

Appendix A. Metrics and Targets

Revision 2 as of March 2025

As part of the Strategic Transformation Plan, Metro incorporates performance measurement to monitor progress. Using metrics is critical in ensuring that the plan’s goals and objectives are data-driven, and that Metro remains accountable for and transparent about performance. The metrics in Appendix A represent those that best track progress against the plan.

The process for selecting these core metrics was a collaborative effort between Metro’s Board and senior leadership. First, the group considered various metrics at an initial workshop. In collaboration with internal teams and subject-matter experts, Metro leadership then refined and proposed a set of metrics for each goal and objective. Leadership then decided on targets for each metric that represent desired levels of performance by 2028, and then presented the final list to the Board for agreement at a subsequent workshop. Several of the metrics are new to the agency, and staff continue to work to identify data sources and refine methodologies.

Metro will evaluate success based on improvement toward targets and will work rigorously to drive progress on each metric with the aim of reaching plan targets within five years (by 2028). There are some exceptions, such as when ongoing initiatives mean targets will be achieved before 2028—or when a prior departmental strategic document or Board decision established a longer-term goal.

For most measures, Metro will set interim targets annually as part of a routine and transparent process that puts the agency on a path toward reaching the plan’s targets. These interim targets aim for continuous improvement while factoring in budget allocation and timelines for relevant actions. They motivate and hold staff accountable for making incremental progress towards the transformational changes and levels of performance envisioned in the Strategic Transformation Plan.

Leadership and management regularly discuss the plan’s metrics through a series of internal “STAT” meetings held monthly or quarterly. In addition to these core metrics, several other sub-metrics are internally tracked and discussed. These sub-metrics align to specific actions that aim to drive improvement. Staff also have access to reports and dashboards to monitor performance and drill down into results more regularly. Finally, the agency offers data tools and dashboards to the public through its [Open Data Hub](https://wmata.com) on wmata.com, with detailed data for several metrics.

Metro will report on the plan’s metrics to the Board and its committees regularly—with metric progress and success evaluated based on improvements toward both interim annual targets as well as the targets established in the plan. For reporting, Metro will follow the cadence indicated below:

Strategic Goal	Board Committee	Reporting Frequency
Service Excellence	Safety and Operations	Quarterly
Talented Teams	Executive	Biannually
Regional Opportunity and Partnership	Finance	Annually
Financial Responsibility	Finance	Quarterly, including Annual Budget
Energy Efficiency	Finance	Annually

The tables in Appendix A illustrate the alignment of the plan’s metrics and targets with the goals and objectives. The tables are organized by goal and objective, and they provide a brief description of each metric; the metric baselines (a level of performance at the time of plan development, usually results for FY22 or the first quarter of FY23); and the plan targets.

Table A-1. Goal 1: Service Excellence - Metrics and Targets

Metric	Description	STP Baseline Performance		STP Target <i>By FY28 unless otherwise noted</i>
Customer Satisfaction	Percent of customer survey respondents who rated their last trip as a "4" or "5" on a five-point scale where 1 = "very dissatisfied" and 5 = "very satisfied" <i>Data aggregated quarterly</i>	Metrorail Metrobus MetroAccess	73% 74% 79% FY23 Q1	85% or higher 85% or higher 85% or higher
Objective 1A: Safety and Security				
Part 1 Crime Rate	Number of Part 1 crimes per million customer trips. Part 1 crimes are defined by the Federal Bureau of Investigation to include criminal homicide, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson	All Metro	5.8 FY23 Q1	Trend toward 0
Customer Injury Rate	Number of National Transit Database (NTD)-reportable customer injuries per 10 million vehicle revenue miles	All Metro	35.9 FY23 Q1	Trend toward 0
Customer Perception of Safety from Harassment or Crime	Percent of customer survey respondents who rated their perception of safety from harassment or crime on the bus/train of their last trip as a "1" or "2" on a five-point scale where 1 = "not at all safe" and 5 = "very safe" <i>Data aggregated quarterly</i>	Metrorail Metrobus	15% 13% FY23 Q1	10% or lower 10% or lower
Transit Worker Assault Rate	Number of NTD-reportable assaults on transit workers per 10 million vehicle revenue miles	All Metro	48.6 FY23 Q3	Trend toward 0
Employee Injury Rate	Number of Occupational Safety and Health Administration (OSHA)-recordable employee injuries per 100 employees	All Metro	5.7 FY23 Q1	Trend toward 0
Crowding	Percent of customer time in crowded conditions Metrorail: >100 people per car during rush >60 all other times Metrobus: >40 people per 40-foot bus	Metrorail Metrobus	1.1% 2.0% FY23 Q1	5% or lower 5% or lower

