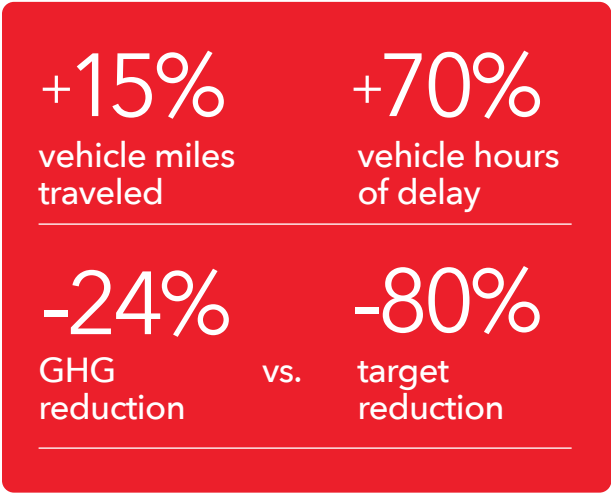
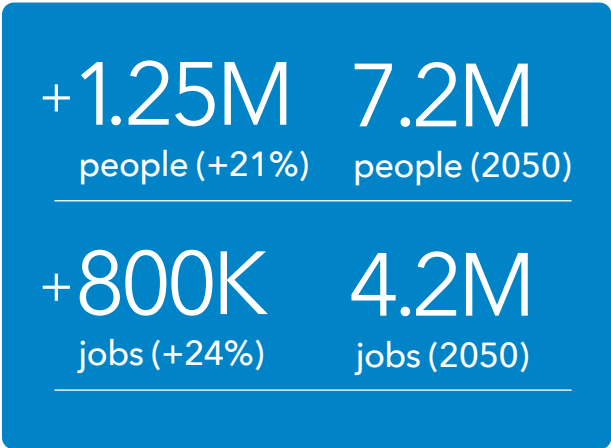
Transportation is essential to everyday life, shaping how people work, live and play. In the District of Columbia-Maryland-Virginia (DMV) region, the system has evolved across a uniquely complex landscape, spanning multiple state and local jurisdictions as well as the federal government. Today, 14 transit operators serve the region, offering broad coverage but posing significant challenges for coordination. This complexity can make it difficult to plan, fund, and deliver a unified, seamless transit experience for all customers.

The DMV is a global capital and has a strong regional economy forecasted to grow considerably over the next 25 years, adding approximately 1.25 million people, 800,000 jobs, and generating over 20 million trips per day. That growth promises to increase economic activity and vibrancy, but if the region doesn't change its approach to managing growth it will experience much more traffic and congestion, degraded air quality, and reduced housing supply and higher housing costs.

Acting through the Metropolitan Washington Council of Governments (COG) and its Transportation Planning Board (TPB), the region has established aspirational goals to guide that growth towards better outcomes. Meeting those goals requires an extensive network of fast, frequent, reliable, and safe transit service that provides competitive travel options in major corridors.

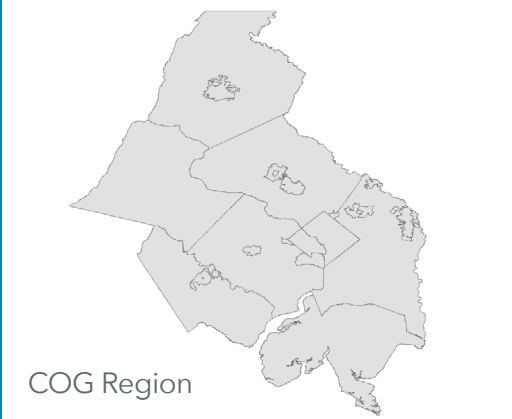
A well-functioning transportation system is key to economic competitiveness and quality of life. Transit drives economic activity, connects people to opportunities, improves air quality, and shapes neighborhoods by attracting new housing, retail, and other commercial ventures. In the National Capital Region, where a talented, mobile workforce is essential, access to efficient transit is not a luxury – it's a necessity.

Regional growth and change by 2050



The region's plans and goals:

- Region Forward (2010)
- 2030 Climate and Energy Action Plan (2020)
- Region United (2022)
- Visualize 2050 (Draft 2025)



COG Region



Transit drives economic activity

Within half-mile of Metro stations and bus stops in the WMATA Compact Area:

60% of population (2.8M people)

70% of jobs (1.7M jobs)

50% of employers (134,400 businesses)

\$9.4B in business output supported by transit

\$330B in property value around Metro stations

\$3.2B in tax revenue generated around Metro stations



Transit Funding Crisis

The region's transit systems face a serious financial crisis. The COVID-19 pandemic and widespread telework led to a nationwide crisis in transit funding, and the temporary relief provided by the federal government and state and local partners has largely been exhausted. Ridership and revenue loss have left many DMV transit operators with operating budget shortfalls. In 2025, the Washington Metropolitan Area Transit Authority (WMATA or Metro) was able to sustain its operating budget by implementing operational efficiencies and leveraging higher than expected ridership and revenue growth, but other local transit operators still face operating budget uncertainty. The region is again facing economic headwinds and uncertainty that, along with other external factors, could place further pressure on all DMV transit agencies.

As a region, we have proven we can do big things when we work together. In 2018, after more than a decade of deferred maintenance resulted in major service disruptions, we came together to provide the first dedicated regional funding for Metro's capital program. The results of our partnership are telling: Metro accelerated its capital program to reduce its backlog of deferred maintenance, increased transparency and accountability, and renewed its commitment of good financial stewardship. Metro was named "2025 Transit Agency of the Year" by the American Public Transportation Association (APTA) and is again a national leader in ridership growth, performance, maintenance, state of good repair, and customer satisfaction. In 2025, Metro launched a redesigned bus network to improve service for customers and expand access to jobs, healthcare, and education. Alexandria's DASH and other local bus systems also have redesigned and improved their networks.



Metro's record of success

#1

2025 APTA award for outstanding transit agency

54

Consecutive months of year-over-year ridership growth

82%

Reduction in Metrorail fare evasion

55%

Reduction in crime over 3 years – lowest level in 8 years

92%

Historic customer satisfaction numbers on rail

83%

Historic customer satisfaction numbers on bus

\$215M

Annual tax revenue through joint development

\$500M

FY2025 savings to be reinvested in the capital program

*Data from September 2025

But that strong record of success is threatened by a serious capital funding shortfall caused by a structural funding challenge that has been present since the agency's founding and has never been addressed: Metro lacks a capital funding source that is both guaranteed and indexed to grow to keep up with cost inflation.

Metro funds part of its capital program with debt backed by the region's \$500 million annual commitment from 2018 – its only source for issuing debt. Because that funding does not grow and has lost value, and because Metro issued debt swiftly to address deferred maintenance, Metro's borrowing capacity limit will be reached in its FY2029. That lack of growth in Metro's capital funding source was always going to be a problem, but high inflation over the past several years has pushed the capital program to the point of crisis.

Without additional, dedicated capital funding Metro will need to reduce its FY2026-FY2031 Capital Improvement Program from an average annual amount of \$2.2 billion to \$1.4 billion. That funding shortfall will persist and grow over time, eventually leaving Metro with a backlog of \$22 billion in unaddressed capital needs by 2050. This is at a time when several major capital investments are coming due, including replacing Metro's 50-year old rail signaling system. Metro and the region are facing an imminent and permanent fiscal cliff that threatens its ability to maintain the safety and reliability of the system.

Metro is also missing out on the ability to leverage federal funding for transformative modernization investments or potential expansion. Because Metro lacks the capacity to guarantee required local match funding, it can't compete for the federal infrastructure dollars other regions and peer systems are winning.

The region risks returning to the days of deferred capital and maintenance needs, significant delays, and safety risks experienced before 2018. Without a guaranteed funding source that grows with inflation, Metro's ability to maintain the existing transit system will be severely threatened.

Challenge: Metro and the region face a transit funding crisis

Metro's existing capital funding sources and structural challenges will result in a serious funding shortfall, leading to degradation of assets and system performance.

