

# FY24 Service Excellence Report

Safety and Operations  
Committee



# Service Excellence, a strategic goal from Your Metro, the Way Forward

Focus today



### Service excellence

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



### Talented teams

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



### Regional opportunity & partnership

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



### Sustainability

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



## Objectives of Service Excellence Goal

**Safety & security** | Ensure all customers and employees feel safe and secure using and delivering services

**Reliability** | Provide dependable service that the community trusts

**Convenience** | Deliver frequent and accessible service that modernizes and enhances the customer experience

## Highlights

- Highest levels of customer satisfaction in several years:
  - 90% rail customer satisfaction
  - 79% bus customer satisfaction
  - 84% MetroAccess customer satisfaction
- Ridership grew 21% in FY24 compared to FY23
- Serious crime across the system is down 14% compared to FY23
  - Q4 results lowest in 5 years, down over 40% compared to Q4 FY23
  - Fare evasion is down 82% on rail
- Service reliability remains an area of focus, with rail automation and bus priority underway
- Bus and rail real-time prediction accuracy improved in Q4



Metro met or trended in the right direction for **two-thirds of its Service Excellence KPIs** in FY24 Q1-Q4

Metric	Result	Right trend? Q3 vs. Q4	Featured
Goal 1: Service excellence			
Customer satisfaction			
Metrorail	● 90%	✓	+
Metrobus	● 79%	✓	+
MetroAccess	● 84%	✓	+
Objective 1A: Safety and security			
Part 1 crime rate	● 6.6	✓	+
Customer / employee assault rate	● 9.2	✓	
Customer satisfaction: safety from crime			
Metrorail	● 67%	✓	
Metrobus	● 66%	✓	
Customer injury rate			
Metrorail	● 16.5	✓	
Metrobus	● 63.3		
MetroAccess	● 10.5		
Employee injury rate			
Metrorail	● 3.1	✓	
Metrobus	● 13.6		
Crowding			
Metrorail	● 0.67%		+
Metrobus	● 3.7%	✓	+

Metric	Result	Right trend? Q3 vs. Q4	Featured
Objective 1B: Reliability			
On-time performance			
Metrorail	● 87.3%	✓	+
Metrobus	● 76.4%		+
MetroAccess	● 91.3%		+
Percent of planned service delivered			
Metrorail	● 98.8%	✓	
Metrobus	● 98.3%		+
MetroAccess	● 98.8%		+
Elevator Availability	● 98.2%	✓	
Escalator Availability	● 94.5%	✓	
Objective 1C: Convenience			
Accuracy of real-time arrival information			
Metrorail	● 96.7%	✓	+
Metrobus	● 85.5%	✓	+
Availability of real-time bus arrival information	● 92.0%	✓	
Customer satisfaction: cleanliness			
Metrorail	● 68%	✓	+
Metrobus	● 62%		+
Last-mile connectivity / bicycle access	● 1.4% (2022)	✓	





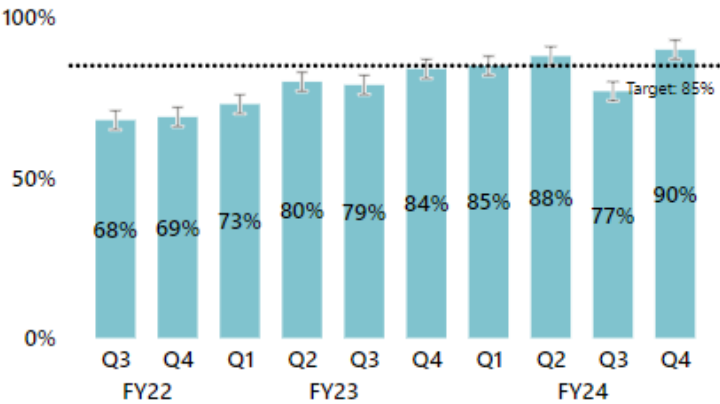
# Customer Satisfaction

# Customer satisfaction met target for all three modes in Q4, hitting record highs

Desired  
direction ↑

## ● Metrorail

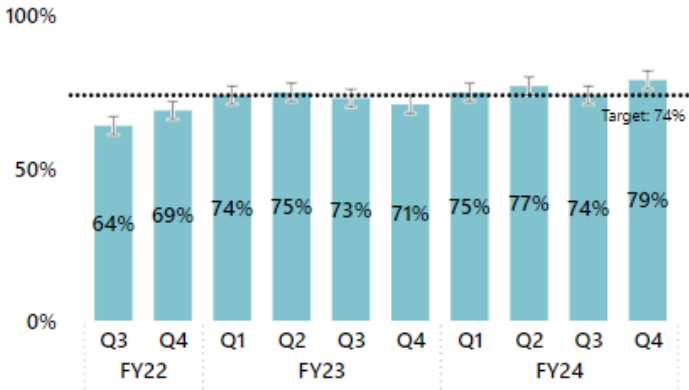
90% in Q4, exceeding target of no less than 85%



- Q4 results for Metrorail were the highest in history
- Satisfaction improved by 6-11 percentage points in all areas except crowdedness
- Most frequent suggestions for improvement: enforce rules and fare payment, improve communications about delays, increase police presence, better cleaning of train cars

## ● Metrobus

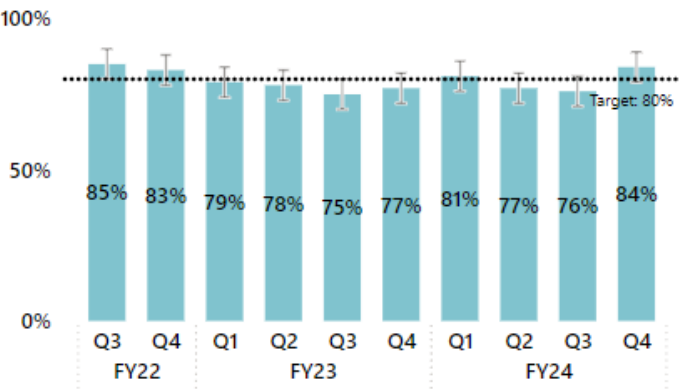
79% in Q4, exceeding target of no less than 74%



- Q4 results for Metrobus the highest in 3 years
- Perception of safety from crime improved significantly from last quarter
- Increase in satisfaction was higher in Virginia than in Maryland or DC, which tracks with on-time performance
- Most frequent suggestions for improvement: improve on-time performance, improve prediction availability and accuracy, increase cleaner buses, enhance safety aboard buses

## ● MetroAccess

84% in Q4, exceeding target of no less than 80%



- Q4 results for MetroAccess are the highest in two years
- Increase in customer satisfaction driven by more customers saying drivers are courteous in Q4 compared to Q3
- 56% of customers believe MetroAccess service has gotten better in the past year
- 95% of customers were satisfied with how safely their driver operated the MetroAccess vehicle



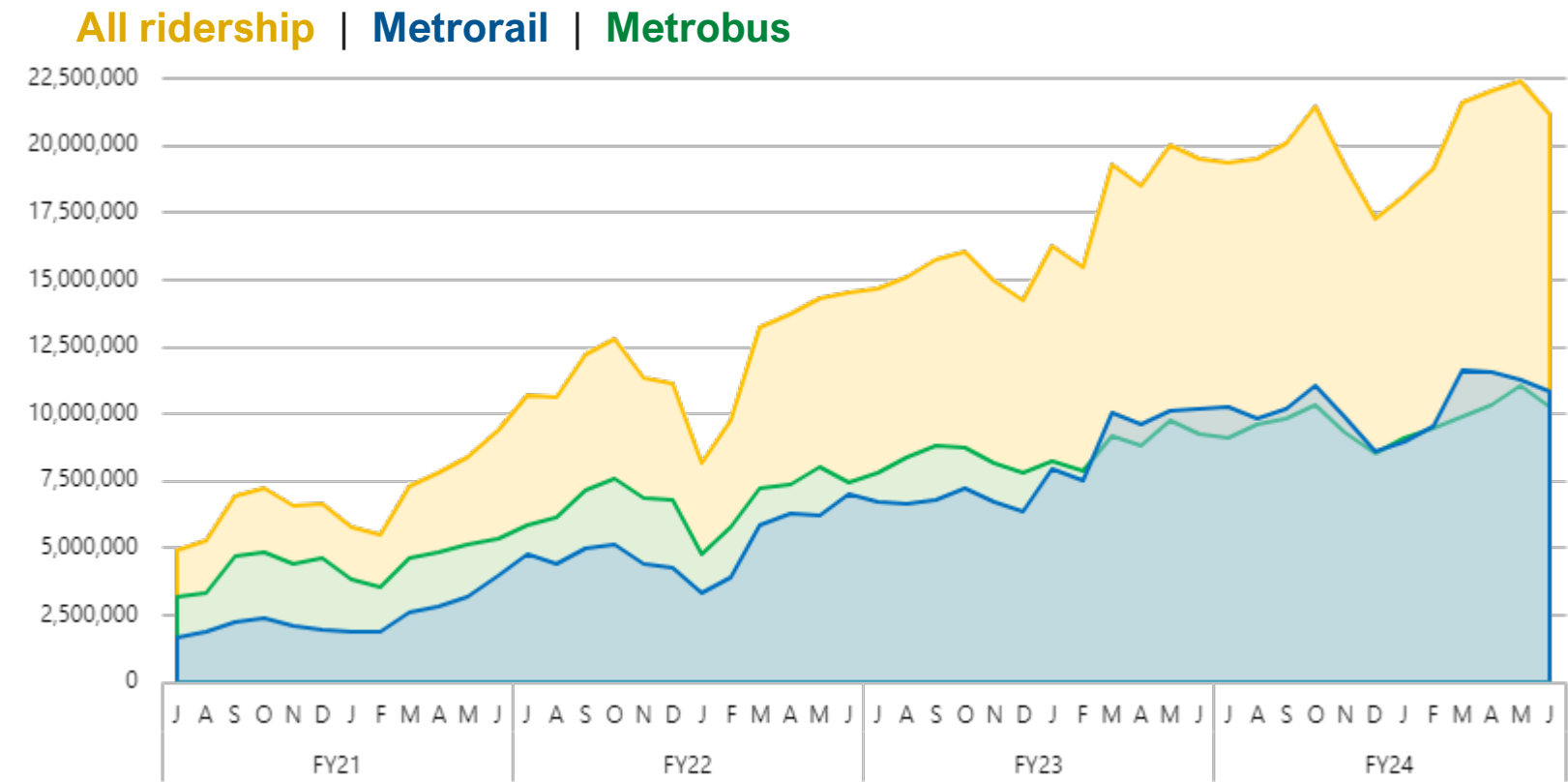


# Ridership



## Forty consecutive months of ridership growth year-over-year

- Metrobus leads the nation in ridership recovery
- Metrorail had fastest ridership growth in last 12 months among 40 of world’s biggest rail systems



Note: As of January 2023, Metrorail ridership reports all (tap and non-tap) ridership.

