FY2021 Budget

Strengthening Metro to Better Serve the Region

Effective July 1, 2020

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

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Washington Metropolitan Area Transit Authority

District of Columbia

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

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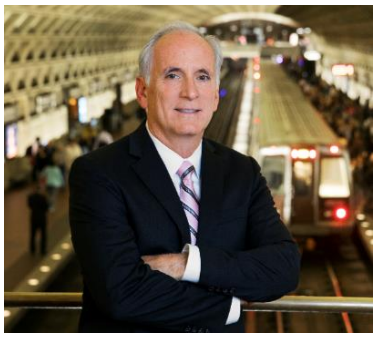
General Manager and Chief Executive Officer's Message



We begin this fiscal year with unprecedented challenges in the world and the national capital region. In responding to the global pandemic, we temporarily modified our services and reinforced our commitment to ensuring the health and safety of employees and customers. Supported by nearly a billion dollars in federal relief funding to provide essential bus and rail service, we are sustaining public confidence in transit through service restoration and carefully, managed re-entry with stakeholder coordination and customer feedback.

The Board-approved FY2021 Budget funds our service recovery and resiliency plans in support of re-energizing the region's economy after months-long stay-at-home orders. The budget positions Metro and the region to successfully rebound from this extraordinary period. We remain in close coordination with our regional stakeholders and are working with elected officials, business leaders and community organizations to determine how to emerge from the crisis more resilient through improved mobility, sustainability, in a more fair and equitable way.

While maintaining fiscal accountability, the budget includes productivity improvements that begin to pay for new safety protocols and include new service for Silver Line Phase 2. However, the pandemic caused some planned initiatives to be deferred: including service and fare changes, more weekend service, late-night Metrorail hours, MetroExtra service, fare simplification and greater transfer discount for riders transferring between bus and rail.

The budget includes $2.1 billion in operating expenses and $1.8 billion of capital investment to pay for Metro's commitment to service reliability and enhancing the customer experience. This includes a one-time subsidy credit of $135 million to funding jurisdictions and $546 million of Coronavirus Aid, Relief and Economic Security (CARES) Act funding to help Metro balance the budget.

The capital program continues to invest in safety and reliability improvements, accelerating work while ridership is lower and construction is less impactful for communities. As we enter the fiscal year with our first-ever bonded, dedicated capital program, we are making steady progress reducing our investment backlog by $2 billion in three years, extending the life of our capital assets and improving operating performance. Prior to the pandemic, ridership was rebounding to budget levels. Capital investments such as platform reconstruction and railcar procurement have delivered tangible improvements to safety, comfort, and service reliability. To maintain the progress, we need continued federal and regional support through renewal of the federal dedicated funding that has been championed by our regional congressional delegation and matched equally by Virginia, Maryland and the District of Columbia.

The region's commitment to Metro has never been stronger, as we find new ways to serve our communities and keep the region moving. We are all working together toward a more mobile, healthy, equitable and sustainable future for all riders in the region.

Sincerely,

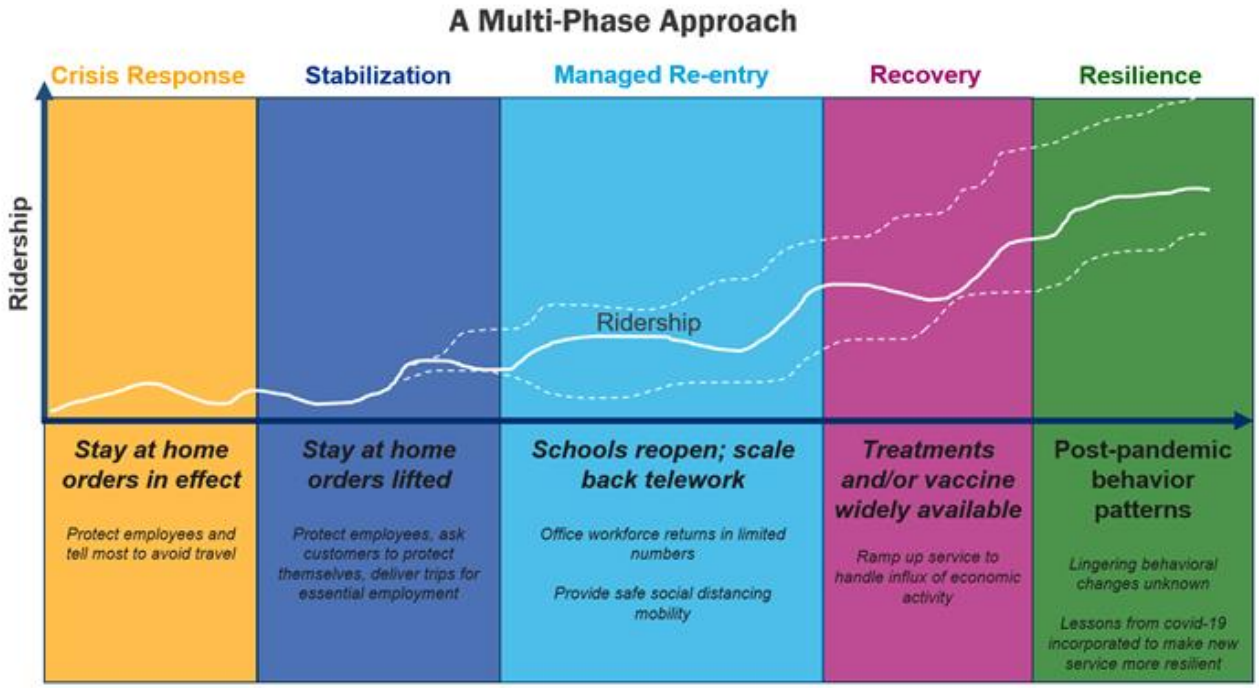
Paul J. Wiedefeld
General Manager and Chief Executive Officer

Covid-19 Recovery Planning

Metro has implemented a Covid-19 recovery plan that includes flexible guidelines for restoring service while protecting customers and employees. Metro's plan is closely aligned with steps planned by local governments and employers, including the Federal Government. It is designed to phase in actions that position Metro to emerge stronger and more resilient for post-pandemic operations.

As part of the revisions to the operating budget approved by Metro's Board of Directors on May 28, 2020, service and fare enhancements as presented in Metro's FY2021 Budget are effective January 2021, although Metro's Board of Directors has reserved the right to make further adjustments as conditions warrant.

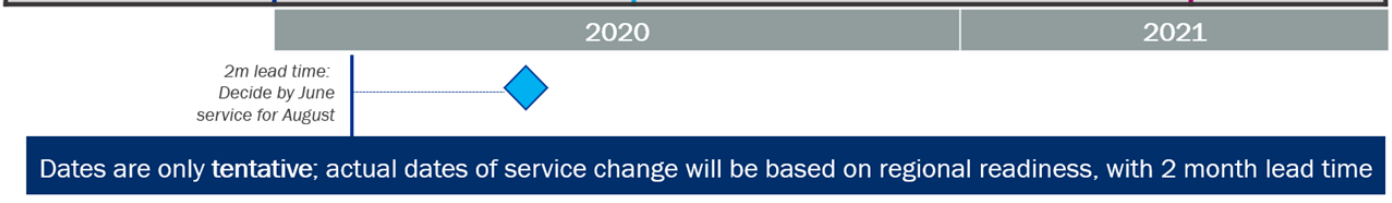
The unprecedented situation presented by Covid-19 calls for continuous monitoring and evaluation and will be revisited regularly throughout FY2021.



Note: The ridership trend is illustrative only and intended to convey an uncertain trajectory through the presented phases of recovery.

Stepping Up Service in Three Levels

Service Level:	Stabilization	Managed Re-Entry	Recovery
Workforce Availability	Low: Schedule built on 50% availability	Moderate: Assumes >80% availability	Normal
CDC Guidelines for Social Distancing	Required	Encouraged	Not necessary
Other Factors	1) Re-establish accurate rider planning tools (e.g. Bus ETA) 2) Mitigate delays to capital program	1) Acceleration of capital program (infrastructure stimulus)	



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.

Paul C. Smedberg, Chair

Paul Smedberg was elected Chairman of the Board in June 2019. He was first 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 has served on the Northern Virginia Transportation Commission (NVTC) since 2006. Mr. Smedberg currently serves as Chair of Metro's Executive Committee and is a member of the Finance and Capital Committee.

Stephanie Gidigbi, First Vice Chair

Stephanie Gidigbi was appointed to the Board in December 2019 as First Vice Chair representing the District of Columbia. As Director of Policy & Partnerships for the Natural Resources Defense Council (NRDC) Healthy People, Thriving Communities Program, Gidigbi serves as part of the senior leadership team for the Resilient Communities division and Federal Climate Management Team. She previously served as the Director for Strategic Initiatives at the U.S. Department of Transportation under Secretary Anthony Foxx. Prior to working for President Obama, she served as Chief of Staff for the City of Orange in New Jersey. Ms. Gidigbi is a member of Metro's Safety and Operation Committee.

Michael Goldman, Second Vice Chair

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 as Chair of Metro's Safety and Operations Committee and Second Vice Chair of the Executive Committee. Mr. Goldman is currently an active member of the District of Columbia Bar, the American Bar Association sections on antitrust and administrative law, and the Forum on Air & Space Law.

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.

Matt Letourneau

Matt Letourneau joined the Board as an Alternate Director in January 2019 and was appointed Principal Director representing NVTC in March 2020. He was elected to represent the Dulles District on the Loudoun County Board of Supervisors in 2011 and re-elected in 2015 and 2019. Mr. Letourneau serves as Chairman of the Loudoun Board's Finance, Government Operations and Economic Development Committee. He represents Loudoun on NVTC and is its Immediate Past Chair. Mr. Letourneau serves on Metro's Safety and Operations Committee.

Gregory Slater

Gregory Slater was appointed to the WMATA Board of Directors as a Principal Director representing the State of Maryland in January of 2020. Mr. Slater began serving as the Secretary of the Maryland Department of Transportation (MDOT) in December 2019 after more than two decades of public service at the MDOT State Highway Administration (MDOT SHA). Mr. Slater leads a transportation department with more than 10,000 employees and an operating budget of nearly $5.4 billion. He oversees every aspect of state transportation, from its highways, roadways, transit systems/services and toll facilities to motor vehicles, the BWI Thurgood Marshall Airport and the Helen Delich Bentley Port of Baltimore. Mr. Slater currently serves as a member 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. From 2006 through 2009, he was Deputy Director of the Office of Management and Budget (OMB), and previously served as the OMB Associate Director responsible for transportation matters. Mr. McMillin serves as Chair of Metro's Finance and Capital Committee.

Canek Aguirre

Canek Aguirre was appointed to WMATA Board of Directors in March 2020. He was appointed to the NVTC in January 2019 and is currently serving as its vice-chair. Mr. Aguirre was elected in November 2018 to serve a three-year term on the Alexandria City Council, the first Latino elected to that body. He is a past chair of the Economic Opportunities Commission, past president of the Tenants and Workers United (TWU) Board of Directors, and past vice-chairman of the Health Systems Agency of Northern Virginia (HSANV) Board of Directors. In 2016, Mr. Aguirre was appointed to the Virginia Board of Social Work by Governor Terry McAuliffe.

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. After spending the first few years of his career in the Office of Management and Budget in Fairfax County, VA, Mr. Bulger was an environmental policy director and legislative representative at the National Association of Counties.

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.

Walter L. Alcorn

Walter L. Alcorn was appointed to the Board in January 2020 as an Alternate Director representing Fairfax County when he began his first term as the Hunter Mill District Supervisor on the Fairfax County Board of Supervisors. Mr. Alcorn's focus is on transit-oriented development, pedestrian/bicyclist mobility and safety, affordable housing and diversifying the local economy. Previously, Mr. Alcorn served on the county's Planning Commission for 16 years and also served on the Park Authority Board. Professionally, he has worked on environmental issues in the tech industry and is a nationally recognized expert on electronics recycling systems.

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. Mr. Marootian serves as Interim Vice Chair of the Finance and Capital Committee.

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.

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.

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Chapter 1 – Budget Summary

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 riders each day.

Metro's FY2021 Operating Budget is greatly impacted by the region's response to and anticipated aftermath of the Covid-19 pandemic. These impacts are most notable in the ridership and revenue forecasts for FY2021.

Beginning in March 2020, the Washington Metropolitan Region began implementing stay at home orders to slow the spread of the novel coronavirus. Within just a few weeks, Metro's overall ridership dropped nearly 88 percent. In late March 2020, Metro implemented rear door only boarding for bus passengers to support the United States Center for Disease Control's (CDC) social distancing recommendation and protect the health of both Metro's bus operators and the riding public. Due to the configuration of bus fare equipment and the considerable cost to retrofit buses to allow for fare collection at the rear door, Metro's Board made the decision to suspend bus fare collection while rear door boarding was in place. This decision, coupled with greatly reduced Metrorail and MetroAccess ridership, resulted in a nearly 95 percent reduction in fare revenue in April and May 2020.

On March 27, 2020, the President signed into law the Coronavirus Aid, Relief, and Economic Security (CARES) Act which authorized $25 billion to help transit agencies prevent, prepare for and respond to the Covid-19 pandemic. This resulted in a total of $1.02 billion in funding for the Washington D.C. Urbanized Area of which $876.8 million was made available to Metro to assist with lost revenue and additional costs incurred due to the pandemic.

Metro has identified a five-phase recovery plan which includes: crisis response, stabilization, managed re-entry, recovery and resilience. Recognizing both Metro and the region find themselves in an unprecedented situation, this plan allows for flexibility in response while assuming the return to full service and ridership levels will be gradual.

Metro will begin FY2021 in the stabilization phase which assumes continued focus on social distancing and other preventive measures to control the spread of Covid-19. The continuation of these measures is expected to continue greatly reducing Metro's ridership and farebox revenues.

The FY2021 operating revenue budget assumes managed re-entry will begin in quarter two (Q2) and gradually increase ridership on the system. The recovery phase, in which Metro begins to return to normal service and ridership levels, is not anticipated until quarter four (Q4) or spring 2021. As a result, operating revenue is anticipated to be $428.5 million less than in the FY2020 Budget.

Despite the anticipated impacts of Covid-19 to the new operating reality, Metro's FY2021 Operating Budget continues to look toward the future and focus on services and initiatives that will support the region's long term livability and economic growth.

Operating Budget

The $2.1 billion approved operating budget for FY2021 is funded with $385.9 million of projected operating revenues, primarily from passenger fares, parking fees, and advertising revenues, $1.2 billion in jurisdictional operating subsidies and reimbursements, and $546.3 million in Coronavirus Aid, Relief, and Economic Security (CARES) Act funds.

The FY2021 Operating Budget includes the base budget, limited to three percent annual growth as mandated by dedicated funding legislation; costs exempt from this cap on annual subsidy growth; and the projected fiscal impacts of Covid-19 partially offset by additional management actions.

Nearly 67 percent of Metro's total operating budget is personnel costs. In FY2021, labor costs are projected to increase by $56.9 million or 4.3 percent. This includes additional funding to support Metro's safety and security goals for a safe riding experience for customers and funding of Silver Line Phase 2 operations. The FY2021 Budget supports 12,903 positions, funded under operating and capital.

Total non-personnel costs increase by $47.0 million, or 7.5 percent, driven primarily by cost escalations, including MetroAccess paratransit contracts and propulsion to deliver additional rail service, and costs for Silver Line Phase 2 implementation.

The Base Budget funds legacy commitments and mandates, such as contractually required wage and step increases for labor resulting from collective bargaining agreements (CBAs), and inflationary costs on non-personnel expenses while remaining within the cap on annual subsidy growth.

In recent years, Metro has reduced expenses and staffing levels to limit growth in operating subsidies. The FY2021 Budget will see a growth in operating positions driven by the opening of the Silver Line Phase II extension in Q4, as well as a growth in capital and janitorial positions, as Metro continues to focus on improving system safety, reliability and state of good repair.

In FY2018, Metro eliminated 800 positions, a six percent reduction in total budgeted headcount, by cutting non-essential positions and adjusting bus and rail services. Over the past three years, Metro has reduced the operating budget by $186 million. To meet the 3 percent cap with this budget, Metro identified $13 million in subsidy savings through revenue initiatives and enhanced contract management. Further, in order to mitigate fiscal impacts of Covid-19, Metro has also saved an additional $45 million through management actions and the service recovery plan

On the revenue side, Metro's primary FY2021 budget challenges will be recovery from the Covid-19 pandemic. In addition, Metro anticipates a continuation of previous year trends including declining bus ridership, increased fare evasion and continued low off-peak rail ridership.

New Customer Initiatives are part of the base budget and make transit more attractive and cost competitive with transportation alternatives during off-peak periods, weekends, and for single trips involving both the bus and rail systems. These initiatives add bus and rail service to shorten headways in high demand areas, lower rail fares on weekends, and decrease the cost of multi-modal trips. The budget includes the following new customer initiatives in FY2021 which will be implemented at the beginning of quarter three (Q3):

- Extend late-night Metrorail hours of operation to provide four more hours of service per week without jeopardizing needed maintenance hours. These hours are, Monday through Thursday 5:00 a.m. to midnight and to 2:00 a.m. on Fridays and from 7:00 a.m. to 2:00 a.m. on Saturdays
- Improved Sunday Metrorail service by operating Saturday headway schedules on Sundays
- Additional weekday service on high-demand MetroExtra routes
- Increased weekend service on Metrobus routes with strong ridership, focusing on routes with connections to rail stations
- $2.00 weekend flat fare on Metrorail
- Senior/Disabled fare of half the peak or off-peak fare depending on time of day instead of peak only
- Increased transfer discount between Metrorail and Metrobus systems from $0.50 to $1.00, which reduces the cost of intermodal trips and enables price sensitive riders with more transit options
- Price reduction of the 7-Day Regional Bus Pass from $15.00 to $12.00

The budget does not increase Metrobus fares, the MetroAccess maximum fare, or prices on all Rail + Bus unlimited passes which remains valid for the same distance of travel.

In total, these customer initiatives increase operating subsidy by $29.7 million which is offset by restructuring or eliminating less productive bus service, eliminating bus service that becomes redundant with the extension of late-night Metrorail service, adjusting early morning rail headways before 6:00 a.m and increasing the following Metrorail fares:

- Raise base peak fare ten cents from $2.25 to $2.35
- Simplify the mileage tiers by charging a single per mile rate after mile three up to the max fare
- Increase the maximum peak fare from $6.00 to $6.50

Overall, these initiatives add new services, improve weekend and late-night services, and lower fares during off-peak periods in order to grow ridership.

Legislatively Excluded Costs are mandated costs Metro incurs that are excluded from the base budget and not subject to a mandated three percent annual growth limit. The FY2021 Budget includes $87.1 million of exclusions for:

- Compliance with expanded safety training certification and occupational health exam requirements
- Support for Americans with Disabilities Act (ADA) mandated paratransit services that exceed the base budget subsidy growth cap
- Silver Line Phase 2, operating costs for six new Metrorail stations and one rail yard facility.

Capital Budget

The $1.8 billion FY2021 Capital Budget and $9.8 billion FY2021-2026 CIP focuses Metro's capital investment on safety, state of good repair, and reliability of Metrorail, Metrobus, and MetroAccess assets.

The six-year CIP investment priorities include completion of the multi-year rebuilding of platforms at 20 outdoors stations that began in the summer of 2019, beginning the acquisition of new 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 Metrorail, Metrorail stations, and Metrobus system infrastructure to improve safety and address state of good repair backlogs.

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 4.

The FY2021-2026 CIP assumes federal formula funding will continue at current levels, but federal PRIIA funding is not reauthorized past FY2021. The funding assumptions include continuation of the state and local portion of PRIIA funding, despite the expiration of the federal portion. The $9.8 billion capital program will require $10.3 billion of funding, due to an expected $143.2 million cost for revenue loss from service shutdowns for capital projects, and more than $390 million dedicated funding debt service for the capital program.

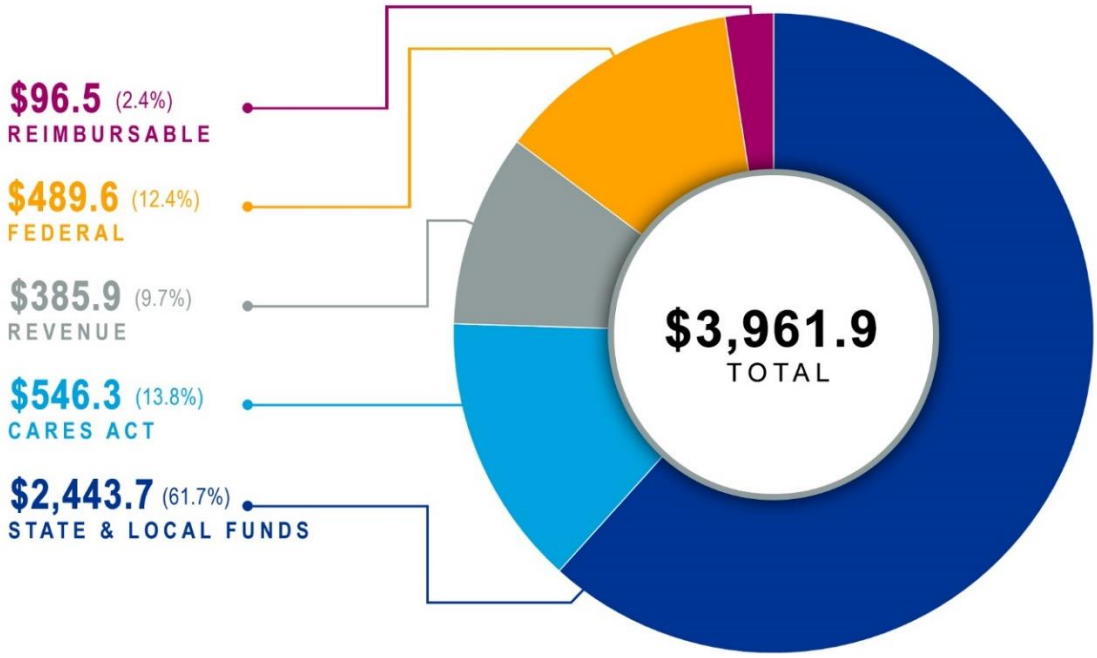
Of the total $10.3 billion in funding required over the six years, $8.2 billion will come in the form of state and local contributions, including dedicated funding, local match for federal grants, continuation of state PRIIA contributions, system performance funding, reimbursable project funding, and debt.

FY2021 Sources of Funds

Metro's operating and capital budgets are funded through a variety of system generated, state, local and federal funding sources.

- State and local funding of $2.4 billion, consisting of:
  - $1.2 billion of jurisdictional operating contribution, which includes $1.2 billion of net operating subsidy, $72.2 million of debt service contributions and excludes a subsidy credit of $134.7 million
  - $1.3 billion in state/local funding for the capital program, consisting of these funding sources:
    - $148.5 million in PRIIA grants
    - $268.4 million in system performance funds, of which $17.0 million is expected to offset revenue loss from service shutdowns for the platform rehabilitation project
    - $0.9 million in other state and local contributions
    - $500.0 million of dedicated funding
    - $342.2 million of dedicated funding debt proceeds
- Metrorail, Metrobus, and MetroAccess revenue funding of $385.9 million includes:
  - Passenger fares and parking fees of $301.4 million
  - Other revenue totaling $84.5 million, including business revenues of $58.8 million (advertising, joint development, and fiber optics) and other sources of $25.6 million.
- Federal funding of $489.6 million consists of $148.5 million in PRIIA funding and $341.1 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 $7.8 million for operating and $88.7 million in jurisdictional requested capital projects, including $26.6 million from the Metropolitan Washington Airports Authority (MWAA) for the Silver Line extension and $59.1 million from the City of Alexandria for the new Potomac Yards Station

Sources of Funds – Summary
($ in millions)



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

Summary of Funds by Source

(Dollars in Millions)	FY2020 Budget	FY2021 Budget	Variance to FY2020 $ Change	Variance to FY2020 % Change
Operating Budget				
Passenger Fares & Parking	$723.1	$301.4	($421.7)	(58.3%)
State and Local Funds	1,125.5	1,111.6	(13.9)	(1.2%)
Business Revenues	54.7	58.8	4.1	7.5%
Reimbursable Funds	9.0	7.8	(1.3)	(13.9%)
CARES Act	-	546.3	546.3	-
Other Sources	36.5	25.6	(10.9)	(29.8%)
Subtotal	**$1,948.9**	**$2,051.5**	**$102.7**	**5.3%**
Contributions for Debt Service	$72.1	$72.2	$0.1	0.1%
Subtotal Including Debt Service	**$2,021.0**	**$2,123.7**	**$102.7**	**5.1%**
Capital Budget				
Federal Formula/Other Grants	$361.0	$341.1	($19.9)	(5.5%)
Federal Dedicated Funds (PRIIA)	148.5	148.5	-	-
State and Local Funds	410.0	417.8	7.8	1.9%
Dedicated Funding/Debt Utilization	500.0	500.0	-	-
Reimbursable Funds	58.0	88.7	30.7	52.9%
Debt Strategy/Other Debt[1]	285.0	342.2	57.2	20.1%
Subtotal	**$1,762.5**	**$1,838.2**	**$75.7**	**4.3%**
Grand Total[2]	**$3,783.5**	**$3,961.9**	**$178.4**	**4.7%**

1. Debt service schedule updated to reflect actuals after FY20 Dedicated Funding Debt issuance.
2. WMATA Compact requires Metro to have a balanced budget (i.e. projected funding equals planned expense). See Appendix A for additional discussion.

Ridership and Revenue

The FY2021 revenue budget is greatly impacted by the Covid-19 pandemic and includes $546.3 million in CARES Act funds to offset the anticipated revenue losses and fund additional expenses incurred due to the Covid-19 pandemic.

The total FY2021 operating revenue budget, excluding CARES Act and other reimbursable projects, is $385.9 million. Passenger fares and parking fees of $301.4 million make up 78 percent of the total revenue budget.

Total ridership is projected at 150.6 million trips, 55 percent on rail, 44 percent on bus and the remainder on MetroAccess. Non-passenger business revenues from advertising, joint development and fiber optic leases are budgeted at $58.8 million while other non-transit revenues total $25.6 million.

Passenger and parking revenues are $421.7 million less than FY2020 Budget. Non-passenger revenues are expected to be $6.8 million lower.

Ridership

Ridership by Service

(Trips in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	Variance to FY2020 Change	Variance to FY2020 % Change
Metrorail	175,817	175,255	170,157	83,102	(87,055)	(51.2%)
Metrobus[1]	119,681	124,854	128,343	66,284	(62,060)	(48.4%)
MetroAccess	2,331	2,348	2,350	1,253	(1,097)	(46.7%)
Total Ridership[2]	**297,829**	**302,457**	**300,850**	**150,639**	**(150,211)**	**(49.9%)**

1. Prior to FY2021 Budget, Metrobus ridership was reported based on farebox data.

2. Metrorail ridership is based on linked trips; Metrobus ridership is based on unlinked trips from automatic passenger counter (APC) data; 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

Unlike previous years in which Metro modeled ridership growth based on past year trends, ridership forecasts in FY2021 are uncertain due to the impacts of the Covid-19 pandemic and rely heavily on the recovery plan. Metrorail anticipates 83.1 million total riders in FY2021 which represents a 51 percent reduction over FY2020 Budget ridership levels. As the region continues to recover from the pandemic, Metro anticipates Metrorail ridership may begin to return to historic levels in spring 2021. As such, the FY2021 Budget continues with projects that will position Metro to deliver safe and reliable rail service into the future.

Metro plans to open Silver Line Phase 2 in spring 2021. The addition of Silver Line Phase 2 will add six new stations in Virginia; three stations in Fairfax County and three stations in Loudoun County. The six stations are expected to generate $5.2 million in revenue in FY2021.

After several years of decline, rail ridership stabilized at 175.3 million trips in FY2019 with customers responding positively to better on-time performance that has reduced crowding at stations, more evenly spaced trains, and improved service reliability.

The Platform Improvement Project is a multi-year campaign to rebuild platforms at 20 of Metro's 45 outdoor stations. While disruptive to customers, Metro is closing stations to complete platform reconstruction in fewer days compared to running single-tracking service for longer periods through stations undergoing platform repairs. These station improvement projects are essential to the maintenance and rehabilitation of the system to ensure riders' long-term safety.

Though important for customer safety and service reliability, the Platform Improvement Project was expected to significantly impact ridership in spring and summer of 2020 because platform rebuilding at stations on the periphery of the rail system in Northern Virginia and Maryland. Due to the events associated with the Covid-19 pandemic, including stay-at-home orders, though, Metro utilized the time to further the Platform Project with less of an impact to ridership.

Though Metro's ridership models do not project a net increase in rail ridership in FY2021, they do anticipate a long term positive ridership response to Metrorail improvement initiatives, including service enhancements, a weekend flat fare and $1.00 transfer credit, after factoring ridership losses from increasing peak rail fares.

Though Metro is taking steps to improve service delivery to ensure passengers see Metrorail as a reliable travel option, other external factors will impact future ridership growth.

These include:

- The number of residents and jobs in the "walk-shed" or within a half-mile walking distance from Metrorail stations.
- Metro is sensitive to the contraction of the federal government workforce since many agencies are located near stations. Local governments in the region are working to attract more private industry to reduce dependence on the Federal government for jobs.
- Metro's joint development office, one of the most active in the transit industry, enters into ground leases or sells Metro properties adjacent to Metrorail stations to foster residential and commercial development, which show potential to increase passenger trips.
- Number of alternative modes of transportation, particularly ride-hailing. Use of these services have coincided with steep declines in weekend and off-peak ridership when these options are more attractive as Metro reduces service to address maintenance needs.
- Increased use of telecommuting and alternative work schedules results in lower ridership, particularly on Fridays and Mondays, compared to mid-week.
- Price of automobile gasoline influences customer transportation choices. Ridership modeling indicates increased public transit ridership when the gasoline price exceeds $3.00 per gallon. Gasoline prices averaged $2.78 per gallon in the Washington D.C. Metropolitan Area during summer 2019 and are not expected to increase dramatically in the near term.
- Price and availability of parking near a destination influences the decision to drive or ride Metrorail.

Metrobus

The Federal Transit Administration (FTA) has approved Metro to report Metrobus ridership based on data collected using Automatic Passenger Counters (APCs), which the transit industry considers a more accurate means of recording ridership than data acquired through the farebox. Accordingly, starting with FY2020, bus ridership is reported using APC figures unless otherwise noted.

Though the ridership decline due to Covid-19 on Metrobus is not as significant as Metrorail, Metrobus ridership is forecasted at 66.3 million trips in FY2021, a decrease of 62.1 million trips, or 48.4 percent, from 128.3 million trips in the FY2020 budget.

Unrelated to the pandemic, Metrobus ridership has been declining since 2015. Metrobus ended FY2019 under budget forecasts by 4.0 million trips, or 3.6 percent. Ridership in FY2020 was even lower due to both the downward trend and significant impacts of the pandemic.

The long term declining Metrobus ridership trend has several contributing factors:

- Metrorail service disruptions appear to impact Metrobus ridership as intermodal transfers have decreased each year since FY2016.
- As is the case with rail, gasoline prices and alternative transportation options impact bus ridership. The continued low price of gasoline adversely affects customers use of Metrobus. Increased use of alternative transportation services, particularly ride-hailing, overlaps with multiple years of significant Metrobus ridership losses.
- Average bus speeds have steadily declined in recent years due to increased traffic congestion and roadwork, impacting the on-time performance and quality of service.

Metro forecasting models have shown the average speed of a bus significantly impacts a customer's choice to ride. Unfortunately, worsening road congestion in the Washington D.C. Metropolitan Area has increased travel times for Metro buses operating without dedicated lanes.

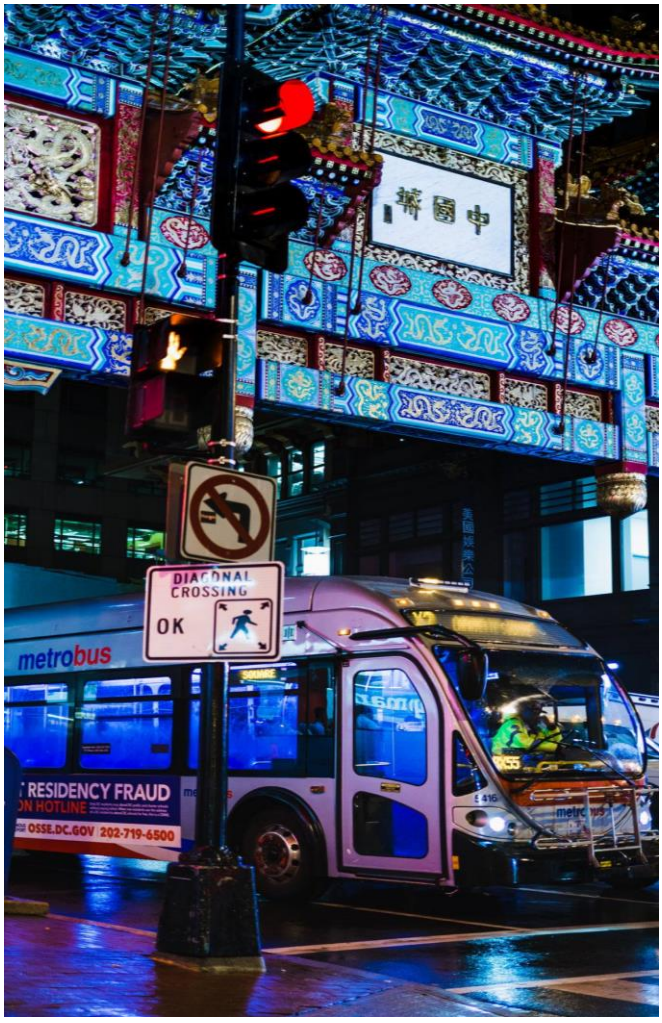
To this end, Metro is a leading partner in the Washington Area Bus Transformation Project focused on making bus service in the region faster and more reliable. The project's five goals seek to address the following areas:

- Increase regional connectivity and improve mobility;
- Enhance rider experience;
- Long term financial sustainability;
- Encourage sustainable communities; and
- Promote affordable and equitable systems.

Ridership remained strong in FY2020 on major corridors where continued investments are improving the customer experience. The popular limited-stop MetroExtra service continues to attract riders as customers seek improved travel times, while Route NH2, connecting Oxon Hill and National Harbor in Maryland with the Metrorail Stations in Alexandria, Virginia, continues to have strong ridership since service commenced in 2016.

Metrobus ridership gains in specific corridors reflect the value of bus service as an alternative transit option to Metrorail and driving when either is affected by capital projects. For example, ridership on MetroExtra Route G9 increased as it served as a link to and from Rhode Island Avenue station during that station's closure. Ridership also remained strong where trips funded by a grant on routes 18J, 18P, and 21D were added to mitigate I-395 Express Lanes construction in Virginia.

In addition, adding unlimited Metrobus trips to the Monthly Unlimited Pass and other multi-day passes starting in FY2020 had a positive impact on bus ridership. In FY2021, Metro will continue to encourage riders to use passes by lowering the price of the 7-Day Bus Pass. Finally, under the Kids Ride Free program in partnership with Washington D.C., Metrobus transports nearly 30,000 student riders on average on weekdays.



MetroAccess

Much like Metrorail and Metrobus, MetroAccess saw a decline in overall ridership following the pandemic. Metro anticipates the ridership will return gradually as the region moves toward recovery.

MetroAccess is projected to provide 1.3 million trips in FY2021, or 47 percent lower than FY2020 budget. Metro maintains ridership levels by shifting growing demand for paratransit services to alternative partnership programs in Maryland and Washington D.C.

Sixty-three percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 23 percent in Washington D.C., and the remaining 14 percent of trips in the combined Virginia jurisdictions.

MetroAccess trip volumes are relatively low in Virginia due to a multitude of alternate service providers. Metro has managed growth in the other jurisdictions by shifting 230,000 eligible MetroAccess trips to taxicabs under the Washington D.C., TransportDC program and 139,000 trips to Maryland's Abilities-Ride program in FY2019, equivalent to 16 percent of MetroAccess ridership

Passenger Revenue

In keeping with the Board's policy of assessing fare changes on a biennial basis, Metro was slated to reassess fares in FY2020. The agency elected to hold fares steady in FY2020 to stimulate ridership.

Because, Metro's operating subsidy growth is limited by a three percent legislative cap, for FY2021 the Metro Board of Directors approved changes to Metrorail peak fares and simplification of the mileage tiers to partially address the budget gap and fund customer initiatives to boost ridership.

Operating Revenue

(Dollars in Millions)	FY2018 Actual	FY2019 Actual	FY2020 Budget[2]	FY2021 Budget[2]	Variance to FY2020 $ Change	Variance to FY2020 % Change
Metrorail	$541.3	$533.5	$528.3	$249.1	($279.2)	(52.8%)
Metrobus	138.1	124.0	137.9	27.7	(110.3)	(79.9%)
MetroAccess	9.7	8.8	9.9	4.6	(5.3)	(53.6%)
Parking	43.1	44.4	47.0	20.0	(26.9)	(57.4%)
Subtotal, Passenger Revenue	**$732.2**	**$710.7**	**$723.1**	**$301.4**	**($421.7)**	**(58.3%)**
Non-Passenger Revenue[1]	$54.8	$73.9	$91.3	$84.5	(6.8)	(7.4%)
Total Revenue[2]	**$787.0**	**$784.6**	**$814.4**	**$385.9**	**($428.5)**	**(52.6%)**

1. Other non-transportation revenue includes interest on investments, property disposal sales, vending machine sales, and miscellaneous revenues.
2. FY2020 and FY2021 include funding of $28.0 million and $17.0 million, respectively, from capital to compensate for service disruptions due to major capital projects.

Metrorail

Metrorail passenger revenue is budgeted at $249.1 million for FY2021, a 52.8 percent decrease or $279.2 million lower than the FY2020 budget. This assumes a slow recovery of Metrorail ridership throughout FY2021 following a period of regional quarantine in late FY2020 and an anticipation that public health officials will continue to recommend social distancing in response to Covid-19. Metro will utilize CARES Act funds to replace this lost revenue.

The revenue also includes a net loss of $0.8 million from implementing the following fare changes at the beginning of Q3:

- Raise peak base fare $0.10 from $2.25 to $2.35.
- Simplify the mileage fare:
  - Charge $0.326 per mile after mile three during peak; customers currently pay $0.326 from miles three to six, and $0.288 per mile after mile six until reaching the maximum fare.
  - Charge $0.216 per mile after mile three during off-peak; this is a fare decrease as customers currently pay $0.244 from miles three to six.
- Raise maximum peak fare $0.50 from $6.00 to $6.50.
- Implement a $2.00 weekend flat fare. For trips on Saturday and Sunday, customers will pay up to $1.85, or 48 percent, less than current off-peak max fares.
- Increase transfer credit from $0.50 to $1.00. The credit is applied when transferring to regular Metrobus routes after a trip on Metrorail using the same SmarTrip® card within two hours of the initial boarding. It reduces fares by $1.00 on Metrorail, Metrobus Express, and Airport routes after transferring from Metrobus regular routes.

Metrorail service enhancements are expected to increase passenger revenue in total by $1.6 million through the following initiatives:

- Adding a half-hour of service each evening Monday through Thursday extending service until midnight, and adding an hour of service on Fridays and Saturdays extending service to 2:00 a.m.
- Operate Saturday headway schedules on Sundays to reduce headways from 15 to 12 minutes on all rail lines and from 8 to 6 minutes in the multi-line core.
- Widen headways for the first hour of service (5:00 a.m. to 6:00 a.m.) from 8 minutes to 12 minutes, which is a period with low ridership. This service adjustment enables a smoother transition for the start-up of revenue service from the overnight period, including track inspections and maintenance.
- Eliminate four “tripper” trains per day, which supplement the scheduled weekday service but are no longer needed due to recent service adjustments.

Silver Line Phase 2 is expected to open in Q4 of FY2021 with six additional rail stations and $5.2 million in revenue.

While ridership declines due to Covid-19 events have accelerated revenue losses, Metro’s budget includes a $14.0 million loss in rail fare revenue from closing stations for major capital improvement projects similar in scope to the shutdown south of the Ronald Reagan Washington National Airport station in the summer of 2019.

In addition to fares from customers, Metrorail revenue includes $9.0 million for the Kids Ride Free program. In partnership with the District Department of Transportation (DDOT), District of Columbia Public Schools (DCPS), and the District of Columbia Public Charter School Board, Metro is reimbursed for District K-12 students riding Metrorail and Metrobuses for free. Students can take unlimited trips on Metrorail and Metrobus using program specific SmarTrip cards.

Metrobus

Metrobus passenger revenue for the FY2021 Budget is $27.7 million, a 79.9 percent decrease or $110.3 million less than the $137.9 million in the FY2020 budget. This assumes a slow recovery of Metrobus ridership throughout FY2021 due to the pandemic. Additionally, the decrease factors in steep declines in farebox revenue in FY2019 from declining ridership, particularly full fare riders, significant growth in fare evasion, and customers shifting to passes.

This amount includes a net loss of $3.7 million in passenger revenue from the following fare changes:

- Reduce the 7-Day Regional Bus Pass from $15.00 to $12.00, which is the equivalent of traveling round trip for three days and having four days of free travel on regular routes.
- Increase the transfer credit between rail and bus from $0.50 to $1.00 as previously detailed.

Bus service changes are projected to further decrease passenger revenue by a net $0.8 million. The changes will increase bus efficiency while minimizing customer impact:

- Improve service on four MetroExtra routes by extending the hours and increasing frequency.
- Add weekend service on high ridership routes with a focus on those that serve rail stations.
- Reduce or eliminate service on routes where other transit service is available or there is low utilization.
- Restructure service to streamline routes which will increase efficiency and right-size service levels.

MetroAccess

MetroAccess passenger revenue for FY2021 is $4.6 million, or $5.3 million less than in FY2020. Paratransit is expected to experience a slow recovery due to the pandemic. The budget also accounts for late trip credits issued to customers.

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

Parking

Total parking revenue for the FY2021 Budget is projected at $20.0 million, a $26.9 million decrease from the FY2020 budget, reflecting the anticipated slow return to full rail ridership levels.

In FY2021, all Metrorail stations scheduled to close for platform repairs have parking facilities. As a result, Metro is projecting a revenue loss of $3.0 million during the station closures.

The following parking programs initiated in recent fiscal years are expected to generate up to $3.0 million in additional revenue once ridership returns following the Covid-19 pandemic to help offset losses:

- Lowering daily fees at low-utilization garages to spur higher utilization and revenue;
- Assessing non-rider fees for special events such as festivals, concerts and other similar activities; and
- Increasing parking spaces leased to non-transit users, as well as permitting commercial uses of Metro parking facilities for a fee.

Passes

To make riding more affordable and encourage ridership, 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 Metrorail and Metrobus service under a single pass product.

In accord with the GM/CEO's FY2021 budget priority to make Metro affordable, the cost of combo passes will remain the same as FY2020, despite increased peak Metrorail fares in FY2021. This will make combo passes even more cost effective for frequent riders. Also, Metro will maintain the same travel distance on unlimited passes before a customer must pay the fare difference from stored value.

The following details each pass product:

- **Monthly Unlimited Pass** (formerly 'SelectPass'): Customers select a price point based on the distance of their normal one-way commute trip, making this pass customizable to an individual's travel needs.
  - Because the price of the pass will not increase with the fare changes this fiscal year, the monthly pass will be priced based on 36 trips (18 days) times the FY2020 fare for their one-way commute trip.
  - Any trip with a distance equal to or less than the normal commute trip is covered, and any longer trip requires payment of the fare difference from the stored value on the SmarTrip® card.
  - Customers will get even more savings with passes in FY2021. For example, customers purchasing the $144 monthly unlimited pass, priced at 36 trips times $4.00, will be able to take unlimited Metrorail trips up to 8.7 miles, whereas customers paying full fare will pay $4.20 per peak period trip. This is a five percent savings when using the monthly pass. For a monthly unlimited pass of $216, a customer gets unlimited travel on rail and bus, saving a minimum of $92 per month, or $1,104 annually, compared to a person paying max fare per peak period trip.
- **1-Day / 3-Day / 7-Day Unlimited Pass** offer unlimited travel on rail and bus. The short duration is ideal for tourists and other visitors.
- **7-Day Short Trip Unlimited Pass** offers unlimited rail trips under a fare value of $3.85 per trip and free bus trips. Similar to the monthly unlimited pass, customers pay the fare difference for longer trips from the stored value on their SmarTrip® card.
- **7-Day Regional Bus Pass:** To encourage bus ridership, Metro is reducing the price of the 7-Day Regional Bus Pass from $15.00 to $12.00 in FY2021. The pass is priced to save customers money after the sixth weekly trip, the equivalent of three commuting days, with the remaining four days free.
- **University Pass (U-Pass):** Metro has agreements with 25 colleges and universities in the region to offer full-time students unlimited rides on Metrorail and Metrobus. Metro prices the service at $1.00 per student per day to offer students an affordable means of travel to classes, internships, jobs and other activities.

Non-Passenger Revenue

Advertising

Total advertising revenue in FY2021 is budgeted at $33.3 million, an $5.7 million increase over the FY2020 budget. This increase in primarily driven by $6.3 million in digital advertising revenue following the installation of more digital panels in stations.

Joint Development

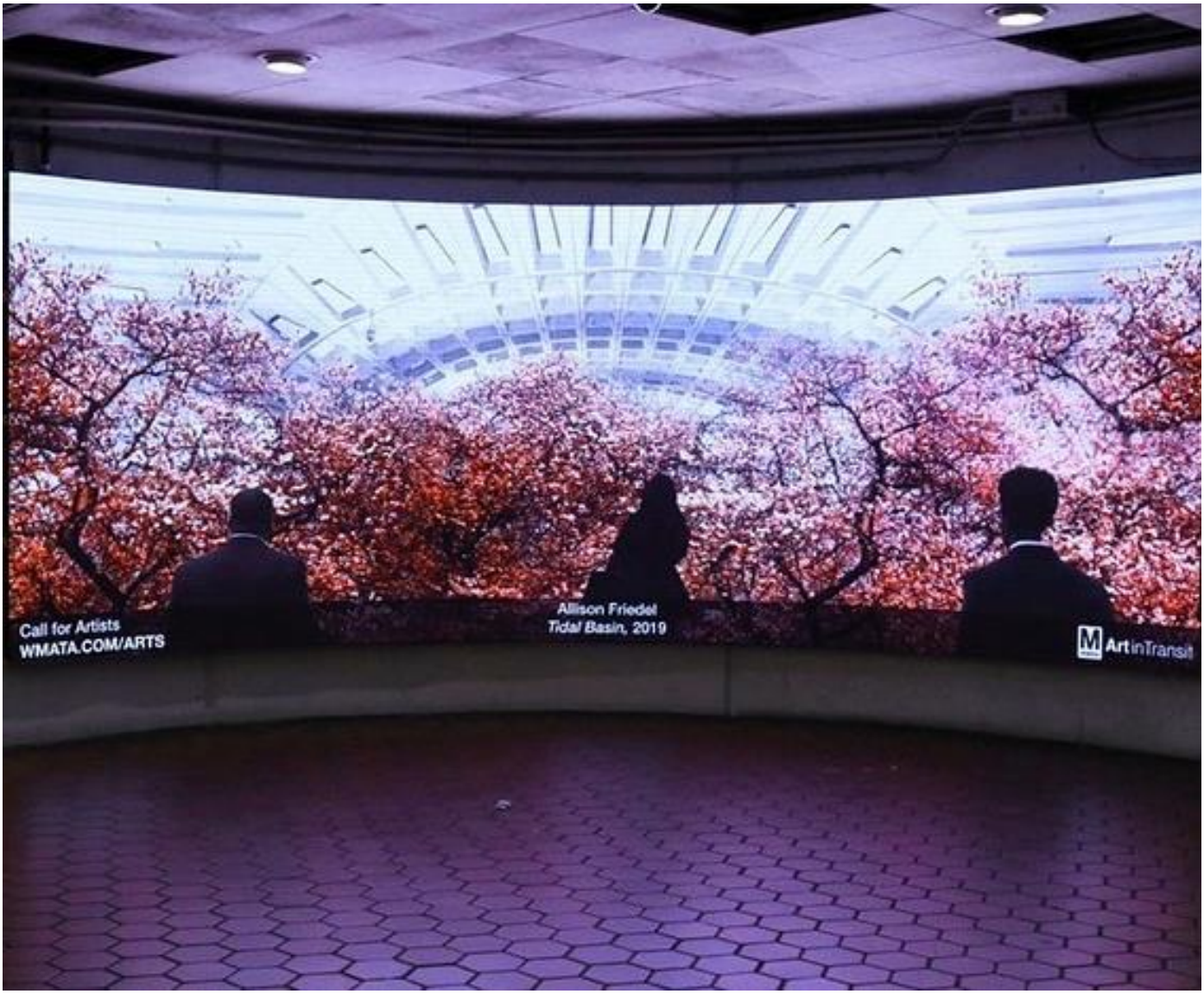
Joint development revenues are estimated to reach $11.4 million, an increase of $0.4 million over FY2020. This growth is driven by increasing ground lease payments to reflect market value and Metro property sales. Generally, joint development revenue increases during periods of economic growth as ground leases increase in value 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. Under these lease agreements, Metro receives revenue from telecommunications companies as well as fiber optic lines for its own use. For FY2021, the fiber optic revenue budget is $14.1 million.

Other Revenue

Other revenues total $25.6 million in FY2021 and include proceeds from agreements with cellular service providers, vending machine companies, surplus property disposal, and employee parking. It also includes Board approved funding of up to $17 million from the Capital program as reimbursement for revenue losses from station closures due to major capital projects. The reimbursement will be adjusted to reflect lower ridership due to Covid-19.



Operating Budget Revenues

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change
MetroBus					
Passenger	$138,075	$124,011	$137,936	$27,683	($110,253)
Parking	-	-	-	-	-
Advertising	15,136	9,023	9,150	8,326	($825)
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	3,194	3,043	6,064	2,584	($3,480)
Subtotal	**$156,405**	**$136,078**	**$153,150**	**$38,593**	**($114,558)**
MetroRail					
Passenger	$541,318	$533,518	$528,279	$249,085	($279,193)
Parking	43,064	44,376	46,968	20,031	($26,937)
Advertising	7,455	20,018	18,523	25,016	$6,493
Joint Development	9,252	14,865	11,062	11,423	$361
Fiber Optics	15,959	16,876	15,992	14,083	($1,909)
Other Nontransit Sources	3,630	10,123	30,464	23,046	($7,418)
Subtotal	**$620,678**	**$639,777**	**$651,288**	**$342,683**	**($308,605)**
MetroAccess					
Passenger	$9,700	$8,781	$9,940	$4,607	($5,333)
Parking	-	-	-	-	-
Advertising	-	-	-	-	-
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	174	-	-	-	-
Subtotal	**$9,874**	**$8,781**	**$9,940**	**$4,607**	**($5,333)**
Total					
Passenger	$689,093	$666,310	$676,155	$281,376	($394,779)
Parking	43,064	44,376	46,968	20,031	($26,937)
Advertising	22,590	29,042	27,673	$33,342	$5,669
Joint Development	9,252	14,865	11,062	11,423	$361
Fiber Optics	15,959	16,876	15,992	14,083	($1,909)
Other Nontransit Sources	6,997	13,166	36,528	25,630	($10,898)
Grand Total	**$786,956**	**$784,636**	**$814,378**	**$385,883**	**($428,495)**

Operating Subsidy

The FY2021 operating subsidy totals $1.2 billion, an increase of $120.8 million or 10.7 percent over the FY2020 Budget. The base budget increased by $33.8 million, equal to three percent annual growth of operating subsidies, which complies with the 2018 dedicated funding legislation.

The remaining growth of $87.1 million includes $78.4 million for the opening of Silver Line Phase 2 and $8.6 million in legislatively excluded costs consisting of contractually obligated cost increases to ADA paratransit service providers and occupational safety and health costs.

Jurisdiction contributions for debt service payments equal $72.2 million, like FY2020 levels. Additional information about debt service is included in Appendix - G of this publication.

For the FY2021 Budget, the Board authorized a one-time subsidy credit of $134.7 million to the funding jurisdictions to help offset local revenue loss due to Covid-19 bringing the effective FY2021 subsidy to $1.2 billion, including debt service.

FY2021 Approved Budget - Summary of State and Local Operating Requirements

(Dollars in Millions)	FY2020[1] Base	FY2021[2,3] Capped	% Change	FY2021 Legislative Exclusions	Silver Line Phase 2[4]	FY2021 Total Subsidy	Subsidy Credit	FY2021 Net Subsidy	Debt Service	Jurisdictional Contribution
District of Columbia	**$407.8**	**$420.0**	**3.0%**	**$2.1**	**$25.9**	**$448.0**	**($48.8)**	**$399.2**	**$33.3**	**$432.4**
Montgomery County	189.1	190.4	0.7%	1.6	13.7	205.7	(22.1)	183.6	15.4	199.0
Prince George's County	242.6	254.3	4.8%	3.5	12.3	270.1	(29.6)	240.6	15.8	256.4
Maryland	**$431.7**	**$444.7**	**3.0%**	**$5.1**	**$26.1**	**$475.9**	**($51.7)**	**$424.2**	**$31.2**	**$455.4**
City of Alexandria	45.8	47.9	4.5%	0.1	3.7	51.7	(5.6)	46.1	1.8	47.9
Arlington County	78.2	79.0	1.1%	0.2	7.3	86.5	(9.2)	77.3	0.0	77.3
City of Fairfax	2.5	2.7	9.7%	0.0	0.2	3.0	(0.3)	2.7	0.1	2.8
Fairfax County	156.0	158.4	1.5%	1.1	12.7	172.3	(18.4)	153.9	5.6	159.5
City of Falls Church	3.4	3.3	(3.9%)	0.0	0.2	3.5	(0.4)	3.1	0.2	3.3
Loudoun County	0.0	3.2	100.0%	0.0	2.3	5.5	(0.4)	5.1	0.0	5.1
Virginia	**$286.0**	**$294.6**	**3.0%**	**$1.4**	**$26.5**	**$322.5**	**($34.2)**	**$288.2**	**$7.7**	**$295.9**
Total Contribution	**$1,125.5**	**$1,159.2**	**3.0%**	**$8.6**	**$78.4**	**$1,246.3**	**($134.7)**	**$1,111.6**	**$72.2**	**$1,183.7**

1. FY2020 approved base amount includes $1.19 million for the Fraternal Order of Police Collective Bargaining Agreement approved on September 26, 2019 in Board Resolution 2019-31.

2. FY2021 capped amounts are calculated by taking the FY2020 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 J). The FY2021 capped subsidy was adjusted to prorate Loudoun County for one quarter of Silver Line Operations.

3. Applicable costs for Metrobus Routes 16E, B29 and B30 are funded by management actions; The costs are not included in calculation of the subsidy allocation.

4. FY2021 Silver Line Phase 2 costs assume revenue operations start in Q4 of FY2021.

FY2021-26 Capital Funding

Metro's six-year Capital Improvement Program (CIP) of $9.8 billion requires funding totaling $10.3 billion from the federal government, state and local government partners and other sources due to an expected $143.2 million cost for revenue loss from service shutdowns for capital projects and more than $390 million of debt service.

Within the $10.3 billion six-year funding plan, Metro is projecting:

- $2.1 billion from federal grant funding, with the assumption that federal PRIIA funding will not be extended past FY2021
- State and local contributions for matching of federal grants and system performance funds of $2.6 billion, of which $143.2 million is expected to fund revenue losses from long-term service shutdowns due to major capital projects
- State dedicated funding of $3.0 billion, of which $261.3 million is projected to be used for debt service
- Debt, secured by dedicated funding, of $2.2 billion
- Other local sources, primarily Metropolitan Washington Airports Authority (MWAA) funding for the Silver Line extension and new rail cars, and the City of Alexandria for the new Potomac Yards station, totaling $333 million

Additional information about capital funding sources is included in Chapter 4 – FY2021 Capital Budget

Financial Plan by Investment Category

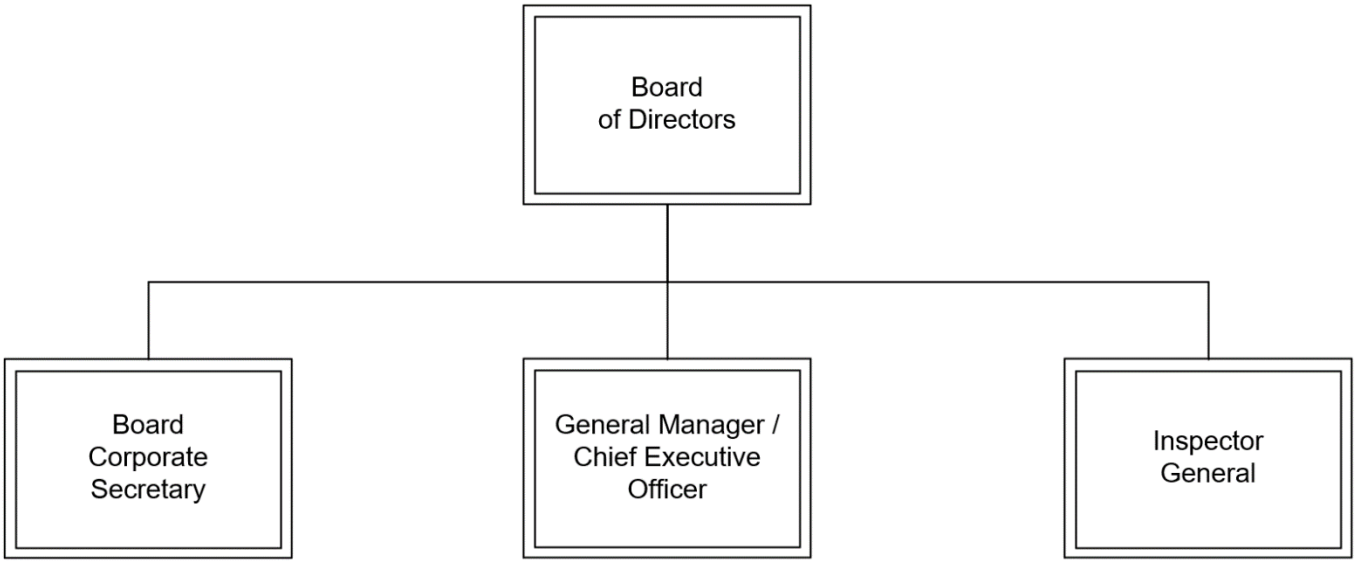
(Dollars in Millions)	FY2021 Budget	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	FY2026 Plan	6-Year Total
Railcar	$279.8	$257.3	$332.8	$346.6	$454.1	$565.2	$2,235.7
Rail Systems	164.7	131.2	162.8	153.3	146.5	132.4	$890.8
Track and Structure Rehabilitation	148.1	175.7	166.4	192.9	160.9	170.1	$1,014.0
Stations and Passenger Facilities	545.5	550.6	416.2	252.0	191.9	179.2	$2,135.3
Bus and Paratransit	207.8	225.4	292.5	313.2	284.3	215.7	$1,538.9
Business Support	475.4	550.2	217.5	235.5	242.9	227.3	$1,948.8
Total	**$1,821.2**	**$1,890.3**	**$1,588.2**	**$1,493.4**	**$1,480.6**	**$1,489.8**	**$9,763.5**
Revenue Loss from Capital Projects	$17.0	$23.8	$24.5	$25.2	$26.0	$26.7	$143.2
Debt Service - Dedicated Funding[1]	-	11.8	42.6	87.7	117.9	138.1	$398.1
Total Capital Program Cost	**$1,838.2**	**$1,925.8**	**$1,655.3**	**$1,606.3**	**$1,624.5**	**$1,654.6**	**$10,304.8**

1. FY2021 debt service schedule updated to reflect actuals after 2020 Dedicated Funding debt issuance. FY2022-2026 debt service schedule for planning purposes only.

Financial Plan - Allocation of State and Local Contributions

(Dollars in Millions)	FY2021 Budget	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	FY2026 Plan	6-Year Total
Federal Funding							
Federal Formula Programs	$321.1	$321.1	$321.1	$321.1	$321.1	$321.1	$1,926.6
Federal PRIIA	148.5	-	-	-	-	-	$148.5
Other Federal Grants	20.0	4.4	2.8	3.0	2.8	2.8	$35.8
Total - Federal Grants	**$489.6**	**$325.5**	**$323.9**	**$324.1**	**$323.9**	**$323.9**	**$2,111.0**
State and Local Funding Contributions:							
District of Columbia							
Formula Match and System Performance	$95.1	$99.2	$101.4	$105.2	$107.4	$108.8	$617.1
PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	$297.0
Dedicated Funding Pay-Go	178.5	178.5	178.5	178.5	178.5	178.5	$1,071.0
Subtotal - District of Columbia	**$323.1**	**$327.2**	**$329.4**	**$333.2**	**$335.4**	**$336.8**	**$1,985.1**
State of Maryland							
Montgomery County	$45.0	$45.9	$47.6	$48.7	$50.5	$52.7	$290.4
Prince George's County	45.2	46.9	48.2	49.9	51.1	52.0	$293.2
Maryland PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	$297.0
Maryland Dedicated Funding Pay-Go	167.0	167.0	167.0	167.0	167.0	167.0	$1,002.0
Subtotal - Maryland	**$306.7**	**$309.3**	**$312.2**	**$315.1**	**$318.1**	**$321.3**	**$1,882.6**
Virginia							
City of Alexandria	$12.4	$12.8	$13.1	$13.5	$13.9	$14.4	$80.2
Arlington County	22.6	23.0	23.9	24.4	25.4	26.6	$145.8
City of Fairfax	0.7	0.7	0.8	0.8	0.8	0.9	$4.6
Fairfax County	40.8	41.5	43.0	44.0	45.7	47.8	$262.8
City of Falls Church	0.8	0.8	0.8	0.8	0.9	0.9	$4.9
Loudoun County	5.8	5.6	6.0	6.0	6.4	7.1	$36.9
Virginia PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	$297.0
Virginia Dedicated Funding Pay-Go	154.5	154.5	154.5	154.5	154.5	154.5	$927.0
Congestion Mitigation and Air Quality (CMAQ)	0.9	0.9	0.9	1.0	1.0	1.0	$5.7
Subtotal - Virginia	**$288.0**	**$289.3**	**$292.6**	**$294.5**	**$298.0**	**$302.6**	**$1,764.9**
Jurisdictional Reimbursable							
Jurisdiction Planning Projects	$3.0	$3.0	$3.0	$3.0	$3.0	$3.0	$18.0
Silver Line - Metropolitan Washington Airports Authority (MWAA)	26.6	17.7	-	-	-	-	$44.3
Potomac Yard (Alexandria)	59.1	113.9	58.9	38.6	-	-	$270.4
Purple Line - Maryland Department of Transportation (MDOT)	0.1	0.2	-	-	-	-	$0.3
Subtotal - Jurisdictional Reimbursable	**$88.7**	**$134.8**	**$61.9**	**$41.6**	**$3.0**	**$3.0**	**$333.0**
Total - State and Local	**$1,006.4**	**$1,060.7**	**$996.0**	**$984.3**	**$954.5**	**$963.6**	**$5,965.6**
Debt	**$342.2**	**$539.6**	**$335.3**	**$298.0**	**$346.0**	**$367.0**	**$2,228.1**
Grand Total Funding	**$1,838.2**	**$1,925.8**	**$1,655.3**	**$1,606.3**	**$1,624.5**	**$1,654.6**	**$10,304.8**

Chapter 2 - Metro Officers



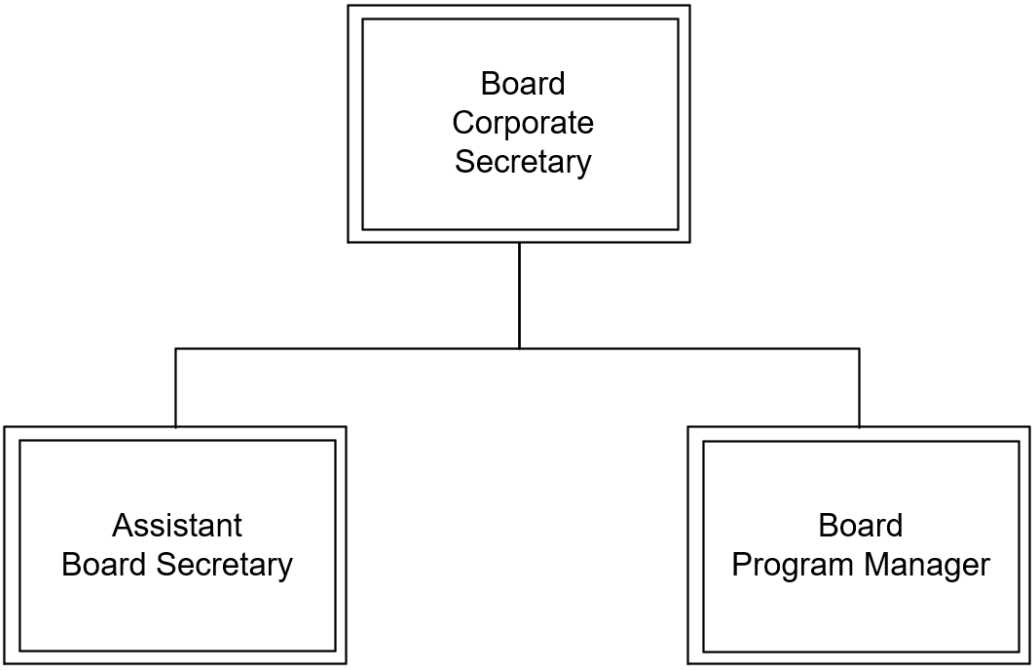
Board Reporting Structure

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

This chapter includes budget information for the departments that support the Board Corporate Secretary, Inspector General and GM/CEO. The Authority-wide operating figures in Chapter 3 include the costs of these three departments in order to present a complete budget for the Authority.

Please note: the chart and table totals throughout this publication may not add up due to rounding

Board Corporate Secretary



The Office of the Board Corporate Secretary (SECT) is an independent office that reports to the Metro Board of Directors. SECT serves as a resource to advance the Board's goals and policies, and strategic plan.

SECT works with the Board to research policy issues and provide consultation, represents the Board in policy matters, and advises on governance best practices. SECT works proactively with management to carry out the policies, goals and initiatives of the Board; and serves as liaison between the Board, the Authority, Board advisory bodies and customers. SECT is responsible for managing the Board's activities across the Authority in support of executive decision-making.

Other responsibilities include the coordination, review and distribution of Metro 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.

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change	% Change
Personnel[1]	$781	$686	$704	$803	$99	14.0%
Non-Personnel	$161	$120	$199	$201	$2	1.2%
Total[2]	**$943**	**$806**	**$903**	**$1,004**	**$101**	**11.2%**
Authorized Positions[3]	4	4	4	4	-	-

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

2. Total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval.

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

FY2021 Business Plan

The Office of the Board Corporate Secretary will:

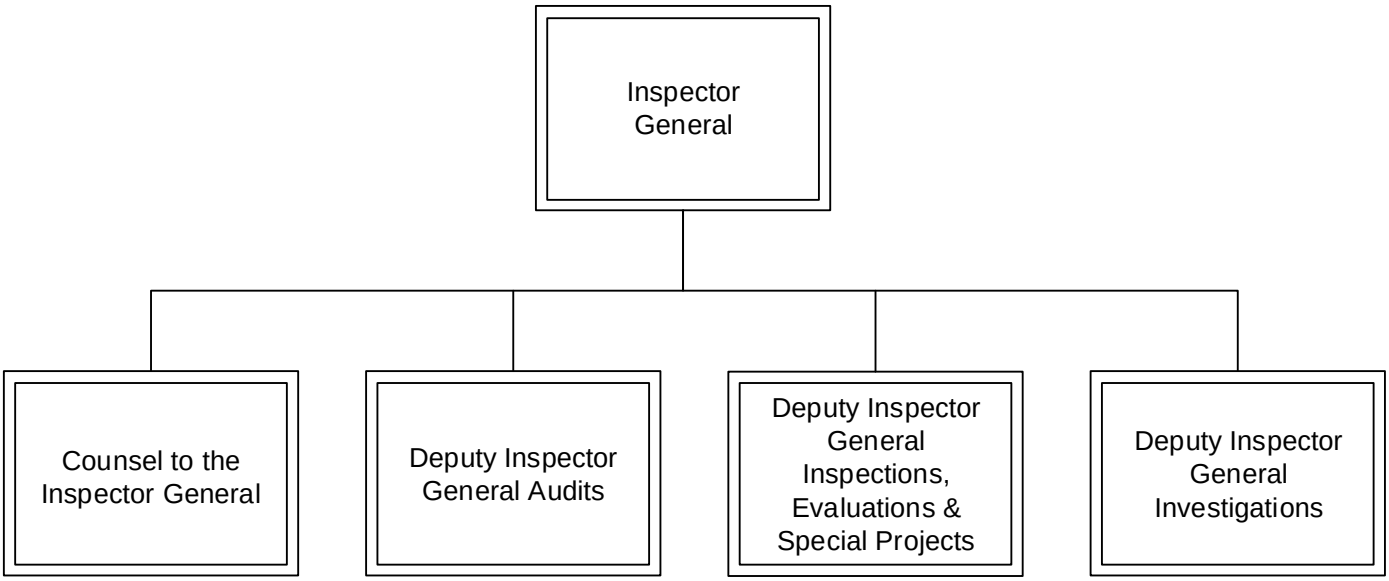
- Serve as the vital bridge between the Board, the public and management
- Support the Board to fulfill requirements of dedicated funding legislation
- Ensure Board materials and operations maintain a strategic focus
- Host a Board retreat to address strategic priorities
- Ensure the Board's committee 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

FY2020 Major Accomplishments

Milestones reached over the last year included:

- Drafted and approved new Board Code of Ethics
- Implemented video streaming for Board and committee meetings
- Conducted first virtual Board/committee meetings and public hearings
- Revised Board Procedures
- Conducted a facilitated Board retreat to establish Board priorities for the year
- Drafted and implemented Board committee work plans
- Onboarded four new Board members
- Facilitated numerous public hearings in accordance with the Metro Compact and Public Participation Plan

Office of Inspector General



The Office of Inspector General (OIG) is an independent office that reports to the Metro Board of Directors. Under the WMATA Compact the OIG is an independent and objective unit of the Authority that conducts and supervises audits, program evaluations, and investigations relating to Authority activities; promotes economy, efficiency, and effectiveness in Authority activities; detects and prevents fraud and abuse in Authority activities; and keeps the Board fully and currently informed about deficiencies in Authority activities as well as the necessity for and progress of corrective action.

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change	% Change
Personnel[1]	$5,041	$6,037	$6,940	$7,807	$867	12.5%
Non-Personnel	$1,527	$1,630	$2,921	$2,676	($245)	(8.4%)
Total[2]	**$6,568**	**$7,667**	**$9,861**	**$10,484**	**$623**	**6.3%**
Authorized Positions[3]	35	38	40	44	4	10.0%

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

2. The total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval.

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

FY2021 Business Plan

OIG's Office of Investigations and Special Projects will:

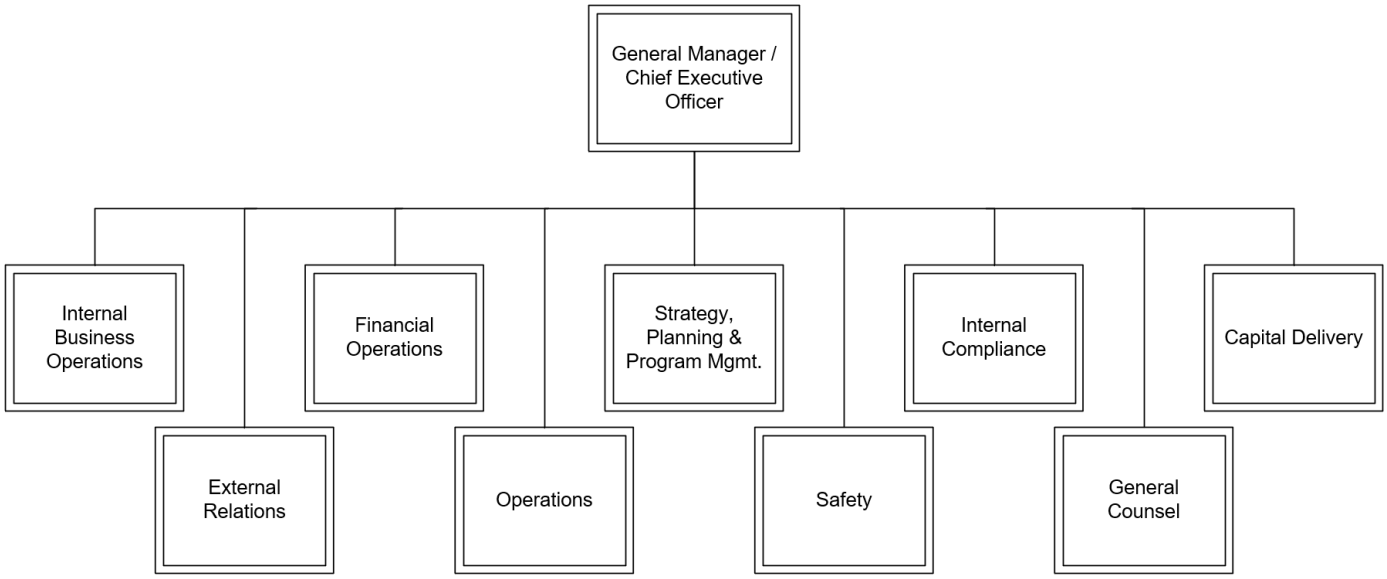
- Conduct criminal investigations and refer them for prosecution.
- Handle and issue confidential reports of investigations involving fraud, waste, abuse, gross mismanagement, or any investigation of Authority activities deemed necessary or desirable by the Inspector General.
- Provide all oversight and administration of the OIG hotline.
- Oversee and administer Metro'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.
- Provide fraud awareness training to Metro departments and offices.
- Initiate special projects and inspections that address concerns related to Metro's operations.
- OIG's Office of Audits will:
- Conduct risk-based performance audits and evaluations to promote economy, efficiency and effectiveness of Metro programs, operations, and activities.
- 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 Metro's annual financial statement audit.

FY2020 Major Accomplishments

Milestones reached over the last year included:

- Conducted the review, referral or subsequent investigation of over 334 complaints made to the OIG hotline.
- Issued three Reports of Investigation involving fraud, waste and abuse.
- Investigations into fraud, bribery and theft resulted in one criminal indictment and one arrest.
- Issued four Management Alerts and one Management Assistance Report that provided insight into issues of concern.
- Issued a Special Project Report on the status of the Silver Line.
- Issued an Evaluation on Inventory Practices.
- Provided internal controls and fraud awareness training to WMATA departments and offices, including New Employee Orientation.
- Issued eight performance and financial audit reports identifying $70.6 million of funds that could be used more efficiently by implementing recommended actions.
- Issued 50 contract audit reports that identified $10.7 million in possible savings.
- Oversaw WMATA's annual independent financial statement audit.

General Manager & Chief Executive Officer



The General Manager and Chief Executive Officer (GM/CEO) guides Metro's strategic direction to ensure passenger and employee safety, increased service reliability, create and innovate efficient operations management approaches, enhance fiscal accountability, and regulatory compliance. In FY2021, the GM/CEO will continue to move the agency toward improvements in the safety and reliability of service on Metrorail and Metrobus networks, as well as MetroAccess. Through the GM/CEO's direction and leadership, the agency will focus its efforts on becoming the regional transportation provider of choice, as well as an employer of choice in the region. In addition, Metro's CIP, which is critical to the long-term safety and reliability of the system, will strengthen its focus on strategy, development and project implementation.

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change	% Change
Personnel[1]	$930	$1,155	$1,140	$1,130	($10)	(0.9%)
Non-Personnel	($39)	$95	$640	$652	$12	1.9%
Total[2,3]	**$891**	**$1,250**	**$1,780**	**$1,782**	**$2**	**0.1%**
Authorized Positions[4]	4	3	3	3	-	-

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

2. Total operating budget cost for each fiscal year 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 include total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval.

FY2021 Business Plan

The GM/CEO's business actions are designed to build a strong foundation for achieving best in class status among transit systems.

