

**Chairman:**

Hon. Jay Fiset

**Vice Chairman:**

Hon. Jeffrey McKay

**Secretary/Treasurer:**

Hon. Paul C. Smedberg

**Commissioners:****City of Alexandria**

Hon. Timothy B. Lovain

Hon. Paul C. Smedberg

**Arlington County**

Hon. Katie Cristol

Hon. Christian Dorsey

Hon. Jay Fiset

**Fairfax County**

Hon. Sharon Bulova

Hon. John Cook

Hon. John Foust

Hon. Catherine M. Hudgins

Hon. Jeffrey McKay

**City of Fairfax**

Hon. Jeffrey C. Greenfield

**City of Falls Church**

Hon. David Snyder

**Loudoun County**

Hon. Matthew F. Letourneau

**Commonwealth of Virginia**

Hon. Jim Corcoran

**Virginia General Assembly**

Sen. Richard Black

Sen. Jennifer Wexton

Del. David LaRock

Del. James LeMunyon

Del. J. Randall Minchew

Del. Thomas D. Rust

**Executive Director:**

Kelley Coyner

January 7, 2016

Mortimer L. Downey, Chair  
 WMATA Board of Directors  
 600 5<sup>th</sup> Street, NW  
 Washington, DC 20001

Dear Chairman Downey,

I am pleased to convey the Northern Virginia Transportation Commission's report on the results of its recent public engagement effort on the subject of how WMATA can regain and retain rider loyalty. In this process, participants made specific suggestions and the General Manager identified his priorities over the coming year. From participants in this process, the Commission observes that the General Manager's focus on safety, reliability, customer service, and revenue are welcome. Gains in each of these areas over the coming months and year will prove essential to the viability of Metrobus, Metrorail and MetroAccess. Transit service that riders and their employers can count on to get to destinations on time and safely is essential to Northern Virginia's economic competitiveness and quality of life. The General Manager's priorities align well with the priorities identified at public forums and through electronic polling, written comments and an online survey, as well as those reflected in other outreach efforts undertaken by WMATA. Based on these sessions and a focus group with leaders in the Northern Virginia business community, the Commission recommends the following:

- To regain rider confidence, WMATA must first improve the reliability of Metrobus, Metrorail, and MetroAccess. This is most important to riders. Riders must have accurate information about service and be able to count on arriving at their destinations on time.
- Safety of riders and employees must be the guiding principle in operations and priorities for capital investments.
- A strong customer service culture, including fare products that reward loyalty, will build ridership.
- Strong financial management is a cornerstone to restoring confidence in the management of the system.
- Dependable, dedicated revenue sources must be identified to allow WMATA to serve as an integral part of the region's transportation system for decades to come.

By way of context, in October and December respectively, NVTC hosted a meeting with key business leaders as well as two forums open to the general public. These outreach efforts provided valuable opportunities to hear the public's priorities and concerns about Metro service and, most importantly, how best to retain ridership and build loyalty within Metro's current and potential customer base. Support of riders and taxpayers is critical to the long-term success of the Metro system. The attached report describes these forums and related outreach efforts and contains specific suggestions from stakeholders. What follows are a series of general recommendations which are consonant with and are intended to support the work of Virginia's Members of the WMATA Board of Directors.

**To regain rider confidence, WMATA must first improve the reliability of Metrobus, Metrorail, and MetroAccess.** Business leaders as well as participants in the public forums identified reliability as being the most important service quality. Riders must have accurate information about service and be able to count on arriving at their destinations on time. Reliability includes consistent on time performance, sufficient frequency of service, connectivity and coordination between the rail and bus systems, and dependability. Improved communication that is accurate, understandable and audible is key for riders to rely on Metro. To ensure reliability of service over the longer term, WMATA must improve system performance, including budget and procurement practices that support preventive maintenance, make investments in core capacity and state of good repair, and acquire a modern and expanded fleet of railcars to both replace outmoded and unreliable vehicles and increase capacity through more eight-car trains.

**Safety of riders and employees must be the guiding principle in operations and priorities for capital investments.** Participants in the survey and public forums ranked safety second in terms of their current concerns. We note that WMATA is addressing safety recommendations of the National Transportation Safety Board, the Tri-State Oversight Committee, and the Federal Transit Administration (FTA) and is taking steps to improve emergency preparedness and cellular access in tunnels. In October, NVTC made a series of recommendations to WMATA regarding safety and called on WMATA to prioritize its investment in state-of-good repair projects and safety improvements and to enact policies and procedures at every level of the agency that support and emphasize safety. We reaffirm those recommendations and encourage WMATA to address the passenger safety concerns raised at the two public forums. (A copy of that resolution is attached for reference.)

**A strong customer service culture, including fare products that reward loyalty, will build ridership.** Customer service issues must be addressed in order to retain and attract riders. This includes an equitable and easy-to-use fare system. The recent approval by the WMATA Board of a concept test for a new monthly Metrorail pass that allows riders to purchase an unlimited amount of transit usage at a personalized price point is consistent with suggestions by riders at our forums. NVTC supports the Board's continued evaluation of fare practices and experimentation with products that meet customer needs and ensure a seamless transition between bus and rail systems. In addition, comments from riders underscore that WMATA should renew its commitment to a culture of customer service, from station managers to the physical fare equipment, and ensure regular and accurate dissemination of information, especially when communicating about service interruptions and delays.

**Strong financial management is a cornerstone to restoring confidence in the system's management.** Key components of this include procurement reform, timely responses to the FY 2014 and FY 2015 audit findings and the successful completion of all testing required in order to be removed from FTA's restricted drawdown. Continuous improvement in financial management must be coupled with sound investment strategies, including the adoption of a new Capital Funding Agreement, operation reform, and the securing of a dedicated source of capital and operating revenue.

**Dependable revenue sources must be identified to allow WMATA serve as an integral part of the region's transportation system for decades to come.** Business stakeholders noted that the long-term success of WMATA depends in large measure on its success in securing a regional, dedicated revenue source. NVTC is committed to exploring options for a dedicated revenue source as well as developing the business case for dedicated funding. In

the meantime, Metro must continue to diversify its funding sources and work closely with the Northern Virginia compact jurisdictions through NVTC to sustain capital funding, make investments in core capacity, improve cost effectiveness of service and project delivery, and maximize alternative sources of capital and operating funds.

WMATA's key task in the coming months is to address reliability and safety concerns as it puts its financial house in order. Long-term success hinges on making prudent investments and securing dependable revenue sources and is predicated on real short-term improvements that will allow riders to depend on the system. NVTC will continue to support its appointees in addressing stakeholder concerns and, through them, monitor progress in each of these areas.

Thank you for the opportunity to share our findings and recommendations. We look forward to working with WMATA as it implements these key improvements. Should you have any questions or need additional information, please contact NVTC Executive Director Kelley Coyner. She may be reached at 703-524-3322 or [kelleycoyner@nvtc.org](mailto:kelleycoyner@nvtc.org).

Sincerely,



Jay Fiset  
Chairman



David F. Snyder  
Past Chairman



## RESOLUTION #2284

**SUBJECT: WMATA Safety Oversight and Compliance**

**WHEREAS:** NVTC recognizes that independent oversight and enforcement combined with strong safety practices and regular dependable investment in ongoing maintenance and replacement of Metrorail's physical assets are essential to providing safe and reliable rail service;

**WHEREAS:** Effectively addressing required corrective action plans associated with recent events including the L'Enfant Plaza tunnel fire, the derailment of a non-revenue service train, the fire in the Stadium-Armory power substation, and continued operational issues with the original Series 1000 as well as 4000 train cars is essential to the Agency's future;

**WHEREAS:** In 2012, the federal Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) provided the Federal Transit Administration (FTA) with greatly enhanced, independent safety oversight authority over rail transit and required the FTA to strengthen the authority of all State Safety Oversight Agencies (SSOA) including the existing WMATA body, the Tri-State Oversight Committee (TOC);

**WHEREAS:** In 2014, the Governors of Maryland and Virginia and the Mayor of the District of Columbia directed the creation of an independent Metro Safety Commission (MSC) as a legal entity - independent from the three jurisdictions and WMATA - fully authorized to provide independent WMATA safety oversight and enforcement in compliance with MAP-21 to replace TOC;

**WHEREAS:** On October 16, 2015, the United States Secretary of Transportation directed the FTA to assume temporary independent safety oversight authority of WMATA Metrorail and provide leadership direction to TOC until the new MSC is fully operational;

**WHEREAS:** The safe and reliable operation of Metrorail depends upon WMATA to prioritize funding for State of Good Repair projects in the FY2017 budget, expeditiously implement needed upgrades, and address all systemic operational issues that jeopardize safety and reliability;

**WHEREAS:** Under the Passenger Rail Investment and Improvement Act of 2008 (PRIIA), Congress committed to appropriate \$150 million each year for ten years towards improving the state of good repair on the existing Metrorail system, provided that the region matches this contribution; and

**WHEREAS:** Passage of federal legislation that reauthorizes and increases the federal commitment to maintenance and expansion of the nation's surface transportation infrastructure is critically needed by all transit systems in the nation.

