



Washington Metropolitan Area Transit Authority



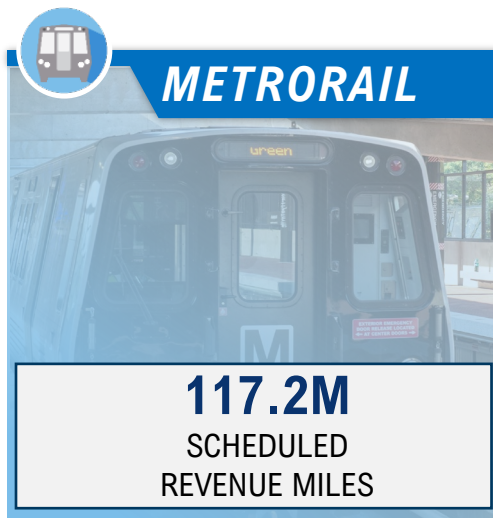
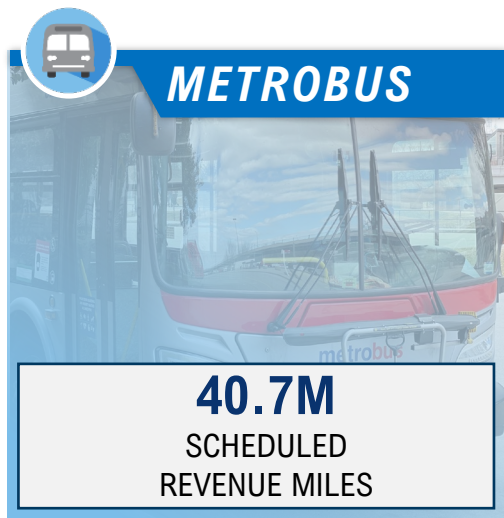
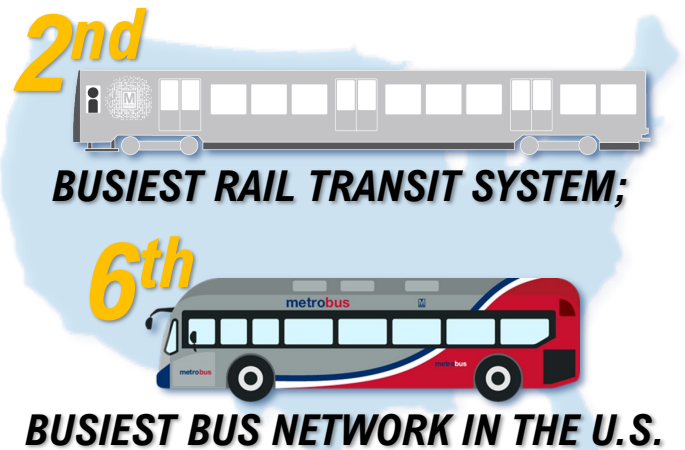
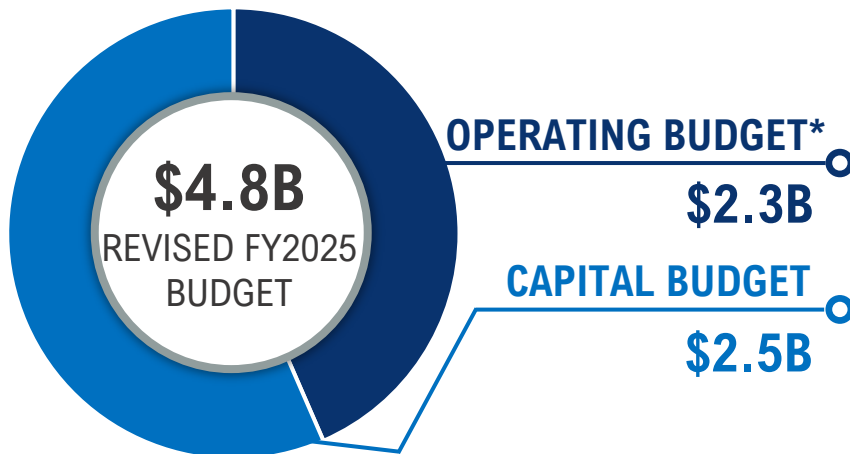
Revised FY2025 Proposed Budget and FY2026 Forecast

A Regional and Responsible Path Forward
February 2024





METRO | AT A GLANCE



Within ½ mile of Metrorail stations and bus stops in the Compact area:

- 60% of population (**2.8M** people)
- 70% of jobs (**1.7M** jobs)
- 50% of employers (**134,400** businesses)

The ½ mile around Metrorail stations is just 3% of the region's land but contains:

- 30% of property value (**\$328B**)
- 40% of jobs
- 65% of new office development
- 50% of new apartments
- 25% of affordable housing
- 13 Fortune 500 headquarters

*Operating Budget reflects expenses after preventive maintenance transfers

98 RAIL STATIONS



DC

40
STATIONS



MD

26
STATIONS



VA

32
STATIONS

Randy Clarke

General Manager & Chief Executive Officer, WMATA

WMATA Board Members,

Over the past year, the Metro team has been laser focused on delivering the safe, frequent and reliable service the region needs. Those efforts are seeing significant results including ridership growing by 30% and record high customer satisfaction. In parallel, Metro has been working with our regional partners on solving the fiscal crisis starting with our FY2025 operating budget. In December, as required by the WMATA Compact, I proposed a balanced budget that would require draconian service cuts, large fare increases, the layoff of 2000+ staff and other actions that would decimate our regional transit system.

Based on commitments from District of Columbia leadership and budget and legislative actions in Maryland and Virginia over the past few weeks there has been significant momentum addressing our budget. This includes adjusting the subsidy cap as well as increasing subsidy levels in all three jurisdictions. The WMATA subsidy formula sets the level of subsidy for each jurisdiction proportionate to the other jurisdictions. The various commitments will need to be reconciled as the Board approves this year's budget.

