WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

FY2020 BUDGET

REBUILDING AMERICA'S TRANSIT

EFFECTIVE JULY 1, 2019



System Map

wmata.com
Information: 202-637-7000 | TTY: 202-962-2033
Metro Transit Police: 202-962-2121 | Text: MYMTPD (696873)

Legend

- RD **Red Line** • Glenmont / Shady Grove
- OR **Orange Line** • New Carrollton / Vienna
- BL **Blue Line** • Franconia-Springfield / Largo Town Center
- GR **Green Line** • Branch Ave / Greenbelt
- YL **Yellow Line** • Huntington / Greenbelt
- SV **Silver Line** • Wiehle-Reston East / Largo Town Center

Station Features
- Bus to Airport
- Parking
- Hospital
- Airport

Connecting Rail Systems
Amtrak, VRE, MARC

Transfer Station
Station in Service
Under Construction



No Smoking
No Eating or Drinking
No Animals (except service animals)
No Audio (without earphones)
No Littering or Spitting
No Dangerous or Flammable Items



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Washington Metropolitan Area Transit Authority

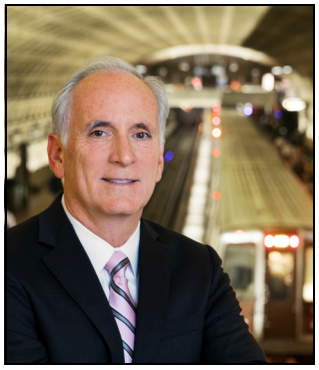
District of Columbia

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director



The FY2020 budget begins a new decade of dedicated revenue funding to support WMATA's capital investment needs. With dedicated funding, WMATA's funding partners have again demonstrated their commitment to keeping our regional transit system safe and reliable.

Building on SafeTrack and these additional resources, WMATA will continue the challenging task of rebuilding this vital regional asset that supports 33 percent of the region's economic activity, hosts 37 percent of the region's workforce, and annually moves more than triple the number of people than do the region's three major airports, combined.

The $3.6 billion FY2020 budget remains focused on safety, service reliability, improving the customer experience and increasing operational efficiency. Notably, the FY2020 budget:

- Keeps base fares unchanged while making Metro passes more affordable, and Metrorail passes free on Metrobus to attract more riders
- Improves the Rush Hour Promise guarantee, which now automatically credits customers for trips that are more than 10-minutes late
- Extends all Yellow Line trains to Greenbelt and all Red Line trains to Glenmont, doubling rush-hour service for riders at 12 Metrorail stations

In keeping with WMATA's strategic plan *Keeping Metro Safe, Reliable and Affordable* (KMSRA), and WMATA's commitment to create a sustainable operating model, the FY2020 regional operating subsidy growth is capped at three percent. To achieve this goal, the budget will implement an additional $50 million in management actions to fund new services and balance the operating budget.

WMATA will invest $1.5 billion in FY2020 and $9.2 billion over six years to rebuild and replace aging infrastructure to meet the needs of riders and the region through a structured capital program that embraces proactive transit asset management. Our progress so far has made our track infrastructure safer and our stations brighter and cleaner; with nine out of ten trains now on time. Our escalator availability is at 93 percent; customer improvements like cellular service and free Wi-Fi are expanding across the system; and all of the oldest, least-reliable railcars have been replaced by high-performing 7000-Series railcars. Key investments in the coming year include:

- Next railcar series, with continued commissioning of 7000-Series railcars to replace older trains to improve fleet reliability
- Modernization of bus facilities, purchase of buses and paratransit vehicles, and improved bus travel times through streamlined fare collection and traffic signal prioritization
- New radio and wireless systems for customers, first responders and employees
- Track rehabilitation, traction power and station infrastructure and water mitigation in priority areas

With greater focus on the three pillars upon which this budget is built - the safety of our employees and customers, reliable service that our customers seek, and strong fiscal management to ensure the best use of taxpayer funds - we extend a special thanks to our customers for their patience through the inconvenience that comes with rebuilding the system. We also thank regional stakeholders for their vote of confidence in providing dedicated funding, and to our WMATA employees who are dedicated to rebuilding America's transit.

Sincerely,

Paul J. Wiedefeld

General Manager and Chief Executive Officer

Board of Directors

The Washington Metropolitan Area Transit Authority is governed by a 16-member Board of Directors composed of eight Principal Directors and eight Alternate Directors. The District of Columbia, Maryland, Virginia and the Federal Government each appoint two Principal and two Alternate members. Below are the members currently serving on the Board.



Jack Evans, Chair

Jack Evans was appointed to the Board as a Principal Director in January 2015 representing the District of Columbia. Mr. Evans has served on the Council of the District of Columbia (Ward 2) since 1991. Mr. Evans currently serves as Chair of Metro's Executive Committee and is a member of the Safety and Operations Committee.



Clarence C. Crawford, First Vice Chair

Clarence C. Crawford was appointed to the Board as a Principal Director in April 2018 representing the State of Maryland. He is currently Senior Vice President for Corporate Solutions for the Addx Corporation and also serves as an adjunct professor at the American University's Master of Public Administration (MPA) Program. Mr. Crawford currently serves as First Vice Chair of Metro's Executive Committee and as Chair of the Safety and Operations Committee.



Paul C. Smedberg, Second Vice Chair

Paul Smedberg was appointed to the Board as an Alternate Director in 2016 and appointed Principal Director in January 2019 representing the Commonwealth of Virginia. He served on the Alexandria City Council from 2003 to 2018, the Virginia Railway Express (VRE) Operations Board from 2006 to 2018, and the Northern Virginia Transportation Commission (NVTC) from 2006 to 2018. Mr. Smedberg currently serves as Second Vice Chair of Metro's Executive Committee and is a member of the Safety and Operations Committee.



David Horner, Executive Committee Member

David Horner was appointed to the Board as a Principal Director in July 2017 representing the federal government. David is a partner with the law firm of Hunton Andrews Kurth LLP. He also served at the US Department of Transportation as Deputy Assistant Secretary for Transportation Policy and Chief Counsel of the Federal Transit Administration. Mr. Horner currently serves as Vice Chair of Metro's Safety and Operations Committee in addition to his service on the Executive Committee.



Corbett A. Price

Corbett Price was appointed to the Board as a Principal Director in March 2015 representing the District of Columbia. Mr. Price currently serves as Chairman and CEO of Quantix Health Capital LLC. Additionally, he serves on Metro's Finance and Capital Committee.



Michael Goldman

Michael Goldman was appointed to the Board as a Principal Director in June 2013 representing the State of Maryland. Mr. Goldman has practiced in the areas of international, antitrust and transportation law since 1972. Mr. Goldman serves on Metro's Finance and Capital Committee.



Christian Dorsey

Christian Dorsey was appointed to the Board as an Alternate Director in January 2016 and appointed Principal Director in June 2018, representing Arlington County, Virginia. Mr. Dorsey was elected to the Arlington County Board in November 2015. He also represents Arlington on the board of the Metropolitan Washington Council of Governments and serves on NVTC. Mr. Dorsey serves as Chair of Metro's Finance and Capital Committee.



Steve McMillin

Steve McMillin was appointed to the Board as a Principal Director in July 2017 representing the Federal Government. Mr. McMillin is a partner in the economic and public policy consulting firm US Policy Metrics LLC. He spent 19 years in federal government service as a fiscal policy specialist, in both the legislative and executive branches. Mr. McMillin serves as Vice Chair of Metro's Finance and Capital Committee.



Tom Bulger

Tom Bulger was appointed to the Board as an Alternate Director in July 2011 representing the District of Columbia. He is President of Government Relations Inc. and has been a federal advocate and policy consultant who represents private and public clients before Congress and the Administration.



Thomas Graham

Thomas H. Graham was appointed to the Metro Board of Directors in May 2019 as an Alternate Director representing Prince George's County. Mr. Graham is the founder of T.H. Graham and Associates, a strategic consulting firm. Prior to his work as a consultant, Mr. Graham served in several leadership positions at Pepco Holdings, Inc. before retiring in 2016. Mr. Graham currently serves on the board of the Center of Energy Workforce Development and Maryland Chamber of Commerce, in addition to several other boards.



Catherine Hudgins

Catherine Hudgins was appointed to the Board as an Alternate Director in January 2004. Mrs. Hudgins served as a Principal Director from 2008 to June 2018 representing Fairfax County, VA and served as Board Chair from 2011 to 2012. Mrs. Hudgins was elected to the Fairfax County Board of Supervisors in November 1999 and is currently serving her third term. Mrs. Hudgins is a member of the Transportation Planning Board, the Metropolitan Washington Council of Governments Human Services Policy Committee.



Devin Rouse

Devin Rouse was appointed to the Board as an Alternate Director in December 2018 representing the federal government. Mr. Rouse is the Director of the Passenger Rail Division within the Federal Railroad Administration's (FRA) Office of Railroad Safety. Prior to joining FRA, Mr. Rouse served in numerous roles for Bechtel Corporation in the design, engineering and construction of railway infrastructure, and began his railroad career at Norfolk Southern's Roanoke Locomotive Shops.



Jeff Marootian

Jeff Marootian was appointed to the Board as an Alternate Director in September 2017 representing the District of Columbia. He joined the District Department of Transportation from the US Department of Transportation, where he served under Transportation Secretary Anthony Foxx from 2013 to 2017. Mr. Marootian was appointed by President Barack Obama to serve as the White House Liaison from 2013 to 2015 where he worked to promote President Obama's transportation agenda.



Kathy Porter

Kathy Porter was appointed to the Board as an Alternate Director in January 2011 representing Montgomery County, MD. She was mayor of the City of Takoma Park, MD from 1997 to 2007. Ms. Porter represented Takoma Park on the Metropolitan Washington Transportation Planning Board for nearly 15 years, serving as chair of the board in 2000.



Matt Letourneau

Matt Letourneau was appointed to the Board as an Alternate Director in January 2019 representing the Northern Virginia Transportation Commission (NVTC). He was elected to represent the Dulles District on the Loudoun County Board of Supervisors in 2011 and re-elected in 2015. Mr. Letourneau serves as Chairman of the Loudoun Board's Finance, Government Operations and Economic Development Committee. He represents Loudoun on NVTC and currently serves as Chairman of the Commission.



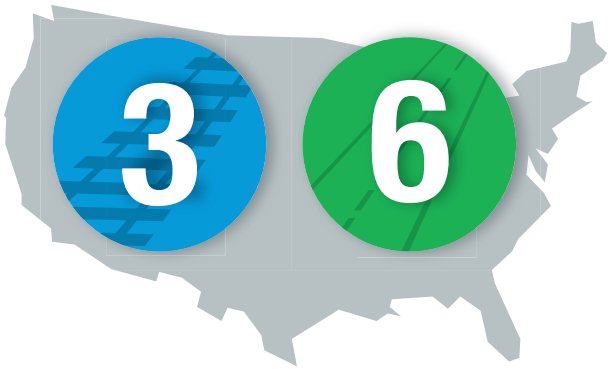
Anthony E. Costa

Anthony Costa was appointed to the Board as an Alternate Director in July 2014 representing the federal government. Mr. Costa is currently Associate Executive Director for Real Property and Planning for the US Department of Veterans Affairs (VA), where he is leading VA efforts to ensure the agency's real estate assets support the provision of services to our nation's veterans.

Chapter 1 - Introduction

Metro at a Glance

THIRD BUSIEST RAIL TRANSIT SYSTEM; SIXTH BUSIEST BUS NETWORK IN THE U.S.



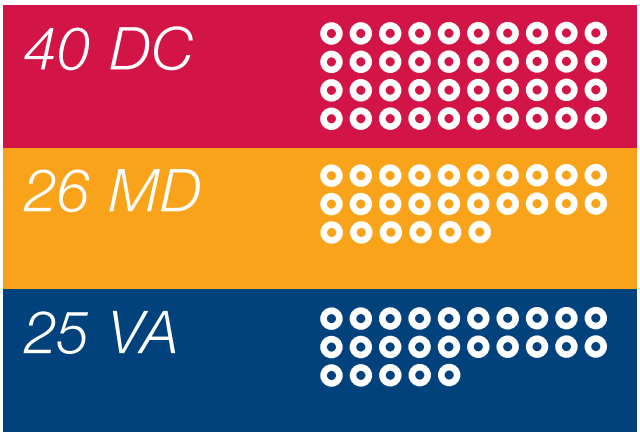
$235 BILLION OF PROPERTY VALUE IS WITHIN A HALF-MILE OF METRORAIL STATIONS



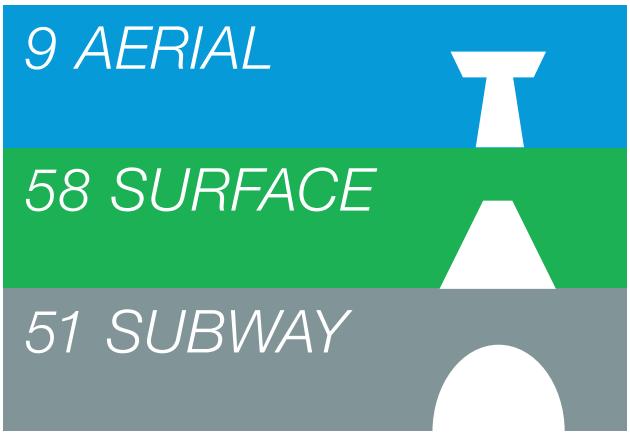




91 RAIL STATIONS



118 MILES OF RAILS



Executive Summary

Metro is committed to improving the safety, reliability, and affordability of its system by substantially improving its assets—from rail stations, tracks and traction power infrastructure to the vehicles, maintenance facilities and cooling systems—and providing a better transit experience for hundreds of thousands of customers each day.



The FY2020 budget totals $3.6 billion and remains grounded in Metro's commitment to enhancing system safety, reliability and fiscal accountability. These priorities constitute the pillars of Metro's budget and the plan to Keep Metro Safe, Reliable and Affordable (KMSRA).

Metro has faced structural challenges that continue to impact ridership, and the FY2020 budget reflects ridership and revenue assumptions based on the realities of FY2019. Investments in long and near-term capital improvements will also continue to impact ridership in FY2020 and beyond.

To achieve its objectives, Metro will continue and expand management actions to improve operating efficiency, explore outsourcing opportunities where appropriate, invest in and engage employees to support the workforce and improve customer service, and manage service interruptions when safety imperatives take precedent.

On the operating side, Metro will leverage opportunities to increase non-fare revenues, enhance employee training and development programs, and employ innovative contracting approaches aimed at reducing costs while supporting operations. Cost challenges inherent in the FY2020 operating budget include accommodating Occupational Safety and Health Administration mandates and meeting increased demand for paratransit services. The capital budget will continue to support on-going system preservation programs, active capital improvements and upgrades, while developing a robust pipeline and process for future project investments.

Metro's rate of capital investment continues to improve, with a projected total of $1.5 billion invested in the FY2019 capital improvement program. With the establishment of a dedicated Capital Trust Fund, Metro is well positioned to expand the capital program to an average $1.5 billion annual investment. The FY2020-2025 Capital Improvement Program (CIP) assumes that PRIIA funding will be reauthorized, since the potential elimination of this funding would put at risk the accomplishment of priority initiatives and would necessitate an increase in state and local support. Additionally, Metro's lack of an established "rainy day fund" for potential weather, special events or other challenges presents a significant risk.

The FY2020 operating budget increases service while not increasing fares. Key priorities within the KMSRA framework will be carried out through increased customer communications, enhancing the rush hour promise and grace period for late trips, introducing new and improving existing passes to boost ridership, improving payment systems including new mobile options, and increasing service frequency and bus speeds. Metro will also increase support for employee professional development and accountability through improvements to the recruiting process, increased strategic resources for front line management, improved employee facilities, the initiation of a labor relations improvement plan and the establishment of a new performance management system.

These enhancements to customer and employee engagement, along with service improvements, stable fares and subsidy, and increased operating efficiency will elevate Metro beyond Back2Good and toward Better Than Good. Outlined in this document are the details and fiscal road map to how we get there.

For details on Metro's history and oversight, please see Appendix A.

Chapter 2 - FY2020 Budget Summary



Operating Budget

The approved operating budget for FY2020 of $1.9 billion is funded with $814.4 million of projected operating revenues, primarily from passenger fares, parking fees, and advertising revenues, in addition to $1.1 billion of jurisdictional contributions. The FY2020 operating budget includes the base budget, subject to a three percent cap on annual growth to operating subsidies, new initiatives to attract customers and grow ridership, and costs legislatively excluded from the 3 percent cap supported with funding from the jurisdictions.

This budget does not cut service or increase fares but includes $50 million in management actions to reduce costs and increase non-fare revenues. The approved FY2020 budget supports 12,225 positions, a decrease of 35 positions from FY2019. Personnel costs, which represent approximately 70 percent of total operating expenses, are projected to increase by $29.3 million or 2.2 percent. Total non-personnel costs will increase by $30.9 million, or 5.6 percent, driven primarily by cost escalations in MetroAccess paratransit contracts and materials and supplies expenses.

Metro's primary FY2020 budget challenge is declining passenger revenue caused by service disruptions to support critical track and structure maintenance to ensure safety and reliability, as well as bus ridership losses related to increasing fare evasion and travel times. Improving the customer experience will be critical to reversing current ridership trends.

The Base Budget stays within the three percent subsidy growth cap, funding legacy commitments and mandates such as contractually required wage and step increases for labor resulting from collective bargaining agreements (CBA) and inflationary costs on non-personnel expenses. Approximately 70 percent of the Metro operating budget supports personnel costs. To improve management efficiency, the FY2018 budget eliminated 800 positions by

reducing non-essential positions and right-sizing bus and rail services, a six percent reduction in total budgeted headcount. The FY2019 budget reduced consultant support and adjusted budgets in maintenance and energy. In FY2020, Metro continues with management actions to reduce costs and facilitate more efficient operations, including reducing contracted services, administrative streamlining, and outsourcing where effective. In addition, the budget contains enhanced pass products for customers and expands advertising revenues.

Legislatively Excluded Costs are mandated costs Metro incurs that are excluded from the base budget and not subject to the three percent growth cap imposed by the Commonwealth of Virginia and State of Maryland as part of the dedicated funding legislation. The FY2020 budget includes $11.5 million of exclusions for:

- Litigation costs
- Occupational health and safety requirements
- ADA paratransit cost increases

New Customer Initiatives in the FY2020 budget aim to grow ridership by improving rail service provided to customers by eliminating turnbacks on the Red and Yellow Lines. In FY2019, Yellow Line trains turned back at the Mount Vernon Square station during peak periods and the Fort Totten station during off-peak periods, weekends and holidays. The initiative extends all Yellow Line trains to the Greenbelt station during all periods, thus eliminating the turnback, and provides customers with service to nine more stations in the peak period and four more stations during other periods. Moreover, in FY2019 Red Line trains turned back at the Silver Spring station daily until 9 p.m. The initiative extends all Red Line trains to Glenmont station and provides customers additional service to three more stations each day. The $4.3 million operating subsidy for the service extensions is part of the three percent growth restriction in the Authority-wide annual operating subsidy, which is within the annual limit required by the legislation establishing dedicated capital funding.

Capital Budget

The $1.5 billion FY2020 proposed capital budget and $9.2 billion FY2020-2025 Capital Improvement Program (CIP) focus Metro's capital investment on the safety, state of good repair, and reliability of Metrorail, Metrobus, and MetroAccess assets. The six-year CIP investment priorities include the acquisition of new 7000- and 8000-Series railcars, establishment of radio and wireless communications infrastructure, replacement of buses and paratransit vehicles, rehabilitation and maintenance of railcars and buses to improve and maintain service reliability and continued investment in rail, rail stations and bus system infrastructure to improve safety and address state of good repair backlogs. In the summer of 2019 Metro is launching a large program, executed over three summers, in which segments of Metrorail will be shut down during summer months. The primary purpose of this program is to rebuild passenger platforms which are crumbling and unsafe; while service is suspended Metro will address additional infrastructure needs in the closed segments.

The FY2020-2025 CIP assumes that federal formula funding will continue, PRIIA grant funding is reauthorized, and jurisdictional investment increases significantly to address the system’s safety, state of good repair, and reliability needs. Of the total $9.2 billion in funding required over the six years, $6.3 billion will come in the form of state and local contributions, including local match for grants, system performance funding, and reimbursable project funding.

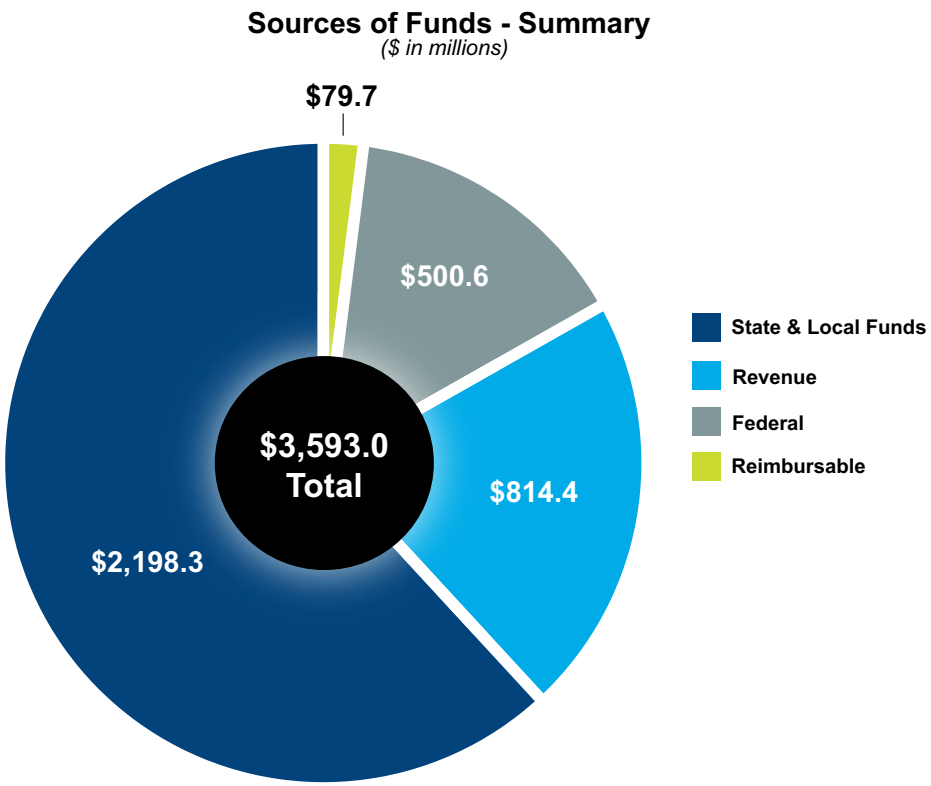
Metro’s CIP is grouped into six major investment categories: Railcars, Rail Systems, Track & Structures, Stations & Passenger Facilities, Bus & Paratransit, and Business Support. These investment categories are further subdivided into 17 program areas. Within these CIP categories and programs are four types of capital investments: Safety, State of Good Repair & Minor Projects; Major Active Capital Projects; Development & Evaluation; and Future Major Projects. Details can be found in Chapter 5.

Please note that chart and table totals throughout this publication may not add due to rounding.

FY2020 Approved Budget Sources of Funds

- State and local funding of $2.2 billion, consisting of:
  - $1.2 billion of jurisdictional operating funding, including $1.1 billion of net operating subsidy and $72.1 million of debt service contributions
  - $1.0 billion in state/local funding for the capital program, consisting of these funding sources:
    - $235.6 million in matching funds for federal formula grants ($87.1 million) and PRIIA grants ($148.5 million)
    - $173.5 million in system performance funds
    - $0.9 million in other state and local contributions
    - $591.9 million of dedicated funding and debt proceeds
- Metrorail, Metrobus, and MetroAccess revenue funding of $814.4 million includes:
  - Passenger fares and parking fees of $723.1 million
  - Other revenue totaling $91.3 million, including business revenues of $54.7 million (advertising, joint development, and fiber optics) and other sources of $36.5 million.
- Federal funding of $500.6 million consists of $148.5 million in PRIIA funding and $352.1 million in Federal Transit Administration (FTA) formula grants and other federal grants, including Congestion Mitigation and Air Quality (CMAQ) funds.
- Reimbursable project funding consisting of $9.0 million for operating and $70.6 million in jurisdictional requested capital projects, including $26.5 million from the Metropolitan Washington Airports Authority (MWAA) for the Silver Line extension.





Summary of Funds by Source

(Dollars in Thousands)	FY2019 Budget	FY2020 Budget	Variance $ Change	Variance % Change
Operating Budget				
Passenger Fares & Parking	$736.3	$723.1	($13.2)	-1.8%
State and Local Funds	$1,008.9	$1,124.3	$115.4	11.4%
Business Revenues	$52.7	$54.7	$2.0	3.9%
Reimbursable	$31.6	$9.0	($22.5)	-71.4%
Other Sources	$7.8	$36.5	$28.8	370.1%
Subtotal	**$1,837.2**	**$1,947.7**	**$110.6**	**6.0%**
Contributions for Debt Service	$55.9	$72.1	$16.2	29.0%
Subtotal incl. Debt Services	**$1,893.1**	**$2,019.8**	**$126.8**	**6.7%**
Capital Budget				
Federal Formula/Other Grants	$310.8	$352.1	$41.3	13.3%
Federal Dedicated Funds (PRIIA)	$148.5	$148.5	$0.0	0.0%
State and Local Funds	$403.0	$410.0	$7.0	1.7%
Dedicated Funding/Debt Utilization	$384.0	$591.9	$207.9	54.1%
Reimbursable Funds	$32.7	$70.6	$37.9	116.0%
Subtotal	**$1,279.0**	**$1,573.2**	**$294.1**	**23.0%**
Grand Total	**$3,172.2**	**$3,593.0**	**$420.8**	**13.3%**

Metro is required to have a balanced budget (i.e. projected funding equals planned expense) per the WMATA Compact. See Appendix A for additional discussion.

Operating Revenue

Metro's total approved operating revenue budget for FY2020 is $814.4 million, excluding reimbursable projects. Passenger fares and parking fees of $723.1 million make up 89 percent of the total revenue budget. Non-passenger business revenues from advertising, joint development and fiber optic leases are budgeted at $54.7 million while other non-transit revenues total $36.5 million. Operating reimbursable projects contribute an additional $9.0 million to the budget.

Operating revenue is $16.6 million higher than the FY2019 budget due to ridership stabilization, customer initiatives and $28.0 million in credits from capital funding and the Maryland Transit Administration (MTA) to compensate for passenger revenue lost from service disruptions in FY2020 for track and platform improvement projects. These credits offset the anticipated losses in Metrorail passenger and parking revenues caused by major capital projects.

Operating Revenue

(Dollars in Millions)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Variance $ Change	Variance % Change
Passenger Fares[1]	$678.4	$689.1	$690.0	$676.2	($13.9)	-2.%
Parking	41.5	43.1	47.2	47.0	(0.3)	-1.%
Advertising	21.9	22.6	26.0	27.7	1.7	6.%
Joint Development	9.9	9.3	9.8	11.1	1.3	13.%
Fiber Optics	17.6	16.0	16.9	16.0	(0.9)	-6.%
Other Nontransit Sources[2,3]	10.7	7.0	7.8	36.5	28.8	370.%
Total Revenue	**$780.0**	**$787.0**	**$797.7**	**$814.4**	**$16.6**	**2.%**

1 Includes DC school subsidy and Anacostia Programs
2 Interest, employee parking, vending machines, property disposal sales, etc.
3 FY2020 includes $28.0M of credits from capital and MTA to compensate for service disruptions due to major capital projects.

Ridership and Passenger Revenue

FY2020 ridership forecast is based on a travel demand model developed by Metro, in conjunction with transit industry experts, and then adjusted for customer service initiatives and service disruptions arising from major capital projects. The projected ridership on Metrorail for FY2020 is 170.2 million trips, a decline of 3.3 million or 1.9 percent compared to the FY2019 budget. Metrobus projected ridership for FY2020 is 112.0 million, an increase of 1.1 million or 1.0 percent. These projections reflect continued ridership impacts for rail service disruptions and a stabilization on bus due to enhanced customer passes.

Ridership trends are impacted by a number of variables. Over the past several fiscal years, an increasing number of alternative transportation options and reductions in travel demand, from increased teleworking and on-line services, has made forecasting ridership demand challenging.

Analysis has shown one of the significant factors in attracting transit ridership is the walkability of a customer's employment or residence to a transit facility, particularly Metrorail stations. This is a significant reason for Metro's on-going efforts to promote joint development projects near rail stations, which has great potential to increase passenger trips. Another variable for both rail and bus ridership is the price of gasoline.

However, the greatest influence on ridership from FY2017 through FY2019 has been service reliability and frequency. Forecasting models have shown factors, such as the frequency of rail stops at a station and the average speed of a bus, impact customer's choice in transportation. As Metro continues to improve on-time performance and reliability over the longer term, Metro projects ridership trends to improve as passengers return and new customers start riding.

Ridership by Service

(Trips in Thousands) [1]	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Variance # Change	Variance % Change
Metrorail	176,972	175,817	173,433	170,157	(3,276)	-1.9%
Metrobus	121,732	111,222	110,917	111,992	1,075	1.0%
MetroAccess	2,368	2,331	2,413	2,350	(63)	-2.6%
Total	**301,072**	**289,370**	**286,763**	**284,499**	**(2,264)**	**-0.8%**

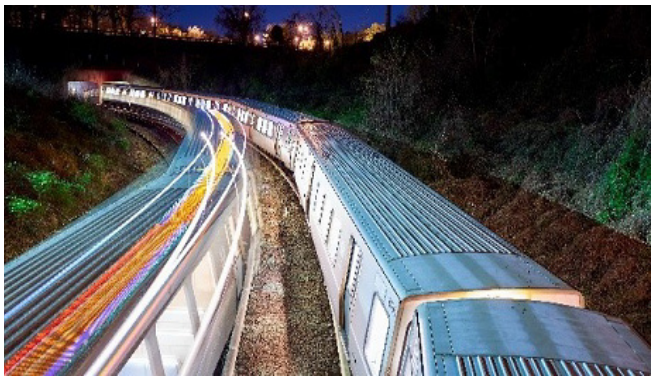
1 Metrorail ridership is based on linked trips; Metrobus ridership is based on unlinked trips; MetroAccess ridership is based on total passengers. Unlinked trips are total boardings, while linked trips are total number of complete trips from origin to destination, including transfers.

Metrorail

Metrorail passenger fare revenue is budgeted at $528.3 million for FY2020, a decrease of $13.8 million or 2.5 percent from FY2019 budget. This includes $4.6 million in payments from the District of Columbia to fund DC students riding buses and trains under the "Kids Ride Free" program.

The FY2020 ridership projection reflects a larger decrease in projected annual ridership than in FY2019 due to more significant service disruptions to rebuild station platforms. Metro anticipates that ridership lost to service disruptions will be partially offset, however, by service extensions on the Red and Yellow Lines. In addition, Metro expects enhanced pass products to attract riders to offset the ridership losses.

Metro's focus is on improving safety and service reliability – with a goal of increasing customer satisfaction and encouraging customers to ride Metrorail.



A trend of annual ridership declines first began in FY2013. FY2017 ridership incurred significant losses caused by unreliable service due to disruptions from aging track infrastructure and systems, further intensified by planned service disruptions under the *SafeTrack* program. *SafeTrack* was undertaken to accelerate the replacement and maintenance of that aging track infrastructure in order to improve customer safety and service reliability.

Although less severe than in FY2017, ridership declines in FY2018 were largely driven by residual losses caused by the *SafeTrack* program, as customers adapted new commuting habits during the program. In FY2018 three additional service interruptions temporarily closed sections of the system to address safety and reliability issues identified during *SafeTrack*.

In FY2019, as customer concerns over service reliability have declined, ridership has stabilized, with most losses attributed to specific events, including scheduled service disruptions to rebuild station platforms, track infrastructure repairs to the Yellow Line bridge and a Federal government shutdown. The improved ridership during the absence of service disruptions may be in response to improved rail on-time performance, which is a proxy measure for even spacing of trains, consistent travel times and customer crowding. The improved on-time performance is the result of large scale efforts to rebuild and maintain track infrastructure since FY2017.

In FY2020, ridership is projected to decline compared to the prior fiscal year due to longer service interruptions associated with major capital projects, particularly platform improvement projects in Northern Virginia. Projects such as these require closing station facilities, and while disruptive to travel across the region, are essential to the maintenance and rehabilitation of the system to ensure riders' long-term safety. Metro expects this decline to be partially offset by increased ridership resulting from new customer service initiatives.

As reliability continues to improve, weekly ridership during peak periods is projected to stabilize. However, even as Metro improves service delivery and passengers see Metrorail as a reliable travel option, other external factors will determine future growth. These include:

- Employment and population in the "walk-shed"

surrounding stations. Changes in the number of jobs and residents within walking distance of stations directly influence ridership. For example, any contraction of federal government agencies, whether a reduction in employees or contractors, will impact Metro's ridership negatively. The region is working to entice non-government industries, and if established within walking distance to public transit, these businesses will counterbalance any reduction in the federal workforce or contracting.

- The price of automobile gasoline influences customer transportation choices. Ridership modeling indicates that gasoline prices above $3.00 per gallon will lead to increased public transit ridership. The national average price for regular gasoline in the second quarter of 2019 was approximately $2.83 per gallon. While increased demand is causing the gasoline price to be higher than the last two years, gas prices are not expected to increase dramatically in the near term.

- Customers can choose from an increasing number of alternative modes of transportation, including ride-hailing services, car-sharing and bike-share. While the direct impact to ridership has not been quantified, the steepest declines in ridership have occurred during weekends and off-peak hours when alternative transportation modes are most attractive as Metro reduces service to address maintenance needs.

- Several other variables can adversely impact rail ridership. A significant factor is increased telecommuting and alternative work schedules in recent years offered by private employers and federal departments and agencies. As a result, ridership on Fridays is much lower than other weekdays due to these increased practices. In addition, the price and availability of parking near a destination influences the decision to drive or ride Metrorail.

In addition to passenger fare revenue, Metro receives fare revenue from the District of Columbia to subsidize students' fares on rail and bus. Under the "Kids Ride Free" program, students can take unlimited trips on Metrorail and Metrobus, with the District of Columbia compensating Metro for the trips. Over the past few years, student ridership on Metrorail has increased because of improved compliance by students to use issued SmarTrip cards to enter through fare gates. In partnership with the District Department of Transportation (DDOT) and District of Columbia Public Schools (DCPS), Metro expects to continue this program for the 2019-2020 school year.

Metrobus

Metrobus passenger revenue for the FY2020 budget (including revenue from the DC "Kids Ride Free" program) is $137.9 million, a marginal decrease compared to the FY2019 budget. Since FY2016, Metrobus ridership and revenue have declined, with FY2018 ending the year with lower ridership than FY2005. While ridership for FY2019 continues to decline even further, the rate of decline is projected to stabilize in FY2020 mainly due to enhancements to pass products. This downward trend has a number of contributing causes:

- Average bus speeds have steadily declined in recent years, impacting the on-time performance and quality of service. Increased traffic congestion, roadwork and other factors are contributing to this trend.

- Metrorail service disruptions have also impacted Metrobus. Bus-to-rail transfers have decreased each year since FY2016, mirroring ridership trends, but the steepest losses have occurred in the fiscal years with the lengthiest rail service disruptions, which indicates lost trips from commuters reacting to the challenges on rail.

- Similar to Metrorail, gasoline prices, ride-hailing and bikeshare impact bus ridership. Continued low gas prices – below $3.00 per gallon – will adversely affect customer sentiment about using bus for transportation.

As ridership has trended downward for other bus operators across the region, Metro is working with members of other transit agencies and compact jurisdictions to understand and address the causes of these declines, notably through the *Washington Area Bus Transformation Project.*

Overall, bus ridership is projected to increase slightly in relation to forecasted ridership for FY2019. Ridership has increased in certain corridors where investments in FY2018 addressed long-standing customer satisfaction issues to add capacity and improve travel times in Washington, DC on 14th Street NW, along Alabama Ave SE, H Street NE and Minnesota Avenue SE/NE. Also, the National Harbor service has proven successful as nearly 1,800 passengers ride on a typical weekend. In addition, the approved lower prices for the 7-Day Regional Pass and addition of bus-to-rail multi-day passes are expected to encourage ridership. Finally, the "Kids Ride Free" program for District of Columbia students continues to be popular with nearly 30,000 student riders on an average weekday.

MetroAccess

Projected MetroAccess ridership for FY2020 is 2.35 million, which is 2.6 percent less than the FY2019 budget. The underlying growth is offset by a shifting of trips to alternative partnership programs in Maryland and the District of Columbia. MetroAccess passenger revenue for FY2020 is $9.9 million.

> *As the population continues to age, and disability rates continue to rise, the utilization of MetroAccess is expected to grow.*

Over 63 percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 14 percent of trips in the combined Virginia jurisdictions, and the remaining 23 percent in the District of Columbia. Trip volumes are relatively low in Virginia due to the presence of alternate service providers, and growth has been slowed recently in the District of Columbia, as a result of the TransportDC program, which shifts eligible MetroAccess trips onto taxicabs. The Abilities-Ride program, initiated in the fall of FY2018 in Maryland, is projected to shift additional trips to alternative providers by providing passengers the option to choose an alternate on-demand mode of transportation with greater flexibility than MetroAccess.

Parking

Total parking revenue for the FY2020 budget is projected at $47.0 million, a slight decline of $0.3 million compared to the FY2019 budget.

Parking utilization is closely correlated to Metrorail ridership trends. As a result of rail station closures for major capital projects, utilization in FY2019 was down compared to FY2018 and customer revenue was five percent below budget at year-end. In FY2020 more rail stations with parking facilities will be closed as the result of major capital projects, and for longer periods than FY2019, which will negatively impact parking revenue.

Additional revenue of $3 million has been included in the FY2020 budget for parking revenue enhancement initiatives, which the Board approved in FY2019 following review of the pilot programs. The initiatives include:

- Expanding weekday revenue collection by two hours by starting at 7:30 a.m., instead of 9:30 am
- Adjusting the daily parking rate downward at low-utilization Metro stations to increase use of its Park & Rides. Metro will regularly analyze parking demand in relation to rates to measure the impact of fee changes on net revenue return
- Expanding the non-Metro user parking fee program for special events. Special events will apply to festivals, concerts and other similar activities
- Leasing parking spaces to non-transit users, as well as permitting commercial uses of Metro parking facilities for a fee.

Fare Products

To better serve customers and encourage ridership, Metro is revamping existing pass products and unveiling new ones to promote more frequent ridership and increase customer satisfaction. Metro offers customers monthly, weekly, three-day and daily passes that eliminate the need for daily fare calculations and reward high volume users with a reduced cost per trip. All passes, except the *7-Day Regional Bus Pass*, are "combo passes" that allow riders access to rail and bus service under a single pass product.

- *SelectPass:* The SelectPass was approved by the Board in FY2017 and customers have responded positively as usage has grown.
  - The monthly pass gives customers unlimited access to the Metrorail and Metrobus system for one low price, paid as a monthly subscription.
  - Subscribers can select a price point based on their normal Metrorail commute trip, making this pass customizable for each individual's travel needs – any trip with a fare equal to or less than the normal commute trip is covered, and any occasional longer trip requires payment of the fare difference from the stored value on the SmarTrip® card.
  - Available price points are in $0.25 increments at a fare range between $2.00 and $6.00. Starting in FY2020, the pass, at all price points, includes unlimited Metrobus trips.
  - With Metro SelectPass, customers pay for 18 days of commuting travel and get the rest of the month free. The pass begins and ends on the first of every calendar month, and has an option to conveniently auto-renew, allowing subscribers to "set it and forget it".

- Customers also have several other pass options. The FY2020 Approved Budget reduces the price of three existing rail passes, adds a *3-Day Pass*, and now offers a *free bus pass* on all rail pass products. Rail passes will consist of these options:
  - *1-Day Pass* and *3-Day Pass* offering unlimited travel on rail and bus, ideal for tourists and other visitors
  - *7-Day Pass* offers unlimited rail trips under a fare value of $3.85 per trip and free bus trips
  - *7-Day Regional Pass* with unlimited trips on rail and bus
- Metrobus has a 7-Day Regional Bus Pass – priced to save customers money starting with the eighth weekly trip, or the equivalent of four days of commute travel, with the rest of the days free.
- *University Pass (U-Pass):* Metro is working in cooperation with universities in the region to offer the U-Pass to students. University students represent an untapped source of potential customers, with 20 participating colleges and universities in the region that drive additional ridership and revenue for Metro.
  - *U-Pass* offers unlimited riding privileges at substantially discounted rates to full-time students. The University Pass program requires 100 percent student participation of a college, and each student receives a semester or annual pass that offers unlimited rides on Metrobus and Metrorail.
  - Metro has *U-Pass* agreements with 11 schools, with the largest partner being American University. Additional schools continue to show interest in the program. The incremental ridership and revenue from the *U-Pass* program is dependent on the size of the campuses that choose to participate, which varies given their location and the transportation options available to students.

Non-Passenger Revenue

Advertising

Total advertising revenue in FY2020 is budgeted at $27.7 million, an increase of $1.7 million over the FY2019 budget, as Metro expands digital advertising panels to above-ground stations in addition to existing panels in underground stations.



Joint Development

The FY2020 joint development revenues allocated to the operating budget are $11.1 million, an increase of $1.3 million from the FY2019 approved budget, due to increases in leases of Metro property. These revenues grow moderately over time as leases are negotiated. The value of the leases increases during periods of economic growth and as areas walkable to Metrorail stations develop.

Fiber Optics

The Metro Fiber Optic Program, initiated in September 1986, allows for the installation, operation, and maintenance of fiber optic cables in Metro's right-of-way. Metro receives revenue under leasing agreements with telecommunications companies and receives a number of fiber optics lines for its own use as part of the compensation package. For FY2020, the fiber optic revenue budget is $16.0 million.

Other Revenue

Other revenues in the FY2020 budget include proceeds from agreements with cellular service providers, vending machine companies, employee parking, and disposal of surplus property. These combined miscellaneous revenue sources are expected to contribute $8.5 million in FY2020. In addition, other revenue will include one-time funding of $28 million from the capital program and the Maryland Transit Administration to compensate for anticipated passenger and parking revenue losses resulting from scheduled track and platform work in FY2020. In total, non-transit revenues in FY2020 total $36.5 million.

Operating Budget Revenues

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Variance
Metrobus					
Passenger	137,257	138,075	138,055	137,936	(119)
Parking	0	0	0	0	0
Advertising	14,696	15,136	8,160	9,150	990
Joint Development	0	0	0	0	0
Fiber Optics	0	0	0	0	0
Other	7,604	3,194	6,149	6,064	(84)
Subtotal	**$159,556**	**$156,405**	**$152,363**	**$153,150**	**$787**
Metrorail					
Passenger	531,475	541,318	542,040	528,279	(13,761)
Parking	41,453	43,064	47,238	46,968	(270)
Advertising	7,230	7,455	17,840	18,523	683
Joint Development	9,897	9,252	9,750	11,062	1,312
Fiber Optics	17,570	15,959	16,939	15,992	(947)
Other	3,144	3,630	1,622	30,464	28,842
Subtotal	**$610,770**	**$620,678**	**$635,429**	**$651,288**	**$15,859**
MetroAccess					
Passenger	9,660	9,700	9,940	9,940	0
Parking	0	0	0	0	0
Advertising	0	0	0	0	0
Joint Development	0	0	0	0	0
Fiber Optics	0	0	0	0	0
Other	0	174	0	0	0
Subtotal	**$9,660**	**$9,874**	**$9,940**	**$9,940**	**$0**
Total					
Passenger	678,392	689,093	690,035	676,155	(13,880)
Parking	41,453	43,064	47,238	46,968	(270)
Advertising	21,926	22,590	26,000	27,673	1,673
Joint Development	9,897	9,252	9,750	11,062	1,312
Fiber Optics	17,570	15,959	16,939	15,992	(947)
Other	10,748	6,997	7,770	36,528	28,758
Grand Total	**$779,987**	**$786,956**	**$797,732**	**$814,378**	**$16,646**

FY2020 Operating Funding



The FY2020 net operating subsidy for Metrobus, Metrorail, and MetroAccess totals $1.12 billion, an increase of 4.0 percent over $1.08 billion in the FY2019 Amended Budget. The base budget increased by $32.4 million, equal to three percent of the FY2019 budget, to comply with the dedicated funding legislation passed in 2018. The remaining growth of $11.1 million is the net of an increase of $11.5 million for litigation and federally mandated costs such as ADA paratransit, and a $0.4 million reduction in bus services.

Jurisdiction contributions for debt service payments equal $72.1 million, an increase of $16.2 million over FY2019, are a result of the issuance of the Series 2017B bonds. Additional information about debt service is included in Appendix - F of this publication.



FY2020 Approved Budget

Summary of State and Local Operating Funding Requirements

	FY2019 Base	FY2020 Capped [1]	Chng %	FY2020 Legislative Exclusions	Chng %	Bus Service Reduction [2]	FY2020 Total Subsidy	Total Chng %	Debt Service	Jurisdictional Operating Subsidy
District of Columbia	**$392,127,171**	**$403,890,986**	**3.0%**	**$3,429,948**	**0.9%**	**---**	**$407,320,934**	**3.9%**	**$33,260,444**	**$440,581,379**
Montgomery County	$182,118,788	$186,852,061	2.6%	$2,070,991	1.1%	—	$188,923,052	3.7%	$15,403,973	$204,327,025
Prince George's County	231,560,428	239,237,532	3.3%	3,175,049	1.4%	—	242,412,581	4.7%	15,803,865	258,216,446
Maryland	**$413,679,216**	**$426,089,592**	**3.0%**	**$5,246,040**	**1.3%**	**---**	**$431,335,633**	**4.3%**	**$31,207,839**	**$462,543,472**
City of Alexandria	$44,841,023	$45,432,017	1.3%	$346,334	0.8%	—	$45,778,351	2.1%	$1,774,173	$47,552,524
Arlington County	75,350,303	77,862,623	3.3%	621,226	0.8%	(429,305)	78,054,545	3.6%	—	78,054,545
City of Fairfax	2,489,853	2,453,430	-1.5%	30,351	1.2%	—	2,483,780	-0.2%	111,409	2,595,190
Fairfax County	149,170,432	154,278,631	3.4%	1,587,288	1.1%	—	155,865,920	4.5%	5,610,981	161,476,901
City of Falls Church	3,134,528	3,209,022	2.4%	236,712	7.6%	—	3,445,735	9.9%	176,153	3,621,888
Loudoun County	—	—	—	—	—	—	—	—	—	—
Virginia	**$274,986,139**	**$283,235,724**	**3.0%**	**$2,821,912**	**1.0%**	**($429,305)**	**$285,628,331**	**3.9%**	**$7,672,717**	**$293,301,048**
Net Operating Subsidy	**$1,080,792,527**	**$1,113,216,302**	**3.0%**	**$11,497,900**	**1.1%**	**($429,305)**	**$1,124,284,898**	**4.0%**	**$72,141,000**	**$1,196,425,898**

1 FY2020 capped amounts are calculated by taking the FY2019 base allocations and adding three percent to each Signatory's (DC, MD and VA) allocation and then allocating the Signatory amounts by calculating each jurisdiction's percentage share of the applicable Signatory's amount using the Board-approved subsidy formulae, as described in Board Resolution 2019-09 (Appendix I).

2 Metrobus non-regional service for Route 2A was reduced for FY2020.

FY2020 Capital Funding

Metro's six-year Capital Improvement Program (CIP) financial plan relies on a forecasted investment of $9.2 billion from the Federal Government, state and local government partners and other sources. Within the $9.2 billion six-year plan, Metro is projecting:

- $2.9 billion from federal grant funding
- State and local contributions (for matching of federal grants and system performance funds) of $5.9 billion
- Other resources, including Metropolitan Washington Airports Authority (MWAA) funding for the Silver Line extension and new rail cars, jurisdictional projects, and other miscellaneous funding sources, totaling $436 million.

Additional information about capital funding sources is included in Chapter 5 - FY2020 Capital Budget.

FY2020-2025 Approved Capital Improvement Program

(Dollars in Millions)	FY2020 Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	6 Year Total
Federal							
Federal Formula Programs	$348.5	$332.6	$332.6	$332.6	$332.6	$332.6	$2,011.7
Federal PRIIA	148.5	148.5	148.5	148.5	148.5	148.5	891.0
Other Federal Grants	3.6	4.1	4.4	2.8	3.0	1.2	19.1
Subtotal, Federal Grants	**$500.6**	**$485.3**	**$485.6**	**$483.9**	**$484.1**	**$482.3**	**$2,921.8**
Match to Federal Formula	$87.1	$83.2	$83.2	$83.2	$83.2	$83.2	$502.9
System Performance	173.5	185.3	193.4	201.6	210.2	219.0	1,183.0
Subtotal, Match and System Performance	**$260.6**	**$268.5**	**$276.5**	**$284.8**	**$293.3**	**$302.2**	**$1,685.9**
State and Local PRIIA	$148.5	$148.5	$148.5	$148.5	$148.5	$148.5	$891.0
Other State and Local	0.9	1.0	1.1	0.7	0.7	0.3	4.8
Dedicated Funding/Debt Utilization/Debt Service	591.9	667.8	682.1	467.5	524.8	376.7	3,310.9
Subtotal, State & Local	**$1,002.0**	**$1,085.8**	**$1,108.2**	**$901.5**	**$967.4**	**$827.7**	**$5,892.6**
Reimbursable Projects and Planning Projects	$70.6	$113.5	$72.6	$99.6	$49.1	$45.1	$450.4
Subtotal, State and Local, including Reimbursable Jurisdictional Projects	**$1,072.6**	**$1,199.3**	**$1,180.8**	**$1,001.1**	**$1,016.4**	**$872.7**	**$6,343.0**
Grand Total	**$1,573.2**	**$1,684.6**	**$1,666.4**	**$1,485.0**	**$1,500.5**	**$1,355.1**	**$9,264.8**

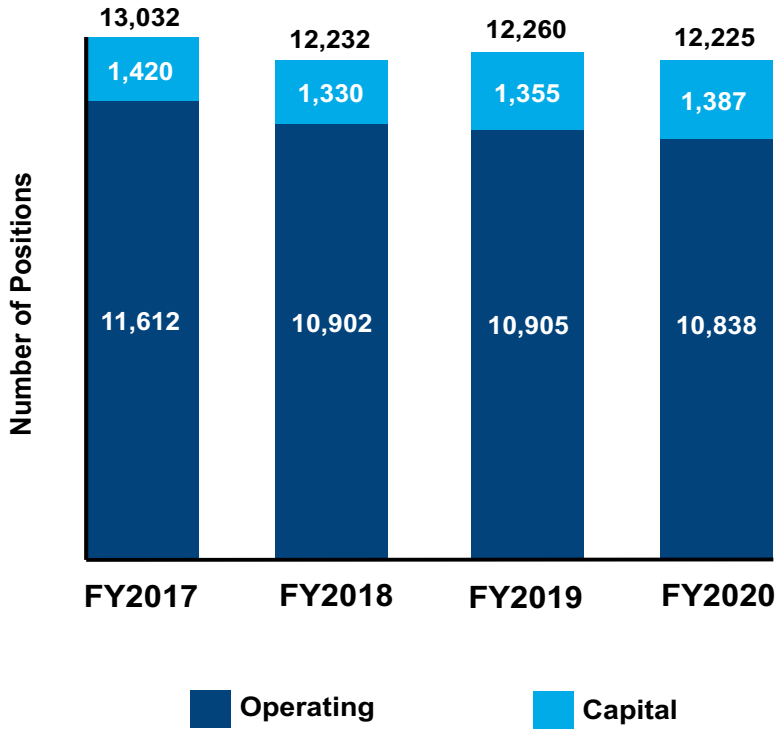
Summary of Expenditures by Program

(Dollars in Thousands)	FY2019 Budget	FY2020 Budget	Variance	
			$ Change	% Change
Operating Budget				
Metrobus	$668.6	$669.5	$0.9	0.1%
Metrorail	$1,042.3	$1,092.5	$50.2	4.8%
MetroAccess	$167.6	$176.6	$9.0	5.4%
Reimbursable	$31.6	$9.0	($22.6)	-71.5%
Subtotal	**$1,910.1**	**$1,947.7**	**$37.6**	**2.0%**
Debt Service	$55.9	$72.1	$16.2	28.9%
Subtotal	**$1,965.9**	**$2,019.8**	**$53.9**	**2.7%**
Capital Budget				
Capital Improvement Program[1]	$1,279.1	$1,549.7	$270.6	21.2%
Service Disruptions Associated with Major Capital Projects	$0.0	$23.4	$23.4	100.0%
Subtotal	**$1,279.1**	**$1,573.2**	**$294.1**	**23.0%**
Grand Total	**$3,245.0**	**$3,593.0**	**$347.9**	**10.7%**

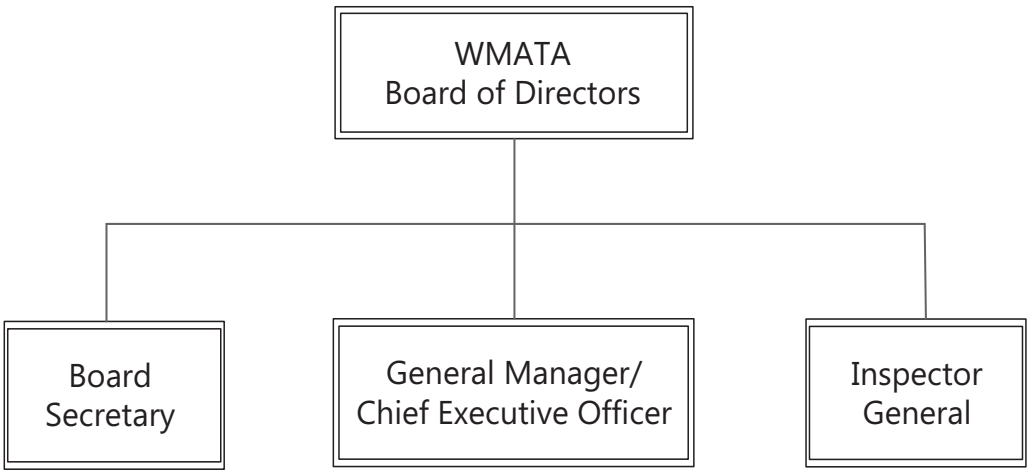
1 Includes Reimbursable Capital Projects

Budgeted Positions for FY2020

The number of budgeted positions for FY2020 is 12,225, consisting of 10,838 operating positions and 1,387 capital positions.



Chapter 3 - WMATA Officers



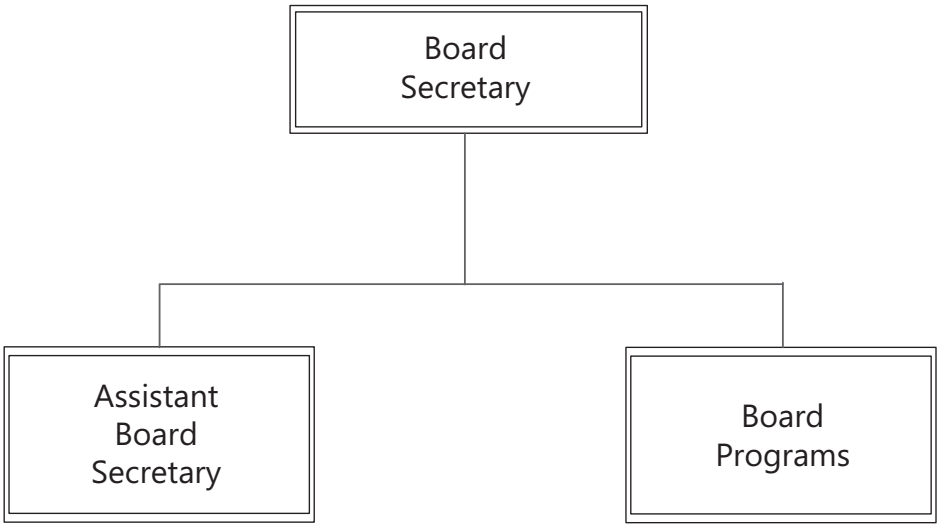
Board Reporting Structure

The Board of Directors Bylaws designate three WMATA officers as direct reports to the Board: the General Manager and Chief Executive Officer (GM/CEO), the Inspector General and the Secretary. The latter two officers are appointed by, and may be removed only by, the Board of Directors, and operate independently of the GM/CEO.

This chapter includes budget information for the departments that support the Secretary, Inspector General and GM/CEO. The Authority-wide operating figures in Chapter 4 include the costs of these three departments in order to present a complete budget for the Authority.

Please note that chart and table totals throughout this publication may not add due to rounding.

Board Secretary



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel [1]	$606	$781	$613	$695	$82	13.4%
Non-Personnel	$121	$161	$228	$199	($29)	-12.7%
Total Cost [2]	**$727**	**$943**	**$841**	**$894**	**$53**	**6.3%**
Authorized Positions [3]	4	4	4	4	0	0.0%

1 Personnel figures include the department's share of total fringe expenses

2 Total Cost is the operating budget cost per fiscal year and is based on Metro's organizational structure at the time of budget approval

3 Authorized Positions includes total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval

The office of the Board Secretary (SECT) is an independent office that reports to the WMATA Board of Directors. SECT serves as a resource to advance the Board's goals and policies, and Metro's strategic plan. SECT works with the Board and management to review policy issues and provide consultation, represents the Board in policy matters, and researches and advises on governance best practices.

SECT is responsible for managing the Board's decision-making process, the exchange of information and documentation in support of Board activities.

SECT works proactively with management to carry out the policies, goals and initiatives of the WMATA Board; and serves as liaison between the Board, the Authority, Board advisory bodies and customers.

Other responsibilities include the coordination, review and distribution of WMATA Board materials; maintaining official records of Board actions and resolutions; publishing legal notices and arranging public hearings approved by the Board, as well as representing the Board on a variety of issues relating to stakeholder groups.

FY2020 Business Plan

- Serve as the vital bridge between the Board, the public and management
- Support the Board on its new streamlined Board and committee structure to fulfill requirements of dedicated funding legislation
- Manage the Board retreat to address strategic issues
- Ensure the Board's committee work plans align with the Board's priorities
- Provide recommendations regarding Board initiatives and policies
- Ensure Compact requirements are met, along with Board directives, including the implementation of the Public Participation Plan
- Develop and lead Board orientation for new members when appointed

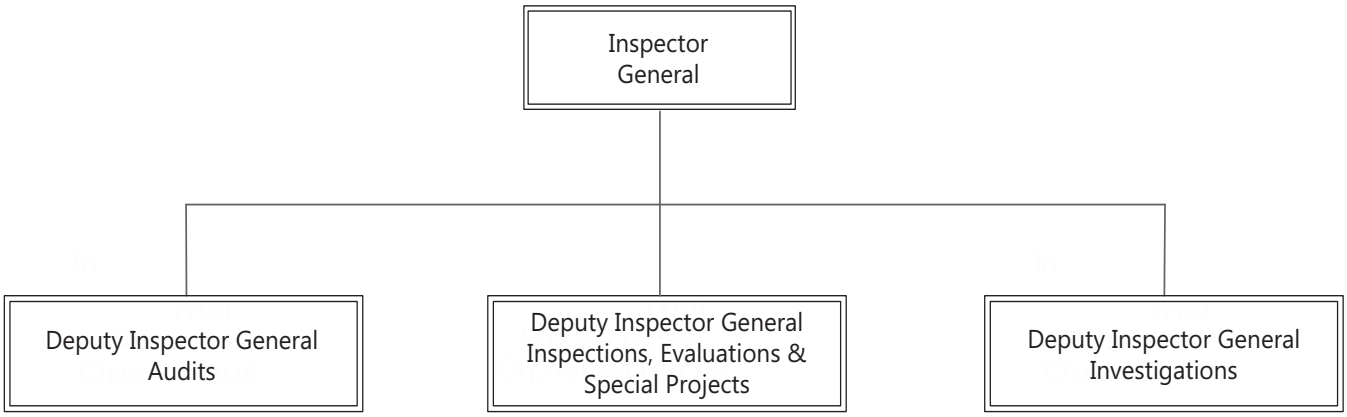
- Review Board delegations and make recommendations to ensure the Board is fulfilling its oversight role

FY2019 Major Accomplishments

- Revised Board travel and expense policy and secured Board approval on September 27, 2018 (Resolution 2018-36)
- Completed operational review of the Riders' Advisory Council (RAC) resulting in a streamlined governance structure and updated Bylaws focusing on aligning the RAC's work with the Board of Directors' priorities
- Conducted a facilitated Board retreat to establish Board priorities for the year
- Drafted and implemented Board committee work plans
- Revised travel policy and received Board approval
- Onboarded two new Board members
- Facilitated numerous public hearings in accordance with the Metro Compact and Public Participation Plan



Office of Inspector General



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel [1]	$4,778	$5,041	$5,772	$6,940	$1,168	20.2%
Non-Personnel	$1,176	$1,527	$1,693	$2,921	$1,228	72.5%
Total Cost [2]	**$5,954**	**$6,568**	**$7,465**	**$9,861**	**$2,395**	**32.6%**
Authorized Positions [3]	36	35	38	40	2	5.3%

1 Personnel figures include the department's share of total fringe expenses

2 Total Cost is the operating budget cost per fiscal year and is based on Metro's organizational structure at the time of budget approval

3 Authorized Positions includes total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval

The Office of Inspector General (OIG) is an independent office that reports to the WMATA Board of Directors. The OIG supervises and conducts independent and objective audits, evaluations, investigations, and reviews of WMATA programs and operations to promote economy, efficiency and effectiveness, as well as to prevent and detect fraud, waste and abuse in such programs and operations. The Inspector General provides advice to the Board of Directors and the GM/CEO to assist in achieving the highest levels of WMATA program and operational performance.

