

Your Metro, The Way Forward

Strategic Transformation Plan

December 2022



Agenda

Strategic Transformation Plan development

Highlight emerging plan goals and objectives

Outline next steps to finalize and adopt the plan

Staff and community input are shaping a robust, customer-centric Strategic Transformation Plan to be adopted in winter 2023



Strategic Transformation Plan: Establishing Metro's north star

Mission – What we do

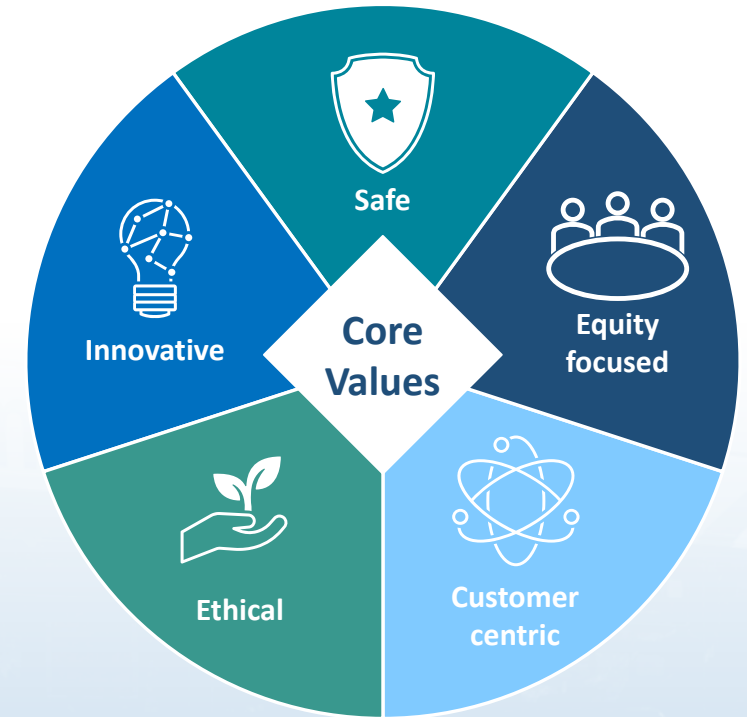
Your Metro – Connecting you to possibilities

Vision — Where we're going

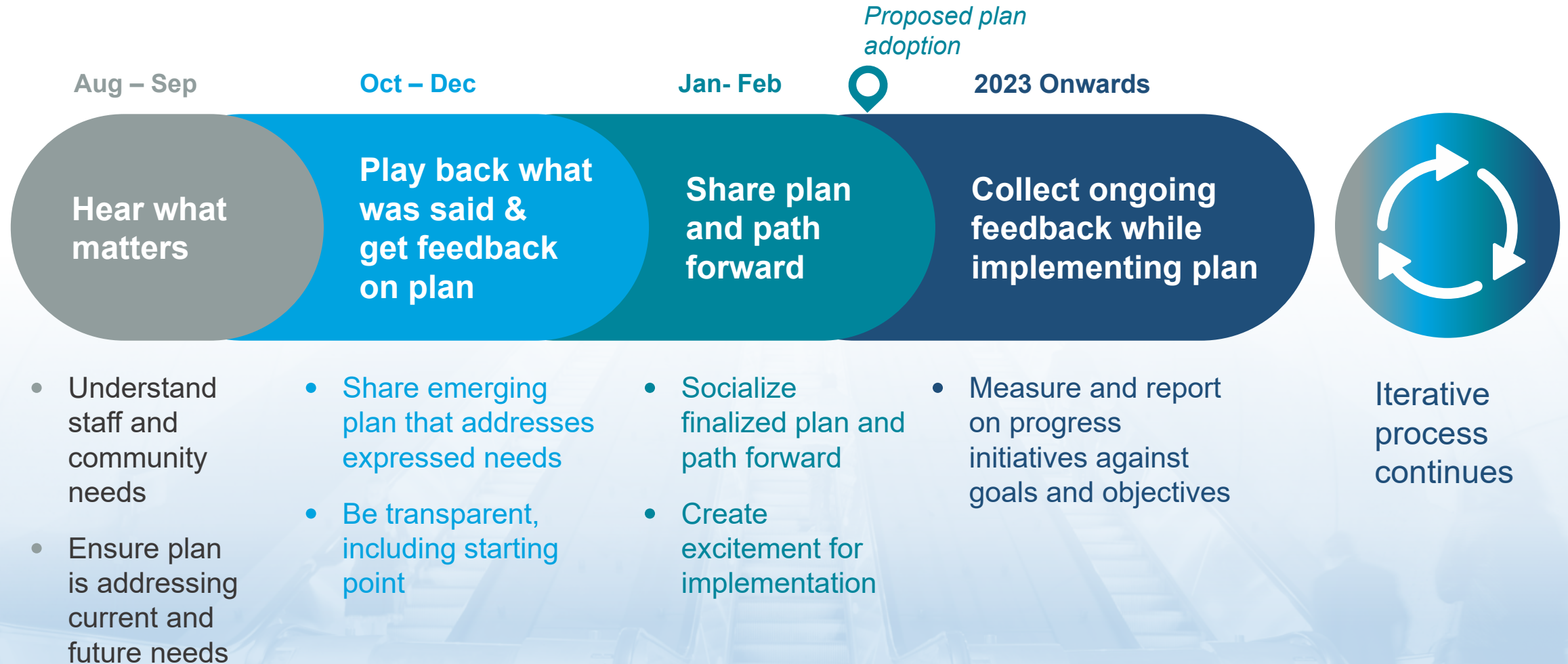
The region's trusted way to move more people safely and sustainably