Considering the actions from our jurisdictional partners, we feel it is reasonable and timely to outline a revised budget proposal that is responsive to the feedback we have received, including the Council of Government's (COG) Chief Administrative Officers' WMATA workgroup report.

This revised FY2025 proposed budget and FY2026 forecast details how Metro will deliver a zero-growth budget in FY2025 and includes numerous metrics on how we will manage service delivery. While the Board will only be approving a one-year budget, this revised proposal outlines a two-year budget forecast that provides additional predictability for our partners. It also highlights that our funding issues are not resolved in FY2025, and we must continue to work as a region to create sustainable long-term funding. This revised proposal also includes items from the Strategic Transformation Plan; specifically, the Rail, Bus & Access, and Enterprise Action Programs that demonstrate how we continue to modernize Metro.

This proposal incorporates potential targeted service adjustments avoiding the need for station closures and turnbacks, a reasonable fare increase including an adjustment to the late night/weekend flat fare, and significant organizational cost reductions. Those cost reductions assume Metro employees; both non-represented and represented, contribute to cost savings with a zero percent salary/wage increase in FY2025.

While there is still work to be done and we look forward to hearing from the public on the budget process, we hope this revised budget proposal is responsive to the feedback and requests of our partners and stakeholders. We look forward to the Board's consideration of this revised budget proposal as we work with leaders across the region to finalize a solution that's responsive to the immediate and long-term funding necessary for Metro to be the world class system our region needs.



Context | *Your Metro, the Way Forward*

In February 2023, Metro adopted its Strategic Transformation Plan [Your Metro, the Way Forward](#). The plan identified four strategic goals: Service Excellence, Talented Teams, Regional Opportunity & Partnership, and Sustainability. This plan was developed by the Board of Directors and management to guide Metro's decision-making over the next five years. It is serving as our North Star and guides how we fund the Metro service the region needs, wants and deserves. The plan establishes clear priorities for Metro, expands transparency around performance metrics, and promotes collaboration with our partners. Metrics identified in the plan are used to drive performance and operational decisions at Metro and are transparently measured in regular reports and our newly launched [Service Excellence Dashboard](#).



Service Excellence

Deliver safer and more reliable service to customers, progressing Metro's automation efforts.



Talented Teams

Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.



Regional Opportunity & Partnership

Design transit service to move more people and equitably connect a growing region.



Sustainability

Manage resources more efficiently to achieve a sustainable operating, capital, and environmental model.

A Healthy Region Needs Great Transit

Metro's goal is to provide the region with a world-class integrated transit system offering all-day, safe, customer-focused service through modernized vehicles and infrastructure.

Good service is the key to generating ridership. While recent service improvements, simpler fares, and renewed emphasis on customer experience are growing ridership and customer satisfaction, additional targeted investments in transit are needed for the region to grow and meet its economic, mobility, housing and environmental goals.

Opportunities include:

- Adjust service to demand and regional goals
- Implement the Better Bus network redesign
- Bus lane & technology investments to increase bus speed and reduce costs
- Rail modernization program to replace antiquated infrastructure, vehicles, and obsolete signaling system
- Responsible and affordable fares, with fare-capping and promotional opportunities



If we invest in transit, the region will:

- Attract and retain businesses, talented workers
- Reduce its carbon footprint
- Grow tourism and leisure sectors

If we don't invest in transit, the region will:

- Reduce economic development opportunities
- Experience worse traffic congestion
- Decrease in transportation safety

Today's Standard of World-Class Transit

Metro's original mandate was to "set an example for the Nation" of world-class public transit. Today, the standard set by the best transit systems has evolved to include:

All-Day Service. Fast and frequent service throughout the day and week, with safe, on-time operation. Service focused on providing travel needs for all kinds of trips. Disruptions are limited and predictable.

Modern Vehicles and Infrastructure. Stations with clear wayfinding, real-time service information, and platform screen doors. Trains feature open gangways and efficient, communication-based train control, capable of Grade of Automation 3/4. Bus service built around a network of rapid bus routes with high-capacity buses, and a zero-emission bus fleet.

Integrated System. Customers experience transit as a unified system, with seamless connections between rail, bus, bike and pedestrian networks. Fares are integrated across the region with easy payment for customers.