FY2020 Business Plan

OIG's Office of Investigations will:

- Conduct criminal investigations and refer them for prosecution
- Handle and issue confidential reports of investigations involving fraud, waste, abuse and gross mismanagement
- Provide all oversight and administration of the OIG hotline
- Oversee and administer WMATA's whistleblower/ retaliation program, as well as provide confidential and timely investigative reports to the Whistleblower Panel
- Issue management alerts to the GM/CEO for issues with time sensitivity and those requiring management action
- Lead coordination of investigations with federal and state prosecutors; federal and state law enforcement agencies; and/or MTPD, as appropriate.
- Provide fraud awareness training to Metro departments and offices

OIG's Office of Audits will:

- Perform reviews and analyses of contractor proposals to determine reasonableness of cost/ pricing information and compliance with the Buy America Act
- Oversee the independent public accounting firm conducting WMATA's annual financial statement audit

OIG's Office of Inspections, Evaluations, and Special Projects will:

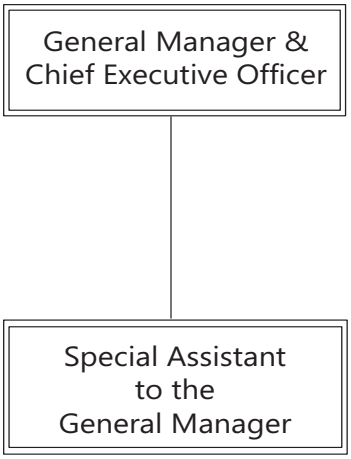
- Conduct management and programmatic inspections and evaluations
- Initiate special projects and preliminary investigations that address concerns related to WMATA's operations
- Lead the Procurement Integrity Unit to address issues associated with Metro procurement operations

FY2019 Major Accomplishments

- Conducted the review, referral or subsequent investigation of over 210 complaints to the OIG hotline
- Issued four interim Reports of Investigation involving fraud, waste and abuse.
- Investigations into fraud, bribery and theft have resulted in four criminal indictments and two convictions
- Continued to coordinate investigations with federal and state prosecutors; federal and state law enforcement agencies; and/or MTPD, as appropriate
- Provided internal controls and fraud awareness training to WMATA departments and offices, including New Employee Orientation
- Issued 11 performance audits/evaluations identifying $19.4 million of funds that could be used more efficiently by implementing a recommended action
- Reviewed eleven contractor proposals for reasonableness of cost/pricing information and recommended $8.4 million in net adjustments
- Issued 86 other contract audit reports for billing rate, pre-award and Buy America reviews
- Oversaw WMATA's annual independent financial statement audit



General Manager & Chief Executive Officer



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel [1]	$1,584	$930	$954	$1,127	$173	18.1%
Non-Personnel	$719	($39)	$703	$640	($62)	-8.9%
Total Cost [2,3]	**$2,303**	**$891**	**$1,656**	**$1,767**	**$111**	**6.7%**
Authorized Positions [4]	6	4	3	3	0	0.0%

1 Personnel figures include the department's share of total fringe expenses
2 Total Cost is the operating budget cost per fiscal year and is based on Metro's organizational structure at the time of budget approval
3 FY2018 Non-Personnel cost is offset in the Office of General Counsel
4 Authorized Positions includes total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval

The General Manager and Chief Executive Officer (GM/CEO) is responsible for the safety and reliability of service for close to one million trips each day on Metro's rail and bus networks, and MetroAccess. The GM/CEO provides strategic leadership to ensure passenger and employee safety through regulatory compliance and system maintenance, increase service reliability through innovative and more efficient approaches to operations management, and enhance fiscal accountability. In addition, the GM/CEO provides direction and oversight on Metro's capital improvement program, which is critical to the long-term safety and reliability of the system.

FY2020 Business Plan

The GM/CEO's business actions are designed to build a strong foundation for achieving best in class status among transit systems. Actions are enumerated in the strategic plan *Keep Metro Safe, Reliable and Affordable* (KMSRA) and are funded through the annual budget process. Major initiatives in the proposed FY2020 budget include:

- Projects to improve safety and reliability of the rail system, including track and power upgrades, train control systems, completion of the 7000-series railcar order and advancing the 8000-series railcar procurement, and escalator and elevator replacements/rehabilitations
- Programs to improve the customer experience through fare payment upgrades and full deployment of a new customer mobile app, as well as new bus shelters and other customer amenities
- The first phase of a multiyear project to reconstruct 20 station platforms, addressing structural deficiencies and improving passenger safety
- Initiatives to improve the speed of buses and the customer experience, including transit signal priority and development of new bus garages to create modern maintenance facilities

While adhering to the mandated three percent cap on Metro's annual operating subsidy increase, the GM/CEO developed the FY2020 budget with increased Metrorail service without fare increases. In addition, the GM/CEO continues to take key actions to improve

safety and restore public trust in the Metro system, including continued efforts to enhance radio and wireless systems; improve railcar reliability through an aggressive maintenance program and the retirement of older, less reliable railcars; deliver new buses and paratransit vehicles; address the backlog of track and structure maintenance and repairs; and continue the preventive maintenance program that supports improved safety and rail service for customers.

FY2019 Major Accomplishments

Safety, Security, Accountability

- Reduced major crime on Metro to the lowest level since 1999
- Reduced insulator fire incidents to lowest level in years despite record rainfall – due to new preventive maintenance and tunnel waterproofing
- Re-lamped 15 underground stations with new LED lights, making them an average of six-times brighter while improving visibility and reducing energy consumption and ongoing maintenance requirements
- Completed multiple major capital improvement projects to improve safety and reliability:
  - Rebuilt track infrastructure at Metrorail's tightest curve
  - Conducted structural repairs and improved platform boarding at Rhode Island Avenue station
  - Completed first major reconstruction project for the 40-year-old Yellow Line Bridge
  - Upgraded several switches at National Airport Station

Service

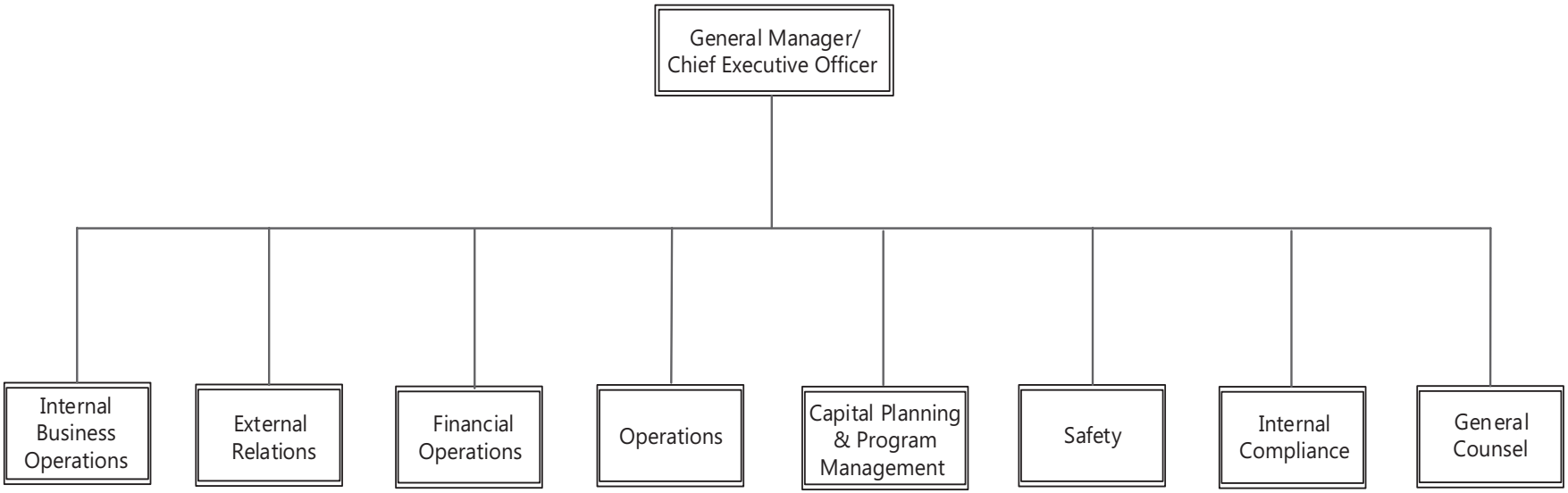
- Metrorail on-time performance reached highest level in seven years, averaging 89 percent rush hour on-time performance
- Improved industry-first Rush Hour Promise to 10 minutes - 93 percent of customers who receive a credit return to the system
- Doubled rush-hour service at four Red Line stations by eliminating the "Grosvenor Turnback"

Financial Management

- Purchased new Metro headquarters in the District of Columbia, the first major step in a broader office consolidation strategy projected to save $130 million over 20 years
- Received clean, on-time financial audit for third straight year
- Awarded private contract for maintenance and operation of buses from Metro's new Cinder Bed Road bus facility in Lorton, Virginia



WMATA Organizational Chart



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Variance	% Change
Personnel	$1,214,891	$1,294,144	$1,320,327	$1,348,365	$28,038	2.1%
Non-Personnel	$422,688	$489,042	$549,890	$579,543	$29,653	5.4%
Total Cost [1]	**$1,637,579**	**$1,783,186**	**$1,870,217**	**$1,927,908**	**$57,691**	**3.1%**
Authorized Positions	12,992	12,193	12,218	12,181	-37	-0.3%

1 Total Cost and Authorized Positions exclude the departments of Inspector General and Board Secretary which are detailed in Chapter 3

Figures for each department presented in this Budget reflect Metro's organizational structure at the time of budget approval. Each department's authorized positions include total positions funded under the operating and capital budgets based on Metro's organizational structure at the time of budget approval.

Chapter 4 - Operating Budget



Introduction

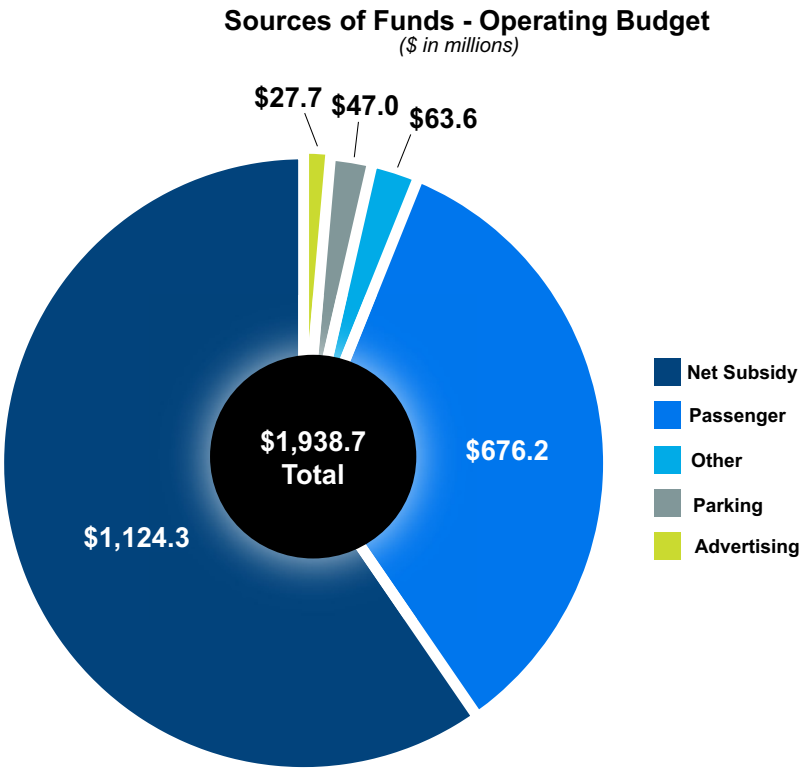
The operating budget funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. In total the operating budget is $1.94 billion, a 3.2 percent increase from the FY2019 budget.

Sources of Funds

Metro has three primary funding sources: passenger revenue, non-fare revenue including parking and advertising, and local subsidy.

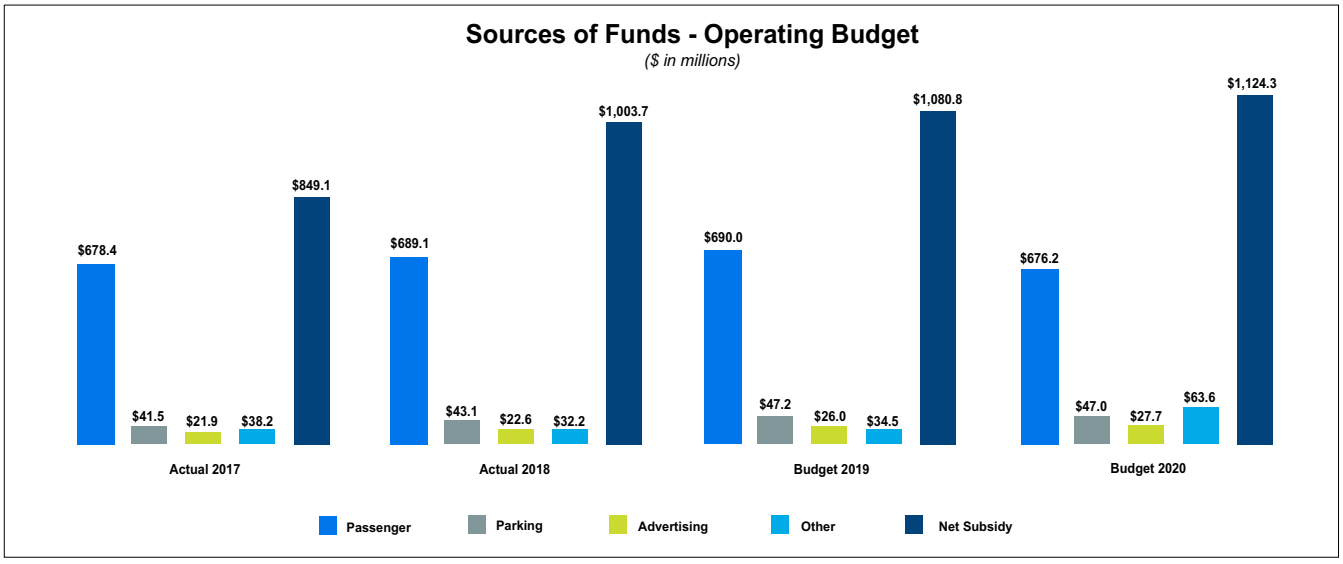
- The largest source of funding is net local subsidy of $1.12 billion or 58.0 percent of total operating revenue.
- The second largest source of funding is passenger fare revenue at $676.2 million or 34.9 percent of total expenses.
- The remaining $138.2 million of operating revenue comes from parking fees, advertising, fiber optic leases and other revenues.

Please note that chart and table totals throughout this publication may not add due to rounding.



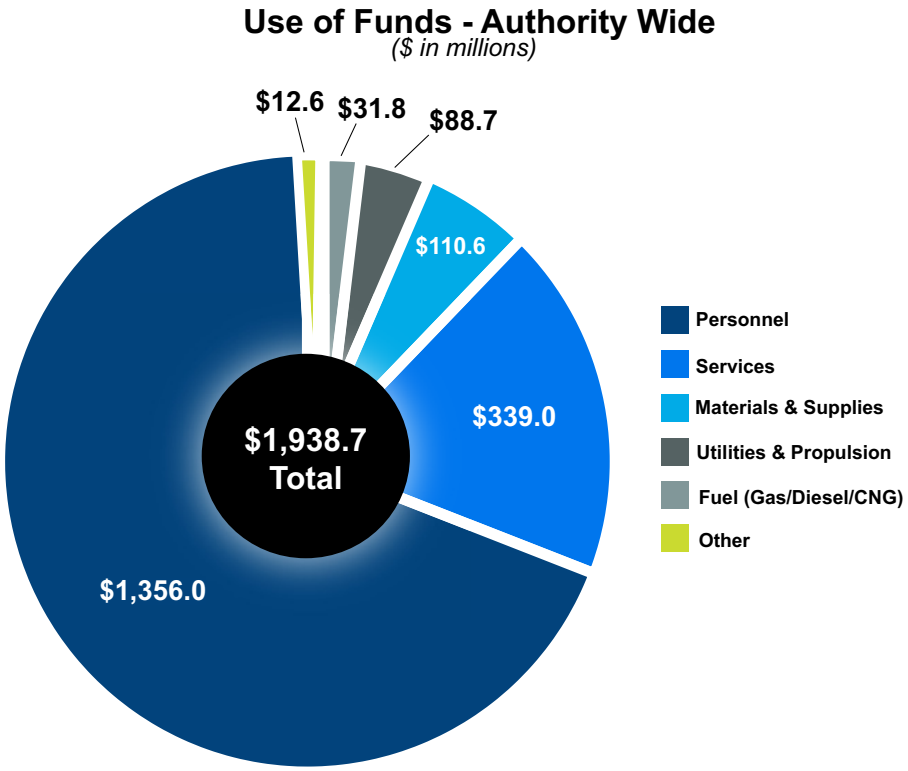
FY2017-FY2020

Metro increased its base subsidy by only $32.4 million, or three percent, to $1.11 billion in FY2020 from $1.08 billion in FY2019 to comply with a three percent cap on annual operating subsidy growth per the legislation establishing dedicated capital funding in 2018. An additional $11.5 million in legislative exclusions is budgeted to support litigation costs, occupational health and safety requirements and ADA paratransit costs exempt from the three percent cap. A $0.4 million reduction in bus services brings the total operating subsidy to $1.12 billion.



Uses of Funds

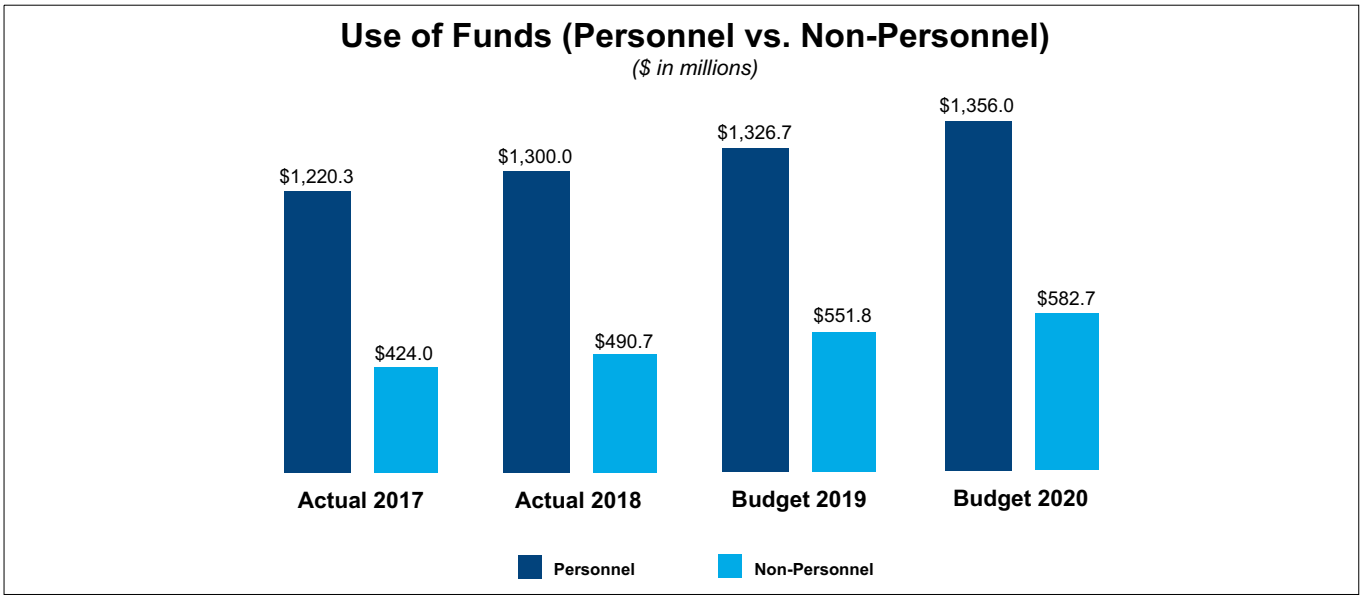
- Personnel expenses are the largest operating budget expense category, at $1,356.0 million or 70 percent of the total expenses, followed by Services at $339.0 million or 17.5 percent of total.
- Services budget consists primarily of expenses related to professional and technical, contract maintenance, and temporary labor services. The largest service expense is in support of paratransit, which is projected to be $152.2 million in FY2020.
- Materials and Supplies budget consists primarily of maintenance parts for buses and railcars, track and structure maintenance, elevator and escalator, and general fleet repair for non-revenue vehicles.
- Metro's energy budget (fuel, utilities and propulsion) consists of propulsion usage by the Metrorail system; diesel, CNG and gasoline for Metrobus, MetroAccess and non-revenue vehicles; and utilities (i.e. electricity, water, phone and refuse collection) at Metro facilities.

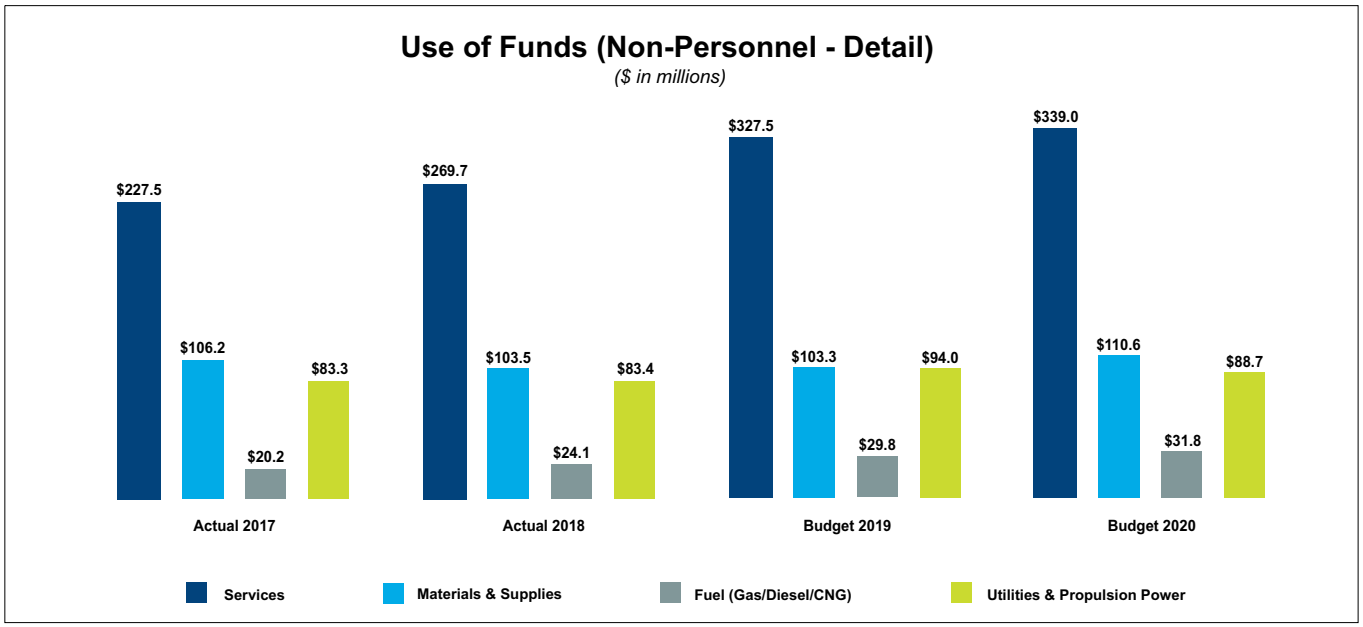


FY2017-FY2020

- FY2020 operating personnel expenses, inclusive of labor and fringe benefits, are $1.4 billion, an increase of $29.3 million or 2.2 percent over FY2019. This increase includes $27.0 million in labor related costs primarily due to contractually required pay increases mandated by CBA agreements concluded in July and August 2018. It also includes additional personnel costs related to new customer initiatives aimed at growing ridership.

- FY2020 services budget is $339.0 million, an increase of $11.5 million, or 3.5 percent over FY2019. This increase is due largely to increased paratransit costs resulting from contract cost escalations for the service providers, as well as contracted services for rail track inspections.
- Materials and supplies are $110.6 million, an increase of $7.3 million or 7.1 percent from FY2019 primarily driven by parts cost increases.
- FY2020 energy costs are projected to decrease by $3.4 million or 2.7 percent in comparison to the FY2019 budget.





Operating Budget
Revenue and Expenses

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Variance
Revenues					
Passenger	678,392	689,093	690,035	676,155	(13,880)
Parking	41,453	43,064	47,238	46,968	(270)
Advertising	21,926	22,590	26,000	27,673	1,673
Joint Development	9,897	9,252	9,750	11,062	1,312
Fiber Optics	17,570	15,959	16,939	15,992	(947)
Other	10,748	6,997	7,770	36,528	28,758
Total Revenues	**$779,987**	**$786,956**	**$797,732**	**$814,378**	**$16,646**
Expenses					
Personnel	1,220,274	1,299,966	1,326,712	1,356,000	29,288
Services	227,501	269,733	327,549	339,022	11,473
Materials & Supplies	106,172	103,493	103,296	110,615	7,318
Fuel (Gas/Diesel/CNG)	20,166	24,094	29,834	31,767	1,933
Utilities & Propulsion Power	83,306	83,381	93,969	88,661	(5,308)
Casualty & Liability	24,392	33,865	31,339	33,880	2,542
Leases & Rentals	7,188	7,818	8,363	10,036	1,673
Miscellaneous	3,686	6,169	4,572	14,752	10,180
Capital Allocation	(48,425)	(37,822)	(47,111)	(46,070)	1,041
Total Expenses	**$1,644,259**	**$1,790,697**	**$1,878,523**	**$1,938,663**	**$60,140**
Gross Subsidy	**$864,272**	**$1,003,740**	**$1,080,792**	**$1,124,285**	**$43,493**
Prior-Year Surplus	15,181	0	0	0	0
Net Subsidy	**$849,091**	**$1,003,740**	**$1,080,792**	**$1,124,285**	**$43,493**
Cost Recovery Ratio	47.4%	43.9%	42.5%	42.0%	

Operating Budget
Expenses

(Dollars in Thousands)	FY2020 Budget	FY2020 BUS	FY2020 RAIL	FY2020 ACCESS
Salaries	317,563	94,577	216,976	6,010
Wages	523,193	234,904	287,212	1,077
Overtime	75,401	32,112	43,270	19
Total Salaries & Wages	**$916,157**	**$361,593**	**$547,458**	**$7,106**
Fringes	**$439,843**	**$172,628**	**$263,898**	**$3,317**
Fringe Health	174,182	66,466	106,384	1,333
Fringe Pension	161,926	65,324	95,366	1,236
Other Fringe Benefits	74,209	29,578	44,108	523
Workers Compensation	29,526	11,261	18,040	225
Total Personnel Cost	**$1,356,000**	**$534,221**	**$811,356**	**$10,423**
Services	**$339,022**	**$65,429**	**$115,334**	**$158,259**
Professional & Technical	68,263	16,296	47,857	4,110
Contract Maintenance	72,731	39,399	32,260	1,072
Paratransit	152,230	0	0	152,230
Other	45,799	9,734	35,218	847
Materials & Supplies	**$110,615**	**$31,910**	**$77,396**	**$1,308**
Parts	55,273	12,018	42,796	459
Other	55,342	19,893	34,601	848
Fuel (Gas/Diesel/CNG)	**$31,767**	**$23,993**	**$2,305**	**$5,470**
Diesel Fuel	20,292	19,849	443	0
Gasoline	8,763	1,431	1,862	5,470
Clean Natural Gas	2,713	2,713	0	0
Utilities & Propulsion	**$88,661**	**$13,746**	**$74,204**	**$711**
Propulsion	48,923	0	48,923	0
Electricity	29,069	10,497	18,053	520
Utilities - Other	10,668	3,249	7,228	191
Casualty & Liability	**$33,880**	**$10,039**	**$23,174**	**$667**
Insurance	16,627	4,926	11,373	328
Claims	17,254	5,112	11,802	340
Leases	**$10,036**	**$2,118**	**$6,937**	**$981**
Property	6,105	1,199	3,980	926
Equipment	3,931	919	2,957	54
Miscellaneous	**$14,752**	**$855**	**$13,782**	**$115**
Business Meeting/Subscriptions	2,283	402	1,842	39
Advertising	4,360	1,111	3,175	74
Reimbursements/Other	8,108	(659)	8,765	2
Capital Allocation	**($46,070)**	**($12,799)**	**($31,981)**	**($1,290)**
Total Nonpersonnel Cost	**$582,663**	**$135,291**	**$281,152**	**$166,221**
Total Cost	**$1,938,663**	**$669,511**	**$1,092,507**	**$176,644**

Operating Expense Budget

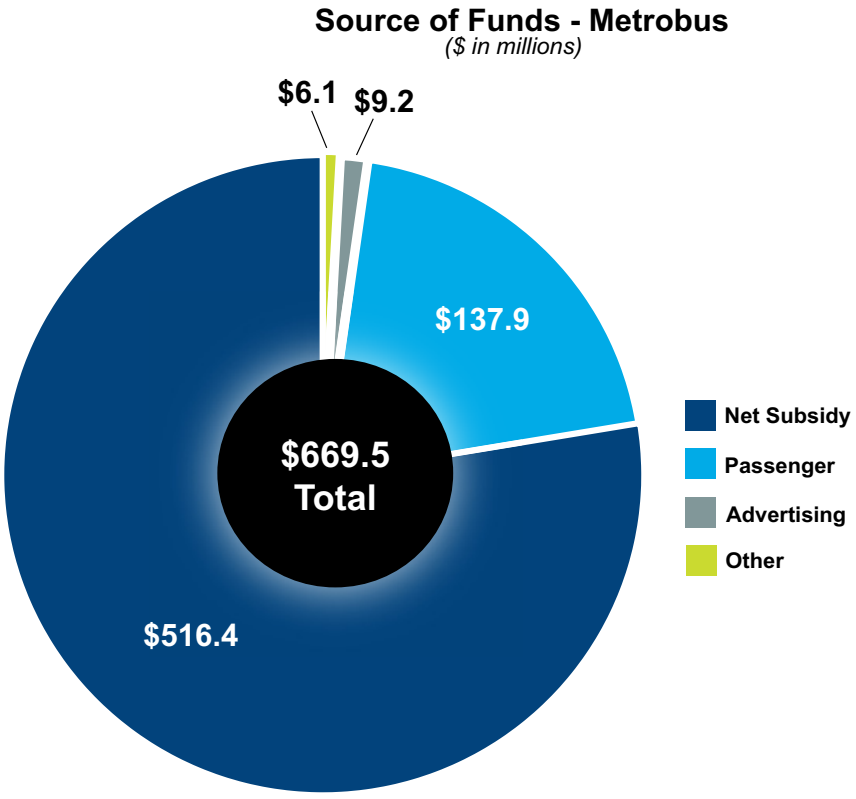
Authority Wide

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Variance	% Variance
Salaries	288,529	304,440	308,641	317,563	8,922	
Wages	462,083	483,900	515,087	523,193	8,106	
Overtime	82,151	83,415	74,227	75,401	1,174	
Total Salaries & Wages	**$832,763**	**$871,754**	**$897,955**	**$916,157**	**$18,202**	**2.0%**
Fringes	**$387,511**	**$428,212**	**$428,757**	**$439,843**	**$11,086**	**2.6%**
Fringe Health	176,301	206,794	187,445	174,182	(13,262)	
Fringe Pension	141,483	174,458	141,513	161,926	20,413	
Other Fringe Benefits	48,825	(1,364)	73,432	74,209	777	
Workers Compensation	20,902	48,323	26,368	29,526	3,157	
Total Personnel Cost	**$1,220,274**	**$1,299,966**	**$1,326,712**	**$1,356,000**	**$29,288**	**2.2%**
Services	**$227,501**	**$269,733**	**$327,549**	**$339,022**	**$11,473**	**3.5%**
Professional & Technical	41,433	64,334	71,938	68,263	(3,675)	
Contract Maintenance	47,642	48,710	72,236	72,731	495	
Paratransit	103,765	116,517	145,719	152,230	6,511	
Other	34,661	40,172	37,658	45,799	8,141	
Materials & Supplies	**$106,172**	**$103,493**	**$103,296**	**$110,615**	**$7,318**	**7.1%**
Parts	63,347	52,999	49,260	55,273	6,012	
Other	42,825	50,494	54,036	55,342	1,306	
Fuel (Gas/Diesel/CNG)	**$20,166**	**$24,094**	**$29,834**	**$31,767**	**$1,933**	**6.5%**
Diesel Fuel	12,506	14,918	20,680	20,292	(389)	
Gasoline	6,293	7,799	7,093	8,763	1,670	
Clean Natural Gas	1,366	1,377	2,061	2,713	652	
Utilities & Propulsion	**$83,306**	**$83,381**	**$93,969**	**$88,661**	**($5,308)**	**(5.6%)**
Propulsion	47,981	47,423	54,343	48,923	(5,420)	
Electricity	26,751	26,351	29,078	29,069	(8)	
Utilities - Other	8,574	9,607	10,548	10,668	120	
Casualty & Liability	**$24,392**	**$33,865**	**$31,339**	**$33,880**	**$2,542**	**8.1%**
Insurance	14,563	14,841	15,181	16,627	1,446	
Claims	9,829	19,024	16,158	17,254	1,096	
Leases	**$7,188**	**$7,818**	**$8,363**	**$10,036**	**$1,673**	**20.0%**
Property	4,191	4,726	4,577	6,105	1,529	
Equipment	2,997	3,091	3,786	3,931	144	
Miscellaneous	**$3,686**	**$6,169**	**$4,572**	**$14,752**	**$10,180**	**222.7%**
Business Meeting/Subscriptions	1,551	1,577	2,098	2,283	185	
Advertising	4,008	4,120	3,349	4,360	1,011	
Reimbursements/Other	(1,873)	471	(875)	8,108	8,984	
Capital Allocation	**($48,425)**	**($37,822)**	**($47,111)**	**($46,070)**	**$1,041**	**(2.2%)**
Total Nonpersonnel Cost	**$423,985**	**$490,730**	**$551,811**	**$582,663**	**$30,852**	**5.6%**
Total Cost	**$1,644,259**	**$1,790,697**	**$1,878,523**	**$1,938,663**	**$60,140**	**3.2%**

Operating Budget by Mode: Metrobus

Sources of Funds

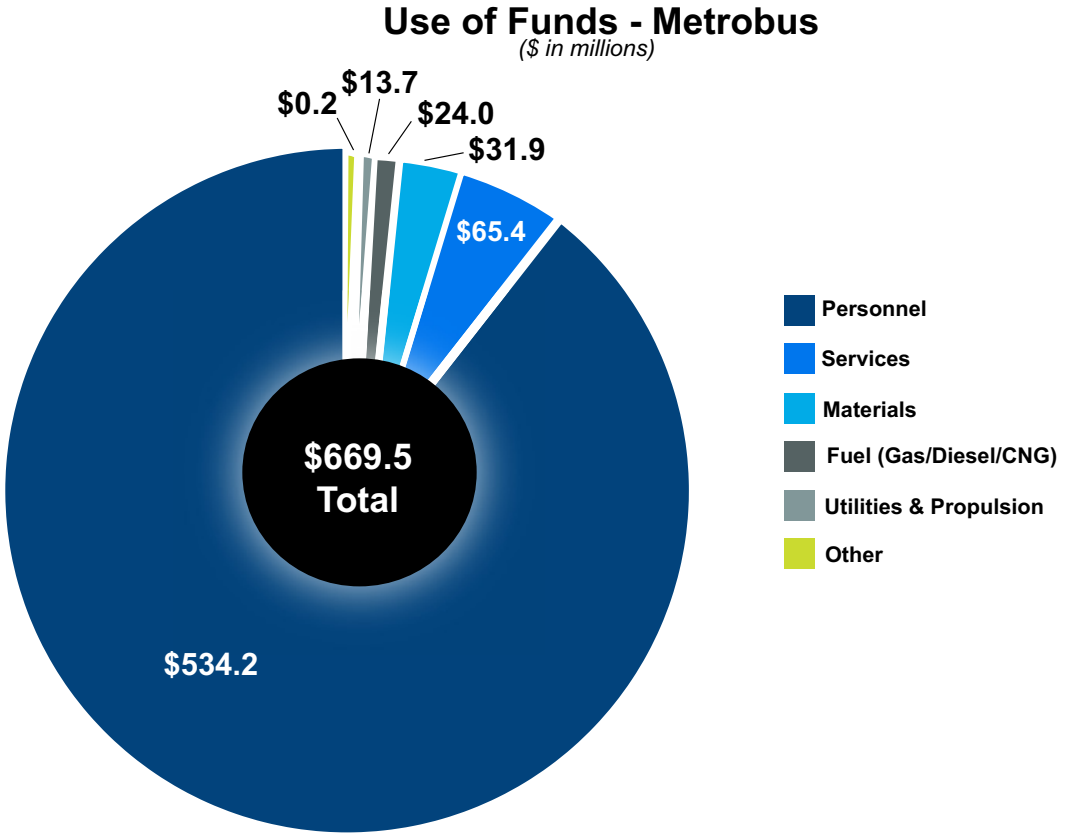
- Metrobus sources of funds consist of revenue (primarily passenger fares and advertising) and subsidy from Metro's jurisdictional partners.
- Total Metrobus revenue in FY2020 is projected at $153.2 million. The largest revenue source is passenger revenues estimated at $137.9 million, which includes fares and passes. Passenger revenue is nearly flat in comparison to FY2019.
- Metrobus is projected to receive advertising revenue of $9.2 million. This amount is an increase of $1.0 million from the FY2019 budget.
- Other Metrobus revenue, which includes interest, property disposals, vending machines, company store sales and other miscellaneous revenue, is projected to total $6.1 million.





Uses of Funds

- Personnel expenses are the largest portion of the Metrobus budget. For FY2020, personnel cost is estimated at $534.2 million or 79.8 percent of the Metrobus budget, which represents an increase of $3.4 million from the FY2019 budget. This increase is primarily due to increased pension costs attributed to the changes in the expected retirement age.
- Services are budgeted at $65.4 million, which is $3.7 million more than the FY2019 budget. The increase can be attributed in part to outsourcing.
- Materials and Supplies are budgeted at $31.9 million, which is $8.5 million less than the FY2019 budget.
- Fuel costs, which include diesel, Clean Natural Gas (CNG) and gasoline, are budgeted at $24.0 million, an increase of $0.9 million over FY2019.
- Utilities costs of $13.7 million decline $1.1 million versus the FY2019 budget.
- Other expenses for Metrobus total $0.2 million for FY2020. This is an increase of $2.5 million over the FY2019 budget primarily due to a change in the capital overhead rate.



FY2017 - FY2020

- Personnel expenses grew by $34.9 million or 6.9 percent from FY2017 actuals to FY2018 and are projected to increase by $3.4 million or 0.6 percent from FY2019 budget to FY2020 due to increased pension costs attributed to the changes in the expected retirement age.
- Services increased by $6.7 million or 14.9 percent from FY2017 actuals to FY2018 and are projected to increase by $3.7 million or 6.0 percent from FY2019 budget to FY2020. The increase can be attributed in part to outsourcing.
- Materials and Supplies increased by $6.0 million or 16.2 percent from FY2017 actuals to FY2018 and are projected to decrease by $8.5 million or 21.0 percent from FY2019 budget to FY2020. The decrease is primarily attributed to accounting for corrective maintenance parts under the Capital Improvement Plan.
- Energy costs increased by $4.1 million or 19.8 percent from FY2017 actuals to FY2018 and are projected to remain mostly flat from FY2019 budget to FY2020.

Metrobus
Revenue and Expenses

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Variance
Revenues					
Passenger	137,257	138,075	138,055	137,936	(119)
Parking	0	0	0	0	0
Advertising	14,696	15,136	8,160	9,150	990
Joint Development	0	0	0	0	0
Fiber Optics	0	0	0	0	0
Other	7,604	3,194	6,149	6,064	(84)
Total Revenues	**$159,556**	**$156,405**	**$152,363**	**$153,150**	**$787**
Expenses					
Personnel	504,954	539,833	530,791	534,221	3,429
Services	45,340	52,086	61,749	65,429	3,680
Materials & Supplies	36,877	42,843	40,375	31,910	(8,464)
Fuel (Gas/Diesel/CNG)	13,246	16,973	23,140	23,993	852
Utilities & Propulsion Power	7,420	7,795	14,835	13,746	(1,089)
Casualty & Liability	9,447	13,139	9,351	10,039	687
Leases & Rentals	1,787	2,052	1,591	2,118	527
Miscellaneous	838	769	820	855	35
Capital Allocation	(19,442)	(17,310)	(14,058)	(12,799)	1,259
Total Expenses	**$600,466**	**$658,181**	**$668,595**	**$669,511**	**$917**
Gross Subsidy	**$440,909**	**$501,776**	**$516,232**	**$516,361**	**$129**
Cost Recovery Ratio	26.6%	23.8%	22.8%	22.9%	

Operating Expense Budget

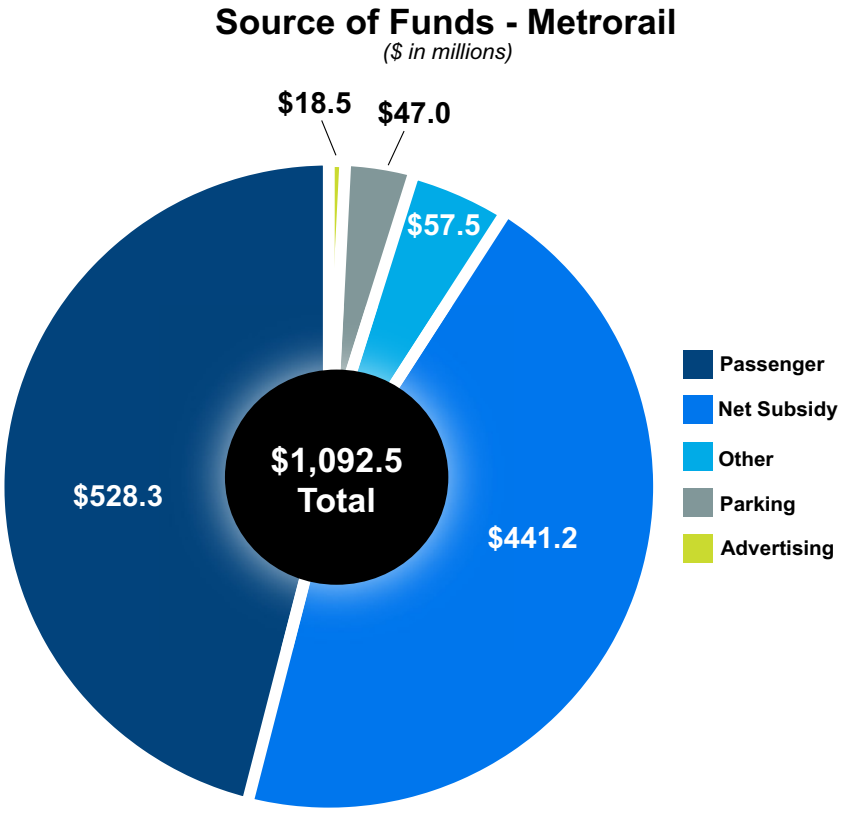
Metrobus

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Variance	% Variance
Salaries	92,713	100,133	95,091	94,577	(514)	
Wages	212,878	228,171	235,476	234,904	(573)	
Overtime	36,228	38,122	30,597	32,112	1,515	
Total Salaries & Wage s	**$341,819**	**$366,426**	**$361,165**	**$361,593**	**$428**	**0.1%**
Fringes	**$163,134**	**$173,407**	**$169,627**	**$172,628**	**$3,001**	**1.8%**
Fringe Health	70,974	86,213	74,040	66,466	(7,575)	
Fringe Pension	58,206	72,693	55,264	65,324	10,060	
Other Fringe Benefits	25,955	(4,645)	29,873	29,578	(295)	
Workers Compensation	8,000	19,146	10,450	11,261	811	
Total Personnel Cost	**$504,954**	**$539,833**	**$530,791**	**$534,221**	**$3,429**	**0.6%**
Services	**$45,340**	**$52,086**	**$61,749**	**$65,429**	**$3,680**	**6.0%**
Professional & Technical	13,201	19,264	18,068	16,296	(1,771)	
Contract Maintenance	20,455	21,037	33,463	39,399	5,936	
Paratransit	26	0	0	0	0	
Other	11,658	11,785	10,218	9,734	(484)	
Materials & Supplies	**$36,877**	**$42,843**	**$40,375**	**$31,910**	**($8,464)**	**(21.0%)**
Parts	20,871	23,175	20,229	12,018	(8,211)	
Other	16,006	19,669	20,146	19,893	(253)	
Fuel (Gas/Diesel/CNG)	**$13,246**	**$16,973**	**$23,140**	**$23,993**	**$852**	**3.7%**
Diesel Fuel	12,502	14,907	20,385	19,849	(536)	
Gasoline	(514)	689	695	1,431	736	
Clean Natural Gas	1,257	1,377	2,061	2,713	652	
Utilities & Propulsion	**$7,420**	**$7,795**	**$14,835**	**$13,746**	**($1,089)**	**(7.3%)**
Propulsion	(9)	0	0	0	0	
Electricity	3,769	3,964	10,845	10,497	(349)	
Utilities - Other	3,660	3,831	3,990	3,249	(740)	
Casualty & Liability	**$9,447**	**$13,139**	**$9,351**	**$10,039**	**$687**	**7.4%**
Insurance	5,646	5,758	4,530	4,926	397	
Claims	3,801	7,381	4,821	5,112	291	
Leases	**$1,787**	**$2,052**	**$1,591**	**$2,118**	**$527**	**33.2%**
Property	884	973	775	1,199	424	
Equipment	903	1,080	816	919	103	
Miscellaneous	**$838**	**$769**	**$820**	**$855**	**$35**	**4.3%**
Business Meeting/Subscriptions	581	552	536	402	(133)	
Advertising	1,585	1,599	994	1,111	118	
Reimbursements/Other	(1,328)	(1,382)	(709)	(659)	51	
Capital Allocation	**($19,442)**	**($17,310)**	**($14,058)**	**($12,799)**	**$1,259**	**(9.0%)**
Total Nonpersonnel Cost	**$95,512**	**$118,348**	**$137,803**	**$135,291**	**($2,513)**	**(1.8%)**
Total Cost	**$600,466**	**$658,181**	**$668,595**	**$669,511**	**$917**	**0.1%**

Operating Budget by Mode: Metrorail

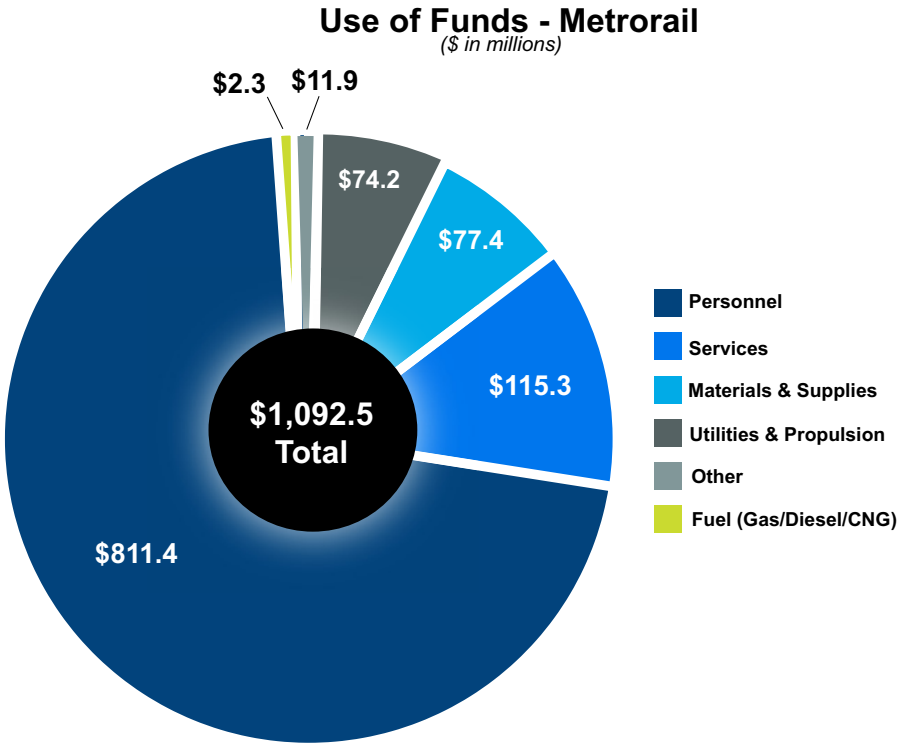
Sources of Funds

- Metrorail sources of funds consist of revenue primarily from passenger fares and parking fees, as well as advertising and lease revenues and subsidy from Metro's jurisdictional partners.
- Total Metrorail revenue in FY2020 is projected at $651.3 million. Passenger revenues, including fares and passes, are projected at $528.3 million. This is a decrease of $13.8 million from the FY2019 budget. The decrease in passenger revenues is due to a projected decline in ridership related to service disruptions caused by major capital projects, partially offset by a projected ridership increase from new customer service initiatives.
- Parking revenue at Metrorail facilities will contribute $47.0 million in revenue. This amount is essentially flat from FY2019 to FY2020.
- Advertising revenue applied to Metrorail is projected to generate $18.5 million in FY2020. This amount is $0.7 million more than the FY2019 budget.
- Other revenue, which includes joint development, fiber optics, and credits from the Capital Improvement Program and Maryland Transit Authority to compensate for anticipated passenger and parking revenue losses resulting from scheduled track and platform work, is projected to contribute $57.5 million in FY2020.



Uses of Funds

- Personnel expenses are the largest portion of the FY2020 Metrorail budget. Personnel costs are estimated at $811.4 million, or 74.3 percent of total Metrorail expenses, which represents an increase of $25.0 million from the FY2019 budget. This increase is largely due to contractually obligated increases and new customer initiatives.
- Services are budgeted at $115.3 million, which is $0.5 million more than the FY2019 budget.
- Materials and Supplies are budgeted at $77.4 million, which is $15.0 million higher than the FY2019 budget due to increases in both the cost and utilization of parts.
- Fuel costs are budgeted at $2.3 million, or $0.9 million higher than the FY2019 budget.
- Utilities and Propulsion expenses of $74.2 million are $4.4 million lower than the FY2019 budget.



FY2017 - FY2020

- Personnel expenses increased by $45.3 million or 6.4 percent from FY2017 actuals to FY2018, and are projected to increase by $25.0 million or 3.2 percent from the FY2019 budget to FY2020, primarily due to contractually obligated increases arising from collective bargaining agreements and new customer service initiatives.
- Services increased from FY2017 actuals to FY2018 by $22.6 million or 30.7 percent, and are projected to increase by $0.5 million or 0.5 percent from FY2019 budget to FY2020.
- Material and Supplies decreased $8.8 million or 12.8 percent from FY2017 actuals to FY2018, and are projected to increase $15.0 million or 24.1 percent from FY2019 budget to FY2020.

Metrorail
Revenue and Expenses

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Variance
Revenues					
Passenger	531,475	541,318	542,040	528,279	(13,761)
Parking	41,453	43,064	47,238	46,968	(270)
Advertising	7,230	7,455	17,840	18,523	683
Joint Development	9,897	9,252	9,750	11,062	1,312
Fiber Optics	17,570	15,959	16,939	15,992	(947)
Other	3,144	3,630	1,622	30,464	28,842
Total Revenues	**$610,770**	**$620,678**	**$635,429**	**$651,288**	**$15,859**
Expenses					
Personnel	705,753	751,073	786,379	811,356	24,977
Services	73,732	96,345	114,790	115,334	544
Materials & Supplies	68,944	60,098	62,380	77,396	15,016
Fuel (Gas/Diesel/CNG)	1,932	1,253	1,418	2,305	886
Utilities & Propulsion Power	75,339	75,056	78,584	74,204	(4,380)
Casualty & Liability	14,484	20,082	21,429	23,174	1,745
Leases & Rentals	4,563	5,085	5,882	6,937	1,055
Miscellaneous	2,762	5,290	3,648	13,782	10,133
Capital Allocation	(28,241)	(19,620)	(32,215)	(31,981)	234
Total Expenses	**$919,266**	**$994,661**	**$1,042,297**	**$1,092,507**	**$50,210**
Gross Subsidy	**$308,496**	**$373,983**	**$406,868**	**$441,220**	**$34,351**
Cost Recovery Ratio	66.4%	62.4%	61.0%	59.6%	

Operating Expense Budget

Metrorail

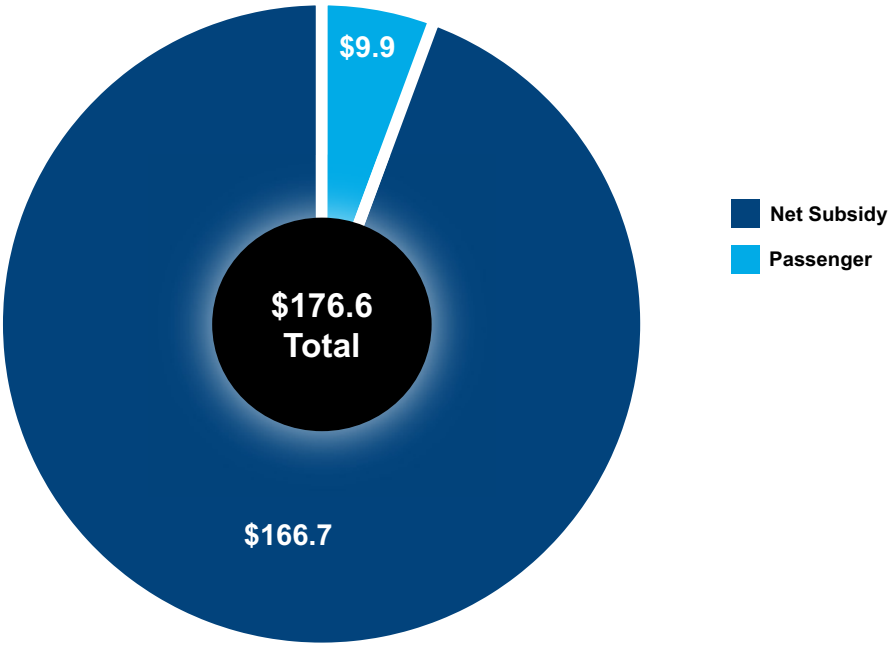
(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Variance	% Variance
Salaries	189,569	198,695	207,843	216,976	9,133	
Wages	248,973	255,511	278,968	287,212	8,244	
Overtime	45,900	45,268	43,606	43,270	(337)	
Total Salaries & Wages	**$484,442**	**$499,474**	**$530,417**	**$547,458**	**$17,041**	**3.2%**
Fringes	**$221,310**	**$251,599**	**$255,962**	**$263,898**	**$7,936**	**3.1%**
Fringe Health	103,989	119,218	111,988	106,384	(5,604)	
Fringe Pension	82,178	100,624	85,196	95,366	10,170	
Other Fringe Benefits	22,614	3,354	43,053	44,108	1,056	
Workers Compensation	12,529	28,403	15,724	18,040	2,315	
Total Personnel Cost	**$705,753**	**$751,073**	**$786,379**	**$811,356**	**$24,977**	**3.2%**
Services	**$73,732**	**$96,345**	**$114,790**	**$115,334**	**$544**	**0.5%**
Professional & Technical	25,020	41,811	50,198	47,857	(2,341)	
Contract Maintenance	26,777	27,199	38,314	32,260	(6,054)	
Paratransit	29	0	0	0	0	
Other	21,906	27,335	26,279	35,218	8,939	
Materials & Supplies	**$68,944**	**$60,098**	**$62,380**	**$77,396**	**$15,016**	**24.1%**
Parts	42,466	29,815	29,021	42,796	13,774	
Other	26,478	30,283	33,359	34,601	1,242	
Fuel (Gas/Diesel/CNG)	**$1,932**	**$1,253**	**$1,418**	**$2,305**	**$886**	**62.5%**
Diesel Fuel	4	11	295	443	147	
Gasoline	1,819	1,242	1,123	1,862	739	
Clean Natural Gas	109	0	0	0	0	
Utilities & Propulsion	**$75,339**	**$75,056**	**$78,584**	**$74,204**	**($4,380)**	**(5.6%)**
Propulsion	47,990	47,423	54,343	48,923	(5,420)	
Electricity	22,573	21,994	17,839	18,053	214	
Utilities - Other	4,776	5,639	6,402	7,228	826	
Casualty & Liability	**$14,484**	**$20,082**	**$21,429**	**$23,174**	**$1,745**	**8.1%**
Insurance	8,641	8,801	10,381	11,373	992	
Claims	5,843	11,281	11,049	11,802	753	
Leases	**$4,563**	**$5,085**	**$5,882**	**$6,937**	**$1,055**	**17.9%**
Property	2,510	3,117	2,956	3,980	1,024	
Equipment	2,053	1,968	2,927	2,957	31	
Miscellaneous	**$2,762**	**$5,290**	**$3,648**	**$13,782**	**$10,133**	**277.7%**
Business Meeting/Subscriptions	939	994	1,513	1,842	329	
Advertising	2,348	2,443	2,296	3,175	879	
Reimbursements/Other	(525)	1,853	(161)	8,765	8,925	
Capital Allocation	**($28,241)**	**($19,620)**	**($32,215)**	**($31,981)**	**$234**	**(0.7%)**
Total Nonpersonnel Cost	**$213,514**	**$243,588**	**$255,918**	**$281,152**	**$25,233**	**9.9%**
Total Cost	**$919,266**	**$994,661**	**$1,042,297**	**$1,092,507**	**$50,210**	**4.8%**

Operating Budget by Mode: MetroAccess

Sources of Funds

- MetroAccess sources of funds include passenger revenue and net subsidy from Metro's jurisdictional partners. MetroAccess passenger revenues are projected at $9.9 million and cover 5.6 percent of Metro's paratransit costs; jurisdictional subsidies of $166.7 million fund the remaining 94.4 percent.
- MetroAccess passenger revenues are budgeted to remain flat in comparison to the FY2019 budget.