**NOW, THEREFORE, BE IT RESOLVED** that the Northern Virginia Transportation Commission hereby urges WMATA to prioritize investments in State of Good Repair projects and safety improvements including addressing as priorities the corrective actions identified by the FTA, the National Transportation Safety Board, and the TOC, as these projects are fundamental to averting future safety problems.

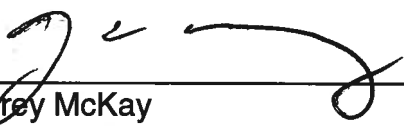
**BE IT FURTHER RESOLVED** that NVTC hereby urges WMATA to enact policies and procedures, at each level of the agency, that support and prioritize safety.

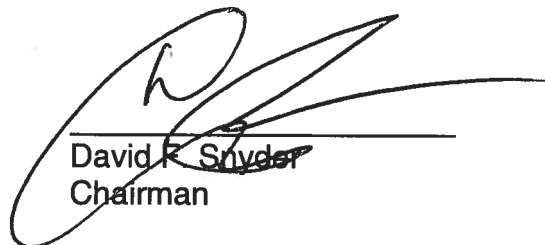
**BE IT FURTHER RESOLVED** that NVTC supports the action of U.S. Department of Transportation Secretary Anthony Foxx to assume direct oversight of WMATA Metrorail from the TOC until such time that the MSC has been established, as required by federal law.

**BE IT FURTHER RESOLVED** that NVTC, unless Congress provides appropriate funding to the FTA to execute fully the responsibilities for oversight of WMATA's Metrorail, hereby urges the Commonwealth of Virginia to expedite the authorizing legislation required to establish the MSC in order to create an independent entity, separate from the three jurisdictions and WMATA, with the power to conduct and enforce safety oversight; and with the ability to secure federal formula funds required to conduct a bona fide safety oversight program.

**BE IT FURTHER RESOLVED** that the U.S. Department of Transportation and the U.S. Congress provide resources required to complete its commitment to PRIIA and renew the federal commitment to fund projects in order to provide a long-term, stable source of funding so that WMATA can safely and reliably serve all the riders in the Nation's Capital.

Approved this 5<sup>th</sup> day of November 2015.

  
\_\_\_\_\_  
Jeffrey McKay  
Secretary-Treasurer

  
\_\_\_\_\_  
David F. Snyder  
Chairman

## INTRODUCTION

In an effort to understand how WMATA can retain riders, increase their loyalty and build for future success, the Northern Virginia Transportation Commission (NVTC) conducted a stakeholder engagement effort in fall 2015, which consisted of a focus group with key business leaders, two regional community forums on issues related to WMATA and multiple other channels for comments on priorities and solutions for Metro. These sessions and other opportunities for input built on outreach efforts already underway by WMATA. These included pop-up listening sessions in October and November, where WMATA Board Members met with riders at rail stations across the system to hear passenger concerns firsthand. Also in October, WMATA launched Amplify, its first-ever “customer community.” Amplify members share their experiences as riders and influence how Metro responds to issues affecting those who use the system. These activities complement rider input through public comment, hearings and meetings and through the Riders Advisory Council and Accessibility Advisory Committee. NVTC reviewed the input from these activities and attended related outreach events in preparing its own forums and developing its recommendations.

NVTC, as the regional transit organization in Northern Virginia, is uniquely positioned to convene the region for a discussion on WMATA. NVTC appoints Virginia's Members of the Metro Board, manages state and federal assistance to Metro, conducts Northern Virginia's regional transit preparedness program, and engages in regional transportation planning, data analysis and reporting. Among other things, the Commission:

- secures funding for Metro,
- ensures that funds are spent in compliance with state and federal law, and
- promotes safe, reliable and cost-effective service.

The regional forums provided an opportunity for the public to ask questions and share recommendations on ways to ensure that WMATA is able to meet the region's transportation needs in a safe and reliable manner. The forums were conducted in order to achieve the following three main objectives:

- Provide a common understanding of how WMATA is addressing the concerns of key stakeholders (taxpayers, riders, the business community and local jurisdictions)
- Develop and prioritize short- and medium-term responsive actions to address customer service (reliability and frequency), fiscal constraints, revenue, safety, etc.
- Introduce and provide a listening session for Paul Wiedefeld, the new WMATA General Manager/CEO

## OVERVIEW

The forum theme was constructed around the question of **“How can we retain WMATA riders and increase loyalty?”** Each public participation exercise was designed to elaborate upon this theme. In order to prepare for hosting the forums, NVTC staff observed the WMATA Riders' Union Forum with Paul Wiedefeld, the new GM/CEO, held on Monday, December 14, 2015 and reviewed the results of outreach by the members of the WMATA Board of Directors and stakeholder input from Amplify.

To maximize public participation opportunities, the strategic approach focused on providing multiple options and formats, as follows:

- One meeting with key business leaders from Northern Virginia
- An online public survey available from December 10-23, 2015
- Two public meetings held in the Northern Virginia region. Each public meeting included:
  - A dot exercise
  - Two handheld polling exercises
  - A group exercise
  - Paper comment forms

NVTC hosted a special meeting of Northern Virginia business leaders, members of the Transit Means Business Partnership, on October 26, 2015 at NVTC's office. The group included representatives of the Alexandria Chamber of Commerce; Arlington Chamber of Commerce; Committee for Dulles; Comstock Partners, LC; Crystal City Business Improvement District; Dulles Corridor Rail Association; Fairfax County Chamber of Commerce; Falls Church Chamber of Commerce; Greater Reston Chamber of Commerce; Loudoun County Chamber of Commerce; Mount Vernon-Lee Chamber of Commerce; and Greater Springfield Chamber of Commerce. Like the public forums, participants highlighted the need for immediate steady progress in service and financial management. Participants universally noted the criticality of WMATA's success to the regional economy now and in the future. Business leaders underscored that financial sustainability is the key to WMATA's long-term success. Participants noted that through a variety of mechanisms the business community contributes to the capital investment in Metro and that this is insufficient. The Transit Means Business Partnership highlighted the need to develop a dedicated source of funding for the Metropolitan Washington area.

The public meetings were held in accessible regional locations in a two-hour format. The Arlington meeting took place on December 16, 2015 from 7-9 p.m. at Wakefield High School and the Reston meeting was held on December 17, 2015 from 6-8 p.m. at the Reston Station building co-located with the Wiehle-Reston East Metro Station. The first meeting hour included an open house; the dot exercise; remarks from NVTC leadership, Virginia's Metro Board Members and

Paul Wiedefeld; and the first handheld polling exercise. The second meeting hour included the group exercise, the second handheld polling exercise and concluding remarks.

The top Metro operational improvements identified across all public meetings and comment opportunities were:

- Improving service reliability
- Increasing service frequency/less crowding
- Improving safety and security

The top Metro customer service improvements identified across all public meetings and comment opportunities were:

- Improving communication about unanticipated service delays and changes
- Improving the schedule for maintenance and other planned improvements to minimize rider impact
- Improving emergency response

Of the participants whose Metro ridership has changed over the past year, the majority changed due to service reliability issues.

Participants recognized Metro's financial challenges, but their concerns were more heavily focused on reliability and safety as the key priorities going forward. While cost was a consideration, participants ranked potential changes in fares and parking fees last in order of importance in every instance where cost was among the options.

In conclusion, members of the public are motivated to help find solutions to Metro's challenges. They are enthusiastic about the potential to achieve outstanding regional transit service and they would like to continue to use Metro going forward. Their top concerns are service reliability and frequency and safety, and they offered many potential solutions to help address these issues. Based on these public priorities, NVTC has developed specific recommendations and actions for the WMATA Board's consideration.



## **APPENDIX A- MEETING OVERVIEW**

The feedback received through each of these six public participation options was documented and analyzed to develop NVTC's recommendations for WMATA.

### **Dot Exercise Results**

**The dot exercise**, which was anonymous, solicited public feedback in two areas: 1) the top priorities for Metro improvements and 2) the top customer service priorities for Metro. Participants placed dots on flip charts next to the improvements and customer service priorities that were most important to them. The following tables summarize the dot exercise results.

