



Executive Committee

Board Information Item III-C

December 8, 2022

Metro Strategic Transformation Plan Update

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

☒ Action ☐ Information

MEAD Number:
203415

Resolution:
☐ Yes ☒ No

TITLE:

Metro Strategic Transformation Plan Update

PRESENTATION SUMMARY:

This presentation will be a brief update on the status of the Strategic Transformation Planning efforts, including community engagement feedback, along with the upcoming milestone schedule.

PURPOSE:

Inform the Board's Executive Committee an update on the status of the Strategic Transformation Planning efforts, including community engagement feedback, along with the upcoming milestone schedule.

DESCRIPTION:

The Strategic Transformation Planning Effort was kicked off in August of 2022 with extensive customer, staff, and Board engagement to develop a strategic plan for the organization. The intent of this plan is to set clear direction and priorities to drive the organization forward toward safe, reliable, and enhanced regional mobility. Staff is working with **HNTB & Boston Consulting Group** to develop the plan that is looking forward to adoption in early 2023.

Key Highlights:

The Strategic Transformation Plan has done extensive outreach, both externally and internally to develop a robust, customer-centric plan for the organization. Feedback from community partners and WMATA staff has been to explicitly call out equity more clearly in our goals, objectives, metrics, and initiatives. As part of the APTA Racial Equity Pilot Program, incorporating equity in the strategic plan is an important step in delivering on our commitment to prioritizing equity and advancing it as part of a comprehensive framework.

Background and History:

No past actions have been taken on the Strategic Transformation Plan.

Discussion:

This is information only and invite discussion on the upcoming milestones for continued Board member participation.

FUNDING IMPACT:

The STP is currently funded out of Capital, and no further impact. The plan will support budget development for future FYs	
Project Manager:	Kimmy Feldbauer
Project Department/Office:	GMGR

TIMELINE:

Previous Actions	August 2022- Initiation of the STP
Anticipated actions after presentation	January 2023: Staff will present draft Strategic Transformation Plan to Board for authorization of public hearing, per dedicated funding agreement with Virginia February 2023: Staff will present Final Strategic Transformation Plan to Board for recommendation of adoption

RECOMMENDATION:

No recommendations at this time

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

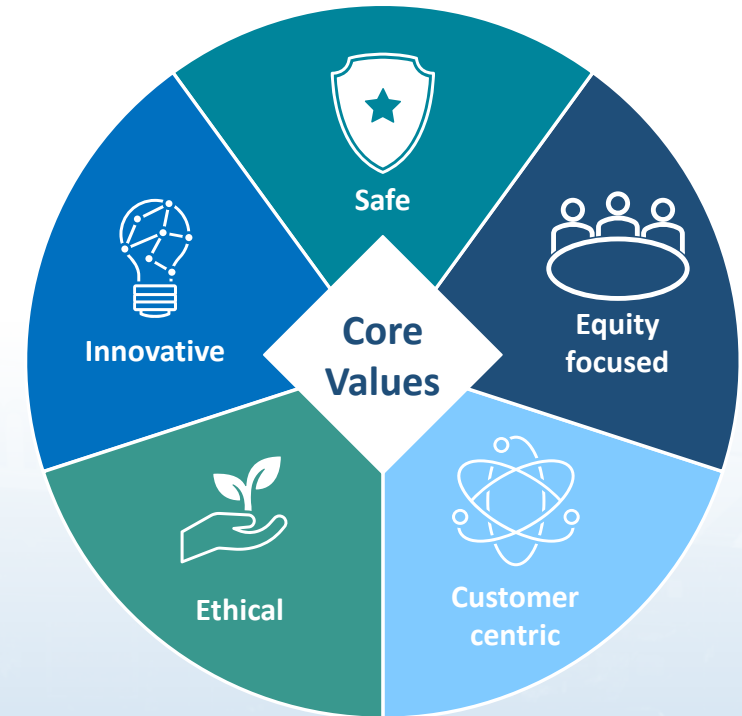
Your Metro – Connecting you to possibilities