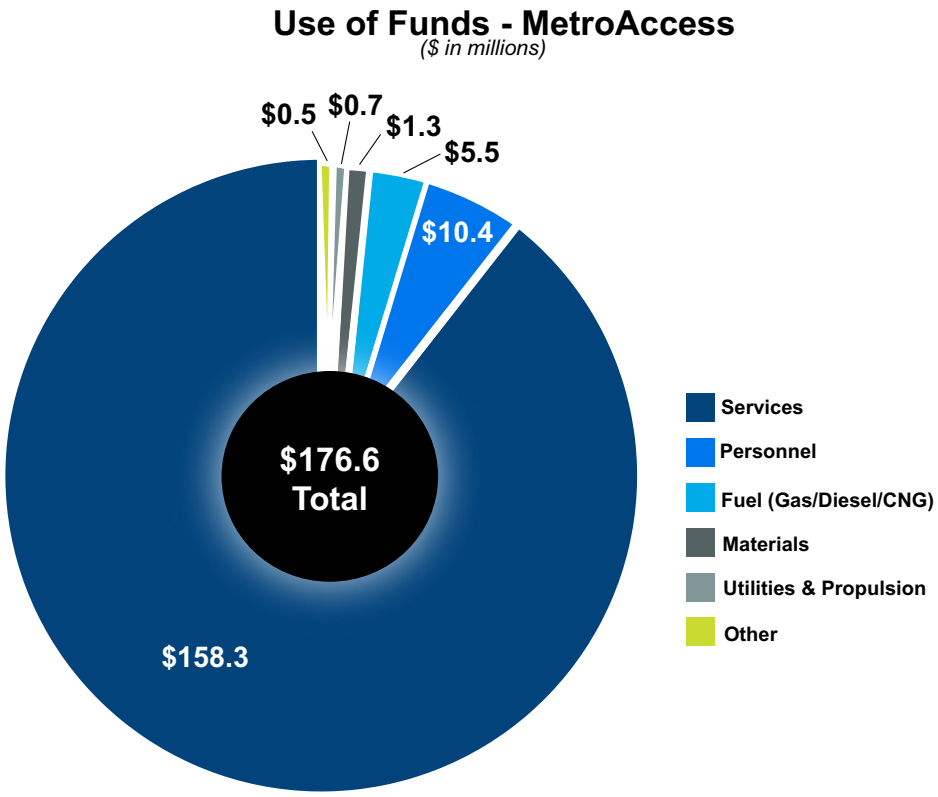
Source of Funds - MetroAccess
($ in millions)





Uses of Funds

- Personnel costs are budgeted at $10.4 million, which is a $0.9 million increase in comparison to the FY2019 budget. This is primarily due to contractually obligated increases in salaries and wages, as well as the impact of MetroAccess absorbing a slightly higher portion of the allocated indirect costs.
- Services are budgeted at $158.3 million and represent an increase of $7.2 million in comparison to the FY2019 budget. This is primarily due to cost escalation in paratransit contract rates. Paratransit related services account for 89.6 percent of the total MetroAccess budget.



FY2017 - FY2020

- Services expense increased by $12.9 million or 11.9 percent from FY2017 to FY2018, and are projected to increase by $7.3 million or 4.8 percent from FY2019 budget to FY2020. The increase in cost from FY2018 to FY2020 is due to new contracts awarded for paratransit service providers in FY2019. The resulting contract cost escalations for providers offset savings associated with Metro's facilitation of alternate service options.
- Energy costs, consisting of fuel and utilities, are projected to increase by $0.4 million or 6.1 percent from FY2019 to FY2020. The increase is primarily due to inflation in gasoline prices.

MetroAccess
Revenue and Expenses

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	Variance
Revenues					
Passenger	9,660	9,700	9,940	9,940	0
Parking	0	0	0	0	0
Advertising	0	0	0	0	0
Joint Development	0	0	0	0	0
Fiber Optics	0	0	0	0	0
Other	0	174	0	0	0
Total Revenues	**$9,660**	**$9,874**	**$9,940**	**$9,940**	**$0**
Expenses					
Personnel	9,568	9,060	9,542	10,423	881
Services	108,430	121,302	151,010	158,259	7,249
Materials & Supplies	351	552	541	1,308	766
Fuel (Gas/Diesel/CNG)	4,988	5,868	5,275	5,470	195
Utilities & Propulsion Power	547	531	550	711	161
Casualty & Liability	462	643	558	667	110
Leases & Rentals	837	681	890	981	91
Miscellaneous	86	110	103	115	12
Capital Allocation	(742)	(892)	(839)	(1,290)	(451)
Total Expenses	**$124,527**	**$137,855**	**$167,631**	**$176,644**	**$9,013**
Gross Subsidy	**$114,866**	**$127,981**	**$157,691**	**$166,704**	**$9,013**
Cost Recovery Ratio	7.8%	7.2%	5.9%	5.6%	

Operating Expense Budget

MetroAccess

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Variance	% Variance
Salaries	6,247	5,612	5,707	6,010	303	
Wages	232	218	643	1,077	434	
Overtime	23	24	23	19	(4)	
TOTAL SALARIES AND WAGES	**$6,501**	**$5,854**	**$6,373**	**$7,106**	**$733**	**11.5%**
Fringes	**$3,067**	**$3,206**	**$3,169**	**$3,317**	**$148**	**4.7%**
Fringe Health	1,339	1,363	1,416	1,333	(83)	
Fringe Pension	1,099	1,142	1,052	1,236	184	
Other Fringe Benefits	256	(72)	506	523	17	
Workers Compensation	374	774	194	225	31	
TOTAL PERSONNEL COST	**$9,568**	**$9,060**	**$9,542**	**$10,423**	**$881**	**9.2%**
Services	**$108,430**	**$121,302**	**$151,010**	**$158,259**	**$7,249**	**4.8%**
Professional & Technical	3,213	3,259	3,672	4,110	438	
Contract Maintenance	409	475	459	1,072	613	
Paratransit	103,710	116,517	145,719	152,230	6,511	
Other	1,097	1,052	1,161	847	(313)	
Materials & Supplies	**$351**	**$552**	**$541**	**$1,308**	**$766**	**141.5%**
Parts	11	10	10	459	450	
Other	340	542	532	848	317	
Fuel (Gas/Diesel/CNG)	**$4,988**	**$5,868**	**$5,275**	**$5,470**	**$195**	**3.7%**
Diesel Fuel	0	0	0	0	0	
Gasoline	4,988	5,868	5,275	5,470	195	
Clean Natural Gas	0	0	0	0	0	
Utilities & Propulsion	**$547**	**$531**	**$550**	**$711**	**$161**	**29.2%**
Propulsion	0	0	0	0	0	
Electricity	410	393	393	520	127	
Utilities - Other	138	138	157	191	34	
Casualty & Liability	**$462**	**$643**	**$558**	**$667**	**$110**	**19.7%**
Insurance	276	282	270	328	57	
Claims	185	361	288	340	52	
Leases	**$837**	**$681**	**$890**	**$981**	**$91**	**10.2%**
Property	796	637	846	926	80	
Equipment	41	44	44	54	11	
Miscellaneous	**$86**	**$110**	**$103**	**$115**	**$12**	**11.3%**
Business Meeting/Subscriptions	31	31	50	39	(11)	
Advertising	75	78	59	74	15	
Reimbursements/Other	(20)	0	(6)	2	8	
Capital Allocation	**($742)**	**($892)**	**($839)**	**($1,290)**	**($451)**	**53.8%**
TOTAL NONPERSONNEL COST	**$114,959**	**$128,795**	**$158,090**	**$166,221**	**$8,131**	**5.1%**
TOTAL COST	**$124,527**	**$137,855**	**$167,631**	**$176,644**	**$9,013**	**5.4%**

Reimbursable Budget

Reimbursable projects are those unique services, programs and projects for which separate funding is provided by a jurisdiction or third-party entity. Metro is reimbursed on a dollar-for-dollar basis to provide the arranged services.

Reimbursable Budget

(Dollars in Thousands)	FY 2018 Budget	FY2019 Budget	FY2020 Budget	Change
State & Local Funding				
DC Circulator [1]	$21,464	$21,132	—	($21,132)
Federal Grant Funding				
Safety & Security grants	$3,647	$4,174	$5,714	$1,540
Other Sources of Funding				
DC Circulator - Passenger fare revenue	$2,900	$2,868	—	($2,868)
Neutral Host agreement with carrier team	750	1,422	1,184	(238)
Joint Development & Adjacent Construction projects	2,006	1,972	2,124	152
Total	**$30,767**	**$31,568**	**$9,022**	**($22,546)**

1 Local Funding equals expenditures less passenger revenue

DC Circulator

The DC Circulator, the fourth largest bus system in the region, is a District Department of Transportation (DDOT) service. In FY2019 and prior, this service was operated by a WMATA contractor and funded by a reimbursable project agreement between DDOT and WMATA. As of October 1, 2018 operations, management and oversight of the DC Circulator have been provided solely by DDOT.

Safety and Security Grants

Metro receives several security grants through the Transit Security Grant Program (TSGP) and National Explosive Detection Canine Team Program (NEDCTP) under the Department of Homeland Security (DHS).

The grants provide funding for capital and operational security activities. The funding enhances the ability of the Metropolitan Transit Police Department (MTPD) to detect and deter potential attacks of terrorism through increased visibility, unpredictable presence, identification of areas of critical infrastructure, security assessments, and employee/public awareness. As Federal appropriations become available, Metro continues to pursue new funding to further enhance security activities.

Joint Development and Adjacent Construction Projects

Metro's Office of Joint Development and Adjacent Construction (JDAC) reviews and approves construction activities for projects adjacent to Metrorail and Metrobus property, facilities, and operational right of way to ensure that:

- Metro facilities and operations are not damaged or affected by the proposed project
- Metro operations are not affected during and after the project construction

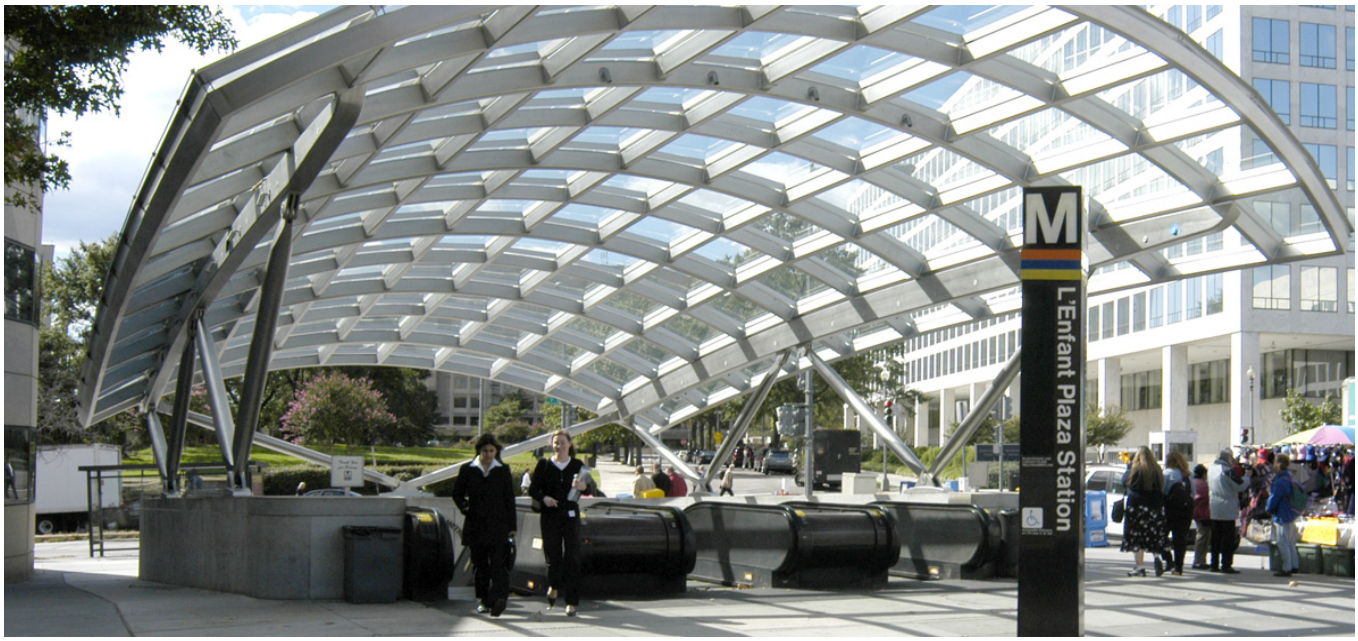
JDAC expenditures are reimbursed by the requesting private entity or jurisdiction. JDAC performs the following activities for the entities:

- Provides internal Authority departmental coordination with project's owner/developer/ contractor (ODC) including external agencies, jurisdictions, property owners, consultants, developers, utilities and/ or anyone who has an impact on Metro property, facilities and/or operations
- Prepares project agreements in conjunction with Real Estate and Station Area Planning and General Counsel
- Provides coordination/oversight for all aspects of a project including design, safety, operations, construct ability, assuring compliance with Metro standards, monitoring/coordinating construction activities and acceptance of on-site installations and facilities
- Provides oversight and acceptance for Joint Development and Jurisdictional Reimbursable projects that will ultimately be owned and operated by Metro

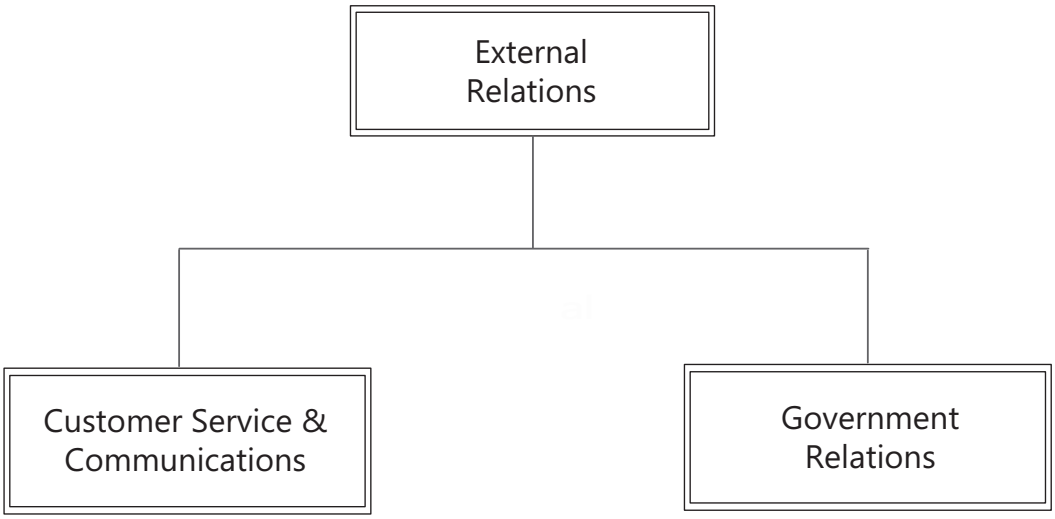
Neutral Host

The Authority issues master license contract agreements with telecommunications providers to design, build, operate, and maintain a wireless communication infrastructure throughout Metro's underground stations and tunnels. The agreements for neutral host projects are at no cost to Metro and enable wireless cellular phone and data services throughout the underground infrastructure. Metro seeks to provide an open, comprehensive wireless communication infrastructure, in order to achieve the following objectives:

- Establish reliable, seamless wireless communications coverage in all of Metro's 47 underground stations and 50.5 miles of tunnels
- Improve the safety, security, and information opportunities for the Metro riders
- Maximize the revenue to Metro with minimal operational complexity and impact to transit operations
- Leverage the economic value of Metro's facilities, infrastructure, ridership, and presence within the Washington metropolitan area
- Allow Metro to use wireless communications for its operational and administrative needs



External Relations



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$11,643	$9,622	$9,754	$10,615	$862	8.8%
Non-Personnel	$6,482	$6,578	$8,766	$8,965	$199	2.3%
Total Cost	**$18,125**	**$16,201**	**$18,519**	**$19,580**	**$1,061**	**5.7%**
Authorized Positions	139	115	112	112	0	0.0%

The Department of External Relations (EXRL) is responsible for building and maintaining strong relationships with Metro's many stakeholders and partners, including its customers, regional elected officials, business and community groups, and the WMATA Board of Directors. Key priorities include:

- Working with funding jurisdictions and Congress to ensure needed operating and capital funding suppor
- Engaging stakeholders in support of Metro's business goals and objectives, as well as coordinating with federal agencies and safety oversight organization
- Improving customer experience and public confidence in Metro through in-system passenger information, as well as through media relations and marketing channels
- Serving as management's Board liaison and overseeing management's work with the Board of Directors

FY2020 Business Plan

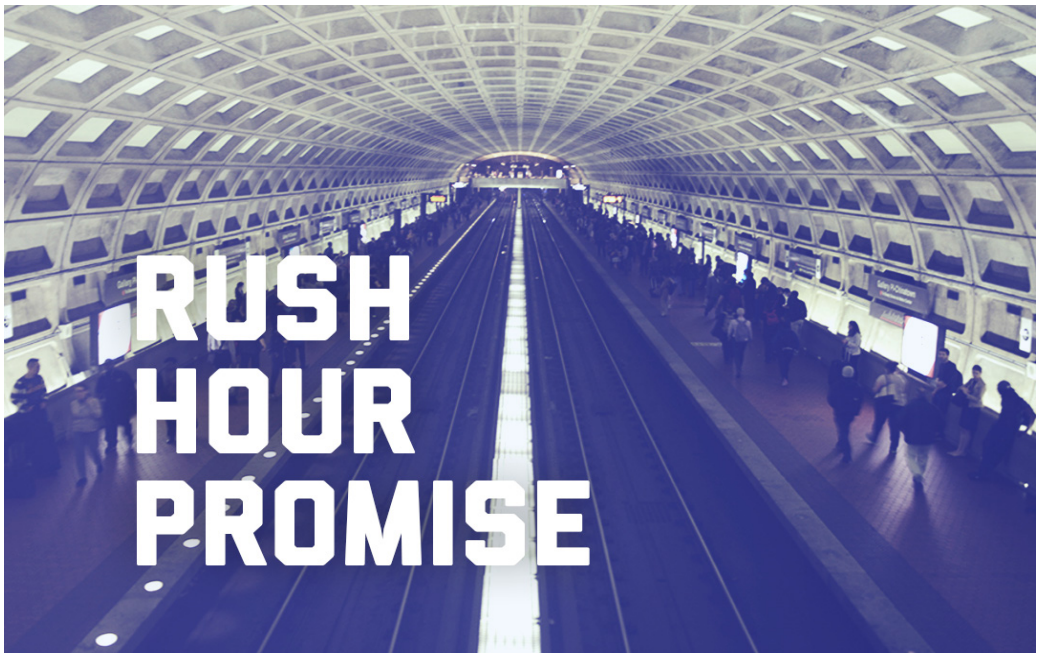
In FY2020, External Relations will continue to integrate the efforts of several functional areas to further develop and enhance its comprehensive program to strengthen Metro's brand.

- Lead efforts to ensure transfer of dedicated capital funding to Metro from Maryland, Virginia and the District of Columbia and compliance with legislative requirements
- Implement a strategy, in collaboration with Regional Congressional delegation, business, regional and elected leaders, in support of the reauthorization of the Passenger Rail Investment and Improvement Act
- Work to amplify public and stakeholder awareness of Metro's progress in achieving Better Than Good objectives, including efforts to retain and grow ridership, increase confidence for investments, build internal pride and morale, and continue to improve safety and financial stability
- Engage employees in delivering business objectives and improve pride in Metro
- Provide strategic and tactical leadership for all aspects of external relations and marketing that support the public relations, community relations and government relations objectives of the Authority

- Communicate leadership objectives to build a sustainable business model that meets the mandated subsidy cap, improves service delivery and enhances employee pride
- Increase non-fare revenue through expanded digital advertising, new commercial and retail opportunities, and special event cost recovery
- Maintain a productive Board-management relationship to achieve business goals and ensure effective policymaking

FY2019 Major Accomplishments

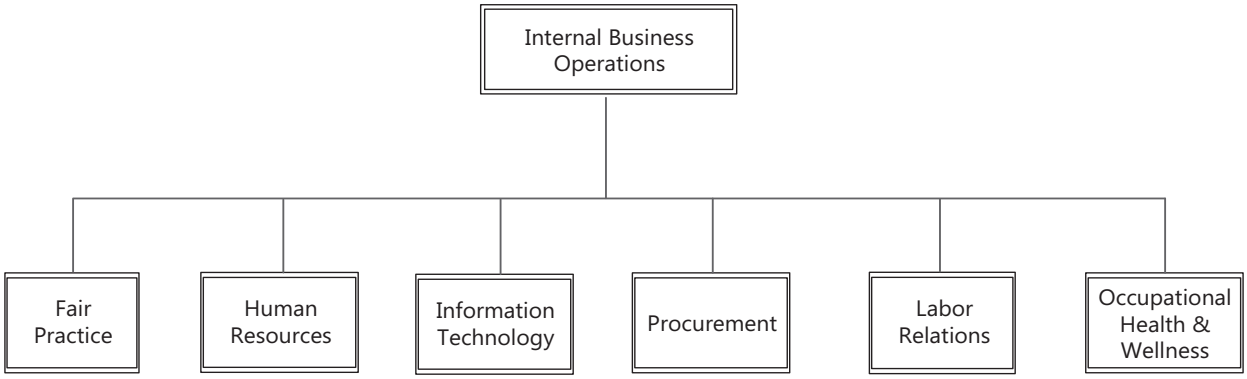
- Launched internal biweekly employee podcast, boosting engagement by highlighting employees and initiatives across the Authority
- Improved industry-first Rush Hour Promise to provide customers with a travel credit when their rush-hour trip is delayed by 10 minutes or more – 93 percent of customers who receive a credit return to the system
- Supported major regional events, including the Washington Capitals Stanley Cup playoff run and 2018 All-Star Week activities
- Worked with stakeholders, elected officials and key staff in partner jurisdictions to develop a comprehensive regional mitigation plan for the Summer 2019 Platform Improvement Project; conducted a robust communications and outreach effort to raise awareness among customers of the station closures, travel alternatives, and safety improvements that will result from the project
- Convened two major employee events (Managers Meeting & Metro Awards), highlighting Metro's progress, celebrating employees' hard work and recognizing employees for their stellar safety and customer performance records
- Conducted research regarding customer experience during Red Line shutdown and completed quadrennial Bus Passenger Survey, which helps determine funding allocation and support planning efforts
- Updated Metro's Anti-Harassment PSA campaign with new creative focused on simple strategies to stop harassment, and launched a new "See Something, Say Something" campaign partnering with local celebrities to promote awareness and harnessing their social media power to increase campaign outreach
- Improved Contact Center customer satisfaction for the fourth year in a row (three percent year-over-year increase) and increased social media followers by 7 percent
- Worked with elected leaders to ensure full funding for Metro's operating and capital budget at the federal, state and local level
- Facilitated successful discretionary grant funding from the U.S. Department of Transportation, providing Metro's capital program with additional funding to address critical capital work
- Supported Congressional delegation in introduction of legislation for PRIIA re-authorization



Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target
Renew partner funding commitments				
Renew federal dedicated funding commitment	Obtained PRIIA $150M appropriation	Obtained PRIIA $150M appropriation	Obtain PRIIA $150M appropriation	Seek $150M appropriation and funding reauthorization
Ensure jurisdictional funding to meet budget requirements	Dedicated capital funding legislation introduced	DC Mayor and VA and MD Governors signed 1st time dedicated capital funding	Obtain commitment to fund FY2020 Budget	Obtain commitment to fund FY2021†Budget
Continual customer satisfaction increases				
Rail Customer Satisfaction	66%	73%	Increase	Increase
Bus Customer Satisfaction	79%	72%	Increase	Increase
Call Center Customer Satisfaction	83%	86%	Increase	Increase
Outreach and communications efficacy				
Anti-Harassment PSA Campaign Awareness	41%	47%	Increase	Increase
Rush Hour Promise (RHP) Campaign Awareness	NA	63% (June 2018)	74% (April 2019)	Increase
Customer Awareness of Major Planned Capital Work			RD Line: 91-94% BL/YL Lines: 93-97%	Increase

1 Among registered SmarTripÆ users
2 Actuals among registered SmarTripÆ users at affected stations prior to July-September 2018 RD Line Shutdown
3 Actuals among registered SmarTripÆ users at affected stations prior to May-September 2019 BL/YL Platforms Project

Internal Business Operations



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$61,855	$57,672	$59,410	$60,903	$1,493	2.5%
Non-Personnel	$45,959	$54,703	$60,069	$53,338	($6,731)	-11.2%
Total Cost	**$107,814**	**$112,375**	**$119,479**	**$114,241**	**($5,238)**	**-4.4%**
Authorized Positions	583	542	542	583	41	7.6%

The Department of Internal Business Operations (IBOP) consists of six internal business functions that play integral roles in supporting all operating components of Metro: Human Resources, Information Technology, Labor Relations, Occupational Health and Wellness (OHAW), Procurement, and Fair Practices.

IBOP provides administrative, technical and operational solutions to all Metro departments and offices. IBOP implements and supports information management solutions, provides acquisition services, manages unionized employment matters and provides medical and clinical services to employees and prospective employees.

IBOP also sources and supports the selection of highly qualified talent, provides employee performance management programs, employee development and training opportunities, and promotes an engaged, diverse and inclusive organization free from discrimination. The department is focused on business innovation through organizational transformation, and integrating strategic priorities across functions with the goal of sustaining a culture of performance improvement at all levels of the organization.

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target
Improve reliability and win back riders				
Overall vacancy rate	7%	7%	6%	6%
Operations critical vacancy rate	11%	11%	9%	9%

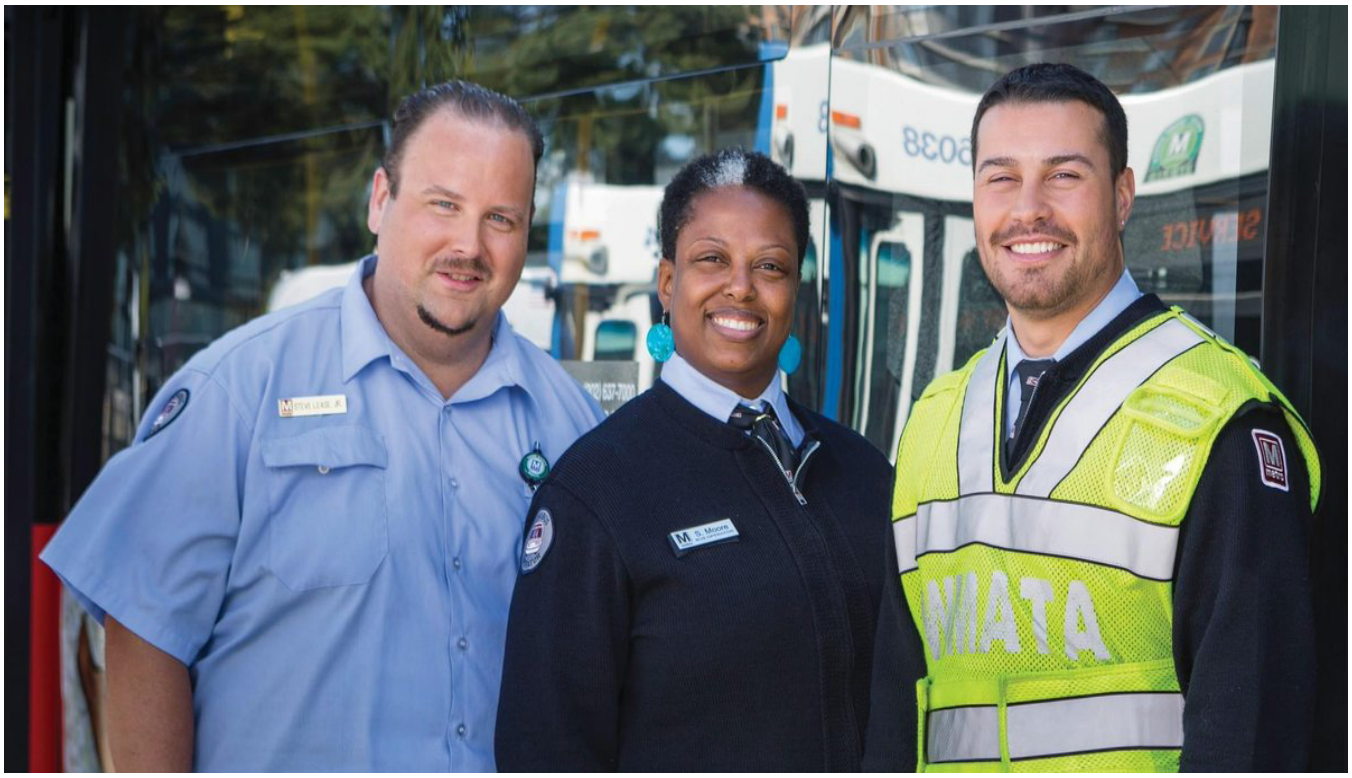
FY2020 Business Plan

- Lead Metro's People Strategy as an integral part of Metro's strategic business planning process, aimed at improving employee and organizational performance through culture change, a workforce of the future recruitment strategy, performance management and strategic rewards, learning & development/retention strategies, and the development of sound policies and practices.
- Implement electronic health record solutions to deliver effective and efficient employee patient care
- Partner with labor representatives to collaborate and increase depth of support provided to in-field management to proactively address labor-related issues
- Provide leadership, direction and policy guidance that promotes equal employment opportunities and the establishment of a well-diversified workforce
- Institute information technology innovations, automation capabilities, and system software to deliver significant enterprise efficiencies such as SmartBenefits, Accessible Trip Planning, technology solutions for Silver Line Phase 2, and Enterprise Data Management
- Institute leading edge of procurement reform and current technology across the organization to improve visibility and outreach in the vendor community; increase DBE participation on contracts; implement enhancements to streamline business processes; and initiate a process to procure quality, cost-effective goods and services for Silver Line Phase 2 to include 8000-series rail cars

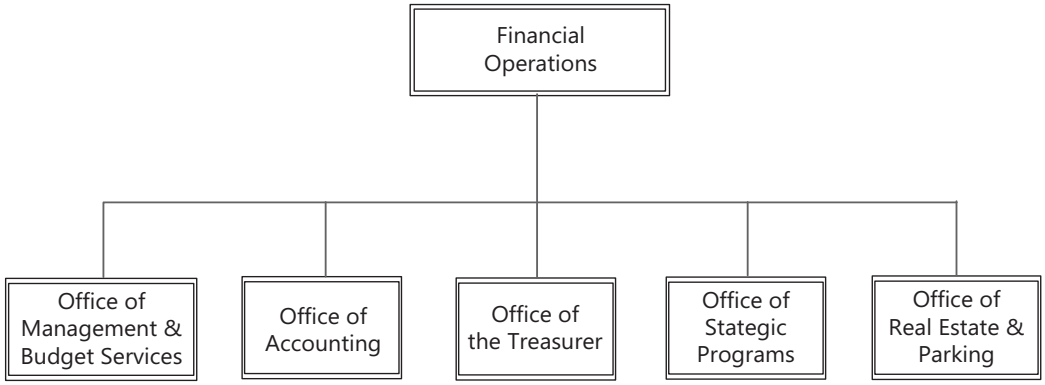
FY2019 Major Accomplishments

- Revised employee relations training for supervisors
- Revised employee relations pamphlet/brochure
- Developed Family Medical Leave Act training for supervisors
- Eliminated Family Medical Leave Act application and processing backlog
- Implemented Authority-wide random criminal background checks
- Launched EEO and anti-harassment awareness campaign
- Revised EEO training and anti-harassment training for supervisors
- Provided reasonable accommodation training under the American With Disability Act Training for supervisors
- Upgraded customer-facing MetroAlerts
- Upgraded voicemail system
- Completed above ground WiFi installation throughout all stations
- Created and implemented enhanced reporting dashboards for CIO, CPPM, COO and CFO offices
- Implemented Rush Hour Promise and rider table enhancements
- Optimized OHAW staffing to ensure compliance with OSHA, DOT, and FTA
- Implemented a new drug and alcohol compliance database
- Completed OHAW risk assessment/data classification and migration of unsecured data
- Completed re-organization of the Small Business Programs Office (SBPO)
- Awarded new five-year Metrobus contract; and new five–year MetroAccess paratransit services delivery contract
- Awarded Cinder Bed Road Bus Garage operations contract
- Decreased inventory parts backlog by 90% from fiscal year high, reduced storeroom stock-out rate to 1.7%, and decreased the number of railcars out-of-service for parts for 7+ days
- Implemented strategic sourcing by utilizing cooperative contracts and volume commodity purchasing
- Finalized collective bargaining agreements for Local 2 and Local 689
- Completed the Authority-wide job description renewal project for recruiting, developing and maintaining a highly-qualified workforce
- Implemented a new Performance Management form that aligns employee performance objectives with Metro's strategic goals and initiated a pilot online, electronic performance system.
- Designed and implemented a new candidate experience for Metro applicants and leveraged existing information system functionality to automate the hiring process from applicant to employee.

- Implemented an Employee Opinion Survey that measures employee engagement and enablement, safety, customer service, performance management, and leadership. The survey results enable WMATA to set the stage for action planning for engaging and retaining employees to position WMATA as an employer of choice.
- Transitioned paper I-9 Forms to an electronic system and automated I-9 Forms for new hires.
- Earned the designation "Top Employer for Hispanics" as well as its sixth consecutive national designation of "Military Friendly Employer" through Metro's diversity recruitment and outreach programs.
- Developed and piloted a High-Potential Candidate program to identify and advance potential leaders
- Developed and piloted the Certified Metro Manager program for Bus Transportation superintendents with a focus on enhancing management and leadership skills and improving overall division performance.



Financial Operations



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$30,193	$25,625	$23,621	$23,172	($449)	-1.9%
Non-Personnel	$53,232	$72,998	$59,758	$54,589	($5,169)	-8.6%
Total Cost	**$83,424**	**$98,623**	**$83,379**	**$77,761**	**($5,618)**	**-6.7%**
Authorized Positions	271	252	248	253	5	2.0%

The Department of Financial Operations (CFO) plans, allocates and manages the Authority's financial resources, policies and priorities to ensure fiscal integrity and alignment with Metro's overarching vision to move the region forward by connecting communities and improving mobility for our customers.

Financial Operations facilitates fiscal responsibility and sound investment of funds through active management, rigorous monitoring and timely, transparent reporting.

The Office of Management and Budget Services (OMBS) is responsible for the development and formulation of the annual operating budget, six-year capital improvement program, long-range financial planning and revenue management. The Office of Accounting (ACCT) manages payroll operations, accounts payable, accounts receivable and financial reporting. The Office of the Treasurer (TRES) is responsible for risk management, revenue collection, liquidity management, corporate investments, and debt management as well as fare media sales and distribution. The Office of Real Estate and Parking (LAND) optimizes Metro's real estate and parking portfolios. The Office of Strategic Programs (OSP) explores and develops and fields innovative programs, systems and partnerships that support Metro's core mission. OSP coordinates its programs with Metro's regional operating partners in the District of Columbia, Maryland and Virginia.

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target
Financial Responsibility				
Maintain Credit Rating	AA-	AA-	AA-	AA
Timely issuance of annual financial statements	on-time	on-time	on-time	on-time
Capital Budget invested	122%	95%	94-100%	94-100%
Balance Budget	-4.20%	0-2%	0%+	0%+

FY2020 Business Plan

The CFO Department will continue to lead corporate efforts to improve the organization's fiscal accountability and support Metro's capital investments. These will include ensuring Metro remains an affordable transit service provider, prioritizing safety and reliability initiatives and promoting effective and efficient resource allocation and utilization.

- Key areas of focus will include:
  - Robust due diligence in advance of capital fund investments and enhanced reporting on the allocation and results of the investments to account for the use of the dedicated funding sources
  - A suite of modern systems to support customers in all phases of their journey across the region and across regional transit systems, from trip planning to payment
  - Sales systems and fare payment technology in rail stations and on buses using the SmarTrip system to include transit management planning and payment tools for customers using mobile devices)

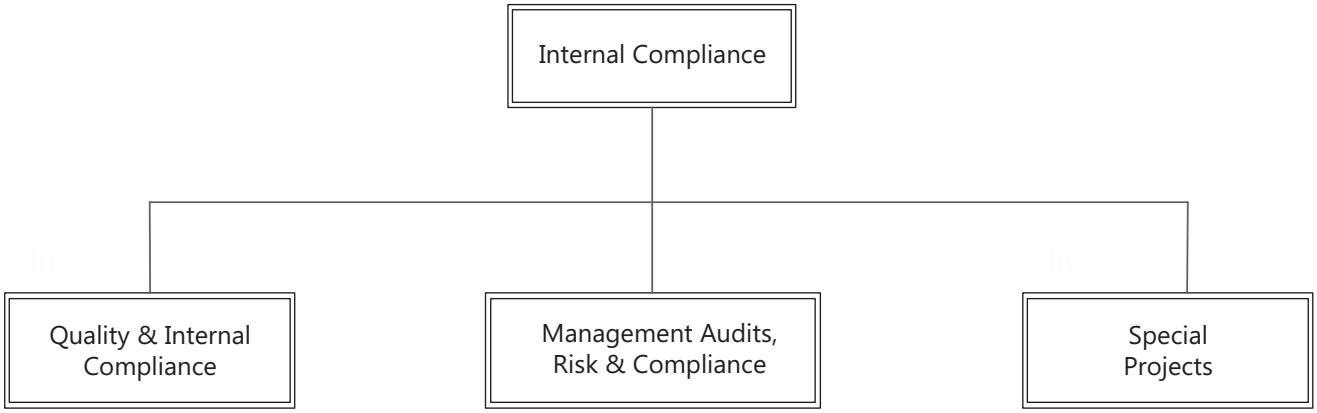
CFO will leverage the OSP to advance customer service, cost recovery and new technologies such as Transit Signal Prioritization (TSP) to improve bus operating performance, and will leverage partnerships with jurisdictions and other transportation service providers, including transportation network companies (TNCs) to enhance Metro's support for regional mobility.

FY2019 Major Accomplishments

- Completed dedicated funding agreement with Maryland, Virginia and the District of Columbia to provide $500 million of additional guaranteed funding for capital program needs.
- Purchased new Metro headquarters building in Washington, DC, the first major step in a broader office consolidation strategy that will save Metro $130 million over the next 20 years.
- Received a clean audit opinion on Metro's FY2018 Financial Statements for the fourth straight year,
- Received an unmodified opinion on Metro's FY2018 Single Audit, keeping Metro in compliance with federal grant requirements, for the third straight year,
- Supported Metro's Transit Asset Management (TAM) Plan, a major component of the KMSRA framework, to strategically improve the condition of its physical assets.
- Supported innovative contracting approaches to reduce costs and establish operations at Metro's new Cinder Bed Road bus facility and on Phase 2 of the Silver Line.
- Issued new long-term debt for $262.7 million to support FY2019 capital investment.
- Completed parking pilots and adopted policy changes to improve station parking utilization and revenue collection.
- Successfully transitioned the District of Columbia student "Kids Ride Free" program from the DC One Card to a new dedicated and more reliable SmarTrip® card that has significantly improved student compliance and convenience.



Internal Compliance



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$6,590	$5,745	$5,816	$6,368	$553	9.5%
Non-Personnel	$1,257	$7,381	$5,506	$4,956	($550)	-10.0%
Total Cost	**$7,847**	**$13,126**	**$11,322**	**$11,324**	**$3**	**0.0%**
Authorized Positions	118	60	64	64	0	0.0%

The Office of Internal Compliance (INCP) is an internal management function, reporting to the General Manager. Committed to driving improvement Authority-wide, INCP ensures departments are fulfilling business objectives, addressing corrective actions and complying with federal, state and local requirements and recommendations by deploying planned assurance, oversight and compliance activities.

Through its Offices of Quality & Internal Compliance (QICO), Management Audits, Risk & Compliance (MARC), and Special Projects Office (SPEC), INCP performs internal reviews, audits and compliance assessments, and coordinates their related corrective action plans (CAPs). The department's activities comprise a key component of Metro's safety, risk and quality assurance frameworks, promoting improved safety, better business practices and greater service reliability across the organization.

- QICO provides unbiased internal reviews and quality assurance assessments of service delivery, engineering and maintenance, capital program management and safety and security functions. QICO coordinates and oversees the closure of corrective/preventive actions that address regulatory safety recommendations and required actions. QICO also manages Metro's Policy Instruction Manual and leads the development and implementation of Metro's Quality Management System Plan (QMSP)
- MARC is Metro's Internal Audit function and provides objective internal auditing and advisory services to Metro management that add value and enable change for strong organizational governance, internal controls and effective risk management. MARC is also responsible for facilitating enterprise risk management (ERM) across the organization and facilitates organizational wide training on internal controls, risk management and compliance
- Special Projects Office (SPEC) leads and manages special and strategic projects at the direction of the General Manager/CEO and other senior management

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target
Improve Safety and Security and Restore Public Trust				
RWP Compliance/Safety Stand Down Participation	100%	100%	100%	100%
% of Employee Injury Investigation Completed to Standard	100%	100%	100%	100%
Improve reliability and win back riders				
Implement QICO Internal Review Schedule*	21	14	14	TBD
Implement Follow-up Improvement Program Schedule*	---	75	72	TBD
7000 Series Railcar - Reduce Conditional Acceptance Open Items from CY2016*	15	10	8	8
Identification and Monitoring of CAP items (FTA Directives & NTSB Recommendations)*	282	202	110	TBD
Alter fiscal trajectory and renew jurisdictional confidence				
Implement MARC Audit Schedule*	13	19	15	TBD
Identification and Monitoring of CAPs*	186	216	244	TBD
Percentage of Certified risk and audit professionals*	---	86%	80%	80%
Percentage of identified high risk areas addressed by advisory or assurance services*	---	100%	100%	100%

* Calendar year figures

FY2020 Business Plan

- Conduct quality assurance internal reviews and risk-based assessments of service delivery, engineering, maintenance and capital programs inclusive of safety-oriented internal business functions
- Conduct internal audits and special purpose reviews and assessments in line with the risk-based annual audit plan
- Implement the QMSP and ERM frameworks to ensure quality standards are met and risk is managed consistently and effectively
- Collaborate with departments and offices to strengthen internal controls, identify key business process areas for improvement, and improve data integrity to mitigate and close corrective/preventive actions in response to federal oversight inquiries and external auditors

FY2019 Major Accomplishments

QICO

- Completed 14 internal reviews of Metro Engineering & Maintenance, Service Delivery, Capital Programs, and Safety & Security functions, and reinforced organizational improvement efforts by coordinating with internal action owners to develop 35 corrective and preventive action plans to address the issues found, obtaining signature commitment for each plan
- Conducted eight follow-up improvement programs to address functions with lower Quality Scores (QS) as measured in FY2018 results, which led to measurable increases in FY2019 QS across functions
- Assessed the 2018 Red and Yellow Line shutdowns to better inform Metro's planning of the 2019 Yellow Line shutdown to enhance reliability and safety, operate more efficiently and ensure an overall positive passenger experience. These assessment reports identified opportunities to improve aspects of shutdown planning that directly affect passengers' experience, such as bus shuttle operations and pre-shutdown communication to the public

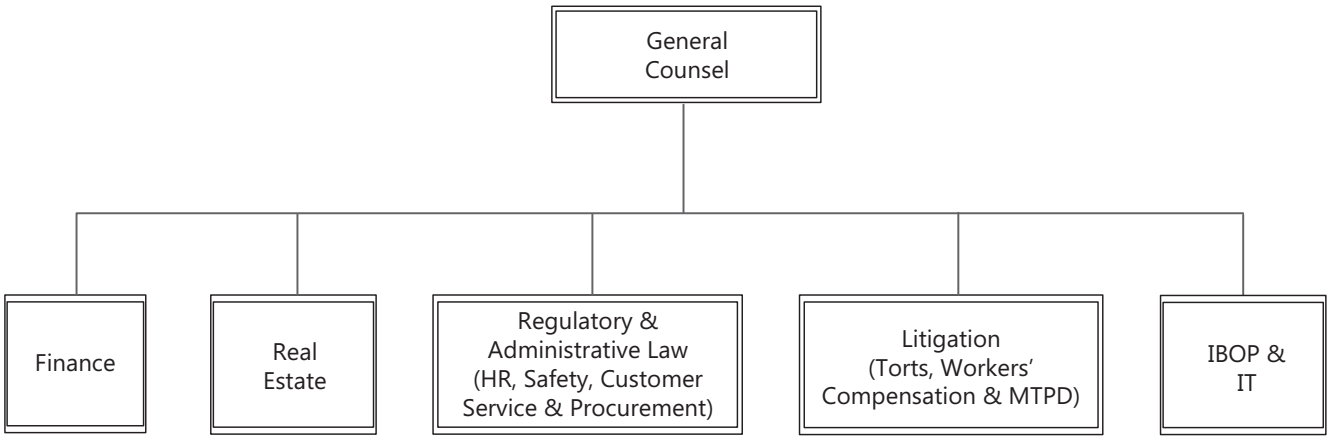
- Revamped Metro's Policy Instruction website to make it more user-friendly and updated 41 policy instructions
- Launched the Quality Management System Plan (QMSP) and its accompanying computer-based training (CBT), an Authority-wide initiative to formalize procedures and documentation. This multi-year planning and implementation effort was initiated with more than a third of WMATA departments in FY2019
- As of April 30, 2019, 196 of 320 FTA and NTSB Corrective Action Plans (CAPs) were closed, or 61%, with 124 remaining open

MARC

- Audit and review activities resulted in 49 actionable recommendations to management
- Supported DBE Program office with the evaluation of Disadvantaged Business Enterprise (DBEs) certification applications for 21 DBE firms
- Supported external audits including management responses to seventeen Metro OIG Audits and Reports of Investigation, three jurisdictional audits, the FTA DBE Review, and two GAO reviews
- Independently validated and confirmed closure of 140 corrective action plans (CAPs) from MARC, OIG and other external auditors and actively tracking approximately 216 CAPs
- Rolled out new Fraud Awareness and Detection and Internal Control training completed by approximately 678 employees with financial management responsibilities across the organization and conducted 12 Internal Control training sessions for contracting officer's technical representatives (COTRs)
- Facilitated the identification of Metro's top ten risks with Executive Management as part of the Enterprise Risk Management (ERM) Program Implementation Plan
- Identified $1.4 million of unbilled FY2017 fringe benefit related to MWAA labor, which led to corrective measures that allowed current billings of $800K for FY18, and a total calculated benefit to Metro of $2.2 million



General Counsel



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$6,228	$5,914	$5,949	$6,317	$367	6.2%
Non-Personnel	$2,089	$14,041	$3,136	$7,218	$4,082	130.1%
Total Cost	**$8,317**	**$19,955**	**$9,086**	**$13,535**	**$4,449**	**49.0%**
Authorized Positions	48	48	48	46	-2	-4.2%

The Office of General Counsel (COUN) is responsible for all legal affairs for Metro and provides high quality legal advice and counsel to the Board of Directors, executive management and all Metro departments and offices.

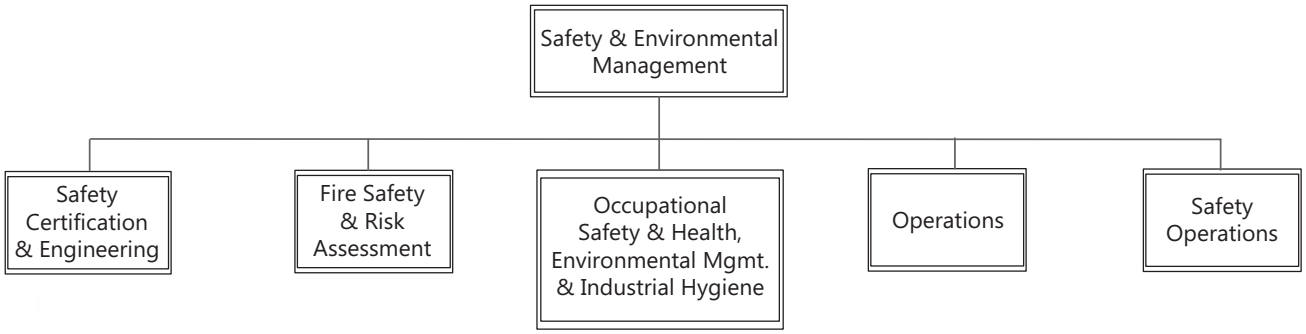
FY2020 Business Plan

- Defending Metro in all disputes and litigation, including providing legal advice and counsel to all Metro departments and offices to mitigate the risk of exposure
- Providing legal advice and counsel to obtain jurisdictional and federal funding and financing, including jurisdictional operating and capital contributions
- Providing legal support to facilitate delivery of capital projects
- Provide legal support for procurement of 8000 series railcars
- Provide legal support for Metrorail station Wi-Fi and cellular projects
- Provide legal support to contract out services to achieve cost savings and operating efficiencies

FY2019 Major Accomplishments

- Direct legal support in the issuance of over $200 million in new bonds to help fund the CIP
- Direct legal support in acquiring new headquarters building in the District of Columbia and executing a fee development agreement to renovate building
- Successfully established in court proceeding WMATA's exclusive ownership and control of the Metrorail system (including, but not limited to, stations, tunnels, tracks etc.)
- Successfully established in court proceeding WMATA's deliberative process privilege, which protects from disclosure WMATA's internal, pre-decisional decisions

Safety and Environmental Management



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$7,309	$7,294	$7,280	$8,067	$787	10.8%
Non-Personnel	$7,776	$6,577	$9,024	$7,198	($1,826)	-20.2%
Total Cost	**$15,085**	**$13,871**	**$16,304**	**$15,265**	**($1,039)**	**-6.4%**
Authorized Positions	66	76	74	73	-1	-1.4%

The Department of Safety & Environmental Management (SAFE) ensures Metrobus, Metrorail, MetroAccess and Metro's facilities are operationally safe and environmentally sound for all employees, customers and surrounding communities. The overall goal is zero accidents, injuries and fatalities.

SAFE, in collaboration with all other departments, promotes Metro's safety culture throughout the organization, from the Board of Directors to every employee regardless of position or location.

SAFE is responsible for the management and compliance of policies and procedures in the following areas:

- System safety training
- Corporate safety programs
- Hazard identification and mitigation
- Accident and incident investigation
- Fire life safety
- Safety and security certification
- Occupational safety and health
- Environmental management and industrial hygiene
- Oversight of construction safety

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target
Improve Safety and Security and Restore Public Trust				
WMATA Employee Injury Rate (per 200,000 work hours)	5.86	7.10	6.42	6.42
Customer Injury Rate (per million passengers)	1.97	2.10	1.80	1.80
Percentage of Employee Injury Investigations Completed in SMS Within 30 days	66%	--	95%	95%
Percentage of Safety Data Sheet reviews completed in a timely manner (within 15 working days)	97%	96%	95%	93%

FY2020 Business Plan

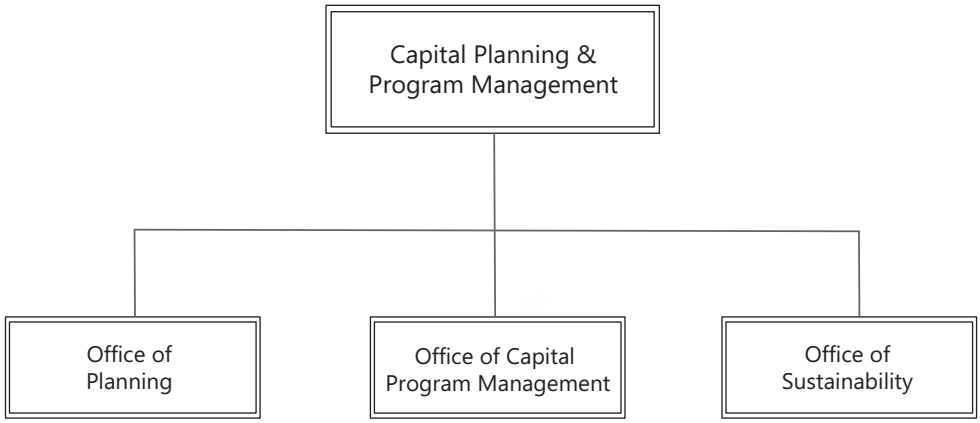
- Continuous improvement of Metro's corporate safety culture for customers and employees
- Enhance Roadway Worker Protection Program
- Expand Fire Life Safety Program
- Implement Fatigue Risk Management System
- Implement Process Safety Program
- Improve Safety Measurement System Compliance

FY2019 Major Accomplishments

- Improved Roadway Worker Protection (RWP) program by consolidating the RWP Manual and Metrorail Safety Rules and Procedures Handbook (MSRPH) to issue a new MSRPH Section 5 – Roadway Worker Protection, and by implementing an Advanced Mobile Flagger program
- Reviewed over 15,000 reports and records to analyze trends in safety data
- Established a new compliance monitoring group that developed new compliance checklists to better evaluate and document compliance with operating procedures
- Created Deputy Chief, Safety Certification & Engineering position, reporting directly to the Chief Safety Officer, to place more emphasis on safety certification and construction safety
- Developed and implemented Metro's Hot Work Program to successfully obtain a recommendation to close a long-standing Tri-State Oversight Committee Corrective Action Plan
- Responded to the American Public Transportation Association (APTA) Operator Assault Peer Review and closed 12 of the 16 associated CAPs, as well as supported closure of 9 additional CAPs from a variety of agencies
- Hired two industrial hygienists to help identify, evaluate and control potential hazards in a variety of Metro's work environments, including the facilitation of more than 60 job hazard analyses
- Provided occupational safety training to more than 6,500 Metro employees and Contractor Roadway Worker Protection Training to at least 3,000 contractors
- Reviewed 565 safety data sheets for chemical products prior to purchase and use



Capital Planning and Program Management



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$7,551	$5,154	$5,309	$4,223	($1,086)	-20.5%
Non-Personnel	$308	$424	$1,261	$1,109	($153)	-12.1%
Total Cost	**$7,859**	**$5,578**	**$6,570**	**$5,331**	**($1,239)**	**-18.9%**
Authorized Positions	80	44	75	73	-2	-2.7%

The Department of Capital Planning and Program Management (CPPM) builds and oversees Metro's prioritized capital program and is the lead organization responsible for (1) planning, (2) project development and evaluation, (3) asset management strategy and (4) sustainability. CPPM manages Metro's overall capital program and provides oversight and reporting, ensuring that Metro's capital program advances safety, service reliability and financial stability, and invests federal, jurisdictional and dedicated funding wisely. In developing and evaluating projects, CPPM prioritizes system preservation and state of good repair and planning for future needs.

FY2020 Business Plan

CPPM's business plan is designed to help Metro progress towards its strategic goals and implement the GM/CEO's capital program priorities with a specific focus on the following:

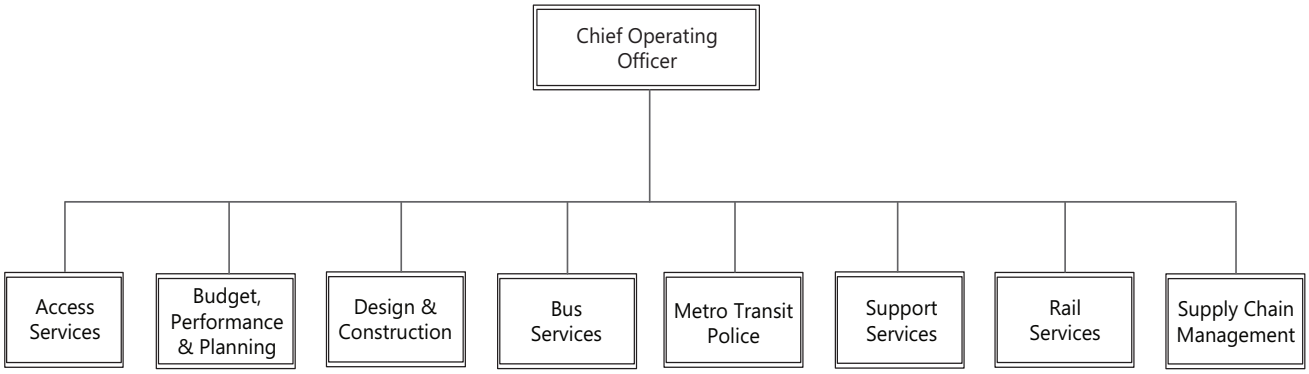
- Deliver safety and reliability projects efficiently and effectively.
- Build capacity to plan and execute an expanded capital program and accelerate execution of priority projects
- Implement improved capital planning and programming practices, including the Development & Evaluation program that develops a pipeline of projects to address priority capital needs and ensures project readiness for programming and execution
- Formalize capital program management policies and procedures for planning, initiation, implementation, delivery, and monitoring of capital projects
- Develop and report on capital program-wide performance metrics
- Drive the Energy Action Plan implementation and sustainability initiatives
- Develop an enterprise asset management system, lifecycle asset management plans, and use the refreshed Capital Needs Inventory to drive planning and prioritization for the capital program
- Facilitate delivery of a regional strategy and roadmap for the future of bus service in the region through the Bus Transformation Project
- Deliver system and service improvement recommendations based on data and analysis for rail, bus and paratransit, including identifying necessary rail flexibility, reliability and service and station capacity investments

FY2019 Major Accomplishments

- Supported the ramp-up of Metro's capital program investment rate, exceeding the target of investing at least 95 percent of budgeted capital funds in each of the last three years
- Modernized the capital planning process for the FY2021 capital program and refreshed the Capital Needs Forecast (CNF) to drive planning and prioritization for the FY2020-2025 capital program
- Partnered with regional stakeholders to launch the Bus Transformation Project to develop a bold, new vision and a collaborative action plan for the future of bus service in the region
- Developed Metro's first Energy Action Plan, putting the agency on the path to saving $29 million in energy, operations and maintenance costs annually by 2025; initial investments will save approximately $1.8 million in energy in FY2020
- Advanced development and engineering feasibility studies for station access and capacity improvements at Foggy Bottom, Farragut North, Farragut West, Crystal City stations and the future Farragut passageway
- Established and began implementing Metro's first Transit Asset Management Plan



Chief Operating Officer



(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$812,347	$819,194	$808,021	$829,965	$21,944	2.7%
Non-Personnel	$356,146	$365,016	$416,134	$428,120	$11,987	2.9%
Total Cost	**$1,168,493**	**$1,184,210**	**$1,224,155**	**$1,258,085**	**$33,930**	**2.8%**
Authorized Positions	11,681	11,052	11,052	10,974	(78)	-0.7%

The Chief Operating Officer's (COO) mission is to move the region through safe, reliable, and cost-effective public transportation. COO staff operate buses and trains; maintain Metro vehicle fleets, facilities, and rail infrastructure; execute the capital program; and ensure a safe and secure environment for passengers and employees.

The department consists of Rail Services (RAIL), Bus Services (BUS), Access Services (ACCS), Metro Transit Police (MTPD), the Office of Budget, Planning, and Performance (OBPP), Design and Construction (DECO), Supply Chain Management (SCM), and Support Services (SSRV).

