



Your Metro, the Way Forward

Annual Transformation Report

Connecting you to possibilities

March 2024



Letter from the Chair and General Manager



Paul C. Smedberg
Chairman of the Board

Metro’s strategic transformation plan, *Your Metro, The Way Forward*, was adopted just over one year ago. This plan was developed by the Board of Directors and management to guide Metro’s decision-making over the next five years. It serves as our North Star as we transform Metro and work with our regional partners to fund the Metro the region needs, wants, and deserves. The plan recognizes that Metro is vital to the region, connecting people to jobs, schools, healthcare, sporting events, restaurants, historic landmarks and monuments, world-class museums, and more. Metro also helps power the economy, and the success of Metro is critical to the success of the region in meeting its many ambitious and visionary goals.

Guided by our Strategic Transformation Plan, we have driven change across the organization over the past year, all while prioritizing the delivery of safe, frequent, and reliable service. Thanks to these efforts, customer satisfaction has continued to rise, achieving the highest rail customer satisfaction rate at 88 percent. We have increased Metrorail frequencies, enhanced Metrobus service (including the introduction of 24/7 service in DC), and improved cleanliness and public safety across the system. These improvements have been well received by our customers, leading to a consistent growth in ridership, with millions more customer trips each month.

Internally, we are changing the way we approach our work, including identifying efficiencies, shifting the way we use video for safety and incident management, introducing new ways to recognize and empower employees, and streamlining internal processes. Through unprecedented collaboration across Metro and a new organizational structure, these efforts are already showing benefits, such as improved employee sentiment and making the hiring process 10 days faster.

We have also collaborated with external partners to implement changes that will benefit our customers. We are grateful for the partnerships we have with the Joint Coordinating Committee (JCC) and our jurisdictions. Over the past year we have introduced changes such as partnering with local law enforcement to increase security presence throughout our system, clear lanes for buses in the District, all-door boarding on bus routes in DC, Maryland, and Virginia, and Metro Lift to help lower-income customers have greater access to the system.



Randy Clarke
General Manager & Chief Executive Officer

We have achieved all this while also keeping costs down. We have identified operational savings, maximized revenue-generating initiatives, and found opportunities to decrease project costs without impacting the scope or outcomes. Despite these efforts, Metro faces a fiscal crisis beginning in FY2025, and the General Manager is required to submit a balanced budget to the Board each year. The General Manager was guided by the plan while creating the budget, and the Board focused on maximizing service. Significant progress has been made with our jurisdictional partners on a revised budget for FY2025-- however, true transformation at Metro is connected to long-term, sustainable, and dedicated funding. We will continue to seek all opportunities to maximize efficiencies and savings to provide our community and customers the service to keep the region moving.

Your Metro, the Way Forward and the Action Programs in Enterprise, Bus, Access, and Rail will continue to guide our transformation as we modernize and strive to provide our customers and the region with the service they need, want, and deserve.

Paul C. Smedberg
Chair, Board of Directors

Randy Clarke
General Manager & CEO



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Context | *Your Metro, the Way Forward*

In February 2023, the Washington Metropolitan Area Transit Authority (Metro) adopted its Strategic Transformation Plan (STP), *Your Metro, the Way Forward*. The plan identified four strategic goals: Service Excellence, Talented Teams, Regional Opportunity & Partnership, and Sustainability. This report focuses on Metro's progress in the first year since the adoption of the plan.

See below for a summary of the goal and objectives of *Your Metro, the Way Forward*.

Service Excellence



Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.

Safety & Security | Ensure all customers and employees feel safe and secure using and delivering services.

Reliability | Provide dependable service that the community trusts.

Convenience | Deliver frequent and accessible service that modernizes and enhances the customer experience.

Talented Teams



Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.

Recruitment and Retention | Attract and retain the best talent at all levels of the organization to deliver Metro's future vision.

Engagement, Empowerment, and Recognition | Empower employees and promote effective collaboration and continuous cultural improvement so employees feel supported, recognized, and engaged.

Professional and Technical Skill Development | Invest in staff to expand career pathways and develop the next generation of Metro leaders and technical skills experts.

Regional Opportunity & Partnership



Design transit service to move more people and equitably connect a growing region.

Regional Network and Partner Service Optimization and Transit | Align regional service networks, fare and service policies, and supporting infrastructure to increase convenience, use of transit, equity in the region, and the role equity plays in Metro's decision-making process.

Community Partnership and Engagement | Collaborate with regional partners to promote economic growth, enhance access, and foster sustainable community development that supports ridership recovery and resiliency.

Sustainability



Manage resources responsibly to achieve a sustainable operating, capital, and environmental model.

Financial Sustainability | Establish dedicated, ongoing, regional funding to support multi-year operating and capital plans, and steward public investment.

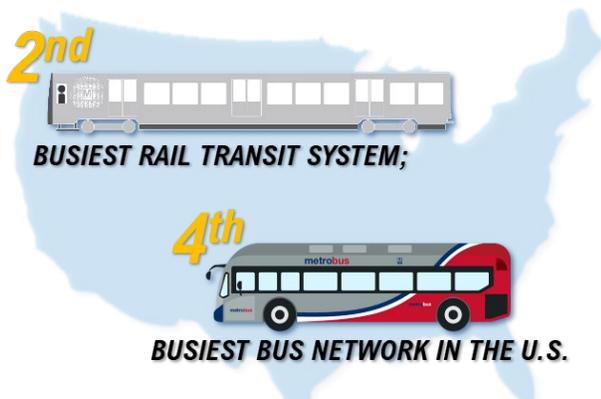
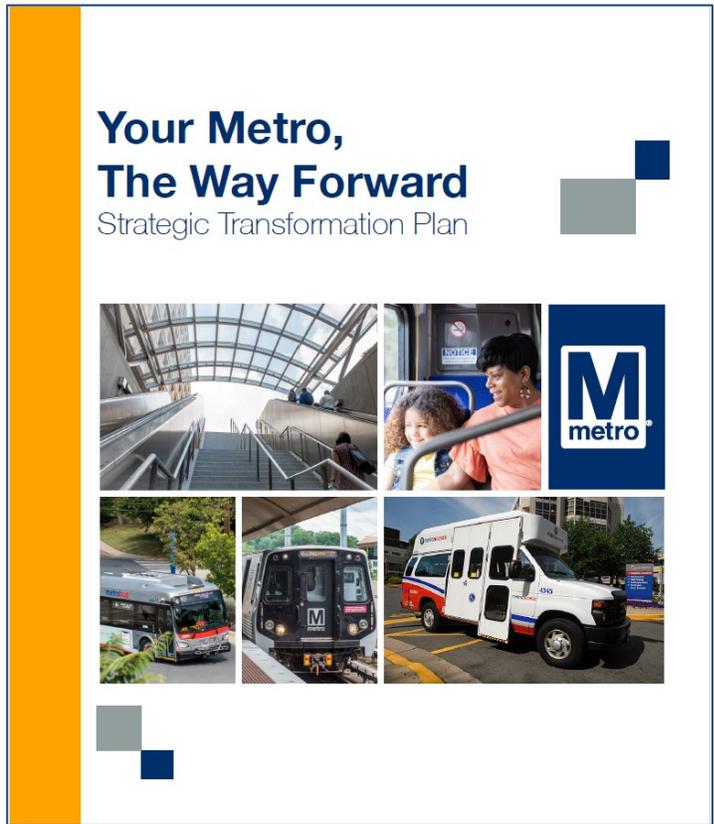
Environmental Sustainability | Take action to combat climate change, adapt to its impacts, and steward natural resources.

Strategic Transformation Plan Overview

Your Metro, the Way Forward | Annual Transformation Report

Strategic Transformation Plan Overview

In February 2023, Metro adopted the *Your Metro, the Way Forward* Strategic Transformation Plan. The plan identified four strategic goals: Service Excellence, Talented Teams, Regional Opportunity & Partnership, and Sustainability. This plan was developed by the Board of Directors and management to guide Metro's decision making over the next five years. It serves as our North Star, guiding how we fund the Metro that the region needs, wants, and deserves. The plan establishes clear priorities for Metro, expands transparency around performance metrics, and promotes collaboration within our teams and partners. Metrics identified in the plan are used to drive performance and operational decisions at Metro and are transparently measured in regular reports and in our newly launched [Service Excellence Dashboard](#).



Source: American Public Transportation Association *Public Transportation Ridership Report – Third Quarter 2023*

 METROBUS	 METRORAIL	 METROACCESS
 <div data-bbox="97 1690 544 1827"> <p>40.7M SCHEDULED REVENUE MILES</p> </div>	 <div data-bbox="576 1690 1023 1827"> <p>117.2M SCHEDULED REVENUE MILES</p> </div>	 <div data-bbox="1055 1690 1502 1827"> <p>28.5M SCHEDULED REVENUE MILES</p> </div>

Strategic Transformation Plan Methodology and Development

The *Your Metro, the Way Forward Strategic Transformation Plan* was developed to guide Metro’s strategy and actions over the next five+ years as Metro works to meet the evolving needs of its customers and employees. The plan is meant to guide both long-term strategy and day-to-day decision making. It was developed by the Board of Directors (Board) and senior leadership through direct and active input from Metro’s customers, employees, and regional stakeholders.

We used a detailed methodology and development process to create the plan.

1. Baseline Data Gathering and Stakeholder Input

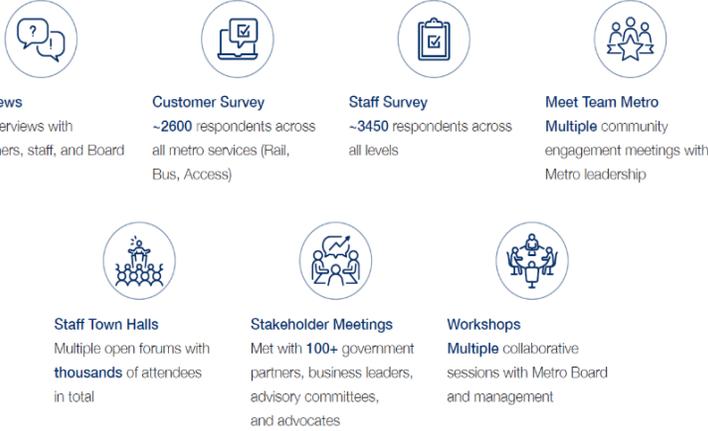
The development process was initiated by gathering and collecting a variety of qualitative and quantitative baseline data to ensure the plan was evidence-based and community-driven. Baseline data were gathered for customers and the community through various methods, including interviews, hosted events and forums, customer surveys, and analysis of social media posts. Employee baseline data were collected through interviews with Board members and staff across the organization and a series of town halls. We also reviewed ongoing initiatives and previous work, performance statistics, and conducted reviews of peer institutions to establish performance baselines.

2. Baseline Data Gathering and Stakeholder Input

Throughout Fall 2022, we ran a series of workshops designed to align the organization's Board and management around a strategic framework and transformation plan. These workshops were meant to be highly collaborative, safe spaces for sharing ideas that could transform Metro.

Through these workshops, the Board and management established goals and objectives that link the organization's vision for the future with clear and measurable actions to drive progress. Metro management also agreed to a series of metrics and targets to measure progress towards each of the plan's goals and objectives as an accountability effort.

Stakeholder Engagement Forums



3. Community and Stakeholder Engagement Forums

During a feedback period, Metro collected input through stakeholder and community engagement forums to ensure that the plan's mission, vision, values, and goals aligned with those of Metro's stakeholder groups.

4. Your Metro, The Way Forward Plan Framework

The result of our process was a comprehensive strategy focused on addressing the most critical needs and desires of the Metro community, customers, and staff. This strategy is based on the following layers:

- Values and Mission: What Metro lives by and does
- Vision, Goals, and Objectives: What Metro aspires to be and where it wants to go
- Initiatives: How Metro will get there



Mission, Vision, and Goals Overview

The plan's mission, vision, and values, resulting from the development process, were defined by what Metro lives by and does, as well as what Metro aspires to be and where the agency wants to go.

Metro’s mission: “Your Metro – Connecting you to possibilities.”

The mission statement defines what the agency lives by and does in terms of business practices and providing transit service. Metro exists to serve the DMV by providing connections and mobility to everyone who lives in or visits the area.

Metro’s vision: “The region’s trusted way to move more people safely and sustainably.”

The plan’s vision statement serves as a guide for Metro’s aspirations for transformation over the next five years and beyond.

Metro’s values: “Safe, customer-centric, equity focused, ethical, and innovative.”

We have a set of core values that form the foundation for all the decisions and actions that we and our employees take to accomplish our mission.

Metro’s goals, objectives, metrics, and initiatives

We identified four goals that represent the long-term outcomes the strategic plan seeks to achieve. Each goal is paired with selected thematic objectives that serve as measurable actions to achieve the overarching goal. The plan is then activated and accounted for through initiative programs, metrics, Board reporting, and public dashboards.

All of these are summarized in the table below.

Your Metro, The Way Forward					
Values	Safe	Customer centric	Equity focused	Ethical	Innovative
Mission	Your Metro - Connecting you to possibilities				
Vision	The region’s trusted way to move more people safely and sustainably				
Goals	Service excellence	Talented teams	Regional opportunity and partnership	Sustainability	
Objectives	<ul style="list-style-type: none"> • Safety and security • Reliability • Convenience 	<ul style="list-style-type: none"> • Recruitment and retention • Engagement, empowerment, and recognition • Professional and technical skill development 	<ul style="list-style-type: none"> • Regional network and partner empowerment and transit equity • Community partnership and engagement 	<ul style="list-style-type: none"> • Financial sustainability • Environmental sustainability 	
Activation	Initiatives	Metrics	Board Reporting	Public Facing Dashboards	



Progress Tracking – Metrics and Development

As part of the *Your Metro, the Way Forward* Strategic Transformation Plan, Metro developed and incorporated performance metrics to monitor plan progress. Using metrics is critical to the STP, as they ensure its goals and objectives are data-driven and employees remain accountable for and transparent about progress. Metro reports on these metrics to the Board and its committees regularly—including through this report—with metric progress and success evaluated based on improvements towards targets.

The process for selecting metrics for the plan was a collaborative effort between Metro Board members and senior leadership, who considered various metrics at an initial workshop. Staff then refined and proposed a core set of metrics for each goal and objective in collaboration with relevant teams and subject-matter experts. After developing targets for each metric that represent the desired level of performance by 2028, leadership presented the final list to the Board for agreement at a subsequent workshop. Several of the metrics are new to Metro, and staff have worked over the past year to identify data sources and define methodologies. These metrics are identified in the scorecard section of this report, with Appendix A providing a full list of all changes and improvements.

Metric progress and success are evaluated based on improvements toward targets. For most metrics related to the Service Excellence goal and the Regional Opportunity and Partnership goal, Metro set specific quantitative targets for FY2024 that aim for continuous improvement while factoring in budget allocation and funding availability, as well as milestones for relevant initiatives and actions. For metrics related to the Talented Teams and Sustainability goals, general targets were set to improve over baseline performance as staff finalized methodologies and collected a year of data. For FY2025, management intends to set specific quantitative targets for most measures that put Metro on a path forward to reaching the targets in the STP by 2028.

Metro management regularly discusses progress against targets through a series of internal "STAT" meetings held monthly or quarterly. Staff also have access to reports and dashboards to monitor performance and drill down into results. Leadership reports publicly to the Board and its committees regularly on each metric, and in July 2024 launched the [Open Data Hub](#) on [WMATA.com](#) with links to [MetroPulse](#) (real-time performance information on Metrobus and Metrorail), the [Service Excellence Dashboard](#) (daily information on on-time performance, missed trips, prediction availability and accuracy, and elevator and escalator availability), the [Ridership Data Portal](#) (detailed information about Metrobus and Metrorail ridership), and quarterly and annual performance reports.

Reporting Cadence

Strategic Goal	Board Committee	Frequency
Service Excellence	Safety and Operations	Quarterly
Talented Teams	Executive	Bi-annually
Regional Opportunity and Partnership	Finance	Annually
Financial Sustainability	Finance	Quarterly, including Annual Budget
Environmental Sustainability	Finance	Annually



About this Report

The remainder of this report primarily consists of progress profiles on transformational efforts over the past year. The Progress Updates section is organized by goal. For each goal, the section starts with an overview of the STP metrics related to that goal. Then there is a series of progress profiles that are grouped into different categories, as shown below. Each progress profile also starts with an icon indicating which Action Program it most directly applies to: Enterprise, Metrobus, Access, or Metrorail.

Following the progress updates, there is a section on Action Programs. This is a preview of the Enterprise, Bus and Access, and Rail Action Programs. Finally, there is a section that provides additional information on the overall goal metrics for each of the goals.

Progress Update Categories

<p style="text-align: center;">Service Excellence</p> <p>Public Safety</p> <p>Asset Modernization and Reliability</p> <p>Daily Operations</p> <p>Station and Stop Improvements</p>	<p style="text-align: center;">Talented Teams</p> <p>Employee Culture</p> <p>Internal Business Process Streamlining</p>	<p style="text-align: center;">Regional Opportunity & Partnership</p> <p>Equitable System</p> <p>Jurisdictional Partnerships</p>	<p style="text-align: center;">Sustainability</p> <p>Financial Sustainability</p> <p>Environmental Sustainability</p>
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Icons indicate topics that are spotlighting throughout the report, including:

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Enterprise Action Program
- 

Metrobus Action Program
- 

Access Action Program
- 

Metrorail Action Program



Progress Updates

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GOAL **1**

Service Excellence

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Service Excellence

Progress Update

Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.

	Objective	Objective Statement
A	Safety & Security	Ensure all customers and employees feel safe and secure using and delivering services.
B	Reliability	Provide dependable service that the community trusts.
C	Convenience	Deliver frequent and accessible service that modernizes and enhances the customer experience.

Progress Profiles

- Public Safety
- Asset Modernization and Reliability
- Daily Operations
- Station and Stop Improvements



Overview of Service Excellence Metrics

Metric	STP Baseline		FY23 Result	FY24 Q1- Q2 Result	FY24 Target	FY28 Target
Goal 1: Service excellence						
Customer satisfaction						
Metrorail	74%	FY23 Q1	84%	● 88%	≥ 85%	≥ 85%
Metrobus	73%	FY23 Q1	71%	● 77%	≥ 74%	≥ 85%
MetroAccess	79%	FY23 Q1	77%	● 77%	≥ 80%	≥ 85%
Objective 1A: Safety and security						
Part 1 crime rate	5.8	FY23 Q1	7.7	● 7.9	≤ 8.0	Toward 0
Customer / employee assault rate	8.3	FY22	8.3	● 9.4	≤ 6.7	Toward 0
Customer perception / satisfaction: safety from crime						
Metrorail	58%	FY23 Q1	57%	● 56%	≥ 58%	≥ 75%
Metrobus	64%	FY23 Q1	60%	● 64%	≥ 64%	≥ 75%
Customer injury rate						
Metrorail			12.4	● 14.4	≤ 11.5	Toward 0
Metrobus	35.9	FY23 Q1	52.5	● 64.9	≤ 49.8	Toward 0
MetroAccess			13.7	● 8.5	≤ 13.2	Toward 0
Employee injury rate						
Metrorail			3.8	● 2.8	≤ 3.5	Toward 0
Metrobus	5.7	FY23 Q1	14.4	● 13.1	≤ 12.4	Toward 0
Crowding						
Metrorail	0.7%	FY23 Q1	2.5%	● 0.5%	≤ 5.0%	≤ 5.0%
Metrobus	2.0%	FY23 Q1	0.5%	● 3.8%	≤ 5.0%	≤ 5.0%
Objective 1B: Reliability						
On-time performance						
Metrorail	92%	FY23 Q1	88%	● 87%	≥ 90%	≥ 95%
Metrobus	77%	FY23 Q1	77%	● 76%	≥ 77%	≥ 80%
MetroAccess	92.9%	FY23 Q1	92.7%	● 91.4%	≥ 93%	≥ 92.0%
Percent of service delivered						
Metrorail (vs. schedule)	99%	FY21-23 avg	97.3%	● 99.0%	≥ 98.0%	≥ 99.0%
Metrobus (vs. schedule)	98.2%	FY23 Q1	98.6%	● 98.5%	≥ 98.6%	≥ 98.0%
MetroAccess	99.06%	FY23 Q1	99.13%	● 98.96%	≥ 99.25%	≥ 99.25%
Elevator Availability	97.7%	FY23 Q1	98.3%	● 98.4%	≥ 97.7%	≥ 98.0%
Escalator Availability	92.7%	FY23 Q1	93.6%	● 94.2%	≥ 93.3%	≥ 93.0%
Objective 1C: Convenience						
Accuracy of real-time arrival information						
Metrorail	n/a		97.2%	● 96.7%	≥ 97.3%	TBD
Metrobus	86.3%	FY23 Q1	86.6%	● 86.1%	≥ 87.0%	≥ 88.0%
MetroAccess Find-My-Ride app usage	n/a		n/a	<> 868	n/a	TBD
Availability of real-time bus arrival information	92.7%	FY23 Q1	93.7%	● 91.3%	≥ 94.4%	TBD
Customer satisfaction: cleanliness						
Metrorail	52%	FY23 Q1	61%	● 61%	≥ 64%	≥ 80.0%
Metrobus	71%	FY23 Q1	71%	● 72%	≥ 73%	≥ 80.0%
Last-mile connectivity / bicycle access	0.86%	2016	n/a	✓ 1.4%	n/a	≥ 3.5%

● Target met | ● Target just missed | ● Target missed | If no annual target:
 ✓ Trending in desired direction relative to STP baseline
 — Trending in undesired direction relative to STP baseline
 <> No trending data available and/or no significant change from the STP baseline





Public Safety



Introducing the Crisis Intervention Team

As part of our larger framework for supporting community safety, our transit police department launched a Crisis Intervention program to provide support and assistance to individuals experiencing mental events, homelessness, or substance abuse crises while in the system or on Metro property.