Metro's existing capital funding challenges:

- Capital funding sources **not indexed to grow**
- **Inflation** significantly reduced capital buying power
- **Debt capacity will be exhausted in ~FY2029**
- Will be forced to **reduce annual capital investments**

Metro's capital funding sources are fixed and have lost significant purchasing power:

-60% PRIIA (federal + local) funding value since award

-32% 2018 Dedicated Funding value since 2020

Capital investments enable high-quality service

88% of rail trips on time
Thanks to investments in rail infrastructure and railcars

35% fewer bus breakdowns
Because Metro refurbished and upgraded buses

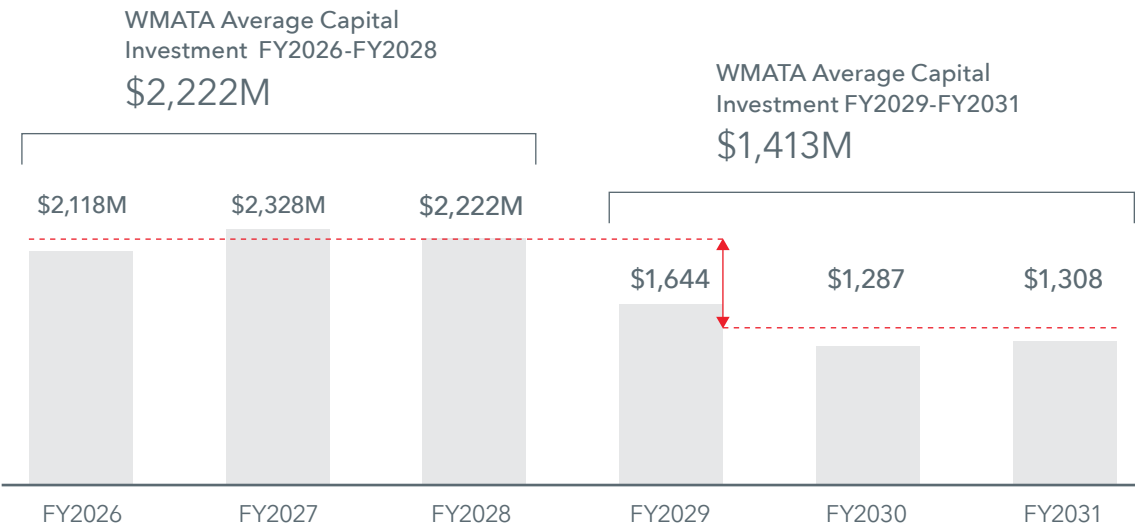
98% escalator availability
Among newly replaced escalators

*Data from September 2025

Though Metro’s funding shortfall is the most urgent problem facing DMV transit, it is not the only one. Local bus operators have unmet capital needs and operating budget challenges. The Virginia Railway Express (VRE) and Maryland Area Rail Commuter (MARC) commuter rail systems have backlogged asset repair and replacement needs, as well as unfunded plans for service and capital investments to keep up with regional growth. Both have long-range system plans presenting an opportunity to leverage federal investments in Long Bridge into an integrated, all-day, bidirectional regional rail system, but those plans are unfunded.

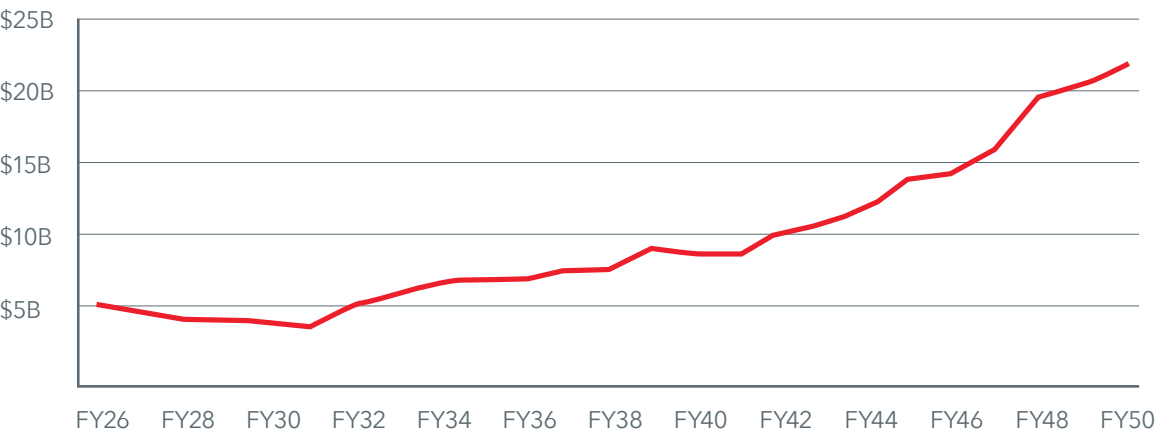
The region’s long-term livability and prosperity depend on the safe, reliable, and timely movement of people and goods. Transit is fundamental to mobility, accessibility, equity, economic development, housing and environmental goals; **we must invest in it now to attract new talent and businesses.**

Metro’s reduced capital budget without new funding



WMATA FY2026-2031 Capital Improvement Program
(excludes debt service and revenue loss from capital projects)










Metro's estimated capital backlog without adequate funding



A Complex Regional Transit Network

The DMV's transit system of 14 separate operators can be complicated. If the region were designing the system with a blank slate today, it is unlikely we would have 14 providers. At the same time, these operators provide essential services tailored to the needs of their communities, and many have seen significant improvements in service over the last few years. There is both need and opportunity to make the regional transit system feel, work, and look more like an integrated, seamless network offering a consistently excellent customer experience.

Each operator has its own:

-  Administration
-  Service Levels and Standards
-  Fare Policy and Payment
-  Fleet and Vehicle Design
-  Bus Stop Standards
-  Branding, Signs, and Customer Info
-  Facilities
-  Hiring and Training
-  Procurement

Challenge: DMV transit is a complex network of multiple providers

- 3 states
- 24 local governments
- 1 regional Metro rail and bus network
- 12 local bus systems
- 3 commuter bus systems
- 2 commuter rail systems
- 1 light rail (under construction)
- + multiple planning and funding organizations

In 1967, the Washington Metropolitan Area Transit Authority (Metro) was created by an interstate Compact to plan, develop, finance, build, and operate a comprehensive, unified mass transit system.



The DMVMoves Initiative

On May 1, 2024, the Boards of Directors for COG and WMATA launched a new regional initiative: DMVMoves. The Boards appointed the DMVMoves Task Force to develop a shared Vision for the future of the region's transit network; identify long-term, reliable, dedicated funding to support it; and develop an Action Plan to better integrate the region's collection of 14 transit systems.

