Executive Committee

Information Item IV-A

March 7, 2024

2024 Annual Transformation Report

Washington Metropolitan Area Transit Authority

Board Action/Information Summary

○ Action ◉ Information	Document Number: 205716	Resolution: ○ Yes ◉ No

Presentation Name:

2024 Annual Transformation Report

Project Manager:

Kimberly Fedbauer

Project Department:

Your Metro Transformation Office

Purpose/Key Highlights:

Update the Board on Metro's progress towards implementing the Strategic Transformation Plan (STP), as part of the inaugural Annual Transformation Report.

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.
- The Enterprise, Bus & Access, and Rail Action Programs will serve as roadmaps to achieve the transformative changes outlined in the STP.

Interested Parties:

There are no Interested Parties in this matter.

Background:

Metro's Strategic Transformation Plan, *Your Metro, The Way Forward*, was adopted in February 2023. It was developed collaboratively by the Board and senior management with input from customers, staff, and regional partners/stakeholders. The plan outlines what Metro lives by and does (mission and values), and what Metro aspires to and where it wants to go (vision, goals, and objectives).

The Plan defines Metro’s priorities and connects the mission, vision, and goals with actionable initiatives that will drive progress. Since the adoption of the STP, it has guided Metro’s actions. Metro has advanced many initiatives that are part of activating the STP and has shown improvement in many of the Key Performance Indicators (KPIs) associated with the STP.

Discussion:

It has been one year 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 2024 Annual Transformation Report is the inaugural annual report that provides an update on the transformative progress made in activating the STP over the past year. It includes progress profiles on specific efforts, updates on the KPIs, and a preview of the Action Programs being established.

The STP laid out Metro’s guiding values, mission, and vision. It also identified four strategic goals:

- Service Excellence: deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.
- Talented Teams: attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.
- Regional Opportunity & 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.

Each strategic goal has supporting objectives. Metro will deliver on these goals and objectives through initiatives. Metrics were also identified to help monitor and report on progress.

The development of the STP was guided by the region's goals. Transit connects the region and helps power the economy. Therefore, the success of Metro is critical to the success of the region in meeting its many ambitious and visionary goals.
This presentation provides highlights of the progress made over the past year. The full report will include additional information and details.

Goal 1: Service Excellence
In the past year, Metro has progressed many initiatives that advance its goal of Service Excellence. Improvements were made in the areas of public safety, asset modernization and reliability, daily operations, and station and stop improvements. Four examples of initiatives that had successes last year are:

- Operationalizing Video for Public Safety & Security
- Introducing the Fleet of the Future
- Delivering Better Service While Renewing and Modernizing
- Digitally Activating the Strategic Plan
- Expanding Better Bus Improvements

In addition to the overall customer satisfaction KPI, there are Service Excellence metrics in the areas of safety & security, reliability, and customer convenience. Customer satisfaction continues to increase. Metrorail customer satisfaction reached 88 percent in Q1-Q2 of FY24, the highest level recorded since Metro began the current survey in 2013. Metrobus customer satisfaction also continued to rise for the second quarter in a row, meeting its target with 77 percent satisfaction in Q2. Finally, MetroAccess customer satisfaction remained constant in Q2 at 77 percent, which is just under the target.

Goal 2: Talented Teams
For the goal of Talented Teams, Metro has achieved progress in improving employee culture and streamlining internal business processes. Two efforts are highlighted to demonstrate this success:

- Fostering a Culture of Continuous Improvement
- Conducting Business Process Improvement Sprints

The overall KPI for this goal is the net promotor score, which measures staff perception of WMATA as a great place to work. In the first half of FY24, there was no significant change from the STP baseline. However, many of the other goal metrics trended in the desired direction relative to the baseline in the areas of recruitment and retention; engagement, empowerment, and recognition; and professional and technical skill development.

Goal 3: Regional Opportunity and Partnership
Two areas that saw success in the past year are creating an equitable system and advancing jurisdictional partnerships. Featured examples of this success are:

- Partnering with Local Law Enforcement
- Partnering for Bus Improvements
- Accelerating Joint Development

Monthly ridership is the overall metric for this goal, and ridership remains strong and stable. Average monthly ridership reached 19.5M in FY24 Q1-Q2, compared to a baseline of 15.1M in FY23 (through September). Most of the other tracked metrics met their targets in the most recent time period, with the remaining metrics just missing targets.

Goal 4: Sustainability
There was progress in both financial and environmental sustainability efforts over the past year. There have been successful efforts to rethink capital program and project costs as demonstrated by the Bus Shelter Replacement program. Metro has also

continued environmental sustainability efforts, including progress with solar carports and the Lighting Program.

In FY23, Metro met its overall financial sustainability targets to fully fund 100 percent of projected service and held variances to both the operating and capital budgets under five percent, but it did not meet its target of trending toward 100 percent of the capital plan being funded.

For environmental sustainability, there was a significant improvement in the overall metric of regional greenhouse gas (GHG) emissions avoidance. Other sustainability metrics either met target, trended up, or showed no significant change from the baseline.

Action Programs
The Your Metro Transformation Office has been working with senior leaders and key staff across departments on activation plans that define projects on 1-2, 3-5, and 6-10-year timeframes to achieve STP goals. The programs for Enterprise, Bus and Access, and Rail, will serve as roadmaps for transformation at Metro.

Metrics Updates
Some metrics have been updated for refined or newly available information. STP Appendix A - Metrics and Targets will be updated to reflect these changes. The changes generally fall into 4 categories:

- Refined description (no change to measure or methodology)
- Corrected baseline or updated target/trend
- Refined methodology (description, baseline and target/trend updated)
    - For many of these, the baseline metric was previously TBD or not tracked
- New measure

These changes reflect the ongoing development of the STP. The changes are intended to help better track and report on progress and do not significantly change the intention of the metrics.

Funding Impact:

There is no funding impact for presenting this information.

Previous Actions:

February 2023 – Board adoption of “Your Metro, the Way Forward” as Metro’s Strategic Transformation Plan
July 2023 – Sustainability Update
November 2023 – FY24/Q1 Service Excellence Quarterly Report
November 2023 – Transformation Update: Human Capital; Procurement; Diversity, Equity, and Inclusion; Enterprise Resource Planning
February 2024 – FY2024 Semiannual Talented Teams Report
February 2024 – FY24/Q2 Service Excellence Quarterly Repor

Next Steps:

March 7, 2024 – Publish Annual Transformation Report
Spring 2024 – Publish revised Strategic Transformation Action Program Appendix

Recommendation:

Information Only

Washington Metropolitan
Area Transit Authority

March 7, 2024

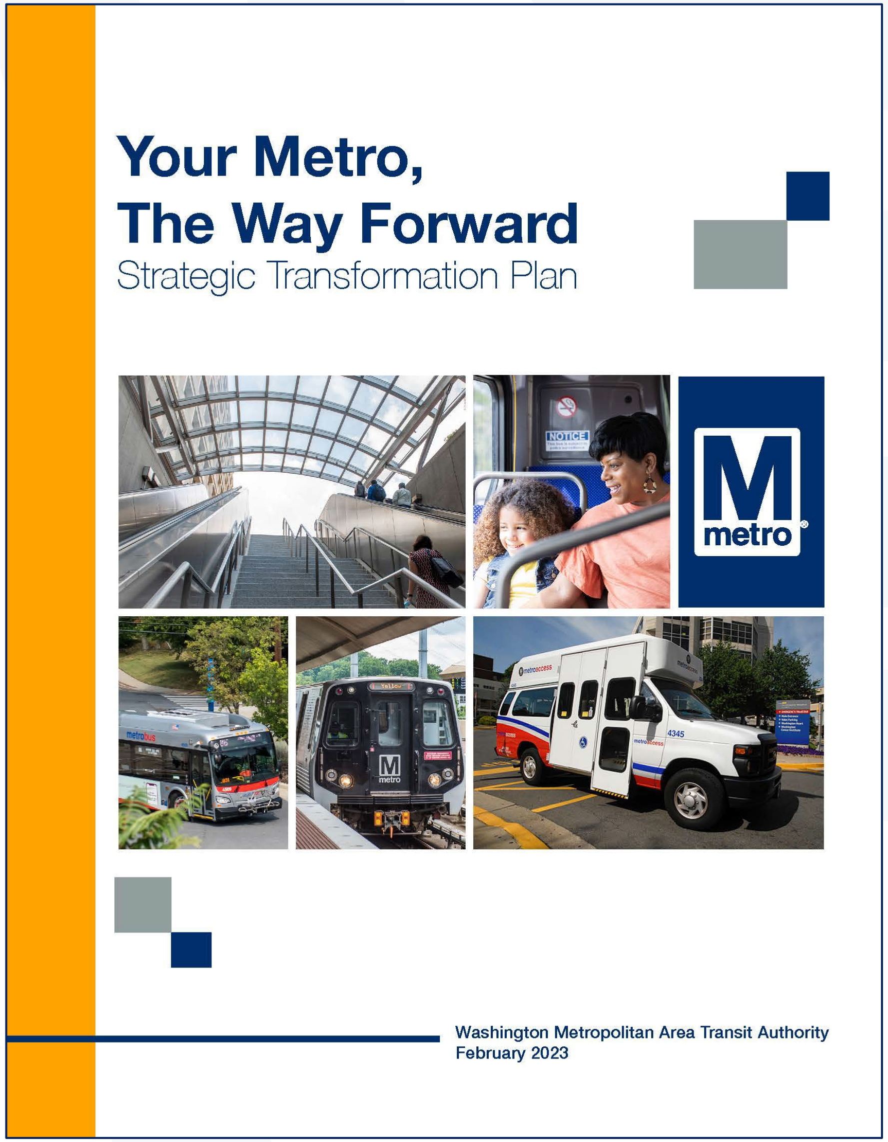
2024 Annual Transformation Report

Executive Committee

RD OR SV BL YL GR metrobus MetroAccess

Summary

- One year since we adopted *Your Metro, The Way Forward*
- Since then, we have been…
  - Transforming our culture
  - Making progress on our metrics
  - Strategically advancing programs
- The 2024 Annual Transformation Report provides
  - An update on the year
  - Progress profiles
  - Metrics updates
  - Action Programs preview



Your Metro, the Way Forward

Service excellence

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

Talented teams

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

Regional opportunity & partnership

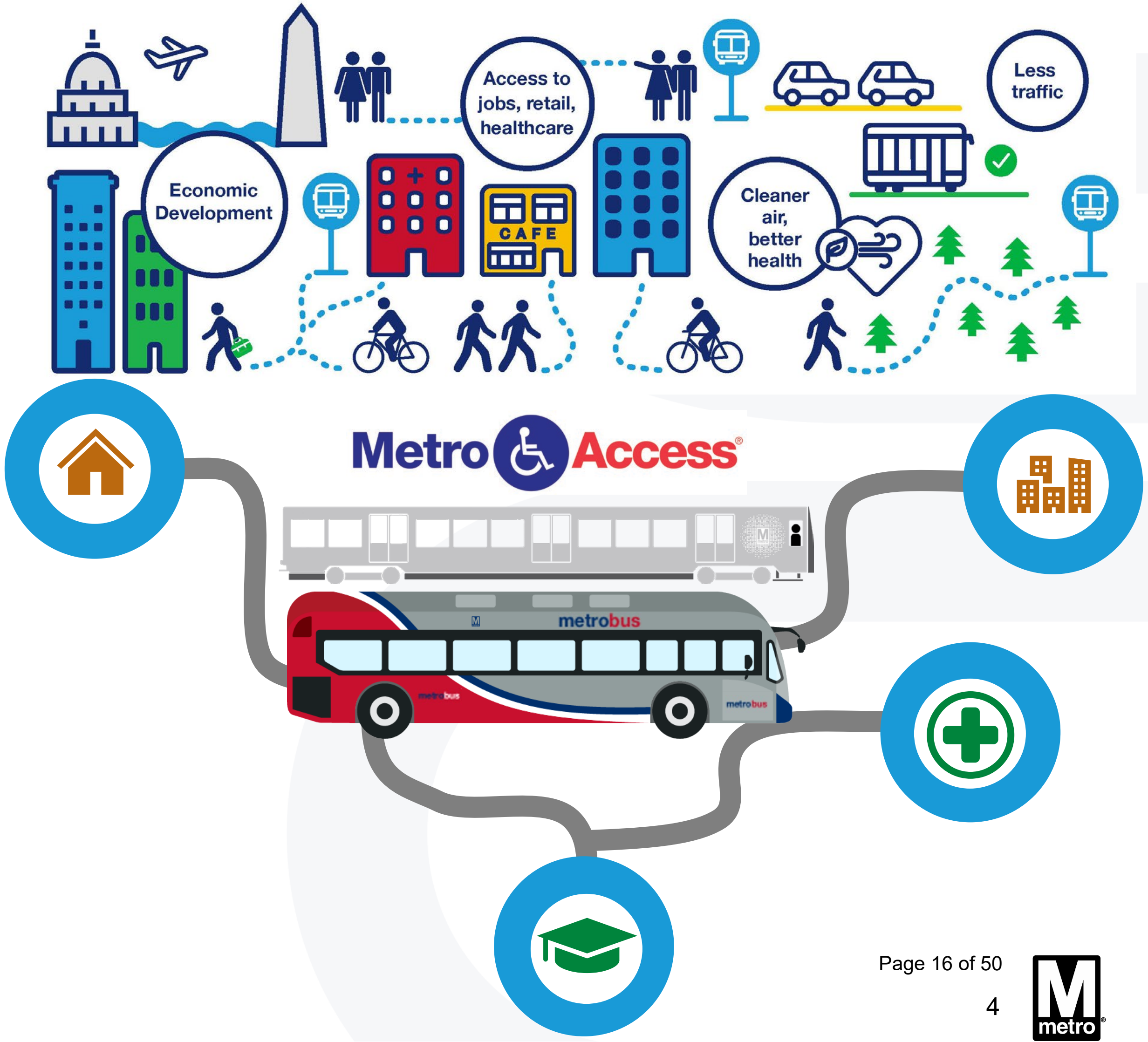
Design transit service to move more people and equitably connect a growing region.

