



Your Metro, the Way Forward

Annual Transformation Report

Connecting you to possibilities

February 2025



A Letter from the Chair and General Manager



Valerie Santos
Chair of the Board

Just over two years ago, Metro’s Board of Directors, in collaboration with Metro leadership, adopted Metro’s Strategic Transformation Plan, *Your Metro, The Way Forward* to serve as our North Star and to guide our transformation by focusing on four key priorities: Service Excellence, Talented Teams, Regional Opportunity and Partnership, and Sustainability. In 2024, our Strategic Transformation Plan continued to guide decision-making on investments and activities as we modernized systems and gained efficiencies across the organization. Our team remains committed to our core values, continuing to deliver the safe, frequent, and reliable service the National Capital Region deserves. This would not have been possible without the support we received from our customers, business communities, elected officials, and regional partners.

Metro ended 2024 strongly with 45 consecutive months of ridership growth, and the trend continues. Metro customers recognized our efforts and rated their satisfaction at 92% on Metrorail and 83% on Metrobus, the highest in Metro’s history. We are running more train service now than ever before. Working with the Washington Metrorail Safety Commission, we returned to automatic train operations on the Red Line for the first time in 15 years, delivering safer, more efficient service for customers. Now, we are working to restore automatic train operations systemwide later this year. In November, the Board of Directors approved the 2025 Better Bus Network, the first major overhaul of the Metrobus network in its 50-year history. We took the feedback we heard from our community and key partners, and we transformed the network to match the levels of service needed to support the regional demands we have today. The Abilities-Ride program was launched to give MetroAccess customers an on-demand transportation alternative. In 2024, customers took over 1 million trips.



Randy Clarke
General Manager & Chief Executive Officer

For our customers and the region, we are focused on safety and cleanliness throughout the system, piloting improved wayfinding, refining real-time information through busETA and MetroPulse, while modernizing our fare gates which has led to an 82% reduction in fare evasion. Fare evasion was among the top concerns for our customers two years ago, and our innovative actions demonstrate we’re listening. Our policing efforts systemwide have also helped reduce crime - bringing it to its lowest level in five years.

Internally, we continue to change the way we approach our work with an emphasis on collaboration and finding efficiencies. Over the past two years, we have identified more than \$500 million in one-time cost reductions in the operating budget and reoccurring savings in the capital budget. At the same time, we are also focused on ensuring our workforce has the necessary skills and on filling critical vacancies. To this end, we hired 1,510 new employees in 2024 and hosted 52 interns from across the world. We also made our hiring timeline faster and opened a new training academy for the Metro Transit Police Department to increase training capacity and reduce costs by \$1.2 million annually.

While we started 2024 with tough conversations around securing short-term funding for Metro to avoid devastating service cuts and layoffs, we were able to work with jurisdictional partners to ensure we could continue providing the region with transit services that support the region’s economy. These efforts led to the launch of DMVMoves, a regional task force to create a shared vision for the region’s transit network and its long-term funding. DMVMoves is bringing leaders in the District of Columbia, Maryland, and Virginia who care about transportation to develop a unified vision that will deliver a more efficient, reliable, and seamless experience for transit users across our region.

All these achievements are directly reflected in the report you're about to read. We are proud of all we've accomplished, and these updates showcase the remarkable dedication and commitment Metro has demonstrated to creating a culture driven by delivering results. Metro repays the region's investment many times over, and investing in transit grows the economy and makes the region more competitive. We are proud of the work Metro does to deliver safe, reliable, efficient service, connecting people to jobs, schools, healthcare, sporting events, restaurants, historic landmarks and monuments, world-class museums, and more. As Metro approaches 50 years of operating Metrorail service in the region, we continue to look towards the future to make America's Metro System the best transit provider in the country for generations to come. We are proud of the strides we've made, but we can never be satisfied. There is always more to do.



Valerie Santos
Chair, Board of Directors



Randy Clarke
General Manager and Chief Executive Office

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Context | Your Metro, The Way Forward

In February 2023, the Washington Metropolitan Area Transit Authority (Metro) adopted its Strategic Transformation Plan, *Your Metro, The Way Forward*. The plan identified four strategic goals: Service Excellence, Talented Teams, Regional Opportunity & Partnership, and Sustainability. This report focuses on Metro's progress in the past year.

See below for a summary of the goals and objectives of *Your Metro, The Way Forward*.

<p>Service Excellence</p>  <p><i>Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.</i></p>	<p>Safety and Security Ensure all customers and employees feel safe and secure using and delivering services.</p> <p>Reliability Provide dependable service that the community trusts.</p> <p>Convenience Deliver frequent and accessible service that modernizes and enhances the customer experience.</p>
<p>Talented Teams</p>  <p><i>Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.</i></p>	<p>Recruitment and Retention Attract and retain the best talent at all levels of the organization to deliver Metro's future vision.</p> <p>Engagement, Empowerment, and Recognition Empower employees and promote effective collaboration and continuous cultural improvement so employees feel supported, recognized, and engaged.</p> <p>Professional and Technical Skill Development Invest in staff to expand career pathways and develop the next generation of Metro leaders and technical skills experts.</p>
<p>Regional Opportunity & Partnership</p>  <p><i>Design transit service to move more people and equitably connect a growing region.</i></p>	<p>Regional Network and Partner Service Optimization, and Transit Equity Align regional service networks, fare and service policies, and supporting infrastructure to increase convenience, use of transit, equity in the region, and the role equity plays in Metro's decision-making process.</p> <p>Community Partnership and Engagement Collaborate with regional partners to promote economic growth, enhance access, and foster sustainable community development that supports ridership recovery and resiliency.</p>
<p>Sustainability</p>  <p><i>Manage resources responsibly to achieve a sustainable operating, capital, and environmental model.</i></p>	<p>Financial Sustainability Establish dedicated, ongoing, regional funding to support multi-year operating and capital plans, and steward public investment.</p> <p>Environmental Sustainability Take action to combat climate change, adapt to its impacts, and steward natural resources.</p>

Strategic Transformation Plan Overview

Your Metro, The Way Forward | Annual Transformation Report

About this Report

The following sections consist of progress profiles on transformational efforts over the past year. The Progress Updates sections are organized by individual goals. For each goal, the section begins with an overview of the STP metrics related to that goal, as outlined in Appendix A of the plan. This is followed by a series of progress profiles, grouped by the objectives under each goal.

Finally, a section provides additional information on the overall goal metrics for each goal and details how Metro has progressed toward the established target.

Strategic Transformation Plan Methodology and Development

We used a detailed methodology and development process to create the plan.

1. Baseline Data Gathering and Stakeholder Input

The development process was initiated by gathering qualitative and quantitative baseline data to ensure the plan was evidence-based and community-driven. Data from customers and the community was gathered through various methods including interviews, hosted events and forums, customer surveys, and analysis of social media posts. Data from employees was collected through individual interviews and a series of town halls. We also reviewed ongoing initiatives and previous work, performance statistics, and conducted reviews of peer institutions to establish baselines.

2. Strategy Framework and Plan Development

During Fall 2022, a series of collaborative workshops were held to align the Board and management on a strategic framework and transformation plan. Through these workshops, the Board and management established goals and objectives to connect the organization's vision for the future with clear, measurable actions to drive progress. Metro's management also agreed on a series of metrics and targets to track progress toward each of the plan's goals and objectives, and to ensure accountability.

3. Community and Stakeholder Engagement Forums

During a feedback period, Metro gathered input through stakeholder and community engagement forums to ensure the plan's mission, vision, values, and goals aligned with those of Metro's stakeholder groups.

Stakeholder Engagement Forums



Interviews
60+ Interviews with customers, staff, and Board



Customer Survey
~2600 respondents across all metro services (Rail, Bus, Access)



Staff Survey
~3450 respondents across all levels



Meet Team Metro
Multiple community engagement meetings with Metro leadership



Staff Town Halls
Multiple open forums with thousands of attendees in total



Stakeholder Meetings
Met with 100+ government partners, business leaders, advisory committees, and advocates



Workshops
Multiple collaborative sessions with Metro Board and management

4. Your Metro, The Way Forward Plan Framework

The result of this process was a comprehensive strategy designed to address the most critical needs and priorities of the Metro community, customers, and staff. This strategy is based on the following layers:

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

Mission, Vision, and Goals Overview

Metro’s mission: “Your Metro – Connecting you to possibilities.”

The mission statement defines what the agency lives by and does in terms of business practices and providing transit service. Metro exists to serve the Washington DC, Maryland, and Virginia megaregion¹ by providing connections and mobility to everyone who lives in or visits the area.

Metro’s vision: “The region’s trusted way to move more people safely and sustainably.”

The plan’s vision statement serves as a guide for Metro’s aspirations for transformation over the next five years and beyond.

Metro’s values: “Safe, customer-centric, equity focused, ethical, and innovative.”

We have a set of core values that form the foundation for all the decisions and actions that we and our employees take to accomplish our mission.

Metro’s goals, objectives, metrics, and initiatives

We identified four goals that represent the long-term outcomes the plan seeks to achieve. Each goal is paired with selected thematic objectives that serve as measurable actions to achieve the overarching goal. The plan is then activated and accounted for through initiative programs, metrics, Board reporting, and public dashboards. All of these are summarized in the table below.

Your Metro, The Way Forward					
Values	Safe	Customer centric	Equity focused	Ethical	Innovative
Mission	Your Metro - Connecting you to possibilities				
Vision	The region’s trusted way to move more people safely and sustainably				
Goals	Service excellence	Talented teams	Regional opportunity and partnership	Sustainability	
Objectives	<ul style="list-style-type: none"> • Safety and security • Reliability • Convenience 	<ul style="list-style-type: none"> • Recruitment and retention • Engagement, empowerment, and recognition • Professional and technical skill development 	<ul style="list-style-type: none"> • Regional network and partner service optimization, and transit equity • Community partnership and engagement 	<ul style="list-style-type: none"> • Financial sustainability • Environmental sustainability 	
Activation	Initiatives	Metrics	Board Reporting	Public Facing Dashboards	

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

Progress Tracking – Metrics and Development

As part of the Your Metro, The Way Forward Strategic Transformation Plan, Metro developed and incorporated performance metrics to monitor plan progress. Metrics are critical to the STP, ensuring its goals and objectives are data-driven while holding employees accountable and transparent about progress. Metro regularly reports on these metrics to the Board and its committees, including through this report, with progress evaluated based on improvements toward targets.

Selecting metrics for the plan was a collaborative effort between Metro Board members and senior leadership. Leadership developed targets for each metric to represent the desired level of performance by 2028 and presented the final list to the Board for approval.

For most metrics, Metro set specific quantitative targets for FY2025 that aim for continuous improvement while factoring in budget allocation and funding availability, as well as milestones for relevant initiatives and actions. For metrics derived from employee survey results, directional targets were set to make significant improvements over FY2024 results.

Leadership provides regular public updates to the Board and its committees on each metric. In July 2024, Metro launched the Open Data Hub on WMATA.com, featuring links to resources like MetroPulse (real-time Metrobus and Metrorail performance), the Service Excellence Dashboard (on-time performance, missed trips, and elevator/escalator availability), the Ridership Data Portal (detailed ridership data), and quarterly and annual performance reports. In addition, Metro management regularly discusses progress against targets through a series of internal “STAT” meetings held monthly or quarterly. Staff also have access to reports and dashboards to monitor performance and drill down into results.

Reporting Cadence

Strategic Goal	Board Committee	Frequency
Service Excellence	Safety and Operations	Quarterly
Talented Teams	Executive	Bi-annually
Regional Opportunity and Partnership	Finance	Annually
Financial Sustainability	Finance	Quarterly, including Annual Budget
Environmental Sustainability	Finance	Annually

Progress Updates

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GOAL **1**

Service Excellence

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Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.

Objectives

- A. Safety and Security
- B. Reliability
- C. Convenience



Overview of Service Excellence Metrics

Indicator lights: ● Target met | ● Target just missed | ● Target missed | If no annual target

Metric	FY23 Result	FY24 Result	FY25 Q1-Q2 Result	FY25 Target	FY28 Target
Goal 1: Service Excellence					
Customer satisfaction					
Metrorail	84%	90%	● 89%	≥ 85%	≥ 85%
Metrobus	71%	79%	● 75%	≥ 75%	≥ 85%
MetroAccess	77%	84%	● 71%	≥ 79%	≥ 85%
Objective 1A: Safety and Security					
Part 1 crime rate	7.7	6.6	● 4.4	≤ 7.8	Toward 0
Transit worker assault rate	n/a	45.0	● 47.5	≤ 46.2	Toward 0
Customer Dissatisfaction: safety from crime					
Metrorail	17%	9%	● 7%	≤ 16%	≤ 10%
Metrobus	17%	15%	● 13%	≤ 14%	≤ 10%
Customer injury rate	24.4	27.0	● 27.6	≤ 24.0	Toward 0
Employee injury rate	7.3	6.3	● 6.8	≤ 6.0	Toward 0
Crowding					
Metrorail	2.5%	0.7%	● 0.8%	≤ 5.0%	≤ 5.0%
Metrobus	0.5%	3.7%	● 3.3%	≤ 5.0%	≤ 5.0%
Objective 1B: Reliability					
On-time performance					
Metrorail	88%	87.3%	● 87.5%	≥ 91%	≥ 95%
Metrobus	77%	76.4%	● 75.5%	≥ 78%	≥ 80%
MetroAccess	92.7%	91.3%	● 87.7%	≥ 92%	≥ 92.0%
Percent of service delivered					
Metrorail (vs. schedule)	97.3%	98.8%	● 97.8%	≥ 97.0%	≥ 99.0%
Metrobus (vs. schedule)	98.6%	98.3%	● 97.8%	≥ 98.0%	≥ 98.0%
MetroAccess	99.13%	98.8%	● 97.5%	≥ 99.25%	≥ 99.25%
Percent of Metrorail planned service delivered		82.9%	● 89.9%	≥ 85%	≥ 92.0%
Elevator Availability	98.3%	98.2%	● 98.4%	≥ 97.7%	≥ 98.0%
Escalator Availability	93.6%	94.5%	● 94.8%	≥ 93%	≥ 93.0%
Objective 1C: Convenience					
Accuracy of real-time arrival information					
Metrorail	97.2%	96.7%	● 97.7%	≥ 97%	TBD
Metrobus	86.6%	85.5%	● 89.3%	≥ 86.5%	≥ 88.0%
Availability of real-time bus arrival information	93.7%	92.0%	● 93.0%	≥ 93%	TBD
Customer satisfaction: cleanliness					
Metrorail	61%	68%	● 73%	≥ 64%	≥ 80.0%
Metrobus	71%	62%	● 63%	≥ 70%	≥ 80.0%
Last-mile connectivity / bicycle access	1.4%	n/a	n/a	≥ 3.5%	≥ 3.5%

Metric for "Accuracy of real-time arrival information: MetroAccess" is still under development and will be included in the next report.

