

# Your Metro, The Way Forward

## Strategic Transformation Plan Update

December 8, 2022





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



# Strategic Transformation Plan: Establishing Metro's north star

## Mission – What we do

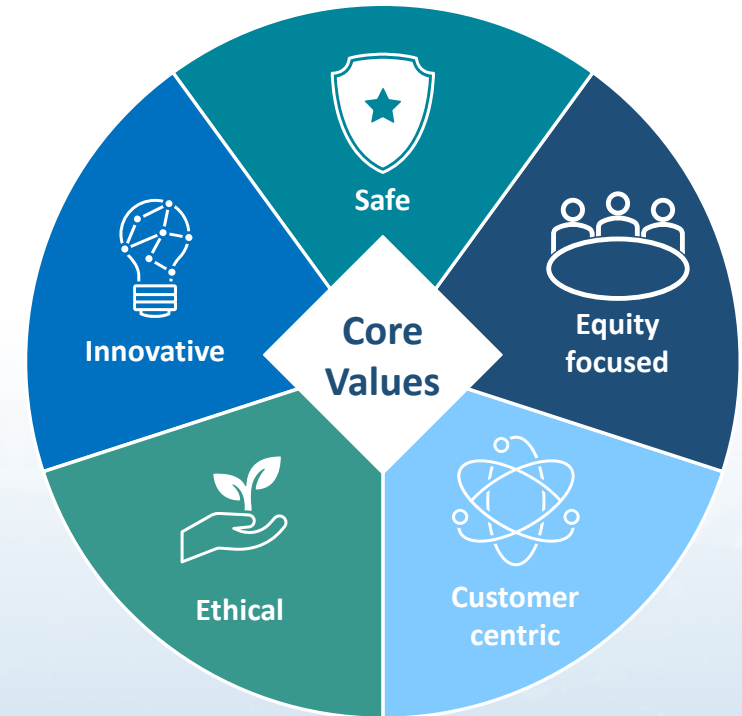
Your Metro – Connecting you to possibilities

## Vision — Where we're going

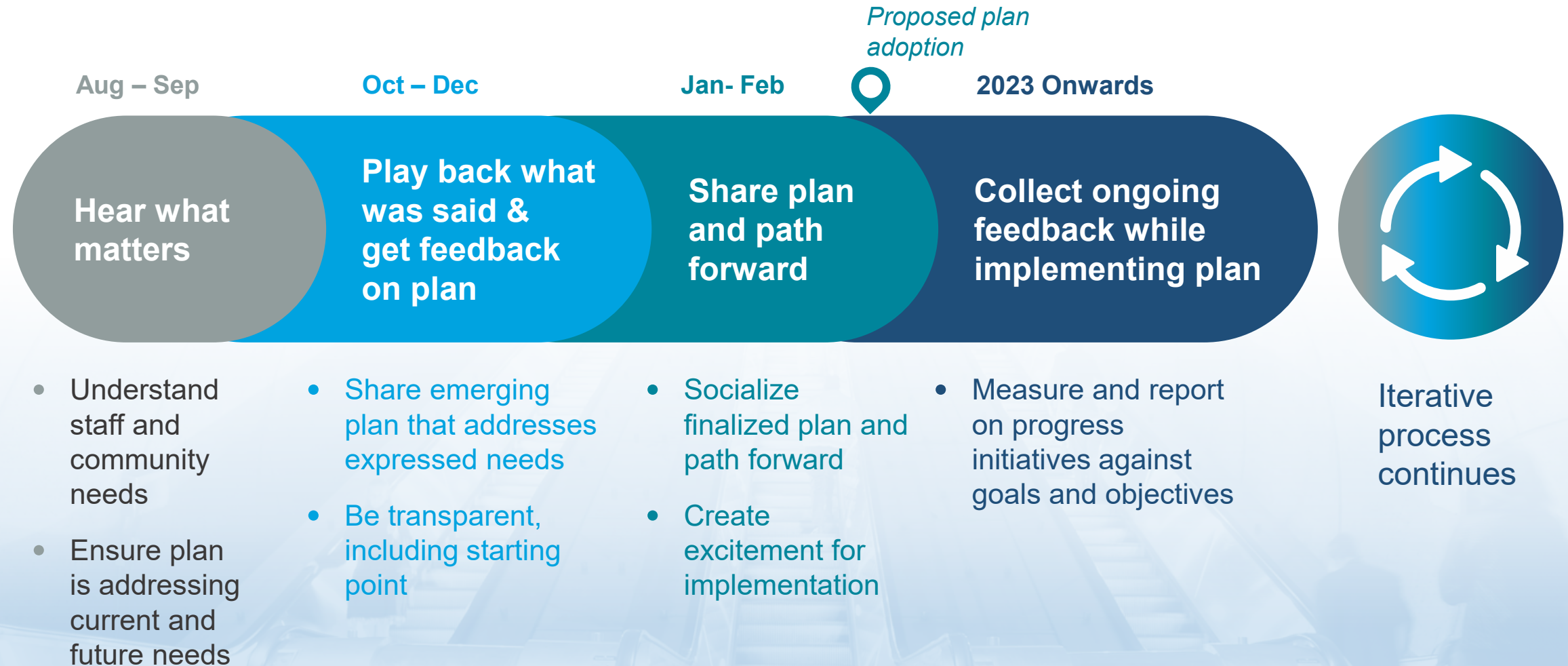
The region's trusted way to move more people safely and sustainably

