



# Report by Executive Committee (A)

## Board Document

OVERVIEW			
<b>PRESENTATION NAME</b>	Authorization for Public Hearing on STP Update	<b>DOCUMENT NO.</b>	300062
<b>ACTION OR INFORMATION</b>	Action		
<b>STRATEGIC TRANSFORMATION PLAN GOAL</b>	Service excellence; Talented teams; Regional opportunity and partnership; Financial Stewardship and Resource Management;		
<b>RESOLUTION</b>	Yes		
EXECUTIVE OWNER			
<b>EXECUTIVE TEAM OWNER</b>	Feldbauer, Kimberly J.;		
<b>ORGANIZATION</b>	Chief of Staff		
<b>DOCUMENT INITIATOR</b>	Milan Perazich		
OTHER INFORMATION			
<b>COMMITTEE</b>	Executive Committee (Non-OIG)	<b>COMMITTEE DATE</b>	9/25/2025
<b>PURPOSE/KEY HIGHLIGHTS</b>	Requesting authorization from the Board of Directors to hold a public hearing on October 30th for public comment on the draft refreshed Strategic Transformation Plan.		
<b>DISCUSSION</b>	<p>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.</p> <p>Metro has 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</p>		



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## Results.

Metro is requesting authorization from the Board of Directors to hold a public hearing on October 30th with the draft refreshed Strategic Transformation Plan.

Board, staff, and community input have shaped updates to Strategic Transformation Plan. Outreach includes:

- Visioning workshops with Board + Staff
- 40+ interviews with
  - Board and Staff
  - Surveys
  - Staff town halls
  - Benchmarking from transit peers
  - Conversations with regional partners and community groups

Metro has achieved a lot since the initial adoption of the Strategic Transformation Plan in 2023. Accomplishments across the four pillars that ground the STP include:

- Service Excellence:
  - o Maintained >85% customer satisfaction for rail & bus in FY24/FY25
  - o Reduced Part 1 crime by over 50% since FY23
  - o Implemented Tap.Ride.Go for Rail
- Talented Teams:
  - o Established the MTPD Criminal Justice Academy
  - o Accelerated hiring through job fairs, helping fill frontline roles quickly
  - o Launched tech-driven employee training for critical safety roles
- Regional Opportunity and Partnership
  - o Launched Better Bus Network in 2025
  - o Served 250M trips in 2024
  - o Broke ground on 5 transit-oriented development projects
- Financial Stewardship & Resource Management:
  - o Reduced fare evasion on rail by ~82% since FY23
  - o Approved new bus and rail subsidy allocation formulas
  - o Identified \$532M in cost savings over past 2 years

Metro is refreshing the Strategic Transformation Plan ensure the Goals, Objectives, and Key Results target world-class transit service. Highlights of the refreshed Strategic Transformation Plan include:

- Reinforced Metro's ambition to provide world-class transit and be the primary connector of people and places across the DMV



# Board Document

## 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 three goals
- Elevated "Continuously Improving" as a new guiding value and set new standards for customer service including internal processes
- Refreshed how Metro will activate the plan to emphasize community engagement and ties to the capital plan
- Streamlined priorities to focus on critical programs empowering the team to deliver on Metro's ambition

Metro's vision statement is "The region's trusted way to move more people safely and efficiently". This vision is guided by three refreshed aspirational goals:

- Service Excellence: Deliver safe, reliable, convenient, accessible, and world class service that customers can trust, across Modes
- Talented Teams: Attract, develop, and retain world class talent where individuals feel valued, supported, and proud of their contribution
- Financial & Organizational Efficiency: Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery

The refreshed Strategic Transformation Plan includes an updated framework with a few key updates proposed to the initial structure.

- 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
  - o Removed "become" to recognize progress since 2023
- Goals: Service Excellence, Talented Teams, Financial & Organizational Efficiency
- Objectives & Key Results:
  - o Service Excellence: Safety and Security, Reliability, Convenience
  - o Talented Teams: Recruitment and Retention, Learning and Development, Customer Service Mindset
  - o Financial & Organizational Efficiency: Organizational Efficiency, Financial Responsibility, Energy Management
- Activation: Regional Partnership & Long-Term Transit Planning, Streamlined Reporting & Performance Management, Investment Prioritization, Risk Management, Community



# Board Document

## Engagement

- o Recognize "Regional Partnership & Long-Term Transit Planning" as a cross-cutting enabler for Activation
- o Updated to emphasize community engagement and ties to capital plan

The refocused goals and objectives reflect progress to date and new aspirations and priorities.

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

The timeline for Strategic Transformation Plan refresh is as follows:

- July – August: Assess progress to date and gather internal feedback
  - o Conduct interviews and workshops to assess progress and identify new priorities to incorporate into plan
  - o Analyze performance data, staff/customer feedback, and benchmarking to inform priorities
- September – December: Update the plan and gather public feedback:
  - o Develop refreshed Strategic Transformation Plan to reflect priorities identified during first phase
  - o Collect feedback from customers, staff, and public and incorporate into plan
  - o Conduct comment period and public hearing
- December onward: Adopt and implement the updated plan



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	<ul style="list-style-type: none"><li>o Board adopts updated Strategic Transformation Plan</li><li>o Implement new governance process including updates to internal and public reporting</li><li>o Update metrics dashboards for performance monitoring</li></ul> <p>Upcoming milestones for the Strategic Transformation Plan update include:</p> <ul style="list-style-type: none"><li>• 8/27: Metro Board update – Executive Committee</li><li>• Today - 9/25: Request for authorization of Public Hearing on Strategic Transformation Plan</li><li>• Sep - Oct: Ongoing staff engagement</li><li>• Sep - Oct: Regional partner &amp; community engagement</li><li>• 10/11 - 11/4: Public Comment Period Open on Metro Website</li><li>• 10/30: Proposed date for Public Hearing on Strategic Transformation Plan</li><li>• 12/11: Proposed date for Board adoption of Strategic Transformation Plan</li></ul> <p>Metro is requesting authorization to hold a public hearing.</p> <p>The public comment period would be open October 11th through November 4th. The draft plan will be available for review on the Metro website. The executive summary will also be available in Spanish on the website, with other language translations available upon request. The Metro webpage is the primary method for collecting feedback.</p> <p>The proposed public hearing will be the evening of October 30th at Northern Virginia Transportation Commission headquarters (2300 Wilson Blvd., Arlington, VA). Members of the public can participate in-person, via videoconference or via telephone. Information on how to register to speak will be found at <a href="http://www.wmata.com/hearings">www.wmata.com/hearings</a> prior to the hearing.</p>
<b>INTERESTED PARTIES</b>	Boston Consulting Group (BCG)
<b>RECOMMENDATION/NEXT STEPS</b>	Authorization to conduct public hearing and associated outreach. Next steps: October 2025 - conduct public hearing and associated outreach. December 2025: Board approval of update to Strategic Transformation Plan incorporating public comments.



# Board Document

<b>FUNDING IMPACT</b>	None
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**PRESENTED AND ADOPTED: September 25, 2025**

**SUBJECT: AUTHORIZATION FOR PUBLIC HEARING ON PROPOSED UPDATES TO THE STRATEGIC TRANSFORMATION PLAN**

**2025-25**

RESOLUTION  
OF THE  
BOARD OF DIRECTORS  
OF THE  
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, Virginia Code Section 33.2-1526.1(M) requires WMATA to hold a public hearing on updates to the strategic plan in a locality embraced by the Northern Virginia Transportation Commission; and

WHEREAS, The Board of Directors desires to hold a public hearing on the proposed updates to the Strategic Transformation Plan: Your Metro, The Way Forward consistent with applicable Virginia Law,


NOW, THEREFORE, be it

*RESOLVED*, That the Board of Directors authorizes a public hearing to obtain public comments on the proposed updates to the Strategic Transformation Plan: Your Metro, The Way Forward, as shown in Attachment A to this Resolution, to be held within a locality embraced by the Northern Virginia Transportation Commission as required by the Virginia dedicated funding statute, Virginia Code Section 33.2-1526.1(M); and be it further

*RESOLVED*, That the Board of Directors directs the General Manager and Chief Executive Officer or his designee to report on the findings of the public hearing on the proposed updates to the Strategic Transformation Plan: Your Metro, The Way Forward; and be it finally

*RESOLVED*, That in order for the Board of Directors to incorporate public input in its deliberations on the updates to the Strategic Transformation Plan: Your Metro, The Way Forward, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

  
\_\_\_\_\_  
Patricia Y. Lee  
Executive Vice President, Chief Legal Officer and  
General Counsel

WMATA File Structure No.:  
2.1.8 Board Strategic Planning

**Motioned by Ms. Santos, seconded by Mr. Smedberg**  
**Ayes: 6- Ms. Santos, Mr. Smedberg, Mr. McAndrew, Dr. Hadden Loh, Mr. Alcorn and Ms. Jarvis**



# Strategic Transformation Plan Update 2025

Draft for Public Comment

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October 2025



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## **Executive Summary**

The Washington Metropolitan Area Transit Authority (Metro) is the nation’s second-largest heavy rail system and sixth-largest bus system, serving the District of Columbia, Maryland, and Virginia. Metro is critical to the region’s economy as a proud employer of over 13,000 people who serve customers every day.

Metro’s first Strategic Transformation Plan was approved by the Board of Directors in February 2023. Over the past three years, Metro has delivered tangible results. Today, Metro leads the nation in ridership growth, and its customer satisfaction rates are at historic highs. Metro’s entire bus network underwent its most significant redesign in 50 years, and Metro Rail service was expanded by returning the 7000-series railcar fleet to service and rehabilitating key infrastructure like the Yellow Line tunnel.

Metro is modernizing services for customers, from updated wayfinding and digital displays in stations and bus stops to technical advances, such as faster, simpler contactless fare payment options. In addition, Metro has made great strides in public safety, achieving an eight-year low in crime and an 82% reduction in fare evasion on rail. It has also invested heavily in developing and training its workforce, closed major budget gaps through \$500 million in savings, and advanced energy management practices that reduce long-term operating costs, minimize risk, and improve financial predictability.

As a result of these achievements, as well as others, Metro was recognized as the 2025 Transit Agency of the Year by the American Public Transportation Association (APTA). Metro is striving for continuous improvement and is now positioned to accelerate towards world-class standards.



For Metro, world-class transit means delivering safe, frequent, accessible service, powered by a talented workforce, supported by strong finances, and lauded in the communities it serves. The updated “Your Metro: The Way Forward Strategic Transformation Plan” (the plan) remains grounded in the mission, vision, and values that have enabled Metro to achieve recent progress, while refining the goals and objectives to reflect future ambitions. This updated version of the plan will guide Metro’s overall strategy for the next three years and beyond.