**242.3 million trips in FY24**  
21% higher than FY23  
81% recovery to FY19  
768,000 average weekday customers

**123.3 million trips on Metrorail**  
27% higher than FY23  
64% recovery to FY19  
389,000 average weekday customers

**117.5 million trips on Metrobus**  
15% higher than FY23  
96% recovery to FY19  
371,000 average weekday customers

**1.4 million trips on MetroAccess**  
0.2% growth from FY23  
61% recovery to FY19  
8,000 average weekday customers



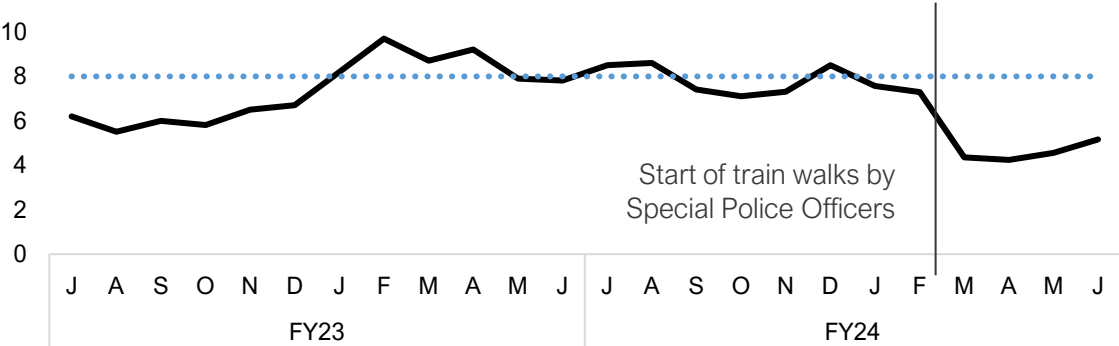




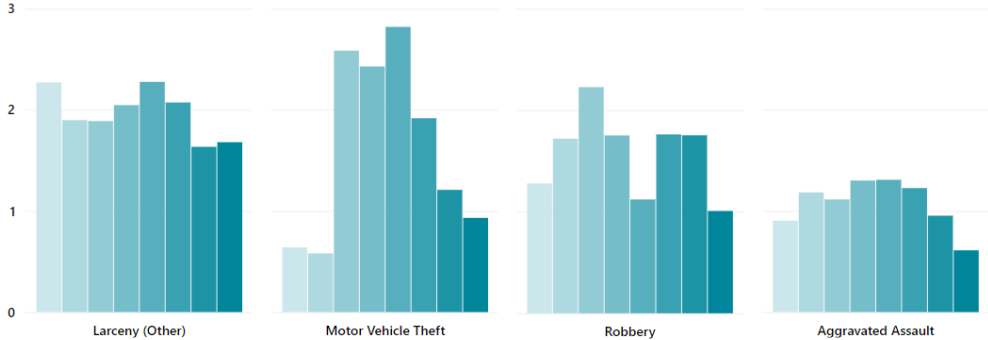
# Safety and Security

# Crime down 14% in FY24 compared to FY23, meeting target, thanks to Problem-Oriented Policing strategy. Q4 results are the lowest in 5 years

**Part 1 Crime | All Modes**  
6.6 Part 1 Crimes per 1 million customers, meeting target of no more than 8.0



Trend of top four Part 1 Crime types (Number per million passengers)  
FY23 Q1 → FY24 Q4



116% increase in enforcement in FY24 vs FY23. Above-national-average case closure rate



100+ Special Police Officers deployed on trains and 26 platforms. Dedicated team in control center monitors 30,000+ cameras



11,800+ interactions with Crisis Intervention Specialists

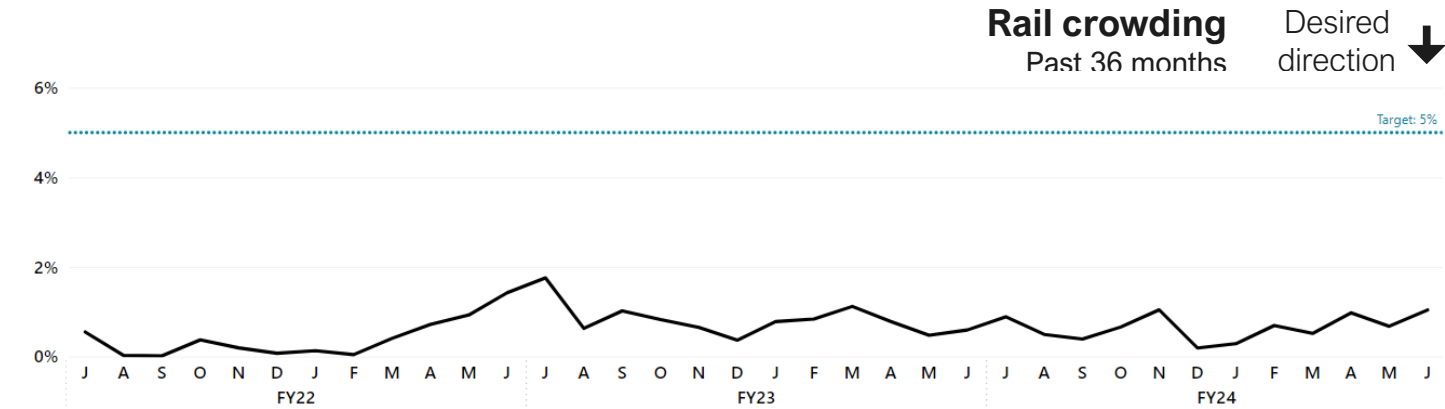


730+ community outreach events, partnerships with local police agencies



# Rail crowding remained below target in FY24 thanks to frequent service

- Crowding | Rail
- 0.7% of passenger minutes were spent in crowded conditions (>100 passengers per car), meeting target of no more than 5%
- Q4 had the highest crowding in FY24 because ridership increased in the spring
  - Tuesdays and Wednesdays are 3.5x more crowded than other weekdays
  - Crowding is mostly likely to occur 8-9am and 5-6pm in the system core, and immediately following sporting events
  - Key actions:
    - Schedule 8-car trains for most crowded trips
    - Add extra trips added for special events
    - Space in 8Ks for bikes, strollers, luggage



Example: Average passengers per car on the Red Line towards Shady Grove from 4:45pm – 6pm

	Time: 4:42 PM	4:48 PM	4:55 PM	5:01 PM	5:06 PM	5:13 PM	5:19 PM	5:25 PM	5:32 PM	5:36 PM	5:42 PM	5:49 PM	5:54 PM	6:00 PM
# cars:	8	6	8	6	8	6	8	8	8	8	8	8	8	8
Fort Totten	4	8	10	6	8	13	6	5	6	5	4	5	4	6
Brookland-CUA	7	10	11	8	12	18	9	7	8	6	7	6	5	7
Rhode Island Ave	8	11	12	10	13	19	11	8	8	6	9	8	5	7
NoMa-Gallaudet U	18	18	23	21	22	29	17	18	18	12	16	19	11	15
Union Station	27	30	41	41	43	48	28	30	33	20	22	32	23	26
Judiciary Sq	36	37	54	52	50	57	33	36	40	3	29	35	26	31
Gallery Place	44	45	56	62	56	72	42	32	49	23	32	36	33	35
Metro Center	58	65	71	75	63	96	54	40	64	36	37	48	38	46
Farragut North	67	75	88	91	74	109	63	47	78	40	43	61	44	49
Dupont Circle	64	66	86	84	71	100	59	42	74	38	41	57	39	45
Woodley Park	58	64	80	77	67	92	56	39	69	36	39	55	35	44
Cleveland Park	55	60	74	72	62	85	51	36	63	34	37	51	33	42
Van Ness-UDC	51	56	70	67	58	77	46	33	58	31	34	47	29	39
Tenleytown-AU	49	53	68	62	54	71	42	31	56	30	31	44	28	36
Friendship Heights	46	48	64	56	47	67	38	27	49	27	29	39	25	33
Bethesda	41	41	56	49	39	55	31	23	39	24	24	34	21	28
Medical Center	43	44	55	49	43	55	30	22	38	25	24	34	21	28
Grosvenor-Strathmore	36	37	44	42	35	45	24	17	30	19	20	25	16	23
North Bethesda	31	32	38	38	29	38	21	15	26	17	17	22	13	20
Twinbrook	24	23	30	32	23	32	16	13	19	13	13	16	10	17

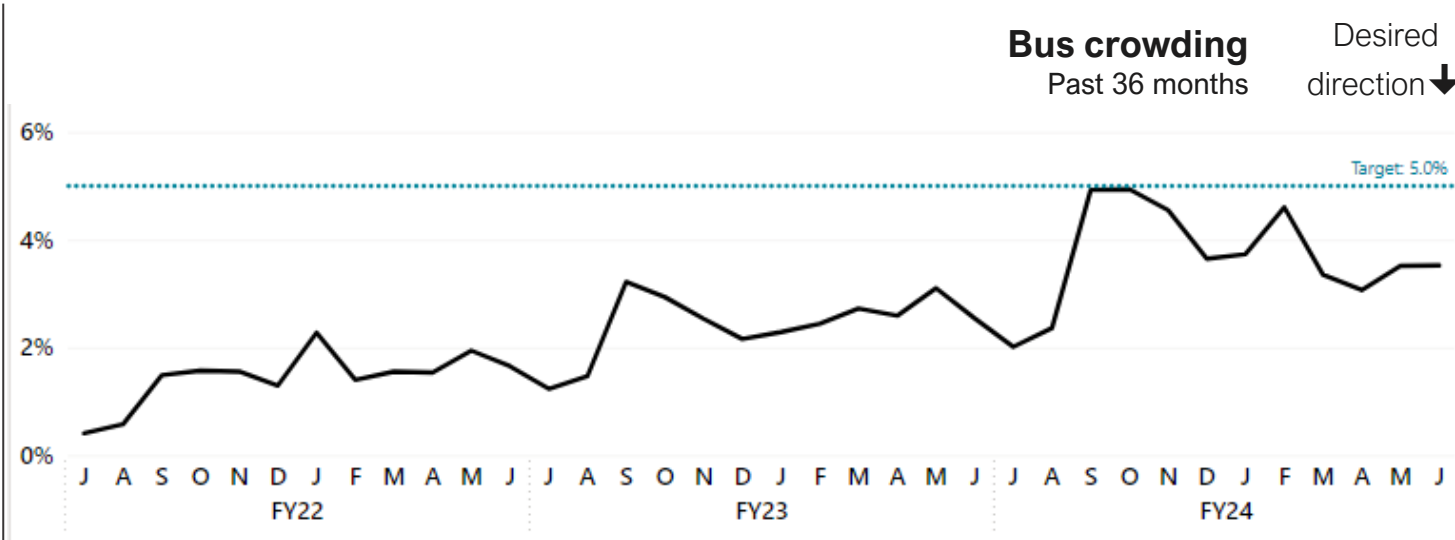


# As ridership returns, bus crowding reached post-pandemic highs in early FY24 but flattened out in Q4 thanks to schedule adjustments

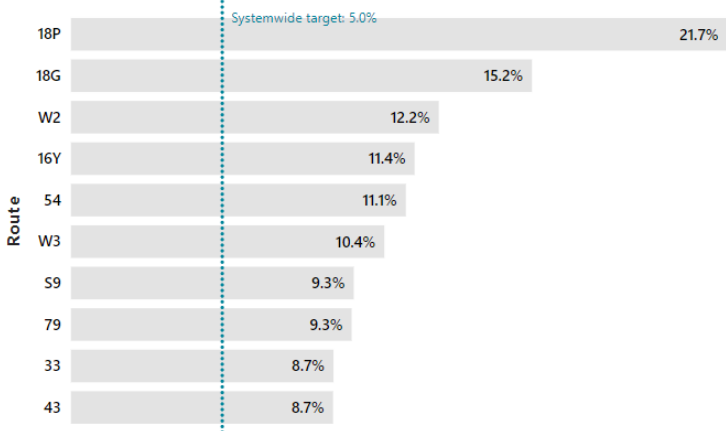
## Crowding | Bus

3.7% of passenger minutes were spent in crowded conditions (>40 passengers on bus), meeting target of no more than 5%

- Crowding is concentrated: 16 of 188 routes account for over half of customer time spent in crowded conditions
- Adding frequency helps mitigate crowding; 45% of customer trips occur on routes with 12 min or better frequencies
- In June, adjusted four DC routes to align with ridership and added trips to 18P to address crowding. Piloting multi-use space



