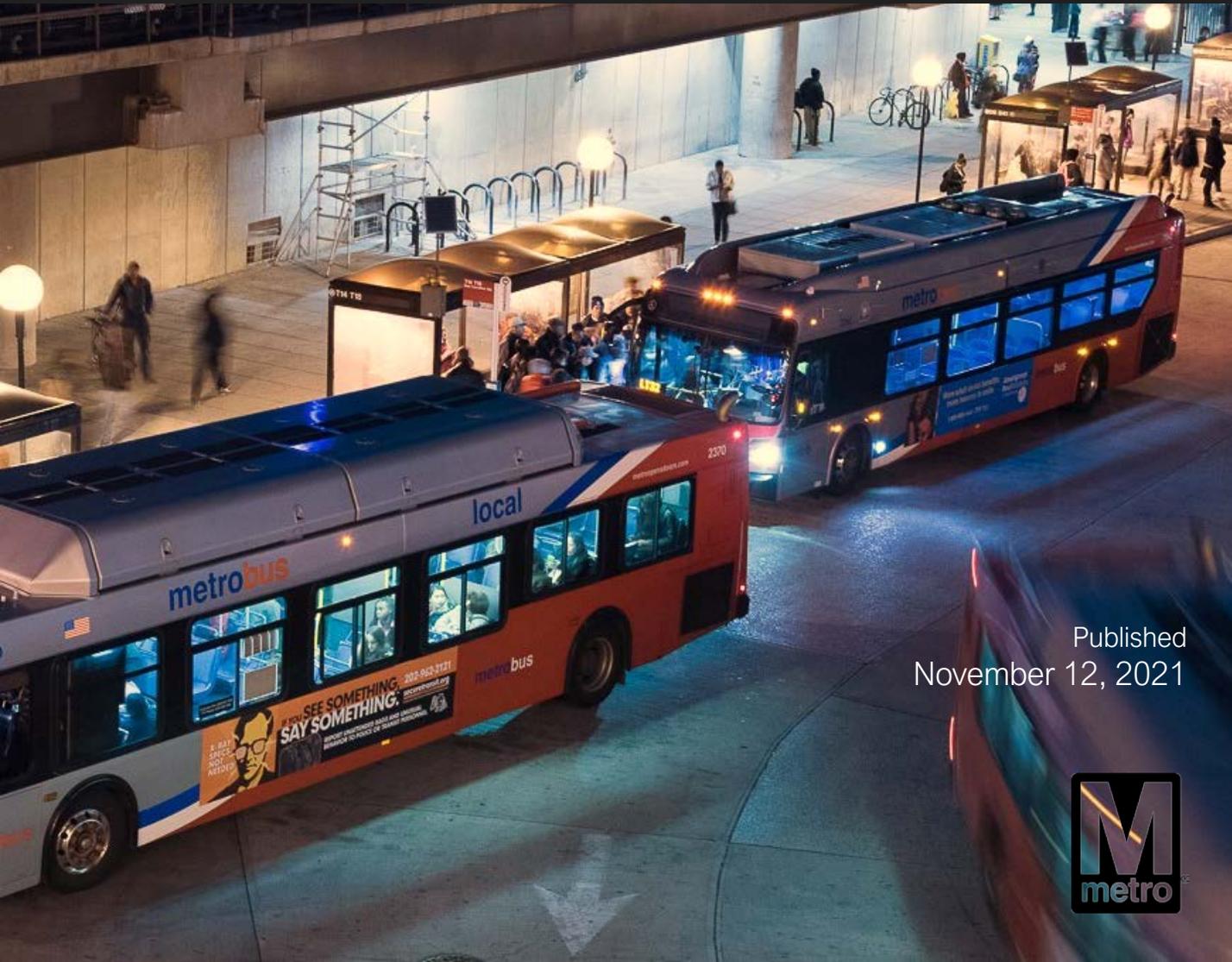


WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

PERFORMANCE REPORT

FY2022 | Q1

July - September 2021



Published
November 12, 2021



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ABOUT

ABOUT THIS REPORT

The FY2022 Metro Performance Report highlights Metro's fiscal-year-to-date (FYTD) performance on a suite of measures that look retrospectively at safety, reliability and cost-effectiveness. These measures follow industry standard and align to the safety performance measures established in the Federal Transit Administration's National Public Transportation Safety Plan. Metro updates performance targets for its measures on an annual basis, reflecting the priorities, investments and improvements anticipated for the coming year. The report communicates performance results relative to these targets, shows performance trends over the prior three fiscal years, and identifies actions that staff are taking to continuously improve. Colored indicators throughout the report show the measure's FYTD results against target.

ABOUT METRO

The Washington Metropolitan Area Transit Authority (Metro) is one of the largest transit organizations in the United States. Formed in 1967 under an interstate compact among the District of Columbia, the State of Maryland, and the Commonwealth of Virginia, the Metro service area is approximately 1,500 square miles, with a population of approximately four million people. Metro provides three core transit functions: Metrorail, Metrobus, and MetroAccess paratransit. Prior to the pandemic, average weekday passenger trips combined on all three modes totaled approximately one million.



PERFORMANCE SUMMARY

In the first quarter of Fiscal Year 2022, Metro met 18 of its 28 performance targets.

**This report covers the period of July through September 2021. The derailment on October 12, 2021 will be reflected in the Q2 report.*

● Target met ● Near target ● Target missed

SAFETY

- PART I CRIME
- RAIL CUSTOMER INJURY RATE
- BUS CUSTOMER INJURY RATE
- ACCESS CUSTOMER INJURY RATE
- RAIL SYSTEM EMPLOYEE INJURY RATE
- BUS EMPLOYEE INJURY RATE
- FATALITY RATE
- NTD BUS COLLISION RATE
- RAIL COLLISIONS
- DERAILMENTS*
- FIRE INCIDENTS
- RED SIGNAL OVERRUNS

RELIABILITY

- RAIL CUSTOMER ON-TIME PERFORMANCE
- BUS ON-TIME PERFORMANCE
- ACCESS ON-TIME PICK-UP PERFORMANCE
- RAIL FLEET RELIABILITY
- BUS FLEET RELIABILITY
- METROACCESS FLEET RELIABILITY
- ELEVATOR AVAILABILITY
- ESCALATOR AVAILABILITY
- AVAILABLE TRACK
- BUS CUSTOMER SATISFACTION
- RAIL CUSTOMER SATISFACTION

FINANCIAL RESPONSIBILITY

- FAREBOX RECOVERY RATIO
- OPERATING COST PER PASSENGER TRIP
- OPERATING COST PER SERVICE MILE
- OPERATING COST PER REVENUE HOUR
- VACANCY RATE

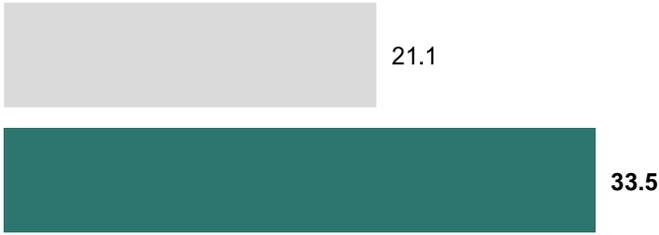
This report also shares insights on ridership and bus and rail crowding, two areas that Metro did not set targets for in FY22 due to pandemic unpredictability.

RIDERSHIP TRENDS

Summary of FYTD ridership

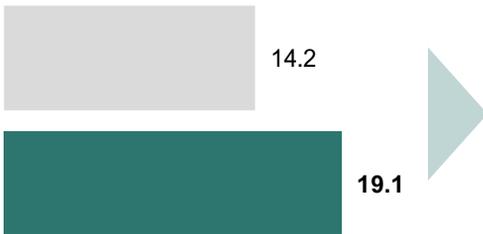


RIDERSHIP



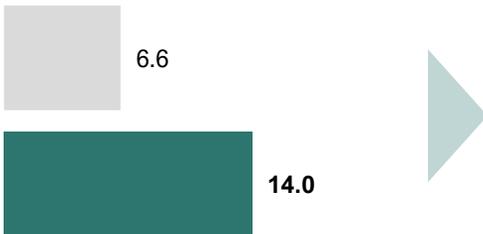
The total ridership of 33.5 million in the first quarter of FY22 was 59 percent above the forecast of 21 million and a 97 percent increase from Q1 FY21 ridership.

In the first quarter of FY22, Metrobus ridership continued to exceed Metrorail ridership by over five million riders. In September, a new bus schedule was implemented with more frequent all-day service on core routes to meet ridership demand.



Metrobus

- In the first quarter of FY22, Metrobus ridership was 19.1 million, 35 percent over the forecast for this quarter and 71 percent more than this same period last year. In early September, Metro launched 12 minutes-or-better service on 20 lines and 20 minutes-or-better service on 16 lines. These lines have seen bigger ridership gains than the rest of the network
- Average weekday ridership for Q1 was 217,000, a 64 percent increase from Q1 of FY21. Average weekend ridership for Q1 was 119,000, a 72 percent increase from Q1 of FY21



Metrorail

- In the first quarter of FY22, Metrorail ridership was 14 million, more than twice the budgeted ridership and double the ridership from Q1 of FY21
- Average weekday ridership for Q1 was 170,000, more than twice Q1 of FY21 ridership. Average weekend ridership was 114,000, three times Q1 of FY21 ridership



MetroAccess

- In the first quarter of FY22, MetroAccess ridership was 332,277, 22 percent over budget and 37 percent more than this same period last year
- Average weekday ridership for Q1 was 4,400, a 36 percent increase over Q1 of FY21

Metro's [Ridership Data Portal](#) provides ridership data since 2010, including during the pandemic. Engage with the data through interactive dashboards using the Data Viewers ([Rail](#), [Bus](#), [Parking](#))

SAFETY PERFORMANCE

Overview of measures and targets
Summary of FYTD performance
Additional insights on performance



SAFETY OVERVIEW OF MEASURES AND TARGETS

Safety is Metro's highest priority. Metro reports on injuries and safety events that meet reporting criteria established by the Federal Transit Administration and the Department of Labor's Occupational Safety and Health Administration, as well as Part I crimes reported to the Federal Bureau of Investigation. Metro aspires to have zero injuries, fatalities, and safety events. The FY22 targets put the agency on a realistic glidepath towards achieving this vision.

- For crime and customer injury measures, Metro is returning to reporting them as rates scaled to ridership. Both measures aim to improve over FY21 performance
- Targets have been set that aim for aggressive reductions in Rail safety events, including fires, derailments, collisions, and red signal overruns.
- As the region returns to work in offices and in-person school, traffic is expected to increase and the risk of bus collisions to rise. Maintaining the performance levels achieved over the past 24 months will be a challenge. Lower traffic during the pandemic resulted in a 20-30% decrease in the rate compared to pre-pandemic averages.

FY22 Measure	Measured as	Goal	FY22 Target-setting Methodology	Baseline	Q1 FY22 Target
Crime Rate	# per million riders	↓	5% improvement over baseline	FY21	8.0
Customer Injury Rate	# per million riders	↓	15% improvement over baseline	FY21	2.5
Rail Customer Injury Rate	# per million riders	↓	15% improvement	FY21	2.5
Bus Customer Injury Rate	# per million riders	↓	15% improvement	FY21	2.5
MetroAccess Customer Injury Rate	# per 100,000 riders	↓	15% improvement	FY21	2.2
Employee Injury Rate	# per 100 employees	↓	Maintain baseline	24m avg	5.4
Fatalities	# of fatalities	↓	No fatalities	N/A	0
Rail Employee Rate	# per 100 employees	↓	Maintain baseline	24m avg	3.0
Bus Employee Rate	# per 100 employees	↓	Maintain baseline	24m avg	10.2
NTD Bus Collision Rate	# per million miles	↓	Maintain baseline	24m avg	3.4
Rail Collisions	# of collisions	↓	14% improvement over baseline	24m avg	2
Derailments	# of incidents	↓	25% improvement over baseline	24m avg	1
Smoke and Fire Incidents	# of incidents	↓	18% improvement over baseline	24m avg	11
Red Signal Overruns	# of incidents	↓	50% improvement over baseline	24m avg	2

Agency Safety Plan

Mode-level safety performance targets are established as part of the [Agency Safety Plan \(ASP\)](#). The table below shows performance against target for this set of measures.

