



Executive Committee

Board Information Item III-A

February 23, 2023

**Adoption of Strategic Plan:
Your Metro, the Way Forward**

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

☒ Action ☐ Information

MEAD Number:
203431

Resolution:
☒ Yes ☐ No

TITLE:

Adoption of Your Metro, The Way Forward

PRESENTATION SUMMARY:

The presentation is providing an overview of the final Strategic Transformation Plan, Your Metro, the Way Forward. The plan guides Metro's strategic transformation and establishes a robust, customer-centric strategy, and defines organizational priorities.

The plan was developed by the Board and senior management through direct input from our customers, staff, and regional stakeholders. Staff is recommending adoption of the Strategic Transformation Plan, Your Metro, the Way Forward.

PURPOSE:

To describe the feedback received on the proposed strategic plan, provide insight to the revisions made in response to that feedback, and request that the Board of Directors adopt the Values, Mission, Vision, Goals, and Objectives of Your Metro, the Way Forward as the strategic plan of the Authority.

DESCRIPTION:

Your Metro, The Way Forward was developed to guide Metro's strategy and actions over the next five years as Metro works to meet the evolving needs of its customers and employees. The plan will guide both long-term strategy and day-to-day decision making as Metro continues to regain ridership post-pandemic and respond to changing mobility patterns to ensure the agency captures the needs of the community.

Key Highlights:

- The plan defines Metro's priorities and connects the mission, vision, and goals with actionable initiatives that will drive progress.
- Metrics and targets have been identified and laid out to measure progress against the plan. This will enhance transparency and build trust

with Metro's customers, Board, staff, and stakeholders.

- A hybrid public hearing was held in the Commonwealth of Virginia seeking regional input from the community on the strategic plan.

Background and History:

In March 2019, the Metro Board of Directors adopted the Keep Metro Safe, Reliable and Affordable (KMSRA) plan as WMATA's strategic plan. KMSRA met the requirements of the then-recently approved Virginia Dedicated Funding legislation to establish a strategic plan that met certain planning and process requirements.

Originally due for an update by July 1, 2022, this deadline was extended by the Virginia Legislature to July 1, 2023, due to COVID-19 disruptions. The Board of Directors, in coordination with the General Manager & Chief Executive Officer, have developed and brought forward a draft Strategic Transformation Plan. In addition to a deadline for action, the legislation includes a requirement for a public hearing. Pursuant to the WMATA Compact, public hearings must be authorized by the Board of Directors.

Discussion:

The plan, called Your Metro, The Way Forward, was developed by the Board and senior management through input from customers, staff, and regional partners/stakeholders. The plan outlines what Metro lives by and does (mission and values), what Metro aspires to and where it wants to go (vision, goals, and objectives). With these standards adopted by the Board, the General Manager & Chief Executive Officer defines how Metro gets there (initiatives).

The plan defines Metro's priorities and connects the mission, vision, and goals with actionable initiatives that will drive progress. This will enhance transparency and build trust with Metro's customers, Board, staff, and stakeholders, and align the organization on:

Values and Mission: What Metro lives by and does

Vision, Goals, and Objectives: What Metro aspires to be and where it wants to go

Proposed Initiatives: How Metro will get there

Metro's vision will be achieved by advancing 4 goals:

Service excellence: Optimize the end-to-end customer journey with investments in maintenance, infrastructure, etc., that make service more reliable, safe, and convenient

Talented teams: Create a supportive, inclusive environment that recruits and retains the best talent, engages and empowers them, recognizes their contributions, and supports their long-term career development

Regional opportunity and partnership: Increase service frequency and access through optimized bus, rail, and access network(s), make the entire transit experience seamless by partnering with other mobility players, and improve community engagement

Sustainability: Establish dedicated, ongoing, regional funding for multi-year service and capital plans through public investment, diversified revenue, among other efforts, and invest in programs to combat climate change (zero-emission vehicles, renewable energy, etc.) to help the region become 'greener'

Each goal is broken into 2-3 supporting objectives (e.g., Service excellence is broken into Reliability, Safety, and Convenience). Metro will deliver on each goal and objective through initiatives (e.g., Better Bus Network Redesign for Regional opportunity and partnership, zero-emission vehicles for Sustainability). Many initiatives are already underway, while others are planned or new and will commence in the near future.

To monitor and report success/progress, Metro will track seven goal metrics and >40 objective metrics. Metrics include customer satisfaction, staff perceptions of Metro as a workplace, aggregate passenger trips, funding for/spending on service and capital plans, greenhouse gas (GHG) emissions, among others. Metro is committed and excited to build a better future for customers, community, and staff. We want to continue to engage the public and our partners as we strive to become the region's trusted way to move more people safely and sustainably.

FUNDING IMPACT:

Information only, no impact to funding	
Project Manager:	Kimberly Feldbauer
Project Department/Office:	Your Metro Transformation Office

TIMELINE:

Previous Actions	January 2023: Authorization to hold a Public Hearing on the Strategic Transformation Plan, Your Metro, the Way Forward
Anticipated actions after presentation	none

RECOMMENDATION:

Adoption of the Values, Mission, Vision, Goals, and Objectives of Your Metro, The Way Forward as the strategic plan of the Authority.

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

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 and hold a public hearing on that proposed strategic plan in a locality embraced by the Northern Virginia Transportation Commission (NVTC); and

WHEREAS, As authorized by the Board of Directors in Resolution 2023-01, WMATA held a public hearing on February 9, 2023, at the NVTC Board Room, 2300 Wilson Boulevard, Arlington, VA 22201; and

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

NOW, THEREFORE, be it

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

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," as shown in Attachment B, as WMATA's strategic plan; and be it finally

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

Reviewed as to form and legal sufficiency,

/s/

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

Your Metro, The Way Forward

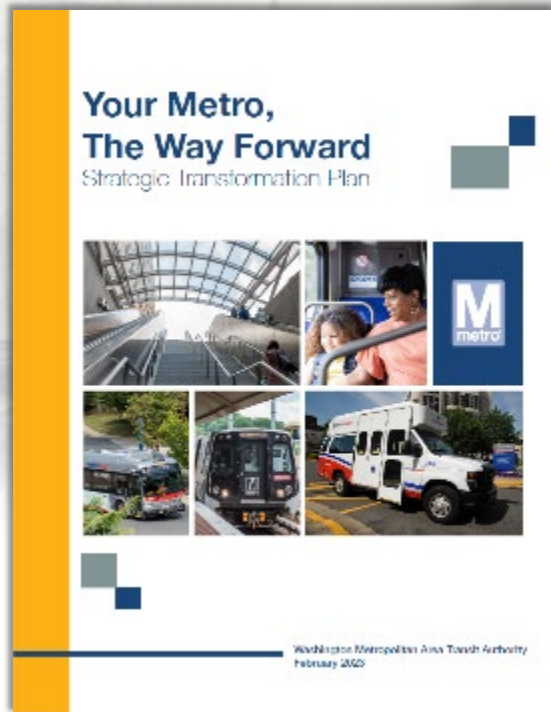
STRATEGIC TRANSFORMATION PLAN
Staff Report

Board Executive Committee
February 23, 2023



Your Metro, The Way Forward helps Metro meet the evolving needs of its customers and employees.

Organization's North Star



Guiding



Day-to-day decisions

- Customer interactions
- Service schedules
- Communications



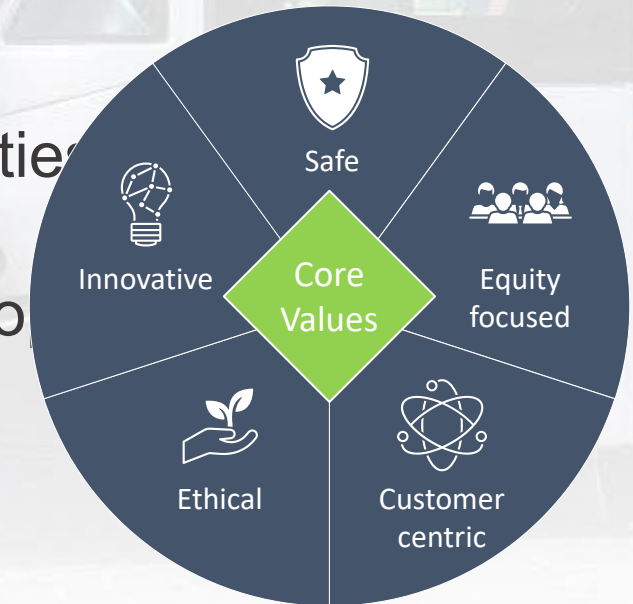
Long-term strategy

- Budget allocation
- Capital improvements
- Priority projects

Strategic Transformation Plan: Guides long term strategy and day-to-day decision making of Metro over the next five + years.

Metro's mission: Your Metro – Connecting you to possibilities

Metro's vision: The region's trusted way to move more people safely and sustainably



Goals — Our priorities to achieve the vision

Service Excellence

Talented Teams

Regional
Opportunity and
Partnership

Sustainability

Strategic Transformation Plan Outreach, by the numbers



Interviews

60+ Interviews with customers, staff, and Board



Customer Survey

~2600 respondents across all metro services (Rail, Bus, Access)



Staff Survey

~3450 respondents across all levels



Meet Team Metro

Multiple community engagement meetings with Metro leadership



Staff Town Halls

Multiple open forums with **thousands** of attendees in total



Stakeholder Meetings

Met with **100+** government partners, business leaders, advisory committees, advocates, and customers



Workshops

Multiple collaborative sessions with Metro Board and Senior Executive Team



Public Comment

~400 comments received during public comment period (1/21/23-2/14/23)



Public Hearing

Hybrid public hearing held on 2/9/23 with **23** attendees, and **10** testimonies

Your Metro, The Way Forward public comment categories & themes

- 
- **Mission, Vision, & Values**
 - Accountability
 - Initiative Strategy
 - **Service Excellence**
 - Safety & Security
 - Convenience
 - Reliability
 - **Talented Teams**
 - Recruitment & Retention
 - Skill Development
 - **Equity**
 - Decision-making
 - Design & Operations
 - **Regional Opportunity & Partnership**
 - Regional Coverage & Equity
 - Economic Development
 - **Financial Sustainability**
 - Funding & Fare Strategy
 - **Environmental Sustainability**
 - Sustainability Planning & Asset Transition
 - **General**
 - General comments regarding customer experience

Your Metro, The Way Forward – community feedback themes and response

Theme

Accountability

- How Metro track goals and objectives, and how the agency will be transparent about the process.
- *“What keeps Metro from forgetting the plan in a few years?”*

Initiative Strategy

- How Metro will implement initiatives provided in the plan.
- *“Metro should look at quick, low hanging fruit 'wins' that can be achieved sooner ”*

Safety & Security

- How the plan will help create a safe and secure environment for riders and operators.
- *“Metro should provide more information about public safety incidents and security measures.”*

Convenience

- How the plan will help deliver frequent and accessible service that modernizes and enhances customer experience.
- *“Add real time bus and train information outside of metro stations.”*

Response

- Develop and incorporate metrics to monitor plan progress.

- Provide list of near-term focus initiatives associated with each goal in the plan.

- Recognizes safety and security as a priority and provide several initiative programs to increase public orderliness and safety.

- Identify preliminary initiative programs and near-term focus initiatives to deliver more frequent and accessible service.



Your Metro, The Way Forward – community feedback themes and response

Theme

Reliability

- How Metro will provide dependable/trustworthy service.
- *“[I would like to know] if delays are due to accidents or service disruptions and how long the delay is anticipated to be in effect.”*

Recruitment & Retention

- How Metro will attract and retain the best talent at all organizational levels.
- *“If you invest in people, [the] remaining goals will automatically be achieved.”*

Skill Development

- How Metro will train staff to provide a high-quality customer experience.
- *“Train drivers to be able to assist people with disabilities who are trying to learn routes.”*

Regional Coverage & Equity

- How the plan will help expand existing service regionally and equitably.
- *“Needs more focus on current transit deserts in the city to provide adequate and reliable bus service.”*

Response

- Provide initiative programs and near-term focus initiatives to drive reliability and real-time information regarding service disruptions.

- Expand talent pipeline to increase access to candidates and streamline its hiring processes.

- Establish a training academy to provide staff with the right skills and capabilities that Metro’s operations require.

- Align service networks and customer information to maximize infrastructure, enhance convenience, increase ridership, and promote equity in the region.



Your Metro, The Way Forward – community feedback themes and response

Theme

Economic Development

- How the plan will address transit service impacts on economic development within the service area.
- *“Stations that have large surface parking lots surrounding them should be redeveloped.”*

Funding & Fare Strategy

- How Metro will fund the implementation of the plan and address the existing fare structure.
- *“The insistence on going to the states and jurisdictions to beg for more money is somewhat concerning.”*

Sustainability Planning& Asset Transition

- How Metro will transition its fleet to zero-emissions and reduce facility carbon footprints.
- *“The decarbonization plan is way too slow. WMATA is falling very far behind similar providers in other metro areas.”*

Decision-making

- How Metro will prioritize equity during decision-making processes.
- *“Metro should prioritize the feedback of the most socially and economically disadvantaged residents.”*

Response

- Collaborate with regional partners to promote economic growth, enhance access, and foster sustainable community development.

- Establish dedicated, ongoing, regional funding to support multi-year operating and capital plans.
- Review alternative fare structures.

- Identify metrics and trend targets for achieving environmental sustainability goals based on funding currently available to Metro.

- Make “Equity focused” one of its five core values driving what Metro lives by and does.



Your Metro, The Way Forward – community feedback themes and response

Theme

Design & Operations

- How Metro will incorporate equity into service design and operations.
- *"Price and frequency of service are integral to equity."*

General

- How Metro will use the plan to enhance customer experience in areas not related to the defined themes.

Response

- Incorporate equity as a core value and include metrics that will drive accountability regarding equity across goals.
- Continue to work to improve the overall customer experience including the use of digital payment options.



Staff recommendation

- Board Adoption of the Values, Mission, Vision, Goals, and Objectives established in Your Metro, The Way Forward as WMATA's strategic plan
- Implementation through initiatives designed and executed by the General Manager and Chief Executive Officer

Your Metro, The Way Forward

Values	Safe	Customer centric	Equity focused	Ethical	Innovative
Mission	Your Metro – Connecting you to possibilities				
Vision	The region’s trusted way to move more people safety and sustainably				
Goals	Service Excellence	Talented Teams	Regional Opportunity and Partnership	Sustainability	
Objectives	- Safety and security - Reliability - Convenience	- Recruitment and retention - Engagement, empowerment, and recognition - Professional and technical skill development	- Regional network and partner empowerment and transit equity - Community partnership and engagement	- Financial sustainability - Environmental sustainability	
Activation	Initiatives	Metrics	Board Reporting	Public Facing Dashboards	



A blue-tinted photograph of a subway station platform. Two trains are stopped at the platform, and several passengers are walking. The station has a high, arched ceiling with a grid of structural elements. The text "Thank you" is overlaid in white.

Thank you





Strategic
Transformation Plan

Public Outreach & Input Report



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Overview

As the nation's third-largest heavy rail system and sixth-largest bus network, Metro continues to deliver on its mission to provide the best, safest, and most reliable transportation method across the Washington D.C., Maryland, and Virginia region. To build on its progress and address the evolving needs of its customers, Metro's Strategic Transformation Plan—*#YourMetro, The Way Forward*—sets aspirations and bold goals to advance the system in four specific areas over the next five years:

- Service Excellence
- Talent
- Regional opportunity & partnership
- Sustainability

Developed by the Board of Directors (Board) and management through direct and active input from Metro's customers, employees, and regional stakeholders, *#YourMetro, The Way Forward* guides both long-term strategy and day-to-day decision making as Metro continues to regain ridership post-pandemic and respond to changing mobility patterns to ensure the agency captures the needs of the community.

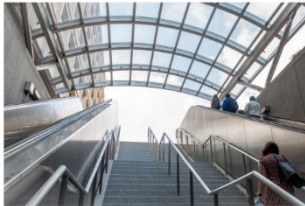
Metro turned to the community for its input on the plan on Saturday, January 21, 2023, with comments closing on Tuesday, February 14, 2023. Details about the Strategic Transformation Plan can be found online at wmata.com/strategicplan.

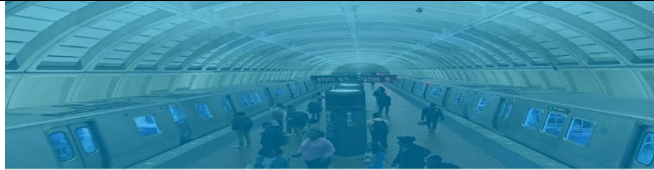
With the community's help, the following report includes an overview of the communications and outreach efforts and a summary of the input Metro received on *#YourMetro, The Way Forward*.

Your Metro, The Way Forward

Strategic Transformation Plan





Your Metro, The Way Forward

Provide feedback on our proposed Strategic Transformation Plan

[En Español](#) | [Community Toolkit Resources](#)

አማርኛ Amharic	中文 (简体) Chinese (Simplified)	中文 (繁體) Chinese (Traditional)	Français French
한국어 Korean	Af Soomaali Somali	Tiếng Việt Vietnamese	



Communications and Outreach Overview

Public input is vital in helping Metro's Board of Directors and management shape the organization in next five years, from how to recruit and retain talent to achieving excellence in transit services and doing our part to be sustainable and carbon free.

The *#YourMetro, The Way Forward* 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. Communications were guided by Metro's Board-approved Public Participation Plan, which meets or exceeds all Federal Transit Administration (FTA) requirements. Metro paid particular attention to ensuring that customers and community members from equity populations received high-quality information, communication, and feedback opportunities. Efforts included multilanguage advertisements and social media ads. A demographic overview of the respondents can be viewed in the public input results section. Many of the communications and outreach tactics occurred during the official public comment period timeframe, Saturday, January 21-Tuesday, February 14, 2023.

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 essence of *#YourMetro: The Way Forward*
- The four goals of the strategic plan
- Why the goals have been established
- How the public could comment on the goals
- When the goals would go into effect

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 Board Secretary's Office

A summary of the comments received can be found in the Public Input Results section at the end of this document.



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). Metro provided stakeholders with a "communications toolkit" to help amplify *#YourMetro, The Way Forward* messaging.

Elected Official and 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 2,700 stakeholders** representing CBOs, local BID/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, available in English and Spanish, was crafted to ensure that that plan was capturing 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

The **Accessibility Advisory Committee (AAC)** received regular updates throughout the creation of the plan, including a briefing at its December 2022 meeting and a presentation at its February 2023 meeting. Additionally, the **Joint Coordinating Committee (JCC)**, comprised of staff from regional jurisdictions, participated in multiple sessions to discuss key parts of the plan with Metro staff. Finally, in December 2022, a briefing was conducted with our **Riders' Advisory Council (RAC)**.

Communications Toolkit

Stakeholder emails contained information about a communications toolkit, located on wmata.com/toolkit, that included social media and newsletter messaging, graphics, and customer information flyers in multiple languages.

Metro also provided sample social media posts and newsletter copy encouraging the public to comment on the plan. These posts were designed as cut-and-paste solutions in English and Spanish that stakeholders could easily share through their own newsletters and social media channels (i.e., Twitter, Facebook, and Instagram) to encourage people to share their thoughts.

Community Toolkit Resources

Here are some resources we've created to help you share what's going on at Metro. Feel free to use this content as-is, or modify it as appropriate for your organization. Thank you for your partnership.

Your Metro, the Way Forward

- [Sample Email Newsletter and Social Media Copy \(English\)](#)
- [Sample Email Newsletter and Social Media Copy \(Spanish\)](#)
- [Image Options \(zip file\)](#)
- [Printable Flyers](#)
 - [English](#) 🇺🇸
 - [Spanish \(Español\)](#) 🇪🇸
 - [Amharic \(አማርኛ\)](#) 🇪🇹
 - [Chinese Simplified \(中文\(简体\)\)](#) 🇨🇳

wmata.com/toolkit

Metro Board authorizes public hearings on proposed budget, capital improvement plan and draft Strategic Transformation Plan

Hearings to start next month

The Metro Board authorized staff to conduct public hearings on the GM/CEO Randy Clarke's Proposed FY 2024 Operating and Capital Budget, FY 2024-2029 Capital Improvement Plan (CIP) and draft Strategic Transformation Plan at its meeting yesterday.

2024 Proposed FY Operating and Capital Budget and FY 2024-2029 CIP

The FY 2024 Proposed Operating [Budget](#) projects \$509 million in revenue and \$2.4 billion in expenses. The remaining operating cost will be funded through \$1.252 million from jurisdictional subsidies and \$561 million of federal funding from the American Rescue Plan Act. The proposed operating budget calls for increased rail and bus service, fare optimization and a regional low-income fare program. Metro's proposed Capital Improvement Plan (CIP) would continue to invest in safety, state of good repair and reliability programs. The proposed FY 2024 Capital Budget expense is \$2.4 billion and the Proposed FY 2024-2029 CIP is \$14 billion. The CIP invests in six categories including railcar and railcar facilities, rail systems, track and structure rehabilitation, bus/bus facilities and paratransit, stations and passenger facilities, and operations and business support.

*Northern Virginia Transportation
Commission newsletter – 1/25/23*

Engage with Us

- Learn about the proposed site plans for The Americana Hotel at [a hybrid public meeting](#) on Feb. 13.
- [Provide your input](#) to the Washington Metropolitan Area Transit Authority (WMATA) on its strategic transformation plan through Feb. 14.
- [Share your feedback](#) on the new trail development from Columbia Pike along Route 110 through Feb. 24.
- [Tell us your thoughts](#) on the conversion of Walter Reed tennis courts to a dedicated pickleball court facility through Feb. 28.
- Arlington's [Climate Change, Energy and Environment Commission \(C2E2\)](#) is now accepting applications for open seats. Volunteer your time and provide valuable input pertaining to the environment. [Apply today!](#)
- Nominate a woman who has improved lives and opportunities for Arlington residents, especially women and girls, for the 2023 Women of Vision Awards. [The deadline for submissions is Feb. 24.](#)

For more information on engagement opportunities, check the [Engage Page](#).

Around Arlington

- Carl "Bill" Eger will serve as [Arlington County's first Climate Policy Officer](#) beginning March 6. Mr. Eger will lead the new Office of Climate Coordination and Policy, which will amplify, coordinate and add expertise to the County's ongoing response to

Arlington Transit Newsletter – 2/3/23

► Transportation | January 30, 2023 | Michelle Queen

Metro Seeks Public Feedback For Strategic Plan

Metro wants to hear from the public about the transportation provider's strategic plan for the future. A public hearing is scheduled for Thursday, Feb. 9 at 6:30 p.m. Residents may participate in person, online or by phone.

As the third largest heavy rail system and sixth largest bus network in the United States, Metro looks to continue to serve its communities in ways that adapt to their needs.

To learn more about the plan, a copy of Metro's [strategic transformation plan](#) and the [executive summary](#) may be found online.



Montgomery County Community Media – 1/30/23

Employee Communications

Several communications to employees were made to ensure they had the opportunity to learn about *#YourMetro, The Way Forward*. Additionally, throughout the fall of 2022, the General Manager conducted several town halls across the authority where thousands of employees engaged in the ongoing development of the plan.

An email was sent to all employees from Metro's General Manager and via the Metro Employee News newsletter. The plan was featured on the *MetroVoices* employee podcasts on October 17, 2022 and January 10, 2023.

Messaging was also posted on the Metro intranet and included in Metrorail, Metrobus, and Grounds Maintenance & Custodial Services "hot sheet" newsletters.



MetroVoices podcast – 1/10/23



Targeted Marketing and Media

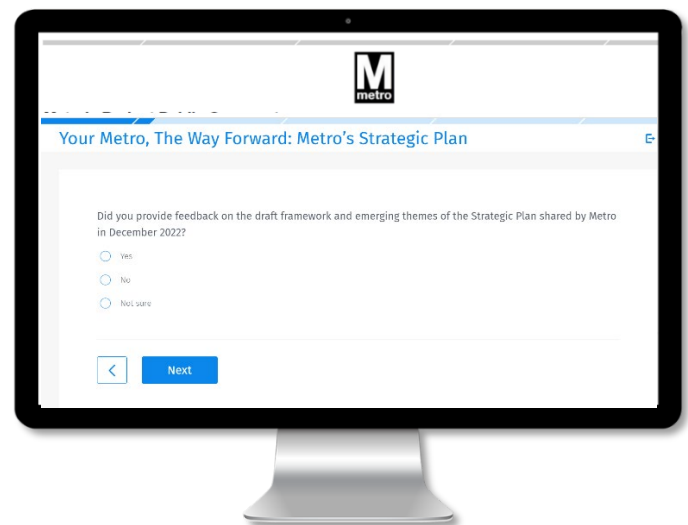
Metro used targeted marketing and media strategies to increase awareness and encourage feedback on *#YourMetro, The Way Forward*.

Website

The plan's webpage (wmata.com/strategicplan) served as the central clearinghouse for information on the plan and opportunities for submitting comments. The page was fully translated into Spanish, and customer information notices were posted in eight additional languages: Amharic, Arabic, Chinese (Simplified and Traditional), French, Korean, Somali, and Vietnamese.

A variety of content was available for the public to review, including the plan, executive summary, and the public hearing notice. The web page was also the primary channel for collecting feedback since customers could access the online survey in English and Spanish and submit written comments and upload letters. The public hearing was streamed live on Metro's YouTube channel.

#YourMetro, The Way Forward's landing site received over 5,819 views and 4,903 unique page visits during the public comment period. The average time on the page was nearly 3 minutes. 3,090 users accessed the site from their desktop computers, 2,313 accessed it from mobile devices, and 63 accessed from tablets.



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/strategicplan, provided the public a way to provide feedback by answering the survey questions, submitting open-ended comments, or uploading documents. Individuals who required additional language assistance were encouraged to call Metro's Customer Relations Department so a representative could assist them with taking the survey with the help of an interpreter.

In total, 437 respondents took 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.

The plan's webpage featured a survey tool that offered respondents several ways to submit feedback

Digital and Print Communications

A mix of owned and earned social media was used to promote the plan and encourage public feedback. Metro distributed press releases marking the start of the public comment period and Public Hearing and used our Twitter, Instagram, Facebook, and Nextdoor 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. Owned social media posts were supplemented by paid Facebook ads in English and Spanish. In total, social media posts resulted in more than 3,772 engagements (likes, comments, shares, saves) across all platforms.

Social Media Metrics Notes:

Reach = the total number of individuals who saw the content (people are only counted once, even if they view the content more than once)

Impressions = the number of times the content was displayed in a user's feed, no matter if it was clicked or engaged with or not

Channel	Date	Details
Webpage views	2/14/23	• 5,819 total • 4,903 unique visits • 2 min. 50 sec. average view time
Nextdoor	2/10/2023	• 27,616 impressions • 17 engagements (including 8 reactions, 9 comments)
Facebook (posts)	12/6/22	• 3,648 people reached • 73 engagements (29 reactions, 8 comments, 5 shares, 31 link clicks)
	12/14/22	• 1,212 people reached • 15 engagements (12 reactions, 1 comment, 1 share, 2 link clicks)
	1/24/23	• 1,305 people reached • 21 engagements (9 reactions, 2 comments, 4 shares, 6 link clicks)
	1/29/23	• 4,039 people reached • 110 engagements (87 reactions, 7 comments, 4 shares, 12 link clicks)
	2/8/23	• 855 people reached • 30 engagements (10 reactions, 9 comments, 5 shares, 6 link clicks)
	2/8/23	• 9,720 people reached • 79 engagements (63 reactions, 3 comments, 13 shares)
	2/8/23	• 2,577 people reached • 26 engagements (12 reactions, 0 comments, 6 shares, 8 link clicks)
	2/9/23	• 788 people reached • 7 engagements (4 reactions, 0 comments, 1 share, 3 link clicks)

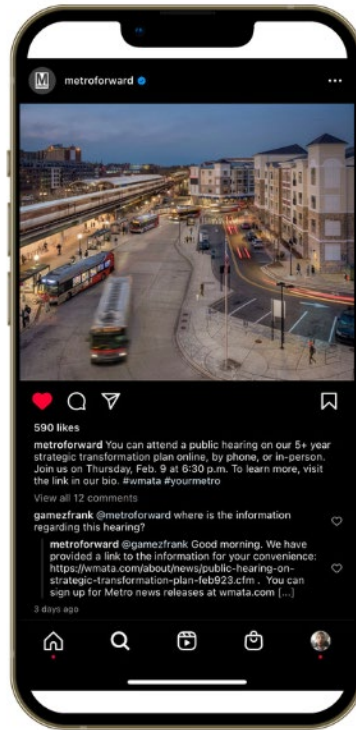
Channel	Date	Details
	2/14/23	386 people reached 12 engagements (7 reactions, 1 comments, 2 shares, 2 link clicks)
Facebook (events)	1/26/23 1/30/23	2 posts (1 English, 1 Spanish) - More than 2 million people reached - Paid campaign - Event focused on a corresponding public hearing 1,892,836 people reached, 210 responses (English) 668,485 people reached, 306 responses (Spanish)
Twitter	12/6/22	14,255 impressions 372 engagements (including 103 link clicks, 8 retweets, 6 quote tweets, and 12 likes)
	12/14/22	5,618 impressions 74 engagements (including 18 link clicks, 2 retweets, 2 quote tweets, and 10 likes)
	1/23/23	5,699 impressions 100 engagements (including 42 link clicks, 5 retweets, 0 quote tweets, and 5 likes)
	1/24/23	6,874 impressions 209 engagements (including 53 link clicks, 11 retweets, 2 quote tweets, and 10 likes)
	1/26/23	3,234 impressions 21 engagements (including 17 link clicks, 1 retweets, 0 quote tweets, and 0 likes)
	1/29/23	11,382 impressions 209 engagements (including 38 link clicks, 10 retweets, and 19 likes)
	2/07/23	10,161 impressions 141 engagements (including 43 link clicks, 7 retweets, quote tweets, and 19 likes)
	2/8/23	6,281 impressions 68 engagements (including 17 link clicks, 6 retweets, 2 quote tweets, and 8 likes)
	2/8/23	11,548 impressions 166 engagements (including 26 link clicks, 3 retweets, 1 quote tweets, and 10 likes)
	2/9/23	4,798 impressions 66 engagements (including 25 link clicks, 3 retweets, 0 quote tweets, and 6 likes)
	2/9/23	7,316 impressions 127 engagements (including 28 link clicks, 4 retweets, 0 quote tweets, and 10 likes)

Channel	Date	Details
	2/14/23	• 9,829 impressions • 98 engagements (including 22 link clicks, 3 retweets, 1 quote tweets, and 7 likes)
Instagram	1/24/23	• 2,601 impressions • 108 engagements (includes 97 likes, 4 comments, and 5 saves) • 15 link in bio clicks
	1/29/23	• 4,931 impressions • 240 engagements (includes 233 likes, 2 comments, and 5 saves) • 85 link in bio clicks
	2/8/23	• 7,415 impressions • 640 engagements (includes 597 likes, 12 comments, and 32 saves) • 15 link in bio clicks
	2/8/23	• 3,037 impressions • 149 engagements (includes 143 likes, 3 comments, and 3 saves) • 9 link in bio clicks
	2/14/23	• 1,300 impressions • 78 engagements (includes 71 likes, 1 comment, and 4 saves) • 2 link in bio clicks

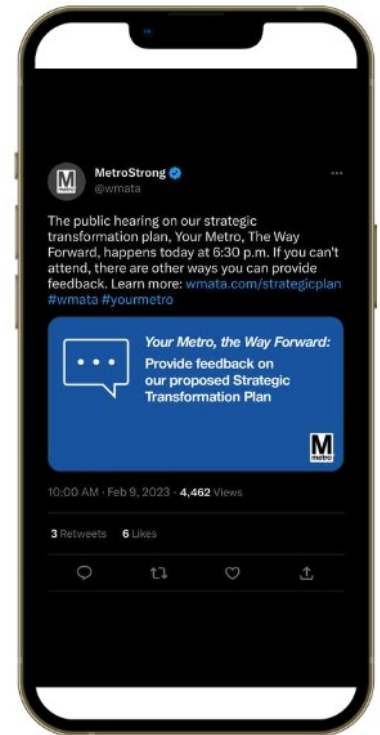
Social Media Examples



Facebook



Instagram



Twitter

Paid advertisements were placed in publications covering multiple languages: The Washington Post, The AFRO, El Tiempo Latino, Washington Hispanic, Atref, Doi Nay, Epoch Times, and Korean Times.

Publication	Language	Run Dates	Total Est. Impressions
The AFRO	English	1/22/22	12,500
Atref	Amharic	2/4/22	8,000
Doi Nay	Vietnamese	2/4/22	11,000
El Tiempo Latino	Spanish	1/28/22	49,200
Epoch Times	Chinese	1/28/22	13,000
Korean Times	Korean	2/26/21	30,000
Washington Hispanic	Spanish	2/4/22	55,000
The Washington Post	English	1/22 & 1/29/22	229,000

더 많은 사람들이 안전하고 지속 가능하게 이동할 수 있도록, 믿음직스러운 교통수단이 되고 싶습니다.

이러한 목표를 달성하기 위한 전략 계획에 소중한 의견 부탁드립니다.

세로로 전략 계획 *My Metro, the Way Forward*는 끊임없이 진화하는 고객과 직원들의 요구를 충족하기 위해 노력하여 향후 5년 이상의 Metro 전략 및 실행을 선도하기 위해 세워졌습니다. wmata.com/strategicplan에서 계획을 살펴보고 의견을 들려주세요.



1 **공청회에 참석하세요**(2023년 2월 9일 목요일 오후 6시 30분): 대면, 온라인 또는 전화로 참여할 수 있습니다.

1 **대면 참석 장소:**
 Northern Virginia Transportation Commission
 2300 Wilson Blvd., First Floor Conference Room
 Arlington, Virginia
 오후 6시부터 입장 가능합니다.

2 **영상으로 참여:**
 사전 등록이 필요합니다. speak@wmata.com으로 이메일을 보내 사전 등록하세요.
 2023년 2월 9일 수요일 오후 5시 45분까지.

3 **전화로 참여:**
 공청회가 진행되는 동안 855-925-2801번으로 전화하고 회의 코드 47738을 입력하세요.

2 **설문조사에 참여하고 온라인으로 의견을 적어주세요**(2023년 2월 14일 화요일 오후 5시까지).

3 **공정청회 라이브로 시청하거나 청취하세요**(YouTube.com/MetroForward 또는 855-925-2801번, 미팅 코드 4773).

공개 의견은 최종 의사 결정 과정의 일부로서 Metro 이사회에 전달됩니다.
 관계는 언어로 전략 계획에 대한 자세한 정보가 필요하시다면 Metro 고객 서비스 전화 202-637-1328번으로 문의하시기 바랍니다.




원하는 대로 소셜 미디어, wmata.com/strategicplan에 댓글을 달고, [Twitter](https://twitter.com/wmata)에 [@wmata](https://twitter.com/wmata)를 태그하세요.



공청회 및 설문조사에 참여할 수 있는 17세 이상 모든 미국 시민, 영주권자, 비시민, 영주권, 합법적인 거주자 및 비영주권자입니다. ADA 접근성 및 기타 필요 사항을 고려하여 접근성 및 기타 요구 사항은 7일 전에 Metro에 알려주세요. (연락처: 202-637-1328 또는 855-925-2801) 또는 speak@wmata.com으로 메일하세요. 2023-02-09-2023-02-14

[illegible]

Information about the Strategic Transformation Plan was placed in various newspapers, including the Korean Times (left) and Atréf (right).

Print and Digital Signage

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

- Signs were posted in the mezzanines at all 97 Metrorail stations.
- Digital screens throughout the Metrorail system displayed information about the plan, including information display screens at all station manager kiosks and digital passenger information screens in mezzanines at selected stations with digital screen upgrades.
- Signs were posted in the bus information centers onboard all Metrobuses.
- Signs were posted onboard all MetroAccess vehicles.

Queremos ser el medio de confianza de la región para trasladar a más personas de manera segura y sostenible.

Dé su opinión sobre nuestro plan estratégico para lograrlo.

Nuestro nuevo plan estratégico — *Your Metro, the Way Forward* — se desarrolló para dirigir las estrategias y acciones de Metro durante los próximos 5 años o más mientras trabajamos para desarrollar y cumplir las necesidades cambiantes de nuestros clientes y empleados.

Consulte el plan en wmata.com/strategicplan y envíenos sus comentarios.

Asista a una Audiencia Pública el jueves, 9 de febrero de 2023 a las 6:30 p. m. Puede participar en persona, en línea o por teléfono.

En persona en:
Northern Virginia Transportation Commission
2300 Wilson Blvd.
Sala de conferencias del primer piso
Arlington, Virginia
Court House Metro Station
Las puertas se abren a las 6:00 p.m.

Por video:
Es necesario preinscribirse.
Preinscríbase enviando un correo electrónico a speak@wmata.com antes de las 5:00 p.m. del miércoles 8 de febrero de 2023.

Por teléfono:
Llame al 855-925-2801 durante la

We want to be the region's trusted way to move more people safely and sustainably.

Provide your input on our strategic plan to get there.

Our new strategic plan — *Your Metro, the Way Forward* — was developed to guide Metro's strategy and actions over the next 5+ years as we work to grow to meet the evolving needs of our customers and employees.

Review the plan at wmata.com/strategicplan and provide us your feedback.

Attend a Public Hearing on Thursday, February 9, 2023 at 6:30 p.m. You can participate in person, online or by phone.

Take a survey and provide written comments online by 5 p.m. Tuesday, February 14, 2023.



TO LEARN MORE, SCAN THE CODE, GO TO [WMATA.COM/STRATEGICPLAN](https://wmata.com/strategicplan) OR CALL 202-637-1328.



We want to be the region's trusted way to move more people safely and sustainably.

Provide your input on our strategic plan to get there.

wmata.com/strategicplan 

(Above and left) Information about the Strategic Transformation Plan's public hearing and survey was placed along Metrorail station platforms and Metrobus stops.

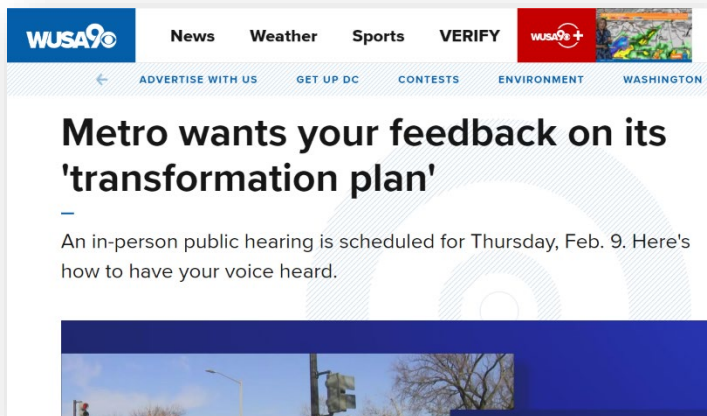
Media Relations

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.

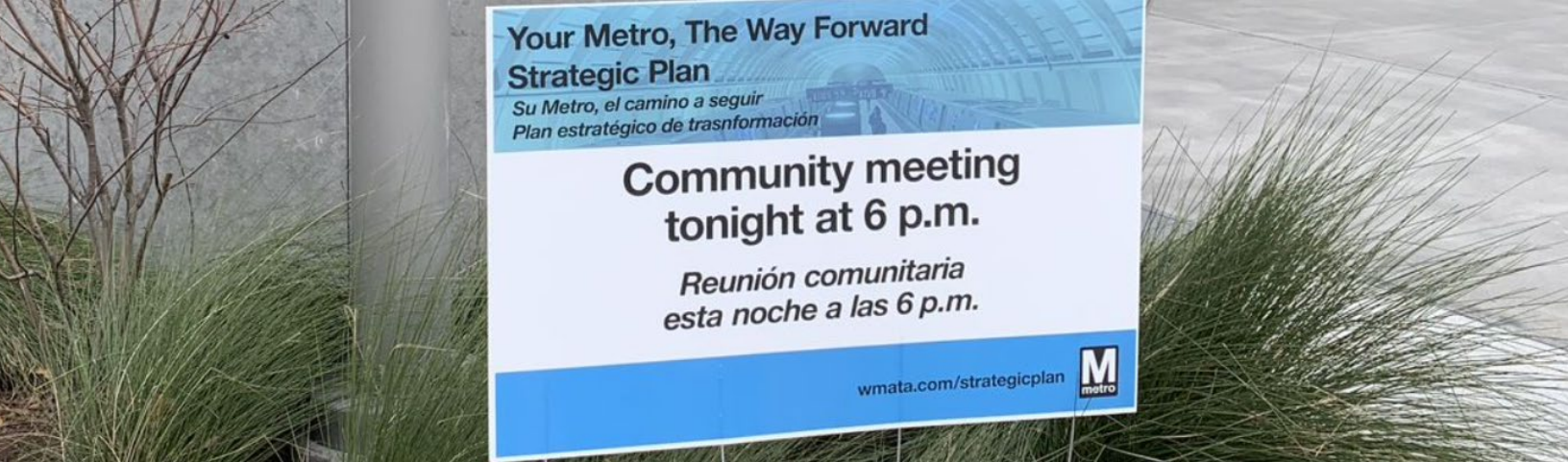
Press Releases

Date	Title	Details
1/24/23	Metro seeks community input on strategic transformation plan #YourMetro, The Way Forward	The public comment period for <i>#YourMetro, The Way Forward</i> is officially open, and Metro's Board of Directors wants the public's input. Information on how to attend the public hearing on the plan was also posted.
2/8/23	Metro to host public hearing on strategic transformation plan #YourMetro, The Way Forward	Metro released a reminder about the public hearing for the Strategic Transformation Plan.

Earned Media



WUSA9 – 2/8/23



Additional Engagement Prior to Public Comment Period

Community and staff input shaped the development process of the strategic plan prior to the public comment period launch on January 21, 2023.

Beginning in July 2022, Metro held a broad number of interviews, surveys, and community meetings with customers, staff, and other community members to determine the best foundation for the plan. Nearly 2,600 customers provided input via interviews or customer surveys, while others participated in community forums or provided input via social media. Additionally, more than 3,450 staff provided input via surveys, interviews, and town halls. This feedback helped to identify the plan mission, vision, values, as well as the goals and objectives.

In December 2022, Metro released the draft framework of the plan to the public for feedback. The website wmata.com/strategicplan was updated in English and Spanish with a survey tool. The survey was open until Thursday, January 5 and collected 105 comments. A press release and social media were also used to promote this effort.

Metro leaders also conducted meetings with elected officials, transportation and sustainability organizations, and other key stakeholders throughout the winter. Emails were also sent to over 2,000 stakeholders encouraging them to provide feedback on the framework.

Metro also hosted a hybrid in-person/virtual community meeting on December 14, 2022 at 6 p.m. at Metro Headquarters at L'Enfant Plaza. 101 viewed the registration page, 49 registered, and 19 individuals attended the community meeting virtually.

This feedback helped to refine the plan's goals and objectives, as well as identifying initiatives to activate the plan.



Public Hearing

As part of the plan's public engagement process, Metro hosted a Public Hearing on Thursday, February 9, 2023. The public had the opportunity to provide testimony in-person or virtually.

American Sign Language (ASL) interpretation was provided at the Public Hearing. 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 call in during the hearing to submit audio-only testimony.

In total, the hearing had 10 public speakers (7 in-person and 3 phoned in). The hearing had 43 online viewers.



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 share their thoughts.

Event Details	Public Hearing Speakers	Metro Board Member Representatives	Metro Executive Representatives
Public Hearing #640			Randy Clarke, General Manager & CEO
Thursday, February 9, 2023, 6:30 p.m.			
Northern Virginia Transportation Commission	10 speakers	Paul Smedberg, Chair	
2300 Wilson Blvd.	7 in person	Bryna Helfer, Alternate Director	Kimberly Feldbauer, Director, Strategic Transformation & Enterprise Collaboration
First Floor Conference Room	3 via phone		
Arlington, VA			
View archive of meeting here.			



Public Input Results

Metro collected public input during the comment period through online surveys, written comments (uploaded through the survey tool or letters sent to the Board Secretary’s Office), and testimony at the Public Hearing.

The public comment period was open for more than three weeks, from Saturday, January 21 through 5 p.m. Tuesday, February 14, 2023.

In total, Metro received over 423 public comments on *#YourMetro, The Way Forward*. More than 90% of the feedback was received via the online survey tool. Another 8% of the input received was written comment, with the majority provided through the survey tool via the upload or “provide written comment only” choice.

Demographics	Responses	Percent
Hispanic or Latino		
Yes	23	3%
No	294	93%
Race		
Black/African American	30	10%
Native American	1	<1%
Asian	26	9%
Middle Eastern	2	<1%
White (Hispanic)	23	8%
White (Non-Hispanic)	215	71%
Other	13	6%
Annual Household Income		
Less than \$30,000	14	5%
More than \$30,000	263	95%

Analysis of public input collected can be found in Appendix A: Customer Feedback Written comments can be found in Appendix B: Written Comments, Letters, and Documents.

APPENDIX A:

Community Feedback

Introduction

Washington Metropolitan Area Transit Authority (Metro) held a public comment period from January 21, 2023, through February 14, 2023, for the first iteration of the *Your Metro, The Way Forward* strategic transformation plan (plan). The comment period allowed the public to provide feedback on the plan's vision, mission, goals, objectives, initiatives, and direction through a survey format. The survey asked questions related to satisfaction with the plan and its content, listed below.

1. Please briefly explain the reason(s) for your satisfaction rating.
2. What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?
3. What do you like MOST about the Strategic Plan?
4. What do you like LEAST about the Strategic Plan?
5. Overall, do you like the goals and objectives in the Strategic Plan?
6. In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?
7. Please share with us any final thoughts or comments you may have about the Strategic Plan.