Major initiatives in the approved FY2021 budget include:

- Oversee the implementation of WMATA's recovery pandemic plan to both restore service in support of the region's recovery plans and ensure the safety and transition of WMATA's own workforce
- Continuing to focus on improving safety and reliability of the rail system, including track and power upgrades, train control systems, advancing the 8000-Series railcar procurement, and escalator and elevator replacements/ rehabilitations
- Improving the speed and reliability of buses, including advancing transit signal priority with the jurisdictions, building new bus garages to create modern maintenance facilities, and advancing the procurement of Metrobus' next generation vehicle
- Enhancing the customer experience through fare payment upgrades and full deployment of a new customer mobile app, continued rail station amenities and upgraded platforms, along with new bus shelters
- Making Metro the region's "employer of choice" with enhancements such as the agency's first paid parental leave policy, a new employee emergency fund, and renovated office facilities, including the development of a new a Metro headquarters building in Washington D.C. and new offices in Virginia and Maryland

FY2020 Major Accomplishments

Milestones reached over the last year included:

- Working in close coordination with regional leaders, oversaw the successful activation of the agency's Pandemic Response Plan on January 29, 2020, which ensured the safety of WMATA's workforce and customers, while offering reduced service that was vital to the region for essential travel
- Completed multi-year capital project that delivered 145 new escalators
- Completed Bus Transformation Study
- Opened Andrews Federal Center bus garage
- Broke ground at new L'Enfant Plaza and Alexandria headquarters and entered into agreement for New Carrollton headquarters site
- 90 percent of customers are getting to their destinations on time – fewer offloads and delays thanks to the new 7000-Series railcars and improved track conditions
- Successfully completed first phase of a Platform Improvement Project – critical safety repairs and customer improvements including non-slip tile, larger information displays, and station lighting improvements
- Ridership grew 6 percent through February over FY2019, pre-Covid-19
- Underground cell service now available in 80 percent of Metro tunnels. This project will be completed in late 2020 making free wifi available at all 91 stations
- Increased rush-hour service at 12 stations on the Red, Green and Yellow lines, cutting wait times in half for 100,000 daily trips
- Supported major regional events with extra service, including Washington Mystics and Nationals' championship seasons
- Focused on sustainability to adopt more "green" practices that protect the environment and save money

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Chapter 3 - Operating Budget

Introduction

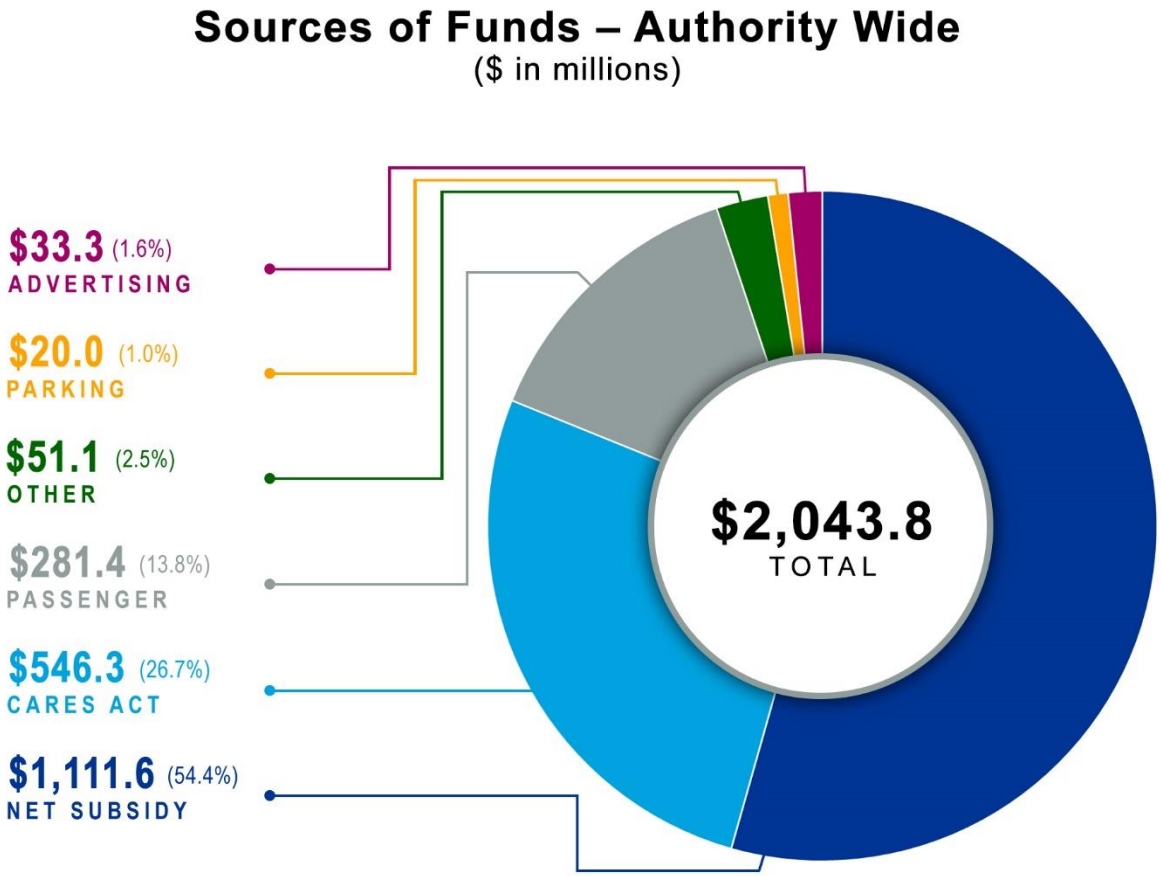
The operating budget funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. In total the operating budget is $2.0 billion, a 5.4 percent increase from the FY2020 budget. In addition, the reimbursable budget is $7.8 million.

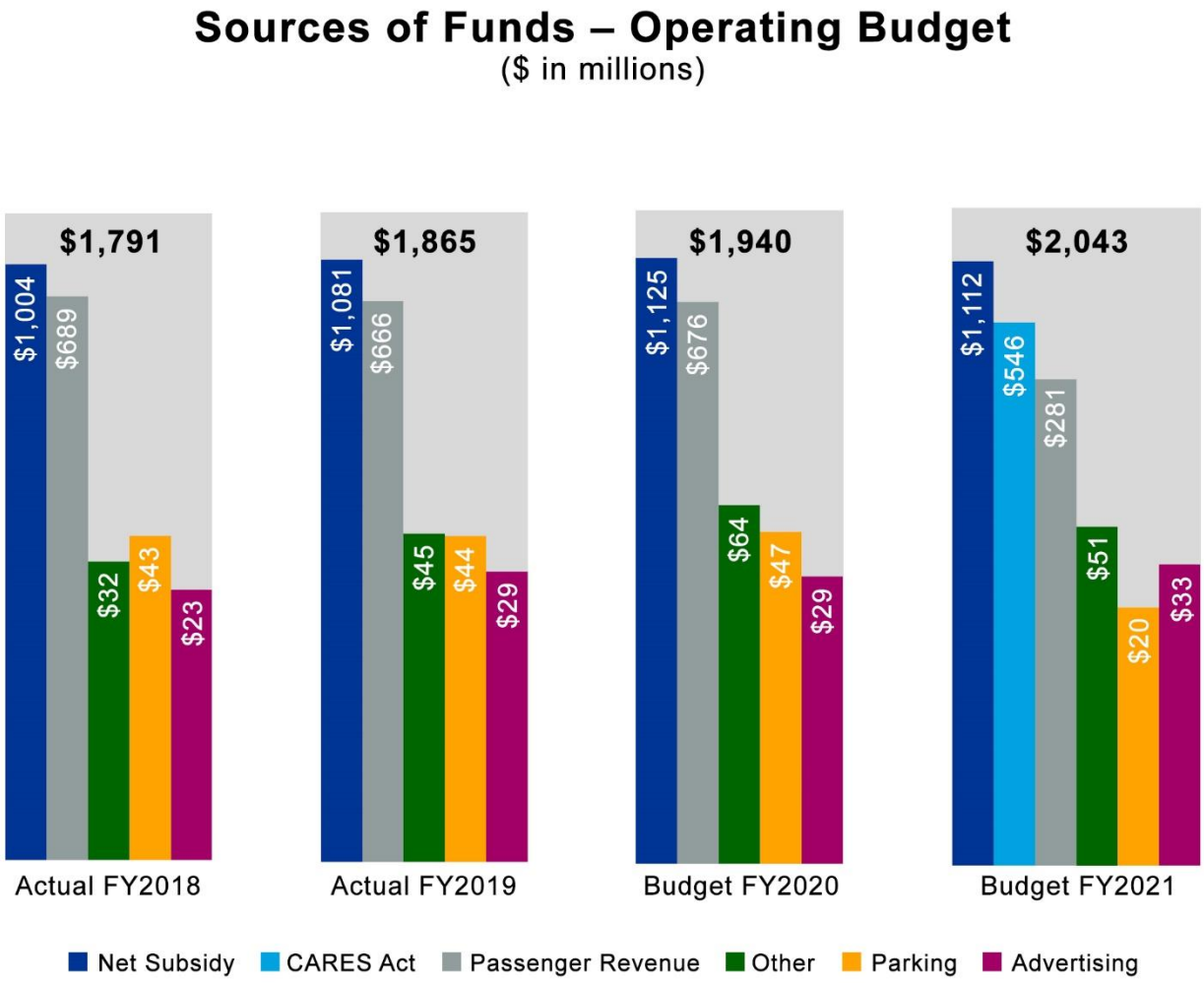
Sources of Funds

Metro has three primary funding sources for the operating budget: passenger revenue including parking, non-fare revenue including advertising, and local subsidy. In FY2021, Metro will also utilize $546.3 million in CARES Act funds to cover additional expenses incurred and to replace passenger revenue lost during the Covid-19 pandemic.

- The largest source of operating funding is the net operating subsidy totaling $1.1 billion (excluding Debt Service), or 54.4 percent of total operating funds.
- The second largest source of funding is CARES Act funds of $546.3 million or 26.7 percent of operating funds.
- Passenger fare and parking revenues of $301.4 million (14.7 percent of total expenses) is the third largest source of funds.
- The remaining $84.5 million of operating revenue comes from advertising, joint development projects, fiber optic and property leases, and other revenues.

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

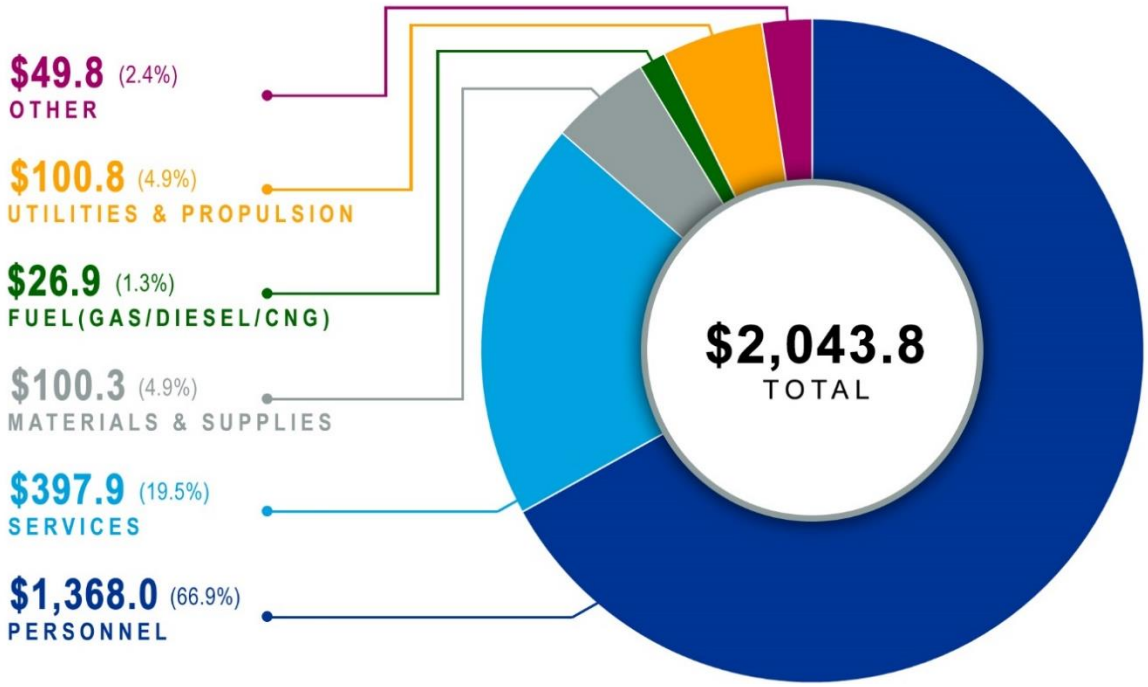



Sources of Funds – Operating Budget
($ in millions)
$1,791
$1,004
$689
$32
$43
$23
Actual FY2018
$1,865
$1,081
$666
$45
$44
$29
Actual FY2019
$1,940
$1,125
$676
$64
$47
$29
Budget FY2020
$2,043
$1,112
$546
$281
$51
$20
$33
Budget FY2021
Net Subsidy
CARES Act
Passenger Revenue
Other
Parking
Advertising

Uses of Funds

- Personnel expenses are the largest operating budget expense category at $1,368.0 million or 66.9 percent of total expenses, followed by Services at $397.9 million or 19.5 percent of total.
- Services budget consists primarily of expenses related to professional and technical services contract maintenance, and temporary labor services. The largest service expense is in support of paratransit, which is projected to be $162.9 million in FY2021.
- Materials and Supplies budget consist 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.
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs.

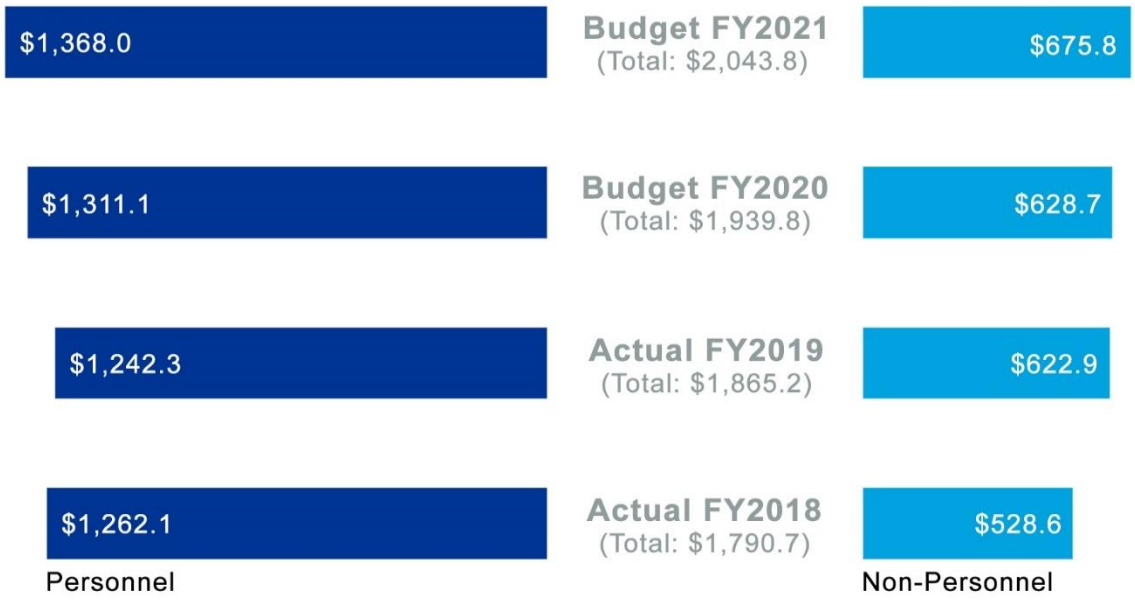
Uses of Funds – Authority Wide
($ in millions)



FY2018-FY2021

- FY2021 operating personnel expenses, inclusive of labor, fringe benefits and capital overhead allocation, are $1.4 billion, an increase of $56.9 million or 4.3 percent over FY2020. This increase includes contractually required pay increases mandated by CBA agreements and Silver Line Phase 2 personnel costs. The personnel budget also reflects savings from management actions to decrease the fiscal impacts of the Covid-19 pandemic.
- FY2021 services budget is $397.9 million, an increase of $50.3 million, or 14.5 percent over FY2020. This increase is due largely to the start of Silver Line Phase 2 operations and increased paratransit costs resulting from contract cost escalations for the service providers.
- Materials and supplies are $100.3 million, a decrease of $9.0 million or 8.2 percent from FY2020, which is the result of savings initiatives to optimize material usage.
- FY2021 energy costs are projected to increase by $6.5 million or 5.1 percent in comparison to the FY2020 budget primarily due to Silver Line Phase 2 opening and increased propulsion costs associated with 7000-Series railcar service.

Uses of Funds (Personnel vs Non-Personnel)
($ in millions)



Operating Budget - Revenue and Expenses

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change
Revenues:					
Passenger	$689,093	$666,310	$676,155	$281,376	($394,779)
Parking	43,064	44,376	46,968	20,031	($26,937)
Advertising	22,590	29,042	27,673	33,342	$5,669
Joint Development	9,252	14,865	11,062	11,423	$361
Fiber Optics	15,959	16,876	15,992	14,083	($1,909)
Other Nontransit Sources	6,997	13,166	36,528	25,630	($10,898)
Total Revenues	**$786,956**	**$784,636**	**$814,378**	**$385,883**	**($428,495)**
Expenses:					
Personnel	$1,262,144	$1,242,333	$1,311,121	$1,368,019	$56,898
Services	269,733	325,743	347,598	397,912	$50,314
Materials & Supplies	103,493	120,333	109,316	100,317	($8,999)
Fuel (Gas / Diesel / CNG)	24,094	28,911	32,073	26,939	($5,133)
Utilities and Propulsion Power	83,381	88,578	89,133	100,793	$11,661
Casualty and Liability	33,865	44,860	33,880	32,260	($1,620)
Leases and Rental	7,818	9,298	10,036	11,036	$1,000
Miscellaneous	6,169	5,134	6,697	6,505	($192)
Total Expenses	**$1,790,697**	**$1,865,190**	**$1,939,854**	**$2,043,783**	**$103,928**
Gross Subsidy	**$1,003,740**	**$1,080,554**	**$1,125,476**	**$1,657,899**	**$532,423**
CARES Act	-	-	-	($546,315)	($546,315)
Net Subsidy	**$1,003,740**	**$1,080,554**	**$1,125,476**	**$1,111,584**	**($13,892)**
Cost Recovery Ratio	43.9%	42.1%	42.0%	18.9%	

Operating Budget - Expenses

(Dollars in Thousands)	FY2021 Budget	FY2021 Metrobus	FY2021 Metrorail	FY2021 MetroAccess
Salaries	$355,409	$98,855	$248,008	$8,546
Wages	519,558	234,935	283,261	1,363
Overtime	90,632	36,716	53,671	246
Total Salaries and Wages	**$965,600**	**$370,506**	**$584,940**	**$10,154**
Fringes	**$467,367**	**$182,828**	**$279,710**	**$4,829**
Fringe Health	185,563	72,153	111,484	1,926
Fringe Pension	171,873	68,313	101,774	1,785
Other Fringe Benefits	78,671	30,136	47,744	791
Workers Compensation	31,260	12,226	18,708	326
Capital Allocation	**($64,947)**	**($19,244)**	**($44,424)**	**($1,279)**
Total Personnel Cost	**$1,368,019**	**$534,090**	**$820,226**	**$13,704**
Services	**$397,912**	**$70,342**	**$158,209**	**$169,361**
Professional and Technical	77,612	20,370	52,745	4,497
Contract Maintenance	77,728	38,824	38,184	721
Paratransit	162,897	-	-	162,897
Other	79,674	11,149	67,281	1,245
Materials and Supplies	**$100,317**	**$27,463**	**$72,092**	**$762**
Parts	44,122	14,071	29,851	199
Other	56,195	13,391	42,240	563
Fuel (Gas / Diesel / CNG)	**$26,939**	**$17,553**	**$3,684**	**$5,702**
Diesel Fuel	13,552	11,588	1,948	17
Gasoline	8,174	752	1,737	5,685
Clean Natural Gas	5,213	5,213	-	-
Utilities and Propulsion	**$100,793**	**$11,645**	**$88,378**	**$770**
Propulsion	55,704	-	55,704	-
Electricity	31,803	8,837	22,383	583
Utilities - Other	13,287	2,808	10,291	187
Casualty and Liability	**$32,260**	**$8,786**	**$22,890**	**$584**
Insurance	19,582	5,030	14,218	334
Claims	12,679	3,757	8,672	250
Leases	**$11,036**	**$2,657**	**$7,394**	**$985**
Property	6,105	1,773	3,407	926
Equipment	4,931	884	3,987	60
Miscellaneous	**$6,505**	**$780**	**$5,589**	**$136**
Business / Meeting / Subscriptions	1,550	445	1,066	39
Advertising	5,200	1,410	3,696	94
Reimbursements / Other	(245)	(1,075)	827	3
Total Non-Personnel Cost	**$675,763**	**$139,227**	**$358,236**	**$178,300**
Total Cost	**$2,043,783**	**$673,317**	**$1,178,462**	**$192,004**

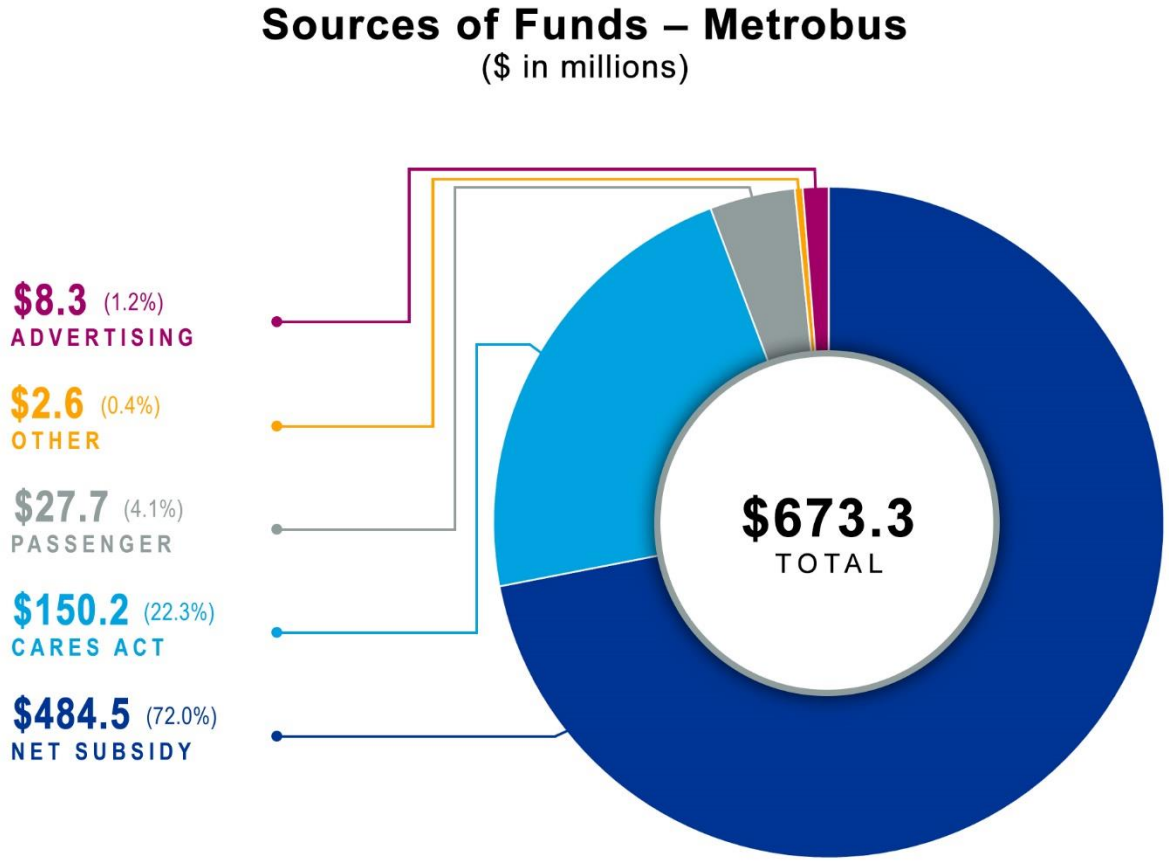
Operating Budget - Authority Wide

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change	% Change
Salaries	$304,440	$293,429	$328,218	$355,409	$27,192	8.3%
Wages	483,900	475,629	513,103	519,558	6,455	1.3%
Overtime	83,415	89,866	75,401	90,632	15,231	20.2%
Total Salaries and Wages	**$871,754**	**$858,924**	**$916,722**	**$965,600**	**$48,878**	**5.3%**
Fringes	**$428,212**	**$429,655**	**$440,469**	**$467,367**	**$26,898**	**6.1%**
Fringe Health	209,794	232,178	174,182	185,563	11,381	6.5%
Fringe Pension	174,458	165,322	162,501	171,873	9,372	5.8%
Other Fringe Benefits	(4,364)	(19,484)	74,260	78,671	4,410	5.9%
Workers Compensation	48,323	51,638	29,526	31,260	1,735	5.9%
Capital Allocation	**($37,822)**	**($46,246)**	**($46,070)**	**($64,947)**	**($18,877)**	**41.0%**
Total Personnel Cost	**$1,262,144**	**$1,242,333**	**$1,311,121**	**$1,368,019**	**$56,898**	**4.3%**
Services	**$269,733**	**$325,743**	**$347,598**	**$397,912**	**$50,314**	**14.5%**
Professional and Technical	64,334	73,392	73,039	77,612	4,574	6.3%
Contract Maintenance	48,710	63,065	72,731	77,728	4,997	6.9%
Paratransit	116,517	148,086	152,230	162,897	10,668	7.0%
Other	40,172	41,200	49,599	79,674	30,075	60.6%
Materials and Supplies	**$103,493**	**$120,333**	**$109,316**	**$100,317**	**($8,999)**	**(8.2%)**
Parts	52,999	53,982	55,273	44,122	(11,151)	(20.2%)
Other	50,494	66,351	54,043	56,195	2,151	4.0%
Fuel (Gas / Diesel / CNG)	**$24,094**	**$28,911**	**$32,073**	**$26,939**	**($5,133)**	**(16.0%)**
Diesel Fuel	14,918	17,064	20,597	13,552	(7,045)	(34.2%)
Gasoline	7,799	7,932	8,763	8,174	(588)	(6.7%)
Clean Natural Gas	1,377	3,915	2,713	5,213	2,500	92.2%
Utilities and Propulsion	**$83,381**	**$88,578**	**$89,133**	**$100,793**	**$11,661**	**13.1%**
Propulsion	47,423	51,284	49,395	55,704	6,309	12.8%
Electricity	26,351	27,197	29,069	31,803	2,733	9.4%
Utilities - Other	9,607	10,097	10,668	13,287	2,618	24.5%
Casualty and Liability	**$33,865**	**$44,860**	**$33,880**	**$32,260**	**($1,620)**	**(4.8%)**
Insurance	14,841	16,337	16,627	19,582	2,955	17.8%
Claims	19,024	28,523	17,254	12,679	(4,575)	(26.5%)
Leases	**$7,818**	**$9,298**	**$10,036**	**$11,036**	**$1,000**	**10.0%**
Property	4,726	5,211	6,105	6,105	-	-
Equipment	3,091	4,087	3,931	4,931	-	25.4%
Miscellaneous	**$6,169**	**$5,134**	**$6,697**	**$6,505**	**($192)**	**(2.9%)**
Business / Meeting / Subscriptions	1,577	1,404	1,599	1,550	(48)	(3.0%)
Advertising	4,120	3,752	5,100	5,200	100	2.0%
Reimbursements/Other	471	(23)	-	(245)	(245)	-
Total Non-Personnel Cost	**$528,552**	**$622,857**	**$628,733**	**$675,763**	**$47,030**	**7.5%**
Total Cost	**$1,790,697**	**$1,865,190**	**$1,939,854**	**$2,043,783**	**$103,928**	**5.4%**

Operating Budget by Mode: Metrobus

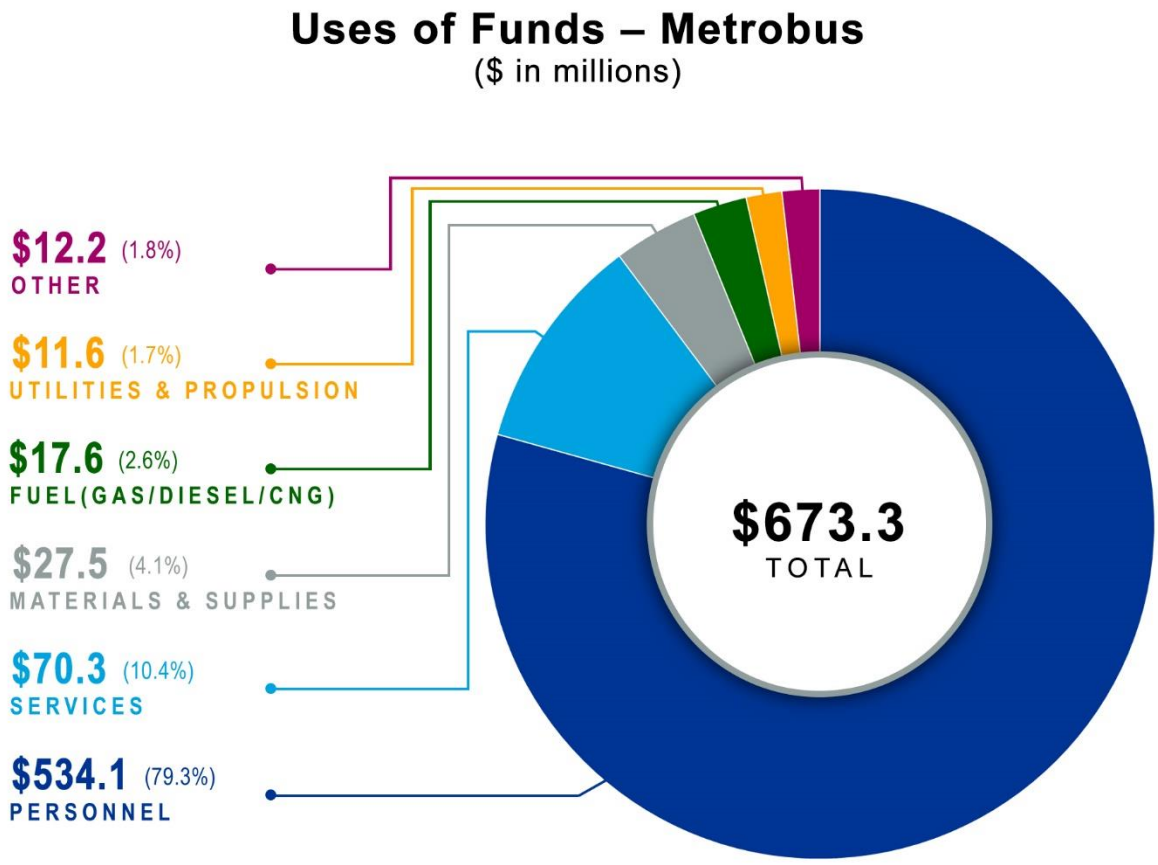
Sources of Funds

- Metrobus sources of funds consist of revenue primarily from fares and advertising and subsidy from Metro's jurisdictional partners. Subsidy is $484.5 million or 72.0 percent of the total funding need for Metrobus. In addition, CARES Act funding contributes $150.2 million or 22.3 percent of operating bus funds.
- Total Metrobus revenue in FY2021 is projected at $38.6 million. The largest revenue source is passenger revenues estimated at $27.7 million, which includes fares and passes. Passenger revenue is expected to decline 79.9 percent from FY2020 to FY2021 primarily due to the ridership impact of Covid-19 and increased fare evasion.
- Metrobus is projected to receive advertising revenue of $8.3 million, remaining nearly flat when compared to FY2020 budget.
- Other Metrobus revenue, which includes interest, property disposals, and other miscellaneous revenue, is projected to total $2.6 million.



Uses of Funds

- Personnel expenses are the largest portion of the Metrobus budget. For FY2021, personnel cost is estimated at $534.1 million or 79.4 percent of the Metrobus budget, which represents an increase of $12.2 million from the FY2020 budget. This increase is primarily due to collectively bargained wage increases and healthcare expenses.
- Services are budgeted at $70.3 million, which is $4.8 million more than the FY2020 budget due to contract cost escalation.
- Materials and Supplies are budgeted at $27.5 million, which is $4.0 million less than the FY2020 budget.
- Fuel costs, which include diesel, Clean Natural Gas (CNG) and gasoline, are budgeted at $17.6 million, a decrease of $6.4 million from FY2020.
- Utilities costs of $11.6 million decline $2.1 million versus the FY2020 budget.
- Other expenses total $12.2 million for FY2021, a decline of $1.1 million compared to the FY2020 budget.



FY2018 - FY2021

- Personnel expenses declined by $3.6 million or 0.7 percent from FY2018 actuals to FY2019 and are projected to increase by $12.2 million or 2.3 percent from FY2020 budget to FY2021 due to collectively bargained wage increases partially offset by service modifications.
- Services increased by $2.2 million or 4.2 percent from FY2018 actuals to FY2019 and are projected to increase by $4.8 million or 7.3 percent from FY2020 budget to FY2021. The increase can be attributed in part to outsourcing for additional bus cleaning as part of the service recovery plan.
- Materials and Supplies increased by $1.5 million or 3.5 percent from FY2018 actuals to FY2019 and are projected to decrease by $4.0 million or 12.8 percent from FY2020 budget to FY2021.
- Energy costs, inclusive of fuel and utilities, increased by $4.0 million or 16.2 percent from FY2018 actuals to FY2019 and are projected to decrease $8.5 million from FY2020 budget to FY2021.

Metrobus - Revenue and Expenses

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change
Revenues:					
Passenger	$138,075	$124,011	$137,936	$27,683	($110,253)
Parking	-	-	-	-	-
Advertising	15,136	9,023	9,150	8,326	($825)
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	3,194	3,043	6,064	2,584	($3,480)
Total Revenues	**$156,405**	**$136,078**	**$153,150**	**$38,593**	**($114,558)**
Expenses:					
Personnel	$522,523	$518,929	$521,892	$534,090	$12,198
Services	52,086	54,285	65,553	70,342	$4,789
Materials & Supplies	42,843	44,364	31,490	27,463	($4,027)
Fuel (Gas / Diesel / CNG)	16,973	21,791	23,993	17,553	($6,439)
Utilities and Propulsion Power	7,795	6,987	13,746	11,645	($2,101)
Casuality and Liability	13,139	13,386	10,039	8,786	($1,253)
Leases and Rental	2,052	1,942	2,118	2,657	$539
Miscellaneous	769	791	1,151	780	($371)
Total Expenses	**$658,181**	**$662,475**	**$669,982**	**$673,317**	**$3,335**
Gross Subsidy	**$501,776**	**$526,398**	**$516,832**	**$634,724**	**$117,893**
CARES Act	-	-	-	(150,248)	($150,248)
Net Subsidy	**$501,776**	**$526,398**	**$516,832**	**$484,476**	**($32,355)**
Cost Recovery Ratio	31.2%	25.9%	29.6%	6.1%	

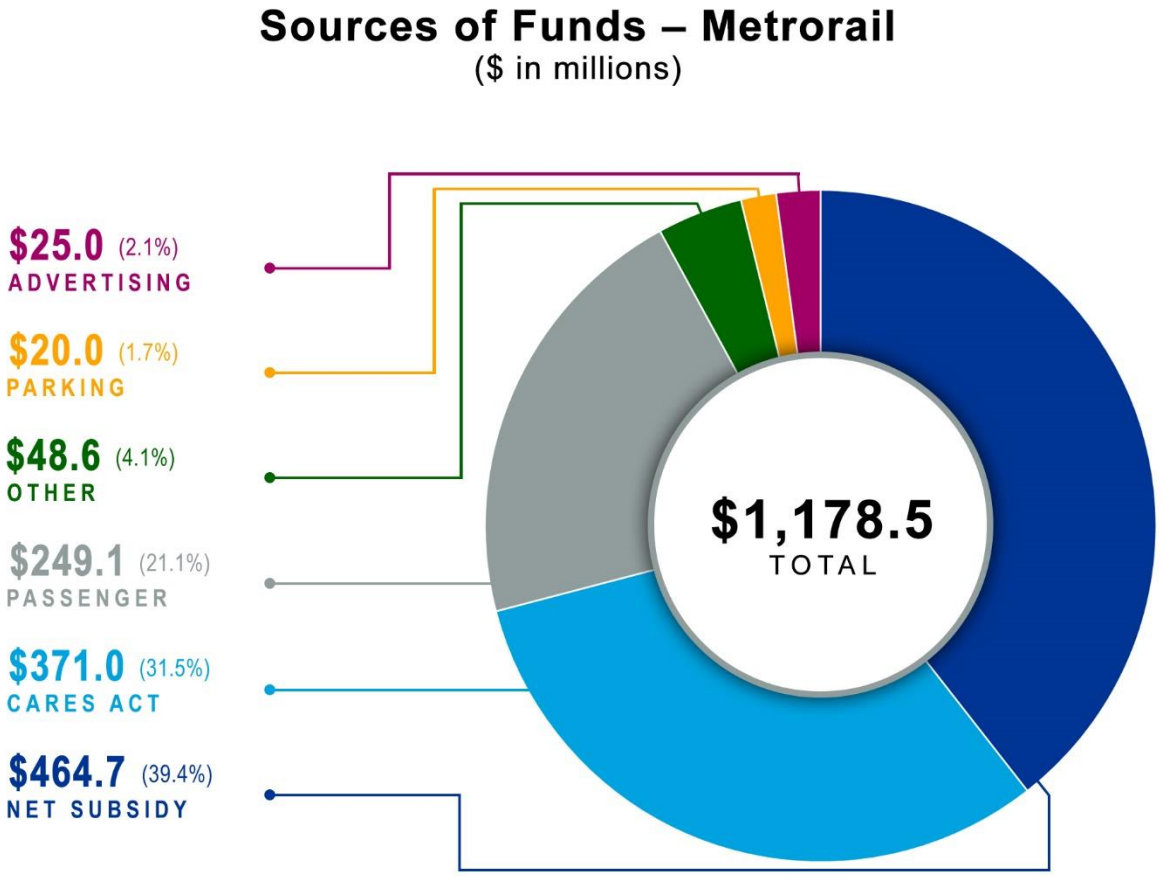
Metrobus - Operating Budget

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change	% Change
Salaries	$100,133	$88,865	$96,784	$98,855	$2,071	2.1%
Wages	228,171	230,399	232,915	234,935	2,020	0.9%
Overtime	38,122	40,859	32,112	36,716	4,604	14.3%
Total Salaries and Wages	**$366,426**	**$360,123**	**$361,811**	**$370,506**	**$8,694**	**2.4%**
Fringes	**$173,407**	**$176,467**	**$172,880**	**$182,828**	**$9,949**	**5.8%**
Fringe Health	87,377	94,217	66,466	72,153	5,688	8.6%
Fringe Pension	72,693	67,262	65,551	68,313	2,762	4.2%
Other Fringe Benefits	(5,809)	(5,451)	29,603	30,136	533	1.8%
Workers Compensation	19,146	20,439	11,261	12,226	965	8.6%
Capital Allocation	**($17,310)**	**($17,660)**	**($12,799)**	**($19,244)**	**($6,444)**	**50.4%**
Total Personnel Cost	**$522,523**	**$518,929**	**$521,892**	**$534,090**	**$12,198**	**2.3%**
Services	**$52,086**	**$54,285**	**$65,553**	**$70,342**	**$4,789**	**7.3%**
Professional and Technical	19,264	16,468	16,148	20,370	4,222	26.1%
Contract Maintenance	21,037	28,283	39,399	38,824	(575)	(1.5%)
Paratransit	-	11	-	-	-	-
Other	11,785	9,523	10,007	11,149	1,142	11.4%
Materials and Supplies	**$42,843**	**$44,364**	**$31,490**	**$27,463**	**($4,027)**	**(12.8%)**
Parts	23,175	21,832	12,018	14,071	2,054	17.1%
Other	19,669	22,532	19,473	13,391	(6,081)	(31.2%)
Fuel (Gas / Diesel / CNG)	**$16,973**	**$21,791**	**$23,993**	**$17,553**	**($6,439)**	**(26.8%)**
Diesel Fuel	14,907	17,060	19,849	11,588	(8,261)	(41.6%)
Gasoline	689	816	1,431	752	(679)	(47.4%)
Clean Natural Gas	1,377	3,915	2,713	5,213	2,500	92.2%
Utilities and Propulsion	**$7,795**	**$6,987**	**$13,746**	**$11,645**	**($2,101)**	**(15.3%)**
Propulsion	-	-	-	-	-	-
Electricity	3,964	3,513	10,497	8,837	(1,659)	(15.8%)
Utilities - Other	3,831	3,474	3,249	2,808	(441)	(13.6%)
Casualty and Liability	**$13,139**	**$13,386**	**$10,039**	**$8,786**	**($1,253)**	**(12.5%)**
Insurance	5,758	4,875	4,926	5,030	103	2.1%
Claims	7,381	8,511	5,112	3,757	(1,356)	(26.5%)
Leases	**$2,052**	**$1,942**	**$2,118**	**$2,657**	**$539**	**25.4%**
Property	973	746	1,199	1,773	574	47.9%
Equipment	1,080	1,195	919	884	(35)	(3.8%)
Miscellaneous	**$769**	**$791**	**$1,151**	**$780**	**($371)**	**(32.2%)**
Business / Meeting / Subscriptions	552	358	402	445	42	10.6%
Advertising	1,599	1,120	1,408	1,410	3	0.2%
Reimbursements / Other	(1,382)	(687)	(659)	(1,075)	(416)	63.1%
Total Non-Personnel Cost	**$135,658**	**$143,546**	**$148,090**	**$139,227**	**($8,863)**	**(6.0%)**
Total Cost	**$658,181**	**$662,475**	**$669,982**	**$673,317**	**$3,335**	**0.5%**

Operating Budget by Mode: Metrorail

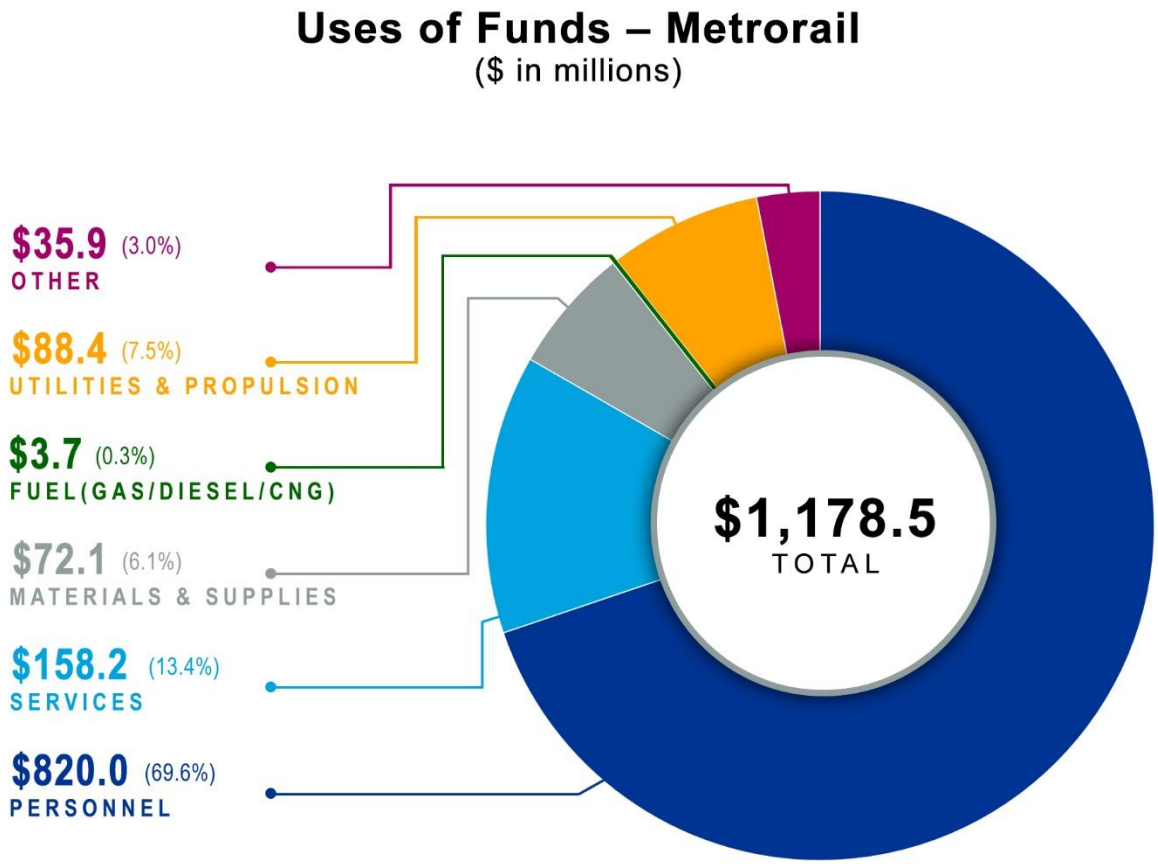
Sources of Funds

- 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. Subsidy is $464.7 million or 39.4 percent of the rail funding need. In addition, CARES Act funding contributes $371.0 million.
- Total Metrorail revenue in FY2021 is projected at $342.7 million. Passenger revenues, including fares and passes, are projected at $249.1 million. Passenger revenue is expected to decline 52.8 percent from FY2020 to FY2021 due to the ridership impact of Covid-19. Prior to the pandemic, rail passenger revenues were projected to increase due to a rebound in ridership related to improved reliability, expanded fare products, customer service initiatives and a partial restoration of late-night hours.
- Parking revenue at Metrorail facilities will contribute $20.0 million in revenue. This is a 57.4 percent decrease from FY2020 to FY2021 due the impact of Covid-19 and planned capital projects.
- Advertising revenue applied to Metrorail is projected to generate $25.0 million in FY2021. This is $6.5 million more than the FY2020 budget and is attributable to sales in the new in-station digital advertising program.
- Other revenue, which includes joint development, fiber optics, and credits from the Capital Improvement Program to compensate for anticipated passenger and parking revenue losses resulting from scheduled track and platform work, is projected to contribute $48.6 million in FY2021.



Uses of Funds

- Personnel expenses are the largest portion of the FY2021 Metrorail budget. Personnel costs are estimated at $820.2 million, or 69.6 percent of total Metrorail expenses, which represents an increase of $40.1 million from the FY2020 budget. Expenses increase primarily due to the addition of costs to support Silver Line Phase 2 operations, as well as obligated annual wage increases and growth in pension costs.
- Services are budgeted at $158.2 million, which is $34.4 million more than the FY2020 budget due to Silver Line Phase 2 costs, facility cleaning costs related to Covid-19, and contract cost escalations.
- Materials and Supplies are budgeted at $72.1 million, which is $4.5 million lower than the FY2020 budget.
- Fuel costs are budgeted at $3.7 million, or $1.1 million higher than the FY2020 budget.
- Utilities and Propulsion expenses of $88.4 million are $13.7 million higher than the FY2020 budget due to Silver line operations, the extra power requirements of the 7000-Series railcar fleet, and new service changes.
- Other expenses consisting of Casualty and Liability insurance, lease and miscellaneous expenses total $35.9 million, which is nearly flat compared to the FY2020 budget.



FY2018 - FY2021

- Personnel expenses decreased by $15.3 million or 2.1 percent from FY2018 actuals to FY2019 actuals and are projected to increase $40.1 million or 5.1 percent from the FY2020 budget to FY2021 budget.
- Services increased from FY2018 actuals to FY2019 actuals by $22.3 million or 23.1 percent due to outsourcing and are projected to increase by $34.4 million or 27.8 percent from FY2020 budget to FY2021 budget.
- Materials and Supplies increased $15.0 million from FY2018 actuals to FY2019 actuals and are projected to decrease $4.5 million or 5.8 percent from FY2020 budget to FY2021 budget.
- Utilities and Propulsion are projected to increase $13.7 million or 18.3 percent in FY2021.

Metrorail

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change
Revenues:					
Passenger	$541,318	$533,518	$528,279	$249,085	($279,193)
Parking	43,064	44,376	46,968	20,031	($26,937)
Advertising	7,455	20,018	18,523	25,016	$6,493
Joint Development	9,252	14,865	11,062	11,423	$361
Fiber Optics	15,959	16,876	15,992	14,083	($1,909)
Other Nontransit Sources	3,630	10,123	30,464	23,046	($7,418)
Total Revenues	**$620,678**	**$639,777**	**$651,288**	**$342,683**	**($308,605)**
Expenses:					
Personnel	$731,453	$716,117	$780,096	$820,226	$40,130
Services	96,345	118,621	123,768	158,209	$34,441
Materials & Supplies	60,098	75,129	76,555	72,092	($4,464)
Fuel (Gas / Diesel / CNG)	1,253	1,380	2,610	3,684	$1,074
Utilities and Propulsion Power	75,056	81,061	74,676	88,378	$13,703
Casuality and Liability	20,082	30,675	23,174	22,890	($284)
Leases and Rental	5,085	7,229	6,937	7,394	$456
Miscellaneous	5,290	4,238	5,411	5,589	$177
Total Expenses	**$994,661**	**$1,034,450**	**$1,093,228**	**$1,178,462**	**$85,234**
Gross Subsidy	**$373,983**	**$394,673**	**$441,940**	**$835,779**	**$393,838**
CARES Act	-	-	-	(371,034)	($371,034)
Net Subsidy	**$373,983**	**$394,673**	**$441,940**	**$464,745**	**$22,804**
Cost Recovery Ratio	62.4%	61.8%	59.6%	29.1%	

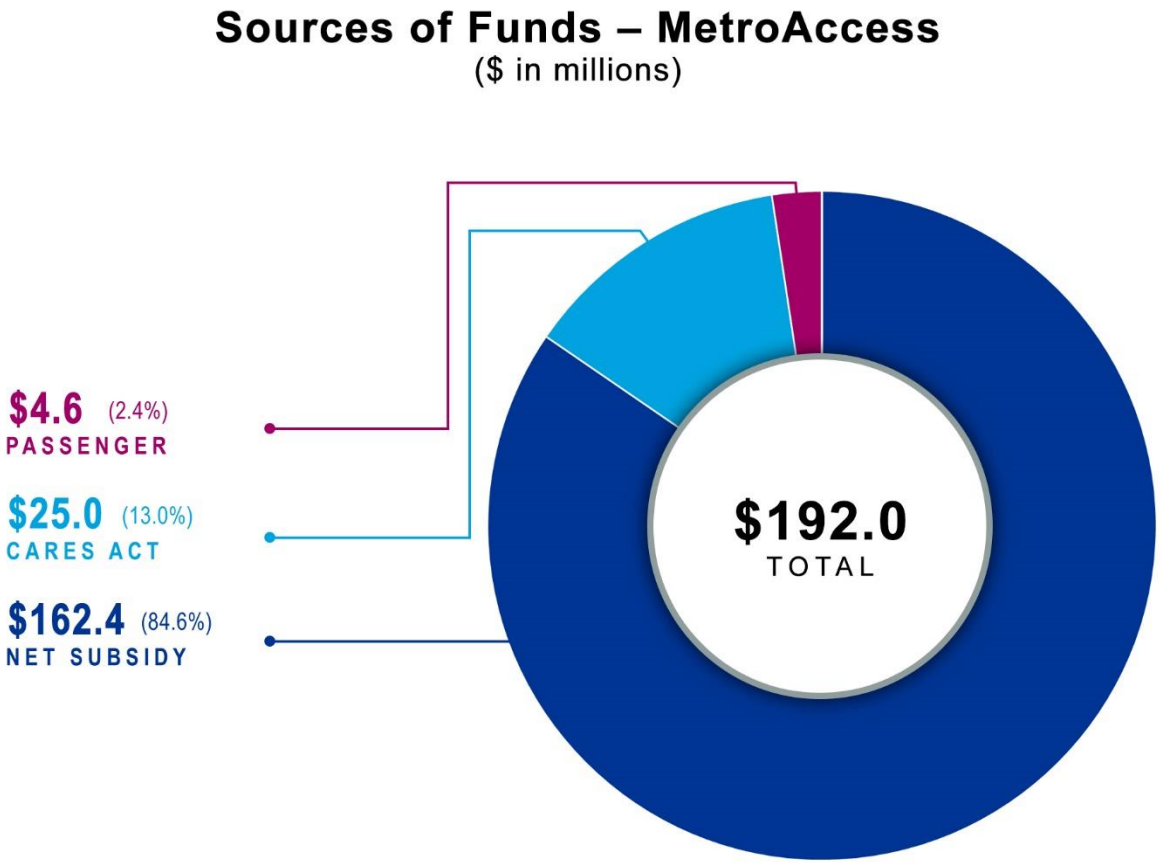
Operating Budget - Metrorail

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change	% Change
Salaries	$198,695	$199,350	$225,220	$248,008	$22,789	10.1%
Wages	255,511	245,015	279,315	283,261	3,946	1.4%
Overtime	45,268	48,980	43,270	53,671	10,401	24.0%
Total Salaries and Wages	**$499,474**	**$493,346**	**$547,804**	**$584,940**	**$37,135**	**6.8%**
Fringes	**$251,599**	**$250,493**	**$264,272**	**$279,710**	**$15,437**	**5.8%**
Fringe Health	119,218	130,479	106,384	111,484	5,100	4.8%
Fringe Pension	100,624	97,054	95,714	101,774	6,060	6.3%
Other Fringe Benefits	1,575	(7,861)	44,135	47,744	3,609	8.2%
Workers Compensation	28,403	30,821	18,040	18,708	669	3.7%
Capital Allocation	**($19,620)**	**($27,722)**	**($31,981)**	**($44,424)**	**($12,443)**	**38.9%**
Total Personnel Cost	**$731,453**	**$716,117**	**$780,096**	**$820,226**	**$40,130**	**5.1%**
Services	**$96,345**	**$118,621**	**$123,768**	**$158,209**	**$34,441**	**27.8%**
Professional and Technical	41,811	54,557	52,791	52,745	(46)	(0.1%)
Contract Maintenance	27,199	33,380	32,260	38,184	5,924	18.4%
Paratransit	-	25	-	-	-	-
Other	27,335	30,659	38,718	67,281	28,563	73.8%
Materials & Supplies	**$60,098**	**$75,129**	**$76,555**	**$72,092**	**($4,464)**	**(5.8%)**
Parts	29,815	32,127	42,796	29,851	(12,944)	(30.2%)
Other	30,283	43,002	33,760	42,240	8,481	25.1%
Fuel (Gas/Diesel/CNG)	**$1,253**	**$1,380**	**$2,610**	**$3,684**	**$1,074**	**41.2%**
Diesel Fuel	11	4	748	1,948	1,200	160.3%
Gasoline	1,242	1,376	1,862	1,737	(125)	(6.7%)
Clean Natural Gas	-	-	-	-	-	-
Utilities & Propulsion	**$75,056**	**$81,061**	**$74,676**	**$88,378**	**$13,703**	**18.3%**
Propulsion	47,423	51,284	49,395	55,704	6,309	12.8%
Electricity	21,994	23,285	18,053	22,383	4,330	24.0%
Utilities - Other	5,639	6,492	7,228	10,291	3,064	42.4%
Casualty & Liability	**$20,082**	**$30,675**	**$23,174**	**$22,890**	**($284)**	**(1.2%)**
Insurance	8,801	11,171	11,373	14,218	2,845	25.0%
Claims	11,281	19,504	11,802	8,672	(3,129)	(26.5%)
Leases	**$5,085**	**$7,229**	**$6,937**	**$7,394**	**$456**	**6.6%**
Property	3,117	4,392	3,980	3,407	(573)	(14.4%)
Equipment	1,968	2,837	2,957	3,987	1,030	34.8%
Miscellaneous	**$5,290**	**$4,238**	**$5,411**	**$5,589**	**$177**	**3.3%**
Business/Meeting/Subscriptions	994	1,020	1,157	1,066	(91)	(7.9%)
Advertising	2,443	2,566	3,599	3,696	97	2.7%
Reimbursements/Other	1,853	652	655	827	172	26.2%
Total Non-Personnel Cost	**$263,208**	**$318,333**	**$313,132**	**$358,236**	**$45,104**	**14.4%**
Total Cost	**$994,661**	**$1,034,450**	**$1,093,228**	**$1,178,462**	**$85,234**	**7.8%**

Operating Budget by Mode: MetroAccess

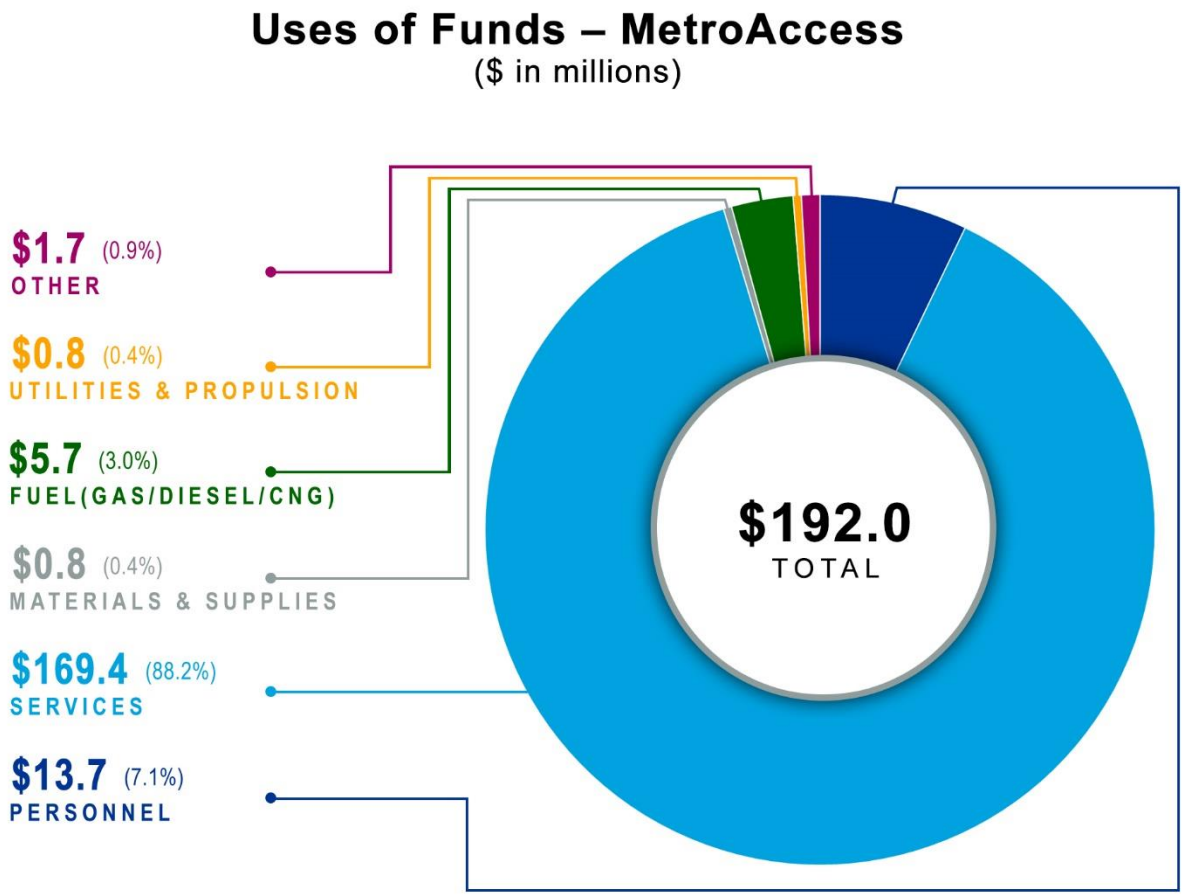
Sources of Funds

- MetroAccess sources of funds include passenger revenue and net subsidy from Metro's jurisdictional partners. MetroAccess passenger revenues are projected at $4.6 million and cover 2.4 percent of Metro's paratransit costs; jurisdictional subsidies of $162.4 million and $25.0 million in funds from the CARES Act support the remaining 97.6 percent.
- MetroAccess passenger revenues are expected to decline 53.6 percent when compared to FY2020 budget due to the application of late trip credits.



Uses of Funds

- Personnel costs are budgeted at $13.7 million, which is a $4.6 million increase in comparison to the FY2020 budget. This is primarily due to application of multi-modal overhead costs.
- Services are budgeted at $169.4 million and represent an increase of $11.1 million in comparison to the FY2020 budget. This is primarily due to cost escalation in paratransit contract rates. Contracts to provide Paratransit service account for 84.8 percent of the total MetroAccess budget. Other contract spending brings total Services costs to 88.2 percent of total Access expenses.



FY2018 - FY2021

- Services expense increased by $31.5 million or 26.0 percent from FY2018 to FY2019 and are projected to increase by $11.1 million or 7.0 percent from FY2020 budget to FY2021.
- Energy costs, consisting of fuel and utilities, are projected to increase by $0.3 million or 4.7 percent from FY2020 to FY2021. The increase is primarily due to inflation in gasoline price.

Revenue and Expenses - MetroAccess

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change
Revenues:					
Passenger	$9,700	$8,781	$9,940	$4,607	($5,333)
Parking	-	-	-	-	-
Advertising	-	-	-	-	-
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	174	-	-	-	-
Total Revenues	**$9,874**	**$8,781**	**$9,940**	**$4,607**	**($5,333)**
Expenses:					
Personnel	$8,169	$7,287	$9,134	$13,704	$4,570
Services	121,302	152,838	158,277	169,361	$11,084
Materials & Supplies	552	839	1,270	762	($508)
Fuel (Gas/Diesel/CNG)	5,868	5,740	5,470	5,702	$232
Utilities & Propulsion Power	531	530	711	770	$59
Casuality and Liability	643	799	667	584	($83)
Leases & Rental	681	128	981	985	$5
Miscellaneous	110	105	134	136	$1
Total Expenses	**$137,855**	**$168,265**	**$176,644**	**$192,004**	**$15,360**
Gross Subsidy	**$127,981**	**$159,484**	**$166,704**	**$187,396**	**$20,692**
CARES Act	-	-	-	(25,034)	($25,034)
Net Subsidy	**$127,981**	**$159,484**	**$166,704**	**$162,363**	**($4,341)**
Cost Recovery Ratio	7.2%	5.2%	5.6%	2.4%	

Operating Budget - MetroAccess

(Dollars in Thousands)	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget	$ Change	% Change
Salaries	$5,612	$5,214	$6,214	$8,546	$2,332	37.5%
Wages	218	215	873	1,363	489	56.0%
Overtime	24	26	19	246	227	1203.9%
Total Salaries and Wages	**$5,854**	**$5,456**	**$7,106**	**$10,154**	**$3,048**	**42.9%**
Fringes	**$3,206**	**$2,696**	**$3,317**	**$4,829**	**$1,512**	**45.6%**
Fringe Health	1,420	1,368	1,333	1,926	593	44.5%
Fringe Pension	1,142	1,007	1,236	1,785	549	44.4%
Other Fringe Benefits	(129)	(58)	523	791	268	51.2%
Workers Compensation	774	379	225	326	101	44.8%
Capital Allocation	**($892)**	**($865)**	**($1,290)**	**($1,279)**	**$10**	**(0.8%)**
Total Personnel Cost	**$8,169**	**$7,287**	**$9,134**	**$13,704**	**$4,570**	**50.0%**
Services	**$121,302**	**$152,838**	**$158,277**	**$169,361**	**$11,084**	**7.0%**
Professional and Technical	3,259	2,367	4,100	4,497	397	9.7%
Contract Maintenance	475	1,402	1,072	721	(351)	(32.8%)
Paratransit	116,517	148,050	152,230	162,897	10,668	7.0%
Other	1,052	1,018	875	1,245	370	42.4%
Materials & Supplies	**$552**	**$839**	**$1,270**	**$762**	**($508)**	**(40.0%)**
Parts	10	23	459	199	(260)	(56.6%)
Other	542	816	811	563	(248)	(30.6%)
Fuel (Gas/Diesel/CNG)	**$5,868**	**$5,740**	**$5,470**	**$5,702**	**$232**	**4.2%**
Diesel Fuel	-	-	-	17	17	-
Gasoline	5,868	5,740	5,470	5,685	215	3.9%
Clean Natural Gas	-	-	-	-	-	-
Utilities & Propulsion	**$531**	**$530**	**$711**	**$770**	**$59**	**8.3%**
Propulsion	-	-	-	-	-	-
Electricity	393	399	520	583	63	12.1%
Utilities - Other	138	131	191	187	(4)	(2.1%)
Casualty & Liability	**$643**	**$799**	**$667**	**$584**	**($83)**	**(12.5%)**
Insurance	282	291	328	334	7	2.1%
Claims	361	508	340	250	(90)	(26.5%)
Leases	**$681**	**$128**	**$981**	**$985**	**$5**	**0.5%**
Property	637	73	926	926	(1)	(0.1%)
Equipment	44	55	54	60	5	10.0%
Miscellaneous	**$110**	**$105**	**$134**	**$136**	**$1**	**1.0%**
Business/Meeting/Subscriptions	31	26	39	39	1	1.7%
Advertising	78	67	94	94	-	0.2%
Reimbursements/Other	-	12	2	3	-	23.4%
Total Non-Personnel Cost	**$129,686**	**$160,978**	**$167,511**	**$178,300**	**$10,790**	**6.4%**
Total Cost	**$137,855**	**$168,265**	**$176,644**	**$192,004**	**$15,360**	**8.7%**

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.

Funding Sources for Reimbusable Projects

	FY2019 Budget	FY2020 Budget	FY2021 Budget	$ Change
State & Local Funding[1]				
DC Circulator	$21,132	-	-	-
Federal Grant Funding				
Safety and Security Grants	$4,174	$5,714	$3,106	($2,608)
Other Sources of Funding				
DC Circulator - Passenger Fare Revenue	$2,868	-	-	-
Neutral Host Agreement	$1,422	$1,184	$684	($500)
Joint Development and Adjacent Construction Projects	$1,972	$2,124	$3,977	$1,853
Total	**$31,568**	**$9,022**	**$7,766**	**($1,256)**

1. Local Funding equals expenditures less passenger revenue.

DC Circulator

The DC Circulator, 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. Beginning October 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, 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:

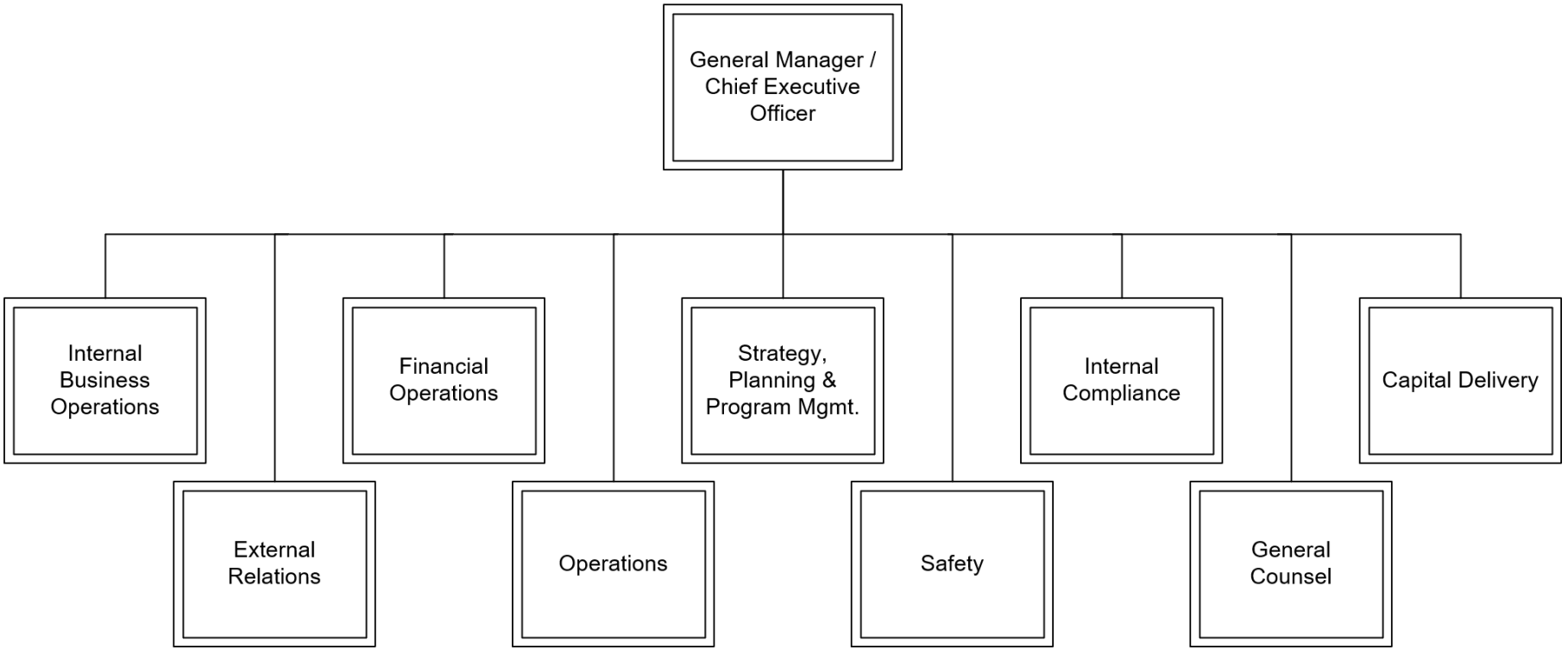
- Metro facilities and operations are not damaged or affected during and after the project construction
- JDAC expenditures are reimbursed by the requesting private entity or jurisdiction. JDAC performs the following activities for the entities:
- Provides internal Authority departmental coordination 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, constructability, 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

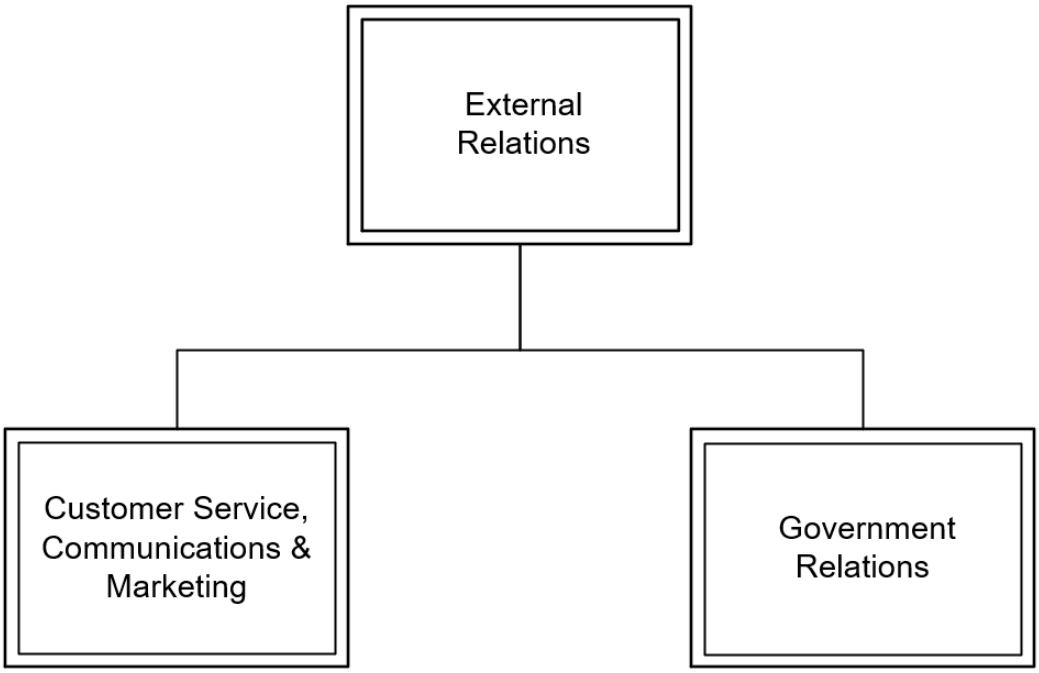
The Authority issues master license contract agreements with telecommunications providers to design, build, operate, and maintain a wireless communication infrastructure throughout Metro's underground stations and tunnels. The agreements for neutral host projects are at no cost to Metro and enable wireless 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 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

Organizational Chart



External Relations



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$9,622	$9,710	$10,941	$11,334	$393	3.6%
Non-Personnel	$6,578	$7,273	$8,965	$9,057	$92	1.0%
Total Cost	**$16,201**	**$16,983**	**$19,906**	**$20,391**	**$485**	**2.4%**
Authorized Positions	115	112	112	111	(1)	(0.9%)

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

- Work with jurisdictions and Congress to ensure needed operating and capital funding support
- Engage stakeholders in support of Metro's business goals and objectives, as well as coordinate with federal agencies and safety oversight organizations
- Improve customer experience and public confidence through customer surveys, media relations, and marketing channels

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Renew partner funding commitments				
Renew federal dedicated funding commitment	Obtained PRIIA $150M appropriation	Obtained PRIIA $150M appropriation	Seek $150M appropriation and funding reauthorization; Obtain funding needed to cover Covid-19 operating costs	Seek $150M appropriation and funding reauthorization; Obtain funding needed to cover Covid-19 operating costs
Ensure jurisdictional funding to meet budget requirements	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	Obtain commitment to fund FY2022 Budget
Continual customer satisfaction increases				
Rail Customer Satisfaction[1]	73%	79%	Maintain or Increase	Maintain or Increase
Bus Customer Satisfaction[1]	72%	76%	Maintain or Increase	Maintain or Increase
Call Center Customer Satisfaction[1]	86%	84%	Maintain or Increase	Maintain or Increase
Outreach and communications efficacy				
Anti-Harassment PSA Campaign Awareness[2]	47%	n/a	51% (March 2020)	Maintain or Increase
Rush Hour Promise (RHP) Campaign Awareness[3]	63% (June 2018)	62% (November 2019)	Maintain or Increase	Maintain or Increase
Customer Awareness of Major Planned Capital Work[4]		RD 85% to 93%; BL/YL 70% to 96%	Maintain or Increase	Maintain or Increase

1. Calendar Year averages

2. 2018 and 2020 data are taken from the 2018 and 2020 Sexual Harassment surveys

3. From SmarTrip sample surveys

4. Change in awareness measures among registered SmarTrip® users from samples taken several weeks/months before the shutdowns to samples taken a week before the shutdowns. "RD" refers to actual responses among registered SmarTrip® users at affected stations prior to July-September 2018 Red Line Shutdown. "BL/YL" refers to actual responses among registered SmarTrip® users at affected stations prior to May-September 2019 Blue/Yellow Line Platforms Project.