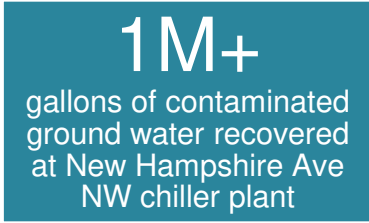
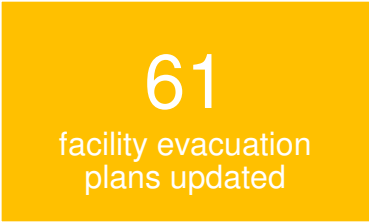
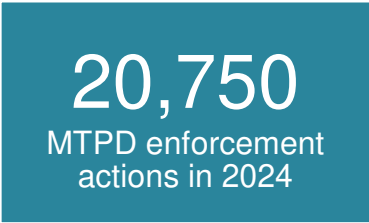
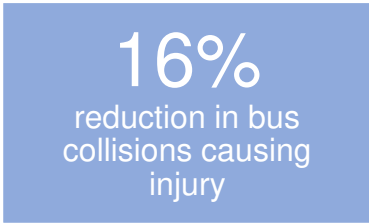


Objective 1A. Safety and Security

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

Safety is a Core Value

In 2024, Metro continued our commitment to safety as a core value. Metro’s continued capital investments have improved on-time performance and safety through fewer disruptions, increased railcar reliability, and a decrease in smoke and fire incidents. Throughout the system, crime is down thanks to problem-oriented policing strategies. Since early 2024, over 100 Special Police Officers have been deployed on buses, trains, and platforms. A dedicated team monitors the 30,000+ cameras throughout the system. Fare enforcement efforts continue, with all 98 stations having retrofitted fare gates, and on buses with data-driven identification of routes and targeted outreach. Metro’s Crisis Intervention Team continues to engage with individuals needing additional community connections. All this work promotes a safer transit system and experience for our employees and customers.

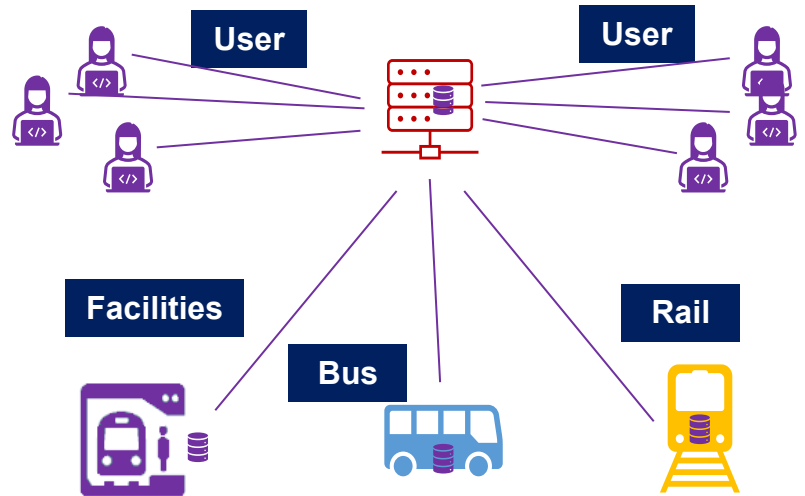




Operationalizing Enterprise Video for Public Safety and Security

Metro’s extensive network of over 30,000 cameras is moving toward an integrated, enterprise-wide video application. This new system will enable users to access real-time audio and video of incidents as they occur, enhancing security and incident response in coordination with the Metro Integrated Command and Communications Center (MICC). Additionally, it will support maintenance improvements, coordinated system upgrades, and universal technology adoption.

A major step in 2024 was the procurement of the new centralized system software. This will become the foundation of the future integrated system.



Fleet Video Upgrades

As part of a procurement completed this year, an upgraded video system will be installed in our 6000-series railcars, and tests have been completed to determine the best way to upgrade the 7000-series railcars. Once these fleet upgrades are complete, the changes will provide live-video access to railcars from the MICC to improve safety for our customers and employees.

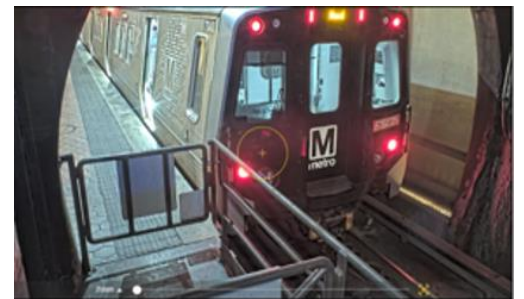


Facility Video Upgrades

Metro continues its upgrade of cameras and video surveillance systems across its facilities. Major upgrades in 2024 included NoMA-Gallaudet Metrorail Station and Anacostia Parking Garage. Additionally, cameras are being installed at rail platform end gates to give train operators a better view of the entire platform when closing train doors and to monitor authorized personnel entering/exiting our tracks.

Video Access from Mobile Devices

Access to live video has never been more prevalent for Metro employees. A successful pilot program in 2024 introduced live video access via mobile devices for Station Managers and Metro Transit Police Department (MTPD) patrol cars. This new capability allows first responders to view an incident remotely before entering a location within the system, significantly enhancing situational awareness and response times.



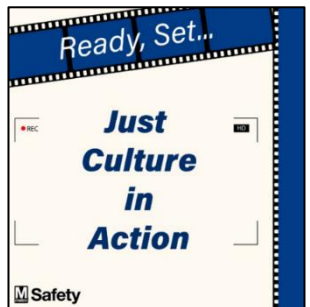
Reducing Risks

In 2024, Metro approved its first Risk Reduction Plan. This Federal Transit Administration (FTA) mandated document details how Metro will address key risks identified by the FTA as well as others identified by Metro’s Joint Labor Management Safety Committee. These risks include vehicle collisions, transit worker assaults, risks related to safety performance data, and roadway worker protections. The Safety Department worked collaboratively with stakeholders throughout Metro and engaged all labor unions to determine the content of this plan. The plan was unanimously passed by Metro’s Joint Labor Management Safety Committee on November 26 and represents a significant milestone in establishing Metro’s standard for collaborating towards resolving Metro’s most pressing safety challenges.



Metro Awarded APTA Gold Safety Award

This year, Metro placed a major focus on fostering a more *Just Culture* encouraging an atmosphere that cultivates transparent communication and contributes to a proactive safety culture. The goal is to achieve a work environment that focuses on understanding why incidents occur and taking proactive steps to prevent future incidents and minimize service disruptions.

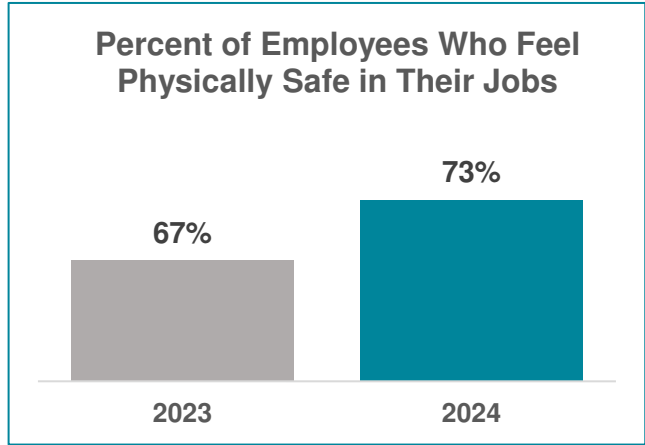


A *Just Culture* recognizes that humans aren't perfect. While individuals are still held accountable for their actions, this approach provides a standardized and transparent way to evaluate safety-related incidents. It emphasizes identifying and addressing the root causes of events rather than assigning blame.



APTA commended Metro's efforts to build trust and improve safety, which in turn supports voluntary reporting of safety hazards and strengthens Metro's Agency Safety Plan and the implementation of a Safety Management System (SMS). The work doesn't stop there, though – we continue to identify areas where we can apply *Just Culture* principles throughout Metro.

74%
of staff agree that they feel comfortable reporting safety concerns



500+
Safety Hotline reports from employees — a record!

System Resiliency During a Global IT Outage

On Friday, July 19, 2024, Metro faced a global Information Technology (IT) outage caused by CrowdStrike, a leading cybersecurity company known for monitoring and responding to potential security breaches.

The root cause of the outage was traced to a critical software update that inadvertently introduced a system-wide bug, resulting in a crash and an inability to restart systems. The outage had widespread global implications, including major disruptions to key services such as air travel, healthcare, banking, and some emergency services. However, Metro's critical systems were protected and swiftly restored, so the outage did not affect our ability to provide bus or rail service. We experienced a few early disruptions to MetroAccess, but they were quickly resolved as well.

Major impacts to Metro's services were avoided due to quick action and active collaboration. As the extent of the outage became clear and Metro systems were impacted, our staff initiated emergency response procedures and prioritized restoring critical systems. The Metro team mobilized swiftly, coordinating efforts to bring core systems back online shortly after the morning rush hour. Following the restoration of core systems, teams worked diligently to address remaining system issues, including assisting individual users to restore their functionality. After the event, the Digital Modernization team also documented lessons learned to identify opportunities for increasing resiliency and improving future incident management.





Objective 1B. Reliability

Provide dependable services that the community trusts.

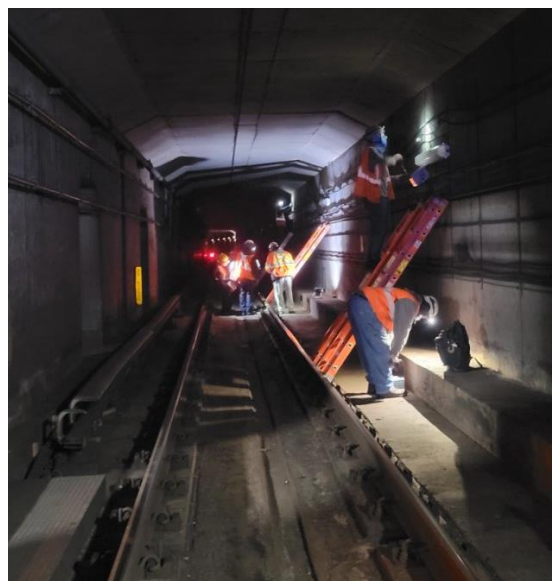
Track Access Efficiencies

Metro conducts nightly preventive and corrective maintenance to ensure our infrastructure remains safe and reliable.

Getting personnel access to the tracks during non-revenue hours is a complex process that limits the time available to complete work. Some key constraints include: a limited period between the last revenue train at night and first in the morning; moving personnel and equipment from railyards to work sites; safely securing work areas; and removing and restoring third rail power when necessary. All these efforts require close coordination between many parties in the field and the MICC.

Metro has implemented several initiatives to enhance overnight access to the roadway and extend the productivity window for maintenance work. These initiatives include streamlining business processes and leveraging advanced technology solutions to collect and analyze data. We also leveraged GPS data of equipment movement to support deeper analysis of equipment utilization. These efforts help teams plan better and coordinate equipment needs.

To enhance transparency and accountability, we established a regular Overnight Productivity Report. Each morning, this report shares information on the timeline of events from the night before, including when power was removed from the third rail, when crews started working, and when they cleared the tracks at the end of the night. This report helps all stakeholders monitor performance, identify delays, and implement process improvements. We also initiated a nightly coordination call to enhance communications and planning between the MICC and groups requiring track access. These structured daily meetings ensure transparency, alignment, and effective coordination of nightly work plans.



Metro has also streamlined processes to improve coordination between departments during the track access process. To maximize productivity, we are working to get personnel and equipment out of the yard earlier, allowing crews to begin work sooner. These efforts include coordination with:

- Day crews to prepare materials
- Work crews to ensure they are ready earlier
- Yards and the MICC to get the work trains out of the yards earlier and faster

By increasing the productivity of the overnight work window, Metro can complete more work during non-revenue hours more efficiently. This helps us maintain infrastructure, minimize service disruptions, and reduce the need to perform maintenance during revenue service hours, ultimately benefiting our customers. This helps improve our STP metric for on-time performance by reducing the number of trips during revenue service that are late due to track work.

21-minute (18%) reduction in median weekday “time to start” and 44-minute (46%) increase in median weekday “wrench time”
 (December 2023 to December 2024 comparison)





Delivering Better Service While Renewing & Modernizing Assets

Construction for work on the future Purple Line, which is owned and operated by the Maryland Transit Administration (MTA), required Metro to close Silver Spring Station for several months in 2024. Knowing this closure was necessary, Metro coordinated with MTA to take advantage of this time to schedule additional improvements and upgrades, including critical maintenance, through a closure of the Red Line between Glenmont and Fort Totten.

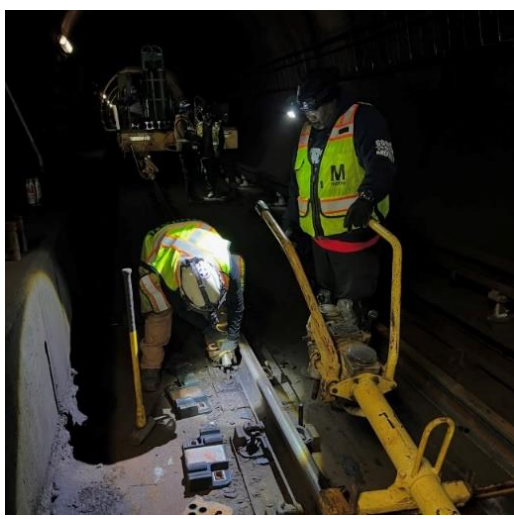


To minimize the impact on customers, Metro provided free shuttle bus service throughout the shutdown during Metrorail operating hours. Over 969,500 shuttle bus trips were provided during this period. Metro also partnered with Maryland’s Department of Transportation State Highway Administration and Montgomery County’s Department of Transportation to create almost seven miles of bus-only lanes along parts of Georgia Avenue between Glenmont and Silver Spring to prioritize buses in the area and provide faster service to customers impacted by the shutdown.

The work completed during the Red Line shutdown allowed critical safety repairs, essential maintenance, and customer experience improvements to be made in the most efficient way possible. This work helps us maintain our Rail on time performance, which was at 87.7% in 2024.

Shutdowns enabled improvements in:

- Ride Quality
- Signal and Communications Systems
- Infrastructure Quality
- Safety and Service
- Wayfinding and Information Access
- Power Reliability
- Cleanliness



Metro also strategically scheduled major construction during the holiday season when fewer customers are commuting. Between December 20 and December 30, train service was altered, and six downtown stations, on the Orange, Blue, and Silver lines, were closed, in phases, as part of a major construction project.

Retirement of 2K Railcars

In May 2024, Metro officially retired its 2000-series trains. Introduced in 1983, these trains ran for a total of 200 million miles and carried more than 775 million customers. Also, in comparison, the current 7000-series trains are five times more reliable.





Fleet of the Future

In Spring 2024, Metro hosted the Fleet of the Future Expo, a two-week public engagement event designed to gather customer input on the design of our 8000-series railcars. As part of the festivities, we held a special event on the National Mall during the Cherry Blossom Festival, attracting thousands of attendees. During the Expo, visitors had the unique opportunity to explore an 80-foot mockup of the new railcar to experience what Metro designers and engineers have in mind for the newest railcars joining Metro's fleet. Nearby, festival goers could also tour one of Metro's new zero-emissions buses, showcasing our commitment to sustainability. The festivities also included an onsite pop-up shop, offering exclusive merchandise celebrating the Cherry Blossom Festival and the Fleet of the Future.