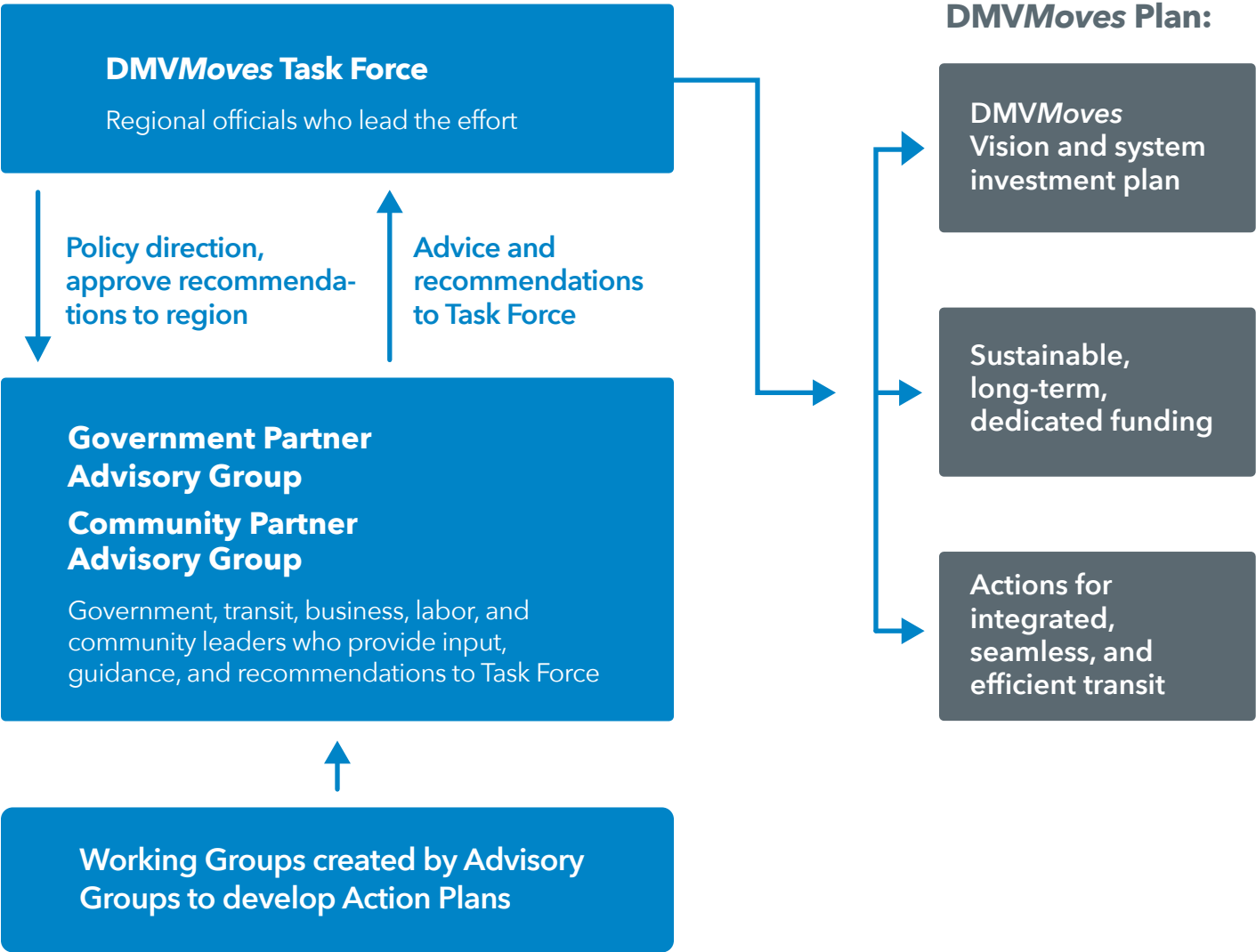
The Task Force guided the initiative and approved the resulting Plan's funding and action recommendations. It was supported in this work by input from two Advisory Groups:

- **Government Partners Advisory Group:** Chief Administrative Officers, D.C.'s Chief Financial Officer, and state and local transportation agency executives
- **Community Partners Advisory Group:** Regional, business, and community leaders and advocates

These Advisory Groups discussed and assessed how to most effectively meet Task Force direction and offered deep knowledge of the region's economy, transportation needs, and political realities. They also established interagency transit staff Working Groups to develop specific recommendations for greater transit network integration and efficiency.



DMVMoves: a joint initiative to develop a unified vision and sustainable funding model for public transit in our region



- 6 Task Force meetings
- 17 Advisory Group meetings
- 28 Working Group meetings

See the back pages of this document for a roster of the participants in DMVMoves

The DMVMoves Vision and Goals

“Transit is the backbone of an integrated, world-class mobility network that makes the National Capital Region a thriving global economy, a preferred home, and a leader in innovation, environmental sustainability, and social equity.”



1. Make transit a preferred travel choice.
2. Provide a seamless, connected, and convenient customer experience.
3. Grow ridership through Transit-Oriented Development (TOD) and expanded connections to economic opportunities.
4. Enhance quality of life, economic development, climate resilience, and equity.
5. Ensure predictable and sustainable transit funding.
6. Establish standard, best-in-class transit workforce policies.

Delivering this Vision and meeting these goals means investing in and delivering integrated, seamless, world-class service that grows ridership, connects more people to jobs and other economic opportunities, supports and generates economic activity, and enhances quality of life across the region. The DMVMoves Plan will advance those goals.

What DMVMoves heard from the public:

80% of people surveyed want more and better transit service, even if it requires greater public investments.

#1 priority is: more frequent service, more off-peak and late-night service.

The DMVMoves Plan: Delivering a World-Class Transit System

The Task Force and Advisory Groups agreed that DMVMoves should focus on maximizing the use and value of the existing transit system. That means sustaining the existing system into the future and improving service and customer experience as resources allow. It means making travel across the region faster, safer, and more reliable. It means getting the highest use and best value from existing assets and infrastructure before expanding the system. It includes leveraging opportunities to get more from the region's

road network by prioritizing investments that move large numbers of people most efficiently. And it means funding up-front capital investments that reduce the per-unit costs of providing service.

The Task Force adopted an investment plan and a set of strategic actions to modernize Metro and deliver a world-class transit network – one that is safe, efficient, reliable, and seamless, offering an excellent customer experience while meeting the region's unique needs.

New DMVMoves Funding

Reinvesting in and Modernizing Metro

- Metrorail modernization
- Fast, frequent service all day/all week
- Modern vehicles and technology
- Sustained repair and replacement
- Integrated, customer-focused system

**\$460M before FY29
+3% per year**



Metro and Jurisdictional Partnerships

Regional Bus Priority Network

- Joint project development
- Discretionary and local funding for priority infrastructure
- Metro operates fast, frequent service all day/all week where Metro is the primary service provider in the corridor

\$ To be determined



Separate State and Local Funding

Improved Local Bus Service

Achieving new regional service guidelines:

\$65-80M +3% per year

Commuter Rail as Regional Rail

Maintaining existing service and systems:

\$60M +3% per year

Leveraging recent investments to provide regional rail service:

\$ To be determined

+ Implementation of Action Plan for Transit Integration

Reinvesting in and Modernizing Metro

With the proposed additional funding, Metro will build on the strong success of the 2018 funding and continue delivering world-class transit service. Metro will be able to sustain and even accelerate investments in maintaining and modernizing infrastructure, vehicles, and other assets, including:

- Metrorail modernization
- Fast, frequent service all day/all week
- Modern vehicles and technology
- Sustained repair and replacement
- Integrated, customer-focused system

Metro and the region have spent decades and billions of dollars investing in the DMV's transit system; however, many of the assets and infrastructure are underutilized. With the right investments that address rail bottlenecks and areas of delay on roads, Metro can operate additional rail and bus service at a lower incremental cost. Unless the region adopts global standard practices that use rail and road assets more effectively – rail modernization and bus priority – we will quickly exhaust our ability to further maximize safety, reliability, capacity, and efficiency.

Rail Modernization

Metro's proposed Rail Modernization Program is a core component of the DMVMoves investment plan.

Metro's existing rail signaling system is aging and unreliable. The outdated, more than 50-year-old system is the primary source of service disruptions caused by infrastructure failures. Because the 1970s-era system is obsolete in the marketplace and components are no longer standard, it's increasingly difficult and costly to maintain and source replacement parts. The difficulty and costs of maintenance will only grow as the system continues to age. Metro must begin replacing its entire rail signaling system with new, modernized equipment within the next decade in order to maintain operations.

Additional funding will allow Metro to manage a reasonable capital backlog while maintaining and reinvesting in the existing system:



Fleet Rehabilitation and Replacement



Traction Power Cables



Escalators/Elevators



Bus Garages

Metro will upgrade its current analog system to a fully digital system called Communications-Based Train Control (CBTC). CBTC is the global standard for all new heavy rail systems and metros, as well as older systems that recently retrofitted and modernized their signaling systems.

A new CBTC system could support a range of system improvements and functionality. Metro currently operates at a standard known as Grade of Automation 2 (GoA2), meaning trains receive signals from a centralized system but still require an operator to run and monitor the train. CBTC could continue to deliver GoA2 while offering significant performance enhancements. With additional capital investments, it could also support fully automated trains using Grade of Automation 4 (GoA4). Though automation is the global standard for world-class rail, it is not new. Automated, driverless rail systems have operated safely and reliably for more than 40 years.

Metro lags behind North American peers in modernizing signal systems

Metro's North American peers either have or are implementing modern rail signaling, such as Communications Based Train Control (CBTC) and automation.



Grades of Automation

Scale from 1-4 describing increasing levels of automation

Manual operation	Semi-automated operation	Fully automated operation	
Driver stops/starts the train	Operator supervises train	No operator required	
GoA 1 Operator controls train acceleration, braking, door operation, and monitoring the track.	GoA 2 Operator (in the cab) supervises the train, monitors track conditions, operates doors and train departure.	GoA 3 Train attendant (not in a cab) assists passengers and may operate the train if needed.	GoA 4 No operator or attendant required for normal operation.
	We are here: Metro returned to Automatic Train Operation (ATO, GoA 2) on all lines, effective June 2025.		