The plan was developed by the Board of Directors (Board) and Senior Executive Team members with active input from employees, customers, and regional stakeholders. It defines Metro’s priorities and connects Metro’s mission, vision, values, and goals with programs and projects that drive improvements and innovation. This approach enhances transparency, builds trust, and aligns the organization around a shared direction.

The plan advances three goals, developed through extensive review of the latest data and direct input from customers, employees, and stakeholders:

1. **Service Excellence:** Deliver safe, reliable, convenient, accessible, and world-class service that customers can trust, across modes.
2. **Talented Teams:** Attract, develop, and retain world-class talent where individuals feel valued, supported, and proud of their contribution.
3. **Financial & Organizational Efficiency:** Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery.

Each goal is supported by objectives and measurable key results, which will be delivered through detailed priority programs and tactical projects. Some initiatives are currently underway, while others are proposed and will be prioritized through the annual budget process in the coming years.

To monitor progress, Metro will track key results for goals and objectives. Goal-level key results represent ambitious top-line performance measures that the entire organization works to achieve. Objective-level key results are tied to goal metrics and are achieved through the execution of priority programs and tactical projects. Metro will share progress with internal and external stakeholders through regular reports, leveraging public forums and feedback channels to continuously improve and refine how the plan is executed.

The plan reflects a simple commitment: Metro will continue to improve, innovate, and partner with the community. By setting a strategic direction that prioritizes service delivery, people, and efficiency, Metro will provide safe, modern, efficient transit that strengthens the region and sets the stage for world-class transit for generations to come.

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

**Mission**  
 What we do and why we exist

**Vision**  
 What we aspire to be

**Goals**  
 How we will achieve the vision

**Objectives & Key Results**  
 Our priorities & targets to achieve our goals

**Activation**  
 Core cross-cutting enablers & practices to deliver on key results

## 1. Introduction

### 1.1 Agency Overview

Metro unites the region and drives economic activity by providing safe and reliable transit solutions. Metro supports the region’s vitality by connecting people to jobs, schools, attractions, key destinations, and recreation. As the largest public transit agency serving the nation’s capital, Metro’s service enables the region to safely and securely host national and international events such as the National Cherry Blossom Festival, Fourth of July celebrations, presidential inaugurations, and global summits. Metro is also an engine for economic growth, attracting development, creating housing opportunities, and generating new tax revenue. As residents’ and businesses’ travel patterns evolve, Metro continues to foster connections and transform service to meet the region’s needs.

The Metro network operates more than 4,500 vehicles across rail, bus, paratransit, and non-revenue fleets. Its infrastructure includes 98 rail stations, more than 7,500 bus stops, and over 270 facilities. Metro provides the following services:

- **Metro Rail:** Heavy-rail transit service
- **Metro Bus:** Local and regional fixed-route service, including bus rapid transit (BRT)
- **Metro Access:** Shared-ride, door-to-door paratransit service for people who cannot independently use the accessible bus and/or rail system due to a disability

Metro Rail	Metro Bus	Metro Access
1,200+ Active Fleet	1,300 Active Fleet	650+ Active Fleet
98 Rail Stations	7,500+ Bus Stops	1,000 Square Mile Service Area

## 1.2 Regional Impact

As home to the nation’s capital, the DMV (DC, MD, and VA) is a dynamic cultural, historic, and entertainment destination that draws people from around the world and houses some of the country’s most important government institutions. In this thriving and growing region, strong public transportation is a cornerstone of healthy communities and a thriving local economy.

Since its inception in the 1960s, Metro has served as the region’s backbone for transit, acting as a critical connector across jurisdictions. Today, the system supports an average of 850,000 daily trips across Metro Rail, Metro Bus, and Metro Access, with a 9% increase in ridership in fiscal year 2025 alone — putting the agency in reach of carrying more than 1 million passengers daily across modes. Over half of the region’s 240,000 businesses — and more than 70% of its 2.5 million jobs — are within a half-mile of a Metro Rail station or bus stop. Station areas have also hosted 65% of new office development, 50% of new multifamily rental housing, and 25% of affordable housing in recent years.<sup>1</sup>



<sup>1</sup> WMATA 2024 Benefits of Transit Study Technical Report: U.S. Census Bureau, Fehr & Peers, 2024: [WMATA\\_BoT\\_TechReport.pdf](#)

Metro strengthens communities and expands opportunities by connecting people to jobs, schools, healthcare, and essential services. As one of the region’s largest and most diverse employers, with more than 13,000 employees, Metro also supports prosperity from within — supporting staff training, leadership development, and career paths that make transit not just a service, but a cornerstone of the region’s workforce.

At the same time, Metro is committed to long-term transit planning that looks to 2050 and beyond, with a \$17.3B pipeline of capital projects planned for the next decade. From continued investment in automatic train operations, to the expansion of rapid bus corridors and systemwide modernization, Metro is reimagining transit to deliver faster, more seamless, and more dependable service across the region.

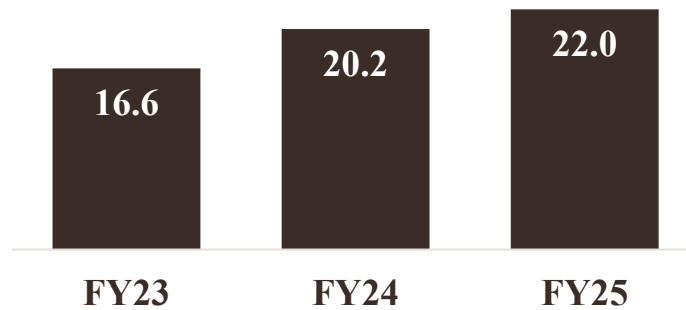


Source: WMATA 2024 Benefits of Transit Study Technical Report: U.S. Census Bureau, Fehr & Peers, 2024: [WMATA\\_BoT\\_TechReport.pdf](#)

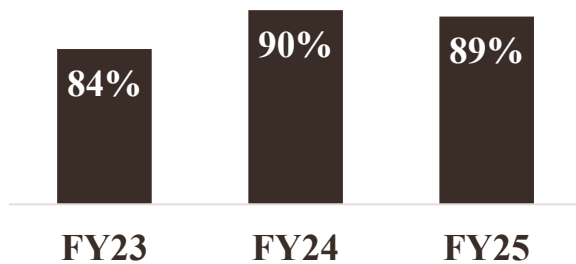
### 1.3 Progress over the Last Three Years

Since adopting the first version of the Strategic Transformation Plan in February 2023, Metro has successfully addressed many of its biggest challenges and is now poised to aim higher and pursue system modernization to deliver world-class transit.

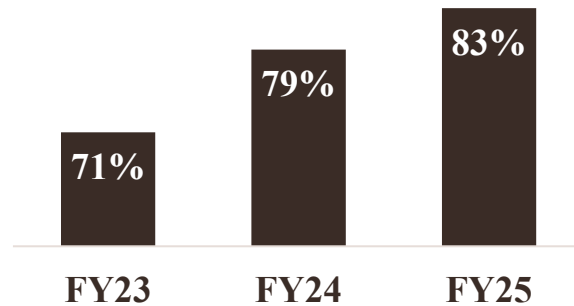
### 33% increase in monthly ridership



### Rail Customer Satisfaction



### Bus Customer Satisfaction

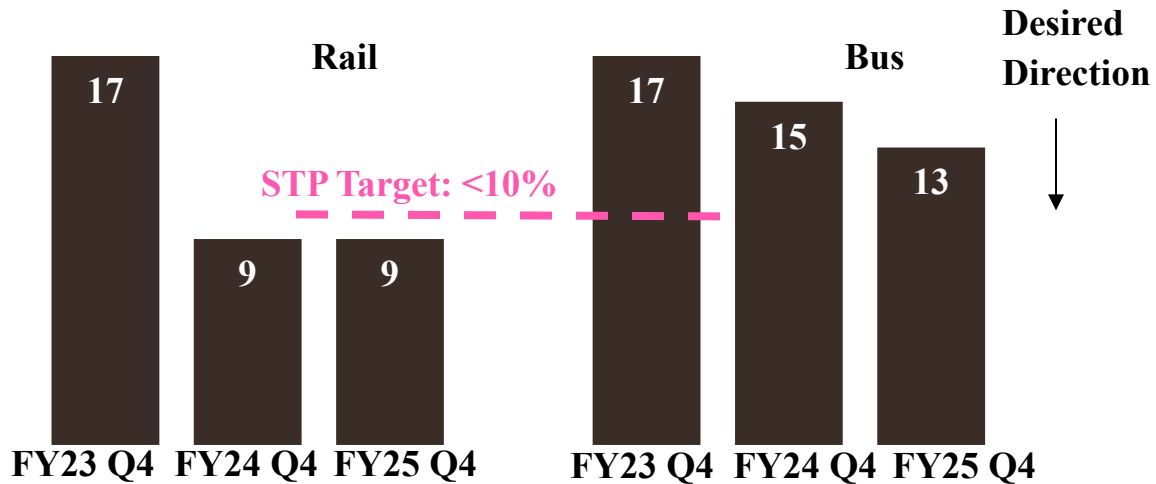


When the initial plan was adopted in 2023, Metro was facing a series of challenges. The agency had emerged from the pandemic facing low ridership, reduced service, customer concerns about safety, and a looming fiscal cliff as federal pandemic relief funds were exhausted. This required a focus on the basics:

1. **Enhancing safety in the system.** To address customer concerns about safety and disorder, Metro undertook a multipart approach: installed new faregate barriers to deter fare evasion, reinstated fare enforcement after securing enabling legislation in the District of Columbia, deployed special police officers in stations and on trains to deter crime and provide a visible security presence, and increased the presence of sworn officers across the system in partnership with local police agencies. The result was an 82% reduction in rail fare evasion, a sharp drop in crime, and improved customer perceptions of safety.