FY24 Top 10 Most Crowded Bus Routes  
% of Passenger Time in Crowded Conditions



For customers experiencing crowding, buses are standing-room-only for less than 2 minutes of each trip on average





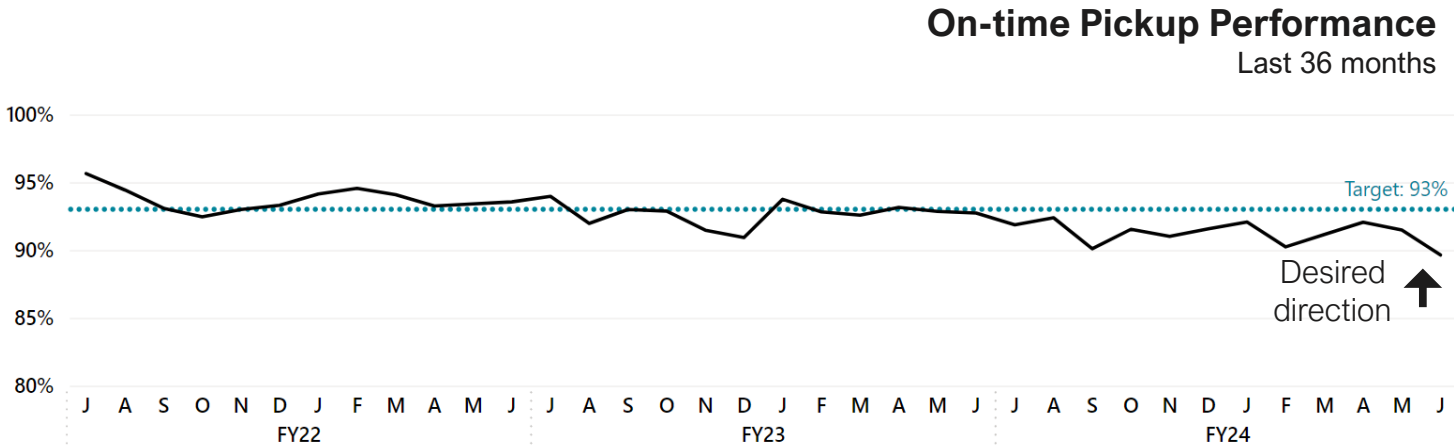
# Reliability and Convenience



## Access OTP missed target in FY24 due to high ridership and less budgeted service

● **On-time Pickup Performance | Access**  
91.3% of on-time pick-ups, just missing target of no less than 93.0%

- June OTP temporarily dipped as operations were transitioned from one contractor to another
- Key actions to improve:
  - Added new non-dedicated service (ADA trips) in Q4
  - Shift higher proportion of trips to Abilities-Ride (non-ADA trips) to relieve driver schedules on dedicated service

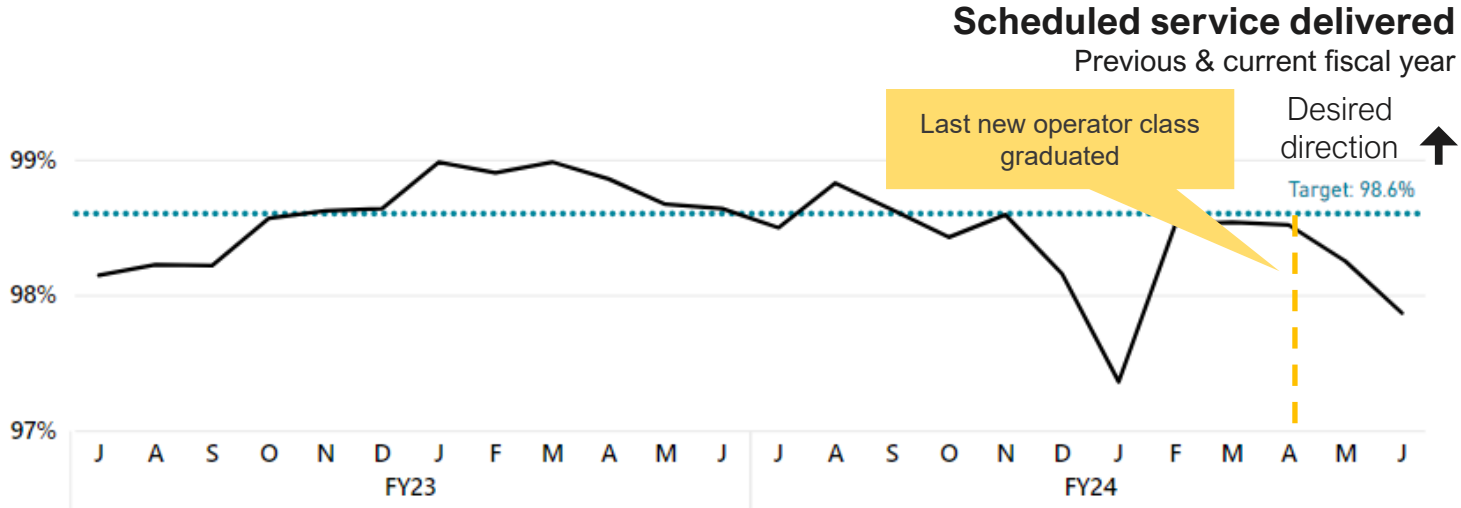


**Ridership from dedicated service, non-dedicated service, and Abilities-Ride has increased by 13% from last fiscal year**

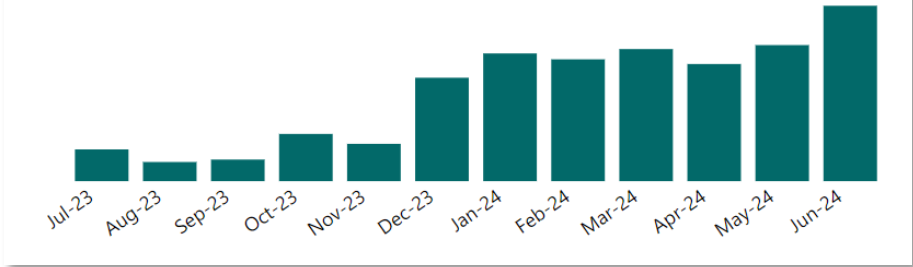


## Percent of service delivered fell in Q4 due to hiring freeze in February

- **Service Delivered | Bus**  
98.3% of scheduled service delivered, just missing target of no less than 98.6%
- Spring decrease related to hiring freeze implemented in February. Consistent stream of new operators needed to cover attrition, transfers and promotions to other positions
- MetroBus delivers 98% of trips on the weekdays but 97.2% on weekends, which have more missed trips due to operator availability
- Key action to improve: New operator classes reinstated

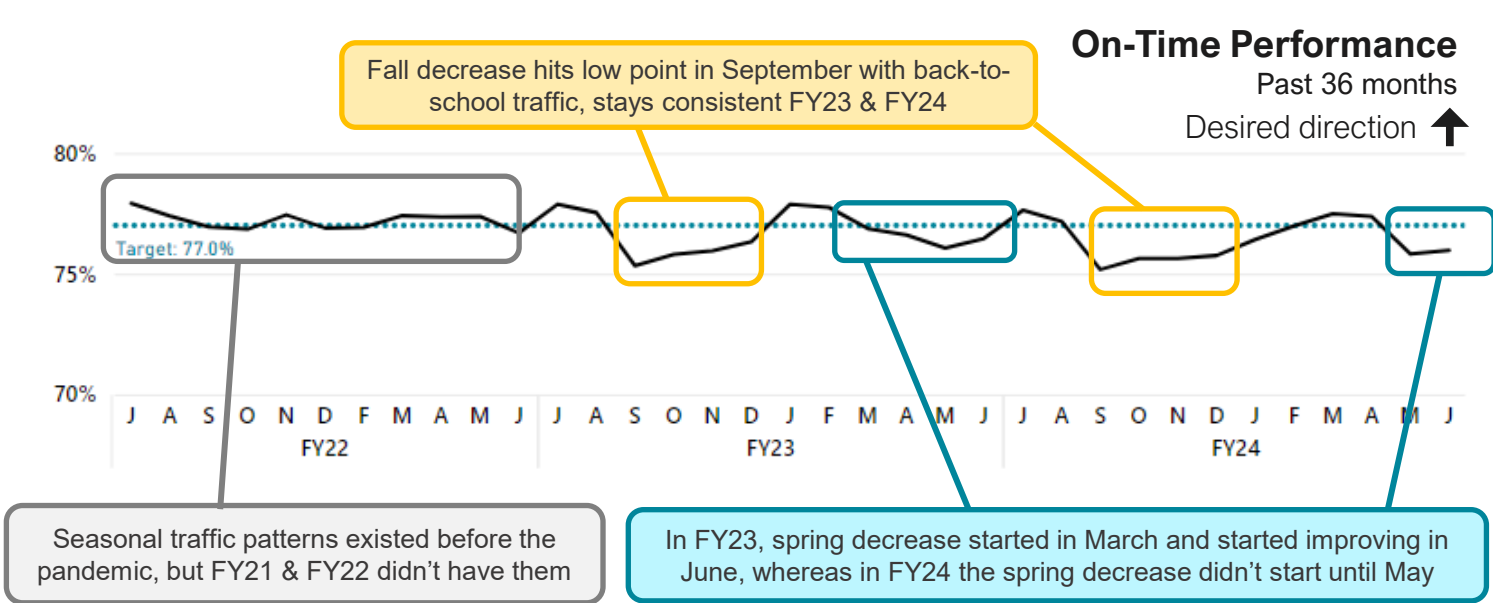


**Missed trips due to operator availability have increased since April, when the last new operator class graduated**



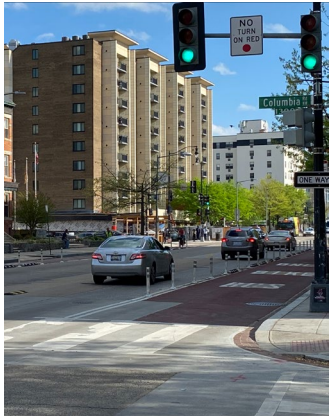
# Bus on-time performance missed target in FY24, with a typical seasonal decrease in Q4

- **On-time Performance | Bus**  
**76.4%** on time, just missing target of no less than **77%**
  - Seasonal traffic patterns cause buses to run late, and the PM Peak is worse in September and May. Impacts are seen much more in DC and MD routes than in VA
  - Bus speeds have increased 2-5% on routes with bus lanes since implementing the Clear Lanes project



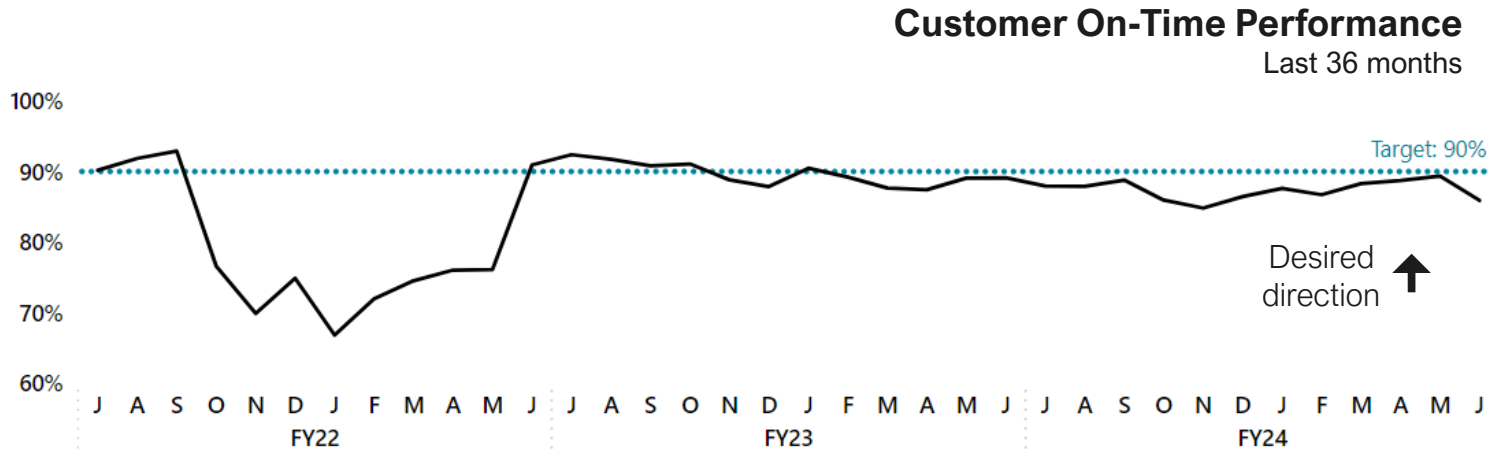



Since Clear Lanes was implemented, average weekly bus lane violations have decreased 53% and bus stop violations decreased 25%



