![Metro logo](M metro)

Executive Committee

Information Item III-A

February 27, 2025

2025 Annual Transformation Report

Board Document

OVERVIEW			
PRESENTATION NAME	2025 Annual Transformation Report	**DOCUMENT NO.**	300018
ACTION OR INFORMATION	Information		
STRATEGIC TRANSFORMATION PLAN GOAL	Service excellence; Talented teams; Regional opportunity and partnership; Sustainability;		
RESOLUTION	No		
EXECUTIVE OWNER			
EXECUTIVE TEAM OWNER	Meyer, Sarah;		
ORGANIZATION	Customer Experience and Engagement		
DOCUMENT INITIATOR	Jeffrey Hiott		
OTHER INFORMATION			
COMMITTEE	Executive Committee (Non-OIG)	**COMMITTEE DATE**	2/27/2025
PURPOSE/KEY HIGHLIGHTS	Update the Board on Metro's progress towards implementing the Strategic Transformation Plan (STP). Key highlights: -Metro has made great progress towards its mission of transformation. -Metro is a key part of connecting the region and allowing the region to meet its goals. -Projects have progressed over the past year in key areas across the four goals established in the STP.		

Board Document

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DISCUSSION	It has been two years since Metro released its Strategic Transformation Plan (STP), Your Metro, The Way Forward, which defines Metro's mission, vision, goals, and objectives as well as Key Performance Indicators (KPIs). Since then, Metro has been transforming its culture, making progress on identified KPIs, and strategically advancing initiative programs. The 2025 Annual Transformation Report is an update on the transformative progress made in activating the STP over the past year. It includes progress profiles on specific efforts and updates on the KPIs. This presentation provides highlights of the progress made over the past year. The full report will include additional information and details.
INTERESTED PARTIES	There are no Interested Parties in this matter.
RECOMMENDATION/NEXT STEPS	Focus on FY25 initiatives - Better Bus: Redesigned routes, bus flags, maps/signage; Rail Automation; Tap and Go Payment FY26 Triennial Update of STP
FUNDING IMPACT	There is no funding impact for presenting this information.

Summary

- 2024 Highlights
  - Approved the 2025 Better Bus Network
  - Updated our subsidy formulas
  - Launched DMV*Moves* with our partners
  - 45 consecutive months of ridership growth

- The 2025 Annual Transformation Report provides
  - An update on the year
  - Progress profiles
  - Metrics updates

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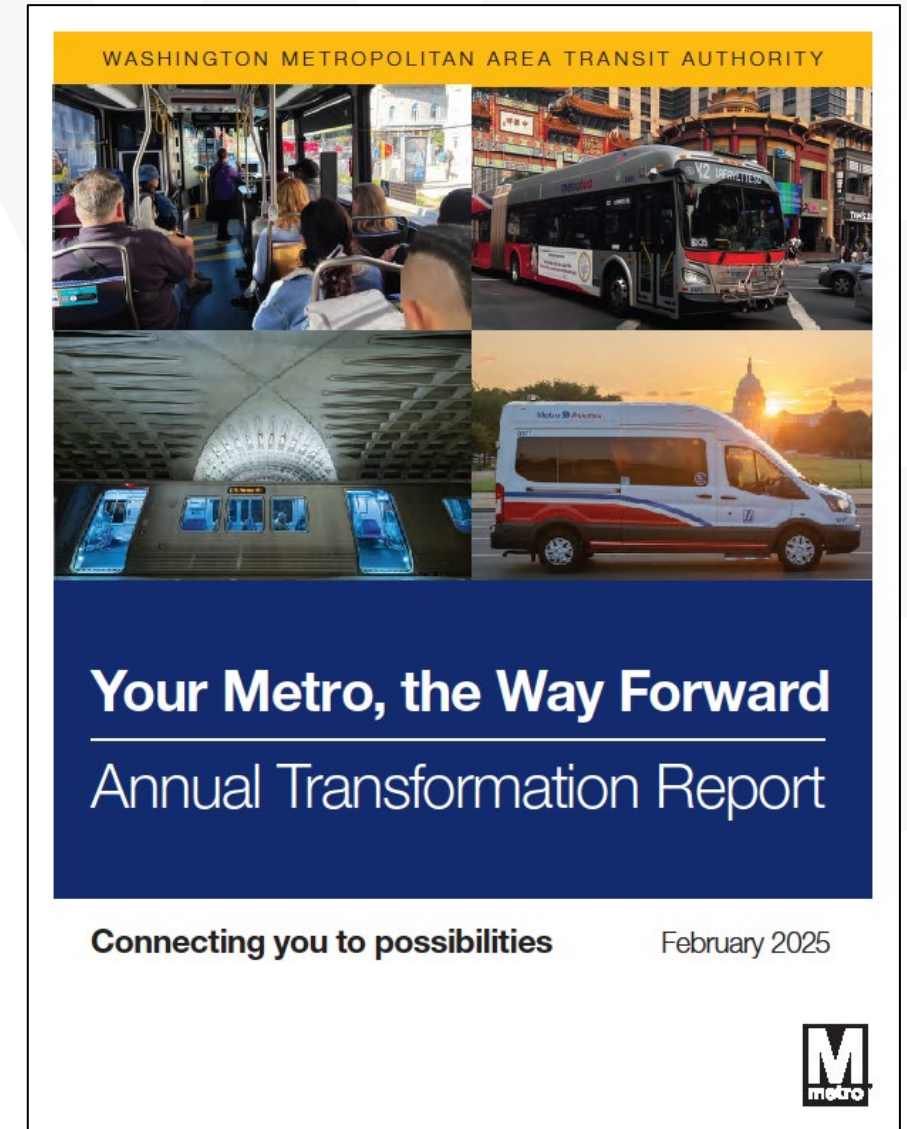
Progress Reporting

