Your Metro, The Way Forward

Strategic Transformation Plan

December
2025

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Letter from the Chair and General Manager

Valerie Santos
Chair, Board of Directors

Randy Clarke
General Manager & CEO

Metro is the backbone of mobility for the DC-Maryland-Virginia metropolitan region. Every day, our bus, paratransit, and rail network connect people to jobs, schools, medical care, cultural events, restaurants, nightlife, and historic destinations that fuel the economic vitality of our nation's capital. Metro remains committed to being the safest, most reliable, most efficient, and most sustainable way to travel in the region — providing affordable, high-quality service that represents an essential public investment, drives economic growth, and strengthens our community. And while we are honored to be recognized by our peers as the 2025 American Public Transportation Association Transit Agency of the Year for our commitment to safety and ridership turnaround, we know our work is far from finished. Our goal is nothing short of becoming a world-class transit system that delivers exceptional service for every customer, every day.

In February 2023, we launched Metro's Strategic Transformation Plan which established clear priorities, increased transparency through data-driven, measurable performance, and deepened collaboration with our customers, employees, and regional partners. Since then, we have made tremendous progress — together. With strong engagement and support from our Board of Directors, customers, staff, regional partners, and communities, Metro has delivered major initiatives across the entire system.

In less than three years, Metro has successfully translated the goals and shared priorities articulated in the Strategic Transformation Plan into tangible results for Metro and the region. We returned the full 7000-series railcar fleet to service and returned to Automatic Train Operations after a 15-year pause. We completed critical infrastructure projects like the Yellow Line tunnel and bridge rehabilitation, strengthening reliability and enabling more frequent service. We opened long-awaited investments that have increased ridership, including the second phase of the Silver Line to Dulles International Airport and Loudoun County, expanding access to Northern Virginia, and completed a new infill station at Potomac Yard.

We launched the Metro Integrated Command and Communications Center (MICC) in Alexandria — a state-of-the-art hub that modernizes safety, communications, and operations management. We've updated our fare gates, reinforcing fare payment in our stations and lowering fare evasion on rail by 82 percent. We've invested more resources into safety and security, utilizing our more than 30,000 cameras to assist Metro Transit Police and law enforcement partners with closing cases faster. In fact, crime on Metro is at an eight-year low, the lowest rate recorded in recent history. Additionally, we implemented one of the most ambitious improvements in Metro Bus history by redesigning our 50-year-old service network to better meet customer needs, improve efficiency, and enhance reliability.

Riding Metro is now easier and more convenient than ever. With Tap. Ride. Go., customers can now use a credit card, debit card, or mobile wallet at every rail station and on every bus — millions of trips have already been taken using

this faster, simpler way to pay. New digital tools like MetroPulse provide customers real-time information and direct communication with Metro staff, while station and fleet upgrades continue to enhance cleanliness, wayfinding, and accessibility. At the same time, we strengthened Metro's financial foundation — increasing operational and administrative efficiency through technology, closing a projected $750 million gap, growing fare revenue, and working with our jurisdictional partners to secure more stable support.

These milestones reflect the vision set out in the 2023 Strategic Transformation Plan, which successfully guided Metro through a period of recovery and renewal. Now — with 54 months of consecutive ridership growth, safety outcomes improving, and customer satisfaction at record highs — we are refreshing the plan to match our momentum and the rising expectations of our customers. This update is focused on the future — ensuring Metro continues to guide the region toward a world-class transit network that serves generations to come.

Together, we are stronger than ever, and together, we are moving forward with a clear vision for Metro's world-class future.

Onwards,

Valerie Santos
Chair, Board of Directors

Randy Clarke
General Manager & CEO

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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 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 toward 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. Metro used this opportunity to reflect on the accomplishments of the past three years and reset some of its ambitious goals to accelerate Metro towards world-class standards. The plan 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:

Service Excellence:	Deliver safe, reliable, convenient, accessible, and world-class service that customers can trust, across modes.
Talented Teams:	Attract, develop, and retain world-class talent where individuals feel valued, supported, and proud of their contribution.
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

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

1. Introduction

1.1 Agency Overview

Metro unites the region and drives economic activity by providing safe and reliable transit solutions. Metro supports the region's vitality by connecting people to jobs, schools, attractions, key destinations, and recreation. As the largest public transit agency serving the nation's capital, Metro's service enables the region to safely and securely host national and international events such as the National Cherry Blossom Festival, Fourth of July celebrations, presidential inaugurations, and global summits, along with several safety and security events per year. Metro is also an engine for economic growth, attracting development, creating housing opportunities, and generating new tax revenue. As residents' and businesses' travel patterns evolve, Metro continues to foster connections and transform service to meet the region's needs.

The Metro network operates more than 4,500 vehicles across rail, bus, paratransit, and non-revenue fleets. Its infrastructure includes 98 rail stations, more than 7,500 bus stops, and over 270 facilities. Metro provides the following services:

Metro Bus	Local and regional fixed-route service, including bus rapid transit (BRT)
Metro Rail	Heavy-rail transit service
Metro Access	Shared-ride, door-to-door paratransit service for people who cannot independently use the accessible bus and/or rail system due to a disability

Metro Bus	Metro Rail	Metro Access
1,300 Active Fleet	**1,200+** Active Fleet	**650+** Active Fleet
7,500+ Bus Stops	**98** Rail Stations	**1,500** Square Mile Service Area

1.2 Regional Impact

As home to the nation's capital, the region is a dynamic cultural, historic, and entertainment destination that draws people from around the world and houses some of the country's most important government institutions. In this thriving and growing region, strong public transportation is a cornerstone of healthy communities and a thriving local economy.

Since its inception in the 1960s, Metro has served as the region's backbone for transit, acting as a critical connector across jurisdictions. Today, the system supports an average of 850,000 daily trips across Metro Rail, Metro Bus, and Metro Access, with a 9% increase in ridership in fiscal year 2025 alone — putting the agency in reach of carrying more than 1 million passengers daily across modes. Over half of the region's 240,000 businesses — and more than 70% of its 2.5 million jobs — are within a half-mile of a Metro Rail station or bus stop. Station areas have also hosted 65% of new office development, 50% of new multifamily rental housing, and 25% of affordable housing in recent years.[1]
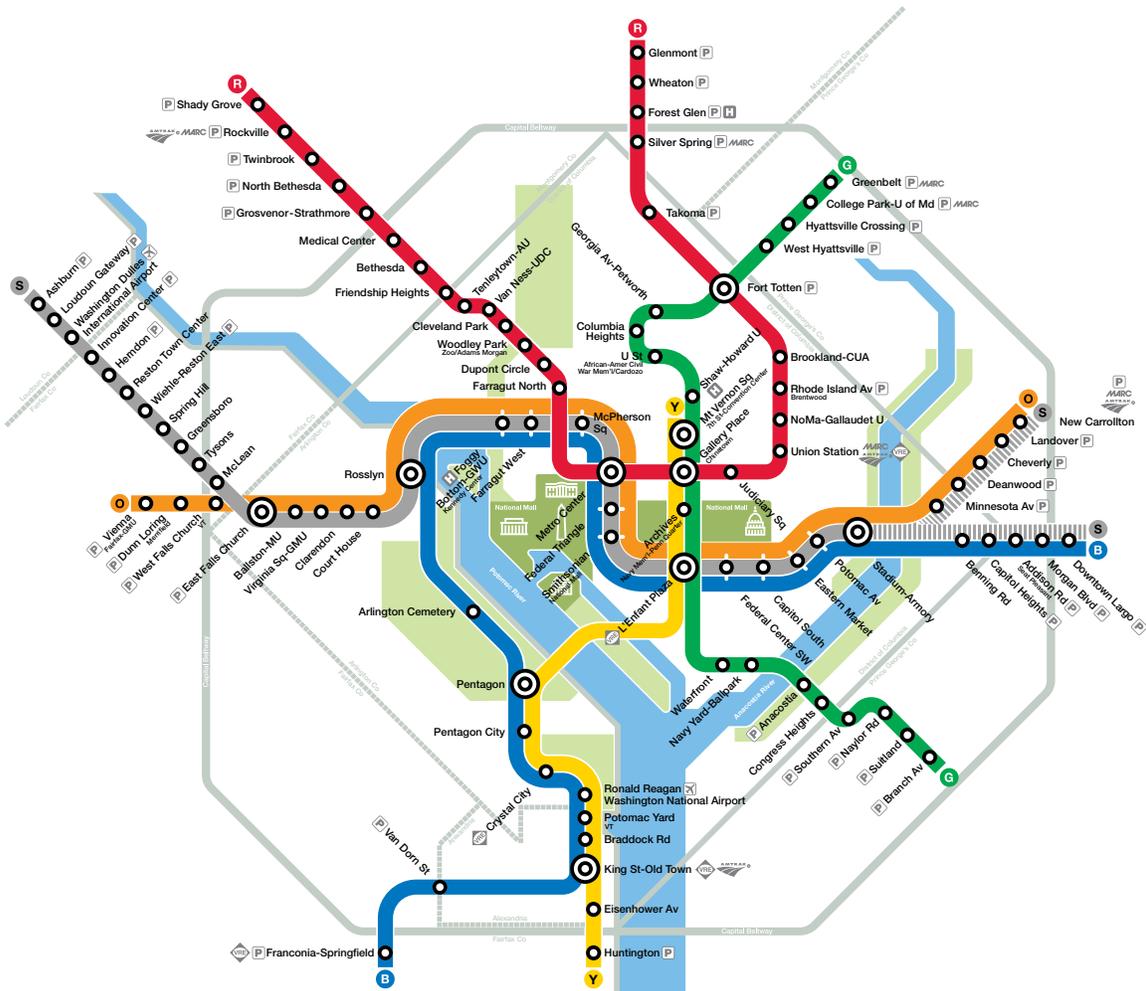
[1]WMATA 2024 Benefits of Transit Study Technical Report: U.S. Census Bureau, Fehr & Peers, 2024: WMATA BoT TechReport.pdf

Metro strengthens communities and expands opportunities by connecting people to jobs, schools, healthcare, and essential services. As one of the region's largest and most diverse employers, with more than 13,000 employees, Metro also supports prosperity from within — supporting staff training, leadership development, and career paths that make transit not just a service, but a cornerstone of the region's workforce.

At the same time, Metro is committed to long-term transit planning that looks to 2050 and beyond, with a $17.3B pipeline of capital projects planned for the next decade. From continued investment in automatic train operations, to the expansion of rapid bus corridors and systemwide modernization, Metro is reimagining transit to deliver faster, more seamless, and more dependable service across the region.

Metro repays the region's investment many times over.

Metro station areas = 3% of land

30% of property value

$3.2 billion tax revenue

40% of regional jobs

Source: WMATA 2024 Benefits of Transit Study Technical Report: U.S. Census Bureau, Fehr & Peers, 2024: WMATA_BoT_TechReport.pdf

1.3 Progress Over the Last Three Years

Since adopting the first version of the Strategic Transformation Plan in February 2023, Metro has successfully addressed many of its biggest challenges and is now poised to aim higher and pursue system modernization to deliver world-class transit.