# Rail on-time performance missed target in FY24, although consistently improved from November to May

- **On-time Performance | Rail**  
87.3% on time, missing target of no less than 90%
  - May was best month of the fiscal year thanks to fewer incidents and faster recovery
  - Late trips are due to service disruptions, planned track work, and customer behavior
  - Key actions to improve:
    - Implement rail automation projects that cut 2-3 minutes from running time related to Auto Door Operations. Red Line implementation saw 7% OTP improvement
    - Customer wayfinding and navigation improvements





**In May, all 76 2000-series railcars were retired after 40 years, 194M miles and 775M passengers. The 7000-series cars replacing the 2000-series are 5x more reliable.**

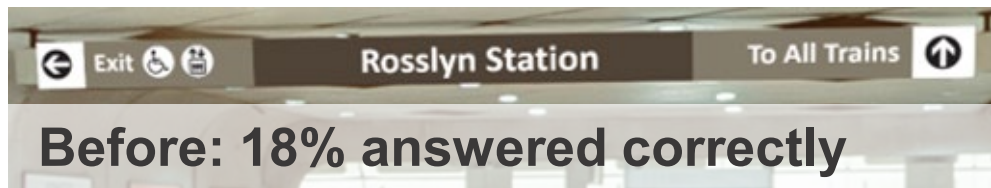




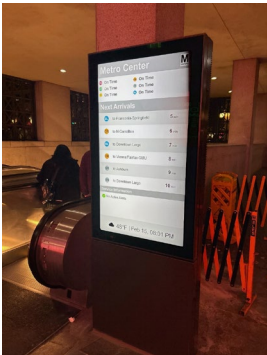
# Wayfinding improvements aim to reduce confusion that can lead to late trips

- Iterative design approach incorporates customer feedback, including AAC and RAC
- Focus on major transfer stations:
  - L’Enfant: first station where every screen has same look and feel
  - New wayfinding pilot at Rosslyn: complete replacement of all station signage
  - Targeted improvements at Metro Center and Gallery Place: system exits, station ahead maps, entrance pylons, digital entrance displays, passenger information displays, kiosk information displays
- Next steps:
  - Maximize effectiveness by expanding inhouse support for production and project management
  - Increase productivity by aligning installation schedules with planned construction
  - Optimize efficiency through standardization of sizes, design and materials

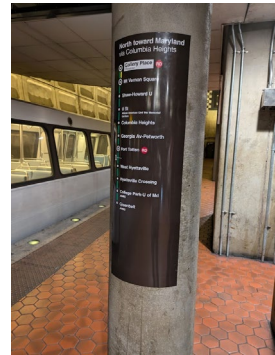
Q: Do all trains arrive and depart Rosslyn Station on the same level?



Entrance Display at Metro Center



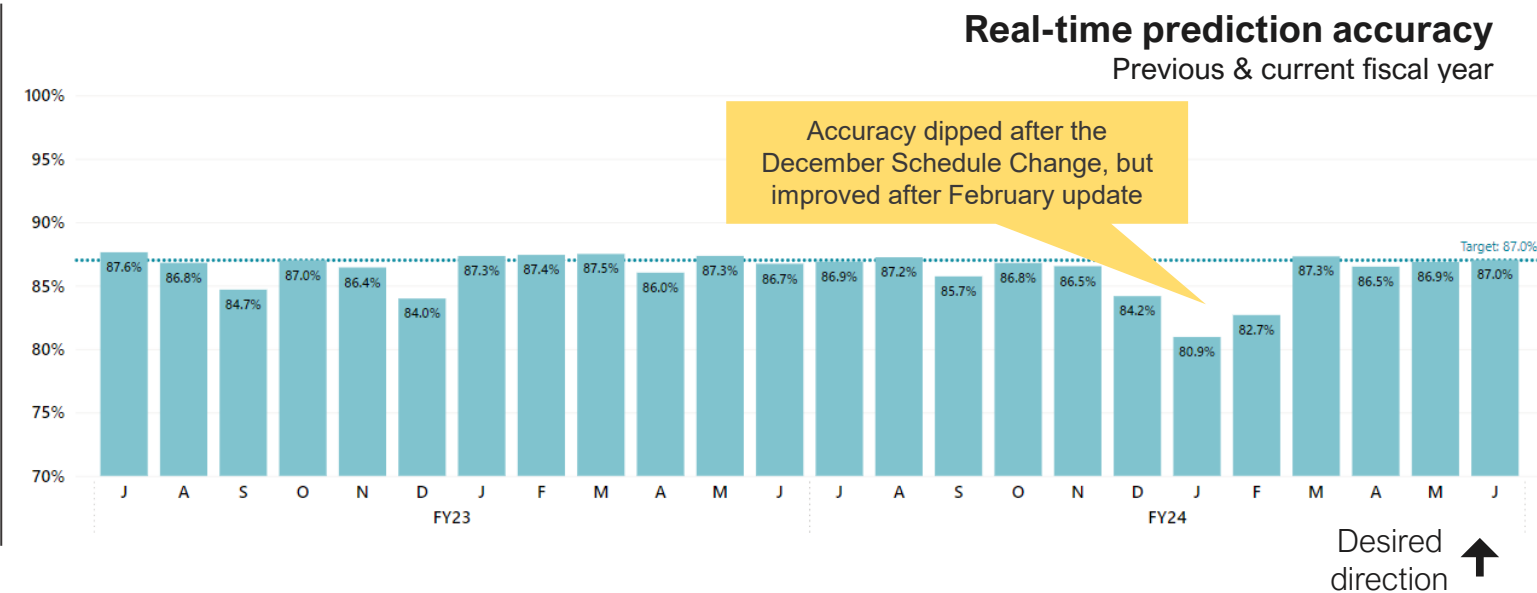
Station Ahead Map at Gallery Place





## Bus real-time arrival accuracy missed target in FY24 due to issue introduced in December schedule and resolved in February

- Real-time Arrival Accuracy | Bus**  
85.5% of predictions were accurate, missing target of no less than 87%
- Performance improved in Q4 and met target in June
- Prediction accuracy improved despite OTP getting worse - the prediction algorithm can anticipate delays using data from previous trips
- Prediction accuracy is lowest at terminals; Metro is reviewing procedures for layovers and working with vendor to identify improvements



Metro will upgrade its prediction algorithm in Q1 FY25 to a system that allows for detailed data validation and tuning

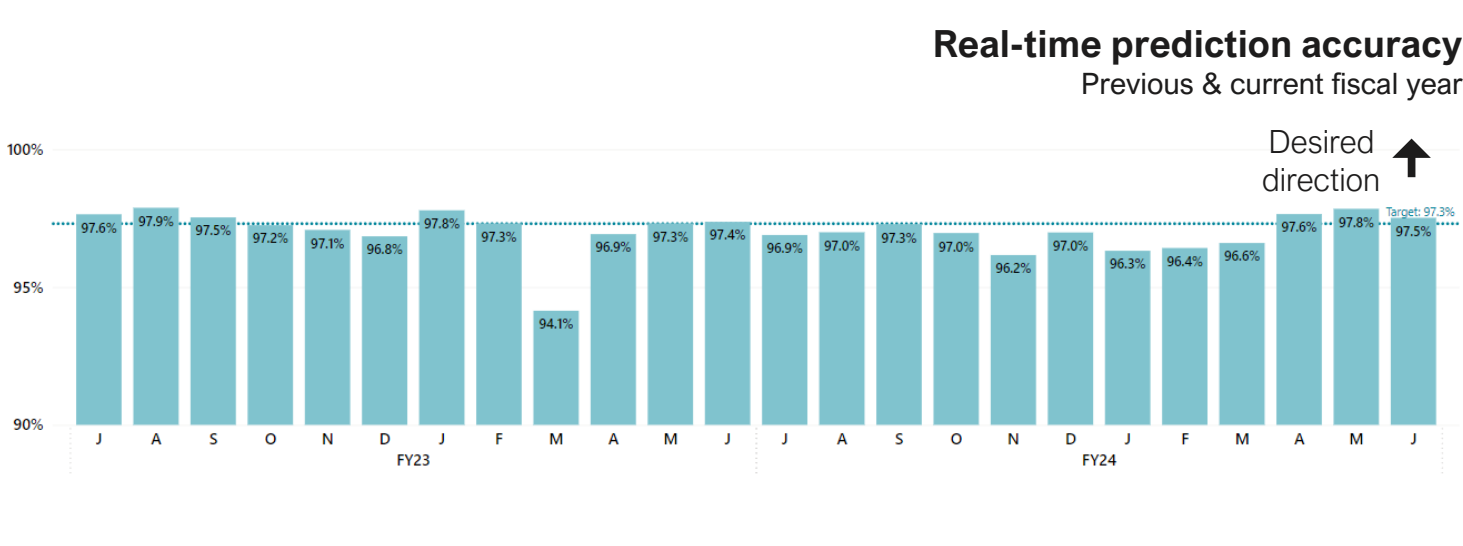
+2 to 4%  
Expected Accuracy  
Increase



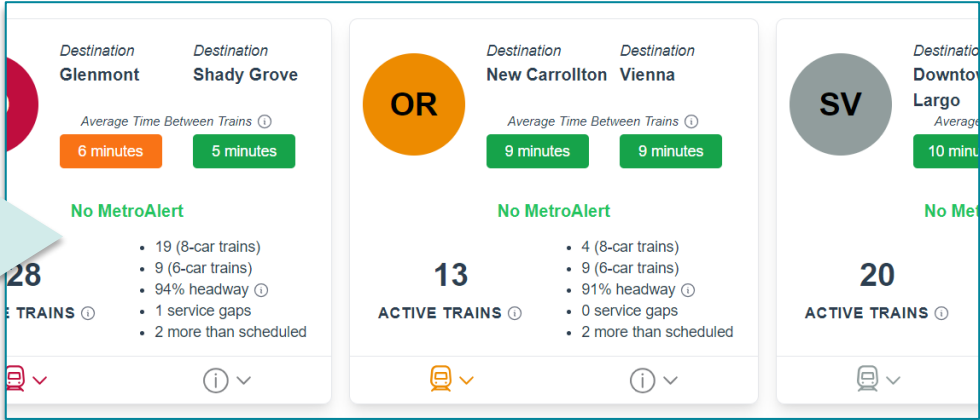
# Rail real-time arrival accuracy missed target in FY24 but improved in Q4, meeting target all 3 months

● **Real-time Arrival Accuracy | Rail**  
97.0% of predictions were accurate, just missing target of no less than 97.3%

- Ongoing actions to improve predictions:
  - Single tracking zones: predictions account for number of expected trains passing through area, no longer show “DLY”
  - Terminals: predictions adjust if previous trip is running late
  - Merge points: better schedules reduce holding prior to merges



