Vital Signs

January–December 2016
Annual Report

Published: February 2017

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Performance

Highlights

Bus fleet reliability experienced the most improvement since 2013 as a result of retrofits and proactive replacement of various subsystems and parts, completion of 100 mid-life overhauls for the year and replacement of 282 buses resulting in a better-than-target performance. **Bus on-time performance** was 3% worse than target of 79% for the year and declined 2% compared to 2015 due to buses running ahead of schedule and increases in weekday peak-period traffic congestion due to the SafeTrack program that began in the Q2/2016. **Bus customer satisfaction** remained statistically unchanged throughout the year at 77%.

In the area of **railcar reliability**, immediate parts shortage remedies, revamped mechanic training and the introduction of more 7000-series railcars resulted in 13% fewer railcar-related delays in 2016 than in 2015, meeting the 2016 target of 65,000 miles before causing a delay. These efforts permitted 70% of rail **customers** to be **on-time**, while 85% of trips were completed within five minutes of expected arrival times. Customer perception of rail performance has plateaued over the year resulting in a **rail customer satisfaction** rating of 66%.

A more rigorous inspection process more than doubled unscheduled maintenance hours of more complex repairs causing **elevator availability** to just meet the 97% target. Likewise, repairs resulting from preventive maintenance inspections took twice as long to complete; however **escalator availability** was slightly better than target at 93.5%, consistent with the previous year.

While rail customer injuries declined, bus injuries increased due to more non-preventable collisions, resulting in the overall **customer injury rate** increasing slightly to 2.1, worse than target of 1.75. **Employee injuries** were worse than target of 4.5 per 200,000 hours worked also in part due to an increase in non-preventable collisions, stress injuries, and injuries caused by inattentiveness resulting in an annual rate of 5.4. A 9% decrease in total ridership resulted in a slight increase in the total **crime rate**, despite 5% fewer Part I crimes committed in 2016 compared to 2015.

Path to Improved Performance

Vital Signs communicates the transit system's performance to the Board of Directors on a quarterly and annual basis.

The public and other stakeholders are invited to monitor Metro's performance using a web-based scorecard at wmata.com.

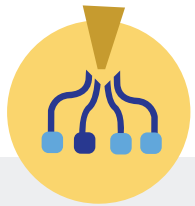
Metro's managers measure what matters and hold themselves accountable to stakeholders via a focused set of Key Performance Indicators (KPIs) reported publicly in *Vital Signs*.

Communicate system performance quarterly and annually

Balanced scorecard approach, but focus is Metro's core business of quality service delivery

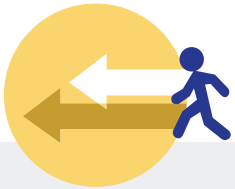
What gets measured gets managed, leading to **improved performance**

Answer three questions...



Is Metro achieving its **four strategic goals?**

Why did performance change?



What actions are being taken to improve?

Utilizing systematic, **data-driven** analysis

Targeting that gauges progress and identifies success

KPI: Bus On-Time Performance

Why did performance change?

- Overall bus on-time performance (OTP) declined 2% compared to last year with performance across all six of the daily service periods declining due to an increase in buses running ahead of schedule and arriving early at bus stops.
  - » **PM Peak period service** (3PM–7PM)—27% of total bus service delivered – continued to be the lowest performing service period with 68% of buses on-time, falling 2% from last year.
  - » **Late Night period service** (11PM–4AM)—5% of total bus service delivered—on-time performance fell 3%, the largest performance decline out of all service periods, with 77% of buses on-time.
- Priority corridor route service—49% of total bus service delivered—impacted overall bus service reliability the greatest with performance declining across all Jurisdictions. DC on-time performance fell 7% compared to last year with only 71% on-time, Maryland on-time performance declined 5% with 75% on time, and Virginia on-time performance declined 6% with 82% on-time.
- Events that have impacted OTP in 2016 include additional severe weather snow plan days in Q1/2016 and the significant increase in weekday peak-period traffic congestion due to the SafeTrack program that began in Q2/2016.

Key actions to improve performance

- Focus on reducing early arrivals through on-board bus technology and increased communication to operators
- Assess running time of low performing routes to determine if scheduling adjustments are needed
- Strategically place street managers to focus on actively managing low performing routes
- Continue to partner with bus planning & scheduling, DDOT, MTPD and Emergency Management to improve traffic patterns

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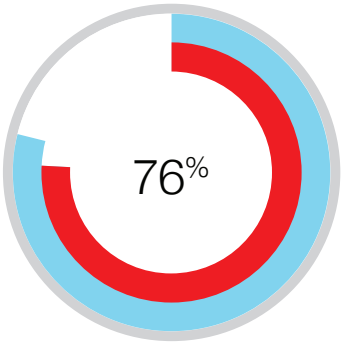
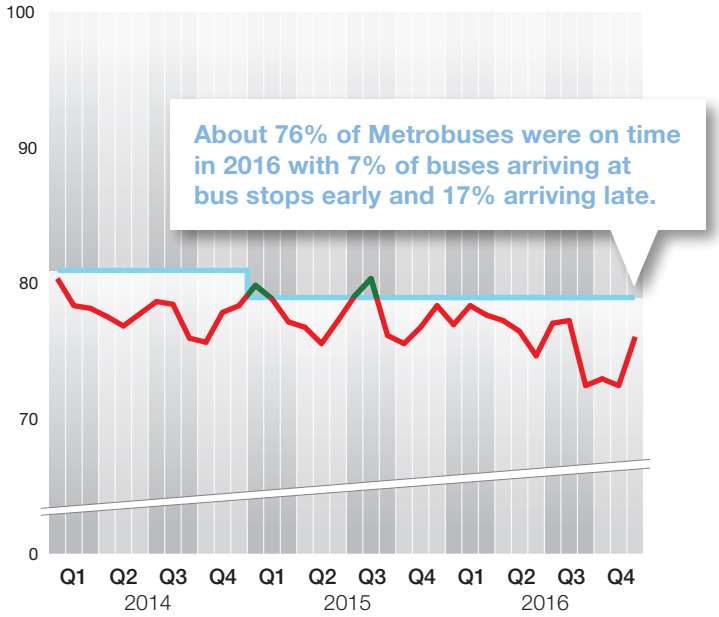
Bus On-Time Performance



3-YEAR TREND IN PERFORMANCE



The new Metrobus route from Huntington Metro station to National Harbor began service in October 2016 and is the first route to directly link National Harbor and Virginia, and the first to cross the Wilson Bridge.

KPI: Bus Fleet Reliability

Why did performance change?

- On average, buses traveled just over 8,200 miles between breakdown, a 16% improvement compared to prior year. Nearly all fleet types experienced improved reliability, most notably the fleets that provide the most service, due to a number of mitigating and proactive actions implemented by bus maintenance.
- Examples of contributing factors to improved fleet reliability:
  - » Replacement of older, less reliable buses (282 new buses placed into service in 2016)
  - » Completion of 100 mid-life overhauls annually
  - » Retrofits and proactive replacement of various subsystems and parts

Key actions to improve performance

- Continue to retire less reliable, older buses, and complete mid-life overhauls annually
- Continue evaluation of new products (such as pulleys, hoses, and fluids) and adjust preventative maintenance cycles to improve reliability of the entire fleet
- Collaborate with manufacturers to complete retrofits, recalls, and replacement of defective parts:
  - » Continue to work with the 2012 Clean Diesel engine manufacturer to determine root cause of exhaust after treatment failures related to soot and carbon build up and revise maintenance schedules to prevent failures
  - » Continue replacement of defective oil coolers on the 2006 Clean Diesel fleet
  - » Continue to work with the manufacturer of the newest CNG model to identify the root cause and a solution to thermostat failures
  - » Restart the proactive battery pack replacement on 2006 and 2008 Hybrid models

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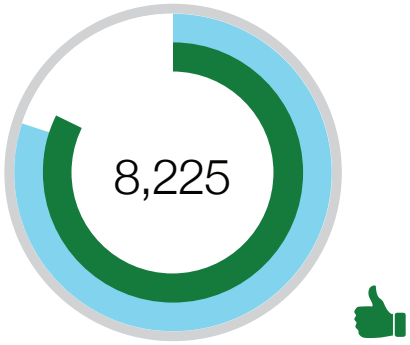
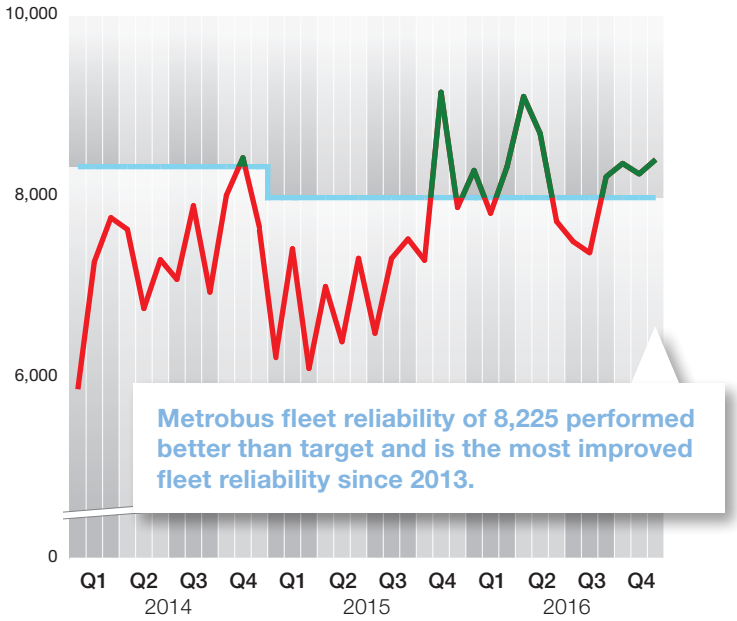
Bus Fleet Reliability



Target > 8,000 miles between failures

3-YEAR TREND IN PERFORMANCE



Bus Maintenance celebrated a major milestone—the completion of the 2,000th Metrobus mid-life overall. This program, which began in 1994, maintains the fleet in a state of good repair and is a major part of reducing service interruptions for customers.

Bus Crowding

- Load factor measures customer crowding on buses.
- Automatic passenger counter data (for all routes and time periods) are used to calculate the max loads in the table below.
- Crowding appears to be problematic on many high ridership routes across all times of day and particularly in DC and MD.

Performance Thresholds	Load Factor
Below Threshold	< .3
Standards Compliant	.3 – .5
Occasional Crowding	.6 – .7
Recurring Crowding	.8 – .9
Regular Crowding	1.0 – 1.3
Continuous Crowding	> 1.3

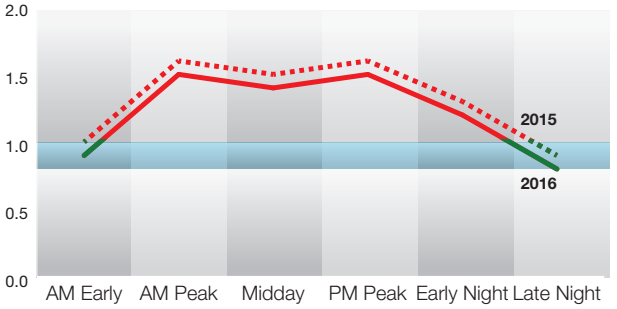
Q4/2016 TOP 10 MOST CROWDED ROUTES BY JURISDICTION

Service Code	Line Name	Route Name	Time Period	Highest Passenger Load	Load Factor
DC	16th Street	S2*	AM Peak	114	2.0
	Georgia Avenue–7th Street	70*	PM Peak	111	2.0
	16th Street	S4*	AM Peak	110	2.0
	16th Street	S2*	PM Peak	109	2.0
	Benning Road–H Street	X2*	AM Peak	106	1.9
	16th Street–Potomac Park	S1*	AM Peak	106	1.9
	Georgia Avenue–7th Street	70*	Midday	105	2.0
	Benning Road–H Street	X2*	PM Peak	104	1.8
	Georgia Avenue–7th Street	70*	PM Peak	105	1.9
	Benning Road–H Street	X2*	Midday	100	2.0
MD	Greenbelt–Twinbrook	C4	PM Peak	85	1.9
	Greenbelt–Twinbrook	C4	Midday	79	2.0
	New Carrollton–Silver Spring	F4	PM Peak	78	2.0
	Georgia Avenue–Maryland	Y7	PM Peak	78	1.9
	New Hampshire Avenue–Maryland	K6	PM Peak	77	1.8

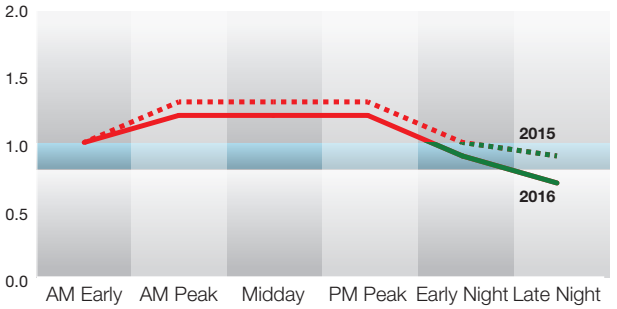
Q4/2016 TOP 10 MOST CROWDED ROUTES BY JURISDICTION