Measure targets		RATES*			COUNTS		
		fatalities	injuries	safety events	fatalities	injuries	safety events
Measure targets	Metrorail	0	21.2	9.8	0	81	24
	Metrobus	0	60.2	50.5	0	90	65
	MetroAccess	0	8.2	8.3	0	14	5
Actual results blue if target met		fatalities	Injuries	safety events	fatalities	Injuries	safety events
	Metrorail	0	17.8	8.4	0	34	16
	Metrobus	0	79.9	63.0	0	71	56
	MetroAccess	0	10.4	20.9	0	4	8

*per 10 million vehicle revenue miles

SAFETY SUMMARY OF FYTD PERFORMANCE

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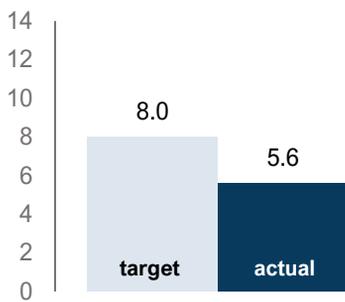
STOPLIGHT LEGEND

- Target met
- Near target
- Target missed
- No target

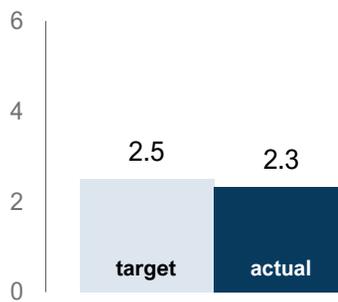
BAR CHART LEGEND AND PERFORMANCE GOAL



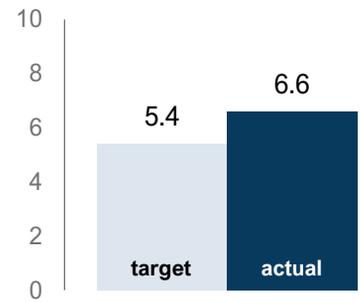
● Part I Crime Rate per 1,000,000 riders



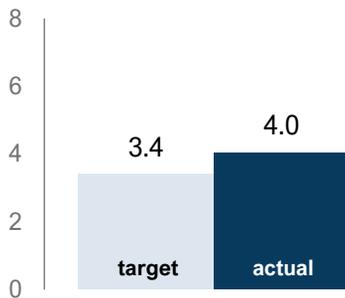
● Customer Injury Rate per 1,000,000 riders



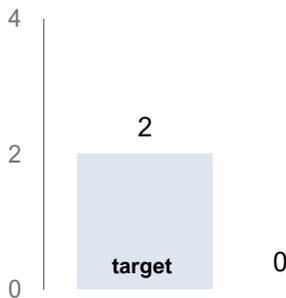
● Employee Injury Rate Per 100 employees



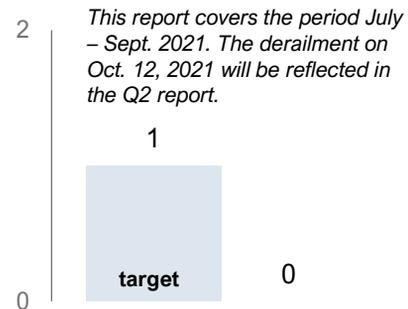
● NTD Bus Collisions per million miles



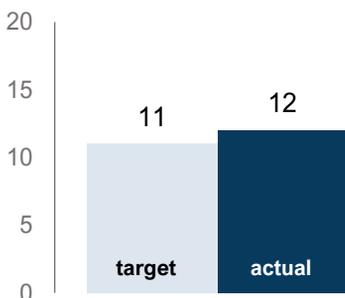
● Rail Collisions total count



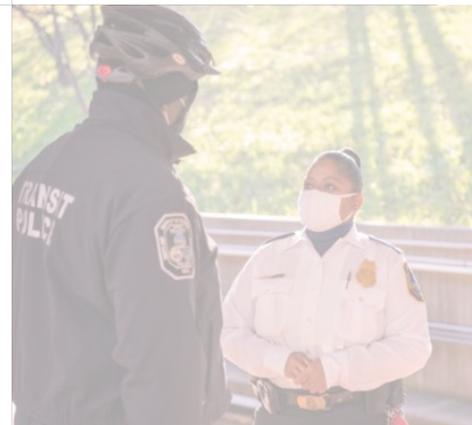
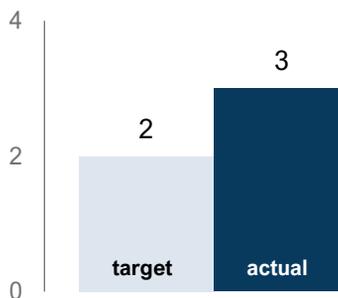
● Derailments total count



● Fire Incidents total count



● Red Signal Overruns total count

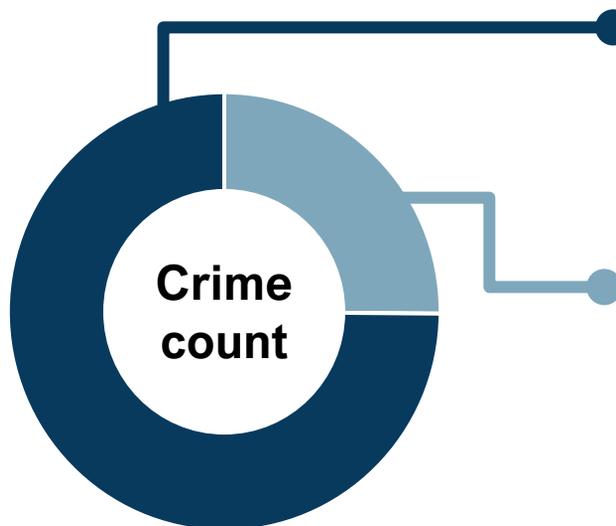


CRIME RATE

Crime Rate | 5.6 crimes per million riders (187 Part I Crimes)
 FY target | ≤ 8.0 Part I crimes per million riders

In the first quarter of FY22, the Part I crime rate met target and was 47 percent lower than the same period last fiscal year, with 5.6 crimes per million trips in FY22 compared to 10.6 in FY21.

While Metro had over 16 million more riders in Q1 FY22 as compared to the same period in FY21, there were only 6 more Part I crimes—187 vs. 181 in FY21. Roughly 70 percent of crimes occurred on Metrorail in Q1 FY22.



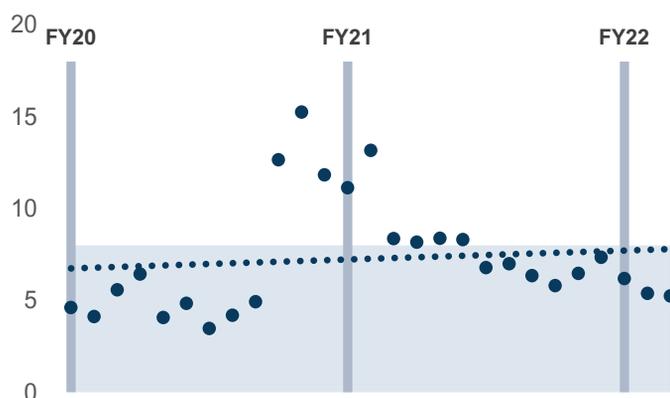
Crimes Against Property: 75% of crimes

There were an average of 47 crimes against property per month across the system in Q1 of FY22, which include theft, arson, robbery, and burglary. This count is consistent with the previous fiscal year but corresponds to a 50 percent drop in the rate due to increased ridership.

Crimes Against Persons: 25% of crimes

There were an average of 16 crimes against persons per month this quarter across the system, which include robbery, aggravated assault, and larceny. Crimes against persons has slightly increased from the previous fiscal year, and majority of these crimes occurred on Metrorail. However, overall, the rate of crimes against persons fell 35 percent from 2.2 crimes per million trips in Q1 FY21 to 1.4 crimes per million trips in Q1 FY22.

**Part I Crime Rate
 FY20-FY22 TREND**
 goal ≤ target of 8.0



Key actions to sustain performance

- ▶ Enhance crime analytics to reduce all types of crimes across the system
- ▶ Deploy Security Observation Response Team (SORT) details for increased visibility to harden targets and deter crimes against persons and properties in rail stations
- ▶ Enhance the use of the Scanning, Analysis, Response and Assessment (SARA) Problem Solving process to address crime, disorder and quality of life issues with the goal of enhancing the safety and travel experiences for our customers and employees
- ▶ Utilize the temporary District III police station to deploy officers more efficiently in Metro Service Areas 5 and 6, which cover portions of Prince George's County and Washington, DC
- ▶ MTPD's Youth Services Unit (YSU) and Community Engagement Officers will aid efforts in reducing crime, engaging with the community, and monitoring crime trends

CUSTOMER INJURY RATE

● **Metrorail Customer Injury Rate** | 1.5 per million riders FY target | ≤ 2.5 per million riders

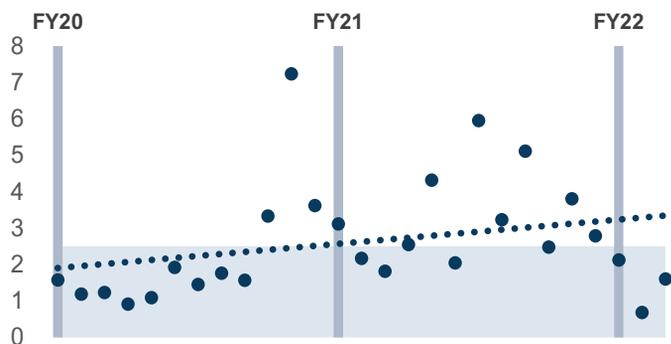
There were 21 customer injuries within Metrorail in Q1 FY22, resulting in a rate of 1.5 per million riders and meeting target of no more than 2.5 per million. This represents a 35 percent decrease relative to the Q1 FY21 rate.

All injuries were a result of slips, trips, or falls, with two-thirds occurring on escalators and one-third occurring on station platforms and mezzanines. These injuries were most commonly the results of intoxication, wet surfaces and customer inattention/distraction.

Key actions to sustain performance

- ▶ Continue station modernization improvements to reduce hazards that result in slip/trip/fall injuries

Metrorail Customer Injury Rate
FY20-FY22 TREND
goal ≤ target of 2.5



● **Metrobus Customer Injury Rate** | 2.7 injuries per million riders FY target | ≤ 2.5 per million riders

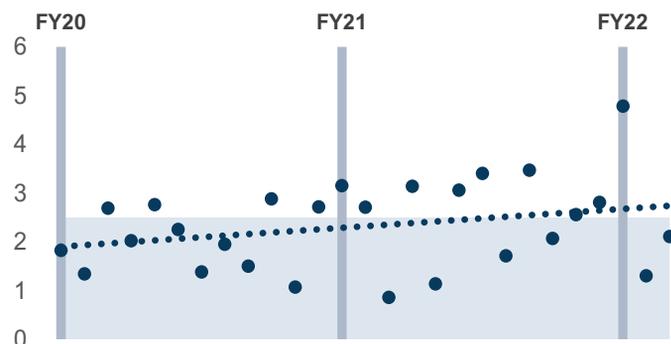
Metrobus experienced 51 customer injuries in the first quarter of FY22, translating to a rate of 2.7 per million riders and missing target. This rate was 29 percent higher than the same period last year.

Almost two-thirds (33) of injuries were collision-related, about twice as many as the previous quarter. Many of the remaining injuries were slips, trips or falls that occurred when the bus braked hard or when it made a turn. A small number of injuries occurred when passengers tripped or fell while boarding or exiting a bus.

Key actions to improve performance

- ▶ Perform a quarterly analysis of locations with multiple collisions to determine mitigations for those areas. More urgent safety hazards, such as new construction that creates a challenging left turn, are investigated immediately
- ▶ Advance procurement of collision avoidance technologies, such as Blind Spot Warnings and object detection, which is likely to lower the number of falls while the bus is in motion

Metrobus Customer Injury Rate
FY20-FY22 TREND
goal ≤ target of 2.5



CUSTOMER INJURY RATE

MetroAccess Customer Injury Rate | 1.8 per 100,000 riders
FY target | ≤ 2.2 per 100,000 riders

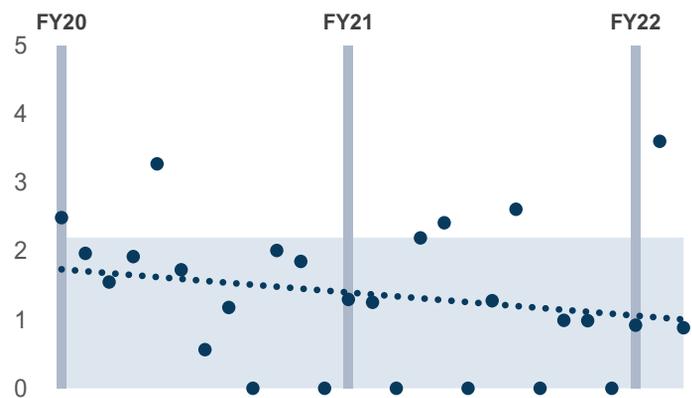
There were six injuries among MetroAccess customers in Q1 FY21, resulting in a rate of 1.8 per 100,000 riders and meeting target of no more than 2.2 per 100,000.

There were a total of six customer injuries in Q1 FY22 compared to two in Q1 FY21. While the number of injuries increased, ridership also increased by 37 percent. The six injuries in FY22 included four collision-related injuries, and two slip/trip/falls. One fall was from improper securement onboard a van, and the other was a fall while boarding a van.

