Committee Meeting Agenda

1. Review September 16, 2021 Meeting Summary
2. WMATA’s Blue/Orange/Silver Capacity and Reliability Study
4. Discussion on WMATA Fare Policy and Structure
Agenda Item #2:
WMATA’s Blue/Orange/Silver Reliability & Capacity Study

• Briefing by WMATA staff
• Questions and Discussion
Blue/Orange/Silver Corridor Capacity & Reliability Study

Progress Update

Northern Virginia Transportation Commission

October 21, 2021
Agenda

• Blue/Orange/Silver Corridor Capacity and Reliability Study (BOS Study) update

• Study purpose

• BOS corridor transit challenges

• Identifying range of alternatives

• Descriptions of current alternatives

• Next steps
Study purpose

• Launched early 2019 to identify best and most cost-effective solutions to address:
  o Ridership
  o Capacity
  o Service
  o Reliability needs

• Identifies range of options to address corridor-wide concerns

• Study now ready for additional public engagement and input

www.wmata.com/BOSstudy
Growth in jobs and households likely to increase crowding in trains and stations

- BOS lines experienced unsafe peak crowding for years before COVID
- Jurisdictions project substantial growth in the BOS corridor by 2040
- Models indicate that growth will increase the severity, duration, and locations of crowding
But the existing system can’t meet that demand

- Metro can run 26 trains per hour (TPH) per track

- Increasing frequencies from 8 to 6 minutes on two lines would require reducing service on the other
  - Example: Under the previous 6-minute schedule, the BL Line ran every 12 minutes (5 TPH)

- Metro cannot improve headways and meet ridership demand on all three lines

- 8-car trains will help but not solve the problem
Interlining* creates (and compounds) the effects of delays and crowding

And Metro needs infrastructure to reduce the geographic extent and impacts of construction/disruption.

*Interlining: Operating more than one rail line along the same set of tracks.
Metro also needs to explore strategies for long-term environmental and economic sustainability, such as:

- Attaining Metro’s sustainability goals
- Increasing farebox recovery ratio
- Encouraging shift from cars to transit
- Supporting transit-oriented development
- Expanding access to high-capacity transit and economic opportunities, particularly in equity areas
Solution needs to further four goals

**Goal 1:**
Provide Sufficient Capacity to Serve Ridership Demand

**Goal 2:**
Improve Reliability & On-Time Performance

**Goal 3:**
Improve Operational Flexibility & Cost-Efficiency

**Goal 4:**
Support Sustainable Development & Expand Access to Opportunity
Study aligns with federal project planning requirements

- Major capital projects can take 20+ years to deliver (e.g., Silver Line expansion)
- Following federal requirements to be eligible for Federal funding
- No commitment to build until funding agreement

Illustrative Major Project Delivery Timeline

- **We are here**: BOS Study, Select LPA
- **NEPA/Project Development**: ~2-5+ years
- **Engineering Phase**: 5-10 years
- **Funding Agreement**: 
- **Project commitment**: Design, build ~5-10+ years

www.wmata.com/BOSstudy
Study process

- Process based on Federal guidelines for NEPA alternatives analysis
- Continued engagement with customers, public, stakeholders, and elected officials

www.wmata.com/BOSstudy
Public & stakeholder input to date

- Six meetings each:
  - Metro leadership and technical advisory committees
  - Jurisdictional leadership and technical advisory committees
- Two meetings of corridor elected officials
- Workshop for community-based organizations
- 13 pop-up events at Metro stations
- 4 public open houses
- 2,000+ online surveys
- 275 project “concepts” submitted
- Project website and email

Over 275 Ideas Submitted
Identifying the Locally-Preferred Alternative

- Six preliminary alternatives developed:
  - Solution may be one of the six alternatives shown, or a combination of components from different alternatives
  - Recommendation to be made following public participation process and engagement with stakeholders and elected officials
  - Presentation is not an LPA recommendation
Range of current alternatives

No Build
- Today’s Services
- State of Good Repair
- Silver Line Phase 2
- Potomac Yard
- Funded Jurisdictional Projects (e.g., Purple Line)

Lower Capital Cost Alternative
- Enhanced bus service
- Dynamic rail scheduling
- Railcar capacity
- Rail turnbacks
- Core station expansions

New Metrorail Lines
- 4 potential corridors
- New rail lines
- New rail stations
- Expanded capacity
- Expanded rail access
No-Build Scenario