Top Categories

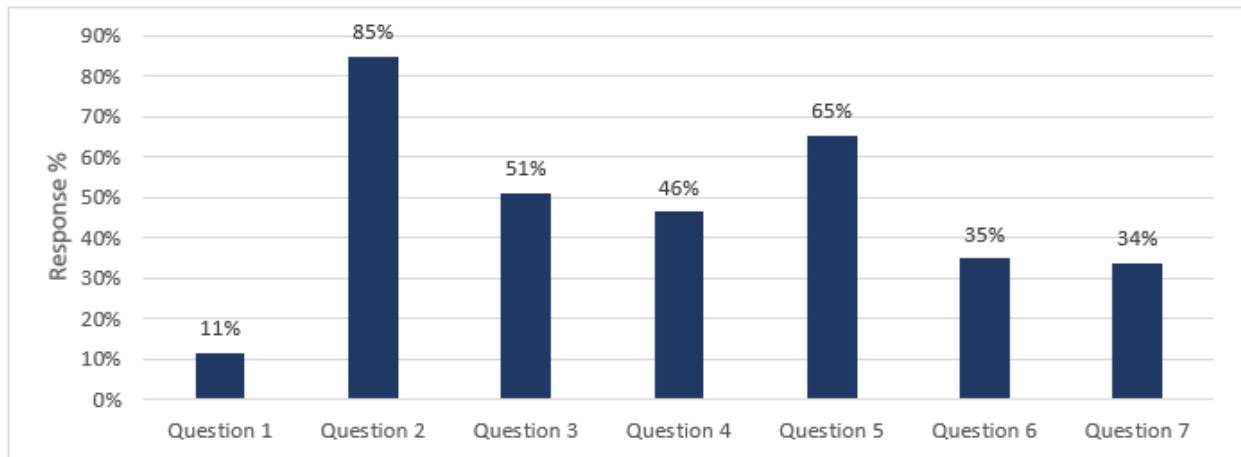
Comments related to the above statements/questions were grouped into eight categories to better understand and analyze the information obtained from the comment period. Comment categories are listed below:

- Mission, Vision, and Values
- Service Excellence
- Talented Teams
- Regional Opportunity and Partnership
- Financial Sustainability
- Environmental Sustainability
- Equity
- General

These categories align with goals, objectives, and other key content established in the plan. The "General" category functions as a catchall for miscellaneous responses that do not fall within the other categories.

Over the 25-day comment period, the survey received a total of 405 comments, accounting for over 90 percent of feedback received during the comment period. Another 8 percent of the input received was through written comment, with the majority provided through the survey tool via the upload (i.e., provide written comment only) choice. Respondent completion per question varied, with Question 2 experiencing the highest response rate (85 percent), and Question 1 experiencing the lowest response rate (11 percent). **Figure 1** displays response rates for each question.

Figure 1: Response Rates per Question



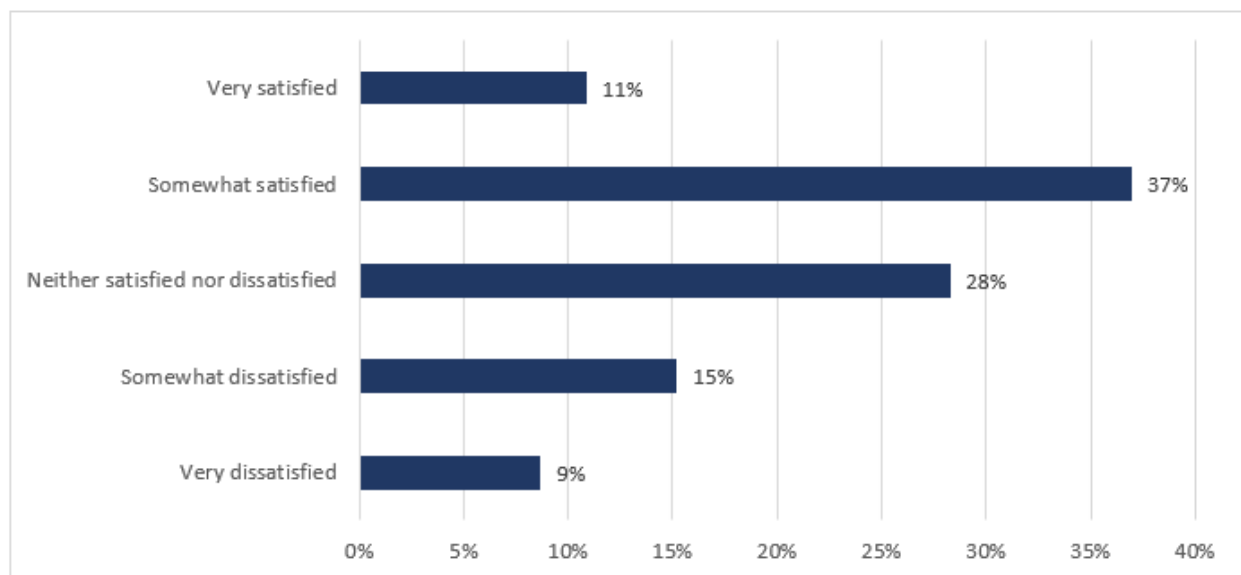
Question Response Summary

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

Question 1: Based on your review of the updated Strategic Plan, how satisfied or dissatisfied are you with this final draft? Please briefly explain the reason(s) for your satisfaction rating.

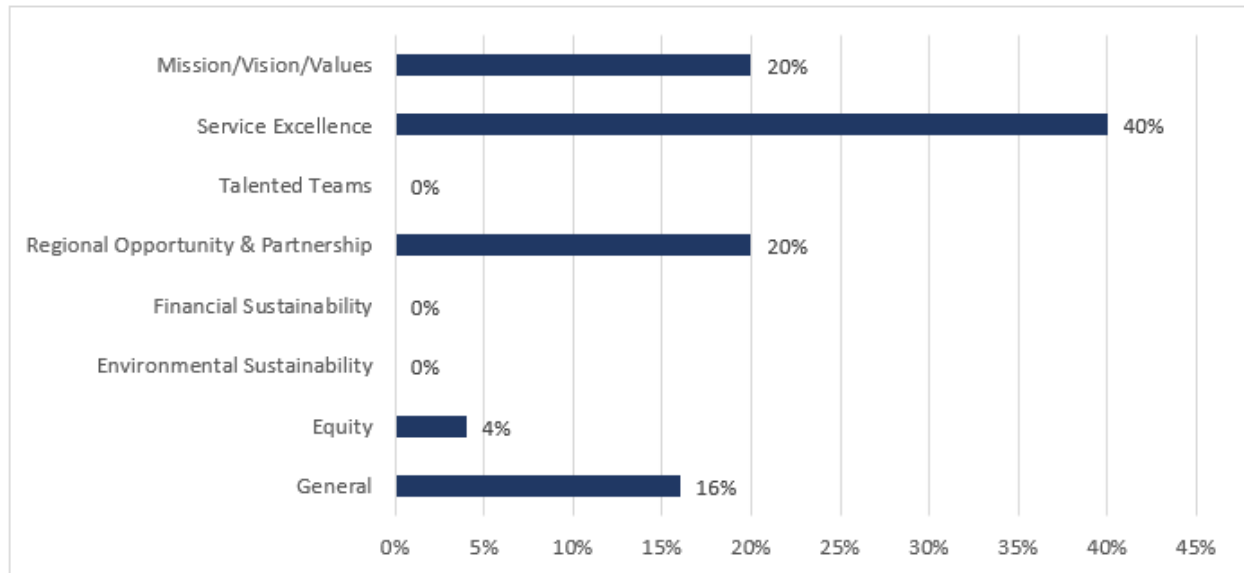
A Total of 46 respondents answered Question 1 by providing a satisfaction rating related to the final draft of the plan. This was not an open-ended question and provided respondents with the following answer choices: very satisfied, somewhat satisfied, neither satisfied nor dissatisfied, somewhat dissatisfied, and very dissatisfied. Results are displayed in **Figure 2**.

Figure 2: Question 1 Percent of Comments by Answer Choice



A total of 25 respondents provided a follow up comment for Question 1. Among these comments, the majority fell within the Service Excellence (40 percent), Regional Opportunity and Partnership (20 percent), and Mission, Vision, and Values (20 percent) categories, as displayed in **Figure 3**.

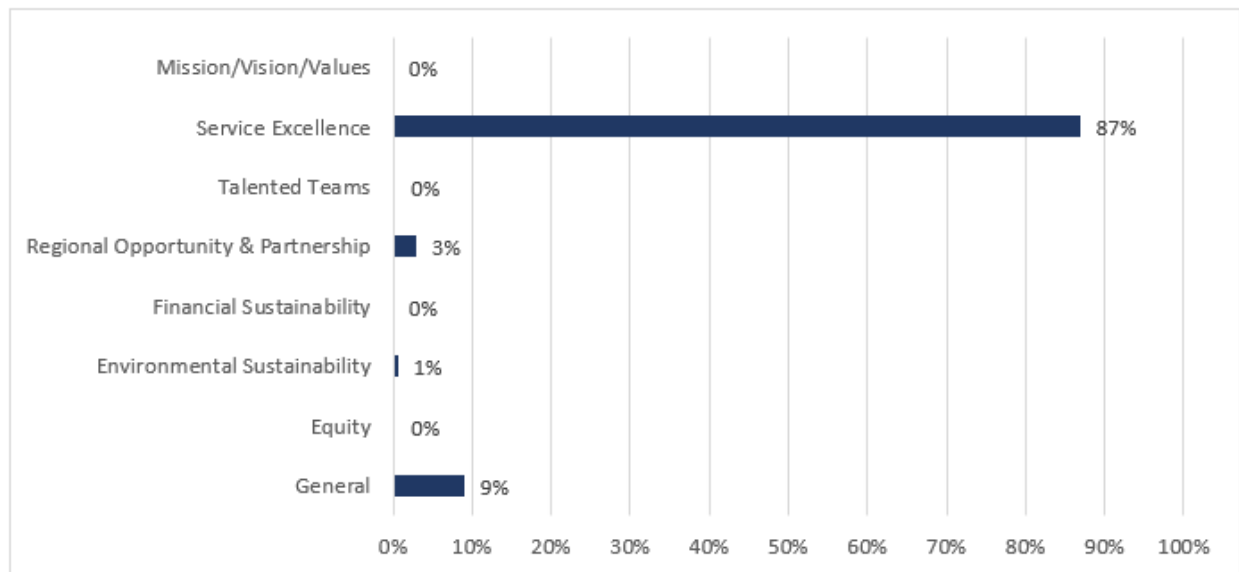
Figure 3: Question 1 Percent of Comments by Category



Question 2: What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

A total of 343 respondents provided a comment for Question 2. This question was the most responded to out of the analyzed questions/statements. Among these comments, nearly all responses fell within the Service Excellence (87 percent) category due to the nature of the question, as displayed in .

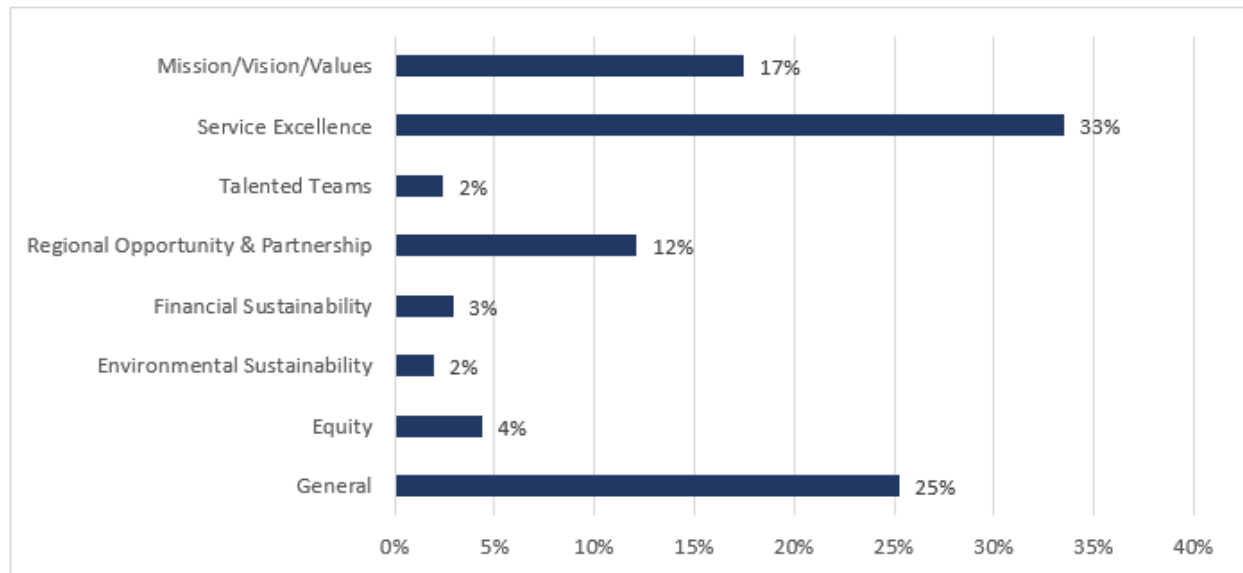
Figure 4: Question 2 Percent of Comments by Category



Question 3: What do you like MOST about the Strategic Plan?

A total of 206 respondents provided a comment for Question 3. Among these comments, the majority fell within the Service Excellence (33 percent), General (25 percent), and Mission, Vision, and Values (17 percent) categories, as displayed in .

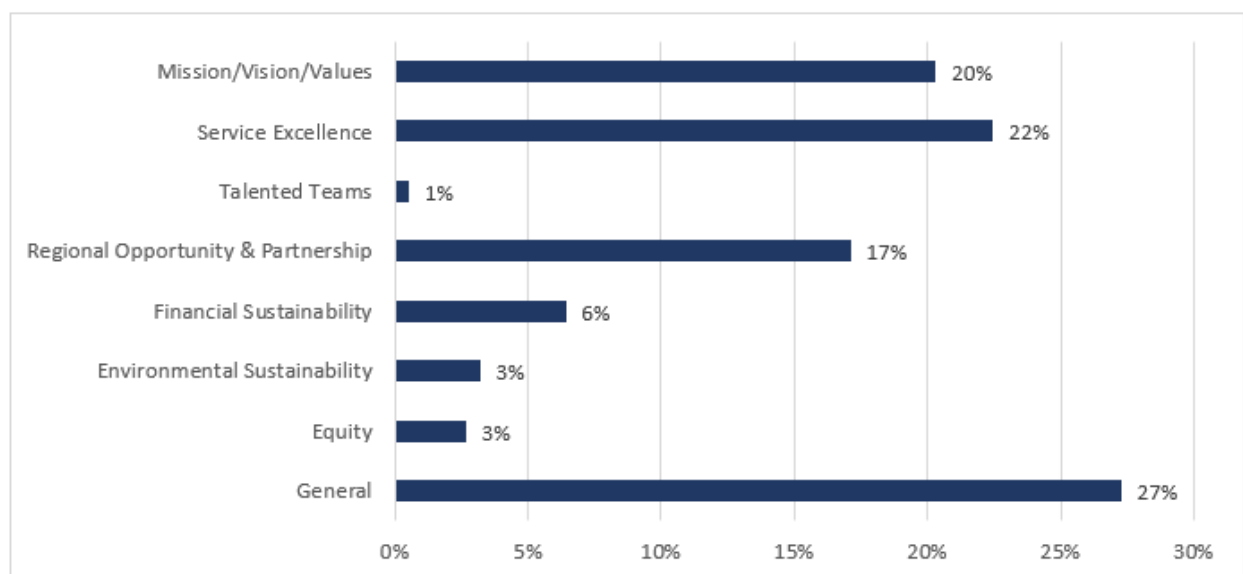
Figure 5: Question 3 Percent of Comments by Category



Question 4: What do you like LEAST about the Strategic Plan?

A total of 187 respondents provided a comment for Question 4. Among these comments, the majority fell within the General (27 percent), Service Excellence (22 percent), and Mission, Vision, and Values (20 percent) categories, as displayed in .

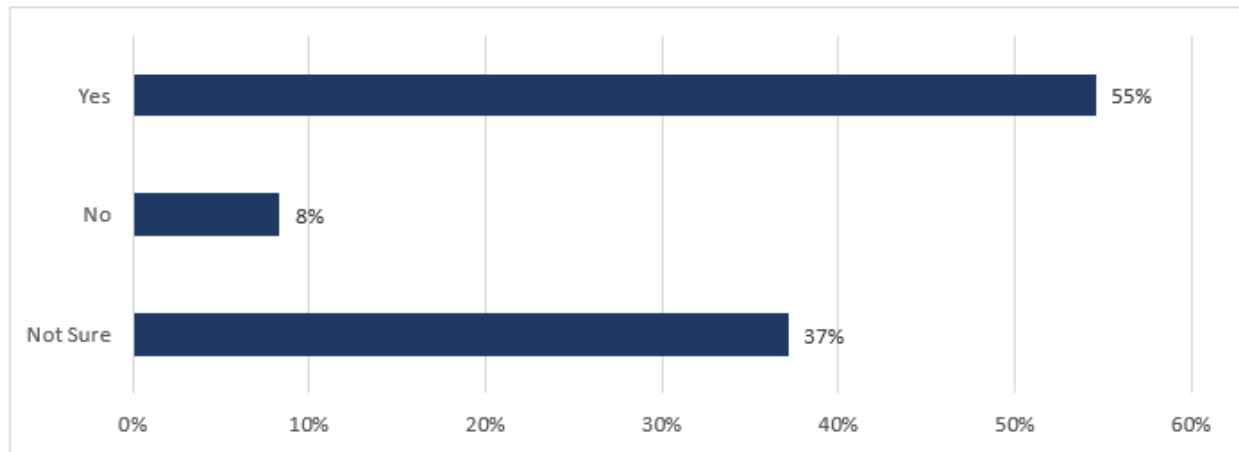
Figure 6: Question 4 Percent of Comments by Category



Question 5: Overall, do you like the goals and objectives in the Strategic Plan?

A total of 264 respondents provided a comment for Question 5. Question 5 was not an open-ended question and provided respondents with the following answer choices: yes, no, not sure. Among these choices, 55 percent selected yes, 8 percent selected no, and 37 percent selected not sure, as displayed in **Figure 6**.

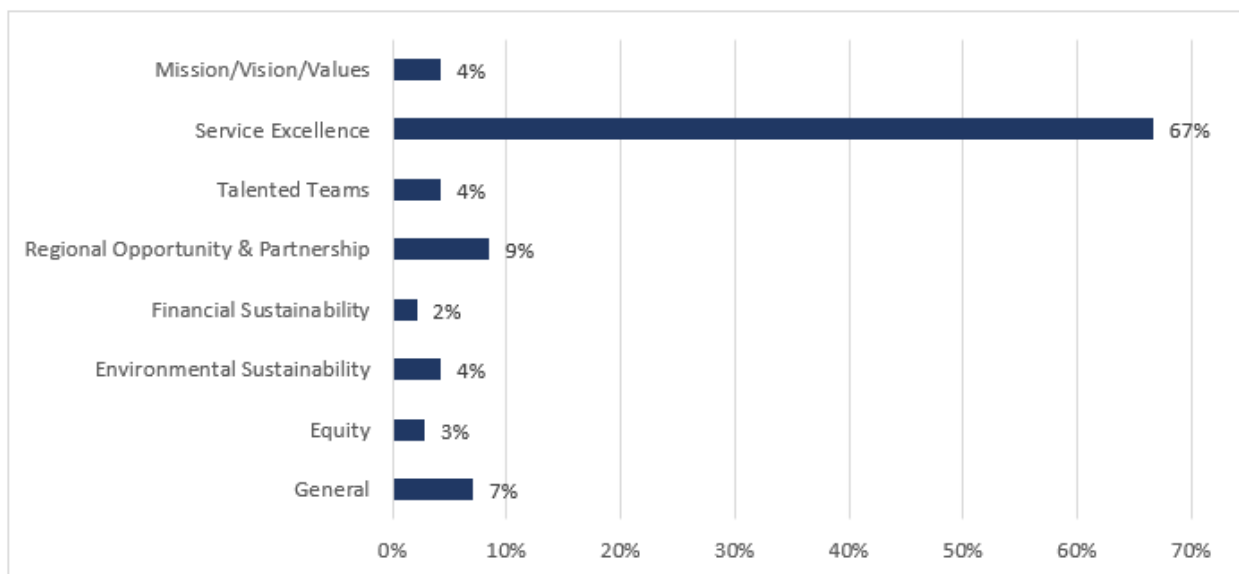
Figure 7: Question 5 Percent of Comments by Answer Choice



Question 6: In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?

A total of 141 respondents provided a comment for Question 6. Among these comments, nearly all responses fell within the Service Excellence (67 percent) category, as displayed in .

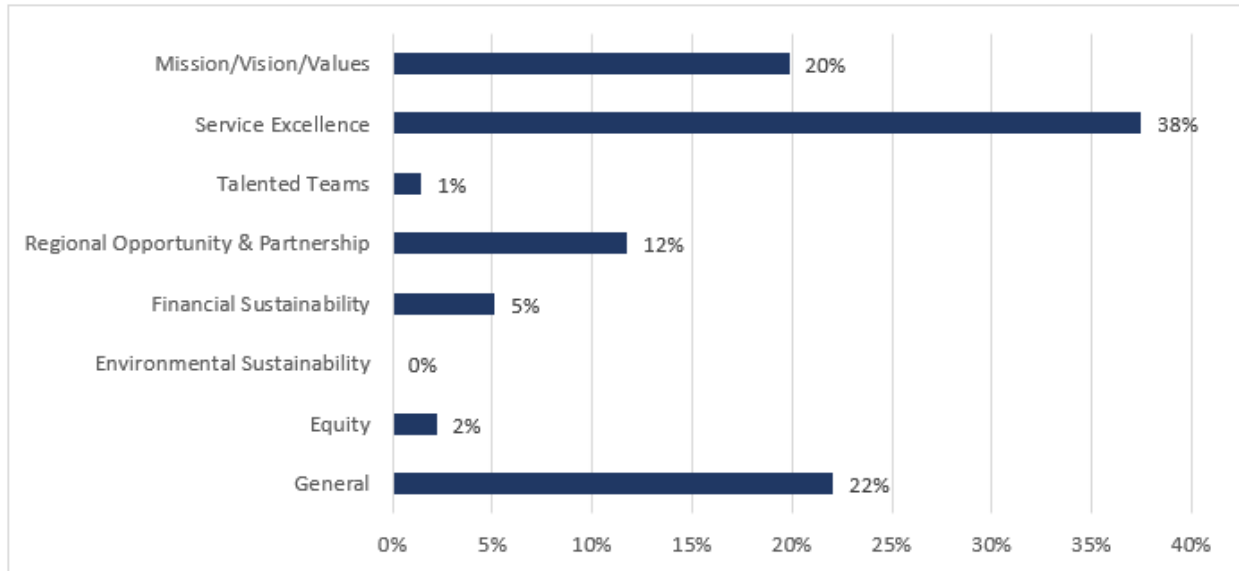
Figure 8: Question 6 Percent of Comments by Category



Question 7: Please share with us any final thoughts or comments you may have about the Strategic Plan.

A total of 136 respondents provided a comment for Question 7. Among these comments, the majority fell within the Service Excellence (38 percent), General (22 percent), and Mission, Vision, and Values (20 percent) categories, as displayed in .

Figure 9: Question 7 Percent of Comments by Category



Comment Categories – Themes & Actions

The following sections summarize survey results by each comment category. Comment categories are broken into individual themes which summarize the general sentiment of comments grouped within the comment category and theme. Actions are provided to summarize Metro's approach to addressing all comment themes.

Mission, Vision, & Values

Accountability

"I know plans only go so far, but it's important for the agency and its stakeholders to hold themselves to the plan if they're going to truly believe in it. What keeps Metro from forgetting about the plan in a few years?"

The accountability theme relates to comments focused on Metro's ability to achieve the plan's mission, vision, and values, as well as its goals and objectives. In general, comments addressed the following topics:

- Including transparent mechanisms to show the public how Metro will be held accountable throughout the plan process.
- Detailing how issues will be addressed and/or how mission, vision, values, goals, and objectives will be achieved.
- Adding emphasis on metrics that will drive goals, objectives, and initiatives, and how the public will be notified on progress.

Actions to address this theme are discussed below.

- Metro developed and incorporated metrics to monitor plan progress. The utilization of metrics is critical to the process as they ensure the plan's goals and objectives are data-driven, and that employees are accountable for and transparent about progress. Management will report to the Board and its committees regularly on each metric. Through a publicly available dashboard, Metro will report on progress across metrics.

Initiative Strategy

"Metro should look at quick, low hanging fruit 'wins' that can be achieved sooner to change the general perception of Metro. This may better give a better sense of confidence in attaining goals and may encourage people to come back to Metro."

The initiative strategy theme relates to comments addressing ways respondents would like to see Metro accomplish the initiatives provided in the plan. In general, comments addressed the following topics:

- Prioritizing short-term initiatives so it is clear what projects will be completed in the plan's initial phases.
- Including discussion on long-term needs and potential projects.
- Establishing a timeline and concrete actions for delivery.

Actions to address this theme are discussed below.

- Metro has provided a list of near-term focus initiatives associated with each goal in the plan. These initiatives will assist with driving the metrics identified for each goal and objective. Metro aims to achieve all the targets by 2028 unless noted otherwise in Appendix A of the plan. There are also metrics where Metro is focused on driving sustained change year over year positive trends.

Service Excellence

Safety & Security

“Metro should provide more information about public safety incidents and security measures.”

The safety and security theme relates to comments focused on the creation of a safe and secure environment for riders using and operators delivering Metro service. In general, comments addressed the following topics:

- Providing more metrics related to safety and security incidents that occur at stations and on Metro services so riders can make informed decisions on which stations/services to use.
- Addressing fare evasion.
- Increasing Metro personnel at stations and on services, especially those that are less populated/experience lower ridership.
- Publishing more plans/studies on crime prevention.

Actions to address this theme are discussed below.

- Metro recognizes that safety and security are priorities and has several initiative programs to increase public orderliness and safety. Metro is working with local law enforcement offices to establish agreements to increase presence across the system.

Convenience

“Add real time bus and train information outside of metro stations (for example as it is in one entrance at metro center). Have more frequent bus and metro service or time the connections between metro and bus better (especially at departing points).”

The convenience theme relates to comments focused on the delivery of frequent and accessible service that modernizes and enhances the customer experience. In general, comments addressed the following topics:

- Increasing availability (i.e., displays before and after Metro station entrances), accessibility (i.e., readable/intuitive for all ages and abilities), and accuracy of real-time travel information for Metro services.
- Ensuring online platforms are intuitive and accessible for all ages and abilities.
- Eliminating “ghost buses” from tracking applications.
- Increasing Metrobus and Metrorail frequencies to pre-pandemic levels.
- Providing more intuitive system maps, as well as maps of station layouts (i.e., locations of entrances and exits).

Actions to address this theme are discussed below.

- Metro has identified preliminary initiative programs and near-term focus initiatives to deliver more frequent and accessible service. Metro recognizes that customers should find transit easy, comfortable, and convenient. Initiatives include improving reliability of real-time bus tracking information and improving wayfinding and digital signage to make stations easier to navigate and real-time information more accessible.

Reliability

“[I would like to know] if delays are due to accidents or service disruptions and how long the delay is anticipated to be in effect.”

The reliability theme relates to comments concerned with the provision of dependable service that the community trusts. In general, comments addressed the following topics:



Service excellence

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

- Providing more intuitive updates regarding service disruptions, service/station closures, and scheduled outages.
- Including metrics related to crowding on buses and trains to enhance trip planning.
- Publishing historical data related to reliability to enhance trip planning.
- Enhancing communications related to station amenity maintenance impacts on user travel; specifically signage, detailed information regarding out-of-service escalators and/or elevators, and clear instruction on how to navigate around areas under maintenance.

Actions to address this theme are discussed below.

- Metro has listed initiative programs and near-term focus initiatives to drive reliability and real-time information regarding service disruptions and impacts to station amenities. Examples of near-term focus initiatives include improving reliability of real-time bus tracking information, increasing the number of 7000-series trains in operation, and improving wayfinding and digital signage.

Talented Teams

Recruitment & Retention

"If you invest in people, [the] remaining goals will automatically be achieved."

The recruitment and retention theme relates to comments concerned with Metro's ability to attract and retain the best talent at all organizational levels. In general, comments addressed the following topic:

- Supporting the plan's proposed improvements in hiring, retention, and recognition as it is believed this will inherently help achieve other goals.

Actions to address this theme are discussed below.

- Metro recognizes the Authority must attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution. Through this plan, Metro will expand its talent pipeline to increase access to candidates and streamline its hiring processes to convert more offers into new hires and reduce vacancy rates.

Skill Development

"Training to drivers to be able to assist people with disabilities who are trying to learn routes."

The skill development theme relates to comments focused on Metro staff training and improvement of customer service. In general, comments addressed the following topics:

- Ensuring operators are trained and understand how to assist people of all ages and abilities in using transportation services, navigating stations, and using Metro applications/online resources.
- Placing an emphasis on professionalism while on the job.

Actions to address this theme are discussed below.

- Through this plan, Metro has committed to support emerging leaders and develop the next generation of Metro leaders. Metro will establish a center of excellence training academy to provide staff with the right skills and capabilities that Metro's operations require.



Talented teams

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

Regional Opportunity & Partnership

Regional Coverage & Equity

“Needs more focus on current public transportation deserts in the city to provide adequate and reliable bus service to attract new riders.”

The regional coverage and equity theme relates to comments focused on the expansion of existing service to areas currently outside of the Metro service area and/or transit gaps within the service area. In general, comments addressed the following topics:

- Considering forecasted population and employment growth, and location of new schools when enhancing/creating new Metrorail, Metrobus, and MetroAccess service.
- Prioritizing coverage to underserved communities within the region (i.e., northwest DMV).
- Including more detail on planned service expansion.
- Adding connections between communities that are not linked by transit service (i.e., outer loop suburbs/suburb-to-suburb connections).
- Making Metro’s fare policy more intuitive and easier to transfer between regional providers.
- Expanding first-mile/last-mile connectivity options.

Actions to address this theme are discussed below.

- Metro has committed to align service networks and customer information to maximize infrastructure, enhance convenience, increase ridership, and promote equity in the region. Metro also has a program of projects and near-term priority initiatives that focuses on service optimization, bus network redesign, streamlined customer information across services, and simplified and affordable fare structure across services.

Economic Development

“The plan does not address land management around rail stations. Stations that have large surface parking lots surrounding them should be redeveloped.”

The economic development theme relates to comments concerning Metro service and its impact on economic development within the study area. In general, comments addressed the following topics:

- Prioritizing joint development to enhance commercial options in/around stations.
- Considering redevelopment of surface parking lots.
- Accelerating transit-oriented development (TOD).

Actions to address this theme are discussed below.

- Through the plan, Metro is working to better collaborate with regional partners to promote economic growth, enhance access, and foster sustainable community development that supports ridership recovery & resiliency. Metro has identified several near-term focus initiatives including an initiative to right-size parking and bus facilities to accelerate TOD.



Regional opportunity
and partnership

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

Financial Sustainability

Funding and Fare Strategy

"The insistence on going to the states and jurisdictions to beg for more money is somewhat concerning. Those groups already provide a large amount in subsidy and have also already committed to very large amounts in guaranteed capital funding. There is a chance that when WMATA asks for more money they will refuse."

The funding and fare strategy theme relates to comments focused on Metro's approach to funding the plan's implementation. In general, comments addressed the following topics:

- Addressing the amount of subsidy and capital funding provided by states/jurisdictions and potential for other avenues for funding.
- Discussing potential impacts of revenue strategies on property taxes and utilization of gas taxes to increase transit ridership.
- Considering lower fare prices/free fare.
- Capping weekly costs for commuters.
- Considering equity when changing ticket prices.
- Mitigating fare evasion and understanding if total costs related to mitigation efforts are equal to or less than the amount lost to fare evasion.

Actions to address this theme are discussed below.

- Metro strives to establish dedicated, ongoing, regional funding to support multi-year operating and capital plans. Metro recognizes that to achieve financial sustainability, the Authority needs to close funding gaps through dedicated public investments, reduce fare evasion, increase advertising and other non-fare revenues, alternative fare structures, and expand corporate partnerships.

Environmental Sustainability

Sustainability Planning and Asset Transition

"The decarbonization plan is way too slow. WMATA is falling very far behind similar providers in other metro areas."

The sustainability planning and asset transition theme refers to comments focused on transitioning Metro's vehicles to zero-emission vehicles (ZEVs) and reducing facility carbon footprints. In general, comments addressed the following topics:

- Increasing the timeline for the decarbonization plan.
- Including more information on targets to accomplish zero-emission goals.
- Increasing language on sustainability within the plan.
- Focusing on sustainability in relation to equity.

Actions to address this theme are discussed below.

- Metro has identified metrics and trend targets for achieving environmental sustainability goals based on funding currently available to Metro. Metro will continue to assess the milestones for decarbonization in the capital program.

Equity

Decision-making

"Metro should prioritize the feedback of the most socially and economically disadvantaged residents, and those who are the most underserved by Metro to increase access, availability, and usage of Metro."



Sustainability

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

The decision-making theme relates to comments focused on the prioritization of equity during Metro's decision-making processes. In general, comments addressed the following topics:

- Prioritizing feedback from disadvantaged/underserved residents.
- Adopting a gender-inclusive approach to decision-making and including language on structural disenfranchisement due to gender.
- Considering impacts of providing free bus transportation for only DC residents to other Metro stakeholders outside of DC.

Actions to address this theme are discussed below.

- Equity is central to the plan and Metro has made “Equity focused” one of its five core values driving what Metro lives by and does.

Design & Operations

“Price and frequency of service are integral to equity.”

The design and operations theme relate to comments focused on the equitable design and operation of Metro transit services. In general, comments addressed the following topics:

- Considering impacts of ending the Yellow Line at Mt. Vernon on minority populations in need of connections to Virginia.
- Providing more language in the plan related to equity in access and equity in delivery of services.

Actions to address this theme are discussed below.

- Metro is actively working to improve equity in the region as a mobility provider and understands that it services a diverse community of customers. Metro has incorporated equity as a core value and has included metrics that will drive accountability regarding equity across goals.

General

Most comments categorized as General were either input as “N/A,” provided high-level feedback that did not fit within the other comment categories or were not related to the plan effort. The following lists key findings from general comments to be considered as the plan moves forward.

- Eliminating the fee charged for a virtual card on the iPhone application.
- Allowing the same virtual card to be used on an iPhone and an Apple Watch.
- Addressing better airport connectivity.
- Requesting more information from Metro (i.e., fact sheets, presentations) regarding plan purpose.

Actions to address this theme are discussed below.

- Metro will continue to work to improve the overall customer experience including the use of digital payment options.

APPENDIX B:

Written Comments, Letters, and Documents

Survey Question Responses

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

Please briefly explain the reason(s) for your satisfaction rating above:	
Comment	Theme
It is a solid plan, but implementation is key. Also, it is important that you look at the office that is now called Planning and Performance. It has been for quite some time now an obstacle to moving forward. Consistently holds up paperwork and signatures, impeding progress on many fronts, and without accountability. If you are looking to move ahead strategically, please do something to ensure the Chief attends to documentation that move the Authority forward.	General
My buses -- N-2 and N-6 are so unreliable that I need to allow up to 1.25 hours for the short rides to Dupont Circle or Friendship Heights. Scheduled buses are cancelled or very late. I have waited at Friendship Hts up to 1.5 hours for an N-6 or N-2. I also oppose plans for using a cell phone for bus ticketing. It is easier to use the card.	Service Excellence
The draft does not satisfactorily address how WMATA intends to expand public transit, particularly outside the Beltway. It also does not address how WMATA intends to improve bus service for people who rely on public transit for their non-work related daily activities such as grocery shopping, doctor appointments, recreation, and so on.	Regional Opportunity & Partnership
They need to lower the fair rates on the Metro.	Regional Opportunity & Partnership
The deep, convoluted problems of WMATA were not entirely apparent at the time I answered that survey.	Mission/Vision/Values
It could be a plan for any transit system at any time.	General
I like the general idea of it all, however I will say that some of it does feel like corporate feel good speech. I know that’s a part of this process in some senses, but I think that people are going to have a hard time believing in the goals made here without 110% commitment to accountability and tracking/publishing the results, which is often done well with projects as it is - so more of that, please!	Mission/Vision/Values
because the changes still remain the same	General
there should be more detail on what specific steps metro will take to increase frequency of service. there is also no mention that I saw of better integration with other regional transit providers including local bus operators and commuter rail services.	Regional Opportunity & Partnership
focus on safety and security and reliability	Service Excellence
The plan address the need for a growing region	Regional Opportunity & Partnership
I still have to walk upstairs and downstairs at Minnesota ave station it been three months seen the escalator still have not working. we had the five months shutdown	Service Excellence
The closure of the yellow line at Hyattsville is a mistake. The area is going to have an influx of people from the 200+ new townhomes and several hundred apartments that are currently being built. One line will not be enough for the growth of the area.	Service Excellence
The closure of the yellow line in West Hyattsville will be of great detriment. The area is quickly growing with over 150 new townhomes (many of which purchased homes there because of the metro access), There are approximately 500 apartments coming (currently being built), retail space on the way and a brand new Kaiser permenante that is already open. Only having one line (green line) which does not even take you directly to the airport is not conducive to the growth of the area. The area is quickly expanding and more ridership should be considered in the closure of an entire line. Please leave both the green and yellow lines for the West Hyattsville stop!	Service Excellence
I have provided a set of recommendations that further materialize the ambitions of the Strategic Transformation Plan.	General
Ending the Yellow Line at Mt. Vernon disadvantages minority populations that need to travel into Virginia.	Equity
All of these goals and objectives sound great but whether or not WMATA can actually do them is my concern.	Mission/Vision/Values

Please briefly explain the reason(s) for your satisfaction rating above:

Comment	Theme
Metro has not yet given serious attention to the problems of fare evasion and general vagrancy and safety within the system.	Service Excellence
Doesn't address fare evasion enforcement	Service Excellence
Need earlier bus service for routes 29N/K and 28A or I take uber and not the pleasure of the bus	Service Excellence
Trains are still too slow and dirty. Unable to use my transit benefit from Greenbelt station. I can use it to ride but if I use my SmartCard for parking then charge \$8. I live and pay taxes in Greenbelt and I don't think this is fair.	Service Excellence
I do not have details about what routes will be cut and what areas will no longer have bus service. I also have no idea if the amount of bus service will be reduced overall.	Service Excellence
Good coverage of priority areas, but largely lacking in specifics.	Mission/Vision/Values
Metro Rail need to go into Prince William Occaquan, Woodbridgde, Dale City	Regional Opportunity & Partnership
Metro seems to have the right goals, and frankly it's encouraging to even see a transit agency considering its medium-to-long term position in the region.	Mission/Vision/Values

Table 2: Question 2 Comments

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?		
Comment		Theme
Introduce LCD display screens with more information (next few stops, service alerts, etc.) on buses - Increase frequency on bus routes that operate every 45-60 minutes (Weekend 4B service, 22A, etc)		Service Excellence
\$3 Flat rates for metro travel anywhere within DC (DC-DC stops only)		Regional Opportunity & Partnership
(1) More information about frequencies, especially for buses (e.g., maybe a bus route is Monday-Friday, Every 10 minutes; Saturday, Every 15 minutes; Sunday, Every 20 minutes). That's more useful than a huge timetable. (2) Delays and disruptions happen and instant information isn't always available. But, some more information for major delays could be useful. For example, 'is expected to be resolved shortly,' 'is expected to continue for the rest of the day,' or 'is significant, seek alternative transportation if possible.' There is sometimes some context like this, but it seem smore information could be provided.		Service Excellence
Better real time bus and train information, especially for buses. There need to be more bus stops that have signs showing real time info, and that info needs to be accurate.		Service Excellence
1 Better signs showing where the elevators are, including signs that actually say “elevator “. 2 Free bus to metro transfers 3 when a train is single tracking and theree are delays, provide information on nearby bus lines and how to take them to get where you want to go 4 coordinate with marc and vre to discount transfers 5 institute “clean up metro “ days and have volunteers clean railway cars 6 contests for community murals on metro walls		Service Excellence
1 We need more information on Criminal Activity. MPD puts out Crime and Preliminary Arrest Reports Every Day Based on one's Police District and Patrol Service Area to those of us Community Members who are signed up to receive them. MTPD could use a Similar Platform for those of us Signed up for MetroAlerts. 2 Bus Displays at Metro Stations & Bus Bays don't always work. Sometimes have wrong information or Completely Missing. One Giant Display Board with All Buses Listed, their Bus Bay Locations and Time of next arrivals would be nice. The one at Hyattsville Crossing is NOT VERY VISIBLE FROM BUS BAYS. SOME BUSES ARE NOT LISTED. DUPLICATE OF OTHER ROUTES. Perhaps a display for each side would be better. This sign seems to be for Rail Riders, NOT BUS RIDERS. Why are Bus Riders always Left out?		Service Excellence
1) How to reach security 2) better directions for fares		Service Excellence
1. Location-based transit options similar to busETA, but more user friendly. For example, being able to see which stops are located closest to you on a map, how long it takes to get to each stop/station. 2. Bus route changes. For example, D8 and G8 have had modified routes due to the NE Boundary Tunnel project, but I can't find the updated route maps anywhere. All maps and information, including busETA, show the official route and there's nothing that tells anyone that the bus won't stop at any of the impacted routes.		Service Excellence
6 or 8 car trains and non-working elevators or escalators		Service Excellence
A better method of informing customers about route changes and rerouting. The X9 route changed seemingly without warning.		Service Excellence
Accurate arrival times, particularly with BusETA.		Service Excellence
Accurate bus information that is consistently functional. And having accurate and real time alerts for delays, outages, etc on the website and twitter.		Service Excellence
Accurate bus location		Service Excellence
Accurate information if a train is cancelled.		Service Excellence
ACCURATE information, not wishful thinking		Service Excellence
accurate schedule information. arrival times on the app are completely wrong some days in my experience		Service Excellence
Accurate train prediction		Service Excellence
Accurate, real life 'realtime' bus and train information, at every bus stop and at multiple sites along every Metro platform. Curently 'realtime' information is sometimes just the schedule information. Information on Metro platforms for buses serving that station should be included. Likewise Metro information for buses servicing Metro stations. Metro MUST continue to provide anticipated schedule information (frequency at different times of day and week) as well; this is critical for customers' planning trips or choosing neighborhoods.		Service Excellence
Accurate, real-time information about broken lifts. As a person with a disability who depends on lifts to enter & exit every station, this influences my daily travel plans.		Service Excellence
Active Crime		Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Actual “realtime” info, at all stops. Clarity on where new stops exist when you change a route!!!!!!	Service Excellence
Actual accurate information about when the Potomac Yards station will open. Many of us planned our lives around the expected timeline that keeps getting pushed to the right!	Service Excellence
Actual accurate information about when to expect the Potomac Yards Metro station will open. Many people (myself included) found homes and took jobs based on the understanding of when the new station would open. It continues to get pushed to the right only after the original date passes.	Service Excellence
Actually accurate real time bus and train information, as well as crowding. -7000+ series trains with interior station monitors should also tell date and time (as there is so much empty space on the screen), and preferably also the temperature/weather	Service Excellence
Add real time bus and train information outside of metro stations (for example as it is in one entrance at metro center). Have more frequent bus and metro service or time the connections between metro and bus better (specially at departing points). Make stops clearer, at McPherson square is chaotic to find the right stop. Create an user friendly app and synch properly with google maps (specially on the bus/metro arrival and the location of stops). Add more signage within stations, particularly transfer stations like Rosslyn where you can go to 2 airports, it's important to have proper signage to avoid people getting on the wrong metro line. Provide access for riders to open and free bathrooms in all stations.	Service Excellence
Additional locations with easily visible information are needed on certain metro stations. Having only one screen with the train timetables causes a bottleneck in foot traffic in specific areas of the stations, especially during rush hour. For a specific example, on the Metro Center Station, going down the escalators from the Red Line platform to the ones below, there is a electronic timetable with the expected arrival times right near the exit of the escalator itself. This causes people to stop and look (or wait there when the arrival times are removed in favor of announcements) near the highest foot traffic location. To make matters worse in this specific example, the electronic board is blocked from view by a large pillar from many different angles, causing everyone that wants to check the times congregate to very specific areas (which are, again, in the location with the highest foot traffic). I propose that WMATA investigate whether it is feasible to add additional locations where the arrival time can be seen and/or to place them in clearly visible areas as that information is the most vital one that a passenger wants to know during their time waiting on the platform. Another piece of vital information that is sorely needed in certain stations is on the placards displaying Metro stops and the direction a passenger is heading. Certain Metro stations have a big placard with the station name along with the end station of that route. This might be adequate for commuters who are familiar and know these locations, but tourists and new users of the Metro system do not have the familiarity to the direction they are going in, especially if they are in a rush. By adopting the approach of having the placards with station name, end of line station, AND every other Metro stop along the way on the placard on all stations (instead of some), WMATA would make the new user experience more pleasant, more consistent, less confusing, and less stressful. Having that impact on a new user increases the likelihood of converting that new user to a recurring one.	Service Excellence
Alert users through a Metro alert when a bus line is running less frequently than usual for whatever reason.	Service Excellence
All the above; Providing real time bus and train information, crowding information and upcoming new buses and trains.	Service Excellence
Alternate routes, costs, interagency connections (ie Ride on)	Regional Opportunity & Partnership
An app with all the information in one place	Service Excellence
An official mobile app (similar to MetroHero) with real time alerts and the ability to contact transit police would be great	Service Excellence
Any delay information	Service Excellence
Any expected delays on the relevant line, or on other lines that may impact trip planning. This information needs to be accurate when provided, or else it is useless.	Service Excellence
Approximate delay info (ex: 8 car YL to Huntington arriving in 5 minutes (3 minutes late))	Service Excellence
As frequencies aren't at the point that people don't care about missing a train or bus, there should be digital signs outside of all stations (and at all bus stops) which show upcoming trains and buses.	Service Excellence
At stations, there should be something that shows where a train currently is.	Service Excellence
At stations, you could add displays to show where trains currently are (maybe something like the NYC Subway)	Service Excellence
At the track platforms at transfer stations, would be helpful to see details on ETAs of trains on other platforms.	Service Excellence
availability of bicycle facilities - bike share, available locker or other covered/secure parking, etc. ongoing update regarding construction and maintenance projects -what was just completed, what is being worked on currently, and when will the entire project finish.	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Available information is good; if anything, Metro should provide less information in Metrorail stations as the notices provided are often unnecessary (e.g., generic safety announcements).	Service Excellence
Bathroom location	Service Excellence
bathroom locations, circulator arrivals	Service Excellence
Better alerts of scheduled maintenance. Like a heads up a few days in advance would be nice	Service Excellence
Better connection information (I.e. DC circulator, Amtrak, MARC, VRE, capital bikeshare) for last mile trips. One easy way to do this is to use the 7000 series' screens to their full capacity and show better connection/transfer info on the display screens for each station. Right now, it's just very general generic info which is not really helpful. Buses could also better advertise connections at upcoming stops to other bus routes, both Metro and other operators'.	Service Excellence
Better indication of where the entrance/exit is for each metro stop. i.e. Gallery Place - include relevant landmarks or street names to know which way to exit.	Service Excellence
Better information about bus detours and schedule changes. When buses detour the real-time signs in bus shelters often just count down the expected schedule arrival time, then the bus doesn't arrive (because it was detoured or the schedule changed temporarily), and then it counts down the next one, etc. with just the little 's' to tell those really in the know what might or might not be happening.	Service Excellence
better information on delays, including causes and when services are expected to return to 'normal'; provide alternative routes and assistance for unavoidable long delays.	Service Excellence
Better route maps at bus stops ... STIB in Belgium would be a good model to copy. Also a real app. Again, STIB could be a model.	Service Excellence
Better visibility for metro alerts in stations	Service Excellence
better ways to actually combat fare evasion - i don't think the prototypes will work. Many feel the new faregates should have been well thought out BEFORE they were installed. Better explanations to all the constant work being done, I feel like it's never ending! How bus service integrates with the other bus providers and do you all work together?	Service Excellence
Big signs out front of a station when an escalator is out of service. I have only ever seen this at DuPont.	Service Excellence
Bus and rail time info that is actually accurate and no ghost buses	Service Excellence
bus diversions	Service Excellence
Bus information is hardly ever accurate, it's impossible to plan a trip via bus without building in lots of extra time. Bus stops should all have electronic signs with bus info. Bus stops should be covered and offer shade.	Service Excellence
Bus times at each stop Accurate, scheduled, and real time tracking Timetable to show how many trains will come within an hour (to better understand the frequency and can better plan a trip)	Service Excellence
bus timing information within metrorail station (eg: 96, B2 at Stadium Armory) and vice versa (eg: blue/orange/silver train timing visible at bus bays outside stadium armory station)	Regional Opportunity & Partnership
BusETA continues to have problems with no-show and ghost buses. Digital signage on-board trains should show next bus info for connecting buses at the next stop so passengers know when they exit the train how much time they have to make their bus connections.	Service Excellence
Can't think of anything.	General
car crowding	Service Excellence
cleaner metro stations, better lighting on stairwells, operate ALL escalators	Service Excellence
Clear and simpler fare table for Metrorail (zone-based), improve bus connection information, provide bus and metro connection information on-board Metrorail and Metrobus using on-board screens when available.	Service Excellence
Clear announcements, taking into consideration the noise created by trains coming into the station.	Service Excellence
Clearer fare info. The spreadsheet/chart thing on the card machine is nice, but not exactly convenient or easy to read.	Regional Opportunity & Partnership