Key actions to sustain performance

- ▶ Incorporate sedans into MetroAccess fleet with sedan-specific standard operating procedure and associated training to maximize safety. Sedans are easier to board for ambulatory passengers, who previously required entry onto the van via a lift. Now these passengers can enter the vehicle by themselves, reducing the likelihood of a boarding-related injury
- ▶ Continue to engage an Occupational Therapist to address assistance-related injuries. Implement training on parking and assisting customers using sedans, as the methods differ compared to vans
- ▶ Update DriveCam units, adding behavioral recognition and alerting capability. This alerts vehicle operators to unsafe or potentially unsafe behaviors at the time of detection

MetroAccess Customer Injury Rate
FY20-FY22 TREND
goal \leq target of 2.2



EMPLOYEE INJURY RATE

Rail System Employee Injury Rate | 3.2 per 100 employees
 FY target | ≤ 3 per 100 employees

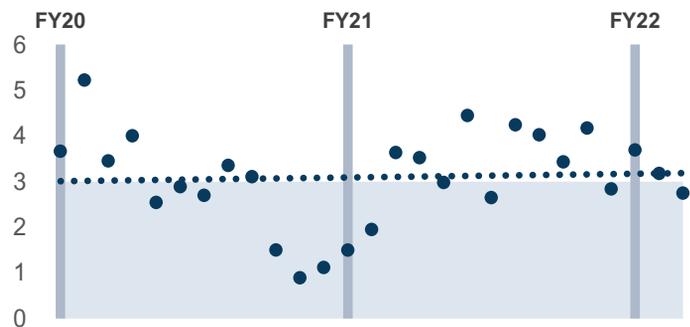
There were 44 rail system employee injuries in Q1 FY22 resulting in a rate of 3.2 injuries per 100 employees, just shy of the target rate of 3.0 injuries.

Slip, trip and fall and assault/stress injuries were the leading incident types for operators and maintenance staff in Q1 FY22 with 12 injuries each. The next most common were lifting/lowering and struck by/against injuries with six and five injuries, respectively. Over half the injuries (24) were determined to be preventable.

Key actions to improve performance

- ▶ Encourage Safety Observations and use data to identify and proactively address unsafe behaviors
- ▶ Conduct safety campaign to increase employee awareness around slip/trip/fall injuries

Rail System Employee Injury Rate
 FY20-FY22 TREND
 goal ≤ target of 3.0



Bus Employee Injury Rate | 13.7 per 100 employees
 FY target | ≤ 10.2 per 100 employees

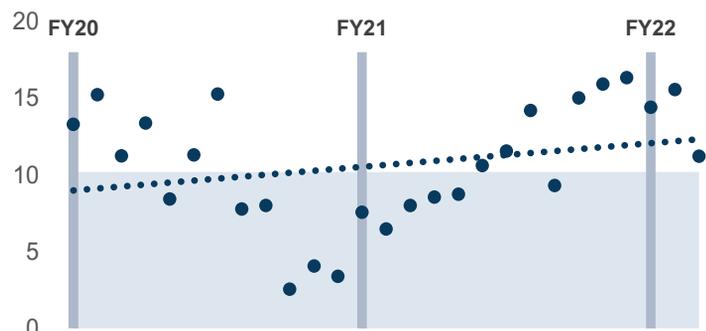
Metrobus had 118 employees injured in Q1 FY22 for a rate of 13.7 injuries per 100 employees, missing target.

The top injury types were collision-related (32), assault/stress (33), and slips/trips/falls (16). Compared to Q1 of FY21, collision-related injuries and stress/assault injuries both more than doubled. Traffic has returned to near pre-pandemic levels, and the Metrobus serious collision rate increased by 25 percent in Q1 FY22 compared to Q1 FY21.

Key actions to improve performance

- ▶ Proactively use DriveCam footage to identify potentially risky behaviors and coach operators on proper procedure to avoid collisions before they occur
- ▶ After a pilot last fiscal year, a standard de-escalation training for bus operators to prevent assaults was begun in August 2021. So far over 250 operators have been trained, with the goal of training all current operators by June 2022. The training will also be incorporated into New Bus Operator Orientation
- ▶ When a tripping hazard is identified at a Metro facility, management partners with facilities to mitigate the hazard in a timely fashion

Bus Employee Injury Rate
 FY20-FY22 TREND
 goal ≤ target of 10.2



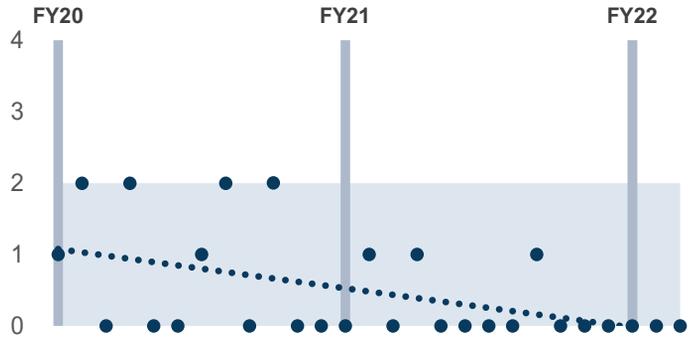
RAIL COLLISIONS & DERAILMENTS

Rail Collisions | 0 collisions
FYTD target | ≤ 2 collisions

There were no NTD-reportable rail collisions in Q1 FY22, marking six consecutive months without an incident.

Staff continue to address the causal factors identified from the investigations of the three events in FY21, all of which occurred in rail yards: failure to follow procedures, improper railcar storage (e.g., stored too close), and attempting to uncouple railcars while on a downgrade portion of track.

Rail Collisions
FY20-FY22 TREND
FYTD goal ≤ target of 2



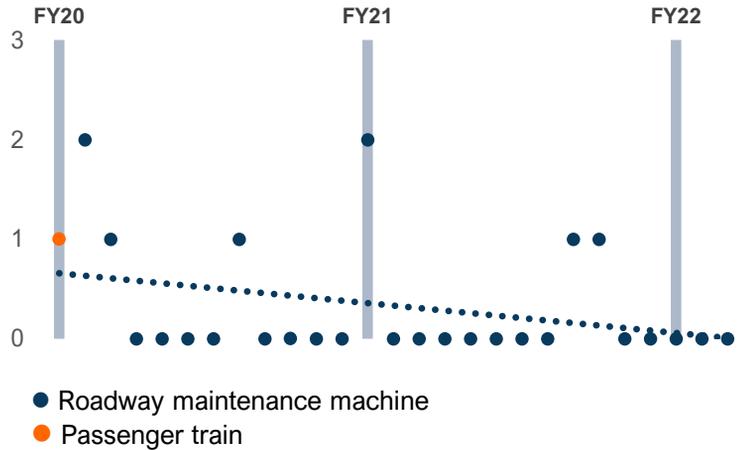
Derailments | 0 derailments
FYTD target | ≤ 1 derailments

There were no derailments in Q1 FY22.

As of September 2021, there had been nine derailments on Metrorail since FY20: eight involved roadway maintenance machines, and one involved a passenger train. The latter occurred in July 2020 and was the result of a red signal overrun.

The mainline derailment that occurred on October 12, 2021 is outside the current reporting period (July - September) and will be reflected in the Q2 FY22 report.

Derailments
FY20-FY22 TREND



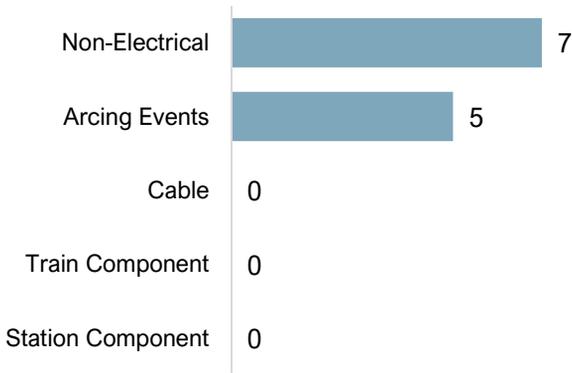
RAIL INCIDENTS

● Fire Incidents | 12 incidents FYTD target | ≤ 11 incidents

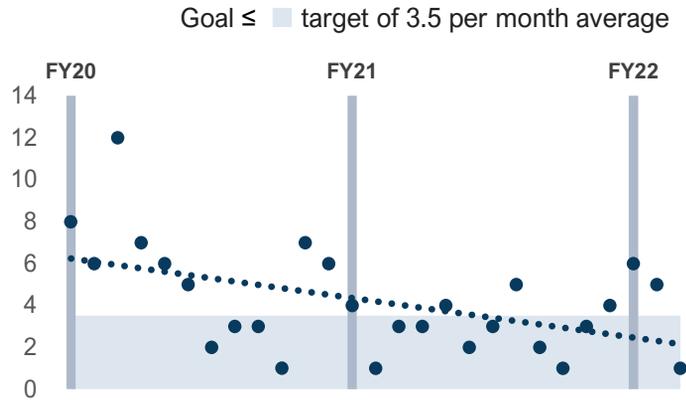
There were 12 NTD-reportable fires during Q1 FY22, missing target and an increase of four incidents compared to the same time last year, all of which were non-electrical fires.

Seven fires were non-electrical (e.g., debris-related) in nature and five were arcing insulator/track component fires. There was a steep increase in non-electrical fires: seven up from two in Q1 FY21. This is likely related to the increase in ridership; before the pandemic, Metro averaged 9-10 non-electrical fires a quarter, dropping to four on average during the pandemic. Compared to Q1 FY21, the number of insulator/track component fires remained unchanged. Water, brake dust and debris are the main drivers of insulator/track component fires. Metro continues to replace insulators in trouble areas every two-years and regularly clean track-beds.

**Fire Incidents
FY22 INCIDENTS BY TYPE**



**Fire Incidents
FY20-FY22 TREND**

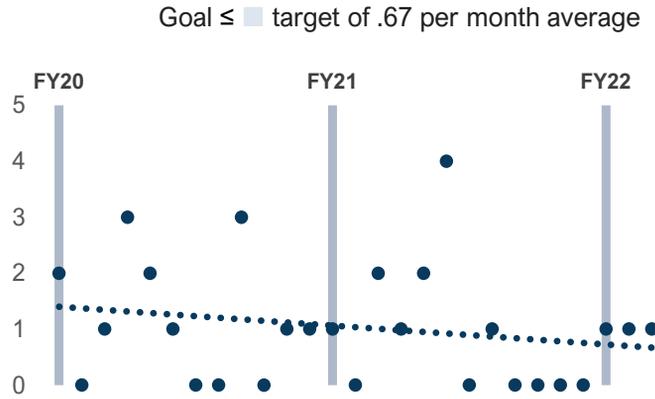


● Red Signal Overruns | 3 incidents FYTD target | ≤ 2 incidents

Metrorail vehicles overran a red signal three times during Q1 FY22, which is below target and unchanged compared to the same time last year.

Of the three Red Signal Overrun (RSO) events for Q1 FY22, two were committed by train operators and one was with a roadway maintenance machine (RMM), the same as Q1 FY21. All three RSO incidents in Q1 FY22 occurred on the mainline. Human factors were among the root causes of these incidents, including lack of situational awareness, not verifying correct alignments, and initiating Stop and Proceed Mode without contacting the Rail Operations Control Center. In response to these events, staff have begun to be trained on initiatives such as point-and-call, where train operators verbally call out signals as they approach them. Managers also increased the frequencies of the reviews they conduct of operators to ensure they are following procedures.

**Red Signal Overruns
FY20-FY22 TREND**



RELIABILITY PERFORMANCE

- Overview of measures and targets
- Summary of FYTD performance
- Additional insights on performance



RELIABILITY OVERVIEW OF MEASURES AND TARGETS

Metro tracks the reliability of its Rail, Bus and Access service by measuring on-time performance (OTP), the failure rate of its almost 3,500 vehicles, the availability of its 276 elevators and 617 escalators, the availability of its 118 miles of track, crowding on its vehicles, and overall customer satisfaction. These are standard measures across the industry. The vehicle failure rate (mean distance between failure) is a required measure by the Federal Transit Administration because it expresses the relationship between safety and asset condition.

For all but two reliability measures, the aim is to improve over baseline performance:

- The MetroAccess On-Time Pickup Performance target was kept at 90 percent to accommodate expected return to shared rides—suspended during the majority of FY21 due to the pandemic—an increase in traffic, and an increase in demand
- Due to rehabilitations and replacements planned for FY22, elevator and escalator availability targets were kept at their three-year baseline and further adjusted based on the estimated impacts of this capital work.

