

**MEETING SUMMARY
NVTC WMATA COMMITTEE
Via Electronic Participation
Public Streaming via YouTube
December 9, 2022**

NVTC WMATA Committee Members Present:

Walter Alcorn, Chair
Matt de Ferranti
Matt Letourneau
David Meyer
Paul Smedberg

NVTC WMATA Committee Members Absent:

Canek Aguirre
David Snyder

Other Commissioners Present:

Libby Garvey

Staff and Others Present:

Kate Mattice, Executive Director
Mathew Friedman
Allan Fye
Melissa Walker
Ronnetta Zack-Williams
Randy Clarke (WMATA)
Kimberly Feldbauer (WMATA)
Greg Potts (WMATA)
Phyllis Randall (Loudoun County)
Regina Sullivan (WMATA)

WMATA Committee Chair Alcorn called the meeting to order at 9:05 a.m. He noted that the meeting was an all-virtual public meeting under the Virginia Freedom of Information Act and NVTC's Electronic Participation Policy. He also noted that the meeting was being live streamed for the public. He welcomed Loudoun County Board Chair Phyllis Randall, who was participating to learn about the Strategic Transformation Plan.

Chair Alcorn asked for any changes to the October 20, 2022 WMATA Committee Meeting Summary. Committee members accepted the summary of the October 20, 2022 meeting with no changes.

WMATA's Strategic Transformation Plan

Chair Alcorn introduced the WMATA's Strategic Transformation Plan (STP), which will provide a long-term strategy and direct Metro's day-to-day decision making over the next five plus years. He also noted this strategic planning effort is a condition of Virginia's dedicated capital funding for Metro and welcomed Randy Clarke, WMATA's General Manager and CEO and Kimberly Feldbauer, the Director of Strategic Transformation & Enterprise Collaboration, who will present on the STP.

Mr. Clarke recognized Virginia's Metro Board members and alternates for their hard work and commitment to Metro. He described Metro's STP as a 'north star' to guide Metro forward and the important role the WMATA Board, staff, customers and regional partners play in understanding and executing the path forward to create a better Metro system. Mr. Clarke mentioned that although the TSP is a five-year look ahead, Metro has a long future ahead and there are many areas that are still underfunded including the FY 2025 operating budget and beyond, the Blue/Orange/Silver Corridor improvements, zero-emission bus implementation and the capital program after FY 2029. Along with the Strategic Transformation Plan, Mr. Clarke added that staff is also creating a secondary document to focus on larger initiatives needed to make Metro a world-class system, that will be complimentary to the TSP.

Ms. Garvey joined at 9:12 a.m.

Ms. Feldbauer explained that the STP is a long-term strategy to direct WMATA's day-to-day decision making over the next five plus years. She explained that staff utilized several inputs to inform the framework of the plan including surveys and interviews, performance and social media data, staff and community forums and prior studies and reports. She also reviewed the TSP's values, mission, and vision as well as the following goals Metro is set to achieve:

- 1) Service Excellence
 - Deliver safe, reliable, convenient and enjoyable service for all customers
- 2) Regional opportunity and partnership
 - Design transit service to move more people and connect a growing region
- 3) Sustainability
 - Manage resources responsibly to achieve a sustainable operating, capital and environmental model
- 4) Talented teams
 - Attain, develop and retain top talent where individuals feel valued, supported and proud of their contribution

Ms. Feldbauer explained that the TSP will be a living document and an iterative process to measure and report on goal progression using the metrics and targets identified by staff. She also shared some preliminary initiatives to achieve the TSP goals like the bus network redesign, improving operational effectiveness and strategic workforce planning.

Ms. Feldbauer closed the presentation by recapping the TSP's values, mission, vision, goals, objectives and initiatives as well as upcoming milestones to move the TSP forward. Staff will come

back to the WMATA Board with a finalized plan in January and authorization for a public hearing. The formal process will begin in early February to continue collecting feedback and at the end of February staff will bring the final version to the Board for adoption.

Chair Alcorn advised that the core values are reflected in the goals, particularly the equity focused value, as WMATA staff continue to work on the plan and to approach metrics in a manner that reflects what is in WMATA's control versus metrics that are not within WMATA's control or must be done in partnership with local jurisdictions. Ms. Randall asked how elected officials can support telling the story of the importance of Metro and moving towards a sustainable source of revenue for Metro to which Ms. Feldbauer stated that finding a solution will be a regional effort and Metro is currently thinking through different packages to address the concerns of funding. Ms. Mattice added the NVTC is currently working to update its work on the economic value of Metro and other transit agencies to the Commonwealth, sharing that the previous study concluded that \$600 million in sales and income tax was generated.

Ms. Garvey shared the importance of allowing individuals who may not understand how Metro functions to experience it. She also stated that it is important for the STP to address electrification as decarbonization of Metro to reflect the complexity in transitioning a fleet as large as Metro's to zero-emission.

Mr. Letourneau joined at 9:38 a.m.

Mr. de Ferranti added it would be useful to identify an economic impact and equity metric under the regional opportunity and partnership goal as well as a metric to identify if Metro is addressing hard challenges through stakeholder surveys. He also mentioned the challenges in calculating such metrics to which Ms. Feldbauer added the team can continue to look at the metrics and find the best techniques to refine them.

Mr. Smedberg discussed the structural financial challenges of Metro and the importance of a coordinated effort among elected officials to support a new financial model for the system. Mr. Letourneau agreed with Mr. Smedberg sentiments, adding that Metro will be in a continuous budget cycle for the next year and the FY 2025 operating budget discussion will begin immediately after the FY 2024 budget process is complete.

Chair Alcorn thanked the WMATA team for their presentation and for the WMATA Committee the opportunity to provide feedback. He noted that the next NVTC WMATA Committee meeting will be in-person on Wednesday, January 25 at 6:00 p.m.

Chair Alcorn adjourned the meeting at 9:54 a.m.