Peak Service Plan
2040

<table>
<thead>
<tr>
<th>Line</th>
<th>2040 Peak Service Times</th>
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<tbody>
<tr>
<td>OR</td>
<td>6 minutes</td>
</tr>
<tr>
<td>BL</td>
<td>12 minutes</td>
</tr>
<tr>
<td>SV</td>
<td>6 minutes</td>
</tr>
<tr>
<td>GR</td>
<td>6 minutes</td>
</tr>
<tr>
<td>YL</td>
<td>6 minutes</td>
</tr>
<tr>
<td>RD</td>
<td>3 minutes</td>
</tr>
</tbody>
</table>

www.wmata.com/BOSstudy

NOT AN LPA RECOMMENDATION
Lower Capital Cost Alternative

- Enhanced bus service (6 BRT + 54 commuter routes)
- Dynamic rail scheduling
- Railcar capacity
- Rail turnbacks
- Core station capacity improvements

NOT AN LPA RECOMMENDATION
New Metrorail Line: Blue to Greenbelt

Alternative 3A
New BL to Greenbelt

Separate track and stations

NOT AN LPA RECOMMENDATION
New Metrorail Line:
Blue to National Harbor
New Metrorail Line: Silver Express in VA
New Metrorail Line: Silver to New Carrollton

NOT AN LPA RECOMMENDATION
Results of cost-benefit analysis

<table>
<thead>
<tr>
<th>Selected Metrics</th>
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<tbody>
<tr>
<td>Alternative</td>
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<tr>
<td>Blue Line to Natl. Harbor</td>
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<tr>
<td>Silver Line Express in VA</td>
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<td>Silver Line to New Carrollton</td>
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<tr>
<td>Blue Line to Greenbelt</td>
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<td>Lower Capital Cost</td>
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</table>
Next steps

- Briefings to elected officials and boards – Fall 2021 (tentative)
- Third round of public engagement – Fall 2021 (tentative)
- Board selection of LPA – 2022 (tentative)
Agenda Item #3:
Annual Report on the Performance and Condition of WMATA

- Proposed 2021 Strategies to reduce the growth in costs and improve efficiencies
- Other report updates
- Key dates and next steps
## Structure of the Report

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Data Source or Content</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Preface &amp; Introduction</td>
<td>Information on COVID-19 related impacts &amp; recovery</td>
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<tr>
<td>1</td>
<td>Strategies to Reduce the Growth in Costs and Improve Operational Efficiency</td>
<td>Policy Recommendations by the Commission</td>
</tr>
<tr>
<td>2</td>
<td>Use of Dedicated Capital Funds</td>
<td>WMATA</td>
</tr>
<tr>
<td>3</td>
<td>Safety &amp; Reliability</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Metrorail Financial Performance</td>
<td>National Transit Database (NTD) and Metro Performance Reports (WMATA)</td>
</tr>
<tr>
<td>5</td>
<td>Metrobus Financial Performance</td>
<td></td>
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<tr>
<td>6</td>
<td>Metrorail &amp; Metrobus Ridership</td>
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</table>
Strategies to Reduce the Growth in Costs and Improve Efficiencies at WMATA

This topic is spelled out in state code:

*Potential strategies to reduce the growth in such costs and to improve the efficiency of WMATA operations*

**NVTC Recommendations fall into four categories:**

1. Rebuild Metrorail & Metrobus Ridership
2. Improve the Operational Efficiency of Metrorail & Metrobus
3. Increase Non-Fare Revenues
4. Control Cost Escalation and Enhance the Efficiency of the Workforce and Contracted Services
Strategies to Reduce the Growth in Costs and Improve Efficiencies at WMATA

Major changes to recommendations from last Committee Meeting

- Consolidated draft zero-emission bus recommendation to fit within recommendation to **pursue capital investments that increase the reliability and efficiency of the system** and added references to energy efficiency.