Reporting Cadence by Goal

- Service Excellence
  - Safety and Operations Committee
  - Quarterly

- Talented Teams
  - Executive Committee
  - Bi-annually

- Regional Opportunity and Partnership
  - Finance Committee
  - Annually

- Financial Sustainability
  - Finance Committee
  - Quarterly, including Annual Budget

- Environmental Sustainability
  - Finance Committee
  - Annually

Metric	FY23 Result	FY24 Result	FY25 Q1–Q2 Result	FY25 Target	FY28 Target
Goal 1: Service Excellence					
Customer satisfaction					
Metrorail	84%	90%	● 89%	≥ 85%	≥ 85%
Metrobus	71%	79%	● 75%	≥ 75%	≥ 85%
MetroAccess	77%	84%	● 71%	≥ 79%	≥ 85%
Goal 2: Talented Teams					
Staff perception of WMATA as great place to work	1	-2	n/a	≥ 1	≥ 14
Goal 3: Regional Opportunity and Partnership					
Monthly ridership	16.6M	21.0M	● 21.3M	21.2M	TBD
Goal 4: Financial Sustainability					
Percent of projected service funded	100%	100%	● 100%	100%	100%
Percent of capital plan funded	94%	98%	● 65%	≥ 95%	≥ 95%
Operating budget utilization	97.6%	97.3%	● 102.3%	95% to 100%	95% to 100%
Capital budget utilization	99.5%	87.6%	● 88.9% (forecast)	≥ 95%	≥ 95%
Goal 4: Environmental Sustainability					
Regional greenhouse gas (GHG) emissions avoidance	7.347M	9.305M	n/a	TBD	TBD

Indicator lights: ● Target met | ● Target just missed | ● Target missed | If no annual target

Track Access Efficiencies

- Nightly preventive and corrective maintenance to keep infrastructure safe and reliable