Service Code	Line Name	Route Name	Time Period	Highest Passenger Load	Load Factor
MD	Greenbelt–Twinbrook	C2	Midday	76	2.0
	Eastover–Addison Road	P12	PM Peak	76	1.9
	Connecticut Ave–Maryland	L8	AM Peak	76	1.9
	Eastover–Addison Road	P12	Midday	75	1.9
	New Carrollton–Silver Spring	F4	AM Peak	75	1.9
VA	Leesburg Pike	28A	AM Peak	76	1.9
	Leesburg Pike	28A	PM Peak	75	1.9
	Ballston–Farragut Square	38B	PM Peak	73	1.8
	Columbia Pike–Farragut Square	16Y	AM Peak	71	1.7
	Columbia Pike–Federal Triangle	16X	PM Peak	70	1.7
	Columbia Pike–Farragut Square	16Y	PM Peak	70	1.7
	Lee Highway–Farragut Square	3Y	AM Peak	69	1.7
	Mt Vernon Express	11Y	AM Peak	67	1.6
	DC-Dulles	5A	PM Peak	66	1.6
	Mt Vernon Express	11Y	PM Peak	66	1.6

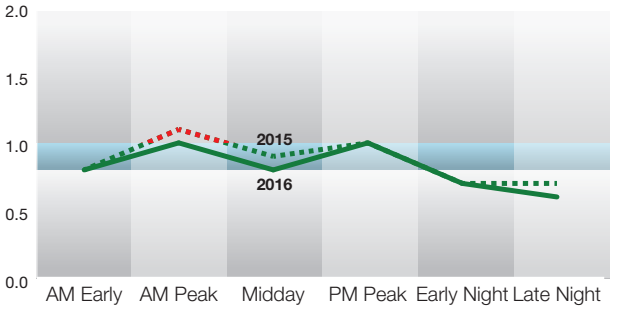
Q4 YEAR-OVER-YEAR PERFORMANCE—**DC**



Q4 YEAR-OVER-YEAR PERFORMANCE—**MD**



Q4 YEAR-OVER-YEAR PERFORMANCE—**VA**



* Route has articulated buses, allowing for highest passenger load above 100

Highest Passenger Load = the average of all the highest max loads recorded by route, trip and time period

Load Factor = highest passenger load divided by actual bus seats used

For all graphs: 1.0 = all bus seats occupied

KPI: Rail Customer On-Time Performance (Pilot)

Why did performance change?

- Rail customer on-time performance (OTP) was highest in March and April, at 78 and 80%, as mild weather translated into fewer railcar malfunctions and track-related delays. Midday, evening, and weekend track work was also suspended during parts of these months to meet the demands of Cherry Blossom tourists.
- In June, the aggressive, 24/7 SafeTrack emergency repair program began. SafeTrack touched about 16% of the system from June to December 2016, affecting customers on all lines and lowering monthly OTP by up to six percentage points as service was severely scaled back or parts of the system were shutdown for extended periods.
- While railcars accounted for the bulk of unplanned service disruptions (65% in 2016, either because railcars failed in service or were not available for service), total railcar-related delays and offloads were down by over 13% compared to 2015 thanks to the more reliable 7000-Series trains. After railcars, the most common sources of customer delays are: transit police responses, sick customers, or unattended bags (14%); and rail infrastructure defects (7%).
- To improve safety, Metro enhanced its track inspection procedures, leading to speed restrictions (5% of all 2016 delays) that slowed train travel times and caused more customers to be late.

Key actions to improve performance

- Execute a “Get Well” plan for railcars to further reduce offloads and cut delays by 25%
- Complete SafeTrack and implement new, aggressive preventive maintenance efforts designed to cut infrastructure-related delays in half by the end of 2018
- Repair escalators, elevators and fare gates to enable smooth flow of passengers through station

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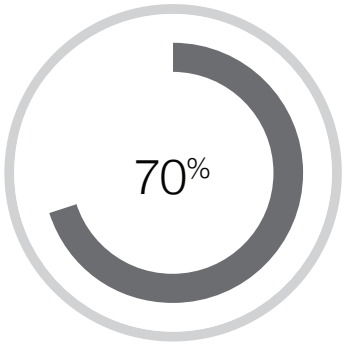
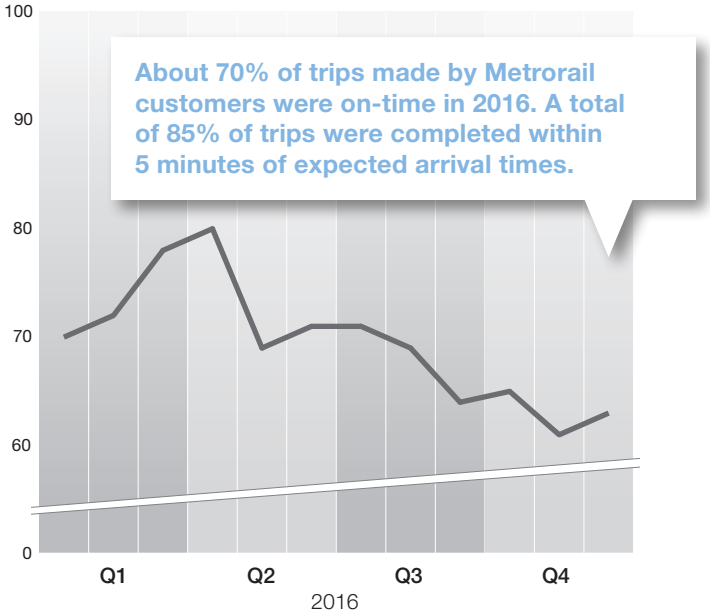
Rail Customer On-Time Performance



KPI Pilot

1-YEAR TREND IN PERFORMANCE



SafeTrack greatly accelerated WMATA’s efforts to bring its most deteriorated tracks into a state of good repair. In just six months in 2016, crews replaced over 28,000 crossties, more than 2014 and 2015 combined.

KPI: Rail Fleet Reliability

Why did performance change?

- On average, railcars traveled just over 65,000 miles between delay in 2016. For customers, this means that each railcar traveled about 11.5 months before experiencing a failure that delayed a train for four or more minutes. This equates to almost 2,500 trips from one end of the line to the other.
- Performance improvements in 2016 are the result of:
  - » Efforts to address immediate parts shortages and "fill the bins."
  - » Introduction of more 7000-Series railcars, which are among the best performers of the fleet together with the 6000-Series. At the end of 2016, there were over thirty 7000-Series eight-car trains in service, representing about 20% of the fleet.
  - » Revamped mechanic training focusing on improving repair quality. Repeat failures decreased 23% in 2016.

Key actions to improve performance

- Improve the reliability and availability of the rail fleet by completely replacing all 1000- and 4000-Series railcars with new 7000-Series
  - » Retired 152 1000-Series cars in 2016; the remaining 126 will be retired by mid-2017
  - » Remove all 100 4000-Series cars from service by the end of 2017
  - » Add over 20 new 7000-Series eight-car trains by the end of 2017
- Reduce missed dispatches by developing tools and strategies to balance railcars and series across yards
- Begin operating trains composed of all the same series
- Implement targeted repair campaign of defective components on the legacy fleet

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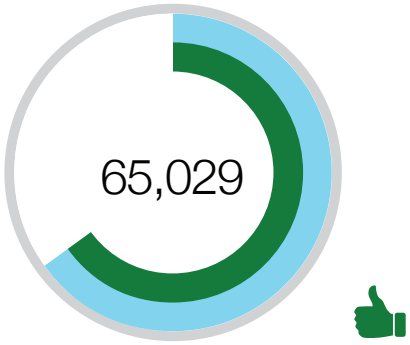
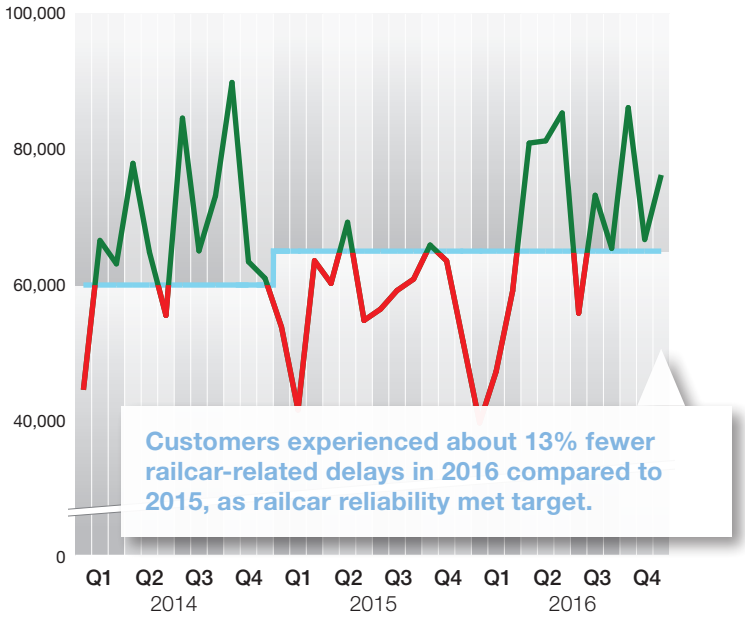
Rail Fleet Reliability



Target ≥ 65,000 miles between delays

3-YEAR TREND IN PERFORMANCE



In November, WMATA mechanics started a "maintenance blitz" to address the most frequent reliability issues with the 2000/3000-, 5000- and 6000-Series (HVAC, doors, pneumatics and propulsion).

Rail Crowding

Metro only had half as many instances of overcrowding at max load points during rush periods for this reporting period (Aug–Oct 2016) compared to the same period in 2015, largely driven by decreases in ridership.

- Crowding levels on railcars is monitored in accordance with Board standards

Why Did Performance Change?

- Rush period ridership declined 6% from the same period last year, leading to less-crowded railcars. There were 7 fewer instances of overcrowding compared to the same period in 2015.
- Most of the instances of overcrowding for this reporting period occurred during evenings, as PM Rush ridership is concentrated over a three-hour period while AM Rush ridership is spread over a four-hour period. Also, fewer trains are typically available during the evening due to unplanned railcar breakdowns and other disruptions that occur during the day.
- SafeTrack resulted in reduced service on Red, Blue and Orange Lines during this period. The need for riders to make alternative travel choices was successfully communicated, thus mitigating the risk of overcrowding.

Key Actions to Improve Performance

- By the end of 2017, about ⅓ of Metro's railcar fleet will consist of 7000-Series railcars, all of which are run as 8-car trains
- Improve railcar reliability by executing the railcar "Get Well" initiative in the Back2Good plan, including a "maintenance blitz" to address the most frequent reliability issues with the 2000/3000, 5000 and 6000-Series railcars
- Monitor effectiveness of test decals on platforms at Metro Center, Gallery Place, L'Enfant Plaza, and Union Station that show where a 6-car train will be positioned. The decals are intended to help customers re-position on a platform to avoid congestion and reduce the safety risk of running for the last door of the train

Optimal passengers per car (PPC) of 100, with minimum 80 and maximum of 120 PPC

AM Rush Max Load Points		Aug 15	Sep 15	Oct 15	Aug 16	Sep 16	Oct 16
Gallery Place	Red	89	91	**102**	82	88	88
Dupont Circle		92	90	93	81	91	87
Pentagon	Blue	94	**113**	85	93	94	86
Rosslyn		80	**113**	87	85	100	85
L'Enfant Plaza		54	57	62	57	63	68
Court House	Orange	92	**106**	**113**	85	96	81
L'Enfant Plaza		62	64	74	64	69	68
Pentagon	Yellow	68	74	86	65	82	84
Waterfront	Green	82	86	90	86	90	93
Shaw-Howard		71	73	81	67	76	76
Rosslyn	Silver	88	**104**	98	70	**105**	90
L'Enfant Plaza		59	57	73	58	71	56
PM Rush Max Load Points							
Metro Center	Red	98	**103**	**102**	95	92	91
Farragut North		91	85	94	92	82	**103**
Rosslyn	Blue	**112**	**127**	**103**	**103**	**110**	91
Foggy Bottom–GWU		100	**117**	95	**109**	**101**	91
Smithsonian		57	57	61	44	42	39
Foggy Bottom–GWU	Orange	93	**112**	**117**	98	83	78
Smithsonian		69	52	84	57	73	60
L'Enfant Plaza	Yellow	73	70	75	74	72	74
L'Enfant Plaza	Green	76	81	81	73	**103**	85
Mt. Vernon Sq.		75	60	83	63	63	69
Foggy Bottom-GWU	Silver	84	85	**107**	90	85	72
Smithsonian		64	50	80	59	73	69

KPI: Elevator and Escalator Availability

Why did performance change?