- Renamed **Improve Weekend Service** to **Better balance weekend customer experience with service disruptions for weekend track work** to better match the content of the recommendation

A draft of the strategies chapter is provided in the meeting materials
## Uses of the Dedicated Capital Fund

<table>
<thead>
<tr>
<th>CIP Category</th>
<th>CIP Program</th>
<th>FY 2021 Actual Expenditures (millions)*</th>
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<tr>
<td><strong>Railcar Investments</strong></td>
<td>Railcar Acquisition</td>
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<tr>
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<td>Railcar Maintenance/Overhaul</td>
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<td>Railcar Maintenance facilities</td>
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<td><strong>Rail Systems Investments</strong></td>
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<td>Signals &amp; Communication</td>
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<td><strong>Track and Structures Rehabilitation Improvements</strong></td>
<td>Fixed Rail</td>
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<td></td>
<td>Structures</td>
<td>$6.7</td>
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<td>Total</td>
<td><strong>$17.4</strong></td>
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<tr>
<td><strong>Stations and Passenger Facilities Investments</strong></td>
<td>Platforms &amp; Structures</td>
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<td>Vertical Transportation</td>
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<td>Station Systems</td>
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<td><strong>Bus and Paratransit Investments</strong></td>
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<td></td>
<td>Bus Maintenance/Overhaul</td>
<td>$1.2</td>
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<tr>
<td></td>
<td>Bus Maintenance Facilities</td>
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<tr>
<td></td>
<td>Bus Passenger Facilities/Investments</td>
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<td>Total</td>
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<td><strong>Business Support Investments</strong></td>
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<td>Metro Transit Police Department</td>
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<td></td>
<td>Support Equipment/Services</td>
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<td>Total</td>
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<td><strong>Total Capital Programs</strong></td>
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<td><strong>$154.9</strong></td>
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</table>

*Due to the timing of the publication of this report, these expenditures are preliminary and do not represent final audited expenditures.

Source: WMATA
Major Capital Accomplishments in FY 2021

Railcar Investments

- Railcar fleet reliability is at an all-time high, primarily due to the performance of 7000 series cars.
- WMATA completed 68 rehabilitations for the 2000/3000-series railcars and 62 of the planned rehabilitations for the 6000-series.

Rail System Investments

- WMATA made cellular and data service available for riders in all 100 miles of Metrorail tunnel track.

Source: WMATA Quarterly Progress Report FY 2021 Q4
Major Capital Accomplishments in FY 2021

Track and Structures Rehabilitation and Improvements

• FY 2021 saw a 50% reduction in fire incidents due in part to rehabilitated structural components, deck joints, concrete, grout pads, repaired leaks, cleaned track beds

Stations and Passenger Facilities Investments

• Mobile fare payments through the SmarTrip mobile app now include Android as well as Apple devices.

• Installation of new faregates has begun and bus farebox replacements are scheduled for FY 2022.

• WMATA continued platform rehabilitation efforts and completed major construction work at Arlington Cemetery and Addison Road. As of Q1 FY2022, 17 of 20 outdoor stations have been reconstructed, 12 of which are in Virginia.

Source: WMATA Quarterly Progress Report FY 2021 Q4
Major Capital Accomplishments in FY 2021

Bus and Paratransit Investments

• Metrobus fleet reliability was at an all time high in FY 2021, mostly due to the state of good repair program.

• WMATA acquired 121 new clean diesel buses, 12 new clean natural gas buses, and 177 hybrid sedans for paratransit service.

• Bladensburg bus garage modernization has concluded pre-construction activities, beginning demolition and construction in FY 2022.

Business Support Investments

• Construction continued on new WMATA headquarters in DC, anticipated completion date in FY 2022. Additional Virginia and Maryland office locations expected to be completed by FY 2023.

Source: WMATA Quarterly Progress Report FY 2021 Q4
Safety and Reliability
On Time Performance by Mode (FY 2018 – FY 2021)

Note: Beginning in July 2018, Metro piloted a new calculation for Bus OTP; the new calculation introduces a headway-based measure for routes 70, 79, X2, 90, 92, 16Y, and Metroway and modifies the schedule-based OTP to include all timepoints (previously excluded all last timepoints). Since beginning the pilot, data quality errors were identified that impacted monitoring and reporting. Reporting resumed during the first quarter of FY 2020. FY 2020 Metrobus data are for a pre-pandemic period of July 1, 2019 to March 15, 2020. All other data are reported for the full fiscal year.