FY2020 Business Plan

The GM/CEO has set two goals for Metro: to become the employer of choice and the mobility provider of choice in the region. The COO's business plan is organized around advancing these goals through three lines of effort, with safety integrated throughout:

- Capital Investments: Execute the capital program to achieve a state of good repair
  - Shift to proactive asset maintenance
  - Strengthen capital program execution
- Customer Service: Upgrade service and the customer experience to win riders back
  - Continue to improve safety and security
  - Improve Metrorail service by making it faster and more comfortable for customers
  - Improve Metrobus service by increasing speed and reliability for customers
  - Transform station managers and bus supervisors into customer service ambassadors
  - Improve customer and employee experience through facility makeovers
  - Support efforts to make it easier to plan and pay for trips
- Productivity and Efficiency: Change the way we do business to meet the three percent subsidy cap
  - Shift to a continuous improvement culture
  - Improve information availability and sharing
  - Launch new revenue and efficiency initiatives
  - Manage contracted operations for Silver Line Phase II opening

FY2019 Major Accomplishments

- Implemented a unified Mission, Vision and Value Statement to align our efforts towards achieving the GM's vision to be the employer of choice and the mobility provider of choice for the region
- Launched the 3% Challenge Program to meet the jurisdictions' requirement to cap operating budget subsidy growth at three percent per year - the program identifies, tracks and supports projects to reduce the operating budget by $20m+ each year over multiple years
- Implemented a track access performance management program, which has increased track work crews' 'wrench time' by reducing cancellations, reducing emergencies, optimizing the overnight maintenance windows, and deploying rail maintenance vehicles more quickly after service ends
- Issued an RFP to outsource Silver Line maintenance and operations
- Launched a project to implement a new document-management system to provide all WMATA employees with access to all policies and procedures anytime, anywhere
- Conducted job hazard analyses for all 50+ maintenance tasks carried out on the track to identify and mitigate risks for capital and maintenance crews
- Centralized supply operations under a new Office of Supply Chain Management to improve efficiency, effectiveness and responsiveness across all operations
- Improved communications and universal awareness through formalized reporting, tracking systems and performance focused dashboards



Rail Services

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$258,336	$271,302	$263,975	$281,648	$17,673	6.7%
Non-Personnel	$137,489	$125,442	$120,441	$129,025	$8,584	7.1%
Total Cost	**$395,825**	**$396,743**	**$384,417**	**$410,673**	**$26,256**	**6.8%**
Authorized Positions	4,412	4,056	4,072	4,118	46	1.1%

The Rail Services (RAIL) department operates and maintains Metro's rail system in a safe, reliable and efficient manner 24 -hours a day, 7 days a week, providing service across 118 miles of track and 91 stations, 40 of which are in Washington, D.C., 26 in Maryland and 25 in Virginia. RAIL is responsible for all facets of rail operations including station operations, train operations, the rail operations control center and the maintenance of all assets necessary to move customers through the system including railcars, track, traction power and the automatic train control system.

The Office is comprised of Rail Administration (RAIL ADM), Rail Transportation (RTRA), Chief Mechanical Officer (CMOR) which includes Car Maintenance (CMNT) and Chief Engineer Vehicles (CENV), Silver Line Operations and Maintenance (SLOM), Reliability Centered Maintenance Planning (RCMP), and Rail Infrastructure Maintenance and Engineering (RIME) which includes Track and Structures (TRST), Automatic Train Control Maintenance (ATCM), Traction Power Maintenance (TRPM), and Maintenance of Way Engineering (MOWE).

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target*
Improve Safety & Security and Restore Public Trust				
Safety Measurement System Compliance	N/A	N/A	N/A	95%
Improve Reliability and Win Back Riders				
MyTripTime: Rail Customer On-Time	70%	87%	88%	88%
Performance Trains in Service	96%	99%	98%	98%
Headway Adherence	**79%**	**91%**	**91%**	**91%**
Railcar Reliability (Mean Distance Between Delay)	79,656	92,657	90,000	90,000
Railcar Reliability (Mean Distance Between Failure)	6,395	10,408	8,500	8,500
Railcar Offloads	1,097	719	1,020	1,020
Rail Infrastructure Availability (New Measure Piloted in FY18)	92%	95%	97%	97%

* Preliminary targets for FY2020; targets will be published in the Q1 FY2020 Metro Performance Report (November 2020).

FY2020 Business Plan

In FY2020, RAIL will focus on increasing Metrorail ridership and customer satisfaction by: continuing to prioritize safety, making Rail service faster and more comfortable for customers, shifting to forward-looking asset maintenance, executing track work as efficiently as possible, and improving customer service.

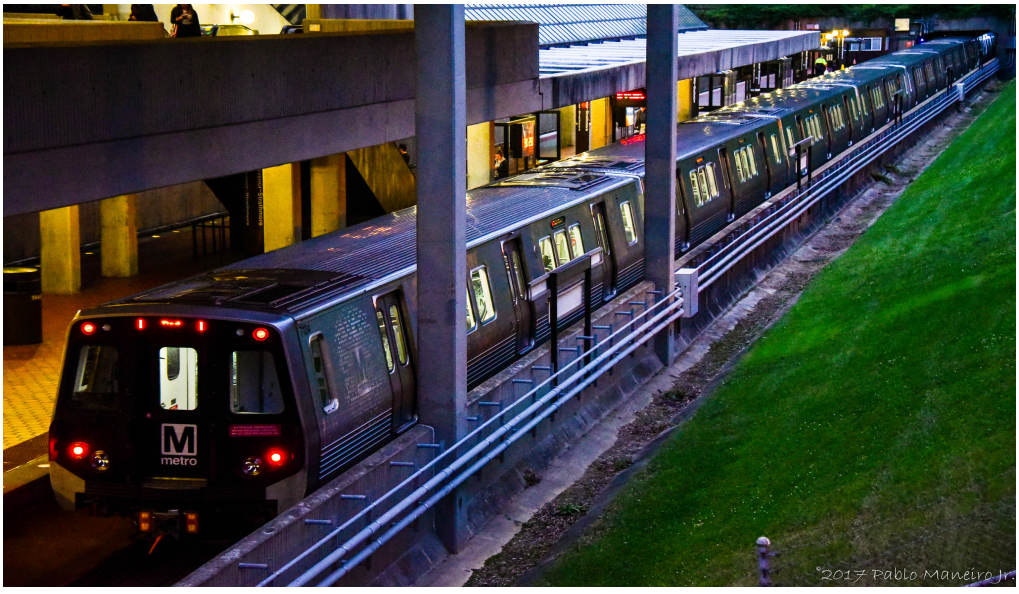
Specifically, RAIL will focus on the following actions:

- Continue to reduce infrastructure-related delays by implementing preventive maintenance programs
- Award contract for 8000 series railcar procurement to replace the 2000 and 3000 series railcars by 2024, when they exceed their useful life
- Establish reliability-centered maintenance process that emphasizes proactive, methodical maintenance performed at the correct intervals to prevent faults
- Improve operations at the Rail Operations Control Center (ROCC) by strengthening its safety culture, management, and work flow

- Work to minimize impact of capital work on customers through improved planning and execution
- Continue to increase track access efficiency, by reducing canceled maintenance tasks and increasing percentage of time spent executing tasks, to maximize productivity
- Employ job hazard analysis within maintenance departments to identify and mitigate potential hazards before a job starts
- Improve the quality of asset-related data to provide the intelligence needed to adjust maintenance intervals, diagnose problems, design appropriate interventions, monitor and improve performance
- Prepare to return to Automatic Train Door Operation, which will reduce dwell times at stations and speed up travel for customers
- Shift to greater customer service mindset through preparation, training, and enhanced supervision, including auxiliary station managers
- Improve train cleanliness by replacing carpeted floors on all 6000 series railcars with resilient flooring and by introducing cleaning at terminal stations before trains turn directions

FY2019 Major Accomplishments

- On-time performance reached record highs, with several months recording 90 percent of all customer trips completed on-time
- Best railcar performance achieved in over eight years with railcars traveling over 145,000 miles before causing a customer delay; offloads are down over 40 percent compared to FY18
- Demonstrated accountability to customers for delivering reliable service by improving the Rush Hour Promise program to credit customers who experience a delay of 10 or more minutes (down from 15 minutes)
- Red signal overruns are down over 60 percent
- Infrastructure failures have decreased over 60 percent and smoke and fire incidents are down about 20 percent– despite record rainfall – due to the track preventive maintenance program and intensive rebuilding efforts
- Executed four major capital rebuilding efforts: a 45-day Red Line shutdown in July and August allowed for structural repairs and improved platform boarding at Rhode Island Avenue; during 16 days of continuous single-tracking in August on the Orange, Blue and Silver Lines the tightest curve in the system outside of McPherson Square was rebuilt; a 14-day shutdown in November resulted in structural repairs and other infrastructure improvements on the entire Yellow Line bridge; and a four-day shutdown in November enabled the replacement of switches and installation of new grout pads that support the rails on the aerial structure at Ronald Reagan Washington National Airport Station



Bus Services

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$304,282	$310,777	$302,132	$295,702	($6,430)	-2.1%
Non-Personnel	$61,688	$66,836	$81,446	$79,648	($1,798)	-2.2%
Total Cost	**$365,971**	**$377,613**	**$383,578**	**$375,350**	**($8,228)**	**-2.1%**
Authorized Positions	4,030	3,892	3,880	3,739	(141)	-3.6%

The Department of Bus Services (BUS) is committed to ensuring safe, clean, reliable, cost effective and responsive bus service to promote regional mobility and contribute to the social, economic and environmental well-being of the communities in the Washington region.

Bus Services is the transportation provider for more than 111 million customer trips each year, and handles the operation, maintenance, and scheduling of Metrobus service in the District of Columbia, Maryland and Virginia.

Metrobus is responsible for approximately 1,583 buses and 3,739 employees. Additionally, Bus Services handles the maintenance of Metro's service vehicles and equipment.

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target*
Improve Safety & Security and Restore Public Trust				
Safety Measurement System Compliance	---	---	---	95%
Improve reliability and win back riders				
Bus Fleet Reliability	8,283	6,925	8,000	8,000

* Preliminary targets for FY2020; targets will be published in the Q1 FY2020 Metro Performance Report (November 2020).

FY2020 Business Plan

In support of Metro's strategic goals, Metrobus' core services are to deliver safe, quality and reliable transportation to the riding public; provide a safe work environment to bus employees; manage the workforce effectively, and balance departmental budgets wisely.

In FY2020, Bus Services is focused on increasing Metrobus ridership and improving customer satisfaction through increasingly safe and reliable high-quality bus service. In so doing, the ongoing Business Plan activities include:

- Enhance the overall customer experience through active and dedicated field supervisors and Bus Operations Control Center (BOCC) monitoring; headway-based (evenly-spaced) route scheduling; No Cash fare program; and all-door boarding initiatives
- Continue implementation of the Metrobus Priority Corridor Network (PCN) to speed up bus travel times and improve passenger amenities, access, and information
- Install video displays on new buses to increase deterrent value of on-board cameras, displaying Closed Circuit Television (CCTV) feeds to remind customers their actions are recorded
- Continue the development of Secure Bus Access (SBA) as an innovative, secure solution that allows WMATA to guard against unauthorized users of its fleet of fixed route vehicles.
- Continue installation of electronic signs at bus stop shelters to provide accurate and concise information to our customers. Increase the utilization of real-time technology to monitor service and provide direct adjustments as needed and ensure that operational changes, detour notifications, and general alerts are provided timely
- Continue adjustments to Metrobus schedule to allow adequate run-time for operators and better on-time performance for the riding public

- Partner with the Office of Planning & local jurisdictions to ensure effective route planning and expedite bus service through implementing leading practices to reduce traffic signal delays and expand bus lanes
- Recruit and train highly-qualified bus operator candidates and provide Federal Transit Administration (FTA) mandated in-house training
- Work with DECO and CPPM in replacing/ rehabilitating the Northern and Bladensburg bus facilities
- Continue the deployment of "SmartYard" vehicle management software at all divisions, ensuring on-time departures from bus garages

In addition to improving service and reliability for our customers, Bus Services is focused on the following actions to improve operational safety and efficiency:

- Investigate all employee injuries and safety incidents to identify and address root causes
- Employ job hazard analysis within Bus Maintenance to identify and mitigate potential hazards before a job starts
- Increase employee availability through reducing active employee absenteeism and the number of inactive employees

FY2019 Major Accomplishments

- Launched operations out of Cinder Bed Road Bus Garage in December 2019, bringing the total number of Bus Divisions to 10. Cinder Bed is located in Lorton, VA and is operated by contractors
- Andrews Federal Center Bus Garage, located in Suitland, MD, is scheduled to open in June 2019. Northern operations will be transferred to this new facility
- Installed Bus operator shields on the bus fleet to reduce operator assaults
- Installed pedestrian warning strobes & deceleration lights on the bus fleet to reduce pedestrian incidents and rear end collisions
- Completed Midlife Overhauls on 100 buses and received 100 replacement buses to ensure the fleet remains in a state of good repair
- Installed Onboard CCTV System Audio recording on the bus fleet
- Deployed Traffic Signal Prioritization (TSP) on the bus fleet to help speed up buses by reducing traffic signal delays
- Installed Fleet Outlook telematics on 1,467 non-revenue vehicles to allow tracking of Metro's assets, and introduced the non-revenue fleet dashboard to help each department manage the nonrevenue fleet and identify underutilized vehicles
- Completed rewrite and implementation of policy to improve management of the nonrevenue fleet and improve vehicle distribution
- Purchased 102 replacement nonrevenue vehicles to meet targets for state of good repair
- Issued new contract for snow removal equipment at bus facilities
- Installed yard management system at all operational garages
- Issued contract to increase deployment of Secure Bus Access (SBA) to reduce exposure to bus use by nonauthorized personnel
- Issued new contracts and renewed contract options for major service contracts for the bus fleet including tire leasing, fuel for the region and on-board systems



Access Services

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$4,894	$4,707	$4,357	$4,877	$519	11.9%
Non-Personnel	$112,933	$126,555	$155,411	$162,015	$6,604	4.2%
Total Cost	**$117,827**	**$131,262**	**$159,769**	**$166,892**	**$7,123**	**4.5%**
Authorized Positions	53	50	50	49	-1	-2.0%

The Department of Access Services (ACCS) ensures that Metro remains in compliance with the provisions of the Americans with Disabilities Act (ADA) and other federal, state, and local laws and regulations related to providing equitable access to transportation services by people with disabilities.

ACCS is responsible for:

- Regulatory compliance with ADA and all other applicable accessibility-related laws, regulations and standards.
- Accessibility planning, design review, and quality assurance for all Metro services, facilities, and equipment.
- Budgeting, planning, and management of MetroAccess ADA paratransit service delivery.
- Eligibility assessments for MetroAccess service and the Reduced Fare Program.
- Ombudsman service for issues related to accessibility.
- Accessibility Advisory Committee administrative and policy support.
- Community engagement to ensure that existing and prospective customers are aware of and know how to use the full array of accessible transportation choices available to them.

ACCS supports accessibility through its three offices: ADA Policy & Planning (ADAP), Eligibility Certification and Outreach (ELIG), and MetroAccess Service (MetroAccess). ADAP ensures Metro's compliance with the ADA and all other applicable laws, regulations, and standards; interacts with operations departments to ensure that existing and future fleets and facilities continue to be both ADA compliant and optimally accessible; and engages regional organizations and policy makers to ensure that funding and resources are effectively channeled to sustain accessibility for a growing constituency. ELIG responds directly to those customers with disabilities who approach Metro seeking accessible transportation options to navigate the region. ELIG matches the customer with the service or product that most effectively meets the customer's needs (with an emphasis on bus and rail wherever possible, augmented by proactive community outreach and travel training functions) while conserving the highest level of assistance, for those customers whose disabilities prevent them from using bus and/or rail for at least some of their travel. MetroAccess manages the delivery of the region's paratransit service of record, MetroAccess service. MetroAccess management, contract staff, and compliance staff work in conjunction with MetroAccess contractors; service delivery, call center operations, and quality assurance, to facilitate safe, efficient, and customer friendly paratransit service.

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target*
Improve Safety and Security and Restore Public Trust				
Preventable incidents per 100,000 service miles	1.39	1.36	<2.0	<2.0
Passenger injuries per 100,000 passengers	2.45	2.10	<2.85	<2.85
On-time performance	87.4%	92.0%	92.0%	92.0%
Valid customer complaints per 1,000 trips requested	5.81	3.87	< 5.0	< 5.0
Free-ride trips taken on Metrobus and Metrorail (millions)	3.58	4.66	4.59	4.75
Trips taken on Paratransit Alternatives	194,758	243,431	386,485	400,000

* Preliminary targets for FY2020; targets will be published in the Q1 FY2020 Metro Performance Report (November 2020).

FY2020 Business Plan

The ACCS Business Plan is centered on five strategic objectives:

- Metro's new facilities, equipment, and services are designed and built, or procured in complete compliance with the provisions of the ADA and all other applicable accessibility-related guidelines and regulations
- Metro's existing accessible features are maintained in good working order
- MetroAccess paratransit service is delivered safely, efficiently, and in compliance with the ADA
- Eligibility determinations that maximize customers' ability to travel independently, matching them to the appropriate service or program, and offering travel training to ensure they receive the maximum benefit
- Incentivize MetroAccess customers to increase use of established paratransit alternatives

Growing MetroAccess ridership requires a regional strategy emphasizing demand management. MetroAccess ridership has increased from just under a million trips in 2003 to 2.33 million trips in 2018. The increase was driven largely by an aging population and reductions in transportation services offered by human service agencies. Metro has facilitated the establishment of lower cost paratransit alternatives as a means of addressing the growing demand for MetroAccess service, forecasted to be 2.35 million trips in FY2020, while attempting to lower overall cost.

FY2019 Major Accomplishments

- Modified the interior of the Ford Transit MetroAccess vehicles based on the recommendations of customers.
- Initiated the acquisition process to introduce new fuel efficient and more comfortable sedans into the MetroAccess fleet in FY2020.
- Facilitated the expansion of the Abilities Ride program.



Metro Transit Police

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$58,546	$54,386	$57,179	$61,804	$4,625	8.1%
Non-Personnel	$6,146	$6,832	$6,913	$7,813	$901	13.0%
Total Cost	**$64,692**	**$61,218**	**$64,092**	**$69,617**	**$5,525**	**8.6%**
Authorized Positions	726	694	694	694	0	0.0%

Metro Transit Police is responsible for the safety of Metro customers, personnel, and transit facilities over a 1,500 square mile transit zone, comprised of three jurisdictions.

The Metro Transit Police Department (MTPD) is composed of both uniformed and plain clothes sworn police officers charged with the duty of enforcing the laws of the signatories; the laws, ordinances and regulations of the political subdivisions; and the rules and regulations of Metro. Additionally, Special Police Officers are responsible for the physical security at rail yards, bus divisions, and other Metro properties. MTPD is responsible for digital video management of cameras throughout the Metro system. Finally, MTPD is responsible for crime analysis and police records management, police radio communications and various administrative support functions. The Office of Emergency Management (OEM) consisting of civilian personnel, plans, trains, and provides on-scene assistance for natural and man-made emergencies.

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target*
Improve Safety & Security and Restore Public Trust				
Safety Measurement System Compliance	---	---	---	95%
Improve reliability and win back riders				
Part I Crimes	1,442	1,173	1,650	1,550

* Preliminary targets for FY2020; targets will be published in the Q1 FY2020 Metro Performance Report (November 2020).

FY2020 Business Plan

In support of Metro's strategic goals, the Metro Transit Police Department is investing in technologies to improve security across the Metro system. Metro's investment in security technologies aims to deter crime before it happens and to assist Metro Transit Police quickly and effectively respond to incidents when they occur. While only five Part I crimes (murder and non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson) are committed per million passenger trips, all customers deserve a safe journey. In addition, assaults are a significant driver of employee injuries, especially for bus operators.

With Metro Transit Police already making use of data analytics through MetroStat to set strategy and tactics, investing in security technology is the most promising approach for further reductions in crime. Investments include expanded closed-circuit television (CCTV), tactical equipment for officers, and access control equipment:

- Expand the scope and quality of closed-circuit television (CCTV) coverage. Building on the substantial progress in developing real-time monitoring and retrieval capabilities at the Security Operational Control Center (SOCC), install additional CCTV cameras at rail stations and other Metro facilities to improve coverage and video quality
- Create a Tactical Enforcement Unit to respond to high-risk emergency situations
- Deploy new handguns and radios
- Enhance investigative abilities of the Criminal Investigations Division through innovative technological advancements and partnerships

- Install video displays on new buses to increase deterrent value of bus cameras, displaying CCTV feeds to remind customers their actions are recorded, and continue bus operator assault reduction campaign

FY2019 Major Accomplishments

- Lowest number of Part I crimes since 1999. The number of Part I Crimes in calendar year 2018 was 1,108, a 14 percent decrease from 2017, and well below the target of 1,650
- Established the Anti-Terrorism, Intelligence Analysis Liaison Unit. This unit has been instrumental with information sharing, intelligence gathering and strengthening partner agency relationships
- Purchased 100 ballistic shields in order to better prepare officers for an active shooter response and mitigation
- Training accomplishments:
  - Graduated 21 new officers from the tri-state academy
  - All sworn members trained in Strategies for Youth
  - Piloted and introduced TSA's First Observer Plus Training and hosted train-the-trainer courses, training approximately 25 trainers
  - Trained approximately 340 employees in civilian response to active shooter scenarios
  - Trained 769 MetroAccess workers in Inappropriate Behavior in the Workplace
- Received a Gold Rating from the TSA Base Assessment
- Secured grant funds to sustain "K-9" assets and anti-terrorism teams
- Conducted an American Public Transportation Association (APTA) Peer Review to reduce assaults on employees



Support Services

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$127,936	$123,897	$125,406	$127,849	$2,443	1.9%
Non-Personnel	$33,462	$34,700	$44,724	$37,790	($6,934)	-15.5%
Total Cost	**$161,399**	**$158,597**	**$170,130**	**$165,639**	**($4,491)**	**-2.6%**
Authorized Positions	1,600	1,602	1,602	1,594	(8)	-0.5%

The mission of the office of Support Services (SSRV) is to support Metrobus and Metrorail operations and maintain infrastructure and equipment systems in a state of good repair by providing a coordinated approach to maintain elevators and escalators, electro-mechanical equipment systems, infrastructure, facilities and grounds. SSRV includes:

- Office of Elevators and Escalators (ELES) which manages and maintains all vertical transportation equipment within the auspices of the Authority
- Office of Plant Maintenance (PLNT) that manages and maintains Metro's facilities, grounds, and mechanical equipment systems in support of Metrorail and Metrobus operations
- Office of Systems Maintenance (SMNT) which manages the electronic and electrical maintenance activities related to Metrorail wayside operations; SMNT is composed of the following:
  - Office of Automatic Fare Collection Section (AFCS) manages the installation, maintenance, and repairs of fare collection and parking lot equipment
  - Office of Communications Sections (COMM) maintains Metro's communications systems in support of Metrobus, Metrorail and Metro Transit Police Department operations, as well as fire/life safety systems to help ensure public safety
  - Office of Low Voltage Power (LVP) maintains and distributes all 480-volt electrical systems for Metro's facilities
  - Office of Shops and Material Support (SAMS) provides component-level repair and supports procurement actions for all SMNT

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target*
Improve Safety & Security and Restore Public Trust				
Safety Measurement System Compliance	---	---	---	95%
Improve reliability and win back riders				
ELES - Elevator Availability	97%	97%	97%	97%
ELES - Escalator Availability	94%	94%	92%	92%

* Preliminary targets for FY2020; targets will be published in the Q1 FY2020 Metro Performance Report (November 2020).

FY2020 Business Plan

In FY2020, Support Services is focused on enhancing the customers' experience through a variety of initiatives:

- Lead the creation of the Office of Facilities Asset Management by defining the staff roles and responsibilities, processes, procedures and performance management expectations associated with the new function
- Play a pivotal role in the successful implementation of the Materials/Supplies Management Transformation Initiative
- Continue a strategic station cleaning program to pressure wash entrances, mezzanines, and platforms; and general cleaning of surfaces at high volume stations

- Restore station lighting and bathrooms: in partnership with DECO, tunnel and platform level lighting in underground stations will be upgraded with new energy efficient LED technology and platform edge lights at 24 stations; additionally, bathroom renovations will be completed at multiple stations
- Sustain high levels of escalator availability by advancing escalator rehabilitation and replacement program, including completing replacement of 128 escalators
- Perform rehabilitation work in 24 stations (12 major and 12 minor)
- The following ongoing key actions will be conducted to continue SSRV's focus on safety:
  - Bi-annual Safety Stand Down to re-emphasize key safety issues
  - Complete injury investigations within 30 days of being reported

FY2019 Major Accomplishments

- "Support Stat" meetings continued to provide a forum wherein the COO and the SSRV management team reviewed trends in maintenance compliance, updated progress on key initiatives, reviewed and addressed safety investigation compliance, and developed solutions to improve operational performance.
- Implemented solutions based on feedback from bi-monthly "Leader Sessions," which largely centered around improving station/facilities environments.
- Drafted Request for Proposal (RFP) for consulting support to standup the new Office of Facilities Asset Management
- Continued expansive station cleaning program



COO Office of Budget, Performance and Planning

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$25,763	$25,088	$26,631	$29,528	$2,897	10.9%
Non-Personnel	$1,267	$1,686	$2,392	$3,167	$775	32.4%
Total Cost	**$27,030**	**$26,775**	**$29,023**	**$32,695**	**$3,672**	**12.7%**
Authorized Positions	261	209	211	239	28	13.3%

The Office of Budget, Performance and Planning (OBPP) provides administrative and analytical support for the Chief Operating Officer and operating departments, using data effectively to improve to facilitate decisions and improve operational performance.

- Operations Management Services (OPMS) ensures Metro's internal clients are well-equipped to serve our customers, providing direct support to the COO organization in areas of budgetary development/ management, all-inclusive training for technical skills and rail transportation, and consistent accountability to improve workforce availability.
- Office of Performance (CPO) assists Metro in achieving its strategic goals by measuring and publicly reporting results via a set of Key Performance Indicators (KPIs), producing and presenting the quarterly Metro Performance Report to the Board of Directors, communicating why performance has changed and what actions will be taken to improve any deficiencies. CPO works collaboratively across the agency to turn data into performance information to help prioritize decision making on actions through performance reporting, target-setting, monthly performance stat meetings, industry benchmarking, business plan development, and departmental risk management.
- Office of Intermodal Planning (IPLN) conducts operations planning for rail and bus operations, including headway and route definitions, manpower and vehicle requirements. In addition, IPLN coordinates the implementation of all changes for work assignments, signage changes, facility improvements and coordination efforts with other local carriers and jurisdictions.

Performance Indicator	FY2017 Actual	FY2018 Actual	FY2019 Target	FY2020 Target*
Improve Safety and Security and Restore Public Trust				
Safety Measurement System Compliance	N/A	N/A	N/A	95%
Improve reliability and win back riders				
Bus Customer Satisfaction	79%	72%	Increase	Increase
Rail Customer Satisfaction	66%	73%	Increase	Increase
Rail Customer On-Time Performance	70%	87%	88%	88%
Railcar Mean Distance Between Delay	79,656	92,657	140,871	90,000
Bus On-Time Performance	N/A	N/A	Pilot KPI	Pilot KPI
Bus Mean Distance Between Failure	8,283	6,925	8,000	8,000
Elevator Availability	97%	96%	97%	97%
Escalator Availability	94%	94%	92%	92%
Alter fiscal trajectory and renew jurisdictional confidence				
Vacancy Rate	7%	7%	6%	6%
Capital Funds Invested	99%	100%	95%	95%
Balanced Budget	-1%	0%	Favorable	Favorable

* FY2020 targets will be published in the Q1/FY2020 Metro Performance Report (September 2019).

FY2020 Business Plan

- Partner with Bus Services to make Metrobus service faster and more reliable for customers through analysis to support schedule adjustments on routes with low on-time performance, oversight of headway-managed and high-frequency routes and initiating service from Cinder Bed Road facility
- Develop proposals to more fully utilize existing Metrorail capacity and plan for future capacity improvements to reduce wait times and crowding, including adopting more customer-friendly policies
- Improve performance management and business processes. Produce quarterly customer-focused Metro Performance Report to demonstrate progress toward Metro's strategic goals and deploy performance review tools to assist department leadership and superintendents in identifying business process improvement areas.
- Chart the course for sustaining and reinvesting in operations over the long term. Develop multi-year initiatives to achieve cost savings that are beneficial for service and operations and enables reinvestment in priority areas to meet Metro's commitment to control operating subsidy growth.
- Participate with the Rules Committee in the re-write of the Metrorail Safety Rules Procedures Handbooks (MSRPH) to ensure that it is streamlined, reflects current practices in the field.
- Optimize workforce size and structure to operate efficiently and effectively through zero-based budgeting
- Ensure training plans are in place for all operational and mechanical classifications and deliver timely, high quality training with qualified instructors and the latest technology
- Update the Confidential Close Call Reporting agreement and continue to partner with Local 689 and Local 922 to increase employee reporting on safety concerns
- Assist operational departments in meeting manpower requirements through oversight of Absenteeism Policy and providing at-risk, transitional duty and long-term absence management support

FY2019 Major Accomplishments

- Launched the 3% Challenge, a call to action for Metro employees to share innovative ideas for raising revenue, reducing costs and working more efficiently
- Updated the COO Dashboard and launched two new dashboards: one to monitor the execution of COO-led capital programs and another to monitor the operations and maintenance of the Cinder Bed Road bus contract
- Held monthly RailSTAT, BusSTAT and Budget STAT meetings, and established quarterly Support STAT meetings, to monitor performance and develop strategies to improve service for customers
- Developed service proposals to improve Metrorail ridership, such as allowing bikes on trains at all times.
- Developed schedules to support Metrorail capital improvement program work, including planning bus shuttles, and completed schedules and bus movement plans for bus division relocations
- Conceived and executed a contract to support ADA customers during extended station elevator shutdowns, saving $1M annually when compared with the cost of using Metrobus for this service
- Developed and implemented Safety Stand-Down training for all RWP certified employees on the changes in the new RWP chapter. Continued to maintain >99% RWP compliance exceeding the 95% performance measure
- Launched an Apprenticeship Program for railcar mechanics, and developed curriculums and trained staff on automatic train control, cranking and clamping switches, track maintenance, small engine repair, elevator/escalator repair, and automatic door operations.
- Maximized employee availability by launching a revised Absenteeism Policy for Local 689 members, successfully implementing an Absenteeism Call-in pilot for bus operators, and managing a transitional duty program to get injured staff back to work as soon as possible.

Design and Construction (DECO)

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$16,889	$12,830	$11,372	$9,864	($1,508)	-13.3%
Non-Personnel	887	506	824	819	(6)	-0.7%
Total Cost	**$17,776**	**$13,337**	**$12,196**	**$10,682**	**($1,514)**	**-12.4%**
Authorized Positions	419	375	352	351	(1)	0.3%

The Office of Design and Construction (DECO) provides leadership and expertise in management and delivery of capital projects in support of Metro's overall mission to deliver safe, reliable and affordable transportation options throughout the region. DECO's Division of Engineering and Architecture (ENGA) is responsible for providing Authority-wide engineering and project management services, including the development of design criteria and standards. ENGA works closely with maintenance and operations departments to ensure that the transit system is maintained, and that any engineering issues on existing systems are properly evaluated and remediated. DECO's program delivery arm consists of Infrastructure Renewal Program (IRPG), Major Capital Projects (MCAP) and Silver Line Extension Program (DULS). These divisions assure that projects comprising Metro's Capital Improvement Program are completed within scope, schedule and budget. DECO's Office of Capital Program Support (OCPS) provides strategic and programmatic support to the capital program through improvement and standardization of project management and business operations processes.

FY2020 Business Plan

In support of Metro's strategic goals, DECO's core services are to provide design, engineering and architectural services for capital improvement projects and operations; complete capital improvement projects within scope, schedule, and budget; and ensure that proper capital investments are made to support safe operations.

DECO is focused on advancing the GM/CEO's agenda of keeping Metro safe, reliable, and affordable through the following actions.

- Perform system-wide infrastructure condition surveys and complete design and engineering solutions for assets in critical conditions identified during surveys
- Complete construction and hand off to Operations the new bus facility at Andrews Federal Center and begin the rebuild and replacement of Northern and Bladensburg bus facilities
- Complete the first project of platform rehabilitation program, as well as aerial structures and bridges, parking garage, system roofs, and shafts
- Continue fire alarm systems upgrade, standpipe replacement, drainage pump systems, and begin pilot tunnel ventilation upgrade program
- Complete study to propose improvements to third rail system reliability and perform 100% 8-car train upgrades system-wide
- Upgrade lighting in underground and above ground stations and replace and rehabilitate station cooling infrastructure
- Install additional high-definition CCTV cameras across rail stations, bus stations, and other Metro facilities
- Improve management and utilization of existing contracting vehicles to produce construction design and contract packages to provide for consistent and continuous capital investments and to contribute to Metro's development of the capital pipeline
- Continue development of and initiate procurement of major multi-year rehabilitation and major capital programs
- Improve and increase collaboration with other Metro departments to achieve capital program delivery transparency, increase efficiency of the program delivery methods, and benefit from institutional knowledge and expertise
- Streamline recruitment processes and develop outsourcing mechanisms to address staffing shortages to provide project delivery and reduce workload over-allocation
- Decrease employee turnover to provide continuity of program work and project delivery

FY2019 Major Accomplishments

- Rehabilitated and repaired the concrete sprawling of the Rhode Island Avenue Station track deck
- Completed the rehabilitation of Alexandria, Brentwood, and New Carrollton railyards
- Completed the 800 MHz radio system installation at Braddock Rd and King Street Stations, 700/800 MHz radio project below ground staging and factory acceptance test, and achieved cellular phone availability from Rosslyn to Ballston Stations in the radio program
- Designed 16 pneumatic logic control (PLC) panel boxes and completed installation of six PLC panel boxes.
- Completed designs for Greenbelt Yard fire alarm system upgrades
- Completed demolition and started equipment installation at eight rail stations and began construction of the Connecticut Avenue chiller line replacement
- Completed rehabilitation of West Hyattsville surface lot and College Park parking garage
- Completed Alexandria Yard Service & Inspection (S&I) Shop building roof and skylights replacement and 19 other Metro facilities.
- Completed construction of rail car access platforms at New Carrollton Yard
- Completed design for Bush Hill Viaduct rehabilitation and obtained the CSX Engineering and Construction Agreements
- Completed rehabilitation of East Falls Church Traction Power Substation
- Completed relamping of 15 underground stations, 6 above ground stations, and the Greenbelt S&I Shop
- Completed Capitol Heights alternating current (AC) switchgear room rehabilitation, delivered and installed 14 uninterrupted power systems (UPS)
- Completed tunnel leak mitigation designs for Silver Spring to Forest Glen
- Completed office renovations at Jackson Graham Building (JGB) and Greenbelt Communication Facility
- Awarded contract and began design on the design-build Platform Rehabilitation Contract for six stations on the Blue/Yellow Lines south of National Airport Station



Supply Chain Management (SCM)

(Dollars in Thousands)	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget	$ Change	% Change
Personnel	$15,104	$15,170	$15,876	$17,161	$1,285	8.1%
Non-Personnel	$39	$1,515	$1,747	$2,161	$414	23.7%
Total Cost	**$15,143**	**$16,685**	**$17,623**	**$19,322**	**$1,699**	**9.6%**
Authorized Positions	174	169	181	180	-1	-0.6%

In February 2020, WMATA's supply chain management functions (formerly spread across RAIL, BUS, and Support Services), was reorganized and centralized under a new Department of Supply Chain Management (SCM) to improve effectiveness and efficiency. The following offices, designed to provide excellent supply chain solutions to their respective internal customers, comprise the SCM:

- Office of Supply Chain Management - Bus (SCMB): Serves as central office for supply chain activities pertaining to BUS.
- Office of Supply Chain Management - Rail (SCMR): Serves as central office for supply chain activities pertaining to RAIL.
- Office of Facilities and Warehousing (SCMF): Serves as central office for Support Services (SSRV) supply chain management activities and manages central warehouse.

FY2020 Business Plan

While an FY2020 Business Plan has not yet been created for SCM, the following are SCM's key objectives to enable a successful transition:

- Establish the Office of Supply Chain Planning and Analytics (SCPA)
- Clearly define all roles, responsibilities, accountabilities, and key dependencies of the SCM organization
- Develop internal communication plan to ensure that all SCM stakeholders know what is changing, and how the SCM transformation will affect them
- Learn and pilot new data forecasting methods until all SCM leadership achieves a base-level of understanding and comfortability
- Select and onboard a vendor for Vendor Managed Inventory (VMI) program in a manner that allows SCM to transition from highly tactical to strategic
- Conclude integrated training for Maximo demand planning among SCM staff and select maintenance staff members

FY2019 Major Accomplishments

- Reorganized WMATA's various supply chain functions under centralized department
- Developed, released, and obtained substantial feedback from a Request for Information (RFI) for VMI
- Finalized target operating model for VMI
- Developed RFP for VMI
- Began recruitment for Managing Director, Supply Chain Management, and Director, Supply Chain Planning and Analytics

Chapter 5 - Capital Budget



Overview

Metro's FY2020-FY2025 Capital Improvement Program (CIP) totals $9.2 billion with funding from the federal government, state and local contributions, and other sources. Of this amount, $1.55 billion is planned for investment in FY2020.

The six-year CIP is focused on system preservation and state of good repair requirements identified in the Capital Needs Forecast (CNF). The plan also includes targeted investments to drive operating efficiency and improvements that will support service reliability and customer experience.

Metro's capital program is grouped into six major Investment Categories: Railcar, Rail Systems, Track & Structures Rehabilitation, Stations & Passenger Facilities, Bus & Paratransit, and Business Support.

Financial Plan by Investment Category

(Dollars in Millions)	FY2020 Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	6 Year Total
Railcar	$272.3	$240.9	$305.0	$333.0	$369.7	$294.4	$1,815.4
Rail Systems	200.2	173.6	163.0	146.0	142.4	175.3	1,000.6
Track and Structures Rehabilitation	166.5	192.0	220.9	228.7	227.3	196.5	1,231.9
Stations and Passenger Facilities	490.7	553.1	453.3	363.3	346.1	355.5	2,562.1
Bus and Paratransit	194.8	252.0	256.9	234.1	230.8	202.7	1,371.3
Business Support	225.3	272.9	267.2	179.8	184.2	130.6	1,260.1
Total Capital Programs [1]	**$1,549.8**	**$1,684.6**	**$1,666.4**	**$1,485.0**	**$1,500.5**	**$1,355.1**	**$9,241.4**

1 Totals exclude $23M for service disruptions associated with major capital projects.

Capital investments are organized within these categories into four functional classifications: Safety, State of Good Repair & Minor Projects; Major Active Capital Projects; Development & Evaluation (D&E) Projects; and Future Major Projects.

Safety, State of Good Repair & Minor Projects

Safety, State of Good Repair (SGR) & Minor Projects are the largest investment types in the capital program. This includes recurring and ongoing investments in the replacement, rehabilitation, and maintenance of existing assets to ensure the safety of Metro's infrastructure and to improve the reliability of the system.

Prioritization of assets for replacement or rehabilitation is accomplished using the age and condition of specific assets. Examples of ongoing investments include:

- Railcar component maintenance and rehabilitation
- New buses and paratransit vehicles
- Rail crosstie and track fastener replacement
- Track circuit replacement
- Power cable replacement
- Parking garage rehabilitation
- Station lighting and cooling programs
- Elevator/escalator repair, rehabilitation, and replacement.

These programs also include those initiated through oversight recommendations or identified as capital maintenance needs. Minor projects that are not part of an on-going SGR program, but do not rise to the level of Major Projects in terms of scope and expenses, also fall into this investment type.

Major Active Capital Projects

Major Active Capital Projects are large, multi-year construction and acquisition projects, such as the construction of a new maintenance facility or the acquisition of railcars.

Several major capital projects are currently underway, including the following:

- New 7000 series railcars
- Radio and wireless infrastructure upgrades
- Construction of Silver Line extension
- Construction of a new station at Potomac Yard
- Replacement of Bladensburg and Northern Bus Facilities
- WMATA office consolidation, and
- Rehabilitation of station platforms and other adjacent infrastructure

Development & Evaluation

Metro's D&E programs include activities that support the Authority's capital investments which are still under evaluation or in planning and development as either a Major Capital Project or SGR program. The D&E process ensures capital investments are efficient and effective and project risks are mitigated prior to initiation or commitment. The D&E process also helps to ensure that projects have clearly defined scopes, schedules, and cost estimates with appropriate consideration for risks and alternative solutions. Additional funding will be allocated when initiatives are sufficiently developed to advance to the next stage.

D&E activities establish project scopes and plans for existing needs in the CNF. For the FY2020-2025 capital program cycle, Metro has included D&E

funding for a wide range of initiatives that are planned to bolster the system beyond its current capital improvement projects. Full cost estimates for these prospective projects will be identified when the needs are fully developed into Major Projects.

The following needs are highlighted examples of activities that are included in the FY2020-FY2025 programs:

- Core station passenger circulation improvements
- Blue/Orange/Silver Line corridor reliability and capacity
- Train control modernization
- Bus transformation strategy
- Station capacity and passageway improvements
- Bus facility rehabilitation
- Transit signal prioritization

Future Major Projects

Future Major Projects is the classification for provisional funding allocated to address needs identified in the D&E process that will require development and funding for initiation in the future.

Initiatives that fall into this category include those that have either been planned and scheduled for a future date, or those that are deemed to be essential and will require a minimum investment once the detailed plans have been established through the Development & Evaluation process.

Funding Sources

The six-year capital funding plan for FY2020-2025 assumes Federal grant funding will continue to be appropriated at a level consistent with FY2019, totaling $2.9 billion over six years. This projection also assumes congressional reauthorization of the Passenger Rail Investment and Improvement Act (PRIIA). If PRIIA funding does not continue, jurisdictional funding will need to increase by $148.5 million per year (or $891.0 million over six years) to replace the federal contribution and meet Metro's capital investment needs.

Federal funding for FY2020, including formula programs, PRIIA and competitive federal grants, is projected to be $500.6 million. The required match from Metro's funding partners will contribute an additional $235.6 million.

In addition to providing the required match to Federal grants, Metro's jurisdictional funding partners contribute unmatched capital funding (referred to as system performance). The FY2020 contribution to the capital budget is $173.5 million.

To meet the increasing capital program need, the District of Columbia, State of Maryland and Commonwealth of Virginia passed legislation in April 2018 to provide annual dedicated funding of $500 million.

The capital budget also includes $70.6 million in locally requested investments referred to as reimbursable projects, which will be fully funded by the respective sponsoring entity, and is proposed for FY2020.

Financial Plan - Allocation of State & Local Contributions

(Dollars in Millions)	FY2020 Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	6 Year Total
Federal Funding							
Federal Formula Programs	$348.5	$332.6	$332.6	$332.6	$332.6	$332.6	$2,011.7
Federal PRIIA	148.5	148.5	148.5	148.5	148.5	148.5	891.0
Other Federal Grants	3.6	4.1	4.4	2.8	3.0	1.2	19.1
Total - Federal Grants	**$500.6**	**$485.3**	**$485.6**	**$483.9**	**$484.1**	**$482.3**	**$2,921.8**
State & Local Funding Contribution							
District of Columbia							
Formula Match & System Performance	$92.7	$93.8	$96.5	$98.9	$101.6	$103.9	$587.5
PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
Dedicated Funding	178.5	178.5	178.5	178.5	178.5	178.5	1,071.0
Subtotal - District of Columbia	**$320.7**	**$321.8**	**$324.5**	**$326.9**	**$329.6**	**$331.9**	**$1,955.5**
State of Maryland							
Montgomery County	$46.1	$45.6	$47.0	$48.6	$50.1	$51.9	$289.3
Prince George's County	45.1	45.3	46.6	48.0	49.4	50.7	285.2
MD PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
MD Dedicated Funding	167.0	167.0	167.0	167.0	167.0	167.0	1,002.0
Subtotal - Maryland	**$307.7**	**$307.4**	**$310.1**	**$313.1**	**$316.0**	**$319.2**	**$1,873.5**
Commonwealth of Virginia							
City of Alexandria	$12.3	$12.3	$12.7	$13.0	$13.4	$13.8	$77.6
Arlington County	23.2	22.9	23.6	24.4	25.2	26.1	145.2
City of Fairfax	0.7	0.7	0.7	0.8	0.8	0.8	4.6
Fairfax County	39.8	41.2	42.5	44.0	45.4	47.0	260.0
City of Falls Church	0.7	0.8	0.8	0.8	0.8	0.8	4.7
Loudoun County	—	5.8	6.0	6.4	6.6	7.0	31.9
VA PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
Dedicated Funding VA	154.5	154.5	154.5	154.5	154.5	154.5	927.0
CMAQ	0.9	1.0	1.1	0.7	0.7	0.3	4.8
Virginia Subtotal	**$281.6**	**$288.8**	**$291.4**	**$294.0**	**$297.0**	**$299.9**	**$1,752.7**
Subtotal, State & Local	**$910.0**	**$918.0**	**$926.1**	**$934.0**	**$942.6**	**$951.0**	**$5,581.7**
Under/(Over) Funding	$91.9	$167.8	$182.1	$(32.5)	$24.8	$(123.3)	$310.9
Total, State & Local	**$1,002.0**	**$1,085.8**	**$1,108.2**	**$901.5**	**$967.4**	**$827.7**	**$5,892.6**
Jurisdiction Reimbursable & Planning Projects	$44.1	$91.1	$61.1	$98.1	$49.1	$10.1	$353.4
Metropolitan Washington Airports Authority	26.5	22.4	11.6	1.5	—	35.0	97.0
Grand Total	**$1,573.2**	**$1,684.6**	**$1,666.4**	**$1,485.0**	**$1,500.5**	**$1,355.1**	**$9,264.8**

Railcar Investments

The Railcar investment category includes three programs: Railcar Acquisition, Railcar Maintenance & Overhaul, and Railcar Maintenance Facilities. Investment priorities over the next six years are focused on the continued replacement of the oldest and least reliable railcars with 7000-Series and then 8000-Series vehicles, component improvements, continued construction to improve and repair railyards, and the construction of a new heavy repair and overhaul facility.

Approved Budget (in 000s)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Safety & State of Good Repair & Minor Projects	$128,159	$126,468	$141,015	$147,771	$132,579	$132,441	$808,434
Major Active Capital Projects	144,112	113,567	163,226	185,245	237,152	161,959	1,005,261
Development & Evaluation	0	0	0	0	0	0	0
Future Major Projects	0	900	800	0	0	0	1,700
Budget Total	**$272,271**	**$240,935**	**$305,041**	**$333,016**	**$369,731**	**$294,400**	**$1,815,395**

Safety & State of Good Repair & Minor Projects

Program (FY2020 - 2025)	Cost (in 000s)
Railcar Acquisition	$0
Railcar Maintenance/Overhaul	731,434
Railcar Maintenance Facilities	77,000
Total	**$808,434**



During the six year period, Safety, State of Good Repair & Minor Projects within the Railcar investment category will focus on the rehabilitation of railcars and railcar maintenance facilities, including test track and commissioning facilities, shop repair equipment, electronic systems and software, and lifecycle overhaul and the disposal of retired cars.

Major Active Capital Projects

Program (FY2020 - 2025)	Cost (in 000s)
Railcar Acquisition	$589,092
Railcar Maintenance/Overhaul	0
Railcar Maintenance Facilities	416,170
Total	**$1,005,261**

Major Active Capital Projects in this category include:

8000 Series Railcars Acquisition	
Project Schedule	FY2017 - FY2029
Total Project Cost	$0
Expense thru FY2018	1,398
Projection for FY2019	4,024
Remaining Cost (FY2020 thru FY2025)	352,375
FY2026 and Beyond	1,942,200



This project supports the replacement of the 2000 and 3000 Series railcars (360 railcars), which are approaching the end of their useful life, with new 8000 series railcars. Metro plans to contract for a base order of 256 new railcars and begin taking delivery in FY2024. The contract will include options to purchase additional railcars. The project costs are currently estimates and will not be known until procurement is complete, a contract is awarded, and the exact number of railcars to purchase is established.

7000 Series Rail Car Procurement	
Project Schedule	FY2008 - FY2025
Total Project Cost	$1,637,171
Expense thru FY2018	1,025,000
Projection for FY2019	256,154
Remaining Cost (FY2020 thru FY2025)	236,717
FY2026 and Beyond	119,300



The 7000 Series Rail Car Procurement project provides for the purchase of 748 new railcars to replace the oldest and poorest performing vehicles in Metro's fleet and expand the fleet to support the Silver Line extensions. The 128 railcars purchased to support the Silver Line extensions were funded by the Metropolitan Washington Airports Authority. Metro expects to conditionally accept 152 railcars during the 2019 fiscal year, bringing the total number of 7000 Series vehicles in service to 700 by the end of FY2019. Metro expects to receive the remaining 48 railcars by the end of Q2 FY2020. This project also includes the costs associated with retiring and disposing of the oldest and least reliable railcars and an inventory of spare parts needed to maintain the new railcars.

Station and Yard Security Upgrade	
Project Schedule	FY2011 - FY2025
Total Project Cost	$120,237
Expense thru FY2018	53,736
Projection for FY2019	10,149
Remaining Cost (FY2020 thru FY2025)	56,352
FY2026 and Beyond	0



This project will provide for the security enhancements to harden various rail yards and enhance CCTV security throughout the system. A portion of the funding for this project is provided by dedicated Federal security grants.

New Carrollton Yard Capacity Improvements	
Project Schedule	FY2020 - FY2023
Total Project Cost	$77,813
Expense thru FY2018	2,811
Projection for FY2019	2
Remaining Cost (FY2020 thru FY2025)	75,000
FY2026 and Beyond	0



This project will expand New Carrollton yard to improve the efficiency of yard operations, create capacity for existing and future operations, as well as handle any future growth in the fleet. This project is still in development. Total project cost will be determined further in the design of the project.

Railcar Heavy Repair and Overhaul Facility	
Project Schedule	FY2019 - FY2025
Total Project Cost	$285,733
Expense thru FY2018	916
Projection for FY2019	0
Remaining Cost (FY2020 thru FY2025)	284,818
FY2026 and Beyond	0

This project will construct a dedicated Heavy Railcar Repair and Overhaul facility to consolidate overhaul functions from Brentwood and Greenbelt Yards, and improve space needs of the two facilities for routine railcar services. Additional determinations will be made regarding total project cost when the scope and schedule are finalized.



Future Major Projects

This program includes provisional funding of $1.7 million for future railcar replacement needs and railyard renewal projects.



Rail Systems Investments

The Rail Systems Investment category includes two programs: Propulsion and Signals & Communications. Investment priorities over the next six years are focused on safety, state of good repair and capacity improvements in rail propulsion power systems and communication systems in support of Metro's continued deployment of eight-car trains.

In addition to the ongoing power upgrades, Metro will also complete the replacement of the existing radio communications system, while improving cellular service throughout the system. Safety improvements will include enhanced safety-critical communications, including replacement of the emergency telephone system with new smart components that perform self diagnosis, and deployment of new track worker and inspector awareness systems.

Metro will also continue to address state of good repair needs on Automatic Train Control (ATC) equipment throughout the system.

Approved Budget (in 000s)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Safety & State of Good Repair & Minor Projects	$88,640	$85,328	$92,283	$97,402	$97,628	$116,104	$577,385
Major Active Capital Projects	109,217	88,060	70,700	48,632	44,813	59,198	420,620
Development & Evaluation	2,380	0	0	0	0	0	2,380
Future Major Projects	0	200	8	8	4	0	220
Budget Total	**$200,237**	**$173,588**	**$162,991**	**$146,042**	**$142,445**	**$175,302**	**$1,000,605**

Safety & State of Good Repair & Minor Projects

Program (FY2020 - 2025)	Cost (in 000s)
Propulsion	$370,800
Signals & Communications	206,585
Total	**$577,385**

During the six year period, Safety, State of Good Repair & Minor Projects within the Rail Systems investment category will focus on rehabilitating maintaining traction power components and systems, testing cables and electrical components, and repairing or improving safety critical communications equipment throughout the system.



Major Active Capital Projects

Program (FY2020 - 2025)	Cost (in 000s)
Propulsion	$244,746
Signals & Communications	175,874
Total	**$420,620**

Major Active Capital Projects in this category include:

100% 8-Car Train - Power Upgrade	
Project Schedule	FY2013 - FY2025
Total Project Cost	$355,263
Expense thru FY2018	80,387
Projection for FY2019	30,130
Remaining Cost (FY2020 thru FY2025)	244,746
FY2026 and Beyond	0



Metro's traction-power system is undergoing improvements to increase power supply capacity and provide the infrastructure for the expanded use of eight-car trains. The increase from six to eight cars increases the power requirements of each train as well as the burden on the traction-power system. Metro plans to complete the required upgrades on the Orange Line in 2019, followed by improvements to the Blue and Yellow lines projected for completion in 2022 and Red Line to be completed by 2025. In FY2020, Metro plans to take delivery of equipment and start installation on the Blue Line upgrade contract, six traction power substation locations along with seven tie breaker stations are planned to be completed in FY2020.

Radio and Cellular Infrastructure Improvements	
Project Schedule	FY2016 - FY2023
Total Project Cost	$351,874
Expense thru FY2018	129,154
Projection for FY2019	46,845
Remaining Cost (FY2020 thru FY2025)	175,874
FY2026 and Beyond	0



This project will replace Metro's existing Comprehensive Radio Communications System (CRCS) and install the required infrastructure to provide wireless cellular service throughout the tunneled segments of the system. The CRCS is a critical public safety communication system used by Metro and other public safety personnel. This project will create an above ground antenna network, and provide new radios for bus, rail and MTPD. The CRCS currently operates in a 450-490 MHz frequency band (also referred to as T-Band), while the new system will be operating in a 700 MHz band. This upgrade will meet the Federal Communications Commission (FCC) T-Band relocation requirement. In addition to the Radio Infrastructure improvements, Metro will create a below ground cellular network available to Metro passengers. In FY2020 Metro plans to make cellphone service available and operable in segments between Suitland to Branch Avenue, Gallery Place to Southern Avenue, Dupont to Medical Center, and Grosvenor to White Flint, and will also install Metro box enclosures at 126 locations.

In addition, Metro plans to have all leases signed for above ground tower sites and most permitting completed. Metro expects to have construction underway at various above ground radio tower sites, as well as continue installation of cabling and snake tray in the underground tunnel system. The installation of radios will also begin on railcars and buses. Project costs may be subject to change due to potential schedule impacts and contingencies.

Future Major Projects

Provisional funding of $0.2 million is also included in this category for future major power improvement projects along with future implementation of a next generation train control system.

Development & Evaluation

This investment category includes $2.4 million for Development & Evaluation, which will be used to test potential power and battery storage upgrades.

Track and Structures Rehabilitation Investments

The Track & Structures Investment category includes two programs: Fixed Rail and Structures. The investment priorities in these areas will continue to be the rehabilitation and maintenance of the Metrorail track and right of way as well as regular repair and replacement of track components (such as running rail, crossties, and fasteners) and structures (such as bridges, tunnels, and retaining walls).

Safety initiatives are also underway in tunnels, including the application of water intrusion and leak mitigation solutions, the replacement of aging track components and tunnel ventilation improvements.

Metro's track rehabilitation and maintenance programs also continue to address potentially hazardous conditions through infrastructure rehabilitation.

Approved Budget (in 000s)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Safety & State of Good Repair & Minor Projects	$141,171	$138,085	$149,812	$159,142	$153,281	$156,514	$898,005
Major Active Capital Projects	21,100	42,000	62,000	62,000	64,000	30,000	281,100
Development & Evaluation	4,200	2,000	0	0	0	0	6,200
Future Major Projects	0	9,920	9,120	7,560	10,000	10,000	46,600
Budget Total	**$166,471**	**$192,005**	**$220,932**	**$228,702**	**$227,281**	**$196,514**	**$1,231,905**

Safety & State of Good Repair & Minor Projects

Program (FY2020 - 2025)	Cost (in 000s)
Fixed Rail	$699,261
Structures	198,744
Total	**$898,005**

During the six year period, Safety, State of Good Repair & Minor Projects within the Track & Structures investment category will focus on general engineering, ongoing state of good repair construction and maintenance of the rail infrastructure, as well as cleaning, drainage, and the maintenance and reconstruction of bridges and other elevated structures.



Major Active Capital Projects

Program (FY2020 - 2025)	Cost (in 000s)
Fixed Rail	$0
Structures	281,100
Total	**$281,100**

Major Active Capital Projects in this category include:

Tunnel Water Mitigation	
Project Schedule	FY2018 - FY2025
Total Project Cost	$199,089
Expense thru FY2018	29,612
Projection for FY2019	3,377
Remaining Cost (FY2020 thru FY2025)	166,100
FY2026 and Beyond	0

This project will address water infiltration into tunnel segments throughout the rail system. Water penetration of tunnel walls can damage assets and compromise the safety and reliability of



the service. Metro is advancing the design of priority locations for the next tunnel segment improvements.

In FY2020 Metro plans to award a multi-year contract to begin addressing the high-tier and mid-tier priority water infiltration sites at various locations throughout the system, as identified through the engineering and surveying process. Segments will be coordinated and completed based on existing and identified track outages throughout the fiscal year. Current cost estimates are based on a limited number of track sections to be grouted. Addition of more sections or schedule changes may impact total project cost.

Tunnel Ventilation	
Project Schedule	FY2020 - FY2025
Total Project Cost	$115,175
Expense thru FY2018	0
Projection for FY2019	175
Remaining Cost (FY2020 thru FY2025)	115,000
FY2026 and Beyond	0



This program will address future tunnel ventilation upgrades and repairs to improve or maintain air flow throughout the station and tunnel system including fans, fan motor controllers, controller panels, vent shafts, electrical components, and detection systems. This project is under development. In FY20, an initial ventilation shaft will be upgraded and future plans developed based on this initial work. Project cost estimates will be better known when scoping and design is complete.

Future Major Projects

Provisional funding of $46.6 million is also included in this category for future projects, such as bridge structure rehabilitation at Minnesota Avenue and Grosvenor-Strathmore stations, third rail reconfiguration, and future major track infrastructure construction.

Development & Evaluation

This category includes $6.2 million for Development & Evaluation of projects such as new fixed rail improvements, bridge rehabilitation, corridor studies on the Blue, Orange, and Silver lines.



Stations and Passenger Facilities Investments

The Station & Passenger Facilities Investment category includes three programs: Platforms & Structures, Vertical Transportation, and Station Systems. Investment priorities over the next six years will focus on the repair, refurbishment and replacement of elevators and escalators; construction of stations and structures to complete the Silver Line extension; capacity and passenger circulation improvements at core stations; station platform testing and rehabilitation; cooling, lighting and fire detection improvements to stations, and the upgrade of fare collection systems.

Approved Budget (in 000s)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Safety & State of Good Repair & Minor Projects	$117,531	$129,016	$152,206	$130,356	$175,906	$165,456	$870,471
Major Active Capital Projects	354,996	414,207	296,883	180,697	113,024	100,024	1,459,832
Development & Evaluation	2,200	4,000	2,000	9,000	5,000	8,000	30,200
Future Major Projects	16,000	5,900	2,250	43,250	52,150	82,000	201,550
Budget Total	**$490,727**	**$553,123**	**$453,339**	**$363,303**	**$346,080**	**$355,480**	**$2,562,053**

Safety & State of Good Repair & Minor Projects

Program (FY2020 - 2025)	Cost (in 000s)
Platforms & Structures	$402,310
Vertical Transportation	315,019
Station Systems	153,142
Total	**$870,471**



During the six year period, Safety, State of Good Repair & Minor Projects within the Stations & Passenger Facilities investment category will focus on station rehabilitation, cleaning and illumination; the structural integrity of platforms and other high-traffic areas; and ongoing access improvements.

This category also funds regular repair and renewal of vertical transportation (elevators and escalators), along with maintenance of and improvements to station systems, including fire detection, cooling, and fare collection systems.

Major Active Capital Projects

Program (FY2020 - 2025)	Cost (in 000s)
Platforms & Structures	$1,074,376
Vertical Transportation	0
Station Systems	385,455
Total	**$1,459,832**

Major Active Capital Projects in this category include:

Platform Rehabilitation	
Project Schedule	FY2018 - FY2024
Total Project Cost	$816,454
Expense thru FY2018	41
Projection for FY2019	135,763
Remaining Cost (FY2020 thru FY2025)	680,650
FY2026 and Beyond	0



This project involves shutdowns over three years beginning in the summer of 2019. In Phase I (summer 2019) the Yellow and Blue lines will be shut down south of National Airport. In Phase II (summer 2020) the Orange Line will be shut down from East

Falls Church to Vienna, and the Green Line will be shut down north of Fort Totten. In Phase III (summer 2021) the Orange Line will be shut down east of Deanwood, along with individual station shutdowns at National Airport, Arlington Cemetery, and Addison Road. The primary purpose of these shutdowns is to rebuild passenger platforms that are crumbling and unsafe. While the stations are shut down, additional work will be performed in the stations and impacted track segments to renew infrastructure that enhances the customer experience and service safety and reliability. Additional work includes but is not limited to improvements to fan shafts, standpipes, sprinklers, HVAC, drainage pumping stations, customer communication systems, signage, shelters, bathrooms, and lighting. A new crossover will be constructed at King Street, a new platform and entrance constructed between the station and parking garage at Huntington, and a hump in the track at Braddock Road will be leveled.

