

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY



FY2022 BUDGET

EFFECTIVE JULY 1, 2021

MANAGING THROUGH UNCERTAINTY

METRO AT A GLANCE



3rd
BUSIEST RAIL
TRANSIT SYSTEM;

6th
BUSIEST BUS NETWORK
IN THE U.S.



**TOTAL
BUDGET**

\$4.8B

**OPERATING
BUDGET**

\$2.2B

**CAPITAL
BUDGET**

\$2.6B

1,278
ACTIVE FLEET

1,572
ACTIVE FLEET

766
ACTIVE FLEET

102,223
SCHEDULED
REVENUE MILES
in thousands

37,795
SCHEDULED
REVENUE MILES
in thousands

30,517
SCHEDULED
REVENUE MILES
in thousands

METRORAIL

METROBUS

METROACCESS

130 MILES OF RAIL

19
MILES

60
MILES

51
MILES

AERIAL

SURFACE

SUBWAY

40
STATIONS

26
STATIONS

32 *with 7 new stations*
STATIONS

DC

MD

VA

98 RAIL STATIONS

Rail stations and miles of rail include 7 new stations under construction with planned openings in FY2022: Silver Line Phase 2 and Potomac Yard.



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Washington Metropolitan Area Transit Authority
District of Columbia**

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morrill

Executive Director

General Manager and Chief Executive Officer's Message



As our region recovers from the Covid-19 pandemic, Metro will begin FY2022 with a continued focus on providing safe, reliable and equitable service, as well as a readiness to welcome back commuters, residents, and visitors to our transit system. Thanks to additional federal relief funding—most recently through the American Rescue Plan Act—and the support of our funding jurisdictions, Metro will provide more service, extended hours, and more convenient fare options as the region reopens.

During FY2022, Metrorail will offer more frequent all-day service, including weekends, better peak service, and improved late-night service and hours. Metrobus will operate more frequent all-day service seven days a week on 36 bus lines and restore or improve service on 46 additional bus routes. In addition, customers will have access to simplified fares, including free transfers between Metrorail and Metrobus, a \$2 weekend flat fare on Metrorail, and a more affordable 7-Day Regional Bus Pass.

The FY2022 Budget totals \$4.8 billion, including \$2.2 billion for the operating budget and \$2.6 billion for capital investments. Federal relief funding of \$737 million will prevent the need for drastic service cuts, station closures, and employee layoffs. Instead, overall service will operate at pre-pandemic service levels to support the region's recovery and anticipated growth in service demand. Customers can also expect other improvements with the start of Silver Line Phase 2 service, equity investments, and the opening the Potomac Yard station. While we will soon learn more about future travel patterns, this budget positions Metro to support the region's recovery with a foundation of frequent and reliable service.

During the pandemic, momentum was maintained on capital projects. The FY2022 Capital Budget of \$2.6 billion and six-year Capital Improvement Program (CIP) of \$12.3 billion include investment in ongoing projects advancing safety, security, and state of good repair. Over the past four years, more than \$6 billion has been invested through the capital program, and capital delivery has improved, with Metro meeting and exceeding its performance metric of delivering 95 percent of the capital budget each year.

Capital investments are made in six categories: Railcar and Railcar Facilities; Rail Systems; Track and Structures Rehabilitation; Stations and Passenger Facilities; Bus, Bus Facilities and Paratransit; and Business and Operations Support.

As the region heads towards recovery from the pandemic, Metro is focused on building customer confidence and trust needed to welcome more riders back to the system. With the dedication of our employees, the leadership of our Board of Directors, and the support of our riders, stakeholders and the federal government, we are emerging from the past year's challenges well-positioned to meet the region's mobility needs.

Sincerely,

Paul J. Wiedefeld
General Manager and
Chief Executive Officer

Short-Term Priorities

Safe Service

Limit Subsidy Growth

Align With Demand

Service Equity

Long-Term Priorities

Safety

Reliability

Affordability

Board of Directors

The Washington Metropolitan Area Transit Authority is governed by a Board of Directors that determines agency policy and provides oversight for funding, operation, and expansion of transit facilities within the Transit Zone. The 16-member Board of Directors is composed of eight Principal Directors and eight Alternate Directors. The District of Columbia, Maryland, Virginia and the federal government each appoint two Principal and two Alternate members. The Board performs its duty through three committees: Executive, Finance and Capital, and Safety and Operations. At the time of publication, four Board positions were vacant: Principal Director representing the District of Columbia; Principal Director representing the federal government; Alternate Director representing the District of Columbia; and Alternate Director representing Maryland. Below are the members currently serving on the Board.



Paul C. Smedberg, Chair – Commonwealth of Virginia

Paul Smedberg was first elected Chairman of the Board in June 2019 and re-elected in June 2020 and June 2021. He was first appointed to the Board as an Alternate Director in 2016 and appointed Principal Director in January 2019 representing the Commonwealth of Virginia. He served on the Alexandria City Council from 2003 to 2018, the Virginia Railway Express (VRE) Operations Board from 2006 to 2018 and has served on the Northern Virginia Transportation Commission (NVTC) since 2006. Mr. Smedberg currently serves as Chair of Metro’s Executive Committee and is a member of the Finance and Capital Committee.



Lucinda Babers, 1st Vice Chair – District of Columbia

Lucinda Babers was confirmed by the District of Columbia (DC) City Council on May 4, 2021 as a principal member of the WMATA Board. She currently serves as the first Deputy Mayor for Operations and Infrastructure (DMOI) for District government. She previously served as the Director of the DC Department of Motor Vehicles (DC DMV). As the DC DMV Director, Ms. Babers led the agency in significant and innovative changes, including the closure and opening of three service centers, elimination of passenger vehicle safety inspections, creation of a more secure credential (along with central issuance), and implementation of REAL ID and Limited Purpose Credentials. Under her direction, DC DMV added numerous online services-and received several International Customer Service and Communication Awards from the American Association of Motor Vehicles Administrators (AAMVA), as well as several regional AAMVA awards. Ms. Babers serves as First Vice Chair of Metro’s Executive Committee and is a member of the Finance and Capital Committee.



Gregory Slater, 2nd Vice Chair – State of Maryland

Gregory Slater was appointed to the WMATA Board of Directors as a Principal Director representing the State of Maryland in January of 2020. Mr. Slater began serving as the Secretary of the Maryland Department of Transportation (MDOT) in December 2019 after more than two decades of public service at the MDOT State Highway Administration (MDOT SHA). Mr. Slater leads a transportation department with more than 10,000 employees and an operating budget of nearly \$5.4 billion. He oversees every aspect of state transportation, from its highways, roadways, transit systems/services and toll facilities to motor vehicles, the BWI Thurgood Marshall Airport and the Helen Delich Bentley Port of Baltimore. Mr. Slater currently serves as Vice Chair of Metro’s Finance and Capital Committee and Second Vice Chair of Metro’s Executive Committee.



Steve McMillin – Federal Government

Steve McMillin was appointed to the Board as a Principal Director in July 2017 representing the Federal Government. Mr. McMillin is a partner in the economic and public policy consulting firm US Policy Metrics LLC. He spent 19 years in federal government service as a fiscal policy specialist, in both the legislative and executive branches. From 2006 through 2009, he was Deputy Director of the Office of Management and Budget (OMB), and previously served as the OMB Associate Director responsible for transportation matters. Mr. McMillin serves as Chair of Metro's Finance and Capital Committee and is a member of its Executive Committee.



Matt Letourneau – Commonwealth of Virginia

Matt Letourneau joined the Board as an Alternate Director in January 2019 and was appointed Principal Director representing the Northern Virginia Transportation Commission (NVTC) in March 2020. He was elected to represent the Dulles District on the Loudoun County Board of Supervisors in 2011 and re-elected in 2015 and 2019. Mr. Letourneau serves as Chairman of the Loudoun Board's Finance, Government Operations and Economic Development Committee. He represents Loudoun on NVTC and is its Immediate Past Chair. Mr. Letourneau serves as Chair of Metro's Safety and Operations Committee.



Don Drummer – State of Maryland

Don Drummer was appointed to the Board in July 2021 as a Principal Director from Maryland. He is a solar energy entrepreneur, a retired Senior Executive in federal government, and a retired U.S. Army Colonel. Mr. Drummer concluded his federal career in the Federal Aviation Administration (FAA) while serving as Director of the Aviation Logistics Organization in Washington, DC from December 2015 to May 2018. His responsibilities included nationwide planning, programming, and management of the FAA real property lease portfolio (6.4 million square feet) and personal property account (valued at \$7.2 billion). Prior to this appointment, Mr. Drummer served in the Transportation Security Administration (TSA) for almost six years culminating as Deputy Assistant Administrator in the Office of Security Capabilities, which was preceded by 30 years of active-duty service in the U.S. Army.



Canek Aguirre – Commonwealth of Virginia

Canek Aguirre was appointed to WMATA Board of Directors as an Alternate Director in March 2020. He was appointed to the NVTC in January 2019 and is currently serving as its vice-chair. Mr. Aguirre was elected in November 2018 to serve a three-year term on the Alexandria City Council, the first Latino elected to that body. He is a past chair of the Economic Opportunities Commission, past president of the Tenants and Workers United (TWU) Board of Directors, and past vice-chairman of the Health Systems Agency of Northern Virginia (HSANV) Board of Directors. In 2016, Mr. Aguirre was appointed to the Virginia Board of Social Work by Governor Terry McAuliffe.



Tom Bulger – District of Columbia

Tom Bulger was appointed to the Board as an Alternate Director in July 2011 representing the District of Columbia. He is President of Government Relations Inc. and has been a federal advocate and policy consultant who represents private and public clients before Congress and the Administration. After spending the first few years of his career in the Office of Management and Budget in Fairfax County, VA, Mr. Bulger was an environmental policy director and legislative representative at the National Association of Counties.



Thomas Graham – State of Maryland

Thomas H. Graham was appointed to the Metro Board of Directors in May 2019 as an Alternate Director representing Prince George’s County. Mr. Graham is the founder of T.H. Graham and Associates, a strategic consulting firm. Prior to his work as a consultant, Mr. Graham served in several leadership positions at Pepco Holdings, Inc. before retiring in 2016. Mr. Graham currently serves on the board of Summit Utilities Inc., and Midwest Reliability Organization, in addition to several other boards.



Anthony E. Costa – Federal Government

Anthony Costa was appointed to the Board as an Alternate Director in July 2014 representing the federal government. Mr. Costa is currently Deputy Executive Director for the Office of Construction and Facilities Management for the US Department of Veterans Affairs (VA), where he is responsible for providing senior leadership to the planning design and construction of all major construction projects to support the provision of services to our nation's veterans.



Walter L. Alcorn – Commonwealth of Virginia

Walter L. Alcorn was appointed to the Board in January 2020 as an Alternate Director representing Fairfax County when he began his first term as the Hunter Mill District Supervisor on the Fairfax County Board of Supervisors. Mr. Alcorn’s focus is on transit-oriented development, pedestrian/bicyclist mobility and safety, affordable housing and diversifying the local economy. Previously, Mr. Alcorn served on the county’s Planning Commission for 16 years and also served on the Park Authority Board. Professionally, he has worked on environmental issues in the tech industry and is a nationally recognized expert on electronics recycling systems.



Devin Rouse – Federal Government

Devin Rouse was appointed to the Board as an Alternate Director in December 2018 representing the federal government. Mr. Rouse is the Executive Officer of the Office of Railroad Systems, Technology and Automation at the Federal Railroad Administration (FRA). Prior to joining FRA, Mr. Rouse served in numerous roles for Bechtel Corporation in the design, engineering and construction of railway infrastructure, and began his railroad career at Norfolk Southern’s Roanoke Locomotive Shops. Mr. Rouse serves as interim Vice Chair of the Safety and Operations Committee.

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Chapter 1 – Budget Summary

Please note: Throughout this publication, FY2021 figures reflect Board amendment of January 14, 2021; FY2022 figures reflect Board amendment of June 10, 2021. Chart and table totals may not sum due to independent rounding.



Executive Summary

Metro is committed to improving the safety, reliability, and affordability of the transit system by substantially improving its assets and providing a dependable and equitable transit experience for hundreds of thousands of riders each day.

Metro’s FY2022 Approved Budget lays a foundation for supporting the region’s recovery from the Covid-19 pandemic and looks to a renewed future. Forecasting of revenue, ridership and the capital improvement plan (CIP) has been broadly impacted by the onset and continuation of the pandemic. Though the fiscal impacts of the pandemic have been significant, ridership trends are gradually recovering and overall service in FY2022 will be restored to pre-pandemic levels. The FY2022 Budget continues to prioritize safe, reliable, and equitable transit service aligned with ridership demand while adhering to the legislatively mandated subsidy growth limits.

During FY2022, Metrobus and Metrorail service will be enhanced to include more frequent all-day service, expanded operating hours, and more convenient fares.

Since the pandemic drastically reduced ridership and fare revenue beginning in FY2020, federal relief has played a critical role in bridging Metro’s funding gap and ensuring delivery of essential trips at the height of the pandemic. Federal relief continues to play a critical role in funding Metro operations in FY2022. In December 2020, the President authorized additional coronavirus relief funding as part of the Consolidated Appropriations Act, 2021 known as the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). In March 2021, additional relief funding was provided through the American Rescue Plan Act (ARPA). Without this additional funding, Metro faced a funding gap approaching half a billion dollars or approximately 25 percent of the total operating budget. Federal relief has enabled Metro to avoid significant expense reductions through service cuts, employee layoffs, and increases to capital funding in support of operating expenses.

The FY2022 Approved Budget recognizes the District of Columbia, Maryland and Virginia also continue to face budget challenges in the wake of the pandemic. To help support our regional partners, the FY2022 jurisdictional contribution is \$1.2 billion including debt service, a reduction from the FY2021 subsidy amount.

Prior to the pandemic, ridership had stabilized and recovered to approximately 300 million trips per year. At the onset of the pandemic in March 2020, ridership and revenue declined approximately 90 percent. As of the third quarter (Q3) of FY2021, recovery has been minimal. Total FY2022 ridership is forecast to be 105.3 million trips or 34 percent of pre-Covid-19 levels.

Although Metro is optimistic that transit ridership will rebound in the long run, the FY2022 Approved Budget assumes significant ridership and revenue recovery will not begin until quarter three (Q3) of FY2022.

The FY2022 Approved Budget is funded with \$228.8 million of projected operating revenues (excluding federal support), 70 percent of which is supported by fare revenue, and the remainder from non-fare revenues such as parking fees and advertising revenues. The FY2022 operating revenue projection, excluding federal relief, is \$48.2 million more or a 26.7 percent increase from FY2021. Total operating revenue for FY2022 is \$966.0 million including federal relief of \$737.2 million. This is \$143.4 million more or a 17.4 percent increase from FY2021.

Leveraging the additional federal relief funding, Metro will restore service to pre-pandemic levels to support the return to work and school in fall 2021. Specific improvements on Metrorail include:

- More frequent all-day service, including weekends
- Better peak service

- Improved late-night service and hours

Improvements on Metrobus that are in addition to the expansion of service that went into effect on June 6, 2021, include:

- More frequent all-day service, including weekends on 36 bus lines
- Service restored or improved on an additional 46 bus routes

In addition, to further encourage ridership recovery, customers will also enjoy more convenient fares in FY2022 that include:

- Weekend flat fare of \$2 on Metrorail
- Free bus transfers to/from rail (\$2 transfer discount)
- Reduction of the 7-day Regional Bus Pass price from \$15 to \$12

The \$12.3 billion FY2022-2027 CIP focuses on enhanced system safety, state of good repair (SOGR), reliability, security, and customer experience improvements with \$2.6 billion approved for investment in FY2022. The CIP includes one year of Passenger Rail Investment and Improvement Act (PRIIA) funding, which has been approved for Federal Fiscal Year 2021 but not extended beyond WMATA's FY2022. Federal financial support is critical for funding Metro's operations and capital investment and required to continue essential services and critical capital improvements amid the revenue losses imposed by Covid-19.

Despite the anticipated impacts of Covid-19 on the FY2022 Approved Budget, Metro continues to look toward the future and focus on services and initiatives that will support the region's long-term livability and economic growth.



Operating Budget

The FY2022 Approved Operating Budget totals \$2.2 billion including debt service. This represents a 7 percent increase from the amended FY2021 Budget. Priorities that guided the development of the operating budget chart a course to financial sustainability while upholding Metro's commitment as an essential transportation provider to the region, and include:

- Safe service
- Service equity
- Alignment of service with customer demand
- Maintaining the base subsidy amount

Metro is committed to providing equitable transportation to fit the region's needs. In addition to funding the bus and rail service restorations and improvements described above, the Budget funds new Metrorail operations with the opening of Silver Line Phase 2 and Potomac Yard Stations in Q3 and Q4 of FY2022 respectively. Finally, the budget includes \$20 million in equity initiatives throughout the system.

The Operating Budget is legislatively restricted to three percent annual subsidy growth. In FY2022, to support our Jurisdictional partners, the base subsidy amount is below the legislatively mandated three percent subsidy growth cap and totals \$1.104 billion. Metro further constricted expenses to reduce the FY2022 subsidy below FY2021 levels. Service changes are funded within the base budget with the addition of legislatively excluded costs and debt service payments to total the \$2.2 billion Operating Budget.

The Base Budget

The FY2022 Operating Budget includes legacy commitments and legislative mandates such as contractually required wage and step increases for labor resulting from collective bargaining agreements (CBAs), and inflationary costs on non-personnel expenses, which are funded within the base budget. In FY2022, personnel and non-personnel costs are projected to increase with non-personnel costs growing at a faster pace. As a result, personnel costs will represent 67 percent of Metro's total Operating Budget as compared to 68 percent of the FY2021 Budget. The FY2022 Budget supports 12,335 positions funded by the Operating and Capital Budgets.

Total non-personnel costs will increase by \$62.6 million, or 10.0 percent, driven primarily by reinstating and improving service over FY2021 levels.

Since FY2018, management actions have included expense reduction and revenue generating initiatives resulting in savings of \$294 million. The FY2021 Approved Budget, amended in January 2021, included an additional \$20.8 million of savings.

The FY2022 Approved Budget includes \$29.3 million of expense reduction through management actions. These reductions include:

- Contractor cost reduction totals \$7.5 million
- Employee management programs comprised of voluntary separation, early retirement, and other discretionary reductions totals \$21.8 million

Legislative Exclusions

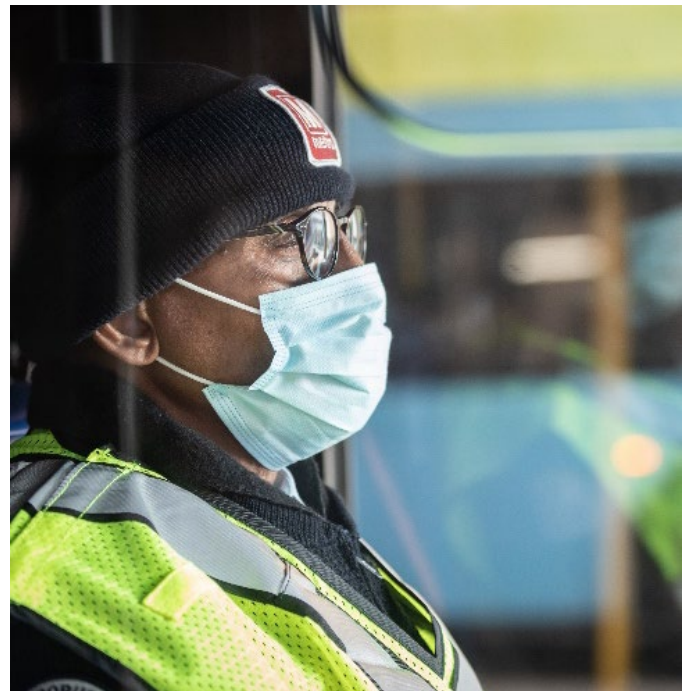
Legislatively excluded costs are mandated costs Metro incurs that are excluded from the base budget and not subject to the three percent subsidy growth cap imposed by the Commonwealth of Virginia and State of Maryland as part of the dedicated funding legislation. In FY2022, subsidy for legislatively excluded items total \$5.5 million and will fund operations for a Board approved capital project, safety mandates, and additional costs of insourcing labor agreed upon by the Board.

Capital Budget

The \$2.6 billion FY2022 Capital Budget and \$12.3 billion FY2022-2027 CIP focuses Metro's capital investment on safety, state of good repair, and reliability of Metrorail, Metrobus, and MetroAccess assets.

Metro's CIP is grouped into six major investment categories: Railcars and Railcar Facilities; Rail Systems; Track & Structures Rehabilitation; Stations & Passenger Facilities; Bus, Bus Facilities & Paratransit; and Business and Operations Support.

Details regarding the Capital Budget and the Six-Year Capital Improvement Program can be found in Chapter 4. Additional information regarding WMATA's 10-Year Capital Needs can be found on-line at www.wmata.com.





FY2022 Sources of Funds

Metro’s operating and capital budgets are funded through a variety of sources including system generated revenues, state and local support as well as federal funding sources.

State and local funding of \$2.1 billion supports both the operating and capital budgets delineated as follows:

- The jurisdictional operating contribution of \$1.2 billion includes \$1.110 billion of net operating subsidy and \$72.2 million of debt service contributions
- State and local funding of \$925.9 million supporting the capital program consists of the following funding sources:
 - \$500.0 million of dedicated funding
 - \$276.4 million in system performance funds
 - \$148.5 million in state and local match to federal PRIIA grants
 - \$1.0 million in Congestion Mitigation and Air Quality (CMAQ) grants

System generated revenues derived from Metrorail, Metrobus and MetroAccess support the operating budget and total \$228.8 million including:

- Passenger fares and parking fees of \$171.4 million

- Business revenues totaling \$57.4 million consist of advertising, joint development and fiber optic proceeds of \$33.2 million and other sources of revenue of \$24.2 million

Federal funding of \$1.2 billion consists of \$737.2 million in federal relief for the operating budget and \$488.9 million of support for the capital program:

- \$148.5 million in PRIIA funding
- \$340.4 million in Federal Transit Administration (FTA) formula grants and other federal grants
- \$737.2 million from the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARPA) to offset the revenue losses and fund additional expenses incurred due to the ongoing pandemic

Reimbursable project funding supports both the operating and capital budgets as follows:

- \$6.0 million for jurisdictionally requested operating programs
- \$169.5 million in jurisdictionally requested capital improvements

Dedicated funding debt proceeds totaling \$1.0 billion support the capital program.

Sources of Funds - Summary

(\$ in millions)

\$ 175.5 (3.7%)

REIMBURSABLE

\$ 228.8 (4.8%)

REVENUE

\$ 488.9 (10.3%)

FEDERAL CAPITAL

\$ 737.2 (15.5%)

FEDERAL RELIEF¹

\$ 1,023.5 (21.5%)

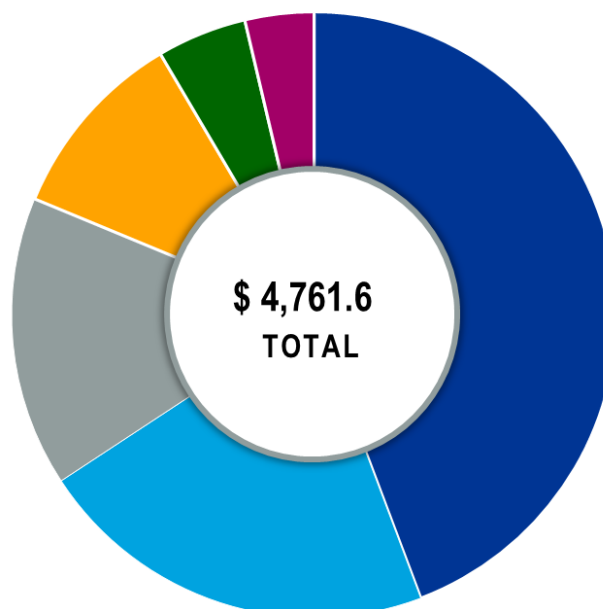
DEBT²

\$ 2,107.8 (44.3%)

STATE & LOCAL FUNDS

1. Includes CRRSAA and ARPA

2. Dedicated funding debt proceeds



Summary of Funds by Source

(Dollars in Millions)	FY2021 Budget	FY2022 Budget	\$ Change	% Change
Operating Budget				
Passenger Fares & Parking	\$123.8	\$171.4	\$47.6	38.5%
State and Local Funds	1,111.6	1,109.7	(1.9)	(0.2%)
Business Revenues	31.2	33.2	2.0	6.3%
Reimbursable Funds	7.8	6.0	(1.8)	(23.3%)
Federal Relief ¹	642.0	737.2	95.2	14.8%
Other Sources	25.6	24.2	(1.4)	(5.5%)
Subtotal	\$1,941.9	\$2,081.6	\$139.7	7.2%
Contributions for Debt Service	\$72.1	\$72.2	\$0.1	0.1%
Subtotal Including Debt Service	\$2,014.0	\$2,153.7	\$139.8	6.9%
Capital Budget				
Federal Formula/Other Grants	\$341.7	\$340.4	(\$1.3)	(0.4%)
Federal Dedicated Funds (PRIIA)	148.5	148.5	-	-
State and Local Funds ²	418.0	425.9	8.0	1.9%
Dedicated Funding	500.0	500.0	-	-
Reimbursable Funds	93.9	169.5	75.6	80.5%
Debt Strategy/Other Debt ³	678.7	1,023.5	344.8	50.8%
Subtotal	\$2,180.7	\$2,607.9	\$427.1	19.6%
Grand Total⁴	\$4,194.7	\$4,761.6	\$566.9	13.5%

1. Includes CARES Act, CRRSAA, and ARPA

2. FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2026 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget

3. Debt service schedule updated to reflect actuals after FY2020 Dedicated Funding Debt issuance

4. WMATA Compact requires Metro to have a balanced budget (i.e. projected funding equals planned expense). See Appendix A for additional discussion

Ridership and Revenue

Metro is an essential transportation provider for the Washington metropolitan area. Metrorail, Metrobus and MetroAccess provide safe, reliable and equitable transportation options to the region's six million people.

The FY2022 operating revenue budget remains lower than pre-pandemic levels, but additional federal relief funding provided under both CRRSAA and ARPA will allow Metro to run more frequent all-day service in FY2022. The budget includes \$737.2 million in federal relief funding to offset anticipated revenue losses and fund additional expenses incurred due to the ongoing pandemic. The FY2022 Approved Budget projects \$228.8 million in directly generated revenue, which reflects fare reductions approved to take effect during FY2022. This represents a 26.7 percent increase from FY2021. Ridership is projected to improve in FY2022 but not estimated to reach pre-pandemic levels. Revenue

sources such as parking and non-passenger revenues are expected to modestly improve.

Passenger fares and parking fees of \$171.4 million make up 74.9 percent of the operating revenue budget, excluding federal funding. These revenues are estimated to be \$47.6 million more than FY2021. Non-passenger business revenues from advertising, joint development and fiber optic leases are projected to be \$33.2 million while other non-transit revenues total \$24.2 million. Non-passenger revenues are expected to be \$0.6 million higher than FY2021.

Total ridership is projected at 105.3 million trips, 34 percent of pre-pandemic levels, of which 35 percent of trips occur on Metrorail, 63 percent on Metrobus and the remainder on MetroAccess.

Ridership

Ridership by Service

	FY2019	FY2020	FY2021	FY2022		
(Trips in Thousands)	Actual	Actual	Budget	Budget	Change	% Change
Metrorail	175,255	132,574	35,930	37,327	1,397	3.9%
Metrobus ¹	123,916	96,254	24,648	66,740	42,092	170.8%
MetroAccess	2,348	1,795	460	1,268	808	175.8%
Total Ridership²	301,520	230,623	61,037	105,335	44,297	72.6%

1. Metrobus ridership reflects Automated Passenger Count (APC) data.

2. Metrorail ridership is based on linked trips; Metrobus ridership is based on unlinked trips from APC data; MetroAccess ridership is based on total passengers. Unlinked trips are total boardings, while linked trips are total number of complete trips from origin to destination, including transfers

Metrorail

Metrorail anticipates 37.3 million total riders in FY2022 which represents a 4 percent increase from FY2021 budget ridership levels. Prior to the pandemic, Metro had experienced a stabilization in ridership after several years of steady decline. Efforts to enhance customer experience through reliable on-time train arrivals, improved customer service and capital improvements all served to increase the Metrorail customer base.

Over the past few years, Metrorail ridership has been impacted by a shift in the region towards telecommuting and alternative work schedules resulting in lower ridership, particularly on Fridays and Mondays. These trends became even more pronounced during the pandemic with the widespread use of remote work.

Although the pandemic has significantly impacted Metrorail, capital improvements have continued. The Platform Improvement Project, a multi-year campaign to rebuild platforms at 20 of Metro's 45 outdoor stations, will continue in FY2022 with rehabilitation of four platforms on the Green Line taking the project beyond the halfway mark. These station improvement projects are essential

to the maintenance and rehabilitation of the system to ensure riders' long-term safety.

Though Metro's ridership models do not project a significant increase in Metrorail ridership in FY2022, service enhancements and fare changes approved by the Metro Board are designed to win back riders.

Metro has taken steps to measure the public's willingness to choose Metrorail during the pandemic as part of the effort to align service with demand. Surveys such as the Return to Work survey indicated several key factors impacting ridership in both the short and long term.

These include:

- A strong majority of rail customers have said they would feel safe after they are vaccinated
- Peak period ridership is unlikely to immediately recover due to growth of telework and split work weeks

Metrobus

Metrobus ridership is forecasted at 66.7 million trips in FY2022, an increase of 42.1 million trips, or 170.8 percent from 24.6 million trips in the FY2021 budget. This increase reflects greater Metrobus demand since March 2020 and increased ridership from the fare holiday, which ended in January 2021.

Metrobus ridership is based on data collected using Automatic Passenger Counters (APCs), which the transit industry considers a more accurate means of recording ridership than data acquired through the farebox. Accordingly, starting with FY2020, bus ridership is reported using APC figures unless otherwise noted. Metrobus ended FY2019 under budget forecasts by 2.9 million trips, or 3.3 percent. Ridership in FY2020 was even lower, under budget by 32.1 million trips, or 25.0 percent, due to both the downward trend and significant impacts of the pandemic.

MetroAccess

MetroAccess is a shared-ride, door-to-door, paratransit service for people whose disability prevents them from using Metrobus or Metrorail. MetroAccess is projected to provide 1.3 million trips in FY2022, or 0.8 million trips

higher than FY2021 budget. Metro's ridership decline extended to MetroAccess resulting from the pandemic. As with Metrorail and Metrobus ridership forecasts, MetroAccess ridership is expected to return as the region moves toward the Resiliency Phase of the Recovery Plan.

Long-term, the region's demand for paratransit services is expected to increase driven by the aging population and an increase in disability rates. To meet growing demand in a cost-efficient way, MetroAccess has taken the following measures:

- Increased efforts in providing shared-ride, fixed route equivalent service, thus transporting more passengers in a single vehicle
- Increased the number of subsidized alternative services available to MetroAccess customers. There are now 13 transportation companies available to MetroAccess customers as an alternative to ADA paratransit service

Nearly 62 percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 24 percent in Washington D.C., and the remaining 14 percent of trips in the combined Virginia jurisdictions.



Passenger Revenue

The FY2022 Approved Budget includes several fare decreases that make taking Metro more affordable and convenient, and the Metro Board may consider additional changes to support ridership recovery.



Operating Revenue

(Dollars in Millions)	FY2019 Actual	FY2020 Actual	FY2021 Budget ²	FY2022 Budget ²	\$ Change	% Change
Metrorail	\$533.5	\$394.8	\$99.6	\$98.7	(\$0.9)	(0.9%)
Metrobus	124.0	83.5	13.6	57.0	\$43.4	318.6%
MetroAccess	8.8	6.7	1.7	4.7	\$3.0	175.8%
Parking	44.4	32.1	8.9	11.0	\$2.2	24.5%
Subtotal, Passenger Revenue	\$710.7	\$517.0	\$123.8	\$171.4	\$47.6	38.5%
Non-Passenger Revenue ¹	\$73.9	\$63.7	\$56.8	\$57.4	\$0.6	1.0%
Total Revenue²	\$784.6	\$580.8	\$180.6	\$228.8	\$48.2	26.7%
Federal Relief ³	-	\$221.0	\$642.0	\$737.2	\$95.2	14.8%
Total	\$784.6	\$801.7	\$822.5	\$966.0	\$143.4	17.4%

1. Other non-transportation revenue includes interest on investments, property disposal sales, vending machine sales, and miscellaneous revenues

2. FY2021 and FY2022 include funding of \$13.5 million and \$8.4 million, respectively, from capital to compensate for service disruptions due to major capital projects

3. Includes CARES Act, CRSSAA, and ARPA

Metrorail

Metrorail passenger revenue is budgeted at \$98.7 million for FY2022, a 0.9 percent decrease or \$0.9 million lower than the FY2021 budget. This assumes a slow recovery of Metrorail ridership throughout FY2022.

While ridership declines due to Covid-19 impacts have accelerated revenue losses, Metro's budget also includes up to \$17.0 million as a rail fare revenue offset for closing stations for major capital improvement projects similar in scope to the Platform Improvement Project.

In addition to fares from customers, Metrorail revenue includes \$4.3 million for the Kids Ride Free program. In partnership with the District Department of Transportation (DDOT), District of Columbia Public Schools (DCPS), and the District of Columbia Public Charter School Board, Metro is reimbursed for District K-12 students riding Metrorail and Metrobuses for free. Students can take unlimited trips on Metrorail and Metrobus using program specific SmarTrip® cards.

Metrobus

Metrobus passenger revenue for the FY2022 Budget is \$57.0 million, an increase of \$43.4 million over FY2021. Due to the pandemic, the FY2021 budget was amended to account for fare collection suspension during rear door boarding, resulting in minimal passenger revenue realized during the first six months of the fiscal year. Though not as hard hit as Metrorail, slow recovery of Metrobus ridership is expected to continue throughout FY2022. The budget accounts for ridership that is below pre-pandemic levels particularly among full fare riders due to significant growth in the fare evasion rate and customers shifting to passes.

MetroAccess

MetroAccess passenger revenue for FY2022 is \$4.7 million, or \$3.0 million more than in FY2021. Paratransit is expected to experience a slow recovery due to the pandemic.

Parking

Total parking revenue for the FY2022 Approved Budget is projected at \$11.0 million, a \$2.2 million increase from the FY2021 budget, reflecting the anticipated slow return of rail ridership levels. In FY2021, the Metro Board of Directors approved elimination of the Prince George's County parking surcharge, a fee included in the daily parking rate of Park & Ride facilities located in the County. The surcharge fee varied by parking garage in the County ranging from \$0.75 to \$1.25. Elimination of the surcharge fee saves customers money and aligns the rates with those at Metro parking garages in other jurisdictions.

In FY2022, all Metrorail stations scheduled to close for platform repairs have parking facilities. As a result, Metro is projecting a revenue loss of \$150,000 during the station closures.

The following parking programs initiated in recent fiscal years are expected to generate up to \$3.0 million in additional revenue once ridership returns following the Covid-19 pandemic to help offset losses:

- Lowering daily fees at low-utilization garages to spur higher utilization and revenue
- Assessing non-rider fees for special events such as festivals, concerts and other similar activities
- Increasing parking spaces leased to non-transit users, as well as permitting commercial uses of Metro parking facilities for a fee

Passes

To make riding more affordable and encourage ridership, Metro offers customers monthly, weekly, three-day and daily passes that eliminate the need for daily fare calculations and reward high volume users with a reduced cost per trip.

All passes, except the 7-Day Regional Bus Pass, are “combo passes” that allow riders access to Metrorail and Metrobus service under a single pass product.

The following details each pass product:

- Monthly Unlimited Pass (formerly ‘SelectPass’): Customers select a price point based on the distance of their normal one-way commute trip, making this pass customizable to an individual’s travel needs. After 36 Metrorail or Metrobus trips, customers ride the rest of the month for free. Any trip with a distance equal to or less than the normal commute trip is covered, and any longer trip requires payment of the fare difference from the stored value on the SmarTrip® card
- 1-Day / 3-Day / 7-Day Unlimited Pass offers unlimited travel on Metrorail and Metrobus. The short duration is ideal for tourists and other visitors
- 7-Day Short Trip Unlimited Pass offers unlimited Metrorail trips under a fare value of \$3.85 per trip,

when peak fares are in effect, and free bus trips. Similar to the monthly unlimited pass, customers pay the fare difference for longer trips from the stored value funds or SmartBenefits on their SmarTrip® card

- 7-Day Regional Bus Pass: The pass is priced to save customers money after the sixth weekly trip, the equivalent of three commuting days, with the remaining four days free
- University Pass (U-Pass): Metro has agreements with 28 colleges and universities in the region to offer full-time students unlimited rides on Metrorail and Metrobus. Metro prices the service at \$1.00 per student per day to offer students an affordable means of travel to classes, internships, jobs and other activities



Non-Passenger Revenue

Advertising

Total advertising revenue in FY2022 is budgeted at \$2.8 million, a \$2.9 million decrease from the FY2021 budget.

Fifty Metrorail stations include digital display panels. This technology has not only broadened Metro's advertising base but also provided a platform to communicate important Metro specific information to customers.

Joint Development

Joint development revenues are estimated to reach \$14.6 million, an increase of \$3.2 million over FY2021. This growth is driven by increasing ground lease payments to reflect market value and Metro property sales. Generally, joint development revenue increases during periods of

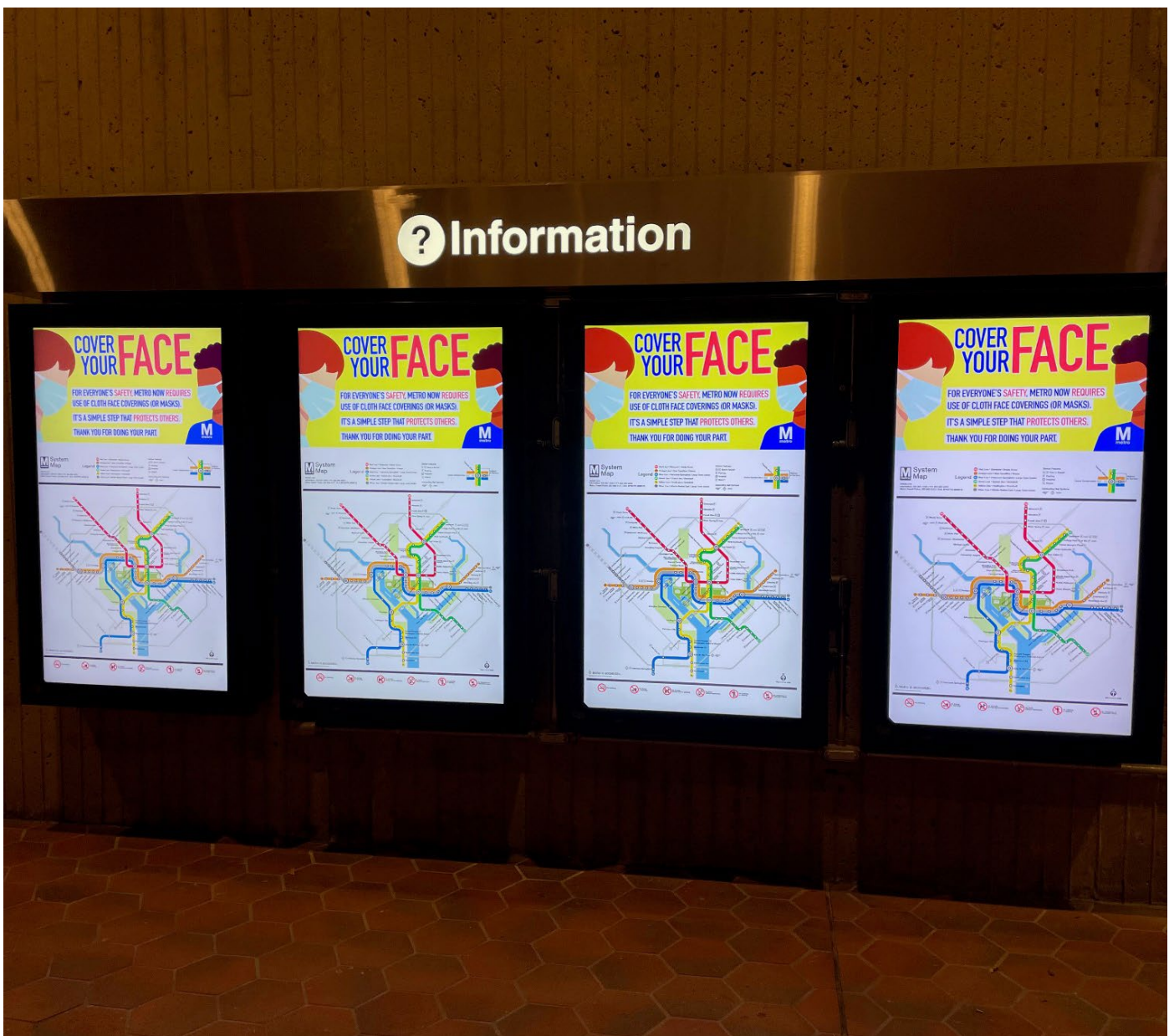
economic growth as ground leases increase in value and as areas walkable to Metrorail stations develop.

Fiber Optics

The Metro Fiber Optic Program, initiated in September 1986, allows for the installation, operation, and maintenance of fiber optic cables in Metro's right-of-way. Under these lease agreements, Metro receives revenue from telecommunications companies as well as fiber optic lines for its own use. For FY2022, the fiber optic revenue budget is \$15.7 million.

Other Revenue

Other revenues total \$24.2 million in FY2022 and include proceeds from agreements with cellular service providers, vending machine companies, surplus property disposal, and employee parking.



Operating Budget Revenues

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change
Metrobus					
Passenger	\$124,011	\$83,516	\$13,619	\$57,004	\$43,385
Parking	-	-	-	-	-
Advertising	9,023	9,124	1,411	692	(\$719)
Joint Development	-	0	-	-	-
Fiber Optics	-	-	-	-	-
Other Non-Transit Sources	3,043	4,202	2,584	2,442	(\$142)
Revenue Subtotal	\$136,078	\$96,843	\$17,614	\$60,138	\$42,524
Federal Relief ¹	-	83,447	199,007	123,235	(\$75,772)
Subtotal	\$136,078	\$180,290	\$216,622	\$183,374	(\$33,248)
Metrorail					
Passenger	\$533,518	\$394,786	\$99,594	\$98,683	(\$911)
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	20,018	16,823	4,273	2,111	(\$2,161)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Non-Transit Sources	10,123	7,209	23,046	21,780	(\$1,266)
Revenue Subtotal	\$639,777	\$477,246	\$161,280	\$163,965	\$2,685
Federal Relief ¹	-	135,752	442,952	613,965	\$171,014
Subtotal	\$639,777	\$612,998	\$604,232	\$777,930	\$173,698
MetroAccess					
Passenger	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
Parking	-	-	-	-	-
Advertising	-	-	-	-	-
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Non-Transit Sources	-	-	-	-	-
Revenue Subtotal	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
Federal Relief ¹	-	1,769	-	-	-
Subtotal	\$8,781	\$8,445	\$1,689	\$4,660	\$2,970
Total					
Passenger	\$666,310	\$484,977	\$114,902	\$160,347	\$45,445
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	29,042	25,947	5,684	2,803	(\$2,881)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Non-Transit Sources	13,166	11,411	25,630	24,223	(\$1,408)
Revenue Subtotal	\$784,636	\$580,764	\$180,584	\$228,763	\$48,179
Federal Relief ¹	-	220,968	641,959	737,201	\$95,242
Grand Total	\$784,636	\$801,732	\$822,543	\$965,964	\$143,421

1. Includes CARES Act, CRRSAA, and ARPA

Operating Subsidy

The FY2022 operating subsidy totals \$1.2 billion including debt service, a decrease of \$1.9 million or 0.2 percent over the FY2021 Budget. The base subsidy decreased by \$7.4 million due to federal relief funding, the delay of the Silver Line Phase 2 to Q3 of FY2022, and transfer of the 3A Metrobus route being managed by Fairfax County, Virginia.

Legislative exclusions of \$5.5 million include:

- \$3.0 million for insourcing operation of the Cinder Bed Road Bus Facility
- \$2.0 million for increased safety measures in support of the Washington Metrorail Safety Commission (WMSC)
- \$0.5 million for Potomac Yard Metrorail Station in Q4

Jurisdictional contributions for debt service payments equal \$72.2 million, like FY2021 levels.



FY2022 Budget - Summary of State and Local Operating Requirements

(Dollars in Millions)	FY2021 Subsidy	FY2022 Base Subsidy	% Change	Legislative Exclusions ¹	Potomac Yard	FY2022 Total Subsidy	Debt Service	Jurisdictional Contributions ²
District of Columbia	\$399.2	\$396.5	(0.7%)	\$1.9	\$0.2	\$398.6	\$33.3	\$431.9
Montgomery County	\$183.6	\$178.3	(2.9%)	\$0.8	\$0.1	\$179.1	\$15.4	\$194.5
Prince George's County	\$240.6	\$243.1	1.1%	\$0.8	\$0.1	\$244.0	\$15.8	\$259.8
Maryland	\$424.2	\$421.4	(0.7%)	\$1.6	\$0.2	\$423.2	\$31.2	\$454.4
City of Alexandria	\$46.1	\$45.8	(0.5%)	\$0.2	\$0.0	\$46.1	\$1.8	\$47.9
Arlington County	\$77.3	\$77.3	(0.0%)	\$0.4	\$0.0	\$77.7	-	\$77.7
City of Fairfax	\$2.7	\$2.7	2.1%	\$0.0	\$0.0	\$2.7	\$0.1	\$2.9
Fairfax County	\$153.9	\$151.3	(1.6%)	\$0.7	\$0.1	\$152.1	\$5.6	\$157.7
City of Falls Church	\$3.1	\$3.1	(2.6%)	\$0.0	\$0.0	\$3.1	\$0.2	\$3.3
Loudoun County	\$5.1	\$6.0	17.7%	\$0.1	\$0.0	\$6.1	-	\$6.1
Virginia	\$288.2	\$286.3	(0.7%)	\$1.4	\$0.2	\$287.9	\$7.7	\$295.6
Net Operating Subsidy	\$1,111.6	\$1,104.2	(0.7%)	\$5.0	\$0.5	\$1,109.7	\$72.2	\$1,181.8

1. Legislative exclusions include \$3.0 million for Cinder Bed Road Bus Facility and \$2.0 million for additional safety mandates from the Washington Metrorail Safety Commission (WMSC)

2. (A) FY2022 Metrobus subsidy allocation is based on the March 2021 GeoDistribution file reflecting transfer of 3A and updated for the addition of Routes 16Y, 3Y, 8W, 1B

(B) FY2022 Budget assumes no Commuter Choice Funded routes

(C) FY2021 approved non-regional bus platform rate of \$119.32 is used in the FY2022 calculation

FY2022-27 Capital Funding

Metro’s six-year CIP of \$12.3 billion requires funding totaling \$13.6 billion from the federal government, state and local government partners and other sources due to an expected \$67 million cost for revenue loss from service shutdowns for capital projects and more than \$1.2 billion of debt service.

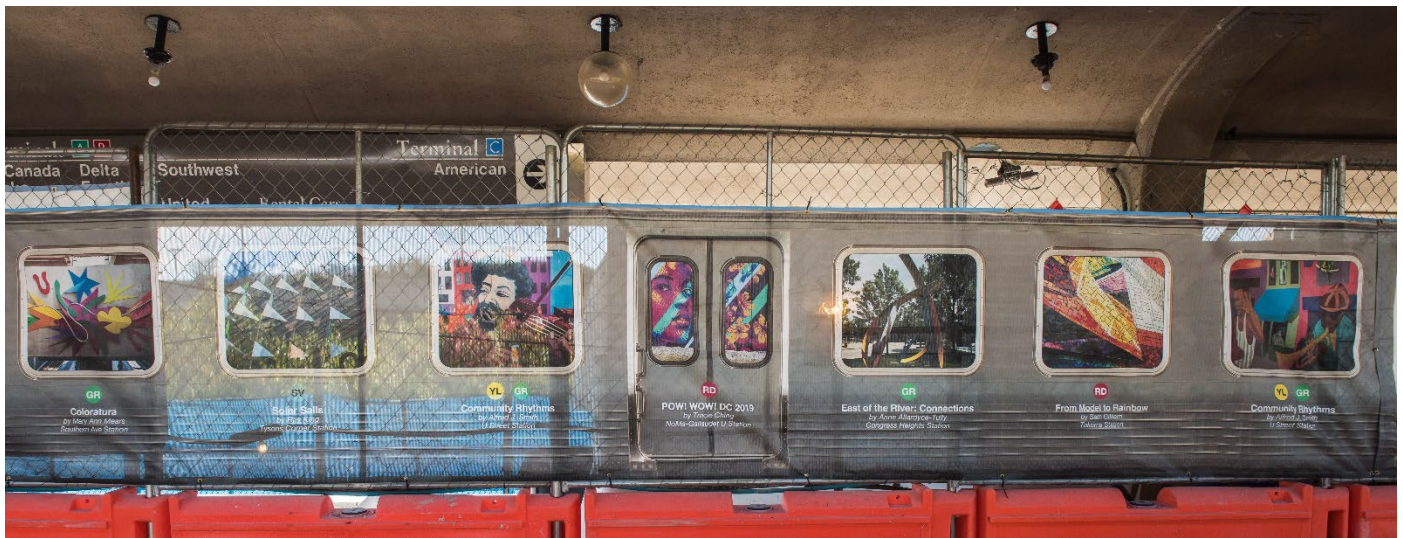
Within the \$13.6 billion six-year funding plan, Metro is projecting:

- \$2.1 billion from federal grant funding, with the assumption that federal PRIIA funding will not be extended past FY2022
- State and local contributions for matching of federal grants and system performance funds of \$2.6 billion,

of which \$67 million is expected to fund revenue losses from long-term service shutdowns due to major capital projects

- State dedicated funding of \$3.0 billion, of which \$1.2 billion is projected to be used for debt service
- Debt, secured by dedicated funding, of \$5.6 billion
- Other local sources, primarily Metropolitan Washington Airports Authority (MWAA) funding for the Silver Line extension and new rail cars, and the City of Alexandria for the new Potomac Yard station, totaling \$245.5 million

Additional information about capital funding sources is included in Chapter 4 – FY2022 Capital Budget.