**MetroPulse allows customers to see expected wait times, real time train location, and alerts about their current trip. New trip planning features are planned to be launched in September!**

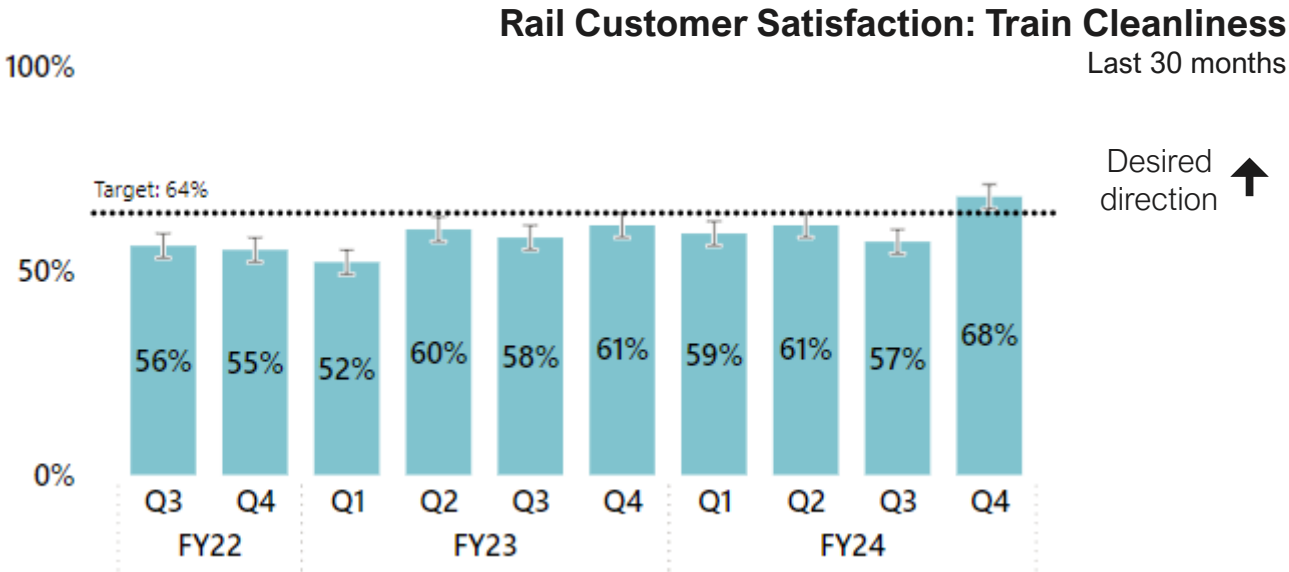


# Customer satisfaction with train cleanliness is the highest in two and a half years, meeting target

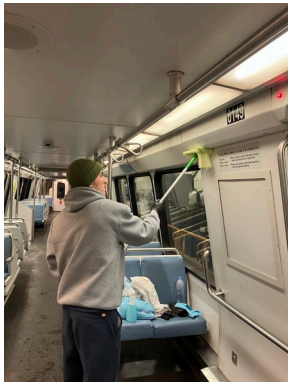
## ● Customer Satisfaction: Train Cleanliness | Rail

68% satisfied with train cleanliness on their last trip, meeting target of no less than 64%

- In Q4, Metro revamped its cleaning processes and procedures, upgraded cleaning solutions, improved tooling and began twice weekly supervisor audit program




Car Maintenance has issued a Request For Information for exterior cleaning services to explore options for annual fleet-wide deep cleaning



# Customer satisfaction with bus cleanliness was 62% in Q4, missing target of 73%

- **Customer Satisfaction: Bus Cleanliness | Bus**  
62% satisfied with bus cleanliness on their last trip, missing target of no less than 73%
- Key actions to improve:
  - Continue to supplement standard nightly cleaning procedures with an interior deep cleaning of each bus every two weeks
  - Additional weekly disinfection of the whole bus during flu season
  - Complete installation of easier-to-clean vinyl seats on all 1,500 buses in 2025





**Metrobus is in the process of procuring services to add daily spot cleanings at the end of each line, starting at the 12 busiest bus terminals**



# Appendix | Additional Measures



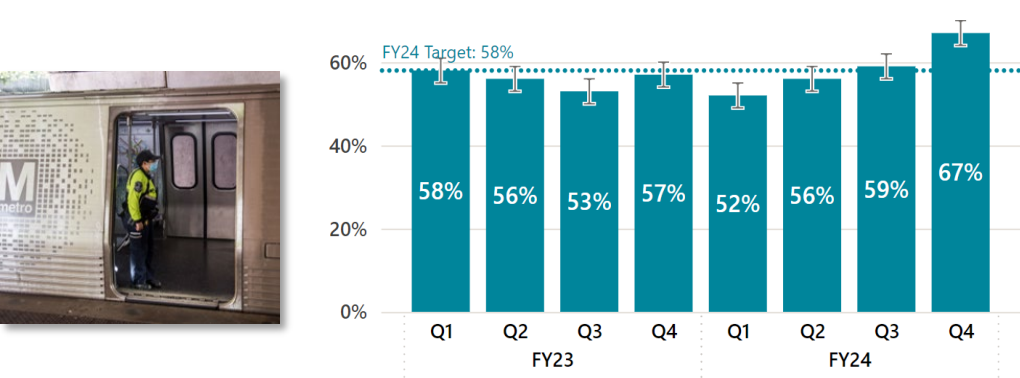
# **Safety and Security** | Additional Measures

# Customer perception of safety on trains and buses improved significantly in Q4, meeting targets on bus and rail

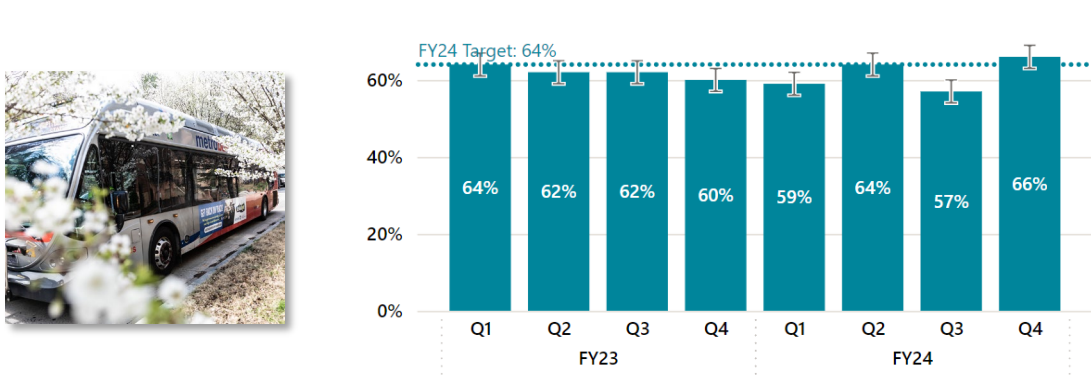
## ● Customer Perception| Safety from Crime or Harassment

Customers are asked: On your last *train/bus* trip, how would you rate your safety from harassment or crime? (1-5 scale)

Customers’ perceptions of safety from harassment or crime aboard trains met target in FY24 Q4, reached highest level in 2 years



Customer’s perception of safety from harassment or crime aboard buses met target in FY24 Q4



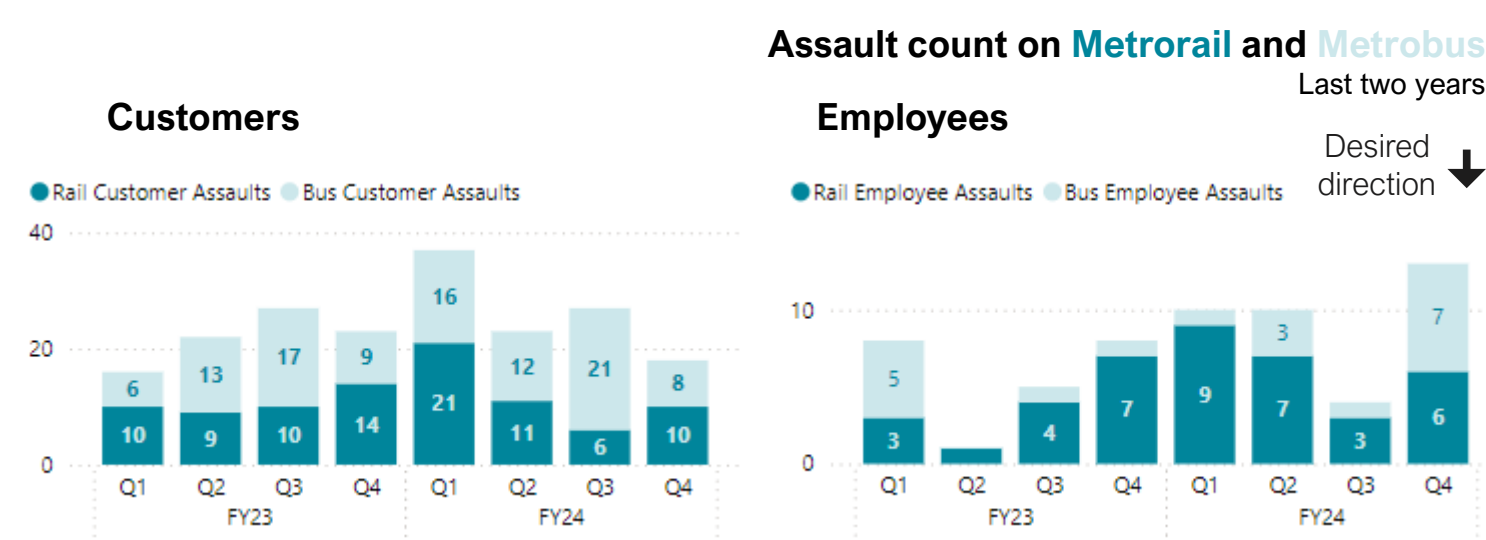
Metro Transit Police (MTPD) offers an 8-week Community Police Academy (CPA). The inaugural class of 20 residents celebrated their graduation ceremony this past winter, and a new class began in Spring 2024.

# The rate of customer and employee assaults fell 24% from Q1 to Q4 of FY24, but still missed target

## NTD\* Customer/Employee Assaults

9.2 customer and employee assaults per 10M revenue miles, missing target of no more than 6.7

- 27% of all assaults in FY24 were on employees; 73% were between customers
- The count of assaults were split equally between bus and rail; the share on bus increased since FY23
- March 2024 Secure DC Bill brought enhanced penalties for transit assaults; Metro also added anti-assault messages on bus operator shields



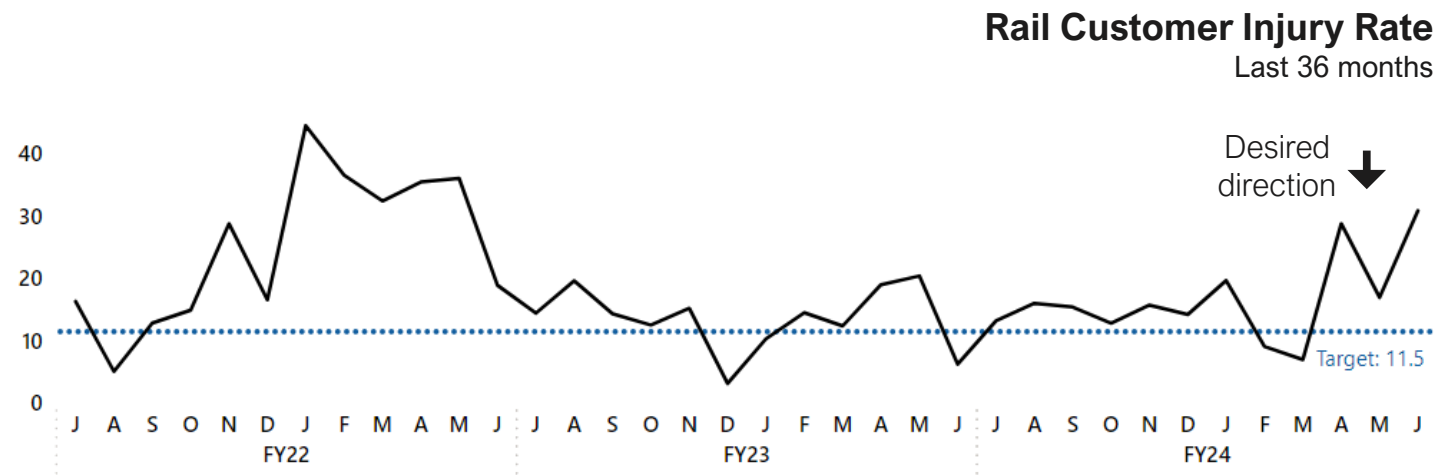
**While addressing fare evasion in FY24, MTPD officers arrested 195 individuals with open warrants and 82 other fugitives. Over 40% occurred after Secure DC Bill went into effect**

\*NTD stands for National Transit Database, the Federal Transit Administration’s transit data repository. The FTA classifies and organizes NTD data based on specific definitions.