- **Elevator Availability** just met the target of 97%, which is virtually unchanged from 96.9% in 2015. A 7% annual increase in hours spent on unscheduled work was partially offset by a 5% decrease in time spent on scheduled capital work. The uptick in unscheduled maintenance was driven by a more rigorous inspection process which identified complex repair items that took twice as long to fix than the previous year; 17 hours/unit were spent on such repairs in 2015 compared to 37 hours/unit in 2016.
- **Escalator Availability** reached 93.5% for the year, exceeding the 93% target, and virtually unchanged from 93.4% in 2015. The mix of work changed, as a 17% increase in unscheduled maintenance was offset by a 19% decrease in scheduled maintenance. Despite a significant annual reduction in hours spent conducting preventive maintenance inspections, repair work stemming from these inspections took much longer to complete; 17 hours/unit were spent addressing repair items from inspection in 2015, compared to 41 hours/unit in 2016.

Key actions to improve performance

- Metro's Back2Good plan includes the replacement of 137 of the system's 618 escalators by 2020, and the rehabilitation of up to an additional 144 escalators. In 2017, 53 of the worst-performing escalators will be rehabilitated. Also expected is the rehabilitation of 100 of the system's 318 elevators (in stations and maintenance/administration facilities) by 2021.
- Remote monitoring allows for quicker identification of outages and dispatch of technicians to return the equipment to service faster. Currently, 230 of the 278 (83%) public-facing elevators and 585 of the 618 (95%) escalators can be monitored remotely.
- Continue updating preventive maintenance procedures tailored to each escalator/elevator model to improve maintenance quality.
- Escalators need periodic replacement of escalator steps for safety and reliability. To ensure a steady supply of escalator steps, staff is working closely with Procurement to establish a contract for escalator steps.

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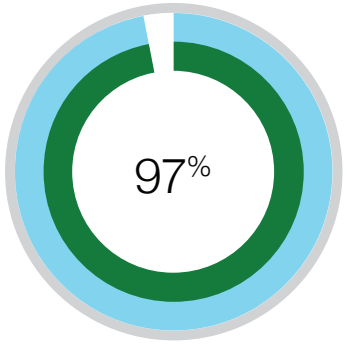
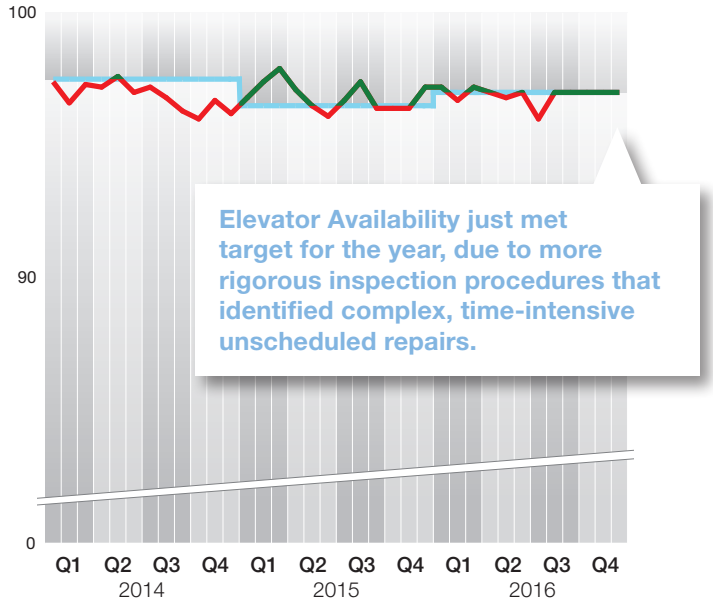
Elevator Availability



Target ≥ 97%

3-YEAR TREND IN PERFORMANCE—ELEVATOR



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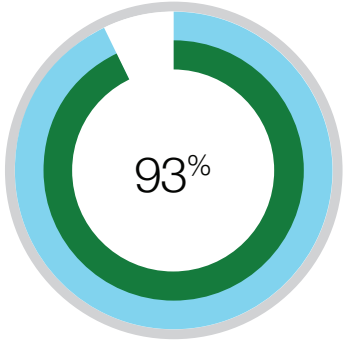
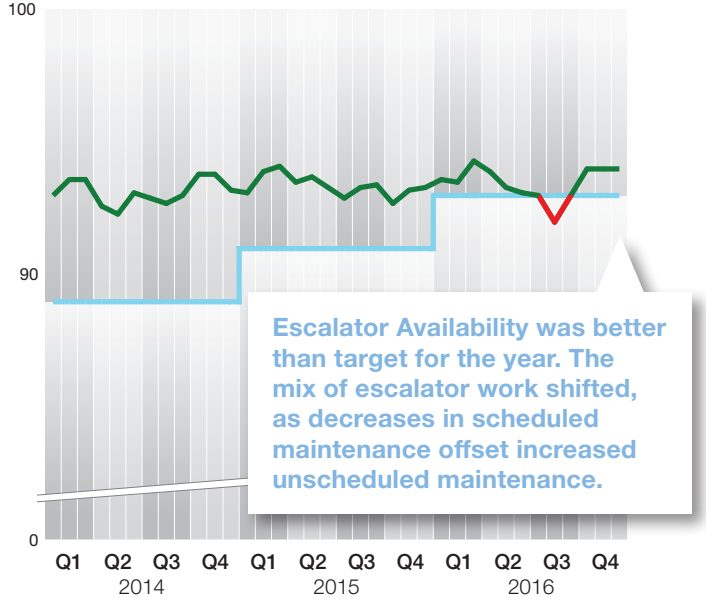
Escalator Availability



Target ≥ 93%

3-YEAR TREND IN PERFORMANCE—ESCALATOR



KPI: Customer Satisfaction

Why did performance change?

- For bus customers, 2016 satisfaction levels were unchanged from 2015.
- Rail customers' satisfaction significantly decreased compared to 2015; with train reliability frustrations doubling in 2016 compared to 2015.
- Bus and rail satisfaction showed no statistical change throughout 2016. This suggests perceptions have plateaued. Barring any seismic event, 2016 results may indicate a new normal for customer satisfaction.

Key Actions to improve performance

- In the coming year, the railcar "get well" program and new 7000-Series rail cars should help to improve rail satisfaction
- As improvements in bus on-time performance contribute most significantly to improving bus customer satisfaction, bus will focus on improving performance on low performing routes

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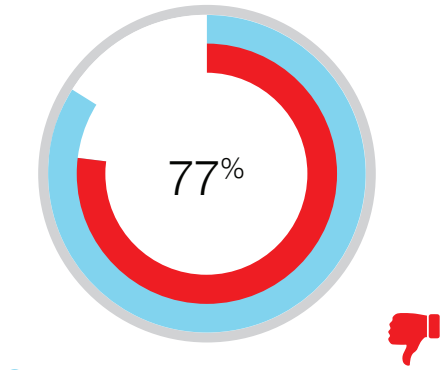
Customer Satisfaction—Bus



Target ≥ 85% of surveyed customers

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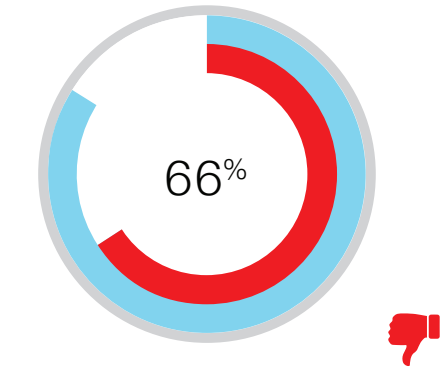
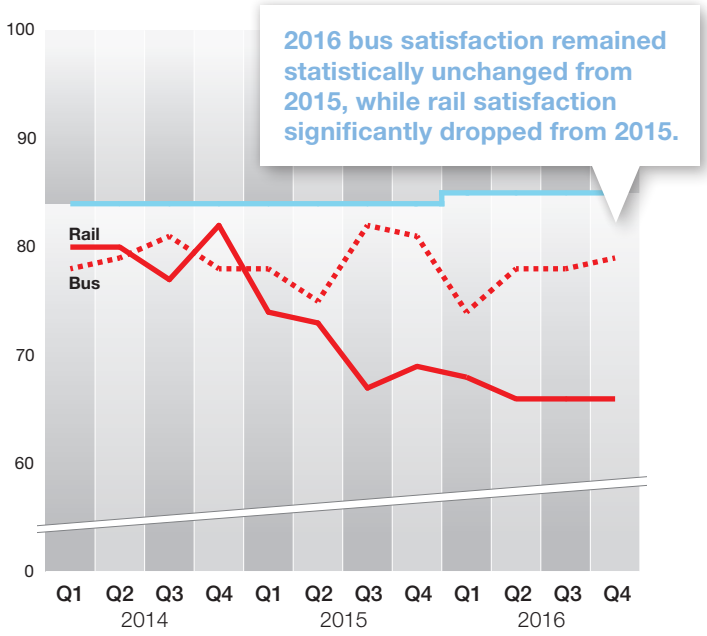
Customer Satisfaction—Rail



Target ≥ 85% of surveyed customers

3-YEAR TREND IN PERFORMANCE



Customers have adeptly adjusted ridership patterns due to maintenance activities.

KPI: Customer Injury Rate

Why did performance change?

- Bus injuries were 49% of total customer injuries for the year and the bus customer injury rate increased by 11% compared to 2015. Collision-related injuries continue to be the leading cause of bus customer injuries (64%) followed by slips, trips, or falls. Non-preventable bus collisions account for ¾ of all collisions.
- The rail system accounted for 41% of customer injuries and the rail injury rate was 17% lower than in 2015. Slips, trips, or falls, primarily on escalators or in rail stations, accounted for a large majority of injuries (86%). The on-board injury rate is substantially lower than the other categories, accounting for only 19 injuries.
- MetroAccess accounted for 10% of customer injuries for the year and the injury rate for MetroAccess customers rose by 57%, due partly to more inclusive standards for reportable injuries adopted this year. The leading causes of MetroAccess customer injuries were collisions and slips, trips, or falls.

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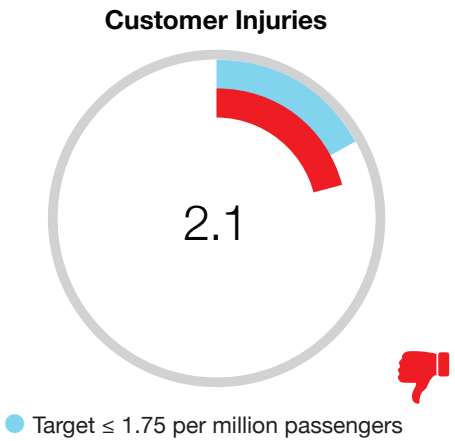
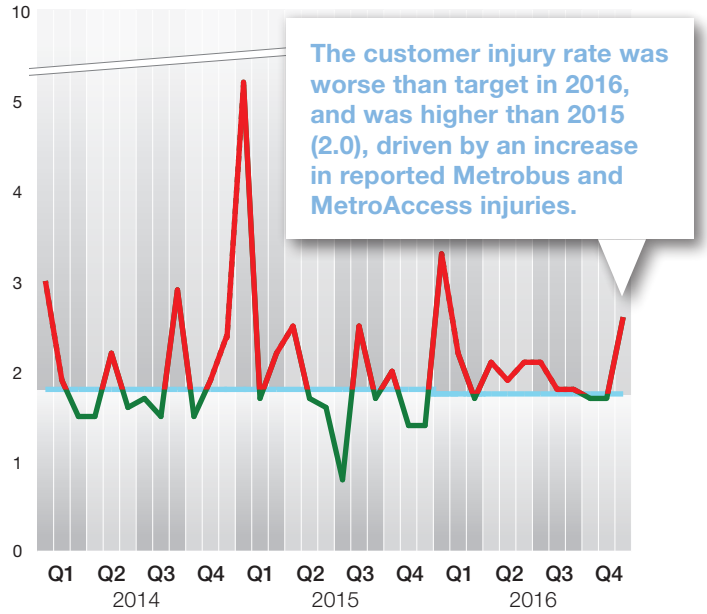


3-YEAR TREND IN PERFORMANCE



Key actions to improve performance

- Enhance safety features
  - » Install public safety radio systems and cabling for cell phone service in tunnels
  - » Improve station lighting
- Coach staff
  - » Augment MetroAccess operator training with better methods to assist customers who have difficulty maintaining balance, facilitated through a working group including an occupational therapist
  - » Emphasize defensive driving tactics during bus operator training and develop weekly safety tips around frequent accident types
  - » Schedule safety blitzes at incident hotspots to reinforce safe behavior and address unsafe conditions
- Submit for closure all FTA and NTSB safety recommendations

Improved operator training with an occupational therapist will lead to reduced MetroAccess customer injuries from slips, trips, or falls.