33% Increase in Monthly Ridership
(average monthly ridership, in millions)

FY23	FY24	FY25
16.6	20.2	22.0

Rail Customer Satisfaction

FY23	FY24	FY25
84%	90%	89%

Bus Customer Satisfaction

FY23	FY24	FY25
71%	79%	83%
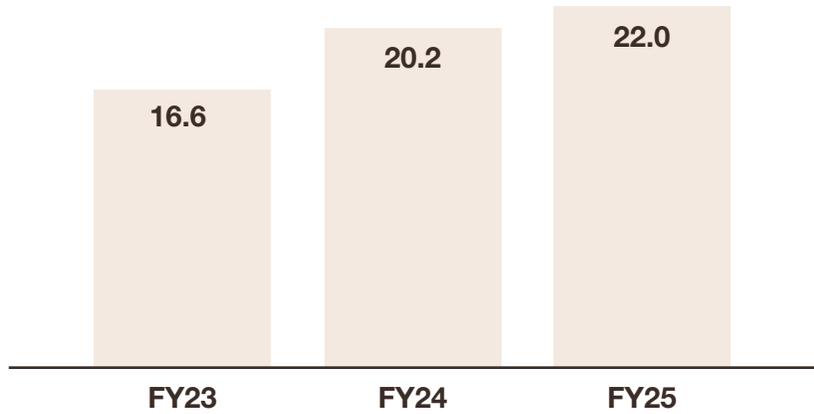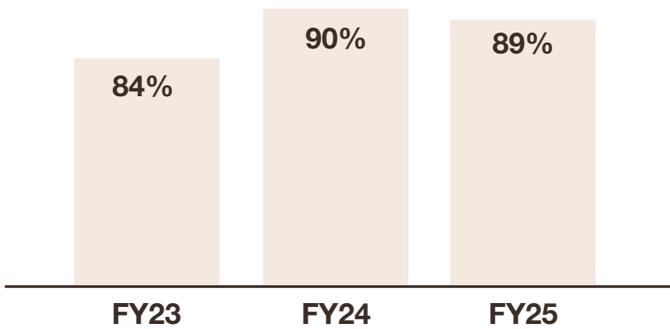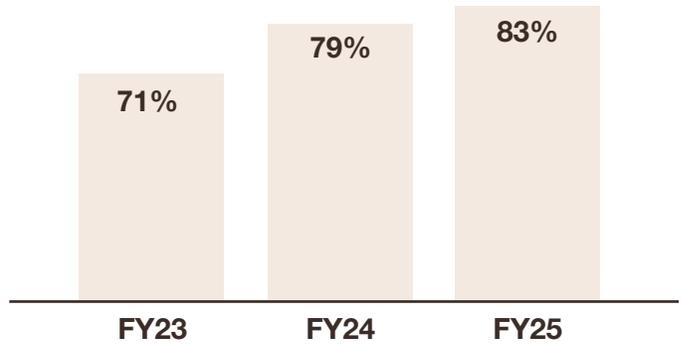
When the initial plan was adopted in 2023, Metro was facing a series of challenges. The agency had emerged from the pandemic facing low ridership, reduced service, customer concerns about safety, and a looming fiscal cliff as federal pandemic relief funds were exhausted. This required a focus on the basics:

1. **Enhancing safety in the system.** To address customer concerns about safety and disorder, Metro undertook a multipart approach: installed new faregate barriers to deter fare evasion, reinstated fare enforcement after securing enabling legislation in the District of Columbia, deployed special police officers in stations and on trains to deter crime and provide a visible security presence, and increased the presence of sworn officers across the system in partnership with local police agencies. The result was an 82% reduction in rail fare evasion, a sharp drop in crime, and improved customer perceptions of safety.

Improvement in Perceptions of Safety From Crime / Harassment
(percent of customers dissatisfied)

Rail

17		
Plan Target: <10%		
	9	9
FY23 Q4	FY24 Q4	FY25 Q4

Bus

Desired Direction

17		
	15	
		13
FY23 Q4	FY24 Q4	FY25 Q4

50% Reduction in Part 1 Crime Rate
(# of crimes per million passenger trips)

Desired Direction

7.2		
	6.5	
		3.7
FY23	FY24	FY25
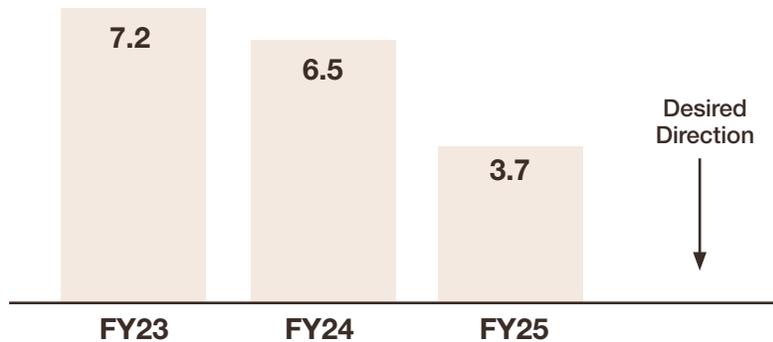
2. **Making service more frequent and reliable**. Metro addressed service disruptions caused by operator shortages and the sidelining of the 7000-series railcars by accelerating operator hiring to restore 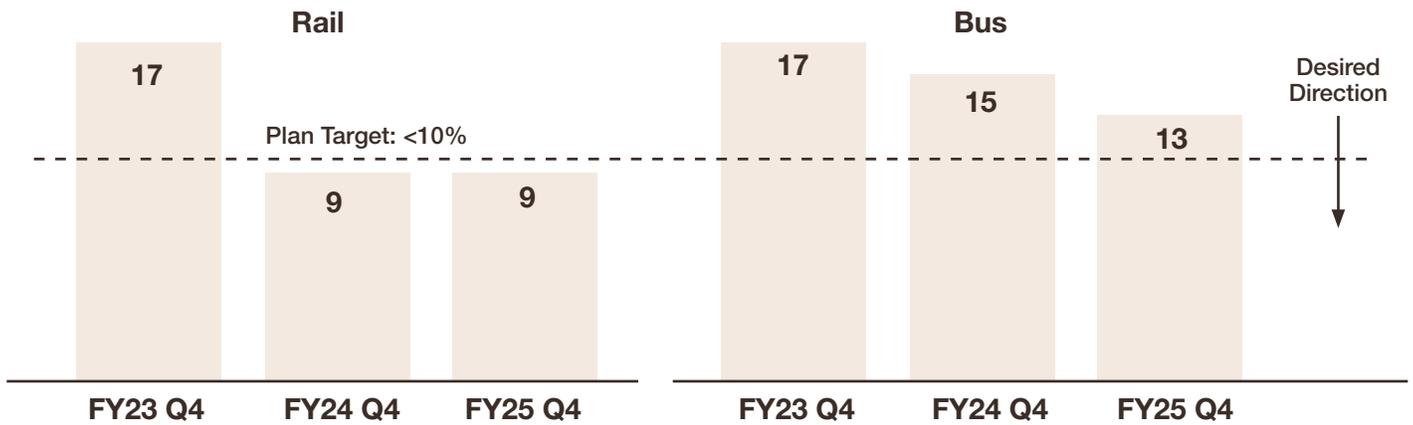staffing levels, returning the 7000-series trains to operation, and adding more frequent trips to improve reliability and reduce travel time. Metro also redesigned the bus network to better align with current travel patterns and increase efficiency. The result was more service delivered, shorter wait times, and a more useful network that has driven consecutive years of ridership growth.

**35% increase in the amount
of service delivered**
(average revenue miles per month)

FY23Q1	FY25
9.3	12.6
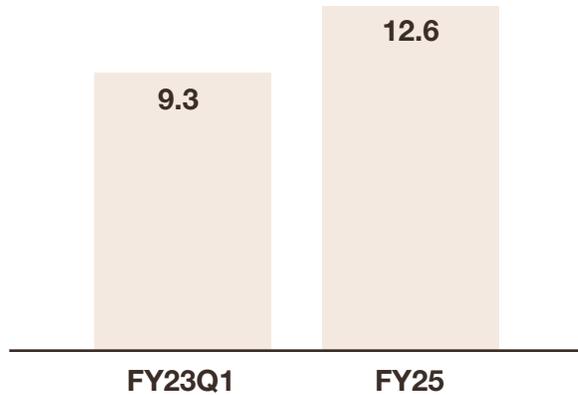
**65 point increase in percentage of rail trips
with wait times of 6 min or less**

FY23Q1	FY25
5%	70%
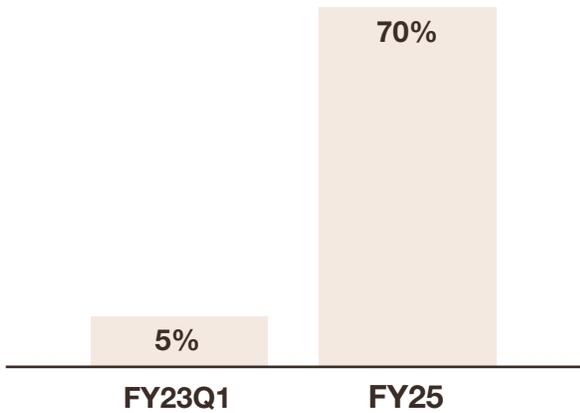
**Over 1 million more bus trips each month
experience waits of 12 min or less**
(average number of monthly trips on buses
with 12-min or better frequency, in millions)

FY23Q1	FY25
3.3	4.5
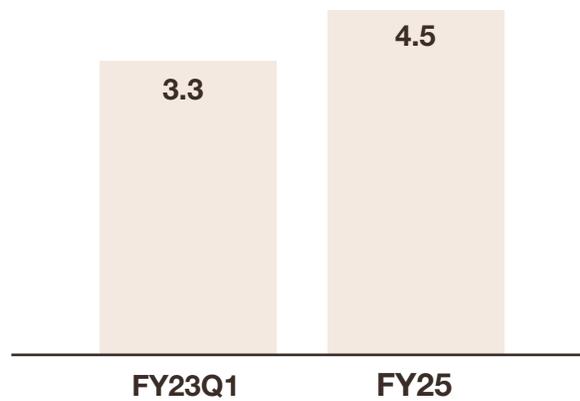
3. **Building talented teams**. Metro needs to attract and retain the talent required to deliver safe and reliable service. To strengthen its workforce, Metro addressed a historic bus and rail operator shortage by accelerating hiring and training, holding expedited job fairs, and expanding simulation-based training for safety-critical roles. The result was faster hiring — reducing average time to hire by 11 days between fiscal year 2023 and 2025 — and lower voluntary turnover, creating a stronger, more stable workforce ready to serve customers every day.

4. **Progressing with regional partnerships:** Since May 2024, Metro has participated in DMV*Moves* — a collaborative regional effort that brings together local jurisdictions, state governments, and regional partners to define a unified vision and sustainable funding model for public transit in the DMV region. By working closely with these partners, Metro has helped support and will continue to develop a shared vision for long-term transit operations and capital investment. Out of this collaboration came clear recommendations that now guide Metro's highest priority programs and projects — from bus priority corridors to fare integration. DMV*Moves* and other regional opportunities and partnerships will continue to support the activation of strategic priorities moving forward.

5. **Addressing the fiscal cliff**. Facing a major budget shortfall after the expiration of federal pandemic relief, Metro and its partners successfully closed the gap through a combination of cost savings, revenue growth, and additional operating commitments from local jurisdictions. This stabilized the operating budget, ensuring continued service and avoiding drastic cuts. The region has also convened DMV*Moves* to shape a long-term capital funding solution ahead of federal funding expiring in fiscal year 2029.

As a result of these achievements and others over the past three years, Metro was recognized in September 2025 with the Outstanding Public Transit Agency of the Year Award from the American Public Transportation Association (APTA).

Building on these achievements and ensuring fiscal security are the long-term goals facing Metro. The arrival of autonomous taxi services reinforces that customers have choices in how they travel. As technology continues to evolve, Metro must embrace its own modernization investments. Sustained ridership growth depends on continued service improvements to deliver a more useful network for customers, but the funding model generally requires Metro to operate within a 3% annual subsidy growth cap. To meet this challenge, Metro must modernize organizationally and improve efficiency to fund service improvements and other key initiatives.