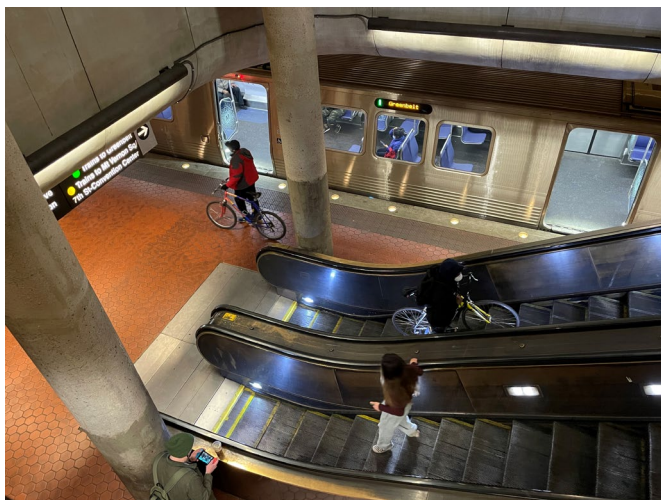


# Rail customer injury rate missed target, driven by an increase in falls on escalators

- **Customer Injury Rate | Rail**  
16.5 injuries per 10M revenue miles, missing target of no more than 11.5
- 89% of injuries were slips/trips/falls, over half on escalators. Escalator slips/trips/falls spiked in Q4, correlated with ridership increases
  - 6% of injuries were related to customers on the roadway, including one train surfing incident
  - Key actions to drive injury reduction: position station managers out of kiosk to more closely discourage risky behavior and display targeted messaging re: escalators

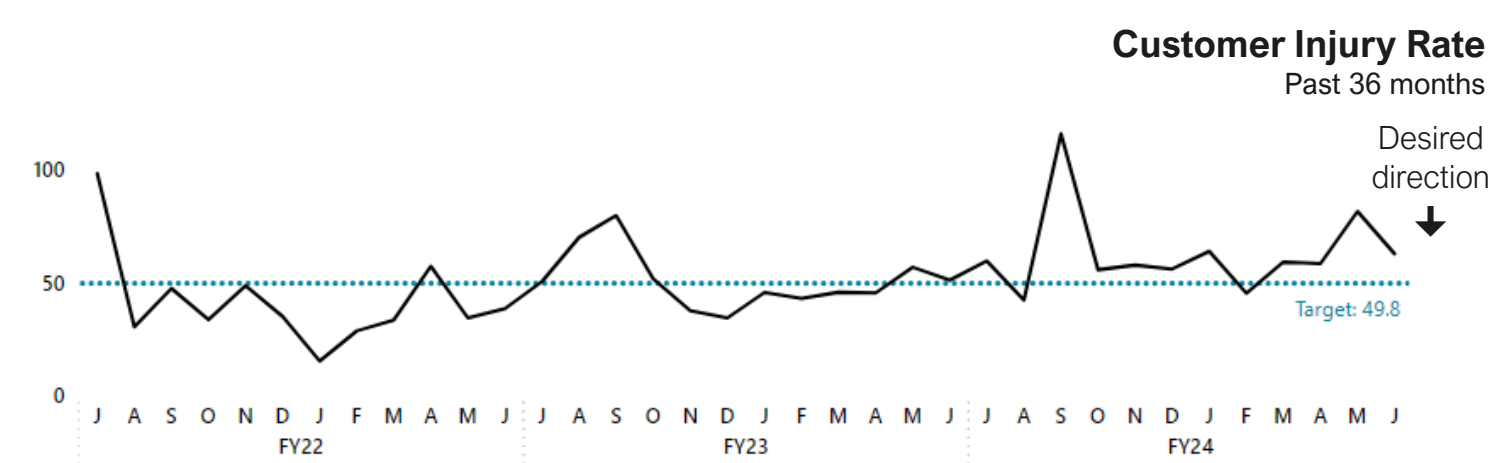


**Metro is in the planning phase of implementing a platform screen door pilot at two Red Line stations: one above ground and one underground**



# Bus customer injury rate missed target due to an increase in falls and collisions

- **Customer Injury Rate | Bus**  
63.3 customer injuries per 10 million revenue miles, missing target of no more than 49.8
  - Most common customer injuries are slip/trip/falls (59%) and bus collisions (37%), with both increasing in FY24 vs FY23
  - Focusing on slip/trip/fall injuries: 44% (of total injuries) are due to the motion of the bus, 8% due to hard braking, and 8% due to boarding/alighting
  - Most collision-related injuries occurred in non-preventable collisions (57%)
  - In Q4, supervisors focused on reminding bus operators not to pull away from a stop until customers are seated



**Transit is 20x safer than driving a car, saving the region \$950 million year in collision costs and avoiding nearly 30 deaths and over 2,500 injuries**



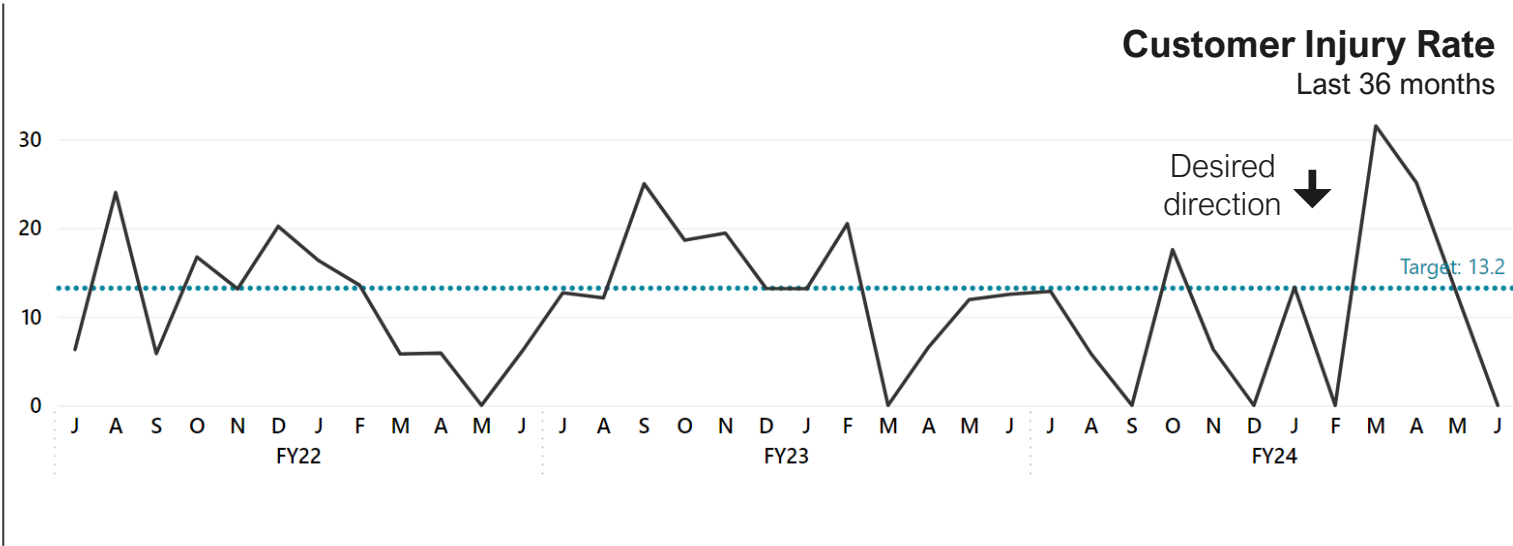


## Access customer injury rate met target, improved 23% over FY23

### Customer Injury Rate | Access

10.5 customer injuries per 10 million revenue miles, meeting target of no more than 13.2

- 70% of customer injuries were caused by collisions (45% were non-preventable, 25% were preventable), 25% were passenger-related, and 5% were from other causes
- Four months in FY24 had 0 customer injuries: September, December, February, and June
- Strong performance a result of multiple initiatives: annual safety summits, monthly review of safety incidents, customer and employee safety messages

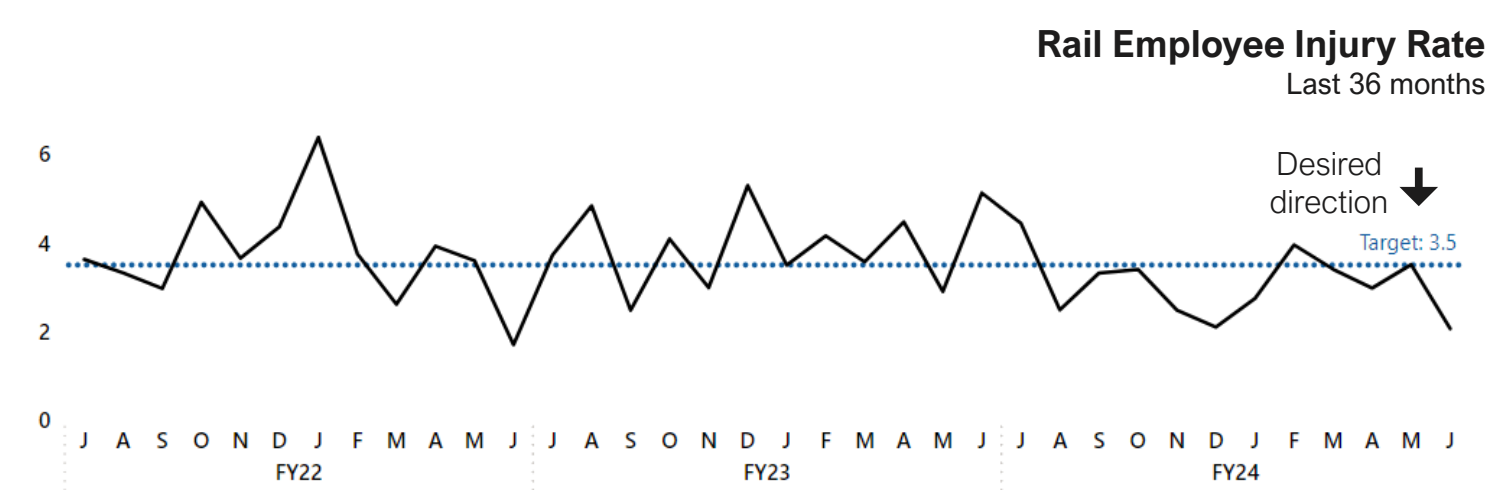


All 1,208 MetroAccess drivers use AlertMeter before their shift, a new tool to detect fatigue