All specialists on the Crisis Intervention Team (CIT) are trained in mental health awareness and de-escalation methods. Having the added resources, with this expertise, working alongside our Metro Transit Police Department (MTPD) sworn personnel, offers an opportunity to provide a safe and compassionate response to individuals in crisis, while balancing the needs of public safety and acting as agents of the criminal justice system.

Our program employs a comprehensive approach, offering alternative solutions to traditional law enforcement responses when addressing systemic social issues. The collaboration between CIT specialists and MTPD officers proves beneficial across multiple dimensions. Officers can redirect crisis calls to specialists who then work directly with individuals in need. Simultaneously, this allows the officers to be redeployed to stations, trains, and buses, enhancing their visibility and deterring crime.

We have trained our Crisis Intervention Team (CIT) specialists to be both proactive and reactive. There are three response levels, involving a combination of CIT specialists and Metro Transit Police Department (MTPD) officers, as appropriate to the situation. Following established protocols and guidelines, our CIT has successfully engaged with over 9,000 customers, employees, and vulnerable populations since the program's launch in September 2022. In addition to conducting routine wellness checks, the team made 714 visits to rail stations and boarded 911 buses and 2,640 trains. The visibility of our CIT in the system is making a positive impact by strengthening trust within the public/community through empathy and understanding. This approach fosters a sense of sincere concern and safety while also aiding in resource efficiency.



By the Numbers*
10 Crisis Intervention Specialists trained
9,000+ customers and employees engaged
714 rail stations visited
911 buses and 2,640 trains boarded

* Launch (Sep 2022) through Jan 2024





Operationalizing Enterprise Video for Public Safety and Security

Metro boasts an extensive network of over 30,000 cameras within our bus and rail fleets, station facilities, and administrative buildings. These cameras serve crucial roles in surveillance, access control, and incident response management. In alignment with the overarching mission of the Metro Integrated Command and Communications Center (MICC) and the entire organization, we are witnessing a significant culture shift in the use of video technology. This evolution extends beyond mere incident response; we are operationalizing our system through integrated video usage. The team is set to harness integrated software for all camera assets, which will enable real-time video access and surveillance for incident mitigation, thereby significantly enhancing the customer experience.



**Over 30,000
cameras in the
system**





Opening: New Metro Integrated Command and Communications Center

On October 14, 2023, we inaugurated the Metro Integrated Command and Communications Center (MICC) within our Eisenhower Administrative Building, situated in Alexandria, Virginia.

The MICC represents a pivotal advancement, amalgamating operational capabilities from rail, bus, power, maintenance, video, safety, communications, and other Metro departments. This integration enables us to swiftly respond to incidents and emergencies, disseminate more precise information to stakeholders, and provide safer, more reliable service.

To ensure continuity of service, we strategically inaugurated the MICC in two phases. Phase 1 saw the co-location of MICC personnel in the Eisenhower Administrative Building. In Phase 2, we integrated MICC operations and fostered a unified MICC Team, committed to service excellence and keeping the region moving seamlessly.

The opening of the MICC marked a significant milestone in the modernization of Metro's assets. During Phase 1, we equipped the Eisenhower Administrative Building with cutting-edge control rooms. Phase 2 involved optimizing headsets for MICC controllers, establishing training labs for bus, rail, and power staff, and constructing an emergency operations center (EOC). By bolstering operational integration and modernizing our facilities, we are enhancing the safety, security, reliability, and convenience of Metro service.

Safety and Security

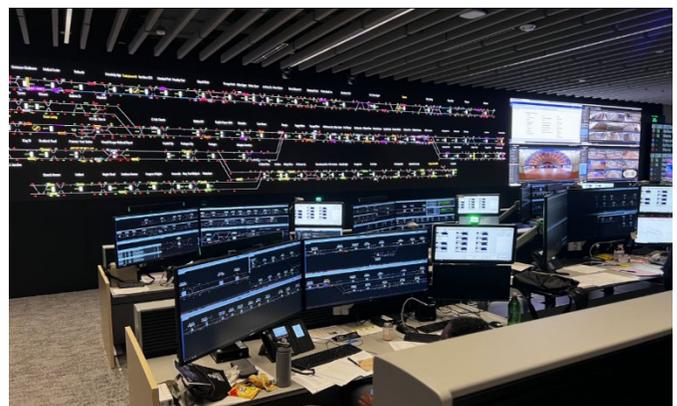
Two pivotal initiatives underpinning the Safety and Security goal in Metro's strategic transformation plan (STP) are: (1) the redesign and optimization of 62 new Metro Integrated Command and Communications Center (MICC) Standard Operating Procedures (SOPs), accompanied by comprehensive training for seamless integration, and (2) the establishment of a rigorous safety and certification process to manage safety risks effectively.

Furthermore, we proactively engaged with the Washington Metrorail Safety Commission (WMSC) to ensure our compliance with Commission standards. We provided detailed briefings to the Commission on the anticipated changes and facilitated a tour of the MICC for WMSC and Washington Metropolitan Area Transit Authority (Metro) board members.

Reliability

To bolster the STP's goal of delivering dependable service, we reconfigured the control room spaces at the Eisenhower Administrative Building to foster enhanced collaboration with maintenance personnel, who play a pivotal role in ensuring service reliability. Additionally, we formed a dedicated team of analysts tasked with reviewing MICC video footage. This team's objective is to assess the footage's impacts on both reliability and safety, ensuring that our operations not only meet but exceed the standards required for optimal performance and safety.

202
Integrated Command
Center personnel
received training on
Standard Operating
Procedures





Convenience

The MICC is comprised of seven sections and the Emergency Operations Center (EOC). It also has **integrated capabilities that run 24 hours a day, 365 days a year** — leading to better incident response, which allows Metro to rebound more quickly from service interruptions.

This improves the frequency and accessibility of service—two key components of the STP’s Convenience objective.

In addition, the MICC’s collaboration with our Customer Service, Experience, and Marketing Department to begin **optimizing communications** supports the STP’s Convenience initiative to “provide proactive, frequent, and real-time support to customers.”

One example of the MICC’s success was the coordinated response across transit modes during a First Amendment event. Just one month after the opening of the MICC, we delivered safe, reliable service to 938,000 customers, fulfilling Metro’s mission of “connecting you to possibilities”.

Customers moved during a special event (11/14/23)



Metrorail:
563,000



Metrobus:
375,000





Asset Modernization and Reliability



Introducing the Fleet of the Future

8000-Series Rail Car Procurement

In collaboration with rail car manufacturer Hitachi Rail, we are working to finalize the design for the base order of 256 cars that will replace retiring antiquated rail cars. We began an extensive public engagement process a year ago, which kicked off with renderings shared with customers in select rail stations and a design studio at Gallery Place Station. More than 16,000 customers, members of the Riders Advisory Council, the Accessibility Advisory Council (AAC), and stakeholders visited the pop-up display to see and provide feedback on the future trains firsthand. Approximately 2,400 comments were received, and 7,000 handouts were distributed during the nine-day event. As part of the design process, AAC members also visited New York City's Subway to inspect their new R211 cars with open gangways. Decisions were made to change vehicle materials and select an open-gangway design, which will save money and increase customer capacity per car.

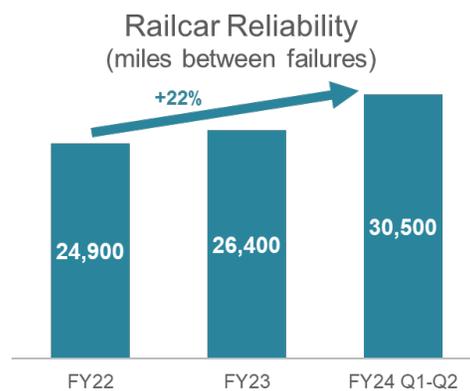


8000 series (8K) rail car soft mock-up departing plant for shipment to the National Mall

The next step in the customer review process will be a walk-through a soft mock-up of the 8K car near our Smithsonian Metrorail Station during the Cherry Blossom Festival in March entitled *Fleet of the Future Expo*. Comments from the public on the features of the future fleet will be collected on-site through digital surveys. The *Fleet of the Future Expo* represents the first showcase of a railcar on the National Mall since the Johnson Administration. The expo will also feature our new, state-of-the-art, 60-foot electric bus.

Rail Service Improvements

Throughout FY2024, our dedicated efforts to increase the number of train operators and reintroduce more 7000-series trains into service have led to noteworthy improvements in rail service. Specifically, in late June and early September, we were able to increase service across all lines. By September, this resulted in delivering 60 percent more daily train trips compared to September 2022. Despite ongoing constraints with the 7000-series trains, we anticipate achieving approximately 90 percent of the service levels budgeted for FY2024. The 7000-series trains are currently undergoing corrective maintenance as part of the Wheelset Replacement Program. This program is a direct response to findings from the National Transportation Safety Board following a derailment in 2021. Metro is optimistic that all 7000-series cars will be fully operational and back in service by the end of 2024.



Railcar reliability has improved as we returned more 7Ks to service



Train Sizing to Meet Post-Pandemic Demand

In response to evolving travel patterns post-pandemic, Metro has innovatively adapted its 7000-series railcars, originally designed for 8-car configurations, to accommodate 6-car trainsets. This strategic adjustment, conceived and implemented by a collaborative team from Transportation, Engineering, Planning & Scheduling, and Safety & Readiness departments, enhances service flexibility and cost efficiency. By testing, certifying, and planning for the introduction of these 6-car trainsets on the Silver and Blue Lines, Metro has

effectively responded to the changing needs of its ridership. Since their introduction in late 2023, these shorter trains have provided increased service that is more aligned with current ridership patterns and cost considerations. The initiative is ongoing, with plans to expand the use of 6-car 7000-series trains based on ridership data.

Rail Automation

We began operating Red Line trains in automatic door opening mode in December 2023, saving as much as 10 seconds per station stop, or minutes a day, over their routes without a single safety failure. Operators systemwide are now undergoing training and certification to activate auto doors on all lines this spring.

On a parallel track, our collaboration with the Washington Metrorail Safety Commission (WMSC) is progressing towards the finalization of our Concept of Operations plan, aimed at restoring automatic train operations. Once we receive approval, Metro is poised to conduct simulations of automatic train operations this spring. These simulations are crucial for demonstrating our readiness to reintegrate automatic operations into passenger service safely and efficiently.

The restoration of these operations represents critical steps in our ongoing efforts to modernize service delivery. Our goal is to ensure that we provide the most efficient, safe, and frequent service possible to our customers.



Engineering assessment of system performance during ATO Testing on the Orange Line.

Transitioning to Zero-Emission Buses

Metro's commitment to transitioning to a 100 percent zero-emission bus fleet by 2042 marks a significant stride towards environmental sustainability and enhanced customer service. This initiative is set to dramatically reduce tailpipe emissions, leading to improved air quality and a notable decrease in greenhouse gas emissions. The shift to zero-emission buses not only underscores our dedication to bolstering the health and environmental benefits of public transit for the region but also promises a quieter and smoother ride for our customers. By embracing this green transition, Metro is not just contributing to the fight against climate change but also enhancing the overall transit experience for its users.

2023 was a significant year for the advancement of Metro's Zero-Emission Bus Program including:

- Completed our first strategic Zero-Emission Bus Transition Plan.
- Received the largest Federal Transit Administration (FTA) Low or No Emission Vehicle grant in the country, amounting to \$104 million.
- Launched Metro's first two 60-foot battery-electric buses into revenue service.
- Trained nearly 350 Metro employees to support the operations and maintenance of electric buses and associated charging equipment.

In March 2023, Metro initiated a regional zero-emission bus working group aimed at coordinating with regional transit partners. This collaborative effort ensures the efficient delivery of zero-emission bus services across the region.

Achieving these milestones was made possible through the dedicated support and collaboration of teams across Metro, illustrating our commitment to bringing the fleet of the future to the region and underscoring our dedication to sustainable, eco-friendly transportation solutions.



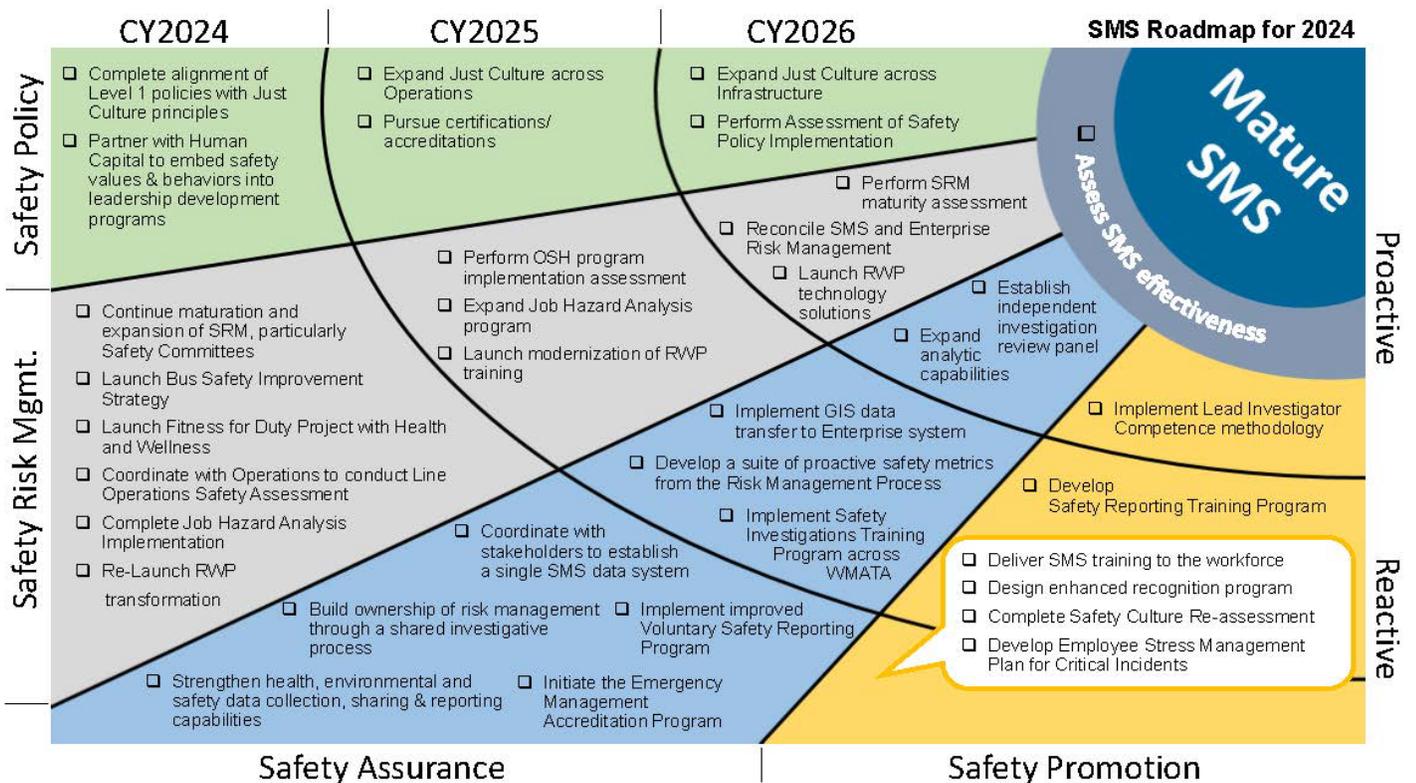


Implementing a Safety Management System (SMS)

The strategy to implement a Safety Management System (SMS) across the agency made significant progress in 2023. We broadened our Safety Risk Management framework to encompass both Infrastructure and Operations. This expansion includes the recruitment of Safety Risk Coordinators for each department to oversee safety risks, the reinforcement of our safety committee structure for discussing and escalating safety hazards and mitigations, and the establishment of an open reporting framework to ensure hazards are identified comprehensively. As of now, we have successfully hired three out of the planned six Safety Risk Coordinators. The Safety Risk Management implementation process, alongside a new hazard reporting tool, identified 143 hazards in 2023.

Furthermore, we introduced a new, basic training program for all Metro employees to deepen their understanding of the SMS essentials and their responsibilities within it. SMS is crucial for proactively identifying and mitigating risks to ensure a safe, customer-focused experience across our services and for continuous improvement of our safety culture. This training, which has already been completed by over 2,000 employees, is mandated for all agency staff and is expected to be fully rolled out over the calendar year.

These safety initiatives and measures are detailed in our annual Agency Safety Plan, which also involves collaboration with regulatory partners such as the Federal Transit Administration (FTA) and the Washington Metrorail Safety Commission (WMSC). Updated yearly, this plan articulates the strategies, policies, and procedures Metro employs to manage the risks inherent in operating a transit agency safely. Through these comprehensive efforts, we ensure that Metro not only delivers safe service to our customers but also fosters a secure and excellence-oriented environment for all our employees.