**Question 1** asked participants to rank their top potential Metro improvements in order of importance to them. Options included *Adding More Frequent Trains/Buses on Existing Routes*, *Less Crowding*, *Improving Service Reliability*, *Improving Safety and Security*, *Simplifying the Fare Structure*, *Stabilizing Fare and Parking Costs*, *Improving Facilities (Stations, Parking, Escalators, Elevators, etc.)*, and *Improving Connections to Other Modes of Transportation*.

| <b>Arlington's Top Metro Improvement Priorities</b>     | <b>Reston's Top Metro Improvement Priorities</b>   |
|---|--|
| 1. Improving service reliability                        | 1. Improving service reliability   |
| 2. Adding more frequent trains/buses on existing routes | 2. Less crowding   |
| 3. Improving safety and security                        | 3. (Tie) Adding more frequent trains/buses on existing routes; Improving safety and security |

For both locations, *Improving Service Reliability* was the top Metro improvement priority, followed by *Adding More Frequent Trains/Buses on Existing Routes* and *Less Crowding*. Both locations chose *Improving Safety and Security* as their third improvement priority.

**Question 2** asked participants to rank their top Metro customer service priorities in order of importance to them. Options included *Improving Communication about Unanticipated Service Delays and Changes*, *Providing Refunds or Rebates for Riders During Severe Delays and Changes*, *Improving the Schedule for Maintenance and Other Planned Improvements to Minimize Rider Impact*, *Improving Communication about Longer Term Improvement Projects So That Riders Know When Projects Are Likely to Be Complete*, *Improving Emergency Response*, and *Improving the Reliability of Access Services Such as Elevators and Escalators*.

| <b>Arlington's Top Metro Customer Service Priorities</b>  | <b>Reston's Top Metro Customer Service Priorities</b>   |
|---|---|
| 1. Improving communication about unanticipated service delays and changes   | 1. Improving communication about unanticipated service delays and changes                         |
| 2. (Tie) Improving the schedule for maintenance and other planned improvements to minimize rider impact; improving emergency response | 2. Improving the schedule for maintenance and other planned improvements to minimize rider impact |
| 3. Improving the reliability of access services, such as elevators and escalators   | 3. Improving emergency response   |

Both locations cited *Improving Communication about Unanticipated Service Delays and Changes* as their top Metro customer service priority, followed by *Improving the Schedule for Maintenance and Other Planned Improvements to Minimize Rider Impact*. Tied and/or third priorities included *Improving Emergency Response* and *Improving the Reliability of Access Services Such as Elevators and Escalators*.

### **Handheld Polling Exercise Results**

The handheld polling exercises gathered public input in two areas: 1) the top Metro service qualities and 2) the top Metro strategic priorities. Participants selected their answers from multiple choice questions in an anonymous, electronic polling format. The tables below summarize the handheld polling exercise results, where participants responded to two multiple choice questions at each meeting to generate anonymous, electronic polling results.

The Arlington meeting consisted mainly of Virginia-based participants, followed by Maryland and Washington, D.C. Reston drew mainly Virginia-based participants, followed by Washington, D.C. and Maryland. The greatest number of participants at both meetings was in the 35-54 year-old age group.

**Question 1** asked participants to rank Metro service qualities in order of importance to them. Options included *Reliable Service*, *Frequent Service*, *Competitive Cost*, and *Safety and Security Features*.

| <b>Top Metro Service Qualities for Arlington</b> | <b>Top Metro Service Qualities for Reston</b> |
|--|---|
| Reliable service                                 | Reliable service                              |
| Safety and security                              | (Tie) Frequent service; Safety and security   |
| Frequent service                                 | Competitive cost                              |
| Competitive cost                                 |   |

Among the service qualities, *Reliable Service* was the top priority at both meetings, followed by *Safety and Security Features* and *Frequent Service*, with *Competitive Cost* as the lowest priority. More Arlington participants rated *Reliable Service* as their top service quality than those in Reston, whereas Reston participants rated *Frequent Service* and *Safety and Security Features* as higher service qualities than those in Arlington. *Competitive Cost* rated higher in Reston than in Arlington.

**Question 2** asked participants to rank the top Metro strategic priorities among the following options: *Reliability*, *Safety and Security*, and *Financial Stability*.

| <b>Top Metro Strategic Priorities for Arlington</b> | <b>Top Metro Strategic Priorities for Reston</b> |
|---|--|
| Reliability   | Reliability                                      |
| Safety and security                                 | (Tie) Safety and security; Financial stability   |
| Financial stability                                 |  |

Among the strategic priorities, *Reliability* was the top priority at both locations, followed by *Safety and Security* and *Financial Stability*. The second two priorities tied for second place at the Reston meeting.

Comparing results by strategic priority, *Reliability* was rated the top priority by more participants in Reston than in Arlington, whereas Arlington participants rated *Safety and Security* and *Financial Stability* as higher priorities than did those in Reston.

### **Meeting Discussion Summary**

The group exercise was designed to solicit the public's ideas and recommendations around Metro's top three strategic priorities: safety, reliability, and financial stability. The facilitators led the group in an open dialogue about strategic priorities within these categories.

Appendix B characterizes the discussion within the three strategic priorities. Participant comments mirrored priorities reflected in the other public comment exercises.

### **Online Survey Results**

**The online public survey**, conducted from December 10-23, 2015, included 15 questions about Metro ridership trends, strategic priorities and customer service priorities. Questions included a combination of multiple choice and ranking queries designed to generate prioritized results. The survey was anonymous and available for anyone with online access. Multiple surveys from the same electronic device were prohibited to reduce the likelihood of duplicates. Data could be sorted in multiple ways to analyze results. This survey was provided in order to maximize participation options. The survey results are anecdotal in nature and not intended to be statistically reliable.

The following summarizes the online survey results.

- There were 126 survey respondents, most of whom were from Virginia, followed by Washington, D.C. and Maryland.
- The most popular Metro service is *Metrorail*, followed by *Both Metrorail and Metrobus*, *None* and *Metrobus*. No participants use *MetroAccess*.
- The most popular Metrorail line was the Orange Line, followed by the Silver Line, the Blue Line, the Red and Yellow lines, which tied, and *None*. No participants used the Green Line.
- Most participants were going *Into Washington, D.C.* on Metro from their starting point, followed by *Within Virginia*; *Into Virginia*; *Within Washington, D.C.*; *Into Maryland*; and *Other/I Don't Use Metro*. No participants were going *Within Maryland*.
- Most participants used Metro for *Getting To/From Work*, followed by *Getting To/From Social Events*, *Getting To/From Other Destinations*, *Other/I Don't Use Metro*, and *Getting To/From School*.
- Most participants used Metro *Daily on Weekdays*, followed by *A Few Times Per Month*, *A Few Times Per Year*, *Every Day*, *Other/I Don't Use Metro*, and *Weekends Only*.
- More than half said that their use of Metro has changed in the past year. Of those, most used it less frequently.
- Of those whose use has changed, most said that it was due to *Reliability Issues*, followed by *Other Changes in My Travel Pattern Not Related to Metro*, *Frequency Issues*, *Safety and Security Issues*, *New Travel Destination Outside the Metro Service Area*, and *Cost Issues*.
- In ranking Metro's top three strategic priorities, *Safety* was rated number one, followed by *Reliability* and *Financial Stability*.
- Among Metro's service qualities, *Reliable Service* was rated number one, followed by *Safety and Security Features*, *Frequent Service* and *Competitive Cost*.
- Among the most important potential improvements, *Improving Service Reliability* was number one, followed by *Adding More Frequent Trains/Buses on Existing Routes*, *Improving Safety and Security*, *Less Crowding*, *Simplifying the Fare Structure*, *Improving Connections to Other Modes of Transportation*, and *Stabilizing Fare and Parking Costs*. No participants selected *Improving Facilities (Stations, Parking, Escalators, Elevators, etc)*.
- Among customer service priorities, there was a tie for first place between *Improving Communication about Unanticipated Service Delays and Changes* and *Improving the Schedule for Maintenance and Other Planned Improvements to Minimize Rider Impact*. Second place was *Improving Emergency Response*, followed by *Improving the Reliability of Access Services Such as Elevators and Escalators*. There was a tie for fourth place between *Providing Refunds or Rebates for Riders during*

*Severe Delays and Changes and Improving Communication about Longer Term Improvement Projects So that Riders Know When Projects Are Likely to be Complete.*

### **Paper Comment Forms**

**Paper comment forms** were provided at each meeting to enable participants to share anonymous written comments. Each form provided blank space for participants to write their comments. Completed forms could either be placed in a comment box or mailed to NVTC.

The following summarizes the paper comment form results.