While Metro has achieved higher performance from existing systems and assets, the region needs to continue working towards the global standard for world-class transit. Metro has improved service and grown ridership. However, it is approaching the limits of its current infrastructure. Buses and trains operate less frequently and reliably than world-class systems, and Metro lacks modern rail signaling infrastructure and expanded bus-priority infrastructure on roadways.

By attaining the global standard with rail automation and bus priority investments, Metro has an opportunity to make its network more useful to customers — faster, more frequent, and more reliable — while also improving operational efficiency by reducing unit costs of service through higher speeds and automation. These investments are essential to delivering world-class, cost effective transit that maximizes ridership and supports a growing, dynamic economy.

1.4 Striving to be World-Class

Metro's founding mission

President Lyndon B. Johnson's direction for Metro's designers and engineers was to search for inspiration across the globe for ideas to make Metro "an example for the nation and to take its place among the most attractive in the world[2]."

With steady leadership and investment over decades, Metro achieved its founding goal when it first opened in 1976. Its success is evident not just from the stately architecture found in its stations, but also in the scope of its transit network. The DMV region delivered the full 98-mile system envisioned in the 1960s — and expanded it to more than 7,500 bus stops and 1,300 buses — demonstrating the enduring value of a robust transit network.

Metro's designers took the mandate broadly, examining not just architecture and aesthetics, but also the overall design and operation of the world's best transit systems. Many of those inspirations were incorporated into Metro, including:

- Automated train control and operation
- Accessible station design
- Unified bus system
- High-capacity design, planned for future growth and expansion

In the decades since, Metro adopted best practices and innovated the system through:

- Metro's Joint Development program and the region's Transit-Oriented Development (TOD) policies
- Low-floor buses with accessible ramps to replace wheelchair lifts
- Creation and adoption of a regionally integrated smart card for fare payment
- Innovative construction techniques to build the Metro Rail system
- Abilities-Ride as an alternative to Metro Access
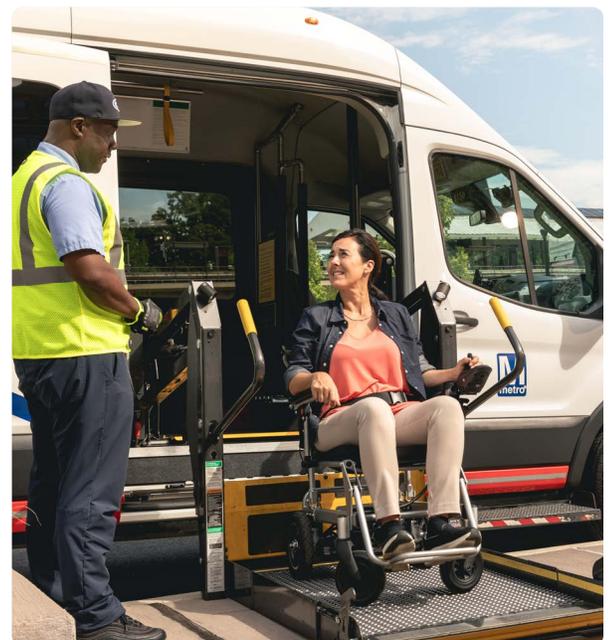
[2]Eavesdropping on the design icons who made Washington's Metro - Curbed

Today's standard of world-class transit

Since the Metro system was designed, peer systems around the world have raised the bar of 'world-class' transit.

What does world-class transit look like?

- **The world's most reliable Metro Rail systems consistently achieve 99% on-time performance, operate multiple fully automated lines, and use advanced asset management practices focused on reliability-centered maintenance. Trains arrive every two to three minutes in the system's core at the busiest times, railcars are connected via gangways, and customers seamlessly transfer across modes.**

- **World-class bus operators achieve near 90% on-time performance and operate four to seven times more bus lanes than Metro.**

- **World-class paratransit services pick up customers quickly and are accessible to people of all abilities, ages, circumstances, and needs.**

- **The world's most efficient transit agencies invest in automation and robotics while also developing revenue streams that supplement fares.**

World-class systems function as integrated networks, not just lines on a map. They deliver seamless journeys for customers, with coordinated schedules across modes and operators. Frequent local buses connect to subway and metro systems. Regional rail networks link surrounding communities with central hubs, and development around stations ensures access to jobs, housing, and other destinations across the region. The systems are fully accessible and easy to use for customers of all abilities. For customers who need paratransit service, trips can be reserved quickly online, payment is integrated with other modes, and service is delivered reliably.

Modern infrastructure enables efficient all-day operation, with the best operators maximizing return on investment by providing maximum service throughout the day. That service is coordinated regionally with other operators and smaller bus systems, creating a seamless experience for customers. Typically, a single regional agency or coordinating entity oversees the entire transit network, keeping the customer at the center.

In addition, the world's best transit systems have reliable and sufficient funding to sustain operations and infrastructure. Stable funding makes abundant service possible — without it, transit operators cannot deliver the best experience for customers.

Metro and stakeholders across the region have spent decades investing in transit, from accessible buses, vans, and trains to rail yards and bus divisions. With the right future investments, Metro can expand service and maintain cost efficiency. However, unless Metro and the region commit to world-class transit standards that make better use of existing assets, the system will soon reach the limits of potential gains in safety, frequency, capacity, reliability, and efficiency.

2. Strategic Transformation Plan – Purpose & Development

2.1 Strategic Plan Purpose and Overview

This updated plan will guide Metro over the next three years as the agency continues to modernize operations, deliver excellent service, and respond to evolving customer needs. The plan has been shaped by customer, employee, and community input, Board and senior leadership aspirations, and a desire to maintain safe, reliable, convenient, accessible, and enjoyable transportation for all.

The plan's purpose is to:

- **Guide Metro's long-term strategy and near-term activities through a vision, mission, and set of values supported by goals, objectives, key results, priority programs, and tactical projects to execute the strategy.**

- **Improve the customer experience by meeting the region's needs with more frequent daily service, improved customer communications, enhanced safety, new fare simplifications and integrations, and capital improvements.**

- **Strengthen the experience of Metro employees and other stakeholders by aligning efforts with regional partners to expand opportunity, improve access, and support regional economic prosperity and long-term growth.**

- **Inform future capital programs and operating budgets by aligning funding with program portfolios and tactical projects tied to goals and objectives.**

The next three years present a pivotal opportunity for Metro to accelerate progress. Delivering a world-class system requires investing in people, technology, and partnerships that support long-term growth. By modernizing infrastructure, embracing innovation, and strengthening its workforce, Metro can enhance the service it provides to the region. The plan lays out the priorities to guide that journey, ensuring Metro continues to evolve as a trusted provider of regional transit and a model of world-class service.

2.2 Strategic Transformation Plan Refresh

Metro completed workshops with the Board of Directors and the Senior Executive Team and held meetings with staff and management throughout the summer of 2025. These sessions reflected on the last three years of Strategic Transformation Plan implementation, refined Metro's mission, vision, and values, and defined updated goals, objectives, key results, priority programs, and tactical projects to drive progress. A key focus was reaching agreement on measurable, outcome-oriented metrics to ensure accountability, transparency, and consistent tracking of results.

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

Visioning workshops with Board + Staff	**40+ interviews with Board + Staff**	**Surveys**
Staff towns halls	**Benchmarking from transit peers**	**Conversations with regional partners + community**
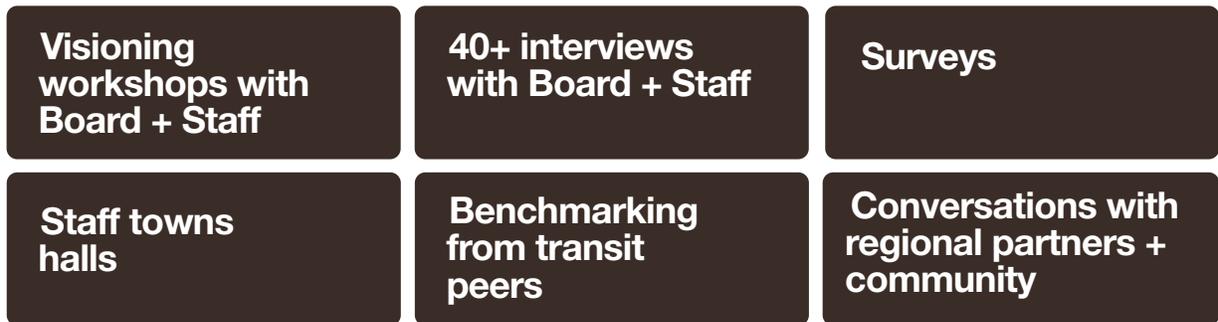
2.2.1 Baseline Data Gathering and Stakeholder Input

The initial Strategic Transformation Plan development and this refresh drew on qualitative and quantitative data to ensure the plan is evidence-based, outcome-oriented, and community-driven. This includes:

- Employee baseline: Data derived from interviews, surveys, town halls with staff, Board workshops, Senior Executive Team input, and management engagement.

- Performance baseline: Review of previous Metro efforts, statistics, and peer institution comparisons.

- Customer and community baseline: Data from current and prospective Metro customers, including community forums and surveys to capture perceptions, experiences, needs, and perceived opportunities.

2.2.2 Community and Stakeholder Engagement Forums

After drafting the refreshed plan, Metro gathered input from internal and external stakeholders, as well as the public. Participants included Metro staff, senior leadership, advisory committees, customers and community members, public advocates and nonprofits, the business community, and government partners.

Illustrative list of stakeholders engaged:

Public Stakeholders	Regional Partners
Riders' Advisory Council	Joint Coordinating Committee
Metro Message	COG Board
Accessibility Advisory Committee	Washington Suburban Transit Commission
	Northern Virginia Transit Commission
	DC Government Officials
	Federal Congressional Staff Briefing

3. Strategic Transformation Plan - Framework

Metro's prior Strategic Transformation Plan was adopted in 2023 to guide the agency's strategy and actions for the next three years. Over the past three years, Metro has become safer, faster, and more reliable than ever before.

It is now an appropriate time to refresh the Strategic Transformation Plan to ensure goals, objectives, and key results target world-class transit service. The updated Strategic Transformation Plan sets an aspirational path forward to guide both long-term strategy and annual priorities, as Metro continues to work to meet the evolving needs of its customers, employees, and the region. The framework and core components of the plan are detailed in the following sections.

3.1 Plan Framework

Metro's Strategic Transformation Plan framework defines:

- **Values:** what Metro lives by
- **Mission:** what Metro does and why it exists
- **Vision:** what Metro aspires to be
- **Goals:** where Metro wants to go
- **Objectives and Key Results:** Metro priorities and targets to achieve the vision
- **Activation:** how Metro will get there

Your Metro, The Way Foward				
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

The plan's values, mission, and vision were established through a stakeholder engagement and development process. They define what Metro lives by and does, what Metro aspires to be, and where the agency wants to go.

3.2 Values

Metro has a core set of values that form the foundation for all decisions and actions the organization and its employees make to accomplish its mission. The table below defines each of the agency's core values.

Metro values

Value	Description
Safe	Metro does everything with the safety of customers and employees top of mind.
Customer-Centric	Metro exists to serve customers and the region; everything Metro does is in pursuit of better service for customers.
Ethical	Metro is ethical and transparent.
Innovative	Metro thinks boldly and challenges the status quo to create new solutions to meet the region's needs.
Continuously Improving	Metro commits to constantly learn, adapt, and raise the standard of transit excellence across the region.