FY22 Measure	Measured as	Goal	FY22 Target-setting Methodology	Baseline	FY22 Target
Rail Customer OTP	% of customers on time	↑	1%-point over baseline	2yr avg	92%
Bus OTP	% of buses on time	↑	1%-point over baseline	2yr avg	77%
MetroAccess pick-up OTP	% of vans on time	↑	Maintain baseline	pre-pandemic 3yr avg	90%
Rail Fleet Reliability	mean distance between failure	↑	5% over baseline	3yr avg	22,000
Bus Fleet Reliability	mean distance between failure	↑	5% over baseline	3yr avg	7,800
MetroAccess Fleet Reliability	mean distance between failure	↑	5% over baseline	current target	21,000
Elevator Availability	% available	↑	Baseline + capital plans	3yr avg	96.8%
Escalator Availability	% available	↑	Baseline + capital plans	3yr avg	92.6%
Available Track	% unavailable	↓	FTA requirement	N/A	6.7%
Metrobus Crowding	% rider time in crowded conditions	↓	No target	N/A	no target
Metrorail Crowding	% rider time in crowded conditions	↓	No target	N/A	no target
Bus Customer Satisfaction	customer survey last trip rating	↑	3%-points over baseline	pre-pandemic avg	80%
Rail Customer Satisfaction	customer survey last trip rating	↑	2%-points over baseline	pre-pandemic avg	84%



RELIABILITY SUMMARY OF FYTD PERFORMANCE

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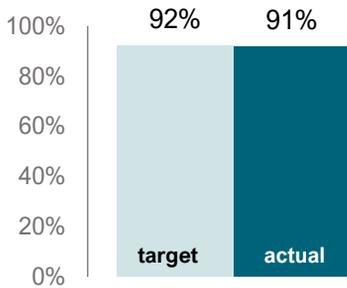
STOPLIGHT LEGEND

- Target met
- Near target
- Target missed
- No target

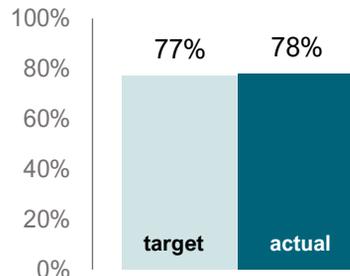
BAR CHART LEGEND AND PERFORMANCE GOAL



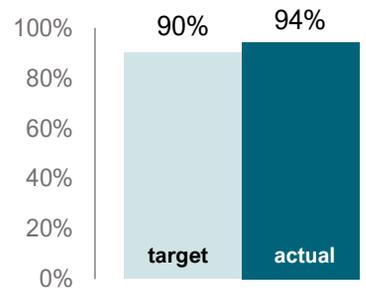
● MyTripTime Rail On-Time Performance



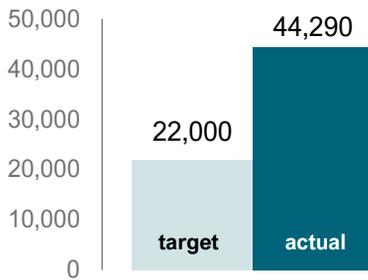
● Metrobus On-Time Performance



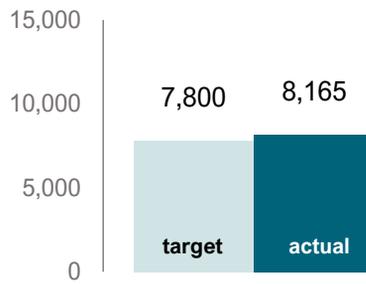
● MetroAccess On-Time Pick-up Performance



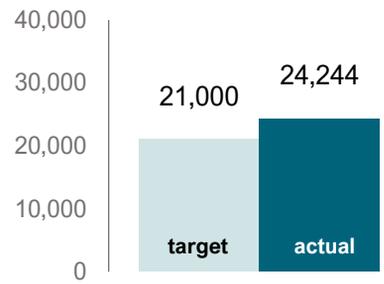
● Rail Fleet Reliability



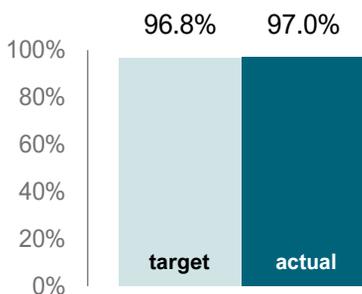
● Bus Fleet Reliability



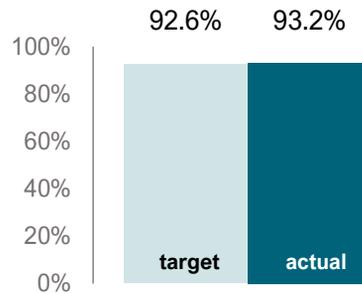
● MetroAccess Fleet Reliability



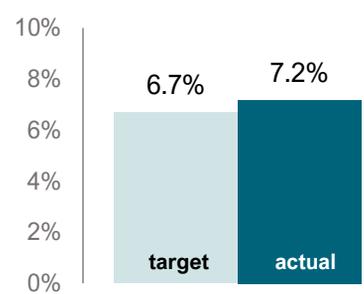
● Elevator Availability



● Escalator Availability



● Available Track



METRORAIL ON-TIME PERFORMANCE (MYTRIP TIME)

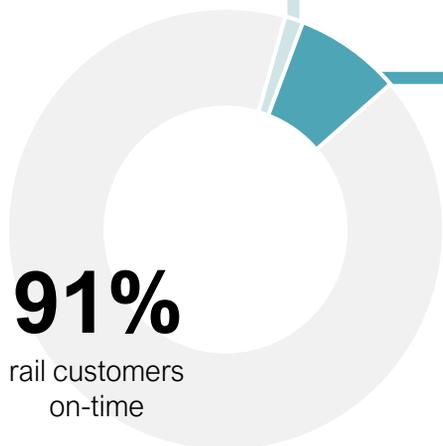
Metrorail Customer On-Time Performance | 91% of customer trips on time FY target | ≥ 92% on-time

In the first quarter of FY22, Metrorail customers completed 91 percent of their trips on-time, falling shy of the 92 percent target.

Rail on-time performance (OTP) during weekdays has consistently surpassed the target through all 3 months in the first quarter of FY22, but weekend track work dragged down overall OTP.

This report covers the period of July through September 2021. The derailment on October 12, 2021 and the subsequent removal of all 7000-series trains from service will be reflected in the Q2 report.

What caused customer delays?



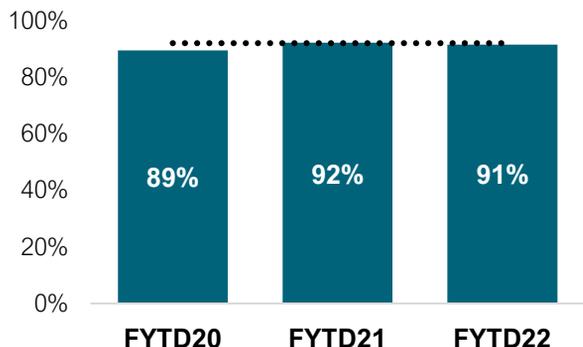
Planned delays lowered OTP by approximately 1.4 percentage points, an increase of 0.5 percentage points compared to Q1 FY21

- ▶ Planned track work during Q1 included the summer Platform Improvement Project on Green and Yellow Lines between West Hyattsville and Greenbelt; two major capital projects on the Red Line that upgraded the tunnel ventilation system and repair platform canopies with around-the-clock single tracking and station closures

Unplanned delays lowered OTP by about 7.1 percentage points, an improvement of 0.4 percentage points compared to Q1 FY21

- ▶ **The top five drivers for unplanned delays in Q1 FY22:** customer or workforce incidents (e.g., sick customers, injured employees), signaling failures, rail vehicle breakdowns, and rail operations and Metro Transit Police responses to safety events
- ▶ A portion of late trips can be attributed to customer choices – e.g., missing a stop and having to circle back, or taking a longer route that requires fewer transfers

Metrorail Customer On-Time Performance FYTD THREE-YEAR TREND goal ≥ target of 92%



Key actions to improve performance

- ▶ Continue to monitor schedule adherence and share successful strategies and lessons learned to strengthen operational planning and scheduling
- ▶ Continue to make critical repairs to rail infrastructure, ensuring it remains in a state of good repair
- ▶ Continue railcar maintenance, rehab and replacement program

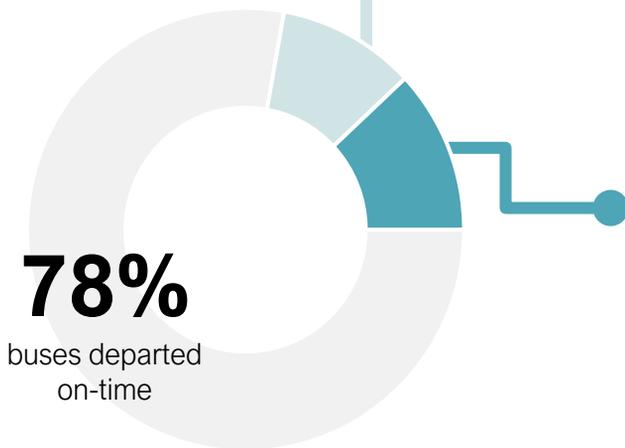
METROBUS ON-TIME PERFORMANCE

● Metrobus On-Time Performance | 78% of buses on time FY target | ≥ 77% on-time

In the first quarter of FY22 78 percent of buses were on-time, exceeding the target of 77 percent. In September, Metro made major schedule changes to increase the number of high-frequency bus routes. The initial on-time performance results of this overhaul will be reported in Q2.

As traffic patterns continue to change, Metro continues to adjust bus schedules and running times to ensure that buses can successfully adhere to schedule.

What caused buses to not be on-time?



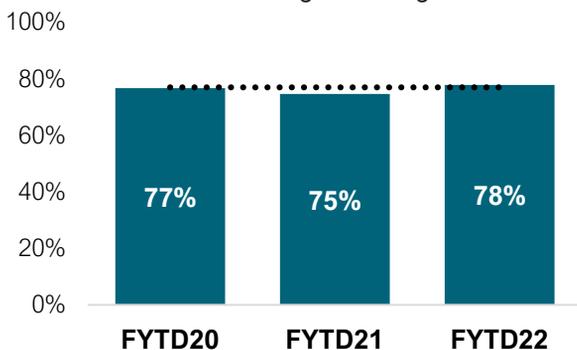
Early Departures lowered OTP by 10 percentage points in Q1 FY22

- ▶ Since a major schedule change in March 2021 focused on adjusting route running times to pandemic traffic levels, early departures have held steady at 10 percent of all departures. Prior to the adjustment, early departures lowered OTP by 16 percentage points
- ▶ In the past three months, buses ran early most often during the late-night service period (11pm to 4am), when traffic is lighter

Late Departures lowered OTP by 12 percentage points in Q1 FY22

- ▶ **Traffic is a key driver of late departures.** Buses most often run late between 3pm and 9pm, when traffic is heaviest
- ▶ **Late departures are also due to service disruptions** including collisions, mechanical breakdowns, passenger medical emergencies or unscheduled detours due to a traffic accident or road closure. While disruptions due to mechanical failures decreased in Q1 from the previous quarter, the number of collisions increased
- ▶ **Staff availability is a small driver of late departures.** In recent months, overtime has been used to cover open trips due to staff absences and vacancies

**Metrobus On-Time Performance
FYTD THREE-YEAR TREND**
goal ≥ target of 77%



Key actions to sustain performance

- ▶ Assign field management staff to focus on lowest-performing routes and on managing the new frequent service routes
- ▶ Train staff in strategies for staying on schedule through changing traffic patterns
- ▶ Continue improving back-end data processes to ensure that customers receive accurate, up-to-date information about bus estimated arrivals

*Note: Due to a data collection error, September 6, 2021, data are excluded from this report.

METROACCESS ON-TIME PICKUP PERFORMANCE

MetroAccess On-Time Pick-Up Performance | 94% of pick-ups on time
FY target | $\geq 90\%$ on-time

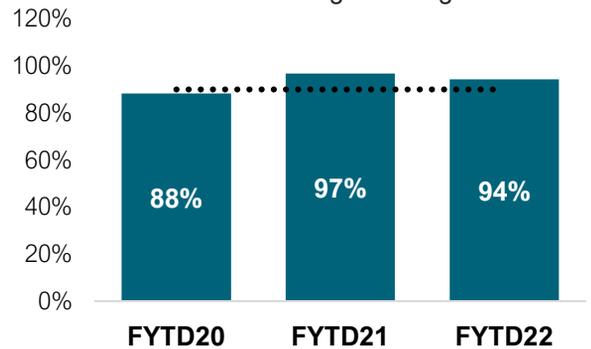
In Q1 FY22, 94 percent of MetroAccess trips were on-time, exceeding the target of 90 percent.

Less traffic and reduced ridership, coupled with ample vehicle resources given current levels of service demand, have led to strong on-time pick-up performance.

