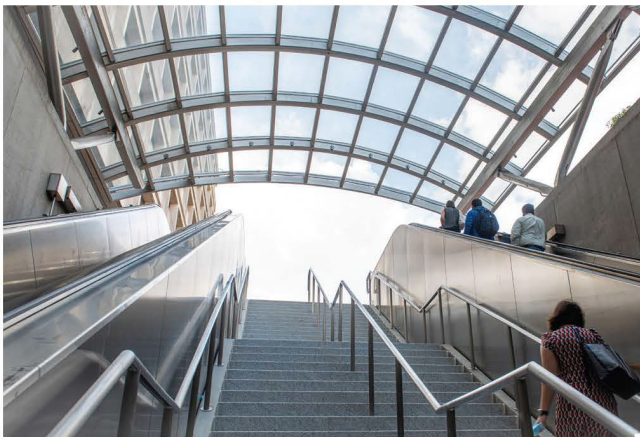


Your Metro, The Way Forward

Strategic Transformation Plan



1 Executive Summary

Washington Metropolitan Area Transit Authority (Metro) operates the third-largest heavy rail system and sixth-largest bus network in the United States and serves the Washington DC, Maryland, and Virginia (DMV) megaregion.¹ The Metro transit system is critical to the DMV's economy and is a proud employer of over 12,000 individuals that serve the region's customers every day. *Your Metro, The Way Forward* (the plan) was developed to guide Metro's strategy and actions over the next five+ years as Metro works to meet the evolving needs of its customers and employees. The plan will guide both long-term strategy and day-to-day decision making as Metro continues to regain ridership post-pandemic and respond to changing mobility patterns to ensure the agency captures the needs of the community.

The plan was developed by the Board of Directors (Board) and management through direct and active input from Metro's customers, employees, and regional stakeholders. The plan's purpose is to deliver what Metro customers deserve and the region needs. The plan defines Metro's priorities and connects the mission, vision, and goals with actionable initiatives that will drive progress. This will enhance transparency and build trust with Metro's customers, staff, and stakeholders, and align the organization on:

- **Values and Mission:** What Metro lives by and does
- **Vision, Goals, and Objectives:** What Metro aspires to be and where it wants to go
- **Initiatives:** How Metro will get there



Metro's mission: Your Metro – connecting you to possibilities

Metro's vision: Becoming the region's trusted way to move more people safely and efficiently.

Metro plays a vital role in the community, connecting people in the DMV to jobs, schools, major attractions, key destinations, and recreational activities. With this forward-looking plan, Metro's vision is to expand on this role and become the region's trusted way to move more people safely. Metro will earn and restore public trust, enhance its talented, diverse, and engaged workforce, ensure accessibility for all

¹ <https://www.design.upenn.edu/news/post/defining-americas-megaregions>, December 17, 2021

customers, and strengthen its contribution to the DMV's economic prosperity and efforts to combat climate change. In building to this future, Metro will keep the safety of customers and employees as top-of mind, take a customer-centric lens to decision-making, be ethical and transparent, and think boldly to innovate and transform the organization to meet the needs of our customers and growing region.

Metro's vision will be achieved by advancing four goals that were developed through data and direct input from our customers, employees, and stakeholders:

1. Service excellence: Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.
2. Talented teams: Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.
3. Regional opportunity and partnership: Design transit service to move more people and connect a growing region.
4. Financial stewardship and resource management: Manage resources responsibly to achieve a sustainable operating, capital, and energy-efficient model.

Each goal contains supporting objectives (e.g., service excellence has three supporting objectives for reliability, safety, and convenience) which will be delivered through the implementation of detailed initiatives (e.g., Better Bus Network Redesign for regional opportunity and partnership) linked to each objective. Some initiatives are currently underway, while others are proposed and prioritized across the next several months and years. The annual budget process will determine which initiatives are prioritized and funded within a given year.

To monitor and report success and progress, Metro will track metrics specific to goals and objectives. Goal metrics represent top line performance measures that the entire organization works toward meeting. Objective metrics are critical to the achievement of goal metrics and are achieved through the execution of various initiatives. Metro is committed and excited to build a better future for our customers, community, and staff. Metro will continue to engage the public and stakeholders as the agency strives to become the DMV's trusted way to move more people safely.



Your Metro, The Way Forward

| Values | Safe | Customer centric | Ethical | Innovative |
|------------|---|---|---|---|
| Mission | Your Metro - Connecting you to possibilities | | | |
| Vision | Becoming the region's trusted way to move more people safely and efficiently | | | |
| Goals | Service excellence | Talented teams | Regional opportunity and partnership | Financial stewardship and resource management |
| Objectives | <ul style="list-style-type: none"> • Safety and security • Reliability • Convenience | <ul style="list-style-type: none"> • Recruitment and retention • Engagement, empowerment, and recognition • Professional and technical skill development | <ul style="list-style-type: none"> • Regional network and partner service optimization • Community partnership and engagement | <ul style="list-style-type: none"> • Financial responsibility • Energy efficiency |
| Activation | Initiatives | Metrics | Board Reporting | Public Facing Dashboards |