3.3 Mission

The mission statement defines what Metro lives by and does, both in providing transit service and in internal business operations. Metro's mission statement reflects the agency's enduring role in connecting people, places, and opportunities: **"Your Metro: Connecting you to possibilities."**

The mission statement was affirmed through coordination with the Board of Directors, the Senior Executive Team, and engagement with staff across the organization.

Metro exists to serve the DMV by providing connections and mobility to everyone that lives in or visits the area. Metro does so by connecting:

- Children to schools, opening pathways to brighter futures.

- Talent to employers, fueling opportunity and powering a stronger regional economy.

- People to healthcare, supermarkets, entertainment, culture, and sports, nurturing a vibrant and robust

    metropolitan area.

- Visitors to the nation's capital, providing access to the region's one-of-a-kind history, attractions, landmarks,

    nature, and art.

- Families to friends and each other, helping keep communities close and connected.

These connections are made possible through a safe, reliable, efficient Metro system and a dedicated team of committed, hardworking employees. Together, Metro and its employees drive access, prosperity, and quality of life for the region.

3.4 Vision

The vision statement guides Metro's aspirations for transformation over the next three years and beyond. Metro has refined the vision statement for this updated Strategic Transformation Plan to acknowledge progress towards service excellence and regional connectivity across the DMV. Metro's vision statement is: **"The region's trusted way to move more people safely and efficiently."**

To continue to deliver on this vision, Metro aims to be the region's preferred way to travel, delivering safe, reliable, enjoyable service that evolves with customer needs. By continuously improving to stay innovative, efficient, and customer-centric, Metro can set the standard for what world-class transit looks like in the DMV.

3.5 Goals, Objectives, and Key Results Structure

The updated plan adopts a goal, objective, key result structure to guide Metro and ensure that resources, projects, and daily actions are prioritized to directly support Metro's mission and long-term vision. Goals define Metro's desired long-term outcomes. Objectives break goals down into specific focus areas, providing the structure for key results and the programs that drive them. Key results are delivered through the activation of priority programs and tactical projects, which represent daily actions and initiatives that support objectives and improve performance. Priority programs are derived from strategic operational priorities, regional priorities, and the six-year Capital Investment Plan (CIP). Priority programs are largely representative of the CIP, which represents Metro's major investments to maintain and modernize the system. The full structure consists of:

Goals	The long-term outcomes Metro strives to achieve
Objectives	Thematic focus areas that define what Metro must accomplish to realize each goal
Key Results	Measurable targets that track progress toward each objective
Priority Programs	Major portfolios of work, supported by key projects, that structure and sequence investment to deliver objectives and key results
Tactical Projects	Tactical, high-impact initiatives that tangibly advance objectives and key results within priority programs *Not exhaustive of all annually planned Metro initiatives. The annual budget process determines which specific projects are funded each year*

This structure is designed to be dynamic and adaptive. As customer needs and priorities evolve, Metro will refine key results and reprioritize programs to stay focused on what matters most.

Detailed definitions of key results and their respective targets can be found in Appendix A. Undetermined baselines and targets will be established and updated over the course of implementation, and Appendix A will be updated accordingly. Priority program definitions can be found in Appendix B.

4. Goals, Objectives, and Key Results

Metro has three strategic goals that define the long-term outcomes of the updated plan. These goals show how Metro will achieve the vision outlined earlier. Outcomes related to regional opportunities and partnerships are embedded across goals, when relevant, and serve as core drivers of plan activation. Each goal includes clear objectives, measurable key results, priority programs, and an illustrative list of tactical projects to structure the path forward, measure progress, and track success.

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

4.1 Goal 1: Service Excellence

Service Excellence is at the core of Metro's mission — delivering safe, reliable, convenient, and accessible transit that customers can count on every day, across all modes. For Metro, this means running buses, trains, and paratransit services frequently and on time, making it easy to plan and pay for a trip, keeping stations and vehicles clean and easy to navigate, and ensuring that customers feel safe and secure throughout their journeys.

Since adopting the initial Strategic Transformation Plan in 2023, Metro has advanced a series of transformative projects and operational improvements. Today, customers are seeing results across the system. Metro Bus and Metro Rail customers both report satisfaction greater than 80%, with Metro Bus customer satisfaction up more than 10 percentage points since fiscal year 2023. Service reliability has strengthened: Metro Bus and Metro Rail both delivered more than 97% of scheduled service, and Metro Access delivered 97.8% of scheduled service. Ridership has grown by millions, and safety outcomes are continuing to move in the right direction. Crime across the Metro service is significantly reduced, and employee injury rates are steadily declining.

1M trips provided by 7000-series railcars returned to service

125 bus routes redesigned to better meet customer needs

82% reduction in Metro Rail fare evasion from new station faregates

Accomplishments in 2023-2025...

✓ Redesigned the entire Metro Bus network

✓ Rehabilitated the Yellow Line tunnel and bridge

✓ Opened new Metro Integrated Command and CommunicationsCenter (MICC)

✓ Delivered ~1M trips on 7000-series railcars returned to service

✓ Retrofitted all station faregates, driving an 82% drop in Metro Rail fare evasion

✓ Rolled out better wayfinding signage and more digital screens in stations and at bus stops

✓ Implemented a Safety Management System

...and accomplishments where Metro exceeded previous strategic plan expectations

☆ Reached an 8-year low in crime on Metro

☆ Added 23 miles of bus lanes

☆ Implemented Tap. Ride. Go., enabling contactless fare payment

☆ Used operator-assisted Automatic Train Operations (ATO) on almost 1 million stops a month

☆ Launched the MetroPulse mobile app

☆ Over 70% of rail trips have scheduled wait times of 6 min or less, up from 5% at the beginning of FY23

☆ Reached goal to carry 1M riders for 12 days in FY25

☆ Achieved record Metro Rail customer satisfaction, >85% in FY24 and FY25

☆ Equipped 210 buses with real-time cameras to keep unauthorized vehicles out of bus-only lanes

☆ Over 13,000 enrolled in reduced fare program

☆ Opened a new garage, transforming one of Metro's oldest assets (c. 1962) into one of the most advanced facilities

Progress towards world-class service excellence will be measured through goal-wide key results that define success across all modes.

Service Excellence | Goal-wide Key Results

	FY23	Today (FY25)	FY28 (target)
Monthly ridership	16.6M	22.0M	**25M+**
Customer satisfaction	Rail: 84% Bus: 71% Access: 77% (Q4)	Rail: 89% Bus: 83% Access: 78%	**Rail: 85% Bus: 85% Access: 85%**
Regional mode share	4.8% (CY22)	6.4% (CY23)	**7%+**

To deliver on goal-wide key results Metro will focus on **three objectives:**

1A: Safety & Security	1B: Reliability	1C: Convenience

4.1.1 Objective 1A: Safety & Security

Objective statement: Ensure all customers and employees feel safe and secure using and delivering services.

Overview and progress since 2023: Safety and security are the foundation of customer trust in Metro. Over the past three years, Metro has continuously worked to make service safer for customers, achieving an 8-year low in crime and an 82% reduction in fare evasion on rail. Metro is increasing its uniformed presence across operations, including the addition of body-worn cameras on specialized police teams and a new in-house police academy. A robust new safety management system and incident management protocol adds another layer of protection, helping Metro swiftly respond to incidents and build customer confidence systemwide.

Safety & Security | Metro by the numbers

700+ Metro Transit Police (MTPD) officers + civilian staff	30K+ Cameras across the system with 24/7 monitoring	8 Year low on crime across Metro service	1,200+ New faregates installed

Over the next three years, Metro's top priority is to relentlessly and continuously improve safety and security for customers and employees. Metro will strive to raise the bar year after year by working to actively reduce crime and injuries, maintain a trusted security presence throughout the network, deploy advanced tools and training to prevent risks, and respond to incidents quickly and effectively. **The key results below will be used to measure progress on Safety and Security:**

Objective	Key Result
Safety & Security	Reduce Part 1 crime rate
	Reduce customer & employee injury rate
	Decrease customer dissatisfaction on crime across service (Metro Rail and Metro Bus)
	Reduce fare evasion on Metro Bus and sustain progress on Metro Rail

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Proactive incident management, crime prevention, and safety risk reduction	Targeted reduction of safety risks and high-risk crime trends
	Safety Management System program
	Fare evasion reduction
	MICC continuous improvement
	Roadway Worker Safety program

4.1.2 Objective 1B: Reliability

Objective statement: Provide dependable service that the community trusts.

Overview and progress since 2023: Reliability remains a key driver of confidence in the Metro system. Over the past three years, service reliability has steadily improved — Metro delivered 97.4% of its scheduled service on Metro Rail and Metro Bus, and 97.8% on Metro Access in fiscal year 2025, near established targets for all modes. Metro returned its 7000-series railcars to service, rehabilitated the Yellow Line tunnel and bridge, and implemented a redesign of the entire Metro Bus network to better align service to customer travel patterns — helping sustain ridership growth across the region.

Project deep dive: Metro Integrated Command & Communications Center (MICC)

Did you know... In 2023, Metro opened a new **14-story central hub for operations** in Alexandria, Virginia. Supported by over 1,400 employees, the MICC brings together multiple critical functions — safety, cybersecurity, maintenance, and customer communications — all under one roof.

Coming up…Metro is preparing to expand the MICC's role as the backbone of system operations by **integrating more real-time data** from railcars, buses, and stations to improve incident response, enhance predictive maintenance, and unify customer communications.

In addition... The facility was **designed with energy efficiency in mind.** It is also designed to meet the LEED Gold certification to reduce environmental impact.

Reliability | Metro by the numbers

| 3,100+ Vehicles across Rail, Bus, Access | 98 Metro Rail stations | 7,500+ Bus stops across the region | 4,000+ Maintenance staff |

Over the next three years, Metro will strive to achieve world-class on-time performance and deliver reliable service that customers can count on. Metro will improve infrastructure, strengthen fleet management, and use predictive maintenance to prevent disruptions. **The key results below will be used to measure progress on Reliability:**

Objective	Key Result
Reliability	Increase on-time performance across service
	Reduce disruptions to service

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Service design and management	Bus network redesign implementation and continuous improvement
	Rail service optimization and continuous improvement
	Develop regional rapid bus corridors
	Implement transit signal priority
Rail modernization	Modernize signal infrastructure (e.g., Communications Based Train Control lines)
	Evaluate and plan for rail system automation phasing
Track and structures rehabilitation, safety and accessmodernization	Track rehabilitation program
	Traction Power, Tagging Relay and Supervisory Control Upgrade
	Track access and proactive efficiency
Fleet management	Fleet reliability and preventative maintenance
	8000-series railcar project
	Bus fleet acquisition
	Rolling stock digitization
	Modernize Metro Access scheduling
Asset management modernization	Elevator and escalator maintenance and upgrades
	Establish new maintenance facilities
	Predictive maintenance modeling and implementation
	Business process transformation and asset management software upgrade
	Facilities master plan

Project deep dive: Priority bus lanes

Did you know... Metro is working with regional partners to **expand bus priority lanes across the District, Maryland, and Virginia.** Investments in red-painted lanes, transit signal priority, and queue jumps reduce travel time, grow ridership, reduce bus operation costs, and expand access and safety for all road users.

Coming up... Through DMV*Moves*, Metro is partnering with the region's road owners to plan and build an **interconnected bus priority network on six corridors**, and coordinating with local jurisdictions to ensure enforcement along these corridors. This will allow buses and bus customers to travel faster and more reliably, enabling a 15% reduction in service hours while still running the same frequency and hours of operation.

In addition... Bus priority lanes reflect Metro's **commitment to safety.** Priority lanes have resulted in 56% fewer crashes on Pennsylvania Ave SE and 28% fewer crashes on 16th Street NW.

