Board Document

OVERVIEW			
PRESENTATION NAME	Adoption of Strategic Transformation Plan Update (2025)	**DOCUMENT NO.**	300082
ACTION OR INFORMATION	Action		
STRATEGIC TRANSFORMATION PLAN GOAL	Service excellence; Talented teams; Regional opportunity and partnership; Financial Stewardship and Resource Management;		
RESOLUTION	Yes		
EXECUTIVE OWNER			
EXECUTIVE TEAM OWNER	Feldbauer, Kimberly J.;		
ORGANIZATION	Chief of Staff		
DOCUMENT INITIATOR	Milan Perazich		
OTHER INFORMATION			
COMMITTEE	Executive Committee (Non-OIG)	**COMMITTEE DATE**	12/11/2025
PURPOSE/KEY HIGHLIGHTS	Requesting adoption by the Board of Directors of the final Strategic Transformation Plan Update (2025).		
DISCUSSION	The Metro Board adopted the original Strategic Transformation Plan in February 2023 to guide Metro's strategy and actions through 2028. Since adoption, Metro has successfully addressed many of its biggest challenges and was recognized in September 2025 with the Outstanding Public Transit Agency of the Year Award from the American Public Transportation Association. Metro is now poised to aim higher and has updated the Strategic Transformation Plan to drive the agency toward the gold standard for world-class, cost-effective transit. This updated plan will guide Metro over the next		

three years as the agency continues to modernize operations, deliver excellent service, and respond to evolving customer needs.

Board, staff, and community input shaped the updates to the Strategic Transformation Plan. The revisions reflect input collected through:

-40+ interviews with the Board and Staff
-1 public hearing and 9 staff town halls
-14+ regional partners and community groups engaged
-10+ transit peers benchmarked

Public participation included 1,055 website views, 104 completed surveys, and 232 written comments. Employee participation included 911 website views, 415 completed surveys, 147 written comments.

The updated plan affirms the mission and vision, refreshes the goals and objectives, and introduces key results.

-Mission: Your Metro: Connecting you to possibilities
-Vision: The region's trusted way to move more people safely and efficiently
-Goals: Service Excellence, Talented Teams, Financial & Organizational Efficiency
-Objectives & Key Results:
    -Service Excellence: Safety and Security, Reliability, Convenience
    -Talented Teams: Recruitment and Retention, Learning and Development, Customer Service Mindset
    -Financial & Organizational Efficiency: Financial Responsibility, Organizational Efficiency, Energy Management

The plan establishes five values: Safe, Customer-Centric, Ethical, Innovative, Continuously Improving.

Strategic Transformation Plan Activation
Plan activation turns vision into action. The plan identifies five mechanisms to activating the plan to ensure Metro makes progress on its ambitions: Regional partnership & long-term transit planning, streamlined reporting & performance management, investment prioritization, risk management, community engagement

Key outcomes desired for activation are:

-Staff actively contribute to goals and key results
    -Ensure STP priorities cascade to the staff-level through

SUBJECT: ADOPTION OF UPDATES TO "YOUR METRO, THE WAY FORWARD", THE STRATEGIC PLAN FOR THE WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

2025-35

RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, Enactment Clause 8 of the 2018 Virginia dedicated funding statute (VA Acts of Assembly Ch. 854 Enact. Cl. 8) requires WMATA to adopt or update a strategic plan every three years and hold a public hearing on that proposed strategic plan in a locality embraced by the Northern Virginia Transportation Commission (NVTC); and

WHEREAS, WMATA adopted the "Your Metro, The Way Forward" strategic plan on February 23, 2023 (Res. 2023-07); and

WHEREAS, The Board of Directors wishes to update the "Your Metro, The Way Forward" strategic plan; and

WHEREAS, In Res. 2025-25, the Board authorized a public hearing which was on October 30, 2025, at the NVTC Board Room, 2300 Wilson Boulevard, Arlington, VA 22201; and

WHEREAS, The Board desires to adopt the updated "Your Metro, The Way Forward" as WMATA's strategic plan; and

WHEREAS, The 2018 Virginia dedicated funding statute has additional requirements for the strategic plan as addressed in Appendix C to "Your Metro, The Way Forward";

NOW, THEREFORE, be it

RESOLVED, That the Board of Directors approves the Public Participation Report on the "Your Metro, the Way Forward" strategic plan, as shown in Attachment A; and be it further

RESOLVED, That the Board of Directors adopts "Your Metro, The Way Forward," including Appendices A-C, as updated in Attachment B, as WMATA's strategic plan; and be it further

RESOLVED, That all prior strategic plans are superseded in their entirety; and be it further

Motioned by Ms. Santos, seconded by Mr. McAndrew
Ayes: 6- Ms. Santos, Mr. McAndrew, Ms. Rai, Dr. Loh, Mr. Alcorn and Ms. Jarvis

RESOLVED, That the General Manager and Chief Executive Officer is authorized to adjust information contained in Appendices A and B of "Your Metro, The Way Forward" so long as the changes are consistent with the terms of "Your Metro, The Way Forward"; and be it finally

RESOLVED, That in order to implement the updated "Your Metro, The Way Forward" without delay, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

Patricia Y. Lee
Executive Vice President, Chief Legal Officer and General Counsel

WMATA File Structure No.:
2.1.8 Board Strategic Planning

Strategic Transformation Plan Refresh
Public Participation Report

**Washington Metropolitan
Area Transit Authority**

M metro

Hearing #671

Docket No. B25-03

October 30, 2025

Contents

Overview

Metro's first Strategic Transformation Plan (the plan), *Your Metro, The Way Forward,* was approved by the Board of Directors in February 2023. Over the past three years, Metro has delivered tangible results. Today, Metro leads the nation in ridership growth, and its customer satisfaction rates are at historic highs. With significant progress in the past three years, this is an appropriate time to refresh our Strategic Transformation Plan to ensure we are aspirational in our goals, objectives, and key results.

The refreshed plan advances three goals, developed through extensive review of the latest data and direct input from customers, employees, and stakeholders:

1. **Service Excellence**: Deliver safe, reliable, convenient, accessible, and world-class service that customers can trust, across modes.

2. **Talented Teams**: Attract, develop, and retain world-class talent where individuals feel valued, supported, and proud of their contribution.

3. **Financial & Organizational Efficiency**: Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery.
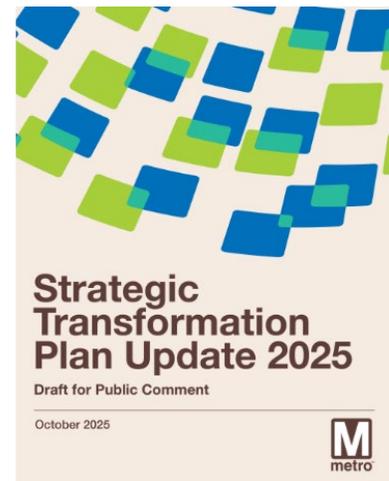
Metro turned to the community for its input on the plan, with a draft of the plan shared on Saturday, October 11, 2025, and a public comment period open through Tuesday, November 4, 2025. A public hearing was also held on Thursday, October 30, 2025. Details about the Strategic Transformation Plan update efforts, the public hearing, and the public comment period were available online at wmata.com/strategicplanrefresh.

The following report includes an overview of the communications and outreach efforts and a summary of the input Metro received on the refresh *of Your Metro, The Way Forward.*

Communications & Outreach Overview

Metro's Strategic Transformation Plan Update communications and outreach effort was designed to encourage feedback from customers, stakeholders, employees and community members across Metro's 1,500 square-mile service area.

The communications and outreach plan included the following efforts:

- Stakeholder engagement
- Targeted marketing and media
- Public Hearing

Metro established communications and outreach goals to ensure that communications were open and transparent and led to public understanding of:

- The purpose of the Strategic Transformation Plan
- Noteworthy accomplishments since original adoption
- The reason for refreshing the plan
- Highlights of the refreshed plan

Feedback was collected through the following sources during the public comment period:

- Online surveys
- Comments received at the Public Hearing through testimony in-person or virtually
- Written comments received online and by the Office of Board Affairs
- Virtual and in-person meetings with select stakeholder groups

A summary of the comments received can be found in the Public Input Results section in Appendix A.
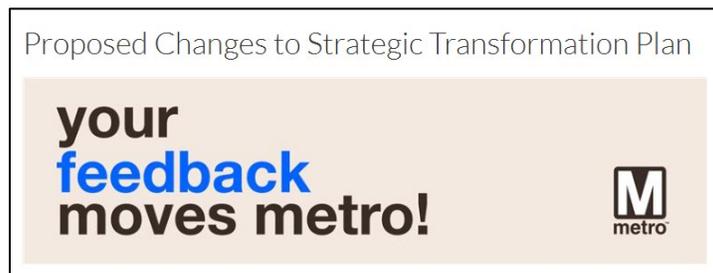
wmata.com refresh website

Stakeholder Engagement

To reach customers and community members across Metro's service area, Metro staff engaged stakeholders to help amplify the plan's messaging and collect feedback from a wide variety of individuals across the region.

A comprehensive outreach effort was made to inform and connect with elected officials, jurisdictional partner staff, business leaders, transit advocates, and community-based organizations (CBOs).

Elected Official & Stakeholder Emails

Metro deployed a larger, coordinated effort to raise awareness about the plan and encourage feedback from key stakeholders and their constituents throughout the region. Emails were sent to over 3,500 stakeholders representing CBOs, local Business Improvement Districts/Civic Associations, businesses, event venues, government facility/agencies, hospitals/medical services, hotels, places of worship, residences (apartments, condos), schools, shopping centers, and transportation partners. The email was crafted to solicit feedback to ensure that the updated plan captures the needs of the region and stakeholders, with the additional ask to share the information with their own email lists, networks and neighbors to encourage broad and active regional engagement.

Committee Briefings and Meetings

Throughout the refresh process, several briefings and meetings were held with regional stakeholders. Below is a sample of those meetings:

- Accessibility Advisory Committee (AAC)
- Riders' Advisory Council (RAC)
- Washington Suburban Transit Commission (WSTC)
- Northern Virginia Transit Commission (NVTC)
- Joint Coordinating Committee (JCC)
- DC Government Officials

Employee Communications

Several communication methods were used ensure Metro employees had the opportunity to learn about the refreshed plan and encourage them to provide feedback

through an employee survey that was open to all employees. Additionally, the General Manager conducted several townhalls across the authority in fall 2025, during which he encouraged employees to engage in the process and provide feedback. During these townhalls, cards were handed out featuring the three goals from the refreshed plan and a QR code linking to the intranet (Metroweb) site with more information and access to the employee survey.

An email was sent to all employees on October 6, 2025 and again on October 31, 2025, prompting employees to fill out the employee survey. The plan was featured in the *Metro Voices Wire* newsletter on October 24, 2025. The survey was also featured in the General Manager's weekly email.
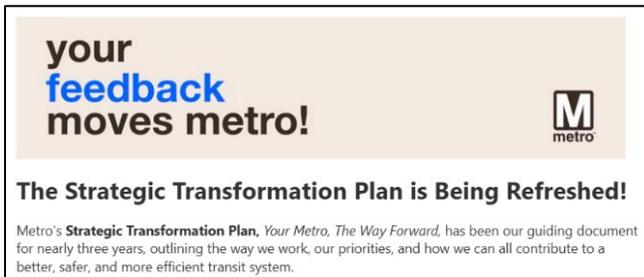
All employee email

Metro Voices Wire article

Employee screens were also used to highlight changes to the Strategic Transformation Plan, along with a tile on Metroweb prompting employees to visit the intranet site for the refresh to learn more and take the employee survey.

Employee communication screen

Metroweb site content

Employee communications primarily directed employees to an employee-specific survey on the refresh. That survey was open from September 24,2025 to November 4, 2025. During that time, 416 employees shared feedback on the plan, with over 140 written comments.

Targeted Marketing & Media

Metro used targeted marketing and media strategies to increase awareness and encourage feedback on the update of the Strategic Transformation Plan.

Website

A webpage created for the refresh process (wmata.com/strategicplanrefresh) served as the central clearinghouse for information on the process and opportunities for submitting comments. The page was fully translated into Spanish.
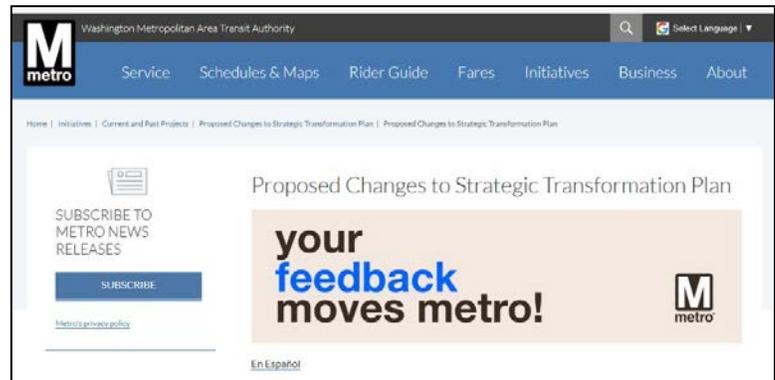
A variety of content was available for the public to review, including the plan, the executive summary (in English and Spanish), the public hearing presentation (in English and Spanish), and the public hearing notice (in English and Spanish). The webpage was also the primary channel for collecting feedback since customers could access the online survey in English and Spanish, through which they could submit written comments and upload letters. Customers could also submit comments via mail.

The Strategic Transformation Plan refresh landing site received 1,871 views and 1,128 unique page visits during the public comment period. 682 users accessed the site from a desktop computer, 432 accessed it from a mobile device, and 14 accessed it from a tablet.

The public hearing was streamed live on Metro's YouTube channel and a recording of the hearing was also posted there.

Survey Tool

Metro's primary method for collecting feedback for the plan was our online survey. The survey, available in English and Spanish via wmata.com/strategicplanrefresh, provided the public a way to provide feedback by answering the survey questions, submitting open-ended comments, and/or uploading documents.

In total, 104 respondents completed the survey, with no responses in Spanish. A full report on the comments received through the survey tool is available in Appendices A and B.

Digital and Print Communications

A mix of owned and earned social media was used to promote the plan and encourage public feedback. Metro distributed a press release marking the start of the public comment period and announcing the Public Hearing and used Twitter, Bluesky, Facebook, and LinkedIn accounts to promote public comment opportunities.

Social Media

Metro leveraged its social media channels to amplify the plan's messaging and reach customers across the region. In total, social media posts resulted in more than 933 engagements (likes, comments, shares, saves) across all platforms. The posts primarily targeted awareness of the hearing on October 30 and the closing of the comment period on November 4.

The following table lists Metro's social media posts along with the details of the views and engagements. Each date provides a link to the respective posting.

Channel	Date	Details
Facebook	10/26	• 9,539 views • 143 engagements
	10/28	• 13,192 views • 83 engagements
	10/30	• 5,263 views • 81 engagements
	11/3	• 785 views • 5 engagements
X	10/26	• 6,222 views • 51 engagements

Channel	Date	Details
	10/28	• 4,959 views • 28 engagements
	10/30	• 2,791 views • 13 engagements
	11/3	• 4,268 views • 20 engagements
LinkedIn	10/26	• 6,174 views • 233 engagements
	10/28	• 3,150 views • 60 engagements
	10/30	• 3,402 views • 51 engagements
	11/3	• 1,384 views • 17 engagements
Bluesky	10/26	• 32 engagements
	11/3	• 8 engagements

Notes:

- *Views = total number of unique views*
- *Engagements = total number of likes, comments, and shares (including reposts/retweets)*
- *Bluesky does not provide views data*

Print Advertising

Paid advertisements for the public hearing were placed in the print version of the Washington Post for two consecutive weeks.

Publication	Run Dates	Total Est. Impressions
The Washington Post	10/11/2025	~136,000
The Washington Post	10/18/2025	~136,000

Print and Digital Signage

Information was posted in English and Spanish on digital screens throughout the Metro system to communicate the plan and encourage feedback from customers regionwide.

Media Relations

To complement advertising and social media promotion, Metro relied on traditional media relations tactics, such as press releases, to generate earned media coverage to reach a region-wide audience.

Date	Title	Details
10/10/2025	[Public invited to comment on the refresh of Metro's Strategic Transformation Plan](#)	Metro invited the public to weigh in on a refresh of the Strategic Transformation Plan, *Your Metro, The Way Forward*.

Earned Media

A story ran on NBC News 4 on October 20, 2025, about the refresh of the plan.

Public Hearing

As part of the public engagement process for the update of the Strategic Transformation Plan, Metro hosted a Public Hearing on Thursday, October 30, 2025.

The public had the opportunity to provide testimony in-person or virtually, and American Sign Language (ASL) interpretation was provided. During the in-person open house, Metro subject matter experts were available to answer any questions from those attending in person 30 minutes before the start of the Public Hearing.

The hearing was hosted in person at Northern Virginia Transportation Commission's headquarters and broadcast live on Metro's YouTube channel to ensure accessibility. Those who wished to submit virtual testimony could preregister to participate by video or they could call-in or

attend in person during the hearing to submit live testimony. In total, the hearing had 1 public speaker (1 in-person). The hearing had 12 in-person attendees and 54 online viewers. A recording of the hearing is also available on Metro's YouTube website and has received additional views there.

Public Hearing Details

For Metro's Public Hearing, the hybrid format provided expanded options for members of the public to connect with Board members and the General Manager, and to share their thoughts.

Event Details	Public Hearing Speakers	Metro Board Member Representative(s)	Metro Executive Representative(s)
Public Hearing #671 Thursday, October 30, 2025, 6:30 p.m. Northern Virginia Transportation Commission 2300 Wilson Blvd. First Floor Conference Room Arlington, VA View archive of meeting here.	1 speaker	Valerie Santos	Jennifer Ellison Randy Clarke Kimmy Feldbauer

Appendix A: Community Feedback

Introduction

Washington Metropolitan Area Transit Authority (Metro) held a public comment period from October 11, 2025, through November 4, 2025, for the updated iteration of *Your Metro, The Way Forward*, Metro's Strategic Transformation Plan (the plan). The comment period allowed the public to provide feedback on Metro's refreshed vision, mission, goals, and objectives by completing a survey. The survey asked questions related to satisfaction with the plan and for input on what should be prioritized in the next few years. After providing an opportunity to upload files, the four questions in the survey were as follows:

1. Please provide your comments in the box below
2. To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?
3. Imagine you had $100 to invest in WMATA to help us achieve our goal of delivering world-class transit – how would you invest it? [Note each of these represents an objective in the Strategic Transformation Plan]
    a. Improving safety and security
    b. Delivering more reliable service
    c. Making service more convenient
    d. Recruiting and retaining employees more effectively
    e. Developing a stronger customer service mindset
    f. Investing in employee learning and development
    g. Managing finances more responsibly (using fare and tax dollars wisely)
    h. Increasing organizational efficiency (running Metro more smoothly behind the scenes)
    i. Enhancing energy efficiency and sustainability
4. Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?

In an effort to gather feedback from a variety of perspectives, Metro also collected employee input through an internal survey. The survey asked questions related to awareness of the plan as well as questions in line with Question 3 and Question 4 of the public survey. Those two questions were as follows:

1. In the next year, which two new objectives from the refreshed Strategic Transformation Plan do you think should be the priorities to make improvements on?
2. Are there any major issues you think the current or refreshed Strategic Transformation Plan doesn't address?

Top Categories & Key Themes

Comments related to the above statements/questions were grouped into ten categories to better understand and analyze the information obtained from the comment period. Comment categories are listed below:

- Safety & Security
- Reliability
- Convenience
- Recruitment and Retention
- Learning and Development
- Customer Service Mindset
- Financial Stewardship
- Organizational Efficiency
- Energy Management
- Other

These categories align with the objectives established in the refreshed plan. The "Other" category functions as a catchall for miscellaneous responses that are not specific to a particular plan objective.

Over the 25-day comment period the public survey was completed by 104 respondents, including a total of 232 written comments. Respondent completion per question varied, with Question 3 receiving the highest response rate and Question 4 receiving the lowest

response rate. **Figure 1** displays the response rates for each question on the public survey.

Figure 1: Response Rates per Question
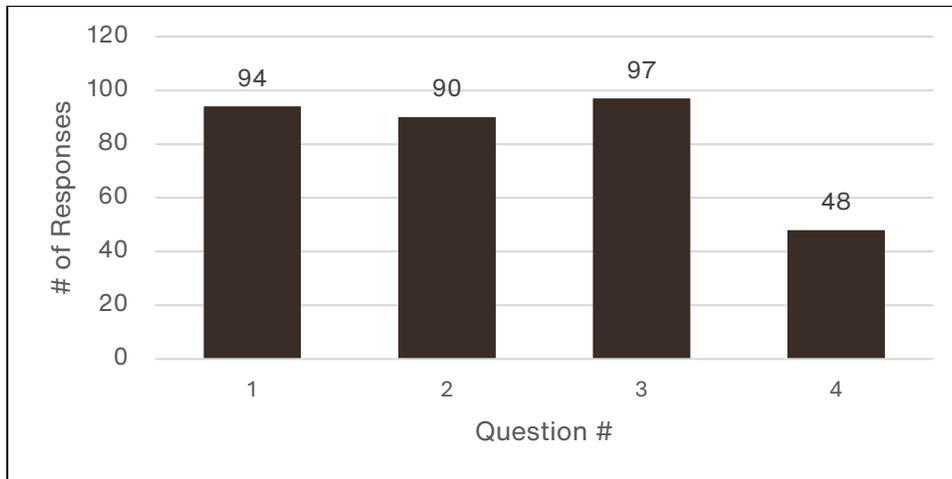
Question Response Summary

The following sections summarize survey results for each question. All responses received through the public comment survey are provided verbatim, in **Appendix B**.

Question 1: Please provide your comments in the box below.

A total of 94 respondents answered Question 1 by providing comments regarding the plan overall. The majority of the comments addressed issues aligned with the three Service Excellence objectives: safety and security, reliability and convenience as displayed in **Figure 2**. The next largest grouping fell under the "Other" category, which was largely made up of comments that were complimentary of Metro's efforts, discussed the overall framework of the plan, or brought up topics that fell under multiple objective categories.

Figure 2: Question 1 – Percent of Comments by Plan Objective
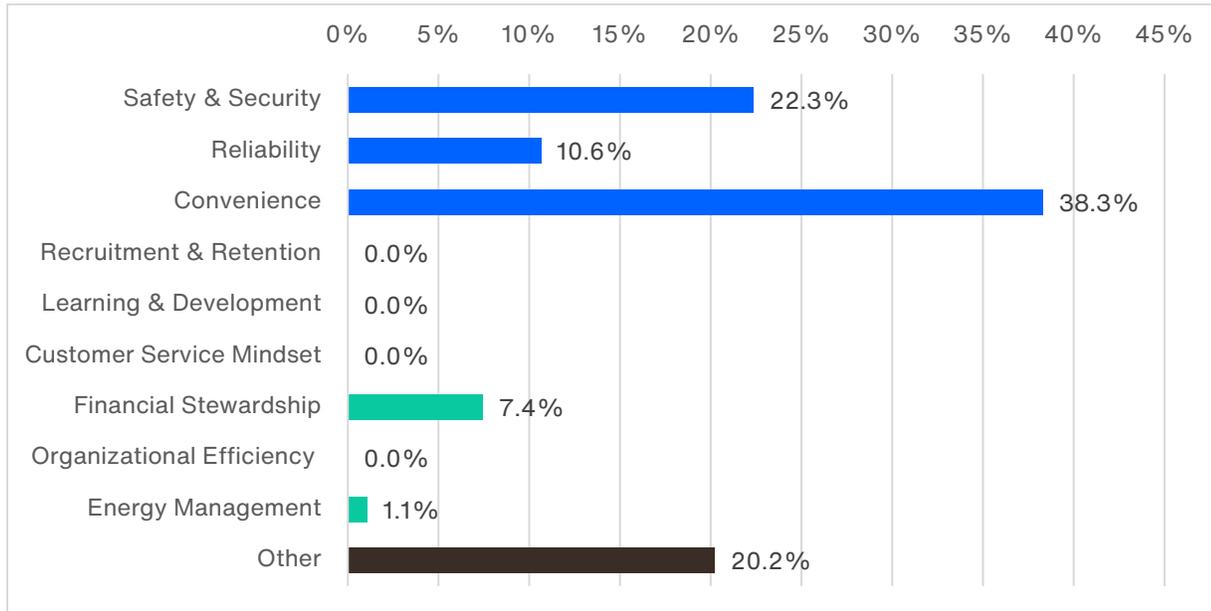
Safety & Security	22.3%
Reliability	10.6%
Convenience	38.3%
Recruitment & Retention	0.0%
Learning & Development	0.0%
Customer Service Mindset	0.0%
Financial Stewardship	7.4%
Organizational Efficiency	0.0%
Energy Management	1.1%
Other	20.2%

Question 2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

A total of 90 respondents answered Question 2 by providing a comment on the areas Metro should prioritize to deliver world-class transit. Similar to Question 1, the majority of responses addressed the Service Excellence objectives. However, there was also a notable segment of comments that addressed financial stewardship as seen in **Figure 3.**

Figure 3: Question 2 – Percent of Comments by Plan Objective

Plan Objective	Percent
Safety & Security	32.2%
Reliability	15.6%
Convenience	31.1%
Recruitment & Retention	2.2%
Learning & Development	0.0%
Customer Service Mindset	1.1%
Financial Stewardship	13.3%
Organizational Efficiency	1.1%
Energy Management	0.0%
Other	3.3%
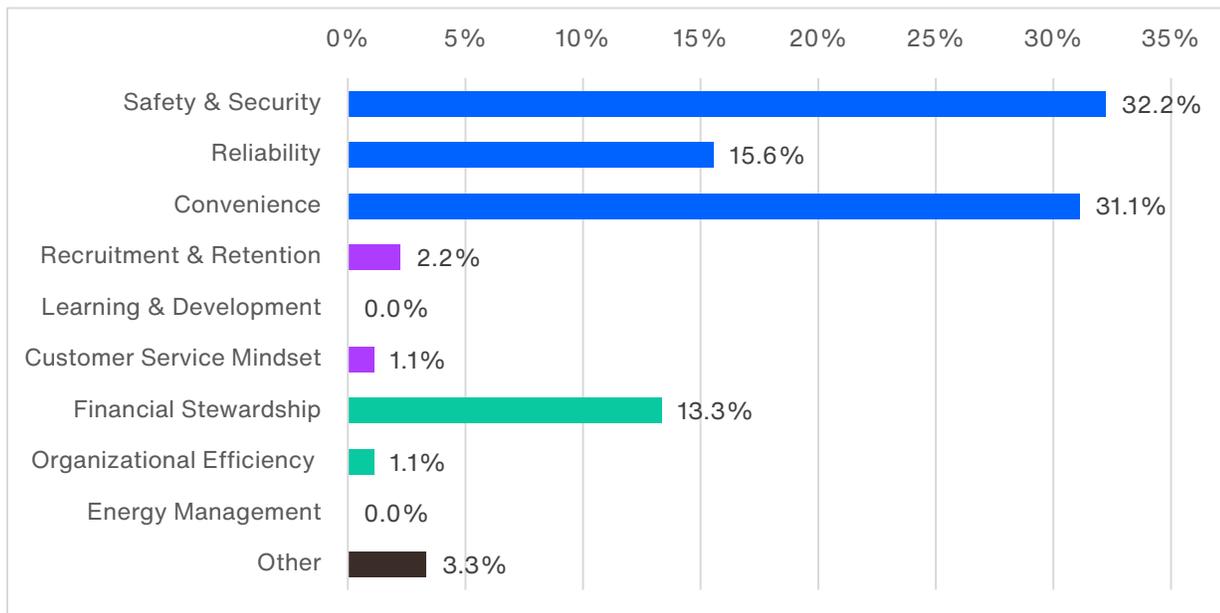
Question 3: Imagine you had $100 to invest in WMATA to help us achieve our goal of delivering world-class transit – how would you invest it?

A total of 97 respondents answered Question 3, allocating a $100 investment among the nine Strategic Transformation Plan objectives. **Figure 4** shows the average distribution across all objectives.