Open to the public for two weeks, the Expo was staffed entirely by Metro employees and had nearly 47,000 attendees. The event successfully achieved its goals: sharing information with the public, garnering feedback from customers and employees, and generating excitement about Metro's future.

The 8000-series railcars are being custom-built for Metro by Hitachi and are being designed with safety, customer comfort, and modern features in mind. Key features of the new railcars include open gangways, center of car handholds, heated flooring, and reconfigured seating. The

design and development process of the railcars is methodical and meticulous, involving testing and retesting for safety, efficiency, and durability. Since the Expo, Metro teams have traveled overseas to visit Hitachi's railcar divisions and continue the design and production processes. The collaboration and oversight process will continue until the first of the railcars are ready to be shipped to the United States.

The introduction of the 8000-series railcars will mark an exciting step forward for Metro, promising a new era of enhanced service and customer experience. Over time, these railcars are set to become a cornerstone of Metro's future fleet. While the process of bringing the railcars to life may be lengthy, the details involved underscore Metro's commitment to delivering safe, efficient, and enjoyable transportation to the region.

By the Numbers
Nearly 47,000 attendees
11,100 web page views
2.8M social media impressions
37,900 handouts distributed
5,660 items of merchandise sold
6,598 survey responses
144 media stories from across the world





Rail Automation is Back

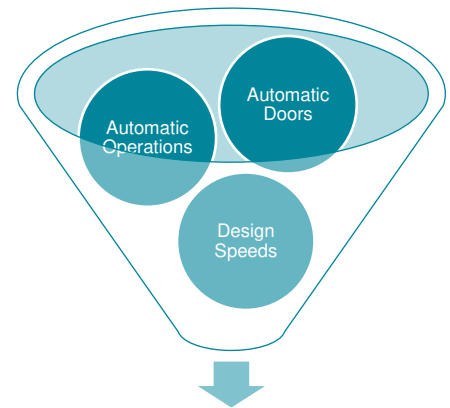
Metro is reinstating Automatic Door Operations and Automatic Train Operations to make rail trips safer, faster, smoother, and more reliable.

In July 2024, Metro launched Automatic Door Operations on all Metrorail lines. Customers now notice faster entries and exits, with doors opening within three to five seconds after the train stops on the station platform. The time saved per stop is up to 10 seconds, which could save 3-5 minutes in end-to-end travel on a line. While train doors will open automatically, train operators still close train doors manually.

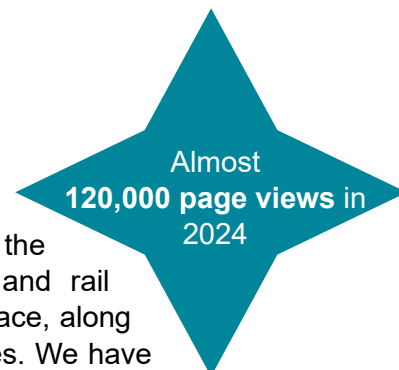


In December 2024, Metro reactivated Automatic Train Operations on the Red Line for the first time in 15 years, after extensive testing and concurrence from the WMSC. Rail vehicle operators continue to supervise operations and to close doors. Additionally, trains are now operating up to the original design speed of the system, up to 75 mph, on some track segments.

By combining Automatic Door Operations, Automatic Train Operations, and operating at higher, original, intended design speeds, Metro can reduce runtimes on the Red Line by up to 9%, allowing for safer, more reliable, and faster rides for customers. Rail vehicle operators will continue to monitor track conditions and train status to enhance customer experience, while also observing the environment around the train for safety concerns. We continue to work with the WMSC to return to Automatic Train Operations and the use of original design speeds throughout the rest of the system by Summer 2025.

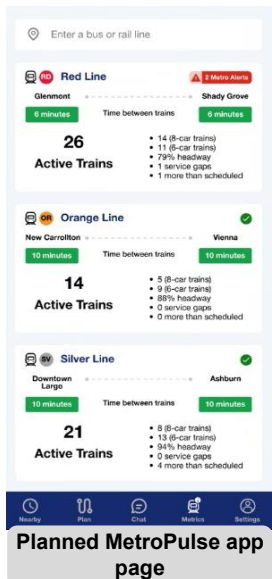


9% reduction in Red Line runtimes



MetroPulse

MetroPulse helps customers to plan their trips and navigate the Metro system, giving customers real-time information on bus and train locations, frequency, schedule adherence, and service advisories. In 2024, we launched MetroPulse for Metrobus, like the existing MetroPulse Metrorail dashboard, to provide transparency on both bus and rail operations. During the 2024 calendar year, approximately 120,000 page views took place, along with over one million requests made for data on bus and rail activities. We have now linked both the Metrorail and Metrobus dashboards to complement performance tracking tools available on the WMATA website, along with MetroAlert notifications.



In addition, this year, we launched 'MetroPulse Feedback', giving customers the opportunity to provide input on their user experiences and preferences for MetroPulse. Metro is utilizing this feedback to shape and improve the user experience moving forward.

We are also currently working on a MetroPulse mobile application—which will be a one-stop application for Metro. Features of this application will include real time display of both bus and rail information; enhanced trip planning including regional transit; live online Chat with Customer Service Agents; jurisdictional transit maps; information on headways, schedules and active statuses; feedback forms; and integrations with SmarTrip, MetroAlerts, and MetroAccess. Internal beta testing has begun with a targeted go live date in 2025.





Modernizing our Fare System

Metro continues to modernize our fare systems to increase reliability and convenience and to increase revenue and reduce costs.

Upgrading Fare Machines

In 2024, Metro completed the installation of new fareboxes across our entire fleet of buses. The new fareboxes process coins and bills faster; have larger, brighter, full-color displays for better visibility; and are more reliable thanks to technological upgrades. In addition, the SmarTrip card reader is now separate from the farebox, leading to increased fare collection reliability. The new fareboxes receive regular software updates, ensuring the system runs smoothly. Farebox reliability in the field continues to increase, and based on recent trends, the percentage of buses with assigned trips with non-reporting fareboxes has gone down to about 1.5%.



Meanwhile, in our rail system, Metro has upgraded all exit fare machines to allow the use of credit and debit cards. This move makes paying easier and more convenient for customers. In addition, we have also right sized the number of new fare vending machines which will be purchased under a new procurement plan. This change allows Metro to return nearly \$20M to the capital improvement program. We can make this change because of a decreased reliance on traditional fare vending machines to purchase and reload fare cards with increased customer adoption of mobile payment. As a result, Metro is able to reduce the required number of fare vending machines.

Fare Advancements

Metro continues to improve the customer experience for fare payment and adoption of mobile with virtual card payments.

The Kids Ride Free program allows District students in K-12 to ride Metro for free, while U-Pass allows students at participating colleges and universities to ride for free. In 2024, the DC Kids Ride Free program joined U-Pass in allowing participants to transfer their cards onto Apple smartphones for use in the Metro system. Work is now underway to add the capability to Android devices in 2025 for both the Kids Ride Free and U-Pass programs. Since the launch of mobile payments in September 2020 on Apple and June 2021 on Android, Metro reached 100 million mobile transactions in January 2025. Adoption rates for mobile are 35% overall on Rail, with some stations at over 50%. Also, adoption of the Kids Ride Free cards on the Apple platform is at nearly 5,000 users. That is a 10% conversion rate of the plastic SmarTrip cards issued to students.



All these improvements to our mobile payment system help pave the way for Metro Tap & Go, open payment for Metrorail, Metrobus and Metro parking facilities. Metro Tap & Go will allow customers to use credit or debit cards to use the system, removing the friction of purchasing fares, particularly for visitors and infrequent customers. Metro plans to begin rollout of open payment in 2025.

Setting Records

Nearly **48 million** mobile transactions just in 2024; over **100 million** since launch in 2020

Adding over 1.2 million mobile transactions each week

Mobile is sticking: 27% of stations above 40% mobile use, and 100% of stations are over 20%

Daily record: **over 6,000** new cards created, and **nearly 1,100** plastic cards converted in one day

One-day high: **221,000** mobile transactions

Nearly **5,000** DC Kids Ride Free cards converted to Apple Wallet



Objective 1C. Convenience

Deliver frequent and accessible service that modernizes and enhances the customer experience.

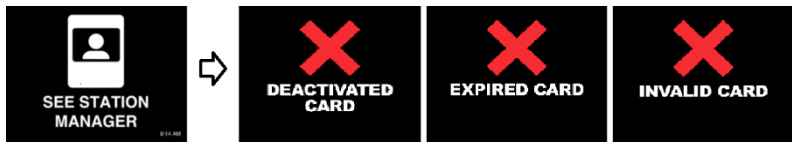
Improving Customer Information

In Metrorail stations, fewer customers will need to see a Station Manager when they receive an error message when trying to tap in or out of the system. Instead of customers getting stuck at the faregate, Metro has installed upgraded software technology, which is helping to create fewer interruptions to customers' journeys.

Previously, when a SmarTrip card triggered an error at the faregate, a Station Manager needed to intervene to determine the issue and help the customer. This new software upgrade is streamlining the customer experience for around 25,000 faregate interactions per day by providing more informative messages for common farecard errors. Metro has also automated the resolution of incomplete rail trips where a SmarTrip card tap on either entry or exit is not registered during a customer's trip, resulting in a "See Station Manager" error. As part of these improvements, faregates automatically open and charge either the regular fare or reduced fare for customers enrolled in one of Metro's reduced fare programs. The display screen shows the trip charge and the current SmarTrip balance. This prevents an average of 6,000 customer trips from being interrupted and requiring staff assistance.

Seamless Solutions

6,000 trips per day are avoiding hassles thanks to automated resolutions.



Improving Wayfinding

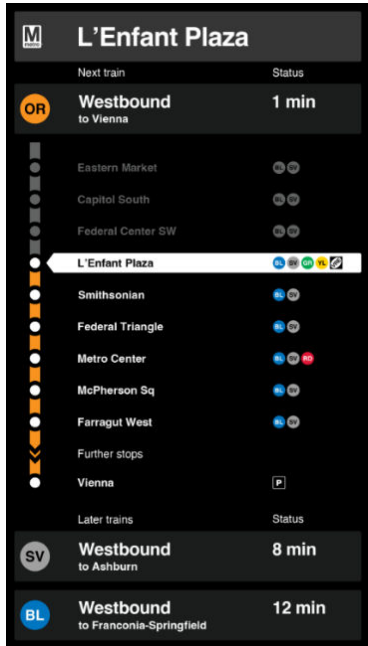
Since the debut of Metro's first wayfinding enhancements pilot program at L'Enfant Plaza Station, we have completed a second round of wayfinding improvements at Gallery Place-Chinatown, Rosslyn, and Metro Center Stations.



Incorporating global best practices from transit systems in major cities such as Tokyo, Seoul, and Paris, we have introduced lettered pathways at key decision points outside and inside stations. Now, customers can find these letters on both overhead and wall signs, at the Station Manager kiosk/fare line, on outside pylons, and on popular transit map mobile apps (i.e., Google Maps and Transit.)

All this work is centered around customers and the community. All new signs installed contain words or icons intended to help customers more easily connect with the places and services they need. By marking clearer accessible pathways using universal symbols, we've tried to make it easier for customers to find elevators and know where to get in, out, and between platforms at stations.

Additional wayfinding enhancements in progress include the use of cardinal directions. Instead of listing a train destination, such as "Vienna" or "Branch Ave," we are incorporating universal directions like north, south, east, and west (as well as northeast and northwest for Red Line travelers) to help customers better orient themselves to the direction the trains are heading.





Installation of new information displays with real-time station ahead lists tell customers when the next train is coming, and list stops along their journey to give complete confidence that they are boarding the correct train. Metro has also installed new passenger information displays throughout L'Enfant Plaza and Chinatown Stations as well as upper-level transfer information. Metro is continuing to roll out these enhancements across stations in the system.

Spanish Comes to Fare Machines

Fare charts have been updated to include signage in Spanish to make Metro more accessible to Spanish speakers. Metro also encourages Spanish speakers to look through our [Spanish language rider guide](#). The guide lists all Metro stations and their corresponding colors, has a QR code for users to download Metro's app, and includes a map of the entire Metro system all in Spanish.



Weekend Customer Service Chat Now Available 8am-7pm

A record 94% of real-time bus arrival predictions were accurate in October thanks to improvements in the algorithm. This is above our target of 88%+

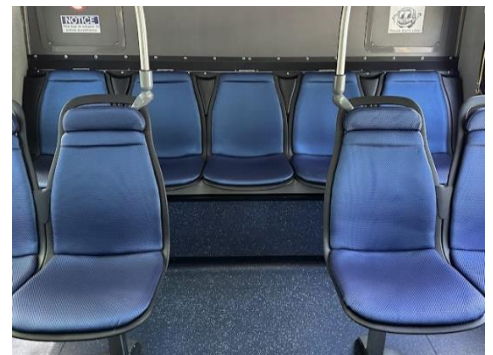
Expanding Better Bus Improvements



Better Bus is an initiative to rethink, redesign, and revitalize bus service to better serve the needs of customers in the region.

In Summer 2024, Metro started operating buses with a reconfigured seat layout—removing two seats to create a multi-use area. This space accommodates strollers, small carts, luggage, or three to four standing customers. The new area deconflicts these uses with occupancy in the ADA seating area, increases capacity, and reduces congestion. The change aligns Metro with a new industry-wide best practice and brings Metro more in line with peers on the number of seats on a 40' bus. The removed seats will be used to replace damaged seats in the future. The new Metrobus seat configuration aligns with the creation of similar multi-use spaces planned in our upcoming the 8000-series railcars.

Metro's buses have also been improved with the upgrade to vinyl passenger seats. Vinyl is a more durable material than cloth. In addition, it does not absorb spills, stains or odors, and it has a better overall appearance. The vinyl has the added benefit of being more cost-effective than fabric. More seats are being installed on buses every week, with the goal of completing the upgrade to all vinyl seats across the entire fleet of Metrobuses in 2025, helping improve our STP metric around bus cleanliness and the overall customer experience.






Better Bus Network Redesign and the 2025 Network

On November 21, 2024, Metro’s Board of Directors approved the 2025 Better Bus Network, the first major overhaul of the Metrobus network in its 50-year history. Metro will launch the changes in June 2025, including new route names. This is the culmination of a two-and-a-half-year effort to redesign the network with the goal of making the bus system easier, faster, and more reliable to use.

Creating a Better Bus Network incorporated three rounds of engagement and outreach with Metro’s customers, employees, advocates, and stakeholders. In Spring 2024, we shared the proposed 2025 Better Bus Network publicly, and we received over 13,000 comments in response. That input resulted in changes to over 50% of the routes in the network, and we believe that the public’s input created a better outcome.

The 2025 Network adds 30% more routes to the Frequent Service Network (buses scheduled at least every 12 minutes or 20 minutes, every day of the week) and provides 20,000 more DMV residents with access to weekend service, all within existing resources. The 2025 Better Bus Network could attract nearly 13,000 more regular weekday trips and avoid almost 4,300 metric tons of CO₂ emissions each year.



