



Metropolitan Washington  
**Council of Governments**



# A Unified Vision for Transit in the DMV: Project Documents

May 1, 2024

## Overview: A Unified Vision for Transit in the DMV

The DMV is a diverse, dynamic, and growing region that deserves a world-class transit network – and that means all transit, not just Metro’s regional services. To meet regional goals to be greener, healthier, multimodal, and more prosperous and equitable, the region’s leaders are taking the opportunity to propose a path for transit that will help secure that future.

The region’s public transportation services are provided by numerous operators, including 13 bus systems and several rail agencies, with varying standards, practices, technologies, fares, and service levels. All of these operators are facing significant changes in travel patterns and long-standing, systemic funding challenges that pose a major risk to the region’s ability to achieve its long-term goals. This initiative will bring the DMV together to take a holistic look at our transit network and develop a future vision for a unified, integrated, world-class transit system, how much it will cost, and how to best manage, deliver, maintain, and fund it. This effort will deliver a vision, plan, funding model, and action steps for that future by investigating:

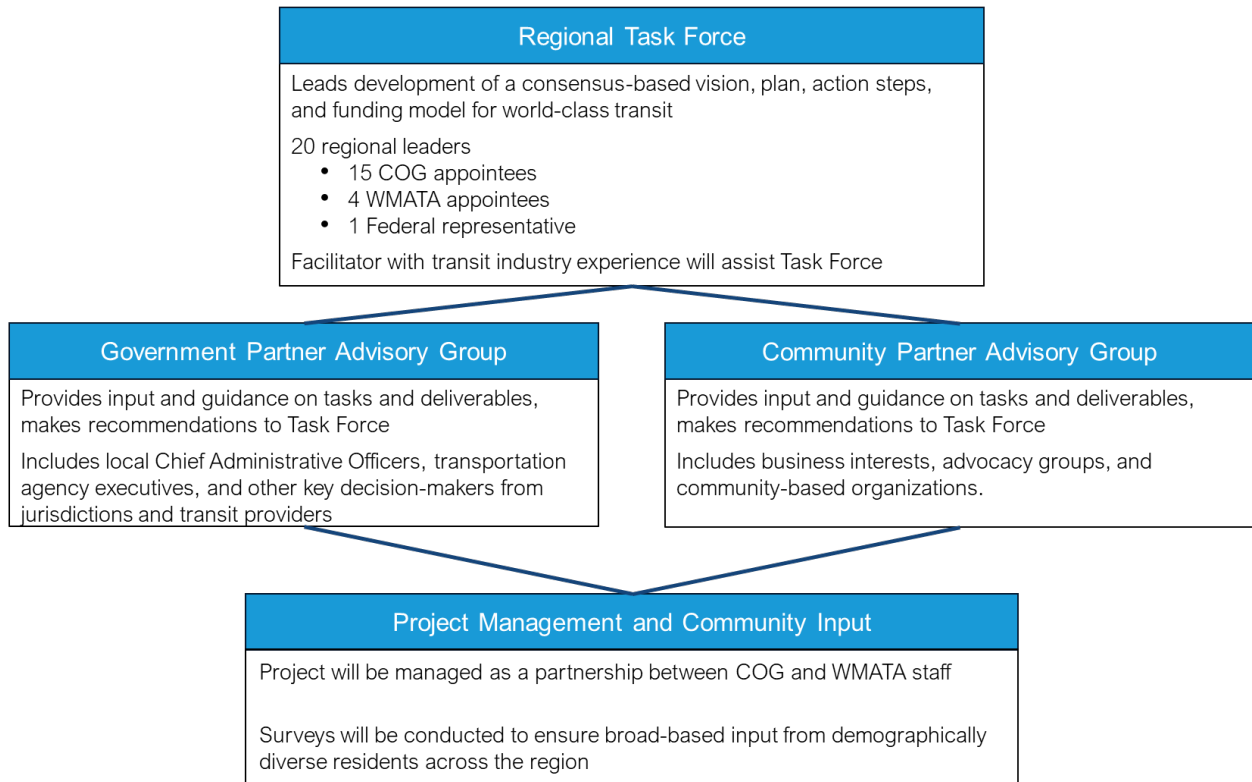
- **Opportunity to meet the region’s goals:** The region has adopted many ambitious, visionary goals. High-quality transit is fundamental to meeting those goals. What would a world-class transit system tailored to the future of the DMV region look like? What kinds of improvements are needed? Where are the under-served areas, unaddressed needs, and opportunities to invest in better service?
- **Opportunity for the best customer / constituent experience:** What type of transit system and services would give the region’s residents, workers, and tourists the best possible experience, and help make transit most people’s first choice? How can the region deliver a unified, integrated, best-in-class customer experience? Does the region need a multitude of transit brands, maps, customer service numbers and information sources, or is there a better way to be more customer-focused?
- **Opportunity for improved return on investment:** What transit delivery models would ensure the region, transit customers, and taxpayers get maximum value for their investments in transit, in terms of fleet purchases and maintenance, number and location of support facilities, hiring and training, data management and back-end technologies, etc.?
- **Opportunity for long-term sustainability:** Are existing funding models and resources capable of meeting the transit system’s long-term capital, operating, and maintenance needs? Are current transit delivery structures capable of providing and maintaining world-class service? What other models might better deliver a future vision of world-class transit?