KPI: Employee Injury Rate

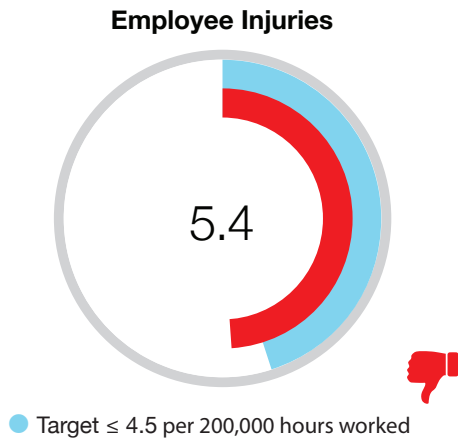
Why did performance change?

- Motor vehicle collisions are the leading employee injury type (25%), with collisions involving buses accounting for 20% of the total. Slips, trips, or falls was the next highest category, accounting for 22% of employee injuries.
- Bus Transportation had the most employee injuries in 2016 (48%) and its employee injury rate increased 8% compared to 2015. More than one-third of injuries were the result of collisions and 19% were crime-related (largely assaults of bus operators).
- Rail Transportation accounted for 15% of employee injuries and its employee injury rate decreased 19% compared to last year. Slips, trips, or falls were the leading category (17%) and stress-related injuries accounted for the second-highest total (16%).

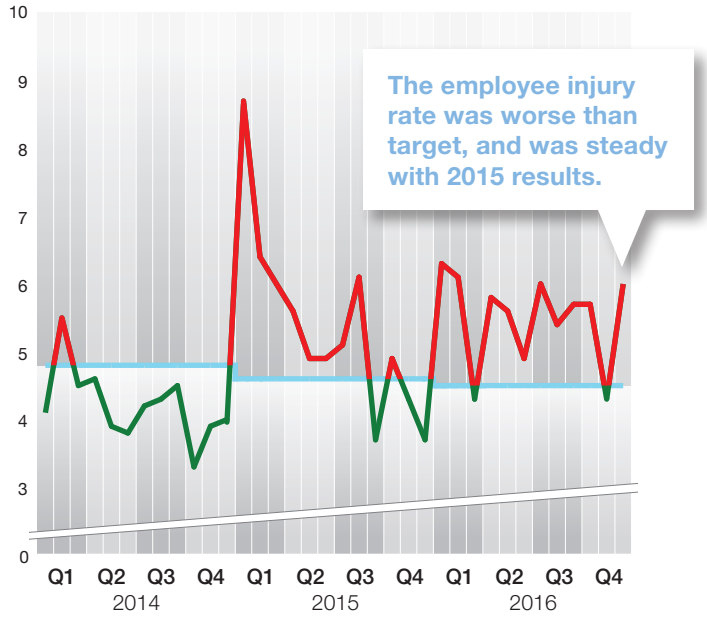
Key actions to improve performance

- Train employees to identify hazards that may lead to injuries and improve compliance with use of personal protective equipment
- Improve personal safety and security for bus operators.
  - » Emphasize defensive driving tactics during bus operator training and develop weekly safety tips around frequent accident types
  - » Continue Metro's SafeWatch program, a partnership between Bus Services and Metro Transit Police to ensure the safety of bus operators late at night
  - » Continue installation of shields to protect operators as part of bus fleet renewal
  - » Conduct assault prevention workshops and Town Hall meetings
- Ensure coordination of safety issues among departments as required in the System Safety Program Plan

ANNUAL PERFORMANCE



3-YEAR TREND IN PERFORMANCE



Metro won a federal grant to enhance roadway worker protection.

KPI: Crime Rate

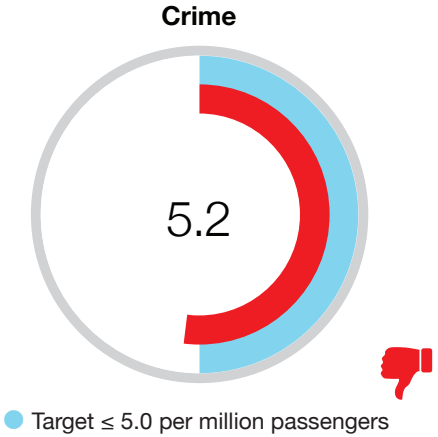
Why Did Performance Change?

- The number of Part I crimes declined in 2016 on both the rail (16%) and bus (10%) systems but increased in parking lots (40%). Despite fewer crime incidents, the rate is slightly higher due to a 9% drop in ridership. The reduction in bus crime sustained its positive momentum following an increase this year of both uniformed and casual clothes police deployments on buses to combat fare evasion. Bus operator assaults also decreased 14% from 2015, in part driven by the focus on fare evasion and the introduction of more bus shields.
- Crimes against property, accounting for the majority of total Part I crimes, declined 5.5% compared to 2015, driven by a 6% decrease in larcenies.
- Crimes against persons declined 2% overall. Robberies decreased 14% but aggravated assaults increased 30%. Five rapes were reported and all were closed, three resulted in arrests and two were determined to be unfounded. Five homicides occurred compared to two in 2015 and all led to arrests.

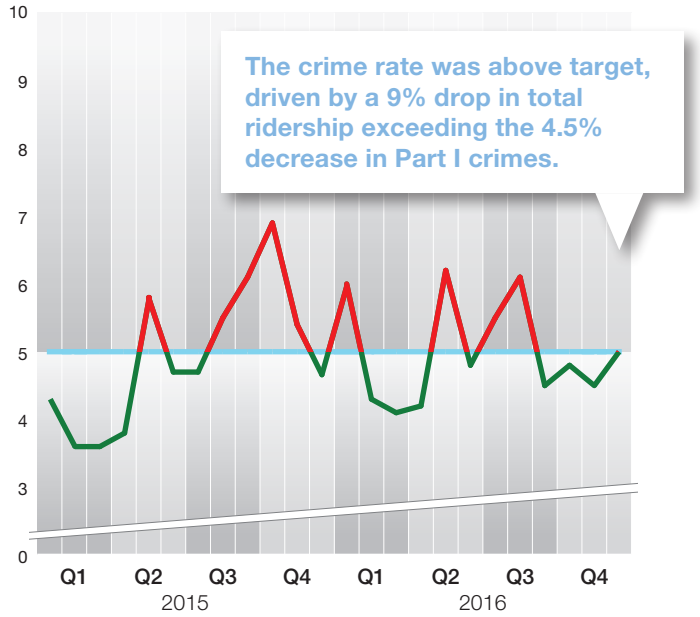
Key actions to improve performance

- Surge deployments of uniformed officers during high crime periods for increased visibility to deter aggravated assaults and other crimes in rail stations
- Continually adjust tactics and resource allocation to address changing crime hotspots
- Sustain the fare evasion initiative on rail and bus and continue the collaboration with bus operators and bus managers to reduce bus crime and operator assaults
- Completed rollout of new high visibility uniforms
- Continue outreach activities such as meetings with downtown associations, community groups, and town halls

ANNUAL PERFORMANCE



2-YEAR TREND IN PERFORMANCE

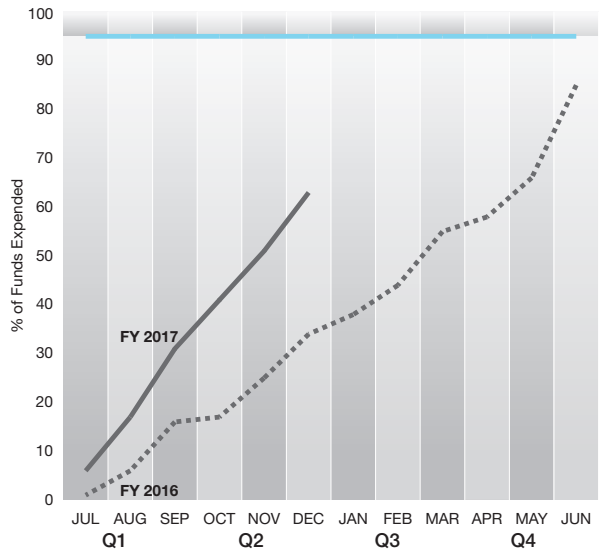


Metro Transit Police unveiled new high visibility uniforms in 2016.

Capital Funds Invested

- Metro's original approved fiscal year 2017 capital budget was $950 million.
- This measure tracks the rate at which the approved funding is invested in capital projects.
- The target for this measure is spending at least 95% of budgeted capital funds by the end of the fiscal year.
- In Q1 and Q2/FY2017, capital expenditures were at 63% of budget for the fiscal year, which is significantly better than the performance of the first half of FY2016 (34%).

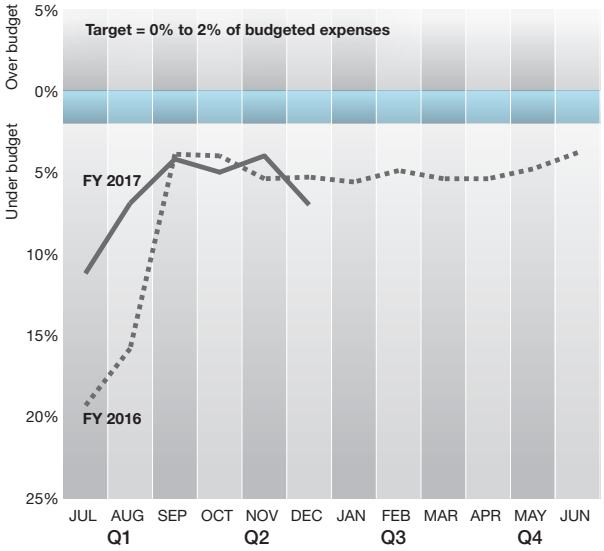
2-YEAR TREND IN PERFORMANCE (FISCAL YEAR)



Operating Expense Variance

- Metro's approved fiscal year 2017 operating expense budget is $1.745 billion.
- This measure calculates the cumulative year to date percentage variance between actual and budgeted expenses.
- The target for this measure is a range between 0% and 2% under budget.
- Through Q2/FY2017, operating expenditures were under budget by 7%.

2-YEAR TREND IN PERFORMANCE (FISCAL YEAR)



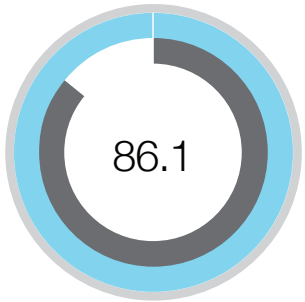
Ridership

Ridership is a measure of total service consumed and an indicator of value to the region.

- Metro forecast total annual ridership of 341.5 million in its FY2017 budget. In Q1 & Q2/FY2017, total ridership was 149.4 million, 12.3% below forecasted ridership of 170.3 million.
  - » Metrorail ridership was 86.1 million, 14.9% below forecast.
  - » Metrobus ridership was 62.1 million, 8.6% below forecast.
  - » MetroAccess ridership was 1.2 million, 2.6% below forecast.
- Metrorail's average weekday ridership FYTD was 593,000, a year-over-year decrease of 10%. Off-peak hours, including weekends, saw greater ridership decreases, declining 16% compared to an 8% decline in peak period ridership.
- Safetrack surges directly resulted in a reduction of roughly 10,000–20,000 rail trips per weekday morning, driven by the track work-related service interruptions
- Average weekday bus ridership was 413,000, a 5% decrease from the first 6 months of FY2016. Bus trips where passengers connect to Metrorail are only about a quarter of total bus trips but accounted for 60% of the ridership decline (declining 11% compared to 3% for bus-only trips).
- MetroAccess averaged 8,000 trips per weekday, and is up 3.6% compared to the same period last year.