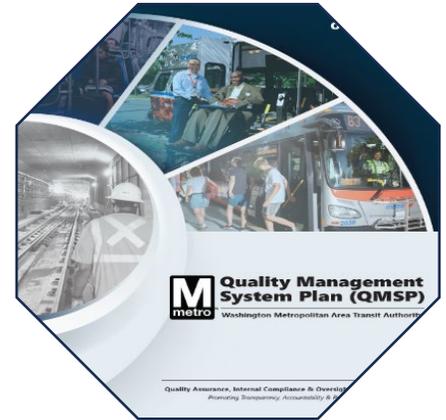




Modernizing Our Quality Management System

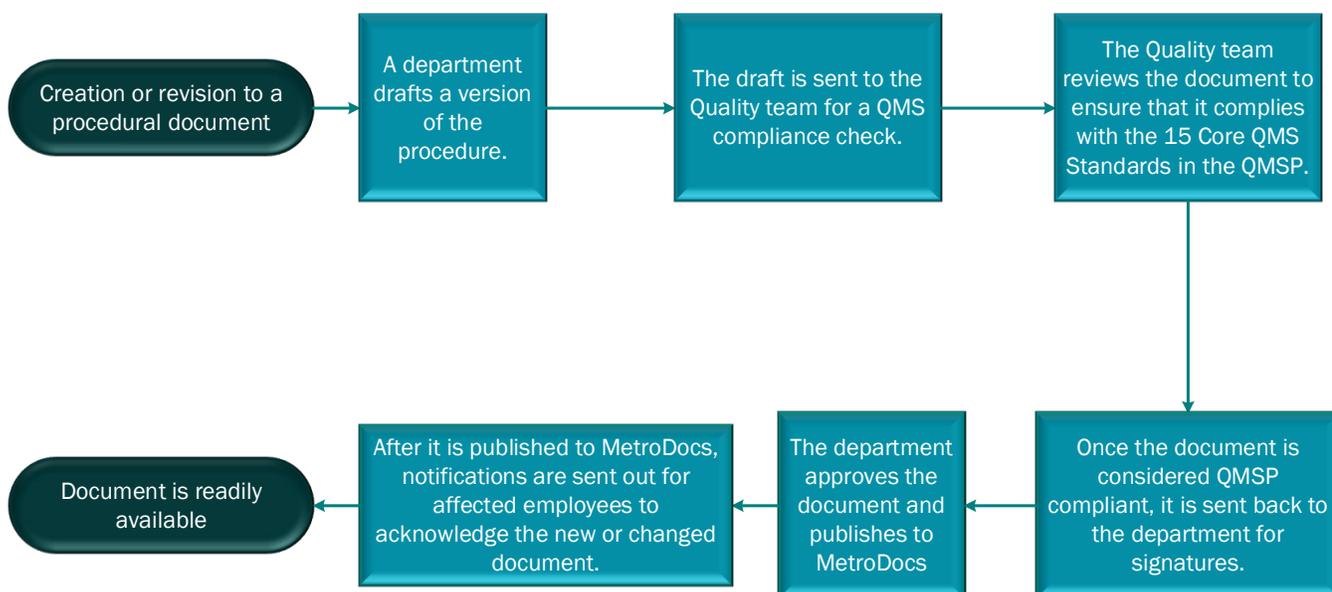
As a committed transportation service provider, we recognize the critical role of delivering reliable service that earns the community's trust. To uphold reliability and ensure customer satisfaction, prioritizing quality management is essential. Our Quality team has diligently refined our approach to quality by updating the Metro Quality Management System (QMS) Plan (QMSP). This revision, in alignment with our Safety Management System (SMS), integrates safety and quality into every facet of Metro's operations, ensuring that our commitment to excellence is reflected in every service we provide.

We are proud to highlight the significant strides we've made over the past year in rolling out the Quality Management System (QMS) across Metro. Currently, we've achieved over 50 percent implementation of the QMS, with a targeted goal of reaching 90 percent by the end of 2024. This ambitious effort has seen the finalization and incorporation of nearly 600 documents across 43 departments into the QMS. Additionally, our Metro management team has shown strong engagement with the required QMS training, achieving a completion rate exceeding 85 percent. These milestones are critical in our mission to deliver unparalleled service quality to our community and strengthen the trust of our customers.



In parallel to the QMS implementation, we've introduced an enhanced version of MetroDocs, our central repository for all governing documents. This upgrade makes it easier for users to access the documents essential for their roles, thereby supporting Metro's commitment to safety and efficiency. A centralized document repository not only facilitates the quick retrieval of information but also ensures that our procedures remain current and aligned with our operational needs.

We are confident that these initiatives will significantly bolster our ability to offer reliable and safe transportation options to our customers.





Delivering Better Service While Renewing and Modernizing

Metro continues to advance efforts to optimize infrastructure work to reduce customer disruption and improve productivity and cost efficiency.

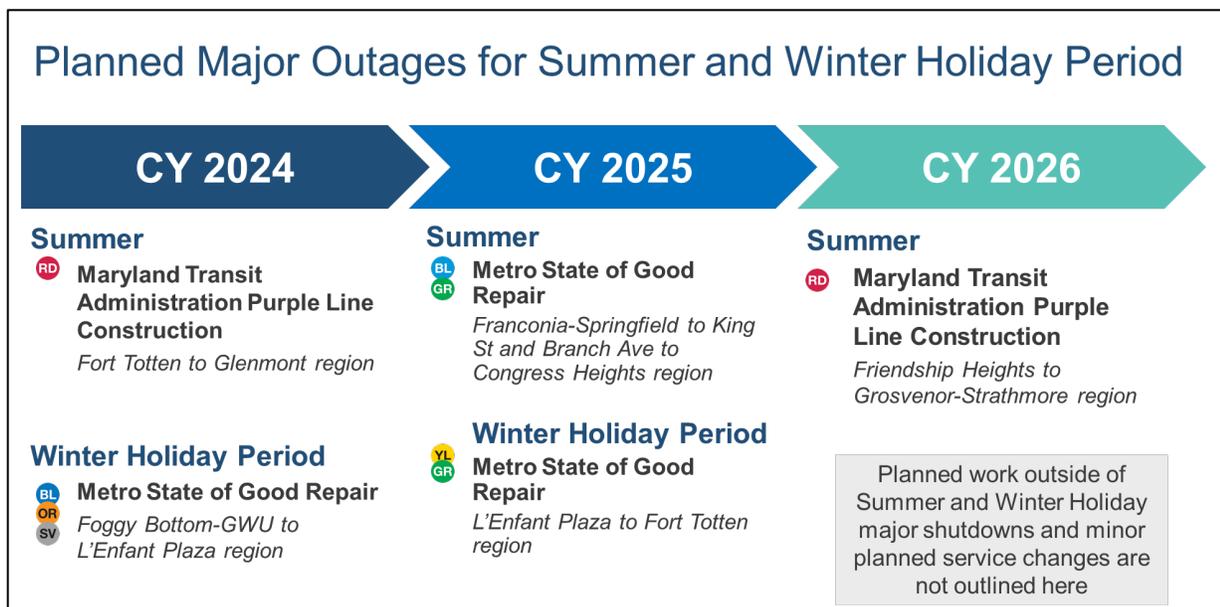
Maintaining well-functioning infrastructure is essential for ensuring frequent, safe, and reliable service. However, conducting infrastructure work during daytime hours can inconvenience customers, leading to reduced ridership and revenue in the long run. The challenge is further compounded by the limited operational window available for substantial reinvestment work—given that the system is closed for only about five to six hours nightly. This time constraint, coupled with the reality of having only two tracks available, the delay in trains clearing for work to begin, the logistics of moving from staging areas in the yards, and the necessity of safely de-energizing the power supply, presents significant planning and execution hurdles.

Metro is working on improvements to ensure that critical work is accomplished efficiently while recognizing the opportunity and challenge it presents amid efforts to grow ridership. Through the adoption of more efficient work practices and better planning, the planned infrastructure work service impact has decreased from 8.4 percent of total service delivered in FY2019 to four percent in FY2024 year-to-date.

Metro is actively tackling the challenges of infrastructure maintenance with innovative strategies to minimize customer disruptions and enhance operational efficiency through the following:

- **A multi-year work planning strategy aimed at maximizing efficiency and minimizing customer disruptions.** Infrastructure work is planned to better coincide with ridership demand. Customer impact is better incorporated into the planning process to achieve a better balance between customer needs and infrastructure needs.
- **Improved overnight productivity and utilization of hours when the system is closed.** To make the most of overnight hours, we are focusing on increasing productivity and leveraging modern technology to streamline processes and enhance efficiency.

In February 2024, Metro announced a pivotal three-year work plan for significant capital program outages, strategically scheduled during summer and winter holiday periods. This initiative marks a significant advancement in our commitment to transparency and customer service. By offering advance notice to both customers and jurisdictional partners, this plan enables more effective forward planning, ensuring the availability of alternative travel options. Additionally, it aims to enhance the reliability of these alternate services. By choosing periods of traditionally lower ridership for these outages, the plan is designed to minimize the impact on our customers, reflecting Metro's ongoing efforts to improve service reliability and customer satisfaction while advancing critical infrastructure projects.





Constructing Modern Bus Facilities

We are currently modernizing two of our nine bus facilities – Northern and Bladensburg – which together house about 27 percent of our total fleet. These new bus maintenance and operation facilities will offer state-of-the-art space for nearly 750 on-site employees to oversee bus repairs, maintenance and inspections, MTPD facilities, and much more. The reconstruction of the garages will drastically improve essential bus operations and maintenance and ensure the continued safe and reliable operation of the bus fleet housed at both garages – one that provides much-needed transportation services to Metro customers throughout the region.

For the Northern Bus Garage, the rebuilt facility will be a modern LEED Platinum-certified bus operations and maintenance center. This facility is designed to meet the requirements to operate and maintain 150 buses and will carry the distinction of being Metro's first 100 percent zero-emission bus garage. The Northern Bus Garage facility will include close to 26,000 sq ft of retail space, a shared-use Community Room, and an MTPD substation to provide a faster response to issues on the system in the vicinity of the garage. The new Northern Bus Garage will also feature sustainable features like an energy-efficient HVAC system, solar panels, electric vehicle charging stations, and stormwater collection systems for cost and environmental efficiencies.



Milestones achieved in 2023:

- Demolished the old facility; reinforcing the historic structure and starting construction of the permanent foundation.
- Completed preliminary design of the battery electric bus facility, with final by 2024. The completed design will be used to install all required equipment and infrastructure to safely operate battery electric buses.

The rebuilt Bladensburg Bus Garage will also be a modern LEED Platinum-certified bus operations and maintenance center, incorporating environmental and infrastructure improvements necessary to support a fleet of approximately 300 buses. The new facility and garage will enhance the delivery of essential services, including maintenance space, parts storage, and employee amenities. The garage will offer parking accommodations for approximately 200 40-foot-long buses and 100 articulated buses. Upon reopening, Bladensburg will operate a mix of Compressed Natural Gas (CNG), diesel-electric, and Battery Electric Buses. The entire facility will feature environmental elements such as green roofs, solar panels, and rainwater and stormwater collection systems.



Milestones achieved in 2023 include:

- Completed enclosing and weatherproofing of building (“dry-in”).
- Constructed one of two rain harvesting tanks.
- Installed diesel tanks and all CNG equipment.
- Completed preliminary design of the battery electric bus facility has been completed, with the final design set to be completed in 2024. The completed design will be used to install all the required equipment and infrastructure to safely operate electric buses.



Completing the Yellow Line Tunnel and Bridge Rehabilitation Project

We have 100 miles of transit tunnels within the Metro system. While a steel-lined tunnel is less commonly used, we have two segments of the Yellow Line Tunnel between L'Enfant Plaza and Pentagon Stations that contain steel liner plates that needed repairs to ensure the continued safety and reliability of service. Although rehabilitation of the Yellow Line steel tunnel liner is generally considered a structural project, it also required the effort of several other engineering disciplines. Ultimately, it was determined that an eight-month shutdown was necessary to complete the work. We also used the shutdown to complete other projects that had been planned and were waiting for the opportunity to construct them without unnecessary disruption of service.

Innovation

These efforts presented many unique technical challenges, which were overcome through the project team's collaborative efforts. Given the size and complexity of the project, a Construction Manager at Risk delivery method was used. This method involved a team including the owner, designer, and contractor working collaboratively to find the optimal solution. Ultimately, the project was completed eight percent under budget and ahead of schedule.

**8% under budget
and ahead of schedule**

The confined nature of the worksite, along with the tight schedule, required innovative ideas to get the work done. Our scope included surface preparation via blasting techniques and providing a new coating system using state-of-the-art materials. To expedite this process, a special train was assembled that housed all the necessary equipment in one place. This train could progress down the length of the tunnel, blasting off the old surface and applying the new.

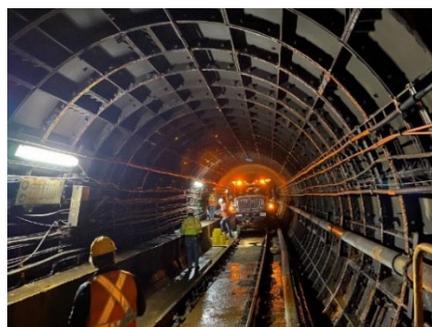
Quality

The quality management program was key to the success of the Yellow Line project. The implementation of the quality program helped identify potential issues and paved the way to address them, preventing negative effects on the project's cost and schedule. The result of our cooperation was a successful project delivered on time.

Internal and External Collaboration

This project required working with more than 40 agencies to obtain over 75 permits. We proactively engaged and collaborated with government agencies, the National Park Service, the US Army Corps of Engineers, the Coast Guard, the Pentagon, the Metropolitan Washington Airports Authority, partner bus services, and jurisdictional Departments of Transportation. Our goal was to understand the requirements, coordinate permitting efforts, and keep them apprised of activities before and during the project.

We understand that shutting down a mode of transportation in this busy commuting corridor is painful for the traveling public and would have a major impact on the region. We got ahead of the issue by initiating ongoing communication and monthly updates for the project's duration with regional jurisdictions and transportation partners who would be impacted by the shutdown. This included municipalities in Virginia and DC, Departments of Transportation, and regional bus and rail partners.





Daily Operations



Digitally Activating the Strategic Plan

Effectively responding to the changing world requires us to leverage advancements in technology. Therefore, at the core of Metro's strategic transformation plan is the imperative for digital modernization. In recognition of this, the General Manager has established a new role: the Chief Digital Officer, who is tasked with developing and implementing a digital modernization strategy. This strategy aims to position Metro to embrace and integrate cutting-edge technologies, thereby digitally advancing the strategic plan. In essence, the Chief Digital Officer's responsibility includes enabling rapid, cost-effective, and sustainable enhancements in daily operations, at stations and stops, and in improving the customer experience.

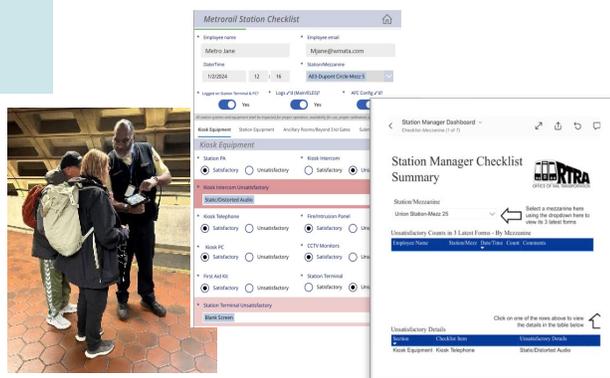
Our Digital Modernization strategy focuses on replacing outdated data centers and systems, integrating new capabilities such as Generative Artificial Intelligence where it adds value to our teams and customers, and ensuring that Metro meets industry standards for cybersecurity. Initiated in May 2023, this modernization effort is currently in progress and starting to yield benefits. Metro has nearly completed the replacement of its on-site, outdated data centers with more energy-efficient and reliable cloud-based data hosting solutions; we have introduced a state-of-the-art Command Center to ensure real-time operational data for our buses, trains, and rail systems; enabled remote drone capabilities for safety inspections; replaced our outdated human capital and financial systems with a modern Enterprise Resource Planning system; and launched MetroPulse, a mobile application offering up-to-the-minute updates on train and bus information. These efforts not only enhance operational efficiency but also contribute to reducing paper use and Metro's carbon footprint.

Using technology to:

- Provide data to customers
- Improve safety
- Increase efficiency
- Reduce costs



MetroPulse and Passenger Information Display System



Station Manager Tablet Project



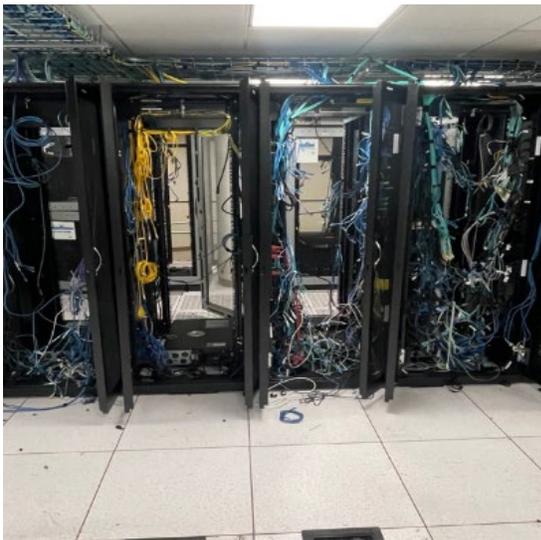
Drone Pilot Program



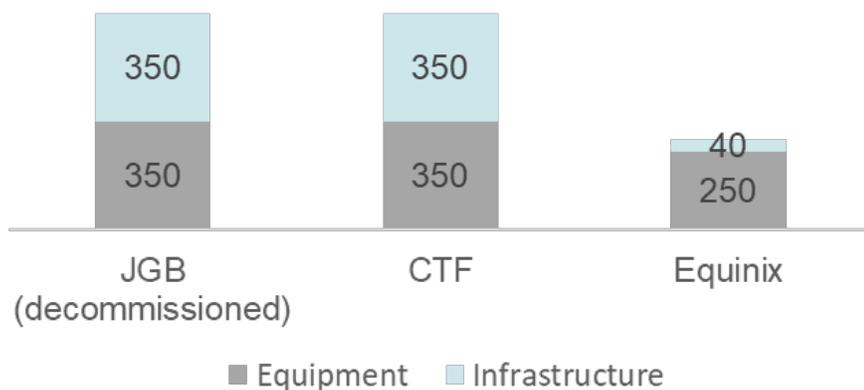
Reducing our Physical Footprint with A Modern Data Center Strategy

A key achievement of our digital modernization strategy has been our transition from physical data centers located at the former headquarters building to a new state-of-the-art facility hosted by Equinix, a global provider of data storage solutions.

Since Equinix hosts many customers at its regional locations, they can achieve economies of scale and efficient power consumption that no customer could accomplish alone. This move to a shared data center allows us to redirect our teams' efforts from server and facilities maintenance to better meeting our customers' needs. We have already decommissioned our data center at the old headquarters in the Jackson Graham Building, resulting in over a 50 percent reduction in power consumption. Over the coming year, we will be decommissioning our Carmen Turner facility data center, further reducing our carbon footprint.