Potential Components of Rail Modernization Program



Signaling System

Communications-based train control (CBTC) is the industry standard and provides greater efficiency and reliability. It uses digital signals between trains, from trains to receivers, and from receivers to the main control hub. It is significantly simpler than the existing system and requires fewer assets to maintain. It will make service more reliable, safer for customers and transit workers, and reduce customer travel times while also reducing costs.



Vehicles

CBTC shifts much of the signaling system from wayside equipment to equipment onboard railcars. Most transit agencies try to align CBTC investments with the design and procurement of new railcars. Metro's procurement of a new 8000-series railcar fleet is an opportunity to efficiently align design and resources with the required signaling system replacement.



Platform Doors

Platform screen doors create a protective barrier between moving trains and customers waiting on the platform. They prevent unauthorized people from getting on the tracks, would reduce the amount of trash and other objects on the rails, and facilitate automation. Trespassing has disrupted Metrorail service an average of ten times per month over the past five years. Metro experienced 96 trespassing incidents in 2024, seven of which were fatal.

Metro's Board of Directors will consider a systemwide Rail Modernization Program that will transform our operations and deliver a safer, more reliable, more cost-efficient service with greater capacity.

Rail Modernization is the path to world-class transit

Safety

- Safer operations: Less variability, fewer errors, reduce staff on roadway
- Safer stations: Keep trespassers off tracks, reduce track fires

Capacity

- Faster travel and customer trips
- Access to more destinations in same travel time
- Capacity for more trains per hour

Reliability

- Service reliability and performance 95-99%
- Reduces schedule buffer time
- Less physical infrastructure to maintain

Efficiency

- More service at lower cost with same fleet and infrastructure footprint
- Grow ridership and revenue

Rail modernization and bus priority strategies will address long-standing core capacity issues on the Blue, Orange, and Silver lines between the Rosslyn and Stadium-Armory Stations.

Regional Bus Priority Network

Surveys consistently show that customers value frequent, reliable, and fast service. Metro's Frequent Service Network operates service at 5-12 minute frequencies or 12-20 minute frequencies all day and all week to connect people to where they want to go, when they want to travel. This network serves nearly two-thirds of customers, and half of all Metrobus trips are on the 12-minute routes. This shows that people will ride when service meets their expectations.

Congestion across the region is slowing buses and driving up costs – at least \$70 million each year is spent on bus service that sits in traffic. Slower, less reliable trips discourage ridership, make travel times unpredictable, and create safety concerns as drivers try to get around stopped buses. The region needs to plan, fund, and implement strategies to get buses out of traffic and moving faster.

The region can and will do this by working together and investing in effective bus priority treatments on roads carrying high-frequency bus service. Bus priority treatments – such as bus lanes, traffic signal priority, and queue jumps – enable buses to bypass traffic and maintain consistent speeds through congested areas. They make customer trips faster, bus a more competitive and attractive option, and allow the transit agency to provide the same level of service at a lower cost and with fewer resources. The cost efficiencies created by bus priority can be used to operate more service and further improve the customer experience.

Each bus corridor is different and needs a different level of investment in bus priority. There are several types of bus priority treatments and a spectrum of infrastructure investments that the region can make.

Bus Priority Proves Its Value Here
And In Cities Across The Globe

Success in other cities

Safety

Traffic Collisions in New York ▼ 42%

Reliability

Travel Time in Paris ▼ 25%

Efficiency

Subsidy Per Passenger in Los Angeles ▼ 18%

Capacity

Ridership in New York ▲ 20%

Reliability

Georgia Ave bus lanes increased speed for 23,000 riders ▲ 14%

Georgia Ave bus lanes improved speed for the slowest buses (MD) ▲ 16%

On-time performance (OTP) on Metroway 90%

Metrobus system average OTP in VA 79%

Efficiency

Each MetroAccess trip shifted to Metrobus \$100+ saved/ trip

Clear Lanes (D.C.) lets some MetroAccess customers use regular buses improved access

Faster service means fewer buses for the same coverage lower costs

Safety

Fewer crashes on 16th Street NW (D.C.) ▼ 28%

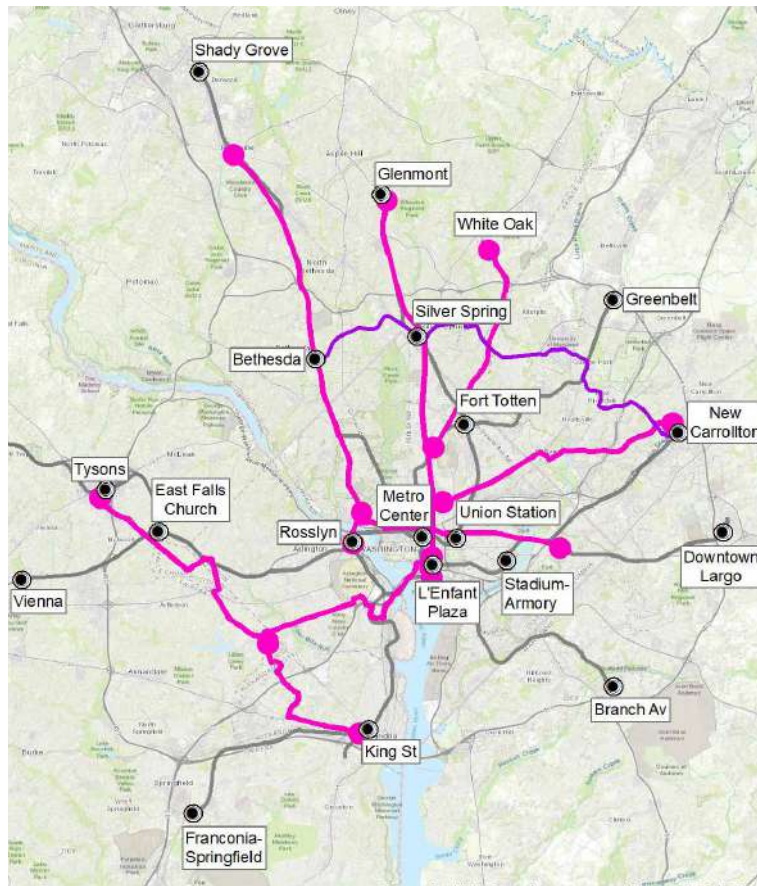
Reduction in injury crashes on Pennsylvania Ave SE (D.C.) ▼ 56%

Emergency vehicles reach people quicker via bus lanes ▲ faster response

Capacity

on Georgia Ave with a dedicated bus lane (MD) 900 more people/ hour

A Collaborative Approach to a Regional Bus Priority Network



Initial Bus Priority Corridors

- Crosstown D.C.
- Georgia Ave & 7th St NW
- Rockville Pike/MD-355 & Wisconsin Ave NW
- New Hampshire Ave to White Oak
- Rhode Island Ave & Annapolis Rd
- Columbia Pike & 14th St Bridge
- Virginia Route 7

Metrorail Lines

Maryland Transit Administration (MTA) Purple Line

Why these corridors:

- Routes with frequent service
- High bus ridership
- Slow bus speeds and unreliable service
- High densities of people and jobs (by 2050)
- Potential for high return on investment
- Reflects jurisdictional priorities
- Unified approach across borders – benefits Metro, local bus, and commuter bus customers

Why this matters:

3.6M customers per month on these corridors

more than:

- Boston's Green Line
- Dallas' DART light rail system
- Seattle's Link light rail system

50% of travelers on Georgia Avenue in D.C. are on the bus, using only one traffic lane

What this investment will do:

- Reduce travel time and grow ridership
- Improve cost efficiency
- Expand access and safety
- Support economic growth

Jurisdictions, roadway owners, Metro, and other transit agencies will partner on planning, designing, and implementing each project. Metro will provide staff resources and funding for project development; coordinate and lead efforts to secure federal funding when and as appropriate; and operate a uniformly-branded mainline bus service where Metro is the primary service provider in the corridor. The jurisdictional road owners will lead implementation and construction, and may operate additional local bus and/or commuter bus service in the corridor.