- Initiatives to enhance overnight roadway access and extend the productivity window
  - Streamlining business processes
  - Leveraging advanced technology to collect and analyze data
  - Using equipment GPS data to analyze utilization
  - Daily Overnight Productivity Report
  - Nightly coordination call to enhance communications and planning
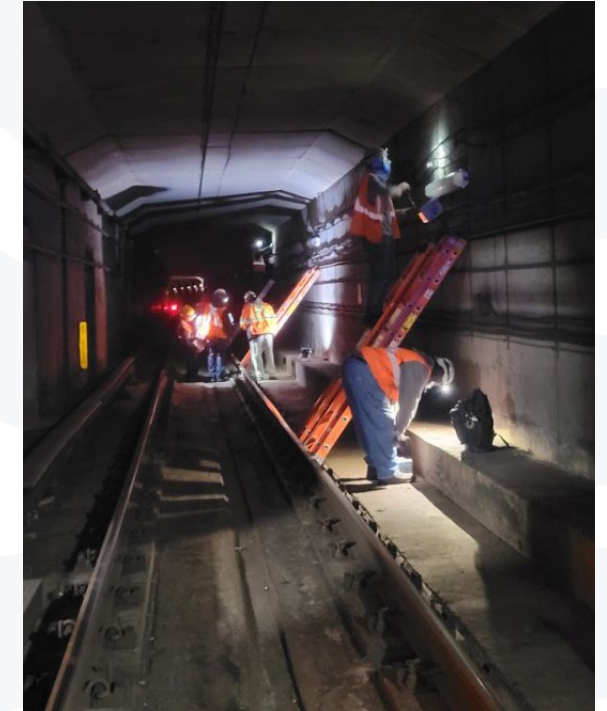
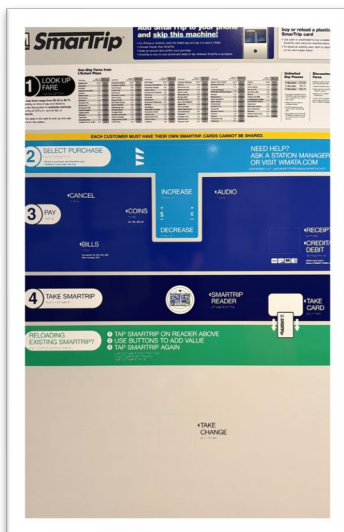**21-minute (18%) reduction in median weekday "time to start"**

44-minute (46%) increase in median weekday "wrench time"

(December 2023 to December 2024 comparison)

Improving Passenger Information & Wayfinding

Pay	Navigate	Wait	Ride

Pay

Testing a more **customer friendly fare machine design** at L'Enfant Plaza, inspired by a local college student's design
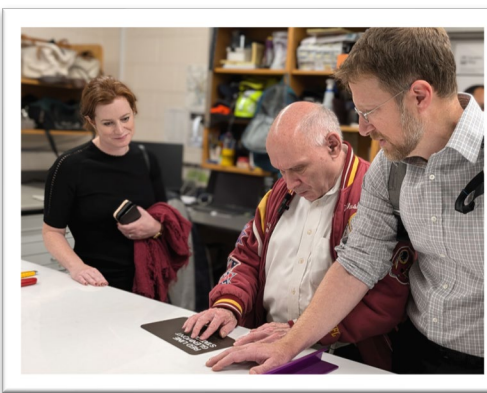

Navigate

More system maps at transfer stations

New **station ahead maps** continue to be installed on the Red Line

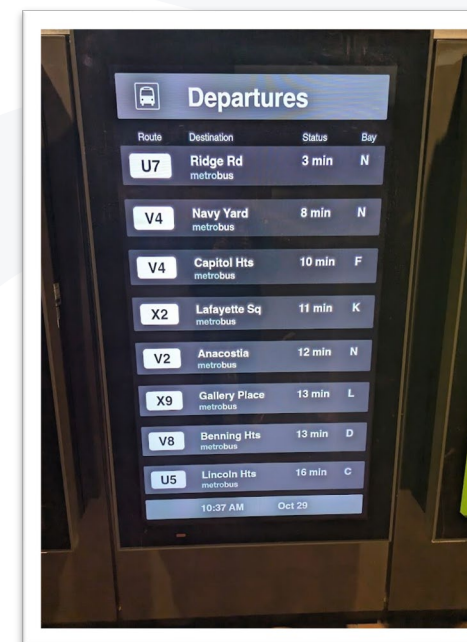Upgraded **wayfinding production equipment** aiding accessibility

Wait

22 more rail stations with upgraded real-time screens

140 more bus stops with new real-time screens

Real-time bus information inside **16** rail stations

Ride

7000-series trains updated to include local points of interest and connecting bus options

Modernizing Fare Collection

Rail
Completed retrofit of faregates at all 98 stations

Bus
Increased fare enforcement started December 2024

Going Mobile

Adding over 1.2 million mobile transactions each week

Mobile is sticking: 27% of stations above 40% mobile use, and 100% of stations are over 20%

One-day high: **221,000** mobile transactions

Nearly **5,000** DC Kids Ride Free cards converted to Apple Wallet

Coming Soon: "Metro Tap & Go" Open Fare Payment

Improving Customer Sentiment and Growing Ridership

New mailers will target key customer groups:

- Deployed to low sentiment areas identified by complaint data and negative social media comments tracked to zip code

- Change of Address, via USPS New Moves

Hey, Alice!