Potomac Yard	
Project Schedule	FY2012 - FY2023
Total Project Cost	$291,472
Expense thru FY2018	10,443
Projection for FY2019	33,029
Remaining Cost (FY2020 thru FY2025)	248,000
FY2026 and Beyond	0



This reimbursable project will design and build a new Metro station at Potomac Yard in Alexandria. This station is a proposed in-fill station between National Airport and Braddock Road Stations on the Blue and Yellow lines. This project is expected to improve the local and regional transit accessibility to and from the Potomac yard area adjacent to the US Route 1 corridor for current and future residents, employees and businesses. Currently, the project area is not served by direct access to regional transit services, including Metrorail.

Silver Line Phase II	
Project Schedule	FY2007 - FY2023
Total Project Cost	$175,852
Expense thru FY2018	58,965
Projection for FY2019	21,161
Remaining Cost (FY2020 thru FY2025)	95,726
FY2026 and Beyond	0



This project supports Phase II Construction, integration and infrastructure improvements for the Silver Line expansion. Phase II Construction includes the construction of six new passenger stations and a Railcar Maintenance facility at a new rail yard near Dulles. The 11.5 mile transit extension will extend existing Phase I service from Wiehle-Reston to Ashburn, VA. Construction of this reimbursable project is currently nearing completion.



Station Lighting Improvements	
Project Schedule	FY2014 - FY2023
Total Project Cost	$243,511
Expense thru FY2018	18,668
Projection for FY2019	48,513
Remaining Cost (FY2020 thru FY2025)	176,330
FY2026 and Beyond	0



This project will upgrade Metro's underground station lighting system. Lighting and illumination levels will be improved at mezzanines, lower level platforms and track beds at all underground Metrorail stations. A project work plan was developed to accelerate completion of these upgrades throughout the system, and Metro is currently executing that plan.

In FY2020, this project will complete pylon light upgrades at 22 locations, parapet lighting upgrades at 7 locations, and trackbed lighting upgrades at 15 locations. This project will also complete lighting upgrades for LED downlighting at 16 stations, upgrades to lighting at 7 above ground stations, and platform edge lights at 12 stations.

Fare Collection Modernization	
Project Schedule	FY2017 - FY2023
Total Project Cost	$173,788
Expense thru FY2018	6,146
Projection for FY2019	12,742
Remaining Cost (FY2020 thru FY2025)	154,900
FY2026 and Beyond	0



Metro will upgrade and replace the current fare collection system to provide a more seamless and efficient means of fare collection. This project will focus on both new and existing technologies that enhance the customer experience.

In FY2020, Metro will begin design and manufacturing of the fare gates, complete an upgrade to the customer website for SmartBenefits, launch a new mobile fare app, as well as continue power and communications infrastructure upgrades in preparing to overhaul the fare gate system. The project budget will be revised when contract prices are known.

Fire Alarm System Upgrade	
Project Schedule	FY2014 - FY2023
Total Project Cost	$73,933
Expense thru FY2018	857
Projection for FY2019	1,379
Remaining Cost (FY2020 thru FY2025)	71,697
FY2026 and Beyond	0



This project is a system-wide fire alarm upgrade to bring stations into compliance with National Fire Protection Association standards NFPA72 and NFPA130. The replacement and upgrade of the fire alarm system throughout the rail system will improve overall safety and responsiveness to fire hazards.

In FY2020, the project will begin procurement efforts for a fire system upgrade contract and continue design efforts for the next group of station layouts. This project is still in development. Total project costs will be determined when the scope, design and schedule are finalized.

Rail Drain Station and Piping Improvements	
Project Schedule	FY2016 - FY2023
Total Project Cost	$46,427
Expense thru FY2018	5,255
Projection for FY2019	8,644
Remaining Cost (FY2020 thru FY2025)	32,528
FY2026 and Beyond	0



Metro will replace and improve drainage pumping stations to make the rail system more resilient to flood events. This project will replace and improve drainage pumping stations and sewage ejector systems, which have exceeded their life-cycle, throughout the Metrorail system. This project includes funding from a Federal Resiliency grant.

Future Major Projects

Provisional funding of $201.5 million is also included in this category for future projects, such as engineering, design, and construction of platforms, new station entrances and mezzanines, and capacity improvements in stations.



Bus and Paratransit Investments

The Bus & Paratransit category covers four programs: Bus & Paratransit Acquisition, Bus Maintenance & Overhaul, Bus Maintenance Facilities, & Bus Passenger Facilities/Systems. Metro's investments in these programs include the acquisition, regular replacement and rehabilitation of buses and paratransit vans to maintain a safe and reliable vehicle fleet in accordance with approved fleet plans; the replacement and modernization of bus maintenance facilities; customer facility improvements, and transit signal prioritization.

Approved Budget (in 000s)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Safety & State of Good Repair & Minor Projects	$184,051	$177,712	$144,232	$153,427	$157,427	$152,792	$969,641
Major Active Capital Projects	9,500	59,100	97,150	70,650	70,350	46,950	353,700
Development & Evaluation	0	0	0	0	0	0	0
Future Major Projects	1,250	15,150	15,500	10,050	3,000	3,000	47,950
Budget Total	**$194,801**	**$251,962**	**$256,882**	**$234,127**	**$230,777**	**$202,742**	**$1,371,291**

Safety & State of Good Repair & Minor Projects

Program (FY2020 - 2025)	Cost (in 000s)
Bus and Paratransit Acquisition	$969,641
Bus Maintenance/Overhaul	0
Bus Maintenance Facilities	0
Bus Passenger Facilities/Systems	0
Total	**$969,641**



During the six year period, Safety, State of Good Repair & Minor Projects within the Bus & Paratransit investment category will focus on the regular and ongoing replacement of buses and paratransit vehicles; bus repair and overhaul; the installation of safety features such as bus cameras and operator shields; and the maintenance and rehabilitation of bus facilities.

Other state of good repair efforts include the regular maintenance of and improvements to passenger stops, facilities and systems.

Major Active Capital Projects

Program (FY2020 - 2025)	Cost (in 000s)
Bus and Paratransit Acquisition	$0
Bus Maintenance/Overhaul	353,700
Bus Maintenance Facilities	0
Bus Passenger Facilities/Systems	0
Total	**$353,700**

Major Active Capital Projects in this category include:

Bladensburg Bus Facility Replacement	
Project Schedule	FY2018 - FY2024
Total Project Cost	$168,200
Expense thru FY2018	0
Projection for FY2019	0
Remaining Cost (FY2020 thru FY2025)	168,200
FY2026 and Beyond	0



This project will provide for the replacement of the Bladensburg Bus facility. Phase I of the project will dismantle the existing maintenance facility. Phase II will erect a new operations facility and demolish existing operations structures. Phase III involves constructing a new Leadership in Energy and Environmental Design (LEED) certified maintenance facility and parking structures. This project is still in procurement; total project cost will be updated when the construction contract is awarded.

Northern Bus Facility Replacement	
Project Schedule	FY2018 - FY2024
Total Project Cost	$185,500
Expense thru FY2018	0
Projection for FY2019	0
Remaining Cost (FY2020 thru FY2025)	185,500
FY2026 and Beyond	0



This project will provide for the replacement of existing 100 year old structure at the Northern Bus facility. The new facility will accommodate the potential build-out of retail space on the property. The replacement of the facility will preserve the existing historic façade. Upon completion, the facility will be compressed natural gas (CNG) compliant and LEED certified. This project is still in procurement. The total project cost will be updated when the construction contract is awarded.

Andrews Federal Center Bus Facility	
Project Schedule	FY2010 - FY2020
Total Project Cost	$188,780
Expense thru FY2018	162,180
Projection for FY2019	23,100
Remaining Cost (FY2020 thru FY2025)	3,500
FY2026 and Beyond	0



Metro is constructing a new facility at Andrews Federal Center in Prince George's County, along with a heavy overhaul and maintenance facility. This facility will replace the Southern Avenue Bus Garage with a fully modern LEED Silver facility that can hold 175 buses. This facility is planned to go into service in FY2020.

Future Major Projects

Provisional funding of $48 million is included for future projects, such as construction and rehabilitation efforts on bus maintenance facilities and a service lane at Four Mile Run maintenance facility.



Business Support Investments

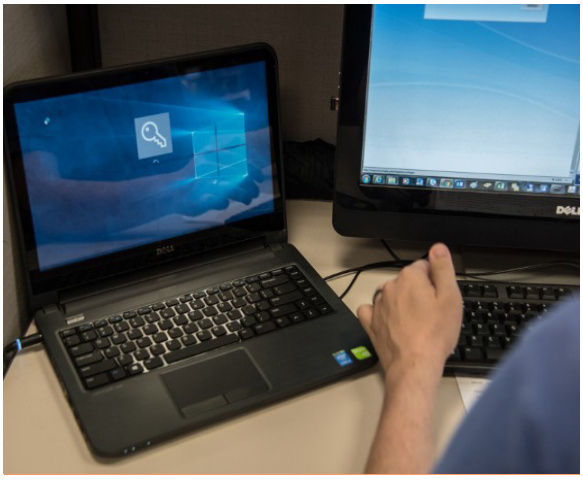
The Business Support Investment category includes three programs: Information Technology (IT), Metro Transit Police Department (MTPD), and Support Equipment & Services.

Investment priorities in these programs include Metro Transit Police Department equipment for public safety and security; system-wide facility roof replacement; and IT investments including fiber optic cable installation, the relocation and upgrade of data centers, the expansion of public wireless internet access throughout the system, and operations support software development.

Approved Budget (in 000s)	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total
Safety & State of Good Repair & Minor Projects	$149,735	$133,089	$99,602	$98,652	$96,452	$95,252	$672,780
Major Active Capital Projects	68,066	128,192	159,584	77,769	78,316	25,311	537,239
Development & Evaluation	6,970	0	0	0	0	0	6,970
Future Major Projects	500	11,659	8,045	3,422	9,449	10,078	43,154
Budget Total	**$225,271**	**$272,940**	**$267,230**	**$179,842**	**$184,217**	**$130,641**	**$1,260,142**

Safety & State of Good Repair & Minor Projects

Program (FY2020 - 2025)	Cost (in 000s)
IT	$249,580
MTPD	9,800
Support Equipment/Services	413,400
Total	**$672,780**



During the six year period, Safety, State of Good Repair & Minor Projects within the Business Support investment category will focus on the reliability and security of Metro's data and network infrastructure, critical operating and administrative information systems and management support software.

This category also provides for equipment training and resources for the Metro Transit Police Department, service vehicle replacement and leasing, and ongoing support facility repairs and improvements throughout the Authority.

Major Active Capital Projects

Program (FY2020 - 2025)	Cost (in 000s)
IT	$118,539
MTPD	0
Support Equipment/Services	418,700
Total	**$537,239**

Major Active Capital Projects in this category include:

Fiber Installation (TPSS/TCR)	
Project Schedule	FY2019 - FY2027
Total Project Cost	$120,029
Expense thru FY2018	0
Projection for FY2019	1,490
Remaining Cost (FY2020 thru FY2025)	118,539
FY2026 and Beyond	0



Metro has initiated a project to install new fiber optic cable on the right of way in support of Supervisory Controls and Data Acquisition (SCADA) and MetroNET locations throughout WMATA. This work will include, but is not limited to the installation of various types and sizes of Outside Plant (OSP) fiber optic communications cable and, where applicable, new pathways to serve these sites. In FY2020 Metro will advance the design, engineering and contract development to support this major initiative. The total project cost will be determined/ updated at the end of the design and scope development process.

Office Consolidation	
Project Schedule	FY2019 - FY2025
Total Project Cost	$480,704
Expense thru FY2018	0
Projection for FY2019	62,004
Remaining Cost (FY2020 thru FY2025)	418,700
FY2026 and Beyond	0



This project supports the efficient use of office space across multiple buildings through the reduction of leased space, property acquisition, building construction and renovation. The Board approved Metro office consolidation plan will save $130 million over 20 years. As part of the strategy, Metro will ground lease its existing headquarters building, and consolidate Metro office staff into three new office building locations in the District of Columbia, Maryland, and Virginia.

Future Major Projects

Provisional funding of $43.2 million is included for future projects, primarily related to station commercialization planning.

Development & Evaluation

There is also $7.0 million of funding for the Development & Evaluation of programs such as joint development implementation, solar infrastructure investment, supply chain modernization, support services, and equipment and technology for the Metro Transit Police Department.

Appendix A - Metro Profile



Metro Introduction

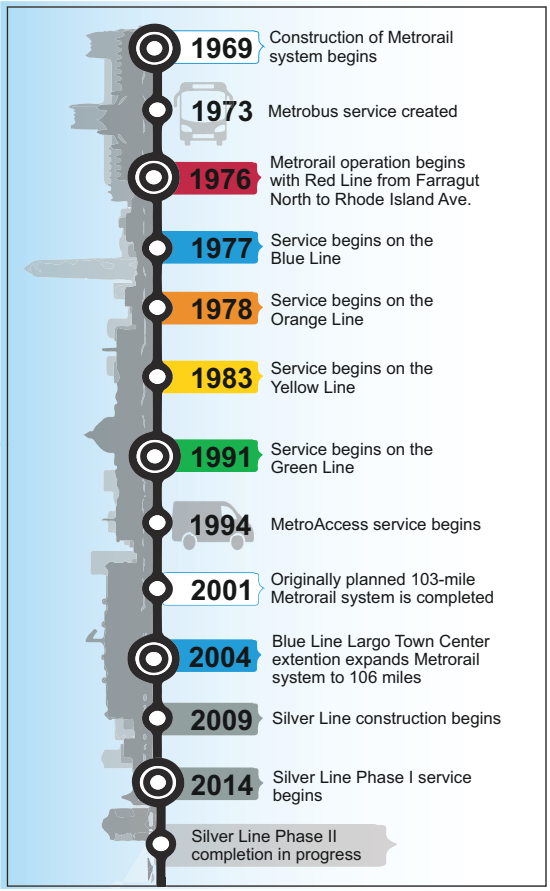
The Washington Metropolitan Area Transit Authority (WMATA), commonly referred to as Metro, was created in 1967 through an interstate compact among the District of Columbia, Maryland and Virginia. Construction of the Metrorail system began in 1969, and the first phase of Metrorail operation began in 1976.

Metro added a second transit service to its network in 1973 when, under direction from the United States Congress, it acquired four Washington-area bus systems and merged them to create Metrobus.

In 1994, as mandated by the Americans with Disabilities Act, Metro began providing MetroAccess paratransit service for people with disabilities who are unable to use the fixed route transit service.

Metro completed the originally planned 103-mile Metrorail system in 2001. In 2004, Metro expanded the rail system, opening the Blue Line extension to Largo Town Center Station, as well as the NoMa-Gallaudet U station on the Red Line. These expansions increased the Metrorail system to 86 stations and 106 miles.

In March 2009, Metropolitan Washington Airports Authority (MWAA) started construction on the Silver Line, a 23-mile rail extension in Fairfax and Loudoun Counties in Virginia. Supported by a Full-Funding Grant Agreement from the Federal Transit Administration, toll and other revenues from funding partners, Phase 1 opened in 2014 with 11.6 miles and five new stations extending service to Tysons Corner and Reston. Phase 2, an additional 11.4 miles with six new stations, will provide service to Dulles International Airport and Loudoun County. Construction of Phase 2 is currently nearing completion and Metro is actively ramping up to launch revenue service.



Key Metro Facts

- Metro's service area size is approximately 1,500 square miles with a population of approximately four million people.
- Metro's transit zone consists of the District of Columbia, the Maryland counties of Prince George's and Montgomery, and the Northern Virginia counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax and Falls Church.
- Metrorail integrates 118 miles of track, six rail lines, 91 stations and 1,284 railcars. Metrobus includes 10,687 bus stops throughout the region and 1,583 buses.
- Metro is the second busiest heavy rail transit system and the sixth largest bus network in the country.
- More than a quarter of the region's property tax base is located within a half mile of a Metrorail station.
- More than half of the region's jobs are located within a half mile of a Metro station or a Metrobus stop.
- More than half of Metrorail stations serve federal facilities and approximately one third of Metrorail's peak period commuters are federal employees.
- Metro moves more than three times the amount of people each year as the region's three major airports combined.

> *With the pending completion of Silver Line Extension Phase 2, Metro will welcome Loudoun County as a contributing jurisdiction...The Silver Line is Metro's largest rail expansion project since the opening of the National Airport to Stadium-Armory segment in 1977.*

Oversight

WMATA oversight is provided by a variety of internal and external offices, committees, and administrations. These oversight entities include, but are not limited to, the Federal Transit Administration (FTA), the Washington Metrorail Safety Commission (WMSC), the WMATA Office of Inspector General (OIG), the Office of Internal Compliance (INCP), and various advisory entities.

Federal Transit Administration

The FTA is the agency of the United States Department of Transportation that provides financial and technical assistance to local public transit systems. The FTA also oversees safety measures and helps develop next-generation technology research.

The Federal Government, through the FTA, provides financial assistance to develop new transit systems and improve, maintain, and operate existing systems. FTA provides and monitors grants to state and local transit providers.

Washington Metrorail Safety Commission (WMSC)

The WMSC serves as Metro's State Safety Oversight Agency (SSOA) and is responsible for enforcing transit safety requirements for WMATA's Metrorail system. The creation of an SSOA was required in the Moving Ahead for Progress in the 21st Century Act (MAP-21).

In 2017, the District of Columbia, Maryland and Virginia passed legislation to create the WMSC, which then received required Congressional consent and approval by the President through Public Law No: 115-54. The WMSC began directly overseeing the safety of the Metrorail system on March 18, 2019 upon its oversight program receiving federal certification.

WMATA Office of the Inspector General

The Office of Inspector General, authorized by the WMATA Board of Directors in April 2006, supervises and conducts independent audits, investigations, and reviews of Metro programs and operations to promote efficiency and financial integrity as well as to prevent and detect fraud, waste and abuse in such programs and operations.

Office of Internal Compliance

The Office of Internal Compliance (INCP) is a proactive business partner that assures Metro carries out its mission with integrity and in accordance with rules, regulations and policies. INCP reports directly to the General Manager/CEO and consists of two compliance offices, QICO and MARC.

Quality Assurance, Internal Compliance and Oversight (QICO) provides independent reviews of Metro's operational and engineering processes and assets to promote compliance with internal and external regulatory requirements and advance quality improvement initiatives.

Management Audits, Risk and Compliance Office (MARC) provides independent, objective assessments and reviews of Metro's system of internal controls and underlying business processes with a focus on financial management and internal business operations.

Advisors

WMATA has four primary advisory groups: the Riders' Advisory Council, the Accessibility Advisory Committee, the Amplify community and the Jurisdictional Coordinating Committee. These advisory entities focus on specific issues as described below:

Riders' Advisory Council

In September 2005, the WMATA Board established the Riders' Advisory Council (RAC). The Council provides Metro customers a forum to provide input on bus, rail and paratransit services. The 11-member council includes six representatives from the District of Columbia, Maryland and Virginia, four at-large members, and the chair of WMATA's Accessibility Advisory Committee.

Accessibility Advisory Committee

WMATA's Accessibility Advisory Committee (AAC) was created to address the needs of senior citizens and customers with disabilities. Its efforts have resulted in numerous service upgrades including gap reducers, which make it easier for customers who use wheelchairs or are visually impaired to board Metrorail trains.

Amplify by Metro

Metro is leveraging a new web-based platform called Amplify to engage and get input from riders in the community. Metro's first ever customer community, Amplify is designed to bring together riders, transit advocates, and transit experts in an on-going digital forum. Through a structured environment of online surveys, polls, and discussion forums, Amplify community members share their experience as riders and influence how Metro responds to issues affecting those who use the system. People who live in the national capital region and (at least once a month) ride any bus, train, or on paratransit are able to sign up to participate at amplifybymetro.com.

Jurisdictional Coordinating Committee

The Jurisdictional Coordinating Committee (JCC) consists of staff members from the jurisdictions supporting WMATA. The JCC was established by the Board of Directors to facilitate the exchange of information between jurisdictions and Metro staff. Meeting agendas are developed by Metro staff and the JCC chair and include items referred by the Board or Metro staff, as well as items requested by JCC member.

Metrorail

The Metrorail system is a rapid transit system that consists roughly of 118 route miles, 91 passenger stations and a fleet of over 1,200 railcars. Starting in FY2018, service is operated 5:00 am to 11:30 pm Monday through Thursday, 5:00 am to 1:00 am on Fridays, 7:00 am to 1:00 am on Saturdays, and 8:00 am to 11:00 pm on Sundays.

The system is composed of three main types of structures: underground, surface and elevated. The underground sections consist of 50.5 route miles and 47 stations, the surface sections comprise 58 miles and 38 stations, and the elevated sections consist of 9.2 route miles and six stations. While there are three types of structures, they operate as one unified system providing seamless service to passengers. All Metrorail stations and railcars are accessible to disabled passengers and compliant with the Americans with Disabilities Act (ADA).

The first Metrorail line opened was the Red Line consisting of 4.6 miles from Farragut North to Rhode Island Avenue. By July 1977, the Blue and Orange Lines were added with service between National Airport and the Stadium-Armory. This added 11.8 miles and 17 new stations to Metro's rail operation. With continued development the Yellow Line was added in 1983 with service from Gallery Place-Chinatown to the Pentagon, adding 3.3 miles and one station. In 1991, the Green Line was added providing service from Gallery Place to U St/ African-American Civil War Memorial/Cardozo. In 2001, the Green Line was extended to Branch Avenue, and in 2004, the Blue Line was extended to Largo Town Center and the NoMa-Gallaudet Station on the Red Line opened to passengers. The table below provides a list of all openings.

The system is equipped with communication systems that facilitate the flow of information to and from passengers. The Metrorail operations control center is equipped with two-way radios for communication with all train operators in service, as well as hotlines to the police and fire departments in all of the jurisdictions served by Metro. Public address systems on all trains and platforms facilitate communications from Metrorail train operators and station managers. All stations are also equipped with digital signs that show next train arrival times and system status. Passenger-to-train operator intercoms are located inside all rail cars, one at each end, and there are passenger-to-station manager intercoms on all station platforms, landings, and in all elevators. The ongoing radio infrastructure renewal and cellular communications project will upgrade Metro's radio system for Metro workers and first responders and provide cellular capability throughout the tunnels and in stations for customers.



Metrorail's design requires high reliance on vertical mobility through the utilization of elevators and escalators. Most customers access Metrorail via escalators to the train platform, while elevators provide accessibility for persons with disabilities, seniors, customers with strollers, travelers carrying luggage and other riders.

Sequence of Metrorail Openings

Line	Segment	Stations	Miles	Date
Red	Farragut North to Rhode Island Ave	5	4.6	03/29/1976
Red	Gallery Place - Chinatown	1	0	12/15/1976
Red	To DuPont Circle	1	1.1	01/17/1977
Blue/Orange	National Airport to Stadium-Armory	17	11.8	07/01/1977
Red	To Silver Spring	4	5.7	02/06/1978
Orange	To New Carrollton	5	7.4	11/20/1978
Orange	To Ballston - MU	4	3	12/01/1979
Blue	To Addison Road	3	3.6	11/22/1980
Red	To Van Ness - UDC	3	2.1	12/05/1981
Yellow	Gallery Place - Chinatown to Pentagon	1	3.3	04/30/1983
Blue	To Huntington	4	4.2	12/17/1983
Red	To Grosvenor	5	6.8	08/25/1984
Red	To Shady Grove	4	7	12/15/1984
Orange	To Vienna/Fairfax-GMU	4	9.1	06/07/1986
Red	To Wheaton	2	3.2	09/22/1990
Green	To U St/African-Amer Civil War Memorial/Cardozo	3	1.7	05/11/1991
Blue	To Van Dorn Street	1	3.9	06/15/1991
Green	To Anacostia	3	2.9	12/28/1991
Green	To Greenbelt	4	7	12/11/1993
Blue	To Franconia-Springfield	1	3.3	06/29/1997
Red	To Glenmont	1	1.4	07/25/1998
Green	Columbia Heights to Fort Totten	2	2.9	09/18/1999
Green	To Branch Ave	5	6.5	01/13/2001
Red	NoMa-Gallaudet U	1	0	11/20/2004
Blue	To Largo Town Center	2	3.2	12/18/2004
Silver	To Wiehle-Reston East	5	11.6	07/26/2014

Metro operates more than 900 vertical transportation assets (618 escalators and 317 elevators) which carry approximately two million passengers each weekday. The Wheaton Station on the Red Line has the longest escalator (230 feet) in the Western Hemisphere. The Forest Glen Station, also on the Red Line, is the deepest station in the system (196 feet or 21 stories below street level) with high speed elevators that take less than 20 seconds to travel from the street to the platform.

Metrobus

Metrobus provides safe, reliable and effective service across the Washington region. Metrobus operates 164 lines with 250 routes covering over 2,417 street miles of service throughout the region. Service is provided on a combination of local, limited-stop (MetroExtra) and express routes connecting the region to Metrorail; employment, medical and activity centers; schools, colleges and universities; airports; military installations; and commuter rail. Metro utilizes 10,649 bus stops supported by 2,554 shelters owned by 15 separate agencies.

The fleet is comprised of 1,583 buses to meet peak weekday service requirements of 1,283 buses with varying sizes and capacities, and to support maintenance of the fleet. All buses are accessible to people with disabilities, and bike racks are available for use on all buses. Service is provided from ten operating divisions located throughout the service area in the District of Columbia, Maryland and Virginia.

The BusETA service provides customers information on Metrobus arrival times at a particular bus stop. It uses satellite technology to find specific locations of a bus and sends the estimated arrival time of the bus to customers via mobile devices. The entire bus fleet is equipped with two- way radio links to the operations control center, emergency radio silent alarms, passenger counters, and automatic vehicle locators. In addition, security cameras are installed on all Metro buses. Metrobus is working to install operator safety shields on all legacy Metro fleet; safety shields are included on all new buses.

MetroAccess

MetroAccess ensures the ongoing accessibility of Metrobus and Metrorail for customers with disabilities, and in accordance with the Americans with Disabilities Act (ADA), provides MetroAccess paratransit service for those who are unable to use bus and rail. MetroAccess, a shared-ride, door-to- door service, is offered for the same days, hours, and locations as fixed-route transit, utilizing a fleet of 750 vehicles in FY2019. Service contractors operate

the van service and manage the operations control center and quality assurance functions. MetroAccess provides over two million trips each year.

Demand for paratransit service is increasing, as the population of people with disabilities is growing in the region and nationwide. For this reason, it is critical for Metro to accommodate as many customers as possible. Metro provides travel training to assist customers with disabilities in navigating the bus and rail system, while encouraging customers to take full advantage of the many accessibility and safety features. MetroAccess partners with Metrobus and Metrorail to provide group orientations and workshops to educate organizations on how to provide travel training to their clients.

Additionally, Metro has partnered with the jurisdictions to improve the accessibility of bus stops in the region, further enhancing customers' ability to make use of the fixed-route system. Because of these initiatives and Metro's free ride benefit, MetroAccess customers take over 2.3 million fixed-route trips each year.

To keep MetroAccess sustainable for future years, Metro has embarked on a campaign to facilitate the establishment of lower-cost alternatives to MetroAccess. Metro is helping to facilitate the following programs:

- Coordinated Alternatives to Paratransit Services (CAPS), established in 2013, provides transportation service for clients of two human services agencies (HSA) in Maryland between the HSAs main facilities and clients' homes. Service provided under the CAPS project costs Metro 32 percent less per trip than a comparable trip on MetroAccess.
- TransportDC, a taxi alternative to MetroAccess for District of Columbia residents was set up in 2014. Under TransportDC, a jurisdiction-run service, the District is paying 44 percent less per trip than they would have paid Metro for providing the same trips on MetroAccess.

Abilities-Ride, which started in the first quarter of FY2018, is a public-private partnership between Metro and two vendors to provide generally available on-demand and reserve trip service to MetroAccess customers for trips beginning and ending in Maryland. The program is designed to be an alternative for a portion of Maryland-to-Maryland MetroAccess trips. Trips provided by the program are expected to cost Metro 66 percent less than comparable MetroAccess trips.

Regional Transit Planning

The Washington Metropolitan Area encompasses over 4,000 square miles in the District of Columbia, suburban Maryland and Northern Virginia; the region is home to almost six million people and over three million jobs. As the primary transit provider in the region, Metro is integral to the regional transportation planning process. The WMATA Compact gives the Authority the power to adopt a Mass Transit Plan as part of the region's continuous, comprehensive transportation planning process. Metro's regional planning function encompasses the preparation of transit system plans in partnership with other regional transit providers, conducting system-planning analysis and transportation studies, communication of transit needs to regional planning bodies, and participation in planning processes at the regional and sub-regional levels. Metro has a particular responsibility to ensure that the needs of the region's transit providers, both capital and operating, are reflected during the establishment of the Mass Transit Plan and that the region achieves a balanced system of transportation.

Metro coordinates with its regional partners to determine transit-based priorities and projects. The WMATA Board of Directors, composed of members from the Compact jurisdictions and Federal Government, helps determine those priorities and provides policy direction. The JCC brings together jurisdictional staff to coordinate on various budget and operational issues in conjunction with Board Committee meetings. Internal planning and programming are designed to work within this institutional framework.

The National Capital Region Transportation Planning Board (TPB) is the federally designated Metropolitan Planning Organization (MPO) to coordinate transportation planning and funding for the Washington region. The TPB serves as a forum for the region to develop transportation plans, policies and actions, and to set regional transportation priorities through the Constrained Long Range Plan (CLRP) and the six-year Transportation Improvement Plan (TIP). The TPB also provides technical resources for planning and policy making. WMATA is one of the implementing agencies in the TPB planning process and is a voting member of the TPB. WMATA is also an active member of the TPB Technical Committee and several subcommittees such as Travel Forecasting, Bicycle and Pedestrian, Regional Bus, Regional Transportation Demand Management Marketing, and Human Services Subcommittee.

The Northern Virginia Transportation Commission (NVTC) administers transit finance and operations in Northern Virginia and coordinates transit service across jurisdictional boundaries. The Northern Virginia Transportation Authority (NVTA) is responsible for developing a Northern Virginia Regional Transportation Plan which provides long range planning and inter-agency coordination in Northern Virginia. WMATA works with both NVTC and NVTA on important transit funding and corridor development initiatives to enhance public transit service and ensure integration of transit in highway investments and the Department of Transportation (DOT). WMATA also works with the District of Columbia, Maryland, and Virginia on important local plans and project development initiatives to enhance public transit service and ensure integration of transit with roadway investments.



Demographics

Based on the 2010 Census, the population of the Compact jurisdictions currently served by Metro is 3.9 million people across four counties (Montgomery and Prince George's in Maryland, Fairfax and Arlington in Virginia), three cities (Alexandria, Falls Church, and Fairfax in Virginia), and one federal district, which is the ninth largest metropolitan area of the country.

Based on the 2014 American Community Survey (ACS), the demographic profile of the Washington Metropolitan area is as follows:

- 41.1 percent of the population is non-Hispanic white
- 29.3 percent is black or African American
- 15.5 percent is Hispanic or Latino
- 10.9 percent is Asian
- 3.2 percent is Mixed-Other

Economy

Metro's ridership and overall financial outlook are directly influenced by the population, economic conditions, and employment growth in the District of Columbia and the surrounding jurisdictions in Maryland and Virginia.

Job Growth in Metropolitan Washington: According to a May 2016 study by the Metropolitan Washington Council of Governments (COG) *Trends in Workforce Demand*, while metropolitan Washington has a skilled and educated workforce, there have been concerns in the last few years about the region's economic performance. As other regional economies began to recover from the Great Recession, job growth in metropolitan Washington began to slow. Between the elimination of federal jobs with the enactment of the Budget Control Act of 2011 and loss of federal contracts in the first year of the sequester in 2013, an estimated thirty-six thousand jobs were lost.

According to data from the Bureau of Labor Statistics' Current Employment Statistics (CES) program, employment growth in metropolitan Washington lagged behind the nation from 2012 through 2015, and was equal to the national average in 2016 and 2017. The 2018 CES estimates indicate that metropolitan Washington employment growth (1.1 percent) has again fallen below the national average.

The 2015 estimates from the Bureau of Labor Statistics' Current Employment Statistics program indicate that while employment increased at the greatest rate (1.9 percent) in a decade in metropolitan Washington, performance is still lagging behind the nation.

Changing Federal Presence: The Federal Government is the largest employer in the region; since 2000, between 11 and 13 percent of employment in metropolitan Washington has been federal. But the structure of the regional economy is changing. COG's regional econometric model projects that the portion of federal employment will decline from twelve percent of employment in 2015 to eight percent in 2045. The Center for Regional Analysis at George Mason University projects that while federal salaries and procurement comprised almost 40 percent of the region's economy in 2010, it is forecast to decline to just under 30 percent by 2020.

Where is Metropolitan Washington's Economy headed: The economic factors of slow job growth and the future outlook of federal government spending impact Metro's forecast for Metrorail and Metrobus ridership. Significant effort is currently

underway to diversify metropolitan Washington's economy. Due to slow growth in federal jobs, the Roadmap for the Washington Region's Economic Future identified industrial clusters beyond the Federal Government with the potential to drive metropolitan Washington's economic growth over the next decade. Two of these drivers are professional and business services, which have dominated the region's economy for a long time.



Appendix B - Sustainability and Energy

Sustainable Transportation

Metro plays a significant role in enhancing the livability of the region by reducing road congestion and regional greenhouse gas emissions. Each year, Metro riders prevent the release of about 370,000 metric tons of carbon, minimize regional storm water run-off by supporting compact development, and save approximately 40 million gallons of gasoline by choosing transit over single occupancy vehicles.



Reinvesting to Meet Fiscal and Environmental Goals

Metro is a powerful economic engine that drives the region's economy; providing nearly 300 million trips per year and employing thousands of residents in the DC region.

As Metro continues to rebuild, strategic investments that demonstrate responsible management of the region's dollars are critical. Sustainable investments that focus on life-cycle efficiency are vital because they facilitate data driven decisions and long-term energy and operations and maintenance costs savings.

Rebuilding its infrastructure sustainably will not only help Metro reach environmental goals but is also one of the key ways Metro can promote long term cost savings and give the region the best return on its investment. In addition, these investments increase safety and improve the customer experience, all while supporting regional sustainability and livability goals.

For Metro, sustainable investments include:

- Building things right - use sustainable building materials and incorporate energy efficiency and renewable energy
- Improving efficiency - reduce waste, increase fuel efficiency, deploy more efficient lighting, and upgrade technology to support energy-efficient propulsion systems
- Encouraging transit-connected communities - promote regional livability and mobility

Sustainability Initiative

Metro's Sustainability Initiative, started in 2014, set three regional and seven internal targets to reach by 2025. Metro also created the Sustainability Lab and Sustainability Awards in 2014 as part of the initiative to promote cost effective innovation and best practice adoption across the Authority.

Metro's Sustainability Initiative sponsors cost effective innovation and best practice adoption through:

- Researching and bringing in best practices to match with areas of opportunity (capital and operational)
- Utilizing innovative financing, utility rebates, and leverage external partnerships
- Advocating for and implementing new practices
- Communicating the importance of and progress toward sustainability goals
- Recognizing, supporting and rewarding existing efforts and staff innovation
- Managing and modernizing staff capacity
- Integrating and highlighting the importance of data driven lifecycle cost analysis and sustainability best practices in the asset management and capital planning processes

Metro will continue to build on successful past sustainability projects like garage lighting upgrades, remote monitoring of passenger station chiller water treatment systems, and portable solar lighting towers, all of which are saving money for Metro and the region each year.

Energy Management

Energy costs, at approximately $120 million in FY2020, are Metro's second largest non-labor operating expense. If current practices continue unmitigated, Metro's energy costs are projected to grow to $135 million annually by 2025.

Metro launched an Energy Action Plan in FY2019 to control operating costs, reduce energy cost risk,

proactively manage energy consumption, and support safe and reliable service.

The Energy Action Plan includes a one-time $65 million capital investment in energy efficiency projects to be completed between now and 2025 that will realize approximately $29 million in ongoing annual energy and operations/maintenance savings.

Metro advances best practices and integration of energy efficiency investments in the capital program in the following ways:

- Tracking and reporting on implementation and performance of energy efficient investments
- Updating and revising recommendations to reflect new technology and practices
- Enhancing and leveraging Enterprise Energy Management Software; providing energy use analysis and recommendations to departments
- Implementing an education and skills building campaign to increase awareness and capacity for energy efficiency investments and operational practices

FY2019 Major Activities

- Adoption of Metro's first Energy Action Plan including prioritized energy conservation measures and incorporation of best practices into planned capital investments
- Issuing procurement of next generation Enterprise Energy Management System (EEMS) that will allow internal transparency, accountability and asset management of Metro's energy budget
- Integration of wayside regenerative braking technology into future traction power upgrades. This technology allows for the "reuse" of energy that is currently wasted as heat when trains brake
- Incorporation of energy efficiency incentives in new railcar procurement
- Initiation of comprehensive LED lighting upgrades of facilities. Upgrades reduce energy costs, saving hundreds of thousands of dollars annually, while reducing maintenance requirements and improving lighting quality:
  - Facilities - partnered with DC Sustainable Energy Utility, to provide full facility lighting rehabilitation at Metro's DC facilities, estimated annual energy savings of over 2 million kWh
  - Passenger Stations - accelerated program to re-lamp Metrorail stations, improving the passenger experience while reducing operations and maintenance costs, including cumulative estimated energy savings to date of over 8 million kWh annually
  - Carmen Turner Facility (admin/office) - initiated full facility lighting rehabilitation with an estimated annual energy savings of 3 million kWh
  - Service & Inspection Shops - initiated high bay lighting retrofit for service and inspection shops, improving safety and working conditions. Work to date at New Carrollton Yard, Greenbelt Yard, and Andrews Bus Garage provides an estimated annual savings of over 2.5 million kWh



Appendix C - Human Capital Summary

Human capital management defines and categorizes employees' skills and abilities to ensure they are optimized to the objectives of the organization. At Metro, the management of human capital involves workforce planning and investment and is aligned with Metro's strategic plan and core mission of operating and maintaining a safe, reliable, and effective transit system.

One measure of human capital is the number of positions to be employed and the various costs associated with such employment, referred to as personnel costs. Metro's personnel costs fall into two major categories: labor and fringe benefits.

Labor costs, which include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel, make up approximately 70 percent of total personnel costs. The Authority-wide FY2020 labor budget for operating and capital is $1.1 billion.

Fringe benefit costs are personnel-related expenses that are above and beyond the direct cost of employee wages and salaries. Metro's fringe benefits are comprised of health insurance and pension plan costs, as well as government mandated expenses including unemployment insurance and payroll taxes. The Authority-wide FY2020 fringe benefit budget for operating and capital is $530.3 million. The FY2020 fringe benefit budget is $1.4 million more than the FY2019 budget primarily due to increased costs for union pensions and Workers' Compensation Reserve and Assessments, offset by lower health insurance costs.

The following tables provide a detailed, three-year comparison of total human capital staffing levels for Metro. The staffing requirement for FY2020 is 12,225, consisting of 10,838 operating positions and 1,387 capital positions.

Human Capital by Department

Department[1]	FY2017 Budget	FY2018 Budget	FY2019 Budget	FY2020 Budget	Change from FY2019 to FY2020
General Manager / CEO	6	4	3	3	—
Inspector General	36	35	38	40	2
Board Secretary	4	4	4	4	—
External Relations	139	115	112	112	—
Internal Business Operations	583	542	542	583	41
Chief Financial Officer	271	252	248	253	5
Internal Compliance	118	60	64	64	—
General Counsel	48	48	48	46	(2)
Safety & Environmental Management	66	76	74	73	(1)
Capital Planning and Program Management	80	44	75	73	(2)
Chief Operating Officer	11,681	11,052	11,052	10,974	(78)
Chief Operating Officer - Admin	6	5	10	10	—
Rail Services	4,412	4,056	4,072	4,118	46
Bus Services	4,030	3,892	3,880	3,739	(141)
Access Services	53	50	50	49	(1)
Metro Transit Police	726	694	694	694	—
Support Services	1,600	1,602	1,602	1,594	(8)
Design and Construction	419	375	352	351	(1)
Office of Budget, Performance and Planning	261	209	211	239	28
Supply Chain Management	174	169	181	180	(1)
Total	**13,032**	**12,232**	**12,260**	**12,225**	**(35)**

1 Authorized Positions includes total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval.

A three-year comparison of total human capital costs in the operating and capital budgets is presented below.

Human Capital Summary - All Modes
Personnel

	FY2018 Budget	FY2019 Budget	FY2020 Budget	Change
POSITIONS	12,232	12,260	12,225	(35)
LABOR	$1,068,955,871	$1,109,570,258	$1,108,480,169	($1,090,089)
FRINGE				
Taxes - FICA	79,804,801	83,817,498	83,613,062	(204,436)
Pension - Defined Benefit	151,813,739	163,344,362	184,265,364	20,921,002
Pension - Defined Contribution	11,665,064	12,130,716	11,106,342	(1,024,374)
Health Care	213,467,663	227,803,108	207,323,099	(20,480,009)
Life Insurance	2,010,191	2,090,435	1,780,502	(309,933)
Long Term Disability Insurance	1,190,656	1,238,185	1,154,595	(83,590)
Taxes - Unemployment	1,152,653	1,198,666	1,225,854	27,188
Workers' Compensation Reserve and Assessment	30,067,216	32,636,607	35,626,217	2,989,610
Allowances (Uniform, Clothing, Tools, etc.)	4,420,877	4,606,328	4,195,241	(411,087)
Total Fringe Benefits	**$495,592,860**	**$528,865,907**	**$530,290,276**	**$1,424,369**

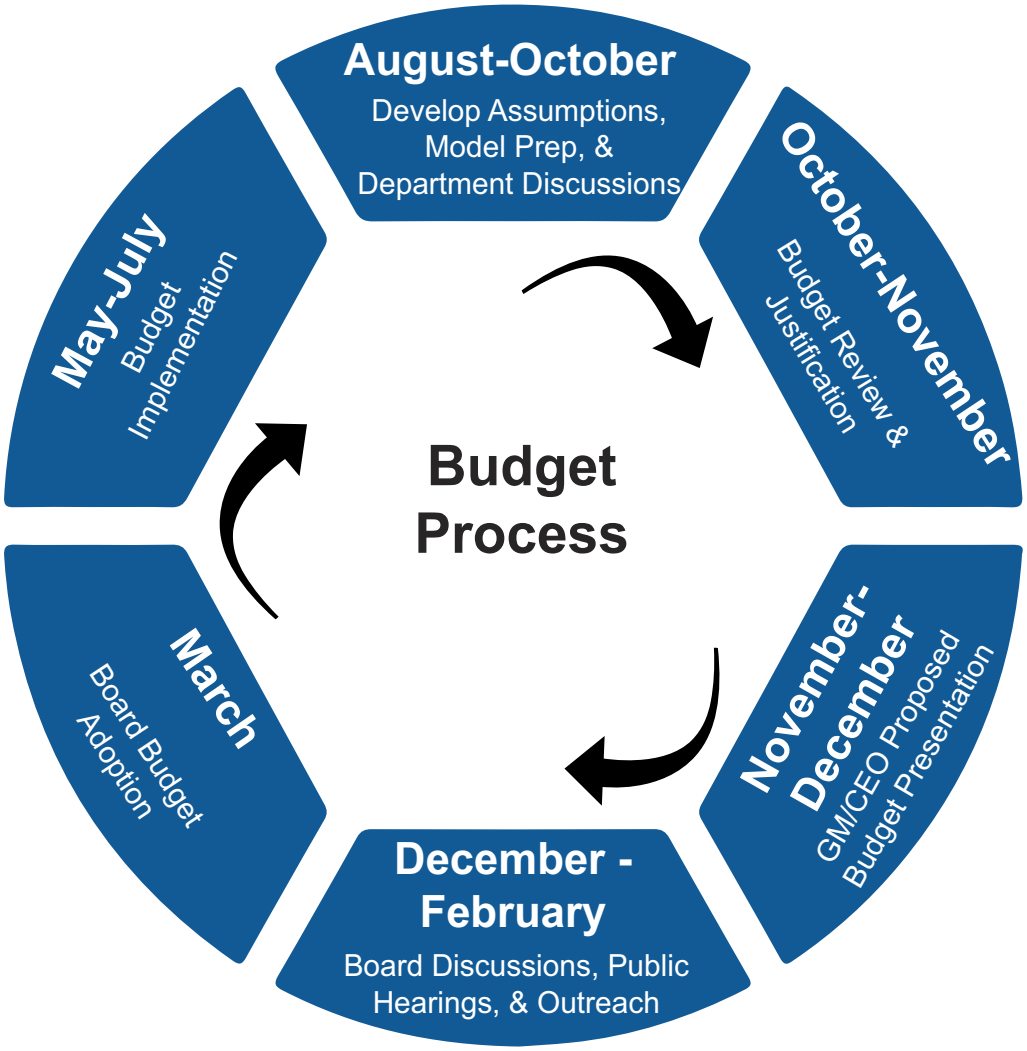
Human Capital Summary
Fringe Benefit Annual Budgeting Rates

	FY2018 Budget	FY2019 Budget	FY2020 Budget	Change
Average Annual Pay	$85,033	$90,503	$90,673	$170
Average Full Fringe Cost	40,372	43,138	43,378	240
Full Fringe Rate	46.4%	47.7%	47.8%	0.2%

Appendix D - Budget Process

Metro's annual budget serves as the foundation for its financial planning and control. The General Manager/ Chief Executive Officer (GM/CEO), Chief Financial Officer, and staff prepare and submit the budget to the Board of Directors for consideration and approval. The annual budget consists of two components: operating and capital. It is the responsibility of each department to administer its operations in such a manner to ensure that the use of the funds is consistent with the goals and programs authorized by the Board and that approved spending levels are not exceeded. Metro's budget planning begins in August of the preceding fiscal year with the development of budget priorities and assumptions for the plan year. The budget must be adopted and implemented by June 30 for the fiscal year beginning on July The budget process consists of six major phases:

1. Development of key assumptions/drivers, model preparation, and budget formulation which includes department submissions;
2. Budget review/justification;
3. GM/CEO's presentation of the proposed budget to the Board;
4. Board discussions, public hearings and outreach;
5. Budget adoption by the Board; and
6. Budget implementation.



Budget Development and Departmental Submissions

Metro began the process of developing the FY2020 budget shortly after the adoption of the FY2019 Approved Budget. As part of the budget development process, FY2018 actuals with specific programmatic changes were used as the FY2020 baseline for budgeted non-personnel related costs. The FY2019 Approved Budget and the FY2018 actuals were then analyzed, and relevant assumptions were modified, including fuel prices, contractually obligated union wages and benefits, and revenues. Based on the analysis of the data, Metro assigned targets to each department.

Using the Strategic Plan framework, the GM/CEO's Business Plan further guides both the Operating and Capital budget development processes. It identifies priorities for Metro, provides the foundation for department-specific work plans and keeps the agency focused on the long-term goals as outlined in the Strategic Plan. The GM/CEO's Business Plan outlines necessary actions to achieve priorities; provides measures to monitor success, and provides the Board and public with a transparent and accountable framework. The priorities are reflected in the resulting proposed budget and multi-year operating and capital investment plans.

The Office of Management and Budget Services (OMBS) staff develops guidelines and assumptions in line with the General Manager's priorities and plans that drive the budget process. These guidelines and assumptions are incorporated into the department budgets.

- The initial planning, development of assumptions, and preparation of instructions and training materials are conducted in August.
- The annual budget kickoff meeting is held in September with department leaders and budget preparers. New budget initiative requests are developed.
- The departments' operating and capital budget requests are developed, reviewed, approved at the department level and submitted to OMBS in mid-October.

The annual budget is developed on the basis of two budget methodologies – continuation-level and zero-based. Continuation-level budgeting is used to develop the funding and resources necessary to sustain multi-year critical operating, special programs, and previously approved capital projects. The agency utilized a hybrid zero-based budgeting approach for the development of the FY2020 operating budget. The zero-based approach was used to determine resources for on-going general and administrative expenses, new programs and capital projects.

Budget Review and Proposal

- The proposed CIP is developed concurrently with the proposed operating budget. Starting in July, project managers are requested to initiate project requests for the upcoming fiscal year. Initiation requests come from the CNF, fleet management and asset management plans, among other documents. In the fall, the Capital Program Advisory Committee (CPAC) reviews project initiation requests and creates a prioritized program of projects. Funding constraints are then applied to the prioritized program of projects and presented to the EMT and GM for their review.
- Operating and capital budget requests are reviewed by OMBS and the Executive Management Team (EMT). The proposed budget recommendations are presented to the General Manager/CEO in the second quarter of the fiscal year.
- Once the GM/CEO finalizes the annual budget proposal and multi-year plans, they are presented to the Board of Directors and the public through the Finance and Capital Committee.

Budget Discussion and Adoption

- The proposed budget is presented and reviewed in the Finance and Capital Committee and the Board deliberates through early spring.
- Metro undertakes significant outreach efforts regarding the budget, particularly for any proposed service and fare changes, prior to adoption. The outreach occurs in three key areas:
  - *Public hearings*: During the budget process, Metro holds at least one public hearing to review any proposed service or fare changes, as well as the proposed use of federal funding in the CIP. The comments and feedback received from residents throughout the region are presented to the Board for consideration.
  - *Public participation*: Metro's Public Participation Plan guides substantial additional outreach efforts beyond the public hearings through open houses, station pop-ups, and community events. The outreach provide specific and convenient opportunities

for riders and local organizations to provide input and discuss their views. It ensures full and fair participation for all potentially affected communities, including minority, low-income, and limited English proficient populations.

- *Rider survey*: Metro also periodically conducts online surveys to solicit rider input on key questions regarding the budget.

- Metro staff summarizes data collected from these efforts, as well as all public comments/feedback received during the outreach process in a staff report that is delivered to the Board for review.
- Collectively, Metro's outreach efforts meet or exceed the requirements of both the WMATA Compact and the Federal Transit Administration's Title VI guidelines.

Amendments

- When necessary, amendments to the budget are presented to the Finance and Capital Committee. The committee then advances the amendments to the Board for review and adoption.

Budget Implementation

- Implementation of the Approved Budget occurs between May and June.
- The FY2020 Approved Budget is effective July 1, 2019.
- Monthly budget variance reports are prepared by OMBS to enable management to monitor and control expenses and revenues.
- Quarterly financial reports are also prepared by OMBS and presented by Metro management to the Board of Directors.
- These reports are used to monitor financial performance and ensure compliance with the approved budget.

The underlying financial statements that inform this budget process have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) per the Governmental Accounting Standards Board (GASB) Statement No. 34 (Basic Financial Statements – and Management's Discussion and Analysis – For State and Local Governments). All financial information is consolidated into business-type activities that make up Metro's Enterprise Fund. These businesses-type activities include transit operating and capital costs, infrastructure construction and debt activities.

The budget is also based upon the provisions of GAAP, as applicable to government entities in the United States of America. Annual budgets are adopted in accordance with GAAP with the following exceptions:

- Depreciation and amortization are excluded.
- Net actuarial determined post-employment benefit obligation recognized under GASB Statement No. 45, which was implemented by Metro in FY2008, has been excluded from the budget expenses; such costs are included in operating expenses in the annual financial statements but are not budgeted.

In accordance with the Financial Standards, OMBS monitors revenues and budget expenditures throughout the fiscal year.

Metro's Enterprise Fund

The Enterprise Fund is the sole fund for Metro. Within this Fund, income sources are classified in one of seven categories: passenger fares and parking fees, federal funds, state and local funds, dedicated funding, business revenues, other sources and debt. Passenger fares and parking fees support the operating budget. Federal funds consist of federal grants and funds to support the capital program. State and local funds support the capital program, as well as jurisdictional contributions for debt service and the operating budget subsidy. Annual dedicated capital funding of $500 million was established in 2018 under legislation passed by the District of Columbia, State of Maryland and Commonwealth of Virginia. Business revenues include advertising and joint development, among other funding sources.

Balanced Operating Budget

Metro is required to adopt an operating budget, annually, where operating revenues and subsidies equal expected operating expenses for the fiscal year. In accordance with Article VIII of WMATA's Compact, the Board annually adopts a current expense budget for each fiscal year. Based on the Compact, the budget includes the Board's estimated expenditures for administration, operation, maintenance and repairs, debt service requirements and payments into any required funds[1].

The total expenditures are balanced with estimated revenues and receipts from all sources, excluding funds included in the capital budget or otherwise earmarked for other purposes. Following the end of the fiscal year, if there is an operating deficit, the local jurisdictions are billed for their respective

contributions unless other strategies are identified and implemented.

The focus of the operating budget is on the personnel, material/supplies and services necessary to operate Metrobus, Metrorail, and MetroAccess. Budgetary issues for the operating budget center on the cost of continuing operations, expanding services to meet growing demand, and improving efficiency of service.

Capital Budget

In accordance with Article VIII, paragraph 26 of WMATA's Compact, the Board adopts an annual capital budget. This budget identifies capital investments by category that are expected to commence or continue during the budget period[1]. The budget provides the planned funding sources for the program.

The primary focus of the capital budget is safety and the condition of Metro's current assets and infrastructure, and what is needed to maintain them in a state of good repair. The capital budget makes the reliable, continuous and safe operation of each mode (Metrobus, Metrorail and MetroAccess) possible.

Capital Expenditures

Capital expenditures are those that will lead to a future benefit beyond the current fiscal year. Expenditures are classified as capital when an entity spends money either to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset.

The capital programming process assists Metro's leadership in making decisions regarding the assets and infrastructure required to support and/or grow the bus, rail, and paratransit operations. Metro's assets and infrastructure include, but are not limited to:

- Buses
- Railcars
- Stations and tunnels
- Track and wayside
- Signal and power systems
- Administration and maintenance facilities

FY2020 Budget Development Calendar

August	Initial planning, development of assumptions, and preparation of instructions and training materials for the operating budget are initiated. For the capital budget, requests are sent to project managers to submit project initiation forms to the CPAC for consideration in the upcoming fiscal year.
September/October	Operating Budget development kickoff meetings and budget system training classes are held with all departments. A review of prior year-end results is presented to the Board for information. The CPAC reviews capital project initiation requests and works with project managers and internal stakeholders to validate assumptions and determine project readiness. At the end of this review, the CPAC produces a prioritized program of projects. OMBS then creates a funded program consistent with Metro's priorities and funding constraints.
October/November/ December	Departments submit their budget requests to OMBS. The recommendations are reviewed with executive management. The proposed budget is presented by the GM/CEO to the Finance and Capital Committee, Board of Directors, and the public.
December/January/ February	Board Discussions and public participation.
February	Findings from public participation are summarized and presented to the Board. Updated operating and capital budgets are prepared for Board approval.
March	Adoption of the FY2020 Approved Budget.

July 1 Fiscal year 2020 begins.

1 To the extent that prior year funding remains available and is planned to be used in the current fiscal year, it is included therein. Annual operating and capital budget expires at the conclusion of each fiscal year. Therefore, there is no beginning balance for the operating and capital budgets.



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Appendix E - Financial Standards

Metro's Financial Standards can be grouped into three major areas: general, business planning, and debt policy. The purpose of the general standards is to ensure that Metro prudently manages its daily financial operations and establishes appropriate cash reserves.

The business directives from the General Manager provide management with a set of parameters for developing the upcoming year's budget and other longer-term financial plans, as well as establishing future business targets for management to achieve.

The purpose of debt policy standards is to limit the level of debt that may be incurred and to ensure that debt assumptions are based on financial parameters similar to or more conservative than those that would be placed on Metro by the financial marketplace. Actual debt covenants may differ from these standards, and in accordance with the debt policy, the actual covenants will be disclosed in any Board report supporting a debt issuance.

This Appendix also provides an explanation of how state and local funding support is allocated among the jurisdictions.

Financial Standards – General

GAAP

- Complete and accurate accounting records are maintained in accordance with accounting principles generally accepted in the United States of America (US GAAP) as applicable to governmental entities. The standard setting body establishing governmental accounting and financial reporting standards is the Government Accounting Standards Board.

Revenue and Expenditure Recognition

- Revenues are recognized in the period that they are earned and expenses are recognized in the period in which they are incurred. Metro distinguishes between operating and non-operating revenues and expenses in its financial statements.
- The principal source of operating revenues (not including state or local operating subsidy contributions) is passenger fares and parking fees, which make up approximately 90 percent of such revenues.

Fiscal Year

- The fiscal year-end for financial reporting purposes is June 30. The Board approves the budget for each fiscal year by June 30 of the previous year.

Comprehensive Annual Financial Report (CAFR)

- An independent certified public accounting firm performs an examination of Metro's consolidated financial statements. The goal is for Metro to receive an unmodified ("clean") opinion on its financial statements and to receive the Government Finance Officers Association (GFOA) award for excellence in financial reporting for its CAFR.

Other Financial Policies and Guidelines

- Funds are invested within the guidelines of the Board's approved investment policies and in compliance with the investment guidelines in Metro's Compact.
- In accordance with Board Resolution No. 81-36, designated Metro officials are empowered to open, close or authorize changes to accounts and authorized to appoint individuals as official signatories for financial accounts.
- An annual actuarial analysis is performed on all Metro-administered pension plans. Based on the results of such analysis, Metro makes contributions as required in agreement with the terms of each plan.
- Appropriate insurance coverage is maintained to mitigate the risk of material loss. For self-insured retentions, Metro records the liabilities, including losses incurred but not reported, at 100 percent of the net present value.
- The budget includes the operating and capital resources necessary to implement the policy directions set by the Board. The budget is prepared in a fashion to clearly describe the projects and programs for the period.
- WMATA engages in regional long-range transportation planning for the Washington metropolitan area in conjunction with the National Capital Region Transportation Planning Board (TPB) and other jurisdictional partners. Staff

provide transit system inputs to TPB for the Constrained Long-Range Plan (CLRP) and identify changes affecting the major financial assumptions of the plan and progress toward the implementation of new projects and programs.

- WMATA also engages in short-range transit planning for the Washington metropolitan area. Staff provide inputs to the region's six-year Transportation Improvement Program (TIP) and identify the capital investment needs to support the existing regional transit system and regional service expansion.
- The Office of Inspector General (OIG) develops an annual work plan each year. The Board's Executive Committee provides input on the work plan, which covers audits, evaluations, and investigations. Furthermore, completed audit and evaluation reports are submitted to the Board via the Executive Committee.
- Recommendations for improvements are based on audits and evaluations performed by the OIG. Audits are performed in accordance with Government Auditing Standards, while evaluations are performed in accordance to the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Inspection and Evaluation. These recommendations, management's action plans and progress toward implementation are periodically reported directly to the Board. Semi-annual reports to the Board and significant stakeholders provide an overview of work performed by the OIG as related to the annual work plan.

Financial Standards – Business Planning

- Passenger revenue forecasts are derived from historical ridership and revenue trends as well as forecasts of regional growth in population and employment. Since ridership may be affected by actual or proposed fare policy change, the impacts on ridership and average fare forecasts are based on conservative estimates.
- The Board reviews and updates the fare policy on a regular cycle. Management may propose fare modifications to achieve transit ridership improvements as well as to maintain financial sustainability.
- Service plan assumptions are based on demonstrated needs as defined through short-range planning.
- Capital programs are funded according to the terms of the laws, regulations and/or discretionary procedures approved by the Board. The capital program covers Metro's assets, including major transportation projects, and is included in each annual budget.
- From time to time, Metro applies for and receives discretionary federal and state funding. Discretionary funding is requested for major system expansion projects or extraordinary transit capital needs. Discretionary funding levels are estimated by project, based on federal and state criteria, and the likelihood of obtaining approvals.