Key actions to sustain performance

- ▶ Continue improving the accuracy of length-of-trip estimates by basing them on the fixed-route equivalent
- ▶ Work with Operations Control Center contractor to renew emphasis on proactively identifying when vehicles are dwelling for prolonged periods of time to prevent cascading delays. Excessive dwells often lead to a trip arriving near the end of a customer's pick-up window, which increases the likelihood the trip would be late. MetroAccess aims for vehicles to arrive at the start of a customer's pick-up window to provide sufficient time to ensure an on-time pick-up
- ▶ Continue to dynamically adjust the system's scheduling parameters and leverage available taxi and alternative resources when trips are projected late throughout the day
- ▶ Pursue a new, cutting-edge scheduling and dispatch system

On-Time Pick-up Performance
FYTD THREE-YEAR TREND
goal \geq target of 90%

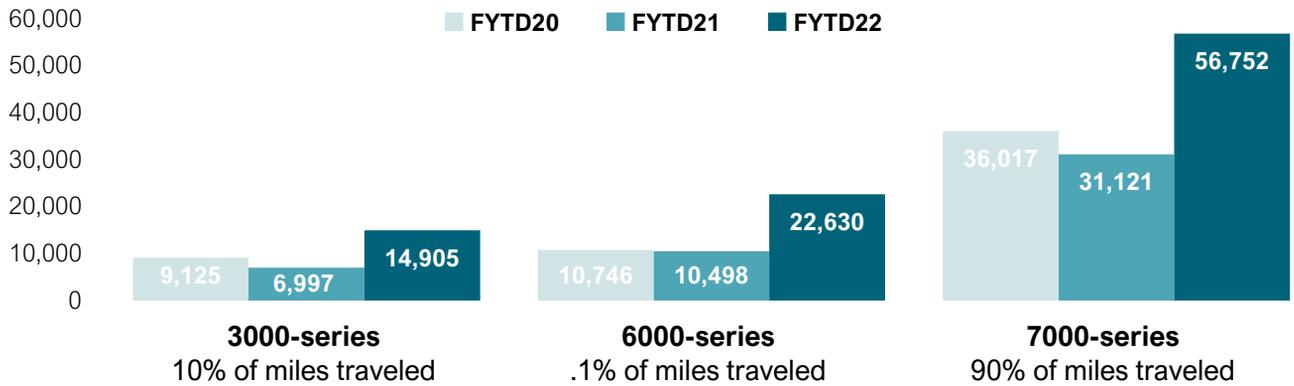


RAIL FLEET RELIABILITY

Rail Fleet Reliability | 44,290 miles between failure
 FY target | ≥ 22,000

Railcar reliability surpassed target in Q1 FY22 with improvements across all fleets.

Railcar performance more than doubled in the first quarter of FY22 compared to the same time period in FY21. With 600-800 railcars in service daily, there were on average five mechanical railcar failures per day in Q1 FY22 or about 450 the entire quarter.



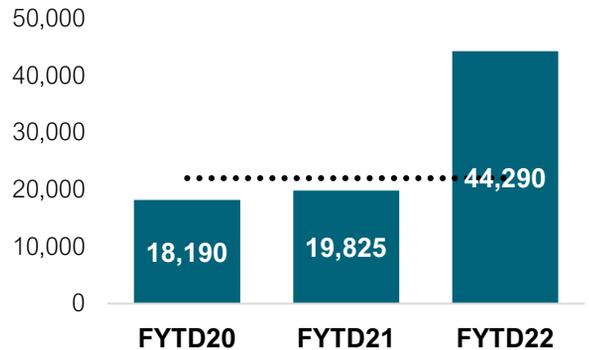
In November 2020 following a train separation safety incident, all 6000-series cars were removed from service in order to fully investigate the underlying factors and root causes. The 6000-series fleet are being gradually returned to passenger service after couplers are inspected and defects repaired, with 16 of the fleet of 184 put back in service in September 2021. In September 2021, Metro began operating a service plan that offered consistent frequencies of 10-12 minutes from end-of-line stations throughout the day. This service plan did not require all 1200 cars in the fleet, so in Q1 2021 the oldest 2000 series cars remained in storage so that staff could focus on making the necessary repairs to other fleets.

This report covers the period of July through September 2021. The derailment on October 12, 2021 and the subsequent removal of all 7000-series trains from service will be reflected in the Q2 report.

Key actions to sustain performance

- ▶ Continue using reliability analysis and frequent inspections to ensure engineers prioritize problems causing the largest impacts
- ▶ Continue the Scheduled Maintenance Program for the 6000-series fleet and begin the program for the 7000-series
- ▶ Plan for the replacement of the 2000- and 3000-series in the next five years as they turn 40 and near the end of their useful life

Rail Fleet Reliability FYTD THREE-YEAR TREND goal ≥ target of 22,000



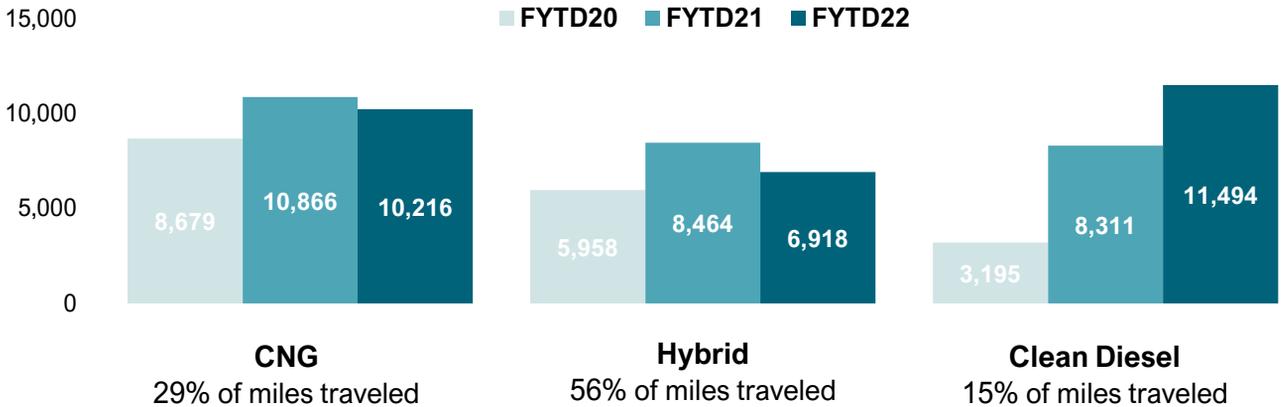
BUS FLEET RELIABILITY

Bus Fleet Reliability | 8,165 miles between failure
 FY target | ≥ 7,800

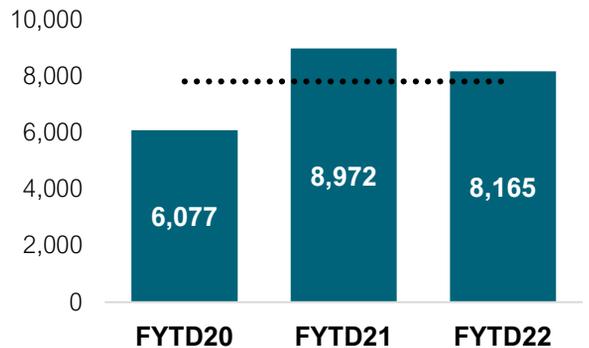
Bus fleet performance remained strong in Q1 FY22, exceeding 8,100 miles between failures and surpassing target.

In Q1, the clean diesel fleet was the top performer, improving over 90 percent compared to the same period in FY21. Metro has been steadily replacing clean diesel buses over the past few years, so the fleet is now slightly younger than the average age of the whole fleet, and the newer buses are more reliable. The hybrid bus fleet is slightly older than the average age of the whole fleet and will begin to be replaced when the next bus procurement contract begins. Over half of the fleet are hybrids.

As service increases to pre-pandemic levels, the full fleet is once again being utilized and buses are being driven for longer each day than they were during the pandemic. Therefore, performance has decreased somewhat from this time last year but remains above target.



Bus Fleet Reliability
 FYTD THREE-YEAR TREND
 goal ≥ target of 7,800



Key actions to sustain performance

- ▶ Increase collaboration between maintenance and transportation departments to reduce service interruptions through We Move the Region training program
- ▶ Improve failure reporting in Metro’s asset management system to allow for more in-depth trend analysis
- ▶ Conduct internal quality audits of preventive maintenance programs and service lane activities to identify areas of improvement
- ▶ Continue annual program to replace 100 of the oldest, least reliable buses in FY22



METROACCESS FLEET RELIABILITY

MetroAccess Fleet Reliability | 24,244 miles between failure
FY target | $\geq 21,000$ miles

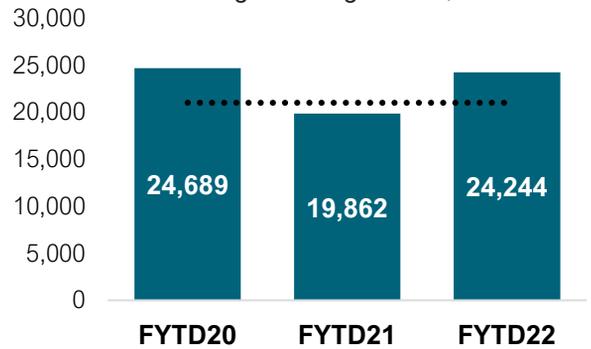
In Q1 FY22, the mean distance between failure was 24,244 miles, exceeding the target of 21,000 miles.

At the end of FY21, 177 sedans were introduced into revenue service to replace aging Ford Transit vans. The sedans generally have fewer failures due to lower mileage, and some of the most common failures have been eliminated, including A/C failures in the summer and coolant leaks due to the rear heater systems in the vans. The sedans are also easier to board for ambulatory passengers, who previously required entry onto the van via a lift. Now these passengers can enter the vehicle by themselves, reducing the likelihood of a lift failure.

Key actions to sustain performance

- ▶ Add 50 sedans and 100 ramp-equipped minivans to replace 150 aging vans in FY22
- ▶ Staff continues to focus on key initiatives to improve fleet reliability and good state of repair, to include preventive maintenance inspections and quarterly fleet audits

MetroAccess Fleet Reliability
FYTD THREE-YEAR TREND
goal \geq target of 21,000 miles



ELEVATOR/ESCALATOR AVAILABILITY

● Elevator Availability | 97.0% available

FY target | $\geq 96.8\%$

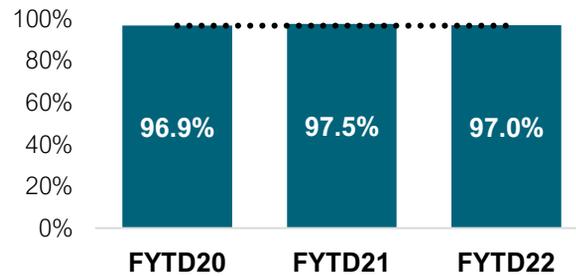
In the first quarter of FY22, elevators were available for use 97.0 percent of Metro’s operating hours, exceeding target.

At any given time in FY22 Q1, an average of eight out of the total 276 elevator units across the system were out of service. About 40 percent of these hours out of service were attributed to capital work, an average of roughly three units at a time. The remaining 60 percent were due to unit failures, related fixes, or other maintenance. The average time between these down periods stayed consistent with FY21 Q1 results, in addition to the average time it took Metro to bring units back to service (roughly eight hours).

Key actions to sustain performance

- ▶ Continue current elevator rehabilitation contract (91 out of 102 completed by the end of Q1 with an additional 6 scheduled for completion in FY22)
- ▶ Finalize identification of 100 more units in need of replacement for the next contract
- ▶ Continue to pilot a new preventive maintenance cadence on select units to help optimize staff productivity

Elevator Availability
FYTD THREE-YEAR TREND
goal \geq target of 96.8%



● Escalator Availability | 93.2% available

FY target | $\geq 92.6\%$

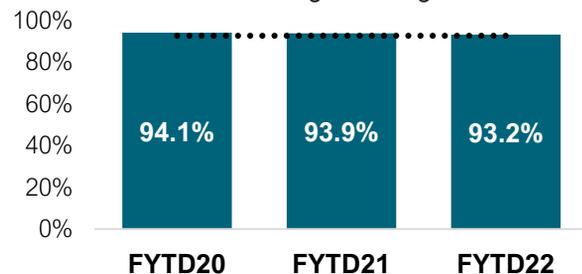
In Q1 of FY22, escalators were available 93.2 percent of Metro’s operating hours, exceeding target.

At any given time in FY22 Q1, an average of 42 of the total 617 escalator units across the system were out of service. With two active multi-year contracts to replace or repair more than 200 escalators across the system, about 40 percent of these outage hours were due to capital work, affecting an average of 16 units at a time. This is an increase relative to FY21, and the reason for the slight drop in availability in Q1 FY22 relative to Q1 FY21. The remaining 60 percent—roughly 26 units at any given time—were the result of unit failures, repairs, or preventive maintenance. Availability stayed above target thanks to a decline across FY21 and FY22 in the average turnaround time to repair issues (ending at roughly 7.5 hours average in FY22 Q1).