Figure 4: Question 3 - Average Investment by Plan Objective
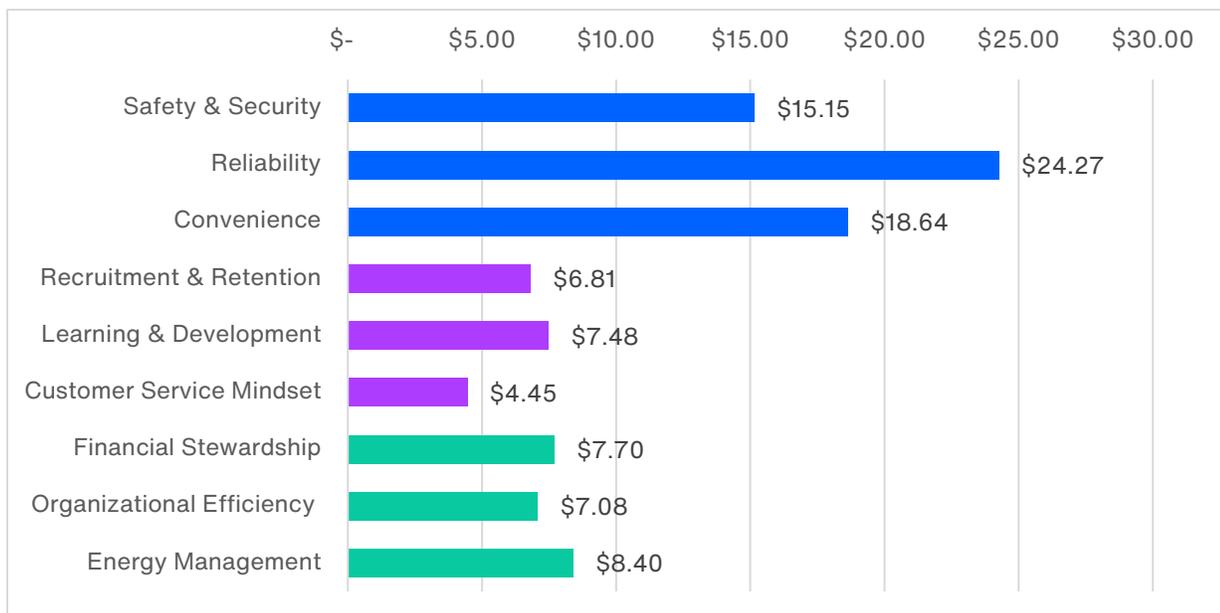
Plan Objective	Average Investment
Safety & Security	$15.15
Reliability	$24.27
Convenience	$18.64
Recruitment & Retention	$6.81
Learning & Development	$7.48
Customer Service Mindset	$4.45
Financial Stewardship	$7.70
Organizational Efficiency	$7.08
Energy Management	$8.40

Question 4: Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?

Question 4 received the lowest participation rate of the survey, with 48 total responses. Most respondents' comments fell under the "Other" category. Among the 25 responses in the "Other" category, approximately half indicated that there were no additional issues left unaddressed in the updated plan, while the remainder covered a broad range of topics. As seen in **Figure 5**, safety and convenience were the next most common themes, reinforcing the common trend of Service Excellence being front of mind for respondents.

Figure 5: Question 4 – Percent of Comments by Objective
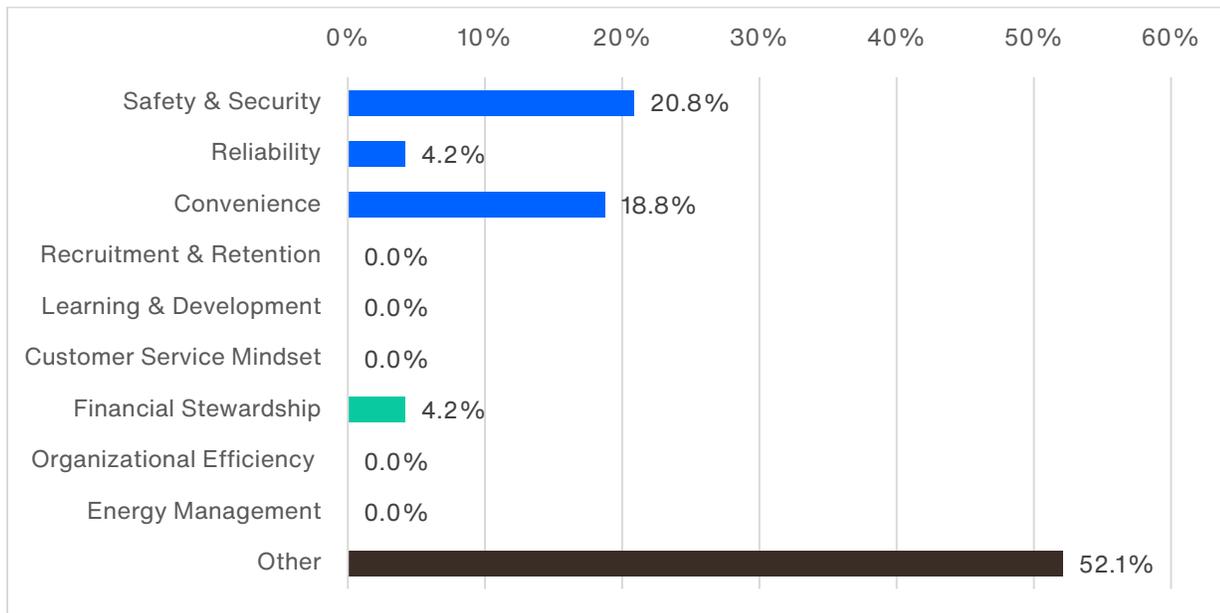
The following sections summarize survey results for the comparable questions administered as part of the internal Metro employee survey regarding the updated Strategic Transformation plan.

Employee Question 1: In the next year which two new objectives from the refreshed Strategic Transformation Plan do you think should be the priorities to make improvements on?

Employees were given the opportunity to select any two of the nine plan objectives that they felt should be prioritized in the next year. A total of 415 employees participated,

casting 2 votes each (830 total). The leading choice was recruitment and retention, though organizational efficiency, safety & security, learning & development, and reliability were all close behind, showing the diversity of viewpoints. **Figure 6** shows the full breakdown across all nine objectives.

Figure 6: Question 1 – Votes for Objectives to be Prioritized
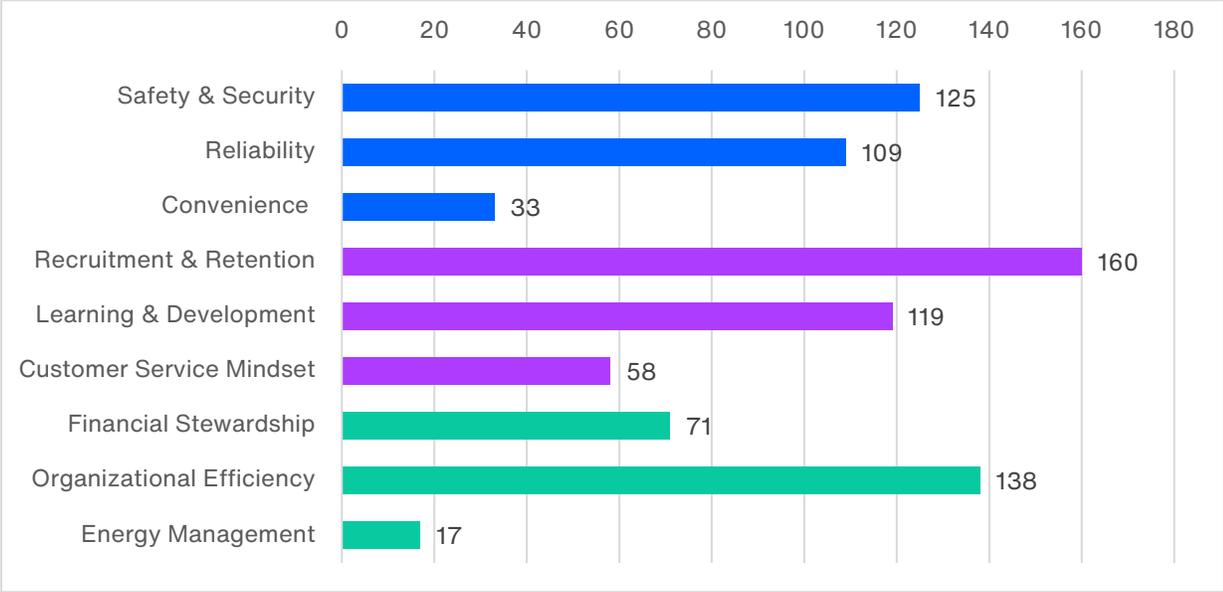
Employee Question 2: Are there any major issues you think the current or refreshed Strategic Transformation Plan doesn't address?

This question mirrored Question 4 of the public survey and allowed for an open-ended comment input for any issues employees felt were not adequately addressed in the refreshed plan. A total of 147 employees provided a response, but 42 of the responses were excluded because they were N/A or similar. Like the public survey, the majority of responses fell under the "Other" category. However, in this case a majority of these responses covered the framework of the refreshed Strategic Transformation Plan as well as its activation in the day-to-day operations of Metro. The next leading category was recruitment and retention followed by organizational efficiency, showing the focus on internal aspects that employees have a higher visibility of. **Figure 7** shows the full breakdown across all nine categories.

Figure 7: Question 2 – Percent of Comments by Plan Objective
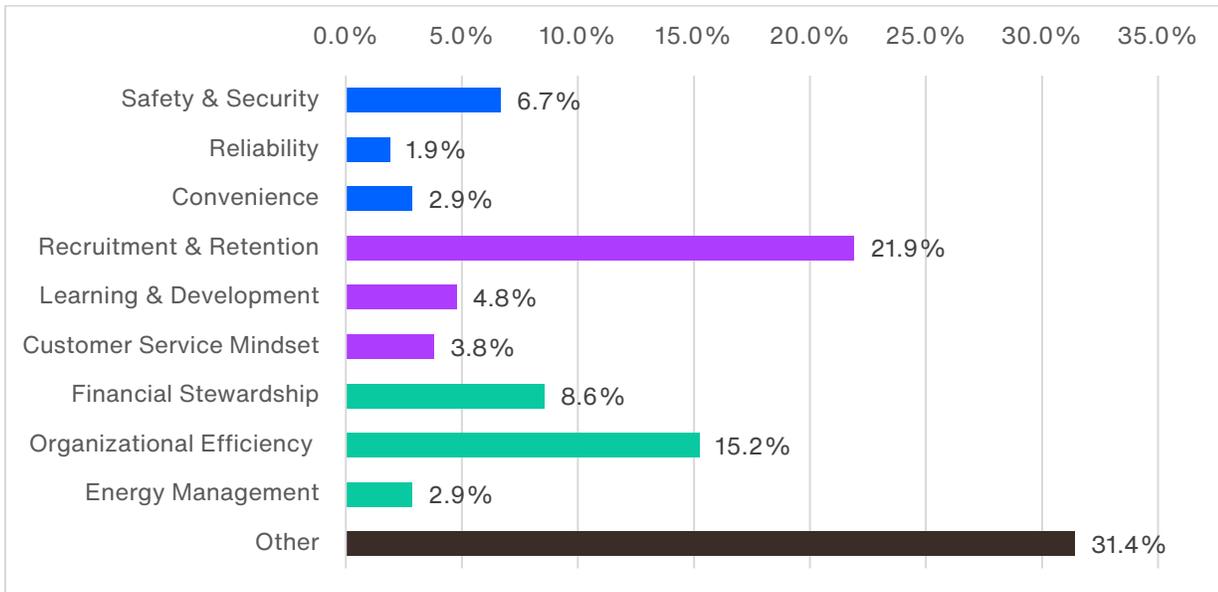
Objective Comment Categories – Themes & Actions

The following sections summarize survey results by each plan objective or comment category. Actions are provided to summarize Metro's approach to addressing common themes across all categories.

Service Excellence

Feedback related to the Service Excellence goal was drawn primarily from public input, reflecting riders' experiences using Metro services across the region. This feedback provided valuable insight into how riders experience Metro day-to-day and helped identify opportunities to further enhance service delivery and customer satisfaction. Employee feedback was incorporated where applicable when speaking to how to best deliver service.

Service Excellence

Deliver safe, reliable, convenient, accessible and world-class service that customers can trust, across modes
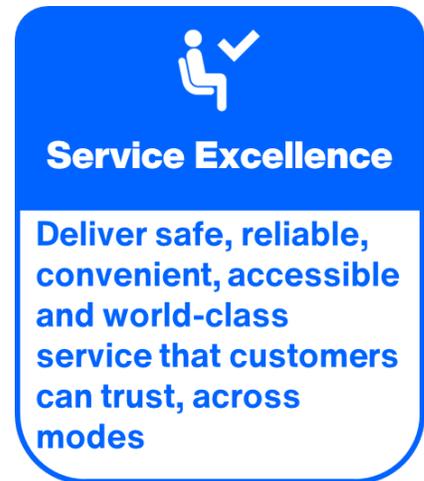
Safety & Security

"Please continue to prioritize fare enforcement. Evaders are now shoving paying riders through the fare gates to get through. Bus fares are still basically optional. Please work with regional operators to help enforce their fares as well."

"Stopping trains in tunnels is dangerous. Please adjust headways so stopping in tunnels is unnecessary. Metro Bus drivers routinely run through red lights without consequence. When will WMATA get serious about penalizing unsafe driving and not give lip service to legitimate consumer complaints?"

The safety & security category included comments that spoke to both customers and employees feeling of safety while using and delivering service. In general, comments addressed the following themes:

- Fare evasion is a contributor to reduced feelings of safety and public confidence
- A holistic view of safety that includes both riders and Metro employees
- Concerns about unsafe driving by Metro Bus operators

- Visibility of immigration authorities effect on perceptions of safety and equitable service access

Actions to address these topics are discussed below.

- Metro has incorporated fare evasion reduction metrics on both Metro Bus and Metro Rail as a key performance measure in the updated plan. Through the Fare Collection Modernization Project, new fare gates have been installed across all 98 Metro Rail stations, resulting in an 82% decrease in fare evasion. Metrolaunched Tap.Ride.Go on Metro Bus to streamline ridership payment options, so with all the methods to pay, plus Metro Lift, Kids Ride Free, Senior SmarTrip, and others, there is no excuse for customers not to pay their fares.
- The updated plan also includes customer and employee injury rate as a key result to track progress. Metro is advancing several tactical initiatives—such as the Roadway Worker Safety Program, Safety Management System, and Metro Integrated Command and Communications Center (MICC) Continuous Improvement efforts—to strengthen safety performance across the system.

Reliability

"I have seen improvements in Rail, which is world class. Bus service needs more attention. Since this summer, I find there are fewer buses available to me, they are not frequent enough & the times given on the bus stops are frequently incorrect"

"I want to see Metro use every resource available to speed-up system automation on its rail lines. I also would like to see increased emphasis on enhancing high-ridership bus corridors to provide redundancy to the rail network"

The reliability theme focused on comments regarding Metro's ability to provide dependable service that the community trusts. In general, comments addressed the following topics:

- Perceived lower reliability of Metro Bus compared to Metro Rail performance
- Inaccurate or incomplete real-time information reducing rider trust in system reliability
- Importance of automation and modernization to improve service reliability

Actions to address these topics are discussed below.

- Metro launched a redesigned network in June 2025 to modernize Metro Bus routes, improve reliability, and better align service with rider needs. Implementation of network improvements will continue over the next three years.
- Metro is enhancing infrastructure, fleet management, and predictive maintenance to prevent disruptions and deliver dependable, world-class Metro Rail and Metro Bus service. Key initiatives include modernizing rail signal infrastructure and expanding transit signal priority for Metro Bus to improve on-time performance.

Convenience

"I feel the general direction of the strategic plan is good but would like to see a greater emphasis for potential expansion opportunities for metro to be more of a service that can be used for cross-town travel, as opposed to being a commuter-focused system"

"I think metro has made significant improvements to Metro Rail. However, cleaning could be stepped up. Offering a world class system also means a clean system. Too many spilled on and sticky floors in stations and on trains. I ride rail every day, and I say a clean system is a happy system!"

Responses attributed to the convenience category dealt with issues around Metro's ability to deliver frequent, accessible and easy to use service that enhances the customer experience. In general, comments addressed the following topics:

- Limited cross-town travel options beyond commuter routes
- Need for increased Metro Bus service frequency
- Requests for system expansion to meet changing regional development dynamics
- Desire for greater cleanliness in Metro Rail stations and on buses

Actions to address this theme are discussed below.

- Metro has implemented the Better Bus Network Redesign which increases the number of high-frequency routes, reduces stop-delays, offers more cross-town routes, better coordinates routes to connect all communities, and enhances overall service.

- Metro has commissioned a study to evaluate the impact of the new RFK Stadium development on surrounding transit capacity, ensuring that future service expansion aligns with community and regional mobility needs.

Talented Teams

Analysis of comments on the Talented Teams objectives was drawn primarily from employee survey responses, reflecting the internal perspectives of Metro's workforce. These insights capture employee's experiences and views on workplace culture, development and engagement – distinct from public comments, which focused more on the customer experience.

Talented Teams

Attract, develop, and retain world-class talent where individuals feel valued, supported and proud of their contribution

Recruitment and Retention

"There is an issue in retention of managers as well as Recruitment of personnel to fill vacant management positions. Vacant management positions greatly affect a department's efficiency"

"Prioritize hiring bus drivers"

The recruitment and retention category included comments around Metro's efforts to attract and retain the best talent to deliver Metro's future vision. In general, comments addressed the following topics:

- A lack of recognition and reward for employee contributions
- Streamlined hiring process, especially for critical frontline positions
- Clear and consistent expectations across all roles
- Limited visibility into pathways for advancement and professional growth

Actions to address this theme are discussed below.

- Metro is expanding its recruitment and outreach efforts, including participation in 147 job fairs during fiscal year (FY) 2025 and hosting accelerated hiring events to quickly fill priority positions such as Metro Bus operators.

- Metro is enhancing employee recognition programs and evaluating frontline scheduling adjustments to improve work-life balance and job satisfaction. These initiatives support a broader workforce planning and forecasting effort to strengthen retention and morale.

Learning and Development

"We should be focused on developing the employees that are currently here. That will continue to increase employee morale and loyalty"

"Metro needs to update the technology used in employee training"

The learning and development comments focused on Metro's efforts to train and equip employees. In general, comments addressed the following topics:

- Expanded high-quality training opportunities for all employees
- Targeted training opportunities for managers and emerging leaders
- Modernized technology and infrastructure to support learning and development

Actions to address this theme are discussed below.

- Metro is developing a new state-of-the-art training center that will integrate training across the agency. It will feature classrooms with a replica Metro Rail station and tunnel, complete with actual railcars, all designed to provide hands-on, immersive and flexible learning environments.
- As part of the training center initiative, Metro is launching a "Metro U" program targeting supervisor upskilling to develop the next generation of Metro leaders. Across the organization, Metro is standardizing training across core roles.

Customer Service Mindset

"I feel that we as an agency focus a lot on ridership, mobility, and fare policies that are customer-focused without being customer service. That core part of our work seems to be secondary"

"Metro needs to prioritize station cleanliness and helpful customer service from all employees"

The customer service mindset comments revolved around making the process of delivering service as easy as possible for both internal and external customers. In general, comments addressed the following topics:

- Embedded customer service as a core outcome for decisions and actions across all departments
- Strengthened external customer interactions and enhancing internal service processes to reduce tedious delays and pain points

Actions to address these themes are below:

- Metro is reinforcing customer service training and expectations across all teams to ensure every employee — whether interacting directly with customers or supporting operations internally — contributes to a consistent, positive customer experience. An initiative to redefine competency frameworks will ensure customer service is front of mind and tracked across departments.
- Internally, Metro is redesigning processes across procurement, information technology, human capital, and more to streamline internal workflows and enhance employee satisfaction.
- Metro continues to enhance station cleanliness and staff responsiveness, aligning customer-facing standards with its broader Service Excellence goals.

Financial and Organizational Efficiency

Analysis of the comments related to the Financial and Organizational Efficiency objectives was informed by both employee and public feedback, bringing together internal and external perspectives. Public input focused on how Metro's funding is being used to deliver the greatest value and results for the region, while employee feedback highlighted opportunities to enhance internal efficiency, accountability, and resource management within the organization.

Financial & Org. Efficiency

Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery

Financial Stewardship

"I look forward to seeing WMATA focus on long-term financial and environmental sustainability, while keeping a strong short-term focus on reliability and customer experience. Keep up the great work!"

"Transit-Oriented Development ('TOD') needs to become a main priority of the agency. As an everyday Metro Rail rider, I see underutilized land near Metro Rail stops and Metro Bus stops. The best way to increase ridership and increase safety is to build housing and community needs near metro stations."

The financial stewardship category included feedback that dealt with Metro's long term financial health and stability. In general, comments addressed the following topics:

- Establishing a stable and long-term funding source to support reliable service
- Advancing transit-oriented development that provides needed infrastructure and develops transit focused communities that drive new revenue
- Strengthening accountability and efficiency across the organization (e.g. standardized purchasing policies, clear ownership of account expenditures)
- Evaluating service pricing and reduced fare programs to balance financial sustainability as an organization and equitable access to the full community

Actions to address these themes are below:

- Through the DMV*Moves* initiative, Metro is partnering with leaders across the District of Columbia, Maryland, and Virginia to create a sustainable regional funding framework that ensures reliable investment in operations, maintenance, and future growth.
- There is opportunity for future transit-oriented development at 40 Metro Rail stations with the potential to add over $340M in annual tax revenue to the region; Metro is working with regional partners to support community development that promotes housing, commercial space, and transit connectivity.
- Metro is continuously reviewing fare pricing, and improving reduced fare programs including Metro Lift, Senior SmartTrip cards, and DC's Kids Ride Free.

Organizational Efficiency

"There are too many layers of compliance that are not necessary, holding us back from following private sector best practices."

"The 'switching cost' of changing focus on dozens of projects adds up and is counter to our new objective of organizational efficiency. Need greater consistency and standardization across functions."

The organizational efficiency category included responses around streamlining operations and efficiently allocating resources to have the biggest impact. In general, comments addressed the following topics:

- Complex internal processes and administrative inefficiencies across departments
- Standardization of procedures and consistent communication at all levels
- Need for organizational focus and prioritization to maximize impact through a select set of high-value initiatives

Actions to address these themes are below:

- Metro is launching a redesigned procurement process to reduce lead times, simplify and standardize the process, and ease pain points.
- Metro launched a multi-year Digital Modernization initiative to update employee tools and digitize workflows to improve efficiency across the organization.
- Metro is implementing a new Enterprise Resource Planning (ERP) system to streamline core business processes across departments.

Energy Management

"World class bus transit is zero-emissions such as London, Paris, etc.. Metro should have a 100% transition target in this area."

"The new plan should prioritize a more sustainable Metro – Metro going green."

Themes in the energy management category primarily dealt with environmental impact and Metro's emissions from operations. In general, comments addressed the following topics:

- Reducing emissions from Metro operations to be more in line with global world-class transit peers
- Improving resource sustainability of the system as a whole

Actions to address these themes are below:

- Mero has improved its energy efficiency by 9% since 2023 and is continuing to implement projects that reduce the energy intensity of the system. Metro also secured an innovative electricity supply guarantee in Maryland that reduces exposure to energy market volatility and provides long term price stability.

Other

The "Other" category included comments that did not tie directly to a particular plan objective category, did not align with the Strategic Transformation Plan refresh effort, or that were input such as "N/A" or "No". The following lists key findings from general comments to be considered as the plan moves forward:

- Requesting further information and transparency around Metro's operations and key metrics
- Highlighting the importance of transit as a public good and the work that Metro employees at all levels commit to making that a reality for the region

Actions to address these themes are below:

- Metro has a publicly accessible Service Excellence Dashboard that provides up to date metrics for Metro Rail, Metro Bus and Metro Access. A quarterly Service Excellence Report is published highlighting trends and evaluating performance against stated targets. Annually, Metro publishes an Annual Transformation Report that highlights progress made against the plan, recent initiatives, and future steps in the near term to achieve the goals and targets set forth in the plan.

Appendix B: Written Comments

The following tables display all responses received on open-ended questions through the public comment period survey. Responses have been pulled directly from the survey's raw data and are displayed as entered by the respondent.

Table 1: Question 1 Comments

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
Make the bus free you said you would!!	Convenience
I want to see Metro use every resource available to speed-up system automation on its rail lines. I also would like to see increased emphasis on enhancing high-ridership bus corridors to provide redundancy to the rail network.	Reliability
*Station 'managers' currently ignore turnstile jumping - can't they at least radio a description to security personnel? Jumping is flagrant at Tenleytown - and nothing is done. Why not post a uniformed officer at the elevator AND at the mezzanine gates during morning rush and afternoon school dismissal? *Stopping trains in tunnels is dangerous. Please adjust headways so stopping in tunnels is unnecessary. *Metro bus drivers routinely run through red lights without consequence. When will WMATA get serious about penalizing unsafe driving and not give lip service to legitimate consumer complaints? *Fare evasion on busses is rampant - why not instruct drivers to refuse to move until fares are paid? Or, press a button to alert Transit Police to board the bus? WMATA is leaving lots of money uncollected.	Safety & Security
BEING BACK 3Y! MAYBE BIDIRECTIONAL SERVICE THIS TIME!	Convenience

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
The study attached provides a surface-level analysis of the benefits regarding a new Blue Line rerouting down the Columbia Pike with the proposed BLOOP to National harbor. In the original 1968 ARS plan for Metro, the Columbia Pike plan was considered, and a stub tracks still exists at Pentagon today. However, with the amount of density Arlington county is building around it, it would be incredibly beneficial to have a Metro line down it. This can be through cut-and-cover and through cheaper infrastructure against the old brutalist methods that can be expensive. It can also support greater TOD in the area, especially in Arlington and Bailey's Crossroads. The area's transit use is also high for Virginia without a direct Metro line. I hope you take this into consideration for the future when expansion comes up again. Thanks, Brian	Convenience
n/a	*Other*
Thorough strategic plan here. I very much enjoyed reading through it and all of the thought and intention behind it. Great work. I would love to see consideration of the proposed Blue line extension. Also, I think the roll-out of initiatives is amazing, especially the card-tapping, but I think there are too often glitches in saying 'invalid card' -- refinement there necessary.	Convenience
Please continue to prioritize fare enforcement. Evaders are now shoving paying riders through the fare gates to get through. Bus fares are still basically optional. Please work with regional operators to help enforce their fares as well.	Safety & Security
I look forward to seeing WMATA focus on long-term financial and environmental sustainability, while keeping a strong short-term focus on reliability and customer experience. Keep up the great work!	Financial Stewardship

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
As an ANC Commissioner representing Columbia Heights, one of the top 15 busiest Metro stations in the system, I want to emphasize the importance of visible, consistent station maintenance and cleanliness — both inside stations and in the immediate surrounding public areas. Despite high ridership, the Columbia Heights station does not receive the level of upkeep or investment warranted by its usage. Addressing issues like graffiti removal, glass cleaning, lighting, and station enhancements would significantly improve the rider experience and neighborhood perception.	Convenience
As a resident of Prince William County, none of this is relevant to me. I was a small child when the Orange Line was built out to Vienna, VA. Forty-five plus years later and it's the same. Worse, there are hundreds of thousands more residents between my childhood home and Vienna. I can no longer take a commuter bus to Vienna but instead must go farther and out of my way to Tysons Corner and the Silver Line. Access to Metro is virtually impossible as a solo commuter. Maybe on the weekends I can consider service, but still, it's a traffic filled drive to a lot 17 miles away. At this point, Metro serves only the wealthy residents of Northern Virginia. Thanks for keeping poor people down.	Convenience
I would like to know the plans to stop fare evasion on buses. I use the bus on a regular basis and am only one of a few who uses a fare card. Most people just get on the bus and bypass paying a fare. It's a bit shocking. I'm wondering if the bus operators have been trained not to confront these fare evaders so as avoid anyone carrying a weapon etc. Regardless it's not fair to the rest of us who do want to be honest and pay the required fares.	Safety & Security

Question #1: Please provide your comments in the box below:

Response	STP Framework
I feel the general direction of the strategic plan is good but would like to see a greater emphasis for potential expansion opportunities for metro to be more of a service that can be used for cross-town travel, as opposed to being a commuter-focused system that mainly takes you in and out of the downtown core. Connections between Fairfax, Alexandria, and Arlington are a potential opportunity, with the option to get the state of Virginia involved with the development and capital expenditure efforts. Connections to national harbor, through potentially looping the blue line, would also be hugely beneficial, especially as metro currently has no looped lines, unlike metro systems in other major cities and capitals.	Convenience
I applaud Metro's accomplishments to date and fully support their plan moving forward. I depend fully on metro as I do not drive, and I am extremely pleased and grateful for their forward thinking	*Other*

Question #1: Please provide your comments in the box below:

Response	STP Framework
I applaud Metro for all that it has done in recent years to improve its service, and I appreciate very much the future improvements outlined in your Strategic Plan. I lived in DC in the 70s when the metro began, and returned in 2009 to see all the changes that have occurred both in the city and in public transport. During the years fro 2009 to today, I have seen great improvements in Metro Rail, which is really world class and I am so grateful to all those who have worked to make it so reliable, so beautiful, and so useful. I feel that the bus service now needs a bit more attention, at least in the area I live in (the Adams Morgan/Lanier Heights area). Since the route and number changes this summer, I find that there are fewer buses available to me and I find many problems of cleanliness but especially of riders not paying their fares. Many of us miss the Circulator, since it gave more options to us in terms of timing and routes, but my other main issues now with buses (which I ride almost daily, as I do with metro rail) are the following: they are not frequent enough; the times given on the bus stops for the bus arrivals are frequently incorrect; the buses are sometimes rather dirty; and many (sometimes as many as one-third of the riders) do not pay their fares. In spite of the above comments, I appreciate very much all that you are doing to improve our transportation options, and to make it easier and nicer in so many ways. Thank you for all that you do, and are planning to do. You have a very hard job, and you are doing it very impressively.	Reliability

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
As WMATA conducts its RFK transit study, I strongly hope Metro will lean into its ambition to provide world-class transit and be the primary connector of people and places across the DMV Region by concluding 1) a new "Sadium-Kingman Park" infill station needs to be built to serve the new neighborhood and stadium being developed, 2) Stadium-Armory needs to expand capacity and 3) that a transit centric approach will be critical to the success of the RFK campus development. We only get one shot to get this right. Our civic leaders will only likely weaken any vision put forth so we need WMATA to put forth a strong vision that leads. I urge you to consider whether a partnership with the football team to include metro fare as part of a game ticket might increase ridership demand.	Convenience
I'm an 86 year old woman who seldom rides the bus, but when I do, I can tell you this, no one is paying when they board the C37 bus, except for the older riders. Even when the buses say fare is required, no one is paying.	Safety & Security
Metro rail service is pretty reliable, but the buses not so much. I keep seeing 'Delays because of driver availability.' Do you need to hire more drivers that actually come to work? Also, many people are still not paying to ride the buses. How do you pay the bus drivers with so many passengers riding for free? There are also many people still evading rail fair gates either by walking closely behind a person or jumping over the gates.	Reliability
Weekend rates on rail are fantastic and should be kept low to incentivize weekend leisure travel even when traffic is not bad.	Convenience

Question #1: Please provide your comments in the box below:

Response	STP Framework
Please direct as much funding as possible towards hiring drivers for bus operations. WMATA has done an admirable job with cutting down the maintenance backlog of the system, but bus riders know that every single day, there are alerts for line after line letting riders know there will be delays due to a lack of available bus operators. If the buses do not arrive very frequently, the system becomes less useful to riders, and we will opt out and find another way to get around. I realize bus driver salaries are expensive, but they are worth it. If you don't have solid bus frequency, you don't have a network that people want to use - you just have a system of lines that allow politicians to pat themselves on the back and feel smugly satisfied that they think something is being accomplished. Ride the buses everywhere for a week or more and experience what it's like for the rest of us. Please.	Reliability
Please collect fares in busses and prevent turnstile jumping at Metro subway stations. Criminals and the mentally disturbed are using busses and subways to travel throughout the region.	Safety & Security
Why did Metro hire an outside company to put together their refreshed strategic plan when they have a Transformation Office internally?	*Other*
The subway is too expensive.	Convenience
Metro Transit Police has been collaborating with ICE. This creates fear among your riders. It is imperative that Metro work to end this collaboration and ensure safe rides for all members of our community.	Safety & Security

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
Over the last few years I've become extra proud of DC's public transit. We have a reliable system which is also largely enjoyable and easy to use. I am less proud - and in fact gravely concerned - hearing from neighbors and my community about instances of immigration enforcement and other Feds showing up in public transit and the increase in targeted fare evasion enforcement since the Feds arrived, even though fare evasion has been on your list of things to solve long before. It would be awful to think that metro transit police and metro or are collaborating in any way with Feds. Anyone who uses or works on DC transit know that our most vulnerable residents rely on bus and metro to do things that keep this city vibrant - show up to work, participate in civic life, and educate their children. Helping in any way to target them brings harm to them and our whole city.	Safety & Security
Do not collaborate with ICE. Ensure that metro transit police are not collaborating with ICE.	Safety & Security
If you value safety and ethics, stop collaborating with ICE & the national guard! Stop allowing federal agents to harass and intimidate your rider, stop allowing untrained randos with weapons in and around your stations, and stand up for DMV riders! We are just trying to get from a to b and safely but your continued collaboration with fascist monsters who are wrecking families and our democracies will jeopardize WMATAs fine name and reputation. Cut it out, stop having ghost buses, the rest you are doing well with.	Safety & Security
Colluding with ICE creates an environment of terror and fear on public transit. It also directly conflicts with your Service Excellence objective to deliver safe service that customers can trust.	Safety & Security
There have been reports of Metro police collaborating with ICE. Please do not do this. You help keep us safe on metro and working with ICE runs counter to this goal.	Safety & Security

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
Collaboration with federal police, ICE, DHS, HSI, etc has been a disruption to our peace. The police presence is making things MORE unsafe. Stop collaborating with the federal police.	Safety & Security
Shame on WMATA for conspiring with ICE. Have you no shame? I don't understand how you sleep at night. Shameful.	Safety & Security
In the present political climate of increasing authoritarianism and state violence in the US, it is imperative that Metrorail and Metrobus remain safe spaces for all members of our community. Our immigrant friends, family, and neighbors should be able to travel to work, school, medical appointments, and other essential trips without fear of being kidnapped by violent masked government agents. I strongly urge the WMATA Board to make it official policy that Metro Transit Police will not cooperate with ICE and CBP under any circumstances.	Safety & Security
I am extremely upset and angry that the Metro Transit Police is collaborating with ICE. I have seen this collaboration with my own eyes. Targeting my immigrant patients, neighbors and friends makes all of us unsafe. I am an elderly white woman and this makes me very upset. I am a family doctor.	Safety & Security

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
WMATA's efforts in recent years to leave no stone unturned in improving things has been visible and highly encouraging. It seems to me that much of this energy may have come from Randy Clarke (although of course in concert with the rest of the WMATA team). My point - make sure the rest of the organization is ready to keep this momentum going whenever the time comes for a new GM to take over, especially since federal policy will continue to be hostile to transit for the next few years. Other than that, I would make a big push for growing ridership as the #1 goal always. Switching as many trips as possible from cars to transit is extremely important for multiple reasons, and should drive everything Metro does. And of course, the best way to grow ridership is to run as much service as possible. This means also never accepting the status quo of current service levels, and always making the case to regional funders that we need even more trains and buses than we currently have. I understand that federal politics are forcing transit agencies to make a big deal of things like safety and fare evasion right now, and that's fine, but don't let those topics distract you from the more important mission of growing and improving service and ridership. Regardless of what the current USDOT has to say, the people have your back, and what we really care about is good service and more transit options! Thank you for all you do!	*Other*
Stop collaborating with ICE	Safety & Security

Question #1: Please provide your comments in the box below:

Response	STP Framework
The plan appears to look like every other strategic plan I've seen. I am more interested in how or what you plan to do. I use the metro everyday, the one thing I see the most is non working escalators and elevators. The biggest thing, at Metro Station during evening rush hour the escalators going up to the Red line have 2 escalators going down only one going up. It gets very crowded, why do we not have 2 escalators going up during rush hour. Do a study on that. It may help with the flow of people.	*Other*
I support this proposal.	*Other*
the seats on the buses are horrible. a poor decision to place carpet on the seats. it looks as if folks have left a many different body liquid on them. they need to be steam cleaned and look to be replaced with hard plastic. oh and the bus route redesign is the most retarded thing ever. thank you.	Convenience
I think a new Foggy Bottom station entrance should be one of your strategic priorities. A new eastern entrance to Foggy Bottom would save me (and many others) several minutes of commuting time every day--that adds up over the years! It would also reduce the number of streets I need to cross on my way to the office. And it would save me from needing to walk through the gauntlet of beggars and vendors outside the current exit.	Convenience
The goals seem appropriate. It's a bit odd, however, to see "customer centric" as a priority. What on earth else would it be - "outsider centric"? I prefer: Safe Efficient (which includes a high number of routes and buses, moving people speedily in a reliable manner) Clean (which includes SMELLING clean)	Convenience
Make people pay for the bus so passengers feel safer. Remove redundant stops, change stops from near to far side. Build the 3rd and N tunnel for NoMa	Safety & Security

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
1) New faregates have reduced fare evasion on Metro, but it is still frequent, perhaps a majority of riders, on buses. 2) WMATA needs to define the job of Metro station managers. Some are vary active, walking around their stations, speaking with customers and identifying problems that need attention. Others seem to hide in their booths, talking on their phones or with other WMATA employees who enter the booths and ignoring customers unless someone bangs on the glass. Station managers could be much more effective if WMATA were to provide clearer instruction about what they are to do on the job.	Safety & Security
Metro's stated goals are great, and I agree with them wholeheartedly. However, I would add that as a DC resident, bus service within the core neighborhoods of the city is severely lacking, especially for crosstown travel. Circuitous bus routes that are infrequent make it difficult to choose WMATA for anything outside of commuting or going downtown. More attention should be paid to those who live in the core of DC, and not only to commuters.	Convenience
Metro should focus on making the system have more frequent service, especially for buses, with lower or ideally no fares. Fewer cops (imagine the cost savings when you're not buying shitty SUVs and arsenals worth of guns)!	Convenience
Right now, Metro is seriously lacking in efficient crosstown service. The routes themselves are fine, but the busses need dedicated lanes. If you're going to keep working with DDOT (as you probably have to), adding dedicated transit lanes on U St, Florida Avenue, Columbia Rd, and Irving Place would dramatically improve service quality without changing operating schedules at all.	Convenience

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
The clear big three for me are... - On schedule. I risk my job when I rely on the bus because I'm not sure it'll come on time. There have been numerous times where a bus is scheduled and showing on the screen, but doesn't show up. - Safe. I don't always feel safe on the train or coming out of many of the stations. - Fast. I love how I never have to wait too long for a train. It's by far the best part of the metro. I just find the nearest station and never have to worry about the schedule. I'd be incredibly sad if that became deprioritized.	Reliability
I would like a way to easily pay for other people's fares. I have gotten scolded by metro employees several times for trying to help strangers when they're out of funds.	*Other*
It is great that Metro's strategic plan aims for the organization to adopt frequent, reliable, and convenient world class transit. I hope as part of these plans, Metro is not just looking at how other world class agencies run their organizations, but also hires from them to fully internalize their way of thinking. Something I felt was missing from the strategic plan is data transparency. Metro should publish more data to help the research community help it. For example, releasing the ridership between station pairs would allow for new insights on what demand looks like given the current supply of service, homes, and jobs in the region.	*Other*
I strongly support the bus lanes portion through DMV Moves. I would also like to see an effort to increase frequency on non-major bus lines. I often rely on these lines to get around the city, and increasing service on these lines would be an amazing way to increase my use of the bus. I saw one of the goals was increasing rides on 12 min or less lines, which I also support, but additionally would like to see an effort to bring all lines to have more frequent service. Personally, I would also support a dedicated tax to fund Metro more reliably. Thank you for everything that you do to make the DMV one of the best regions in the country.	Convenience
Express routes at major hubs	Convenience

Question #1: Please provide your comments in the box below:

Response	STP Framework
This is excellent. Exactly what a transit agency should be focused on to meet the community's needs.	*Other*
You have opportunity to bring in energy saving technology like the braking system in Delhi metro in india and earn carbon credits, generate revenue from sale of credits to corporations. Consider this. One the lines itself - I would like to have a circular line - currently nothing in big traffic areas - H Street, wharf, logan circle, 18th Street, Roosevelt island, lincoln park -needs a stop. Study the foottraffic of people in DC and design around highest foot traffic. Can we have public bathrooms in the metro!!!!! I would be willing to pay for access to them - like 2 dollar access and a digital payment at the door. So many people pee and poop inside the lifts, this would stop the same. They can be located outside or near the exit of the metro. Really appreciate how clean the metros are now. Post Covid changes have been amazing. When can I start paying directly at the entrance with my card ? Like new york metro?	Energy Management
Get the bus headways on the high frequency corridors down to under 10 minutes, and the headways on the medium frequency corridors down to 15, and the low frequency corridors to 25. Just getting more busses on the road helps so much - it's vastly less terrible to miss a bus if you know it's a 7 minute wait and not a 15 one. It doesn't matter if one bus is running late if there's a ton of them. This will make getting around not on the metro corridors so much easier.	Convenience

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
We desperately need a better transportation connection between Northern Virginia, especially with new employers such as Amazon HQ2 in the area. Currently, the only option is to transfer at Rosslyn for many people living along the Orange or Silver lines, which leads to additional dependence on driving. Increased frequencies for the B/O/S corridors would help, even if major capital projects such as the Rosslyn bypass or Blue line loop are not currently tenable. In the short term, I would like to see greater fare evasion enforcement and improved signage on how to report disturbances on any trains. I also think that investing in real Bus Rapid Transit, with dedicated transit lanes and signal priority, will be key to improving the connectivity of the network in a reasonable timeframe and cost. I would strongly like to see WMATA investigate light rail where it makes sense such as the Purple Line: as one example, the current Virginia Envision Route 7 project ends close to jurisdiction lines and will cost more to maintain every year than a light rail, so I think that the Tysons to Alexandria connection would be better served by LRT.	Convenience
I think that as much as possible, I'd like to see more frequent trains on the outer lines during rush hour. I take the orange line in to east falls church, then the silver line back out to McLean to get to work, so the current 10 minutes between trains can add quite a lot of time if I'm unlucky.	Convenience
Please focus on safety. I still see people managing to jump over turnstiles as well as people with threatening behavior on the platforms Secondly, better lighting and signage is needed in the stations	Safety & Security

Question #1: Please provide your comments in the box below:

Response	STP Framework
Safety and making people accountable for their actions while in the transit systems are huge priorities for me an my family. There have been multiple times when I have been in the transit system and people who were drunk / high, in need of medication or experiencing some type of crisis have put themselves or others in danger and have created tense situations. Additionally there is a large percentage of people jumping the turnstile. I use the transit system every day for work. There are at least 3 times a week a see people jumping the turnstile. This is not only in DC but the Courthouse and Clarendon stop in northern Virginia (Orange and Silver lines). I have often conveyed this to the personnel in the booth but nothing has ever been done and I was told "that is not my job."	Safety & Security
I'd like to submit for consideration a means to increase ridership and enhance the commuter experience during high traffic rider periods. Has Metro considered adding "express" trains that only stop at major transfer points during peak hours? For example the Silver line train would depart Ashburn and stop only at Dulles, East Falls, Rosslyn or other high traffic stations as deemed by ridership data. Thus giving commuters an option for expedited travel and decreased commute times. Further this train would operate 4 or 5 cars so as to maximize the number of passengers. Additionally during peak times trains would operate on 5 min intervals vs the current 10 min intervals. This also provides the opportunity to increase jobs for train operators and additional required staff. This option could also be employed during major special events.	Convenience
For the bus, no one pays the fare and the app is not user friendly. It is full of ads and doesn't accurately show when the next bus is coming.	Reliability

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
The plan appears to entirely aspirational. It's not a Plan until resources are defined and distributed among the goals. How many of what kind of personnel will be committed to the implied tasks set forth? What specific goals are envisioned? How will they be measured? It seems there is still a lot of work to do.	*Other*
If the metro will be refreshed, it better be functional and safe for everyone. Having world class looking stations and trains when delays impact passengers and no refunds are provided it is frustrating.	Reliability
Transit-Oriented Development ('TOD') needs to become a main priority of the agency. As an evertday metrorail rider, I see underutilized land near metrorail stops and metrobus stops. The best way to incease ridership and increase safety is to build housing and community needs near metro stations. Just look at the story of NoMa. Metro has a large inventory of land near stations. Please utilize it. Further, push for zoning changes that allow greater housing near stations. Incentivize developers through land value taxes. Secondly, bus lanes, bus signal priority, and BRT should also a main priority as the bus routes trypically get people cross town. These crosstown routes are essential. Please consider more priority features for the C53.	Financial Stewardship

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
I would like to see bus supervisors at Deanwood Station. Especially in the morning when the route start and in the afternoon between noon and 4pm. Buses like C63 always late, no matter what time you get to the bus bay. When they are late they dont pull off, they sit at the bus bay for another 5 - 15 min. This is pass the time they suppose to be already gone. Metro put a schedule when the bus to arrive. Customers follow the schedule, drivers dont. We have places to go at a time we suppose to be there. I work for a local hospital been there 13 years and never been late 2 times in my 13 years since the bus change in June. Not on my part but Metro I arrive at the stop at least 15 min early before the bus suppose to arrive. Its a good route for me. It cut my bus ride down to 1, instead of 2.	Reliability
Can the reduced fare program be simplified to access? Right now it requires doctor's to fill out a form and the person applying to go in person to get a card. That is a big barrier. One way to lower the barrier would be to cut fares for everyone who uses metro without means testing it. Disability can be chronic/long-term, but it can also come and go in ways that a doctor won't see. Instead of making the most vulnerable prove they are deserving of reduced fare, why not simplify things for riders by lowering the costs all around. Thank you for your time!	Convenience

Question #1: Please provide your comments in the box below:	
	STP
Response	**Framework**
Metro service felt like it was really improving over the last few years, but there has been a noticeable and worrying decline over the past few months. Major delays due to trains going out of service mid-run happens nearly every week around Courthouse/Clarendon, it seems, and it's starting to feel like the Metro I dreaded to use in 2016-2018. I want Metro to be amazing, but I am often left feeling frustrated and dissatisfied. Just this past weekend, I and everyone else who ran the Marine Corps Marathon and wanted to leave via Metro had to walk down the entire Rosslyn escalator, one of the longest in the world, while the one functioning escalator was going up. This caused hours of unnecessary delays and literal pain. My husband, who takes Metro to Rosslyn every weekday, said this was only the second time in the past year that the escalators at Rosslyn were out of service.	Reliability
Thank you for the opportunity to add a comment. I think metro has made significant improvements to metro rail. However, cleaning could be stepped up. Offering a world glass system also means a clean system. To many spilled on and sticky floors in stations and on trains. I rail everyday and I say a clean system is a happy system! Please also keep up with officers riding the rail. It's nice to see them on trains and in stations and i think it helps cut down on kids and adults causing problems. Thank you for continuing to improve. Efrem L. (Daily Metro Rail rider)	Convenience

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
If the metro keeps building more & increasing frequency it could be America's number 1 metro/subway system in a few decades. There should also be a lot of consideration in the land around stations; especially in suburban areas streets usually feel more dangerous than being on the train, and that hurts ridership; I suspect its a reason why Whiele has more ridership and than Reston Towne center, since at the town center you cross a busy street & walk further to get anywhere of importance, while at Whiele the pedestrian plaza is directly adjacent. I don't know if its feasible/legal but investing in land adjacent to the stations as the rail company seems to be a good system to incentivize improvement, like how it works in Japan or with Amtrak owning Union Station (Like I mentioned before T.O.D. seemed to be working for Whiele). If that doesn't work then having a close relationship with developers could help.	Financial Stewardship
The most beneficial thing to customer experience, in my opinion, would be enhancing the frequency of trains. Especially during rush hour, waiting for 10 minutes if you miss the train can be frustrating. In addition, if there is a way to improve escalator function so they're not always breaking that would be great.	Convenience
Metro is correctly focusing on service quality, safety, and efficiency. With construction costs prohibitively high, the right approach is to work on improving bus and rail reliability and quality of service. Ridership growth proves that people want safe and frequent trains and busses. Using this time to modernize infrastructure, reduce costs, and increase reliability will keep Metro in a good position to take the next step towards system expansion in the future.	Reliability
Extending the orange line further down i-66 through Fairfax Corner and Gainesville would be tremendously useful in getting around the NoVA and DMV areas.	Convenience

Question #1: Please provide your comments in the box below:

Response	STP Framework
I think Metro should seriously consider increasing frequency on the Blue, Orange, and Silver Lines. It feels pretty ridiculous that the Yellow, Green, and Red Lines get significantly higher frequencies while the best we can get on the BOS is 10 minutes during peak hours. The demand is clearly there, trains are packed during peak hours, and even off-peak, the trains move a decent amount of people. I would also say maybe it's better to add slightly more padding on the transfer at Rosslyn. Since ATO, the transfer timing at Rosslyn has improved drastically. However, when transferring from the Blue (to Downtown Largo) to the Orange (to Vienna), I have noticed that there is usually only 1 - 2 minutes to transfer. Given the fact that the Blue Line gets delayed going into Rosslyn quite often, I have needed to wait 12 minutes for a transfer sometimes. I really support Metro in continuing to push for better bus priority. The Metro doesn't cover many parts of the region, so buses must be fast, frequent, and run on time, just like the Metro. As a regular rider of the A70, it is pretty frustrating to see how slow it can be, but I am glad the service exists, and it has shortened my travel times. Lastly, I just have some safety concerns about the turnstile jumping. I have seen it happen a couple of times, and the station manager has not done anything to confront it. Even on the news and social media, I've seen people complaining about crimes and uncomfortable things happening, and the station manager just sits there doing nothing. I understand that they're not the police, but sometimes you can't wait for the police to show up. What am I supposed to do, tell the fare evader to stop and wait for MTPD to arrive? And sometimes, MTPD even turns a blind eye. This kind of carelessness, from whoever, encourages reckless behaviour in the system. Otherwise, I am encouraged by the changes WMATA are planning to implement and how much they care for the riders. I'm grateful for this agency, along with all who work for it, and I hope my feedback can be helpful for the agency.	Convenience

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
Bus service for South West DC (zip code 20024) needs at least these two fixes. First, extend the D40 and D4X Georgia Ave/7th Street bus lines across the National Mall to Waterfront Metro Station. Second, add to the C11 northward route a stop at 7th & I Streets (bus stop # 1003903) to mirror the bus stop across 7th Street, at Jefferson Middle School.	Convenience
Great progress has been achieved over the last 3 years supported by collected data. I suggest the following objectives and actions: 1) Service Excellence: similar to introducing silver line service on part of the orange line, namely to New Carrollton, I suggest investing in upgrading the exciting interlocking so several new lines (with new names/colors) can be introduced that would for example, combine part of the silver line with the yellow line. Currently, I have to take 3 metro lines (silver, blue and yellow) to travel from McClean to Eisenhower station. 2) Talented Teams: introduce objective to build competent internal teams that can carry out duties like senior project managers, project managers, QC managers, etc. It is puzzling that WMATA awards PMC contracts, sometimes PMC contract cost close to actual prime contract cost, to consultants while they have inhouse teams who should be managing their projects. Consultants should be hired as SMEs mainly for technical and legal matters. Currently, the process to build competent PM teams will take few years given that many of the current internal Directors/ SPMs/ PMs have been depending on consultants in carryout their core roles and responsibilities. 3) Financial responsibility: besides joint projects development, further cooperation with the private sector is needed at least to work jointly on increasing ridership. As a start, WMATA should work with major companies like Amazon, Marriott, Capital One on incentivizing metro ridership (example: tax deduction, carbon credit, employers' subsidies, etc.).	*Other*

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
Deprioritize upgrading the time signs. The new ones are terrible, have less information, are confusing, and cost money.	*Other*
It is appreciated that Metro has increased frequency of trains. This makes people more likely to use Metrorail. Although Metrorail has taken positive steps to decrease crime, like putting in better fare gates, the Gallery Place metro stop on the Yellow line was not safe (people were hanging around threatening passengers) until the National Guard showed up. Maybe Metro police could patrol as much as the National Guard did.	Safety & Security
I am a Metro rider....bus and rail....have been since moving to DC in 1980. Most of the time I am satisfied w/WMATA........Being in my 80's......I must navigate the system carefully and I do find that personnel are very empathetic regarding we elderly and are there to help out I do wish Metro would. have kept MetroAccess to EasternMarket available to we in SW Community. New bus routes are still a bit complicated regarding the changes made.	Convenience
System needs to improve its planning, estimating of costs, and cover all of its operating and capital expenses. Being world class and aspirational need to be dropped. Instead focus on efficient and effective service striving to meet the needs of as many travelers as possible. Only so many people will use transit due to job locations and travel time. Your planning, marketing, and coordination on other regional issues needs to be more realistic. The demographics are that most 90% of people want a car. They may use transit for choice trips if it is convenient. Expecting any significant amount of shift in ride share in the next 20 years is not realistic.	Financial Stewardship
I would love to have a single-sheet bus map for the entire city, so that I can see how buses are connecting with each other, and how I can take one bus to connect with another far from my neighborhood. Although I can get a limited view online, an actual paper map of the entire system would be helpful.	*Other*

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
Prioritize core service investments (as opposed to more suburban expansion) and accelerate efforts to develop residential around all stations, especially those that are low value uses (e.g. parking). Bring in private sector talent to reduce bureaucracy and overhead, e.g. leveraging tech tools for data analysis (but not replacing core functions just for the sake of tech deployment)	Financial Stewardship
1. Accessibility: we really need metro to extend south to Woodbridge. 2. Customer service: to ask anyone for help you have to press a button and wait for the person in the booth to respond. There is no one assisting that I saw on the platforms or in the open air of the terminals. 3. Safety: I watched people jump the turnstiles without paying. I also saw no police or security officers present on the blue line platforms or terminals from Springfield to Metro Center.	Convenience
The new improved bus service leaves little for SW residents to be happy about. The C55 bus doesn't run often enough to be really useful The C55 runs to no schedule and arrival time from L'Enfnt plaza is very long. With no Circulator or Curcuit electric bus service SW residents are essentially cut off from Capitol Hill. The C11 bus (to National Harbor appears to b very popular. although I haven't tried it yet.	Convenience
In terms of strategic planning, Talented Teams would be better placed as an enabler under Activation, rather than being a Metro goal itself. Having talent is not enough without it being applied to what people expect from Metro- as covered by the other goals. Thank you for considering this revision.	*Other*

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
Love the new bus routes. But... here in SW Waterfront Metro area... no bus stop signs in several places, no printed bus route booklets at the Waterfront Metro kiosk (but they at the SW Lib), no printed bus route booklets on the area buses (why can't the driver pick up some for his/her route when leaving the lot).	*Other*
Metro needs to clean buses as if we were still in the pandemic tired of whisky odor and dirty homeless people.	Convenience
On behalf of the Washington Area Transit Office at the Maryland Department of Transportation, I offer the following comments: - Pg 15 - Correct Washington Suburban Transmit Coalition to Washington Suburban Transit Commission. - Pg 15 - Please clarify the nature of the engagement with WSTC. A presentation was made to the WSTC announcing the upcoming public comment period for the draft STP. The draft STP itself was not reviewed. - General - please clarify that Tactical Projects are a list of illustrative projects to achieve the STP goals and progress on the Tactical Projects will not be explicitly measured/reported on as part of ongoing STP performance evaluation such as the Service Excellence Report and other recurring reports. - Please provide Appendix A for review and comment.	*Other*
I would like wmata to provide better bus service to areas that don't have metro. Like Adams Morgan, 14th Street, and parts of Arlington and Alexandria	Convenience
Metro trains should close everyday at 2am like it does on the weekends. There are late workers and people needing to get home that the buses don't reach after a certain time	Convenience

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
1. This is only an outline/overview of the STP will there be additional opportunities to provide input? Only sharing goal level and objectives does not enable meaningful input. 2. What does organizational efficiency mean? That's too general to be a goal - use STAR method for goal setting. 3. Why did you eliminate regional opportunity? The goals do not showcase your commitment to regional collaboration.	*Other*
I do not think financial efficiency should be given this kind of primacy. To me, the Metro is a public service with very impactful, positive externalities, and operating it as a business is to the detriment of the service and the community. I would prefer higher taxes to increase funding and expansion rather than WMATA or external consultants dedicate time and effort to making it better at making money.	Financial Stewardship
WMATA should not chase after suburban sprawl into virginia and maryland, it's a waste of time and resources and completely sustainable. Instead incentivize high-density housing next to metrorail stations. Stations like east falls church on the silver and orange are surrounded by low density residential, a truly absurd decision that has direct implications to the revenue of WMATA.	Financial Stewardship
Please allow tap to pay with credit cards and smart phones, so we don't need SmartTrip. (Like the OMNY payments in New York)	Convenience