Financial Plan by Investment Category

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	6-Year
<i>(Dollars in Millions)</i>	Budget	Plan	Plan	Plan	Plan	Plan	Total
Railcar & Railcar Facilities	\$342.3	\$346.1	\$437.0	\$530.1	\$516.5	\$422.5	\$2,594.5
Rail Systems	272.8	337.5	307.6	256.5	202.9	213.4	1,590.7
Track & Structures Rehabilitation	342.9	456.1	259.1	235.9	236.5	267.1	1,797.7
Stations & Passenger Facilities	792.3	530.4	354.0	301.9	267.8	272.1	2,518.5
Bus, Bus Facilities & Paratransit	294.3	388.1	466.7	417.9	183.9	195.9	1,946.9
Business & Operations Support	545.6	467.9	239.3	206.4	220.3	207.4	1,886.8
Total	\$2,590.1	\$2,526.1	\$2,063.7	\$1,948.7	\$1,628.0	\$1,578.4	\$12,335.0
Revenue Loss from Capital Projects	\$17.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$67.0
Debt Service - Dedicated Funding ¹	-	95.1	198.8	258.3	316.4	357.5	1,226.1
Total Capital Program Cost	\$2,607.1	\$2,631.2	\$2,272.5	\$2,217.0	\$1,954.4	\$1,945.9	\$13,628.1

1. Projections subject to change based on actual debt requirements and terms of future debt issuance

Financial Plan - Allocation of State and Local Contributions

<i>(Dollars in Millions)</i>	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	6 Year
	Budget	Plan	Plan	Plan	Plan	Plan	Total
Federal Funding							
Federal Formula Programs	\$324.7	\$321.1	\$321.1	\$321.1	\$321.1	\$321.1	\$1,930.2
Federal RSI/PRIIA	148.5	0.0	0.0	0.0	0.0	0.0	\$148.5
Other Federal Grants	15.7	11.5	10.6	4.0	6.0	5.1	\$53.0
Total - Federal Grants	\$488.9	\$332.6	\$331.7	\$325.1	\$327.1	\$326.2	\$2,131.7
State and Local Funding Contributions:							
District of Columbia							
Formula Match & System Performance	\$99.7	\$102.2	\$104.7	\$106.8	\$107.1	\$111.0	\$631.3
RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	\$297.0
Dedicated Funding	178.5	178.5	178.5	178.5	178.5	178.5	\$1,071.0
Subtotal - District of Columbia	\$327.7	\$330.2	\$332.7	\$334.8	\$335.1	\$339.0	\$1,999.3
Maryland							
Montgomery County	\$46.3	\$47.9	\$49.5	\$51.3	\$53.8	\$55.2	\$304.1
Prince George's County	47.5	48.6	49.9	51.1	51.8	53.6	\$302.5
Maryland RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	\$297.0
Maryland Dedicated Funding	167.0	167.0	167.0	167.0	167.0	167.0	\$1,002.0
Subtotal - Maryland	\$310.3	\$313.0	\$315.9	\$319.0	\$322.1	\$325.3	\$1,905.6
Virginia							
City of Alexandria	\$12.6	\$13.0	\$13.4	\$13.8	\$14.3	\$14.7	\$81.7
Arlington County	22.8	23.7	24.5	25.4	26.9	27.5	\$150.8
City of Fairfax	0.7	0.7	0.8	0.8	0.9	0.9	\$4.8
Fairfax County	40.6	42.1	43.6	45.3	48.0	49.1	\$268.8
City of Falls Church	0.8	0.8	0.8	0.8	0.8	0.9	\$4.9
Loudoun County	5.5	5.8	6.1	6.6	7.5	7.6	\$39.1
Virginia RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	\$297.0
Virginia Dedicated Funding - Unrestricted	122.9	122.9	122.9	122.9	122.9	122.9	\$737.3
Virginia Dedicated Funding - Restricted	31.6	31.6	31.6	31.6	31.6	31.6	\$189.7
Congestion Mitigation and Air Quality (CMAQ)	1.0	0.6	0.6	0.6	0.8	0.8	\$4.4
Subtotal - Virginia	\$288.0	\$290.7	\$293.8	\$297.4	\$303.2	\$305.4	\$1,778.5
Jurisdiction Planning Projects	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$18.0
Silver Line - Washington Metropolitan Area Airports Authority (MWAA)	13.0	0.9	0.0	0.0	0.0	41.1	\$55.0
Potomac Yard (Alexandria)	149.5	19.0	0.0	0.0	0.0	0.0	\$168.5
Purple Line - Maryland Department of Transportation (MDOT)	4.1	0.0	0.0	0.0	0.0	0.0	\$4.1
Subtotal - Jurisdictional Reimbursable	\$169.5	\$22.9	\$3.0	\$3.0	\$3.0	\$44.1	\$245.5
Total - State and Local Funding Contributions	\$1,095.5	\$956.7	\$945.4	\$954.2	\$963.4	\$1,013.9	\$5,929.0
Debt	\$1,022.8	\$1,341.8	\$995.4	\$937.7	\$663.9	\$605.9	\$5,567.5
Grand Total Funding¹	\$2,607.1	\$2,631.2	\$2,272.5	\$2,217.0	\$1,954.4	\$1,945.9	\$13,628.1

1. Total funding requirement includes capital program expenditures, debt service, and estimated revenue loss from major shutdowns

Notes: Does not assume reauthorization of Federal PRIIA beyond FY2022

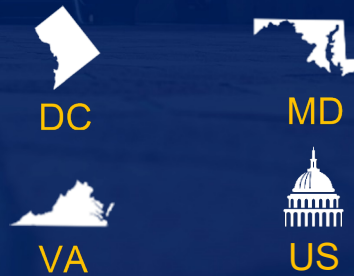
FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2026 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget

Chapter 2 – Metro Officers

Metro Timeline

- 1967** – WMATA Compact established
- 1969** – Metrorail construction began
- 1973** – Metrobus service launched
- 1976** – Metrorail service launched
- 1994** – MetroAccess service launched

Metro Governance



Board of Directors

16

Metro Employees

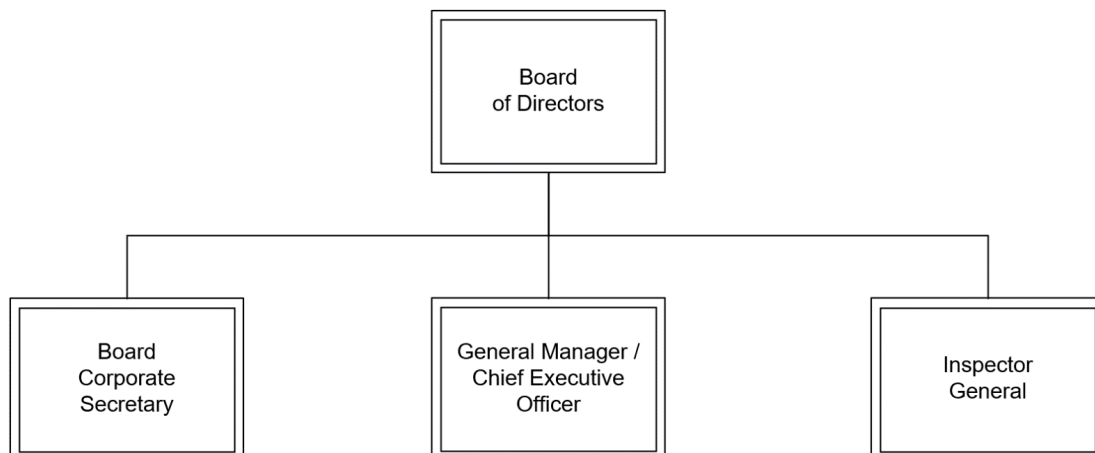
12,335^A

A. FY2022 Budget FTE total

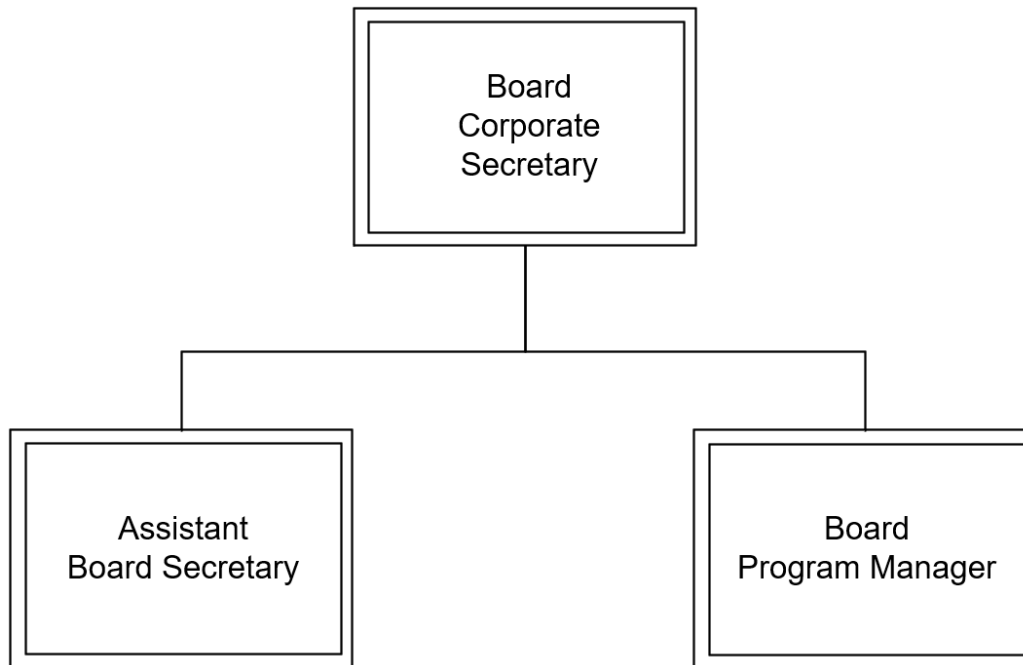
Board Reporting Structure

The Metro Board of Directors Bylaws designate three Metro officers as direct reports to the Board: the General Manager and Chief Executive Officer (GM/CEO), the Inspector General and the Board Corporate Secretary. The latter two officers are appointed by, and may be removed only by, the Metro Board of Directors and operate independently of the GM/CEO.

This chapter includes budget information for the departments that support the Board Corporate Secretary, Inspector General and GM/CEO. The Authority-wide operating figures in Chapter 3 include the costs of these three departments in order to present a complete budget for the Authority.



Office of the Board Corporate Secretary



The Office of the Board Corporate Secretary (SECT) is an independent office that reports to the Metro Board of Directors. SECT serves as a resource to advance the Board’s goals and policies, and strategic plan.

SECT works with the Board to research policy issues and provide consultation, represents the Board in policy matters, and advises on governance best practices. SECT works proactively with management to carry out the policies, goals and initiatives of the Board; and serves as liaison between the Board, the Authority, Board advisory

bodies and customers. SECT is responsible for managing the Board’s activities across the Authority in support of executive decision-making.

Other responsibilities include the coordination, review and distribution of Metro Board materials; maintaining official records of Board actions and resolutions; publishing legal notices and arranging public hearings approved by the Board, as well as representing the Board on a variety of issues relating to stakeholder groups.

Please note: the chart and table totals throughout this publication may not add up due to rounding.

Board Secretary

	FY2019	FY2020	FY2021	FY2022		
<i>(Dollars in Thousands)</i>	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel ¹	\$674	\$692	\$789	\$814	\$25	3.2%
Non-Personnel	\$120	\$143	\$198	\$203	\$5	2.5%
Total²	\$793	\$835	\$986	\$1,017	\$30	3.1%
Authorized Positions ³	4	4	4	4	-	-

1. Personnel figures include the department's share of total fringe expenses

2. Total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval

3. Authorized Positions include total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval

FY2022 Business Plan

The Office of the Board Corporate Secretary will:

- Serve as the vital bridge between the Board, the public and management
- Support the Board to fulfill requirements of dedicated funding legislation
- Review recommendations by the Metro Transit Police Department Investigations Review Panel
- Conduct recruitment for the Riders' Advisory Council to fill any vacancies
- Ensure Board materials and operations maintain a strategic focus
- Host a Board retreat to address strategic priorities
- Ensure committee work aligns with the Board's priorities
- Provide recommendations regarding Board initiatives and policies
- Ensure Compact requirements are met, along with Board directives, including the administration of public hearings and the implementation of the Public Participation Plan activities
- Complete the annual Financial Disclosure process
- Develop and lead Board orientation for new members when appointed

- Develop Riders' Advisory Council work plan to align with Board priorities

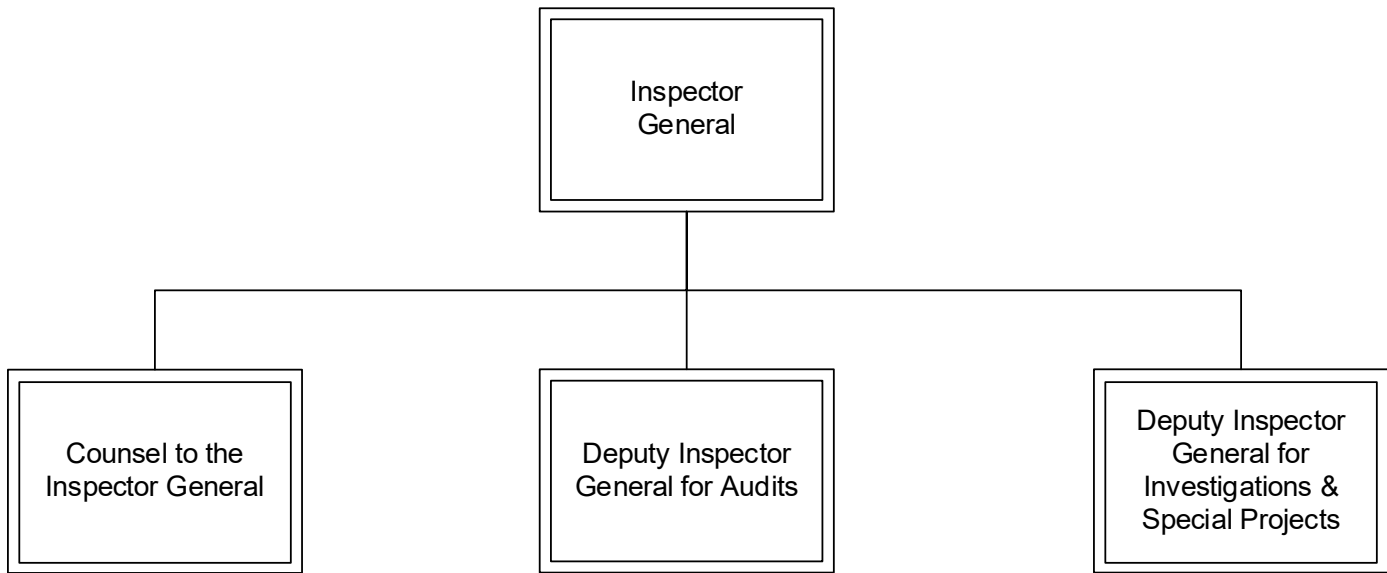
FY2021 Major Accomplishments

Milestones reached over the last year included:

- Supported Board-led Framework for Transit Equity
- Recruited and appointed inaugural members to the Metropolitan Transit Police Department Investigations Review Panel
- Recruited and appointed new members to the Riders' Advisory Council
- Conducted a facilitated Board retreat to establish Board priorities for the year
- Drafted and implemented Board committee work plans
- Facilitated numerous virtual public hearings in accordance with the Metro Compact and Public Participation Plan
- Revised Board Procedures
- Completed annual Financial Disclosure process
- Resolved constituent issues on behalf of Board Members



Office of Inspector General



The Office of Inspector General (OIG) is an independent office that reports to the Metro Board of Directors. Under the WMATA Compact the OIG is an independent and objective unit of the Authority that conducts and supervises audits, program evaluations, and investigations relating to Authority activities; promotes

economy, efficiency, and effectiveness in Authority activities; detects and prevents fraud and abuse in Authority activities; and keeps the Board fully and currently informed about deficiencies in Authority activities as well as the necessity for and progress of corrective action.

Inspector General

	FY2019	FY2020	FY2021	FY2022		
<i>(Dollars in Thousands)</i>	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel ¹	\$6,041	\$7,441	\$7,643	\$7,447	(\$196)	(2.6%)
Non-Personnel	\$1,630	\$1,513	\$2,629	\$2,695	\$66	2.5%
Total²	\$7,671	\$8,954	\$10,272	\$10,143	(\$129)	(1.3%)
Authorized Positions ³	38	40	44	41	(3)	(6.8%)

1. Personnel figures include the department's share of total fringe expenses

2. The total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval

3. Authorized positions include total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval

FY2022 Business Plan

OIG's Office of Investigations and Special Projects will:

- Conduct criminal investigations and refer them for prosecution
- Handle and issue confidential reports of investigations involving fraud, waste, abuse, gross mismanagement, or any investigation of Authority activities deemed necessary or desirable by the Inspector General
- Provide all oversight and administration of the OIG hotline
- Oversee and administer Metro's whistleblower/retaliation program, as well as provide confidential and timely investigative reports to the Whistleblower Panel
- Issue management alerts to the GM/CEO for issues with time sensitivity and those requiring management action
- Provide fraud awareness training to Metro departments and offices
- Initiate special projects and inspections that address concerns related to Metro's operations

OIG's Office of Audits will

- Conduct risk-based performance audits and evaluations to promote economy, efficiency and effectiveness of Metro programs, operations, and activities
- Perform reviews and analyses of contractor proposals to determine reasonableness of cost/pricing information and compliance with the Buy America Act
- Oversee the independent public accounting firm conducting Metro's annual financial statement audit

Pandemic Impacts

The COVID-19 pandemic has caused significant disruption and delay in OIG operations. While OIG staff have been able to perform many work duties remotely, and have come into our offices at L'Enfant Plaza on a limited basis when necessary, other critical activities have been difficult or impossible to conduct. The challenges of remote work have also placed additional burdens on OIG's IT staff.

Specific examples include:

- Cancellation of all in-person training for personnel scheduled to attend the Federal Law Enforcement Training Center and other training events. Especially negative impact on OIG's data analytics training, which had to be cancelled or curtailed due to difficulties in conducting this type of training virtually
- Cancellation of travel to locations outside the Metro area identified as "hot spots," preventing in-person interviews for OIG investigations
- Very limited in-person interviews with Metro employees, negatively affecting investigations
- Difficulties obtaining internal Metro records because of physical access complications
- More frequent computer issues stemming from demands of heavier remote access, stressing our IT personnel
- More frequent issues with Metro VPN, disrupting remote access

- Technical issues with access to online meetings and training
- Delays in judicial proceedings due to challenges faced by courts, US Attorneys, and States Attorneys operating under pandemic conditions
- Delays in OIG subpoena returns and United States Postal Service (USPS) correspondence due to absences and reduced staffing of addressee entities
- Complications and delays in bringing new employees on board

FY2021 Major Accomplishments

Milestones reached over the last year included:

- Conducted the review, referral or subsequent investigation of over 118 complaints made to the OIG hotline
- Issued three Reports of Investigation involving fraud, waste and abuse
- An investigation into a fraud scheme impacting WMATA resulted in the federal conviction of two co-conspirators
- Issued two Management Alerts and one Management Assistance Report that provided insight into issues of concern
- Issued three Special Project Reports
- Provided fraud awareness training to WMATA departments and offices
- Issued three financial audit reports
- Issued one audit report that identified weaknesses in WMATA's program management involving a rail project. This report identified \$62.9 million in funds that could be utilized more effectively, including \$23.6 million in net savings
- Issued 30 contract audit reports that identified \$8.3 million in possible savings
- Oversaw WMATA's annual independent financial statement audit

General Manager & Chief Executive Officer



Under the leadership of the General Manager and Chief Executive Officer (GM/CEO), WMATA provides transit services to the millions of residents and visitors of the Washington Metropolitan region with strategic focus on safe, reliable and equitable services for its passengers. Even as WMATA struggles with the impact of Covid-19 pandemic, the General Manager is looking to the future to ensure that the authority is poised to continue its long-term work of strengthening safe and reliable service, while at the same time, continuing innovative and efficient operations and management approaches, enhancing fiscal accountability, and regulatory compliance.

In FY2022 and in support of the region's recovery, WMATA is committed to restoring ridership and managing equitable service in full support of customers, including frontline workers, school-aged children, and transit-

dependent riders. In addition to rebuilding ridership, the organization will maintain focus on continual improvement of current Metrorail, Metrobus and MetroAccess services, and the launch of the Silver Line Phase 2 extension.

Metro will also stay the course on making progress toward addressing system safety and state of good repair needs. To that end, Metro's Capital Improvement Program investments continue at historic levels. The capital projects for the year include the repairs of track, bridges, buses and train cars, along with the building of new bus facilities and replacing decades-old structures.

Through the many objectives and priorities of FY2022, the General Manager and employees of WMATA are dedicated to becoming the transportation provider of choice, as well as employer of choice in the region.

General Manager & Chief Executive Officer

	FY2019	FY2020	FY2021	FY2022		
<i>(Dollars in Thousands)</i>	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel	\$1,235,618	\$1,341,606	\$1,302,296	\$1,381,371	\$79,075	6.1%
Non-Personnel	\$621,107	\$575,814	\$620,574	\$683,086	\$62,512	10.1%
Total^{1,2}	\$1,856,726	\$1,917,420	\$1,922,869	\$2,064,457	\$141,588	7.4%
Authorized Positions ³	12,178	12,418	12,616	12,290	(326)	(2.6%)

1. Excludes expenses of the Board Corporate Secretary and Inspector General as presented in this chapter

2. Total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval

3. Authorized Positions include total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval

FY2022 Business Plan

Business actions in FY2022 build on the foundation laid out in FY2021 to progress toward achieving top-notch transit services for our customers that restore ridership and provide reliable, equitable and safe service.

Major initiatives in the approved FY2022 budget include:

- Continuing Metro’s focus on safety with a commitment to continual improvement and prevention over a wide range of initiatives including transformation of Metrorail’s Operations Control Center to a best in class organization through enhanced leadership, improved training, and strengthened staff engagement
- Overseeing Metro’s Pandemic Recovery to restore ridership while ensuring the safety of customers and WMATA’s own workforce by implementing higher standards and practices of cleaning and safety precautions, and reassuring customers with communications campaigns and innovations such as touchless payment options
- Maintaining the financial stability of the organization as it grapples with the impact of Covid-19 on ridership and the overall regional economy. Advocate for transitional funding during recovery, while overseeing management actions that streamline administrative processes, support safety measures and increase service to pre-pandemic levels
- Expanding our equity framework to enhance Metro’s social justice actions that guide our approach to service, fares, policing initiatives and community engagement, ensuring equity across Metrorail and Metrobus and in the communities it serves
- Passed 50% completion mark for the Platform Improvement Project – 11 stations have now undergone platform reconstruction over past two years, improving safety and accessibility. Project includes critical safety repairs and customer improvements including non-slip tile, larger information displays, and station lighting improvements
- Leveraged pandemic ridership to execute targeted, short-term shutdowns to maintain SOGR, including repairs to the Yellow Line Bridge, radio/cellular upgrades, tunnel fire suppression system upgrades, and Alexandria Rail Yard signal system upgrades
- Cellular service now available throughout the entire Metro system, including all stations and underground tunnels
- Completed platform-level lighting upgrades one year ahead of schedule; brighter, more efficient lights help improve visibility and enhance safety at all 48 underground stations
- Launched contactless payment via Apple Pay, Google Pay and SmarTrip® app – first transit agency in North America to introduce Apple Pay as a payment option accepted universally throughout the system
- Completed delivery of 7000-series railcars, improving customer safety and the overall rider experience; 748th and final railcar is now in service and 7000-series railcars represent nearly 60% of the Metrorail fleet
- Continued zero-emission Metrobus fleet planning with publication of Zero-Emission Bus Update and receipt of federal funds for electric bus testing through the Low- or No-Emission Vehicle Program; preparing for zero-emissions bus test at Shepherd Parkway bus garage
- Led efforts to secure three rounds of federal Covid relief funding that balanced the FY2020 and FY2021 budgets and protected service and transit jobs
- Supported Board’s development of a “Framework for Transit Equity,” which is designed to advance equitable policies and practices that support Metro’s mission (focused on policing, public participation, fares and service, sustainability, contracting and performance reporting)

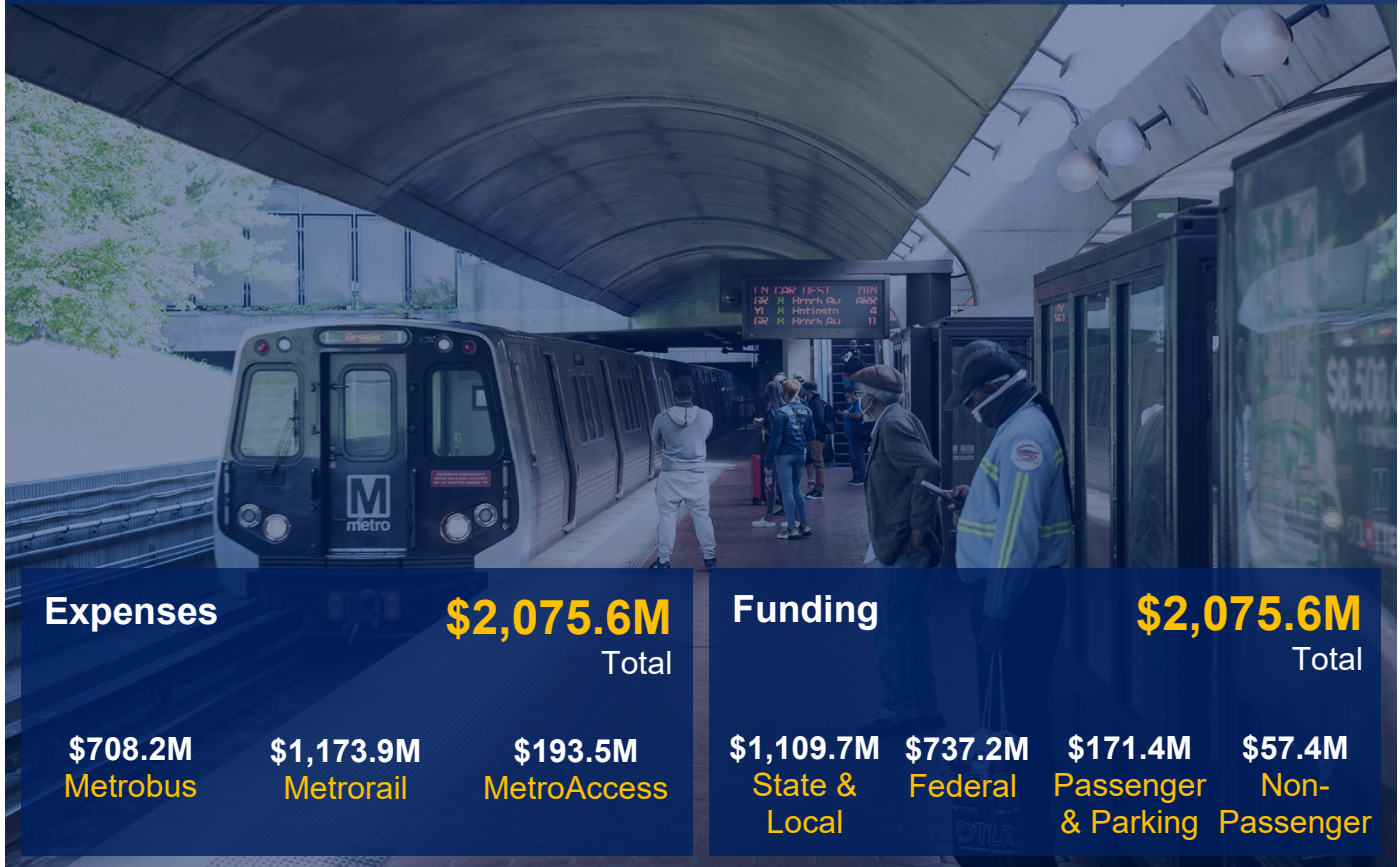
FY2021 Major Accomplishments

Milestones reached over the last year included:

- Restored Metrobus and Metrorail service in late summer 2020 to near pre-pandemic service, in alignment with regional recovery plans and need for social distancing
- Created new telework policy and acquired new IT equipment to support over 2,100 employees working from home during the pandemic, including introduction of new productivity tools such as Microsoft Teams and other Office 365 products

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Chapter 3 – Operating Budget



Introduction

The operating budget funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. In total the operating budget is \$2.1 billion excluding debt service, a 7.3 percent increase from the amended FY2021 budget, with an additional reimbursable projects budget of \$6.0 million.

Sources of Funds

Metro historically has three primary funding sources for the operating budget: passenger revenue including parking, non-fare revenue including advertising, and local subsidy. Due to the ridership and revenue impacts of Covid-19, Metro has also utilized federal relief funding, which totaled \$642.0 million in FY2021 to cover additional expenses incurred and to replace passenger revenue lost as a result of the pandemic.

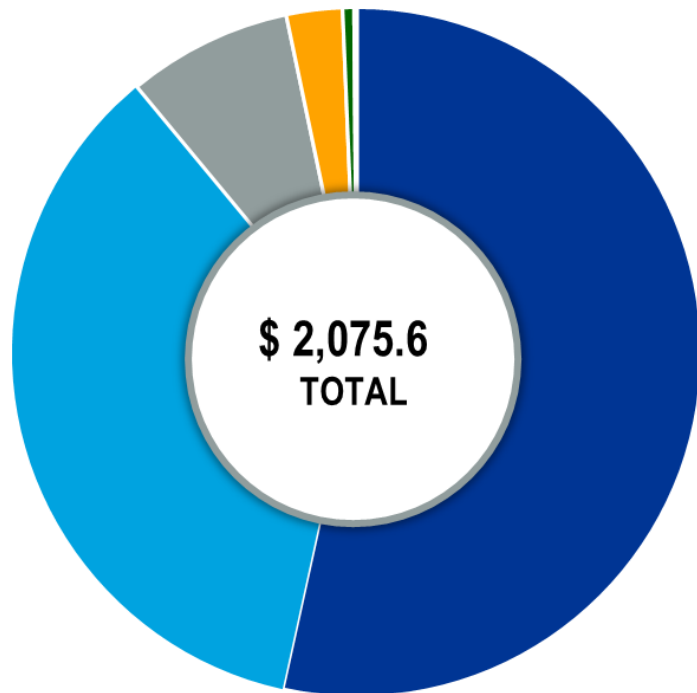
- The largest source of operating funding is the net operating subsidy totaling \$1,109.7 million (excluding Debt Service), or 53.5 percent of total operating funds (excluding Reimbursable)
- The next largest source of operating funding in FY2022 is Federal relief funding from the CRRSAA and ARPA acts, totaling \$737.2 million
- Passenger fare and parking revenues of \$171.4 million (8.3 percent of total expenses) is the third largest source of funds
- The remaining \$57.4 million of operating revenue comes from advertising, joint development projects, fiber optic and property leases, and other revenues

Please note that chart and table totals throughout this publication may not add due to rounding.

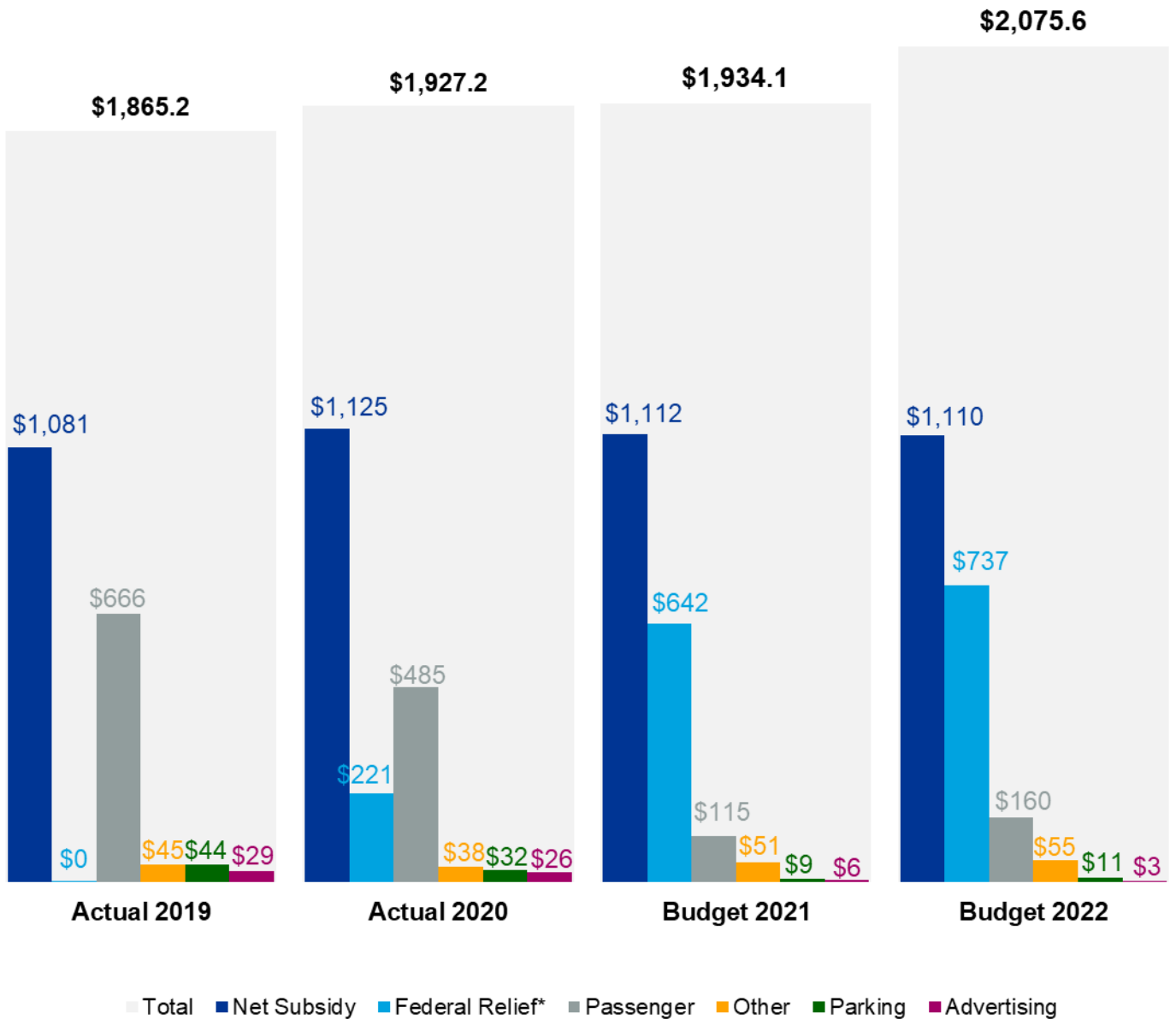
Sources of Funds - Authority Wide (\$ in millions)

\$ 2.8 (0.1%) ADVERTISING
\$ 11.0 (0.5%) PARKING
\$ 54.6 (2.6%) OTHER
\$ 160.3 (7.7%) PASSENGER
\$ 737.2 (35.5%) FEDERAL RELIEF¹
\$ 1,109.7 (53.5%) NET SUBSIDY

1. Includes CRRSAA and ARPA



Sources of Funds - Operating Budget (\$ in millions)



* Includes CARES Act, CRRSAA, and ARPA

Please note that chart and table totals throughout this publication may not sum due to rounding.

Uses of Funds

- Personnel expenses are the largest operating budget expense category at \$1,389.6 million or 67 percent of total expenses, followed by Services at \$397.3 million or 19.1 percent of total
- Services budget consists primarily of expenses related to professional and technical services contract maintenance, and temporary labor services. The largest service expense is in support of paratransit, which is projected to be \$164.0 million in FY2022
- Materials and Supplies budget consist primarily of maintenance parts for buses and railcars, track and structure maintenance, elevator and escalator, and general fleet repair for non-revenue vehicles
- Metro’s energy budget (fuel, utilities and propulsion) consists of propulsion usage by the Metrorail system; diesel, CNG and gasoline for Metrobus, MetroAccess and non-revenue vehicles; and utilities (i.e. electricity, water, phone and refuse collection) at Metro facilities
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs

Uses of Funds - Authority Wide (\$ in millions)

\$ 59.4 (2.9%)

OTHER

\$ 31.8 (1.5%)

FUEL (GAS/DIESEL/CNG)

\$ 87.8 (4.2%)

UTILITIES & PROPULSION

\$ 109.7 (5.3%)

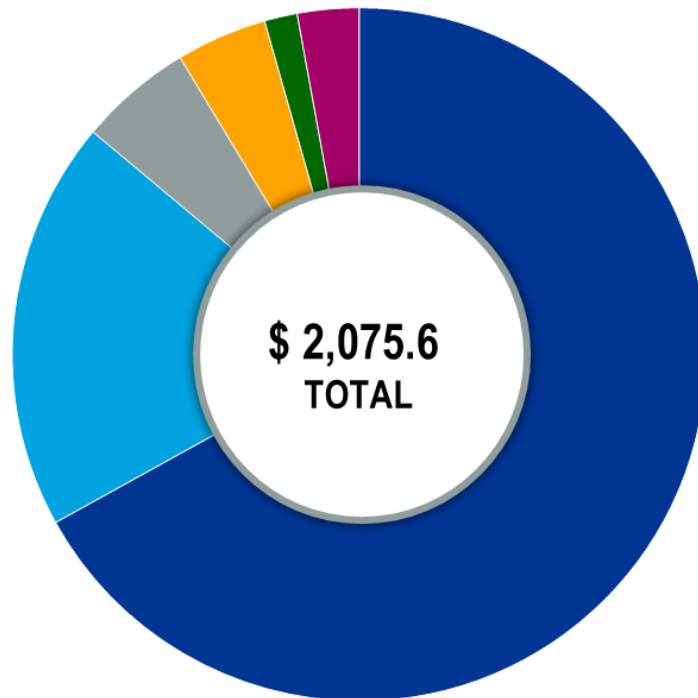
MATERIALS & SUPPLIES

\$ 397.3 (19.1%)

SERVICES

\$ 1,389.6 (67.0%)

PERSONNEL

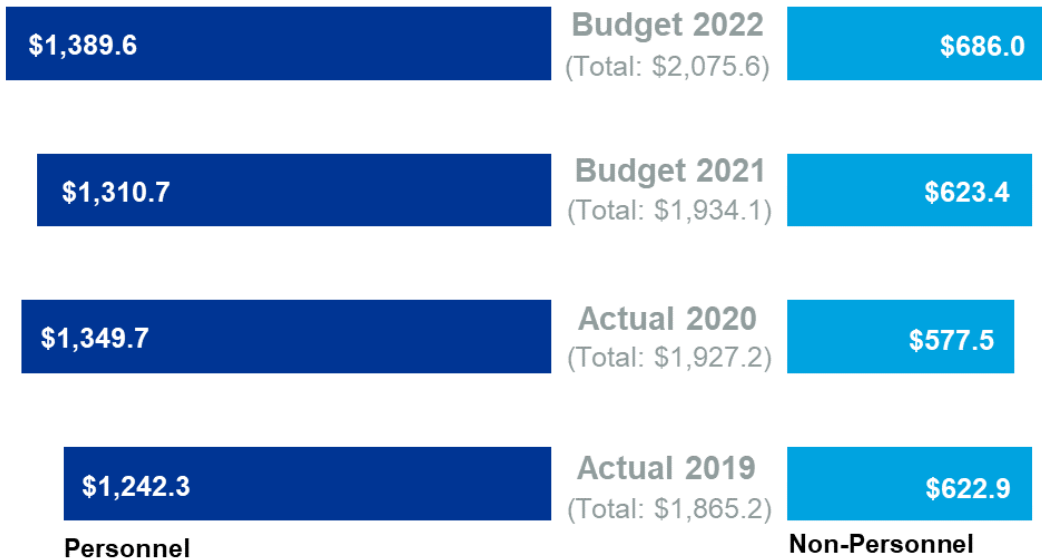


FY2019-FY2022

- Operating personnel expenses increased by 8.6 percent from FY2019 to FY2020 actuals. In FY2022, personnel expenses, inclusive of labor, fringe benefits and capital overhead allocation, are \$1,389.6 million, an increase of \$78.9 million or 6.0 percent compared to FY2021. Both the personnel and non-personnel budget increases include reinstatement of service from the severe service reductions and initiatives from management actions implemented in response to the impacts of the Covid-19 pandemic
- Services expenses increased by 6.4 percent from FY2019 to FY2020. In FY2022 the services budget is \$397.3 million, an increase of \$27.6 million or 7.5 percent compared to FY2021
- Materials and supplies expenses declined 35.5 percent from FY2019 to FY2020. In FY2022, materials and supplies total \$109.7 million, an increase of \$17.8 million or 19.4 percent from FY2021
- Energy costs, which declined 9.3 percent from FY2019 to FY2020, are projected to increase by \$4.1 million or 3.5 percent in FY2022

Uses of Funds (Personnel vs Non-Personnel)

(\$ in millions)



Operating Budget - Revenue and Expenses

	FY2019	FY2020	FY2021	FY2022	
(Dollars in Thousands)	Actual	Actual	Budget	Budget	\$ Change
Revenues:					
Passenger	\$666,310	\$484,977	\$114,902	\$160,347	\$45,445
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	29,042	25,947	5,684	2,803	(\$2,881)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Non-Transit Sources	13,166	11,411	25,630	24,223	(\$1,408)
Total Revenues	\$784,636	\$580,764	\$180,584	\$228,763	\$48,179
Expenses:					
Personnel	\$1,242,333	\$1,349,738	\$1,310,727	\$1,389,632	\$78,906
Services	325,743	346,738	369,625	397,259	\$27,634
Materials & Supplies	120,333	77,569	91,893	109,700	\$17,807
Fuel (Gas/Diesel/Natural Gas)	28,911	21,108	29,533	31,766	\$2,233
Utilities and Propulsion Power	88,578	85,412	85,990	87,821	\$1,831
Casualty and Liability	44,860	34,841	31,692	40,434	\$8,742
Leases and Rental	9,298	8,169	10,513	10,608	\$95
Miscellaneous	5,134	3,633	4,155	8,397	\$4,242
Total Expenses	\$1,865,190	\$1,927,208	\$1,934,127	\$2,075,616	\$141,489
Gross Subsidy	\$1,080,554	\$1,346,444	\$1,753,543	\$1,846,853	\$93,310
Federal Relief ¹	-	(\$220,968)	(\$641,959)	(\$737,201)	(\$95,242)
Net Subsidy	\$1,080,554	\$1,125,476	\$1,111,584	\$1,109,652	(\$1,932)
Cost Recovery Ratio	42.1%	30.1%	9.3%	11.0%	

1. Includes CARES Act, CRRSAA, and ARPA

Operating Budget - Expenses

(Dollars in Thousands)	FY2022 Budget	FY2022 Metrobus	FY2022 Metrorail	FY2022 MetroAccess
Salaries	\$362,555	\$101,461	\$252,541	\$8,554
Wages	523,849	233,543	288,682	1,624
Overtime	85,937	34,618	51,039	280
Total Salaries and Wages	\$972,341	\$369,622	\$592,261	\$10,458
Fringes	\$482,156	\$190,314	\$286,861	\$4,981
Fringe Health	185,212	72,063	111,226	1,924
Fringe Pension	187,174	75,827	109,419	1,928
Other Fringe Benefits	78,206	30,169	47,235	802
Workers Compensation	31,564	12,255	18,982	327
Capital Allocation	(\$64,866)	(\$19,220)	(\$44,368)	(\$1,278)
Total Personnel Cost	\$1,389,632	\$540,717	\$834,755	\$14,161
Services	\$397,259	\$74,404	\$152,544	\$170,312
Professional and Technical	74,963	20,505	50,175	4,283
Contract Maintenance	72,718	38,357	33,701	660
Paratransit	164,044	-	-	164,044
Other	85,534	15,542	68,668	1,325
Materials and Supplies	\$109,700	\$40,889	\$68,024	\$787
Parts	53,800	26,493	27,094	213
Other	55,899	14,395	40,930	573
Fuel (Gasoline/Diesel/Natural Gas)	\$31,766	\$23,300	\$2,728	\$5,737
Diesel Fuel	18,995	17,992	992	12
Gasoline	8,257	795	1,737	5,725
Natural Gas	4,513	4,513	-	-
Utilities and Propulsion	\$87,821	\$11,148	\$75,968	\$704
Propulsion	49,189	-	49,189	-
Electricity	26,568	8,332	17,719	516
Utilities - Other	12,064	2,816	9,060	188
Casualty and Liability	\$40,434	\$11,203	\$28,486	\$745
Insurance	27,664	7,419	19,752	493
Claims	12,769	3,784	8,734	252
Leases	\$10,608	\$2,613	\$7,008	\$988
Property	5,989	1,793	3,264	932
Equipment	4,619	820	3,744	55
Miscellaneous	\$8,397	\$3,906	\$4,386	\$105
Business Meeting/Subscriptions	859	357	483	19
Advertising	4,398	1,321	2,990	88
Reimbursements/Other	3,140	2,228	913	(1)
Total Non-Personnel Cost	\$685,984	\$167,461	\$339,145	\$179,378
Total Cost	\$2,075,616	\$708,178	\$1,173,899	\$193,539

Operating Budget - Authority Wide

	FY2019	FY2020	FY2021	FY2022		
(Dollars in Thousands)	Actual	Actual	Budget	Budget	\$ Change	% Change
Salaries	\$293,429	\$344,246	\$353,156	\$362,555	\$9,399	2.7%
Wages	475,629	506,450	490,907	523,849	32,942	6.7%
Overtime	89,866	83,104	83,326	85,937	2,611	3.1%
Total Salaries and Wages	\$858,924	\$933,800	\$927,390	\$972,341	\$44,952	4.8%
Fringes	\$429,655	\$496,142	\$447,154	\$482,156	\$35,002	7.8%
Fringe Health	232,178	283,610	178,346	185,212	6,867	3.9%
Fringe Pension	165,322	189,441	165,187	187,174	21,987	13.3%
Other Fringe Benefits	(19,484)	(6,400)	73,576	78,206	4,630	6.3%
Workers Compensation	51,638	29,491	30,045	31,564	1,519	5.1%
Capital Allocation	(\$46,246)	(\$80,204)	(\$63,817)	(\$64,866)	(\$1,049)	1.6%
Total Personnel Cost	\$1,242,333	\$1,349,738	\$1,310,727	\$1,389,632	\$78,906	6.0%
Services	\$325,743	\$346,738	\$369,625	\$397,259	\$27,634	7.5%
Professional and Technical	73,392	82,510	75,686	74,963	(723)	(1.0%)
Contract Maintenance	63,065	83,841	72,519	72,718	199	0.3%
Paratransit	148,086	145,031	147,734	164,044	16,311	11.0%
Other	41,200	35,357	73,687	85,534	11,847	16.1%
Materials and Supplies	\$120,333	\$77,569	\$91,893	\$109,700	\$17,807	19.4%
Parts	53,982	60,400	41,121	53,800	12,680	30.8%
Other	66,351	17,169	50,772	55,899	5,127	10.1%
Fuel (Gas/Diesel/Natural Gas)	\$28,911	\$21,108	\$29,533	\$31,766	\$2,233	7.6%
Diesel Fuel	17,064	17,190	18,319	18,995	677	3.7%
Gasoline	7,932	6,068	8,030	8,257	227	2.8%
Natural Gas	3,915	(2,151)	3,184	4,513	1,329	41.7%
Utilities and Propulsion	\$88,578	\$85,412	\$85,990	\$87,821	\$1,831	2.1%
Propulsion	51,284	49,126	48,160	49,189	1,029	2.1%
Electricity	27,197	25,524	26,712	26,568	(144)	(0.5%)
Utilities - Other	10,097	10,761	11,118	12,064	946	8.5%
Casualty and Liability	\$44,860	\$34,841	\$31,692	\$40,434	\$8,742	27.6%
Insurance	16,337	19,327	19,236	27,664	8,428	43.8%
Claims	28,523	15,514	12,455	12,769	314	2.5%
Leases	\$9,298	\$8,169	\$10,513	\$10,608	\$95	0.9%
Property	5,211	5,600	5,942	5,989	\$47	0.8%
Equipment	4,087	2,570	4,570	4,619	\$49	1.1%
Miscellaneous	\$5,134	\$3,633	\$4,155	\$8,397	\$4,242	102.1%
Business Meeting/Subscriptions	1,404	1,311	339	859	520	153.4%
Advertising	3,752	3,175	4,290	4,398	108	2.5%
Reimbursements/Other	(23)	(852)	(474)	3,140	3,614	(763.0%)
Total Non-Personnel Cost	\$622,857	\$577,470	\$623,400	\$685,984	\$62,584	10.0%
Total Cost	\$1,865,190	\$1,927,208	\$1,934,127	\$2,075,616	\$141,489	7.3%

Operating Budget by Mode: Metrobus

Sources of Funds

- Metrobus sources of funds consist of revenue primarily from fares and advertising and subsidy from Metro’s jurisdictional partners. Subsidy is \$524.8 million or 74.1 percent of the total funding need for Metrobus
- Total Metrobus revenue in FY2022 is projected at \$60.1 million. The largest revenue source is passenger revenues estimated at \$57.0 million, which includes fares and passes. Passenger revenue is expected to increase \$43.4 million from FY2021 to FY2022 primarily due to gradual recovery of ridership from pandemic impacts
- Metrobus is projected to receive advertising revenue of \$0.7 million, a decrease of 51.0 percent when compared to FY2021 budget, attributable to contract provisions related to FY2021 service reductions and on-going ridership uncertainty
- Other Metrobus revenue, which includes interest, property disposals, and other miscellaneous revenue, is projected to total \$2.4 million



Sources of Funds - Metrobus (\$ in millions)

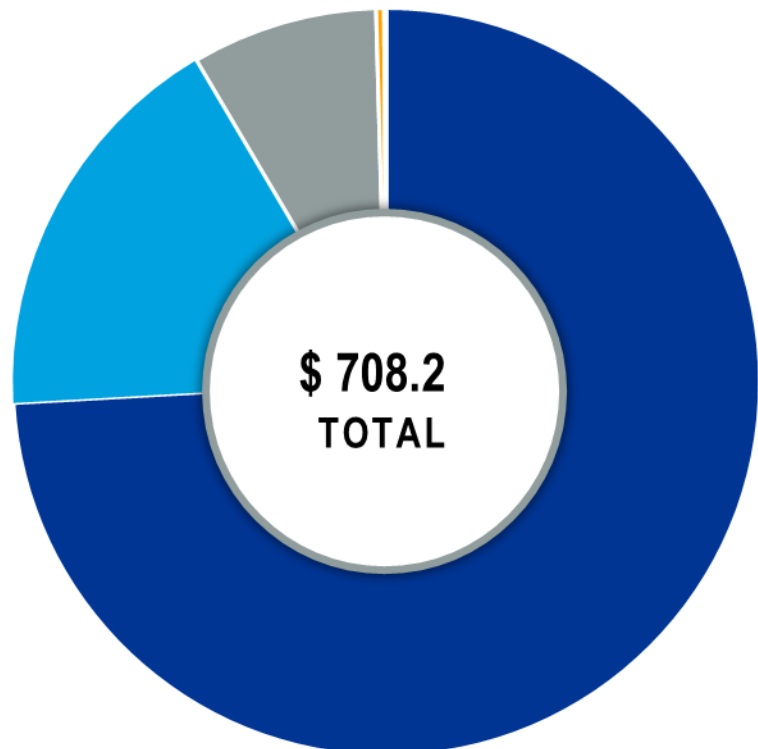
\$ 0.7 (0.1%)
ADVERTISING

\$ 2.4 (0.3%)
OTHER

\$ 57.0 (8.0%)
PASSENGER

\$ 123.2 (17.4%)
FEDERAL RELIEF¹

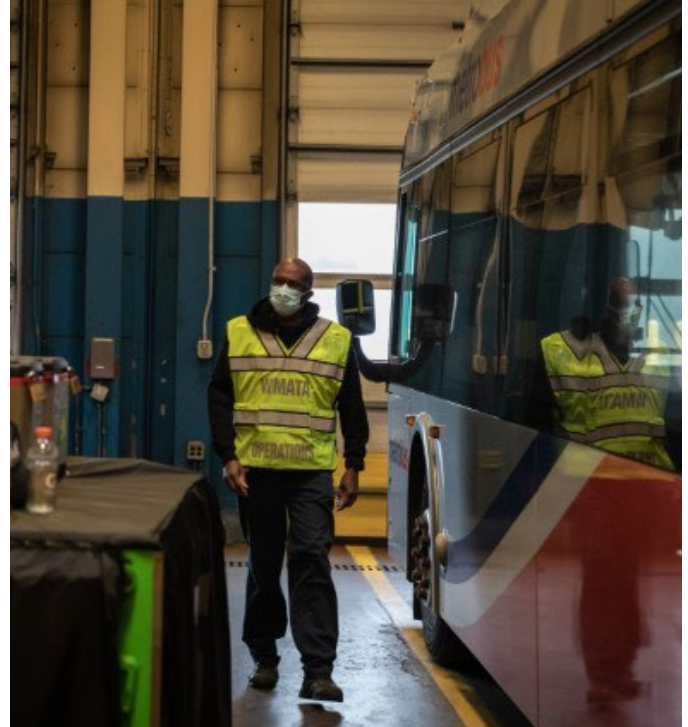
\$ 524.8 (74.1%)
NET SUBSIDY



1. Includes CRRSAA and ARPA

Uses of Funds

- Personnel expenses are the largest portion of the Metrobus budget. For FY2022, personnel cost is estimated at \$540.7 million or 76.4 percent of the Metrobus budget. This total represents an increase of \$18.6 million from the FY2021 budget. This increase is mostly driven by service restoration and improvements for FY2022
- Services are budgeted at \$74.4 million, which is \$5.2 million more than the FY2021 budget. Contract increases were partially offset by continued management actions
- Materials and Supplies are budgeted at \$40.9 million, which is \$14.0 million more than the FY2021 budget
- Fuel costs, which include diesel, Compressed Natural Gas (CNG) and gasoline, are budgeted at \$23.3 million, an increase of \$2.1 million from FY2021
- Utilities costs of \$11.1 million are flat versus the FY2021 budget
- Other expenses total \$17.7 million for FY2022, an increase of \$6.1 million compared to the FY2021 budget



Uses of Funds - Metrobus (\$ in millions)

\$ 17.7 (2.5%)

OTHER

\$ 23.3 (3.3%)

FUEL (GAS/DIESEL/CNG)

\$ 11.1 (1.6%)

UTILITIES & PROPULSION

\$ 40.9 (5.8%)

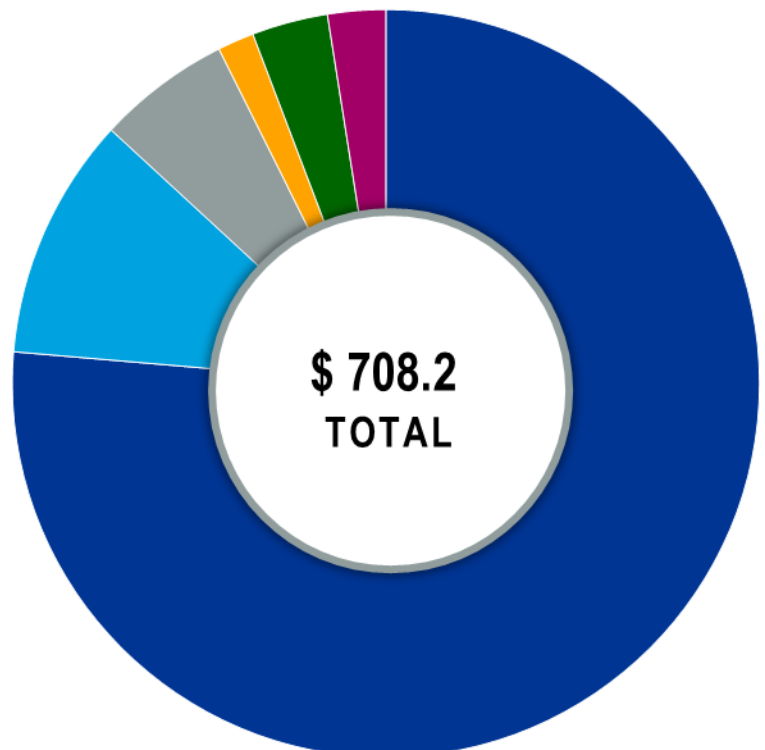
MATERIALS & SUPPLIES

\$ 74.4 (10.5%)

SERVICES

\$ 540.7 (76.4%)

PERSONNEL



FY2019 - FY2022

- Personnel expenses increased by \$19.2 million or 3.7 percent from FY2019 actuals to FY2020 but are projected to increase by \$18.6 million or 3.6 percent from FY2021 budget to FY2022, primarily driven by increased salaries from CBA contracts
- Services increased by \$6.2 million or 11.5 percent from FY2019 actuals to FY2020 and are projected to increase an additional \$5.2 million or 7.5 percent from FY2021 budget to FY2022
- Materials and Supplies decreased by \$20.4 million or 46.0 percent from FY2019 actuals to FY2020 but are projected to increase by \$14.0 million or 51.8 percent from FY2021 budget to FY2021
- Energy costs, inclusive of fuel and utilities, decreased by \$3.7 million or 13.0 percent from FY2019 actuals to FY2020 but are projected to increase by \$2.1 million from FY2021 budget to FY2022