Key actions to sustain performance

- ▶ Continue multi-year contract to replace 130 escalators across the system, with five completed and nine in progress by the end of Q1 (work began in April 2021). Strategically schedule replacements to minimize outages during revenue hours
- ▶ Continue contract to rehabilitate 89 escalators, with 14 completed by the end of Q1 and 16 additional scheduled for FY22 (work for this contract began in September 2020)
- ▶ Monitor the impact of strengthened standards for preventive maintenance scheduling on both staff time and asset performance

Escalator Availability
FYTD THREE-YEAR TREND
goal \geq target of 92.6%



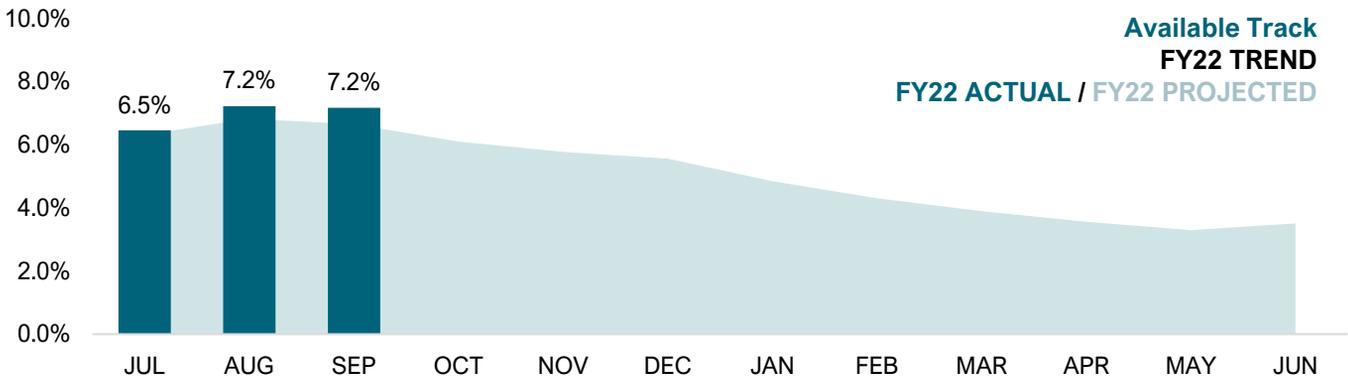
AVAILABLE TRACK

Available Track | 7.2% under performance restriction
 FYTD target | ≤ 6.7%

In the first quarter of FY22, 7.2 percent of track was under performance restriction, 0.5 percentage points above the FY22 YTD projection.

Performance restrictions include planned track work and unplanned condition-related speed restrictions. During the first quarter of FY22, Metro continued its Platform Improvement Project and shut down all stations north of Fort Totten on Green and Yellow Lines through the first week of September. There were also two major projects on the Red Line to upgrade the tunnel ventilation system and repair platform canopies, impacting service with around-the-clock single tracking and station closures.

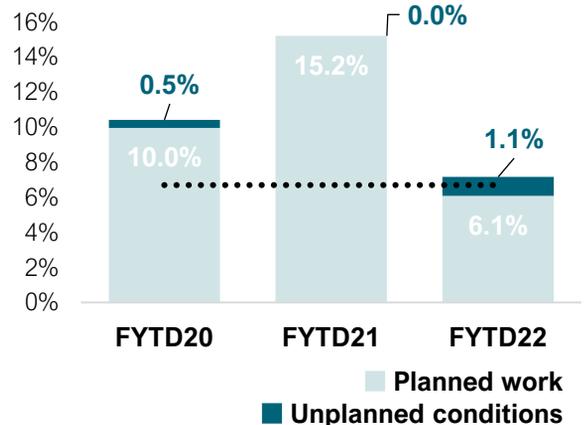
While restrictions due to planned capital programs implemented throughout the first three months of FY22 aligned with the projection at 6.1 percent, unplanned condition-related speed restrictions were higher than expected. Several speed restrictions remained in effect through Q1 FY22 due to some recent and ongoing engineering and maintenance activities. Specifically, a manufacturing defect found in grand master switches required multiple speed restrictions in place between late August and mid September.



Key actions to improve performance

- ▶ Continue preventive maintenance and capital programs to keep unplanned restrictions low
- ▶ Install heat tape at up to four more stations before fall, eliminating the need for speed restrictions in these areas

Available Track
 FYTD THREE-YEAR TREND
 goal ≤ target of 6.7%

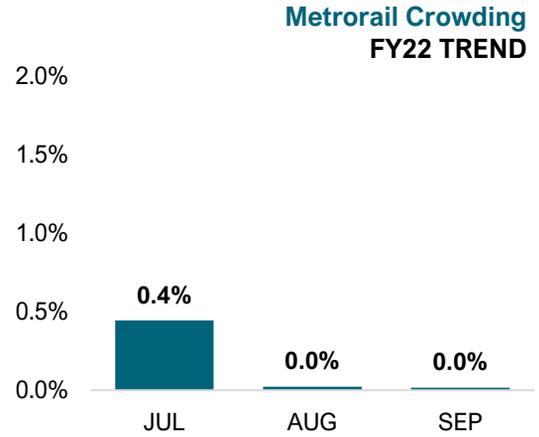


CROWDING

● **Metrorail Crowding** | 0.2% of passenger travel time in crowded conditions No target

In Q1 FY22, 0.2 percent of passenger travel time was in crowded conditions (> 75 passenger per car). For an average trip of 30 minutes, this means less than 1 minute is in crowded conditions.

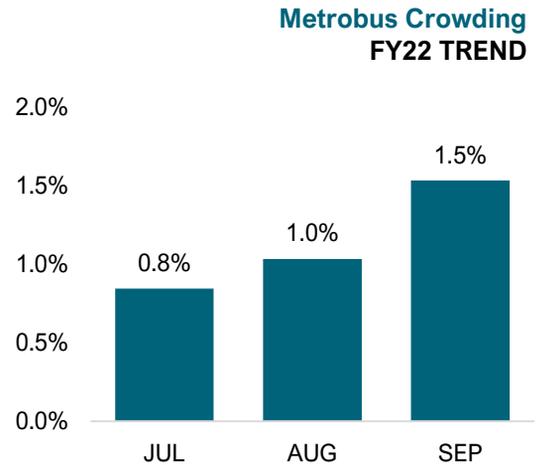
In mid-June 2021, Metro adjusted its definition of “crowded” to be more than 75 passenger per car, which means all seats are taken and about 10 or more people are standing. Prior to June, when social distancing guidelines before vaccine availability were more stringent, “crowded” was defined as no more than 23 passengers per car. The only major crowding event was on July 4, 2021, when rail ridership hit the highest single-day total since the beginning of the pandemic and 7.7 percent of passenger travel time was in crowded conditions. Staff continue to monitor crowding and to use this information to plan schedules and service.



● **Metrobus Crowding** | 1% of bus stops encountered with > 30 passengers on the bus No target

In Q1 FY22, 1 percent of bus stops were encountered by a bus with 30 or more passengers onboard. A standard size 40-foot bus has seats available for 40 passengers; Metro deems any bus occupied at 75 percent or greater capacity as being full.

The definition of when a bus is full has changed from FY21, when social distancing guidelines before vaccine availability were more stringent and therefore 50 percent capacity (20 passengers) was deemed “crowded”. In September, a new schedule was introduced that increases the number of routes with 12-minute headways and 20-minute headways, targeting routes that had been experiencing crowding.



FINANCIAL RESPONSIBILITY PERFORMANCE

Summary and additional insights on FYTD measure results



OPERATING FINANCIAL PERFORMANCE

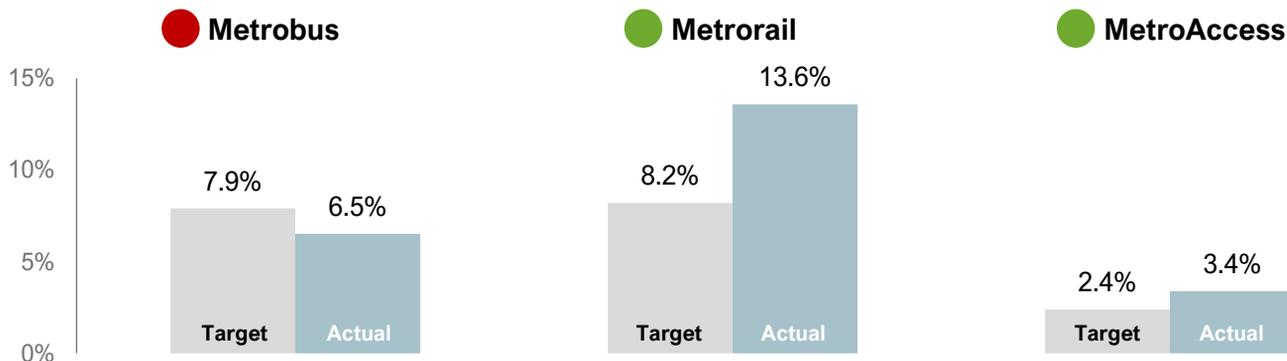
Passenger revenues exceeded budget in Q1 FY22, driven by higher-than-anticipated ridership on both Bus and Rail. Operating expenses were favorable (below budget). As a result, Metro performed better than expected on measures of farebox recovery (the percentage of the operating budget covered by fares) and the operating cost per passenger trip.

Operating expenses were \$482.2 million or \$30.2 million below budget due to savings from salaries and wages, fringe and paratransit. Ridership losses from Covid-19 continue to impact revenue, but passenger revenue exceeded budget by \$20.7 million in the quarter, covering 10 percent of operating expenses, better than the 7.6 percent anticipated in the budget. The higher-than-anticipated ridership and lower operating expenses also resulted in lower operating costs per passenger trip across all modes. Overall operating revenues were \$59.6 million (including passenger and non-passenger revenues but excluding federal relief), funding 12 percent of operating expenses. Total revenue was \$292.8 million including federal relief. Metro received federal relief revenue totaling \$233.3 million, of which \$146.8 million was used to offset decreased revenue, and \$86.5 million replaced jurisdictional contributions that were reduced as a result of the pandemic. Metro's net subsidy is on budget for the fiscal year.

Farebox Recovery Ratio

FY22 system-wide target: **7.6%** | Q1 performance: **10.4%**

The ratio of passenger revenue divided by operating costs. This measure describes the portion of operating expenses covered by passenger fares. For this measure, a higher result than target is favorable ↑



Operating Cost Per Passenger Trip

FY22 system-wide target: **\$20.00** | Q1 performance: **\$14.41**

The ratio of operating costs divided by passenger trips. This measure quantifies the full operating cost to provide each passenger trip. For this measure, a lower result than target is favorable ↓



APPENDIX

Measure data tables
Measure definitions



PART I CRIMES BY TYPE													
FY2022	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Property Crime	31	29	33	37	N/A	130							
Larceny	7	3	9	10	N/A	29							
Larceny (Other)	23	22	22	26	N/A	93							
Burglary	0	0	0	0	N/A	0							
Motor Vehicle Theft	1	4	2	1	N/A	8							
Attempted MV Theft	0	0	0	0	N/A	0							
Arson	0	0	0	0	N/A	0							
Violent Crime	35	28	31	43	N/A	137							
Aggravated Assault	17	11	18	25	N/A	71							
Rape	1	0	0	1	N/A	2							
Robbery	17	17	13	17	N/A	64							
FY2021 Part I Crimes	66	57	64	80	N/A	267							
FY2021 Homicides	0	0	0	0	N/A	0							

CUSTOMER INJURIES PER MILLION PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	1.8	1.4	1.9	1.5	2.0	2.2	1.5	1.9	1.5	3.4	3.5	3.0	1.8
FY2021	3.3	2.7	1.2	3.2	2.4	2.7	4.4	2.6	4.0	2.3	3.2	2.8	2.9
FY2022	3.7	1.4	2.0	N/A	2.3								

METRORAIL CUSTOMER INJURIES PER MILLION PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	1.6	1.2	1.2	0.9	1.1	1.9	1.5	1.8	1.6	3.3	7.2	3.6	1.5
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	1.6	1.2	1.2	0.9	1.1	1.9	1.5	1.8	1.6	3.3	7.2	3.6	1.5
FY2021	3.1	2.2	1.8	2.6	4.3	2.1	6.0	3.2	5.1	2.5	3.8	2.8	3.3
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	3.1	2.2	1.8	2.6	4.3	2.1	6.0	3.2	5.1	2.5	4.8	2.8	3.3
FY2022	2.1	0.7	1.6	N/A	1.5								
Non-Preventable	0.0	0.0	0.0	N/A	0.0								
Preventable	2.1	0.7	1.6	N/A	1.5								

METROBUS CUSTOMER INJURIES PER MILLION PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	1.8	1.3	2.7	2.0	2.8	2.3	1.4	1.9	1.5	2.9	1.1	2.7	2.0
Non-Preventable	1.3	1.0	1.2	1.0	1.7	1.8	1.0	1.4	0.9	1.7	0.0	1.0	1.2
Preventable	0.5	0.4	1.5	1.1	1.0	0.5	0.4	0.5	0.6	1.2	1.1	1.7	0.8
FY2021	3.2	2.7	0.9	3.1	1.1	3.1	3.4	1.7	3.5	2.1	2.6	2.8	2.5



Non-Preventable	1.6	1.3	3.1	7.0	4.0	8.6	4.8	0.8	3.0	1.7	2.8	3.7	1.6
Preventable	1.6	10.1	1.0	6.1	1.0	4.8	0.0	1.6	1.8	1.2	0.8	0.3	0.9
FY2022	4.8	1.3	2.1	N/A	2.7								
Non-Preventable	2.6	0.7	1.7	N/A	1.6								
Preventable	2.2	0.7	0.4	N/A	1.0								

