

# Strategic Transformation Plan Update 2025



## **Request for Board Adoption**

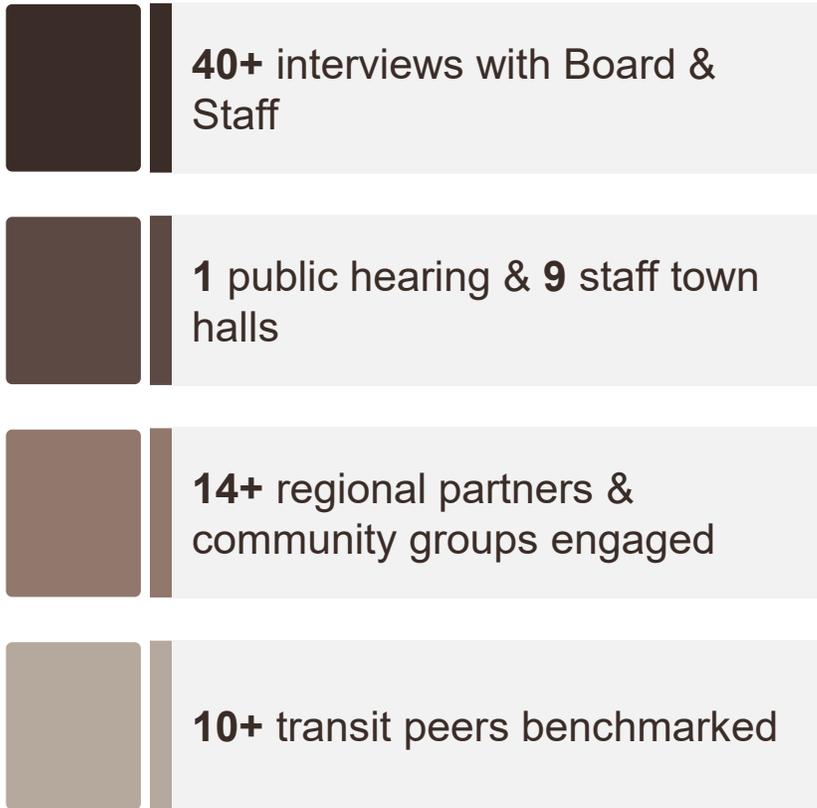
Washington Metropolitan Area Transit Authority  
December 11, 2025

# Purpose

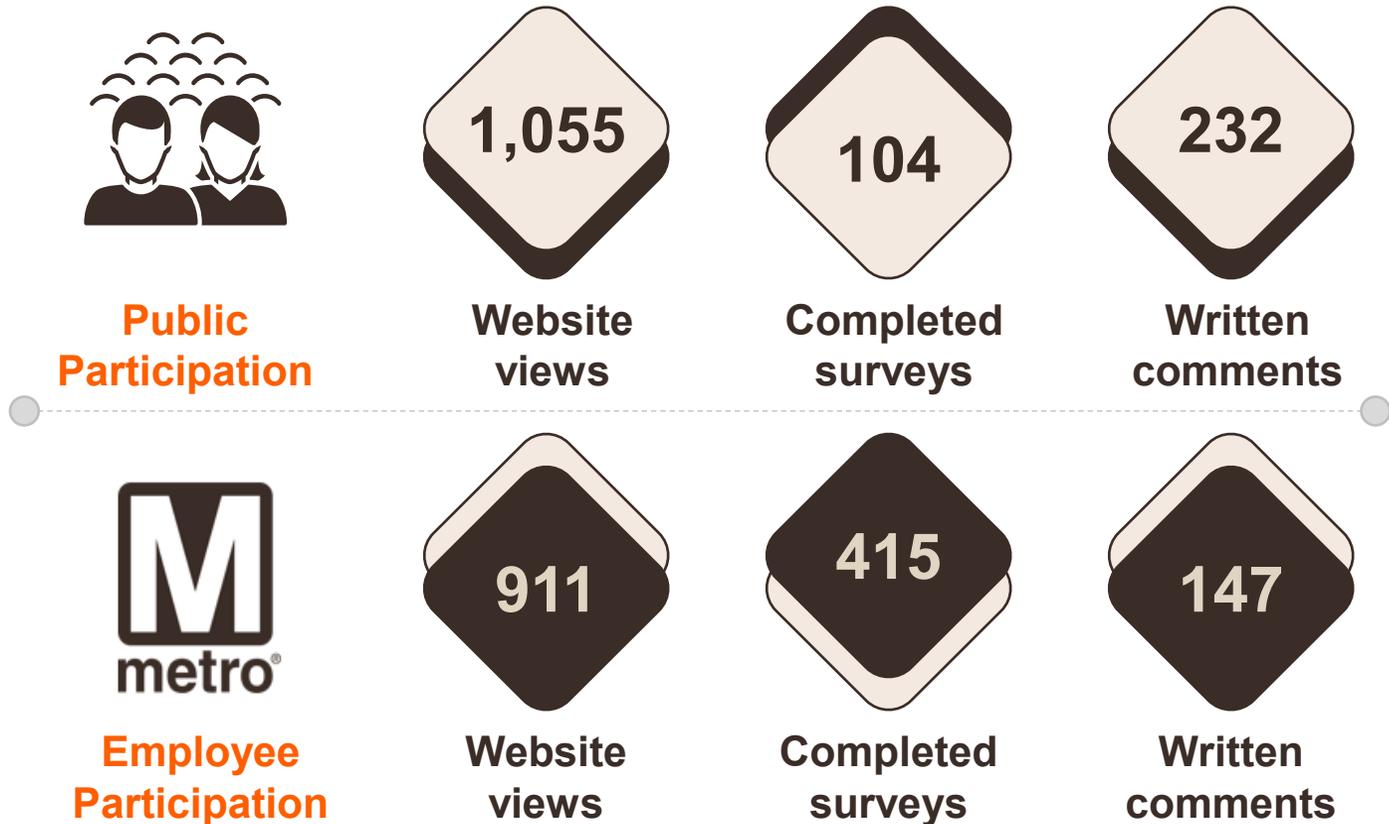
- Review Strategic Transformation Plan updates, public and staff comments, and activation plan
- Action Item:  
Requesting adoption by the Board of Directors of the refreshed Strategic Transformation Plan and approval of the Public Participation Report