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Clearer information about line replacements during construction would be helpful. For example, it was unclear to me which Blue Line to hop on when I was trying to get on a Yellow Line route during the current construction period. Easier to find rail maps of routes at stations and more station signage that can be seen from different vantage points would be great too.	Service Excellence
Clearer updates about scheduled outages would be helpful. For example, today I saw online that the Green line will be undergoing construction this summer, but it would be awesome if that information was also in the app or clear at the actual metro stops. Clear signs about train ETAs at the front of each station would also be amazing.	Service Excellence
Clickable bus route map on mobile version of site. Information in more languages.	Service Excellence
Clocks in stations in PDI and on trains, where possible, via LED display or in crawls in screen in 7000 series trains. Ensure the reliability of busETA.	Service Excellence
Close 7th Gallery. It's a box and an open air drug market. I don't feel safe.	Service Excellence
Commit to extending service and shorter headways. Incentivize good service by employees and discipline poor service.	Service Excellence
Connecting Metrobus departure times within Metrorail stations, first name of train/bus operator	Service Excellence
Connection availability and where the connections go. To a tourist or someone going to a different neighborhood, X9 bus means literally nothing. Also, Metrorail needs: 'This is a DC-bound Green train to Greenbelt' 'This is a Prince George bound Yellow train to Greenbelt (Fort Totten)' (to highlight where people want to go). This is a Virginia/West bound Silver train to Ashburn' etc. When tourists need to know which general direction, seeing a 'DC' location is a good frame of reference.	Service Excellence
Connections at each station, including arrival times. Headway info on connecting bus and train service	Service Excellence
Connections between services, especially outside of DC: I think one of the ways the Metro can encourage more ridership is to demonstrate connectivity with other bus/metro services. For example, having signage in Metro Stations in Prince Georges County that show what transport options they have available and also pricing/fair info, will help people visiting and moving into the area access the many transit options. When I came to the area it wasn't clear and with Metrobus service only being once an hour, it sometimes makes the most sense to take a different public bus service to the Metrorail station	Service Excellence
crime and safety	Service Excellence
Crime information	Service Excellence
Crime statistics by region or by station would be helpful. It would be helpful to riders to know whether crime is worse at say Glenmont versus Wheaton so riders can make an informed decision about which station to use.	Service Excellence
Crowding information	Service Excellence
crowding information on specific buses and metro in real time.	Service Excellence
Crowding information that is live and not based on historical information. More timely information about route alternatives during service disruption (shuttles or whatever)	Service Excellence
crowding information would be great, I don't know how to find that. real time bus and train info on an app that matches what you show at the station would be great too	Service Excellence
Current real time info is good.	Service Excellence
Data about crowding wouldn't hurt and I think the system could also benefit from having estimates about travel time between stops and stations using historical data.	Service Excellence
Dates of when trains are scheduled to be fixed well ahead of repairs.	Service Excellence
Debe haber más información en Español	Service Excellence
Delay information at specific stations via text or email notifications.	Service Excellence
Delays and reasons thereof	Service Excellence
Detours of routes, perhaps. Significant closings/reroutes, if not already provided. Real time arrival is most important for me, though.	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Digital signage above-ground at metro station entrances with realtime arrival information and service alerts. More bus arrival information at more bus stops (perhaps smaller screens could be installed at locations without bus canopies).	Service Excellence
Easier to find info on when the last trains of the night are.	Service Excellence
Easily-accessible real-time transfer information (i.e., the info screen on 7k-series trains could provide bus routes at a given station and estimated arrival times; more stations could have external screens with train arrival information like at Columbia Heights, but including bus info as well; if there were a way for bus riders to easily access this information at transfer locations).	Service Excellence
Either real time bus info or at least reliable time table at every bus stop	Service Excellence
Reliable info on alternative routes during construction and maintenance	Service Excellence
Elevator access points and where to find them	Service Excellence
elevator/escalator outages scheduled closings for maintenance/repairs	Service Excellence
Enhance the “dly” message on digital platform signs. That’s so ambiguous and I don’t know whether to give up or hang in there.	Service Excellence
Ensure that APIs and availability of information (train and bus schedules, locations, etc.) to third parties is transparent and accessible. Third party tool development can and should be encouraged. More community engagement and more ideas (some of which Metro can build upon and implement) is always a good thing, even if it's not internal to WMATA.	Regional Opportunity & Partnership
Escalator breakdowns, potential delays	Service Excellence
Escalator outage, crime info	Service Excellence
escalator outings	Service Excellence
estimated time to reach next stop?	Service Excellence
Etiquette suggestions	Service Excellence
events that may affect mta, emergency personnel presence	Service Excellence
Expected delays. When these delays occur, what other routes on metro and then bus routes may be viable options to mitigate the impact of said delays	Service Excellence
Expected price	Service Excellence
Fare changes - I had no idea that weekend fares are now flat on weekends, \$2/ ride, regardless of how far I go is a nice change on the weekend	Regional Opportunity & Partnership
Firm timelines and public transportation substitution options	Service Excellence
Fix elevator and escalators sooner than later clean elevator	Service Excellence
Follow up when a customer reports an issue? For example, a few days ago, I reported an issue to the station manager at Bethesda about a smell from trash (showed him the picture and gave him the car number). Is there a way to find out what came of my report?	Service Excellence
Heated/covered bus stops	Service Excellence
Historical data. If I’m riding an unfamiliar bus I don’t know how accurate the bus will be to the schedule unlike the buses I ride a lot and if I have an appointment I need to know if I can trust the bus to show up or if it’s safer to catch an earlier bus assuming it’s on time	Service Excellence
Hold on a sec—the real time bus information available on signs at bus stops is frequently inaccurate. For example, the one at Massachusetts and North Capitol (80 and Circulator stop) hardly ever shows correct arrival times, and frequently changes them in bizarre ways (one moment it'll say the Circulator is arriving in 3 minutes, then it'll change to 20). So I would suggest improving what’s already available rather than piling on more.	Service Excellence
Hourly frequency averages	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Hours of operation, rush hours and non rush hours	Service Excellence
How many fare jumpers per day? How much is that costing paying riders to subsidize? Better information on overnight parking lots/garages, and the actual open/close times of others.	Service Excellence
I am happy with the real time information I get through the station signage and through the Transit and MetroHero apps.	Service Excellence
I believe that the information provided is enough at this point.	General
I can't really think of any. Maybe the alerts could be a little better though? A lot of times when I'm looking in Apple or Google Maps I see a general 'Alert' message but a lot of times that information is only relevant for a single station (like an elevator outage, station closed, etc). Maybe Google and Apple just aren't displaying it well, but it would be nice if some of those alerts were associated with the location they happened at so they could be easily visible and so you can ignore ones at stations you don't plan on being at. The alert section just always has something there so I never bother looking at it, and the few times there is a serious problem I'm caught unaware because usually the Alerts section is always cluttered with stuff. I also think this may fall more on third-party app developers, but I've found when making a transfer they don't plan well. I can see the station I'm supposed to make the transfer at, but then it just shows the next trains for that station, and those trains will have come and gone by the time I get there. If WMATA is looking to develop a first-party app, having something that predicts how long you'll be waiting at the transfer point for your train/bus when you actually get there would be useful.	Service Excellence
I can't think of any additional information.	General
I think metro is very informative as is. However, it'd be helpful if there was a tool of how many minutes you have to catch another train if transferring lines.	Service Excellence
I want them to maintain the same level of information and real time information is very important	Service Excellence
I would like to see automated announcements on station platforms that call out trains as they enter the station, as seen in other cities. The information screens are sometimes hard to see and the train announcements aren't always clear. Something like "Attention Customers the next X Line train to Y is now approaching. Please stand back from the platform edge."	Service Excellence
I would really appreciate better bus maps, it's hard to decipher the ones I see ar bus stops	Service Excellence
I would really like to see automated announcements on station platforms that announce trains as they arrive into the station, as the display boards are sometimes hard to see. Something along the lines of 'Attention customers, there's a X Line train to Y approaching the station. Please stand back from the platform edge.' Other U.S. transit agencies successfully have such an automated system.	Service Excellence
I'm satisfied with what is currently provided	General
If a bus is going out of service at end of line	Service Excellence
If a train is delayed, show where in the system that train is.	Service Excellence
If delays are due to accidents or service disruptions and how long the delay is anticipated to be in effect.	Service Excellence
Improve and add to the Metro APP to make it easy to check for available information and updates	Service Excellence
Improve communication about delays or single tracking.	Service Excellence
Improve on keeping the Metro stations safe and clean	Service Excellence
Improve the online Metro Trip Planner. When I enter the 'FROM' field & 'TO' fields, the next screen sometimes asks me to confirm the FROM station. That's ridiculous. Also, please display the schedule, so I can see for myself what the following times will be. Now, instead, I have to modify the trip planner to guess what times are coming up. Altogether, your Trip Planner should be more intuitive. You need a better software designer.	Service Excellence
Improve the real time information. Better access to customer service when needed.	Service Excellence
Improve tracking and schedule of busses- they never come according to schedule	Service Excellence
Improved accessibility in each rail car and surrounding the stations	Regional Opportunity & Partnership
Incident information as it relates to real time stoppage and delays	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Incorporate traffic conditions into real time bus info	Service Excellence
Increased ability to reach a human being when issues arise, ie metrocard not working or when there is a panhandler on the platform. Station managers are often absent for extended periods and there is not always a response to the call button at their station.	Service Excellence
Information (real time) about happenings at other stations and neighborhoods could be helpful in trip planning.	Service Excellence
Information about Metro emergency so customers are warned.	Service Excellence
Information about other transit systems at transfer points, e.g. ART, VRE, Amtrak. But the biggest problem is that the information Metro currently provides about bus and train arrivals is often wildly inaccurate.	Service Excellence
Information as to why certain routes were eliminated and whether they will return.	Service Excellence
Information from the regional transit services (such as Fairfax Connector).	Service Excellence
Information is good now but maybe more information in emails or text if you choose to sign up	Service Excellence
Information is sufficient as is	General
Information isn't your problem; the live train map site is fine. Your problem is you can't seem to run trains. The 7000 trains have been out of service for too long, and metro keeps hiding behind 'safety' (they were never unsafe)	Service Excellence
Information on delays	Service Excellence
Information on Metro Rail delays should be provided via an electronic display as you enter the station at street level. Real Time bus information should be made available at every bus stop.	Service Excellence
information on safety in each station	Service Excellence
Information provided is adequate; don't find crowding info useful:	Service Excellence
Insitute more policing and require that people pay their fares.	Service Excellence
Install bus shelters & real-time arrival boards at all bus stops.	Service Excellence
In-station announcements are difficult to understand, sometimes occurring over train operator announcements, and sometimes at odds in terms of information conveyed. Station managers and train operators MUST be provided information about delays in real-time.	Service Excellence
Is metro on fire? Crime alerts	Service Excellence
It would be great if all buses and trains had accurate displays of the next stop.	Service Excellence
It would be helpful if Metrorail arrival times were available outside of the station, and before the faregate to help people decide whether they want to wait for the train.	Service Excellence
It would be helpful to know when a 'real-time' bus ETA is based on a bus that has not left its starting point yet. That way we know that time is unreliable. If the bus leaves early, the busETA will suddenly get much sooner. You could color the en route bus ETAs different from ETAs that are estimated since the bus has not begun its journey.	Service Excellence
It would be really helpful to have signage in each station as you walk down the stairs or take the escalator down with a map of the line saying which side goes which way. Then, when you get off the train, it would be really helpful to have at all points in the station for disembarking, if you walk left or right what side of the station you'll be getting off, as in at Farragut West, the sign should say 17th street, nw or 18th st nw. Instead you have to walk to one end or the other to find out which exit you're going through.	Service Excellence
Just make that info more easily accessible (not just on the website or app) and accurate. Each bus stop should show a map with the location of the buses coming.	Service Excellence
Last time cars were inspected	General
Late night weekend service	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Length of wait at transfer stations	Service Excellence
LESS information: (1) remove the ghost buses (2) we don't care if it's a 6-car or an 8-car train (3) stop filling up the electronic displays with info that should be placed on permanent signs, like what phone numbers to call (4) stop playing pre-recorded audio messages about missing bags	Service Excellence
Let us know when the metro is on fire.	Service Excellence
Letting riders know of delays when in the station; announcements and postings (on schedule sign) would be helpful	Service Excellence
Lower pricing.	Regional Opportunity & Partnership
low-stress routes for biking to and from metro stations in maps online and at stations	Service Excellence
Maintenance records.	General
Make real-time info available at all bus stops	Service Excellence
Make sure the information available is actually accurate	Service Excellence
Make the information accurate.	Service Excellence
Maybe estimated time to get to either Gallery Place, Metro Center, or L'Enfant plaza, or eta to the destination	Service Excellence
Maybe text updates on closures	Service Excellence
Metro	General
Metro does a great job of alerting customers to know issues. However I often see issues tweeted by customers before the official metro account.	Service Excellence
Metro does an excellent job of informing us of any information, especially by their emails.	Service Excellence
Metro MUST improve its real time bus information/GPS system. GPS will say a bus (id number given) s coming in 20 mins and then the bus disappears. Or the bus is going to arrive in 30 mins, but five minutes later when you check again, the bus is arriving in 10 mins. Or as you wait for a bus that is coming in 10 mins, the actual arrival is 20 mins later--and it is not because of the traffic. Some bus drivers drive very slowly or get caught in talking to passengers for whatever reason (sometimes unavoidable I know, but sometimes very avoidable). Please note that I do not use a third-party app. I use Metro's website at buseta.wmata.com. This real time info must improve, so passengers 1) don't race to a bus that isn't coming or will come late or 2) think that they have time to get to the stop when the bus is actually going to get there earlier than shown. You can't win!	Service Excellence
Metro needs to be more proactive in providing customers real-time information as to items that impact the ability for riders to get from location to location safely and without delay, so that people can plan better.	Service Excellence
Metro needs to improve fare control at the gate. If that happens crime will decrease by more than 15%. I cannot emphasize how important this control is to the social health of the system.	Service Excellence
Metro provides adequate information	Service Excellence
Metro should begin the process of establishing a sense of safety for users. Today's announcement regarding the MPD and Transit police.	Service Excellence
Metro should provide more information about public safety incidents and security measures.	Service Excellence
Metrobus and Metrorail information should take into account station and line closures. Currently, the Red line announcements still say that transfer is available to the Yellow line at Gallery Place, even though the Yellow line is closed until May 2023. Instead, it should only advertise transfer to the Green line. Furthermore, I would encourage Metro to provide more transfer information at all stops. The transfer between the Red line and Orange, Blue, and Silver lines at Farragut crossing is advertised in station signage in Farragut North, but not in Farragut West. Metro line transfers aren't always advertised on Metrobus, such as at the transfers to the Red Line at the Van Ness and Cleveland Park bus stops. Metrorail displays in the 7000s series cars will say whether there are connections to Metrobus (providing a simple yes/no response). Instead it should list the relevant Metrobus lines. (So when pulling into Cleveland Park, the display should read 'L2' under the Metrobus heading.)	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Metrorail and metrobus could provide more direct information on delays (particularly Metrobuses with stops with digital interfaces updating wait times).	Service Excellence
more accurate bus information	Service Excellence
more accurate bus information and the WMATA sanctioned apps or websites to find out. that info. There are several apps that have bad data.	Service Excellence
More accurate real time bus and train information. The times are often incorrect.	Service Excellence
More accurate real time info	Service Excellence
More accurate time estimates for buses. They're habitually wrong	Service Excellence
More advanced warning when maintenance will delay bus/train lines.	Service Excellence
More bathrooms/water fountains near the stations	Service Excellence
More clearly display the number of cars on a train and put more display stickers on the ground of stations to tell people where the train will end	Service Excellence
More communication from train operators regarding reasons for delays would be helpful. I would say the majority of operators let passengers know the reason behind delays, but sometimes we are left wondering.	Service Excellence
More communication of delays for both Metrorail and Metrobus	Service Excellence
more convenient real time information at some metro stops, and the live app working better	Service Excellence
More easily accessible information about service disruptions, specifically planned weekend disruptions due to things like track work. While I personally make it a habit to check the weekend track work page on the WMATA website, I've found that many people I talk to don't know about this information/how to access it and find themselves confused and frustrated during periods of service disruptions due to track work.	Service Excellence
More frequency. Frequency is the key to a successful transit system. Prioritize the bus system.	Service Excellence
More frequent service and increased personnel especially in quieter stations	Service Excellence
More frequent services; smart fare via phone recharge	Service Excellence
More information about delays	Service Excellence
More information on Station Closures and routes that are temporarily closed.	Service Excellence
More police, limit fare evasion. It stinks to actually pay for the train and then be harassed by someone who probably didn't,	Service Excellence
More real time at bus stations and crowd alerts	Service Excellence
More real time information at stops, fewer ghost buses	Service Excellence
MORE REAL TIME SIGNS IN EACH STATION MORE REAL TIME SIGNS AT EACH BUS KIOSK BECASUE THE ARRIVAL OF AM RUSHHOUR BUSES ON COLUMBIA PIKE IS ABYSMAL- SOMETIEMS WE WAIT 15 minute or MORE	Service Excellence
More reliable bus and train updates and crowding information. What's provided now is often inaccurate.	Service Excellence
More reliable live bus tracker, alerts if a bus is going to never show up to a stop when it is supposed to	Service Excellence
More reliable real bus time (are the GPSes broken on every bus or is the info not getting pulled into apps correctly/enforcement of the pay your fare, the new campaign hasn't done anything (and clarity if it's only Metro Police and not metro station staff who are supposed to enforce the policy as there are people jumping turnstiles right in front of station staff, signage and enforcement that smoking isn't allowed at stations and within certain feet near bus shelters (it smells so bad when I'm waiting for the bus at New Carrollton especially with weed being legal).	Service Excellence
More seating in Metrorail stations! The updated platforms are great but some of the older stations with only the concrete benches need more.	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?	
Comment	Theme
more security	Service Excellence
More signage at the stations relaying real-time information.	Service Excellence
More specifics on why delays	Service Excellence
much improved already eg bus service real time. now we need reliability of that service.	Service Excellence
N/A	General
N/A	General
N/A	General
n/a	General
N/A	General
N/A, information already adequate	General
NA	General
Nearby destination headways (ir. X minutes to x station on a line/route)	Service Excellence
Near-term train arrivals should be shown on screens near station entrances so passengers can decide whether or not to rush to catch a train. Dropping trains from arrival boards when they're 1-2 minutes away makes the boards worse than useless and aggravates me to no end. In addition to ETAs on screens, maps with real-time train locations would be nice.	Service Excellence
No ghost buses on the online tracker Provide time until next bus signs at more bus shelters Add time until next train signs outside of stations	Service Excellence
None	General
None	General
None	General
None	General
None.	General
None; focus on faster and more frequent service instead. If trains come frequently then I don't need as much info because I can just rely on the next train coming soon.	Service Excellence
Not specific to information, Metro should adopt a gender-inclusive approach to planning and operations.	Equity
Not sure	General
not sure	General
Nothing else needed.	General
Nothing to add	Service Excellence
Nothing, just more clear and reliable info that exists.	Service Excellence
Notices of when fares are at peak or non-peak rates.	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Notification BEFORE an individual scans their Smart Card and enters into the station if there is a significant delay on the metro line that they're entering. This could be done, for example, with electronic signage at the entrance.	Service Excellence
Number of users and amount of carbon offset and/or money saved compared to car ownership. This would demonstrate use and impact, similar to bike counters on bike paths.	Environmental Sustainability
OK as is. Bus info is not accurate anyway. Too many ghost buses by Metro and county bus systems in jurisdictions	Service Excellence
Onboard information in trains about the timing of transfers (how far away trains are, for example)	Service Excellence
on-time performance and more frequency on Orange/Silver/Blue lines	Service Excellence
peak usage information	Service Excellence
Planned and actual track closures times and dates.	Service Excellence
Plans to address new transportation issues such as new school locations.	Regional Opportunity & Partnership
Plans to increase security inside and around stations and inside trains to improve rider safety. Plans to not only say you're going to crack down on those not paying a fare but actually in acting the plans including fines. Currently there's very little change in the quantity of people jumping fare gates.	Service Excellence
platform crowding information	Service Excellence
Please deliver this information in a more user-friendly manner, restoring what was lost during the 2016 website downgrade (RIP the superior former rider tools). For instance, when you click 'Next Bus' you should IMMEDIATELY give customers a box that allows them to input a stop ID, so that users can instantly get their stop information in one quick step, and not be forced to take multiple steps. You have the Stop ID on the signs for a reason. The Trip Planner should also only have Metro stops as options for to/from, so that the user isn't left with a bunch of confusing options to choose from....though since you spent money to make Trip Planner almost useless and completely un-user friendly, I was forced to move to Google Maps instead. So maybe can let Google Maps interface to provide fares there, since your Trip Planner is no longer usable.	Service Excellence
PLEASE DO NOT STOP TRAINS IN TUNNELS - IT IS INHERENTLY UNSAFE. IF A TRAIN HAS TO DWELL IN A STATION FOR AN EXTRA FEW SECONDS TO AVOID STOPPING IN THE TUNNEL AHEAD, PLEASE DO SO.	Service Excellence
Please keep up with maintenance and service change announcements in metro stations and online.	Service Excellence
Please make it just as easy to know where escalators and elevators are out, and show them on a station map -- not just 'north escalator' for example. I have no idea what that means.	Service Excellence
Please review what other transportation apps provide, and see what would be feasible (cost/benefit) to add to make it easier for everyone. We're retired and multimodal, currently mostly using Metro's app and website, plus Google maps as needed, or, Google to check, then Metro to plan. It's not terrible, just hoping for funding to keep coming, headways to improve.	Service Excellence
Please routinely clean handles and bars with Chlorox type products throughout the day. Encourage mask wearing.	Service Excellence
possible delays, escalators breakdown	Service Excellence
Post accurate (as opposed to the current outdated) schedules at bus stops. Post schedules at bus stops where no schedule is currently posted.	Service Excellence
Push alerts for significant service delays would be great	Service Excellence
Put more displays at the entrance about when the next train is arriving and delays. Having the display down at the track is nice, but knowing when you are on the escalator on the way down that the next train is only a minute away, otherwise 20 minutes of waiting ensues, would be very helpful.	Service Excellence
Put the display showing how far the next train is outside the station. In the parking lot. And on the buses, so if I'm riding a bus hoping to catch the next train, I know how close it is. The trains are so far apart -- even at 'rush hour' on the silver line -- that the time penalty for missing one is severe. Coordinate between trains and buses so riders aren't left stranded at a station waiting to connect.	Service Excellence
Real bud time. Greater and more consistent options on MacArthur in palisades.	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Real metro times and bus times that actually work. Price estimation on app. Actually not have to transfer the full card onto the app to use. Real time monitoring on the app. Widgets for real metro info and times for Apple	Service Excellence
Real time arrival info and more reliable service	Service Excellence
Real time bus and rail information -better payment pads at parking (Greenbelt). Have either longer service at events or more trains available. Better security and safety for passengers. If a fight breaks out in a car -what should a passenger do -or someone on the platform. People need to feel safe.	Service Excellence
Real time bus and train information as well as crowding information are very important -- however, they are not useful if the information is not consistently accurate. Certain buses do not track due to faulty equipment and sometimes the provided data is incorrect.	Service Excellence
Real time bus arrival and crowding information.	Service Excellence
REAL TIME BUS ARRIVALS	Service Excellence
Real time bus ETA updates and crowding information at the actual stops would be very useful. Increase the update frequency of station prediction arrival times on the API better inform riders about when a train will actually be arriving at the station.	Service Excellence
real time bus inforation	Service Excellence
Real time bus information that does not suffer from ghost buses.	Service Excellence
Real time bus information that is accurate, with warnings for stops that will be skipped	Service Excellence
Real time bus information would be great. More up to date information on station incidents and closures/single tracking.	Service Excellence
Real time data is sufficient at this time.	Service Excellence
real time information is a joke, buses on MacArthur Blvd, for example, often come early enough so you miss them or not at all. if you call the phone number on bus stops, you get trapped in some automatic netherworld.	Service Excellence
Real time information that is actually correct	Service Excellence
real-time bus and train information; cancellation or major delay with scheduled busses (i.e. often scheduled buses on the WMATA app appear to be moving through the stops; however, that's not actually happening. It's misleading and frustrating when trying to make it to appointments on-time). Partner with other local transit to display information all in one area. I live in Prince George's County, it would be very helpful if information on 'The Bus' and the 'Metrobus' were all in one place. As of right now I am using two apps and it difficult to properly plan a trip between the two different systems. On the WMATA app it's a hassle to move between the real-time tracker and the timetable. If a bus is not coming for some time, there is usually no information on the real-time tracker and users have to navigate to the time table to get information. It would be great if the information was in the same place. Display the real-time, but also include the timetable or info on when the next 3 or 4 scheduled times for the bus is.	Service Excellence
Real-time bus information is available, but it can be somewhat challenging for new or infrequent riders to find online. I am an infrequent Metrobus rider (I usually ride Fairfax Connector). I've learned by this point that the phrase I need to Google is 'busETA', but Metrobus signs just say something like 'Go to wmata.com for next bus arrival time'. I'm a 26-year-old digital native, and I found it confusing having to go through numerous clicks searching for the right page with the actual information. I imagine that people who struggle with internet fluency, such as seniors, may just give up. Fairfax Connector and Alexandria DASH buses have much better information on the signs - each bus stop sign has a number you can text to get the real-time arrivals for your stop, no fumbling around to find the right webpage.	Service Excellence
Real-time crowding information	Service Excellence
Real-time train and bus locations (i.e. maps) that are easily accessible on mobile devices	Service Excellence
Reason(s) for schedule adjustments on trains during rush hour	Service Excellence
Reasons for delays and estimate of how long it will take to resolve	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Regularly updated plans for service improvements. We are still at 15 minutes between cars on multiple lines, well over a year after the derailment, and there has been little to no communication about when that is going to improve.	Service Excellence
Repairs at station - elevators, escalators not working, safety issues	Service Excellence
Safety and crime data Financial income: ie people that do not pay for rides by jumping the gates	Service Excellence
safety concerns, fare evasion, proposed changes to Red line Glenmont to Silver Spring	Service Excellence
Safety -on platforms and on trains . better lighting at stations -real time bus and train -bike access to Greenbelt metro	Service Excellence
Safety Reminders such as say something, see something. Etiquette reminders - Offer your seat to elderly or disabled passengers; If the train or bus is crowded, make sure you leave room for people to move around you; Avoid using the phone as much as possible; Do not use multiple seats for your bags or for reclining; etc...	Service Excellence
Scheduled bus breaks before buses/trains go out of service Real time bike rack capacity	Service Excellence
Screens outside the stations with the information	Service Excellence
Signs out front when escalators are down. I have only seen this at DuPont Circle.	Service Excellence
Smoother app experience	Service Excellence
Station cleaning schedules	Service Excellence
Station information, projected crowding, transfer times	Service Excellence
Station Maps available online showing where stairs/escalator/elevator are on the platform, esp for stations like Cleveland Park where a single point of egress is at one end of the platform	Service Excellence
Station View for Silver Line phase 2 stations and Potomac Yard.	Service Excellence
Taking buses off the schedule if they are not going to arrive is crucial. When there are not available operators but buses stay on the schedule, it is extremely frustrating for riders and impossible to plan trips.	Service Excellence
Tell us when there is an issue on a train.	Service Excellence
That real-time information is extremely valuable. It helps me plan when to leave the house in the morning.	Service Excellence
That should be sufficient	General
That's good	General
The automated messaging for the 7k series trains stoping at Dulles and National airports should note service to downtown DC because people do become confused when they arrive what train they need to be on. I would prefer for Metro entrances to have timetables displayed somehow before even entering the system. Or a way to display only train info on one board (if there are multiple) prior to entering the system.	Service Excellence
The information above is adequate. What needs to be addressed is reliability and service frequency.	Service Excellence
The information already provided is good provided it is accurate. It is generally close, but occasionally the bus arrival time is off by a few minutes. It would help if the bus eta website made it clear that there may be delays in the information based on refresh time. Having schedules at the bus stops is good, and it is very good to include a map of were the bus goes.	Service Excellence
The information is rarely accurate, especially for buses. It's more about needing accurate information that new information. And when there are delays they are rarely on the wmata website or Twitter.	Service Excellence
The information should be available and accurate earlier and more widely (e.g. larger screens prior to entering fare gates on metro).	Service Excellence
The listed information should be good.	General
The Metro Next Train App should show all trains for the next half hour, not only the next 5 trains. I need to know when my Orange line train is coming at least 25 minutes ahead of time.	Service Excellence

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
The percentage of people currently riding who have evaded fares for their rides.	Service Excellence
The System is great and yes there were setbacks during the Pandemic, overall, just continue on the improvements for providing more frequent service for the most High Ridership Routes, some may even recommend adding more stops on certain routes, so long as those stops make sense and it doesn't add too much additional Travel Time from Point A to Point B.	Service Excellence
The time of day (i.e., clocks) should be displayed in Metro stations and on screens in Metro trains--this information can be helpful for people without watches and whose phones have died who are trying to connect to a bus. Additional maps of surrounding areas outside of stations would also be helpful, particularly in stations with multiple exits, as would signage indicating which major attractions are most easily accessed via particular exits.	Service Excellence
There are times when the app says that the bus is coming but it does not show up so the ETA needs to be more accurate. There also needs to be training for customers for the bus fare box. Some people do not know but the sounds are when they tap their cards.	Service Excellence
There have been times that a bus has passed me. (More than once). And there isn't a means to quickly make that report. Calling customer service ends up being too time consuming with all the prompts to push. It would be great if there was a way to report a certain bus (bus line and pick up time) with incidents such as "they drove passed me, or "I felt unsafe with their driving.")	Service Excellence
there should be an option to opt-in to text notifications for bus/train information, as well as any incidents that might cause delays on the system.	Service Excellence
There should be more real time train signs in each station. For those who have difficulty seeing, especially without glasses, it would be helpful to have these electronic signs placed along multiple places along the station platform. It would also be helpful to put these at the entrances before taking the escalator down so that you know if you can just stand and wait to take the escalator or if you need to walk. Finally, if an escalator is broken or down, it is important to put that information for customers on the platform itself so that they can choose to use the elevator when exiting the station instead of sometimes using the fair gate only to exit on the wrong side where an escalator isn't working and without access to an elevator without going all the way back.	Service Excellence
There should be more signage making it clear that you can get to both Dulles and DCA via the Metro	Service Excellence
They should provide customers with alerts the minute buses and trains will be late.	Service Excellence
They should share bus cuts so riders know when a bus is not coming instead of waiting	Service Excellence
This same information needs to be implemented on the Metro Access System As well. Metro put so much money into the Bus & Train system but the metro access customers also need this same type of real-time information	Service Excellence
Time between stops	Service Excellence
Time until end of line	Service Excellence
Timeliness percentage (essentially how frequently the bus is there within 3-5 minutess of its actual scheduled time)	Service Excellence
Timetables would be a nice first step quickly followed by timetables that are accurate. Also having entire lines not shut down would be nice	Service Excellence
To the extent that it is accurate the already provided information is sufficient.	Service Excellence
Train arrival time at busy transfer stations, when heading to that station. For example, if I'm taking a red line to Metro Center, it would be useful to see real time train information for other lines also coming to Metro Center.	Service Excellence
Train crowding information.	Service Excellence
Training to drivers to be able to assist people with disabilities who are trying to learn routes.	Talented Teams
Trains and infrastructure that doesn't nearly kill people every couple of years crippling the system. Additionally bring back 6 minute trains. It is interesting how "10 minutes trains" is now "normal".	Service Excellence
Tweet out weekend track work earlier in the week	Service Excellence
Unknown	General

What information should Metro provide to customers in addition to what is already available (e.g., real time bus and train information, crowding information) to improve the experience of riding Metrorail and Metrobus?

Comment	Theme
Unsure	General
Unsure- maybe clear signage of metro station operating hours	Service Excellence
Until service is at the point where people don't care if they miss a bus or train, there should be digital screens outside of metro stations, such as the new installation at Columbia Heights (and displays at all bus stops)	Service Excellence
Upcoming rail disruptions.	Service Excellence
Updated information on sudden power outages on elevators and escalators as they happen rather than getting to the desired stop and discovering it at that moment.	Service Excellence
Using external lighting (LEDs) on trains and adding signs to stations to signify which rail line (ie. silver, orange, blue, red, etc.) the train is servicing as it arrives in the station, so riders on the platform will know if their train is arriving. This would be particularly useful in stations where multiple lines are served.	Service Excellence
Ventilation systems	Environmental Sustainability
Weather impacts on service or stations, station outages, elevator outages, etc.	Service Excellence
Weather so users know how to dress for commute	General
What amount the fare will be. The current signage is difficult to understand. Monthly unlimited pass is excellent but rarely do I see any advertisement about it. I would also like to see a yearly pass available, and I am sure businesses and government entities would as well. Paying an upfront cost and knowing I don't have to think about fares would likely mean I use the metro far more often. Maybe consider a trip planner kiosk at each station.	Regional Opportunity & Partnership
When state (or district) lines are being crossed so riders know when they are entering a jurisdiction that may infringe on certain rights.	General
Where to stand for 6 vs 8 car trains on all platforms Alternate bus rerouting during special events on apps like google map and transit	Service Excellence
Where to stand on the platform for 6 car trains Bus rerouting information more easily accessible (IE google maps partner, transit app, etc) when there's an emergency or a special event Somewhere online to check the layout of a station with transfer points	Service Excellence
where/how to transfer between travel services, upcoming construction projects, nearby car parking situation	Service Excellence
Whether a bus or train is running ahead of schedule or behind schedule--making this information available to downstream API clients and third-party apps, it would improve our ability to plan our trips dramatically.	Service Excellence
Whether there are delays or issues at upcoming stations or related stations	Service Excellence
Yes	General
Yes real time bus and train info helps. Crowding info is also useful. Good consistent audio information on bus and rail.	Service Excellence
yes; those would be a helpful improvement -- real time bus and train information, including any delays, wait times, % full, time until next train (& status). real-time status via app is most helpful	Service Excellence

Table 3: Question 3 Comments

What do you like MOST about the Strategic Plan?	
Comment	Theme
Goals of increasing rail frequency, decreasing emissions, and selecting a plan to manage the bottleneck on the blue, orange, and silver lines.	Service Excellence
The plans that keep in mind the riders and the willingness for leadership to take the time for this	Mission/Vision/Values
Acknowledging that pre-COVID ridership patterns will never return and the need to move forward.	Mission/Vision/Values
Better Bus Network Redesign, reliability-centered maintenance, fare simplification and affordability	Regional Opportunity & Partnership
No idea. I haven't read it	General
It seems to be All Inclusive. Bus and Rail, not just bus or rail. Includes Potential Connections with Other Transit Systems outside the Local Area.	Regional Opportunity & Partnership
?	General
Safety and security and increasing reliability.	Service Excellence
Bus Transformation Project. I find I take the bus a lot more than I take the metro, would be great to see improvements in service, cleanliness, and safety.	Regional Opportunity & Partnership
Free bus fare for rides that begin in the District	Regional Opportunity & Partnership
cannot remember. what I would like would be safe, clean, trains and buses with PLEASANT employees and hooligans (fare gate jumpers) kept out. Station masters (or whatever their current title is) are often rude, arrogant, provide false information or are asleep, not sure which I least prefer.	Service Excellence
sustainability	Environmental Sustainability
Nothing	General
Focus on equity.	Equity
Sustainability and employee empowerment.	Talented Teams
N/A	General
The focus on improvements to reliability, convenience and safety. I only have personal anecdotes and no specific data, but issues with those 3 topics are the main reasons I have heard people mention as reasons they have given up on taking the Metro (aside from Work From Home policies, but WMATA can't change those trends). More frequent trains, less disruptions from maintenance issues and much less violence occurring on the Metro system would ease people's worries and rely on Metro as their mode of transport.	Service Excellence
It works wonders.	General
Reducing headways	Service Excellence
Not sure	General
goals to increase ridership	Mission/Vision/Values
I appreciate the effort to solicit public input	Service Excellence
The amount of funding into the project..	Financial Sustainability

What do you like MOST about the Strategic Plan?

Comment	Theme
It's forward thinking and on target	Mission/Vision/Values
accelerating transit oriented development. using parking leases	Regional Opportunity & Partnership
The primacy of service excellence. This is, and should be, the top priority.	Service Excellence
At least there is one?	General
haven't read it	General
The end section showing current baseline results and outlining specific goal data points and the year in which WMATA intends to hit that goal. Specifics are important.	Mission/Vision/Values
It addresses fare evasion. The people that commit this crime are also causing disturbances and a lack of safety while riding metro. Drawing a a hard line on fare evasion will lead to a more comfortable inclusive space on the metro.	Financial Sustainability
It covers a lot of important initiatives.	General
regional planning, equity	Regional Opportunity & Partnership
Na	General
The honesty but both the service excellence and talented teams - there are some great and not so great employees	Talented Teams
That you are asking us-the riders—for our feedback.	Service Excellence
Emphasis on customer service	Service Excellence
Lays out major capital investments (especially like the lighting and infrastructure investments)	Financial sustainability
focus on equity across multiple pillars of plan	Equity
I haven't seen it but if it includes an overhaul of the bus system I am all for it.	Regional Opportunity & Partnership
Haven't read it yet.	General
It shows there's a plan to improve WMATA over the next few years with some measurable data and baseline.	Mission/Vision/Values
It is good to see that WMATA's Strategic Transformation Plan includes a near-term focus on implementing more frequent service on the Green, Yellow, and Orange lines and metrics for measuring percent of rail customer trips with six minutes or better frequency.	Regional Opportunity & Partnership
That it seems to be pretty transparent and feels like you are taking customer opinions into consideration.	Service Excellence
Sustainability goal. Methods for tracking progress.	Mission/Vision/Values
Revenue strategy to increase taxes on property.	Financial sustainability
Goal 3	Equity
I liked the way the goals are set out. The goals were broken down and explained with examples instead of expecting the reader to know what terms meant (for example, explaining last-mile connectivity was helpful	Mlssion/Vision/Values
too fluffy	General
It maps out clearly the objectives of the agency. I don't believe I have seen such details in the past.	Mission/Vision/Values

What do you like MOST about the Strategic Plan?

Comment	Theme
It's elegant- different items connect to each other and across levels/ tiers to create a coherent structure as you think across it.	General
Safety focus	Service Excellence
The desire for shorter lead times between trains. Though I don't think its bold enough. Ridership will not recover until lead times between trains gets much farther down.	Service Excellence
Decarbonization	Environmental Sustainability
That we can provide input	Service Excellence
Las mejoras en cuanto a autobuses	Service Excellence
The goals are focused around service reliability, sustainability, and long term maintenance, all of which I think are priorities that should be focused on (and they are)	Mission/Vision/Values
Emphasis on increased and more reliable service.	Service Excellence
It recognizes Metro's biggest shortcomings and lays the groundwork to resolve/mitigate them	Mission/Vision/Values
Proposed improvements in hiring, retention, development and recognition	Talented Teams
Increase in frequency, determine plan for blue/orange/silver corridor, and more security (including ways to prevent fare evasion)	Service Excellence
Your Metro Transformation Office seems like a great idea and community interaction point. It feels like the ideas are more than just that are are things with an explicit implementation plan/path of responsibility.	Mission/Vision/Values
Focus on reliability	Service Excellence
targeting safety as most important goal	Service Excellence
Focus on equity, objectives to increase reliability of railcars & frequency of rail & bus service	Equity
Working to stay current	Mission/Vision/Values
The reliability part although all the goals are important	Service Excellence
That you're continuing to attempt to resolve many longstanding problems, some of which have worsened during the pandemic.	Mission/Vision/Values
Safety program piloting- many people I know are afraid of the Metro/Metrobus due to perceived safety issues	Service Excellence
I don't know	General
Focus on getting the basics right so that Metro is a service people choose to use.	Mission/Vision/Values
I loved the emphasis on last-mile connectivity and expanding Transit-Oriented Development. Particularly in less dense areas the big things that drag out a trip on metro are infrequent/slow buses and a lack of destinations close to the station.	Regional Opportunity & Partnership
Accent of quality service and sustainability	Service Excellence
not sure what changes are being considered.	General
I like the dedication to better bus tracking most. It's extremely difficult to uses buses right now for me and I really would like to have more trust that the buses I take regularly actually show up	Service Excellence
I'm really excited to see the platform screen door pilot. I've always felt safer on European and Asian rapid transit systems that have the doors.	Service Excellence
Upgrading infastructure and fleets to be more sustainable and Metrobus time performance, accelerating TOD by changing rules and adding more frequent service to lines and new lines	General
Focus on safety and service.	Service Excellence

What do you like MOST about the Strategic Plan?

Comment	Theme
Helps me understand WMATA's vision.	Mission/Vision/Values
The honesty and clarity	General
That is attempts to address the changing metropolitan expansion.	Mission/Vision/Values
not sure	General
I don't think that metro leadership is serious about running a transit system. You're entirely unaccountable	Mission/Vision/Values
Did not bring my bus route back!!	General
it has goals to be measured by. Each should have some sort of quantifiable measure that they wanted to increase quality of owrkforce	Mission/Vision/Values
Commitment to service excellence is appreciated.	Service Excellence
The goals and objectives are very balanced and thoughtful, reflecting an awareness that you need to make progress with all four goals to have a strong system.	Mission/Vision/Values
I like that Metro will encourage development around metro stations and transit corridors.	Regional Opportunity & Partnership
Na	General
Not sure	General
'Repair and modernize infrastructure and equipment to minimize time in maintenance, number of failures, and improve operational reliability.'	Service Excellence
Nothing. I hate that you paid some consultants a ton of cash to create a 45-page pile of flashy graphics and zero substance.	General
attention to riders' safety	Service Excellence
Offer discounted pricing.	Regional Opportunity & Partnership
'Expand last-mile connectivity options to provide safe accessible routes to transit and critical amenities for bicyclists (secured parking, bikeshare, scootershare, e-bikes, etc.) and pedestrians.' (p. 24) 'Monetize assets by offering leasing opportunities for retail, parking, and bike facilities' (p. 33) A goal to increase the percentage of riders using a bicycle as their primary mode of access to transit to 3.5% (p. 40) except this needs to be far more ambitious	Regional Opportunity & Partnership
New fare gates? Although that shouldn't even be something that needs to be strategized...	Service Excellence
Safety and security objectives. In particular, 'Increase public orderliness and safety programs to increase passenger and employee safety and perceptions of safety across the system.' The system needs more police and monitoring especially during off peak hours.	Service Excellence
Ma I did not read	General
I like the fact that people are actually thinking long term and strategically.	Mission/Vision/Values
It is a very comprehensive plan with a great vision.	Mission/Vision/Values
outreach to low income groups	Regional Opportunity & Partnership
Lower fares, additional service.	Service Excellence
I like the values that it spells out, as well as the emphasis on reliability and equity.	Mission/Vision/Values

What do you like MOST about the Strategic Plan?	
Comment	Theme
The emphasis on regional cooperation, opportunity and partnership. It's important for as large a metro area as ours.	Regional Opportunity & Partnership
right-sizing of parking infrastructure and seeking of retail opportunities at statios	Regional Opportunity & Partnership
The focus on catching up on critical maintenance projects is a welcome improvement. While service disruptions could probably be better managed, extending the life of the infrastructure through preventative maintenance is incredibly important to the long-term viability of Metro	Mission/Vision/Values
The focus on equity and sustainability.	Equity
Not sure	General
I haven't seen it yet.	General
don't know	General
I WILL LIKE ITS IMPLEMENTATION	General
That WMATA has a plan to make the system more reliable for the future.	Service Excellence
Improves customer service	Service Excellence
That it mentions the unsustainable operating model.	Financial Sustainability
Increasing reliability	Service Excellence
N/A	General
The inclusion of the importance of reliability, convenience, and sustainability.	Mission/Vision/Values
Emphasis on safety	Service Excellence
Anything that will provide faster and more frequent service. Adding new metro stops and lines.	Service Excellence
WMATA's dedication to a values-based approach, including being customer-centric and equity-focused.	Mission/Vision/Values
Not sure	General
Improved frequency and more TOD.	Regional Opportunity & Partnership
Focus on safety and reducing crime	Service Excellence
Planning for the future	Mission/Vision/Values
Providing a clear vision for the management of WMATA	Mission/Vision/Values
equity focus in system design	Equity
let's see it before you push a survey for us. to take	General
Like 6-car or 8-car on the board.	Service Excellence
the acknowledgement of a need for transit equity	Equity
Modernization of facilities and plans for more frequent and reliable services.	Service Excellence

What do you like MOST about the Strategic Plan?