- Improve Blue Line reliability by shifting one train per hour from the Orange/Silver Line to the Blue Line. This would improve the wait time and overcrowding on the Blue Line
- Trains are chronically delayed, especially during peak travel times, and overcrowded
- Trains are jerky when manually operated
- Lack of enforcement of rules against eating and drinking on trains and platforms
- Lighting is uneven on trains
- Temperatures on trains are too warm or too cold
- Platforms are crowded, sometimes due to machinery left on platforms
- Escalators should be set to accommodate peak direction traffic and be able to be controlled by station managers
- Employees can be rude
- "Real time" information and announcements are frequently indecipherable
- There are unused reserved parking spaces in Metro parking lots and garages
- Bus stops are eliminated to increase bus driver convenience and the cost of convenience to riders
- Metro wastes money on consultants that could be used to improve operations
- Problems with the Transit Link Card working properly

**APPENDIX B- Detailed Results****Dot Exercise Results**

The following are detailed results of the dot exercise.

| <b>Question 1: Which of the following potential Metro improvements is <u>most</u> important to you?</b> |                              |                       |
|---|------------------------------|-----------------------|
|   | <b>Arlington<br/>(12/16)</b> | <b>Reston (12/17)</b> |
| Adding more frequent trains/buses on existing routes  | 19                           | 28                    |
| Less crowding   | 10                           | 37                    |
| Improving service reliability   | 27                           | 38                    |
| Improving safety and security   | 18                           | 28                    |
| Simplifying the fare structure  | 0                            | 9                     |
| Stabilizing fare and parking costs  | 4                            | 13                    |
| Improving facilities (stations, parking, escalators, elevators, etc)                                    | 11                           | 26                    |
| Improving connections to other modes of transportation  | 6                            | 21                    |

| <b>Question 2: Which of the following Metro customer service priorities is <u>most</u> important to you?</b>               |                              |                       |
|--|------------------------------|-----------------------|
|  | <b>Arlington<br/>(12/16)</b> | <b>Reston (12/17)</b> |
| Improving communication about unanticipated service delays and changes   | 14                           | 23                    |
| Providing refunds or rebates for riders during severe delays and changes   | 0                            | 4                     |
| Improving the schedule for maintenance and other planned improvements to minimize rider impact                             | 11                           | 19                    |
| Improving communication about longer term improvement projects so that riders know when projects are likely to be complete | 8                            | 4                     |
| Improving emergency response   | 11                           | 18                    |
| Improving the reliability of access services such as elevators and escalators  | 9                            | 23                    |

## **Handheld Polling Exercise Results**

The following are detailed results of the handheld polling exercise.

| <b>Do you live in Maryland, Virginia or Washington, DC?</b> |                          |                       |
|---|--------------------------|-----------------------|
|   | <b>Arlington (12/16)</b> | <b>Reston (12/17)</b> |
| Maryland  | 13.89% (5)               | 2.78% (1)             |
| Virginia  | 77.78% (28)              | 83.33% (30)           |
| Washington, DC  | 8.33% (3)                | 13.89% (5)            |

| <b>What is your age group?</b> |                          |                       |
|--------------------------------|--------------------------|-----------------------|
|                                | <b>Arlington (12/16)</b> | <b>Reston (12/17)</b> |
| Under 25                       | 0.00% (0)                | 5.71% (2)             |
| 25-34                          | 14.29% (5)               | 14.29% (5)            |
| 35-54                          | 40.00% (14)              | 37.14% (13)           |
| 55-64                          | 28.57 (10)               | 20.00% (7)            |
| 65+                            | 17.14% (6)               | 20.00% (7)            |
| Rather not say                 | 0.00% (0)                | 2.86% (1)             |

| <b>Question 1: Which of the following service qualities is most important to you?</b> |                          |                       |
|---|--------------------------|-----------------------|
|   | <b>Arlington (12/16)</b> | <b>Reston (12/17)</b> |
| Reliable service  | 66.67% (24)              | 44.12% (15)           |
| Frequent service  | 13.89% (5)               | 23.53% (8)            |
| Competitive cost  | 2.78% (1)                | 8.82% (3)             |
| Safety and security features  | 16.67% (6)               | 23.53% (8)            |

| <b>Question 2: Which of the following Metro strategic priorities is most important to you?</b> |                          |                       |
|--|--------------------------|-----------------------|
|  | <b>Arlington (12/16)</b> | <b>Reston (12/17)</b> |
| Safety and Security  | 21.88% (7)               | 17.24% (5)            |
| Reliability  | 59.38% (19)              | 65.52% (19)           |
| Financial Stability  | 18.75% (6)               | 17.24% (5)            |

## **Meeting Discussion Summary: Public Forums**

The following summarizes the main points of discussion during the two meetings.

### **Discussion (Arlington):**

The audience was split between 12 participants who primarily ride Metrorail and seven or eight who primarily ride Metrobus.

The following are comments received about Metrorail:

- Weekend single tracking and delayed bus connections are significant issues. Avoid single tracking
- People are giving up using the system on the weekend due to unpredictability
- Other cities use additional buses and avoid single tracking
- Changes in headways affect trips and bus connections
- Intercom quality, communications and safety
- Half the time the intercom system doesn't work well
- Too loud or too low/garbled
- Can create an issue if the conductor needs to get a message across
- Safety and maintenance
- Many influencing factors include management, work ethic, coordination, communication, concentration, etc.
- Concerns about how Metro is funded, financial stability, costs and resources
- Funding is complex; Metro is the only system in the US without dedicated funding
- A regional transportation agency could be a more efficient provider of bus service
- NVTC is looking at regional bus service
- Prioritize routes to maximize ridership across transit agencies/operators (single operator/regional authority)
- Cleanliness
- Lack of enforcement of the no food/drink rules
- Concerns about Metro's strategic planning capabilities
- Lighting and signage
- Have trouble seeing signs at stations (due to crowding)
- Cannot read signs from inside trains through the windows
- New escalators are out of service
- New ones are out of service most of the time
- Station managers have deflected responsibility
- Blue Line frequency
- Platforms are too crowded
- Lack of consistent spacing in headways
- Need to promote telework as an alternative
- Crime incidents
- Lack of public communication about crime
- Reliability has gone down
- Unpredictable ride time, especially with transfers and at all times of day and particularly slow on weekends/evenings

- Can no longer depend on Metro
- Signage not correct for notification of next train
- Trains jerking as they stop at stations; safety issue because people lose their balance
- Don't stop all trains at the front of the stations
- Communication about delays and issues
- Some trains are too short for the length of the platform, causing riders to run to catch a train, overcrowding on front/back of car, conductor holding train to account for all riders
- Delays/issues are not well communicated
- WMATA needs to clearly define a meaning for 'success'
- Peak period turnstile and escalator use
- WMATA should evaluate changing turnstiles from red to green to facilitate movement during peak periods
- Station managers should be able to control to facilitate easy changes
- Injuries to track workers
- Availability of technology to prevent these types of accidents (reference NTSB investigation)
- Thank you for great service from Washington Nationals fan

The following are comments received about Metrobus:

- Bus shelters
- Most are owned by jurisdictions
- Defects/missing shelters need to be addressed via Metro funding
- Dedicated bus lanes/transit
- With bike lanes
- Authority to make improvements depends on which roads are operated by VDOT
- Stop placement (every block vs. spread out)
- Separating would increase performance
- Riders without a car and who rely on public transit must have a smart phone, which not everyone has access to
- Integrate with Uber/Lyft

**Discussion (Reston):**

- Metro is the best commuting option, despite safety concerns
- Blue phones need to be fixed
- FTA posting on the web is not understandable
- Buses need to be more frequent and easily tracked with technology
- App for DC Metro doesn't work well and does not show the Silver Line



- Deferred maintenance needs to be addressed before system expansion
- Bathroom maintenance is important
- Have employees take ownership and have a sense of pride
- Creates competition
- Station managers should be known to passengers
- Safety of employees/bus drivers is important
- Protective shields for bus drivers
- Some won't use them because they want to interact with passengers
- No phones at Metro stations; maybe bring back pay phones
- Multiple trains pass by before there is room to get on
- Blue Line wait time at Rosslyn
- Lack of police presence
- Put a ticket/farecard machine at Dulles Airport
- Need the ability to plug in/charge phones on trains
- Difficult for people with disabilities to schedule Metro Access
- Construction in stations starts and stops
- Lack of cell phone service
- Calls with compliments but never hears back. Employees should receive compliments submitted
- Certain days (Mon & Fri) better days to ride. Talk to federal gov about staggered work hours/days
- Procurement processes should be optimized to speed up the delivery of spare parts
- Ability to use cell phone to communicate with Metro personnel when problem arises
- More visual way of communicating with international travelers e.g. rolling text in train cars
- Frequency of trains need to improve, especially on weekends when it is particularly bad. Improved frequency at night and weekends would encourage ridership
- Frequent riders program; make more fun and reward riders
- Empty trains outbound during peak; riders discouraged from using those trains because fares are high
- Increase inbound fares to decrease outbound fares and encourage riders with a reverse commute

### **Meeting Discussion Summary: Transit Means Business**

NVTC hosted a meeting of Northern Virginia business leaders on Monday, October 26, 2015 at the NVTC office. The group engaged in discussion on several topics, including the importance of WMATA to the regional economy. The following points were made during that discussion.