Sustainability

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

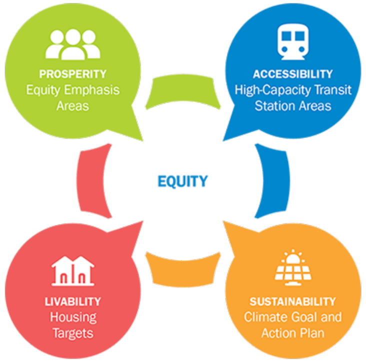
Transit connects the region and helps power the economy

- Transports people to work, fun, shopping, healthcare, services, sports, and more
- Supports national security and tourism, and connects businesses and travelers to two airports
- Moves large numbers of people in the greenest, cheapest, most efficient, and most equitable way
- Attracts housing and businesses, generating transit-oriented development and economic vitality



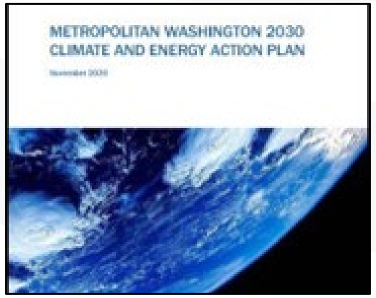
The region has ambitious and visionary goals

Region Forward
Greater Washington 2050 Coalition and Metropolitan Washington Council of Governments (MWCOG)



Region United Planning Framework
MWCOG

Visualize 2045
Long-Range Transportation Plan
Transportation Planning Board (TPB)



Metropolitan Washington 2030 Climate & Energy Action Plan - MWCOG

Selected regional goals

- Increase mode share for transit, walking, biking
- Center equity in plans and actions
- Increase number of jobs accessible by transit
- Reduce driving and vehicle miles traveled (VMT)
- Reduce greenhouse gases (GHG) 50% by 2030, 80% by 2050
- Build 75,000 housing units by 2030 – 75% near transit

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

Public Safety

Introducing the Crisis Intervention Team

★ Operationalizing Video for Public Safety & Security

Opening New Integrated Command and Communications Center

Asset Modernization & Reliability

★ Introducing the Fleet of the Future

Implementing a Safety Management System (SMS)

Modernizing Our Quality Management System

★ Delivering Better Service While Renewing and Modernizing

Constructing Modern Bus Facilities

Daily Operations

★ Digitally Activating the Strategic Plan

Modernizing our Fare System

Developing New Metrorail Operating Rulebook

Station and Stop Improvements

Improving Customer Information

Modernizing Metrorail Customer Touch Points

★ Expanding Better Bus Improvements

Innovating for MetroAccess

★ Featured progress profile

Operationalizing Enterprise Video for Public Safety & Security

- Shift in video culture
- Operationalize Video Technology
  - Integrate across fleets and facilities
    - Enhancing live video on bus, rail, stations
    - Non-revenue facilities
    - Parking garages
  - Real-time video access
  - Enhanced surveillance
  - Improved use for incident mitigation
- Identifying cost efficiencies

Over 30,000
cameras in the
system

8000 Series Rail Car Procurement

- Extensive public engagement
- Finalizing design
- Will retire legacy rail cars

Over 16,000 pop-up visitors
2,400 comments received
7,000 handouts distributed

Rail Service Improvements

- Increased train operators
- Returned 7000-series fleet to service
- Introduced 6-car trainsets for 7000-series
- Will improve cost efficiency

46%
more peak trips delivered daily in January 2024 than a year ago

Rail Automation

- Automatic Door Operations
  - Red Line, December 2023
  - Systemwide training and certification underway
- Automatic Train Operations
  - Finalizing Concept of Operations
  - Modernizing operational readiness
- Will allow us to increase the safety, reliability, and frequency of service

Zero-Emission Bus Transition

- Received largest FTA Low or No Emission Vehicle grant in the country, $104M
- Launched first two 60-ft battery-electric buses
- Will improve air quality & reduce greenhouse gas emissions

Optimize infrastructure work to reduce customer disruption and improve productivity and cost efficiency

Challenge

1. **Infrastructure in good repair is the backbone of frequent, safe, and reliable service**
2. **Daytime infrastructure work is more disruptive for customers and reduces ridership and revenue long-term**
3. **System only closed 5 to 6 hours per night, limiting productive time – not enough for all major reinvestment work**
    - Constrained by two tracks available, time until trains in service clear, travel from staging areas in yards, and safely turn off power

Approach

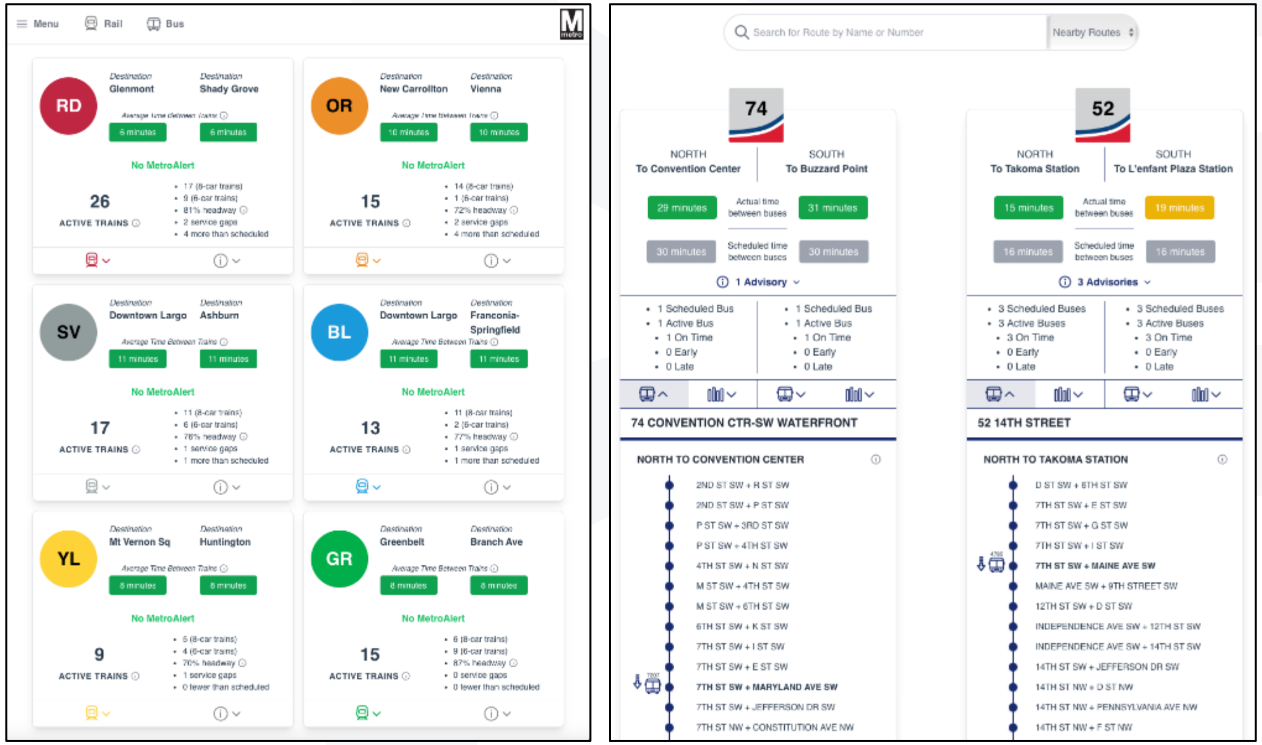
1. **Use multi-year work planning to maximize efficiency and system uptime, and clearly communicate with customers**
    - *Summer and winter work*: concentrate more major work in predictable late summer and winter holiday outages when ridership is lower – international best practice
    - *Weekend work more targeted* with less impact on higher ridership seasons
    - *Measure customer and service impact* of outages, targeting year-over-year improvements
2. **Get more done overnight by increasing productivity and utilization of hours when the system is closed**
    - Improve processes and modernize technology to increase efficiency