## Goals — Our priorities to achieve the vision

- Service excellence
- Regional opportunity & partnership
- Sustainability
- Talented teams



Community & stakeholder engagement extends across four phases, but starts and ends with listening to customers, community, and Metro staff



Data and stakeholder input led to four goals and supporting objectives to achieve Metro's vision



### Service excellence

Deliver safe, reliable, convenient, and enjoyable service for all customers



### Regional opportunity and partnership

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



### Sustainability

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



### Talented teams

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

# Strategic Transformation Plan Community Engagement, by the numbers



## Customer Survey

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



## Interviews

**60+** Interviews with Board and staff



## 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

**20+** meetings with government partners, business leaders, advisory committees, advocates



## Workshops

**Multiple** collaborative sessions with Metro Board and Senior Executive Team



Data and stakeholder input led to four goals and supporting objectives to achieve Metro's vision



### Service excellence

Deliver safe, reliable, convenient, and **enjoyable equitable** service for all customers



### Regional opportunity and partnership

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



### Sustainability

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



### Talented teams

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

# Overview of goal and objective metrics

STP Goals				
	Service excellence	Talented teams	Regional opportunity and partnership	Sustainability
<b>Goal metric</b>	<ul style="list-style-type: none"> <li>Customer satisfaction across Metrobus, Metrorail, and MetroAccess customers</li> </ul>	<ul style="list-style-type: none"> <li>Staff perception of WMATA as great place to work</li> </ul>	<ul style="list-style-type: none"> <li>Monthly Metro Ridership</li> </ul>	<ul style="list-style-type: none"> <li>Percent of projected service funded</li> <li>Percent of capital plan funded</li> <li>Deviation to budget (operating and capital)</li> <li>Greenhouse Gas (GHG) reduction</li> </ul>
<b>Objective metric</b>	<p><b>Reliability</b></p> <ul style="list-style-type: none"> <li>OTP</li> <li>Percent of planned service delivered (bus and rail)</li> <li>Missed MetroAccess trips</li> </ul> <p><b>Safety &amp; security</b></p> <ul style="list-style-type: none"> <li>Crime rate</li> <li>Customer injury rate</li> <li>Customer perception/satisfaction with safety from crime</li> <li>Employee assault rate</li> <li>Employee injury rate</li> </ul> <p><b>Convenience</b></p> <ul style="list-style-type: none"> <li>Customer perception/satisfaction with cleanliness</li> <li>Accuracy of real time arrival info across all modes</li> </ul>	<p><b>Recruitment and retention</b></p> <ul style="list-style-type: none"> <li>Time to hire</li> <li>Offer acceptance rate</li> <li>Diversified workforce</li> <li>Voluntary turnover rate</li> <li>Staff sentiment about working for WMATA in the future</li> </ul> <p><b>Engagement, empowerment, and recognition</b></p> <ul style="list-style-type: none"> <li>Staff perceptions of empowerment, collaboration, process efficiency, duplication of activity, recognition, and DEI</li> <li>Absenteeism rate</li> <li>Internal customer satisfaction</li> </ul> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>Involuntary turnover rate</li> <li>Staff perception of support to learning &amp; development</li> </ul>	<p><b>Regional network and partner optimization</b></p> <ul style="list-style-type: none"> <li>Bus/rail frequent service (i.e., % customer trips with x min or better frequency)</li> <li>Destination access (i.e., % jobs accessible within 30 or 60 min of Metro system)</li> <li>% transit mode share</li> <li>Smart benefit enrollment</li> <li>Reduce fare program enrollment</li> </ul> <p><b>Community partnership and engagement</b></p> <ul style="list-style-type: none"> <li>Inclusive contracting (i.e., % of contracted dollars with local small and minority businesses)</li> <li>Building near transit (i.e., share of development within 0.5-mile radius parts of Metro system)</li> <li>Community engagement</li> </ul>	<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>Bond rating</li> <li>Percent of revenue from non-fare, non-subsidy sources</li> <li>Percent of budget for reserves</li> <li>Percent of growth in unfunded responsibilities</li> <li>OPEX per vehicle revenue mile</li> <li>Fare evasion (i.e., customers not paying fare as % of all trips)</li> </ul> <p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>Greenhouse Gas (GHG) per revenue mile</li> <li>Water use by vehicle mile</li> <li>Percent of renewable (carbon-free) of electricity</li> <li>Percent of fleet that is zero-emission</li> <li>Number of projects with green certifications</li> </ul>