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
I know all of these might not be possible, but in my personal experience riding on the metro, I would like the see these three things : 1. Lower the price of the most expensive metro stops. 2. Make the metro faster (while being safe). 3. Expand the orange line into Northern Virginia by going into Centreville AND/OR improve the efficiency and awareness of the bus system in Northern Virginia. With me going over to Arlington a lot more often, as someone who has to drive all the way over to the Vienna/Fairfax metro and park there, I do often feel deterred riding the metro in the middle of the day to go to stops in Arlington like Crystal City and Pentagon since it takes about the same time to get there by car, and can at times be more expensive than driving there and finding inexpensive parking. Also, doing that drive over to the Vienna station can be a bit of a hassle and take longer than it should to get into a moving train.	Convenience
Choosing Talented Teams as a goal would be difficult when it comes time to assess success. The plan shouldn't put Metro employees in a position of self-judging especially if this goal is later used to justify prioritizing spending to their benefit vs. other goals. If Metro staff remain a core feature of the plan, at a minimum the staff and teams involved or providing input to the draft STP should be included in the Interested Parties disclosure when this item comes to the board.	*Other*

Question #1: Please provide your comments in the box below:	
Response	**STP Framework**
I generally agree with and support the STP. However, in terms of the vision and the goal of service excellence, the primary criteria seem to be 'safe', 'reliable', and the somewhat nebulous term 'convenient', which is explained to encompass things like service frequency. I feel that omitting mention or metrics around trip time misses an important part of the core underlying purpose of Metro for customers: getting from point A to point B. Worsening trip time can make service less and useful to customers (or vice versa) regardless the other goals. A bus that gets one, say, from Union Station to Georgetown, can be safe, have a frequent schedule of every 10 minutes, reliably depart from US at the scheduled frequency and arrive to GT within the scheduled trip time, but if that trip time is 60 minutes, is it useful? Is anyone going to ride it? I understand this is a tricky thing to use as a goal because trip times may be hard for WMATA itself to substantially control. On rail, they were mostly stable for years until the recent switch to ATO / design speed on some segments. On bus, the traffic and road environment is largely managed by jurisdictions. But I urge WMATA declare that they will consider efficiency of trips as an important goal and outcome of their other work.	*Other*

Table 2: Question 2 Comments

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?	
Response	**STP Framework**
Free buses	*Other*
Service Excellence	*Other*
I take WMATA every day and the things I notice happen regularly are delays. If it's not a signal issue, it's something with the trains, or a track problem. For all the things WMATA does great, it doesn't keep the best time which drives people to not want to use it. I would take the bus, but it doesn't come where I live so I drive to the metro station and ride from there.	Reliability
Rail automation, platform screen doors	Reliability
*Station 'managers' currently ignore turnstile jumping - can't they at least radio a description to security personnel? Jumping is flagrant at Tenleytown - and nothing is done. Why not post a uniformed officer at the elevator AND at the mezzanine gates during morning rush and afternoon school dismissal? *Stopping trains in tunnels is dangerous. Please adjust headways so stopping in tunnels is unnecessary. *Metro bus drivers routinely run through red lights without consequence. When will WMATA get serious about penalizing unsafe driving and not give lip service to legitimate consumer complaints? *Fare evasion on busses is rampant - why not instruct drivers to refuse to move until fares are paid? Or, press a button to alert Transit Police to board the bus? WMATA is leaving lots of money uncollected.	Safety & Security
Bus coverage, damage control for Better Bus (3Y and 16Y)	Convenience
Increased Transit-Oriented Developments and making service more convienent.	Financial Stewardship

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Expansion and refinement of digitization	Organizational Efficiency
Safety and Speed	Safety & Security
Reliability, financial sustainability	Financial Stewardship
Station Maintenance & Upgrades – Prioritize sustained investment in station maintenance, modernization, and cleanliness. Metro's "Service Excellence" goal should include measurable benchmarks for station condition and appearance, not just reliability or safety. Community Coordination – Strengthen coordination with local agencies and ANCs to address the conditions of plazas, entrances, and public spaces directly adjacent to stations.	Convenience
bus fare evasion and cleanliness of buses	Safety & Security
Getting greater and more secure funding from MD and VA, potentially even from the federal government as well	Financial Stewardship
Cleanliness of the stations focus on safety as the floors are unsafe when wet	Convenience
Frequency of buses and accuracy of information on the bus stops about their arrival times, and non-payment of fares by many riders on some lines.	Reliability
Advocate for a second RFK station so we can show the world what a world-class, transit-forward stadium development can look like.	Convenience

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Everyone should pay their fare AND we need reliable buses to connect those who don't live at rail stations to Metro rail. On some bus lines, the wait is longer than ever.	Convenience
Security: WMATA has done decent job reducing fare evasion on metro-rail but it now needs to work on eliminating fare evasion on metrobus. This problem is especially urgent since it has led to fare increases that are unfair to riders and safety issues that affect riders and bus operators alike (i.e. fare evaders on metrobus are more likely to act violently on a bus than a paying customer). Affordability: WMATA needs to make metrorail and metrobus comparable in cost and convenience to other forms of transportation especially commuting via car. The current base fare for metrobus is too expensive to make metrobus an affordable option for commuting. Prices on metrorail are even more unaffordable. WMATA needs to find ways to lower their prices in order to increase ridership and lower fare evasion.	Safety & Security
Slightly increased train frequency on orange line particularly on weekends. Cleanliness of trains and buses. Keeping extended hours - 6am opening on weekends is essential to catch a flight out of Dulles or DCA	Convenience
Prioritize hiring bus drivers.	Recruitment & Retention
Fare-enforcement.	Safety & Security
Safety and reliability	Safety & Security
Ending ICE collaboration. Ending advertisement of ICE and CBP.	Safety & Security

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Don't collaborate with ICE. Don't allow them to take our neighbors.	Safety & Security
Stop allowing fascists to harass your riders	Safety & Security
Reject ICE	Safety & Security
1. Commitment to safety of local riders and not overpolicing or collaborating with ICE.	Safety & Security
NOT collaborating with federal police	Safety & Security
Prohibiting ICE from all WMATA property and vehicles.	Safety & Security
Frequent service, and holding fares stable.	Convenience
Completely banning ICE agents from the Metro	Safety & Security

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?	
Response	**STP Framework**
1) Modeshare - i.e. switching trips from cars to transit. Do this by making service as frequent and expansive as you can, and don't let funding jurisdictions tell you that we have 'enough' transit already. More is always beneficial! 2) Honest public messaging - don't wait for outside advocates to make the case for more and better transit. Metro itself should be the leading voice for more trains and buses across the region. Also, when jurisdictions and federal agencies are hamstringing WMATA through insufficient funding and support, tell the people that that's what's going on. I know you can't always be nakedly political, but make sure that residents know to pester their elected officials (rather than you guys) when the system needs more support.	Convenience
improve bus service to the point where I don't need to check a bus schedule to plan when I need to leave my house. If a bus comes every 10 minutes, that is a huge quality of life improvement that I think would drive more ridership. With self driving cars coming online, is there possibility to implement self driving buses down the line? Continue to run fast and frequent train service, and as capital planning allows, implement platform screen doors to allow for fully driverless trains.	Convenience
Stop working with ICD	Safety & Security
Better WIFI and no 6 car trains during rush hour times	Convenience
Capital projects and service frequency	Convenience
getting the bus routes correct and cleanliness. the subway used to be pristine. gallery place, metro center, they look diseased and dirty	Convenience

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Safety in and around stations and on buses	Safety & Security
Safety and speed of reliable, clean transit	Safety & Security
Make people pay for the bus so passengers feel safer. Remove redundant stops, change stops from near to far side. Build the 3rd and N tunnel for NoMa	Safety & Security
Working with local governments to speed up bus service, such as with strict enforcement of bus lanes, removal of cars and delivery vehicles blocking bus stops, and signal priority. Last week I counted no fewer than 13 vehicles in the eastbound rush-hour bus lane on Pennsylvania Ave SE between 6th and 7th Streets on a Tuesday at 4 p.m., when the bus lane is supposedly in effect. Metro might also work with local police departments to incorporate a short training module on how police should handle buses when a street is blocked by police or fire department action; by my observation, automobile drivers are quick to turn around and find alternate routes, but buses often sit for extended periods as officers on the scene make no effort to move them through the area.	Reliability
Increasing bus service and improving crosstown travel.	Convenience
Lower fares	Convenience
More frequent and reliable busses Higher capacity service during rush hour (what happened to 4-5 minute headways on the red line???)	Reliability
Accurate bus times. More frequent trains during rush hours	Reliability

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
WMATA should prioritize hiring people from world-class transit agencies to internalize their lessons. In addition, WMATA needs to continue their work of bringing down capital costs so new projects can be effectively delivered and the money raised goes even further.	Recruitment & Retention
Increasing bus frequency.	Convenience
Express routes and train automation	Reliability
1. Make service more frequent on rail 2. Make service more frequent on bus	Convenience
New stops/lines Bathrooms Digital payments	Convenience
Lowering bus headways and increasing fare enforcement	Safety & Security
I think that WMATA should invest in more BRT projects with dedicated lanes and signal priority to create a more connected network. This will make it more feasible to travel without a car for people who do not live next to a metro station. As a concrete example, I think that helping the NVTA make their draft BRT plan come true will greatly alleviate traffic in the region. For a second priority, I think that WMATA should begin evaluating LRT with grade separation along key routes that have a clear need for greater transit, such as Envision Route 7. While more expensive initially, this will help cross jurisdictional lines compared to the MD Purple Line and lower operating costs.	Convenience
I think that as much as possible, I'd like to see more frequent trains on the outer lines during rush hour. I take the orange line in to east falls church, then the silver line back out to McLean to get to work, so the current 10 minutes between trains can add quite a lot of time if I'm unlucky.	Convenience

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Crime/safety	Safety & Security
Safety and making those who break the law accountable for their actions	Safety & Security
Increasing ridership, faster more efficient trains and cleaner stations.	Reliability
Fare evasion and safety	Safety & Security
Service and safety.	Safety & Security
To enforce fares, it is not fair to raise fares on all the ones who do pay to use the metro when we have people jumping the gates and metro police doesn't do anything about it.	Safety & Security
Transit-Oriented Development and Bus Priority Initiatives.	Financial Stewardship
This will always be my answer, time. Making sure buses are on time. I dont mean exact. I will take 5 min late over 15 - 20 min late or not at all.	Reliability
lowering fares, more frequent service	Convenience
Please focus on maintenance as well as growth. Trains that break down in the middle of runs won't do anything to help plans of increased frequency or service hours.	Reliability
Safety and timeliness!	Safety & Security

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Higher financial stability, I know funding for the system is finnicky, but cutting services should be a last resort to achieve this Safety	Financial Stewardship
As mentioned earlier: train frequency and station accessibility (specifically escalator function)	Convenience
Rail automation is essential to a modern world-class transit system Bus reliability will always have better outcomes for neighborhoods, climate, and riders than expensive electric options	Reliability
WMATA should prioritize extending lines along their existing corridors and open up more inter-suburban lines to increase the number of trips that people will choose to take Metro for.	Convenience
1. Metro signalling system to allow for higher frequencies and reliability. 2. Bus priority (especially signal priority, since it's an easier sell politically and costs less money).	Reliability
Service convenience and Financial Responsibility	Financial Stewardship
Service and efficiency	Reliability
Bike lockers need to be ready	Convenience
Service frequency and safety	Safety & Security
Drop word class. This is a ridiculous goal. You need to focus on being efficient, cost effective, capturing revenue to meet expenses, and ensure you have the resources to sustain and incrementally improve your operation. World class is a waste of oxygen and signals you are not looking at realistic areas for improvement.	*Other*
Safety and frequency.	Safety & Security

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Core service, not suburban expansion. Real estate development to enable (1) more riders (2) more destinations served by existing high-capacity investments and (3) more funding streams	Financial Stewardship
Safety and extending Metro south to Woodbridge.	Convenience
Bus service to all of Washington DC - not just NW. Now that we have an enhanced 'security' presence I assume it's now safer to ride the metro. I am retired and had health issues earlier this year and felt unsafe riding the metro during the time school children ride the train. I haven't ridden on the metro rail in months and I hope security on the train has improved.	Safety & Security
Planning for core financial sustainabilty defined with regional funding partners' more constrained forecasts before adding nice-to-have items.	Financial Stewardship
Safety and ensuring psgrs pay their fare. Why should I pay when many don't? The other day, the first boarding psgr didn't pay then proceeded to yell and shout crazy stuff causing fear for all.	Safety & Security
cleansing and keep rotating light on bus	Convenience
Cost efficiencies and service reliability	Financial Stewardship
More bus routes with smaller headways	Convenience
Prioritize financial responsibility & service reliability.	Financial Stewardship
Reducing headway times for existing routes, expanding transit coverage to georgetown	Convenience

Question #2: To help Metro achieve its goal of delivering world-class transit over the next several years, what are one or two areas WMATA should prioritize?

Response	STP Framework
Formally end the outdated legacy decision of park & ride metro stations. Replace robust parking at metrorail stops with robust housing at stops.	Financial Stewardship
Payment modernization. Look to New York	Convenience
I think they should focus on being the Continuously Improving and Customer Centric fields.	Customer Service Mindset
Resiliency to external direction/changes from historical patterns/expectations that affect funding needs and ability to sustain over long term	Financial Stewardship
1. Modernize rail infrastructure, including by seeking to add infrastructure that enables more flexibility in rail operations like more passing sidings or loop tracks. 2. Push jurisdictions to do bus rapid transit right, not as a half hearted 'sign says lane is for buses during morning and evening rush hour on weekdays' attempt. Bus rapid transit that is typically filled with parked cars, not buses, is just an empty marketing promise. Automated tickets from bus cameras are a start, but they are clearly not working very well, and WMATA should consider only investing in BRT corridors that have a busway with physical separation preventing vehicles from occupying the right of way.	Reliability

Table 3: Question 4 Comments

Question #4: Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?	
Response	**STP Framework**
Free bus	*Other*
*Station 'managers' currently ignore turnstile jumping - can't they at least radio a description to security personnel? Jumping is flagrant at Tenleytown - and nothing is done. Why not post a uniformed officer at the elevator AND at the mezzanine gates during morning rush and afternoon school dismissal? *Stopping trains in tunnels is dangerous. Please adjust headways so stopping in tunnels is unnecessary. *Metro bus drivers routinely run through red lights without consequence. When will WMATA get serious about penalizing unsafe driving and not give lip service to legitimate consumer complaints? *Fare evasion on busses is rampant - why not instruct drivers to refuse to move until fares are paid? Or, press a button to alert Transit Police to board the bus? WMATA is leaving lots of money uncollected.	Safety & Security
More 24 hour service	Convenience
Increased Metro expansion/capital projects, which while understandable due to budget constraints right now, should be in Metro's future. Metros around the world are expanding like crazy, and Metro should be one of them to make even more trips by transit.	Convenience
Bus fare evasion and problem riders	Safety & Security

Question #4: Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?	
Response	**STP Framework**
The plan's focus on safety, reliability, and convenience is strong, but there is limited acknowledgment of station-level experience like the day-to-day cleanliness, maintenance, and aesthetics that shape public perception and ridership confidence. WMATA should treat this as a key pillar of "Service Excellence," with metrics, accountability, and funding to ensure busy urban stations like Columbia Heights reflect world-class standards.	*Other*
Urgent expansion is needed. Think big. Stop doing small projects.	Convenience
Overall, I think our Metro system is great!!!	*Other*
Nothing I can think of!	*Other*
NA	*Other*
I was very impressed with your transformation plan.	*Other*
WMATA's first pan is not specific enough to properly fuel change. WMATA needs to focus on concrete rather than abstract goals. WMATA is not an theoretical system it is an actual one and it deserves an actual plan for improvement.	*Other*
No	*Other*
Metro Transit Police has been collaborating with ICE. This creates fear among your riders. It is imperative that Metro work to end this collaboration and ensure safe rides for all members of our community.	Safety & Security
Once again please do not collaborate with ICE.	Safety & Security
Stop allowing ice, FBI, irs, hsi and others into your stations to harass and kidnap your patrons.	Safety & Security

Question #4: Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?	
Response	**STP Framework**
Stop collaborating with federal police	Safety & Security
Your partnership with ICE. It's not what residents want.	Safety & Security
Please stop collaborating with ICE	Safety & Security
More seating in some stations	*Other*
Cleanliness of air inside stations and vehicles. There are many, many instances where I will drive rather than take metro (and especially bus) bec I just cannot trust that I will emerge not smelling of marijuana. It has happened so many times. Red line, and bus routes serving Wash Hosp Center, Rhode Island Ave, Monroe St NE. Do not shrug it off as "we can't control it, it's legal". Do something about the part you CAN control. It's not just me who avoids metro bec of this	Convenience
Make people pay for the bus so passengers feel safer. Remove redundant bus stops, change stops from near to far side. Build the 3rd and N tunnel for NoMa	Safety & Security
Many bus routes run through downtown Washington and are frequently interrupted by mass activities--demonstrations, barbecue festivals, foot races, and so forth. This is highly inconvenient for those of us who depend on buses to get to work or other activities and it drives riders away. Can WMATA work with the DC government and the National Park Service to find ways to minimize these disruptions?	Reliability
Yes. Metro should release more data to the community in an effort to crowdsource ideas from research institutes and industry participants.	*Other*

Question #4: Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?

Response	STP Framework
Bathrooms Digital payments New lines	Convenience
Get more busses!	Reliability
Some stations may be dark and make some signage hard to see	Safety & Security
That the metro app has ads that don't full interrupt the user, we are trying to get to metro updates quickly, having ads that are impossible to navigate away from are annoying.	Other
how to build and maintain costs from skyrocketing. every delay, new survey, litigation, NIMBYs cause prices to increase. The Bloop (RIP) probably costs 50x more now than when it was initially proposed	Financial Stewardship
Talking to customers. Go to the bus areas and getting there feedback.	Other
I know it's hard for transit agencies right now. I work for a transit agency too and I see the challenges. I believe Metro can be amazing. When I see service declining after years of improvement it really breaks my heart.	Other
Hopefully the goals set and the feedback suggestion are taken seriously and are achievable!	Other
No	Other
More bus stops so that elderly and handicapped people who cannot walk distances and who find Metrorail hard to use can still use public transport instead of taxis.	Convenience
Cooperation with key private organizations in DMV region	Other
YES....making METRO more accessible to we here in the SW of DC. The new bus routes are very confusting for we elderly and getting use to new routes takes one a while.	Convenience

Question #4: Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?	
Response	**STP Framework**
You need to reshift your focus. Incrementally improving performance and cost effectiveness are critical. You need to reach a point where revenue collected meets operating and capital costs w/o contributions from local communities.	Financial Stewardship
Extend service to Woodbridge	Convenience
no - it reads like the usual bureacuratize	Other
Need for a fair and sustainable governance approach across riders, key funding partners, and Metro management and locals	Other
Have operators and announcements speak slowly. Some rattle off the info so fast it's not clear or understandable.	Other
women with strollers completely blocking front of bus so only they can sit.	Other
No	Other
The STP Currently does not prioritize resilience or sustainability. There also how does the STP prioritize state of good repair. There was a lot of news around safety and reliability of technology like the signals and ATO safety concerns but I'm not sure how that connects to the way the STP is presented.	Other
I feel, strongly, that the only things Metro and WMATA could improve that would be noticeable or affect my life are to increase service. I want more bus stops and metro stations, served by more buses and trains, for more hours, with shorter headways. I would be thrilled to pay more in taxes for it, and would be willing to pay higher fares for expansion and reduction in headways.	Convenience
None	Other

Question #4: Do you see any other important issues that the updated Strategic Transformation Plan has not addressed?	
Response	**STP Framework**
no.	*Other*
Board Governance- Addressing oversight conflicts from board that co-represents funding partners. Might help to add independent board members elected by riders.	*Other*

Appendix C: Letters and Documents

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Randy Clarke
General Manager and CEO
Washington Metropolitan Area Transit Authority
300 7th St SW
Washington, DC 20024

Re: WMATA's Strategic Transformation Plan Update 2025

Dear Mr. Clarke,

On behalf of the Greater Washington Partnership (the Partnership), I am writing to share comments on the Washington Metropolitan Area Transit Authority (WMATA) 2025 Strategic Transformation Plan Update (STP). WMATA's rail and bus systems are critical regional infrastructure and mobility assets, essential to expanding access to opportunity and bolstering the region's long-term economic competitiveness. The goals and objectives identified in the STP complement the Partnership's vision for a world-class, 21st century regional transportation system.

The Partnership applauds WMATA's post-pandemic growth in service efficiency, safety, ridership, and farebox recovery. Since the adoption of the 2023 STP, WMATA has advanced key initiatives to improve service efficiency, including the resource-neutral Better Bus Network redesign, contactless Metrorail payments, and the completion of major state-of-good-repair projects like the Yellow Line tunnel and bridge rehabilitation. We also want to applaud WMATA's evaluation of inefficiencies resulting in over $500m in cost savings, fare gate modernization to boost revenue, and maintenance of clean financial audits.

The Partnership strongly supports the draft 2025 STP's focus on measurable, outcome-driven objectives to ensure consistent performance and results tracking, including quantifiable metrics for service performance, attracting and retaining talent, and proposed improvements in financial reporting that enhance transparency and accountability. Specifically, we want to applaud the inclusion of key results such as increased percent of capital plan funded, development of new transit-oriented development projects, increased customer satisfaction, and boosting leadership development opportunities through "Metro U." As the region considers significant new investments through DMVMoves, including modernizing signaling systems, upgrading rail infrastructure, and strengthening coordination with local bus operators, the STP underscores a shared commitment to maintaining public trust, enhancing service, and advancing a unified regional transportation vision. The Partnership stands ready to work with WMATA, regional partners, and the business community to help realize that vision.

Thank you for considering the Partnership's comments and for your continued commitment to making our region the best place to live, work, and do business.

Sincerely,

Emily West
Senior Vice President, Policy & Initiatives

The Blue Line: Columbia Pike and National Harbor

A Comprehensive Proposal

Part 1: Introduction to WMATA & Current System Problems

The **Washington Metropolitan Area Transit Authority (WMATA)** operates a heavy-rail transit system in the DC metropolitan area, serving both the city itself and its neighboring states of Maryland and Virginia. For decades, WMATA has built a world-class transit network, consisting of six lines that span the District of Columbia, Maryland, and Virginia. Each line provides essential connectivity to the downtown core and extends outward to the inner and outer suburbs.

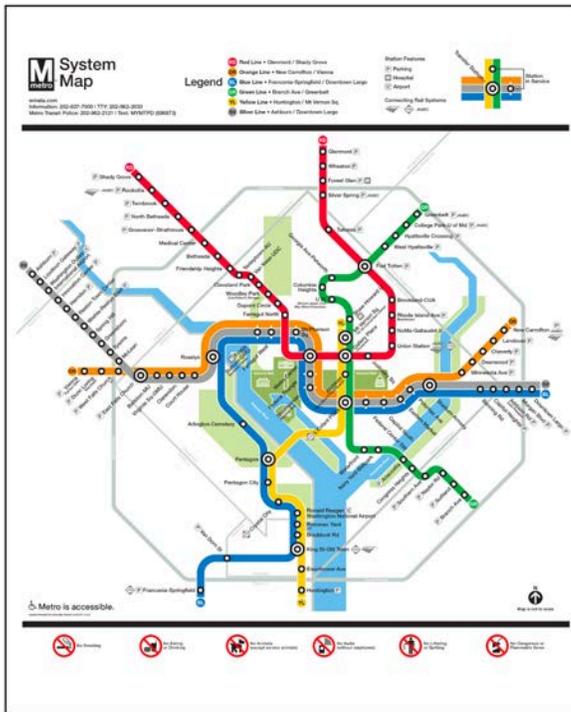*Fig. 1. WMATA Rail System Map, 2024*

Due to the interlined core of the DC metro's network; Silver, Blue, and Orange Line train frequencies are very low. They range from 10-12 minutes on weekdays and even longer on weekends. This bottleneck impacts passengers' willingness to ride, especially on suburban routes, and results in slower service with constant stops as trains wait for others. This low

frequency of service leads to increased crowding during rush hours, particularly at key stations like Rosslyn, L'Enfant Plaza, and Foggy Bottom, where multiple lines converge. When trains arrive at these crowded stations, passengers are often forced to squeeze into already full cars, creating a poor experience for riders. Overcrowded trains also lead to longer dwell times at stations, further exacerbating delays throughout the system.

Moreover, the limited capacity of the existing rail lines means that suburban stations, particularly those at the ends of the lines, often experience service disruptions that ripple across the entire network. A delay on the Silver Line, for example, can cause delays that impact riders on the Blue Line and Orange Line even though they may be 20 miles apart. This lack of system resilience further deters potential riders from relying on Metro for their daily commute.

Fig. 2. Maximum Frequencies at the Maximum Capacity (26 TPH)

Additionally, WMATA has projected significant growth by 2040—an increase of 37% more people and 30% more jobs in the areas served by the Blue, Orange, and Silver Lines. Unfortunately, the current system's capacity is insufficient to accommodate this influx. One of the main issues stems from the Rosslyn Station, a key transfer point for commuters traveling to Virginia. The Blue Line trains from Virginia merge here with the Silver and Orange Lines, creating congestion that delays travel across multiple lines.

The main problem is that Blue Line trains have to junction at Rosslyn, meaning that crowding is a huge issue in many parts of the core of DC, as well as at Rosslyn where many commuters from Vienna, Tysons, Reston, etc. bottle up to transfer to their respective trains.

Fig. 3. Overcrowding at Rosslyn Station

This problem has been recognized by Metro as early as 2002, and was fully addressed last year in their Blue-Orange-Silver Reliability and Capacity Study, which will be discussed more below. Throughout the 2000s and 2010s, Metro has proposed multiple solutions to the issue, without much success at each. However, due to increasing jobs and population, the time is near for a new expansion that relieves capacity and pressure in the Rosslyn bottleneck. The solution to this problem would be de-interlining. De-interlining is the act of removing lines from an overcrowded segment and moving elsewhere to relieve congestion and provide capacity for higher frequency on other branches.

Part 2: BOS Reliability and Capacity Study, Reshaping the Blue Line

In mid-2023, WMATA identified 6 possible proposals for de-interlining one of the lines off of the trunked core of DC. By far the most successful, however, was a Blue Line proposal to National Harbor. The proposal hit 2 of the 4 best alternative proposals with reliability and flexibility performing better than many other alternatives as well.

	Capacity	Reliability	Flexibility	Sustainability & Equity
ALTERNATIVE 1: No-Build				
ALTERNATIVE 2: Rail Optimization & Bus Service	○	○	○	○
BL ALTERNATIVE 3: to Greenbelt	○	★	★	○
BL ALTERNATIVE 4: to National Harbor	⭐	★	★	⭐
SV ALTERNATIVE 5: Express in VA	★	○	⭐	★
SV ALTERNATIVE 6: to New Carrollton	○	⭐	○	○

○ alternative meets goal   ★ performs better than some alternatives   ⭐ the best-performing alternative for this goal

Fig. 4. BOS Study Cost-Benefit Analysis Chart, 6 Proposals

The plan proposes the addition of new stations in **Georgetown**, **West End**, **Farragut North**, and **Union Station**, improving accessibility for a wider range of commuters. These new connections would serve business travelers, tourists, and daily commuters, directly addressing issues of **equity** and **sustainability** by providing more accessible transit options to underserved areas.

Fig. 5. WMATA Blue Line via National Harbor, Loop Line

Part 3: Cost Benefits of the National Harbor Branch, Rerouting through Downtown

While the National Harbor loop seems like a good idea to make a new, separate branch serving unserved destinations in Downtown D.C. and Maryland, it's also a major cost benefit. See, Georgetown, across the river from downtown Arlington, was originally going to be served by metro. However, with complicated political decisions, that got canceled. This new route provides a new, walking-transfer station at Rosslyn II, and swings up to hit Downtown Georgetown. Now, despite the many rumors that Georgetown was "left out" from the Metro system due to local protesting, Metro simply didn't consider connecting Georgetown to begin with due to the commuter-oriented strategies of the 1970s. 55 years later, Georgetown, now the busiest neighborhood for tourists and locals alike, is in dire need of a rail line to supplement the overcrowded and clogged streets and bus routes.

Rosslyn II remains a strategic hub for transferring, as pedestrian tunnels between it and Rosslyn I will offer more exits to the neighborhood, more capacity for Metro, and more space for riders in the system to get around, offering a better experience.

Georgetown remains one of the most congested areas of the District due to its popularity as a tourist destination and its convenient access to bridges to the Virginia side at Rosslyn. The lack of Metro also results in locals and tourists having to take a bus, which often gets stuck in the same traffic as the cars due to the lack of dedicated bus infrastructure. Instead, this new Metro alignment would run straight through a new Rosslyn station and swing up to M St. The line should be a little further north of the river due to the more stable, hilly topography in which to build under. Georgetown would be a thriving hub of shoppers, tourists, commuters, and locals that would all benefit from using the station. Bus routes could also fan out towards the more isolated areas of Northwest DC that get little bus service at the moment.