Financial Standards – Debt Policy

- Metro may not enter into a debt or financing arrangement unless the transaction is in full compliance with all applicable provisions of WMATA's Compact.
- Pursuant to WMATA's Compact (Article IX paragraph 27), Metro may borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are authorized by resolution of the Board and are payable solely out of the revenues of Metro. The bonds and other debt obligations of Metro, except as may be otherwise provided in the indenture under which they are issued, are direct and general obligations of Metro and the full faith and credit of Metro are pledged for the prompt payment of the debt service.
- There is no borrowing limit set in WMATA's Compact.
- Long-term debt may be included in the budget or long range plans; however, no such debt is incurred without the specific approval of the Board.
- The average life of debt instruments is approximately equal to or less than the average of the useful lives of the assets financed.
- Reserve funds that may be required by the financial markets for each debt issuance are maintained. Cash and securities, insurance or surety bonds may fund these reserves. For financial planning purposes, reserve requirements are included in the face value of debt issued.

Allocation of State and Local Support

State and local funds to support Metro's annual operating and capital budgets are based on Board-approved subsidy calculations described below.

The operating budget subsidy is allocated to the jurisdictional funding partners using six subsidy allocation formulas:

1. Regional bus subsidy allocation
2. Non-regional bus subsidy allocation
3. Rail maximum fare subsidy allocation
4. Rail base subsidy allocation
5. Paratransit subsidy allocation
6. Debt service allocation

Formulas 1 and 2: Regional and Non-Regional Bus Subsidy Allocations

The Metrobus subsidy is allocated using two distribution formulas. All bus routes are classified as being either regional or non-regional, based on route characteristics.

Regional bus routes generally provide transportation between jurisdictions. Regional bus routes may also include bus routes serving major activity centers that operate on major arterial streets, and carry high volumes of riders in one or multiple jurisdictions. The following criteria, based on Board approved resolutions, are used in the classification of bus routes:

- Inter-jurisdictional routes are defined as regional. Defining characteristics of inter-jurisdictional routes:
  - Cross a jurisdictional (independent city, county, state) boundary
  - Penetrate at least two jurisdictions by more than one-half mile in each
  - Operate "open door" (allows boarding and alighting) over at least a portion of the line in two or more jurisdictions
- If a route does not qualify as regional under the inter-jurisdictional definition, then it must meet at least two of the following three criteria to be regional:
  - Arterial Streets: Operates for a considerable distance on an arterial street and a substantial portion (usually a majority) of riders use stops on the arterial street. Routes that operate for a short distance on an arterial incidental to their service area are not included.
  - Regional Activity Center: Serves one or more regional activity centers. A conservative definition of regional activity centers is used, including only those where there is virtually universal agreement as to their regional character. Routes connecting to Metrorail stations, but that do not directly serve any regional activity center, are not considered to be regional.
  - Cost Effectiveness: 30 or more boardings per platform hour.

Routes not meeting the criteria described above are classified as non-regional. Regional and non-regional bus subsidies are allocated to the jurisdictions using the following formulas.

- **Regional Bus Subsidy Allocation**. The distribution of regional bus subsidy to the jurisdictions is based on a weighted, four-factor formula in the following proportions:

  1. Density weighted population 25%
  2. Revenue hours 25%
  3. Revenue miles 35%
  4. Average weekday ridership 15%

  Density weighted population for each jurisdiction is determined by taking the average of:

  - the jurisdiction's share of the urbanized population in the compact area
  - the jurisdiction's share of "density weighted" population (i.e. population times density)

  The revenue hours factor is determined by taking the annual regional revenue hours assigned to each jurisdiction divided by the total regional revenue hours. The revenue miles factor is determined by dividing total annual regional revenue miles assigned to each jurisdiction by the total regional revenue miles. Ridership used is the average weekday ridership on regional buses by residents of each jurisdiction based on the Metrobus Passenger Survey.

- **Non-Regional Bus Subsidy Allocation**. The distribution of non-regional bus subsidy to the jurisdictions is computed as follows:

  1. Identify the costs of all Metrobus service, regional and non-regional

2. Identify the costs which would accrue for regional Metrobus service if no non-regional bus service were provided
3. Determine the costs of non-regional service by subtracting the regional Metrobus costs, as calculated in step two, from the costs of all Metrobus service
4. Divide the costs of non-regional service as computed in step three by total platform hours for non-regional service
5. Identify the non-regional platform hours for each jurisdiction
6. Multiply the platform hours for each jurisdiction by the hourly rate
7. Determine the revenue of the non-regional service for each jurisdiction
8. Subtract the revenue as determined in step seven from the costs of step six

Formulas 3 and 4: Rail Maximum Fare and Base Subsidy Allocations

The rail subsidy consists of two components: the maximum fare component and the base rail component. The total maximum fare subsidy is deducted from the total rail subsidy, and the result is allocated based on the base subsidy formula.

Maximum Fare Subsidy Allocation. The maximum fare portion of the rail subsidy is designed to recognize the "taper" and "cap" features of the Metrorail fare structure. The taper feature is reflected in the diminishing cost per mile for trips greater than six miles, and the cap is reflected in the maximum fare on rail. The subsidy for the maximum fare is calculated as the difference between the regular fare that would have been paid if the taper and cap features were not available, and the actual fare paid with the taper and cap.

Once the maximum fare subsidy is calculated, the benefiting jurisdictions are allocated one-half the calculated amount, based on the percent of riders from the individual jurisdiction who benefit from the taper and cap. These percentages are calculated from the data taken from the Metrorail Passenger Survey. The remaining half of the maximum fare subsidy is incorporated into the rail base subsidy.

Rail Base Subsidy Allocation. The base subsidy allocation for Metrorail service is based on three elements in equal proportions:

1. Density weighted population 33.3%
2. Number of rail stations 33.3%
3. Average weekly ridership 33.3%

Density weighted population is the same for the regional bus subsidy allocation as it is for the rail base subsidy allocation. The rail stations factor is calculated by taking the number of stations, or portions of stations, assigned to each jurisdiction, divided by the total number of stations in the system. Ridership is calculated by taking the average weekday ridership in each jurisdiction as determined by the rail passenger survey. Only persons who reside in the compact area are included in the distribution.

Formula 5: Paratransit Subsidy Allocation

Paratransit subsidy is allocated to the jurisdictions using a two-factor formula with sub-allocations used for the Virginia jurisdictions.

1. Direct Costs - The contract carriers' actual per trip, reservation and eligibility charges will be allocated directly to the jurisdictions

2 Overhead Costs - All other (non-direct) costs of the paratransit program will be allocated in proportion to the direct costs

Virginia sub-allocations of direct costs require that per trip charges be adjusted to reflect the average time of trips provided for each jurisdiction. Overhead costs assigned to Virginia jurisdictions will be sub-allocated based on the direct cost allocation as calculated above.

Formula 6: Debt Service Allocation

Planned debt service charges are allocated to the jurisdictions based on the long-term debt strategy plan and in the same proportion as each jurisdiction's share of local match and system performance funding in the capital budget. The allocation of local match and system performance funding, in turn, is determined in accordance with the Capital Funding Agreement (CFA). For any planned new debt issuance shown in the CIP, allocated debt service is shown for all jurisdictions; however, if and when new debt is actually issued, jurisdictions are given the opportunity to "opt out" and provide their total principal contribution upfront to Metro rather than participate in the debt issuance.

FY2020 Operating Subsidy

An alternate formula was approved by the Board of Directors to comply with Dedicated Funding legislation reflecting a base subsidy component and a legislatively excluded subsidy component. Additionally, the subsidy for Arlington County was adjusted to reflect a reduction in bus service.

A mandated growth cap of three percent was applied to WMATA's base subsidy, as well as to total contributions from the District of Columbia, the State of Maryland and the Commonwealth of Virginia. For the State of Maryland and the Commonwealth of Virginia, the intrastate subsidy allocations are based on a jurisdiction's percentage share of the applicable Signatory's amount using the Board approved subsidy formula.

The Legislatively Excluded Subsidy contains additional costs for any service, equipment, or facility required by state or federal law (such as paratransit cost increases and occupational safety and health cost increases), approved capital projects and legal disputes (including litigation). The legislatively excluded subsidy was allocated to all jurisdictions, per the applicable formula.

Subsidy for the specific Arlington County bus service reduction in FY2020 was based on the applicable formulas described in the above sections.



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Appendix F - Debt Service

Debt Policy/Borrowing Powers

WMATA's Compact allows the Authority to borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are payable solely out of Metro's properties and revenues. The bonds and other obligations, except as may be otherwise provided in the indenture under which they were issued, are direct and general obligations of the Authority, and the full faith and credit of Metro are pledged for the prompt payment of the debt service.

Metro is required to make semi-annual payments of principal and interest on each series of bonds. There are certain covenants associated with these outstanding bonds with which the Authority must comply. The most significant are:

- Metro is to punctually pay principal and interest according to provisions in the bond document
- Except for certain instances, Metro cannot sell, mortgage, lease or otherwise dispose of transit system assets without filing a certification by the General Manager/Chief Executive Officer and Treasurer with the Trustee that such action will not impede or restrict the operation of the transit system.
- Metro must at all times maintain certain insurance or self-insurance covering the assets and operations of the transit system.

Existing Gross Revenue Transit Bonds

2009A and B Bonds

In June 2009, Metro issued $243.0 million of Gross Revenue Transit Bonds, Series 2009-A, and $55.0 million of Build America Bonds, Series 2009-B. Bond proceeds net of premiums/discounts totaled $309.9 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2034. The annual jurisdictional debt service payment on the bonds is $21.2 million, net of a semi-annual credit of $1.3 million for the Series B, Build America Bonds. Five jurisdictions opted out of the bond issuance and provided $115.0 million in funding to bring total proceeds related to the bond issuance to $425.0 million.

2017A Bonds

In July 2017 WMATA issued bonds (2017A-1) as an advance refunding of the series 2009A bonds, and advance crossover refunding bonds (2017A-2) for the 2009B series bonds. The 2009A and the 2009B series bonds are eligible for refunding on July 1, 2019.

Because the earliest call date for the 2009A series bonds is July 1, 2019, $18.7 million of the 2009A bonds were not included in the advanced refunding and not eligible for defeasance. The series 2017 A-1 series refunding bonds produced $148.5 million, which is escrowed and has defeased the eligible 2009A series bond principal amount of $165.5 million.

The 2017A-2 series bonds produced principal in the amount of $48.85 million that has been escrowed and will be used to extinguish $55 million of the 2009B series bonds when those bonds are called on July 1, 2019. WMATA will continue to benefit from the tax credit from the Build America Bonds (BAB) until the planned call date of July 1, 2019. Because WMATA benefits from the BAB tax credit, these bonds will not be refunded until their call date; this is the nature of the crossover refunding.

2017B Bonds

On August 17, 2017 Metro issued new money Gross Revenue Transit Bonds, series 2017-B bonds in the principal amount of $496.5 million. Net bond proceeds with premiums totaled $588.9 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2042. $21.7 million was placed in a capitalized interest fund to service interest on the debt through July 2018. The annual jurisdictional debt service payment on the bonds is $35.8 million. One jurisdiction opted fully out of the bond issuance and two jurisdictions opted partially out of the bond issuance. In all, the three jurisdictions provided $78.7 million in funding to bring the total capital project fund related to the bond issuance to $575.2 million.

2018 Bonds

On December 18, 2018 Metro issued new money Gross Revenue Transit Bonds, series 2018 bonds in the principal amount of $239.9 million. Net bond proceeds with premiums total $269.1 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2043. $6.4 million was placed in a capitalized interest fund to service interest on the debt through July 2019. The annual jurisdictional debt service payment on the bonds is approximately $17.3 million. Five jurisdictions opted fully out of the bond issuance.

Gross Revenue Transit Bonds
FY2020 Jurisdiction Funding

		Principal	Interest	Total Due
Debt Service Payments Funded by FY2020 Jurisdictional Contributions				
Series 2017A-1	Due Bondholders 1/1/20	—	$3,712,875	$3,712,875
Series 2017A-1	Due Bondholders 7/1/20	9,165,000	3,712,875	12,877,875
Series 2017A-2	Due Bondholders 1/1/20	—	1,221,375	1,221,375
Series 2017A-2	Due Bondholders 7/1/20	—	1,221,375	1,221,375
Series 2017B	Due Bondholders 1/1/20	—	12,138,250	12,138,250
Series 2017B	Due Bondholders 7/1/20	11,535,000	12,138,250	23,673,250
Series 2018	Due Bondholders 1/1/20	—	5,998,000	5,998,000
Series 2018	Due Bondholders 7/1/20	5,300,000	5,998,000	11,298,000
Subtotal	**Debt Service Payments Funded by FY2020 Jurisdictional Contributions**	**$26,000,000**	**$46,141,000**	**$72,141,000**
FY2020 Debt Service Payments Funded by Escrowed Funds				
Series 2009A	Refunding: Due Bondholders 7/1/19 from Escrowed Funds	$165,515,000	$4,307,597	$169,822,597
Series 2009B [1]	Refunding: Due Bondholders 7/1/19 from Escrowed Funds	55,000,000	—	55,000,000
Series 2017A-2	Refunding: Due Bondholders 7/1/19 from Escrowed Funds	—	1,221,375	1,221,375
Series 20018	Due Bondholders 7/1/19 from Escrowed Funds	—	6,431,189	6,431,189
Subtotal	**FY2020 Debt Service Payments Funded by Escrowed Funds**	**$220,515,000**	**$11,960,161**	**$232,475,161**

1 Net of Build America Bond (BAB) credit; 2009B Series B bonds will be refunded by escrowed proceeds from 2017A-2 Series bonds

Metro also has access to short-term lines of credit. The lines of credit support Metro's capital program and are also available to manage operating cash flow needs. The total capacity on the lines of credit is $350 million as of April 30, 2019. The lines of credit have a one-year maturity and were renewed in May 2019.

Gross Revenue Transit Bonds (Detail)

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required
1/1/2019	$17,662,614	—	$17,662,614	
7/1/2019	17,662,614	20,550,000	38,212,614	55,875,228
1/1/2020	23,070,500	—	23,070,500	
7/1/2020	23,070,500	26,000,000	49,070,500	72,141,000
1/1/2021	22,420,500	—	22,420,500	
7/1/2021	22,420,500	27,315,000	49,735,500	72,156,000
1/1/2022	21,737,625	—	21,737,625	
7/1/2022	21,737,625	28,695,000	50,432,625	72,170,250
1/1/2023	21,020,250	—	21,020,250	
7/1/2023	21,020,250	30,155,000	51,175,250	72,195,500
1/1/2024	20,266,375	—	20,266,375	
7/1/2024	20,266,375	31,680,000	51,946,375	72,212,750
1/1/2025	19,474,375	—	19,474,375	
7/1/2025	19,474,375	33,290,000	52,764,375	72,238,750
1/1/2026	18,642,125	—	18,642,125	
7/1/2026	18,642,125	34,980,000	53,622,125	72,264,250
1/1/2027	17,767,625	—	17,767,625	
7/1/2027	17,767,625	36,760,000	54,527,625	72,295,250
1/1/2028	16,848,625	—	16,848,625	
7/1/2028	16,848,625	38,620,000	55,468,625	72,317,250
1/1/2029	15,883,125	—	15,883,125	
7/1/2029	15,883,125	40,585,000	56,468,125	72,351,250
1/1/2030	14,868,500	—	14,868,500	
7/1/2030	14,868,500	42,650,000	57,518,500	72,387,000
1/1/2031	13,802,250	—	13,802,250	
7/1/2031	13,802,250	44,820,000	58,622,250	72,424,500
1/1/2032	12,681,750	—	12,681,750	
7/1/2032	12,681,750	47,120,000	59,801,750	72,483,500
1/1/2033	11,503,750	—	11,503,750	
7/1/2033	11,503,750	49,500,000	61,003,750	72,507,500
1/1/2034	10,266,250	—	10,266,250	
7/1/2034	10,266,250	51,980,000	62,246,250	72,512,500
1/1/2035	8,966,750	—	8,966,750	
7/1/2035	8,966,750	35,645,000	44,611,750	53,578,500
1/1/2036	8,075,625	—	8,075,625	
7/1/2036	8,075,625	37,470,000	45,545,625	53,621,250
1/1/2037	7,138,875	—	7,138,875	
7/1/2037	7,138,875	39,395,000	46,533,875	53,672,750
1/1/2038	6,154,000	—	6,154,000	
7/1/2038	6,154,000	41,410,000	47,564,000	53,718,000
1/1/2039	5,118,750	—	5,118,750	
7/1/2039	5,118,750	43,535,000	48,653,750	53,772,500
1/1/2040	4,030,375	—	4,030,375	
7/1/2040	4,030,375	45,770,000	49,800,375	53,830,750
1/1/2041	2,886,125	—	2,886,125	
7/1/2041	2,886,125	48,115,000	51,001,125	53,887,250
1/1/2042	1,683,250	—	1,683,250	
7/1/2042	1,683,250	50,585,000	52,268,250	53,951,500
1/1/2043	418,625	—	418,625	
7/1/2043	418,625	16,745,000	17,163,625	17,582,250
Total	**$644,777,228**	**$943,370,000**	**$1,588,147,228**	

Debt Service by Jurisdiction by Fiscal Year

Date	District of Columbia	Montgomery County	Prince George's County	City of Alexandria	Arlington County	City of Fairfax	Fairfax County	City of Falls Church	Total Jurisdictional Debt Service
FY2020	$33,260,445	$15,403,973	$15,803,865	$1,774,173	—	$111,410	$5,610,982	$176,152	$72,141,000
FY2021	33,267,125	15,406,871	15,806,488	1,774,830	—	111,451	5,613,058	176,178	72,156,000
FY2022	33,273,091	15,409,645	15,809,086	1,775,511	—	111,494	5,615,212	176,211	72,170,250
FY2023	33,284,167	15,414,850	15,814,275	1,776,390	—	111,549	5,617,993	176,276	72,195,500
FY2024	33,291,548	15,418,272	15,817,542	1,777,133	—	111,595	5,620,343	176,316	72,212,750
FY2025	33,302,581	15,423,569	15,822,797	1,778,161	—	111,660	5,623,594	176,387	72,238,750
FY2026	33,313,773	15,428,725	15,827,808	1,779,128	—	111,721	5,626,650	176,446	72,264,250
FY2027	33,327,676	15,435,058	15,834,002	1,780,193	—	111,788	5,630,018	176,515	72,295,250
FY2028	33,337,396	15,439,511	15,838,326	1,781,010	—	111,839	5,632,604	176,565	72,317,250
FY2029	33,352,212	15,446,491	15,845,262	1,782,236	—	111,916	5,636,481	176,652	72,351,250
FY2030	33,368,409	15,454,022	15,852,903	1,783,252	—	111,980	5,639,693	176,740	72,387,000
FY2031	33,385,308	15,461,774	15,860,591	1,784,453	—	112,055	5,643,493	176,827	72,424,500
FY2032	33,412,702	15,474,561	15,873,921	1,785,717	—	112,134	5,647,488	176,976	72,483,500
FY2033	33,422,117	15,479,009	15,877,877	1,787,166	—	112,225	5,652,071	177,035	72,507,500
FY2034	33,421,855	15,478,973	15,876,833	1,788,664	—	112,320	5,656,811	177,045	72,512,500
FY2035	23,880,065	11,046,816	10,960,058	1,790,076	—	112,408	5,661,276	127,801	53,578,500
FY2036	23,899,085	11,055,628	10,968,802	1,791,513	—	112,498	5,665,820	127,903	53,621,250
FY2037	23,921,693	11,066,221	10,979,331	1,793,321	—	112,612	5,671,539	128,032	53,672,750
FY2038	23,941,864	11,075,551	10,988,588	1,794,832	—	112,707	5,676,318	128,140	53,718,000
FY2039	23,966,205	11,086,791	10,999,737	1,796,641	—	112,820	5,682,036	128,269	53,772,500
FY2040	23,992,271	11,098,809	11,011,655	1,798,560	—	112,941	5,688,108	128,406	53,830,750
FY2041	24,016,643	11,110,399	11,023,199	1,800,654	—	113,072	5,694,728	128,556	53,887,250
FY2042	24,045,588	11,123,668	11,036,347	1,802,722	—	113,202	5,701,269	128,703	53,951,500
FY2043	10,153,130	3,794,875	3,634,245	—	—	—	—	—	17,582,250
Total	**$701,836,949**	**$324,034,061**	**$329,163,537**	**$41,076,337**	**$0**	**$2,579,397**	**$129,907,586**	**$3,674,133**	**$1,532,272,000**

Appendix G - Operating Statistics

Metrobus Revenue Vehicle Fleet Management Plan

The Metrobus Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrobus revenue vehicle fleet and facilities requirements. It includes a description of revenue service planned to accommodate Metrobus ridership demand, service adjustments, as well as an assessment and projection of needs for Metrobus maintenance programs and facilities.

Metrobus Statistics

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget
STATISTICS:				
Total Bus Miles (000s)*	50,594	48,661	48,326	48,885
Revenue (budget) Bus Miles (000s)*	38,407	37,675	36,958	37,009
Total Passengers (000s)	121,732	111,222	110,917	111,992
Bus Fleet Size (Year End)	1,583	1,583	1,583	1,583
Total Passenger Revenue ($000s)	$137,257	$138,075	$138,055	$137,936
Total Operating Revenue (000s)	$159,556	$156,405	$152,363	$153,150
Total Operating Expenses (000s)	$600,466	$658,181	$668,595	$669,511
Gross Subsidy (000s)	$440,909	$501,776	$516,232	$516,361
RATIOS:				
Cost Per Total Bus Mile	$11.87	$13.53	$13.83	$13.70
Passengers Per Bus	76.90	70.26	70.07	70.75
Passengers Per Scheduled Bus Mile	3.17	2.95	3.00	3.03
Cost Per Passenger	$4.93	$5.92	$6.03	$5.98
Subsidy Per Passenger	$3.62	$4.51	$4.65	$4.61
Average Passenger Fare**	$1.13	$1.24	$1.24	$1.23
Percentage of Operating Cost Recovered from Passenger Revenues	22.9%	21.0%	20.6%	20.6%
Percentage of Operating Cost Recovered from all Operating Revenues	26.6%	23.8%	22.8%	22.9%

* Total Bus miles and Revenue Bus miles are schedule and not actual
** Average fare is lower than base fare due to the impact of the transfer discount, senior and student discounts, and passes

Active Fleet

	Maximum Scheduled Fleet	Total Active Fleet
Fiscal 2016 End of Year *	1,305	1,537
Fiscal 2017 End of Year *	1,281	1,583
Fiscal 2018 End of Year *	1,284	1,583
Fiscal 2019 End of Year *	1,289	1,583
Fiscal 2020 End of Year *	1,278	1,583

* Includes 35 strategic buses in accordance with fleet plan

Age of Fleet

Manufacturer	Fiscal Year Entered Service	Number of Buses	Average Age
HYBRID ELECTRIC	2006	50	14.0
CLEAN DIESEL	2006	116	14.0
NEW FLYER - CNG	2007	12	13.0
NABI	2008	22	12.0
NEW FLYER - HYBRID	2008	102	12.0
NEW FLYER - HYBRID	2009	98	11.0
NEW FLYER - HYBRID	2010	147	10.0
NEW FLYER - XCELSIOR	2011	100	9.0
NEW FLYER - XCELSIOR	2012	67	8.0
ORION VII - HYBRID	2012	25	8.0
ORION VII - CLEAN DIESEL	2012	27	8.0
NEW FLYER - XCELSIOR	2013	105	7.0
NABI - BRT	2014	105	6.0
NEW FLYER XCELSIOR HYBRID	2015	21	5.0
NEW FLYER XCELSIOR HYBRID	2015	56	5.0
NEW FLYER XCELSIOR CNG	2015	164	5.0
NEW FLYER XCELSIOR HYBRID	2016	54	4.0
NEW FLYER XCELSIOR CNG	2018	100	2.0
NEW FLYER XCELSIOR HYBRID	2018	12	2.0
NEW FLYER XCELSIOR CNG	2019	75	1.0
NEW FLYER XCELSIOR Diesel	2019	25	1.0
NEW FLYER XCELSIOR CNG	2020	75	—
NEW FLYER XCELSIOR Diesel	2020	25	—
Total		**1,583**	**7.3**

Bus Fleet Size by Garage

Garage	Fiscal 2020 Maximum Scheduled Fleet *	Total Fleet	Space Ratio
Bladensburg	216	269	24.5%
Shepherd Parkway	172	223	29.7%
Western	101	118	16.8%
Southern Avenue	72	84	16.7%
Four Mile Run	184	218	18.5%
Landover	146	202	38.4%
Montgomery	190	241	26.8%
West Ox	57	66	15.8%
Cinder Bed	69	80	15.9%
Andrews Federal Center	71	82	15.5%
System Total	**1,278**	**1,583**	**23.9%**

* Maximum scheduled fleet includes 40 strategic buses

Comparison of Bus Miles

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget
Total Scheduled*	**49,278,234**	**47,360,806**	**47,026,674**	**46,393,535**
Bus Bridges	600,000	592,801	592,801	570,887
Special Service	100,000	98,800	98,800	95,148
Change-Offs	268,829	265,604	265,604	255,786
Yard Work	451,419	446,003	446,003	423,457
Missed Trips	(104,669)	(103,413)	(103,413)	(99,590)
Total Unscheduled	**1,315,579**	**1,299,795**	**1,299,795**	**1,245,687**
Total Miles	**50,593,813**	**48,660,601**	**48,326,469**	**48,884,910**
Estimated miles of articulated bus included in above miles	1,900,948	1,628,570	1,628,570	1,628,570

* Strategic miles included in Scheduled Miles

Bus Operator Payhours

Category	FY2020 Bus Operator Wages		
	Payhours	Average Hourly Rate	Budget
Scheduled (straight + OT) *	5,260,126	$27.78	$146,124,762
Non-Scheduled OT/Special Event	238,116	27.78	6,614,793
Standing Extra	45,551	27.78	1,265,393
Utility	60,267	27.78	1,674,200
Training	257,962	18.36	4,736,714
Miscellaneous	173,506	27.78	4,819,946
Guarantees	22,430	27.78	623,099
Funeral Leave	5,795	27.78	160,983
Jury Duty	416	27.78	11,556
Vacation	349,158	27.78	9,699,507
Sick	285,830	27.78	7,940,274
Holiday	225,520	27.78	6,264,880
Subtotal	**1,664,551**		**$43,811,345**
Grand Total	**6,924,677**	**$27.43**	**$189,936,107**

* Pay hours for strategic buses are included in the FY2020 Scheduled Pay Hours. Non-Scheduled OT includes funding for bus bridges, supporting rail shutdowns and elevator shuttles.

Regional and Non-Regional Metrobus Routes

Metrobus routes are designated as either regional or non-regional. The cost of providing Metrobus service on regional routes is allocated between all of the Metro's jurisdictions. Direct costs associated with non-regional are allocated to the jurisdiction receiving the benefit of the non-regional route.

The Metro Board of Directors approves the designation of regional or non-regional Metrobus routes. The factors used in making the determination of regional and non-regional routes are:

- alignment of inter-jurisdictional routes
- routes operating on arterial streets
- routes that serve specific regional activity centers and
- route cost effectiveness

Metrobus operating costs can be expressed in terms of cost per platform hour. Platform hours include both revenue and non-revenue (sometimes called "deadhead") service, which measures the total time between a bus leaving its storage and maintenance facility and its return at the end of the day. For the FY2020 budget, the average cost per platform hour for all routes is $154.77. For the allocation of the FY2020 operating subsidy, the budgeted cost per platform hour for non-regional routes (which has certain overhead and administrative expenses removed) is $116.92.

Metro Regional and Non Regional Route Summary
Platform Hours

	FY2013 Total Service	FY2014 Total Service	FY2015 Total Service	FY2016 Total Service	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service
Regional Routes								
District of Columbia	1,701,790	1,691,338	1,755,539	1,783,989	1,756,066	1,768,469	1,759,288	1,810,279
Maryland	874,355	868,570	886,898	893,716	892,750	912,623	908,861	918,490
Virginia	798,923	800,416	823,206	830,318	837,830	827,814	806,153	811,319
Totals for Regional:	3,375,068	3,360,324	3,465,643	3,508,023	3,486,645	3,508,905	3,474,302	3,540,089
Non-Regional Routes								
District of Columbia	394,654	380,811	381,898	368,793	368,025	346,502	381,414	409,953
Maryland	391,759	379,565	379,118	387,432	387,121	388,031	357,137	356,771
Virginia	117,305	111,991	129,831	132,187	132,237	135,056	120,168	115,623
Totals for Non-Regional:	903,718	872,367	890,847	888,413	887,383	869,590	858,720	882,346
Total Metrobus Routes	**4,278,786**	**4,232,691**	**4,356,490**	**4,396,435**	**4,374,028**	**4,378,495**	**4,333,021**	**4,422,435**

DC Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
11	Benning Rd-H St Limited	X9	142,990	17,796	168,813	19,275
14	Benning Road-H Street	X2	407,693	61,675	475,776	67,309
18	East Capitol Street-Cardozo	96,97	501,170	55,435	683,624	66,594
22	Glover Park-Franklin Square	D1	21,236	3,822	47,082	5,791
32	Connecticut Avenue	L1,2	246,110	36,282	291,994	40,317
35	Crosstown	H2,3,4	400,807	50,463	469,329	55,706
37	MacArthur Blvd-Georgetown	D5	25,915	2,904	45,170	4,333
42	Pennsylvania Avenue Limited	39	52,125	6,663	116,655	10,988
43	Fort Totten-Petworth	60,64	269,473	40,146	310,425	43,865
52	14th Street	52,54	609,241	95,246	664,365	100,858
55	Sibley Hospital - Stadium-Armory	D6	389,443	49,092	502,743	58,198
59	Takoma-Petworth	62,63	207,440	28,420	247,192	32,569
62	Brookland-Potomac Park	H1	23,905	4,136	49,004	6,256
75	Massachusetts Avenue	N2,4,6	286,391	36,328	344,361	41,221
77	Military Road-Crosstown	E4	301,279	35,995	321,509	37,782
79	Ivy City-Fort Totten	E2	105,770	13,314	116,621	14,106
81	Mount Pleasant	42,43	282,598	53,372	403,935	62,788
86	North Capitol Street	80	423,779	60,445	481,902	64,894
89	P Street-LeDroit Park	G2	135,250	23,425	165,055	26,760
93	Pennsylvania Avenue	32,34,36	557,530	70,334	795,725	85,412
95	Deanwood-Alabama Avenue	W4	247,052	52,350	326,952	57,637
99	Wisconsin Avenue	31,33	343,851	54,333	394,826	59,353
100	Wisconsin Avenue Limited	37	36,460	5,054	113,385	11,271
101	Rhode Island Avenue	G8	275,738	39,004	339,500	43,956
107	Georgia Avenue Limited	79	388,678	48,873	463,061	55,467
108	16th Street	S2,4	722,084	88,389	929,360	106,059
109	16th Street-Potomac Park	S1	59,097	8,908	105,518	14,226
111	M. L. King Jr. Avenue Limited	A9	60,430	6,796	128,853	10,867
112	16th Street Limited	S9	363,017	43,225	438,328	50,668
113	Friendship Heights-Southeast	30N,30S	449,708	53,428	478,131	55,713
118	Georgia Avenue-7th Street	70	548,158	80,525	684,191	89,086
119	Convention Center-Southwest Waterfront	74	113,777	17,309	141,416	20,255
130	U Street-Garfield	90,92	520,347	110,602	704,892	125,176
132	Benning Heights-M St	V1	43,640	5,479	81,095	7,942
133	Capitol Heights-Minnesota Ave	V2,4	452,351	51,952	522,535	56,883
134	Deanwood-Minnesota Ave Sta	U7	160,984	19,828	178,855	21,283
150	Bladensburg Road-Anacostia	B2	466,847	55,986	507,237	58,981
151	Benning Road	X1,3	46,992	6,327	109,657	10,878
581	Anacostia-Congress Heights	A2,6,7,8	641,735	69,050	766,446	78,037
582	Anacostia-Fort Drum	A4,W5	303,427	30,212	319,214	31,520
	Subtotal, Regional DC		**11,634,516**	**1,592,921**	**14,434,731**	**1,810,279**

DC Non Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
15	Garfield-Anacostia Loop	W6,8	227,291	26,127	263,098	28,774
25	Maryland Avenue	X8	59,847	8,264	66,983	8,923
34	Brookland-Fort Lincoln	H6	196,068	19,300	205,214	20,105
44	Benning Heights-Alabama Ave	V7,8	159,943	23,241	190,476	25,820
45	Hospital Center	D8	267,574	37,360	335,785	43,907
46	Fairfax Village	M6	128,749	13,109	156,188	14,969
49	Fort Lincoln Shuttle	B8,9	54,243	5,225	58,258	5,671
51	Glover Park-Dupont Circle	D2	138,022	16,725	158,318	18,227
56	Ivy City-Franklin Square	D4	126,603	18,532	153,879	20,676
71	Chevy Chase	E6	63,420	5,767	63,885	5,904
78	Sheriff Road-River Terrace	U4	107,717	10,624	128,489	12,402
82	Shipley Terrace-Fort Drum	W1	102,156	10,710	118,711	12,156
84	Nebraska Avenue	M4	101,685	9,829	107,170	10,282
91	Park Road-Brookland	H8,9	226,013	30,122	254,493	32,741
135	Mayfair-Marshall Heights	U5,6	194,948	23,984	215,995	26,008
158	United Medical Center-Anacostia	W2,3	333,006	34,989	369,752	37,884
159	14th Street Limited	59	71,428	9,713	96,375	12,433
174	Rhode Island Ave Limited	G9	61,255	9,096	77,535	10,513
504	Minnesota Ave-Anacostia	A31,32,33	1,594	167	4,266	449
517	16th St-Tenleytown	D31,32,33,34	10,521	1,043	29,002	2,612
539	Fort Dupont Shuttle	S35	1,531	158	4,927	379
540	Rhode Island Ave-Carver Terrace	S41	1,214	106	2,450	249
544	Anacostia-Eckington	P6	330,967	47,942	428,450	53,259
549	Congress Heights-Georgetown	D51	2,115	158	3,900	273
550	Mt. Pleasant-Tenleytown	W45,47	2,348	215	6,277	534
583	Takoma-Fort Totten	K2	28,385	3,701	43,329	4,804
	Subtotal, Non-Regional DC		**2,998,643**	**366,208**	**3,543,205**	**409,953**

Maryland Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
9	Annapolis Road	T18	284,373	25,895	317,887	29,119
13	Greenbelt-Twinbrook	C2,4	903,570	84,702	1,133,975	97,036
16	Bethesda-Silver Spring	J1,2	552,788	51,196	713,310	59,645
17	National Harbor-Alexandria	NH2	287,913	22,004	328,174	23,984
28	Chillum Road	F1,2	216,195	17,671	285,178	20,550
29	Clinton	C11,13	42,680	2,763	58,195	3,604
41	Eastover-Addison Road	P12	477,506	42,385	595,656	47,811
47	Forestville	K12	170,235	16,374	303,149	21,211
53	Georgia Avenue-Maryland	Y2,7,8	687,567	65,682	899,780	74,898
63	Hillcrest Heights	C12,14	96,211	9,111	118,641	10,611
73	Marlow Heights-Temple Hills	H11,12,13	143,601	13,630	272,461	17,800
74	College Park	83,83X,86	529,782	45,159	635,231	50,466
83	New Hampshire Avenue-MD Limited	K9	95,364	9,778	165,968	12,932
85	New Hampshire Avenue-Maryland	K6	382,169	39,721	560,447	47,766
88	Oxon Hill-Fort Washington	P18,19	222,308	15,641	316,374	20,671
90	Martin Luther King Jr. Highway	A12	426,298	31,940	484,959	35,553
97	New Carrollton-Silver Spring	F4	463,014	45,889	544,440	52,488
98	New Carrollton-Fort Totten	F6	199,117	15,910	233,309	18,938
103	College Park-White Flint	C8	358,971	26,816	383,196	28,483
123	Veirs Mill Road	Q1,2,4,5,6	664,080	61,164	747,660	65,774
147	Fairland	Z8	363,211	31,061	505,389	37,244
542	Rhode Island Avenue-New Carrollton	T14	184,455	15,874	210,148	17,366
580	Bock Road	W14	105,263	8,213	160,197	11,172
584	Oxon Hill-Suitland	D12,13,14	611,901	47,066	737,881	55,299
629	College Park-Bethesda Limited	J4	92,835	9,113	160,928	12,104
790	District Heights-Suitland	V12	194,303	16,095	247,623	19,000
800	Riggs Road	R1,2	273,659	23,013	349,113	26,967
	Subtotal, Regional MD		**9,029,370**	**793,863**	**11,469,267**	**918,490**

Maryland Non Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
6	I-270 Exp	J7,9	—(0)	—(0)	—(0)	—(0)
7	National Harbor-Southern Ave	NH1	202,596	15,324	249,049	18,439
10	Ardwick Industrial Park Shuttle	F12	81,346	6,190	92,374	6,774
19	Bowie-Belair	B24	155,250	9,991	174,322	11,343
20	Bowie State University	B21,22	172,875	6,791	198,574	7,758
26	Pointer Ridge	C28	121,424	5,213	146,746	6,244
30	Colesville-Ashton	Z2	142,310	9,033	175,795	10,563
33	Connecticut Avenue-Maryland	L8	226,257	18,356	260,970	20,470
36	Kenilworth Avenue	R12	193,959	14,914	245,229	17,107
38	District Heights-Seat Pleasant	V14	204,496	15,333	275,378	18,873
65	Bowie-New Carrollton	B27	58,313	3,271	62,163	3,717
72	Marlboro Pike	J12	140,207	10,804	182,451	12,667
96	Langley Park - Cheverly	F8	184,799	15,178	256,268	18,165
102	River Road	T2	257,934	15,759	274,804	16,985
104	Laurel-Old Columbia Pike Express	Z7	79,055	5,098	159,457	7,649
105	Sheriff Road-Capitol Heights	F14	244,043	18,872	269,931	20,198
146	Calverton-Westfarm	Z6	278,785	22,967	377,661	27,347
149	Cheverly-Washington Business Park	F13	116,136	8,653	127,080	9,262
152	Central Avenue	C21,22,26,29	399,608	24,652	488,902	28,824
525	Laurel	89,89M	141,930	9,104	190,032	10,752
526	Laurel Express	87	133,251	7,191	185,860	8,960
527	Greenbelt-New Carrollton	G12,14	424,622	33,590	481,293	37,229
531	Burtonsville-Greencastle Express	Z11	122,867	9,198	216,241	13,238
634	Crofton-New Carrollton	B29	63,920	2,550	79,565	3,092
647	Greenbelt-BWI Airport Express	B30	172,504	7,619	196,231	8,449
802	Queens Chapel Road	R4	107,746	11,339	126,897	12,666
	Subtotal, Non- Regional MD		**4,426,232**	**306,990**	**5,493,273**	**356,771**

Virginia Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
2	Alexandria-Pentagon	10A,E,N	235,588	31,030	503,921	35,072
3	Landmark-Ballston	25B	236,500	25,795	289,346	28,669
4	Alexandria-Fairfax	29K,N	382,888	30,619	382,888	32,423
5	Leesburg Pike	28A	614,663	57,199	723,425	65,810
8	Annandale	29C,G	142,533	8,723	230,668	13,336
12	Ballston-Farragut Square	38B	225,899	34,642	419,463	43,680
27	Chain Bridge Road	15K	41,758	3,167	79,633	4,254
54	McLean-Crystal City	23A,B,T	521,250	49,599	609,324	54,383
58	Braeburn Dr-Pentagon Express	29W	83,985	3,225	83,985	4,488
69	Annandale Rd	3A	110,166	10,303	167,537	12,523
70	Lincolnia-North Fairlington	7A,F,Y	347,273	30,594	512,172	38,816
76	Lincolnia-Pentagon	7W	39,405	3,367	62,965	4,392
94	Pershing Drive-Arlington Boulevard	4A,B	195,385	23,613	244,406	26,740
106	Foxchase-Seminary Valley	8S,W,Z	140,145	9,321	166,700	10,921
110	Skyline City	28F,G	71,189	5,118	84,937	5,871
121	Pimmit Hills	3T	128,850	12,058	199,550	14,673
126	Washington Blvd-Dunn Loring	2A	283,327	28,885	434,198	35,706
128	Fair Oaks-Jermantown Rd	2B	190,180	15,485	227,160	16,829
129	DC-Dulles	5A	579,564	20,734	611,494	23,354
131	Richmond Highway Express	REX (R99)	494,671	36,846	494,671	40,015
137	Wilson Blvd-Vienna	1A,B	460,013	42,937	654,920	51,047
138	Lee Highway-Farragut Square	3Y	30,618	3,732	70,055	6,069
139	Fair Oaks-Fairfax Blvd	1C	251,057	20,541	298,478	22,362
142	Columbia Pike	16A,C,E	547,624	58,220	683,691	66,753
143	Columbia Heights West-Pentagon City	16G,H	347,030	41,104	405,062	45,140
156	Hunting Point-Ballston	10B	293,993	32,015	343,082	35,097
157	Mount Vernon Express	11Y	59,318	3,688	73,348	6,908
176	Park Center-Pentagon	7C,P	41,374	3,010	47,976	3,471
512	Barcroft-South Fairlington	22A,C,F	277,144	25,665	337,114	28,934
521	Annandale-Skyline City-Pentagon	16L	43,683	2,971	73,918	4,446
522	Columbia Pike-Farragut Square	16Y	90,558	10,450	187,730	16,692
692	Annandale-East Falls Church	26A	129,495	10,208	185,415	12,446
	Subtotal, Regional VA		**7,637,125**	**694,861**	**9,889,231**	**811,319**

Virginia Non Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
61	Kings Park Express	17G,H,K,L	303,924	13,556	392,308	24,889
66	Kings Park	17B,M	64,242	3,281	93,474	6,210
68	Landmark-Bren Mar Pk-Pentagon	21A,D	93,338	5,875	153,533	8,813
80	Mark Center-Pentagon	7M	145,908	7,633	171,103	9,621
87	Orange Hunt	18G,H,J	142,233	6,554	162,185	10,354
148	Metroway - Potomac Yard	MW1	285,817	31,724	300,721	33,033
541	Burke Centre	18P	134,355	5,786	176,744	10,807
640	Springfield Circulator	TAGS (S80,91)	113,751	11,277	113,761	11,896
	Subtotal, Non-Regional VA		**1,283,567**	**85,688**	**1,563,828**	**115,623**

Metrorail Revenue Vehicle Fleet Management Plan

The Metrorail Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrorail revenue vehicle fleet size requirements and operating spare ratio. It documents how service goals are applied to existing and forecast levels of ridership to establish fleet requirements for Metrorail service, as well as how these requirements are affected by vehicle maintenance needs, expansions of the Metrorail system, and other factors affecting the operation of the system. Additionally, it documents the key challenges. Metro faces in meeting its service and maintenance goals.

Metrorail Statistics

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget
STATISTICS:				
Total Railcar Miles (000s)*	98,489	88,380	90,015	101,355
Total Revenue Service Miles (000s)*	96,889	86,780	88,415	99,755
Total Passengers (000s)	176,972	175,817	173,433	170,157
Total Passenger Revenue (000s)	$531,476	$541,318	$542,040	$528,279
Total Operating Revenue (000s)	$610,770	$620,678	$635,429	$651,288
Total Operating Expense (000s)	$919,266	$994,661	$1,042,497	$1,092,507
Gross Subsidy (000s)	$308,496	$373,983	$406,868	$441,220
RATIOS:				
Passengers Per Revenue Service Mile	1.83	2.03	1.96	1.71
Cost Per Total Railcar Mile	$9.33	$11.25	$11.58	$10.78
Cost Per Passenger	$5.19	$5.66	$6.01	$6.42
Net Subsidy Per Passenger	$1.74	$2.13	$2.35	$2.59
Average Passenger Fare	$3.00	$3.08	$3.13	$3.10
Percentage of Operating Cost Recovered from Passenger Revenues	57.8%	54.4%	52.0%	48.4%
Percentage of Operating Cost Recovered from all Operating Revenues	66.4%	62.4%	61.0%	59.6%

* Total Railcar Miles and Revenue Service Miles are schedule and not actual.

Railcar Miles

	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service
Red Line [1]	27,886,100	24,343,000	24,509,200	28,955,200
Blue Line	12,953,100	15,158,000	15,153,900	14,626,400
Orange Line	14,421,400	13,192,900	13,265,300	13,674,900
Yellow Line [1]	10,332,800	5,712,400	6,033,600	11,396,700
Green Line	12,101,000	11,429,300	12,176,600	13,098,400
Silver Line	16,637,300	14,387,600	14,719,400	15,307,300
Scheduled Revenue Service Miles [2]	**94,331,700**	**84,223,200**	**85,858,000**	**97,058,900**
Capital One Arena	1,711,283	1,711,283	1,711,283	1,711,283
Gap Trains	360,000	360,000	360,000	450,000
National Baseball	486,000	486,000	486,000	534,600
Sub-Total Revenue Service Miles	**96,888,983**	**86,780,483**	**88,415,283**	**99,754,783**
Start-Up/Car Testing	200,000	200,000	200,000	200,000
Revenue Collection	700,000	700,000	700,000	700,000
Other	700,000	700,000	700,000	700,000
Total Car Miles	**98,488,983**	**88,380,483**	**90,015,283**	**101,354,783**

1 Includes estimated service level changes on the Yellow and Red lines.
2 Service Plan for FY2018, 2019 and 2020 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:30p.m.; Friday from 5:00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

Payhours for Rail Operators

Category	FY2020 Train Operator Wages		
	Payhours*	Average Hourly Rate	Budget
Scheduled F/T	1,387,912	$32.52	$45,134,898
Car Testing/Start Up	24,960	$32.52	$811,699
Interlocking Pay Hours	71,726	$37.79	$2,710,526
Subtotal	**1,484,598**		**$48,657,123**
NonScheduled Overtime/Special Event	202,527	$48.77	$9,877,222
Standing Extra	3,716	$32.52	$120,839
Utility	14,499	$32.52	$471,500
Training/Retraining	11,997	$32.52	$390,137
Miscellaneous	9,915	$32.52	$322,426
Funeral/Other	581	$32.52	$18,903
Vacation	18,873	$32.52	$613,757
Sick	17,892	$32.52	$581,844
Holiday	13,051	$32.52	$424,422
Subtotal	**293,050**		**$12,821,049**
Total	**1,777,648**		**$61,478,172**

* Payhours have been adjusted to reflect the Board approved service-level changes on the Red and Yellow Lines.

Payhours for Station Managers

Category	FY2020 Station Manager Wages		
	Payhours	Average Hourly Rate	Budget
Scheduled F/T	979,255	$34.09	$33,382,803
Non-Scheduled Overtime/Special Event	110,716	$51.13	$5,660,901
Standing Extra	13,598	$34.09	$463,548
Utility	39,930	$34.09	$1,361,225
Training/Retraining	33,791	$34.09	$1,151,949
Miscellaneous	20,775	$34.09	$708,227
Funeral/Other	1,428	$34.09	$48,668
Vacation	45,284	$34.09	$1,543,748
Sick	44,072	$34.09	$1,502,416
Holiday	32,148	$34.09	$1,095,927
Subtotal	**341,743**		**$13,536,609**
Total - Station Managers	**1,320,998**		**$46,919,412**

Grand Total - Rail Operators & Station Managers	**$108,397,585**

Rail Peak Period Service Levels

	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service
Red Line	Glenmont/Shady Grove	Glenmont/Shady Grove	Glenmont/Shady Grove	Glenmont/Shady Grove
	Silver Spring/Grosvenor	Silver Spring/Grosvenor	Silver Spring/Grosvenor	
Blue Line	Largo/Franconia-Springfield	Largo/Franconia-Springfield	Largo/Franconia-Springfield	Largo/Franconia-Springfield
Orange Line	New Carrollton/Vienna	New Carrollton/Vienna	New Carrollton/Vienna	New Carrollton/Vienna
Yellow Line	Huntington/Mt.Vernon Sq.	Huntington/Mt.Vernon Sq.	Huntington/Mt.Vernon Sq.	Huntington/Greenbelt
	Franconia-Springfield/ Greenbelt			
Green Line	Greenbelt/Branch Ave.	Greenbelt/Branch Ave.	Greenbelt/Branch Ave.	Greenbelt/Branch Ave.
Silver Line	Weihle-Reston East/Largo	Weihle-Reston East/Largo	Weihle-Reston East/Largo	Weihle-Reston East/Largo
RUSH HOURS TRAINS				
Red Line	41	34	34	38
Blue Line	12	19	19	19
Orange Line	22	20	20	20
Yellow Line	21	9	9	9
Green Line	18	17	17	17
Silver Line	26	20	20	20
Gap	3	6	6	6
Total	**143**	**125**	**125**	**129**

Rail Service Levels

		FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service
RUSH HOUR HEADWAYS (MINUTES BETWEEN TRAINS) BY LINE					
Red Line	Glenmont-Shady Grove	6	8	8	8
	Silver Spring-Grosvenor	6	8	8	---
Orange Line *	Vienna - New Carrollton	6	8	8	8
Blue Line	Largo/Franconia-Springfield	12	8	8	8
Yellow Line	Huntington - Greenbelt	---	---	---	8
	Huntington - Mt. Vernon Square	6	8	8	---
	Greenbelt - Franconia Springfield	12	---	---	---
Green Line *	Greenbelt/Branch Ave.	6	8	8	8
Silver Line	Weihle-Reston East/Largo	6	8	8	8
NON-RUSH HOUR HEADWAYS BY LINE (MIDDAY-WEEKDAY/SAT/SUN/LATE NIGHT)					
Red Line	Glenmont/Shady Grove	12/12/15/15	12/12/15/15	12/12/15/15	12/12/15/15
	Silver Spring/Shady Grove	12/12/15	12/12/15	12/12/15	---
Orange Line	New Carrollton/Vienna	12/12/15/20	12/12/15/20	12/12/15/20	12/12/15/20
Blue Line	Largo/Franconia-Springfield	12/12/15/20	12/12/15/20	12/12/15/20	12/12/15/20
Yellow Line	Huntington-Fort Totten	12/12/15/20	12/12/15/20	12/12/15/20	---
Green Line	Greenbelt/Branch Ave.	12/12/15/20	12/12/15/20	12/12/15/20	12/12/15/20
Silver Line	Weihle-Reston East/Largo	12/12/15/20	12/12/15/20	12/12/15/20	12/12/15/20

AVERAGE COMBINED HEADWAYS FOR KEY SEGMENTS FOR FY2020

		Rush Hour	Mid-day (Weekdays only)	Saturday	Sunday
Red	Silver Spring to Grosvenor	3	6	6	7.5
Orange/Blue/Silver	Rosslyn to Stadium Armory	2-4	4	4	5
Yellow/Green	L'Enfant Plaza to Greenbelt	2-4	6	6	7.5
Yellow/Blue	King Street to Pentagon	2-4	6	6	7.5

* During times of observed peaking in ridership, additional trains ("trippers") are operated to reduce crowding.

Rail Service Levels

	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service
PEAK SCHEDULED RAILCARS				
Red Line	288	240	240	252
Blue Line	84	138	138	128
Orange Line	154	144	144	144
Yellow Line	126	54	58	72
Green Line	128	122	128	136
Silver Line	156	120	124	130
Gap	18	36	36	52
Total Scheduled Car	**954**	**854**	**868**	**914**
Spares*	146	130	132	138
Revenue Collection	4	4	4	4
Total Car Requirement	**1,104**	**988**	**1,004**	**1,056**
HOURS OF OPERATION				
Weekday (Mon-Thur)	19	19	19	19
Friday	22	20	20	20
Saturday	20	18	18	18
Sunday	17	15	15	15
DAYS OF OPERATION				
Weekday	251	250	250	252
Saturday	57	58	57	57
Sunday	57	57	58	57

* Spares represent 15% of scheduled railcars

Rail Service Levels

	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service
CARS PER TRAIN RUSH HOUR				
Red Line	20-6's/21-8's	16-6's/18-8's	16-6's/18-8's	18-6's/18-8's
Blue Line	6-6's/6-8's	7-6's/12-8's	8-6's/11-8's	12-6's/7-8's
Orange Line	11-6's/11-8's	8-6's/12-8's	8-6's/12-8's	8-6's/12-8's
Yellow Line	21-6's	9-6's	7-6's/2-8's	9-8's
Green Line	8-6's/10-8's	7-6's/10-8's	3-6's/14-8's	17-8's
Silver Line	26-6's	20-6's	18-6's/2-8's	15-6's/5-8's
Gap	3's-6's	6-6's	6-6's	6-6's/2-8's
CARS PER TRAIN WEEKDAY BASE/NIGHT (AFTER 8 P.M.)				
Red Line	6/6	6.75/6	6.75/6	7/6.50
Blue Line	6/6	6.75/6	6.75/6	6.75/6.25
Orange Line	6/6	6.75/6	6.75/6	6.75/6.25
Yellow Line	6/6	6/6	6.25/6	8/8
Green Line	6/6	6.75/6	6.75/6	8/8
Silver Line	6/6	6/6	6/6	6.25/6.25

Railcar Fleet Storage Capacity

Location	Existing Storage Capacity	Current Fleet Need	Net Storage Capacity
Alexandria	194	140	54
Branch Ave	90	82	8
Brentwood	94	70	24
Glenmont	86	86	0
Greenbelt	246	190	56
Largo	42	42	0
New Carrollton	180	152	28
Shady Grove	216	196	20
West Falls Church	230	192	38
Total	**1,378**	**1,150**	**228**

A new railyard/inspection shop is under construction at Dulles as part of the Silver Line extension to Dulles Airport and Loudoun County. The facility will have the capacity to store 168 railcars.

Railcar Fleet Profile

Manufacturer	Series	Years Purchased	Originally Purchased	Currently Owned *	Number for Service *
Rohr Industries	1,000	1974-1978	300	6	0
Breda Construzioni Ferroviarie	2,000	1983-1984	76	76	74
Breda Construzioni Ferroviarie	3,000	1984-1988	288	284	274
Breda Construzioni Ferroviarie	4,000	1992-1994	100	2	0
Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF)	5,000	2001-2004	192	46	0
Alstom	6,000	2006-2008	184	184	180
Kawasaki	7,000	2014-Present	748	656	656
Total			**1,888**	**1,254**	**1,184**

* There are eight (8) vehicles dedicated for revenue collection. All 1000-series and 4000-series vehicles have been decommissioned. As of May 14, 2019, (676) 7000-series cars have been delivered, 656 vehicles have been accepted, and 656 vehicles are in service. The 7000-series railcars will replace the 1000, 4000 and 5000-series railcars.

MetroAccess Revenue Vehicle Fleet Management Plan

The MetroAccess Revenue Vehicle Fleet Management Plan is a tool that provides information, analysis, and recommendations about the anticipated growth in paratransit ridership, and the current and projected revenue vehicle requirements for MetroAccess to meet the demand as well as an assessment and projection of needs for paratransit vehicle maintenance.

MetroAccess Statistics

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget
STATISTICS:				
MetroAccess - Dedicated Fleet	700	725	750	775
Total Van Miles (000s)	27,018	29,086	29,250	29,000
Revenue Miles/Van (000s)	38.6	40.1	39.0	37.4
Total Passengers	2,367,878	2,330,764	2,413,000	2,350,000
Passengers per Van	3,383	3,215	3,217	3,032
Total Passenger Revenue (000s)	$9,660	$9,700	$9,940	$9,940
Total Revenue (000s)	$9,660	$9,874	$9,940	$9,940
Total Operating Expense (000s)	$124,527	$137,855	$167,631	$176,644
Net Subsidy (000s)	$114,867	$127,981	$157,691	$166,704
RATIOS:				
Cost Per Passenger	$52.59	$59.15	$69.47	$75.17
Subsidy Per Passenger*	$48.51	$54.91	$65.35	$70.94
Percentage of Operating Cost Recovered from Passenger Revenues	7.8%	7.2%	5.9%	5.6%

* MetroAccess policy provides two complimentary one-way trip credits, with a value of $3 each, in each instance where the scheduled pick-up window is not met. Eligibility assessment trips are complimentary and Personal Care Attendants (PCAs) ride free in accordance with the ADA, so the calculation will apply to all ridership.