- New position: Chief Digital Officer
- Focus:
  - Modernizing data centers and systems
  - Incorporating new capabilities
  - Meeting industry standard for cybersecurity
- 2023 Accomplishments include:
  - Began transitioning to cloud-based hosting
  - Upgraded Advanced Information Management (AIM)
  - Enabled remote drones for safety inspections
  - Developed & launched MetroPulse

over 50%
reduction in power consumption after decommissioning data center at JGB

MetroPulse

Our first ever Web-based app for bus and rail trip planning and system navigation



46,421
page views*

* July 2023 through February 21, 2024

Expanding Better Bus Improvements

Service Improvements

- 24/7 DC Bus Service
- 68 routes with improved service
- Clear lanes
- Dedicated bus lanes

Network Redesign

- Year One Network

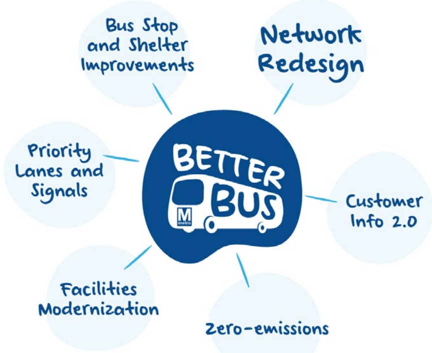
8,000+
public comments

Fareboxes and Customer Information Screens

Over 50%
of Metrobus fleet with new fareboxes

Bus Stops

- Courtesy bus stops
- Digital screens
- Rail to Bus transfer indicators



Service Excellence: Metrics Overview

	Metric		STP Baseline	Result FY24 Q1-Q2	Change From Baseline
Overall	Customer satisfaction	Metrorail	74%	● 88%	✓
		Metrobus	73%	● 77%	✓
		MetroAccess	79%	● 77%	—
Safety & Security	Part 1 crime rate		5.8	● 7.9	—
	Customer/employee assault rate		8.3	● 9.4	—
	Customer perception/ satisfaction: safety from crime	Metrorail	58%	● 56%	—
		Metrobus	64%	● 64%	<>
	Customer injury rate	Metrorail	35.9	● 14.4	✓
		Metrobus		● 64.9	—
		MetroAccess		● 8.5	✓
	Employee injury rate	Metrorail	5.7	● 2.8	✓
		Metrobus		● 13.1	—
	Crowding	Metrorail	0.7%	● 0.5%	✓
		Metrobus	2.0%	● 3.8%	—

	Metric		STP Baseline	Result FY24 Q1-Q2	Change From Baseline
Reliability	On-time performance	Metrorail	92%	● 87.0%	—
		Metrobus	77%	● 76.0%	—
		MetroAccess	92.9%	● 91.4%	—
	Service delivered	Metrorail	99%	● 99.0%	<>
		Metrobus	98.2%	● 98.5%	✓
		MetroAccess	99.06%	● 98.96%*	—
	Elevator availability		97.7%	● 98.4%	✓
	Escalator availability		92.7%	● 94.2%	✓
Convenience	Accuracy of real-time arrival information	Metrorail	n/a	● 96.7%	n/a
		Metrobus	86.3%	● 86.1%	—
	MetroAccess Find-My-Ride app usage		n/a	<> 868	n/a
	Metrobus availability of real-time arrival information		92.7%	● 91.3%	—
	Customer satisfaction: cleanliness	Metrorail	52%	● 61%	✓
		Metrobus	71%	● 72%	✓
	Last-mile connectivity/bicycle access		0.86%	✓ 1.4%	✓

* MetroAccess target for service delivered is 99.25%

LEGEND
● Target met ● Target just missed ● Target missed
If no annual target:
✓ Trending in desired direction relative to STP baseline
— Trending in undesired direction relative to STP baseline
<> No trending data available and/or no significant change from the STP baseline

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

Employee Culture

Fostering Diversity, Equity, and Inclusion

Revitalizing Metro Awards

Initiating the Idea Lab

★ Fostering a Culture of Continuous Improvement

Transforming our Culture: Just Culture

Enhancing Employee Wellness

Internal Business Process Streamlining

Kicking Off Enterprise Resource Planning Modernization

★ Conducting Business Process Improvement Sprints

★ Featured progress profile

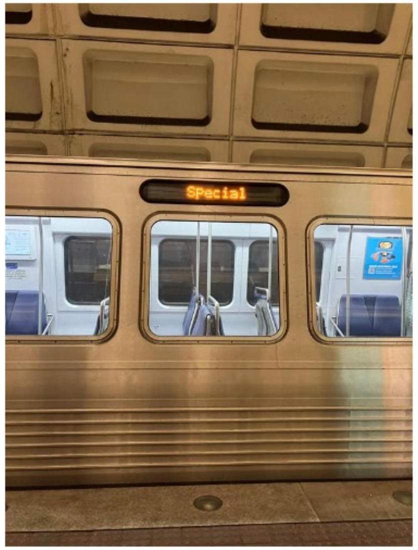
Fostering a Culture of Continuous Improvement

- *Metro Maintenance Reporting* Teams channel
- Transforming operations culture
- Monitored by control center
- Enhances collaboration and empowers staff to have a sense of ownership in the system

Over 630
employees
subscribe to the
Teams channel

TI [redacted] 2/12 8:58 AM

Good morning. The New Carrollton bound train which just departed Potomac Ave Station may be mislabeled.

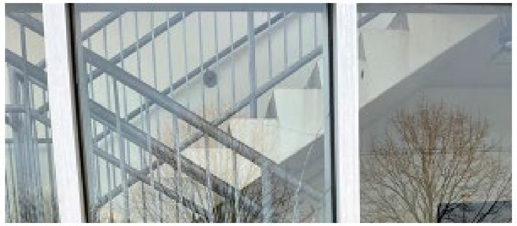


[redacted] 2/12 9:11 AM Edited
Good morning, Car Maintenance has been dispatched to intercept the train and investigate.

DC [redacted] Thursday 5:13 PM

Suitland

Broken glass on ground level window in Stairwell 5 of Suitland Garage



see more

[redacted] Thursday 5:17 PM
Maintenance Section opened work order#18397096 for glass, thanks

1

[redacted] 2/8 5:39 PM

bus 4733 - graffiti in the back

223EFF2C-901E-434F-A1E1-DA8999A399... ···

[redacted] 2/8 5:49 PM
Maintenance notified Bus Section, Thanks

Conducting Business Process Improvement Sprints

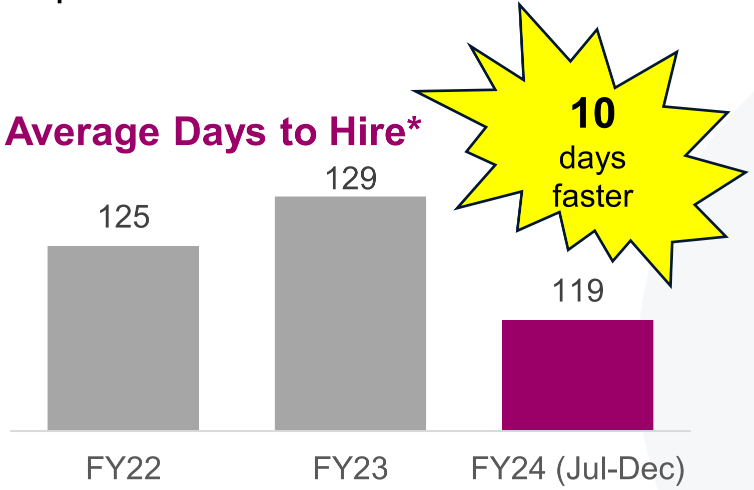
Time-limited efforts to promote collaboration, enhance key transformation enablers and internal supports, and address specific organizational challenges.