FY2021 Business Plan

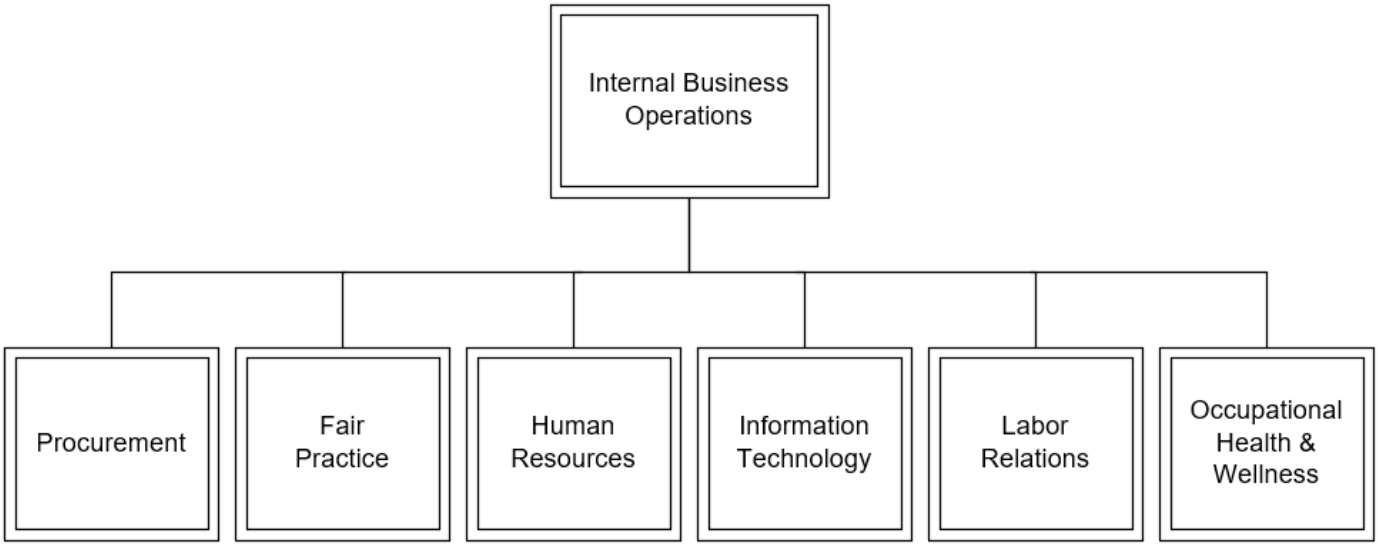
In FY2021, External Relations will continue to integrate the efforts of several functional areas to further develop and enhance its comprehensive program to strengthen Metro's brand. Key enhancements include:

- Continue the communication and outreach program in support of WMATA's Pandemic Recovery Program, and advocate for local and federal funding necessary to continue services
- Lead customer communication, jurisdiction collaboration and stakeholder involvement in support of the expanded capital program
- Continuing to build trust and confidence among key stakeholders to invest in Metro while highlighting Metro's progress (ridership retention and growth, promote fiscal stewardship, build internal morale and improve safety)
- Implement a strategy, in collaboration with the Regional Congressional delegation, business, regional and elected leaders, in support of the reauthorization of the Passenger Rail Investment and Improvement Act
- Maintain a productive Board-management relationship to achieve business goals and ensure effective policymaking
- Provide strategic leadership metrics in support of public relations, community relations and government relations Authority objectives
- Communicate leadership objectives to build a sustainable business model that meets the mandated subsidy cap, improves service delivery and enhances employee pride
- Engage employees in delivering business objectives and improve pride in Metro
- Increase non-fare revenue through expanded digital advertising, new commercial and retail opportunities, and special event cost recovery

FY2020 Major Accomplishments

- Implemented an integrated communications and outreach program that kept employees, customers and stakeholders informed of Covid-19 safety measures and rail and bus services
- Obtained federal CARES Act funding that enabled Metro to provide essential service during the pandemic, as well as continue employment of its workforce during the economic crisis
- Implemented a communications and outreach program to raise awareness among customers and stakeholders about the Platform Improvement Program south of National Airport, which resulted in a ridership rebound consistent with systemwide improvement trends
- Contributed to a resurgence of customer confidence of 20 points (measured by a third party) through customer communications, outreach and stakeholder engagement programs based on transparency, candor and a focus on Metro improvements
- Developed and conducted successful communications and marketing programs that supported ridership growth, despite a federal shutdown and closure of six stations for the platform program
- Obtained PRIIA annual funding and gained the introduction of reauthorization legislation in both the U.S. House and Senate
- Produced and hosted 1,200 managers at the annual meeting focused on promoting a deeper understanding of historic diversity and current regional gentrification trends and impact
- Implemented Metro's authority-wide second day of service, Fill-A-Bus, which delivered 11,340 pounds of employee donated non-perishable food to the Capital Area Food Bank
- Supported the successful Board leadership and member transition, with responsiveness, meeting preparation and proactive work by management team

Internal Business Operations



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$57,672	$59,117	$63,360	$61,226	($2,134)	(3.4%)
Non-Personnel	$54,703	$60,016	$53,338	$66,874	$13,536	25.4%
Total Cost	**$112,375**	**$119,133**	**$116,698**	**$128,100**	**$11,402**	**9.8%**
Authorized Positions	542	542	583	616	33	5.7%

The Department of Internal Business Operations (IBOP) consists of six 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, provides clinical services (drug screening, sleep apnea, etc.) to employees and prospective employees, as well as health and wellness offerings to current employees to ensure compliance with Title I of the Americans with Disabilities Act (ADA).

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 establishing a culture of high performance at all levels of the organization.

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Overall vacancy rate	7.0%	6.4%	6.0%	6.0%
Attrition rate	N/A	7.5%	15.0%	10.0%

FY2021 Business Plan

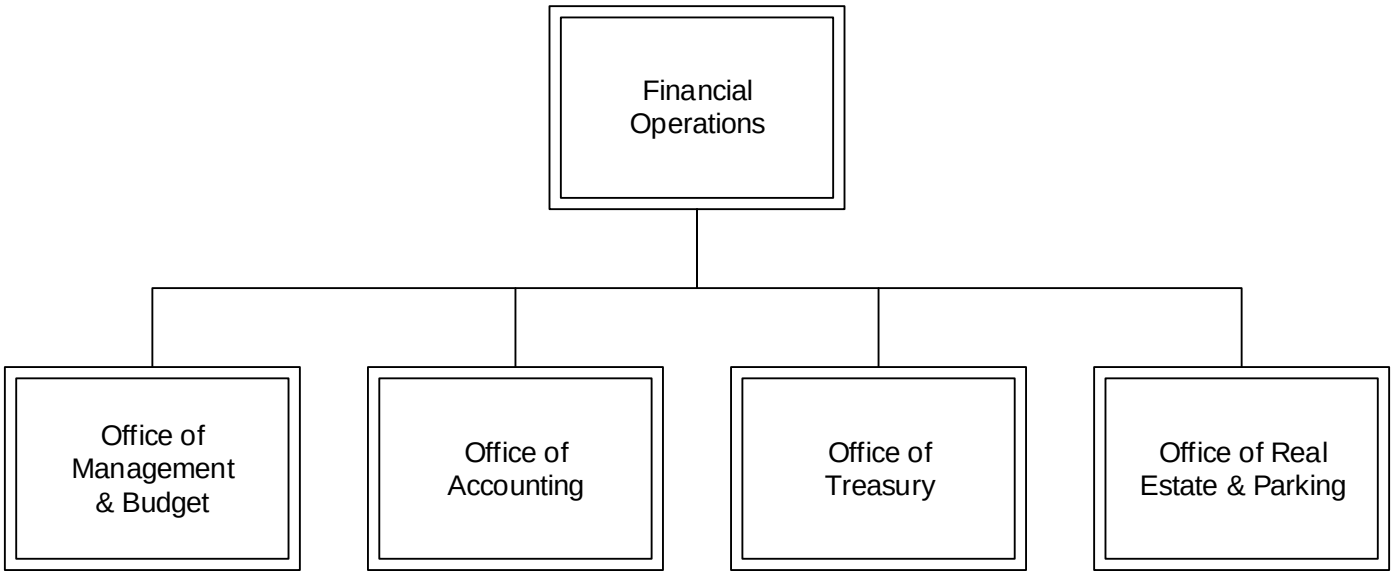
- Lead Metro's Talent (People) Strategy as an integral part of Metro's Strategic Business Planning process. This initiative aims to prepare Metro to fulfill their objectives by conducting workforce planning that identifies knowledge, skills and competencies required of the workforce of the future
- Expand metrics and measures reporting to enable data driven decision making across the IBOP enterprise. Integrate measures and metrics across WMATA where IBOP directly supports a key metric tracked outside of IBOP
- In compliance with Federal Regulations, implement a re-engineered business process supported by technology such as an electronic health record (EHR) to track patients (employees), coordinate their care and status, and provide information to stakeholders (COO, Labor, etc.) which promotes operational efficiency
- Provide leadership, direction and policy guidance that promotes equal employment opportunities
- 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
- Increase transparency into the procurement process through technology. Develop enterprise wide contracts to maximize economies of scale through strategic sourcing. Strengthen training programs for internal and external customers related to procurement business processes. Develop training programs for DBE and Small business to encourage participation in the Authority's contracts
- Continue to conduct outreach events to enhance partnerships with the vendor community
- Improve data protection and management: ensuring intellectual property, personally identifiable information (PII), and other sensitive information is properly stored, classified and managed

FY2020 Major Accomplishments

- Cybersecurity risk management, developed the foundation documents for the risk management framework, including control baselines, assessment and authorization workflow, minimum security control standards, and roles and responsibilities. Future action will include gaining organizational approval of the RMF baselines and standards
- Cybersecurity Operations- implemented a 24x7 Security Operations Center Managed Service Provider for monitoring Tier 1 and Tier 2 security incidents
- Deployed 542 (approximately 25 percent) new smart/diagnostic ETS phones
- Replaced existing copiers with new multi-function printers, increasing service and security and saving Metro an average of $1.0 million per year
- Migrated Metroweb to the Cloud and activated IT activated multi-factor authentication (MFA) for all Metro accounts. MFA, also known as two-step verification, is an extra layer of security to further protect Metro's information systems and data. It is used when accessing Microsoft cloud applications such as Outlook, Metroweb, and OneDrive from outside of Metro's network
- Implemented changes to healthcare programs resulting in projected savings of $9.1 million
- Worked with cross-functional team to revamp the sourcing, recruitment, and development of Bus Operators (the first 12 months of a Bus Operator); including implementation of assessment tools and enhanced hiring strategies
- Improved security of access to JGB by working with MTPD, IT and other stakeholders to enhance Prowatch and PeopleSoft integration that provides a view to verify employee status
- Enhanced processes to improve tracking of required licenses and certifications of employees required to perform their jobs
- Collaborated with CSCM and other stakeholders to update and roll out internal customer service training for the workforce
- Implemented and deployed Phases I and II of a new ePerformance tool and Phase I of new eCompensation tool
- Improved service to the non-represented, Local 2 and MTPD workforce by outsourcing benefits administration to a vendor with improved access to information and extended hours of availability to employees
- Developed plans to rollout Employee Opinion Survey results and support leaders in action planning
- Assessed High-Potential (Hi-Po) Pilot Program in COO and expanded across the organization
- Multiple successful wellness campaigns to include, flu vaccinations, breast cancer awareness and fitness programs
- Implemented and upgraded EAP program management software

- Met and exceeded FTA 50 percent random testing requirement and successfully completed FTA Drug & Alcohol audit
- Metro received recognition by Victory Media as a Military Friendly Employer for the fifth consecutive year, having earned their Gold Status Top Ten Employers and Employer Support of the Guard and Reserve Award; Hispanic Network Magazine's Best of the Best Award; and Latina Style Magazine's Top 50 Best Companies Designation for Latinas in the U.S
- Finalized collective bargaining agreements for FOP, Local 639, Local 922 and Local 689
- Implemented the embedded strategy to increase labor relations presence in the field to work its client groups to provide guidance and increased dispute resolutions
- Implemented the Grievance Management System (GMS), the investigative and electronic monitoring and reporting program developed to track grievances and identify trends from all collective bargaining units
- Collaborated with Office of Procurement to develop and implement tool to prevent safety sensitive contracts from being awarded without proper review by Drug and Alcohol Compliance
- Significant increase in investigation and resolution of grievances and arbitrations. Grievance resolution timely reporting increased from six percent to 61 percent and rising. Arbitration resolutions from 12 percent to 14 percent and rising
- Received the Achievement of Excellence in Procurement Award – the National Procurement Institute
- Received Corporation of the Year Award – Capital Region Minority Supplier Development Council
- Sponsored Metro Procurement Fair – 314 regional small and disadvantaged business attendees
- Trained over 200 prime contractors and DBE subcontractors on Mandatory Prompt Payment Reporting
- In FY2020 sourced more than 6,100 purchase orders totaling $1.8 billion

Financial Operations



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$25,190	$22,954	$23,280	$24,313	$1,033	4.4%
Non-Personnel	$72,255	$102,514	$54,248	$50,789	($3,458)	(6.4%)
Total Cost	**$97,445**	**$125,468**	**$77,528**	**$75,102**	**($2,426)**	**(3.1%)**
Authorized Positions	252	248	253	244	(9)	(3.6%)

The Department of Financial Operations plans, allocates, manages and invests 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 (OMB) is responsible for the development and formulation of the annual operating budget, 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 portfolio.

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Maintain Credit Rating	AA-	AA-	AA	AA
Timely issuance of annual financial statements	on-time	on-time	on-time	on-time
Balance Budget	2%	0%	0%+	0%+

FY2021 Business Plan

The Department of Financial Operations will continue to lead corporate efforts to strengthen the organization's fiscal accountability, including identifying non-fare revenue opportunities, capital investments, and initiatives focused on enhancing the customer experience. These efforts improve customer service through effective and efficient resource allocation and utilization; thereby maintaining safe, reliable and affordable transit services

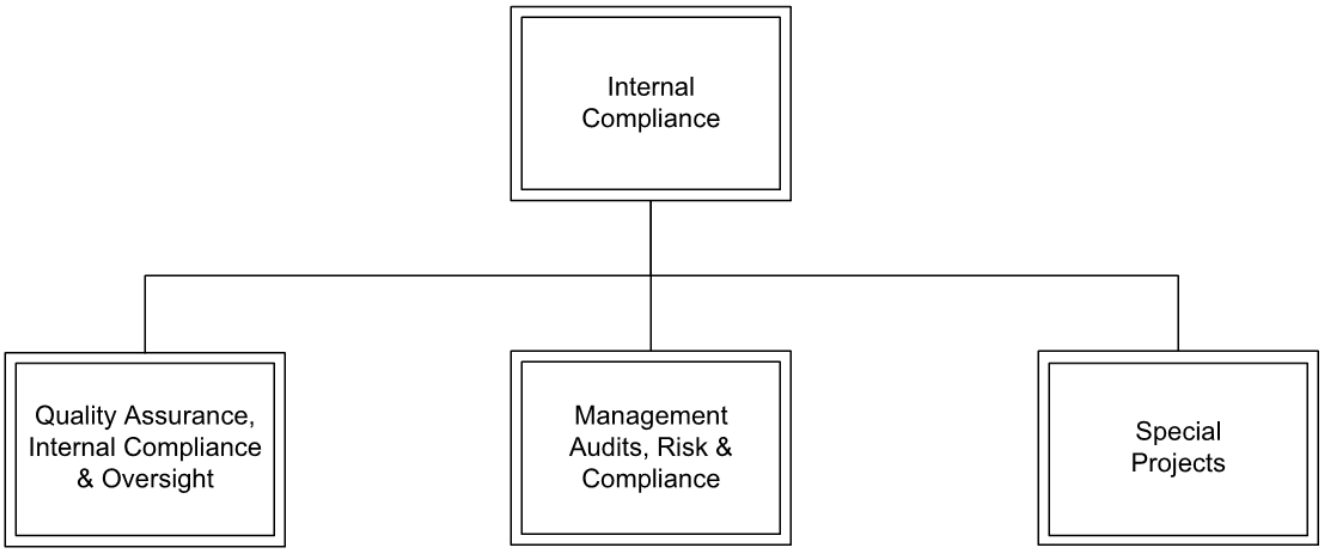
Key areas of focus will include:

- Robust budget management, and enhanced reporting on the allocation and results of investments and budget performance
- A suite of modern systems to support customers in all phases of their journey across the region and across multiple transit systems, from trip planning to payment
- Improvements to the customer experience while enhancing service through simplified fares, more attractive passes, a wider array of retail locations for loading SmarTrip cards and implementation of mobile applications such as the ParkMobile reservation application
- Assistance on customer service advancements, cost recovery and technologies such as Transit Signal Prioritization (TSP) and continuation of our partnership with jurisdictions and other transportation service providers to enhance Metro's support for regional mobility..

FY2020 Major Accomplishments

- Board approved a debt management policy based on industry best practices to guide the use of debt for financing Metro's capital plan
- Board approved $1.6 billion debt Issuance, to be repaid with $500 million of additional guaranteed annual funding from jurisdictional partners, to support capital program needs
- WMATA sold its inaugural Dedicated Revenue Bonds, Series 2020A, generating over $7.7 million in savings for the region over the life of the bonds
- Initiated construction of three new buildings for Metro staff in the District of Columbia, Maryland and Virginia as part of Office Consolidation initiative
- Negotiated and executed a 99-year ground lease at Metro's current headquarters (the Jackson Graham Building) for a mixed-use commercial development
- Developed and announced plans for a new "town center" development around New Carrollton Metrorail station including Metro's new Maryland office building
- Clean audit opinion on Metro's FY2019 Financial Statements for the fifth straight year and an unmodified opinion on Metro's FY2019 Single Audit for the fourth straight year.

Internal Compliance



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$5,745	$6,057	$6,509	$6,228	($281)	(4.3%)
Non-Personnel	$7,381	$8,126	$4,956	$7,568	$2,612	52.7%
Total Cost	**$13,126**	**$14,183**	**$11,465**	**$13,796**	**$2,331**	**20.3%**
Authorized Positions	60	64	64	74	10	15.6%

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 oversight and compliance activities.

Through its Offices of Quality Assurance, Internal Compliance and Oversight (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 & 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's 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

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
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	14	14	17	17
Implement Follow-up Improvement Program Schedule	75	72	6	6
7000 Series Railcar - Reduce Conditional Acceptance Open Items from CY2016	10	8	8	8
Identification and Monitoring of CAP items (WMSC & NTSB Recommendations)	202	110	50	50
Alter fiscal trajectory and renew jurisdictional confidence				
Implement MARC Audit Schedule	19	22	20	20
Percentage of Certified risk and audit professionals	86%	80%	80%	80%
Percentage of identified high risk areas addressed by advisory or assurance services	100%	100%	100%	100%

Calendar year figures

FY2021 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. Expand scope to include Program & Vendor Oversight Audits, to provide reasonable assurance over capital programs and related projects and vendor and contract compliance
- 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
- Improve processes and tools for the central tracking and monitoring of corrective action plans
- Support the implementation of the Safety Risk Management component of Metro's Public Transit Agency Safety Plan (PTASP) - a Federal Transit Administration (FTA) requirement for all Rail Transit Agencies under 49 CFR 673
- Represent Metro at strategy, policy, finance, jurisdiction/stakeholder meetings related to Silver Line Phase 2
- Coordinate with executive management and senior staff to ensure appropriate consideration to timelines and keep the GM/CEO informed of any major issues including items for the monthly stakeholder/CEO meetings
- Actively participate in Silver Line project meetings related to Phase 2 to ensure policy level issues related to implementation, acceptance, and start up are discussed and WMATA interests accurately conveyed. Provide assistance and coordination as requested by OIG in their review of ongoing/emerging issues with Silver Line Phase 2
- Continue to assist the two counties, as requested, on matters related to coordination with Metro on parking and access facilities at proposed Phase 2 stations, including associated agreements
- Assist the local government stakeholders and provide internal coordination on land use proposals adjacent to Phase 1 and Phase 2 stations
- Provide as requested, guidance/input on policy and strategic initiatives and projects
- Continue to support requested and needed coordination on VDOT Mega Project.

FY2020 Major Accomplishments

QICO

- Successfully facilitated transition of Safety Oversight of Corrective Action Plans (CAP) from the Federal Transit Administration (FTA) to the Washington Metrorail Safety Commission (WMSC) by the federally mandated deadline. Managed the submission and closure of 78 safety CAPs and 57 internal Corrective and Preventive Actions (iCAPA)
- Administered the creation of 3 new P/Is and revision of 38 existing P/Is, reducing by 50 percent the number of P/Is that were more than 10 years overdue for update, while at the same time exceeding the 2019 established goal for P/I revisions by more than 40 percent
- Completed and published 14 scheduled internal reviews, resulting in 20 iCAPAs to address the identified unacceptable risks and/or deficient quality management practices
- Continued implementation of Metro's Quality Management System Plan (QMSP), which included: training over 500 employees, review of 800 departmental procedure documents, approval of 200 documents and completion of Internal Compliance's (INCP) Quality Management Plan (QMP), the first of nine department QMPs
- Provided Quality Assurance (A) oversight for the assembly, inspection and commissioning of 120 new 7000 series railcars, as well on-going assessment of the engineering Field Modification Program for 7K fleet, issuing nearly 80 weekly and bi-weekly reports on status and quality of the 7K Program

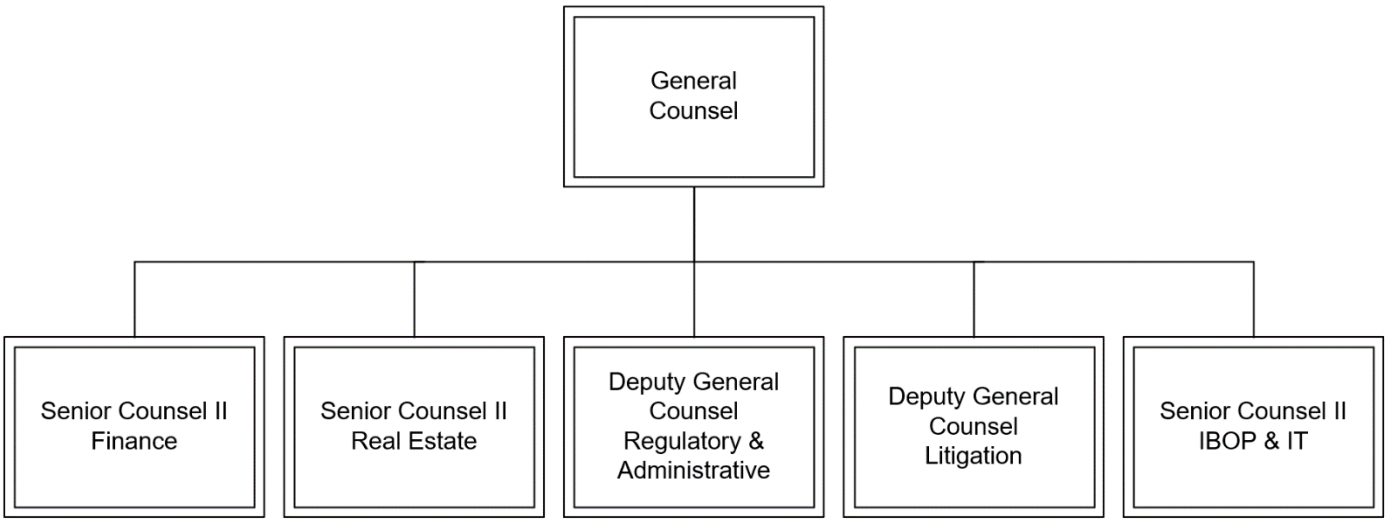
MARC

- Audit and review activities resulted in 85 actionable recommendations to management
- Supported external audits activities including management responses to 15 Metro OIG Audits and 21 Investigations, Special Projects, Management Alerts and Assistance Reports, 2 jurisdictional audits, 5 FTA Reviews, and a GAO review
- Independently validated and confirmed closure of 140 corrective action plans (CAPs) from MARC, OIG and other external auditors and actively tracked approximately 235 CAPs
- Supported cost analysis activities for $46 million in procurements which resulted in approximately $15 million in identified savings
- Expanded audit universe to include Capital Project and Program Oversight compliance – in response to management concerns. MARC developed and implemented a program to monitor over $2 billion in budgeted capital expense
- Outlined benefits of implementing a Strategic Sourcing program with potential savings of more than $100 million
- Facilitated the identification and assessment of over 1,000 risk records across seven risk categories and aligned to GM Priorities as part of the ERM implementation plan
- Initial deployment of the Governance, Risk and Compliance (GRC) Tool – RSA Archer for Issues Management (Corrective Action Plans)
- Rolled out the Fraud Awareness and Detection and Internal Control training completed by 678 employees with financial management responsibilities across the organization and conducted 12 Internal Control training sessions for contracting officer's technical representatives (COTRs)
- Automated Dashboard Reports for the Purchase Card Oversight Program to enable effective decision making in support of compliance

SPEC

- Continued participation and aggressive monitoring related to the Silver Line Phase 2 project as required by the Metro-MWAA project agreement
- Provided regular and continuing information to senior management on emerging issues
- Initiated discussions and negotiations with Loudoun and Fairfax Counties on various agreements related to maintenance, parking, and paratransit for Silver Line Phase 2.
- Provided assistance to the OIG in their review of various critical issues affecting the project
- Prepared project briefings for the Board of Directors

General Counsel



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$5,914	$5,942	$6,450	$6,814	$364	5.6%
Non-Personnel	$14,041	$8,485	$7,218	$7,361	$143	2.0%
Total Cost	**$19,955**	**$14,426**	**$13,668**	**$14,176**	**$508**	**3.7%**
Authorized Positions	48	48	46	44	(2)	(4.3%)

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

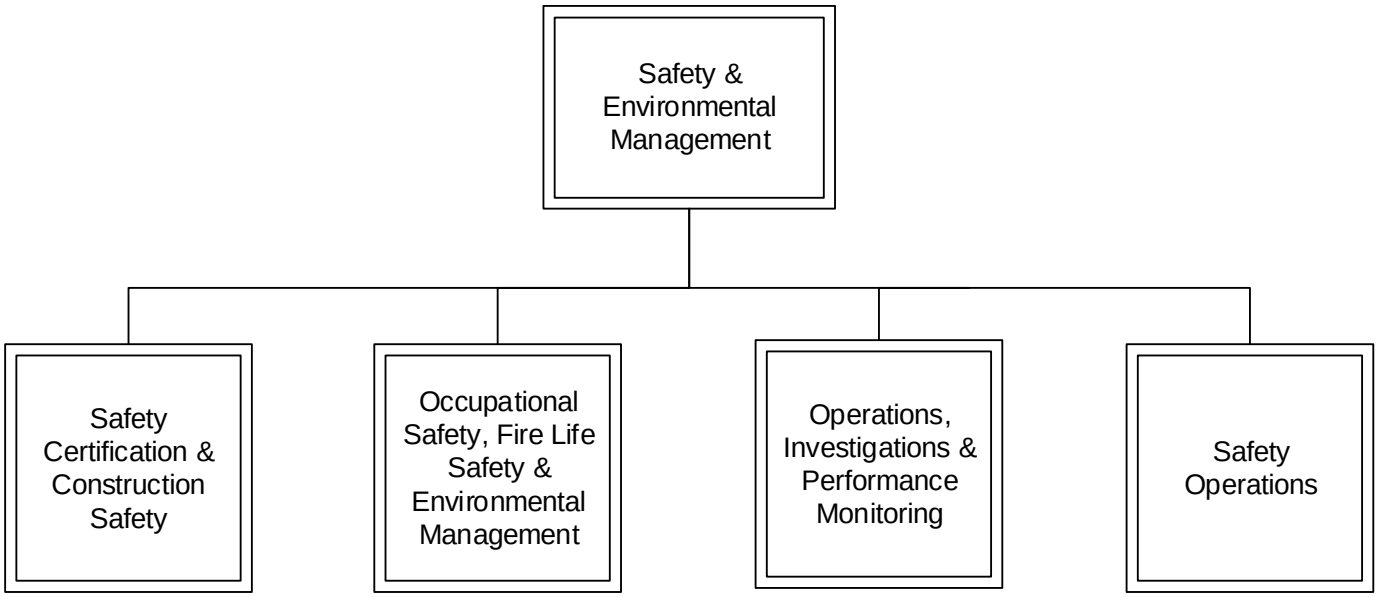
FY2021 Business Plan

- Defend Metro in all disputes and litigation, including providing legal advice and counsel to all Metro departments and offices to mitigate the risk of exposure
- Provide legal advice and counsel to obtain jurisdictional and federal funding and financing, including jurisdictional operating and capital contributions
- Provide legal support to facilitate delivery of capital projects
- Provide legal support for Silver Line Phase 2
- Provide legal support for Metrorail station Wi-Fi and cellular projects

FY2020 Major Accomplishments

- Provided legal support for new collective bargaining agreement with ATU, Local 689
- Provided legal support and technical review in preparation for acceptance of Silver Line Phase 2
- Provided legal support for dedicated funding agreements for Maryland and Virginia
- Completed end user license, third-party payment provider, and operating and maintenance agreements for launch of mobile payment application
- Updated and improved employee Code of Ethics and launch new and improved computer-based employee ethics training

Safety and Environmental Management



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$7,294	$7,774	$8,281	$9,108	$827	10.0%
Non-Personnel	$6,577	$7,827	$7,198	$7,885	$687	9.5%
Total Cost	**$13,871**	**$15,601**	**$15,479**	**$16,992**	**$1,513**	**9.8%**
Authorized Positions	76	74	73	87	14	19.2%

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
- Incident and accident investigation
- Fire life safety
- Safety and security certification
- Oversight of construction safety
- Occupational safety and health
- Environmental management and compliance

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Improve Safety and Security and Restore Public Trust				
WMATA Employee Injury Rate (per 200,000 work hours)	7.10	N/A	N/A	N/A
EIR - Rail	N/A	3.40	3.50	3.50
EIR - Bus	N/A	10.90	9.40	11.20
Customer Injury Rate (per million passengers)	2.10	N/A	N/A	N/A
CIR - Rail	N/A	1.38	1.40	1.40
CIR - Bus	N/A	3.28	2.45	2.20
CIR - MACS	N/A	2.17	2.85	2.50
Percentage of Employee Injury & NTD Investigations Completed in SMS Within 30 days	N/A	56%	95%	95%
Percentage of Safety Data Sheet reviews completed in a timely manner (within 15 working days)	96%	96%	93%	93%

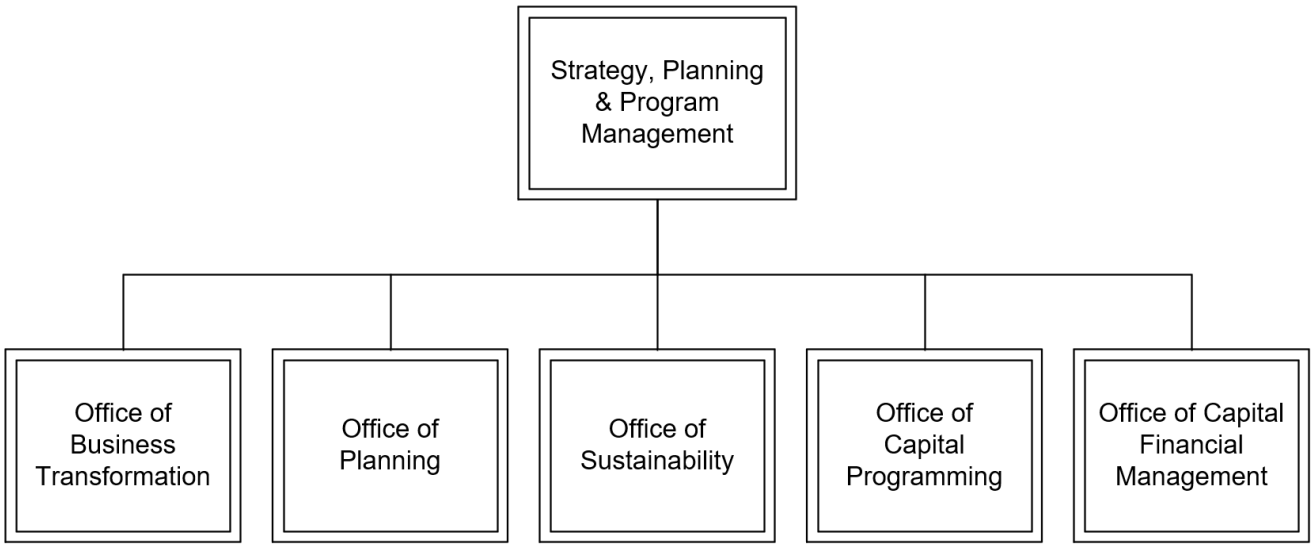
FY2021 Business Plan

- Communicate safety as a Core Value to employees and customers
- Implement the Agency Safety Plan
- Enhance workplace safety programs
- Incorporate data-driven assessment for safety risk management
- Enhance existing employee-driven hazard identification programs

FY2020 Major Accomplishments

- A Construction Safety group was established that allows construction project activity to be monitored during multiple shifts
- The Safety Certification group was enhanced to broaden the scope of projects that undergo safety certification
- Provided Certificates of Compliance Obtained for three significant WMATA projects, including the Rehabilitation of Rail Yard Facilities, Phase I Project, the Orange/Blue Line Rehabilitation, Phase I Project and the Andrews Federal Center Bus Garage Project. Each project was completed through a multi-year contract and received Level I Safety Certification which included design, construction, testing, training and procedural verification steps
- Improved Roadway Worker Protection (RWP) program by supporting the pilot for bi-directional technology to create redundant protections for wayside workers
- Investigated at least 200 incidents and accidents and introduced a new Investigation Report format to protect sensitive personal and security information
- Received and mitigated at least 475 Safety Hotline entries received through WMATA's employee safety reporting programs
- Reviewed over 15,500 reports and records to analyze hazard trends in safety data
- Championed the procurement and distribution of new safety helmets to provide better protection from falls or impacts to the head
- Developed Metro's Compressed Gas Cylinder Management Program and Fire Department Connection Signage Design and Installation Manual
- Expanded industrial hygiene activities by conducting air and workplace noise surveys to support WMATA's Silica Exposure Control, Hearing Conservation and Respiratory Protection Programs
- Conducted over 200 field-level job hazard analyses and trained managers and supervisors to be aware of hazards and develop appropriate mitigations
- Provided occupational safety training and roadway worker protection training to nearly 9,000 employees and contractors
- Reviewed over 500 safety data sheets for chemical products prior to purchase and use
- Led Pandemic Task Force and supported Operations for COVID-19 response

Strategy, Planning and Program Management



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$5,123	$6,340	$4,886	$5,902	$1,016	20.8%
Non-Personnel	$1,257	$1,944	$4,637	$4,726	$89	1.9%
Total Cost	**$6,380**	**$8,285**	**$9,523**	**$10,628**	**$1,104**	**11.6%**
Authorized Positions	-	-	-	115	115	

The Department of Strategy, Planning and Program Management (SPPM) drives Metro's strategy and transforms how Metro does business and serves its customers. SPPM builds and oversees Metro's prioritized capital program and is the lead organization responsible for (1) business transformation, (2) planning, (3) sustainability, (4) capital programming and project development, evaluation and accountability, and (5) capital budgeting and funds management. SPPM also provides oversight and reporting, ensuring Metro's capital program advances safety, service reliability and financial stability and invests federal, jurisdictional, and dedicated funding wisely.

FY2021 Business Plan

SPPM's business plan will help Metro progress towards its strategic goals and implement the GM/CEO's priorities with a specific focus on the following:

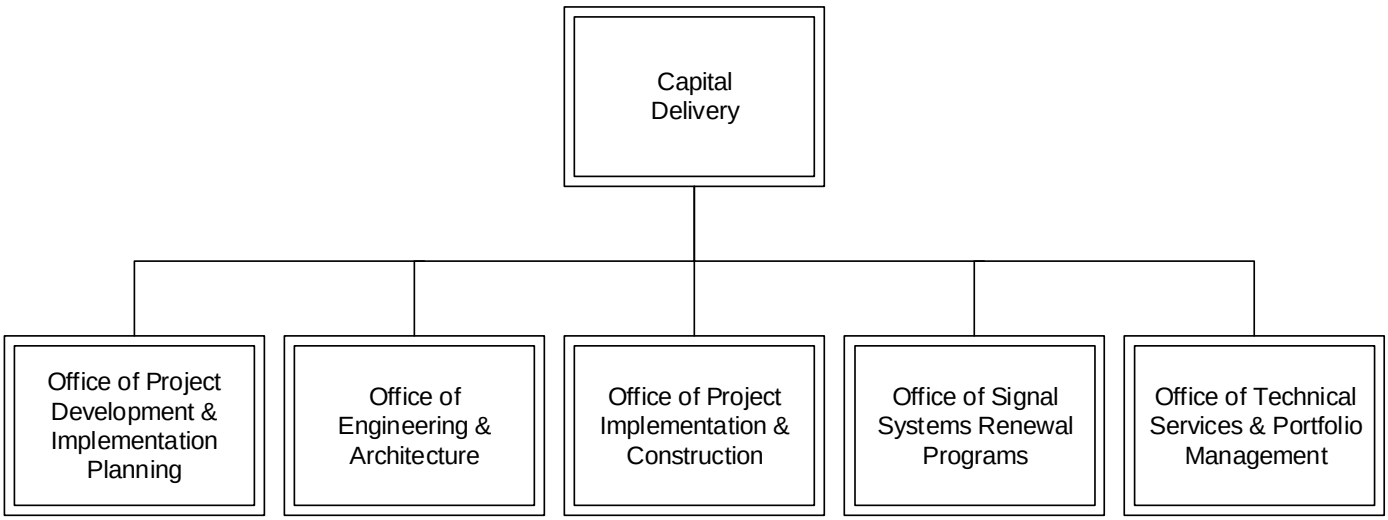
- Drive transformation of Metro's business and operations by sponsoring and ensuring delivery of initiatives that improve safety, customer service, and sustainability
- Formulate Metro's capital budget, manage capital funds and grants, and lead capital financial reporting
- Develop and report on capital program-wide performance metrics
- Improve capital planning and programming practices, building capacity to plan and execute an expanded capital program and accelerate the execution of priority projects, as well as implementing Development & Evaluation program that establishes a pipeline of projects to address priority capital needs and ensures project readiness for programming and execution
- Make Metro more environmentally sustainable, resilient and fiscally responsible by driving programs and partnerships that support regional sustainability, mobility, and livability goals
- Drive the Energy Action Plan implementation, zero-emissions fleet strategy, waste management program, and initiate the incorporation of resiliency into strategic planning efforts
- 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

FY2020 Major Accomplishments

- Completed testing of Transit Signal Prioritization (TSP) software with the District, and advanced District and Alexandria TSP implementation programs
- Identified additional bus Queue Jump locations for the District and agreed to coordinate a deployment schedule
- Completed hardware and software for the new Driver Control Units (DCU) display interface with Bus farebox software, and executed contract enabling WMATA and its Regional Partners to procure and deploy the solution
- Completed final design of new faregates
- Implemented new employee contractor crew support processes to increase efficiency of capital delivery
- Completed 'Tagging Relay' pilot to remotely control third rail power, improving track access time and safety
- Developed and disseminated a process to link customer on-time performance variances to asset failures and rail operations decisions, guiding both rail service improvements and capital investment prioritization
- Completed design and implementation support for a new station entrance at Crystal City, aligning construction timeline with the anticipated opening of Amazon's HQ2
- Developed Programs and Projects for FY2021-2026 Capital Improvement Program (CIP), to address challenges in customer safety, comfort, and service reliability through projects such as platform reconstruction, track rehabilitation, railcar procurement and bus garage construction
- Completed the FY2021-FY2030 capital programming process and produced Metro's Capital Program Strategy and Metro's 10-Year Capital Needs Forecast (CNF)
- Created and launched the Capital Systems Intelligence (CSI) group to better understand, process, and correlate big data as it pertains to Metrorail and Metrobus performance
- Updated the Capital Needs Early Warning System (CNEWS) report to assess current and future crowding of the Metrorail system
- Metro has upgraded over 22,000 lightbulbs to LEDs to date. These upgrades reduce maintenance requirements and improve lighting quality and safety for employees and customers. Energy savings exceed the original goal by 33 percent and have already yielded $200,000 claimed in utility rebates and over $600,000 in annual energy savings:
  - Passenger Stations – upgraded to LED lighting in 48 underground stations, within two years of launching the program. LED lighting reduces energy use by approximately 60 percent – each station saves enough electricity to power 40 homes each year
  - Parking lots/bus loops – partnered with DC Sustainable Energy Utility to upgrade lighting at select bus loops and surface parking lots in the District
  - Tunnels – upgraded tunnel lighting across the rail system to improve safety and visibility while reducing energy use and maintenance requirements
  - Facilities – launched Phase 2 of facility lighting upgrades
- Received a clean audit opinion of Metro's FY2019 Capital Budget Financial Statements
- Received an unmodified opinion on Metro's FY2019 Single Audit in compliance with federal grant requirements for capital project funds management
- Launched the Fine-Grained Bus AVL Analysis study to better understand bus movement, including detailed vehicle location to gain business intelligence
- Launched an online Ridership Data Portal on WMATA's external website, publishing valuable data to stakeholders
- Led the Weekend Headway Improvement Team to improve weekend rail service, delivered the Rail Flexible Operations Study, and supported Metrorail's transition from Headway-based to Schedule-based operations
- Developed and disseminated a replacement data source on bus ridership and performance during the Covid-19 pandemic
- Gained consensus and endorsement on the Bus Transformation Project with 26 actions to transform in the region into a fast, frequent, reliable, affordable and unified system
- Developed Covid-19 Recovery Plan, including phasing, service plan, and actions for workforce, customers, operations, capital, and finance

Capital Delivery



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$12,632	$10,025	$10,596	$11,174	$577	5.4%
Non-Personnel	$705	$1,080	$819	$1,136	$318	38.8%
Total Cost	**$13,337**	**$11,105**	**$11,415**	**$12,310**	**$895**	**7.8%**
Authorized Positions	-	-	-	357	357	

The Department of Capital Delivery (CAPD) is a new organization that assumes the responsibilities of the former Office of Design and Construction (DECO) as well as additional functions. The department 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.

CAPD's new organization structure consists of five main divisions: Office of Project Development and Implementation Planning (PDIP), Office of Engineering and Architecture (ENGA), Office of Project Implementation and Construction (PICO), Office of Signal Systems Renewal Programs (SSRP), and Office of Technical Services and Portfolio Management (TSPM).

PDIP's core function is to generate the solution set for major projects to enable informed decisions, maximize project outcomes, and develop the delivery strategy for each project to maximize value for the Authority, considering scope bundling, impact to operations and optimal contracting strategies for design, construction and owner's side responsibilities.

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.

PICO's program delivery arm consists of Passenger Facilities (PFAC), New & Non-revenue Facilities (NNRF), Infrastructure Renewal Program (IRPG), Adjacent and Task Order Construction (ATOC), and the Dulles Extension Project (DULS). These divisions assure projects comprising Metro's Capital Improvement Program are completed within scope, schedule and budget.

SSRP leads the renewal of Metro's signaling system through the development and delivery of projects to address the unique and complex problems associated with the existing Automatic Train Control (ATC) system, while simultaneously identifying the next generation signaling solutions for WMATA.

TSPM provides a wide range of technical services and strategic portfolio management to the capital program through improvement and standardization of project management and business operations processes.

FY2021 Business Plan

In support of Metro's strategic goals, CAPD's core services are to advance capital projects approved by the Authority from concept to an implementation ready phase; provide design, engineering and architectural services for capital improvement projects and operations; complete capital improvement projects within scope, schedule, and budget; and ensure full transparency for the capital investments in support of safe operations.

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

PDIP

- Formalize and document contract delivery methodology for capital projects given risk consideration and project parameters.
- Create a packaging strategy that optimizes capital resources, capitalizes on project integration and minimizes customer impacts.
- Establish key performance metrics that quantify and qualify capital project delivery decisions.

ENGA

- Continue designs for Traction Power and A/C Power gear replacements on all lines in accordance with prioritization.
- Design replacement solutions for Train Control Rooms.
- Complete designs and specifications for Pedestrian Bridges, segmental bridges, and bridge repair work.
- Continue design work on Tunnel Fan upgrades at various locations.
- Provide engineering support for projects in the implementation phase.
- Verify conditions of assets and provide design and engineering solutions for assets around the system found to be in critical states.
- Continue updating the Design and Construction Manual, Standard Drawings, Directive Drawings, and Standard Specification set.
- Lead and guide studies as needed to gain knowledge and a better understanding of system improvement needs.

PICO

- Commence construction for the rebuild and replacement of Northern and Bladensburg bus facilities.
- Continue design for the construction of the Heavy Repair and Overhaul Facility.
- Continue the construction of new Potomac Yard Station.
- Finish construction for cellular service availability in below ground stations and continue upgrade of the radio infrastructure.
- Complete platform level lighting and continue upgrades of lighting in underground and above ground stations as well as site lighting.
- Advertise first contract for the Station Modernization program.
- Continue and complete Platform 2 rehabilitation program at four stations West of Orange Line.
- Award contract, complete design, and commence construction of the Platform 3 Rehabilitation Program.
- Continue fire alarm systems upgrade, standpipe replacement of E Line, drainage pump systems.
- Complete planning and award contract for the implementation of the pilot tunnel ventilation upgrade program.
- Award contract for the implementation of tunnel leak mitigation on the selected sections of the Red Line.
- Replace air conditioning units at Dupont, Pentagon, and Crystal City.
- Begin rehabilitation of segmental and pedestrian bridges.
- Install additional high-definition CCTV cameras across rail stations, bus stations, and other Metro facilities.
- Complete rehabilitation of Largo Town Center South, West Falls Church, and White Flint Parking Garages and award new contracts for the parking garage and surface parking lot programs.
- Complete installation of pneumatic logic control (PLC) panel boxes.
- Complete construction of escalator canopies at DuPont North entrance and stair installation at Judiciary Square South entrance Metrorail stations. Award next phase escalator canopies contract, to include remaining nine Station Entrance Escalator canopies at Judiciary Square North, Arlington Cemetery, Smithsonian North, Archives/Navy Memorial, U Street East, Tenleytown, Capitol South and Potomac Avenue, and stairs at Bethesda, Judiciary North, and College Park Metrorail stations.
- Award new contract for AC Switchgear replacement at nine locations and continue installation of AC Switchgear at five locations.
- Continue UPS replacements at Passenger Stations, Yards, and Traction Power locations.
- Award new contract for Traction Power and SCADA System Upgrades. Continue replacement and installation of cable and traction power system for car efficiency upgrades.

SSRP

- Finish installation of power supply upgrades in train control rooms.
- Complete Automatic Train Control upgrade project at Alexandria Yard .
- Continue switch machine power supply upgrades throughout the system.
- Complete the construction of WMATA's new train control system training lab.
- Initiate the train control room replacement project
- Continue state of good repair activities.
- Advertise the first Train Control Room Rehabilitation contract.
- Complete design and initiate copper to fiber installation at Rhode Island Ave to Takoma Park Metrorail stations.

TSPM

- Improve and increase collaboration with other Metro departments to achieve capital program delivery transparency, increase efficiency of 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.
- Continue provision of Scheduling and Estimating services for projects including Platform Rehab Phase II & Phase III, Potomac Yard Metro Rail station project, Northern Bus Garage project, Radio Project, Dulles Phase 2 project, Station Lighting, and Purple Line project.
- Update Estimating and Scheduling Guidelines.
- Continue management and oversight of General Engineering Contracts (GECs) and Project Management / Construction Management Contract (PMCM).
- Complete contract and task order closeout of predecessor General Engineering and Architectural Consultants (GEAC) services contracts.
- Collaborate with WMATA's Safety department (SAFE) to ensure quality data collection and reporting on key safety metrics across all CAPD projects.
- Continue to streamline Capital Reporting by monitoring and reporting on KPIs.
- Complete and implement new enterprise Change Order Management solution (E-COM).

FY2020 Major Accomplishments

PDIP

- Established new WMATA Office responsible for planning, managing and coordinating the development of capital projects; and achieving best practices in planning, design, construction, project and program management, and project delivery methods. PDIP is also responsible for ensuring that all policies, procedures, and standards comply with various legal, safety, and other requirements, particularly FTA project management oversight.
- Established the project delivery methods and completed comprehensive implementation plans for several of Metro's mission critical assets. These high-priority capital projects improve system safety, increase asset reliability, enhance the customer experience and have the potential to generate new revenue streams. Projects include state of good repair efforts; equipment obsolescence abatement; system upgrades and modernization; and the rehabilitation of key infrastructure facilities. Specific projects and/or programs are as follows:
  - Fire Alarm and Control Systems Upgrade
  - Automatic Train Control Room Replacements
  - Platform 3 Rehabilitation
  - Station Modernization
  - Cheverly Aerial Structure Rehabilitation
  - Tunnel Leak Mitigations
  - Tunnel Ventilation Repair and Rehabilitation

ENGA

- Provided engineering support for the Platform I project.
- Supported ongoing Radio project as well as provided daily support of existing operations of communications.
- Provided engineering support for several planned and ongoing major projects including Platforms II and III, Potomac Yards Metro rail station, Northern Bus Garage, and Bladensburg Bus Garage.

PICO

- Advertised construction contracts for the new Metrorail Heavy Repair and Overhaul facility and for the rebuild and replacement of Bladensburg Bus Garage.
- Awarded and started preconstruction of Northern Bus Garage.
- Started construction of foundation for new Potomac Yard Station.

- Completed installation of cellular availability on the green line. Continued upgrade of radio infrastructure.
- Continued installation of platform level lighting throughout the system, completion of Greenbelt site lighting, commenced work for station downlighting at 14 stations.
- Continued design of advertising digital displays infrastructure.
- Continued rehabilitation of Largo Town Center North and Vienna North parking garages and Greenbelt Surface Parking Lot.
- Completed the Connecticut Ave Chiller Line Replacement, continued replacement of air conditioner units at Friendship Heights, Tenleytown, Cleveland Park, and Van Ness, and replacement of chillers at Tenleytown, Woodley Park, Union Station, Benning Rd, and Pentagon.
- Completed major work on the Platform 1 rehabilitation program at stations South of National Airport.
- Awarded Platform 2 rehabilitation program at four stations west of Orange Line and began preparation for summer shutdown rehabilitation work.
- Continued Farragut North Metro station vent shaft grating repair at 17th street.
- Continued replacement of standpipe on the E Line.
- Continued installation of pneumatic logic control (PLC) panel boxes.
- Continued construction of escalator canopies at Gallery Place, Judiciary Square, Smithsonian, and Huntington. Continued installation of new stairs at Judiciary Square South.
- Advertised next escalator canopies contract for nine canopies and three stairs.
- Completed construction and renovation of the warehouse at Good Luck Rd.
- Continued AC Switchgear replacement throughout the system and completed 14 UPS replacements at passenger stations.
- Advertised new AC Switchgear replacement contract for five locations.
- Continued replacement and installation of cable and traction power system for 8 car efficiency upgrades while taking advantage of planned shutdowns.

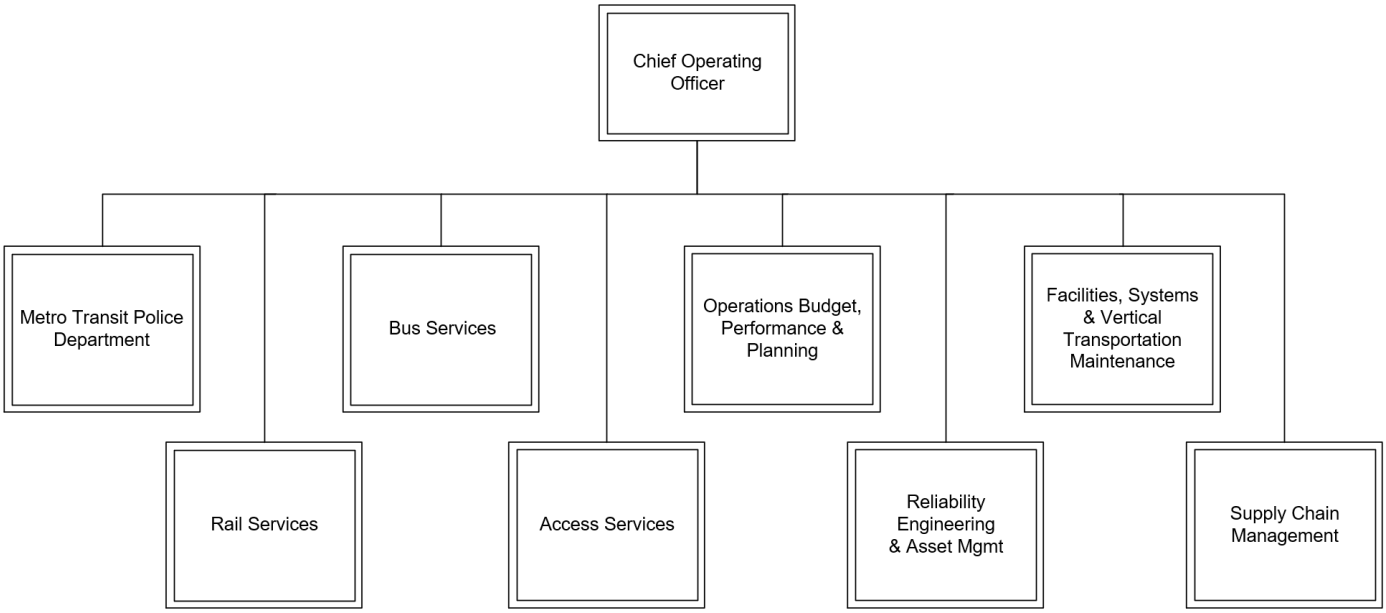
SSRP

- 60 percent Design completion of ATC training lab.
- 80 percent Completion of train control room power supply replacement.
- 30 percent Completion of Automatic Train Control upgrade project at Alexandria Yard.
- 35 percent Completion of Mainline switch replacement installations.
- 75 percent Completion of EMI design for fiber replacements at Rhode Island Ave to Takoma Park Metrorail stations.

TSPM

- Provided scheduling and estimating services for Platform Rehab Phase 1.
- Continued provision of Scheduling and Estimating services for projects including Platform Rehab Phase II, Potomac Yard project, Northern Bus Garage project, Radio Project, Dulles Phase 2 project, Station Lighting, and Purple Line project.
- Developed and implemented new format for capital reporting (CAPStat).
- Began development of new E-COM prototype for change order management. Began work on change order root cause analysis across CAPD projects.
- Streamlined and documented procurement processes for management of technical Indefinite Delivery Indefinite Quantity (IDIQ) contracts.
- Awarded new GEAC contract and first task order under this contract for upgrades to the Revenue Collection Facility. Continued management and oversight of the GEC and PMCM contracts, providing specific technical direction and guidance to include exploration of new requests, scope definition, claims and change order support and liaising with other departments to ensure requests are met.
- Developed and implemented task order closeout procedures.

Chief Operating Officer



(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$806,715	$791,856	$826,227	$893,180	$66,953	8.1%
Non-Personnel	$364,534	$423,739	$424,920	$476,105	$51,186	12.0%
Total Cost	**$1,171,249**	**$1,215,594**	**$1,251,146**	**$1,369,285**	**$118,139**	**9.4%**
Authorized Positions	11,052	11,052	10,974	11,204	230	2.1%

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 certain capital programs; and ensure a safe and secure environment for passengers and employees.

The department consists of COO – Administration, Rail Services (RAIL), Bus Services (BUS), Access Services (ACCS), Metro Transit Police (MTPD), the Office of Budget, Planning, and Performance (OBPP), Reliability Engineering and Asset Management (REAM), Supply Chain Management (SCM), and Facilities, Systems and Vertical Transportation (FSVT).

FY2021 Business Plan

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

- Focus on customers to deliver excellence
- Focus on employees, empowering our people to drive bold changes in our business
- Invest to renew and modernize the system

FY2020 Major Accomplishments

- Supported the region through the 2020 Covid-19 global pandemic by maintaining critical lifeline transportation services for essential employees
- Reversed the seven-year trend of declining ridership, with every month between July 2019–February 2020 outperforming the same month the prior year (Covid-19 response interrupted the ridership growth)
- Introduced the Certified Metro Manager Program to support front-line management through training and career development
- Signed a new, four-year agreement between Metro and Amalgamated Transit Union 689, which represents nearly 8,000 Metro employees across bus, rail, and operational support offices, cementing the decision to not contract out operations or maintenance of the Silver Line extension

- Completed reconstruction on six rail station platforms in the largest and most complex capital project since Metro's original construction, and re-opened rail services on schedule
- Opened the new Andrews Bus Garage, serving Southern Prince George's County and Southeast DC
- Centralized asset management and maintenance analytics under a new Office of Reliability Centered Maintenance Planning

Rail Services

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$269,533	$254,327	$279,216	$322,444	$43,228	15.5%
Non-Personnel	$125,307	$139,895	$128,880	$170,374	$41,494	32.2%
Total Cost	**$394,839**	**$394,223**	**$408,097**	**$492,818**	**$84,722**	**20.8%**
Authorized Positions	4,056	4,072	4,118	4,341	223	5.4%

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 Rail department is composed of the following groups:

- Rail Administration (RAIL ADM)
- Rail Transportation (RTRA)
- Chief Mechanical Officer (CMOR), which includes Car Maintenance (CMNT) and Chief Engineer Vehicles (CENV)
- 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)

FY2021 Business Plan

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Improve Safety & Security and Restore Public Trust				
ROW Fire Rate per fixed revenue guideway mile	N/A	N/A	N/A	0.55
Rail Collision Rate per million railcar revenue miles	N/A	N/A	N/A	0.30
Derailment Rate per million railcar revenue miles	N/A	N/A	N/A	0.10
NTD Rail Fatality Rate per million railcar revenue miles	N/A	N/A	N/A	0.00
MyTripTime: Rail Customer On-Time Peformance*	87%	88%	88%	88%
Trains in Service*	99%	98%	98%	98%
Railcar Reliability (Mean Distance Between Failure)	10,408	14,211	10,000	18,000
Railcar Offloads*	719	425	240	240

*Preliminary targets for FY2021; targets will be published in the Metro Performance Report.

FY2021 Business Plan

In FY2021, 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.

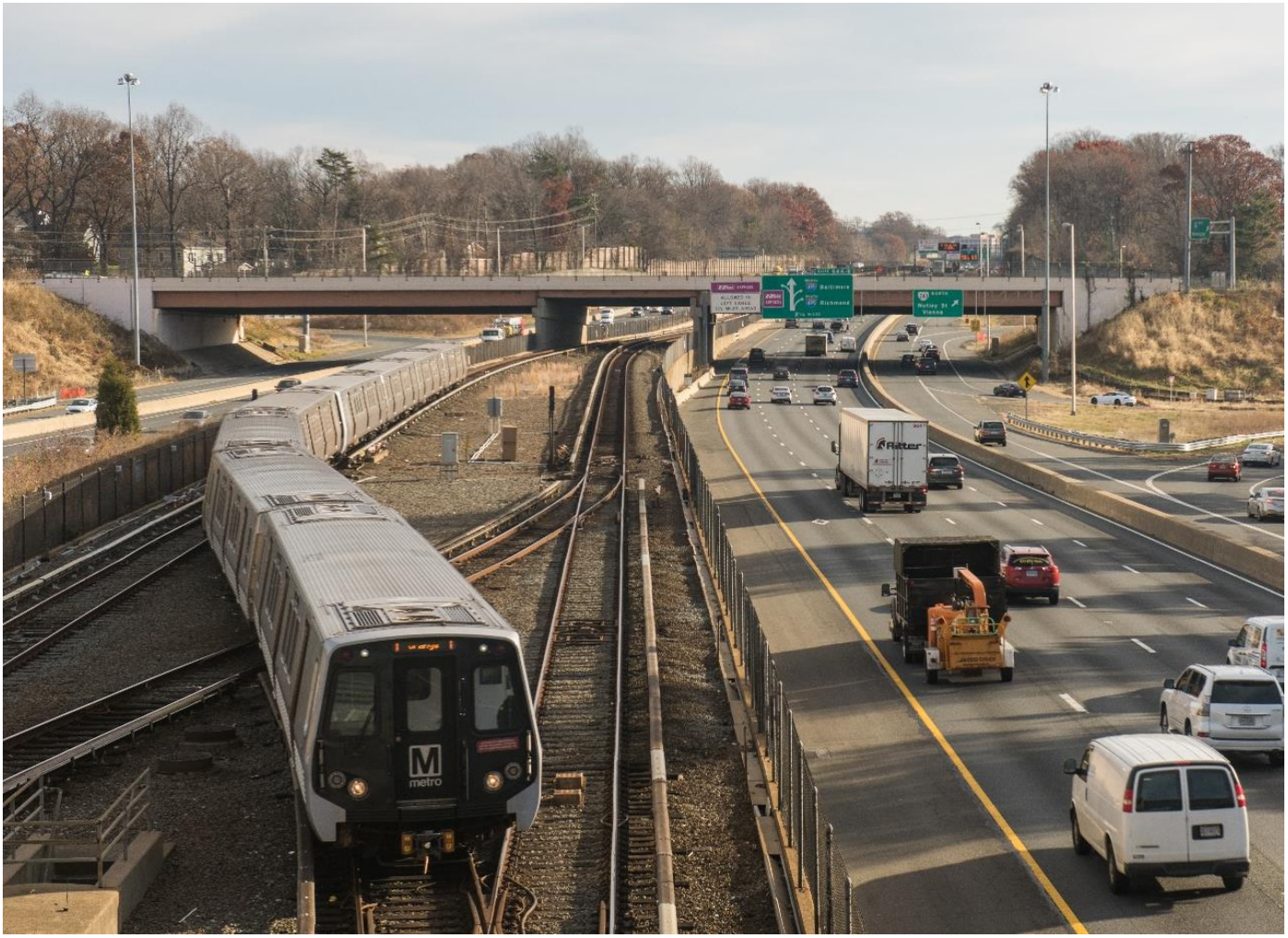
Specifically, RAIL will focus on the following actions:

- Continue to reduce infrastructure-related delays by evaluating data, condition reports, and operational outcomes to determine and implement appropriate preventive maintenance strategies
- Advance 8000-Series railcar procurement to replace the 2000 and 3000 series railcars by 2024, when they exceed their useful life
- Improve operations at the Rail Operations Control Center (ROCC) by strengthening its safety culture, management, and work flow while reducing training time for critical positions
- Work to minimize impact of capital work on customers through improved planning and execution

- Continue to increase track access efficiency by increasing the percentage of time spent executing tasks
- Administer the ATC Safe Signals Initiative to replace ATC assets until a full system upgrade is possible
- 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
- Ensure operational preparedness to open Silver Line Phase 2
- Shift to greater customer service mindset through preparation, training, and enhanced supervision, including auxiliary station managers

FY2020 Major Accomplishments

- Successfully implemented service adjustments in response to Covid-19, implementing protocols to protect employees and customers
- On-time performance reached record highs, with several months recording over 90 percent of customer trips completed on-time best railcar performance recorded, including a single-month record in February 2020 of traveling over 416,000 miles before causing a customer delay—beating the previous single-month record by 42 percent
- Accepted the 748th and final 7000-series railcar, marking the end of a 10-year process in upgrading the rail fleet
- Directly supported the Platform Improvement Project, a major capital project to reconstruct platforms at six rail stations
- Rail offloads were down six percent compared to FY2019 and down 57 percent since FY2017
- Rail customer satisfaction reached 83 percent, its highest level in six years



Bus Services

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$310,777	$316,262	$297,454	$309,036	$11,582	3.9%
Non-Personnel	$66,836	$77,715	$79,648	$74,286	($5,362)	(6.7%)
Total Cost	**$377,613**	**$393,976**	**$377,102**	**$383,322**	**$6,220**	**1.6%**
Authorized Positions	3,892	3,880	3,739	3,731	(8)	(0.2%)

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 120 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 over 1,580 buses. Additionally, Bus Services maintains Metro's service vehicles and equipment.

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Improve Safety & Security and Restore Public Trust				
NTD Bus Collision Rate per million miles	3.50	4.60	3.70	3.70
Bus Fleet Reliability	6,925	6,335	7,000	7,000

FY2021 Business Plan

In support of Metro's strategic goals, BUS' 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 FY2021, 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 monitoring and headway-based (evenly-spaced) route scheduling
- Complete a study to develop recommendations to transform the bus network, including creation of a more efficient and customer-focused system
- Install video displays on new buses to increase deterrent value of on-board cameras, displaying Closed Circuit Television feeds to remind customers their actions are recorded
- Continue the development of Secure Bus Access as an innovative, secure solution that allows Metro 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 in a timely manner
- Recruit and train highly qualified bus operator candidates and provide FTA mandated in-house training
- Work with CAPD and SPPM 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
- Assess, streamline and improve day to day operations and activities at bus divisions to reduce administrative burden on managers and supervisors

FY2020 Major Accomplishments

- Successfully implemented service adjustments in response to Covid-19, implementing protocols to protect employees and customers
- Participated in the regional Bus Transformation Project to develop a bold, new vision and a collaborative action plan for the future of bus service in the region.
- Launched GTFS-Real Time to provide customers with accurate, real-time bus arrival information.
- Partnered with DDOT to launch and make permanent the H & I Streets bus lanes, improving the reliability and speed of buses.
- Adjusted the schedules of 16 Metrobus routes to right-size run-time for operators and improve on-time performance for the riding public.
- Provided weekend shuttle service and additional weekday supplemental service on five routes in support of the Summer 2019 Platform Improvement Project.
- Deployed Secure Bus Access to all capable buses to guard against unauthorized use.
- Completed Midlife Overhauls on 100 buses and received 110 replacement buses to ensure the fleet remains in a state of good repair.
- Purchased over 70 replacement nonrevenue vehicles to meet targets for state of good repair.
- Issued request for proposal for Zero-Emission Bus Analysis and completed the phase 1 study.
- Pioneered the first Certified Metro Manager (CMM) Program—helping to drive performance through improved leadership, communication and problem-solving—with eight Bus Transportation Superintendents graduating from the program.
- Completed research activities in support of improving day to day operations and activities at bus divisions, with work now underway to implement tools to foster efficiency.
- Recruited almost 200 bus operator candidates and successfully graduated 85 percent of them.
- Improved employee availability through the reduction of employee injuries, reduced NTD reportable collisions and LWOP days.

Access Services

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$4,707	$4,101	$4,706	$4,831	$125	2.6%
Non-Personnel	$126,555	$157,854	$162,020	$172,868	$10,848	6.7%
Total Cost	**$131,262**	**$161,955**	**$166,725**	**$177,698**	**$10,973**	**6.6%**
Authorized Positions	50	50	49	47	(2)	(4.1%)

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.

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Improve Safety and Security and Restore Public Trust				
Customer Injury Rate (per 100,000 passengers)	2.10	2.17	<2.85	<2.5
On-time performance	92%	90%	90%	90%

FY2021 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 laws, regulations, and standards
- 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 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 2.35 million trips in FY2019. 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, projected to be 1.25 million trips in FY2021, while attempting to lower overall cost.

FY2020 Major Accomplishments

- For the fiscal year through February, the MetroAccess customer injury rate was down 13 percent compared to FY2019 and down 29 percent since FY2017
- Facilitated project initiation to make all rail station restrooms fully accessible to individuals using mobility devices
- Implemented the MetroAccess Mystery Rider Quality Assurance Plan to promote positive customer experiences and driver adherence to safety protocol
- Expanded the Abilities-Ride paratransit alternative program to all MetroAccess customers throughout the entire MetroAccess service area

Metro Transit Police

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$54,386	$56,489	$63,972	$69,672	$5,699	8.9%
Non-Personnel	$6,832	$7,248	$8,089	$8,732	$642	7.9%
Total Cost	**$61,218**	**$63,737**	**$72,062**	**$78,403**	**$6,341**	**8.8%**
Authorized Positions	694	694	694	731	37	5.3%

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

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.

Key Performance Indicators

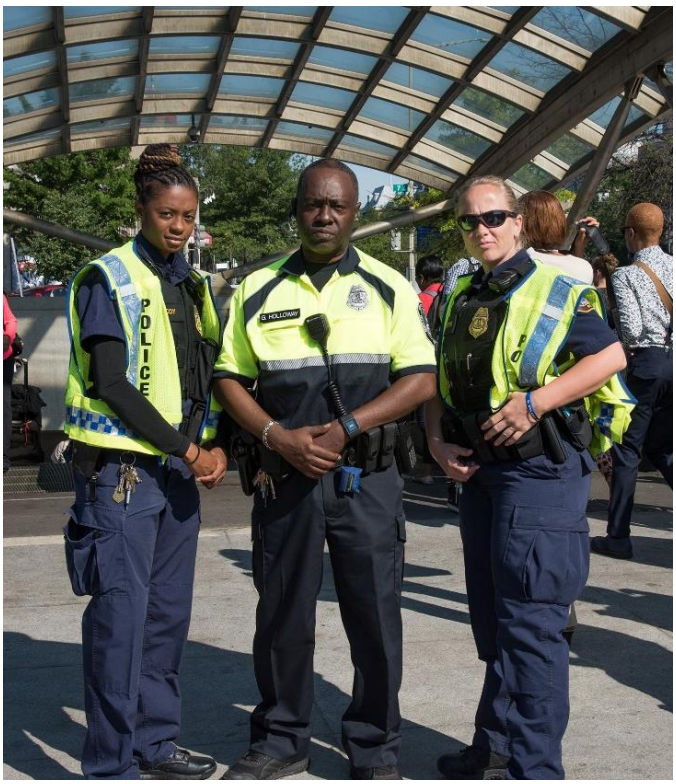
Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Improve Safety & Security and Restore Public Trust				
Safety Measurement System Compliance	N/A	N/A	95%	95%
Part I Crimes	1,173	1,114	1,550	1,550

Preliminary targets for FY2021; targets will be published in the Metro Performance Report.

FY2021 Business Plan

In support of Metro's strategic goals, the MTPD 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 CCTV coverage. Building on the substantial progress in developing real-time monitoring and retrieval capabilities at the Security Operational Control Center, 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 equipment 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
- Harden facilities by installing barrier gates, removing camera obstructions and training on capabilities of One Badge and Pro-Watch systems
- Institute leadership training program for sergeants and above. Strengthen community policing orientation through training and community outreach (21st Century Policing, Blue Courage, Respect Your Ride, De-escalation training re: youth)
- Complete deployment of tasers, smartphones, and firearms replacement.

FY2020 Major Accomplishments

- TSA SSI Training in March 2020
- Created new/fourth bureau – Internal Oversight and Youth Services Bureau in April 2020
- Created Youth Services Unit in April 2020
- Officers saved a patron's life at COLH providing CPR and AED – received award from local Fire Department
- Sergeant apprehended murder suspect from Pentagon Station stabbing
- Assisted with the implementation of the Station Manager Assault Reduction Training in January 2020
- Trained 100 bus operators in Bus Assault Reduction Training with new format in March 2020
- Created Youth Resource Officer position in March 2020
- Covid-19 response: Adjusted BUS High Intensity Targeted Enforcements (HITES) at SILS and ANAC
- Covid-19 response: Adjusted post locations to implement proper distance measures
- Expanded Blue Team tracking platform to front line supervisors and Use of Force reporting
- Trained several members in Facial Recognition Software in January 2020
- Launched Officer Mentoring Program in March 2020
- Approved and ratified a new collective bargaining agreement with the FOP and SPD divisions
- Introduced MTPD Cultural Diversity and Awareness Classes
- Conducted the First Annual Skill Competition to MTPD members
- Implemented two plain clothes firearms class/courses for members
- Summer Crime Initiative Community BBQ's
- MTPD-Summer Crime Initiative (SCI) Community Outreach Event held at Anacostia Metro station
- MTPD-SCI and Youth Advisory Council Appreciation Community Outreach Event at Congress Heights
- Suitland Unity in the Community Joint MTPD-Summer Crime Initiative (SCI) Community Outreach Event at Suitland
- Held over 60 events with Deputy Mayor of Education, DC Public School system, and DC Charter Schools
- MTPD and Juvenile Probations Back To School Joint High Visibility Details at Gallery Place and L'Enfant Metro stations
- High Visibility Joint Crime Reduction details with Prince George's County District IV Special Assignment Team (SAT)
- Managed Nationals World Series parade crowd control details/posts in November 2019
- Coordinated with DC Public Schools on the "Shop with a Cop" event on December 3, 2019
- Transitioned to interoperable radios and encrypted radios

Facilities, Systems, and Vertical Transportation Maintenance

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$123,897	$116,895	$127,620	$131,426	$3,806	3.0%
Non-Personnel	$34,700	$36,073	$37,790	$40,203	$2,413	6.4%
Total Cost	**$158,597**	**$152,968**	**$165,411**	**$171,629**	**$6,219**	**3.8%**
Authorized Positions	1,602	1,602	1,594	1,811	217	13.6%

The mission of the Office of Facilities, Systems, and Vertical Transportation Maintenance (FSVT) 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. FSVT 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), which manages and maintains Metro's facilities, grounds, and mechanical equipment systems in support of Metrorail and Metrobus operations.
- Facilities Asset Management Office (FAMO), which ensures effective implementation and stewardship of a facilities asset management program and compliance with Metro's adopted regulatory framework and requirements.
- Office of Systems Maintenance (SMNT), which manages the electrical maintenance activities related to 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 Electrical Maintenance (LVEM) 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

Key Performance Indicators

Performance Indicator	Actual 2018	Actual 2019	Target 2020	Target 2021
Improve Safety & Security and Restore Public Trust				
Safety Measurement System Compliance	N/A	N/A	95%	95%
ELES - Elevator Availability	97%	96%	97%	97%
ELES - Escalator Availability	94%	94%	92%	92%

Preliminary targets for FY2021; targets will be published in the Metro Performance Report.

FY2021 Business Plan

In FY2021, FSVT is focused on enhancing the customers' experience through a variety of initiatives:

- 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.
- Continue Platform Improvement Projects.
- Partner with REAM to develop asset lifecycle plans for assets maintained by FSVT.
- Restore station lighting and bathrooms: in partnership with CAPD, 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 the escalator rehabilitation and replacement program.
- Perform rehabilitation work in 24 stations (12 major and 12 minor).

FY2020 Accomplishments

- Created the Facilities Asset Management Office (FAMO), which will bring centralized organization and expertise to a critical area of need for the Authority.
- Played a critical role in the successful completion of Platform Improvement Project Phase 1.
- Responded quickly and thoroughly to challenges presented by Covid-19 by significantly increasing the frequency and rigor of station sanitizing, helping to keep Metro employees and customers safe.
- Advanced the aggressive Elevator/Escalator rehab and replacement program, completing a $176 million multi-year capital investment that delivered 145 new escalators for rail customers since 2011.
- Conducted quarterly FacilitiesSTAT meetings, expanding the information reported and reviewed to drive performance improvement.

COO Office of Budget, Performance and Planning

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$25,088	$25,338	$31,556	$34,286	$2,730	8.7%
Non-Personnel	$1,686	$1,285	$3,167	$4,230	$1,063	33.6%
Total Cost	**$26,775**	**$26,623**	**$34,723**	**$38,516**	**$3,792**	**10.9%**
Authorized Positions	209	211	239	307	68	28.5%

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 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 Transit Performance Management (PERF) assists Metro in achieving its strategic goals by measuring and publicly reporting results via a set of Key Performance Indicators, producing the quarterly Metro Performance Report, communicating why performance has changed and what actions will be taken to improve any deficiencies. PERF 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 and business plan development.
- 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.

FY2021 Business Plan

- Implement MetroBus Transformation Program priorities, including updating WMATA's Metrobus service guidelines, studying the restructuring of the MetroBus network to create an efficient and customer-focused system, and supporting the implementation of bus priority projects.
- 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
- Optimize workforce size and structure to operate efficiently and effectively, and actively monitor use of overtime
- 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
- Assist operational departments in meeting manpower requirements through oversight of Absenteeism Policy and providing at-risk, transitional duty and long-term absence management support
- Revise bus and rail operating schedules using data to ensure that service matches demand and operating conditions, and is equitably distributed, conforming to applicable rules, guidelines, and collective bargaining agreements. Improve operating efficiencies, safety, speed, reliability; serve new markets, and in general improve service where possible
- Manage shuttle bus operations supporting MetroRail rebuilding efforts
- Plan and maintain bus stops and intermodal facilities

FY2020 Major Accomplishments

- Adjusted rail and bus schedules, absence tracking, training protocols, and performance measures to support Metro operations through the Covid-19 pandemic
- Expanded the apprentice program to include railcar mechanics, traction power personnel, and automatic train control personnel to support offices in filling vacancies that require unique skillsets
- Enhanced the COO Dashboard and launched four additional internal dashboards to support operational offices in using data to enhance service delivery
- Held monthly RailSTAT, BusSTAT, and Budget STAT meetings; held quarterly Facilities STAT meetings, and established quarterly Supply Chain STAT meetings to monitor performance and develop strategies to improve service for customers
- Supported schedule adjustment through the Platform Improvement Project, including bus shuttles, and weekend track work
- Continued to maintain >99 percent RWP compliance, exceeding the 95 percent performance measure
- Participated in the Bus Transformation Program, working to advance service standards and start planning for a bus network redesign

Supply Chain Management

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$15,170	$15,296	$17,135	$16,897	($237)	(1.4%)
Non-Personnel	$1,515	$1,189	$2,161	$2,187	$26	1.2%
Total Cost	**$16,685**	**$16,485**	**$19,296**	**$19,085**	**($211)**	**(1.1%)**
Authorized Positions	169	181	180	193	13	7.2%

In February 2019, WMATA reorganized and centralized the supply chain management functions (formerly spread across RAIL, BUS, and Support Services), 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 Planning and Analytics: Develops and provides supply chain business intelligence and supply chain data governance to the Authority, enhancing asset availability and service delivery
- Office of Supply Chain Contract Management: Provides advanced acquisition planning, contract management, and procurement compliance services for all inventory materials/supplies across the Authority, enhancing asset availability and service delivery
- Office of Supply Chain Warehousing and Logistics: Provides timely and quality warehousing and logistical solutions for the Authority to ensure that the right parts are in the right place at the right time, enhancing asset availability and service delivery

FY2021 Business Plan

The following are SCM's key objectives for FY2021:

- Continually review processes and revise/create as required to improve the efficiency and effectiveness of SCM operations
- Partner with key internal stakeholders to develop a strategy for Master Data Management cleanup for the Item Master and Vendor Master
- Reduce purchase card spending on inventory
- Establish a Supply Chain Governance Committee. This cross-functional committee will include representatives from all key SCM stakeholders who will discuss strategic Supply Chain initiatives
- Clearly define all roles, responsibilities, accountabilities, and key dependencies of the SCM organization
- Learn, pilot, and roll out 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 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

FY2020 Major Accomplishments

- Implemented inventory forecasting algorithm in Maximo across all storerooms, which resulted in nearly $1 million in cost savings after just the first 10 weeks. This represents a faster and deeper cost savings than projected; thus, boosting and expediting WMATA's ability to right-size its inventory footprint
- Advanced the Vendor Managed Inventory (VMI) RFP to solicitation, with intention to award
- Executed safety critical, timely actions to ensure adequate levels of globally high-in-demand PPE items were obtained for the Authority in response to Covid-19 challenges
- Staffed the recently created Office of Supply Chain Planning and Analytics (SCPA) through 3 levels; thus, enhancing SCM's ability to provide supply chain business intelligence across COO
- Actively engaged in BudgetSTAT, RailSTAT, BusSTAT and FacilitySTAT meetings to ensure supply chain solutions were in place to meet operational need

Reliability Engineering and Asset Management

(Dollars in Thousands)	2018 Actual	2019 Actual	2020 Budget	2021 Budget	$ Change	% Change
Personnel	$2,390	$2,578	$3,652	$3,698	$46	1.3%
Non-Personnel	$159	$139	$287	$292	$5	1.7%
Total Cost	**$2,549**	**$2,717**	**$3,939**	**$3,990**	**$50**	**1.3%**
Authorized Positions	-	-	-	38	38	

In October 2019, WMATA's Executive Management Team decided to realign asset management and reliability engineering under the Chief Operations Officer. In doing so, they formed a new group called Reliability Engineering and Asset Management (REAM).