In case you missed it, we've made significant improvements over the last year.

Our focus on safety has resulted in:

Crime rates down 40% year over year. Fare evasion is down 82%, thanks to newly upgraded fare gates. We've increased the number of officers visibly patrolling both rail stations and bus routes.

With cleaner trains, reliable service and improved safety, ridership climbed 12% year over year, marking 45 months of growth. September saw 850,000 daily trips, the highest since 2020!

Thanks to these improvements, customer satisfaction has hit record highs—92% for Metrorail and 83% for Metrobus.

We are always working on ways to make Metro the best it can be so you can easily get to where you want to go.

Ride Metro today.
wmata.com/tripplanner

Changes to Appendix A

- Most changes were minimal
  - Updated text
  - Baseline aligned with others

- Reasons for changes:
  - Clarify metric name or description
  - Create consistent target values, methodologies, or baseline periods across metrics
  - Align to industry standard
  - Update to better achieve intended purpose

New or Replaced Metric 14%

No Change or Text Change Only 38%

New or Improved Methodology 26%

Baseline Change 22%
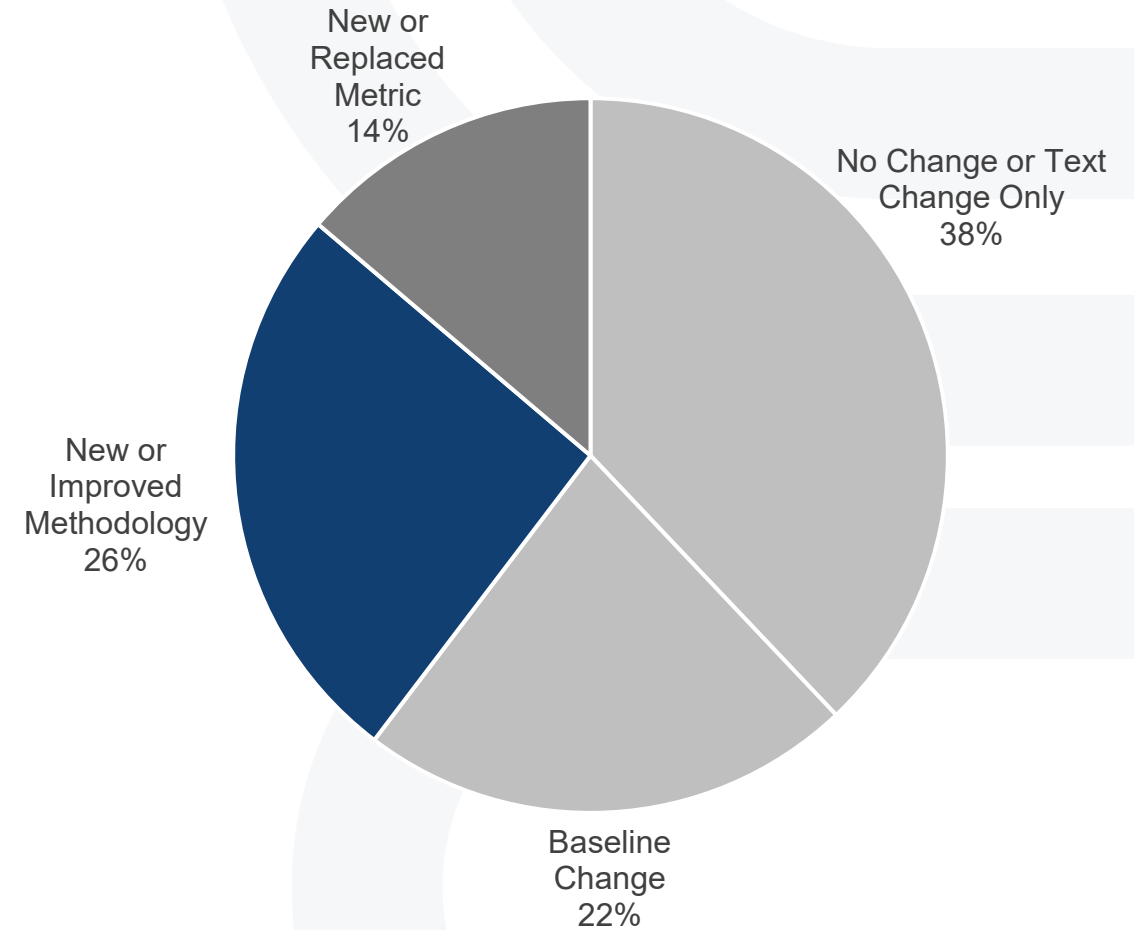
Next Steps

- An Opportunity to Re-Evaluate Metrics and Goals

- FY25 initiatives currently include:

  - Better Bus

    - Redesigned routes, bus flags, maps/signage

  - Rail Automation Programming

  - Contactless Payment

- Leading to the FY26 Triennial Update of STP

Strategic Transformation Plan

Metrics Overviews

Service Excellence: Metrics Overview

Indicator lights: ● Target met | ● Target just missed | ● Target missed | ● If no annual target