Comment

Theme

Plans to improve service and sustainability plans

Service Excellence

The emphasis on convenience and reliability, and making Metro more attractive. I liked the line about making transfers seamless...the bad timing of the respective lines can mean really long transfer wait times, and makes trips requiring one less desirable.

Service Excellence

PLEASE DO NOT STOP TRAINS IN TUNNELS - IT IS INHERENTLY UNSAFE. IF A TRAIN HAS TO DWELL IN A STATION FOR AN EXTRA FEW SECONDS TO AVOID STOPPING IN THE TUNNEL AHEAD, PLEASE DO SO.

Service Excellence

5.1 Goal 1: Service Excellence. This goal is the most important to me. I have only lived in the DC metro area for about one year and I use the metro for work. I also understand the benefit of short term closures for longer term reliability (ie Yellow Line tunnel rehab). Safety and security are upfront as well. During 'toll enforcement' there was a lot of MPD presence in stations, since then the presence seems to have decreased in the stations I used most (metro center, gallery place, Rosslyn, and DCA). Recent actions to add MPD presences to specific stations is a good move in the short term. Please stay committed to goal 1.

Service Excellence

More frequent trains, reduced fares

Service Excellence

Sensible fare structure.

Regional Opportunity
& Partnership

Honestly its pretty useless. Its something which definitely came about from a bunch of people meeting and not coming up with any way to make the system better, so they made a 'strategic plan' Why not make a real plan? Try to make metro better!

General

That there is one.

General

Nothing

General

That there is a plan to move the system in a positive direction.

Mission/Vision/Values

I like the section on increasing rider convenience. Specifically the mentions of a platform door pilot program, increasing last-mile connectivity, and modernized signage.

Service Excellence

Focus on housing that is convenient to Metro and bus to increase ridership

Regional Opportunity
& Partnership

The focus on increasing connectivity and bus networks. I also like the focus on restructuring the fares to simplify it and make it more accessible to low-income families.

Regional Opportunity
& Partnership

As someone who lives and works in an area primarily served by partner services, I greatly appreciate that connectivity with partner services is one of the core goals. Our region has many different bus systems, and there is a lot of room for improvement in interconnectedness between the different systems.

Regional Opportunity
& Partnership

Na

General

That there is a focus on increasing the number of trains in operation, and a focus on making WMATA a more desirable place to work so that staffing needs can be met

Service Excellence

I am not too impressed actually: -was hoping to see more on crime prevention - improvement of the rail network e.g. extension of red line to the north - improved reflection of the demographics of riders so more White, Asian and Latino personnel

Service Excellence

clear

General

There is a plan but people need to feel safe taking the rail or bus.

Service Excellence

Addressing workforce retention and sustainability

Talented Teams

I like the focus on the transit oriented development and sustainability. Increasing the frequency of buses and trains, and making the networks connect better and reach more areas is so essential. I would like to have the option to take the bus or train to work without it literally taking 5x longer

General

last mile connectivity. Helping folks to get around without needing to get into a car in the first place is important.

Service Excellence

What do you like MOST about the Strategic Plan?

Comment	Theme
You address the issue of cleanliness. If buses, trains, and stations aren't kept clean ridership will fall.	Service Excellence
Idealism	Mission/Vision/Values
7000/8000 train rollouts	Service Excellence
I like that you are focusing on historically underserved.	Equity
N/A	General
Increased service	Service Excellence
I like the vision of Metro for the region. So much about life in the DMV wouldn't be possible without Metro and we need to be bold and take advantage of opportunities when they come up like the FTA funding source(s).	Mission/Vision/Values
The focus on service reliability and frequency.	Service Excellence
The emphasis on safety and service	Service Excellence
The idea of more reliable and frequent service.	Service Excellence
It has metrics associated.	General
I am not sure what the Strategic Plan is.	General
didn't read in detail	General
It keeps the buses and trains running rather than shutting down the whole system	Service Excellence
Providing Improved Service as well reasonable-timed transfer connections between bus and rail or vise versa.	Service Excellence
Targets to focus on zero-emission transportation	Environmental Sustainability
I like the plan to provide more service to everyone and improve the service.	Service Excellence
I don't remember it, but I appreciate that wmata is collecting feedback.	Service Excellence
It seems on the surface that they want to make the system better.	Mission/Vision/Values
I think that each of the goals and initiatives are what are need. In particular, addressing fare evasion, reducing time between trains, and improving safety (from a harrasment perspective) is critical to have in the plan.	Service Excellence
The plan to increase service and decide on something for the BOS corridor is encouraging	Regional Opportunity & Partnership
I like the idea of increased metrobus and metrorail services	Service Excellence
I will say that Metro is doing an excellent job at providing more information and better quality service. Things that I have been pleased to hear about is how they are making public transportation free in Washington DC my next question is when will they make this free in Virginia and Maryland as well is that something that something in the plans. I was also pleased to hear about the App that allows college students to use their phone and apple watches on public transportation through Metro I think that was a very excellent option.	Mission/Vision/Values
Unaware at this time	General
More input from actual riders, improved reliability of bus tracking (this is huge)	Service Excellence
That it is relatively short given the amount of paper that could have been wasted	General

What do you like MOST about the Strategic Plan?	
Comment	Theme
The plan is comprehensive.	General
Trying to bring customers back	Mission/Vision/Values
Bringing back reliability. Increase of 7000 series.	Service Excellence
I don't know the plan	General
I appreciate its organization.	General
I like that it wants to reduce delays and make the metro system more convenient. I hope that there will be an aim not only to arrive on time but to shrink the time between each train arrival.	Service Excellence
It sounds	General
I believe the Strategic Plan shows that Metro is trying to improve its service.	Mission/Vision/Values
It's good for the most part.	General
Improving safety and reliability	Service Excellence
Free buses	Regional Opportunity & Partnership
The design of ther presentation is nice and conceptually covers important areas. I did like the trasparency of the employee feedback on duplication and inefficiencies in interdepartmental communication.	Talented Teams
As a virginia resident, the biggest obstacle is the amount of time it takes to get the blue and yellow line train. I appreciated the section on choosing a blue line plan and fixing the east/west transit capacity. I believe extending the blue line to Woodbridge with a stop in Lorton is of vital importance to reduce traffic in the southern parts of Fairfax County. The richest parts of the DC metro region now all have ample access to metro, but the southern section of Metro is due. Prince William is a natural connection. An orange line connection to Manassas makes a lot of sense. As a resident of Richmond Highway, a short extension of the yellow line is an obvious dense connection to metro.	Regional Opportunity & Partnership
The font.	General
Focus on reliability and last mile connectivity	Service Excellence
electric buses and simpler fares	Regional Opportunity & Partnership
Reinforced efforts to ensure that transit serves as a tool for equity in our communities. Keep up the efforts to make the system more accessible to low-income individuals and seniors through reduced fare programs and the like.	Equity
It all sounds good. Hope there will be follow through. Fear budget shortfall may some things hard to do.	Financial Sustainability
haven't had time to read it yet; need more time since only recently posted (not enough lead time)	General
Facilitating the 'last mile' connection by providing bicycle/scooter parking.	Service Excellence
Fairly comprehensive. Easy to understand.	Mission/Vision/Values
Improving safety. I'm strongly considering returning to driving due to lack of safety.	Service Excellence
Increases service on rail	Service Excellence
Not much. It is not a plan, but a set of vague talking points. The appendix A metrics were the most informative.	General
nothing	General

What do you like MOST about the Strategic Plan?

Comment	Theme
planning for the Blue Orange Silver Line Corridor, advancing transit-oriented development, decarbonization and transition to zero-emission vehicles, promotion of bicycle access/connectivity and amenities, expansion of non-fare revenue	General
The emphasis on attaining service excellence is the most important because all other goals will follow.	Service Excellence
The initiative to accelerate transit oriented development..	Regional Opportunity & Partnership
The plan to decarbonize and switch to zero emission vehicles.	Environmental Sustainability

Table 4: Question 4 Comments

What do you like LEAST about the Strategic Plan?	
Comment	Theme
I'm really concerned about the prospect of green/yellow line trains not consistently going beyond Mt V Square. If so, wait times for the most densely populated part of the District would only increase, and lead to less ridership there.	Regional Opportunity & Partnership
The plan does not address land management around rail stations. Stations that have large surface parking lots surrounding them should be redeveloped.	Regional Opportunity & Partnership
N/	General
I would like to see more emphasis on specifically improving service outside of weekday rush hours. Thanks to new work-from-home routines, many former rush hour riders will never return. But, many of Metro's practices (e.g., lower frequencies, scheduled maintenance, and the overall quality) send the message that Metro prioritizes rail commuters and everyone else is an afterthought. Rather than persuading people who would rather be commuting to work from home, I think there could be more emphasis on serving customers outside the traditional rush hour who want to use Metro but find it too unreliable.	Service Excellence
Not enough talk about frequency!	Service Excellence
I have not seen that much Advertising on Buses Especially. Most bus riders probably don't know about this.	General
?	General
Sustainability plans.	Environmental Sustainability
Station Lighting - unnecessary waste of money.	Service Excellence
The reduction of yellow line service where Metro had the most stable ridership levels over the last three years, especially in PG County's northern suburbs where the additional service helps the most.	Regional Opportunity & Partnership
That nothing will change and employees who are incompetent or lie will remain in charge of safety.	Service Excellence
All of it	General
concern that improvements won't actually be realized.	Mission/Vision/Values
Nothing	General
Insufficient attention to ordinary problems (elevator outages, late or missing buses on certain routes); and lack of vision regarding Metro's potential for replacing automobiles as a regular form of transportation.	Mission/Vision/Values
It's not very specific about the actions that will be taken to achieve the goals	Mission/Vision/Values
equity initiatives like providing free bus transportation for DC residents only is exclusionary towards WMATA stakeholders outside of DC who are now forced to subsidize their behavior.	Equity
All of the goals of the Strategic Plan are important, but not all of them are as urgent or require as many resources. As mentioned in my previous answer, the goals of safety and reliability should be the main focus as those are the big (and more difficult) issues to solve.	Service Excellence
Not sure.	General
You should be focused on just improving service and safety. From a customer perspective, sustainability doesn't matter	Service Excellence
There are a lot of really basic elements that still need work, like cleaning escalators and outdoor stairs into stations. Basic things riders see (and have to touch) daily that have a big impact on the experience of taking transit. The strategic plan doesn't seem to account for doing an overhaul of making these basic operations work.	Service Excellence
It's repetitive and does not address equity in access	Equity
nothing - it all seems important. maybe mitigating fare evasion? Are the total costs associated with fare evasion enforcement equal to or less than the amount lost by fare evasion?	Financial Sustainability

Excessive number of near-term focus areas. While I don't object to most of these areas per se, I worry that they are spreading resources too thin and diverting focus away from where it must be: service excellence, particularly in regards to safety, reliability, and frequency.	Service Excellence
It hasn't historically been timely or accurate	Mission/Vision/Values
can't find it	General
I did not see any accountability piece on how WMATA is going to put teeth behind the plan. I know plans only go so far, but it's important for the agency and its stakeholders to hold themselves to the plan if they're going to truly believe in it. What keeps Metro from forgetting about the plan in a few years?	Mission/Vision/Values
'Your Metro - Connecting You To Possibilities' is NOT a mission statement!!! It is a tagline. It's a perfectly okay tagline, and it's also fine to *have* a tagline, but this is not a mission statement. A mission statement would be something like 'Move people in all parts of the Washington region where they need to go in a safe, customer centric, equity focused, ethical, and innovative way' (to pull stuff from the report).	Mission/Vision/Values
Vision statement - does not specifically include affordable, accessible, reliable - all essential to building and keeping riders	Mission/Vision/Values
Na	General
na	General
Metro needs to view itself as competing for riders, and must seek to make itself as attractive as alternatives, from driving to scooter rental. Employees needs to think of themselves as engaging in a competitive market, not as offering a monopoly service.	Mission/Vision/Values
Needs to talk more about sustainability	Environmental Sustainability
focus on regional partners-- wmata already a system that prioritizes moving people into and out of the city, not AROUND the city.	Regional Opportunity & Partnership
Increased fare	Regional Opportunity & Partnership
Haven't read it yet.	General
It's somewhat vague on how some issues will be addressed.	Mission/Vision/Values
I am disappointed that it does not include any benchmarks or 'near-term focus' projects toward its target of a 100 percent zero-emission bus fleet by 2045.	Environmental Sustainability
More specific information about the actions that Metro plans to implement in order to meet each objective would be helpful.	Mission/Vision/Values
No deadlines	Mission/Vision/Values
VA and DC failing to increase their gas tax to encourage transit usage.	Financial Sustainability
Does not include explicit new service for outer loop suburbs and suburb to suburb connections	Regional Opportunity & Partnership
I wanted more information about how bus routes were changing or if there will be increased bus service	Regional Opportunity & Partnership
no return on investment	Financial Sustainability
n/a	General
The cynic in me thinks this will just become a report that sits on a shelf and connects dust.	Mission/Vision/Values

I don't know if the plan has anything about connecting areas that currently don't have connections to each other.	Regional Opportunity & Partnership
We need more trains/buses and cheaper fares	Regional Opportunity & Partnership
Todo es bueno	General
Nothing obviously sticks out as “bad.” I think it’s a good plan and I’d like to see it implemented	General
Not enough focus on increasing transit routes, as this long-term project needs constant attention.	Regional Opportunity & Partnership
Section 'Regional Opportunity and Partnership' could focus more on more tightly integrating with the region's other transit providers to provide a more seamless customer-facing experience	Regional Opportunity & Partnership
Too generic and ambitious. No set dates when this plan will be achieved or implemented, not even high level. Which gave me perception that it will never be done	Mission/Vision/Values
“Right sizing” parking is of least concern to me and should be a lower priority.	Regional Opportunity & Partnership
Understand this is high level but would have liked to see more concrete examples, ex. fare simplification is mentioned, but nothing necessarily about how/what some of the ideas are.	Mission/Vision/Values
The yellow line changes by stopping to serve PG county and the switch back at convention center. It was disruptive several years back and does not serve the public in NW.	Service Excellence
constantly frustrated about the WMSC's recommendations which are not in line with WMATA and how they spend time fighting and not focusing on safety	Service Excellence
NO plan to expand Metrorail down 395 or the Columbia Pike corridor	Regional Opportunity & Partnership
I don’t think getting a satisfaction rate of 75% is realistic as service improves people will just expect more	Service Excellence
I think you should separate the plan for your employees from the plan for your customers. My experiences riding the 14th Street busline are similar, but certainly not identical, to the experiences of the drivers on the 14th Street buslines. For example, I’m sure they have much more to say about fare evasion than I do.	Mission/Vision/Values
VAGUE on Details. Percent hiring goals? Plans to reorient funds? How to address fiscal shortcomings?	Mission/Vision/Values
I don't know	General
Focused mostly on job-based trips, especially in the metrics. Hopefully the Better Bus plan and Blue/Orange/Silver corridor plans take into account the growth in teleworking and the need to make it possible to live your life, not just your commute, through transit (e.g. shopping, leisure, school) so that we can meet our climate goals.	Regional Opportunity & Partnership
I thought the funding section was a little light on the details. All of those points make sense, and while I'm not an expert on Metro's books, I'd imagine there still could be a significant funding shortfall even with all of those things. Also I think it glossed over some of the biggest issues, like how Metro is going to deal with the lack of commuters downtown post-COVID.	Financial Sustainability
Not sure what changes are being developed for the future. Having the homeless sleeping on and in train stations is terrible	Service Excellence
It doesn't lay out plans to further automate Metrorail.	Service Excellence
I would like to see more progress on developing new lines near the Annandale area, Annandale has a large portion of affordable housing units for Fairfax county and many transit dependent people. It has had several TOD and upzoning developments that have been denied just in the last few years all because of the same traffic concerns. Investing in metro bus in the area with more BRT would greatly develop the area.	Regional Opportunity & Partnership
The de-carbonization plan is way too slow. WMATA is falling very far behind similar providers in other metro areas.	Environmental Sustainability
Make the info more publicly available, please	Service Excellence
It excludes the regional transit services (such as Fairfax Connector).	Regional Opportunity & Partnership

not sure	General
Metro has repeatedly shown itself unable to provide reliable transit. Other cities seem to be able to. The system should either shape up or lose funding. Those trains need to get back to 8m headways, and closing the orange line stations for months is unacceptable.	Service Excellence
Did not bring my bus route back!	General
It doesn't include deliverables and timelines for delivery (new metro lines, improvements to bus service, etc.)	Mission/Vision/Values
Achieving recruitment goals appear to rely on metrics. But that does not seem to be the case for service reliability or customer experience. And service consistency and COMMUNICATING with your customers is EVERYTHING.	Service Excellence
Not enough service	Service Excellence
N/A--I think the plan is well done.	General
I am unhappy about the increased fare for long trips. Riding metro for long distances already costs extra time versus driving. Making is more expensive, too, feels like it will disincentivise using metro for long commutes.	Regional Opportunity & Partnership
Na	General
'Implement Safety Management System (SMS) to create a formal, organization-wide, data-driven approach to proactive safety risk management, assuring effectiveness of safety risk mitigations, building a positive safety culture, and reducing safety incidents.' Just say 'We're going to do whatever WMSC says so that they'll get off our backs.' WMATA is already 100x safer than driving.	Service Excellence
I hate that you paid some consultants a ton of cash to create a 45-page pile of flashy graphics and zero substance.	General
the plan itself, which is often talk and no action	Mission/Vision/Values
Ticket prices are too high!	Financial Sustainability
The lack of details and obvious lack of existing funding to achieve the lofty, yet nebulous, goals set forth.	Mission/Vision/Values
Lack of urgency or level of specificity around reducing fare evasion! The amount of fare evasion has gotten out of hand to the point it's becoming socially normalized and sends a signal that this is a place where people don't follow laws and you're not safe. When I come home on the metro, generally at least half of others exiting the system jump the gates which means everyone thinks its just the norm now. When I see professionals in suits evading fare, I know it's gotten completely out of hand. These new gates are a joke. You all need to install TALL gates that can't be evaded. It's not just a financial sustainability issue - it's a safety issue!	Financial Sustainability
Na-i did not read	General
It seems a lot like corporate speak. Not totally sure that the organization is any more committed today versus the 2019 and previous iterations.	Mission/Vision/Values
It lacks specific details about the thing customers are looking for the most: improvement to service. There are no details as to how to improve service without specifics.	Service Excellence
Not enough emphasis on public safety.	Service Excellence
The Plan doesn't mention the Red Line among the lines slated for service improvements (pg. 29). I would like to see Metro prioritize this as well, given the level of crowding on trains and persistently long headways. I also did not see mention of reactivating Automated Train Control on all lines.	Service Excellence
I was hoping for a few specifics on regional partnerships and staff retention, but I acknowledge that the Strategic Plan is focusing on the broader picture and not minute details.	Regional Opportunity & Partnership
N.A.	General
While replacing the Metrobus fleet with newer models is to be commended, the focus on battery electric buses is shortsighted in my opinion. Battery electric buses can be superior to diesel buses, but trolleybuses running on overhead electricity would be a better fit for many of the DMV's busiest routes. Trolleybuses are a tried and true technology while battery buses are still in early adoption. Seattle is a great example of a modern trolleybus system, as their fleet is composed of modern buses with significant off-wire contingency power, and they are working to expand the system. Working with WMATA stakeholders to plan for overhead electrification infrastructure would be a better electrification strategy.	Regional Opportunity & Partnership

I don't think it's doing enough to tackle frequency. We should have routes running every day of the week. Bus routes should have a minimum of 10 minute headways or better. And rail routes should have 5 minute headways or better.	Service Excellence
Not sure	General
I haven't seen it yet.	General
I DON:T LIKE THE INABILITY OF METRO TO ARREST FAREGATE JUMPERS	Service Excellence
It does not seem to address Metro's core challenges: providing a safe, reliable, frequent transportation option. Metro is too often distracted from its core mission.	Mission/Vision/Values
Doesn't lower fares	Regional Opportunity & Partnership
It does not address the underlying reasons for the unsustainable operating model that you've cut trains and unreliability but want more riders to return to service but it's not safe and far less frequent than before Covid.	Service Excellence
Increasing fares to make up for lost ridership	Regional Opportunity & Partnership
N/A	General
Granted that this is a strategic plan, I would appreciate more specifics on how to improve the frequency of train arrivals. I know other metro/subway systems in capital cities of other counties have trains arriving every 3-6 minutes, and so it is frustrating needing to wait 15+ minutes at times.	Service Excellence
Its good as is.	General
The proposed yellow line turn around at Mt. Vernon. We live in Hyattsville and this significant reduction in service is problematic for our city's residents in multiple ways. First, it undermines our ability to attract investment and the economic development plans have been jointly pursued by WMATA, the city, the county, and the private sector for more than a decade. The Yellow Line turnaround at Mt. Vernon cuts our area off from major regional growth and job opportunities that the Amazon headquarters in Crystal City will generate and all of the multiplier effects associated with it. In addition, the lack of a one-seat ride to the Ronald Reagan Washington National Airport (DCA) negatively impacts the marketability of the West Hyattsville TOD to developers, prospective homeowners, and real estate investors who might have otherwise supported future development around the metro station in critical ways. Second, the service cuts, on the face of it, will likely have a very negative impact on the perception of WMATA's commitment to equity in the region. Several very high-profile capital projects have been targeting very wealthy, white communities in the region, including the recent completion of the Silver Line to Dulles Airport and the Yellow line improvements between L'Enfant Station and Alexandria. Moreover, the fact that WMATA is proposing to turnaround the Yellow Line but not similarly reduce service to, for example, the much more distant station of Shady Grove, also gives a strong impression that the agency is favoring wealthy suburban riders needs over those of even the downtown riders in Northeast Washington DC, let alone those of us in Prince Georges County. This budget creates some very bad optics that suggest a significant disparity in where WMATA is cutting service and where it is expanding it, and it goes against the stated values about regional equity.	Regional Opportunity & Partnership
Anything that distracts from faster and more frequent service or adding more metro stops. Everything else (including safety, cleanliness) is a distraction. The less time I have to spend in a station waiting for a train, the less I care about safety and cleanliness. So it's more important to focus on faster/frequent service.	Service Excellence
WMATA's equity approach is too narrow and doesn't include segments of the population who experience structural barriers to access, including by gender and gender roles.	Equity
Not sure	General
Target for high-frequency bus service should be 6-8 minutes, not 12.	Service Excellence
No long-term vision. No need lines, or routes, or stations. Now that Silver Line is opened, I would have hoped for a Stategic pillar to be expansion to Prince William County or a new Loop line, etc.	Mission/Vision/Values
Poor organization.	Mission/Vision/Values
Needs more budget / cost figures	Financial Sustainability
N/A, it looks well thought out.	General
as stated previously, let's see it before you push survey to us	General
scheduling - often delay/single tracking.	Service Excellence
I think everything was good, maybe a bit more specifics in terms of action items	Mission/Vision/Values

No attempt to lower fares.	Regional Opportunity & Partnership
That there's very little mention about improving customer experience.	Service Excellence
The proposed fare model makes no sense whatsoever. As The Washington Post detailed in an article compared WMATA fares to other systems, a \$2 base fare is far below the norm...but the cost of taking a train to the ends of the system is far above the norm. And we know that the pattern of rich people living in the suburbs, lower income people living in the city center and closer in is no longer true when it comes to Metro riders. Gentrification and unaffordable housing costs have forced lower income people to the ends of the system, and people in the city center who are lower income have a lot of \$2 bus routed that often provide better connections. And from a climate perspective, the people living in the city center can use alternatives like biking as well...people commuting from the far ends cannot, and will be more likely to just drive if the price of Metro continues to escalate so much. So if we want to encourage more Metro trips in place of car rides, this is also the worst possible move. Please instead raise the BASE fare by 50 cents, to match other systems, and don't raise the fare for the distance. Then people further out aren't unduly punished. And no, we can't rely on people applying for low cost cards, we know that such programs are often a barrier and people who need it most are less likely to participate.	Financial Sustainability
PLEASE DO NOT STOP TRAINS IN TUNNELS - IT IS INHERENTLY UNSAFE. IF A TRAIN HAS TO DWELL IN A STATION FOR AN EXTRA FEW SECONDS TO AVOID STOPPING IN THE TUNNEL AHEAD, PLEASE DO SO.	Service Excellence
There are a lot of metrics and targets for goals. on Tables A-1 to A-4. Focus on critical metrics so the amount of reporting data doesn't become too large to provide any meaningful insights.	General
No plan to coordinate Metrobus schedules with county and city bus schedules (e.g. Montgomery County Ride On). Metro and county busses will run within minutes of each other, then no bus from either for 30 minutes.	Service Excellence
Its 45 pages of gibberish!	General
Lots of metrics that aren't relevant to the riders. Put the stuff about employee satisfaction, funding, etc. into a separate initiative.	General
Everything. Do better.	General
It seemed like there aren't a lot of concrete commitments aimed at achieving the proposed goals, which gives me little hope that they will be worked on.	Mission/Vision/Values
Needs more focus on current public transportation deserts in the city to provide adequate and reliable bud service to attract new riders — as it is, many areas (most of Ward 3) have very limited coverage, forcing everyone into their cars	Regional Opportunity & Partnership
It does not mention the possibility of expansion.	Regional Opportunity & Partnership
N/A I don't feel like I know enough to comment on this.	General
I think there is a typo on page 19. It says 'Metro does everything with the safety of customers and employers at the top of mind'. I think it is supposed to say 'employees'.	General
Na	General
There are not concrete dates for when they anticipate improvements to services - the plan remains vague.	Mission/Vision/Values
it lacks real vision	Mission/Vision/Values
Does not address rumors of circling back Glenmont to Silver Spring on Red Line	General
That all the initiatives will increase fares	Financial Sustainability
As the sprawl of bedroom communities continue to go further away from Metro served areas, Metro needs to strengthen relationships and commuter options to bring commuters faster and more reliable options to connect to Metro. In that same thread, the Silver line is a wonderful addition to the system; however, there needs to be a local & express train option from Dulles Airport. World travelers are used to taking express trains to the city center. If we want to compete on the world stage, we need to provide this express train option.	Regional Opportunity & Partnership
Lack of focus on expanding routes	Regional Opportunity & Partnership
Lack of clarity over what you mean by 'Implement simplified fare structure'	General

You note that environmental sustainability is a goal. But you did not state that your buses and bus barns are not electrified. I saw that recently that one bus barn will be electrified, which is great news. But you need to move this priority up and electrify other bus barns and buses now.	Environmental Sustainability
Lack of credibility wrt implementation of strategic goals. No real cost benefit evaluation of its operations and exploration of alternatives. Metro Access with 1.3 million rides and a fleet of 457 works out to 5 trips a day per vehicle! Other contract or subsidy alternatives to that fleet?	Mission/Vision/Values
Nothing mentioned that I saw re: automatic operation. I miss those days, much smoother rides	Service Excellence
That you are using police for 'safety.' They do not provide 'safety' and given that your riders are disproportionately people of color and low-income you are putting them in harms way by having police around. Additionally, given that disproportionately low-income people use the metro, I didn't see enough about how you're going to make the system cheaper for them to use.	Service Excellence
I want metro trains to arrive at 6-minute intervals at all stations.	Service Excellence
Anything not based on or around transit service.	General
It's good	General
N/A.	General
That it does not address long term planning/expansion as the region grows and does not lay out a long term strategy for improving design and procurement of capital construction projects.	Regional Opportunity & Partnership
Centralizing trains downtown and removing transit options from the green/yellow line. They already tried that - turning trains around at Mount Vernon was a major inconvenience for those who regularly ride those lines. It lead to huge amounts of platform crowding and made it extremely inconvenient. You're cutting off key parts of the DMV - generally majority minority or low income areas, which explicitly conflicts with your tenet of social and racial equity. Throughout the pandemic commuters from PG county were consistently coming into DC for work. Why would you limit their access now and cut them off from easy access to job opportunities?	Regional Opportunity & Partnership
Proposed info on how to get to goals seems limited to non existent and connecting information to other WMATA plans and developments has not yet been clarified (e.g. what capital investments are supporting the plan, with the exception of the yellow line bridge and tunnel).	Mission/Vision/Values
I am not sure what the Strategic Plan is.	General
I want to see extension of the Orange Line west of Vienna	Regional Opportunity & Partnership
It does not sufficiently account for 1) the problem of fare evasion and 2) the inefficiency of metrobus routes (with far too many stops, too close together in urban areas).	Service Excellence
No comment at this time.	General
The plan's tangible, metrics-driven goals were difficult to find.	Mission/Vision/Values
There is not enough interaction with the customers on the bus and rail. Operators need to be more pleasant with the customers and explain things to them.	Talented Teams
N/a	General
Doesn't look like a clear timeline or dates on when they're going to put parts of this plan into action. I feels like narrowing down the timeline to dates will keep them accountable.	Mission/Vision/Values
There is one thing missing under the customer experience. I recommend upgrading the wifi functions to include either hotspot 2.0 technology and/or open roaming. This would eliminate the 'splash' page of agreeing to the terms of service (if you did open roaming) and increase security with hotspot 2.0 technology. Right now, it is frustrating to have to go through the splash page each time you connect to wifi. But using these technologies, it would be possible to acknowledge the terms just once, and then have that carried throughout the entire lifecycle of the mobile device, which would help improve the customer experience using the wifi.	Service Excellence
The insistence on going to the states and jurisdictions to beg for more money is somewhat concerning. Those groups already provide a large amount in subsidy and have also already committed to very large amounts in guaranteed capital funding. There is a chance that when WMATA asks for more money they will refuse.	Financial Sustainability
What I like least about the strategic plan is that it does not include Metro access I have been a metro access operator for 13 years and I feel that we are left out a lot of times as well as the customers. Metro access customers are more vulnerable than Metro customers and they need the same type of strategic plan put in place for them. Even though Metro access is contracted out from Metro more plans and more money need to be put into Metro access it is a service that has been around for a long time and it is a service that is never going to go anywhere so you need to invest in The operators and the customers because they need better services as well.	Service Excellence
Unaware at this time	General

Not a lot of investment or consideration of expanding metrobus routes, especially in areas of the city that are underserved by metro (particularly in Northwest DC)	Regional Opportunity & Partnership
The 'plan' and that it does not address the central problem of reliable public transportation in the DMV area	General
I would like to see some mechanism to help keep WMATA accountable to the plan as we move through it.	Mission/Vision/Values
The anti fare evasion gates. The solution doesn't have to be spend more money especially after all the money spent on the new gates. The solution should be enforcement of fare evasion. I rarely see metro police anywhere doing anything. Station managers don't do anything either. Perhaps those should be addressed first.	Financial Sustainability
I don't know the plan	General
The performance goals are varied and seem to always be assigned just above the actual performance measures to appear on target. In truth, Metro is far from achieving certain goals and should own up to that. Also, the safety of users and staff should be a separate goal/section, not integrated into a larger category. Safety is paramount and should be treated as such.	Mission/Vision/Values
N/A	General
It does not focus enough on safety and the presence of disruptive people on trains, fare evasion at every station and the absence of metro police at stations and on trains.	Service Excellence
Will there be expansion (bus or rail or both) beyond some lines; for example, there is nothing beyond Branch Avenue on the weekends that I can go to unless I'm driving with friends. There also has to be more reliable service for the Clinton and Waldorf areas as well. Also, security is at the forefront right now and that should include more police presence at Fort Totten, New Carrollton, Hyattsville Crossing, Naylor Road, and Columbia Heights to name a few.	Service Excellence
Nothing about the plan, just want to see visible evidence that execution of the plan is being implemented.	Mission/Vision/Values
It seems more like a plan to make a plan rather than a plan. It would have been helpful to see some graphics of the goals in terms of stations with residential density. In the financial stability section, there is attention to a goal to curb fare evasion, but we've all been hearing about the busses becoming free. Would have been good to address that and comment on any studies that show that will be achievable given the lose of funding in 2024. Overall the goal and objectives seem like ones we'd all agree are good to have, but lacking more substantive information on how those goal and objectives will be achieved.	Mission/Vision/Values
I am concerned about anti-fare evasion technology and its equity impacts. I agree and approve of the implementation of reduced fare for low-income residents. Focus a higher amount of resources on those programs instead of anti-fare evasion technology. Metro is not suffering its current woes due to fare-evaders. Public Transportation should be free anyway. I should note that I do not think that this would apply to safety and security inside metro stations and trains.. stories of creeps and harassers drive would-be riders away.	Service Excellence
The focus on 'racial equity.' It's true that I am usually a racial minority when I'm on the Metro, and I rarely encounter Metro employees of my race, but this is not a practical matter. It doesn't affect reliability, timeliness, cleanliness, or safety. Honestly, 'racial equity' sounds like a dogwhistle for 'there are too many black people on public transportation, it's scaring the Asians and whites,' which is a regrettable attitude.	Equity
Hard to find it in the first place. Too long. Need a short version	General
please don't put up more video ad screens everywhere, they're already so grating	General
Centering police operations and presence within the system is no guarantee of improving its safety. In fact, for many, the increased police presence will reduce safety.	Service Excellence
It can come across as a lot of bureaucratic speak. That makes it harder to believe. (Can you tell I worked for the government for my career?)	General
ditto	General
There is no timeframe established for plan implementation. This is a major failure in the planning process.	Mission/Vision/Values
Not enough emphasis on increased bus service and dedicated bus lanes	Service Excellence
That lack of actual detail was on how the plan will be executed.	Mission/Vision/Values
This is just a plan to make a plan - a lot of buzzwords and meetings and no solutions to all the problems you have know about for years.	Mission/Vision/Values
does not include long-range planning for future Metrorail expansion other than Blue Orange Silver Line Corridor. WMATA needs to continue to plan for new lines that would provide Metrorail access in areas not currently served by Metrorail, such as east-west service in uptown DC and the 16th/14th St. NW DC corridor. does not include expansion of bus shelters. WMATA should set a goal to work with partners to increase the percentage of bus stops that have a bus shelter.	Regional Opportunity & Partnership
It appears to give lip service to equity in the delivery of services. Price and frequency of service are integral to equity.	Equity

I'm concerned that cutting fares might jeopardize the long-term financial sustainability of Metro while not significantly increasing ridership.

Financial
Sustainability

The lack of a timeline for the decarbonization plan, and I would like to see a stronger commitment to using electric buses as soon as possible.

Environmental
Sustainability

Table 5: Question 6 Comments

In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?	
Comment	Theme
Improved wayfinding, increasing rail service/bringing back 7k trains, bus network redesign, selection of a project for the blue/orange/silver line bottleneck.	Service Excellence
N/a	General
The goals that directly relate to more frequent, more convenient, service are paramount. Please keep these top of mind at all times. That is what will get more people to ride. And more riders actually help with all the other goals (which are related, but less directly, to frequency/convenience). More riders will decrease crime/perception of crime. More riders will increase financial sustainability, both through fare revenue and broader community support for government funding increases. More riders will increase environmental sustainability by reducing emissions from the cars people drive when they can't/don't choose Metro. Etc.	Service Excellence
Run trains more frequently, improve relationship with safety board	Service Excellence
SAFETY & SECURITY REGIONAL OPPORTUNITIES & PARTNERSHIP'S (Bring back B30) TALENTED TEAMS (be SURE Drivers are Passenger Centered) SUSTAINABILITY	General
Safety and security to ensure an increase in ridership.	Service Excellence
Faster and more reliable bus service.	Service Excellence
Better train reliability, particularly decreasing headway gaps and not reducing service on bus lines or the yellow line. You are NOT a traded for-profit business, you are a public service.	Service Excellence
More frequent, more reliable service. Stop closing stations just because an elevator or escalator is out. Just notify passengers on incoming trains so that those unable to walk stairs can choose to go to another stop.	Service Excellence
Greater focus on safety; greater focus on disability-friendly buses and trains; eliminate fares for everyone as a key way to increase ridership; improve facilities—elevators, dirty trains, add lights to stations; increase ridership; increase access for impoverished, disabled, and elderly populations by eliminating fares.	Service Excellence
Reliability & Talented Teams - when riders and employees take pride in the metro it will improve many other areas (including safety)	Talented Teams
higher frequency of trains - both earlier and later last train times for essential workers/people working at non-traditional hours	Service Excellence
I believe that the example initiatives mentioned in the SP in regards to safety, convenience, and reliability should be the priority. I see those initiatives as a promising start to improving the whole system and it is encouraging to see WMATA leadership propose meaningful and impactful solutions. My hope is that implementation or trials of these initiatives are addressed with the overall goals of WMATA and the response to those initiatives from the public drive WMATA's decisions on how to proceed with further improvements.	Service Excellence
Consider more bus lines that connect areas that are not near a Metrorail stop to entertainment centers such as 14th street and the Wharf.	Service Excellence
Improving much better service in the future.	Service Excellence
More trains and buses more often	Service Excellence
Run more trains for commuters, keep stations clean, and make communicating with riders easy. Safety of rail lines is also important.	Service Excellence
Metro should prioritize the feedback of the most socially and economically disadvantaged residents, and those who are the most underserved by Metro to increase access, availability, and usage of Metro.	Equity
Funding. Need to make sure funding is as secure as possible going forward. This should include investments from local jurisdictions, revenue from service, and liabilities such as fare evasion.	Financial Sustainability
parking leases and TOD	Regional Opportunity & Partnership
Return of Automatic Train Control (ATC) and culture change initiatives to improve accountability and motivation for high performance, especially around safety matters. Leadership must also focus on improving the working relationship with WMSC, rather than complaining to politicians and the media when WMSC raises valid concerns.	Mission/Vision/Values
More frequent and faster service are the NUMBER 1 thing Metro should be focusing on. These are the two things all public transit data indicates that drives satisfaction in transit, and mode shift from driving. Metro's number one goal should be mode shift in the DMV area away from cars. Initiatives to get there should be more bus priority signals/Transit Signal Priority (partnering with DDOT), bus lanes (with enforcement!!! Fines,	Service Excellence

In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?

Comment	Theme
but physical barriers preferred. And ALL THE TIME not just during rush hours), and a quick return to ATO to make up precious seconds of Metrorail operating time. More transit oriented development is also very important.	
first goal - service excellence - for METRO, buses, and paratransit. Metro trains need to run more frequently, longer hours, and have fewer planned disruptions (absence of Yellow line for so many months is inexcusable!). Bus service also needs to be more frequent and reliable, especially on primary routes. Ensure buses have priority - install transit prioritization signalization, floating bus islands, and all-door boarding to speed up buses on their routes and help keep them on schedule. Keep fares affordable - have more low-income low-fare options. Built more bus stops that are actually bus shelters, with fully accessible and safe pathways to and from the stops.	Service Excellence
all of them	General
Buses should run reliably on schedule, and on-time performance at stops should be measured and tracked. I frequently see two buses arriving at a stop at the same time, which is not what the schedule provides. Metro should install a screen on each bus showing connecting buses and wait times for those buses at upcoming stops. This is common practice in Europe. There's no reason it can't be done here, and may encourage passengers to explore connecting services. Metro should engage with local police departments to develop instructions for officers to redirect buses in event of police activity. This is often not done now, leaving buses and passengers to wait for extended periods and undermining reliability.	Service Excellence
Increased safety and make service more reliable to gain and retain users	Service Excellence
recognizing new patterns of residence and employment. How is there STILL no meaningfully-easy way to get from Columbia Heights to Georgetown? Why can't someone get from Benning Road to Anacostia via Minn ave (vs. all the way around Alabama Ave). Patterns of movement have changed tremendously over the last 15 years, and Wmata has not really kept pace with those changes.	Mission/Vision/Values
simpler fare system - implement low income passes - improve metrorail + metrobus connection - work towards making monthly passes *actually* convenient, and simplify the start and end date for each pass (no sense for them to start on the first of the month) - start issuing yearly passes	Service Excellence
I would like to see a focus on the 'Optimize service and scheduling across system to improve frequency of service and allow for seamless transfers' and 'Decarbonize Metro infrastructure and equipment' initiatives. I am a car-free resident. I rely on Metro for many of my trips around town. I would like our metro region to be a place where we we can all get around as sustainably and reliably as possible.	Service Excellence
Convenience goal: Improve the coverage and frequency of bus lines. Bus infrastructure should be sufficient so that people can safely, conveniently, and comfortably live without cars. Include a success metric tied to a quantifiable reduction in auto trips.	Regional Opportunity & Partnership
Let the police chief do his job without GM interference.	Service Excellence
Looping lines or connections to connect Virginia suburbs. Specifically, suburbs around rt 120 do not have easy access to the main arterial lines. This is important with workers becoming more hybrid. Fewer workers are going downtown for work, and inter-suburb lines can help increase revenue. Connections (bus, heavy rail, or tram) to the N and NE sections of the city. Possibly like the H-Street tram	Regional Opportunity & Partnership
The Metro should prioritize increasing service, create its strategic plan for workforce planning, and simplify fair structure. The first and the third will make it easier for people to use the Metro's services and hopefully increase the number of people who use Metro services. The middle one is longer term but if the citizens within a city feel that the Metro service is and does good, I think that will enhance its reputation and its use and one way of doing that is to create more inclusive working culture through its workforce	Service Excellence
n/a	General
community engagement to explain how current plans/ goals/ objectives will address challenges re: rider safety, fare hopping, etc.	Service Excellence
Prioritize getting automatic trains running again and increase the number of trains. Much of the disorder noted is mostly a product of low ridership where individuals who wish to be antisocial face less pressure in less crowded areas.	Service Excellence
Safety, safety, and safety.	Service Excellence
Long-term sustainability and maintenance so that heavy delays and closures don't continue to cause problems	Service Excellence
Increasing service with ATO, more 7000 trains, and swift procurement of 8000 trains. Also, more digital signage and focus on increasing bus frequency on busiest routes.	Service Excellence
The Service Excellence category seems most important, with a particular emphasis on reliability.	Service Excellence
Goal No2. If you invest in people, remaining goals will automatically be achieved	Talented Teams

In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?	
Comment	Theme
More frequent service, more 7000s and quick info of 8000s to help compensate, and enhanced security.	Service Excellence
Fare simplification is huge, as with other 'simplification' efforts. Transit can be intimidating to use for some people and I think eliminating as many of the mental barriers preventing people from using Metro is paramount for adoption and readoption after the pandemic.	Regional Opportunity & Partnership
Focus on serving high growth areas like West hyastville and College Park. Make it easier to access DCA by not cutting service .	Service Excellence
hiring, training, returning trains to service, maintenance	Talented Teams
The reliability initiatives	Service Excellence
I'd say the bus system	Service Excellence
Service excellence, particularly in terms of frequency and safety	Service Excellence
Get the bus network right so that service is both reliable and frequent. It's hard to meet the goals for ridership and experience when the bus system doesn't measure up.	Regional Opportunity & Partnership
Last-mile connectivity and Transit-Oriented development, as well as bus reliability. I think the other problems will tend to solve themselves if those are emphasized.	Service Excellence
Implementation of Platform Screen Doors, increase of 7Ks, better wayfinding.	Service Excellence
Newer lines first, serve as much people as possible and look towards low income free fares.	General
Electrify busses	Regional Opportunity & Partnership
Reducing emissions, include spots for charging EVs in parking garages/locations, and seeing about using renewable energy or regenerative braking technology	Environmental Sustainability
Run your trains, and stop hiding behind 'safety'	Service Excellence
Expanding Metrobus service within and outside of D.C. on lines that currently see service every 20 minutes or longer, establishing a four to seven-minute headway on all Metrorail lines at all times, and put pressure on jurisdictions to increase their contributions to Metro (by giving them more favorable conditions in the budget, for example, if Maryland pitched in more money, seeing more green line train service).	Service Excellence
Rider satisfaction surveys, including about station announcements and information provided and public release of delay data - and please trust that people understand delays for safety and security, but they just want to know how long the delay will be and what alternative options are available.	Service Excellence
Service back to levels last seen in 2016	Service Excellence
I feel like everything hinges on service excellence. If Metro cannot provide reliable, safe transportation, then everything else does not matter. Examples include getting the 7000-series trains back in operation and improving the cleanliness and safety of the stations.	Service Excellence
better bus initiative to improve bus access and frequency.	Service Excellence
There's too much focus on things that are not in WMATA's control. Just run more trains and buses. Leave equity, regional opportunity, and sustainability to the politicians.	Mission/Vision/Values
Make buses run more frequently. Create more dedicated bus lanes, or express bus lanes, or make it so buses do not have to sit in traffic. Buses should always get priority over all other cars, except emergency vehicles.	Service Excellence
Safety on both trains and platforms. 2 days in a row I witnessed major altercations on a Metro platform. No one attempted to interfere with either, the second lasting over 10 minutes until a train finally pulled into the station. Metro employees looked the other way.	Service Excellence

In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?	
Comment	Theme
1. Increase station security or allow us to carry defensive weapons 2. Clean your trains - regularly. Actually extend that to anything WMATA owned... 3. Do repairs on off hours and in slow times of ridership, not when your services are most in demand. 4. Post maintenance records publicly 5. Enforce the rules that you've posted in stations and vehicles. 6. Ban gatejumpers based on facial recognition. I'm sure I could think of more, but I doubt that anything will actually improve in my lifetime, so this list is already wishful thinking.	Service Excellence
Crime reduction/increased safety, reduced fare evasion, getting schedules and routes back to normal ASAP	Service Excellence
Buses must be more reliable so passengers don't get fed up and ditch bus-riding all together. Also, do not raise bus fares to make up for the increasing number of people who do not pay to ride the bus. It's become an epidemic!	Service Excellence
Metro should look at quick, low hanging fruit 'wins' that can be achieved sooner in order to change the general perception of Metro. This may better give a better sense of confidence in attaining reach goals and may encourage people to come back to Metro (which would help fund larger initiatives).	Mission/Vision/Values
Metro needs to prioritize public safety. There are far too many drug addicts, mentally ill individuals, and public defecators on trains.	Service Excellence
At the top of the list should be 'Initiate Metrorail service optimization' and 'Implement Better Bus network redesign' (pg 31). These will go the farthest to improving customer satisfaction and equity by ensuring everyone has access to safe, rapid, and reliable transit.	Service Excellence
Metro should also prioritize promoting the system, specifically the Metrobus system. Many Washingtonians and visitors don't realize how the bus system works, and could use a better awareness of the most popular and well-traveled routes. This could be done utilizing PR, media and other methods of getting the word out to familiarize more people with the system and how it can be preferable to driving.	Service Excellence
Frequency.	Service Excellence
Modernizing the system and making it safer and more useful. Adopt contactless payments by debit/credit cards. Prosecute gate jumpers and others who don't follow the rules of conduct. Make the trains and buses show up reliably and on time. I often drive instead of taking Metro because I'm as certain as anyone can be that driving will get me where I need to go safely and on time. When Metro does that for more people, it'll be successful.	Service Excellence
Free fares for DC residents on weekends, reliable live bus trackers	Service Excellence
Get better direct oversight that is directly responsible to voters. In other places when a transit system is run by a city or county (1 jurisdiction) we know who to fire (or get voted out) when things aren't going well. Someone is actually held accountable because board members have to be directly held accountable by voters/riders who can vote them out.	General
Increasing reliability of metro rail. Decreasing fare evasion. Increasing safety of metro and bus stations	Service Excellence
Prioritize train frequency under objective 1C. I know from personal conversations that more people would use the Metro for commuting or regular trips (or would otherwise benefit) if the trains were more frequent, even if the number of cars per train needs to be reduced. For example, I know someone who lives in a building next to Courthouse metro and can take the metro to Tysons station, but instead drives to Tysons due to the Silver Line only arriving every 15-ish minutes.	Service Excellence
Hire competent people to work with Metro.	Talented Teams
Equity-based initiatives	Equity
Only focus on faster and more frequent service; everything else is a distraction.	Service Excellence
Enforce the law. The fare evasion is through the roof, the metro feels unsafe, the stations are dirty, mass shooting in Potomac Avenue, Union Station is a dump. Focus on broken windows theory and ensuring people don't feel scared or disgusted by riding metro. Otherwise suburbanites will simply drive, especially if there are mentally ill people and drug addicts that you have to dodge when using mass transit.	Service Excellence
More frequency of service	Service Excellence
Safety would be my highest priority. I'll note a new concern which is that there have recently been attacks on rail lines across the country by individuals attaching other passengers. So far it hasn't been too bad with WMATA's trains, but I'm concerned the trend may escalate and hope that Metro would take steps to protect its passengers. Also, a few years ago, Metro stopped the practice of starting every other train at the Grosvenor-Strathmore stop on the Red line at rush hour. This seemed to me to be VERY short sighted and reduced service to those of us who wished to begin their trip at Grosvenor-Strathmore rather than enhancing it. The reasons for that change were never made very clear, and I urge Metro to reinstate that practice.	Service Excellence

In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?

