

# **Your Metro, The Way Forward**

## **Strategic Transformation Plan Update (2025)**



Washington Metropolitan Area Transit Authority

# Purpose of the Strategic Transformation Plan

*Your Metro, The Way Forward* was adopted in FY23 to guide Metro's strategy and actions over the next 5+ years. This updated plan continues that role, **serving as both a long-term strategy and a tool for annual priority** setting as Metro works to meet the evolving needs of its customers, employees, and the region.

We have made significant progress in the past 3 years – this is an appropriate time to Refresh our strategic transformation plan to ensure we are aspirational in our Goals, Objectives, and Key Results.

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

**Visioning workshops with  
Board + Staff**

**40+ interviews with  
Board and Staff**

**Surveys**

**Staff town halls**

**Benchmarking from  
transit peers**

**Conversations with  
regional partners +  
community groups**

# A few noteworthy accomplishments since we adopted the Strategic Transformation Plan in 2023

## Service Excellence

- ✓ **Maintained >85% customer satisfaction for rail & bus** in FY24/FY25
- ✓ **Reduced Part 1 crime** by over 50% since FY23
- ✓ **Implemented Tap.Ride.Go** for Rail

## Talented Teams

- ✓ **Established the MTPD Criminal Justice Academy**
- ✓ **Accelerated hiring** through job fairs, helping fill frontline roles quickly
- ✓ **Launched tech-driven employee training for critical safety roles**

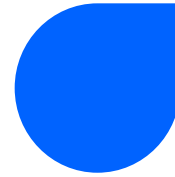
## Regional Opportunity & Partnership

- ✓ **Launched Better Bus Network** in 2025
- ✓ **Served 250M trips** in 2024
- ✓ **Broke ground on 5 transit-oriented development projects**

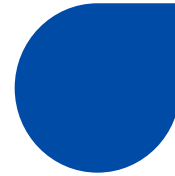
## Financial Stewardship & Resource Management

- ✓ **Reduced fare evasion on rail** by ~82% since FY23
- ✓ **Approved new subsidy allocation formulas** for bus and rail
- ✓ **Identified \$532M in cost savings** over past 2 years

# Highlights of our refreshed STP



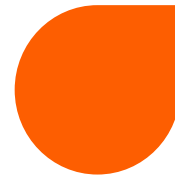
Reinforced our ambition to provide **world-class transit** and be the **primary connector** of people and places across the DMV Region



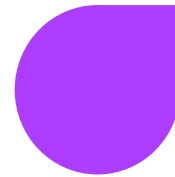
Elevated and expanded Metro's focus on achieving **Financial & Organizational Efficiency** as a **core goal**



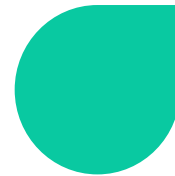
Recognized **Regional Partnership & Long-Term Transit Planning** as a critical **cross-cutting enabler** across all 3 goals



Elevated **"Continuously Improving"** as a new guiding value and set new standards for **customer service** including internal processes



Refreshed how we activate the plan to emphasize **community engagement** and ties to the **capital plan**



**Streamlined priorities** to focus on critical programs **empowering our team** to deliver on our ambition

# Metro's vision is guided by 3 refreshed aspirational goals

**Vision:** *The region's trusted way to move more people safely and efficiently*

## Service Excellence

*Our goal is to...*

**Deliver safe, reliable, convenient, accessible, and world class service that customers can trust, across Modes**

## Talented Teams

*Our goal is to...*

**Attract, develop, and retain world class talent where individuals feel valued, supported, and proud of their contribution**

## Financial & Organizational Efficiency

*Our goal is to...*

**Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery**

# Strategic Transformation Plan updated framework

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

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



# Refocused goals and objectives to reflect progress to date and new aspirations and priorities

Goal	Service Excellence	Talented Teams	Financial & Organizational Efficiency
Objective	<p><b>Safety &amp; Security:</b> Ensure all customers and employees feel safe and secure using and delivering services</p> <p><b>Reliability:</b> Provide dependable service that the community trusts</p> <p><b>Convenience:</b> Deliver frequent, accessible, and easy to use service to enhance the customer experience</p>	<p><b>Recruitment &amp; Retention:</b> Attract and retain the best talent to deliver Metro's future vision</p> <p><b>Learning &amp; Development:</b> Train and equip staff to excel and continuously improve</p> <p><b>Customer Service Mindset:</b> Make the process of delivering service as easy as possible for internal and external customers</p>	<p><b>Financial Stewardship:</b> Ensure Metro's long-term financial health and stability</p> <p><b>Organizational Efficiency:</b> Streamline operations and efficiently allocate resources where they drive the most value</p> <p><b>Energy Management:</b> Optimize energy usage and steward natural resources</p>