Procurement

Developing a common bus specification with other agencies

Human Capital

- Focus: recruit and retain talent
- Understand key challenges and pain points
- Identified actions to digitally & culturally transform recruitment processes



** Average days from job posted to hired for non-represented and Local 2 staff*

Digital & Modernization

- Identified technology priorities
- Estimated impact of technology implementation
- Established foundation for our first Digital Modernization roadmap

Talented Teams: Metrics Overview

	Metric	STP Baseline	Result* FY24 Q1-Q2
Overall	Staff perception of WMATA as great place to work (Net Promotor Score)	n/a	<> 1
Recruitment & retention	Time to hire (days)	125	✓ 119
	Voluntary turnover rate	3.0%	✓ 2.78%
Engagement, empowerment, and recognition	Staff sentiment about working for WMATA in the future	77%	✓ 79%
	Staff perception of empowerment	38%	✓ 44%
	Staff perception of collaboration	24%	<> 24%
	Staff perception of process efficiency	33%	✓ 35%
	Staff perception of duplication of activity	23%	<> 24%
	Staff perception of recognition	34%	✓ 44%
	Staff perception of Diversity, Equity, and Inclusion	59%	<> 59%
Professional and technical skill development	Involuntary turnover rate	1.5%	— 1.85%
	Staff perception of learning and development	49%	✓ 52%

Metrics for "Offer Acceptance", "Workforce Demographics", "Absenteeism Rate" and "Internal Customer Satisfaction" are still under development and will be included in next report

LEGEND
If no annual target:
✓ Trending in desired direction relative to STP baseline
— Trending in undesired direction relative to STP baseline
<> No trending data available and/or no significant change from the STP baseline

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

Equitable System

Supporting Small, Women, and Minority-Owned Businesses

Launching Metro Lift

Jurisdictional Partnerships

Collaborating to Improve Incident Response

★ Partnering with Local Law Enforcement

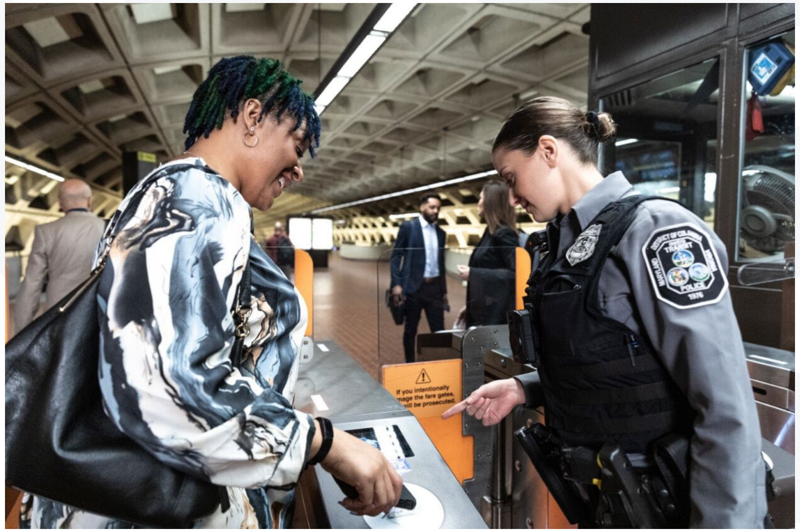
★ Partnering for Bus Improvements

★ Accelerating Joint Development

★ Featured progress profile

Partnering with Local Law Enforcement

- Enhancing overall system safety and perception of safety among customers and employees
- Partnering with jurisdictional law enforcement allies to:
  - Provide over 100 special police officers on the system each day
  - Improve faregate enforcement and faregate infrastructure
  - Enhance community outreach



- 5 Memoranda of Understanding
- 11 Stations with officers during peak hours
- 20 stations covered for 16 hours per day

Introducing Clear Lanes

- Coordination with:
    - District Department of Transportation (DDOT)
    - District's Department of Motor Vehicles (DMV)
- Automated enforcement of bus lanes and bus stops
- Anticipate benefits to reliability and on-time performance

In the first 3 months of ticketing, issued almost:

50,000 bus stop zone violation tickets

10,000 illegal bus lane driving/parking warnings

Introducing All Door Boarding

- Introduced all-door boarding on eight Metrobus routes in DC, Maryland and Virginia
- Customers can board and pay at either the front and rear doors

Designing Bus Lanes in Maryland

- Completed 100 percent design for two, one-mile segments of high ridership Metrobus corridors
- Project to jumpstart quick-build bus priority projects in Maryland

Partners

Maryland DOT State Highway Administration (MDOT SHA)

Prince George's County Dept. of Public Works and Transportation

Montgomery County Department of Transportation

Public Investment and Partnerships

Amazon Housing Equity Fund:
- $100M deployed creating 1,000 affordable units

Prince George's County:
- New Carrollton: $100M State, County, Fed (RAISE)
- $400M Maryland Stadium Authority-funded facilities
- Executed Capitol Heights MOU between Metro, County, and Town

Montgomery County – North Bethesda:
- Site infrastructure and second Metro entrance: $27M
- University of MD Institute for Health Computing: $65M

District of Columbia
- DC Public Library: $50M (Congress Heights, Deanwood)
- Congress Heights transit facilities and infrastructure: $15M

Groundbreakings & Lease Executions

- **Executed ground lease for redevelopment of Metro's former HQ (JGB)**
  - ✓ $136M in net new District tax revenue (30-yr NPV)
- **Six residential projects started construction: 1,900+ units including 1,100+ affordable**

JGB Redevelopment
422,000 sf (office/retail)
Rockefeller Stonebridge

New Carrollton
491 units (100% Aff.)
Urban Atlantic

Regional Opportunity & Partnership: Metrics Overview

	Metric	STP Baseline	Result	Timeframe	Change From Baseline
Overall	Monthly ridership	15.1 M	✓ 19.5 M	FY24 Q1-Q2	✓
Regional network and partner service optimization and transit equity	Rail frequent service	11.7%	● 55.7%	FY24 Q1-Q2	✓
	Bus frequent service	39.2%	● 44.5%	FY24 Q1-Q2	✓
	Destination access	194,700	● 196,500	FY24 Q1-Q2	✓
	Percent of transit mode share	< 7%	<> 4.4%	CY22	<>
	Reduced fare program enrollment	0 passes activated 0 total trips	● 5,415 passes activated ● 0.5% total trips	FY24 through Jan	✓
Community partnership and engagement	Inclusive contracting	33.4%	● 23.05%	Oct '22 - Sep '23	—
	Transit- oriented development on Metrorail properties	32	<> 32	FY23	<>

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

LEGEND

● Target met ● Target just missed ● Target missed

If no annual target:

✓ Trending in desired direction relative to STP baseline

— Trending in undesired direction relative to STP baseline

<> No trending data available and/or no significant change from the STP baseline

Sustainability: 2023 Progress

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

Financial Sustainability

Identifying Cost Savings

★ Rethinking Capital Program and Project Costs

Environmental Sustainability

★ Continuing Environmental Sustainability Efforts

★ Featured progress profile

Rethinking Capital Program and Project Costs

Reducing Costs and Preserving Capacity for State of Good Repair

- $25M in FY2025 and $150M in FY2025-FY2030 of overhead cost reductions without impacting project and program scope or outcomes
- *Examples:* Pooling and sharing resources; reducing reliance on contracted professional services; bringing required services in-house
- Identifying structural recurring savings by simplifying standards, requirements and practices, and reducing customization

Project Example — Bus Shelter Replacement Program

- Comprehensive internal and external review
  - Updated scope to reflect industry standard
  - Streamlined customer communication approach
  - Met key federal requirements for accessibility upgrades
  - Removed rather than replaced underutilized shelters
  - Maintained or improved the customer experience

Existing Bus Shelter

New Bus Shelter

Cost per shelter

$400,000 → **$125,000**

Before → After

Continuing Environmental Sustainability Efforts

Solar Carports

- Turned-on Anacostia and Southern Avenue
- Completed construction at Cheverly and Naylor Road
- Delivering renewable energy to support the region in meeting clean energy goals

Southern Avenue Station

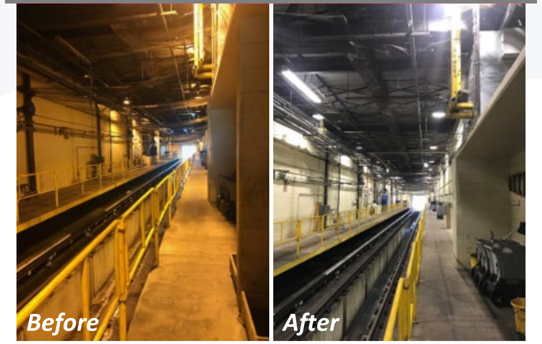
1,100 local homes' worth of electricity will be generated

Lighting Program

- Replaced ~100,000 fluorescent and incandescent lights with new LEDs
- Award-winning program
- Better working conditions, reduced energy usage and costs, reduced maintenance costs
  - Savings of $1.6M annually, plus a one-time utility rebate of $1M

Montgomery Bus Garage

Shady Grove Rail Yard Train Wash Facility



Sustainability: Metrics Overview

	Metric		STP Baseline	Result FY23 Q4	Change From Baseline
Overall	Percent of projected service funded		100%	● 100%	<>
	Percent of capital plan funded		81%	● 70%	—
	Deviation to budget (operating)		-9.9%	● -2.20%	✓
	Deviation to budget (capital)		-20.9%	● 1.8%	✓
Financial sustainability	Bond rating		AA	● AA	<>
	Percent of revenue from non-fare, non-subsidy sources		3.6%	● 4.1%	✓
	Percent of operating budget for reserves		0%	<> 0%	<>
	Percentage growth in unfunded responsibilities			Not yet tracked	
	Operating expenses per vehicle revenue mile	Metrorail	$23.00	<> $19.87	<>
		Metrobus	$23.60	<> $25.18	<>
	Fare evasion	Metrorail	n/a	<> 13% (FY23 Q3/Q4)	<>
		Metrobus (APC)	59%	— 65%	—
	Non-revenue fleet		1,526	✓ 1,492	✓

Environmental Sustainability

	Metric		STP Baseline	Result FY23
Overall	Regional greenhouse gas (GHG) emissions avoidance		13,310	✓ 78,000
Environmental sustainability	GHG emissions intensity		2.91	✓ 2.4
	Water intensity		0.89	✓ 0.81
	Percent of renewable (carbon-free) electricity		12%	✓ 35%
	Percent of fleet that is zero-emission	Bus	<1%	<> <1%
		Non-revenue	<1%	<> <1%
		Paratransit	<1%	<> <1%
	Number of facilities with green certifications		11	<> 11*

* Number of facilities with green certifications was 12 as of FY24 Q1

LEGEND
● Target met ● Target just missed ● Target missed
If no annual target:
✓ Trending in desired direction relative to STP baseline
— Trending in undesired direction relative to STP baseline
<> No trending data available and/or no significant change from the STP baseline

Strategic Transformation Plan

Action Programs

Enterprise, Bus & Access, and Rail Action Programs

- Digital Modernization Roadmap is the center of gravity
- Innovating processes to drive down costs
- Improve document control & address administrative corrective action items
- Enhancing public safety
- Modernizing infrastructure & capabilities
- Rethink, redesign, and revitalize bus service
- Leverage technology