Power Consumption
(usage in kW)



over 50%
reduction in power consumption after decommissioning data center at JGB

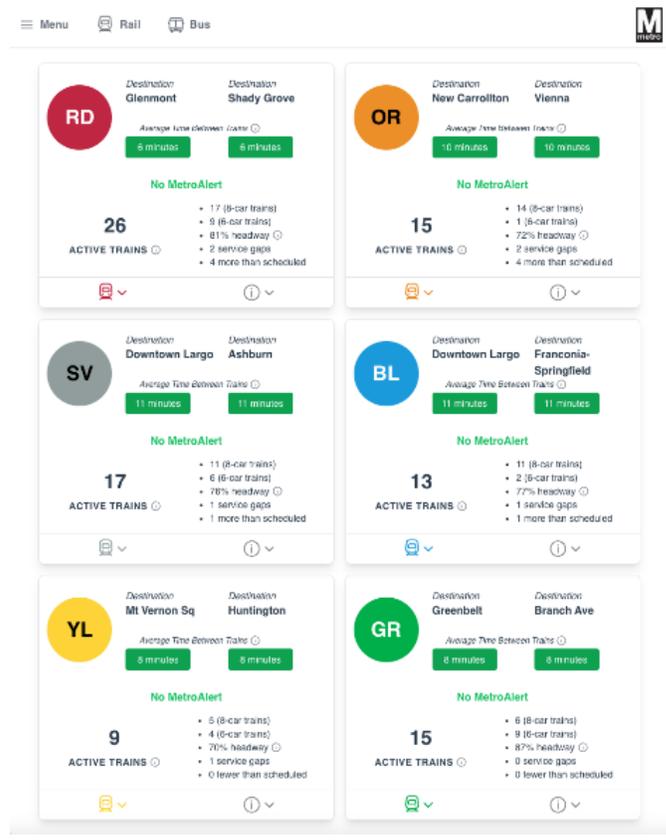
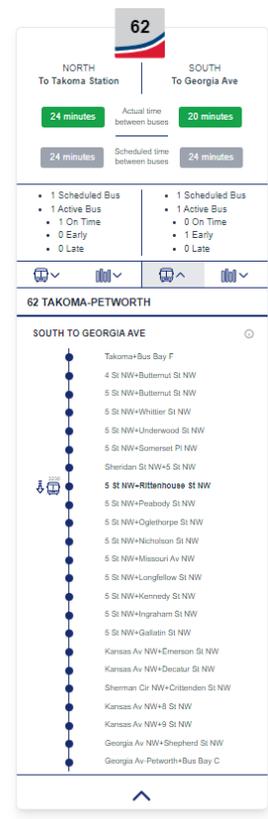
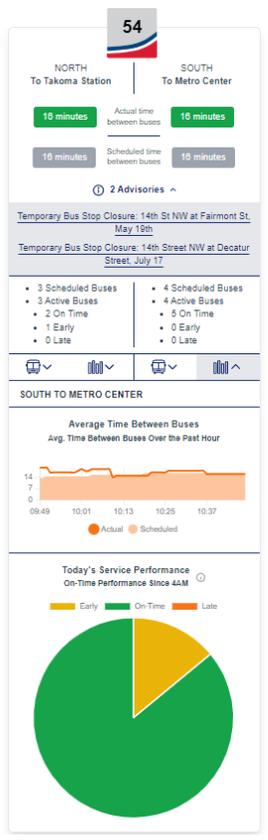
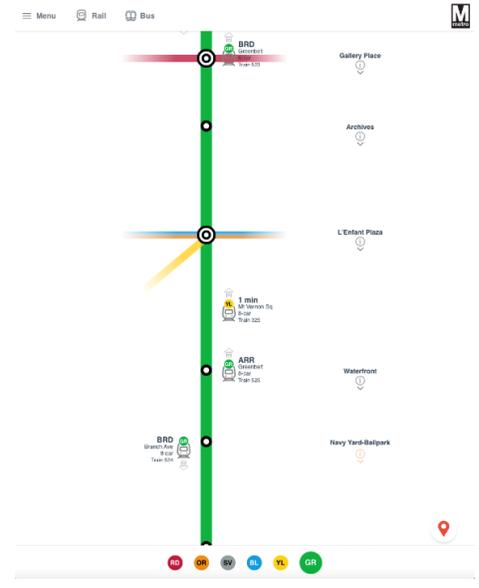


Helping Riders Plan Their Commute with MetroPulse

This year, Metro introduced MetroPulse (Beta), our first-ever web-based application, providing transparency on bus and rail operations to allow riders to plan their trips and navigate the Metro system. A Beta version was developed and delivered in eight weeks.

This real-time information hub empowers customers with the following:

- Pinpoint accuracy: Track train and bus arrival and departure times live, eliminating guesswork and frustration.
- Informed decisions: Stay ahead of disruptions with up-to-date station information, including closures, escalator, and elevator outages.
- Performance insights: Gain valuable insights into system performance through comprehensive monitoring data.
 - Average Times Between Trains and Buses
 - Bus and Rail Schedule Performance



50,705
page views*

* July 2023 through March 5, 2024



Dashboards for Increased Transparency

In July 2023, Metro launched the [Open Data Hub](#) that features multiple dashboards and reports that provide transparency to the public and our partners about how we are performing. In addition to Metro Pulse, it includes:

- Service Excellence Dashboard allows you to explore Rail, Bus, and MetroAccess data from the past year in detail. It includes key performance indicators like on-time performance, missed trips, and prediction accuracy.
- Ridership Dashboards a suite of interactive dashboards using data from Metro's fare system that provide information on rail ridership, bus ridership, and parking usage. Also provides PDF summaries monthly that explain trends in ridership.
- Annual Line Report provides comprehensive information about how every Metrobus line performs relative to our service guidelines.

In addition to providing Transparency, this data availability is helping us increase our data-driven decision making.

Improving System Reliability and Reducing Errors with the Advanced Information Management System (AIM)

The Advanced Information Management (AIM) Supervisory Control and Data Acquisition System is a critical system that controls our Rail and Power system operations and provides system status information to the state-of-the-art Metro Integrated Command Communication Center (MICC) at the new Mill Road Virginia Headquarters building. Over the last few years, the Authority has made upgrading and improving this system a top priority.

Before our modernization efforts, if AIM experienced an operating disruption, it took 100 manual steps to put our system into failover mode while troubleshooting issues. We are now able to do this automatically and without human intervention. We can now detect system issues and report on them within seconds, ensuring 99.99 percent availability of our operating control system and rapid ability to begin troubleshooting problems. This allows Metro to ensure the safety and reliability of all power and rail systems for our ridership.





Modernizing our Fare System

To enhance the customer experience, deter fare evasion, and maintain a systemwide state of good repair, we have been implementing improvements to both the rail and bus fare systems.

Resilient faregate barriers

To deter fare evasion in the Metrorail system, we developed a retrofit program to change the faregate barrier door style from lower-level clamshells to 55” tall barrier doors with 55” fencing along the faregate line. This robust solution has demonstrated that fare evasion at stations with the new barrier doors has dropped significantly—up to a 70 percent reduction in fare evasion.

As of the end of February 2024, 23 stations, incorporating 29 percent of system faregates, have been retrofitted with new barrier doors, stronger motors, and taller adjacent fencing. Installations are complete at Metro’s more complex stations, including Union Station, Metro Center, L’Enfant Plaza, and Gallery Place/Chinatown. Metro expects the retrofit program to be complete by fall 2024 at all 98 stations.

This initiative is a multi-departmental effort with staff from Planning and Sustainability, Finance and Procurement, Infrastructure and Engineering, Maintenance, Communications, and Digital Modernization all contributing to the program’s success.



29%
of system
faregates

23
stations

70%
reduction in fare
evasion

Updated Exit Fares Machines

We have also modernized our Metrorail exit fare machines to accept credit and debit card payments in addition to cash. This small but impactful change will provide more flexibility for customers to pay using their preferred method. As of February 2024, upgrades are about 75 percent complete, with around 130 upgraded machines installed, and completion is targeted for late spring 2024.

75%
of upgrades
complete

130
machines
upgraded





New Bus Farebox System

In 2023, we developed a program to replace the 20+-year-old fare collection equipment with a new, state-of-the-art fare system for buses. The new system significantly improves both equipment reliability and the customer experience.

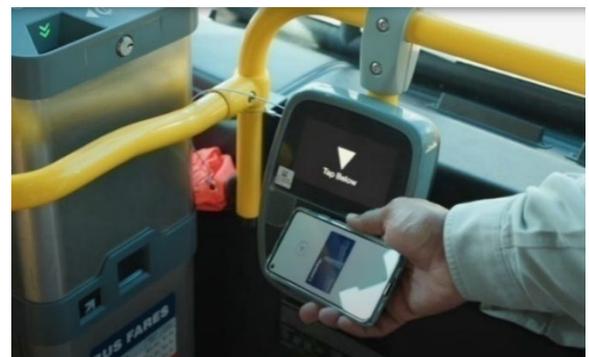
Metro's new fare collection system on buses includes three passenger-facing pieces of equipment: a cash-accepting farebox and two independent SmarTrip validators, one in front by the farebox and one at the rear door to support the all-door boarding initiative.

Installation of the new fareboxes started in summer 2023, with the goal of completing all installations by summer 2024. By the end of February 2024, we had installed nearly 900 new fareboxes on buses (more than 50 percent of the bus fleet). We have installed front and rear door validators on 659 buses, and front door-only validators on 233 buses.



Modernized Mobile

Since the launch of mobile payment in September 2020, Metro has seen steady adoption of the use of mobile to pay for trips on bus and rail. To further drive adoption, Mobile 2.0 is building on the success of Mobile 1.0 by expanding the types of riders ("rider classes") who can use mobile payment. Mobile payments surpassed the 50 millionth transaction in January 2024. In February 2024, Metro launched a test of Kids Ride Free on mobile with a cohort of students at the District's Jackson-Reed High School. Additionally, our next step in modernizing payment involves implementing fare capping technology and introducing open payment with credit cards systemwide.



Updated WMATA.com

We are working to update the Metro website. In January 2024, we awarded a contract to build the new WMATA.com website. Work is now underway to establish the development environment necessary to build the new site, define the architectural design and detailed project plan. The first deliverable will be an initial version of the rider information tool, expected in October 2024.





Developing a New Metrorail Operating Rulebook

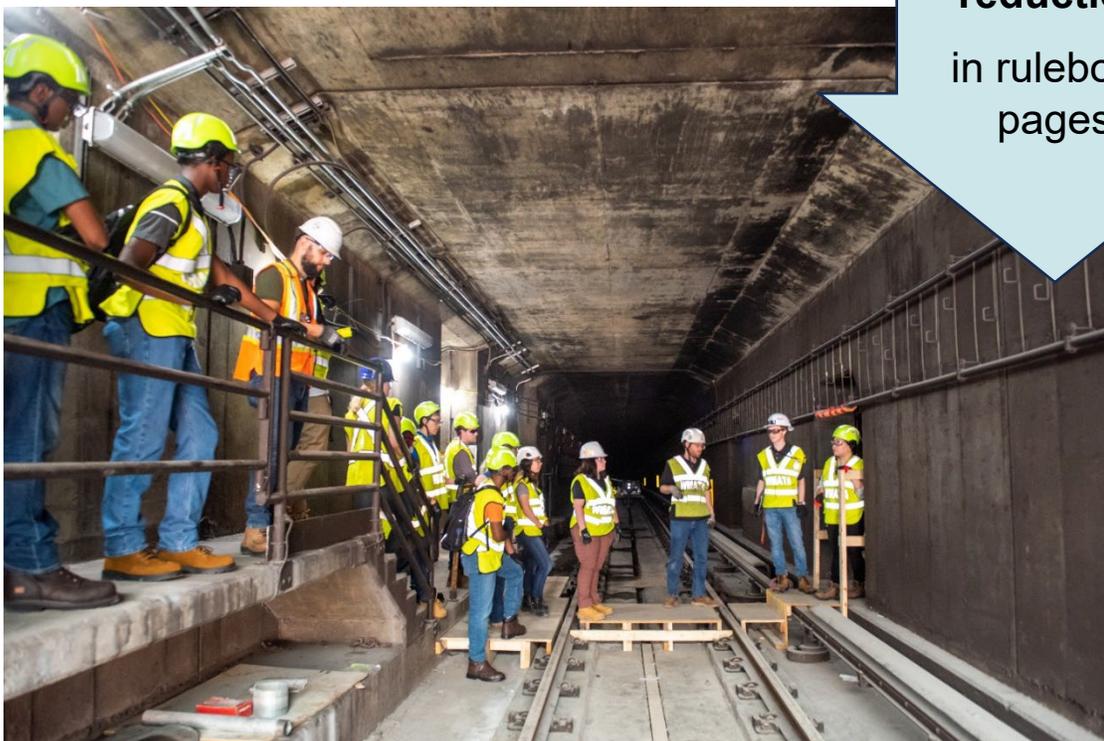
It may seem simple when you see the final product, but updating a rulebook takes a lot of work. Over the past year, Metro has been diligently working to overhaul our rulebook. This effort involved our safety department working with multiple departments across the agency and external stakeholders to deliver a new Metrorail Operating Rulebook.



You may wonder why we made this change. The previous 792-page rulebook had grown unwieldy through its evolution from Metro's founding. The structure and content of the book needed to be refreshed, and we needed to ensure everything was applicable to the Metro of today. Metro's team of operating rules personnel worked tirelessly to remove duplication and modernize procedures, and to make sure the core operating rules of the rail system are clear.

In August 2023, Metro's safety team distributed 8,500 copies of the new rulebook to all affected staff and ensured clear communication of the changes throughout Metro. After months of hard work and coordination, the new rulebook went into effect September 1, 2023.

As Metro continues to modernize, we are contributing to a proactive safety culture that sets our operations personnel up for success. We continue to provide regular updates and feedback to our personnel to ensure we are continuously improving in order to provide excellent service as we move the region.



**over 50%
reduction
in rulebook
pages**



Station and Stop Improvements



Improving Customer Information

We improved the customer experience in rail stations and bus stops in the last year by updating real-time information, adding more information screens, and rolling out a new wayfinding and signage pilot at L'Enfant Plaza that should make it easier for customers to navigate through the station and beyond.

We upgraded Passenger Information Screens at all our major transfer points: Metro Center, Gallery Place, and L'Enfant Plaza. The new digital screens are easier to read and can display more information, including rail arrival times and advisories at the same time.

More than 100 new digital wayfinding and advertising screens were added to station entrances and platforms. At the entrances, the screens show real-time arrival information. Inside stations, the screens provide a completely new experience, telling customers about the next train coming, which stations it stops at, and transfer points. The screens also display advisories.

As part of a new pilot, we replaced more than 200 signs at L'Enfant Plaza in an effort to make station navigation easier. We labeled exits for the first time, added more landmarks on exit signs, added cardinal directions to help those that might not know end station names, and redesigned our surrounding neighborhood map. These changes should make it easier for customers to navigate within and beyond the station.

More than 140 bus stops have been upgraded this year with easy-to-read e-paper screens. These screens display real-time bus arrival information, giving customers piece of mind knowing when their next bus is arriving.





Modernizing Metrorail Customer Touch Points

Metro developed the Tablet initiative to equip Station Managers and Ambassadors with the latest technology and tools that provide accurate and reliable real-time information, resources to respond to issues efficiently, and the ability to resolve customer issues when outside of the kiosks. This initiative was built upon ongoing efforts to modernize station staff tools and the American Public Transit Association's Peer Review of Station Management at Metro that recommended we introduce technology that allows Station Managers to be more mobile.

On December 4, 2023, Metro began its phased rollout of Customer Service Tablets starting with the Green Line Stations, where all 133 Station Managers are now trained and equipped with Tablets. The first phase has allowed us to refine the available tools and encourage a culture of feedback that is guiding continued enhancements. We expect to train and equip all 579 Station Managers and 23 Metro Ambassadors system-wide by the Fall.

Through effective cross-departmental collaboration, we are delivering an impactful initiative that meets operational needs, reduces paper usage through digital forms, increases transparency through dashboards, operationalizes previously unavailable data, and equips staff with easier access to customer-centric tools. These enhancements allow us to focus on what matters the most, delivering high-quality customer service that we strive to continuously improve.



Translation app on tablet allows Station Managers to communicate in many languages.





Expanding Better Bus Improvements

Better Bus is an initiative to rethink, redesign, and revitalize bus service to better serve the needs of customers in the region. The projects and initiatives represent multi-department coordination and cooperation to successfully implement. All the Better Bus projects deliver specifically on the objectives of Metro’s strategic plan.



Service Improvements, including 24/7 DC Bus Service: On December 17, 2023, Metrobus began operating 24-hour bus service in the District of Columbia on 14 routes serving all eight wards. The service improved frequency after 9pm and extended hours for these routes between 2am to 4am, creating full 24-hour service. In June 2023, Metro improved service on 68 bus routes, including improving B2 (DC) midday, evening, and weekend frequency to 12 minutes or better, extending the A12 (MD) and beginning service on the L12 (MD) around Largo and New Carrollton, and extending service along Columbia Pike to National Landing on the 16M (VA).

The new service has **generated ridership:**
+4,400 trips per week 2-4am **+6,800** trips per week 9pm-2am and 4-7am

Network Redesign: In collaboration with our jurisdictional partners and using the over 8,000 comments from the public that were submitted in spring 2023, Metro revised the Visionary Network and developed a draft Year One Network - a transformative bus network within existing resources. Metro surveyed the public and has developed a route naming system as part of the draft Year One Network. Metro plans to engage customers and other stakeholders this spring on the draft Year One Network.

8,000+
public
comments

Over 50%
of Metrobus fleet with
new fareboxes

Fareboxes and Customer Information Screens: Metro has installed new fareboxes on over 50 percent of its Metrobus fleet. In addition, our newest Metrobuses include larger, on-board, full-color customer information screens with multiple upcoming stops, arrival times for each stop, and other communications.

Bus Stops: In June 2023, Metro launched courtesy bus stops, allowing customers to exit nearer to their destination from 9pm – 5am. Over 100 LED and “ePaper” digital screens have been installed at bus stops across the region, with real-time information on arrivals and disruptions. At Greenbelt, Metro piloted a bus transfer light to increase bus operators’ awareness of last connections from Metrorail. Metro updated its Guidelines for Design and Placement of Transit Stops so that we, local providers, and local and state departments of transportation can use consistent design for bus stops and bus priority investments.





Innovating for MetroAccess

Scheduling Trips

Metro now offers an innovative way to book MetroAccess trips. In addition to customers still able to call into the MetroAccess Operations Control Center for personal trip booking assistance by knowledgeable agents, they now can call the same trip booking contact number to quickly book trips through our Digital Assistant, TiM – the Thinking Machine. TiM uses artificial intelligence through natural language to book trips much the same way as a live agent. TiM significantly improves the customer’s trip booking experience, making it easier for customers to book trips throughout the day with minimal hold times. The new tool further enhances MetroAccess’ reservation calls target of being answered within two minutes. With TiM, there have been days in which the average call has been answered in less than a minute.



With the introduction of TiM, customers can expect:

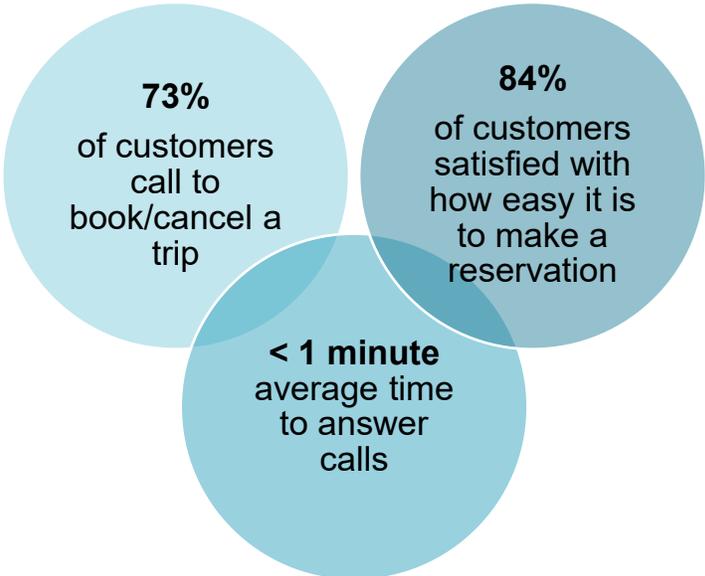
- Faster response times
- Easier booking processes
- Option to receive confirmed trip details via text message

Our commitment to service excellence supports TiM’s fast call resolution for most trip booking requests, leaving live dedicated agents to resolve more complicated booking needs. The MetroAccess team partnered with our IT and Procurement departments to secure and implement this innovative feature for our customers. This cross-departmental partnership lends itself to providing and sustaining dynamic customer service and support.

Fitness for Duty

MetroAccess has implemented a new safety tool to measure Operator’s fitness for duty before beginning a shift. The acts like a game that accurately identifies alertness and risks associate with fatigue. Every operator completes the test before being allowed to enter revenue service. This tool also trains managers to conduct sensitive readiness conversations in a represented environment and develops leadership sensitivity to real-life fatigue management issues.

Looking forward, we will be leveraging the tool’s success in monitoring safe operations in MetroAccess by piloting the tool in Rail and Bus before a potential agency -wide implementation.



MetroAccess continues to seek ways to leverage technology to improve our customer’s experience.



GOAL **2**

Talented Teams

Your Metro, the Way Forward | Annual Transformation Report



Talented Teams

Progress Update

Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.