Table A-1. Goal 1: Service Excellence - Metrics and Targets

Metric	Description	STP Baseline Performance		STP Target <i>By FY28 unless otherwise noted</i>
Objective 1B: Reliability				
On-Time Performance	Metrorail: Percent of customer trips completed on-time, defined as less than the designated maximum amount of time per trip based on train schedules and run-times			
	Metrobus: Percent of timepoints delivered on-time, defined as no more than two minutes early or seven minutes late	Metrorail Metrobus MetroAccess	92.0% 77.0% 92.9% FY23 Q1	95.0% or higher 80.0% or higher 92.0% or higher
	MetroAccess: Percent of vehicles that arrive to the pick-up location on time, defined as within the 30-minute pick-up window			
Scheduled Service Delivered	Metrorail: Percent of Metrorail service (stops) delivered compared to the rail schedule			
	Metrobus: Percent of Metrobus service (trips) delivered compared to the bus schedule			
	MetroAccess: Percent of scheduled MetroAccess trips delivered. Missed trips (i.e., those not delivered) are those where the MetroAccess vehicle arrived after the scheduled pick-up window or did not wait for the required amount of time, and the customer did not take the trip	Metrorail Metrobus MetroAccess	98.0% 98.2% 99.06% FY23 Q1	99.0% or higher 98.0% or higher 99.25% or higher
Planned Service Delivered	Percent of Metrorail service (stops) delivered compared to the approved and published budget	Metrorail	60% FY23 Q1	92% or higher
Elevator and Escalator Availability	Percent of revenue hours that elevator and escalator units are available. Units are considered unavailable if they are out of service for rehabilitation, replacement, or maintenance	Elevator Escalator	97.7% 92.7% FY23 Q1	98.0% or higher 93.0% or higher

Table A-1. Goal 1: Service Excellence - Metrics and Targets

Metric	Description	STP Baseline Performance	STP Target <i>By FY28 unless otherwise noted</i>
Objective 1C: Convenience			
Accuracy of Real-Time Arrival Information	Percent of arrival prediction times that are accurate for vehicles set to arrive at a stop within the next 30 minutes	Metrorail 97.7% Metrobus 86.3% MetroAccess TBD FY23 Q1	TBD 88.0% or higher TBD
Availability of Real-time Arrival Information	Percent of scheduled Metrobus trips that have real-time arrival information available	Metrobus 92.7% FY23 Q1	TBD
Customer Satisfaction: Cleanliness	Percent of customer survey respondents who rated the cleanliness of the bus/train of their last trip as a "4" or "5" on a five-point scale where 1 = "very dirty" and 5 = "very clean" <i>Data aggregated quarterly</i>	Metrorail 52% Metrobus 71% FY23 Q1	80% or higher 80% or higher
Last-Mile Connectivity/Bicycle Access	Percent of Metrorail Passenger Survey respondents who indicated that a bicycle was their primary mode of access to a Metrorail station <i>Data updated as part of Metrorail Passenger Survey administered every three to five years</i>	Metrorail 1.4% 2022	3.5% or higher by 2030

Table A-2. Goal 2: Talented Teams

Metric	Description	STP Baseline Performance	STP Target <i>By FY28 unless otherwise noted</i>
Staff Perception of WMATA as a Great Place to Work	The “net promoter score” based on the response to the question “On a scale of 0 to 10, how likely are you to recommend WMATA as a place to work to a friend or family member?”. Calculated as the share of respondents choosing 9-10 (i.e., “promoters”) minus the share of respondents choosing 0-6 (i.e., “detractors”). Values range from 100 (everyone is a “promoter”) to -100 (everyone is a “detractor”) <i>Data collected annually as part of employee survey</i>	Score of 1 (range -100 to 100) Jun 2023	Score of 14 or higher (range -100 to 100)
Objective 2A: Recruitment and Retention			
Time to Hire	Average number of days to fill a position, from job posting to being ready for onboarding (includes non-represented employees and Local 2 unionized workers)	125 FY22	90 or lower
Offer Acceptance Rate	Percent of job applicants who were extended an offer and accepted	TBD	TBD
Diversified Workforce	Breakdown of staff by gender and race/ethnicity	TBD	TBD
Voluntary Turnover Rate	Percent of employees who left Metro voluntarily (excluding retirement) as a proportion of the total number of active employees	3.0% FY22	2.0% or lower
Objective 2B: Engagement, Empowerment and Recognition			
Staff Sentiment about Working for WMATA in the Future	Percent of staff that strongly agree or agree with the statement “I see myself working at WMATA in one year” <i>Data collected annually as part of employee survey</i>	80% Sep 2022	90% or higher
Staff Perception of Empowerment	Percent of staff that strongly agree or agree with the statement “At WMATA, I feel empowered to make decisions” <i>Data collected annually as part of employee survey</i>	44% Jun 2023	65% or higher