Metrobus - Revenue and Expenses

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change
Revenues:					
Passenger	\$124,011	\$83,516	\$13,619	\$57,004	\$43,385
Parking	-	-	-	-	-
Advertising	9,023	9,124	1,411	692	(\$719)
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Non-Transit Sources	3,043	4,202	2,584	2,442	(\$142)
Total Revenues	\$136,078	\$96,842	\$17,614	\$60,138	\$42,524
Expenses:					
Personnel	\$518,929	\$538,096	\$522,089	\$540,717	\$18,627
Services	54,285	60,527	69,197	74,404	\$5,207
Materials & Supplies	44,364	23,966	26,937	40,889	\$13,952
Fuel (Gas/Diesel/Natural Gas)	21,791	16,130	21,188	23,300	\$2,112
Utilities and Propulsion Power	6,987	8,906	11,118	11,148	\$30
Casualty and Liability	13,386	10,323	8,631	11,203	\$2,571
Leases and Rental	1,942	1,583	2,539	2,613	\$74
Miscellaneous	791	492	434	3,906	\$3,472
Total Expenses	\$662,475	\$660,024	\$662,133	\$708,178	\$46,045
Gross Subsidy	\$526,398	\$563,181	\$644,519	\$648,039	\$3,521
Federal Relief ¹	-	(83,447)	(199,007)	(123,235)	\$75,772
Net Subsidy	\$526,398	\$479,734	\$445,512	\$524,804	\$79,293
Cost Recovery Ratio	20.5%	14.7%	2.7%	8.5%	

1. Includes CARES Act, CRRSAA, and ARPA

Metrobus - Operating Budget

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change	% Change
Salaries	\$88,865	\$98,562	\$100,163	\$101,461	\$1,298	1.3%
Wages	230,399	231,578	227,574	233,543	5,969	2.6%
Overtime	40,859	35,932	33,706	34,618	912	2.7%
Total Salaries and Wages	\$360,123	\$366,072	\$361,443	\$369,622	\$8,180	2.3%
Fringes	\$176,467	\$195,587	\$179,556	\$190,314	\$10,758	6.0%
Fringe Health	94,217	109,656	70,898	72,063	1,165	1.6%
Fringe Pension	67,262	72,434	67,124	75,827	8,702	13.0%
Other Fringe Benefits	(5,451)	2,255	29,520	30,169	649	2.2%
Workers Compensation	20,439	11,242	12,013	12,255	242	2.0%
Capital Allocation	(\$17,660)	(\$23,563)	(\$18,909)	(\$19,220)	(\$311)	1.6%
Total Personnel Cost	\$518,929	\$538,096	\$522,089	\$540,717	\$18,627	3.6%
Services	\$54,285	\$60,527	\$69,197	\$74,404	\$5,207	7.5%
Professional and Technical	16,468	20,448	20,052	20,505	453	2.3%
Contract Maintenance	28,283	33,408	36,672	38,357	1,685	4.6%
Paratransit	11	24	-	-	-	-
Other	9,523	6,647	12,473	15,542	3,069	24.6%
Materials and Supplies	\$44,364	\$23,966	\$26,937	\$40,889	\$13,952	51.8%
Parts	21,832	17,357	13,020	26,493	13,474	103.5%
Other	22,532	6,609	13,917	14,395	478	3.4%
Fuel (Gas/Diesel/Natural Gas)	\$21,791	\$16,130	\$21,188	\$23,300	\$2,112	10.0%
Diesel Fuel	17,060	17,193	17,296	17,992	696	4.0%
Gasoline	816	1,088	708	795	87	12.3%
Natural Gas	3,915	(2,151)	3,184	4,513	1,329	41.7%
Utilities and Propulsion	\$6,987	\$8,906	\$11,118	\$11,148	\$30	0.3%
Propulsion	-	1,182	-	-	-	-
Electricity	3,513	3,778	8,328	8,332	4	0.0%
Utilities - Other	3,474	3,945	2,790	2,816	27	1.0%
Casualty and Liability	\$13,386	\$10,323	\$8,631	\$11,203	\$2,571	29.8%
Insurance	4,875	5,727	4,941	7,419	2,478	50.2%
Claims	8,511	4,597	3,690	3,784	93	2.5%
Leases	\$1,942	\$1,583	\$2,539	\$2,613	\$74	2.9%
Property	746	841	1,742	1,793	51	2.9%
Equipment	1,195	743	797	820	23	2.9%
Miscellaneous	\$791	\$492	\$434	\$3,906	\$3,472	799.3%
Business Meeting/Subscriptions	358	355	(150)	357	507	(338.5%)
Advertising	1,120	941	1,288	1,321	32	2.5%
Reimbursements/Other	(687)	(803)	(704)	2,228	2,932	(416.5%)
Total Non-Personnel Cost	\$143,546	\$121,927	\$140,044	\$167,461	\$27,418	19.6%
Total Cost	\$662,475	\$660,024	\$662,133	\$708,178	\$46,045	7.0%

Operating Budget by Mode: Metrorail

Sources of Funds

- Metrorail sources of funds consist of revenue primarily from passenger fares and parking fees, as well as advertising and lease revenues and subsidy from Metro’s jurisdictional partners. Subsidy is \$396.0 million or 33.7 percent of the rail funding need
- Total Metrorail revenue in FY2022 is projected at \$164.0 million. Passenger revenues, including fares and passes, are projected at \$98.7 million. Passenger revenue is expected to decrease 0.9 percent from FY2021 to FY2022 due to the expected gradual post-pandemic increase in ridership. Prior to the pandemic, rail passenger revenues were projected to increase due to a rebound in ridership related to improved reliability, expanded fare products, customer service initiatives and a partial restoration of late-night hours
- Parking revenue at Metrorail facilities will contribute \$11.0 million in revenue. This is a 24.5 percent increase from FY2021 to FY2022 due to gradual recovery from the Covid-19 impacts
- Advertising revenue applied to Metrorail will contribute \$2.1 million to revenue in FY2022. This is a \$2.2 million reduction from the FY2021 budget
- Other revenue, which includes joint development, fiber optics, and other non-transit revenue is projected to contribute \$52.1 million in FY2022

Sources of Funds - Metrorail (\$ in millions)

\$ 2.1 (0.2%)
ADVERTISING

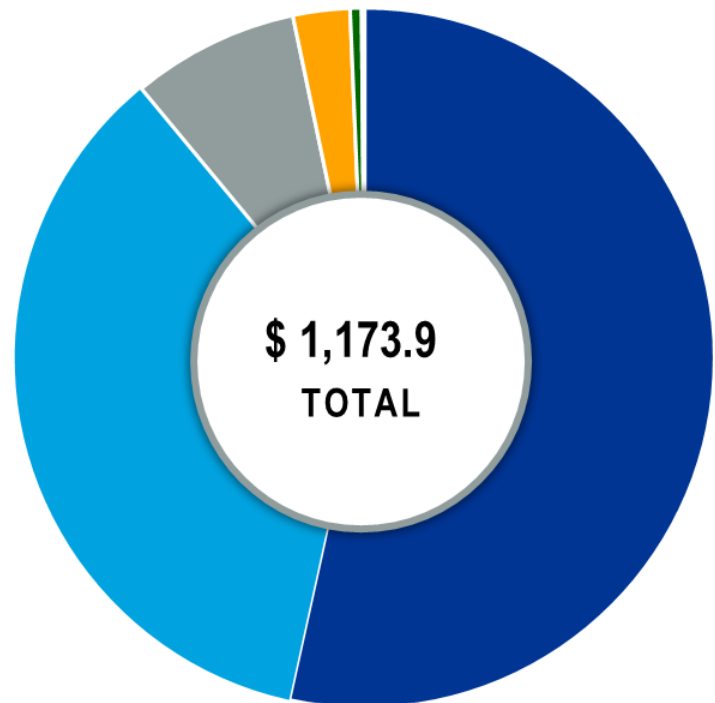
\$ 11.0 (0.9%)
PARKING

\$ 52.1 (4.4%)
OTHER

\$ 98.7 (8.4%)
PASSENGER

\$ 614.0 (52.3%)
FEDERAL RELIEF¹

\$ 396.0 (33.7%)
NET SUBSIDY



1. Includes CRRSAA and ARPA

Uses of Funds

- Personnel expenses are the largest portion of the FY2022 Metrorail budget. Personnel costs are estimated at \$834.8 million, or 71.1 percent of total Metrorail expenses This total represents an increase of \$59.7 million from the FY2021 budget
- Services are budgeted at \$152.5 million, which is \$6.2 million more than the FY2021 budget
- Materials and Supplies are budgeted at \$68.0 million, which is \$3.8 million more than the FY2021 budget
- Fuel costs are budgeted at \$2.7 million, flat compared to FY2021 budget
- Utilities and Propulsion expenses of \$76.0 million are \$1.8 million higher than the FY2021 budget
- Other expenses consisting of Casualty and Liability insurance, lease and miscellaneous expenses total \$39.9 million, which is \$6.8 million more than the FY2021 budget



Uses of Funds - Metrorail (\$ in millions)

\$ 39.9 (3.4%)

OTHER

\$ 2.7 (0.2%)

FUEL (GAS/DIESEL/CNG)

\$ 76.0 (6.5%)

UTILITIES & PROPULSION

\$ 68.0 (5.8%)

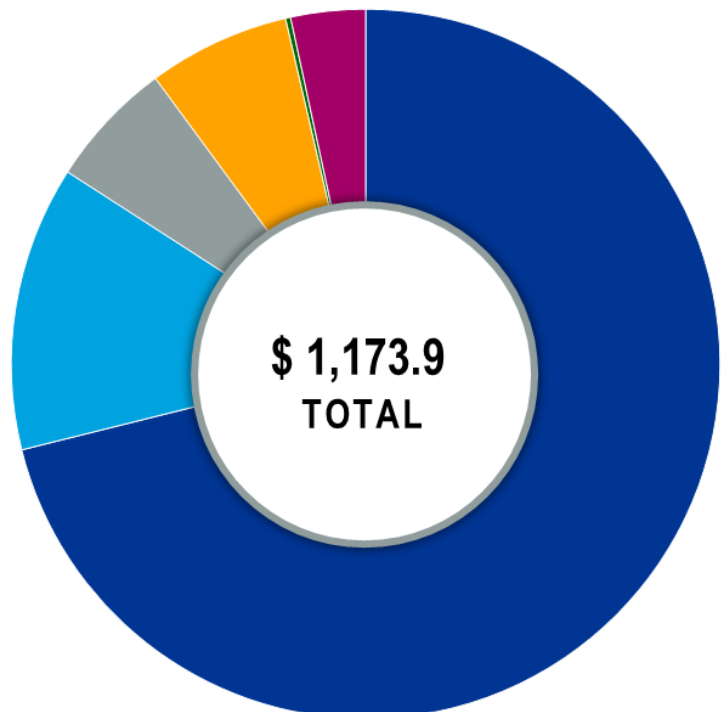
MATERIALS & SUPPLIES

\$ 152.5 (13.0%)

SERVICES

\$ 834.8 (71.1%)

PERSONNEL



FY2019 - FY2022

- Personnel expenses increased by \$86.9 million or 12.1 percent from FY2019 actuals to FY2020 actuals and are projected to increase \$59.7 million or 7.7 percent from the FY2021 budget to FY2022 budget
- Services increased from FY2019 actuals to FY2020 actuals by \$17.3 million or 14.6 percent due to outsourcing and are projected to increase by \$6.2 million or 4.2 percent from FY2021 budget to FY2022 budget
- Materials and Supplies decreased \$21.5 million from FY2019 actuals to FY2020 actuals but are projected to increase \$3.8 million or 6.0 percent from FY2021 budget to FY2022 budget
- Utilities and Propulsion are projected to increase \$1.8 million or 2.4 percent in FY2022



Metrorail - Revenue and Expenses

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change
Revenues:					
Passenger	\$533,518	\$394,786	\$99,594	\$98,683	(\$911)
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	20,018	16,823	4,273	2,111	(\$2,161)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Non-Transit Sources	10,123	7,209	23,046	21,780	(\$1,266)
Total Revenues	\$639,777	\$477,246	\$161,280	\$163,965	\$2,685
Expenses:					
Personnel	\$716,117	\$803,063	\$775,038	\$834,755	\$59,716
Services	118,621	135,919	146,363	152,544	\$6,180
Materials & Supplies	75,129	53,608	64,188	68,024	\$3,836
Fuel (Gas/Diesel/Natural Gas)	1,380	990	2,747	2,728	(\$19)
Utilities and Propulsion Power	81,061	75,882	74,169	75,968	\$1,799
Casualty and Liability	30,675	23,831	22,486	28,486	\$6,000
Leases and Rental	7,229	6,471	7,010	7,008	(\$2)
Miscellaneous	4,238	3,056	3,618	4,386	\$768
Total Expenses	\$1,034,450	\$1,102,820	\$1,095,621	\$1,173,899	\$78,278
Gross Subsidy	\$394,673	\$625,574	\$934,341	\$1,009,934	\$75,593
Federal Relief ¹	-	(135,752)	(442,952)	(613,965)	(\$171,014)
Net Subsidy	\$394,673	\$489,822	\$491,389	\$395,969	(\$95,421)
Cost Recovery Ratio	61.8%	43.3%	14.7%	14.0%	

1. Includes CARES Act, CRRSAA, and ARPA

Operating Budget - Metrorail

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change	% Change
Salaries	\$199,350	\$239,460	\$244,501	\$252,541	\$8,040	3.3%
Wages	245,015	274,553	261,953	288,682	26,729	10.2%
Overtime	48,980	47,148	49,380	51,039	1,659	3.4%
Total Salaries and Wages	\$493,346	\$561,161	\$555,834	\$592,261	\$36,427	6.6%
Fringes	\$250,493	\$296,976	\$262,855	\$286,861	\$24,006	9.1%
Fringe Health	136,534	171,928	105,555	111,226	5,671	5.4%
Fringe Pension	97,054	115,702	96,309	109,419	13,111	13.6%
Other Fringe Benefits	(13,916)	(8,679)	43,280	47,235	3,955	9.1%
Workers Compensation	30,821	18,025	17,712	18,982	1,270	7.2%
Capital Allocation	(\$27,722)	(\$55,074)	(\$43,651)	(\$44,368)	(\$717)	1.6%
Total Personnel Cost	\$716,117	\$803,064	\$775,038	\$834,755	\$59,716	7.7%
Services	\$118,621	\$135,919	\$146,363	\$152,544	\$6,180	4.2%
Professional and Technical	54,557	57,454	51,312	50,175	(1,137)	(2.2%)
Contract Maintenance	33,380	50,478	35,179	33,701	(1,478)	(4.2%)
Paratransit	25	56	-	-	-	-
Other	30,659	27,931	59,872	68,668	8,796	14.7%
Materials & Supplies	\$75,129	\$53,608	\$64,188	\$68,024	\$3,836	6.0%
Parts	32,127	43,022	27,893	27,094	(799)	(2.9%)
Other	43,002	10,587	36,295	40,930	4,635	12.8%
Fuel (Gas/Diesel/Natural Gas)	\$1,380	\$990	\$2,747	\$2,728	(\$19)	(0.7%)
Diesel Fuel	4	(3)	1,010	992	(19)	(1.9%)
Gasoline	1,376	993	1,737	1,737	-	-
Natural Gas	-	-	-	-	-	-
Utilities & Propulsion	\$81,061	\$75,882	\$74,169	\$75,968	\$1,799	2.4%
Propulsion	51,284	47,944	48,160	49,189	1,029	2.1%
Electricity	23,285	21,246	17,867	17,719	(148)	(0.8%)
Utilities - Other	6,492	6,691	8,143	9,060	918	11.3%
Casualty & Liability	\$30,675	\$23,831	\$22,486	\$28,486	\$6,000	26.7%
Insurance	11,171	13,220	13,967	19,752	5,785	41.4%
Claims	19,504	10,611	8,519	8,734	215	2.5%
Leases	\$7,229	\$6,471	\$7,010	\$7,008	(\$2)	(0.0%)
Property	4,392	4,675	3,291	3,264	(27)	(0.8%)
Equipment	2,837	1,796	3,719	3,744	24	0.7%
Miscellaneous	\$4,238	\$3,056	\$3,618	\$4,386	\$768	21.2%
Business Meeting/Subscriptions	1,020	928	471	483	13	2.7%
Advertising	2,566	2,171	2,916	2,990	74	2.5%
Reimbursements/Other	652	(44)	232	913	681	294.3%
Total Non-Personnel Cost	\$318,333	\$299,757	\$320,583	\$339,145	\$18,562	5.8%
Total Cost	\$1,034,450	\$1,102,820	\$1,095,621	\$1,173,899	\$78,278	7.1%

Operating Budget by Mode: MetroAccess

Sources of Funds

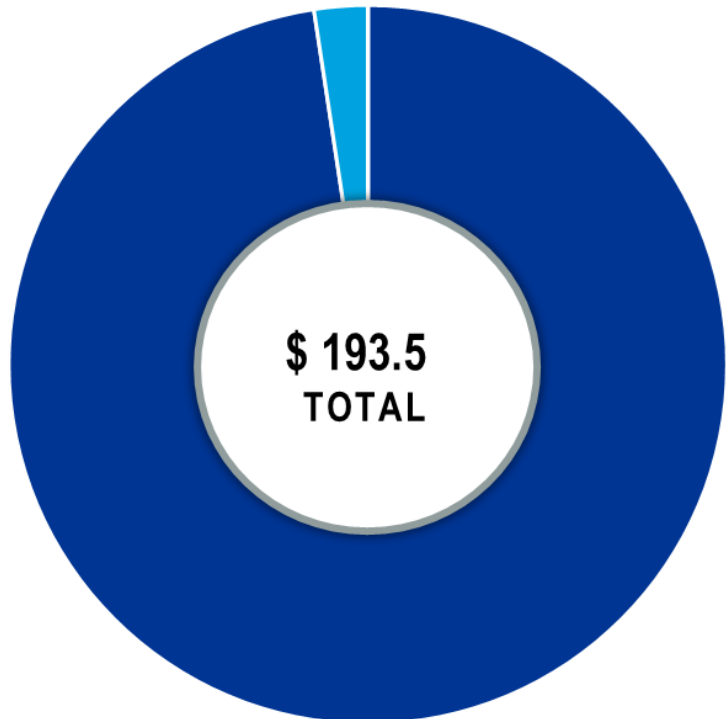
- MetroAccess sources of funds include passenger revenue and net subsidy from Metro’s jurisdictional partners. MetroAccess passenger revenues are projected at \$4.7 million and cover 2.4 percent of Metro’s paratransit costs; jurisdictional subsidies of \$188.9 million support the remaining 97.6 percent
- MetroAccess passenger revenues are expected to increase 175.8 percent when compared to FY2021 budget due to the application of late trip credits



Sources of Funds - MetroAccess
(\$ in millions)

\$ 4.7 (2.4%)
PASSENGER

\$ 188.9 (97.6%)
NET SUBSIDY



Uses of Funds

- Personnel costs are budgeted at \$14.2 million, which is a marginal \$0.6 million increase in comparison to the FY2021 budget
- Services are budgeted at \$170.3 million and represent an increase of \$16.2 million in

comparison to the FY2021 budget. This is primarily due to cost escalation in paratransit contract rates. Contracts to provide Paratransit service account for 84.8 percent of the total MetroAccess budget. Other contract spending brings total Services costs to 88.0 percent of total Access expenses

Uses of Funds - MetroAccess (\$ in millions)

\$ 1.8 (0.9%)

OTHER

\$ 5.7 (3.0%)

FUEL (GAS/DIESEL/CNG)

\$ 0.7 (0.4%)

UTILITIES & PROPULSION

\$ 0.8 (0.4%)

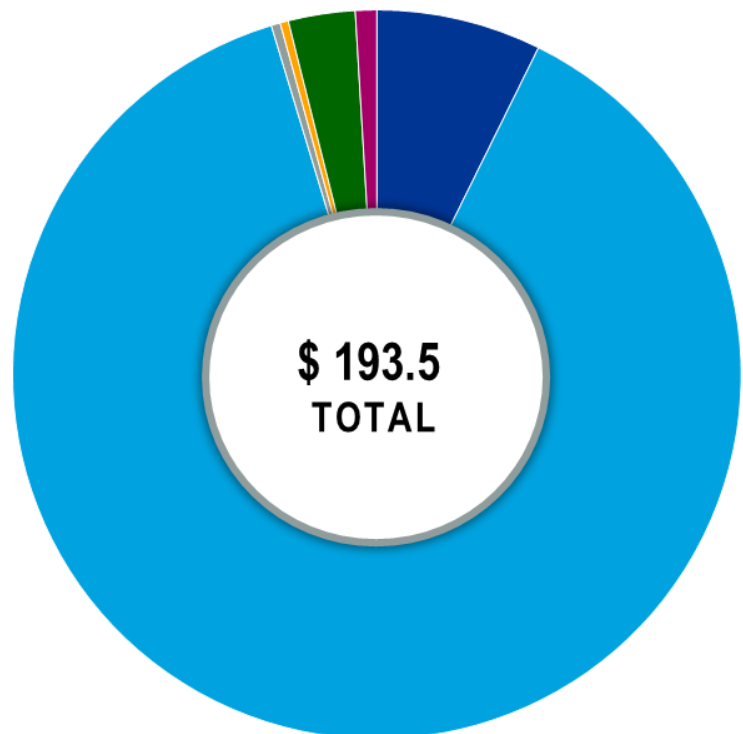
MATERIALS & SUPPLIES

\$ 170.3 (88.0%)

SERVICES

\$ 14.2 (7.3%)

PERSONNEL



FY2019 - FY2022

- Services expense decreased by \$2.5 million or 1.7 percent from FY2019 to FY2020 and are projected to increase by \$16.2 million or 10.5 percent from FY2021 budget to FY2022
- Energy costs, consisting of fuel and utilities, are projected to increase by \$0.1 million or 2.2 percent from FY2021 to FY2022. The increase is primarily due to inflation in gasoline prices



MetroAccess - Revenue and Expenses

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change
Revenues:					
Passenger	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
Parking	-	-	-	-	-
Advertising	-	-	-	-	-
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Non-Transit Sources	-	-	-	-	-
Total Revenues	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
Expenses:					
Personnel	\$7,287	\$8,578	\$13,599	\$14,161	\$562
Services	152,838	150,292	154,065	170,312	\$16,247
Materials & Supplies	839	(5)	768	787	\$19
Fuel (Gas/Diesel/Natural Gas)	5,740	3,988	5,598	5,737	\$140
Utilities & Propulsion Power	530	624	702	704	\$2
Casualty and Liability	799	686	574	745	\$171
Leases & Rental	128	115	963	988	\$24
Miscellaneous	105	86	103	105	\$3
Total Expenses	\$168,265	\$164,365	\$176,373	\$193,539	\$17,167
Gross Subsidy	\$159,484	\$157,689	\$174,683	\$188,879	\$14,196
Federal Relief ¹	-	(1,769)	-	-	-
Net Subsidy	\$159,484	\$155,920	\$174,683	\$188,879	\$14,196
Cost Recovery Ratio	5.2%	4.1%	1.0%	2.4%	

1. Includes CARES Act, CRRSAA, and ARPA

Operating Budget - MetroAccess

(Dollars in Thousands)	FY2019	FY2020	FY2021	FY2022	\$ Change	% Change
	Actual	Actual	Budget	Budget		
Salaries	\$5,214	\$6,223	\$8,493	\$8,554	\$61	0.7%
Wages	215	319	1,381	1,624	244	17.7%
Overtime	26	24	240	280	40	16.6%
Total Salaries and Wages	\$5,456	\$6,567	\$10,113	\$10,458	\$345	3.4%
Fringes	\$2,696	\$3,579	\$4,743	\$4,981	\$238	5.0%
Fringe Health	1,428	2,026	1,893	1,924	31	1.6%
Fringe Pension	1,007	1,304	1,754	1,928	174	9.9%
Other Fringe Benefits	(118)	23	776	802	26	3.4%
Workers Compensation	379	225	320	327	7	2.1%
Capital Allocation	(\$865)	(\$1,567)	(\$1,257)	(\$1,278)	(\$21)	1.6%
Total Personnel Cost	\$7,287	\$8,578	\$13,599	\$14,161	\$562	4.1%
Services	\$152,838	\$150,292	\$154,065	\$170,312	\$16,247	10.5%
Professional and Technical	2,367	4,607	4,322	4,283	(39)	(0.9%)
Contract Maintenance	1,402	(46)	668	660	(8)	(1.2%)
Paratransit	148,050	144,951	147,734	164,044	16,311	11.0%
Other	1,018	779	1,342	1,325	(17)	(1.3%)
Materials & Supplies	\$839	(\$5)	\$768	\$787	\$19	2.4%
Parts	23	21	208	213	5	2.3%
Other	816	(27)	560	573	14	2.5%
Fuel (Gas/Diesel/Natural Gas)	\$5,740	\$3,988	\$5,598	\$5,737	\$140	2.5%
Diesel Fuel	0	0	12	12	-	(0.0%)
Gasoline	5,740	3,988	5,586	5,725	140	2.5%
Natural Gas	-	-	-	-	-	-
Utilities & Propulsion	\$530	\$624	\$702	\$704	\$2	0.3%
Propulsion	-	-	-	-	-	-
Electricity	399	500	516	516	0	0.0%
Utilities - Other	131	124	186	188	2	0.9%
Casualty & Liability	\$799	\$686	\$574	\$745	\$171	29.8%
Insurance	291	381	329	493	165	50.2%
Claims	508	306	245	252	6	2.5%
Leases	\$128	\$115	\$963	\$988	\$24	2.5%
Property	73	84	909	932	23	2.5%
Equipment	55	31	54	55	1	2.4%
Miscellaneous	\$105	\$86	\$103	\$105	\$3	2.6%
Business Meeting/Subscriptions	26	29	18	19	0	2.2%
Advertising	67	63	86	88	2	2.5%
Reimbursements/Other	12	(5)	(1)	(1)	0	(6.9%)
Total Non-Personnel Cost	\$160,978	\$155,786	\$162,774	\$179,378	\$16,605	10.2%
Total Cost	\$168,265	\$164,365	\$176,373	\$193,539	\$17,167	9.7%

Reimbursable Budget

Reimbursable projects are those unique services, programs and projects for which separate funding is provided by a jurisdiction or third-party entity. Metro is reimbursed on a dollar-for-dollar basis to provide the arranged services.

Funding Sources for Reimbursable Projects

	FY2020 Budget	FY2021 Budget	FY2022 Budget	\$ Change
Federal Grant Funding				
Safety and Security Grants	\$5,714	\$3,977	\$2,291	(\$1,686)
Other Sources of Funding				
Neutral Host Agreement	\$1,184	\$684	-	(\$684)
Joint Development and Adjacent Construction Projects	\$2,124	\$3,106	\$3,666	\$561
Total	\$9,022	\$7,766	\$5,957	(\$1,809)

Safety and Security Grants

Metro was awarded an additional \$3.3M under the Transit Security Grant Program (TSGP) and National Explosive Detection Canine Team Program (NEDCTP) under the Department of Homeland Security (DHS). The security grants provide funding for capital and operational security activities. The funding enhances the ability of the Metropolitan Transit Police Department (MTPD) to detect and deter potential attacks of international and homegrown terrorism through increased visibility, unpredictable presence, security assessments, and employee/public awareness. As Federal appropriations become available, Metro continues to pursue new funding to further enhance security activities.

Joint Development and Adjacent Construction Projects

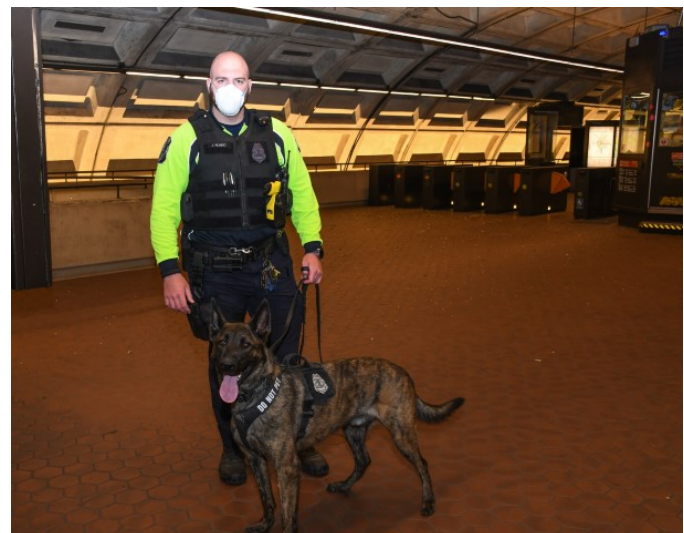
Metro's Office of Joint Development and Adjacent Construction (JDAC) reviews and approves construction activities for projects adjacent to Metrorail and Metrobus property, facilities, and operational right of way to ensure that:

- Metro facilities and operations are not damaged or affected during and after the project construction
- JDAC expenditures are reimbursed by the requesting private entity or jurisdiction. JDAC performs the following activities for the entities:
 - Provides internal Authority departmental coordination with project's owner/developer/contractor (ODC) including external agencies, jurisdictions, property owners, consultants, developers, utilities and/ or anyone who has an impact on Metro property, facilities and/or operations
 - Prepares project agreements in conjunction with Real Estate and Station Area Planning and General Counsel

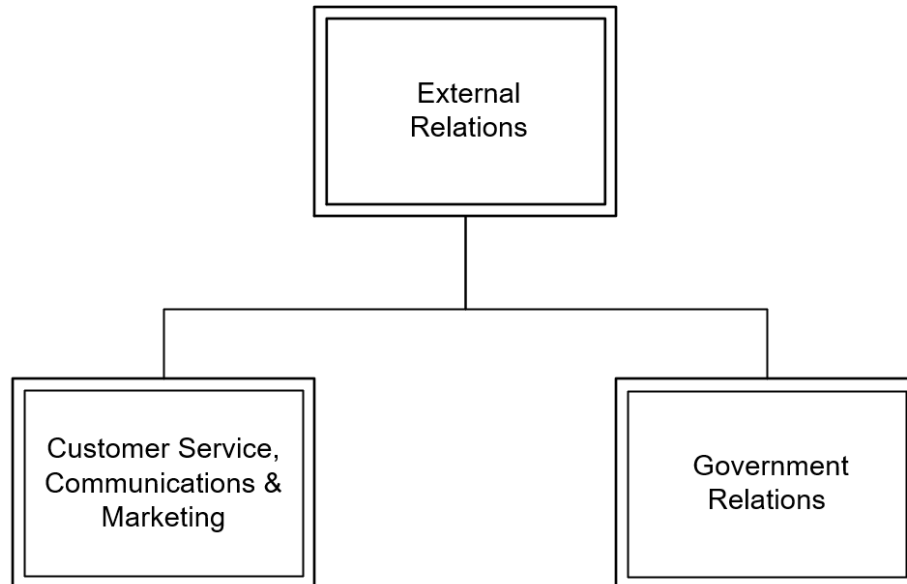
- Provides coordination/oversight for all aspects of a project including design, safety, operations, constructability, assuring compliance with Metro standards, monitoring/coordinating construction activities and acceptance of on-site installations and facilities
- Provides oversight and acceptance for Joint Development and Jurisdictional Reimbursable projects that will ultimately be owned and operated by Metro

Neutral Host

Prior to FY2022, the Authority issued master license contract agreements with telecommunications providers to design, build, operate, and maintain a wireless communication infrastructure throughout Metro's underground stations and tunnels. The agreements for neutral host projects were at no cost to Metro and enabled wireless cellular phone and data services throughout the underground infrastructure. The agreements concluded in January 2021 and thus no FY2022 amounts are budgeted.



External Relations



<i>(Dollars in Thousands)</i>	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$9,710	\$10,706	\$11,372	\$11,520	\$148	1.3%
Non-Personnel	\$7,273	\$5,348	\$8,488	\$8,610	\$123	1.4%
Total Cost	\$16,983	\$16,054	\$19,860	\$20,130	\$271	1.4%
Authorized Positions	111	111	110	108	(2)	(2.1%)

The Department of External Relations (EXRL) is responsible for building and maintaining strong relationships with Metro’s stakeholders, partners, and customers to include regional elected officials, business, community groups, and the Board of Directors. Key priorities include:

- Work with jurisdictions and Congress to ensure needed operating and capital funding support
- Engage stakeholders in support of Metro’s business goals and objectives, as well as coordinate with federal agencies and safety oversight organizations
- Improve customer experience and public confidence through customer surveys, media relations, and marketing channels



Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022
Renew partner funding commitments				
Renew federal dedicated funding commitment	Obtained PRIIA \$150M appropriation	Obtained \$150M appropriation; Obtained funding needed to cover Covid-19 operating costs	Obtained \$150M appropriation; Obtained funding needed to cover Covid-19 operating costs	Seek \$150M appropriation and funding reauthorization; Obtain funding needed to cover Covid-19 operating costs
Ensure jurisdictional funding to meet budget requirements	Obtained commitment to fund FY2020 Budget	Obtained commitment to fund FY2021 Budget	Obtained commitment to fund FY2022 Budget	Obtain commitment to fund FY2022 Budget
Continual customer satisfaction increases				
Rail Customer Satisfaction ¹	79%	83% (Q4 CY2019)	N/A (Ridership Too Low)	Maintain or Increase
Bus Customer Satisfaction ¹	76%	79% (Q4 CY2019)	89% (Q1 CY2021)	Maintain or Increase
Call Center Customer Satisfaction ¹	84%	85%	84%	85%
Outreach and communications efficacy				
Customer Awareness of Major Planned Capital Work ²	RD 85% - 93% BL/YL 70% - 96%	Maintain or Increase	Maintain or Increase	Maintain or Increase
Lapsed Metrorail customer awareness / exposure to Covid Safety Media Campaign	N/A	N/A	25% (Dec 2020) 52% (Feb 2021)	Increase

1. Calendar Year averages

2. Change in awareness measures among registered SmarTrip® users from samples taken several weeks/months before the shutdowns to samples taken a week before the shutdowns. "RD" refers to actual responses among registered SmarTrip® users at affected stations prior to July-September 2018 Red Line Shutdown. "BL/YL" refers to actual responses among registered SmarTrip® users at affected stations prior to May-September 2019 Blue/Yellow Line Platforms Project

FY2022 Business Plan

In FY2022, External Relations will continue to integrate the efforts of several functional areas to further develop and enhance its comprehensive program to strengthen Metro's brand. Key enhancements include:

- Continue the communication and outreach program in support of WMATA's Pandemic Recovery Program to build confidence for returning riders and support for local and federal funding necessary to continue services
- Lead customer communication, jurisdiction collaboration and stakeholder involvement in support of the expanded capital program
- Support Rail Operations Control Center safety cultural transformation with enhanced internal and stakeholder communications
- Develop and execute an integrated communications/external relations program to introduce the Silver Line extension to the region
- Support the management/Board Transit Equity Framework initiatives
- Continue to build trust among key stakeholders to invest in Metro by highlighting Metro's progress (pandemic recovery, fiscal stewardship, internal morale and safety improvement)
- Implement a strategy, in collaboration with the regional Congressional delegation and business, regional and elected leaders, in support of continued operating funding in response to Covid Pandemic and the reauthorization of the Passenger Rail Investment and Improvement Act
- Maintain a collaborative Board-management relationship to achieve business goals and ensure effective policymaking
- Communicate leadership objectives to build a sustainable business model that meets the mandated subsidy cap, improves service delivery and enhances employee pride
- Engage employees in delivering business objectives and improve pride in Metro
- Maintain non-fare revenue through expanded digital advertising, new commercial and retail opportunities, and special event cost recovery

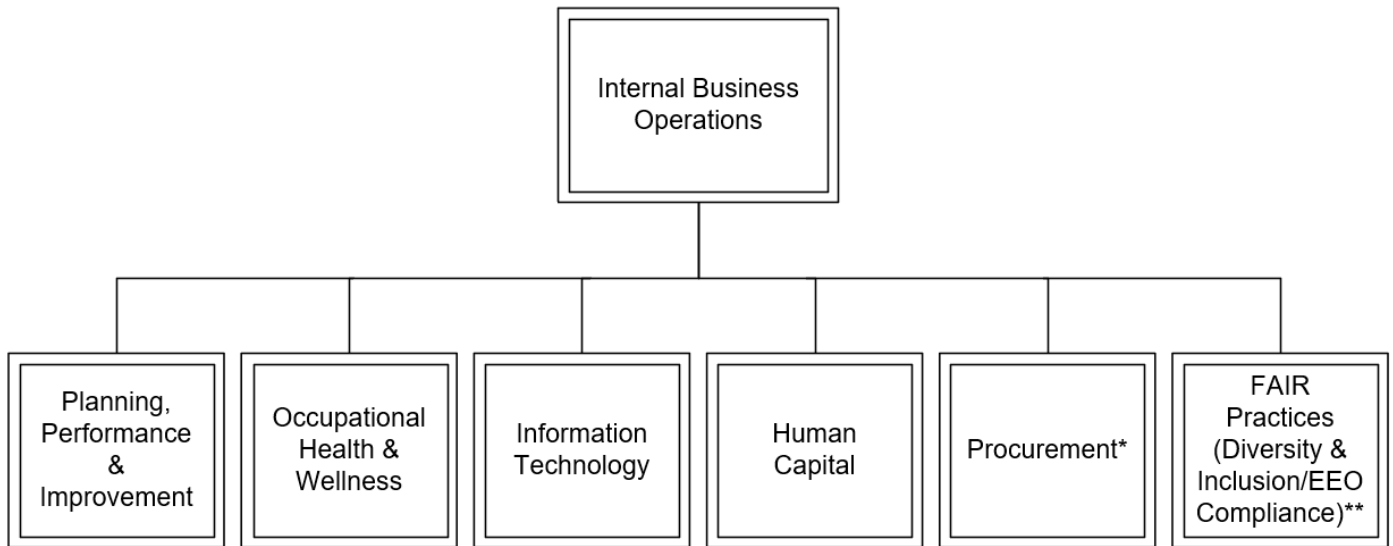




FY2021 Major Accomplishments

- Implemented an integrated communications and outreach program that kept employees, customers and stakeholders informed of Covid-19 safety measures and rail and bus services
- Obtained federal Coronavirus Response & Relief Supplemental Appropriations Act of 2021 (Relief Act) funding that enabled Metro to provide essential service during the pandemic, as well as continue employment of its workforce during the economic crisis
- Launched customer information components of contactless payment via Apple Pay and SmarTrip® app – first transit agency in North America to introduce Apple Pay as a payment option accepted universally throughout the system
- Implemented communications and outreach programs to raise awareness among customers and stakeholders about the Platform Improvement Program, which reconstructed platforms at seven stations on the Orange, Silver, Blue and Yellow lines in FY21, and other major capital work completed during the period of low pandemic ridership
- Obtained PRIIA annual funding and gained the introduction of reauthorization legislation in both the U.S. House and Senate
- Pioneered new communications tools to stay connected with all employees (including remote workers), such as Live Metro Voices episodes, additional podcasts and ongoing newsletters; hosted first virtual all management meeting attended by more than 1,000 non-represented managers
- Implemented Metro’s third authority-wide day of service, Fill-A-Bus, which delivered employee donations of non-perishable food and donated funds to the Capital Area Food Bank equivalent to 22,107 meals
- Supported Board’s development of a “Framework for Transit Equity,” which is designed to advance equitable policies and practices that support Metro’s mission (focused on policing, public participation, fares and service, sustainability, contracting and performance reporting)
- Conducted extensive community outreach effort to gain feedback on FY22 budget proposal, reaching both existing and lapsed riders during Covid-19 and resulting in the highest amount of input collected on a Metro budget in 10 years

Internal Business Operations



* Disadvantaged Business Enterprise (DBE) within Small Business Program Office reports indirectly to GM per FTA mandate

** Equal Employment Opportunity (EEO) reports indirectly to GM/CEO per FTA mandate

<i>(Dollars in Thousands)</i>	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$59,117	\$67,118	\$62,272	\$60,957	(\$1,315)	(2.1%)
Non-Personnel	\$60,016	\$59,028	\$64,892	\$64,744	(\$147)	-0.2%
Total Cost	\$119,133	\$126,146	\$127,163	\$125,701	(\$1,463)	-1.2%
Authorized Positions	603	608	596	565	(31)	-5.2%

Internal Business Operations (IBOP) implemented an organizational realignment to streamline its business operations that now consists of the following business functions: Fair Practices, Human Capital, Information Technology, Occupational Health and Wellness (OHAW), Planning, Performance & Improvement, and Procurement.

The IBOP departments play integral roles in supporting all operating components of Metro to provide administrative, technical and operational solutions. IBOP implements and supports information management solutions, provides acquisition services, manages unionized employment matters, provides occupational health services (Clinical, Drug and Alcohol, etc.) to employees and prospective employees, as well as employee support programs to current employees to include health and wellness offerings, lactation support, and reasonable accommodations in compliance with Title I of the Americans with Disabilities Act (ADA).

IBOP’s new Human Capital department now combines the efforts of the Employee Relations and Labor Relations groups with a focus on employee Total Rewards. The department is responsible for the development of WMATA’s Human Capital Plan, sourcing and supporting the selection of highly qualified talent, delivering customer-friendly onboarding, implementation of employee performance management programs, employee development and training opportunities, and promotes an engaged, diverse and inclusive organization free from discrimination. Oversight of the Authority-wide background check process has been moved from Employee Relations to Talent Acquisition. IBOP is focused on business innovation through organizational transformation and integrating strategic priorities across functions with the goal of establishing a culture of high performance at all levels of the organization.

Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022
Overall vacancy rate	6.4%	5.6%	6.0%	6.0%
Attrition rate	7.5%	6.3%	10.0%	7.0%

FY2022 Business Plan

- IT will begin planning for the replacement of the aging PeopleSoft ERP system. This multi-year effort will begin in FY2022 with requirements gathering and an assessment of alternative solutions. This effort will cross multiple disciplines throughout the Authority
- IT will be engaged in the design and implementation of technology in each of the three new WMATA facilities. Focus will be on the L'Enfant Plaza headquarters and the design of the new data center. Efforts will include network connectivity, outfitting facilities with teleconferencing and telephony capabilities as well as desk top functionality
- Safeguard WMATA data and network access. The implementation of a risk-based framework will continue in FY2022 ensuring all Metro information technology systems are secure and monitored to avoid intrusion improving data protection and management.
- Facilitate the acquisition of goods and services, in a timely manner, to ensure a safe working environment and further improve strategic sourcing by implementation of the procurement lifecycle operating model
- Stabilize WMATA's Small and Local Business Utilization Programs to include training and outreach events to encourage participation in the programs and strengthen partnerships with the vendor community
- Effectively integrate the Labor Relations and Employee Relations departments to provide advice and counselling to managers with represented employees on labor contract and policy issues; and assist employees to resolve issues within the workplace
- Increase strategic sourcing and recruiting capacity by engaging a Recruitment Process Outsourcing (RPO) vendor to support high volume, pipeline and other recruitment efforts related to key projects and initiatives
- Planning, Performance, and Improvement to focus on planning, continuous improvements, customer engagement and metrics; integrate reporting measures across WMATA where IBOP directly supports a key metric tracked outside of IBOP



Pandemic Impacts

- The IT organization mobilized teleworking capabilities immediately upon learning the jurisdictions were preparing for shelter-in-place protocols. IT ordered laptops, tablets, monitors and peripherals to support the remote workforce
- Cybersecurity identified significant spikes in cyber-attacks (up 1000 percent) over pre-Covid telework levels that required increased defensive measures to include the issuance of Virtual Private Network (VPN) tokens and monitoring access
- IT undertook a major effort in rolling-out the Microsoft Teams platform to a remote workforce making it possible to securely communicate and participate in virtual meetings. Additionally, the IT department assisted the WMATA Board in being able to hold virtual board meetings which also allowed for the continuation of public participation
- The Office of Procurement expeditiously developed and executed strategies to ensure personal protective equipment and other supplies and services were procured in a timely manner, cost effective and readily available to all staff that needed the equipment
- Revised onboarding of new hires to accommodate social distancing and minimize exposure for staff and new hires
- Increased virtual learning opportunities for employees, as well as virtual pre-employment testing for applicants
- Transitioned to virtual recruiting and interviews, as well as meet-and-greets to replace in-person touchpoints to observe social distancing
- Increased virtual hiring event platform presences and participation to improve diversity hiring and attract talent by reaching across geographic barriers
- Modified the Student Bus Operator testing process and converted to a virtual testing process which included use of a virtual platform to proctor the exams
- OHAW has been instrumental in recommending the Authority's medical direction during the Covid-19 pandemic by communicating with employees, managers, and family members on quarantine directives; nursing review, contact tracing, system tracking, and return to duty evaluations
- OHAW in collaboration with IT implemented a Covid-19 portal to track and monitor employees affected as well as tracking employee vaccination status
- OHAW's Employee Assistance and Wellness program areas facilitated webinars, vodcasts and wellness initiatives to assist WMATA employees in maintaining their physical and mental health during the pandemic
- OHAW maintained federally mandated drug and alcohol testing services 24/7 during the Covid-19 pandemic

FY2021 Major Accomplishments

- Worked with a cross-functional team to revamp the sourcing, recruitment, and development of Bus Operators (the first 12 months of a Bus Operator); including implementation of assessment tools and enhanced hiring strategies
- Launched a large-scale pilot project to validate and track job-related licenses and certifications that employees are required to maintain for certain job functions. The first validation group included all Plant personnel
- Human Capital launched I-9 Anywhere process that ensures new hires/rehires are able to complete I-9 verification prior to starting at Metro
- Successfully transitioned instructor-led training to virtual delivery; developed new course content for supervisors and managers
- Metro received recognition by Victory Media as a Military Friendly Employer for the seventh consecutive year; Hispanic Network Magazine's Best of the Best Award; and Latina Style Magazine's Top 50 Best Companies for Latinas in the U.S.; and recognized in Forbes magazine as a Top 100 College Internship Programs in the U.S
- Finalized collective bargaining agreements for FOP, Local 639, Local 922 and Local 689
- Implemented the Grievance Management System (GMS), the investigative and electronic monitoring and reporting program developed to track grievances and identify trends from all collective bargaining units
- Initiated Labor Relations 101 training to provide managers with basic fundamental labor relations skills and knowledge to navigate the various labor relations principles and best practices
- OHAW offered Wellness Wednesday webinars to the workforce that included topics on Diabetes, Hypertension, Nutrition, Weight Management, Stress and Mental Health; OHAW also received FTA compliance for the drug and alcohol program
- Received the Achievement of Excellence in Procurement Award for second consecutive year from the National Procurement Institute

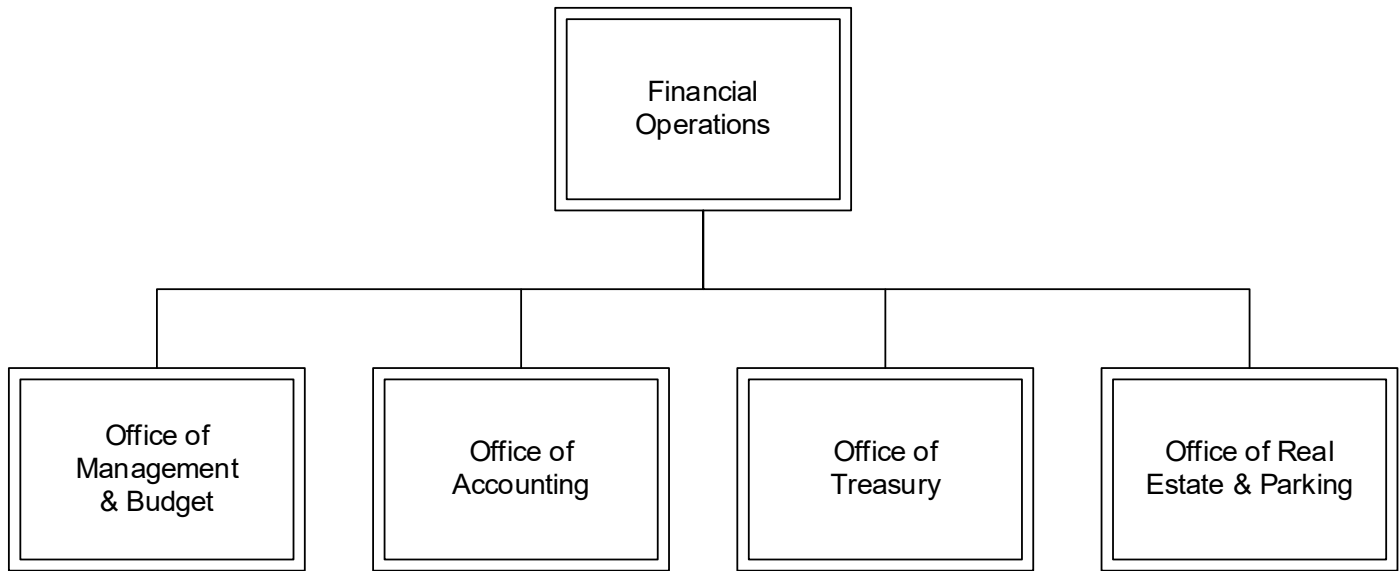
- Sponsored the first Metro Virtual Procurement Fair – 300 regional small and disadvantaged businesses attended
- Awarded the 8000 series railcar contract; up to 800 railcars at a value of up to \$2.2B over the life of the contract
- In FY2021 sourced more than 6,300 purchase orders totaling \$1.9 billion
- Completed the Title VI Program Plan update required by FTA and presented to the WMATA Board of Directors for approval
- Collaborated with Customer Service, Communications and Marketing (CSCM) to develop a system to track Limited English Proficiency customer complaints and the most commonly requested language interpretation
- IT Cybersecurity led the 2020 Payment Card Industry (PCI) assessment, which resulted in

favorably passing the audit that included an upgrade to the WMATA firewall infrastructure; IT Cybersecurity shifted to more direct employee engagement in 2020, launching WMATA's first Phishing Attack Prevention Program (PAPP)

- IT deployed the SmarTrip® Mobile Payment Application for Apple in September 2020 and was well received by WMATA passengers, the Apple user community, and local media
- IT implemented MetroTime on January 2, 2021. This automated timekeeping system conforms to FTA requirements and implements automated rules to enforce Fair Labor Standards Act requirements and Collective Bargaining Agreement terms
- IT Geographic Information Systems implemented the passenger wayfinding application and provided Trip Planner-StationView integration with global applications such as Google Street View



Financial Operations



<i>(Dollars in Thousands)</i>	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$22,954	\$24,681	\$24,147	\$24,013	(\$134)	-0.6%
Non-Personnel	\$102,514	\$62,385	\$50,845	\$59,347	\$8,502	16.7%
Total Cost	\$125,468	\$87,066	\$74,992	\$83,360	\$8,368	11.2%
Authorized Positions	257	234	235	226	(9)	(3.8%)

The Department of Financial Operations plans, allocates, manages and invests the Authority’s financial resources, policies and priorities to ensure fiscal integrity and alignment with Metro’s overarching vision to move the region forward through equitable public transportation by improving service and elevating the customers’ experience.

Financial Operations facilitates fiscal responsibility and sound investment of funds through active management, rigorous monitoring and timely, transparent reporting.

The Office of Management and Budget (OMB) is responsible for the development and formulation of the annual operating budget, long-range financial planning and revenue management. The Office of Accounting (ACCT) manages payroll operations, accounts payable, accounts receivable and financial reporting. The Office of the Treasurer (TRES) is responsible for risk management, revenue collection, liquidity management, corporate investments, and debt management as well as fare media sales and distribution. The Office of Real Estate and Parking (LAND) optimizes Metro’s real estate and parking portfolio.

Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022
Maintain Gross Revenue Credit Rating	AA-	AA-	AA-	AA-
Maintain Dedicated Revenue Credit Rating	n/a	AA	AA	AA

FY2022 Business Plan

The Department of Financial Operations will continue to lead agency efforts to manage financial capacity, ensure funding support for services and capital investment and maintain fiscal integrity through keen budget management, accountability and transparent reporting, growing non-fare revenue opportunities and greater focus on capital investment initiatives that ensure equity, enhance customer experience and operating efficiency. These efforts reinforce Metro's focus on safe, reliable and affordable service; and increase stakeholder confidence in Metro's use of essential public transportation services to drive regional economic vitality.