	Objective	Objective Statement
A	Safety & Security	Ensure all customers and employees feel safe and secure using and delivering services.
B	Reliability	Provide dependable service that the community trusts.
C	Convenience	Deliver frequent and accessible service that modernizes and enhances the customer experience.

Progress Profiles

- Employee Culture, Recognition and Empowerment
- Streamline internal business processes



Overview of Talented Teams Metrics

Metric	STP Baseline		Current Result		FY28 Target
Goal 2: Talented Teams					
Staff perception of WMATA as great place to work	n/a		<> 1	June 2023	≥ 14
Objective 2A: Recruitment and retention					
Time to hire (days)	125	FY22	✓ 119	FY24 Q1-Q2	≤ 90
Voluntary turnover rate	3.0%	FY22	✓ 2.78%	FY24 Q1-Q2	≤ 2.0%
Objective 2B: Engagement, empowerment, and recognition					
Staff sentiment about working for WMATA in the future	77%	Sept 2022	✓ 79%	June 2023	≥ 90%
Staff perception of empowerment	38%	Sept 2022	✓ 44%	June 2023	≥ 65%
Staff perception of collaboration	24%	Sept 2022	<> 24%	June 2023	≥ 65%
Staff perception of process efficiency	33%	Sept 2022	✓ 35%	June 2023	≥ 60%
Staff perception of duplication of activity	23%	Sept 2022	<> 24%	June 2023	≥ 65%
Staff perception of recognition	34%	Sept 2022	✓ 44%	June 2023	≥ 60%
Staff perception of Diversity, Equity, and Inclusion	59%	Sept 2022	<> 59%	June 2023	≥ 80%
Objective 2C: Professional and technical skill development					
Involuntary turnover rate	1.5%	FY22	— 1.85%	FY24 Q1-Q2	≤ 1.5%
Staff perception of learning and development	49%	Sept 2022	✓ 52%	June 2023	≥ 75%

Metrics for “Offer Acceptance”, “Workforce Demographics”, “Absenteeism Rate”, and “Internal Customer Satisfaction” are still under development and will be included in the next report.

- ✓ Trending in desired direction relative to STP baseline
- Trending in undesired direction relative to STP baseline
- <> No trending data available and/or no significant change from the STP baseline



Employee Culture



Realigning Our Organization

In response to the Strategic Transformation Plan development, it was necessary to focus the organizational structure around the plan's core values and delivery of the goals and objectives. Through staff input and insights from regional partners, opportunities to improve our structure would strengthen the organization and position us to be successful and truly empower transformation. The new organizational structure was designed to address long-standing concerns raised in reports and CAPs from audits, break down departmental silos, and foster collaboration.

The core of this structure is safe and efficient delivery of customer centric service by:

- Ensuring decision-making is inclusive, quick, and effective, enabling Metro to operate in a dynamic environment.
- Enhancing empowerment and ownership at all levels of our teams.
- Streamlining our internal processes to ensure they are clear and efficient for our teams.
- Breaking down silos and enhance a culture of safety by working more collaboratively across departments, embracing change and continuous improvement.
- Aligning our capabilities to our Strategic Transformation Plan.



Fostering Diversity, Equity, and Inclusion

With the creation of the Office of Diversity, Equity and Inclusion (DEI) followed by the appointment of Metro's first Chief Diversity Officer in March 2023, we have an expanded focus on enhancing employee satisfaction, fostering cultural expression, and promoting inclusivity for our 13,000 employees.

In 2023, we made remarkable progress in increasing the number of Employee Resource Groups (ERGs). These groups will serve as platforms for conducting inclusive cultural awareness activities, spearheading community involvement initiatives, and identifying avenues for enhancing diversity hiring and retention practices. By the end of 2023 there were three active ERGs, with three more planned for launch in 2024.

There have been substantial efforts to enhance workplace conditions and support employee growth and development. Our New Employee Orientation, aimed at familiarizing individuals with the resources and support available throughout Metro, now includes a presentation by the DEI team to highlight our ERGs and the importance of an inclusive and collaborative culture. We also collaborated closely with various departments to deliver tailored subject matter assistance on topics such as implicit bias, psychological safety, civility, and emotional intelligence.

Our commitment to equitable treatment extends beyond internal operations to encompass interactions with our employees, vendors, and customers alike. Various offices actively engage in outreach and targeted recruitment efforts to cultivate a diverse talent pool. The DEI team worked collaboratively with Talent Acquisition to host the Latinos in Transportation National Conference in Washington, DC. In addition, we received the Delon Hampton Heritage Award for Supplier Diversity, and signed APTA's Racial Equity Pledge that showcased our commitment to diversity and inclusion on a national scale.

Over 200 attendees
at WMATA hosted "Latinos in
Transit" Leadership Summit



Revitalizing Metro Awards

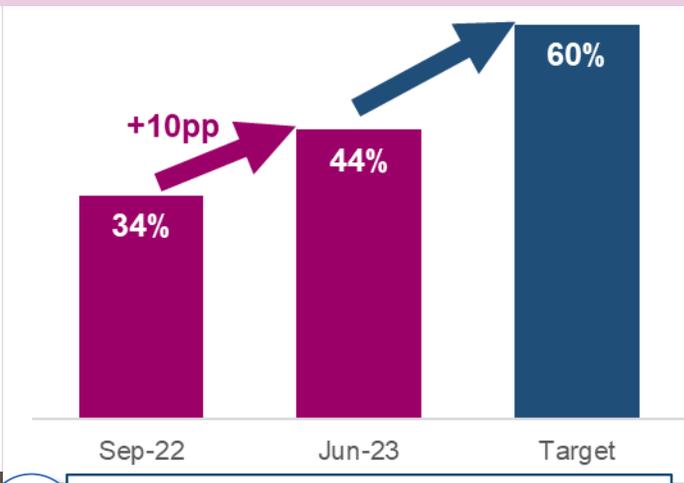
Metro Awards is an internal recognitions program that is an effective tool for promoting employee engagement and collaboration, enhancing performance, and cultivating a positive and supportive work environment. It also highlights the importance of recognizing and celebrating individual and collective achievements. Recognizing employees for their contributions helps increase employee retention rates as well as boosts morale and job satisfaction among employees. Employees who feel appreciated and valued are more likely to stay with the organization rather than seeking opportunities elsewhere.

In 2023, the DEI team partnered with Communications to roll out the revitalized Metro Awards program, ensuring equity in the selection process and recognizing the contributions of hundreds of hard-working employees, thereby fostering improved morale and productivity to better serve Metro’s employees and customers.

On January 19, 2024, awards were presented to over 100 employees from across the agency in categories such as external service excellence, internal service excellence, safety, and talented teams.

The goal of Metro Awards is to encourage employees to strive for excellence and to go above and beyond in their roles. Knowing that their efforts may be recognized and celebrated at a planned event can inspire employees to continually improve and innovate.

Metro Awards program aims to accelerate recent improvements in staff recognition.



Percentage of staff who agree that “Teams who perform well are recognized for it”

Source: Annual Employee Survey





Initiating the Idea Lab

Metro’s Idea Lab is an open invitation for employees to propose ideas to make Metro better and get executive sponsorship for implementation. To recognize and empower our employees to embody a culture of continuous improvement, Idea Lab was founded on three key principles: Metro’s best ideas can come from anywhere, all ideas should be assessed with a “yes-and” mindset, and transparency is key to keep employees engaged.

The first call for ideas went out over the summer, and we received 246 idea submissions from all over Metro, from frontline employees to upper-level management. After a thorough review by a cross-departmental Idea Screen Team, three ideas were selected to pitch their ideas to our Senior Executive “Sharks” at our first ever Metro Tank:



- Highlighting History and Innovation: Sharing a Metro Legacy You Can Touch – preserving, showcasing, and advancing Metro’s history and future, as the transit leader of the nation.
- Metro and SEED School DC Partnership – securing Metro’s next generation of employees through youth partnerships.
- New Pilot Rotational Program: Building Engage Talented Teams – building talented teams through cross-functional exposure for our employees.

All three projects were selected by the Senior Executive Leadership Team for sponsorship! Each team has been paired with an executive sponsor who will help them continue to develop their project plan and cost-benefit analysis.

We look forward to seeing what these three project teams will accomplish and what innovative ideas employees will bring to this fun and engaging initiative in the future.

Idea Lab will help us accelerate improvements in staff empowerment.



Percentage of staff who agree that “At WMATA, I feel empowered to make decisions.”

Source: Annual Employee Survey





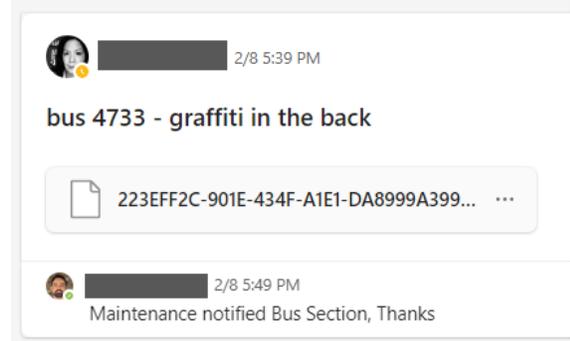
Fostering a Culture of Continuous Improvement

Over the last year, we launched an internal Microsoft Teams channel called “Metro Maintenance Reporting”. This is an effort to streamline system maintenance issue reporting while fostering a sense of ownership among all employees on customer service excellence and a culture of continuous improvement. We initially piloted the Teams Maintenance Reporting channel with our leadership team before rolling it out enterprise-wide, where we currently have over 600 employees actively participating in the channel. In addition to the ability to report issues, this provides visibility into the issues on the system and when resolution is identified.

The concept is pretty simple – employees can see something, snap a picture, provide as much detail as possible, and report it through the Teams phone app. The channel is monitored by the maintenance and customer service teams in our integrated control center. Once issues are posted on the Teams channel, the maintenance personnel follow a process to address identified issues, including engaging with front line staff to check if they are aware of the issue and already reported it, and if not, reporting the issue to the appropriate team for resolution. The maintenance team also posts the response on the Teams channel, closing the loop so there is awareness of the resolution.

A wide range of issues are reported on the Metro Maintenance Reporting channel. One example is reporting a spill inside a train that otherwise may not have been noticed by the maintenance team until the train was back in the rail yard at the end of the day. This early reporting enables us to dispatch a custodian crew to the specific train to hop in to take care of the issue without interrupting service. Another example is sometimes outside marquees on our buses may go out and not display current information without the bus operator knowing. When an employee reports this issue on the Teams channel, the appropriate team can be notified and reconcile this critical customer information immediately.

This channel gives our employees a direct way of reporting issues they encounter while out on the system. This effort enhances collaboration and empowers all staff to have a sense of ownership in the system. Now, we can all demonstrate that we are all responsible and committed to providing safe and customer focused service to our community. Overall, this has been a tremendously positive improvement for our teams across the integrated control center, maintenance, and custodian teams, and empowering our staff to foster a culture of continuous improvement.

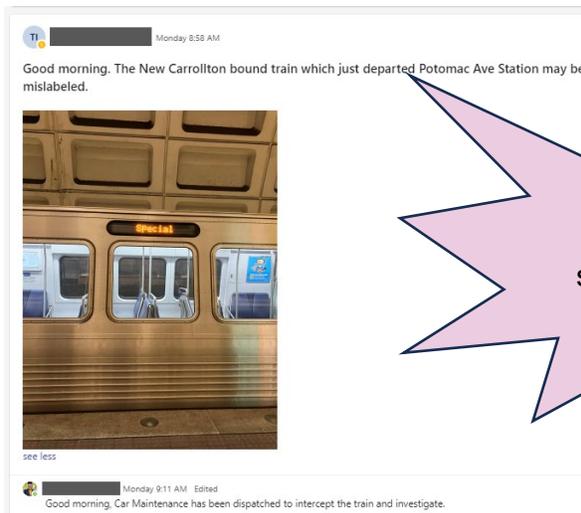


In the last 90 days*

- 280** active users
- 445** new posts
- 595** replies
- 5** new posts per day on average

* November 27, 2023 to February 24, 2024

The Metro Maintenance Reporting channel is one way we are encouraging a focus on customer service excellence.



Over 600 employees subscribed to the Teams channel

41



Transforming our Culture: Just Culture

Continuously improving the timely and reliable identification of safety hazards is vital to having a proactive safety culture. This is where “Just Culture” plays a part at Metro to meet our commitments to our oversight partners, our employees, and our customers.

You might ask, what is Just Culture? Just Culture aims to increase trust and transparency between leadership and staff, fostering a positive safety culture across the agency. By adopting the principles of Just Culture, Metro can build trust among all employees, helping to prevent accidents before they occur and prioritizing safety.

Transformation opportunity:

A recent employee survey found that two-thirds of staff trust their immediate supervisor.

In 2023, a collaboration between Rail Transportation and Safety at Metro developed a Just Culture Pilot Program for Station Overruns. The program introduced Just Culture principles to the way we respond to and investigate station overruns (where a train operator misjudges the alignment of their train with the platform). We moved away from automatic drug and alcohol testing, which was an extreme reaction and unfair to train operators. It also resulted in unnecessary negative impacts to service. Instead, we adopted a more proportionate, fact-based response, in line with the rest of the transit industry. We now perform an analysis of the entire situation including policies and procedures, context, and potential mechanical/environmental considerations. The focus is on safety and taking corrective action, not punitive action. This program is increasing trust between management and frontline staff, while applying more proportionate response to the safety risk posed by station overruns.

Continuing the progress seen in the Station Overruns pilot, we have developed a framework by which to regularly review agency-wide policies and adopt this culture agency wide. This will continue to improve the culture at Metro, leading to a safer, more efficient Metro.





Enhancing Employee Wellness

Wellness Events

Over the last year, our dedicated Wellness Team has orchestrated a series of impactful events, aimed at fostering a culture of health and resilience within our workforce.

The team hosted monthly wellness webinars, on various topics including mindfulness, stress management nutrition, and fitness. These workshops provided valuable insights and practical tools for individuals to enhance their overall well-being. The Wellness Team also facilitated many awareness campaigns, disseminating valuable resources on mental health, nutrition, preventive medicine, and self-care through various communications channels. One of the successful events in 2023 was our Breast Cancer Awareness panel discussion. During this event, three Metro Employees who were survivors or the family of survivors spoke about the importance of breast cancer screening and the impact of breast cancer on their lives.

Transformation opportunity:

A recent employee survey found that 32% of staff would like a healthier work-life balance.

Additionally, the Wellness Team organized both virtual fitness challenges and in-person events, encouraging participants to maintain an active lifestyle. In 2023, we participated for the first time in the BikeDC Event, with over 130 employees taking part in a 20-mile bike ride around the streets of Downtown DC to promote healthy lifestyles. This event not only promoted physical health but also created a sense of camaraderie among participants.

These initiatives have strengthened the bond within our Metro community and contributed significantly to the vitality and resilience of our employees.

Employee Assistance Program

From May 2023 through November 2023, the Employee Assistance Program (EAP) embarked on a diligent yet purposeful journey to recruit and hire experienced clinicians to meet the mental health needs of Metro’s workforce. As of mid-February 2024, the EAP program will be fully staffed with seven licensed social workers. Given the increased bandwidth and expertise, an array of new services will be offered, such as psychoeducational support groups dealing with issues related to grief, stress, and depression. This staffing framework will also allow the clinicians to facilitate outreach activities throughout Metro, focusing on educating employees about available services and mental health-related topics (i.e., how to manage stress and depression).

EAP has developed an initial framework for the Critical Incident Response Plan (CIRP), and it will be a priority as the department’s services are enhanced. The CIRP is the basis for how EAP responds to critical incidents. EAP clinicians will be deployed in an emergency response situation to help Metro employees regain a sense of normalcy and safety. This plan will help facilitate individual and organizational resiliency so impacted employees can return safely to their work and personal lives.





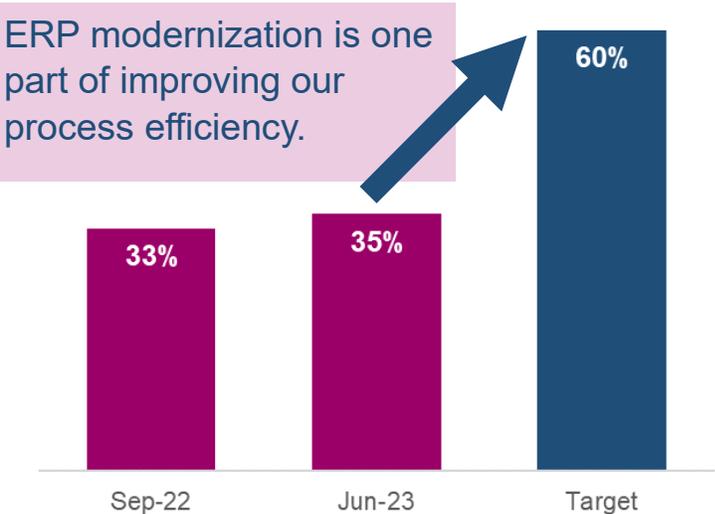
Internal Business Process Streamlining



Kicking Off Enterprise Resource Planning Modernization

Metro’s Enterprise Resource Planning (ERP) modernization program is an exciting transformation project to replace the legacy PeopleSoft systems:

- Human Capital Management
- Human resources, talent acquisition, benefits, career planning, compensation, total rewards, and workforce management
 - Payroll, tax administration, self-service, case management, and enterprise learning management
- Financial Systems
 - Project management including customer contracts and grants, treasury, banking, cash management, budget controls, general ledger, payables, billing, revenue receivables, travel and expense, and pension accounting
 - Procurement, contract lifecycle, supplier portal, small business operations, lease accounting, asset accounting, capital and operating budgeting and planning solution



Percentage of staff who agree that “Our processes make it easy to work well across different offices and departments”

Source: Annual Employee Survey

Using Oracle Fusion technology, this modern, cloud-based system will provide state-of-the-art capabilities to streamline our business processes with multiple layers of security. The system will also provide employees with easy access to information and reporting to enhance data-driven decision-making.

The ERP modernization program supports the pillars of our strategic transformation plan (STP), with Talented Teams being the primary focus. It will strengthen Metro’s talent management and automate administrative and repeatable tasks. In addition, the program will help establish a sustainable model of managing resources responsibly to strengthen and grow our regional partnerships, streamline procurement and grant management functions, and extend minority business enterprise programs.



Partnering with Oracle Consulting, we launched the project in late November 2023. The project team has held stakeholder kick-off meetings and hosted a series of business process working sessions to better understand Metro’s “business ways” to design an enhanced system that will incorporate the latest industry standards.

The program is scheduled to go live in July 2025 for the finance system, core human resources, talent acquisition, and learning management, and in January 2026 for the remaining HR functions and payroll. To date, the ERP program has been a fully collaborative effort across departments, and we have initiated external stakeholder engagement. Once implemented, we anticipate savings of over \$8 million annually.





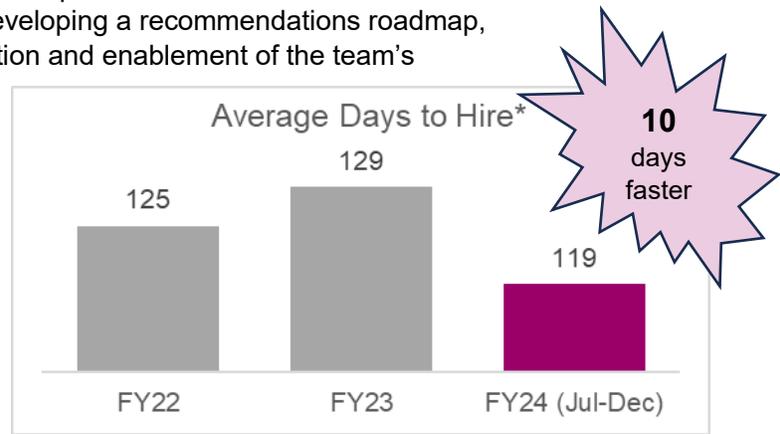
Conducting Business Process Improvement Sprints

During the development of the strategic transformation plan and realignment in the fall of 2022, many challenges with internal business processes surfaced, including challenges regarding recruiting talent, drivers of procurement time, and technology capabilities inhibiting delivery of priority projects. In response, the Transformation team conducted several sprints in the first half of 2023. Sprints are focused, time-limited efforts to promote collaboration, enhance key transformation enablers and internal supports, and address specific organizational challenges. During these sprints, we conducted diagnostics, identified solution delivery mechanisms, and worked across departments to develop implementation strategies and roadmaps for each function.