Comment	Theme
Carefully evaluate free bus fares versus more frequent service routes, especially to/from lower income areas. A flat rate ticket throughout the system might be considered, too, since low income people often have to travel the furthest.	Financial Sustainability
Metro should prioritize initiatives under goal 3. East of the river in particular is not well served in transportation options, and expanding transportation access to this region would be a major win for increasing equity.	Equity
Address traffic congestion	General
Customer experience and safety including imposing major fines for fare gate jumpers and those smoking in stations and cars	Service Excellence
Prioritize more 7000 series trains and getting service back to 6 min intervals at most	Service Excellence
First, Metro should prioritize returning to having full fleet as functional as possible. The best way to increase ridership is to have a well maintained fleet, less than 8 min wait times between trains, and rotating MPD presence. Then initiative like frequent flyer miles could be a way to achieve goals and objectives.	Service Excellence
Little or no-cost fixes like posting current bus schedules at all stops and coordinating Metro/suburban schedules to avoid long bus wait times. Allow train operators to wait a short time when there is room on the train to allow boarding passengers coming from major events to move on platform to get to cars with more room. These are very inexpensive changes. The alternatives is the current situation where potential riders are forced to wait for the next vehicle which leads them to give up on using Metro transit and just driving.	Service Excellence
Give refunds on trips that take longer than they should. You used to do it. Now you're just money hungry. Maybe you should ride the metro to see what it's actually like. Like undercover	Service Excellence
THEY DON'T WORK - LOTS OF HOPE BUT THEY ARE NOT REALISTIC	Mission/Vision/Values
In general, objectives 1B and 1C are the most important to me as a frequent rider. The specific initiatives I find useful are aimed at improving wayfinding (1C) and bringing more trains back (1B).	Service Excellence
Building out better coverage for areas with current limited options	Regional Opportunity & Partnership
Affordable housing development as a component of TOD as most housing now around those areas are some of the most expensive places to live in the DMV.	Regional Opportunity & Partnership
Giving more accurate and reliable data regarding real-time arrival and scheduling. Creating a fare system that makes traveling by metro make more financial sense than driving. I usually forgo MetroRail if travelling with more than one person because the total cost of the fare to get to a destination cost more than the gas and parking if I were to drive instead. And that's not taking peak hour pricing or the return trip into account. Additionally, it takes more time, so there's really little incentive to take MetroRail when driving is an option (note, I live in PG County and use the MetroRail to travel into DC or to NOVA). Adding more lines and more frequency and late-night bus service. The MetroRail runs past midnight on the weekends, but the last bus to leave Greenbelt Station leaves at 11:35p. I often forgo taking the metro because I don't want to be stranded late at night. Some cities (e.g. Toronto) have their bus services run later (all night) than their rail services.	Service Excellence
• Increase number of 7000-series trains in operation Improve real time reliability of bus information Redesign and implement bus network(s) Accelerate Transit oriented development (TOD) more densely and accelerate development near transit. (note from me, development should include condos, including affordable homeownership units, so people can OWN, not just rent, transit-accessible homes).	Service Excellence
safety and security	Service Excellence
fare evasion enforcement	Financial Sustainability
Safety on train and rail -improve add more parking garages at stations	Service Excellence
Safety and security are the utmost importance. We rely on Metro to get us to point A and B safely without service interruptions.	Service Excellence
Increasing service and making better routes will give more people access to wmata services. Which helps build a stronger employee network because employees have better access to their jobs	Service Excellence
Cleanliness and environmental sustainability (electrification).	Environmental Sustainability
I would accept a SMALL fare increase to create shorter wait times between trains. I live near the Vienna metro station and 15 minutes in not acceptable.	Service Excellence

In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?

Comment	Theme
Tell the ignorant bus drivers to stop ignoring us speeding past us people waiting for so long at the bus stops!!!! The bus does NOT say 'not in service,' the screen shows the *correct route number* for the stop, but they don't stop!!! We think they are maybe late? but it is so wrong!! They are so terrible!!!!!!	Service Excellence
Open gangway cars on the 8000 series, plans to de-interline the blue/orange/silver lines.	General
Prioritize on time service and communicating when there must be deviations from the schedule	Service Excellence
From me, this a projection into the near future in terms of buses and the environment, though WMATA is going All Electric with a new facility coming on board at 14th Street by 2027, could we also see the possibility of WMATA also investing in it's first set of Hydrogen Electric Buses for Fiscal Years 2029 or 2030 and what Depot between DC, MD & or VA; would accommodate these buses along with the Hydrogen Storage Tanks, could this be an additional new move forward?, or will the CNG buses continue to be the alternative purchase in addition to ALL-Electric buses for WMATA Future fleet, we can agree that a Hydrogen Bus can be more Environmentally Sound than a CNG model, but I guess the question would be, which bus would provide the longest Service Hours, per EPA Range by route?, I personally would like to see at least a small Fleet of Hydrogen Electric Buses in addition to the incoming All Electric buses scheduled to officially be on board not too long from now. Though if CNG is set to be an alternative purchase for Metro for the distant future, then I'm okay with that as well.	Environmental Sustainability
I am not sure what will make Metro achieve their goals. There is a non connect with the patrons. There needs to be more interaction from operators and safety personnel. I am not sure how this works but student fare cards should be sent to the schools after the students have signed up for them. I see too many students jumping the gates or just getting on the bus without a card.	Mission/Vision/Values
safety and reliability. last week the incident at potomac ave metro station scared me. I don't want worry if i'm going to be in danger everyday when i'm on my way to work. also in the past week there's been delays on the blue + line. I get off work at 6pm. i work in alexandria. It already takes me about 1 1/2 hours to get home because the yellow line not running. When theres a 'signal problem' and there's no trains running and no timeline to when they will begin running, it's very frustrating. It makes one consider diverting to a car.	Service Excellence
Safety from harassment of passengers. I really feel unsafe taking the metro a lot of time. I also am frustrated with fare evasion and the length of time between trains, including when single tracking for maintenance. Those are the three areas to prioritize the most.	Service Excellence
Increasing service to match/exceed pre-pandemic levels, and getting more efficient at capital/construction projects to avoid long extended shutdowns	Service Excellence
Metro needs to actually prioritize the people that spend hundreds of dollars a year to use PUBLIC transportation. I cant even count how many times a bus has driven past my stop knowing Im standing there, and the buses that just never show up even though they are scheduled. There is a reason why people dont trust metro anymore and its because profits are prioritized over riders. Metro MUST make real time arrivals and more frequent buses and trains.	Service Excellence
N/A	General
Running trains frequently and on time	Service Excellence
#1 safety. If the train cars are dangerous/need repairs, or if buses are unsafe to ride, or there is violence in metro stations, then that does not make Metro an appealing form of transportation. If Metro is widely seen as safe, it will likely encourage more people to ride it.	Service Excellence
Anything to improve rail reliability.	Service Excellence
More visible and plain clothes security staff that will keep us safe! More enforcement of long-standing Metro rules (like no smoking, eating, drinking, listening to music out loud, etc.). Also, fare evasion gates would help reduce the number of people entering that are not contributing; do this along with more programs to help low-income riders afford their reduced fare. Everyone should contribute, even if it's deminimis.	Service Excellence
Reducing the wait times between trains at stations and bus stops. It should also prioritize examining how easy it is to get to a station. For instance, getting to the South Van Dorn station is exceptionally difficult without using a car or the bus. Theses stations should be accessible by walking or cycling.	Service Excellence
More focus on quality of life issues - cleaner stations and trains, more personnel at stations and enforcement of rules like the rule against smoking (I see vaping going on in stations).	Service Excellence
Security and safety for all passengers and staff	Service Excellence
Safety and reliability	Service Excellence
For metrobus: making sure there are several bus routes that can carry students to schools. Including new schools scheduled to be opened in the coming years. Listening to your drivers and getting their feedback on the issues their routes face and addressing those on a micro level, such as timing, volume, safety, etc. For metrorail: Safety. Many people want to take metro, but there are serious concerns about safety on the metro. Both: Partner planning with station ANCs/Councilmembers to be better informed and understand the future development and needs of the city's neighborhoods to help with planning	Service Excellence

In your opinion, what initiatives should Metro prioritize to achieve the goals and objectives in the Strategic Plan?

Comment	Theme
Metro should prioritize simplifying fare systems, increasing support for transit-oriented development, extend Metro lines to Fort Belvoir on the Yellow line along Rt 1, Manassas on the Orange, and Prince William County on the blue line. With the completion of the Silver line, it's time to connect metro to the dense, minority, and low-income southern portions of the DC region. Metro should focus on low-income fare programs, increasing security in metro stations and trains, and most of all... improving wait times for trains. People will do what is fastest and most convenient. If you live in the Alexandria postal area, an Uber is fast and convenient to get into DC.. and not to mention safer.	Regional Opportunity & Partnership
establish transit equity policy, optimize scheduling, and decarbonize the system	General
Improve bus service reliability and frequency. While our affluent communities tend to benefit from rail service, so many of those knowledge workers are not returning to the office five days a week, thereby reducing the requirements for train service. WMATA should reallocate resources to ensuring that buses serving less-affluent neighborhoods and communities are reliable and accessible.	Service Excellence
Safety Safety Safety to bring riders back.	Service Excellence
ATU 689 is the elephant in the room. Very hard to maintain enthusiasm working for WMATA when the union facilitates slackers remaining in the workforce. And they are expensive.	Talented Teams
Equity. Decarbonization.	Environmental Sustainability
Safety On time performance & headways. BOS capacity upgrades	Service Excellence
Increase bus service and dedicated bus lanes	Service Excellence
Staffing. Metro's staff appear to be unwilling or incapable of providing competent and quality service. One way to fix a culture is to replace the people.	Talented Teams
Get the TRAINS back on the tracks to provide more frequent service and get all the lines and stations open.	Service Excellence
joint development, decarbonization and zero-emission vehicles, long-range planning for new Metrorail lines including and beyond BOS Corridor, study of potential new infill stations (e.g. between Takoma and Fort Totten), bus shelters, bike access and amenities including connectivity to trails expansion of bike lockers, new non-fare revenue that supports rider convenience such as Amazon package lockers and UPS/FedEx/USPS drop boxes	Regional Opportunity & Partnership
Service.	Service Excellence
Optimize service and scheduling across system and accelerate Transit oriented development.	Regional Opportunity & Partnership
The decarbonization plan answered switching to zero emissions buses should be the highest priority.	Environmental Sustainability
Armed security guards to keep out gate jumpers, and provide physical security for those riding. There will only be co tinier violence if you don't do something to mitigate it.	Service Excellence
electrify your buses and bus barns asap	Environmental Sustainability
Metro should prioritize equitable access for low-income riders and people who cannot afford bus fares. I run a food pantry and our clients struggle to carry their grocery bags home. Some folks walk to the pantry and ride the bus home because they cannot afford the 2-way route. It makes a quick errand take hours.	Equity
More frequent bus service and rail service	Service Excellence
Move faster on bus electrification	Regional Opportunity & Partnership

Table 6: Question 7 Comments

Please share with us any final thoughts or comments you may have about the Strategic Plan:	
Comment	Theme
N/a	General
Frequency and convenience are paramount! Metro's primary competition, driving a private automobile, has actually gotten more convenient since the start of the pandemic. More people working from home has led to less traffic and more available/cheaper parking. Counterintuitive as it may seem, Metro faces even more of an imperative to increase frequency/convenience NOW than when it had more riders before the pandemic. This is because those pre-pandemic riders faced less attractive alternatives (e.g., driving, rideshare, just staying home) than they have now.	Service Excellence
I don't really care about safety. I usually feel safe on Metro. Although, I would like for the design of future train cars to have open gangways. This would make me feel safer because I would never be alone with just one other person.	Service Excellence
We need a Rider Safety Committee patterned after the RAC. Perhaps, Subgroups for each Jurisdiction. All Groups Included (Young Riders, Seniors, Working People, ADA, LGBTQ+, etc. with MTPD & Local Jurisdictions' Law Enforcement, perhaps Capitol, Park, & Amtrak Police) to talk about Safety, Issues and Possible Solutions. SOMETHING MUST BE DONE ABOUT YOING GATE JUMPERS & FARE EVADERS. Instead of KIDS RIDE FREE, let's TEACH TAP THR CARD. If one watches our Tiniest Riders who are GIVEN THE CHANCE, they WANT TO TAP THAT CARD! It's GROWN-UP TO THEM! The Wiring is there because they see their Parents doing it. Let's NOT SPOIL THAT NATURAL DESIRE. Yes. There should be Subsidies for kids. But, NOT PLOWING OVER THOSE WHO ARE TRYING TO TAP! That's RUDE, DISRESPECTFUL, DOWN RIGHT DANGEROUS for Tiny Riders, Seniors, & others. PLEASE PUT A STOP TO IT! Thanks again for giving us this opportunity.	Service Excellence
Prioritize people who actually live in the city by providing better and more frequent bus service. Ensure buses are clean, remove gross fabric seating. Make efforts to remove disruptive/dangerous passengers. I do not care about having level platforms, that goal is ridiculous and unnecessary. Run the metro throughout the night. Cellphone service for customers is also a waste of money, do not bother.	Service Excellence
Do not decrease the yellow line service. We know that much like post-midnight weekday service, you have no intention to actually bring it back once removed.	Service Excellence
Metro will never be viable public transit system while it has only two tracks per line. Single tracking essentially freezes the whole system, and happens multiple times daily on most of Metro's five (or is it finally six?) lines.	Service Excellence
Not enough focus on improving access for partially disabled population. If you improved the lighting in stations, made it easier to learn when buses and trainings were arriving, made it easier to top up cards, partially disabled high-functioning people could use the system. Instead, we just rely on Grab.	Equity
N/A	General
I am encouraged by what is included in the SP. It is my sincerest hope that the goals of the SP come to fruition as WMATA's system should be the shining example of how a public transport system can operate in America.	General
Make metro more dependable.	Service Excellence
Randy Clarke's tenure has begun positively and I hope the successes continue. The region cannot be successful without a successful WMATA.	Mission/Vision/Values
I want to see better execution from WMATA	Mission/Vision/Values
still can't find the report	General
Good plan overall!! Now need to hold yourselves to it and release regular updates on your progress toward goal metrics.	Mission/Vision/Values
Safety and cleanliness of the metro is key to improving the customer experience. Safety will be achieved by drawing a harder line on fare evasion. We all know the people who evade fares act disrespectfully to other riders (loud music playing on phone, litter everywhere!). It is actually very infuriating that these people get away with not paying their fare's!	Service Excellence
Comment not about the plan but the next question in the survey: 'If you live in Fairfax County, please specify if you live in City of Falls Church or City of Fairfax.' This is incorrect - the City of Falls Church and the City of Fairfax are not actually part of Fairfax County. I realize maybe some people don't know this, but I'm sure you can phrase this question in a way that gets at what you are trying to get at while also being actually geographically accurate.	General
ban guns, encourage continued masking, de-escalate rowdy crowds (better on board safety) Better wayfinding - at METRO stops and bus stops!	Service Excellence
Next big project should be express lines to distant silver line stops. Also, metro police are largely non-existent. I've ridden daily for 5 months, have seen them one time. Fare jumpers are out of control, and I often see truant youth high or drunk during the school day.	Service Excellence

Please share with us any final thoughts or comments you may have about the Strategic Plan:

Comment	Theme
make Metro the best!	General
Metro should attempt to minimize closures of rail system. Frequent closures have been going on for a dozen years now. You can't consider the system reliable when you simply close stations for multiple weeks. Why doesn't this summer's closure of the Orange line include installation of a new crossovers in places that would enable Metro to run trains more frequently during single tracking?	Service Excellence
The bus system needs a complete overhaul, with a focus on stop reduction (ie eliminating stops that are a block apart), more frequent service during rush hour not just on N/S lines but also on lines that connect to metro (like E/W lines) and making routes shorter to improve on-time delivery of service.	Regional Opportunity & Partnership
How will you report out on the final version which incorporates ridership comments?	Mission/Vision/Values
Thank you to the entire Metro workforce for working through all the challenges. Metro is part of what makes DC special and why I've made it my home. I am a huge fan and would love to see more people taking Metro and being able to do so even more sustainably.	General
As a matter of urgency, prioritize transit infrastructure (new bus lines) to serve the new MacArthur High School. Families make school decisions beginning with the lottery in February and many otherwise interested families will not consider this school as it is so isolated from easy transit options.	Regional Opportunity & Partnership
Please encourage 5 over 1 construction on surface parking lots without car parking and use the profits to bolster transit and decrease headways. Instead of parking lots next to metros, put housing and small businesses. This also has an added benefit of decreasing housing prices, helping spur more transit use and decrease in homelessness. Finally, start an express bus system around the beltway to decrease traffic on the highway.	Regional Opportunity & Partnership
I'd like more information on community engagement!	Regional Opportunity & Partnership
seems like a lot of \$ was spent on this	General
n/a	General
I hope it works out, I'm rooting for you WMATA.	General
Need more buses/trains and cheaper fares for rides and parking at metro parking stations.	Regional Opportunity & Partnership
I think it's a good plan. I like the specific initiatives and near term items to achieve. I think it's a well-rounded vision for the next few years, and I'd like to see it implemented!	Mission/Vision/Values
No mentioning of modernization and automation of some internal processes. For example: ordering PPE, replacing phone, ordering office supplies, enrolling onto RWP class, submitting SDS, requesting hot works permits, providing point of contact to ROCC for every ongoing project	Service Excellence
Do not cut service on the yellow line to PG county	Service Excellence
PLEASE PLEASE PLEASE consider doing a 'study' on putting Metrorail down 395 or the Columbia Pike corridor	Regional Opportunity & Partnership
Metro is not in great shape economically. It will not be financially sustainable to offer free rides to large groups of people. DISCOUNTED rides, sure. But the more you publicize fare elimination for some groups, the more fare jumpers you're going to see in general. I say this as a senior citizen whose weekday transit to and from full-time work is completely subsidized by my employer. I have chosen not to get a senior discount card yet for non-commuting travel because I can well afford paying full fares, and I know Metro needs the money!	Financial Sustainability
As ridership has decreased, so has the perception of a lack of safety on the metro. In real terms, Metro is at some of its worst in years in terms of safety and service. Ridership will not return if the ridership experience does not improve. Suggestions: Consult foreign transit agencies with demonstrated excellent service, prioritize cultural reform among Metro staff. Interrogate how new compensation or hiring practices can accomplish this. MTPD needs to have a greater presence, with training to deescalate mental health crises. MTPD should still not enforce fare evasion laws.	Service Excellence
Have more Police Officers on the trains and inside stations especially at Metro Center and Gallery Place-Chinatown	Service Excellence
I think you need to focus more on day to day than strategic planning. Trains need to run at regular and reasonable intervals. Fare jumpers need to be addresses. More overnight parking needs to be available for those traveling to airports. Station safety and cleanliness.	Mission/Vision/Values

Please share with us any final thoughts or comments you may have about the Strategic Plan:

Comment	Theme
Good luck! I'm rooting for you.	General
I think the plan could've emphasized some more long-term problems that the Metro needs to overcome. The root of a lot of problems with the Metro stem from it being a hybrid commuter rail/inner city subway system. The design made sense at the time it was built, and it totally transformed the region, but now we have weird issues, like fares being normal for traveling within the city, but probably way too low if you take the train out to any of the ends of the line. Also if I wanted to take a trip to, say, Dulles, the ride is extremely long not only because of the distance, but because there are a ton of stops within the city that I'd have to pass through. There's a lot of different types of riders with unique needs. There's: - Regular income people living in the city without a car - Low income riders (both in the city and in suburbs) - Tourists - Middle to high income suburban commuters Right now the system is kind of a one-size-fits-all approach, which runs into problems like fares being too low for the tourists and middle/high income suburban commuters, or that trains are too frequent at non-peak times near the ends of the line in the suburbs, but not frequent enough in the city. I think the plan should emphasize a gradual approach to transforming this hybrid system into a more traditional separation of commuter rail and inner-city subway. I understand that an express train to Dulles isn't possible because of the track construction, but I do think it's important to keep in mind that the one-size-fits-all design of the current system doesn't do the best job of handling the wide variety of trips different people make. Unrelated, but also something that the area needs is better suburb to suburb connectivity and connectivity across lines without having to go downtown. The Purple Line will go a long way to fix this in Maryland, but NoVA desperately needs more of this, and better connectivity between places like Tenleytown and Fort Totten (for example) would also go a long way to attracting more riders.	Mission/Vision/Values
I do not feel safe on the train with the homeless young people and the mental challenges with the riders being confronted on the trains and in the stations. I would like to see more personnel on the trains during the rush hour times to see what is going on with the trains and safety	Service Excellence
I would really like it if during the purchase of new buses they would have more accurate stop information (like LA and NYC select bus service buses). In addition, I felt like there's little mention of the expansion of metrorail which concerns me	Service Excellence
I really would like to see better station signage come from this plan, especially signage that directs the correct platform for those traveling to key destinations, like DCA/IAD or Downtown.	Service Excellence
I'm delighted to see WMATA try	General
The metro transit system was destroyed when Metro 'blew off' the 'non-profitable' routes. I saw service to my locality (both work & home) degrade. Routes transferred to Fairfax Connector were curtailed & then later, discontinued a year after they were transferred. All these plans mean nothing if they do not include the TOTAL metropolitan area.	Regional Opportunity & Partnership
I don't think I have seen it	General
I wish you had some accountability for the extent to which you are failing your ridership.	Mission/Vision/Values
WMATA has basically cut off downtown for residents of Adams Morgan and Mt. Pleasant. For 40 years, the 42 went to Metro Center and Gallery Place. Now it terminates at Kennedy Center. I am a widowed senior citizen who mostly travels alone. I am very frightened to take Metro rail because of public safety issues and mechanical failure. It is difficult now to figure out how to go downtown by bus. Involves transfers and walking. The original 42 routing needs to be brought back. You want to increase ridership, but you decrease service. I must now take Uber to go downtown	Service Excellence
Greater attention should be made to fare evasion on Metro Rail, including active monitoring by the attendants at each Metro station.	Financial Sustainability
More emphasis on policing and safety. Metro is no longer a place I want to be.	Service Excellence
The plan looks very good, and I'm excited about Metro's future. As the nation's capital, DC should really have the best transit system in the country. If the strategic plan can be implemented fully, it would go a long way to making it a model system.	Mission/Vision/Values
I am not that interested in your plan because I have no confidence you are capable of implementing it successfully. I doubt anyone outside of the C suite will even try. Show me I'm wrong and I will take you seriously.	Mission/Vision/Values
Run more trains and buses.	Service Excellence
If you want more revenue, make public transportation more convenient and faster than taking private vehicles. Then everyone will take public transportation. It really is that simple. Double the fare for all street-parking meters. Impose a 10% tax on all parking garage fees.	Service Excellence
Please make it cheaper for people to use the metro!	Financial Sustainability
Don't treat it like a document. Treat it like a promise to a loved one. Don't let us, your future potential riders, down.	Mission/Vision/Values

Please share with us any final thoughts or comments you may have about the Strategic Plan:

Comment	Theme
If the train doesn't get me to where I need to go within a reasonable amount of time and I don't feel safe riding it, I'm opting out. It's really that simple and everything else cascades from there. Get schedules back to normal. Increase police presence and enforcement in the stations and on the trains. Take evidence based and real measures to reduce fare evasion (simply increasing visibility of metro employees that do nothing about it will accomplish nothing).	Service Excellence
I would like to see the 42 and 43 buses terminating Downtown again!!!! It is ridiculous having them terminate at the Kennedy Center. We have no way of getting Downtown directly. I live in a big Apartment Building on Columbia Road, NW, and I do not know of one person who can get directly Downtown, other than walking, or 2 or 3 buses, or a bus and a train. We have NO clue whatsoever why Metro would have changed our bus routes! Does not make sense at all (other than to save money???). Please change the 42 and 43 buses back to go down to the DC Library again. Please! Many Thanjs.	Service Excellence
Its only as good as an action plan to accompany it!	Mission/Vision/Values
N/A	General
I would also like to see Metro optimize fare payment. For instance, why don't the Exitfare machines accept credit cards, and why do they always return change? They should give the option to keep the change and add it to the card. I would also like to see Metro prioritize increasing the display of real-time train information by the exteriors of all Metrorail stations (which would let customers know if they need to rush into the station to make their train) and Metrobus stops. I would also like to see real-time information displayed for more trains. Displays at faregates can only show a maximum of three or four trains, which isn't enough for stations with multiple lines like Metro Center.	Regional Opportunity & Partnership
We look forward to the future of metro!	General
More trains and more often. Especially late night for commuters. Waiting for 15 minutes alone on a platform feels unsafe. I'm more likely to take the metro if they arrive more frequently	Service Excellence
Increase frequency and sustainability.	Service Excellence
Ensure more security in stations with more cameras and more security.	Service Excellence
IMPLEMENT IT- AND GET SOMEONE FROM NY's MTA TO ASSIST YOU	General
The bus routes need improved routes. I am trying to live car free in MD but close to D.C. and it seems impossible. Bus routes go EITHER North and South OR East and West so I often have to take 2 buses to get a short distance it can take 3-4 times as long to get to a place via bus then it would've taken to drive. I am also happy to send WMATA by Lyft/Uber receipts for reimbursement each time I am waiting endlessly for a bus that never shows after waiting in the cold, getting fed up, and calling a car service company. Do you want to help the environment, by getting people out of cars, make the transportation reliable?!?!	Service Excellence
Aside from safety, the top three priorities ought to be convenience, stopping fare evasion, and sustainability: too many people drive when they have the option to use the Metro system ('Why drive when you can ride?'); it is also incredibly disheartening to see people fare-skipping without consequences; and the Metro ought to set a goal of being a national leader in decarbonization. I also know, from moving here from out of state, that there is a lot of anxiety for first-time users of the bus/metro. For example, I have a family member who visited from out-of-state and the only way to get them to park-and-ride from a Metro station was to do a video call with them. To end on a positive note, the 'Visitors Kit' and 'New Rider' information online was very helpful.	Service Excellence
You're doing a great job with challenging circumstances.	General
Reconsider the yellow line turn around.	Service Excellence
Again, given the focus on equity, WMATA needs to expand the net to include structural disenfranchisement due to gender.	Equity
More frequent buses on heavy routes	Service Excellence
Focus on excellence. WMATA for too long has focus on piecemeal improvements. All we get is shutdowns for deferred maintenance, dirtier stations, rising crime, longer frequencies, legalized fare evasion, hooliganism. I've started using VRE now because I don't have to be on edge anymore.	Service Excellence
Stop wasting time.	General
Thank you for this opportunity to voice my views.	Service Excellence
Thank you, I try to ride Metro and the connected Capital Bike Share program as frequently as possible.	General
Was not able to see it before survey. Cannot go to hearing in VA. and online is not described in a favorable method	General

Please share with us any final thoughts or comments you may have about the Strategic Plan:

Comment	Theme
I still see so many people go through the entrance booths. I only see WMATA staff watching/ignoring. Prices of metro in peak period is so high.	Financial Sustainability
I live East of the river, near Fort Dupont park, an area that is almost entirely reliant on car transportation, as we are not close to a metro line and do not have a lot of bus service. I would much prefer to commute via public transportation, but that isn't really an option since it would add an extra 20+ minutes to my commute just to get to the metro (not even counting the added time from going into the center of the city and then switching lines, which I would be willing to do). This is just one example of how the DC government and its subsidiary organizations have failed East of the River. By rectifying this inequity in transportation, WMATA could assist with some of the other problems Wards 7 and 8 have, such as lack of grocery stores, since residents would have transportation to other parts of the city that actually receive resources and support.	Equity
Metro is an excellent system for travel to work or pleasure destinations. The Silver line extension to IAD took too long!!!	General
It's a great plan	General
PLEASE DO NOT STOP TRAINS IN TUNNELS - IT IS INHERENTLY UNSAFE. IF A TRAIN HAS TO DWELL IN A STATION FOR AN EXTRA FEW SECONDS TO AVOID STOPPING IN THE TUNNEL AHEAD, PLEASE DO SO.	Service Excellence
Thank you for the chance to provide feedback. I would also like to state that a focus on new lines expansion of the metro rail network is a good idea. These are long term projects that will continue to improve the metro's accessibility. Thank you again.	Regional Opportunity & Partnership
Please spend less time studying and more time implementing.	Mission/Vision/Values
I dont get it! I found no use for this document. Things I would like to see: 1. Eliminate the \$2 fee charged for a virtual card on the iPhone app. Its a virtual card!! Its not an actual piece of plastic which costs metro money. You want people to implement it, then why are you charging money for virtual card? Also, why can't the same card be used on the iPhone and iWatch? Why do I have to purchased two 'cards' and have different dollar amounts loaded on each one to use both of my devices? These virtual cards should all be linked on one account. 2. Put up barriers to prevent people jumping over and not paying. I see this every single day, multiple times per day! How much money is metro losing from people no paying? 3, If you want to make metro ACTUALLY USEFUL, your strategy should be to make it BETTER!! You spent all this money on tracks to Dulles airport, you could have put an express line from for example Dulles to National. Ideally Dulles to the center of the city such as Metro center or Union Station, but I understand DC would be a different jurisdiction to dig through. In Virginia, a tunnel from Dulles to National is a no brainer! Would have decreased National airport congestion and not required an hour long ride to IAD! London has Heathrow Express and Stansted express. Beijing, Hong Kong, Tokyo, Stockholm, Vienna all have express trains. You all could have done something amazing here and for some reason did not. 4. Change the north end of the Blue line from Largo Town Center to Shady Grove. The Silver line already goes [east - west] to Largo. There is no need for the Blue line to trace the same route. Dig a tunnel from Tenleytown under Wisconsin Ave, 37th st, and connect to Roslyn. New stations would be: City Ridge/Mclean Gardens, Cathedral, Glover Park, Georgetown University and Georgetown. This would connect Shady Grove to National Airport and reduce commute times for many people. The Blue line should be north - south line. 5. How did The Wharf get a permit to build multibillion dollar buildings without being required to put a metro station there? Yellow and Green pass directly under The Wharf! All they had to do was to dig a hole and build a station at the already existing tunnel. Major oversight here. Please do this now. 6. Or, why was L'Enfant plaza not connected to the Wharf by a tunnel which could come out in the underground parking garage. Would have been easy to contract and connect this major attraction to Metro. I'm full of ideas for you! Feel free to contact me if you like.	General
Please put emphasis on Safety and Reliability. It looks like you have, but really those are the only important things. And counting a bus that's 7 minutes late as 'on time' is not good. Make the window tighter.	Service Excellence
Metro is so bad. You need to fix everything. Especially the yellow line shutdown.	General
MAKE A PLAN THT WILL WORK. MAKE THE SYSTEM ACTUALLY WORK	Mission/Vision/Values
We need to do everything we can to limit cars in the city — but that can only happen if Metro and buses are frequent and reliable (and buses have more lane priority for traffic).	Service Excellence
Expansion in Virginia would be welcome. If not into Prince William County then at least to the edge of Fairfax for Metrorail (Lorton, Centreville, Fort Belvoir, Fairfax Town Center and Government Center)	Regional Opportunity & Partnership
I would love more connection between places outside of DC. Travelling between PG County and Montgomery County is always a hassle when opting for Metro. The MetroRail (Green and Red lines) is so inconvenient because of the time it takes to first go into DC. And depending on the destination, having to do 3-4 transfers (often with at least one of those transfers being delayed or not running at all, or running so infrequently that one needs to wait 20-30 minutes). Would love a more connected way to travel though our region. Thanks for taking the time to do this and the effort put in. I'm excited to see the future of this critical service.	Regional Opportunity & Partnership
Thank you for making it so accessible to customers with plain language and nice visuals. Virtually all the words in the plan are exactly what most customers want to hear, and I can only hope the action will match the words.	Mission/Vision/Values
Focus on talent recruitment, training, and improving wait times, especially on the currently underserved Silver, Orange, and Blue lines. Everything else should come second to that.	Talented Teams

Please share with us any final thoughts or comments you may have about the Strategic Plan:

Comment	Theme
I like what the new GM is doing by it is time to really put the paying passengers first. It feels too often that the staff is most important. And do something about the Union influence	Service Excellence
If circle back come to Red line between Glenmont and Silver Spring, I'll just drive.	Service Excellence
Thank you for giving us the public the option to provide our comments. Metro is a vital part of keeping the DMV moving. The past failures with system irregularities, safety concerns, and crime have tarnished the reputation of Metro. This is an important step to repairing that reputation to its formal glory.	Mission/Vision/Values
Light rails should be considered	Regional Opportunity & Partnership
Studies have shown that people choose mass transit when the trains and buses run often enough that riders don't need to check a schedule. I really hope that you can increase frequency on all lines, but particularly on Green/Yellow and Silver lines. My commute from Greenbelt to Springhill Road can be as short as an hour and ten minutes, but I need to leave a full two hours due to train infrequency.	Service Excellence
Thank you for going through this process.	General
It's all based on assumption Metro will get whatever subsidy it 'needs' regardless of efficiency.	Financial Sustainability
its a lot of about vague stuf & how it was formed. Really hard to even start to find the specific goals & plans.	Mission/Vision/Values
When I moved to NoVa 6 years ago, I intentionally found an apartment near a metro station. The trains arrived every 6 minutes. Sometime later, they arrived every 8 minutes. Eventually -- every 20 minutes! That's absurd. I now own a condo near the Vienna station and the trains arrive every 15 minutes. That's still unacceptable. The proposed 6-week shutdown of the orange line at the Vienna station this summer is also unacceptable. I understand why it is needed, and I appreciate the emphasis on safety and upgrading the riding experience. But you are making commuting nearly impossible.	Service Excellence
Metro is getting better. Now stop the fare jumpers!!! It's not fair to all us honest paying customers!!!!	Service Excellence
More focus is needed on TOD and regional coordination of schedules between agencies. Look to Switzerland and pulse/clock face scheduling. And excellent interagency coordination.	Regional Opportunity & Partnership
It is an ambitious plan, good luck.	General
PLEASE reconsider the return to limited transit on the yellow/green lines. It is not a good look for WMATA and it didn't work well before. Don't go Back2Worse.	Service Excellence
Strategic plan are great, but they are only as good as there follow through. if WMATA keeps cycling through new 10 year plans every 4 years confidence wanes.	Mission/Vision/Values
Do not raise the Metro fares in the suburbs. You need riders. Raising the fares will drive away what riders you have.	Regional Opportunity & Partnership
I just hope we can get back to trains at least as frequently as every 10 minutes, and keep them on schedule so we can plan arrival to the station with minimal wait time.	Service Excellence
New York's subway system caps weekly costs for commuters at a reasonable amount. This is the single-most important change that metro could implement in order to bring riders back in 2023-24. (I now use Capital bikeshare much more than metro because metro is too expensive.)	Financial Sustainability
For such a vital system that is a benefit to millions between the use of Bus, Rail and Special Needs Services, simply never stop improving, so long as those ongoing improvements make sense for the day to day operations of the system.	Mission/Vision/Values
I think that people are more concerned with safety at this moment so that should be the top priority.	Service Excellence
N/a	General
The plan is fine but want I really want is action and results. More of the 7000 trains running. Less delays. Trains running on time consistently. Buses running consistently. This past week I waited for an infamous 'ghost bus' that never came even though according to real time bus eta, there was one. More accountability when something goes wrong. If that means someone needs to get fired, fire them. If that means hiring more workers to lessen the load, hire them. But at this point I want less talk and more action.	Mission/Vision/Values
Please upgrade the wifi to utilize open roaming and hotspot 2.0 to increase security and eliminate the need for acknowledging the terms of service each time you log in.	Service Excellence

Please share with us any final thoughts or comments you may have about the Strategic Plan:

Comment	Theme
I hope this works out. The plan seems ambitious and Metro has a history of failing to keep it's promises	Mission/Vision/Values
I think the plan is great if you guys can actually follow through. There has been so many announcements about increased service on the red line, and then I am still waiting for 15 minutes! For the nations capital our public transit is pathetic. There must be a change or people will find other ways of transportation.	Mission/Vision/Values
I think that Metro is moving forward in the right direction and I think that is excellent that you are trying to make the system better for your customers but I feel that you need to include Metro access in your strategic plans or you need to make a separate strategic plan for Metro access and their customers	Mission/Vision/Values
I would like to see the green line extended to Brandywine to better support southern Maryland.	Regional Opportunity & Partnership
See previous	General
This sounds like a lot of other plans I've heard metro speak up over the years. They all failed and I have low expectations from this one. Getting dedicated funding from dmv governments only resulted in metro asking for more to make up for the incompetence that has literally driven people to away from using metro services. I stopped riding metro to work because I saw my commute got from 60 minutes to 120 on the years I rode.	Mission/Vision/Values
Most people won't read this kind of document. You should have created a 4 page summary of the goals and near-term objectives for users to react to in addition to the full version. Your marketing and communication contractors should have recognized this.	Mission/Vision/Values
Please make sure you get the investments I needed.	Financial Sustainability
I use public transportation but I am feeling less secure on trains as I see more disruptive people in the stations and on the trains. I also see a lot of fare evasion.	Service Excellence
None	General
Free bus transportation throughout district for seniors and students	Regional Opportunity & Partnership
The first bullet point of the mission statement addresses getting kids to school. It is my understanding that WMATA has been asked repeatedly to add route to accomodate the new High School opening in the Fall of 2023 in Ward 3 and WAMTA has said no. I find it frustrating that WMATA presents it's top mission as getting kids to school, but then seems uninterested in having that conversation.	Service Excellence
I was a little confused about the sustainability section which seemed to combine environmental efforts with financial sustainability. They are linked obviously, but felt like they should be separated Goals entirely. They are both worthy of mentioning as a major goal.	Mission/Vision/Values
I hope bus reliability and frequency is improved. More bus lanes and bus routes!	Service Excellence
glad we can finally reach dulles—what's the deal with the purple line?	General
Accommodating people who have hearing and Vision issues (common in an aging population) is important to make them feel welcome and comfortale using this great public transit system.	Service Excellence
I only became aware through my local NextDoor app. Consider getting notice out there earlier in the process in the future. Thanks!	Service Excellence
How did WMATA's reliability department miss the problem with the 7000 cars wheels moving out of position? And why couldn't they figure out why they were moving? Maybe it is because they are promoting their friends from within instead of hiring people who have reliability engineering training. The number 1 school for reliability engineering is the University of Maryland.	Talented Teams
The plan must have an established timeframe for implementation and specification of intermediate targets. If it is to be a 10 year plan, i.e. from January 2024 through December 2033, intermediate targets must be established for each plan objective and sub-objective. These can be annual targets with a periodic summary assessment of progress, perhaps in year 3 and year 6.	Mission/Vision/Values
Time to take actions beyond talk and confer. Get the trains running often and with fewer delays.	Service Excellence

Document Upload Responses

The following sections display comments and/or letters uploaded by the public and stakeholders during the public comment period.

Document Upload 1

February 2, 2023

Washington Metropolitan Area Transit Authority

Director of Strategic Transformation & Enterprise Collaboration 300 7th Street SW

Washington, D.C. 20024

To Director Kimmy Feldbauer:

It is with great pleasure for me to submit my comments for the Strategic Transformation Plan, which includes a series of recommendations I have collected during my recent employment with the Washington Metropolitan Area Transit Authority (WMATA). I am both a proud customer and employee of the Authority, and with that comes the privilege of reflecting on our institutional objectives for delivering technical excellence and value for the DC-Maryland-and Virginia constituency.

I acknowledge the road ahead for the Strategic Transformation Plan is with great intent and equanimity, so I write these comments on as recommendations to further materialize the outcomes of the Plan over the long-term:

Modernize the legal interpretation for the fiduciary obligations and the stewardship obligations of the WMATA Board, which directly relate to the needs demanded of WMATA leadership.¹ Understand that Metro's ability to assert its Strategic Transformation Plan is interdependent on its capital and operating funding provided by the Board. These representatives regularly need to exercise their stewardship obligations well and their level of involvement, and type of involvement as needed by the General Manager, determines if these needs are met. Metro's Capital Program is a portfolio of projects and programs that address predefined needs with broad interpretations. These broad interpretations are built upon broad statutes and authorities underlying the WMATA Board, General Manager, and WMATA organization. Redefining and narrowing these broad interpretations will set the foundation for embedding the Strategic Transformation Plan into the long-term direction of the enterprise.

By acknowledging the fiduciary obligations from the stewardship obligations, a legal precedent is created for General Manager to implement the Strategic Transformation Plan so that current operations can be reevaluated for their ability to improve the "standard of life" for both Metro customers and non-Metro customers, thereby supporting initiatives benefitting all DC-Maryland-Virginia residents. It also allows the discretion for how the General Manager chooses to achieve its financial sustainability goals in a way that directly meets the fiduciary obligation of the Board.²

Under these circumstances, the Strategic Transformation Plan has a platform to serve its institutional purpose and systematically align the strategic objectives at the customer-level, department-level, and leadership-level. It is built upon a precedent, and its implementation supersedes the employment term of the existing WMATA leadership and personnel, thereby reducing key person risk for the long-term.

¹ The relationship between the WMATA Board, General Manager (GM), and WMATA organization are three interrelated parts that have evolved since the inception of the Authority. The legal architecture of these parts is so broad that the evolving norms between them are largely responsible for the current organizational issues. These

norms can often deviate from original purpose, and any implementation of the Strategic Transformation Plan should acknowledge the opportunity to assert a consensus-based interpretation for the obligations of the WMATA Board (fiduciary and stewardship), which differ from the performance of the General Manager, and the WMATA organization.

² By acknowledging the fiduciary obligations and the stewardship obligations, which is embedded by design from their elected position, it will be easier to discern which of these obligations are met by the performance of the General Manager versus the systematic performance of the Authority. If done well, this should modernize the level of reach and topics available to review by the Board from “how much dedicated funding should I provide?” to “should I provide dedicated funding to WMATA?”