- Concerned about access to downtown D.C. core
  - Capacity on NoVa side of river is a problem that will grow
  - Second river crossing necessary
  - Need support from D.C. for a second river crossing

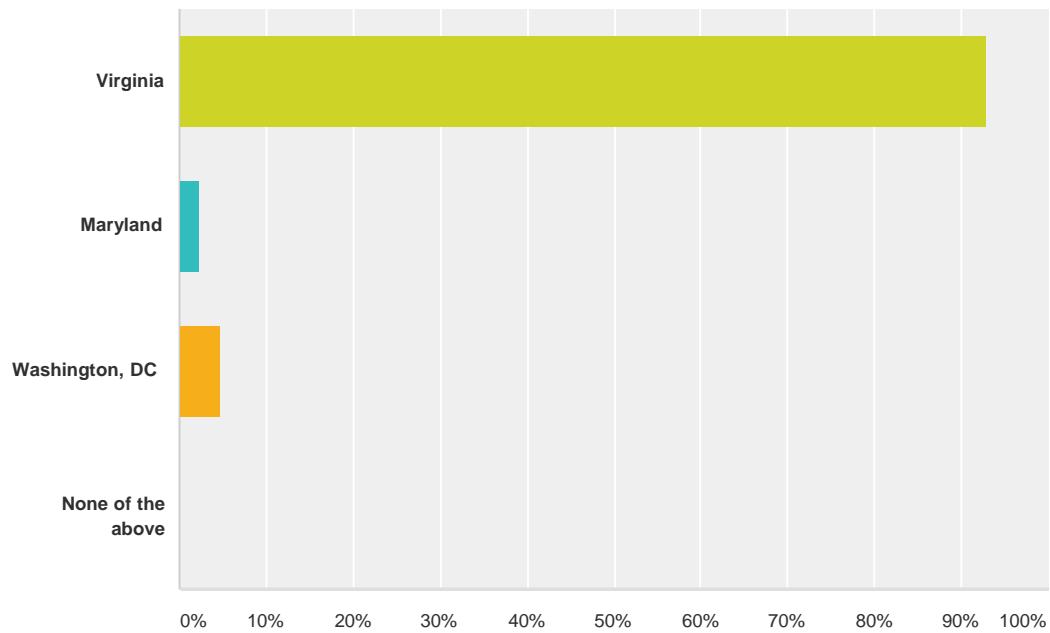
- Need to make sure people understand that the region's economy is built on the Metrorail system
  - Metro is a major component of the multimodal transportation solution in region.
  - Neither transit nor roads alone is a panacea for congestion.
- Need to demonstrate widespread support that currently exists for Metro
- Need reliable, sources of funding
  - Federal government needs to identify and earmark permanent funds
  - Must focus resources on needs that allow for solutions
- Business community has to coalesce around what the source of dedicated funding is going to be
- Lack of regional cohesion is hurting Metro
- Must deal with issue of service reductions on Blue Line

**Online Survey Results**

The following are detailed results of the online survey. The survey results are anecdotal in nature and not intended to be statistically reliable.

**Q1 Do you live in Virginia, Maryland or Washington, DC?**

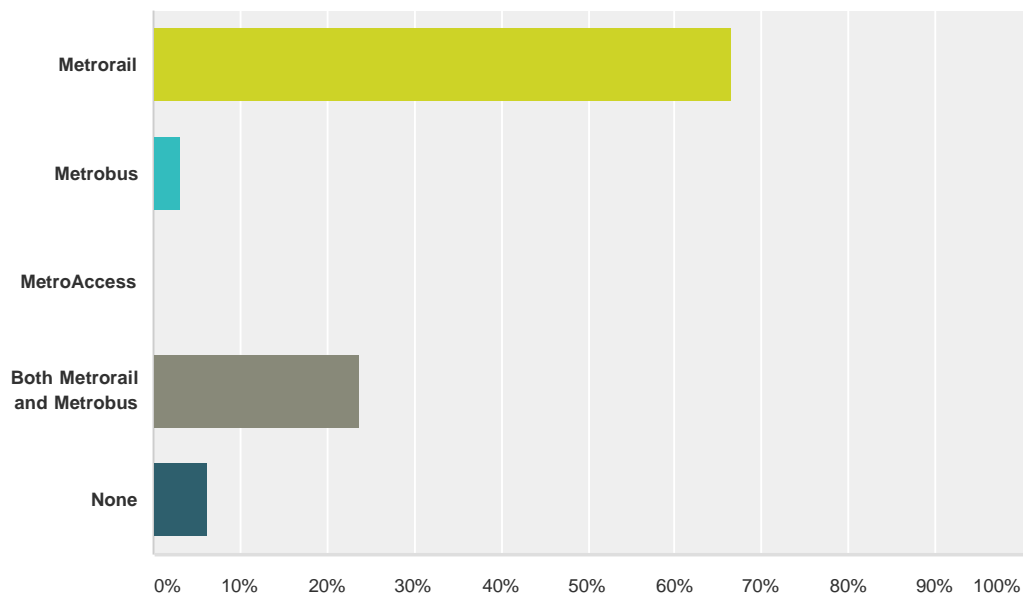
Answered: 126 Skipped: 0



| Answer Choices    | Responses |            |
|-------------------|-----------|------------|
| Virginia          | 92.86%    | 117        |
| Maryland          | 2.38%     | 3          |
| Washington, DC    | 4.76%     | 6          |
| None of the above | 0.00%     | 0          |
| <b>Total</b>      |           | <b>126</b> |

## Q2 Which Metro service do you use most often?

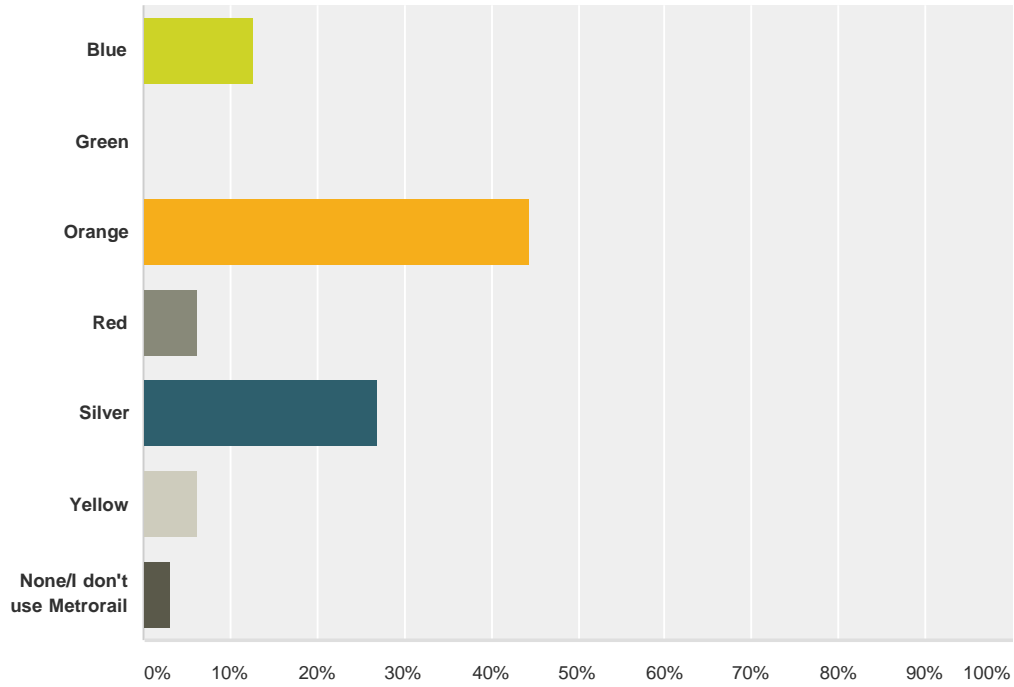
Answered: 126 Skipped: 0



| Answer Choices              | Responses  |
|-----------------------------|------------|
| Metrorail                   | 66.67% 84  |
| Metrobus                    | 3.17% 4    |
| MetroAccess                 | 0.00% 0    |
| Both Metrorail and Metrobus | 23.81% 30  |
| None                        | 6.35% 8    |
| <b>Total</b>                | <b>126</b> |

### Q3 Which Metrorail line do you use most often?

Answered: 126 Skipped: 0



| Answer Choices             | Responses |            |
|----------------------------|-----------|------------|
| Blue                       | 12.70%    | 16         |
| Green                      | 0.00%     | 0          |
| Orange                     | 44.44%    | 56         |
| Red                        | 6.35%     | 8          |
| Silver                     | 26.98%    | 34         |
| Yellow                     | 6.35%     | 8          |
| None/I don't use Metrorail | 3.17%     | 4          |
| <b>Total</b>               |           | <b>126</b> |