REAM's formation centralizes the former Office of Reliability Centered Maintenance Planning and Transit Asset Management Office under a single functional group. A newly formed Vice President position will lead REAM, reporting directly to the Chief Operating Officer.

The creation of REAM captures the many synergies and efficiencies of closing and coordinating these individual elements and centralizing them under one function. The following offices designed to provide subject matter expertise will make up REAM:

- Reliability Engineering and Performance Analysis (REPA): Serves as the central office for reporting on reliability performance as well as facilitating Reliability Centered Maintenance analyses.
- Maintenance Planning and Scheduling (MPLN): Serves as the central office for providing maintenance planning and scheduling services.
- Transit Asset Management Office (TAMO): Serves as the central office for driving Asset Management initiatives and ensuring the Authority remains compliant with our federally mandated obligations.

FY2021 Business Plan

The following are REAM's key objectives over the coming two years:

- Establish the REAM group and ensure it has the resources required to function effectively
- Define all the roles, responsibilities, accountabilities, and key dependencies of the REAM organization
- Re-establish the Asset Management Steering Committee to communicate all Asset Management initiatives as well as gain buy-in, prioritize and provide guidance on new requirements
- Set the foundations for introducing Industrial Internet of Things capability to WMATA
- Drive maintenance efficiency improvements through the targeted use of reliability centered maintenance analyses as well as improving the maintenance planning functions throughout operations
- Develop a training continuum for WMATA's Enterprise Asset Management System (Maximo)
- Lead the effort to close all outstanding CAPs that are currently under TAMO's responsibility

FY2020 Major Accomplishments

- Reorganized Metro's various asset management and maintenance analytics functions under a centralized department Supported railcar maintenance in achieving the best railcar performance ever recorded, including a single-month record in February 2020 of traveling over 416,000 miles before causing a customer delay—beating the previous single-month record by 42 percent
- Established new asset-driven failure analysis methods for rail infrastructure groups, using Mean Time Between Failure and Mean Time Between Delay metrics to measure system reliability
- Delivered three courses on maintenance planning & scheduling, as well as Reliability Centered Maintenance (RCM3) technology to support reliability centered maintenance
- Continued progressing procurement of the 8000 series railcars, which will replace the almost 250 2000 and 3000 series railcars that are nearing the end of their useful life

Chapter 4 - Capital Budget

Overview

Metro's FY2021-2026 Capital Improvement Program (CIP) totals $9.8 billion with funding from the federal government, state and local contributions, and other sources. Of this amount, $1.8 billion is planned for investment in FY2021.

The six-year CIP is focused on system preservation and attainment of the state of good repair goals outlined in the Capital Needs Forecast (CNF). The plan also includes targeted investments to achieve the safety objectives described in Metro's System Safety Program, drive operating efficiency, and enhance service reliability and the 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. Each Investment Category is a group of Programs, which in turn includes groups of projects. Appendix D contains a page for each project in the capital program. Capital investments are organized within these categories into four functional classifications: Safety, State of Good Repair (SGR) & Minor Projects; Major Active Capital Projects; Development & Evaluation (D&E) Projects; and Future Major Projects.

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.

Financial Plan by Investment Category

(Dollars in Millions)	FY2021 Budget	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	FY2026 Plan	6-Year Total
Railcar	$279.8	$257.3	$332.8	$346.6	$454.1	$565.2	$2,235.7
Rail Systems	164.7	131.2	162.8	153.3	146.5	132.4	$890.8
Track and Structure Rehabilitation	148.1	175.7	166.4	192.9	160.9	170.1	$1,014.0
Stations and Passenger Facilities	545.5	550.6	416.2	252.0	191.9	179.2	$2,135.3
Bus and Paratransit	207.8	225.4	292.5	313.2	284.3	215.7	$1,538.9
Business Support	475.4	550.2	217.5	235.5	242.9	227.3	$1,948.8
Total	**$1,821.2**	**$1,890.3**	**$1,588.2**	**$1,493.4**	**$1,480.6**	**$1,489.8**	**$9,763.5**
Revenue Loss from Capital Projects	$17.0	$23.8	$24.5	$25.2	$26.0	$26.7	$143.2
Debt Service - Dedicated Funding[1]	-	11.8	42.6	87.7	117.9	138.1	$398.1
Total Capital Program Cost	**$1,838.2**	**$1,925.8**	**$1,655.3**	**$1,606.3**	**$1,624.5**	**$1,654.6**	**$10,304.8**

1. FY2021 debt service schedule updated to reflect actuals after 2020 Dedicated Funding debt issuance. FY2022-2026 debt service schedule for planning purposes only.

Safety, State of Good Repair & Minor Projects

Safety, SGR & Minor Projects are the largest investment types in the capital program. These categories include 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 Metrobuses and paratransit vehicles
- Rail crosstie and track fastener replacement
- Track circuit replacement
- Power cable replacement
- Parking garage rehabilitation
- Station lighting and cooling programs
- Elevator and escalator repair, rehabilitation, and replacement

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 8000–Series railcars
- Radio and wireless infrastructure upgrades
- Traction power upgrades to support additional 8-car trains
- Fare collection modernization
- Completion of the Silver Line extension
- Construction of a new station at Potomac Yard
- Replacement of Bladensburg and Northern Bus Facilities
- Metro office consolidation
- 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 projects have clearly defined scopes, schedules, and cost estimates with appropriate consideration for risks and alternative solutions. Additional funding is allocated when initiatives are sufficiently developed to advance to the next stage.

For the FY2021-2026 CIP, 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 FY2021-2026 program:

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

Future Major Projects

Future Major Projects are those that advance past the D&E process and will be executed in the future.

Projects in this category include those that have advanced through D&E and are planned for future implementation or are deemed to be essential and will require additional investment once D&E process has completed.

Capital Priorities, Goals, and Strategy

Metro has developed a more structured methodology for capital project prioritization to focus on addressing longstanding capital needs and targeting critical assets before they are in danger of failure. This process assigns priorities to proposed capital projects based on the investment's impact on safety, performance, and alignment with Metro's strategic goals.

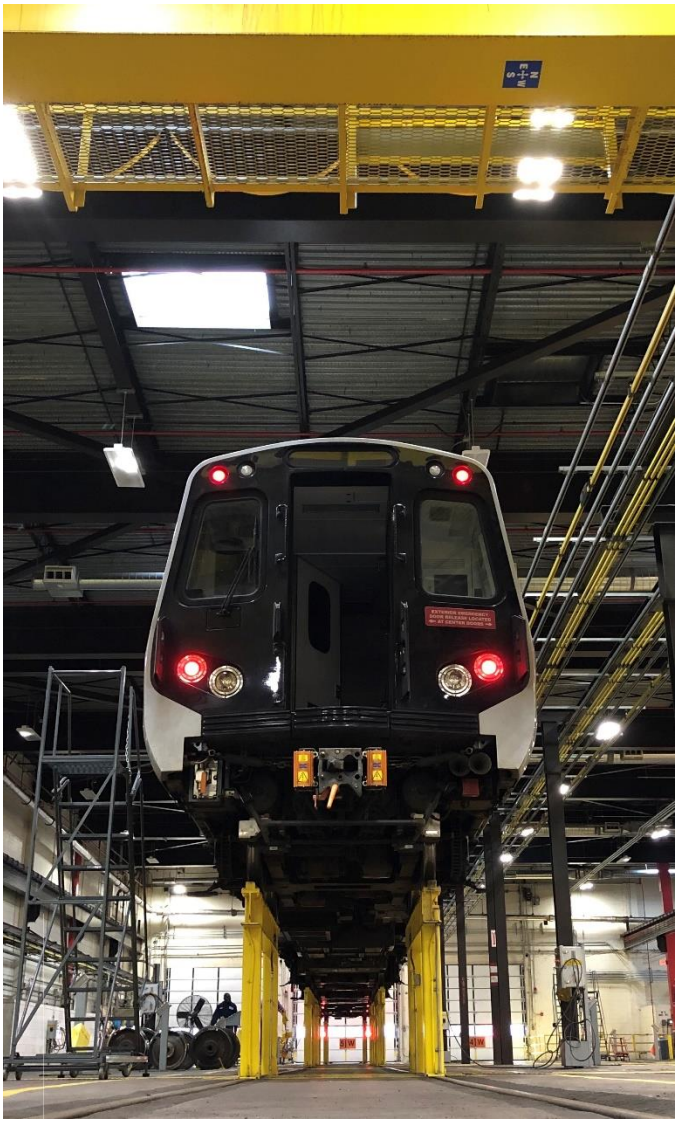
Projects submitted for inclusion in the program are reviewed by purpose, scope, projected schedule, and cost. They are ranked against four factors: primary strategic goals, supplemental strategic goals, project readiness for execution, and a review of available resources.

Alignment with Metro's primary strategic goals are determined by current performance indicators impacting the following:

- Ridership
- Fire, life and safety and regulatory compliance
- Customer satisfaction
- Reliability
- Operational support

Projects or project elements that do not clearly address Metro's primary strategic goals are reviewed to assess their alignment with the following supplemental strategic drivers:

- Repairing existing assets
- Public commitments
- Contracts issued to vendor
- Employee satisfaction
- Ease of access to Metro services
- Energy management and conservation
- Inspection and maintenance efficiency
- Ongoing preventive maintenance of assets
- Studies of current assets for improved efficiency



Proposed projects are then reviewed to determine whether they are ready to move forward and begin execution in the near term (FY2021 or FY2022). Specifically, Metro considers whether the appropriate procurement requirements are in place to provide for near term mobilization, as well as adequate resources being available for project execution.

Once the preliminary capital program is established based on the above criteria, all projects are subject to a final review for alignment with projected budgetary resources, as well as conflicts or duplication of efforts across programs or investment categories.

As Metro implements one of the largest capital investment programs in the transit industry, the efficient use of funding is vital. Economical investment of capital funds means ensuring that Metro remains an affordable service provider, while promoting effective and efficient resource allocation and utilization. As important are Metro's commitments to financial accountability and transparency in capital program management. Metro continues to refine its organizational structure and enhance internal procedures to ensure attainment of these principles.

Funding Sources

The six-year capital funding plan for FY2021-2026 assumes Federal grant funding totaling $2.1 billion over six years, with $490 million in FY2021. This projection assumes formula programs remain at FY2019 levels and does not assume congressional reauthorization of the Passenger Rail Investment and Improvement Act (PRIIA), or any Federal PRIIA funding past FY2021. The State match to PRIIA, totaling $148.5 million per year, is assumed to continue, even if the federal program is not extended or replaced.

Excluding jurisdictional reimbursable projects and debt service paid in the Operations Budget, state and local direct capital contributions total $5.6 billion from FY2021-2026, with $918 million in FY2021. Dedicated funding of $500 million per year is planned, along with $148.5 million of State PRIIA. Formula match and system performance are limited to three percent growth annually and total $1.7 billion over the six-year period, with $268.4 million programmed in FY2021.

The capital budget also includes $88.7 million in locally requested reimbursable projects in FY2021, with $333 million in capital expenditure planned for the six-year period.

From FY2021-2026, $2.2 billion in debt will be issued for capital projects, with $342.2 million planned for issuance in FY2021.

Dedicated Funding was used solely for direct funding (pay-go) in FY2020. In FY2021, an estimated $500 million of Dedicated Funding will be used for pay-go.

Financial Plan - Allocation of State and Local Contributions

(Dollars in Millions)	FY2021 Budget	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	FY2026 Plan	6-Year Total
Federal Funding							
Federal Formula Programs	$321.1	$321.1	$321.1	$321.1	$321.1	$321.1	$1,926.6
Federal PRIIA	148.5	-	-	-	-	-	$148.5
Other Federal Grants	20.0	4.4	2.8	3.0	2.8	2.8	$35.8
Total - Federal Grants	**$489.6**	**$325.5**	**$323.9**	**$324.1**	**$323.9**	**$323.9**	**$2,111.0**
State and Local Funding Contributions:							
District of Columbia							
Formula Match and System Performance	$95.1	$99.2	$101.4	$105.2	$107.4	$108.8	$617.1
PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	$297.0
Dedicated Funding Pay-Go	178.5	178.5	178.5	178.5	178.5	178.5	$1,071.0
Subtotal - District of Columbia	**$323.1**	**$327.2**	**$329.4**	**$333.2**	**$335.4**	**$336.8**	**$1,985.1**
State of Maryland							
Montgomery County	$45.0	$45.9	$47.6	$48.7	$50.5	$52.7	$290.4
Prince George's County	45.2	46.9	48.2	49.9	51.1	52.0	$293.2
Maryland PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	$297.0
Maryland Dedicated Funding Pay-Go	167.0	167.0	167.0	167.0	167.0	167.0	$1,002.0
Subtotal - Maryland	**$306.7**	**$309.3**	**$312.2**	**$315.1**	**$318.1**	**$321.3**	**$1,882.6**
Virginia							
City of Alexandria	$12.4	$12.8	$13.1	$13.5	$13.9	$14.4	$80.2
Arlington County	22.6	23.0	23.9	24.4	25.4	26.6	$145.8
City of Fairfax	0.7	0.7	0.8	0.8	0.8	0.9	$4.6
Fairfax County	40.8	41.5	43.0	44.0	45.7	47.8	$262.8
City of Falls Church	0.8	0.8	0.8	0.8	0.9	0.9	$4.9
Loudoun County	5.8	5.6	6.0	6.0	6.4	7.1	$36.9
Virginia PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	$297.0
Virginia Dedicated Funding Pay-Go	154.5	154.5	154.5	154.5	154.5	154.5	$927.0
Congestion Mitigation and Air Quality (CMAQ)	0.9	0.9	0.9	1.0	1.0	1.0	$5.7
Subtotal - Virginia	**$288.0**	**$289.3**	**$292.6**	**$294.5**	**$298.0**	**$302.6**	**$1,764.9**
Jurisdictional Reimbursable							
Jurisdiction Planning Projects	$3.0	$3.0	$3.0	$3.0	$3.0	$3.0	$18.0
Silver Line - Metropolitan Washington Airports Authority (MWAA)	26.6	17.7	-	-	-	-	$44.3
Potomac Yard (Alexandria)	59.1	113.9	58.9	38.6	-	-	$270.4
Purple Line - Maryland Department of Transportation (MDOT)	0.1	0.2	-	-	-	-	$0.3
Subtotal - Jurisdictional Reimbursable	**$88.7**	**$134.8**	**$61.9**	**$41.6**	**$3.0**	**$3.0**	**$333.0**
Total - State and Local	**$1,006.4**	**$1,060.7**	**$996.0**	**$984.3**	**$954.5**	**$963.6**	**$5,965.6**
Debt	**$342.2**	**$539.6**	**$335.3**	**$298.0**	**$346.0**	**$367.0**	**$2,228.1**
Grand Total Funding	**$1,838.2**	**$1,925.8**	**$1,655.3**	**$1,606.3**	**$1,624.5**	**$1,654.6**	**$10,304.8**

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Appendix A - Metro Profile

Metro Introduction

The Washington Metropolitan Area Transit Authority or Metro, was created in 1967 through an interstate compact among Washington, D.C. 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 (ADA), 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.

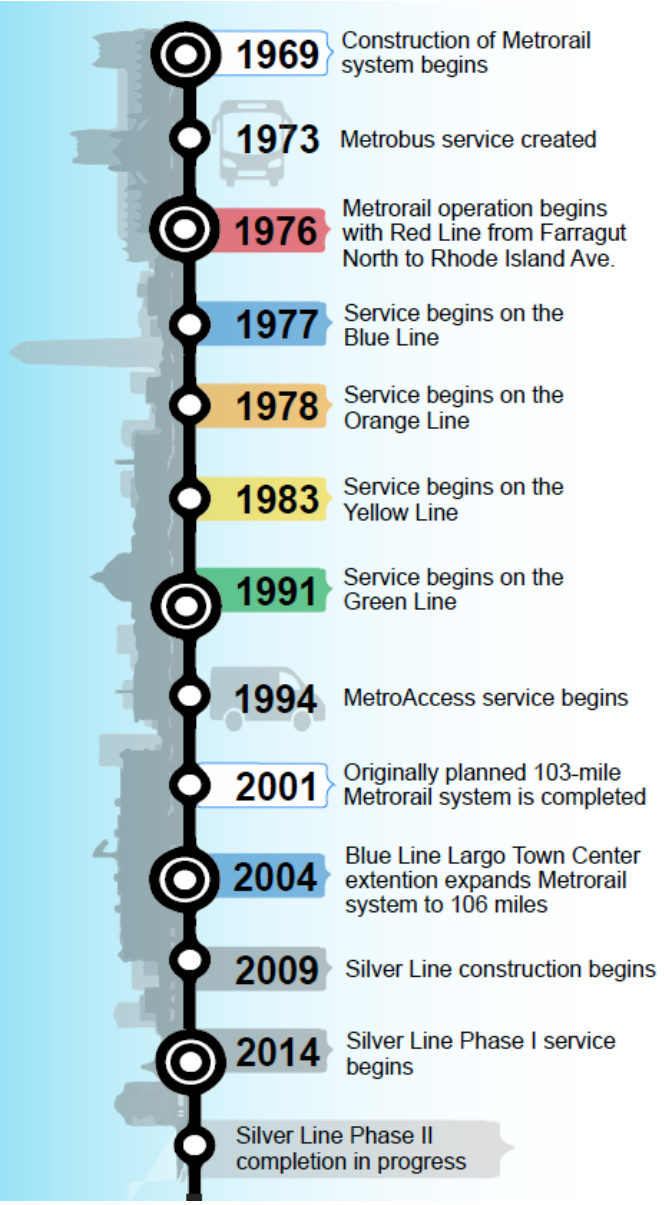
In 2004, Metro expanded the rail system, opening the Blue Line extension to Largo Town Center Station, as well as the NoMa-Gallaudet U station on the Red Line. These expansions increased the Metrorail system to 86 stations and 106 miles.

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 (FTA), 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. Metro is actively ramping up to launch revenue service in spring 2021.

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 Washington D.C., 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 approximately 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 opening of revenue service for Silver Line 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

Oversight of Metro is provided by a variety of internal and external offices, committees, and administrations. These oversight entities include, but are not limited to, the FTA, the Washington Metrorail Safety Commission (WMSC), the 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 by the Moving Ahead for Progress in the 21st Century Act (MAP-21).

In 2017, Washington D.C., 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.

Office of the Inspector General

The OIG, authorized by the WMATA Board of Directors in April 2006 as an independent office that reports directly to the Board, 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

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, Quality Assurance, Internal Compliance and Oversight (QICO) and Management Audits, Risk and Compliance Office (MARC).

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.

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

Metro has four primary advisory groups: the Riders' Advisory Council (RAC), the Accessibility Advisory Committee (AAC), the Amplify community and the Joint Coordinating Committee (JCC). These advisory entities focus on specific issues as described below:

Riders' Advisory Council

In September 2005, the Metro Board of Directors established RAC. The Council provides Metro customers a forum to give input on Metrobus, Metrorail and paratransit services. The 11-member council includes six representatives from the Washington D.C., Maryland and Virginia, four at-large members, and the chair of Metro's Accessibility Advisory Committee.

Accessibility Advisory Committee

Metro's 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 can sign up to participate at amplifybymetro.com.

Joint Coordinating Committee

The JCC consists of staff members from the jurisdictions supporting Metro. The JCC was established by the Metro 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 members.

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 FY2021, service will operate 5:00 am to 12:00 am Monday through Thursday, 5:00 am to 2:00 am on Fridays, 7:00 am to 2:00 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 ADA standards.

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 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.

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.

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

Metrobus

Metrobus provides safe, reliable and effective service across the Washington region. Metrobus operates 159 lines with 245 routes covering over 2,396 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 1,278 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 Washington D.C. 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 ADA standards, provides MetroAccess paratransit service for those who are unable to use Metrobus and Metrorail. 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 775 vehicles in FY2021. 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 Metrobus and Metrorail 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 Washington D.C. 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 up to 60 percent less than comparable MetroAccess trips.

Regional Transit Planning

The Washington Metropolitan Area encompasses over 4,000 square miles in Washington D.C., 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 special 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 Metro 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. Metro 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). Metro also works with Washington D.C., 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 Washington D.C. and the surrounding jurisdictions in Maryland and Virginia. Covid-19 has had significant global, national and regional impacts, and the full extent and duration of these impacts remains uncertain.

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 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 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.

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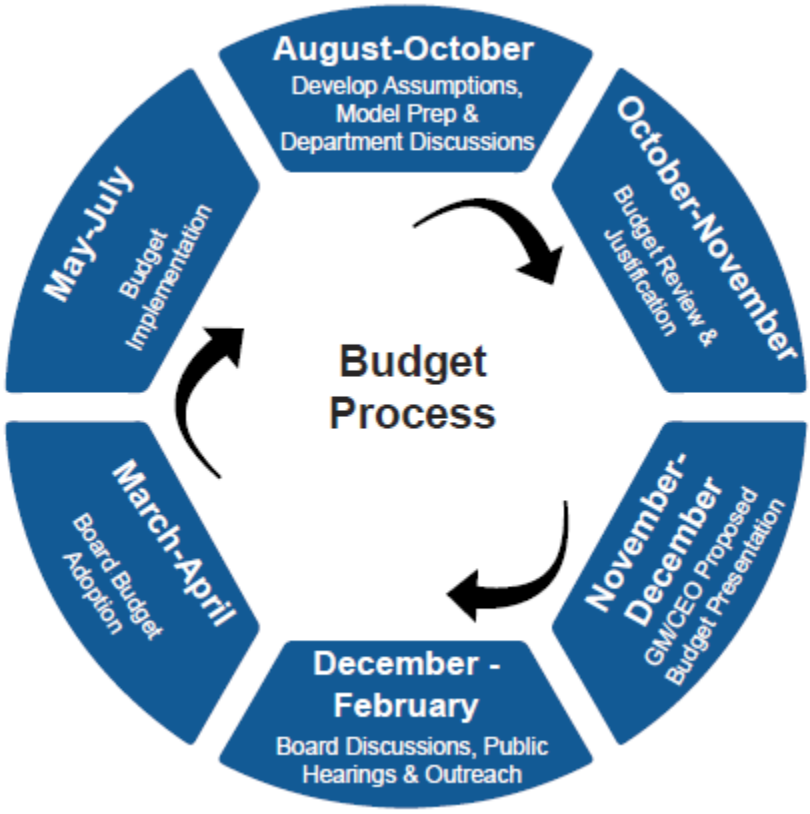
Appendix B - Budget Process

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 Metro 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 the use of the funds is consistent with the goals and programs authorized by the Board and 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 30th for the fiscal year beginning on July 1st. The budget process consists of six major phases:

1. Development of key assumptions and 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 FY2021 budget shortly after the adoption of the FY2020 Approved Budget. As part of the budget development process, FY2020 Budget with specific programmatic changes were used as the FY2021 baseline for budgeted non-personnel related costs. Current position data and benefits obligations were used as the baseline for budgeted personnel related costs. The FY2020 Approved Budget and the FY2019 actuals were then analyzed, and relevant assumptions were modified, including contractually obligated union wages and benefits, fuel prices 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 (OMB) 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 department's operating and capital budget requests are developed, reviewed, approved at the department level and submitted to OMB and the Department of Strategy, Planning and Program Management (SPPM) 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 FY2021 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 asked 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 Executive Management Team (EMT) and GM/CEO for their review.
- Operating and capital budget requests are reviewed by OMB, SPPM and the EMT. The proposed budget recommendations are presented to the GM/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: Also, Metro 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 FY2021 Approved Budget is effective July 1, 2020.
- Monthly budget variance reports are prepared by OMB to enable management to monitor and control expenses and revenues.
- Quarterly financial reports are prepared by OMB 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 based on 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, OMB monitors revenues and budget expenditures throughout the fiscal year.

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 Washington D.C. Maryland and, 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.

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. In Board Resolution 2020-09, which adopted the FY2021 Budget, the Board revised its policy regarding budget surplus and shortfall in order to comply with Dedicated Funding legislation. As such, WMATA will retain any surplus and will be responsible to address any shortfall in funding.

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 pertain to 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. 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

Appendix C - Human Capital Summary

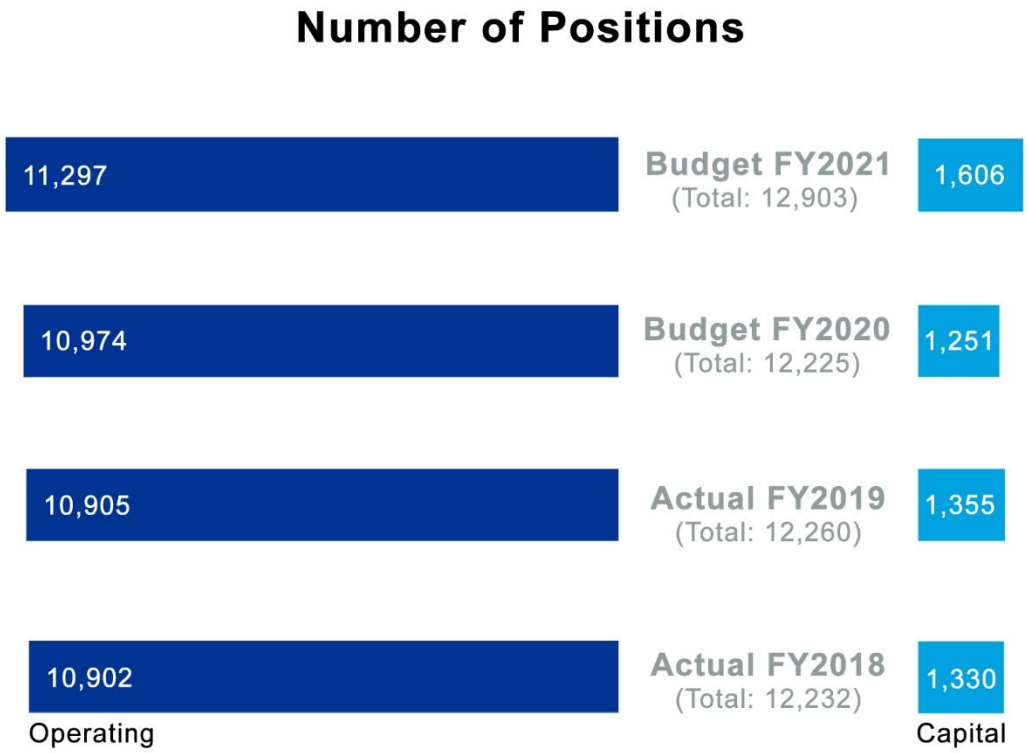
Human capital management defines and categorizes employees' skills and abilities to ensure they are optimized to the objectives of the organization. At Metro, the management of human capital involves workforce planning and investment and is aligned with Metro's strategic plan and core mission of operating and maintaining a safe, reliable, and affordable 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 three categories: labor, fringe benefits, and capital allocation. Capital allocation is a net zero between operating and capital.

Labor costs, which include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel, make up approximately 67 percent of total personnel costs. The Authority-wide FY2021 labor budget for operating and capital is $1.2 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 FY2021 fringe benefit budget for operating and capital is $564.1 million. The FY2021 fringe benefit budget is $33.2 million or 6.2 percent more than the FY2020 budget primarily due to fringe associated with additional positions for Silver Line Phase 2 and capital programs, as well as increased costs for union pensions and health care.

The following tables provide a detailed, four-year comparison of total human capital staffing levels for Metro. The staffing requirement for FY2021 is 12,903, consisting of 11,297 operating positions and 1,606 capital positions.



Human Capital by Department

	FY2019 Budget	FY2020 Budget	FY2021 Budget[2]	Change
General Manager/CEO	3	3	3	-
Inspector General	38	40	44	4
Board Secretary	4	4	4	-
External Relations	112	112	111	(1)
Internal Business Operations	542	583	616	33
Chief Financial Officer	248	253	244	(9)
Internal Compliance	64	64	74	10
General Counsel	48	46	44	(2)
Safety & Environmental Management	74	73	87	14
Capital Planning and Program Management	75	73	-	(73)
Capital Delivery	-	-	357	357
Strategy Planning and Program Management	-	-	115	115
Chief Operating Officer	11,052	10,974	11,204	230
Chief Operating Officer - Administration	10	10	5	(5)
Rail Services	4,072	4,118	4,341	223
Bus Services	3,880	3,739	3,731	(8)
Access Services	50	49	47	(2)
Metro Transit Police	694	694	731	37
Facilities, Systems & Vertical Transportation Maintenance	1,602	1,594	1,811	217
Design and Construction	352	351	-	(351)
Office of Budget, Performance and Planning	211	239	307	68
Supply Change Management	181	180	193	13
Reliability Engineering and Asset Management	-	-	38	38
Total[1]	**12,260**	**12,225**	**12,903**	**678**

1. Authorized positions include total positions funded under the operating and capital budgets based on Metro's organizational structure at the time of the presented budget.

2. Authorized positions in FY2021 include 493 positions to support Silver Line Phase 2 operations.

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

Human Capital Summary - All Modes, Fringe Data

(Dollars in Millions)	FY2019 Budget	FY2020 Budget	FY2021 Budget	Change
Positions	12,260	12,225	12,903	678
Labor	$1,109.9	$1,109.0	$1,168.3	$59.2
Fringe				
Taxes - FICA	$83.8	$83.7	$88.4	$4.8
Pension - Defined Benefits	163.3	184.8	195.8	11.0
Pension - Defined Contributions	12.1	11.1	11.8	0.7
Health Care	227.8	207.3	220.9	13.6
Life Insurance	2.1	1.8	1.9	0.1
Long Term Disability Insurance	1.2	1.2	1.2	0.1
Taxes - Unemployment	1.2	1.2	2.1	0.8
Workers' Compensation Reserve and Assessment	32.6	35.6	37.7	2.0
Allowances (Uniform, Clothing, Tools, etc.)	4.6	4.2	4.3	0.1
Total Fringe Benefits	**$528.9**	**$530.9**	**$564.1**	**$33.2**

Human Capital Summary - Rates

	FY2019 Budget	FY2020 Budget	FY2021 Budget	$ Change
Average Annual Pay	$90,532	$90,719	$90,540	($179)
Average Full Fringe Cost	43,142	43,429	43,717	288
Full Fringe Rate	47.7%	47.9%	48.3%	

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Appendix D - Capital Projects

The capital project pages in Appendix D are in sequential numerical order. The tables below indicate how the capital projects are grouped by Investment Category and Program.

Program/Project #	Project Name
Investment Category: Railcar	
Acquisition	
CIP0059	8000 Series Railcar Procurement
CIP0256	7000 Series Railcars Procurement
CIP8001	D&E Rail Car Replacement
CRB0019_19	Silver Line Phase 1 Railcars
CRB0020_01	Silver Line Phase 2 Railcars
Maintenance & Overhaul	
CIP0063	Railcar Rehabilitation Program
CIP0067	Rail Car Safety & Reliability Improvements
CIP0142	Railcar Preventive Maintenance
Maintenance Facilities	
CIP0145	Station and Yard Security Upgrades
CIP0204	Railcar Rooftop Access Platforms
CIP0225	Railcar Heavy Repair and Overhaul Facility
CIP0283	Railcar Maintenance Facility SGR Program
CIP0284	Yard Facility Rehabilitation
CIP8005	D&E Rail Yard Improvements
Investment Category: Rail Systems	
Propulsion	
CIP0076	Rail Power Infrastructure Upgrades
CIP0252	Alternating Current (AC) Power Systems SOGR
CIP0253	Traction Power SOGR
CIP0286	Generator System Replacement
Signals & Communications	
CIP0136	Radio Infrastructure Replacement
CIP0251	Automatic Train Control SOGR
CIP0257	Emergency Trip Station Infrastructure
CIP0260	Track Inspector Location Pilot
CIP0350	Remote Terminal Unit (RTU) Reliability Project
CIP8009	D&E ATC & Communications Improvements
CIP8010	Automatic Train Control (ATC) Next Generation Implementation
Investment Category: Track and Structures Rehabilitation	
Fixed Rail	
CIP0024	Track and Structures Rehabilitation
CIP0025	Track Maintenance Equipment
CIP0246	General Engineering Support
CIP0247	Emergency Construction Support
CIP0261	Tunnel Light Improvements
CIP8011	D&E Fixed Rail Improvements
Structures	
CIP0262	Tunnel Water Leak Mitigation
CIP0291	Tunnel Ventilation
CIP0294	Bridge Rehabilitation
CIP0348	Minnesota Avenue Aerial Structure Rehabilitation
CIP0349	Grosvenor Aerial Structure Improvements
CIP8013	D&E Track Structures Improvements
CIP8014	Yellow Line Portal Tunnel Remediation

Program/Project #	Project Name
Investment Category: Station and Passenger Facilities	
Platforms & Structures	
CIP0035	Bicycle & Pedestrian Facilities Improvements
CIP0087	Station Rehabilitation Program
CIP0088	Station Entrance Canopies
CIP0108	Rhode Island Avenue Metrorail Station Platform Rehabilitation
CIP0152	Parking Garage and Lot Rehabilitation
CIP0218	Station Upgrades
CIP0271	Metrorail Station Emergency Gates Replacement
CIP0274	Grosvenor Parking Garage Joint Development
CIP0279	Huntington Station Joint Development
CIP0307	Stations Platform Rehabilitation - Phase 2
CIP0308	Stations Platform Rehabilitation - Phase 3
CIP0309	Huntington Metrorail Station Additional Entrance
CIP8015	D&E Platform & Structures
CRB0013	New Potomac Yard Metrorail Station
CRB0020	Silver Line Phase 2
CRB0127	Purple Line
CRB0133	Union Station Entrance Improvements
Vertical Transportation	
CIP0072	Elevator Rehabilitation Program
CIP0073	Escalator Rehabilitation
CIP0132	Escalator and Elevator Overhaul
CIP0185	Escalator Replacement
CIP8017	Vertical Transportation Improvements
Station Systems	
CIP0151	Station Cooling Systems Upgrade
CIP0219	Station Lighting Improvements
CIP0241	Raising Vent Shafts
CIP0242	Improving Drainage
CIP0255	Fare Collection Modernization Program
CIP0258	Fire Alarm System Upgrade
CIP0341	Standpipe Replacement Program
CIP8019	D&E Station Systems
Investment Category: Bus and Paratransit	
Acquisition	
CIP0006	Bus Acquisition Program
CIP0015	MetroAccess Fleet Acquisition Program
CIP8021	D&E Bus & Paratransit
Maintenance and Overhaul	
CIP0002	Metrobus OnBoard Location Equipment and Software Replacement
CIP0004	Bus Repair Equipment
CIP0005	Bus Rehabilitation Program
CIP0007	Metrobus Closed-Circuit Television (CCTV) Replacement Program
CIP0143	Bus Preventive Maintenance Program
Maintenance Facilities	
CIP0086	Shepherd Parkway Bus Facility
CIP0206	Carmen Turner Facility (CTF) Electrical Upgrade
CIP0311	Bladensburg Bus Garage Replacement - Bladensburg
CIP0312	Four Mile Run Bus Facility Rehabilitation
CIP0315	Bus Garage Replacement - Northern
CIP0319	Bus Maintenance Facility SOGR
CIP8025	D&E Bus Maintenance Facility
CIP8026	Future Bus Maintenance Facility

Program/Project #	Project Name
Passenger Facilities and Systems	
CIP0220	Metrobus Planning Program
CIP0221	Bus Customer Facility Improvements
CIP0266	Historic Bus Terminal Rehabilitation
CIP0275	New Carrollton Bus Bays Joint Development
CIP0322	Bus Passenger Fac./Systems Future Major Projects
CIP0326	Real-Time Bus and Rail Data Feed Development
Investment Category: Business Support	
Information Technology	
CIP0042	Product Lifecycle Software Decommissioning
CIP0043	Bus and Scheduling System Improvements
CIP0049	Management Support Software
CIP0056	Rail Operations Support Software
CIP0259	Timecard Software Integration and Analysis
CIP0269	Enterprise Asset Management Systems
CIP0330	New Data Center IT Infrastructure and Equipment
CIP0331	Enterprise Resource Planning (ERP) Replacement
CIP0332	Fiber Installation
CIP0342	IT Hardware Replacement Program
CIP0343	Operating and Maintenance Applications
CIP0344	IT Program Management and Quality Assurance
CIP8029	D&E IT
MTPD	
CIP0102	Metro Transit Police Department (MTPD) District III Substation Construction
CIP8031	D&E MTPD
CIP8032	Future MTPD Major Projects
Support Equipment and Services	
CIP0009	Service Vehicle Replacement Program
CIP0010	Environmental Compliance Program
CIP0029	Warehouse Vertical Store Unit
CIP0034	Revenue Collection Facility Improvements
CIP0036	Procurement Program Support
CIP0039	Core & System Development Program
CIP0131	Capital Program Financing
CIP0170	Roof Rehabilitation and Replacement
CIP0210	Pollution Prevention at Track Fueling Areas
CIP0211	Stormwater Facility Assessment
CIP0212	Environmental Sustainability Lab
CIP0213	Capital Program Development Support
CIP0270	Capital Delivery Program Support
CIP0272	Station Commercialization Project
CIP0273	Facility Improvements
CIP0277	Supply Chain Modernization
CIP0324	Capital Program Financial Support
CIP0335	Headquarters - District of Columbia
CIP0336	Energy Management Upgrades
CIP0337	Headquarters - Virginia
CIP0338	Headquarters - Maryland
CIP0339	First Responders Signs Updates
CIP0340	Administration Facility Rehabilitation Program
CIP0347	Accounting Capital Program Support
CIP8033	D&E Support Equipment/Services
CRB0005	Project Development Program - DC
CRB0009	Project Development Program - MD
CRB0018	Project Development Program - VA

(CIP0002) Metrobus Onboard Location Equipment and Software Replacement

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance/Overhaul

Description

The design and equipment replacement of automatic vehicle location (AVL) units for buses. This equipment is vital to bus communications for location (GPS) and bus diagnostics. The replacements are bus state of good repair items that are critical to maintaining fleet reliability.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

FY2021 is the second year of the 5 year replacement program which will conclude in FY2024. FY2021 includes design, acceptance and installation on the first group of buses. This project supports Metro's state of good repair and reliablity metrics.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		41.8
FY2020	1.4	
FY2021	2.0	
FY2022	4.0	
FY2023	12.0	
FY2024	15.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	33.0	
Total Cost	**76.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	2.0
Total Project Cost	**2.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔				✔	✔	
Implementation	✔	✔	✔	✔	✔				✔	✔	

(CIP0004) Bus Repair Equipment

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments

Mode: Bus
Invest. Program: Bus Maintenance/Overhaul

Description

This program replaces existing equipment that is past its useful life and provides new equipment for the repair and maintenance of the bus and non-revenue fleets. Additionally, this project supports construction of minor garage improvements.

Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Systemwide

Outcome

The replacement of bus maintenance equipment related to parts washers, fork lifts, tool box kits, bus diagnostic equipment, and mechanic training equipment. Additionally, the replacement of 2 Engine and Transmission Dynameters, and the installation of 3 Bus Simulators are planned. This program supports Metro's State of Good Repair and reliability metrics.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	2.5	
FY2021	3.0	
FY2022	2.5	
FY2023	2.5	
FY2024	2.5	
FY2025	2.5	
FY2026	2.5	
FY2021-2026 Total	15.5	
Total Cost	**18.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	3.0
Total Project Cost	**3.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0005) Bus Rehabilitation Program

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments

Mode: Bus
Invest. Program: Bus Maintenance/Overhaul

Description

This program performs rehabilitations at approximately 7.5 years of age and provides for the complete rehabilitation of bus mechanical, electrical and structural systems. Additionally, the project supports the procurement of components to replace those that can no longer be overhauled.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Andrews Federal Bus Garage - Suitland; Carmen Turner Facility - Landover

Outcome

The overhaul of 100 buses is scheduled for FY2021, to include 100 engine and 120 transmission assemblies being rebuilt. 100 energy storage systems will be replaced along with the rehabilitation of 105 fare boxes. Various other components will be rebuilt as well to include axles, HVAC units, pro-heat units and steering boxes. This program supports Metro's State of Good Repair and reliablity metrics.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	49.2	
FY2021	69.9	
FY2022	70.0	
FY2023	75.2	
FY2024	67.9	
FY2025	61.9	
FY2026	61.9	
FY2021-2026 Total	406.9	
Total Cost	**456.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	47.0
System Perform	22.9
Total Project Cost	**69.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0006) Bus Acquisition Program

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus and Paratransit Acquisition

Description

Acquisition and replacement of standard 30-foot and 40-foot buses and the longer articulated buses to ensure customers are provided with safe, reliable, and modern buses, and maintain an average fleet age of approximately 7.5 years, which is in accordance with the MetroBus Fleet Management Plan. Project also includes training and spare parts. The Fleet Management Plan adds buses for bus replacement as well as fleet expansion.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Post-Delivery inspections occur at Landover Bus Division - Landover

Outcome

In FY2021, Metro will acquire 122 buses. This is to replace 100-40 foot Clean Diesel buses, and 22 Articulated Clean Diesel buses. This program supports Metro's State of Good Repair and reliablity metrics.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	69.9	
FY2021	74.0	
FY2022	74.0	
FY2023	74.0	
FY2024	74.0	
FY2025	74.0	
FY2026	75.5	
FY2021-2026 Total	445.5	
Total Cost	**515.4**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	64.4
Other Federal	9.6
Total Project Cost	**74.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development						✔	✔				
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0007) Metrobus Closed-Circuit Television (CCTV) Replacement Program

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance/Overhaul

Description

Replace Metrobus closed-circuit television (CCTV) camera systems on-board all Metrobus vehicles to maintain a state of good repair on a lifecycle basis.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will begin life cycle replacement of Close-Circuit TV (CCTV) units for the entire bus fleet (1,583 buses). FY2021 will be year 1, of a 3 year program to replace CCTV units. This program supports Metro's safety and customer satisfaction metrics.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.5	
FY2021	9.0	
FY2022	9.0	
FY2023	7.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	25.0	
Total Cost	**25.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	9.0
Total Project Cost	**9.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔							✔		
Implementation	✔	✔	✔	✔						✔	✔

(CIP0009) Service Vehicle Replacement Program

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Bus
Invest. Program: Support Equipment/Services

Description

Replace service vehicles that are past their useful life.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro has scheduled the replacement of service vehicles based on a prioritized list of mileage and need. Service vehicles include Passenger, Street Operation; Service Support, and Metro Transit Police vehicles. This program improves Metro's state of good repair.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	13.3	
FY2021	6.5	
FY2022	6.5	
FY2023	6.5	
FY2024	6.5	
FY2025	6.5	
FY2026	6.5	
FY2021-2026 Total	39.0	
Total Cost	**52.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	6.5
Total Project Cost	**6.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0010) Environmental Compliance Program

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This program designs and constructs upgrades and/or replaces equipment and facilities in order to maintain compliance with environmental regulations, responds to directives from environmental regulatory agencies, and minimizes risks of civil/criminal citations/fines. This project also designs and constructs the replacement of storage tank systems and tank monitoring systems at or near the end of their warranty periods, as well as the ground water remediation system at the New Hampshire Avenue chiller plant to prevent contamination and ensure environmental compliance. .

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will complete above ground storage tank removal at the Carmen Turner Facility, West Falls Church, and Southern Avenue Bus Garage Division and provide safety evaluations and certifications. Metro will also complete pre-construction activities at the New Hampshire Avenue chiller plant and issue a contract for construction to begin. This project improves Metro's safety and state of good repair and supports regulatory compliance.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	5.5	
FY2021	6.2	
FY2022	8.3	
FY2023	5.8	
FY2024	5.9	
FY2025	4.8	
FY2026	4.8	
FY2021-2026 Total	35.8	
Total Cost	**41.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	6.2
Total Project Cost	**6.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation	✔	✔									
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0015) MetroAccess Fleet Acquisition Program

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments
Mode: Access
Invest. Program: Bus and Paratransit Acquisition

Description

Replace vehicles in the paratransit fleet (MetroAccess) on a lifecycle basis, consistent with the MetroAccess Fleet Plan. Vehicle replacement includes purchase of base vehicles and necessary retrofits to add paratransit equipment and features.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will purchase 100 paratransit vans and continue to install CCTV, mobile data terminals and drive cam units on all new vehicles. Metro will also evaluate the performance of the sedans added to the fleet in FY2020, along with route efficiencies to determine the future mix of vans and sedans in the fleet replacement plan. This program supports Metro's state of good repair, reliablity, and customer satisfaction goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	12.2	
FY2021	12.0	
FY2022	12.0	
FY2023	12.0	
FY2024	12.0	
FY2025	12.0	
FY2026	12.0	
FY2021-2026 Total	72.0	
Total Cost	**84.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	12.0
Total Project Cost	**12.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0024) Track and Structures Rehabilitation

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Fixed Rail

Description

This program rehabilitates the track structure by replacing deteriorated fixed rail and structural components in addition to providing stabilization and tamping of track, along with improvements to the electrical and signal conductivity of running rail.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro will continue the systemwide state of good repair program, including stabilization and tamping of track, welding joints, and renewing crossties, fasteners, grout pads, drains, switches and sections of third rail. This program will deliver improved service and safety based on Metro-established key performance indicators (KPIs) that include MyTripTime, Derailments, and Rail Collisions.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	114.4	
FY2021	95.1	
FY2022	97.5	
FY2023	98.3	
FY2024	88.0	
FY2025	87.0	
FY2026	87.0	
FY2021-2026 Total	552.9	
Total Cost	**667.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	94.5
System Perform	0.6
Total Project Cost	**95.1**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔			✔				✔			
Development and Evaluation	✔			✔				✔	✔	✔	
EXECUTION											
Project Development	✔			✔						✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0025) Track Maintenance Equipment

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Fixed Rail

Description

This program replaces heavy-duty track equipment that has reached the end of its useful life and is no longer feasible to maintain. Track equipment is essential to the safe and efficient execution of track rehabilitation and maintenance work. Timely replacement of self-propelled track equipment maximizes equipment availability and reliability, and reduces delays due to equipment breakdowns which allows for efficient use of track outages.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Commissioning for equipment will occur at Greenbelt Rail Yard

Outcome

Metro will take delivery of Dual Rail e-clip Installers, Ride-on Plate Inserters, and Swing Loaders. This program supports the Track and Rehabilitation Program and helps deliver improved service and safety based on Metro-established key performance indicators (KPIs) that include MyTripTime, Derailments, and Rail Collisions.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	8.8	
FY2021	3.9	
FY2022	9.7	
FY2023	24.7	
FY2024	27.1	
FY2025	14.3	
FY2026	8.1	
FY2021-2026 Total	87.7	
Total Cost	**96.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.6
Dedicated Funding	2.3
Total Project Cost	**3.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification			✓								
Development and Evaluation	✓		✓	✓							
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0029) Warehouse Vertical Store Unit

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project installs and reorganizes vertical and horizontal storage units, shelving and racking for storage of repair parts in order to allow greater storage capacity, inventory accuracy and enhanced safety. This project also upgrades parts storage systems with bar code systems for better parts location features.

Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Metro Supply Facility

Various Storerooms at Railyards and Bus Garages

Outcome

In FY2021, this project will fund the procurement and replacement of vertical and horizontal storage units, warehouse security systems, and inventory control systems at the Metro Supply Facility and various storerooms located at railyards and bus garages. This project supports Metro's state of good repair.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		9.0
FY2020	0.2	
FY2021	1.8	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	1.8	
Total Cost	**11.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	1.8
Total Project Cost	**1.8**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔									

(CIP0034) Revenue Collection Facility Improvements

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Assess, upgrade or replace structures, equipment, and systems, as needed, in the high security facility where Metro processes cash revenue.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Alexandria

Outcome

In FY2021, Metro will complete the building assessment of the revenue collection facility and continue design of facility improvements. This project supports Metro's financial responsibility and state of good repair.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		2.7
FY2020	0.5	
FY2021	2.5	
FY2022	2.5	
FY2023	2.8	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	7.8	
Total Cost	**10.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	2.5
Total Project Cost	**2.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation		✔	✔	✔							

(CIP0035) Bicycle & Pedestrian Facilities Improvements

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

This project will increase bicycle parking capacity at Metrorail stations and improve bicycle and pedestrian connections to stations from local communities. Additionally, this project replaces bike racks and lockers that are structurally damaged.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will begin replacing existing bike lockers and racks with new automated lockers and racks securable through a mobile application. Metro will also begin planning activities for new pedestrian walkways throughout the system. This project enhances customer satisfaction and security, measured by the Crime Rate key performance indicator (KPI).

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		10.2
FY2020	1.5	
FY2021	0.5	
FY2022	1.5	
FY2023	1.5	
FY2024	1.5	
FY2025	1.5	
FY2026	1.5	
FY2021-2026 Total	8.0	
Total Cost	**19.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation	✔	✔									
EXECUTION											
Project Development		✔	✔								
Implementation			✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0036) Procurement Program Support

Initiative Type: Program
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Staff support for capital program procurement activity.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue to provide procurement support to facilitate planned capital projects. This project improves Metro's financial responsibility and capital project delivery.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	1.1	
FY2021	1.1	
FY2022	1.1	
FY2023	1.1	
FY2024	1.1	
FY2025	1.1	
FY2026	1.1	
FY2021-2026 Total	6.6	
Total Cost	**7.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.1
Total Project Cost	**1.1**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

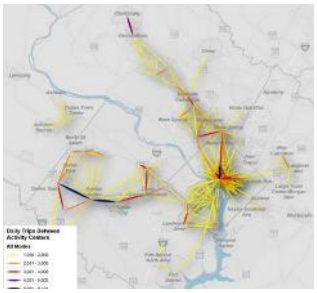
(CIP0039) Core & System Development Program

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This program conducts near-term and long-range planning studies and produces plans for station enhancements that improve pedestrian flow, travel time, customer experience, vertical transportation, line or route operations, and station access. Funding for future year implementation of adopted plans is included in the future fiscal years.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue to provide planning, review, and implementation of facility and passenger improvements systemwide. This project supports Metro's state of good repair and customer service.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	3.1	
FY2021	2.6	
FY2022	5.6	
FY2023	61.0	
FY2024	97.3	
FY2025	107.7	
FY2026	80.3	
FY2021-2026 Total	354.6	
Total Cost	**357.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	2.6
Total Project Cost	**2.6**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔	✔		✔			✔			
Development and Evaluation	✔	✔	✔		✔			✔			
EXECUTION											
Project Development	✔	✔	✔	✔	✔			✔			
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0042) Product Lifecycle Software Decommissioning

Initiative Type: Program
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

WMATA's current product lifecycle management (PLM) software product will be decommissioned and its functionality will be incorporated into other applications to standardize asset condition tracking systemwide.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

The project will begin and complete task related to decommissioning of the Windchill application. This project supports financial responsibility and operational efficiency goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.0	
FY2021	0.5	
FY2022	1.0	
FY2023	1.0	
FY2024	0.5	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	3.0	
Total Cost	**3.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development		✔									
Implementation		✔	✔	✔	✔						

(CIP0043) Bus and Rail Scheduling System Improvements

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Bus
Invest. Program: IT

Description

Replace bus scheduling system and upgrade rail scheduling system, so that both modes are scheduled in the same software package.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will begin project planning, design and development for Phase 1 of the scheduling Bus and Rail system and complete MetroAccess scheduling system product implementation. This project supports Metro's customer service and service delivery goals.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		9.6
FY2020	2.1	
FY2021	5.2	
FY2022	2.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	7.2	
Total Cost	**18.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	5.2
Total Project Cost	**5.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔	✔	✔								

(CIP0049) Management Support Software

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

This project will update software for the Metro access control system. The access control software will support the technical architecture communication with physical badge readers and allow badge holders access to Metro facilities based on the approved permissions configured in the software.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will complete the One Badge project by upgrading access software and adding badge readers, integrating Human Capital Model, and finalizing security protocols. This project supports Metro's security goals.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.8
Total Project Cost	**0.8**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		5.6
FY2020	10.6	
FY2021	0.8	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	0.8	
Total Cost	**17.0**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔	✔						✔			

(CIP0056) Rail Operations Support Software

Initiative Type: Program
Invest. Category: Business Support Investments
Mode: Rail
Invest. Program: IT

Description

This program will provide software updates and system integration between the Rail Operations Control Center (ROCC) and Passenger Information Display System (PIDS) at each station, ensuring real time train information is accurate and available to customers. This program will include implementation at new stations as they become operational.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021 Metro will perform upgrades to enhance Passenger Information Display Systems (PIDS). These upgrades include software to support digital media for Silver Line Phase II stations, integration of the Potomac Yard station, and new 55 inch PIDS displays being installed systemwide. The program will also implement performance dashboard software to monitor and report on the status of each PIDS in Metro's rail stations. This project supports Metro's customer service and operational reliability goals.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	7.9
Total Project Cost	**7.9**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	3.0	
FY2021	7.9	
FY2022	6.0	
FY2023	5.4	
FY2024	6.2	
FY2025	5.9	
FY2026	5.4	
FY2021-2026 Total	36.8	
Total Cost	**39.8**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0059) 8000 Series Railcar Procurement

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Acquisition

Description

This project acquires 360 new railcars to replace the 2000 and 3000 Series fleets, and includes unfunded options for future railcar fleet expansion.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will begin mobilization and kickoff meetings with the selected 8000 Series Railcar manufacturer, and initiate the conceptual and then the preliminary railcar design.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		3.7
FY2020	7.2	
FY2021	73.2	
FY2022	54.9	
FY2023	106.3	
FY2024	104.9	
FY2025	167.7	
FY2026	237.6	
FY2021-2026 Total	744.6	
Total Cost	**755.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	73.2
Total Project Cost	**73.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔			✔		✔			
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0063) Railcar Rehabilitation Program

Initiative Type: Program
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Maintenance/Overhaul

Description

This program will support scheduled overhauls in order to maintain railcar state of good repair, improve lifecycle safety and railcar reliability. Approximately one-fifth of the fleet (225 cars), are overhauled annually.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Greenbelt Rail Yard; Brentwood Rail Yard

Outcome

In FY2021, Metro will overhaul and conduct Scheduled Maintenance Service (SMS) of about 242 Railcars. The schedule will include 100 of the 2000/3000 Series, 78 of the 6000 Series, and 64 of the 7000 Series. This project supports Metro's state of good repair, reliabilty, and customer statisfaction goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	52.3	
FY2021	64.5	
FY2022	49.2	
FY2023	49.2	
FY2024	48.3	
FY2025	46.2	
FY2026	71.7	
FY2021-2026 Total	329.1	
Total Cost	**381.4**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	60.6
System Perform	3.8
Total Project Cost	**64.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

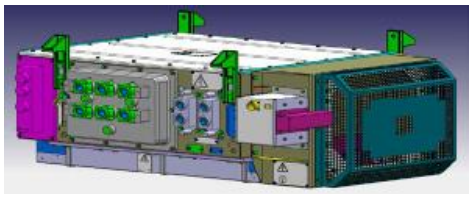
(CIP0067) Rail Car Safety & Reliability Improvements

Initiative Type: Program
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Maintenance/Overhaul

Description

This program performs engineering analysis, diagnosis, testing and resolution of safety, maintenance and operational issues relating to the railcar fleet and its interaction with track, automatic train control, communication and power systems, resolving compatibility issues across the various fleets and infrastructure related to changes and aging technology which improves the safety and reliability of railcars.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will make final payments for Precision Station Stop, Converter Function Module, and Stop & Proceed software updates for 2000 /3000 and 6000 Series Railcars. Metro also plans to receive the remaining Bench Testing equipment units for Converter Function Modules for Railcar Maintenance/Overhaul Shops. This program supports Metro's safety and reliablity metrics.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	5.3	
FY2021	2.4	
FY2022	2.2	
FY2023	2.2	
FY2024	2.2	
FY2025	2.2	
FY2026	2.2	
FY2021-2026 Total	13.4	
Total Cost	**18.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	2.4
Total Project Cost	**2.4**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0072) Elevator Rehabilitation Program

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Vertical Transportation

Description

Rehabilitate elevators at Metrorail stations across the system to improve performance and availability. Project includes the replacement of internal elevator components and upgrade of associated lighting while ensuring that code requirements are met and a state of good repair is achieved or maintained.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will rehabilitate fourteen hydraulic elevators units. Locations for FY2021 are under review. This program provides upgraded safety for customers entering and exiting the station, increased station accessibility for all potential customers, and improved station circulation. This will improve service based on the Elevator Availability key performance indicator (KPI).

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	9.0
Total Project Cost	**9.0**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	6.6	
FY2021	9.0	
FY2022	9.5	
FY2023	8.5	
FY2024	8.5	
FY2025	8.5	
FY2026	8.5	
FY2021-2026 Total	52.5	
Total Cost	**59.1**	

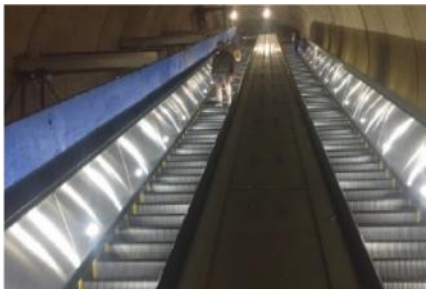
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0073) Escalator Rehabilitation

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Vertical Transportation

Description

This program rehabilitates and replaces escalators as necessary to maintain escalator availability, safety and reliability. The escalators are rehabilitated with energy saving devices.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will complete the rehabilitation of eight to ten units under the new 5-year Escalator Rehabilitation contract which totals 89 units. FY2021 will be the first year of new contract. This program provides upgraded safety for customers entering and exiting the station, increased station accessibility for customers, and improved station circulation. This will improve service based on the Escalator Availability key performance indicator (KPI).

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	14.4
System Perform	3.0
Total Project Cost	**17.4**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	6.1	
FY2021	17.4	
FY2022	21.2	
FY2023	21.3	
FY2024	22.6	
FY2025	22.7	
FY2026	18.7	
FY2021-2026 Total	123.9	
Total Cost	**130.0**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0076) Rail Power Infrastructure Upgrades

Initiative Type: Project
Invest. Category: Rail Systems Investments
Mode: Rail
Invest. Program: Propulsion

Description

This project will upgrade and replace electrical infrastructure equipment to improve performance of the rail power system and accommodate additional eight-car trains. Upgrades to the rail power infrastructure include Traction Power Substations, Tie Breaker Stations, cabling, and transformers to both increase system capacity and reliability.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Franconia-Springfield, King St., Pentagon City, Greenbelt, West Hyattsville, Tenleytown, Takoma Park, PG Plaza

Outcome

This project plans to complete Traction Power Substation equipment upgrades at Franconia-Springfield, Pentagon City, Greenbelt, West Hyattsville, Tenleytown, and Takoma Park. Tie Breaker Station equipment will be installed at King St. and PG Plaza. Systemwide cable meggering and cable replacement are on-going efforts throughout the year. Improved rail power infrastructure allows Metro to increase the number of eight-car trains it can run on the system. This will improve service and reliability measured by the MyTripTime key performance indicator (KPI).

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	17.5
Total Project Cost	**17.5**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		104.8
FY2020	54.7	
FY2021	17.5	
FY2022	17.9	
FY2023	17.9	
FY2024	17.9	
FY2025	17.9	
FY2026	17.9	
FY2021-2026 Total	106.8	
Total Cost	**266.2**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0086) Shepherd Parkway Bus Facility

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

This project will perform the design and construction of the Compressed Natural Gas (CNG) facility at Shephard Parkway.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Shephard Parkway Bus Garage - Blue Plains

Outcome

In FY2021, Metro will complete design and construction of new CNG facility. This project supports state of good repair of Metro's infrastructure.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		2.1
FY2020	0.1	
FY2021	3.2	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	3.2	
Total Cost	**5.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	3.2
Total Project Cost	**3.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔									

(CIP0087) Station Rehabilitation Program

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Twenty-four stations are scheduled for rehabilitation every year which results in each station receiving rehabilitation every four years. This program consists of evaluation of station condition, replacement of worn materials, and a thorough cleaning and power washing of all concrete and architectural features.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, full rehabilitations of stations will consist of cleaning and power washing of all concrete and architectural features and repair of worn interior fixtures. The schedule of stations for FY2021 is still being determined. This program improves the quality of rail service provided for customers at stations and keeps features in a state of good repair.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	9.2
Dedicated Funding	10.6
Total Project Cost	**19.8**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	11.0	
FY2021	19.8	
FY2022	19.0	
FY2023	23.5	
FY2024	19.6	
FY2025	17.6	
FY2026	18.0	
FY2021-2026 Total	117.4	
Total Cost	**128.5**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation		✔	✔								
EXECUTION											
Project Development			✔								
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0088) Station Entrance Canopies

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

This project provides for installation of canopies over the remaining eleven stations with exposed escalators to protect both riders and escalators from weather. Canopies will aid in maintaining the State of Good Repair.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will award the contract for station canopies and fixed stairwells at nine locations. This project enhances customer satisfaction and reliability based on the Escalator Availability key performance indicator (KPI).

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		29.3
FY2020	9.0	
FY2021	7.3	
FY2022	5.6	
FY2023	5.7	
FY2024	3.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	23.5	
Total Cost	**61.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	7.3
Total Project Cost	**7.3**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation		✔	✔								
EXECUTION											
Project Development	✔	✔	✔								
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0102) Metro Transit Police Department (MTPD) District III Substation Construction

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: MTPD

Description

Renovate existing child care facility at Morgan Boulevard station to serve as a police substation with administrative office workspace, locker rooms, break room, gym, interview rooms, and other workspaces.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Prince George's County

Outcome

This project will design and construct a new police substation in the vicinity of the Morgan Boulevard station in Maryland to provide adequate police coverage. This project helps maintain Metro's security and state of good repair.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.0
FY2020	1.0	
FY2021	2.0	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	2.0	
Total Cost	**3.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	2.0
Total Project Cost	**2.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔										
Implementation	✔	✔									

(CIP0108) Rhode Island Avenue Metrorail Station Platform Rehabilitation

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

This project will rehabilitate the Rhode Island Avenue station platform structure, as well as life-safety systems and station ammenities to improve the customer experience.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Rhode Island Ave. Station

Outcome

Previously, each side of the platform and portions of the structure that cross over the roadway below were repaired under single-track conditions, focusing on concrete spalling and structural repair. A future year effort will address all other station systems and customer improvements to align this station with other Station Platform Rehabilitation Programs. No planned deliverables in FY21. Project will commence between FY2022 and FY2026. This project increases the lifespan of assets, reduces future maintenance requirements and improves the quality of rail service provided for customers.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		18.7
FY2020	0.0	
FY2021	0.0	
FY2022	0.0	
FY2023	1.0	
FY2024	9.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	10.0	
Total Cost	**28.7**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development				✔							
Implementation				✔	✔						

(CIP0131) Capital Program Financing

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Availability fees and interest expense for Metro's short-term line of credit used for capital program expenditures.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue to fund the lines of credit and interim financing costs necessary to finance capital program cash flow needs. This project supports Metro's financial responsibility.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.8	
FY2021	1.0	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	6.0	
Total Cost	**6.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.0
Total Project Cost	**1.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0132) Escalator and Elevator Overhaul

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Vertical Transportation

Description

Rehabilitate or replace escalator and elevator components based on WMATA asset management criteria.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will replace speed reducer motors, and rack and axle units; refurbish gearboxes, brake board and escalator steps. Additionally, production of 10,000 steps for replacement will begin. This program improves service based on the Escalator and Elevator key performance indicators (KPIs).

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	11.6	
FY2021	6.0	
FY2022	6.6	
FY2023	6.6	
FY2024	6.6	
FY2025	6.6	
FY2026	6.6	
FY2021-2026 Total	39.2	
Total Cost	**50.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	6.0
Total Project Cost	**6.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0136) Radio Infrastructure Replacement

Initiative Type: Project
Invest. Category: Rail Systems Investments
Mode: Rail
Invest. Program: Signals & Communications

Description

This project will replace the existing Metro Comprehensive Radio Communications System (CRCS) operating in 450-490 MHz frequency band (also referred to as T-Band) with a new system operating in the 700 MHz band, as required by the Federal Communications Commission (FCC) T-Band relocation requirement that affects the Metro's Ultra High Frequency radio system. The project will also install wireless signal communications throughout the tunnel system allowing customers to utilize cellular and data service while underground.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro plans to continue the 700/800 MHz Station installation, to order additional subscriber units in vehicles and handheld radios, and to install the remaining Metro box enclosures that support the Distributed Antenna System (DAS) to cover Metro's above and underground system for both radio and cellular use. Increasing communications supports customer service and safety.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		179.6
FY2020	74.5	
FY2021	60.5	
FY2022	22.1	
FY2023	19.1	
FY2024	15.5	
FY2025	16.3	
FY2026	0.3	
FY2021-2026 Total	133.9	
Total Cost	**387.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	60.0
System Perform	0.5
Total Project Cost	**60.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔				

(CIP0142) Railcar Preventive Maintenance

Initiative Type: Program
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Maintenance/Overhaul

Description

Provide preventive maintenance of the railcar fleet.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Cost to inspect and perform scheduled maintenance on railcars. This program supports state of good repair and reliability.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	59.0	
FY2021	59.0	
FY2022	59.0	
FY2023	59.0	
FY2024	59.0	
FY2025	59.0	
FY2026	59.0	
FY2021-2026 Total	354.0	
Total Cost	**413.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	59.0
Total Project Cost	**59.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0143) Bus Preventive Maintenance Program

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance/Overhaul

Description

Inspect and service buses and bus components to preserve and extend functionality of the vehicle.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Cost to inspect and perform scheduled maintenance on the bus fleet. This program supports state of good repair and reliablity

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	1.0	
FY2021	1.0	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	6.0	
Total Cost	**7.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	1.0
Total Project Cost	**1.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0145) Station and Yard Security Upgrades

Initiative Type: Program
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Maintenance Facilities

Description

This program will provide for the hardening and enhancement of security at various rail yards, stations, and facilities by installing CCTV surveillance and additional security measures.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro plans to evaluate current parking facility cameras and continue multi-system Life Safety and Security upgrades at various stations. Metro will also complete CCTV and security upgrades at Shady Grove, Greenbelt, and Glenmont yard facilities. This project supports Metro's security and customer satisfaction goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	9.9	
FY2021	10.8	
FY2022	12.5	
FY2023	15.9	
FY2024	17.9	
FY2025	15.6	
FY2026	9.2	
FY2021-2026 Total	81.8	
Total Cost	**91.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Other Federal	0.3
Dedicated Funding	10.5
Total Project Cost	**10.8**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0151) Station Cooling Systems Upgrade

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Station Systems

Description

This program funds the rehabilitation of station air conditioning systems including, but not limited to, rehabilitation/replacement of chiller plants, cooling towers, ventilation systems, air handling units and ductwork.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro plans to design and replace chillers at Rosslyn, Stadium Armory, Van Ness-UDC, and L'Enfant Plaza. Station air conditioning units are planned for replacement at Pentagon, DuPont Circle, and Crystal City. Designs to be completed for station air conditioning units at Metro Center, Smithsonian, Judiciary Square, Gallery Place-Chinatown, Federal Triangle, Farragut West, Farragut North, Capitol South, and Potomac Avenue. This program enhances customer satisfaction.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	20.0	
FY2021	11.6	
FY2022	12.8	
FY2023	16.8	
FY2024	10.7	
FY2025	10.9	
FY2026	11.1	
FY2021-2026 Total	74.0	
Total Cost	**94.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	11.6
Total Project Cost	**11.6**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0152) Parking Garage and Lot Rehabilitation

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Systemwide
Invest. Program: Platforms & Structures

Description

This program will rehabilitate parking structures including repair of horizontal concrete surfaces, slabs, soffits, beams, columns, walls; repair or replacement of post-tensioning anchorages, tendons, sheathing and expansion joints; application of traffic markings and traffic bearing membrane.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will complete the rehabilitation of the parking garage located at Addison Road. Begin the rehabilitation of four parking garages to include Wheaton, PG Plaza, Anacostia and Glenmont. Complete rehabilitation of three surface lots located at Landover, Naylor Road, and Capitol Heights. This program helps keep assets in a state of good repair and provides enhanced customer satisfaction.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	9.4	
FY2021	11.8	
FY2022	9.0	
FY2023	10.0	
FY2024	10.0	
FY2025	13.0	
FY2026	13.0	
FY2021-2026 Total	66.8	
Total Cost	**76.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	11.6
Dedicated Funding	0.2
Total Project Cost	**11.8**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0170) Roof Rehabilitation and Replacement

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Roof rehabilitation or replacement, as needed, at approximately 660 Metro locations. Project includes preparation of assessment report, sampling, removal, and installation of new roofing system.

Strategic Objectives Supported

Safety | Cust. Sat. | **Reliability** | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will complete roof replacements at Carmen Turner Facility Building D and Landover Bus Maintenance Building. Also, Metro will begin replacements at Metro Supply Facility and Open Material Storage Facility for completion in FY22. This project improves Metro's state of good repair.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	22.0	
FY2021	9.3	
FY2022	5.8	
FY2023	6.0	
FY2024	4.9	
FY2025	4.6	
FY2026	4.6	
FY2021-2026 Total	35.3	
Total Cost	**57.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	9.3
Total Project Cost	**9.3**

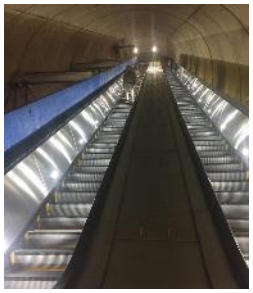
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0185) Escalator Replacement

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Vertical Transportation

Description

Replacement of escalators that have reached the end of their useful life.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

The replacement of eight units are planned for FY21, specific locations to be determined.Modernized units are as much as 30% more energy efficient than the old units due to premium efficiency motors and adjustable frequency drives. This program improves service based on the Escalator Reliability key performance indicator (KPI).

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	11.4	
FY2021	22.0	
FY2022	33.7	
FY2023	33.7	
FY2024	33.7	
FY2025	30.4	
FY2026	20.4	
FY2021-2026 Total	173.8	
Total Cost	**185.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	22.0
Total Project Cost	**22.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

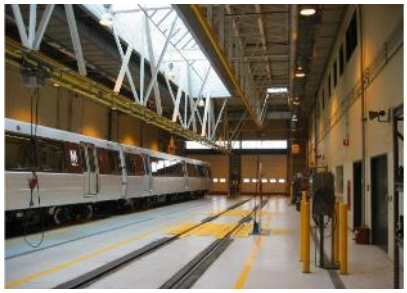
(CIP0204) Railcar Rooftop Access Platforms

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Facilities Maintenance

Description

Construct and install railcar rooftop access platforms at Alexandria, Brentwood, Shady Grove, Branch Avenue, and Greenbelt railyards to allow safe and efficient maintenance of HVAC on the 7000-series trains. As part of the 6-year Capital Improvement Program, work will be done at Brentwood and Shady Grove railyards. The remaining railyards are scheduled as part of the 10-year Plan.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Shady Grove, Greenbelt, Branch Avenue, Alexandria, and Brentwood Rail Yards

Outcome

No planned deliverables in FY21. Project will resume between FY2022 and FY2026.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		6.1
FY2020	1.0	
FY2021	0.0	
FY2022	1.0	
FY2023	1.0	
FY2024	0.5	
FY2025	0.5	
FY2026	0.0	
FY2021-2026 Total	3.0	
Total Cost	**10.1**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development			✔								
Implementation	✔		✔	✔	✔	✔		✔	✔	✔	✔

(CIP0206) Carmen Turner Facility (CTF) Electrical Upgrade

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

This project will provide a more reliable power source for Metro-critical functions at CTF. The project also reconfigures and realigns portions of the electrical distribution system for more efficient distribution.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Carmen Turner Facility - Landover

Outcome

No planned deliverables in FY2021. Project will resume between FY2022 and FY2026.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		5.5
FY2020	0.0	
FY2021	0.0	
FY2022	0.0	
FY2023	0.0	
FY2024	0.3	
FY2025	0.0	
FY2026	2.5	
FY2021-2026 Total	2.8	
Total Cost	**8.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation					✔						
EXECUTION											
Project Development					✔		✔				
Implementation								✔			

(CIP0210) Pollution Prevention at Track Fueling Areas

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Modify railyard equipment fueling areas to contain fuel spills and comply with environmental regulations.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

In FY2021, Metro will modify track fueling areas at two yard locations. This project supports safety, state of good repair, and regulatory compliance goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.5	
FY2021	0.5	
FY2022	0.2	
FY2023	1.5	
FY2024	2.0	
FY2025	1.5	
FY2026	1.5	
FY2021-2026 Total	7.2	
Total Cost	**7.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔	✔								
Implementation				✔	✔	✔	✔	✔			

(CIP0211) Stormwater Facility Assessment

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project identifies, evaluates, designs and implements modifications to Metro's existing storm water management infrastructure and facilities to provide best management practices which comply with federal, state, and local storm water management requirements.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will provide design, rehabilitate and maintain storm water systems, including ponds and pretreatment structures, based on a comprehensive plan currently in development. Metro will also install underground utilities to convey storm water runoff to pretreatment structures and make necessary connections to the storm sewer system. This project supports safety, state of good repair, and regulatory compliance goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.4	
FY2021	0.9	
FY2022	1.6	
FY2023	2.4	
FY2024	2.4	
FY2025	1.3	
FY2026	0.6	
FY2021-2026 Total	9.1	
Total Cost	**9.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.9
Total Project Cost	**0.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation		✔									
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0212) Environmental Sustainability Lab

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Develops and pilots projects to reduce consumption of energy and water, and to reduce waste.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

In FY2021, Metro will support the development of four parking sites, as identified in the solar development plan currently underway, for future lease to third parties to install and use solar panels and power equipment. Metro will also continue making improvements to the waste management and recycling processes throughout the system. This project improves Metro's financial responsibility and supports our sustainability efforts.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	1.0	
FY2021	1.0	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	6.0	
Total Cost	**7.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.0
Total Project Cost	**1.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0213) Capital Program Development Support

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Staff to support project development, strategic planning, asset management, and sustainability.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Continuation of business services and support of Metro's development of capital planning, programming, and transit asset management functions. This project improves Metro's financial responsibility and supports our state of good repair efforts.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	8.0	
FY2021	9.9	
FY2022	10.1	
FY2023	10.1	
FY2024	11.1	
FY2025	11.1	
FY2026	11.1	
FY2021-2026 Total	63.4	
Total Cost	**71.4**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	9.9
Total Project Cost	**9.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0218) Station Upgrades

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Systemwide
Invest. Program: Platforms & Structures

Description

This project provides upgrades to stations throughout the system to improve passenger flow and customer experience.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

By FY2021, Metro will complete the installation of bi-fold gates with emergency exit doors at five stations - Farragut North, Farragut West, Judiciary Square, Smithsonian, and L'Enfant plaza. Metro will also begin upgrades of wayfinding information and Passenger Information Displays (PIDS) at stations throughout the rail system. This project improves station access, increases display visibility, and advances real-time information sharing and supports customer service goals.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.4
Total Project Cost	**0.4**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.2
FY2020	1.6	
FY2021	0.4	
FY2022	1.7	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	3.1	
FY2021-2026 Total	5.2	
Total Cost	**8.0**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔									
Development and Evaluation	✔	✔						✔			
EXECUTION											
Project Development		✔	✔					✔			
Implementation							✔	✔	✔		

(CIP0219) Station Lighting Improvements

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Station Systems

Description

This program improves the lighting and illumination levels at mezzanines, lower level platforms, and track beds of Metrorail stations.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro will upgrade stations platform edge lights, above ground station lighting, and station site lights. In addition will upgrade ceiling systems, pylon locations, parapet lighting fixture installations, and center platform track beds at various locations. This program reduces Metro's operational expenses and provides additional safety benefits for customers and employees.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	22.9
Total Project Cost	**22.9**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	35.8	
FY2021	22.9	
FY2022	26.1	
FY2023	43.3	
FY2024	23.2	
FY2025	28.1	
FY2026	27.8	
FY2021-2026 Total	171.4	
Total Cost	**207.2**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation		✔									
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0220) Metrobus Planning Program

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments

Mode: Bus
Invest. Program: Bus Passenger Facilities/Systems

Description

Perform a broad range of Metrobus planning studies necessary to sustain the network of services and facilities. Efforts focus on service plans, customer information, facilities management, bus stop accessibility, transit operations, traffic management and service delivery.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

In FY2021, Metro will complete four studies related to (1) Purple Line/Silver Line Connection Service Evaluation; (2) Service Evaluation Study for G2, D1, and D2 Routes; (3) Service Study/Review of Metro Extra Network Service; and (4) Update to the 5-Year Service Plan. This prorgram supports customer service goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	1.6	
FY2021	1.3	
FY2022	1.3	
FY2023	1.3	
FY2024	1.3	
FY2025	1.3	
FY2026	1.3	
FY2021-2026 Total	7.5	
Total Cost	**9.1**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.3
Total Project Cost	**1.3**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0221) Bus Customer Facility Improvements

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments

Mode: Bus
Invest. Program: Bus Passenger Facilities/Systems

Description

Project to sustain, replace or renovate Metrobus facilities and amenities to achieve a State of Good Repair and improve delivery of customer information. Additionally, this project will implement industry best practices and improve customer safety at the bus stops.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will replace (80) identified bus shelter locations, (20) Digital Bus Signs, (113) bus map updates, and bus stop infrastructure improvements (route/sign poles, bus stop decals, wayfinding signage). Additionally, (110) Customer Electronic Information Displays will also be replaced. This program supports customer serivce metrics.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	4.0	
FY2021	5.2	
FY2022	11.1	
FY2023	11.5	
FY2024	3.5	
FY2025	2.7	
FY2026	1.2	
FY2021-2026 Total	35.1	
Total Cost	**39.1**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	5.2
Total Project Cost	**5.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0225) Railcar Heavy Repair and Overhaul Facility

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Facilities Maintenance

Description

This project will build a new Heavy Railcar Repair and Overhaul (HRO) Facility in Landover, MD in vicinity of CTF and Main Supply Facility. This will consolidate all Railcar Overhaul functions into a dedicated facility. Currently, Railcar rehabilitation and overhaul are split between Brentwood and Greenbelt Rail Yards.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Pennsy Dr. Landover

Outcome

Metro will complete acquisition and relocation, and begin design of new HRO facility and New Carrollton Yard Improvements. When completed the project will support state of good repair and reliablity metrics.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.2
FY2020	60.0	
FY2021	10.0	
FY2022	25.0	
FY2023	25.0	
FY2024	45.0	
FY2025	98.0	
FY2026	133.0	
FY2021-2026 Total	336.0	
Total Cost	**397.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	10.0
Total Project Cost	**10.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation	✔	✔	✔	✔							
EXECUTION											
Project Development	✔	✔	✔	✔	✔			✔			
Implementation		✔	✔	✔	✔	✔	✔	✔	✔	✔	

(CIP0241) Raising Vent Shafts

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Station Systems

Description

This project will elevate surface barriers of vent shafts which will protect stations from flood waters entering into the rail system.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

This project will continue to assess the effectiveness of previously raised vent shafts and evaluate more comprehensive flood mitigation solutions at stations. The project improves both service and safety key performance indicators (KPIs)

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		4.9
FY2020	0.2	
FY2021	2.4	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	0.0	
FY2021-2026 Total	6.4	
Total Cost	**11.4**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Other Federal	2.4
Total Project Cost	**2.4**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔	✔	✔	✔	✔					
EXECUTION											
Project Development		✔	✔	✔	✔	✔					
Implementation											

(CIP0242) Improving Drainage

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Station Systems

Description

This project will replace and improve drainage pumping stations to support the Drainage/Flood/Piping replacement program for Flood Resiliency improvements. This project will also replace and improve drainage pumping stations and sewage ejector systems that have exceeded their lifecycle throughout the Metrorail system.

Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Systemwide

Outcome

In FY2021, drainage pump station renewals are planned for completion at seven drainage pump locations. Construction is planned to begin at seven additional locations, and design is planned for completion at eighteen locations. This project helps ensure the reliability of the Metrorail system.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	6.1	
FY2021	5.3	
FY2022	8.7	
FY2023	8.7	
FY2024	8.7	
FY2025	8.7	
FY2026	8.7	
FY2021-2026 Total	48.7	
Total Cost	**54.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Other Federal	5.3
Total Project Cost	**5.3**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔						
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0246) General Engineering Support

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Fixed Rail

Description

General engineering support services for the development of architectural/engineering concept designs to help define capital projects needed to resolve priority operational and maintenance problems.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Activities planned include on-call survey support, computer-aided design (CAD), and LiDAR scanning. This program supports Metrorail operations and maintenance and identifies state of good repair needs.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	3.1	
FY2021	2.5	
FY2022	2.6	
FY2023	2.6	
FY2024	2.6	
FY2025	2.6	
FY2026	2.6	
FY2021-2026 Total	15.3	
Total Cost	**18.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	2.5
Total Project Cost	**2.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0247) Emergency Construction Support

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Fixed Rail

Description

Supports emergency construction across the system.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

This program will address emergency construction needs as they arise, helping to keep the Metrorail system safe and reliable for customers.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.8	
FY2021	11.0	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	16.0	
Total Cost	**16.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.0
Dedicated Funding	10.0
Total Project Cost	**11.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0251) Automatic Train Control SOGR

Initiative Type: Program
Invest. Category: Rail Systems Investments

Mode: Rail
Invest. Program: Signals & Communications

Description

The Automatic Train Control (ATC) rooms and associated Train Control Room (TCR) and wayside equipment are aging. Obsolete and failing equipment must be replaced at intervals ranging from 20 to 40 years.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro plans to complete the switch machine power supply replacements and continue the state of good repair program for high current bonds, interlocking, signals, circuit cable, switch machines, control cable insulation, and train control rooms. This program will increase system reliability and safety key performance indicators (KPIs).

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	30.0	
FY2021	25.9	
FY2022	34.3	
FY2023	45.5	
FY2024	33.9	
FY2025	24.6	
FY2026	19.3	
FY2021-2026 Total	183.5	
Total Cost	**213.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	25.5
System Perform	0.4
Total Project Cost	**25.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification				✔		✔					
Development and Evaluation				✔		✔					
EXECUTION											
Project Development	✔			✔		✔					
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0252) Alternating Current (AC) Power Systems SOGR

Initiative Type: Program
Invest. Category: Rail Systems Investments

Mode: Rail
Invest. Program: Propulsion

Description

This program consists of continuously improving and maintaining existing AC power systems in a State of Good Repair (SOGR) in order to deliver safe and reliable Metrorail operations. Obsolete and failing equipment must be replaced at intervals ranging from eighteen to forty years.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Farragut West, Foggy Bottom, Arlington Cemetary, Crystal City, Deanwood, East Falls Church, Vienna, Gallery Place, Silver Spring

Outcome

This program will complete installation of new AC switchgear, transformers, cabling, and electrical panels for five station locations. AC switchgear upgrades which began in FY2020 at four locations will be completed. Uninterruptible Power Supplies (UPS), will be replaced systemwide at a rate of 20 units annually. Programmable Logic Control (PLC) panels will continue a three year replacement effort at various AC rooms systemwide where current technology has reached the end of its useful life and will conclude in FY2022. This program will improve service and reliability based on the Metro-established MyTripTime key performance indicator (KPI).

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	24.8	
FY2021	19.5	
FY2022	20.2	
FY2023	26.6	
FY2024	26.6	
FY2025	26.6	
FY2026	26.6	
FY2021-2026 Total	146.1	
Total Cost	**171.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	7.9
System Perform	0.1
Dedicated Funding	11.5
Total Project Cost	**19.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0253) Traction Power SOGR

Initiative Type: Program
Invest. Category: Rail Systems Investments

Mode: Rail
Invest. Program: Propulsion

Description

This program replaces traction power related components which are beyond or nearing the end of their useful life to maintain a reliable traction power system. This work includes equipment in both traction power substations and tie break stations, cabling, current and resistance testing, transformer replacements, and other ancillary components.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Rosslyn, West Falls Church, Cleveland Park

Outcome

This program will replace cable tray at Rosslyn which has degraded. Traction Power Substation equipment will be replaced at West Falls Church and Cleveland Park. Priority transformer replacement at eight locations will be performed. Approximately 600 cables will be meggered and 6,800 linear feet of cable will be replaced per quarter. This program will improve service and reliability based on the Metro-established MyTripTime key performance indicator (KPI) through improving rail infrastructure condition.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	30.5
System Perform	3.6
Dedicated Funding	4.4
Total Project Cost	**38.5**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	43.7	
FY2021	38.5	
FY2022	31.1	
FY2023	39.1	
FY2024	37.8	
FY2025	34.1	
FY2026	31.1	
FY2021-2026 Total	211.7	
Total Cost	**255.4**	

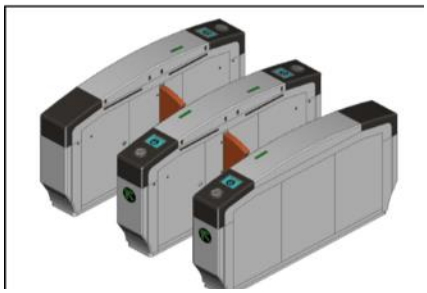
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification								✔			
Development and Evaluation	✔	✔						✔			
EXECUTION											
Project Development	✔	✔	✔	✔				✔	✔		
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0255) Fare Collection Modernization Program

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Systemwide
Invest. Program: Station Systems

Description

Replacement of Metro's Fare Collection systems in rail stations and aboard Metrobuses.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro has begun systemwide replacement of the entire fare collection system. In FY2021, Metro will continue development and engineering of the new rail faregates and supporting systems and will begin installing the new gates. Procurement of new bus fareboxes and support equipment will also continue. Additionally Metro will continue development to provide customers the flexibility to pay for trips, purchase monthly passes, and manage SmarTrip accounts from a mobile application. This project both enhances the customer experience and mitigates fare evasion.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	22.4
Total Project Cost	**22.4**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		17.7
FY2020	26.0	
FY2021	22.4	
FY2022	48.9	
FY2023	59.3	
FY2024	35.8	
FY2025	15.7	
FY2026	8.5	
FY2021-2026 Total	190.7	
Total Cost	**234.3**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔									
Development and Evaluation	✔	✔									
EXECUTION											
Project Development	✔	✔	✔								
Implementation	✔	✔	✔	✔	✔	✔	✔				

(CIP0256) 7000 Series Railcars Procurement

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Acquisition

Description

This project procures 620 of the 7000 Series railcars to replace the 1000, 4000, 5000 Series fleets, plus 28 additional railcars.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will make milestone payments for 130 railcars which completed two-year warranty period, complete enhanced troubleshooting on 7000 series vehicles , make software modifications related the Auto Train Control functions, and begin 7000 series railcar cab simulator production. This project supports safety and state of good repair metrics.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	44.8
Total Project Cost	**44.8**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		933.5
FY2020	140.0	
FY2021	44.8	
FY2022	44.0	
FY2023	43.6	
FY2024	36.5	
FY2025	35.7	
FY2026	30.0	
FY2021-2026 Total	234.5	
Total Cost	**1,308.0**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔		

(CIP0257) Emergency Trip Station Infrastructure

Initiative Type: Project
Invest. Category: Rail Systems Investments
Mode: Rail
Invest. Program: Signals & Communications

Description

The existing ETS system has an aging, deteriorating infrastructure and utilizes obsolete electrical components and communications technology. This project funds upgrades to the Rail Right-Of-Way (ROW) Emergency Trip Station (ETS) telephones. The new ETS Telephone system will replace the existing ETS telephone instruments with intelligent telephones that can perform self-diagnosis.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

No planned deliverables in FY21. Project will commence between FY2022 and FY2026. This project will provide customers and Metro employees with more reliable communications in the event of emergencies supporting Metro's safety metrics.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		2.0
FY2020	2.4	
FY2021	0.0	
FY2022	3.9	
FY2023	7.8	
FY2024	10.5	
FY2025	10.3	
FY2026	16.5	
FY2021-2026 Total	49.0	
Total Cost	**53.4**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔		✔								
EXECUTION											
Project Development			✔		✔						
Implementation			✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0258) Fire Alarm System Upgrade

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Station Systems

Description

This program will upgrade fire alarm systems in the tunnels and stations.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue drawings and design for tunnel fan supporting infrastructure. Completion of the Tunnel Smoke detection system pilot. Metro will also evaluate alternatives to improve alarm systems in administrative operations and maintenance facilities. This program improves customer and employee safety by accurately measuring and responding to Fire Incidents, a Metro key performance indicator (KPI).

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
System Perform	0.5
Total Project Cost	**1.0**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	3.5	
FY2021	1.0	
FY2022	1.5	
FY2023	3.0	
FY2024	3.5	
FY2025	4.4	
FY2026	7.5	
FY2021-2026 Total	20.9	
Total Cost	**24.4**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✓			✓							
Development and Evaluation	✓	✓	✓		✓						
EXECUTION											
Project Development	✓	✓	✓	✓	✓						
Implementation	✓			✓	✓	✓	✓	✓	✓	✓	✓

(CIP0259) Timecard Software Integration and Analysis

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

Implement new automated time and attendance system for Metro employees.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro plans to complete the testing phase of the project by the first quarter of FY21 and then transition into the training and deployment phase of the timekeeping solution which enables monitoring employee time and attendance, labor tracking, and data collection. This project supports Metros financial responsiblity goals.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	5.0
Total Project Cost	**5.0**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		22.1
FY2020	8.8	
FY2021	5.0	
FY2022	3.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	8.0	
Total Cost	**38.9**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔									

(CIP0260) Track Inspector Location Pilot

Initiative Type: Project
Invest. Category: Rail Systems Investments

Mode: Rail
Invest. Program: Signals & Communications

Description

This project develops and pilots technology that will allow for accurate tracking and location of workers within the right-of-way. The solution will be evaluated for effectiveness and a determination will be made to move forward with the remainder of the system.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will complete the installation of Wayside Worker Protection units and evaluate the effectiveness of the technology. This project has the potential to reduce Roadway Worker Protection Incidents and enhance safety.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		9.2
FY2020	1.8	
FY2021	0.5	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	0.5	
Total Cost	**11.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification								✔			
Development and Evaluation								✔			
EXECUTION											
Project Development	✔							✔			
Implementation	✔	✔						✔	✔	✔	✔

(CIP0261) Tunnel Light Improvements

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Fixed Rail

Description

Replace tunnel lights and fixtures with LED lamps instead of fluorescents. These improvements will provide a safe environment for employees and create a more efficient operational environment. This investment is a recommendation from the 2017 agency wide energy audit and a safety corrective action plan.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will complete lighting upgrades on tunnel segments throughout the rail system. This program reduces Metro's operational expenses and provides additional safety benefits for employees.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	4.0	
FY2021	0.3	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	0.3	
Total Cost	**4.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.3
Total Project Cost	**0.3**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔									

(CIP0262) Tunnel Water Leak Mitigation

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Structures

Description

This program will address the water infiltration into the tunnel system through epoxy injection into the surrounding rock surface. Mitigating water intrusion reduces deterioration of assets and improves the safety and reliability of rail service.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2019, a segment of tunnel originating at Medical Center, including the rail crossover tunnel cavern, and extending to the tunnel portal at I-495 on the Red Line, was completed. In FY2021, the effectiveness of this technology and solution will be evaluated for use in other tunnel segments systemwide. This program will improve service based on the Metro-established Rail Infrastructure Availability key performance indicator (KPI).

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	1.4
Total Project Cost	**1.4**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	8.0	
FY2021	1.4	
FY2022	8.5	
FY2023	15.5	
FY2024	45.0	
FY2025	45.0	
FY2026	45.0	
FY2021-2026 Total	160.4	
Total Cost	**168.4**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔									
EXECUTION											
Project Development	✔	✔	✔								
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0266) Historic Bus Terminal Rehabilitation

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Passenger Facilities/Systems

Description

Design and rehabilitate three historic bus terminals: Calvert Street, Chevy Chase, and Colorado Avenue. This will ensure terminals are in a State of Good Repair. All three facilities are obsolete and in failing condition.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Chevy Chase, Calvert St. and Colorado Ave.

Outcome

In FY2021, Metro will begin the rehabilitation of three historic bus passenger facilities located at Chevy Chase, Calvert Street, and Colorado Avenue within the District of Columbia. The construction phase of the project will begin in FY2021 and are expected to be completed in FY2022. This project supports Metro's state of good repair goals.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.5	
FY2021	1.4	
FY2022	2.8	
FY2023	0.6	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	4.7	
Total Cost	**5.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	1.4
Total Project Cost	**1.4**

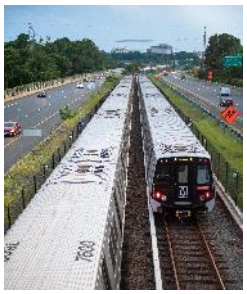
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔										
Implementation	✔	✔	✔	✔							

(CIP0269) Enterprise Asset Management Systems

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

This project develops an Asset Management System, using Metro's existing inventory software applications, that will create an asset hierarchy, structure, asset definitions and a standard protocol for inducting, maintaining, retiring and replacement of assets.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro will continue to refine the systemwide asset hierarchy and ranking system, as well as data management support. Purchase of barcode scanners to continue as needed. This project supports Metro's administrative efficiency goals.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.6
FY2020	1.9	
FY2021	0.5	
FY2022	0.5	
FY2023	0.5	
FY2024	0.5	
FY2025	0.5	
FY2026	0.5	
FY2021-2026 Total	3.0	
Total Cost	**5.5**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development								✔			
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0270) Capital Delivery Program Support

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Project administration, planning, scheduling, and management support for the portfolio of major construction projects.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will provide project planning, scheduling, and management services to the current portfolio of major capital construction projects. This project improves Metro's financial responsibility and supports state of good repair efforts.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	12.3	
FY2021	19.7	
FY2022	15.5	
FY2023	10.5	
FY2024	10.5	
FY2025	10.5	
FY2026	10.5	
FY2021-2026 Total	77.2	
Total Cost	**89.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	19.7
Total Project Cost	**19.7**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development		✔									
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0271) Metrorail Station Emergency Gates Replacement

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Replace Metrorail station emergency gates.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro plans to complete the replacement of swing-gates at station elevators and to begin architectural evaluation for swing gates at stations where space constrains present potential ADA issues. In conjunction with the deployment and reconfiguration of the new fare gates, the remaining emergency gates will be replaced with new gates equipped with access control card readers, magnetic locks and panic hardware. This projects helps secure the rail system and reduce fare evasion.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		6.5
FY2020	2.0	
FY2021	0.5	
FY2022	0.5	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	1.0	
Total Cost	**9.5**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔	✔									

(CIP0272) Station Commercialization Project

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project will make investments in new equipment and space improvements designed to increase non-fare revenue in stations. Investments include addition of retail vendor space, upgrading digital displays, and improving signage and wayfinding, as well as other customer amenities.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will install new digital displays and improved station signage at 8 Metrorail station. This project improves customer service and state of good repair while supporting financial responsibility.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		9.5
FY2020	10.0	
FY2021	10.0	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	10.0	
Total Cost	**29.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	10.0
Total Project Cost	**10.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔							✔			
Development and Evaluation								✔			
EXECUTION											
Project Development	✔							✔	✔	✔	
Implementation	✔	✔							✔	✔	✔

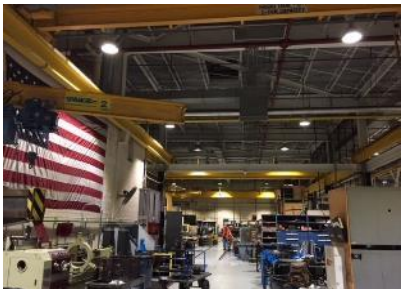
(CIP0273) Facility Improvements

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This program provides upgrades to worker facilities, including breakrooms, bathrooms, and office spaces.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will make upgrades to operation, maintenance, and administrative facilities, including Brentwood Railyard office reconfiguration, continuation of administration facilities breakroom upgrades and mechanical systems, replacement of office furniture systems at various railyards and bus garages, and continued replacement of LED lighting in various Metro facilities. This project improves Metro's financial responsibility, supports our employer of choice initiative, and improves state of good repair of these assets.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.1
Dedicated Funding	5.7
Total Project Cost	**5.8**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	6.4	
FY2021	5.8	
FY2022	3.5	
FY2023	2.2	
FY2024	2.0	
FY2025	2.0	
FY2026	2.0	
FY2021-2026 Total	17.5	
Total Cost	**23.9**	

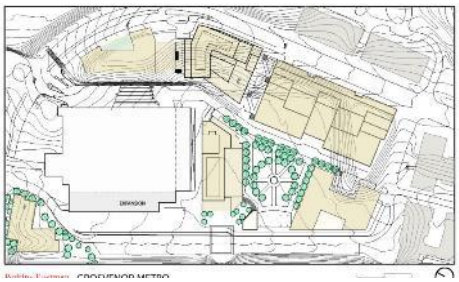
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✓		✓							
Development and Evaluation		✓		✓							
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0274) Grosvenor-Strathmore Parking Garage Joint Development

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Replace surface parking lot at Grosvenor-Strathmore Parking Garage with approximately 400 garage spaces.



Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Grosvenor - Strathmore Station

Outcome

In FY2021, Metro will complete the construction of the parking garage expansion at Grosvenor-Strathmore station. This project will increase access to the Metrorail system and promote additional development.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		2.1
FY2020	12.0	
FY2021	1.5	
FY2022	1.5	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	3.0	
Total Cost	**17.1**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	1.5
Total Project Cost	**1.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔	✔	✔								

(CIP0275) New Carrollton Bus Bays Joint Development

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Passenger Facilities/Systems

Description

This joint development project will complete roadwork and the bus loop at the New Carrollton station.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

New Carrollton Rail Station

Outcome

In FY2021, Metro will continue evaluation of additional bus loop improvements for joint development project at New Carrollton rail station.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		2.6
FY2020	2.4	
FY2021	3.2	
FY2022	4.3	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	7.5	
Total Cost	**12.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	3.2
Total Project Cost	**3.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔							✔			
Implementation	✔	✔	✔					✔	✔		

(CIP0277) Supply Chain Modernization

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Rail
Invest. Program: Support Equipment/Services

Description

Initial phase of multi-year project to modernize the supply chain for logistics, warehousing, planning, and ordering of inventory.

Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Systemwide

Outcome

In FY2021, this project will provide a business process evaluation of modern technologies to improve WMATA's supply chain management of parts and supplies used by various maintenance employees. This project improves Metro's financial responsibility and increases availability of parts and supplies.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.2
FY2020	1.0	
FY2021	4.0	
FY2022	4.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	8.0	
Total Cost	**10.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	4.0
Total Project Cost	**4.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔	✔								
Implementation								✔	✔	✔	✔

(CIP0279) Huntington Station Joint Development

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Joint development program to assess and determine possible future investment at Huntington station and adjacent properties.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Huntington Station

Outcome

In FY2021, Metro will begin to work with a selected Master Developer for the Huntington Station area. Metro and the Master Developer will create a Master Plan for the station area, determine replacement parking needs, and work with Fairfax County to obtain approval of a Comprehensive Plan Amendment. This project will increase access to the Metrorail system by increasing transit oriented development.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	1.3
Total Project Cost	**1.3**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	1.3	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	1.3	
Total Cost	**1.3**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation		✔									
EXECUTION											
Project Development		✔						✔			
Implementation								✔			

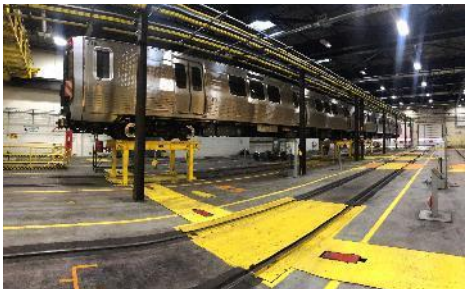
(CIP0283) Railcar Maintenance Facility SGR Program

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Maintenance Facilities

Description

This project is for the replacement and/or renovation of Railcar Maintenance Facilities, equipment, and systems to achieve a state of good repair.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Refurbish the railcar washes at Greenbelt, New Carrollton, West Falls Church, Alexandria, and Shady Grove Rail Yards to meet the goal of washing up to 600 railcars per day. This project supports Metro's customer satisfaction performance indicators.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	1.8
Total Project Cost	**1.8**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	2.3	
FY2021	1.8	
FY2022	3.5	
FY2023	3.7	
FY2024	3.4	
FY2025	3.4	
FY2026	2.5	
FY2021-2026 Total	18.1	
Total Cost	**20.4**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔	✔									
EXECUTION											
Project Development	✔	✔	✔								
Implementation		✔	✔	✔	✔	✔	✔				

(CIP0284) Yard Facility Rehabilitation

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Facilities Maintenance

Description

This project is for Rail Yard facility (eight locations) rehabilitation to maintain buildings and equipment in a state of good repair.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro will begin replacement of non-metallic handrails and swing gates in Rail Yard Service and Inspection Shops to address safety issues. Additionally, will install a 25-ton overhead crane at the Shady Grove Rail Yard Service and Inspection Shop to replace existing unit. This project improves worker safety.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.3
FY2020	7.0	
FY2021	1.7	
FY2022	6.0	
FY2023	26.5	
FY2024	28.0	
FY2025	25.5	
FY2026	20.0	
FY2021-2026 Total	107.7	
Total Cost	**115.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	1.7
Total Project Cost	**1.7**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification								✓			
Development and Evaluation				✓				✓			
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓			
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0286) Generator System Replacement

Initiative Type: Project
Invest. Category: Rail Systems Investments

Mode: Rail
Invest. Program: Propulsion

Description

This project provides traction power supply reinforcement through the acquisition of mobile traction power substations as well as the replacement of permanent generators throughout system.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

In FY2021, Metro plans to conduct surveys for the prioritization of permanent generator replacement. This project will improve service and reliability based on the Metro-established MyTripTime key performance indicator (KPI) through improving rail inrastructure condition.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	0.7	
FY2022	0.7	
FY2023	0.7	
FY2024	0.7	
FY2025	0.7	
FY2026	0.7	
FY2021-2026 Total	4.2	
Total Cost	**4.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.7
Total Project Cost	**0.7**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation											
EXECUTION											
Project Development			✔								
Implementation			✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0291) Tunnel Ventilation

Initiative Type: Project
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Structures

Description

The tunnel ventilation and fan shaft rehabilitation project will upgrade components in vent shafts including, but not limited to: all electric, lighting, fans, communications, equipment, ladders, steps, smoke detectors, alarms and information technology infrastructure.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Cleveland Park
Woodley Park
Van Ness

Outcome

Metro will begin the Red Line pilot installation of tunnel ventilation systems at Cleveland Park, Woodley Park, and Van Ness stations which include upgrading and replacing fans, motors, supporting structure, and ancillary control systems. At the conclusion of the pilot and evaluation of its effectiveness, additional locations may be identified. Metro will also complete installation of new Programmable Logic Control (PLC) panels in all vent shafts throughout the system. This project will improve service based on the Fire Incidents key performance indicator (KPI).

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	0.5
Dedicated Funding	15.7
Total Project Cost	**16.2**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.1
FY2020	4.2	
FY2021	16.2	
FY2022	18.1	
FY2023	3.0	
FY2024	3.0	
FY2025	3.0	
FY2026	3.0	
FY2021-2026 Total	46.3	
Total Cost	**50.6**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔						✔			
EXECUTION											
Project Development	✔	✔	✔					✔		✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0294) Bridge Rehabilitation

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Structures

Description

This program will rehabilitate bridge and aerial structures that have reached the end of their useful life.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro will begin rehabilitation of high priority bridges and aerial structures to replace anchor bolts, drains, bearings, expansion joints, checkered walkway/railings, grout pads, and concrete spalling. Additionally, will continue to advance design for next phase of bridge and aerial structure rehabilitation. This program helps ensure the safety and reliability of the Metrorail system.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	2.5	
FY2021	10.6	
FY2022	18.8	
FY2023	15.6	
FY2024	25.8	
FY2025	8.0	
FY2026	3.5	
FY2021-2026 Total	82.3	
Total Cost	**84.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	10.6
Total Project Cost	**10.6**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔	✔	✔							
Development and Evaluation	✔	✔	✔	✔							
EXECUTION											
Project Development	✔	✔	✔	✔	✔						
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0307) Stations Platform Rehabilitation - Phase 2

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Rehabilitation and repair of platforms at the following stations along the Orange Line in Virginia to address unsafe and deteriorating conditions: East Falls Church, West Falls Church, Dunn Loring, and Vienna. Customer experience improvements include slip-resistant tile, improved LED lighting, upgraded passenger shelters, new passenger information displays (PIDs), improved public address (PA) system, new closed-circuit television (CCTV) system, renovated bathrooms, and new bus shelters.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

East Falls Church, West Falls Church, Dunn Loring, Vienna

Outcome

In FY2021, a summer shutdown (Memorial Day to Labor Day 2020) for Orange Line Stations (Vienna to East Falls Church) will encompass thirty-six systems that include, concrete platform repair, granite edges, paver tile, signage, shelters, PA systems, fire protection, sprinklers, CCTV, drainage, sewage ejector pumps, paint, and bathrooms. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
PRIIA	57.8
Dedicated Funding	125.7
Total Project Cost	**183.5**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	154.1	
FY2021	183.5	
FY2022	20.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	203.5	
Total Cost	**357.6**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔								

(CIP0308) Stations Platform Rehabilitation - Phase 3

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Rehabilitation and repair of platforms at the following stations along the Yellow, Blue, and Orange Lines in Virginia and Maryland to address unsafe and deteriorating conditions: Cheverly, Landover, New Carrollton, Addison Road, Ronald Reagan Washington National Airport, and Arlington Cemetery. Customer experience improvements include slip-resistant tile, improved LED lighting, upgraded passenger shelters, new passenger information displays (PIDs), improved public address (PA) system, new closed-circuit television (CCTV) system, renovated bathrooms, and new bus shelters.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Cheverly, Landover, New Carrollton, Addison Rd., National Airport, Arlington Cemetary

Outcome

In FY2021, a summer shutdown (Memorial Day to Labor Day 2021) for Orange and Blue Line Stations in Maryland and two stations in Virginia will encompass thirty-six systems that include, concrete platform repair, granite edges, paver tile, signage, shelters, PA systems, fire protection, sprinklers, CCTV, drainage, sewage ejector pumps, paint, and bathrooms. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	8.3
System Perform	2.6
DEBT	99.1
Total Project Cost	**110.0**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	110.0	
FY2022	172.1	
FY2023	86.7	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	368.8	
Total Cost	**368.8**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation		✔									
EXECUTION											
Project Development		✔									
Implementation		✔	✔	✔							

(CIP0309) Huntington Metrorail Station Additional Entrance

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

This project will construct an additional pedestrian entrance to the Huntington Metrorail station to improve station circulation. It will also provide ADA access to the station during the demolition and reconstruction of the South Parking Garage.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Huntington Station

Outcome

This project began by installing footers for the new entrance structure during the South of National Summer Shutdown in FY2020. Construction of the new entrance is projected for future fiscal years. This project will enhance customer satisfaction by improving station access.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	14.5	
FY2021	0.0	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	5.0	
FY2026	10.0	
FY2021-2026 Total	15.0	
Total Cost	**29.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔					✔	✔	✔	✔		

(CIP0311) Bus Garage Replacement - Bladensburg

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

Demolition and replacement of the existing bus maintenance and operations facility in Bladensburg, Maryland, to improve use and capacity of limited facility space. The new facility, designed to meet LEED Platinum certification, will have an on-site employee parking lot, multiple access points, parking for up to 300 buses, 25 maintenance bays, and a compressed natural gas (CNG) fueling station. The construction will take into account the needs of a potential future electric bus fleet.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Bladensburg Bus Division site

Outcome

In FY2021, Metro will complete pre-construction activities, final design and demolition packages for new Bus Operations Building, as well as to complete the demolition of existing Bladensburg facilities. This project supports Metro's state of good repair metrics.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	14.5	
FY2021	7.5	
FY2022	13.3	
FY2023	53.8	
FY2024	70.3	
FY2025	42.2	
FY2026	18.6	
FY2021-2026 Total	205.7	
Total Cost	**220.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	7.5
Total Project Cost	**7.5**

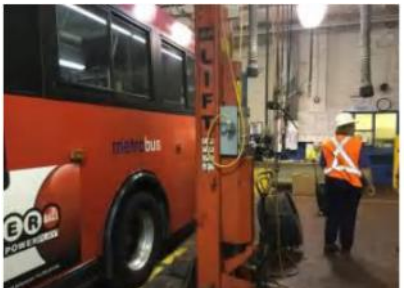
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔										
Implementation	✔	✔	✔	✔	✔	✔					

(CIP0312) Four Mile Run Bus Facility Rehabilitation

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

Rehabilitate interior and exterior elements of the bus facility to maintain a State of Good Repair. Identify solutions to achieve operational requirements to meet short-term fleet capacity needs due to other bus facility rehabilitation projects.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Arlington

Outcome

The project will complete design for the renovation of bus service lanes at the four Mile Run Bus Garage. This project supports operational efficiency.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.4	
FY2021	1.5	
FY2022	4.5	
FY2023	7.5	
FY2024	3.3	
FY2025	1.5	
FY2026	0.0	
FY2021-2026 Total	18.3	
Total Cost	**18.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	1.5
Total Project Cost	**1.5**

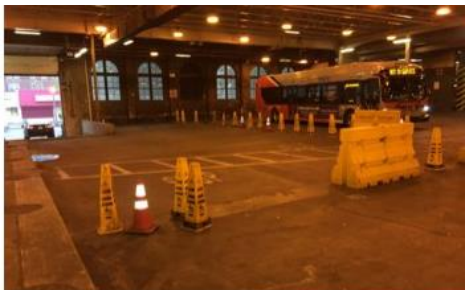
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔									
Implementation		✔	✔	✔	✔	✔					

(CIP0315) Bus Garage Replacement - Northern

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

Demolition and replacement of the Northern Bus Garage in Washington, DC, which has been in use since 1907 and has structural deficiencies that prevent effective operation and to improve use and capacity of limited facility space. The new facility, will be designed to meet LEED Platinum certification, will be ready to support electric bus charging infrastructure, and will have an on-site employee parking lot, multiple access points and parking for up to 200 buses. Mixed-use retail will be incorporated into the new facility. Project will include significant environmental site cleanup and mitigate future effects to surrounding neighborhood. The historical facade of the garage will be retained.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Northern Bus Division site

Outcome

In FY2021, Metro will complete pre-construction activities, final design and demolition packages for existing facilities, as well as to complete demolition of existing Northern facilities. This project supports Metro's state of good repair metrics.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.4
FY2020	8.0	
FY2021	8.5	
FY2022	11.9	
FY2023	25.7	
FY2024	61.8	
FY2025	83.3	
FY2026	30.5	
FY2021-2026 Total	221.8	
Total Cost	**230.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	8.5
Total Project Cost	**8.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔									
Implementation		✔	✔	✔	✔	✔					

(CIP0319) Bus Maintenance Facility SOGR

Initiative Type: Program
Invest. Category: Bus and Paratransit Investments

Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

Renovation of Bus Maintenance facilities and equipment to achieve a state of good repair.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Montgomery, Landover, Western, Four Mile, Bladensburg

Outcome

Replacement of Bus vaults for farebox collections at various Bus Garages. This program supports Metro's state of good repair metrics.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.5	
FY2021	1.1	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	1.1	
Total Cost	**1.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Formula Programs	1.1
Total Project Cost	**1.1**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation		✔									
EXECUTION											
Project Development		✔									
Implementation	✔	✔									

(CIP0322) Bus Passenger Fac./Systems Future Major Projects

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Passenger Facilities/Systems

Description

This project will make improvements to bus passenger accessibility at revenue facilities.

Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Systemwide

Outcome

Begin systemwide bus stop accessibility survey to ensure Metrobus stops meet ADA accessibility requirements. Survey will include plans and prioritization for proposed improvements at deficient facilities. This project improves customer satisfaction.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.1	
FY2021	0.5	
FY2022	0.0	
FY2023	3.5	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	3.9	
Total Cost	**4.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔			✔							
Development and Evaluation	✔	✔		✔							
EXECUTION											
Project Development		✔		✔				✔			
Implementation				✔				✔	✔	✔	

(CIP0324) Capital Program Financial Support

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Provide financial support services for the capital program management of capital funds and grants.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Provide services that manage the funding of the capital program including management of grants, maintenance of financial systems, and alignment of capital cost to appropriate funding. This project improves Metro's financial responsibility and compliance efforts.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	3.1	
FY2021	3.1	
FY2022	3.1	
FY2023	3.1	
FY2024	3.1	
FY2025	3.1	
FY2026	3.1	
FY2021-2026 Total	18.6	
Total Cost	**21.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	3.1
Total Project Cost	**3.1**

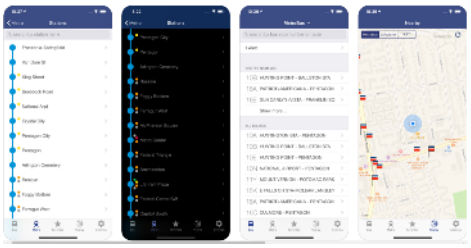
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0326) Real-Time Bus and Rail Data Feed Development

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Passenger Facilities/Systems

Description

Develop General Transit Feed Specifications (GTFS) real-time data feeds for bus and rail service.



Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Systemwide

Outcome

This project will begin working towards delivering a real-time bus on-time performance and travel speed management dashboard and provide communications with a tool to communicate real time service times. This project supports customer statisfaction metrics.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	1.1	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	1.1	
Total Cost	**1.1**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.1
Total Project Cost	**1.1**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation		✔									
EXECUTION											
Project Development		✔									
Implementation											

(CIP0330) New Data Center IT Infrastructure and Equipment

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

As part of Metro's office consolidation initiative, a new data center will be constructed to replace the existing data center at the Jackson Graham building that is being vacated.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, the design and construction planning for the new data center will begins along with the purchase of servers, racks, and networking equipment. This project supports Metro's state of good repair goals.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.2
FY2020	6.6	
FY2021	36.1	
FY2022	69.5	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	105.6	
Total Cost	**112.4**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	36.1
Total Project Cost	**36.1**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔								

(CIP0331) Enterprise Resource Planning (ERP) Replacement

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

Metro's current Enterprise Resource Planning (ERP) system is being retired and will not be supported beyond FY2028. It is necessary to identify and implement a replacement for the current ERP to maintain business operations.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

In FY 2021, the current ERP will receive upgrades and support needed to maintain operations. In addition, Metro will begin the needs assessment and planning required to select a ERP replacement. This project supports Metro's financial responsibility objectives.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	3.0	
FY2021	6.6	
FY2022	12.9	
FY2023	18.6	
FY2024	16.0	
FY2025	24.0	
FY2026	28.5	
FY2021-2026 Total	106.6	
Total Cost	**109.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	6.6
Total Project Cost	**6.6**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔	✔	✔	✔						
EXECUTION											
Project Development	✔		✔	✔	✔	✔	✔	✔			
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0332) Fiber Installation

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

Metro will install fiber optic cable along its Right-of-Way (ROW) to 590 ancillary locations in support of Supervisory Control and Data Acquisition (SCADA) and MetroNET services.

Air Blown Fiber Installation Tool

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

The project will complete the fiber optical cable strategy study in FY2021. Completion of the study will provide the organization the guidance to future develop the fiber solution scope and project schedule. This project supports Metro's financial responsibility objectives.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.2
FY2020	0.9	
FY2021	0.5	
FY2022	4.0	
FY2023	6.7	
FY2024	1.5	
FY2025	4.7	
FY2026	9.0	
FY2021-2026 Total	26.4	
Total Cost	**28.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔	✔								
EXECUTION											
Project Development		✔	✔	✔							
Implementation			✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0335) Headquarters - District of Columbia

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project is for the design and construction of the new Metro administrative office building at L'Enfant Plaza in the District of Columbia. The new building allows for Metro to consolidate operations from 10 locations to 4 locations.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

L'Enfant Plaza

Outcome

In FY2021, Metro will continue construction of the new administrative office building located at L'Enfant Plaza in the District of Columbia. The DC location will have major construction with demolition of facade and interior, adding three floor to existing structure, reinforcement of concrete shear walls, adding structural concrete columns, and renovation of parking garage structure. This project improves Metro's financial responsibility and supports our employer of choice initiative.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	7.2
DEBT	54.8
Total Project Cost	**62.0**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		54.3
FY2020	48.5	
FY2021	62.0	
FY2022	55.0	
FY2023	1.0	
FY2024	1.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	119.0	
Total Cost	**221.8**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔	✔									
EXECUTION											
Project Development	✔	✔	✔	✔							
Implementation	✔	✔	✔	✔	✔						

(CIP0336) Energy Management Upgrades

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project will facilitate upgrades to energy use and management at Metro facilities based on the data gathered from the Energy Management System.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Metro will begin installing water or electric smart meters in Metro facilities to assess energy and water usage. Additionally, the smart meters will be integrated with the Enterprise Energy Monitoring Software (EEMS) to enable analysis and improved energy and water management practices. This project enhances Metro's financial responsibility and sustainability efforts.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.2
Total Project Cost	**0.2**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	1.3	
FY2021	0.2	
FY2022	0.0	
FY2023	0.0	
FY2024	1.3	
FY2025	2.3	
FY2026	2.4	
FY2021-2026 Total	6.2	
Total Cost	**7.5**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔	✔									
EXECUTION											
Project Development					✔						
Implementation	✔				✔	✔	✔	✔			

(CIP0337) Headquarters Construction - Virginia

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

As part of Metro's regional office consolidation plan, a new office building will be constructed near the Eisenhower Avenue Metrorail station and adjacent to the Hoffman Town Center in Alexandria, Virginia. The building will be designed with the goal of achieving LEED Platinum certification and is part of the larger redevelopment of the Eisenhower Avenue corridor.

Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Eisenhower Avenue

Outcome

In FY2021, Metro will continue construction of the new administrative office building located at Eisenhower Avenue in Virginia. The VA location will have base building core and shell construction completed. This project improves Metro's financial responsibility and supports our employer of choice initiative.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	56.5	
FY2021	84.9	
FY2022	152.6	
FY2023	3.3	
FY2024	2.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	242.8	
Total Cost	**299.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	7.0
DEBT	77.9
Total Project Cost	**84.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔								

(CIP0338) Headquarters Construction - Maryland

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

New office in Maryland to consolidate employees near New Carrollton Metrorail station in Prince George's County, Maryland. The station is one of the region's most significant transit hubs and is served by Metro, MARC, multiple local and regional buses, Amtrak, Greyhound, and the future Maryland MTA Purple Line. The building will be designed with the goal of achieving LEED Platinum certification and is part of the continued development of New Carrollton.

Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

New Carrollton

Outcome

In FY2021, Metro will continue construction of the new administrative office building located at New Carrollton in Maryland. The MD location will complete pre-construction activities related to design, environmental assessment, land surveying, and general site work preparation. This program improves Metro's financial responsibility and supports our employer of choice initiative.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	10.8	
FY2021	108.3	
FY2022	115.8	
FY2023	2.0	
FY2024	2.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	228.1	
Total Cost	**238.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	7.0
DEBT	101.3
Total Project Cost	**108.3**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔								

(CIP0339) First Responders Signs Updates

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project provides improved guidance signage for first responders to help them assess their location and direction throughout the system.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will begin the design and installation of updated guideway signs for first responders. This project enhances Metro's safety.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.3	
FY2021	0.5	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	5.5	
Total Cost	**5.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔									
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔		
Implementation			✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0340) Administrative Facility Rehabilitation Project

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project provides for the rehabilitation of administration buildings at various locations.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will evaluate current options for building rehabilitation of the Telegraph Road maintenance and administrative facility and prioritize options regarding use of the facility. Additionally, Metro will plan and schedule required near term improvements after evaluation. This project supports Metro's state of good repair objectives.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	0.5	
FY2022	1.0	
FY2023	2.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	3.5	
Total Cost	**3.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔	✔								
EXECUTION											
Project Development			✔	✔							
Implementation								✔			

(CIP0341) Standpipe Replacement Program

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Station Systems

Description

This program will address the replacement of dry standpipes throughout the system that have reached the end of their useful life or need to be replaced based on asset condition.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

In FY2021, Metro will complete about twenty-nine dry standpipe replacements across various lines and in tunnels. This program improves the safety of the Metrorail system by mitigating fire incidents and helping to improve service as measured by the key performance indicator (KPI).

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	4.7	
FY2021	6.8	
FY2022	7.0	
FY2023	9.5	
FY2024	6.5	
FY2025	7.5	
FY2026	5.5	
FY2021-2026 Total	42.8	
Total Cost	**47.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	6.8
Total Project Cost	**6.8**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0342) IT Hardware Replacement Program

Initiative Type: Program
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

This program is focused on implementation of data center infrastructure technologies which can achieve higher operational efficiencies, increase service availability and reduce risk to the underlying business service networks. The communication networks enable resource and information sharing for business functions such as voice communications, email, internet access, rail and bus operations and monitoring, surveillance systems and administrative business systems.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will upgrade or replace outdated hardware and software assets, perform network maintenance and expansion to support operational needs, and continue ongoing Authority-wide PC Desktop, laptop and tablet replacements. This program supports Metro's state of good repair efforts and employer of choice goals.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	10.4	
FY2021	18.3	
FY2022	14.9	
FY2023	14.9	
FY2024	14.9	
FY2025	11.7	
FY2026	15.1	
FY2021-2026 Total	89.7	
Total Cost	**100.1**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	18.3
Total Project Cost	**18.3**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implementation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

(CIP0343) Operating and Maintenance Applications

Initiative Type: Program
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

This program provides software and security updates, corrections to software codes and maintains a state of good repair for critical systems including: Geographic Information System (GIS), Financial, Human Resources, security and safety, operational application for Rail, Bus, and Metro Access.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

In FY2021, Metro will continue to complete improvements and ensure applications are maintaining a State of Good Repair for all applications Metro utilizes. The program will provide user support, database maintenance, user administration, system patching, and overhaul the organization's website with new platforms and user interfaces. Will continue to develop an enterprise-level service-oriented architecture (SOA) design to integrate various software platforms. This program supports Metro's state of good repair efforts.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	28.1
Total Project Cost	**28.1**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	21.9	
FY2021	28.1	
FY2022	28.9	
FY2023	30.8	
FY2024	29.8	
FY2025	30.2	
FY2026	31.0	
FY2021-2026 Total	178.7	
Total Cost	**200.7**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0344) IT Program Management and Quality Assurance

Initiative Type: Program
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

This program provides audit support, the establishment of improved IT process support model, standardization of change management and support services.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue to support WMATA enterprise applications application in order to deliver IT capital investment that meets business needs efficiently. By developing and providing Quality Assurance support, creating testing environments, audit support, improved IT process support model, and standardization of change management. This project supports Metro's financial responsibility measures.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.9
Total Project Cost	**1.9**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	2.2	
FY2021	1.9	
FY2022	1.6	
FY2023	1.6	
FY2024	1.6	
FY2025	1.6	
FY2026	1.6	
FY2021-2026 Total	9.9	
Total Cost	**12.0**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0347) Accounting Capital Program Support

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

Accounting services for the capital program to facilitate planned capital projects.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue to provide Accounting services to the capital program, including review and control of charges to the capital program. This program enhances Metro's financial responsibility.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.8	
FY2021	0.8	
FY2022	0.8	
FY2023	0.8	
FY2024	0.8	
FY2025	0.8	
FY2026	0.8	
FY2021-2026 Total	4.5	
Total Cost	**5.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.8
Total Project Cost	**0.8**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP0348) Minnesota Avenue Aerial Structure Rehabilitation

Initiative Type: Project
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Structures

Description

This project will retrofit hammerhead pier caps which support aerial guideways on Minnesota Avenue Bridge on the Orange Line. This retrofit construction will add a concrete pier cap box to each of the 60 bridge hammerheads to reinforce structures and extend the useful life of the structures by 75 years.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

DC

Outcome

Metro will begin construction to retrofit the hammerhead pier caps on the Minnesota Avenue Bridge with concrete pier caps to reinforce existing bridge structure. This project helps keep the Metrorail system in a state of good repair.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	1.0	
FY2021	6.0	
FY2022	6.0	
FY2023	4.8	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	16.8	
Total Cost	**17.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	6.0
Total Project Cost	**6.0**

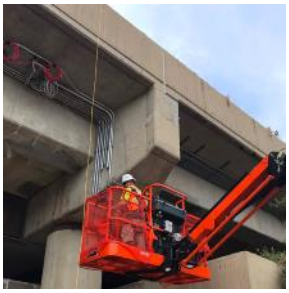
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔									
Implementation		✔	✔	✔				✔	✔	✔	

(CIP0349) Grosvenor-Strathmore Aerial Structure Improvements

Initiative Type: Project
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Structures

Description

Perform pier cap retrofit and grout pad rehabilitation to the Grosvenor-Strathmore Metrorail Station aerial structures. This retrofit construction will extend the useful life of the pier caps by 75 years.



Strategic Objectives Supported

Safety | Cust. Sat. | **Reliability** | Ridership | Op. Impact

Location

MD

Outcome

Metro will begin construction on grout pads and to retrofit 20 hammerhead pier caps on the Grosvenor-Strathmore Aerial Bridge with concrete pier caps to reinforce existing bridge structure. This project helps keep the Metrorail system in a state of good repair.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	6.5	
FY2022	6.5	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	13.0	
Total Cost	**13.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	6.5
Total Project Cost	**6.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔									
Implementation		✔	✔								

(CIP0350) Remote Terminal Unit (RTU) Replacement Project

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

Replace Remote Terminal Units (RTUs) in Train Control Rooms (TCRs), signal communication rooms, and power rooms as they reach the end of their lifecycle with new technology that allows the remote monitoring of equipment.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Begin to gather business requirements, technology selection and create implementation schedule to replace Remote Terminal Units (RTUs). This project will increase system reliability, safety, and operations by improving technician communications.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.3	
FY2021	0.5	
FY2022	1.1	
FY2023	4.5	
FY2024	7.0	
FY2025	8.0	
FY2026	10.0	
FY2021-2026 Total	31.1	
Total Cost	**31.4**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔									
EXECUTION											
Project Development	✔	✔	✔								
Implementation		✔	✔	✔	✔	✔	✔	✔	✔		

(CIP8001) D&E Rail Car Replacement

Initiative Type: Project
Invest. Category: Railcar Investments
Mode: Rail
Invest. Program: Railcar Acquisition

Description

This project will address surveys, studies, engineering, and design tasks related to new Railcar acquisition efforts that may lead to future capital projects or programs.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

No planned deliverables in FY21. Project will resume between FY2022 and FY2026.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.5	
FY2021	0.0	
FY2022	0.0	
FY2023	0.0	
FY2024	0.5	
FY2025	0.3	
FY2026	0.0	
FY2021-2026 Total	0.8	
Total Cost	**1.3**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔					✔					
Development and Evaluation	✔				✔	✔			✔		
EXECUTION											
Project Development	✔				✔				✔		
Implementation											

(CIP8005) D&E Rail Yard Improvements

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Maintenance Facilities

Description

This project will provide surveys, studies, engineering, and designs related to new Rail Yard Improvements which may lead to future capital projects or programs.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Begin the surveys, studies, engineering, and design tasks related to new Rail Yard Improvements.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.7
FY2020	0.8	
FY2021	1.0	
FY2022	0.0	
FY2023	0.5	
FY2024	0.5	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	2.0	
Total Cost	**4.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.0
Total Project Cost	**1.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔		✔	✔						
EXECUTION											
Project Development		✔									
Implementation											

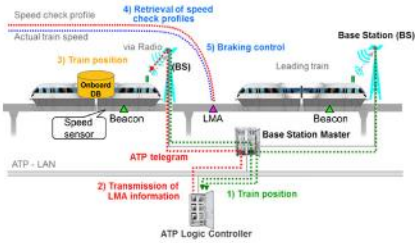
(CIP8009) D&E ATC & Communications Improvements

Initiative Type: Program
Invest. Category: Rail Systems Investments

Mode: Rail
Invest. Program: Signals & Communications

Description

This program provides surveys, studies, engineering, and designs related to new Signals and Communications Program efforts that may lead to future capital projects or programs.



Strategic Objectives Supported

Safety | **Cust. Sat.** | **Reliability** | **Ridership** | **Op. Impact**

Location

Systemwide

Outcome

In FY2021, Metro will continue studies to determine the feasibility of making significant long term investments in a next generation train control system as the current system reaches the end of its useful life.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	1.1	
FY2021	0.5	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	0.5	
Total Cost	**1.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.5
Total Project Cost	**0.5**

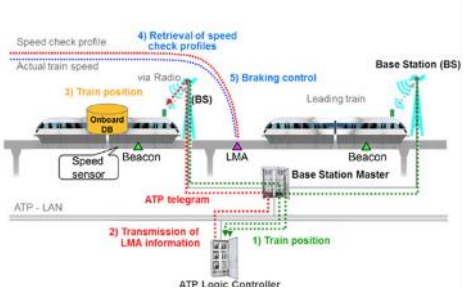
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔									
EXECUTION											
Project Development		✔									
Implementation	✔										

(CIP8010) Automatic Train Control (ATC) Next Generation Implementation

Initiative Type: Program
Invest. Category: Rail Systems Investments
Mode: Rail
Invest. Program: Signals & Communications

Description

Design and install a new automatic train control (ATC) next generation system throughout the Metrorail system; the current system is at the end of its useful life. Metro has used ATC technology since the opening of the rail system and continues to develop and improve the ATC system to ensure a safe and reliable Metrorail service.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

No planned deliverables in FY21. Project will commence between FY2022 and FY2026. Identification of a feasible next generation Automatic Train Control (ATC) system will allow Metrorail to more efficiently run railcars that will improve reliability and may increase ridership.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.0	
FY2021	0.0	
FY2022	0.0	
FY2023	1.5	
FY2024	3.5	
FY2025	8.0	
FY2026	10.0	
FY2021-2026 Total	23.0	
Total Cost	**23.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

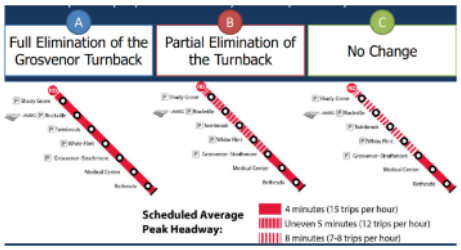
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development				✔	✔	✔					
Implementation						✔	✔	✔	✔	✔	✔

(CIP8011) D&E Fixed Rail Improvements

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Fixed Rail

Description

This project supports the development and evaluation of new initiatives associated with fixed rail improvements.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, design is planned for a 110-foot extension of a pocket track at the Orange and Blue/Silver Line junction near Minnesota Avenue. In addition, an assessment of the recently eliminated turn-backs on the Red and Yellow Lines will conclude and will determine the level of infrastructure investment and terminal/railyard operational adjustments required to support increased service and turnaround frequencies.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	4.5	
FY2021	1.2	
FY2022	2.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	3.2	
Total Cost	**7.7**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.2
Total Project Cost	**1.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔							✔			
Development and Evaluation	✔	✔						✔			
EXECUTION											
Project Development	✔	✔						✔			
Implementation	✔	✔	✔					✔	✔		

(CIP8013) D&E Track Structures Improvements

Initiative Type: Program
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Rail
Invest. Program: Structures

Description

This project will address surveys, studies, engineering, and design tasks related to new Structures Program efforts that may lead to future capital projects or programs.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue engineering and design initiatives to improve the management and prioritization of track infrastructure maintenance activities. These include analysis of alternatives for the Blue, Orange, and Silver Lines to address crowding in trains and stations, as well as the installation of track heater control modules that would reduce unnecessary run time for third rail heaters.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	4.0
Total Project Cost	**4.0**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.9	
FY2021	4.0	
FY2022	5.0	
FY2023	1.0	
FY2024	0.5	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	10.5	
Total Cost	**11.4**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔	✔	✔								
EXECUTION											
Project Development		✔	✔	✔	✔						
Implementation						✔	✔	✔	✔	✔	✔

(CIP8014) Yellow Line Portal Tunnel Remediation

Initiative Type: Project
Invest. Category: Track and Structures Rehabilitation Investments
Mode: Systemwide
Invest. Program: Structures

Description

Project to address water intrusion issues at the Yellow Line Portal. Significant repairs to the steel lining after the L'Enfant Plaza Metrorail station are needed to mitigate water infiltration into the tunnel.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

No planned deliverables in FY21. Project will commence between FY2022 and FY2026. This project will imprce safety and reliability based on Metro-established key performance indicators (KPIs) such as MyTripTime and Rail Infrastructure Reliability.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	0.0	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	20.0	
FY2021-2026 Total	20.0	
Total Cost	**20.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development							✔				
Implementation							✔	✔	✔	✔	✔

(CIP8015) D&E Platform & Structures

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

This project will provide surveys, studies, engineering, and designs related to the new Platform & Structures Program efforts that may lead to future capital projects or programs.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue design and evaluation efforts for a proposed second entrance at Foggy Bottom-GWU, analyze proposed improvements to elevators and escalators in Metro Center to improve passenger flow within the station, analyze passenger circulation improvements at L'Enfant Plaza and McPherson Square. In additional to the listed projects, Metro will continue to evaluate platforms and structures in DC, Maryland, and Virginia to develop a prioritized list of projects.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	2.3
Total Project Cost	**2.3**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		12.8
FY2020	7.1	
FY2021	2.3	
FY2022	1.3	
FY2023	4.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	7.5	
Total Cost	**27.4**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔	✔	✔							
Development and Evaluation	✔	✔	✔	✔							
EXECUTION											
Project Development	✔	✔	✔	✔					✔		
Implementation	✔	✔	✔	✔					✔		

(CIP8017) Vertical Transportation Improvements

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Vertical Transportation

Description

This project will retrofit select Metrorail station elevators with fire alarm detection devices that will allow the elevator to be recalled in the event of an emergency.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

Evaluate elevator recall fire alarm functions in Metrorail stations to ensure fire code adherence. Code compliance enhances the safety of the Metrorail System.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	0.2	
FY2022	0.2	
FY2023	0.2	
FY2024	0.2	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	0.6	
Total Cost	**0.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Dedicated Funding	0.2
Total Project Cost	**0.2**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation		✔									
EXECUTION											
Project Development		✔									
Implementation			✔	✔	✔						

(CIP8019) D&E Station Systems

Initiative Type: Program
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Station Systems

Description

This project identifies improvements needed for Station System designs and evaluates potential solutions.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, designs will continue for systemwide upgrades to Passenger Information Display System (PIDS) and Public Address (PA) System. This program improves service by increasing display visibility, advancing real-time informaiton sharing, and enhancing overall customer experience.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.5	
FY2021	3.0	
FY2022	8.5	
FY2023	10.1	
FY2024	9.3	
FY2025	9.3	
FY2026	9.3	
FY2021-2026 Total	49.5	
Total Cost	**50.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	3.0
Total Project Cost	**3.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification		✔									
Development and Evaluation											
EXECUTION											
Project Development	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Implementation		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP8021) D&E Bus & Paratransit

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus and Paratransit Acquisition

Description

This project will provide surveys, studies, engineering, and designs related to new Bus and Paratransit efforts that may lead to future capital projects or programs.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY21, Metro will develop the requirements necessary to launch a pilot of Battery Electric Bus with operation beginning in FY22. This project supports Metro's sustainability and financial responsibility goals.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.7	
FY2021	1.9	
FY2022	3.8	
FY2023	4.3	
FY2024	0.0	
FY2025	0.8	
FY2026	0.3	
FY2021-2026 Total	10.9	
Total Cost	**11.6**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.9
Total Project Cost	**1.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔	✔								
Development and Evaluation	✔	✔	✔			✔	✔			✔	✔
EXECUTION											
Project Development	✔	✔	✔			✔	✔			✔	✔
Implementation	✔	✔	✔	✔				✔	✔	✔	

(CIP8025) D&E Bus Maintenance Facility

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

This project will provide surveys, studies, engineering, and designs related to new Bus Maintenance Facilities that may lead to future capital projects or programs.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Conceptual design and programming for replacement of the Western bus facility. This project supports Metro's state of good repair goals.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.1
FY2020	0.4	
FY2021	0.8	
FY2022	0.0	
FY2023	0.7	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	1.5	
Total Cost	**2.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.8
Total Project Cost	**0.8**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔		✔							
Development and Evaluation	✔	✔		✔							
EXECUTION											
Project Development	✔	✔		✔							
Implementation											

(CIP8026) Future Bus Maintenance Facility

Initiative Type: Project
Invest. Category: Bus and Paratransit Investments
Mode: Bus
Invest. Program: Bus Maintenance Facilities

Description

This project will begin construction of new Bus Maintenance Facilities that are identified for replacement by the Bus Maintenance Facility D&E program.

v

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

No planned deliverables in FY21. Project expected to commence between FY2022 and FY2026.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.0	
FY2021	0.0	
FY2022	0.0	
FY2023	0.0	
FY2024	0.5	
FY2025	1.2	
FY2026	8.5	
FY2021-2026 Total	10.2	
Total Cost	**10.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Total Project Cost	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development					✔	✔		✔		✔	
Implementation						✔	✔	✔	✔	✔	✔

(CIP8029) D&E IT

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: IT

Description

This project identifies emerging Information Technology needs and develops proposed solutions for evaluation to become potential future capital projects.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY21 Metro will develop proposed solutions to support regulatory and reporting requirements of Metro's Occupational Health and Wellness (OHAW) department, deliver train arrival prediction timelines to Passenger Information Display Signs (PIDS), and evaluate technology options for Metro Transit Police needs. This program supports Metro's financial responsibilty objectives.

nticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	2.8
Total Project Cost	**2.8**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		6.0
FY2020	5.6	
FY2021	2.8	
FY2022	5.2	
FY2023	9.0	
FY2024	3.7	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	20.6	
Total Cost	**32.2**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔							✔	✔		
Development and Evaluation	✔	✔						✔	✔	✔	
EXECUTION											
Project Development	✔	✔	✔					✔	✔	✔	✔
Implementation	✔		✔	✔	✔			✔	✔	✔	✔

(CIP8031) D&E MTPD

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: MTPD

Description

This project supports the development and evaluation of new potential MTPD initiatives.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue studies on the development of a Law Enforcement Mobile Application, as well as a potential future consolidated training facility to include canine, emergency management, tunnel and first responder training. This project helps maintain Metro's security.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.1
FY2020	1.0	
FY2021	0.7	
FY2022	0.3	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	1.0	
Total Cost	**2.1**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.7
Total Project Cost	**0.7**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔		✔					✔			
Development and Evaluation	✔		✔					✔	✔		
EXECUTION											
Project Development		✔	✔					✔	✔		
Implementation		✔							✔	✔	

(CIP8032) Future MTPD Major Projects

Initiative Type: Project
Invest. Category: Business Support Investments
Mode: Systemwide
Invest. Program: MTPD

Description

This project represents any large scale future MTPD projects that have yet to be fully defined, but are known needs.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro Transit Police Department will continue the Threat and Vulnerability Assessment (TVA) remediation to develop and evaluate security improvements for rail stations and tracks, bridges, tunnels, railyard and bus maintenance facilities. Examples of improvements include installing fencing, railyard security gates, employee and pedestrian turnstiles, intrusion sensors and cameras, vegetation control, and other various security enhancements identified by the TVA. This project helps maintain Metro's security.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	1.7
Total Project Cost	**1.7**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.6	
FY2021	1.7	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	6.7	
Total Cost	**7.3**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation	✔										
EXECUTION											
Project Development	✔										
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CIP8033) D&E Support Equipment/Services

Initiative Type: Project
Invest. Category: Business Support Investments

Mode: Systemwide
Invest. Program: Support Equipment/Services

Description

This project is for the purchase of equipment, services, and systems that provide support to Metro's operation.

Strategic Objectives Supported

Safety **Cust. Sat.** **Reliability** **Ridership** **Op. Impact**

Location

Systemwide

Outcome

Metro will provide engineering services to survey replacement of non-revenue facility rooftop HVAC units beyond useful life. Additionally, will assess use of digital technology to create more efficient ways to utilize the corporate website, improve mobile access, expand wifi marketing, develop touch screen wayfinding, improve voice commanded devices, and enhance self-service communications to improve business operations and customer experience. The D&E program enhances Metro's financial responsibility.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.3
Total Project Cost	**0.3**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		1.9
FY2020	0.3	
FY2021	0.3	
FY2022	0.5	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	0.8	
Total Cost	**3.0**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔	✔						✔			
Development and Evaluation	✔							✔			
EXECUTION											
Project Development	✔	✔						✔			
Implementation		✔	✔								

(CRB0005) Project Development Program - DC

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Bus
Invest. Program: Support Equipment/Services

Description

This program is supported by the District of Columbia to facilitate the planning and designing of transit oriented development and other projects that are of priority interest to the District of Columbia.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Washington, DC

Outcome

Metro will continue planning for Transit Oriented Development at Brookland and Fort Totten. Development and evaluation of station improvements will continue at Navy Yard-Ballpark. As well as, planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by the District of Columbia.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.8	
FY2021	1.0	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	6.0	
Total Cost	**6.8**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Other Local	1.0
Total Project Cost	**1.0**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

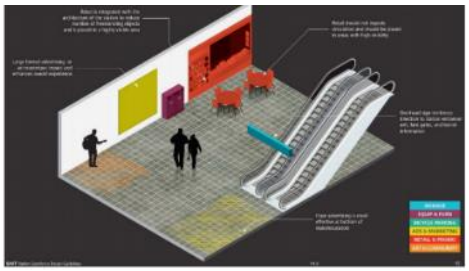
(CRB0009) Project Development Program - MD

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Rail
Invest. Program: Support Equipment/Services

Description

This program is supported by the State of Maryland to facilitate the planning and designing of transit oriented development and other projects that are of priority interest to the State of Maryland.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Maryland

Outcome

Metro will continue planning for Transit Oriented Development at West Hyattsville, Morgan Boulevard, and Addison Road. Development and evaluation of station improvements will continue at Rockville. As well as, planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Maryland.

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	0.9	
FY2021	1.0	
FY2022	1.0	
FY2023	1.0	
FY2024	1.0	
FY2025	1.0	
FY2026	1.0	
FY2021-2026 Total	6.0	
Total Cost	**6.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Other Local	1.0
Total Project Cost	**1.0**

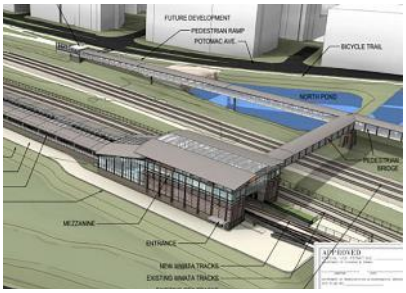
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CRB0013) New Potomac Yard Metrorail Station

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Design and construction of a new Metrorail Station between the Ronald Reagan Washington National Airport and Braddock Road Stations along the existing Blue and Yellow Lines.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Alexandria

Outcome

In FY2021, Metro plans to begin the construction of buildings that will house train control, power and communication systems; install information technology equipment; and complete the track double cross-over and track cut-over installations between National Airport and Braddock Road stations. A new Metrorail station will help to accommodate the growing transportation demand in the Route 1 corridor, serve as an economic anchor for the Potomac Yards corridor, and will provide benefits for Alexandria and the surrounding community.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Potomac Yard (Alexandria)	59.1
Total Project Cost	**59.1**

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		43.1
FY2020	27.5	
FY2021	59.1	
FY2022	113.9	
FY2023	58.9	
FY2024	38.6	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	270.4	
Total Cost	**341.1**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔	✔						

(CRB0018) Project Development Program - VA

Initiative Type: Program
Invest. Category: Business Support Investments

Mode: Rail
Invest. Program: Support Equipment/Services

Description

This program is supported by the Commonwealth of Virginia to facilitate the planning and designing of transit oriented development and other projects that are of priority interest to the state of Virginia.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Virginia

Outcome

Metro will continue planning for Transit Oriented Development at West Falls Church, East Falls Church Transit Facilities, and Eisenhower Avenue Public Space Improvements. Metro will coordinate and begin planning the Huntington Bus Rapid Transit initiative, as well as, planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Virginia.

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
System Perform	0.6
Other Local	1.0
Total Project Cost	**1.6**

Cost ($M)

Fiscal Year	Budget	Actual
FY2020	1.8	
FY2021	1.6	
FY2022	1.1	
FY2023	1.1	
FY2024	1.1	
FY2025	1.1	
FY2026	1.0	
FY2021-2026 Total	6.8	
Total Cost	**8.5**	

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification	✔										
Development and Evaluation	✔										
EXECUTION											
Project Development	✔	✔									
Implementation	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔

(CRB0019_19) Silver Line Phase 1 Railcars

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Acquisition

Description

This project supports the procurement of the base option of 64 railcars for phase 1 construction of the Silver Line.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

Final acceptance of Operation and Maintenance Manuals and Spare Parts Catalogs, portable and bench testing equipment, and delivery of as-built drawings are planned for FY2021.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	10.4	
FY2021	7.8	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	7.8	
Total Cost	**18.2**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
MWAA	7.8
Total Project Cost	**7.8**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔									

(CRB0020) Silver Line Phase 2

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

This project supports Phase II construction, integration, and infrastructure improvements for the Silver Line expansion.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

All new Phase II stations in Virginia - 3 in Fairfax County and 3 in Loudoun County

Outcome

Metro will complete signage and graphics installation at six new stations, and are expected to begin revenue service in FY2021. Customers will have a direct Metrorail connection to Dulles International Airport as well as key economic and population centers in Fairfax and Loudoun Counties, Virginia.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		49.2
FY2020	30.1	
FY2021	15.9	
FY2022	17.7	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	33.6	
Total Cost	**113.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
MWAA	15.9
Total Project Cost	**15.9**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔								

(CRB0020_01) Silver Line Phase 2 Railcars

Initiative Type: Project
Invest. Category: Railcar Investments

Mode: Rail
Invest. Program: Railcar Acquisition

Description

This project supports procurement of 64 railcars for phase 2 construction of the Silver Line.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Systemwide

Outcome

In FY2021, Metro will continue reliability testing for 64 railcars associated with software and engineering modifications to improve overall reliability.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		133.6
FY2020	12.5	
FY2021	2.9	
FY2022	0.0	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	2.9	
Total Cost	**149.0**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
MWAA	2.9
Total Project Cost	**2.9**

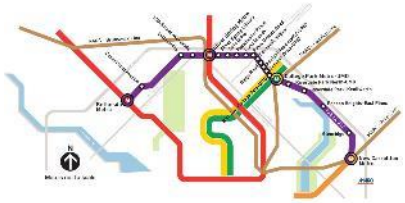
Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔								

(CRB0127) Purple Line

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

The Purple Line is a planned 16-mile light rail transit line extending from Bethesda to New Carrollton. The Maryland Transit Administration (MTA), is managing the development of the line, which will connect to four Metrorail station locations - Bethesda, Silver Spring, College Park, and New Carrollton. This project includes design and engineering support to plan for and manage the impacts of the Purple Line on Metro facilities.



Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Bethesda, Silver Spring, College Park, and New Carrollton.

Outcome

In FY2021, Metro will continue design on the Bethesda South Mezzanine, which is to start in late FY2020, with construction to begin in early FY2022. Metro will also continue engineering support efforts at the three other Metrorail Stations connecting to the Purple Line. This project supports future multi-modal connections that will increase transit access in the region.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		4.4
FY2020	4.2	
FY2021	0.1	
FY2022	0.2	
FY2023	0.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	0.3	
Total Cost	**8.9**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Other Local	0.1
Total Project Cost	**0.1**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development											
Implementation	✔	✔	✔	✔							

(CRB0133) Union Station Entrance Improvements

Initiative Type: Project
Invest. Category: Station and Passenger Facilities Investments
Mode: Rail
Invest. Program: Platforms & Structures

Description

Provide congestion relief to the First St NE entrance at Union Station. The project will increase customer safety and improve customer circulation by providing additional space in the mezzanine, adding stairs and faregates, and relocating fare card vendors.

Strategic Objectives Supported

Safety | Cust. Sat. | Reliability | Ridership | Op. Impact

Location

Union Station

Outcome

In FY2021, Metro will begin to implement the designed improvements of the Union Station Metrorail station First Street NE entrance, the expansion will include additional stairs in the north mezzanine, additional fare gates and the relocation of existing fare vending machines. This project will enhance customer satisfaction by improving station access.

Cost ($M)

Fiscal Year	Budget	Actual
LTD Expenses		0.0
FY2020	0.6	
FY2021	1.7	
FY2022	1.2	
FY2023	3.0	
FY2024	0.0	
FY2025	0.0	
FY2026	0.0	
FY2021-2026 Total	5.9	
Total Cost	**6.5**	

Anticipated Funding Sources

Funding Source(s) for FY2021	Amount ($M)
Other Local	1.7
Total Project Cost	**1.7**

Fiscal Year	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
PLANNING											
Needs Identification											
Development and Evaluation											
EXECUTION											
Project Development	✔	✔									
Implementation		✔	✔	✔							

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Appendix E - Sustainability, Energy and Resiliency

A sustainable transit system is designed, constructed, and operated in a way that fosters environmental stewardship, economic prosperity, and social wellbeing across the region. Sustainability is at the core of both the service Metro provides and how Metro provides it.

Sustainability is a fundamental business approach that makes Metro operations more resilient and fiscally responsible while also seeking to reduce environmental impacts.

Metro is a keystone of a prosperous region and we are excited to work with partners to create a more sustainable future.

Sustainable Transportation

People choose Metro not only because it is affordable, fast, easy and pleasant, but also because it is a sustainable way to travel. Metro is the easiest choice each of us can make to support regional sustainability – choosing to ride the bus and train instead of driving reduces CO2 emissions and supports compact development and healthy livable communities.

Transit agencies are largely funded by transit users and local jurisdictions. Sustainability is one of the fundamental functions of Metro and a value that sets it apart from other transportation options.

Metro is a major contributor to the region's efforts to meet its climate action goals. By providing nearly one million passenger trips each weekday, Metro not only keeps cars off the road but avoids emissions of approximately 1,110 metric tons of CO2 each day—equal to about 40 million gallons of gasoline annually.

Investing in the Region

Metro enhances the region's prosperity by investing in people, businesses, and neighborhoods.

Metro helps the region's residents lead happy, healthy, and productive lives. Metro provides approximately one million trips by bus and rail each day, connecting residents to employment, entertainment, school, recreation, and health and human services. Metro supports active lifestyles, cleaner air, compact mixed-use development, and environmental stewardship.

Metro is a powerful economic engine that drives the region's economy and helps create activity centers while ensuring residents and visitors can access all that the region has to offer. Metro is one of the largest green employers in the region and spurs business development by contracting with local businesses across all sectors.

Metro pursues sustainable business practices not just because it is the right thing to do but because these practices generate long-term cost savings that give the region the best return on its investment. These investments increase safety and improve the customer experience while supporting regional sustainability, mobility, and livability goals.

In 2014, Metro established a target to reduce energy consumption by 15 percent per vehicle mile by 2025. By FY2019, Metro was already 5.5 percent more efficient per vehicle mile compared to 2014. Metro's Energy Action Plan further increases Metro's investment in energy efficiency and commitment as a responsible steward of the region's dedicated funding.

Sustainability Targets

Metro's Sustainability Initiative, launched in 2014, set three regional and seven internal targets to achieve by 2025. The initiative was started to provide measurable and manageable progress toward aggressive but achievable targets.

In 2014, Metro created the Sustainability Lab and Sustainability Awards to promote and recognize cost effective innovation and best practice adoption across the Authority.

In 2020, Metro began the process of updating its sustainability targets to expand beyond traditional environmental targets and include targets related to prosperity, livability, and accessibility.

Innovation

Since its inception, the Sustainability Lab has sponsored several business case analyses, test and evaluation periods, and project refinements. These investments have resulted in agency-wide adoption of new practices

and technology that were identified by staff open to innovation and supportive of change.

Metro promotes cost effective innovation and best practice adoption through:

- Researching and bringing in best practices to match areas of opportunity (capital and operational);
- Recognizing, supporting and rewarding existing efforts and staff innovation;
- Communicating the importance of and progress made toward sustainability targets;
- Integrating and highlighting the importance of data driven lifecycle cost analysis and sustainability best practices;
- Developing staff capacity to maximize benefits, and
- Utilizing innovative financing, rebates, and leveraging external partnerships.

Energy Management

Every day, Metro reduces the carbon footprint of the National Capital Region by providing public transit to approximately one million riders. To provide this public good, Metro consumes a significant amount of energy.