Key areas of focus will include:

- Robust budget management and enhanced reporting on the allocation and results of investments and budget performance
- Systems enhancement to support customers in all phases of their journey across the region and across multiple transit systems, from trip planning to payment, including implementation of mobile applications such as the ParkMobile reservation application
- Generation of new real estate revenues by disposing of remaining excess properties, closing on solar ground leases and accelerating other leasing activities, and preparing multiple properties for joint development
- Delivery of Metro's new headquarters building at L'Enfant Plaza, which is the first major milestone to unlocking the real estate value of the existing headquarters site and saving on administrative facility expense

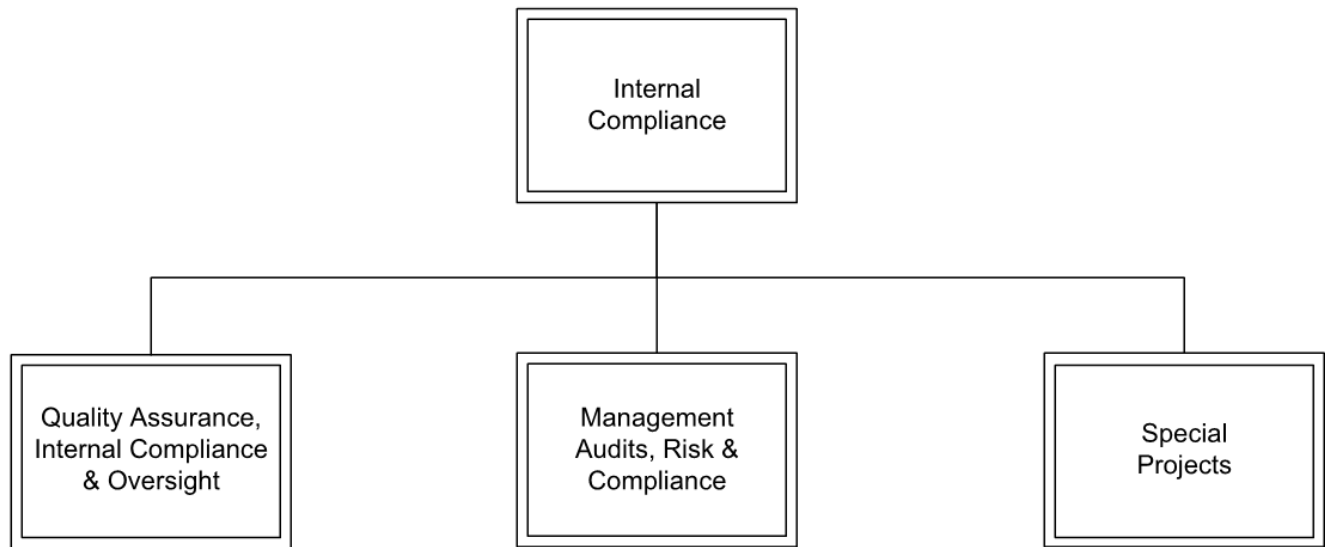
- Continue to leverage our Dedicated Funding revenues in the capital markets using debt issuances crafted to maximize funding of our robust capital plan
- Utilize short-term debt vehicles such as credit lines and direct purchase borrowings to complement and increase efficiencies as needed to bridge funding gaps

FY2021 Major Accomplishments

- Introduced automated banking operations to modernize payment mediums to include credit card virtual payables program, capturing rebates in return
- WMATA issued its Dedicated Revenue Bonds, Series 2021A, for \$970 million
- Progressed construction of three new buildings for Metro staff in the District of Columbia, Maryland and Virginia as part of Office Consolidation initiative
- Negotiated and executed 25-year ground leases for solar photovoltaic installations to produce 12 MW solar power production
- Clean audit opinion on Metro's FY2020 Financial Statements for the sixth straight year and FY2020 Single Audit for the fifth straight year
- All prior year audit findings over financial reporting and compliance were remediated. The FY2020 Single Audit report notes no repeat or new findings



Internal Compliance



<i>(Dollars in Thousands)</i>	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$6,057	\$6,696	\$6,438	\$6,482	\$44	0.7%
Non-Personnel	\$8,126	\$3,259	\$6,866	\$6,814	(\$52)	-0.8%
Total Cost	\$14,183	\$9,955	\$13,304	\$13,297	(\$7)	0.1%
Authorized Positions	66	69	69	66	(3)	-4.3%

The Office of Internal Compliance (INCP) is an internal management function, reporting to the General Manager. Committed to driving improvement Authority-wide, INCP ensures departments are fulfilling business objectives, addressing corrective actions and complying with federal, state and local requirements and recommendations by deploying planned oversight and compliance activities.

Through its Offices of Quality Assurance, Internal Compliance and Oversight (QICO), Management Audits, Risk & Compliance (MARC), and Special Projects Office (SPEC), INCP performs internal reviews, audits and compliance assessments, and coordinates their related corrective action plans (CAPs). The department's activities comprise a key component of Metro's safety, risk and quality assurance frameworks, promoting improved safety, better business practices and greater service reliability across the organization.

- QICO promotes a system of quality internal controls to elevate the Agency's overall quality, efficiency, reliability, and safety through unbiased internal reviews and assessments of service delivery, new railcar commissioning, engineering & maintenance, capital program management and safety functions

- QICO coordinates and oversees the closure of corrective/preventive actions that address regulatory safety recommendations and required actions. QICO also manages Metro's Policy Instruction Manual and leads the development and implementation of Metro's Quality Management System Plan (QMSP)
- MARC is Metro's Internal Audit function, providing objective internal auditing and advisory services to Metro's management that add value and enable change for strong organizational governance and effective management of risk and internal controls. MARC is also responsible for facilitating enterprise risk management (ERM) across the organization and facilitates organizational wide training on internal controls, risk management and compliance
- MARC also serves as the Agency's liaison to external auditing entities, including Metro's Office of Inspector General (OIG)
- SPEC leads and manages special and strategic projects at the direction of the General Manager/CEO and other senior management

Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022
Improve Safety and Security and Restore Public Trust				
RWP Compliance/ Safety Stand Down Participation	100%	100%	100%	100%
% of Employee Injury Investigation Completed to Standard	100%	100%	100%	100%
Improve reliability and win back riders				
Implement QICO Internal Review Schedule	14	17	20	20
Implement Follow-up Improvement Program Schedule	72	2	2	4
7000 Series Railcar - Reduce Conditional Acceptance Open Items from CY2016	8	8	8	8
Identification and Monitoring of CAP items (WMSC & NTSB Recommendations)	110	50	50	60
Alter fiscal trajectory and renew jurisdictional confidence				
Implement MARC Audit Schedule	22	15	26	20
Percentage of Certified risk and audit professionals	80%	80%	90%	90%
Percentage of identified high risk areas addressed by advisory or assurance services	100%	100%	100%	100%

Calendar year figures for 2019; beginning in FY2020, information is presented in fiscal years

FY2022 Business Plan

- Conduct quality assurance internal reviews and risk-based assessments of service delivery, new railcar commissioning, engineering and maintenance and capital program management inclusive of safety-oriented internal business functions
- Perform internal audits and special purpose reviews and assessments in line with the risk-based annual audit plan. Expand scope to include Program & Vendor Oversight Audits, to provide reasonable assurance over capital programs and related projects and vendor and contract compliance
- Implement the QMSP and ERM frameworks to ensure quality standards are met and risk is managed consistently and effectively
- Collaborate with departments and offices to strengthen internal controls, identify key business process areas for improvement, and improve data integrity to mitigate and close corrective/preventive actions in response to federal oversight inquiries and external auditors
- Improve processes and tools for the central tracking and monitoring of corrective action plans
- Support the implementation of the Safety Risk Management component of Metro's Public Transit Agency Safety Plan (PTASP) - a Federal Transit Administration (FTA) requirement for all Rail Transit Agencies under 49 CFR 673
- Represent Metro at strategy, policy, finance, jurisdiction/stakeholder meetings related to Silver Line Phase 2
- Coordinate with executive management and senior staff to ensure appropriate consideration to timelines and keep the GM/CEO informed of any major issues including items for the monthly stakeholder/CEO meetings
- Actively participate in Silver Line project meetings related to Phase 2 to ensure policy level issues related to implementation, acceptance, and start of revenue service are discussed and WMATA interests accurately conveyed. Provide assistance and coordination as requested by OIG in their review of ongoing/emerging issues with Silver Line Phase 2
- Participate in activities related to start of Silver Line Phase 2 revenue service
- Assist the local government stakeholders and provide internal coordination on land use proposals adjacent to Phase 1 and Phase 2 stations
- Provide as requested, guidance/input on policy and strategic initiatives and projects
- Manage the Policy/Instruction (P/I) creation and revision process to assure updates occur on-time, document quality standards are met, stakeholder review is recorded, proper approval is obtained and approved P/Is are available organization-wide

Pandemic Impacts

QICO

- Much of QICO's assessment activities occur on-site at Metro facilities (rail yards, Metro Stations, Rail Operations Control Center (ROCC), and other sites). In some cases, social distancing guidelines, personal protective equipment (PPE) requirements and revised maintenance and operations work schedules have impacted how QICO conducts assessments and by extension the annual review plan/schedule, and notable impacts are listed below. Due to the impacts, on average, assessments are taking a quarter to a third longer to perform than they did under pre-Covid-19 conditions
- Auditees heavily involved in Covid-19 recovery efforts such as Office of Plant Maintenance (PLNT) and Rail Operations Planning and Scheduling (RPLN) requested delayed starts to their scheduled assessments, which under the circumstances QICO granted, necessitating revision of the annual plan
- Assessments are performed in small teams that travel together in Metro vehicles to sites to perform observations and interview auditees. This approach has been adjusted to observe social distancing guidelines
- As rail stations began to return to service in late June 2020, QICO was tasked with performing unplanned return to service assessments prior to re-opening to assure readiness and safety. These assessments among others were incorporated into our activities schedule to support Covid-19 recovery efforts

- Face coverings and other PPE are worn by assessors while conducting site visits. Instead of reporting directly to sites, staff have been reporting to office locations first to retrieve required PPE, which overall has consumed more time than usual
- Positive or suspected Covid-19 cases have led to restricted access during cleaning of facilities that we frequent regularly, such as railcar maintenance facilities and ROCC
- Strict adherence to PPE requirements while providing oversight inspections of the 7K Program engineering modification implementation resulted in increased inspection times

MARC

- In response to the changes to our business environment due to the Pandemic, the Internal Audit Plan was reassessed to consider new risks introduced by Covid-19 and related health and safety matters. New audit and review engagements were added to the plan including Covid-19 related spot audits, and reviews of Covid-19 related costs and CARES Act funding
- Transitioned Internal Audit Plan from calendar year January to December 2020 to fiscal year July 2020 to June 2021, extending some plan activities by up to six months while some engagements were deferred
- Adjustments to contractor resources necessary to provide audit and support services as a result of budget related management actions



FY2021 Major Accomplishments

QICO

- Completed six monthly assessments of the ROCC Transformation Initiative to uncover areas for improvement in areas such as Training, Incident Management and Power Restoration to name a few
- Administered the creation of two new P/Is and revision of 19 existing P/Is, reducing P/Is that require update down to 30 percent
- Completed and published 15 scheduled internal reviews and assessment, that resulted in iCAPAs to address the identified unacceptable risks and/or deficient quality management practices
- Facilitated closure of 17 WMSC CAPs and submitted an additional 12 for closure, while supporting the development of 15 new CAPs to address WMSC required actions
- Continued implementation of Metro's Quality Management System Plan (QMSP) in several new offices to include RAIL, FSVT, SCM, PDIP, OPMS and ROCC, while nearing completion of IBOP's Quality Management Plan
- Launched a Digital Glossary that provides Authority-wide consistency in organizational language, terms and definition used in communications and documents (policies, manuals and procedures)

MARC

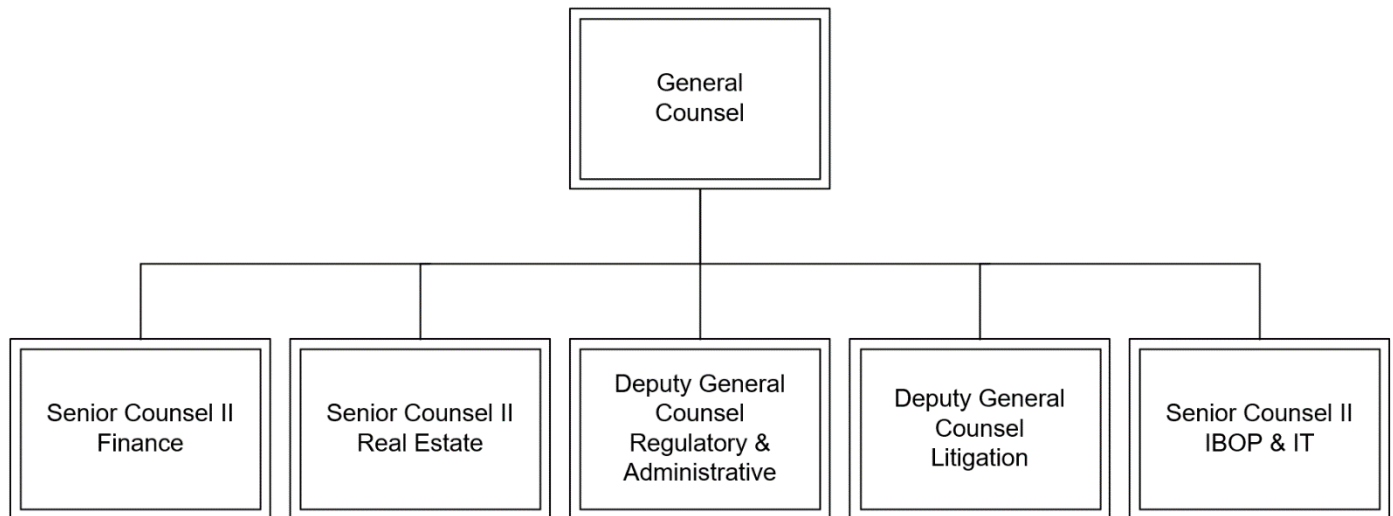
- Audit and review activities resulted in 83 actionable recommendations to management through February 2021
- Supported external audits activities including management responses to two Metro OIG Audits and nine Investigations, Special Projects, Management Alerts and Assistance Reports, and five other external audits and reviews including jurisdictional audits
- Independently validated and confirmed closure of 230 CAPs from MARC, OIG and other external auditors and actively tracked approximately 448 CAPs through February 2021

- Expanded audit universe to include Capital Project and Program Oversight compliance – in response to management concerns. MARC developed and implemented a program to monitor over \$2 billion in budgeted capital expense
- Facilitated discussions of Covid-related risks and top ten risks leading in calendar year 2021 across seven risk categories and aligned to GM Priorities as part of continued ERM efforts
- Conducted reviews of Covid-responsive cleaning activities in support management's recovery plan priorities - safety and well-being the workforce and our customers
- Phase 1 deployment of the Governance, Risk and Compliance (GRC) Tool – RSA Archer for Issues Management (Corrective Action Plans) to include pilot client users
- Updated Fraud Awareness and Detection training mandatory for approximately 1200 employees with financial management responsibilities across the organization and conducted eight monthly Internal Control training sessions for Contracting Officer's Technical Representatives (COTRs) through February 2021
- Enhanced Dashboard Reports for the Purchase Card Oversight Program to enable effective decision making in support of compliance

SPEC

- Continued participation and aggressive monitoring related to the Silver Line Phase 2 project as required by the Metro-MWAA project agreement
- Provided regular and continuing information to senior management on emerging issues
- Initiated discussions and negotiations with Loudoun and Fairfax Counties on various agreements related to maintenance, parking, and paratransit for Silver Line Phase 2
- Provided assistance to the OIG in their review of various critical issues affecting the project
- Prepared project briefings for the Board of Directors

Office of General Counsel



<i>(Dollars in Thousands)</i>	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$5,942	\$7,049	\$6,696	\$7,008	\$312	4.7%
Non-Personnel	\$8,485	\$6,999	\$6,994	\$6,942	(\$52)	-0.7%
Total Cost	\$14,426	\$14,048	\$13,690	\$13,950	\$260	1.9%
Authorized Positions	44	44	44	44	(0)	(0.1%)

The Office of General Counsel (COUN) is responsible for all legal affairs of Metro and provides high quality legal advice and counsel to the Board of Directors, executive management, and all Metro departments and offices.

FY2022 Business Plan

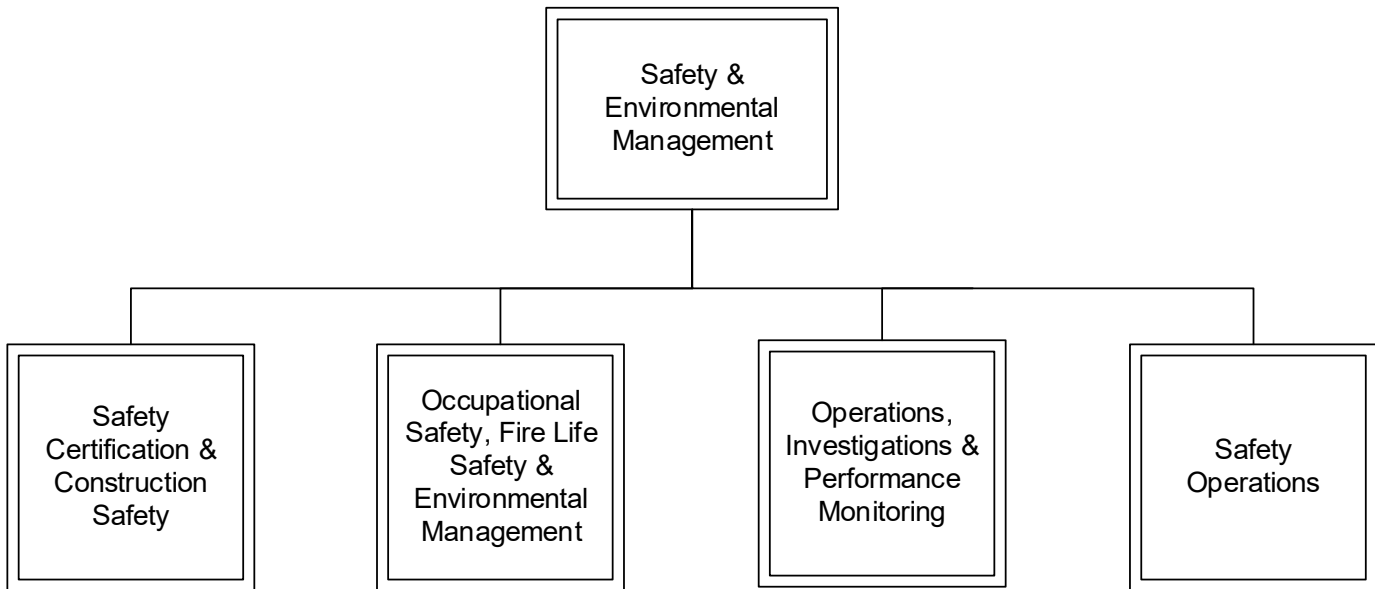
- Defend Metro in all disputes and litigation, including providing legal advice and counsel to all Metro departments and offices to mitigate the risk of exposure
- Provide legal advice and counsel to obtain jurisdictional and federal funding and debt financing, including jurisdictional operating and capital contributions
- Provide legal support to facilitate delivery of capital projects
- Provide legal support for Silver Line Phase 2
- Provide legal support for WMATA's Equity Working Group that is exploring and developing transportation equity policies

- Provided legal advice and counsel regarding Covid-19, including compliance with federal and local declared health emergencies, emergency procurements, temporary changes to certain federal policies applicable to Metro, and use of federal Covid-19 relief funds
- Provided legal support for major capital improvement projects including Northern Bus Garage, Bladensburg Bus Garage, Platform 3, Potomac Yard, Yellow Line Tunnel/Bridge Rehabilitation, and HRO
- Provided legal support on major rolling stock procurements, including 8000-series railcars
- Completed all contracts and agreements required to implement the SmarTrip® mobile payment application
- Provided legal support and technical review in preparation for acceptance of Silver Line Phase 2

FY2021 Major Accomplishments

- Provided legal support for one-year extension to Capital Funding Agreement and 6 Year Capital Funding Agreement

Safety and Environmental Management



<i>(Dollars in Thousands)</i>	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$7,774	\$9,386	\$8,949	\$9,151	\$202	2.3%
Non-Personnel	\$7,827	\$6,964	\$7,338	\$7,311	(\$28)	-0.4%
Total Cost	\$15,601	\$16,350	\$16,288	\$16,462	\$174	1.1%
Authorized Positions	78	83	87	85	(2)	-2.3%

The Department of Safety & Environmental Management (SAFE) ensures Metrobus, Metrorail, MetroAccess and Metro's facilities are operationally safe and environmentally sound for all employees, customers and surrounding communities. The overall goal is zero accidents, injuries and fatalities.

SAFE, in collaboration with all other departments, promotes Metro's safety culture throughout the organization, from the Board of Directors to every employee regardless of position or location.

SAFE is responsible for the management and compliance of policies and procedures in the following areas:

- System safety training
- Corporate safety programs
- Hazard identification and mitigation
- Incident and accident investigation
- Fire life safety
- Safety and security certification
- Oversight of construction safety
- Occupational safety and health
- Environmental management and compliance



Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022 *
Improve Safety and Security and Restore Public Trust				
WMATA Employee Injury Rate (per 200,000 work hours)	N/A	N/A	N/A	N/A
EIR - Rail	3.4	3.03	3.5	3.5
EIR - Bus	10.9	10.3	11.2	11.2
Customer Injury Rate (per million passengers)	N/A	N/A	N/A	N/A
CIR - Rail	1.4	1.5	1.4	1.4
CIR - Bus	3.3	2.0	2.2	2.2
CIR - MACS	2.2	1.7	2.5	2.5
Percentage of Employee Injury & NTD Investigations Completed in SMS Within 30 days	56%	94%	95%	95%
Percentage of Safety Data Sheet reviews completed in a timely manner (within 15 working days)	96%	96%	93%	93%

* Preliminary targets for FY2022; targets will be published in the Metro Performance Report

FY2022 Business Plan

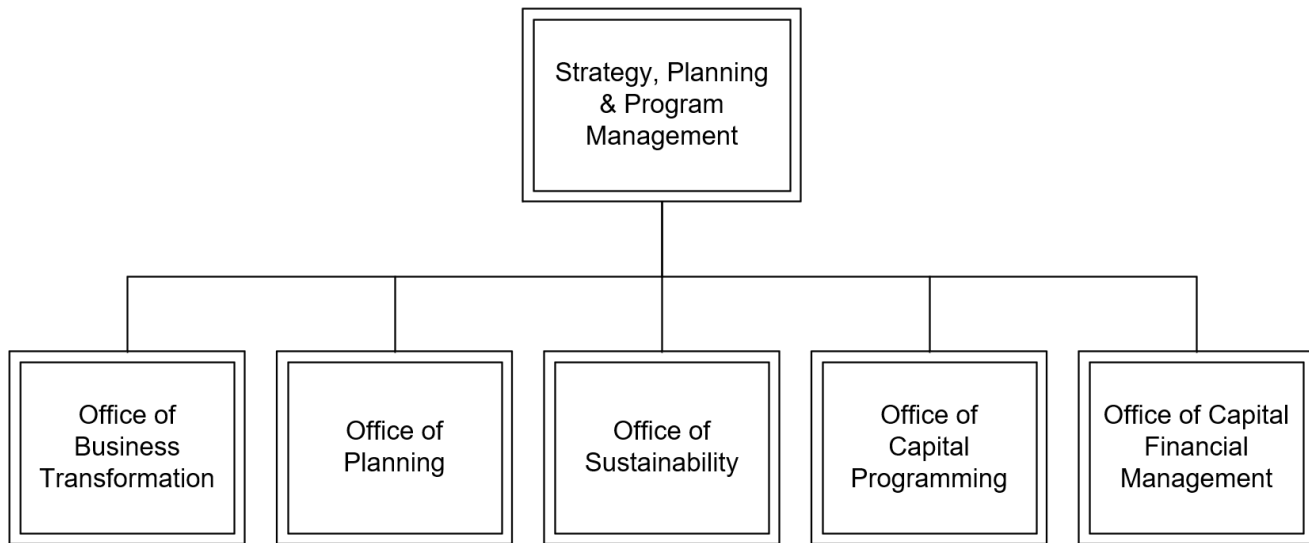
- Communicate safety as a Core Value to employees and customers
- Implement the Agency Safety Plan
- Enhance workplace safety programs
- Incorporate data-driven assessment for safety risk management
- Enhance existing employee-driven hazard identification programs
- Conducted 1,395 construction safety surveys throughout WMATA
- Completed over 406 Safety Data Sheet (SDS) reviews and approvals for chemical products to be utilized on WMATA property by employees or contractors
- Managed compliance with 41 environmental permits which included permit-required sampling, reporting, and monitoring for compliance with stormwater, wastewater, air, and storage tank regulations and requirements. Deliverables submitted included 124 Tier II reports for fixed facilities and traction power substations, 109 stormwater discharge reports, 55 wastewater discharge reports, annual Hazardous Waste reports for DC facilities, semiannual and annual Title V air compliance reports, and air emissions reports

FY2021 Major Accomplishments

- As part of the ongoing effort to slow the spread of Covid-19, SAFE developed evaluation criteria, program tracking, and quality assurance methods to manage Covid-related cleaning and disinfectant of rail and bus vehicles and facilities. Over 10,000 quality assessments and 1600 facility disinfection requests were processed and analyzed to ensure Covid-related hazards were monitored and mitigated
- Developed the Public Transportation Agency Safety Plan, which was signed by the CEO and Board of Directors, approved by the Washington Metrorail Safety Commission (WMSC), and certified with the Federal Transit Administration (FTA) in accordance with 49 CFR Part 673
- Received and mitigated over 380 employee safety reports through the Metro's Safety Hotline and Confidential Close Call Reporting programs
- Refreshed the WMATA Safety and Security Certification Program Plan and certified the 7000-series Railcar Acquisition Project



Strategy, Planning and Program Management



(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$6,340	\$9,145	\$5,799	\$6,115	\$316	5.5%
Non-Personnel	\$1,943	\$4,187	\$4,438	\$4,405	(\$33)	-0.7%
Total Cost	\$8,283	\$13,332	\$10,237	\$10,521	\$283	2.8%
Authorized Positions	71	115	115	114	(1)	-0.7%

The Department of Strategy, Planning and Program Management (SPPM) drives Metro's strategy and transforms how Metro does business and serves its customers. SPPM builds and oversees Metro's prioritized capital program and is the lead organization responsible for (1) business transformation, (2) planning, (3) sustainability, (4) capital programming and project development, evaluation and accountability, and (5) capital budgeting and funds management. SPPM also provides oversight and reporting, as Metro's capital program advances safety, state of good repair, service reliability and financial stability, and invests federal, jurisdictional, and debt proceeds wisely. Covid-19 required SPPM to shift resources to and develop telework capabilities but did not change our core functions.

FY2022 Business Plan

SPPM's business plan will help Metro progress towards its strategic goals and implement the GM/CEO's priorities with a specific focus on the following:

- Drive transformation of Metro's business and operations by sponsoring and progressing delivery of initiatives that improve safety, state of good repair, efficiency and cost-effectiveness, customer service, and sustainability

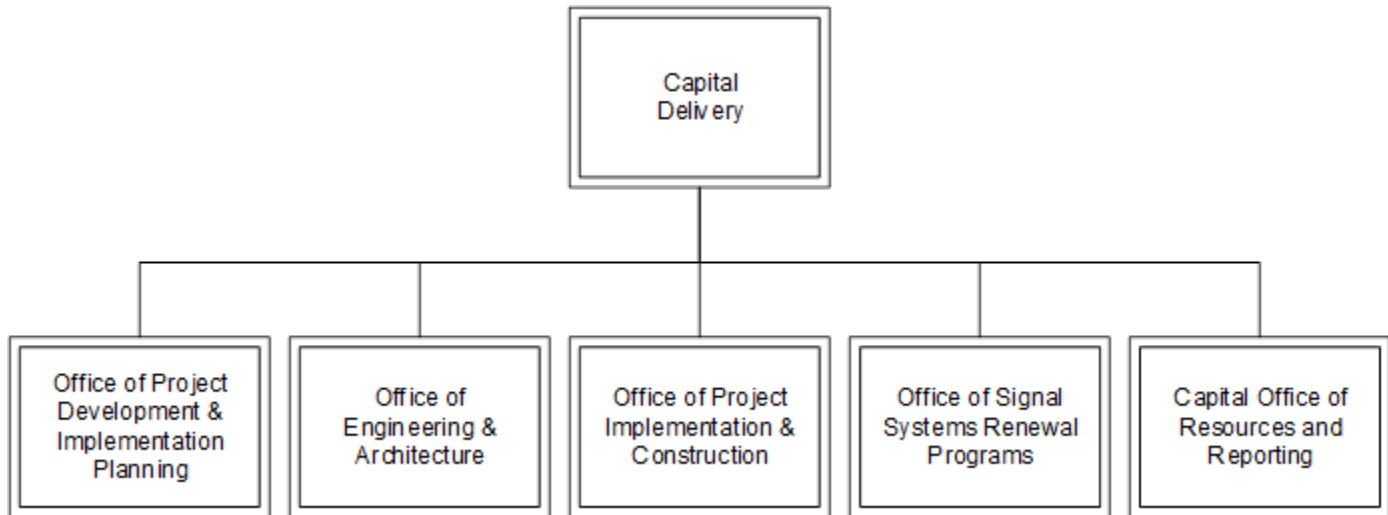
- Formulate Metro's capital budget, manage capital funds and grants, and lead capital financial reporting
- Develop and report on capital program-wide performance metrics
- Improve capital planning and programming practices, build capacity to plan and execute an expanded capital program and accelerate the execution of priority projects; implement the Development & Evaluation program that establishes a pipeline of projects; and fund priority, emergent, and emergency capital needs
- Make Metro more sustainable, resilient and fiscally responsible by driving programs and partnerships that foster social wellbeing, racial and social equity, economic prosperity, and environmental stewardship
- Drive the Energy Action Plan implementation, zero-emissions fleet strategy, and waste management program, and initiate the incorporation of resiliency into strategic planning efforts
- Facilitate delivery of a regional strategy and roadmap for the future of Metrobus and local bus service in the region through the Bus Transformation Project

- Deliver system and service improvement recommendations based on data and analysis for rail, bus, and paratransit, including identifying necessary rail flexibility; reliability and service station capacity investment

FY2021 Major Accomplishments

- Established a team within the Office of Business Transformation to coordinate with local jurisdictions and deliver on bus priority projects. Successes of this team include deployment of Transit Signal Prioritization and queue jump projects
- Launched first-in-the-nation full-feature mobile payment solution supporting all transit modes with Apple (iOS) and Google (Android), including an eWallet SmarTrip® card
- Awarded a contract and began the process to design, build and deploy next-generation bus fare system, including equipment to test rear-door boarding payments
- Completed development and field testing of new, next-generation faregates, and initiated deployment across the Metrorail system
- Completed deployment of “MetroDocs” (system for policy/procedure document management, acknowledgement, approvals, and posting) across the COO organization ahead of schedule and under budget, enabling the team to expand to remaining WMATA departments ahead of schedule
- Convened, staffed, and created original materials for monthly Schedule Adherence Review meetings with leadership to improve rail system performance
- Completed the Flexible Metrorail Operations Analysis report, recommending ways to limit the customer impact of rail rehabilitation and other capital improvement work
- Published research on Covid-19’s impact on crowding, ridership, passenger demographics, and bus speeds, and led the technical implementation of real-time rail crowding data feeds, to assist service planning during Covid-19 Recovery
- Launched initial version of bus automatic passenger counter datamart, including bus speeds, volumes, and frequencies
- Created interactive bus Hot Spots tool, highlighting locations where buses are slow, full, and frequent to inform and prioritize ongoing bus priority efforts
- Developed and implemented a cost-benefit analysis framework for upcoming capital programs, including preventive and corrective maintenance costs and monetized customer impacts
- Developed a new station crowding evaluation standard utilizing current ridership data
- Completed D&E studies addressing ADA access and station capacity issues at McPherson Square and Archives stations
- In concert with the Office of Intermodal Planning, developed the Metrobus Service Guidelines that were adopted by the Board in December 2020
- Launched SmartTOD on wmata.com (smarttod.wmata.com), a portal for information on transit-oriented communities, access to jobs, and the impact on Metro ridership from transit-oriented development
- Completed the Late-Night Mobility Study, which assessed travel needs between 11pm-5am, identified Metrobus service improvements, and developed other recommendations to ensure safety, security, and usability of late-night Metro service
- Managed multiple funding sources and grants, including Metro’s CARES Act grant, totaling over \$2B which supported both capital projects and operations
- Developed key performance metrics to measure payment review productivities and efficiencies
- Established pre-payment screening process for Federal Funds eligibility and Individual Daily Reports sampling for selected vendors
- Increased pre-payment review efficiencies through prioritization rules and the Quality Assurance process
- Developed formal training materials for capital project cost certification
- Developed processes for improved project planning and scoping through business case analysis of alternative strategies for addressing identified needs
- Released the interactive FY2022 Proposed Capital Program Dashboard detailing information on the proposed capital program
- Presented draft principles recognizing sustainability as a core value to Board of Directors; led the launch of the Zero-Emission Vehicle program; and advanced several programs that increase energy efficiency, mitigate risk, and promote fiscal responsibility. See Appendix E for more details about the Office of Sustainability

Capital Delivery



(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$10,025	\$8,274	\$11,236	\$11,863	\$627	5.6%
Non-Personnel	\$1,080	\$569	\$831	\$832	\$0	0.0%
Total Cost	\$11,105	\$8,843	\$12,067	\$12,694	\$627	5.2%
Authorized Positions	351	356	357	484	127	35.6%

The Department of Capital Delivery (CAPD) provides leadership and expertise in management and delivery of capital projects in support of Metro’s overall mission to deliver safe, reliable and affordable transportation options throughout the region.

CAPD’s organization structure consists of five main divisions: Office of Project Development and Implementation Planning (PDIP), Office of Engineering and Architecture (ENGA), Office of Project Implementation and Construction (PICO), Office of Signal Systems Renewal Programs (SSRP), and Capital Office of Resources and Reporting (CORR).

PDIP’s core function is to drive informed decision making and to provide maximum value for Metro during the early stages of major capital works planning. PDIP develops delivery strategies for all CAPD projects; defines the scope, schedule and budget; produces innovative commercial terms; performs constructability analysis; provides long track access planning; manages project/construction management and general architectural and engineering contracts; and builds relationships with vendors, suppliers and contractors. PDIP delivers on these core functions by keeping the customer at the center of all decisions, making system safety a priority, considering operational parameters and market conditions, leveraging strong financial stewardship and putting people first. Three offices within PDIP address each phase of project development and implementation planning and include Project Development & Delivery Strategies (PDDS), Strategic

Constructability & Access Planning (SCAP), and Commercial Innovation & Market Outreach (CIMO).

ENGA is responsible for providing Authority-wide engineering services, including the development of design criteria and standards and technical oversight for capital projects. ENGA also works closely with maintenance and operations departments to ensure that the transit system is well maintained, and that any engineering issues on existing systems are properly evaluated, remediated and, as appropriate, incorporated into design criteria & standards.

PICO’s program delivery offices consist of Rail Station Modernization and Platforms (RSMP), Replacement, Expansion & Capacity Projects (RECP), Rail & Bus Infrastructure Rehabilitation (RBIR), Adjacent and Task Order Construction (ATOC), and the Dulles Extension Project (DULS), and are supported by the Project Financial & Contract Management (PFCM) office. These divisions assure projects comprising Metro’s Capital Improvement Program are executed as planned.

SSRP leads the renewal of Metro’s signaling system through the development and delivery of projects to address the unique and complex problems associated with the existing Automatic Train Control (ATC) system, while simultaneously planning for the implementation of the next generation signaling system.

CORR obtains and allocates resources across CAPD to support effective and efficient delivery of CAPD services.

FY2022 Business Plan

In support of Metro's strategic goals, CAPD's core services are to advance capital projects approved by the Authority from concept, through execution, to handover to the ultimate asset owner (usually operations). CAPD focuses in developing implementation plans that maximize value for Metro and then ensuring effective project delivery, so that projects are completed on time, on budget and meet operational needs.

CAPD is focused on advancing the GM/CEO's agenda of keeping Metro safe, reliable, and affordable through the following actions.

PDIP

- Determine and document contract delivery methodology for capital projects given risk tolerances and project parameters
- Create a packaging strategy that optimizes capital resources, minimizes customer impacts and generates efficiencies
- Strategically leverage (construction) access planning to ensure safe work-sites, efficient execution, deconflicting work as appropriate to limit overuse of access locations and ensure appropriate consideration of dedicated Authorized Construction Site (ACS)
- Develop five-year project execution outlook to supplement SPPM's six-year capital program
- Streamline cost estimation and develop a whole-cycle project procurement integration

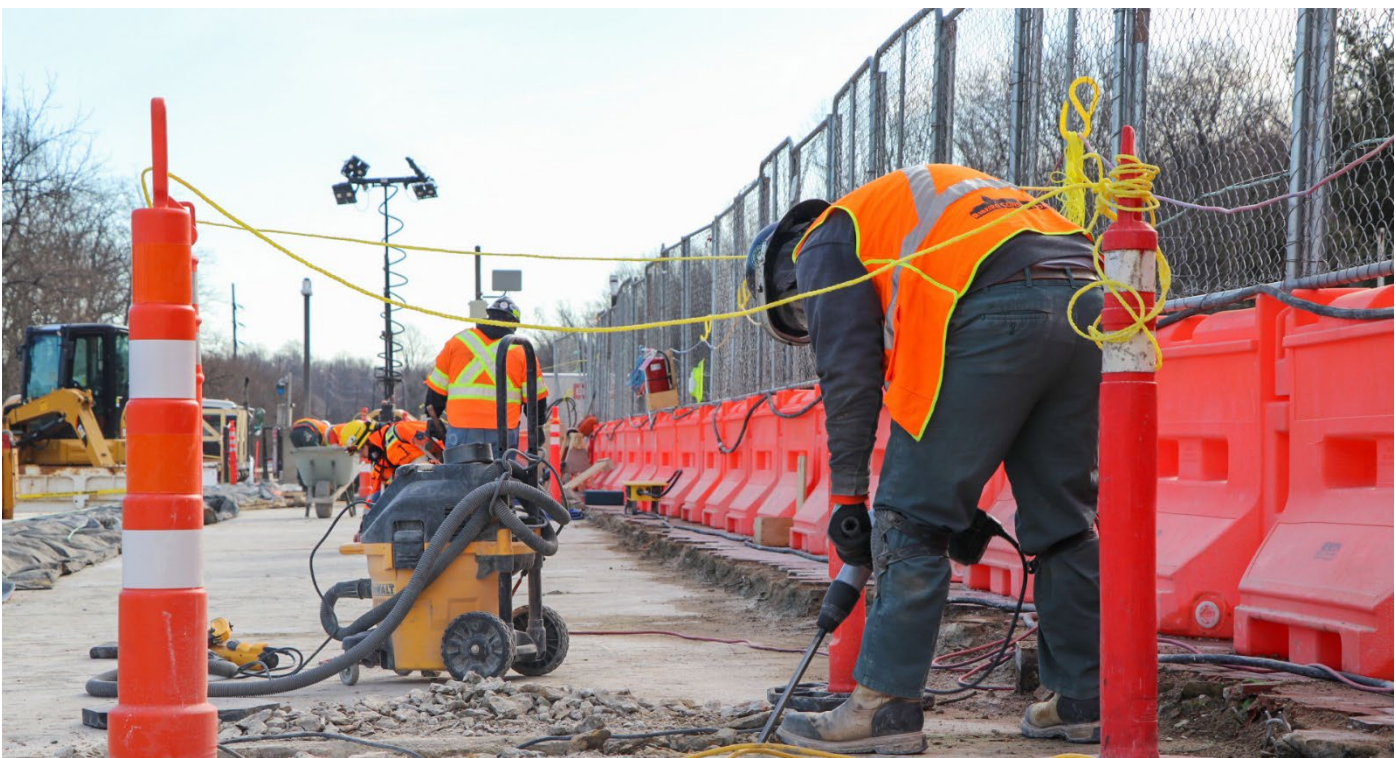
ENGA

- Continue designs for Traction Power and A/C Power gear replacements on all lines in accordance with prioritization
- Design replacement solutions for Train Control Rooms. Evaluate and select technology for next generation signaling system
- Complete designs and specifications for Pedestrian Bridges, segmental bridges, and bridge repair work
- Continue design work on Tunnel Fan upgrades at various locations
- Provide engineering support for projects in the implementation phase
- Verify conditions of assets and provide design and engineering solutions for assets around the systems found to be in critical states
- Continue updating the Design and Construction Manual, Standard Drawings, Directive Drawings, and Standard Specification set
- Lead and guide studies as needed to gain knowledge and a better understanding of system improvement needs
- Complete designs for next air handling unit locations, systemwide tunnel chilled water pipes, and chillers at Farragut North, Van Ness-UDC, Rosslyn, Stadium-Armory and L'Enfant Plaza



PICO

- Continue construction for the rebuild and replacement of Northern and Bladensburg bus facilities
- Continue construction of the Heavy Repair and Overhaul Facility
- Continue the construction of new Potomac Yard Station
- Finish construction for above ground installation of all radios in RAIL & BUS, continue fiber installation in below ground stations, and continue upgrade of the radio infrastructure
- Award and commence next phase of edge lighting installation and above ground site lighting for stations
- Continue and complete Platform 3 rehabilitation program at the four stations of north of Green Line, Addison Rd and Arlington Cemetery stations
- Award contract, complete design, and commence construction of the Platform 4 Rehabilitation Program
- Complete standpipe replacement of E Line and continue rehabilitation of drainage pump systems
- Continue rehabilitation of the tunnel ventilation upgrades pilot project
- Rehabilitate D&G Connector, Grosvenor-Strathmore Aerial, and various segmental and pedestrian bridges, and replace Rockville station canopy
- Continue installation of electronic safety and security upgrades (such as CCTV, access control, intrusion detection, fire alarms, public address, and intercom) across rail stations, bus stations, and other Metro facilities
- Complete rehabilitation of West Falls Church parking garage and award new parking garage contract
- Continue rehabilitation of surface parking lot programs
- Continue installation of pneumatic logic control (PLC) panel boxes
- Award contract and commence construction of the next phase escalator canopies contract, to include the remaining nine station entrance escalator canopies at Judiciary Sq North, Arlington Cemetery, Smithsonian North, Archives, U St East, Tenleytown-AU, Capitol South and Potomac Ave, and stairs at Bethesda, Judiciary Sq North, and College Park-U of Md Metrorail stations
- Continue AC Switchgear replacement at 14 locations
- Continue UPS replacements at passenger stations, yards, and traction power locations
- Award new Traction Power State of Good Repair Contract. Continue replacement and installation of cable and traction power system for car efficiency upgrades



SSRP

- Continue state of good repair activities
- Continue design of the first Train Control Room Rehabilitation Phase 1 contract and award the Phase 2 contract
- Continue copper to fiber installation at Rhode Island Ave to Takoma Metrorail stations
- Develop long-term implementation plan for next generation signaling system
- Continue the development of the snow-melter renewal project and ATC training lab 2
- Continue Return to Automatic Train Operation (ATO) project implementation
- Construct Silver Line Phase 2 Training Lab

CORR

- Develop the FY2023 Resource Planning tools/processes
- Support the effective and efficient implementation of department staffing plans
- Develop intra-department communication tools
- Customize reporting to escalate CAPD risks and issues
- Manage CAPD operating budget and improve charging practices
- Support CAPD departments in matters related the Authority's human capital process and procedures
- Manage CAPD's non-human resources (including Non-Revenue Fleet (NRF) Vehicles, PPE, radios, etc.) to support CAPD each CAPD departments' needs



FY2021 Major Accomplishments

PDIP

- Established the project delivery methods and completed comprehensive implementation plans for several of Metro's mission critical assets. These high-priority capital projects improve system safety, increase asset reliability, enhance the customer experience and have the potential to generate new revenue streams. Projects include state of good repair efforts; equipment obsolescence abatement; system upgrades and modernization; and the rehabilitation of key infrastructure facilities. Examples of projects/programs are as follows:
 - Yellow Line Bridge and Tunnel Rehabilitation Project
 - Structures Package A and C and Rockville Canopy Rehabilitation
 - Tunnel Ventilation Repair and Rehabilitation Pilot
 - Structural Rehabilitation Phase 2 (Package B)
- Established a project control process and agreement in principal between key stakeholders within Metro which details a project's scope, schedule, budget, funding sources, initial risk assessments and associated mitigations, and impacts on operations. This document, called a project charter, ensures alignment between the project and strategic agency goals; provides a baseline for project delivery accountability; identifies commercial terms for project delivery, encapsulates the early project implementation plans, and for pilot projects, establishes the fundamentals and requisite success criteria before future investments can be made system-wide. This foundational process optimizes project execution by identifying potential areas of concern early in the project lifecycle; thereby allowing ample opportunity for resolution prior to construction commencing
- Created and advanced the adherence to an Integrated Master Schedule (IMS), which serves as command central for all high-priority capital investment projects. This comprehensive schedule consolidates all high-priority capital projects into one master schedule. It provides greater visibility on areas of conflict and resolution thereof; allows more efficient deployment of resources; and minimizing operational impacts to customers. An additional benefit of this heightened level of coordination is that it improves interdepartmental communications between the COO and CAPD and supports safer project execution through the prioritization and deconflicting process which is particularly important within the railroad right of way

- Identified project delivery mechanisms and preliminary implementation plans for over 100 capital projects in 2021 ranging in costs for projects between \$50K and over \$50M
- Launched Metro's first Construction Manager at Risk contract (CMAR) in over twenty years. This project delivery method was chosen for the Yellow Line Bridge and Rehabilitation Project, which has multiple project elements including systems relocations, bridge rehabilitation and intrusive tunnel repairs. The CMAR delivery method leverages the best commercial conditions for schedule efficiencies, cost and scope control and appropriate risk allocation between all parties involved
- Developed and launched a comprehensive Lessons Learned program as part of CAPD's continuous improvement effort. This program captures both efficiencies and deficiencies within project delivery in an effort to improve project management competencies, prevent costly missteps, and fully leverage best practices across CAPD
- Provided various technical and soft skills trainings for staff to improve project delivery decision making, cultivate better working relationships with Metro's business partners and promote a culture of inclusion

ENGA

- Supported ongoing radio project as well as provided daily support of existing operations of communications
- Provided engineering support for several planned and ongoing major projects including Platforms II and III, Potomac Yard Metrorail station, L-Line Tunnel, Train Control Rooms, Heavy Repair and Overhaul Facility, Northern Bus Garage, and Bladensburg Bus Garage
- Completed and submitted NextGen study
- Completed design work for Tunnel Ventilation

PICO

- Continued preconstruction/construction for the new Metrorail Heavy Repair and Overhaul facility and for the rebuild and replacement of Bladensburg Bus Garage
- Continued preconstruction of Northern Bus Garage
- Continued construction of Potomac Yard Station and Southwest entrance
- Completed installation of cellular availability on the Metrorail system
- Completed installation of platform level lighting upgrades throughout the system, including

Greenbelt site lighting and downlighting at 14 stations. Commencing Escalator Incline Lighting at five station

- Completed rehabilitation of Largo Town Center North and Vienna North parking garages and began rehabilitation of West Fall Church parking garage
- Began and completed replacement of air conditioner units at Dupont Circle, Pentagon, and Crystal City
- Completed construction of the Platform 2 rehabilitation program at four stations west of Orange Line and National Airport
- Awarded Platform 3 rehabilitation program and began construction at Addison Rd, Arlington Cemetery, Greenbelt, College Park-U of Md, Prince George's Plaza, and West Hyattsville
- Continued replacement of standpipe on the E Lin
- Continued installation of pneumatic logic control (PLC) panel boxes
- Awarded Structural Rehabilitation Phase 1 Contract
- Awarded Tunnel Ventilation Pilot Contract
- Completed construction of escalator canopies at Gallery Place, Judiciary Square, Smithsonian, and Huntington. Continued installation of new stairs at Judiciary Sq South
- Advertise next escalator canopies contract for nine canopies and three stairs
- Completed construction and renovation of the warehouse at Good Luck Rd
- Continue to upgrade/rehabilitate Roof, Electronic Safety and Security at Good Luck Rd
- Continued AC Switchgear replacement throughout the system while adding new stations. Awarded new AC Switchgear replacement contracts for five locations and nine stations
- Continued replacement and installation of cable and traction power system for eight-car efficiency

upgrades while taking advantage of planned shutdowns

- Awarded new contract for bus turnout facility rehabilitation at three locations
- Continue roof rehabilitation and repair at several locations and awarded Matoc task orders for 40 additional roofs
- Awarded new contract for construction of railcar rooftop access platform at five rail yard maintenance facilities
- Awarded new contract for New Hampshire Ave NW Chiller Plant Remediation & Building Addition

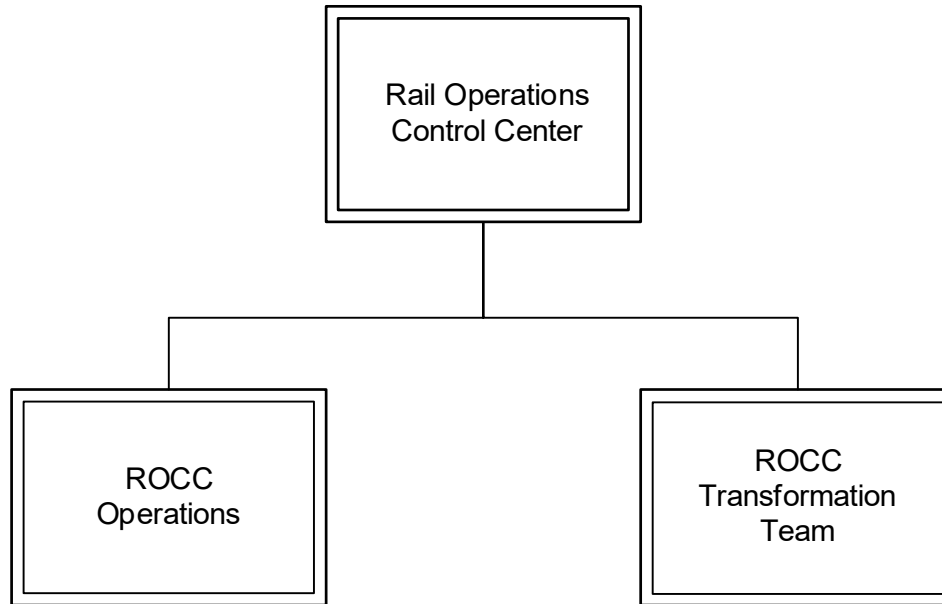
SSRP

- Completed ATC training lab 1
- Completed train control room and switch machine power supply replacement
- Completed construction activities of the Automatic Train Control upgrade project at Alexandria Yard
- Completed over 100 percent of scheduled Mainline switch replacement installations
- Completed EMI design for fiber replacements at Rhode Island Ave to Takoma Park Metrorail stations
- Awarded Train Control Room Program Phase 1
- Began implementation phase of the Return to ATO project
- Began the implementation strategy planning for the NextGen program
- Issued RFP for Train Control Room Program Phase 2

CORR

- Coordinated development, approval, and implementation of staffing plans to ensure CAPD's capacity to implement the Capital Program
- Improved efficiency and effectiveness of CAPD's internal hiring process

Rail Operations Control Center



	2019	2020	2021	2022		
<i>(Dollars in Thousands)</i>	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel	\$12,818	\$14,106	\$13,806	\$13,857	\$51	0.4%
Non-Personnel	\$38	\$61	\$747	\$971	\$225	30.1%
Total Cost	\$12,856	\$14,166	\$14,553	\$14,829	\$276	1.9%
Authorized Positions	136	159	144	137	(7)	-4.9%

The Rail Operations Control Center (ROCC) safely and efficiently moves people and trains through the Metrorail system 24-hours a day, 7 days a week. The ROCC Operations team has three functions: rail traffic, information and maintenance. They are collectively responsible for providing effective control over train mainline and yard movements, station activities, mainline systems (Power, Automatic Train Control, Automatic Fare Collections), overseeing maintenance on Metrorail infrastructure, as well as station and key customer communications.

The ROCC also includes a Transformation Team, a temporary office supporting the ROCC Operations office in culture change and performance improvement.

FY2022 Business Plan

In FY2022, the ROCC will continue to focus on its critical safety mission. The transformation team will also continue supporting internal improvements within the ROCC to drive safety and operational improvements across the Metrorail system.

Specifically, the ROCC will focus on the following actions:

- Operate safe, efficient, and enjoyable rail service. Continue to improve service and reliability by

reducing safety incidents, incidents causing passenger delay and increasing customer on time performance, schedule adherence and customer satisfaction

- Launch a safety management system to identify, track, and mitigate risks
- Improve training for all ROCC employees, including revamping training for all frontline positions, introducing leadership development training for the ROCC management team, and building on the skill drill program to support continued learning
- Update ROCC procedures to ensure they are clear, up-to-date, and execute critical processes as safely and efficiently as possible
- Transition to a new management structure for ROCC Operations to improve clarity of command during incidents

Pandemic Impacts

- Metrorail adjusted its service pattern, frequency and hours to enhance safety for employees and individuals who must travel during the pandemic. The ROCC managed these schedule changes and oversaw critical communication with station

managers and customers during incidents of potential exposure

- To protect ROCC employees, the ROCC Operations office implemented social distancing, installed physical barriers between work stations, enhanced cleaning, provided employee safety kits, and installed 24 HEPA air purifiers across both control center locations to meet federal public health recommendations

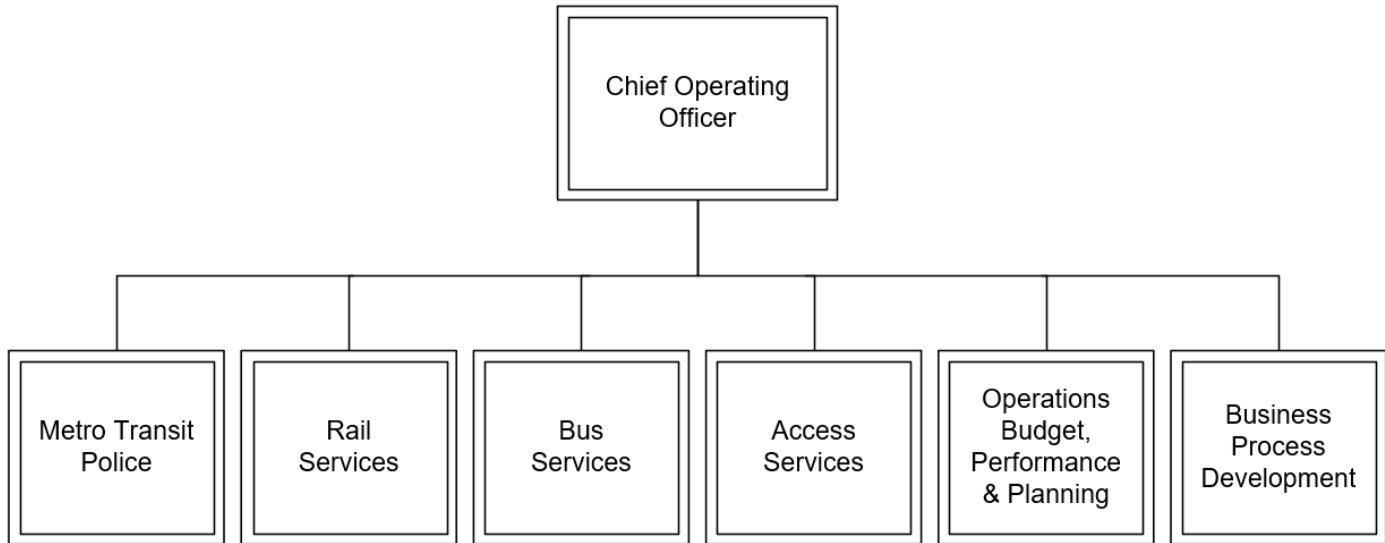
- On-time performance reached a record high of 91 percent for the fiscal year
- Created an ROCC Transformation Team to support the ROCC Operations office internal improvements, including resetting employee compensation, reorganizing the management team, launching a new conduct review process to manage discipline, started conducting “skills drills” to support all ROCC employees in continual learning, and introducing MetroDocs, a central repository for the ROCC’s controlled documents

FY2021 Major Accomplishments

- Successfully implemented service adjustments in response to Covid-19, implementing protocols to protect employees and customers



Chief Operating Officer



(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$779,038	\$834,938	\$835,556	\$869,127	\$33,570	4.0%
Non-Personnel	\$423,701	\$429,113	\$425,512	\$448,703	\$23,191	5.5%
Total Cost ¹	\$1,202,739	\$1,264,051	\$1,261,069	\$1,317,830	\$56,761	4.5%
Authorized Positions	10,458	10,636	10,856	10,458	(398)	-3.7%

1. Includes COO Administration and Silver Line Operations & Maintenance (SLOM)

The Chief Operating Officer's (COO) mission is to move the region through safe, reliable, and cost-effective public transportation. COO staff operate buses and trains; maintain Metro vehicle fleets, facilities, and rail infrastructure; execute certain capital programs; and ensure a safe and secure environment for passengers and employees.