4.1.3 Objective 1C: Convenience

Objective statement: Deliver frequent, accessible, and easy-to-use service to enhance the customer experience.

Overview and progress since 2023: In the past three years, Metro has focused on delivering faster, more consistent service, helping connect customers to the nearly 2.5 million jobs across the region. Metro has invested in infrastructure and tools to make trips easier and more seamless, including more real-time information on digital platforms, adding more digital screens to improve wayfinding in stations and at bus stops, and modernizing fare systems with contactless payment through initiatives like Tap. Ride. Go. Together, these advancements have made the system easier to navigate, improving the customer journey for all who ride.

Convenience | Metro by the numbers

264M
Passenger trips in FY25

833K
Average number of weekday riders

45%
Of fares paid with Tap. Ride. Go. or mobile payment

2.5M
Jobs accessible by Metro

Over the next three years, Metro will provide a convenient transit system that is effortless to use, frequent enough to compete with driving and other transit modes, and accessible to all. Metro's priorities will include improving frequency on both Metro Rail and Metro Bus, simplifying the customer journey with modern tools, and ensuring that stations and vehicles are easy to navigate. An enhanced focus on digital tools, wayfinding, accessibility, and frequency improvements will help create a world-class experience so more people choose Metro for their travel. **The key results below will be used to measure progress on Convenience:**

Objective	Key Result
Convenience	Make it easier to plan, pay, access, and navigate the region across all modes of transit
	Increase customer satisfaction on cleanliness
	Increase service frequency (% of customer trips <6 min for Metro Rail; <12 min for Metro Bus)
	Increase coverage and destination access

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Customer service improvements	New customer trip planning website
	Upgraded wayfinding and access capabilities
	Customer Call Center process and system enhancements
	Station beautification
Fare modernization and integration	Fare vending kiosk program
	Open payment deployment across bus fleet and parking
	Modernized regional payment system integrated with other operators
	Standardized fare policies with regional transit partners

Project deep dive: Tap & Go Payment deployment

Did you know... In May 2025, **Metro launched Tap. Ride. Go.**, a payment method that allows Metro Rail customers to tap contactless credit or debit cards directly at the faregate - no need to register or add fare to a SmarTrip card. Since launch, customers have taken more than 5 million trips using Tap. Ride. Go.

Coming up... In the next three years, Metro anticipates **launching Tap. Ride. Go. on Metro Bus** and at parking facilities. This upgrade is anticipated to improve fare compliance and increase ridership.

In addition... Through DMV*Moves*, Metro is **partnering with the region's other transit providers to develop a regional fare policy framework** with uniform fare types, rates, and passes — all supported by shared payment technology. This work will result in a modernized regional payment system with standardized fare policies integrated with other operators. Alongside these system upgrades, Metro is expanding access through fare programs such as U-Pass for students and Metro Lift for income-qualified customers.

4.2 Goal 2: Talented Teams

Delivering excellent service depends on the people who make it possible. Metro is committed to attracting, developing, and retaining a strong workforce dedicated to powering the region's transit system every day. This means ensuring employees are supported, empowered, and proud of the contributions they make and the service they provide to customers.

Meeting this vision requires sustained focus on recruitment, learning and development, and customer service for both customers and staff. Since adopting the initial Strategic Transformation Plan in 2023, Metro has advanced a series of workforce initiatives to strengthen talent pipelines, expand professional growth opportunities, and build a more collaborative and innovative culture across the agency.

22 recruits completed the MTPD Criminal Justice Academy in the inaugural class

147 job fairs and hiring events during FY25

1,600+ employees completed voluntary trainings in FY25

Accomplishments in 2023-2025...

...and accomplishments where Metro exceeded previous strategic plan expectations

✓ Established a new in-house MTPD Criminal Justice Academy	☆ Increased staff perception of Metro as a great place to work
✓ Completed new hiring through targeted job fairs	☆ Launched Metro Tank and Idea Labs, allowing employees to test new ideas to improve operations and customer experience
✓ Launched Metro Elevate to structure succession planning	☆ Initiated tech-driven employee training for critical safety roles
✓ Partnered with local schools to expand talent pools	☆ Began using AI to enhance HR operations, including scheduling and performance management.

Today, Metro employees are seeing the results of these initiatives. The agency's workforce has grown to more than 13,000 employees — one of the largest employers in the region. New employees are being hired faster, voluntary turnover remains low, and staff are excited to continue working for Metro in the future. Hiring and employee engagement have been bolstered by targeted job fairs, tech-driven training programs, and the launch of new recognition channels. Metro is making measurable progress in building a strong, resilient, capable workforce that serves customers effectively.

Goal-wide key results to build and sustain a high-performing workforce include:

- **Internal customer satisfaction** for every department: How satisfied Metro staff are with the service and support they receive from other departments.

- **Operational staff availability** for all critical positions (vs. workforce need): Whether staffing levels in operations-critical positions meet service demand.

To make progress towards goal-wide key results and engage and support staff, Metro has established **three objectives:**

2A: Recruitment & Retention	2B: Learning & Development	2C: Customer Service Mindset

4.2.1 Objective 2A: Recruitment & Retention

Objective statement: Attract and retain the best talent to deliver Metro's future vision.

Overview and progress since 2023: Recruitment and retention are critical to sustaining a Metro workforce capable of delivering safe, reliable, excellent service for customers. Over the past three years, Metro has undertaken several initiatives to strengthen the talent ecosystem, including establishing the new MTPD Criminal Justice Academy, signing updated labor agreements, hosting expedited hiring fairs, and launching succession planning programs. These initiatives are beginning to show results: the average time-to-hire dropped from 129 days in fiscal year 2023 to 118 days in fiscal year 2025, and voluntary turnover remains low at 2.7%, better than the target of less than 2.85%.

Recruitment & Retention | Metro by the numbers

10 Organizations	**260+** Senior management staff	**10,000+** Union represented employees	**13,000+** Total staff

Over the next three years, Metro will build a strong workforce by hiring quickly, retaining employees, and supporting career growth. To do so, Metro will step up outreach for critical jobs like bus operators and expand training, recognition programs, and advancement opportunities. A steady pipeline of skilled staff will keep Metro's service safe, reliable, and customer-focused. **The key results below will be used to measure progress on Recruitment and Retention:**

Objective	Key Result
Recruitment & Retention	Reduce time from job vacancy to availability
	Increase Employee Net Promoter Score
	Internal mobility – internal candidates see pathways for promotion

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Workforce planning and availability optimization	Workforce planning, recruitment, and forecasting for key roles
	Absenteeism management
	Potential frontline scheduling modification
	Expedited hiring for priority cohorts
	Recognition programs and communication
	Enhanced leadership succession planning

Project deep dive: Job fairs

Did you know... Metro participated in 147 job fairs in fiscal year 2025 as part of a multifaceted recruitment approach designed to maximize reach and engagement. As part of this strategy, Metro collaborated with 18 key jurisdictional partners and visited 17 colleges and universities to attract top talent.

Coming up... Metro continues to keep many mission critical positions like bus operators, mechanics, and transit police open year-round, while also recruiting for more specialized and professional roles.

In addition... Metro organized and executed three accelerated hiring events in April, May, and August of 2025. These events streamlined the candidate selection process, bringing in 44 new hires. This expedited strategy helped Metro expand its talent pipeline while also reducing time-to-hire and improving the candidate experience.

4.2.2 Objective 2B: Learning & Development

Objective statement: Train and equip staff to excel and continuously improve.

Overview and progress since 2023: Learning and development are essential for building the Metro workforce of tomorrow and the next generation of Metro leaders. To build a future-forward workforce, Metro has launched programs to build leadership skills, strengthen technical expertise, and support staff innovation. Metro has created structured pathways for internal succession planning and leadership development, as well as new tech-enabled, simulation-based training programs for high-risk, safety-critical roles.

Learning & Development | Metro by the numbers

55 Employees completed leadership development programs in FY25	**275** Technical training and development courses facilitated in 2025	**750+** Staff promoted in FY25

Over the next three years, Metro will embed continuous learning into every stage of an employee's career. Metro will expand leadership development trainings for supervisors and managers, strengthen technical and digital training programs, and make career pathways visible so employees can pursue advancement opportunities within the organization. With these priorities, Metro will ensure its workforce is able to deliver safe, reliable, world-class service for the region and its customers every day across all modes. **The key results below will be used to measure progress on Learning and Development:**

Objective	Key Result
Learning & Development	Leadership development: launch supervisor "Metro U"
	Staff feel supported by their supervisors to do their job well
	Staff feel they know the expectations to succeed in their job
	Staff say they receive the help they need to learn and grow professionally

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Leadership development and training center	"Metro U" program for all supervisors to develop next generation of leaders
	Build a new Metro Training Center
	Enhance focus group and staff communications to assess root causes of survey feedback
	Standardization of training across core roles
	Skill equivalency across DMV certifications/standards
	Rollout 360 feedback to assess management performance

Project deep dive: Metro Training Center

Did you know…Metro is developing a new **state-of-the-art training center** that will integrate training across the agency. It will feature classrooms with a replica Metro Rail station and tunnel, complete with actual railcars, all designed to provide hands-on, immersive, and flexible learning environments.

Coming up... The project is moving into phased design and construction, beginning with core classrooms, labs, and administrative offices. Metro is targeting a **LEED Silver rating** and is incorporating BIM technology to ensure a 50-year service life.
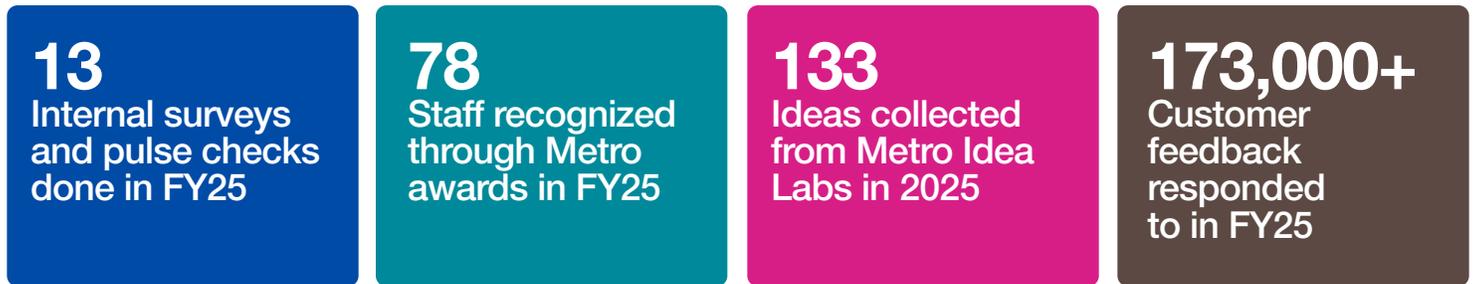
In addition…The training center is central to Metro's **broader leadership development program,** ensuring employees have the skills, tools, and professional development opportunities they need to deliver safe, reliable service to the region.

4.2.3 Objective 2C: Customer Service Mindset

Objective statement: Make the process of delivering service as easy as possible for internal and external customers.

Overview and progress since 2023: Strong internal customer service helps Metro deliver better external service to customers. This requires a culture of customer service where employees are empowered, and departments collaborate effectively. Metro has launched empowerment and award programs to give staff more voice and recognition, as well as initiatives like Metro Idea Labs to test new ideas and solutions. Strong external customer service helps Metro deliver better service to the region. Initiatives like updated wayfinding and digital displays in stations and bus stops help customers navigate the system more easily, improving customer experience.