Table A-2. Goal 2: Talented Teams

Metric	Description	STP Baseline Performance	STP Target <i>By FY28 unless otherwise noted</i>
Staff Perception of Collaboration	Percent of staff that strongly agree or agree with the statement "Communication between departments/offices is efficient at WMATA" <i>Data collected annually as part of employee survey</i>	24% Sep 2022	65% or higher
Staff Perception of Process Efficiency	Percent of staff that strongly agree or agree with the statement "Our processes make it easy to work well across offices, organizations, and departments at WMATA" <i>Data collected annually as part of employee survey</i>	33% Sep 2022	60% or higher
Staff Perception of Duplication of Activity	Percent of staff that strongly agree or agree with the statement "I rarely observe duplication of activities at WMATA" <i>Data collected annually as part of employee survey</i>	23% Sep 2022	65% or higher
Staff Perception of Recognition	Percent of staff that strongly agree or agree with the statement "Teams who perform well are recognized for it at WMATA" <i>Data collected annually as part of employee survey</i>	34% Sep 2022	60% or higher
Staff Perception of Diversity, Equity and Inclusion	Percent of staff that strongly agree or agree with the statement "WMATA actively seeks to enhance diversity, equity, and inclusion across the organization" <i>Data collected annually as part of employee survey</i>	59% Sep 2022	80% or higher
Absenteeism Rate	Percent of total possible work hours that are missed due to employee absences. Total possible work hours defined based on number of filled/active positions (excluding vacancies)	14.5% FY22	TBD
Internal Customer Satisfaction	Percent of staff that indicated that their satisfaction with the service received from a supporting department as "very satisfactory" or "satisfactory" on a five-point scale	TBD	TBD

Table A-2. Goal 2: Talented Teams

Metric	Description	STP Baseline Performance	STP Target <i>By FY28 unless otherwise noted</i>
Objective 2C: Professional and Technical Skill Development			
Involuntary Turnover Rate	Percent of employees who left Metro involuntarily as a proportion of the total number of active employees	1.5% FY22	1.5% or lower
Staff Perception of Support to Learning and Development	Percent of staff that strongly agree or agree with the statement "I receive the help I need to learn and grow professionally at WMATA" <i>Data collected annually as part of employee survey</i>	49% Sep 2022	75% or higher

Table A-3. Goal 3: Regional Opportunity and Partnership

Metric	Description	STP Baseline Performance	STP Target <i>By FY28 unless otherwise noted</i>
Monthly Ridership	<p>Average customer trips per month</p> <p>Metrorail: Faregate SmarTrip transactions plus other entries as recorded by faregate sensors</p> <p>Metrobus: Boardings as recorded by Automated Passenger Counters</p> <p>MetroAccess: Customer trips</p>	15.1M FY23 Q1	TBD
Objective 3A: Regional Network and Partner Service Optimization			
Frequent Service	<p>Metrorail: Percent of customer trips with six minutes or better frequency</p> <p>Metrobus: Percent of customer trips with 12 minutes or better frequency</p>	<p>Metrorail 4.6%</p> <p>Metrobus 40.2%</p> <p>FY23 Q1</p>	75.0% or higher 50.0% or higher
Destination Access	<p>Average number of jobs accessible within 60 minutes on Metro fixed route service. Includes time spent riding Metro services plus time walking to and from rail stations or bus stops; accounts for jobs based on Longitudinal Employer-Household Dynamics U.S. Census data</p>	194,700 FY23	+10% or more by FY25
Transit Mode Share	<p>Percent of regional trips made on Metro and regional transit operators out of the total number of trips made by auto, Metro, or regional transit operators</p> <p><i>Data aggregated and analyzed annually</i></p>	4.8% 2022	7% or higher by FY25
Reduced Fare Program Enrollment: Metro Lift Pass Activation	<p>Number of Metro Lift passes activated since the program began in June 2023</p>	1,234 Jul 2023	30,000 or higher