The new alignment then goes further into downtown. A new station is added at Rose Park, providing access to the northern end of Georgetown and the parks along Rock Creek. Further along, the line intersects with the Red at a new Dupont circle platform. Dupont Circle is one of the largest and most vibrant neighborhoods in the District, just north of Downtown. Further east and crossing under Logan Circle, where a desert of Metro lines currently exists; the line connects with the Yellow and Green Lines at Mount Vernon Square-Convention Center. This station is directly next to the convention center, a major hotspot for events and local businesses. This also provides an out-of-downtown transfer to the Green and Yellow lines. The new line would hit major nodes and allow transferring to become much easier. A new Farragut North station would sit above the Red Line below it, while offering a pedestrian connection to the Red Line platform and the Silver/Orange platforms at Farragut West. Currently, the Red and Silver/Orange/Blue platforms are connected via an outside free-transfer walk, however, inconvenient to many. A new transfer at the Convention Center offers more riders from the northern parts of the Green Line to use Metro to get further west. The Convention Center also

hosts tons of events with people coming from all over the country, and two metro lines provide more service coverage to both the center itself and the surrounding busy neighborhoods.
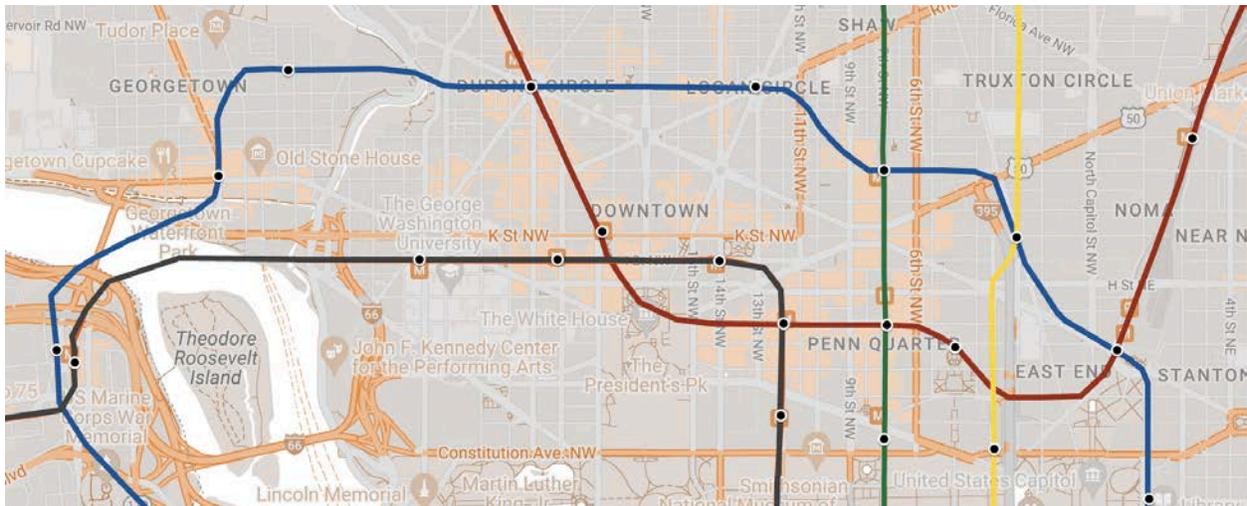
Chesapeake Area Fantasy Transit Map of Downtown DC in the WMATA System

Next, the proposal hits Union Station. Currently, Union Station is served by one line; the Red Line. This means that most travelers that head into Virginia or other parts of the district need to transfer lines at least once. With over 8,000 riders a day in 2023, the station deserves a wider variety of destinations by rail. Union Station isn't just a regular train station, but the second busiest in the entire country. 3 MARC lines and 2 VRE lines converge at Union Station, as well as 10+ Amtrak routes every single day. With just the Red Line, many passengers currently still take taxis to get to their destinations. Adding more connections to a busy train hub is essential for higher ridership in the future and more places that a train/intercity bus rider can get to within 30-40 minutes.

The routing then continues through Capitol Hill, meeting with the Orange and Silver lines at Capitol South, and the Green Line at Navy Yard-Ballpark. Each of these transfers is a direct connection for office workers, baseball fans, tourists, and government employees alike. Navy

Yard has redone the area surrounding it since the station was made, building up a huge business and commercial district near Nationals Ballpark, and Capitol South being a major employment center at the Capitol building. One more station is added at Buzzard Point near Audi field before turning under the Anacostia to hit a proposed station directly in front of St. Elizabeth's hospital.

The current Green Line branch south towards Branch Ave provides limited buses to underserved and poverty-stricken neighborhoods such as Oxon Hill and parts of Maryland.
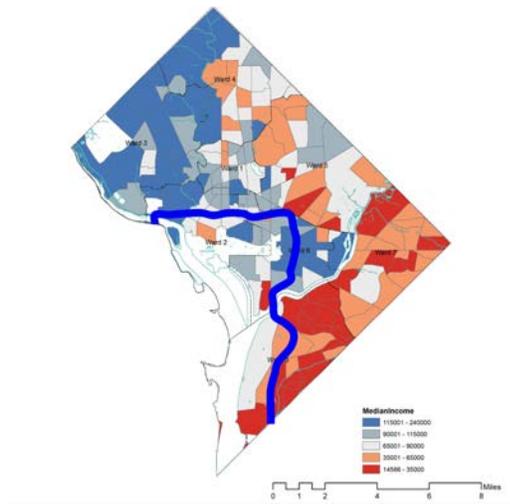
Fig. 6. Blue Line rerouting through DC, Median Income by Neighborhood

From the map, the southern part of the Blue Line that runs through DC now serves some of the poorest areas of the city. This is great from an equitable stance, upgrading from infrequent buses. Finally, the route takes a dive to National Harbor, a wealthy development along the river, before the proposal goes to Huntington. However, there's a key factor that Metro has been missing for decades that, in my opinion, is much better than the Huntington loop.

Part 4: Columbia Pike Benefits and a New Alignment

If you go to Pentagon station at the southern end of the Blue Line platform, there is a stub track that leads to the SW. This was a proposal for a line under the Columbia Pike in the 1970s

that was never built. In 2014, Arlington County rejected the proposal of a streetcar-light rail line along the stretch. Now, 5 bus services replace the corridor to the Mark Center in Alexandria.

However, this could massively be changed. Using the stub at the Pentagon and expanding down the pike, this creates a massive wealth factor for some of the poorest regions in Northern Virginia. Many of these communities have been trying to upzone, especially along the Columbia Pike, for decades. Originally, Metro had the routing in the *Adopted Regional System (ARS)* plan, but was never implemented. However, a new alignment could fix that.
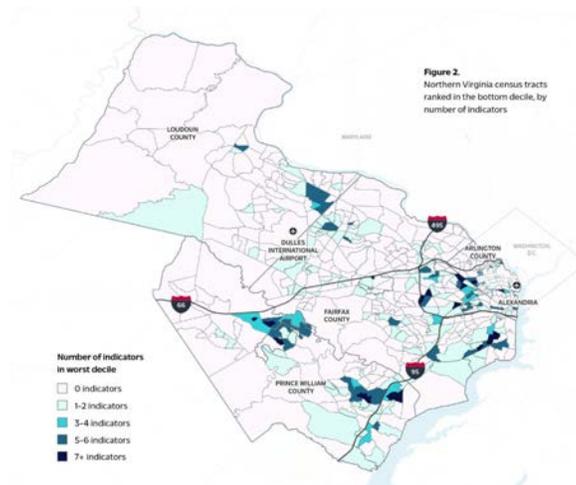
Fig. 7. Poverty in Northern Virginia by Indicator Measurements

In 2015, the Columbia Pike Streetcar project was canceled due to high costs and lack of political will by Arlington County. In replacement, better bus service was implemented. Currently, 4 incredibly frequent Metrobus routes; the 16A, C, E, and M all serve the corridor, bringing bus service along the corridor down to every few minutes during rush hour. Arlington has been building up the corridor for the last few years, but the lack of Metro leaves a hole wished to be filled someday.

With the Blue Line de-interlined north of Rosslyn, it's time to consider taking it elsewhere in Virginia as well. Currently, the terminus is Franconia-Springfield in southern

Fairfax. Only 2 stops exist solely on the Blue south of Pentagon, meaning it could easily be served by a Yellow Line branch. Trains can run every 10 minutes from each branch, culminating in every 5 minutes per direction in the underlined portion between King St-Old Town and Mt Vernon Square in DC. The Blue Line, now dropped back to the Pentagon, needs a new alignment.

Remember the stub track I was talking about earlier? Well, utilizing the stub track would be the first step to a new alignment. Moving past that, the line would be underground, but stations should be built on the cheap, without fancy underground vaults and keeping designs simple. These stations would reduce costs for Metro while still serving the corridor effectively.
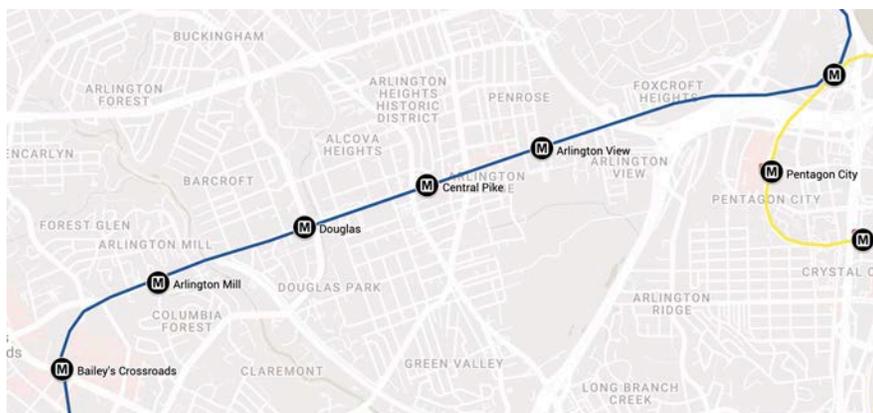
Fig. 8. Columbia Pike Metro Proposal (Courtesy of the House of Transit)

After Pentagon station, the alignment continues directly under Columbia Pike, stopping at 4 stops along the road. These stops are carefully placed at the current areas that are slightly more upzoned, as well as intersections of roads to provide easy access to buses and nearby neighborhoods. Arlington County should seek these 4 metro stations to recreate the bullseye success of the Rosslyn-Ballston corridor, by adding in middle housing and commercial space within a 1/4 mile of the stations. Each station is also located at the intersection of roads, providing convenient access for buses and cars alike.

At Bailey's Crossroads, which would be placed cleverly in a mall to increase development potential, the line turns south to hit the Mark Center, a major government office center and bus terminal. Then, trains continue to stop at Landmark. This area is prime for redevelopment after the demolition of the dead Landmark mall back in 2023. These are big plots of abandoned land that are in their prime time for new developments and transit-oriented communities.

This is what I call "Phase 1" of the line, as it serves the core of the network and serves the core of the Columbia Pike (that gets the most service). However, I propose that the line go through Lincolnia, crossing over residential communities and having two stations to serve the Annandale communities, which are major employment, residential, and commercial spaces. Annandale also contains some of the busiest Metrobus and Fairfax Connector routes to transfer to. The line should continue west to Fairfax City and then turn south to George Mason University, where the line will terminate. The end of the line provides direct connections to GMU, NVCC, and the city of Fairfax; some of the largest employment centers in the area.
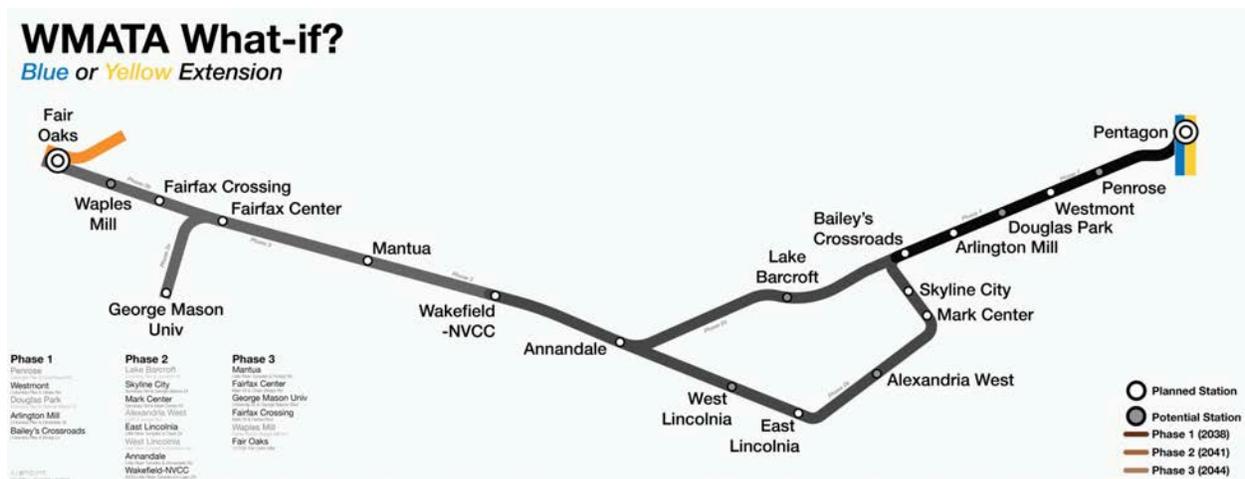
Fig. 8. Blue Line Columbia Pike Alternative Alignments

With that, the Yellow Line now serves two branches at Huntington and Franconia-Springfield. As a whole, this project servs new, underserved communities while being financially sustainable to provide enough money from riders to replace costs. This also relieves congestion and allows frequency to be higher on the Silver, Orange, and Blue Lines. In Virginia, Arlington and Annandale have new transit networks to branch out from; while in Maryland and DC, communities completely change with direct access to the Capital.

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Brandon Wu

Good evening. My name is Brandon Wu. I serve as a member of WMATA's Riders Advisory Council. I'm here, I think, first and foremost to commend, I think, the effort of Metro staff who've really taken into account customer and writer priorities in a number of these different goals.

Whether that's focusing on service excellence, um, you know, reliability, safety, these are the issues that writers continually identify year after year as the most important issues in our Riders Advisory Council outreach. And so I think that that serving as a primary area of focus is really important.

I'm here today specifically to talk about the activation section on regional partnership and long-term transit planning. Um with the context that the strategic transformation plan goes through I believe FY27. It's like a shorter-term focus.

I would still hopefully urge um WMATA to focus on two different areas. The first in terms of regional partnership is to advocate for joint apprenticeship programs, in that the DC region has faced a shortage of workers with commercial driver's licenses that has limited service at transit agencies across the nation. But so far WMATA has left money on the table to solve this problem preferring to maintain control of their own job training program over cooperating with other transit operators in the region.

And I believe that the DMV moves working group actually did recommend multi-employer joint labor management apprenticeship programs. I hope that when WMATA advocates for regional partnership in the activation section, they really strongly consider this joint apprenticeship effort because I think it will do a lot towards making sure the region is more integrated.

The second is on regional funding mechanisms. Evidently, WMATA does not obviously have complete control over the legislature and DC, Maryland, and Virginia, but I would hope that WMATA would at least moving forward um, really come forward with bold ideas for regional funding rather than leaving it to the jurisdictions given that I think precedent shows that when we leave it to jurisdictions, they have in the past waited until the last second, resulting in fiscal cliffs that then result in public testimony advocating for protection of service.

So all in all, um again I am speaking as a in my capacity as a personal individual member not as a representative of the RAC but um I hope that in terms of regional partnership, WMATA specifically looks towards joint apprenticeship programs in its training and simultaneously focuses on putting on the table regional funding mechanisms that are bold that legislators will then be able to consider. Thank you.

Your Metro, The Way Forward

Strategic Transformation Plan

December 2025

M metro™

Letter from the Chair and General Manager

Valerie Santos
Chair, Board of Directors

Randy Clarke
General Manager & CEO

Metro is the backbone of mobility for the DC-Maryland-Virginia metropolitan region. Every day, our bus, paratransit, and rail network connect people to jobs, schools, medical care, cultural events, restaurants, nightlife, and historic destinations that fuel the economic vitality of our nation's capital. Metro remains committed to being the safest, most reliable, most efficient, and most sustainable way to travel in the region — providing affordable, high-quality service that represents an essential public investment, drives economic growth, and strengthens our community. And while we are honored to be recognized by our peers as the 2025 American Public Transportation Association Transit Agency of the Year for our commitment to safety and ridership turnaround, we know our work is far from finished. Our goal is nothing short of becoming a world-class transit system that delivers exceptional service for every customer, every day.

In February 2023, we launched Metro's Strategic Transformation Plan which established clear priorities, increased transparency through data-driven, measurable performance, and deepened collaboration with our customers, employees, and regional partners. Since then, we have made tremendous progress — together. With strong engagement and support from our Board of Directors, customers, staff, regional partners, and communities, Metro has delivered major initiatives across the entire system.

In less than three years, Metro has successfully translated the goals and shared priorities articulated in the Strategic Transformation Plan into tangible results for Metro and the region. We returned the full 7000-series railcar fleet to service and returned to Automatic Train Operations after a 15-year pause. We completed critical infrastructure projects like the Yellow Line tunnel and bridge rehabilitation, strengthening reliability and enabling more frequent service. We opened long-awaited investments that have increased ridership, including the second phase of the Silver Line to Dulles International Airport and Loudoun County, expanding access to Northern Virginia, and completed a new infill station at Potomac Yard.

We launched the Metro Integrated Command and Communications Center (MICC) in Alexandria — a state-of-the-art hub that modernizes safety, communications, and operations management. We've updated our fare gates, reinforcing fare payment in our stations and lowering fare evasion on rail by 82 percent. We've invested more resources into safety and security, utilizing our more than 30,000 cameras to assist Metro Transit Police and law enforcement partners with closing cases faster. In fact, crime on Metro is at an eight-year low, the lowest rate recorded in recent history. Additionally, we implemented one of the most ambitious improvements in Metro Bus history by redesigning our 50-year-old service network to better meet customer needs, improve efficiency, and enhance reliability.

Riding Metro is now easier and more convenient than ever. With Tap. Ride. Go., customers can now use a credit card, debit card, or mobile wallet at every rail station and on every bus — millions of trips have already been taken using

this faster, simpler way to pay. New digital tools like MetroPulse provide customers real-time information and direct communication with Metro staff, while station and fleet upgrades continue to enhance cleanliness, wayfinding, and accessibility. At the same time, we strengthened Metro's financial foundation — increasing operational and administrative efficiency through technology, closing a projected $750 million gap, growing fare revenue, and working with our jurisdictional partners to secure more stable support.

These milestones reflect the vision set out in the 2023 Strategic Transformation Plan, which successfully guided Metro through a period of recovery and renewal. Now — with 54 months of consecutive ridership growth, safety outcomes improving, and customer satisfaction at record highs — we are refreshing the plan to match our momentum and the rising expectations of our customers. This update is focused on the future — ensuring Metro continues to guide the region toward a world-class transit network that serves generations to come.

Together, we are stronger than ever, and together, we are moving forward with a clear vision for Metro's world-class future.

Onwards,

Valerie Santos
Chair, Board of Directors

Randy Clarke
General Manager & CEO

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Executive Summary

The Washington Metropolitan Area Transit Authority (Metro) is the nation's second-largest heavy rail system and sixth-largest bus system, serving the District of Columbia, Maryland, and Virginia. Metro is critical to the region's economy as a proud employer of over 13,000 people who serve customers every day.

Metro's Strategic Transformation Plan was approved by the Board of Directors in February 2023. Over the past three years, Metro has delivered tangible results. Today, Metro leads the nation in ridership growth, and its customer satisfaction rates are at historic highs. Metro's entire bus network underwent its most significant redesign in 50 years, and Metro Rail service was expanded by returning the 7000-series railcar fleet to service and rehabilitating key infrastructure like the Yellow Line tunnel.

Metro is modernizing services for customers, from updated wayfinding and digital displays in stations and bus stops to technical advances, such as faster, simpler contactless fare payment options. In addition, Metro has made great strides in public safety, achieving an eight-year low in crime and an 82% reduction in fare evasion on rail. It has also invested heavily in developing and training its workforce, closed major budget gaps through $500 million in savings, and advanced energy management practices that reduce long-term operating costs, minimize risk, and improve financial predictability.

As a result of these achievements, as well as others, Metro was recognized as the 2025 Transit Agency of the Year by the American Public Transportation Association (APTA). Metro is striving for continuous improvement and is now positioned to accelerate toward world-class standards.

For Metro, world-class transit means delivering safe, frequent, accessible service, powered by a talented workforce, supported by strong finances, and lauded in the communities it serves. The updated "Your Metro: The Way Forward Strategic Transformation Plan" (the plan) remains grounded in the mission, vision, and values that have enabled Metro to achieve recent progress, while refining the goals and objectives to reflect future ambitions. This updated version of the plan will guide Metro's overall strategy for the next three years and beyond.

The plan was developed by the Board of Directors (Board) and Senior Executive Team members with active input from employees, customers, and regional stakeholders. Metro used this opportunity to reflect on the accomplishments of the past three years and reset some of its ambitious goals to accelerate Metro towards world-class standards. The plan defines Metro's priorities and connects Metro's mission, vision, values, and goals with programs and projects that drive improvements and innovation. This approach enhances transparency, builds trust, and aligns the organization around a shared direction.

The plan advances three goals developed through extensive review of the latest data and direct input from customers, employees, and stakeholders:

Service Excellence:	Deliver safe, reliable, convenient, accessible, and world-class service that customers can trust, across modes.
Talented Teams:	Attract, develop, and retain world-class talent where individuals feel valued, supported, and proud of their contribution.
Financial & Organizational Efficiency:	Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery.

Each goal is supported by objectives and measurable key results, which will be delivered through detailed priority programs and tactical projects. Some initiatives are currently underway, while others are proposed and will be prioritized through the annual budget process in the coming years.

To monitor progress, Metro will track key results for goals and objectives. Goal-level key results represent ambitious top-line performance measures that the entire organization works to achieve. Objective-level key results are tied to goal metrics and are achieved through the execution of priority programs and tactical projects. Metro will share progress with internal and external stakeholders through regular reports, leveraging public forums and feedback channels to continuously improve and refine how the plan is executed.

The plan reflects a simple commitment: Metro will continue to improve, innovate, and partner with the community. By setting a strategic direction that prioritizes service delivery, people, and efficiency, Metro will provide safe, modern, efficient transit that strengthens the region and sets the stage for world-class transit for generations to come.

Your Metro, The Way Forward

Values	Safe Customer-Centric Ethical Innovative Continuously Improving		
Mission	Your Metro: Connecting you to possibilities		
Vision	The region's trusted way to move more people safely and efficiently		
Goals	**Service Excellence**	**Talented Teams**	**Financial & Organizational Efficiency**
Objectives & Key Results	• Safety and Security • Reliability • Convenience	• Recruitment and Retention • Learning and Development • Customer Service Mindset	• Financial Responsibility • Organizational Efficiency • Energy Management

Activation

> **Regional Partnership & Long-Term Transit Planning**

Streamlined Reporting & Performance Management	Investment Prioritization	Risk Management	Community Engagement

Mission
What we do and why we exist

Vision
What we aspire to be

Goals
How we will achieve the vision

Objectives & Key Results
Our priorities & targets to achieve our goals

Activation
Core cross-cutting enablers & practices to deliver on key results

1. Introduction

1.1 Agency Overview

Metro unites the region and drives economic activity by providing safe and reliable transit solutions. Metro supports the region's vitality by connecting people to jobs, schools, attractions, key destinations, and recreation. As the largest public transit agency serving the nation's capital, Metro's service enables the region to safely and securely host national and international events such as the National Cherry Blossom Festival, Fourth of July celebrations, presidential inaugurations, and global summits, along with several safety and security events per year. Metro is also an engine for economic growth, attracting development, creating housing opportunities, and generating new tax revenue. As residents' and businesses' travel patterns evolve, Metro continues to foster connections and transform service to meet the region's needs.

The Metro network operates more than 4,500 vehicles across rail, bus, paratransit, and non-revenue fleets. Its infrastructure includes 98 rail stations, more than 7,500 bus stops, and over 270 facilities. Metro provides the following services:

Metro Bus	Local and regional fixed-route service, including bus rapid transit (BRT)
Metro Rail	Heavy-rail transit service
Metro Access	Shared-ride, door-to-door paratransit service for people who cannot independently use the accessible bus and/or rail system due to a disability

Metro Bus	**Metro Rail**	**Metro Access**
1,300 Active Fleet	**1,200+** Active Fleet	**650+** Active Fleet
7,500+ Bus Stops	**98** Rail Stations	**1,500** Square Mile Service Area

1.2 Regional Impact

As home to the nation's capital, the region is a dynamic cultural, historic, and entertainment destination that draws people from around the world and houses some of the country's most important government institutions. In this thriving and growing region, strong public transportation is a cornerstone of healthy communities and a thriving local economy.

Since its inception in the 1960s, Metro has served as the region's backbone for transit, acting as a critical connector across jurisdictions. Today, the system supports an average of 850,000 daily trips across Metro Rail, Metro Bus, and Metro Access, with a 9% increase in ridership in fiscal year 2025 alone — putting the agency in reach of carrying more than 1 million passengers daily across modes. Over half of the region's 240,000 businesses — and more than 70% of its 2.5 million jobs — are within a half-mile of a Metro Rail station or bus stop. Station areas have also hosted 65% of new office development, 50% of new multifamily rental housing, and 25% of affordable housing in recent years.[1]
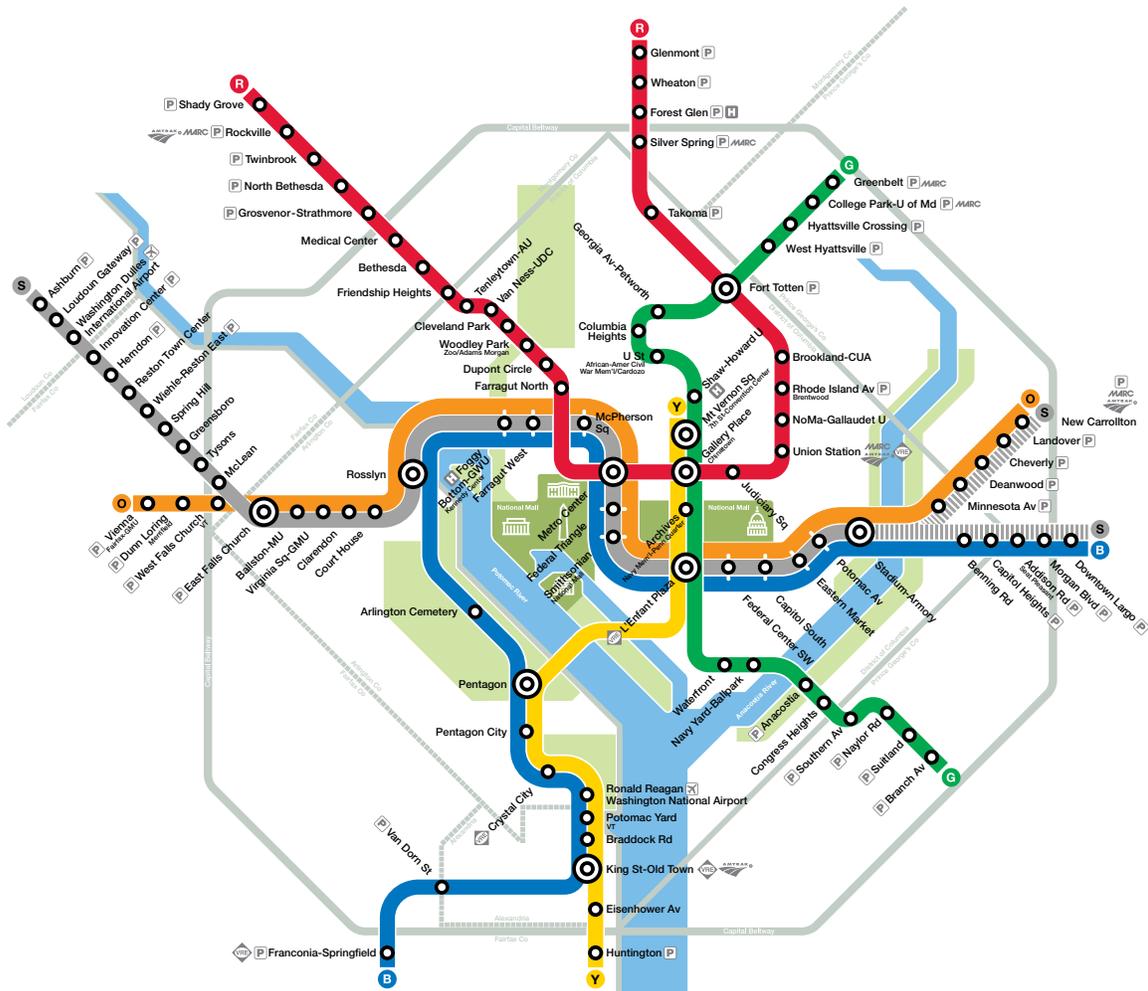
[1]WMATA 2024 Benefits of Transit Study Technical Report: U.S. Census Bureau, Fehr & Peers, 2024: WMATA BoT TechReport.pdf

Metro strengthens communities and expands opportunities by connecting people to jobs, schools, healthcare, and essential services. As one of the region's largest and most diverse employers, with more than 13,000 employees, Metro also supports prosperity from within — supporting staff training, leadership development, and career paths that make transit not just a service, but a cornerstone of the region's workforce.