Customer Service Mindset | Metro by the numbers

13 Internal surveys and pulse checks done in FY25	**78** Staff recognized through Metro awards in FY25	**133** Ideas collected from Metro Idea Labs in 2025	**173,000+** Customer feedback responded to in FY25

Over the next three years, Metro will create a culture where employees are empowered, recognized, and supported. Metro will improve collaboration across departments, streamline processes, and expand recognition programs. By embedding a "How can I help you?" mindset internally and externally, Metro will create an organization where delivering excellent service is seamless for staff and translates into world-class customer service for all customers, every time they ride. **The key results below will be used to measure progress on Customer Service Mindset:**

Objective	Key Result
Customer Service Mindset	Internal customers are satisfied with service for critical internal business processes (i.e., IT, Human Capital, Procurement)
	External customers are satisfied with staff interactions
	Competency frameworks defined for priority cohorts (e.g., station managers, MICC, Procurement)

Refer to Appendix A for FY2028 targets for each Key Result:

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Performance management and accountability	Identify priority internal business processes for improvement (e.g.,IT, Human Capital, Procurement)
	Launch customer service pulse check (quick feedback survey)
	Define competency framework for priority cohorts (with employee capabilities for Good/Better/World-Class)

Project deep dive: MetroPulse

Did you know... Metro launched *MetroPulse,* a new mobile app that gives customers real time tools for riding with more ease and confidence. Customers can plan trips, get arrival times, view performance data, report system issues, and chat with customer service — including sending photos and videos.

Coming up... This app builds on the earlier web version of MetroPulse launched in 2023 by bringing features into a **native app environment,** making them easier to access on-the-go.Metro will continue adding refinements over time to make the app more robust and responsive to customer feedback

In addition... MetroPulse highlights Metro's customer service mindset by giving customers an easy way to connect directly with staff, report issues in real time, and receive timely responses — strengthening trust and creating a more responsive, customer-focused culture.

4.3 Goal 3: Financial & Organizational Efficiency

Financial & Organizational Efficiency reflects Metro's responsibility to steward public resources while ensuring service delivery and modernizing how the agency operates. Efficiency means getting the most from every dollar, so customers see better service and staff have the tools to deliver it. For Metro, this requires aligning budgets to outcomes, streamlining core processes such as procurement and IT, and ensuring effective management of energy resources.

Meeting this vision requires continued attention to cost control, revenue growth, and long-term sustainability. Metro must carefully manage day-to-day expenses while ensuring that every dollar spent delivers measurable value for customers. At the same time, the agency needs to expand revenue sources beyond fares and subsidies. Achieving sustainability depends on securing predictable long-term funding and making disciplined investments that balance short-term needs with long-term growth.

$15M in local tax revenue generated from joint development real estate projects in the past 3 years

$532M in cost savings identified over the past two years

~1,300 new residential units from transit-oriented development projects

Accomplishments in 2023-2025...

...and accomplishments where Metro exceeded previous strategic plan expectations

✓ Generated $15M in local tax revenue from joint development real estate projects	☆ Identified $532M in cost savings over the past three years
✓ Implemented new digital display improvements for advertising	☆ Secured a 10-year electricity supply agreement in Maryland, providing long-term favorable pricing for 30% of Metro's needs
✓ Approved new bus and rail subsidy allocation formulas	☆ Achieved 5% of revenue from non-fare, non-subsidy sources through an improved advertising and real-estate strategy
✓ Broke ground on five new transit-oriented development projects near rail properties	☆ Balanced the FY25 budget despite an expected $750M deficit
	☆ Energized 10 megawatts of solar carports at four stations

Today, Metro has strengthened its financial foundation and taken meaningful steps to improve efficiency. In fiscal year 2025, revenue from non-fare, non-subsidy sources reached 5% of operating revenue, surpassing the target of 4.3%. Operating costs per vehicle revenue mile remain competitive and are trending downward. Energy efficiency is improving, with energy intensity levels below targets. To deliver world-class service, Metro will need to continue balancing cost control, revenue growth, and long-term investment with organizational reforms to boost effectiveness and efficiency.

Progress towards Financial & Organizational Efficiency will be measured through goal-wide key results.

Financial & Organizational Efficiency | Goal-wide key results

	FY23	Today (FY25)	FY28 (target)
Operating cost per revenue mile, Rail	$11.65	$11.44 (budget)	Growing slower than inflation
Operating cost per revenue mile, Bus	$19.90	$22.09 (budget)	

To enhance efficiency, strengthen long-term financial stability, and improve energy management, Metro has established **three objectives:**

3A: Financial Stewardship	3B: Operational Efficiency	3C: Energy Management

4.3.1 Objective 3A: Financial Stewardship

Objective statement: Ensure Metro's long-term financial health and stability.

Overview and progress since 2023: Metro manages a combined annual budget of more than $5 billion, with roughly $2.4 billion for operations and $2.6 billion for capital investments. While overall budget levels have remained stable since fiscal year 2023, balancing them has required major efficiency gains. Over the past two years, Metro identified more than $500 million in budgeted savings, updated subsidy formulas for Metro Bus and Metro Rail to better reflect service delivery, and secured long-term energy contracts to reduce exposure to cost volatility. The fiscal year 2025 budget was balanced despite a projected $750 million shortfall, and non-fare, nonsubsidy revenue grew to 5% of total operating revenue through expanded advertising, partnerships, and joint development. These actions demonstrate disciplined financial management and a strong foundation for the future.

Financial Stewardship | Metro by the numbers

$2.5B FY26 Operating Budget	**$564M** FY26 Operating Revenue	**$1.9B** Subsidy funding from partners in FY26	**$10.9B** Six-year Capital Investment Plan

Over the next three years, Metro will secure lasting, predictable funding and build financial resilience. This will include advancing DMV*Moves* and other regional initiatives to create a sustainable operating and capital funding model, expanding joint development and advertising partnerships to grow non-fare revenue, and restoring operating reserves to provide a buffer against economic shifts and ridership swings. At the same time, Metro will strengthen financial controls, enhance performance reporting, and increase transparency to ensure every dollar is spent effectively. By moving beyond short-term fixes toward structural stability, Metro will build the financial foundation to sustain safe, reliable service and invest in modernization for the region's future. **The key results below will be used to measure progress on Financial Stewardship:**

Objective	Key Result
Financial Stewardship	Increase percent of capital plan funded & utilized
	Maintain AA bond rating and clean audit
	Grow revenue from non-subsidy sources
	Partner to develop new transit-oriented development projects near high-capacity transit

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Programs	Tactical Projects
Implement predictable, sustainable capital funding aligned with regional partners (e.g., supported by DMV*Moves*)	DMV*Moves* partners agree on long-term dedicated funding solution
Joint development partnerships near highcapacity transit	Implementation of real estate strategic plan
Increase revenue from nonsubsidy sources	Expand advertising partnerships strategy
	Enhance private sector regional partnerships

Project deep dive: Transit-oriented development

Did you know... Developments on Metro-owned land contribute to the tax base of the region. Over the past three years, new transit-oriented development has **added $15M in annual tax revenue.** Historically, Metro's completed joint development projects account for $220 million of annual tax revenue.

Coming up... There is **future development potential at 41 metro stations**, totaling 29M square feet, including 26,000 new housing units. This would add over $300M in annual tax revenue to the region.

In addition... Metro is **partnering with local jurisdictions**, such as Montgomery County to support transit-oriented development that promotes housing, commercial spaces, and transit connectivity.

4.3.2 Objective 3B: Organizational Efficiency

Objective statement: Streamline operations and efficiently allocate resources where they drive the most value.

Overview and progress since 2023: Metro is one of the region's most complex organizations, with hundreds of facilities operating daily across the DMV. Over the past three years, Metro has made progress in controlling costs and improving productivity. For Metro Rail, operating costs per vehicle revenue mile fell from $11.65 in fiscal year 2023 to a budget of $11.44 in fiscal year 2025 as Metro increased service with the return of the 7000-series fleet and supported higher ridership. For Metro Bus, costs rose from $19.09 in fiscal year 2023 to a budget of $22.09 in fiscal year 2025, though they remain below the target established in the initial plan. Coordinating such a vast system requires thousands of internal processes, which Metro must modernize to achieve greater organizational efficiency.

Organizational Efficiency | Metro by the numbers

$532M
In cost savings identified over the past three years

520+
Station managers equipped with tablets and digitized forms

$15M
Annual tax revenue from transit-oriented development projects over the past three years

9
Consecutive years of clean audits

Over the next three years, Metro will modernize and simplify its core business processes to free time and resources for reinvestment in service. Priorities include full implementation of the new enterprise resource planning (ERP) system across finance, human capital, and grants to standardize processes and reduce delays, accelerated procurement and supply chain modernization to shorten timelines, improve transparency, and identify cost savings, and expanded digital and AI solutions, such as digitizing forms to improve efficiency in frontline workflows. By embedding these programs, Metro will raise performance standards, reduce administrative burdens, and ensure staff can focus on delivering excellent service to customers across the region. **The key results below will be used to measure progress on Organizational Efficiency:**

Objective	Key Result
Organizational Efficiency	Increase administrative efficiency

Refer to Appendix A for FY2028 targets for each Key Result

Priority Program	Tactical Project
ERP management & sustainment	ERP implementation and adoption of best practices (Finance, Human Capital, and Grants)
	ERP sustainment and continuous process improvements
Procurement & Supply Chain transformation and modernization	Procurement process improvements, system modernization, and risk management
	Supply chain process redesign and implementation
	Supply chain warehouse upgrades
Digital and AI ecosystem acceleration	Enterprise video enabled operations
	Network fabric
	Frontline digitalization (bus, facilities, etc.)
	Enterprise data platform and AI enablement

Project deep dive: Frontline digitization

Did you know... Metro is working to reimagine its frontline workflows with digitalization and AI, accelerating how we deliver service while achieving key efficiencies in staff responsibilities.

Coming up... Metro will **deploy digital products** across key, high-value use cases like an AI rule book & warranty management to digitize operational rules, manuals, and other components — enabling fast search, contextual updates, and greater accessibility.

In addition... The agency is reshaping and sustaining digitized workflows to move the needle on key business problems and upskill staff around modern ways of working.

4.3.3 Objective 3C: Energy Management

Objective statement: Optimize energy usage and steward natural resources.

Overview and progress since 2023: Energy is essential to delivering Metro service – powering trains, buses, and paratransit, and the facilities that keep them running. Metro consumes about 5.6 trillion British thermal units (Btu) of energy each year, with annual costs of roughly $140 million. At this scale, even small efficiency gains or favorable contract terms translate into millions in savings and directly support Metro's fiscal health. As one of the region's largest energy users, Metro's energy choices matter, making energy management a strategic priority for both the agency and the region. Since 2022, Metro has improved systemwide energy efficiency by 9% through operational upgrades, facility modernization, and enhanced data management. The agency also engaged actively in the energy market, securing an innovative 10-year electricity supply agreement in Maryland that reduces exposure to energy market volatility and provides long-term price stability.

Energy Management | Metro by the numbers

5.6T Btu of energy consumed annually	**$140M** Total energy spend in FY25	**15** High-performance facilities	**36.8** kBtu per vehicle revenue mile used in FY25

Over the next three years, Metro will continue building a more efficient, data-driven, and resilient energy program to reduce costs and manage risk. Priorities include advancing facility upgrades to improve efficiency across bus garages, rail yards, and administrative buildings, and exploring new opportunities in energy markets. Embedding these efforts into Metro's financial and operational strategy will reduce exposure to volatile utility costs and ensure resources are used as efficiently as possible.

