



Strategic Transformation Plan Update 2025

Draft for Public Comment

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Executive Summary

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

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

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

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



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

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

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

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

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

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

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

Your Metro, The Way Forward					
Values	Safe	Customer Centric	Ethical	Innovative	Continuously Improving
Mission	Your Metro: Connecting you to possibilities				
Vision	The region's trusted way to move more people safely and efficiently				
Goals	Service Excellence		Talented Teams		Financial & Organizational Efficiency
Objectives & Key Results	- Safety and Security - Reliability - Convenience		- Recruitment and Retention - Learning and Development - Customer Service Mindset		- Financial Responsibility - Organizational Efficiency - Energy Management
Activation	Regional Partnership & Long-Term Transit Planning				
	Streamlined Reporting & Performance Management	Investment Prioritization	Risk Management	Community Engagement	