The department consists of COO – Administration, Rail Services (RAIL), Bus Services (BUS), Access Services (ACCS), Metro Transit Police (MTPD), the Office of Budget, Planning, and Performance (OBPP), and Business Process Development (BPDV) which includes Reliability Engineering and Asset Management (REAM), Supply Chain Management (SCM), and Facilities, Systems and Vertical Transportation (FSVT).

FY2022 Business Plan

The COO has established several Priorities for FY2021-FY2023 and has aligned them within the GM Focus Areas of Customer Focus, Employee Focus and Investment Focus. While the COO Priorities cover three fiscal years from FY2021-FY2023, they will be revisited regularly and revised if necessary. These priorities are as follows:

Customer Focus

- Continue improvement in reliability
- Improve cleanliness in facilities and rolling stock
- Modernize the customer experience
- Develop accurate and real-time information
- Kick-start Metrobus transformation
- Successfully transition to operation of Silver Line Phase 2

Employee Focus

- Recruit and develop empowered employees
- Proactively identify and manage hazards
- Reduce collisions on rolling stock
- Drive internal process improvement
- Improve employee communications
- Improve collaboration for emergency response
- Reduce crime across the system

Investment Focus

- Complete major investments and mature capital delivery
- Strengthen capital program and make key long-term decisions
- Improve maintenance planning
- Improve track access productivity
- Optimize asset availability and condition
- Advance the Supply Chain Transformation
- Reduce fare evasion

Pandemic Impacts

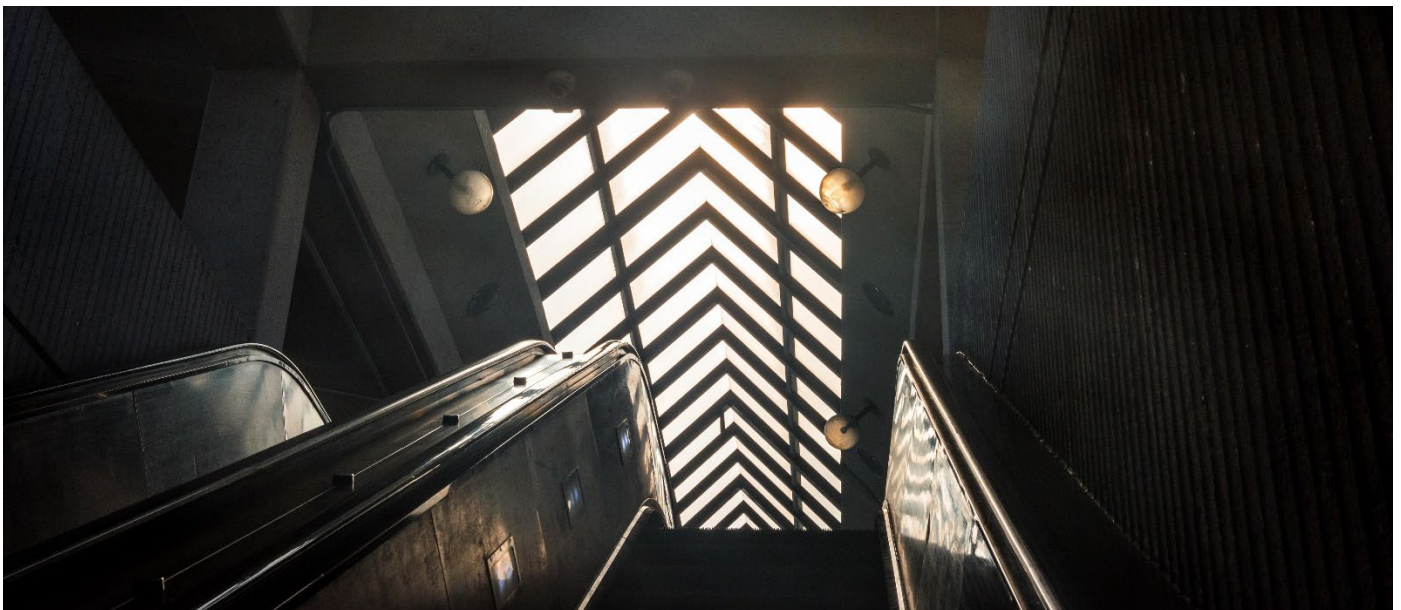
- Regional actions emphasizing essential trips, remote schooling and telework have resulted in ridership falling 85 to 90 percent on Metrorail and 50 to 60 percent on Metrobus
- Metro's top priority is the safety and well-being of its workforce and customers. The Authority undertook many actions to keep riders and employees safe and healthy, such as:
 - Starting in mid-March, personal protective equipment (PPE) requirements and additional cleaning protocols for all facilities, buses, and trains were implemented
 - From mid-March through July/August 2020, implemented "A/B Scheduling" for Train Operators, Bus Operators, and maintenance personnel in order to minimize the risk of transmission and protect service continuity
 - From mid-March through August 2020, to align with employee availability, service levels were reduced to about 35 percent of pre-pandemic

levels. In August, service levels were increased to around 75 percent of pre-pandemic bus service and 90 percent of pre-pandemic rail service in order to stay ahead of demand and enable social distancing

- From mid-March 2020 through January 2021, implemented rear-door boarding and waived fares on buses to protect bus operators
- From mid-March through August 2020, closed the first and last railcars to create a protective buffer for train operators and closed 19 stations to conserve limited cleaning supplies
- Required all customers to wear face coverings beginning in May 2020 and distributed facial coverings and hand sanitizer to promote compliance
- Increased the safety of customers and operators on buses by retrofitting the fleet with MERV 7 air filters and studying the safety of UV air sanitization

FY2021 Major Accomplishments

- Supported the region through the Covid-19 global pandemic by maintaining transportation services for essential employees
- Completed reconstruction on six additional rail station platforms in the largest and most complex capital project since Metro's original construction, and re-opened rail services on schedule
- Achieved record highs for bus and rail fleet reliability, reducing delays for customers and ensuring they reach their destinations on-time
- Launched real-time crowding information for Metrorail and Metrobus customers



Rail Services

(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$241,509	\$270,680	\$269,873	\$298,000	\$28,127	10.4%
Non-Personnel	\$139,857	\$141,695	\$132,491	\$136,763	\$4,272	3.2%
Total Cost	\$381,367	\$412,374	\$402,364	\$434,762	\$32,399	8.1%
Authorized Positions	3,958	3,853	4,106	3,906	(200)	-4.9%

The Rail Services (RAIL) department operates and maintains Metro's rail system in a safe, reliable and efficient manner 24-hours a day, 7 days a week, providing service across 130 miles of track and 98 stations, 40 of which are in Washington, D.C., 26 in Maryland and 32 in Virginia (all figures include Silver Line Phase 2 and Potomac Yard). RAIL is responsible for all facets of rail operations including station operations, train operations, and the maintenance of all assets necessary to move customers through the system including railcars, track, traction power and the automatic train control system.

The Rail department is composed of the following groups:

- Rail Administration (RAIL ADM)
- Rail Transportation (RTRA)
- Chief Mechanical Officer (CMOR), which includes Car Maintenance (CMNT) and Chief Engineer Vehicles (CENV)
- Rail Infrastructure Maintenance and Engineering (RIME), which includes:
 - Track and Structures (TRST)
 - Automatic Train Control Maintenance (ATCM)
 - Traction Power Maintenance (TRPM), and
 - Maintenance of Way Engineering (MOWE)

Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022 *
Improve Safety & Security and Restore Public Trust				
ROW Fire Rate per directional route mile	N/A	0.17	0.17	0.17
Rail Collision Rate per million railcar revenue miles	N/A	0.12	0.30	0.30
Derailment Rate per million railcar revenue miles	N/A	0.06	0.10	0.10
NTD Rail Fatality Rate per million railcar revenue miles	N/A	0.06	0.00	0.00
MyTripTime: Rail Customer On-Time Performance*	88%	90%	88%	88%
Trains in Service*	98%	101%	98%	98%
Railcar Reliability (Mean Distance Between Failure)	14,211	19,842	15,000	15,000
Rail Offloads	594	448	443	443

* Preliminary targets for FY2022; targets will be published in the Metro Performance Report

FY2022 Business Plan

In FY2022, RAIL will continue its mission to move the region through safe, reliable, and cost-effective public transportation.

Specifically, RAIL will focus on the following actions:

- Operate safe, efficient, and enjoyable rail service. Continue to improve service and reliability by reducing safety incidents, incidents causing passenger delay and increasing customer on time performance, schedule adherence and customer satisfaction
- Successfully transition to operation of Silver Line Phase 2. Ensure operational preparedness to open Silver Line Phase 2, with 90 percent PCNs for Silver Line Phase 2 filled and 90 percent of rail fleet operating on Silver Line Phase 2 ready
- Improve emergency response command and control to enhance passenger and employee safety, reduce passenger delay caused by incidents, and improve reliability, through completing documentation related to incident response, as well as training programs related to emergency response
- Identify and manage outdated documentation to improve internal processes and employee awareness of processes

Pandemic Impacts

- Metrorail adjusted its service pattern, frequency and hours to enhance safety for employees and individuals who must travel during the pandemic. To protect frontline employees, Metro isolated the first and last railcars and encouraged station managers to aid customers from inside kiosks. Metro ran all 8-car 7000-series trains between April and mid-August to ensure service reliability and support social distancing on railcars
- To keep employee safe, between mid-March and August Metro implemented A/B Scheduling for train operators and maintenance personnel. Under this practice, Metro divided staff into two groups within each office; the lettered groups worked alternating days, so the groups stayed separate to minimize the risk of infection transmission
- Metro significantly increased interior cleaning of railcars including nightly disinfection of every vehicle in service. Metro also considerably ramped up passenger facility cleaning and disinfecting since March, including enhanced cleaning at revenue and non-revenue locations across the system

- Metro accelerated planned major capital projects to complete the work during the period of historically low ridership due to the pandemic. It helped to improve safety by limiting the exposure of frontline staff and contractors, while disrupting significantly fewer passengers than the work would have required during normal operations

FY2021 Major Accomplishments

- Continued to successfully implement service adjustments in response to Covid-19, implementing protocols to protect employees and customers
- Railcar reliability continued to consistently increase in FY21. In particular, the reliability of 7000 series railcars increased consistently, reaching 527,285 miles between delay in December 2020
- Smoke and fire incidents were down 58 percent since FY2018 and 47 percent since FY2020
- Directly supported the Platform Improvement Project, a major capital project to reconstruct platforms at six rail stations
- Rail offloads were down nine percent compared to FY2020 and down 60 percent since FY2018



Bus Services

(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$316,262	\$319,096	\$305,222	\$309,148	\$3,927	1.3%
Non-Personnel	\$77,715	\$74,105	\$75,833	\$77,785	\$1,953	2.6%
Total Cost	\$393,976	\$393,201	\$381,054	\$386,934	\$5,880	1.5%
Authorized Positions	3,734	3,731	3,704	3,649	(55)	(1.5%)

The Department of Bus Services (BUS) is committed to ensuring safe, clean, reliable, cost effective and responsive bus service to promote regional mobility and contribute to the social, economic and environmental well-being of the communities in the Washington region.

Bus Services is the transportation provider for more than 120 million customer trips each year (pre-Covid), and handles the operation, maintenance, and scheduling of

Metrobus service in the District of Columbia, Maryland, and Virginia.

Metrobus is responsible for over 1,580 buses. Additionally, Bus Services maintains Metro’s service vehicles and equipment.

Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022 *
Improve Safety & Security and Restore Public Trust				
NTD Bus Collision Rate per million miles	4.60	3.70	3.70	3.70
Bus Fleet Reliability	6,335	7,000	7,000	7,000

* Preliminary targets for FY2022; targets will be published in the Metro Performance Report

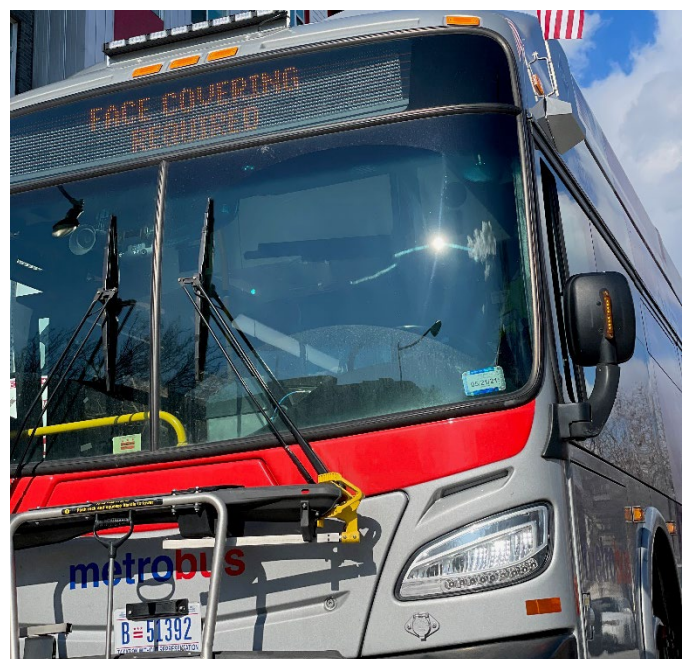
FY2022 Business Plan

In support of Metro’s strategic goals, BUS’ core services are to deliver safe, quality and reliable transportation to the riding public; provide a safe work environment to bus employees; manage the workforce effectively; and balance departmental budgets wisely.

In FY2022, Bus Services is focused on delivering excellence to customers, empowering employees to drive bold changes and renewing and modernizing the system. In so doing, Bus Services’ priorities include:

- Supporting the Metrobus Transformation Plan implementation to improve service and the customer experience across a more cohesive and efficient bus network
- Improving Metrobus service quality by reducing service interruptions and improving on-time performance
- Reducing safety incidents and injuries by focusing on reducing preventable collisions and investigating all employee injuries and safety incidents to identify and address root causes
- Advancing on-board bus technology to improve the amount and accuracy of real-time data provided to customers

- Continuing to invest in Metrobus vehicles and facilities to ensure that the fleet and facilities remain in a good state of repair
- Streamlining and improving day-to-day operations and activities at bus divisions to reduce administrative burden on managers and supervisors



Pandemic Impacts

- Metrobus made multiple adjustments to its service pattern, frequency and hours to adapt to changing travel patterns while maintaining enhanced safety for employees and individuals who must travel during the pandemic
- To support social distancing on buses, Metrobus launched a new real-time information source that allows customers to see the crowding-level of approaching buses on the busETA app, allowing them to plan their trips accordingly. Additionally, BTRA assesses crowding on high ridership routes daily and deploys strategic buses in response
- Employees on light duty supplied masks to customers at key stations and transfer points throughout the system during high-ridership periods
- Metro significantly increased interior cleaning of buses including nightly disinfection of every vehicle in service and implemented garage to garage service to allow for cleaning of buses between each run
- In January 2021, Metrobus returned to front-door boarding and fare collection, while maintaining seats closest to the operator solely for disabled customers
- Metro began providing Covid-19 testing in two-week intervals at different Metro facilities to provide front-line workers with easy access to testing
- Successfully conducted a pandemic pick in August 2020 to facilitate the return of the full Bus Operator workforce from an A/B alternative workday schedule back to a five-day weekly work schedule. Scheduling adjustments implemented since March has supported a safe work environment, minimizing the number of Covid-19 cases and to date there have been no Covid-related deaths
- Through partnership with PLNT, social distancing barriers were installed in open workspaces and stations used to conduct face-to-face employee interviews in BOCC, Bus Training and BTRA Divisions. Additionally, implemented enhanced Covid-19 Protocol Monitoring with PPE across the Bus Services Network to include plexiglass, improved cleaning of buses and mobile units, distribution of PPE to bus operators weekly, and reporting protocols
- Provided Bus Operators De-escalation Training, resulting in a decrease in Bus Operator assaults by 12 percent from Q2/FY2020 to Q2/FY2021



FY2021 Major Accomplishments

- SMS Investigation Compliance is meeting the target for FYTD at 95 percent. The employee injury rate, customer injury rate, and NTD bus collision rate are all exceeding their targets for FYTD
- Worked in conjunction with BTTS to launch the Automated Log-On Process
- Partnered with the Director of Workforce Availability (WAVS) and RISK to implement the Employee Injury Investigation Training for the BTRA Transportation Staff
- A pilot project to transition from a paper-driven pick and enable digital viewing of the employee pick is on target to rollout by the end of the fiscal year. This pilot is being executed through collaboration with business partners including IT, BTSS, PLNT, POWR and Trapeze
- An upgrade to the Bus Operator Records Management System (BORMS) was completed. The upgraded application improves the efficiency with which Operators' personnel records are indexed and retrieved
- Adjusted the schedules of 26 Metrobus routes to improve running times and on-time performance in response to pandemic-related changes to traffic patterns
- Reestablished a new Accident Review Board with three neutral parties that participate on a rotating basis
- Completed and rolled out the Performance Behavior Analysis Program which standardizes DriveCam management and coaching to improve safety performance and outcomes
- Street operations successfully managed service reroutes and detours for the First Amendment Demonstrations, Inauguration events, and four severe weather events without incident
- On-track to meet the goal of 100 mid-life overhauls for the year. Preventive maintenance compliance is also meeting goal at 99% completed on time
- Received 32 diesel articulated buses and 12 40-foot diesel buses as part of the new bus replacement program (the FY2021 procurement will ultimately include 132 buses)
- Implemented predictive maintenance on braking systems using data to automatically generate maintenance work orders using vehicle health monitoring system (Clever Devices IOT)
- Improved bus fleet reliability to over 9,700 Mean Distance Between Failures by developing "We Move the Region" service interruption training program for BOCC, Street Supervisors and BMNT as well as completing several reliability campaigns and continuance of the bus procurement spearheaded by BENG
- Replaced the oldest Clever Devices equipment on 250 buses to help improve operator logon performance and data quality efforts for Metrobus



Access Services

(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$4,101	\$4,732	\$4,746	\$4,813	\$66	1.4%
Non-Personnel	\$157,854	\$152,825	\$157,408	\$173,855	\$16,447	10.4%
Total Cost	\$161,955	\$157,557	\$162,155	\$178,668	\$16,513	10.2%
Authorized Positions	47	47	47	46	(1)	(1.7%)

The Department of Access Services (ACCS) ensures that Metro remains in compliance with the provisions of the Americans with Disabilities Act (ADA) and other federal, state, and local laws and regulations related to providing equitable access to transportation services by people with disabilities.

ACCS is responsible for:

- Regulatory compliance with ADA and all other applicable accessibility-related laws, regulations and standard
- Accessibility planning, design review, and quality assurance for all Metro services, facilities, and equipment
- Budgeting, planning, and management of MetroAccess ADA paratransit service delivery.
- Eligibility assessments for MetroAccess service and the Reduced Fare Program
- Ombudsman service for issues related to accessibility
- Accessibility Advisory Committee administrative and policy support
- Community engagement to ensure that existing and prospective customers are aware of and know how to use the full array of accessible transportation choices available to them

ACCS supports accessibility through its three offices: ADA Policy & Planning (ADAP), Eligibility Certification and Outreach (ELIG), and MetroAccess Service (MetroAccess). ADAP ensures Metro’s compliance with the ADA and all other applicable laws, regulations, and standards; interacts with operations departments to ensure that existing and future fleets and facilities continue to be both ADA compliant and optimally accessible; and engages regional organizations and policy makers to ensure that funding and resources are effectively channeled to sustain accessibility for a growing constituency. ELIG responds directly to those customers with disabilities who approach Metro seeking accessible transportation options to navigate the region. ELIG matches the customer with the service or product that most effectively meets the customer’s needs (with an emphasis on bus and rail wherever possible, augmented by proactive community outreach and travel training functions) while conserving the highest level of assistance, for those customers whose disabilities prevent them from using bus and/or rail for at least some of their travel. MetroAccess manages the delivery of the region’s paratransit service of record, MetroAccess service. MetroAccess management, contract staff, and compliance staff work in conjunction with MetroAccess contractors; service delivery, call center operations, and quality assurance, to facilitate safe, efficient, and customer friendly paratransit service.

Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022 *
Improve Safety and Security and Restore Public Trust				
Customer Injury Rate (per 100,000 passengers)	2.17	<2.85	<2.5	<2.5
On-time performance	90%	90%	90%	90%

* Preliminary targets for FY2022; targets will be published in the Metro Performance Report

FY2022 Business Plan

- Ensure accessibility of Metro’s fixed route services, facilities, equipment, and digital resources
- Ensure efficient, accurate and effective use of certification eligibility resources
- Accurately schedule MetroAccess trips to reflect the respective fixed-route equivalent time and progressive routing
- Re-institute Real Time Traffic to the MetroAccess Fleet
- Acquire an up-to-date Scheduling and Dispatch Software Solution, inclusive of a mobile app for the MetroAccess service

- Addressing the growing MetroAccess ridership requires a regional strategy emphasizing efficiency and the availability of alternatives. MetroAccess ridership increased from just under a million trips in 2003 to 2.35 million trips in FY2019. The increase was driven largely by an aging population and reductions in transportation services offered by human service agencies. MetroAccess has improved efficiency and lowered cost through increased scheduling of shared-ride, fixed route equivalent trips. Metro has also facilitated the establishment of lower cost paratransit alternatives as a means of reducing demand for MetroAccess service, budgeted at approximately 460,000 trips in FY2021

partnered with Metrobus to use the surplus MetroAccess vehicles for shuttle service that transport medical professionals from Rail stations to their respective hospitals. This service helped 1,012 people from the final week of March through the end of the fiscal year

- MetroAccess increased cleaning to include disinfectant cleaning each day that a vehicle was placed in service, up from once a week. If a customer boarded a vehicle and then informed the driver that they were Covid-19 positive, the vehicle was immediately taken out of service and sent to the base for disinfectant cleaning

Pandemic Impacts

- MetroAccess continues to schedule in a manner that avoids shared-rides and place Covid-19 positive customers on a third-party service. MetroAccess is informing customers that the availability of alternative services and associated promotions to relieve pressure on the dedicated service have been reduced due to low ridership, in an effort to avoid duplicate costs
- MetroAccess On-time Pick-up Performance increased during the pandemic as result of (1) a reduction in ridership by approximately 65 percent; (2) reduced traffic in the region compared to pre-pandemic levels; and (3) the elimination of shared rides, where delays can cascade across customer trips
- As ridership decreased, MetroAccess no longer needed all vans to meet customer demand. Metro

FY2021 Major Accomplishments

- For the fiscal year through January, the MetroAccess customer injury rate was down 38 percent compared to FY2020 and down 56 percent since FY2017
- Facilitated project initiation to make all rail station restrooms fully accessible to individuals using mobility devices
- Implemented the MetroAccess Mystery Rider Quality Assurance Plan to promote positive customer experiences and driver adherence to safety protocol
- Expanded the Abilities-Ride paratransit alternative program to all MetroAccess customers throughout the entire MetroAccess service area
- Added low-cost, fuel-efficient hybrid sedans to the MetroAccess fleet



Metro Transit Police

(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$56,489	\$59,513	\$68,952	\$69,238	\$285	0.4%
Non-Personnel	\$7,248	\$8,085	\$9,335	\$9,480	\$145	1.6%
Total Cost	\$63,737	\$67,598	\$78,288	\$78,718	\$430	0.5%
Authorized Positions	674	731	704	662	(42)	-6.0%

The Metro Transit Police Department (MTPD) is responsible for the safety of Metro customers, personnel, and transit facilities over a 1,500 square mile transit zone, comprised of three jurisdictions, the District of Columbia, State of Maryland, and Commonwealth of Virginia.

The Chief of Metro Transit Police oversees an authorized strength of approximately 460 sworn officers, 145 security Special Police, and 90 civilian personnel and is responsible for protecting and serving Metro patrons, personnel, transit facilities, and revenue.

The Assistant Chief of Metro Transit Police is responsible for day-to-day leadership of the department while partnering with and assisting the Chief of Police. The Assistant Chief manages and directs the work of the MTPD Deputy Chiefs. The Deputy Chiefs are responsible for the following Bureaus: Patrol Operations, Homeland

Security, Investigations, and Intelligence, Administrative Services, and newly added Internal Oversight and Youth Services. Additionally, the Assistant Chief oversees the Office of Emergency Management, responsible for emergency preparedness through prevention, protection, mitigation, response, and recovery.

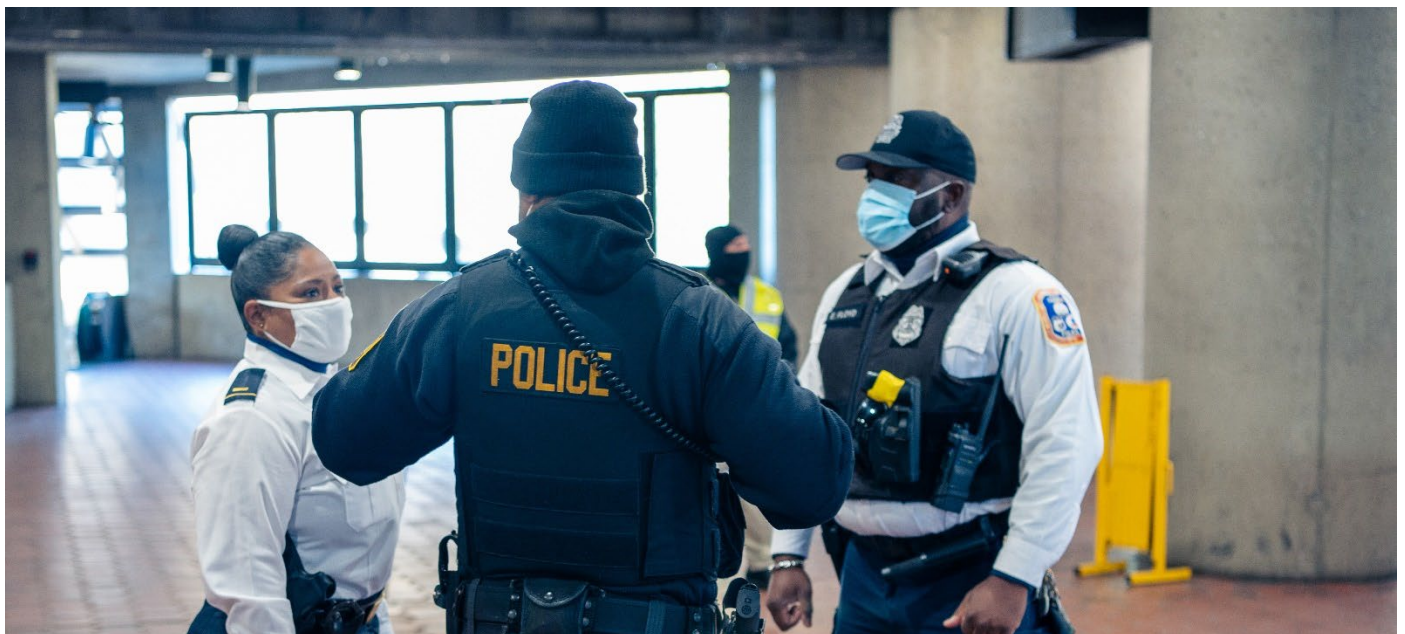
The Manager of Security and Infrastructure is responsible for hardening Metro facilities and managing Metro's access/badging system. The Manager of Security and Infrastructure oversees the Special Police Division, third-party security, and armored guards.

The MTPD improves safety and security by addressing the risk that crime in the system deters riders and harms Metro's reputation.

Key Performance Indicators

Performance Indicator	Actual 2019	Actual 2020	Target 2021	Target 2022 *
Improve Safety & Security and Restore Public Trust				
Safety Measurement System Compliance	N/A	95%	95%	95%
Part I Crimes	1,114	1,172	1,550	840

* Preliminary targets for FY2022; targets will be published in the Metro Performance Report



FY2022 Business Plan

In support of Metro's strategic goals, the MTPD is investing in technologies to improve security across the Metro system. Metro's investment in security technologies aims to deter crime before it happens and to assist the Metro Transit Police for quick and effective responses to incidents when they occur. While on average only five Part I crimes (murder and non-negligent homicide, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson) are committed per million passenger trips, all customers deserve a safe journey.

In addition, assaults are a significant driver of employee injuries, especially for bus operators. With Metro Transit Police already making use of data analytics through MetroStat, the analysis of real-time computerized crime, arrest, and disorder-related data, to set strategy and tactics, investing in security technology is the most promising approach for further reductions in crime.

Investments include expanded closed-circuit television (CCTV), tactical equipment for officers, and access control equipment. The MTPD will focus on six key priorities in FY2022:

- Expand/improve CCTV and audio capabilities; capture data at the Security Operations Control Center

- Reduce employee assaults through training; pre and post incidents
- Train Metro Transit Police in leadership, de-escalation, crisis intervention, and communication with persons with disabilities
- Train WMATA security sensitive employees in the Transportation Security Administration's Security Awareness Strategy
- Enhance community engagement by developing and posting an Event Calendar and updating department policies and procedures
- Examine and improve areas of police reform by forming five committees, chaired by MTPD Deputy Chiefs, in collaboration with the labor union

Pandemic Impacts

- The number of crimes dropped dramatically during the eight-month pandemic period as fewer riders used the system
- Metro Transit Police continues to patrol the system during the pandemic; modifying patrol tactics in response to diminished ridership and altered hours of operation



FY2021 Major Accomplishments

Patrol Operations Bureau

- Initiated Peer Support and Accountability Team
- Joined the National Capital Region Public Safety's Critical Incident Stress Management Team for peer support

Homeland Security, Intelligence, and Investigations Bureau

- Created Confidential Information Process/Fund
- Created Investigative Operations Unit
- Continued partnership with DC Crime Solvers

Administrative Services Bureau

- Obtained capabilities to perform e-traces through the Bureau of Alcohol, Tobacco, and Firearms, and Explosives for recovered guns
- Received Multi-wavelength Alternative Light Source device to enhance crime scene processing
- Installed and deployed 140 Mobile Data Computers as well as replaced ~30 computers in police rooms throughout RAIL
- Go-Live on Workforce Alerts to employees
- Updated MTPD Radio to be interoperable with jurisdictional partners and secured back-up
- Completed the National Incident-Based Reporting System audit reports

Internal Oversight and Youth Services Bureau

- Joined the District of Columbia's (DC) Criminal Justice Coordinating Council for juvenile data-sharing
- Youth Services Division held/participated in more than 60 events with the Deputy Mayor of Education, DC Public Schools, and DC Charter Schools
- MTPD's Summer Crime Initiative... Youth Services Division held multiple community engagements events at six Metro stations

- Completed the Department's Standard Operating Procedures (SOP) as a part of the MTPD's Quality Management System Plan
- Completed Planning (Phase I) of the MTPD Policy and Procedure Manual Project
- Graduated three Policy Academy Classes

Core Services Group

- Formed five Police Reform Committees in collaboration with the Fraternal Order of Police to focus on police reform
- Trained the Investigative Review Panel on professional standards, standards of evidence, investigative report writing, discipline analysis, and interviewing practices as well as interaction with a decision-making simulator
- Completed more than 100 hours of Investigations training to members
- Expanded Department's Early Warning System for at-risk members
- Implemented department-wide training at all levels to launch new Use of Force Reporting System
- Closed multiple Corrective Action Plans with the development of SOPs
- Implemented authority-wide Continuity of Operations Plan
- Conducted WMATA's first Virtual Emergency Operations Center for Million Person March
- Conducted the Vienna full-scale exercise with Centers for Disease Control and Prevention guidance
- Completed Request for Proposal/Solicitation for the Triennial Threat and Vulnerability Assessment
- Hired Badging Office Manager and began transition
- Hired Physical Security Specialist for system hardening

COO Office of Budget, Performance and Planning

	2019	2020	2021	2022		
<i>(Dollars in Thousands)</i>	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel	\$25,338	\$33,029	\$33,998	\$34,218	\$219	0.6%
Non-Personnel	\$1,285	\$2,780	\$5,166	\$5,469	\$303	5.9%
Total Cost	\$26,623	\$35,809	\$39,165	\$39,687	\$522	1.3%
Authorized Positions	261	332	307	295	(12)	-3.9%

The Office of Budget, Performance and Planning (OBPP) provides administrative and analytical support for the Chief Operating Officer and operating departments, using data to facilitate decisions and improve operational performance.

- Operations Management Services (OPMS) ensures Metro’s internal clients are well-equipped to serve our customers, providing direct support to the COO organization in areas of budgetary development/management, all-inclusive training for technical skills and rail transportation, and consistent accountability to improve workforce availability
- Office of Transit Performance Management (PERF) works collaboratively across Metro to leverage data and best business practices to inform progress against strategic goals, drive operational decisions, provide transparency to the region, and ultimately improve service. PERF produces internal and external-facing reports and dashboards, facilitates monthly performance stat meetings, conducts industry benchmarking and supports executives to set and communicate priorities and monitor progress
- Office of Intermodal Planning (IPLN) supports today’s Metro services by using data to adjust bus and rail operating schedules to reflect current ridership and field conditions, cost-effectively maintaining quality service for our customers. IPLN supports the future of Metro through the ongoing transformation of the bus network, and by implementing quality intermodal alternative services in support of Metrorail reconstruction

FY2022 Business Plan

- Implement Metrobus Transformation Program priorities, including updating WMATA’s Metrobus service guidelines, restructuring the Metrobus network to create an efficient and customer-focused system, supporting the implementation of bus priority projects, and improving regional data sharing
- Drive internal process improvement by implementing a quality management system across all lines of business

- Invest in departmental leadership by implementing consistent standards and expectations, strengthening employee morale and engagement
- Modernize staff skills to fully employ digital/technical tools implemented during remote working
- Develop analytic tools to support Metro’s equity goals

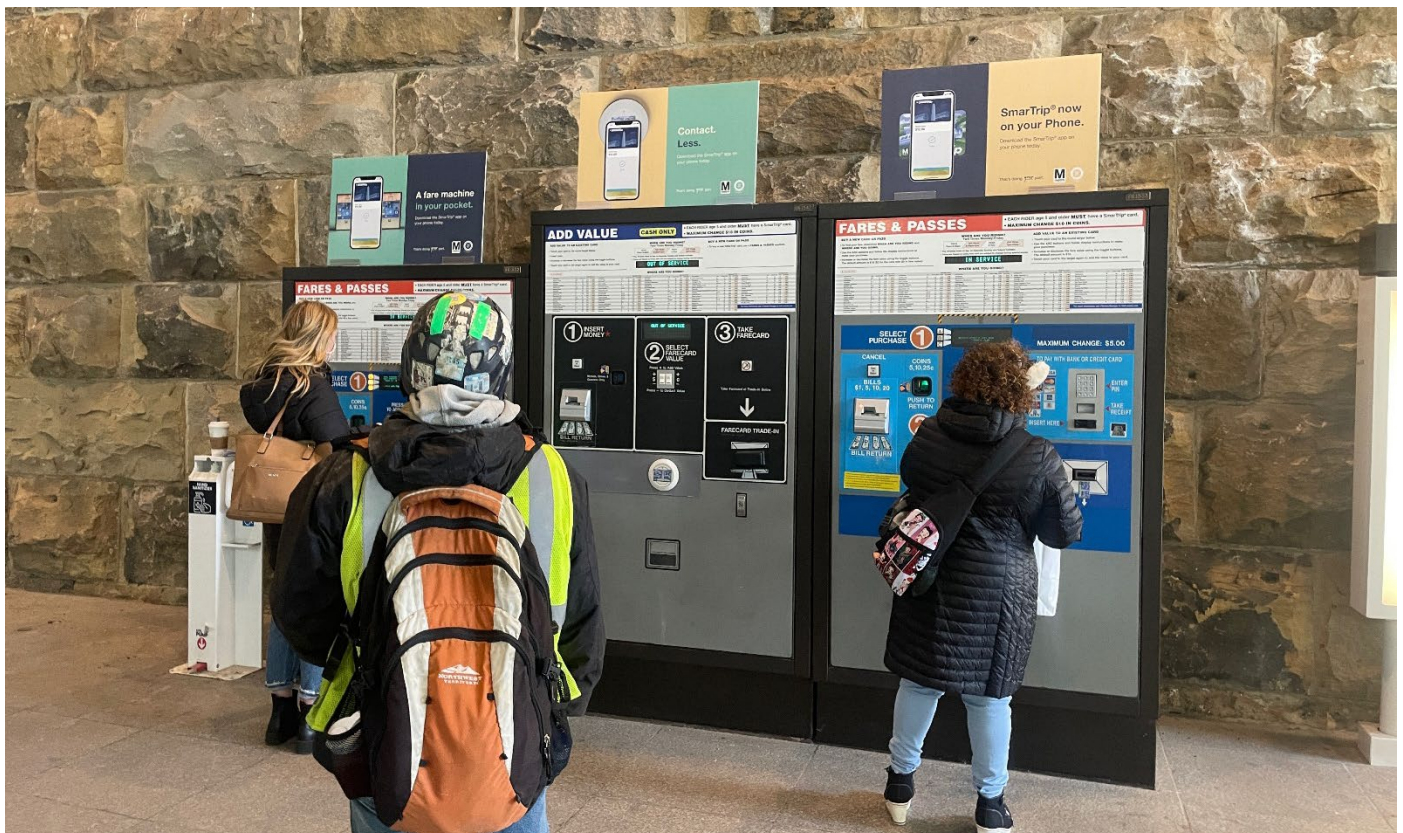
Pandemic Impacts

OBPP adapted its work program and work style to support Metro operations during the pandemic, including:

- Rapidly adjusted service schedules to match ridership loss and employee availability and develop recovery schedules that match available resources
- Adjusted shuttle service to support more expansive summer 2020 track work
- Redesigned training classrooms to facilitate social distancing, reduced size of training classes, and implemented distance learning when possible
- Developed daily reporting on ridership and closely monitored crowding to inform schedule adjustments
- Carefully tracked and managed absenteeism, working with Metro doctors to return staff to work when safe to do so while filling as many scheduled work blocks as possible
- Benchmarked activities and shared information with international network of transit properties to identify and implement good practice in responding to the pandemic
- Rapidly transitioned to almost 100 percent telework
- Reduced training class sizes, employed remote learning, and virtual testing where possible

FY2021 Major Accomplishments

- Adjusted rail and bus schedules, absence tracking, training protocols, and performance measures to support Metro operations through the Covid-19 pandemic
- Launched the Workforce Alerts initiative, allowing the COO to easily activate and send emergency messages to the entire workforce in the event of a life-threatening event
- Supported Metro's extensive capital program with rail shuttle planning and execution
- Adopted new bus service guidelines in December 2020, providing a framework for the Metrobus Network Redesign, initiated planning and scoping of the redesign
- Planned for post pandemic recovery services for enhanced off-peak and weekend service
- Maintained bus stops and intermodal facilities to Covid-19 era cleaning standards
- Held monthly RailSTAT and BusSTAT; held quarterly Facilities STAT and Supply Chain STAT to monitor performance and develop improvement strategies
- Developed internal dashboards for bus training, bus maintenance and MetroAccess performance as well as launched the Metro Scorecard Dashboard to monitor enterprise key performance indicators
- Facilitated a cross-departmental effort to develop Real-Time Occupancy information, leveraging existing bus and rail technology and software investments
- Improved efficiency and effectiveness of critical training programs for rail traffic, rail operations information, and maintenance controllers, and Rail/FSVT maintenance areas; created multiple CBTs to support safety stand downs
- Trained-the-Trainer and commenced training for 15 Silver Line Phase 2 sub-systems
- Improved training facilities and aids with completion of ATC, ELES and AFC training labs and obtaining first-ever rail simulators for operators
- Tracked and reported daily absenteeism for leaders and coordinated closely with OHAW to ensure data accuracy and timely return to duty of impacted employees
- Implemented five-year FMLA and Absence Management contract
- Kept the COO department on budget, providing regular auditing, reporting and managing the monthly BudStat meeting; supported FY21 and FY22 budget development
- Executed new operations uniform contract, collecting 2,500+ existing paper vouchers from employees and transferring credits into vendor's e-commerce system



Business Process Development

(Dollars in Thousands)	2019 Actual	2020 Actual	2021 Budget	2022 Budget	\$ Change	% Change
Personnel	\$134,769	\$147,079	\$151,890	\$152,812	\$922	0.6%
Non-Personnel	\$37,402	\$47,715	\$42,560	\$42,777	\$217	0.5%
Total Cost	\$172,171	\$194,794	\$194,450	\$195,589	\$1,139	0.6%
Authorized Positions	1,779	1,937	1,983	1,895	(88)	-4.4%

The Office of Business Process Development (BPDV) was established in January 2021 to promote excellence and advance business improvements by facilitating and endorsing the use of technology, innovation and collaboration to gain efficiencies, improve safety and increase reliability. The Office of Business Process Development (BPDV) consists of the following offices:

- The Office of Facilities, Systems, and Vertical Transportation Maintenance (FSVT) supports Metrobus and Metrorail operations and maintains infrastructure and equipment systems in a state of good repair by providing a coordinated approach to maintain elevators and escalators, electro-mechanical equipment systems, infrastructure, facilities, and grounds. FSVT is comprised of the following offices: Elevators and Escalators (ELES); Plant Maintenance (PLNT); Facilities Asset Management (FAMO); Systems Maintenance (SMNT)
- The Office of Supply Chain Management (SCM) directs the supply chain to enable safe, reliable and cost-effective transportation. SCM is comprised of the following offices: Supply Chain Planning and Analytics (SCPA); Supply Chain Contracts Management (SCCM); Supply Chain Warehousing and Logistics (SCWL)
- The Office of Reliability Engineering Asset Management (REAM) takes advantage of the many synergies and efficiencies provided by having complementary individual elements of maintenance planning, reliability and asset management under one centralized office. REAM is comprised of the following offices: Reliability Centered Maintenance Planning (RCMP); Transit Asset Management Office (TAMO)
- The Department of Leadership and Culture (LSCT) delivers ongoing assessment, alignment and action around the climate, culture and leadership development. Additionally, it empowers and equips COO employees to overcome leadership challenges and maintains a big picture view by integrating management, coordination and reporting of COO leadership efforts

FY2022 Business Plan

FSVT:

- Continue to enhance cleaning practices and station modernization improvements to keep customers and employees safe during the pandemic
- Continue supporting current capital projects through completion and providing input to the capital program to ensure strategic investments
- Continue optimizing asset condition and availability and improving related Maximo data quality
- Continue evolving facilities asset management and performing facilities Condition Assessments
- Support a successful transition to operation of Silver Line Phase 2, including asset testing, acceptance, and maintenance planning

REAM:

- Expand and centralize the reliability engineering and reporting function across COO
- Expand and centralize the maintenance planning function across COO
- Standardize and improve the use of Maximo
- Improve Maximo training
- Conduct IIoT pilot program on Silver Line assets
- Develop Asset Lifecycle Management Plans for major Asset Classes
- Develop Asset Condition Assessment Methodologies
- Conduct RCM Deep Dives

SCM:

- Modernize warehouse technology, infrastructure and logistics
- Partner with external vendor to reduce supply chain cost
- Develop a mature, data-driven culture
- Enhance culture and knowledge sharing within SCM

- Enhance culture and knowledge sharing cross-departmentally

LSCT:

- Expand the program and its effects on union partners
- Conduct more focused targeting of assessment and action in support of specific operational outcomes

Pandemic Impacts

FSVT:

- Increased the frequency of disinfecting facilities to daily in accordance with Center for Disease Control guidance using a federally approved disinfectant
- Began proactive, in-house pressure washing of high-touch surfaces at rail stations (to include parapet walls, granite benches, and all floors) and bus loops
- Brought on six contract teams to conduct emergency deep cleaning at locations with confirmed positive or presumptive positive cases of Covid-19
- Installed new hand sanitizing dispensers in rail stations and select non-revenue facilities
- Built Plexiglass barriers per request
- Provided support to enable mask distribution to rail/bus riders
- Upgraded AHU/HVAC filters throughout the system to MERV 13 and reprogramed units to provide maximum fresh air exchanges
- Assisted in the deployment of HEPA air purifiers at non-revenue facilities for shared large spaces
- Completed installation of the UV lights at over 130 escalators and continued installing approximately 150 additional units

REAM:

- During the pandemic, adjusted maintenance plans to align with changes in staffing and asset utilization
- Many preventative maintenance programs across all groups had to be adjusted due to the impact of A/B schedules between mid-March and July/August 2020. These had to be approved by the respective engineering departments and then carefully applied. This impacted reporting on PMI compliance
- Many Engineering Modifications campaigns were either scaled back or accelerated due to the effects of ridership and/or the effects of funding adjustments. This also impacted the maintenance planning of these activities
- Some Railcar fleets were put into cold storage due to the downturn in ridership, which forced the

stoppage of PM schedules in Maximo and introduced new tracking for what would be required to catch up once the fleets were brought out of cold storage

SCM:

- Covid-19 has sharply interrupted the global supply chain, resulting in uncertainty and challenges around parts and materials availability and lead times
- SCM has had to respond quickly and strongly to meet the agency’s personal protective equipment (PPE) acquisition and distribution needs
- Between mid-March and August, SCM staff in warehouses and storerooms migrated to A/B scheduling for employee safety

FY2021 Major Accomplishments

FSVT:

- Responded quickly and thoroughly to pandemic challenges by significantly increasing the frequency and rigor of station sanitizing, helping to keep Metro employees and customers safe
- Advanced the aggressive Elevator/Escalator rehab and replacement program, completing a \$176 million multi-year capital investment that delivered 145 new escalators for rail customers since 2011
- The Facilities Asset Management Office began activities to evaluate asset condition through field visits, completing an average of 13 condition assessments per month. Developed a pilot assessment program that covers 3.5 million square feet of facilities
- Completed five major station rehabilitation projects and 23 restroom renovations. Played a critical role in the successful completion of Platform Improvement Project Phase 1
- Assisted the Authority’s efforts in launching the WMATA’s mobile fare app, enhancing fare collection software technology to enable the use of cell phones
- Reduced the number of camera outages by 52% this year, with 98% of cameras currently operational
- Replaced legacy radio equipment components to enhance signal performance in the tunnels, allowing SMNT to better monitor the system remotely
- Responded to and mitigated major flooding events at Cleveland Park and Shaw Metro Stations, ensuring a quick return to service. Successfully responded to over three major water main breaks in the system

- Conducted quarterly STAT meetings, expanding the information reported and reviewed to drive performance improvement
- Implemented changes to fare gates to decrease fare evasion

REAM:

- Successfully integrated TAMO back into Operations
- Developed Maximo CBT training modules
- Closed out numerous CAPs from WMSC, OIG, FTA and QICO
- Continued progressing procurement of the 8000 series railcars, which will replace the almost 250 2000 and 3000 series railcars that are nearing the end of their useful life
- Commenced the decommissioning process of WindChill by migrating the PAF process directly into Maximo
- Commenced the decommissioning of the ACM module in Maximo and replacing it with Maximo's own out of the box functionality. The new ACM functionality will be live by 30 Jun 2021
- Developed a new maintenance planning process for critical wayside work equipment including WSAD (Warning Strobe & Alarming Device) and Hand-Held Radio to ensure these assets are sent to SAMS for their periodic calibration and certification

SCM:

- Coordinated with PRMT, SAFE and operational stakeholders to ensure that PPE acquired met safety requirements and was distributed as needed across the Authority and to customers. Further, coordinated the individual wrapping and storage of over 1,000 masks for employees and customers. Responded to the changing pandemic needs with a custom hand sanitizer station solution for the rail stations, return to work kits, air purifiers, and masks for the ridership
- Conducted a Department-wide Visioning event with Supervisors and Managers to foster a sense of community and engagement

- Launched Sales-Operations meetings with operations maintenance offices to continually improve forecasting accuracy over the next 6-24 months; thus, improving both parts availability and inventory cost reduction
- Created a centralized tracker for all facility work orders, helping to ensure that facility materials are acquired and delivered in a timely manner
- Developed a contract lifecycle management procedures manual to ensure standard procedures and processes to complete the required procurement packages and implement best practices for contract compliance activities
- Conducted market research on our Covid response and found our partnership with PRMT beat market pricing by 36%, representing a cost avoidance of \$1.4 million

LSCT:

- Fully implemented a program and 1200+ person cross functional team to help drive values-based leadership behaviors into the daily operations. Among other effects, observed a 26% drop in the Employee Injury Rate across all-COO over the course of the Safety behavior sprint; an 11% drop in average bus collision rate; and improvement in Metro's leadership climate, according to 83% of participants in the Respect behavior sprint. This program now serves as a springboard for self-development and values-based action for thousands of employees across roles, responsibilities, and working environments
- Developed and carried out reinforcing leadership actions, spanning: COO Leadership Forums at all leader levels to support leadership development, increased engagement, and transparent communications; targeted communications in email, web, face-to-face, and virtual formats to deliver improved employee recognition and more timely, tailored, and straightforward leadership messaging; and leadership program analytics to refine leader strategies, improve cross-boundary alignment, and identify and act on gaps in operational performance

Chapter 4 – Capital Budget



Overview

Metro’s approved \$12.3 billion FY2022-FY2027 CIP and \$2.6 billion FY2022 Capital Budget focus capital investment on safety, security, state of good repair and reliability of Metrorail, Metrobus, and MetroAccess and the facilities, infrastructure and systems that support our transit network. Highlights of priority CIP investments to restore, modernize and sustain the system include:

Metrorail

- Platform Improvement Program – Nine More Priority Stations to be Completed
- Rehabilitation of Bridges & Other Aerial Structures
- Tunnel Rehabilitation and Water Mitigation
- Rehabilitation of Train Control Equipment & Planning for the Next Generation Signal System
- Rehabilitation & Upgrade of Rail Power Systems
- Replacement & Upgrade of Communications Systems – Including Radio Infrastructure & Equipment

- Track Rehabilitation & Maintenance
- Ventilation Improvements – Red Line Pilot
- 8000 Series Railcar Acquisition to Replace 2000/3000 Series Cars
- Railcar Rehabilitation & Maintenance
- Railcar Heavy Repair & Overhaul Facility
- Rehabilitation & Optimization of Railyards and Maintenance Facilities
- Replacement & Rehabilitation of Elevators & Escalators
- Deployment of Mobile Fare Payment & Replacement of Faregates

Metrobus

- Bus Vehicle Replacement and Rehabilitation
- Replacement of Obsolete Bus Divisions at Northern & Bladensburg & Planning for Western

- Zero Emission Bus Program to Test and Evaluate Technology & Prepare for Larger Scale Deployment
- Bus Customer Facility Improvements – Bus Stops, Transit Centers and Customer Information
- Roadway and Signal Improvements for Bus Priority (with jurisdictions)
- Replacement of Bus Fareboxes (including test of rear-door payment technology)

- Construction of Consolidated Office Buildings in the District of Columbia, Maryland, and Virginia
- Facility Roof Replacement
- Information Technology Hardware and Software Replacement, System Preservation and Cyber Security Improvements
- Replacement Data Center
- Financial System Replacement

MetroAccess

- Lifecycle Replacement of Paratransit Vehicles

Operations and Business Support

Priority investments to restore, modernize and sustain support functions include:

Metro’s CIP is grouped into six major investment categories: Railcar and Railcar Facilities; Rail Systems; Track & Structures; Stations & Passenger Facilities; Bus, Bus Facilities and Paratransit; and Business and Operations Support. Detailed CIP project and program information is included in Appendix D of this publication.

Financial Plan by Investment Category

<i>(Dollars in Millions)</i>	FY2022 Budget	FY2023 Plan	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	6-Year Total
Railcar & Railcar Facilities	\$342.3	\$346.1	\$437.0	\$530.1	\$516.5	\$422.5	\$2,594.5
Rail Systems	272.8	337.5	307.6	256.5	202.9	213.4	1,590.7
Track & Structures Rehabilitation	342.9	456.1	259.1	235.9	236.5	267.1	1,797.7
Stations & Passenger Facilities	792.3	530.4	354.0	301.9	267.8	272.1	2,518.5
Bus, Bus Facilities & Paratransit	294.3	388.1	466.7	417.9	183.9	195.9	1,946.9
Business & Operations Support	545.6	467.9	239.3	206.4	220.3	207.4	1,886.8
Total	\$2,590.1	\$2,526.1	\$2,063.7	\$1,948.7	\$1,628.0	\$1,578.4	\$12,335.0
Revenue Loss from Capital Projects	\$17.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$67.0
Debt Service - Dedicated Funding ¹	-	95.1	198.8	258.3	316.4	357.5	1,226.1
Total Capital Program Cost	\$2,607.1	\$2,631.2	\$2,272.5	\$2,217.0	\$1,954.4	\$1,945.9	\$13,628.1

1. Projections subject to change based on actual debt requirements and terms of future debt issuance



Capital Program Development

Capital Planning and Program Development

Metro's capital program includes a 10-year Capital Plan, a Six-Year Capital Improvement Program (CIP), and an annual Capital Budget. Collectively these form the framework for the development, evaluation, strategic alignment and delivery of capital investments.