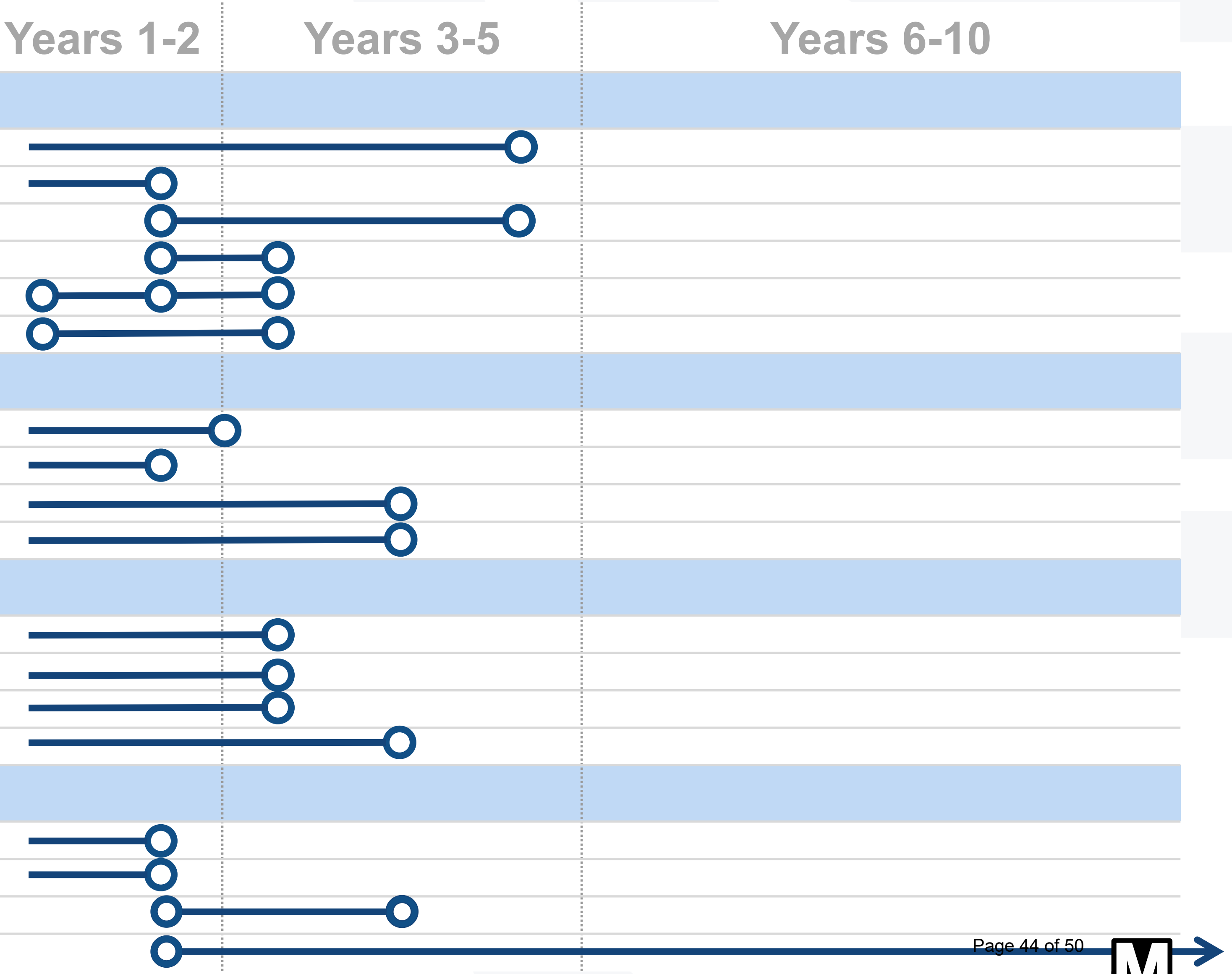
Enterprise

Bus & Access

Rail

Enterprise Action Program - *Operations*

Initiatives



Digital Modernization

- Technology enabled frontline
- Digital forms
- Enterprise Asset Management System Upgrade
- Modernization of web and content management
- Quality Management System (QMS)
- Unified Digital Response (UDR) Team

Safety and Security Systems

- Enterprise Video installation
- New staffing model for field and MICC
- Safety Management System (SMS)
- Radio replacement program

Modernized Customer Experience

- Customer 360
- Wayfinding
- Digital Signage
- Station Modernization

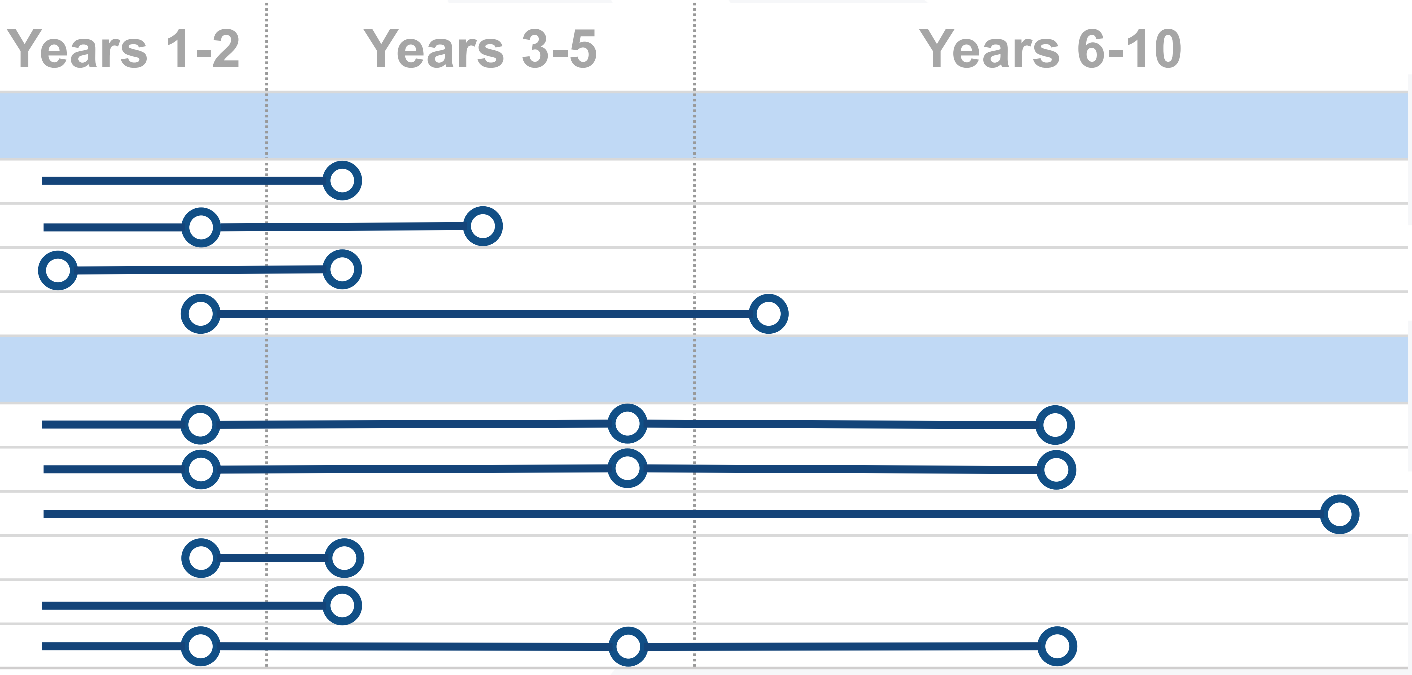
Fare System Modernization

- Fare strategy
- Fare gates, boxes and meters
- New mobile functions
- Back-end systems and technology

Enterprise Action Program - *Administration*

LEGEND
- In Progress
- Milestone

Initiatives



Engaged and Skilled Workforce

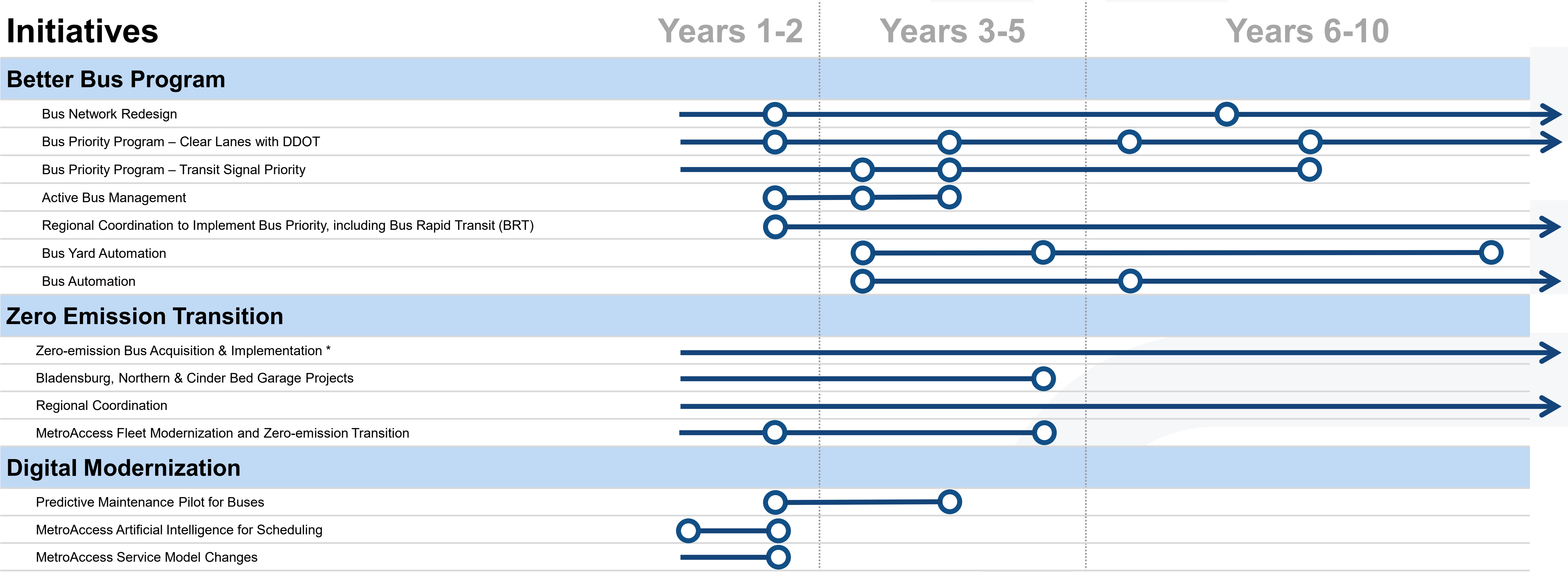
- Agency-wide succession plan and talent acquisition strategy
- Enterprise-wide Diversity, Equity, and Inclusion (DEI) strategy
- Center of Excellence
- Training Academy

