

Your Metro, The Way Forward

Strategic Transformation Plan Update 2025



Washington Metropolitan Area Transit Authority
October 2025

Purpose of the Strategic Transformation Plan

Your Metro, The Way Forward was adopted in FY23 to guide Metro's strategy and actions over the next 5+ years. This updated plan continues that role, **serving as both a long-term strategy and a tool for annual priority** setting as Metro works to meet the evolving needs of its customers, employees, and the region.

We have made significant progress in the past 3 years – this is an appropriate time to Refresh our strategic transformation plan to ensure we are aspirational in our Goals, Objectives, and Key Results.

Board, staff, and community input have shaped updates to Strategic Transformation Plan

**Visioning workshops with
Board + Staff**

**40+ interviews with
Board and Staff**

Surveys

Staff town halls

**Benchmarking from
transit peers**

**Conversations with
regional partners +
community groups**

A few noteworthy accomplishments since we adopted the Strategic Transformation Plan in 2023

Service Excellence

- ✓ **Maintained >85% customer satisfaction for rail & bus** in FY24/FY25
- ✓ **Reduced Part 1 crime** by over 50% since FY23
- ✓ **Implemented Tap.Ride.Go** for Rail

Talented Teams

- ✓ **Established the MTPD Criminal Justice Academy**
- ✓ **Accelerated hiring** through job fairs, helping fill frontline roles quickly
- ✓ **Launched tech-driven employee training for critical safety roles**

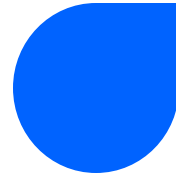
Regional Opportunity & Partnership

- ✓ **Launched Better Bus Network** in 2025
- ✓ **Served 250M trips** in 2024
- ✓ **Broke ground on 5 transit-oriented development projects**

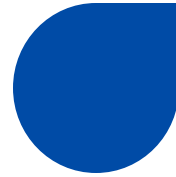
Financial Stewardship & Resource Management

- ✓ **Reduced fare evasion on rail by ~82%** since FY23
- ✓ **Approved new subsidy allocation formulas** for bus and rail
- ✓ **Identified \$532M in cost savings** over past 3 years

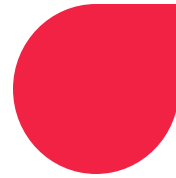
Highlights of our refreshed STP



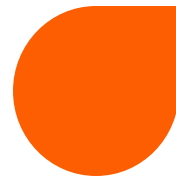
Reinforced our ambition to provide **world-class transit** and be the **primary connector** of people and places across the DMV Region



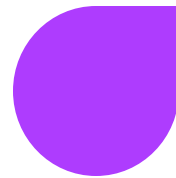
Elevated and expanded Metro's focus on achieving **Financial & Organizational Efficiency** as a **core goal**



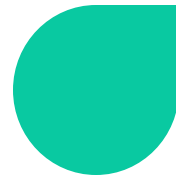
Recognized **Regional Partnership & Long-Term Transit Planning** as a critical **cross-cutting enabler** across all 3 goals



Elevated **"Continuously Improving"** as a new guiding value and set new standards for **customer service** including internal processes



Refreshed how we activate the plan to emphasize **community engagement** and ties to the **capital plan**



Streamlined priorities to focus on critical programs **empowering our team** to deliver on our ambition

Metro's vision is guided by 3 refreshed aspirational goals

Vision: *The region's trusted way to move more people safely and efficiently*

Service Excellence

Our goal is to...

Deliver safe, reliable, convenient, accessible, and world class service that customers can trust, across Modes

Talented Teams

Our goal is to...

Attract, develop, and retain world class talent where individuals feel valued, supported, and proud of their contribution

Financial & Organizational Efficiency

Our goal is to...

Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery

Strategic Transformation Plan updated framework

Your Metro, The Way Forward					
Values	Safe	Customer Centric	Ethical	Innovative	Continuously Improving
Mission	Your Metro: Connecting you to possibilities				
Vision	The region's trusted way to move more people safely and efficiently				
Goals	Service Excellence	Talented Teams		Financial & Organizational Efficiency	
Objectives & Key Results	- 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

- **Mission**
What we do and why we exist
- **Vision**
What we aspire to be
- **Goals**
How we will achieve the vision
- **Objectives & Key Results**
Our priorities & targets to achieve our goals
- **Activation**
Core cross-cutting enablers & practices to deliver on key results



Refocused goals and objectives to reflect progress to date and new aspirations and priorities

Goal	Service Excellence	Talented Teams	Financial & Organizational Efficiency
Objective	Safety & Security: Ensure all customers and employees feel safe and secure using and delivering services Reliability: Provide dependable service that the community trusts Convenience: Deliver frequent, accessible, and easy to use service to enhance the customer experience	Recruitment & Retention: Attract and retain the best talent to deliver Metro's future vision Learning & Development: Train and equip staff to excel and continuously improve Customer Service Mindset: Make the process of delivering service as easy as possible for internal and external customers	Financial Stewardship: Ensure Metro's long-term financial health and stability Organizational Efficiency: Streamline operations and efficiently allocate resources where they drive the most value Energy Management: Optimize energy usage and steward natural resources