---

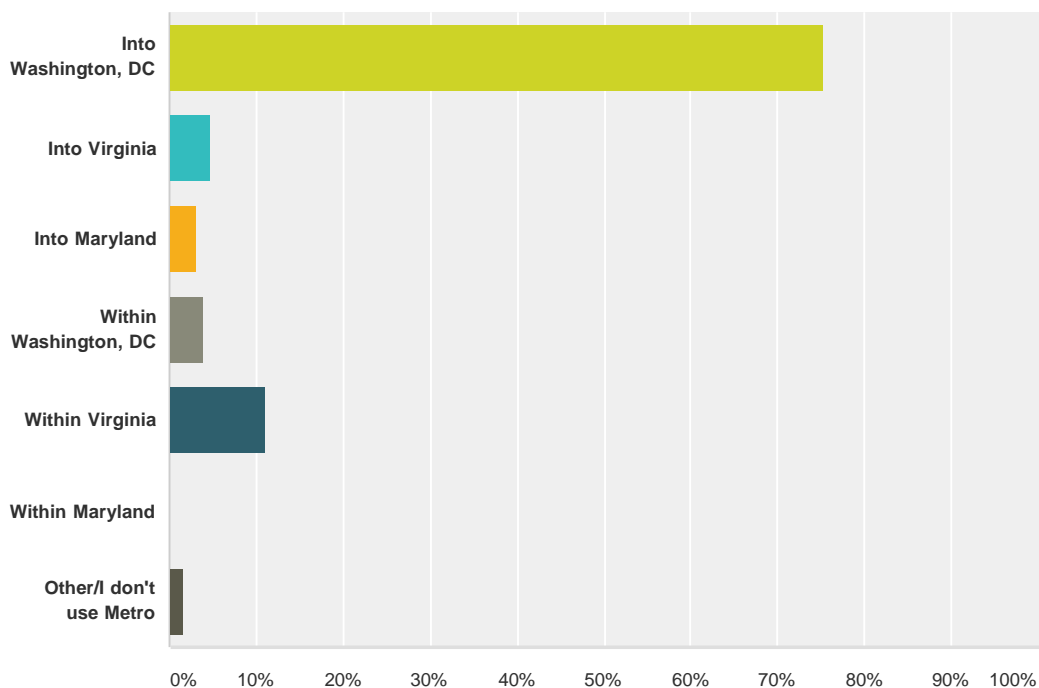
## Q4 Which Metrobus number do you use most often?

Answered: 36 Skipped: 90

Fairfax Connector 630, 631, 632  
38B  
22A  
10B  
3Y  
18P  
23  
2A  
30 line buses that go on Wisconsin ave  
28X and 7M equally  
Leesburg bus  
38B  
22C  
1C  
651  
540  
38b  
5A  
3  
7M  
S2  
L2 (but rarely)  
25B  
26A  
G8  
15M  
29  
161/162  
422  
557  
9A  
42/43  
38B

### Q5 Where are you typically going on Metro, from your starting point?

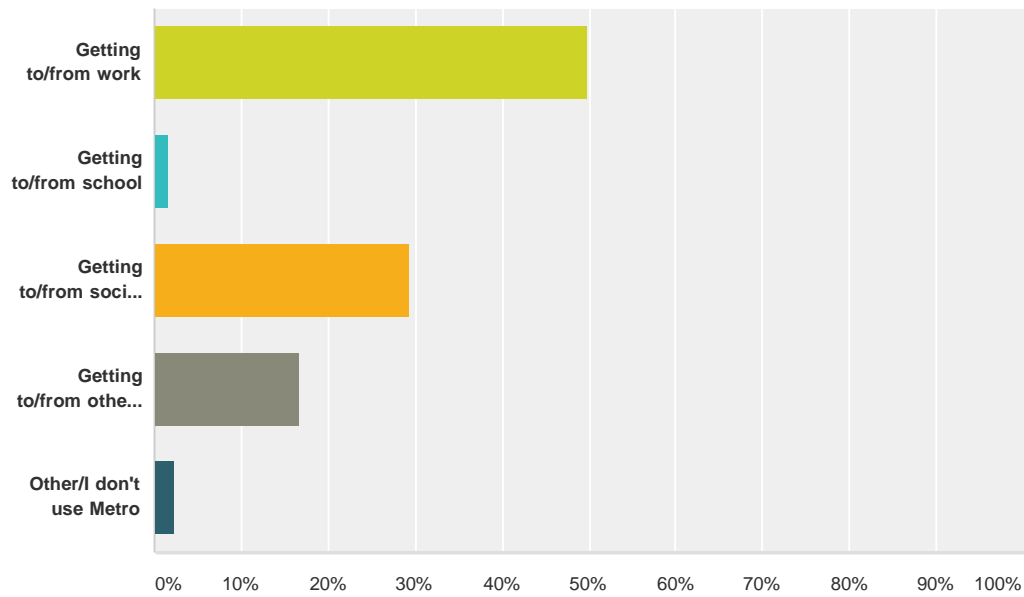
Answered: 126 Skipped: 0



| Answer Choices          | Responses | Count      |
|-------------------------|-----------|------------|
| Into Washington, DC     | 75.40%    | 95         |
| Into Virginia           | 4.76%     | 6          |
| Into Maryland           | 3.17%     | 4          |
| Within Washington, DC   | 3.97%     | 5          |
| Within Virginia         | 11.11%    | 14         |
| Within Maryland         | 0.00%     | 0          |
| Other/I don't use Metro | 1.59%     | 2          |
| <b>Total</b>            |           | <b>126</b> |

## Q6 For which purpose do you typically use Metro?

Answered: 126 Skipped: 0

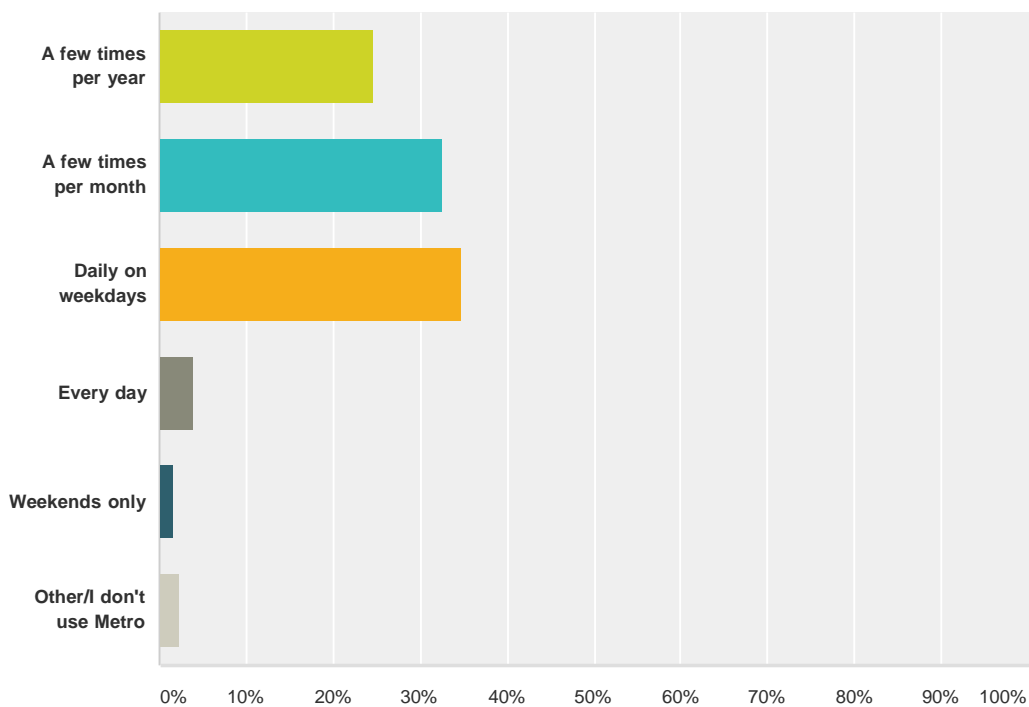


| Answer Choices                     | Responses | Count      |
|------------------------------------|-----------|------------|
| Getting to/from work               | 50.00%    | 63         |
| Getting to/from school             | 1.59%     | 2          |
| Getting to/from social events      | 29.37%    | 37         |
| Getting to/from other destinations | 16.67%    | 21         |
| Other/I don't use Metro            | 2.38%     | 3          |
| <b>Total</b>                       |           | <b>126</b> |