# Board, staff, and community input have shaped updates to the Strategic Transformation Plan

## Proactive outreach built stakeholder awareness of the plan...



## Awareness translated into strong survey participation...



# Updated framework affirms mission and vision, refreshes goals and objectives, introduces key results

Your Metro, The Way Forward					
<b>Values</b>	Safe	Customer Centric	Ethical	Innovative	Continuously Improving
<b>Mission</b>	Your Metro: Connecting you to possibilities				
<b>Vision</b>	The region's trusted way to move more people safely and efficiently				
<b>Goals</b>	Service Excellence		Talented Teams		Financial & Organizational Efficiency
<b>Objectives &amp; Key Results</b>	<ul style="list-style-type: none"> <li>Safety and Security</li> <li>Reliability</li> <li>Convenience</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment and Retention</li> <li>Learning and Development</li> <li>Customer Service Mindset</li> </ul>	<ul style="list-style-type: none"> <li>Financial Responsibility</li> <li>Organizational Efficiency</li> <li>Energy Management</li> </ul>		
<b>Activation</b>	Regional Partnership & Long-Term Transit Planning				
	Streamlined Reporting & Performance Management	Investment Prioritization	Risk Management	Community Engagement	

- **Mission**  
What we do and why we exist
- **Vision**  
What we aspire to be
- **Goals**  
How we will achieve the vision
- **Objectives & Key Results**  
Our priorities & targets to achieve our goals
- **Activation**  
Core cross-cutting enablers & practices to deliver on key results



# Strategic Transformation Plan Activation

# Plan Activation | Turning vision into action

## Key outcomes desired for activation:

- **Staff actively contribute to goals and key results**
  - **Ensure STP priorities cascade to the staff-level** through department KPIs and performance management
  - **Embed a 'How can I help you' mindset** internally and externally
- **Resources are aligned to priorities to drive meaningful progress over next three years**
  - **Build discipline and structures to deliver cross-functional programs** with regional partnership
  - **Promote strategic critical thinking** to ensure teams deliver initiatives for maximum community benefit, while balancing risk and opportunity cost
- **Consistent and transparent reporting on progress and alignment with budget and policies**

## Approach to managing program portfolio:



Clear Senior Executive champion and program lead designated for each program to ensure accountability



Programs mapped to existing review forums for regular touchpoints



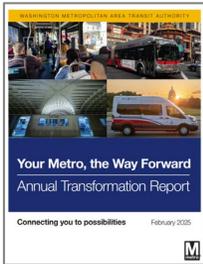
Regular cadence of reporting and tracking applied across portfolio



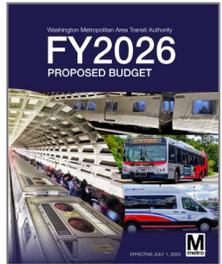
5 Programs selected for expanded Board oversight – prioritized list reevaluated each FY