Passeig de Colom
Barcelona



Châtelet Station – Métro Line 14
Paris



Elizabeth Line Train—Class 345
London

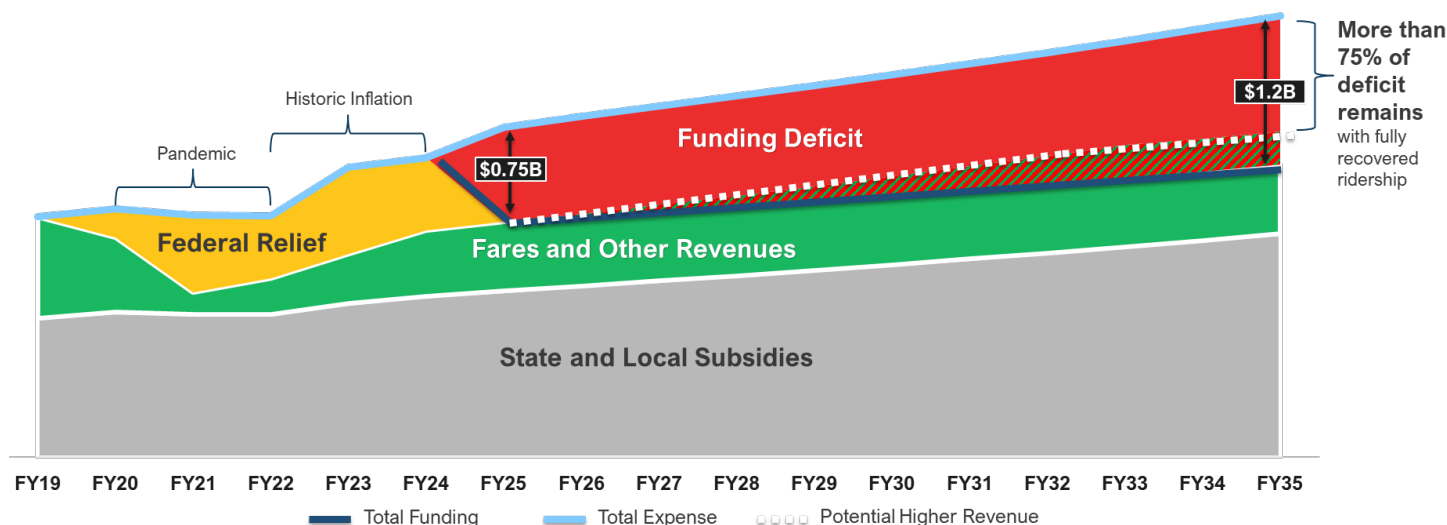


Yishun MRT Station
Singapore

The Challenge

Fundamental changes in post-pandemic travel patterns and unprecedented inflationary pressures have imposed fiscal constraints significantly impacting future operations and investments. Regardless of proactive management actions taken by Metro to control expenses, under the current subsidy model Metro faces a structural funding shortfall of \$750 million in FY2025, a deficit equal to more than 25 percent of the operating budget.

FY2025: Unprecedented Deficits Begin



FY2025 \$750M Deficit Drivers in Detail

Metro's \$750 million deficit is primarily driven in three categories: 1) the jurisdictional subsidy credit provided in 2020; 2) high inflationary costs, driving higher labor and non-labor expenses; and 3) the decline of revenue due to lower ridership.

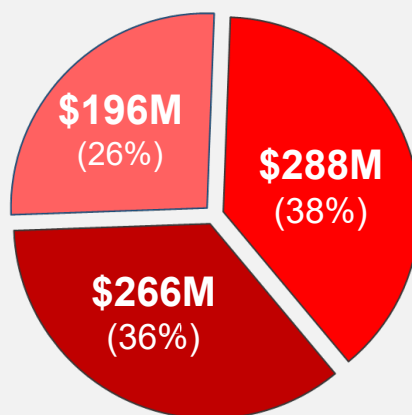
Jurisdiction Subsidy Credit

At the onset of the pandemic, Metro provided support to jurisdictions in the form of a subsidy reduction and forgone 3% increases.

Inflation & Collective Bargaining Agreements

Metro's contractual commitments and inflation soared by 10% in one year during the pandemic and FY2025 original outlook assumed continued inflation of approximately 5%.

FY2025 Operating Gap



Projection as of June 2023

Decreased Revenue Since Pandemic

Overall ridership forecast to be approximately 25% below pre-pandemic levels along with greater prevalence of shorter distance trips outside of weekdays. Parking and advertising revenues also impacted.

FY2024 Mid-Year Progress

Aggressive Management of Expenses Continues

Metro's ridership continues to recover from the impacts of Covid-19 demonstrating significant year-over-year gains, with ridership reaching approximately 70 percent of pre-pandemic levels; however, changes in the mix of trips has reduced average fares and passenger revenue below budgeted amounts.

Metro is closely managing its expenses and projects savings for the remainder of the year to offset these revenue losses. Despite the reduced revenue outlook, Metro expects to end FY2024 with a balanced budget due to aggressive expense management, allowing it to preserve \$95 million in one-time savings to apply to the FY2025 deficit.

(\$M)	FY2024 Q2 YTD		Variance	
	Budget	Actual	\$	%
Passenger Revenue	\$194.2	\$167.8	- \$26.4	- 13.6%
Non-Passenger Revenue	\$51.1	\$56.1	\$5.1	9.9%
Total Revenue	\$245.3	\$223.9	- \$21.4	- 8.7%
Personnel	\$782.8	\$783.2	- \$0.4	- 0.0%
Non-Personnel	\$376.2	\$340.3	\$36.0	9.6%
Total Expenses	\$1,159.1	\$1,123.5	\$35.6	3.1%
Gross Subsidy*	\$913.8	\$899.6	- \$14.2	- 1.6%
Federal Relief	\$287.7	\$272.8	- \$14.9	- 5.2%

* Gross Subsidy refers to operating expense less operating revenues and Federal relief and does not reflect/equal actual jurisdictional subsidy payments.

Note: Amounts may not sum due to independent rounding

FY2025 and FY2026 Path Forward

Regional Framework for a Balanced Budget

The revised proposed budget adopts a regional approach that requires collaboration and contributions from all stakeholders. Aggressive expense management by Metro would keep FY2025 **gross expenses** at FY2024 levels (0% growth).

Metro: Salary and wage adjustments, recurring administrative efficiencies, and other cost reductions resulting in **\$119** million and **\$174** million in savings in FY2025 and FY2026, respectively.

Customers: At least 12.5 percent fare increase on Metrobus, Metrorail, and MetroAccess beginning in FY2025, and up to 25 percent on late nights and weekends (with \$2.50 cap).

Jurisdictions: Additional jurisdictional investment to replace prior reductions of jurisdictional funding to Metro and adjustments for ridership and inflation.