	Metric		FY24 Result	FY25 Q1-Q2 Result	FY25 Target	FY28 Target
Overall	Customer satisfaction	Metrorail	90%	● 89%	≥ 85%	≥ 85%
		Metrobus	79%	● 75%	≥ 75%	≥ 85%
		MetroAccess	84%	● 71%	≥ 79%	≥ 85%
Safety & Security	Part 1 crime rate		6.6	● 4.4	≤ 7.8	Toward 0
	Transit worker assault rate		45.0	● 47.5	≤ 46.2	Toward 0
	Customer Dissatisfaction: safety from crime	Metrorail	9%	● 7%	≤ 16%	≥ 10%
		Metrobus	15%	● 13%	≤ 14%	≥ 10%
	Customer injury rate		27.0	● 27.6	≤ 24	Toward 0
	Employee injury rate		6.3	● 6.8	≤ 6.0	Toward 0
	Crowding	Metrorail	0.7%	● 0.8%	≤ 5.0%	≤ 5.0%
		Metrobus	3.7%	● 3.3%	≤ 5.0%	≤ 5.0%

	Metric		FY24 Result	FY25 Q1-Q2 Result	FY25 Target	FY28 Target
Reliability	On-time performance	Metrorail	87.3%	● 87.5%	≥ 91%	≥ 95%
		Metrobus	76.4%	● 75.6%	≥ 78%	≥ 80%
		MetroAccess	91.3%	● 87.7%	≥ 92%	≥ 92%
	Service delivered	Metrorail	98.8%	● 97.8%	≥ 97.0%	≥ 99.0%
		Metrobus	98.3%	● 97.8%	≥ 98.0%	≥ 98.0%
		MetroAccess	98.8%	● 97.5%	≥ 99.25%	≥ 99.25%
	Planned service delivered		82.9%	● 89.9%	≥ 85%	≥ 92.0%
	Elevator availability		98.2%	● 98.4%	≥ 97.7%	≥ 98%
	Escalator availability		94.5%	● 94.8%	≥ 93%	≥ 93.0%
Convenience	Accuracy of real-time arrival information	Metrorail	96.7%	● 97.7%	≥ 97%	TBD
		Metrobus	85.5%	● 89.3%	≥ 86.5%	≥ 88.0%
	Metrobus availability of real-time arrival information		92.0%	● 93.0%	≥ 93%	TBD
	Customer satisfaction: cleanliness	Metrorail	68%	● 73%	≥ 64%	≥ 80%
		Metrobus	62%	● 63%	≥ 70%	≥ 80%
	Last-mile connectivity/bicycle access		n/a	n/a	≥ 3.5%	≥ 3.5%

Metric for "Accuracy of real-time arrival information: MetroAccess" is still under development and will be included in the next report.