Source: WMATA Metro Performance Report FY 2021 Q4
Safety and Reliability

Equipment Reliability by Mode Miles (FY 2018 - FY 2021)

Metrorail

Mean Distance Between Delays (MDBD)

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<tr>
<th>Year</th>
<th>Miles</th>
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<td>FY 2018</td>
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<tr>
<td>FY 2019</td>
<td>160,985</td>
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<tr>
<td>FY 2020</td>
<td>245,476</td>
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<tr>
<td>FY 2021</td>
<td>314,389</td>
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Source: WMATA Metro Performance Report FY 2021 Q4
Safety and Reliability

Equipment Reliability by Mode Miles (FY 2018 - FY 2021)

**Metrobus**

<table>
<thead>
<tr>
<th>Year</th>
<th>Mean Distance Between Failures (MDBF)</th>
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<tbody>
<tr>
<td>FY 2018</td>
<td>6,925</td>
</tr>
<tr>
<td>FY 2019</td>
<td>7,652</td>
</tr>
<tr>
<td>FY 2020</td>
<td>6,925</td>
</tr>
<tr>
<td>FY 2021</td>
<td>9,151</td>
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</table>

Source: WMATA Metro Performance Report FY 2021 Q4
Discussion

Do Committee members have any questions or comments on the following:

• The draft chapter “Strategies to reduce the growth in costs and improve efficiencies at WMATA”?

• The reliability and funding data provided in the slides?
Key Dates & Next Steps

- **November 4: Commission Meeting**
  - Information Item: Annual report update
- **December 2: Commission Meeting**
  - Authorize the Executive Director to submit the Report
- **December 15**: Annual Report due to the Governor and General Assembly
Agenda Item #4: WMATA Fare Policy Discussion

- Background & Purpose
- Fare Concepts
- Discussion
Background & Purpose

• Considering the effects of the pandemic, the WMATA Board has indicated an interest in revisiting WMATA’s fare policy and fare structure

• VA WMATA Board members have asked staff to seek Committee, Commission, and staff feedback throughout the process

• Fare concepts fit into four broad categories:
  • Pricing
  • Targeted Discounts
  • Fare Structure
  • Passes
Additional Fare Concepts

• Presented by WMATA staff in late September
  • **$1 Metrobus fare**: Lower Metrobus fare from $2 to $1
  • **Discounted parking**: Reduce parking rates because utilization is low
  • **Low-income discounts**: Provide eligible low-income riders with discounted fares. Could be accomplished through individual jurisdictional reimbursements or general subsidy from all the jurisdictions
  • **MetroAccess flat fare**: Lower and simpler flat fare for paratransit
  • **$2 late night rail fares**: Lower rail fares after 9:30pm to $2
  • **Consolidate peak and off-peak fares**: Simplify rail structure on weekdays by eliminating the peak/off-peak fare differential
  • **Updated pass offerings**: Reduce the price of the monthly pass to be equivalent to a four-day work week.

• All concepts offer different tradeoffs between ridership and revenue
Operating Revenue Sources

**FY2021 Pre-Pandemic Budget**
- **Non-Passenger**
  - $146.0M (7.1%)
- **Passenger**
  - $677.8M (32.7%)
    - $551.3M (Rail)
    - $117.8M (Bus)
    - $8.7M (Access)
- **Operating Subsidy**
  - $1,246.3M (60.2%)

**FY2022 Budget**
- **Non-Passenger**
  - $68.4M (3.3%)
- **Passenger**
  - $159.5M (7.6%)
    - $98.2M (Rail)
    - $56.7M (Bus)
    - $4.6M (Access)
- **Federal Relief**
  - $762.6M (36.4%)
- **Operating Subsidy**
  - $1,109.7M (52.8%)

1 FY2022 Budget based on September amendment
Summary of Virginia’s feedback to date

• Given the future financial situation, there is sensitivity to losing fare revenue. **Strike the right balance** on fares between **revenue** and **ridership**.

• **Employer (and federal) transit benefits** are a vital source of fare revenue for WMATA and should be adequately captured in any future fare structure.

• Not supportive of lowering Metrobus fares, but supportive of discounts or subsidizes transit trips for **low-income riders** or other specific populations. These program should be **jurisdictionally funded and sponsored agreements** between a jurisdiction and WMATA.

• Support for **discounting parking rates** at Metrorail stations.

• Jurisdictions look to WMATA to lead on fare integration, WMATA should work towards **full regional fare integration** including VRE and MARC.

• Support for **pass and subscription-based** concepts.
Fare Concepts and Fare Structure

**Major Policy Questions**

- How should parking rates be lowered? Uniformly or vary by station?
- How should WMATA approach the key questions of fare structure? (i.e. distance-based, zone-based, or flat?)