Use of Funds

		Budget	2- Year Regional Transformation Framework	
(\$M)		FY2024	Revised FY2025 Proposed Budget	FY2026 Forecast
Expense	Initial Expenses	\$2,459	\$2,575	\$2,704
	Administrative Efficiency		- 50	- 52
	Salary and Wage Adjustment		- 38	- 77
	Inflation Reduction		- 11	- 25
	Target Service Cuts		- 20	- 20
	Total Savings		- 119	- 174
	Gross Expenses	\$2,459	\$2,457	\$2,530
	Additional PM (above \$60M)	- 139	- 104	- 114
	Expense after PM Transfer	2,320	2,352	2,416

Assumptions

Personnel & Non-personnel: 0% salary and wage increase in FY2025 for L689, L922 and non-represented employees subject to the collective bargaining; CPI reduced from 5% to 3.5% in FY2025 and from 5.0 to 3.0% in FY2026

Sources of Funds

Revenue

Proposed fare increase of least 12.5 percent on Metrobus, Metrorail, and MetroAccess beginning in FY2025, and up to 25 percent on late nights and weekends (with \$2.50 cap) would increase revenue by **\$24** million and efforts to improve fare collection recovery result in additional **\$12** million for a net increase of **\$36** million in FY2025. Continued ridership growth increases FY2026 revenue by **\$10** million.

		Full-Year Forecast	2- Year Regional Transformation Framework	
		FY2024	Revised FY2025 Proposed Budget	FY2026 Forecast
Revenue	Initial Revenue	\$452	\$452	\$488
	Revenue Recovery*		\$12	\$10
	Fare Increase		\$24	
	Subtotal		\$36	\$10
	Total Revenue	\$452	\$488	\$498

* E.g., ridership growth, long distance trip recovery, new fareboxes and faregates



Jurisdictional Operating Investment

Metro's funding jurisdictions as of February 2, 2024 have communicated **\$480** million in additional funding in FY2025 above the 3 percent cap. These respective additional contributions for FY2025 are reflected below. Maryland's budget includes \$150 million in its FY2025 budget; there are budget amendments moving through both Houses of the Virginia legislature which reflect the \$130 million funding level. On February 1, 2024 District of Columbia leadership sent a letter indicating their commitment to \$200 million in additional subsidy.

The Metro subsidy formula sets the level of subsidy for each jurisdiction proportionate to the other jurisdictions and the various commitments will need to be reconciled as the Board approves this year's budget.

For FY2026, the forecast assumes funding levels increase by 3 percent, plus each jurisdiction's share of the \$95 million of one-time savings from FY2025. FY2026 amounts are forecast estimates and may change as a result of Metro's FY2026 budget process and Board direction.

Revised FY2025 Proposed Budget and FY2026 Forecast Subsidy

(\$M)	FY2025 Base	Additional Regional Investment	Revised FY2025 Proposed Budget*	FY2026 3% Growth*	One-Time Savings Expiration*	FY2026 Forecast*
Expense			\$2,352			\$2,416
Revenue			(\$488)			(\$498)
Gross Subsidy			\$1,865			\$1,918
One-Time Savings			(\$95)			\$0
Subsidy	\$1,290	\$480	\$1,770	\$53	\$95	\$1,918
District of Columbia	\$462	\$200	\$662	\$20	\$36	\$717
Maryland	\$488	\$150	\$638	\$19	\$34	\$691
Virginia	\$340	\$130	\$470	\$14	\$25	\$510

Note: amounts may not sum due to independent rounding

**The subsidy amounts reflect additional contributions, are inconsistent with Metro's historical subsidy formula, and will need to be reconciled*

Funding Requirements Beyond Metro's Operating Subsidy

Amounts exclude 24-Hour Overnight Bus, student programs, reimbursable agreements, Safety and Security grant programs, Joint development projects, and any other programs separately agreed upon.

Targeted Service and Fare Optimization

Optimize service to deliver the most useful network with available resources:

- **Adapt Service.** Adapt rail and bus service capacity with targeted changes while sustaining good frequency to grow ridership.
- **Provide Access to More Destinations.** Reduce customer travel times and increase access to jobs and opportunity.
- **Optimize Use of Metro's Assets.** Manage railcar and bus fleets to deliver high asset utilization and provide good service at low marginal cost.



More Targeted Rail Service. Efficiently deliver frequent all-day service to drive ridership and revenue growth. Schedule **peak service** periods to align with ridership levels. Operate more **six-car trains** where shorter trains provide sufficient capacity. Reduce service levels on holidays with low ridership.



Redesigned Bus Network. Maintain bus service levels and begin Better Bus implementation. The Year One Network reallocates existing resources to deliver more value to the region, adapting to how customers travel now.



More Fare Revenue. Increase fares by at least 12.5% to generate additional revenue. Reduce fare evasion with system-wide high-barrier faregate installation and increased fare enforcement. Make it easier to pay with mobile technology and reduced fare programs.

Fares

- Balance increasing revenue and continuing to grow ridership
- Considering modifying weekend and late-night fares for additional revenue in response to strong ridership