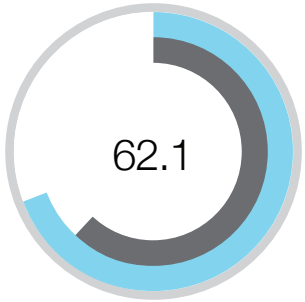
FISCAL YEAR-TO-DATE PERFORMANCE

Ridership—Rail



Budget Forecast = 101.1 million passengers

Ridership—Bus



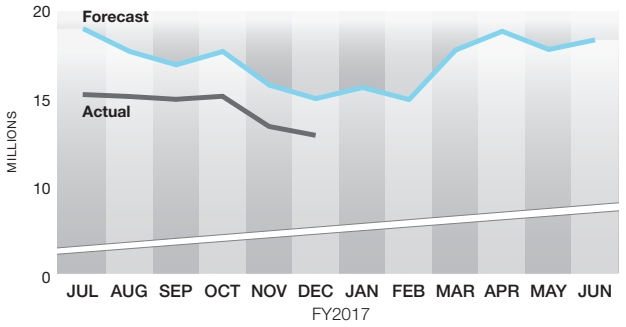
Budget Forecast = 67.9 million passengers

Ridership—MetroAccess

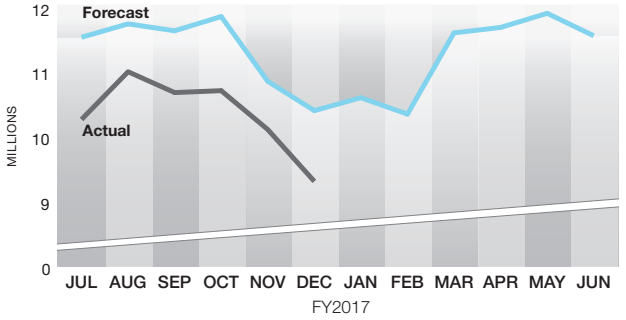
Budget Forecast = 1.2 million passengers

1-YEAR PERFORMANCE (FISCAL YEAR)

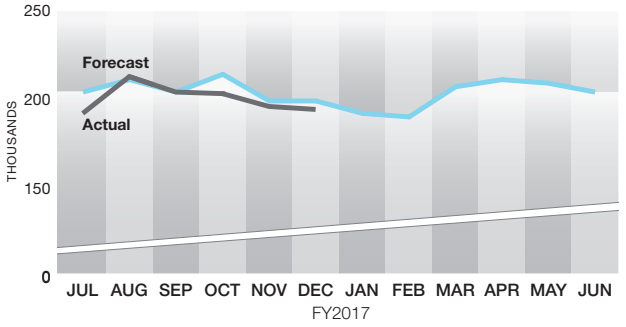
Ridership—Rail



Ridership—Bus



Ridership—MetroAccess



Vacancy Rate

Why Did Performance Change?

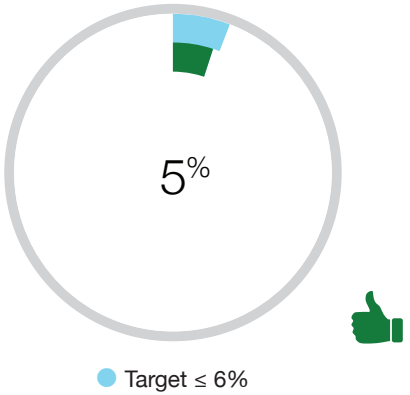
- In 2016 the overall vacancy rate gap closed 2% from 2015 due to an overall reduction in the number of budgeted positions across the organization. The number of budgeted positions in the support offices—e.g., finance, compliance, information technology—decreased the most at a 9% reduction while operations, engineering, and safety offices decreased by 3%.
- An increase in employee turnover, due to a reduction in force, partially offset the impact of the change in budgeted positions with turnover occurring at a faster pace than hiring in 2016. Overall, the workforce experienced a 7% turnover rate and an external hiring rate of 4% with talent acquisition activities impacted by a mid-year hiring freeze.
- The operations critical vacancy rate of 8% is favorable to target and improved 3% from 2015 with critical hires made in Rail Services, COO Support Services, Metro Transit Police Department, and the Office of the Chief Engineer. The Office of Safety was the only department to not improve over prior year due to the vacancy rate continuing to be impacted by the additional Safety Officer positions that were added in support of SafeTrack.

Key actions to improve performance

- Prioritize hiring actions based on executive level direction to fill the most critically-needed positions first
- Review recruitment processes and developing internal measures to identify opportunities to fill vacancies quicker
- Regularly provide office directors and senior management reports on vacancies and status of recruitment efforts
- Engage external partners, such as federal and state employment agencies, technical schools, and universities, to assist with candidate sourcing
- Continue completing a compensation market analysis of pay ranges to remain a competitive employer

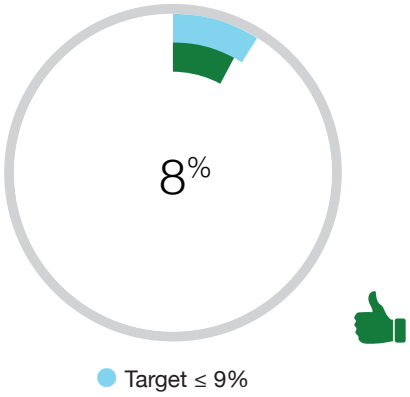
ANNUAL PERFORMANCE

Overall Vacancy Rate

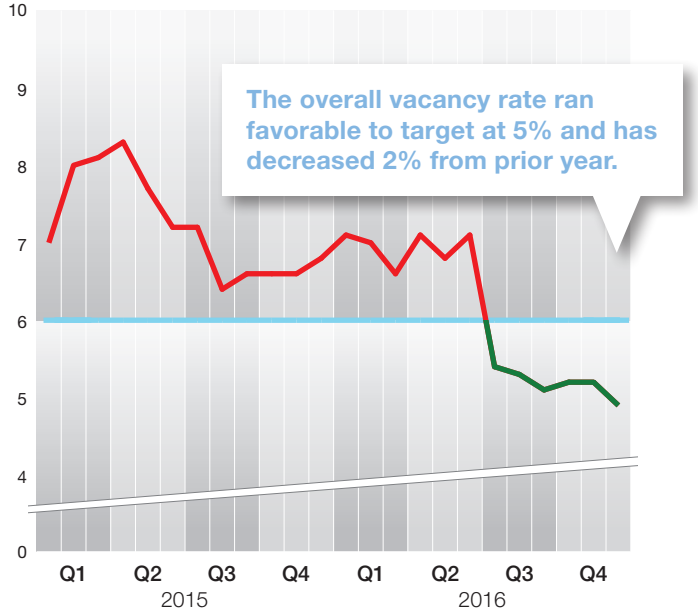


ANNUAL PERFORMANCE

Operations Critical Vacancy Rate



2-YEAR TREND IN PERFORMANCE



WMATA and Upwardly Global hosted an event in which a member of the Talent Acquisition staff gave a presentation outlining WMATA's efforts to recruit diverse talent into the organization.

Disadvantaged Business Enterprise (DBE) Contracts

Disadvantaged Business Enterprises (DBEs) are for-profit small businesses wherein socially and economically disadvantaged individuals (including ethnic minorities, women, and other individuals evaluated on a case-by-case basis) own at least a 51% interest, control management and daily business operations, and possess a DBE certification from the relevant state—generally through the state Unified Certification Program (UCP).

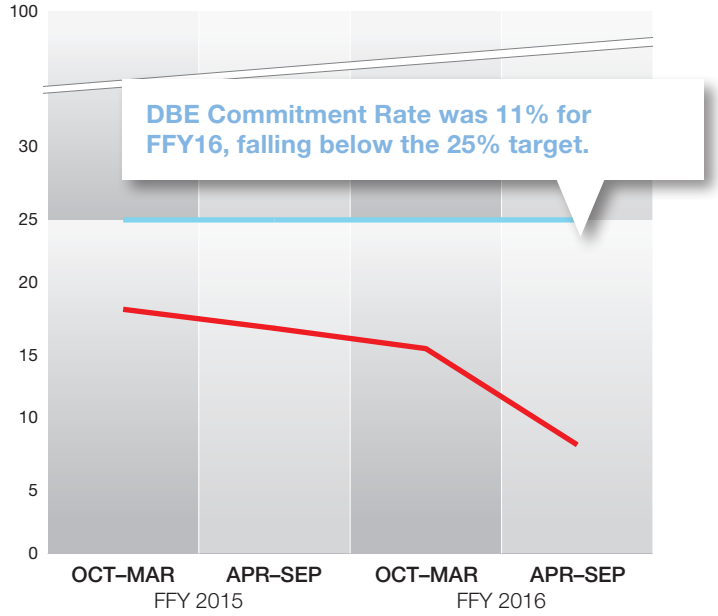
The measure for DBE awards, the DBE Commitment Rate, calculates the percentage of contract dollars awarded to DBEs. Each Federal Fiscal Year (FFY), Metro sets a target for the percentage of contract dollars to be awarded to DBEs. Starting in FFY 2017, the target will be adjusted to 22%, based upon geographic market research.

DBE results are updated semi-annually in the Vital Signs Report to align with semi-annual federal fiscal year reporting.

Key actions to improve performance

- Hire new Chief of Fair Practices to oversee management and delivery of DBE and Equal Employment Opportunity (EEO) services and programs
- Metro's DBE office will continue to partner with Metro's Office of Procurement and Materials to:
  - » Hold kick-off meetings after WMATA contracts containing DBE goals have been awarded. The DBE Office will provide information on topics such as DBE reporting, substitution, and prompt payment requirements. These initiatives will be vital to educating both Prime contractors and DBE subcontractors on the FTA reporting requirements, while emphasizing the importance of following all procedures related to DBE compliance
  - » Increase focus on unbundling large contracts in order to potentially increase DBE participation. More DBE subcontracting opportunities can be created when larger contracts are unbundled to make them more attainable for DBE firms
- DBE office will increase level of monitoring of ongoing contracts to ensure DBE firm(s) that are included on the contracts are performing the work that they contractually required to do, during the appropriate phase of the contract

2-YEAR TREND IN PERFORMANCE (FEDERAL FISCAL YEAR)



Why did performance change?

ENERGY

- Metro used 5% less traction power in CY2016 due to ongoing rail service reductions from SafeTrack and 4 days of closed or limited service following severe winter weather in January.
- Metrobus service remained consistent throughout CY2016 with diesel and CNG consumption remaining steady
- Metro used 14% less natural gas compared to 2015. In particular, March 2016 was unseasonably warm, with a 32% reduction in natural gas usage at facilities for heating when compared to 2015
- Metro used 5% less electricity for its facilities in 2016. This reduction was due to energy efficient lighting LED lighting upgrades at customer parking garages and ongoing efforts to improve the efficiency of mechanical systems through building automation systems.

WATER

- Summer 2016 had higher year-to-year average maximum temperatures that resulted in more water being used for chiller plants to cool stations during the year.

Key actions to improve performance

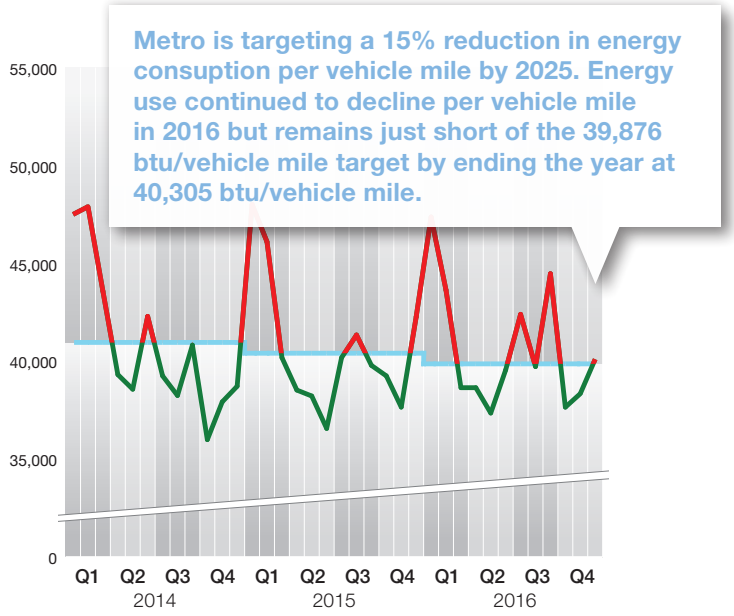
ADVANCE ENERGY EFFICIENCY

- Complete facility and fleet energy audit to identify key projects to advance that will improve energy efficiency
- Continue implementation of Authority-wide energy monitoring system to guide energy management and reduce operating expenses
- Complete development of new MetroBus design specifications, which will include fuel efficiency targets
- Continue station lighting upgrades using energy-efficient fixture and lamps replacements

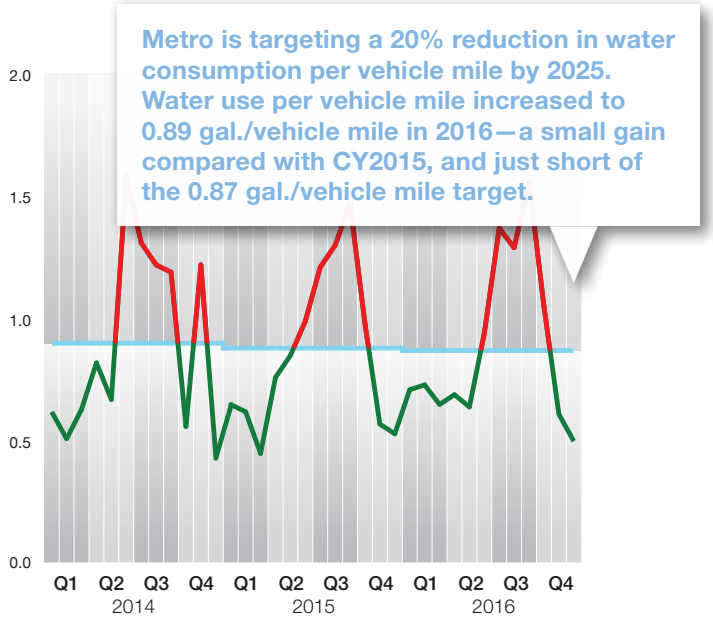
REDUCE WATER CONSUMPTION

- Expand remote monitoring of Metro station cooling towers to reduce water consumption, reduce operating expenses, and extend the life of Metro's chiller systems

3-YEAR TREND IN PERFORMANCE—**Energy Usage**



3-YEAR TREND IN PERFORMANCE—**Water Usage**



Bus Stop Accessibility

- 2016 target = 100 stops made accessible per year
  2016 actual results = 245 completed
- Jurisdictions continue to improve stops.
- Metro coordinates with local jurisdictions to prioritize upgrades by sharing information on inaccessible bus stops near MetroAccess customers and high-frequency pick-up and drop-off locations.