Energy costs, approximately $109 million in FY2019, are one of Metro's largest non-personnel operating expenses. Managing these costs is paramount to controlling overall operating expenses, reducing exposure to budget risk, and continuing to provide efficient public transit for the region. Without actively managing its energy use and investing in energy saving technologies, Metro's energy costs are projected to grow to $136 million annually by 2025.

In 2017, Metro conducted an Authority-wide energy audit to forecast energy use and costs and identify opportunities for investments and best practices to support a significant reduction in energy use by 2025.

At current usage rages, energy costs are expected to increase by 34 percent between 2017 and 2025. This increase is primarily due to a projected increase in energy consumption (e.g. the extension of the Silver Line Phase 2 to Dulles International Airport and Loudoun County) and increasing utility costs and commodity prices.

In FY2019, Metro released its first Energy Action Plan. The Plan transforms the way Metro does business to ensure a greener, safer, more reliable ride. The Plan is helping Metro reach environmental goals through reduced energy consumption and is generating long-term cost savings to ensure responsible stewardship of the region's dedicated funding.

This Plan has three main pillars:

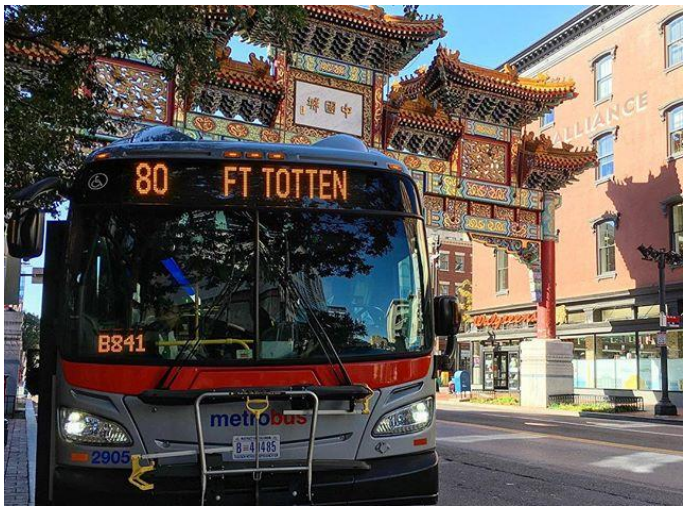
1. Implementation of energy audit identified capital investments;
2. Modernize design, construction, and operations; and
3. Engage dynamically in the energy market.

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

Targeted investments made between now and 2025 are projected to realize an additional $16 million in annual energy cost savings by 2025. This represents a return on investment in less than five years, on average, from energy savings alone.

When fully implemented by 2025, the Energy Action Plan is expected to reduce energy use by 750,000 MMBTUs annually and avoid emissions of approximately 160,000 metric tons of CO2 annually – the equivalent of taking an additional 35,000 cars of the road each year.

In addition to the steps outlined in the Plan, Metro commits to educating and engaging employees to promote innovation and continuous improvement.



Resiliency

Public transit is critical infrastructure that enables mobility and livability across the region. Severe weather is already impacting the region's public transit and puts vulnerable populations, businesses, and city services at risk. A more resilient Metro system helps the region meet sustainability goals and protect against flooding, heat waves, and other impacts of severe weather.

Metro has historically addressed resiliency on a project level (including raising and securing vent shafts, sealing tunnels, and upgrading drainage pumping stations).

In FY2021, Metro will initiate the incorporation of resiliency into strategic planning efforts. Metro looks forward to working closely with jurisdictions to mitigate risks to and enhance resiliency of Metro's assets over the coming years.

FY2020 Major Accomplishments

- Produced first annual update to the Energy Action Plan. As of FY2019, Metro is 21 percent of the way towards achieving the 2025 energy savings target.
- Successfully engaged in the energy market to support renewable energy and reduce operating costs:
  - Crafted innovative design, build, and maintain contract to secure third party that will provide estimated 12 MW of solar power at the Anacostia parking garage and Cheverly, Naylor, and Southern surface parking lots. Project is estimated to capture enough energy to power over 1,500 single family homes each year.
  - Partnered with GSA to award a cost competitive three-year natural gas contract, which will save $750 million annually.
- Successfully implemented and trained staff on a new Enterprise Energy Management System (EEMS) that promotes operational energy management by allowing data analytics, accountability and internal transparency.
- Released Zero-Emission Bus Update to lay out the opportunities for the region. Reviewed Metro actions to date and identified market, infrastructure and policy prerequisites for success.
- Initiated procurement for renewable natural gas (RNG) for compressed natural gas (CNG) busses which could shift 30 percent of Metro's bus fleet to low carbon fuel.
- Incorporated "electric bus ready" features into the design of two bus garages and two end-of-line bus turnarounds.
- Funded contracts to rebuild Bladensburg and Northern bus garages to LEED standards, bringing the total number of bus garages designed to LEED standards to five.
- Planted 365 trees through a in funding and maintenance partnership with the Anacostia Watershed Society and American University at four Metrorail stations in Maryland and the District of Columbia.
- To date, Metro has made substantial progress across our asset portfolio to reduce maintenance requirements while improving lighting quality and safety for employees and customers:
  - Passenger Stations—upgraded to LED lighting in 48 underground stations, within two years of launching the program. LED lighting reduces energy use by approx. 60 percent—each station saves enough electricity to power 40 homes each year.
  - Parking lots/bus loops—partnered with DC Sustainable Energy Utility, to initiate upgrade of lighting to LED in FY21 at select bus loops and surface parking lots in Washington, D.C.
  - Tunnels— achieved substantial progress in upgrading tunnel lighting across the rail system to improve safety and visibility while reducing energy use and maintenance requirements.
  - Facilities—launched Phase 2 of facility LED lighting upgrades. Estimated energy savings exceeded the original goal by 33 percent, yielded $400,000 claimed in utility rebates, and avoided over $600,000 in annual energy costs.

FY2021 Major Activities

- Continue implementation of Metro's first Energy Action Plan.
- Integrate wayside braking energy recovery technology into traction power project in order to capture brake heat as a renewable energy source
- Integrate sustainability into capital program to improve fiscal responsibility and environmental quality of the capital contracting and planning process
- Launch agency-wide strategic resiliency planning efforts
- Expand Sustainability reporting and targets to communicate Metro's value to the region
- Initiate fleet plan revision to incorporate emerging zero-emission bus technologies
- Issue request-for-proposals for test and evaluation of up to 14 electric buses and chargers at up to three locations.
- Engage on policy and rate structures in coordination with utilities
- Continue energy market engagement including opportunities for renewable energy

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Appendix F - 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 that are similar 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.

Also, this Appendix provides an explanation for 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 makes up approximately 90 percent of such revenues.

Fiscal Year

- The fiscal year-end for financial reporting purposes is June 30th of each year. The Board approves the budget for each fiscal year by June 30th 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 are 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, finalized complete 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 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 and 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 dollar 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 matched to the average economic 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.
- Further guidelines beyond the Compact are included in the Board adopted debt management policy that provides additional guidance for the use of debt for financing the Authority's infrastructure and capital projects (Resolution No. 2020-04). The principles outlined in the policy are to (a) identify transactions that utilize debt in the most efficient manner, (b) make timely debt service payments, and (c) achieve the lowest possible cost of capital and maintain high credit ratings and access to the capital markets.

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, and
  - 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 boarding's 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 cost 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 Gross Revenue 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 is determined in accordance with the Capital Funding Agreement (CFA). For new debt issuance shown in the CIP, allocated debt service is shown for all jurisdictions; however, jurisdictions are given the opportunity to "opt out" of new debt by providing their total principal contribution upfront rather than participate in the new debt issuance. Gross Revenue debt service for a given debt issue is not allocated to a jurisdiction that has opted out of the given debt issue.

Dedicated Revenue Bonds debt service is paid by WMATA from the available dedicated revenue proceeds.

FY2021 Operating Subsidy

An alternate formula was approved by the Board of Directors in FY2020 to comply with Dedicated Funding legislation reflecting a base subsidy component and a legislatively excluded subsidy component. This alternate formula will continue to be applied in FY2021.

A mandated growth cap of three percent was applied to WMATA's base subsidy, as well as to total individual 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, 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.

Costs associated with Silver Line Phase 2 are included in FY2021's subsidy allocation. Loudoun County is included with one quarter of the calculated base subsidy calculation and the full annual amount of legislative exclusions and Silver Line Phase II costs which includes 9 months of start-up and 3 months of operating. All costs removed from Loudoun County's base subsidy was redistributed amongst the other Virginia jurisdictions.

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Appendix G - 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. The full faith and credit of Metro is 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 maintain certain insurance or self-insurance covering the assets and operations of the transit system at all times.

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. These bonds were retired in July 1, 2019 and replaced with the Series 2017A refunding bonds.

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 were refunded and retired on July 1, 2019.

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 fully opted out of the bond issuance and two jurisdictions partially opted 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.

New Dedicated Revenue Bonds

2020A Bonds

On June 11, 2020 Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of $545.0 million, is the inaugural issue under the dedicated revenue credit. Net bond proceeds with premium totaled $635.3 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2045. $55.4 million was placed in a capitalized interest fund to service interest on the debt through July 2022. Principal payments are deferred until July 2023. The annual debt service payment on the bonds is $39.1 million. Debt service is paid from dedicated capital revenue proceeds.

Lines of Credit

Metro has access to $350 million in short-term lines of credit. The lines of credit support Metro's capital program and are available to manage cash flow needs. The lines of credit renewed in May 2020 and have a one-year maturity.

Gross Revenue Transit Bonds
FY2021 Jurisdiction Funding

		Principal	Interest	Total Due
Debt Service Payments Funded by FY2021 Jurisdictional Contributions				
Series 2017A-1	- Due Bondholders 1/1/21	-	$ 3,483,750	$ 3,483,750
Series 2017A-1	- Due Bondholders 7/1/21	$ 9,615,000	3,483,750	13,098,750
Series 2017A-2	- Due Bondholders 1/1/21	-	1,221,375	1,221,375
Series 2017A-2	- Due Bondholders 7/1/21	-	1,221,375	1,221,375
Series 2017B	- Due Bondholders 1/1/21	-	11,849,875	11,849,875
Series 2017B	- Due Bondholders 7/1/21	12,125,000	11,849,875	23,974,875
Series 2018	- Due Bondholders 1/1/21	-	5,865,500	5,865,500
Series 2018	- Due Bondholders 7/1/21	5,575,000	5,865,500	11,440,500
Grand Total		**$ 27,315,000**	**$ 44,841,000**	**$ 72,156,000**

Gross Revenue Transit Bonds - Detail

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required
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	**$ 563,311,000**	**$ 896,820,000**	**$ 1,460,131,000**	**$ 1,460,131,000**

Dedicated Revenue Bonds - Detail

Date	Principal	Interest	Total Principal & Interest	Total Fiscal Year Principal & Interest	Less Capitalized Interest	Net Debt Service
1/15/2021	-	$15,721,153	$15,721,153	$15,721,153	$15,721,153	-
7/15/2021	-	13,223,400	13,223,400	-	13,223,400	-
1/15/2022	-	13,223,400	13,223,400	26,446,800	13,223,400	-
7/15/2022	-	13,223,400	13,223,400	-	13,223,400	-
1/15/2023	-	13,223,400	13,223,400	26,446,800		13,223,400
7/15/2023	13,025,000	13,223,400	26,248,400	-		26,248,400
1/15/2024	-	12,897,775	12,897,775	39,146,175		12,897,775
7/15/2024	13,690,000	12,572,150	26,587,775	-		26,587,775
1/15/2025	-	12,555,525	12,555,525	39,143,300		12,555,525
7/15/2025	14,390,000	12,555,525	26,945,525	-		26,945,525
1/15/2026	-	12,195,775	12,195,775	39,141,300		12,195,775
7/15/2026	15,130,000	12,195,775	27,325,775	-		27,325,775
1/15/2027	-	11,817,525	11,817,525	39,143,300		11,817,525
7/15/2027	15,905,000	11,817,525	27,722,525	-		27,722,525
1/15/2028	-	11,419,900	11,419,900	39,142,425		11,419,900
7/15/2028	16,720,000	11,419,900	28,139,900	-		28,139,900
1/15/2029	-	11,001,900	11,001,900	39,141,800		11,001,900
7/15/2029	17,580,000	11,001,900	28,581,900	-		28,581,900
1/15/2030	-	10,562,400	10,562,400	39,144,300		10,562,400
7/15/2030	18,480,000	10,562,400	29,042,400	-		29,042,400
1/15/2031	-	10,100,400	10,100,400	39,142,800		10,100,400
7/15/2031	19,430,000	10,100,400	29,530,400	-		29,530,400
1/15/2032	-	9,614,650	9,614,650	39,145,050		9,614,650
7/15/2032	20,425,000	9,614,650	30,039,650	-		30,039,650
1/15/2033	-	9,104,025	9,104,025	39,143,675		9,104,025
7/15/2033	21,470,000	9,104,025	30,574,025	-		30,574,025
1/15/2034	-	8,567,275	8,567,275	39,141,300		8,567,275
7/15/2034	22,575,000	8,567,275	31,142,275	-		31,142,275
1/15/2035	-	8,002,900	8,002,900	39,145,175		8,002,900
7/15/2035	23,730,000	8,002,900	31,732,900	-		31,732,900
1/15/2036	-	7,409,650	7,409,650	39,142,550		7,409,650
7/15/2036	24,950,000	7,409,650	32,359,650	-		32,359,650
1/15/2037	-	6,785,900	6,785,900	39,145,550		6,785,900
7/15/2037	26,230,000	6,785,900	33,015,900	-		33,015,900
1/15/2038	-	6,130,150	6,130,150	39,146,050		6,130,150
7/15/2038	27,575,000	6,130,150	33,705,150	-		33,705,150
1/15/2039	-	5,440,775	5,440,775	39,145,925		5,440,775
7/15/2039	28,985,000	5,440,775	34,425,775	-		34,425,775
1/15/2040	-	4,716,150	4,716,150	39,141,925		4,716,150
7/15/2040	30,320,000	4,716,150	35,036,150	-		35,036,150
1/15/2041	-	4,109,750	4,109,750	39,145,900		4,109,750
7/15/2041	31,670,000	4,109,750	35,779,750	-		35,779,750
1/15/2042	-	3,363,400	3,363,400	39,143,150		3,363,400
7/15/2042	33,200,000	3,363,400	36,563,400	-		36,563,400
1/15/2043	-	2,581,000	2,581,000	39,144,400		2,581,000
7/15/2043	34,800,000	2,581,000	37,381,000	-		37,381,000
1/15/2044	-	1,760,875	1,760,875	39,141,875		1,760,875
7/15/2044	36,480,000	1,760,875	38,240,875	-		38,240,875
1/15/2045	-	901,175	901,175	39,142,050		901,175
7/15/2045	38,240,000	901,175	39,141,175	-		39,141,175
1/15/2046	-	-	-	39,141,175		-
Total	**$ 545,000,000**	**$ 423,590,278**	**$ 968,915,903**	**$ 968,915,903**	**$ 55,391,353**	**$ 913,524,550**

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
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	1,774,830	—	111,451	5,613,058	176,178	17,582,250
Total	**$668,576,504**	**$308,630,088**	**$313,359,672**	**$39,302,164**	**$0**	**$2,467,987**	**$124,296,604**	**$3,497,981**	**$1,460,131,000**

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Appendix H - 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.

Regional and non-regional Metrobus routes exclude service adjustments related to Covid-19, and major Metrorail construction projects and assume FY2021 Board approved service level changes effective July 1, 2020.

Metrobus Statistics

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
Statistics:				
Bus Miles (000s)[1]	48,661	48,326	47,639	48,234
Revenue Bus Miles (000s)[1]	37,675	36,958	37,009	36,818
Passengers (000s)	119,681	124,854	128,343	66,284
Bus Fleet Size (Year End)	1,583	1,583	1,583	1,583
Passenger Revenue ($000s)	$138,075	$124,011	$137,936	$27,683
Operating Revenue ($000s)	$156,405	$136,078	$153,150	$38,593
Operating Expenses ($000s)	$658,181	$662,475	$669,982	$673,317
Gross Subsidy (000s)[2]	$501,776	$526,398	$516,832	$634,724
Ratios:				
Cost Per Bus Mile	$13.53	$13.71	$14.06	$13.96
Passengers Per Bus	75.60	78.87	81.08	41.87
Passengers Per Scheduled Bus Mile	2.95	3.38	3.47	1.80
Cost Per Passenger	$5.50	$5.31	$5.22	$10.16
Subsidy Per Passenger	$4.19	$4.22	$4.03	$9.58
Average Passenger Fare[3]	$1.15	$0.99	$1.07	$0.42
Percentage of Cost Recovered from Passenger Revenues	21.0%	18.7%	20.6%	4.1%
Percentage of Cost Recovered from Operating Revenues	23.8%	20.5%	22.9%	5.7%

1. Bus miles and revenue bus miles are scheduled and not actual.

2. FY2021 Gross Subsidy includes $150.2 million in CARES Act funds.

3. Average fare is lower than base fare due to the impact of the transfer discount, senior and student discounts, and passes.

Active Fleet

Manufactured (End of Year)	Maximum Scheduled Fleet	Total Active Fleet
Fiscal 2017	1,281	1,583
Fiscal 2018	1,284	1,583
Fiscal 2019	1,289	1,583
Fiscal 2020	1,278	1,583
Fiscal 2021	1,278	1,583

Age of Fleet

Manufacturer	Fiscal Year Entered Service	Number of Buses	Average Age
Hybrid Electric	2006	50	14
Clean Diesel	2006	116	14
New Flyer - Compressed Natural Gas (CNG)	2007	12	13
North American Bus Industries (NABI)	2008	22	12
New Flyer - Hybrid	2008	102	12
New Flyer - Hybrid	2009	98	11
New Flyer - Hybrid	2010	147	10
New Flyer - Xcelsior	2011	100	9
New Flyer - Xcelsior	2012	67	8
Orion VII - Hybrid	2012	25	8
Orion VII - Clean Diesel	2012	27	8
New Flyer - Xcelsior	2013	105	7
NAIB - Bus Rapid Transit (BRT)	2014	105	6
New Flyer Xcelsior Hybrid	2015	21	5
New Flyer Xcelsior Hybrid	2015	56	5
New Flyer Xcelsior CNG	2015	164	5
New Flyer Xcelsior Hybrid	2016	54	4
New Flyer Xcelsior CNG	2018	100	2
New Flyer Xcelsior Hybrid	2018	12	2
New Flyer Xcelsior CNG	2019	75	1
New Flyer Xcelsior Diesel	2019	25	1
New Flyer Xcelsior CNG	2020	75	-
New Flyer Xcelsior Diesel	2020	25	-
Total		**1,583**	**7.3**

Bus Fleet Size by Garage

Garage	FY2021 Maximum Scheduled Fleet[1]	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%
Total	**1,278**	**1,583**	**23.9%**

1. Maximum scheduled fleet includes 400 strategic buses, which are placed in multiple locations to provide relief in case of unforeseen events.

Comparison of Bus Miles

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
Total Scheduled	**47,360,806**	**47,026,674**	**46,393,535**	**46,966,443**
Bus Bridges	592,801	592,801	570,887	583,843
Special Service	98,800	98,800	95,148	97,307
Change-Offs	265,604	265,604	255,786	258,945
Yard Work	446,003	446,003	423,457	428,686
Missed Trips	(103,413)	(103,413)	(99,590)	(100,820)
Total Unscheduled	**1,299,795**	**1,299,795**	**1,245,687**	**1,267,961**
Total	**48,660,601**	**48,326,469**	**47,639,222**	**48,234,404**
Included Estimated Miles of Articulated Bus	1,628,570	1,628,570	1,628,570	1,628,570

Bus Operator Payhours

Category	FY2021 Bus Operator Wages		
	Payhours	Average Hourly Rate	Budget ($000s)
Scheduled[1]	**5,132,284**	**$28.74**	**$147,502**
Non-Scheduled[2] OT/Special Event	250,222	28.74	7,191,384
Standing Extra	47,867	28.74	1,375,704
Utility	63,331	28.74	1,820,122
Training	271,077	16.96	4,597,738
Miscellaneous	182,327	28.74	5,240,078
Guarantees	23,571	28.74	677,425
Funeral Leave	6,090	28.74	175,025
Jury Duty	438	28.74	12,575
Vacation	366,909	28.74	10,544,966
Sick	300,361	28.74	8,632,381
Holiday	236,985	28.74	6,810,950
Subtotal, Non-Scheduled	**1,749,177**		**$47,078**
Total	**6,881,461**		**$194,580**

1. Scheduled includes straight time plus overtime.

2. Non-Scheduled includes overtime and special events.

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 routes 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 FY2021 budget, the average cost per platform hour for all routes is $158.27. For the allocation of the FY2021 operating subsidy, the budgeted cost per platform hour for non-regional routes (which has certain overhead and administrative expenses removed) is $119.32.

Regional and non-regional Metrobus routes assume FY2021 deferred service adjustments to take effect on or about January 1, 2021, in accordance to approved Board Resolution 2020-09 approved on April 2, 2020 and amended on May 28th, 2020.

Metro Regional and Non-Regional Bus Route Summary - Planned Platform Hours

	FY2014 Total Service	FY2015 Total Service	FY2016 Total Service	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service
Regional Routes	**3,360,324**	**3,465,643**	**3,508,023**	**3,486,645**	**3,508,905**	**3,474,302**	**3,540,089**	**3,456,647**
District of Columbia	1,691,338	1,755,539	1,783,989	1,756,066	1,768,469	1,759,288	1,810,279	1,797,960
Maryland	868,570	886,898	893,716	892,750	912,623	908,861	918,490	882,331
Virginia	800,416	823,206	830,318	837,830	827,814	806,153	811,490	776,356
Non-Regional Routes	**872,367**	**890,847**	**888,413**	**887,383**	**869,590**	**858,720**	**882,346**	**873,995**
District of Columbia	380,811	381,898	368,793	368,025	346,502	381,414	409,953	407,331
Maryland	379,565	379,118	387,432	387,121	388,031	357,137	356,771	346,592
Virginia	111,991	129,831	132,187	132,237	135,056	120,168	115,623	120,072
Total	**4,232,691**	**4,356,490**	**4,396,435**	**4,374,028**	**4,378,495**	**4,333,021**	**4,422,435**	**4,330,642**

District of Columbia - Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
11	Benning Rd-H Street Limited	X9	122,895	15,124	150,403	16,608
14	Benning Road-H Street	X2	415,059	60,777	483,326	66,417
18	East Capitol Street-Cardoza	96, 97	488,519	55,112	611,431	64,654
22	Glover Park-Franklin Square	D1	22,634	3,983	46,502	6,631
32	Connecticut Avenue	L1, 2	248,544	36,173	296,678	40,419
35	Crosstown	H2, 3, 4	393,228	49,293	460,667	54,557
37	MacArthur Blvd-Georgetown	D5	27,033	2,916	46,365	4,351
42	Pennsylvania Avenue Limited	39	52,953	6,936	136,687	10,852
43	Fort Totten-Petworth	60,64	276,937	40,019	327,684	43,917
52	14th Street	52, 54	648,398	93,148	794,874	107,819
55	Sibley Hospital-Stadium-Armory	D6	398,451	48,489	513,155	58,348
59	Takoma-Petworth	62, 63	214,680	28,305	284,818	33,855
62	Brookland-Fort Lincoln	H1	24,066	4,202	48,301	6,310
75	Massachusetts Ave	N2, 4, 6	290,065	36,118	355,386	41,422
77	Military Road-Crosstown	E4	293,484	34,496	312,988	36,217
79	Ivy-City Fort Totten	E2	100,365	12,496	107,619	12,954
81	Mount Pleasant	42, 43	301,574	52,903	428,560	64,525
86	North Capitol Street	80	410,337	57,266	466,972	61,621
89	P Street-LeDroit Park	G2	135,361	22,969	184,962	27,798
93	Pennsylvania Avenue	32, 34, 36	562,064	69,454	716,250	83,200
95	Deanwood-Alabama Avenue	W4	484,284	51,366	564,767	56,730
99	Wisconsin Avenue	31, 33	340,522	53,877	393,923	59,146
100	Wisconsin Avenue Limited	37	37,535	5,074	114,767	11,316
101	Rhode Island Avenue	G8	300,375	38,217	363,037	43,081
107	Georgia Avenue MetroExtra	79	355,930	44,333	519,620	52,538
108	16th Street	S2, 4	637,641	76,972	885,010	90,866
109	16th Street Potomac Park	S1	60,410	8,940	175,281	16,714
111	Martin Luther King Jr Highway	A9	60,047	6,823	128,743	10,910
112	16th Street Limited	S9	367,919	42,128	616,005	56,115
113	Friendship Heights-Southeast	30N, 30S	458,269	51,173	624,082	61,220
118	Georgia Avenue-7th Street	70	562,836	80,054	791,021	90,289
119	Convention Center-Southwest Waterfront	74	113,248	17,242	140,751	20,174
130	U Street-Garfield	90, 92	583,054	105,923	755,909	119,591
132	Benning Heights-M Street	V1	44,871	5,501	82,474	7,973
133	Capitol Heights-Minnesota Avenue	V2, 4	439,992	54,806	523,044	60,857
134	Deanwood-Minnesota Ave	U7	114,860	14,358	132,609	15,669
150	Bladensburg Road-Anacostia	B2	467,208	56,254	512,985	59,579
151	Benning Road	X1, 3	47,982	6,360	109,998	11,297
581	Anacostia-Congress Heights	A2, 6, 7,8	644,318	68,588	767,249	77,465
582	Anacostia-Fort Drum	A4, W5	319,249	32,435	337,806	33,957
Total District of Columbia Regional Routes			**11,867,194**	**1,550,604**	**15,312,707**	**1,797,960**

DC Non-Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
15	Garfield-Anacostia Loop	W6, 8	225,734	25,906	261,394	28,544
25	Maryland Ave	X8	59,467	8,177	66,498	8,826
34	Brookland-Fort Lincoln	H6	196,520	19,181	205,509	19,973
44	Benning Heights-Alabama Ave	V7, 8	164,049	23,061	198,995	26,059
45	Hospital Center	D8	271,860	37,125	339,705	43,644
46	Fairfax Village	M6	129,688	13,052	175,092	16,714
49	Fort Lincoln Shuttle	B8, 9	56,176	5,246	60,207	5,694
51	Glover Park-Dupont Circle	D2	141,693	16,561	166,873	18,389
56	Ivy City-Franklin Square	D4	118,509	17,441	142,176	19,249
71	Chevy Chase	E6	56,498	5,790	56,962	5,928
78	Sheriff Road-River Terrace	U4	110,662	10,570	125,616	12,090
82	Shipley Terrace-Fort Drum	W1	103,238	10,752	119,856	12,203
84	Nebraska Ave	M4	103,827	9,867	109,330	10,322
91	Park Road-Brookland	H8, 9	227,433	29,868	255,071	32,446
135	Marshall Heights	U5, 6	221,881	25,333	248,527	27,722
158	United Medical Center-Anacostia	W2 3	334,552	34,718	371,299	37,613
159	14th Street Limited	59	73,500	9,833	113,977	13,146
174	Rhode Island Avenue Limited	G9	63,009	8,793	80,471	10,320
504	Minnesota Ave-Anacostia	A31, 32, 33	1,638	167	5,233	440
517	16th Street-Tenleytown	D31, 32, 33, 34	10,625	1,043	33,193	3,003
539	Fort Dupont Shuttle	S35	1,571	158	4,967	379
540	Rhode Island Ave-Carver Terrace	S41	1,237	124	2,713	287
544	Anacostia-Eckington	P6	310,606	43,841	399,857	48,703
549	Congress Heights-Gerorgetown	D51	2,115	158	2,752	215
550	Mt. Pleasant-Tenleytown	W45, 47	2,377	215	7,675	601
583	Takoma-Fort Totten	K2	29,184	3,715	44,163	4,821
Total District of Columbia Non-Regional Routes			**3,017,649**	**360,695**	**3,598,109**	**407,331**

Maryland Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
9	Annapolis Road	T18	286,234	25,557	317,243	28,714
13	Greenbelt-Twinbrook	C2,4	917,410	83,525	1,146,602	95,727
16	Bethesda-Silver Spring	J1,2	550,319	50,968	710,154	59,381
17	National Harbor-Alexandria	NH2	259,908	18,148	317,341	20,881
28	Chillum Road	F1,2	216,195	17,671	285,178	20,550
29	Clinton	C11,13	43,566	2,774	48,134	3,401
41	Eastover-Addison Road	P12	466,359	41,061	584,065	46,325
47	Forestville	K12	199,415	16,354	226,746	19,258
53	Georgia Ave-Maryland	Y2,7,8	675,976	49,096	837,349	68,447
63	Hillcrest Heights	C12,14	96,688	9,106	110,696	10,522
73	Marlow Heights-Temple Hills	H11,12,13	144,650	13,499	172,011	15,556
74	College Park	83,83X,86	524,727	44,547	693,544	52,756
83	New Hampshire Ave-Maryland Limited	K9	58,005	5,918	113,801	8,848
85	New Hampshire Ave-Maryland	K6	380,753	38,889	518,985	45,058
88	Oxen Hill-Fort Washington	P18,19	222,466	15,601	318,489	20,861
90	Martin Luther King Jr Highway	A12	420,178	31,353	477,645	34,795
97	New Carrollton-Silver Spring	F4	452,067	44,026	531,119	50,199
98	New Carrollton-Fort Totten	F6	202,071	16,010	236,364	19,008
103	College Park-White Flint	C8	367,167	26,609	391,293	28,268
123	Viers Mill Road	Q1,2,4,5,6	661,006	59,933	774,807	66,145
147	Fairland	Z8	292,860	24,860	378,792	28,560
542	Rhode Island Ave-New Carrollton	T14	187,487	15,886	210,876	17,655
580	Bock Road	W14	106,225	8,309	159,052	11,175
584	Oxon Hill-Suitland	D12,13,14	612,990	46,470	674,612	52,903
629	College Park-Bethesda Limited	J4	94,251	9,149	162,615	12,153
790	District Heights-Suitland	V12	192,768	16,172	245,286	19,039
800	Riggs Road	R1,2	275,031	22,720	343,671	26,149
Total Maryland Regional Routes			**8,906,774**	**754,210**	**10,986,471**	**882,331**

Maryland Non-Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
7	National Harbor-Southern Ave	NH1	206,722	15,101	252,507	18,178
10	Ardwick Industrial Park Shuttle	F12	83,798	6,214	94,870	6,800
19	Bowie-Belair	B24	157,386	9,842	177,635	11,308
20	Bowie State University	B21, 22	174,287	6,817	200,088	7,789
26	Pointer Ridge	C28	122,641	5,235	148,021	6,268
30	Colesville-Ashton	Z2	144,837	9,040	180,755	10,655
33	Connecticut Ave-Maryland	L8	225,278	18,076	257,808	19,958
36	Kenilworth Avenue	R12	195,958	14,835	245,630	16,988
38	District Heights-Seat Pleasant	V14	214,947	15,216	285,592	18,776
65	Bowie-New Carrollton	B27	58,429	3,196	62,529	3,588
72	Marlboro Pike	J12	141,608	10,756	160,529	11,741
96	Langley Park-Cheverly	F8	184,989	15,098	256,156	18,091
102	River Road	T2	258,632	16,237	268,750	16,915
104	Laurel-Burtonsville Express	Z7	78,861	5,059	166,652	7,809
105	Sheriff Road-Capitol Heights	F14	238,628	18,831	264,405	20,153
146	Calverton-Westfarm	Z6	275,377	22,840	372,787	27,216
149	Cheverly-Washington Business Park	F13	117,361	8,688	128,378	9,298
152	Central Avenue	C21, 22, 26, 29	377,816	23,570	460,810	27,283
525	Laurel	89, 89M	144,292	9,140	192,583	10,794
526	Laurel Express	87	135,229	7,220	188,043	8,995
527	Greenbelt-New Carrollton	G12, 14	426,961	33,254	483,382	36,885
531	Greencastle-Briggs Chaney Express	Z11	61,292	4,630	115,276	6,886
634	Crofton-New Carrollton	B29	64,346	2,560	80,054	3,104
647	Greenbelt-BWI Thurgood Marshall Airport Express	B30	192,765	7,649	216,585	8,483
802	Queens Chapel Road	R4	108,584	11,309	127,671	12,630
Total Maryland Non-Regional Routes			**4,391,027**	**300,414**	**5,387,496**	**346,592**

Virginia Regional Routes - Platform Hours

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
2	Alexandria-Pentagon	10A,E,N	231,084	30,510	490,126	34,474
3	Landmark-Ballston	25B	239,399	25,540	291,598	28,378
4	Alexandria-Fairfax	29K,N	385,179	29,988	385,179	32,374
5	Leesburg Pike	28A	598,563	55,869	700,946	63,925
8	Annandale	29C,G	144,920	8,756	233,259	13,406
12	Ballston-Farragut Square	38B	224,343	34,422	419,521	43,565
27	Chain Bridge Road	15K	41,714	3,179	79,740	4,271
54	McLean-Crystal City	23A,B,T	510,261	48,566	599,470	53,170
58	Braeburn Drive-Pentagon Express	29W	84,838	3,238	84,838	4,505
69	Annandale Road	3A	111,939	10,270	166,120	12,382
70	Lincolnia-North Fairlington	7A,F,Y	340,477	28,971	499,859	37,120
76	Lincolnia-Pentagon	7W	40,416	3,445	71,975	4,859
94	Pershing Dr-Arlington Blvd	4A,B	203,174	23,041	260,921	26,726
106	Foxchase-Seminay Valley	8S,W,Z	139,083	9,250	165,470	10,840
110	Skyline City	28F,G	72,943	5,138	86,745	5,895
121	Pimmit Hills	3T	118,234	8,710	162,802	10,498
126	Washington-Dunn Loring	2A	279,369	25,260	420,220	35,118
128	Fair Oaks-Jermantown Road	2B	189,495	15,484	223,774	16,735
129	DC-Dulles	5A	429,161	15,440	452,828	17,386
131	Richmond Highway Express	REX (R99)	500,424	36,477	500,424	39,807
137	Wilson Blvd-Vienna Line	1A,B	461,070	41,998	613,381	48,368
138	Lee Highway-Farragut Square	3Y	17,281	1,641	34,456	3,481
139	Fair Oaks-Fairfax Blvd	1C	257,127	20,609	302,559	22,357
142	Columbia Pike	16A,C,E	513,331	52,940	629,867	60,359
143	Columbia Pike-Pentagon City	16G,H	308,190	36,140	377,239	40,180
156	Hunting Point-Ballston	10B	294,418	31,561	342,782	34,599
157	Mt. Vernon Express	11Y	59,318	3,688	73,348	6,908
176	Park Center-Pentagon	7C,P	42,302	3,022	48,929	3,485
512	Barcroft-South Fairlington	22A,C,F	295,227	25,606	355,082	28,866
521	Annandale-Skyline City Pentagon	16L	44,013	2,941	97,318	5,325
522	Columbia Pike-Farragut Square	16Y	80,104	9,078	164,516	14,499
692	Annandale-East Falls Church	26A	131,035	10,249	187,178	12,496
Total Virginia Regional Routes			**7,388,430**	**661,025**	**9,522,468**	**776,356**

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	307,192	13,608	396,122	24,978
66	Kings Park	17B,M	65,209	3,298	94,711	6,232
68	Landmark-Bren Mar Pk-Pentagon	21A,D	93,338	5,875	153,533	8,813
80	Mark Center-Pentagon	7M	156,300	7,756	178,983	9,567
87	Orange Hunt	18G,H,J	142,517	6,666	218,194	10,812
121	Pimmit Hills	3T	16,932	1,469	27,339	1,772
138	Lee Highway-Farragut Square	3Y	13,803	2,055	43,140	4,358
148	Metroway - Potomac Yard	MW1	284,054	31,535	298,830	32,834
541	Burke Centre	18P	134,620	5,918	233,071	11,241
640	Springfield Circulator	TAGS (S80,91)	32,890	8,480	56,419	9,466
Total Virginia Non-Regional Routes			**1,246,855**	**86,659**	**1,700,340**	**120,072**

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.

FY2021 Metrorail service statistics exclude adjustments related to Covid-19 and major Metrorail construction projects and assume Board approved service level changes effective July 1, 2020. The FY2021 budget numbers reflect Covid-19 budget adjustments as well as Silver Line Phase 2 costs.

Metrorail Operating Statistics

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
Statistics[1] (000s):				
Railcar Miles	88,380	90,015	101,355	102,924
Revenue Service Miles	86,780	88,415	99,755	101,324
Passengers	175,817	175,255	170,157	83,102
Passenger Revenue	$541,318	$533,518	$528,279	$249,085
Operating Revenue	$620,678	$639,777	$651,288	$342,683
Operating Expense	$994,661	$1,034,450	$1,093,228	$1,178,462
Gross Subsidy[2]	$373,983	$394,673	$441,940	$835,779
Ratios:				
Passengers Per Revenue Service Mile	2.03	1.98	1.71	0.82
Cost Per Total Railcar Mile	$11.25	$11.49	$10.79	$11.45
Cost Per Passenger	$5.66	$5.90	$6.42	$14.18
Gross Subsidy Per Passenger	$2.13	$2.25	$2.60	$10.06
Average Passenger Fare	$3.08	$3.04	$3.10	$3.00
Percentage of Operating Cost Recovered from Passenger Revenues	54.4%	51.6%	48.3%	21.1%
Percentage of Operating Cost Recovered from all Operating Revenues	62.4%	61.8%	59.6%	29.1%

1. Railcar miles and revenue service miles are scheduled and not actual.
2. FY2021 Gross Subsidy includes $371 million in CARES Act funds.

Railcar Miles

Metrorail Line	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service
Red Line	24,343,000	24,509,200	28,955,200	28,819,794
Blue Line	15,158,000	15,153,900	14,626,400	14,834,625
Orange Line	13,192,900	13,265,300	13,674,900	13,828,635
Yellow Line	5,712,400	6,033,600	11,396,700	12,468,398
Green Line	11,429,300	12,176,600	13,098,400	13,043,699
Silver Line	14,387,600	14,719,400	15,307,300	15,632,980
Scheduled Revenue Service Miles	**84,223,200**	**85,858,000**	**97,058,900**	**98,628,131**
Capital One Arena	1,711,283	1,711,283	1,711,283	1,711,283
Gap Trains	360,000	360,000	450,000	450,000
National Baseball	486,000	486,000	534,600	534,600
Sub-Total Revenue Service Miles	**86,780,483**	**88,415,283**	**99,754,783**	**101,324,014**
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[1,2]	**88,380,483**	**90,015,283**	**101,354,783**	**102,924,014**

1. Service Plan for FY2018, 2019 and 2020 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:30 p.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.

2. Service Plan for FY2021 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 12:00 a.m., Friday from 5.00 a.m. - 2:00 a.m.; Saturday from 7:00 a.m. - 2:00 a.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

Pay Hours for Rail Operators

Category	Payhours	Average Hourly	Budget
Scheduled Full Time	1,175,244	$33.58	$39,464,694
Car Testing / Start Up	24,960	$33.58	$838,157
Interlocking Pay Hours	71,478	$39.19	$2,801,223
Subtotal	1,271,682		$43,104,073
Non-Scheduled Overtime / Special Event	200,525	$50.37	$10,100,447
Standing Extra	10,481	$33.58	$351,953
Utility	25,561	$33.58	$858,327
Training / Retraining	17,339	$33.58	$582,238
Miscellaneous	25,876	$33.58	$868,928
Funeral / Other	1,101	$33.58	$36,963
Vacation	41,749	$33.58	$1,401,916
Sick	33,834	$33.58	$1,136,141
Holiday	24,541	$33.58	$824,092
Subtotal	**381,006**		**$16,161,005**
Total	**1,652,688**		**$59,265,078**

Pay Hours for Station Managers

	Payhour	Average Hourly Rate	Budget
Scheduled Full Time	1,001,410	$35.19	$35,239,618
Subtotal	**1,001,410**		**$35,239,618**
Non-Scheduled Overtime / Special Event	109,658	$52.79	$5,788,838
Standing Extra	8,414	$35.19	$296,093
Utility	25,493	$35.19	$897,100
Training / Retraining	14,938	$35.19	$525,675
Miscellaneous	13,190	$35.19	$464,161
Funeral / Other	911	$35.19	$32,074
Vacation	35,547	$35.19	$1,250,905
Sick	28,137	$35.19	$990,150
Holiday	20,525	$35.19	$722,258
Subtotal	**256,814**		**$10,967,255**
Total	**1,258,224**		**$46,206,873**
Grand Total - Rail Operators and Station Managers			**$105,471,951**

Rail Peak Period Service Levels

Metrorail Line	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service
Red Line	Glenmont / Shady Grove Silver Spring / Grosvenor	Glenmont / Shady Grove Silver Spring / Grosvenor	Glenmont / Shady Grove	Glenmont / Shady Grove
Blue Line	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center
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 / Greenbelt	Huntington / Greenbelt
Green Line	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt
Silver Line	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center
		Rush Hour Trains[1]		
Red Line	34	34	38	38
Blue Line	19	19	19	19
Orange Line	20	20	20	18
Yellow Line	9	9	15	15
Green Line	17	17	17	15
Silver Line	20	20	20	20
Gap	6	6	6	6
Total	**125**	**125**	**135**	**131**

1. FY2021 peak Metrorail service includes removal of two Orange Line AM/PM rush tripper trains and two Green Line AM/PM rush tripper trains.

Rail Scheduled Headways

		FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service
Rush Hour Headways[1]					
Red Line	Glenmont / Shady Grove	8	8	4	4
	Silver Spring to Grosvenor Strathmore	8	8	-	-
Orange Line[2]	Vienna / New Carrollton	8	8	8	8
Blue Line	Largo Town Center / Franconia Springfield	8	8	8	8
Green Line[2]	Greenbelt / Branch Ave	8	8	8	8
Yellow Line	Huntington / Greenbelt	-	-	8	8
	Huntington to Mt Vernon Sq	8	8	-	-
	Greenbelt to Franconia-Springfield	-	-	-	-
Silver Line	Wiehle-Reston East / Largo Town Center	8	8	8	8
Non-Rush Hour Headways[3]		**Weekday-Mid-day / Saturday / Sunday / Late Night**			
Red Line	Glenmont / Shady Grove	12 / 12 / 15 / 15	12 / 12 / 15 / 15	6 / 6 / 7.5 / 15	6 / 6 / 6 / 15
	Silver Spring to Shady Grove	12 / 12 / 15 / 15	12 / 12 / 15 / 15	-	-
Orange Line	Vienna / New Carrollton	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 12 / 20
Blue Line	Largo Town Center / Franconia Springfield	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 12 / 20
Green Line	Greenbelt / Branch Ave	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 12 / 20
Yellow Line	Huntington to Fort Totten	12 / 12 / 15 / 20	12 / 12 / 15 / 20	-	-
Silver Line	Wiehle-Reston East to Largo Town Center	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 12 / 12 / 20

Average Combined Headways for Key Segments for FY2021

		Rush Hour Headways	Weekday Mid-day	Saturday	Sunday
Red Line	Silver Spring to Grosvenor Strathmore	4	6	6	6
Orange / Blue / Silver Lines	Rosslyn to Stadium-Armory	2 to 4	4	4	4
Green / Yellow Lines	L'Enfant Plaza to Greenbelt	4	6	6	6
Blue / Yellow Lines	King St-Old Town to Pentagon	4	6	6	6

1. Headways are defined as the distance between Metrorail trains and are measured in minutes.

2. Additional Metrorail trains called trippers, are deployed to mitigate crowding during observed peaks in ridership.

3. Non-rush hour headways by line operate Monday through Friday during mid-day, Saturday, Sunday and late night and are listed respectively.

Rail Service Levels

	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service
Peak Scheduled Railcars				
Red Line	240	240	264	264
Orange Line	138	138	144	132
Blue Line	136	128	128	128
Green Line	130	136	136	120
Yellow Line	58	72	120	120
Silver Line	124	130	130	130
Gap	36	36	44	52
Total Scheduled Railcars	**862**	**880**	**966**	**946**
Spares[1]	174	176	196	190
Revenue Collections	4	4	4	4
Total Car Requirement	**1,040**	**1,060**	**1,166**	**1,140**
Hours of Operation				
Weekday	18.5	18.5	18.5	19.0
Friday	20.0	20.0	20.0	21.0
Saturday	18.0	18.0	18.0	19.0
Sunday	15.0	15.0	15.0	15.0
Days of Operation				
Weekday	250	250	252	251
Saturday	58	57	57	57
Sunday	57	58	57	57

1. Spares represent 20 percent of scheduled railcars.

Railcar Fleet Profile

Manufacturer	Series	Purchase Years	Original Number Purchased	Number Owned	Number for Service[1]
Rohr Industries	1000	1974 - 1978	300	2	-
Breda Construzioni Ferroviarie	2000	1983 - 1984	76	76	74
Breda Construzioni Ferroviarie	3000	1984 - 1988	290	282	282
Breda Construzioni Ferroviarie	4000	1992 -1994	100	2	-
Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF)	5000	2001 - 2004	192	2	-
Alstom	6000	2006 - 2008	184	184	182
Kawasaki	7000	2014 - Present	748	748	748
Total			**1,890**	**1,296**	**1,286**

1. Eight vehicles are dedicated for revenue collection. All 1000-Series and 4000-Series vehicles have been decommissioned.

Rail Service Levels

	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service
Cars per Train - Rush Hour[1]		**Six-Car / Eight Car**		
Red Line	16 / 18	16 / 18	20 / 18	20 / 18
Orange Line	8 / 12	8 / 12	8 /12	6 / 12
Blue Line	8 / 11	12 / 7	12 / 7	12 / 7
Green Line	3 / 14	- / 17	- / 17	- / 15
Yellow Line	7 / 2	- / 9	- / 15	- / 15
Silver Line	18 / 2	15 / 5	15 / 5	15 / 5
Gap	6 / -	6 / -	6 / 2	6 / 2
Cars per Train - Weekday		**Base / Night[2]**		
Red Line	6.75 / 6	6.75 / 6	7 / 6.50	7 / 6.50
Orange Line	6.75 / 6	6.75 / 6	6.75 / 6.25	6.75 / 6.25
Blue Line	6.75 / 6	6.75 / 6	6.75 /6.25	6.75 / 6.25
Green Line	6.75 / 6	6.75 / 6	8 / 8	8 / 8
Yellow Line	6 / 6	6.25 / 6	8 / 8	8 / 8
Silver Line	6 / 6	6 / 6	6.25 / 6.25	6.25 / 6.25

1. This is based on December pick for each fiscal year.

2. Night is after 8:00 p.m.

Railcar Fleet Storage Capacity

Location	Existing Storage Capacity[1]	Current Fleet Requirement	Net Storage Capacity
Alexandria	176	184	(8)
Branch Ave	174	122	52
Brentwood	90	70	20
Glenmont	132	132	-
Greenbelt	270	250	20
Largo	38	38	-
New Carrollton	120	126	(6)
Shady Grove	166	166	-
West Falls Church	188	198	(10)
Total[2]	**1,354**	**1,286**	**68**

1. A new railyard including an inspection shop at Dulles is part of Silver Line Phase 2. The facility will have the capacity to store 168 railcars.

2. Rail fleet storage capacity and current fleet requirements reflect the fleet size at the end of FY2020 with the completion of 7000-Series deliveries. The vehicles above the current total scheduled car requirement include expansion vehicles to operate Silver Line Phase 2 and increase the share of trains operated as eight-car trainsets to 75 percent in subsequent years.

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

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
Statistics:				
MetroAccess - Dedicated Fleet	725	750	775	775
Van Miles (000s)	29,086	29,533	29,000	30,517
Revenue Miles Per Van	40,100	39,400	37,400	39,400
Passengers (000s)	2,331	2,348	2,350	1,253
Passengers per Van	3,215	3,131	3,032	1,617
Passenger Revenue ($000s)	$9,700	$8,781	$9,940	$4,607
Revenue ($000s)	$9,874	$8,781	$9,940	$4,607
Total Operating Expense ($000s)	$137,855	$168,265	$176,644	$192,004
Gross Subsidy[1]	$127,981	$159,484	$166,704	$187,396
Ratios:				
Cost Per Passenger[2]	$59.15	$71.66	$75.17	$153.20
Subsidy per Passenger	$54.91	$67.92	$70.94	$149.53
Percentage of Cost Recovered from Revenues	7.2%	5.2%	5.6%	2.4%

1. FY2021 Gross Subsidy includes $25 million in CARES Act funds.

2. MetroAccess policy provides two complimentary one-way trip credits, with a value of $3.00 each, in each instance where the schedule pick-up window is not met. Eligibility assessment trips are complimentary and personal care attendants ride free in accordance with the Americans with Disabilities Act, so the calculation will apply to all ridership.

MetroAccess Statistics - Fleet

Fleet	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2021 Budget
Vans	725	750	775	600
Sedans	-	-	-	175
Total	**725**	**750**	**775**	**775**
Spare Ratio	15.0%	15.0%	15.0%	15.0%

MetroAccess Statistics - Vehicles

Manufacturer	Fiscal Year Entered Service	Number of Vehicles	Vehicle Type
To be Determined	2021	175	Sedan
Ford	2019	250	High Roof Van
Ford	2018	232	High Roof Van
Ford	2017	118	High Roof Van

Appendix I - Performance Data

RIDERSHIP

RIDERSHIP[Δ] | BUDGET FORECAST 303.0 MILLION													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	26.2	26.4	25.2	26.5	23.8	21.7	22.6	21.7	24.9	25.9	26.4	26.6	219.0
FY2019	26.5	25.7	24.4	27.8	23.6	22.1	22.1	21.9	26.0	27.4	27.5	26.4	220.2
FY2020	27.0	25.7	26.3	28.9	24.4	24.5	25.4	24.3	11.1				217.6

RIDERSHIP[Δ] | BUDGET FORECAST 303.0 MILLION														
FY2020		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
RAIL	Forecast	15,075,900	13,906,700	14,106,700	15,720,200	13,758,600	13,110,900	11,911,200	12,053,600	14,410,800	15,666,000	15,082,700	15,354,000	124,054,600
	Actual	16,452,435	15,132,103	15,338,075	17,447,889	14,559,802	13,524,283	15,076,151	14,161,023	7,634,931				129,326,692
BUS	Forecast	10,849,269	11,469,189	11,326,425	11,625,175	10,444,157	9,927,622	9,965,643	9,643,624	10,106,493	10,579,810	11,798,874	10,607,196	95,357,598
	Actual: Farebox	9,090,090	9,177,875	9,142,845	9,575,126	8,186,014	7,933,904	8,570,118	8,088,484	4,791,051				74,555,507
	Actual: Metro Operated Shuttle	23,465	22,940	44,061	9,106	92,046	7,896	57,818	54,790	24,281				336,403
	Actual: APC	10,339,106	10,330,911	10,684,278	11,260,590	9,609,526	10,796,145	10,066,403	9,898,718	3,324,992				86,310,669
	Actual: APC + Metro Shuttle	10,362,571	10,353,851	10,728,339	11,269,696	9,701,572	10,804,041	10,124,221	9,953,508	3,349,273				86,647,072
ACCESS	Forecast	192,100	209,500	190,400	211,500	192,600	182,500	181,000	179,600	199,100	205,100	209,400	197,200	1,738,300
	Actual	200,694	202,883	193,106	207,995	182,853	173,403	177,112	169,575	116,081				1,623,702
TOTAL	Forecast	26,117,269	25,585,389	25,623,525	27,556,875	24,395,357	23,221,022	22,057,843	21,876,824	24,716,393	26,450,910	27,090,974	26,158,396	221,150,498
	Actual: Farebox + Metro Shuttle	25,766,684	24,535,801	24,718,087	27,240,116	23,020,715	21,639,486	23,881,199	22,473,872	12,566,344				205,842,304
	Actual: APC + Metro Shuttle	27,015,700	25,688,837	26,259,520	28,925,580	24,444,227	24,501,727	25,377,484	24,284,106	11,100,285				217,597,466

[Δ] FY2020 Ridership results reported for the full first three quarters (July 1 – March 31), however, March results are skewed due to the pandemic and subject to change.

QUALITY SERVICE

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE* | TARGET 88%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	86%	89%	87%	88%	87%	86%	86%	87%	88%	88%	87%	88%	87%
FY2019	86%	79%	90%	89%	87%	89%	90%	90%	89%	91%	90%	90%	88%
FY2020	89%	90%	89%	90%	90%	89%	92%	92%	92%				90%

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE* | BY LINE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
RD Red Line	88%	90%	91%	91%	90%	87%	92%	92%	90%				90%
BL Blue Line	88%	88%	86%	87%	89%	87%	89%	90%	92%				88%
OR Orange Line	88%	89%	85%	86%	86%	85%	89%	89%	91%				87%
GR Green Line	90%	90%	91%	92%	90%	91%	93%	92%	93%				91%
YL Yellow Line	89%	88%	87%	91%	90%	90%	92%	92%	93%				90%
SV Silver Line	90%	90%	89%	88%	90%	88%	92%	91%	93%				90%

MYTRIPTIME RAIL 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]	90%	92%	90%	90%	90%	88%	92%	93%	92%				91%
Midday [9:30AM-3PM]	90%	92%	90%	90%	91%	90%	92%	93%	92%				91%
PM Rush [3PM-7PM]	88%	90%	89%	90%	90%	87%	92%	91%	94%				90%
Evening [7PM-9:30PM]	93%	93%	93%	94%	94%	93%	95%	94%	96%				94%
Late Night [9:30PM-12AM]	92%	93%	94%	94%	94%	92%	94%	94%	93%				93%
Weekend	80%	82%	87%	87%	87%	89%	86%	87%	82%				86%

*FY2020 MyTripTime results were evaluated for the period beginning July 1 and ending the day before Metrorail service was adjusted due to the pandemic – March 16.

QUALITY SERVICE

METROBUS ONTIME PERORMANCE* | PILOT KPI

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2020	78%	78%	74%	75%	76%	77%	78%	78%	78%				77%

METROBUS ONTIME PERORMANCE* | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Early [4AM-6AM]	76%	78%	76%	75%	78%	77%	86%	86%	86%				80%
AM Peak [6AM-9AM]	82%	82%	77%	78%	79%	80%	81%	80%	81%				80%
Midday [9AM-3PM]	78%	77%	75%	76%	76%	78%	78%	78%	78%				77%
PM Peak [3PM-7PM]	74%	74%	69%	68%	69%	72%	73%	74%	74%				72%
Early Night [7PM-11PM]	78%	78%	77%	78%	80%	80%	81%	80%	80%				79%
Late Night [11PM-4AM]	80%	80%	80%	81%	83%	83%	82%	82%	82%				81%

METROBUS ONTIME PERORMANCE* | BY SERVICE TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Headway Service	66%	66%	63%	66%	66%	66%	65%	66%	66%				66%
All Other Service	79%	79%	75%	76%	77%	78%	79%	79%	79%				78%
Early	7%	7%	6%	6%	7%	8%	7%	7%	7%				7%
Late	15%	15%	19%	18%	16%	14%	14%	14%	14%				15%

METROACCESS ON-TIME PERFORMANCE* | TARGET 90%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	89%	91%	90%	93%	93%	94%	94%	92%	93%	92%	93%	92%	92%
FY2019	92%	92%	92%	92%	90%	91%	90%	89%	89%	89%	86%	88%	91%
FY2020	89%	89%	87%	88%	90%	91%	91%	91%	92%				90%

*FY2020 Bus On-Time Performance and MetroAccess results were evaluated for the period beginning July 1 and before service was adjusted due to the pandemic – March 16 for Metrobus and March 18 for MetroAccess.

QUALITY SERVICE

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY* | TARGET 130,000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	124,123	119,755	145,352	141,878	161,039	162,407	134,683	146,531	238,078	198,102	265,139	194,907	147,763
FY2020	144,510	188,206	292,729	192,718	211,038	237,499	244,666	416,767	951,822				230,127

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY* | BY RAILCAR SERIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	92,529	41,268	188,914	181,630	315,178	300,146	101,646	124,132	119,134				122,170
3000 series	100,691	93,781	152,396	82,935	78,083	131,524	97,057	403,078	392,082				115,381
6000 series	150,850	125,455	283,153	211,946	933,218	202,605	960,708	465,048	490,182				258,700
7000 series	174,545	436,424	429,369	310,590	305,472	314,362	426,973	466,173	2,413,809				343,116

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE* | TARGET 10,000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	10,073	10,671	11,092	14,010	14,075	15,929	14,019	14,397	19,737	19,810	16,752	16,418	13,311
FY2020	15,344	19,374	20,799	20,998	20,784	23,425	26,760	24,142	26,812				21,253

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE* | BY RAILCAR SERIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	8,046	6,878	10,495	11,718	11,673	21,439	16,049	11,822	7,942				10,708
3000 series	7,821	9,743	10,297	9,424	9,450	10,182	14,805	15,210	18,236				10,688
6000 series	10,170	10,977	11,177	13,414	14,582	13,690	19,214	12,741	18,853				13,126
7000 series	28,598	39,675	42,937	44,021	37,152	46,381	41,734	40,062	41,617				39,556

*FY2020 Rail Fleet Reliability results were evaluated for the period beginning July 1 and ending the day before service was adjusted due to the pandemic – March 16.

QUALITY SERVICE

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE* | TARGET 7,000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	6,192	5,961	5,806	6,644	6,670	6,806	6,422	6,661	6,796	6,622	5,680	6,111	6,417
FY2020	6,166	6,001	6,066	7,006	7,788	8,527	8,533	7,785	10,643				7,204

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE* | BY FUEL TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
CNG	7,802	9,636	8,832	8,452	12,094	9,015	9,397	9,091	14,228				9,330
HYBRID	6,162	5,814	5,908	6,953	7,147	8,615	8,456	7,565	10,082				7,025
CLEAN DIESEL	3,590	2,945	3,109	4,877	5,163	6,842	6,794	6,260	7,581				4,625
DIESEL	3,662	3,952	8,390	3,972	2,640	277	5,238	5,371	0				4,738

ELEVATOR AVAILABILITY* | TARGET 97%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	97%	97%	97%	97%	97%	98%	97%	97%	97%	96%	96%	96%	97%
FY2019	95%	96%	95%	97%	96%	97%	96%	96%	97%	97%	97%	97%	96%
FY2020	96%	97%	97%	98%	97%	97%	97%	97%	96%				97%

ESCALATOR AVAILABILITY* | TARGET 92%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	95%	94%	95%	94%	94%	94%	93%	93%	93%	93%	91%	93%	94%
FY2019	93%	93%	92%	92%	94%	94%	94%	94%	94%	95%	94%	95%	93%
FY2020	94%	94%	94%	95%	95%	96%	96%	96%	97%				95%

*FY2020 Bus Fleet Reliability and Elevator & Escalator Availability results were evaluated for the period beginning July 1 and ending the day before service was adjusted due to the pandemic – March 16.

QUALITY SERVICE

RAIL GUIDEWAY CONDITION: FTA REPORTABLE SPEED RESTRICTIONS | TARGET 3.8%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	9.5%	12.9%	9.8%	9.5%	11.8%	14.0%	9.5%	9.5%	9.9%	9.6%	9.6%	0.1%	10.7%
FY2019	0.2%	2.1%	0.3%	1.8%	1.6%	3.6%	0.3%	0.2%	0.0%	0.0%	0.0%	9.1%	1.1%
FY2020	9.7%	10.4%	10.4%	0.5%	2.2%	2.0%	0.1%	0.1%	0.1%				4.0%

TRAIN ON-TIME PERFORMANCE: HEADWAY ADHERENCE* | TARGET 91%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	90%	92%	89%	92%	89%	88%	89%	91%	91%	92%	92%	93%	90%
FY2019	90%	78%	93%	93%	91%	93%	91%	92%	92%	93%	92%	91%	91%
FY2020	91%	92%	91%	92%	92%	91%	94%	94%	94%				92%

TRAIN ON-TIME PERFORMANCE: HEADWAY ADHERENCE* | BY LINE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
RD Red Line	93%	95%	94%	95%	94%	93%	96%	95%	94%				94%
BL Blue Line	87%	88%	87%	88%	89%	88%	91%	91%	93%				89%
OR Orange Line	91%	92%	90%	90%	91%	90%	93%	93%	93%				91%
GR Green Line	93%	94%	93%	95%	94%	93%	96%	96%	97%				94%
YL Yellow Line	91%	91%	91%	93%	92%	91%	94%	95%	96%				93%
SV Silver Line	89%	91%	89%	91%	91%	90%	92%	93%	93%				91%

*FY2020 Train On-Time Performance results were evaluated for the period beginning July 1 and ending the day before service was adjusted due to the pandemic – March 16.

QUALITY SERVICE

TRAIN ON-TIME PERFORMANCE: HEADWAY ADHERENCE* | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Rush [5AM-9:30AM]	87%	88%	87%	88%	88%	87%	90%	91%	91%				88%
Midday [9:30AM-3PM]	95%	97%	95%	95%	96%	95%	97%	97%	97%				96%
PM Rush [3PM-7PM]	88%	90%	89%	91%	90%	89%	93%	92%	93%				90%
Evening [7PM-9:30PM]	97%	97%	97%	99%	98%	96%	98%	98%	97%				97%

TRAINS IN SERVICE* | TARGET 98%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	99%	99%	98%	101%	99%	99%	97%	98%	98%	99%	98%	98%	100%
FY2019	97%	98%	98%	97%	97%	98%	96%	97%	98%	98%	98%	99%	97%
FY2020	99%	99%	98%	98%	97%	97%	98%	100%	99%				98%

OFFLOADS* | TARGET <80 PER MONTH

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	113	134	124	87	103	95	150	102	91	70	119	91	999
FY2019	88	91	69	79	75	83	94	76	58	58	65	99	713
FY2020	96	62	93	61	69	75	71	70	33				630

CROWDING: CROWDED PASSENGER TIME* | PILOT MEASURE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	3.5%	4.2%	4.5%	4.3%	3.8%	3.1%	3.2%	3.7%	3.8%				3.8%
FY2020	5.1%	4.4%	6.3%	6.5%	5.9%	5.0%	2.6%	2.6%	2.1%				4.8%

*FY2020 Train On-Time Performance, Offloads, and Crowding results were evaluated for the period beginning July 1 and ending the day before service was adjusted due to the pandemic – March 16.

QUALITY SERVICE

METRORAIL CROWDING* | PILOT MEASURE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	4.8%	4.5%	3.2%	4.0%	4.2%	3.6%	2.5%	4.0%	3.8%				3.9%
FY2020	3.8%	2.0%	3.2%	4.1%	3.3%	3.1%	3.3%	3.1%	2.3%				3.3%

METRORAIL CROWDING* | BY LINE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
RD Red Line	4.5%	2.4%	3.9%	4.0%	3.5%	3.9%	3.2%	3.5%	2.8%				3.6%
BL Blue Line	2.2%	0.7%	1.8%	3.5%	2.4%	1.9%	2.5%	2.2%	1.3%				2.3%
OR Orange Line	5.3%	3.0%	5.0%	7.2%	5.8%	5.1%	5.8%	5.2%	3.6%				5.4%
GR Green Line	2.6%	1.7%	2.2%	3.0%	1.4%	1.0%	1.3%	0.8%	0.7%				1.8%
YL Yellow Line	3.3%	1.8%	3.0%	3.8%	3.9%	2.5%	4.0%	3.2%	2.9%				3.3%
SV Silver Line	2.8%	1.3%	2.3%	2.6%	2.7%	2.3%	2.2%	2.6%	1.6%				2.4%

METRORAIL CROWDING* | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Rush [5AM-9:30AM]	6.4%	3.2%	6.8%	7.7%	5.6%	5.9%	5.7%	6.0%	4.9%				6.0%
Midday [9:30AM-3PM]	0.1%	0.0%	0.2%	0.1%	0.1%	0.2%	1.6%	0.0%	0.0%				0.3%
PM Rush [3PM-7PM]	5.0%	3.3%	3.7%	4.7%	4.3%	4.3%	3.5%	3.7%	2.2%				4.0%
Evening [7PM-9:30PM]	0.8%	0.3%	0.2%	0.6%	0.1%	0.3%	0.1%	0.1%	0.1%				0.3%
Late Night [9:30PM-12AM]	0.0%	0.0%	0.0%	6.6%	0.0%	0.0%	0.0%	0.0%	0.0%				1.9%
Weekend	0.5%	0.2%	0.1%	0.9%	1.9%	0.0%	0.0%	0.0%	0.0%				0.5%

*FY2020 Crowding results were evaluated for the period beginning July 1 and ending the day before service was adjusted due to the pandemic – March 16.

QUALITY SERVICE

METROBUS CROWDING* | PILOT MEASURE	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	3.4%	4.2%	4.5%	4.3%	3.8%	3.1%	3.2%	3.7%	3.8%				3.8%
FY2020	5.1%	4.4%	6.3%	6.5%	5.8%	5.0%	2.6%	2.6%	2.1%				4.9%

METROBUS CROWDING* | BY TIME PERIOD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Early [4AM-6AM]	5.4%	5.7%	7.5%	8.3%	6.8%	5.2%	1.5%	1.9%	1.9%				5.0%
AM Peak [6AM-9AM]	6.5%	5.0%	9.0%	8.3%	7.8%	6.7%	4.0%	3.9%	3.2%				5.4%
Midday [9AM-3PM]	4.6%	3.6%	4.8%	5.1%	4.8%	4.3%	2.4%	2.4%	1.8%				6.5%
PM Peak [3PM-7PM]	5.6%	4.7%	6.5%	7.3%	6.3%	5.3%	2.3%	2.3%	2.0%				4.1%
Early Night [7PM-11PM]	3.7%	3.4%	4.2%	4.6%	3.4%	3.1%	1.4%	2.2%	1.7%				5.2%
Late Night [11PM-4AM]	9.2%	7.7%	7.5%	7.6%	5.3%	6.0%	3.5%	3.8%	3.4%				3.4%
Weekend	3.4%	4.5%	5.0%	5.2%	5.2%	4.0%	1.4%	1.6%	1.0%				6.6%

METRORAIL CUSTOMER SATISFACTION RATING	Q1	Q2	Q3	Q4
FY2018	74%	73%	76%	79%
FY2019	75%	73%	80%	76%
FY2020	79%	83%	85%	

METROBUS CUSTOMER SATISFACTION RATING	Q1	Q2	Q3	Q4
FY2018	76%	72%	75%	80%
FY2019	71%	77%	75%	76%
FY2020	76%	79%	76%	

*FY2020 Crowding results were evaluated for the period beginning July 1 and ending the day before service was adjusted due to the pandemic – March 16.

SAFETY & SECURITY

PART I CRIMES PER MILLION PASSENGERS*^	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	4.5	4.9	5.1	4.1	3.8	3.7	3.6	2.5	3.7	4.6	3.8	4.4	4.0
FY2019	3.5	4.5	3.9	3.7	4.0	4.0	4.6	3.4	3.1	3.5	4.0	5.6	3.9
FY2020	4.8	4.2	5.9	6.9	4.3	5.5	3.7	4.5	4.5				5.0

PART I CRIMES*^ | TARGET ≤ 1,550	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	113	127	126	107	90	79	79	52	90	116	97	114	863
FY2019	89	110	90	99	89	83	95	71	77	92	104	137	803
FY2020	125	106	147	188	100	118	88	101	47				1,020

PART I CRIMES*^ | BY TYPE													
FY2020	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Property Crime	81	72	107	135	63	66	59	67	28				678
Larceny	27	15	33	51	23	30	21	33	15				248
Larcey (Other)	47	50	69	79	38	35	31	32	13				394
Burglary	2	0	0	0	0	0	0	0	0				2
Motor Vehicle Theft	5	6	4	2	2	1	4	1	0				25
Attempted MV Theft	0	1	1	3	0	0	3	1	0				9
Arson	0	0	0	0	0	0	0	0	0				0
Violent Crime	44	34	40	53	37	52	29	34	19				342
Aggravated Assault	13	11	13	11	10	9	10	8	3				88
Rape	1	0	0	0	0	0	0	1	0				2
Robbery	30	23	27	42	27	43	19	25	16				252
FY2020 Part I Crimes	125	106	147	188	100	118	88	101	47				1,020
FY2020 Homicides	0	0	0	1	0	0	1	0	0				2

*FY2020 Part I Crime results were evaluated for the period beginning July 1 and ending the day before service was adjusted due to the pandemic – March 16.

SAFETY & SECURITY

CUSTOMER INJURIES PER MILLION PASSENGERS[Δ] | TARGET ≤ 2.00													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	2.51	1.88	2.86	2.04	1.83	1.99	1.97	2.61	1.85	1.94	1.98	2.60	2.17
FY2020	1.87	1.44	2.06	1.58	2.13	2.45	1.55	2.05	1.73				1.86

METRORAIL CUSTOMER INJURIES PER MILLION PASSENGERS[Δ] | TARGET ≤ 1.40													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	2.09	1.19	1.16	1.30	1.32	1.06	1.75	2.05	1.28	1.19	1.18	1.09	1.47
Non-Preventable	0.00	0.00	0.00	0.00	0.07	0.00	0.00	0.00	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	1.19	1.18	1.09	1.46
FY2020	1.58	1.19	1.24	0.92	1.10	1.92	1.46	1.77	1.57				1.39
Non-Preventable	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				0.00
Preventable	1.58	1.19	1.24	0.92	1.10	1.92	1.46	1.77	1.57				1.39

[Δ] FY2020 Customer Injury Rate results reported for the full first three quarters (July 1 – March 31), however, March results are believed to be skewed due to the pandemic.

SAFETY & SECURITY

METROBUS CUSTOMER INJURIES PER MILLION PASSENGERS[Δ] | TARGET ≤ 2.45													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	2.70	2.35	5.27	2.99	2.19	3.04	1.61	2.92	2.32	2.72	3.11	4.52	2.83
Non-Preventable	1.19	1.67	3.63	1.20	1.15	2.19	1.24	0.89	1.77	1.30	0.62	2.58	1.66
Preventable	1.51	0.69	1.65	1.79	1.04	0.85	0.37	2.03	0.55	1.41	2.49	1.94	1.17
FY2020	1.88	1.45	3.13	2.40	3.26	3.02	1.62	2.33	2.01				2.34
Non-Preventable	1.36	1.04	1.40	1.15	2.05	2.39	1.16	1.72	1.20				1.49
Preventable	0.52	0.41	1.73	1.25	1.21	0.63	0.46	0.61	0.80				0.85

METROACCESS CUSTOMER INJURIES PER 100,000 PASSENGERS[Δ] | TARGET ≤ 2.85													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	2.54	2.36	1.06	1.39	2.10	1.66	3.38	2.84	2.45	2.94	0.96	2.57	2.18
Non-Preventable	2.54	2.36	1.06	0.46	2.10	1.66	2.82	1.70	1.96	1.47	0.48	1.54	1.84
Preventable	0.00	0.00	0.00	0.93	0.00	0.00	0.56	1.14	0.49	1.47	0.48	1.03	0.34
FY2020	2.49	1.97	1.55	1.92	3.28	1.73	0.56	1.18	0.00				1.72
Non-Preventable	1.00	0.99	1.55	1.44	3.28	1.15	0.56	0.59	0.00				1.23
Preventable	1.49	0.99	0.00	0.48	0.00	0.58	0.00	0.59	0.00				0.49

[Δ] FY2020 Customer Injury Rate results reported for the full first three quarters (July 1 – March 31), however, March results are believed to be skewed due to the pandemic.

SAFETY & SECURITY

EMPLOYEE INJURIES PER 200,000 WORK HOURS[Δ] | TARGET ≤ 5.0

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	5.8	5.6	6.5	6.8	5.2	8.1	5.9	7.1	5.5	5.4	5.5	7.2	6.3
FY2020	6.9	7.5	6.3	8.1	3.9	5.1	6.6	4.6	3.2				5.9

RAIL SYSTEM EMPLOYEE INJURIES PER 200,000 WORK HOURS[Δ] | TARGET ≤ 3.4

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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	2.7	3.0
FY2019	4.9	3.1	4.0	2.3	2.9	4.5	3.1	4.7	3.7	2.2	3.7	2.3	3.7
Non-Preventable	1.0	0.8	1.1	0.8	0.8	1.3	0.6	0.4	1.4	0.4	0.8	0.2	0.9
Preventable	3.9	2.3	3.0	1.6	2.1	3.2	2.5	4.3	2.4	1.8	2.9	2.1	2.8
FY2020	3.7	4.3	3.1	4.2	2.3	2.9	2.7	2.9	2.2				3.2
Non-Preventable	1.7	1.0	1.0	1.1	0.6	1.0	0.8	0.6	0.9				1.0
Preventable	1.9	3.3	2.0	3.1	1.7	1.9	1.9	2.3	1.3				2.2

[Δ] FY2020 Employee Injury Rate results reported for the full first three quarters (July 1 – March 31), however, March results are believed to be skewed due to the pandemic.

SAFETY & SECURITY

BUS EMPLOYEE INJURIES PER 200,000 WORK HOURS[Δ] | TARGET ≤ 9.4													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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
FY2019	8.2	10.0	10.4	16.1	9.8	14.2	11.0	11.2	7.8	11.5	9.3	14.7	11.0
Non-Preventable	5.5	4.3	7.5	9.2	4.4	8.5	4.3	5.8	4.4	6.5	4.8	8.8	6.0
Preventable	2.7	5.7	2.9	6.9	5.4	5.7	6.7	5.4	3.4	5.0	4.5	5.9	5.0
FY2020	12.9	14.2	11.6	13.4	5.7	10.3	15.0	7.8	6.1				11.0
Non-Preventable	8.1	7.2	4.6	6.8	3.0	5.8	8.1	5.1	3.4				5.9
Preventable	4.8	6.9	6.9	6.5	2.7	4.5	6.9	2.7	2.7				5.0

[Δ] FY2020 Employee Injury Rate results reported for the full first three quarters (July 1 – March 31), however, March results are believed to be skewed due to the pandemic.

SAFETY & SECURITY

NTD BUS COLLISIONS PER MILLION MILES[Δ] | TARGET ≤ 3.7													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	3.2	4.8	3.5	4.4	2.0	3.2	3.2	3.7	4.9				3.7
Non-Preventable	2.5	3.9	2.5	3.7	1.5	2.2	2.2	3.5	3.4				2.8
Preventable	0.7	0.9	1.0	0.7	0.5	1.0	1.0	0.3	1.5				0.9
FY2019	5.4	3.9	6.2	7.0	3.3	4.0	3.2	3.8	4.6				4.6
Non-Preventable	3.2	3.0	3.6	3.6	1.5	2.5	2.0	1.4	3.1				2.7
Preventable	2.2	0.9	2.6	3.4	1.8	1.5	1.2	2.5	1.4				1.9
FY2020	3.5	4.0	4.5	4.3	3.7	3.3	2.9	3.4	2.3				3.6
Non-Preventable	2.1	1.9	2.2	2.1	1.6	2.3	2.2	2.1	0.7				1.9
Preventable	1.4	2.1	2.2	2.1	2.1	1.0	0.7	1.3	1.7				1.6

ALL BUS COLLISIONS PER MILLION MILES[Δ]													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	58.7	65.0	59.6	58.3	62.5	61.1	60.8	61.7	66.2	67.4	73.6	63.2	61.6
Non-Preventable	33.8	36.4	38.4	34.0	37.8	40.1	36.2	38.2	36.6	43.0	48.8	32.1	36.8
Preventable	24.9	28.6	21.2	24.2	24.8	20.9	24.6	23.5	29.6	24.4	24.8	31.1	24.8
FY2019	68.8	70.0	67.6	70.0	57.7	67.7	64.0	61.3	66.0	72.9	67.4	65.9	66.0
Non-Preventable	35.6	42.6	38.9	36.1	34.3	37.2	34.4	32.2	36.6	43.9	40.8	36.0	36.5
Preventable	33.2	27.3	28.6	33.9	23.4	30.5	29.5	29.2	29.4	29.0	26.6	29.9	29.5
FY2020	61.8	65.1	63.9	70.8	65.0	61.7	60.3	62.9	54.0				63.1
Non-Preventable	32.4	37.9	36.8	42.3	37.3	37.1	36.3	33.5	25.1				35.7
Preventable	29.4	27.2	27.1	28.5	27.7	24.6	24.0	29.4	28.8				27.4

[Δ] FY2020 NTD and All Bus Collision Rate results reported for the full first three quarters (July 1 – March 31), however, March results are believed to be skewed due to the pandemic.