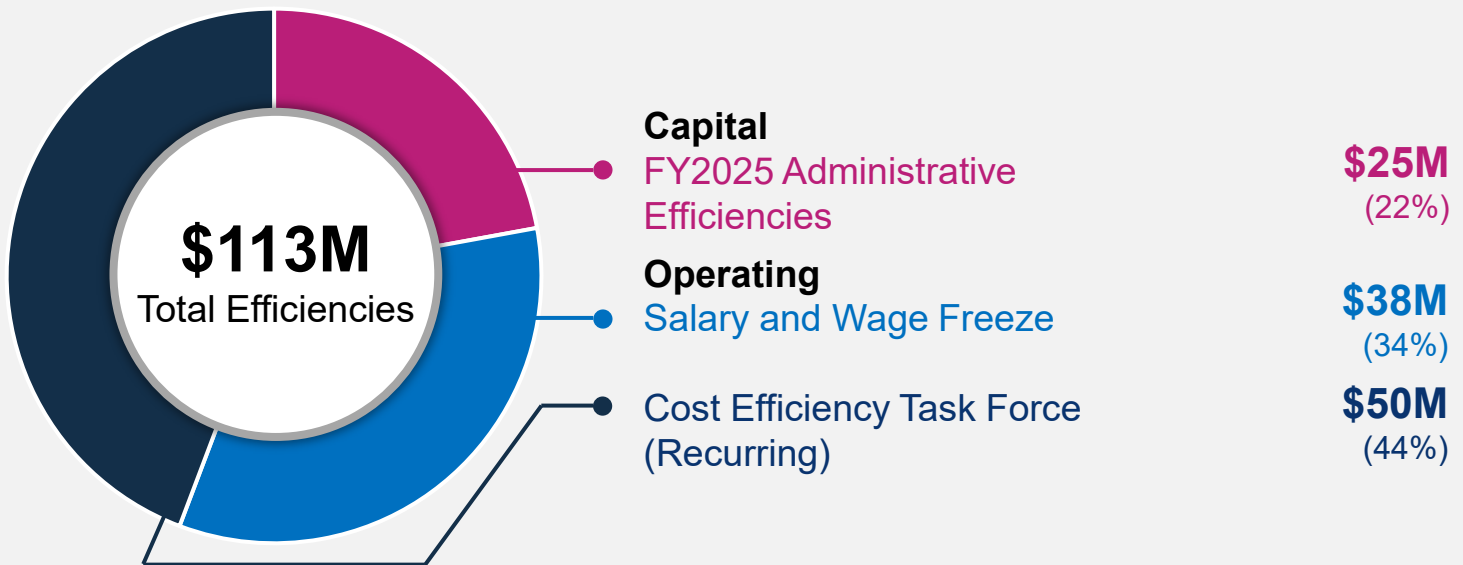
Parking Rates

- Keep parking rates unchanged to encourage use of available capacity at parking facilities; raising parking rates would be expected to reduce growth in long-distance Metro commutes, lessening future fare revenue

Fare Increase Scenario	Revenue Impact (\$M)	Ridership Impact (M)
Baseline	\$362.2	233.3
5%	\$10.0	-4.1
12.5%	\$22.2	-10.2
12.5% + up to 25% late-night/weekend (with \$2.50 cap)	\$23.9	-11.3
20%	\$33.9	-15.2
25%	\$40.4	-19.0

Administrative Efficiency

Metro Has Identified \$113M of Efficiencies



Capital (\$25M)

FY2025 Capital Administrative Efficiencies (\$25M)

- Right-size administrative and consultant support costs for capital program management.
- Modernize standards, requirements, and practices for longer-term structural savings.

Operating Budget Efficiencies (\$88M)

Salary and Wage Freeze (\$38M)

Freeze wages of all non-represented employees and for two of Metro's largest collective bargaining units.

Cost Efficiency Task Force (\$50M)

Identified an additional \$50 million across Metro ongoing expense reductions and savings for FY2025 and beyond. These savings will not impact safety or service levels:

1. **Administrative efficiencies:** Call center consolidation, paratransit alternative service delivery.
2. **Reduced consulting service:** Transition Metro Transit Police Department (MTPD) training to in-house, staff augmentations reductions and right sizing cleaning contracts.
3. **Digital Transformation:** Elimination of duplicative licenses, laptop/mobile phone efficiencies, digital media efficiency & rightsizing of IT-related contracts.
4. **Improved asset management:** drone usage for automated inspections, fuel savings and repair cost reduction on elevator and escalators.

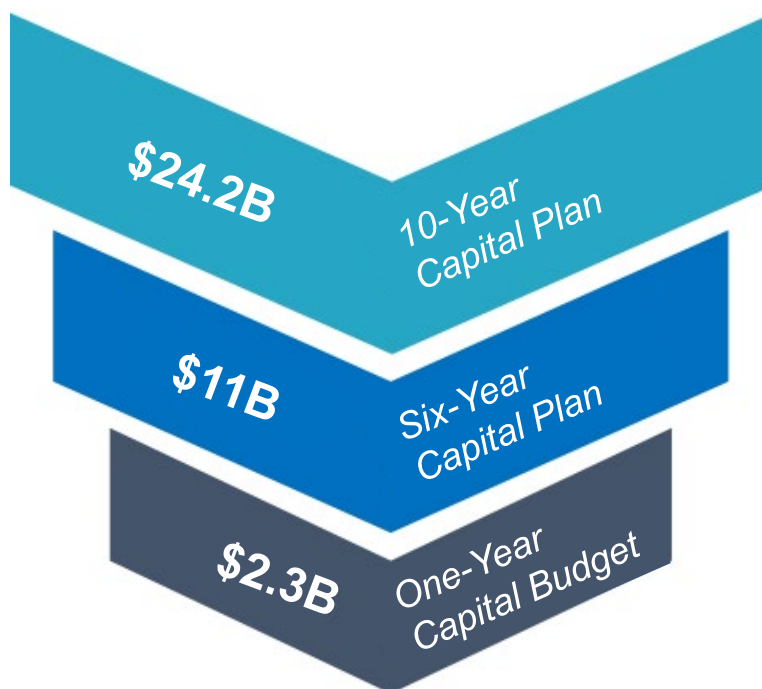
FY 2025 Cost Efficiency Task Force Savings – \$50 Million