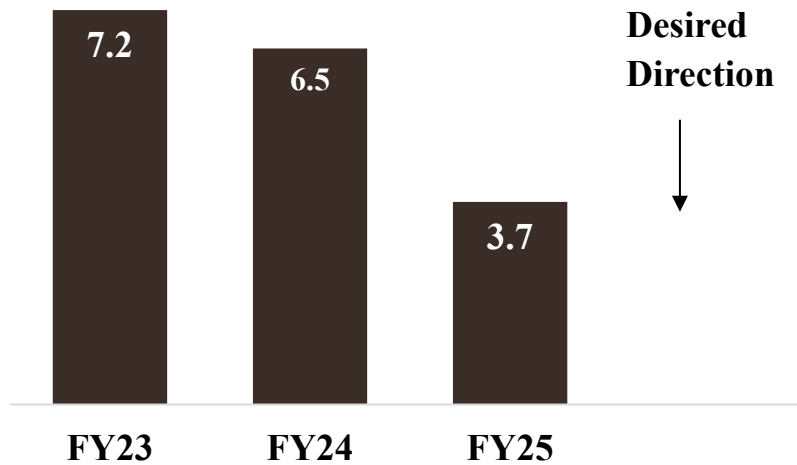
### Improvement in Perceptions of Safety From Crime / Harassment

(percent of customers dissatisfied)



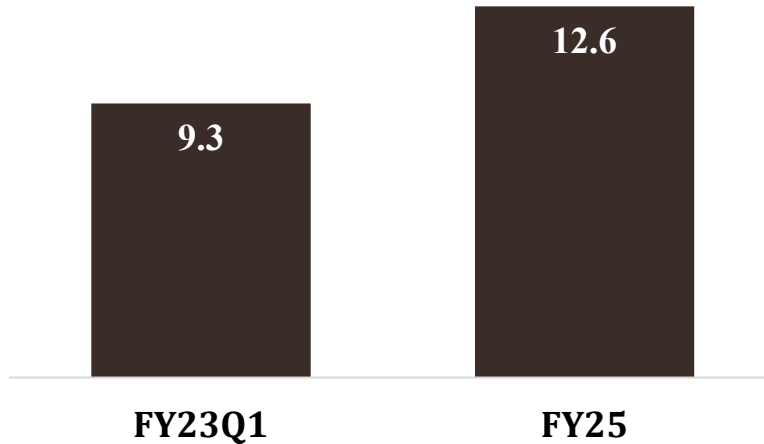
### 50% Reduction in Part 1 Crime Rate

(# of crimes per million passenger trips)

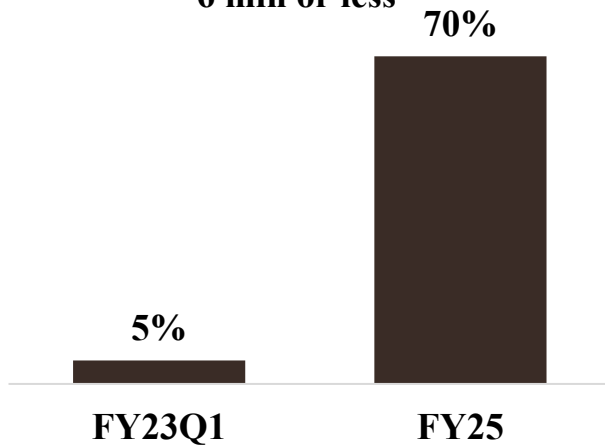


- Making service more frequent and reliable.** Metro addressed service disruptions caused by operator shortages and the sidelining of the 7000-series railcars by accelerating operator hiring to restore staffing levels, returning the 7000-series trains to operation, and adding more frequent trips to improve reliability and reduce travel time. Metro also redesigned the bus network to better align with current travel patterns and increase efficiency. The result was more service delivered, shorter wait times, and a more useful network that has driven consecutive years of ridership growth.

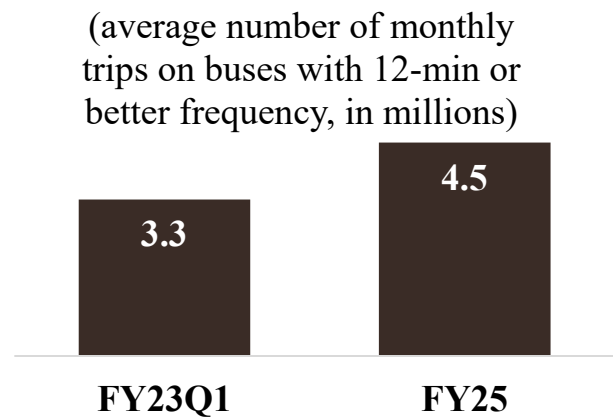
**35% increase in the amount of service delivered**  
 (average revenue miles per month)



**65 point increase in percentage of rail trips with wait times of 6 min or less**



**Over 1 million more bus trips each month experience waits of 12 min or less**



- 3. Building talented teams.** Metro needs to attract and retain the talent required to deliver safe and reliable service. To strengthen its workforce, Metro addressed a historic bus and rail operator shortage by accelerating hiring and training, holding expedited job fairs, and expanding simulation-based training for safety-critical roles. The result was faster hiring — reducing average time to hire by 11 days between fiscal year 2023 and 2025 — and lower voluntary turnover, creating a stronger, more stable workforce ready to serve customers every day.

4. **Progressing with regional partnerships:** Since May 2024, Metro has participated in *DMVMoves* — a collaborative regional effort that brings together local jurisdictions, state governments, and regional partners to define a unified vision and sustainable funding model for public transit in the DMV region. By working closely with these partners, Metro has helped support and will continue to develop a shared vision for long-term transit operations and capital investment. Out of this collaboration came clear recommendations that now guide Metro’s highest priority programs and projects - from bus priority corridors to fare integration. *DMVMoves* and other regional opportunities and partnerships will continue to support the activation of strategic priorities moving forward.
  
5. **Addressing the fiscal cliff.** Facing a major budget shortfall after the expiration of federal pandemic relief, Metro and its partners successfully closed the gap through a combination of cost savings, revenue growth, and additional operating commitments from local jurisdictions. This stabilized the operating budget, ensuring continued service and avoiding drastic cuts. The region has also convened *DMVMoves* to shape a long-term capital funding solution ahead of federal funding expiring in fiscal year 2029.

As a result of these achievements and others over the past three years, Metro was recognized in September 2025 with the Outstanding Public Transit Agency of the Year Award from the American Public Transportation Association.

Building on these achievements and ensuring fiscal security are the long-term goals facing Metro. The arrival of autonomous taxi services reinforces that customers have choices in how they travel. As technology continues to evolve, Metro must embrace its own modernization investments. Sustained ridership growth depends on continued service improvements to deliver a more useful network for customers, but the funding model generally requires Metro to operate within a 3% annual subsidy growth cap. To meet this challenge, Metro must modernize organizationally and improve efficiency to fund service improvements and other key initiatives.

While Metro has achieved higher performance from existing systems and assets, the region needs to continue working towards the global standard for world-class transit. Metro has improved service and grown ridership. However, it is approaching the limits of its current infrastructure. Buses and trains operate less frequently and reliably than world-class systems, and Metro lacks modern rail signaling infrastructure and expanded bus-priority infrastructure on roadways.

By attaining the global standard with rail automation and bus priority investments, Metro has an opportunity to make its network more useful to customers — faster, more frequent, and more reliable — while also improving operational efficiency by reducing unit costs of service through higher speeds and automation. These investments are essential to delivering world-class, cost-effective transit that maximizes ridership and supports a growing, dynamic economy.

## **1.4 Striving to be World-Class**

### **Metro’s founding mission**

President Lyndon B. Johnson’s direction for Metro’s designers and engineers was to search for inspiration across the globe for ideas to make Metro “an example for the nation and to take its place among the most attractive in the world<sup>2</sup>.”

With steady leadership and investment over decades, Metro achieved its founding goal when it first opened in 1976. Its success is evident not just from the stately architecture found in its stations, but also in the scope of its transit network. The Washington region delivered the full 98-mile system envisioned in the 1960s — and expanded it to more than 7,500 bus stops and 1,300 buses — demonstrating the enduring value of a robust transit network.

Metro’s designers took the mandate broadly, examining not just architecture and aesthetics, but also the overall design and operation of the world’s best transit systems. Many of those inspirations were incorporated into Metro, including:

- Automated train control and operation
- Accessible station design
- Unified bus system
- High-capacity design, planned for future growth and expansion

In the decades since, Metro adopted best practices and innovated the system through:

- Metro’s Joint Development program and the region’s Transit-Oriented Development (TOD) policies
- Low-floor buses with accessible ramps to replace wheelchair lifts
- Creation and adoption of a regionally integrated smart card for fare payment
- Innovative construction techniques to build the Metro Rail system
- Abilities-Ride as an alternative to Metro Access

### **Today’s standard of world-class transit**

Since the Metro system was designed, peer systems around the world have raised the bar of ‘world-class’ transit.

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<sup>2</sup> [Eavesdropping on the design icons who made Washington’s Metro - Curbed](#)

**What does world class transit look like?**

- The world's most reliable Metro Rail systems consistently achieve 99% on-time performance, operate multiple fully automated lines, and use advanced asset management practices focused on reliability-centered maintenance. Trains arrive every two to three minutes in the system's core at the busiest times, railcars are connected via gangways, and customers seamlessly transfer across modes.
- World-class bus operators achieve near 90% on-time performance and operate four to seven times more bus lanes than Metro.
- World-class paratransit services pick up customers quickly and are accessible to people of all abilities, ages, circumstances, and needs.
- The world's most efficient transit agencies invest in automation and robotics while also developing revenue streams that supplement fares.

World-class systems function as integrated networks, not just lines on a map. They deliver seamless journeys for customers, with coordinated schedules across modes and operators. Frequent local buses connect to subway and metro systems. Regional rail networks link surrounding communities with central hubs, and development around stations ensures access to jobs, housing, and other destinations across the region. The systems are fully accessible and easy to use for customers of all abilities. For customers who need paratransit service, trips can be reserved quickly online, payment is integrated with other modes, and service is delivered reliably.

Modern infrastructure enables efficient all-day operation, with the best operators maximizing return on investment by providing maximum service throughout the day. That service is coordinated regionally with other operators and smaller bus systems, creating a seamless experience for customers. Typically, a single regional agency or coordinating entity oversees the entire transit network, keeping the customer at the center.

In addition, the world's best transit systems have reliable and sufficient funding to sustain operations and infrastructure. Stable funding makes abundant service possible — without it, transit operators cannot deliver the best experience for customers.

Metro and stakeholders across the region have spent decades investing in transit, from accessible buses, vans, and trains to rail yards and bus divisions. With the right future investments, Metro can expand service and maintain cost efficiency. However, unless Metro and the region commit to world-class transit standards that make better use of existing assets, the system will soon reach the limits of potential gains in safety, frequency, capacity, reliability, and efficiency.

## **2. Strategic Transformation Plan – Purpose & Development**

## **2.1 Strategic Plan Purpose and Overview**

This updated plan will guide Metro over the next three years as the agency continues to modernize operations, deliver excellent service, and respond to evolving customer needs. The plan has been shaped by customer, employee, and community input, Board and senior leadership aspirations, and a desire to maintain safe, reliable, convenient, accessible, and enjoyable transportation for all.