The **Procurement Sprint** was initiated by the Office of the Chief Financial Officer to provide an outside-in view of best practices in Procurement, including perspective on drivers of procurement time, and time benchmarks relative to published Metro Procurement Action Lead Time. The request was driven by known challenges in Procurement and a broad understanding that an effective procurement process is essential for the overall transformation of the organization. The team developed a diagnostic of major pain points and root causes across Metro by completing over 30 staff and Procurement interviews, analyzing over 20,000 purchase orders, evaluating job descriptions/past survey results, reviewing standard operating procedures to create an end-to-end process map, and benchmarking Metro to best practices. Summary recommendations were outlined in a phased roadmap segmented across near-term solutions to improve transparency, medium-term solutions to optimize process, and long-term recommendations to drive value. This sprint resulted in a roadmap for changes and summary overviews of each recommendation. It also established quarterly review meetings, a list of priority key performance indicators (KPIs), and a new tracking dashboard for the department.

Working on common bus specifications with other agencies

The **Human Capital Sprint** began with a comprehensive diagnostic to understand the key challenges and pain points within Metro, specifically focused on recruiting and retaining talent. A set of recommendations were then made, categorized across likely implementation timelines. The sprint was executed across four main steps including the recruiting and hiring processes, developing a recommendations roadmap, a recommended buildout of the processes, and then activation and enablement of the team's capacity. Over 30 staff interviews were conducted of both internal human capital team and Metro hiring managers. Using the comprehensive diagnostic, the team developed summary recommendations categorized across and including near-term actions (e.g. Hiring Manager FAQs to clarify the existing process), medium-term actions (e.g., process improvements to manual and redundant activities), and long-term actions to digitally transform the department (e.g., applicant track system). These recommendations were further refined based on input from subject matter experts and hiring managers across multiple departments.



* Average days from job posted to hired for non-represented and Local 2 staff

The **Digital & Modernization Sprint** supported the development of the vision, core use-cases, and high-level roadmap for each of the 12 technology priorities identified. Cross-functional teams in IT and relative business departments coordinated to develop a value estimation to provide quantifiable estimates for the impact of technology implementation, an architecture blueprint defining the capabilities across target state architecture to deliver on the digital and technology roadmap, and a resourcing plan to detail the roles and capabilities needed to execute delivery of the digital priorities. This work established the foundation for the newly on-boarded Chief Digital Officer to layout our first ever Digital Modernization roadmap.





GOAL **3**

Regional Opportunity & Partnership

Your Metro, the Way Forward | Annual Transformation Report



Regional Opportunity & Partnership Progress Update

Design transit service to move more people and equitably connect a growing region.

	Objective	Objective Statement
A	Regional Network and Partner Service Optimization and Transit Equity	Invest in staff to expand career pathways and develop the next generation of Metro leaders and technical skills experts.
B	Community Partnership and Engagement	Invest in staff to expand career pathways and develop the next generation of Metro leaders and technical skills experts.

Progress Profiles

- Equitable System
- Jurisdictional Partnerships





Overview of Regional Opportunity & Partnership Metrics

Metric	STP Baseline		Current Result		FY24 Target	FY28 Target
Goal 3: Regional opportunity and partnership						
Monthly ridership	15.1M	FY23 Q1	✓ 19.5M	FY24 Q1-Q2	Improve over baseline	TBD
Objective 1A: Regional network and partner service optimization and transit equity						
Frequent service						
Metrorail	11.7%	FY23 Q1-Q2	● 55.7%	FY24 Q1-Q2	60%	≥ 75%
Metrobus	39.2%	FY23	● 44.5%	FY24 Q1-Q2	43%	≥ 50%
Destination access	194,700	FY23	● 196,500	FY24 Q1-Q2	215,600	≥ +10%
Percent of transit mode share	< 7%	2019	↔ 4.4%	2022		≥ 7%
Reduced fare program enrollment						
Metro Lift passes activated	0	FY23	● 5,415	FY24 thru Jan	8,000	≥ 30,000
Percent of trips using Metro Lift	0	FY23	● 0.5%		0.8%	TBD
Objective 3B: Community partnership and engagement						
Inclusive contracting	33.4%	Federal FY22	● 23.05%	Federal FY23	21%	≥ 21%
Transit-oriented development on Metrorail properties	32	2022	↔ 32	FY23	34	≥ 50

Metrics for "Transit-oriented development in high-capacity bus corridors" and "Community engagement" are still under development and will be included in the next report.

- Target met | ● Target just missed | ● Target missed | If no annual target:
 - ✓ Trending in desired direction relative to STP baseline
 - Trending in undesired direction relative to STP baseline
 - ↔ No trending data available and/or no significant change from the STP baseline





Equitable System



Supporting Small, Women, and Minority-Owned Businesses

We have continued to build upon existing partnership efforts and relationships to increase the opportunities Metro provides to small, women, or minority-owned businesses. We value the ongoing partnerships we have with the District of Columbia Mayor’s Office, Conference of Minority Transportation Officials (COMTO) National office, and Local Small Business Organizations that support efforts of growing the small business community. In 2023, we added four new partnerships to collaborate our efforts to educate and keep small business informed about upcoming opportunities.

In 2023, we hosted 13 informational and educational events and participated in 33 events organized by others. These events provided small and minority owned business leaders with an opportunity to learn skills to advance their businesses. The hosted events included a Business Success series in collaboration with the DC Small Business Center at Howard University. We also conducted a free certification and small business administration program in all Spanish to connect with the Spanish-speaking small business community.

The popular “Meet the Primes” series continued in 2023 with two events. These events provided small and minority owned businesses an opportunity to meet some of Metro’s prime contractors to identify partnership opportunities and subcontracting opportunities.

The Small Business Programs Office also continues to release a quarterly newsletter that is an opportunity to share learning, resources, information, and opportunities with small, women and minority-owned businesses.

271
new businesses certified in 2023
 in the Disadvantaged Business Enterprise (DBE), Small Business Enterprise (SBE), and Women and Minority Business Enterprise (WMBE) programs



We exceeded our goals! *	
Disadvantaged Business Enterprise (DBE)	Women and Minority Business Enterprise (WMBE)
23.2 percent of Metro expenditures (target: 21 percent)	19.5 percent of Metro expenditures (target: 15 percent)
Over \$124M paid to firms	Over \$28M paid to firms
181 firms paid	152 firms paid

* DBE program for October 2022 through September 2023; WMBE program for July 2022 through June 2023.





Launching Metro Lift

To help equitably connect a growing region, we launched Metro Lift on June 20, 2023, providing 50 percent off fares for customers enrolled in the Supplemental Nutrition Assistance Program (SNAP). The average Metro Lift participant saved \$70 over the first six months of the program. To date, nearly 7,000 customers have enrolled in Metro Lift and over 333,000 trips have been made, with Metro Lift being used at every rail station and on 150 bus routes.

The Metro Lift program pioneered an innovative digital enrollment and distribution process, enabling customers to enroll online from a phone or computer and have the discount automatically applied to their physical or virtual SmarTrip card. While the majority (70 percent) of customers have enrolled online, we also hosted enrollment opportunities at rotating rail station mezzanines, grocery stores, and at regional Department of Social and Human Service centers.

“Metro Lift will help me save money so I’m able to pay for other things in life.”

Significant cross-departmental coordination was required (six different Metro offices), to develop and launch this program, as well as outreach to external organizations in the region. We held informational webinars with other regional transit agencies, the District of Columbia Department of Human Services, the Maryland Department of Human Services, the Virginia Department of Social Services, as well as the Arlington County Department of Human Services and the Alexandria Department of Community & Human Services. Our multi-lingual outreach street teams distributed over 4,200 brochures and posters to 18 community organizations requesting printed Lift materials. They engaged over 197,100 people at over 87 targeted SNAP locations/community events/Metro stations. In total, 26 percent of outreach engagements were in languages other than English.



Multi-lingual engagement:
26% non-English

Almost 7,000 enrolled
Over 333,000 trips





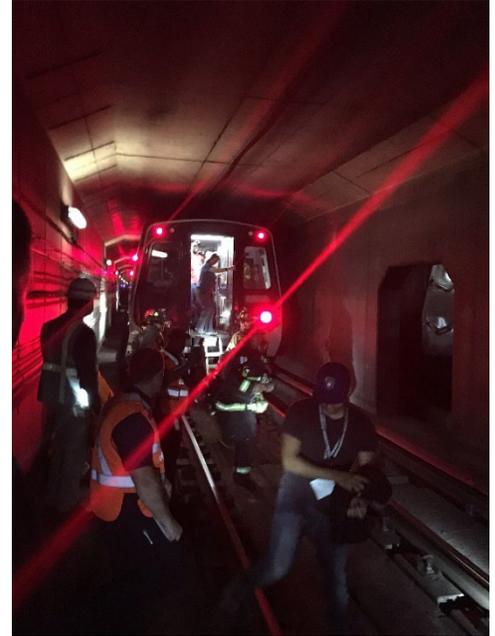
Jurisdictional Partnerships



Collaborating to Improve Incident Response

As a unique transit agency that serves multiple jurisdictions, Metro must work closely with our jurisdictional partners to ensure quick and effective responses to incidents anywhere in our system. A vital part of this is the Incident Management Framework (IMF), which Metro developed and launched in 2023. It is based on the Federal Emergency Management Agency (FEMA’s National Incident Management System and comprises procedures, training, and performance management to guide the response of both Metro employees and external partners to incidents in the Metro system.

Collaboration is critical to an effective response. To support this, Metro helped lead training for over 5,000 Metro personnel and 2,500 jurisdictional First Responders on our Incident Management Framework. And Metro did not stop there: we continue to work with our jurisdictional partners to find improvements and ways the region can work better together to manage and prevent incidents. Examples of this include the work between our Metro Integrated Command and Communications Center, Metro Transit Police, and jurisdictional First Responders to improve the flow of information to better help incident management.



We regularly hold incident response drills with jurisdictions to give on-the-job training and test our procedures.





Partnering with Local Law Enforcement

The objective of Metro’s crime reduction strategy is to ensure all customers and employees feel safe when traveling within our system and delivering transportation services. There are several ongoing projects to support this goal including partnering with our jurisdictional law enforcement allies, increasing the number of special police, improving faregate enforcement and faregate infrastructure, and enhancing community outreach.

Our partnership with area law enforcement is a valuable tool to prevent crime and enhance police presence, and visibility within the system. We currently have a Memorandum of Understanding (MOU) with five local police agencies stationed at 11 stations during peak hours. Special police cover 20 stations and are in the system 16 hours each day. We also respond to external requests for video from our system. In 2023 through February of 2024, our Video Operations team responded to 2,666 external requests for video.

This collaborative effort to increase police presence in the system has proven to reduce crime and enhance safety for our riders and the communities within the transit zone. Since the introduction of the program, we have achieved a reduction in theft and robbery (Part 1 crimes) within the system.

- Partner Agencies**
- Metropolitan Police Department of DC (MPD)
 - Alexandria Police Department
 - Cheverly Police Department
 - Greenbelt Police Department
 - Metropolitan Washington Airports Authority (MWAA)

14% reduction in Part 1 crimes *

* Jan 2023 to Dec 2023. Part 1 crimes include theft, robbery, other theft.



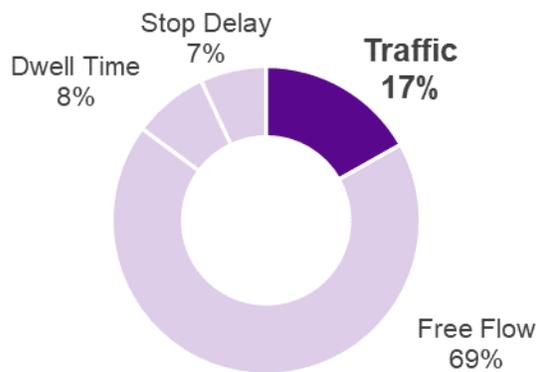


Partnering for Bus Improvements

Introducing Clear Lanes

The Clear Lanes program is a coordination between Metro, the District Department of Transportation (DDOT) and the District's Department of Motor vehicles (DMV) for automated enforcement of bus lanes and bus stops. Under this program, ticketing of violators in bus stop zones began on November 15, 2023. In the first three months of ticketing, DC issued almost 50,000 tickets for bus stop zone violations, and close to 10,000 warnings for illegal driving or parking in bus lanes. Of the tickets issued so far, 34 percent went to vehicles with Maryland plates, 33 percent to DC plated vehicles, and 23 percent to Virginia plated vehicles. Bus lane ticketing was added starting January 29, 2024. In partnership with DDOT, we are monitoring reliability, on-time performance, bus speeds, and bus stop access, although we anticipate that it will take a few months for drivers' behavior to change. We also continue to work with DDOT and the District's DMV to refine the program.

Systemwide Bus Running Time Before Clear Lanes



17%
of bus running time
is spent in traffic
delays



In the first 3 months of ticketing, issued almost:

10,000 illegal bus lane driving/parking warnings

50,000 bus stop zone violation tickets





Adding More Queue Jumps in the District

Using bus speed data and input from Metrobus operators and supervisors, Metro continues to review intersections where buses need a boost to get past traffic congestion. At these locations, we have partnered with the District to add special traffic signals for buses known as queue jumps. These signals allow our buses to bypass the queue and seamlessly move ahead of traffic. Currently, there are nearly 30 queue jump signals in the District and 10 more locations have been identified for construction in 2024.



Designing Bus Lanes in Maryland

In January 2024, Metro, in partnership with the Maryland Department of Transportation’s State Highway Administration (MDOT SHA), Prince George’s County Department of Public Works and Transportation, and Montgomery County Department of Transportation, completed 100 percent design for two one-mile segments of high ridership Metrobus corridors in Suitland and Silver Spring, Maryland. Shovel-ready plans are now available to MDOT SHA to construct when funding becomes available. Metro pursued this project to jumpstart quick-build bus priority projects in Maryland. In addition to seeing bus lane designs being incorporated into other corridor plans being led by MDOT SHA, the project has also helped Metro to build strong partnerships for future temporary and permanent bus priority needs.



Introducing All Door Boarding

In another effort to improve service and the customer experience, we introduced all-door boarding on eight Metrobus routes, with a few in each of the three jurisdictions, on December 17, 2023. The routes are as follows: F4 (New Carrollton-Silver Spring) and T18 (Annapolis Road) in Maryland, 32 and 36 (Pennsylvania Avenue line) in DC, and 16A, 16C, 16E, and 16M (Columbia Pike line) in Virginia. Customers are now able to pay with their SmarTrip card or mobile device at both the front and rear doors. We are monitoring the impact of this change on service and fare evasion rates to evaluate the program before introducing it along additional routes.





Accelerating Joint Development

Metro’s Office of Real Estate and Development encourages private development of housing, office, retail and other uses on Metro property through our joint development program. These developments generate new riders and revenue for Metro and net new taxes for state and local governments on previously tax-exempt land. Metro has the most active joint development program in the country.

To accelerate the delivery of these benefits to the region, we have set a goal of executing 20 joint development agreements over ten years and worked closely with regional partners to achieve major milestones this year:

- Construction of more than 1,900 housing units including 1,100 units of affordable housing supported by \$100M from Amazon’s Housing Equity Fund.
- Completion of Metro’s Office Consolidation Program which delivered three new office buildings at L’Enfant, New Carrollton and Eisenhower Metro stations including the state-of-the-art Metro Integrated Command and Communications Center.
- Financial closing on the ground lease of Metro’s original headquarters, the Jackson Graham Building, generating significant long term lease revenue for Metro and \$140M in net new District tax revenue (30-year new present value (NPV)).
- Board approval to issue joint development solicitations at six stations.
- Execution of an MOU with Prince George’s County and the Town of Capitol Heights to advance joint development at Capitol Heights.
- Processing seven unsolicited joint development proposals from:
 - DC Public Libraries for Deanwood and Congress Heights
 - Montgomery County Housing Opportunities Commission for Forest Glen
 - Prince George’s County for a library and cultural center at Downtown Largo
 - Private developers for residential development at Downtown Largo, Landover and Twinbrook
- Commitment of more than \$600M of local, state and federal funding including:
 - \$100M for new Train hall and multi-modal site improvements at New Carrollton
 - \$400M in Maryland Stadium Authority funding for Blue Line Corridor sports and entertainment facilities
 - \$65M for new University of Maryland Institute for Health Computing and \$27M for site infrastructure and second Metro entrance at North Bethesda
 - \$50M for new DC Public Libraries at Deanwood and Congress Heights and \$15M in transit facility improvements at Congress Heights
- Compact Public Hearings recommending closure of parking lots at five Metro stations that enable joint development.
- Delivery of Metro’s first solar installations at Anacostia, Naylor and Southern Avenue stations (Cheverly delivering Spring 2024) that generate 10 megawatts of power and lease revenue.



JGB Redevelopment
422,000 sf (office/retail)
Rockefeller Stonebridge



New Carrollton
491 units (100% affordable)
Urban Atlantic





Displaying Art in Our System

Metro’s Art in Transit Program incorporates visual and performing arts into the Metrorail system and at Metro facilities to enhance the experience of customers, the communities it serves, and the Capital region at large.

The Art in Transit Program works with visual and performing artists, arts professionals, architects, engineers, community organizations and representatives, and jurisdictional arts councils to develop and install temporary and permanent artworks and produce performances that reflect the spirit and vitality of communities served by Metro.

Art in Transit secured several agreements with local partners over the 2023-24 period. Some of the projects implemented in the past year include:

- Earth Day bus wraps featured 15 artworks created by local children (K-6) in celebration of Earth day.
- Cultural DC was a digital exhibition on digital screens as part of Cultural DC's program TORRENTS: New Links to Black Futures. It included 11 original artworks by local and national artists.
- Original designs by local artists were installed on temporary bus shelters at New Carrollton and Addison Road as part of Metro's Bus Stop and Shelter Improvements Program in partnership with Prince George's County Arts and Humanities Council.
- MetroLIVE performances were done at Rosslyn station in partnership with Rosslyn Business Improvement District (BID).
- No Free Gaz was the creation of original digital artwork by Howard University students displayed at stations during Howard University’s homecoming.
- Temporary artworks by local artists were installed at different locations in the system in partnership with other neighborhoods and BIDs.
- Continued collaboration with the Poetry Society of America to develop new digital clips highlighting short poems played on the digital screens at Metro stations.



GOAL **4**

Sustainability

Your Metro, the Way Forward | Annual Transformation Report



Sustainability

2024 Progress Update

Manage resources responsibly to achieve a sustainable operating, capital, and environmental model.

	Objective	Objective Statement
A	Financial Sustainability	Establish dedicated, ongoing, regional funding to support multi-year operating and capital plans and steward public investment.
B	Environmental Sustainability	Take action to combat climate change, adapt to its impacts, and steward natural resources.

- ### Progress Profiles
- Financial Sustainability
 - Environmental Sustainability



Overview of Sustainability Metrics

Metric	STP Baseline (FY22 Q4)	FY23 Q4 Result	FY28 Target
Goal 4: Financial Sustainability			
Percent of projected service funded	100%	● 100%	100%
Percent of capital plan funded	81%	● 70%	Toward 100%
Deviation to budget (operating)	-9.9%	● -2.2%	+/- 5%
Deviation to budget (capital)	-20.9%	● 1.8%	+/- 5%
Objective 4A: Financial sustainability			
Bond rating	AA	● AA	Investment grade
Percent of revenue from non-fare, non-subsidy sources	3.6%	● 4.1%	5-10%
Percent of operating budget for reserves	0%	↔ 0%	toward 10%
Operating expenses per vehicle revenue mile			
Metrorail	\$23.00	↔ \$19.87	Index to growth
Metrobus	\$23.60	↔ \$25.18	
Fare evasion			
Metrorail	n/a	13% (FY23 Q3/Q4)	Toward 0
Metrobus (APC)	59%	— 65%	Toward 0
Non-revenue fleet	1,526	✓ 1,492	TBD

Metric for "Percentage growth in unfunded responsibilities" is still under development and will be included in a future report.