# Questions for discussion

- **How can Metro further deliver world class transit service to the region?**
- **What should Metro prioritize to deliver on this ambition over the coming years?**
  - For our customers...
  - For our teams...
  - With our regional partners...
  - For the broader community...

# Appendix

# Service Excellence | Refined objectives, key results and programs

Goal Level	(FY26-FY28)		
Key Results	Objectives	Key Results	Programs
25M+ Monthly Ridership	Safety & Security	<ul style="list-style-type: none"><li>Part 1 crime</li><li>Customer &amp; employee injury rate</li><li>Customer dissatisfaction on crime</li><li>Fare evasion (rail &amp; bus)</li></ul>	<ul style="list-style-type: none"><li>Proactive safety and incident management, crime prevention, and safety risk reduction</li></ul>
85% Customer Satisfaction	Reliability	<ul style="list-style-type: none"><li>On-time performance</li><li>Service disruptions</li></ul>	<ul style="list-style-type: none"><li>Service design and management</li><li>Rail modernization</li><li>Track and structures rehab, safety and access modernization</li><li>Fleet management (Bus/Rail/Access)</li><li>Asset management modernization</li></ul>
7% Regional Mode Share	Convenience	<ul style="list-style-type: none"><li>Make it easy to plan, pay, access, &amp; navigate the region across all modes</li><li>Customer satisfaction on cleanliness</li><li>Service frequency</li><li>Coverage &amp; destination access</li></ul>	<ul style="list-style-type: none"><li>Customer service improvements</li><li>Fare modernization and integration</li></ul>



# Talented Teams | Refined objectives, key results and programs

Goal Level	(FY26-FY28)		
<u>Key Results</u>	<u>Objectives</u>	<u>Key Results</u>	<u>Programs</u>
Internal Customer Satisfaction	Recruitment & Retention	<ul style="list-style-type: none"><li>• Time from job vacancy to availability</li><li>• Employee Net Promoter Score (NPS)</li><li>• Internal mobility</li></ul>	<ul style="list-style-type: none"><li>▪ Workforce planning and availability optimization</li></ul>
	Learning & Development	<ul style="list-style-type: none"><li>• Completion of first cohort in "Metro U" supervisor training program</li><li>• Staff feel supported by their supervisor</li><li>• Staff know expectations to succeed</li><li>• Staff receive help to learn &amp; grow</li></ul>	<ul style="list-style-type: none"><li>▪ Leadership development and training center of excellence</li></ul>
Operational Staff Availability	Customer Service Mindset	<ul style="list-style-type: none"><li>• Internal customers satisfied with critical business processes</li><li>• External customers satisfied with staff interactions</li><li>• Competency frameworks defined for priority cohorts</li></ul>	<ul style="list-style-type: none"><li>▪ Performance management and accountability</li></ul>



# Financial & Organizational Efficiency | Refined objectives, key results and programs

Goal Level  
Key Results

(FY26-FY28)  
Objectives

Key Results

Programs

Operating  
cost per rev.  
mile  
growing  
slower than  
inflation

Financial Stewardship

- Capital plan funded & utilized
- Bond rating & audit
- Non-subsidy revenue sources
- New transit-oriented development projects

- Implement predictable, sustainable capital funding aligned with regional partners (e.g., supported by DMV Moves)
- Joint development partnerships near high-capacity transit
- Increase revenue from non-subsidy sources

Organizational Efficiency

- Administrative efficiency

- ERP management and sustainment
- Procurement and supply chain transformation and modernization
- Digital and AI ecosystem acceleration

Energy Management

- Energy intensity

- Resource management