The plan's purpose is to:

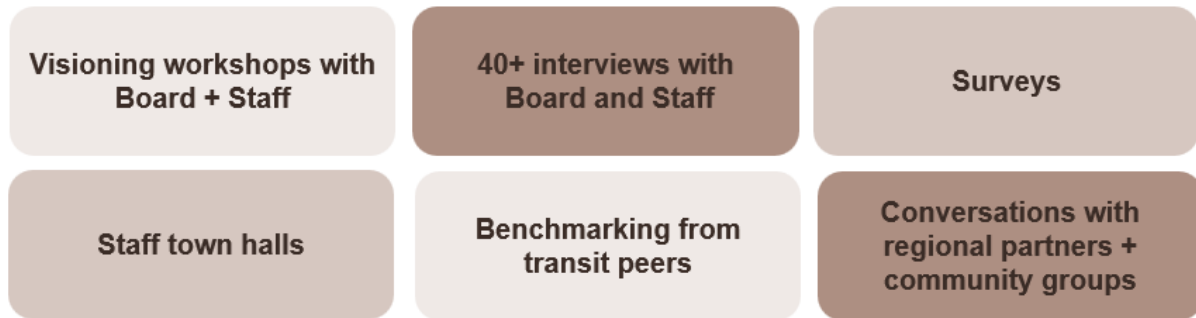
- Guide Metro's long-term strategy and near-term activities through a vision, mission, and set of values supported by goals, objectives, key results, priority programs, and tactical projects to execute the strategy.
- Improve the customer experience by meeting the region's needs with more frequent daily service, improved customer communications, enhanced safety, new fare simplifications and integrations, and capital improvements.
- Strengthen the experience of Metro employees and other stakeholders by aligning efforts with regional partners to expand opportunity, improve access, and support regional economic prosperity and long-term growth.
- Inform future capital programs and operating budgets by aligning funding with program portfolios and tactical projects tied to goals and objectives

The next three years present a pivotal opportunity for Metro to accelerate progress. Delivering a world-class system requires investing in people, technology, and partnerships that support long-term growth. By modernizing infrastructure, embracing innovation, and strengthening its workforce, Metro can enhance the service it provides to the region. The plan lays out the priorities to guide that journey, ensuring Metro continues to evolve as a trusted provider of regional transit and model of world-class service.

## **2.2 Strategic Transformation Plan Refresh**

Metro completed workshops with the Board of Directors and the Senior Executive Team and held meetings with staff and management throughout the summer of 2025. These sessions refined Metro's mission, vision, and values, and defined updated goals, objectives, key results, priority programs, and tactical projects to drive progress. A key focus was reaching agreement on measurable, outcome-oriented metrics to ensure accountability, transparency, and consistent tracking of results.

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



### 2.2.1 Baseline data gathering and stakeholder input

The initial STP development and this refresh drew on qualitative and quantitative data to ensure the plan is evidence-based, outcome-oriented, and community-driven. This includes:

- **Employee baseline:** Data derived from interviews, surveys, town halls with staff, Board workshops, Senior Executive Team input, and management engagement.
- **Performance baseline:** Review of previous Metro efforts, statistics, and peer institution comparisons.
- **Customer and community baseline:** Data from current and prospective Metro customers, including community forums and surveys to capture perceptions, experiences, needs, and perceived opportunities.

### 2.2.2 Community and stakeholder engagement forums

After drafting the refreshed plan, Metro gathered input from internal and external stakeholders, as well as the public. Participants included Metro staff and bargaining units, senior leadership, advisory committees, customers and community members, public advocates and nonprofits, the business community, and government partners.

*See illustrative list of selected stakeholders engaged in this process on following page:*

Public Stakeholders	
<ul style="list-style-type: none"> <li>• Riders' Advisory Council</li> <li>• Metro Message</li> <li>• Accessibility Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Coordinating Committee</li> <li>• COG Board</li> <li>• Washington Suburban Transit Coalition</li> <li>• Northern Virginia Transit Commission</li> <li>• DC Government Officials</li> <li>• Federal Congressional Staff Briefing</li> </ul>

### 3. Strategic Transformation Plan - Framework

Metro’s prior Strategic Transformation Plan was adopted in fiscal year 2023 to guide the agency’s strategy and actions for the next three years. Over the past three years, Metro has become safer, faster, and more reliable than ever before.

It is now an appropriate time to refresh the Strategic Transformation Plan to ensure goals, objectives, and key results target world-class transit service. The updated Strategic Transformation Plan sets an aspirational path forward to guide both long-term strategy and annual priorities, as Metro continues to work to meet the evolving needs of its customers, employees, and the region. The framework and core components of the plan are detailed in the following sections.

#### 3.1 Plan Framework

Metro’s Strategic Transformation Plan framework defines:

- **Values:** what Metro lives by
- **Mission:** what Metro does and why it exists
- **Vision:** what Metro aspires to be
- **Goals:** where Metro wants to go
- **Objectives and Key Results:** Metro priorities and targets to achieve the vision
- **Activation:** how Metro will get there

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

The plan’s values, mission, and vision were established through a stakeholder engagement and development process. They define what Metro lives by and does, what Metro aspires to be, and where the agency wants to go.

### 3.2 Values

Metro has a core set of values that form the foundation for all decisions and actions the organization and its employees make to accomplish its mission. The table below defines each of the agency’s core values.

#### Metro values

Value	Description
Safe	Metro does everything with the safety of customers and employees top of mind.
Customer Centric	Metro exists to serve customers and the region; everything Metro does is in pursuit of better service for customers.
Ethical	Metro is ethical and transparent.
Innovative	Metro thinks boldly and challenges the status quo to create new solutions to meet the region’s needs.
Continuously Improving	Metro commits to constantly learn, adapt, and raise the standard of transit excellence across the region.

### 3.3 Mission

The mission statement defines what Metro lives by and does, both in providing transit service and in internal business operations. Metro’s mission statement reflects the agency’s enduring role in connecting people, places, and opportunities: **“Your Metro: Connecting you to possibilities.”**

The mission statement was affirmed through coordination with the Board of Directors, the Senior Executive Team, and engagement with staff across the organization.

Metro exists to serve the DMV by providing connections and mobility to everyone that lives in or visits the area. Metro does so by connecting:

- Children to schools, opening pathways to brighter futures.
- Talent to employers, fueling opportunity and powering a stronger regional economy.
- People to healthcare, supermarkets, entertainment, culture, and sports, nurturing a vibrant and robust metropolitan area.
- Visitors to the nation’s capital, providing access to the region’s one-of-a-kind history, attractions, landmarks, nature, and art.

- Families to friends and each other, helping keep communities close and connected.

These connections are made possible through a safe, reliable, efficient Metro system and a dedicated team of committed, hardworking employees. Together, Metro and its employees drive access, prosperity, and quality of life for the region.

### **3.4 Vision**

The vision statement guides Metro’s aspirations for transformation over the next three years and beyond. Metro has refined the vision statement for this updated Strategic Transformation Plan to acknowledge progress towards service excellence and regional connectivity across the DMV.

Metro’s vision statement is: **“The region’s trusted way to move more people safely and efficiently.”**

To continue to deliver on this vision, Metro aims to be the region’s preferred way to travel, delivering safe, reliable, enjoyable service that evolves with customer needs. By continuously improving to stay innovative, efficient, and customer centric, Metro can set the standard for what world-class transit looks like in the DMV.

### **3.5 Goals, Objectives, and Key Results Structure**

The updated plan adopts a goal, objective, key result structure to guide Metro and ensure that resources, projects, and daily actions are prioritized to directly support Metro’s mission and long-term vision. Goals define Metro’s desired long-term outcomes. Objectives break goals down into specific focus areas, providing the structure for key results and the programs that drive them. Key results are delivered through the activation of priority programs and tactical projects, which represent daily actions and initiatives that support objectives and improve performance. Priority programs are derived from strategic operational priorities, regional priorities, and the six-year Capital Investment Plan (CIP). Priority programs are largely representative of the CIP, which represents Metro’s major investments to maintain and modernize the system. The full structure consists of:

<b>Goals</b>	The long-term outcomes Metro strives to achieve
<b>Objectives</b>	Thematic focus areas that define what Metro must accomplish to realize each Goal
<b>Key Results</b>	Measurable targets that track progress toward each Objective
<b>Priority Programs</b>	Major portfolios of work, supported by key projects, that structure and sequence investment to deliver Objectives and Key Results
<b>Tactical Projects</b>	Tactical, high-impact initiatives that tangibly advance Objectives and Key Results within Priority Programs <i>Not exhaustive of all annually planned Metro initiatives. The annual budget process determines which specific projects are funded each year</i>

This structure is designed to be dynamic and adaptive. As customer needs and priorities evolve, Metro will refine key results and reprioritize programs to stay focused on what matters most.

Detailed definitions of key results and their respective targets can be found in Appendix A. Undetermined targets will be established as baselines and updated over the course of implementation, and Appendix A will be updated accordingly. Priority program definitions can be found in Appendix B.

#### 4. Goals, Objectives, and Key Results

Metro has three strategic goals that define the long-term outcomes of the updated plan. These goals show how Metro will achieve the vision outlined earlier. Outcomes related to regional opportunities and partnerships are embedded across goals, when relevant, and serve as core drivers of plan activation. Each goal includes clear objectives, measurable key results, and priority programs and tactical projects to structure the path forward, measure progress, and track success.

<b>Goal</b>	<b>Service Excellence</b>	<b>Talented Teams</b>	<b>Financial &amp; Organizational Efficiency</b>
<b>Objective</b>	<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>

## 4.1 Goal 1: Service Excellence

Service Excellence is at the core of Metro’s mission — delivering safe, reliable, convenient, and accessible transit that customers can count on every day, across all modes. For Metro, this means running buses, trains, and paratransit services frequently and on time, making it easy to plan and pay for a trip, keeping stations and vehicles clean and easy to navigate, and ensuring that customers feel safe and secure throughout their journeys.

Since adopting the initial Strategic Transformation Plan in 2023, Metro has advanced a series of transformative projects and operational improvements. Today, customers are seeing results across the system. Metro Bus and Metro Rail customers both report satisfaction greater than 80%, with Metro Bus customer satisfaction up more than 10 percentage points since fiscal year 2023. Service reliability has strengthened: Metro Bus and Metro Rail both delivered more than 97% of scheduled service, and Metro Access delivered 97.8% of scheduled service. Ridership has grown by millions, and safety outcomes are continuing to move in the right direction. Crime across the Metro service is significantly reduced, and employee injury rates are steadily declining.