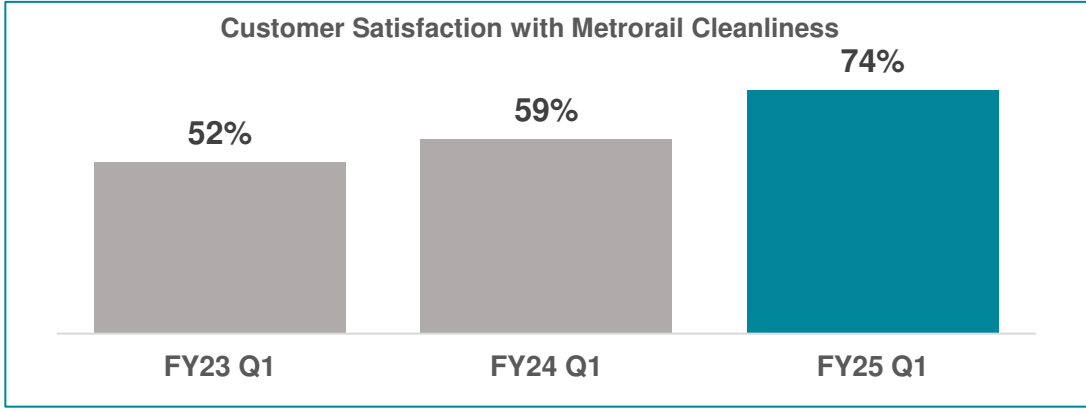
An Unprecedented Undertaking: Network Redesign Engagement Highlights

Since the project’s start in 2022, customer and community feedback has directly influenced the development of the Network Redesign

23 Total Weeks OF PUBLIC ENGAGEMENT AND COMMENT OPPORTUNITIES	45,000+ Interactions WITH CUSTOMERS AND COMMUNITY MEMBERS			
200+ public events, including bus stop chats, pop-up events, bus ride-alongs, and workshops	33,000+ comments collected	1,590+ employees engaged at all nine Metrobus garages, Metro offices, and Prince George’s County TheBus	111,000+ unique website users	
380+ custom-made maps at the regional, state, neighborhood, and route-level	979,000 people reached via 21 community newspaper advertisements in 7 languages	634,200+ take-ones in 9 languages distributed	3,600+ Better Bus Dispatch e-newsletter subscribers	9,200+ views of 15 Better Bus videos on YouTube

Cleaner Trains

Metro upgraded the equipment and sanitation techniques used to clean trains, resulting in cleaner trains.





Improving Last Mile Connectivity

One of the priorities outlined in Metro’s STP is to provide safe and accessible routes to transit for pedestrians and bicyclists. We are advancing this goal through on-property infrastructure investments and working with regional partners to identify and fund improvements to transit connectivity.

In 2024, we released the second edition of the [Metrorail Station Pedshed and Bikeshed Atlas 2.0](#). This document provides information on pedshed and bikeshed availability and it now includes an interactive [web map](#) to explore and export data for independent analysis. Findings from the Atlas 2.0 will help Metro partner with local jurisdictions to identify and prioritize pedestrian and bicycle projects to increase the share of customers who bike to stations to 3.5% by 2030, one of our STP metrics.



East Falls Church Metrorail Station Bike & Ride

Metro is also supporting bicycle connectivity by installing new bike parking infrastructure. In Summer 2024, we held a public demonstration at NoMa-Gallaudet U Station and asked customers to test and comment on potential new bicycle parking options. New bicycle parking upgrades are expected to start in 2025 with phased installations over several years. The new 8000-series trains will also feature designated areas for bikes, underscoring our commitment to better integrate bicycles into our transit system. These initiatives are part of Metro’s ongoing commitment to improve bike accessibility and enhance the customer experience.

Prince George’s County was awarded \$500K to **enhance pedestrian and bike connectivity** to West Hyattsville station and nearby areas

Rail Service Improvements

Metro has adapted our service to provide safe, frequent, and reliable service at all times of the day and all days of the week to serve all types of customers and connect them with all the possibilities our region has to offer.

In December 2024, Metrorail improved the weekday off-peak Yellow and Green Line train frequencies from eight to six minutes. With this adjustment, we are **achieving 100% of budgeted service for FY2025**.

Rail service patterns and frequencies have been improved to reduce wait times for customers, a key driver of ridership growth and customer satisfaction—contributing to our record high customer satisfaction. These changes have optimized the use of assets and increased operational efficiency, offsetting the costs of additional service. An example of this is optimizing the mix of 6-car and 8-car train configurations to reduce car count while maintaining capacity where needed in the system. In 2024, Metrorail schedules included train length recommendations for every train based on likely maximum train load at the busiest times of the day. Through coordination with our safety partner, the Washington Metrorail Safety Commission (WMSC), the 7000-series wheelset issue has been resolved.

Wait 6 Minutes or Less!
on 67% of weekday Rail trips





GOAL **2**

Talented Teams

Your Metro, The Way Forward | Annual Transformation Report

Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.

Objectives

- A. Recruitment and Retention
- B. Engagement, Empowerment, and Recognition
- C. Professional and Technical Skill Development





Overview of Talented Teams Metrics

Indicator lights: ● Target met | ● Target just missed | ● Target missed | If no annual target

Metric	FY23 Result	FY24 Result	FY25 (Jul – Dec) Result	FY25 Target	FY28 Target
Goal 2: Talented Teams					
Staff perception of WMATA as great place to work	1	-2	n/a	≥ 1	≥ 14
Objective 2A: Recruitment and Retention					
Time to hire (days)	129	119	● 129*	≤ 111	≤ 90
Voluntary turnover rate	2.8%	2.6%	● 2.8%	≤ 2.85%	≤ 2.0%
Objective 2B: Engagement, Empowerment, and Recognition					
Staff sentiment about working for WMATA in the future	81%	81%	n/a	Improve	≥ 90%
Staff perception of empowerment	44%	46%	n/a	Improve	≥ 65%
Staff perception of collaboration	24%	29%	n/a	Improve	≥ 65%
Staff perception of process efficiency	35%	32%	n/a	Improve	≥ 60%
Staff perception of duplication of activity	24%	22%	n/a	Improve	≥ 65%
Staff perception of recognition	44%	42%	n/a	Improve	≥ 60%
Staff perception of Diversity, Equity, and Inclusion	59%	65%	n/a	Improve	≥ 80%
Objective 2C: Professional and Technical Skill Development					
Involuntary turnover rate	1.6%	2.0%	● 2.2%	≤ 1.5%	≤ 1.5%
Staff perception of learning and development	52%	51%	n/a	Improve	≥ 75%

Staff perception metrics are collected annually in June via an organization-wide employee survey, so FY25 results will be available in July 2025. Metrics for “Offer Acceptance”, “Workforce Demographics”, “Absenteeism Rate”, and “Internal Customer Satisfaction” are still under development and will be included in the next report.

*Time to hire results include preliminary data from December.



Objective 2A. Recruitment and Retention

Attract and retain the best talent at all levels of the organization to deliver Metro’s future vision.

Metro’s Employees are Our Greatest Asset

Metro’s Board of Directors approved a new four-year contract with Metro’s largest union, Amalgamated Transit Union Local 689. This union represents more than 8,000 Metro employees – including bus and train operators, station managers, maintenance workers, and other support positions.

This agreement allowed us to take a closer look at fatigue management and take a proactive approach with safety protocols that limit the hours of continuous work to make sure workers are rested. The updated rule aligns with industry best practice and standards published by the American Public Transportation Association (APTA). It also addresses findings from the Washington Metrorail Safety Commission (WMSC).

Metro and Local 689 also agreed to attendance and leave enhancements to increase employee accountability and retention. Another provision in the new contract enables Metro to increase valuable maintenance during the overnight non-revenue period which is used for important system repairs and preventive maintenance.

Metro’s Board of Directors also approved a new four-year contract with Local 922 International Brotherhood of Teamsters in 2024 and a new five-year contract with the Fraternal Order of Police/Metro Transit Police Labor Committee in early 2025. These three contracts value our hard-working staff while also enhancing cost management, operational safety, recruitment and retention, and system efficiency.

Updating Job Descriptions

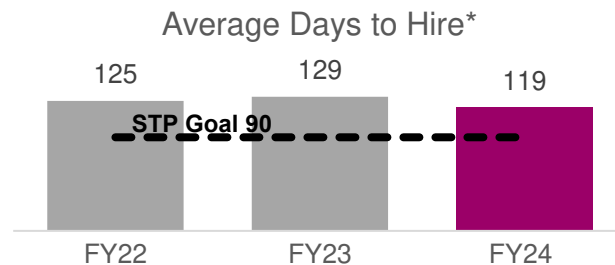
Metro has introduced a new tool, PayFactor Job Description Management (JDM), to streamline and enhance the process for creating and updating job descriptions. This tool fosters greater collaboration among stakeholders, allowing for more interactive discussions when defining job duties, and required skills and competencies. The JDM tool also provides valuable analytical support, offering market pricing data and compensation insights — both internally and externally — helping ensure that job descriptions are aligned with competitive market benchmarks. Additionally, it simplifies the approval process with a workflow that tracks the process from start to finish and stores the job description once finalized.

Since its launch, PayFactor JDM has already played a key role in assisting management with updating numerous outdated job descriptions, with users providing highly positive feedback. Metro reviews and updates job descriptions on an ongoing basis, particularly prior to recruiting for a position. This tool is helping us create job descriptions that better align with our existing and future workforce needs, ensuring that candidates meet the evolving demands of the organization.

Accelerating Talent Acquisition

By the Numbers
Vacancy rate improved by 8.7%
Voluntary turnover rate dropped 2.6%
Bus operator attendance highest in 5 years
1,100 vacant positions reclassified to align our workforce

Recent changes in recruitment strategies have improved hiring outcomes by reducing the average number of days to hire by 10, demonstrating a streamlined recruitment process. This included implementing strategic sourcing techniques to identify and attract talent more effectively, updating job descriptions to better align with current market demands, and reducing educational requirements where appropriate to prioritize skills and experience.



* Average days from job posted to hired for non-represented and Local 2 staff

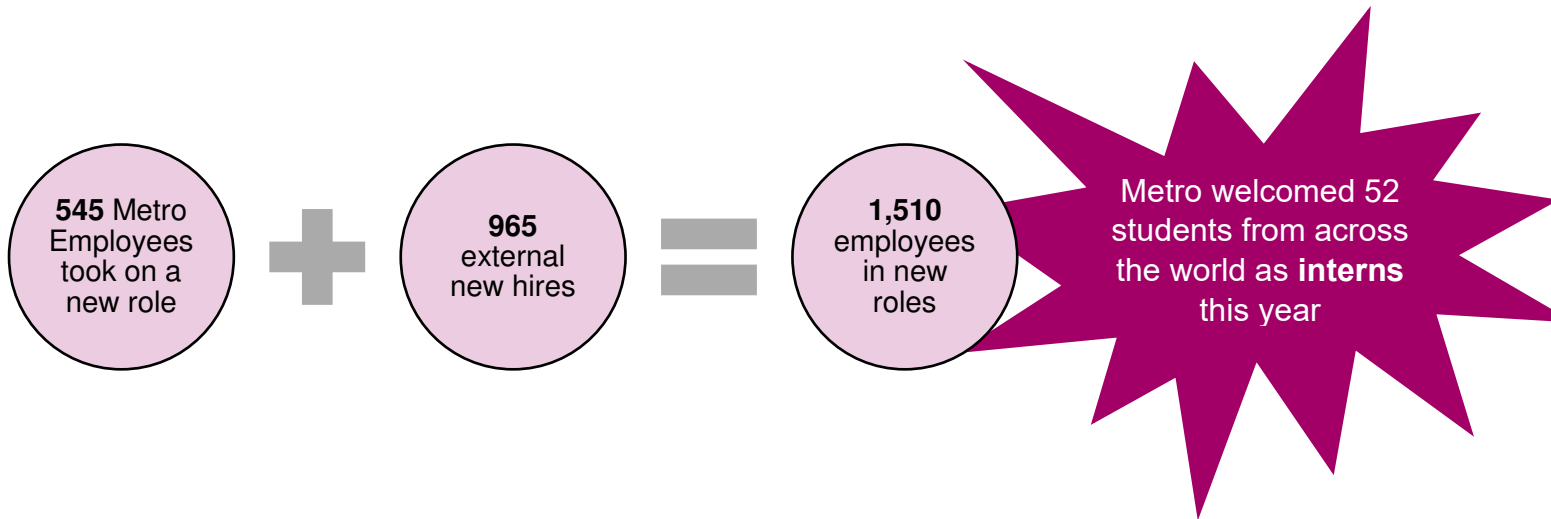




Metro Elevate

The Metro Elevate Succession Management Program offers a structured and highly collaborative approach to ensuring that Metro has the right people in the right jobs, both now and in the future. The Human Capital team works collaboratively with leaders and stakeholders across the organization to identify critical positions and potential internal successors, and to develop action plans to prepare identified individuals to assume those positions.

The process is centered around identifying core competencies and skills necessary for business continuity and developing current employees to meet future business needs. Building talent pipelines to engage candidates plays a crucial role in reaching a broader and more diverse talent base. It also helps improve our STP metric for staff sentiment about working for Metro in the future.



Partnership with DC Infrastructure Academy

For the second year in a row, Metro was awarded the Corporate Partnership award by the Washington, D.C. Infrastructure Academy (DCIA) for providing career opportunities for DCIA graduates. DCIA trains District residents for careers in fast-growing infrastructure areas, including transportation—offering participants opportunities such as earning their Commercial Driver’s License (CDL), or training as an automotive technician.



Metro partnered with District Government agencies, including the Department of Employment Services (DOES) and DCIA, to offer opportunities to qualified applicants through attendance at career fairs. Metro has hired seven graduates from DCIA’s CDL training cohorts and intends to hire more. These graduates have filled critical positions, ensuring that Metro has a skilled workforce to maintain and operate its services. Future initiatives include the offering of a preparatory course through DCIA for multiple mechanic positions within Metro and a partnership with the University of the District of Columbia (UDC) and DCIA for a cadet program for Metro Transit Police Department officers.

Metro was recognized as a
Military Friendly Employer and **Military Spouse Friendly Employer**
 by Victory Media





Objective 2B. Engagement, Empowerment, and Recognition

Empower employees and promote effective collaboration and continuous cultural improvement so employees feel supported, recognized, and engaged.

Empowering Employees: 2nd Annual Idea Lab

To recognize and empower our employees, and to support a culture of continuous improvement, Idea Lab was founded on three key principles: Metro’s best ideas can come from anywhere; all ideas should be assessed with a “yes-and” mindset; and transparency is key to keeping employees engaged.

In Summer 2024, the second annual Idea Lab call for ideas garnered 102 submissions for ways to make Metro better. After a thorough review by a cross-department Idea Screen Team, two ideas were selected to be pitched to our Senior Executive “Sharks” and a studio audience of Metro employees at our Metro Tank event.



Metro VIBES

Metro VIBES is part of the effort to enhance employee engagement, empowerment, recognition, and cultural awareness across the organization. A major part of Metro VIBES is our Employee Resource Groups (ERGs), which grew from four to seven groups in 2024, creating new opportunities for meaningful employee engagement. The goals of our ERGs center around career development, cultivating an inclusive culture, engaging with community, and fostering collaboration among staff across the organization.