## Rail employee injury rate met target, improved 21% over FY23

- **Employee Injury Rate | Rail**  
3.1 injuries per 10M revenue miles, meeting target of no more than 3.5
  - Top injury types: stress (25%), strains (21%), slips/falls (15%), and struck or injured by object (13%)
  - 43% reduction in slips, trips and falls in FY24
  - Key actions to improve: data-driven safety campaigns (e.g., video to address most frequent causes of preventable injuries), Point-and-Call training program, and Safety Risk Coordinators/ Committees discuss issues

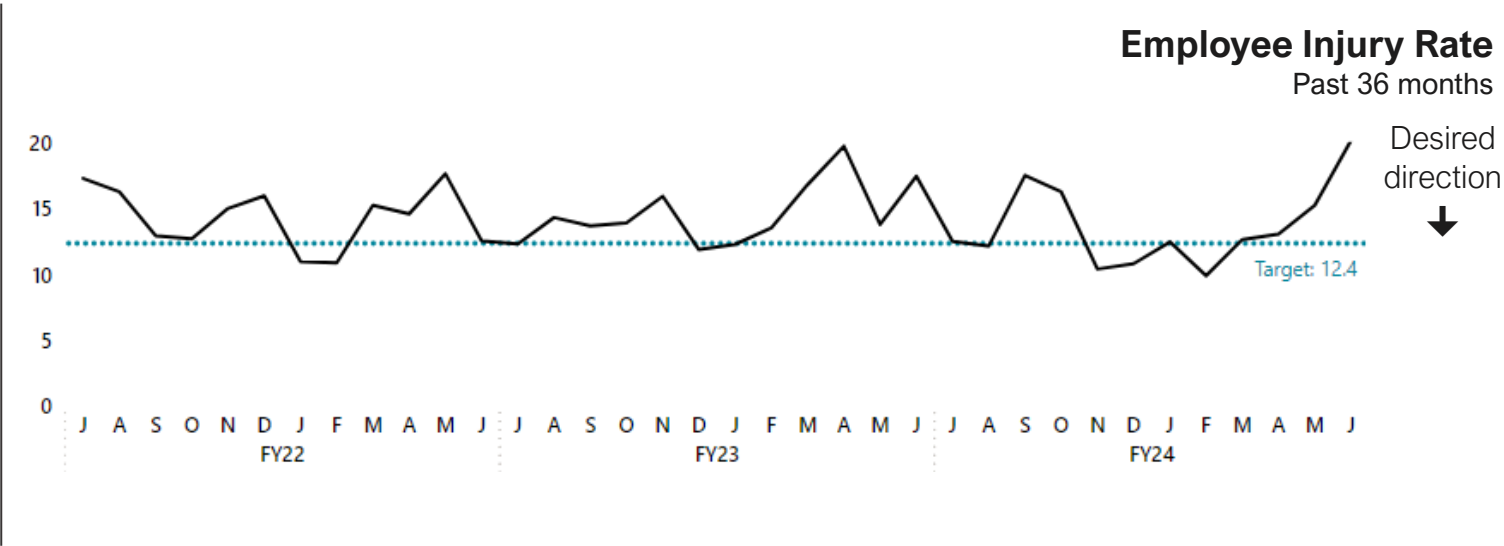


**Employees attended Construction Safety Week events in May focused on fall prevention and safety awareness**



## Bus employee injury rate missed target but improved 7% over FY23

- **Employee Injury Rate | Bus**  
13.6 injuries per 200,000 employee hours, missing target of no more than 12.4
  - Top injury types in FY24: mental/emotional stress (30%), bus collisions (26%), strains (12%), miscellaneous causes (9%)
  - Q4 saw an increase in employee injuries due to witnessing or being a victim of community violence
  - Employee Assistance Program supports staff impacted by mental/emotional stress



A total of 507 bus employee injuries were reported in FY24, a slight decrease from the 528 reported in FY23



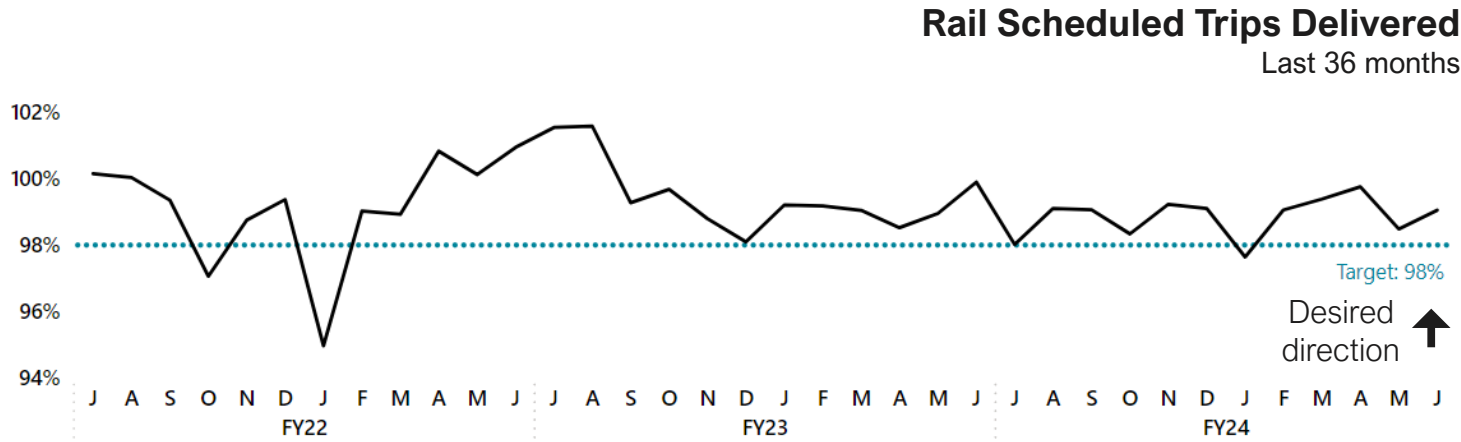
# **Service Reliability** | Additional Measures

# Almost 99% of Metrorail scheduled trips are delivered daily, exceeding target, with only 6,000 of 544,000 scheduled trips missed in FY24

- ### Scheduled Trips Delivered | Rail

98.8% trips delivered, meeting target of no less than 98%

  - Most missed trips are due to service disruptions: rail vehicles are the largest cause, followed by customer/employee incidents, and signaling incidents
  - Key actions to sustain performance : return more 7000-series trains to service (by the end of June, 99% of the fleet was active) and continue Rail operator recruitment and training program



**155 train operators were certified in FY24, helping to reduce missed service due to operator availability**

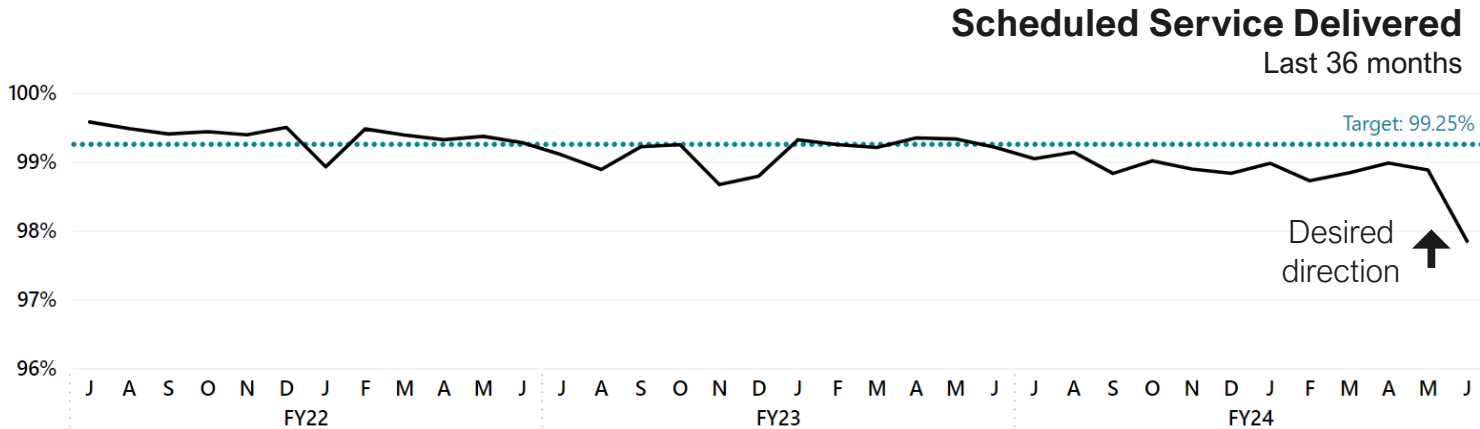




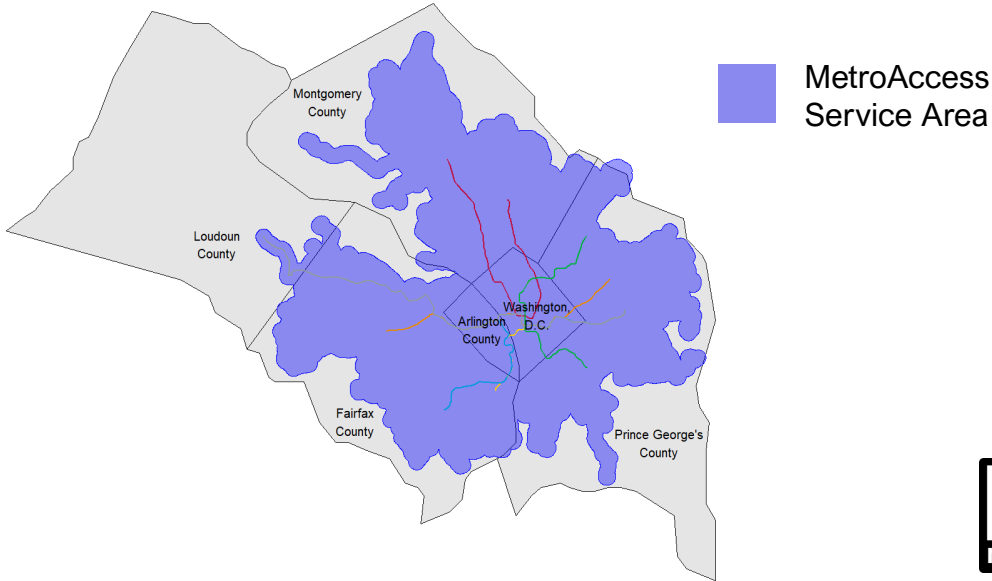
# Access delivers over 3,200 trips per day and misses fewer than 40

**Scheduled Service Delivered | Access**  
98.84% of scheduled service delivered, missing target of no less than 99.25%

- Almost all missed trips are caused by a ride arriving too late after the pick-up window and the customer not taking it
- Decrease in service delivered correlated with overall on-time performance
- June performance temporarily dipped as operations were transitioned from one contractor to another



**MetroAccess serves an area of nearly 1,000 square miles, covering all of Washington, DC and all or part of five nearby counties**