Talented Teams: Metrics Overview

Indicator lights: ● Target met | ● Target just missed | ● Target missed | If no annual target

	Metric	FY24 Result	FY25 (July-Dec) Result	FY25 Target	FY28 Target
Overall	Staff perception of WMATA as great place to work (Net Promotor Score)	-2	n/a	≥ 1	≥ 14
Recruitment & Retention	Time to hire (days)	119	● 129*	≤ 111	≤ 90
	Voluntary turnover rate	2.6%	● 2.8%	≤ 2.85%	≤ 2.0%
Engagement, Empowerment, and Recognition	Staff sentiment about working for WMATA in the future	81%	n/a	Improve	≥ 90%
	Staff perception of empowerment	46%	n/a	Improve	≥ 65%
	Staff perception of collaboration	29%	n/a	Improve	≥ 65%
	Staff perception of process efficiency	32%	n/a	Improve	≥ 60%
	Staff perception of duplication of activity	22%	n/a	Improve	≥ 65%
	Staff perception of recognition	42%	n/a	Improve	≥ 60%
	Staff perception of Diversity, Equity, and Inclusion	65%	n/a	Improve	≥ 80%
Professional and Technical Skill Development	Involuntary turnover rate	2.0%	● 2.2%	≤ 1.5%	≤ 1.5%
	Staff perception of learning and development	51%	n/a	Improve	≥ 75%

Staff perception metrics are collected annually in June via an organization-wide employee survey, so FY25 results will be available in July 2025. Metrics for "Offer Acceptance", "Workforce Demographics", "Absenteeism Rate", and "Internal Customer Satisfaction" are still under development and will be included in the next report.
*Time to hire results include preliminary data from December.

Regional Opportunity & Partnership: Metrics Overview

Indicator lights: ● Target met | ● Target just missed | ● Target missed | If no annual target

	Metric	FY24 Result	FY25 Q1 – Q2 Result	FY25 Target	FY28 Target
Overall	Monthly ridership	21.0M	● 21.3M	21.2M	TBD
Regional Network and Partner Service Optimization, and Transit Equity	Rail frequent service	60%	● 63%	70%	≥ 75%
	Bus frequent service	45%	● 45%	45%	≥ 50%
	Destination access	274,300	● 275,000	275,000	≥ +10%
	Percent of transit mode share	6.4 (CY23)	n/a	7.5%	≥ 7%
	Reduced fare program enrollment	7,200	● 10,000	11,200	≥ 30,000
Community Partnership and Engagement	Inclusive contracting	7% (FFY24)	n/a	21%	≥ 21%
	Transit- oriented development on Metrorail properties	2	● 3	5	≥ 20 by 2032

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

Sustainability: Metrics Overview

Indicator lights: ● Target met | ● Target just missed | ● Target missed | If no annual target

Financial Sustainability

	Metric		FY24 Result	FY25 Q1 – Q2 Result	FY25 Target	FY28 Target
Overall	Percent of projected service funded		100%	● 100%	100%	100%
	Percent of capital plan funded		98%	● 65%	≥ 95%	≥ 95%
	Operating budget utilization		97.3%	● 102.3%	95% to 100%	95% to 100%
	Capital budget utilization		87.6%	● 88.9% (forecast)	≥ 95%	≥ 95%
Financial Sustainability	Bond rating		AA	● AA	Investment grade	Investment grade
	Percent of revenue from non-fare, non-subsidy sources		5.2%	● 5.1%	4.3%	5-10%
	Percent of operating budget for reserves		0%	● 0%	Toward 10%	10%
	Operating expenses per vehicle revenue mile	Metrorail	$12.90	● $11.81	$11.44	Index to growth
		Metrobus	$20.19	● $17.31	$22.09	Index to growth
	Fare evasion	Metrorail	8.6%	● 3.5%	3.7%	Toward 0
		Metrobus	72%	● 75%	67%	Toward 0
	Non-revenue fleet		1,427	● 1,413	1,405	TBD

Environmental Sustainability

	Metric		FY24 Result	FY25 Q1–Q2 Result	FY25 Target	FY28 Target
Overall	Regional greenhouse gas (GHG) emissions avoidance		9.305M	n/a	TBD	TBD
Environmental Sustainability	GHG emissions intensity		2.12	n/a	2.30	0 by 2050
	Water intensity		0.70	n/a	<1	<1
	Percent of carbon-free electricity		33%	n/a	33%	100% by 2033
	Percent of fleet that is zero-emission	Metrobus	<1%	● <1%	<1%	100% by 2042
		Non-revenue	0%	● 0%	0%	100% by 2050
		Paratransit	<1%	● <1%	<1%	100% by 2050
	Number of facilities with green certifications		13	● 15	16	18 by 2028

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