Table A-3. Goal 3: Regional Opportunity and Partnership

Metric	Description	STP Baseline Performance	STP Target <i>By FY28 unless otherwise noted</i>
Objective 3B: Community Partnership and Engagement			
Inclusive Contracting	Percent of dollar value of federal prime contracts and subcontracts awarded or committed to Disadvantaged Business Enterprises <i>Data consolidated annually; target set every three years</i>	33.36% Federal FY22	21% or higher through Federal FY25
Transit-Oriented Development on Metrorail Properties	Number of new joint development agreements executed on Metrorail property	0 2022	20 or more by 2032
Transit-Oriented Development in High-Capacity Bus Corridors	Annual growth rate of new housing and jobs along high-capacity bus corridors	TBD	TBD
Community Engagement	Percent of community partners that strongly agree or agree that Metro is a good organization to work with	TBD	TBD

Table A-4. Goal 4: Financial Stewardship and Resource Management

Metric	Description	STP Baseline Performance		STP Target <i>By FY28 unless otherwise noted</i>
Goal 4: Financial Stewardship				
Projected Service Funded	Percent of projected cost of service for next fiscal year that is funded	100% FY23 budget		100%
Capital Plan Funded	Proportion of 6-year capital program (constrained for execution) funded in the approved budget	94% FY23-28 Capital Improvement Plan		95% or greater
Operating Budget Utilization	Actual operating expenses as a percent of budgeted operating expenses	90.1% FY22		95% to 100%
Capital Budget Utilization	Actual capital expenses as a percent of budgeted capital expenses	79.1% FY22		95% or greater
Objective 4A: Financial Responsibility				
Bond Rating	Metro’s credit rating as set by external credit rating agencies	AA Jun 2022		Investment grade
Revenue from Non-Fare, Non-Subsidy Sources	Percent of operating revenue that comes from non-fare, non-subsidy sources	3.6% FY22		5-10%
Operating Reserve	Funding available in a “rainy day” fund to prepare Metro for unforeseen situations, as a percent of the total operating budget	0% FY22		10%
Growth in Unfunded Responsibilities	Year-to-year growth in long-term, non-funded WMATA responsibilities; includes employee pensions (to be accessed post retirement) and other postemployment benefits like healthcare	TBD		Index to growth
Operating Expenses	Dollar amount of operating costs per vehicle revenue mile	Metrorail Metrobus	\$23.00 \$23.60 FY22	Index to growth
Fare Evasion	Metrorail: Customers entering the system without tapping a farecard, as counted by sensors on the faregates Metrobus: Customers boarding the bus without tapping a valid farecard, as counted by the Automatic Passenger Counter (APC) system	Metrorail Metrobus	13% CY23 59% FY22	Trend toward 0%
Non-Revenue Fleet	Number of leased or owned non-revenue vehicles	1,526 Jun 2022		TBD

Table A-4. Goal 4: Financial Stewardship and Resource Management

Metric	Description	STP Baseline Performance	STP Target <i>By FY28 unless otherwise noted</i>
Goal 4: Resource Management			
Regional Greenhouse Gas (GHG) Emissions Avoidance	Net metric tons of CO ₂ e emissions avoided due to Metro's service to the region	5,880,000 FY22	TBD
Objective 4B: Energy Efficiency			
Greenhouse Gas (GHG) Emissions Intensity	Kilograms of CO ₂ e emissions from all Metro operations per vehicle revenue mile	2.91 FY22	0 by 2050
Water Intensity	Gallons of water used by all Metro operations per vehicle revenue mile	0.89 FY22	1 or lower
Carbon-Free Electricity	Percent of Metro's electricity consumption that is from carbon-free sources	12% FY22	100% by 2033
Fleet that is Zero-Emission	Percent of vehicles that are zero-emission	Metrobus <1% MetroAccess <1% Non-revenue <1% FY22	100% by 2042 100% by 2050 100% by 2050
Facilities with Green Certifications	Number of facilities that have obtained green certifications including LEED, Envision, or others	11 FY22	18 or higher