**Objective:** To develop and propose a vision, plan, funding model, and action steps towards a unified, integrated, and world-class transit system for the DMV region. To build and secure consensus on the vision and plan from regional leaders, elected officials, executives, advocates, and community leaders. To seek commitments to implement the vision and plan through required policies and funding mechanisms.

### **Project Leadership and Delivery**

This effort will be led by a regional Task Force convened by COG and WMATA, comprised of elected officials and transportation leaders from COG’s and WMATA’s Boards of Directors and members. The Task Force will be supported by two Advisory Groups, who will provide input, guidance, and recommendations to the Task Force. The Task Force will also seek public input. The Task Force will provide recommendations for implementation to the COG and WMATA Boards.

## Project Leadership and Delivery



### Workplan and Schedule

The project will set the vision, plan, funding model, and action steps necessary to transform the region’s transit network into a world-class system capable of meeting the region’s needs and ambitious goals. It will explore and recommend improvements to the regional network, service levels, and customer experience. It will recommend policies, funding models, and delivery structures necessary to help transit – and the region – thrive.



#### 1 Vision and System Plan

Craft a Vision for a future integrated mobility network

Identify projects, and service levels, and improvements needed for Vision



#### 2 Supporting Policies

Develop policies to deliver a unified, integrated system and meet regional goals: service standards fare payment, procurement, fleet management, hiring and training, land use, etc.



#### 3 Funding Scenarios / Tools

Identify total capital and operating funding needs for existing transit plus Plan

Model funding scenarios with range of tools / sources



#### 4 Future Transit Plan (incl. Funding / Oversight)

Explore the best-in-class, “best fit” funding and oversight models

Develop and approve Plan and action steps

May 2024 → June 2025

# Regional Task Force: Scope of Work

## **Background:**

The project will set the vision, plan, funding model, and action steps to transform the region's transit network into a world-class system, aligning with ambitious goals and meeting the community's needs. Over the next year, regional leaders will take a holistic look at the transit network and develop a future vision for a unified, integrated, world-class transit system, how much it will cost, and how to best manage, deliver, maintain, and fund it. To drive forward the vision, plan, and action steps, collaboration and engagement among executives, legislators, transit providers, community partners, business stakeholders, and residents across Maryland, Virginia, and the District of Columbia are essential.

## **Purpose:**

This effort will be led by a regional Task Force convened by COG and WMATA, comprised of elected officials and transportation leaders from COG's and WMATA's Boards of Directors and members. The Task Force will be supported by two Advisory Groups, who will provide input, guidance, and recommendations to the Task Force. The Task Force will lead the overall effort and, when the effort concludes, make recommendations to the full COG and WMATA Boards for action. The Task Force will be aided and informed by a third-party, leading expert in the transit industry to facilitate Task Force meetings and act as a key point of contact. Task Force meetings will also include an opportunity for public input.