SAFETY & SECURITY

RAIL COLLISIONS | TARGET DECREASE FROM PRIOR YEAR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	1	1	1	0	0	1	1	1	2	1	1	2	8
FY2019	3	2	0	0	0	0	0	1	2	1	1	0	8
FY2020	1	2	0	2	0	0	1	2	0				8

DERAILMENTS | TARGET DECREASE FROM PRIOR YEAR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	2	1	2	0	0	1	2	1	2	1	1	0	11
Trains Carrying Customers	0	0	0	0	0	0	1	0	0	0	0	0	1
Trains with No Customers	0	0	0	0	0	0	1	0	0	0	0	0	1
Roadway Maintenance Machine	2	1	2	0	0	1	0	1	2	1	1	0	9
FY2019	0	0	0	0	0	0	0	0	0	0	0	0	0
Trains Carrying Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	0	1	0	0	1	0	0	0	0	0	1	0	2
FY2020	1	2	1	0	0	0	0	1	0				5
Trains Carrying Customers	0	0	0	0	0	0	0	0	0				0
Trains with No Customers	0	0	0	0	0	0	0	0	0				0
Roadway Maintenance Machine	1	2	1	0	0	0	0	1	0				5

SAFETY & SECURITY

FIRE INCIDENTS | TARGET DECREASE FROM PRIOR YEAR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	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 Insulator	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
Station Component	0	1	2	3	4	5	6	7	8	9	10	11	12
FY2019	10	11	5	3	5	2	3	5	7	7	4	9	51
Non-Electrical	4	1	1	2	4	2	3	3	3	4	3	4	23
Cable	0	3	0	0	0	0	0	0	0	0	0	0	3
Arcing Insulator	6	6	4	1	1	0	0	2	4	3	1	5	24
Train Component	0	1	0	0	0	0	0	0	0	0	0	0	1
Station Component	0	1	2	3	4	5	6	7	8	9	10	11	12
FY2020	8	6	12	7	6	5	2	3	3				52
Non-Electrical	4	4	10	5	5	1	1	1	3				34
Cable	0	2	0	0	0	0	0	0	0				2
Arcing Insulator	4	0	1	1	1	4	1	2	0				14
Train Component	0	0	1	0	0	0	0	0	0				1
Station Component	0	0	0	1	0	0	0	0	0				1

SAFETY & SECURITY

RED SIGNAL OVERRUNS | TARGET DECREASE FROM PRIOR YEAR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	0	0	1	0	0	1	0	0	3	0	3	2	5
FY2019	0	0	1	0	0	1	0	0	3	0	3	2	5
FY2020	2	0	1	3	2	1	0	0	3				12

BUS PEDESTRIAN STRIKES | TARGET DECREASE FROM PRIOR YEAR

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	3	0	0	0	2	2	1	0	2	3	0	1	10
FY2019	2	4	2	3	2	1	4	3	0	0	1	2	21
FY2020	2	2	2	5	0	2	1	2	0				16

SUPPORTING MEASURES

VACANCY RATE | TARGET 6%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2018	7%	7%	7%	6%	7%	7%	6%	6%	7%	7%	7%	7%	7%
FY2019	7%	7%	6%	5%	5%	5%	5%	5%	6%	6%	6%	6%	6%
FY2020	6%	6%	6%	6%	6%	7%	7%	6%	6%				6%

RIDERSHIP + SUPPORTING MEASURS

KPI	How is it measured?	What does this mean and why is it key to our strategy?
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. Metrobus totals also include shuttles* to accommodate rail station shutdowns and other track work. ► **MetroAccess** reports passenger trips. A fare paying passenger traveling from an origin to a destination is counted as one passenger trip. *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. Factors influencing vacancy rate can include: recruitement activities, training schedules, availability of talent, promotions, retirements, among other factors.

SAFETY & SECURITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Crime	Reported Part I Crimes	Part I crimes reported to the 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. Uniform Crime Reporting, managed by the Federal Bureau of Investigation, include Part I offense classifications of Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, and Arson. This measure provides an indicator of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime can have a direct effect on whether customers feel safe in the system.
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. This measure includes customers injured during Metro operations when the injury is considered serious or requires immediate medical attention away from the scene. 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 based on OSHA 1904 Recordkeeping Criteria, when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) fatality, 2) injury or illness that results in loss of consciousness, days away from work, restricted work, or job transfer 3) receives medical treatment above first aid, 4) diagnosed case of cancer, chronic irreversible diseases, fractured or cracked bones or teeth, and punctured eardrums, 5) special cases involving needlesticks and sharps injuries, medical removal, hearing loss, and tuberculosis. Per the Occupational Safety and Health Act, employers are obligated to provide a workplace free of recognized hazards which may cause employee death or serious injury. OSHA recordable injuries are a key indicator of how safe employees are in the workplace.

SAFETY & SECURITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
NTD Bus Collision Rate	NTD bus collision rate: Number of NTD reportable collisions ÷ (Total number of bus miles operated ÷ 1,000,000)	The NTD collision rate is a subset of the Bus Collision Rate and is based on National Transit Database (NTD) Reporting criteria. It reflects bus collisions that result in injuries requiring transport for any involved vehicle or pedestrian; towaway of any involved vehicle; or total damages that cost $25,000 or more. NTD-reportable collisions reflect a measure of serious bus collisions and represent an opportunity to fully investigate the incident; determining causal factors and root causes. The NTD bus collision rate is an indicator of how well service is meeting this safety objective.
Bus Collision Rate	Bus collision rate: Number of collisions ÷ (Number of bus miles operated ÷1,000,000)	A bus collision includes all incidents where the transit vehicle comes in contact with another vehicle, object or person, regardless of fault. Collisions impact the ability to adhere to the published route schedule, reduce bus service quality, and reliability.
Rail Collisions	Number of rail collisions	Rail collision incidents reflect any incident on the mainline or yard where a train, with or without customers, or a Roadway Maintenance Machine (RMM) makes contact with another vehicle, equipment, or object, and meet the NTD threshold of substantial damage. The number of rail collision incidents is an indicator of how well Train and Equipment Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.
Derailments	Number of derailments	A derailment is a non-collision event that occurs when a train or other rail vehicle unintentionally comes off its rail, causing it to no longer be properly guided onto the railway. The number of derailment incidents is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators. Derailments are also an indicator of the state of good repair of both the right-of-way and rail vehicles (trains, RMMs, Flat Cars, Hi-Rail trucks).

SAFETY & SECURITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Fire Incidents	Number of fire incidents	Fire incidents consistent of any fire that occurs within the Metrorail system regardless if active suppression was required. There are three main types of fires that occur within the Metrorail system: non-electrical (e.g., debris, rubbish such as leaves, newspapers), cable, arcing events (track components, train components) and station equipment. The number of fire incidents is an indicator of how well Metro is keeping its right of way clean and dry, and its equipment in state of good repair.
Red Signal Overruns	Number of red signal overruns	Red signal overrun incidents reflect any time a train or equipment operator passes a red signal on the right-of-way (including in rail yards), or when the operator passes an employee on the roadway who's telling the train or Roadway Maintenance Machine (RMM) to not move any further. The number of red signal overruns is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.
Bus Pedestrian Strikes	Number of pedestrian or cyclist strikes	Bus pedestrian strikes counts include all incidents where the impact of a the transit vehicle with a person or cyclist causes immediate medical transport from the scene.

QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
MyTripTime **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.
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.
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.

QUALITY SERVICE

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.
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.
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 x 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.

QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Infrastructure (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: Headway Adherence	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.
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.
Offloads	Number of railcar offloads	An offload is any time all passengers traveling on a train must get off the train for any un-scheduled reason (e.g., not a turnback or planned removal from service). Offloads are a key driver of customer on-time performance and communicates the impact of Metro's maintenance and engineering programs on customer service. Factors that influence railcar offloads are railcar performance, rail infrastructure performance, rail operations policies, and customer behavior.

QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Crowding	Percentage of passenger time spent on vehicles exceeding crowding guidelines Number of crowded passenger minutes ÷ Total number of passenger minutes	Crowding is a key driver of customer satisfaction with Metrorail and Metrobus service. Crowding measures the percentage of passenger time spent on vehicles that exceed crowding guidelines per WMATA service standards: ► Metrorail: 100 passengers per car ► Metrobus: 120% of seated capacity during peak, 100% off peak [100% at all times on express routes] Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can effect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.
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).

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Appendix J - Board Budget Resolution

Original Budget Resolution and Attachments

April 2, 2020

PRESENTED AND ADOPTED: April 2, 2020

SUBJECT: APPROVAL OF FISCAL YEAR 2021 OPERATING BUDGET AND CAPITAL BUDGET, FARE AND SERVICE CHANGES AND PUBLIC PARTICIPATION REPORT

2020-09

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

WHEREAS, Metro plays an especially critical role during this unprecedented national public health crisis, providing transportation to essential health workers, first responders, and many residents who are dependent on the continued operations of trains and buses for basic provisions; and

WHEREAS, In the face of global and domestic economic uncertainty, the Board wants to support residents with affordable services that are ready to serve returning customers, and attract more ridership by increasing frequent, reliable service; and

WHEREAS, Recognizing that the financial hardship of the crisis extends to customers and also the jurisdictions that support Metro as they are being called upon to provide emergency services and support during the pandemic; and

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 FY 2021 Operating Budget and FY 2021-2026 Capital Improvement Program (CIP); and

WHEREAS, Pursuant to the Public Participation Plan, the Board held three public hearings on February 24, February 25 and February 26, 2020, on the proposed FY 2021 Operating Budget, related service and fare proposals, and the FY 2021-2026 CIP, of which one was held in an area served by the Northern Virginia Transportation Commission; and

WHEREAS, The results of the public hearings and public participation are summarized in the Public Participation Report (Attachment A); 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

Motioned by Mr. McMillin, seconded by Mr. Marootian
Ayes: 8- Mr. Smedberg, Ms. Gidigbi, Mr. Goldman, Mr. Rouse, Mr. Letourneau, Mr. Marootian, Mr. Slater and Mr. McMillin

(Attachment B) and determined that the proposed changes do not present a disproportionate burden on low-income customers nor a disparate impact on minority populations except for the reduced headway on Metrorail from 5:00 am to 6:00 am; and

WHEREAS, The reduced headway does not violate Title VI, is supported by minority customers and is mitigated by additional late night and Sunday rail service; and

WHEREAS, The WMATA Dedicated Funding Grant Agreement with the District of Columbia requires the Board to review and decide whether the most recent approved FTA Indirect Cost Rate is appropriate to apply to jurisdictional capital contributions; and

WHEREAS, The delay in opening Phase 2 of the Silver Line requires estimates of the revenues to be received from its operation during FY 2021; and

WHEREAS, Resolution 2012-29 established Metrorail headways; and

WHEREAS, WMATA's Metrorail hours of service currently are Monday-Thursday 5am-11:30 pm; Friday 5am-1am; Saturday 7am-1am; and Sunday 8 am-11 pm; and

WHEREAS, Resolution 2010-31, adopted a ¾ mile zone from fixed route service for the provision of MetroAccess Service; and

WHEREAS, Resolution 2019-09, which adopted the Keeping Metro Safe, Reliable & Affordable Plan (KMSRA), and certain dedicated funding statutes require WMATA to keep jurisdictional operating subsidy growth at 3% annually, which further requires changes to previous policy resolutions, including Resolutions 79-39, 99-24 and 2003-50 on Operating Subsidy Interest, Audit Adjustments, and Operating Reserve Fund, respectively; and

WHEREAS, Resolution 2016-01, established the Claims Liability Fund to be continually funded at amounts specified therein; and

WHEREAS, Resolution 2019-09, approved a one-time capital funding contribution to support operating revenue losses caused by service disruptions associated with major capital projects; and

NOW, THEREFORE, be it

RESOLVED, Due to the scope of government imposed emergency measures such as office and business closures and travel restrictions, and the resulting impact on Metro's finances and ridership levels, the Board will review the approved fiscal year (FY) 2021 budget prior to its July 1, 2020 effective date, at which time the Board may reconsider the timing for the implementation of certain initiatives; and be it further

RESOLVED, That the Board approves the Public Participation Report on the proposed FY 2021 Operating Budget and FY 2021-2026 CIP, as detailed in Attachment A, and the Title VI equity analysis detailed in Attachment B; and be it further

RESOLVED, That the Board approves and adopts the FY 2021 Operating Budget (inclusive of all Operating Reimbursable projects) of $2.078 billion, with revenues, expenses, subsidies and statutory exemptions from subsidy calculation detailed in Attachments C and D computed by: (1) taking the FY 2020 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 3% subsidy increase limitation; and be it further

RESOLVED, That Resolution 2012-29 relating to Metrorail headways is amended by this Resolution and Resolution 2019-06 as to Metrorail hours of service hours for station closing and related supplemental bus service are superseded and the Board adopts the headway and service schedule and fares as detailed in Attachments E and F; and be it further

RESOLVED, That the Board authorizes the GM/CEO to continue the Rush Hour Promise program through June 30, 2021, with terms and conditions established by the GM/CEO; and be it further

RESOLVED, That as part of Attachment D, the Board adopts the regional estimate of Silver Line Phase 2 operating revenues with any shortfall in those revenues received and the estimated amount to be paid to WMATA by Regional Partners in FY 2022; 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 2021 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 Resolution 2010-31 is suspended until July 1, 2021 in regards to the ¾ mile service area limitation and freezing the existing paratransit service area as it exists to allow staff to evaluate the impact of Metrobus service changes on paratransit service and to report to the Board by or before June 30, 2021, with MetroAccess service recommendations based on a review of (a) available fixed route service, (b) the

availability of subsidized alternatives to the MetroAccess service, and (c) demand for paratransit service; and be it further

RESOLVED, That the Board reserves the right, as part of this public hearing process, to revise fare and service changes approved in this Resolution prior to July 1, 2020 based on the expected budgetary impacts relating to the Coronavirus pandemic; and be it further

RESOLVED, That Resolution 79-39 is amended to delete the subsection titled "Fourth Quarter Adjustment" in its entirety and insert "Reserved" at subsection G; and be it further

RESOLVED, That Resolutions 99-24 and 2003-50, are rescinded in their entirety; and the Board authorizes the GM/CEO and CFO or their designee to establish an Operating Reserve within the 3% cap on operating subsidy growth for the purposes of managing operating surpluses and deficits; and be it further

RESOLVED, That the Board rescinds the ninth and tenth RESOLVED clauses of Resolution 2016-01; directs that the Operating Budget shall be prepared using an assumption of the actuarially forecasted claims payment in an amount that the GM/CEO deems appropriate; and authorizes the GM/CEO or his designee to fund the Claims Liability Fund in an amount deemed appropriate for FY 2021 and each fiscal year thereafter; provided, however, that the GM/CEO shall obtain concurrence from the Board each fiscal year prior to implementing the funding of the Claims Liability Fund; and be it further

RESOLVED, That the Board authorizes the GM/CEO to fund the OPEB trust in FY 2021 and subsequent fiscal years in an amount deemed appropriate and to establish an Obsolescence Reserve to be funded in an amount each fiscal year deemed appropriate for the purpose of recording the costs associated with disposal of unusable and unsaleable items; provided, however, that the GM/CEO shall obtain concurrence from the Board each fiscal year prior to implementing the funding of the OPEB trust and the funding of the Obsolescence Reserve; and be it further

RESOLVED, That the Board approves and adopts the FY 2021 Capital Budget of $1.786 billion (exclusive of all Capital Reimbursable projects in the amount of $89.000 million) and the FY 2021-2026 CIP of $10.113 billion (exclusive of $283.000 million Capital Reimbursable projects) as summarized in Attachments F and G and be it further

RESOLVED, That the Board approves the use of FTA grant and local matching funds in the amount of $60.000 million for eligible preventive maintenance expenditures through the FY 2021 Capital Budget; and be it further

RESOLVED, That the Board has considered the use of the most recent FTA-approved Indirect Cost Rate attached as Attachment H and determines that it is appropriate to

apply that rate to projects funded by jurisdictional capital contributions in the FY 2021 Capital Budget; and be it further

RESOLVED, That the Board approves a capital funding contribution of up to $17.000 million in capital funds to support operating revenue losses caused by service disruptions associated with major capital projects and efforts to prepare those projects for revenue service with any unused funds returned to the capital budget; and be it further

RESOLVED, That the Board authorizes the GM/CEO to reprogram within the capital budget any unused FY 2020 funds related to capital funding provided to support operating revenue losses caused by service disruptions associated with major capital projects; provided, however, that the GM/CEO shall obtain concurrence from the Board prior to any such reprogramming of capital funds back into the FY 2020 capital budget set aside to offset operating impacts of major capital projects; and be it further

RESOLVED, That $72.156 million of debt service payments resulting from the issuance of Series 2017A, 2017B, and 2018 bonds are due from and allocated to the participating jurisdictions as detailed in Attachment D; and be it further

RESOLVED, That, in order to implement the FY 2021 Capital Budget or the FY 2021 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 2021-2026 CIP or the approved FY 2021 Operating Budget; (2) conduct public hearings at any time during FY 2021 in furtherance of the implementation of the FY 2021-2026 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 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 during FY 2021 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 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.

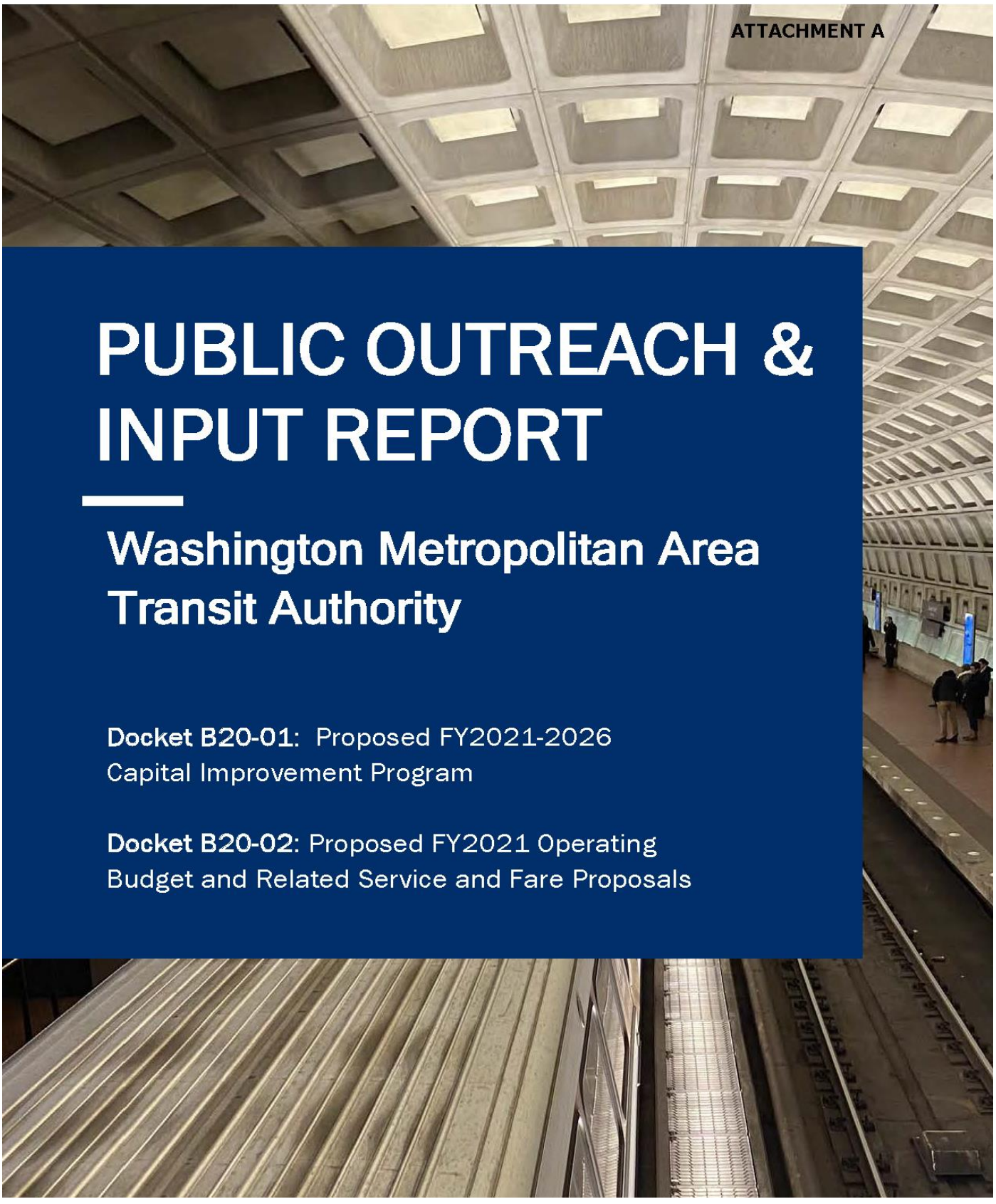
Reviewed as to form and legal sufficiency,

Patricia Y. Lee
General Counsel

WMATA File Structure Nos.:

2.7 Delegation of Authority
4.2.2 Fiscal Year Budgets
9.12.9 Tariff/WMATA Fare Structure

ATTACHMENT A



PUBLIC OUTREACH & INPUT REPORT

Washington Metropolitan Area Transit Authority

Docket B20-01: Proposed FY2021-2026 Capital Improvement Program

Docket B20-02: Proposed FY2021 Operating Budget and Related Service and Fare Proposals

Introduction

Metro's proposed budget, beginning July 1, 2020, was developed to improve the customer experience and fare option, and manage costs. Several fare and service changes were proposed as part of the budget, summarized below:

Proposed Fare Changes

Metrorail

- Increase peak fares
- Adjust Senior/Disabled fares to half of peak and off-peak fares
- Charge peak fare process after midnight
- Change a flat fare on weekends
- Simplify "mileage tiers"
- Add a surcharge at Dulles Airport Metrorail Station

Metrobus

- Lower the price of the 7-Day Regional Bus Pass
- Add a 25¢ surcharge for cash use
- Increase the fare on *MetroExtra* routes

Metrorail + Metrobus

- Increase the transfer discount between Metrorail and Metrobus
- Add new Short-Trip and Weekend Passes

Proposed Service Changes

Metrorail

- Restore late night hours
- Improve Sunday train frequency to match Saturday service
- Adjust weekday early morning service

Metrobus

- Improve weekend service on high-ridership routes
- Improve *MetroExtra* service
- Adjust frequency and hours of service
- Eliminate "lifeline" late night and early morning service if Metrorail hours change
- Restructure and eliminate service

Details about the proposed changes, as well as the proposed Capital Improvement Program budget, can be found in WMATA Dockets B20-01 and B20-02 on *wmata.com* under *About > Public Hearings & Meetings*.

The following report includes an overview of the public participation plan that was followed as well as a summary of the public feedback received.

Communications & Outreach Overview

In order to encourage public feedback on the proposed budget, as well to fulfill the Board-approved Public Participation Plan, Metro tailored a communications and outreach plan that focused on impacted customers. The majority of the communications and outreach effort was concentrated within the official public comment time period, Saturday, February 8 through Monday, March 9. The final plan included the following efforts:

- **Outreach events** at stations, transit centers and bus stops
- **Stakeholder engagement**
- **Targeted marketing and media**
- **Open houses and Compact Public Hearings**

In order to best manage resources in the allotted amount of time, the majority of outreach efforts were focused on the proposed changes that would have the greatest impact on riders. 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:

- Online through the survey tool
- Oral and written testimony received at the Public Hearings
- Written comments received by the Board Secretary's Office

OUTREACH EVENTS

Outreach street teams, comprised of Metro staff and contractors, traveled to various Metrorail stations, bus stops, and transit centers around the region during the public comment period to notify customers about the proposals and encourage them to provide feedback. Locations aligned closely with jurisdictional station distribution and were chosen based on high average weekday, low-income and minority ridership, high rail-to-bus transfers, and locations with customers who were most impacted by the proposals. A complete list of the fifty shifts is listed in *Appendix A: Outreach Materials & Tools*.

Street teams wore yellow Metro aprons, and those who were bilingual wore large pins that identified them as speaking another language. At least half of all street teams were fluent in Spanish, and some teams also had Amharic, French and Korean speakers. Many teams included staff from the Office of Bus Planning who could speak in detail about the proposed bus service changes.

Teams had a wide variety of materials and tools with them to help speak to the proposals and encourage feedback:

- **Over 106,400 brochures were distributed** during the two weeks of outreach events. The brochures summarized the fare and service proposals and highlighted the multiple ways to provide feedback. The brochure included language in both English and Spanish, and a statement in Amharic, Chinese, French, Korean and Vietnamese about how to receive information in their preferred language. It also included a QR code for customers to scan and automatically go to the survey from their own mobile device. A copy of the brochure is available in *Appendix A: Outreach Materials & Tools.*

- At locations where there were bus routes that had service proposals, teams had **printed proposal maps** to illustrate the proposed changes and the travel alternatives.

- Tablets were available and used by the team to:
    - Help customers understand the impact of the fare proposals to their typical trip using the **Fare Proposal Calculator** in both English and Spanish. This can be viewed in *Appendix A: Outreach Materials & Tools.*

    - **Push the survey link directly** to a customer via email or text. 130 customers opted to receive the survey link this way.

    - Provide an opportunity for customers to **take the survey**. Not surprisingly, only 17 customers opted to do this since the estimated timeframe to take the survey was at least 5-10 minutes.

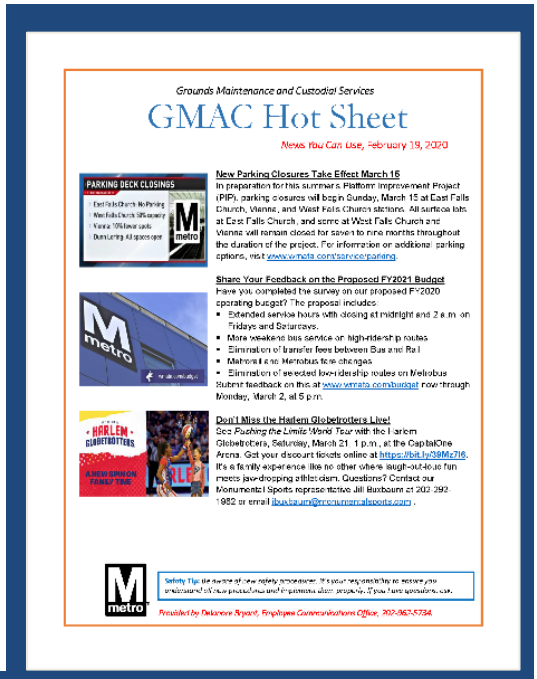
STAKEHOLDER ENGAGEMENT

Local stakeholders were key in getting the word out to their constituents about the proposed budget. Staff engaged with stakeholders in a variety of ways:

- The **Accessibility Advisory Committee (AAC)** was briefed by WMATA staff about the budget proposal and discussed the budget at numerous meetings at WMATA headquarters on November 4, 2019; January 6, 13, and 30, 2020; February 3, 10, and 18, 2020.

- The **Riders' Advisory Council (RAC)** was briefed by WMATA staff about the budget on September 4, 2019 and February 5, 2020. They also discussed the budget proposals and recommendations at their January 8 and March 5, 2020 meetings.

- **Employees** were notified about the budget proposal and encouraged to participate in the process through emails from the General Manager on February 7 and February 28, 2020. All staff received a follow-up email on March 3, 2020 announcing that the public comment period had been extended. Information about the proposed budget was also included in Metrorail, Metrobus and Grounds Maintenance & Custodial Services "hot sheets", newsletters that are shared with operations staff.



Grounds Maintenance and Custodial Services

GMAC Hot Sheet

News You Can Use, February 19, 2020

New Parking Closures Take Effect March 16

In preparation for this summer's Platform Improvement Project (PIP), parking closures will begin Sunday, March 15 at East Falls Church, Vienna, and West Falls Church stations. All surface lots at East Falls Church, and some at West Falls Church and Vienna will remain closed for seven to nine months throughout the duration of the project. For information on additional parking options, visit www.wmata.com/service/parking.

Share Your Feedback on the Proposed FY2021 Budget

Have you completed the survey on our proposed FY2020 operating budget? The proposal includes:

- Extended service hours with closing at midnight and 2 a.m. on Fridays and Saturdays.
- More weekend bus service on high-ridership routes
- Elimination of transfer fees between Bus and Rail
- Metrorail fare changes
- Elimination of selected low-ridership routes on Metrobus

Submit feedback on this at www.wmata.com/budget now through Monday, March 2, at 5 p.m.

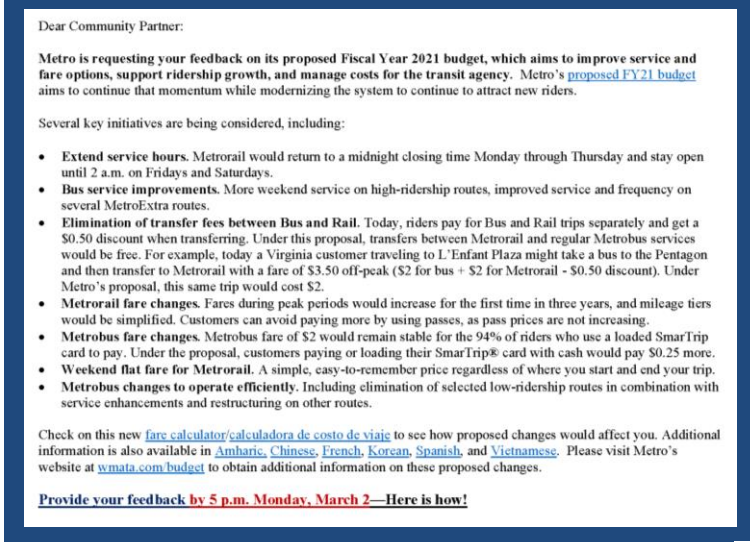
Don't Miss the Harlem Globetrotters Live!

See *Pushing the Limits* World Tour with the Harlem Globetrotters, Saturday, March 21, 1 p.m., at the CapitalOne Arena. Get your discount tickets online at https://bit.ly/39Mz716. It's a family experience like no other where laugh-out-loud fun meets jaw-dropping athleticism. Questions? Contact our Monumental Sports representative Jill Bunbourn at 202-292-1982 or email jbunbourn@monumentalsports.com.

Safety Tip: Be aware of new safety procedures. It's your responsibility to review you understand all new procedures and implement them properly. If you have questions, ask.

Provided by Delarence Bryant, Employee Communications Office, 202-962-5734.

- **Community Based Organizations (CBOs) and community partners** were notified about the budget proposal by WMATA staff via email on February 24, 2020, requesting their comments and feedback on the proposed Metro's FY2021 Budget. This list included 443 unique individuals, working at 268 Community Based Organizations, and Community Base-like functioning institutions. This message invited CBOs to meet with Metro representatives, if necessary, to provide additional feedback and also included links to the bilingual survey, information in languages other than English for those CBOs serving various linguistic minorities, and an invitation to attend the open house and public hearing. A second message was sent on March 6, 2020 to remind CBOs that were unable to attend the open house and public hearing about the extension of the public comment period and approaching deadline to provide feedback via Metro's online bilingual survey.



Dear Community Partner:

Metro is requesting your feedback on its proposed Fiscal Year 2021 budget, which aims to improve service and fare options, support ridership growth, and manage costs for the transit agency. Metro's proposed FY21 budget aims to continue that momentum while modernizing the system to continue to attract new riders.

Several key initiatives are being considered, including:

- **Extend service hours.** Metrorail would return to a midnight closing time Monday through Thursday and stay open until 2 a.m. on Fridays and Saturdays.
- **Bus service improvements.** More weekend service on high-ridership routes, improved service and frequency on several MetroExtra routes.
- **Elimination of transfer fees between Bus and Rail.** Today, riders pay for Bus and Rail trips separately and get a $0.50 discount when transferring. Under this proposal, transfers between Metrorail and regular Metrobus services would be free. For example, today a Virginia customer traveling to L'Enfant Plaza might take a bus to the Pentagon and then transfer to Metrorail with a fare of $3.50 off-peak ($2 for bus + $2 for Metrorail - $0.50 discount). Under Metro's proposal, this same trip would cost $2.
- **Metrorail fare changes.** Fares during peak periods would increase for the first time in three years, and mileage tiers would be simplified. Customers can avoid paying more by using passes, as pass prices are not increasing.
- **Metrobus fare changes.** Metrobus fare of $2 would remain stable for the 94% of riders who use a loaded SmarTrip card to pay. Under the proposal, customers paying or loading their SmarTrip® card with cash would pay $0.25 more.
- **Weekend flat fare for Metrorail.** A simple, easy-to-remember price regardless of where you start and end your trip.
- **Metrobus changes to operate efficiently.** Including elimination of selected low-ridership routes in combination with service enhancements and restructuring on other routes.

Check on this new fare calculator/calculadora de costo de viaje to see how proposed changes would affect you. Additional information is also available in Amharic, Chinese, French, Korean, Spanish, and Vietnamese. Please visit Metro's website at wmata.com/budget to obtain additional information on these proposed changes.

Provide your feedback by 5 p.m. Monday, March 2—Here is how!

- Information about the budget proposal was sent via email to a **stakeholder list** through an email on February 18, 2020. This list includes 2,900+ contacts, including places of worship, event venues, business improvement districts, apartment and residences, schools, shopping areas, social services, CBOs and more.

- **Elected officials and agency staff at the local jurisdictions** were provided extensive information from WMATA staff about the budget proposal in numerous ways:

    - Multiple email notifications were sent to lists of elected officials and agencies in the District of Columbia, Maryland and Virginia to inform them of the budget docket and public comment period between February 8 and March 3, 2020. WMATA staff answered many information requests via email and phone from various constituents.

    - WMATA staff had multiple face-to-face meetings with various officials. Between February 11 and 25, 2020, staff conducted individual briefings on proposals for DC Councilmembers Mary Cheh, Robert White, Trayon White and Brandon Todd's staff. There were also General Manager Budget Briefings with key DC Councilmembers and Executive Branch between January 29 and February 11, 2020, including Councilmember Robert White, Chairman Mendelson, Councilmember Trayon White, Mayor Bowser and Councilmember Mary Cheh. WMATA staff also briefed the Northern Virginia Transportation Commission (NVTC) Management Advisory Committee (MAC) and participated in a Town Hall meeting on March 2, 2020 in Silver Spring convened by the Montgomery County Council's Transportation and Environment Committee.

    - The Joint Coordinating Committee (JCC), comprised of staff from regional jurisdictions, participated in two calls and a meeting to discuss the budget proposals with WMATA staff.

    - An Advisory Neighborhood Commission (ANC) Forum was hosted at Metro Headquarters on February 11, 2020, which allowed DC Commissioners to discuss proposals with WMATA staff. Twelve Commissioners attended.

TARGETED MARKETING AND MEDIA

Metro used targeted marketing and media strategies to increase awareness and encourage feedback on the proposed budget.

Website

The webpage *wmata.com/budget* was updated to reflect proposed FY2021 budget information:

- The *wmata.com/budget* webpages received over 42,750 view from over 34,500 unique viewers.
- The landing webpage included **information in multiple languages**, including a link at the top to a translated page in Spanish, *wmata.com/budget_espansol* and pdf flyers in Amharic, Chinese, French, Korean, and Vietnamese.
- Information about **how to provide feedback** was listed, including the link to the online survey and details about the open houses and Public Hearings.
- There was a **variety of content available** for review, including maps, the FY2021 Proposed Budget Book, bus service proposal details for DC, Maryland, Virginia and late-night, and the Notice of Public Hearing.
- A **new fare proposal calculator tool** was developed and linked from the webpage. Available in English and Spanish, the tool allowed a customer to enter in a trip to calculate their proposed fare vs their current fare. Different fare proposals could be toggled on and off, and the tool highlighted which pass products could help the customer save money. There were over 2,500 visits to the calculators from over 2,200 unique visitors. Screenshots of the calculators can be viewed in *Appendix A: Outreach Materials & Tools.*

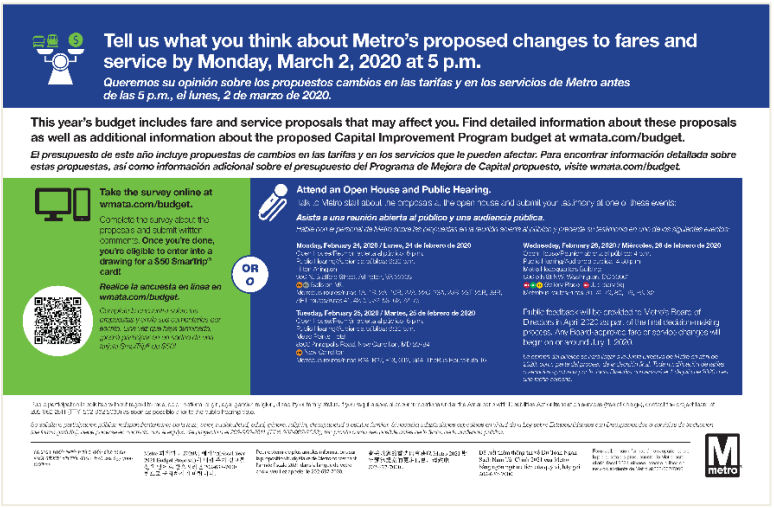
Paid Advertisements

Advertisements were placed in newspapers throughout the region, including multi-lingual publications:

- *The Washington Post* (legal notice)- February 2 and 15, 2020
- *The Afro* - February 22, 2020
- *El Tiempo Latino* (Spanish) – February 14, 2020
- *Washington Hispanic* (Spanish) – February 21, 2020
- *Atref* (Amharic) – February 21, 2020
- *Epoch Times* (Chinese) – February 14, 2020
- *Doi Nay* (Vietnamese) – February 21, 2020
- *Korean Times* (Korean) – February 14, 2020

Print and Digital Sign Postings

Information about the proposed budget in English and Spanish was posted throughout the region. All printed signs included a QR code.



- Signs were posted in Metrorail station mezzanines.
- Brochures and signs were placed in Bus Information Centers onboard Metrobuses.
- Signs were posted in MetroAccess vehicles.
- Real-time arrival signs at 330 bus stops displayed information about the budget webpage.
- Over 130 signs listing specific proposals were posted at select bus stops of impacted routes.

Media Coverage

Besides the press releases that were published on February 14 and March 2,2020, there was extensive media coverage around the proposed budget:

- There were over 150 stories in the local media from November 4 to March 9.
- The General Manager participated in one-on-one TV and radio interviews with WUSA9, ABC7, NBC4 and FOX5.
- The primary news organizations that covered the budget proposal were:
    - **Print:** *Washington Post, Washington Times, Washington Business Journal, Washington City Paper, Washingtonian, Springfield Connection*
    - **TV:** ABC7, WUSA9, NBC4, FOX5, WDVM, Telemundo, Montgomery Community Media
    - **Radio:** WAMU, WTOP, WMAL
    - **Online / Blogs / Student papers:** *DCist, Bethesda Beat, Curbed DC, Greater Greater Washington, Progressive Railroading, The DC Line, The DC Post, The Hoya, The Hatchet, Capital News Service*

Social Media Tactics

Multiple social media tactics were used to publicize the budget proposal and encourage feedback.

- Three MetroForward Facebook posts about the proposed budget reached 4,372 users and had 174 engagements.
- Six @wmata Twitter posts reached 113,237 users and received 967 engagements.
- Information posted on Nextdoor, a neighborhood social networking service, garnered 10,777 impressions.

Other Items

- Copies of the English and Spanish notices and dockets were sent to all jurisdictional libraries.
- The MetroAccess phone interactive voice response (IVR) was updated with announcements about the upcoming public hearings.

OPEN HOUSES + COMPACT PUBLIC HEARINGS

Metro hosted joint open houses and Compact Public Hearings for the proposed budget in the three Compact jurisdictions. Each location was ADA accessible and conveniently located next to a Metrorail station or bus line. Additional shuttle service was provided at the Maryland event. Materials and signage were available in English and Spanish.

Open Houses

The open houses provided the opportunity for attendees to speak one-on-one with Metro staff about the variety of proposals within the FY2021 budget. Subject matter experts in the following topic areas were available: Operating Budget, Capital Improvement Program, Fare Changes, Metrorail Service Changes, Metrobus Service Changes, and Customer Service. Tablets were also available for attendees to use the fare calculator tool or take the survey on-site.

Compact Public Hearings

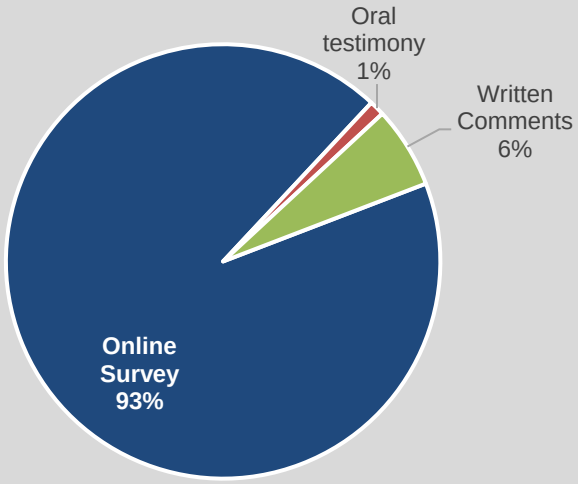
The Public Hearings followed WMATA's standard Public Hearing procedures, beginning with a WMATA Board Member reading a prepared statement outlining the Public Hearing process, and a Metro executive presenting an overview of the proposal. Due to the large number of registered speakers at the Washington DC event, the hearing ran concurrently in two separate rooms.

Event Dates & Locations	Open House Attendees	Public Hearing Speakers	Public Hearing Metro Board Member Representatives	Public Hearing Metro Executive Representatives
Monday, February 24, 2020 Hilton Arlington 950 N. Stafford Street Arlington, VA 22203 *Open House: 6:00 p.m.* *Public Hearing: 6:30 p.m.*	57	59	Paul Smedberg*	Dennis Anosike Jennifer Ellison
Tuesday, February 25, 2020 Metro Points Hotel 8500 Annapolis Road New Carrollton, MD 20784 *Open House: 6:00 p.m.* *Public Hearing: 6:30 p.m.*	49	30	Michael Goldman* Thomas Graham	Dennis Anosike Jennifer Ellison Tom Webster
Wednesday, February 26, 2020 Metro Headquarters Building 600 5th St NW Washington, DC 20001 *Open House: 4:00 p.m.* *Public Hearing: 4:30 p.m.*	109	106	Stephanie Gidigbi* Jeff Marootian Tom Bulger	Dennis Anosike Jennifer Ellison* Tom Webster

- * - denotes hearing officer

PUBLIC INPUT RESULTS

Metro collected public input through surveys, written comments (through the survey tool or letters sent to the Board Secretary's Office), and oral testimony at the public hearings during the public comment period from Saturday, February 8 through 9:00 a.m. Monday, March 9, 2020. **Metro received over 17,000 responses to the proposed budget.**



PUBLIC INPUT SOURCES	
Online survey	15,959
Written comments	1,044
Oral testimony	195
Total	17,198

More than 93 percent of the input received came in using the survey tool. Analysis of public input collected through responses to survey questions can be found in *Appendix D: FY2021 Budget - Customer Feedback on Proposed Service Changes and Fare Options*. Another 6% of the input received was written comment, with nearly all being provided through the survey tool via the upload or "provide written comment only" choice. Written comments can be reviewed in *Appendix C: Written Comments*. Oral testimony at the public hearing accounted for about 1% and can be reviewed in *Appendix B: Public Hearing Oral Testimony*.

ATTACHMENT B

M E M O R A N D U M

SUBJECT: Title VI Equity Analysis: Service and Fare Changes, FY 2021 Budget

DATE: March 30, 2020

FROM: FAIR – Franklin Jones

Franklin Jones E025538 WMATA Digitally signed by Franklin Jones E025538 WMATA Date: 2020.03.30 19:30:20 -04'00'

THRU: IBOP – John T. Kuo

John Kuo E023756 WMATA Digitally signed by John Kuo E023756 WMATA DN: c=US, o=Washington Metropolitan Area Transit Authority, ou=People, cn=John Kuo E023756 WMATA Date: 2020.03.30 18:03:05 -04'00'

TO: GM/CEO – Paul J. Wiedefeld

This memorandum describes the methodology and findings of the Title VI equity analysis required for the fare changes and major service changes associated with the Fiscal Year 2021 Operating Budget.

Staff is seeking acceptance of the Title VI equity analysis required in order to change fares and service. This action item will be reviewed by the Finance and Capital Committee at the April 2 meeting.

I. Conclusion

Based on the Title VI equity analysis, staff has determined that the proposed fare changes and most of the service changes do not result in a disparate impact (DI) for minority populations or a disproportionate burden (DB) for low-income populations. The only exception is the change in headways during early morning hours (5:00 AM to 6:00 AM) on Metrorail, which results in a DI for minority customers. However, this change does not violate Title VI because Metro has a substantial legitimate justification for the proposed service change, and no less discriminatory alternative exists. It has support among minority customers, as 43 percent of minority customers surveyed during public outreach are in favor of the proposal compared to 33 percent against. Additionally, service during late-night periods and on Sundays acts as a mitigation to minority customers using Metro.

Washington Metropolitan Area Transit Authority

II. Fare and Service Change Proposals

In November 2019, the GM/CEO put forward a proposed FY2021 Operating Budget. Overall, the goals of the budget are to improve service and ridership through safe and on-time bus and rail services while ensuring that subsidies do not grow by more than three percent annually. Based on input from the public outreach process and consultations with the jurisdictions, the GM/CEO's revised budget proposal includes the following fare and service changes:

Table One: Major Policy Direction, Fares

Rail Distanced-Based Fares	$0.10 Increase Peak Base, $6.50 Max Peak Fare, Change in Mileage Tiers, Senior-Disabled Off-Peak Reduction
Rail Weekend	$2.00 Flat Fare
Rail Passes	No Fare Change for Pass Customers
Bus To/From Rail Transfers	Raise Discount from $0.50 to $1.00
Bus Fares	No Increase to Fares. No $0.25 Surcharge for Cash
Bus Passes	Reduce Cost of 7 Day Pass from $15 to $12

The budget proposal also includes a number of service changes focused on increasing ridership and efficiency of operations. They are summarized in Table Two.

Table Two: Major Service Changes

Rail Service	Increase Headway* on Weekdays 5 AM to 6 AM from 8 to 12 minutes, Decrease Headways on Sundays to Match Saturdays, Extend Operating Hours by 30 Mins. Mon-Thurs, Extend Hours by 60 Mins. Friday and Saturday Late-Nights
Bus Service	Add Saturday and Sunday Service on Various Routes, Add Weekday Service on Four MetroExtra Routes, Eliminate service on routes with low ridership or redundant service including 5A, TAGS**, Z8, Z11,B29, and B30 Reduce frequency and span on certain routes including some late-night bus trips

*A headway is the time between trains. Increasing the headway means trains come less frequently.
**TAGS: Transportation Association of Greater Springfield circulator bus (Metrobus Routes S80 and S91).

III. Title VI Analysis

When a transit agency proposes a fare change or a major service change, the Federal Transit Administration (FTA), in its Title VI Circular 4702.1B, requires that the agency conduct an equity analysis to determine whether the service or fare change will result in a disparate impact (DI) for minority riders or a disproportionate burden (DB) for low-income riders. In conducting this equity analysis, Metro used the following survey and operations data to determine which populations would be affected by the proposed fare and service changes:

- 2016 Travel Trends Rail Passenger Survey (Spring 2016)
- Supplemental Survey of Sunday Rail Ridership (Fall 2016)
- 2018 Metrobus Passenger Survey (Fall 2018)
- Metrorail and Metrobus ridership and revenue data (Fall 2019)
- Public Outreach Survey for FY 2021 Budget (Early 2020)

a. Fare Equity Analysis

In Resolution 2013-**27, the Board approved Metro's DI/DB thresholds. For fare** changes, the DI/DB threshold is five percent, meaning that the average fare

increase or decrease for minority/low-income riders cannot exceed the average fare increase or decrease for non-minority/non-low-income riders by more than five percent.

To assess fare impacts, staff first calculated the average fare paid for bus and rail customers by demographic group on a typical weekday. To accomplish this, staff calculated the fare paid by each rail customer for each trip on rail by time of day (peak vs. off-peak) and by fare categories (regular fare, senior/disabled fare, passes) and divided that by the number of customers in each category to create an average fare paid per trip. The data is then merged with survey data for the same trips and/or fare categories to create an average fare paid by demographic group (minority vs. non-minority, low income vs. non-low income). On bus, the process is simpler, in that fares do not vary by time of day, only by the type of service (regular, express and airport) and by fare category (regular fare, senior/disabled fares, passes).

Future fares are calculated in the same way, except that the proposed fare policy changes are used in place of the current fares. The current average fare is then compared to the proposed average fare to determine the percentage change in fare by demographic group. The following tables summarize the results for each proposal currently under consideration:

Table Three: DI/DB Test, Fare Proposal

	Minority	Non-Minority	Low-Income	Non-Low-Income
Fare Change, Bus	-7.1%	-6.1%	-6.4%	-7.2%
Fare Change, Rail	-1.6%	0.7%	-7.5%	0.5%
System Average	**-3.1%**	**0.2%**	**-7.0%**	**-0.3%**
Difference	**-3.3%**		**-6.7%**	
DI/ DB	**No**		**No**	

As shown on Table Three, the fare proposal under consideration would reduce the average fare paid by minority and low-income customers more than the proposal would reduce the average fare for their non-minority and non-low-income counterparts. This is due in large part to the increase of the bus/rail transfer discount. Therefore, the proposal does not result in a DI for minority customers or in a DB for low-income customers.

b. Service Equity Analysis

When Metro proposes a major service change, the FTA requires that Metro conduct a Title VI equity analysis. This includes additions to service, like the current proposals to increase the operating hours and the train frequency increase on Sundays. When adding service, the equity analysis assesses whether the added service benefits minority and low-income customers in the

same way as all other customers, testing to see if there is a DI or DB.

To determine whether the proposed service changes would result in a DI for minority populations or a DB for low-**income populations, staff used Metro's** Board-approved DI/DB thresholds adopted in Resolution 2013-27 (see Table Four).

Table Four: DI/DB Service Thresholds

Total Daily Riders Impacted	Threshold for Significant Disparity
Up to 10,000	8%
10,001 to 20,000	7%
20,001 to 40,000	6%
Over 40,000	5%

Metrorail Service Reductions

Using customer survey data, Metro staff calculated the percentage of minority and low-income customers impacted by the proposal to increase scheduled service headways from eight minutes to 12 minutes from 5:00 AM to 6:00 AM on weekdays. Because the proposed service change affects rail customers, Metro then compared that percentage to the system-wide profile for Metrorail (44.8 percent minority; 12.6 percent low-income). The number of daily riders impacted falls between 10,000 and 20,000. Therefore, the DI/DB threshold for this action is seven percent.

Table Five: DI/DB Test, Change in Rail Headways 5AM to 6AM

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	53.3%	10.1%
System Average	44.8%	12.6%
Difference	**8.5%**	**-2.5%**
Threshold	7.0%	7.0%
DI or DB	**Yes**	**No**

As shown in Table Five, the proposal impacts a higher proportion of minority customers than the system average. This difference exceeds the seven percent threshold; therefore, there is a DI. See the Title VI Discussion later in the document for additional details.

The proposal impacts a lower proportion of low-income customers than the system average. Therefore, there is not a DB for low-income customers.

Metrorail Service Increases

The proposal includes an increase in late-night service hours on weekdays, Fridays and Saturdays. The proposal also includes more frequent Sunday service. Since this proposal affects an entire service day, Sunday, the daily ridership impacted is over 40,000. Therefore, the DI/DB threshold is five percent.

Using survey data, Metro staff calculated the percentage of minority and low-income customers benefiting from the proposal. Because the proposed service change affects rail customers, Metro then compared that percentage to the system-wide profile for Metrorail (44.8 percent minority; 12.6 percent low-income).

Table Six: DI/DB Test, Late-Night and Sunday Metrorail Service Increases

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	61.4%	30.7%
System Average	44.8%	12.6%
Difference	**16.6%**	**18.1%**
Threshold	-5.0%	-5.0%
DI or DB	**No**	**No**

As shown in Table Six, the service proposal benefits a higher proportion of minority and low-income customers than the system average. Therefore, the proposal does not result in a DI for minority customers and does not result in a DB for low-income customers.

Metrobus Service Reductions

The proposal includes the elimination of some bus service to improve service efficiency. The proposal includes eliminations of service on some routes with low ridership or on routes that duplicate other service. The current proposal includes the following routes in this category: 5A, TAGS, Z11, Z8, B29, and the B30. Most customers affected by the changes on these routes have other travel options on transit.

The proposal also includes reductions in frequency or span on a select number of other routes. Overall, the proposal impacts approximately 3,000 customers each weekday. Therefore, the DI/DB threshold is eight percent.

Using Metrobus survey data, Metro staff calculated the percentage of minority and low-income customers impacted by the proposal. Because the proposed service change affects bus customers, Metro then compared that percentage to the system-wide profile for Metrobus (80.7 percent minority; 46.4 percent low-income).

Table Seven: DI/DB Test, Bus Service Reductions

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	80.9%	40.3%
System Average	80.7%	46.4%
Difference	**0.2%**	**-6.1%**
Threshold	8.0%	8.0%
DI or DB	**No**	**No**

As shown in Table Seven, the proposal impacts a slightly higher proportion of minority customers than the system average. However, this difference (of 0.2 percent) is below the 8.0 percent threshold. Therefore, there is not a DI for minority customers. The proposal impacts a lower proportion of low-income customers than the system average. Therefore, there is not a DB for low-income customers.

Metrobus Service Increases

The proposal includes additional weekend service on certain routes with high ridership, and additional weekday service on four MetroExtra routes. On any given service day, the number of benefiting customer trips is below 10,000; therefore, the DI/DB threshold is eight percent.

Using Metrobus survey data, Metro staff calculated the percentage of minority and low-income customers benefiting from the proposal. Because the proposed service change affects bus customers, Metro then compared that percentage to the system-wide profile for Metrobus (80.7 percent minority; 46.4 percent low-income).

Table Eight: DI/DB Test, Metrobus Service Increases

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	90.6%	57.6%
System Average	80.7%	46.4%
Difference	**9.9%**	**11.2%**
Threshold	-8.0%	-8.0%
DI or DB	**No**	**No**

As shown in Table Eight above, the service proposal benefits a higher proportion of minority and low-income customers than the system average. Therefore, the proposal does not result in a DI for minority customers and does not result in a DB for low-income customers.

Title VI Discussion – Disparate Impact

Pursuant to FTA Title VI Circular, Metro may implement a proposed service change that will result in a DI for minority populations if Metro:

(1) has a substantial legitimate justification for the proposed change; and

(2) can show that there are no alternatives that would have a less disparate impact on minority riders but would still accomplish **Metro's legitimate** program goals.

Although the proposal to reduce service levels on Metrorail between the hours of 5:00 AM and 6:00 AM results in a disparate impact, implementing this service change would not violate Title VI because: (1) Metro has a substantial legitimate justification for the proposed service change; and (2) no less discriminatory alternative exists. Furthermore, minority customers support the proposal, and additional service during late-night periods and on Sundays acts as a mitigation to minority customers using Metro.

Substantial Legitimate Justification: There is a substantial legitimate justification for this action as it helps Metro improve operations, offer more service, and achieve more reliable service while resulting in a minimal impact to the customer. Specifically:

- The 12-**minute headway helps Metro "ramp up" service** over a full hour rather than immediately at system opening as under the current 8-minute headway, making it easier to clear overnight track work. This contributes **to Metro's ability to offer more service hours and reduces disruptions that** could occur with late track clearance, improving service reliability.
- The three percent cap mandates that Metro look for ways to ensure that service is as efficient as possible to control operating costs, such as reducing service in low ridership periods.
- No one will be denied service by this action. Trains will still operate during this time period.
- At worst, the average change in wait time would only increase by two minutes (from four to six minutes). At stations served by multiple lines, the change in wait time would be even less.
- The proposal would not result in significant changes in crowding levels, as trains would continue to operate below guidelines for passenger load, with load factors below the 100 passengers per car guideline.

No Less Discriminatory Alternative: Metro has examined alternatives to reducing early morning service levels, including cutting service during peak periods or cutting service during mid-day. Cutting service during peak periods would impact too many customers. During mid-days, the Metrorail system already operates at a 12-minute headway. Thus, cutting service during this time

period would result in a significant loss of service to customers that already have longer wait times than early morning customers and is not practical.

Metro could elect to not modify the early morning service. However, the **operational benefits contribute to Metro's** ability to offer more service hours and resources saved by reducing service levels early in the morning are being used to provide more service during time periods that minority (and low-income) customers are far more likely to use Metro: late-nights and on Sundays. As discussed below, this is a far greater benefit to these customers overall.

Support among Minority Customers. Minority and other customers support the reduction in early morning service levels. According to customer survey data collected as part of FY2021 Budget Outreach, approximately 43 percent of all minority customers who responded on this topic are either strongly or moderately **in favor** of this service reduction. This is compared to 33 percent who are strongly or moderately against the service reduction. This trend is true for the general population as well as low-income customers.

Mitigation. The addition of late-night and Sunday service acts as a mitigation. As discussed in the prior section, 61 percent of those benefiting from the additional service are minority and 31 percent are low-income. This is well above the percentage of minority and low-income customers that are adversely impacted by reduction in service (53 percent minority and 10 percent low-income). In total, staff estimates that over 10 million customers will benefit from this new service, compared to the less than 3 million adversely impacted by the early morning reduction in service.

Public Outreach

In accordance with the Title VI Circular 4702.1B, staff conducted public outreach and considered public feedback on the proposed fare change. The full Public Outreach Report is attached to the Board Action Information Summary. Staff considered the results of the public outreach when conducting this analysis.

Attachment C

FY2021 OPERATING BUDGET

(Dollars in Thousands)	Total with Reimb	Subsidized Total	BUS	RAIL	ACCESS	REIMB
REVENUES						
Passenger	$677,755	$677,755	$117,812	$551,275	$8,668	$0
Parking	$44,509	$44,509	$0	$44,509	$0	$0
Advertising	$35,800	$35,800	$8,940	$26,860	$0	$0
Joint Development	$17,750	$14,644	$0	$14,644	$0	$3,106
Fiber Optics	$19,460	$18,777	$0	$18,777	$0	$684
Other	$36,197	$32,220	$3,124	$29,096	$0	$3,977
Total Revenues	$831,472	$823,706	$129,876	$685,162	$8,668	$7,766
EXPENSES						
Personnel	$1,393,590	$1,387,919	$536,470	$837,546	$13,904	$5,671
Services	$388,915	$387,245	$66,975	$150,909	$169,361	$1,671
Materials & Supplies	$107,742	$107,317	$27,663	$78,892	$762	$425
Fuel (Gas/Diesel/CNG)	$31,939	$31,939	$22,553	$3,684	$5,702	$0
Utilities & Propulsion	$105,793	$105,793	$11,645	$93,378	$770	$0
Casualty & Liability	$32,260	$32,260	$8,786	$22,890	$584	$0
Leases & Rentals	$11,036	$11,036	$2,657	$7,394	$985	$0
Miscellaneous	$6,505	$6,505	$780	$5,589	$136	$0
Total Expenses	$2,077,781	$2,070,015	$677,529	$1,200,282	$192,204	$7,766
NetSubsidy	$1,246,310	$1,246,310	$547,654	$515,120	$183,536	$0
Cost Recovery Ratio[1]		39.8%	19.2%	57.1%	4.5%	

[1]Total Revenues/ Total Expenses

ATTACHMENT D: FY2021 Summary of State/Local Operating Requirements

	FY2020 Base	FY2021 Capped	Change %	Legislative Exclusions	Change %	Silver Line Phase 2	FY2021 Total Subsidy	Total Change %	Debt Service	Jurisdictional Contribution
District of Columbia	**$407,765,902**	**$419,998,879**	**3.0%**	**$2,079,419**	**0.5%**	**$25,892,842**	**$447,971,141**	**9.9%**	**$33,267,125**	**$481,238,266**
Montgomery County	$189,124,318	$190,358,776	0.7%	$1,622,723	0.9%	$13,748,799	$205,730,298	8.8%	$15,406,871	$221,137,169
Prince George's County	$242,610,897	$254,328,496	4.8%	$3,476,973	1.4%	$12,340,775	$270,146,243	11.3%	$15,806,488	$285,952,731
Maryland Subtotal	**$431,735,215**	**$444,687,272**	**3.0%**	**$5,099,696**	**1.2%**	**$26,089,573**	**$475,876,541**	**10.2%**	**$31,213,359**	**$507,089,900**
City of Alexandria	$45,835,235	$47,885,869	4.5%	$112,636	0.2%	$3,657,319	$51,655,824	12.7%	$1,774,830	$53,430,654
Arlington County	$78,160,432	$79,025,489	1.1%	$150,169	0.2%	$7,321,818	$86,497,475	10.7%	$0	$86,497,475
City of Fairfax	$2,486,758	$2,728,923	9.7%	$26,195	1.1%	$238,364	$2,993,482	20.4%	$111,451	$3,104,932
Fairfax County	$156,043,184	$158,429,291	1.5%	$1,123,321	0.7%	$12,732,683	$172,285,295	10.4%	$5,613,058	$177,898,353
City of Falls Church	$3,449,375	$3,314,749	(3.9%)	$11,266	0.3%	$196,824	$3,522,838	2.1%	$176,178	$3,699,016
Loudoun County	$0	$3,169,912	100.0%	$20,252	100.0%	$2,316,758	$5,506,922	100.0%	$0	$5,506,922
Virginia Subtotal	**$285,974,984**	**$294,554,233**	**3.0%**	**$1,443,839**	**0.5%**	**$26,463,765**	**$322,461,837**	**12.8%**	**$7,675,516**	**$330,137,353**
Total Contribution	**$1,125,476,101**	**$1,159,240,384**	**3.0%**	**$8,622,954**	**0.8%**	**$78,446,181**	**$1,246,309,519**	**10.7%**	**$72,156,000**	**$1,318,465,519**

1. The base subsidy model was adjusted to prorate Loudoun County for one quarter of Silver Line Operations
2. Applicable costs for Metrobus Routes 16E, B29, and B30 that are funded by management actions are not included in calculation of the Subsidy Allocation

Metrorail Service Changes

1. **Better Weekend Metrorail Service: Operate Saturday Headways on Sundays**

   Reduce Orange/Silver/Yellow/Green/Blue Line Sunday daytime headway from 15 minutes to 12 minutes. Reduce Red Line Sunday daytime headways from 8 minutes to 6 minutes.

2. **Restore Rail Late Night Hours: Add Four Hours of Service Per Week**

   Trains would operate an additional four hours per week; staying open 30 additional minutes Monday through Thursday (until midnight) and

   one additional hour on Fridays and Saturdays (until 2:00 a.m.).

3. **Weekday Early Morning Right-sizing: Widen Weekday Headway before 6 a.m.**

   Increase weekday headways on all lines before 6:00 a.m. from 8 minutes to 12 minutes.

Metrobus Service Changes

Weekend Service Improvements				
Route	***Name***	***Day(s)***	***Proposed Service Change(s)***	***Jurisdictions Served***
80	North Capitol Street	Sat / Sun	Increase frequency from 30 minutes to 20 minutes	DC
83,86	College Park	Sat / Sun	Increase frequency from 60 minutes to 30 minutes (15 minutes in combined section)	DC, PG
A12	Martin Luther King Jr. Highway	Sun	Increase frequency to match Saturday (every 45 minutes)	PG
C29	Central Avenue	Sat / Sun	Increase frequency from 60 minutes to 30 minutes	PG
E4	Military Road- Crosstown	Sat / Sun	Increase frequency from every 24 minutes on Saturday and every 30 minutes on Sunday to every 20 minutes	DC
F4	New Carrollton-Silver Spring	Sat / Sun	Increase frequency from every 24 minutes on Saturday and every 30 minutes on Sunday to every 20 minutes	MG, PG
P6	Anacostia-Eckington	Sat / Sun	Increase frequency from every 35 minutes to every 20 minutes	DC
P12	Eastover-Addison Road	Sun	Increase frequency to match Saturday (every 20 minutes)	DC, PG
S2	16th Street	Sun	Increase frequency to match Saturday (every 20 minutes)	DC, MG
S9	16th Street Limited	Sun	Increase frequency to match Saturday (every 20 minutes)	DC, MG
Y2, Y8	Georgia Avenue-MD	Sat / Sun	Increase frequency from every 24 minutes to every 20 minutes	MG
7A,7F	Lincolnia-North Fairlington	Sun	Increase frequency to match Saturday (every 30 minutes)	AR, AX
23B, 23T	McLean-Crystal City	Sun	Increase frequency from 60 minutes to 30 minutes (15 minutes in combined section)	AR, AX, FX
28A	Leesburg Pike	Sun	Increase frequency to match Saturday (every 20 minutes)	AX, FX

MetroExtra Improvements				
Route	***Name***	***Day(s)***	***Proposed Service Change(s)***	***Jurisdictions Served***
79	Georgia Avenue Limited	Mon-Fri	Extend PM service 3 hours to 10 PM	DC, MG
X9	Benning Road-H Street Limited	Mon-Fri	Add additional peak period trips. Extend PM peak period 1 hour to 7:45 PM	DC, PG
K9	New Hampshire Avenue Limited	Mon-Fri	Add midday service	DC, MG, PG
16Y	Columbia Pike-Farragut Square	Mon-Fri	Extend AM peak period 1 hour to 10:00 AM. Extend PM peak period 1 hour to 8:15 PM	DC, AR

Efficiencies and Restructuring				
Route	***Name***	***Category***	***Proposed Service Change(s)***	***Jurisdictions Served***
92	U Street - Garfield	Redundancy	Eliminate short trips ending at Eastern Market.	DC
D4	Ivy City – Franklin Square	Frequency / Span	Eliminate service after 10 PM	DC
D6	Sibley Hospital – Stadium Armory	Frequency / Span	Eliminate certain late-night trips on weekdays and Saturday	DC
E2	Ivy City – Fort Totten	Frequency / Span	Eliminate service after 10 PM	DC
C4	Greenbelt-Twinbrook	Frequency / Span	Reduce late-night span on weekdays	MG, PG
J2	Bethesda-Silver Spring	Frequency / Span	Reduce late-night span on weekdays	MG
K6	New Hampshire Ave.- MD	Frequency / Span	Reduce late-night span on weekdays	DC, MG, PG
L8	Connecticut Ave.-MD	Frequency / Span	Reduce early morning and evening span on weekdays	DC, MG
NH2	National Harbor- Alexandria	Redundancy	Eliminate route segment from King St.-Old Town to Huntington. Reduce frequency.	PG, AX, FX
T2	River Road	Frequency / Span	Reduce early morning and evening span on weekdays	DC, MG
Y2	Georgia Ave.-MD	Frequency/Span	Reduce late-night span on weekdays	MG
Z6	Calverton-Westfarm	Redundancy	Extend service to Greencastle to replace part of the Z8 line. Add additional frequency to replace Z8 trips. Eliminate service to Burtonsville.	MG
Z8	Fairland	Redundancy	Eliminate entire line	MG
Z11	Burtonsville- Greencastle Express	Redundancy	Eliminate entire line	MG
3T	Pimmit Hills	Low Ridership	Eliminate segment between West Falls Church and East Falls Church when current grant funding expires in December 2020	FC, FX
5A	DC-Dulles	Redundancy	Eliminate entire line when Silver Line Extension opens for revenue service	DC, AR, FX
S80, S91	Springfield Circulator- Metro Park Shuttle	Low Ridership	Eliminate entire line in December 2020	FX

Bus Lifeline Service Adjustment				
Route	***Name***	***Day(s)***	***Proposed Service Change(s)***	***Jurisdiction Served***
30N, 30S	Friendship Heights-Southeast	Weekday Sat / Sun	Eliminate the last trip each direction on Route 30N weekday, Saturday and Sunday and the last trip each direction on Route 30S on weekdays and Saturdays	DC, PG
80	North Capitol Street	Fri / Sat / Sun	Eliminate the last 2 trips each direction	DC
96	East Capitol Street-Cardoza	Fri / Sat	Eliminate the last westbound trip on Fridays and the last eastbound trip on Fridays and Saturdays. The remaining last trip on Saturdays will terminate at U & 14th Sts. NW	DC, PG
G8	Rhode Island Avenue	Fri / Sat	Eliminate all trips operating to/from Rhode Island Avenue Station	DC, PG
H4	Crosstown	Fri / Sat / Sun	Eliminate the last trip each direction	DC
P6	Anacostia- Eckington	Weekday Sat / Sun	Eliminate service between 2 am and 4 am	DC
W4	Deanwood – Alabama Avenue	Weekday Sat / Sun	Eliminate the last northbound trip on weekdays, Saturday and Sunday. Eliminate the last southbound trip on Saturday and Sunday.	DC
2A	Washington Blvd.-Dunn Loring	Fri / Sat	Eliminate the last trip each direction	AR, FC, FX
10A, 10N	Alexandria- Pentagon	Fri / Sat / Sun	Eliminate the last 10A trip each direction. Eliminate the entire Route 10N.	AR, AX

ATTACHMENT F: FARE CHANGES

	Metrorail Fares	CURRENT Fares/Fees	FY2021 Proposed Fare Options
Peak Fares[1]			
1	· Boarding charge (up to 3 miles)	$2.25	**$2.35**
2	· Composite miles between 3 and 6 miles	$0.326	**no change**
3	· Composite miles over 6 miles	$0.288	**$0.326**
4	· Maximum peak fare	$6.00	**$6.50**
5	· Charge for senior/disabled is one-half peak fare	$1.10 - $3.00	**$1.15 - $3.25**
Off-Peak Fares[2]			
6	· Boarding charge (up to 3 miles)	$2.00	**no change**
7	· Composite miles between 3 and 6 miles	$0.244	**$0.216**
8	· Composite miles over 6 miles	$0.216	**no change**
9	· Maximum off-peak fare	$3.85	**no change**
10	· Weekend Flat Fare[3]	$2.00 - $3.85	**$2.00**
11	· Charge for senior/disabled is one-half the fare during off-peak	$1.10 - $3.00	**$1.00 - $1.90**
Unlimited Combo Passes			
12	· Monthly unlimited passes[4]	varies	**no change**
13	· 1-day unlimited pass	$13.00	**no change**
14	· 3-day unlimited pass	$28.00	**no change**
15	· 7-day short-trip unlimited pass	$38.00	**no change**
16	· 7-day unlimited pass	$58.00	**no change**
Other Rail Fares			
17	· Bus-to-rail transfer utilizing SmarTrip® card	$0.50 discount	**$1.00 discount**
18	· Monthly TransitLink Card on MARC and VRE[5]	$114.00	**no change**
19	· Monthly TransitLink Card on MTA[5]	$176.00	**no change**
20	· Surcharge on Entry/Exit for station improvements, two stations per Compact jurisdiction[6]	$0.05	**no change**
Metrobus Fares			
Regular Fares			
21	· Cash boarding charge for local bus	$2.00	**no change**
22	· Cash boarding charge for express bus	$4.25	**no change**
23	· Cash boarding charge for designated airport routes	$7.50	**no change**
24	· SmarTrip® boarding charge for local bus	$2.00	**no change**
25	· SmarTrip® boarding charge for express bus	$4.25	**no change**
26	· SmarTrip® boarding charge for designated airport routes	$7.50	**no change**
Senior/Disabled: One-Half Regular Fares			
27	· Cash boarding charge for local bus	$1.00	**no change**
28	· Cash boarding charge for express bus	$2.10	**no change**
29	· Cash boarding charge for designated airport routes	$3.75	**no change**
30	· SmarTrip® boarding charge for local bus	$1.00	**no change**
31	· SmarTrip® boarding charge for express bus	$2.10	**no change**
32	· SmarTrip® boarding charge for designated airport routes	$3.75	**no change**
Cash Upload to SmarTrip®			
33	· Surcharge for cash upload to SmarTrip® on board bus	$0.00	**no change**

Bus Transfers utilizing SmarTrip® card			
34	· Local to local bus	free	**no change**
35	· Local to express bus	$2.00 discount	**no change**
36	· Local to designated airport routes	$2.00 discount	**no change**
37	· Rail-to-bus transfer	$0.50 discount	**$1.00 discount**
38	· Transfer from MARC, VRE, & MTA with weekly/monthly pass	free	**no change**
39	· Transfer from regional bus partners	varies	**varies**
Bus Passes			
40	· 7-Day Regional Bus Pass	$15.00	**$12.00**
41	· 7-Day Regional Senior/Disabled Bus Pass	$7.50	**$6.00**
Other Fare Media			
42	· Package of 10 tokens, available to organizations	$20.00	**no change**
43	· DC student tokens - 10 trips per pack	$10.00	**no change**
MetroAccess Fares[7]			
44	· MetroAccess fare (within ADA 3/4 mile service corridor)	varies	**varies**
45	· Maximum fare	$6.50	**no change**
Parking Fees[8]			
46	· District of Columbia	$4.45 - $4.95	**no change**
47	· Montgomery County	$4.45 - $5.20	**no change**
48	· Prince George's County	$3.00 - $5.20	**no change**
49	· Virginia	$3.00 - $4.95	**no change**
50	· Monthly reserved parking fee	$45.00 - $65.00	**no change**
51	· Parking meters $1.00/60 minutes	$1.00	**no change**
52	· Prince George's parking garage at New Carrollton (monthly)	$85.00	**no change**
53	· Non-Metro rider parking fees	$7.50 - $15.00	**no change**
54	· Special event parking fees	up to $25.00	**no change**
Other Fees			
55	· Bicycle locker rental	$120.00 (annual)	**no change**

[1] Peak fares are in effect from opening through 9:30 a.m. and from 3:00 p.m. to 7:00 p.m. weekdays, except on national holidays.

[2] Off-peak fares are in effect during all other hours on weekdays and all national holidays.

[3] Weekend flat fares are in effect from Saturday opening until Sunday closing.

[4] The Monthly Unlimited Pass, as originally approved in Resolution 2015-67 and updated to include both rail and bus for FY2020, charges customers a monthly rate equal to 36 times a customers self-selected price point for a one-way peak-period rail trip. Customers purchasing the Monthly Unlimited Pass will continue to pay a monthly rate equal to 36 times the self-selected one-way peak rail trip, but this trip cost shall be based on FY2020 peak period rail trip pricing. For trips that exceed the distance included in the self-selected monthly rate, the difference in fare shall be charged at the FY2021 approved fare rates. Said promotional pricing shall remain in effect until otherwise stated.

[5] Metro's portion of the TransitLink Cards on MARC, VRE, and MTA.

[6] A $0.05 surcharge on entry and exit at up to two stations in each jurisdiction in the Compact Transit Zone to fund station-specific capital improvements to Metro facilities at the station(s) where the surcharge is levied may be imposed with further Board approval.

[7] MetroAccess fare is twice the equivalent fixed route SmarTrip® fare based on fastest trip.

[8] Parking fees consist of Metro's base fee plus jurisdiction surcharge, if any.

