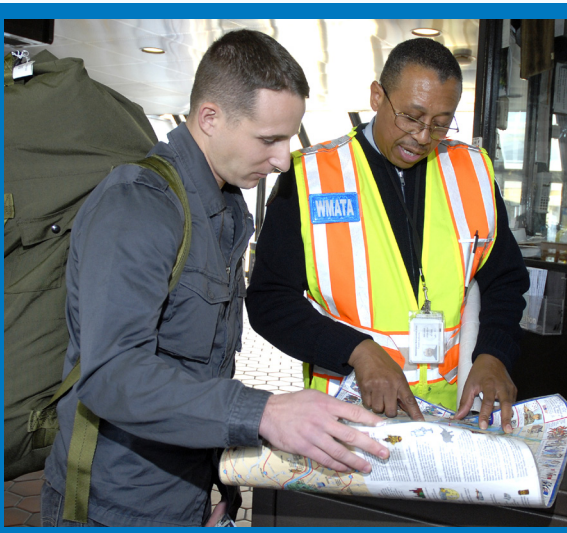
MOMENTUM

metro

The Next Generation of Metro

Guide to the Strategic Framework

Washington Metropolitan Area Transit Authority



2012 DRAFT

The Past as Prologue

America's Subway System

Thirty-five years ago, Metro was built to bring suburban commuters to jobs downtown. When the system was planned, Tysons Corner was surrounded by farmland and Arlington County and Bethesda were bedroom communities.

In the early days, trains carried a little over 100,000 passengers a day. Today Metro carries more than 1.2 million people a day. Despite the region's growth, investment and upgrades to the system did not keep up. Today's customers are experiencing the effects of years of chronic underfunding and underinvestment. The crown jewel of the Nation's Capital had become tarnished.

Rebuilding the Foundation

Thanks to our funding partners, we are now engaged in the largest capital improvement program since its original construction. Two years ago, we launched Metro Forward – an aggressive, $5 billion, six-year investment program to rebuild America's transit system. We are now investing in what our customers value most: safety, reliability and good customer service. With continued investment, it is projected that we will get through the intensive Metro Forward "catch up" phase in the years ahead. While catching up is important for our customers, it is not good enough when Metro is the heart of the region.

Metro Keeps the Region Working

Economic activity resulting from Metro is critical to the prosperity of the region, providing mobility for people, and local businesses with access to employees and customers, while increasing the value of the surrounding real estate.

- Metro is the second-largest rail, sixth-largest bus and fourth-largest paratransit service in the US.
- 54% of all jobs in the region are within a ½ mile of Metro stations.
- $235 billion of property value is from land near rail stations.
- Without Metro, congestion would increase 25%, costing over $1.5 billion annually.
- Land near rail stations represents 28% of the jurisdictions' property tax base but only 4% of their land.

A Better Ride, A Better System, A Better Experience

In 2011, the Metro Board of Directors embarked on an effort to place the agency on a strategic path to success. We knew we must become a more responsive and proactive governing body and so created new bylaws, revised procedures, and a code of ethics that is the gold standard in the industry.

Following the lead of the governors of Maryland and Virginia and the mayor of the District of Columbia, the Board then set out to develop a multi-year strategic planning and budgeting process.

We reached out to our stakeholders: Members of the Washington, DC, area congressional delegation; key federal agency funders; state and local representatives; Metro's advisory groups; our employees and union representatives – holding more than a dozen separate meetings in all.

Following intensive discussions by the Board and the executive leadership team, a new vision, mission and goals were drafted that reflect the priorities of the region – priorities that take into account expected growth in ridership, future funding levels, system maintenance requirements, and the need for an expanded transit network to sustain the region. These draft goals – as well as the action items to achieve them – can be found in this document.

Planning for the future will help sustain the visible progress underway now and ensure Metro is positioned to support the region's needs for years to come. We have to anticipate future growth and solidify our priorities to ensure our region remains livable and prosperous. There will be challenges that accompany our choices, but we owe it to ourselves, our region and our future to have that conversation, starting today.

"We are aiming for nothing short of excellence in serving our customers."