METROACCESS CUSTOMER INJURIES PER 100,000 PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	2.5	2.0	1.6	1.9	3.3	1.7	0.6	1.2	0.0	2.0	1.9	0.0	1.7
Non-Preventable	1.0	1.0	1.6	1.4	3.3	1.2	0.6	0.6	0.0	2.0	0.0	0.0	1.2
Preventable	1.5	1.0	0.0	0.5	0.0	0.6	0.0	0.6	0.0	0.0	1.9	0.0	0.5
FY2021	1.3	1.3	0.0	2.2	2.4	0.0	1.3	2.6	0.0	1.0	1.0	0.0	1.0
Non-Preventable	1.3	0.0	0.0	0.0	0.0	0.0	0.0	2.6	0.0	1.0	0.0	0.0	0.4
Preventable	0.0	1.3	0.0	2.2	2.4	0.0	1.3	0.0	0.0	0.0	1.0	0.0	0.7
FY2022	0.9	3.6	0.9	N/A	1.8								
Non-Preventable	0.0	2.7	0.9	N/A	1.2								
Preventable	0.9	0.9	0.0	N/A	0.6								

CUSTOMER INJURIES													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	50	36	51	43	49	53	37	46	22	9	10	13	419
FY2021	16	14	8	23	16	18	25	14	29	18	29	26	236
FY2022	39	15	24	N/A	78								

METRORAIL CUSTOMER INJURIES													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	26	18	19	16	16	26	22	25	12	3	7	5	195
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	26	18	19	16	16	26	22	25	12	3	7	5	195
FY2021	5	4	4	6	9	4	11	6	13	7	15	11	95
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	5	4	4	6	9	4	11	6	13	7	15	11	95
FY2022	10	3	8	N/A	21								
Non-Preventable	0	0	0	N/A	0								
Preventable	10	3	8	N/A	21								

METROBUS CUSTOMER INJURIES													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	19	14	29	23	27	24	14	19	10	5	2	8	194
Non-Preventable	14	10	13	11	17	19	10	14	6	3	0	3	120



Preventable	5	4	16	12	10	5	4	5	4	2	2	5	74
FY2021	10	9	4	15	5	14	13	6	16	10	13	15	130
Non-Preventable	5	8	1	7	1	5	0	4	6	4	3	1	45
Preventable	5	1	3	8	4	9	13	2	10	6	10	14	85
FY2022	16	5	12	N/A	33								
Non-Preventable	15	4	12	N/A	31								
Preventable	1	1	0	N/A	2								

METROACCESS CUSTOMER INJURIES													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	5	4	3	4	6	3	1	2	0	1	1	0	30
Non-Preventable	2	2	3	3	6	2	1	1	0	1	0	0	21
Preventable	3	2	0	1	0	1	0	1	0	0	1	0	9
FY2021	1	1	0	2	2	0	1	2	0	1	1	0	11
Non-Preventable	1	0	0	0	0	0	0	2	0	1	0	0	4
Preventable	0	1	0	2	2	0	1	0	0	0	1	0	7
FY2022	1	4	1	N/A	6								
Non-Preventable	0	3	1	N/A	4								
Preventable	1	1	0	N/A	2								

EMPLOYEE INJURIES PER 200,000 WORK HOURS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	7.0	8.7	6.5	8.1	5.7	5.6	6.7	4.8	4.2	1.7	2.1	1.7	5.5
FY2021	4.1	2.9	4.7	5.3	4.5	6.0	5.4	6.9	5.5	6.8	7.8	8.2	5.7
FY2022	6.8	7.3	5.7	N/A	6.6								

RAIL SYSTEM EMPLOYEE INJURIES PER 200,000 WORK HOURS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	3.7	5.2	3.5	4.0	2.5	2.9	2.7	3.4	3.1	1.5	0.9	1.1	3.0
Non-Preventable	1.7	1.0	0.8	1.1	0.6	1.0	0.8	0.6	1.1	0.3	0.6	0.6	0.9
Preventable	1.9	4.3	2.6	2.9	1.9	1.9	1.9	2.7	2.0	1.2	0.3	0.6	2.1
FY2021	1.5	2.0	3.6	3.5	3.0	4.5	2.7	4.2	4.0	3.4	4.2	2.8	3.3
Non-Preventable	0.0	0.2	0.6	1.0	1.1	1.9	0.9	1.1	1.6	0.9	2.0	1.3	1.1
Preventable	1.5	1.7	3.0	2.5	1.8	2.5	1.8	3.1	2.4	2.6	2.2	1.5	2.2
FY2022	3.7	3.2	2.8	N/A	3.2								
Non-Preventable	2.2	1.7	0.5	N/A	1.5								
Preventable	1.5	1.5	2.3	N/A	1.8								

BUS EMPLOYEE INJURIES PER 200,000 WORK HOURS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY



FY2020	13.3	15.2	11.2	13.4	8.4	11.3	15.3	7.8	8.0	2.5	4.1	3.4	10.2
Non-Preventable	8.2	7.9	4.6	6.8	5.1	6.1	8.4	5.1	4.2	1.0	1.0	1.9	5.5
Preventable	5.1	7.3	6.6	6.5	3.4	5.2	6.9	2.7	3.8	1.5	3.0	1.5	4.7
FY2021	7.6	6.5	8.0	8.6	8.7	10.6	11.6	14.2	9.3	15.0	15.9	16.3	11.2
Non-Preventable	4.5	2.6	3.6	4.8	6.0	6.2	4.2	7.5	5.2	8.1	9.3	9.9	6.1
Preventable	3.0	3.9	4.4	3.7	2.8	4.4	7.3	6.7	4.1	7.0	6.7	6.4	5.1
FY2022	14.4	15.6	11.2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	13.7
Non-Preventable	7.4	9.3	7.4	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8.0
Preventable	7.0	6.2	3.9	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	5.7

CONTRACTOR INJURIES PER 200,000 WORK HOURS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2021	0.0	0.8	1.4	1.4	0.0	0.0	0.0	2.0	0.0	1.4	0.0	1.2	0.7
FY2022	0.8	0.0	4.4	N/A	1.3								

FATALITIES			
	Metorail	Metrobus	MetroAccess
FY2020			
FY2021	3	3	0
FYTD2022	0	0	0

NTD BUS COLLISIONS PER MILLION MILES													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	3.5	4.0	4.5	4.3	4.0	3.3	2.9	3.4	3.7	1.8	1.8	3.4	3.5
Non-Preventable	2.1	1.9	2.2	2.1	1.6	2.3	2.2	2.1	1.0	1.2	0.6	2.8	1.9
Preventable	1.4	2.1	2.2	2.1	2.4	1.0	0.7	1.3	2.7	0.6	1.2	0.6	1.6
FY2021	2.7	4.7	2.2	2.7	1.9	3.5	3.5	2.1	1.1	2.1	2.8	4.7	2.8
Non-Preventable	1.6	2.5	0.9	1.5	1.6	2.1	2.6	1.4	0.6	1.2	2.2	3.7	1.8
Preventable	1.1	2.1	1.2	1.2	0.3	1.5	1.0	0.7	0.6	0.9	0.6	0.9	1.0
FY2022	4.6	4.0	3.6	N/A	4.0								
Non-Preventable	3.2	3.2	2.8	N/A	3.1								
Preventable	1.3	0.8	0.8	N/A	1.0								

RAIL COLLISIONS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	1	2	0	2	0	0	1	2	0	2	0	0	10
FY2021	0	1	0	1	0	0	0	0	1	0	0	0	3
FY2022	0	0	0	N/A	0								

DERAILMENTS



BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	6,166	6,001	6,066	7,006	7,788	8,527	8,533	7,785	10,506	12,758	14,028	10,310	7,652
FY2021	8,609	8,491	9,599	9,081	9,555	10,394	10,944	10,821	9,494	8,838	7,860	7,310	9,151
FY2022	7,836	8,121	8,554	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	8,165

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE BY FUEL TYPE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
CNG	9,557	9,690	11,482	N/A	10,216								
HYBRID	7,070	7,038	6,646	N/A	6,918								
CLEAN DIESEL	8,699	11,225	15,449	N/A	11,494								

METROACCESS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	23,823	24,162	26,297	25,137	22,691	21,738	23,118	29,861	35,570	34,626	34,362	22,851	25,462
FY2021	18,965	18,589	22,287	34,104	25,943	30,214	28,870	17,219	28,400	24,075	29,110	20,580	23,951
FY2022	28,099	20,742	25,017	N/A	24,244								

ELEVATOR AVAILABILITY													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	96%	97%	97%	98%	97%	97%	97%	97%	96%	97%	98%	98%	97%
FY2021	97%	98%	97%	97%	98%	98%	98%	99%	99%	99%	99%	99%	98%
FY2022	97%	97%	96%	N/A	97%								

ESCALATOR AVAILABILITY													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	94%	94%	94%	95%	95%	96%	96%	96%	97%	96%	96%	94%	95%
FY2021	94%	94%	94%	95%	94%	94%	94%	95%	95%	95%	96%	96%	95%
FY2022	94%	93%	93%	N/A	93%								

RAIL GUIDEWAY CONDITION: FTA REPORTABLE SPEED RESTRICTIONS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	10.0%	10.7%	10.7%	0.5%	2.3%	2.0%	0.1%	0.1%	0.1%	0.1%	0.0%	18.9%	4.6%
FY2021	18.8%	22.2%	4.7%	0.0%	0.6%	0.8%	0.1%	0.1%	2.4%	3.1%	4.7%	6.5%	5.3%
FY2022	6.5%	8.0%	7.0%	N/A	7.2%								

OFFLOADS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	96	62	93	61	69	75	71	70	44	9	24	15	689



PM Peak [3PM-7PM]	1.2%	1.6%	2.8%	N/A	1.9%								
Early Night [7PM-11PM]	0.4%	0.4%	0.3%	N/A	0.4%								
Late Night [11PM-4AM]	0.4%	0.3%	0.2%	N/A	0.3%								
Weekend	0.9%	1.1%	0.7%	N/A	0.9%								

METRORAIL CUSTOMER SATISFACTION RATING*				
	Q1	Q2	Q3	Q4
FY2020	79%	83%	85%	N/A
FY2021	N/A	N/A	N/A	91%
FY2022	91%	N/A	N/A	N/A

METROBUS CUSTOMER SATISFACTION RATING*				
	Q1	Q2	Q3	Q4
FY2020	76%	79%	76%	N/A
FY2021	64%	84%	88%	81%
FY2022	87%	N/A	N/A	N/A

FINANCIAL RESPONSIBILITY

OPERATING COST PER PASSENGER TRIP - SYSTEM													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	\$5.45	\$5.20	\$6.23	\$4.91	\$6.02	\$8.11	\$6.68	\$6.23	\$11.24	\$59.74	\$53.73	\$44.95	\$8.35
FY2021	\$32.79	\$27.25	\$25.64	\$22.52	\$23.52	\$26.23	\$28.93	\$25.16	\$23.69	\$18.73	\$16.23	\$16.01	\$22.90
FY2022	\$14.28	\$15.75	\$13.36	N/A	\$14.41								

FY22 OPERATING COST PER PASSENGER TRIP - MODE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
RAIL	\$19.67	\$21.41	\$19.05	N/A	\$19.99								
BUS	\$9.40	\$9.04	\$7.99	N/A	\$8.76								
ACCS	\$44.25	\$165.31	\$99.66	N/A	\$103.46								

FAREBOX RECOVERY RATIO - SYSTEM													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
FY2020	40%	42%	34%	44%	36%	27%	33%	35%	19%	2%	1%	1%	25%
FY2021	3%	4%	4%	5%	5%	4%	5%	5%	6%	7%	8%	10%	5%
FY2022	11%	10%	10%	N/A	10%								

FY22 FAREBOX RECOVERY RATIO - MODE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY

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RIDERSHIP

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Ridership	<p>Total Metro ridership</p> <p>Metro rail passenger trips + Metrobus passenger boardings + MetroAccess passenger trips</p>	<p>Ridership is a measure of total service consumed and an indicator of value to the region. Drivers of this indicator include service quality and accessibility.</p> <p>Passenger trips are defined as follows:</p> <ul style="list-style-type: none"> ▶ Metro rail reports passenger trips. A passenger trip is counted when a customer enters through a faregate. In an example where a customer transfers between two trains to complete their travel one trip is counted. ▶ Metrobus reports passenger boardings. A passenger boarding is counted via the onboard Automatic Passenger Counter (APC) when a customer boards a Metrobus. In an example where a customer transfers between two Metrobuses to complete their travel two trips are counted. Metrobus totals also include shuttles* to accommodate rail station shutdowns and other track work. ▶ MetroAccess reports passenger trips. A passenger traveling from an origin to a destination is counted as one passenger trip. <p>*Metro does not include bus shuttle passenger trips in its budget or published ridership forecasts.</p>

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SAFETY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Crime	Reported Part I Crimes	<p>Part I crimes reported to the Metro Transit Police Department for Metrobus (on buses), Metrorail (on trains and in rail stations), or at Metro-owned parking lots in relation to Metro's monthly passenger trips. Uniform Crime Reporting, managed by the Federal Bureau of Investigation, include Part I offense classifications of Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, and Arson.</p> <p>This measure provides an indicator of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime can have a direct effect on whether customers feel safe in the system.</p>
Customer Injury Rate	<p>Customer injury rate:</p> $\text{Number of injuries} \div (\text{Number of passengers} \div 1,000,000)^*$	<p>The customer injury rate is based on National Transit Database (NTD) Reporting criteria. This measure includes customers injured during Metro operations when the injury is considered serious or requires immediate medical attention away from the scene.</p> <p>Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective.</p> <p>*per 100,000 passengers for MetroAccess</p>
Employee Injury Rate	<p>Employee injury rate:</p> $\text{Number of injuries} \div (\text{Total work hours} \div 200,000)$	<p>An employee injury is recorded based on OSHA 1904 Recordkeeping Criteria, when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) fatality, 2) injury or illness that results in loss of consciousness, days away from work, restricted work, or job transfer 3) receives medical treatment above first aid, 4) diagnosed case of cancer, chronic irreversible diseases, fractured or cracked bones or teeth, and punctured eardrums, 5) special cases involving needlesticks and sharps injuries, medical removal, hearing loss, and tuberculosis.</p> <p>Per the Occupational Safety and Health Act, employers are obligated to provide a workplace free of recognized hazards which may cause employee death or serious injury. OSHA recordable injuries are a key indicator of how safe employees are in the workplace.</p>
Fatality Rate	Number of fatalities reported to the Federal Transit Administration per vehicle revenue miles.	The Federal Transit Agency's Public Transportation Agency Safety Plan identified the fatality rate as a key safety performance measure. Reducing the number of fatalities is a top priority for all transit agencies. This measure includes customer and employee fatalities that are a result of suicides, but excludes fatalities from illnesses, drug overdoses or other natural causes.