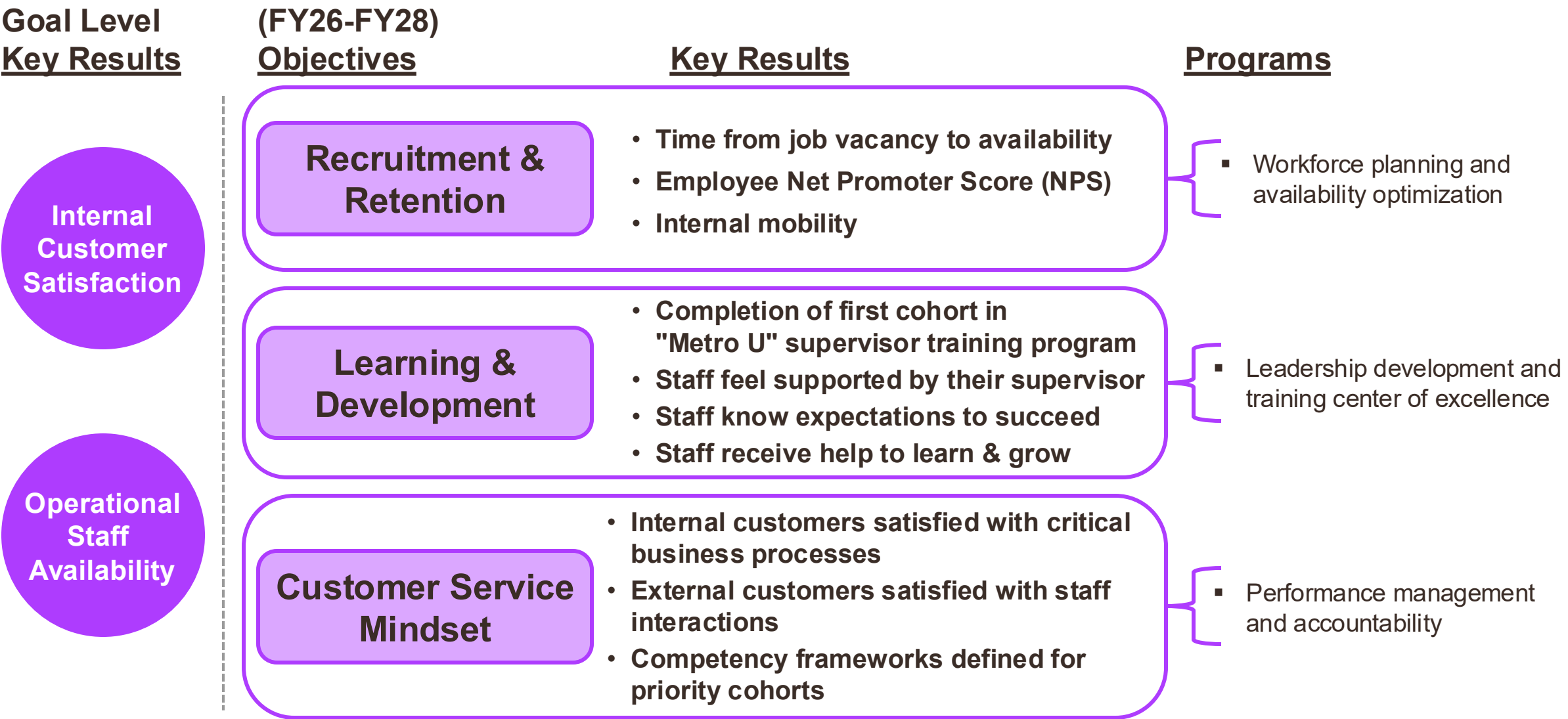


Appendix

Service Excellence | Refined objectives, key results and programs

Goal Level <u>Key Results</u>	(FY26-FY28) <u>Objectives</u>	<u>Key Results</u>	<u>Programs</u>
25M+ Monthly Ridership	Safety & Security	• Part 1 crime • Customer & employee injury rate • Customer dissatisfaction on crime • Fare evasion (rail & bus)	▪ Proactive safety and incident management, crime prevention, and safety risk reduction
85% Customer Satisfaction	Reliability	• On-time performance • Service disruptions	▪ Service design and management ▪ Rail modernization ▪ Track and structures rehab, safety and access modernization ▪ Fleet management (Bus/Rail/Access) ▪ Asset management modernization
7% Regional Mode Share	Convenience	• Make it easy to plan, pay, access, & navigate the region across all modes • Customer satisfaction on cleanliness • Service frequency • Coverage & destination access	▪ Customer service improvements ▪ Fare modernization and integration

Talented Teams | Refined objectives, key results and programs



Financial & Organizational Efficiency | Refined objectives, key results and programs

Goal Level
Key Results

(FY26-FY28)
Objectives

Key Results

Programs

Operating
cost per rev.
mile
growing
slower than
inflation

Financial Stewardship

- Capital plan funded & utilized
- Bond rating & audit
- Non-subsidy revenue sources
- New transit-oriented development projects

- Implement predictable, sustainable capital funding aligned with regional partners (e.g., supported by DMVMoves)
- Joint development partnerships near high-capacity transit
- Increase revenue from non-subsidy sources

Organizational Efficiency

- Administrative efficiency

- ERP management and sustainment
- Procurement and supply chain transformation and modernization
- Digital and AI ecosystem acceleration

Energy Management

- Energy intensity

- Resource management



Virginia Code 33.2-1526.1 (M) | Strategic plan requirements

The strategic plan shall require:

- a) An assessment of state of good repair needs
- b) A review of the performance of fixed-route bus service, including schedules, route design, connectivity, and vehicle sizes
- c) An evaluation of the opportunities to improve operating efficiency of the transit network, including reliability of trips and travel speed
- d) An examination and identification of opportunities to share services where multiple transit providers' services overlap
- e) An examination of opportunities to improve service in underserved areas



Metro's path forward:

- Integrate these standards into the refreshed Strategic Transformation Plan to build on existing efforts around each
- Planned comment period and adoption:
 - Open for public comment from Oct. 11th through Nov. 4th
 - Public Hearing on October 30th, 2025
 - Planned Board adoption December 11th, 2025