## **Task Force Objectives/Responsibilities:**

- Participate in quarterly meetings or convene as needed to ensure ongoing progress and collaboration within the Task Force
- Establish an overall vision, plan, funding model, and action steps for an integrated, world-class DMV transit system
- Consider input and feedback from the Task Force facilitator, Advisory Groups, project management team, and public comments
- Provide leadership, guidance, and direction to the Advisory Groups and project team
- Communicate regularly with other elected officials and regional leaders to ensure the effort delivers implementable recommendations
- Review, discuss, and provide feedback and direction on deliverables, findings, and initial recommendations
- Provide guidance and direction to the project team and Advisory Groups on finalizing the future vision, plan, funding model, and action steps
- Present the vision, plan, and actionable recommendations to the COG and WMATA Boards for adoption and implementation

## **Proposed Meeting Schedule and Topics:**

- June 2024
  - Defining world-class transit
  - Opportunities and challenges
- September 2024
  - Existing conditions of transit funding, delivery, and governance
  - Public survey results
  - Establish future DMV transit vision and principles
- Fall 2024
  - Potential site visit(s)
- December 2024
  - Gaps between existing system and vision
  - Opportunities to address gaps and achieve vision
  - Funding scenarios and impacts
  - Legislative recommendations
- March 2025
  - Draft plan, policies, and funding and transit delivery models
- May/June 2025
  - Approve final plan, funding model, and action steps
  - Develop implementation recommendations for COG and WMATA Boards

## **Regional Task Force**

### *District of Columbia*

The Honorable Charles Allen, District of Columbia Councilmember (Task Force Co-Chair)

Mr. Kevin Donahue, District of Columbia City Administrator

The Honorable Christina Henderson, District of Columbia Councilmember

Ms. Sharon Kershbaum, District of Columbia Department of Transportation Director

The Honorable Phil Mendelson, District of Columbia Chairman of the Council

### *Maryland*

The Honorable Angela Alsobrooks, Prince George's County Executive

The Honorable Malcolm Augustine, Maryland Senate President Pro Tem

The Honorable Reuben Collins, Charles County Commissioner President

The Honorable Marc Korman, Maryland Delegate

The Honorable Kate Stewart, Montgomery County Council Vice President

### *Virginia*

The Honorable Jeff McKay, Fairfax County Chairman of the Board of Supervisors

The Honorable Phyllis Randall, Loudoun County Board of Supervisors Chair-at-large

Mr. Michael Sargent, Virginia Deputy Secretary of Transportation

The Honorable Mark Sickles, Virginia Delegate

The Honorable Scott Surovell, Virginia Senate Majority Leader

### *WMATA*

The Honorable Paul Smedberg, WMATA Principal Director – VA (Task Force Co-Chair)

Ms. Sarah Kline, WMATA Principal Director – Federal

Dr. Tracy Hadden Loh, WMATA Principal Director - DC

Mr. Joe McAndrew, WMATA Principal Director – MD

### *Federal Government Representative*

# Advisory Groups: Scope of Work

## **Background:**

The project will set the vision, plan, funding model, and action steps to transform the region's transit network into a world-class system, aligning with ambitious goals and meeting the community's needs. Over the next year, regional leaders will take a holistic look at the transit network and develop a future vision for a unified, integrated, world-class transit system, how much it will cost, and how to best manage, deliver, maintain, and fund it. To drive forward the vision, plan, and action steps, collaboration and engagement among executives, legislators, transit providers, community partners, business stakeholders, and residents across Maryland, Virginia, and the District of Columbia are essential.

## **Purpose:**

To support the regional Task Force, two Advisory Groups will be created. They will include local and regional transportation executives, business groups, advocacy and community-based organizations, and lead technical staff from jurisdictions and transportation agencies. The Community Partners Advisory Group and Government Partners Advisory Group will provide input and guidance on tasks and deliverables and provide input and recommendations to the Task Force.