A few examples of ERG-led initiatives this year included:

- The Advancing Women at WMATA ERG partnered with the D.C. Department of Housing for the *Purses with a Purpose* drive. Metro employees collected over three hundred purses filled with toiletries and distributed them to participants in the D.C. Housing program and two local women’s shelters.
- The Pan-Asian ERG hosted Metro’s first Diwali celebration, with more than 100 employees participating and learning about the holiday’s significance.
- Metro CAN (Caregivers, Accessibility, and Neurodivergent), our newest ERG – brought attention to employee needs through a dedicated *Metro Voices* podcast discussion.





Objective 2C. Professional and Technical Skill Development

Invest in staff to expand career pathways and develop the next generation of Metro leaders and technical skill experts.

Launching the MTPD Criminal Justice Academy

This past year, the Metro Transit Police Department (MTPD) launched the Criminal Justice Academy to train its next generation of officers, starting with an inaugural class of 24 recruits. By bringing this training in-house, Metro will save \$1.2 million annually. Also, MTPD will be able to hold more classes each year, allowing us to train more officers and get them working in our transit system.



The Criminal Justice Academy will provide MTPD staff with the opportunity to focus heavily on transit policing and training specific to Metro, while still meeting training requirements established by the State of Maryland, the Commonwealth of Virginia, and the District of Columbia. In addition to standard training as required by the jurisdictions, recruits will be trained in community engagement, de-escalation skills, crisis intervention, and handling civil disturbances. Each class of new recruits will complete eight months of training, followed by an additional 10 weeks of field training. The first class began in October, meaning they will complete their training and be full-time officers in the Metro System in August 2025.

\$1.2m
annual savings

Initial class of
24 recruits

Maximizing Operator Training & Availability

Metro has been developing a Service Delivery Forecast to project future bus and train operator availability. This will help inform hiring decisions, the frequency and size of training classes, and the necessary long-term sustainment training rates required. Comparing forecasts to actual results has helped us improve the accuracy of future forecasting, including the incorporation of updated attrition information. This work helps ensure Metro has sufficient operators to continue to provide the required service levels throughout our network and increases the workforce, as necessary, for potential future service increases. In 2025, Station Managers will be incorporated into this Service Delivery Forecast to evaluate their workforce needs.

116 new train operators

317 new bus operators

Training a Skilled Workforce

Metro provides various training opportunities for employees to provide career progression and ensure we have a highly trained and skilled workforce. We have internal programs to develop employees at different levels from technical trainings to leadership programs for employees at various points in their career to foster a culture of continuous learning and growth.

Program	Graduates
High Potential Leadership	22
Mid-Level Leaders	15
EnoMax	8
Technical Skills Program (TSP)*	31
Apprenticeship Program*	9
Bus Maintenance Mechanics Training	43

* The TSP and Apprenticeship Programs develop a skilled workforce through a combination of classroom instruction and on-the-job training for 2-4 years.



GOAL **3**

Regional Opportunity & Partnership

Your Metro, The Way Forward | Annual Transformation Report

Design transit service to move more people and equitably connect a growing region.

Objectives

- A. Regional Network and Partner Service Optimization, and Transit Equity
- B. Community Partnership and Engagement





Overview of Regional Opportunity & Partnership Metrics

Indicator lights: ● Target met | ● Target just missed | ● Target missed | If no annual target

Metric	FY23 Result	FY24 Result	FY25 Q1 – Q2 Result	FY25 Target	FY28 Target
Goal 3: Regional Opportunity and Partnership					
Monthly ridership	16.6M	21.0M	● 21.3M	21.2M	TBD
Objective 3A: Regional Network and Partner Service Optimization, and Transit Equity					
Frequent service					
Metrorail	17%	60%	● 63%	70%	≥ 75%
Metrobus	41%	45%	● 45%	45%	≥ 50%
Destination access	233,500	274,300	● 275,000	275,000	≥ +10%
Percent of transit mode share	4.8% (CY22)	6.4% (CY23)	n/a	7.5%	≥ 7%
Reduced fare program active users	0	7,200	● 10,000	11,200	≥ 30,000
Objective 3B: Community Partnership and Engagement					
Inclusive contracting	23% (FFY23)	7% (FFY24)	n/a	21%	≥ 21%
Transit-oriented development on Metrorail properties	0	2	● 3	5	≥ 20 by 2032

Metrics for “Transit-oriented development in high-capacity bus corridors” and “Community engagement” are still under development and will be included in the next report.





Objective 3A. Regional Network and Partner Service Optimization, and Transit Equity

Align regional service networks, fare and service, policies, and supporting infrastructure to increase convenience, use of transit, equity in the region, and the role equity plays in Metro’s decision-making process.

Expanding Metro Lift

To reach our goal of connecting our growing region, we launched Metro Lift in June 2023, providing 50% off fares for customers enrolled in the Supplemental Nutrition Assistance Program (SNAP). We proposed an initial target of having 11,200 enrollees by the end of fiscal year (FY) 2025. As of December 2024, we have over 11,000 customers enrolled in Metro Lift, putting Metro on track to exceed our FY25 enrollment goal. While most customers (77%) have enrolled online, we have also expanded our in-person enrollment efforts through collaborations with the DC Mayor’s Office, Prince George’s County, Montgomery County, and the City of Alexandria. To reach our audience, we

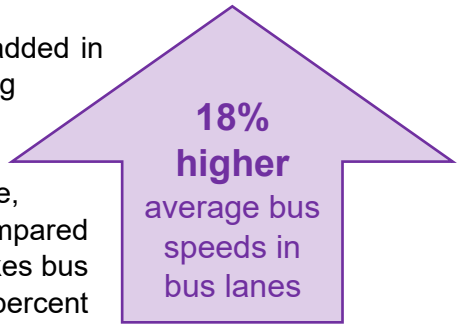


Over 11,000 enrolled
Over 1.2 million trips

hosted outreach and pop-up events at block parties, community college fairs, and other community gatherings. During these events, we engaged with 6,500 customers and enrolled almost 600 Metro Lift customers.

Partnering for Bus Improvements

Our region has nearly 35 lane miles of bus lanes, nearly a third of which were added in 2024. Dedicated bus lanes are an efficient use of existing roadway space, moving the greatest number of people in a bus in the least amount of space (compared to single-occupancy vehicles). The lanes are also a safer and low-cost way of moving more people through a corridor without widening roads. When bus priority was active, average bus speeds on these segments were 18% higher in October 2024 than compared to pre-pandemic levels. Bus lanes help improve bus on time performance and makes bus a more attractive alternative, contributing to an increase in the STP metric for the percent of transit mode share.



In February 2024, Montgomery County Department of Transportation (MCDOT) completed the installation of four miles of painted bus lanes along University Boulevard. Maryland Department of Transportation’s State Highway Administration (MDOT SHA) also partnered with Metro and MCDOT to pilot almost seven miles of bus-only lanes on Georgia Avenue starting in Summer 2024.

Clear Lanes Update:
Metrobuses to encounter 60% fewer cars & speeds are 20% faster than on the rest of the route

Data from the pilot has shown that the bus lanes increased bus speeds by as much as 32% and increased bus reliability by 18%. Given their impact on alleviating congestion and speeding up buses, MDOT SHA announced that the Georgia Avenue bus lanes will be made permanent, with adjusted operational hours to focus on weekday peak hours in response to public feedback.

The successful implementation of these new bus lanes is a testament to the teamwork and partnership between MDOT SHA, MCDOT, and Metro—a regional effort to advance faster, more convenient bus service in the Washington area.



Objective 3B. Community Partnership and Engagement

Collaborate with regional partners to promote economic growth, enhance access, and foster sustainable community development that supports ridership recovery and resiliency.

Personalized Ridership Report

In 2024, customers took more than 250 million trips across Metrorail, Metrobus, and MetroAccess – a 12% increase from 2023. To help customers see how they rode Metro in the past year, Metro released its second annual personalized ridership report, Metro Rewind. Metro Rewind includes data analytics and creative elements to help users celebrate their ridership on Metro and learn how their travel patterns factor into their DMV identity. Detailed information about individual use of Metrorail and Metrobus in 2024 includes number of trips taken, rank among all Metro Customers, miles traveled, most used station and route, a Metro archetype, and more!

Metro Rewind accessed nearly 143,000 times!



Empowering Connections: Community Relations & Outreach

Metro’s Community Relations & Outreach team continues to proactively expand Metro’s community-focused initiatives to deepen Metro’s relationships with customers and foster a sense of shared ownership in regional transit services. These efforts all contribute to the ongoing improvement of our STP metric for community engagement.

Kids Ride Free to Apple Wallet

Metro’s Regional Fare Program staff and Community Relations & Outreach team coordinated 13 school-related events and partnered with Metro Transit Police Department (MTPD) at station events and their Youth Advisory Council meeting to surpass our goal of reaching for converting Kids Ride Free Cards to Apple Wallet, with almost 4,600 conversions and growing.

Metro Fest Events

Metro hosted Metro Fest events at Franconia-Springfield and Branch Avenue Metrorail Stations. These fun-for-all-ages events helped Metro form stronger connections with members of the community we serve and educate the attendees about Metro and public transit. The two events drew a total of nearly 3,000 people. Festivities included interactive experiences with different types of Metro vehicles, trucks, and equipment.

**2 events
~3,000 attendees**



DC Bike Ride Event

Metro’s Wellness and Community Relations & Outreach offices partnered together for the annual DC Bike Ride Event, where over 9,000 participants hit the streets. The Metro Mile Hype Zone was positioned at the last mile of the 20-mile course to cheer and encourage customers to the finish. At the finish festival, a Metro booth offered educational information on Metro and mass transit, and a zero-emissions Metrobus provided an opportunity for participants to practice putting their bikes on the bus’s bike rack.

33% of federal contract dollars awarded to minority-or women-owned businesses





Accelerating Joint Development

Joint development maximizes the value of Metro by increasing transit ridership and generating new sources of revenue. It also supports local economic development, housing production, and housing affordability goals. Metro is working with internal and external stakeholders to accelerate joint development and meet our STP target of executing 20 new Joint Development Agreements (JDAs) by 2032.

Metro had many exciting advancements towards this goal in 2024:

Ground Breakings and Openings

- North Bethesda Station: broke ground on a 354-unit residential building in the final phase of LCOR’s joint development.
- Huntington Station: opened the Avention, a 366-unit residential development.
- College Park Station: opened the Atworth, a 451-unit affordable residential development led by the Gilbane Development Company and benefiting from Metro’s partnership with the Amazon Housing Equity Fund.
- New Carrollton Station: opened the Margaux, a 291-unit affordable residential development led by Urban Atlantic and benefiting from Metro’s partnership with the Amazon Housing Equity Fund.
- Grosvenor-Strathmore Station: opened Ravel & Royale, a 220-unit residential development and park. This is the first phase of a development led by Fivesquares that benefits from Metro’s partnership with the Amazon Housing Equity Fund and a tax abatement from Montgomery County.

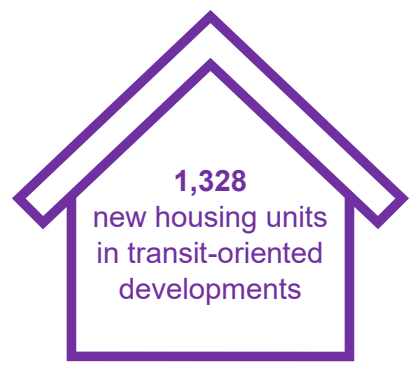


Joint Development Agreement (JDA) Approvals

- Agreement with the DC Public Library to construct a library at Deanwood Station, to be accompanied by a public plaza and a Metrobus operator relief facility.
- Agreement with Banneker Ventures to construct a residential development with retail and a public plaza at the Downtown Largo Metro operations and water treatment site.
- Agreement with Hines to construct a residential development at Twinbrook Station with retail, along with stormwater and roadway infrastructure.

Solicitations Issued for Upcoming Work

- Request for proposals to develop property adjacent to the Metro Building at Eisenhower Avenue and property adjacent to Deanwood Station into housing and retail.
- Request for qualifications for developers at North Bethesda Station, with Montgomery County and the State of Maryland committing \$36.6 million in infrastructure funding and developing the vision for a life sciences, health, and technology site anchor.
- Request for qualifications for developers for new housing and retail at Capitol Heights Station, supported by \$17 million in infrastructure funding from the State of Maryland. This is one of the priority stations identified in Prince George’s County Blue Line Corridor Initiative.

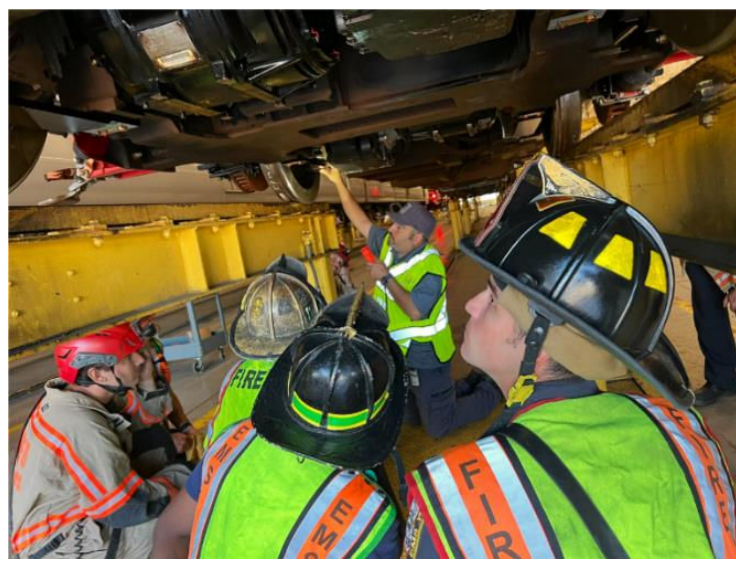




Partnering in Incident Response

Metro plays a significant role in the national security framework of our region by ensuring the safety and security of Metro operations and infrastructure.

Metro collaborates with local law enforcement and emergency responders to conduct full-scale training exercises and drills. Additionally, regular training helps Metro and our partners prepare for potential emergencies and ensure a coordinated response to incidents. We host training for local first responders, allowing them to practice techniques for lifting a Metrorail car, familiarize themselves with Metrorail infrastructure, and practice rapid response to a simulated situation involving an active shooter at a Metro facility. Opportunities such as these directly inform the development of more effective incident management procedures, ensuring the safety of customers, employees, and first responders.



Metro also provides annual safety-related training to employees on fire extinguisher use, CPR, AED, first aid, trauma kits and incident management principles.

Metro’s Department of Safety published the 2024 edition of the Metrorail Emergency Response Map Book in both print and electronic formats and distributed it to jurisdictional partners. These books provide schematics and comprehensive spatial information for the entire rail system—including all sections of track, stations, junctions, and yards—in a user-friendly format. The dual-format edition is one of the latest enhancements to support our emergency response efforts. This new edition features the most up-to-date high-resolution imagery available, enhanced digital access for mobile devices and jurisdictional first responders, and the six Silver Line Phase 2 Stations and the Potomac Yard Station.

Introduced
**Digital Metrorail
Emergency
Response Map
Book**



**1,600 First
Responders
trained in 2024**





Infusing Creativity into Commutes

Metro’s Art in Transit Program works with visual and performing artists, arts professionals, architects, engineers, community organizations and representatives, and jurisdictional arts councils to develop and install both temporary and permanent artworks, as well as to produce performances that reflect the spirit and vitality of communities served by Metro. This page highlights some of the program’s projects in our system in 2024.