The DMVMoves Task Force considered creating a dedicated regional fund to deliver these initial projects, but the various partners decided each jurisdiction would separately fund the corridors and segments within their borders, with Metro providing project development support. DMVMoves sets an expectation

that these corridors will be designed to achieve targeted performance outcomes and be delivered within the set timeline, regardless of which entity is providing funding and leading implementation.

Those high-value corridors will create a strong foundation for future investments in bus rapid transit and bus priority. Deploying such treatments across the region will make roads safer for all users, make bus service faster and more reliable, and increase capacity to attract new ridership and better support a growing, dynamic region, all while reducing the hourly costs of providing that service. Planning and implementing them as an interconnected regional network that also offers fast connections to Metrorail, VRE, MARC, and the Maryland Transit Administration's Purple Line will better serve the people of the region, who routinely cross county and city lines.

A regional approach to bus priority

Regional Bus Priority Plan facilitated by COG/TPB		Post-Plan Implementation progress reported by COG/TPB	
1. Set outcomes and performance targets that the service and priority investments need to achieve	2. Roles and responsibilities for implementation for each corridor	3. Project development: Metro and jurisdictions partner on investment plan that would meet targets in each corridor	4. Implementation: Fund, build, and operate:
Illustrative examples: <ul style="list-style-type: none">• Service at least every 10 minutes, all day, 7 days• 95%+ on-time performance• Average bus speed 12-15 mph	<ul style="list-style-type: none">• Planning and design partners• Funding strategy and lead• Public and stakeholder engagement lead• Implementation lead• Service provider(s)	<ul style="list-style-type: none"><input type="checkbox"/> Bus only lanes<input type="checkbox"/> Signal priority<input type="checkbox"/> Queue jumps<input type="checkbox"/> Floating bus stops<input type="checkbox"/> Project delivery plan and schedule	<ul style="list-style-type: none">• Metro coordinates federal funding strategy, lead applicant when appropriate• Jurisdiction builds and implements roadway treatments• Metro operates mainline service; locals might operate additional service

Commuter Rail and Local Bus Needs

Our commuter rail and local bus systems serve critical transportation needs and are drivers of economic activity. They also have funding needs that cannot be met with current resources. Achieving the DMVMoves Vision calls for more than continuing existing service. DMVMoves calls on all bus operators in the region to adopt and implement new regional service guidelines that will deliver an improved and more consistent customer experience. MARC and VRE commuter rail services can be interlined and evolved into a truly regional rail system that delivers more all-day, bi-directional service. Infrastructure bottlenecks – particularly over the Potomac River and sharing track with freight railroads – have long posed a barrier to realizing that vision. But the region is on the cusp of transformation if it can leverage the following:

- Construction underway to expand Long Bridge capacity
- Virginia purchased VRE's Manassas Line right-of-way
- Union Station redevelopment

These new investments create the opportunity to advance concepts such as all-day, bi-directional service or through-running trains between the District of Columbia, Maryland, and Virginia. DMVMoves supports fully funding VRE's System Plan 2050 and MTA's MARC Growth and Transformation Plan to fully realize this opportunity.

The DMVMoves Plan provides estimates for some of these needs and investments, but does not seek to commit new regional funding agreements to support them. We do call on state and local jurisdictions to commit to funding those needs, and for local transit providers to commit to actioning the new service guidelines.



Funding the Plan

DMVMoves sets a broad and aspirational vision for long-term transit investments and a more integrated network. The Task Force decided that new funding provided by the regional DMVMoves effort should focus on the needs and opportunities facing Metro, the regional transit service provider. DMVMoves calls on state and local jurisdictional partners to devote local funding to support and implement local bus service improvements and the commuter rail system growth and integration plans.

Metro Funding

DMVMoves commits the region to providing \$460 million in additional, predictable, annual and ongoing funding directed to Metro in advance of reaching its debt capacity limit in FY2029, and ensuring that funding grows three percent annually to adjust for inflation. The Task Force agreed that this funding should support bond financing and its use should be unrestricted to maximize the effectiveness of every dollar. This funding will preserve Metro's purchasing power, allowing it to maintain its assets, sustain service, and deliver its part of the DMVMoves Plan. Funding predictability and flexibility will allow Metro to manage reasonable variations in both capital outlay and operating costs, ridership, and revenue.

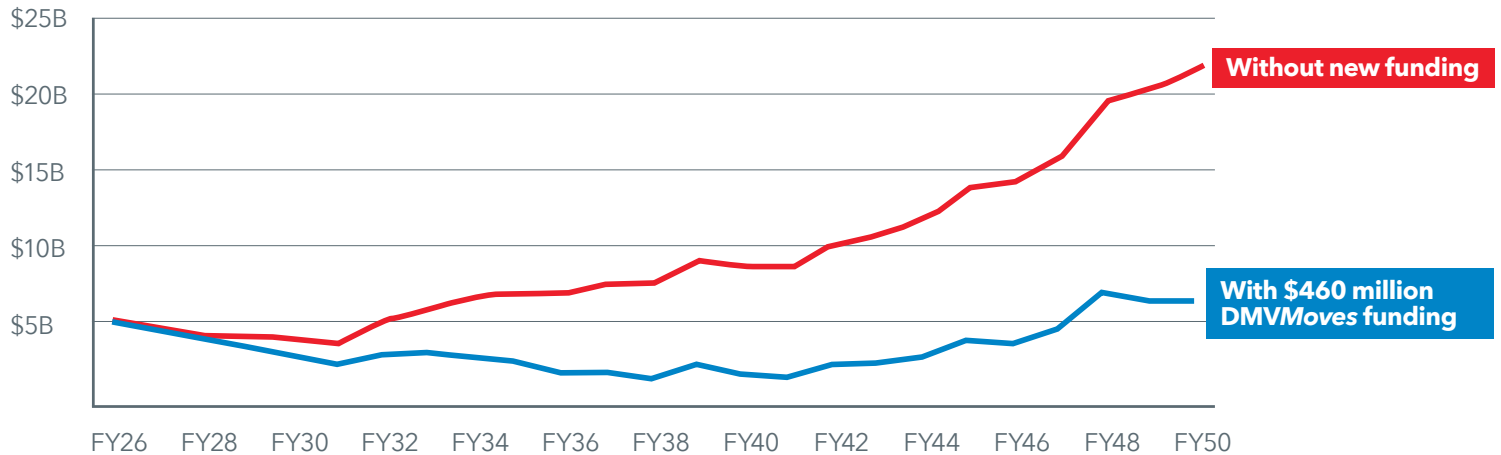
The Task Force agreed that each jurisdiction will identify and enact the funding mechanism(s) best suited to their needs and funding and revenue structures, while guaranteeing to deliver their share of the regional funding agreement.

State And Local Funding

As part of DMVMoves, it was estimated that local bus operators would need additional, ongoing annual funding of \$65 million to \$80 million, indexed to grow, to implement new DMVMoves regional service guidelines (not including other projects or improvements jurisdictions have planned). Staff also estimated that MARC and VRE systems need approximately \$60 million to maintain existing services and assets. This amount is separate from, but would be part of, the total amount needed to deliver each agency's long-term system improvements and growth plans.