—Catherine Hudgins, Chair, Board of Directors

Strategic Issues Facing Metro

With Metro, the region works. However, the Metro system as it is designed today cannot meet the demands of the future. Over the next three decades, the National Capital Region is expected to face unprecedented growth, including a 30% increase in population and a 40% increase in employment. While growth will happen throughout the region, the greatest growth is expected to occur in the suburbs.

Even suburban growth adds pressure to the core of the Metro rail system, which is already strained. Platforms at major stations and trains during rush hour are crowded, reducing the reliability and comfort for our customers. Buses on many of our most popular lines are standing room only and often don't have enough remaining capacity to pick up customers at every stop. Throughout much of the region, buses sit in the same traffic as every automobile, reducing their speeds, reliability and competitiveness.

Today we depend on our riders, and our local and federal funding partners to support Metro. While we have always been able to count on our stakeholders support, too often it is a year-to-year struggle and the results are sometimes uncertain. To move successfully into the future, we need sufficient, secure, and reliable funding.

Challenges and opportunities include:

Challenges

- The age of the system's infrastructure and technology
- Downtown core capacity constraints
- Changing ridership and regional travel patterns
- Funding uncertainty
- Increasing impacts of traffic congestion on the bus system
- Volatile and rising costs not directly controllable by Metro, such as energy/ fuel, healthcare and pensions

Opportunities

- Building a safety culture and bringing the system to state of good repair
- Creating a customer-first ethic
- Regional bus prioritization
- Enhanced regional partnerships
- Cooperative planning
- Multi-year budgeting and funding

"We are investing $5 billion to renew, improve and modernize the system."

—Richard Sarles, General Manager

Join the Conversation

Metro's strategic framework is a direct outcome of meetings held with key stakeholders across the region. Beginning in the Fall of 2011, Board Members reached out to federal, state and local officials, conducted focus groups and surveys of customers, and sought feedback from employees.

What we heard so far:

- Improve customer service;
- Manage Metro's costs;
- Sustain the visible progress now underway;
- Create a plan for the future; and
- Metro is vital to the region.

The right track?

As Metro continues to rebuild and prepare for the future, the Board and Metro staff are engaging all stakeholders in planning the next generation of Metro. Over the next few months we need you to weigh in on the questions before us:

- Which priorities support business growth throughout the region?
- What investments deliver improved service to more customers?
- How do we strengthen transit in the downtown core to enable future regional expansion?
- Which communities are most in need of enhanced Metro connectivity?
- How will adequate, predictable funding be identified to maintain and grow the system?

Just as it always has, the momentum to rebuild, sustain, and grow Metro requires the support of all stakeholders. Join us in defining the next generation of regional transit, because our future is riding on it.

Metro has launched an interactive online conversation about the next generation of Metro. We are using MindMixer as a platform to hear your thoughts on some of the key questions. Please go to the Metro website, www.wmata.com, to find the Strategic Plan and provide your input.

"We are providing policy guidance and a strategic roadmap to deliver better transit service."

—Michael Barnes, Chair, Governance Committee

Metro's Path Forward

The Board of Directors and Management are charting a new course with a strategic plan – the first the agency has developed in over 10 years. The next generation of Metro seeks to meet the needs of all its stakeholders – jurisdictions, businesses, communities and customers.

Our Vision:

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

Our Mission:

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

Our Goals:

- Build and maintain a premier safety culture and system
- Meet or exceed customer expectations by consistently delivering quality service
- Improve regional mobility and connect communities
- Ensure financial stability and invest in our people and assets

To achieve this path forward, Metro's family – our employees, management, unions, Board of Directors, and regional, state and local funders – pledges to work together to deliver safe, high-quality transit service for the Nation's Capital.

Goal: Build and Maintain a Premier Safety Culture and System

Create a safer and more secure transit experience for customers and employees.

Metro customers and employees deserve and expect a safe environment – on the job, in the buses, on the trains and in the stations and shelters. Our expectation: A Metro ride is a safe ride.

Examples of actions to lead us there.