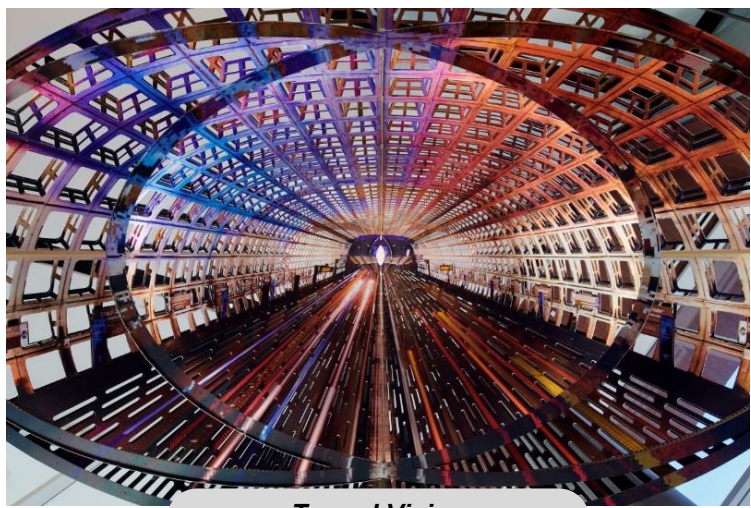
Satellites of Hope
Joel Bergner
Presented as part of the NASA Lifelines Mural Series



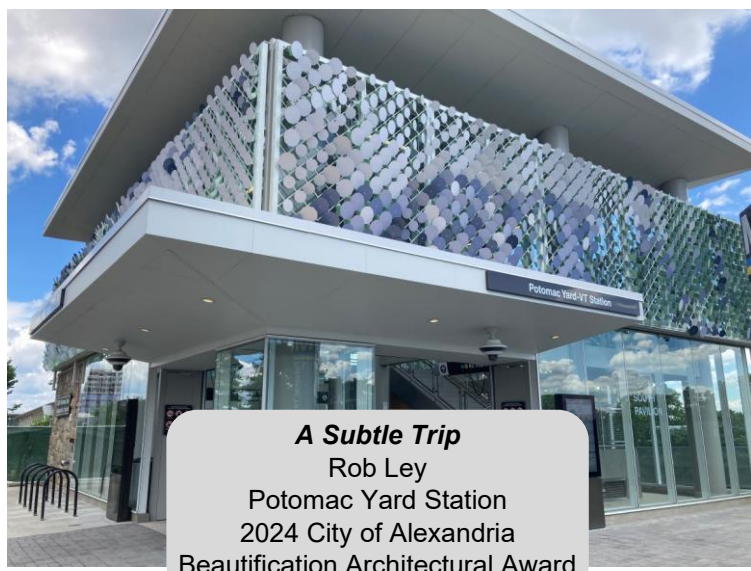
George Mason University College of Visual & Performing Arts Partnership



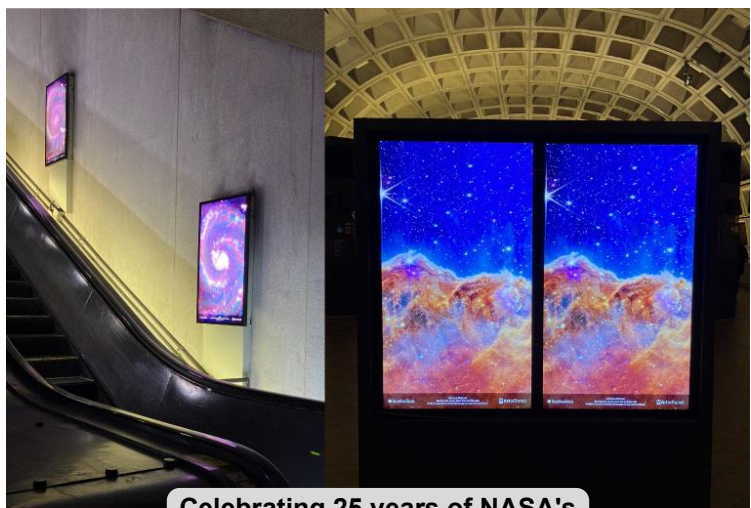
Metro Musicians Series



Tunnel Vision
FreelandBuck
Metro VA Office Building
2024 CODAAwards Winner - Institutional Category



A Subtle Trip
Rob Ley
Potomac Yard Station
2024 City of Alexandria Beautification Architectural Award



Celebrating 25 years of NASA's Chandra X-ray Observatory



GOAL **4**

Sustainability

Your Metro, The Way Forward | Annual Transformation Report

Manage resources responsibly to achieve a sustainable operating, capital, and environmental model.

Objectives

- A. Financial Sustainability
- B. Environmental Sustainability



Overview of Sustainability Metrics

Indicator lights: ● Target met | ● Target just missed | ● Target missed | | If no annual target

Metric	FY23 Result	FY24 Result	FY25 Q1 – Q2 Result	FY25 Target	FY28 Target
Goal 4: Sustainability (Financial)					
Percent of projected service funded	100%	100%	● 100%	100%	100%
Percent of capital plan funded	94%	98%	● 65%	≥ 95%	≥ 95%
Operating budget utilization	97.6%	97.3%	● 102.3%	95% to 100%	95% to 100%
Capital budget utilization	99.5%	87.6%	● 88.9% (forecast)	≥ 95%	≥ 95%
Objective 4A: Financial Sustainability					
Bond rating	AA	AA	● AA	Investment grade	Investment grade
Percent of revenue from non-fare, non-subsidy sources	4.1%	5.2%	● 5.1%	4.3%	5-10%
Percent of operating budget for reserves	0%	0%	● 0%	Toward 10%	10%
Operating expenses per vehicle revenue mile					
Metrorail	\$19.84	\$12.90	● \$11.81	\$11.44	Index to growth
Metrobus	\$15.26	\$20.19	● \$17.31	\$22.09	
Fare evasion					
Metrorail	13%	8.6%	● 3.5%	3.7%	Toward 0
Metrobus	65%	72%	● 75%	67%	Toward 0
Non-revenue fleet	1,492	1,427	● 1,413	1,405	TBD

Metric for “Percentage growth in unfunded responsibilities” is still under development and will be included in a future report.

Metric	FY23 Result	FY24 Result	FY25 Q1-Q2 Result	FY25 Target	FY28 Target
Goal 4: Sustainability (Environmental)					
Regional greenhouse gas (GHG) emissions avoidance	7.347M	9.305M	n/a	TBD	TBD
Objective 4B: Environmental Sustainability					
GHG emissions intensity	2.39	2.12	n/a	2.30	0 by 2050
Water intensity	0.81	0.70	n/a	<1	<1
Percent of carbon-free electricity	35%	33%	n/a	33%	100% by 2033
Percent of fleet that is zero-emission					
Metrobus	<1%	<1%	● <1%	<1%	100% by 2042
Paratransit	0%	0%	● 0%	0%	100% by 2050
Non-revenue	<1%	<1%	● <1%	<1%	100% by 2050
Number of facilities with green certifications	11	13	● 15	16	18 by 2028



Objective 4A. Financial Sustainability

Establish dedicated, ongoing, regional funding to support multi-year operating and capital plans, and steward public investment.

Partnering for a New Transit Vision & Long-Term, Sustainable Funding

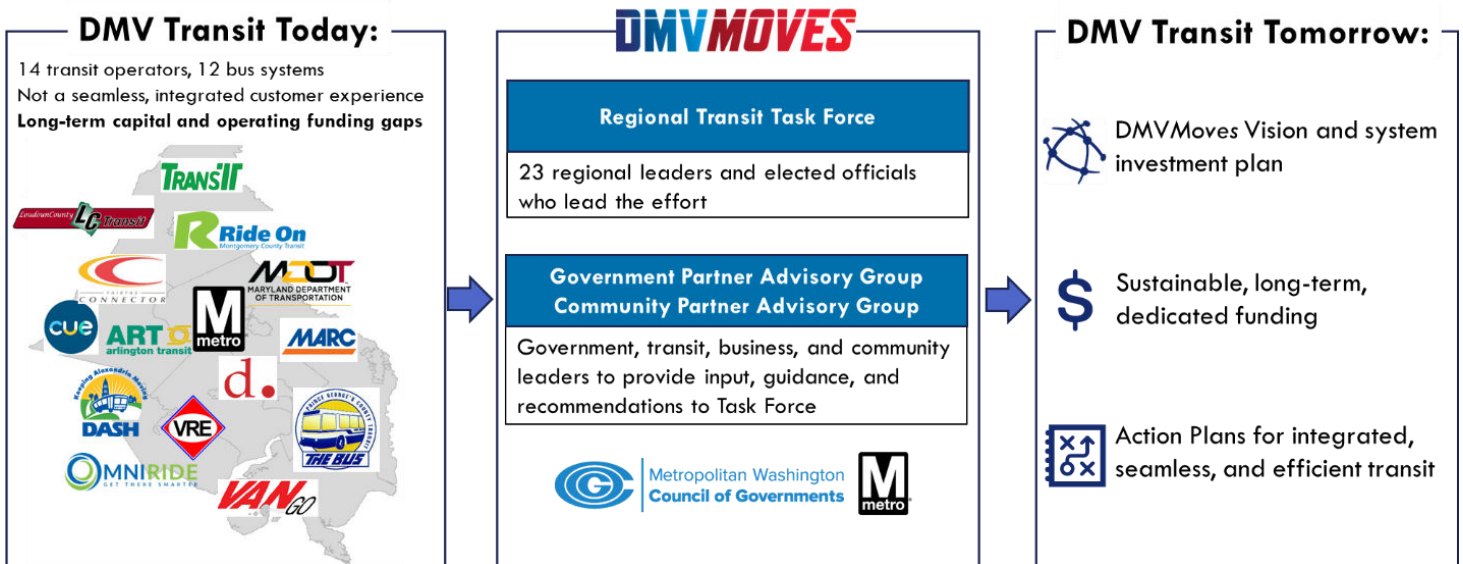
Background

Recognizing the critical role of transportation in the region, Metro and the Metropolitan Washington Council of Governments (COG) Boards of Directors launched a new regional initiative in May: DMVMoves.

This initiative responds to the need for a unified plan to ensure the future of transit in the region. While Metro continues to set records in performance and customer satisfaction and leads the nation in ridership growth, we still face critical budget shortfalls. Currently fare revenue and other funding sources cannot sustain transit operations without diverting money from the capital budget. Additionally, Metro’s capital funding is projected to face severe shortages starting in FY2029. The region’s 13 other transit providers also face long-term budget constraints and funding challenges.

To address these issues, the Boards of Metro and COG appointed a Regional Transit Task Force to lead the effort to develop a shared vision for the future of the region’s transit network. The Task Force’s goals include identifying sustainable, long-term, dedicated funding sources and creating a more integrated, seamless, and effective transit system across the region’s 14 transit providers.

Supporting the Task Force are two Advisory Groups made up of government partners, transit agencies, business leaders, and community organizations. Metro and COG staff provide project management support and executive leadership to help ensure the initiative’s success.



2024 Actions and Achievements

As of December 2024, the Task Force has convened three times, while both Advisory Groups have met five times. Over the summer, the region’s residents were surveyed to understand their priorities for transit and willingness to support investments and improvements. The survey revealed that residents overwhelmingly want more transit options, more frequent service, bus lanes, and new connections. **80% of the more than 5,000 respondents expressed support for more and better transit services, even if it requires increased investment and public funding from the region.**





Using the insights from the community survey and recommendations from the Advisory Groups, the Task Force developed the DMVMoves Vision and goals for transit:

DMVMOVES Vision and Goals







“Transit is the backbone of an **integrated, world-class mobility network** that makes the National Capital Region a thriving global economy, a preferred home, and a leader in innovation, environmental sustainability, and social equity.”

1. **Make transit a preferred travel choice**
2. **Provide a seamless, connected, and convenient customer experience**
3. **Grow ridership through TOD and expanded connections to economic opportunities**
4. **Enhance quality of life, economic development, climate resilience, and equity**
5. **Ensure predictable and sustainable transit funding**
6. **Establish standard, best-in-class transit workforce policies and skills training**

During the fall and winter of 2024, the project team, Advisory Groups, and Task Force worked together to develop and discuss potential investment scenarios and improvement plans to advance the DMVMoves Vision and goals. They also explored and evaluated various funding strategies to support these scenarios. This work will continue into 2025.

The primary deliverable for this initiative is a comprehensive long-term system investment and funding plan. Additionally, the Task Force challenged the region’s transit providers to enhance customer service and create a more integrated, seamless, and efficient transit network. To support these objectives, the Advisory Groups created six Working Groups to develop Action Plans in six areas over the next year:

DMVMoves Working Groups and Primary Deliverables:

-  A regional fare policy to provide consistent customer experience
-  Shared service guidelines and performance reporting
-  Consistent wayfinding, customer information, and amenities at transit stops
-  Regional bus priority action plan to get best value from high-frequency routes
-  Explore shared use of resources and assets and grouped procurements
-  More consistent training, certification, and inspection programs

Additional information on DMVMoves can be found at dmvmoves.org.





Updating our Subsidy Formulas

On November 21, 2024, in addition to approving the 2025 Better Bus Network, Metro’s Board also approved new Metrobus and Metrorail subsidy allocation formulas. These are the calculations that define how much each jurisdiction invests in Metrobus and Metrorail operations. Updating the subsidy formula and jurisdictional funding models was one of the preliminary initiatives established in the Sustainability goal of the STP.

The current Metrobus and Metrorail operating subsidy allocation formulas were out of date and confusing to staff, jurisdictional partners, and stakeholders alike. The formulas were disconnected from Metro’s service and cost structure, distorting each jurisdiction’s return on their Metro investment. The restructured formulas better align service delivered and the region’s investments in Metro, are now easier to understand, and provide greater predictability and transparency for all stakeholders. The new formulas will be applied to the FY2026 budget.