At the same time, Metro is committed to long-term transit planning that looks to 2050 and beyond, with a $17.3B pipeline of capital projects planned for the next decade. From continued investment in automatic train operations, to the expansion of rapid bus corridors and systemwide modernization, Metro is reimagining transit to deliver faster, more seamless, and more dependable service across the region.

Metro repays the region's investment many times over.

Metro station areas = 3% of land
30% of property value
$3.2 billion tax revenue
40% of regional jobs

Source: WMATA 2024 Benefits of Transit Study Technical Report: U.S. Census Bureau, Fehr & Peers, 2024: WMATA_BoT_TechReport.pdf

1.3 Progress Over the Last Three Years

Since adopting the first version of the Strategic Transformation Plan in February 2023, Metro has successfully addressed many of its biggest challenges and is now poised to aim higher and pursue system modernization to deliver world-class transit.

33% Increase in Monthly Ridership
(average monthly ridership, in millions)

FY23	FY24	FY25
16.6	20.2	22.0

Rail Customer Satisfaction

FY23	FY24	FY25
84%	90%	89%

Bus Customer Satisfaction

FY23	FY24	FY25
71%	79%	83%
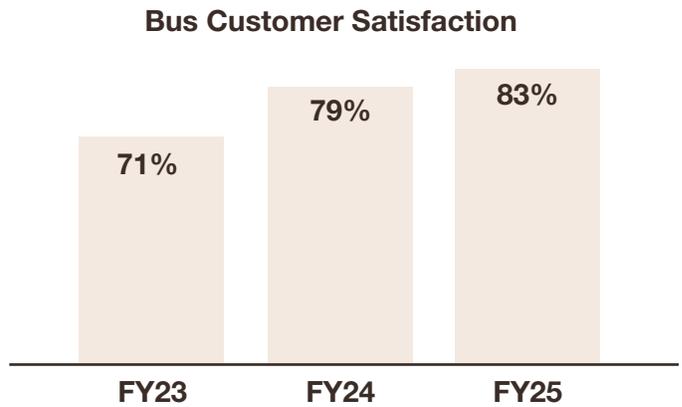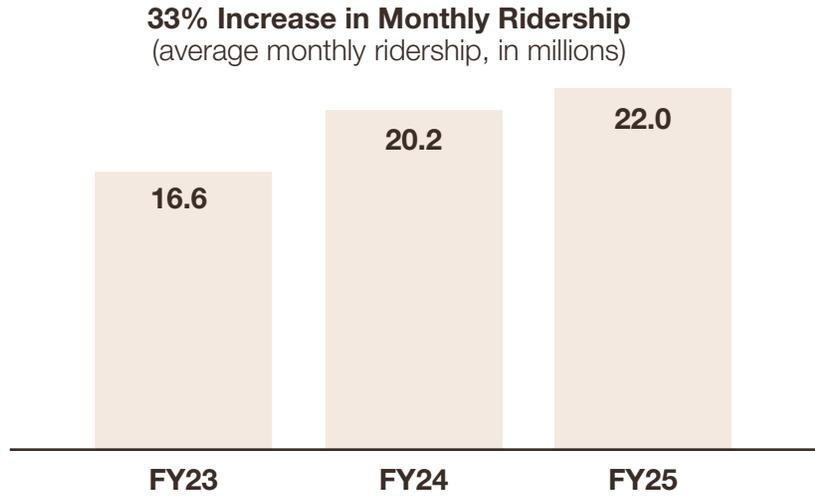
When the initial plan was adopted in 2023, Metro was facing a series of challenges. The agency had emerged from the pandemic facing low ridership, reduced service, customer concerns about safety, and a looming fiscal cliff as federal pandemic relief funds were exhausted. This required a focus on the basics:

1. **Enhancing safety in the system.** To address customer concerns about safety and disorder, Metro undertook a multipart approach: installed new faregate barriers to deter fare evasion, reinstated fare enforcement after securing enabling legislation in the District of Columbia, deployed special police officers in stations and on trains to deter crime and provide a visible security presence, and increased the presence of sworn officers across the system in partnership with local police agencies. The result was an 82% reduction in rail fare evasion, a sharp drop in crime, and improved customer perceptions of safety.

Improvement in Perceptions of Safety From Crime / Harassment
(percent of customers dissatisfied)

Rail

17		
	9	9

Plan Target: <10%

FY23 Q4   FY24 Q4   FY25 Q4

Bus

17	15	13

Desired Direction

FY23 Q4   FY24 Q4   FY25 Q4
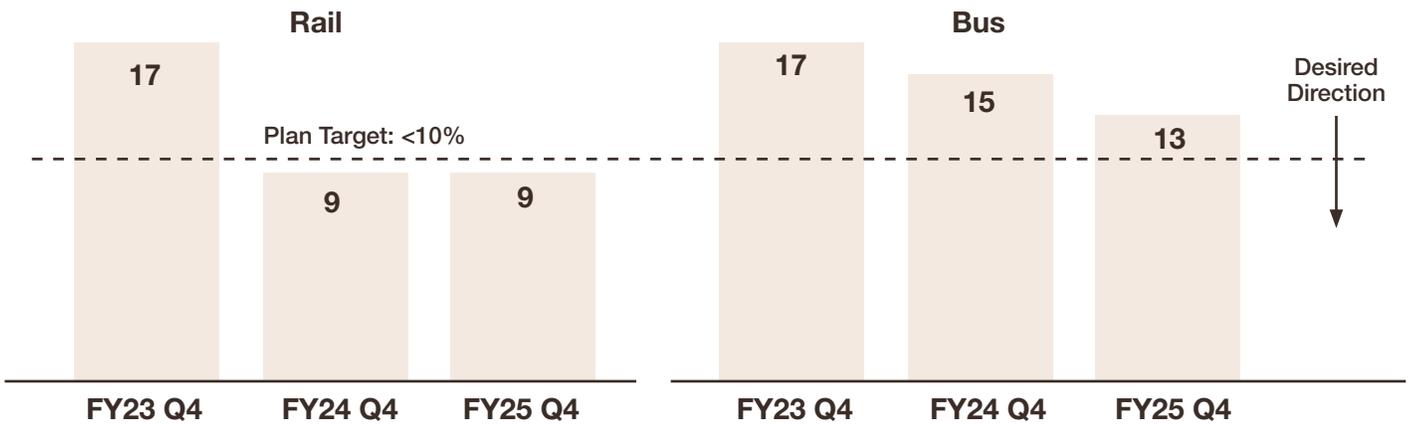
50% Reduction in Part 1 Crime Rate
(# of crimes per million passenger trips)

7.2	6.5	3.7

Desired Direction

FY23   FY24   FY25
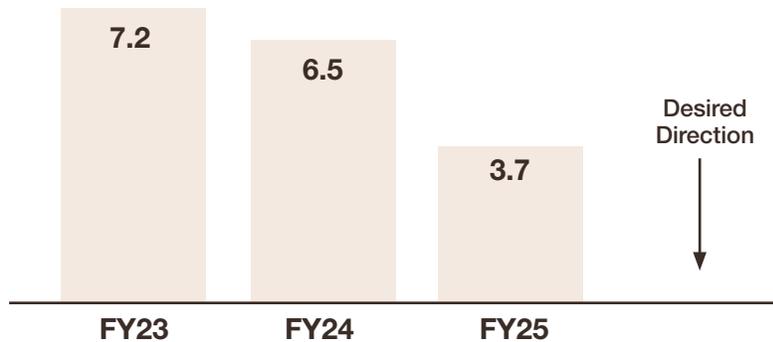
2. **Making service more frequent and reliable**. Metro addressed service disruptions caused by operator shortages and the sidelining of the 7000-series railcars by accelerating operator hiring to restore staffing levels, returning the 7000-series trains to operation, and adding more frequent trips to improve reliability and reduce travel time. Metro also redesigned the bus network to better align with current travel patterns and increase efficiency. The result was more service delivered, shorter wait times, and a more useful network that has driven consecutive years of ridership growth.

**35% increase in the amount
of service delivered**
(average revenue miles per month)

9.3	12.6
FY23Q1	**FY25**
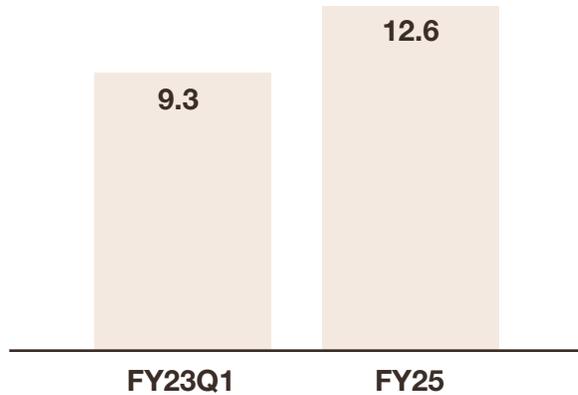
**65 point increase in percentage of rail trips
with wait times of 6 min or less**

5%	70%
FY23Q1	**FY25**
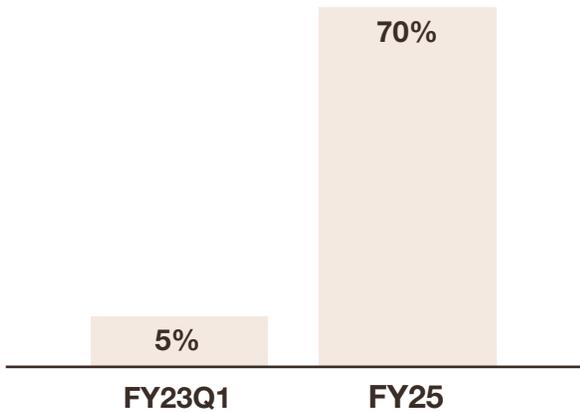
**Over 1 million more bus trips each month
experience waits of 12 min or less**
(average number of monthly trips on buses
with 12-min or better frequency, in millions)

3.3	4.5
FY23Q1	**FY25**
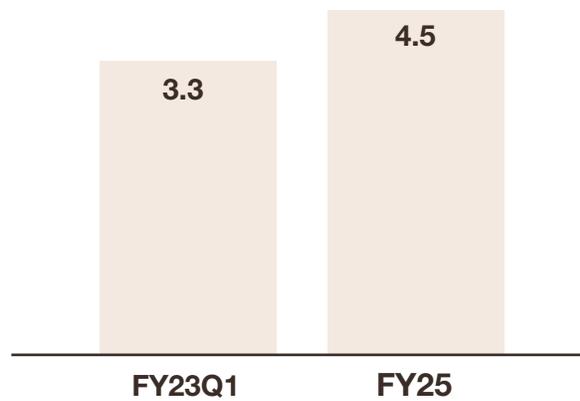
3. **Building talented teams**. Metro needs to attract and retain the talent required to deliver safe and reliable service. To strengthen its workforce, Metro addressed a historic bus and rail operator shortage by accelerating hiring and training, holding expedited job fairs, and expanding simulation-based training for safety-critical roles. The result was faster hiring — reducing average time to hire by 11 days between fiscal year 2023 and 2025 — and lower voluntary turnover, creating a stronger, more stable workforce ready to serve customers every day.

4. **Progressing with regional partnerships:** Since May 2024, Metro has participated in DMV*Moves* — a collaborative regional effort that brings together local jurisdictions, state governments, and regional partners to define a unified vision and sustainable funding model for public transit in the DMV region. By working closely with these partners, Metro has helped support and will continue to develop a shared vision for long-term transit operations and capital investment. Out of this collaboration came clear recommendations that now guide Metro's highest priority programs and projects — from bus priority corridors to fare integration. DMV*Moves* and other regional opportunities and partnerships will continue to support the activation of strategic priorities moving forward.

5. **Addressing the fiscal cliff**. Facing a major budget shortfall after the expiration of federal pandemic relief, Metro and its partners successfully closed the gap through a combination of cost savings, revenue growth, and additional operating commitments from local jurisdictions. This stabilized the operating budget, ensuring continued service and avoiding drastic cuts. The region has also convened DMV*Moves* to shape a long-term capital funding solution ahead of federal funding expiring in fiscal year 2029.

As a result of these achievements and others over the past three years, Metro was recognized in September 2025 with the Outstanding Public Transit Agency of the Year Award from the American Public Transportation Association (APTA).

Building on these achievements and ensuring fiscal security are the long-term goals facing Metro. The arrival of autonomous taxi services reinforces that customers have choices in how they travel. As technology continues to evolve, Metro must embrace its own modernization investments. Sustained ridership growth depends on continued service improvements to deliver a more useful network for customers, but the funding model generally requires Metro to operate within a 3% annual subsidy growth cap. To meet this challenge, Metro must modernize organizationally and improve efficiency to fund service improvements and other key initiatives.

While Metro has achieved higher performance from existing systems and assets, the region needs to continue working towards the global standard for world-class transit. Metro has improved service and grown ridership. However, it is approaching the limits of its current infrastructure. Buses and trains operate less frequently and reliably than world-class systems, and Metro lacks modern rail signaling infrastructure and expanded bus-priority infrastructure on roadways.

By attaining the global standard with rail automation and bus priority investments, Metro has an opportunity to make its network more useful to customers — faster, more frequent, and more reliable — while also improving operational efficiency by reducing unit costs of service through higher speeds and automation. These investments are essential to delivering world-class, cost effective transit that maximizes ridership and supports a growing, dynamic economy.

1.4 Striving to be World-Class

Metro's founding mission

President Lyndon B. Johnson's direction for Metro's designers and engineers was to search for inspiration across the globe for ideas to make Metro "an example for the nation and to take its place among the most attractive in the world[2]."

With steady leadership and investment over decades, Metro achieved its founding goal when it first opened in 1976. Its success is evident not just from the stately architecture found in its stations, but also in the scope of its transit network. The DMV region delivered the full 98-mile system envisioned in the 1960s — and expanded it to more than 7,500 bus stops and 1,300 buses — demonstrating the enduring value of a robust transit network.

Metro's designers took the mandate broadly, examining not just architecture and aesthetics, but also the overall design and operation of the world's best transit systems. Many of those inspirations were incorporated into Metro, including:

- Automated train control and operation
- Accessible station design
- Unified bus system
- High-capacity design, planned for future growth and expansion

In the decades since, Metro adopted best practices and innovated the system through:

- Metro's Joint Development program and the region's Transit-Oriented Development (TOD) policies
- Low-floor buses with accessible ramps to replace wheelchair lifts
- Creation and adoption of a regionally integrated smart card for fare payment
- Innovative construction techniques to build the Metro Rail system
- Abilities-Ride as an alternative to Metro Access
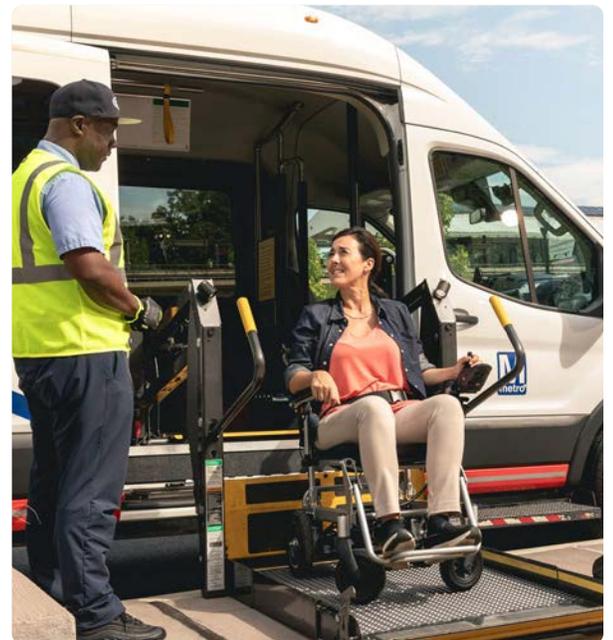
[2]Eavesdropping on the design icons who made Washington's Metro - Curbed

Today's standard of world-class transit

Since the Metro system was designed, peer systems around the world have raised the bar of 'world-class' transit.

What does world-class transit look like?

- **The world's most reliable Metro Rail systems consistently achieve 99% on-time performance, operate multiple fully automated lines, and use advanced asset management practices focused on reliability-centered maintenance. Trains arrive every two to three minutes in the system's core at the busiest times, railcars are connected via gangways, and customers seamlessly transfer across modes.**

- **World-class bus operators achieve near 90% on-time performance and operate four to seven times more bus lanes than Metro.**

- **World-class paratransit services pick up customers quickly and are accessible to people of all abilities, ages, circumstances, and needs.**

- **The world's most efficient transit agencies invest in automation and robotics while also developing revenue streams that supplement fares.**

World-class systems function as integrated networks, not just lines on a map. They deliver seamless journeys for customers, with coordinated schedules across modes and operators. Frequent local buses connect to subway and metro systems. Regional rail networks link surrounding communities with central hubs, and development around stations ensures access to jobs, housing, and other destinations across the region. The systems are fully accessible and easy to use for customers of all abilities. For customers who need paratransit service, trips can be reserved quickly online, payment is integrated with other modes, and service is delivered reliably.

Modern infrastructure enables efficient all-day operation, with the best operators maximizing return on investment by providing maximum service throughout the day. That service is coordinated regionally with other operators and smaller bus systems, creating a seamless experience for customers. Typically, a single regional agency or coordinating entity oversees the entire transit network, keeping the customer at the center.

In addition, the world's best transit systems have reliable and sufficient funding to sustain operations and infrastructure. Stable funding makes abundant service possible — without it, transit operators cannot deliver the best experience for customers.

Metro and stakeholders across the region have spent decades investing in transit, from accessible buses, vans, and trains to rail yards and bus divisions. With the right future investments, Metro can expand service and maintain cost efficiency. However, unless Metro and the region commit to world-class transit standards that make better use of existing assets, the system will soon reach the limits of potential gains in safety, frequency, capacity, reliability, and efficiency.

2. Strategic Transformation Plan – Purpose & Development

2.1 Strategic Plan Purpose and Overview

This updated plan will guide Metro over the next three years as the agency continues to modernize operations, deliver excellent service, and respond to evolving customer needs. The plan has been shaped by customer, employee, and community input, Board and senior leadership aspirations, and a desire to maintain safe, reliable, convenient, accessible, and enjoyable transportation for all.

The plan's purpose is to:

- **Guide Metro's long-term strategy and near-term activities through a vision, mission, and set of values supported by goals, objectives, key results, priority programs, and tactical projects to execute the strategy.**

- **Improve the customer experience by meeting the region's needs with more frequent daily service, improved customer communications, enhanced safety, new fare simplifications and integrations, and capital improvements.**

- **Strengthen the experience of Metro employees and other stakeholders by aligning efforts with regional partners to expand opportunity, improve access, and support regional economic prosperity and long-term growth.**

- **Inform future capital programs and operating budgets by aligning funding with program portfolios and tactical projects tied to goals and objectives.**

The next three years present a pivotal opportunity for Metro to accelerate progress. Delivering a world-class system requires investing in people, technology, and partnerships that support long-term growth. By modernizing infrastructure, embracing innovation, and strengthening its workforce, Metro can enhance the service it provides to the region. The plan lays out the priorities to guide that journey, ensuring Metro continues to evolve as a trusted provider of regional transit and a model of world-class service.

2.2 Strategic Transformation Plan Refresh

Metro completed workshops with the Board of Directors and the Senior Executive Team and held meetings with staff and management throughout the summer of 2025. These sessions reflected on the last three years of Strategic Transformation Plan implementation, refined Metro's mission, vision, and values, and defined updated goals, objectives, key results, priority programs, and tactical projects to drive progress. A key focus was reaching agreement on measurable, outcome-oriented metrics to ensure accountability, transparency, and consistent tracking of results.

Board, staff, and community input have shaped updates to the Strategic Transformation Plan

Visioning workshops with Board + S	**40+ interviews with Board + Staff**	**Surveys**
Staff towns halls	**Benchmarking from transit peers**	**Conversations with regional partners + community**
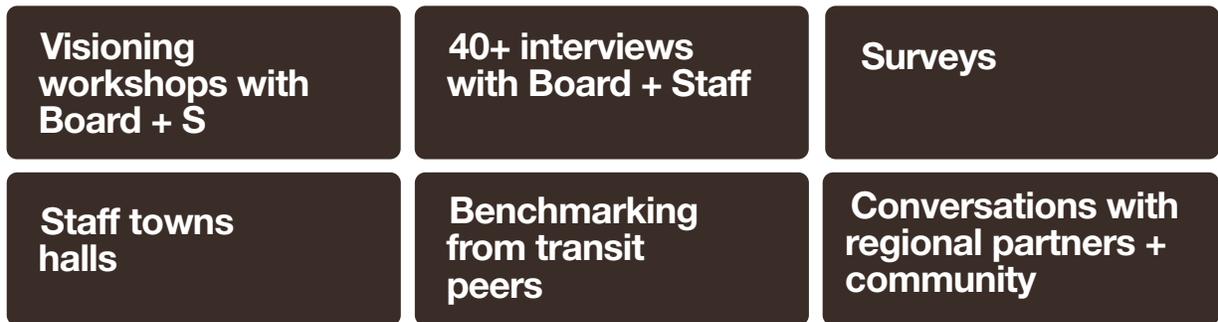
2.2.1 Baseline Data Gathering and Stakeholder Input

The initial Strategic Transformation Plan development and this refresh drew on qualitative and quantitative data to ensure the plan is evidence-based, outcome-oriented, and community-driven. This includes:

- Employee baseline: Data derived from interviews, surveys, town halls with staff, Board workshops, Senior Executive Team input, and management engagement.

- Performance baseline: Review of previous Metro efforts, statistics, and peer institution comparisons.

- Customer and community baseline: Data from current and prospective Metro customers, including community forums and surveys to capture perceptions, experiences, needs, and perceived opportunities.

2.2.2 Community and Stakeholder Engagement Forums

After drafting the refreshed plan, Metro gathered input from internal and external stakeholders, as well as the public. Participants included Metro staff, senior leadership, advisory committees, customers and community members, public advocates and nonprofits, the business community, and government partners.

Illustrative list of stakeholders engaged:

Public Stakeholders	Regional Partners
Riders' Advisory Council	Joint Coordinating Committee
Metro Message	COG Board
Accessibility Advisory Committee	Washington Suburban Transit Commission
	Northern Virginia Transit Commission
	DC Government Officials
	Federal Congressional Staff Briefing

3. Strategic Transformation Plan - Framework

Metro's prior Strategic Transformation Plan was adopted in 2023 to guide the agency's strategy and actions for the next three years. Over the past three years, Metro has become safer, faster, and more reliable than ever before.

It is now an appropriate time to refresh the Strategic Transformation Plan to ensure goals, objectives, and key results target world-class transit service. The updated Strategic Transformation Plan sets an aspirational path forward to guide both long-term strategy and annual priorities, as Metro continues to work to meet the evolving needs of its customers, employees, and the region. The framework and core components of the plan are detailed in the following sections.

3.1 Plan Framework

Metro's Strategic Transformation Plan framework defines:

- **Values:** what Metro lives by
- **Mission:** what Metro does and why it exists
- **Vision:** what Metro aspires to be
- **Goals:** where Metro wants to go
- **Objectives and Key Results:** Metro priorities and targets to achieve the vision
- **Activation:** how Metro will get there

Your Metro, The Way Foward				
Values	Safe	Customer-Centric	Ethical	Innovative	Continuously Improving
Mission	Your Metro: Connecting you to possibilities			
Vision	The region's trusted way to move more people safely and efficiently			
Goals	**Service Excellence**	**Talented Teams**	**Financial & Organizational Efficiency**	
Objectives & Key Results	• Safety and Security • Reliability • Convenience	• Recruitment and Retention • Learning and Development • Customer Service Mindset	• Financial Responsibility • Organizational Efficiency • Energy Management	
Activation	Regional Partnership & Long-Term Transit Planning			
	Streamlined Reporting & Performance Management	Investment Prioritization	Risk Management	Community Engagement

The plan's values, mission, and vision were established through a stakeholder engagement and development process. They define what Metro lives by and does, what Metro aspires to be, and where the agency wants to go.

3.2 Values

Metro has a core set of values that form the foundation for all decisions and actions the organization and its employees make to accomplish its mission. The table below defines each of the agency's core values.

Metro values

Value	Description
Safe	Metro does everything with the safety of customers and employees top of mind.
Customer-Centric	Metro exists to serve customers and the region; everything Metro does is in pursuit of better service for customers.
Ethical	Metro is ethical and transparent.
Innovative	Metro thinks boldly and challenges the status quo to create new solutions to meet the region's needs.
Continuously Improving	Metro commits to constantly learn, adapt, and raise the standard of transit excellence across the region.

3.3 Mission

The mission statement defines what Metro lives by and does, both in providing transit service and in internal business operations. Metro's mission statement reflects the agency's enduring role in connecting people, places, and opportunities: **"Your Metro: Connecting you to possibilities."**

The mission statement was affirmed through coordination with the Board of Directors, the Senior Executive Team, and engagement with staff across the organization.

Metro exists to serve the DMV by providing connections and mobility to everyone that lives in or visits the area. Metro does so by connecting:

- Children to schools, opening pathways to brighter futures.

- Talent to employers, fueling opportunity and powering a stronger regional economy.

- People to healthcare, supermarkets, entertainment, culture, and sports, nurturing a vibrant and robust metropolitan area.

- Visitors to the nation's capital, providing access to the region's one-of-a-kind history, attractions, landmarks, nature, and art.

- Families to friends and each other, helping keep communities close and connected.

These connections are made possible through a safe, reliable, efficient Metro system and a dedicated team of committed, hardworking employees. Together, Metro and its employees drive access, prosperity, and quality of life for the region.

3.4 Vision

The vision statement guides Metro's aspirations for transformation over the next three years and beyond. Metro has refined the vision statement for this updated Strategic Transformation Plan to acknowledge progress towards service excellence and regional connectivity across the DMV. Metro's vision statement is: **"The region's trusted way to move more people safely and efficiently."**

To continue to deliver on this vision, Metro aims to be the region's preferred way to travel, delivering safe, reliable, enjoyable service that evolves with customer needs. By continuously improving to stay innovative, efficient, and customer-centric, Metro can set the standard for what world-class transit looks like in the DMV.

3.5 Goals, Objectives, and Key Results Structure

The updated plan adopts a goal, objective, key result structure to guide Metro and ensure that resources, projects, and daily actions are prioritized to directly support Metro's mission and long-term vision. Goals define Metro's desired long-term outcomes. Objectives break goals down into specific focus areas, providing the structure for key results and the programs that drive them. Key results are delivered through the activation of priority programs and tactical projects, which represent daily actions and initiatives that support objectives and improve performance. Priority programs are derived from strategic operational priorities, regional priorities, and the six-year Capital Investment Plan (CIP). Priority programs are largely representative of the CIP, which represents Metro's major investments to maintain and modernize the system. The full structure consists of:

Goals	The long-term outcomes Metro strives to achieve
Objectives	Thematic focus areas that define what Metro must accomplish to realize each goal
Key Results	Measurable targets that track progress toward each objective
Priority Programs	Major portfolios of work, supported by key projects, that structure and sequence investment to deliver objectives and key results
Tactical Projects	Tactical, high-impact initiatives that tangibly advance objectives and key results within priority programs *Not exhaustive of all annually planned Metro initiatives. The annual budget process determines which specific projects are funded each year*

This structure is designed to be dynamic and adaptive. As customer needs and priorities evolve, Metro will refine key results and reprioritize programs to stay focused on what matters most.

Detailed definitions of key results and their respective targets can be found in Appendix A. Undetermined baselines and targets will be established and updated over the course of implementation, and Appendix A will be updated accordingly. Priority program definitions can be found in Appendix B.

4. Goals, Objectives, and Key Results

Metro has three strategic goals that define the long-term outcomes of the updated plan. These goals show how Metro will achieve the vision outlined earlier. Outcomes related to regional opportunities and partnerships are embedded across goals, when relevant, and serve as core drivers of plan activation. Each goal includes clear objectives, measurable key results, priority programs, and an illustrative list of tactical projects to structure the path forward, measure progress, and track success.