Metric	STP Baseline (FY22)	FY23 Result	FY28 Target
Goal 4: Environmental Sustainability			
Regional greenhouse gas (GHG) emissions avoidance	13,310	✓ 78,000	+10% by 2028
Objective 4B: Environmental sustainability			
GHG emissions intensity	2.91	✓ 2.4	0 by 2050
Water intensity	0.89	✓ 0.81	<1
Percent of renewable (carbon-free) electricity	12%	✓ 35%	100% by 2033
Percent of fleet that is zero-emission			
Metrobus		↔ <1%	100% by 2042
Paratransit	<1%	↔ <1%	100% by 2050
Non-revenue		↔ <1%	100% by 2050
Number of facilities with green certifications	11	↔ 11*	18 by 2028

* Number of facilities with green certifications was 12 as of FY24 Q1

- Target met | ● Target just missed | ● Target missed | If no annual target:
 - ✓ Trending in desired direction relative to STP baseline
 - Trending in undesired direction relative to STP baseline
 - ↔ No trending data available and/or no significant change from the STP baseline

Financial Sustainability



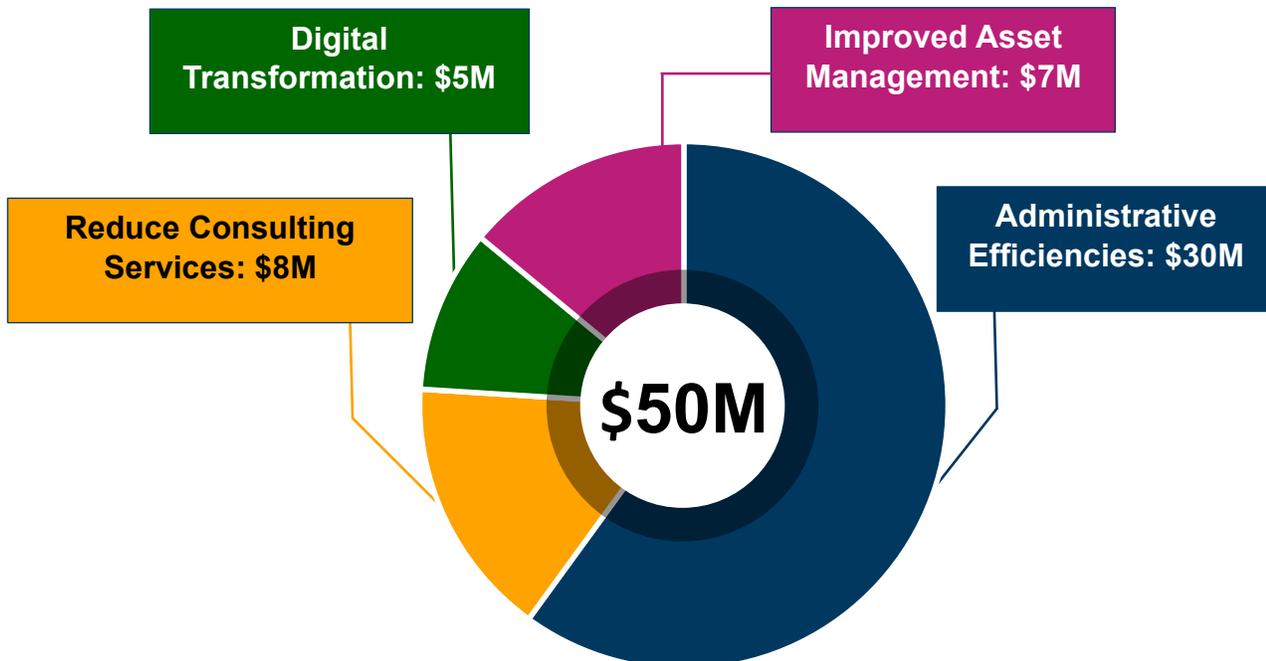
Identifying Cost Savings

Since fiscal year (FY) 2018, Metro has implemented aggressive management actions and operational efficiencies that resulted in major cost-savings and revenue-generating initiatives totaling \$358 million through FY2025. During FY2024 we formed a cost mitigation task force with the goal of identifying an additional \$50 million in cost-savings across departments in ongoing operating expenses for FY2025 and beyond. The main cost-saving categories are administrative efficiencies, reduced consulting services, digital transformation, and improved asset management. These savings build on our financial sustainability focus of efficiency, streamlining, and innovation. The administrative cost savings include \$25 million in annual costs, which results in savings of \$150 million over the course of the 6-year capital improvement program.

Some of the identified cost savings will come from combining spaces and contracts, including rail services and facilities departments sharing warehouse space in Maryland, sharing storage space in Alexandria, VA., and combining building security and maintenance contracts across all Metro facilities. Metro’s digital transformation will also contribute to financial sustainability by eliminating and consolidating redundant or outdated software/systems and relying less on information technology (IT) support contractors where functions can be performed by existing in-house capabilities. Finally, improved asset management practices on track rehabilitation will result in savings on parts and materials.

We have received clean audits for nine consecutive years. A clean audit means that our financial statements fairly represent our financial position and the receipt and use of resources, including those provided to Metro to be used for specific purposes. This feat was achieved through management’s commitment to protecting long-term assets through prudent financial decision making and effective internal controls. In addition, in FY23 we closed 92 Corrective Action Plans (CAPs), and by February of FY24 we had already taken action on 104 external CAPs.

All of these efforts will contribute to Metro’s financial sustainability, allowing us to invest in and fund the goals and objectives of the strategic transformation plan and provide the best service possible to our customers.





Rethinking Capital Program and Project Costs

Metro is working towards shifting the culture surrounding the implementation of capital projects and programs. Our current financial situation and commitment to fiscal responsibility require us to find new methods of stretching available funding to address critical system needs. With this shift, we are now focusing on targeting limited capital funding to address the most pressing needs across the system in the most efficient manner. This means carefully reviewing the scope of each project or program to focus on the specific need and delaying non-essential work, while concentrating on delivering vital investments to provide safe, reliable, and efficient service to customers.

To accelerate this shift, we are systematically reviewing select capital investments. These reviews bring together key stakeholders from all areas of capital planning and delivery to assess each component of a capital project or program scope to evaluate how it addresses the fundamental need. By reviewing each component with the entire team, consensus can be built as to the necessary scope of work to advance the capital investment. The team also reviews external benchmarks on the scope and cost of similar investments implemented by local jurisdictions and peer transit agencies to understand and incorporate successful implementation approaches and design standards in the industry.

We refined this process in 2023 while applying it to programs such as the Bus Shelter Replacement program. The review team conducted a comprehensive internal and external review process including collaboration with transit partners and manufacturers in the region and nationwide.

As part of the process, we developed an updated and tailored scope of the shelter replacements to reflect industry standard bus shelter designs, streamlined the approach to customer communication specifications, and met key federal requirements for accessibility upgrades. As a result of their detailed review, the team identified bus shelters targeted for replacement that are no longer in use and therefore do not require replacement. The team also established ridership standards for when a single shelter would be sufficient rather than a larger double shelter. External benchmarking information was used to provide cost targets to help set expectations for cost savings. Collectively, the actions identified substantial savings relative to the budget and allowed those funds to be allocated to other critical needs. Our new bus shelter of the future represents a nearly 70 percent reduction in supply and installation costs from previous bus shelter replacements completed in the early 2020's without a reduction to our customer's experience.

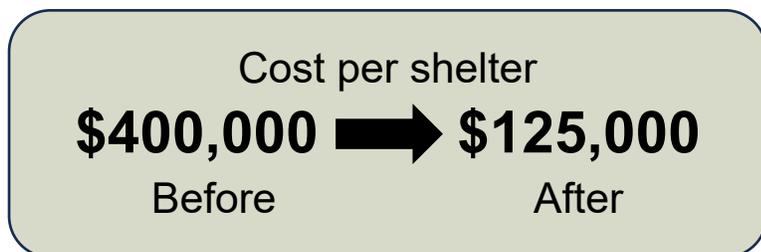


Existing Bus Shelter



New Bus Shelter

Shifting the capital program investment and delivery culture is part of our commitment to disciplined spending of the capital funding provided by the region.



Environmental Sustainability



Continuing Environmental Sustainability Efforts

In FY2023, Metro made significant strides towards its sustainable operations objectives, building upon strong foundations, and advancing key initiatives. Much progress has been achieved through incremental investments in our ongoing capital program as we replace equipment with modern energy-efficient choices, and as we update our operational practices to embed financial and environmental sustainability into everything Metro does.

Solar Carports

In 2020, Metro secured a 25-year partnership with private entities to install solar-paneled carports at four Metro stations – leveraging our real estate portfolio to deliver renewable energy to local communities and support the region in meeting clean energy goals. In 2023, we turned on the solar carports at Anacostia and Southern Avenue and completed construction of the solar canopies at Cheverly and Naylor Rd.

These solar carports, totaling 11 acres of solar panels, are set to collectively generate approximately 10 megawatts of electrical capacity annually, equivalent to powering at least 1,100 homes with renewable energy annually. This project also supports Metro’s financial sustainability through long-term revenue from the private entity who will own the system and provide annual lease payments to Metro. The covered parking at the solar carports also protects customers from the elements, and to enhance customer safety we installed new security cameras, emergency call boxes, and improved LED lighting.

1,100 local homes’ worth of electricity will be generated



Southern Avenue Station

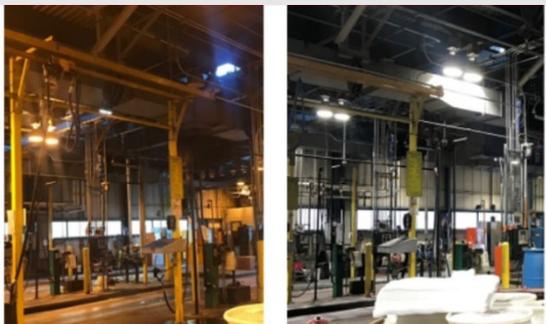
Lighting Program

In 2023, we completed the Administration & Maintenance Facility Lighting Program, through which we replaced around 100,000 old fluorescent and incandescent lights with new Light Emitting Diodes (LEDs) across administrative and maintenance facilities. This means brighter, safer, and more efficient lighting to keep Metro running smoothly and significant energy usage and costs savings.

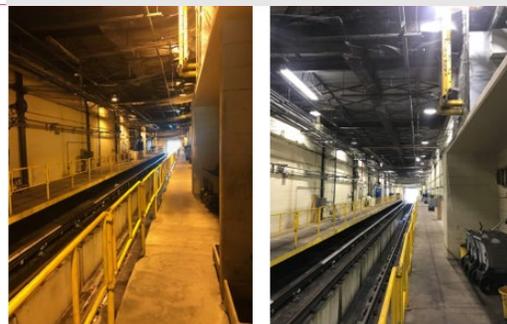
Implemented as part of our Energy Action Plan, departments across the organization partnered to support the lighting assessments and surveys, inventory repository development, and implementation. For this work, Metro received an award from the American Council of Engineering Companies (ACEC) of Metropolitan Washington in the 2023 Engineering Excellence Program.

The upgrades were made at 35 major facilities, including rail yards, bus garages, and warehouses, and 255 support facilities, such as automatic train control rooms and station backrooms. This modernization initiative has many benefits including: better working conditions, reduced energy usage and costs, and reduced maintenance costs. In addition to a \$1 million utility bill rebate, we will have annual cost savings of \$1.6 million.

Montgomery Bus Garage



Shady Grove Rail Yard Train Wash Facility



Action Programs

Your Metro, the Way Forward | Annual Transformation Report



Action Programs Overview

The Transformation Office has been working with senior leaders and key staff across departments to develop activation plans. These plans outline projects within 1-2, 3-5, and 6-10 year timeframes to achieve the plan's goals. The activation plans for the Enterprise, Bus and Access, and Rail initiatives will help us deliver on our Strategic Transformation Plan. They ensure that investments made through the capital program specifically align with the plan's objectives.



Enterprise

- Digital Modernization Roadmap is the center of gravity
- Innovating processes to drive down costs
- Modernizing capabilities
- Modernizing fare technology
- Enhancing public safety
- Transforming culture of workforce & talented teams focus
- Centralizing Data Management
- Improve document control & address administrative corrective action items



Bus and Access

- Rethink, redesign, and revitalize bus service
- Modernize fleet
- Modernize busways and infrastructure
- Retrofit bus facilities and upskill employees
- Redesigning Access business model and new scheduling software
- Leverage technology to better serve our customers and identify maintenance efficiencies

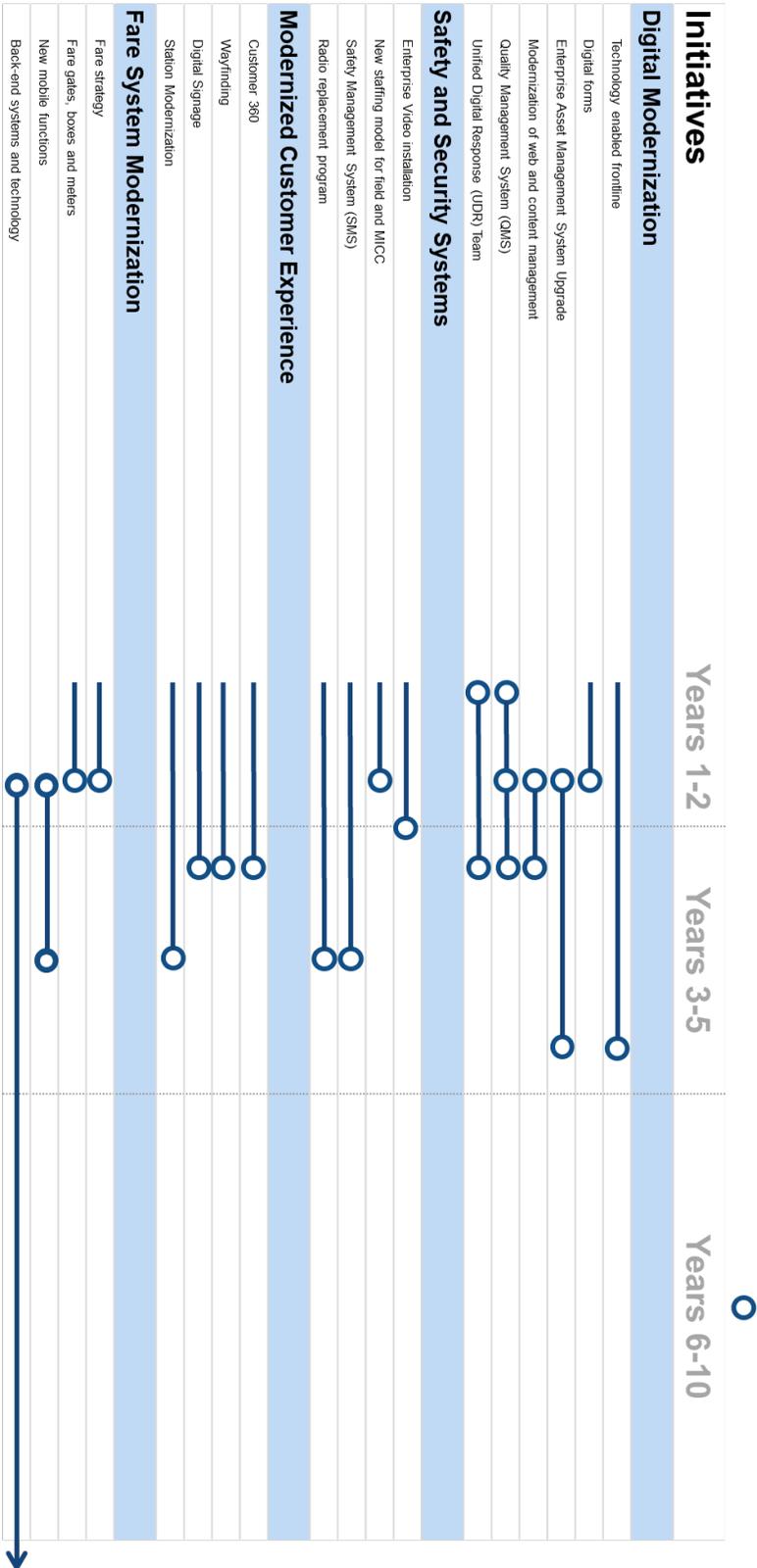


Rail

- Modernizing fleet, signals, and staffing
- Implementing automatic door operations and automatic train operations
- Preparing for communication-based train control (CBTC)