Driving Efficiency: Identifying New Cost Savings

This year, Metro advanced our efforts to reduce costs through strong financial management, achieving a total of \$532 million in cost reductions over the past two years. These savings span both the operating and capital budgets:

- \$257 million in the operating budget (FY2023-25)
- \$275 million in the capital program (FY2025-31)
 - \$175 million in administrative savings
 - \$100 million in project cost savings



The capital program savings were achieved through detailed project reviews, which identified opportunities for structural and recurring savings. These savings were accomplished by simplifying standards, requirements, and practices, as well as by reducing customization. Importantly, these funds help preserve funding capacity for future state-of-good- repair investments. Examples of cost-saving measures that reduced expenses without compromising investment outcomes included:

Bus Shelters

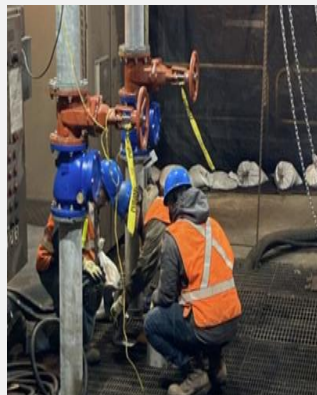
Reducing per shelter cost by ~50%



Rhode Island Ave-Brentwood Station Bus Shelter

Drainage Pumping Stations

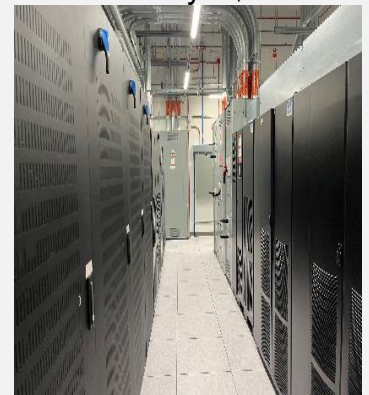
Reducing project cost by ~\$5M



Drainage Pumping Station Work

Digital Modernization

Reducing system support cost by ~\$17M



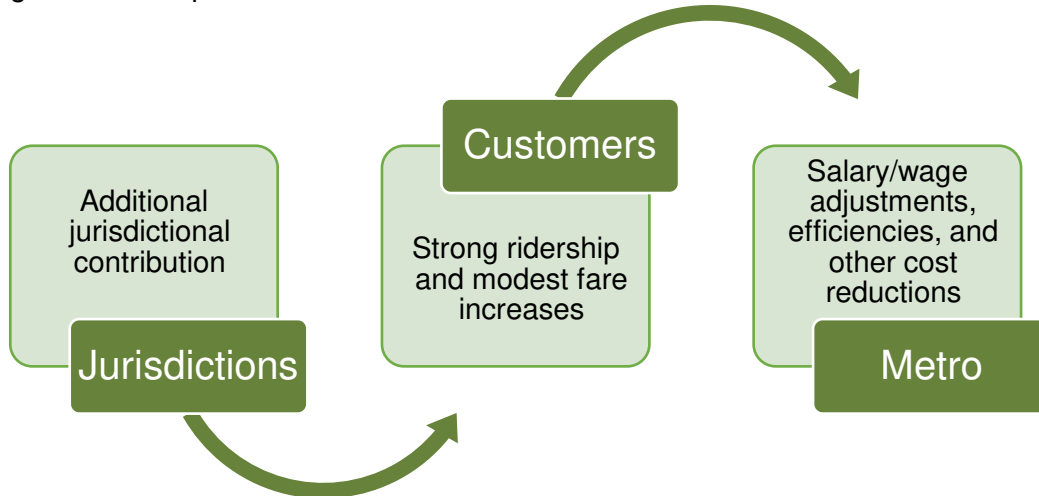
IT Infrastructure at Eisenhower Ave Office

Metro will continue to identify opportunities to save money across our operating and capital programs. These efforts are essential to supporting the additional substantial annual investments required to maintain current service levels, ensure a state of good repair, and fully utilize existing infrastructure. These ongoing investments are critical to Metro’s efforts to provide the region with frequent, safe, and reliable service.



Balancing our Budget

Balancing Metro’s FY2025 budget required contributions from all stakeholders including Metro’s regional funding partners, customers, and Metro staff. Thanks to collaboration with jurisdictional partners, additional revenue from fare increases and growing ridership, and administrative cost savings, Metro reduced its \$750 million operating deficit and avoided draconian cuts in FY2025 that would have harmed the region. Metro is building on this progress through service enhancements that are increasing ridership and supporting revenue growth, while reducing crime and fare evasion throughout our system. The additional FY2025 regional investment helped Metro significantly reduce, though not eliminate, its structural operating deficit. Metro and its jurisdictional partners continue to proactively pursue solutions to support the region’s emerging transit needs, addressing issues such as the overreliance on capital funding to balance the operating budget in recent years, the lack of a dedicated funding stream for operations, and fare evasion on Metrobus.



Reducing Fare Evasion

In 2024, we completed the retrofit of faregates at all 98 Metrorail stations. The new faregates combined with increased enforcement have resulted in an 82% reduction in fare evasion in the Metrorail system. Fare enforcement has now also expanded into our bus system. Metro Transit Police Department began fare enforcement on the bus system in December 2024.





Next Level Mobility: Ahead of Schedule & Under Budget

Between 2021 and 2024, Metro has replaced 98 escalators as part of its escalator replacement program, running 16 months ahead of schedule and remaining on budget. The program aims to replace 139 escalators by 2028.

Each escalator replacement takes approximately 25 weeks to complete.

- 1. **Pre-construction:** 2-3 weeks
Install barricades; remove everything but the frame; install hoisting systems.



- 2. **Hoisting Out:** 1-2 weeks
Hoist out old escalator frame in sections; inspect wellway.



- 3. **Hoisting In:** 1-2 weeks
New frame hoisted in and assembled.



- 4. **Build Out:** 10-17 Weeks
Additional equipment and components added.

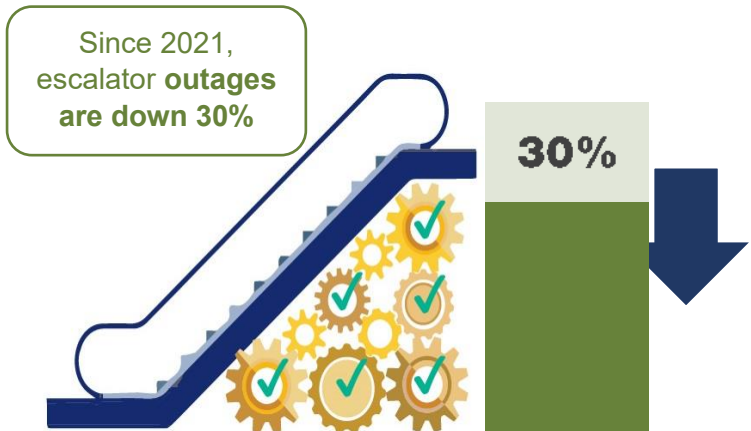


- 5. **Testing & Inspection:** 1 week



95%
Systemwide
Availability

The new escalators are more durable and reliable, feature LED lighting and UV-C disinfection, and provide a safer and smoother trip.



Average age of Metro's Escalators is 9.3 years

Did You Know?
Metro has more escalators than any transit system across the continent.
Metro has the top five longest escalators in the United States.
Wheaton Station has the longest escalators in the Metro system and in the entire Western Hemisphere! They are 230 feet long and have a vertical rise of 115 feet.
L'Enfant Plaza Station has 31 escalators – the most of any station in the Metro system.



Objective 4B. Environmental Sustainability

Take action to combat climate change, adapt to its impacts, and steward natural resources.

Supporting Clean Air and Smart Investments

Metro’s largest contribution to regional sustainability is the lower-carbon transportation it provides. In FY2024, Metro’s service prevented 9.3 million metric tons of greenhouse gas emissions—about 30 times greater than the emissions of its own operations. As ridership grows, Metro’s environmental impact increases, helping the region meet its sustainability goals. To further reduce operational emissions, Metro is investing in energy efficiency and procuring carbon-free electricity – in FY2024, Metro’s electricity use was 33% carbon-free.

In 2024, Metro joined the federal General Services Administration (GSA) to award a ten-year electricity contract for Maryland supply needs. The contract is operationally funded and will transition approximately 30% of Metro’s total electricity consumption to carbon-free sources by 2030, putting Metro on track to achieve the overall goal of 100% carbon-free electricity by 2033. Metro’s continued partnership with GSA helps mitigate exposure to energy market volatility, secures favorable pricing for a critical operating expense, and ensures financial stability while advancing sustainability goals.

Secured 10-Year Clean Electricity Contract

Driving Efficiency and Innovation

In 2024, Metro continued to manage resources wisely by making incremental investments through our existing capital program to ensure modern, energy-efficient operations. We are also building partnerships to support regional sustainability objectives.

Modernizing Facilities

By using LEED® (Leadership in Energy and Environmental Design) guidelines, Metro enhances building operating efficiency, creates healthier workspaces, and promotes community stewardship.



Metro is one of the first agencies to earn LEED Gold for a transit station project (Potomac Yard-VT pictured)

In 2024, the Metro Buildings at Eisenhower and New Carrollton each earned LEED® Gold certification from the U.S. Green Building Council. Additionally, the Potomac Yard-VT Metro Station became one of the first transit stations certified under the LEED® for Transit rating system. These achievements bring Metro’s cumulative total of green-certified facilities to 15, bringing us closer to our STP target.

Fostering Innovation and Continuous Improvement

Metro facilitates an organizational culture of continual improvement and sustainable stewardship. Metro’s Sustainability Lab and Sustainability Challenge promote cost effective innovation and best practice adoption across Metro. Since their inception, these two programs combined have sponsored several business case analyses, test and evaluation programs, and operational improvements and recognized more than 150 staff.

In 2024, the Lab partnered with Metro’s Structures team to purchase and test performance of electric jackhammers for concrete restoration and repair activities across the system. By strategically deploying electric jackhammers, Metro improves operational efficiency by increasing the mobility of maintenance and emergency response crews. These tools also provide significant resource and safety benefits, such as reducing water and fuel usage and limiting employee exposure to hazards like silica dust. In Fall 2024, Metro purchased 10 electric jackhammers, which are now being used in the field. Performance evaluation of the tools will continue through early 2025.



Electric jackhammer demonstration





Improving Station Areas

In 2024, Metro partnered with Casey Trees, a regional nonprofit, to plant approximately 450 trees at nine stations over the next two years. Tree planting provides environmental benefits, including carbon sequestration and flood mitigation, while also improving customer experience. Trees enhance customer wellbeing by offering shade, cooling, station beautification, mental health benefits, and improved air quality. During an event in the fall, Metro staff and volunteers joined Casey Trees and community members to plant nearly 200 trees at Southern Avenue and Suitland Metro Stations. Casey Trees will care for and maintain all the trees they plant for five years to ensure their successful establishment.



Casey Trees, Metro staff, and community members planting trees at Southern Ave. Metrorail Station

Zero-Emission Vehicles

Zero-emission vehicles produce no tailpipe emissions, leading to improved air quality, reduced greenhouse gas emissions, and a quieter ride for customers. Transit supports health and the environment in the region, and this zero-emission transition furthers Metro’s role while also improving the overall experience for customers.

Metro’s employees, including bus operators and mechanics, are key to this new technology. Through the end of 2024, more than 800 employees had been trained to support the introduction of Metro’s new battery-electric buses.

In 2024, Metro:

- **Expanded Battery-Electric Bus Operations:** In August, Metro introduced two additional battery-electric buses in service, bringing the total to four buses operating from Shepherd Parkway Bus Division.
- **Planned Facility Improvements:** Metro advanced the design work for the Northern, Bladensburg, and Cinder Bed Road bus divisions to support battery-electric bus operations at these facilities.
- **Expanded Bus Procurement:** We awarded a five-year bus procurement contract to further increase Metro’s zero-emission bus fleet by up to 275 buses if all option years are awarded.
- **Planned for Fleet Transitions:** Metro began assessments of the non-revenue and paratransit fleets to plan for their transition to zero-emissions vehicles.
- **Received Electric Work Trucks:** We received five of six electric work pickup trucks, which were undergoing commissioning as of December 2024.
- **Collaborated Regionally:** Alongside internal efforts, Metro continued to lead a regional zero-emission bus working group, convening regional transit partners to collectively advance zero-emission initiatives.



40-foot battery-electric bus in service



Construction underway at Northern Bus Garage



Battery-electric bus charging at Shepherd Parkway Bus Division

Performance Metrics

Your Metro, The Way Forward | Annual Transformation Report



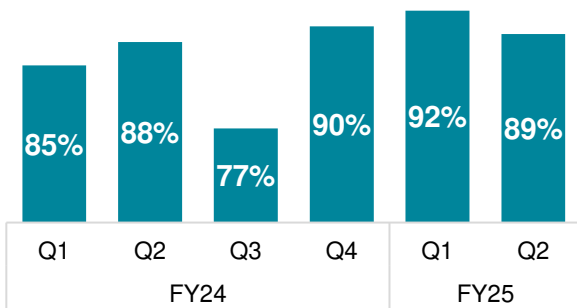
Service Excellence: Customer Satisfaction

Indicator lights: ● Target met | ● Target just missed | ● Target missed

Customer satisfaction is a vital measure of Metro’s service quality and is a key factor in driving ridership and decision-making. It provides Metro leadership with important insights into the impact of its service improvement efforts and the overall public sentiment toward Metro. As part of our STP, Metro has set a target for itself of achieving 85% customer satisfaction by 2028.

MetroRail Customer Satisfaction

● 89% customer satisfaction for MetroRail in FY25 Q2, meeting target of no less than 85%

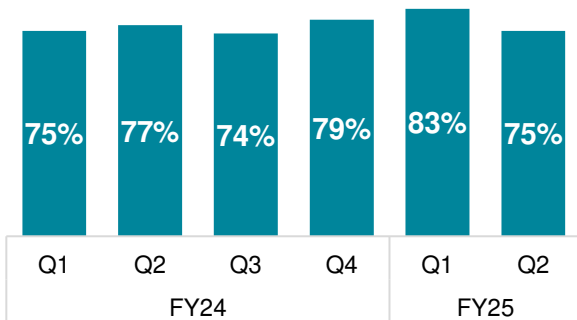


Customer satisfaction with MetroRail has consistently improved over the two years, reaching record highs in FY25. The improvements are largely driven by increases in service and improvements in reliability, as well as increases in perceptions of safety from accidents, harassment, and crime.

The STP set a target of 85% customer satisfaction by 2028, which is also the target for FY25.

Metrobus Customer Satisfaction

● 75% customer satisfaction for Metrobus in FY25 Q2, meeting target of no less than 75%

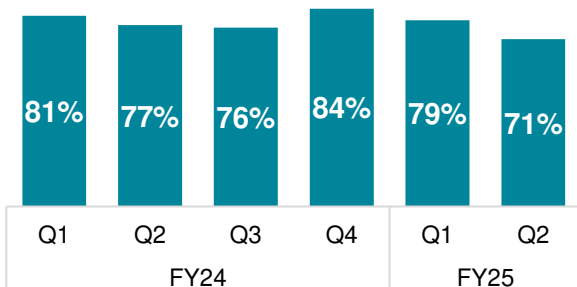


Customer satisfaction with Metrobus has remained steady at around 75% over the past two years. Customers identify shorter wait times/better on-time performance, cleaner buses, and better safety from crime as top areas for improvement. Metro initiatives to launch the Better Bus Network in June 2025, implement new cleaning protocols and replace seats with vinyl material, and address bus fare evasion aim to respond to customer feedback.

Metro's FY25 target is set at 75%, a one percentage point improvement over the FY24 target. The target aims to sustain performance gains since satisfaction hit a low point of 64% in FY22.

MetroAccess Customer Satisfaction

● 71% customer satisfaction for MetroAccess in FY25 Q2, missing target of no less than 79%



MetroAccess customer satisfaction fell to its lowest level in several years in Q2 FY25 due to an increase in late and missed trips associated with transitioning to a new contract model, which decreased the number of contracted service providers from five to one. Metro is working with the contractor to address performance issues and is bringing on an additional contractor to add capacity.

Metro's FY25 target is set at 79%, an improvement over typical performance over the past 33 months.