Goal	Service Excellence	Talented Teams	Financial & Organizational Efficiency
Objective	**Safety & Security:** Ensure all customers and employees feel safe and secure using and delivering services	**Recruitment & Retention:** Attract and retain the best talent to deliver Metro's future vision	**Financial Stewardship:** Ensure Metro's long-term financial health and stability
	Reliability: Provide dependable service that the community trusts	**Learning & Development:** Train and equip staff to excel and continuously improve	**Organizational Efficiency:** Streamline operations and efficiently allocate resources where they drive the most value
	Convenience: Deliver frequent, accessible, and easy-to-use service to enhance the customer experience	**Customer Service Mindset:** Make the process of delivering service as easy as possible for internal and external customers	**Energy Management:** Optimize energy usage and steward natural resources

4.1 Goal 1: Service Excellence

Service Excellence is at the core of Metro's mission — delivering safe, reliable, convenient, and accessible transit that customers can count on every day, across all modes. For Metro, this means running buses, trains, and paratransit services frequently and on time, making it easy to plan and pay for a trip, keeping stations and vehicles clean and easy to navigate, and ensuring that customers feel safe and secure throughout their journeys.

Since adopting the initial Strategic Transformation Plan in 2023, Metro has advanced a series of transformative projects and operational improvements. Today, customers are seeing results across the system. Metro Bus and Metro Rail customers both report satisfaction greater than 80%, with Metro Bus customer satisfaction up more than 10 percentage points since fiscal year 2023. Service reliability has strengthened: Metro Bus and Metro Rail both delivered more than 97% of scheduled service, and Metro Access delivered 97.8% of scheduled service. Ridership has grown by millions, and safety outcomes are continuing to move in the right direction. Crime across the Metro service is significantly reduced, and employee injury rates are steadily declining.

1M trips provided by 7000-series railcars returned to service

125 bus routes redesigned to better meet customer needs

82% reduction in Metro Rail fare evasion from new station faregates

Accomplishments in 2023-2025...

...and accomplishments where Metro exceeded previous strategic plan expectations

✓ Redesigned the entire Metro Bus network	☆ Reached an 8-year low in crime on Metro
✓ Rehabilitated the Yellow Line tunnel and bridge	☆ Added 23 miles of bus lanes
✓ Opened new Metro Integrated Command and CommunicationsCenter (MICC)	☆ Implemented Tap. Ride. Go., enabling contactless fare payment
✓ Delivered ~1M trips on 7000-series railcars returned to service	☆ Used operator-assisted Automatic Train Operations (ATO) on almost 1 million stops a month
✓ Retrofitted all station faregates, driving an 82% drop in Metro Rail fare evasion	☆ Launched the MetroPulse mobile app
✓ Rolled out better wayfinding signage and more digital screens in stations and at bus stops	☆ Over 70% of rail trips have scheduled wait times of 6 min or less, up from 5% at the beginning of FY23
✓ Implemented a Safety Management System	☆ Reached goal to carry 1M riders for 12 days in FY25
	☆ Achieved record Metro Rail customer satisfaction, >85% in FY24 and FY25
	☆ Equipped 210 buses with real-time cameras to keep unauthorized vehicles out of bus-only lanes
	☆ Over 13,000 enrolled in reduced fare program
	☆ Opened a new garage, transforming one of Metro's oldest assets (c. 1962) into one of the most advanced facilities

Progress towards world-class service excellence will be measured through goal-wide key results that define success across all modes.

Service Excellence | Goal-wide Key Results

	FY23	Today (FY25)	FY28 (target)
Monthly ridership	16.6M	22.0M	**25M+**
Customer satisfaction	Rail: 84% Bus: 71% Access: 77% (Q4)	Rail: 89% Bus: 83% Access: 78%	**Rail: 85%** **Bus: 85%** **Access: 85%**
Regional mode share	4.8% (CY22)	6.4% (CY23)	**7%+**

To deliver on goal-wide key results Metro will focus on **three objectives:**

1A: Safety & Security	**1B: Reliability**	**1C: Convenience**

4.1.1 Objective 1A: Safety & Security

Objective statement: Ensure all customers and employees feel safe and secure using and delivering services.

Overview and progress since 2023: Safety and security are the foundation of customer trust in Metro. Over the past three years, Metro has continuously worked to make service safer for customers, achieving an 8-year low in crime and an 82% reduction in fare evasion on rail. Metro is increasing its uniformed presence across operations, including the addition of body-worn cameras on specialized police teams and a new in-house police academy. A robust new safety management system and incident management protocol adds another layer of protection, helping Metro swiftly respond to incidents and build customer confidence systemwide.

Safety & Security | Metro by the numbers

700+ Metro Transit Police (MTPD) officers + civilian staff	**30K+** Cameras across the system with 24/7 monitoring	**8** Year low on crime across Metro service	**1,200+** New faregates installed

Over the next three years, Metro's top priority is to relentlessly and continuously improve safety and security for customers and employees. Metro will strive to raise the bar year after year by working to actively reduce crime and injuries, maintain a trusted security presence throughout the network, deploy advanced tools and training to prevent risks, and respond to incidents quickly and effectively. **The key results below will be used to measure progress on Safety and Security:**

Objective	Key Result
Safety & Security	Reduce Part 1 crime rate
	Reduce customer & employee injury rate
	Decrease customer dissatisfaction on crime across service (Metro Rail and Metro Bus)
	Reduce fare evasion on Metro Bus and sustain progress on Metro Rail

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Proactive incident management, crime prevention, and safety risk reduction	Targeted reduction of safety risks and high-risk crime trends
	Safety Management System program
	Fare evasion reduction
	MICC continuous improvement
	Roadway Worker Safety program

4.1.2 Objective 1B: Reliability

Objective statement: Provide dependable service that the community trusts.

Overview and progress since 2023: Reliability remains a key driver of confidence in the Metro system. Over the past three years, service reliability has steadily improved — Metro delivered 97.4% of its scheduled service on Metro Rail and Metro Bus, and 97.8% on Metro Access in fiscal year 2025, near established targets for all modes. Metro returned its 7000-series railcars to service, rehabilitated the Yellow Line tunnel and bridge, and implemented a redesign of the entire Metro Bus network to better align service to customer travel patterns — helping sustain ridership growth across the region.

Project deep dive: Metro Integrated Command & Communications Center (MICC)

Did you know... In 2023, Metro opened a new **14-story central hub for operations** in Alexandria, Virginia. Supported by over 1,400 employees, the MICC brings together multiple critical functions — safety, cybersecurity, maintenance, and customer communications — all under one roof.

Coming up…Metro is preparing to expand the MICC's role as the backbone of system operations by i**ntegrating more real-time data** from railcars, buses, and stations to improve incident response, enhance predictive maintenance, and unify customer communications.

In addition... The facility was **designed with energy efficiency in mind.** It is also designed to meet the LEED Gold certification to reduce environmental impact.

Reliability | Metro by the numbers

3,100+ Vehicles across Rail, Bus, Access	**98** Metro Rail stations	**7,500+** Bus stops across the region	**4,000+** Maintenance staff

Over the next three years, Metro will strive to achieve world-class on-time performance and deliver reliable service that customers can count on. Metro will improve infrastructure, strengthen fleet management, and use predictive maintenance to prevent disruptions. **The key results below will be used to measure progress on Reliability:**

Objective	Key Result
Reliability	Increase on-time performance across service
	Reduce disruptions to service

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Service design and management	Bus network redesign implementation and continuous improvement
	Rail service optimization and continuous improvement
	Develop regional rapid bus corridors
	Implement transit signal priority
Rail modernization	Modernize signal infrastructure (e.g., Communications Based Train Control lines)
	Evaluate and plan for rail system automation phasing
Track and structures rehabilitation, safety and accessmodernization	Track rehabilitation program
	Traction Power, Tagging Relay and Supervisory Control Upgrade
	Track access and proactive efficiency
Fleet management	Fleet reliability and preventative maintenance
	8000-series railcar project
	Bus fleet acquisition
	Rolling stock digitization
	Modernize Metro Access scheduling
Asset management modernization	Elevator and escalator maintenance and upgrades
	Establish new maintenance facilities
	Predictive maintenance modeling and implementation
	Business process transformation and asset management software upgrade
	Facilities master plan

Project deep dive: Priority bus lanes

Did you know... Metro is working with regional partners to **expand bus priority lanes across the District, Maryland, and Virginia.** Investments in red-painted lanes, transit signal priority, and queue jumps reduce travel time, grow ridership, reduce bus operation costs, and expand access and safety for all road users.

Coming up... Through DMV*Moves*, Metro is partnering with the region's road owners to plan and build an **interconnected bus priority network on six corridors**, and coordinating with local jurisdictions to ensure enforcement along these corridors. This will allow buses and bus customers to travel faster and more reliably, enabling a 15% reduction in service hours while still running the same frequency and hours of operation.

In addition... Bus priority lanes reflect Metro's **commitment to safety.** Priority lanes have resulted in 56% fewer crashes on Pennsylvania Ave SE and 28% fewer crashes on 16th Street NW.

4.1.3 Objective 1C: Convenience

Objective statement: Deliver frequent, accessible, and easy-to-use service to enhance the customer experience.

Overview and progress since 2023: In the past three years, Metro has focused on delivering faster, more consistent service, helping connect customers to the nearly 2.5 million jobs across the region. Metro has invested in infrastructure and tools to make trips easier and more seamless, including more real-time information on digital platforms, adding more digital screens to improve wayfinding in stations and at bus stops, and modernizing fare systems with contactless payment through initiatives like Tap. Ride. Go. Together, these advancements have made the system easier to navigate, improving the customer journey for all who ride.

Convenience | Metro by the numbers

| **264M** Passenger trips in FY25 | **833K** Average number of weekday riders | **45%** Of fares paid with Tap. Ride. Go. or mobile payment | **2.5M** Jobs accessible by Metro |

Over the next three years, Metro will provide a convenient transit system that is effortless to use, frequent enough to compete with driving and other transit modes, and accessible to all. Metro's priorities will include improving frequency on both Metro Rail and Metro Bus, simplifying the customer journey with modern tools, and ensuring that stations and vehicles are easy to navigate. An enhanced focus on digital tools, wayfinding, accessibility, and frequency improvements will help create a world-class experience so more people choose Metro for their travel. **The key results below will be used to measure progress on Convenience:**

Objective	Key Result
Convenience	Make it easier to plan, pay, access, and navigate the region across all modes of transit
	Increase customer satisfaction on cleanliness
	Increase service frequency (% of customer trips <6 min for Metro Rail; <12 min for Metro Bus)
	Increase coverage and destination access

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Customer service improvements	New customer trip planning website
	Upgraded wayfinding and access capabilities
	Customer Call Center process and system enhancements
	Station beautification
Fare modernization and integration	Fare vending kiosk program
	Open payment deployment across bus fleet and parking
	Modernized regional payment system integrated with other operators
	Standardized fare policies with regional transit partners

Project deep dive: Tap & Go Payment deployment

Did you know... In May 2025, **Metro launched Tap. Ride. Go.**, a payment method that allows Metro Rail customers to tap contactless credit or debit cards directly at the faregate - no need to register or add fare to a SmarTrip card. Since launch, customers have taken more than 5 million trips using Tap. Ride. Go.

Coming up... In the next three years, Metro anticipates **launching Tap. Ride. Go. on Metro Bus** and at parking facilities. This upgrade is anticipated to improve fare compliance and increase ridership.

In addition... Through DMV*Moves*, Metro is **partnering with the region's other transit providers to develop a regional fare policy framework** with uniform fare types, rates, and passes — all supported by shared payment technology. This work will result in a modernized regional payment system with standardized fare policies integrated with other operators. Alongside these system upgrades, Metro is expanding access through fare programs such as U-Pass for students and Metro Lift for income-qualified customers.

4.2 Goal 2: Talented Teams

Delivering excellent service depends on the people who make it possible. Metro is committed to attracting, developing, and retaining a strong workforce dedicated to powering the region's transit system every day. This means ensuring employees are supported, empowered, and proud of the contributions they make and the service they provide to customers.

Meeting this vision requires sustained focus on recruitment, learning and development, and customer service for both customers and staff. Since adopting the initial Strategic Transformation Plan in 2023, Metro has advanced a series of workforce initiatives to strengthen talent pipelines, expand professional growth opportunities, and build a more collaborative and innovative culture across the agency.

22 recruits completed the MTPD Criminal Justice Academy in the inaugural class

147 job fairs and hiring events during FY25

1,600+ employees completed voluntary trainings in FY25

Accomplishments in 2023-2025...

...and accomplishments where Metro exceeded previous strategic plan expectations

✓ Established a new in-house MTPD Criminal Justice Academy	☆ Increased staff perception of Metro as a great place to work
✓ Completed new hiring through targeted job fairs	☆ Launched Metro Tank and Idea Labs, allowing employees to test new ideas to improve operations and customer experience
✓ Launched Metro Elevate to structure succession planning	☆ Initiated tech-driven employee training for critical safety roles
✓ Partnered with local schools to expand talent pools	☆ Began using AI to enhance HR operations, including scheduling and performance management.

Today, Metro employees are seeing the results of these initiatives. The agency's workforce has grown to more than 13,000 employees — one of the largest employers in the region. New employees are being hired faster, voluntary turnover remains low, and staff are excited to continue working for Metro in the future. Hiring and employee engagement have been bolstered by targeted job fairs, tech-driven training programs, and the launch of new recognition channels. Metro is making measurable progress in building a strong, resilient, capable workforce that serves customers effectively.

Goal-wide key results to build and sustain a high-performing workforce include:

- **Internal customer satisfaction** for every department: How satisfied Metro staff are with the service and support they receive from other departments.

- **Operational staff availability** for all critical positions (vs. workforce need): Whether staffing levels in operations-critical positions meet service demand.

To make progress towards goal-wide key results and engage and support staff, Metro has established **three objectives:**

2A: Recruitment & Retention	2B: Learning & Development	2C: Customer Service Mindset

4.2.1 Objective 2A: Recruitment & Retention

Objective statement: Attract and retain the best talent to deliver Metro's future vision.

Overview and progress since 2023: Recruitment and retention are critical to sustaining a Metro workforce capable of delivering safe, reliable, excellent service for customers. Over the past three years, Metro has undertaken several initiatives to strengthen the talent ecosystem, including establishing the new MTPD Criminal Justice Academy, signing updated labor agreements, hosting expedited hiring fairs, and launching succession planning programs. These initiatives are beginning to show results: the average time-to-hire dropped from 129 days in fiscal year 2023 to 118 days in fiscal year 2025, and voluntary turnover remains low at 2.7%, better than the target of less than 2.85%.

Recruitment & Retention | Metro by the numbers

10 Organizations	**260+** Senior management staff	**10,000+** Union represented employees	**13,000+** Total staff

Over the next three years, Metro will build a strong workforce by hiring quickly, retaining employees, and supporting career growth. To do so, Metro will step up outreach for critical jobs like bus operators and expand training, recognition programs, and advancement opportunities. A steady pipeline of skilled staff will keep Metro's service safe, reliable, and customer-focused. **The key results below will be used to measure progress on Recruitment and Retention:**

Objective	Key Result
Recruitment & Retention	Reduce time from job vacancy to availability
	Increase Employee Net Promoter Score
	Internal mobility – internal candidates see pathways for promotion

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Workforce planning and availability optimization	Workforce planning, recruitment, and forecasting for key roles
	Absenteeism management
	Potential frontline scheduling modification
	Expedited hiring for priority cohorts
	Recognition programs and communication
	Enhanced leadership succession planning

Project deep dive: Job fairs

Did you know... Metro participated in 147 job fairs in fiscal year 2025 as part of a multifaceted recruitment approach designed to maximize reach and engagement. As part of this strategy, Metro collaborated with 18 key jurisdictional partners and visited 17 colleges and universities to attract top talent.

Coming up... Metro continues to keep many mission critical positions like bus operators, mechanics, and transit police open year-round, while also recruiting for more specialized and professional roles.

In addition... Metro organized and executed three accelerated hiring events in April, May, and August of 2025. These events streamlined the candidate selection process, bringing in 44 new hires. This expedited strategy helped Metro expand its talent pipeline while also reducing time-to-hire and improving the candidate experience.

4.2.2 Objective 2B: Learning & Development

Objective statement: Train and equip staff to excel and continuously improve.

Overview and progress since 2023: Learning and development are essential for building the Metro workforce of tomorrow and the next generation of Metro leaders. To build a future-forward workforce, Metro has launched programs to build leadership skills, strengthen technical expertise, and support staff innovation. Metro has created structured pathways for internal succession planning and leadership development, as well as new tech-enabled, simulation-based training programs for high-risk, safety-critical roles.

Learning & Development | Metro by the numbers

55 Employees completed leadership development programs in FY25	**275** Technical training and development courses facilitated in 2025	**750+** Staff promoted in FY25

Over the next three years, Metro will embed continuous learning into every stage of an employee's career. Metro will expand leadership development trainings for supervisors and managers, strengthen technical and digital training programs, and make career pathways visible so employees can pursue advancement opportunities within the organization. With these priorities, Metro will ensure its workforce is able to deliver safe, reliable, world-class service for the region and its customers every day across all modes. **The key results below will be used to measure progress on Learning and Development:**

Objective	Key Result
Learning & Development	Leadership development: launch supervisor "Metro U"
	Staff feel supported by their supervisors to do their job well
	Staff feel they know the expectations to succeed in their job
	Staff say they receive the help they need to learn and grow professionally

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Leadership development and training center	"Metro U" program for all supervisors to develop next generation of leaders
	Build a new Metro Training Center
	Enhance focus group and staff communications to assess root causes of survey feedback
	Standardization of training across core roles
	Skill equivalency across DMV certifications/standards
	Rollout 360 feedback to assess management performance

Project deep dive: Metro Training Center

Did you know…Metro is developing a new **state-of-the-art training center** that will integrate training across the agency. It will feature classrooms with a replica Metro Rail station and tunnel, complete with actual railcars, all designed to provide hands-on, immersive, and flexible learning environments.

Coming up... The project is moving into phased design and construction, beginning with core classrooms, labs, and administrative offices. Metro is targeting a **LEED Silver rating** and is incorporating BIM technology to ensure a 50-year service life.
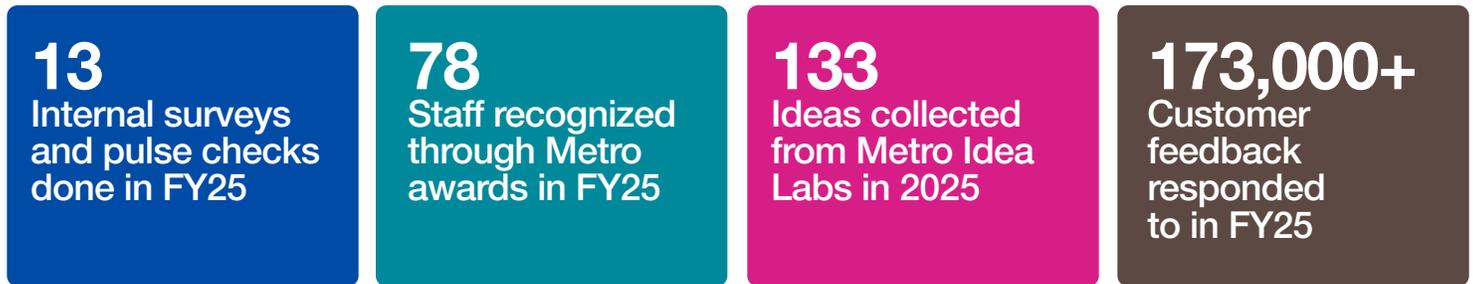
In addition…The training center is central to Metro's **broader leadership development program,** ensuring employees have the skills, tools, and professional development opportunities they need to deliver safe, reliable service to the region.

4.2.3 Objective 2C: Customer Service Mindset

Objective statement: Make the process of delivering service as easy as possible for internal and external customers.

Overview and progress since 2023: Strong internal customer service helps Metro deliver better external service to customers. This requires a culture of customer service where employees are empowered, and departments collaborate effectively. Metro has launched empowerment and award programs to give staff more voice and recognition, as well as initiatives like Metro Idea Labs to test new ideas and solutions. Strong external customer service helps Metro deliver better service to the region. Initiatives like updated wayfinding and digital displays in stations and bus stops help customers navigate the system more easily, improving customer experience.

Customer Service Mindset | Metro by the numbers

13 Internal surveys and pulse checks done in FY25	**78** Staff recognized through Metro awards in FY25	**133** Ideas collected from Metro Idea Labs in 2025	**173,000+** Customer feedback responded to in FY25

Over the next three years, Metro will create a culture where employees are empowered, recognized, and supported. Metro will improve collaboration across departments, streamline processes, and expand recognition programs. By embedding a "How can I help you?" mindset internally and externally, Metro will create an organization where delivering excellent service is seamless for staff and translates into world-class customer service for all customers, every time they ride. **The key results below will be used to measure progress on Customer Service Mindset:**

Objective	Key Result
Customer Service Mindset	Internal customers are satisfied with service for critical internal business processes (i.e., IT, Human Capital, Procurement)
	External customers are satisfied with staff interactions
	Competency frameworks defined for priority cohorts (e.g., station managers, MICC, Procurement)

Refer to Appendix A for FY2028 targets for each Key Result:

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Performance management and accountability	Identify priority internal business processes for improvement (e.g.,IT, Human Capital, Procurement)
	Launch customer service pulse check (quick feedback survey)
	Define competency framework for priority cohorts (with employee capabilities for Good/Better/World-Class)

Project deep dive: MetroPulse

Did you know... Metro launched *MetroPulse,* a new mobile app that gives customers real time tools for riding with more ease and confidence. Customers can plan trips, get arrival times, view performance data, report system issues, and chat with customer service — including sending photos and videos.

Coming up... This app builds on the earlier web version of MetroPulse launched in 2023 by bringing features into a **native app environment,** making them easier to access on-the-go.Metro will continue adding refinements over time to make the app more robust and responsive to customer feedback

In addition... MetroPulse highlights Metro's customer service mindset by giving customers an easy way to connect directly with staff, report issues in real time, and receive timely responses — strengthening trust and creating a more responsive, customer-focused culture.

4.3 Goal 3: Financial & Organizational Efficiency

Financial & Organizational Efficiency reflects Metro's responsibility to steward public resources while ensuring service delivery and modernizing how the agency operates. Efficiency means getting the most from every dollar, so customers see better service and staff have the tools to deliver it. For Metro, this requires aligning budgets to outcomes, streamlining core processes such as procurement and IT, and ensuring effective management of energy resources.

Meeting this vision requires continued attention to cost control, revenue growth, and long-term sustainability. Metro must carefully manage day-to-day expenses while ensuring that every dollar spent delivers measurable value for customers. At the same time, the agency needs to expand revenue sources beyond fares and subsidies. Achieving sustainability depends on securing predictable long-term funding and making disciplined investments that balance short-term needs with long-term growth.

$15M in local tax revenue generated from joint development real estate projects in the past 3 years

$532M in cost savings identified over the past two years

~1,300 new residential units from transit-oriented development projects

Accomplishments in 2023-2025...

…and accomplishments where Metro exceeded previous strategic plan expectations

✓ Generated $15M in local tax revenue from joint development real estate projects	☆ Identified $532M in cost savings over the past three years
✓ Implemented new digital display improvements for advertising	☆ Secured a 10-year electricity supply agreement in Maryland, providing long-term favorable pricing for 30% of Metro's needs
✓ Approved new bus and rail subsidy allocation formulas	☆ Achieved 5% of revenue from non-fare, non-subsidy sources through an improved advertising and real-estate strategy
✓ Broke ground on five new transit-oriented development projects near rail properties	☆ Balanced the FY25 budget despite an expected $750M deficit
	☆ Energized 10 megawatts of solar carports at four stations

Today, Metro has strengthened its financial foundation and taken meaningful steps to improve efficiency. In fiscal year 2025, revenue from non-fare, non-subsidy sources reached 5% of operating revenue, surpassing the target of 4.3%. Operating costs per vehicle revenue mile remain competitive and are trending downward. Energy efficiency is improving, with energy intensity levels below targets. To deliver world-class service, Metro will need to continue balancing cost control, revenue growth, and long-term investment with organizational reforms to boost effectiveness and efficiency.

Progress towards Financial & Organizational Efficiency will be measured through goal-wide key results.

Financial & Organizational Efficiency | Goal-wide key results

	FY23	Today (FY25)	FY28 (target)
Operating cost per revenue mile, Rail	$11.65	$11.44 (budget)	Growing slower than inflation
Operating cost per revenue mile, Bus	$19.90	$22.09 (budget)	

To enhance efficiency, strengthen long-term financial stability, and improve energy management, Metro has established **three objectives:**

3A: Financial Stewardship	3B: Operational Efficiency	3C: Energy Management

4.3.1 Objective 3A: Financial Stewardship

Objective statement: Ensure Metro's long-term financial health and stability.

Overview and progress since 2023: Metro manages a combined annual budget of more than $5 billion, with roughly $2.4 billion for operations and $2.6 billion for capital investments. While overall budget levels have remained stable since fiscal year 2023, balancing them has required major efficiency gains. Over the past two years, Metro identified more than $500 million in budgeted savings, updated subsidy formulas for Metro Bus and Metro Rail to better reflect service delivery, and secured long-term energy contracts to reduce exposure to cost volatility. The fiscal year 2025 budget was balanced despite a projected $750 million shortfall, and non-fare, nonsubsidy revenue grew to 5% of total operating revenue through expanded advertising, partnerships, and joint development. These actions demonstrate disciplined financial management and a strong foundation for the future.

Financial Stewardship | Metro by the numbers

$2.5B FY26 Operating Budget	**$564M** FY26 Operating Revenue	**$1.9B** Subsidy funding from partners in FY26	**$10.9B** Six-year Capital Investment Plan

Over the next three years, Metro will secure lasting, predictable funding and build financial resilience. This will include advancing DMV*Moves* and other regional initiatives to create a sustainable operating and capital funding model, expanding joint development and advertising partnerships to grow non-fare revenue, and restoring operating reserves to provide a buffer against economic shifts and ridership swings. At the same time, Metro will strengthen financial controls, enhance performance reporting, and increase transparency to ensure every dollar is spent effectively. By moving beyond short-term fixes toward structural stability, Metro will build the financial foundation to sustain safe, reliable service and invest in modernization for the region's future. **The key results below will be used to measure progress on Financial Stewardship:**

Objective	Key Result
Financial Stewardship	Increase percent of capital plan funded & utilized
	Maintain AA bond rating and clean audit
	Grow revenue from non-subsidy sources
	Partner to develop new transit-oriented development projects near high-capacity transit

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Implement predictable, sustainable capital funding aligned with regional partners (e.g., supported by DMV*Moves*)	DMV*Moves* partners agree on long-term dedicated funding solution
Joint development partnerships near highcapacity transit	Implementation of real estate strategic plan
Increase revenue from nonsubsidy sources	Expand advertising partnerships strategy
	Enhance private sector regional partnerships

Project deep dive: Transit-oriented development

Did you know... Developments on Metro-owned land contribute to the tax base of the region. Over the past three years, new transit-oriented development has **added $15M in annual tax revenue.** Historically, Metro's completed joint development projects account for $220 million of annual tax revenue.

Coming up... There is **future development potential at 41 metro stations**, totaling 29M square feet, including 26,000 new housing units. This would add over $300M in annual tax revenue to the region.

In addition... Metro is **partnering with local jurisdictions**, such as Montgomery County to support transit-oriented development that promotes housing, commercial spaces, and transit connectivity.

4.3.2 Objective 3B: Organizational Efficiency

Objective statement: Streamline operations and efficiently allocate resources where they drive the most value.

Overview and progress since 2023: Metro is one of the region's most complex organizations, with hundreds of facilities operating daily across the DMV. Over the past three years, Metro has made progress in controlling costs and improving productivity. For Metro Rail, operating costs per vehicle revenue mile fell from $11.65 in fiscal year 2023 to a budget of $11.44 in fiscal year 2025 as Metro increased service with the return of the 7000-series fleet and supported higher ridership. For Metro Bus, costs rose from $19.09 in fiscal year 2023 to a budget of $22.09 in fiscal year 2025, though they remain below the target established in the initial plan. Coordinating such a vast system requires thousands of internal processes, which Metro must modernize to achieve greater organizational efficiency.

