



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

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.

2025 Annual Transformation Report

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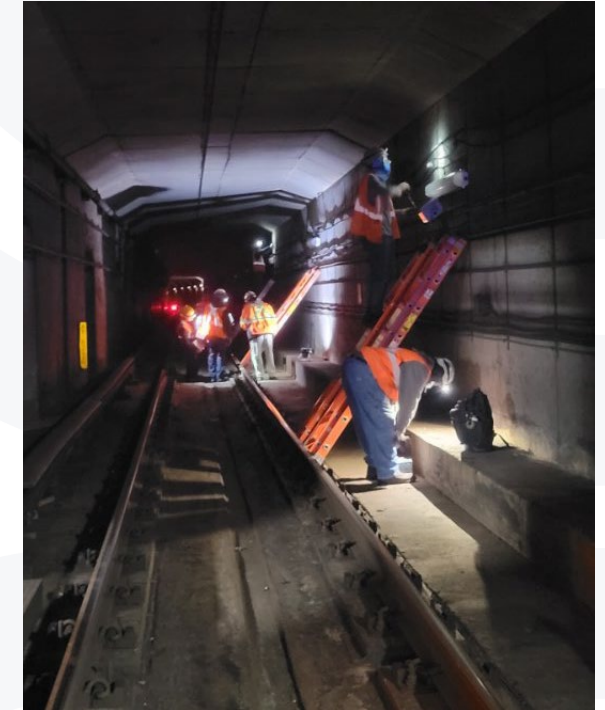
Metrics Overview

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”

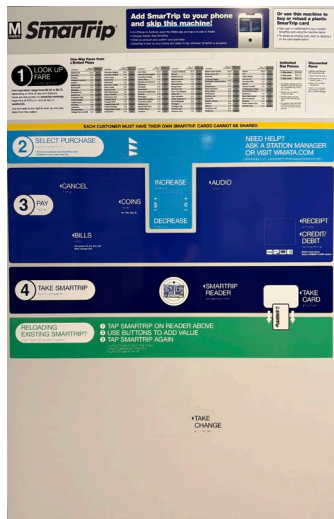
(December 2023 to December 2024 comparison)



Improving Passenger Information & Wayfinding



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



More system maps at transfer stations

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

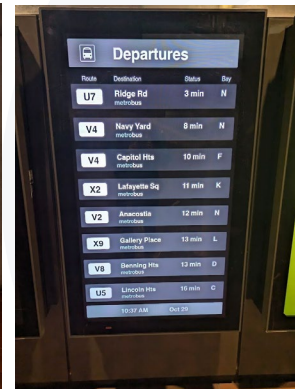
Upgraded **wayfinding production equipment** aiding accessibility



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



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

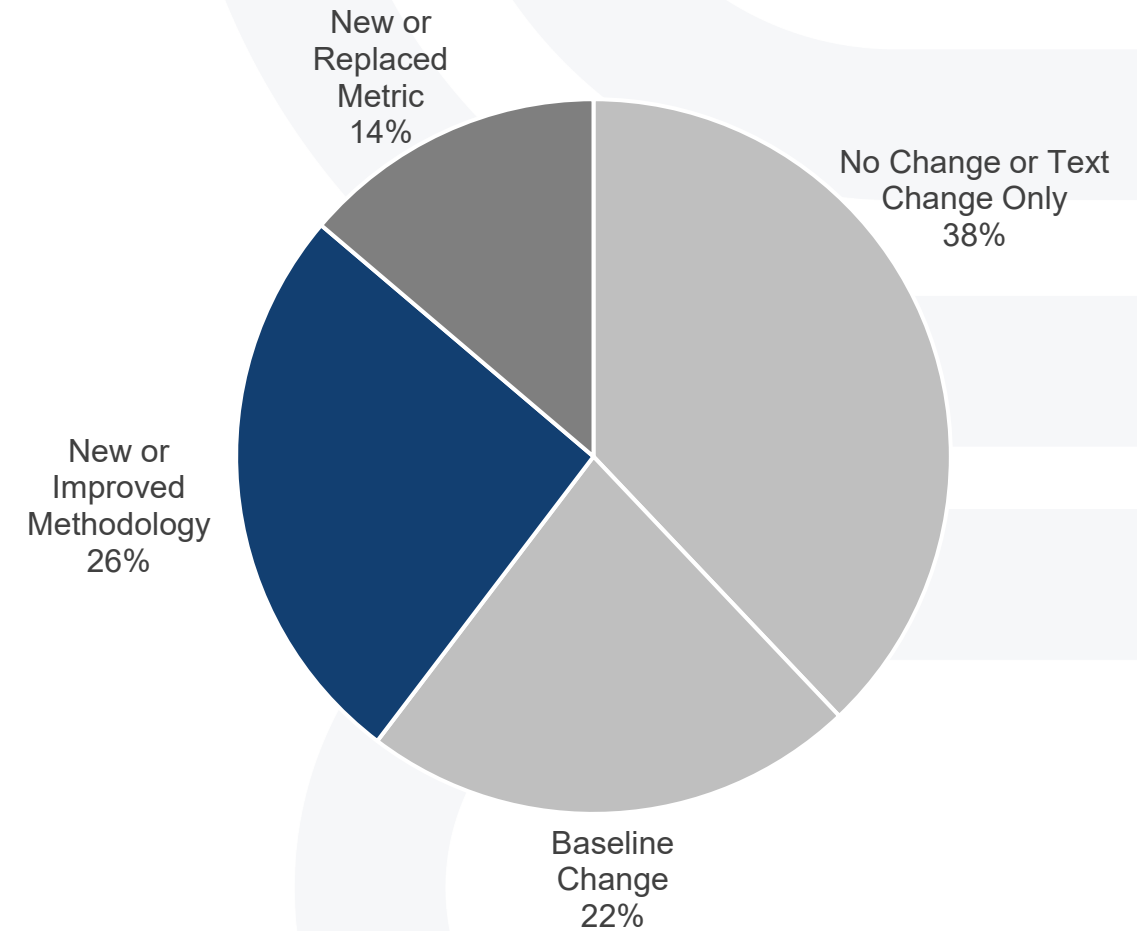
Nearly **5,000** DC Kids Ride Free cards converted to Apple Wallet



Coming Soon: “Metro Tap & Go” Open Fare Payment

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



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

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
	On-time performance	Metrorail 87.3%	● 87.5%	≥ 91%	≥ 95%
		Metrobus 76.4%	● 75.6%	≥ 78%	≥ 80%
		MetroAccess 91.3%	● 87.7%	≥ 92%	≥ 92%
Reliability	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%
Convenience	Escalator availability	94.5%	● 94.8%	≥ 93%	≥ 93.0%
	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

			FY25			
Metric			FY24 Result	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

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

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	
	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	
Environmental Sustainability		Metrobus	<1%	<1%	<1%	100% by 2042
	Percent of fleet that is zero-emission	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