Develop objective performance thresholds and metrics that meet the criteria for meeting fiduciary obligations and stewardship obligations of the WMATA Board, preferably in which the General Manager has direct control over.ⁱ The economics of using ridership to measure performance is driven more from agnostic trends (urban density, population growth, etc) rather than Metro’s quality of service or quality of project/program delivery. The former is less in the control of the General Manager to influence, while the latter requires long periods of time to pass to appropriately assess operational effectiveness. The ability for WMATA Board members to adequately assess the performance of the General Manager and WMATA leadership can be streamlined when metrics such as employee attendance, fines assessed for total services implemented (such as number of railcars or buses dispatched per day) per month or per annum can better clarify whether their fiduciary obligation has been met.ⁱⁱ

Institutionalize the Strategic Transformation Plan by creating the “Immediate Office of the General Manager” and consolidate all existing strategic initiatives, strategic programs, and pilots. Nearly every direct report to the GM has a strategic program manager, strategic initiative, and/or funding for a pilot that can often deviate from the direct purpose of the department in charge. Under the Immediate Office of the General Manager, consolidation allows for greater accountability of these initiatives and offers an opportunity to reassess alignment in strategic vision of existing programs, initiatives, and pilots in a way that complies with the Strategic Transformation Plan.

Whether the goal is to increase top-line growth, reduce bottom-line costs and inefficiency, or validate a newfound innovation standard³ – a majority of these efforts operate independent of each other without meeting an enterprise standard and benchmark for value-added scope.⁴ Pilots approved through Metro’s Capital Program will often receive above average attention, funding, and analysis for a topic of interest, but fail to innovate the processes for programs and projects that all pilots are subject to.⁵ Furthermore, by consolidating pilots into the Immediate Office of the General Manager, a thorough review and consolidation of all on-going funding assigned to these efforts would relieve multiple departments for their responsibility to integrate the “Strategic Transformation Plan” into their department- level responsibilities and revitalize their core functions as their primary purpose.

Be concrete in defining sustainable finance and the guiding interpretation for WMATA stakeholders to get in sync with. For example, WMATA’s leadership determines the intention to be 51% self-funding, thereby financially sustainable, by 2051. By doing so, the acknowledgement from the WMATA Board for a concrete interpretation (such as the intention of being a 51%/49% partner with State jurisdictions) grants the General Manager the ability to implement a new set of initiatives that require Federal Government and State Jurisdiction support, sometimes beyond dedicated funding, and any lack thereof places the burden of proof on those who are responsible for exercising their fiduciary and stewardship obligations well (i.e. the WMATA Board). By design, a General Manager would be incentivized to develop a set of initiatives that places emphasis on inter-agency agreements, which is explained in my next recommendation. The potential of programs and projects for unified implementation with the

³ To the extent these standards and benchmark exist, they are limited in nature and the opportunity cost of isolating their implementation is greater than the benefits provided by their independent execution, oversight, and delivery.

⁴ Synonyms include titles and teams with “strategic initiative,” strategic program,” “GM initiative,” “strategic project,” “strategic program manager,” “innovation” within their mandate. These will often exhibit cost-overruns and given special treatment, which make the ability to override difficult. Pilots should be included because they afforded the same treatment as “strategic” programs, offer the staff within the Immediate Office of the General Manager to

become aware of the entire lifecycle for project at WMATA, thereby improving those processes as they become knowledgeable of systemic issues.

⁵ Each approved pilot presents an opportunity to be a “pilot for executing pilots,” but rarely do managers take advantage of improving various program and project management stages, including the creation of baseline documentation, design-build process, contracting/procurement phases, pre/post award, contract terms and negotiations, compliance, and retrospective analysis. Improving the standard for each of these project stages in tandem to exploring a subject matter as scope will seldom improve the overarching capability for executing pilots that scale strategic impact to customers. Federal Government produces greater benefits at little to no risk, and is an opportunity that our public transit competitors cannot immediately entertain.⁶

Aim to conform a greater portion of the Capital Improvement Program to inter-agency agreements where aligned goals between WMATA and Federal Agencies exist. Inter-agency agreements with Federal Agencies are more likely to lead a modernize WMATA standard for program/project implementation in a direction that is aligned with the WMATA Board, rather than not. In addition, the funding slippage created from budgeting an inter-agency agreement is more likely to be greater than expected for WMATA, while out-sourcing more than half of the project planning and delivery work to a federal agency. Over time, inter-agency agreements reduce implementation risk and scope creep for a portfolio of projects and programs where federal agencies already have a pre-defined playbook.

Inter-agency agreements are the key to differentiating a level of customer impact that our public transit competitors cannot immediately achieve. An example of an inter-agency agreement:

GSA and WMATA

The General Services Administration offers project management services through their Center of Excellence and Center of Construction Excellence platforms can accelerate and improve methods and implementation for used for Metro’s Capital Program. These services are exclusive to government organizations and tailored for customer-facing entities. They specialize in constructing scope of work, implementation plans, cost assessments, design-build products, and more for government organizations, which is the equivalent to WMATA’s outsourced consultant/contractor work or staff augmentation for multiple projects. They also have a Construction Excellence platform that can further offer a strategic edge to project delivery that our transit competitors cannot otherwise acquire in the immediate term. Conforming a portion of Metro’s Capital Program in partnership with GSA would not only further credibility with our customers and WMATA Board but allow WMATA to benefit from funding slippage that is created when an inter-agency agreement is used to appropriate annual funding.ⁱⁱⁱ

Understand that we must make the risk work when taking on a project with limited capabilities. The best risk for Metro’s Capital Program is longer lead times and delay of capital deployment because it affords us the time to reshape the project scope as needed, so we would rather pay one program manager to learn and scope a proper implementation plan for 6 months rather than get a team of 5 consultants and one program manager to do it in 2 months. The Strategic Transformation Plan should aim to equip departments, rather than key staff, with the tools and authority to implement strategic alignment, which creates a departmental-level capability that can be further influenced by the evolving needs of WMATA leadership.^{iv}

Recognize the need to advance the Strategic Transformation Plan with the operational customer and institutional customer. WMATA’s services extend to the operational customer (Metro ridership, contractors, consultants) and the institutional customer (Federal Government, academic institutions, capital market participants, other transit organizations). WMATA has institutional customers as well as operational customers, and the need to recognize them in the Strategic Transformation Plan administers a guidance to all stakeholders that their participation in advancing its objectives require their further support and acknowledgement. In the long-term, it can open the door for more partnerships and relationships towards aligned objectives. For example, acknowledging capital market participants as an operational customer would internally repurpose the strategic alignment of new bond issuances in a way that benefits the capital market participant and the perception of WMATA by capital markets^v.

Strengthen the relationship with rating agencies to formalize the ESG/sustainability metrics that would help investors assess the credit risk of WMATA’s bonds. Over the long term, if ridership isn’t the key metric that

⁶ The best strategic decisions are often the ones that organizations can take back quickly, but the current operating and capital programming environment make it near impossible to do that. The Strategic Transformation Plan should recognize that inter- agency agreements present an opportunity to conform implementation in a way that reduces uncertainty risks associated to scope and approach, embeds better compliance and oversight, and even partner on innovative techniques that couldn't otherwise be achieved by WMATA only or even with a contractor/consultant whom are readily available to other public transit systems.

capital market participants and rating agencies should be using to assess the credit risk for WMATA's bonds, then the opportunity to explore the right metrics is a window of opportunity for WMATA to provide further transparency on how it operates and the requirements its designed to meet for its Board to fulfil its obligations. WMATA stands to benefit from sharing more data such as employee attendance, number of buses/railcars dispatched per month, number of inter-agency agreements and amount of dedicated funding that is matched/budgeted in partnership with federal agencies – assuming these are accepted for purposes of meeting the fiduciary and stewardship obligations of the WMATA Board. They also properly align the risks within managerial control by WMATA leadership to the underlying credit risks of WMATA's bonds, such as its ability to pay debt service.

Enact greater compliance related to capital programs and IDIQ task orders that are increasingly capturing a permanent carve-out of Metro's Capital Program. While the subject matter of these capital programs and IDIQ task orders are non-controversial and trivial (annual maintenance and preventative maintenance for WMATA's core assets, for example), the administration of these programs is subject to less compliance scrutiny as a result. Since it's known that scope of work for these programs will be funded and supported in perpetuity, they should require above average compliance and oversight than would otherwise be required in order to ensure that the adequate improvements are strategically acceptable. One suggestion is to create a inter-agency agreement with GSA's Center of Construction Excellence, which provide service offerings to formulating a government-approved IDIQ standard and compliance program.

Incorporate non-compete and stricter non-disclosure agreements to key personnel who pose a risk to outsourcing their institutional knowledge and know-how for the inner workings of WMATA operations. The notion that employees can easily leave Metro, work for employers who benefits from understanding the inner workings of the organization and then reenter the organization without risk to the Strategic Transformation Plan is a key concern that requires legal construction and resolve. It also relieves the organization for key person risk and ethic violations, while enforcing a retention strategy that can adequately be backed by market-rate compensation packages that are north of fair.^{vi}

I appreciate the opportunity to submit these comments for your consideration. I understand I have provided a great deal of information in this letter, and welcome further discussion of these qualifying recommendations. If you have any questions, please do not hesitate to reach out. I am available most times at _____ or _____.

Thank you again for your time and consideration.

Very respectfully,

Sachin Gupta
Management
Associate

Department of Planning & Performance
Washington Metropolitan Area Transit Authority

ⁱ The basis for any project influenced by the Strategic Transformation Plan should clearly advertise which a) statutory requirements it meets, and b) the level of relative value analysis required to validate any program implementation plan. Regardless for how these two things are discussed internally, it reinforces a common language towards an a) institutionally proven and b) strategically aligned basis, respectfully. An example is, "a solar panel project advances the stewardship objectives by serving the Metro customer and non-Metro customer by creating solar energy for local residents and WMATA operations, and the implementation will be pursued only when a) WMATA has a strategic capability these negotiating agreements well, b) asset performance can be directly linked to

WMATA's sustainability/ESG-linked bonds, and c) any return-on-investment analysis is relatively aligned or better than the precedent transaction/comparable analysis used at the time of approval."

For current solar panel projects, lack of negotiating lease agreements well meant that **a)** the only adjustments negotiated were reductions (when rent payments pegged to inflation are industry-standard), **b)** owner/operator could create a separate LLC per project and the revenues from each LLC would not have to be the required sources of funds used to pay annual rent, **c)** owner/operator could collect changes in rent based on their own methods and sourcing of solar energy data taken from the solar panels with no guarantee for WMATA to access those systems, which could've been used later on to assess the system-wide cost/benefit for a WMATA-owned solar panel fleet, **d)** lack of enforcing a KYC to the potential ownership of an "equity investor" in the project-based LLC.

In this scenario, if I was on the other side, the \$325,000 in annual rent would be paid by the interest received from investing \$10mm of debt into a 30-year bond, which at 3.5% yield pays \$350,000, which covers annual rent. The 10mm of debt is collateralized by the \$10M of real property value assessed for the solar panels, whose revenues are variably linked to inflation and never to go below \$325,000 per year. Any annual tax assessment will further reduce the \$325,000 rent owed so the relative spread investing into this solar panel project LLC returns a fixed-income revenue stream that increases with inflation and increases with real property tax rates. Fannie Mae currently provides a loan-to-value that is "dollar-for-dollar basis based on equipment and installation cost, or the discounted present value of expected cost savings of the equipment over the useful life of the equipment."

If WMATA was the owner-operator, it could take the proceeds from a sustainability bond issuance – whose bond performance is linked to that of the solar panels – let's say \$10M and match it with \$10M equity provided by dedicated funding to create a "project" LLC. WMATA owns 51%, and any excess return created from the project could be mutually distributed between the "equity owners" of the project LLC, whereby the jurisdictions represented by the Board receive 49% of excess return as a proportionate share of funding representation between WMATA, DC, Maryland, Virginia, and the Federal Government. In general, this would meet any good faith needed for the General Manager to garner more financial support, but also it assures the performance of WMATA leadership and systemic performance of the Authority in a way that is strategically aligned with the institutions long-term financial sustainability objectives.

In a worst-case scenario of today's solar panel agreements, a foreign investor could become the largest equity owner of the LLC, and could also be an owner of WMATA's bonds, and could also be the largest producer of the solar panels used on WMATA property, in which case WMATA would be in managing a drawn out legal and public relations battle. While unlikely to happen, the notion that it can happen is an institutional risk that WMATA is not quite ready to absorb.

Furthermore, the basis for the solar panel project was discussed in terms of ROI, which became a popular term for further adoption of solar panels on WMATA property. But without relative value for how that ROI compares to the industry norm for solar panel projects of similar notional value, how productive is it to use ROI in isolation? Yes, a return on investment was made, but how was it proven that the most recent solar panel project was comparatively advantageous and institutionally responsible for WMATA to enter the solar panel industry relative to the other market participants? What was the ROI for all solar panel projects of this type and notional value for the past decade? The answer to these questions are unclear and level of retrospective analysis I have included here is not a level of sophistication the institution is ready to absorb.

ⁱⁱ In Texas, the Department of Education assigns operating budgets to school districts based on student attendance as a basis for dedicated funding, rather than the typical measure of performance of school districts used in other States such as student performance on state exams. It is not too difficult to conceive of a similar linear metric as the basis for capital/operating funding for WMATA. Similarly, WMATA is already assessed fines for not meeting the required bus/railcar dispatches per day and bus/railcars on time, so any requests for increased dedicated funding can be based on similar, easy to understand metric. I have established earlier that ridership is not the most pertinent metric for determining the intrinsic value of Metro's operations, despite it being the basis for evaluating our investment grade-credit rating and negotiations for more dedicated funding.

ⁱⁱⁱ For more information on GSA: <https://coe.gsa.gov/> and <https://www.gsa.gov/real-estate/design-and-construction/construction-excellence>

iv It's well known that the internal processes linked to operational funding and capital funding, such as task orders and program change requests, are designed to ensure compliance and steady-state determinations under WMATA leadership. However, these best practices are broadly interpreted in their applicability and accommodations for operational effectiveness, and designed to satisfy minimum of regulations and oversight they are subject to. Does it make sense to tolerate a WMATA Manual of Design Criteria where every applicable circumstance requires project implementation to go far above code/compliance? Without consideration of WMATA's cost relative to the market cost for meeting the SOGR requirement, the answer is unclear. Does it make sense that majority of projects and programs implement one concept of deployment rather than deploy multiple iterations of design to meet the same need of SOGR? While the answer is unknown, the inability to answer it (due to inherent flaws that have been institutionalized in capital program and delivery at WMATA) is more of a concern than the answer itself. Nonetheless, I am optimistic for the maturity of capital and operational planning and capital deployment at WMATA.

The characteristics of current planning and performance methods no different than the planning and performance management practices used in the 1980's for most government programming. For example, the annual practice of designating a handful of programs (\$200M+) for purposes of "contingency" for the entire budget was a necessary measure to deploy the large amounts of capital supporting late 1980's federal program efforts. These practices are readily used today whereby 1-3 capital improvement program funding assignments, under the guise of safety, reliability, security topics, will be used to fund most (if not all) task orders and program change requests that materially change the nature of the implementation plan developed at the inception of approval. For WMATA, contingency allocation is designed at the baseline level (averaging 30-40%) and further supported by the 10-20% contingency developed at the dedicated funding level, so the reasons for large magnitude in budgetary slippage and scope deviation are strong, but difficult to technically quantify. These characteristics imply a level of maturity observed in the 1980's, and if history is any indicator, then it awaits an approaching inflection point to assert changes to be made at the enterprise level to accommodate such practices or changes to be made to the practices themselves. Alleviating anything "strategic" or "pilot" at the project and departmental-level in order to focus their core function at WMATA is an example of an enterprise-level change that supports the legacy WMATA practice, which is better addressed in the long-term.

^v A good example of this is the consideration of a doing a low notional value (less than \$100mm) 100-year sustainability bond issuance. The level of interest from investors who play at the long end of the curve (i.e. pension funds, insurance companies, endowments, sovereign wealth funds) would likely put WMATA in a rare spotlight. The media attention following an announcement for a 100-year sustainably bond and one month roadshow would likely be the most productive, low-cost advertising campaign WMATA could engage in, regardless if WMATA ends up issuing the 100-year bond note. This would also lead other transit organizations to consider similar bond issuances, and in the case of WMATA where 100-year contracts are already norm for contracting/procurement, there exists a sensible opportunity for first-mover advantage that is both low-risk and supported by internal precedent.

^{vi} The need for WMATA to engage with public customers outside of its transit service offerings is an archaic method for incorporating stakeholders buy-in and has previously shown diminishing returns for value-added feedback (due to lack of participation, lack of knowledge to comment). WMATA would benefit from using the existing norms of public engagement to educate customers on its advertised plans, rather than relying on key personnel to be the facilitator between the WMATA organization and the public, which only further increases key person risk the organization cannot reasonably absorb should key persons endure issues that WMATA cannot possibly control or prevent.

Document Upload 2

Hello WMATA,

My name is Hannah Follweiler, and I am a rider and contractor for the Small Business Programs Office. I wanted to leave my feedback for the Strategic Plan. It is clear to see how much time and effort went into the Strategic Plan. I believe it is well thought out and seeks to improve Metro's experience for customers and employees. We must strive to do the best we can for the community.

One of the things I like about the Strategic Plan is the recognition of the need for talented teams. I have only been a part of my department for a month but as someone who is worked in many different workplaces, I'm very happy with the amount of training I have been given. I would hope this is an agency-wide practice. Proper training and skill development will help with employee retention. On page 26 of the Strategic Plan, you stated that Metro provides work flexibility. I think moving forward as we exit the pandemic this is one of the most important single factors in retaining the talent we already have. As for attracting new talent, partnering with universities and technical schools can increase potential candidates and help bring fresh ideas to Metro.

Another key component I wanted to highlight from the plan is identifying the need for ongoing community meetings and engagement. On page 32 of the plan it states, "Metro's success will depend on its integration with several economic partners as well as the community at large." Community engagement should help us understand the issues our community faces. We should partner with additional small and minority owned businesses when looking toward capital projects. This keeps our local economy strong. Personally, I think Metro should prioritize Transit Oriented Development (TOD) to achieve ridership goals. "Where people live can significantly affect their health, well-being, and upward mobility. Cities have invested in transit-oriented development (TOD) to spur growth, revitalize neighborhoods, and promote healthy communities." (Tehrani, 2021) Please read more about TOD from the citation below.

An added final thought I would like to make; although it's still important to have great service for those who commute, when you think about the city of DC it has more to offer than just jobs, so why do we treat our public transportation system like it's only offering is getting people to work? The pandemic has changed how and when we use metro bus and rail. Please also think about consumers who use public transportation for uses other than commuting to work during rush hour. There are many additional reasons why one would use the metro to get around including, but not limited to, grocery shopping, concerts, public meetings, sporting events, festivals, restaurants, museums, or seeing friends and family.

Thank you for your time,
Hannah Follweiler

Works Cited

Tehrani, S. O. (2021, February 24). *How Transit-Oriented Development Can Promote Equitable, Healthy Communities*. Retrieved from Housing Matters:
<https://housingmatters.urban.org/research-summary/how-transit-oriented-development-can-promote-equitable-healthy-communities>

Government of the District of Columbia Department of Transportation



DDOT's Comments on WMATA's Strategic Transformation Plan (STP)

February 13, 2022

Safety

- Identify the policies and procedures that WMATA is putting in place to decrease/meet zero fatalities.
- Include the safety measures that WMATA is implementing at Metro stations.
- Identify the violent versus non-violent crime incidents.
- Include fare evasion tactics that WMATA will deploy.

Equity

- Identify how WMATA is improving service for all communities.
- Parity between the % of customers with access to frequent bus and rail service (Include 6 min for both, for example).

General

- Indicate the final outcome of the STP and the data and metrics that it will incorporate.
- Indicate the destination access measure and the locations of jobs that are accessible within 30 or 60 minutes of Metro.
- Indicate if targets will be developed for each of the metrics and by jurisdiction.
- Provide more information on how metrics were determined.
- Include shared transit facilities that WMATA will use with other jurisdictions for battery electric charging.
- Indicate what percentage of renewable energy will be carbon-free.
- Include zero emission target- hydrogen fuel cell, battery electric- and whether it will be targeted for bus, rail and/or all of WMATA's services.
- Include regional partnerships- shared resources, shared knowledge and integrated services.
- Determine whether the STP is the appropriate place to have metrics for Metrobus. Would it be more appropriate to have OTP, or the % of residents with access to transit within X minutes included in the Bus Network Design and referenced in STP? Does the STP need to develop metrics or can they be pulled from other existing plans/documents?

- WMATA's Bus Priority team should be included under the STP's Regional Opportunity and Partnership as an initiative.
- The only way bus speeds are determined is via the destination access measure, and it's not a direct measurement (affected by where routes travel, land use changes, etc). Include a more direct measurement of bus speeds so we can better measure the effectiveness of bus priority improvements.
- Include accessibility measures for Metro stations and Metrobus stops.
- Where does MetroAccess fit into all of this?
- Include the cleanliness campaign that WMATA is undertaking.

Document Upload 4

February 13, 2023

Comments on WMATA Your Metro, The Way Forward, from Montgomery County Department of Transportation

Your Metro, The Way Forward (Plan) is developed to guide WMATA's strategies and actions over the next five years. The Plan defines the WMATA priorities and connects the mission, vision, and goals with actions for both day-to-day activities as well as for the long-term period.

The metrics and targets are laid out to measure progress against the plan. The strategic plan requirement has its origins in the Virginia legislation for dedicated funding. The Plan is envisioned to be updated approximately every four years. The Plan is for all of Metro, and does not call out Virginia or the other jurisdictions specifically.

We offer comments on seven areas for consideration in the final Plan document.

1. Equity and Climate Policy Analysis: The Plan reflects the GM/CEO proposed FY24 budget priorities and emphasizes equity and climate actions, however, there is no formal Board approved process to consider equity and climate in day-to-day practices. We recommend that the Metro Board should consider adopting resolutions similar to the Metropolitan Washington Council of Government (MWCOC) resolutions on equity and racial justice and on reduction in greenhouse gases. With Board adoption of equity and greenhouse gas resolution, each action before the Board should be reviewed for Racial Equity/Social Justice and for achieving regional climate goals.

2. Addressing Personal Security: Recently the Metrorail and Metrobus system has seen an increase in serious crime including shootings at rail stations and at bus stops. The riding public is still experiencing a reduction in transit ridership and now with increase in violent crime it will be more difficult to recapture these riders. Metro must emphasize the need for additional police presence at rail stations and on a number of bus routes that experienced an increase in serious crime. The Plan needs to stress this need to return to operating a safe system for passengers and employees.

3. Partnership with Safety Regulators: The Plan does not reference the importance of satisfying the Washington Metropolitan Safety Commission and National Transportation Safety Board open orders in a timely manner and to develop a good working relationships with the safety oversight agencies. This should be an integral part of the safety system and recognized in the Plan.

4. Parking and Bus Access to Metrorail Stations: The Plan has several references to "right size parking and bus facilities" to support transit-oriented development at rail stations. While this is an admirable goal, Metro's highest priority is to use its assets to support bus and rail operations regardless of the benefits of right sizing for development opportunities. Metro purchased real estate for transit purposes and this needs to be Metro's top priority. Reducing parking capacity and bus bays to reduce the cost of development is short sighted and should not be a feature of the Plan, rather a consideration when analyzing long term operational needs.

5. Rail System Ridership Emphasis: The current posture of the Plan and the draft FY24 budget is to focus attention on the core area to increase the number of trains per hour and improve on service quality. This focus on the core may lead to decisions that disadvantage many of the suburban rail riders through longer headways between trains and the simplified fare system could see an increase in fares for long distance riders of approximately 70% from \$3.65 max fare in the off-peak to a new max fare of \$6.50. The Plan must recognize there is a balance between the shorter distance rider and the longer distance rider and any one segment of riders should not have a greater burden of fare increases or reductions.

The longer distance rider may deliver the largest reduction in greenhouse gases by using transit versus the shorter distance rider.

6: Longer Term Financial Strategy. The Plan recognizes the high priority need to generate additional capital and operating funding, starting in FY25. The plan does put forth a strategy to increase both operating and capital funding to the extent needed in the future. The plan should set out some high priority actions needed by federal and state and local agencies to meet these needs and how Metro will adjust operating and capital budgets if the needed funding is not realized.

7. Metro Transformation. One proposal in the Plan is for Metro to establish a new office to pursue Metro Transformation activity and monitor progress. Metro should reexamine this proposal because there may already be an office that can accomplish these goals without adding a new office.

Montgomery County Department of Transportation appreciates the opportunity to review and comment on WMATA Your Way and looks forward to continued discussions in the future.



February 13, 2023

Ms. Jennifer Ellison Board Corporate Secretary

Washington Metropolitan Area Transit Authority (WMATA) 600 Fifth Street, NW

Washington, D.C. 20001

Re: Proposed WMATA Strategic Plan

Dear Ms. Ellison:

On behalf of the City Council, this letter is in support of the objectives proposed in the WMATA strategic plan. The City has long supported transit and the vital benefits it provides to our region. We understand the safety, reliability, and budgetary challenges faced by WMATA. The City agrees that community partnerships and engagement are critical to addressing these challenges. Keeping WMATA running is critical to our region's economy, our efforts to reduce greenhouse gas emissions, and our efforts to advance equity and accessibility.

Regarding the strategic plan objectives, the City has the following comments:

1. Safety

- The City supports more collaboration regarding safety in jurisdictions where incidents similar to the recent Potomac Avenue event are occurring, and work with local governments to improve safety
- The City supports increased use of video surveillance, including in train cars themselves
 - Bringing the media and public into that process will be important in order to address privacy and other concerns
- The City supports WMATA looking for ways to increase visible law enforcement presence on the system
- The City supports the installation of safety-oriented station and bus stop infrastructure to improve passenger and employee safety
- The City supports implementation of a Safety Management System for Metrobus and Metrorail

2. Reliability

- The City supports efforts to increase reliability and on-time performance, as well as quality assurance in information and messaging
 - The City understands that recent cuts to service frequencies have negatively impacted wait times
- The City supports upcoming work involving replacement of original rail scheduled for this summer, including on the Orange and Silver lines
 - This approach will help increase passenger safety, and reduce frequency of

needed repairs

- The City supports an emphasis on public communication during the loss of rail service through the upcoming shutdown
- The City supports increasing the number of 7000-series trains and beginning 8000- series train implementation

3. Long Term Funding

- The City supports WMATA's efforts to obtain dedicated, ongoing, regional funding to support multi-year operating and capital plans and steward public investment.
 - The City is particularly concerned with the projected FY2025 operating budget gap of \$738 million, which is expected to grow to \$924 million by FY2029
 - The City supports the plan of WMATA's General Manager to speak with leadership in Annapolis and Richmond regarding how to fund WMATA
 - The City supports attempts to obtain additional federal funding for WMATA
 - The City supports right sizing rail and bus service levels to demand to address projected operating gaps
 - The City supports increased transparency regarding jurisdictional funding and billing
- The City supports efforts to increase ridership and revenues through optimized advertising strategies, and expansion of non-fare, non-advertising revenue
- The City supports improving asset management and cost-effective sourcing of materials and contract services
- The City supports mitigating fare evasion to increase fare revenue

The City looks forward to working with WMATA and the other funding jurisdictions to move forward with strategic initiatives to address safety, reliability, and long-term funding challenges facing transit in our region.

Sincerely,

A handwritten signature in black ink, appearing to read "F. Wyatt Shields". The script is cursive and fluid, with the first name "F." being more prominent.

F. Wyatt
Shields
City
Manager
r

cc: City of Falls Church Council
Members Cindy L. Mester,
Deputy City Manager Kiran
Bawa, Director of Finance
Melissa Ryman, Deputy Director
of Finance Paul Stoddard,
Director of Planning
Kerri Oddenino, Senior Planner



Written Comments
of
Sierra Club District of Columbia Chapter

Regarding the Washington Metropolitan Area Transit Authority (WMATA)
Strategic Transformation Plan

14 February 2023

Metro Board of Directors:

Thank you for the opportunity to submit written comments on Your Metro, The Way Forward, the proposed Strategic Transformation Plan for the Washington Metropolitan Area Transit Authority ("WMATA" or "Metro").

Sierra Club is America's largest and most influential grassroots environmental organization, with millions of members and supporters. Here in DC, we have 3,000 dues-paying members and many thousands of supporters.

We recognize Metro is a part of what makes the DMV area a special place to live, work, and play. We express our gratitude to WMATA's workforce for keeping Metro running despite the challenges of recent years. Our region's ability to fully emerge from the pandemic, mitigate global warming, and ensure everyone has the ability to get around the District as sustainably and healthfully as possible depends on Metro's ability to electrify and modernize. An effective, high- functioning transit system allows millions of people in our metro region to live in less car- dependent, more compact neighborhoods, where trips are shorter and can be taken by much more energy efficient modes like public transit. We strongly encourage Metro to comply with DC's climate laws and embrace the opportunity—afforded by newly available federal funds—to be a more sustainable, reliable, safe, and equitable entity.

Metro faces numerous challenges, one of which is its heavy responsibility, as a major public transit entity in the nation's capital, to help DC, Virginia, and Maryland meet their legally binding climate commitments in both the short and long term. Our national and local carbon reduction goals require both shifting more trips away from vehicles, and making sure that vehicle trips—including those on transit vehicles—are powered by clean energy.

However, Sierra Club cannot adequately provide feedback on WMATA's plans while these plans lack concrete strategies or interim targets to support the implementation of WMATA's

climate goals. Meanwhile, WMATA is lagging behind other cities' transit fleets in terms of the ambition of its goals and its use of readily available federal funding sources to achieve these goals.

Sierra Club recently submitted comments on the much shorter and less specific transformation plan issued by WMATA late last year, and while the slightly higher level of detail in the latest draft plan is preferable, WMATA still has a long way to go in terms of providing specificity about its goals and transparency about the tangible steps it is taking to implement these goals. In submitting these comments, Sierra Club urges Metro to improve its services and electrification efforts so that sustainable public transportation in the District can take the form of zero-emission battery-powered buses and take on a greater share of the trips that people make every day in the metropolitan area.

Jumpstarting electrification

DC has some of the nation's most ambitious climate goals. The Climate Commitment Amendment Act¹ calls for the District to achieve a 60% reduction in greenhouse gas ("GHG") emissions by 2032 and carbon neutrality by 2045. The Clean Energy DC Omnibus Act² requires "all public buses" and "privately-owned fleets with a capacity of 50 or more passengers" to be "only zero-emission vehicles in the District by year 2045." As noted in the DC Department of Energy & Environment ("DOEE")'s Transportation Electrification Roadmap,³ which was released last August, the electrification of bus fleets is especially critical for reaching the District's GHG emission reduction goals.

Electrifying WMATA's bus fleet

DOEE's Transportation Electrification Roadmap explicitly incorporates WMATA in its plan for achieving DC's climate goals, stating, "[a]s WMATA finalizes its fleet transition plan, the District will work with the battery electric team to lower barriers identified in its plan, and to hasten projects for BEB [(Battery Electric Bus)] operations in the District." DOEE emphasized WMATA's importance in complying with DC climate law, explaining that "the transition of WMATA passenger bus assets is a critical component to meaningful transit electrification in the District" and "WMATA is a linchpin in any efforts to decrease the District's greenhouse gases." DOEE added, "[p]artnering with WMATA to transition the fleet of transit buses to BEBs will further drive down GHG emissions and eliminate air pollution caused by diesel fuel, decreasing exposure to air toxins for both residents and visitors."

This Roadmap illustrates that the DC government correctly and transparently recognizes WMATA's pivotal role in making this region cleaner, healthier, and innovative in adopting and achieving ambitious GHG emission reduction goals. This was made even more obvious in a February 1, 2022 resolution,⁴ unanimously adopted by the DC Council, calling on WMATA to electrify its fleet. Titled "Sense of the Council Urging WMATA's Bus Fleet Electrification

¹ D.C. Law 24-176.

² D.C. Act 22-583.

³ DC DOEE, *Transportation Electrification Roadmap*, https://doee.dc.gov/sites/default/files/dc/sites/ddoe/service_content/attachments/Final%20DC%20Roadmap%20sm.pdf. ⁴ *PR24-0154 - Sense of the Council Urging WMATA's Bus Fleet Electrification Resolution of 2021*, <https://lims.dccouncil.gov/Legislation/PR24-0154>.

Resolution,” this document dictated, “Going forward, WMATA must buy only electric buses, meaning that Metro’s entire fleet would be fully electric by 2038[.]” The resolution called on WMATA to “cease investment in diesel and compressed natural gas fueling infrastructure that risks becoming a stranded asset, including abandoning current plans to install compressed natural gas fueling apparatus at the Shepherd Parkway Bus Division in Southwest D.C.”

WMATA, in contrast, could hardly be less transparent in describing its own GHG emission reduction goals and its strategies to achieve these goals. It is only at the very end of the Strategic Transformation Plan’s appendix that WMATA even mentions its goal of transitioning to a 100% zero-emission bus fleet by 2045. WMATA inexplicably couples “financial sustainability” and “environmental sustainability” in the same section of its Plan, even though its finances and environmental measures are completely distinct topics that merit separate analyses. WMATA includes the vague terms “[a]dopt decarbonization strategy” and “plan for transition to zero emission bus and non-revenue vehicle fleet” as two examples of its environmental sustainability initiatives, without any description of what these strategies concretely entail. Nowhere in its Plan does WMATA explain what its interim electrification goals are, or what steps it intends to take to achieve these goals.

From reviewing documents that WMATA has produced in other contexts and at other points in time, Sierra Club has attempted to piece together a more detailed version of WMATA’s real five- year plan. According to the Metrobus Fleet Management Plan,⁵ published in December 2021, WMATA is planning on procuring 375 methane-burning compressed natural gas (“CNG”) buses, compared to only 125 electric buses from FY 2024 through FY 2028. Even as late as FY 2029, WMATA is planning for half of its bus purchases to be CNG-powered buses. If WMATA has made its plans more climate-friendly than this since 2021, it is impossible to tell, because WMATA’s Strategic Transformation Plan lacks any details about WMATA’s zero-emission bus procurement goals.

WMATA’s plan to acquire a mostly CNG-powered fleet for the remainder of the decade is out of step with other public transit agencies’ immediate procurements of electric vehicles. The DC Circulator fleet,⁶ by contrast, has been operating electric buses since 2018, is planning to acquire only electric buses going forward, and anticipates having a fully electric fleet by 2030. Looking at a larger local transit fleet, the Maryland Transit Administration⁷ bus fleet is committed to purchasing only battery-electric buses starting now. It is acquiring seven new electric buses this year, and will acquire 70 electric buses per year beginning in 2025, which means that half of its over 700 buses should be electric by 2030.

WMATA’s plan to continue relying on CNG-powered buses is also inconsistent with DC climate law. WMATA paints an image of a cleaner fuel supply, potentially running on “renewable” natural gas (“RNG”), but CNG-powered buses—even those powered by supposedly “renewable” sources of gas—emit methane, a potent GHG with 84 times the global warming potential of carbon

⁵ *Metrobus Fleet Management Plan*, <https://www.wmata.com/initiatives/plans/upload/Metrobus-Fleet-Management-Plan.pdf>.

⁶ *DC Circulator Transit Development Plan 2020 Update*, https://www.dccirculator.com/wp-content/uploads/2022/07/DC-Circulator-2020-TDP_052022_Final.pdf.

⁷ *Maryland Zero Emission Bus Transition Act Legislative Report*, <https://zeb.mta.maryland.gov/wp-content/uploads/2023/02/ZEB-Legislative-Report-Dec-2022.pdf>.

dioxide. According to the Washington Post,⁸ data collected by the Argonne National Laboratory shows that buses fueled with CNG have nearly the same level of GHG emissions as diesel buses in many circumstances. Increasing DC's methane emissions will significantly undercut DC's ability to reach a 60% emission reduction by 2030 and carbon neutrality by 2045. According to the *National Capital Region Transportation Planning Board (TPB) Climate Change Mitigation Study of 2021*,⁹ the scenario that gets us the closest to meeting the Metropolitan Washington Council of Governments' goals for GHG emissions includes having 100% electric buses on the road by 2030.

Additionally, WMATA fails to acknowledge the heavy uncertainty surrounding the future technological feasibility, availability, and prices of RNG and hydrogen, which WMATA touts as alternatives to CNG. As one illustration, a recent study¹⁰ shows that RNG can be up to 17 times more costly than fossil gas, and even if the gas industry spent two decades ramping up sources of RNG production, the total supply of RNG would cover only up to 13% of the current demand for fossil gas. WMATA's planning documents also fail to engage with the complications of relying on hydrogen as a source of fuel. To illustrate some of those potential issues, the Maryland Transit Administration is initiating its fleet electrification using battery-electric buses rather than hydrogen fuel cell buses, noting that battery-electric buses "are more widely available and have been deployed in greater quantities in the U.S. transit market" and "have lower initial capital costs for both rolling stock and charging infrastructure," and hydrogen fuel cell buses can be "incompatible with existing fire safety codes."¹¹

WMATA should also be increasing electric charging infrastructure at its bus garages. In its December 2021 Fleet Management Plan, Metro noted that "[t]he rate at which Metro can transition to electric buses will be largely constrained by facility and charging system capacities, and both areas will take a decade or more to build out." WMATA cannot simply use these long lead times of reconfiguring its bus garages as an excuse not to electrify its fleet; multiple major transit agencies around the country are working on upgrading their bus facilities at the same time that they transition their fleets to electric buses. In the same December 2021 report where WMATA acknowledged that it needs to prepare its garages for electrification, it counterintuitively admitted that it is increasing CNG fueling capacity at its Shepherd Parkway and Bladensburg garages. This is the pivotal time for Metro to be acquiring federal funds and taking concrete steps to build out a clean battery-electric fleet, not further entrenching itself in a dirty, outdated fossil fuel-based transit system. While WMATA's plans to open the new Northern Bus Garage¹² with 100% zero-emission buses are a laudable step, WMATA should not be powering that new building with fracked gas in lieu of electricity.

⁸ *Federal program to cut bus emissions gets a Senate mandate*, <https://www.washingtonpost.com/transportation/2021/08/17/infrastructure-polluting-buses-mandate/>.

⁹ *TPB Climate Change Mitigation Study of 2021*, <https://www.mwcog.org/tpb-climate-change-mitigation-study-of-2021/>.

¹⁰ *Rhetoric vs. Reality: The Myth of "Renewable Natural Gas" for Building Decarbonization*, https://earthjustice.org/sites/default/files/feature/2020/report-decarb/Report_Building-Decarbonization-2020.pdf.

¹¹ *Maryland Zero Emission Bus Transition Act Legislative Report*, <https://zeb.mta.maryland.gov/wp-content/uploads/2023/02/ZEB-Legislative-Report-Dec-2022.pdf>.

¹² *Metro Celebrates Groundbreaking, Announces New Northern Bus Garage to Open with All Zero-Emission Bus Fleet*, <https://mayor.dc.gov/release/metro-celebrates-groundbreaking-announces-new-northern-bus-garage-open-all-zero-emission-bus>.

There are also cost savings associated with electrifying WMATA's fleet sooner. As a Sierra Club report on WMATA's bus fleet shows, there would be a savings of at least \$350 million over a 15-year time period if 50% of WMATA's fleet were electric. According to that report, fully electrifying WMATA's fleet would save the DMV region more than \$8 million per year in health care costs.¹³

WMATA should heed the DC Council's resolution and GHG emission reduction mandates in DC law by formally committing to buying only electric buses beginning in 2023, rather than any additional buses that use CNG, RNG, or hydrogen, and to ceasing its plans to expand its gas infrastructure. Sierra Club urges WMATA to produce a final version of its Strategic Transformation Plan that incorporates the above feedback about increasing transparency and specificity, and includes concrete details about how WMATA plans to achieve its fleet electrification goals. This would be consistent with the DC Council's resolution on WMATA, which called on WMATA to "commit to releasing an annual progress report identifying milestones, challenges, and ongoing actions that facilitate rapid electrification."

WMATA should be hastening its timeline toward zero-carbon emissions with a cleaner, all-electric bus fleet and infrastructure, not locking us into a future with more polluting methane, a greenhouse gas more potent than the carbon dioxide emitted by petroleum-fueled buses, or the continued negative health effects and harms from fossil fuel combustion.

Taking advantage of federal funding

In its Strategic Transformation Plan, WMATA repeatedly groups financial sustainability with environmental sustainability, potentially as a means of implying that WMATA may not be able to achieve the latter if it lacks the former. However, WMATA should not be creating a false choice between bolstering its financial condition and transitioning to a zero-emission bus fleet. WMATA should be applying for and acquiring millions of dollars in available federal funding, which would enable WMATA to achieve both of these goals simultaneously. In doing so, WMATA would be adhering to the DC Council resolution's instruction that WMATA "immediately apply for applicable federal funding[.]"

The Infrastructure Investment and Jobs Act provides an unprecedented amount of federal funding for acquiring zero-emission transit buses. For example, the Low-No NOx grant program, administered by the Federal Transit Administration, contains \$1.1 billion to allocate toward state and local governments' purchases or leases of zero-emission transit buses and "supporting facilities."¹⁴ A total of \$1.7 billion is currently available in federal grants under that program, and WMATA should apply¹⁵ for these funds by the upcoming April 13, 2023 deadline. Sierra Club is

¹³ *A Vision for Climate Leadership in Washington, DC*, https://www.sierraclub.org/sites/default/files/press-room/WMATAREport_Web.pdf.

¹⁴ *Low or No Emission Vehicle Program - 5339(c)*, <https://www.transit.dot.gov/lowno#:~:text=The%20Low%20or%20No%20Emission,leasing%20of%20required%20sup%20porting%20facilities>.

¹⁵ *Low or No Emission and Grants for Buses and Bus Facilities Competitive Programs FY2023 Notice of Funding Opportunity*, <https://www.transit.dot.gov/notices-funding/low-or-no-emission-and-grants-buses-and-bus-facilities-competitive-programs-fy2023>.

willing to provide support and assistance to WMATA in applying for grants such as these. As another example, the Competitive Bus & Bus Facilities grant program allocates \$1.9 billion toward purchasing and leasing zero-emission buses and bus equipment.¹⁶ Additionally, the Congestion Mitigation and Air Quality Improvement grant program provides \$2.5 billion to states for “the purchase of diesel replacements, or medium-duty or heavy-duty zero emission vehicles and related charging equipment.”¹⁷ We urge WMATA to seek funding under these grants, and any other available funding, for the purposes of swiftly and effectively electrifying its fleet.

Metro is lagging behind other cities’ transit agencies in its applications and acquisitions of federal grants. It is very difficult to find any public information about WMATA’s attempts to acquire federal funds, and the Strategic Transformation Plan includes no reference to the existence of these grants, much less WMATA’s plans to apply for funds under these grants. If one carefully reads Metro’s FY2023 budget, it becomes apparent that Metro received \$0.6 million in funding under the Congestion Mitigation and Air Quality Improvement grant program, which is a relatively low sum. And although the grant amount is not specified in Metro’s FY2023 budget, the Federal Transit Administration’s list of awarded Low-No NOx grants does reflect that Metro received a \$4.1 million Low-No grant for purchasing electric buses and charging infrastructure.

In contrast, other transit agencies have publicly available information about the millions of dollars in federal grants for zero-emission buses that they have already received. For example, in the Philadelphia region, the Southeastern Pennsylvania Transportation Authority (“SEPTA”) is using

\$23 million in recently acquired federal funds to electrify its fleet of transit buses.¹⁸ In Boston, the Metropolitan Bus Transit Authority (“MBTA”) received \$116 million for purchasing battery- electric transit buses.¹⁹ New York’s Metropolitan Transit Authority (“MTA”) also received \$116 million in federal grant money for electric buses.²⁰ By failing to acquire significant sources of these federal funds, WMATA is undercutting both its financial and environmental sustainability, and publicly falling behind its sister transit agencies.

Sierra Club strongly recommends that, either in this Strategic Transformation Plan or through other publicly available planning documents, WMATA provide information and regular updates about its applications and acquisitions of sources of federal funding. Sierra Club is familiar with the requirements for obtaining these grants and would like to serve as a resource for assisting WMATA in acquiring and efficiently using federal grants for electrification. However, in order to make this possible, WMATA must be more transparent with Sierra Club, other environmental organizations, and members of the general public.

¹⁶ *Grants for Buses and Bus Facilities Program*, <https://www.transit.dot.gov/bus-program>.

¹⁷ *Congestion Mitigation and Air Quality (CMAQ) Improvement Program*, <https://www.fhwa.dot.gov/bipartisan-infrastructure-law/cmaq.cfm>.

¹⁸ *SEPTA gets \$23 million for adapting bus depots for electric and hybrid vehicles*, <https://why.org/articles/philadelphia-septa-bus-depot-upgrades-electric-hybrid-vehicles/>.

¹⁹ *Massachusetts Receives Almost \$189 Million in Federal Grant Funding Toward Clean Energy for Public Transportation*, <https://www.mass.gov/news/massachusetts-receives-almost-189-million-in-federal-grant-funding-toward-clean-energy-for-public-transportation>.

²⁰ *MTA gets \$116 million for new electric buses in NYC*, <https://www.nydailynews.com/new-york/ny-mta-electric-battery-buses-schumer-federal-funding-20220810-5ibasrwidzc2thhk5cunpbbfea-story.html>.

Using credible metrics for sustainability targets

Sierra Club strongly urges WMATA to develop reliable metrics that track its progress toward meeting GHG emission reduction and other sustainability goals, and to create public-facing dashboards to display this data.

It is critical that there be transparency and adequate documentation on how WMATA's environmental metrics are calculated in order to ensure public confidence, particularly in relation to its metric on GHG emissions—this data and documentation must be readily accessible to and viewable by the public. For calculating GHG emissions, we recommend that WMATA use Argonne National Laboratory's Alternative Fuel Life-Cycle Environmental and Economic Transportation (AFLEET) tool.²¹ It is also important that this data be refreshed on a periodic basis and the latest refresh date be displayed. WMATA may want to look into using data visualization software like Qlik Sense or Tableau, which can be set to automatically refresh and can be embedded in a web page. Lastly, there should be a way for WMATA's customers to communicate with the team that is responsible for managing the data, and ideally be provided a specific point of contact at WMATA, in case customers have any questions, concerns, or feedback about WMATA's emissions-tracking metrics.