Connected Communities

Connected communities will generate increased transit network ridership and therefore provision of transit access to employment, housing, entertainment, services, and amenities. Active modes such as walking and biking feed the majority (63%) of weekday Metrorail trips. One of the primary determinants of ridership is the quantity of households and jobs with safe and convenient walk access to a station. The greater the density of households and jobs within a half-mile radius of the station, the higher the non-motorized access to the station. In addition to their lower environmental footprint, active modes of access are significantly more cost-effective, in contrast to garages and feeder-bus operations. Connected community measures include:

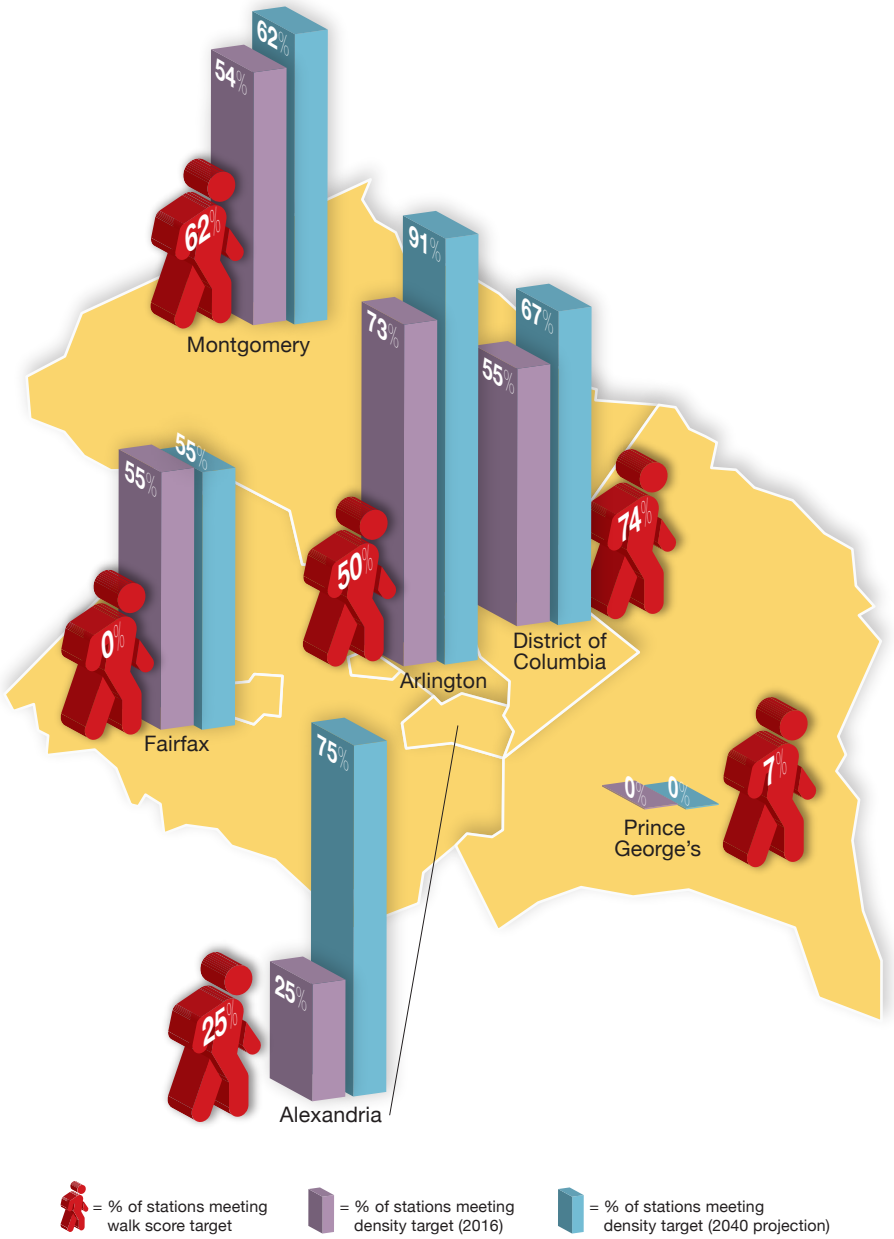
Growth Near Transit

- Locating jobs or housing within a viable walk of Metro stations (½ mile) means there is a greater opportunity for jobs, housing and retail to be better connected by transit on either end of a trip.
- The measure indicates how well local jurisdictions are supporting station-area growth by setting context-appropriate targets for density and growth. Using MWCOG's Cooperative Forecast data, which is informed by each jurisdiction's land use plans, we assess which stations meet these targets today and in 2040 under current projections.

Rail Station Walk Score

- Where reaching the station by foot or bicycle is inconvenient, unsafe or impossible due to poor sidewalk or street networks, ridership is suppressed. By removing bicycle and/or pedestrian barriers, Metro can realize more ridership originating on foot or by bicycle. To quantify the potential ridership gains, this measure calculates a walkshed coverage ratio for each station that represents the percent of the area within ½ mile of a station that is actually accessible by foot, indicating stations that can improve ridership by improvements to the surrounding pedestrian network.
- The calculation is based on the pedestrian network within the station area, rather than the typical 'planning circle' shown to represent the station planning area.

PERCENT OF STATIONS IN EACH JURISDICTION MEETING DENSITY AND WALKABILITY TARGETS



Key Performance Indicator (KPI) Definitions

KPI	How is it measured?	What does this mean and why is it key to our strategy?
QUALITY SERVICE		
Bus On-Time Performance	Adherence to Schedule Scheduled time: Actual time arriving at a time point based on a window of no more than 2 minutes early or 7 minutes late Number of time points that arrived on time by route based on a window of 2 minutes early and 7 minutes late ÷ Total number of time points scheduled (by route)	This indicator illustrates how closely Metrobus adheres to published route schedules on a system-wide basis. Factors that effect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability, and operational behavior. Bus on-time performance is essential to delivering quality service to the customer.
Bus Fleet Reliability	Mean Distance Between Failures (MDBF) The number of total miles traveled before a mechanical breakdown requiring the bus to be removed from service or deviate from the schedule.	Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause buses to go out of service and to plan corrective actions. Factors that influence bus fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.
Bus Crowding	Ratio of bus seats filled Top load recorded on a route during a time period ÷ actual bus seat capacity	Bus crowding is a factor of bus customer satisfaction. This measure can inform decision making regarding bus service plans.
Rail Customer On-Time Performance	Percentage of customer journeys completed on time Number of journeys completed on time ÷ Total number of journeys	Rail Customer On-Time Performance (OTP) communicates the reliability of rail service, which is a key driver of customer satisfaction. OTP measures the percentage of customers who complete their journey within the maximum amount of time it should take per WMATA service standards. The maximum time is equal to the train run-time + a headway (scheduled train frequency) + several minutes to walk between the fare gates and platform. These standards vary by line, time of day, and day of the week. Actual journey time is calculated from the time a customer taps a SmarTrip® card to enter the system, to the time when the SmarTrip® card is tapped to exit. Factors that can effect OTP include: railcar availability, fare gate availability, elevator and escalator availability, infrastructure conditions, speed restrictions, single-tracking around scheduled track work, railcar delays (e.g., doors), or delays caused by sick passengers.
Rail Fleet Reliability	Mean Distance Between Delays (MDBD) Total railcar revenue miles ÷ Number of failures resulting in delays greater than three minutes	The number of revenue miles traveled before a railcar failure results in a delay of service of more than three minutes. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars). Mean Distance Between Delays communicates the effectiveness of Metro's railcar maintenance program. This measure reports the number of miles between railcar failures resulting in delays of service greater than three minutes. Factors that influence railcar reliability are the age of the railcars, the amount the railcars are used and the interaction between railcars and the track.

continued

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Crowding	Number of rail passengers per car Total passengers observed on-board trains passing through a station during a rush hour ÷ Actual number of cars passing through the same station during the rush hour Trained Metro observers are strategically placed around the system during its busiest times to monitor and report on crowding. Counts are taken at select stations where passenger loads are the highest and in the predominant flow direction of travel on one to two dates each month (from 6 AM to 10 AM and from 3 PM to 7 PM). In order to represent an average day, counts are normalized with rush ridership.	The Board of Directors has established Board standards of rail passengers per car to measure railcar crowding. Car crowding informs decision making regarding asset investments and scheduling. Additional Board standards have been set for: ▶ Hours of service—the Metrorail system is open to service customers ▶ Headway—scheduled time interval between trains during normal weekday service
Railcar Availability	Percentage of active railcars available for service Cars released for service at 7 AM ÷ Total active railcars	Railcar availability is a key driver of on-time performance (OTP) and supports the ability to meet the Board standard for crowding. When the availability target is met, scheduled departures of all 8- and 6-car trains from end of line stations are possible. When not enough railcars are available, train lengths are first shortened to six cars, which can contribute to crowding. When railcar availability dips further and there are not enough trains to depart from end-of-line stations, headways (time between trains) increase, lowering OTP for customers.
Elevator and Escalator Availability	In-service percentage Hours in service ÷ Operating hours Hours in service = Operating hours – Hours out of service Operating hours = Operating hours per unit × number of units	Escalator/elevator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator and elevator performance (at all stations over the course of the day) and will vary from an individual customer's experience. Availability is the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours. Customers access Metrorail stations via escalators to the train platform, while elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, and travelers carrying luggage. An out-of-service escalator requires walking up or down a stopped escalator, which can add to travel time and may make stations inaccessible to some customers. When an elevator is out of service, Metro is required to provide alternative services which may include shuttle bus service to another station.
Customer Satisfaction	Survey respondent rating Number of survey respondents with high satisfaction ÷ Total number of survey respondents	Surveying customers about the quality of Metro's service delivery provides a mechanism to continually identify those areas of the operation where actions to improve the service can maximize rider satisfaction. Customer satisfaction is defined as the% of survey respondents who rated their last trip on Metrobus or Metrorail as "very satisfactory" or "satisfactory." The survey is conducted via phone with approximately 400 bus and 400 rail customers who have ridden Metro in the past 30 days. Results are summarized by quarter (e.g., January–March).

continued

KPI	How is it measured?	What does this mean and why is it key to our strategy?
SAFETY AND SECURITY		
Customer Injury Rate	Customer injury rate: Number of injuries ÷ (Number of passengers ÷ 1,000,000)	The customer injury rate is based on National Transit Database (NTD) reporting criteria. It includes injury to any customer caused by some aspect of Metro's operation that requires immediate medical attention away from the scene of the injury. Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective.
Employee Injury Rate	Employee injury rate: Number of injuries ÷ (Total work hours ÷ 200,000)	An employee injury is recorded when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) receives medical treatment above first aid, 2) loses consciousness, 3) takes off days away from work, 4) is restricted in their ability to do their job, 5) is transferred to another job, 6) death. OSHA recordable injuries are a key indicator of how safe employees are in the workplace.
Crime Rate	Crime rate: Reported Part I crimes ÷ (Number of passengers ÷ 1,000,000)	Part I crimes reported to Metro Transit Police Department for Metrobus (on buses), Metrorail (on trains and in rail stations), or at Metro-owned parking lots in relation to Metro's monthly passenger trips. This measure provides an indicator of the safety and security customers experience when traveling the Metro system. Increases or decreases in crime statistics can have a direct effect on whether customers feel safe in the system.
PEOPLE AND ASSETS		
Capital Funds Invested	Percentage of capital budget spent Cumulative monthly capital expenditures ÷ fiscal year capital budget, including actual rollover from previous fiscal year	This indicator tracks spending progress of the Metro Capital Improvement Program.
Operating Expense Variance	Variance of actual to budgeted operating expenses 100% – (cumulative monthly operating expenditures ÷ fiscal year operating budget)	This indicator tracks Metro's progress managing its expenses.