For Customers:

- Fully implement all National Transportation Safety Board recommendations
- Make key station and pathway improvements to reduce congestion and crowding and improve safety
- Implement targeted communication campaigns
- Deploy more Police and Safety Officers to "Hot Spots"
- Provide better information during incidents and emergencies

For Employees:

- Provide continual safety training and best practices to strengthen the safety culture
- Implement close-call reporting program
- Continue enforcement of OSHA and regulatory standards
- Conduct emergency preparedness and security drills and exercises

Our Foundation

- In 2011, both customer injury rates and employee injury rates declined nearly 11% compared to 2010.
- By December 31, 2011, Metro had successfully closed over 165 of the Tri-State Oversight Committee's prescribed corrective actions and fulfilled nearly 60% of the NTSB's recommendations.
- In 2011, 80 employees were recognized as Champions of Safety for their efforts in safeguarding Metro employees, equipment and customers.

"Our focus on safety and security continues to be a top priority. The Agency's relationship with our oversight agencies is much-improved; and our safety programs are serving our employees and customers better, as well as setting industry standards."

– Mortimer Downey, Chair, Safety and Security Committee

Our Foundation

- In 2011, both Metrorail and Metrobus on-time service improved compared to 2010.
- MetroAccess call center management enhanced communications with customers and kept on-time performance on target.
- Escalator availability began improving in September 2011.
- Between 2010 and 2011, our customer commendation rate increased by 2% and customer complaint rate declined by 7%.
- Metro's presence on Facebook, Twitter and YouTube is improving customer awareness and engagement.

"This is about strategic and business plans that set out what our customers should expect, delivering the service they deserve, and never losing focus on the safety of our riders and employees."

– Tom Downs, Chair, Customer Service and Operations Committee

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

Provide Reliable, Accessible, Clean and Customer-Focused Transit Service.

On-time service with few delays should get you where you want to go, when you want to get there. From the moment you arrive in a station or board a bus, we will strive to make your travel safe, reliable, clean, comfortable and affordable. Our information should be easy to hear and simple to obtain with support from the latest self-service technology and responsive staff.

Examples of actions to lead us there.

For Customers:

- Integrate new information technology
- Create a seamless fare system for public transit users in the region
- Continue escalator and elevator improvements
- Improve the station and riding environment with better lighting and climate control
- Continue implementation of Better Bus Program and next generation rail cars

For Employees:

- Continue ongoing customer service training for Metro's frontline
- Showcase or publicly recognize good, responsive customer service
- Continue progress on Metro Forward campaign
- Support bus and rail accessibility
- Achieve service standards for bus and rail

Goal: Improve Regional Mobility and Connect Communities

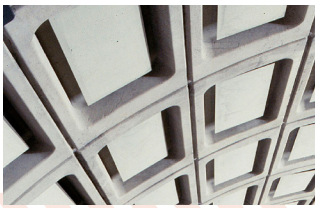
Provide leadership in the community to develop the transit map of the future.

As we look to the future, Metro will continue to work with the more than 15 different agencies that now provide transit in the region to build a new, forward-looking plan to ensure all our communities have access to transit that crosses and connects the region.

Examples of actions to lead us there.

For All Stakeholders:

- Complete construction of the Silver Line extension in the Dulles corridor
- Enable 100% 8-car trains during peak periods to reduce on-board crowding
- Expand capacity at major downtown stations and build pedestrian tunnels to enable transfers between key stations such as Farragut North to Farragut West and Metro Center to Gallery Place
- Ensure seamless connections between Metro and other transit systems in the region – particularly proposed streetcar, light rail and bus rapid transit systems
- Finish implementing Priority Corridor Network plan and work with jurisdictions to build bus-only lanes and other transit priority measures
- Connect communities with new high frequency/ high capacity transit linkages, supporting regional transit trip-making across local boundaries
- Work with jurisdictions to optimize access to Metro and ensure that all modes have safe, direct access pathways



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- Metro offers development opportunities near stations such as the new multi-use transformation of the Rhode Island Avenue Station parking lot into 274 units of rental housing and retail.
- In 2011, Metro added 257 new bike racks at 21 Metro stations to accommodate an additional 500 bikes.
- Metro carries tens of thousands of people each day, acting as a catalyst for the economy and ensuring better air quality and reduced congestion by taking cars off the roadways.

"Metro's interconnected web of rail and bus lines must be maintained and our downtown core capacity enhanced to support future mobility and growth across all parts of the region."