To ensure critical capital needs are addressed and that capital funding is invested wisely, Metro is establishing and improving a structured and centralized approach to identify, develop, evaluate, align, select, and approve capital investments to advance through the capital program.

Metro's capital program development process begins each year with a review and update of current and ongoing projects and programs as well as known potential investments still in development. Management then works with internal operations, maintenance and business support leads as well as oversight entities and the jurisdictions to identify potential investment needs that might have emerged since the last program cycle.

For significant new and emerging needs, Metro is implementing a structured approach to develop and evaluate potential major capital investments. This approach includes:

- An objective assessment of the need,
- An evaluation of alternatives and development of business cases to assess financial impacts and customer and public benefits of a potential investment,
- Development of project implementation plans and charters to select a delivery strategy, establish project scopes, schedules and budgets, and assess risks and readiness before a major project, and
- Aligning potential capital investments to measurable strategic objectives, expected outcomes and key performance indicators.

Metro's CIP and 10-Year Capital Plan rely on the best available information at the time of development and are updated at least annually.

Annual Capital Expenditure Budget

In accordance with Article VIII, paragraph 26 of Metro's Compact, the Board adopts an annual capital budget. This budget identifies capital investments by category that are expected to commence or continue during the budget period. The budget also includes the anticipated funding sources for the upcoming year.

Metro's capital program and annual budget are managed on an expenditure basis – program and project costs, including costs for programs and projects that will occur over multiple fiscal years, are budgeted and planned in

the fiscal year that they are forecasted to be expended. Metro's fiscal year begins on July 1 and ends on June 30.

Metro's CIP and capital budget include estimated costs for capital expenditures to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset. The CIP and capital budget also include estimated costs for planning, program management, and certain preventive maintenance costs.

The Metro Board of Directors has delegated authority to the GM/CEO to move capital budget and funding between programs, projects, and investment categories to adjust for changed schedules and to address emergency or unanticipated needs.

Annual Schedule

Metro's 10-year Capital Plan, Six-Year CIP, and Capital Budget are formally updated annually through the budget process. The process begins each spring and summer with the development of a preliminary proposal for Metro's Executive Management Team's consideration. The GM/CEO then presents the proposed CIP to the Board of Directors in the fall of each year.

The Board authorizes a public hearing on the budget and Metro initiates a public input process. The Board considers the proposal and typically adopts the six-year CIP and capital budget in March or April each year. Adoption of the capital budget by March allows Metro to apply for FTA grants before the beginning of the fiscal year. Capital Investment Strategy



Capital Investment Strategy

Metro's Value to the Region and the Need for Capital Investment

The Washington Metropolitan Area Transit Authority (Metro) system is the public transportation backbone of the National Capital Region, connecting residents and visitors across the region to jobs, housing, food, education, healthcare, essential services, opportunities, and entertainment. The system supports the sustainability, livability and the economy of the region, protects the environment and helps advance racial and social equity in our community. Metro also plays a critical role in supporting the federal government.

The Metro system is the result of substantial regional and federal infrastructure investment. Continued capital investment is vital to maintaining the system in safe and reliable condition. Through the Capital Improvement Program (CIP), Metro advances capital projects and programs to restore, sustain and modernize the system.

The foundation of the CIP is the organization's top priorities of Safety, Service Reliability and Financial Responsibility as well as the plan to Keep Metro Safe, Reliable and Affordable (KMSRA).

Capital Strategy

Metro's Capital Strategy is to:

- Invest in the system to provide safe and reliable service for customers, employees and the region,
- Address the backlog of overdue state of good repair needs,
- Sustain safety and reliability through recurring maintenance, rehabilitation and replacement programs,
- Modernize the system for customers and employees,
- Maintain financial accountability, and
- Support a sustainable and more equitable future for the region.

Capital Investment Priorities - Safety and Reliability

Metro's capital program is focused on improving the safety, security, state of good repair and reliability of the system.

After many decades of deferred maintenance and underinvestment, Metro accumulated a significant backlog of overdue safety and state of good repair needs. Capital investments successfully implemented over the last several years like SafeTrack, the 7000 series railcar acquisition, and the Platform Improvement Program have reduced the backlog and improved performance and reliability.

Metro has more work to do to catch up on overdue state of good repair needs – including rehabilitation and replacement of platforms, bridges, power upgrades, signal and communications systems, and facilities. At the same time, Metro is focused on sustaining safety and state of good repair of all system assets through recurring lifecycle maintenance, rehabilitation and replacement programs.

In addition to the core priorities of safety and reliability, Metro considers policy and other factors in the development of the CIP, including sustainability, equity and resiliency; improvements to the customer experience; regulatory findings and corrective action plans; modernization and efficiency; emerging technology; project readiness; and jurisdiction sponsored improvements.

Financial Accountability

Metro is committed to responsible stewardship of federal, state and local capital investments that enabled the progress we have made over the past five years. Following-through on that commitment, Metro continues to improve:

- A structured process for capital planning, prioritization and decision-making,
- Capital program website and frequent progress updates for customers and stakeholders, and
- Detailed and timely capital program financial reporting for funding partners



Capital Program Funding Sources

Metro's CIP is primarily funded by contributions from the region and federal grant programs. Current regional and federal funding sources are for restoring and sustaining safety, security, reliability and state of good repair. The table below details the FY2022 funding plan and six-year funding outlook.

Passenger Rail Investment and Improvement Act (PRIIA) Funding

PRIIA provides \$150 million annually in federal grants matched by \$150 million from Maryland, the District of Columbia, and Virginia (\$50 million each) for Metro's safety and state of good repair capital program.

The FY2022 capital budget assumes \$148.5 million of federal PRIIA funding matched by \$148.5 million from the region. The six-year program assumes no federal PRIIA funding beyond FY2022 as PRIIA is not yet reauthorized. Absent continued federal PRIIA funding, Metro's capacity to support state of good repair programs will be severely impacted. The region's Congressional delegation is currently leading efforts to reauthorize federal PRIIA funding.

Federal Grant Programs

Metro receives federal formula grant funding from the Federal Transit Administration (FTA), including 5307 Urbanized Area Formula grants, 5337 State of Good Repair grants, and 5339 Bus and Bus Facilities grants. Metro also periodically competes for federal discretionary grant programs for specific investments. Metro expects to receive about \$340 million in FTA grants in FY2022 and the six-year program assumes continued FTA funding at a similar level.

Dedicated Capital Funding

In 2018, Virginia, Maryland and the District of Columbia approved a combined \$500 million per year in new dedicated capital funding to restore the system to a state of good repair and improve safety and reliability. Dedicated funding is limited to capital projects.

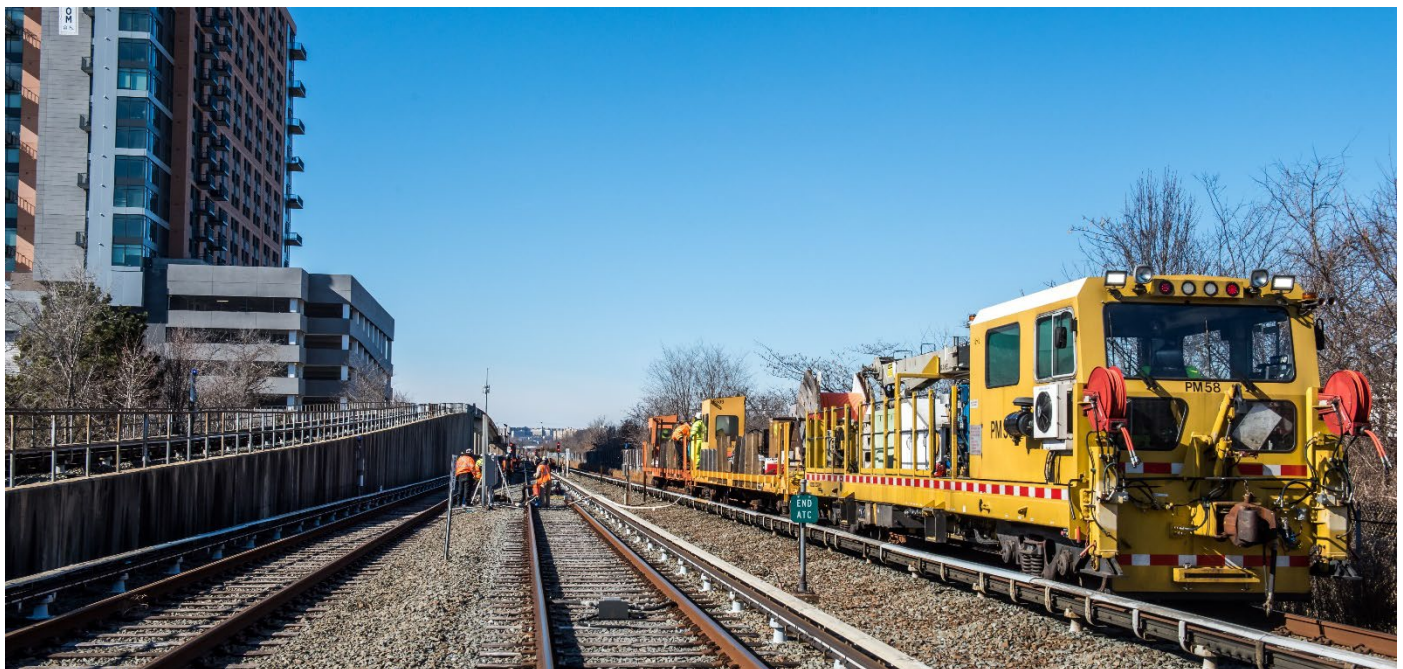
Metro is leveraging dedicated funding in the capital markets, issuing bonds to fund the capital program. The FY2022 budget assumes approximately \$1 billion of dedicated funding debt. Over the next several years, as Metro issues debt to address overdue and ongoing capital needs, a growing share of the annual \$500 million of funding will be committed to debt service, reducing funding capacity for future capital needs, and driving a need for new capital funding sources.

Jurisdictional Contributions

Maryland, the District of Columbia, and the local governments in Northern Virginia provide annual capital funding in the form of "allocated contributions". These contributions provide the required local match to federal formula, competitive and other grants and system performance funding. Allocated contributions are governed by the Capital Funding Agreement (CFA), last extended for one-year effective July 1, 2020. Efforts to establish a new long-term CFA are underway. FY2022 allocated contributions total \$276 million, 3 percent more than FY2021. The six-year program assumes annual 3 percent increases and a total of \$1.8 billion.

Jurisdiction Sponsored Projects

Metro also advances projects sponsored and funded by jurisdictions. These "reimbursable projects" are typically improvements to the system. One example is the new Potomac Yard station, sponsored by the City of Alexandria



Financial Plan - Allocation of State and Local Contributions

<i>(Dollars in Millions)</i>	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	6 Year
	Budget	Plan	Plan	Plan	Plan	Plan	Total
Federal Funding							
Federal Formula Programs	\$324.7	\$321.1	\$321.1	\$321.1	\$321.1	\$321.1	\$1,930.2
Federal RSI/PRIIA	148.5	0.0	0.0	0.0	0.0	0.0	\$148.5
Other Federal Grants	15.7	11.5	10.6	4.0	6.0	5.1	\$53.0
Total - Federal Grants	\$488.9	\$332.6	\$331.7	\$325.1	\$327.1	\$326.2	\$2,131.7
State and Local Funding Contributions:							
District of Columbia							
Formula Match & System Performance	\$99.7	\$102.2	\$104.7	\$106.8	\$107.1	\$111.0	\$631.3
RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	\$297.0
Dedicated Funding	178.5	178.5	178.5	178.5	178.5	178.5	\$1,071.0
Subtotal - District of Columbia	\$327.7	\$330.2	\$332.7	\$334.8	\$335.1	\$339.0	\$1,999.3
Maryland							
Montgomery County	\$46.3	\$47.9	\$49.5	\$51.3	\$53.8	\$55.2	\$304.1
Prince George's County	47.5	48.6	49.9	51.1	51.8	53.6	\$302.5
Maryland RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	\$297.0
Maryland Dedicated Funding	167.0	167.0	167.0	167.0	167.0	167.0	\$1,002.0
Subtotal - Maryland	\$310.3	\$313.0	\$315.9	\$319.0	\$322.1	\$325.3	\$1,905.6
Virginia							
City of Alexandria	\$12.6	\$13.0	\$13.4	\$13.8	\$14.3	\$14.7	\$81.7
Arlington County	22.8	23.7	24.5	25.4	26.9	27.5	\$150.8
City of Fairfax	0.7	0.7	0.8	0.8	0.9	0.9	\$4.8
Fairfax County	40.6	42.1	43.6	45.3	48.0	49.1	\$268.8
City of Falls Church	0.8	0.8	0.8	0.8	0.8	0.9	\$4.9
Loudoun County	5.5	5.8	6.1	6.6	7.5	7.6	\$39.1
Virginia RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	\$297.0
Virginia Dedicated Funding - Unrestricted	122.9	122.9	122.9	122.9	122.9	122.9	\$737.3
Virginia Dedicated Funding - Restricted	31.6	31.6	31.6	31.6	31.6	31.6	\$189.7
Congestion Mitigation and Air Quality (CMAQ)	1.0	0.6	0.6	0.6	0.8	0.8	\$4.4
Subtotal - Virginia	\$288.0	\$290.7	\$293.8	\$297.4	\$303.2	\$305.4	\$1,778.5
Jurisdiction Planning Projects	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$18.0
Silver Line - Washington Metropolitan Area Airports Authority (MWAA)	13.0	0.9	0.0	0.0	0.0	41.1	\$55.0
Potomac Yard (Alexandria)	149.5	19.0	0.0	0.0	0.0	0.0	\$168.5
Purple Line - Maryland Department of Transportation (MDOT)	4.1	0.0	0.0	0.0	0.0	0.0	\$4.1
Subtotal - Jurisdictional Reimbursable	\$169.5	\$22.9	\$3.0	\$3.0	\$3.0	\$44.1	\$245.5
Total - State and Local Funding Contributions	\$1,095.5	\$956.7	\$945.4	\$954.2	\$963.4	\$1,013.9	\$5,929.0
Debt	\$1,022.8	\$1,341.8	\$995.4	\$937.7	\$663.9	\$605.9	\$5,567.5
Grand Total Funding¹	\$2,607.1	\$2,631.2	\$2,272.5	\$2,217.0	\$1,954.4	\$1,945.9	\$13,628.1

1. Total funding requirement includes capital program expenditures, debt service, and estimated revenue loss from major shutdowns

Notes: Does not assume reauthorization of Federal PRIIA beyond FY2022

FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2026 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget

Appendix A – Metro Profile



Metro Introduction

The Washington Metropolitan Area Transit Authority (Metro) was created in 1967 through an interstate compact among Washington, D.C., Maryland, and Virginia. Construction of the Metrorail system began in 1969 and the first phase of Metrorail operation began in 1976.

Metro added a second transit service to its network in 1973 when, under direction from the United States Congress, it acquired four Washington-area bus systems and merged them to create Metrobus.

In 1994, as mandated by the Americans with Disabilities Act (ADA), Metro began providing MetroAccess paratransit service for people with disabilities who are unable to use the fixed route transit service.

Metro completed the originally planned 103-mile Metrorail system in 2001.

In 2004, Metro expanded the rail system, opening the Blue Line extension to Largo Town Center station, as well as the NoMa-Gallaudet U station on the Red Line. These expansions increased the Metrorail system to 86 stations and 106 miles.

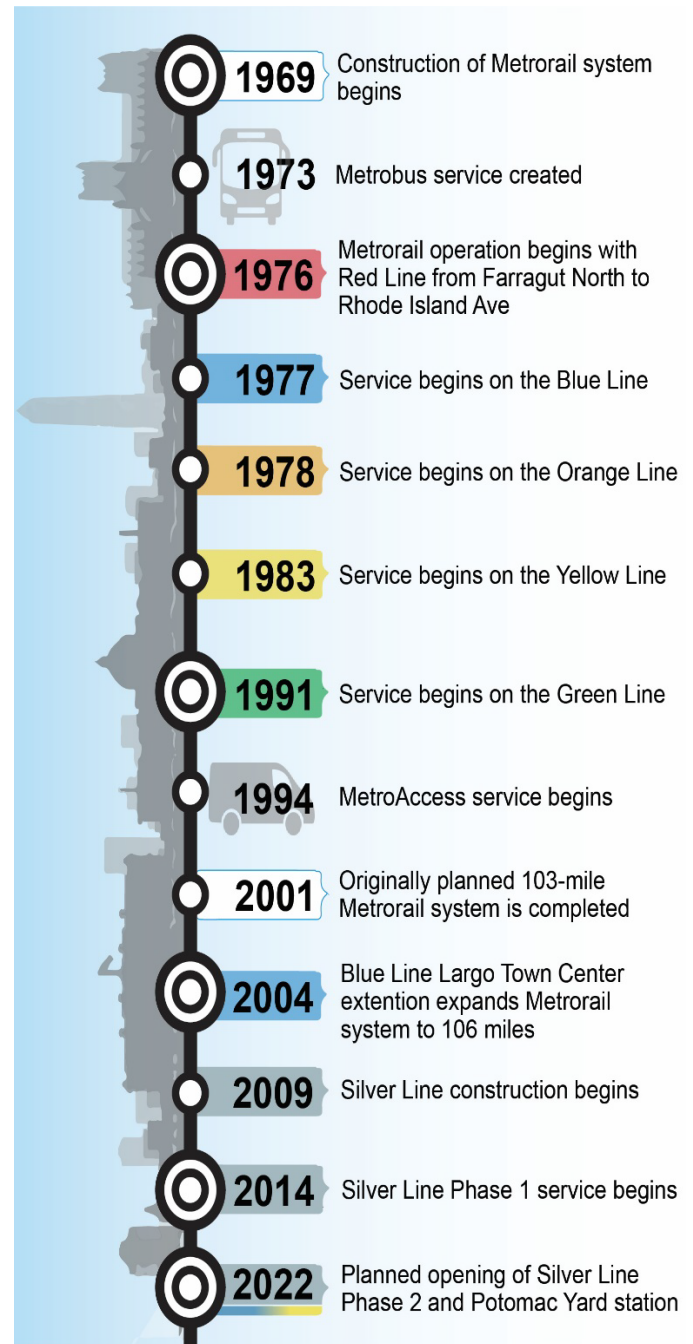
In March 2009, Metropolitan Washington Airports Authority (MWAA) started construction on the Silver Line, a 23-mile rail extension in Fairfax and Loudoun Counties in Virginia. Supported by a Full-Funding Grant Agreement from the Federal Transit Administration (FTA), toll and other revenues from funding partners, Phase 1 opened in 2014 with 11.6 miles and five new stations, extending service to Tysons Corner and Reston. Phase 2, an additional 11.4 miles with six new stations, will provide service to Dulles International Airport and Loudoun County. Metro is actively ramping up to launch revenue service in 2022.

In addition, Metro anticipates the opening of a new Potomac Yard infill station on the Blue and Yellow lines in Alexandria, Virginia in late FY2022.

Key Metro Facts

- Metro's service area size is approximately 1,500 square miles with a population of approximately four million people
- Metro's transit zone consists of the Washington D.C., the Maryland counties of Prince George's and Montgomery, and the Northern Virginia counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax and Falls Church
- Metrorail currently integrates approximately 118 miles of track, six rail lines, 91 stations and 1,284 railcars. Once Silver Line Phase 2 revenue operations begin, the Metrorail system will include 130 track miles and 97 stations, and the planned opening of the Potomac Yard station on the Blue and Yellow lines in 2022 will bring the total number of Metrorail stations to 98
- Metrobus includes 10,649 bus stops throughout the region and 1,572 buses
- Metro is the third busiest heavy rail transit system and the sixth largest bus network in the country
- More than a quarter of the region's property tax base is located within a half mile of a Metrorail station
- More than half of the region's jobs are located within a half mile of a Metro station or a Metrobus stop
- More than half of Metrorail stations serve federal facilities and approximately one third of Metrorail's peak period commuters are federal employees
- Metro moves more than three times the amount of people each year as the region's three major airports combined

With the opening of revenue service on Silver Line Phase 2, Metro will welcome Loudoun County as a contributing jurisdiction. The Silver Line is Metro's largest rail expansion project since the opening of the Ronald Reagan Washington National Airport to Stadium-Armory segment in 1977.



Potomac Yard Station Construction



Oversight

Oversight of Metro is provided by a variety of internal and external offices, committees, and administrations. These oversight entities include, but are not limited to, the Federal Transit Authority (FTA), the Washington Metrorail Safety Commission (WMSC), the Office of Inspector General (OIG), the Office of Internal Compliance (INCP), and various advisory entities.

Federal Transit Administration

The FTA is the agency of the United States Department of Transportation that provides financial and technical assistance to local public transit systems. The FTA also oversees safety measures and helps develop next-generation technology research.

The Federal Government, through the FTA, provides financial assistance to develop new transit systems and improve, maintain, and operate existing systems. FTA provides and monitors grants to state and local transit providers.

Washington Metrorail Safety Commission

The WMSC serves as Metro's State Safety Oversight Agency (SSOA) and is responsible for enforcing transit safety requirements for WMATA's Metrorail system. The creation of an SSOA was required by the Moving Ahead for Progress in the 21st Century Act (MAP-21).

In 2017, Washington D.C., Maryland and Virginia passed legislation to create the WMSC, which then received

required Congressional consent and approval by the President through Public Law No: 115-54. The WMSC began directly overseeing the safety of the Metrorail system on March 18, 2019 upon its oversight program receiving federal certification.

Office of the Inspector General

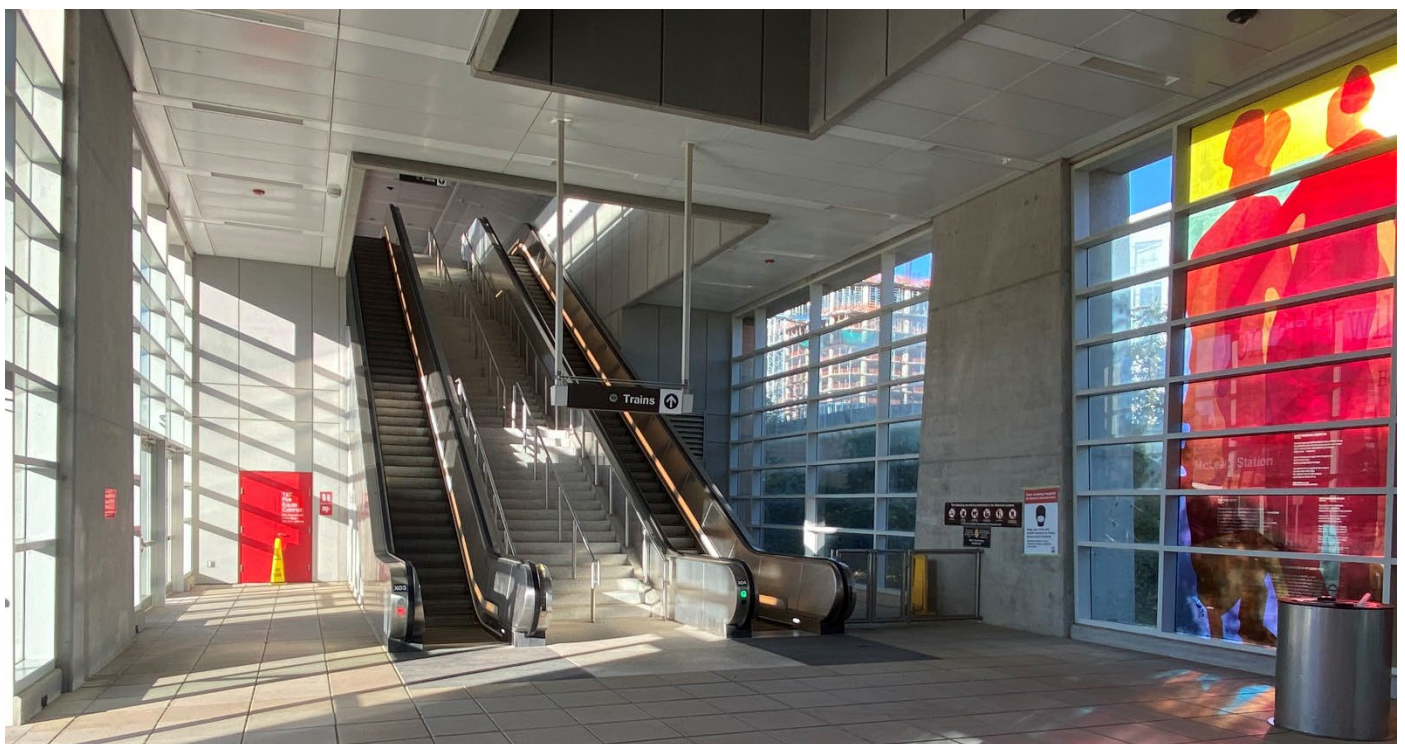
The OIG, authorized by the WMATA Board of Directors in April 2006 as an independent office that reports directly to the Board, supervises and conducts independent audits, investigations and reviews of Metro programs and operations to promote efficiency and financial integrity as well as to prevent and detect fraud, waste and abuse in such programs and operations.

Office of Internal Compliance

INCP is a proactive business partner that assures Metro carries out its mission with integrity and in accordance with rules, regulations and policies. INCP reports directly to the General Manager/CEO and consists of two compliance offices, Quality Assurance, Internal Compliance and Oversight (QICO) and Management Audits, Risk and Compliance Office (MARC).

QICO provides independent reviews of Metro's operational and engineering processes and assets to promote compliance with internal and external regulatory requirements and advance quality improvement initiatives.

MARC provides independent, objective assessments and reviews of Metro's system of internal controls and underlying business processes with a focus on financial management and internal business operations.



Advisors

Metro has four primary advisory groups: the Riders' Advisory Council (RAC), the Accessibility Advisory Committee (AAC), the Amplify community and the Joint Coordinating Committee (JCC). These advisory entities focus on specific issues as described below:

Riders' Advisory Council

In September 2005, the Metro Board of Directors established RAC. The Council provides Metro customers a forum to give input on Metrobus, Metrorail and paratransit services. The 11-member council includes six representatives from the Washington D.C., Maryland and Virginia, four at-large members, and the chair of Metro's Accessibility Advisory Committee.

Accessibility Advisory Committee

Metro's AAC was created to address the needs of senior citizens and customers with disabilities. Its efforts have resulted in numerous service upgrades including gap reducers, which make it easier for customers who use wheelchairs or are visually impaired to board Metrorail trains.

Amplify by Metro

Metro is leveraging a new web-based platform called Amplify to engage and get input from riders in the community. Metro's first ever customer community, Amplify is designed to bring together riders, transit advocates, and transit experts in an on-going digital forum. Through a structured environment of online surveys, polls, and discussion forums, Amplify community members share their experience as riders and influence how Metro responds to issues affecting those who use the system. People who live in the national capital region and (at least once a month) ride any bus, train, or on paratransit can sign up to participate at amplifybymetro.com.

Joint Coordinating Committee

The JCC consists of staff members from the jurisdictions supporting Metro. The JCC was established by the Metro Board of Directors to facilitate the exchange of information between jurisdictions and Metro staff. Meeting agendas are developed by Metro staff and the JCC chair and include items referred by the Board or Metro staff, as well as items requested by JCC members.



Metrobus

Metrobus provides safe, reliable and effective service across the Washington region. Prior to the Covid-19 pandemic, Metrobus operated 159 lines with 245 routes covering over 2,396 street miles of service throughout the region. In response to the pandemic Metro reduced service to approximately 75 percent of pre-Covid levels. The FY2022 budget restores service to approximately 100 percent of pre-Covid levels, including improvements effective June 2021 and later in the fall, with no reductions in Q3 and Q4. Additional FY2022 service improvements include:

- Launch of 12 minutes or better service on 20 lines from 7 am to 9 pm, 7 days a week
- Offering consistent 20 minutes or better service on 16 lines between 7am to 9 pm, 7 days a week
- Restoring or improving service on an additional 46 bus routes

This level of service is enabled by federal assistance made available through the Coronavirus Response and Relief Supplemental Appropriations Act and the American Rescue Plan Act.

Service is provided on a combination of local, limited-stop (MetroExtra) and express routes connecting the region to Metrorail; employment, medical and activity centers; schools, colleges and universities; airports; military installations; and commuter rail. Metro utilizes 10,649 bus stops supported by 2,554 shelters owned by 15 separate agencies. The Metrobus fleet consists of 1,572 buses with a peak weekday service requirement of 1,299 buses.

All buses are accessible to people with disabilities, and bike racks are available for use on all bus. Service is provided from ten operating divisions located throughout the service area in Washington D.C. and Virginia.

The BusETA service provides customers information on Metrobus arrival times at a particular bus stop. It uses satellite technology to find specific locations of a bus and sends the estimated arrival time of the bus to customers via mobile devices.

The entire bus fleet is equipped with two-way radio links to the operations control center, emergency radio silent alarms, passenger counters, and automatic vehicle locators. In addition, security cameras are installed on all Metro buses. Metrobus has also installed operator safety shields on the entire legacy Metrobus fleet; safety shields are included on all new buses.



Metrorail

The Metrorail system is a rapid transit system that consists of 118 route miles, 91 passenger stations and a fleet of over 1,200 railcars. In 2022 Metro will add seven new stations and 12 additional route miles: one in-fill station at Potomac Yard and six new stations and 12 route miles with the Silver Line Phase 2 extension. This will bring the system to a total of 98 stations and 130 route miles.

Starting in FY2021, service was scheduled to operate 5:00 am to 12:00 am Monday through Thursday, 5:00 am to 2:00 am on Fridays, 7:00 am to 2:00 am on Saturdays, and 8:00 am to 11:00 pm on Sundays. In Q4 FY2020 the Covid-19 pandemic dramatically altered Metrorail operations, and new service hours went into effect on August 16, 2020, closing the system at 11:00 pm seven days a week. The FY2022 Budget extends system hours to midnight seven days a week beginning in July 2021, and further extends system hours on Friday and Saturday nights to 1:00 am beginning in the fall of 2021. Other service enhancements include Sunday opening time to match Saturday and frequent all-day service on all six rail lines: 10 minutes at peak (5 minutes on the Red Line), 12 minutes off-peak (6 minutes on the Red Line), and 15 minutes late night (10 minutes on the Red Line).

The system is composed of three main types of structures: underground, surface and elevated. Excluding Silver Line Phase 2, the underground sections consist of 50.5 route miles and 47 stations, the surface sections comprise 58 miles and 38 stations, and the elevated sections consist of 9.2 route miles and six stations. With the addition of the Silver Line Phase 2 and Potomac Yard stations, the system will include 130 route miles, 50.5 miles (47 stations) of which are underground, 60.25 miles (44 stations) of which are at the surface, and 19.25 miles (seven stations) of which are elevated.

While there are three types of structures, they operate as one unified system providing seamless service to passengers. All Metrorail stations and railcars are accessible to disabled passengers and compliant with ADA standards.

The first Metrorail line opened was the Red Line consisting of 4.6 miles from Farragut North to Rhode Island Ave. By July 1977, the Blue and Orange Lines were added with service between Ronald Reagan Washington National Airport and the Stadium-Armory. This added 11.8 miles and 17 new stations to Metro's rail operation. With continued development the Yellow Line was added in 1983 with service from Gallery Place to Pentagon, adding 3.3 miles and one station. In 1991, the Green Line was added providing service from Gallery Place to U St. In 2001, the Green Line was extended to Branch Ave, and in 2004, the Blue Line was extended to Largo Town Center and the NoMa-Gallaudet U station on the Red Line opened to passengers. The table below provides a list of all openings.

The system is equipped with communication systems that facilitate the flow of information to and from passengers. The Metrorail operations control center is equipped with two-way radios for communication with all train operators in service, as well as hotlines to the police and fire departments in all the jurisdictions served by Metro. Public address systems on all trains and platforms facilitate communications from Metrorail train operators and station managers. All stations are also equipped with digital signs that show next train arrival times and system status.

Passenger-to-train operator intercoms are located inside all rail cars, one at each end, and there are passenger-to-station manager intercoms on all station platforms, landings, and in all elevators. The ongoing radio infrastructure renewal and cellular communications project will upgrade Metro's radio system for Metro workers and first responders and provide cellular capability throughout the tunnels and in stations for customers.

Metrorail's design requires high reliance on vertical mobility through the utilization of elevators and escalators. Most customers access Metrorail via escalators to the train platform, while elevators provide accessibility for persons with disabilities, seniors, customers with strollers, travelers carrying luggage and other riders.

Metro operates more than 900 vertical transportation assets (618 escalators and 320 elevators as of January 2021, excluding Silver Line Phase 2), which served over 600,000 rail passengers each weekday before the pandemic. Silver Line Phase 2 and Potomac Yard stations will add 32 escalators and 35 elevators, bringing the total to over 1,000 vertical transportation units. The Wheaton station on the Red Line has the longest escalator (230 feet) in the Western Hemisphere. The Forest Glen station, also on the Red Line, is the deepest station in the system (196 feet or 21 stories below street level) with high-speed elevators that take less than 20 seconds to travel from the street to the platform.



Sequence of Metrorail Openings

Line	Segment	Stations	Miles	Date
Red	Farragut North to Rhode Island Ave	5	4.6	03/29/1976
Red	Gallery Place	1	0	12/15/1976
Red	To DuPont Circle	1	1.1	01/17/1977
Blue/Orange	Ronald Reagan Washington National Airport to Stadium-Armory	17	11.8	07/01/1977
Red	To Silver Spring	4	5.7	02/06/1978
Orange	To New Carrollton	5	7.4	11/20/1978
Orange	To Ballston - MU	4	3	12/01/1979
Blue	To Addison Rd	3	3.6	11/22/1980
Red	To Van Ness - UDC	3	2.1	12/05/1981
Yellow	Gallery Place to Pentagon	1	3.3	04/30/1983
Blue	To Huntington	4	4.2	12/17/1983
Red	To Grosvenor - Strathmore	5	6.8	08/25/1984
Red	To Shady Grove	4	7	12/15/1984
Orange	To Vienna	4	9.1	06/07/1986
Red	To Wheaton	2	3.2	09/22/1990
Green	To U St	3	1.7	05/11/1991
Blue	To Van Dorn St	1	3.9	06/15/1991
Green	To Anacostia	3	2.9	12/28/1991
Green	To Greenbelt	4	7	12/11/1993
Blue	To Franconia-Springfield	1	3.3	06/29/1997
Red	To Glenmont	1	1.4	07/25/1998
Green	Columbia Heights to Fort Totten	2	2.9	09/18/1999
Green	To Branch Ave	5	6.5	01/13/2001
Red	NoMa-Gallaudet U	1	0	11/20/2004
Blue	To Largo Town Center	2	3.2	12/18/2004
Silver	To Wiehle-Reston East	5	11.6	07/26/2014

MetroAccess

MetroAccess ensures the ongoing accessibility of Metrobus and Metrorail for customers with disabilities, and in accordance with ADA standards, provides MetroAccess paratransit service for those who are unable to use Metrobus and Metrorail. MetroAccess, a shared-ride, door-to-door service, is offered for the same days, hours, and locations as fixed-route transit, utilizing a fleet of 766 vehicles in FY2021. Service contractors operate the van service and manage the operations control center and quality assurance functions. MetroAccess provides over two million trips each year.

Demand for paratransit service is increasing, as the population of people with disabilities is growing in the region and nationwide. For this reason, it is critical for Metro to accommodate as many customers as possible. Metro provides travel training to assist customers with disabilities in navigating the Metrobus and Metrorail system, while encouraging customers to take full advantage of the many accessibility and safety features. MetroAccess partners with Metrobus and Metrorail to provide group orientations and workshops to educate organizations on how to provide travel training to their clients.

Additionally, Metro has partnered with the jurisdictions to improve the accessibility of bus stops in the region, further enhancing customers' ability to make use of the fixed-

route system. Because of these initiatives and Metro's free ride benefit, MetroAccess customers take over 2.3 million fixed-route trips each year.

To keep MetroAccess sustainable for future years, Metro has embarked on a campaign to facilitate the establishment of lower-cost alternatives to MetroAccess. Metro is helping to facilitate the following programs:

- Coordinated Alternatives to Paratransit Services (CAPS), established in 2013, provides transportation service for clients of two human services agencies (HSA) in Maryland between the HSAs main facilities and clients' homes. Services provided under the CAPS program cost Metro 40 percent less per trip than a comparable trip on MetroAccess
- The Abilities-Ride program began in FY2018 as a public-private partnership between Metro and two vendors to provide generally available on-demand and reserve trip service to MetroAccess customers for trips beginning and ending in Maryland. The program has since added 11 new providers with service throughout the MetroAccess service area. Trips provided by the program can save Metro as much as 25 percent of the cost of a comparable MetroAccess trip

Regional Transit Planning

The Washington Metropolitan Area encompasses over 4,000 square miles in Washington D.C., suburban Maryland and Northern Virginia; the region is home to almost six million people and over three million jobs. As the primary transit provider in the region, Metro is integral to the regional transportation planning process. The WMATA Compact gives the Authority the power to adopt a Mass Transit Plan as part of the region's continuous, comprehensive transportation planning process. Metro's regional planning function encompasses the preparation of transit system plans in partnership with other regional transit providers, conducting system planning analysis and transportation studies, communication of transit needs to regional planning bodies, and participation in planning processes at the regional and sub-regional levels. Metro has a special responsibility to ensure that the needs of the region's transit providers, both capital and operating, are reflected during the establishment of the Mass Transit Plan and that the region achieves a balanced system of transportation.

Metro coordinates with its regional partners to determine transit-based priorities and projects. The Metro Board of Directors, composed of members from the Compact jurisdictions and federal government, helps determine those priorities and provides policy direction. The JCC brings together jurisdictional staff to coordinate on various budget and operational issues in conjunction with Board Committee meetings. Internal planning and programming are designed to work within this institutional framework.

The National Capital Region Transportation Planning Board (TPB) is the federally designated Metropolitan Planning Organization (MPO) to coordinate transportation planning and funding for the Washington region. The TPB serves as a forum for the region to develop transportation plans, policies and actions, and to set regional transportation priorities through the Constrained Long-Range Plan (CLRP) and the six-year Transportation Improvement Plan (TIP). The TPB also provides technical resources for planning and policy making. WMATA is one of the implementing agencies in the TPB planning process and is a voting member of the TPB. WMATA is also an active member of the TPB Technical Committee and several subcommittees such as Travel Forecasting, Bicycle and Pedestrian, Regional Bus, Regional Transportation Demand Management Marketing, and Human Services Subcommittee.

The Northern Virginia Transportation Commission (NVTC) administers transit finance and operations in Northern Virginia and coordinates transit service across jurisdictional boundaries. The Northern Virginia Transportation Authority (NVTA) is responsible for developing a Northern Virginia Regional Transportation Plan which provides long range planning and inter-agency coordination in Northern Virginia. Metro works with both NVTC and NVTA on important transit funding and corridor development initiatives to enhance public transit service

and ensure integration of transit in highway investments and the Department of Transportation (DOT). Metro also works with Washington D.C., Maryland, and Virginia on important local plans and project development initiatives to enhance public transit service and ensure integration of transit with roadway investments.

Demographics

Based on the 2010 Census, the population of the Compact jurisdictions currently served by Metro is 3.9 million people across four counties (Montgomery and Prince George's in Maryland, Fairfax and Arlington in Virginia), three cities (Alexandria, Falls Church, and Fairfax in Virginia), and one federal district, which is the ninth largest metropolitan area of the country.

Based on the 2014-2018 American Community Survey (ACS) Narrative Profile, the demographic profile of the Washington Metropolitan area is as follows:

- 45.8 percent of the population is non-Hispanic white
- 25.3 percent is black or African American
- 15.5 percent is Hispanic or Latino
- 10.0 percent is Asian
- 3.4 percent is Mixed-Other

Based on the same ACS Profile, there are 2.3 million households in the Washington Metropolitan area, of which 65.9% reside in single family homes, 33.4% live in apartments or multi-unit structures, and 0.7% live in mobile homes and other housing forms.

Economy

Metro's ridership and overall financial outlook are directly influenced by the population, economic conditions, and employment growth in Washington D.C. and the surrounding jurisdictions in Maryland and Virginia. Covid-19 has had significant global, national and regional impacts, and the full extent and duration of these impacts remains uncertain.

Job Growth in Metropolitan Washington

According to a May 2016 study by the Metropolitan Washington Council of Governments (COG) Trends in Workforce Demand, while metropolitan Washington has a skilled and educated workforce, there have been concerns in the last few years about the region's economic performance. As other regional economies began to recover from the Great Recession, job growth in metropolitan Washington began to slow. Between the elimination of federal jobs with the enactment of the Budget Control Act of 2011 and loss of federal contracts in the first year of the sequester in 2013, an estimated thirty-six thousand jobs were lost.

According to data from the Bureau of Labor Statistics' Current Employment Statistics (CES) program,

employment growth in metropolitan Washington lagged the nation from 2012 through 2015 and was equal to the national average in 2016 and 2017. The 2018 CES estimates indicate that metropolitan Washington employment growth (1.1 percent) has again fallen below the national average.

According to CES, in the months leading up to the Covid-19 pandemic in the March 2020, the Washington region's job growth rate was exceeding the national average. Like the rest of the nation, metropolitan Washington saw a sharp decline in employment in the months following wide-spread shutdowns and regional stay-at-home orders. Though the Washington region saw a nearly 9% drop in employment this was lower than the national average that reached nearly 14% during the early months of the pandemic. As of fall 2020, employment in the Washington region continues to recover but remains approximately 5% lower than the prior year.

Changing Federal Presence

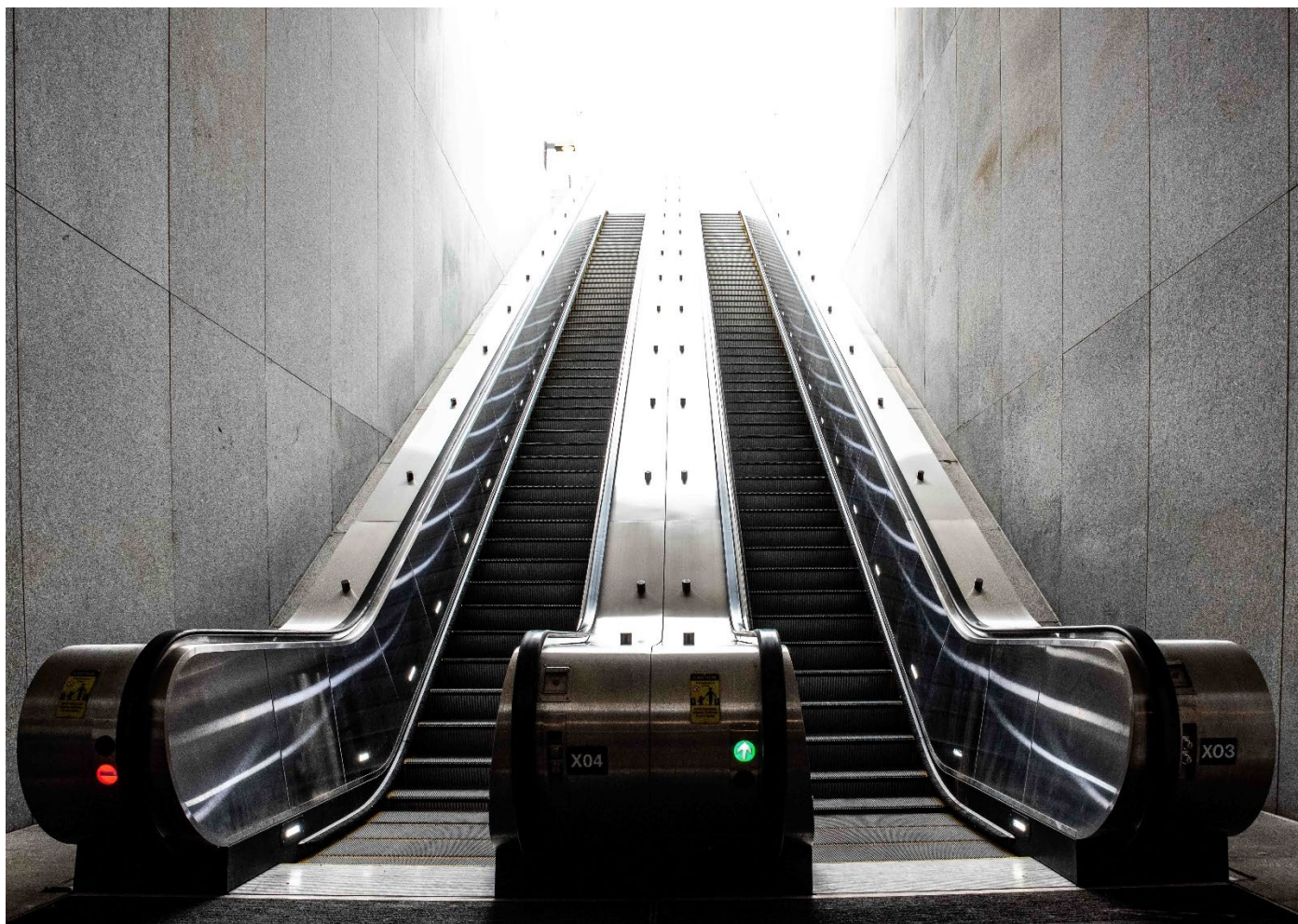
The Federal Government is the largest employer in the region; since 2000, between 11 and 13 percent of employment in metropolitan Washington has been federal. But the structure of the regional economy is changing. COG's regional econometric model projects that the portion of federal employment will decline from

twelve percent of employment in 2015 to eight percent in 2045.

Where is Metropolitan Washington's Economy headed?

Prior to the pandemic, economic factors such as slow federal job growth and the future outlook of federal government spending impacted Metro's forecast for Metrorail and Metrobus ridership. However, according to real estate advisory firm Newmark Knight Frank, the trend of declining federal job growth was reversed during the pandemic as the government acted to address the public health and economic crises. The federal government is the only sector in the region to show positive 12-month net job growth through mid-2020 after the onset of the pandemic.

Nevertheless, significant effort is currently underway to diversify metropolitan Washington's economy. Due to slow growth in federal jobs, the Roadmap for the Washington Region's Economic Future identified industrial clusters beyond the federal government with the potential to drive metropolitan Washington's economic growth over the next decade. Two of these drivers are professional and business services, which have dominated the region's economy for a long time.



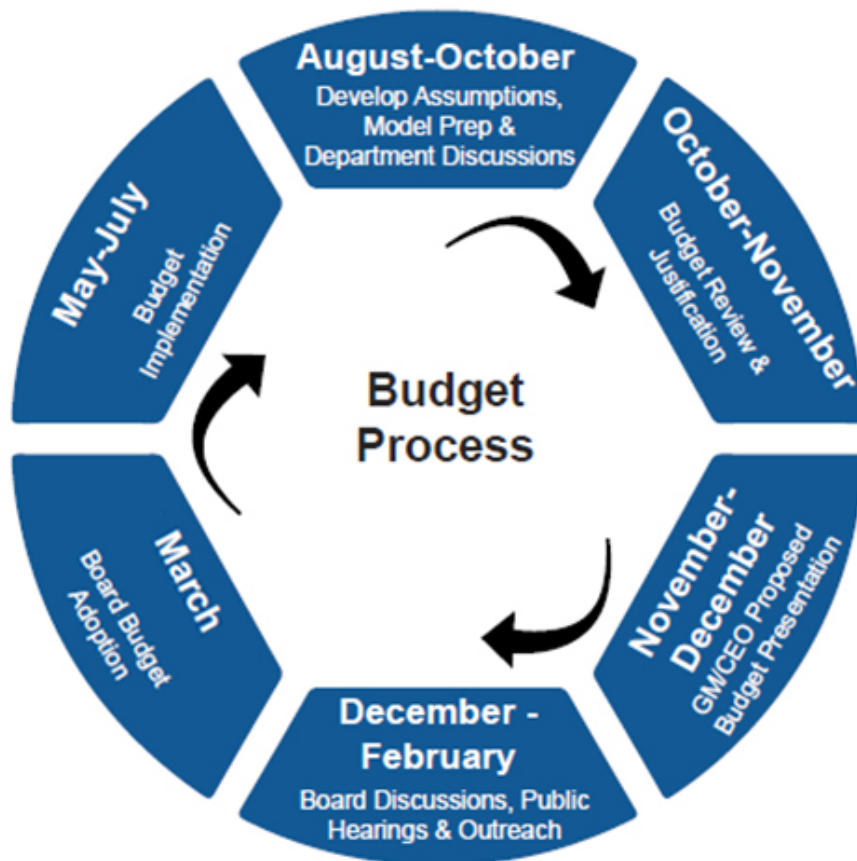
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Appendix B – Budget Process

Metro’s annual budget serves as the foundation for its financial planning and control. The General Manager/Chief Executive Officer (GM/CEO), Chief Financial Officer, and staff prepare and submit the budget to the Metro Board of Directors for consideration and approval. The annual budget consists of two components: operating and capital. It is the responsibility of each department to administer its operations in such a manner to ensure the use of the funds is consistent with the goals and programs authorized by the Board and approved spending levels are not exceeded. Metro’s budget planning begins in August of the preceding fiscal year with the development of budget priorities and assumptions for the plan year.

The budget must be adopted and implemented by June 30th for the fiscal year beginning on July 1st. The budget process consists of six major phases:

1. Development of key assumptions and drivers, model preparation, and budget formulation which includes department submissions;
2. Budget review/justification;
3. GM/CEO’s presentation of the proposed budget to the Board;
4. Board discussions, public hearings and outreach;
5. Budget adoption by the Board; and
6. Budget implementation.



Budget Development and Departmental Submissions

Metro began the process of developing the FY2022 budget shortly after the adoption of the FY2021 Approved Budget and in parallel to revisions made to the FY2021 Budget as a result of Covid-19's impacts. As part of the budget development process, the FY2021 Budget with specific programmatic changes was used as the FY2022 baseline. Ridership and revenue scenarios were refined throughout the budget development process as new information became available. Position data from the current approved FY2021 Budget (as amended November 19, 2020) and benefits obligations were used as the baseline for budgeted personnel related costs. The FY2021 Approved Budget and the FY2020 actuals were then analyzed and relevant assumptions were modified, including contractually obligated union wages and benefits, fuel prices, service levels and ridership and revenue projections. Based on the analysis of the data, Metro assigned targets to each department.

Using the Strategic Plan framework, the GM/CEO's Business Plan further guides both the Operating and Capital budget development processes. It identifies priorities for Metro, provides the foundation for department-specific work plans and keeps the agency focused on the long-term goals as outlined in the Strategic Plan. The GM/CEO's Business Plan outlines necessary actions to achieve priorities; provides measures to monitor success and provides the Board and public with a transparent and accountable framework. The priorities are reflected in the resulting proposed budget and multi-year operating and capital investment plans.

The Office of Management and Budget (OMB) staff develops guidelines and assumptions in line with the General Manager's priorities and plans that drive the budget process. These guidelines and assumptions are incorporated into the department budgets.

- The initial planning, development of assumptions, and preparation of instructions and training materials are conducted in August
- The annual budget kickoff meeting is held in September with department leaders and budget preparers. New budget initiative requests are developed

The annual budget is developed based on two budget methodologies – continuation-level and zero-based. Continuation-level budgeting is used to develop the funding and resources necessary to sustain multi-year critical operating, special programs, and previously approved capital projects.

The agency utilized a hybrid zero-based budgeting approach for the development of the FY2022 operating budget. The zero-based approach was used to determine

resources for anticipated changes to service levels, new programs and capital projects.

Budget Review and Proposal

- The proposed CIP is developed concurrently with the proposed operating budget. Starting in July, project managers are asked to initiate project requests for the upcoming fiscal year. Initiation requests come from the CNF, fleet management and asset management plans, among other documents. In the fall, the Capital Program Advisory Committee (CPAC) reviews project initiation requests and creates a prioritized program of projects. Funding constraints are then applied to the prioritized program of projects and presented to the Executive Management Team (EMT) and GM/CEO for their review
- Operating and capital budget requests are reviewed by OMB, SPPM and the EMT. The proposed budget recommendations are presented to the GM/CEO in the second quarter of the fiscal year
- Once the GM/CEO finalizes the annual budget proposal and multi-year plans, they are presented to the Board of Directors and the public through the Finance and Capital Committee

Budget Discussion and Adoption

- The proposed budget is presented and reviewed in the Finance and Capital Committee and the Board deliberates through early spring
- Metro undertakes significant outreach efforts regarding the budget, particularly for any proposed service and fare changes, prior to adoption. The outreach occurs in three key areas
- Public hearings: During the budget process, Metro holds at least one public hearing to review any proposed service or fare changes, as well as the proposed use of federal funding in the CIP
- The comments and feedback received from residents throughout the region are presented to the Board for consideration
- Public participation: Metro's Public Participation Plan guides substantial additional outreach efforts beyond the public hearings through open houses, station pop-ups, and community events. The outreach provides specific and convenient opportunities for riders and local organizations to provide input and discuss their views. It ensures full and fair participation for all potentially affected communities, including minority, low-income, and limited English proficient populations

- Rider survey: Also, Metro periodically conducts online surveys to solicit rider input on key questions regarding the budget
- Metro staff summarizes data collected from these efforts, as well as all public comments/feedback received during the outreach process in a staff report that is delivered to the Board for review
- Collectively, Metro's outreach efforts meet or exceed the requirements of both the WMATA Compact and the Federal Transit Administration's Title VI guidelines

Amendments

When necessary, amendments to the budget are presented to the Finance and Capital Committee. The committee then advances the amendments to the Board for review and adoption.

Budget Implementation

- Implementation of the Approved Budget occurs between May and June
- The FY2022 Approved Budget is effective July 1, 2021
- Monthly budget variance reports are prepared by OMB to enable management to monitor and control expenses and revenues
- Quarterly financial reports are prepared by OMB and presented by Metro management to the Board of Directors
- These reports are used to monitor financial performance and ensure compliance with the approved budget

The underlying financial statements that inform this budget process have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) per the Governmental Accounting Standards Board (GASB) Statement No. 34 (Basic Financial Statements and Management's Discussion and Analysis - for State and Local Governments). All financial information is consolidated into business-type activities that make up Metro's Enterprise Fund. These business-type activities include transit operating and capital costs, infrastructure construction and debt activities. The budget is based on the provisions of GAAP, as applicable to government entities in the United States of America. Annual budgets are adopted in accordance with GAAP with the following exceptions:

- Depreciation and amortization are excluded
- Net actuarial determined post-employment benefit obligation recognized under GASB Statement No. 45, which was implemented by Metro in FY2008, has been excluded from the budget expenses; such

costs are included in operating expenses in the annual financial statements but are not budgeted

In accordance with the Financial Standards, OMB monitors revenues and budget expenditures throughout the fiscal year.