Goals — Our priorities to achieve the vision

- Service excellence
- Regional opportunity & partnership
- Sustainability
- Talented teams



Community & stakeholder engagement extends across four phases, but starts and ends with listening to customers, community, and Metro staff



Data and stakeholder input led to four goals and supporting objectives to achieve Metro's vision



Service excellence

Deliver safe, reliable, convenient, and enjoyable service for all customers



Regional opportunity and partnership

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



Sustainability

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



Talented teams

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

Each emerging goal is supported by objectives



Overview of goal and objective metrics

STP Goals				
	Service excellence	Talented teams	Regional opportunity and partnership	Sustainability
Goal metric	<ul style="list-style-type: none"> Customer satisfaction across Metrobus, Metrorail, and MetroAccess customers 	<ul style="list-style-type: none"> Staff perception of WMATA as great place to work 	<ul style="list-style-type: none"> WMATA ridership 	<ul style="list-style-type: none"> % of projected service funded % of capital plan funded Deviation to budget (operating and capital) Greenhouse Gas (GHG) reduction
Objective metric	<p>Reliability</p> <ul style="list-style-type: none"> OTP % of planned service delivered <p>Safety & security</p> <ul style="list-style-type: none"> # of crime incidents per 1M passenger trips # of passenger injury incidents per vehicle revenue miles Customer satisfaction with safety from crime Employee assault rate per vehicle revenue miles # employee injuries per 100 staff <p>Convenience</p> <ul style="list-style-type: none"> Customer perceptions of cleanliness Reliability of real time arrival info across all modes 	<p>Engagement, empowerment, and recognition</p> <ul style="list-style-type: none"> Staff perceptions of empowerment, collaboration, recognition, and DEI Absenteeism rate Internal customer satisfaction <p>Recruitment and retention</p> <ul style="list-style-type: none"> Time to hire Offer acceptance rate Diversified workforce Voluntary turnover rate Staff sentiment about working for WMATA in the future <p>Development</p> <ul style="list-style-type: none"> Involuntary turnover rate Staff perception of support to learning & development 	<p>Regional network and partner optimization</p> <ul style="list-style-type: none"> Destination access measure (i.e., % jobs accessible within 30 or 60 min of Metro system) % customers with access to <12 min (bus) & <6 min (rail) frequent service % transit mode share <p>Community partnership and engagement</p> <ul style="list-style-type: none"> % of contracting with minority/female-owned businesses Share of new dev. (housing, essential services, etc.) near Metro system 	<p>Financial</p> <ul style="list-style-type: none"> Bond rating % of revenue from non-fare, non-subsidy sources % of budget for reserves OPEX per vehicle revenue mile <p>Environmental</p> <ul style="list-style-type: none"> Greenhouse Gas (GHG) per WMATA vehicle mile Water use by vehicle mile % Renewable (carbon-free) of electricity % of bus fleet that is zero-emission [Facilities metric TBD]

Overview of preliminary initiatives

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

Your Metro, The Way Forward

Confidential & Preliminary - Not for Distribution

Values	Safe Customer centric Equity focused Ethical Innovative			
Mission	Your Metro—Connecting you to possibilities			
Vision	The region's trusted way to move more people safely and sustainably			
Goals	<div>Service excellence</div> <div>Deliver safe, reliable, convenient, accessible, and enjoyable service for all customers</div>	<div>Talented teams</div> <div>Attract, develop, retain top talent where individuals feel valued, supported, and proud of their contribution</div>	<div>Regional opportunity and partnership</div> <div>Design transit service to move more people and connect a growing region</div>	<div>Sustainability</div> <div>Manage resources responsibly to achieve a sustainable operating, capital, and environmental model</div>
Objectives	<ul style="list-style-type: none">ReliabilitySafety and securityConvenience	<ul style="list-style-type: none">Engagement, empowerment, and recognitionRecruitment and retentionDevelopment	<ul style="list-style-type: none">Regional network and partner optimizationCommunity partnership and engagement	<ul style="list-style-type: none">Financial sustainabilityEnvironmental sustainability
Initiatives	Metrics	Board Reporting		Public Facing Dashboards

Questions for discussion

Do these goals and objectives resonate with you? Why?

How do these goals and objectives serve your community's needs?

As you think about your group's role in the community, are there any goals or objectives you can help support or champion?

Our next steps over the next few months

Continue to listen to and engage the community as we refine the plan

Develop and outline initiatives that will achieve the draft goals and objectives

Host a public hearing in early 2023

Present the finalized plan for adoption to our Board

A blue-tinted photograph of a subway station platform. Two trains are stopped at the platform, and several passengers are walking or standing. The station has a high, arched ceiling with a grid of structural elements. A large digital display board is visible in the background.

Thank you