**1M** trips provided by 7000-series railcars returned to service



**123** bus routes redesigned to better meet customer needs



**82%** reduction in Metrorail fare evasion from new station faregates

**Accomplishments in 2023-2025...** **...and accomplishments where Metro exceeded previous strategic plan expectations**

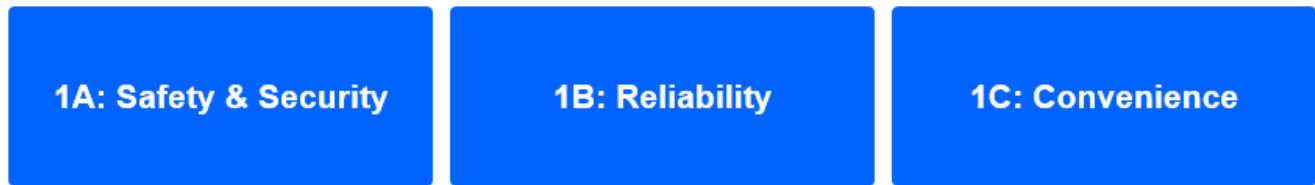
✓ Redesigned the entire Metro Bus network	☆ Reached an 8-year low in crime on Metro
✓ Rehabilitated the Yellow Line tunnel and bridge	☆ Added 23 miles of bus lanes
✓ Opened new Metro Integrated Command Center (MICC)	☆ Implemented Tap. Ride. Go, enabling contactless fare payment
✓ Delivered ~1M trips on 7000-series railcars returned to service	☆ Used operator-assisted Automatic Train Operations (ATO) on almost 1 million stops a month
✓ Retrofitted all station faregates, driving an 82% drop in Metro Rail fare evasion	☆ Launched the MetroPulse mobile app
✓ Rolled out better wayfinding signage and more digital screens in stations and at bus stops	☆ Over 70% of rail trips have scheduled wait times of 6 min or less, up from 5% at the beginning of FY23
✓ Implemented a Safety Management System	☆ Reached goal to carry 1M riders for 12 days in FY25
	☆ Achieved record Metro Rail customer satisfaction, >85% in FY24 and FY25
	☆ Equipped 210 buses with real-time cameras to keep unauthorized vehicles out of bus-only lanes
	☆ Over 13,000 enrolled in reduced fare program
	☆ Opened a new garage, transforming one of Metro's oldest assets (c. 1962) into one of the most advanced facilities

Progress towards world-class Service Excellence will be measured through goal-wide key results that define success across all modes.

## Service Excellence | Goal-wide Key Results

	FY23		Today (FY25)		FY28 (target)
Monthly ridership	<b>16.6M</b>	→	<b>22.0M</b>	→	<b>25M+</b>
Customer satisfaction	Rail: <b>84%</b> Bus: <b>71%</b> Access: <b>77%</b> (Q4)	→	Rail: <b>89%</b> Bus: <b>83%</b> Access: <b>78%</b>	→	Rail: <b>85%</b> Bus: <b>85%</b> Access: <b>85%</b>
Regional mode share	<b>4.8%</b> (CY22)	→	<b>6.4%</b> (CY23)	→	<b>7%+</b>

To deliver on goal-wide key results Metro will focus on **three objectives**:



#### 4.1.1 Objective 1A: Safety & Security

*Objective statement:* Ensure all customers and employees feel safe and secure using and delivering services.

**Overview and progress since 2023:** Safety and security are the foundation of customer trust in Metro. Over the past three years, Metro has continuously worked to make service safer for customers, achieving an 8-year low in crime and an 82% reduction in fare evasion on rail. Metro is increasing its uniformed presence across operations, including the addition of body-worn cameras on specialized police teams and a new in-house police academy. A robust new safety management system and incident management protocol adds another layer of protection, helping Metro swiftly respond to incidents and build customer confidence systemwide.

### Safety & Security | Metro by the numbers



**Over the next three years**, Metro’s top priority is to relentlessly and continuously improve safety and security for customers and employees. Metro will strive to raise the bar year after year by working to actively reduce crime and injuries, maintain a trusted security presence throughout the network, deploy advanced tools and training to prevent risks, and respond to incidents quickly and effectively. **The key results below will be used to measure progress on Safety and Security:**

Objective	Key Result
Safety & Security	Reduce Part 1 crime rate
	Reduce customer & employee injury rate
	Decrease customer dissatisfaction on crime across service (Metro Rail and Metro Bus)
	Reduce fare evasion on Metro Bus and sustain progress on Metro Rail

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Proactive incident management, crime prevention, and safety risk reduction	Targeted reduction of safety risks and high-risk crime trends
	Safety Management System program
	Fare evasion reduction
	MICC continuous improvement
	Roadway Worker Safety program

#### 4.1.2 Objective 1B: Reliability

*Objective statement:* Provide dependable service that the community trusts.

**Overview and progress since 2023:** Reliability remains a key driver of confidence in the Metro system. Over the past three years, service reliability has steadily improved — Metro delivered 97.4% of its scheduled service on Metro Rail and Metro Bus, and 97.8% on Metro Access in fiscal year 2025, near established targets for all modes. Metro returned its 7000-series railcars to service, rehabilitated the Yellow Line tunnel and bridge, and implemented a redesign of the entire Metro Bus network to better align service to customer travel patterns — helping sustain ridership growth across the region.



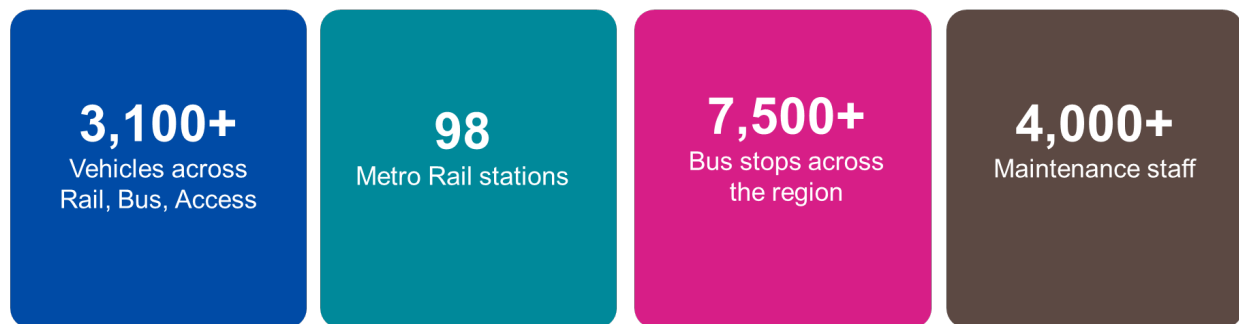
**Project deep dive: Metro Integrated Command & Communications Center (MICC)**

**Did you know...**In 2023, Metro opened a new **14-story central hub for operations** in Alexandria, Virginia. Supported by over 1,400 employees, the MICC brings together multiple critical functions — safety, cybersecurity, maintenance, and customer communications — all under one roof.

**Coming up...**Metro is preparing to expand the MICC's role as the backbone of system operations by **integrating more real-time data** from railcars, buses, and stations to improve incident response, enhance predictive maintenance, and unify customer communications.

**In addition...**The facility was **designed with energy efficiency in mind**. It is also designed to meet the LEED Gold certification to reduce environmental impact.

**Reliability | Metro by the numbers**



**Over the next three years**, Metro will strive to achieve world-class on-time performance and deliver reliable service that customers can count on. Metro will improve infrastructure, strengthen fleet management, and use predictive maintenance to prevent disruptions. **The key results below will be used to measure progress on Reliability:**

Objective	Key Result
Reliability	Increase on-time performance across service
	Reduce disruptions to service

*Refer to Appendix A for FY2028 targets for each Key Result*

**Priority programs and example tactical projects include:**

Priority Programs	Tactical Projects
Service design and management	Bus network redesign implementation and continuous improvement
	Rail service optimization and continuous improvement
	Develop regional rapid bus corridors
	Implement transit signal priority
Rail modernization	Modernize signal infrastructure (e.g., Communications Based Train Control lines)
	Evaluate and plan for rail system automation phasing
Track and structures rehab, safety and access modernization	Track rehabilitation program
	Traction Power, Tagging Relay and Supervisory Control Upgrade
	Track access and proactive efficiency
Fleet management	Fleet reliability and preventative maintenance
	8000 series railcar project
	Bus fleet acquisition
	Rolling stock digitization
Asset management modernization	Modernize Metro Access scheduling
	Elevator and escalator maintenance and upgrades
	Establish new maintenance facilities
	Predictive maintenance modeling and implementation
	Business process transformation and asset management software upgrade
	Facilities master plan

**Project deep dive: Priority bus lanes**



**Did you know...** Metro is working with regional partners to **expand bus priority lanes across the District, Maryland, and Virginia**. Investments in red-painted lanes, transit signal priority, and queue jumps reduce travel time, grow ridership, reduce bus operation costs, and expand access and safety for all road users.

**Coming up...** Through *DMV Moves*, Metro is partnering with the region's road owners to plan and build an **interconnected bus priority network on six corridors**. This will allow buses and bus customers to travel faster and more reliably, enabling a 15% reduction in service hours while still running the same frequency and hours of operation.

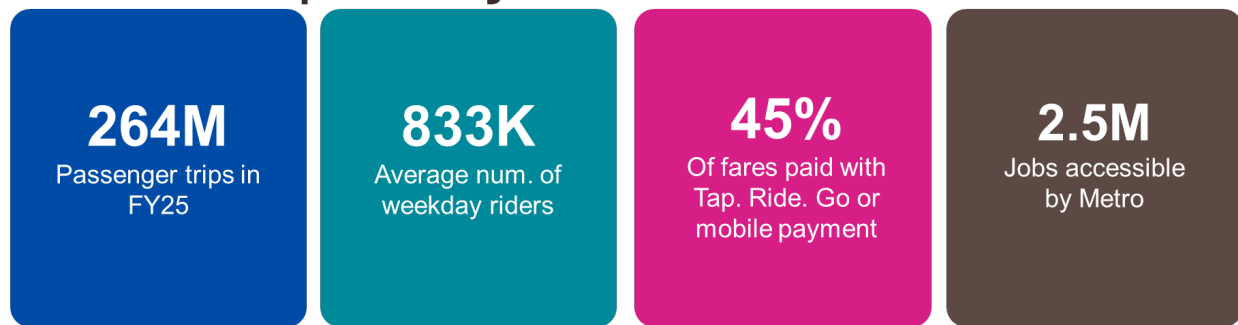
**In addition...** Bus priority lanes reflect Metro's **commitment to safety**. Priority lanes have resulted in 56% fewer crashes on Pennsylvania Ave SE and 28% fewer crashes on 16th Street NW.