– Muriel Bowser, Chair, Planning, Program Development, and Real Estate Committee and Member of COG's Transportation Planning Board

Our Foundation

- Comparing 2010 and 2011, bus fleet reliability improved by 7% and has averaged a 3% improvement per year since 2007.
- By expanding track maintenance work hours, Metro replaced over 14.7 miles of rail, 36 No. 8 guarded switches, and over 16,000 ties in 2011.
- Metro efforts to expand recruitment of high-caliber employees resulted in a 40% increase in the number of positions filled between 2010 and 2011.

"Uncertainty about funding that is predictable makes long-term capital planning a challenge. We look forward to designing a collaborative plan that ensures system safety and reliability and addresses future ridership demand."

– Marcel Acosta, Chair, Finance and Administration Committee

Goal: Ensure Financial Stability and Invest In Our People and Assets

Leverage all of Metro's assets to improve services and ensure future funding.

Metro will put to best use all our resources—from investing in our employees and smarter management of our equipment to securing a sound financial roadmap for the future.

Examples of actions to lead us there.

For All Stakeholders:

- Secure long-term reliable funding stream
- Sustain $5 billion capital program
- Rebuild our system and maintain it in good condition
- Hire and retain an effective workforce
- Invest in the development of a fully qualified workforce
- Set and meet preventative maintenance standards to achieve steady state
- Create affordable collective bargaining agreements
- Continue to implement performance-based management
- Understand and quantify our backlog needs to reach a state of good repair

"Just as we invest in our tracks and infrastructure, it is critically important that we invest in our employees – our human capital."

— Artis Hampshire-Cowan, Alternate Director, Maryland

Turning the Strategic Plan into Reality

The four strategic goals set the stage for our future and provide the framework for all our business operations, our budget and our performance.

Just as we have engaged our key external stakeholder groups, the general manager and his leadership team have worked on a parallel path to ensure that this strategic plan will be successful in achieving the operation and delivery of safe, quality service to customers each and every day. This will be executed through multi-year Business Plans and Budgets.

But it doesn't end here. Throughout the Fall 2012, Metro will continue to seek input on this plan, engaging customers, elected officials, major employers, civic groups, media, diversity organizations, Metro employees and local communities. We pledge to remain transparent and responsive throughout the process.

"We're moving toward becoming a performance-based organization by measuring outcomes instead of outputs."

— James Dyke, Principal Director, Virginia

Please go to www.wmata.com to find the Strategic Plan and the MindMixer site where the conversation continues.

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Washington Metropolitan Area Transit Authority

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Metro's Leaders: Committed to Excellence

Board of Directors

Principal Directors
Catherine Hudgins
Chair, Virginia

Tom Downs
First Vice Chair, District of Columbia

Mortimer Downey
Second Vice Chair, Federal Government

Alvin J. Nichols
Maryland

James Dyke
Virginia

Muriel Bowser
District of Columbia

Marcel Acosta
Federal Government

Michael Barnes
Maryland

Alternate Directors
Mary Hynes
Virginia

Artis Hampshire-Cowan
Maryland

William D. Euille
Virginia

Tom Bulger
District of Columbia

Anthony R. Giancola, P.E.
Federal Government

Kathryn Porter
Maryland

Terry Bellamy
District of Columbia

Executive Leadership Team

Richard Sarles – *General Manager and Chief Executive Officer*
Dave Kubicek – *Deputy General Manager Operations*
Carol Kissal – *Deputy General Manager Administration, Chief Financial Officer*
Kevin Borek – *Asst General Manager, Chief Information Officer*
Lynn Bowersox – *Asst General Manager, Customer Service, Communications and Marketing*
Andrea Burnside – *Chief Performance Officer*
James Dougherty – *Chief Safety Officer*
Christian Kent – *Asst General Manager, Access Services*
Helen Lew – *Inspector General*
Tawnya Moore-McGee – *Chief Human Resources Officer*
Carol O'Keeffe – *General Counsel*
Shiva Pant – *Chief Policy Officer, Dulles Metrorail Extension*
Jack Requa – *Asst General Manager, Bus Services*
Barbara Richardson – *Chief of Staff*
Michael Taborn – *Chief of Police*
Robert Troup – *Asst General Manager, Transit, Infrastructure and Engineering Services*