Additional funding will support Metro's capital program

Capital Program Backlog Scenario Comparison



Additional DMVMoves funding for Metro:

Before
FY2029

\$460M

Expected
growth per year:

+3%

- Reliable and predictable
- Grows at least 3% per year to keep up with inflation
- Bondable
- Uniform requirements and no restrictions or encumbrances on use

Peer regions are solving the same challenges

- **Illinois:** State legislature redirected a portion of motor fuel sales taxes and accrued interest on state road funds, and authorized sales tax increases in northern Illinois, to fund transit
- **New York:** Enacted congestion pricing to fund New York Metropolitan Transportation Authority (MTA) capital program and is directing a share of casino licensing fees to transit
- **California:** State legislature proposed 2026 sales tax increases to fund Bay Area transit systems

There is a wide range of potential funding mechanisms

- Sales and use tax increase
- Expansion of sales taxes to services
- Payroll / income tax
- Real property tax
- Real estate transfer tax
- Motor vehicle sales tax
- Motor fuel tax
- Vehicle registration / impact fees
- Hotel / accommodations tax

Commitments to Transparency and Accountability

Metro and its jurisdictional partners are committing to an even higher level of accountability and transparency:

Metro's commitments to the region

- Use additional DMVMoves funding to (1) reinvest in the Metro system and (2) modernize its rail system
- Partner with jurisdictions on a regional bus priority network to keep the system safe and reliable
- Apply Metro's 3% operating cap to its per-unit costs of service
- Manage a reserve account that enhances financial accountability and provides greater predictability for jurisdictional funding partners
- Develop and publicize a 20-year capital plan every five years, including analysis of potential capital investments that reduce operating costs
- Make publicly available funding/financial plans for major projects with capital costs greater than \$300 million (to be adjusted with inflation)
- Deliver an annual report to COG/TPB on system performance and the use of DMVMoves funds

The region's commitments

- Provide Metro \$460 million in new funding starting before FY2029 and growing at least 3% annually
- Ensure that new funding is reliable, bondable, unencumbered, and unrestricted
- Implement changes in DMVMoves action areas to advance regional transit integration
- Partner with Metro to plan, develop, and implement initial bus priority corridors and continue to invest in bus priority in other corridors, improving service for customers and reducing unit costs
- TPB to monitor and report on implementation of the DMVMoves Action Plan for Regional Transit Integration

Framework for Sustaining Regional Transit

The DMVMoves Plan and proposed level of funding will give Metro the resources it needs to strategically maintain its assets and infrastructure and sustain service into the future. However, that future depends on Metro and region working together to grow ridership and revenue while making transit service more productive and cost-effective. This means ensuring Metro has adequate financial resources and political support to make up-front capital investments that reduce operating and maintenance costs. It means road owners and jurisdictions investing

in extensive and effective bus priority treatments, in addition to the corridors identified in the DMVMoves Plan. It means states, counties, and cities exploring and enacting land use policies and financial tools that maximize transit-oriented development and incentivize mode shifts to transit. And it means jurisdictions and transit agencies coordinating and collaborating on making transit more cost-efficient through strategies that reduce the annual or hourly costs of providing service.

Actions to grow ridership

Examples:

- Increase service
- Zone and develop all stations and bus corridors to maximum potential
- Implement programs that incentivize transit



Actions to improve productivity and efficiency

- Make capital investments that reduce per-unit costs
- Continue modernization and efficiency actions

Rail Modernization

~10% minimum estimated operating cost reductions



Bus Priority

~15% minimum estimated reduction in service hours



Action Plan for a Better Integrated and More Seamless Transit System

If we were starting with a blank slate to design our region's transit system, we would never set it up as a disaggregated network of 14 providers with their own service standards, fare policies and payment, vehicles and facilities, branding and customer information. It is confusing for customers to figure out transfers between systems, to look for a particular bus route at a stop with five signs, or to understand why they and their neighbors don't have weekend service when friends in the next county do.

A truly integrated transit network would:

- Provide the same levels of service to customers who live in similar neighborhoods and make similar trips
- Have one set of fare types and passes, fare rates, and consistent qualifications for special fares
- Use the same railcars, buses, fare payment systems, branding, and signs
- Offer bus customers an interconnected network of fast and frequent bus service on major corridors
- Provide a consistently excellent customer experience across the region and make service as easy as possible to understand and use

The DMVMoves Vision of world-class transit calls for the region's 14 transit providers to function more like an integrated, seamless network. In pursuit of this Vision, the Advisory Groups developed an Action Plan focused on improving the rider experience and making the network operate more efficiently. They assembled Working Groups of transit agency subject matter experts in six broad policy areas to develop a set of actions that would move the region closer to that vision of a more unified network.

The DMVMoves Plan calls on all the region's transit providers to commit to implementing multiple concrete changes and actions. Doing so will create a foundation for deeper collaboration, more integrated service, and a stronger commitment to results – ultimately making transit service, fare payments, and customer information more consistent across the region.

The detailed Action Plan for Regional Transit Integration provides a framework and direction for TPB to convene Metro, local transit operators, infrastructure owners, and funding partners in an ongoing, collaborative effort to refine and implement the Plan.

What a fully integrated and seamless network would look like:

One region, one transit network.

- Same branding, fleet, signs
- Extensive, integrated bus priority
- One fare system
- Customers in similar places get similar service

Working Groups' proposed Action Plan advances regional integration closer to aspirational vision:

Still 14 service providers but providing more consistent policies and better integrated service.

- Implement bus priority on initial, high-ROI corridors
- Regional bus service guidelines and consistent performance reporting
- More consistent fare policies
- Unified bus stop signs and improved customer information
- Exploring grouped buying power and shared resources
- Consistent training and certification programs

In the interests of transparency, accountability, and good stewardship of regional resources, the TPB will organize and facilitate annual public reports on implementation of the Action Plan and progress towards these transit integration actions.

Action Plan Summary

More detailed information about these actions is available in the section Action Plan for Regional Transit Integration starting on page 39.

Action Area	Key Actions	Timeline*	Outcomes
Regional Bus Priority	Endorse and implement initial priority bus corridors; Metro and jurisdictions partner on design, funding, and implementation; Metro operates main service in corridors where it is the primary service provider	Immediate ► Medium-Term	Faster, more reliable, and more cost-effective service in high-demand corridors
Service Guidelines & Reporting	Adopt common regional service guidelines and performance metrics; report progress annually	Immediate	Consistent service quality and transparent regional accountability
Fare Integration	Provide transfer credits across modes and consistent fare discounts, adopt free fares for youth, and enable revenue sharing for regional passes	Immediate	Simpler, more equitable fare experience
Customer Information & Facilities	Standardize bus stop design and common customer information; create a regional bus stop ID system and stop sign design; Metro maintains regional signs	Immediate ► Short-Term	Easier wayfinding, clearer customer information, and more uniform stop experience
Shared Resources	Identify opportunities for pooled purchasing power and shared procurements for vehicles, technology, etc.; coordinate contract terms	Immediate	Reduced duplication, lower procurement costs, stronger negotiating power
Consistent Training & Requirements	Create a working group to share best practices in transit training and collaborate to develop opportunities for shared training and resources; streamline reporting requirements across agencies	Immediate ► Short-Term	Strengthened regional workforce and reduced administrative burden

* **Immediate:** 0-1 years; **Short-Term:** 2-4 years; **Medium-Term:** 5-8 years



Conclusion: The Time to Act is Now

Our state and local partners must enable and enact this Plan and all its recommended actions. It is required to allow Metro to maintain its rail, bus, and paratransit systems and to operate safe, reliable, efficient service. It will allow Metro to provide that service within the existing three percent operating cap, barring unforeseeable and atypical shifts in regional growth, public health, the economy, and transit markets that are outside Metro's control or influence. It will make transit faster, more frequent, safer, and more reliable, and better connect our residents to jobs and other

economic opportunities. It will reduce travel times, saving riders time they can put to other uses. It will deliver capital investments that will improve service, ensure long-term reliability, and reduce Metro's operating cost profile. It will give Metro the resources it needs to compete for federal funding to support those investments. Those same investments will allow Metro to address its long-standing core capacity constraints at a much lower cost than building new rail lines. It will make the region even more competitive to new talent and new businesses.

Outcomes and Benefits of the DMVMoves Plan

- Improved service and customer experience
 - Well-maintained system and services
 - Higher ridership and revenue
 - Expanded access and faster trips to jobs, shopping, healthcare, and other needs
 - Faster, safer, and more efficient rail service
 - Faster buses on safer, more effectively used roads
 - Lower operating costs – resources reinvested into service
 - More capacity to accommodate regional growth
 - Less redundancy in transit delivery and administration
- DMVMoves also sets the stage for future system expansion. COG, Metro, and jurisdictions will collaborate on prioritizing projects.





The Risks of No Action

If Metro's long-term and structural funding issues are not addressed, the region will lose much of the progress Metro has made in addressing its state of good repair backlog over the past decade. Metro would need to reduce its annual capital program, its capital backlog would start to grow again, and it would need to defer critical investments. Metro would commit to do its best to responsibly manage its needs with the resources it has but would struggle to repair and replace assets. Without new funding the region risks facing the asset failures, significant delays, and safety risks experienced in the 2010s.

The improvements made since 2018 will be reversed, and the condition of the network could fall below pre-2018 levels within a decade. Metro is no longer known for broken escalators, 'hot cars', poor reliability, and fires due to the progress that has been made – but that progress is at risk without additional funding.