### 4.1.3 Objective 1C: Convenience

*Objective statement:* Deliver frequent, accessible, and easy to use service to enhance the customer experience.

**Overview and progress since 2023:** In the past three years, Metro has focused on delivering faster, more consistent service, helping connect customers to the nearly 2.5 million jobs across the region. Metro has invested in infrastructure and tools to make trips easier and more seamless, including more real-time information on digital platforms, adding more digital screens to improve wayfinding in stations and at bus stops, and modernizing fare systems with contactless payment through initiatives like Tap. Ride. Go. Together, these advancements have made the system easier to navigate, improving the customer journey for all who ride.

## Convenience | Metro by the numbers



**Over the next three years,** Metro will provide a convenient transit system that is effortless to use, frequent enough to compete with driving and other transit modes, and accessible to all. Metro’s priorities will include improving frequency on both Metro Rail and Metro Bus, simplifying the customer journey with modern tools, and ensuring that stations and vehicles are easy to navigate. An enhanced focus on digital tools, wayfinding, accessibility, and frequency improvements will help create a world-class experience so more people choose Metro for their travel. **The key results below will be used to measure progress on Convenience:**

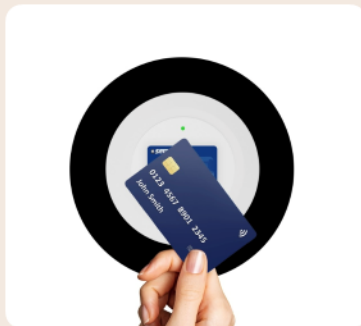
Objective	Key Result
Convenience	Make it easier to plan, pay, access, and navigate the region across all modes of transit
	Increase customer satisfaction on cleanliness
	Increase service frequency (% of customer trips <6 min for Metro Rail; <12 min for Metro Bus)
	Increase coverage and destination access

*Refer to Appendix A for FY2028 targets for each Key Result*

**Priority programs and example tactical projects include:**

Priority Programs	Tactical Projects
Customer service improvements	New customer trip planning website
	Upgraded wayfinding and access capabilities
	Customer Call Center process and system enhancements
	Station beautification
Fare modernization and integration	Fare vending kiosk program
	Open payment deployment across bus fleet and parking
	Modernized regional payment system integrated with other operators Standardized fare policies with regional transit partners

**Project deep dive: Tap & Go Payment deployment**



**Did you know...** In May 2025, Metro launched **Tap. Ride. Go.**, a payment method that allows Metro Rail customers to tap contactless credit or debit cards directly at the faregate - no need to register or add fare to a Smart Trip card. Since launch, customers have taken more than 5 million trips using Tap. Ride. Go.

**Coming up...** In the next three years, Metro anticipates **launching Tap. Ride. Go on Metro Bus** and at parking facilities. This upgrade is anticipated to improve fare compliance and increase ridership.

**In addition...** Through DMV Moves, Metro is **partnering with the region's other transit providers to develop a regional fare policy framework** with uniform fare types, rates, and passes — all supported by shared payment technology. This work will result in a modernized regional payment system with standardized fare policies integrated with other operators. Alongside these system upgrades, Metro is expanding access through fare programs such as U-Pass for students and Metro Lift for income-qualified customers.

## 4.2 Goal 2: Talented Teams

Delivering excellent service depends on the people who make it possible. Metro is committed to attracting, developing, and retaining a strong workforce dedicated to powering the region’s transit system every day. This means ensuring employees are supported, empowered, and proud of the contributions they make and the service they provide to customers.

Meeting this vision requires sustained focus on recruitment, learning and development, and customer service for both customers and staff. Since adopting the initial Strategic Transformation Plan in 2023, Metro has advanced a series of workforce initiatives to strengthen talent pipelines, expand professional growth opportunities, and build a more collaborative and innovative culture across the agency.



**22** recruits completed the MTPD Criminal Justice Academy in the inaugural class



**147** job fairs and hiring events during FY25



**1,600+** employees completed voluntary trainings in FY25

### Accomplishments in 2023-2025...

- ✓ Established a new in-house MTPD Criminal Justice Academy
- ✓ Completed new hiring through targeted job fairs
- ✓ Launched Metro Elevate to structure succession planning
- ✓ Partnered with local schools to expand talent pools

### ...and accomplishments where Metro exceeded previous strategic plan expectations

- ☆ Increased staff perception of Metro as a great place to work
- ☆ Launched Metro Tank and Idea Labs, allowing employees to test new ideas to improve operations and customer experience
- ☆ Initiated tech-driven employee training for critical safety roles
- ☆ Began using AI to enhance HR operations, including scheduling and performance mgmt.

Today, Metro employees are seeing the results of these initiatives. The agency’s workforce has grown to more than 13,000 employees — one of the largest employers in the region. New employees are being hired faster, voluntary turnover remains low, and staff are excited to continue working for Metro in the future. Hiring and employee engagement have been bolstered by targeted job fairs, tech-driven training programs, and the launch of new recognition channels. Metro is

making measurable progress in building a strong, resilient, capable workforce that serves customers effectively.

**Goal-wide key results** to build and sustain a high-performing workforce include:

- **Internal customer satisfaction** for every department: How satisfied Metro staff are with the service and support they receive from other departments.
- **Operational staff availability** for all critical positions (vs. workforce need): Whether staffing levels in operations-critical positions meet service demand.

To make progress towards goal-wide key results and engage and support staff, Metro has established **three objectives**:

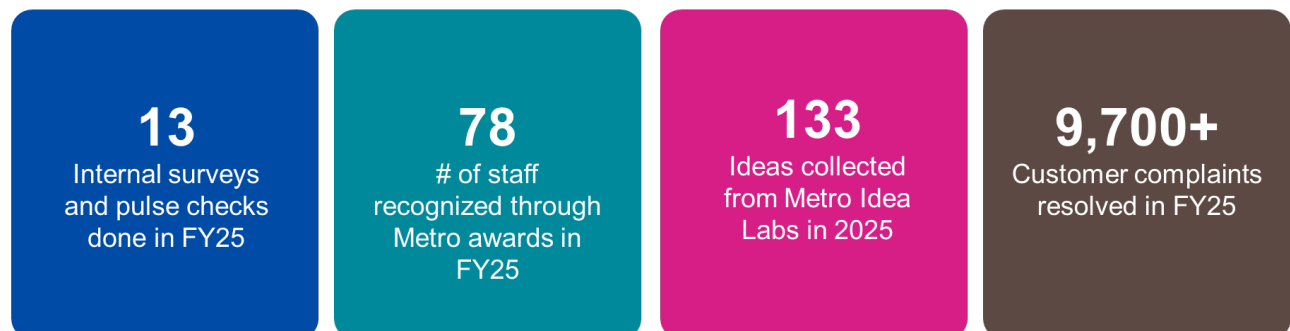


#### 4.2.1 Objective 2A: Recruitment & Retention

*Objective statement:* Attract and retain the best talent to deliver Metro’s future vision.

**Overview and progress since 2023:** Recruitment and retention are critical to sustaining a Metro workforce capable of delivering safe, reliable, excellent service for customers. Over the past three years, Metro has undertaken several initiatives to strengthen the talent ecosystem, including establishing the new MTPD Criminal Justice Academy, signing updated labor agreements, hosting expedited hiring fairs, and launching succession planning programs. These initiatives are beginning to show results: the average time-to-hire dropped from 129 days in fiscal year 2023 to 118 days in fiscal year 2025, and voluntary turnover remains low at 2.7%, better than the target of less than 2.85%.

### Customer Service Mindset | Metro by the numbers



**Over the next three years**, Metro will build a strong workforce by hiring quickly, retaining employees, and supporting career growth. To do so, Metro will step up outreach for critical jobs like bus operators and expand training, recognition programs, and advancement opportunities. A steady pipeline of skilled staff will keep Metro’s service safe, reliable, and customer-focused. The **key results below will be used to measure progress on Recruitment and Retention:**

Objective	Key Result
Recruitment & Retention	Reduce time from job vacancy to availability
	Increase Employee Net Promoter Score
	Internal mobility – internal candidates see pathways for promotion (TBD)

*Refer to Appendix A for FY2028 targets for each Key Result*

**Priority programs and example tactical projects include:**

Priority Programs	Tactical Projects
Workforce planning and availability optimization	Workforce planning, recruitment, and forecasting for key roles
	Absenteeism management
	Potential frontline scheduling modification
	Expedited hiring for priority cohorts
	Recognition programs and communication
	Enhanced leadership succession planning



**Project deep dive: Job fairs**

**Did you know...**Metro participated in 147 job fairs in fiscal year 2025 as part of a multifaceted recruitment approach designed to maximize reach and engagement. As part of this strategy, Metro collaborated with 18 key jurisdictional partners and visited 17 colleges and universities to attract top talent.

**Coming up...**Metro continues to keep many mission critical positions like bus operators, mechanics, and transit police open year-round, while also recruiting for more specialized and professional roles.

**In addition...**Metro organized and executed 3 accelerated hiring events in April, May, and August of 2025. These events streamlined the candidate selection process, bringing in 44 new hires. This expedited strategy helped Metro expand its talent pipeline while also reducing time-to-hire and improving the candidate experience.

### 4.2.2 Objective 2B: Learning & Development

*Objective statement:* Train and equip staff to excel and continuously improve.

**Overview and progress since 2023:** Learning and development are essential for building the Metro workforce of tomorrow and the next generation of Metro leaders. To build a future-forward workforce, Metro has launched programs to build leadership skills, strengthen technical expertise, and support staff innovation. Metro has created structured pathways for internal succession planning and leadership development, as well as new tech-enabled, simulation-based training programs for high-risk, safety-critical roles.

## Learning and Development | Metro by the numbers



**Over the next three years,** Metro will embed continuous learning into every stage of an employee’s career. Metro will expand leadership development trainings for supervisors and managers, strengthen technical and digital training programs, and make career pathways visible so employees can pursue advancement opportunities within the organization. With these priorities, Metro will ensure its workforce is able to deliver safe, reliable, world-class service for the region and its customers every day across all modes. **The key results below will be used to measure progress on Learning and Development:**

Objective	Key Result
Learning & Development	Leadership development: Launch Supervisor “Metro U”
	Staff feel supported by their supervisors to do their job well
	Staff feel they know the expectations to succeed in their job
	Staff say they receive the help they need to learn and grow professionally

*Refer to Appendix A for FY2028 targets for each Key Result*

**Priority programs and example tactical projects include:**

Priority Programs	Tactical Projects
Leadership development and training center of excellence	“Metro U” program for all supervisors to develop next generation of leaders
	Build a new Metro Training Center of Excellence
	Enhance focus group and staff communications to assess root causes of survey feedback
	Standardization of training across core roles
	Skill equivalency across DMV certifications/standards
	Rollout 360 feedback to assess management performance



**Project deep dive: Metro Training Center**

**Did you know...** Metro is developing a new **state-of-the-art training center** that will consolidate training across the agency. It will feature classrooms with a replica Metro Rail station and tunnel, complete with actual railcars, all designed to provide hands-on, immersive, and flexible learning environments.