## **Objectives/Responsibilities:**

- Participate in Advisory Groups meetings, scheduled monthly or as needed, except in months where the Task Force meets. Ensure the member's agency or jurisdiction provides consistency in representation and feedback throughout the project, while acknowledging unforeseen events may occasionally require delegation.
- Represent and share the perspectives, concerns, and ideas of your respective jurisdiction and constituencies to ensure that the work reflects the needs of all stakeholders.
- Commit to thinking regionally about the future of the DMV region, what's needed to achieve adopted goals for the region as a whole, and what type and level of transit service and investment is necessary to meet those goals.
- Commit your agency, organization, or jurisdiction to providing the project team with data and information germane to, and necessary for completing, tasks and deliverables in a timely fashion.
- Contribute expertise and insights to tasks such as defining a vision for the future of transit; identifying gaps and opportunities in the current system; developing a future network plan and service standards; and evaluating financial strategies and transit delivery models.
- Review and assess deliverables generated throughout the project to ensure alignment with regional goals, principles, and stakeholder interests. Provide constructive feedback and recommendations to enhance project outcomes

- Actively participate in Advisory Group meetings and discussions and aim to reach consensus on input and recommendations to the Task Force.
- Collaborate closely with Task Force and other Advisory Groups members, the project team, and other stakeholders to support implementation and adequate resourcing of the future transit plan.

**Proposed Meeting Schedule:**

- Monthly meetings, except months when the Task Force meets, from June 2024 – May 2025. Estimating eight to ten (8-10) meetings for each Advisory Group.



### **Government Partners Advisory Group (GPAG)\***

1. Chief Administrative Officers (CAOs) of all COG member governments
2. D.C. Chief Financial Officer (CFO)
3. Local/State Transit Agencies
  - a. Alexandria (DASH)
  - b. Arlington County (ART)
  - c. Charles County (VanGo)
  - d. City of Fairfax (CUE)
  - e. District of Columbia (Circulator/Streetcar)
  - f. Fairfax County (Connector)
  - g. Frederick County (TransIt)
  - h. Loudoun County (Loudoun Transit)
  - i. Maryland Area Regional Commuter (MARC)
  - j. Montgomery County (Ride On)
  - k. Prince George's County (TheBus)
  - l. Prince William County (Omni Ride)
  - m. Virginia Railway Express (VRE)
4. Maryland Transit Administration (MTA)
5. Metropolitan Washington Airport Authority (MWAA)
6. Northern Virginia Transportation Authority (NVTA)
7. Northern Virginia Transportation Commission (NVTC)
8. Virginia Department of Rail and Public Transportation (VDRPT)
9. Washington Suburban Transit Commission (WSTC)

*\* organizations/agencies invited to participate*

**Community Partners Advisory Group (CPAG)\***

1. ATU 689
2. Capital Area Food Bank
3. Coalition for Smarter Growth
4. Consortium of Universities
5. DC Chamber of Commerce
6. Destination DC
7. Downtown BID
8. Federal City Council
9. Greater Washington Board of Trade
10. Greater Washington Partnership
11. Monumental Sports
12. Montgomery County Chamber of Commerce
13. National Capital Planning Commission
14. NOMA BID
15. Northern Virginia Chamber of Commerce
16. Northern Virginia Transportation Alliance
17. Prince George's County Chamber of Commerce
18. Restaurant Association of Metropolitan Washington
19. Transportation Planning Board (TPB) Community Advisory Committee
20. Transportation Planning Board (TPB) Access For All Committee
21. Tysons Community Alliance
22. Union Station Redevelopment Corporation
23. United Way
24. Washington Area Bicyclist Association (WABA)
25. Washington Commanders
26. Washington Nationals
27. WMATA Accessibility Advisory Committee
28. WMATA Riders Advisory Committee
29. 930 Club

*\* organizations/agencies invited to participate*