The key results below will be used to measure progress on Energy Management:

Objective	Key Result
Energy Management	Reduce energy intensity

Refer to Appendix A for FY2028 targets for each Key Result

Priority programs and example tactical projects include:

Priority Program	Tactical Project
Resource Management	Advance strategic energy supply procurements
	Optimize energy and resource consumption across infrastructure

Project deep dive: Smart energy investments

Did you know...Metro has energized 10 megawatts (MW) of solar carports across four stations to date, turning parking lots into community power plants. These installations provide new energy for the region, generate revenue for Metro, improve safety, and offer shaded parking for customers.

Coming up... Metro secured a 10-year electricity contract that will cover 30% of its supply. This long-term contract provides stable pricing and supports the development of new power sources in the region.

In addition... Metro continues to control utility expenses by investing in energy efficiency and actively engaging energy markets to reduce long-term operating costs, minimize risk, and improve financial predictability. Managing energy costs is a priority for Metro to help maintain reliable and affordable service.

5. Plan Management and Progress Tracking

Activating the Strategic Transformation Plan means establishing the right management, reporting, and tracking mechanisms to deliver progress. Since the previous plan, Metro has taken important steps in this direction by implementing the following:

- **Live, public performance dashboards:** Track and share progress across key metrics

- **Regular updates by goal:** Detail progress against long-term outcomes

- **General Manager's Reports:** Provide updates on key performance metrics, ongoing initiatives, and financial and operational matters

- **Staff surveys and engagement forums:** Gather feedback and track employee sentiment

Examples | How Metro tracks & communicates progress
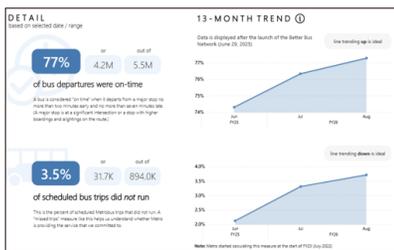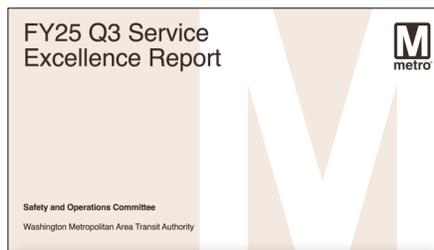
| Live public performance dashboard | Goal progress reports | Staff surveys and pulse checks |
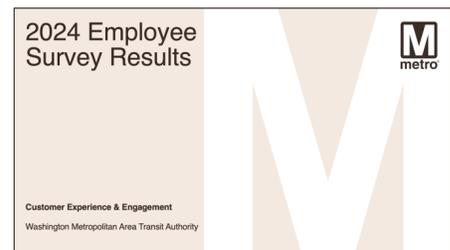
As Metro pursues the next stage of world-class transit, Metro will also focus on:

- **Annual priorities:** Setting annual fiscal year priorities and high-priority investments (such as rail modernization, workforce planning, procurement) with senior staff and the Board of Directors, which would be incorporated into the long-range capital plan

- **Staff alignment:** Connecting the Strategic Transformation Plan's priorities to day-to-day responsibilities, performance management, and recognition programs with Metro employees

- **Public engagement:** Maintaining regular communications, public forums, and other feedback channels to gather input and share progress with regional partners and the broader DMV community.

Activation enables Metro to continuously improve the plan.

Metro aims to continuously adapt and improve the plan each year through a cycle of feedback, flexibility, and accountability. This approach includes:

- **Flexibility:** Retaining the ability to integrate new projects into the plan framework as needs change

- **Annual reprioritization:** Reviewing and reprioritizing select, high-impact projects each year for Board review and input

- **Data and benchmarking:** Continuously collecting data, establishing baselines, and updating benchmarks to establish targets still to be defined

Through disciplined governance, transparency, operational alignment, and continuous improvement, Metro will fully activate the refreshed Strategic Transformation Plan, delivering tangible outcomes for customers, employees, and the region.

Appendix A. Metrics and Targets

The Strategic Transformation Plan (the plan) includes key results for goals and objectives that define desired quantitative or qualitative outcomes. Incorporating performance measurement is critical to ensure that the plan is data-driven and that Metro remains accountable for and transparent about progress.

Appendix A defines the metrics used to track each key result and sets a target for the desired level of performance by fiscal year (FY) 2028. The targets were set through conversations with the Metro Board and Senior Leadership, and they aim to align Metro with peer standards of "world-class." In addition to key results for each goal and objective, Appendix A identifies secondary metrics that will also be used to measure and communicate performance; many of these continue from the original Strategic Transformation Plan approved in February 2023.

Metro will evaluate success based on improvement toward targets and will work rigorously to drive progress on each metric. For most measures, Metro will set interim targets annually as part of a routine and transparent process that puts the agency on a path towards reaching the plan targets by FY28. These interim targets aim for continuous improvement while factoring in budget allocation and timelines for relevant programs and projects. They motivate and hold staff accountable for making progress towards the transformational changes and levels of performance envisioned in the plan.

Leadership and management regularly discuss the plan's metrics through a series of internal "STAT" meetings held at least quarterly. 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 on wmata.com to provide information and enable comparisons at the route or station level for metrics like ridership and on-time performance.

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 this appendix. For Board reporting, Metro will follow the cadence indicated below.

Strategic Goal	Board Committee	Reporting Frequency
Service Excellence	Safety and Operations	Quarterly
Talented Teams	Executive	Annually
Financial & Organizational Efficiency	Finance	Annually

The tables in Appendix A show key results and additional metrics by goal and objective. They provide a brief description of the metric, baseline performance (usually FY25), and the plan targets.

Service Excellence			
Key result	**Description**	**Baseline**	**STP Target (FY28)**
Increase monthly ridership	Average customer trips per month: **Metro Rail:** Faregate Smart Trip transactions plus other entries as recorded by faregate sensors **Metro Bus:** Boardings as recorded by Automated Passenger Counters **Metro Access:** Customer trips	All Metro: **22.0M** FY25	≥25M per month
Increase customer satisfaction across all modes	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" *Data aggregated quarterly*	Metro Rail: **89%** Metro Bus: **83%** Metro Access: **78%** Q4FY25	**Metro Rail:** ≥85% **Metro Bus:** ≥85% **Metro Access:** ≥85%
Increase regional mode share across all modes	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 *Data aggregated and analyzed annually*	6.4% CY23	≥7%
Safety and Security			
Reduce 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: **3.7** FY25	Trend Towards 0
Reduce customer and employee injury rate	**Customer injury rate:** Number of National Transit Database (NTD)-reportable customer injuries per 10 million vehicle revenue miles **Employee injury rate:** Number of Occupational Safety and Health Administration (OSHA)-reportable employee injuries per 100 employees	**Customer Injury Rate** All Metro: **30.6** FY25 **Employee Injury Rate** All Metro: **6.2** FY25	Trend Towards 0
Decrease customer dissatisfaction of crime Metro Rail and Metro Bus	Percent of customer survey respondents who rated their perception of safety from harassment or crime on the bus/train from their last trip as a "1" or "2" on a five-point scale where 1 = "not at all safe" and 5 = "very safe" *'Data aggregated quarterly*	Metro Rail: **9%** Metro Bus: **13%** Q4FY25	**Metro Rail:** ≤10% **Metro Bus:** ≤10%
Reduce fare evasion on Metro Bus and sustain progress on Metro Rail	**Metro Rail:** Customers entering the system without tapping a farecard, as counted by sensors on the faregates **Metro Bus:** Customers boarding the bus without tapping a valid farecard, as counted by the Automatic Passenger Counter (APC) system	Metro Rail: **4%** Metro Bus: **73%** FY25	Trend Towards 0
Reliability			
Increase on-time performance across all modes	**Metro Rail:** 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 **Metro Bus:** Percent of timepoints delivered on-time, defined as no more than two minutes early or seven minutes late **Metro Access:** Percent of vehicles that arrive to the pick-up location on time, defined as within the 30-minute pick-up window	Metro Rail: **88%** Metro Bus: **76%** Metro Access: **88%** FY25	**Metro Rail:** ≥95% **Metro Bus:** ≥80% **Metro Access:** ≥92%
Reduce missed service across all modes	**Metro Rail:** Percent of Metro Rail service (stops) delivered compared to the approved and published budget **Metro Bus:** Percent of Metro Bus service (trips) delivered compared to the bus schedule **Metro Access:** Percent of scheduled Metro Access trips delivered. Missed trips (i.e., those not delivered) are those where the Metro Access 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	Metro Rail: **93%** Metro Bus: **97%** Metro Access: **98%** FY25	**Metro Rail:** ≥95% **Metro Bus:** ≥98% **Metro Access:** ≥99.25%

Key result	Description	Baseline	STP Target (FY28)
Convenience			
Make it easier to plan, pay, access, and navigate the region across all modes	Milestone-based measure of progress towards integrated trip planning and payment and customer ease of use.	Tap.Ride.Go launched on Rail 05/28/2025, on Bus 11/18/2025 Metro Pulse launched 05/16/2025	**FY26 milestones:** Tap.Ride.Go launched on Bus 11/18/25 New website launch MetroPulse Improvements MetroAlert Updates Expansion of screens modernization at additional stations Wayfinding Improvements Call Center Voice, Chat, and Text Enhancements (CCaaS) *Future milestones to be defined*
Increase customer satisfaction of cleanliness	Percent of customer survey respondents who rated the cleanliness of the bus/train of their last trip as a "4" or a "5" on a five-point scale where 1 = "very dirty" and 5 = "very clean" *Data aggregated quarterly*	Metro Rail: **72%** Metro Bus: **75%** Q4FY25	Metro Rail: **≥80%** Metro Bus: **≥80%**
Increase service frequency	**Metro Rail:** Percent of customer trips with 6 minutes or better frequency **Metro Bus:** Percent of customer trips with 12 minutes or better frequency	Metro Rail: **67%** Metro Bus: **38%** FY25	Metro Rail: **≥75%** Metro Bus: **≥50%**
Increase coverage and destination access	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	All Metro: **250,600** FY25	**≥10% by FY28**
Additional metrics for Service Excellence			
Reduced fare program usage	Percent of trips using a reduced fare program: Senior SmarTrip Card, Metro Lift Income-Qualified Program, and Reduced Fare Disability Card	All Metro: **5.5%** FY25	**≥9%**
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	Metro Rail: **97.6%** Metro Bus: **89.8%** FY25	Metro Rail: **≥98%** Metro Bus: **≥90%**
Availability of real-time arrival information	Percent of scheduled Metro Bus trips that have real-time arrival information available	Metro Bus: **92.6%** FY25	Metro Bus: **≥94%**
Collision rate (Metro Bus, Metro Access)	Number of NTD-reportable collisions between a transit vehicle and another vehicle or object per 10 million vehicle revenue miles	Metro Bus: **60.5** Metro Access: **20.3** FY25	**Reduce by 10% from FY25**
Transit worker assault rate	Number of NTD-reportable assaults on transit workers per 10 million vehicle revenue miles	All Metro: **46.8** FY25	**Trend Towards 0**
Mean distance between failure	Average number of miles travelled before a vehicle experiences a failure	Metro Rail: **27,700** Metro Bus: **5,900** Metro Access: **24,200** FY25	Metro Rail: **≥30,000** Metro Bus: **≥7,000** Metro Access: **≥25,500**
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: **98.1%** Escalator: **94.9%** FY25	Elevator: **≥98%** Escalator: **≥94.3%**
Crowding (Metro Rail, Metro Bus	Percent of customer time in crowded conditions **Metro Rail:** >100 people per car during rush; >60 all other times **Metro Bus:** >40 people per 40-foot bus	Metro Rail: **1.3%** Metro Bus: **3.1%** FY25	Metro Rail: **≤5%** Metro Bus: **≤5%**
Average wait time	Average scheduled wait times based on current ridership patterns. Wait times are defined as half of a scheduled headway	Metro Rail: **3.3 min** Metro Bus: **9.7 min** FY25	Metro Rail: **≤3.0 min** Metro Bus: **≤8.5 min**