MetroAccess Statistics - Fleet

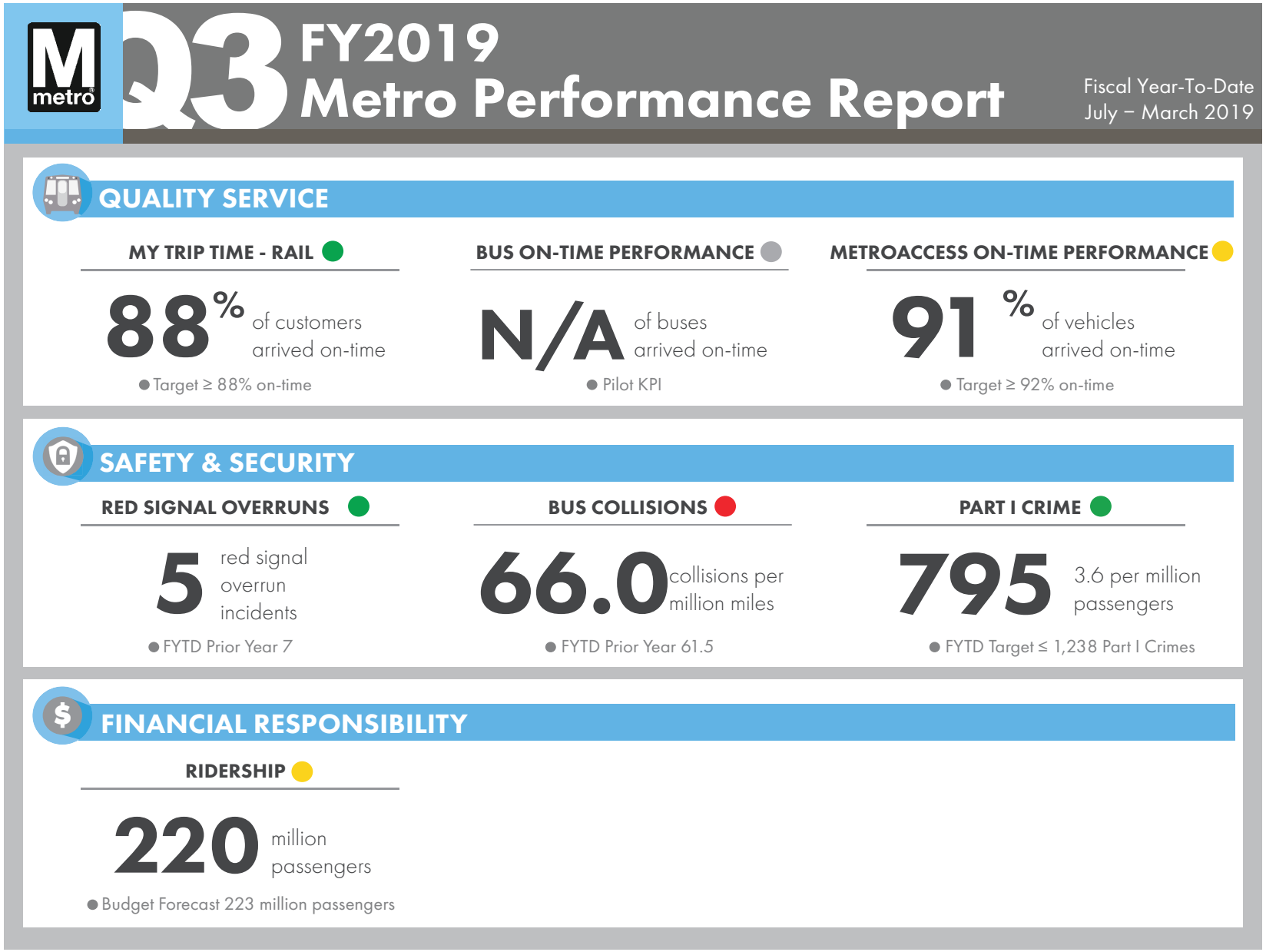
	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2020 Budget
Total # of Vans in Fleet	684	725	750	775
Total # of Low Floor Vans in Fleet	16	0	0	0
Total # of Shuttles in Fleet	0	0	0	0
Total Fleet	**700**	**725**	**750**	**775**
Spare Ratio	15.0%	15.0%	15.0%	15.0%

MetroAccess Statistics - Vehicles

Manufacturer	Fiscal Year Entered Service	Number of Vans	Vehicle Types
TBD	2020	275	Vans & Sedans
FORD	2019	250	High Roof Vans
FORD	2018	227	High Roof Vans
FORD	2017	23	High Roof Vans
Total Fleet Vehicles		**775**	

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Appendix H - Performance Data



Performance Data

Quality Service Performance Data

July - March 2019

KPI: MYTRIPTIME --METRORAIL CUSTOMER ON-TIME PERFORMANCE [TARGET 88%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	71%	69%	64%	65%	61%	63%	66%	71%	70%	75%	76%	79%	67%
FY 2018	86%	89%	87%	88%	87%	86%	86%	87%	88%	88%	87%	88%	87%
FY 2019	86%	79%	90%	89%	87%	89%	90%	90%	89%				88%

KPI: MYTRIPTIME -- METRORAIL CUSTOMER ON-TIME PERFORMANCE BY LINE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Red Line	85%	79%	88%	87%	87%	89%	89%	90%	91%				87%
Blue Line	85%	75%	87%	87%	82%	86%	87%	86%	87%				85%
Orange Line	86%	72%	91%	89%	86%	89%	89%	87%	83%				86%
Green Line	91%	91%	94%	94%	93%	94%	94%	92%	93%				93%
Yellow Line	89%	89%	89%	91%	78%	82%	89%	88%	91%				88%
Silver Line	86%	75%	90%	91%	87%	88%	92%	88%	88%				87%

KPI: MYTRIP TIME -- METRORAIL CUSTOMER ON-TIME PERFORMANCE BY TIME PERIOD													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Rush (5AM-9:30AM)	89%	80%	93%	92%	91%	92%	91%	92%	92%				90%
Mid-day (9:30AM-3PM)	88%	80%	91%	91%	90%	91%	92%	92%	92%				90%
PM Rush (3PM-7PM)	88%	78%	92%	91%	89%	89%	91%	91%	89%				89%
Evening (7PM-9:30PM)	86%	78%	88%	88%	87%	88%	94%	94%	93%				88%
Late Night (9:30PM-12AM)	91%	92%	93%	89%	90%	92%	92%	90%	91%				91%
Weekend	71%	79%	77%	76%	65%	80%	82%	74%	81%				76%

continued

KPI: RAIL INFRASTRUCTURE AVAILABILITY [TARGET 97%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017							94%	93%	92%	92%	92%	92%	93%
FY 2018	94%	94%	94%	95%	93%	94%	95%	95%	95%	95%	95%	99%	94%
FY 2019	99%	95%	98%	99%	97%	99%	99%	99%	99%				98%

KPI: FTA REPORTABLE SPEED RESTRICTIONS [TARGET 2.1%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	13%	12%	14%	16%	16%	15%	10%	10%	13%	11%	12%	15%	13%
FY 2018	10%	13%	10%	10%	12%	14%	10%	10%	10%	10%	10%	0%	11%
FY 2019	0%	2%	0%	2%	2%	4%	0%	0%	0%				1%

TRAIN ON-TIME PERFORMANCE (HEADWAY ADHERENCE) [TARGET 91%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	78%	76%	78%	80%	74%	76%	76%	82%	80%	84%	83%	82%	78%
FY 2018	90%	92%	89%	92%	89%	88%	89%	91%	91%	92%	92%	93%	90%
FY 2019	90%	78%	93%	93%	91%	93%	91%	92%	92%				91%

TRAIN ON-TIME PERFORMANCE BY LINE (HEADWAY ADHERENCE)													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Red Line	87%	64%	94%	93%	93%	93%	92%	94%	95%				90%
Blue Line	90%	83%	91%	91%	88%	91%	88%	88%	87%				89%
Orange Line	91%	72%	93%	92%	90%	92%	90%	91%	89%				89%
Green Line	95%	93%	96%	96%	96%	95%	95%	94%	95%				95%
Yellow Line	93%	94%	95%	95%	93%	95%	93%	92%	94%				94%
Silver Line	91%	71%	92%	91%	89%	91%	90%	90%	89%				89%

TRAIN ON-TIME PERFORMANCE BY TIME PERIOD (HEADWAY ADHERENCE)													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Rush	87%	72%	91%	89%	88%	90%	86%	88%	88%				87%
Mid-day	95%	83%	97%	97%	96%	96%	95%	96%	96%				95%
PM Rush	86%	71%	91%	91%	88%	90%	89%	89%	89%				88%
Evening	96%	97%	98%	93%	96%	98%	97%	96%	96%				96%

continued

RAIL FLEET RELIABILITY (RAIL MEAN DISTANCE BETWEEN DELAYS) [TARGET 90,000 MILES]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	55,850	73,246	65,416	86,174	66,697	76,244	79,105	85,489	80,348	118,958	101,585	104,461	73,027
FY 2018	92,927	84,111	84,278	104,128	80,687	85,310	61,004	95,119	113,361	103,228	125,658	117,519	86,831
FY 2019	124,123	119,755	145,352	141,878	161,039	162,407	134,683	146,531	238,078				147,763

RAIL FLEET RELIABILITY (RAIL MEAN DISTANCE BETWEEN DELAYS BY RAILCAR SERIES)													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	95,568	83,807	230,624	163,611	73,894	454,796	151,711	126,627	224,891				141,358
3000 series	84,905	88,157	77,736	104,095	139,627	74,195	67,444	73,869	184,913				89,829
5000 series	22,744	37,116	76,830	37,686	N/A	N/A	N/A	N/A	N/A				46,621
6000 series	96,185	147,417	141,853	72,916	98,357	88,620	112,453	117,115	244,162				111,672
7000 series	210,439	152,268	211,855	213,541	237,397	384,686	235,081	255,354	262,859				230,163

RAIL FLEET RELIABILITY (RAIL MEAN DISTANCE BETWEEN FAILURE) [TARGET 8,500 MILES]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	4,333	4,606	5,538	6,321	6,355	6,819	6,787	7,723	6,878	7,902	8,425	8,215	5,943
FY 2018	7,430	8,227	9,711	10,881	10,376	10,496	10,021	11,280	11,202	13,699	11,755	12,850	9,786
FY 2019	10,073	10,671	11,092	14,010	14,075	15,929	14,019	14,397	19,737				13,311

RAIL FLEET RELIABILITY (RAIL MEAN DISTANCE BETWEEN FAILURE BY RAILCAR SERIES)													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	7,466	8,730	9,609	9,439	7,697	11,370	10,114	7,449	17,299				8,837
3000 series	6,820	7,279	6,947	9,831	10,308	9,659	9,303	8,984	10,418				8,055
5000 series	2,843	2,749	2,401	4,187	N/A	N/A	N/A	N/A	N/A				2,783
6000 series	5,186	6,229	6,490	6,851	8,062	9,601	11,781	9,582	13,565				6,951
7000 series	22,463	20,480	23,686	26,852	23,328	30,225	19,773	25,707	34,911				23,647

TRAINS IN SERVICE [TARGET 98%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017			94%	96%	92%	99%	94%	98%	97%	97%	96%	97%	96%
FY 2018	99%	99%	98%	101%	99%	99%	97%	98%	98%	99%	98%	98%	99%
FY 2019	97%	98%	98%	97%	97%	98%	96%	97%	98%				97%

continued

OFFLOADS [TARGET <85 PER MONTH]

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	151	100	103	89	96	112	75	67	90	62	74	78	883
FY 2018	60	64	65	41	64	53	98	61	53	51	55	54	559
FY 2019	48	44	35	40	25	38	44	33	25				332

RAIL LOADING [OPTIMAL PASSENGERS PER CAR (PPC) OF 100, WITH MINIMUM OF 80 AND MAXIMUM OF 120 PPC]

AM Rush Max Load Points		Travel Direction	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Gallery Place	Red	Shady Grove	97	87	98	97	98	97	80	85	97	100
Dupont Circle		Glenmont	**108**	89	98	86	84	100	74	81	94	99
Pentagon	Blue	Largo Town Center	75	59	69	69	74	93	65	79	87	80
Rosslyn		Largo Town Center	63	50	59	59	64	67	50	61	66	66
L'Enfant Plaza		Franconia-Springfield	50	40	49	41	43	47	38	36	48	47
Court House	Orange	New Carrollton	98	84	84	95	84	98	75	81	95	97
L'Enfant Plaza		Vienna	69	59	73	72	74	77	56	62	70	70
Pentagon	Yellow	Mt. Vernon Square	**120**	100	**119**	**110**	100	87	74	75	90	89
Waterfront	Green	Greenbelt	92	82	100	98	96	98	75	78	93	93
Shaw-Howard		Branch Avenue	**119**	89	99	**103**	93	79	69	78	86	89
Rosslyn	Silver	Largo Town Center	**110**	93	85	88	89	94	75	69	94	94
L'Enfant Plaza		Wiehle-Reston	59	42	54	64	56	55	48	49	67	62
PM Rush Max Load Points												
Metro Center	Red	Glenmont	**107**	84	90	95	**101**	91	83	92	100	100
Farragut North		Shady Grove	96	79	88	90	88	85	75	74	89	89
Rosslyn	Blue	Franconia-Springfield	82	83	70	77	89	100	59	79	75	93
Foggy Bottom-GWU		Franconia-Springfield	84	73	74	81	98	100	63	72	75	82
Smithsonian		Largo Town Center	50	36	42	47	49	43	34	38	46	53
Foggy Bottom-GWU	Orange	Vienna	88	78	86	90	84	**102**	65	76	80	89
Smithsonian		New Carrollton	63	57	56	61	63	73	49	57	64	73
L'Enfant Plaza	Yellow	Huntington	**116**	95	**114**	**119**	**118**	96	80	73	95	100
L'Enfant Plaza	Green	Branch Avenue	98	84	**112**	**110**	95	95	76	76	88	**105**
Mt. Vernon Sq		Greenbelt	100	72	84	83	80	78	67	68	79	82
Foggy Bottom-GWU	Silver	Wiehle-Reston	69	52	68	64	67	73	52	60	74	78
L'Enfant Plaza		Largo Town Center	55	45	52	49	50	51	40	43	49	57

continued

KPI: METROBUS ON-TIME PERFORMANCE [PILOT KPI]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2019	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A

*Beginning in July 2018, Metro is piloting a new calculation for Bus OTP; the new calculation introduces a headway-based measure for routes 70, 79, X2, 90, 92, 16Y, and Metroway and modifies the schedule-based OTP to include all timepoints [previously excluded all last timepoints]

KPI: METROBUS ON-TIME PERFORMANCE BY TIME PERIOD													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Early (4AM-6AM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
AM Peak (6AM-9AM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Mid Day (9AM-3PM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
PM Peak (3PM-7PM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Early Night (7PM-11PM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Late Night (11PM-4AM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A

KPI: METROBUS ON-TIME PERFORMANCE BY SERVICE TYPE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Schedule Service	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Headway Service	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A

KPI: METROBUS ON-TIME PERFORMANCE BY HEADWAY ROUTE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
70	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
79	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
X2	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
90,92	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Metroway	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
16Y	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A

continued

KPI: METROBUS SERVICE DELIVERED [PILOT KPI]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2019	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A

KPI: METROBUS SERVICE DELIVERED BY TIME PERIOD													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Early (4AM-6AM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
AM Peak (6AM-9AM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Mid Day (9AM-3PM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
PM Peak (3PM-7PM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Early Night (7PM-11PM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A
Late Night (11PM-4AM)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				N/A

BUS FLEET RELIABILITY (BUS MEAN DISTANCE BETWEEN FAILURES) [TARGET 8,000 MILES]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	7,540	7,425	8,428	8,378	8,262	8,421	7,962	9,881	9,254	8,499	7,784	8,350	8,314
FY 2018	7,555	7,764	7,571	6,923	7,492	7,776	6,221	6,164	7,485	6,124	6,209	6,515	7,174
FY 2019	6,192	5,961	5,806	6,644	6,670	6,806	6,422	6,661	6,796				6,417

BUS FLEET RELIABILITY (BUS MEAN DISTANCE BETWEEN FAILURE BY FLEET TYPE)													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
CNG *29% of Fleet Average Age 6.8*	7,425	7,965	6,918	6,929	7,190	7,443	8,401	7,861	9,474				7,655
Hybrid *59% of Fleet Average Age 6.7*	5,909	6,136	6,430	7,188	7,317	7,933	6,652	6,655	6,690				6,709
Clean Diesel *9% of Fleet Average Age 10.5*	4,755	2,819	2,420	3,773	3,251	3,599	3,417	4,734	3,854				3,467
Diesel *3% of Fleet Average Age 19.0*	3,900	1,644	7,722	4,194	1,658	1,026	1,754	2,488	2,671				1,899

continued

BUS LOADING - Q3/FY 2019 TOP 10 ROUTES BY JURISDICTION

Jurisdiction	Line Name	Route Name	Time Period	Highest Passenger Load	Max Load Factor
DC	14th Street	54	PM Peak	74	**1.9**
	P Street - LeDroit Park	G2	AM Peak	53	**1.9**
	14th Street	52	PM Peak	73	**1.8**
	16th Street Limited	S9	AM Peak	70	**1.8**
	Takoma - Petworth	63	AM Peak	70	**1.8**
	16th Street	S4	AM Peak	70	**1.8**
	16th Street	S2	AM Peak	69	**1.8**
	Deanwood - Alabama Avenue	W4	AM Peak	72	**1.8**
	14th Street	52	AM Peak	69	**1.7**
	14th Street	54	AM Peak	69	**1.7**
MD	Calverton - Westfarm	Z6	Midday	60	**1.5**
	Georgia Ave - Maryland	Y7	Midday	58	**1.5**
	Eastover - Addison Road	P12	AM Peak	58	**1.5**
	New Carrollton - Silver Spring	F4	PM Peak	58	**1.5**
	Greenbelt - Twinbrook	C4	PM Peak	57	**1.5**
	Bethesda - Silver Spring	J2	Midday	57	**1.5**
	Greenbelt - Twinbrook	C4	Midday	59	**1.5**
	Fairland	Z8	Midday	58	**1.4**
	Eastover - Addison Road	P12	PM Peak	56	**1.4**
	Annapolis Road	T18	PM Peak	56	**1.4**
VA	Columbia Pike - Farragut Square	16Y	PM Peak	67	**1.6**
	Columbia Pike - Farragut Square	16Y	AM Peak	66	**1.6**
	Lincolnia - Pentagon	7W	AM Peak	63	**1.6**
	Columbia Pike - Farragut Square	16Y	Midday	63	**1.5**
	Lincolnia - North Fairlington	7Y	PM Peak	63	**1.5**
	Lee Highway - Farragut Square	3Y	AM Peak	61	**1.5**
	Annandale	29G	AM Peak	58	**1.5**
	Ballston - Farragut Square	38B	PM Peak	59	**1.5**
	Lincolnia - North Fairlington	7Y	AM Peak	59	**1.5**
	Columbia Pike	16H	PM Peak	58	**1.4**

Performance Threshold	Max Load Factor
Below Threshold	< 0.3
Standards Compliant	0.3 - 0.5
Occasional Crowding	0.6 - 0.7
Recurring Crowding	0.8 - 0.9
Regular Crowding	1.0 - 1.3
Continuous Crowding	> 1.3

Highest passenger load = the average of all the highest max loads recorded by route, trip and time period

Passenger Loads:

40' Bus (standard size) accommodates 40 sitting and 69 with standing

60' Bus (articulated) accommodates 61 sitting and 112 with standing

* Route has articulated buses, allowing for passenger load above 100

Load Factor = highest passenger load divided by actual bus seats used

continued

KPI: METROACCESS ON-TIME PERFORMANCE [TARGET 92%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	92%	91%	84%	83%	84%	87%	88%	87%	85%	88%	87%	92%	87%
FY 2018	89%	91%	90%	93%	93%	94%	94%	92%	93%	92%	93%	92%	92%
FY 2019	92%	92%	92%	92%	90%	91%	90%	89%	89%				91%

ESCALATOR SYSTEM AVAILABILITY [TARGET 92%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	93%	92%	93%	94%	94%	94%	95%	95%	96%	96%	96%	95%	94%
FY 2018	95%	94%	95%	94%	94%	94%	93%	93%	93%	93%	91%	93%	94%
FY 2019	93%	93%	92%	92%	94%	94%	94%	94%	94%				93%

ELEVATOR SYSTEM AVAILABILITY [TARGET 97%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	96%	97%	97%	97%	97%	97%	96%	97%	97%	97%	98%	97%	97%
FY 2018	97%	97%	97%	97%	97%	98%	97%	97%	97%	96%	96%	96%	97%
FY 2019	95%	96%	95%	97%	96%	97%	96%	96%	97%				96%

KPI: METROBUS CUSTOMER SATISFACTION RATING					
	Q1	Q2	Q3	Q4	FYTD
FY 2017	78%	79%	74%	76%	74%
FY 2018	76%	72%	75%	80%	75%
FY 2019	71%	77%	75%		75%

KPI: METRORAIL CUSTOMER SATISFACTION RATING					
	Q1	Q2	Q3	Q4	FYTD
FY 2017	66%	66%	69%	72%	69%
FY 2018	74%	73%	76%	79%	76%
FY 2019	75%	73%	80%		80%

continued

Safety & Security Performance Data

July - March 2019

RED SIGNAL OVERRUNS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	4	2	1	1	1	1	2	1	1	1	0	0	14
FY 2018	0	0	1	0	1	1	1	1	2	1	1	1	7
FY 2019	0	0	1	0	0	1	0	0	3				5

FIRE INCIDENTS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	5	15	9	8	3	8	7	5	7	15	6	10	67
Non-Electrical	3	9	6	3	1	4	3	2	1	4	2	3	32
Cable	0	0	1	0	0	0	0	0	1	0	0	0	2
Arcing Event	2	6	2	5	2	2	4	3	5	11	4	7	31
Train Component	0	0	0	0	0	2	0	0	0	0	0	0	2
FY 2018	15	8	9	7	3	9	8	2	1	3	13	5	62
Non-Electrical	4	2	4	3	3	7	3	0	1	2	5	2	27
Cable	1	1	0	2	0	0	1	0	0	0	0	0	5
Arcing Event	9	5	5	2	0	0	4	2	0	1	8	3	27
Train Component	1	0	0	0	0	2	0	0	0	0	0	0	3
FY 2019	10	11	5	3	5	2	3	5	7				51
Non-Electrical	4	1	1	2	4	2	3	3	3				23
Cable	0	3	0	0	0	0	0	0	0				3
Arcing Event	6	6	4	1	1	0	0	2	4				24
Train Component	0	1	0	0	0	0	0	0	0				1

RAIL COLLISIONS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	1	1	1	2	3	0	2	0	3	1	1	2	13
FY 2018	1	1	1	0	0	1	1	1	2	1	1	2	8
FY 2019	2	3	0	0	1	0	0	2	2				10

continued

BUS PEDESTRIAN STRIKES [PEDESTRIAN / CYCLIST STRIKES]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	1	1	3	3	0	1	1	1	3	2	0	1	14
FY 2018	3	0	0	0	2	2	1	0	2	3	0	1	10
FY 2019	2	4	2	3	2	1	4	3	0				21

CUSTOMER INJURY RATE (PER MILLION PASSENGERS)													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	1.78	1.79	2.01	1.73	1.73	2.58	2.14	2.59	2.05	1.52	2.19	1.67	2.03
FY 2018	1.57	2.02	2.61	1.87	1.92	2.13	2.91	2.60	2.53	2.01	1.20	1.59	2.22
FY 2019	2.50	1.86	2.86	2.04	1.82	1.99	1.97	2.61	1.85				2.16

*Includes Metrobus, Metrorail, rail transit facilities (stations, escalators and parking facilities) and MetroAccess customer injuries

RAIL CUSTOMER INJURY RATE (PER MILLION PASSENGERS) [TARGET ≤ 1.45]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	0.79	1.13	1.62	1.07	1.36	2.33	1.91	2.05	1.40	1.10	1.61	1.34	1.50
Non-Preventable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Preventable	0.79	1.13	1.62	1.07	1.36	2.33	1.91	2.05	1.40	1.10	1.61	1.34	1.50
FY 2018	1.45	1.24	1.18	0.82	1.50	1.37	2.47	1.90	1.53	1.01	1.09	1.22	1.48
Non-Preventable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Preventable	1.45	1.24	1.18	0.82	1.50	1.37	2.47	1.90	1.53	1.01	1.09	1.22	1.48
FY 2019	2.09	1.19	1.16	1.30	1.32	1.06	1.75	2.05	1.28				1.47
Non-Preventable	0.00	0.00	0.00	0.00	0.07	0.00	0.00	0.00	0.00				0.01
Preventable	2.09	1.19	1.16	1.30	1.25	1.06	1.75	2.05	1.28				1.46

continued

BUS CUSTOMER INJURY RATE (PER MILLION PASSENGERS) [TARGET ≤ 2.45]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	2.28	2.35	2.22	2.22	1.66	2.45	2.11	3.07	2.62	2.10	2.52	1.84	2.31
Non-Preventable	0.85	1.27	1.85	0.74	0..78	0.53	0.32	0.95	1.65	0.50	0.84	0.97	1.01
Preventable	1.42	1.09	0.37	1.48	0.88	1.92	1.80	2.12	0.97	1.60	1.68	0.87	1.31
FY 2018	1.37	2.94	4.36	2.84	2.26	3.04	3.17	2.52	3.49	3.32	1.30	2.15	2.89
Non-Preventable	0.63	1.86	1.42	1.66	0.97	1.87	2.12	0.96	1.69	1.50	0.70	0.54	1.46
Preventable	0.74	1.08	2.94	1.17	1.29	1.17	1.06	1.56	1.80	1.82	0.60	1.61	1.43
FY 2019	2.71	2.35	5.27	2.99	2.19	3.06	1.61	2.93	2.33				2.84
Non-Preventable	0.54	0.78	2.86	0.50	0.00	1.47	0.49	0.00	0.78				0.83
Preventable	2.17	1.57	2.42	2.49	2.19	1.59	1.11	2.93	1.55				2.00

METROACCESS CUSTOMER INJURY RATE (PER 100,000 PASSENGERS) [TARGET ≤ 2.85]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	5.26	1.90	2.00	2.49	3.09	2.60	2.15	1.61	2.49	0.52	2.88	1.95	2.61
Non-Preventable	2.11	0.95	1.00	1.49	1.03	1.04	1.08	0.54	0.50	0.52	1.44	0.98	1.08
Preventable	3.16	0.95	1.00	0.99	2.06	1.56	1.08	1.07	1.99	0.00	1.44	0.98	1.53
FY 2018	2.14	1.46	2.09	3.39	1.55	1.07	2.18	5.48	3.62	1.99	0.48	0.51	2.54
Non-Preventable	1.61	0.97	2.09	1.45	1.55	0.00	0.54	4.38	1.55	1.49	0.48	0.00	1.56
Preventable	0.54	0.49	0.00	1.94	0.00	1.07	1.63	1.10	2.07	0.50	0.00	0.51	0.98
FY 2019	2.54	2.36	1.06	1.39	2.10	1.66	3.38	2.84	2.45				2.18
Non-Preventable	2.54	2.36	1.06	0.46	2.10	1.66	2.82	1.70	1.96				1.84
Preventable	0.00	0.00	0.00	0.93	0.00	0.00	0.56	1.14	0.49				0.84

continued

EMPLOYEE INJURY RATE (PER 200,000 HOURS WORKED)													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	5.9	5.3	6.0	5.7	4.1	6.5	4.6	4.1	7.9	7.1	6.4	6.6	5.6
FY 2018	7.2	6.1	7.7	8.1	6.5	5.5	7.6	7.0	7.2	6.6	7.5	8.0	7.0
FY 2019	6.5	5.8	6.5	6.8	4.9	7.8	6.1	6.7	5.3				6.2

RAIL EMPLOYEE INJURY RATE (PER 200,000 HOURS WORKED) [TARGET ≤ 4.0]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	5.5	4.8	3.8	3.8	2.9	3.9	3.6	2.8	5.7	3.1	3.7	3.4	4.1
Non-Preventable	0.6	1.3	0.4	0.8	0.6	0.4	0.2	0.2	0.5	0.0	1.2	1.2	0.6
Preventable	4.9	3.5	3.4	3.1	2.3	3.5	3.4	2.6	5.1	3.1	2.5	2.2	3.6
FY 2018	5.7	3.9	3.7	4.9	2.6	3.6	5.4	3.1	3.9	4.3	3.9	4.0	4.1
Non-Preventable	2.0	0.8	1.3	0.8	0.2	1.5	1.8	1.1	0.4	0.8	0.2	1.3	1.1
Preventable	3.7	3.1	2.4	4.1	2.4	2.1	3.6	2.0	3.5	3.5	3.7	2.4	3.0
FY 2019	5.3	3.1	4.0	2.3	2.9	4.1	3.1	4.9	3.2				3.6
Non-Preventable	1.0	0.8	1.1	0.8	0.8	1.1	0.6	0.4	1.4				0.9
Preventable	4.3	2.3	3.0	1.6	2.1	3.0	2.5	4.5	1.8				2.8

BUS EMPLOYEE INJURY RATE (PER 200,000 HOURS WORKED) [TARGET ≤ 9.4]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	7.0	8.3	9.0	11.5	7.0	10.7	6.9	6.7	12.2	14.4	10.9	12.7	8.9
Non-Preventable	4.3	4.9	5.7	6.1	5.2	4.6	4.4	4.0	6.4	9.3	5.6	6.7	5.1
Preventable	2.7	3.5	3.3	5.5	1.8	6.1	2.5	2.7	5.8	5.1	5.3	6.0	3.8
FY 2018	11.0	10.2	14.0	14.0	13.8	7.3	11.7	12.2	14.0	12.3	11.0	14.7	12.1
Non-Preventable	6.5	5.7	7.5	7.5	6.4	5.1	6.5	8.1	5.7	7.2	6.6	8.7	6.5
Preventable	4.5	4.5	6.5	6.5	7.4	3.2	5.2	4.1	8.4	5.0	4.5	6.1	5.6
FY 2019	8.5	10.6	10.4	16.1	9.2	13.9	11.3	10.5	8.2				11.0
Non-Preventable	5.5	4.6	7.5	9.2	4.4	8.5	4.3	5.4	4.7				6.0
Preventable	3.1	6.0	2.9	6.9	4.7	5.4	7.0	5.1	3.5				5.0

continued

KPI: PART I CRIME RATE [PER MILLION PASSENGERS]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	6.3	6.2	5.4	4.9	4.5	4.9	4.5	3.8	3.5	4.2	4.6	4.5	4.9
FY 2018	4.3	4.7	5.1	4.1	3.8	3.7	3.4	2.4	3.5	4.4	3.7	4.1	3.9
FY 2019	3.4	3.9	3.6	3.6	3.8	3.8	4.3	3.3	3.0				3.6

KPI: PART I CRIMES [TARGET ≦ 1,650 PART I CRIMES]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	160	163	140	126	107	111	110	87	92	107	120	119	1,096
FY 2018	113	122	127	108	90	79	77	52	86	114	97	108	854
FY 2019	90	101	87	99	89	84	95	72	78				795

PART I CRIMES BY TYPE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Property Crime	63	70	56	68	50	51	54	41	46				499
Larceny (Snatch/ Pickpocket)	15	17	12	10	19	21	15	15	21				145
Larceny (Other)	48	45	41	52	24	29	33	22	24				318
Burglary	0	0	1	1	0	0	0	1	1				4
Motor Vehicle Theft	0	7	1	3	2	1	1	1	0				16
Attempted M V Theft	0	1	1	1	3	0	3	2	0				11
Arson	0	0	0	1	2	0	2	0	0				5
Violent Crime	27	31	31	31	39	33	41	31	32				296
Aggravated Assault	7	9	10	7	13	9	12	12	8				87
Rape	0	0	1	0	1	0	1	0	0				3
Robbery	20	22	20	24	25	24	28	19	24				206
FY 2019 Part1 Crimes	90	101	87	99	89	84	95	72	78				795
FY 2019 Homicides	0	1	1	0	0	0	0	0	0				1

* Homicides that occur on WMATA property are investigated by other law enforcement agencies. These cases are shown for public information; however, the cases are reported by the outside agency and are not included in MTPD crime statistics.

continued

Fiscal Responsibility Performance Data

July - March 2019

KPI: RIDERSHIP BY MODE [BUDGET FORECAST 301.7 MILLION]

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Rail	Forecast	15,903,800	14,932,500	14,767,800	15,279,400	13,059,500	12,946,700	13,042,100	12,730,000	15,019,300				127,681,000
	Actual	15,773,079	14,280,028	13,787,738	16,212,860	13,593,699	12,268,426	12,539,782	12,661,125	15,614,840				126,731,577
Bus	Forecast	10,973,100	10,910,300	10,910,300	11,161,900	10,255,900	9,828,000	9,765,100	9,589,000	10,394,300				93,787,900
	Actual: Farebox	9,110,450	9,849,707	9,074,247	10,030,755	8,617,014	8,151,336	8,065,793	7,815,736	9,005,717				79,720,755
	Actual: APC	10,266,537	11,171,278	10,144,464	11,372,421	9,746,920	9,583,261	9,437,541	9,069,133	10,197,314				90,988,869
Access	Forecast	202,500	206,100	203,200	213,200	193,600	197,000	178,600	184,300	204,200				1,782,400
	Actual	196,666	212,050	188,964	215,654	190,276	181,256	177,581	175,966	203,794				1,742,207
Total	Forecast	27,079,400	26,048,900	25,881,200	26,654,500	23,509,000	22,971,700	22,985,800	22,503,200	25,617,700				223,251,400
	Actual: Farebox	25,080,195	24,341,785	23,050,949	26,459,269	20,400,989	20,601,018	20,783,156	20,652,827	24,824,351				208,194,539
	Actual: APC	26,236,282	25,663,356	24,121,166	27,800,935	23,530,895	22,032,943	22,154,904	21,906,224	26,015,948				219,462,653

Note: Metro is transitioning to using automatic passenger counter (APC) ridership as the source of official Metrobus ridership totals. In FY2018, the FTA approved the use of the APC method that is considered a more accurate count. The FY2019 Approved Budget ridership figures are adjusted to account for this change. Prior year figures are actual APC counts collected during the transition.

VACANCY RATE [TARGET 6%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	6%	7%	5%
FY 2018	7%	7%	7%	6%	7%	7%	6%	6%	7%	7%	7%	7%	7%
FY 2019	6%	7%	6%	5%	5%	5%	5%	5%	6%				6%

OPERATIONS CRITICAL VACANCY RATE [TARGET 9%]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	10%	10%	10%	8%	8%	8%	7%	7%	7%	8%	8%	11%	7%
FY 2018	13%	12%	13%	12%	12%	12%	11%	11%	11%	10%	10%	11%	11%
FY 2019	10%	9%	9%	9%	8%	8%	8%	9%	9%				9%

WATER USAGE (GALLONS PER VEHICLE MILE) [TARGET 0.82]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	1.37	1.29	1.56	1.05	0.61	0.50	0.69	0.52	0.64	0.66	0.67	1.13	0.92
FY 2018	1.25	1.39	1.40	1.29	0.65	0.67	0.55	0.62	0.56	0.68	0.83	1.22	0.93
FY 2019	1.27	1.15	1.32	0.86	0.44	1.38	0.39	0.43	0.64				0.88

ENERGY USAGE (BTU/VEHICLE MILE) [TARGET 38,290]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	42,404	39,734	44,477	37,665	38,352	40,112	45,493	42,813	39,927	40,877	36,782	41,244	41,180
FY 2018	41,548	38,877	40,219	35,308	38,773	40,066	44,078	42,060	36,393	37,798	37,508	40,594	39,628
FY 2019	39,641	42,492	40,949	37,031	42,821	39,068	39,811	38,462	36,342				39,569

GREENHOUSE GAS EMISSIONS PER VEHICLE MILE [TARGET 4.00]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY 2017	4.11	3.80	4.34	3.63	3.66	3.81	4.54	4.34	3.95	4.22	3.77	4.29	4.15
FY 2018	4.34	4.03	4.22	3.78	4.08	4.02	4.65	4.19	3.68	3.98	3.87	4.31	4.08
FY 2019	4.16	4.40	4.36	3.81	4.43	4.04	4.07	4.11	3.50				4.09

continued

Definitions

KPI	How is it measured?	What does this mean and why is it key to our strategy?
QUALITY SERVICE		
Metrorail Customer On-Time Performance	Percentage of customer journeys completed on time Number of journeys completed on time ÷ Total number of journeys	Rail Customer On-Time Performance (OTP) communicates the reliability of rail service, which is a key driver of customer satisfaction. OTP measures the percentage of customers who complete their journey within the maximum amount of time it should take per WMATA service standards. The maximum time is equal to the train run-time + a headway (scheduled train frequency) + several minutes to walk between the fare gates and platform. These standards vary by line, time of day, and day of the week. Actual journey time is calculated from the time a customer taps a SmarTrip® card to enter the system, to the time when the SmarTrip® card is tapped to exit. Factors that can effect OTP include: railcar availability, fare gate availability, elevator and escalator availability, infrastructure conditions, speed restrictions, single-tracking around scheduled track work, railcar delays (e.g., doors), or delays caused by sick passengers.
Rail Infrastructure Availability	Percentage of track available for customer travel during operating hours	Rail Infrastructure Availability is a key driver of customer on-time performance. Planned and unplanned maintenance of track, signaling, and traction power can result in single-tracking and/or speed restrictions that slow customer travel throughout the system. This measure includes both the duration and distance of restrictions. Single-tracking events reduce availability to zero for the portion of track impacted. Slow speed restrictions reduce availability of affected track segments by 85%, while medium restrictions reduce availability by 40%.
FTA Reportable Speed Restrictions (Federal Transit Administration Transit Asset Management Performance Measure)	Percentage of track segments with performance restrictions at 9:00 AM the first Wednesday of every month Number of track miles with performance restrictions ÷ 234 total miles	In 2016, the Federal Transit Administration (FTA) issued its Final Rule on Transit Asset Management, which requires transit properties to set targets and report performance on a variety of measures, including guideway condition. Guideway includes track, signals and systems. A performance restriction occurs when there is a speed restriction: the maximum train speed is set below the guideway design speed. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, and maintenance causes. FTA considers performance restrictions to be a proxy for both track condition and the underlying guideway condition.
Train On-Time Performance	Number of station stops delivered within the scheduled headway plus 2 minutes during rush (AM/PM) service ÷ Total station stops delivered Number of station stops delivered up to 150% of the scheduled headway during non-rush (midday and evening) ÷ Total station stops delivered	Train on-time performance measures the adherence to weekday headways, or the time customers wait between trains. Factors that can effect on-time performance include: infrastructure conditions, missed dispatches, railcar delays (e.g., doors), or delays caused by sick passengers. Station stops are tracked system-wide, with the exception of terminal and turn-back stations.

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Fleet Reliability	Mean Distance Between Delays (MDBD) Total railcar revenue miles ÷ Number of failures during revenue service resulting in delays of four or more minutes Mean Distance Between Failure (MDBF) Total railcar revenue miles ÷ Total number of failures occurring during revenue service	The number of miles traveled before a railcar experiences a failure. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars). Mean Distance Between Delay includes those failures that had an impact on customer on-time performance. Mean Distance Between Failure and Mean Distance Between Delay communicate the effectiveness of Metro's railcar maintenance and engineering program. Factors that influence railcar reliability are the age and design of the railcars, the amount the railcars are used, the frequency and quality of preventive maintenance, and the interaction between railcars and the track.
Trains in Service	Percentage of required trains that are in service at 8:15 AM and 5:00PM Number of Trains in service ÷ Total required trains	Trains in Service is a key driver of customer on-time performance and supports the ability to meet the Board standard for crowding. WMATA's base rail schedule requires 140 trains during rush periods. Fewer trains than required results in missed dispatches, which leads to longer wait times for customers and more crowded conditions. Key drivers of train availability include the size of the total fleet and the number of "spares", railcar reliability and average time to repair, operator availability, and balancing cars across rail yards to ensure that the right cars are in the right place at the right time.
Railcar Offloads	Number of railcar offloads that were a result of a railcar malfunction	Railcar Offloads are a key driver of customer on-time performance and communicates the impact of Metro's railcar maintenance and engineering program on custom. Factors that infuence railcar offloads are the age and design of the railcars, the amount the railcars are used, the frequency and quality of preventive maintenance, and the interaction between railcars and the track.
Rail Loading	Number of rail passengers per car Total passengers observed on-board trains passing through a station during a rush hour ÷ Actual number of cars passing through the same station during the rush hour Trained Metro observers are strategically placed around the system during its busiest times to monitor and report on crowding. Counts are taken at select stations where passenger loads are the highest and in the predominant flow direction of travel on one to two dates each month (from 6 AM to 10 AM and from 3 PM to 7 PM). In order to represent an average day, counts are normalized with rush ridership.	The Board of Directors has established Board standards of rail passengers per car to measure railcar crowding. Car crowding informs decision making regarding asset investments and scheduling. Additional Board standards have been set for: ▲ Hours of service—the Metrorail system is open to service customers ▲ Headway—scheduled time interval between trains during normal weekday service

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Metrobus On-Time Performance	Percentage of bus service delivered on-time Schedule-based routes = Number of time points delivered on time based on a window of 2 minutes early and 7 minutes late ÷ Total number of time points delivered Headway-based routes = Number of time points delivered within the scheduled headway + 3 minutes ÷ Total number of time points delivered	Bus on-time performance (OTP) communicates the reliability of bus service, which is a key driver of customer satisfaction and ridership. ▶ For schedule-based routes, OTP measures adherence to the published route schedule for delivered service. ▶ For headway-based routes, OTP measures the adherence to headways, or the time customers wait between buses. Headway-based routes include routes 70, 79, X2, 90, 92, 16Y, and Metroway. Factors that can effect OTP include: traffic congestion, detours, inclement weather, scheduling, vehicle reliability, operational behavior, or delays caused by passengers.
Bus Fleet Reliability	Mean Distance Between Failures (MDBF) The number of total miles traveled before a mechanical breakdown requiring the bus to be removed from service or deviate from the schedule	Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause buses to go out of service and to plan corrective actions. Factors that influence bus fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.
Bus Service Delivered	Percentage of scheduled bus service delivered Number of delivered time points ÷ Total number of scheduled time points (by route)	Bus service delivered is a key driver of bus on-time performance and supports the ability to meet the published route schedule and headways. When a trip is missed due to bus reliability, operator availability, or a collision and service is not delivered to customers, this leads to longer wait times for customers and more crowded conditions.
Bus Loading	Ratio of bus seats filled Top load recorded on a route during a time period ÷ actual bus seat capacity	Bus loading is a factor of bus customer satisfaction. This measure can inform decision making regarding bus service plans.
MetroAccess On-Time Performance	Adherence to Schedule Number of vehicle arrivals at the pick-up location within the 30 minute on-time widow ÷ Total trips delivered	This indicator illustrates how closely MetroAccess adheres to customer pick-up windows on a system-wide basis. Factors that effect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability, and operational behavior. MetroAccess on-time performance is essential to delivering quality service to the customer.
Elevator and Escalator Availability	In-service percentage Hours in service ÷ Operating hours Hours in service = Operating hours – Hours out of service Operating hours = Operating hours per unit × number of units	Escalator/elevator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator and elevator performance (at all stations over the course of the day) and will vary from an individual customer's experience. Availability is the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours. Customers access Metrorail stations via escalators to the train platform, while elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, and travelers carrying luggage. An out-of-service escalator requires walking up or down a stopped escalator, which can add to travel time and may make stations inaccessible to some customers. When an elevator is out of service, Metro is required to provide alternative services which may include shuttle bus service to another station.

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Customer Satisfaction	Survey respondent rating Number of survey respondents with high satisfaction ÷ Total number of survey respondents	Surveying customers about the quality of Metro's service delivery provides a mechanism to continually identify those areas of the operation where actions to improve the service can maximize rider satisfaction. Customer satisfaction is defined as the percent of survey respondents who rated their last trip on Metrobus or Metrorail as "very satisfactory" or "satisfactory." The survey is conducted via phone with approximately 400 bus and 400 rail customers who have ridden Metro in the past 30 days. Results are summarized by quarter (e.g., January–March).
SAFETY AND SECURITY		
Customer Injury Rate	Customer injury rate: Number of injuries ÷ (Number of passengers ÷ 1,000,000)	The customer injury rate is based on National Transit Database (NTD) Reporting criteria. It includes injury to any customer caused by some aspect of Metro's operation that requires immediate medical attention away from the scene of the injury. Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective.
Employee Injury Rate	Employee injury rate: Number of injuries ÷ (Total work hours ÷ 200,000)	An employee injury is recorded when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) receives medical treatment above first aid, 2) loses consciousness, 3) takes off days away from work, 4) is restricted in their ability to do their job, 5) is transferred to another job, 6) death. OSHA recordable injuries are a key indicator of how safe employees are in the workplace.
Crime	Reported Part I Crimes	Part I crimes reported to Metro Transit Police Department for Metrobus (on buses), Metrorail (on trains and in rail stations), or at Metro-owned parking lots in relation to Metro's monthly passenger trips. This measure provides an indicator of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime statistics can have a direct effect on whether customers feel safe in the system.

KPI	How is it measured?	What does this mean and why is it key to our strategy?
FINANCIAL RESPONSIBILITY		
Ridership	Total Metro ridership Metrorail passenger trips + Metrobus passenger boardings + MetroAccess passenger trips	Ridership is a measure of total service consumed and an indicator of value to the region. Drivers of this indicator include service quality and accessibility. Passenger trips are defined as follows: ▲ Metrorail reports passenger trips. A passenger trip is counted when a customer enters through a faregate. In an example where a customer transfers between two trains to complete their travel one trip is counted. ▲ Metrobus reports passenger boardings. A passenger boarding is counted via the onboard Automatic Passenger Counter (APC) when a customer boards a Metrobus. In an example where a customer transfers between two Metrobuses to complete their travel two trips are counted. ▲ MetroAccess reports passenger trips. A fare paying passenger traveling from an origin to a destination is counted as one passenger trip. *For performance measures and target setting, Metro uses total ridership numbers including passengers on bus shuttles to more fully reflect total passengers served. Metro does not include bus shuttle passenger trips in its budget or published ridership forecasts.
Vacancy Rate	Percentage of budgeted positions that are vacant (Number of budgeted positions – number of employees in budgeted positions) ÷ number of budgeted positions	This measure indicates how well Metro is managing its human capital strategy to recruit new employees in a timely manner, in particular operations-critical positions. Factors influencing vacancy rate can include: recruitment activities, training schedules, availability of talent, promotions, retirements, among other factors.
Water Usage	Rate of gallons of water consumed per vehicle mile Total gallons of water consumed ÷ Total vehicle miles	This measure reflects the level of water consumption Metro uses to run its operations. Water consumption is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.
Energy Usage	Rate of British Thermal Units (BTUs) consumed per vehicle mile MBTU(Gasoline + Natural Gas + Compressed Natural Gas + Traction Electricity + Facility Electricity) × 1000 ÷ Total vehicles miles	This measure reflects the level of various types of energy Metro uses to power its operations. Energy consumption is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.
Greenhouse Gas Emissions	Rate of metric tons of CO_2 emitted per vehicle mile (CO_2 metric tons generated from gas, CNG and diesel used by Metro revenue and non-revenue vehicles + CO_2 metric tons generated from electricity and natural gas used by facilities and rail services) ÷ Total vehicle miles	Greenhouse Gas emissions reflect how Metro sources its energy used to power its operations, as well as the amount of energy it uses. Reducing Greenhouse Gas emissions is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.

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Appendix I - Board Budget Resolution

SUBJECT: APPROVAL OF FISCAL YEAR 2020 OPERATING BUDGET AND CAPITAL BUDGET AND PUBLIC PARTICIPATION REPORT

2019-09

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

WHEREAS, WMATA Compact Sections 23 and 24 require the Board of Directors to adopt a capital budget and an operating budget each year; and

WHEREAS, The Board has received and considered the General Manager/Chief Executive Officer's (GM/CEO) proposed fiscal year (FY) 2020 Operating Budget and FY 2020-2025 Capital Improvement Program (CIP); and

WHEREAS, Pursuant to the Public Participation Plan, the Board held three public hearings on January 30, January 31 and February 5, 2019, on the proposed FY 2020 Operating Budget, related service and fare proposals, the CIP, and WMATA's strategic plan known as Keeping Metro Safe, Reliable and Affordable (KMSRA), including one of the public hearings in an area served by the Northern Virginia Transportation Commission; and

WHEREAS, The results of the public hearing and public participation are summarized in the Public Participation Report (Attachments A, A1, A2, and A3); and

WHEREAS, As required by the Federal Transit Administration (FTA) and under Board guidelines, staff conducted an equity analysis of the proposed fare and service changes (Attachment A4) and determined that the proposed changes will not impose a disparate impact on minority riders or a disproportionate burden on low-income riders; and

WHEREAS, The proposed CIP assumes that Passenger Rail Investment and Improvement Act grants (PRIIA) will be reauthorized; and

WHEREAS, The dedicated funding legislation requires WMATA to limit base jurisdictional operating subsidy growth to three percent annually and, therefore, WMATA will explore innovative initiatives to drive ridership growth and provide additional service options;

NOW, THEREFORE, be it

RESOLVED, That the Board approves the Public Participation Report on the proposed FY 2020 Operating Budget and FY 2020-2025 CIP, as detailed in Attachments A-A3, and the Title VI equity analysis detailed in Attachment A4; and be it further

RESOLVED, That the Board adopts KMSRA as the strategic plan and KMSRA is the basis for the FY 2020 Operating Budget and CIP; and be it further

RESOLVED, That the Board approves and adopts the FY 2020 Operating Budget (inclusive of all Operating Reimbursable projects) of $1.95 billion, with revenues, expenses, and subsidies detailed in Attachments B and C computed by: (1) taking the FY 2019 subsidy allocations and adding three percent to each Signatory's allocation; (2) allocating the Signatory amounts by calculating the jurisdiction's percentage share of the applicable Signatory's amount using the Board-approved subsidy formulae; and (3) applying the Board-approved subsidy formulae to the legislative exclusions to the three percent subsidy increase limitation; and (4) reduce the operating subsidy for Arlington County by $429,305 to reflect a reduction in bus service; and be it further

RESOLVED, That $72.14 million of debt service expenditures resulting from the issuance of Series 2017A, 2017B, and 2018 bonds are due from and allocated to the participating jurisdictions as detailed in Attachment C; and be it further

RESOLVED, That the Board approves and adopts the FY 2020 Capital Budget of $1.55 billion (inclusive of all Capital Reimbursable projects) and the FY 2020-2025 CIP of $9.24 billion as summarized in Attachments D, E and F; and be it further

RESOLVED, That the Board approves the use of FTA grant and local matching funds in the amount of $60 million for eligible preventive maintenance expenditures through the FY 2020 Capital Budget; and be it further

RESOLVED, That the Board approves the capital funding contribution of $23.40 million in capital funds to support operating revenue losses caused by service disruptions associated with major capital projects; and be it further

RESOLVED, That the Board approves and adopts the service changes and revisions to the fare schedule as detailed in Attachment G; and be it further

RESOLVED, That if: (1) any jurisdiction's paratransit expenses are less than such jurisdiction's budgeted paratransit amount due to a reduction in the number of MetroAccess trips attributable to that jurisdiction; and (2) WMATA's net expenses on Metrorail, Metrobus, and MetroAccess being favorable to WMATA's FY 2020 Operating Budget, the GM/CEO and Chief Financial Officer (CFO) are authorized to provide credits to such jurisdiction not to exceed the actual savings from such jurisdiction's budgeted paratransit amount on a schedule to be determined by the GM/CEO or CFO where credits

are based on the per trip rate used by the innovative paratransit program; and be it further

RESOLVED, That, subject to a net favorable FY 2020 Operating Budget position, the Board authorizes the GM/CEO to fund the Other Post-Employment Benefits trust in an amount that the GM/CEO deems appropriate during FY 2020; and be it further

RESOLVED, That the Board authorizes the GM/CEO to continue the Rush Hour Promise program through June 30, 2020, with terms and conditions established by the GM/CEO, and be it further

RESOLVED, That the Board authorizes the GM/CEO to negotiate, implement and manage a late-night service pilot program with interested transportation service providers on such terms and conditions as the GM/CEO deems appropriate; and be it further

RESOLVED, That the Board authorizes the GM/CEO to accept grant funding, above amounts listed in the FY 2020 Operating Budget and FY 2020-2025 CIP, without further Board action so long as there is no increase in the total annual expense budget authorization; and be it further

RESOLVED, That the GM/CEO shall report to the Board all unbudgeted grant funds received on a quarterly basis; and be it further

RESOLVED, That the Board authorizes the GM/CEO and CFO or their designee to leverage the dedicated funding, including issuance of bonds, to maximize the use of the funding for approved capital projects, and the GM/CEO shall seek and obtain Board approval prior to any obligation to close on a bond transaction; and be it further

RESOLVED, That, in order to implement the FY 2020 Capital Budget or the FY 2020 Operating Budget, the GM/CEO, the CFO, or their designees are authorized to: (1) file and execute grant applications and accept grants on behalf of WMATA for funds from the federal government and any other public or private entity regardless of whether a local match is required without further Board action, so long as the acceptance of such grant does not result in the increase in expenditures above the approved FY 2020-2025 CIP or the approved FY 2020 Operating Budget; (2) conduct public hearings at any time during FY 2020 in furtherance of the implementation of the FY 2020-2025 CIP; and (3) execute and file the annual FTA Certifications and Assurances as a prerequisite to the submission of federal grant applications; and be it further

RESOLVED, That the Board acknowledges that, in accordance with the terms of the Capital Funding Agreement (CFA), if any projects are started during the term of the CFA or any bonds or other financial instruments are issued pursuant to the CFA, the Contributing Jurisdictions have agreed to continue to make their Allocated Contributions

for those projects or debt service until the conclusion of the projects or the final maturity of the bonds or other financial instruments; and be it finally

RESOLVED, That, to allow staff to timely apply for the coming FY's grants, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

Patricia Y. Lee
General Counsel

WMATA File Structure Nos.:
2.7 Delegation of Authority
4.2.2 Fiscal Year Budgets

Washington Metropolitan Area Transit Authority
Public Outreach & Input Report

Docket B19-01: Proposed FY2020 Operating Budget and Related Service and Fare Proposals

Docket B19-02: Proposed FY2020-2025 Capital Improvement Program and Strategic Plan

INTRODUCTION



Metro's proposed Fiscal Year 2020 budget totals $3.4 billion and remains grounded in the General Manager's commitment to provide a better ride, better convenience and better value for the region.

The budget proposal identifies efficiencies needed to limit the amount paid by the jurisdictions, as required by law, while also reflecting anticipated ridership and revenue losses. In light of these realities, Metro's proposed budget prioritizes safety and compliance, system preservation and state of good repair, and improvements to the customer experience, along with other efforts to increase ridership.

Several key initiatives being considered include:

- Expand weekday rush hours to provide more frequent service later in the morning and evening from 5:00 a.m.-10:00 a.m. and 3:00 p.m.-8:30 p.m. with peak fares in effect.
- Extend service on the Yellow Line to Greenbelt instead of Fort Totten or Mt Vernon Sq.
- Extend all Red Line trains to Glenmont during weekday rush hours and weekends instead of ending some trains at Silver Spring.
- Run all eight-car trains.
- Implement a $2 weekend flat fare on Metrorail, excluding special events.
- Reduce the cost of the 7-day bus pass from $17.50 to $15.
- Add unlimited local Metrobus trips to Metro's unlimited monthly rail pass, SelectPass, at no additional cost.
- Introduce an updated series of passes by adjusting the current 1-Day, 7-Day Short-Trip and 7-Day Fast Rail Passes and introducing a new 3-Day Pass, with all including unlimited local Metrobus trips.

Details about the proposed changes, as well as the proposed capital improvement program budget and Metro's updated strategic plan, can be found in WMATA Dockets B19-01 and B19-02 at wmata.com under About > Public Hearings & Meetings.

This report includes an overview of the public participation plan that was followed, as well as a summary of the feedback received from the public from various information channels.

COMMUNICATIONS & OUTREACH TO THE PUBLIC

In order to encourage public feedback on the proposed budget and strategic plan, as well as to fulfill the Board-approved Public Participation Plan, Metro designed a communications and outreach plan that focused on customers and local stakeholders.

The majority of the communications and outreach effort concentrated on the public comment time period - Saturday, January 12 through Monday, February 11. The final plan included the following efforts:

- Outreach events at stations & bus stops
- Stakeholder communication
- Targeted marketing & media
- Open houses & public hearings

In order to best manage resources in the allotted amount of time, the majority of outreach efforts focused on the proposed changes that would have the greatest impact on riders (high ridership, bus-rail transfers, Title VI populations). A demographic overview of the impacted customers can be viewed in the Title VI equity analysis report.

Feedback was collected through the following sources during the public comment period:

- Paper surveys in English and Spanish at station/bus stop outreach events and station survey collection boxes
- Paper surveys in English and Spanish from the Open Houses/Public Hearings
- Online survey in English and Spanish
- Verbal and written public testimony at the Public Hearings
- Written comments received by the Board Secretary's Office

Additional feedback about the various fare and service proposals was collected through a series of online surveys prior to the public comment period.

Outreach Events at Stations & Bus Stops

Outreach street teams traveled to various Metrorail stations and bus stops for a total of 107 shifts to collect feedback from riders on paper surveys and pass out brochures. Target stations aligned closely with jurisdictional station distribution, and locations were chosen based on high average weekday, low-income and minority ridership, high rail-to-bus transfers and locations impacted by service proposals. A complete list of outreach shifts is listed on page 6.

Team members wore Metro aprons and those who were bilingual wore large pins that identified them as speaking another language. Half of all street teams were fluent in Spanish, and some teams also had Amharic, Chinese and Korean speakers.

Team members distributed a combined brochure/survey in English and Spanish that explained the details of the proposed budget and strategic plan, information about the public hearings and ways to provide feedback. A sentence with language assistance details was placed in the brochure in Amharic, Chinese, French, Korean, and Vietnamese. Riders were asked to complete the survey and either hand it back to outreach staff or drop it off at any Metrorail Station survey collection box. Panels from the combined brochure/survey are on the following page.

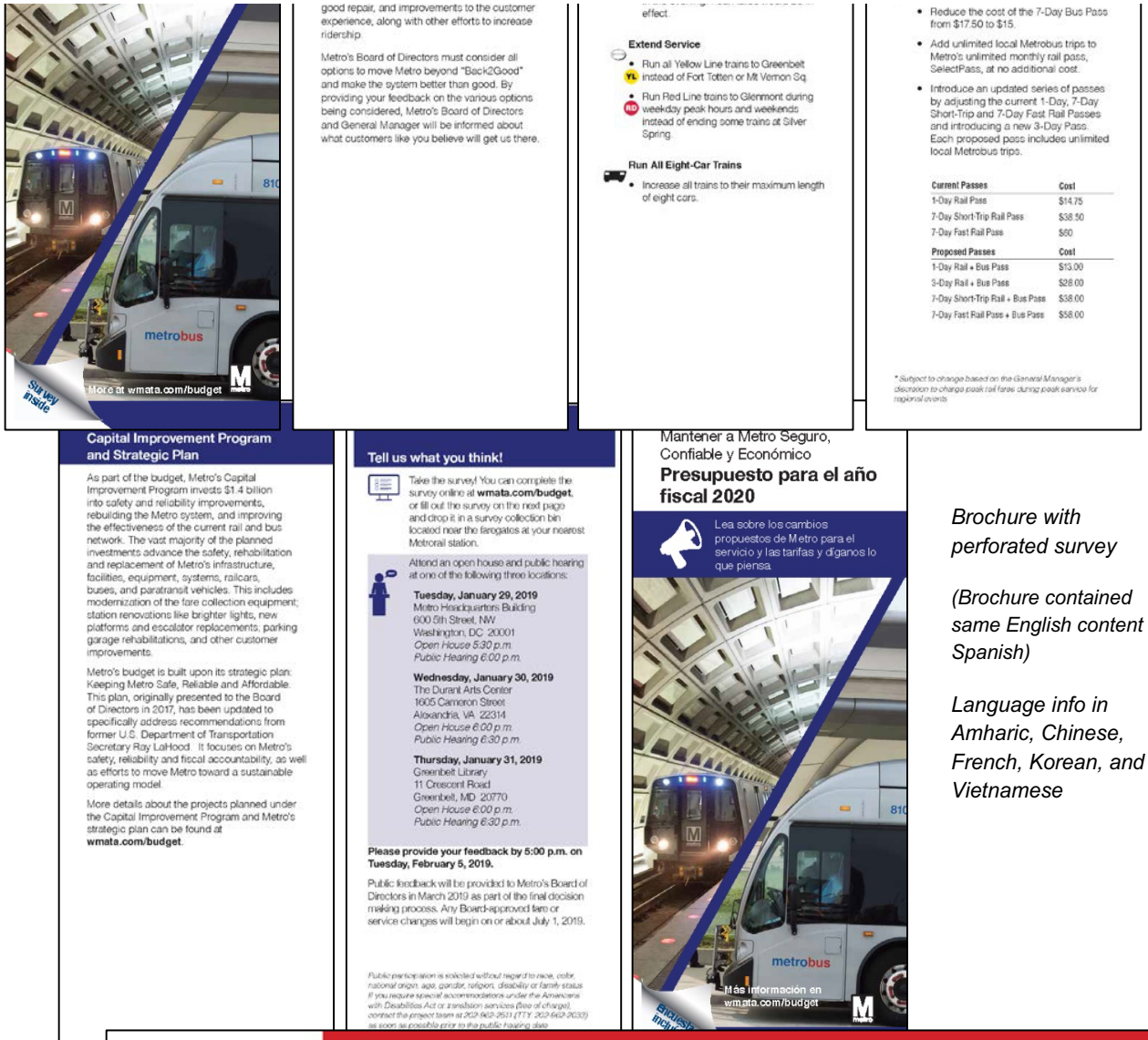
Approximately 121,600 brochures were distributed during the outreach. A total of 1,555 paper surveys were collected from team members and survey collection boxes in stations, accounting for 26% of all feedback collected during the public comment period**.**

Station/Bus Stop Outreach By the Numbers	
# of outreach shifts	107
# of locations	59
# of brochures distributed	121,600
# paper surveys collected*	1,555

**Collected by outreach teams and in survey collection boxes in Metrorail stations*







good repair, and improvements to the customer experience, along with other efforts to increase ridership.

Metro's Board of Directors must consider all options to move Metro beyond "Back2Good" and make the system better than good. By providing your feedback on the various options being considered, Metro's Board of Directors and General Manager will be informed about what customers like you believe will get us there.

effect.

Extend Service

- Run all Yellow Line trains to Greenbelt instead of Fort Totten or Mt Vernon Sq.
- Run Red Line trains to Glenmont during weekday peak hours and weekends instead of ending some trains at Silver Spring.

Run All Eight-Car Trains

- Increase all trains to their maximum length of eight cars.

- Reduce the cost of the 7-Day Bus Pass from $17.50 to $15.
- Add unlimited local Metrobus trips to Metro's unlimited monthly rail pass, SelectPass, at no additional cost.
- Introduce an updated series of passes by adjusting the current 1-Day, 7-Day Short-Trip and 7-Day Fast Rail Passes and introducing a new 3-Day Pass. Each proposed pass includes unlimited local Metrobus trips.