## Q7 How often do you use Metro?

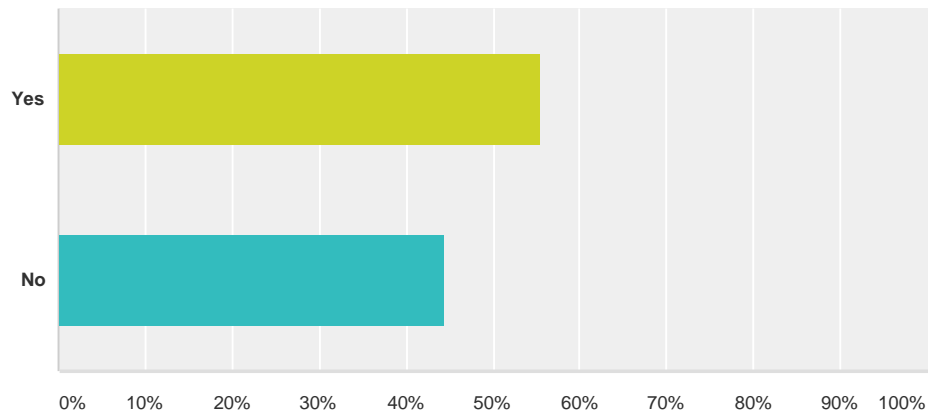
Answered: 126 Skipped: 0



| Answer Choices          | Responses  |
|-------------------------|------------|
| A few times per year    | 24.60% 31  |
| A few times per month   | 32.54% 41  |
| Daily on weekdays       | 34.92% 44  |
| Every day               | 3.97% 5    |
| Weekends only           | 1.59% 2    |
| Other/I don't use Metro | 2.38% 3    |
| <b>Total</b>            | <b>126</b> |

## Q8 Has your use of Metro changed in the past year?

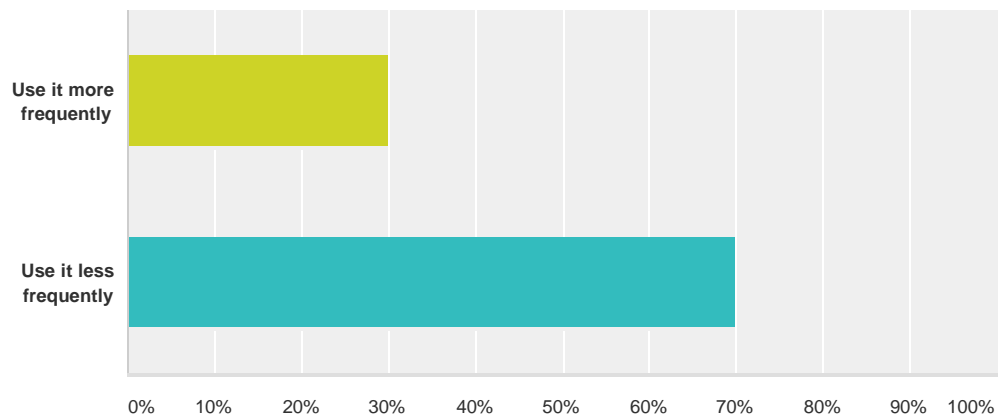
Answered: 126 Skipped: 0



| Answer Choices | Responses  |
|----------------|------------|
| Yes            | 55.56% 70  |
| No             | 44.44% 56  |
| <b>Total</b>   | <b>126</b> |

## Q9 How has your use of Metro changed?

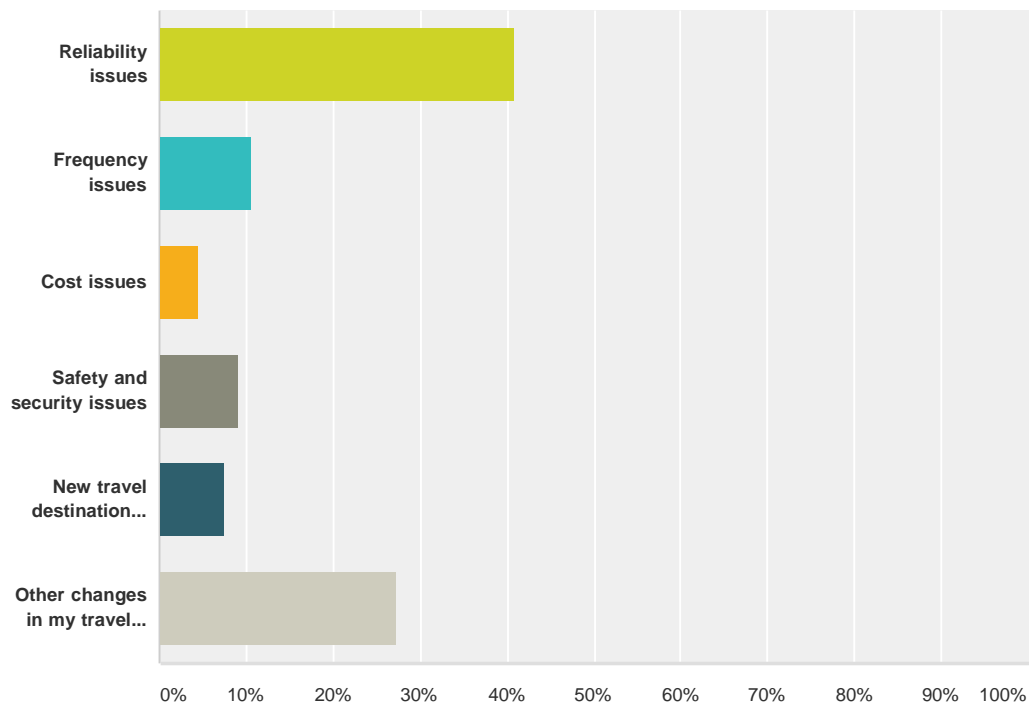
Answered: 66 Skipped: 60



| Answer Choices         | Responses |           |
|------------------------|-----------|-----------|
| Use it more frequently | 30.30%    | 20        |
| Use it less frequently | 69.70%    | 46        |
| <b>Total</b>           |           | <b>66</b> |

## Q10 Why did your use of Metro change?

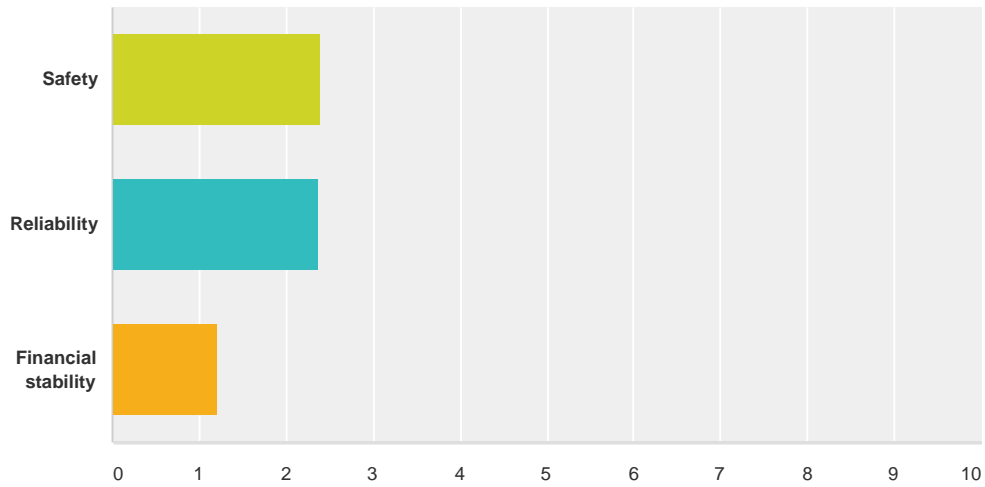
Answered: 66 Skipped: 60



| Answer Choices   | Responses |
|--|-----------|
| Reliability issues                                       | 40.91% 27 |
| Frequency issues   | 10.61% 7  |
| Cost issues  | 4.55% 3   |
| Safety and security issues                               | 9.09% 6   |
| New travel destination outside the Metro service area    | 7.58% 5   |
| Other changes in my travel pattern, not related to Metro | 27.27% 18 |
| <b>Total</b>   | <b>66</b> |

**Q11 Rank Metro's top three strategic priorities below from most to least important to you, where 1 is the most important priority.**