Enterprise Fund

The Enterprise Fund is the sole fund for Metro. Within this Fund, income sources are classified in one of seven categories: passenger fares and parking fees, federal funds, state and local funds, dedicated funding, business revenues, other sources and debt. Passenger fares and parking fees support the operating budget. Federal funds consist of federal grants and funds to support the capital program. State and local funds support the capital program, as well as jurisdictional contributions for debt service and the operating budget subsidy. Annual dedicated capital funding of \$500 million was established in 2018 under legislation passed by Washington D.C. Maryland and, Virginia. Business revenues include advertising and joint development, among other funding sources.

Balanced Operating Budget

Metro is required to adopt an operating budget, annually, where operating revenues and subsidies equal expected operating expenses for the fiscal year. In accordance with Article VIII of WMATA's Compact, the Board annually adopts a current expense budget for each fiscal year. Based on the Compact, the budget includes the Board's estimated expenditures for administration, operation, maintenance and repairs, debt service requirements and payments into any required funds.

The total expenditures are balanced with estimated revenues and receipts from all sources, excluding funds included in the capital budget or otherwise earmarked for other purposes. In Board Resolution 2020-09, which adopted the FY2021 Budget, the Board revised its policy regarding budget surplus and shortfall in order to comply with Dedicated Funding legislation. As such, WMATA will retain any surplus and will be responsible to address any shortfall in funding.

The focus of the operating budget is on the personnel, material/supplies and services necessary to operate Metrobus, Metrorail, and MetroAccess. Budgetary issues for the operating budget pertain to the cost of continuing operations, expanding services to meet growing demand, and improving efficiency of service.

Capital Budget

In accordance with Article VIII, paragraph 26 of WMATA's Compact, the Board adopts an annual capital budget. This budget identifies capital investments by category that are expected to commence or continue during the budget period. The budget provides the planned funding sources for the program.

The primary focus of the capital budget is safety and the condition of Metro's current assets and infrastructure, and what is needed to maintain them in a state of good repair. The capital budget makes the reliable, continuous and safe operation of each mode (Metrobus, Metrorail and MetroAccess) possible.

Capital Expenditures

Capital expenditures are those that will lead to a future benefit beyond the current fiscal year. Expenditures are

classified as capital when an entity spends money either to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset.

The capital programming process assists Metro's leadership in making decisions regarding the assets and infrastructure required to support and/or grow the bus, rail, and paratransit operations. Metro's assets and infrastructure include, but are not limited to:

- Buses
- Railcars
- Stations and tunnels
- Track and wayside
- Signal and power systems
- Administration and maintenance facilities



Appendix C – Human Capital Summary

Human capital management defines and categorizes employees' skills and abilities to ensure they are optimized to the objectives of the organization. At Metro, the management of human capital involves workforce planning and investment and is aligned with Metro's strategic plan and core mission of operating and maintaining a safe, reliable, and affordable transit system.

One measure of human capital is the number of positions to be employed and the various costs associated with such employment, referred to as personnel costs. Metro's personnel costs fall into three categories: labor, fringe benefits, and capital allocation. Capital allocation is a net zero between operating and capital.

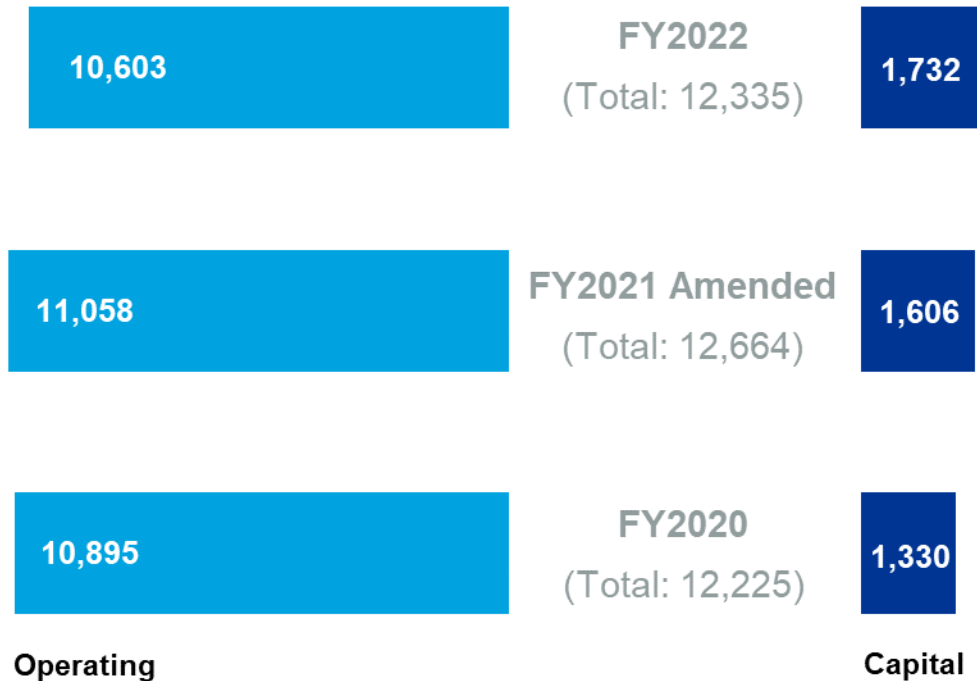
Labor costs, which include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel, make up approximately 67 percent of total personnel costs. The Authority-wide FY2022 labor budget for

operating and capital is \$1,175.3 million, an increase of \$45.2 million.

Fringe benefit costs are personnel-related expenses that are above and beyond the direct cost of employee wages and salaries. Metro's fringe benefits are comprised of health insurance and pension plan costs, as well as government mandated expenses including unemployment insurance and payroll taxes. The Authority-wide FY2022 fringe benefit budget for operating and capital is \$577.1 million, which is a \$33.2 million or 6 percent increase from the prior year.

The following tables provide a detailed, four-year comparison of total human capital staffing levels for Metro. The staffing requirement for FY2022 is 12,335, consisting of 10,603 operating positions and 1,732 capital positions. This represents a decrease of 329 positions from FY2021.

Number of Positions



Human Capital by Department

	FY2020 Budget	FY2021 Budget ^{2,3}	FY2022 Budget ⁴	Change
General Manager/CEO	3	3	3	-
ROCC	-	144	137	(7)
Inspector General	40	44	41	(3)
Board Secretary	4	4	4	(0)
External Relations	112	110	108	(2)
Internal Business Operations	583	596	565	(31)
Chief Financial Officer	253	235	226	(9)
Internal Compliance	64	69	66	(3)
General Counsel	46	44	44	(0)
Safety & Environmental Management	73	87	85	(2)
Capital Delivery	351	357	484	126
Strategy Planning and Program Management	73	115	114	(1)
Chief Operating Officer⁵	10,623	10,856	10,458	(398)
Chief Operating Officer - Administration	10	5	5	(0)
Rail Services	4,118	4,106	3,906	(200)
Bus Services	3,739	3,704	3,649	(55)
Access Services	49	47	46	(1)
Metro Transit Police	694	704	662	(42)
Business Process Development	1,774	1,983	1,895	(87)
Office of Budget, Performance and Planning	239	307	295	(13)
Total¹	12,225	12,664	12,335	(329)

1. Authorized positions include total positions funded under the operating and capital budgets based on Metro's organizational structure at the time of the presented budget

2. Authorized positions in the FY2021 Budget included 493 positions to support Silver Line Phase 2 operations

3. The FY2021 Amended Budget excludes 239 positions frozen as part of approved Management Actions

4. FY22 Budget includes temporary and partial year reductions from Management Actions, SLV2 delay and other approved initiatives

5. BPDV under COO includes the consolidation of FSVT, SCM, and REAM

Note: Departmental headcount reductions are estimated and subject to change

A three-year comparison of total human capital costs in the operating and capital budgets is presented below.

Human Capital Summary - All Modes, Fringe Data

(Dollars in Millions)	FY2020 Budget	FY2021 Budget	FY2022 Budget	Change
Positions	12,225	12,664	12,335	(329)
Labor	\$1,109.0	\$1,130.0	\$1,175.3	\$45.2
Fringe				
Taxes - FICA	\$83.7	\$83.5	\$87.7	\$4.3
Pension - Defined Benefits	184.8	189.5	208.9	\$19.4
Pension - Defined Contributions	11.1	11.4	13.3	\$1.9
Health Care	207.3	213.8	219.9	\$6.0
Life Insurance	1.8	1.8	1.9	\$0.1
Long Term Disability Insurance	1.2	1.2	1.2	\$0.0
Taxes - Unemployment	1.2	2.0	2.0	\$0.0
Workers' Compensation Reserve and Assessment	35.6	36.5	37.9	\$1.4
Allowances (Uniform, Clothing, Tools, etc.)	4.2	4.2	4.3	\$0.0
Total Fringe Benefits¹	\$530.9	\$543.9	\$577.1	\$33.2

1. FY2022 Capital fringe reflects FY2021 levels

Human Capital Summary - Rates

	FY2020 Budget	FY2021 Budget	FY2022 Budget	\$ Change
Average Annual Pay	\$90,719	\$89,233	\$95,278	\$6,045
Average Full Fringe Cost	43,429	42,947	46,782	3,835
Full Fringe Rate	47.9%	48.1%	49.1%	

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Appendix D – Capital Projects

CAPITAL IMPROVEMENT PROGRAM INVESTMENT PAGES

Metro’s planned CIP investments are presented in this document in one-page CIP investment summaries.

How to Read CIP Investment Pages

1 Investment Title & Overview

Title Each investment has a title and number.

Initiative Type assigns the investment as either a **Project** – typically a major investment with a definable beginning and end or a **Program** - an ongoing, recurring, or cyclical investment.

Category assigns the investment category: Railcar and Railcar Facilities, Rail Systems, Track and Structure Rehabilitation; Stations and Passenger Facilities; Bus, Bus Facilities and Paratransit; or Business and Operations Support.

Location assigns the geographic location of the investment. Most investments are “Systemwide”. When a specific location is known, the jurisdiction is listed. Many location-specific investments also have region-wide benefits.

Mode assigns the service the investment supports: Bus, Rail, Paratransit, or Systemwide.

Program shows the grouping of the investment within the broader investment category.

Federal Participation (all years) indicates if the investment is or will be funded by federal grants.

2 Description

Description provides a basic summary of the scope of the investment.

3 Expected Outcome

Expected Outcome describes how the investment benefits customers, operations, and/or employees; performance indicators are also included where applicable.

4 Near Term Deliverables

Near Term Deliverables show anticipated activities over the next 12 to 24 months.

5 Anticipated Funding Source

Anticipated Funding Source indicates how Metro currently expects to fund an investment in FY2022. Anticipated funding sources are subject to change.

6 Schedule

Schedule is included on CIP **Project** pages including three project phases: Development & Evaluation, Implementation/ Construction, and Operations Activation. Schedules show how projects are expected to progress over the next ten years. CIP **Programs** do not include schedules as they are ongoing.

7 Strategic Objectives

Strategic Objectives highlight the objectives that are measurable and most closely align with the expected outcome of the CIP investment including, Safety, Security, Reliability/State of Good Repair.

8 Cost

Cost displays the estimated cost of the investment. The estimated cost of Programs displays forecasted investment for the current year, the upcoming six-year period, and the ten-year plan. The estimated cost of Projects displays life-to-date costs, forecasted investment for the current year, the upcoming six-year period, the ten-year plan and beyond. Projects also include an estimate of the total cost of the project, labeled “Total Estimated Investment.”

The CIP Investment Pages list consists of CIP Projects and Programs grouped by investment category. The CIP Projects and Program pages that follow the list are in sequential numerical order.

Station Platform Rehabilitation - Phase 3 (CIP0308)

Initiative Type: Project

Mode: Rail

Category: Stations and Passenger Facilities

Program: Platforms & Structures

Location: Systemwide

Federal Participation (all years): Yes

Description

This project will rehabilitate and repair platforms and station systems at the following stations along the Green and Blue Lines in Maryland and Virginia to address potentially unsafe and deteriorating conditions: Arlington Cemetery, Addison Road, West Hyattsville, Prince George's Plaza, College Park, and Greenbelt. Customer experience improvements include slip-resistant tile, improved lighting, upgraded passenger shelters, new passenger information displays, and improved public address system.



Expected Outcome

Upgrades and improves above-ground stations for customer safety and comfort, as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤ 1.40 injuries per million passengers]. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance work at four Green Line stations (West Hyattsville to Greenbelt) during a summer shutdown (approximately Memorial Day 2021 to Labor Day 2021) work will encompass thirty-six systems that include, concrete platform repair, granite edges, paver tile, signage, shelters, station communication systems, fire protection, sprinklers, CCTV security systems, drainage, sewage ejector pumps, painting, and bathrooms. Two stations along the Blue Line (Addison Road and Arlington Cemetery) included in this project will be shutdown and completed in the winter/spring of 2021.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$111.5
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$33.3

Cost (\$M)

Investments	
Expenditure Life to Date (up to FY20)	\$0.3
FY21 Forecast	\$279.8
Planned Investments	
FY22	\$144.8
FY23	\$5.8
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$150.6
10-Year Total (FY22-FY31)	\$150.6
Beyond FY31	\$0.0
Total Estimated Investment	\$430.7

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X								
Operations Activation		X	X								

CIP Investment Pages

Project/Project #	Project Name
Investment Category: Railcar and Railcar Facilities	
Acquisition	
CIP0059	8000-Series Railcars
CIP0256	7000-Series Railcars
CIP8001	D&E Railcar Acquisition
CRB0019_19	Silver Line Phase 1 Railcars
CRB0020_01	Silver Line Phase 2 Railcars
Maintenance Facilities	
CIP0145	Facility Security Monitoring Equipment Program
CIP0204	Railcar Rooftop Access Platform
CIP0225	Heavy Repair and Overhaul Facility
CIP0231	Good Luck Road Facility
CIP0279	Railyard Shop Equipment Replacement
CIP0283	Major Railcar Maintenance Equipment State of Good Repair
CIP0284	Railyard Facility and Site Rehabilitation
CIP8005	D&E Rail Yard Improvements
CIP8006	Future Railcar Maintenance Facilities
Maintenance/Overhaul	
CIP0063	Rail Vehicle Rehabilitation Program
CIP0067	Rail Vehicle Safety & Reliability Improvements
CIP0142	Rail Vehicle Preventive Maintenance
Investment Category: Rail Systems	
Power	
CIP0076	Rail System Power Upgrades
CIP0252	Low Voltage Power State of Good Repair
CIP0253	Traction Power State of Good Repair
CIP0286	Power Generator Replacement
CIP8007	D&E Electrical Improvements
CIP8008	Future Traction Power Projects
Signals & Communications	
CIP0133	Train Detection and Warning System
CIP0136	Radio Infrastructure Replacement
CIP0139_S9	Tunnel Fan Control Panels Replacement
CIP0251	Automatic Train Control State of Good Repair
CIP0257	Emergency Trip Station (ETS) Rehabilitation
CIP8010	Future Signals and Communications Improvements
Investment Category: Track and Structures Rehabilitation	
Fixed Rail	
CIP0024	Track Rehabilitation Program
CIP0025	Roadway Equipment and Vehicle Program

Project/Project #	Project Name
CIP0246	General Engineering
CIP0247	Emergency Construction and Emerging Needs Program
CIP0261	Rail Tunnel Lighting Replacement
CIP0289	Third Rail Reconfiguration
CIP8011	D&E Fixed Rail Improvements
Structures	
CIP0262	Tunnel Water Leak Mitigation
CIP0291	Tunnel Ventilation Improvements
CIP0294	Bridge Rehabilitation Program
CIP0348	Structural Rehabilitation - Package 1
CIP0349	Yellow Line Tunnel and Bridge Rehabilitation
CIP0356	Tunnel Ventilation Improvements - Red Line Pilot
CIP8013	D&E Track Structures Improvements
CIP8014	Future Track and Structures Improvements
Investment Category: Stations and Passenger Facilities	
Platforms & Structures	
CIP0035	Bicycle and Pedestrian Facility Rehabilitation
CIP0087	Station and Facility Restoration Program
CIP0088	Station Entrance Canopy Installation
CIP0108	Rhode Island Avenue Station Structural Repair
CIP0152	Parking Garage and Surface Lot Rehabilitation
CIP0218	Metrorail Station Improvements
CIP0297	Union Station Improvements
CIP0302	Huntington Station Parking Garage Replacement
CIP0305	Rail Passenger Facility State of Good Repair Program
CIP0307	Station Platform Rehabilitation - Phase 2
CIP0308	Station Platform Rehabilitation - Phase 3
CIP0309	Huntington Station Additional Entrance
CIP0310	Station Platform Rehabilitation - Phase 4
CIP0352	Rail Station Platform Canopy Rehabilitation Program
CIP8015	D&E Rail Station Improvements
CRB0013	Potomac Yard Station Construction
CRB0020	Silver Line Phase 2 Construction Support
CRB0127	Purple Line Construction Support
Station Systems	
CIP0150	Support Facility Fire System Rehabilitation
CIP0151	Rail Station Cooling Rehabilitation Program
CIP0219	Rail Station Lighting Improvements
CIP0241	Flood Resiliency Infrastructure Upgrades
CIP0242	Rail System Drainage Rehabilitation Program
CIP0255	Fare Collection Modernization
CIP0258	Station and Tunnel Fire Alarm Rehabilitation
CIP0341	Rail System Standpipe Replacement Program
CIP8019	D&E Revenue Facility Improvement

Project/Project #	Project Name
Vertical Transportation	
CIP0072	Elevator Rehabilitation Program
CIP0073	Escalator Rehabilitation Program
CIP0132	Escalator and Elevator Overhaul Program
CIP0185	Escalator Replacement
Investment Category: Bus, Bus Facilities and Paratransit	
Acquisition	
CIP0006	Bus Fleet Acquisition Program
CIP0015	MetroAccess Fleet Acquisition
CIP0355	Zero Emission Bus Acquisition and Evaluation
CIP8021	D&E Bus & Paratransit Improvements
Maintenance Facilities	
CIP0311	Bladensburg Bus Garage Replacement
CIP0312	Four Mile Run Bus Garage Rehabilitation
CIP0315	Northern Bus Garage Replacement
CIP0319	Bus Maintenance Facility State of Good Repair Program
CIP8025	D&E Bus Maintenance Facility Improvements
CIP8026	Future Bus Maintenance Facilities
Maintenance/Overhaul	
CIP0002	Bus Onboard Location Equipment and Software Program
CIP0004	Bus Maintenance Equipment Replacement Program
CIP0005	Bus Vehicle Rehabilitation Program
CIP0007	Bus Closed Circuit Television Replacement Program
CIP0143	Bus Vehicle Preventive Maintenance
Passenger Facilities/Systems	
CIP0220	Bus Planning Studies Program
CIP0221	Bus Customer Facility Improvements
CIP0254	Bus Priority Program Development
CIP0266	Historic Bus Loop and Facility Rehabilitation
CIP0275	New Carrollton Garage and Bus Bays
CIP0326	Real-time Bus and Rail Data Feed Development
CIP8027	D&E Bus Passenger Facility Improvements
Investment Category: Business & Operations Support	
IT	
CIP0042	Asset Management Software Improvements
CIP0043	Bus Scheduling and Operations Software Improvements
CIP0049	Technology Improvements for Administrative Functions
CIP0056	Rail Service Management Software Improvements
CIP0259	Employee Timekeeping System
CIP0269	Asset Management Software
CIP0330	Information Technology Data Center
CIP0331	Enterprise Resource Planning Software Replacement
CIP0332	Fiber Optic Cable Installation
CIP0342	Information Technology Hardware State of Good Repair

Project/Project #	Project Name
CIP0343	Information Technology Software State of Good Repair
CIP0344	IT Program Management Support
CIP0354	Enterprise Resource Planning Software Upgrade
CIP8029	D&E Information Technology Improvements
MTPD	
CIP0102	Police District III Substation
CIP0127	Transit Police Support Equipment
CIP8031	D&E Metro Transit Police Improvements
CIP8032	Future Metro Transit Police Projects
Support Equipment/Services	
CIP0009	Service Vehicle Acquisition Program
CIP0010	Environmental Compliance Program
CIP0033	Revenue Facility Equipment Replacement
CIP0034	Revenue Collection Facility Rehabilitation
CIP0036	Procurement Program Support
CIP0039	System Planning and Development
CIP0099	Joint Development Program Support
CIP0101	Internal Compliance Capital Management Support
CIP0131	Capital Program Financing Support
CIP0170	Facility Roof Rehabilitation and Replacement
CIP0197	Support Facility Improvements
CIP0212	Sustainability/Resiliency Program
CIP0213	Capital Program Development Support
CIP0270	Capital Delivery Program Support
CIP0272	Digital Display and Wayfinding Improvements
CIP0273	Support Facility Rehabilitation
CIP0276	Art in Transit and Station Commercialization Program
CIP0277	Supply Chain Modernization
CIP0324	Capital Program Financial Support
CIP0335	Office Consolidation - District of Columbia
CIP0336	Facility Energy Management Upgrades
CIP0337	Office Consolidation - Virginia
CIP0338	Office Consolidation - Maryland
CIP0339	Rail Station Emergency Egress Improvements
CIP8033	D&E Support Equipment Improvements
CIP8034	Future Support Equipment Projects
CRB0005	Planning Support for the District of Columbia
CRB0009	Planning Support for Maryland Jurisdictions
CRB0018	Planning Support for Virginia Jurisdictions

Bus Onboard Location Equipment and Software Program (CIP0002)

Initiative Type: Program

Category: Bus, Bus Facilities & Paratransit

Location: Systemwide

Mode: Bus

Program: Maintenance/Overhaul

Federal Participation (all years): Yes

Description

This program supports the design and replacement of automatic vehicle location (AVL) and related equipment on buses. This equipment is vital to bus operations, bus location tracking Global Positioning System (GPS) and bus diagnostics.



Expected Outcome

Increases fleet availability and reliability through on board diagnostics that alert maintenance personnel of defects and failures that can be corrected proactively as measured by the Bus Fleet Reliability performance indicator [FY20 target $\geq 7,000$ miles between failures]. Improves efficiency of revenue service through reliable GPS and route mapping abilities. Enables buses to communicate with Transit Signal Prioritization equipment along service routes.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue replacement of equipment with the goal of concluding the current replacement cycle in FY2024.

Cost (\$M)

Investments	
FY21 Forecast	\$2.0
Planned Investments	
FY22	\$4.0
FY23	\$12.0
FY24	\$15.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$31.0
10-Year Total (FY22-FY31)	\$41.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.0
Dedicated Funding	\$3.0
Reimbursable	\$0.0
Debt	\$0.0

Bus Maintenance Equipment Replacement Program (CIP0004)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program replaces existing equipment past useful life and provides new equipment to support the repair and maintenance of the bus and non-revenue fleets. Additionally, this project supports the construction of minor garage improvements.



Expected Outcome

Maximizes the efficiency of bus maintenance operations to support improved fleet availability as measured by the Bus Fleet Reliability performance indicator [FY20 target $\geq 7,000$ miles between failures].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Scheduled replacement of bus maintenance equipment including fork lifts, tool box kits, bus diagnostic equipment, and mechanic training equipment.

Cost (\$M)

Investments	
FY21 Forecast	\$3.0
Planned Investments	
FY22	\$2.5
FY23	\$5.5
FY24	\$2.5
FY25	\$2.5
FY26	\$2.5
FY27	\$2.5
6-Year Total (FY22-FY27)	\$18.0
10-Year Total (FY22-FY31)	\$28.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.5
Reimbursable	\$0.0
Debt	\$0.0

Bus Vehicle Rehabilitation Program (CIP0005)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program provides for the complete rehabilitation of bus mechanical, electrical and structural systems when a bus is approximately 7.5 years of age. Additionally, the program supports the procurement of components to replace those that can no longer be overhauled.



Expected Outcome

Allows Metro to achieve the maximum useful life of a bus which extends the period between bus replacements while minimizing routine maintenance costs. Also, maintains bus reliability and addresses reliable revenue service availability as measured by the Bus Fleet Reliability performance indicator [FY20 target $\geq 7,000$ miles between failures].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will perform annual scheduled overhaul of approximately 100 buses and 125 engines, and rebuild 150 transmission assemblies. Various other components will be rebuilt to include axles, HVAC units, pro-heat units and steering boxes.

Cost (\$M)

Investments	
FY21 Forecast	\$62.5
Planned Investments	
FY22	\$66.4
FY23	\$75.8
FY24	\$69.4
FY25	\$64.4
FY26	\$65.4
FY27	\$66.4
6-Year Total (FY22-FY27)	\$407.8
10-Year Total (FY22-FY31)	\$628.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$41.2
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$25.2
Reimbursable	\$0.0
Debt	\$0.0

Bus Fleet Acquisition Program (CIP0006)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Acquisition
Federal Participation (all years): Yes

Description

This program acquires and replaces standard 30-foot, 40-foot buses and the articulated buses according to the current Metrobus Fleet Management Plan. It also includes all training required to maintain a bus and the purchase of spare parts.



Expected Outcome

Provides customers with reliable and modern buses as measured by the Bus Fleet Reliability performance indicator [FY20 target $\geq 7,000$ miles between failures]. Maintains an average fleet age of approximately 7.5 years.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the scheduled annual acquisition of 100 buses to replace the oldest and least reliable vehicles. In FY2022, Metro plans to acquire approximately 75 40-foot Clean Diesel buses, and approximately 25 40-foot Compressed Natural Gas (CNG) buses to replace those at the end of their useful life. Metro has also initiated a zero emission bus program through CIP0355.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$64.1
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.9
Reimbursable	\$0.0
Debt	\$0.0

Cost (\$M)

Investments	
FY21 Forecast	\$88.6
Planned Investments	
FY22	\$65.0
FY23	\$75.1
FY24	\$75.1
FY25	\$75.1
FY26	\$75.5
FY27	\$80.0
6-Year Total (FY22-FY27)	\$445.6
10-Year Total (FY22-FY31)	\$765.6
Beyond FY31	On-Going

Bus Closed Circuit Television Replacement Program (CIP0007)

Initiative Type: Program

Category: Bus, Bus Facilities & Paratransit

Location: Systemwide

Mode: Bus

Program: Maintenance/Overhaul

Federal Participation (all years): Yes

Description

This program replaces Metrobus closed circuit television (CCTV) camera systems on-board Metrobus vehicles to maintain a state of good repair on a lifecycle basis.



Expected Outcome

Monitors the interior of buses to deter crime and support the safety of customers and employees as measured by the Metrobus customer injury rate performance indicator [FY20 target of ≤ 2.45 injuries per million passengers], the bus system employee injury rate performance indicator [FY20 target of ≤ 9.4 per 200,000 hours worked], and the rate of crimes against passengers performance indicator [FY20 target of ≤ 5.3 crimes per million passengers or fewer]

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the planned life cycle replacement of CCTV systems for the Metrobus fleet.

Cost (\$M)

Investments	
FY21 Forecast	\$6.0
Planned Investments	
FY22	\$9.0
FY23	\$7.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$16.0
10-Year Total (FY22-FY31)	\$37.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$9.0
Reimbursable	\$0.0
Debt	\$0.0

Service Vehicle Acquisition Program (CIP0009)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program acquires non-revenue support vehicles, including police vehicles, primarily to replace vehicles that are past their useful life.



Expected Outcome

Maintains the fleet of service vehicles in a state of good repair and prevents potential reliability problems.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will replace approximately 119 service vehicles.

Cost (\$M)

Investments	
FY21 Forecast	\$11.9
Planned Investments	
FY22	\$12.4
FY23	\$6.5
FY24	\$6.5
FY25	\$6.5
FY26	\$6.5
FY27	\$6.5
6-Year Total (FY22-FY27)	\$44.9
10-Year Total (FY22-FY31)	\$70.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$12.4
Reimbursable	\$0.0
Debt	\$0.0

Environmental Compliance Program (CIP0010)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program designs, upgrades and replaces equipment and facilities to maintain compliance with environmental regulations and directives from regulatory agencies.



Expected Outcome

Allows Metro operations to continue and protects the region's natural resources and human health.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance underground storage tank replacement at Greenbelt Railyard, and installation of a ground water remediation system for the New Hampshire Avenue Chiller Plant.

Cost (\$M)

Investments	
FY21 Forecast	\$7.0
Planned Investments	
FY22	\$2.9
FY23	\$16.5
FY24	\$12.0
FY25	\$10.7
FY26	\$9.6
FY27	\$8.9
6-Year Total (FY22-FY27)	\$60.7
10-Year Total (FY22-FY31)	\$82.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.2
Dedicated Funding	\$1.0
Reimbursable	\$0.0
Debt	\$1.7

MetroAccess Fleet Acquisition (CIP0015)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Paratransit
Program: Acquisition
Federal Participation (all years): Yes

Description

This program acquires vehicles for the paratransit fleet (MetroAccess), consistent with the MetroAccess fleet plan. Vehicle acquisition includes purchase of vans, minivans and sedans, in addition to making the necessary retrofits to add paratransit equipment and features. This program primarily supports the replacement of paratransit vehicles on a lifecycle basis.



Expected Outcome

Prevents future reliability problems within the fleet as measured by the MetroAccess on-time performance indicator [FY20 target ≥90% on-time]. Newer vehicles also incorporate updated ADA standards, customer feedback on improvements and improved fuel efficiency.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will purchase up to 250 replacement vehicles and will monitor and evaluate the performance of newly added sedans to inform future decisions on the appropriate mix of vans and sedans.

Cost (\$M)

Investments	
FY21 Forecast	\$8.9
Planned Investments	
FY22	\$16.0
FY23	\$12.0
FY24	\$12.0
FY25	\$12.0
FY26	\$12.0
FY27	\$12.0
6-Year Total (FY22-FY27)	\$76.0
10-Year Total (FY22-FY31)	\$124.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$16.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Track Rehabilitation Program (CIP0024)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Fixed Rail
Federal Participation (all years): Yes

Description

This program replaces and rehabilitates the running rail and third rail track infrastructure and components to maintain a state of good repair.



Expected Outcome

Maintains track infrastructure in a state of good repair to prevent potential safety incidents and minimize disruptions to rail service as measured by the Rail Infrastructure Availability performance indicator [FY20 target $\leq 3.8\%$ of track under performance restrictions].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue the systemwide state of good repair program which includes stabilization and tamping of track, cleaning of the track bed, and replacement or renewal of cross-ties, fasteners, grout pads, drains, insulators and switches.

Cost (\$M)

Investments	
FY21 Forecast	\$85.4
Planned Investments	
FY22	\$92.7
FY23	\$100.3
FY24	\$101.9
FY25	\$103.8
FY26	\$98.6
FY27	\$100.6
6-Year Total (FY22-FY27)	\$598.0
10-Year Total (FY22-FY31)	\$1,021.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$67.7
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$25.0
Reimbursable	\$0.0
Debt	\$0.0

Roadway Equipment and Vehicle Program (CIP0025)

Initiative Type: Program
Category: Track and Structures
 Rehabilitation
Location: Systemwide

Mode: Rail
Program: Fixed Rail
Federal Participation (all years): Yes

Description

This program acquires roadway maintenance machines (RMM) and equipment primarily to replace RMM and equipment that has reached the end of its useful life and is no longer feasible to maintain.



Expected Outcome

Maximizes productivity of maintenance work through timely replacement of track equipment to address equipment availability, reliability, and fewer work delays due to equipment breakdowns. This state of good repair supports the efficient use of work time for track outages.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will take delivery of track maintenance equipment including dual rail e-clip installers, tie plate inserters, flat bed prime movers and a drain cleaner prime mover. Metro will advance the design and installation of vehicle mounted track inspection equipment to assist with track inspections systemwide.

Cost (\$M)

Investments	
FY21 Forecast	\$8.2
Planned Investments	
FY22	\$12.6
FY23	\$32.5
FY24	\$32.1
FY25	\$14.9
FY26	\$8.1
FY27	\$9.4
6-Year Total (FY22-FY27)	\$109.5
10-Year Total (FY22-FY31)	\$164.3
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$12.6
Reimbursable	\$0.0
Debt	\$0.0

Revenue Facility Equipment Replacement (CIP0033)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program replaces and rehabilitates deteriorated bus bins, cash vaults and other equipment used to collect and transport cash and coins.



Expected Outcome

Improves bus revenue processing reliability by reducing equipment failures.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will replace bus bins and cash vaults to facilitate revenue processing.

Cost (\$M)

Investments	
FY21 Forecast	\$0.4
Planned Investments	
FY22	\$0.4
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.4
10-Year Total (FY22-FY31)	\$0.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.4
Reimbursable	\$0.0
Debt	\$0.0

Revenue Collection Facility Rehabilitation (CIP0034)

Initiative Type: Project

Category: Business & Operations Support

Location: Commonwealth of Virginia

Mode: Systemwide

Program: Support Equipment/Services

Federal Participation (all years): No

Description

This project will rehabilitate the high security facility where Metro processes cash revenue and bring it back into a state of good repair.



Expected Outcome

Rehabilitate Metro's facility to maintain efficient and secure revenue collection operations.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to design facility improvements and begin construction mobilization activities.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$3.1
FY21 Forecast	\$0.8
Planned Investments	
FY22	\$2.1
FY23	\$5.0
FY24	\$3.7
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$10.8
10-Year Total (FY22-FY31)	\$10.8
Beyond FY31	\$0.0
Total Estimated Investment	\$14.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.1
Reimbursable	\$0.0
Debt	\$2.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X	X							
Operations Activation	X	X	X	X							

Bicycle and Pedestrian Facility Rehabilitation (CIP0035)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

Description

This program will improve non-vehicular access to Metrorail stations including: replacing bicycle racks and lockers that have reached the end of their useful life; as well as improving sidewalks and curb designs.



Expected Outcome

Improves the safety and security of customers through updated pedestrian access routes and bicycle storage facilities as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤ 1.40 injuries per million passengers] and the rate of crimes against passengers performance indicator [FY20 target of ≤ 5.3 crimes per million passengers or fewer]. Supports the region's goals of reducing vehicle use by providing additional and updated options to access Metrorail facilities by foot or bicycle.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue replacing existing bike lockers and racks with new automated lockers, covered bike racks, and U-shaped racks. Metro will also continue planning and construction activities for new pedestrian walkways throughout the system to improve ADA compliance.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.7
Dedicated Funding	\$0.6
Reimbursable	\$0.0
Debt	\$0.4

Cost (\$M)

Investments	
FY21 Forecast	\$1.4
Planned Investments	
FY22	\$1.6
FY23	\$2.0
FY24	\$1.5
FY25	\$1.5
FY26	\$1.5
FY27	\$1.5
6-Year Total (FY22-FY27)	\$9.6
10-Year Total (FY22-FY31)	\$15.6
Beyond FY31	On-Going

Procurement Program Support (CIP0036)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

Staff support for capital program procurement activity including support for the management and oversight of Metro's Small Business and Disadvantaged Business Enterprise Programs.



Expected Outcome

Addresses Metro compliance with federal and local jurisdictional regulations including those regarding minority and small business contracting matters and supports timely procurement of capital contracts.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to provide staff support for capital funded procurements to facilitate compliance in the issuance and management of those contracts.

Cost (\$M)

Investments	
FY21 Forecast	\$1.6
Planned Investments	
FY22	\$1.9
FY23	\$1.1
FY24	\$1.1
FY25	\$1.1
FY26	\$1.1
FY27	\$1.1
6-Year Total (FY22-FY27)	\$7.4
10-Year Total (FY22-FY31)	\$11.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.9
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

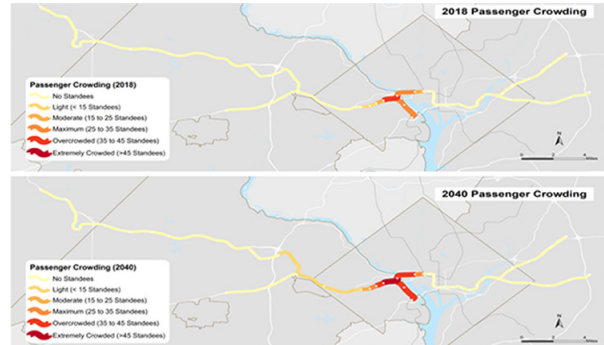
System Planning and Development (CIP0039)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program conducts near-term and long-range planning studies and produces plans for station improvements that improve pedestrian flow, travel time, customer experience, vertical transportation, bus or rail operations, and station access.



Expected Outcome

Allows Metro to continue to improve service to equitably meet customer and regional needs.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the planning, development and review of proposed facility and passenger improvements systemwide.

Cost (\$M)

Investments	
FY21 Forecast	\$1.3
Planned Investments	
FY22	\$3.4
FY23	\$7.7
FY24	\$6.5
FY25	\$2.4
FY26	\$2.4
FY27	\$1.9
6-Year Total (FY22-FY27)	\$24.3
10-Year Total (FY22-FY31)	\$35.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$3.4
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Asset Management Software Improvements (CIP0042)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): Yes

Description

This program evaluates Metro's maturing business practices surrounding asset management and supports software modifications or the purchase and implementation of new software solutions.



Expected Outcome

Allows Metro to track assets throughout their lifecycle from initial procurement to disposal.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will decommission a legacy product lifecycle management (PLM) software, which tracks asset data from inception through disposal, and consolidate PLM functionality into Metro's existing asset management system.

Cost (\$M)

Investments	
FY21 Forecast	\$0.5
Planned Investments	
FY22	\$1.0
FY23	\$1.0
FY24	\$0.5
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$2.5
10-Year Total (FY22-FY31)	\$2.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Bus Scheduling and Operations Software Improvements (CIP0043)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

Mode: Bus

Program: IT

Federal Participation (all years): Yes

Description

This project will acquire scheduling software for both bus and rail scheduling functions.



Expected Outcome

Enables workforce flexibility, efficiency, and compliancy through scheduling that maximally complies with work rules, including fatigue policies. A single enterprise scheduling system will reduce costs associated with operating and maintaining the system.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance design, development and implementation of the Bus and Rail scheduling system and complete small improvements to the current bus schedule applications.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$10.5
FY21 Forecast	\$3.6
Planned Investments	
FY22	\$2.0
FY23	\$1.6
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$3.6
10-Year Total (FY22-FY31)	\$3.6
Beyond FY31	\$0.0
Total Estimated Investment	\$17.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X									
Operations Activation	X	X									

Technology Improvements for Administrative Functions (CIP0049)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

Mode: Systemwide

Program: IT

Federal Participation (all years): TBD

Description

This project upgrades and implements new features and functionality to the Customer Relationship Management (CRM), Financial Management System (FMS) and employee badging technology systems.



Expected Outcome

Improves customer relations, communications, financial management and compliance. Increases physical security through more efficient and secure software applications and the improved ability to control access to facilities.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables for FY2022. The One Badge project will continue in future years in the capital program.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$15.6
FY21 Forecast	\$2.1
Planned Investments	
FY22	\$0.0
FY23	\$0.8
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.8
10-Year Total (FY22-FY31)	\$0.8
Beyond FY31	\$0.0
Total Estimated Investment	\$18.5

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X		X								
Operations Activation	X		X								

Rail Service Management Software Improvements (CIP0056)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Rail
Program: IT
Federal Participation (all years): Yes

Description

This program will provide software updates and system integration between the Rail Operations Control Center (ROCC) and Passenger Information Display System (PIDS) at each station, ensuring train information is accurate and available to customers.



Expected Outcome

Provides accurate information to Metrorail customers and employees regarding train arrival schedules and service disruptions.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the upgrade and improvement of communications to Passenger Information Display Systems (PIDS) to include integration of the new Silver Line Phase II stations, the future Potomac Yard station and the new PIDS displays being installed systemwide.

Cost (\$M)

Investments	
FY21 Forecast	\$3.7
Planned Investments	
FY22	\$8.5
FY23	\$7.8
FY24	\$2.3
FY25	\$2.4
FY26	\$2.5
FY27	\$2.5
6-Year Total (FY22-FY27)	\$26.0
10-Year Total (FY22-FY31)	\$39.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$8.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

8000-Series Railcars (CIP0059)

Initiative Type: Project

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Acquisition

Federal Participation (all years): No

Description

This project acquires up to 800 new 8000 series railcars. The initial 360 vehicles replace the 2000 and 3000 series railcars.



Expected Outcome

Acquires new railcars to allow for retirement of the 2000 and 3000 series cars at the end of their 40-year service life. Maintaining the rail fleet in a state of good repair prevents future safety and reliability concerns as measured by the Rail Fleet Reliability performance indicator [FY20 ≥130,000 miles between delay]. In addition, new railcars reduce maintenance needs, and provides improved customer features.

Near Term Deliverables

Metro will advance railcar design, take delivery, and perform inspection of prototype railcar.

Strategic Objectives



Safety



Security



Reliability/SGR

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$8.8
FY21 Forecast	\$37.7
Planned Investments	
FY22	\$66.2
FY23	\$76.3
FY24	\$99.9
FY25	\$211.9
FY26	\$271.8
FY27	\$90.3
6-Year Total (FY22-FY27)	\$816.3
10-Year Total (FY22-FY31)	\$1,959.3
Beyond FY31	\$391.9
Total Estimated Investment	\$2,397.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$66.2

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X			X		X				
Implementation/Construction	X	X	X	X	X	X	X	X	X	X	
Operations Activation						X	X	X	X	X	

Rail Vehicle Rehabilitation Program (CIP0063)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program will support scheduled overhauls of approximately one-fifth of the fleet (225 cars) annually. Major rail vehicle systems overhauled include, but are not limited to, replacement of wheels, brakes, traction motors, propulsion systems, HVAC, couplers and vital relays.



Expected Outcome

Maintains the rail fleet in a state of good repair to prevent future safety and reliability concerns as measured by the Rail Fleet Reliability performance indicator [FY20 $\geq 130,000$ miles between delay] and the Metrorail customer injury rate performance indicator [FY20 target of ≤ 1.40 injuries per million passengers].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will overhaul and conduct Scheduled Maintenance Programs (SMP) for more than 170 Railcars. The scheduled overhaul will include vehicles in the 3000, 6000, and 7000 Series of cars.

Cost (\$M)

Investments	
FY21 Forecast	\$52.9
Planned Investments	
FY22	\$64.8
FY23	\$44.2
FY24	\$53.6
FY25	\$47.8
FY26	\$74.2
FY27	\$81.0
6-Year Total (FY22-FY27)	\$365.6
10-Year Total (FY22-FY31)	\$555.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$48.8
System Performance	\$0.0
Dedicated Funding	\$16.0
Reimbursable	\$0.0
Debt	\$0.0

Rail Vehicle Safety & Reliability Improvements (CIP0067)

Initiative Type: Program

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Maintenance/Overhaul

Federal Participation (all years): Yes

Description

This program performs engineering analysis, diagnosis, testing and resolution of safety, maintenance and operational issues.



Expected Outcome

Improves and maintains the reliability of the railcar fleet as measured by the Rail Fleet Reliability performance indicator [FY20 \geq 130,000 miles between delay].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will design and implement reliability improvements to the 7000 Series HVAC system, radiant heated flooring to improve temperature control for the 6000 Series fleet, and advance specifications for expanding the Automatic Wayside Inspection System (AWIS).

Cost (\$M)

Investments	
FY21 Forecast	\$3.8
Planned Investments	
FY22	\$0.7
FY23	\$2.2
FY24	\$2.2
FY25	\$2.2
FY26	\$2.2
FY27	\$2.2
6-Year Total (FY22-FY27)	\$11.7
10-Year Total (FY22-FY31)	\$20.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.6
Reimbursable	\$0.0
Debt	\$0.0

Elevator Rehabilitation Program (CIP0072)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

Description

This program rehabilitates elevators at Metrorail stations across the system including the replacement of internal elevator components and lighting upgrades to maintain a state of good repair.



Expected Outcome

Maintains elevators in a state of good repair to preserve availability as measured by the Elevator Availability key performance indicator [FY20 target ≥97%].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate approximately fourteen elevator units at various locations around the system.

Cost (\$M)

Investments	
FY21 Forecast	\$9.0
Planned Investments	
FY22	\$9.0
FY23	\$8.5
FY24	\$8.5
FY25	\$8.5
FY26	\$8.5
FY27	\$8.5
6-Year Total (FY22-FY27)	\$51.5
10-Year Total (FY22-FY31)	\$85.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$9.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Escalator Rehabilitation Program (CIP0073)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

Description

This program rehabilitates escalators to maintain a state of good repair.



Expected Outcome

Maintains escalators in a state of good repair to prevent potential safety issues and preserve availability as measured by the Escalator Availability key performance indicator [FY20 target ≥92%].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate approximately eighteen units systemwide.

Cost (\$M)

Investments	
FY21 Forecast	\$15.6
Planned Investments	
FY22	\$19.6
FY23	\$21.3
FY24	\$22.6
FY25	\$22.7
FY26	\$18.7
FY27	\$14.7
6-Year Total (FY22-FY27)	\$119.7
10-Year Total (FY22-FY31)	\$171.1
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$18.0
System Performance	\$0.0
Dedicated Funding	\$1.6
Reimbursable	\$0.0
Debt	\$0.0

Rail System Power Upgrades (CIP0076)

Initiative Type: Project

Category: Rail Systems

Location: Systemwide

Mode: Rail

Program: Power

Federal Participation (all years): Yes

Description

This project will upgrade and replace electrical infrastructure equipment to improve performance of the rail power system and accommodate additional eight-car trains. Upgrades to the rail power infrastructure include Traction Power Substations, Tie Breaker Stations, cabling, and transformers to both increase system capacity and reliability. Future upgrades on the red, yellow, and green lines will be completed with the needed state of good repair work under CIP0253.



Expected Outcome

Contributes to Metro's ability to operate more 8-car trains in revenue service to increase capacity, reduce crowding, and improve the riding experience for Metrorail customers.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

This project will continue Traction Power Substation equipment upgrades at Huntington, Prince George's Plaza, Greenbelt, and Silver Spring.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$145.0
FY21 Forecast	\$48.8
Planned Investments	
FY22	\$25.7
FY23	\$37.9
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$63.6
10-Year Total (FY22-FY31)	\$63.6
Beyond FY31	\$0.0
Total Estimated Investment	\$257.4

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$7.7
Reimbursable	\$4.9
Debt	\$13.1

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X								
Operations Activation	X	X	X								

Station and Facility Restoration Program (CIP0087)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

Description

This program consists of evaluation of station condition, replacement of worn materials and fixtures, thorough cleaning and power washing of concrete and architectural features and the rehabilitation of restrooms. Each Metrorail station is scheduled for restoration approximately every four years.



Expected Outcome

Provides customers and employees with a safe, clean and well-maintained environment.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will clean and power wash concrete and architectural features and repair or replace worn interior fixtures systemwide.

Cost (\$M)

Investments	
FY21 Forecast	\$12.8
Planned Investments	
FY22	\$14.4
FY23	\$23.8
FY24	\$19.7
FY25	\$17.6
FY26	\$17.8
FY27	\$18.1
6-Year Total (FY22-FY27)	\$111.4
10-Year Total (FY22-FY31)	\$163.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.2
Reimbursable	\$0.0
Debt	\$14.2

Station Entrance Canopy Installation (CIP0088)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): Yes

Description

This project installs new station entrance canopies over entry escalators and stairways.



Expected Outcome

Improves the reliability and useful life of escalators by protecting escalators and stairways from exposure to weather as measured by the Escalator Availability key performance indicator [FY20 target ≥92%]. Provides additional coverage for customers as they enter and exit the station.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will award the contract for Phase 4 of station entrance canopies (Archives, Arlington Cemetery, Smithsonian, Judiciary Square, U Street, Tenleytown-AU, Capitol South, and Potomac Ave) and start construction at select stations.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$34.7
FY21 Forecast	\$7.6
Planned Investments	
FY22	\$4.2
FY23	\$10.9
FY24	\$10.0
FY25	\$13.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$38.1
10-Year Total (FY22-FY31)	\$41.1
Beyond FY31	\$0.0
Total Estimated Investment	\$83.4

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$3.7
PRIIA/RSI Grants	\$0.0
System Performance	\$0.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X	X				X	X	X	X
Operations Activation	X	X	X	X	X						

Joint Development Program Support (CIP0099)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): TBD

Description

This program supports the technical, legal, real estate advisory, and related services to support joint development planning and execution.



Expected Outcome

Allows Metro to perform appropriate due diligence and accelerates the joint development process to increase ridership and economic development.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY22.

Cost (\$M)

Investments	
FY21 Forecast	\$0.3
Planned Investments	
FY22	\$0.0
FY23	\$1.8
FY24	\$2.2
FY25	\$6.7
FY26	\$10.7
FY27	\$1.7
6-Year Total (FY22-FY27)	\$23.1
10-Year Total (FY22-FY31)	\$29.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Internal Compliance Capital Management Support (CIP0101)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program supports the performance of internal audits and oversight of the capital program.



Expected Outcome

Allows Metro's capital program to be executed with strong organizational governance, internal controls and effective risk management.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will perform audits of various capital project and business processes related to the delivery of capital projects.

Cost (\$M)

Investments	
FY21 Forecast	\$1.0
Planned Investments	
FY22	\$1.0
FY23	\$1.2
FY24	\$1.2
FY25	\$1.2
FY26	\$1.2
FY27	\$1.2
6-Year Total (FY22-FY27)	\$7.0
10-Year Total (FY22-FY31)	\$11.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Police District III Substation (CIP0102)

Initiative Type: Project

Category: Business & Operations Support

Location: Maryland

Mode: Systemwide

Program: MTPD

Federal Participation (all years): TBD

Description

This project provides a permanent and dedicated transit police substation by renovating a former child care facility at Morgan Boulevard rail station to serve as a police substation with administrative office workspace, locker rooms, a break room, gym, interview rooms, and other workspaces.



Expected Outcome

Improves the distribution of police personnel to strengthen customer safety and security through reduced response times to police calls as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤ 1.40 injuries per million passengers], the Metrobus customer injury rate performance indicator [FY20 target of ≤ 2.45 injuries per million passengers] and the rate of crimes against passengers performance indicator [FY20 target of ≤ 5.3 crimes per million passengers or fewer].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will award a contract to advance construction of a new police substation in the vicinity of the Morgan Boulevard station in Maryland. This new sub station will further Metro's commitment to provide adequate police coverage across the service area.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$1.0
FY21 Forecast	\$0.1
Planned Investments	
FY22	\$7.3
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$7.3
10-Year Total (FY22-FY31)	\$7.3
Beyond FY31	\$0.0
Total Estimated Investment	\$8.4

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.8
Reimbursable	\$0.0
Debt	\$6.5

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X									
Operations Activation		X									

Rhode Island Avenue Station Structural Repair (CIP0108)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: District of Columbia

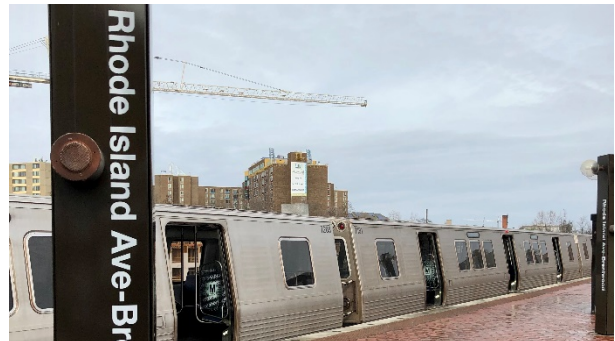
Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): TBD

Description

This project will rehabilitate structural components and mechanical systems at the Rhode Island Avenue station including the platform structure, station canopy, as well as life-safety systems.



Expected Outcome

Brings the Rhode Island Avenue station structural components into a state of good repair and addresses known defects to prevent potential safety and reliability concerns as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers] and the Metrorail customer on-time performance indicator [FY20 target ≥88% on-time].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

The next phase of improvements will begin in FY2023 and will address all station systems and customer improvements.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$18.7
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$1.0
FY24	\$9.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$10.0
10-Year Total (FY22-FY31)	\$10.0
Beyond FY31	\$0.0
Total Estimated Investment	\$28.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation			X								
Implementation/Construction			X	X							
Operations Activation				X							

Transit Police Support Equipment (CIP0127)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: MTPD
Federal Participation (all years): Yes

Description

This program will provide acquisition and lifecycle replacement of various support equipment for the Metro Transit Police Department (MTPD).



Expected Outcome

Addresses the security of Metro's passengers and employees by properly equipping MTPD as measured by the rate of crimes against passengers performance indicator [FY20 target of ≤5.3 crimes per million passengers or fewer].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue acquisition and lifecycle replacement of support equipment for MTPD.

Cost (\$M)

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.5
Reimbursable	\$0.0
Debt	\$0.0

Investments	
FY21 Forecast	\$1.0
Planned Investments	
FY22	\$0.5
FY23	\$1.2
FY24	\$0.3
FY25	\$0.7
FY26	\$2.2
FY27	\$0.7
6-Year Total (FY22-FY27)	\$5.5
10-Year Total (FY22-FY31)	\$8.0
Beyond FY31	On-Going

Capital Program Financing Support (CIP0131)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program funds the availability fees and interest expense for Metro's short-term line of credit used for capital program expenditures.



Expected Outcome

Provides Metro access to short-term borrowing to fund the capital program.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to fund the lines of credit and interim financing costs necessary to finance capital program cash flow needs.

Cost (\$M)

Investments	
FY21 Forecast	\$1.7
Planned Investments	
FY22	\$1.9
FY23	\$2.0
FY24	\$2.0
FY25	\$2.0
FY26	\$2.0
FY27	\$2.0
6-Year Total (FY22-FY27)	\$11.9
10-Year Total (FY22-FY31)	\$19.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.9
Reimbursable	\$0.0
Debt	\$0.0

Escalator and Elevator Overhaul Program (CIP0132)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

Description

This program rehabilitates or replaces escalator and elevator components based on condition and asset management criteria.