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SAFETY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
NTD Bus Collision Rate	<p>NTD bus collision rate:</p> $\frac{\text{Number of NTD reportable collisions}}{\text{(Total number of bus miles operated} \div 1,000,000)}$	<p>The NTD collision rate is a subset of the Bus Collision Rate and is based on National Transit Database (NTD) Reporting criteria. It reflects bus collisions that result in injuries requiring transport for any involved vehicle or pedestrian; towaway of any involved vehicle; or total damages that cost \$25,000 or more.</p> <p>NTD-reportable collisions reflect a measure of serious bus collisions and represent an opportunity to fully investigate the incident; determining causal factors and root causes. The NTD bus collision rate is an indicator of how well service is meeting this safety objective.</p>
Rail Collisions	Number of rail collisions	<p>Rail collision incidents reflect any incident on the mainline or yard where a train, with or without customers, or a Roadway Maintenance Machine (RMM) makes contact with another vehicle, equipment, or object, and meet the NTD threshold of substantial damage.</p> <p>The number of rail collision incidents is an indicator of how well Train and Equipment Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.</p>
Derailments	Number of derailments	<p>A derailment is a non-collision event that occurs when a train or other rail vehicle unintentionally comes off its rail, causing it to no longer be properly guided onto the railway.</p> <p>The number of derailment incidents is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators. Derailments are also an indicator of the state of good repair of both the right-of-way and rail vehicles (trains, RMMs, Flat Cars, Hi-Rail trucks).</p>
Fire Incidents	Number of fire incidents	<p>Fire incidents consist of any fire that occurs within the Metrorail system regardless if active suppression was required. There are three main types of fires that occur within the Metrorail system: non-electrical (e.g., debris, rubbish such as leaves, newspapers), cable, arcing events (track components, train components) and station equipment.</p> <p>The number of fire incidents is an indicator of how well Metro is keeping its right of way clean and dry, and its equipment in state of good repair.</p>
Red Signal Overruns	Number of red signal overruns	<p>Red signal overrun incidents reflect any time a train or equipment operator passes a red signal on the right-of-way (including in rail yards), or when the operator passes an employee on the roadway who's telling the train or Roadway Maintenance Machine (RMM) to not move any further.</p> <p>The number of red signal overruns is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.</p>

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SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
MyTripTime (Metrorail Customer On-Time Performance)	Percentage of customer journeys completed on time $\frac{\text{Number of journeys completed on time} \div \text{Total number of journeys}}{\text{Total number of journeys}}$	<p>Rail Customer On-Time Performance (OTP) communicates the reliability of rail service, which is a key driver of customer satisfaction. OTP measures the percentage of customers who complete their journey within the maximum amount of time it should take per WMATA service standards. The maximum time is equal to the train run-time + a headway (scheduled train frequency) + several minutes to walk between the fare gates and platform. These standards vary by line, time of day, and day of the week. Actual journey time is calculated from the time a customer taps a SmarTrip® card to enter the system, to the time when the SmarTrip® card is tapped to exit.</p> <p>Factors that can affect OTP include: railcar availability, fare gate availability, elevator and escalator availability, infrastructure conditions, speed restrictions, single-tracking around scheduled track work, railcar delays (e.g., doors), or delays caused by sick passengers.</p>
Metrobus On-Time Performance	Percentage of bus service delivered on-time $\frac{\text{Schedule-based routes = Number of time points delivered on time based on a window of 2 minutes early and 7 minutes late} \div \text{Total number of time points delivered}}{\text{Total number of time points delivered}}$ $\frac{\text{Headway-based routes = Number of time points delivered within the scheduled headway + 3 minutes}}{\text{Total number of time points delivered}}$	<p>Bus on-time performance (OTP) communicates the reliability of bus service, which is a key driver of customer satisfaction and ridership.</p> <ul style="list-style-type: none"> ▶ For schedule-based routes, OTP measures adherence to the published route schedule for delivered service. ▶ For headway-based routes, OTP measures the adherence to headways, or the time customers wait between buses. Headway-based routes include routes 70, 79, X2, 90, 92, 16Y, and Metroway. <p>Factors that can affect OTP include: traffic congestion, detours, inclement weather, scheduling, vehicle reliability, operational behavior, or delays caused by passengers.</p>
MetroAccess On-Time Pick-up Performance	Adherence to Schedule $\frac{\text{Number of vehicle arrivals at the pick-up location within the 30 minute on-time window}}{\text{Total stops}}$	<p>This indicator illustrates how closely MetroAccess adheres to customer pick-up windows on a system-wide basis. Factors that effect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability, and operational behavior. MetroAccess on-time pick-up performance is essential to delivering quality service to the customer.</p>

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SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Fleet Reliability	<p>Mean Distance Between Delay (MDBD)</p> <p>Total railcar revenue miles ÷</p> <p>Number of failures during revenue service resulting in delays of four or more minutes</p> <hr/> <p>Mean Distance Between Failure (MDBF)</p> <p>Total railcar revenue miles ÷</p> <p>Total number of failures occurring during revenue service</p>	<p>The number of miles traveled before a railcar experiences a failure. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars). Mean Distance Between Delay includes those failures that had an impact on customer on-time performance.</p> <p>Mean Distance Between Failure and Mean Distance Between Delay communicate the effectiveness of Metro's railcar maintenance and engineering program. Factors that influence railcar reliability are the age and design of the railcars, the amount the railcars are used, the frequency and quality of preventive maintenance, and the interaction between railcars and the track.</p>
Bus Fleet Reliability	<p>Mean Distance Between Failures (MDBF)</p> <p>Total bus mileage ÷</p> <p>Total number of mechanical failures occurring during revenue service</p>	<p>Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause buses to go out of service and to plan corrective actions. Factors that influence bus fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.</p>
MetroAccess Fleet Reliability	<p>Mean Distance Between Failures (MDBF)</p> <p>Total MetroAccess vehicle odometer miles ÷</p> <p>Total number of mechanical failures occurring during revenue service</p>	<p>The number of total miles traveled before a mechanical breakdown requiring the van to be removed from service or deviate from the schedule</p> <p>Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause vans to go out of service and to plan corrective actions. Factors that influence MetroAccess van fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.</p>

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SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Elevator and Escalator Availability	<p>In-service percentage</p> <p>Hours in service ÷ Operating hours</p> <p>Hours in service = Operating hours – Hours out of service</p> <p>Operating hours = Operating hours per unit x number of units</p>	<p>Escalator/elevator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator and elevator performance (at all stations over the course of the day) and will vary from an individual customer's experience.</p> <p>Availability is the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours.</p> <p>Customers access Metrorail stations via escalators to the train platform, while elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, and travelers carrying luggage.</p> <p>An out-of-service escalator requires walking up or down a stopped escalator, which can add to travel time and may make stations inaccessible to some customers. When an elevator is out of service, Metro is required to provide alternative services which may include shuttle bus service to another station.</p>
Available Track (Federal Transit Administration Transit Asset Management Performance Measure)	<p>Percentage of track segments with performance restrictions at 9:00 AM the first Wednesday of every month</p> <p>Number of track miles with performance restrictions ÷ 234 total miles</p>	<p>In 2016, the Federal Transit Administration (FTA) issued its Final Rule on Transit Asset Management, which requires transit properties to set targets and report performance on a variety of measures, including guideway condition. Guideway includes track, signals and systems.</p> <p>A performance restriction occurs when there is a speed restriction: the maximum train speed is set below the guideway design speed. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, and maintenance causes. FTA considers performance restrictions to be a proxy for both track condition and the underlying guideway condition.</p>
Offloads	<p>Number of railcar offloads</p>	<p>An offload is any time all passengers traveling on a train must get off the train for any un-scheduled reason (e.g., not a turnback or planned removal from service). Offloads are a key driver of customer on-time performance and communicates the impact of Metro's maintenance and engineering programs on customer service. Factors that influence railcar offloads are railcar performance, rail infrastructure performance, rail operations policies, and customer behavior.</p>

APPENDIX B | DEFINITIONS

SERVICE RELIABILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Crowding	<p>Percentage of passenger time spent on vehicles exceeding crowding guidelines</p> $\frac{\text{Number of crowded passenger minutes}}{\text{Total number of passenger minutes}}$	<p>Crowding is a key driver of customer satisfaction with Metrorail service. Crowding measures the percentage of passenger time spent on vehicles that exceed crowding guidelines per WMATA service standards:</p> <ul style="list-style-type: none"> ▶ Before Pandemic: 100 passengers per car ▶ Pandemic: 23 passengers per car (before June 11, 2021), 75 passengers per car (after June 11, 2021) <p>Crowding informs decision making regarding asset investments, service plans and scheduling.</p> <p>Factors that can effect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.</p>
Bus Crowding	<p>Percentage of bus stops encountered by a bus that exceeds crowding guidelines</p> $\frac{\text{Number of bus stops encountered by a crowded bus}}{\text{Total number of bus stops encountered}}$	<p>Crowding is a key driver of customer satisfaction with Metrobus service. Crowding measures the percentage of bus stops encountered by a bus that exceeds crowding guidelines per WMATA service standards:</p> <ul style="list-style-type: none"> ▶ Before Pandemic: 120% of seated capacity during peak for BRT, framework, and coverage routes, 100% off peak and at all times on commuter routes ▶ Pandemic: 50% of seated capacity before FY22, 75% of seated capacity in FY22 <p>Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can affect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.</p> <p>Note: Prior to the adoption of the Metrobus Service Guidelines in December 2020, crowding guidelines were 120% of seated load for all services except express bus during peak.</p>
Customer Satisfaction	<p>Survey respondent rating:</p> <p>(Number of survey respondents who marked their last Metrorail/Metrobus trip as “very satisfactory” OR the second highest category in a five-point scale)</p> $\div \text{Total number of respondents}$	<p>Surveying customers about the quality of Metro’s service delivery provides a mechanism to continually identify those areas of the operation where actions to improve the service can maximize rider satisfaction.</p> <p>Customer satisfaction is defined as the percent of customer survey respondents who rated their <i>last trip within a 30-day period</i> on Metrobus or Metrorail as a “5” or “4” in the customer satisfaction survey, with “5” denoting “very satisfied” and “1” denoting “very unsatisfied”. Metro distributes this survey through address-based sampling on a biweekly basis, and respondents must meet specific criteria to participate. Results are summarized quarterly.</p>

APPENDIX B | DEFINITIONS

FINANCIAL RESPONSIBILITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Operating Cost per Passenger Trip	Operating Cost / # of Unlinked Passenger Trips	This indicator tracks Metro's operating expenses for each passenger trip. This measure can provide insight into how efficient Metro may be with providing service to passengers and how ridership may affect operating expenses.
Operating Cost per Service Mile	Operating Cost / # of Service Miles	This indicator tracks Metro's operating expenses for each service mile (also known as a revenue mile) delivered. This measure can provide insight into the operating costs associated with delivering service; it excludes deadhead miles which are miles traveled while the vehicle is not in revenue service.
Operating Cost per Revenue Hour	Operating Cost / # of Revenue Hours	This indicator tracks operating costs used to fund each hour of revenue service. This measure can provide insight into the operating cost impact associated with Metro's hours of service.
Farebox Recovery Ratio	Farebox Revenue / Operating Cost	The recovery ratio used in this report follows the NTD definition, which is the proportion of operating costs that are covered by fare revenue paid by passengers. This measure can provide insight into how adequately fare prices and the correlating ridership contribute to Metro's operating financial sustainability.
Vacancy Rate	Percentage of budgeted positions that are vacant (Number of budgeted positions – number of employees in budgeted positions) ÷ number of budgeted positions	This measure indicates how well Metro is managing its human capital strategy to recruit new employees in a timely manner. Factors influencing vacancy rate can include: recruitment activities, training schedules, availability of talent, promotions, retirements, among other factors.