



Executive Committee

Board Action Item IV-A

**Authorization for Public Hearing on
Updates to Strategic Transformation Plan**



Board Document

OVERVIEW			
PRESENTATION NAME	Authorization for Public Hearing on STP Update	DOCUMENT NO.	300062
ACTION OR INFORMATION	Action		
STRATEGIC TRANSFORMATION PLAN GOAL	Service excellence; Talented teams; Regional opportunity and partnership; Financial Stewardship and Resource Management;		
RESOLUTION	Yes		
EXECUTIVE OWNER			
EXECUTIVE TEAM OWNER	Feldbauer, Kimberly J.;		
ORGANIZATION	Chief of Staff		
DOCUMENT INITIATOR	Milan Perazich		
OTHER INFORMATION			
COMMITTEE	Executive Committee (Non-OIG)	COMMITTEE DATE	9/25/2025
PURPOSE/KEY HIGHLIGHTS	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.		
DISCUSSION	<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 ~70% 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



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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



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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">o Board adopts updated Strategic Transformation Plano Implement new governance process including updates to internal and public reportingo Update metrics dashboards for performance monitoring <p>Upcoming milestones for the Strategic Transformation Plan update include:</p> <ul style="list-style-type: none">• 8/27: Metro Board update – Executive Committee• Today - 9/25: Request for authorization of Public Hearing on Strategic Transformation Plan• Sep - Oct: Ongoing staff engagement• Sep - Oct: Regional partner & community engagement• 10/11 - 11/4: Public Comment Period Open on Metro Website• 10/30: Proposed date for Public Hearing on Strategic Transformation Plan• 12/11: Proposed date for Board adoption of Strategic Transformation Plan <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 www.wmata.com/hearings prior to the hearing.</p>
INTERESTED PARTIES	Boston Consulting Group (BCG)
RECOMMENDATION/NEXT STEPS	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.



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FUNDING IMPACT	None
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Strategic Transformation Plan Update (2025)



Request for Public Hearing Authorization
Washington Metropolitan Area Transit Authority
September 25, 2025

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, **servicing 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.

Action Item:

- 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

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

Accomplishments since adoption of 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

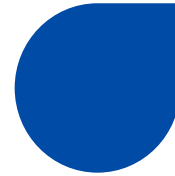
- ✓ **Reduced fare evasion on rail by ~70% since FY23**
- ✓ **Approved new bus and rail subsidy allocation formulas**
- ✓ **Identified \$532M in cost savings over past 2 years**



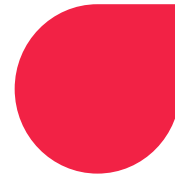
Highlights of our refreshed STP



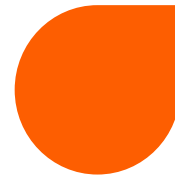
Reinforced our ambition to provide **world-class transit** and be the **primary connector** of people and places across the DMV Region



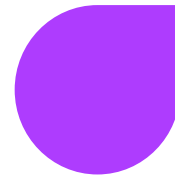
Elevated and expanded Metro's focus on achieving **Financial & Organizational Efficiency** as a **core goal**



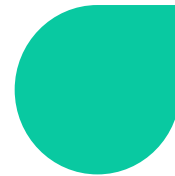
Recognized **Regional Partnership & Long-Term Transit Planning** as a critical **cross-cutting enabler** across all 3 goals



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"> Safety and Security Reliability Convenience 	<ul style="list-style-type: none"> Recruitment and Retention Learning and Development Customer Service Mindset 	<ul style="list-style-type: none"> Organizational Efficiency Financial Responsibility Energy Management 		
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>Safety & Security: Ensure all customers and employees feel safe and secure using and delivering services</p> <p>Reliability: Provide dependable service that the community trusts</p> <p>Convenience: Deliver frequent, accessible, and easy to use service to enhance the customer experience</p>	<p>Recruitment & Retention: Attract and retain the best talent to deliver Metro's future vision</p> <p>Learning & Development: Train and equip staff to excel and continuously improve</p> <p>Customer Service Mindset: Make the process of delivering service as easy as possible for internal and external customers</p>	<p>Financial Stewardship: Ensure Metro's long-term financial health and stability</p> <p>Organizational Efficiency: Streamline operations and efficiently allocate resources where they drive the most value</p> <p>Energy Management: Optimize energy usage and steward natural resources</p>

Timeline for Strategic Transformation Plan Refresh

July - August

Assess progress to date and gather internal feedback

- **Conduct interviews and workshops** to assess progress and identify new priorities to incorporate into plan
- **Analyze performance data, staff/customer feedback, and benchmarking** to inform priorities

September - December

Update the plan and gather public feedback

- **Develop refreshed Strategic Transformation Plan** to reflect priorities identified during first phase
- **Collect feedback from customers, staff, and public** and incorporate into plan
- **Conduct comment period and public hearing**

December onward

Adopt and implement the updated plan

- **Board adopts** updated Strategic Transformation Plan
- **Implement new governance process** including updates to internal and public reporting
- **Update metrics dashboards** for performance monitoring

Strategic Transformation Plan | Upcoming milestones

✓ 8/27 *Metro Board update – Executive Committee*

Today: 9/25 **Request for authorization of Public Hearing on Strategic Transformation Plan**

Sep - Oct Ongoing staff engagement

Sep - Oct Regional partner & community engagement

10/11 - 11/4 Public Comment Period Open on Metro Website

10/30 Proposed date for Public Hearing on Strategic Transformation Plan

12/11 Proposed date for Board adoption of Strategic Transformation Plan

Strategic Transformation Plan – Public hearing request

Public Feedback

- Public comment period open October 11th through November 4th
- Draft plan available for review on website. Executive summary also available in Spanish on website; other language translations available upon request
- Metro webpage is primary method for collecting feedback

Proposed Public Hearing

- Evening of October 30th at Northern Virginia Transportation Commission HQ – 2300 Wilson Blvd., Arlington
- Members of the public can participate in-person, via videoconference or via telephone
- Information on how to register to speak will be found at www.wmata.com/hearings



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

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,

/s/

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