Organizational Efficiency | Metro by the numbers

$532M In cost savings identified over the past three years	**520+** Station managers equipped with tablets and digitized forms	**$15M** Annual tax revenue from transit-oriented development projects over the past three years	**9** Consecutive years of clean audits

Over the next three years, Metro will modernize and simplify its core business processes to free time and resources for reinvestment in service. Priorities include full implementation of the new enterprise resource planning (ERP) system across finance, human capital, and grants to standardize processes and reduce delays, accelerated procurement and supply chain modernization to shorten timelines, improve transparency, and identify cost savings, and expanded digital and AI solutions, such as digitizing forms to improve efficiency in frontline workflows. By embedding these programs, Metro will raise performance standards, reduce administrative burdens, and ensure staff can focus on delivering excellent service to customers across the region. **The key results below will be used to measure progress on Organizational Efficiency:**

Objective	Key Result
Organizational Efficiency	Increase administrative efficiency

Refer to Appendix A for FY2028 targets for each Key Result

Priority Program	Tactical Project
ERP management & sustainment	ERP implementation and adoption of best practices (Finance, Human Capital, and Grants)
	ERP sustainment and continuous process improvements
Procurement & Supply Chain transformation and modernization	Procurement process improvements, system modernization, and risk management
	Supply chain process redesign and implementation
	Supply chain warehouse upgrades
Digital and AI ecosystem acceleration	Enterprise video enabled operations
	Network fabric
	Frontline digitalization (bus, facilities, etc.)
	Enterprise data platform and AI enablement

Project deep dive: Frontline digitization

Did you know... Metro is working to reimagine its frontline workflows with digitalization and AI, accelerating how we deliver service while achieving key efficiencies in staff responsibilities.

Coming up... Metro will **deploy digital products** across key, high-value use cases like an AI rule book & warranty management to digitize operational rules, manuals, and other components — enabling fast search, contextual updates, and greater accessibility.

In addition... The agency is reshaping and sustaining digitized workflows to move the needle on key business problems and upskill staff around modern ways of working.

4.3.3 Objective 3C: Energy Management

Objective statement: Optimize energy usage and steward natural resources.

Overview and progress since 2023: Energy is essential to delivering Metro service – powering trains, buses, and paratransit, and the facilities that keep them running. Metro consumes about 5.6 trillion British thermal units (Btu) of energy each year, with annual costs of roughly $140 million. At this scale, even small efficiency gains or favorable contract terms translate into millions in savings and directly support Metro's fiscal health. As one of the region's largest energy users, Metro's energy choices matter, making energy management a strategic priority for both the agency and the region. Since 2022, Metro has improved systemwide energy efficiency by 9% through operational upgrades, facility modernization, and enhanced data management. The agency also engaged actively in the energy market, securing an innovative 10-year electricity supply agreement in Maryland that reduces exposure to energy market volatility and provides long-term price stability.

Energy Management | Metro by the numbers

5.6T Btu of energy consumed annually	**$140M** Total energy spend in FY25	**15** High-performance facilities	**36.8** kBtu per vehicle revenue mile used in FY25

Over the next three years, Metro will continue building a more efficient, data-driven, and resilient energy program to reduce costs and manage risk. Priorities include advancing facility upgrades to improve efficiency across bus garages, rail yards, and administrative buildings, and exploring new opportunities in energy markets. Embedding these efforts into Metro's financial and operational strategy will reduce exposure to volatile utility costs and ensure resources are used as efficiently as possible.

The key results below will be used to measure progress on Energy Management:

Objective	Key Result
Energy Management	Reduce energy intensity

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Resource Management	Advance strategic energy supply procurements
	Optimize energy and resource consumption across infrastructure

Project deep dive: Smart energy investments

Did you know...Metro has energized 10 megawatts (MW) of solar carports across four stations to date, turning parking lots into community power plants. These installations provide new energy for the region, generate revenue for Metro, improve safety, and offer shaded parking for customers.

Coming up... Metro secured a 10-year electricity contract that will cover 30% of its supply. This long-term contract provides stable pricing and supports the development of new power sources in the region.

In addition... Metro continues to control utility expenses by investing in energy efficiency and actively engaging energy markets to reduce long-term operating costs, minimize risk, and improve financial predictability. Managing energy costs is a priority for Metro to help maintain reliable and affordable service.

5. Plan Management and Progress Tracking

Activating the Strategic Transformation Plan means establishing the right management, reporting, and tracking mechanisms to deliver progress. Since the previous plan, Metro has taken important steps in this direction by implementing the following:

- **Live, public performance dashboards:** Track and share progress across key metrics

- **Regular updates by goal:** Detail progress against long-term outcomes

- **General Manager's Reports:** Provide updates on key performance metrics, ongoing initiatives, and financial and operational matters

- **Staff surveys and engagement forums:** Gather feedback and track employee sentiment

Examples | How Metro tracks & communicates progress
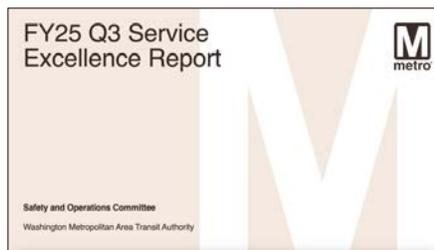
| Live public performance dashboard | Goal progress reports | Staff surveys and pulse checks |
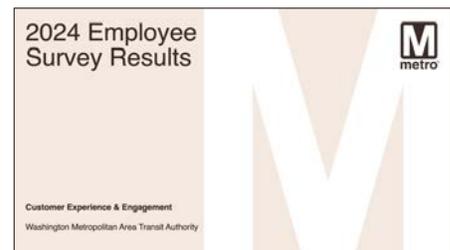
As Metro pursues the next stage of world-class transit, Metro will also focus on:

- **Annual priorities:** Setting annual fiscal year priorities and high-priority investments (such as rail modernization, workforce planning, procurement) with senior staff and the Board of Directors, which would be incorporated into the long-range capital plan

- **Staff alignment:** Connecting the Strategic Transformation Plan's priorities to day-to-day responsibilities, performance management, and recognition programs with Metro employees

- **Public engagement:** Maintaining regular communications, public forums, and other feedback channels to gather input and share progress with regional partners and the broader DMV community.

Activation enables Metro to continuously improve the plan.

Metro aims to continuously adapt and improve the plan each year through a cycle of feedback, flexibility, and accountability. This approach includes:

- **Flexibility:** Retaining the ability to integrate new projects into the plan framework as needs change

- **Annual reprioritization:** Reviewing and reprioritizing select, high-impact projects each year for Board review and input

- **Data and benchmarking:** Continuously collecting data, establishing baselines, and updating benchmarks to establish targets still to be defined

Through disciplined governance, transparency, operational alignment, and continuous improvement, Metro will fully activate the refreshed Strategic Transformation Plan, delivering tangible outcomes for customers, employees, and the region.

Appendix A. Metrics and Targets

The Strategic Transformation Plan (the plan) includes key results for goals and objectives that define desired quantitative or qualitative outcomes. Incorporating performance measurement is critical to ensure that the plan is data-driven and that Metro remains accountable for and transparent about progress.

Appendix A defines the metrics used to track each key result and sets a target for the desired level of performance by fiscal year (FY) 2028. The targets were set through conversations with the Metro Board and Senior Leadership, and they aim to align Metro with peer standards of "world-class." In addition to key results for each goal and objective, Appendix A identifies secondary metrics that will also be used to measure and communicate performance; many of these continue from the original Strategic Transformation Plan approved in February 2023.

Metro will evaluate success based on improvement toward targets and will work rigorously to drive progress on each metric. For most measures, Metro will set interim targets annually as part of a routine and transparent process that puts the agency on a path towards reaching the plan targets by FY28. These interim targets aim for continuous improvement while factoring in budget allocation and timelines for relevant programs and projects. They motivate and hold staff accountable for making progress towards the transformational changes and levels of performance envisioned in the plan.

Leadership and management regularly discuss the plan's metrics through a series of internal "STAT" meetings held at least quarterly. Staff also have access to reports and dashboards to monitor performance and drill down into results more regularly. Finally, the agency offers data tools and dashboards to the public through its Open Data Hub on wmata.com to provide information and enable comparisons at the route or station level for metrics like ridership and on-time performance.

Metro will report on the plan's metrics to the Board and its committees regularly – with metric progress and success evaluated based on improvements toward both interim annual targets as well as the targets established in this appendix. For Board reporting, Metro will follow the cadence indicated below.

Strategic Goal	Board Committee	Reporting Frequency
Service Excellence	Safety and Operations	Quarterly
Talented Teams	Executive	Annually
Financial & Organizational Efficiency	Finance	Annually

The tables in Appendix A show key results and additional metrics by goal and objective. They provide a brief description of the metric, baseline performance (usually FY25), and the plan targets.

Service Excellence			
Key result	**Description**	**Baseline**	**STP Target (FY28)**
Increase monthly ridership	Average customer trips per month: **Metro Rail:** Faregate Smart Trip transactions plus other entries as recorded by faregate sensors **Metro Bus:** Boardings as recorded by Automated Passenger Counters **Metro Access:** Customer trips	All Metro: **22.0M** FY25	≥25M per month
Increase customer satisfaction across all modes	Percent of customer survey respondents who rated their last trip as a "4" or "5" on a five-point scale where 1 = "very dissatisfied" and 5 = "very satisfied" *Data aggregated quarterly*	Metro Rail: **89%** Metro Bus: **83%** Metro Access: **78%** Q4FY25	**Metro Rail: ≥85%** **Metro Bus: ≥85%** **Metro Access: ≥85%**
Increase regional mode share across all modes	Percent of regional trips made on Metro and regional transit operators out of the total number of trips made by auto, Metro, or regional transit operators *Data aggregated and analyzed annually*	**6.4%** CY23	≥7%
Safety and Security			
Reduce Part 1 crime rate	Number of Part 1 crimes per million customer trips. Part 1 crimes are defined by the Federal Bureau of Investigation to include criminal homicide, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson	All Metro: **3.7** FY25	Trend Towards 0
Reduce customer and employee injury rate	**Customer injury rate:** Number of National Transit Database (NTD)-reportable customer injuries per 10 million vehicle revenue miles **Employee injury rate:** Number of Occupational Safety and Health Administration (OSHA)-reportable employee injuries per 100 employees	**Customer Injury Rate** All Metro: **30.6** FY25 **Employee Injury Rate** All Metro: **6.2** FY25	Trend Towards 0
Decrease customer dissatisfaction of crime Metro Rail and Metro Bus	Percent of customer survey respondents who rated their perception of safety from harassment or crime on the bus/train from their last trip as a "1" or "2" on a five-point scale where 1 = "not at all safe" and 5 = "very safe" *'Data aggregated quarterly*	Metro Rail: **9%** Metro Bus: **13%** Q4FY25	**Metro Rail: ≤10%** **Metro Bus: ≤10%**
Reduce fare evasion on Metro Bus and sustain progress on Metro Rail	**Metro Rail:** Customers entering the system without tapping a farecard, as counted by sensors on the faregates **Metro Bus:** Customers boarding the bus without tapping a valid farecard, as counted by the Automatic Passenger Counter (APC) system	Metro Rail: **4%** Metro Bus: **73%** FY25	Trend Towards 0
Reliability			
Increase on-time performance across all modes	**Metro Rail:** Percent of customer trips completed on-time, defined as less than the designated maximum amount of time per trip based on train schedules and run-times **Metro Bus:** Percent of timepoints delivered on-time, defined as no more than two minutes early or seven minutes late **Metro Access:** Percent of vehicles that arrive to the pick-up location on time, defined as within the 30-minute pick-up window	Metro Rail: **88%** Metro Bus: **76%** Metro Access: **88%** FY25	**Metro Rail: ≥95%** **Metro Bus: ≥80%** **Metro Access: ≥92%**
Reduce missed service across all modes	**Metro Rail:** Percent of Metro Rail service (stops) delivered compared to the approved and published budget **Metro Bus:** Percent of Metro Bus service (trips) delivered compared to the bus schedule **Metro Access:** Percent of scheduled Metro Access trips delivered. Missed trips (i.e., those not delivered) are those where the Metro Access vehicle arrived after the scheduled pick-up window or did not wait for the required amount of time, and the customer did not take the trip	Metro Rail: **93%** Metro Bus: **97%** Metro Access: **98%** FY25	**Metro Rail: ≥95%** **Metro Bus: ≥98%** **Metro Access: ≥99.25%**

Key result	Description	Baseline	STP Target (FY28)
Convenience			
Make it easier to plan, pay, access, and navigate the region across all modes	Milestone-based measure of progress towards integrated trip planning and payment and customer ease of use.	Tap.Ride.Go launched on Rail 05/28/2025, on Bus 11/18/2025 Metro Pulse launched 05/16/2025	**FY26 milestones:** Tap.Ride.Go launched on Bus 11/18/25 New website launch MetroPulse Improvements MetroAlert Updates Expansion of screens modernization at additional stations Wayfinding Improvements Call Center Voice, Chat, and Text Enhancements (CCaaS) *Future milestones to be defined*
Increase customer satisfaction of cleanliness	Percent of customer survey respondents who rated the cleanliness of the bus/train of their last trip as a "4" or a "5" on a five-point scale where 1 = "very dirty" and 5 = "very clean" *Data aggregated quarterly*	Metro Rail: **72%** Metro Bus: **75%** Q4FY25	Metro Rail: **≥80%** Metro Bus: **≥80%**
Increase service frequency	**Metro Rail:** Percent of customer trips with 6 minutes or better frequency **Metro Bus:** Percent of customer trips with 12 minutes or better frequency	Metro Rail: **67%** Metro Bus: **38%** FY25	Metro Rail: **≥75%** Metro Bus: **≥50%**
Increase coverage and destination access	Average number of jobs accessible within 60 minutes on Metro fixed route service. Includes time spent riding Metro services plus time walking to and from rail stations or bus stops; accounts for jobs based on Longitudinal Employer-Household Dynamics U.S. Census data	All Metro: **250,600** FY25	**≥10% by FY28**
Additional metrics for Service Excellence			
Reduced fare program usage	Percent of trips using a reduced fare program: Senior SmarTrip Card, Metro Lift Income-Qualified Program, and Reduced Fare Disability Card	All Metro: **5.5%** FY25	**≥9%**
Accuracy of real-time arrival information	Percent of arrival prediction times that are accurate for vehicles set to arrive at a stop within the next 30 minutes	Metro Rail: **97.6%** Metro Bus: **89.8%** FY25	Metro Rail: **≥98%** Metro Bus: **≥90%**
Availability of real-time arrival information	Percent of scheduled Metro Bus trips that have real-time arrival information available	Metro Bus: **92.6%** FY25	Metro Bus: **≥94%**
Collision rate (Metro Bus, Metro Access)	Number of NTD-reportable collisions between a transit vehicle and another vehicle or object per 10 million vehicle revenue miles	Metro Bus: **60.5** Metro Access: **20.3** FY25	**Reduce by 10% from FY25**
Transit worker assault rate	Number of NTD-reportable assaults on transit workers per 10 million vehicle revenue miles	All Metro: **46.8** FY25	**Trend Towards 0**
Mean distance between failure	Average number of miles travelled before a vehicle experiences a failure	Metro Rail: **27,700** Metro Bus: **5,900** Metro Access: **24,200** FY25	Metro Rail: **≥30,000** Metro Bus: **≥7,000** Metro Access: **≥25,500**
Elevator and escalator availability	Percent of revenue hours that elevator and escalator units are available. Units are considered unavailable if they are out of service for rehabilitation, replacement, or maintenance	Elevator: **98.1%** Escalator: **94.9%** FY25	Elevator: **≥98%** Escalator: **≥94.3%**
Crowding (Metro Rail, Metro Bus	Percent of customer time in crowded conditions **Metro Rail:** >100 people per car during rush; >60 all other times **Metro Bus:** >40 people per 40-foot bus	Metro Rail: **1.3%** Metro Bus: **3.1%** FY25	Metro Rail: **≤5%** Metro Bus: **≤5%**
Average wait time	Average scheduled wait times based on current ridership patterns. Wait times are defined as half of a scheduled headway	Metro Rail: **3.3 min** Metro Bus: **9.7 min** FY25	Metro Rail: **≤3.0 min** Metro Bus: **≤8.5 min**

Talented Teams

Key result	Description	Baseline	STP Target (FY28)
Improve internal customer satisfaction (CSAT) for every department	Percent of staff that strongly agree or agree with the statement "Communication between departments/offices is efficient at WMATA" *Data collected annually as part of employee survey*	28% May 2025	≥65%
Achieve operational staff availability for all critical positions	Percent of required positions filled for bus operators, train operators and station managers *Data tallied monthly*	Bus Operator: **95%** Train Operator: **100%** Station Manager: **96%** FY25	**Bus Operator: ≥99%** **Train Operator: ≥98%** **Station Manager: ≥97%**

Recruitment and Retention

Key result	Description	Baseline	STP Target (FY28)
Reduce time from job vacancy to availability	Average number of days to fill a position from job opening (position posted) to being ready for onboarding (includes non-represented employees and Local 2 unionized workers). With future data availability, this measure will be expanded to start with the day the position became available and end with the hire date.	119 days FY25	**Reduce by 30% from FY25**
Increase Employee Net Promoter Score	The "net promoter score" based on the response to the question "On a scale of 0 to 10, how likely are you to recommend WMATA as a place to work to a friend or family member?" Calculated as the share of respondents choosing 9-10 (i.e., "promoters") minus the share of respondents choosing 0-6 (i.e., "detractors"). Values range from 100 (everyone is a "promoter") to -100 (everyone is a "detractor") *Data collected annually as part of employee survey*	2 May 2025	≥14
Internal mobility - internal candidates see pathways for promotion	Percent of staff that agree or strongly agree with the statement "There are opportunities for advancement at WMATA that fit my career goals" *Data collected annually as part of employee survey*	59% May 2025	≥70%

Learning and Development

Key result	Description	Baseline	STP Target (FY28)
Leadership development	Milestone-based measure of progress towards establishing a "Metro U" supervisor training program.	N/A	**First cohort graduates from "Metro U" supervisor training**
Staff feel supported by their supervisors to do their job well	Percent of staff that agree or strongly agree with the statement "I trust my immediate supervisor" *Data collected annually as part of employee survey*	68% May 2025	≥75%
Staff feel they know the expectations to succeed in their job	Percent of staff that agree or strongly agree with the statement "I know what is expected of me in my job" *Data collected annually as part of employee survey*	83% May 2023	≥90%
Staff say they receive the help they need to learn and grow professionally	Percent of staff that agree or strongly agree with the statement "I receive the help I need to learn and grow professionally at WMATA" *Data collected annually as part of employee survey*	53% May 2025	≥75%

Customer Service Mindset

Key result	Description	Baseline	STP Target (FY28)
Internal customers are satisfied with service for critical internal business processes	Percent of staff that are "satisfied" or "very satisfied" with internal service for: selected procurement, technology, and human capital processes.*Data collected as part of employee survey*	Baseline survey to be conducted in FY26	**To be confirmed once baseline survey is completed**
External customers are satisfied with staff interactions	Number of complaints about "employee conduct" per 1 million customer trips	To be determined	**To be determined**
Competency frameworks defined for priority cohorts	To be defined	To be determined	**To be determined**

Key result	Description	Baseline	STP Target (FY28)
Additional metrics for Talented Teams			
Staff perception of empowerment	Percent of staff that strongly agree or agree with the statement "At WMATA, I feel empowered to make decisions" *Data collected annually as part of employee survey*	**46%** May 2025	**≥65%**
Staff perception of process efficiency	Percent of staff that strongly agree or agree with the statement "Our processes make it easy to work well across offices, organizations, and departments at WMATA" *Data collected annually as part of employee survey*	**32%** May 2025	**≥60%**
Staff perception of recognition	Percent of staff that strongly agree or agree with the statement "Teams who perform well are recognized for it at WMATA" *Data collected annually as part of employee survey*	**43%** May 2025	**≥60%**
Turnover rate	Percent of employees who left Metro as a proportion of the total number of active employees	Overall: **7.6%** Voluntary: **2.7%** Involuntary: **2.1%** Retirement: **2.6%** FY25	**Overall: ≤7.3%**
Offer acceptance rate	Percent of job applicants who were extended an offer and accepted	To be determined	**To be determined** *to be set after the launch of MetroSync*

Financial and Organizational Efficiency			
Key results	**Description**	**Baseline**	**STP Target (FY28)**
Achieve operating cost per revenue mile growing slower than inflation (Metro Rail, Metro Bus)	Dollar amount of operating costs per vehicle revenue mile	Metro Rail: **$11.44** Metro Bus: **$22.09** FY25 (Budget)	**Growing slower than inflation**
Financial Stewardship			
Increase percent of capital plan funded and utilized	**Capital plan funded:** Proportion of 6-year capital program (constrained for execution) funded in the approved budget **Capital budget utilized:** Actual capital expenses as a percent of budgeted capital expenses	Capital plan funded: 65% Capital budget utilized: 82% FY25	**Capital plan funded: >90% Capital plan utilized: >90%**
Maintain AA bond rating and clean audit	Metro's credit rating as set by external credit rating agencies	**AA**	**Bond rating: AA**
Grow revenue from non-subsidy sources	Percent of operating revenue that comes from non-subsidy sources	22.2% FY25	**≥25%**
Partner to develop new transit-oriented development projects near high-capacity transit	Number of new joint development agreements executed on Metro Rail property	5 FY25	**≥20 by 2032**
Operational Efficiency			
Increase administrative efficiency	General administration cost as a share of total operating costs	18% FY25	**≤20%**
Energy Management			
Reduce energy intensity	Kilo British thermal units (kBtu) of energy consumed from all Metro operations per vehicle revenue mile	36.8 kBtu FY25	**≤35 kBtu**
Additional metrics for Financial and Organizational Efficiency			
Operating reserve	Funding available in a "rainy day" fund to prepare Metro for unforeseen situations, as a percent of the total operating budget	0% FY25	**≥10%**
Regional clean air benefit	Net metric tons of CO_2e emissions avoided due to Metro's service to the region * Net emissions are measured in million metri tons of CO_2e (includes nitrous ozide, methane, and carbon dioxide)	9.5 FY25	**≥9.5**
Water intensity	Gallons of water used by all Metro operations per vehicle revenue mile	0.7 FY25	**≤1**
High performance facilities	Number of facilities that have obtained third-party high performance certifications including LEED, Envision, or others	15 FY25	**≥18**
Time to procure	To be defined	To be determined	**To be determined**

Appendix B. Priority Program Definitions

Metro's Priority Programs translate the agency's strategic goals into focused investments that deliver meaningful improvements for the region. Derived from *strategic operational needs*, *regional priorities*, and Metro's *six-year Capital Investment Plan (CIP)*, these programs represent Metro's most significant efforts to maintain, modernize, and transform the system.

Appendix B provides individual program definitions for each priority program referenced in the Strategic Transformation Plan (the plan). Each definition clarifies how a program advances Metro's mission and contributes to the agency's overarching goals, offering a transparent view of what Metro is doing to deliver world-class transit service.

Each Program Definition includes:

- Purpose: A concise description of why the program exists and how it supports the plan's goals and objectives, intended to answer the question: *"What is Metro doing?"*

- Content: A summary of program scope, accomplishments to date, alignment to plan's goals and objectives, tactical projects, and a high-level timeline of milestones.

Appendix B will be updated to provide a summary of each priority program and the investments driving Metro's ongoing transformation.

Objective	Program
Service Excellence	
Safety & Security	Proactive incident management, crime prevention, and safety risk reduction
Reliability	Service design and management
Reliability	Rail modernization
Reliability	Track and structures rehab, safety and access modernization
Reliability	Fleet management
Reliability	Asset management modernization
Convenience	Customer service improvements
Convenience	Fare modernization and integration
Talented Teams	
Recruitment & Retention	Workforce planning and availability optimization
Learning & Development	Leadership development and training center of excellence
Customer Service Mindset	Performance management and accountability
Financial & Org. Efficiency	
Financial Stewardship	Implement predictable, sustainable capital funding aligned with regional partners (e.g. supported by DMV*Moves*)
Financial Stewardship	Joint development partnerships near high-capacity transit
Financial Stewardship	Increase revenue from non-subsidy sources
Organizational Efficiency	ERP management & sustainment
Organizational Efficiency	Procurement & Supply Chain transformation and modernization
Organizational Efficiency	Digital and AI ecosystem acceleration
Energy Management	Resource Management

Appendix C. Virginia Code Requirements

Virginia Code § 33.2-1526.1 (M) establishes the criteria governing the allocation of the Commonwealth Mass Transit Fund, with which Metro must demonstrate compliance. A key component of this requirement is the adoption or update of a strategic plan within the preceding 36 months. The statute outlines five standards that such a strategic plan must satisfy. The following section presents these standards, along with references to Metro's reports and documentation that illustrate Metro's adherence to the statutory criteria and continued commitment to strategic planning.

(a) An assessment of state of good repair needs
1. **FY2026-FY2031 State of Good Repair Needs Outlook**
   i. The State of Good Repair Needs Outlook presents a 10-year model of Metro's reinvestment needs, offering a comprehensive view of asset conditions and projected replacement or rehabilitation priorities.

(b) A review of the performance of fixed-route bus service, including schedules, route design, connectivity and vehicle size;
1. **Better Bus 2025 Network Redesign Board Approval**
2. **Better Bus Network Redesign: About the Project**
   i. The Better Bus Network Redesign delivers a data-driven evaluation of Metro Bus routes, schedules, connectivity, and vehicle deployment, resulting in a more equitable, frequent, and accessible bus network.
3. **Q4-FY2025 Service Excellence Report**
   i. The Quarterly Service Excellence Report tracks key performance metrics across all transit modes, with the Q4-FY2025 edition incorporating results from the redesigned bus network to assess service reliability and delivery.

(c) An evaluation of the opportunities to improve operating efficiency of the transit network, including reliability of trips and travel speed;
1. **FY2025 Year-End Financials, Pre Audit**
   i. The FY2025 Year-End Financials report outlines accomplishments in improving operating efficiency during FY2025, including $120M of total savings.
2. **Washington Metropolitan Area Transit Authority FY2026 Budget**
   i. Chapter 3: Operating Budget provides a detailed account of operating expenses, sources of funding, and opportunities for cost savings and improved efficiency across all 3 transit modes as well as for each administrative department within Metro.

   3. **Q4-FY2025 Service Excellence Report**
      i. As noted above, the quarterly Service Excellence Report provides a robust set of metrics to evaluate the service level and reliability of Metro Rail, Metro Bus and Metro Access services.

(d) An examination and identification of opportunities to share services where multiple transit providers' services overlap;

   1. **DMVMoves & DMVMoves Project Overview**
      i. DMVMoves is a joint initiative by the Metropolitan Washington Council of Governments and Metro to develop a unified vision and sustainable funding model for public transit in the capital region.

   2. **DMVMoves 2024 Public Survey Report**
      i. Through the DMVMoves initiative, a regional public survey gathered insights on multi-provider transit use, identifying opportunities for shared services and improved coordination across agencies.

   3. **Better Bus Network Redesign: About the Project**
      i. The Better Bus Network Redesign embodies regional collaboration among multiple bus providers, aligning service planning across jurisdictions to deliver a unified, rider-focused network.

(e) An examination of opportunities to improve service in underserved areas.

   1. **Benefits of Transit Study Technical Report**
      i. The 2024 study quantifies how Metro's transit system expands access to jobs, opportunity, and mobility, while identifying geographic and demographic disparities that reveal opportunities to improve service in underserved areas.

   2. **Washington Metropolitan Area Transit Authority Title VI 2023 Program Update**
      i. Metro's Title VI Program, submitted to the FTA every three years, demonstrates that transit services and benefits have been delivered equitably and without discrimination, supporting improved access in underserved areas.

   3. **Better Bus 2025 Network Redesign Board Approval**
      i. As part of the Better Bus Network Redesign, Metro conducted an FTA-required equity analysis to ensure the redesigned network does not create disparate impacts or burdens on minority and low-income communities or the areas they serve.

Board Document

	department KPIs and performance management
	   -Embed a 'How can I help you' mindset internally and externally
	-Resources are aligned to priorities to drive meaningful progress over next three years
	   -Build discipline and structures to deliver cross-functional programs with regional partnership, including establishing clear internal leads and champions
	   -Promote strategic critical thinking to ensure teams deliver initiatives for maximum community benefit, while balancing risk and opportunity cost
	-Consistent and transparent reporting on progress and alignment with budget and policies.
	   -Annual reporting on overall progress with additional goal- and program-specific report outs (e.g., Quarterly Service Excellence Report)
	   -Annual priorities set through the budget process
	   -Maintaining regular communications, public forums, and other feedback channels to gather input and share progress with regional partners and the broader DMV community

INTERESTED PARTIES	Boston Consulting Group (BCG)
RECOMMENDATION/NEXT STEPS	Board adoption of update to Strategic Transformation Plan incorporating public comments.
FUNDING IMPACT	None