We also noticed that the types of sustainability metrics in the Strategic Transformation Plan look different from those included in WMATA's FY2023 proposed budget, which appeared to show Metro falling short of its targets for water use, energy use, and GHG emissions for FY2019 - FY2021. Concerningly, these metrics appear to have been dropped altogether from the final FY2023 budget. If WMATA genuinely intends to reduce its GHG emissions and resource usage, it should also provide reliable metrics of these variables in a publicly accessible format.

The Strategic Transformation Plan should also explain the differences in sustainability metrics between the plan and WMATA's FY2023 budget, which environmental variables WMATA intends to measure, the metrics that WMATA intends to use for these variables, and whether progress has been made toward meeting WMATA's GHG emission reduction goals.

Increasing ridership

In addition to directly reducing GHG emissions by electrifying its fleet, WMATA has a large role to play in reducing vehicle emissions in DC by increasing residents' usage of public transit. According to the District of Columbia's *Multimodal Long-Range Transportation Plan*, also known as "moveDC", transportation is the District's second leading source of GHG emissions, accounting for 21% of such emissions.²²

²¹ *Alternative Fuel Life-Cycle Environmental and Economic Transportation (AFLEET) Tool*, https://greet.es.anl.gov/afleet_tool.

²² *Multimodal Long-Range Transportation Plan*, <https://movedc.dc.gov/>.

Increasing transit ridership is key to reaching the DOEE's Sustainable DC 2.0²³ targets for increasing the use of public transit to 50% of all commuter trips in all wards and reducing GHG emissions by 60% from the transportation sector by 2032, a key step toward reaching the District's overarching goal of carbon neutrality by 2050.

More frequent, reliable trips

Sierra Club is heartened that WMATA's Strategic Transformation Plan includes a near-term focus on implementing more frequent service on the Green, Yellow, and Orange lines, metrics for measuring the percentage of customers' rail trips with six minutes or better frequency, and operational changes to improve reliability through maintenance and operations plans. We are pleased to see WMATA's move toward more frequent service by increasing service²⁴ in February to 12 minutes for certain Blue, Orange, and Blue Plus line trips, and expanding eight-minute frequency to more Red Line trips.

As moveDC explains, transit's convenience and attractiveness to the public is determined by high-frequency service, defined as a five minute or lower wait for rail and 10 minutes or lower for buses. This tracks with WMATA's Better Bus Network project survey,²⁵ which found that "[s]horter wait times and on-time arrivals are among the most important factors for current and potential customers."

Sierra Club therefore encourages WMATA to work toward improving service frequency in the future to at least every 10 minutes for all rail lines and bus routes. An increase of this kind would make riding Metro a more convenient and appealing option for more DC residents and visitors, increasing ridership and revenue and reducing global warming pollution. People would be more likely to choose Metro if there was an easy to remember, across-the-board schedule that truly felt frequent. This would help with Metro's "financial sustainability" as well. Improved service begets more ridership and, in turn, more revenue.

Equity

Metro should also be centering equity in its planning process. Improving transit access and ridership will help low-income communities, communities of color, and disabled individuals by facilitating residents' ability to travel around the District and reducing air pollution in communities of concern.

The "Regional Opportunity and Partnership" section has several laudable ideas for reshaping transit's role after the pandemic permanently reshaped travel patterns around the region. Implementing a redesigned bus network, simplifying fares, and planning for transit-adjacent land

²³ *Sustainable 2.0 DC Plan*,

https://sustainable.dc.gov/sites/default/files/dc/sites/sustainable/page_content/attachments/sdc%202.0%20Edits%20V5_web_0.pdf.

²⁴ *Metrorail to run more rush hour trains during busiest days of the week starting*

Feb. 7, <https://www.wmata.com/about/news/Metrorail-Blue-Orange-Service-Improvements-Feb7.cfm>.

²⁵ *Better Bus*, https://wmata.com/initiatives/plans/Better-Bus/upload/Better-Bus_Phase-1-Engagement-Summary_FINAL.pdf.

uses to maximize ridership will all help to ensure that more people can benefit from WMATA's services. WMATA must remind its partners in local government that their investment in transit is most useful when more of their residents live and work near transit.

According to moveDC, the areas in the District with the greatest transportation needs are defined by factors such as residents' proximity to frequent transit service and their commute times.²⁶ People of color, low-income residents, and people with disabilities make up a larger percentage of the population in areas with greater transportation needs than in other neighborhoods in the District. Sierra Club recognizes transit equity as a civil right and calls for "investments in safe, reliable and affordable public transit service, including improved wages, benefits, training, and health and safety protocols to expand and retain the workforce" and ensure access to transit for all.²⁷

Last year, Sierra Club noted the release of an important new report, titled "Invest in Transit Equity, Invest in Transit Workers," which was produced by the Alliance for a Just Society, the Labor Network for Sustainability, and Transit Center.²⁸ That report describes how "inadequate investments in job quality" for our public transit workforce have worsened transit service in cities, towns, and states nationwide. The report concludes that equitable transit service depends on having adequate staffing and a "stable, skilled, and experienced public transit workforce." By investing more in developing such a workforce, transit agencies can improve racial equity and economic outcomes across our communities. Sierra Club noted that the "report calls on transit agencies to work with their employees—through their democratically elected union representatives—to address staffing issues, including pay, benefits, health and safety protections, and training."

Reducing air pollution from fossil-powered buses is also especially important in communities of color and low-income communities across the District, which face disproportionately high levels of pollution and climate change impacts—as well as resulting in increased incidence of associated negative health outcomes, disease, and premature death.

According to the District's Transportation Electrification Roadmap, Black residents experienced three times as many deaths per capita from cardiovascular disease as white residents, and children living in predominantly Black communities have significantly higher asthma-related emergency visits—up to nearly 20 times higher—than those in majority-white communities. WMATA needs to take immediate steps to reduce this unacceptable disparity in public health outcomes, not continue to place fossil-powered buses on its roads.

Increasing and improving service in these areas and getting more people from all parts of the city out of private vehicles and off of DC's roads are other critical steps for addressing these inequities.

²⁶ *Multimodal Long-Range Transportation Plan*, <https://movedc.dc.gov/>.

²⁷ *Climate, Labor, Civil Rights, Faith & Transit Rider Groups Honor Transit Equity Day for Fifth Year, Underscoring Demands for Greater Access to Safe, Reliable & Affordable Transit*, <https://www.sierraclub.org/press-releases/2022/02/climate-labor-civil-rights-faith-transit-rider-groups-honor-transit-equity>.

²⁸ *Report: Invest in Transit Equity, Invest in Transit Workers*, <https://transitjustice.org/report-invest-in-transit-workers/>.

Safety

Sierra Club appreciates the safety objective and metrics related to crimes and injuries in the Strategic Transformation Plan. Given continued tragedies in the news²⁹ and questions about rail safety,³⁰ we would also like to see more specifics about the different types of safety risks being addressed by Metro, such as collisions, COVID-19, crime, derailments, fires, and injuries. As noted above, Sierra Club is unequivocal in our position that “greater access to safe, reliable and affordable transit service is the shortest route to an equitable society” and that Metro should partner with transit workers and the community to take every reasonable step to ensure this objective is met— doing so is a win for our climate, our economy, and our communities.

Conclusion

For the reasons expressed above, we urge Metro to take bold action to electrify its fleet, increase its ridership and reliability, take advantage of all available federal grant opportunities, and drive toward a more equitable and just future for our region. This is Metro’s moment to be a sustainability leader among its sister transit agencies. We also urge Metro to be transparent and clear on its policies, so that Sierra Club and other members of the public may track its progress toward meeting its goals. We look forward to Metro’s swift action on these fronts, and are keen to partner with Metro—and hold Metro accountable—in the process of helping Metro define and achieve that success. Thank you for taking the time to consider these comments.

²⁹ *Gunman Goes on Rampage at DC Metro Station Leaving Worker Dead and 3 Injured*, <https://www.nbcwashington.com/news/local/2-shot-at-potomac-ave-metro-station-train-service-suspended-officials/3268603/>.,

³⁰ *Metro enhancing rail operator training following internal safety investigation*, <https://www.wmata.com/about/news/enhanced-rail-operator-training.cfm>.

Document Upload 7

From: Stuart M Whitaker, Falls Church, Virginia

To: Metro

Subject: #YourMetro, The Way Forward

Date: February 14,

Strategic plans, including missions and visions, are critical to organizations because they provide information and guidance to employees and the community about the organization and because they help determine the metrics that are used to evaluate the organization's performance.

I am a member of the Falls Church City Citizens Advisory Committee on Transportation (CACT), though these comments are my own. I assume most people who are involved with Metro in any way want it to succeed so I won't but mention the advantages that public transit has to issues including the environment, our economy, safety, economic opportunity, and social justice. I am a huge Metro proponent--I rode it all through the pandemic, including 520 trips in 2022. I am submitting these comments because I am concerned about Metro's mission and vision.

First and foremost I am concerned because Metro doesn't see itself as a competitor in what is a very a dynamic transportation market.

Automobile companies are spending billions of dollars on product development, marketing, and lobbying to take Metro's customers away. For those who doubt that Metro is in a competitive and dynamic transportation market, consider of the 62 ads on this year's Super Bowl the six ads promoting automobile transportation from Jeep, Kia, WeatherTech, Uber One, GM, and finally RAM's Premature Electrification ad, the last of which the Washington Post ranked among the top five ads.

Let me give one example where a failure to recognize this competitive environment has been and remains a problem. People and businesses make investment decisions that have long term impacts. Before construction began on the newly opened toll road on I66 outside the beltway, the public private partnership secured a provision in the contract that restricts extension of Metro's Orange line until ten years after toll service began. The toll operator understood that it was going to be competing with Metro and it sought to eliminate its competition not in the free market but through regulatory restrictions. Metro on the other hand failed to understand that it was in competition, and it did nothing. With the help of local governments and the silence from Metro, the development that will occur over the next decades that will be facilitated by the toll road extension will present a challenge to Metro that will be almost insurmountable.

The Executive Summary lays out the essence of this plan:

"Metro's mission: Your Metro – Connecting you to possibilities

Metro's vision: The region's trusted way to move more people safely and sustainably"

The Summary goes further saying that "Metro's vision will be achieved by advancing four goals," namely service excellence, talented teams, regional opportunity and partnership, and sustainability. While those goals are all nice to have, the plan is more tactical than strategic and doesn't foretell a transformation, but rather more of the same. The plan should be redone to reflect the competitive environment and the contribution that public transit should make to our community.

Document Upload 8



February 14, 2023

Mr. Randy Clarke
Washington Metropolitan Area Transit Authority
300 7th Street SW
Washington, DC 20024

Dear Mr. Clarke,

On behalf of the Arlington Chamber of Commerce, I would like to express support for the Strategic Transformation Plan. The Chamber strongly believes Metro to be a crucial element in a strong Arlington economy. A reliable, dependable, and safe metro is essential to our workforce and our residents to go to their place of work or leisure.

The Chamber supports the Plan's focus on promoting service excellence, retaining and attracting excellent staff, promoting regional opportunity, and extending sustainability. We are hopeful that projects such as the reimagining of the Metrobus networks will serve to better extend the ability for Arlington residents to use reliable, convenient, and enjoyable transit service.

The Chamber is especially pleased that the Plan emphasis regional opportunity and partnership. Arlington is home to eleven Metrorail stations and dozens of Metrobus stops. Metrorail in particular serves as the backbone of Arlington's transportation management program and as a primary driver of economic development not only in Arlington, but throughout the Washington, D.C. metropolitan region. Fostering strong relationships with all the counties and cities of the metropolitan area will be key to ensuring that Metro is equipped to handle the ongoing growth of the region.

We wish that greater regional partnerships will encourage Metro to move forward and lead with project that would greatly benefit Northern Virginia, such as the second Metrorail tunnel to Rosslyn, the West Entrance to the Ballston Metro station, and the second entrance to the Crystal City Metro station.

We hope that the Strategic Transformation Plan guides long-term decision making with WMATA over the years to come. We look forward to continued collaboration with WMATA in the near future on topics such as the future of the bus network, strengthening infrastructure, and promoting enjoyable and safe service to customers throughout the metropolitan area.

Sincerely,

A handwritten signature in black ink that reads "Kate Bates". The signature is written in a cursive, flowing style.

Kate Bates President & CEO
2009 14th Street North, Suite 100,
Arlington, VA 22201 | 703.525.2400 |
www.arlingtonchamber.org

Your Metro, The Way Forward

Strategic Transformation Plan

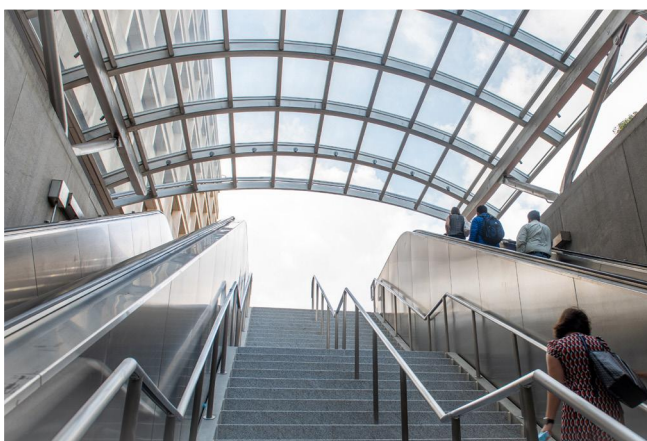


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01. Letter from Chair and General Manager

Metro is vital to the region's residents and visitors to the nation's capital. We provide the bus, paratransit, and rail network to ensure everyone has equitable access to jobs, school, medical appointments, sporting events, parades, restaurants, and nightlife, as well as to visit elected officials, historic landmarks, monuments, and world-class museums in the National Capital Region. Metro is the safest way to travel, supports the region's emissions reduction goals to combat climate change, and represents a \$100 billion investment in a transit system that is a powerful economic engine driving our prosperity.

Thanks to customer and community engagement and a shared sense of urgency among our Board, staff and workforce, last year Metro started to rebound from the pandemic and restore public trust. In addition to increasing service and resuming operations with our newest rail fleet, we opened the Silver Line extension, delivering long-awaited service to Dulles Airport and Loudoun County. We finished platform reconstruction and other customer upgrades at five Orange Line stations, advancing work for Metro's first electric bus garages at Northern and Bladensburg, and connected Metrorail tracks with the new Potomac Yard Station, which opens in May. We are restoring orderly conduct and fairness with fare enforcement that helps pay for services.

We rolled out Metrobus improvements to 29 routes to enhance service and kicked off our Better Bus network redesign with 12,300 customer interactions, 18 pop up events and 5,300 survey responses.

We are listening to our customers and stakeholders. In addition to continuing our steady restoration of frequent bus and rail service, we have proposed a budget that drops peak fare surcharges and initiates a low-income fare program. We are also investing in a new Metro training center that will create a collaborative environment to promote enhanced safety, technical training and staff development.

But we are just getting started, and we know there is more work ahead. We are seeking the region's feedback on our strategic plan *#YourMetro, The Way Forward*. This plan was developed by the Board of Directors and management to guide Metro's decision-making over the next five years. It will serve as our North Star and begins to call the question about how we fund the Metro the region needs, wants and deserves.

#YourMetro, The Way Forward establishes clear priorities for Metro, expands transparency around performance metrics, and promotes collaboration with our teams and partners. Most importantly, this plan recognizes that we exist to serve our customers. Metro connects you to opportunities and the way forward holds endless possibilities. We look forward to your comments.



Paul C. Smedberg
Chair, Board of Directors



Randy Clarke
General Manager & CEO

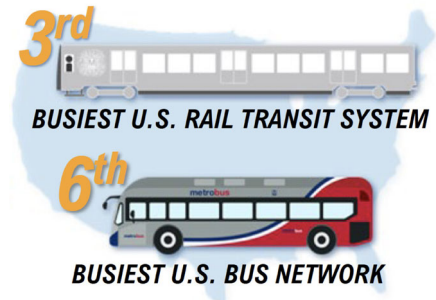
02.Executive Summary

Washington Metropolitan Area Transit Authority

Washington Metropolitan Area Transit Authority (Metro) operates the third-largest heavy rail system and sixth-largest bus network in the United States and serves the Washington DC, Maryland, and Virginia (DMV) megaregion.¹ The Metro transit system is critical to the DMV's economy and is a proud employer of over 12,000 individuals that serve the region's customers every day. *Your Metro, The Way Forward* (the plan) was developed to guide Metro's strategy and actions over the next five+ years as Metro works to meet the evolving needs of its customers and employees. The plan will guide both long-term strategy and day-to-day decision making as Metro continues to regain ridership post-pandemic and respond to changing mobility patterns to ensure the agency captures the needs of the community.

The plan was developed by the Board of Directors (Board) and management through direct and active input from Metro's customers, employees, and regional stakeholders. The plan's purpose is to deliver what Metro customers deserve and the region needs. The plan defines Metro's priorities and connects the mission, vision, and goals with actionable initiatives that will drive progress. This will enhance transparency and build trust with Metro's customers, staff, and stakeholders, and align the organization on:

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



- 12,000+ employees
- 98 rail stations and 130 miles of track
- 11,500 bus stops
- 1,200+ rail cars, 1,500+ buses, and 750+ MetroAccess vehicles



¹ <https://www.design.upenn.edu/news/post/defining-americas-megaregions>, December 17, 2021

Metro's mission: Your Metro – Connecting you to possibilities

Metro's vision: The region's trusted way to move more people safely and sustainably

Metro plays a vital role in the community, connecting people in the DMV to jobs, schools, major attractions, key destinations, and recreational activities. With this forward-looking plan, Metro's vision is to expand on this role and be the region's trusted way to move more people safely and sustainably. Metro will earn and restore public trust, enhance its talented, diverse, and engaged workforce, ensure accessibility for all customers, and strengthen its contribution to the DMV's economic prosperity and efforts to combat climate change. In building to this future, Metro will keep the safety of customers and employees as top-of mind, take a customer-centric lens to decision-making, strive to advance equity in the region, be ethical and transparent, and think boldly to innovate and transform the organization to meet the needs of our customers and growing region.

Metro's vision will be achieved by advancing four goals that were developed through data and direct input from our customers, staff, and stakeholders:

			
Service excellence	Talented teams	Regional opportunity and partnership	Sustainability
Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.	Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.	Design transit service to move more people and equitably connect a growing region.	Manage resources responsibly to achieve a sustainable operating, capital, and environmental model.

Each goal contains supporting objectives (e.g., service excellence has three supporting objectives for reliability, safety, and convenience) which will be delivered through the implementation of detailed initiatives (e.g., Better Bus Network Redesign for regional opportunity and partnership, zero-emission fleet transition for sustainability) linked to each objective. Some initiatives are currently underway, while others are proposed and prioritized across the next several months and years. The annual budget process will determine which initiatives are prioritized and funded within a given year.

To monitor and report success and progress, Metro will track metrics specific to goals and objectives. Goal metrics represent top line performance measures that the entire organization works toward meeting. Objective metrics are critical to the achievement of goal metrics and are achieved through the execution of various initiatives. Metro is committed and excited to build a better future for our customers, community, and staff. Metro will continue to engage the public and stakeholders as the agency strives to become the DMV's trusted way to move more people safely and sustainably.

Your Metro, The Way Forward

Values	Safe	Customer centric	Equity focused	Ethical	Innovative
Mission	Your Metro - Connecting you to possibilities				
Vision	The region's trusted way to move more people safely and sustainably				
Goals	Service excellence Talented teams Regional opportunity and partnership Sustainability				
Objectives	• Safety and security • Reliability • Convenience • Recruitment and retention • Engagement, empowerment, and recognition • Professional and technical skill development • Regional network and partner empowerment and transit equity • Community partnership and engagement • Financial sustainability • Environmental sustainability				
Activation	Initiatives	Metrics	Board Reporting	Public Facing Dashboards	

03. Overview

3.1 Agency and Region Overview

As home to the nation's Capital, the DMV is a dynamic entertainment, cultural, and historic destination drawing individuals from around the world, while also housing some of the country's most critical government institutions. Due to its expansive and unique urban space, reliable and convenient public transit is critical to the regional transportation system, helping to connect individuals to personal, educational, and professional opportunities and enhancing livability.

Reliable and convenient public transit is critical to the regional transportation system.

The 2020 Census data reports that the DMV served by Metro has seen substantial population growth in the last decade. Washington DC's population increased by 15 percent, the Commonwealth of Virginia reported an 8 percent increase, and Maryland's population grew by about 7 percent.²

Since 1967, Metro has been a major transportation partner for the DMV, and prior to the Covid-19 pandemic, helped nearly 1 million people connect across the region daily. Metro delivers service through its fleet of over 5,000 vehicles across rail, bus, and paratransit modes and non-revenue fleet and an infrastructure network of nearly 100 rail stations (including six newly opened Silver Line stations), over 11,500 bus stops, and more than 270 facilities. Metro provides the following services to the DMV:

- **Metrorail:** Heavy rail transit service.
- **Metrobus:** Local and regional fixed route bus service including bus rapid transit (BRT).
- **MetroAccess:** 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's challenges and opportunities have changed substantially since the adoption of the agency's previous guiding document, *Keeping Metro Safe, Reliable and Affordable*,³ released in January 2019. While Metro has been actively expanding the system to increase coverage accessibility, and frequent service, customers have increased their reliance on other forms of transportation (e.g., ride sharing, pedestrian and bike lanes, personal vehicles, and taxi). Moreover, the Covid-19 pandemic has fundamentally changed commuting patterns and the way many people work. In March 2020, at the onset of the Covid-19 pandemic, Metro ridership fell sharply, reaching as low as 10 percent of its pre-pandemic level. In the DMV and across the US, employers are increasingly integrating remote ways of working and expanding flexible work arrangements, decisions that will impact the future of transit. Declining ridership has also imposed significant financial challenges on Metro and other transit agencies across the country. While the federal government has provided substantial funding for Metro to address gaps, federal funding is not permanent.

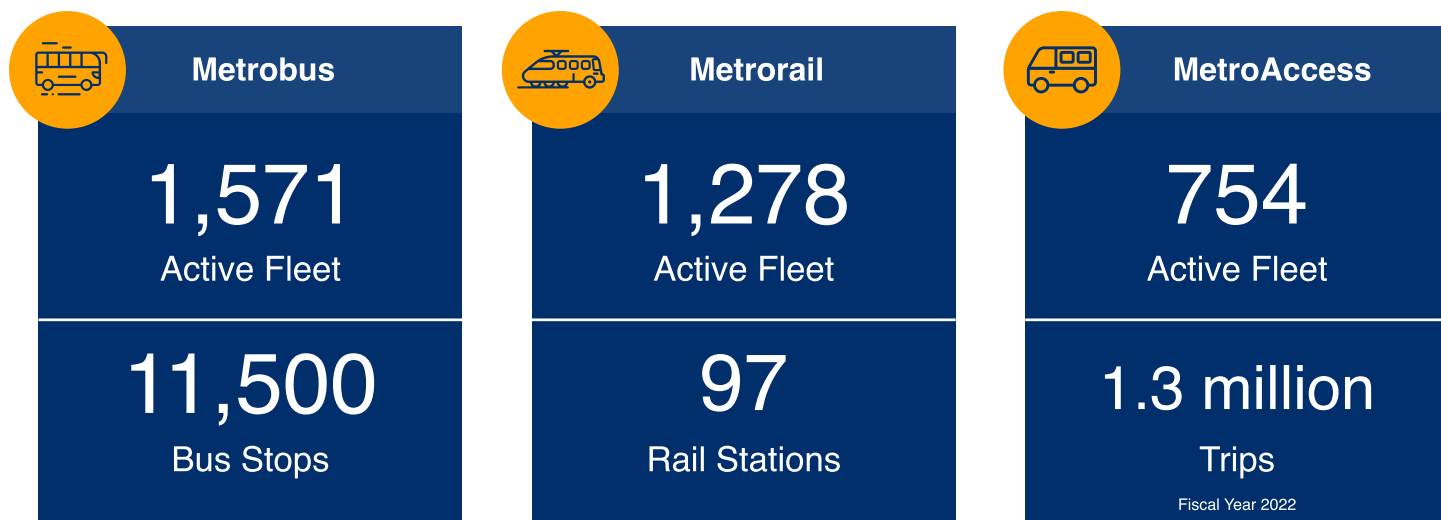
However, Metro saw a rebound in ridership in 2021 and provided a total of 106 million trips, with Metrobus accounting for 60.4 million (63 percent), Metrorail accounting for 33.9 million, (35 percent), and MetroAccess accounting for 1.3 million (2 percent). In November 2022, Metro ridership across bus and rail modes was 60-70 percent of pre-pandemic levels. **Figure 1** illustrates the current bus and rail networks.

² 2020 Census: Populations of DC, Maryland and Virginia Grew

(<https://www.nbcwashington.com/news/local/census-maryland-sees-7-population-increase-dc-14-6-virginia-7-9/2652577/>)

³ <https://www.wmata.com/initiatives/strategic-plans/upload/KMSRA-Strategic-Plan-Jan-2019.pdf>

Figure 1: Rail and Bus System Fact Sheet



3.2 Strategic Plan Purpose Overview

This plan will guide the organization over the next five years in its response to the changing world and its own operational challenges. The plan has been shaped by community and employee needs and desires for accessible, reliable, convenient, and equitable transportation. The plan's purpose is to:

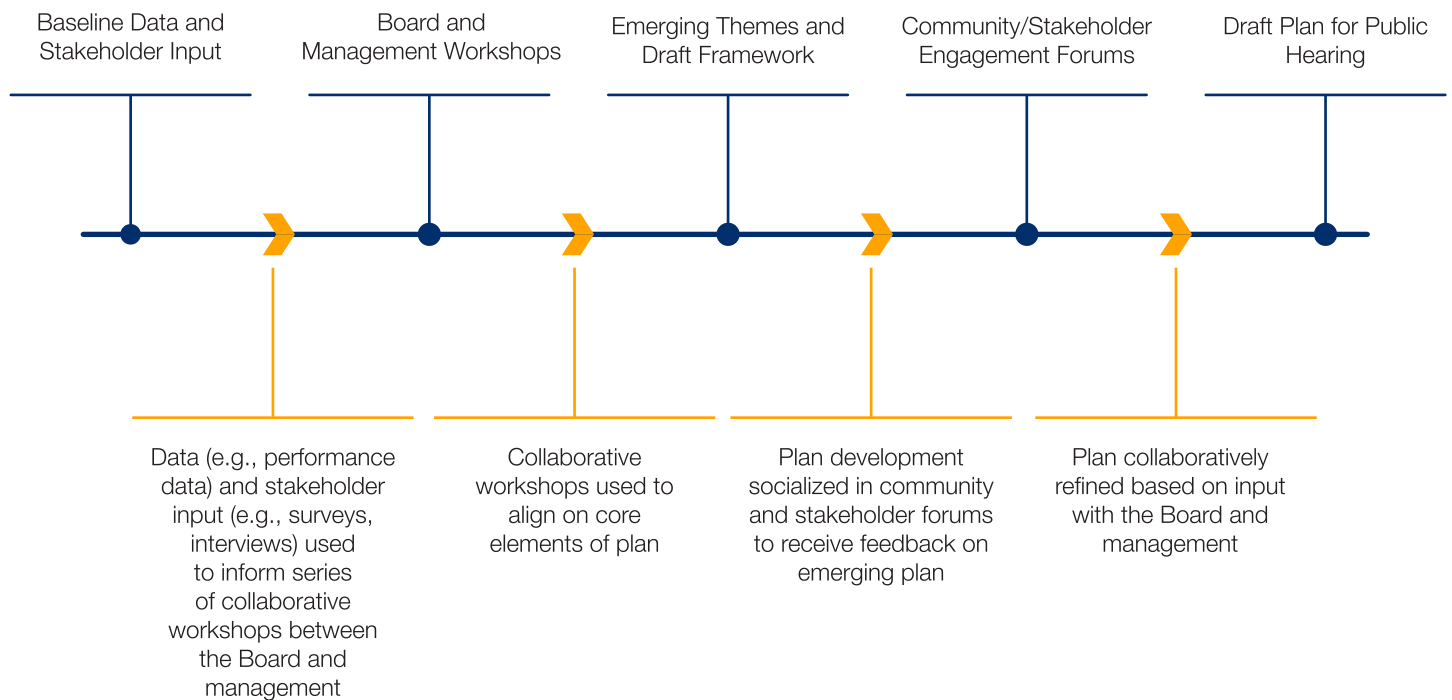
- Guide Metro's long-term strategy and near-term activities based on a set of values, a mission and a vision supported by goals and objectives, concrete initiatives to execute the strategy, and metrics to measure and monitor progress and success.
- Improve the customer experience by providing services that meet the region's needs through the development of operational and capital priorities for more frequent and daily service, improved customer communications, enhanced safety, new fare simplifications, sustainability, and capital improvements.
- Direct actions to improve the experience of Metro employees and other stakeholders, including enhanced community outreach.
- Inform future capital programs and operating budgets by aligning funding with programs of initiatives, informed by the new goals and objectives.

Metro will face many challenges on its way to delivering a world-class system in the next five years. The operating funding shortfall and increased costs of labor and materials will drive overall project costs, and labor shortages will continue to place demands on the desire for increased service. A comprehensive and robust strategic plan will provide the scaffolding necessary as the agency navigates these challenges.

3.3 Methodology and Plan Development Process Overview

Metro used a detailed methodology and plan development process to create a comprehensive strategy for transformation focused on the most critical needs and desires of the Metro community and employees. **Figure 2** summarizes the plan development process deployed by the Metro team to create a revised strategic transformation plan. The following sections provide further detail on the individual efforts within this plan development process.

Figure 2: Plan Development Process



3.3.1 Baseline Data Gathering and Stakeholder Input

The development process was initiated by gathering and collecting a variety of qualitative and quantitative baseline data **(Figure 3)** to ensure the plan was evidence- and community-driven.

Figure 3: Baseline Data and Information Guiding Metro's Strategic Transformation Plan

Staff and community input are shaping a robust, customer-center are Strategic Transformation Plan to be adopted in winter 2023



Data gathering included developing baselines to measure plan progress for three separate data categories:

- 1. Customer and Community Baseline:** Data derived from current and prospective Metro customers. Approximately 2,600 customers provided input via survey, which was conducted in fall 2022.
- 2. Employee Baseline:** Data derived from Metro employees including Board, management, staff, management, and staff members. Thousands of employees repeatedly contributed to baseline metrics through interviews, townhalls, and surveys.
- 3. Performance Baseline:** Data obtained through a review of previous Metro efforts and analyses.

Baseline data gathering methods for each category are detailed in **Table 1** below.

Table 1: Baseline Data Gathering Methods	
Category	Methods Description
Customer/ Community	• Administered interviews to obtain data on customer perceptions, experiences, needs, and perceived opportunities for Metro. • Hosted events and other customer and community forums to obtain input on their needs. • Developed a baseline diagnostic customer survey to understand customer satisfaction, perceptions, and needs of Metro, drivers of those perceptions, and opportunities for improvement. • Analyzed nearly 100,000 social media posts relating to its service to identify conversational themes and overall public online sentiment towards Metro.
Employee	• Conducted interviews with Board members, senior management, and staff across the organization and led multiple staff townhalls to gather data on staff experience at Metro, opportunities for improvement and organizational strengths. • Developed both staff and management surveys to assess overall employee engagement and areas for improvement and strengths in existing Metro processes, structures, and systems.
Performance	• Reviewed ongoing strategic initiatives and prior studies, surveys, and reports to understand previously identified opportunities and current efforts to improve Metro internally. • Reviewed performance statistics to understand Metro's existing operations, financial, and safety performance. • Conducted reviews of peer institutions.

3.3.2 Strategy Framework and Plan Development

After compiling the diagnostic data, Metro began a series of workshops designed to align the organization’s Board and management around a strategic framework and transformation plan. The workshops, held throughout fall 2022, were designed to be highly collaborative, safe spaces for sharing ideas that could transform Metro. The initial workshop helped management come together to agree on the strategy framework, review the current baseline, and discuss emerging opportunities and potential risks. In subsequent workshops, Metro management reached a consensus on the core strategy, including the organizational mission, core values, and a vision for the future.

Metro Board and management then established goals and objectives that link the organization’s vision for the future with clear and measurable actions to drive progress. Metro management also agreed to a series of metrics and targets to measure progress towards each of the plan’s goals and objectives as an accountability effort. The utilization of metrics is critical to the process as they ensure the plan’s goals and objectives are data-driven, and that employees are accountable for and transparent about progress.

Metrics for this effort have been separated into the following two categories:

- **Goal Metrics:** Metrics that are tied to specific goals and track progress across the entire organization.
- **Objective Metrics:** Metrics that are tied to specific objectives and track progress against specific objectives.

Metric progress and success will be evaluated based on improvements towards targets and will inform initiative programs. A full list of metrics can be found in **Appendix A**, including descriptions, current measures, and targets. **Figure 4** provides an illustration of the provides an illustration of the strategy framework for the plan.

Figure 4: Strategy Framework Illustration



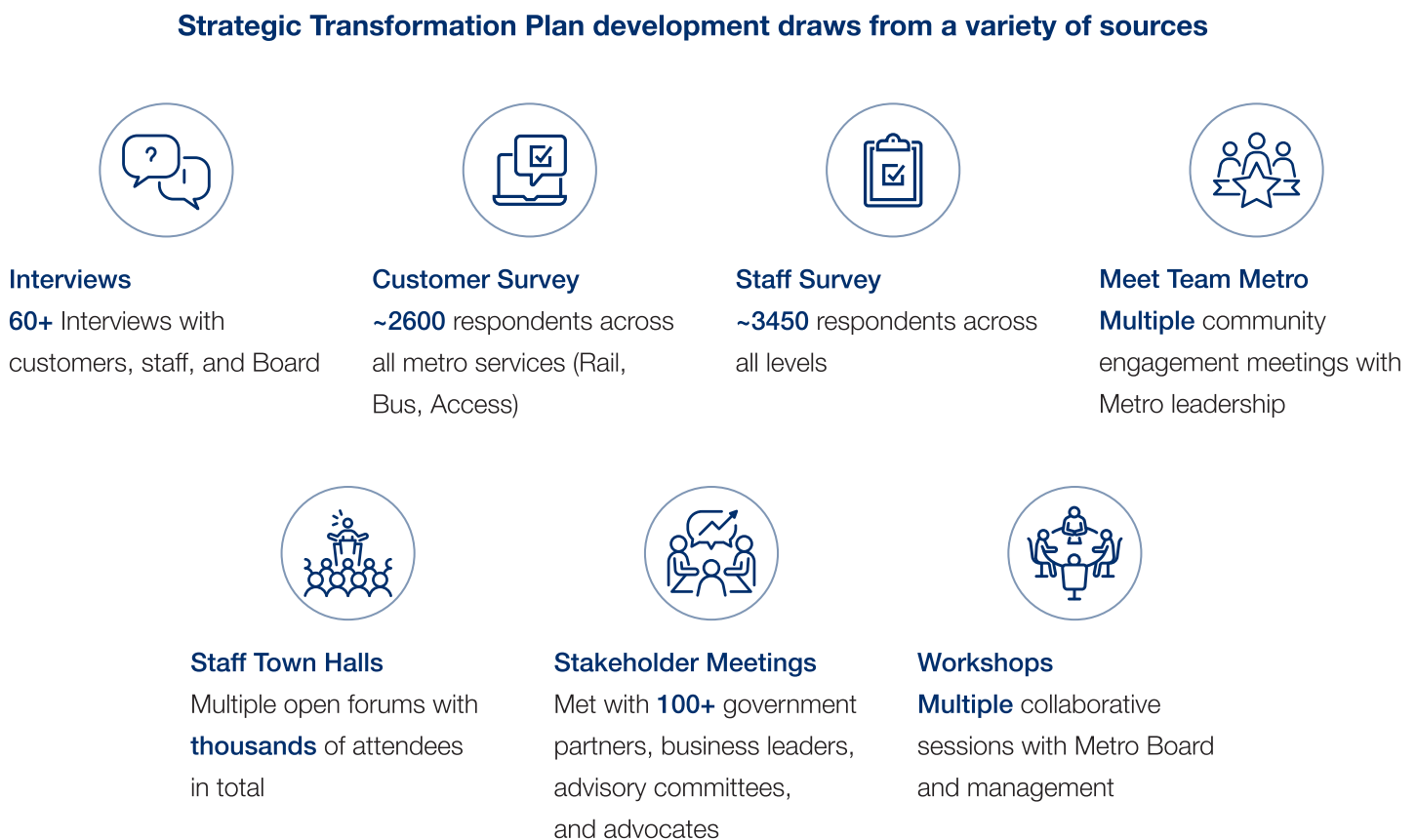
3.3.3 Community and Stakeholder Engagement Forums

After developing the initial strategic plan, Metro began the process of collecting input on the plan through stakeholder and community engagement forums. This feedback period was designed to ensure that the plan's mission, vision, values, and goals aligned with those of Metro's stakeholder groups. Stakeholder groups were based on Metro's existing stakeholder database and included the following groups:

- Metro Staff and Collective Bargaining Units
- Advisory committees (i.e., the Riders Advisory Council and Accessibility Advisory Committee)
- Customers and community
- Public advocates and non-profit organizations
- Business community
- Government partners and elected officials

Figure 5 provides a summary of stakeholder engagement methods and forums used throughout the development of the plan.

Figure 5: Stakeholder Engagement Forums Summary



3.3.4 Your Metro, The Way Forward Plan Framework

The result of Metro’s process was a comprehensive strategy focused on the most critical needs and desires of the Metro community, customers, and staff. To thoughtfully create this strategy, Metro leveraged a framework to define different layers of the strategy:

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

Figure 6 provides an overview of the plan resulting from the plan development process. **Section 4** and **Section 5** provide detailed explanations on the plan’s values, mission, vision, goals, objectives, and initiatives.

Figure 6: Your Metro, The Way Forward Plan Overview

Your Metro, The Way Forward					
Values	Safe	Customer centric	Equity focused	Ethical	Innovative
Mission	Your Metro - Connecting you to possibilities				
Vision	The region’s trusted way to move more people safely and sustainably				
Goals	Service excellence	Talented teams	Regional opportunity and partnership	Sustainability	
Objectives	• Safety and security • Reliability • Convenience	• Recruitment and retention • Engagement, empowerment, and recognition • Professional and technical skill development	• Regional network and partner empowerment and transit equity • Community partnership and engagement	• Financial sustainability • Environmental sustainability	
Activation	Initiatives	Metrics	Board Reporting	Public Facing Dashboards	

3.4 Equity Overview

Good public transportation is a powerful and unique driver of equity. Safe, reliable, and efficient transit service enhances mobility and connectivity to economic and social opportunities for all DMV residents, and creates opportunity for equitable employment. Social and racial equity are key components of the Your Metro, The Way Forward and are reflected throughout the plan's goals, objectives, and initiatives. The approach to soliciting public stakeholder input was grounded in equity-based principles to ensure broad representation and feedback. The initiatives address areas for opportunity identified through surveys Metro conducted with employees centered on diversity, equity, and inclusion.

Social and racial equity are key components of Your Metro, The Way Forward.

While Metro has and will continue to take actions addressing equity through service and employment, it is critical that the agency's commitment to equity is institutionalized because if equity is not considered in decision-making processes, transportation can unintentionally play a role in creating and reinforcing the region's inequities.

3.4.1 Equity through System Design

Metro defines an equitable transit system as one that provides an outcome where everyone can use the transit system to access the region's opportunities and resources. Metro has created an equitable transit system by:

- Acknowledging some populations, particularly those of color, low-income, and/or with disabilities, disproportionately experience injustice across many facets of life due to longstanding, structural challenges.
- Recognizing that the agency's investments and operational decisions change lives and therefore commit to intentionally prioritizing equity when designing, implementing, and evaluating strategies, policies, practices, and investments.

Metro is actively working to improve equity in the DMV as a mobility provider and understands that it serves a diverse community of customers: through the provision of transit service, Metro provides many customers with the means to gain a foothold in the economy.⁴ In 2016, the Metrorail Passenger Survey reported that 16 percent of its rail riders were low income and 45 percent were people of color, compared to the regional statistics in **Table 2**. In 2018, the Metrobus Passenger Survey reported riders at 55 percent low income and 80 percent people of color as compared to regional statistics in **Table 2** below.

⁴ <https://www.nytimes.com/2015/05/07/upshot/transportation-emerges-as-crucial-to-escaping-poverty.html>

Table 2: Regional Demographics

City/County	Percent Low Income	Percent People of Color
Alexandria City	22%	50%
Arlington County	15%	40%
DC	27%	64%
Fairfax City	19%	43%
Fairfax County	20%	55%
Falls Church City	7%	30%
Loudoun County	16%	49%
Montgomery County	21%	60%
Prince George's County	27%	88%

Source: American Community Survey, 2020

3.4.2 Equity through Employment

Metro defines equitable employment as an outcome where anyone, regardless of identity, can achieve success in the workplace. Metro has become an equitable employer by:

- Committing to the provision and maintenance of a work environment that recognizes, understands, respects, and encourages the unique contributions of each member of the agency's workforce.
- Creating and implementing policies, practices, and procedures that ensure fair treatment of all employees.
- Making non-biased decisions on promotion, training, professional development, and other opportunities as a result of employment based on merit.

Metro is actively improving equity in the region as a major employer and contractor of services. Metro provides career opportunities for approximately 12,000 staff, values a diverse workforce, and aims to recruit and hire employees that reflect the community served. Metro spends more than \$175M annually to support small, female-owned, and/or minority-owned businesses. Further, in May 2022, Metro joined over 80 other American Public Transportation Association (APTA) members to commit to making racial equity an explicit strategic priority as part of the APTA Racial Equity Commitment Pilot Program. While equity is a core value at Metro, incorporating equity into the plan is an important step in delivering on the agency's commitment to prioritizing equity and advancing it as part of a comprehensive framework.

As part of Metro's commitment to APTA's pilot program, the agency pledged to undertake annual diversity, equity, and inclusion (DEI) climate assessments and to put in place evidence-informed policies, practices, programs, and processes for creating and maintaining inclusive and equitable environments for employees and customers. The plan's goals related to talented teams and regional opportunity outline specific objectives and actions Metro will take to ensure equitable opportunities for all Metro employees.

04. Mission, Vision, and Values

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

Metro's mission: Your Metro – Connecting you to possibilities

4.1 Mission

The mission statement defines what the agency lives by and does regarding business practices and providing transit service. In coordination with the Board and through the plan's stakeholder engagement effort, Metro developed the following mission statement for this plan: **"Your Metro - Connecting you to possibilities."**

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

- Children to schools, empowering them to fulfill their dreams and build a better future
- Talent to the workforce, fostering opportunities for employers and employees, and making the DMV a more prosperous area
- People to entertainment, culture, and sports, nurturing a vibrant and diverse metropolitan area
- Tourists to the nation's capital and unique attractions, enabling them to explore nature, art, and America's history in a place like no other
- Families and friends together, providing access to be closer to the people they most care about

Metro provides these connections through the large and complex transportation system the agency manages and the committed and dedicated employees that support the system, fostering prosperity and quality of life across the DMV.

Metro's vision: The region's trusted way to move more people safely and sustainably

4.2 Vision

The plan's vision statement will guide Metro's aspirations for transformation over the next five years and beyond. Metro developed the following vision statement for the transformation effort: **"Become the region's trusted way to move more people safely and sustainably."**

To build on its mission, Metro will become the preferred way of travel in the DMV, as well as a trustworthy system that provides safe, reliable, and seamless transportation that is accessible to everyone and increases access to opportunity. As customer needs change, Metro will evolve to continue providing a modern, convenient, equitable, and enjoyable travel experience customers are willing to recommend.

Metro will be an impactful employer, sustained by a talented, diverse, and engaged workforce that is proud to serve the region and has a strong sense of community. Metro will be a great place for its employees and enable everyone to experience a rewarding and meaningful career.

On a broader level, Metro will be a foundation of the DMV's prosperity by designing the transit solutions that the community requires. As the DMV's primary tool for environmental sustainability, Metro will combat climate change by providing mobility choice which will enable the DMV to achieve its climate goals.

4.3 Values

Metro has a set of core values that make up the foundation for all the decisions and actions that the organization and its employees make to accomplish the agency's mission. **Table 3** displays and defines the agency's core values.