Potential Transit Impacts of No New Funding

- Declining reliability and customer experience, increased safety risk
- Major cuts to capital program and annual capital budget
- Work limited to critical repair, safety, and required modernization projects
- State of good repair backlog increases
- Potential project delays, and some needs deferred
- Potential for reduced bus and rail service

Potential Regional Impacts of No New Funding

- Reduced access to jobs, other opportunities
- Reduced employer access to workforce
- Less demand for housing, office, retail
- Worse traffic and congestion
- Much longer travel times
- Worse air quality

Supporting Future Growth and Expansion

The DMVMoves Plan calls for investments and sustainable funding that would put the region's existing system and infrastructure to best use. It seeks to make transit faster and more frequent, safer and more reliable, and to provide adequate capacity for future needs while reducing the costs of providing service. It is the first step to eventually expanding the transit system into new markets and communities. As critical DMVMoves investments move forward, COG and Metro will work with jurisdictional partners to prioritize those ideas and concepts for expansion that offer the greatest benefits and returns on the region's investment.

Next Steps and Looking Forward

The region is invested in ensuring this Plan is realized, that it doesn't join the long list of previous efforts and initiatives that put forth bold visions for transit but did not fulfill them. To that end, COG and Metro execu-

tive leadership will seek resolutions of support and commitment from each jurisdiction's legislative body, directing its transit providers and other departments to collaborate with regional partners in executing the plan. Leadership will also work closely with legislative delegations in the District of Columbia, Maryland, and Virginia to develop and move enabling legislation to secure the required, committed funding amounts in line with the schedule and structures established in this Plan. That funding must be available to Metro in advance of reaching its debt capacity limit in FY2029 and sustained over time.

COG will monitor implementation of all Plan recommendations and deliver a public report through its Transportation Planning Board (TPB). In addition, Metro will deliver an annual system performance and DMVMoves funding progress report to the TPB.

The Task Force calls on its government, business, and community partners to invest the time, effort, resources, and political capital necessary to make sure that this time our Plan succeeds. As we take action to realize the DMVMoves Vision, we know the power this work has to transform our region and uplift the lives of the people who call it home. We're moving toward world-class transit, but also toward social equity, climate resilience, and economic prosperity. And we're doing it together.



DMVMoves Task Force



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COG Board Vice Chair
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Government Partners Advisory Group



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- Chief Administrative Officers (CAOs) of all COG member governments
- D.C. Chief Financial Officer (CFO)
- Alexandria (DASH)
- Arlington County (ART)
- Charles County (VanGo)
- City of Fairfax (CUE)
- District of Columbia (DDOT)
- Fairfax County (Connector)
- Loudoun County (Loudon Transit)
- Maryland Department of Transportation MTA (MARC, MTA Commuter Bus)
- Montgomery County (Ride On)
- Prince George's County (TheBus)
- Prince William County (OmniRide)
- Virginia Railway Express (VRE)
- Northern Virginia Transportation Authority (NVTA)
- Northern Virginia Transportation Commission (NVTC)
- Virginia Department of Rail and Public Transportation (DPRT)
- Virginia Passenger Rail Authority (VPRA)
- Washington Metropolitan Area Transit Authority (WMATA)
- Washington Suburban Transit Commission (WSTC)

Community Partners Advisory Group



Jack McDougle

Advisory Group Chair
Greater Washington
Board of Trade
President & CEO

- Amalgamated Transit Union (ATU) Local 689
- Capital Area Food Bank
- Coalition for Smarter Growth
- Consortium of Universities of the Washington Metropolitan Area
- D.C. Chamber of Commerce
- Destination D.C.
- Downtown BID
- Federal City Council
- Greater Greater Washington
- Greater Washington Board of Trade
- Greater Washington Partnership
- Montgomery County Chamber of Commerce
- Monumental Sports
- National Capital Planning Commission
- National Landing BID
- NoMa BID
- Northern Virginia Chamber of Commerce
- Northern Virginia Transportation Alliance
- Prince George's County Chamber of Commerce
- Restaurant Association of Metropolitan Washington
- Rosslyn BID
- Sierra Club
- Telesto Strategy
- TPB Access for All Committee
- TPB Community Advisory Committee
- Tysons Community Alliance
- Union Station Redevelopment Corporation
- United Way
- Washington Area Bicyclist Association (WABA)
- Washington Commanders
- Washington Nationals
- WMATA Accessibility Advisory Committee

Detailed Action Plan for Regional Transit Integration



Regional bus priority

Recommendation			Finalize and adopt a Regional Bus Priority Action Plan.
Summary			Region develops a plan and commits to design, fund, and construct regional bus priority corridors over the next 6-8 years.
Key Actions	(a) DMVMoves Working Group identifies a limited, initial set of top-priority, high-ROI corridors the region should collaborate to deliver in the next six to eight years. Those corridors will be the subject of a Regional Bus Priority Action Plan and resulting regional implementation partnerships.		Completed
	(b) TPB convenes Metro and relevant local and state agencies to complete the Regional Bus Priority Plan. The Regional Bus Priority Plan will provide additional detail on corridors selected in Action (a), set outcomes and performance targets that the service and priority investments need to achieve; and identify agency roles and responsibilities for each corridor project.		Complete in Fall 2026
Recommendation			Develop plans and implement regional priority corridors.
Summary			Local jurisdictions and roadway owners will partner with Metro to develop plans for bus priority on the identified corridors. Partners would then work together to implement plans to improve speed and reliability while providing service more cost-effectively. Metro operates “mainline” service where it is the primary provider; other bus providers may also operate service in corridors.
Key Actions	(a) Metro, in partnership with local and state agencies, will prioritize and phase corridor projects; coordinate studies, preliminary engineering, and environmental reviews; engage stakeholders and the public throughout project development.		Phased implementation starting in 2026 over the next 5 to 6 years
	(b) Metro will partner with jurisdictions to pursue federal grants and identify matching funds, ensuring shared ownership of project financing.		Phased implementation starting in 2026 over the next 6 to 8 years
	(c) Metro and jurisdictions will advance projects into detailed engineering, construction, and rollout of bus priority infrastructure, with Metro serving as the regional coordinator.		Phased implementation starting in 2026 over the next 6 to 8 years

Service guidelines and performance reporting

Recommendation Regional Service Guidelines: Establish shared service guidelines across the region's transit agencies.		
Summary	TPB and region's transit agencies adopt regional service guidelines, creating consistent expectations for customers across jurisdictions.	
Key Actions	(a) DMVMoves Working Group develops regional bus service guidelines by service and activity tier.	Completed
	(b) TPB, Metro, local transit agencies, and local and state governments adopt regional guidelines.	Complete in Fall 2026
Recommendation Annual Performance Reporting: Establish a common set of performance measures and a standard format and timeline for reporting.		
Summary	Transit agencies use a common set of performance measures to improve transparency in transit decision-making across the region. TPB reports system results through the annual State of Public Transportation Report.	
Key Actions	(a) Metro convenes a transit agency working group that develops a common set of performance measures to be reported on annually.	Complete in Spring 2026
	(b) Regional operators agree to report on the common performance measures annually, a summary of which will then be included in TPB's annual State of Public Transportation Report. Metro can support local transit agencies on data collection as needed.	Spring 2026 and ongoing
	(c) The working group assesses opportunities to be more integrated and cost-effective in regional transit performance reporting through development of a regional database maintained by TPB.	In 2026