**Coming up...** The project is moving into phased design and construction, beginning with core classrooms, labs, and administrative offices. Metro is targeting a **LEED Silver rating** and is incorporating BIM technology to ensure a 50-year service life.

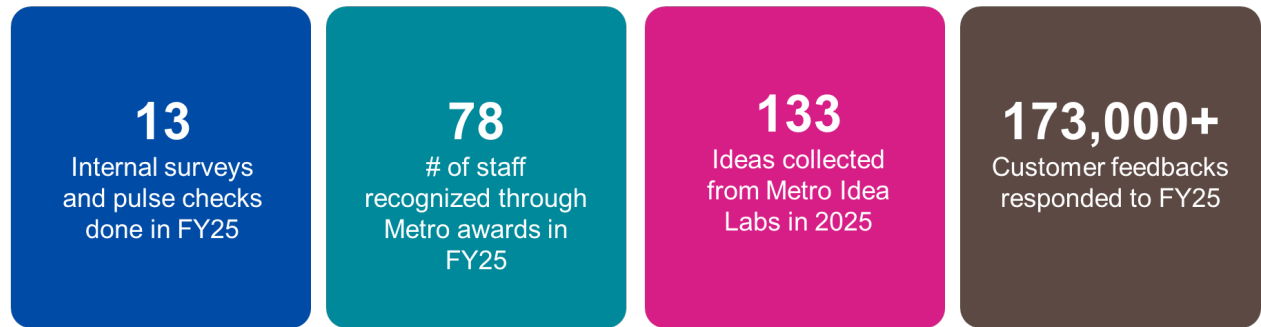
**In addition...** The training center is central to Metro's **broader leadership development program**, ensuring employees have the skills, tools, and professional development opportunities they need to deliver safe, reliable service to the region.

**4.2.3 Objective 2C: Customer Service Mindset**

*Objective statement:* Make the process of delivering service as easy as possible for internal and external customers.

**Overview and progress since 2023:** Strong internal customer service helps Metro deliver better external service to customers. This requires a culture of customer service where employees are empowered, and departments collaborate effectively. Metro has launched empowerment and award programs to give staff more voice and recognition, as well as initiatives like Metro Idea Labs to test new ideas and solutions. Strong external customer service helps Metro deliver better service to the region. Initiatives like updated wayfinding and digital displays in stations and bus stops help customers navigate the system more easily, improving customer experience.

## Customer Service Mindset | Metro by the numbers



**Over the next three years**, Metro will create a culture where employees are empowered, recognized, and supported. Metro will improve collaboration across departments, streamline processes, and expand recognition programs. By embedding a “How can I help you?” mindset internally and externally, Metro will create an organization where delivering excellent service is seamless for staff and translates into world-class customer service for all customers, every time they ride. **The key results below will be used to measure progress on Customer Service Mindset:**

Objective	Key Result
Customer Service Mindset	Internal customers are satisfied with service for critical internal business processes (i.e., IT, HC, Procurement)
	External customers are satisfied with staff interactions
	Competency frameworks defined for priority cohorts (e.g., station managers, MICC, Procurement)

*Refer to Appendix A for FY2028 targets for each Key Result*

**Priority programs and example tactical projects include:**

Priority Programs	Tactical Projects
Performance management and accountability	Identify priority internal business processes for improvement (e.g., IT, HC, Procurement)
	Launch customer service pulse check (quick feedback survey)
	Define competency framework for priority cohorts (with employee capabilities for Good/Better/World-Class)

### Project deep dive: MetroPulse



**Did you know...** Metro launched *MetroPulse*, a new mobile app that gives customers real time tools for riding with more ease and confidence. Customers can plan trips, get arrival times, view performance data, report system issues, and chat with customer service — including sending photos and videos.

**Coming up...** This app builds on the earlier web version of *MetroPulse* launched in 2023 by bringing features into a **native app environment**, making them easier to access on-the-go. Metro will continue adding refinements over time to make the app more robust and responsive to customer feedback

**In addition...** *MetroPulse* highlights Metro's customer service mindset by giving customers an easy way to connect directly with staff, report issues in real time, and receive timely responses - strengthening trust and creating a more responsive, customer-focused culture.

### 4.3 Goal 3: Financial & Organizational Efficiency

Financial & Organizational Efficiency reflects Metro’s responsibility to steward public resources while ensuring service delivery and modernizing how the agency operates. Efficiency means getting the most from every dollar, so customers see better service and staff have the tools to deliver it. For Metro, this requires aligning budgets to outcomes, streamlining core processes such as procurement and IT, and ensuring effective management of energy resources.

Meeting this vision requires continued attention to cost control, revenue growth, and long-term sustainability. Metro must carefully manage day-to-day expenses while ensuring that every dollar spent delivers measurable value for customers. At the same time, the agency needs to expand revenue sources beyond fares and subsidies. Achieving sustainability depends on securing predictable long-term funding and making disciplined investments that balance short-term needs with long-term growth.



**\$15M** in local tax revenue generated from joint development real estate projects in the past 3 years



**\$532M** in cost savings identified over past two years



**~1,300** new residential units from transit-oriented development projects

#### Accomplishments in 2023-2025...

- ✓ Generated \$15M in local tax revenue from joint development real estate projects
- ✓ Implemented new digital display improvements for advertising
- ✓ Approved new bus and rail subsidy allocation formulas
- ✓ Broke ground on 5 new transit-oriented development projects near rail properties

#### ...and accomplishments where Metro exceeded previous strategic plan expectations

- ☆ Identified \$532M in cost savings over the past three years
- ☆ Secured a 10-year electricity supply agreement in Maryland, providing long-term favorable pricing for 30% of Metro’s needs
- ☆ Achieved 5% of revenue from non-fare, non-subsidy sources through an improved advertising and real-estate strategy
- ☆ Balanced the FY25 budget despite an expected \$750M deficit
- ☆ Energized 10 megawatts of solar carports at four stations

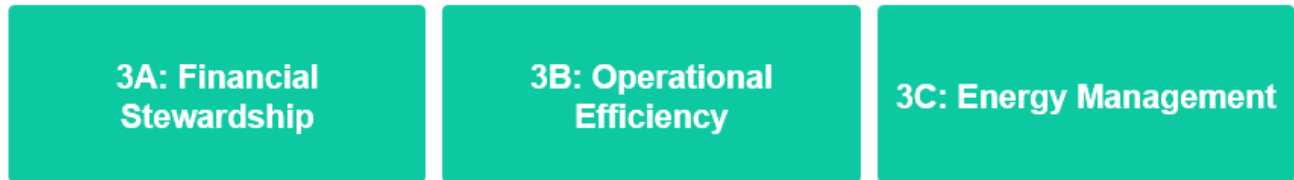
Today, Metro has strengthened its financial foundation and taken meaningful steps to improve efficiency. In fiscal year 2025, revenue from non-fare, non-subsidy sources reached 5% of operating revenue, surpassing the target of 4.3%. Operating costs per vehicle revenue mile remain competitive and are trending downward. Energy efficiency is improving, with energy intensity levels below targets. To deliver world-class service, Metro will need to continue balancing cost control, revenue growth, and long-term investment with organizational reforms to boost effectiveness and efficiency.

Progress towards Financial & Organizational Efficiency will be measured through **goal-wide key results**:

### Financial & Organizational Efficiency | Goal-wide key results

	FY23		Today (FY25)		FY28 (target)
Operating cost per revenue mile, Rail	<b>\$11.65</b>	→	<b>\$11.44</b> (budget)	→	Growing slower than inflation
Operating cost per revenue mile, Bus	<b>\$19.90</b>	→	<b>\$22.09</b> (budget)	→	

To enhance efficiency, strengthen long-term financial stability, and improve energy management, Metro has established **three objectives**:

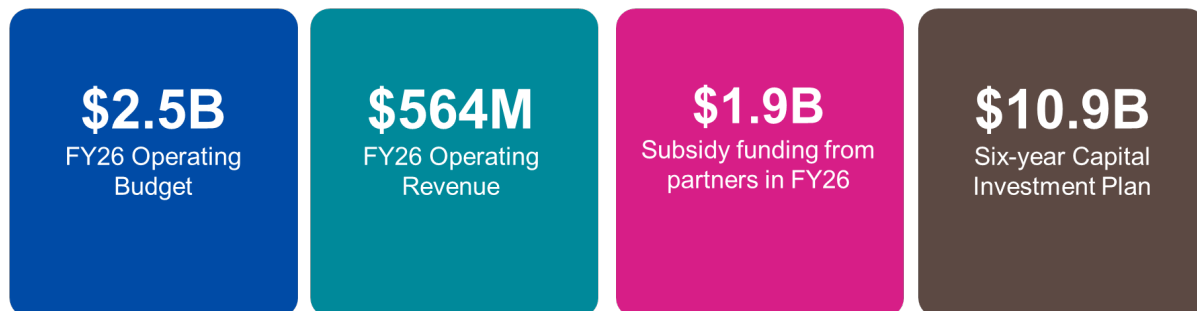


#### 4.3.1 Objective 3A: Financial Stewardship

*Objective statement:* Ensure Metro’s long-term financial health and stability.

**Overview and progress since 2023:** Metro manages a combined annual budget of more than \$5 billion, with roughly \$2.4 billion for operations and \$2.6 billion for capital investments. While overall budget levels have remained stable since fiscal year 2023, balancing them has required major efficiency gains. Over the past two years, Metro identified more than \$500 million in budgeted savings, updated subsidy formulas for Metro Bus and Metro Rail to better reflect service delivery, and secured long-term energy contracts to reduce exposure to cost volatility. The fiscal year 2025 budget was balanced despite a projected \$750 million shortfall, and non-fare, non-subsidy revenue grew to 5% of total operating revenue through expanded advertising, partnerships, and joint development. These actions demonstrate disciplined financial management and a strong foundation for the future.