Vision — Where we're going

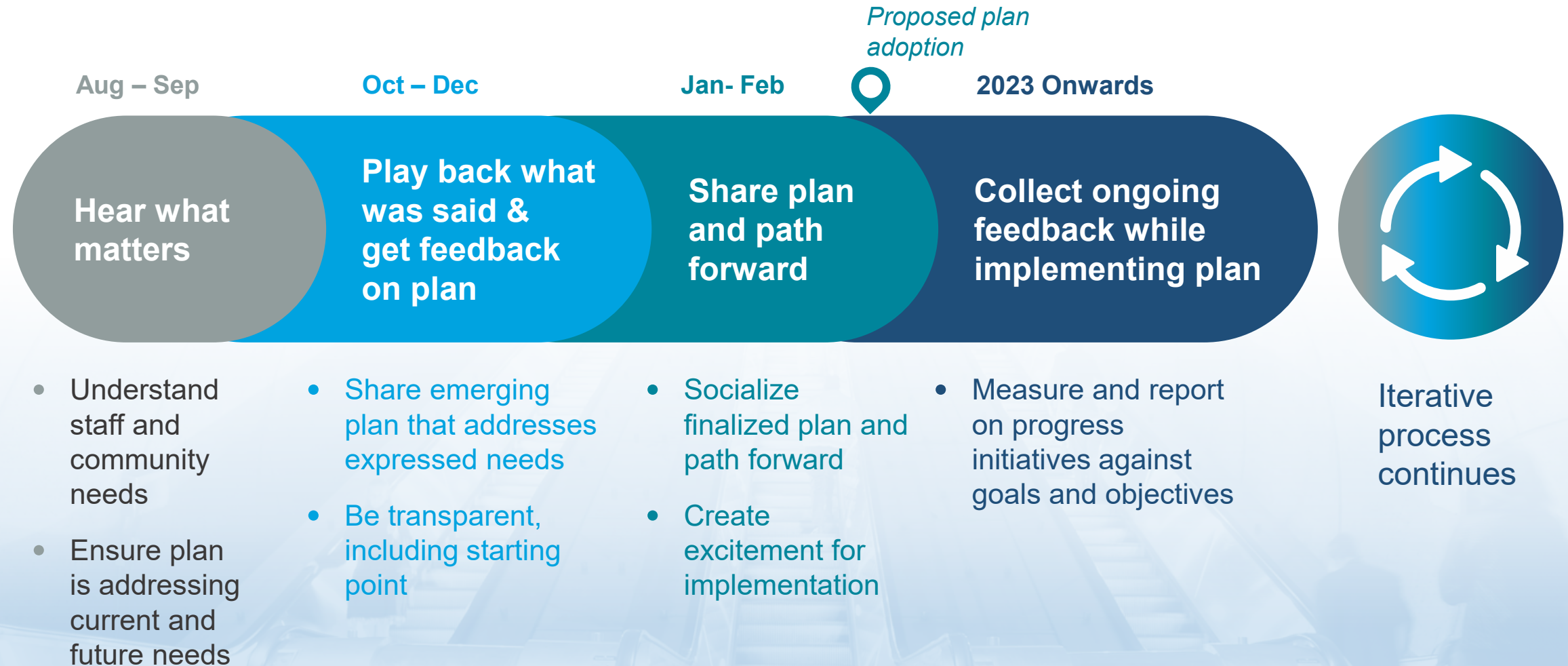
The region's trusted way to move more people safely and sustainably

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

Overview of preliminary initiatives

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

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	Service excellence Deliver safe, reliable, convenient, accessible, and enjoyable service for all customers	Talented teams Attract, develop, retain top talent where individuals feel valued, supported, and proud of their contribution	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
Objectives	<ul style="list-style-type: none">ReliabilitySafety and securityConvenience	<ul style="list-style-type: none">Engagement, empowerment, and recognitionRecruitment and retentionDevelopment	<ul style="list-style-type: none">Regional network and partner optimizationCommunity partnership and engagement	<ul style="list-style-type: none">Financial sustainabilityEnvironmental sustainability
Initiatives	Metrics	Board Reporting		Public Facing Dashboards

Strategic Transformation Plan Upcoming Milestones

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