continued

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Ridership	Total Metro ridership Metrorail passenger trips + Metrobus passenger boardings + MetroAccess passenger trips	Ridership is a measure of total service consumed and an indicator of value to the region. Drivers of this indicator include service quality and accessibility. Passenger trips are defined as follows: ▶ **Metrorail reports passenger trips.** A passenger trip is counted when a customer enters through a faregate. In an example where a customer transfers between two trains to complete their travel one trip is counted. ▶ **Metrobus reports passenger boardings.** A passenger boarding is counted at the farebox when a customer boards a Metrobus. In an example where a customer transfers between two Metrobuses to complete their travel two trips are counted. ▶ **MetroAccess reports passenger trips.** A fare paying passenger traveling from an origin to a destination is counted as one passenger trip. *For performance measures and target setting, Metro uses total ridership numbers including passengers on bus shuttles to more fully reflect total passengers served. Metro does not include bus shuttle passenger trips in its budget or published ridership forecasts.
Vacancy Rate	Percentage of budgeted positions that are vacant (Number of budgeted positions – number of employees in budgeted positions) ÷ number of budgeted positions	This measure indicates how well Metro is managing its human capital strategy to recruit new employees in a timely manner, in particular operations-critical positions. Factors influencing vacancy rate can include: recruitment activities, training schedules, availability of talent, promotions, retirements, among other factors.
Disadvantage Business Enterprise (DBE) Contracts	DBE Participation Rate: Total contract dollars committed to DBEs ÷ Total contract dollars awarded to Primes	FTA DOT's DBE Program seeks to ensure nondiscrimination in the award and administration of DOT-assisted contracts. DBE Participation Rate provides visibility into how well WMATA is doing to ensure that DBE certified businesses are awarded a specifiedpercentage (target) of contracted work at WMATA.
Water Usage	Rate of gallons of water consumed per vehicle mile Total gallons of water consumed ÷ Total vehicle miles	This measure reflects the level of water consumption Metro uses to run its operations. Water consumption is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.
Energy Usage	Rate of British Thermal Units (BTUs) consumed per vehicle mile MBTU (Gasoline + Natural Gas + Compressed Natural Gas + Traction Electricity + Facility Electricity) × 1000 ÷ Total vehicles miles	This measure reflects the level of various types of energy Metro uses to power its operations. Energy consumption is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.
Greenhouse Gas Emissions	Rate of metric tons of CO_2 emitted per vehicle mile (CO_2 metric tons generated from gas, CNG and diesel used by Metro revenue and non-revenue vehicles + CO_2 metric tons generated from electricity and natural gas used by facilities and rail services) ÷ Total vehicle miles	Greenhouse Gas emissions reflect how Metro sources its energy used to power its operations, as well as the amount of energy it uses. Reducing Greenhouse Gas emissions is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.

continued

KPI	How is it measured?	What does this mean and why is it key to our strategy?
CONNECTING COMMUNITIES		
Bus stop accessibility	The incremental number of bus stops upgraded to meet accessibility standards each year	The KPI measures the number of bus stops upgraded each year and is important to meeting our goals to make our bus system open and accessible and equitably serve all riders.
Household and employment growth near transit	Planning office research has identified thresholds for both household and employment density—both urban and suburban contexts—that will sufficiently support new rail extensions. These thresholds have been applied to existing stations with the results shown for the% of stations in a jurisdiction that meet either the households or jobs threshold. Household density: Urban ≥ 15 hh/ac, Suburban ≥ 12 hh/ac Employment density: Urban ≥ 75 jobs/ac, Suburban ≥ 19 jobs/ac Stations are categorized using Metropolitan Washington Council of Governments (MWCOG) cordons for urban (core) vs. suburban (non-core). For this metric the following stations are excluded: Arlington Cemetery, Pentagon, and Ronald Reagan Washington National Airport.	The measures tracks the number of stations meeting density targets under current conditions and under projections for future growth. The purpose is to improve regional mobility and connect communities by encouraging further growth near transit. One of the primary determinants of Metrorail ridership (and transit ridership in general) is the quantity of households and jobs with safe and convenient walk access to a station. This measure helps to highlight the importance of development around stations and its link to transit ridership.
Rail station walk score	The walkshed coverage ratio is the share of the area within a 0.5 mile radius around the station that is actually accessible by walking a ½ mile from the station. Metro uses 63.7% to designate a high-performing walkshed. A walkshed can be expanded by providing new pedestrian infrastructure beyond the walkshed edges. This metric measures the progress toward the 63.7% coverage ratio on a jurisdictional level. For this metric the following stations are excluded: Arlington Cemetery, Pentagon, and Ronald Reagan Washington National Airport.	This KPI measures the walkability of Metrorail stations. Active transportation modes such as walking and biking provide feed the majority (63%) of weekday trips on Metrorail. One of the primary determinants of Metrorail ridership (and transit ridership in general) is the quantity of households and jobs with safe and convenient walk access to a station. In addition to their lower environmental footprint, active modes of access are significantly more cost-effective for Metro to support, in contrast to costly garages and feeder-bus operations.

Glossary of Terms

Action	Specific and discrete steps taken that move the organization toward achieving the Strategic Goals.
Key Performance Indicator (KPI)	A quantifiable measure externally reported that tracks progress toward achieving the Board adopted Strategic Goals.
Mission	Overarching purpose of the organization.
Performance Management Framework	An organizational process and culture that values measurement as a tool to deliver results.
Performance Measure	A quantifiable measure generally tracked internally as a management tool to gauge progress being made.
Strategic Goal	Adopted by the Board to provide direction that aligns the organization to attain the mission.
Target	End point or direction for performance measures and KPI's. Targets define success.
Vision	Desired outcome for the organization.

KPI: BUS ON-TIME PERFORMANCE [TARGET 79%]	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	80.4%	78.4%	78.2%	77.6%	76.9%	77.8%	78.7%	78.5%	76.0%	75.7%	77.9%	78.4%	77.9%
CY 2015	79.9%	78.9%	77.2%	76.8%	75.6%	77.3%	79.1%	80.4%	76.2%	75.6%	76.8%	78.4%	77.7%
CY 2016	77.0%	78.4%	77.7%	77.3%	76.5%	74.7%	77.1%	77.3%	72.5%	73.0%	72.5%	76.1%	75.8%

KPI: BUS ON-TIME PERFORMANCE BY TIME PERIOD [TARGET 79%]	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Early AM (4AM–6AM)	86.5%	87.5%	87.9%	88.2%	87.3%	87.5%	88.1%	88.4%	87.2%	86.7%	86.8%	86.8%	87.4%
AM Peak (6AM–9AM)	80.0%	80.7%	81.3%	81.0%	81.0%	80.5%	82.4%	81.6%	74.4%	76.9%	75.8%	79.7%	79.7%
Mid Day (9AM–3PM)	78.0%	79.8%	78.3%	78.4%	77.8%	75.2%	77.4%	77.6%	74.6%	74.9%	74.7%	77.6%	77.1%
PM Peak (3PM–7PM)	70.6%	71.8%	69.1%	71.0%	69.2%	66.8%	71.4%	71.9%	64.9%	64.2%	62.3%	67.3%	68.5%
Early Night (7PM–11PM)	78.9%	81.1%	77.6%	77.8%	77.4%	75.3%	76.9%	77.1%	74.0%	74.2%	75.9%	79.3%	77.1%
Late Night (11PM–4AM)	77.0%	80.6%	78.6%	76.8%	76.2%	74.1%	73.5%	74.2%	74.4%	75.5%	77.1%	79.5%	76.6%

KPI: BUS FLEET RELIABILITY (BUS MEAN DISTANCE BETWEEN FAILURES) [TARGET 8,000 MILES]	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	5,879	7,291	7,778	7,648	6,773	7,313	7,095	7,911	6,954	8,027	8,440	7,670	7,337
CY 2015	6,259	7,434	6,109	7,016	6,405	7,328	6,499	7,327	7,542	7,307	9,121	7,893	7,101
CY 2016	8,422	8,332	8,359	9,138	8,711	7,736	7,540	7,425	8,428	8,378	8,262	8,421	8,225

* Per page 20, bus fleet reliability is calculated by dividing total bus miles by number of failures. Miles for June 2015 are slightly overstated because they include bus mileage that had not been accurately reflected in prior months due to mechanical issues with hubdometers, the system used to collect mileage data. These issues were resolved during June 2015.

continued

BUS FLEET RELIABILITY (BUS MEAN DISTANCE BETWEEN FAILURE BY FLEET TYPE)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CNG	6,758	6,551	6,768	9,250	7,677	7,140	6,719	7,614	8,015	7,989	7,970	6,875	7,401
Hybrid	10,475	9,221	10,364	10,294	10,065	9,322	8,414	7,364	8,793	9,230	9,378	10,063	9,308
Clean Diesel	7,506	7,498	7,404	8,250	8,351	5,799	8,160	8,265	8,157	6,251	5,941	6,903	7,266
All Other	4,944	5,057	4,759	3,278	4,282	3,689	3,670	4,693	6,856	5,744	3,693	4,222	4,363

KPI: RAIL CUSTOMER ON-TIME PERFORMANCE													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2016	70%	72%	78%	80%	69%	71%	71%	69%	64%	65%	61%	63%	70%

RAIL CUSTOMER ON-TIME PERFORMANCE BY LINE													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Red Line	70%	74%	82%	78%	65%	74%	76%	63%	63%	53%	58%	69%	69%
Blue Line	61%	61%	63%	85%	75%	71%	70%	78%	63%	76%	68%	67%	70%
Orange Line	62%	62%	68%	72%	58%	50%	53%	58%	40%	49%	50%	33%	56%
Green Line	76%	78%	83%	82%	76%	77%	78%	72%	72%	70%	68%	71%	75%
Yellow Line	77%	80%	86%	83%	80%	79%	67%	75%	64%	69%	63%	62%	74%
Silver Line	74%	73%	77%	80%	63%	52%	56%	69%	57%	70%	59%	35%	64%

RAIL CUSTOMER ON-TIME PERFORMANCE BY TIME PERIOD													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
AM Rush	68%	74%	79%	79%	74%	71%	71%	71%	65%	62%	54%	61%	70%
Mid-day	78%	78%	80%	87%	70%	77%	81%	78%	75%	76%	76%	76%	78%
PM Rush	66%	70%	73%	75%	66%	64%	62%	60%	55%	57%	54%	53%	63%
Evening	78%	81%	81%	89%	80%	84%	80%	80%	73%	76%	81%	73%	80%
Late Night	84%	84%	86%	89%	83%	90%	86%	87%	83%	83%	86%	85%	86%
Weekend	67%	54%	77%	80%	56%	73%	71%	69%	64%	69%	64%	64%	68%

continued

KPI: RAIL ON-TIME PERFORMANCE (HEADWAY ADHERENCE) [TARGET 91%]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	89%	92%	90%	92%	92%	91%	92%	90%	91%	90%	88%	90%	91%
CY 2015	87%	84%	88%	90%	87%	85%	84%	83%	79%	76%	80%	82%	84%
CY 2016	78%	82%	86%	87%	80%	80%	78%	76%	78%	80%	74%	76%	80%

RAIL ON-TIME PERFORMANCE BY LINE (HEADWAY ADHERENCE)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Red Line	72%	82%	89%	89%	76%	86%	86%	74%	82%	77%	66%	85%	81%
Blue Line	81%	71%	80%	88%	81%	79%	79%	81%	73%	81%	77%	74%	79%
Orange Line	78%	81%	83%	84%	75%	72%	70%	71%	71%	79%	69%	64%	75%
Green Line	80%	90%	88%	88%	86%	85%	81%	77%	80%	80%	80%	80%	83%
Yellow Line	86%	92%	95%	94%	93%	94%	81%	89%	89%	88%	87%	87%	90%
Silver Line	78%	76%	80%	83%	75%	56%	64%	73%	69%	78%	73%	57%	73%

RAIL ON-TIME PERFORMANCE BY TIME PERIOD (HEADWAY ADHERENCE)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
AM Rush	73%	81%	84%	83%	80%	75%	70%	70%	73%	74%	64%	70%	75%
Mid-day	87%	85%	91%	95%	83%	88%	90%	88%	86%	89%	86%	86%	88%
PM Rush	72%	78%	82%	83%	76%	73%	68%	66%	70%	73%	64%	68%	73%
Evening	89%	89%	92%	95%	89%	97%	94%	92%	93%	93%	96%	93%	93%