Enterprise Action Program - Operations

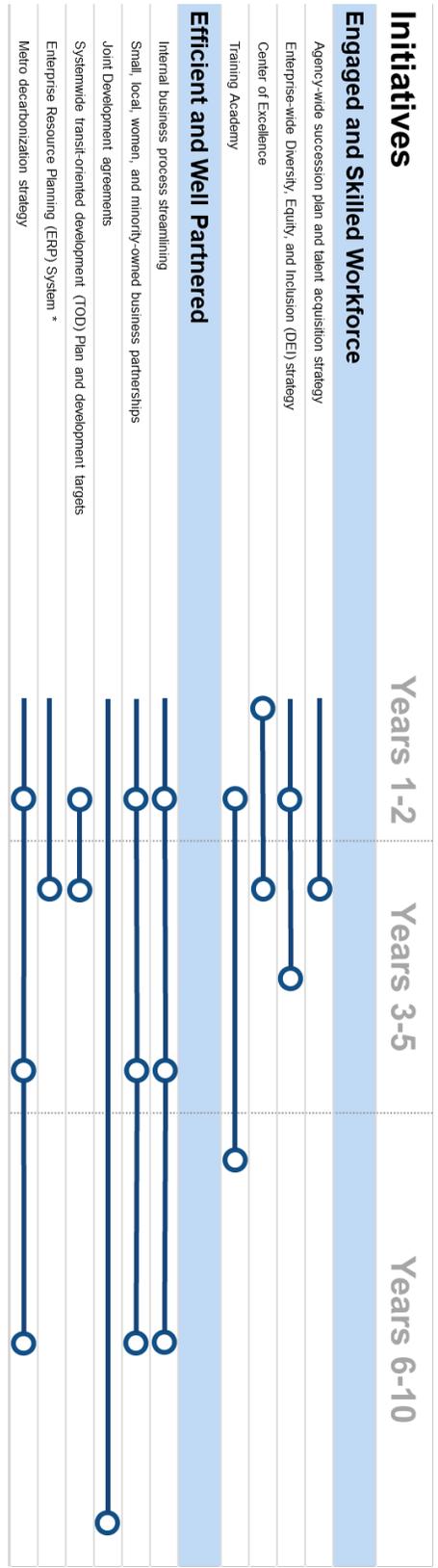


LEGEND
 — In Progress
 ○ Milestone





Enterprise Action Program - Administration

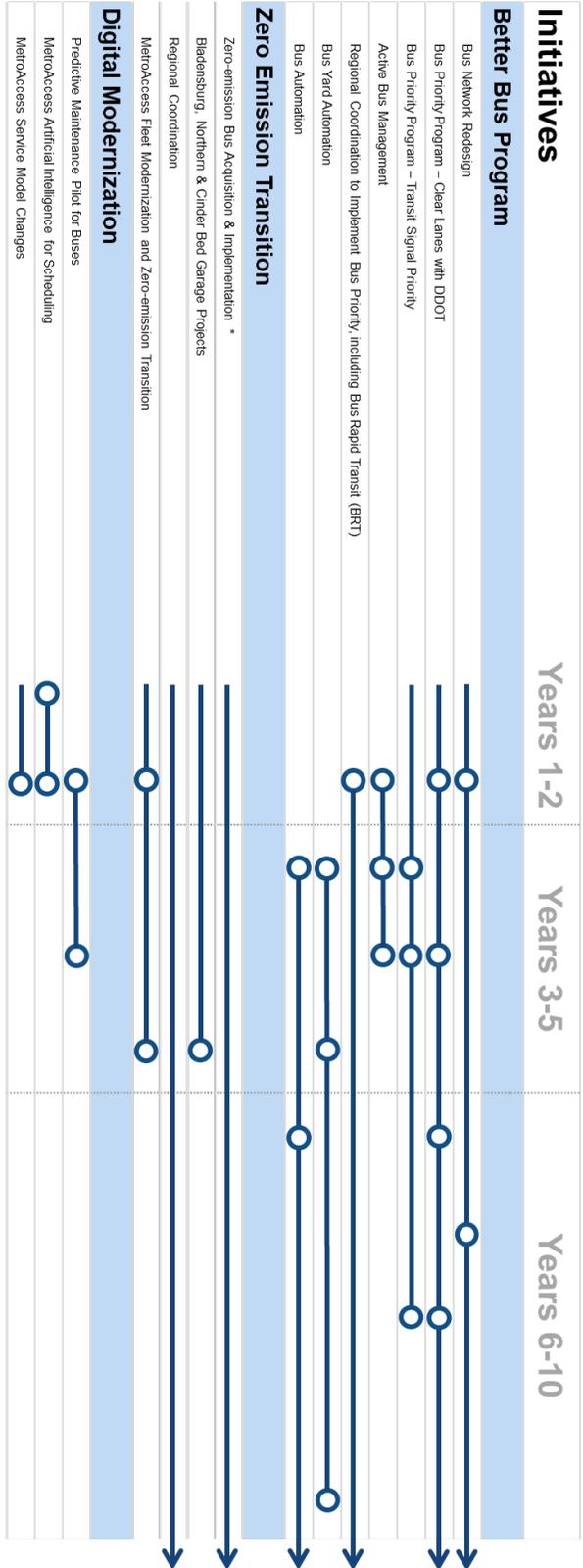


LEGEND
 — In Progress
 ○ Milestone





Bus and Access Action Program



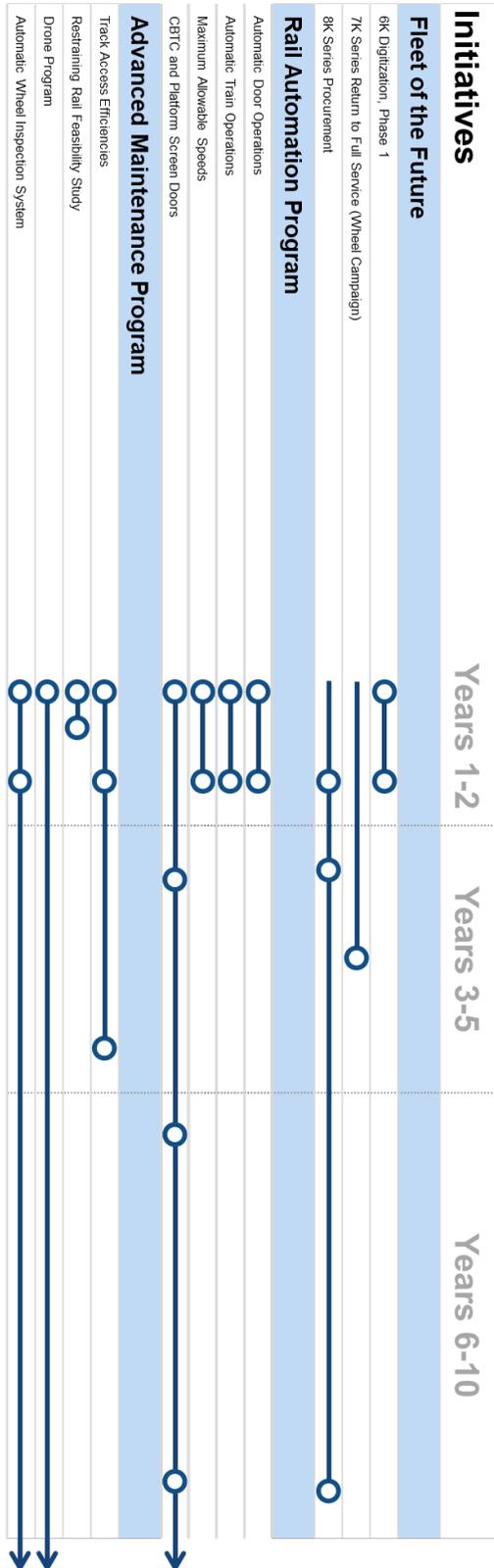
* Full bus fleet transition plan scheduled for completion in 2042

* Full bus fleet transition plan scheduled for completion in 2042

LEGEND
 In Progress
 Milestone



Rail Action Program



LEGEND
 — In Progress
 ○ Milestone



Performance Metrics

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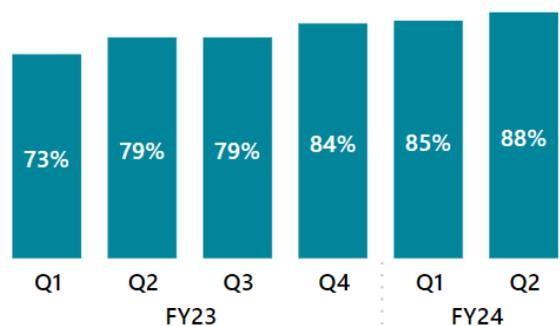
Service Excellence: Customer Satisfaction

Indicator lights: ● Target met | ● Target just missed | ● Target missed

Customer satisfaction serves as a measure of Metro’s service quality and is a key driver of ridership. It helps Metro leadership to understand the impact of its service improvement efforts and the overall public sentiment towards Metro. The Strategic Transformation Plan sets a target of achieving 85 percent customer satisfaction by 2028, which is also the target for FY24.

Metrorail Customer Satisfaction

● 88 percent customer satisfaction for Metrorail in FY24 Q2, meeting target of no less than 85 percent

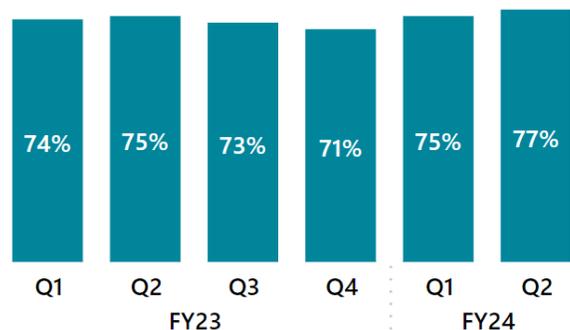


Customer satisfaction with Metrorail has consistently improved over the last several quarters, reflecting steady increases in service. This improvement reached a record high of 88 percent in FY24 Q2. However, concerns regarding personal security on the system remain the most significant area for improvement.

The STP set a target of 85 percent customer satisfaction by 2028, which is also the target for FY24.

Metrobus Customer Satisfaction

● 77 percent customer satisfaction for Metrobus in FY24 Q2, meeting target of no less than 74 percent

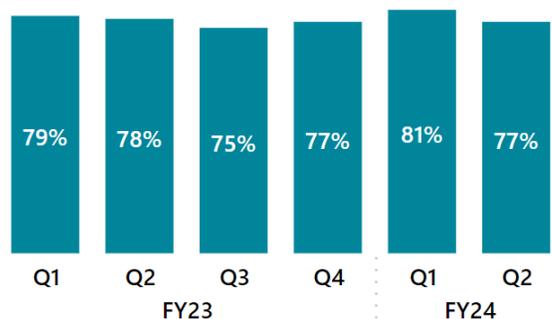


"Customer satisfaction with Metrobus increased by six percentage points from FY23 Q4 to FY24 Q2, driven by improvements in satisfaction with bus cleanliness and safety from crime. Metro continues to focus on enhancing various aspects of the customer experience through its Better Bus initiative.

Metro's FY24 target is set at 74 percent, marking a three-percentage point improvement over the Q4 FY23 performance. This progress puts Metro on a glide path towards achieving the STP (Strategic Transformation Plan) goal of 85 percent by 2028.

MetroAccess Customer Satisfaction

● 77 percent customer satisfaction for MetroAccess in FY24 Q2, just missing target of no less than 80 percent



MetroAccess customer satisfaction has remained statistically consistent with performance over the last several fiscal quarters. In FY24 Q2, customers gave especially high ratings for the courteousness of their drivers (85 percent) and the safety with which the vehicles were operated (89 percent).

Metro's FY24 target is set at 80 percent, representing a four-percentage point improvement over the Q4 FY23 performance. This progress puts Metro on a glide path towards achieving the STP (Strategic Transformation Plan) goal of 85 percent by 2028.





Talented Teams: Staff Perception of WMATA as a Great Place to Work

Staff perception of WMATA as a great place to work

Net score of 1 in FY24 Q1-Q2 (no trending data available and no significant change from the STP baseline)

The goal-level metric for Talented Teams synthesizes responses to the Metro employee survey question: “On a scale of 0-10, how likely are you to recommend Metro as a place to work to a family member or friend?” Metro measures its results using a “net promoter score”, which is calculated by subtracting the percentage of detractors from the percentage of promoters.

As part of the STP, Metro has concentrated its efforts on culture, recruitment, and retention to progressively improve its performance. Recent initiatives include the introduction of a market-driven compensation structure to ensure equity among peers, the establishment of regular employee town halls, consistent recognition of staff by the Board of Directors and Senior Executive Team, and a shift to a new organizational structure aimed at dismantling silos. This new structure is designed to bolster empowerment and ownership across all team levels.

Metro employee responses, June 2023:

On a scale of 0-10, how likely are you to recommend Metro as a place to work to a family member or friend?



Regional Opportunity and Partnership: Monthly ridership

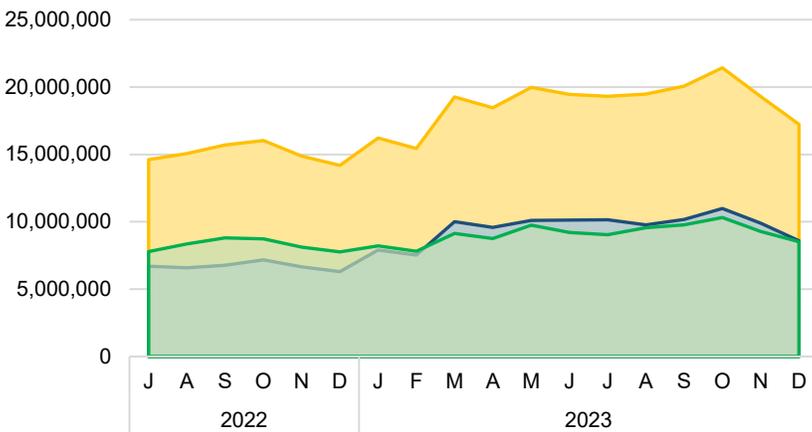
Ridership

Ridership has continued to rise year-over-year following the pandemic, with an approximate 21 percent increase in FY24 Q1-Q2 compared to the same period in FY23. By Q2, Metro riders had taken 116.7 million trips.

In FY24 Q1-Q2 weekend ridership nearly recovered to pre-pandemic levels, with bus at 107 percent of Q1-Q2 FY19 ridership and rail at 86 percent of Q1-Q2 FY19 ridership. Metrorail ridership accounted for 51 percent of total ridership, exceeding Metrobus by about 3.0 million riders.

Ridership | Rail, Bus, and Total

Includes MetroAccess

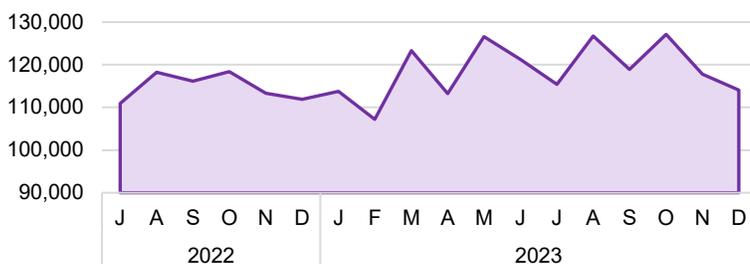


Through Q2 of FY24, Metrorail's ridership reached 59.6 million. The average weekday ridership stood at 375,000, while the average weekend ridership was 219,000. Overall, total ridership saw a 31 percent increase over the same period in FY23, with similar growth rates for both weekday and weekend ridership. Metrorail achieved a new post-pandemic record on November 14, recording 564,000 trips

Through Q2 of FY24, Metrobus recorded approximately 56.5 million trips. The average weekday ridership reached 360,000, with the average weekend ridership at

203,000. Total ridership saw a 14 percent increase over Q1-Q2 of FY23, with similar growth rates for both weekday and weekend ridership. Notably, Q2 of FY24 brought two new ridership records for Metrobus since 2020: a peak of 412,000 trips on Wednesday, October 25, for weekdays, and a peak of 254,000 trips on Saturday, October 28, for weekends

Ridership | MetroAccess



In Q1-Q2 of FY24, MetroAccess saw 0.72 million trips, marking a slight increase of about 5 percent from the corresponding period in FY23. Average ridership was 4,800 on weekdays and 1,900 on weekends..

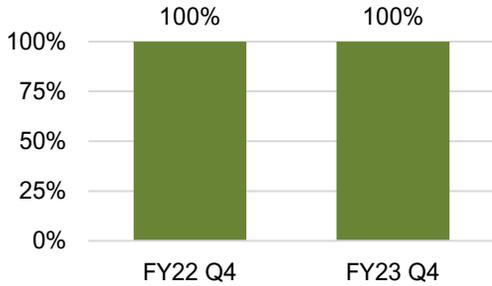




Sustainability: Financial Sustainability

Indicator lights: ● Target met | ● Target just missed | ● Target missed

Percent of projected service funded

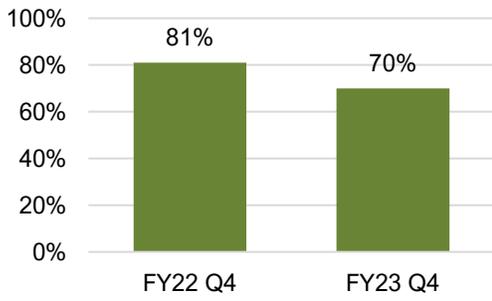


● **100 percent of projected service funded in FY23 Q4, meeting target**

At the close of FY23, the subsequent fiscal year's adopted budget fully funded 100 percent of the projected service.

Consistently, the STP aims for an annual target of 100 percent funding for projected service.

Percent of capital plan funded

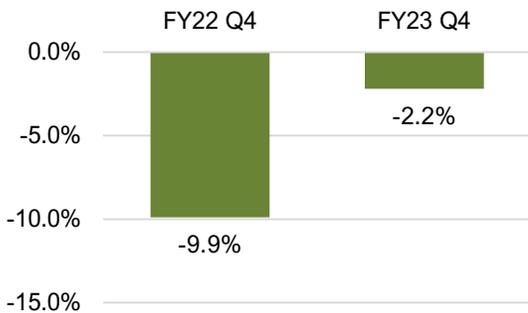


● **Decrease in percentage of capital plan funded missing target of trending toward 100 percent**

By the close of FY23, projections for available capital funding sources from FY24 to FY33 amounted to 70 percent of the total investments outlined in the 10-year Capital Improvement Program (CIP) for the same timeframe. This represents a decrease from the 81 percent coverage projected for the period from FY22 to FY31.

Although the 10-year CIP is financially unconstrained and not anticipated to be fully funded, the STP sets a goal to augment available funding sources for capital investment, aiming to progressively approach 100 percent funding.

Deviation to budget (operating)

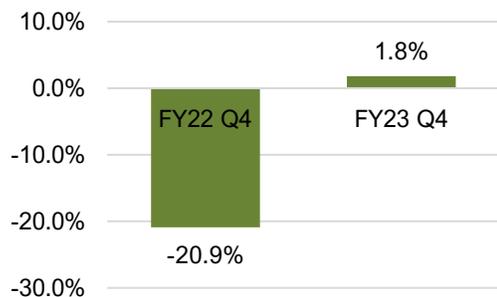


● **2.2 percent deviation to operating budget, meeting target of 5 percent or less**

Actual operating expenses for FY23 were 2.2 percent below budget.

The STP target is for the actual operating expenses to budget variance to be within 5 percent.

Deviation to budget (capital)



● **1.8 percent of capital budget deviation, meeting target of 5 percent or less**

Actual Capital expenses for FY23 were 1.8 percent above budget.

The STP target is for the actual capital expenses to budget variance to be within 5 percent.

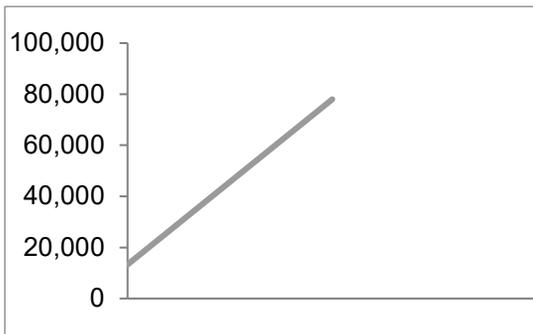


Sustainability: Environmental Sustainability

Indicator lights: ● Target met | ● Target just missed | ● Target missed

Regional greenhouse gas (GHG) emissions avoidance

● In FY23, Metro successfully prevented over 78,000 metric tons of carbon dioxide equivalent from being released into the atmosphere. This achievement is comparable to the emissions from approximately 200 million miles driven by an average gasoline-powered passenger vehicle.



Measured as net metric tons of CO2e emissions avoided due to Metro’s service to the region

Metro significantly contributes to reducing emissions in the DMV area, benefiting both residents and visitors. The key to our regional impact lies in the service we offer, which provides a more sustainable, lower-carbon transportation alternative. To quantify our positive environmental influence, we employ the regional greenhouse gas emissions avoidance metric. This approach helps us measure the extent to which we mitigate greenhouse gas emissions, underscoring our commitment to environmental sustainability.

With the growth in Metro’s ridership, our contribution to the environment becomes even more significant, aiding the region in achieving its clean air and emissions reduction targets.

Increasing ridership, coupled with Metro's decarbonization efforts — which include investments in energy and cost efficiency, transitioning to zero-emission fleets, and utilizing clean power — will significantly enhance sustainability benefits. Investing in high-quality transit is crucial for achieving the region's climate objectives.



Additional Performance Metric Information

WMATA Open Data Hub: <https://www.wmata.com/initiatives/open-data-hub/>

Dashboards

- MetroPulse Dashboard provides access to real-time data on headway and schedule adherence, the number of trains in service, and more.
- Service Excellence Dashboard allows you to explore Rail, Bus, and MetroAccess data from the past year in detail. It includes key performance indicators like on-time performance, missed trips, and prediction accuracy.
- The Ridership Dashboards comprise a suite of interactive dashboards, utilizing data from Metro's fare system, to offer insights into rail and bus ridership and parking usage. Additionally, the dashboards are complemented by monthly PDF summaries that analyze and explain trends in ridership.

Reports

- Metro's latest performance reports, featuring summaries and analysis to help you understand recent trends in Metro's operational performance

Performance Measure Reports and Data Tables

- Included as downloadable documents under the "Performance" section of the Public Records page at [wmata.com](https://www.wmata.com).

Capital Improvement Program and 10-Year Plan

In addition, the recently launched Capital Investment Performance Outcome program employs relevant measures outlined in the STP to evaluate the outcomes of major capital investments. The complete report detailing these evaluations is available in the [Capital Improvement Program and 10-Year Plan](#).