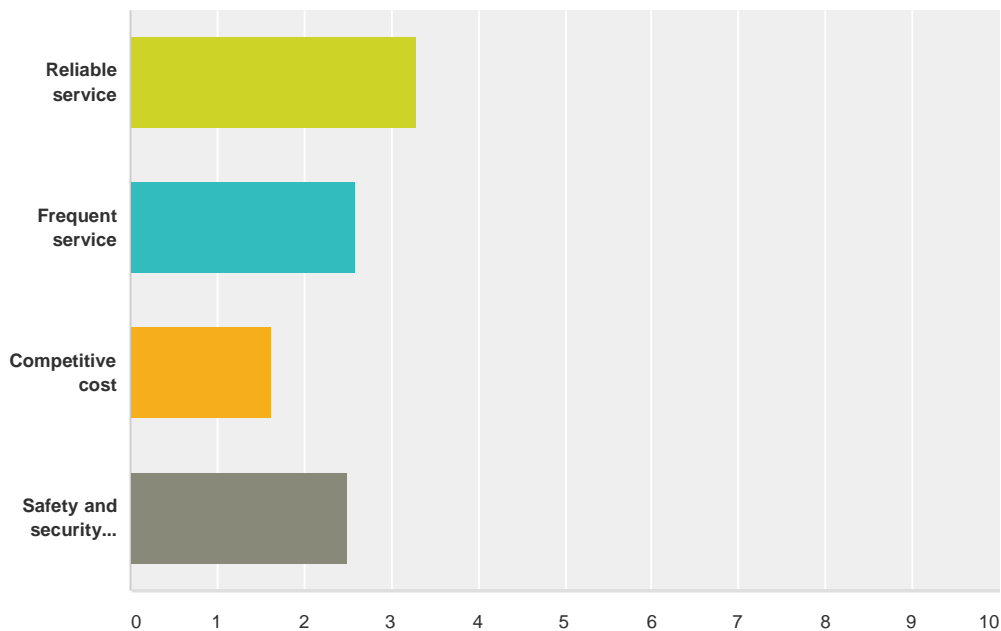
Answered: 116 Skipped: 10



|                     | 1            | 2            | 3            | Total | Score |
|---------------------|--------------|--------------|--------------|-------|-------|
| Safety              | 55.17%<br>64 | 30.17%<br>35 | 14.66%<br>17 | 116   | 2.41  |
| Reliability         | 42.24%<br>49 | 53.45%<br>62 | 4.31%<br>5   | 116   | 2.38  |
| Financial stability | 2.59%<br>3   | 16.38%<br>19 | 81.03%<br>94 | 116   | 1.22  |

**Q12 Rank the Metro service qualities below from most to least important to you, where 1 is the most important service quality.**

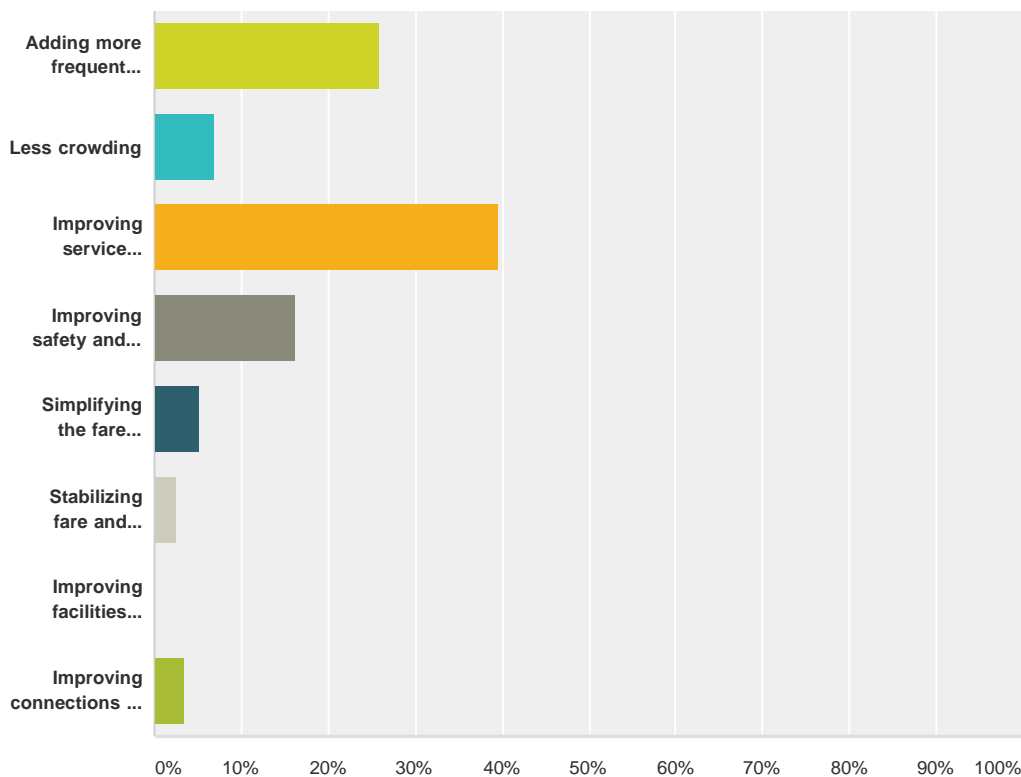
Answered: 116 Skipped: 10



|                              | 1            | 2            | 3            | 4            | Total | Score |
|------------------------------|--------------|--------------|--------------|--------------|-------|-------|
| Reliable service             | 39.66%<br>46 | 51.72%<br>60 | 6.90%<br>8   | 1.72%<br>2   | 116   | 3.29  |
| Frequent service             | 24.14%<br>28 | 25.86%<br>30 | 33.62%<br>39 | 16.38%<br>19 | 116   | 2.58  |
| Competitive cost             | 5.17%<br>6   | 6.90%<br>8   | 32.76%<br>38 | 55.17%<br>64 | 116   | 1.62  |
| Safety and security features | 31.03%<br>36 | 15.52%<br>18 | 26.72%<br>31 | 26.72%<br>31 | 116   | 2.51  |

### Q13 Which of the following potential improvements is most important to you?

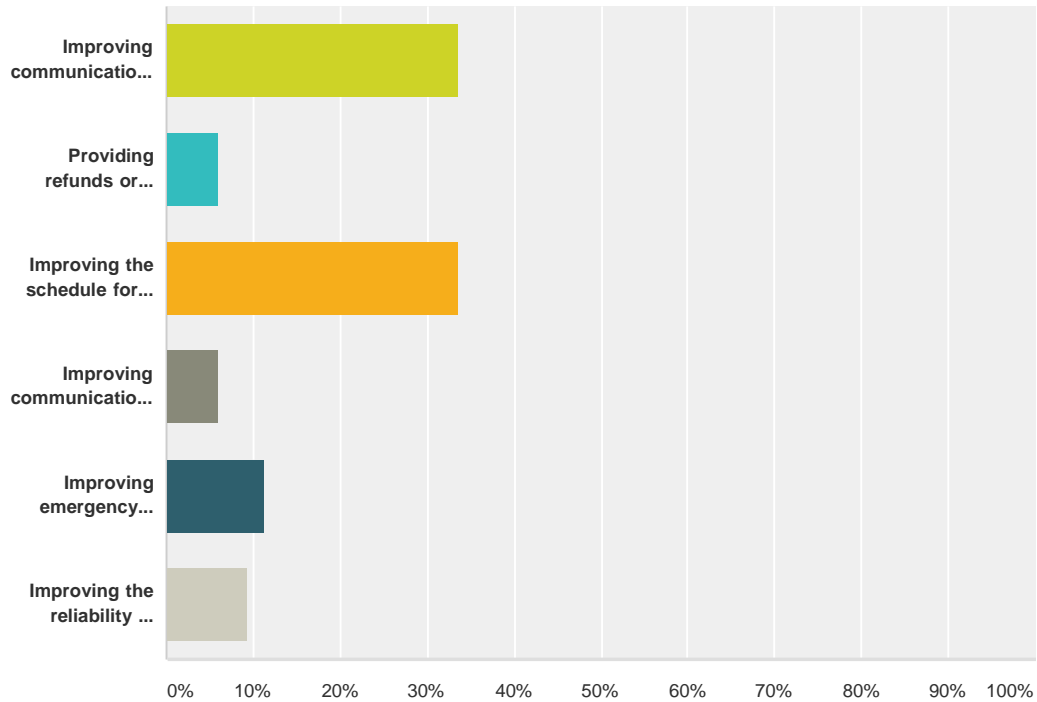
Answered: 116 Skipped: 10



| Answer Choices   | Responses  |
|--|------------|
| Adding more frequent trains/buses on existing routes                 | 25.86% 30  |
| Less crowding  | 6.90% 8    |
| Improving service reliability  | 39.66% 46  |
| Improving safety and security  | 16.38% 19  |
| Simplifying the fare structure                                       | 5.17% 6    |
| Stabilizing fare and parking costs                                   | 2.59% 3    |
| Improving facilities (stations, parking, escalators, elevators, etc) | 0.00% 0    |
| Improving connections to other modes of transportation               | 3.45% 4    |
| <b>Total</b>   | <b>116</b> |

### Q14 Which of the following customer service priorities does Metro need to address first to help improve rider trust and loyalty?

Answered: 116 Skipped: 10



| Answer Choices   | Responses  |
|--|------------|
| Improving communication about unanticipated service delays and changes   | 33.62% 39  |
| Providing refunds or rebates for riders during severe delays and changes   | 6.03% 7    |
| Improving the schedule for maintenance and other planned improvements to minimize rider impact                             | 33.62% 39  |
| Improving communication about longer term improvement projects so that riders know when projects are likely to be complete | 6.03% 7    |
| Improving emergency response   | 11.21% 13  |
| Improving the reliability of access services such as elevators and escalators  | 9.48% 11   |
| <b>Total</b>   | <b>116</b> |



**Q15 If you would like to be added to our contact list, please provide your name and e-mail address below.**

Answered: 25 Skipped: 101

- Responses available upon request.