Talented Teams: Staff Perception of WMATA as a Great Place to Work

In FY24, Metro recorded a **net promoter score of -2** (on a scale of -100 to 100), calculated by subtracting the percentage of detractors from the percentage of promoters.

This score is based on the Metro employee survey question: "On a scale of 0-10, how likely are you to recommend Metro as a place to work to a family member or friend?" The survey is conducted annually in May/June. Analysis of FY25 survey results will be available in early July 2025.

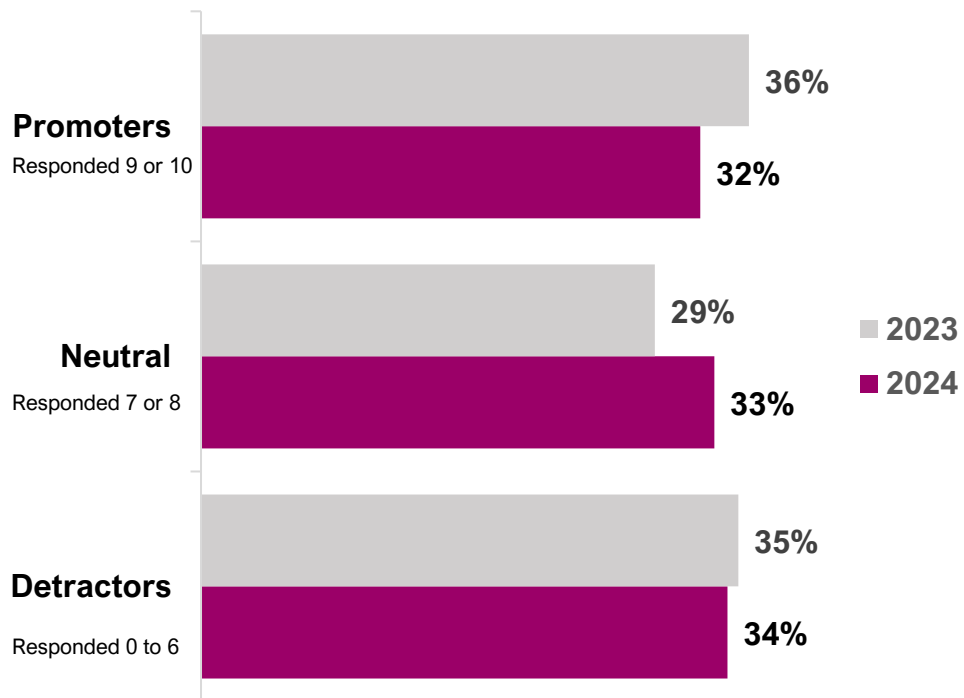
Our score fell slightly in FY24 compared to FY23, dropping four points from +1 to -2, stemming from a decrease in the share of Promoters and an increase in the share of Neutral responses. In the annual survey, several employees noted the lack of raises in 2024 due to budget constraints, as a contributing factor to their drop in satisfaction.

As part of the STP, Metro has concentrated prioritized efforts to enhance workplace culture, recruitment, and retention to steadily improve our performance. Current initiatives include:

- **Employee Engagement Strategy:** Building on the launch of seven employee resource groups to foster collaboration and inclusion.
- **MetroSync System:** Investing in a new enterprise resource planning (ERP) software system for human capital and financial management.
- **Leadership Training Programs:** Revamping training programs to focus on emerging, mid-level, and high-potential leaders.
- **MetroElevate Program:** Implementing a succession management program to develop and prepare future leaders.

Metro employee responses, June 2024 compared to June 2023:

On a scale of 0-10, how likely are you to recommend Metro as a place to work to a family member or friend?



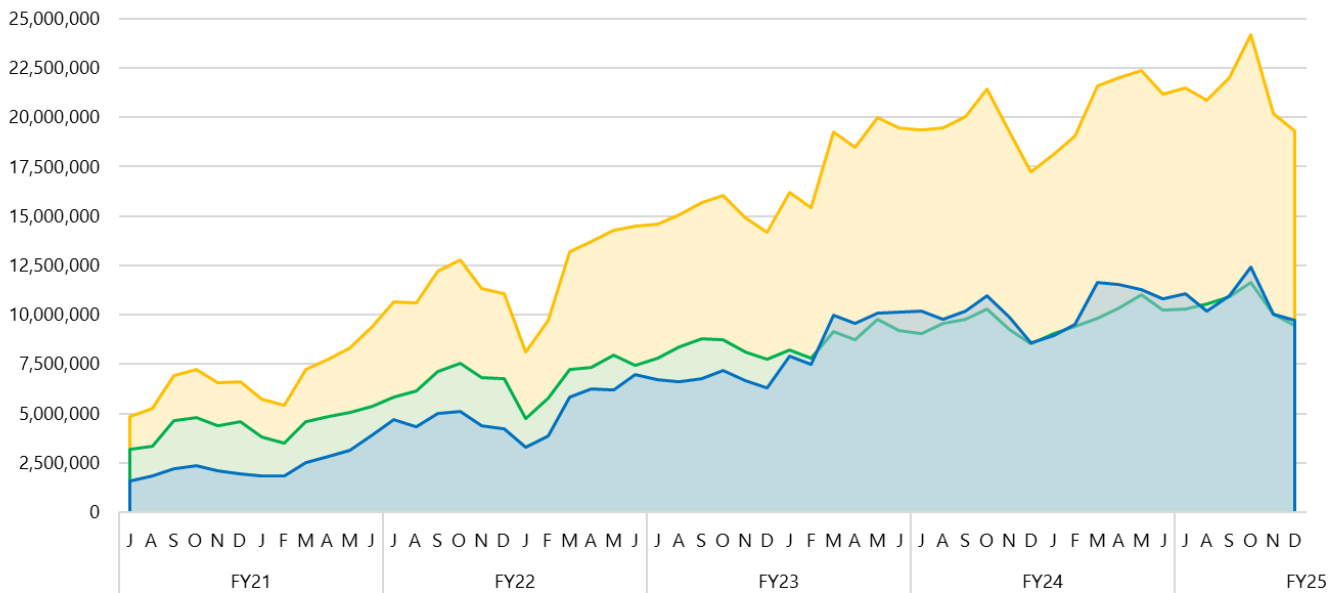


Regional Opportunity and Partnership: Monthly ridership

Ridership has continued to grow year-over-year, with an approximate 10% increase in FY25 Q1-Q2 compared to the same period in FY24. December 2024 marks 45 consecutive months of year-over-year ridership growth. By the end of Q2, Metro customers had taken 128.1 million trips.

Monthly Ridership | Rail, Bus, and Total

(Total includes MetroAccess)



Through Q2 of FY25, Metrorail ridership reached 64.4 million trips, representing an 8% increase over the same period in 2024. Metro carries 402,000 customers on an average weekday, and October had the strongest weekday ridership since 2020.

Through Q2 of FY25, Metrobus ridership reached 63.0 million trips, marking a 10% increase compared to Q1-Q2 of FY24. The average weekday ridership reached 395,000, with the average weekend ridership at 230,000. October also marked the strongest weekday and weekend ridership on Metrobus since 2020.

Through Q2 of FY25, ridership on MetroAccess branded service reached 0.6 million trips, marking a decrease of about 22% from the corresponding period in FY24. MetroAccess has been leveraging Abilities Ride partners, who carried an additional 0.7 million customers during this period, 77% more than in Q1-Q2 FY24.



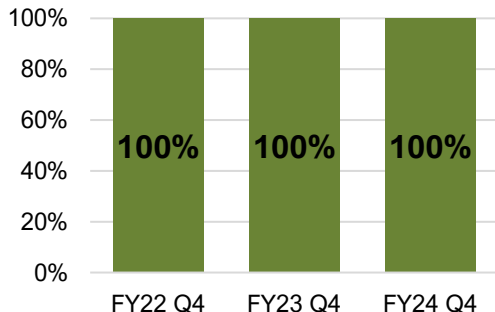


Sustainability: Financial Sustainability

Indicator lights: ● Target met | ● Target just missed | ● Target missed

Percent of projected service funded

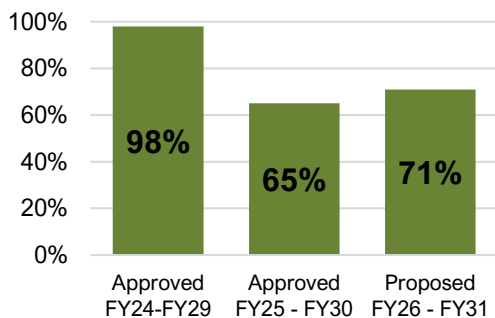
● 100% of projected service funded in FY24 Q4, meeting target



At the close of FY24, the FY25 adopted budget funded 100% of the projected service, supported by an additional \$463 million contributed by jurisdictional partners. This funding ensured the continuation of FY24 service levels into FY25 with only modest changes. Consistently, our STP sets an annual target of 100% funding for projected service.

Percent of capital plan funded

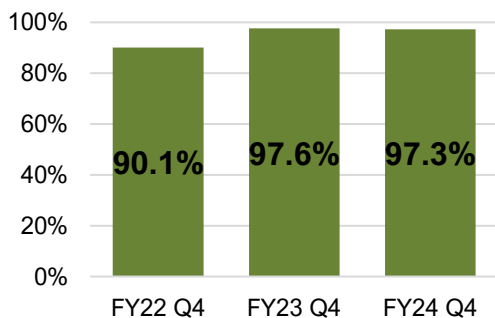
● 71% of the capital plan is funded, a small improvement over the prior year



The Proposed FY26-FY31 Capital Program funds 71% of executable six-year capital investments. Metro estimates that it has the capacity to deliver a \$14.7 billion capital program over this six-year time frame but only has funding for \$10.5 billion (71%). Due to the financial constraints of the proposed capital program, Metro is underfunding several critical capital investments and shifting from a proactive investment approach to a primarily reactive approach.

Operating budget utilization

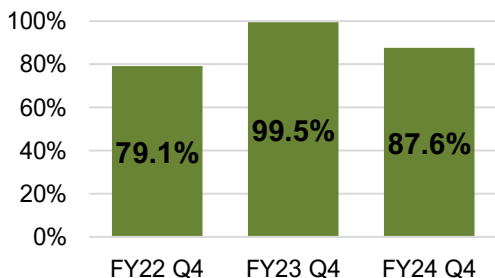
● 97.3% of the operating budget was utilized in FY24, meeting STP target of at least 95%



Actual operating results for FY24 were 97.3% of the budget, ending the year at \$28.4 million favorable to budget due to effective expense management. The STP target is for the actual operating expenses to be 95% of the budget or higher. The following management actions contributed to expense favorability, including a hiring freeze, savings on materials and supplies, efficiencies in paratransit trips to lower-cost alternatives, and reducing building maintenance costs and hardware/software maintenance costs.

Capital budget utilization

● 87.6% of the capital budget was utilized in FY24, missing target of at least 95%



Actual Capital expenses for FY24 were 87.6% of the budget, falling short of the STP target, which is for the actual capital expenses to be 95% of the budget or higher. This was primarily driven by schedule delays of several federally funded capital projects, as well as preventative maintenance transfers to the operating budget being \$89M less than planned.



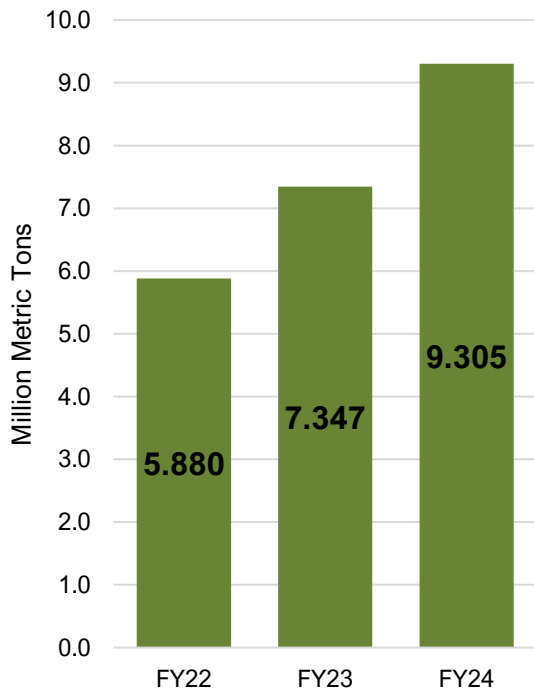


Sustainability: Environmental Sustainability

Indicator lights: ● Target met | ● Target just missed | ● Target missed

Regional greenhouse gas emissions avoidance

● In FY24, Metro successfully prevented over 9.305 million metric tons of carbon dioxide equivalent emissions from entering the atmosphere. This is an amount that is approximately 30 times greater than Metro’s own operational emissions and a 26% improvement compared to FY23.



Regional GHG emissions avoidance is calculated based on millions of metric tons of carbon dioxide equivalent emissions avoided due to Metro’s service to the region. It accounts for mode shift, reduced congestion, and land use efficiency.

Metro is inherently sustainable and is essential to a sustainable region. Every transit trip fosters a healthy region and prevents greenhouse gas (GHG) emissions by reducing travel-related carbon emissions. As ridership grows, Metro’s positive environmental impact increases, helping the region meet ambitious sustainability goals. Metro aims to improve by continuing to provide safe, frequent, and reliable service that increases ridership. We are taking steps to reduce operational emissions by investing in energy efficiency, procuring carbon-free electricity, and transitioning to clean fleets. In FY24, Metro decreased greenhouse gas emissions (GHG) emissions intensity to the equivalent of 2.1 kilograms carbon dioxide. This was an 11% improvement compared to FY23. The region can further leverage Metro’s impact by supporting mode shift through investments in safe, frequent and reliable transit and pursuing transit-supportive policies.



Additional Performance Metric Information

WMATA Open Data Hub: <https://www.wmata.com/initiatives/open-data-hub/>

Dashboards

- [MetroPulse Dashboard](#) provides access to real-time data on rail and bus headway and schedule adherence, the number of trains and buses in service, and more.
- [Service Excellence Dashboard](#) allows users to explore Rail, Bus, and MetroAccess data from the past year in detail. It includes key performance indicators like on-time performance, missed trips, and prediction accuracy.
- [The Ridership Dashboards](#) comprise a suite of interactive dashboards, utilizing data from Metro's fare system, to offer insights into rail and bus ridership and parking usage. Additionally, the dashboards are complemented by monthly PDF summaries that analyze and explain trends in ridership.
- [Pedshed and Bikeshed Atlas 2.0](#) allows users to visualize gaps and opportunities in the active transportation networks surrounding Metrorail stations.

Reports

- Metro's latest performance reports, featuring summaries and analysis to help readers understand recent trends in Metro's operational performance. Links include the Service Excellence Report, the Metrobus Annual Line Performance Report, and Metro Transit Police Department Reports.

Performance Measure Reports and Data Tables

- Included as downloadable documents under the "Performance" section of the Public Records page at wmata.com. Data for all Service Excellence key performance indicators are updated monthly.

Capital Improvement Program and 10-Year Plan

In addition, the recently launched Capital Investment Performance Outcome program employs relevant measures outlined in the STP to evaluate the outcomes of major capital investments. The complete report detailing these evaluations is available in the Capital Improvement Program and 10-Year Plan, the latest version of which can be found on the [Capital Programs Documents website](#).