Talented Teams			
Key result	**Description**	**Baseline**	**STP Target (FY28)**
Improve internal customer satisfaction (CSAT) for every department	Percent of staff that strongly agree or agree with the statement "Communication between departments/offices is efficient at WMATA" *Data collected annually as part of employee survey*	28% May 2025	≥65%
Achieve operational staff availability for all critical positions	Percent of required positions filled for bus operators, train operators and station managers *Data tallied monthly*	Bus Operator: **95%** Train Operator: **100%** Station Manager: **96%** FY25	Bus Operator: **≥99%** Train Operator: **≥98%** Station Manager: **≥97%**
Recruitment and Retention			
Reduce time from job vacancy to availability	Average number of days to fill a position from job opening (position posted) to being ready for onboarding (includes non-represented employees and Local 2 unionized workers). With future data availability, this measure will be expanded to start with the day the position became available and end with the hire date.	**119 days** FY25	**Reduce by 30% from FY25**
Increase Employee Net Promoter Score	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") *Data collected annually as part of employee survey*	2 May 2025	≥14
Internal mobility - internal candidates see pathways for promotion	Percent of staff that agree or strongly agree with the statement "There are opportunities for advancement at WMATA that fit my career goals" *Data collected annually as part of employee survey*	59% May 2025	≥70%
Learning and Development			
Leadership development	Milestone-based measure of progress towards establishing a "Metro U" supervisor training program.	N/A	**First cohort graduates from "Metro U" supervisor training**
Staff feel supported by their supervisors to do their job well	Percent of staff that agree or strongly agree with the statement "I trust my immediate supervisor" *Data collected annually as part of employee survey*	68% May 2025	≥75%
Staff feel they know the expectations to succeed in their job	Percent of staff that agree or strongly agree with the statement "I know what is expected of me in my job" *Data collected annually as part of employee survey*	83% May 2023	≥90%
Staff say they receive the help they need to learn and grow professionally	Percent of staff that agree or strongly agree with the statement "I receive the help I need to learn and grow professionally at WMATA" *Data collected annually as part of employee survey*	53% May 2025	≥75%
Customer Service Mindset			
Internal customers are satisfied with service for critical internal business processes	Percent of staff that are "satisfied" or "very satisfied" with internal service for: selected procurement, technology, and human capital processes.*Data collected as part of employee survey*	Baseline survey to be conducted in FY26	**To be confirmed once baseline survey is completed**
External customers are satisfied with staff interactions	Number of complaints about "employee conduct" per 1 million customer trips	To be determined	**To be determined**
Competency frameworks defined for priority cohorts	To be defined	To be determined	**To be determined**

Key result	Description	Baseline	STP Target (FY28)
Additional metrics for Talented Teams			
Staff perception of empowerment	Percent of staff that strongly agree or agree with the statement "At WMATA, I feel empowered to make decisions" *Data collected annually as part of employee survey*	**46%** May 2025	**≥65%**
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" *Data collected annually as part of employee survey*	**32%** May 2025	**≥60%**
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" *Data collected annually as part of employee survey*	**43%** May 2025	**≥60%**
Turnover rate	Percent of employees who left Metro as a proportion of the total number of active employees	Overall: **7.6%** Voluntary: **2.7%** Involuntary: **2.1%** Retirement: **2.6%** FY25	**Overall: ≤7.3%**
Offer acceptance rate	Percent of job applicants who were extended an offer and accepted	To be determined	**To be determined** *to be set after the launch of MetroSync*

Financial and Organizational Efficiency			
Key results	**Description**	**Baseline**	**STP Target (FY28)**
Achieve operating cost per revenue mile growing slower than inflation (Metro Rail, Metro Bus)	Dollar amount of operating costs per vehicle revenue mile	Metro Rail: **$11.44** Metro Bus: **$22.09** FY25 (Budget)	**Growing slower than inflation**
Financial Stewardship			
Increase percent of capital plan funded and utilized	**Capital plan funded:** Proportion of 6-year capital program (constrained for execution) funded in the approved budget **Capital budget utilized:** Actual capital expenses as a percent of budgeted capital expenses	Capital plan funded: **65%** Capital budget utilized: **82%** FY25	**Capital plan funded: >90% Capital plan utilized: >90%**
Maintain AA bond rating and clean audit	Metro's credit rating as set by external credit rating agencies	**AA**	**Bond rating: AA**
Grow revenue from non-subsidy sources	Percent of operating revenue that comes from non-subsidy sources	**22.2%** FY25	**≥25%**
Partner to develop new transit-oriented development projects near high-capacity transit	Number of new joint development agreements executed on Metro Rail property	**5** FY25	**≥20 by 2032**
Operational Efficiency			
Increase administrative efficiency	General administration cost as a share of total operating costs	**18%** FY25	**≤20%**
Energy Management			
Reduce energy intensity	Kilo British thermal units (kBtu) of energy consumed from all Metro operations per vehicle revenue mile	**36.8 kBtu** FY25	**≤35 kBtu**
Additional metrics for Financial and Organizational Efficiency			
Operating reserve	Funding available in a "rainy day" fund to prepare Metro for unforeseen situations, as a percent of the total operating budget	**0%** FY25	**≥10%**
Regional clean air benefit	Net metric tons of CO_2e emissions avoided due to Metro's service to the region * Net emissions are measured in million metric tons of CO_2e (includes nitrous oxide, methane, and carbon dioxide)	**9.5** FY25	**≥9.5**
Water intensity	Gallons of water used by all Metro operations per vehicle revenue mile	**0.7** FY25	**≤1**
High performance facilities	Number of facilities that have obtained third-party high performance certifications including LEED, Envision, or others	**15** FY25	**≥18**
Time to procure	To be defined	To be determined	**To be determined**

Appendix B. Priority Program Definitions

Metro's Priority Programs translate the agency's strategic goals into focused investments that deliver meaningful improvements for the region. Derived from *strategic operational needs*, *regional priorities*, and Metro's *six-year Capital Investment Plan (CIP)*, these programs represent Metro's most significant efforts to maintain, modernize, and transform the system.

Appendix B provides individual program definitions for each priority program referenced in the Strategic Transformation Plan (the plan). Each definition clarifies how a program advances Metro's mission and contributes to the agency's overarching goals, offering a transparent view of what Metro is doing to deliver world-class transit service.

Each Program Definition includes:

- Purpose: A concise description of why the program exists and how it supports the plan's goals and objectives, intended to answer the question: *"What is Metro doing?"*

- Content: A summary of program scope, accomplishments to date, alignment to plan's goals and objectives, tactical projects, and a high-level timeline of milestones.

Appendix B will be updated to provide a summary of each priority program and the investments driving Metro's ongoing transformation.

Objective	Program
Service Excellence	
Safety & Security	Proactive incident management, crime prevention, and safety risk reduction
Reliability	Service design and management
Reliability	Rail modernization
Reliability	Track and structures rehab, safety and access modernization
Reliability	Fleet management
Reliability	Asset management modernization
Convenience	Customer service improvements
Convenience	Fare modernization and integration
Talented Teams	
Recruitment & Retention	Workforce planning and availability optimization
Learning & Development	Leadership development and training center of excellence
Customer Service Mindset	Performance management and accountability
Financial & Org. Efficiency	
Financial Stewardship	Implement predictable, sustainable capital funding aligned with regional partners (e.g. supported by DMV*Moves*)
Financial Stewardship	Joint development partnerships near high-capacity transit
Financial Stewardship	Increase revenue from non-subsidy sources
Organizational Efficiency	ERP management & sustainment
Organizational Efficiency	Procurement & Supply Chain transformation and modernization
Organizational Efficiency	Digital and AI ecosystem acceleration
Energy Management	Resource Management

Appendix C. Virginia Code Requirements

Virginia Code § 33.2-1526.1 (M) establishes the criteria governing the allocation of the Commonwealth Mass Transit Fund, with which Metro must demonstrate compliance. A key component of this requirement is the adoption or update of a strategic plan within the preceding 36 months. The statute outlines five standards that such a strategic plan must satisfy. The following section presents these standards, along with references to Metro's reports and documentation that illustrate Metro's adherence to the statutory criteria and continued commitment to strategic planning.

(a) **An assessment of state of good repair needs**
   1. **FY2026-FY2031 State of Good Repair Needs Outlook**
      i. The State of Good Repair Needs Outlook presents a 10-year model of Metro's reinvestment needs, offering a comprehensive view of asset conditions and projected replacement or rehabilitation priorities.

(b) **A review of the performance of fixed-route bus service, including schedules, route design, connectivity and vehicle size;**
   1. **Better Bus 2025 Network Redesign Board Approval**
   2. **Better Bus Network Redesign: About the Project**
      i. The Better Bus Network Redesign delivers a data-driven evaluation of Metro Bus routes, schedules, connectivity, and vehicle deployment, resulting in a more equitable, frequent, and accessible bus network.
   3. **Q4-FY2025 Service Excellence Report**
      i. The Quarterly Service Excellence Report tracks key performance metrics across all transit modes, with the Q4-FY2025 edition incorporating results from the redesigned bus network to assess service reliability and delivery.

(c) **An evaluation of the opportunities to improve operating efficiency of the transit network, including reliability of trips and travel speed;**
   1. **FY2025 Year-End Financials, Pre Audit**
      i. The FY2025 Year-End Financials report outlines accomplishments in improving operating efficiency during FY2025, including $120M of total savings.
   2. **Washington Metropolitan Area Transit Authority FY2026 Budget**
      i. Chapter 3: Operating Budget provides a detailed account of operating expenses, sources of funding, and opportunities for cost savings and improved efficiency across all 3 transit modes as well as for each administrative department within Metro.

3. **Q4-FY2025 Service Excellence Report**

   i. As noted above, the quarterly Service Excellence Report provides a robust set of metrics to evaluate the service level and reliability of Metro Rail, Metro Bus and Metro Access services.

(d) An examination and identification of opportunities to share services where multiple transit providers' services overlap;

1. **DMVMoves & DMVMoves Project Overview**

   i. DMVMoves is a joint initiative by the Metropolitan Washington Council of Governments and Metro to develop a unified vision and sustainable funding model for public transit in the capital region.

2. **DMVMoves 2024 Public Survey Report**

   i. Through the DMVMoves initiative, a regional public survey gathered insights on multi-provider transit use, identifying opportunities for shared services and improved coordination across agencies.

3. **Better Bus Network Redesign: About the Project**

   i. The Better Bus Network Redesign embodies regional collaboration among multiple bus providers, aligning service planning across jurisdictions to deliver a unified, rider-focused network.

(e) An examination of opportunities to improve service in underserved areas.

1. **Benefits of Transit Study Technical Report**

   i. The 2024 study quantifies how Metro's transit system expands access to jobs, opportunity, and mobility, while identifying geographic and demographic disparities that reveal opportunities to improve service in underserved areas.

2. **Washington Metropolitan Area Transit Authority Title VI 2023 Program Update**

   i. Metro's Title VI Program, submitted to the FTA every three years, demonstrates that transit services and benefits have been delivered equitably and without discrimination, supporting improved access in underserved areas.

3. **Better Bus 2025 Network Redesign Board Approval**

   i. As part of the Better Bus Network Redesign, Metro conducted an FTA-required equity analysis to ensure the redesigned network does not create disparate impacts or burdens on minority and low-income communities or the areas they serve.