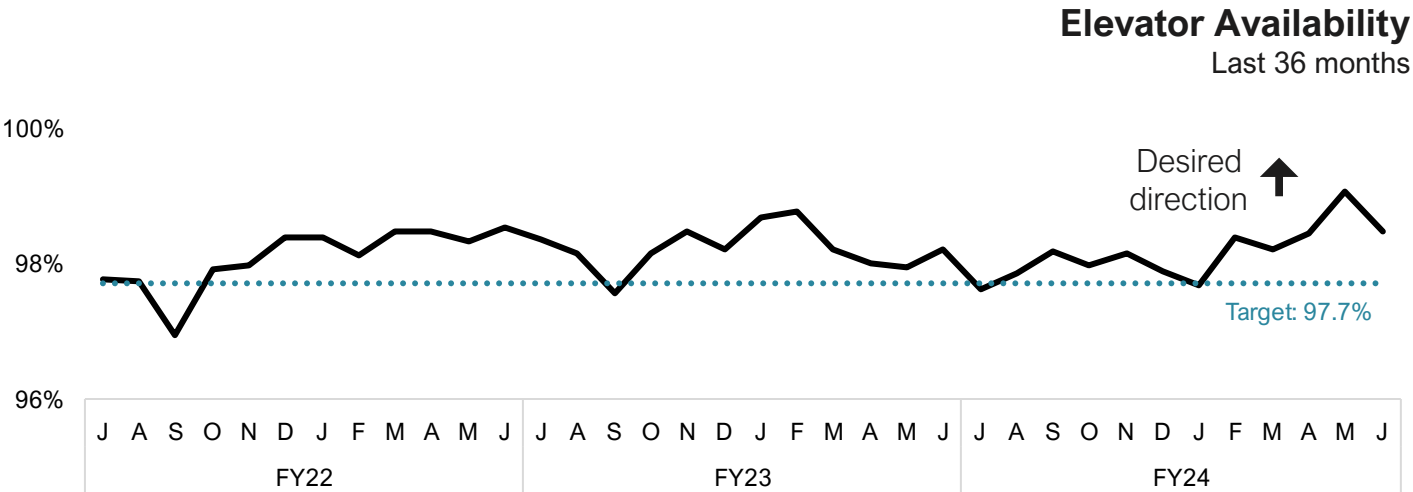
# Elevator availability met target, with 314 out of 320 elevators in service at any time

- Elevator Availability | Rail System

98.2% availability, meeting target of no less than 97.7%

▪ Elevator availability in May reached a new high of 99.1%, driven by faster repair times (mean time to repair was just over 5 hours)

▪ 81% of stations met the elevator availability target in FY24



Metro will begin capital projects for 27 elevators in early FY25



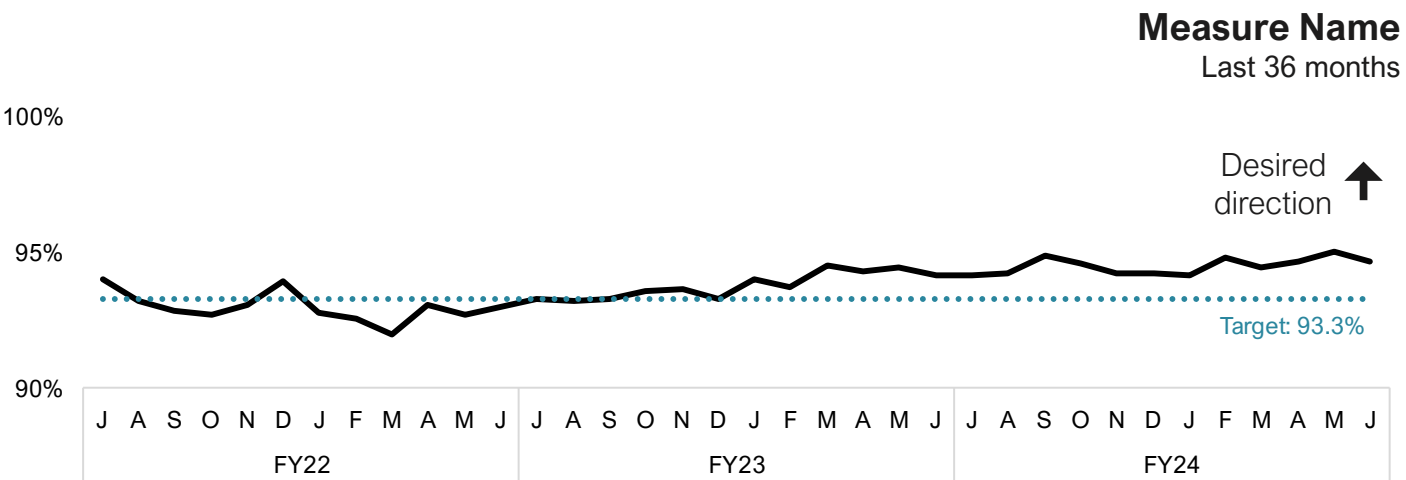
# Escalator availability met target, with 611 out of 647 escalators in service at any time

- Escalator Availability | Rail System

94.5% availability, meeting target of no less than 93.3%

▪ Strong availability results from quicker fixes: mean time to repair escalators reached a new low of 4.5 hours in May

▪ An escalator replacement project is underway at Vienna Station, part of a project to replace 130 escalators by 2028



A bank of escalators at Fort Totten were replaced, six weeks ahead of schedule

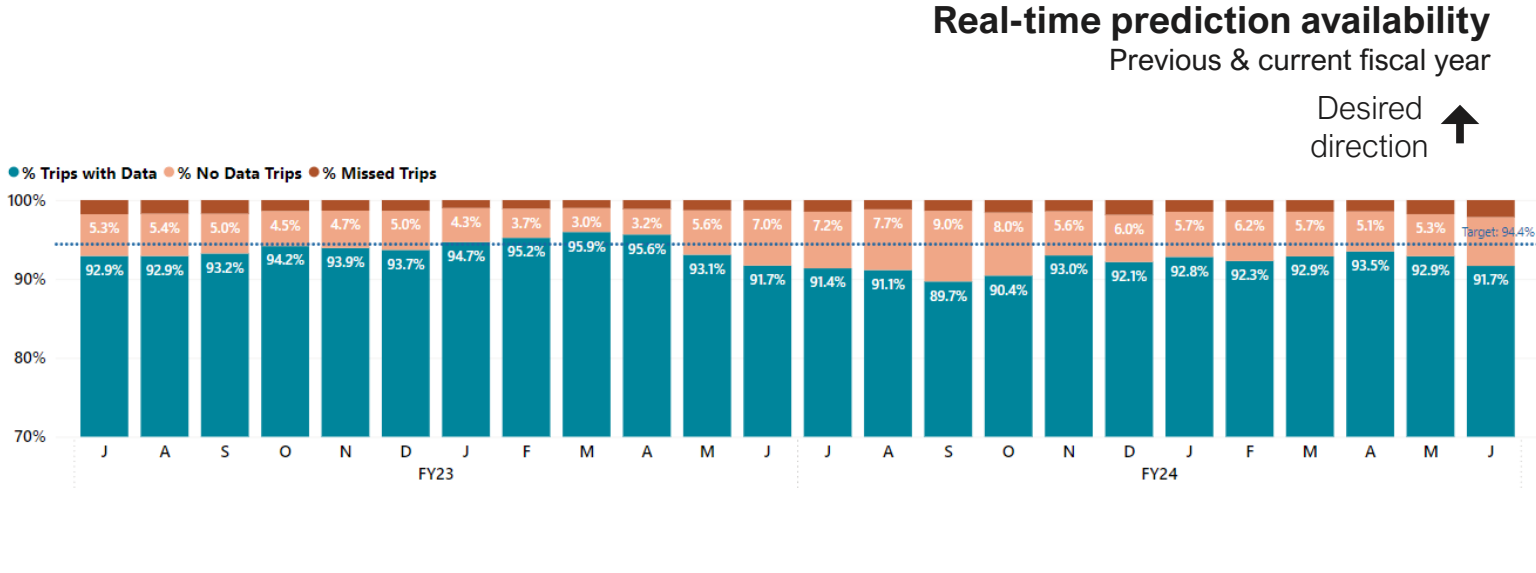
# **Convenience** | Additional Measures

# Bus real-time arrival availability missed target and was lower than FY23, but steadily improved starting in October, with best overall performance in Q4 of FY24

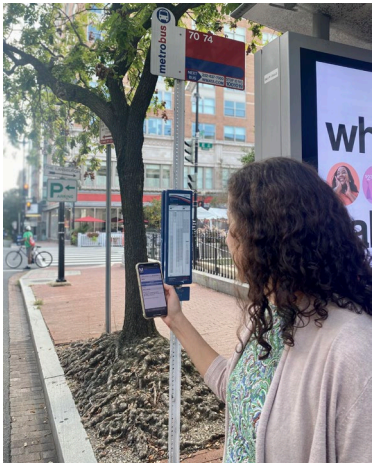
## Real-time Info Availability | Bus

92.0% of trips had predictions available, missing target of no less than 94.4%

- Lower performance during first 5 months related to issue with cellular SIM cards. To address, Metro:
  - Replaced cards on over 700 buses by December
  - Implemented process to monitor when buses are not on cellular network and quickly pull vehicles out of service
  - Built tools to alert customers of issues



Metro’s beta version of MetroPulse’s web app had over 112,000 views since it launched in July 2023 and will have new functionality including a mobile application starting in September 2024



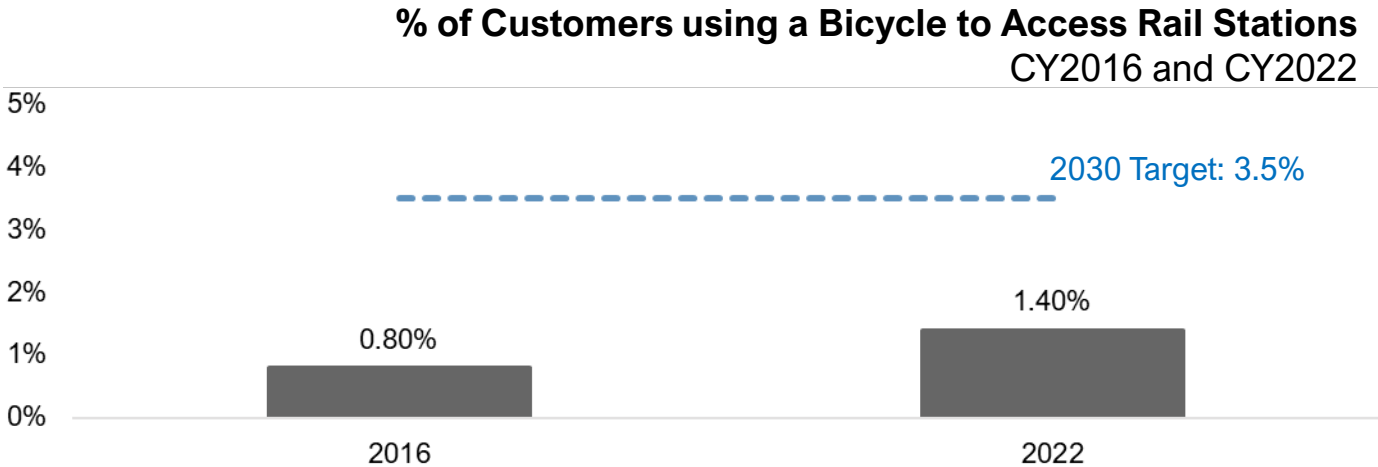


# Almost twice as many customers used bicycles to get to rail stations in 2022 compared to 2016, with Metro targeting continued improvements by 2030

## Last-Mile Connectivity/Bicycle Access

1.4%, on track for 2030 target of 3.5%

- Metro surveys customers on what mode they used to access Metrorail stations as part of the Rail Customer Survey. Next survey will be in 2025
- Soliciting feedback on new bike parking options (lockers and self-locking racks), with an event at NoMa-Gallaudet U Station in July
- Bike parking upgrades start in calendar year 2024 at 74 stations, adding 1,400 lockers and racks



**Metro and Prince George’s County were awarded \$500K to enhance pedestrian and bike connectivity to West Hyattsville station and nearby areas**



Metro opened secure bike storage at College Park-U of Md, East Falls Church, Grosvenor-Strathmore, Potomac Yard, and Vienna stations