**Discussion Questions**

- Do Committee members have:
  - Any additional feedback on fare structure?
  - Comments on the proposed fare concepts?
The next NVTC WMATA Committee meeting is scheduled for December 16 at 6pm

Thank You.
## Chapter 1: Strategies to the Reduce the Growth in Costs

<table>
<thead>
<tr>
<th>Overarching Strategies</th>
<th>Proposed Recommendations for 2021 Report</th>
</tr>
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<tbody>
<tr>
<td><strong>1) Rebuild Metrorail &amp; Metrobus Ridership</strong></td>
<td>• Leverage federal coronavirus relief aid to prevent layoffs, sustain and improve service levels throughout a multi-year recovery period, and position WMATA for a sustainable long-term ridership and revenue recovery  &lt;br&gt;• Implement fare and parking policy changes that improve revenue and ridership, remove barriers to access, and retain newly returning riders  &lt;br&gt;• Communicate and encourage a safe return to transit  &lt;br&gt;• Better balance the weekend customer experience with service disruptions for weekend track work  &lt;br&gt;• Develop the next generation of fare collection technology and support strategic fare collection initiatives  &lt;br&gt;• Pursue partnerships with the business community and other stakeholders to provide easier access to transit for employees and visitors  &lt;br&gt;• Implement efforts on bus and rail to decrease fare evasion</td>
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## Chapter 1: Strategies to the Reduce the Growth in Costs

<table>
<thead>
<tr>
<th>Overarching Strategies</th>
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</table>
| 2) Improve the Operational Efficiency of Metrorail and Metrobus | • **Adapt rail service to anticipate demand** during the pandemic and subsequent recovery period  
  • Leverage the expertise of **local and regional partners** to improve the efficiency of the bus network  
  • Pursue capital investments that increase the **reliability and efficiency** of the system |
| 3) Increase non-fare revenues | • Leverage value for assets WMATA owns by maximizing **advertising** revenues and optimizing **parking** revenues  
  • Pursue **joint development** opportunities on underutilized assets  
  • Pursue a **real estate and sustainability strategy** for WMATA facilities that generates operating efficiencies |
## Chapter 1: Strategies to the Reduce the Growth in Costs

<table>
<thead>
<tr>
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<th>Proposed Recommendations for 2021 Report</th>
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</table>
| 4) Control Cost Escalation and Enhance Efficiency of the Workforce and Contracted Services | • Adequately fund WMATA's **Office of the Inspector General** (OIG)  
• Improve productivity through *strengthened management* of employee absenteeism, overtime, and worker's compensation and incentivize the workforce and contractors to deliver innovative solutions  
• Use the **3% cap on annual growth in operating subsidies** as a tool during labor negotiations and annual budget development  
• Seek amendments to the **federal Wolf Act** to require arbitrators in WMATA contract mediations to consider WMATA's fiscal condition in all cases  
• Identify and evaluate options to address **unfunded OPEB liabilities** |
Current Fare Policy

• **Metrorail**
  - Weekday: Distance Based, varies by time of day
    - Peak: $2.25 - $6.00
    - Off-Peak: $2.00 - $3.85
  - Weekend: $2.00

• **Metrobus**
  - Regular bus service: $2.00
  - Commuter bus routes: $4.25
  - Airport routes: $7.50

• **Parking**
  - Varies from $4.45 to $5.20 for transit riders, $3.00 at West Falls Church and Landover

• **Transfers**
  - Transfers are discounted $2.00

Current Fare Policy

• **Passes**
  • WMATA offers many rail and bus passes that are priced to offer value. Notable passes include the 1-, 3-, and 7-day unlimited pass and the Monthly unlimited pass.

• **Discounted Fares**
  • WMATA offers reduced fares for seniors and disabled riders

• **Student programs**
  • Several jurisdictions have programs where they cover the cost to ride for students. Includes DC Kids Ride Free program, Montgomery County students, select Fairfax County students.

• **SmartBenefits**
  • WMATA’s employer benefits program

Source: WMATA’s July 29 Presentation to the Finance and Capital Committee
Metrorail & Metrobus Fare History

Source: WMATA’s July 29 Presentation to the Finance and Capital Committee
Fare Concepts

Potential concepts to develop for consideration

**Pricing**
- Changes to fare levels
- Parking fees
- MetroAccess

**Targeted Discounts**
- Fare discounts by qualification or to encourage certain ridership patterns
  - Low income
  - Available capacity

**Fare Structure**
- Changes to the structure of fares
  - Distance-based tiers
  - Zones
  - Flat rates
  - Fare capping
  - Parking

**Passes**
- Updates to short-term and monthly pass products

Source: [WMATA’s July 29 Presentation to the Finance and Capital Committee](https://example.com)