Attachment G

Financial Plan by Investment Category

Capital Investment Categories *($M)*	FY2021 Budget	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	FY2026 Plan	6-Year Total
Railcar	$280	$257	$333	$347	$454	$565	$2,236
Rail Systems	$165	$131	$163	$153	$147	$132	$891
Track and Structure Rehabilitation	$148	$176	$166	$193	$161	$170	$1,014
Stations and Passenger Facilities	$546	$526	$391	$252	$192	$179	$2,085
Bus and Paratransit	$208	$225	$293	$313	$284	$216	$1,539
Business Support	$475	$550	$218	$236	$243	$227	$1,949
Total Capital Investments	**$1,821**	**$1,865**	**$1,563**	**$1,493**	**$1,481**	**$1,490**	**$9,714**
Revenue Loss from Capital Projects	$23	$24	$25	$25	$26	$27	$149
Debt Service - Dedicated Funding	$31	$52	$84	$104	$121	$140	$533
Total Capital Program Cost	**$1,875**	**$1,941**	**$1,672**	**$1,623**	**$1,628**	**$1,657**	**$10,396**

Financial Plan - Allocation of State & Local Contributions

	FY2021 Budget	FY2022 Plan	FY2023 Plan	FY2024 Plan	FY2025 Plan	FY2026 Plan	6 Year Total
Federal Funding							
Federal Formula Programs	$321,106,774	$321,106,774	$321,106,774	$321,106,774	$321,106,774	$321,106,774	$1,926,640,644
Federal PRIIA	$148,500,000	$0	$0	$0	$0	$0	$148,500,000
Other Federal Grants	$19,964,914	$4,428,532	$2,800,000	$2,960,000	$2,840,000	$2,840,000	$35,833,446
Total - Federal Grants	**$489,571,688**	**$325,535,306**	**$323,906,774**	**$324,066,774**	**$323,946,774**	**$323,946,774**	**$2,110,974,090**
State & Local Funding Contributions							
District of Columbia							
Formula Match & System Performance	$95,116,884	$99,240,193	$101,357,944	$105,205,060	$107,436,033	$108,760,022	$617,116,136
PRIIA	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$297,000,000
Dedicated Funding	$178,500,000	$178,500,000	$178,500,000	$178,500,000	$178,500,000	$178,500,000	$1,071,000,000
Subtotal - District of Columbia	**$323,116,884**	**$327,240,193**	**$329,357,944**	**$333,205,060**	**$335,436,033**	**$336,760,022**	**$1,985,116,136**
State of Maryland							
Montgomery County	$45,005,174	$45,864,257	$47,564,988	$48,676,827	$50,496,360	$52,746,682	$290,354,288
Prince George's County	$45,181,684	$46,915,584	$48,154,482	$49,877,126	$51,081,137	$52,036,091	$293,246,104
MD PRIIA	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$297,000,000
MD Dedicated Funding	$167,000,000	$167,000,000	$167,000,000	$167,000,000	$167,000,000	$167,000,000	$1,002,000,000
Subtotal - Maryland	**$306,686,858**	**$309,279,841**	**$312,219,470**	**$315,053,953**	**$318,077,497**	**$321,282,773**	**$1,882,600,392**
Commonwealth of Virginia							
City of Alexandria	$12,401,646	$12,773,528	$13,146,057	$13,535,690	$13,943,924	$14,363,906	$80,164,751
Arlington County	$22,641,546	$23,012,708	$23,880,758	$24,388,260	$25,350,214	$26,575,529	$145,849,016
City of Fairfax	$715,612	$717,184	$751,711	$761,431	$798,856	$852,639	$4,597,433
Fairfax County	$40,760,743	$41,487,654	$43,046,454	$44,013,681	$45,699,476	$47,814,951	$262,822,959
City of Falls Church	$757,037	$792,724	$807,605	$840,022	$855,791	$862,074	$4,915,253
Loudoun County (1)	$5,797,066	$5,624,882	$6,011,578	$5,965,127	$6,399,330	$7,111,061	$36,909,044
VA PRIIA	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$49,500,000	$297,000,000
VA Dedicated Funding	$154,500,000	$154,500,000	$154,500,000	$154,500,000	$154,500,000	$154,500,000	$927,000,000
CMAQ	$877,153	$903,467	$930,571	$958,488	$987,243	$1,016,860	$5,673,783
Subtotal - Virginia	**$287,950,804**	**$289,312,148**	**$292,574,734**	**$294,462,699**	**$298,034,834**	**$302,597,020**	**$1,764,932,238**
Jurisdiction Planning Projects	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$3,000,000	$18,000,000
Silver Line (MWAA)	$26,556,000	$17,747,000	$0	$0	$0	$0	$44,303,000
Potomac Yard (Alexandria)	$59,050,000	$88,900,000	$33,870,000	$38,580,000	$0	$0	$220,400,000
Purple Line (MDOT)	$89,000	$194,000	$0	$0	$0	$0	$283,000
Subtotal - Jurisdictional Reimbursable	**$88,695,000**	**$109,841,000**	**$36,870,000**	**$41,580,000**	**$3,000,000**	**$3,000,000**	**$282,986,000**
Total - State & Local	**$1,006,449,546**	**$1,035,673,182**	**$971,022,148**	**$984,301,712**	**$954,548,364**	**$963,639,814**	**$5,915,634,766**
Debt	**$379,346,720**	**$580,141,220**	**$376,817,384**	**$314,501,415**	**$349,140,047**	**$368,938,324**	**$2,368,885,110**
Grand Total Funding (2)	**$1,875,367,954**	**$1,941,349,709**	**$1,671,746,306**	**$1,622,869,901**	**$1,627,635,184**	**$1,656,524,913**	**$10,395,493,966**

(1) The jurisdictional shares of Formula Match and System Performance contributions are calculated using the original methodology which fully includes Loudoun County, rather than the prorated method used for the FY2021 Operating Subsidy calculation

(2) **Total funding requirement includes capital program expenditures, debt service, and estimated revenue loss from major shutdowns Note: Does not assume reauthorization of Federal PRIIA.**

U.S. Department of Transportation
Federal Transit Administration

REGION III
Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

1835 Market Street
Suite 1910
Philadelphia, PA 19103-2932
215-656-7100
215-656-7260 (fax)

November 27, 2019

Mr. Paul J. Wiedefeld
General Manager and CEO
Washington Metropolitan Area Transit Authority
600 5th Street, NW
Washington, DC 20001

Re: FY 2020 Indirect Cost Rate Proposal

Dear Mr. Wiedefeld:

The Federal Transit Administration (FTA) has reviewed the Washington Metropolitan Area Transit Authority's (WMATA) most recent indirect cost proposal, as requested. As the Cognizant Agency for Indirect Costs, FTA concurs with WMATA's use of a final average departmental rate of 59.10% for the period of July 1, 2019 to June 30, 2020. This concurrence supersedes FTA's authorization of June 7, 2019 for WMATA to apply the FY2019 indirect cost rate of 43.54% provisionally for FY2020, pending submission of WMATA's FY2020 ICRP for FTA review.

This fixed rate should be applied according to proposed departmental rates, with carryforward, as specified in Attachment A (enclosed). Review of future rates is based on the policies outlined in FTA's Circular 5010.1E. Please consult Circular 5010.1E for specific thresholds and guidance, including changes in accounting systems, methodologies, and increases of 20% from the most recently FTA approved indirect cost rate.

FTA's review and approval of WMATA's FY2019 ICRP on April 8, 2019 included an expectation that WMATA's use of carryforward costs would lead to an increase of its Indirect Cost Rate for several subsequent years.

FTA review of WMATA's FY2020 ICRP found that it was consistent with the methodology applied in FY2019. Although the FY2020 rate does exceed the FY2019 approved rate in excess of the 20% threshold, FTA did not conduct a formal review of the FY2020 ICRP, which would generate an official approval with accompanying approval report. Therefore, the most recent rate that should be considered "approved" shall remain the FY2019 approved rate of 43.54%. The FY2019 approved rate of 43.54% will be used as the baseline for calculating whether subsequent ICRPs exceed the 20% increase threshold.

FTA expects that WMATA will submit its FY2021 ICRP by the end of the calendar year.

Attachment A to this agreement is the indirect cost rate plan or proposal, formally concurred and incorporated herein. FTA has completed and signed the attached agreement forms. WMATA must sign both agreement forms and return one countersigned original to our office. The countersigned document serves as your organization's indirect costs concurrence and should be provided to FTA and other federal agencies to reflect the concurred rate, terms, and effective dates.

If you have any questions, please contact Andre Anderson at (202) 366-1953 or email at andre.anderson@dot.gov.

Sincerely,

Terry Garcia Crews
Regional Administrator

cc: Dennis Anosike
Yetunde Olumide
Lawrence Flint

Enclosure

INDIRECT COST NEGOTIATION AGREEMENT
BETWEEN THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY
AND THE
FEDERAL TRANSIT ADMINISTRATION

This agreement is made and entered into between Washington Metropolitan Area Transit Authority (WMATA) and the United States Department of Transportation, Federal Transit Administration (FTA), the cognizant Federal agency for indirect costs under government-wide Uniform Administrative Requirements and Cost Principles, 2 CFR 200.

The indirect cost rates concurred and contained herein are for use and may be charged to grant awards, cooperative agreements and contracts with the Federal Government, to which 2 CFR 200 Subpart E and Appendix VII applies, subject to the limitations contained in Section II.A of this agreement, as wells the grants management guidelines included FTA's Circular 5010.1E.

The indirect cost rates were concurred by FTA in accordance with the authority contained in Appendix G of FTA Circular 5010.1E.

Section I: Rate

Type: Fixed Rate with Carry Forward

Effective Period: July 1, 2019 to June 30, 2020

Rate: As reflected below:

DEPARTMENT	Indirect Cost Rates with Carry-forward
Access Services, Mode 10 – Paratransit (ACCESS)	415.66%
Bus Services – Transportation, Mode 01 (BTRA)	31.39%
Bus Services – Vehicle Maintenance, Mode 01 (BMNT)	66.76%
Rail Transportation Administration, Mode 02 (RTRA)	51.24%
Railcar Maintenance, Mode 02 (CMNT)	52.40%
Rail Infrastructure and Facilities, Mode 02 (INFR)	62.04%
Metro Transit Police Department (MTPD)	0.00%
Customer Service, Communications, and Marketing (CSCM)	46.33%
Total	**59.10%**

Base: Approved direct cost base

Applicable To: All programs not specifically exempted, or limited by law, or otherwise not applicable because special operating factors necessitate special indirect cost rates.

Section II: General

A. Limitations

The rates contained in this agreement may be subject to statutory or administrative limitations and are reimbursable through grant, contract, or other agreement only to the extent that funds are available. Acceptance of these rates is predicated on these conditions: (1) Only costs incurred by WMATA were included in its indirect cost pool as finally accepted and are allowable under the governing cost principles; (2) The same costs that have been treated as indirect costs are not claimed as direct costs; (3) Similar types of costs have been accorded consistent accounting treatment, and (4) The information provided by WMATA which was used to establish the rates are not later found to be materially incomplete or inaccurate by the Federal Government. In such situations, the agreement will be subject to reopening, and the rates may be adjusted and refunds made if the proposal included unallowable costs.

B. Accounting Changes

This agreement is based on the accounting system to be in effect during the agreement period. Changes in the method of accounting for costs that affect the amount of reimbursement resulting from the use of these rates require prior concurrence of FTA. Such changes include, but are not limited to, changes in the charging of a particular type of cost from indirect to direct. Failure to obtain concurrence may result in cost disallowances.

C. Fixed Rate with Carry Forward

This agreement and concurrence is for fixed rate with carry forward indirect cost rates and is based on an estimate of the costs for the period covered by the rates. When the actual costs for this period are determined, an adjustment will be made to the rates for the subsequent Fiscal Years to compensate for the difference between the costs used to establish the fixed rates and actual costs as required under 2 CFR 200 Appendix VII.

D. Use by Other Federal Agencies

The rates in this Agreement were concurred in accordance with the authority in 2 CFR 200 Subpart E and Appendix (insert applicable Appendix from for entity type and approved plan), and should be applied to grants, contracts, and other agreements covered by this regulation, subject to any limitations in Section I or II A above. Copies of this document may be provided to other Federal Agencies as a means of notifying them of this agreement.

E. Other

If any Federal contract, grant, or other agreement is reimbursing indirect costs by means other than the concurred rates in this agreement, WMATA shall notify FTA.

Washington Metropolitan Area Transit Authority	U. S. Department of Transportation Federal Transit Administration
Dennis Anosike Chief Financial Officer	Terry Garcia Crews Regional Administrator
Date	11-27-19 Date

Operating Budget Amendment Resolution and Attachments

May 28, 2020

PRESENTED AND ADOPTED: May 28, 2020

SUBJECT: AMENDMENT OF FISCAL YEAR 2021 OPERATING BUDGET AND CAPITAL BUDGET

2020-20

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

WHEREAS, Pursuant to Resolution 2020-09, the Board adopted the fiscal year (FY) 2021 Operating Budget and Capital Budget, adopted service and fare changes, and reserved the right to reconsider implementation of various initiatives based on Metro's finances; and

WHEREAS, The Board wishes to amend Resolution 2020-09 because the coronavirus pandemic health emergency and various stay-at-home orders have adversely impacted regional economies and have resulted in significant Metro service and operational changes; and

WHEREAS, Further, the Board wishes to amend Resolution 2020-09 in light of the availability of the Coronavirus Aid Relief and Economic Security Act of 2020 (CARES Act) funding;

NOW, THEREFORE, be it

RESOLVED, That Attachments C (FY 2021 Operating Budget) and D (FY 2021 Summary of State/Local Operating Requirements) to Resolution 2020-09 are deleted in their entirety and replaced with new Attachments C and D hereto that reduce the FY 2021 Operating Budget from $2.078 billion to $2.052 billion, and reduce the total jurisdictional contributions from $1.246 billion to $1.112 billion with a credit of CARES Act funding, respectively; and be it further

RESOLVED, That implementation of the service changes and fare changes in Attachments E (service changes) and F (fare changes) to Resolution 2020-09 are deferred for six months from July 1, 2020, such that said service changes and fare changes will commence on or about January 1, 2021; and be it further

Motioned by Mr. McMillin, seconded by Mr. Goldman
Ayes: 8- Mr. Smedberg, Ms. Gidgibi, Mr. Goldman, Mr. Rouse, Mr. Letoureau, Mr. Marootian, Mr. Graham and Mr. McMillin

RESOLVED, That the Board reserves the right to further defer the service changes and fare changes in Attachments E (service changes) and F (fare changes) to Resolution 2020-09, as may be necessary and appropriate in light of the coronavirus pandemic health emergency and Metro's finances; and be it finally

RESOLVED, That this Resolution shall be effective 30 days after adoption in accordance with § 8(b) of the WMATA Compact.

Reviewed as to form and legal sufficiency,

Patricia Y. Lee
Executive Vice President and General Counsel

WMATA File Structure No.:
4.2.2. Fiscal Year budgets

Attachment C

FY2021 REVISED OPERATING BUDGET

(Dollars in Thousands)	Total with REIMB	Subsidized Total	BUS	RAIL	ACCESS	REIMB
REVENUES						
Passenger	$281,376	$281,376	$27,683	$249,085	$4,607	$0
Parking	$20,031	$20,031	$0	$20,031	$0	$0
Advertising	$33,342	$33,342	$8,326	$25,016	$0	$0
Joint Development	$14,528	$11,423	$0	$11,423	$0	$3,106
Fiber Optics	$14,766	$14,083	$0	$14,083	$0	$684
Other	$29,607	$25,630	$2,584	$23,046	$0	$3,977
Total Revenues	$393,649	$385,883	$38,593	$342,683	$4,607	$7,766
EXPENSES						
Personnel	$1,373,690	$1,368,019	$534,090	$820,226	$13,704	$5,671
Services	$399,583	$397,912	$70,342	$158,209	$169,361	$1,671
Materials & Supplies	$100,742	$100,317	$27,463	$72,092	$762	$425
Fuel (Gas/Diesel/CNG)	$26,939	$26,939	$17,553	$3,684	$5,702	$0
Utilities & Propulsion	$100,793	$100,793	$11,645	$88,378	$770	$0
Casualty & Liability	$32,260	$32,260	$8,786	$22,890	$584	$0
Leases & Rentals	$11,036	$11,036	$2,657	$7,394	$985	$0
Miscellaneous	$6,505	$6,505	$780	$5,589	$136	$0
Total Expenses	$2,051,549	$2,043,783	$673,317	$1,178,462	$192,004	$7,766
Gross Subsidy	$1,657,899	$1,657,899	$634,724	$835,779	$187,396	$0
CARES Act	($546,315)	($546,315)	($150,248)	($371,034)	($25,034)	$0
Net Subsidy	$1,111,584	$1,111,584	$484,476	$464,745	$162,363	$0

ATTACHMENT D: FY2021 Summary of State and Local Operating Requirements

	FY2020 Base Subsidy	FY2021 Capped Subsidy	% Change from FY2020	Legislative Exclusions	Silver Line Phase 2	FY2021 Total Subsidy	Subsidy Credit	FY2021 Net Subsidy	% Change from Approved	Debt Service	Jurisdictional Contribution
District of Columbia	**$407,765,902**	**$419,998,879**	**3.0%**	**$2,079,419**	**$25,892,842**	**$447,971,141**	**($48,811,720)**	**$399,159,420**	**(10.9%)**	**$33,267,125**	**$432,426,546**
Montgomery County	$189,124,318	$190,358,776	0.7%	$1,622,723	$13,748,799	$205,730,298	($22,123,248)	$183,607,050	(10.8%)	$15,406,871	$199,013,921
Prince George's County	$242,610,897	$254,328,496	4.8%	$3,476,973	$12,340,775	$270,146,243	($29,557,725)	$240,588,518	(10.9%)	$15,806,488	$256,395,006
Maryland Subtotal	**$431,735,215**	**$444,687,272**	**3.0%**	**$5,099,696**	**$26,089,573**	**$475,876,541**	**($51,680,973)**	**$424,195,568**	**(10.9%)**	**$31,213,359**	**$455,408,927**
City of Alexandria	$45,835,235	$47,885,869	4.5%	$112,636	$3,657,319	$51,655,824	($5,565,233)	$46,090,591	(10.8%)	$1,774,830	$47,865,421
Arlington County	$78,160,432	$79,025,489	1.1%	$150,169	$7,321,818	$86,497,475	($9,184,239)	$77,313,237	(10.6%)	$0	$77,313,237
City of Fairfax	$2,486,758	$2,728,923	9.7%	$26,195	$238,364	$2,993,482	($317,152)	$2,676,330	(10.6%)	$111,451	$2,787,781
Fairfax County	$156,043,184	$158,429,291	1.5%	$1,123,321	$12,732,683	$172,285,295	($18,412,445)	$153,872,850	(10.7%)	$5,613,058	$159,485,908
City of Falls Church	$3,449,375	$3,314,749	(3.9%)	$11,266	$196,824	$3,522,838	($385,236)	$3,137,603	(10.9%)	$176,178	$3,313,780
Loudoun County	$0	$3,169,912	100.0%	$20,252	$2,316,758	$5,506,922	($368,403)	$5,138,519	(6.7%)	$0	$5,138,519
Virginia Subtotal	**$285,974,984**	**$294,554,233**	**3.0%**	**$1,443,839**	**$26,463,765**	**$322,461,837**	**($34,232,708)**	**$288,229,129**	**(10.6%)**	**$7,675,516**	**$295,904,645**
Total Contribution	**$1,125,476,101**	**$1,159,240,384**	**3.0%**	**$8,622,954**	**$78,446,181**	**$1,246,309,519**	**($134,725,401)**	**$1,111,584,118**	**(10.8%)**	**$72,156,000**	**$1,183,740,118**

Operating Budget Amendment Resolution and Attachments

November 19, 2020

Presented and Adopted: November 19, 2020

SUBJECT: REPEAL OF PRIOR APPROVED FARE AND SERVICE CHANGES, APPROVAL OF PROPOSED SERVICE CHANGES AND TITLE VI EQUITY ANALYSIS, AND AMENDMENT OF THE FISCAL YEAR 2021 OPERATING BUDGET

2020-39

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

WHEREAS, Compact § 62 requires a public hearing and Board approval for major service reductions; and

WHEREAS, Resolution 2020-09, Attachments E and F, approved certain service changes and fare changes; and

WHEREAS, Resolution 2020-20 deferred the effective date of those fare and service changes until on or about January 1, 2021, unless there was further Board action; and

WHEREAS, Resolution 2020-31 authorized a public hearing on certain proposed Metrorail and Metrobus service changes; and

WHEREAS, Staff prepared a Title VI Equity Analysis (Attachment A hereto) and a Public Hearing Staff Report (Attachment B hereto) on the service changes presented at the public hearing authorized and determined that the changes, as mitigated, do not trigger a disparate impact (DI) on minority populations nor a disproportionate burden (DB) on low-income populations; and

WHEREAS, The fare changes deferred in Attachment F of Resolution 2020-20 are no longer desired; and

WHEREAS, The service changes deferred in Attachment E of Resolution 2020-20 are no longer desired; and

WHEREAS, The adoption of the proposed service changes as shown on Attachment C hereto will result in an expense reduction of $203.1 million for the 2021 fiscal year (FY);

NOW, THEREFORE, be it

RESOLVED, That the Board of Directors approves the Title VI Equity Analysis in Attachment A hereto; and be it further

RESOLVED, That the Board of Directors approves the Public Hearing Staff Report in Attachment B hereto; and be it further

Motioned by Mr. McMillin, seconded by Mr. Graham
Ayes: 8- Mr. Smedberg, Ms. Gidigbi, Mr. Goldman, Mr. Rouse, Mr. Letourneau, Mr. Marootian, Mr. Graham and Mr. McMillin

RESOLVED, That the Board of Directors repeals the fare changes in Attachment F of Resolution 2020-09 as amended by Resolution 2020-20; and be it further

RESOLVED, That the Board of Directors repeals Attachment E of Resolution 2020-09 as amended by Resolution 2020-20, and approves the service changes in Attachment C hereto; and be it further

RESOLVED, That the service changes shown on Attachment C hereto shall become effective on or about February 13, 2021, and shall remain in effect until the FY 2022 Operating Budget is approved and services therein are enacted; and be it further

RESOLVED, That the FY 2021 Operating Budget is amended to reduce the budget from $2.052 billion to $1.848 billion with such reduction to be apportioned among the expense categories as determined by the General Manager and Chief Executive Officer and with no change to the jurisdictional contribution amounts; and be it finally

RESOLVED, That to implement these service changes starting on or about February 13, 2021, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

Patricia Y. Lee
Executive Vice President and General Counsel

WMATA File Structure Nos.:
6.6.4 Bus Route and Service Planning
9.12.9 Tariff (WMATA Fare Structure)
20.5.1 Rail Scheduling

M E M O R A N D U M

SUBJECT: Equity Analysis of Proposed Service Changes – FY2021 Budget Docket

DATE: 11/13/2020

FROM: EVP/SPPM – Thomas J. Webster
EVP/IBOP – John T. Kuo

Thomas J Webster Digitally signed by Thomas J Webster Date: 2020.11.13 14:47:49 -05'00'

John Kuo E023756 WMATA Digitally signed by John Kuo E023756 WMATA DN: c=US, o=Washington Metropolitan Area Transit Authority, ou=People, cn=John Kuo E023756 WMATA Date: 2020.11.13 14:53:50 -05'00'

TO: GM/CEO – Paul J. Wiedefeld

This memorandum summarizes the results of an equity analysis of low-income and minority riders who may be impacted by major Metrobus and Metrorail service changes proposed in the FY2021 Amended Operating Budget. Staff is seeking approval of the Title VI equity analysis required in order to change service. This action item will be reviewed by the Board of Directors at the November 19 meeting. The analysis does not show a disparate impact to minority riders or a disproportionate burden to low-income riders.

The summary provides the results of an equity analysis of proposed service levels compared to Metro's adopted Title VI impact thresholds for disparate impact (DI) to trips made by minority riders and disproportionate burden (DB) to trips made by low-income riders for each mode. Additionally, although not required by the Federal Transit Administration's (FTA) Title VI rules, nor the Board's-approved Title VI program, as requested by the Board, staff has also provided an evaluation of the combined Metrobus and Metrorail equity impacts.

Service Change Proposals

In response to reduced ridership and revenue due to the Covid-19 crisis, and less available operating subsidy following the expiration of the CARES Act, in September 2020the Board of Directors authorized a public hearing docket that included a number of service changes on Metrorail and Metrobus. Based on input from the public outreach process and consultations with the jurisdictions, the proposal authorized for public hearing was revised in the following manner:

- Metrorail:
  - No Turnbacks on Yellow and Red Lines. Service on the Yellow Line will operate from Greenbelt to Huntington, and will not terminate at Mt. Vernon Square as originally proposed. On the Red Line, instead of every other train operating from Grosvenor to Silver Spring, all trains will operate on the entire line from Shady Grove to Glenmont.
  - Operate service seven days a week until 11 PM. Instead of closing at 9 PM Sunday through Thursday, the proposal has been amended to keep the closing time at 11 PM on these days.

Washington Metropolitan Area Transit Authority

- Metrobus: Increased service levels on certain lines from the public hearing docket, such as the U5/U6, V7/V8, and Metroway. A complete list of these revisions is available in the Board presentation materials.

Metro's DI/DB Impact Thresholds

To determine whether the proposed service changes would result in a disparate impact (DI) to minority riders or a disproportionate burden (DB) to low-income riders, staff applied Metro's Board-approved DI/DB thresholds adopted in Resolution 2013-27 (see Table 1).

Table 1: Ridership Thresholds for Disparate Impact/Disproportionate Burden

Total Daily Riders Impacted	Threshold for DI / DB
Up to 10,000	8%
10,001 to 20,000	7%
20,001 to 40,000	6%
Over 40,000	5%

The thresholds set a target for the percentage of minority or low-income riders impacted by a service change that may exceed the percentage of minority or low-income ridership for the mode. For example, if a set of rail service changes impacts 15,000 daily riders, the threshold for this service change would be seven percent, as it falls between 10,000 and 20,000 riders. When conducting the analysis, if the difference to minority riders impacted is less than seven percent, there would not be a disparate impact. If the threshold is exceeded, there would be a disparate impact, and Metro would have to examine alternatives to change or mitigate the impact of the proposal.

Equity Analysis of Metrobus and Metrorail Service Levels

When a transit agency proposes a major service change, the FTA, in its Title VI Circular 4702.1B, requires that the agency conduct an equity analysis to determine whether the service change will result in a disparate impact (DI) to minority riders or a disproportionate burden (DB) to low-income riders.

For this equity analysis, staff used the most recent comprehensive survey data to determine which riders would be affected by the proposed service changes:

- 2016 Travel Trends Rail Passenger Survey (Spring 2016)
- Supplemental Survey of Sunday Rail Ridership (Fall 2016)
- 2018 Metrobus Passenger Survey (Fall 2018)

Under normal operating circumstances, staff use ridership data from October and May of a fiscal year as a baseline, as data in these two months are less impacted

by special events, holidays, seasonal fluctuations in employment, or heavy construction periods. Because ridership in May 2020 was impacted by the coronavirus public health emergency and not representative of Metro's baseline customer patterns, staff used Metrorail and Metrobus ridership data from Fall 2019 to determine which riders would be affected by the proposed service changes.

Staff analyzed the cumulative change in the level of scheduled service relative to pre-Covid-19 service levels for each mode, and then applied this ratio to the pre-Covid-19 ridership and demographics to compare the impact of such changes across demographic groups.

Equity Analysis of Metrobus Service Reductions

The public hearing docket includes a proposed reduction of service on Metrobus relative to previously adopted levels of service. As discussed in the docket, in some cases service is reduced (with less frequent service and/or reduced service hours) on a given line, while in other cases service is removed from a line entirely. Staff analyzed the cumulative impact of all changes made on each Metrobus line for each service day (weekdays, Saturdays and Sunday) to calculate the percentage of passenger trips taken by minority and low-income riders.

As shown in Table 2, minorities comprise approximately 71 percent of the trips impacted while low-income riders make up approximately 34 percent of those impacted. Because the proposed service change affects Metrobus riders, Metro then compared that percentage to the system-wide profile for Metrobus (80.7 percent minority; 46.4 percent low-income). Overall, the proposal impacts more than 40,000 riders each weekday. Therefore, the DI/DB threshold is five percent.

Table 2: DI/DB Test, Metrobus Service Reductions

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	70.5%	34.4%
System Average	80.7%	46.4%
Difference	**-10.2%**	**-12.0%**
Threshold	5.0%	5.0%
DI or DB	**No**	**No**

As shown in Table 2, the proposal impacts a lower proportion (by 10.2 percent) of minority riders and a lower proportion (by 12 percent) of low-income riders than the system average. **Therefore, there is not a DI to minority Metrobus riders nor a DB to low-income Metrobus riders.**

Equity Analysis of Metrorail Service Reductions

The docket includes a proposed service reduction on Metrorail relative to previously adopted levels of service. As shown in Table 3, staff calculated the percentage of passenger trips taken by minority and low-income riders impacted by reductions in rail service (43.4 percent minority, 10.5 percent low-income). Because the proposed service change affects Metrorail riders, staff compared it to the system-wide profile for Metrorail (44.8 percent minority; 12.6 percent low-income). The number of daily riders impacted is more than 40,000; therefore, the DI/DB threshold is five percent.

Table 3: DI/DB Test, Metrorail Service Reductions

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	43.4%	10.5%
System Average	44.8%	12.6%
Difference	**-1.4%**	**-2.1%**
Threshold	5.0%	5.0%
DI or DB	**No**	**No**

As shown in Table 3, the proposal impacts a lower proportion of minority trips (by 1.4 percent) and a lower proportion of low-income trips (by 2.1 percent) than the system average. **Therefore, there is not a DI to minority Metrorail riders and not a DB to low-income Metrorail riders.**

Public Outreach

In accordance with the Title VI Circular 4702.1B, staff conducted public outreach and considered public feedback on the proposed service changes. The full Public Outreach Report is attached to the Board Action Information Summary.

Combined Equity Analysis of Metrobus and Metrorail Proposals

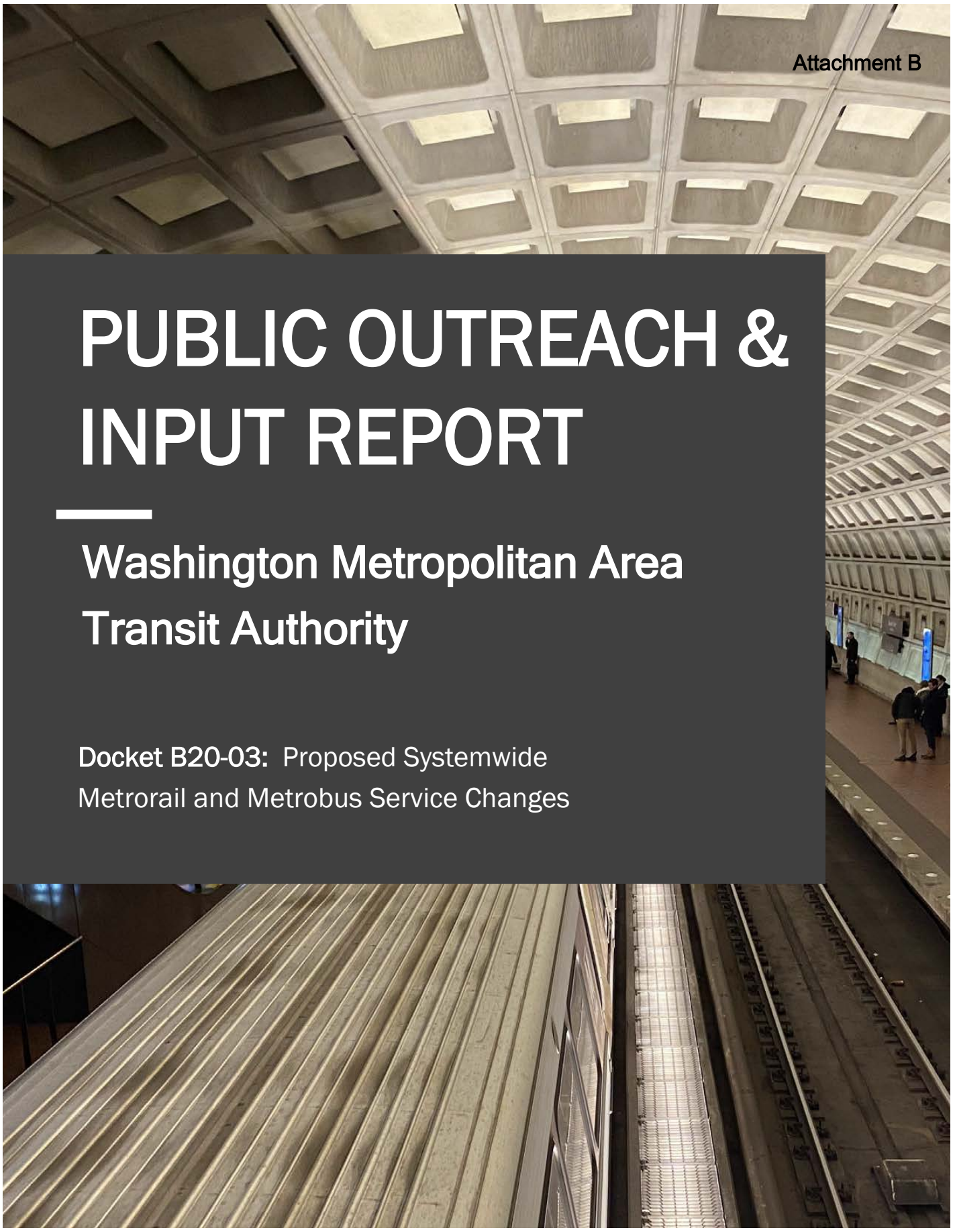
Metro's Board and FTA-approved Title VI equity analysis methodology considers the Metrobus and Metrorail systems separately when applying DI/DB impact thresholds. Although not required by Title VI or the Board's Title VI program, analyzing the impacts of the combined Metrorail and Metrobus service changes may provide a deeper understanding of the impact to minority and low-income riders overall. In the current context, staff conducted an equity analysis of the proposed service changes that combined the impacts to minority and low-income riders for both the Metrobus and Metrorail systems, the results of which are shown in Table 4.

Table 4: DI/DB Test, Combined Metrobus and Metrorail Systems

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	49.9%	16.2%
Rail and Bus Average	58.0%	25.0%
Difference	**-8.1%**	**-8.8%**
Threshold	5.0%	5.0%
DI or DB	**No**	**No**

According to the analysis, the proposal would impact a lower proportion of minority and low-income riders than the combined Metrobus and Metrorail system average. This is in part due to the demographics of Metrorail riders, which typically have fewer minority riders (45 percent compared to 81 percent), and fewer low-income riders (13 percent compared to 46 percent) than Metrobus customers.

Overall, the proposed service changes reduce service levels on Metrorail more than on Metrobus. Therefore, the proposals impact a higher number of rail trips, which in the analysis has the effect of impacting a larger number of riders who do not fall into the Title VI protected classes.



Attachment B

PUBLIC OUTREACH & INPUT REPORT

Washington Metropolitan Area Transit Authority

Docket B20-03: Proposed Systemwide Metrorail and Metrobus Service Changes

Introduction

The Covid-19 pandemic has cost Metro hundreds of millions of dollars, and six months after the pandemic began, ridership has remained extremely low -- the combined ridership on Metrorail and Metrobus in September 2020 was down nearly 80% from pre-pandemic levels. This impact on Metro's budget has been significant. Safety precautions put in place to protect the health of employees and customers added new expenses, while revenue from fare collection has substantially declined to historic lows. No Metrobus fares have been collected since March 2020, and Metrorail fares, which typically account for two-thirds of Metro's total revenue, are extremely low.

The service currently being provided is only possible thanks to emergency federal funding in the CARES Act, but that money will soon run out. Without additional federal help, Metro has to consider every option to cover a budget shortfall of more than $200 million. Metro is already preparing to resume fare collection on Metrobus and cut costs by limiting the use of contractors, furloughing employees, and deferring some capital program expenses. But the budget shortfall is so large, service cuts and layoffs will also be needed.

The proposed service changes as part of the Fiscal Year 2021 amended operating budget include the following:

Cutting Metrorail service

- **Weekday service adjustments**
  - On all lines, trains would operate every 12 minutes all day (no differences in peak and off-peak service levels). Where lines overlap in the core, trains would arrive more frequently.
  - Additional trains would operate between Grosvenor-Strathmore and Silver Spring only, resulting in trains operating every 6 minutes in the core.
- **Weekend service adjustments**
  - Saturday service would be adjusted to operate at the same service levels as Sunday.
    - Orange/Silver/Blue/Yellow/Green lines: Operate every 15 minutes
    - Red Line: Operate every 12 minutes
- **Yellow Line Turnback**
  - All Yellow Line trains would operate between Huntington and Mt. Vernon Square, instead of Greenbelt

Closing Metrorail earlier

- Metrorail would close at 9 p.m. Sunday through Thursday and 11 p.m. on Fridays and Saturdays

Continuing reduced Metrobus service levels and hours

Metrobus service would continue operating at the service levels implemented on Sunday, August 23 – approximately 75% of pre-Covid 19 service levels. No changes to the current service levels are proposed at this time.

- **Operating hours:** All Metrobus routes would continue to not operate after midnight
- **Weekday service adjustments:**
  - Operating hours would continue to be reduced on the following routes: 3A, 22A, 22F, 89M, H12, T2
  - Operating hours would continue to be increased on the following routes: 7A, 7F, N6
  - Frequency would continue to be reduced on the following routes: 1C, 2A, 2B, 3A, 5A, 7Y, 16A, 16C, 16G, 16H, 22A, , 22F, 42, 43, 62, 63, 64, 74, 83, 86, C8, C11, C12, C13, C14, D2, D4, D6, D8, E2, E4, F6, F8, F12, F13, G2, H2, H3, H4, H6, H8, H9, H12, L2, L8, M6, Metroway, N6, Q1, Q2, Q4, Q6, R4, R12, U4, U5, U6, U7, V8, W2, W3, W6, W8, X8, Z2
  - Frequency would continue to be increased on the following routes: 7A, 7F, K6
- **Weekend service adjustments:**
  - Operating hours would continue to be reduced on the following routes: H12, K6, K12, G12, G14, R2
  - Frequency would continue to be reduced on the following routes: 4B, 16A, 16E, 23A, 23B, 23T, 42, 43, 64, E4, H6, H8, K6, L2, N6, U4, W2, W3, W6, W8, Y2, Y7, Y8
  - Service will continue not to operate on the following routes: 30N, 30S, 31, 62, 63, 86 (Sunday only), C12, C14, D2, E2, G2, M6, NH2, R4, R12, T14 (Sunday only), V12 (Sunday only), X8, Z6
- **Service eliminations:**
  - Service would continue not to operate on the following routes: 1B, 3T, 3Y, 4A, 7C, 7W, 7P, 8S, 8W, 8Z, 10E, 10N, 11Y, 15K, 16L, 16Y, 17K, 17L, 18G, 18H, 18J, 21A, 21D, 26A, 28F, 28G, 29C, 29W, 34, 37, 39, 60, 87, 89, 97, A9, B8, B9, B29, B30, C28, D1, D5, E6, G9, H1,H3, H11, H13, J4, K9, L1, N2, N4, P19,S1, S91, V1, V7, W1, X1, X3
  - Service would continue not to operate or be eliminated on some segments of the following routes: 1C, 2B, 16C, C29
  - Service would continue not to operate on some segments of the following routes: 1C, 2B, 16C, C29

Details about the proposed service changes can be found in WMATA Docket B20-03 posted on *wmata.com/budget*.

The following report includes an overview of the public participation plan that was followed as well as a summary of the public feedback received.

Communications & Outreach Overview

In order to encourage public feedback on the proposed systemwide service changes as part of the Fiscal Year 2021 amended budget, as well as to fulfill the Board-approved Public Participation Plan and Metro Compact, Metro tailored a communications and outreach plan that focused on impacted customers. The majority of the communications and outreach effort was concentrated within the official public comment time period, Saturday, September 26 through Monday, October 19, 2020. The final plan included the following efforts:

- **Stakeholder engagement**
- **Targeted marketing and media**
- **Outreach information booths** at Metrorail stations
- **Virtual Compact Public Hearing**

In order to best manage resources in the allotted amount of time, the majority of outreach efforts were focused on the proposed changes that would have the greatest impact on riders. 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:

- Online through the survey tool
- Oral testimony received at the virtual Public Hearing
- Written comments received by the Board Secretary's Office

STAKEHOLDER ENGAGEMENT

Local stakeholders were key in getting the word out to their constituents about the proposed budget. Staff engaged with stakeholders in a variety of ways:

- The **Accessibility Advisory Committee (AAC)** was briefed by WMATA staff and the Board Chairman about the budget proposal and discussed the budget at virtual meetings via Zoom and email correspondence on September 19 and October 5-8, 2020.

- The **Riders' Advisory Council (RAC)** was briefed on the proposed budget revisions by WMATA staff on September 9, 2020. Board Chair Smedberg and Vice Chair Gidigbi also participated in the discussion. In addition, the RAC was given an overview of Metro's managed re-entry service plan, which is the framework for the service changes proposed in the revised FY2021 budget at its July 8, 2020 meeting. Finally, the RAC was provided an update on budget outreach activities at its October 7, 2020 meeting.

- **Employees** were informed and encouraged to participate in the process through numerous employee communication channels. Eight emails from the General Manager were sent to Metro employees beginning as early as July 31 through October 16, 2020. "Metro Voices Live", Metro's Facebook live programming for employees, hosted two live events on August 28 and October 2, 2020 and the "Metro Voices" podcast released three episodes about the proposed budget and impacts. Information about the proposed budget was also included in Metrorail, Metrobus and Grounds Maintenance & Custodial Services "hot sheets", newsletters that are shared with operations staff.

- Information about the budget proposal was sent via email to a **stakeholder list** through an email on October 8, 2020. This list includes 2,900+ contacts, including Community Based Organizations (CBOs), community partners, places of worship, event venues, business improvement districts, apartment and residences, schools, shopping areas, social services, and more.

  A second message was sent on October 19, 2020 to notify CBOs that the public comment period was closed, and to share a taped virtual public hearing. This second message was tailored to CBOs, which included 453 unique individuals, working at 270 Community Based Organizations, and other institutions serving local and regional communities..

- **Elected officials and agency staff at the local jurisdictions** were provided extensive information from WMATA staff about the budget proposal in numerous ways:

    - Multiple email notifications were sent to lists of elected officials and agencies in the District of Columbia, Maryland and Virginia to inform them of the budget docket and public comment period between September 9 and October 19, 2020. WMATA staff answered many information requests via email and phone from various constituents. The Advisory Neighborhood Commissions in DC also posted this information on their listservs.

    - WMATA staff had multiple meetings with various officials. Between September 28 and October 5, 2020, staff briefed DC Council staff and Councilmember-elect Janeese Lewis' staff. WMATA also briefed the Northern Virginia Transportation Commission (NVTC) members as well as the staff Management Advisory Committee (MAC).

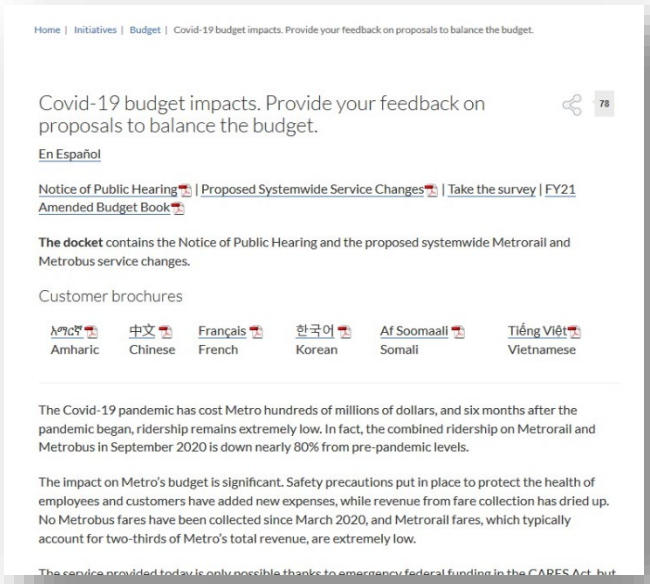
    - The Joint Coordinating Committee (JCC), comprised of staff from regional jurisdictions, participated in multiple meetings to discuss the budget proposals with WMATA staff.

TARGETED MARKETING AND MEDIA

Metro used targeted marketing and media strategies to increase awareness and encourage feedback on the proposed budget.

Website

The webpage *wmata.com/budget* was updated to reflect proposed FY2021 amended budget information:



- The *wmata.com/budget* webpages received over 8,150 views from over 6,600 unique viewers.
- The landing webpage included **information in multiple languages**, including a link at the top to a translated page in Spanish, *wmata.com/budget_espanol* and pdf flyers in Amharic, Chinese, French, Korean, Somali and Vietnamese.
- Information about **how to provide feedback** was provided, including the link to the online survey and details about the Public Hearing.
- A **variety of content available** was available for review, including maps, the FY2021 Amended Budget Book, bus service proposal details for DC, Maryland, and Virginia, and the Notice of Public Hearing.

Paid Advertisements

Advertisements were placed in newspapers throughout the region, including multi-lingual publications:

- *The Washington Post* (legal notice)- September 26 and October 3, 2020
- *The Afro* – October 10, 2020
- *El Tiempo Latino* (Spanish) – October 2, 2020
- *Washington Hispanic* (Spanish) – October 9, 2020
- *Atref* (Amharic) – October 9, 2020
- *Epoch Times* (Chinese) – October 2, 2020
- *Doi Nay* (Vietnamese) – October 9, 2020
- *Korean Times* (Korean) – October 9, 2020

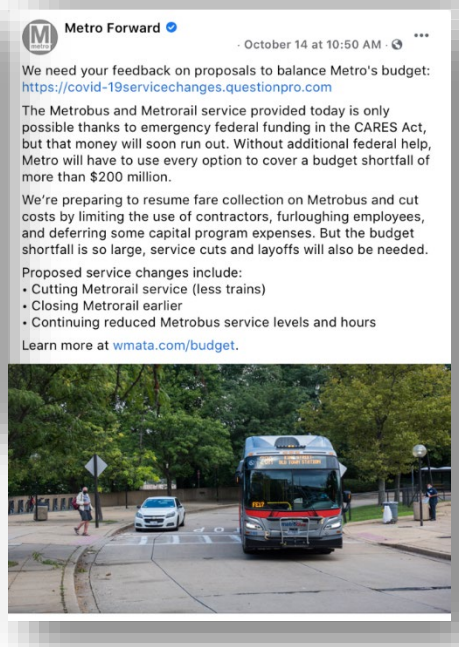
Print and Digital Sign Postings

Information about the proposed budget in English and Spanish was posted throughout the region.

- Signs were posted in Metrorail station mezzanines.
- Signs were posted in MetroAccess vehicles.
- Real-time arrival signs at 330 bus stops displayed information about the budget webpage.
- Over 100 signs were posted at select bus stops of impacted routes.
- Digital screens throughout the Metrorail system displayed information about the budget, including 91 information display screens on station manager kiosks, digital advertising screens, and new digital passenger information screens in mezzanines and on platforms at 10 stations installed as part of the Platform Improvement Project

Social Media Tactics

Using our social media platforms we promoted the budget proposal and encouraged feedback, with a combined 340,735 reach* and impressions**, and over 17,000 engagements (including likes, comments, and shares) across all platforms.



- Three @wmata Twitter posts on September 26, October 13, and October 18 received 51,214 impressions. and 1,994 engagements.
- Four MetroForward Facebook posts on September 28, October 13, and October 14 reached 276,916 users with 2,948 engagements.***
- One MetroForward Instagram post reached 4,251 people, and received 5,333 impressions, and 664 engagements.
- One LinkedIn post which received 3,021 impressions and 33 engagements.
- Separate English and Spanish posts on Nextdoor garnered 247,162 impressions, 60% from the Spanish post, and a total of 86 engagements.

**Reach = total number of people who see our content.*
***Impressions = number of times our content was displayed, no matter if it was clicked or not.*
**** 2 Facebook posts were boosted to expand our reach and engagement.*

Media Coverage

Metro's first press release on the proposed service cuts and other changes was released on September 18, 2020, followed by a press release on September 26 announcing the opening of the public comment period, which was also posted to the website in Spanish. Staff informed reporters of the budget process and encouraged news coverage of the ways the public could provide feedback. The General Manager participated in one-on-one TV and radio interviews with TV, print and radio reporters.

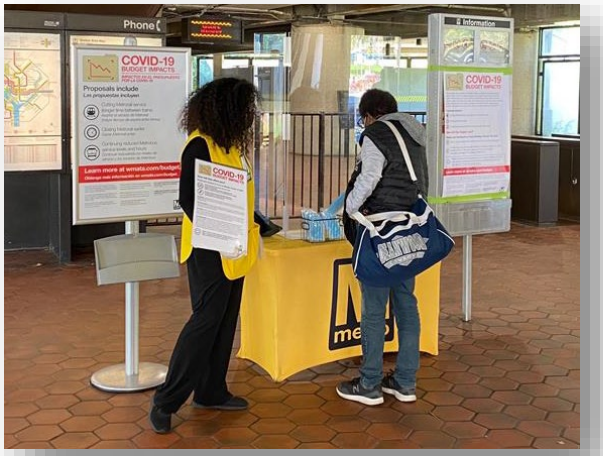
The budget process was covered in newspapers such as the *Washington Post*, all local television news stations, radio stations such as WAMU and WTOP, and blogs and neighborhood publications. A summary of coverage follows.

- **Press releases:**
  - https://www.wmata.com/about/news/Proposed-FY21-service-changes.cfm
  - https://www.wmata.com/about/news/Covid-19-budget-public-comment.cfm
  - https://www.wmata.com/about/news/el-periodo-de-comentarios-es.cfm

- **Media coverage:**
  - **Print**
    - Washington Post – Metro moves toward service cuts as talks stall on coronavirus aid bill
    - Washington Post - Metro board members question whether region's low-income residents will take unfair hit with budget cuts
  - **Television**
    - ABC7 - With Metro proposing budget cuts, station employees talk to riders about possible changes
    - ABC7 – Senior citizens plead with Metro to restore vital bus routes cut during the pandemic
    - NBC4 – Metro faces budget concerns with low ridership
    - NBC4 – Metro considers cutting $200 million from budget
    - FOX5 – Metro asking public to weigh in on service cuts, layoffs
    - FOX5 – DC Metro says service cuts on the way without Federal funding
    - WUSA9 - Metro considers service cuts, layoffs if CARES Act funding runs out
    - WUSA9 - With No Federal Aid In Sight, Metro Braces For Service Cuts And Possible Layoffs
    - WDVM - Metro forced to make budget cuts, Silver Line expansion delayed
  - **Radio**
    - WTOP – Metro asks riders for input on service cuts and other reductions as federal funding dries up
    - WMAL - Metro to hold virtual public hearing on proposed budget cuts
    - WMAL - Metro's seeking public input on budget that cuts service due to pandemic
    - WAMU – General Manager Wiedefeld interviewed on Kojo Nnamdi Show
  - **Local News Sources/Blogs**
    - Alexandria Now – Metro's Proposed Bus and Train Service Cuts Would Impact Alexandria
    - Georgetown Voice: D.C.'s Metro facing service cuts amid pandemic budget shortfall
    - Montgomery Community Media – With Budget Cuts Looming, Metro Opens Public Comment Period
    - The DC Line - Metro opens public comment period on service cuts, other actions necessary as federal funding support ends
    - Greater Greater Washington: Facing budget cuts, Metro asks riders to select the least bad options
    - Alexandria Times - WMATA proposes eliminating bus routes

OUTREACH INFORMATION BOOTHS

Outreach street teams traveled to twelve Metrorail stations on Wednesday, October 7, 2020 and set up information booths to notify customers about the proposals and encourage them to provide feedback. Locations aligned closely with jurisdictional station distribution and were chosen based on high average weekday, low-income, minority, limited English proficient ridership and rail-to-bus transfers.



- Morning rush locations: Columbia Heights, Fort Totten, Prince George's Plaza, Silver Spring, Union Station, West Hyattsville
- Afternoon rush locations: Anacostia, Ballston-MU, Pentagon, Pentagon City, Rosslyn, Southern Ave

Street team staff wore yellow Metro aprons, and staff who are bilingual wore large pins that identified them as speaking another language. At least half of all street teams were fluent in Spanish, and some teams also had Amharic and Korean speakers. To maintain social distancing and safety during the events, outreach teams displayed a large information sign and used hand-held oversized information booklets with large print in both English and Spanish. Each booth also had a bin containing face masks that customers could take.

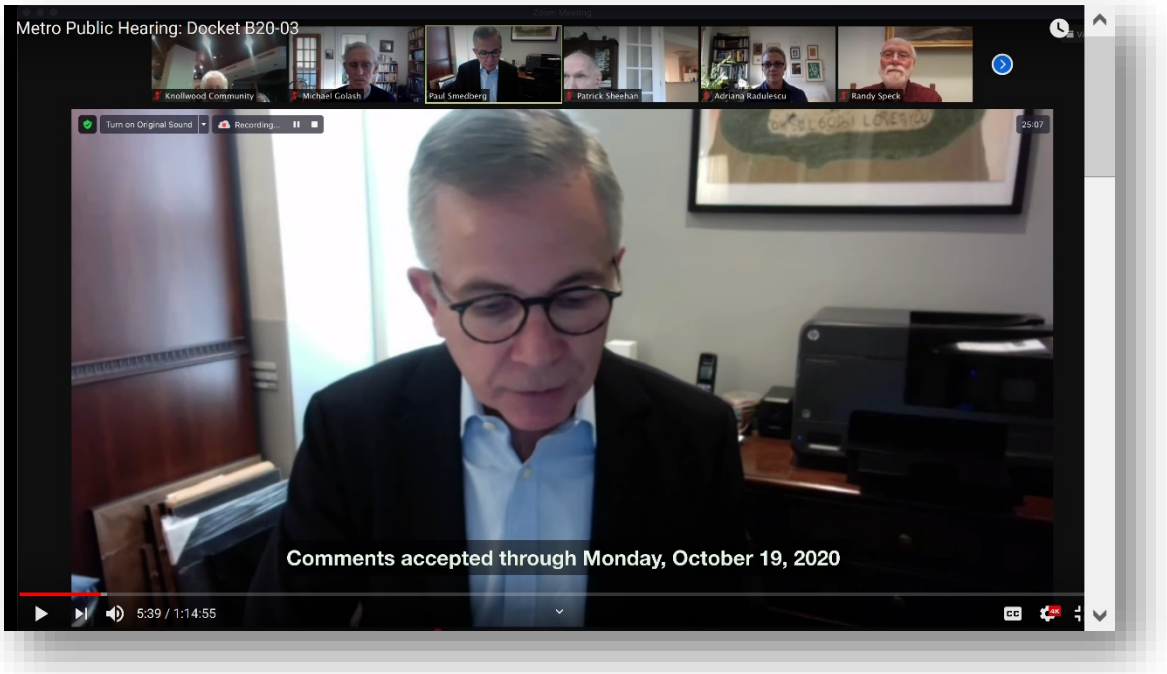
Street teams spoke with over 5,100 customers during these shifts, with approximately 21% of interactions in languages being non-English. 98% of these non-English interactions were in Spanish, with the rest in Amharic and Korean. Over 2,600 face masks were also distributed.

VIRTUAL COMPACT PUBLIC HEARING

As a response to the Covid-19 pandemic, Metro hosted a virtual Compact Public Hearing on Tuesday, October 13 at 3 p.m. for the proposed systemwide service changes This was Metro's first live streaming Public Hearing available for the public to watch online at *wmata.com* and *YouTube.com/MetroForward* or listen to by phone. The Public Hearing was also recorded and is available at *YouTube.com/MetroForward* for those that could not attend live.

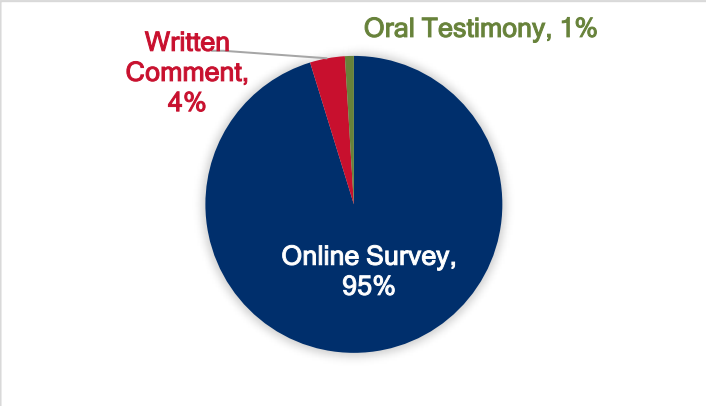
The public had multiple options to provide oral testimony for the Public Hearing. Individuals could participate live via Zoom video or audio (pre-registration was required) or pre-record audio and video testimony to play during the live Public Hearing. **A total of 30 individuals spoke at the Public Hearing, with 18 (60%) opting to pre-record their testimony.**

The Public Hearing began with Metro Board Chairman Paul Smedberg reading a prepared statement outlining the Public Hearing process, followed by live oral testimony, then pre-recorded oral testimony. The Public Hearing Presentation, typically presented at the beginning of an in-person hearing, was prerecorded and made available at *wmata.com/budget* one week prior to the hearing, The prerecorded presentation was in English and Spanish with closed captioning.



PUBLIC INPUT RESULTS

Metro collected public input through surveys, written comments (through the survey tool or letters sent to the Board Secretary's Office), and oral testimony at the virtual Public Hearing during the public comment period from Saturday, September 26 through 9 a.m. Monday, October 19, 2020. **Metro received over 3,100 responses to the proposed budget.**



PUBLIC INPUT SOURCES	
Online survey	2,958
Written comments	118
Oral testimony	30
Total	*3,106*

More than 95 percent of the input received came in using the survey tool. Analysis of public input collected through responses to survey questions can be found in *Appendix B: FY2021 Amended Budget - Customer Feedback on Proposed Service Changes*. Another 4% of the input received was written comment, with nearly all being provided through the survey tool via the upload or "provide written comment only" choice. Written comments and oral testimony can be reviewed in *Appendix A: Written Comments & Oral Testimony*.

Attachment C

Specific Metrorail and Metrobus service changes include:

Proposed Metrorail Service Changes

1. **Standardize Weekday Rail Service Frequencies**
   Blue, Orange, Green, Yellow and Silver Line weekday headways would increase to 12 minutes during peak periods, and weekday off-peak headways would remain at 12 minutes.

   Red Line weekday headways change to 6 minutes all day.

   Blue, Orange, Green, Yellow and Silver Line weekend headways would increase to every 15 minutes compared to 12 minutes on Saturdays and remain at 15 minutes on Sundays. Red Line weekend headways would increase to 12 minutes from operating every 6 minutes on Saturdays and 7.5 minutes on Sundays.

2. **Maintain Metrorail Closing Hours**

Metrorail will continue to close at 11 PM all 7 days of the week

Proposed Metrobus Service Changes by Line

Discontinue Service After Midnight
All trips (on all lines) starting after 12 a.m. will be discontinued

Saturday and/or Sunday span will be reduced (in excess of the systemwide 12 a.m. cut-off) on the following lines:
G12, G14 – Greenbelt-New Carrollton
K12 – Forestville
K6 – New Hampshire Avenue-Maryland (see also Saturday/Sunday frequency reductions)
R1, R2 – Riggs Road

Saturday and/or Sunday frequency will be reduced on the following lines:
23A, 23B, 23T – McLean-Crystal City
J2 – Bethesda–Silver Spring K6 – New Hampshire Avenue-Maryland (see also Saturday/Sunday span reductions)
Y2, Y7, Y8 – Georgia Avenue-Maryland

Saturday and Sunday service will be discontinued on the following lines:
30N, 30S – Friendship Heights-Southeast
M6 – Fairfax Village
NH2 – National Harbor-Alexandria
T14 – Rhode Island Avenue-New Carrollton (discontinue Sunday service only, Saturday service will still operate with a reduced span)
V12 – District Heights-Suitland (discontinue Sunday service only, Saturday service will still operate)

Weekday span will be reduced (in excess of the systemwide 12 a.m. cut-off) on the following lines:
89, 89M – Laurel
T2 – River Road

Frequencies will be reduced on the following lines:
2A – Washington Blvd.-Dunn Loring
5A – DC-Dulles
42,43 – Mt. Pleasant
74 – Convention Center-SW Waterfront
83, 86 – College Park
C11, C13 – Clinton
C8 – College Park-White Flint
D4 – Ivy City-Franklin Square
D6 – Sibley Hospital-Stadium Armory
D8 – Hospital Center
E4 – Military Road-Crosstown
F6 – New Carrollton-Fort Totten
F8 – Langley Park-Cheverly
F12 – Ardwick Industrial Park Shuttle
F13 – Cheverly-Washington Business Park
H2, H3, H4 – Crosstown
H6 – Brookland-Fort Lincoln
L8 – Connecticut Avenue-Maryland
MW1 – Metroway-Potomac Yard
Q1, Q2, Q4, Q5, Q6 – Viers Mill Road
R4 – Queens Chapel Road U4 – Sheriff Road-River Terrace

U7 – Deanwood–Minnesota Avenue
W2, W3 – United Medical Center-Anacostia
W6, W8 – Garfield-Anacostia Loop
Z2 – Colesville-Ashton

Weekday frequencies will be reduced and service will be discontinued on Saturdays and Sundays on the following lines:
62,63 – Takoma-Petworth
C12, C14 – Hillcrest Heights
D2 – Glover Park-Dupont Circle
E2 – Ivy City-Fort Totten
G2 – P Street-LeDroit Park
R12 – Kenilworth Avenue
Z6 – Calverton-Westfarm
X8 – Maryland Avenue

Span and frequencies will be reduced on the following lines:
3A—Annandale Road
22A, 22C, and 22F – Barcroft-South Fairlington
H11, H12 and H13 Marlow Heights –Temple Hills

The following lines will continue to be suspended until FY2022 Services are enacted:
3T – Pimmit Hills
3Y – Lee Highway-Farragut Square
7C,7P – Park Center-Pentagon
8S, 8W, 8Z – Foxchase-Seminary Valley
11Y – Mt. Vernon Express

15K – Chain Bridge Road
16L – Annandale-Skyline City-Pentagon
16Y – Columbia Pike-Farragut Square
18G, 18H, 18J – Orange Hunt
21A, 21D – Landmark-Bren Mar Park-Pentagon
26A – Annandale-East Falls Church
28F, 28G – Skyline City
29W – Braeburn Drive-Pentagon Express
37 – Wisconsin Avenue Limited
39 – Pennsylvania Avenue Limited
87 – Laurel Express
A9 – Martin Luther King Jr. Ave. Limited
B30 – Greenbelt-BWI Airport Express
B8, B9 – Fort Lincoln Shuttle
B29 – Crofton-New Carrollton
C28 – Pointer Ridge
D1 – Glover Park-Franklin Square
D5 – Macarthur Blvd.-Georgetown
E6 – Chevy Chase
G9 – Rhode Island Avenue Limited
H1 – Brookland-Potomac Park
J4 - College Park—Bethesda Limited
S1 – 16th Street-Potomac Park
V1 – Benning Heights-M Street
X1, X3 – Benning Road

Modifications are proposed to the following lines as follows:
1A, 1B Wilson Blvd.-Vienna - Discontinue all service on route 1B
1C – Fair Oaks-Fairfax Blvd. - Eliminate route segment between Fair Oaks Mall and Alliance Drive - Reduce frequency on weekdays
2B – Fair Oaks-Jermantown Road - Eliminate route segment between Fair Oaks Mall and Alliance Drive - Reduce frequency on weekdays
4A, 4B – Pershing Drive-Arlington Blvd. - Discontinue all service on route 4A - Reduce frequency on Saturdays & Sundays
7W – Lincolnia-Pentagon - Discontinue entire line - Add new route 7A,7F to Lincolnia during weekday peak periods
10A, 10E, 10N – Alexandria-Pentagon - Discontinue all service on routes 10E & 10N
16A, 16C, 16E - Columbia Pike - Eliminate route 16C route segment between Pentagon and Downtown DC - Reduce frequency on Saturdays & Sundays
17G, 17H, 17K, 17L – Kings Park Express - Discontinue all service on routes 17K & 17L
29C, 29G – Annandale - Discontinue all service on route 29C
60, 64 Fort Totten-Petworth - Discontinue all service on route 60 - Reduce frequency weekdays and weekends on route 64
96, 97 East Capitol Street-Cardozo - Discontinue all service on route 97 - Operate route 96 to Capitol Heights Station at all times
C21, C22, C26, C29 – Central Avenue - Eliminate route C29 Saturday only route segment between Pointer Ridge and Bowie State University
K9 – New Hampshire Avenue MD Limited - Discontinue entire line - Add new route K6 trips during weekday peak periods to improve frequency

L1, L2 Connecticut Avenue - Discontinue all service on route L1 - Reduce frequency weekdays and weekends on route L2
N2, N4, N6 Massachusetts Avenue - Discontinue all service on routes N2,N4 - Add route N6 trips all day on weekdays - Reduce frequency weekdays and weekends
P18, P19 – Oxon Hill-Fort Washington - Discontinue all service on route P19 - Reduce frequency

Permanent modifications and/or eliminations approved in April 2020 on the following lines will continue permanently as previously approved:
NH2 National Harbor-Alexandria - Eliminate route segment between King Street Station and Huntington Station - Reduce frequency
92 – U Street-Garfield - Eliminate short trips ending at Eastern Market
3T – Pimmit Hills - Eliminate route segment between East Falls Church and West Falls Church Stations
S80, S91 – Springfield Circulator / Metropark Shuttle - Discontinue entire line - Alternate service provided via new Fairfax Connector 350/351
Z11 – Burtonsville-Greencastle Express - Discontinue entire line - Alternate service provided via new Ride-On Flash

Operating Budget Amendment Resolution and Attachments

January 14, 2021

PRESENTED AND ADOPTED: January 14, 2021

SUBJECT: AMENDMENT OF FISCAL YEAR 2021 OPERATING BUDGET AND METROBUS SERVICE CHANGES

2021-01

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

WHEREAS, Pursuant to WMATA Compact §§ 23 and 24, on April 2, 2020, the Board of Directors adopted the fiscal year (FY) 2021 Capital Budget and Operating Budget (Resolution 2020-09); and

WHEREAS, On November 19, 2020, the Board amended the FY 2021 Operating Budget and Capital Budget (Resolution 2020-39); and

WHEREAS, The Board wishes to further amend the FY 2021 Operating Budget to reflect the additional funding to Metro from the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 which became law on December 27, 2020;

NOW, THEREFORE, be it

RESOLVED, That the FY 2021 Operating Budget is further amended to increase the budget from $1.848 billion to $1.942 billion with such increase to be apportioned among the expense categories as determined by the General Manager and Chief Executive Officer, but with no change to the jurisdictional contribution amounts; and be it further

RESOLVED, That the fifth *RESOLVED* clause of Resolution 2020-39 is rescinded; and be it further

RESOLVED, That Attachment C to Resolution 2020-39 relating to service changes is amended to include the changes shown on the attached Additions to Attachment C to Resolution 2020-39; and be it further

RESOLVED, That the Metrobus service changes contained in the original Attachment C to Resolution 2020-39 shall be effective on or about March 14, 2021, the Metrorail changes in the original Attachment C to Resolution 2020-39 shall be effective on or about February 14, 2021, and the changes in the attached Additions to Attachment C to Resolution 2020-39 shall be effective as soon as administratively and operationally possible; and be it finally

Motioned by Mr. McMillin, seconded by Ms. Gidigbi-Jenkins
Ayes: 8- Mr. Smedberg, Ms. Gidigbi-Jenkins, Mr. Goldman, Mr. Rouse, Mr. Letourneau, Mr. Marootian, Mr. Slater and Mr. McMillin

RESOLVED, That this Resolution shall be effective 30 days after adoption in accordance with § 8(b) of the WMATA Compact.

Reviewed as to form and legal sufficiency,

Patricia Y. Lee
Executive Vice President and General Counsel

WMATA File Structure No.:
4.2.2. Fiscal Year Budgets

Additions to Attachment C to Resolution 2020-39

Spring 2021 Proposed Service Improvements

Establish 2AM network 7 days-a-week as a pilot on the following lines

DC	MD	VA
32, 36	A12	1A
33	C4	7A
52	D12	10A
70	F4	16E
80	J2	23B
92	K6	28A
A6, A8	P12	38B
G8	T18	
H4	Y2	
L2	Z8	
P6 (Anacostia-Archives only)		
S2		
U5		
V2, V4		
W2 (Anacostia-Alabama & Irving only)		
W4		
X2		

Add/Modify Weekday service as follows:

Line	State	Time Period	Description
8Z / 21A	VA	Peak	Add a pilot hybrid service on 21A alignment between Stevenson & Walker and Duke & Reynolds, then 8Z alignment between Duke & N. Pickett and Pentagon Station
11Y	VA	Peak	Add as a pilot, a modified service between Mt. Vernon and N. Washington & Pendleton Streets, then terminate at Braddock Road Station (Temporarily charge regular fare until direct service to downtown is restored)
17H (17K)	VA	Peak	Extend route 17H on the route 17K alignment from Commonwealth & Gainsborough to the Twinbrook Rd. terminal
18J	VA	Peak	Add service on regular alignment

22F / 28F	VA	Peak	Extend route 22F as a pilot to Skyline City from Beauregard & Filmore on 28G alignment, Add 28F service on regular alignment
23A, 23B, 23T	VA	All-day	Restore service to pre-pandemic schedule
26A	VA	All-day	Add service on regular alignment
60	DC	All-day	Add service on regular alignment
C26 (C28)	MD	Peak	Extend route C26 from Pointer Ridge to Bowie Park-and-Ride via Bowie Gateway Center as a pilot
M4 (E6)	DC	All-day	Extend route M4 from Pinehurst Circle to Knollwood as a pilot

Add Saturday / Sunday service as follows:

Line	State	Service Days	Description
C12, C14	MD	Sat	Restore service
C29	MD	Sat	Restore service between Pointer Ridge and Bowie
D2	DC	Sat/Sun	Restore service
E2	DC	Sat/Sun	Restore service
G2	DC	Sat/Sun	Restore service
H12	MD	Sun	Restore full span of service
M6	DC	Sat/Sun	Restore service
NH2	MD-VA	Sat/Sun	Restore service on previously approved modified alignment between National Harbor and King St. Station only
R12	MD	Sat	Restore service
T14	MD	Sun	Restore service
V12	MD	Sun	Restore service
X8	DC	Sat/Sun	Restore service
Z6	MD	Sat	Restore service

Capital Budget Amendment Resolution

March 25, 2021

PRESENTED AND ADOPTED: March 25, 2021

SUBJECT: AMEND FISCAL YEAR 2021 CAPITAL BUDGET AND AUTHORIZE THE NEGOTIATION OR COMPETITIVE SALE OF THE SERIES 2021A DEDICATED FUNDING BONDS

2021-10

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

WHEREAS, Resolution 2011-30, as amended, requires Board of Directors approval for changes to total expense authorization of the Annual Capital Budget; and

WHEREAS, On July 23, 2020, the Board adopted the fiscal year (FY) 2021 Capital Budget as amended (Resolutions 2020-09 and 2020-28); and

WHEREAS*,* That in order to maintain a balanced Capital Budget, additional funding is anticipated to be provided through the issuance of dedicated funding debt and an increase in the Potomac Yard Reimbursable project funding provided by the City of Alexandria; and

WHEREAS, On February 27, 2020, the Board adopted the Debt Management Policy, which requires that negotiation or competitive sale of a series of bonds, such as contemplated by the FY 2021 Capital Budget, be authorized by the Board (Resolution 2020-04); and

WHEREAS, WMATA intends to reimburse itself from bond proceeds for eligible expenditures incurred before the issuance of the bonds covered in this resolution to the extent permitted by the Internal Revenue Code of 1986 and regulations issued under such Code;

NOW, THEREFORE, be it

RESOLVED, That the fiscal year 2021 Capital Budget is amended by increasing the total expense authorization by $255 million; and be it further

RESOLVED, That the Board of Directors authorizes the General Manager/Chief Executive Officer and the Chief Financial Officer, and each of them individually, to obtain the underwriting, Trustee, printing, and other services necessary to negotiate or competitively sell and issue the bonds; and be it further

Motioned by Mr. McMillin, seconded by Mr. Bulger
Ayes: 8- Mr. Smedberg, Ms. Gidigbi-Jenkins, Mr. Goldman, Mr. McMillin, Mr. Letourneau, Mr. Bulger, Mr. Slater and Mr. Rouse

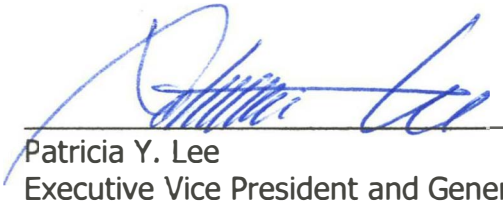
RESOLVED, That the long-term bonds, if issued, shall have the following terms: duration to be no more than 25 years; an aggregate amount not to exceed $874 million in principal, excluding any required debt service reserve, the costs of issuance (including but not limited to underwriters' fees, financial advisory fees, printing costs, legal fees, and such other fees which the General Manager/Chief Executive Officer or the Chief Financial Officer deem necessary to complete the sale of such bonds), and any premium on the sale of the bonds; all of such expenses, costs, premium, and fees being authorized by the Board of Directors to be included in the bond issuance in addition to the aggregate principal amount listed above; and be it further

RESOLVED, That an indicative average interest rate and the method of sale will be established by the Board of Directors prior to final issuance; and be it further

RESOLVED, That staff shall bring to the Board of Directors the total amount of the proposed issuance (principal, any anticipated premium, plus anticipated costs) and terms of the proposed issuance for final review and approval before bonds may be issued; and be it finally

RESOLVED, That to prevent interruption of the fiscal year 2021 Capital Program and the timely issuance of the bonds, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,



Patricia Y. Lee
Executive Vice President and General Counsel

WMATA File Structure Nos.:
4.1 Bonds
4.2.2. Fiscal Year budgets

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Appendix K - Glossary of Terms

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.
Approved Budget	The revenue and expenditure plan approved by the WMATA Board of Directors for a specific one year period starting on July 1.
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.
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.
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.
Coronavirus *(Also see Covid-19)*	Refers to a family (Coronaviridae) of large single-stranded RNA viruses that have a lipid envelope studded with club-shaped spike proteins, infect birds and many mammals including humans, and include the causative agents of MERS, SARS, and Covid-19; also, an illness caused by a coronavirus.
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.
Covid-19 *(Also see Coronavirus)*	First identified in Wuhan, China in December 2019, Covid-19 refers to a mild to severe respiratory illness caused by a coronavirus (Severe acute respiratory syndrome coronavirus 2 of the genus Betacoronavirus), is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure.
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.
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.
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.
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.
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 Passenger Trip	A trip from origin to destination on the transit system. Even if a passenger makes several transfers during a one-way journey, the trip is counted as one linked trip.
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.
NextBus	Refers to the application that uses satellite technology for Metrobus locations to track the arrival times for bus operators and customers.
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.

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.
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	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.
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.
Unlinked Passenger Trip	Unlinked passenger trips count each boarding as a separate trip.

Appendix L - Glossary of Acronyms and Abbreviations

A

AAC	Accessibility Advisory Committee
AC	Alternating Current
ADA	Americans with Disabilities Act
AFC	Automatic fare collection
AP	Accounts Payable
APTA	American Public Transportation Association
ART	Arlington Transit
AWP	Annual Work Plan

B

B2G	Back2Good
BOCC	Bus Operations Communication Center

C

CAFR	Comprehensive Annual Financial Report
CBA	Collective Bargaining Agreement
CCTV	Closed-Circuit Television
CFA	Capital Funding Agreement
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality
CNF	Capital Needs Forecast; Formerly Capital Needs Inventory (CNI)
CNG	Compressed Natural Gas
COG	(Metropolitan Washington) Council Of Governments
Covid-19	See *Covid-19* or *Coronavirus*, Appendix K
CRCS	Comprehensive Radio Communications System
CTF	Carmen Turner Facility

D

D/B	Design/Build
D/B/B	Design/Bid/Build
DBE	Disadvantaged Business Enterprise
D&E	Development and Evaluation
DPS	Drainage Pumping Station

E

EEO	Equal Employment Opportunity

F

F/O	Fiber Optic
FTA	Federal Transit Administration

G

GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association

H

HCM	Human Capital Management
HEDS	Hybrid Enterprise Document Management System
HEOP	Heavy Equipment Overhaul Program
HVAC	Heating, Ventilation, And Air Conditioning

I

IRP	Infrastructure Renewal Program

J

JCC	Joint Coordinating Committee
JGB	Jackson Graham Building

K

KMSRA	Keeping Metro Safe, Reliable and Affordable
KPI	Key Performance Indicator

L

M

MAP-21	Moving Ahead for Progress in the 21st Century Act
MDBD	Mean Distance Between Delays
MDBF	Mean Distance Between Failures
METRO	Washington Metropolitan Area Transit Authority
MEAD	Metro Electronic Action Document
MOD	(Contract) Modification
MSRPH	Metrorail Safety Rules Procedures Handbook
MTA	Maryland Transit Administration
MWAA	Metropolitan Washington Airports Authority
MWCOG	Metropolitan Washington Council of Governments

N

NTSB	National Transportation Safety Board
NTD	National Transit Database
NTE	Not to Exceed
NTI	National Transit Institute

O

OCC	Operations Control Center
OTP	On-Time Performance

P

PCO	Pending (or proposed) Change Order
P/I	Policy Instruction

Q

QA	Quality Assurance

R

RAC	Riders' Advisory Council
RFP	Request for Proposal

S

S&I	Service and Inspection
SBPO	Small Business Programs Office

T

TC	Train Control
TIP	Transportation Improvement Program

U

V

VMI	Vendor Managed Inventory
VRE	Virginia Railway Express

W

WMATA	Washington Metropolitan Area Transit Authority
WMSC	Washington Metrorail Safety Commission

Y

YE	Year End

Z

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, D6, P6, X2, X9, 42, 70, 74, or 80.

By website:

http://www.wmata.com

By telephone:

Administrative Offices

202-962-1234
Administrative offices and general information
Weekdays: 8:00 a.m. to 4:30 p.m.

Customer Relations

202-637-1328
Suggestions, commendations, comments

Metro Information

202-637-7000 (TTY 202-962-2033)
Metrobus and rail schedules, fares, parking, Bike 'N Ride program, and more

MetroAccess

301-562-5360 (TTY 301-588-7535) or
toll free at 800-523-7009
MetroAccess Paratransit Service

Transit Police

202-962-2121