KPI: RAIL FLEET RELIABILITY (RAIL MEAN DISTANCE BETWEEN DELAYS) [TARGET 65,000 MILES]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	44,530	66,600	63,127	77,957	64,848	55,522	84,627	65,042	73,150	89,891	63,436	61,000	65,958
CY 2015	53,784	41,558	63,588	60,242	69,260	54,779	56,446	59,196	60,872	65,900	63,564	51,599	57,528
CY 2016	39,657	47,239	59,131	80,943	81,278	85,389	55,850	73,246	65,416	86,174	66,697	76,244	65,029

continued

KPI: RAIL FLEET RELIABILITY (RAIL MEAN DISTANCE BETWEEN DELAYS BY RAILCAR SERIES)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
1000-Series	56,737	58,681	77,629	105,734	174,016	94,926	50,031	62,903	50,941	90,763	74,775	111,812	74,918
2000/3000-Series	51,392	57,103	66,428	78,186	72,896	119,880	55,279	136,774	61,239	100,407	70,955	70,657	72,073
4000-Series	21,463	23,535	18,865	31,649	23,898	29,244	30,110	24,528	55,677	27,582	33,322	38,676	27,259
5000-Series	24,104	34,868	51,345	79,911	62,025	37,149	45,753	65,966	44,059	69,846	41,989	64,299	47,056
6000-Series	58,510	56,063	89,422	117,154	173,971	632,365	124,506	73,272	132,893	168,723	121,301	74,327	103,121
7000-Series	16,986	50,712	167,196	98,498	100,820	118,706	54,560	69,168	107,486	98,549	92,300	115,492	82,611

RAIL FLEET AVAILABILITY [TARGET 85%]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	84%	85%	84%	85%	84%	85%	86%	87%	88%	88%	87%	87%	85%
CY 2015	87%	84%	86%	87%	84%	79%	80%	80%	82%	83%	81%	81%	83%
CY 2016	77%	79%	82%	82%	81%	76%	73%	73%	79%	82%	76%	79%	78%

KPI: METROACCESS ON-TIME PERFORMANCE [TARGET 92%]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	93%	90%	93%	91%	92%	92%	93%	93%	92%	92%	91%	92%	92%
CY 2015	93%	89%	89%	92%	93%	94%	95%	95%	94%	93%	93%	94%	93%
CY 2016	94%	93%	93%	93%	93%	92%	92%	91%	84%	83%	84%	87%	90%

KPI: ESCALATOR SYSTEM AVAILABILITY [TARGET 93%]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	93%	94%	94%	93%	92%	93%	93%	93%	93%	94%	94%	93%	93%
CY 2015	93%	94%	94%	94%	94%	93%	93%	93%	93%	93%	93%	93%	93%
CY 2016	94%	93%	94%	94%	93%	93%	93%	92%	93%	94%	94%	94%	93%

continued

KPI: ELEVATOR SYSTEM AVAILABILITY [TARGET 97%]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	97%	97%	97%	97%	98%	97%	97%	97%	96%	96%	97%	96%	97%
CY 2015	97%	97%	98%	97%	96%	96%	97%	97%	96%	96%	96%	97%	97%
CY 2016	97%	97%	97%	97%	97%	97%	96%	97%	97%	97%	97%	97%	97%

KPI: CUSTOMER SATISFACTION RATING [TARGET 85%]												
	Q1/2014	Q2/2014	Q3/2014	Q4/2014	Q1/2015	Q2/2015	Q3/2015	Q4/2015	Q1/2016	Q2/2016	Q3/2016	Q4/2016
Metrobus	78%	79%	81%	78%	78%	75%	82%	81%	74%	78%	78%	79%
Metrorail	80%	80%	77%	82%	74%	73%	67%	69%	68%	66%	66%	66%

CUSTOMER COMMENDATION RATE (PER MILLION PASSENGERS)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	7.0	6.0	6.6	5.2	7.2	7.3	6.7	7.0	6.6	5.4	5.6	5.7	5.0
CY 2015	5.2	6.4	6.6	5.2	6.4	5.6	6.7	6.0	5.3	6.0	6.4	6.7	4.5
CY 2016	9.5	8.5	10.6	7.6	8.4	8.8	8.4	6.1	6.7	6.1	6.7	7.0	6.3

CUSTOMER COMPLAINT RATE (PER MILLION PASSENGERS)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	92	88	74	81	78	83	90	85	96	89	71	69	64
CY 2015	82	82	65	69	89	88	86	88	112	80	81	85	65
CY 2016	114	98	105	93	103	122	164	137	126	127	121	106	90

KPI: CUSTOMER INJURY RATE (PER MILLION PASSENGERS) [TARGET ≤ 1.75]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	3.0	1.9	1.5	1.5	2.2	1.6	1.7	1.5	2.9	1.5	1.9	2.4	2.0
CY 2015	5.2	1.7	2.2	2.5	1.7	1.6	0.8	2.5	1.7	2.0	1.4	1.4	2.0
CY 2016	3.3	2.2	1.8	2.1	1.9	2.1	1.8	1.8	2.0	1.7	1.7	2.6	2.1

*Includes Metrobus, Metrorail, rail transit facilities (stations, escalators and parking facilities) and MetroAccess customer injuries

continued

KPI: EMPLOYEE INJURY RATE (PER 200,000 HOURS) [TARGET ≤ 4.5]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2014	4.1	5.5	4.5	4.6	3.9	3.8	4.2	4.3	4.5	3.3	3.9	4.0	4.2
CY 2015	8.7	6.4	6.0	5.6	4.9	4.9	5.1	6.1	3.7	4.9	4.3	3.7	5.4
CY 2016	6.2	5.4	4.4	5.7	5.1	4.9	6.2	5.3	6.1	5.7	4.3	6.0	5.4

KPI: CRIMES [TARGET ≤ 5.0 PER MILLION PASSENGERS]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
CY 2015	4.3	3.6	3.6	3.8	5.8	4.8	4.7	5.5	6.2	6.9	5.4	4.7	4.9
CY 2016	6.1	4.4	4.3	4.1	6.0	5.0	6.2	6.2	5.4	4.8	4.5	5.0	5.2

CRIMES BY TYPE													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
Robbery	33	30	28	27	38	33	25	30	16	31	18	23	332
Larceny (Snatch/ Pickpocket)	30	28	30	28	19	20	27	27	24	18	22	32	305
Larceny (Other)	46	31	46	49	82	66	84	89	76	52	45	38	704
Motor Vehicle Theft	4	2	5	3	6	2	3	7	6	12	6	2	58
Attempted M V Theft	0	1	0	0	1	5	0	0	3	3	3	2	18
Aggravated Assault	15	16	12	6	14	10	19	10	12	10	13	14	151
Rape	0	0	0	1	1	1	1	0	1	0	0	0	5
Burglary	1	1	0	0	0	0	0	0	0	0	0	0	2
Arson	0	0	1	0	0	0	0	0	2	0	0	0	3
Homicide—MTPD	0	0	0	0	0	0	1	0	0	0	0	0	1
2016 Part1 Crimes	129	109	122	114	161	137	160	163	140	126	107	111	1,579
Homicides—Other Agencies	0	0	1	1	1	0	0	0	0	1	0	0	4

* Homicides that occur on WMATA property are investigated by other law enforcement agencies. These cases are shown for public information; however, the cases are reported by the outside agency and are not included in MTPD crime statistics.

continued

OPERATING EXPENSE VARIANCE [TARGET 0–2 % BELOW BUDGET]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
FY 2015	1%	1%	-1%	-1%	0%	0%	0%	0%	1%	2%	2%	4%	0%
FY 2016	-19%	-16%	-4%	-4%	-5%	-5%	-6%	-5%	-5%	-5%	-5%	-4%	-5%
FY 2017	-11%	-7%	-4%	-5%	-4%	-7%							-7%

CAPITAL FUNDS INVESTED [TARGET 95% OF CAPITAL BUDGET]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2015	1%	3%	7%	11%	16%	24%	25%	29%	40%	45%	48%	65%	24%
FY 2016	1%	6%	16%	17%	25%	34%	38%	44%	55%	58%	66%	85%	34%
FY 2017	6%	17%	31%	41%	51%	63%							63%

RIDERSHIP BY MODE [BUDGET FORECAST 341.5 MILLION FY2017]														
	FY2017	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	YTD
Rail	Forecast	18,812,600	17,524,000	16,770,000	17,521,000	15,631,000	14,866,000	15,491,000	14,815,000	17,603,400	18,657,000	17,632,000	18,177,000	101,124,600
	Actual	15,098,254	14,988,724	14,829,231	15,013,972	13,283,576	12,860,998							86,074,755
Bus	Forecast	11,524,000	11,731,000	11,624,000	11,844,000	10,844,000	10,392,000	10,591,000	10,338,000	11,592,000	11,676,000	11,894,000	11,548,000	67,959,000
	Actual	10,255,630	10,992,048	10,701,979	10,704,129	10,090,453	9,357,267							62,101,506
Access	Forecast	202,000	209,000	202,000	212,000	197,000	197,000	190,000	188,000	205,000	209,000	207,000	202,000	1,219,000
	Actual	189,991	210,705	199,521	201,124	193,890	192,224							1,187,455
Total	Forecast	30,538,600	29,464,000	28,596,000	29,577,000	26,672,000	25,455,000	26,272,000	25,341,000	29,400,400	30,542,000	29,733,000	29,927,000	170,302,600
	Actual	25,543,875	26,191,477	25,730,731	25,919,225	23,567,919	22,410,489							149,363,716

continued

VACANCY RATE [TARGET 6.0%]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
2015	7%	8%	8%	8%	8%	7%	7%	6%	7%	7%	7%	7%	7%
2016	7%	7%	7%	7%	7%	7%	5%	5%	5%	5%	5%	5%	5%

OPERATIONS CRITICAL VACANCY RATE [TARGET 9.0%]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
2015											9.4%	11.1%	11%
2016	11%	11%	12%	12%	10%	11%	10%	10%	10%	8%	8%	8%	8%

WATER USAGE (GALLONS PER VEHICLE MILE) [TARGET 0.87]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
2015	0.65	0.62	0.45	0.76	0.86	1.07	1.21	1.30	1.47	0.97	0.57	0.52	0.87
2016	0.71	0.71	0.65	0.69	0.64	0.94	1.37	1.29	1.56	1.05	0.61	0.50	0.89

ENERGY USAGE (BTU/VEHICLE MILE) [TARGET 39,876]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
2015	48,010	46,105	40,195	38,538	38,235	36,579	40,193	41,349	39,798	39,262	37,639	42,240	40,617
2016	47,371	42,602	37,952	38,660	37,365	39,565	42,404	39,734	44,477	37,665	38,352	40,112	40,395

GREENHOUSE GAS EMISSIONS PER VEHICLE MILE [TARGET 3.64]													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
2015	4.97	4.65	4.05	3.97	3.90	3.78	4.15	4.18	4.18	4.06	3.79	4.31	4.16
2016	4.47	4.14	3.56	3.75	3.57	3.79	4.11	3.80	4.34	3.63	3.66	3.81	3.87

continued

DBE AWARDS/COMMITMENTS FOR FFY16, PERIOD 1 (OCT. 1, 2015 – MAR. 30 2016)

AWARDS/COMMITMENTS MADE (total contracts and subcontracts committed during this reporting period)	Totals Dollars	Total Number	Total to DBEs (dollars)	Total to DBEs (number)	Total to DBEs/Race Conscious (dollars)	Total to DBEs/Race Conscious (number)	Total to DBEs/ Race Neutral (dollars)	Total to DBEs/Race Neutral (number)	Percentage of Total Dollars to DBEs
Prime Contracts Awarded	$64,975,570	19	$303,955	1			$303,955	1	0.5%
Subcontracts Awarded/ committed this Period	$9,710,000	15	$9,710,000	15	$9,710,000	15	$0	0	100.0%
Total			**$10,013,955**	**16**	**$9,710,000**	**15**	**$303,955**	**1**	**15.4%**

DBE AWARDS/COMMITMENTS FOR FFY16, PERIOD 2 (APR 1, 2016 – SEP 30, 2016)

AWARDS/COMMITMENTS MADE (total contracts and subcontracts committed during this reporting period)	Totals Dollars	Total Number	Total to DBEs (dollars)	Total to DBEs (number)	Total to DBEs/Race Conscious (dollars)	Total to DBEs/Race Conscious (number)	Total to DBEs/ Race Neutral (dollars)	Total to DBEs/Race Neutral (number)	Percentage of Total Dollars to DBEs
Prime Contracts Awarded this Period	$121,763,742	74	$8,098,853	38	$0	0	$8,098,853	38	6.7%
Subcontracts Awarded/ committed this Period	$2,188,393	5	$2,188,393	5	$2,188,393	5	$0	0	100.0%
Total			**$10,287,246**	**43**	**$2,188,393**	**5**	**$8,098,853**	**38**	**8.4%**

DBE AWARDS/COMMITMENTS FOR FFY16 (TOTAL)

Reporting Period	FFY16 Period 1	FFY16 Period 2	Total
Total Dollars of Prime Contracts Awarded	$64,975,570	$121,763,742	$186,739,312
Total Dollars to DBEs	**$10,013,955**	**$10,287,246**	**$20,301,201**

Total to DBEs ÷ Total Dollars of Time Contracts Awarded = Fiscal Year DBE Commitment Goal	Percentage
	11%