Current Passes	Cost
1-Day Rail Pass	$14.75
7-Day Short-Trip Rail Pass	$38.50
7-Day Fast Rail Pass	$60
Proposed Passes	**Cost**
1-Day Rail + Bus Pass	$13.00
3-Day Rail + Bus Pass	$28.00
7-Day Short-Trip Rail + Bus Pass	$38.00
7-Day Fast Rail Pass + Bus Pass	$58.00

** Subject to change based on the General Manager's discretion to charge peak rail fares during peak service for regional events.*

Survey inside

More at wmata.com/budget

Capital Improvement Program and Strategic Plan

As part of the budget, Metro's Capital Improvement Program invests $1.4 billion into safety and reliability improvements, rebuilding the Metro system, and improving the effectiveness of the current rail and bus network. The vast majority of the planned investments advance the safety, rehabilitation and replacement of Metro's infrastructure, facilities, equipment, systems, railcars, buses, and paratransit vehicles. This includes modernization of the fare collection equipment; station renovations like brighter lights, new platforms and escalator replacements; parking garage rehabilitations; and other customer improvements.

Metro's budget is built upon its strategic plan: Keeping Metro Safe, Reliable and Affordable. This plan, originally presented to the Board of Directors in 2017, has been updated to specifically address recommendations from former U.S. Department of Transportation Secretary Ray LaHood. It focuses on Metro's safety, reliability and fiscal accountability, as well as efforts to move Metro toward a sustainable operating model.

More details about the projects planned under the Capital Improvement Program and Metro's strategic plan can be found at **wmata.com/budget**.

Tell us what you think!

Take the survey! You can complete the survey online at **wmata.com/budget**, or fill out the survey on the next page and drop it in a survey collection bin located near the faregates at your nearest Metrorail station.

Attend an open house and public hearing at one of the following three locations:

Tuesday, January 29, 2019
Metro Headquarters Building
600 5th Street, NW
Washington, DC 20001
Open House 5:30 p.m.
Public Hearing 6:00 p.m.

Wednesday, January 30, 2019
The Durant Arts Center
1605 Cameron Street
Alexandria, VA 22314
Open House 6:00 p.m.
Public Hearing 6:30 p.m.

Thursday, January 31, 2019
Greenbelt Library
11 Crescent Road
Greenbelt, MD 20770
Open House 6:00 p.m.
Public Hearing 6:30 p.m.

Please provide your feedback by 5:00 p.m. on Tuesday, February 5, 2019.

Public feedback will be provided to Metro's Board of Directors in March 2019 as part of the final decision making process. Any Board-approved fare or service changes will begin on or about July 1, 2019.

Public participation is solicited without regard to race, color, national origin, age, gender, religion, disability or family status. If you require special accommodations under the Americans with Disabilities Act or translation services (free of charge), contact the project team at 202-962-2511 (TTY: 202-962-2033) as soon as possible prior to the public hearing date.

Mantener a Metro Seguro, Confiable y Económico

Presupuesto para el año fiscal 2020

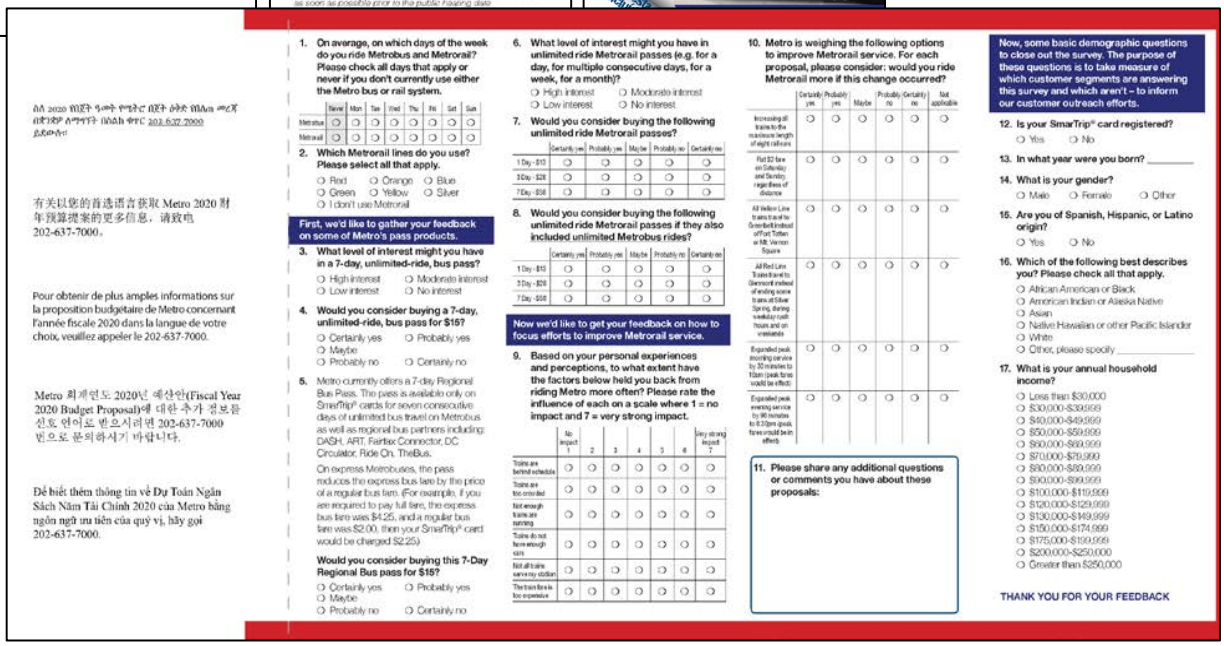
Lea sobre los cambios propuestos de Metro para el servicio y las tarifas y díganos lo que piensa.

Más información en wmata.com/budget

Brochure with perforated survey

(Brochure contained same English content in Spanish)

Language info in Amharic, Chinese, French, Korean, and Vietnamese



በ2020 የበጀት ዓመት የሚቀርብ ስለ ሰፊው ህዝብ ስብሰባ መረጃ ለማግኘት ሰዓታት በሰልክ ቁጥር 202-637-7000 ይደውሉ።

有关以您的首选语言获取 Metro 2020 财年预算提案的更多信息，请致电 202-637-7000。

Pour obtenir de plus amples informations sur la proposition budgétaire de Metro concernant l'année fiscale 2020 dans la langue de votre choix, veuillez appeler le 202-637-7000.

Metro 회계연도 2020년 예산안(Fiscal Year 2020 Budget Proposal)에 대한 추가 정보를 선호 언어로 받으시려면 202-637-7000 번으로 문의하시기 바랍니다.

Để biết thêm thông tin về Dự Toán Ngân Sách Năm Tài Chính 2020 của Metro bằng ngôn ngữ ưa thích của quý vị, hãy gọi 202-637-7000.

1. **On average, on which days of the week do you ride Metrobus and Metrorail? Please check all days that apply or never if you don't currently use either the Metro bus or rail system.**

	Never	Mon	Tue	Wed	Thu	Fri	Sat	Sun
Metrobus	○	○	○	○	○	○	○	○
Metrorail	○	○	○	○	○	○	○	○

2. **Which Metrorail lines do you use? Please select all that apply.**
○ Red ○ Orange ○ Blue
○ Green ○ Yellow ○ Silver
○ I don't use Metrorail

First, we'd like to gather your feedback on some of Metro's pass products.

3. **What level of interest might you have in a 7-day, unlimited-ride, bus pass?**
○ High interest ○ Moderate interest
○ Low interest ○ No interest

4. **Would you consider buying a 7-day, unlimited-ride, bus pass for $15?**
○ Certainly yes ○ Probably yes
○ Maybe
○ Probably no ○ Certainly no

5. Metro currently offers a 7-day Regional Bus Pass. The pass is available only on SmarTrip® cards for seven consecutive days of unlimited bus travel on Metrobus as well as regional bus partners including: DASH, ART, Fairfax Connector, DC Circulator, Ride On, TheBus.

On express Metrobuses, the pass reduces the express bus fare by the price of a regular bus fare. (For example, if you are required to pay full fare, the express bus fare was $4.25, and a regular bus fare was $2.00, then your SmarTrip® card would be charged $2.25)

Would you consider buying this 7-Day Regional Bus pass for $15?
○ Certainly yes ○ Probably yes
○ Maybe
○ Probably no ○ Certainly no

6. **What level of interest might you have in unlimited ride Metrorail passes (e.g. for a day, for multiple consecutive days, for a week, for a month)?**
○ High interest ○ Moderate interest
○ Low interest ○ No interest

7. **Would you consider buying the following unlimited ride Metrorail passes?**

	Certainly yes	Probably yes	Maybe	Probably no	Certainly no
1 Day - $13	○	○	○	○	○
3 Day - $28	○	○	○	○	○
7 Day - $58	○	○	○	○	○

8. **Would you consider buying the following unlimited ride Metrorail passes if they also included unlimited Metrobus rides?**

	Certainly yes	Probably yes	Maybe	Probably no	Certainly no
1 Day - $13	○	○	○	○	○
3 Day - $28	○	○	○	○	○
7 Day - $58	○	○	○	○	○

Now we'd like to get your feedback on how to focus efforts to improve Metrorail service.

9. **Based on your personal experiences and perceptions, to what extent have the factors below held you back from riding Metro more often? Please rate the influence of each on a scale where 1 = no impact and 7 = very strong impact.**

	No impact 1	2	3	4	5	6	Very strong impact 7
Trains are behind schedule	○	○	○	○	○	○	○
Trains are too crowded	○	○	○	○	○	○	○
Not enough trains are running	○	○	○	○	○	○	○
Trains do not have enough cars	○	○	○	○	○	○	○
Not all trains serve my station	○	○	○	○	○	○	○
The train fare is too expensive	○	○	○	○	○	○	○

10. **Metro is weighing the following options to improve Metrorail service. For each proposal, please consider: would you ride Metrorail more if this change occurred?**

	Certainly yes	Probably yes	Maybe	Probably no	Certainly no	Not applicable
Increasing all trains to the maximum length of eight railcars	○	○	○	○	○	○
Flat $2 fare on Saturday and Sunday, regardless of distance	○	○	○	○	○	○
All Yellow Line trains travel to Greenbelt instead of Fort Totten or Mt Vernon Square	○	○	○	○	○	○
All Red Line Trains travel to Glenmont instead of ending some trains at Silver Spring, during weekday rush hours and on weekends	○	○	○	○	○	○
Expanded peak morning service by 30 minutes to 10am (peak fares would be in effect)	○	○	○	○	○	○
Expanded peak evening service by 90 minutes to 8:30pm (peak fares would be in effect)	○	○	○	○	○	○

11. **Please share any additional questions or comments you have about these proposals:**

Now, some basic demographic questions to close out the survey. The purpose of these questions is to take measure of which customer segments are answering this survey and which aren't – to inform our customer outreach efforts.

12. **Is your SmarTrip® card registered?**
○ Yes ○ No

13. **In what year were you born?** _____

14. **What is your gender?**
○ Male ○ Female ○ Other

15. **Are you of Spanish, Hispanic, or Latino origin?**
○ Yes ○ No

16. **Which of the following best describes you? Please check all that apply.**
○ African American or Black
○ American Indian or Alaska Native
○ Asian
○ Native Hawaiian or other Pacific Islander
○ White
○ Other, please specify _____

17. **What is your annual household income?**
○ Less than $30,000
○ $30,000-$39,999
○ $40,000-$49,999
○ $50,000-$59,999
○ $60,000-$69,999
○ $70,000-$79,999
○ $80,000-$89,999
○ $90,000-$99,999
○ $100,000-$119,999
○ $120,000-$129,999
○ $130,000-$149,999
○ $150,000-$174,999
○ $175,000-$199,999
○ $200,000-$250,000
○ Greater than $250,000

THANK YOU FOR YOUR FEEDBACK

Outreach Event Schedule

Date	Station
Thursday, January 17, 2019 6:00-10:00 a.m.	New Carrollton
	Landover
	Deanwood
	Minnesota Ave
	Potomac Ave
Thursday, January 17, 2019 4:30-8:30 p.m.	Largo Town Center
	Addison Rd
	Capitol Heights
	Benning Rd
	Stadium-Armory
Friday, January 18, 2019 6:00-10:00 a.m.	Wiehle-Reston East
	Tysons Corner
	Vienna
	East Falls Church
	Ballston-MU
Friday, January 18, 2019 4:30-8:30 p.m.	Smithsonian
	McPherson Sq
	Farragut West
	Foggy Bottom-GWU
	Rosslyn
	Court House
Tuesday, January 22, 2019 6:00-10:00 a.m.	Shady Grove
	Rockville
	Glenmont
	Wheaton
	Silver Spring
Tuesday, January 22, 2019 4:30-8:30 p.m.	Brookland-CUA
	Rhode Island Ave
	Union Station
	Gallery Place
	Metro Center
Wednesday, January 23, 2019 6:00-10:00 a.m.	Greenbelt
	College Park
	Prince George's Plaza
	West Hyattsville
	Fort Totten

Date	Station
Friday, January 25, 2019 6:00-10:00 a.m.	Anacostia
	Congress Heights
	Southern Ave
	Naylor Rd
	Suitland
	Branch Ave
Friday, January 25, 2019 4:30-8:30 p.m.	New Carrollton
	Landover
	Deanwood
	Minnesota Ave
	Potomac Ave
Saturday, January 26, 2019 9:00 a.m.-1:00 p.m.	Gallery Place
	Union Station
	Columbia Heights
	Pentagon
	Foggy Bottom
Sunday, January 27, 2019 9:00 a.m.-1:00 p.m.	Anacostia
	Fort Totten
	Pentagon City
	Rosslyn
	Silver Spring
Monday, January 28, 2019 6:00-10:00 a.m.	Georgia Ave-Petworth
	Columbia Heights
	Shaw-Howard U
	L'Enfant Plaza
	Archives
	Pentagon City
Monday, January 28, 2019 4:30-8:30 p.m.	Shady Grove
	Rockville
	Glenmont
	Wheaton
	Silver Spring
Tuesday, January 29, 2019 6:00-10:00 a.m.	Brookland-CUA
	Rhode Island Ave
	Union Station
	Gallery Place
	Metro Center

Date	Station
Tuesday, January 29, 2019 4:30-8:30 p.m.	Franconia-Springfield
	Huntington
	King St-Old Town
	Reagan National Airport
	Crystal City
	Pentagon
Wednesday, January 30, 2019 6:00-10:00 a.m.	Smithsonian
	McPherson Sq
	Farragut West
	Foggy Bottom-GWU
	Rosslyn
	Court House
Wednesday, January 30, 2019 4:30-8:30 p.m.	Greenbelt
	College Park
	Prince George's Plaza
	West Hyattsville
	Fort Totten
Wednesday, February 4, 2019* 4:30-8:30 p.m.	Georgia Ave-Petworth
	Columbia Heights
	Shaw-Howard U
	L'Enfant Plaza
	Archives
	Pentagon City
Thursday, February 5, 2019* 6:00-10:00 a.m.	Franconia-Springfield
	Huntington
	King St-Old Town
	Reagan National Airport
	Crystal City
	Pentagon
Thursday, February 5, 2019* 4:30-8:30 p.m.	Bethesda
	Friendship Heights
	Tenleytown-AU
	Dupont Circle
	Farragut North

**Rescheduled dates from the previous week due to weather conditions*

Stakeholder Communication

- The Managing Director of Office of Management and Budget Services gave a presentation about the proposed budget to Metro's Riders' Advisory Council on December 5, 2018.
- The Chief Financial Officer gave a presentation about the proposed budget to Metro's Accessibility Advisory Committee (AAC) on February 4, 2019.
- The Office of External Relations notified its 2,900+ stakeholder list through an email on Friday, January 18, 2019 which includes places of worship, event venues, business improvement districts, residences and apartments, schools, shopping areas and more. The list also includes more than 300 Community Based Organizations (CBOs).
- The Office of Equal Employment Opportunity (OEEO) informed stakeholders of the opportunity to provide comments, encouraging submission of feedback via Metro's online survey. OEEO also invited participation in the three Open Houses and Public Hearings In total, OEEO contacted 1,945 individuals associated with 1,471 community partners such as Community Based Organizations (CBOs), Places of Worship, residences/apartments, and schools. Communication included a link to information in languages other than English (Amharic, Chinese, French, Korean, Spanish, and Vietnamese). OEEO followed up with 36 CBOs via phone to confirm information was received, and to respond to any requests for additional information.
- The Office of Government Relations provided extensive information on the FY2020 budget proposal and strategic plan to local, state jurisdictional and Congressional staff. Staff addressed follow up questions to the plan to ensure elected officials and their staff had a thorough understanding of the options.
- Employees were notified that the recommended budget was going to be discussed with the Board Finance Committee through a special message from the General Manager on October 29, 2018. Information about providing feedback on the proposals through the General Manager's weekly email newsletter on Friday, January 11, as well as Metrobus, Metrorail, and Grounds Maintenance and Custodial Services "hot sheets" that are shared with the operations divisions.
- Arlington County Transportation notified its stakeholder list through an email on January 30, 2019 which included a brief overview of the proposal and ways to provide feedback.



GM weekly email newsletter

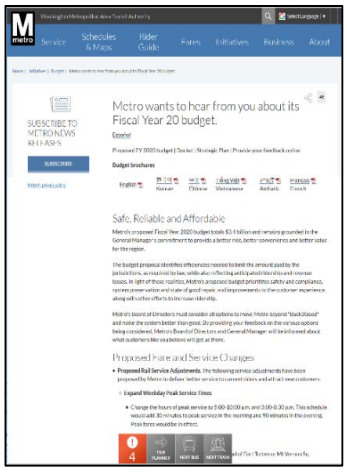


Metrobus Hot Sheet

Targeted Marketing & Media

Metro used targeted marketing and media strategies to increase awareness and encourage feedback on the proposal.

- The creation of the webpages *wmata.com/budget* and *wmata.com/budget_espanol* informed customers about the proposal and how customers could provide information, including the survey link and contained pdf fliers in Amharic, Chinese, French, Korean, and Vietnamese. The page *wmata.com/budget_espanol* was professionally translated into Spanish. A link was also posted on the *wmata.com* homepage. The webpages in English and Spanish generated over 6,360 page views and of those 82% were unique visitors.

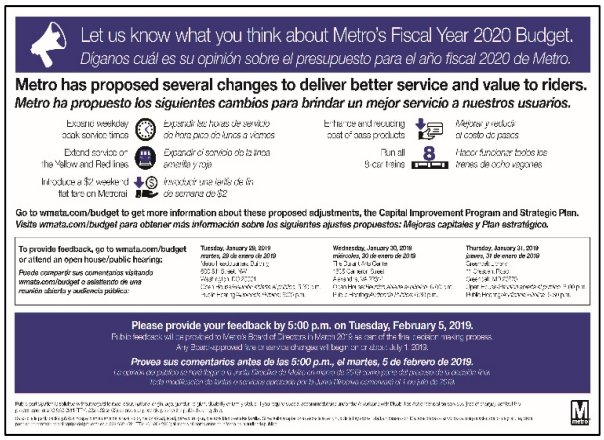


wmata.com/budget webpage

- Legal notices were placed in the *Washington Post* on Saturday, January 12, 2019, and Saturday, January 19, 2019, notifying the public of the opportunities to provide public comment.

- English and Spanish signs were posted in Metrorail stations, Bus Information Centers on Metrobus, and MetroAccess vehicles. Metrorail station kiosk screens were updated, and survey collection boxes were placed in all Metrorail stations and included 5,000 copies of the brochure/survey.

- Advertisements were placed in newspapers throughout the region, including multi-lingual publications:
  - *The Express* (English)
  - *The Afro* (English)
  - *El Tiempo Latino* (Spanish)
  - *Washington Hispanic* (Spanish)
  - *Korean Times* (Korean)
  - *Epoch Times* (Chinese)
  - *Doi Nay* (Vietnamese)



Bus Information Center sign

- Copies of the English and Spanish notices were sent to all jurisdictional libraries.

- A press release was published on Wednesday, January 16, 2019.

- Various media outlets and blogs, including WAMU, WJLA, WTOP, Falls Church News-Press, Occupational Health and Safety Magazine, the Express, Greater Greater Washington, POPville, and DCist, covered the budget proposal and public hearing.

- Social media (Facebook, Twitter) was used to post information about the proposal.
  - Facebook: over 1,885 people reached with 23 reactions and 12 link clicks across 6 posts
  - Twitter: over 88,250 impressions and over 990 engagements and 320 link clicks across 6 @wmata tweets



Ads for El Tiempo Latino and Epoch Times

Open House & Public Hearing



Metro hosted three joint open houses and public hearings for the proposed budget and strategic plan. The first one took place on Wednesday, January 30, 2019, at the Durant Arts Center, 1605 Cameron St, Alexandria, VA. The second one was on Thursday, January 31, 2019, at the Greenbelt Library, 11 Crescent Road, Greenbelt, MD, and the third one, which was originally scheduled for Tuesday, January 29, but was rescheduled due to weather, was on Tuesday, February 5, 2019, at WMATA Headquarters, 600 5th St NW, Washington DC. The open houses began at 6:00 p.m. and the public hearing begin at 6:30 p.m. in Virginia and Maryland, and the open house began at 5:30 p.m. and the public hearing began at 6:00 p.m. in Washington DC.

Signage throughout the open house and public hearing was in English and Spanish, and Spanish-speaking staff was available at all events. Each location was ADA accessible and conveniently located next to a Metrorail station or bus line.

The open houses provided the opportunity for attendees to speak one-on-one with staff members from the Office of Management and Budget Services, and attendees were able to complete the survey on-site. In total, the open houses hosted fifty attendees.

The public hearings followed WMATA's standard public hearing procedures. At the beginning of each hearing, a WMATA Board Member read a prepared statement outlining the public hearing process, and Dennis Anosike, WMATA's Chief Financial Officer, presented an overview of the proposed budget and strategic plan. The Board Members that participated were Paul Smedberg, Michael Goldman, and Clarence Crawford.

A total of 24 people provided oral testimony at a public hearing. The oral testimony from the speakers at the public hearing can be found in *Appendix C: Public Hearing Oral Testimony* and accounted for 0.6% of all feedback collected during the public comment period.

	Open House # of Attendees	Public Hearing # of Speakers
Wednesday, January 30 Durant Arts Center Alexandria, VA	10	1
Thursday, January 31 Greenbelt Library Greenbelt, MD	19	8
Tuesday, February 5 WMATA Headquarters Washington, DC	21	24
Total	***50***	***33***

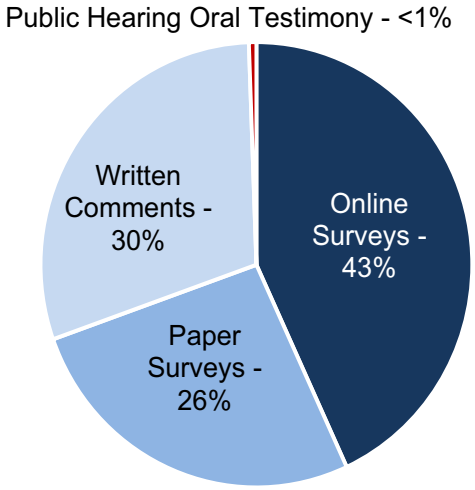
Public Input Results

The Office of Customer Research designed a questionnaire with the Budget Project Team and External Relations to collect feedback from Metro customers and stakeholders on the eight key initiatives described on page 2 of this report.

Metro collected public input through surveys, written comments (through the survey tool or letters sent to the Board Office), and oral testimony at the public hearings during the public comment period from Saturday, January 12 through 9:00 a.m. Monday, February 11, 2019. The public comment period was originally scheduled to close on Tuesday, February 5 but was extended due to the public hearing in Washington DC being rescheduled due to weather. **Metro received over 5,800 responses to the proposed budget and strategic plan.**

More than 99 percent of the input received came in using the survey tool, either online or on paper. Analysis of public input collected through responses to survey questions can be found in *Appendix A: Customer Feedback on Proposed Service Changes and Fare Options.* Another 30% of the input received was written comment with nearly all being provided through the survey tool. Written comments can be reviewed in *Appendix B: Written Comments*. Oral testimony at the public hearing accounted about 0.6% and can be reviewed in *Appendix C: Public Hearing Oral Testimony.*

Public Input Sources



Feedback Type	Qty
Online Surveys – wmata.com/budget	2,537
Paper Surveys	1,555
Written Comments	1,757
Public Hearing Oral Testimony	33
Total	5,882

Survey Demographics

A total of 5,849 surveys were submitted. 33% of feedback was received from minority customers and 9% from Hispanics. Low-income customers, those from households earning less than $30,000 annually, represented 5% of feedback. Additional details about the survey results can be found in *Appendix A: Customer Feedback on Proposed Service Changes and Fare Options.*

	Responses	%
Household income		
Less than $30,000	259	5%
More than $30,000	4,607	95%
Latino or Hispanic Origin		
Yes	467	9%
No	5,014	91%
Race		
African American or Black	1,106	21%
American Indian or Alaska Native	107	2%
Asian	488	9%
Native Hawaiian or other Pacific Islander	58	1%
White	3,568	67%
Other	258	5%

Attachment B

FY2020 OPERATING BUDGET

(Dollars in Thousands)	Subsidized	BUS	RAIL	ACCESS	REIMB
REVENUES					
Passenger	$676,155	$137,936	$528,279	$9,940	$0
Parking	$46,968	$0	$46,968	$0	$0
Advertising	$27,673	$9,150	$18,523	$0	$0
Joint Development	$11,062	$0	$11,062	$0	$3,308
Fiber Optics	$15,992	$0	$15,992	$0	$0
Other	$36,528	$6,064	$30,464	$0	$5,714
Total Revenues	$814,378	$153,150	$651,288	$9,940	$9,022
EXPENSES					
Personnel	$1,356,000	$534,221	$811,356	$10,423	$7,570
Services	$339,022	$65,429	$115,334	$158,259	$1,452
Materials & Supplies	$110,615	$31,910	$77,396	$1,308	$0
Fuel (Gas/Diesel/CNG)	$31,767	$23,993	$2,305	$5,470	$0
Utilities & Propulsion	$88,661	$13,746	$74,204	$711	$0
Casualty & Liability	$33,880	$10,039	$23,174	$667	$0
Leases & Rentals	$10,036	$2,118	$6,937	$981	$0
Miscellaneous	$14,752	$855	$13,782	$115	$0
Capital Allocation	($46,070)	($12,799)	($31,981)	($1,290)	$0
Total Expenses	$1,938,663	$669,511	$1,092,507	$176,644	$9,022
Net Subsidy	$1,124,285	$516,361	$441,220	$166,704	$0
Cost Recovery Ratio	42.0%	22.9%	59.6%	5.6%	

ATTACHMENT C

FY2020 Operating Budget Subsidy (as of 28 March 2019)

($ in Millions)	FY2019 Base	FY2020 Capped	FY2020 Legislative Exclusions	2A Stop Svcs. Savings	FY2020 Total Subsidy	Debt Service	Jurisdictional Operating Subsidy
District of Columbia	**$392,127,171**	**$403,890,986**	**$3,429,948**	**$0**	**$407,320,934**	**$33,260,444**	**$440,581,379**
Montgomery County	$182,118,788	$186,852,061	$2,070,991	$0	$188,923,052	$15,403,973	$204,327,025
Prince George's County	$231,560,428	$239,237,532	$3,175,049	$0	$242,412,581	$15,803,865	$258,216,446
Maryland Subtotal	**$413,679,215.9**	**$426,089,592**	**$5,246,040**	**$0**	**$431,335,633**	**$31,207,839**	**$462,543,472**
City of Alexandria	$44,841,023	$45,432,017	$346,334	$0	$45,778,351	$1,774,173	$47,552,524
Arlington County	$75,350,303	$77,862,623	$621,226	($429,305)	$78,054,545	$0	$78,054,545
City of Fairfax	$2,489,853	$2,453,430	$30,351	$0	$2,483,780	$111,409	$2,595,190
Fairfax County	$149,170,432	$154,278,631	$1,587,288	$0	$155,865,920	$5,610,981	$161,476,901
City of Falls Church	$3,134,528	$3,209,022	$236,712	$0	$3,445,735	$176,153	$3,621,888
Loudoun County	$0	$0	$0	$0	$0	$0	$0
Virginia Subtotal	**$274,986,139**	**$283,235,724**	**$2,821,912**	**($429,305)**	**$285,628,331**	**$7,672,717**	**$293,301,048**
Total Contribution	**$1,080,792,527**	**$1,113,216,302**	**$11,497,900**	**($429,305)**	**$1,124,284,898**	**$72,141,000**	**$1,196,425,898**

ATTACHMENT D:
Fiscal Year 2020-2025 Capital Improvement Program by Category

$ in millions

Investment by Program	FY2020 Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	6 Year Plan
Railcars	$272.3	$240.9	$305.0	$333.0	$369.7	$294.4	$1,815.4
Rail Systems	$200.2	$173.6	$163.0	$146.0	$142.4	$175.3	$1,000.6
Track and Structures	$166.5	$192.0	$220.9	$228.7	$227.3	$196.5	$1,231.9
Stations and Passenger Facilities	$490.7	$553.1	$453.3	$363.3	$346.1	$355.5	$2,562.1
Bus and Paratransit	$194.8	$252.0	$256.9	$234.1	$230.8	$202.7	$1,371.3
Business Support	$225.3	$272.9	$267.2	$179.8	$184.2	$130.6	$1,260.1
Total	**$1,549.8**	**$1,684.6**	**$1,666.4**	**$1,485.0**	**$1,500.5**	**$1,355.1**	**$9,241.4**

Notes: Totals exclude $23.4M for service disruptions associated with major capital projects.

ATTACHMENT E:
Fiscal Year 2020-2025 Capital Improvement Program by Funding Source

Funding Sources ($ in Millions)	FY2020 Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	Total FY2020 - FY2025
FEDERAL FUNDING							
Federal Formula Programs	$348,482,379	$332,639,493	$332,639,493	$332,639,493	$332,639,493	$332,639,493	$2,011,679,845
Federal PRIIA *	$148,500,000	$148,500,000	$148,500,000	$148,500,000	$148,500,000	$148,500,000	$891,000,000
Other Federal Grants	$3,600,000	$4,131,200	$4,428,532	$2,800,000	$2,960,000	$1,200,000	$19,119,732
TOTAL, Federal Grants	**$500,582,379**	**$485,270,693**	**$485,568,025**	**$483,939,493**	**$484,099,493**	**$482,339,493**	**$2,921,799,577**
State and Local							
Match to Federal Formula	$87,120,595	$83,159,873	$83,159,873	$83,159,873	$83,159,873	$83,159,873	$502,919,961
System Performance	$173,517,001	$185,296,850	$193,350,552	$201,645,865	$210,190,037	$218,990,534	$1,182,990,839
Subtotal, Match and System Performance	**$260,637,596**	**$268,456,724**	**$276,510,425**	**$284,805,738**	**$293,349,910**	**$302,150,407**	**$1,685,910,800**
State and Local PRIIA	$148,500,000	$148,500,000	$148,500,000	$148,500,000	$148,500,000	$148,500,000	$891,000,000
Other State and Local	$900,000	$1,032,800	$1,107,133	$700,000	$740,000	$300,000	$4,779,933
Dedicated Funding	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	500,000,000	3,000,000,000
Debt Utilization	$91,942,191	$170,472,235	$200,737,989	$5,229,673	$62,485,067	$0	$530,867,156
Debt Service	$0	(2,657,129)	(18,618,948)	(37,694,125)	(37,694,125)	(37,694,125)	(134,358,452)
Capital Reserve	$0	$0	$0	$0	$0	($85,566,634)	($85,566,634)
Subtotal, State & Local	**$1,001,979,787**	**$1,085,804,629**	**$1,108,236,599**	**$901,541,286**	**$967,380,853**	**$827,689,648**	**$5,892,632,802**
Reimbursable Projects	$70,630,608	$113,477,280	$72,610,405	$99,551,500	$49,051,500	$45,051,500	$450,372,793
TOTAL, State and Local with Reimbursable	**$1,072,610,395**	**$1,199,281,909**	**$1,180,847,004**	**$1,001,092,786**	**$1,016,432,353**	**$872,741,148**	**$6,343,005,595**
Grand Total	**$1,573,192,774**	**$1,684,552,602**	**$1,666,415,029**	**$1,485,032,279**	**$1,500,531,846**	**$1,355,080,641**	**$9,264,805,172**

*Assumes PRIIA reauthorization and jurisdiciton allocation based on traditional model

ATTACHMENT F:
Fiscal Year 2020-2025 Capital Improvement Program: Allocation of State & Local Resources

		FY2020 Budget	FY2021 Plan	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	Total FY2020 - FY2025
Federal Funding	Federal Grants *	$500,582,379	$485,270,693	$485,568,025	$483,939,493	$484,099,493	$482,339,493	$2,921,799,577
State & Local Funding Contribution	**District of Columbia**	**$320,739,198**	**$321,839,399**	**$324,541,090**	**$326,861,070**	**$329,584,905**	**$331,913,338**	**$1,955,479,000**
	Montgomery County	$46,107,651	$45,572,656	$46,982,164	$48,598,388	$50,149,577	$51,917,257	$289,327,693
	Prince George's County	$45,080,956	$45,317,751	$46,648,317	$48,027,367	$49,360,221	$50,735,297	$285,169,908
	State of Maryland	$216,500,000	$216,500,000	$216,500,000	$216,500,000	$216,500,000	$216,500,000	$1,299,000,000
	Maryland Subtotal	**$307,688,607**	**$307,390,407**	**$310,130,481**	**$313,125,755**	**$316,009,797**	**$319,152,554**	**$1,873,497,601**
	City of Alexandria	$12,274,752	$12,304,910	$12,674,118	$13,038,921	$13,435,954	$13,829,755	$77,558,410
	Arlington County	$23,174,191	$22,876,685	$23,587,177	$24,372,950	$25,172,016	$26,053,020	$145,236,039
	City of Fairfax	$730,157	$708,736	$732,111	$763,718	$791,531	$827,999	$4,554,252
	Fairfax County	$39,798,415	$41,247,492	$42,526,327	$43,980,722	$45,399,988	$47,004,932	$259,957,875
	City of Falls Church	$732,276	$754,457	$775,768	$792,375	$813,305	$829,353	$4,697,534
	Loudoun County	$0	$5,834,638	$6,043,353	$6,370,227	$6,642,414	$7,039,457	$31,930,089
	Commonwealth of Virginia	$204,900,000	$205,032,800	$205,107,133	$204,700,000	$204,740,000	$204,300,000	$1,228,779,933
	Virginia Subtotal	**$281,609,791**	**$288,759,718**	**$291,445,987**	**$294,018,913**	**$296,995,208**	**$299,884,516**	**$1,752,714,132**
	Subtotal	**$910,037,596**	**$917,989,524**	**$926,117,558**	**$934,005,738**	**$942,589,910**	**$950,950,407**	**$5,581,690,733**
	Net Debt Utilization	$91,942,191	$167,815,106	$182,119,041	($32,464,452)	$24,790,942	($123,260,759)	$310,942,069
Total for State & Local		**$1,001,979,787**	**$1,085,804,629**	**$1,108,236,599**	**$901,541,286**	**$967,380,853**	**$827,689,648**	**$5,892,632,802**
	Reimbursable Projects	$70,630,608	$113,477,280	$72,610,405	$99,551,500	$49,051,500	$45,051,500	$450,372,793
Grand Total		**$1,573,192,774**	**$1,684,552,602**	**$1,666,415,029**	**$1,485,032,279**	**$1,500,531,846**	**$1,355,080,641**	**$9,264,805,172**

*Assumes PRIIA reauthorization and jurisdiction allocation based on traditional model

ATTACHMENT G

FY2020 Fares and Fee Changes

The FY2020 Budget enhancements to pass products are as follows:

Metrorail Fares	FY2019 Fares/Fees	FY2020 Fares/Fees
Rail Passes		
• 1-day Unlimited Combo Rail & Bus	$14.75	**$13.00**
• 3-day Unlimited Combo Rail & Bus	N/A	**$28.00**
• 7-day Short-Trip Rail	$38.50	**Eliminate**
• 7-day Short-Trip Combo Rail & Bus	N/A	**$38.00**
• 7-day Fast Pass Rail	$60.00	**Eliminate**
• 7-day Systemwide Combo Rail & Bus	N/A	**$58.00**
• Monthly SelectPass[1]	varies	**Add unlimited bus**
Metrobus Fares		
Bus Passes		
• 7-day Regional Bus Pass	$17.50	**$15.00**
• 7-day Regional Senior/Disabled Bus Pass	$8.75	**$7.50**

[1]*The monthly SelectPass is available at multiple price points and priced at 36 times the corresponding rail fare. The pass holder may take an unlimited number of trips at that fare or lower; the difference in fare must be paid for any trip with a higher fare. The FY2020 budget adds unlimited Metrobus trips to all SelectPass products at no additional cost.*

FY2020 Rail Service Changes

1	**Extend Yellow Line Service to Greenbelt**
	Extend every Yellow Line train to Greenbelt, which will double service during rush hours and address crowding conditions at the nine stations north of Mt Vernon Square. During off-peak times, the four stations north of Fort Totten will see an increase in service. Many Green Line customers traveling to Yellow Line stations in Virginia (e.g. Reagan National Airport) will be able to make the trip without changing trains.
2	**Run Red Line Trains to Glenmont**
	Eliminate the Silver Spring turnback and runs all Red Line trains to Glenmont.

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Appendix J - Glossary of Terms

AAC (*Accessibility Advisory Committee*)	A Metro committee created to address the needs of senior citizens and customers with disabilities; efforts have resulted in numerous service upgrades including gap reducers, to make it easier for customers using wheelchairs to board Metrorail trains.
Accounting Basis	The accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.
Accrual Basis	Basis of Accounting where revenues are recognized when they are measurable and earned. Expenses are recorded when incurred.
ADA *(Americans with Disabilities Act)*	Refers to federal civil rights legislation passed in 1990 that requires public transportation services to be accessible to, and usable by, persons with disabilities. In compliance, Washington Metropolitan Area Transit Authority (Metro) operates Metrobus with a bus fleet equipped with passenger lifts and wheelchair tie downs, Metrorail with elevators and platforms that are ADA compliant and MetroAccess with a fleet of over 600 vans and sedans also equipped with lifts and tie downs.
Approved Budget	The revenue and expenditure plan approved by the WMATA Board of Directors for a specific one year period starting on July 1.
ART (*Arlington Transit*)	Refers to the bus service that operates within Arlington County, Virginia, providing access to Metrorail and supplementing Metrobus with smaller, neighborhood-friendly vehicles.
Articulated Bus *Also see "Slinky" bus*	Refers to buses that have an "accordion" section in the middle that allows the bus to bend and flex (articulate). Articulated buses have more passenger capacity than standard 40-foot buses.
AGM (*Assistant General Manager*)	An executive who reports directly to the General Manager/CEO or a Deputy General Manager of Metro.
Assets	Property owned by Metro which has monetary value with a future benefit.
Balanced Budget	Refers to a budget where estimated revenues are equal to or greater than estimated expenses.
Board of Directors	The Board of Directors is a 16-member body composed of eight voting and eight alternate members responsible for corporate governance of WMATA.
Bond	A written promise to pay a specified sum of money (face value) at a specified future date and the proposed means of financing them.

Bond Proceeds	Refers to additional local capital funds raised, when necessary, by issuance of revenue bonds in the municipal markets.
Budget	Refers to a financial operation embodying an estimate of revenues and expenditures for a fiscal period of 12 months or longer. This can be an operating or capital budget.
Budget Calendar	Refers to a schedule of key dates for specific milestones in the preparation and approval of a budget.
Budget Document	Refers to the official written statement and the supporting numbers prepared by the Financial staff for presentation for approval by the Board.
Budget Message	Refers to the general discussion of the budget document presented in writing as an overview, usually by the head of the organization.
Bus Shelter	A shelter for riders to wait for the bus, a canopy area with or without bench seating. In addition, the shelter includes a display case with bus information for Metrobus riders and is equipped with a trash receptacle.
Bus Stop	Refers to a stop indicated by a sign for riders to wait for the bus.
CAFR *(Comprehensive Annual Financial Report)*	A report containing financial statements and statistical data that provides full disclosure of all material financial operations of Metro in conformity with generally accepted accounting principles.
Capital Assets	Assets of a material value and having a useful life of more than one year. Also called fixed assets.
Capital Budget	The portion of the budget that provides for the funding of improvements, projects and major equipment purchases.
Capital Improvement Program	The six-year plan of capital projects to be completed by Metro.
Cash Basis	Basis of Accounting whereby revenue and expense are recorded on the books of account when received and paid, respectively, without regard to the period to which they are incurred.
CNG (*Compressed Natural Gas*)	A natural gas fuel used in a clean engine technology.
COLA (*Cost of Living Adjustment*)	Cost of Living Adjustment (COLA) for inflation for employees.
Compact	Refers to interstate compact creating WMATA; this is a special type of contract or agreement between the three jurisdictions within which the organization operates.

Contingency Funds	Operating and capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.
Cost Allocation	Refers to a process by which indirect or common costs are distributed to multiple cost objects (a job, task, or business unit) based on a prescribed basis or methodology. For example, overhead costs such as IT support are allocated to the transportation modes on a percentage basis.
DC Circulator	Refers to a bus route funded by the DC Government with support from Metro to take persons to Washington, DC's premier cultural, shopping, dining, and business destinations.
Development and Evaluation	An initial investment into the planning, development and evaluation of potential or proposed capital projects to determine whether a project is viable and should be pursued.
Deadhead	Refers to non-revenue time when a bus or train is not carrying revenue passengers, usually a trip from, to, or between lines, yards or garages. Usually this refers to bus or rail travel to or from the garage or yard to a terminus or station where revenue service begins or ends.
Deficit	Refers to an excess of Liabilities over Assets or Expenses over Revenue.
Department	A major organizational unit that has overall responsibility for an operation or a group of operations within a functional area.
DGM (*Deputy General Manager*)	An executive who reports directly to the General Manager.
Diesel Fuel	Fuel composed of petroleum distillates that have a boiling point and specific gravity higher than gasoline.
Division	Refers to a garage and yard facility where buses are stored, maintained, and dispatched into service.
Fairfax Connector	The bus system that runs seven days a week with service throughout Fairfax County, Virginia and to Metrorail stations on the Orange, Blue and Yellow lines, including the Pentagon.
Fare box recovery ratio	Refers to the ratio of passenger fares (including inter-agency agreements related to fares) to total operating costs.
Farecard	Refers to a paper pass used to ride Metrorail or Metrobus. Paper farecards are no longer accepted, by bus or at rail faregates (as of March 2016).

Four-point Securement System	Refers to an onboard securement system for wheelchairs, three-wheel and four-wheel scooters. The system incorporates four seatbelt type straps that attach to the frame of a mobility device as a way to keep it from moving or rolling while on the bus.
FTA *(Federal Transit Administration)*	A federal administration within the U.S. Department of Transportation. The FTA provides stewardship of combined formula and discretionary programs to support a variety of locally planned, constructed, and operated public transportation systems throughout the United States.
GAAP (*Generally Accepted Accounting Principles)*	Accounting standards, revised periodically, to which both private and public organizations within the United States are expected to conform.
GM/CEO (*General Manager/Chief Executive Officer*)	The General Manager and Chief Executive Officer of Metro who reports directly to the Board.
Head Sign	Refers to the sign above the front windshield of a bus describing the line number or letter, its line name, and destination.
Headway *(Frequency)*	Refers to time intervals between vehicles moving in the same direction on a particular route. Headway can change on a line during the day as rider demand changes.
JCC (*Jurisdictional Coordinating Committee*)	The staff members from the jurisdictions supporting Metro. The JCC was established by the Board of Directors to facilitate the exchange of information between jurisdictions and WMATA.
Kiss and Ride	Refers to an area within a station where commuters are driven by private car and dropped off to board Metrobus or Metrorail.
Kneeling Bus *Also see Passenger lift*	Refers to a feature on buses that lowers the floor to the curb or to near-curb level to make it easier for passengers to board, especially for seniors and persons with disabilities.
KPI (*Key Performance Indicator*)	KPI's are Key Performance Indicators that measure long term progress in the strategic areas of safety, security, service reliability and customer satisfaction.
Layover Time *Also known as Spot time*	Refers to time built into a schedule between arrival and departure for bus drivers to rest; minimum times are set by union contract. Layovers normally occur at each end of a route to allow for a driver's break and schedule recovery, but they may be scheduled at other points to allow for timed transfer connections.
Liability	A debt or legal obligation arising from transactions in the past which must be liquidated, renewed or refunded at a future date.

Linked/Unlinked trip	An unlinked trip is a passenger trip taken on a single vehicle, such as a single bus ride. Metrorail reports ridership as linked trips. A linked trip is counted every time a customer enters through a fare gate. For example, where a customer transfers between two trains to complete their travel one trip is counted.
Loop	Refers to a portion of a bus line where the driver operates a segment in one direction only. Passengers may only board on one side of the loop. Loops are sometimes required due to lack of pavement accessibility, or when no off street turn-around is available.
Loudoun County Transit	The weekday bus service from Loudoun County, Virginia to Washington, DC, the Pentagon and Rosslyn from stops in Purcellville, Hamilton, Leesburg and Sterling. A reverse commute bus service is provided from West Falls Church to Loudoun County.
MAP-21	Moving ahead for Progress in the 21st Century Act, enacted in July 2012, governs federal surface transportation spending.
MARC *(Maryland Area Regional Commuter*)	A commuter rail system whose service areas include Harford County, Maryland; Baltimore City; Washington, DC; Brunswick, Maryland; Frederick, Maryland and Martinsburg, West Virginia.
Metro	The Washington Metropolitan Area Transit Authority.
MetroAccess	The operating unit of Metro that offers service for eligible people with disabilities who are unable to use regular accessible Metrorail, Metrobus and local bus service (fixed route). Federal civil rights legislation passed in 1990 that requires public transportation services to be accessible to, and usable by, persons with disabilities.
Metrobus	The operating unit of Metro that provides regional and non-regional bus services.
Metrorail	The operating unit of Metro that provides heavy rail service (subway, aerial and surface) and 91 passenger stations.
Modified Accrual Basis	An accounting method that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.
MTA (*Maryland Transit Administration*)	Refers to the bus, light rail, and subway services in Maryland. MTA also operates the MARC train service.
Multimodal	Refers to the availability of multiple transportation options, especially within a system or corridor. A multimodal approach to transportation planning focuses on the most efficient way of getting people or goods from place to place by means other than privately owned vehicles; by bus, trolley, light rail, streetcar, cable car, and/or ferry systems.

NextBus	Refers to the application that uses satellite technology for Metrobus locations to track the arrival times for bus operators and customers.
NTSB (*National Transportation Safety Board*)	NTSB is an independent federal agency charged with determining the probable cause of transportation accidents, promoting transportation safety, and assisting victims of transportation accidents and their families.
OCC (*Operations Control Center*)	The operations center that facilitates monitoring and communications for Metrorail operations.
Office	An organizational until that falls under the structure of a department.
Paratransit	Refers to scheduled service for people who cannot use regular fixed-route bus service. MetroAccess uses vans and sedans to provide this service in the Washington Metropolitan area.
Park and Ride	Refers to the parking facility available for riders at Metrorail stations.
Passenger Lift *Also see Kneeling bus*	A mechanical device, either a lift or ramp, that allows wheelchair or scooter users, as well as other mobility-impaired passengers, to board a bus without climbing the steps.
Peak Service	Refers to weekday a.m. and p.m. service during commute hours that carries a maximum number of passengers. For Metrorail, peak hours are defined as the time between opening and 9:30 AM in the morning, and between 3 PM and 7 PM at night.
Personnel Expenses	Refers to expenditure in the operating budget for salaries and wages paid for services performed by Metro employees as well as fringe benefits costs associated with their employment.
PIDS (*Passenger Information Display System*)	Refers to signs located on each platform and mezzanine of every rail station to provide information to customers including next train's scheduled time of arrival, service delays, elevator outages, and free shuttle arrangements when elevators are out of service.
Platform Hours	The total scheduled time a bus spends from pull-out to pull-in at the division. Platform hours are used as a benchmark to calculate the efficiency of service by comparing "pay to platform" hours.
Programmed Reader	A machine that is attached to the fare gate/fare box where magnetic fare media can be read on Metrorail and Metrobus.
Approved Budget	Refers to the budget prepared with preliminary estimates by the GM/ CEO for the consideration of the WMATA Board.

RAC (*Riders' Advisory Council*)	A committee established by the WMATA Board. The council allows Metro customers an unprecedented level of input on bus, rail and paratransit service. The 21-member council includes six representatives from Maryland, Virginia, and the District of Columbia, two at-large members, and the chair of Metro's Accessibility Advisory Committee.
Revenue	An increase in fund assets from operational activity such as passenger fares, parking and advertising.
Revenue Bonds	A bond on which debt service is payable solely from a restricted revenue source.
Revenue Hours *Also known as Revenue Service*	Refers to all scheduled time bus/rail spends serving passengers, which can also be defined as platform hours minus deadhead and layover time.
Revenue Passengers	Refers to passengers who enter the system through the payment of a fare.
Revenue trip *Also see Linked/Unlinked trip*	Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and/or any other means of payment.
Ride-On	Refers to Montgomery County regional bus transit system in Maryland.
Round Trip *(Also known as a cycle)*	Refers to one inbound, plus one outbound trip (unless a loop route), equals one round trip or cycle.
Slinky bus *(Also see Articulated bus)*	Refers to a nickname used by passengers for an articulated bus.
SmartStudent Pass	A monthly pass for unlimited travel on Metrobus and Metrorail for students under 19 years of age who live and attend school in the District of Columbia.
SmartTrip®	Refers to a technology built and designed by Cubic Transportation Systems, Inc., a subsidiary of San Diego-based Cubic Corporation to add and deduct value from an electronically encoded card when a rider passes the card near a programmed reader on Metrobus and at fare gates on Metrorail.
Strategic Buses	Refers to spare buses available for service in the event that a bus in route is taken out of service.
Subsidy	Refers to funding received from jurisdictional funding partners in the Washington Metropolitan area consisting of Washington, DC, suburban Maryland (Montgomery County and Prince George's County) and Northern Virginia counties of Arlington and Fairfax and the Cities of Alexandria, Fairfax and Falls Church.
TheBus	Prince George's County, Maryland local bus service.

TOC (*Tristate Oversight Committee*)	The Tri-State Oversight Committee is a partnership between state-level agencies in Maryland, Virginia and the District of Columbia to jointly oversee safety and security at the Washington, DC Metrorail system. FTA assumed Metrorail system oversight from the TOC in October 2015.
Transit Advertising	Refers to ads posted on the exterior and interior of buses and rail cars.
Tripper	A short piece of work (usually on a bus, but sometimes on a train) not long enough to qualify as complete run or full day's work. May involve vehicles from one line or route being re-routed to serve another.
Trunk Line	A route operating along a major corridor that carries a large number of passengers and operates at headway frequencies of 15 minutes or less.
TSI (Transportation Safety Institute)	A Federal Transit Administration-sponsored institute that conducts a full range of training programs in rail and bus safety and accident investigation.
VRE (*Virginia Railway Express*)	The commuter rail service that connects the Northern Virginia suburbs to Union Station in Washington, DC, via two lines: the Fredericksburg Line from Spotsylvania, Virginia, and the Manassas Line from Broad Run/ Airport station in Bristow, Virginia.
WMATA (*Washington Metropolitan Area Transit Authority*)	The acronym used for Washington Metropolitan Area Transit Authority serving the Washington Metropolitan area which consists of Washington, DC, suburban Maryland (Montgomery County and Prince George's County) and Northern Virginia counties of Arlington and Fairfax and the cities of Alexandria, Fairfax and Falls Church. Also known as Metro.

Appendix K - Glossary of Acronyms and Abbreviations

A

A&E	architecture and engineering
AA	alternatives analysis
AAI-CAF	(Spanish acronym) manufacturer of the 5000 Series rail cars
AC	alternating current
ACI	automatic car identification system
ADA	Americans with Disabilities Act
AFC	automatic fare collection
AGT	automated guide-way transit
AIM	advanced information management
AIT	Arts in Transit
AP	Accounts Payable
APS	auxiliary power supply
APTA	American Public Transportation Association
ARS	adopted regional system
AST	above-ground storage tank
ATC	automatic train control
ATO	automated train operation
ATD	advanced technology diesel
ATS	automatic transfer switch
AVL	automatic vehicle locator
AVR	automatic voltage regulator
AWP	Annual Work Plan

B

B2G	Back2Good
BAFO	best and final offer
BDA	bi-directional amplifiers
BEAC	budget estimate at completion
BOCC	bus operations communication center
BRT	bus rapid transit

C

CAD	computer-aided dispatch
CADD	computer-aided design and drafting
CAFE	computer authorization for expenditure workflow system
CAFR	Comprehensive Annual Financial Report
CAP	Certified Apprenticeship Program
CBA	collective bargaining agreement

CCP	communications control panel
CCTV	closed-circuit television
CD	calendar days
CDR	conceptual design review
CFA	Capital Funding Agreement
CIP	Capital Improvement Program
CIWS	customer information web services
CM	construction manager
CMAA	Construction Management Association of America
CMAQ	Congestion Mitigation and Air Quality
CMC	construction management consultant
CMU	concrete masonry unit
CNF	Capital Needs Forecast; formerly Capital Needs Inventory (CNI)
CNG	compressed natural gas
COG	(Metropolitan Washington) Council of Governments
COLA	cost of living adjustment
COTS	commercial off the shelf
CPOS	compact point of sale
CRCS	Comprehensive Radio Communications System
CSP	Construction Safety Program
CTB	(Virginia) Commonwealth Transportation Board
CTF	Carmen Turner Facility

D

D/B	design/build
D/B/B	design/bid/build
DBE	disadvantaged business enterprise
DBFM	dynamic brake feedback module
DCU	door control unit
D&E	development and evaluation
DEIS	draft environmental impact statement
DPS	drainage pumping station
DRB	Dispute Review Board
DRPT	(Virginia) Department of Rail and Public Transportation
DTP	Dulles Transit Partners, LLC

E

E&O	errors and omissions
EEO	equal employment opportunity
EA	environmental assessment
EDADS	enhanced data acquisition and display system
EIS	environmental impact statement

EMI	engineering modification instructions or electro-magnetic interference
EPA	Environmental Protection Agency
EPM	Enterprise Performance Management
ERRP	Emergency Rail Rehabilitation Program
ETEC	emergency tunnel evacuation carts
ETC	estimate to complete
EV	earned value

F

FAI	first article inspection
FAST	Fixing America's Surface Transportation Act
FCCI	first car configuration inspection
FDR	final design review
FEIS	final environmental impact statement
FFGA	full funding grant agreement
FFP	firm-fixed price
FHWA	Federal Highway Administration
FIA	fire and intrusion alarm
FICA	Federal Insurance Contributions Act
FMO	financial management oversight
F/O	fiber optic
FRA	Federal Railroad Administration
FTE	full time equivalent
FTA	Federal Transit Administration
FUA	first unit accepted

G

GAAP	generally accepted accounting principles
GAO	Government Accountability Office
GEC	general engineering consultant
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GMP	guaranteed maximum price
GOTRS	General Order Track Rights System
GPS	Global Positioning System

H

HCM	human capital management
HEDS	hybrid enterprise document management system
HEOP	Heavy Equipment Overhaul Program
HVAC	heating, ventilation, and air conditioning

I

IAM	identity and access management
IAWP	Integrated Annual Work Plan
ICCA	Interim Capital Contributions Agreement
IFC	issued for construction
IFO	Integrated Finance Organization-Finance Project
IFP	Integrated Financial Plan
IGF	internally generated funds
IRP	Infrastructure Renewal Program
ITS	intelligent transportation systems

K

KMSRA	Keeping Metro Safe, Reliable and Affordable

J

JARC	Job Access/Reverse Commute
JCC	Jurisdictional Coordinating Committee
JGB	Jackson Graham Building
JOC	Job Order Contracting Program
JV	joint venture

L

LBT	large bore tunnel
LD	liquidated damages
LNTP	limited notice to proceed
LPA	locally preferred alternative
LRT	light rail transit
LRV	light rail vehicle
LUA	last unit accepted

M

MAP-21	Moving Ahead for Progress in the 21st Century Act
MARC	Maryland Area Regional Commuter
MCC	motor control center
MDBD	mean distance between delays
MDBF	mean distance between failures
MDBS	mean distance between service interruptions
ME	month-end
METRO	Washington Metropolitan Area Transit Authority
MEAD	Metro Electronic Action Document
MIS	major investment study

MMFA	Metro Matters Funding Agreement
MMMS	Material Maintenance and Management System
MMP	Metro Matters Program
MMU	mobile maintenance unit
MOD	(contract) modification
MOS	minimum operable segment
MPS	master program schedule
MSRPH	Metrorail Safety Rules Procedures Handbook
MTA	Maryland Transit Administration
MTTR	mean time to repair
MWAA	Metropolitan Washington Airports Authority
MWCOG	Metropolitan Washington Council of Governments

N

NCPC	National Capital Planning Commission
NEPA	National Environmental Policy Act
NSP	New Starts Project
NTSB	National Transportation Safety Board
NTD	National Transit Database
NTE	not to exceed
NTI	National Transit Institute
NTP	notice to proceed

O

O&M	operating and maintenance (such as O&M costs)
OCC	Operations Control Center
ODC	other direct costs
OFS	order for services
OTP	on-time performance
OWS	oil water system

P

PCI	payment card industry
PCO	pending (or proposed) change order
PDR	preliminary design review
PE	preliminary engineering
P/I	policy instruction
PIDS	Passenger Information Display System
PLE	parking lot equipment
PM	project manager
PMI	Project Management Institute
PMO	project management oversight

PMOC	project management oversight contractor
PMP	project management plan
PPE	personal protective equipment

Q

QA	quality assurance
QC	quality control

R

RAC	Riders' Advisory Council
RCSC	Regional Customer Service Center
RE	resident engineer
RFP	request for proposal
RFQ	request for qualifications
RMS	Records Management System
ROCS	Rail Operations Computer System
ROW	right of way
RTU	remote terminal unit

S

S&I	service and inspection
SBPO	small business programs office
SCI	substantial completion inspections
SCM	Department of Supply Chain Management
SCP	Safety Certification Program
SCWG	safety certification working group
SEP	System Expansion Program
SEIP	System Expansion and Improvement Program
SM	switch machine
SMADS	Station Monitor and Display System
SMS	Safety Measurement System
SOC	station operator's console
SOS	scope of service
SOW	scope of work
SSOA	state safety oversight agency
SSPP	System Safety Program Plan
SSPS	system safety program standards
SSWP	Site Specific Work Plan
STOV	station over-run

T

TBS	tie breaker station

TC	train control
TCR	train control room
TIFIA	Transportation Infrastructure Finance & Innovation Act
TIIF	Transportation Infrastructure Investment Fund
TIP	Transportation Improvement Program
TNC	transportation network company
TOC	Tristate Oversight Committee
TOD	transit oriented development
TPSG	traction power switch gear
TPSS	traction power substation
TSI	Transportation Safety Institute
TSP	transit signal priority
TUN	temporary user notice

U

UPS	uninterrupted power supply
UST	under-ground storage tank

V

VE	value engineering
VMI	vendor managed inventory
VMS	Vehicle Management/Monitoring System
VRE	Virginia Railway Express

W

WBS	work breakdown structure
WMATA	Washington Metropolitan Area Transit Authority
WMS	Warehouse Management System
WMSC	Washington Metrorail Safety Commission

Y

YE	year end
YOE	year of expenditure
YTD	year to date

How to Contact Metro

By mail or in person:

Washington Metropolitan Area Transit Authority
600 Fifth Street, NW
Washington, DC 20001

To reach Metro headquarters at the Jackson Graham Building, take the Red, Green or Yellow lines to Gallery Pl-Chinatown station. Use the Arena exit. Walk two blocks east on F Street to 5th Street. Or, ride Metrobus routes D1, D3, D6, P6, X2, X9, 42, 70, 71, 74, or 80.

By website:

http://www.wmata.com

By email:

csvc@wmata.com
Customer assistance

By telephone:

Metro General Information
202-962-1234
Administrative offices and general information
Weekdays: 8:30 a.m. to 5:00 p.m.

Customer Relations
202-637-1328
Suggestions, commendations, comments

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Metro's KMSRA strategic plan is available at:

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