# Overview of preliminary initiatives

STP Goals				
Initiatives	Service excellence	Talented teams	Regional opportunity and partnership	Sustainability
	<ul style="list-style-type: none"> <li>• Repair and modernize infrastructure equipment</li> <li>• Reliability-centered maintenance</li> <li>• Improve operational effectiveness</li> <li>• Safety Management System (SMS) implementation</li> <li>• Modernize station operations</li> </ul>	<ul style="list-style-type: none"> <li>• DEI strategy &amp; programs</li> <li>• Innovation incubator</li> <li>• Strategic workforce planning</li> <li>• Center of Excellence Training Academy</li> <li>• Leadership development &amp; applied training programs</li> </ul>	<ul style="list-style-type: none"> <li>• Better Bus Network Redesign</li> <li>• Metrorail service optimization</li> <li>• Fare simplification &amp; affordability</li> <li>• Community relations office</li> <li>• <b>Implement Social Equity Policy</b></li> </ul>	<ul style="list-style-type: none"> <li>• Dedicated, ongoing, regional, non-fare, non-subsidy funding stream(s)</li> <li>• Decarbonize Metro</li> <li>• Subsidy formula &amp; jurisdictional funding model</li> <li>• Modernize design, construction, &amp; operations to meet sustainability &amp; resiliency challenges</li> </ul>

# Your Metro, The Way Forward

Preliminary

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	<div>Service excellence</div> <div>Deliver safe, reliable, convenient, accessible, and enjoyable service for all customers</div>	<div>Talented teams</div> <div>Attract, develop, retain top talent where individuals feel valued, supported, and proud of their contribution</div>	<div>Regional opportunity and partnership</div> <div>Design transit service to move more people and connect a growing region</div>	<div>Sustainability</div> <div>Manage resources responsibly to achieve a sustainable operating, capital, and environmental model</div>
Objectives	<ul style="list-style-type: none"><li>Reliability</li><li>Safety and security</li><li>Convenience</li></ul>	<ul style="list-style-type: none"><li>Engagement, empowerment, and recognition</li><li>Recruitment and retention</li><li>Development</li></ul>	<ul style="list-style-type: none"><li>Regional network and partner optimization</li><li>Community partnership and engagement</li></ul>	<ul style="list-style-type: none"><li>Financial sustainability</li><li>Environmental sustainability</li></ul>
Initiatives	Metrics	Board Reporting		Public Facing Dashboards

# Strategic Transformation Plan Upcoming Milestones

<b>12/6/22</b>	STP Press Release
<b>12/8/22</b>	WMATA Board update- Executive Committee
<b>Dec- Jan</b>	Ongoing community partners & stakeholder engagement
<b>12/14/2022</b>	Public Meeting progress update on Strategic Transformation Plan
<b>2/8/2023</b>	Public hearing on Strategic Transformation Plan
<b>2/13/2023</b>	Comment period closes on full strategic transformation plan
<b>2/23/2023</b>	Propose adoption of Strategic Transformation Plan to Board



A blue-tinted photograph of a subway station platform. Two trains are stopped at the platform, and several passengers are walking or standing. The station has a high, arched ceiling with a grid of structural elements. A large digital display board is visible in the background.

# Thank you