# Activation supported by regular review and reporting

Plan & Budget Artifacts



Annual Transformation Report



FY27 Budget Approved

**Service Excellence: Convenience | Targets for Key Results**

Metric	FY24 result	FY25 YTD	FY25 target	Current FY28 target	Proposed FY28 target
<b>Make it easy to plan, pay, and navigate fare system across all modes</b>			New metric	New metric	
<b>Customer satisfaction: cleanliness</b>					
• Metrorail	68%	75%	≥54%	≥80.0%	≥80.0%
• Metrobus	62%	72%	≥70%	≥80.0%	≥80.0%
• MetroAccess	N/A	N/A	N/A	≥80.0%	≥80.0%
<b>Frequent service</b>					
• Metrorail (% of cust. trips with ≤15min. freq.)	60%	70%	≥70%	≥75%	≥75%
• Metrobus (% of cust. trips with ≤12min. freq.)	45%	44%	≥45%	≥50%	≥50%
<b>Destination access (avg. # of jobs within 60 min on Metro)</b>	243,100	250,600	≥250,600	≥2+10%	≥2+10% by FY28

YoY Targets Set for FY27

**Service Excellence | Programs & Tactical Projects**

Objective	Program name	Tactical project examples
<b>Safety &amp; Security</b>	Proactive incident management, crime prevention, and safety risk reduction	<ul style="list-style-type: none"> <li>Targeted reduction of safety risks and high risk crime trends</li> <li>Safety Management System program</li> <li>MCC continuous improvement</li> <li>Fare evasion reduction</li> </ul>
<b>Reliability</b>	Service design and management	<ul style="list-style-type: none"> <li>Customer feedback survey program</li> <li>Bus network redesign implementation</li> <li>Develop regional rapid bus corridors</li> <li>Implement Transit Signal Priority</li> <li>Real time arrival and preventative maintenance</li> <li>Implement Transit Signal Priority</li> <li>Real time arrival and preventative maintenance</li> <li>Bus fleet acquisition</li> <li>Station/transfer station scheduling</li> </ul>
	Fleet management (Bus/Rail/Access)	<ul style="list-style-type: none"> <li>Elevator and escalator maintenance and upgrades</li> <li>Establish new maintenance facilities</li> <li>Preventive maintenance modeling and implementation</li> <li>Business process transformation &amp; asset management software upgrade</li> </ul>
	Asset management modernization	<ul style="list-style-type: none"> <li>Track and structure rehab, safety and access modernization</li> <li>Track access and practice efficiency</li> <li>Preventive maintenance modeling and implementation</li> <li>Business process transformation &amp; asset management software upgrade</li> </ul>
	Rail modernization	<ul style="list-style-type: none"> <li>Track and structure rehab, safety and access modernization</li> <li>Track access and practice efficiency</li> <li>Preventive maintenance modeling and implementation</li> <li>Business process transformation &amp; asset management software upgrade</li> </ul>
<b>Convenience</b>	Customer service improvements	<ul style="list-style-type: none"> <li>Track and structure rehab, safety and access modernization</li> <li>Track access and practice efficiency</li> <li>Preventive maintenance modeling and implementation</li> <li>Business process transformation &amp; asset management software upgrade</li> </ul>
	Fare modernization and integration	<ul style="list-style-type: none"> <li>Track and structure rehab, safety and access modernization</li> <li>Track access and practice efficiency</li> <li>Preventive maintenance modeling and implementation</li> <li>Business process transformation &amp; asset management software upgrade</li> </ul>

Refined Program List

**GM & CEO FY2026 Proposed Budget, FY2027 Forecast and Authorization for Public Hearings**

Aligned on priority programs for regular Board-SET engagement

Goal	Objective	Program name
<b>Service Excellence</b>	<b>Reliability</b>	Rail modernization (e.g., Modernize signal infrastructure)
<b>Service Excellence</b>	<b>Reliability</b>	Service design and management (e.g., Bus network redesign implementation)
<b>Talented Teams</b>	<b>Learning &amp; Development</b>	Leadership development & training center of excellence (e.g., "Metro U" pilot program)
<b>Financial &amp; Organizational Efficiency</b>	<b>Organizational Efficiency</b>	Procurement & Supply Chain transformation and modernization (e.g., process improvements, system modernization, and risk management)
<b>Financial &amp; Organizational Efficiency</b>	<b>Organizational Efficiency</b>	Digital and AI ecosystem acceleration (e.g., Enterprise video enabled operations)

GM Proposed FY28 Budget & Programs for Board/Exec engagement selected

Board Updates



Talented Teams Goal Update



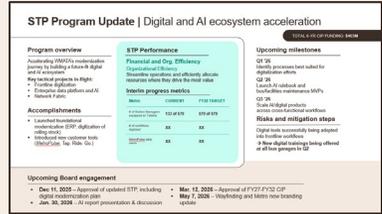
Financial & Org Efficiency Goal Update



Service Excellence Goal Update



Financial Progress Report



Board Program Updates (Memos, Presentations)



# Next steps

# Staff recommendation

- Board Adoption of the Values, Mission, Vision, Goals, Objectives, and Key Results established in the refreshed *Your Metro, The Way Forward* as WMATA's strategic plan
- Implementation through initiatives designed and executed by the General Manager and Chief Executive Officer