Fare policy integration

Recommendation	Establish a universal transfer credit between all transit agencies in the DMV region, building upon existing reciprocal transfer relationships between many local operators.	
Summary	Implement a universal bus and bus-rail transfer credit for all transferring customers, regardless of originating transit agency.	
Key Actions	(a) All participating agencies work with the Regional SmarTrip Group to develop an agreement to implement a universal transfer credit across services.	In Winter 2026
	(b) Executives and/or decision-makers at all transit agencies reach agreement on appropriate fare changes and plan for updating farebox technology and customer information as needed.	In Summer 2026
Recommendation	Standardize low-income fare discount programs across transit agencies in the DMV region with regional acceptance of Metro Lift Program.	
Summary	All transit agencies join Metro Lift low-income fare program with a 50% discount.	
Key Actions	(a) Local jurisdictions partner with Metro to increase enrollment in the Metro Lift discount program	Ongoing
	(b) Local bus operators offer comparable discount for Metro Lift program participants.	In 2026
Recommendation	Standardize free local bus rides for youth ages 18 and under across transit agencies in the DMV region.	
Summary	All agencies adopt youth ages 18 & Under Ride Free policy.	
Key Actions	(a) Transit agencies evaluate how to participate and coordinate an identification process for 18 & Under Ride Free policy. Transit agencies also determine how to recognize partner agencies' processes and identifications.	In Spring 2026
	(b) Agencies enter into agreements to administer and/or reciprocally honor any 18 & Under Ride Free programs.	In 2026
Recommendation	Expand unlimited regional transit pass products available across regional providers and Metro, including Metrorail.	
Summary	Establish revenue-sharing agreements to enable the sale and use of regional Unlimited Pass products valid across all participating systems.	
Key Actions	(a) Participating agencies work with the Regional SmarTrip Group to coordinate regional pass acceptance, including multimodal and university passes (U-pass) or other regional passes.	Starts in Spring 2026
	(b) Agencies enter into agreements to accept any regional passes beyond the 7-Day Regional Bus Pass.	In 2026

Consistent bus stop design, wayfinding, and information

Recommendation			Adopt a universal set of bus stop design guidelines and upgrade bus stops to be compliant.
Summary		Agencies use common regional bus stop guidelines, starting with Metro’s 2023 Bus Stop Guidelines, and continue to coordinate on unified regional guidelines with flexibility for local conditions as needed.	
Key Actions	(a) Transit agencies convene a working group to align on bus stop amenity standards appropriate at a regionwide scale, using the 2023 Metro Bus Stop Design Guidelines and other guidelines in use across the region. The working group will coordinate with transit agencies on methodologies to prioritize bus stop upgrades in an equitable way.	2026 and ongoing	
	(b) Transit agencies should strive to complete an inventory of the available amenities at their current bus stops (e.g. status of shelters, real-time arrivals information, state of good repair, etc.) to determine what percentage of bus stops are currently compliant with the guidelines. Transit agencies agree to provide information on stop conditions for TPB’s annual State of Public Transportation report.	Starting in 2026	
	(c) Agencies commit to using the regional guidelines when undertaking capital projects that involve bus stops.	Annually, beginning in 2027	
Recommendation			Consolidate bus stop identification (ID) numbering system to streamline real-time reporting, better track bus stop sharing between agencies, and offer more customer-friendly bus arrival information.
Summary		All agencies transition to using a consistent stop ID numbering system—a required step for unified bus stop flags.	
Key Actions	(a) Metro convenes a working group of service planning and data management officers from transit agencies to establish a regional standard bus stop ID numbering and nomenclature. It also establishes a regional standardized and harmonized GTFS format and data management protocols for seamless interoperability.	Starting in Winter 2026	
	(b) Metro and local transit providers agree and begin implementing regional standards for bus stop identification, GTFS format, and data management protocols. Metro covers implementation costs.	In 2026	

Consistent bus stop design, wayfinding, and information

Recommendation			Establish a unified customer information phone number that can field customer inquiries related to all transit operators in the region.
Summary		Include Metro’s customer service number on shared bus stop signage and, as needed, add capability to Metro’s call center to field customer inquiries for all transit operators in the region.	
Key Actions	(a) Metro and local transit agencies convene a working group to coordinate call center integration efforts, including centralizing means of communication.	Starts in Spring 2026	
	(b) Metro and local agencies using the unified customer information phone number begin marketing one regional transit call center number on signage, collateral, and websites.	In 2027	
Recommendation			Standardize bus stop signage across the DMV region.
Summary		Local agencies agree to have a consolidated bus stop flag (i.e., signs at each bus stop indicating which buses stop there); Metro coordinates sign design and manages production, installation, and maintenance.	
Key Actions	(a) Metro establishes a regional working group to continue coordination on bus stop flags and review proposed sign design.	Winter 2026	
	(b) Agencies evaluate whether to opt-in to a joint bus stop flag process where Metro prints, installs, and maintains bus stop flags at shared bus stops. Metro establishes a process by which participating local agencies submit requests for bus stop flag updates. Local agencies may opt to self-perform work using the regional bus stop flag.	In 2026	

Joint procurements and shared resources

Recommendation	
COG establishes a regional Joint Transit Procurement Committee (JTPC) that coordinates grouped purchases, shares contracting opportunities, and creates a regional venue for discussion of transit procurement issues.	
Summary	Following its first meeting in July 2025, COG will continue to convene a regional working group of transit agency procurement representatives semi-annually that shares updates on local procurement activities, informs members of purchasing opportunities, and serves as a medium to coordinate joint purchases including via COG. This group will develop list-serv for everyday communication and advise on the contents of the regional transit procurement clearinghouse database. COG will also analyze transit procurement contract terms and conditions from across the region and convene agency legal representatives to discuss streamlining requirements.
Key Actions	(a) COG convenes transit agencies to formally establish the JTPC. All transit agencies provide representatives involved in procurement to participate in the JTPC. The JTPC's scope focuses on procurements required or of interest to transit operations and maintenance, such as joint charging stations, fare systems, APC systems, security cameras, towing, fuel, tires, support services, staff training, and more.
	Kick-off completed in July 2025; meeting semi-annually
	(b) COG collects contract data and develops a clearinghouse database. The JTPC discusses database content, advises features to include, and the potential for cooperative purchasing.
	In Winter 2026 and ongoing
	(c) COG staff examine the terms and conditions unique to procurement agreements across the region. These will be presented to the JTPC for discussion, with potential participation by, or separate discussion with, jurisdictional general counsel to explore how any barriers to joint procurement may be overcome.
	In 2026
	(d) JTPC members use the committee's list-serv or clearinghouse to review available cooperative procurement opportunities before undergoing independent purchasing activities.
	Starting in 2026 and ongoing
Recommendation	
Metro and local transit agencies explore potential cost efficiencies by leveraging their combined purchasing power for revenue vehicle procurement.	
Summary	Metro and local transit agencies explore potential cost efficiencies by leveraging their combined purchasing power for revenue vehicle procurement. COG serves as a facilitator to assist agencies with identifying and accessing purchasing opportunities via a permanent regional transit procurement clearinghouse database and joint contracts as necessary.
Key Actions	(a) Explore expanding the scope of the JTPC to include grouped purchases of revenue and non-revenue vehicle needs. At committee meetings, transit agencies share anticipated or planned purchasing cycles.
	Starting in 2026 and ongoing
	(b) COG catalogs the contracts used by regional transit agencies for revenue and non-revenue vehicle procurement and presents the results to the JTPC for discussion.
	In Summer 2026

Shared training and consistent reporting

Recommendation			Formalize a regional Transit Training Working Group (TTWG) to advance transit training in the DMV.
Summary			Metro establishes a Transit Training Working Group that meets regularly to strengthen transit training across region. Representatives from local and state governments, transit agencies, Metro, and labor partners collaborate to develop consistent, best-practice programs. The group identifies opportunities to leverage partnerships for shared training and knowledge sharing.
Key Actions	(a) Metro convenes a regional Transit Training Working Group with participation from District of Columbia, Maryland, Virginia agencies, labor, and community and technical colleges. This group will meet to identify opportunities for shared and consistent training, assess workforce needs, and advance training opportunities.		In Spring 2026
	(b) The working group will conduct a scan of existing regional transit training programs, apprenticeship initiatives, and workforce development partnerships. The scan will highlight gaps, overlaps, and opportunities for alignment.		In Summer 2026
	(c) Based on identified needs, the working group will collaborate to advance shared training opportunities, such as standardized curricula at educational institutions and grouped procurement of training services, instructors, and equipment.		Starting in Fall 2026
Recommendation			Evaluate opportunities to streamline Metro reporting requirements.
Summary			State agencies work with Metro to streamline Metro auditing and reporting requirements.
	(a) Metro will work closely with staff from local and state agencies to gather feedback on current processes and explore areas where efficiencies can be gained. This will include discussions on reporting, coordination, and process improvements, as well as changes to enabling legislation.		Ongoing
	(b) Develop and support a consistent, streamlined reporting framework across jurisdictions in DMVMoves and future funding agreements.		Starting in Winter 2026 and ongoing