Category	Title	Marketing/ Revised Description	Impact
	Call Center Consolidation	Merging two call centers to streamline operations.	\$1.8
	Paratransit Alternative Service Delivery	Reduce MetroAccess expenses by offering customers the option to utilize alternative (ride share) services.	\$14.8
	Building Consolidation and Streamlining of Facility Related Services	Streamline efforts in warehouse sharing between rail services and facilities departments in Maryland, storage space sharing in Alexandria, VA..	\$13.7
	Non-Revenue Vehicle Fleet Reduction	Reduce non-revenue fleet vehicles by December 2023.	\$0.2
Administrative Efficiencies			\$30.5
	Metro Transit Police Academy	In-house police commissioning training eliminates fees paid to Northern Virginia Criminal Justice Academy.	\$0.6
	Alignment of consulting services	Reduce On-Call Legal Services contract.	\$1.5
	Reduction of Staff Augmentation	Prioritize hiring in departments with high staff shortages such as Rail Transportation, Track & Structures and Car Maintenance.	\$2.0
	Right-size cleaning contracts	Replace current cloth seats on buses with vinyl seats, eliminating the need for more frequent cleaning.	\$3.7
Reduce Consulting Services			\$7.8
	Eliminate Duplicative Application Licenses	Consolidate certain duplicative or outdated software/systems.	\$2.0
	Laptop and mobile phones efficiencies	Implement one-device policy and suspension of low-usage devices.	\$0.3
	Digital Media efficiencies	Optimize resources, improve market targeting, and enhance the overall effectiveness of digital marketing with less waste and effort.	\$0.2
	Right-size IT-related contracts	Review cloud strategy to eliminate on-the-ground footprint; shift operations & management expenses in-house.	\$3.0
Digital Transformation			\$5.5
	Preventive track rehabilitation resulting in parts and materials savings	Ultrasonic maintenance, software, and training are serviced by DPR Ultrasonic Technology, enabling Metro to optimize equipment.	\$4.5
	Expansion of automated inspection technologies: Drones	Inspecting structures with drones compliments hands-on access requirements.	\$0.3
	Gasoline fuel savings	Fuel-efficient, on-demand taxi service alternative to MetroAccess service, also provides riders discounts.	\$0.4
	Elevator/Escalator improved life-cycle management	Elevator and Escalator Acquisition Replacement plan allows for less preventive maintenance requirements, resulting in reduced repairs and certain spare parts.	\$1.6
Improved Asset Management			\$6.8
Total			\$50.6

Metro's Capital Program

Metro advances capital projects and annual capital maintenance programs to restore, sustain, and modernize the system. The program also includes annual preventive maintenance transfers from the operating budget.

- Invest in the system to modernize and provide safe, efficient, and reliable service for customers, employees and the region
- Address the backlog of overdue state of good repair needs
- Sustain safety and reliability through recurring maintenance, rehabilitation, and replacement programs
- Maintain financial stewardship and ensure audit compliance
- Reduce capital administrative expenses (by \$25 million annually)
- Support a sustainable and more equitable future for the region



10-Year Capital Plan

Identifies viable initiatives to address needs identified for next ~10 years; financially unconstrained

Six-Year Capital Improvement Program

Capital investments anticipated for, or continuing in, six-year capital program

One-Year Capital Budget*

Expenditure forecast for capital projects and programs in current budget year

*Does not include debt service and revenue loss from capital projects

Capital Investment Categories

Although Metro's Proposed FY2025 Capital Budget is fully funded, future funding constraints will shrink the capital program, leaving state of good repair and modernization needs unmet as well as reduce reliability.

Sources of Funds

Capital Investment Categories (\$M)	Revised FY2025 Proposed Budget
Debt Proceeds	\$946
Dedicated Funding from States	\$500
Federal Formula Funds	\$470
System Performance and Formula	\$303
PRIIA Match from States	\$149
Federal PRIIA Funds	\$144
Other	\$38
Total Capital Program Cost	\$2,549

Uses of Funds

Capital Investment Categories (\$M)	Revised FY2025 Proposed Budget
Railcars and Railcar Facilities	\$457
Rail Systems	\$386
Track and Structure Rehabilitation	\$297
Stations and Passenger Facilities	\$371
Bus, Bus Facilities, and Paratransit	\$470
Operations and Business Support	\$319
Total Capital Investments	\$2,300
Revenue Loss from Capital Projects	\$10
Debt Service - Dedicated Funding	\$239
Total Capital Program Cost	\$2,549

Note: Amounts may not sum due to independent rounding

Debt Financing to Support the Six-Year Capital Improvement Program (CIP)

- Through FY2023, Metro has issued approximately \$2.95 billion in debt proceeds, including premiums
- Metro **currently holds AA credit ratings** on issuing dedicated funding backed-debt
- Remaining debt issuance capacity is estimated at approximately \$3.4 billion over six-year CIP (FY2025-2030)
 - Debt issuance is about 30 percent of the \$11 billion of total funding capacity over the six-year period
 - Metro will not be able to issue new debt starting in FY2029 since the debt limit is reached in FY2028



Enterprise Action Program

The Enterprise Action Program captures the roadmap of initiatives and project investments over the next one to two years that are delivering on the objectives of Metro's Strategic Transformation Plan. Through these efforts, we are enhancing process efficiencies across the business groups that directly support our Operations and Delivery functions. These programs are innovating processes across Metro to drive down costs, modernize our capabilities, and enhance public safety of the overall system.