Efficient and Well Partnered

- Internal business process streamlining
- Small, local, women, and minority-owned business partnerships
- Joint Development agreements
- Systemwide transit-oriented development (TOD) Plan and development targets
- Enterprise Resource Planning (ERP) System *
- Metro decarbonization strategy

Bus and Access Action Program

LEGEND
In Progress
Milestone

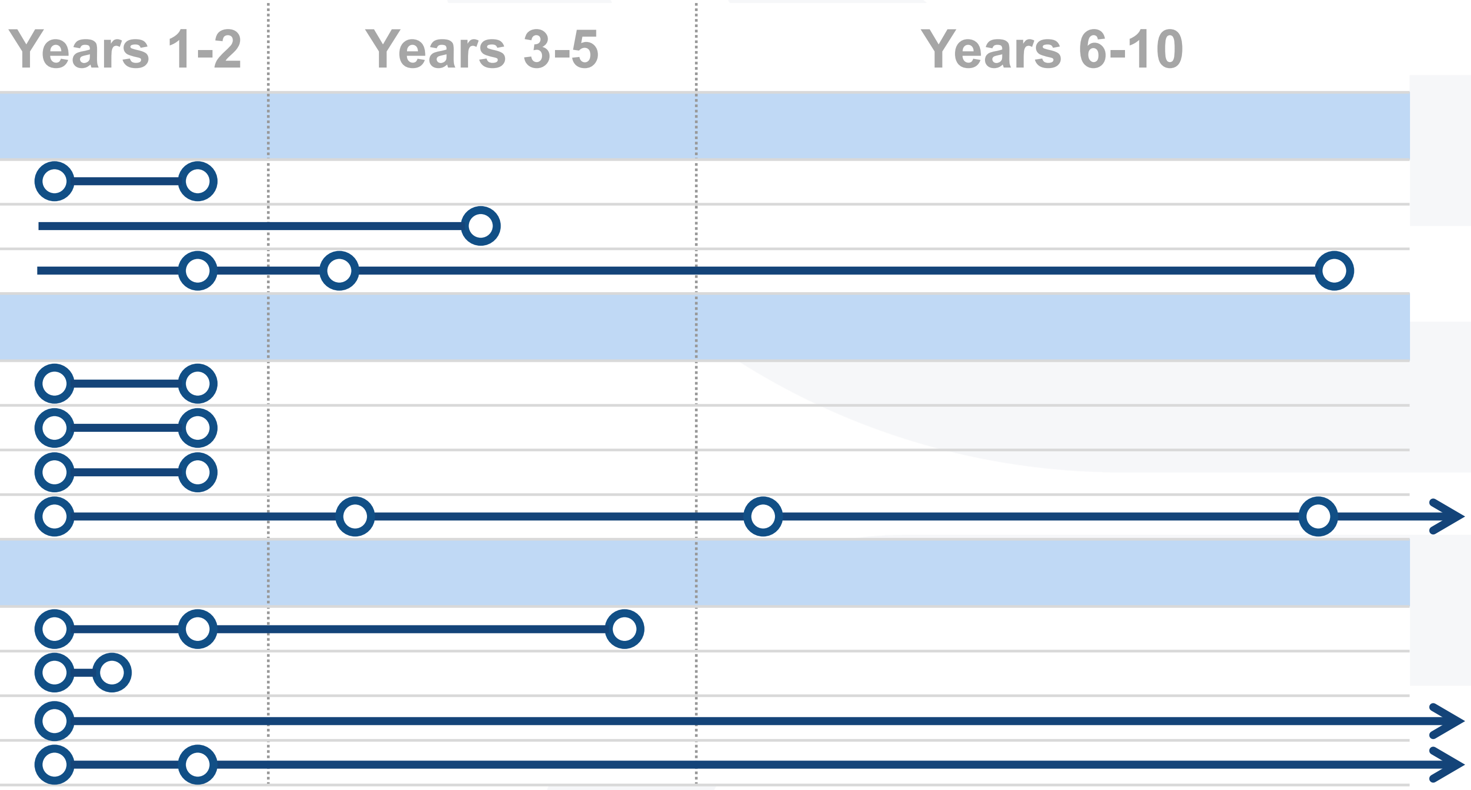


* Full bus fleet transition plan scheduled for completion in 2042

Rail Action Program

LEGEND
In Progress
Milestone

Initiatives



Fleet of the Future

- 6K Digitization, Phase 1
- 7K Series Return to Full Service (Wheel Campaign)
- 8K Series Procurement

Rail Automation Program

- Automatic Door Operations
- Automatic Train Operations
- Maximum Allowable Speeds
- CBTC and Platform Screen Doors

Advanced Maintenance Program

- Track Access Efficiencies
- Restraining Rail Feasibility Study
- Drone Program
- Automatic Wheel Inspection System

Strategic Transformation Plan

Metrics Updates

Some metrics have been updated for refined or newly available information.
STP Appendix A. Metrics and targets will be updated.

Changes	Refined description (no change to measure or methodology)	Corrected baseline or updated target/trend	Refined methodology (description, baseline and target/trend updated)	New measure
Goal 1: Service excellence	• Employee injury rate • Metrobus on time performance • Percent of planned bus service delivered • Percent of scheduled MetroAccess service delivered • Bus: accuracy of real-time arrival information		• Customer and employee assault rate • Percent of planned rail service delivered • **Rail: accuracy of real-time arrival information** • **Access: Usage of Find-My-Ride app**	• Percent of scheduled rail service delivered • Bus: availability of real-time arrival information
Goal 2: Talented teams	• Staff perception of empowerment		• Staff perception of WMATA as great place to work • Time to hire • Diversified workforce • Staff sentiment about working for WMATA in the future	

Bold = previously baseline metric was TBD or not tracked

STP Metrics Updates (I/II)

Changes	Refined description (no change to measure or methodology)	Corrected baseline or updated target/trend	Refined methodology (description, baseline and target/trend updated)	New measure
Goal 3: Regional opportunity and partnership			• Monthly ridership • Rail frequent service • Bus frequent service • **Destination access** • **Reduced fare program enrollment** • Inclusive contracting	
Goal 4: Sustainability	• Percent of renewable (carbon-free) electricity	• All Financial Sustainability metrics updated to reflect FY 2022 baseline • Regional greenhouse gas (GHG) emissions avoidance • Greenhouse gas (GHG) emissions intensity • Water intensity • Percent of fleet that is zero-emission	• **Number of facilities with green certifications**	

Bold = previously baseline metric was TBD or not tracked