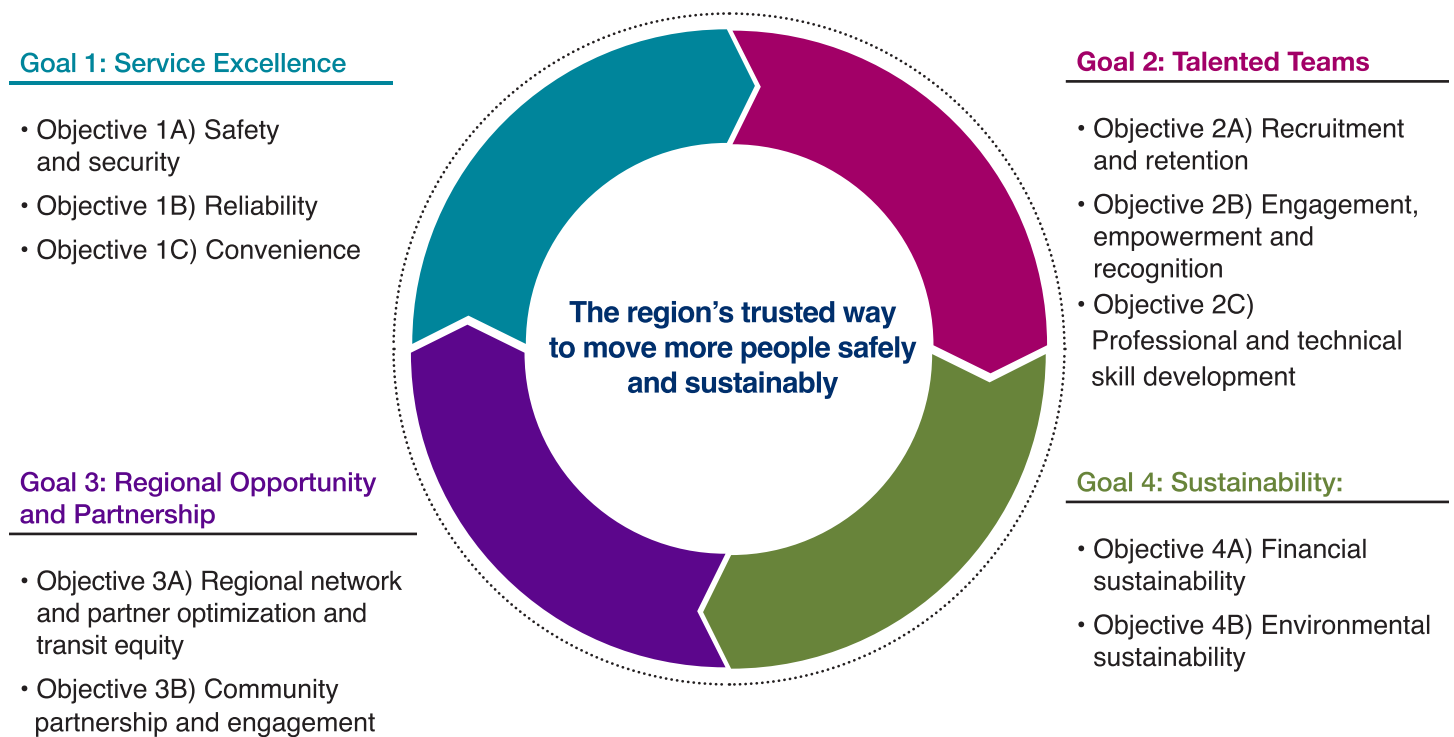
Table 3: Metro Values

Safe	Metro does everything with the safety of customers and employees at the top of mind.
Customer-centric	Metro exists to serve our customers and the region; everything Metro does is in the pursuit of better service.
Equity-focused	Metro values and benefits from the diversity of this region and advances equity through our services.
Ethical	Metro is ethical and transparent .
Innovative	Metro thinks boldly and challenges the status quo to continuously improve.

05. Goals, Objectives, Metrics, and Initiatives

Metro has identified four goals that represent long-term outcomes that the plan seeks to achieve. Each goal is paired with select thematic objectives that serve as measurable actions to achieve the overarching goal. **Figure 7** displays goals and objectives for this plan. The plan is activated and accounted for through the initiative programs, metrics, public dashboard, and Board reporting.

Figure 7: Goals and Vision Alignment



Following the development of goals and objectives, Metro identified initiative programs that will tactically drive progress through the grouping and implementation of specific projects. The initiative programs are not designed to be an exhaustive list, but merely a proposed starting point for Metro's transformation; accordingly, initiative programs will be added as innovation and/or other proposals become apparent and will be prioritized across multiple years. The plan's initial initiative programs, detailed in the sections below, resulted in "near-term focus" lists, or projects, that are ongoing or likely to begin within the next year. These focus areas will help kick-off Metro's five-year transformation.

Metro aims to use these initiative programs and the strategic framework as future prioritization and funding guidelines. The annual budget process will determine which specific projects or initiatives are funded within the broader plan each year.

5.1 Goal 1: Service Excellence



Service excellence

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

Customer feedback makes it clear that customers want safe, reliable, convenient, equitable, accessible, and enjoyable service. Surveys used to create a snapshot and inform this plan show that less than 70 percent of customers are satisfied with Metro.⁵

This is a 15 percentage-point difference from pre-pandemic satisfaction⁶ and even fewer customers (around 55 percent) are confident in Metro's ability to improve.⁷ However, more recent surveys are showing these numbers are trending higher.

To improve service throughout the system, Metro has established three objectives:

- A. Safety and security
- B. Reliability
- C. Convenience

These objectives are supported by initiative programs. Progress will be measured through a mixture of operational performance metrics (e.g., on-time performance) and customer satisfaction metrics obtained through surveys. Detailed information on the metrics can be found in **Appendix A**.

Near-term focus:

- Improve reliability of real time bus tracking information
- Increase number of 7000-series trains in operation
- Rehabilitate Yellow Line tunnel and bridge
- Enhance customer experience
- Improve wayfinding and digital signage
- Integrate customer call center
- Expand last-mile connectivity

⁵ Metro Customer Satisfaction Survey, 8/24/2022 to 9/14/2022

⁶ Metro Performance Report, Fiscal Year 2022

⁷ Metro Customer Satisfaction Survey, 8/24/2022 to 9/14/2022

5.1.1 Objective 1A: Safety and Security

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

Fewer than two-thirds of riders across all modes of transportation are satisfied with their safety from crime or harassment while riding Metro. Currently, only 56 percent of Metrobus customers and 58 percent of Metrorail customers believe that Metro is proactive in notifying customers about safety issues.⁸ Similar numbers of customers (57 percent of Metrobus customers and 52 percent of Metrorail customers) believe that Metro is proactive in addressing safety issues. However, ongoing and planned Platform Improvement Project upgrades benefit customers' feelings of safety; customers cite adequate lighting, presence of Metro Transit Police Officers, use of cameras, and easy way to notify operators about safety issues as features to enhance perceptions of safety while using Metro services. By expanding this kind of rail station and bus stop infrastructure improvement, Metro can increase customer satisfaction, comfort, and safety.



Preliminary initiative programs include:

1

Increase public orderliness and safety programs to increase passenger and employee safety and perceptions of safety across the system.

2

Install safety-oriented station and bus stop infrastructure to improve passenger safety.

3

Enhance operational safety for employees from injury and assault.

4

Implement Safety Management System (SMS) to create a formal, organization-wide, data-driven approach to proactive safety risk management, assuring effectiveness of safety risk mitigations, building a positive safety culture, and reducing safety incidents.

5.1.2 Objective 1B: Reliability

Objective statement: Provide dependable service that the community trusts.

Only half of Metro customers are currently satisfied with wait times between buses and trains. Too often, service delays and disruptions impact customer commutes, with recent cuts to service frequencies contributing to an increase in these events. Customer on-time rail performance fell from 91 percent (from July 2020 through June 2021)⁹ to 79 percent (from July 2021 through June 2022)¹⁰.

However, in the same period, Metro met the bus on-time performance target with 77 percent of buses arriving on time. Schedule and service changes need to be clearly communicated so that customers are not left stranded. For example, customers relying on busETA, Metro's real-time bus tracking service, reported that they have been left stranded due to incorrect information provided about the arrival times.



Preliminary initiative programs include:

1

Repair and modernize infrastructure and equipment to minimize time in maintenance, number of failures, and improve operational reliability.

2

Implement reliability-centered maintenance using advanced analytics, imagery, and other tools to improve and coordinate preventative maintenance.

3

Improve operational effectiveness to deliver better service and improve maintenance with minimal disruption.

4

Complete the implementation of a **Quality Management System (QMS)** and continue to monitor outcomes to better coordinate and direct activities.

5

Modernize signal infrastructure to allow for more consistent and efficient rail operation.

⁹ Metro Performance Report, Fiscal Year 2021

¹⁰ Metro Performance Report, Fiscal Year 2022

5.1.3 Objective 1C: Convenience

Objective statement: Deliver frequent and accessible service that modernizes and enhances the customer experience.

Customers should find transit easy, comfortable, and convenient. When a customer chooses to use Metro, they make their decision based on available travel information, including travel time, service frequency, and location. The service needs to be easily navigable and conveniently located. Customers should find it easy to plan and pay for rides, navigate through passenger facilities (e.g., fare gates and escalators), and transfer between bus and rail.



Preliminary initiative programs include:

1

Modernize and enhance end-to-end customer experience for user-friendliness and attractiveness.

2

Optimize service and scheduling across system to improve frequency of service and allow for seamless transfers.

3

Improve customer service and communications strategy to solicit consistent input and provide proactive, frequent, and real-time support to customers.

4

Modernize station operations to streamline station management/operations to deliver consistent, high-quality service across network.

5

Expand last-mile connectivity options to provide safe accessible routes to transit and critical amenities for bicyclists (secured parking, bikeshare, scootershare, e-bikes, etc.) and pedestrians.

5.1.4. Service Excellence Example Initiatives

Table 4: Example Initiatives for Goal 1

	Objective	Example
1A	Safety and security	• Launch platform screen door pilot • Increase visibility of Metro representatives • Launch Metro Integrated Control Center
1B	Reliability	• Increase number of 7000-series trains in operation and begin 8000-series train implementation • Rehabilitate Yellow Line tunnel and bridge • Improve real time reliability of bus information
1C	Convenience	• Implementation of digital interfaces for customer information and to improve wayfinding

5.2 Goal 2: Talented Teams



Talented teams

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

With the large, specialized workforce required to support today's service and tomorrow's challenges, effective recruitment, hiring, and employee development practices are key to providing quality service at Metro. However, it has become increasingly difficult to recruit, train, and retain enough candidates to meet the organization's needs. Metro must attract, develop and retain top talent where individuals feel valued, supported, and proud of their contribution.

Metro has defined three objectives that will help engage and support staff and increase staff pride. These objectives are:

- A. Recruitment and retention
- B. Engagement, empowerment, and recognition
- C. Professional and technical skill development

A series of initiative programs support each of these objectives and the goal of talented teams overall.

Near-term focus:

- Expand talent pool through part-time jobs, apprenticeship programs, and partnerships with universities and technical and trade schools
- Develop competency framework and redefine career paths
- Strengthen recognition efforts across the organization
- Establish new office focused on Diversity, Equity, and Inclusion

Progress will be measured through ongoing pulse surveys (e.g., willingness to recommend Metro as a great place to work), and performance metrics (e.g., employee turnover rate). Detailed information on the metrics for the Talented Teams goal can be found in **Appendix A**.

5.2.1 Objective 2A: Recruitment and Retention

Objective statement: Attract and retain the best talent at all levels of the organization to deliver Metro's future vision.

In November 2022, Metro had over a thousand vacant positions, including mission critical frontline roles like bus operators and Metro Transit police officers. Transit agencies across the country are experiencing similar labor shortages that result in increased workloads and difficulty meeting service schedules. Through this plan, Metro will expand its talent pipeline to increase access to candidates and streamline its hiring processes to convert more offers into new hires and reduce vacancy rates. Metro is competing against a competitive labor market in terms of compensation, benefits, and work flexibility. An efficient hiring process is a vital element of ensuring adequate labor force to deliver service.



Preliminary initiative programs include:

1

Develop strategic workforce planning to close talent and skill gaps through recruiting, retraining, and/or upskilling.

2

Execute recruiting and hiring strategy to develop additional talent pools, increase access to candidates, and reduce vacancies.

3

Establish employee value proposition to establish Metro as a great place to work, develop careers, increase overall satisfaction, and have a positive impact in recruitment and retention.

4

Implement succession planning to provide continuity to the business and reduce uncertainty among staff.

5.2.2 Objective 2B: Engagement, Empowerment, and Recognition

Objective statement: Empower employees and promote effective collaboration and continuous culture improvement so employees feel supported, recognized, and engaged.

Engaged employees are more likely to stay at Metro and contribute to achieving its vision. Currently, 66 percent of staff would recommend WMATA to friends as a great place to work.¹¹ However, surveys reveal opportunities to recognize staff for their contribution and empower them to drive change. Additionally, the Covid-19 pandemic has made retaining talent harder. Most of Metro's employees are frontline workers who have directly faced the negative effects of the pandemic, including high degrees of mental stress. Increased focus on supporting employee's physical and emotional health through wellness and employee assistance programs may increase Metro's ability to retain talent.



Preliminary initiative programs include:

1

Develop culture change strategy to increase engagement across the organization.

2

Implement Diversity, Equity, and Inclusion (DEI) strategy and programs to ensure Metro provides opportunities and representation to all cohorts and lead implementation of agency's Racial and Social Equity Strategy.

3

Create innovation incubator to empower people with innovative ideas and foster creativity and innovation. Rewarding and recognizing those who put forth noteworthy ideas that improve safe operations, increase efficiencies, improve processes, and reduce silos.

4

Establish a performance evaluation framework that supports engagement and recognition across the organization.

5

Implement realignment and business process improvement by identifying resource needs, clarifying decision rights and accountabilities, eliminating duplication, and reducing inefficiencies.

6

Develop internal customer service strategy to enable better collaboration and positively impact external customer service.

¹¹ Metro Staff Survey, 9/8/2022 to 9/20/2022

5.2.3 Objective 2C: Professional and Technical Skill Development

Objective statement: Invest in staff to expand career pathways and develop the next generation of Metro leaders and technical skills experts.

Employees at Metro look for support throughout their career lifecycle, including attractive work experiences and development opportunities. There is an opportunity for the organization to support career paths more effectively through more specific training programs. Training should also serve as a foundation of great performance. Innovative training methods and tools, like simulation, can support staff in acquiring skills and capabilities to improve their individual performance and organizational outcomes. Employees at Metro expressed the desire to strengthen leadership trainings for managers and supervisors that will impact the rest of the organization and help develop the agency's desire to develop future Metro leaders.



Preliminary initiative programs include:

1

Create talent / career / skills development plans that provide attractive work experiences and expands career opportunities across Metro.

2

Establish center of excellence training academy to provide staff with the right skills and capabilities that Metro's operations require.

3

Provide leadership development and applied training programs to support emerging leaders and develop the next generation of Metro leaders.

5.2.4 Talented Teams Example Initiatives

Table 5: Example Initiatives for Goal 2

	Objective	Example
2A	Recruitment and retention	• Partner with university and technical trade schools to increase candidate pipeline and expand talent pool • Develop competency framework and redefine career paths
2B	Engagement, empowerment, and recognition	• Establish new office focused on diversity, equity, and inclusion • Strengthen employee recognition efforts
2C	Professional and technical skill development	• Provide leadership development and applied training programs to support emerging leaders and develop the next generation of Metro leaders • Centralize training structure for Metro employees and launch training academy • Expand career pathways at Metro

5.3 Goal 3: Regional Opportunity and Partnership



Regional opportunity and partnership

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

Metro works alongside over a dozen other bus, rail, and shared mobility providers in the region to connect people to jobs, critical services, and amenities within the DMV. Metro will align service networks and customer information to maximize infrastructure, enhance convenience, increase ridership, and promote equity in the region. Metro also contributes to livability and economic growth by providing opportunities for small, female or minority-owned businesses. Further, Metro's high quality transportation options have played a major role in the location of major employers and household selection within the DMV, making the agency's service one of the most elastic criteria for economic development in the DMV. In this landscape, effective community engagement and close collaboration with other transportation players, employers, small businesses, and developers is critical to impact and sustain change.

Metro is also an integral part of the DMV economy. Over half (54 percent) of the region's jobs are within a half-mile of a Metrorail station or Metrobus stop, and nearly one-third (28 percent) of the region's property tax base is within a half-mile of a Metrorail station.¹² Despite many being accessible near transit today, there are opportunities to enhance connectivity through partnerships with business leaders and employers. Increased partnerships with major employers can make Metro more affordable, increasing enrollment in free commuter programs like Smart Benefits.¹³

Aligning regional service networks translates to more seamless transit experience that allows individuals to focus on what matters most to them, without needing to think how to get there. Improved fare and service policies and supporting infrastructure contribute to a more equitable society. Metro's collaboration with other transportation partners, businesses, and developments will promote economic growth, enhance mobility opportunities, and foster increased community pride and ownership.

Near-term focus:

- Implement more frequent service on Green, Yellow, and Orange lines
- Develop and select a plan for the Blue, Orange, and Silver Line Corridor
- Redesign and implement bus network(s)
- Implement simplified fare structure
- Launch low-income fare program
- Establish housing production & affordability goals for stations & high-capacity bus corridors that maximizes ridership potential
- Create economic development plans for select stations to grow counter-commute potential
- Adopt policy to right-size parking and bus facilities to accelerate transit-oriented development (TOD) on Metro properties
- Establish community relations office
- Engage seniors, low-income, and other groups to maximize awareness of products
- Build directory for new Minority Business Enterprise (MBE) program
- Hold "Meet the Primes" training programs for businesses to learn about opportunities

¹² Metro Snapshot 2022

¹³ Smart Benefits is a WMATA commuting program that allows employees of participating employers to use public transportation to commute tax free and save up \$1,200 per year; the program also provides employers with tax benefits.

Metro has defined two objectives that will help further regional opportunity and partnership, listed below:

- A. Regional network and partner service optimization and transit equity
- B. Community partnership and engagement

Metro also defined initiatives to support each objective and the goal overall. Metro expects partnership and community engagement to continue to improve, translating to higher monthly ridership. Progress will be measured through several metrics focused on frequency and convenience (e.g., percent of bus customer trips with 12 minutes or better frequency, average number of jobs accessible within 30 minutes on Metro) and indicators of partnership (e.g., percent of contracted dollars for small, female or minority-owned businesses). Detailed information on the metrics for the Regional Opportunity and Partnership goal can be found in **Appendix A**.

5.3.1 Objective 3A: Regional Network and Partner Service Optimization and Transit Equity

Objective statement: Align regional service networks, fare and service policies and supporting infrastructure to increase convenience, use of transit, equity in the region, and the role equity plays in Metro’s decision making.

Frequency, convenience, and affordability have become key drivers in mobility decision-making. Although customers value the individual contributions of providers in the region, they often think of “public transit” cohesively and assume a high degree of operational coordination. This means Metro needs continued focus on service coordination across agencies and ways to improve system frequency, affordability, and convenience, while collaborating with other mobility providers and roadway owners and operators to make transfers between systems seamless and arrival/departure data shared openly and frequently across platforms. A future with more electric vehicles will increase our demand for energy and necessitate coordination with utility providers to meet charging needs for both transit and personal vehicles.

Regional partnership will be undertaken in an equitable manner to ensure that Metro is accessible to all people who live in, work in, or visit the region. By keeping the principle of equity at the forefront, Metro can improve access to opportunity and quality of life for the region’s historically disenfranchised residents and communities. Understanding the barriers to and priorities for transit in these communities will help to inform improvements in service access and affordability. Metro then can introduce new programs, such as reduced fare options or work with jurisdictions to implement local policies to subsidize fares to better meet customer needs.



Preliminary initiative programs include:

1

Initiate Metrorail service optimization to increase core frequency and enable efficient transfers where most customers are riding.

2

Implement Better Bus network redesign to realign and expand bus service to best serve customers where and when they need to travel.

3

Reevaluate fare policy to make fares simple and affordable to promote access to transit, while delivering improvements to Metro’s payment system for easier access to transit.

4

Focus on customer-centric regional mobility to streamline customer information across services to provide a better experience and increase regional transit use.

5

Establish transit equity advancement and policy actions to improve access to opportunity and quality of life for the region’s historically disenfranchised residents and communities.

5.3.2 Objective 3B: Community Partnership and Engagement

Objective statement: Collaborate with regional partners to promote economic growth, enhance access, and foster sustainable community development that supports ridership recovery & resiliency.

Metro’s success will depend on its integration with several economic partners as well as the community at large. While Metro already has some community relations dedicated personnel and initiatives, there is opportunity to establish a more formal office focused and equipped to drive engagement as part of the recently announced realignment to support ongoing stakeholder engagement.



Preliminary initiative programs include:

1

Accelerating transit-oriented development (TOD) by resolving feasibility gaps delaying higher-density buildings from being constructed near rail stations and along high-capacity bus routes.

2

Program service capacity capital investments to make forward-thinking investments that increase Metro’s capacity to expand transit service in the region.

3

Proactively engage with the community to deepen and expand Metro’s relationships with customers and foster a sense of shared ownership in regional transit services.

5.3.3 Regional Opportunity and Partnership Example Initiatives

Table 6: Example Initiatives for Goal 3

	Objective	Example
3A	Regional network and partner service optimization and transit equity	• Develop and select a plan for the Blue, Orange Silver Line Corridor (a potential mega-investment to increase regional transit ridership, address East-West transit capacity constraints, and support sustainable development) • Redesign and implement bus network(s) • Launch simplified fare structure with low-income fare program
3B	Community partnership and engagement	• Establish community relations office • Build directory for new Minority Business Enterprise program • Promote transit-oriented development

5.4 Goal 4: Sustainability



Sustainability

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

Significant annual investments in Metro are necessary to keep services running efficiently, and to maintain a state of good repair and continue system expansion. These investments help Metro provide excellent service, which is essential for driving ridership and meeting community goals. Getting more people to ride Metro not only reduces roadway safety issues but is the best way to cut down on travel-related carbon emissions in our region.

To deliver sustainability outcomes tactically, Metro has defined two objectives for this goal:

- A. Financial sustainability
- B. Environmental sustainability

A series of initiatives will focus on each objective to ensure Metro has resources to execute current and proposed plans and contribute to a greener DMV. Success and progress for each initiative program will be measured through several financial indicators like bond rating, and operating costs among others. Environmental indicators related to greenhouse gas emissions will be tracked along with progress of Metro to transition to a zero-emission fleet. Detailed information on the initiatives and metrics for the sustainability goal can be found in **Appendix A**.

Near-term focus:

- Pursue state & local budget approvals of new dedicated funding sources for transit operations and capital investments
- Pursue regulatory approvals and permits to allow outdoor advertising at Metro properties & station entrances
- Pursue portfolio funding solution to accelerate joint-development feasibility
- Monetize assets by offering leasing opportunities for retail, parking, and bike facilities
- Deploy new anti-fare evasion gates and displays at demonstration stations
- Strengthen policies, procedures, and data dashboards to identify cost saving opportunities, improve cost controls, and manage financial resources more efficiently
- Adopt decarbonization strategy
- Complete solar carport installation and commissioning at several stations
- Improve rider recycling
- Pursue green certifications for three new administrative buildings and first certified transit station
- Launch climate resiliency program

5.4.1 Objective 4A: Financial Sustainability

Objective statement: Establish dedicated, ongoing, regional funding to support multi-year operating and capital plans and steward public investment.

Metro will achieve financial sustainability to invest in and fund Your Metro's goals and objectives. Metro faces major challenges to fund existing and improved service levels, financial sustainability will provide the certainty that Metro will be there as a mobility choice for riders and for location-based decisions. Federal relief funding ends in 2024 and Metro will only be able to cover 70 percent of costs to run the system at existing service levels. To achieve financial sustainability, Metro needs to close funding gaps through dedicated public investments, reduced fare evasion, increased advertising, and expanded corporate partnerships, among other efforts. Metro will steward resources effectively as well through strategic sourcing and optimized asset management. Metro cannot provide service levels without sufficient funding and resources and will fall short on executing initiatives that improve service, empower employees and support decarbonization, natural resource stewardship, and climate resiliency.



Preliminary initiative programs include:

1

Secure dedicated, ongoing, regional, non-fare, non-subsidy funding stream(s) to increase funding and resources supporting projected/optimal service and related capital investments.

2

Update subsidy formula and jurisdictional funding model to increase focus on servicing the region's and customers' needs.

3

Optimize advertising strategy to increase non-fare revenue through more relevant and visible ads for riders and non-riders via outdoor digital displays (e.g., at station entrances, buses, etc.), corporate partnerships, or other revenue opportunities.

4

Expand non-fare, non-advertising revenue to better utilize existing spaces in stations/lines to drive revenue (e.g., station commercialization/retail, joint development, and parking leases).

5

Improve asset management and cost-effective sourcing of materials and contract services to be a better steward of resources and service delivery to modernize and reduce costs.

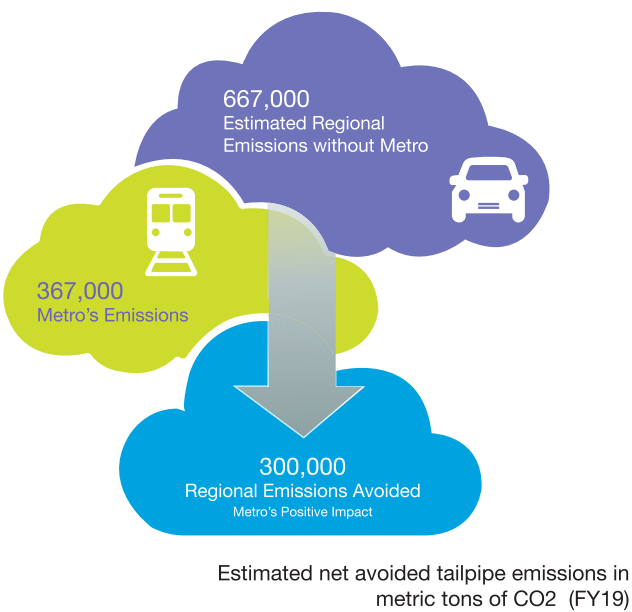
6

Mitigate fare evasion to increase fare revenue and reduce instances of passengers boarding without paying fare or tapping free ride program cards.

5.4.2 Objective 4B: Environmental Sustainability

Objective statement: Take action to combat climate change, adapt to its impacts, and steward natural resources.

In 2019-2020, Metro helped the DMV avoid nearly 300,000 metric tons of CO2 emissions,¹⁴ the equivalent of taking more than 65,000 cars off the road. Metro is a major energy consumer and can support regional decarbonization efforts by reducing energy and resource consumption, increasing energy efficiency, investing in carbon-free clean energy sources (like solar), and transition to zero-emission vehicles in line with regional sustainability efforts and innovations. Metro must continue to help the region achieve its decarbonization, clean energy, and zero-emission vehicle implementation targets. Metro will also actively contribute to regional environmental sustainability to ensure livability and health for DMV residents. Removing cars from the road saves people time in their commute and provides them with cleaner air to breathe.



-  Preliminary initiative programs include:
- 1

Decarbonize Metro infrastructure and equipment to eliminate use of fossil fuels from Metro business through carbon-free energy sources such as solar power utilization, and a transition to zero emission vehicles.
- 2

Optimize natural resource stewardship to protect, conserve, and enhance places where Metro operates (including promoting recycling, greenspace, water and stormwater management and other sustainable practices).
- 3

Modernize design, construction, and operations to meet sustainability and climate resiliency challenges (including pursuing green certifications for buildings).

5.4.3 Sustainability Example Initiatives

Table 7: Example Initiatives for Goal 4

Objective		Example
4A	Financial sustainability	- Strengthen digital and other pathways to increase advertising revenue - Explore dedicated public investment for Metro
4B	Environmental sustainability	- Adopt decarbonization strategy - Reduce non-revenue vehicle fleet and plan for transition to zero emission bus and non-revenue vehicle fleet - Increase percent of energy procured from renewable sources

¹⁴ Metro analysis, <https://www.wmata.com/initiatives/sustainability/Metros-CO2-Emissions.cfm>

06. Plan Management and Internal Progress Tracking

6.1 Your Metro Transformation Office

The plan establishes the foundation for the organization moving forward, and Metro will monitor and report on progress as it works to meet the goals and objectives. Following Board adoption of the plan and to manage progress Metro will establish the Your Metro Transformation Office. The Your Metro Transformation Office will facilitate the coordination and implementation of the initiatives, while facilitating collaboration enterprise-wide. Metro will be accountable to report progress to the public at Board meetings using established metrics on an ongoing basis. The Your Metro Transformation Office will also manage feedback channels with stakeholders, including customers, elected officials, employees, and others in the region as it relates to the ongoing initiatives and performance detailed in the plan. This elevated transparency will help hold Metro accountable for progress, while allowing for additional input from customers and the region about their evolving needs. This enables the plan and execution to be continuously improved.

Your Metro, the Way Forward is meant to be dynamic and continuously evolve with customer and employee needs. While some parts of this plan are already ongoing, some of the initiatives have not begun. Metro will need to assess funding to execute the plan in full, as several of the objectives will be tied to future funding availability. Ongoing and iterative initiative program prioritization (e.g., sequencing on when to start and end projects in line with other priorities) will help guide the investment decision making. Additionally, as the region's needs evolve, Metro may determine additional initiatives or opportunities to progress towards the vision and will have the flexibility to adjust priorities while still achieving the objectives of the strategic plan.

Elevated transparency will help hold Metro accountable for progress, while allowing for additional input from customers and the region about their evolving needs.

The Your Metro Transformation Office will work with the newly established community engagement team to enhance public engagement and transparency of plan implementation. Metro will continue to engage key stakeholders to assess initiative program and plan progress, including periodic customer and employee surveys and other engagement forums (e.g., community meetings) to assess current sentiment and collect ongoing feedback.

Metro is committed to a culture of continuous improvement and transparency. The Your Metro Transformation Office will be tasked with plan implementation, but the entire organization will realize the plan's vision to become the DMV's trusted way to move more people safely and sustainably.

Despite the challenges over the last few years, Metro will continue to keep the economy thriving and bring residents and visitors to the places they want to be. The plan charts a path to thoughtful and strategic continuous improvement and establishes clear and visible priorities for Metro, expands transparency around Metro's performance through defined metrics, and will help to promote collaboration amongst Metro's employees and with agency partners. Your Metro, The Way Forward will guide Metro and create more possibilities for the region.

Appendix A. Metrics and Targets

Metro developed and incorporated metrics to monitor plan progress. The utilization of metrics is critical to the process as they ensure the plan's goals and objectives are data-driven, and that employees are accountable for and transparent about progress.

Metric progress and success will be evaluated based on improvements towards targets. Targets will be set annually as part of a routine and transparent process, and progress will be tied to budget allocation and funding availability. While goal metrics will be organization-wide, certain departments will be tasked as primary owners of objective metrics. Primary owners will be responsible for annual target-setting and overall progress. Metro will work rigorously to drive progress for each metric, with the aim of reaching targets in five years or less; accordingly, Metro will work to achieve most targets by 2028. However, there are some exceptions. There are metrics where ongoing efforts mean targets will be attained before 2028 or after (based on how long initiatives driving the metrics will last before seeing meaningful results). There are also metrics where Metro is focused on driving sustained change year over year or a positive trend. For these, targets are phrased as year-over-year changes or trends (e.g., reduce by 1 percent per year).

Management will report to the Board and its committees regularly on each metric. Through a publicly available dashboard, Metro will report on progress across metrics, including customer satisfaction, employee perceptions of working at Metro, financial measures, impacts on emissions in the region, and community engagement, among others. The process for selecting performance metrics for the plan was a collaborative effort between Metro's Board and management. Metro's Board and management considered various metrics at an initial workshop. Metro's management then refined and proposed a set of core metrics for each goal and objective in collaboration with their respective teams and subject matter experts. Management then developed targets for each metric and presented metrics and proposed targets to the Board in a subsequent workshop at which the Board and management agreed to a final list of metrics.

In addition to the metrics outlined in this document, Metro tracks and manages many additional metrics. The metrics in **Appendix A** represent core metrics that best track progress against the plan.

The tables below illustrate the alignment between the goals, objectives, metrics, and targets. The tables provide a brief description of each goal and objective metric; metric baselines with dates and sources for the baseline; and the planned reporting frequency. A dashboard with key metrics will be made publicly available following plan adoption as a mechanism for stakeholders to monitor various metrics to more transparently track and report progress.

Table A-1. Goal 1 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
Goal 1: <i>Service excellence</i>	General customer satisfaction	Percent of survey respondents who indicated their last Metrorail/Metrobus/MetroAccess trip as "very satisfactory" or "satisfactory" on a five-point scale.	Metrobus: 73% Metrorail: 74% MetroAccess: 79% <i>As of Sep-22</i>	85% or above	Quarterly
Objective 1A: <i>Safety and security</i>	Part 1 crime rate	Number of Part 1 crimes per million passenger trips. Part 1 crimes defined by the FBI to include: criminal homicide, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson.	5.8 <i>As of FY 2023 (through Sep)</i>	Trend toward target of 0	Monthly
	Customer injury rate	Number of National Transit Database reportable injuries per 10 million vehicle revenue miles. National Transit Database reportable injuries include: any damage or harm to persons that requires immediate medical attention away from the scene because of a reportable event OR a serious injury reported on rail.	35.9 <i>As of FY 2023 (through Sep)</i>	Trend toward target of 0	Monthly
	Metrorail customer perception/satisfaction: safety from crime	Percent of survey respondents who indicated their safety from crime or harassment aboard trains as "very satisfactory" or "satisfactory" on five-point scale.	58% <i>As of Q3 2022</i>	75% or above	Quarterly
	Metrobus customer perception/satisfaction: safety from crime	Percent of respondents who indicated their satisfaction with safety from crime or harassment aboard bus as "very satisfactory" or "satisfactory" on five-point scale.	64% <i>As of Q3 2022</i>	75% or above	Quarterly
	Employee assault rate	Number of employee assaults per 10 million vehicle revenue miles.	2.6 <i>As of FY 2023 (through Sep)</i>	Trend toward target of 0	Quarterly
	Employee injury rate	Number of employee injuries per 100 employees.	5.7 <i>As of FY 2023 (through Sep)</i>	Trend toward target of 0	Quarterly
	Metrorail and Metrobus crowding	Percent of passenger time in crowded conditions (Rail: >100 people per car; Bus: >40 people per 40' bus).	Rail: 0.7% Bus: 2.0% <i>As of FY 2023 (through Sep)</i>	5% or below	Monthly

Table A-1. Goal 1 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
Objective 1B: <i>Reliability</i>	Metrorail on time performance	Percent of customer journeys completed on-time. On-time trips are those that take less than the maximum amount of time it should take per Metro's schedule and running times.	92% <i>As of FY 2023 (through Sep)</i>	95% or above	Monthly Data available daily
	Metrobus on time performance	Percent of timepoints delivered on-time. On-time timepoints are defined as no more than 2 minutes early or 7 minutes late.	20 min routes: 78% 12 min routes: 76% <i>As of FY 2023 (through Oct)</i>	80% or above	Monthly Data available daily
	MetroAccess on time performance	Percent of vehicle arrivals at the pick-up location within the 30-minute pick-up window.	92.90% <i>As of FY 2023 (through Sep)</i>	92% or above	Monthly Data available daily
	Percent of planned rail service delivered	Percent of rail service (stops) that was delivered compared to approved and published budget.	75% <i>As of Oct-22</i>	Trend towards 92%	Monthly
	Percent of planned bus service delivered	Percent of bus service (trips) that was delivered compared to approved and published budget.	98.2% <i>As of Sep-22</i>	98% or above	Monthly
	Missed MetroAccess trips	Missed trips as a percent of trips delivered. Missed trips are any of the following: • MetroAccess vehicle arrives after the scheduled pick-up window and the customer does not take the trip. • Any trip for which the customer does not take the trip. • Any trip where the vehicle does not wait for the required amount of time and the customer does not take the trip.	0.94% <i>As of Sep-22</i>	0.75% or below	Monthly
	Elevator and escalator availability	Percent of revenue hours that units are available. Units considered unavailable if they are out of service for rehab, replacement, or maintenance.	Elevator: 97.7% Escalator: 92.7% <i>As of FY 2023 (through Sep)</i>	Elevator: 98% or above Escalator: 93% or above	Monthly
Objective 1C: <i>Convenience</i>	Rail: accuracy of real-time arrival information	Percent of trips with accurate real-time arrival information.	TBD Data not yet available	TBD	Monthly

Table A-1. Goal 1 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
	Bus: accuracy of real-time arrival information	Percent of trips with accurate real-time arrival information.	86.3% <i>FY 2023 through Sep</i>	88%	Monthly
	Access: accuracy of real-time arrival information	Percent of operated trips with accurate real-time arrival information provided to customers.	Not Yet Tracked	TBD	Monthly
	Metrobus customer satisfaction: cleanliness	Percent of survey respondents who indicated their satisfaction with cleanliness of bus as “very satisfactory” or “satisfactory” on a five-point scale.	71% <i>As of FY 2023 (through Sep)</i>	80% or above	Quarterly
	Metrorail customer satisfaction: cleanliness	Percent of survey respondents who indicated their satisfaction with cleanliness of train as “very satisfactory” or “satisfactory” on five-point scale.	52% <i>As of FY 2023 (through Sep)</i>	80% or above	Quarterly
	Last-mile connectivity / bicycle access	Percent of survey respondents who indicated that a bicycle was their primary mode of access to transit	0.86% <i>As of 2016</i>	3.5% <i>By 2030</i> <i>*Board Goal</i>	Annually

Table A-2: Goal 2 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
Goal 2: <i>Talented teams</i>	Staff perception of WMATA as great place to work	Percent of staff that strongly agree or agree with the following statement “I would recommend WMATA to friends as a great place to work” in a survey.	66% <i>As of Sep-22</i>	80%	Quarterly
Objective 2A: <i>Recruitment and retention</i>	Time to hire	Average number of days to fill a position, from application to being ready for onboarding (includes non-represented employees and Local 2 unionized workers).	123 days <i>As of FY 2022</i>	90 days	Monthly
	Offer acceptance rate	Percent of applicants for Metro positions who were extended a job offer and accepted.	Not Yet Tracked	TBD	TBD
	Diversified workforce	Number of workforce demographic groups represented at parity or above in all job categories at WMATA when compared to the representative labor market, including gender, race/ ethnicity.	46 out of 82 <i>As of 2021</i>	Trend toward target of 82	Twice a year
	Voluntary turnover rate	Number of employees who left Metro voluntarily (e.g., left for another job), divided by total number of active employees; does not include retirement.	3.0% <i>As of FY 2022</i>	2.0%	Monthly
Objective 2B: <i>Engagement, empowerment, and recognition</i>	Staff sentiment about working for WMATA in the future	Percent of staff that strongly agree or agree with the following statement “I see myself working at WMATA in one year” in a survey.	80% <i>As of Sep-22</i>	90%	Quarterly
	Staff perception of empowerment	Percent of staff that strongly agree or agree with the following statement “At WMATA, I feel empowered to make decisions and implement new initiatives” in a survey.	38% <i>As of Sep-22</i>	65%	Quarterly
	Staff perception of collaboration	Percent of staff that strongly agree or agree with the following statement “Communication between departments/ offices is efficient at WMATA” in a survey.	24% <i>As of Sep-22</i>	65%	Quarterly
	Staff perception of process efficiency	Percent of staff that strongly agree or agree with the following statement “Our processes make it easy to work well across offices and departments at WMATA” in a survey.	33% <i>As of Sep-22</i>	60%	Quarterly

Table A-2: Goal 2 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
	Staff perception of duplication of activity	Percent of staff that strongly agree or agree with the following statement "I rarely observe duplication of activities in WMATA" in a survey.	23% <i>As of Sep-22</i>	65%	Quarterly
	Staff perception of recognition	Percent of staff that strongly agree or agree with the following statement "Teams who perform well are recognized for it" in a survey.	34% <i>As of Sep-22</i>	60%	Quarterly
	Staff perception of Diversity, Equity, and Inclusion	Percent of staff that strongly agree or agree with the following statement "WMATA actively seeks to enhance diversity, equity, and inclusion across the organization" in a survey.	59% <i>As of Sep-22</i>	80%	Quarterly
	Absenteeism rate	Percent of total possible work hours that are missed due to employee absences; total possible work hours defined based on number of filled/active positions at Metro (not including vacancies).	14.5% <i>As of FY 2022</i>	TBD	Quarterly Data available monthly
	Internal customer satisfaction	Percent of respondents who indicated their satisfaction with the service received from a supporting department as "very satisfactory" or "satisfactory" on five-point scale.	Not Yet Tracked	TBD	TBD
Objective 2C: <i>Professional and technical skill development</i>	Involuntary turnover rate	Number of employees who left the organization involuntarily (e.g., fired), divided by total number of active employees.	1.5% <i>As of FY 2022</i>	1.5%	Monthly
	Staff perception of support to learning & development	Percent of staff that strongly agree or agree with the following statement "I receive the help I need to learn and grow professionally" in a survey.	49% <i>As of Sep-22</i>	75%	Quarterly

Table A-3. Goal 3 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
Goal 3: <i>Regional opportunity and partnership</i>	Monthly ridership	Average passenger trips per month (on rail, farecard taps; on bus, Automated Passenger Count (APC) ridership; on MetroAccess, passenger trips).	15.1M <i>As of FY 2023 (through Sep)</i>	TBD	Monthly
Objective 3A: <i>Regional network and partner service optimization and transit equity</i>	Rail frequent service	Percent of rail customer trips with 6 minutes or better frequency.	65% <i>As of Sep-22</i>	75%	Annually
	Bus frequent service	Percent of bus customer trips with 12 minutes or better frequency.	30% <i>As of Sep-22</i>	50%	Annually
		Average number of jobs accessible within 30 min on Metro fixed route service			
	Destination access	Average number of jobs accessible within 60 min on Metro fixed route service; includes time to get to and from Metro station/stop walking and time spent riding Metro services; accounts for jobs based on Longitudinal Employer-Household Dynamics U.S. Census data.	Not Yet Tracked	+10% <i>*By 2025</i>	Annually
	Percent of transit mode share	Number of regional trips made on Metro and regional transit operators / Total number of trips within Metro's service area.	<7% <i>As of 2019</i>	7% <i>*By 2025</i>	Annually
	Reduced fare program enrollment	Percentage of persons enrolled in each program as a proportion of eligible persons.	Not Yet Tracked	TBD	TBD
Objective 3B: <i>Community partnership and engagement</i>	Inclusive contracting	Percent of (non-federal) contracted dollars with local small, female-owned, and minority-owned businesses.	15% <i>As of 2022</i>	21% <i>*By 2025</i>	Annually
	Transit-oriented development on Metrorail properties	Number of stations with Metro-owned property with residential & commercial building projects (also called "joint development") .	32 stations <i>As of 2022</i>	50 stations <i>*By 2032</i>	Annually
	Transit-oriented development in high-capacity bus corridors	Annual growth rate of new housing and jobs along high-capacity bus corridors.	Not Yet Tracked	TBD	Annually
	Community engagement	Percent of community partners that strongly agree or agree that Metro is a good organization to work with.	Not Yet Tracked	TBD	Annually

Table A-4. Goal 4 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
Goal 4: Sustainability	Percent of projected service funded	Ratio of funding to costs of projected service for next calendar year.	FY25: 71% <i>As of 2022</i>	100% <i>*Every year</i>	Annually
	Percent of capital plan funded	Proportion of 10-year capital plan funded; capital plan to grow reflecting contractual obligations.	~60% <i>As of FY23 CIP and budget</i>	100% <i>*Every year</i>	Annually
	Deviation to budget (operating)	Percent of difference between actual operating expenses and budgeted operating expenses; operating expenses include staff salaries, marketing/advertising costs, and utilities.	-11% <i>As of FY22 Q4</i>	+/- 5% <i>*Every year</i>	Annually
	Deviation to budget (capital)	Percent of difference between actual capital expenses and budgeted capital expenses; capital expenses include contractor salaries, budgeted vehicle and building maintenance, new equipment, or software purchases.	-21% <i>As of FY22 Q4</i>	+/-5% <i>*Every year</i>	Annually
Objective 4A: Financial sustainability	Bond rating	Equivalent of company credit score; measure of how well WMATA pays bills, manages financial operations, and contributes to benefits/pensions.	AA <i>As of June-22</i>	Investment grade credit rating	Annually
	Percent of revenue from non-fare, non-subsidy sources	\$ of all operating revenue that comes from non-passenger sources (i.e., non-fare and non-subsidy) / \$ of all operating revenue.	3.6% <i>Based on FY23 budget</i>	5-10%	Annually
	Percent of operating budget for reserves	Proportion of budget that is allocated to 'rainy day' fund to prepare Metro for unforeseen situations; percentage must match amount of funds required to cover at least 1 month of operating expenses.	0% <i>Based on FY22 budget</i>	Trend to-ward target of 10%	Annually
	Percentage growth in unfunded responsibilities	Year-to-year growth in long-term, non-funded WMATA responsibilities; includes employee pensions (to be accessed post retirement) and other postemployment benefits (OPEB) like healthcare.	Not Yet Tracked	Index to Growth	Annually
	Operating expenses per vehicle revenue mile	Percent of operating costs / Vehicle revenue miles.	\$16.85 <i>As of June 2022</i>	Index to Growth	Annually
	Fare evasion	Passengers not paying fare as a percentage of all trips, adjusted for non-working infrastructure.	Metrorail: ~13% Metrobus: 33-45% <i>As of Q1 FY2023</i>	Trend to-ward target of 0	Annually
	Non-revenue fleet	Count of number of non-revenue vehicles.	1524 owned 14 leased or rented	TBD	TBD

Table A-4. Goal 4 Metrics and Targets

Goal/ Objective	Metric	Description	Metric Baseline	Target/ Trend	Reporting Frequency
Objective 4B: <i>Environmental sustainability</i>	Greenhouse Gas (GHG) reduction	Metric tons of CO2e emissions avoided by riding Metro, based on Metro's share of regional trips; to be presented publicly as equivalent to reducing emissions from x car trips.	233,710 <i>As of FY 2021</i>	+10%	Annually
	Greenhouse Gas (GHG) per revenue mile	Metric tons of CO2e emissions / vehicle revenue mile (including rail, bus, and paratransit vehicles).	3.34 <i>As of FY 2022 (only rail and bus)</i>	0 <i>*By 2050</i>	Annually
	Water use per revenue mile	Gallons of water used by facilities and fleet / Vehicle revenue miles.	0.99 <i>As of FY 2022</i>	<1	Annually
	Percent of renewable (carbon-free) electricity	Percent of Metro's electricity consumption from renewable energy sources (through contractual renewals, purchasing credits, or solar power initiatives).	12% <i>As of FY 2022</i>	100% <i>*By 2033</i>	Annually
	Percent of fleet that is zero-emission	Number of buses that are zero-emission/ total buses.		Bus: 100% <i>*By 2045</i>	Annually
		Number of non-revenue or support vehicles that are zero-emission/total non-revenue or support vehicles.	<1% <i>As of Oct-22</i>	Non-revenue: 100% <i>*By 2050</i>	
		Number of paratransit vehicles that are zero-emission/total paratransit vehicles.		Paratransit: 100% <i>*By 2050</i>	
	Number of facilities with green certifications	Total count of facilities that have obtained green certifications like LEED, Envision, among others.	Not Yet Tracked	TBD	Annually