Enterprise Action Program FY2025-2026

INITIATIVE	SCOPE	MILESTONES	BENEFITS
Enterprise Resource Planning (ERP) Modernization Program	Software system to automate and streamline core business processes by linking multiple systems and reporting on an integrated digital platform.	<ul style="list-style-type: none"> Fall 2024: System design & Development Summer 2025: Deployment and Support of core systems Spring 2026: Change management & communications 	Cost savings & efficiencies will be recognized from consolidating 35 systems to one, saving licensing fees, as well as transitioning from on-premise to a cloud structure, saving over \$8M annually once implemented.
Digital Modernization	Establish secure, modernized infrastructure and processes to digitally activate the Strategic Transformation Plan.	<ul style="list-style-type: none"> Spring 2025: Tech-enabled frontline enhancement Spring 2025: Enterprise Asset Management System Upgrade Fall 2025: Modernization of web and content management 	This will reduce staff hours, external risk, and standardize systems and document control.
Enterprise Video Operations & Security System	Integrating all 30K cameras across Metro's fleets, station facilities, administrative buildings to fully support the Metro Integrated Command and Communications Center, enhancing safety and mitigating risk.	<ul style="list-style-type: none"> Fall 2024: Onboard integrator to stand up Enterprise Video System Install cameras on 6k train fleet and enhance recording on 7k trains 	A cultural shift in operationalizing an enterprise video system will reduce crime, enable faster response times, and enable proactive decision-making during incident response.
Center of Excellence Training Academy	The Training Academy will be a centralized program to train personnel, store information, track data, create reporting, organize and upskill our teams.	<ul style="list-style-type: none"> Develop Center of Excellence Training vision and strategy (short, medium, and long-term) Implement Center of Excellence Training Academy 	This initiative will reduce redundancy, improve productivity, increase employee retention, and reduce risk of failures.

Bus & Access Action Program

The Better Bus initiative rethinks, redesigns, and revitalizes bus service to better serve the needs of the region. This regional effort requires cooperation across Metro and its jurisdictional partners to successfully implement enhanced bus service while delivering specifically on the objectives of Metro's strategic plan.

We are awarding a multi-year contract that includes up to 250 battery-electric buses (BEB) to operate out of three newly-redesigned bus garages that offer the infrastructure to charge our BEB fleet. The new buses feature new fareboxes, live camera access, and customer information screens alerting riders to next stops.

Additionally, MetroAccess will be undergoing changes to improve operational effectiveness by redesigning the business model to improve service and quality oversight. Access and the Digital Modernization team will develop requirements to procure a new scheduling software that will allow employees and customers access to real-time arrival and tracking data.

Bus Action Program FY2025-2026

INITIATIVE	SCOPE	MILESTONES	BENEFITS
Bus Network Redesign	Develop and implement a transformative year one bus network within existing resources that straightens out bus routes, connects to places people want to go at times they want to travel, and balances bus stop spacing.	<ul style="list-style-type: none"> FY2025: Finalize and adopt new Metrobus network and formula FY2026: Implement new network with jurisdictional partners 	This initiative will increase ridership providing more frequent service and making new connections
Bus Priority Program	Improve bus service and equity by allowing buses to travel efficiently and reliably with the aid of new technology and intelligent roadway design.	<ul style="list-style-type: none"> FY2025 fully rollout Clear Lanes program in coordination with DDOT FY2026 develop requirements for Transit Signal Priority 	<p>Increase ridership by making buses more reliable and reducing travel time.</p> <p>Investment will reduce daily operation hours, fuel costs, and emissions.</p>
Bladensburg, Northern & Cinder Bed Garage Replacement	Replace and rebuild to accommodate the transition of converting the fleet to zero-emission buses.	<p>FY2025 and FY2026:</p> <ul style="list-style-type: none"> Advance design and construction 	Utilizing a \$104M FTA grant to modernize our infrastructure and deliver on regional sustainability goals.
MetroAccess AI Pilot	Intelligent booking by a digital assistant of one-way or round trips, and digital assistant support for incoming calls.	Launched in Q2 of FY2024	This will reduce extended wait times and improve the customer experience.
MetroAccess Service Model Changes	Service delivery awarded by zone reducing providers from four to one or two. Re-launch non-dedicated service through micro-zone allocation.	Starts in FY2025	This will help manage expenses and provide better quality control and oversight.

Rail Action Program

To achieve world-class rail service befitting the National Capital Region, Metro's Strategic Transformation Plan includes initiatives that modernize fleet, signals, staffing, and fare technology, while improving safety and customer service. Metro is already implementing automatic door operations on the Red Line and will activate auto doors systemwide this spring. The agency will also advance automatic train operations coordinating with the safety oversight commission. Customer-facing staff have begun using tablets to move from paper to electronic forms, driving operational improvements and better customer support.

Hitachi Rail will build 256 railcars in Maryland that will retire Metro's oldest fleets, increasing reliability and decreasing vehicle maintenance costs. The introduction of open gangways will increase safety, security and passenger capacity. The use of aluminum car bodies instead of steel reduced the production costs and production time. In addition, the trains will be automation-ready in preparation for Metro's advanced signaling system.

Metro is preparing for future implementation of next-generation rail service through communication-based train control (CBTC). This world-class standard will increase efficiency by implementing GoA 3/4. This technology will be paired with platform screen doors, which increases safety for passengers and improves service reliability.

Rail Action Program FY2025-2026

INITIATIVE	SCOPE	MILESTONES	BENEFITS
Rail Program	<p>Restore automatic door operations and resume automatic train operations.</p> <p>Resume maximum authorized speeds per safe system design criteria.</p> <p>Create design specifications to advance GoA 3/4 train operations through modernization of signal system and addition of platform screen doors.</p>	<ul style="list-style-type: none"> Red Line door automation implemented FY2024, systemwide on track for spring Revised speed-related rules under system safety review Auto train operation concept of operations under review by safety commission 	This program will save up to \$20M annually.
Fleet of the future	256, 8000-series railcars ordered to retire oldest cars in fleet and improve reliability.	<ul style="list-style-type: none"> Starting final design phase Finalize soft mock-up and show in public 	This program will improve reliability, increase capacity, and drive down risk allowing us to retire antiquated vehicles.
Track access efficiency	Increase productivity of overnight railroad maintenance through streamlined processes to track access.	<ul style="list-style-type: none"> Launch revised procedures in Summer 2024 	This initiative has the potential of significant productivity enhancements.
Improve fare technology	Make fare purchases more convenient and reliable through technology improvements and investment	<ul style="list-style-type: none"> Installing taller faregate doors system-wide by Fall 2024 New mobile functions Replace back-office fare system 	<p>Retrofitting faregates will reduce fare evasion and capture \$15M annually.</p> <p>Other investments will maintain state of good repair and improve system reliability.</p>