### Financial Stewardship | Metro by the numbers



**Over the next three years**, Metro will secure lasting, predictable funding and build financial resilience. This will include advancing DMVMoves and other regional initiatives to create a sustainable operating and capital funding model, expanding joint development and advertising partnerships to grow non-fare revenue, and restoring operating reserves to provide a buffer against economic shifts and ridership swings. At the same time, Metro will strengthen financial controls, enhance performance reporting, and increase transparency to ensure every dollar is spent effectively. By moving beyond short-term fixes toward structural stability, Metro will build the

financial foundation to sustain safe, reliable service and invest in modernization for the region’s future. **The key results below will be used to measure progress on Financial Stewardship:**

Objective	Key Result
Financial Stewardship	Increase percent of capital plan funded & utilized
	Maintain AA bond rating and clean audit
	Grow revenue from non-subsidy sources
	Partner to develop new transit-oriented development projects near high-capacity transit

Refer to Appendix A for FY2028 targets for each Key Result

**Priority programs and example tactical projects include:**

Priority Programs	Tactical Projects
Implement predictable, sustainable capital funding aligned with regional partners (e.g., supported by DMVMoves)	DMVMoves partners agree on long-term dedicated funding solution
Joint development partnerships near high-capacity transit	Implementation of real estate strategic plan
Increase revenue from non-subsidy sources	Expand advertising partnerships strategy Enhance private sector regional partnerships

**Project deep dive: Transit-oriented development**



**Did you know...** Developments on Metro-owned land contribute to the tax base of the region. Over the past three years, new transit-oriented development has **added \$15M in annual tax revenue**. Historically, Metro's completed joint development projects account for \$220 million of annual tax revenue.

**Coming up...** There is **future development potential at 41 metro stations**, totaling 29M SF, including 26,000 new housing units. This would add over \$300M in annual tax revenue to the region.

**In addition...** Metro is **partnering with local jurisdictions**, such as Montgomery County to support transit-oriented development that promotes housing, commercial spaces, and transit connectivity.

### 4.3.2 Objective 3B: Organizational Efficiency

*Objective statement:* Streamline operations and efficiently allocate resources where they drive the most value.

**Overview and progress since 2023:** Metro is one of the region’s most complex organizations, with hundreds of facilities operating daily across the DMV. Over the past three years, Metro has made progress in controlling costs and improving productivity. For Metro Rail, operating costs per vehicle revenue mile fell from \$11.65 in fiscal year 2023 to a budget of \$11.44 in fiscal year 2025 as Metro increased service with the return of the 7000-series fleet and supported higher ridership. For Metro Bus, costs rose from \$19.09 in fiscal year 2023 to a budget of \$22.09 in fiscal year 2025, though they remain below the target established in the initial plan. Coordinating such a vast system requires thousands of internal processes, which Metro must modernize to achieve greater organizational efficiency.

## Organizational Efficiency | Metro by the numbers



**Over the next three years,** Metro will modernize and simplify its core business processes to free time and resources for reinvestment in service. Priorities include full implementation of the new enterprise resource planning (ERP) system across finance, human capital, and grants to standardize processes and reduce delays, accelerated procurement and supply chain modernization to shorten timelines, improve transparency, and identify cost savings, and expanded digital and AI solutions, such as digitizing forms to improve efficiency in frontline workflows. By embedding these programs, Metro will raise performance standards, reduce administrative burdens, and ensure staff can focus on delivering excellent service to customers across the region. **The key results below will be used to measure progress on Organizational Efficiency:**

Objective	Key Result
Organizational Efficiency	Increase administrative efficiency

*Refer to Appendix A for FY2028 targets for each Key Result*

**Priority programs and example tactical projects include:**

Priority Programs	Tactical Projects
ERP management & sustainment	ERP implementation and adoption of best practices (Finance, Human Capital, and Grants)
	ERP sustainment and continuous process improvements
Procurement & Supply Chain transformation and modernization	Procurement process improvements, system modernization, and risk management
	Supply chain process redesign and implementation
	Supply Chain Warehouse upgrades
Digital and AI ecosystem acceleration	Enterprise video enabled operations
	Network fabric
	Frontline digitalization (bus, facilities, etc.)
	Enterprise data platform and AI enablement

**Project deep dive: Frontline digitization**



**Did you know...** Metro is working to reimagine its frontline workflows with digitalization and AI, accelerating how we deliver service while achieving key efficiencies in staff responsibilities.

**Coming up...** Metro will **deploy digital products** across key, high-value use cases like an AI rule book & warranty management to digitize operational rules, manuals, and other components — enabling fast search, contextual updates, and greater accessibility.

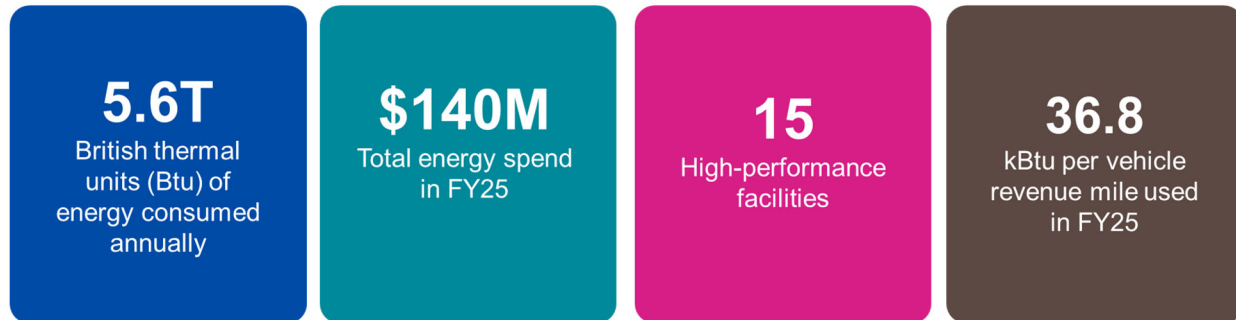
**In addition...**The agency is reshaping and sustaining digitized workflows to move the needle on key business problems and upskill staff around modern ways of working.

**4.3.3 Objective 3C: Energy Management**

*Objective statement:* Optimize energy usage and steward natural resources.

**Overview and progress since 2023:** Energy is essential to delivering Metro service – powering trains, buses, and paratransit, and the facilities that keep them running. Metro consumes about 5.6 trillion Btu of energy each year, with annual costs of roughly \$140 million. At this scale, even small efficiency gains or favorable contract terms translate into millions in savings and directly support Metro’s fiscal health. As one of the region’s largest energy users, Metro’s energy choices matter, making energy management a strategic priority for both the agency and the region. Since 2022, Metro has improved systemwide energy efficiency by 9% through operational upgrades, facility modernization, and enhanced data management. The agency also engaged actively in the energy market, securing an innovative 10-year electricity supply agreement in Maryland that reduces exposure to energy market volatility and provides long-term price stability.

## Energy Management | Metro by the numbers



**Over the next three years**, Metro will continue building a more efficient, data-driven, and resilient energy program to reduce costs and manage risk. Priorities include advancing facility upgrades to improve efficiency across bus garages, rail yards, and administrative buildings, and exploring new opportunities in energy markets. Embedding these efforts into Metro’s financial and operational strategy will reduce exposure to volatile utility costs and ensure resources are used as efficiently as possible.

The key results below will be used to measure progress on Energy Management:

Objective	Key Result
Energy Management	Reduce energy intensity

*Refer to Appendix A for FY2028 targets for each Key Result*

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Resource Management	Advance strategic energy supply procurements Optimize energy and resource consumption across infrastructure

**Project deep dive: Smart energy investments**



**Did you know...** Metro has energized 10 megawatts (MW) of solar carports across four stations to date, turning parking lots into community power plants. These installations provide new energy for the region, generate revenue for Metro, improve safety, and offer shaded parking for customers.

**Coming up...** Metro secured a 10-year electricity contract that will cover 30% of its supply. This long-term contract provides stable pricing and supports the development of new power sources in the region.

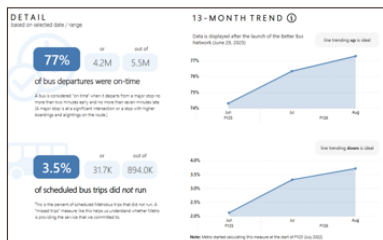
**In addition...** Metro continues to control utility expenses by investing in energy efficiency and actively engaging energy markets to reduce long-term operating costs, minimize risk, and improve financial predictability. Managing energy costs is a priority for Metro to help maintain reliable and affordable service.

## 5. Plan Management and Progress Tracking

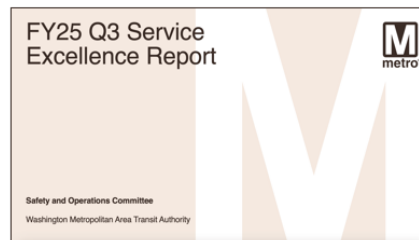
Activating the Strategic Transformation Plan means establishing the right management, reporting, and tracking mechanisms to deliver progress. Since the previous strategic plan, Metro has taken important steps in this direction by implementing the following:

- **Live, public performance dashboards:** Track and share progress across key metrics
- **Regular updates by goal:** Detail progress against long-term outcomes
- **General Manager’s Report:** Provides updates on key performance metrics, ongoing initiatives, and financial and operational matters
- **Staff surveys and engagement forums:** Gather feedback and track employee sentiment

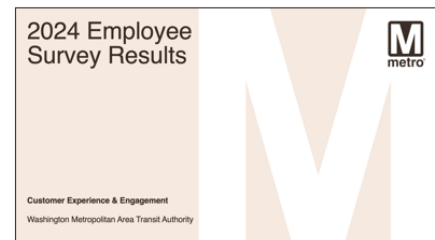
### Examples | How Metro tracks & communicates progress



Live public performance dashboard



Goal progress reports



Staff surveys and pulse checks

As Metro pursues the next stage of world-class transit, Metro will also focus on:

- **Annual priorities:** Setting annual fiscal year priorities and high-priority investments (such as rail modernization, workforce planning, procurement) with senior staff and the Board of Directors, which would be incorporated into the long-range capital plan
- **Staff alignment:** Connecting the Strategic Transformation Plan’s priorities to day-to-day responsibilities, performance management, and recognition programs with Metro employees
- **Public engagement:** Maintaining regular communications, public forums, and other feedback channels to gather input and share progress with regional partners and the broader DMV community

### **Activation enables Metro to continuously improve the plan**

Metro aims to continuously adapt and improve the plan each year through a cycle of feedback, flexibility, and accountability. This approach includes:

- **Flexibility:** Retaining the ability to integrate new projects into the plan framework as needs change
- **Annual reprioritization:** Reviewing and reprioritizing select, high-impact projects each year for Board review and input
- **Data and benchmarking:** Continuously collecting data, establishing baselines, and updating benchmarks to establish targets still to be defined

Through disciplined governance, transparency, operational alignment, and continuous improvement, Metro will fully activate the refreshed Strategic Transformation Plan, delivering tangible outcomes for customers, employees, and the region.