Summary Metrics

FY2022 to FY2026

	FY2022 Actual	FY2023 Actual	FY2024 Projected	FY2025 Revised	FY2026 Forecast
Metro Overview					
Ridership	142.2M	199.7M	232.5M	226.6M	234.6M
Passenger Revenue	\$213.5M	\$291.6M	\$343.7M	\$387.1M	\$396.5M
Operating Budget % YoY Change	8.6%	7.0%	3.2%	1.4%	2.7%
Operating Budget % YoY Change (Gross Expense)	8.6%	7.0%	9.4%	0.0%	3.0%
Crime Rate (Part 1 Crimes per Million Trips)	5.8	7.7	7.9	7.5	7.1
Metrorail Statistics					
Rail Ridership	60.1M	95.8M	120.3M	113.7M	115.6M
Railcar Miles	103.8M	110.2M	134.0M	117.2M	117.2M
Rail Customer Satisfaction	69%	84%	88%	85%	85%
On-Time Performance	79%	90%	87%	90%	90%
Escalator Availability	92.9%	93.6%	94.2%	94%	94%
Elevator Availability	97.8%	98.3%	98.4%	98%	98%
Average Fare	\$2.69	\$2.42	\$2.67	\$3.00	\$3.00
Customer Trips with 6 Minutes or Better Service	0%	36%	81%	75%	75%
Passengers per Train Trip (Average)	251	284	267	280	286
Operating Expense per Vehicle Revenue Mile (\$)	\$23.00	\$19.87	\$12.66	\$11.81	\$11.94
Railcar Mean Distance Between Failure (mi)	24,900	26,350	30,520	39,700	39,700
Metrobus Statistics					
Bus Ridership	80.8M	102.5M	110.8M	111.4M	117.5M
Total Bus Miles	48.3M	49.8M	50.9M	52.4M	52.4M
Bus Revenue Miles	37.8M	38.2M	39.6M	40.7M	40.7M
Bus Customer Satisfaction	69%	71%	77%	80%	85%
On-Time Performance	77%	77%	76%	77%	78%
Average Fare	\$0.59	\$0.54	\$0.44	\$0.48	\$0.48
Customer Trips with 12 Minutes or Better Service	39%	39%	45%	50%	50%
Passengers per Bus Trip (Average)	16	19	21	25	26
Operating Expense per Vehicle Revenue Mile	\$23.60	\$25.18	\$20.19	\$20.80	\$21.85
Bus Mean Distance Between Failure (mi)	8,910	7,770	6,720	7,000	8,000
MetroAccess Statistics					
MetroAccess Ridership	1.3M	1.4M	1.5M	1.5M	1.5M
MetroAccess Customer Satisfaction	83%	77%	81%	83%	85%
On-Time Performance	94%	93%	91%	93%	93%
Average Fare	\$3.37	\$3.27	\$2.82	\$3.03	\$3.03

Note: Ridership includes tap and non-tap ridership. Rail tap ridership is projected higher in FY2025 compared to FY2024. Total projected ridership is lower due to reduced non-tap ridership and expected ridership loss due to fare increase and targeted service cuts. If we do not implement targeted service cuts and fare increase in FY25, ridership would be 238M trips.

More information is available at Metro's Open Data Hub,
<https://www.wmata.com/initiatives/open-data-hub/>

Summary

Revised FY2025 Proposed Budget and FY2026 Forecast

Operating Budget – Revenue and Expenses

(\$M)		Revised FY2025 Proposed Budget	FY2026 Forecast	\$ Variance
Revenues	Passenger Revenue	\$387.1	\$396.5	\$9.4
	Non-Passenger Revenue	\$100.5	\$101.5	\$1.0
	Parking	\$20.7	\$20.9	\$0.2
	Advertising	\$23.7	\$24.0	\$0.2
	Joint Development	\$15.9	\$16.0	\$0.2
	Fiber Optics	\$18.5	\$18.7	\$0.2
	Other Non-Transit Sources	\$21.7	\$21.9	\$0.2
	Total Revenue	\$487.6	\$497.96	\$10.4
Expenses	Gross Expense	\$2,456.6	\$2,530.3	\$73.7
	Preventive Maintenance Transfer	(\$164.2)	(\$174.4)	(\$10.2)
	Personnel Expense	\$1,629.2	\$1,671.0	\$41.8
	Non-Personnel Expense	\$723.2	\$744.9	\$21.7
	Services	\$374.3	\$385.5	\$11.2
	Materials & Supplies	\$123.9	\$127.6	\$3.7
	Fuel (Gas/Diesel/Natural Gas)	\$41.7	\$43.0	\$1.3
	Utilities and Propulsion Power	\$113.2	\$116.6	\$3.4
	Casualty and Liability	\$45.2	\$46.5	\$1.4
	Leases and Rental	\$11.9	\$12.2	\$0.4
	Miscellaneous	\$12.9	\$13.3	\$0.4
	Total Expense	\$2,352.4	\$2,415.9	\$63.5
Subsidy	Gross Subsidy	\$1,864.8	\$1,917.9	\$53.1
	Federal Relief	(\$95.0)	\$0.0	\$95.0
	Net Subsidy	\$1,769.8	\$1,917.9	\$148.1

*FY2025 has 0% gross expense growth from FY2024 Budget. Total Expenses includes preventive maintenance (PM) transfer of operating expenses to the capital budget.

Note: Amounts may not sum due to independent rounding