Expected Outcome

Maintains elevators and escalators in a state of good repair to preserve availability as measured by the Elevator Availability key performance indicator [FY20 target ≥97%] and the Escalator Availability key performance indicator [FY20 target ≥92%].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will repair and replace escalator and elevator components including speed reducer motors, and rack and axle units; refurbish gearboxes, brake board and escalator steps. Additionally, Metro will advance the production of 10,000 replacement escalators steps.

Cost (\$M)

Investments	
FY21 Forecast	\$6.0
Planned Investments	
FY22	\$6.6
FY23	\$6.6
FY24	\$6.6
FY25	\$6.6
FY26	\$6.6
FY27	\$6.6
6-Year Total (FY22-FY27)	\$39.8
10-Year Total (FY22-FY31)	\$66.3
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$6.6
Reimbursable	\$0.0
Debt	\$0.0

Train Detection and Warning System (CIP0133)

Initiative Type: Project

Category: Rail Systems

Location: Systemwide

Mode: Rail

Program: Signals & Communications

Federal Participation (all years): Yes

Description

This project is for the design and installation of a wayside intrusion detection system within Metro's railcar train wash systems, service and inspection areas.



Expected Outcome

Protects the safety of Metro employees by alerting them to nearby train movement as measured by the Metrorail system employee injury rate performance indicator [FY20 target of ≤3.4 per 200,000 hours worked].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete installation of the motion warning systems at six train wash stations at West Falls Church, Greenbelt, Glenmont, Alexandria, Branch Avenue, and New Carrollton railyards. The warning system consists of both audible and visual warnings via alarms and strobes for employee safety.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$1.3
FY21 Forecast	\$0.6
Planned Investments	
FY22	\$0.1
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.1
10-Year Total (FY22-FY31)	\$0.1
Beyond FY31	\$0.0
Total Estimated Investment	\$2.0

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.1
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction	X	X									
Operations Activation		X									

Radio Infrastructure Replacement (CIP0136)

Initiative Type: Project

Category: Rail Systems

Location: Systemwide

Mode: Rail

Program: Signals & Communications

Federal Participation (all years): Yes

Description

This project replaces the existing Metro's radio system operating in the 450-490 MHz frequency band with a new system operating in the 700 MHz band, as required by the Federal Communications Commission (FCC). In addition, wireless signal communications will be installed throughout the tunnel system allowing customers to utilize wireless service while underground.



Expected Outcome

Improves Metro's ability to communicate with first responders in the surrounding jurisdictions efficiently. Increases internal efficiency by enabling employees to communicate with the Operations Control Center and management seamlessly throughout the system. Also, provides wireless coverage throughout the underground portions of Metrorail, which improves the customer's riding experience and makes Metrorail a more attractive commuting option.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue the installation of the new radio system, take delivery of additional handheld radio and subscriber units, and install the remaining Metro box enclosures that support the Distributed Antenna System (DAS) to cover Metro's above and underground system for both radio and wireless use.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$256.9
FY21 Forecast	\$66.8
Planned Investments	
FY22	\$85.6
FY23	\$65.7
FY24	\$72.2
FY25	\$16.1
FY26	\$0.3
FY27	\$0.3
6-Year Total (FY22-FY27)	\$240.3
10-Year Total (FY22-FY31)	\$280.3
Beyond FY31	\$0.0
Total Estimated Investment	\$604.0

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$45.5
System Performance	\$0.0
Dedicated Funding	\$1.9
Reimbursable	\$0.0
Debt	\$38.2

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X	X	X	X	X	X	X	X	X
Operations Activation		X	X	X	X				X	X	X

Tunnel Fan Control Panels Replacement (CIP0139_S9)

Initiative Type: Project

Category: Rail Systems

Location: Systemwide

Mode: Rail

Program: Signals & Communications

Federal Participation (all years): Yes

Description

This project replaces the existing Tunnel Fan Control Panels, Tunnel Ventilation Control System Programmable Logic Controls (PLC), and Electric Infrastructure in tunnel vent shafts with modern equipment that meets current safety standards and requirements as recommended by the National Transportation Safety Board (NTSB).



Expected Outcome

Protects Metro passengers and employees from smoke and other airborne risk by ensuring the reliability and correct functionality of tunnel vent shafts and infrastructure.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Complete the replacement of pneumatic control boxes at 10 remaining locations in the tunnel ventilation system with Programmable Logic Controls (PLC).

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$3.6
FY21 Forecast	\$1.6
Planned Investments	
FY22	\$6.8
FY23	\$3.8
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$10.5
10-Year Total (FY22-FY31)	\$10.5
Beyond FY31	\$0.0
Total Estimated Investment	\$15.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.0
Reimbursable	\$0.0
Debt	\$4.8

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X								
Operations Activation	X	X	X								

Rail Vehicle Preventive Maintenance (CIP0142)

Initiative Type: Program

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Maintenance/Overhaul

Federal Participation (all years): Yes

Description

This program supports a portion of the annual preventive maintenance activities of the railcar fleet. The balance of activity is charged to Metro's operating budget.



Expected Outcome

Allows railcars to receive necessary preventive maintenance to maintain the fleet in a state of good repair as measured by the Rail Fleet Reliability performance indicator [FY20 \geq 130,000 miles between delay].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to perform routine inspections and scheduled maintenance on railcars.

Cost (\$M)

Investments	
FY21 Forecast	\$59.0
Planned Investments	
FY22	\$59.0
FY23	\$59.0
FY24	\$59.0
FY25	\$59.0
FY26	\$59.0
FY27	\$59.0
6-Year Total (FY22-FY27)	\$354.0
10-Year Total (FY22-FY31)	\$590.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$59.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Bus Vehicle Preventive Maintenance (CIP0143)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Maintenance/Overhaul
Federal Participation (all years): Yes

Description

This program supports a portion of the annual preventive maintenance activities of the Metrobus fleet. The balance of activity is charged to Metro's operating budget.



Expected Outcome

Allows the bus fleet to receive necessary preventive maintenance to maintain the fleet in a state of good repair as measured by the Bus Fleet Reliability performance indicator [FY20 target $\geq 7,000$ miles between failures].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to perform routine inspections and scheduled maintenance on buses.

Cost (\$M)

Investments	
FY21 Forecast	\$1.0
Planned Investments	
FY22	\$1.0
FY23	\$1.0
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$6.0
10-Year Total (FY22-FY31)	\$10.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$1.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Facility Security Monitoring Equipment Program (CIP0145)

Initiative Type: Program

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Systemwide

Program: Maintenance Facilities

Federal Participation (all years): Yes

Description

This program will provide for the hardening and improvement of security at various rail yards, stations, and facilities by installing closed circuit television (CCTV) surveillance, public address systems, intercoms and additional security measures.



Expected Outcome

Addresses the safety and security of customers and employees through monitoring of the interior and exterior of stations and facilities as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤ 1.40 injuries per million passengers] and the rate of crimes against passengers performance indicator [FY20 target of ≤ 5.3 crimes per million passengers or fewer]. Monitoring deters crime, enables clear communication of public safety notices in rail stations and ensures proper functioning of devices used to request assistance.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro plans to advance the replacement and upgrade of Life Safety and Security systems at various stations, bus transit centers, parking facilities, rail yards, and warehouses. These modernization upgrades can include expanded CCTV coverage, intrusion detection and access control systems, new intercoms and communication equipment, and the infrastructure needed to support this equipment.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$7.0
Reimbursable	\$0.0
Debt	\$0.0

Cost (\$M)

Investments	
FY21 Forecast	\$9.7
Planned Investments	
FY22	\$7.0
FY23	\$25.3
FY24	\$33.6
FY25	\$29.7
FY26	\$22.1
FY27	\$28.6
6-Year Total (FY22-FY27)	\$146.4
10-Year Total (FY22-FY31)	\$210.8
Beyond FY31	On-Going

Support Facility Fire System Rehabilitation (CIP0150)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Station Systems

Federal Participation (all years): Yes

Description

This project upgrades fire alarm and electronic security systems at support facilities.



Expected Outcome

Improves compliance with the latest National Fire Protection Association (NFPA) standards, which will improve the safety of Metro employees; help safeguard Metro assets; and maintain current fire alarm systems in a state of good repair.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will upgrade fire alarms and security systems at support facilities.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$5.6
FY21 Forecast	\$3.0
Planned Investments	
FY22	\$0.5
FY23	\$0.8
FY24	\$2.4
FY25	\$3.0
FY26	\$1.5
FY27	\$3.0
6-Year Total (FY22-FY27)	\$11.2
10-Year Total (FY22-FY31)	\$19.0
Beyond FY31	\$27.6
Total Estimated Investment	\$55.2

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.1
Dedicated Funding	\$0.4
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X	X	X	X	X	X	X	X	X
Operations Activation											

Rail Station Cooling Rehabilitation Program (CIP0151)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This program funds the rehabilitation and replacement of station cooling system components including, but not limited to, chiller plants, cooling towers, water piping, ventilation systems, air handling units, and ductwork. During the warmer months of the calendar year, Metro operates equipment to cool and circulate the ambient air in parts of the station.



Expected Outcome

Addresses customer and employee comfort during hot days.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance rehabilitation of chiller facilities at Rosslyn, Stadium Armory, Van Ness-UDC, and L'Enfant Plaza rail stations.

Cost (\$M)

Investments	
FY21 Forecast	\$7.2
Planned Investments	
FY22	\$10.2
FY23	\$10.0
FY24	\$10.0
FY25	\$8.0
FY26	\$8.0
FY27	\$8.0
6-Year Total (FY22-FY27)	\$54.2
10-Year Total (FY22-FY31)	\$86.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$10.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Parking Garage and Surface Lot Rehabilitation (CIP0152)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

Description

This program will rehabilitate parking structures including garages and surface lots.



Expected Outcome

Allows parking facilities to be maintained in a state of good repair to prevent property damage, improve customer satisfaction, improve customer safety as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance necessary maintenance activities to allow parking assets to achieve their intended useful life. Additionally, Metro will progress the rehabilitation of parking facilities at Addison Road, Greenbelt, Capitol Heights, Landover, Rockville, East Falls Church, Huntington (East), Wheaton, Anacostia, and New Carrollton.

Cost (\$M)

Investments	
FY21 Forecast	\$11.6
Planned Investments	
FY22	\$21.6
FY23	\$14.5
FY24	\$14.5
FY25	\$15.5
FY26	\$15.5
FY27	\$15.5
6-Year Total (FY22-FY27)	\$97.1
10-Year Total (FY22-FY31)	\$159.1
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$9.3
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.3
Reimbursable	\$0.0
Debt	\$10.0

Facility Roof Rehabilitation and Replacement (CIP0170)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): Yes

Description

This program supports facility roof rehabilitation or replacement including the preparation of assessment reports, sampling, removal, and installation of new roofing systems. Metro has approximately 660 locations that are maintained through this program.



Expected Outcome

Addresses the protection of critical infrastructure, systems, and contents of Metro's buildings and helps prevent potential safety issues.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance roof replacements at multiple traction power electrification system stations throughout the region. Also, Metro will begin roof replacement at 15 facilities in railyards.

Cost (\$M)

Investments	
FY21 Forecast	\$11.9
Planned Investments	
FY22	\$11.8
FY23	\$8.0
FY24	\$6.0
FY25	\$6.0
FY26	\$6.0
FY27	\$6.0
6-Year Total (FY22-FY27)	\$43.8
10-Year Total (FY22-FY31)	\$67.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$11.8
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.1
Reimbursable	\$0.0
Debt	\$0.0

Escalator Replacement (CIP0185)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Vertical Transportation
Federal Participation (all years): Yes

Description

This program replaces escalators that have reached the end of their useful life.



Expected Outcome

Maintains escalators in a state of good repair to prevent potential safety issues and preserve availability as measured by the Escalator Availability key performance indicator [FY20 target $\geq 92\%$]. In addition, modernized units are as much as 30% more energy efficient than the old units.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

As part of a multi-year replacement contract, Metro will replace approximately twenty of the oldest and poorest performing escalator units in the system.

Cost (\$M)

Investments	
FY21 Forecast	\$10.0
Planned Investments	
FY22	\$33.7
FY23	\$33.7
FY24	\$33.7
FY25	\$30.4
FY26	\$20.4
FY27	\$34.7
6-Year Total (FY22-FY27)	\$186.5
10-Year Total (FY22-FY31)	\$315.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$33.7
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Support Facility Improvements (CIP0197)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program will provide for the rehabilitation of support facilities to maintain them in a state of good repair.



Expected Outcome

Improves the productivity and satisfaction of Metro employees and improves Metro's ability to recruit and maintain workforce by providing modern, efficient facilities and worker amenities.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will renovate existing breakrooms at bus garages and railyards throughout the system.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$2.0
FY24	\$4.0
FY25	\$4.5
FY26	\$4.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$15.6
10-Year Total (FY22-FY31)	\$15.6
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Railcar Rooftop Access Platform (CIP0204)

Initiative Type: Project

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Maintenance Facilities

Federal Participation (all years): No

Description

This project installs railcar rooftop access platforms at Alexandria, Brentwood, Shady Grove, Branch Avenue and Greenbelt railyards to allow safe and efficient maintenance of HVAC units on railcars.



Expected Outcome

Provides safe access to the rooftop HVAC units on railcars for maintenance personnel.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Advance the design, fabrication, and installation of rooftop access platforms at Brentwood, Greenbelt, Alexandria, Shady Grove, and Branch Avenue Rail Yards. Greenbelt and Brentwood are larger facilities requiring two-tier platforms to service HVAC units, and the other three locations are smaller facilities which will have one-tier platforms.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$11.0
FY21 Forecast	\$4.1
Planned Investments	
FY22	\$2.6
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$2.6
10-Year Total (FY22-FY31)	\$2.6
Beyond FY31	\$0.0
Total Estimated Investment	\$17.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.6
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction	X	X									
Operations Activation		X									

Sustainability/Resiliency Program (CIP0212)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program develops and pilots projects to test and evaluate new technology and practices for suitability and performance within Metro operations. Once tested and evaluated by the sustainability team, these new technologies and processes can be rolled out fully across Metro as part of wider capital investments or operational improvements. Projects typically focus on methods to reduce waste, decrease consumption of energy and water, and assess resilience against environmental factors.



Expected Outcome

Identifies investments to reduce Metro's energy consumption, improve environmental stewardship, increase Metro's resiliency, and contribute to improved quality of life in the region.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue making improvements to the waste management and recycling processes throughout the system, as well conduct studies on the resilience of Metro's infrastructure against various climate factors.

Cost (\$M)

Investments	
FY21 Forecast	\$1.2
Planned Investments	
FY22	\$3.0
FY23	\$3.0
FY24	\$3.0
FY25	\$3.0
FY26	\$3.0
FY27	\$3.0
6-Year Total (FY22-FY27)	\$18.0
10-Year Total (FY22-FY31)	\$30.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$3.0
Reimbursable	\$0.0
Debt	\$0.0

Capital Program Development Support (CIP0213)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program supports resources necessary to perform capital program development, monitoring, reporting and strategic planning.



Expected Outcome

Improves Metro's ability to plan, evaluate, prioritize, and report on its extensive capital improvement program.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Support Metro's development of capital planning, programming, and transit asset management functions.

Cost (\$M)

Investments	
FY21 Forecast	\$18.0
Planned Investments	
FY22	\$17.5
FY23	\$17.9
FY24	\$18.2
FY25	\$18.6
FY26	\$18.9
FY27	\$19.3
6-Year Total (FY22-FY27)	\$110.4
10-Year Total (FY22-FY31)	\$191.6
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$7.7
Dedicated Funding	\$9.8
Reimbursable	\$0.0
Debt	\$0.0

Metrorail Station Improvements (CIP0218)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): TBD

Description

This project supports rehabilitation of station components throughout the system including shaft repairs, entry gates, flooring and other components and amenities.



Expected Outcome

Improves safety and customer experience by modernizing and maintaining Metrorail station infrastructure and systems in a state of good repair as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers]. Prevents crime and increases the security of employees and customers by ensuring station entry gates are functional.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

There are no planned deliverables in FY2022. The project will resume between FY2023-FY2027 to replace and upgrade elements within rail stations such as passenger information displays, gates, flooring, and other amenities.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$4.4
FY21 Forecast	\$1.3
Planned Investments	
FY22	\$0.0
FY23	\$10.3
FY24	\$8.3
FY25	\$9.3
FY26	\$18.5
FY27	\$19.1
6-Year Total (FY22-FY27)	\$65.4
10-Year Total (FY22-FY31)	\$113.6
Beyond FY31	\$0.0
Total Estimated Investment	\$119.3

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X		X				X		X		
Implementation/Construction			X	X	X	X	X	X	X	X	
Operations Activation						X	X	X		X	

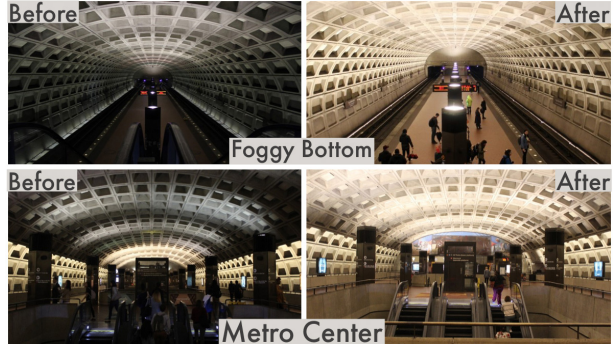
Rail Station Lighting Improvements (CIP0219)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This program improves the lighting and illumination levels within rail stations, including mezzanines, lower level platforms and track beds of Metrorail stations. In addition, exterior lighting as customers access the stations including station pathways and bus loops, are also replaced through this program.



Expected Outcome

Provides sufficient lighting to improve customer and employee safety and security as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers], and the rate of crimes against passengers performance indicator [FY20 target of ≤5.3 crimes per million passengers or fewer]. In addition, newer lights are more efficient and reduce Metro's energy consumption.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue upgrades to station platform edge lights, above ground station lighting, and station ancillary service room lights. Also, upgrading exterior lighting conditions outside of various stations to include common areas, pathways and parking lots.

Cost (\$M)

Investments	
FY21 Forecast	\$23.0
Planned Investments	
FY22	\$26.1
FY23	\$41.4
FY24	\$25.6
FY25	\$35.9
FY26	\$26.8
FY27	\$9.8
6-Year Total (FY22-FY27)	\$165.7
10-Year Total (FY22-FY31)	\$187.6
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$24.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.0
Reimbursable	\$0.0
Debt	\$0.0

Bus Planning Studies Program (CIP0220)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): No

Description

This program advances Metrobus planning studies necessary to sustain the network of services and facilities. Efforts focus on service plans, customer information, facilities management, bus stop accessibility, transit operations, traffic management and service delivery.



Expected Outcome

Optimizes bus service levels and delivery by Metro and other bus services across the region.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance bus planning studies evaluating integrating systems, services and facilities throughout the Metro system.

Cost (\$M)

Investments	
FY21 Forecast	\$1.2
Planned Investments	
FY22	\$1.3
FY23	\$1.3
FY24	\$1.3
FY25	\$1.3
FY26	\$1.3
FY27	\$1.3
6-Year Total (FY22-FY27)	\$7.5
10-Year Total (FY22-FY31)	\$12.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Bus Customer Facility Improvements (CIP0221)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): Yes

Description

This program upgrades Metrobus facilities and amenities to achieve and maintain a state of good repair and improve delivery of customer information.



Expected Outcome

Provides more comfortable bus shelters and improves compliance with ADA guidelines. Improves customer communication and information through proper signage, maps and schedules for riders to clearly see bus stops and bus route timetables resulting in improved bus customer satisfaction.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will replace bus shelters in service beyond their useful life, replace paper signage, and make bus stop infrastructure improvements (route/sign poles, bus stop decals, wayfinding signage). Additionally, Customer Electronic Information Displays will also be replaced.

Cost (\$M)

Investments	
FY21 Forecast	\$5.6
Planned Investments	
FY22	\$11.1
FY23	\$11.3
FY24	\$4.9
FY25	\$4.1
FY26	\$8.5
FY27	\$2.5
6-Year Total (FY22-FY27)	\$42.4
10-Year Total (FY22-FY31)	\$52.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for	
Federal Grants	\$1.6
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$9.5
Reimbursable	\$0.0
Debt	\$0.0

Heavy Repair and Overhaul Facility (CIP0225)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Maryland

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): Yes

Description

This project constructs a new Heavy Repair and Overhaul (HRO) Facility in Landover, MD. This will consolidate Railcar Overhaul functions into a dedicated facility. Currently, Railcar rehabilitation and overhaul are split between Brentwood and Greenbelt Rail Yards.



Expected Outcome

Improves the efficiency of railcar maintenance by consolidating overhaul operations into one facility. Also provides workers with a modern facility and shop equipment.

Strategic Objectives



Near Term Deliverables

Metro will progress design, pre-construction activities and advance into construction of the new HRO facility. The construction activities will include foundational work, storm water and sewer infrastructure, track infrastructure, base building and core, and exterior enclosure. Also, tenant relocation efforts will be underway, followed by demolition and site preparation.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$52.0
FY21 Forecast	\$17.6
Planned Investments	
FY22	\$78.4
FY23	\$61.9
FY24	\$100.0
FY25	\$91.6
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$331.9
10-Year Total (FY22-FY31)	\$645.9
Beyond FY31	\$0.0
Total Estimated Investment	\$715.5

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$20.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$4.3
Reimbursable	\$0.0
Debt	\$54.1

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X	X	X							
Implementation/Construction	X	X	X	X	X			X	X	X	X
Operations Activation		X							X	X	X

Good Luck Road Facility (CIP0231)

Initiative Type: Project

Category: Railcar and Railcar Facilities

Location: Maryland

Mode: Rail

Program: Maintenance Facilities

Federal Participation (all years): No

Description

This project builds out the Good Luck Road facility, the Metro support facility for printing, maintenance functions, and storage.



Expected Outcome

Increase workforce productivity and manage operating cost by consolidating multiple leased warehouse and other facilities into a single Metro owned facility.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will make necessary upgrades to building infrastructure such as heating and cooling systems, security systems, and replace the facility roof.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$9.5
FY21 Forecast	\$2.5
Planned Investments	
FY22	\$0.9
FY23	\$0.3
FY24	\$3.0
FY25	\$4.0
FY26	\$4.0
FY27	\$4.1
6-Year Total (FY22-FY27)	\$16.2
10-Year Total (FY22-FY31)	\$16.2
Beyond FY31	\$0.0
Total Estimated Investment	\$28.2

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.9
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X	X	X	X	X				
Operations Activation		X			X	X	X				

Flood Resiliency Infrastructure Upgrades (CIP0241)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Station Systems

Federal Participation (all years): Yes

Description

Since the opening of the first Metro line over 40 years ago, changes in local development, aging of the system, updates in design guidelines and criteria, and the effects of extreme weather events have led to flooding vulnerabilities in the system. This project will assess and construct solutions to protect stations from flood waters entering into the rail system.



Expected Outcome

Reduces disruption to revenue service and increases passenger safety by mitigating the risk of fire, smoke, and other incidents caused by water intrusion into Metrorail tunnels and stations as measured by the Rail Infrastructure Availability performance indicator [FY20 target ≤3.8% of track under performance restrictions] and the number of fire incidents performance indicator [FY20 target of ≤ 50 incidents annually]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

This project will continue to assess the effectiveness of implemented resiliency initiatives and evaluate more comprehensive flood mitigation solutions at stations.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$5.1
FY21 Forecast	\$0.9
Planned Investments	
FY22	\$0.7
FY23	\$1.0
FY24	\$1.0
FY25	\$1.0
FY26	\$0.0
FY27	\$5.0
6-Year Total (FY22-FY27)	\$8.7
10-Year Total (FY22-FY31)	\$137.2
Beyond FY31	\$0.0
Total Estimated Investment	\$143.2

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.4
Dedicated Funding	\$0.2
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X	X	X	X		X				
Implementation/Construction							X	X	X	X	X
Operations Activation							X	X	X	X	X

Rail System Drainage Rehabilitation Program (CIP0242)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This program replaces and improves drainage pumping stations that have exceeded their lifecycle throughout the Metrorail system and supports implementation of flood resiliency improvements.



Expected Outcome

Reduces disruption to revenue service and mitigates some of the risk of fire, smoke, and other incidents caused by excess water collecting within Metrorail tunnels and stations as measured by the Rail Infrastructure Availability performance indicator [FY20 target $\leq 3.8\%$ of track under performance restrictions]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements and helps prevent potential safety issues.

Near Term Deliverables

Conclude work on drainage pump station renewals at sixteen locations and advance four additional locations into construction near Wheaton, Silver Spring, Medical Center, and Federal Triangle. Drainage pump station renewals include replacement of pumps, piping, controls, lighting, and other structural and drainage improvements.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$3.9
Reimbursable	\$0.0
Debt	\$10.9

Strategic Objectives



Safety



Security



Reliability/SGR

Cost (\$M)

Investments	
FY21 Forecast	\$10.0
Planned Investments	
FY22	\$15.1
FY23	\$10.0
FY24	\$10.0
FY25	\$10.0
FY26	\$10.0
FY27	\$12.0
6-Year Total (FY22-FY27)	\$67.1
10-Year Total (FY22-FY31)	\$115.1
Beyond FY31	On-Going

General Engineering (CIP0246)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

Description

This program provides general engineering support services for the development of architectural and engineering concept designs to help define the capital projects and address needs that may not be captured as part of other larger capital initiatives. This program helps resolve high-priority issues identified by Metro's engineers.



Expected Outcome

Develops engineering solutions for maintenance and improvement needs that could lead to a capital investment.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will identify and support specific initiatives that require engineering services.

Cost (\$M)

Investments	
FY21 Forecast	\$4.9
Planned Investments	
FY22	\$2.6
FY23	\$2.6
FY24	\$2.6
FY25	\$2.6
FY26	\$2.6
FY27	\$2.5
6-Year Total (FY22-FY27)	\$15.3
10-Year Total (FY22-FY31)	\$25.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.4
Dedicated Funding	\$2.2
Reimbursable	\$0.0
Debt	\$0.0

Emergency Construction and Emerging Needs Program (CIP0247)

Initiative Type: Program
Category: Track and Structures
 Rehabilitation
Location: Systemwide

Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

Description

This program supports emergent and emergency needs that arise across the system beyond the scope of other established capital investments.



Expected Outcome

Resolves emergency and emergent issues that impact Metro service and reliability.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will address emergent construction needs as they arise.

Cost (\$M)

Investments	
FY21 Forecast	\$1.8
Planned Investments	
FY22	\$52.0
FY23	\$5.0
FY24	\$26.1
FY25	\$26.1
FY26	\$26.0
FY27	\$46.0
6-Year Total (FY22-FY27)	\$181.2
10-Year Total (FY22-FY31)	\$385.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$52.0
Reimbursable	\$0.0
Debt	\$0.0

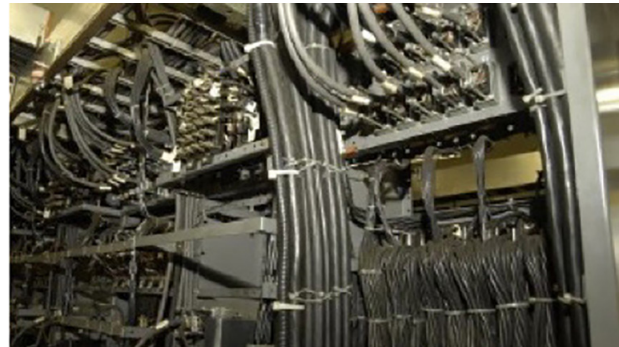
Automatic Train Control State of Good Repair (CIP0251)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Signals & Communications
Federal Participation (all years): Yes

Description

This program replaces aging Automatic Train Control (ATC) systems, Train Control Room (TCR) infrastructure and wayside equipment. Obsolete and failing equipment must be replaced at intervals ranging from 20 to 40 years.



Expected Outcome

Increases the safety of Metrorail operations and provides reliable signal operation to minimize disruptions to rail service as measured by the Rail Infrastructure Availability performance indicator [FY20 target $\leq 3.8\%$ of track under performance restrictions] and the Metrorail customer injury rate performance indicator [FY20 target of ≤ 1.40 injuries per million passengers] and prevent potential safety issues.

Near Term Deliverables

Metro will continue the switch machine power supply replacements and the state of good repair program for high current bonds, interlocking, signals, circuit cable, switch machines, control cable insulation, and train control rooms. Metro will advance the replacement of up to 25 train control rooms.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$54.6
System Performance	\$0.0
Dedicated Funding	\$1.6
Reimbursable	\$0.0
Debt	\$11.0

Strategic Objectives



Safety



Security



Reliability/SGR

Cost (\$M)

Investments	
FY21 Forecast	\$48.9
Planned Investments	
FY22	\$67.2
FY23	\$92.5
FY24	\$85.4
FY25	\$93.8
FY26	\$52.5
FY27	\$34.0
6-Year Total (FY22-FY27)	\$425.3
10-Year Total (FY22-FY31)	\$603.8
Beyond FY31	On-Going

Low Voltage Power State of Good Repair (CIP0252)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): Yes

Description

This program replaces low voltage power systems, improves various power components, and maintains existing low voltage power systems in a state of good repair.



Expected Outcome

Maintains the reliability of systems that support service by keeping the infrastructure that provides power to station lighting, HVAC, elevators and escalators, train control and communication systems, drainage pumping stations, and other Metrorail station infrastructure in a state of good repair.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will install new switchgears, transformers, cabling, and electrical panels at various locations. Uninterruptible Power Supplies will be replaced systemwide. Programmable Logic Control panels will be replaced at various AC rooms systemwide. Metro expects to advance work at the following locations: Farragut West, Foggy Bottom, Arlington Cemetery, Crystal City, National Airport, Braddock Road, King St-Old Town, Brookland, Fort Totten, Takoma, Archives-Navy Memorial, L'Enfant Plaza.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$20.7
PRIIA/RSI Grants	\$0.0
System Performance	\$1.8
Dedicated Funding	\$13.4
Reimbursable	\$0.0
Debt	\$0.0

Cost (\$M)

Investments	
FY21 Forecast	\$27.6
Planned Investments	
FY22	\$36.0
FY23	\$27.9
FY24	\$43.4
FY25	\$27.1
FY26	\$36.1
FY27	\$29.8
6-Year Total (FY22-FY27)	\$200.3
10-Year Total (FY22-FY31)	\$325.7
Beyond FY31	On-Going

Traction Power State of Good Repair (CIP0253)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): Yes

Description

This program replaces traction power systems, improves various traction power components, and maintains existing traction power systems in a state of good repair in order to deliver safe and reliable Metrorail operations.



Expected Outcome

Addresses the ability to provide Metrorail service through replacement or rehabilitation of critical infrastructure that delivers propulsion power to Metrorail. Improvements decrease speed restrictions imposed on trains, and reduce the risk of safety incidents including track fire incidents and stray current problems as measured by the Rail Infrastructure Availability performance indicator [FY20 target $\leq 3.8\%$ of track under performance restrictions] and the number of fire incidents performance indicator [FY20 target of ≤ 50 incidents annually].

Near Term Deliverables

Metro will replace the degraded cable tray at Rosslyn and replace traction power substation equipment at West Falls Church Railyard and Cleveland Park. Priority transformer at various locations will be replaced. Approximately 600 cables will be inspected and tested, and 6,800 linear feet of cable will be replaced per quarter.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$31.2
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$15.1
Reimbursable	\$0.0
Debt	\$0.0

Strategic Objectives



Safety



Security



Reliability/SGR

Cost (\$M)

Investments	
FY21 Forecast	\$38.4
Planned Investments	
FY22	\$46.3
FY23	\$93.7
FY24	\$83.3
FY25	\$92.8
FY26	\$71.1
FY27	\$91.4
6-Year Total (FY22-FY27)	\$478.6
10-Year Total (FY22-FY31)	\$779.2
Beyond FY31	On-Going

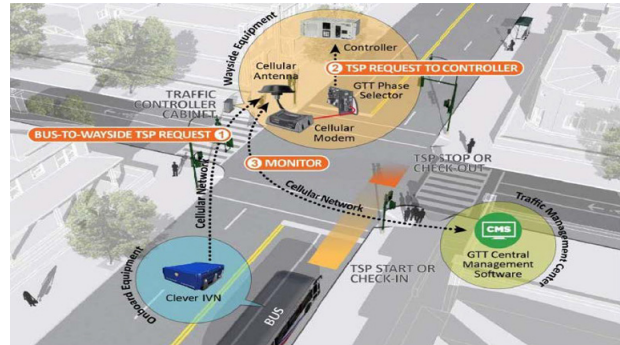
Bus Priority Program Development (CIP0254)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): TBD

Description

In response to the September 2018 Bus Transformation Project, the Bus Priority Program aims to improve bus service and equity. This program plans and implements new initiatives and technology to advance bus priority strategies.



Expected Outcome

Increases the reliability of Metrobus service by developing strategies and working with jurisdictions to reduce travel time of buses through technology that prioritizes bus travel.

Strategic Objectives



Near Term Deliverables

Development of a bus priority program of executable projects aligned with objectives endorsed in Bus Transformation Project study. This will include partnering with regional transportation entities to increase bus lanes, queue jumps, and the Transit Signal Priority project.

Cost (\$M)

Investments	
FY21 Forecast	\$2.0
Planned Investments	
FY22	\$2.2
FY23	\$4.5
FY24	\$3.4
FY25	\$3.4
FY26	\$3.4
FY27	\$3.8
6-Year Total (FY22-FY27)	\$20.9
10-Year Total (FY22-FY31)	\$47.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fare Collection Modernization (CIP0255)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Systemwide

Program: Station Systems

Federal Participation (all years): Yes

Description

This project replaces Metro's aging fare collection systems in rail stations and aboard Metrobuses and develops new methods for customers to pay for and manage their payment accounts.



Expected Outcome

Provides modern infrastructure and payment options for Metro customers that will improve convenience, reliability and decrease repair costs.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro has started systemwide replacement of the fare collection system. Metro will continue engineering and installation of the new rail faregates and supporting systems, and manufacturing and delivery of new bus fareboxes. Additionally, Metro will continue development and improvement of the mobile payment system.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$52.8
FY21 Forecast	\$54.0
Planned Investments	
FY22	\$56.9
FY23	\$78.6
FY24	\$74.1
FY25	\$52.2
FY26	\$42.6
FY27	\$23.0
6-Year Total (FY22-FY27)	\$327.3
10-Year Total (FY22-FY31)	\$364.5
Beyond FY31	\$0.0
Total Estimated Investment	\$471.3

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$11.1
PRIIA/RSI Grants	\$0.0
System Performance	\$4.2
Dedicated Funding	\$41.6
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X	X	X	X	X					
Implementation/Construction	X	X	X	X	X	X	X	X	X		
Operations Activation	X	X	X	X	X	X	X	X	X		

7000-Series Railcars (CIP0256)

Initiative Type: Project

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Acquisition

Federal Participation (all years): Yes

Description

This project procures 620 of the 7000 series railcars to replace the 1000, 4000, 5000 series fleets, plus 28 additional railcars. 128 additional 7000 series railcars were acquired through Silver Line Phase 1 and 2 extension projects and were funded by the Metropolitan Washington Airports Authority.



Expected Outcome

Replaces the unreliable 1000, 4000, and 5000 series vehicles, which will improve customer safety and reduce failures that interrupt revenue service as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers] and the Rail Fleet Reliability performance indicator [FY20 ≥130,000 miles between delay]. Metro was directed by NTSB to remove the 1000 Series fleet from service due to safety deficiencies.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

All 7000 series railcars have been received. Metro will make milestone payments for railcar warranties, and advance work on modifications related to closed circuit television improvements, cybersecurity improvements, Vehicle Track Interaction System upgrades, and improved training for Car Maintenance on 7000 Series vehicles.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$1,055.0
FY21 Forecast	\$39.8
Planned Investments	
FY22	\$54.4
FY23	\$43.6
FY24	\$41.5
FY25	\$35.7
FY26	\$30.0
FY27	\$86.1
6-Year Total (FY22-FY27)	\$291.2
10-Year Total (FY22-FY31)	\$371.2
Beyond FY31	\$0.0
Total Estimated Investment	\$1,466.0

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$15.3
Dedicated Funding	\$16.8
Reimbursable	\$0.0
Debt	\$22.2

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X	X	X	X	X	X			
Operations Activation											

Emergency Trip Station (ETS) Rehabilitation (CIP0257)

Initiative Type: Project

Category: Rail Systems

Location: Systemwide

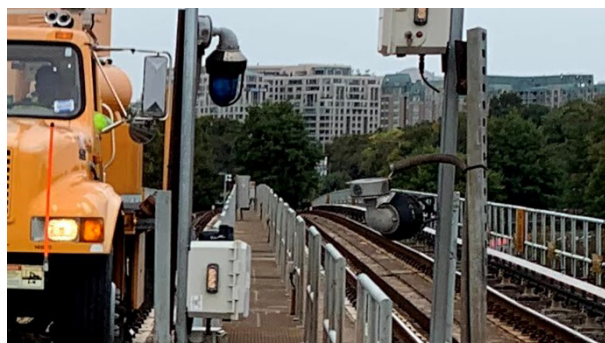
Mode: Rail

Program: Signals & Communications

Federal Participation (all years): No

Description

The existing Emergency Trip Station (ETS) system has an aging, deteriorating infrastructure and utilizes obsolete electrical components and communications technology. This project upgrades the Rail Right-Of-Way (ROW) ETS system including the telephones.



Expected Outcome

Improves the safety of Metro customers and employees through state of good repair replacement with newer and more reliable equipment as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers] and the Metrorail system employee injury rate performance indicator [FY20 target of ≤3.4 per 200,000 hours worked].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance project development and implementation planning to evaluate the best approach to upgrading the Emergency Trip Station equipment and infrastructure.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$3.8
FY21 Forecast	\$0.2
Planned Investments	
FY22	\$3.0
FY23	\$5.0
FY24	\$5.0
FY25	\$10.0
FY26	\$10.0
FY27	\$20.0
6-Year Total (FY22-FY27)	\$53.0
10-Year Total (FY22-FY31)	\$127.7
Beyond FY31	\$0.0
Total Estimated Investment	\$131.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$3.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction		X	X	X	X	X	X	X	X	X	X
Operations Activation		X	X	X	X	X	X	X	X	X	X

Station And Tunnel Fire Alarm Rehabilitation (CIP0258)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This program will upgrade fire alarm systems in the tunnels and stations.



Expected Outcome

Improves Metro's compliance with National Fire Protection Association standards and addresses recommendations made by the National Transportation Safety Board. Improves customer and employee safety by accurately measuring and responding to fire incidents as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers] and the Metrorail system employee injury rate performance indicator [FY20 target of ≤3.4 per 200,000 hours worked].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the Tunnel Smoke Detection System by installing detection equipment at multiple fan and vent shaft locations throughout the system.

Cost (\$M)

Investments	
FY21 Forecast	\$3.5
Planned Investments	
FY22	\$7.1
FY23	\$19.4
FY24	\$18.9
FY25	\$18.9
FY26	\$19.0
FY27	\$16.4
6-Year Total (FY22-FY27)	\$99.9
10-Year Total (FY22-FY31)	\$141.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$7.1

Employee Timekeeping System (CIP0259)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

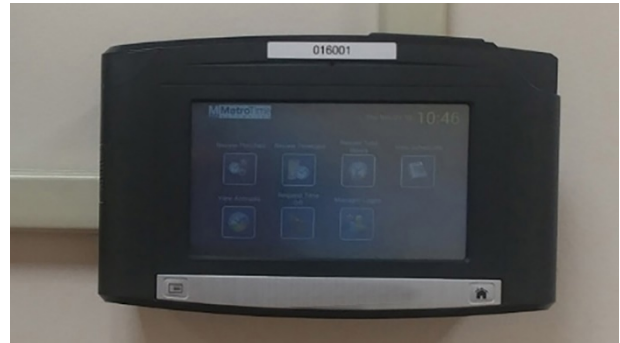
Mode: Systemwide

Program: IT

Federal Participation (all years): No

Description

This project implements a new automated time and attendance system for Metro employees.



Expected Outcome

Consolidates Metro's timekeeping into a single platform that provides improved controls and compliance with regulations while reducing operating and maintenance costs through a modern and streamlined application.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

The MetroTime project will be completed and transition into the operations and maintenance phase for the core timekeeping solution and continue rolling out the installation of time clocks throughout the rail system for employees who direct report to work sites.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$29.6
FY21 Forecast	\$8.2
Planned Investments	
FY22	\$1.7
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$1.7
10-Year Total (FY22-FY31)	\$1.7
Beyond FY31	\$0.0
Total Estimated Investment	\$39.5

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.7
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X										
Operations Activation	X	X									

Rail Tunnel Lighting Replacement (CIP0261)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

Description

This program replaces tunnel lights and fixtures with LED lamps. This program addresses a recommendation from the 2017 agency wide energy audit and a safety corrective action plan to finish replacing light fixtures in all tunnels.



Expected Outcome

Intensifies tunnel illumination, increasing the safety of the work environment for Metro's workforce and first responders accessing tunnels as measured by the Metrorail system employee injury rate performance indicator [FY20 target of ≤3.4 per 200,000 hours worked]. Additionally reduces energy consumption and improves the efficiency of maintenance for tunnel lights.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete lighting upgrades on tunnel segments throughout the Metrorail system.

Cost (\$M)

Investments	
FY21 Forecast	\$4.0
Planned Investments	
FY22	\$1.5
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$1.5
10-Year Total (FY22-FY31)	\$1.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$1.5

Tunnel Water Leak Mitigation (CIP0262)

Initiative Type: Program
Category: Track and Structures
 Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program mitigates water infiltration into the Metrorail tunnel system.



Expected Outcome

Reduces disruption to revenue service and increases passenger and employee safety by mitigating the risk of water intrusion which can cause fire and smoke events as measured by the number of fire incidents performance indicator [FY20 target of ≤ 50 incidents annually] and the Metrorail customer on-time performance indicator [FY20 target ≥88% on-time]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements.

Near Term Deliverables

Metro will advance water mitigation work along two-segments of the Red Line. The effectiveness of this solution will be evaluated for potential further use in other tunnel segments systemwide.

Strategic Objectives



Safety



Security



Reliability/SGR

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$8.0

Cost (\$M)

Investments	
FY21 Forecast	\$2.4
Planned Investments	
FY22	\$8.0
FY23	\$25.5
FY24	\$58.0
FY25	\$62.1
FY26	\$58.2
FY27	\$52.1
6-Year Total (FY22-FY27)	\$264.0
10-Year Total (FY22-FY31)	\$412.7
Beyond FY31	On-Going

Historic Bus Loop and Facility Rehabilitation (CIP0266)

Initiative Type: Project

Mode: Bus

Category: Bus, Bus Facilities & Paratransit

Program: Passenger Facilities/Systems

Location: District of Columbia

Federal Participation (all years): No

Description

This project rehabilitates three historic bus terminals: Calvert Street, Chevy Chase, and Colorado Avenue. All three facilities are obsolete and in failing condition and this will ensure the terminals are returned to a state of good repair.



Expected Outcome

Improves employee and customer satisfaction by providing modern restroom facilities, wider bus stops, improved canopies for the public, and overall safer facilities that comply with ADA guidelines.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue the rehabilitation of three historic bus passenger facilities located at Chevy Chase, Calvert Street, and Colorado Avenue within the District of Columbia.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.1
FY21 Forecast	\$1.4
Planned Investments	
FY22	\$3.3
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$3.3
10-Year Total (FY22-FY31)	\$3.3
Beyond FY31	\$0.0
Total Estimated Investment	\$4.8

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.1
Reimbursable	\$0.0
Debt	\$3.2

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X									
Operations Activation		X									

Asset Management Software (CIP0269)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program develops asset lifecycle management plans by asset group as required by the Federal Transit Administration (FTA). The project also establishes a consistent methodology for assessing asset conditions and standardizes how new assets are inducted into Metro's systems.



Expected Outcome

Improves Metro's ability to track and maintain over \$42 billion in physical assets to enable proper maintenance in support of safe and reliable service.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the development of asset management plans, and standardizing the configuration of asset data in the asset management system.

Cost (\$M)

Investments	
FY21 Forecast	\$1.1
Planned Investments	
FY22	\$1.9
FY23	\$1.9
FY24	\$1.3
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$5.1
10-Year Total (FY22-FY31)	\$7.6
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.9
Reimbursable	\$0.0
Debt	\$0.0

Capital Delivery Program Support (CIP0270)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program provides project administration, planning, scheduling, and management support for the portfolio of major construction projects.



Expected Outcome

Improves Metro's ability to plan and deliver its extensive capital improvement program. This improves Metro's financial responsibility and supports state of good repair efforts.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support the advancement of project implementation planning, scheduling, and management services for the delivery of the portfolio of major capital construction projects.

Cost (\$M)

Investments	
FY21 Forecast	\$32.8
Planned Investments	
FY22	\$35.4
FY23	\$36.1
FY24	\$36.8
FY25	\$37.5
FY26	\$38.3
FY27	\$39.1
6-Year Total (FY22-FY27)	\$223.3
10-Year Total (FY22-FY31)	\$387.6
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$33.8
Dedicated Funding	\$1.6
Reimbursable	\$0.0
Debt	\$0.0

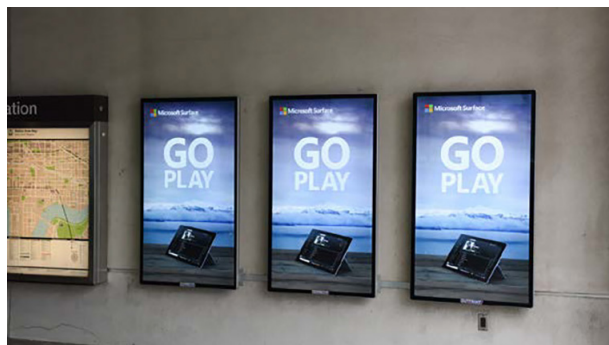
Digital Display and Wayfinding Improvements (CIP0272)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): TBD

Description

This program invests in new equipment and space improvements designed to increase non-fare revenue in stations. Investments include upgrading digital displays, improving signage and wayfinding, as well as other customer amenities.



Expected Outcome

Improves Metro's ability to generate advertising revenue and increase customer satisfaction through modern wayfinding and digital signage at Metrorail stations.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables for FY2022.

Cost (\$M)

Investments	
FY21 Forecast	\$0.9
Planned Investments	
FY22	\$0.0
FY23	\$5.5
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$5.5
10-Year Total (FY22-FY31)	\$153.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Support Facility Rehabilitation (CIP0273)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program rehabilitates administrative facilities for employees, including breakrooms, bathrooms, and work areas.



Expected Outcome

Rehabilitates and modernizes administrative facilities for employees, enabling departments to be better organized, contributing to Metro's fiscal responsibility through improved productivity. Upgraded employee facilities will improve safety and satisfaction, and contribute to Metro's goal to be an employer-of-choice.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate operation, maintenance, and administrative facilities, including the Brentwood Railyard office reconfiguration, and the continuation of passenger station breakroom rehabilitations.

Cost (\$M)

Investments	
FY21 Forecast	\$8.6
Planned Investments	
FY22	\$3.3
FY23	\$4.9
FY24	\$5.5
FY25	\$5.5
FY26	\$5.0
FY27	\$5.0
6-Year Total (FY22-FY27)	\$29.2
10-Year Total (FY22-FY31)	\$49.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$3.3
Reimbursable	\$0.0
Debt	\$0.0

New Carrollton Garage and Bus Bays (CIP0275)

Initiative Type: Project

Category: Bus, Bus Facilities & Paratransit

Location: Maryland

Mode: Bus

Program: Passenger Facilities/Systems

Federal Participation (all years): No

Description

This project supports the joint development at New Carrollton station. Metro, Prince George's County, and a developer have entered into an agreement for mixed-use development in New Carrollton station area. The development also includes the new Metro office building. As a part of this development Metro will demolish the obsolete parking garage and construct a replacement garage and bus loop.



Expected Outcome

Increase station access, ridership and the customer experience.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance demolition of the obsolete Prince George's County parking garage, site preparation and foundational work, and begin construction of the new bus loop and parking garage structure.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$1.6
FY21 Forecast	\$3.0
Planned Investments	
FY22	\$27.0
FY23	\$45.0
FY24	\$5.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$77.0
10-Year Total (FY22-FY31)	\$77.0
Beyond FY31	\$0.0
Total Estimated Investment	\$81.6

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$27.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X	X							
Operations Activation	X	X	X	X							

Art in Transit and Station Commercialization Program (CIP0276)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program restores Metro's art collection and helps Metro develop plans to commercialize underutilized space in Metrorail stations.



Expected Outcome

Expands customer amenities in the form of retail and advertising, and develops consistent design standards to improve the customer experience and provide diverse revenue streams for Metro. Restores Metro's art collection.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop design guidelines for commercialization of Metrorail stations and support the Art In Transit program.

Cost (\$M)

Investments	
FY21 Forecast	\$0.2
Planned Investments	
FY22	\$0.3
FY23	\$3.5
FY24	\$0.0
FY25	\$0.0
FY26	\$1.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$5.8
10-Year Total (FY22-FY31)	\$7.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Supply Chain Modernization (CIP0277)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

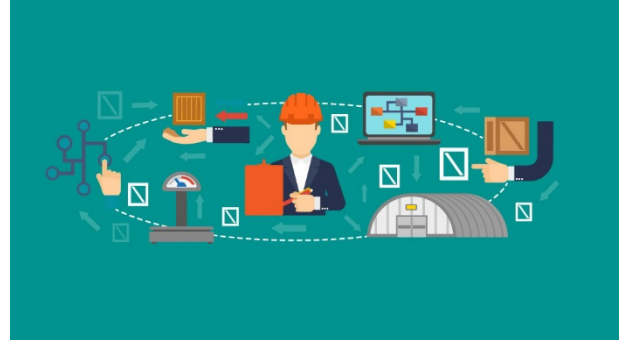
Mode: Systemwide

Program: Support Equipment/Services

Federal Participation (all years): No

Description

This project modernizes Metro's warehouses including supply chain for logistics, warehousing, planning, and ordering of inventory.



Expected Outcome

Improves Metro's ability to manage inventory and supply the right parts at the right time to maintenance operations, thereby increasing efficiency, lowering inventory levels, and lowering costs.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

This project will complete an analysis of Metro's supply chain business processes and evaluate technologies and software available to improve Metro's supply chain management of parts and supplies used by various maintenance employees. This project improves Metro's financial responsibility and increases availability of parts and supplies.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$2.7
FY21 Forecast	\$1.0
Planned Investments	
FY22	\$0.5
FY23	\$3.0
FY24	\$3.0
FY25	\$3.0
FY26	\$3.5
FY27	\$0.0
6-Year Total (FY22-FY27)	\$13.0
10-Year Total (FY22-FY31)	\$13.0
Beyond FY31	\$0.0
Total Estimated Investment	\$16.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.5
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X	X	X							
Implementation/Construction			X	X	X	X					
Operations Activation			X	X	X	X					

Railyard Shop Equipment Replacement (CIP0279)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program replaces or rehabilitates Metro rail shop maintenance equipment, such as overhead cranes, rail train lifts, hoists, industrial shop air compressors, that are inoperable, deficient or have reached the end of useful life.



Expected Outcome

Allows railcar maintenance activities to be completed safely and efficiently using equipment that is maintained in a state of good repair as measured by the Metrorail system employee injury rate performance indicator [FY20 target of ≤3.4 per 200,000 hours worked] and the Rail Fleet Reliability performance indicator [FY20 ≥130,000 miles between delay].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Scheduled rehabilitation/replacement of maintenance equipment including shop lifts, cranes, drop tables, hoists and wheel truing machines.

Cost (\$M)

Investments	
FY21 Forecast	\$0.2
Planned Investments	
FY22	\$0.9
FY23	\$1.3
FY24	\$1.0
FY25	\$1.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$4.2
10-Year Total (FY22-FY31)	\$4.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.9
Reimbursable	\$0.0
Debt	\$0.0

Major Railcar Maintenance Equipment State of Good Repair (CIP0283)

Initiative Type: Program

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Maintenance Facilities

Federal Participation (all years): No

Description

This program rehabilitates and replaces major railcar maintenance equipment including those requiring facility modifications such as railcar washes.



Expected Outcome

Provides employees with appropriate equipment to maintain railcars in a state of good repair as measured by Rail Fleet Reliability performance indicator [FY20 \geq 130,000 miles between delay].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance construction for the rehabilitation of railcar washes at Greenbelt, New Carrollton, West Falls Church, Alexandria, and Shady Grove Rail Yards to meet the goal of washing railcars more frequently.

Cost (\$M)

Investments	
FY21 Forecast	\$3.3
Planned Investments	
FY22	\$3.3
FY23	\$4.0
FY24	\$2.4
FY25	\$2.5
FY26	\$1.1
FY27	\$0.0
6-Year Total (FY22-FY27)	\$13.2
10-Year Total (FY22-FY31)	\$13.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$3.3
Reimbursable	\$0.0
Debt	\$0.0

Railyard Facility and Site Rehabilitation (CIP0284)

Initiative Type: Program

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Maintenance Facilities

Federal Participation (all years): No

Description

This program rehabilitates railyard facilities, systems, and site assets to achieve and maintain a state of good repair.



Expected Outcome

Maintains railyard facilities in a state of good repair to support efficient operations and the wide range of functions on site.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete the installation of the drop table at Shady Grove Service and Inspection Shop and complete facility assessments and design packages as part of a system wide rail yard rehabilitation plan.

Cost (\$M)

Investments	
FY21 Forecast	\$1.8
Planned Investments	
FY22	\$2.1
FY23	\$26.5
FY24	\$40.0
FY25	\$43.4
FY26	\$48.0
FY27	\$20.0
6-Year Total (FY22-FY27)	\$180.0
10-Year Total (FY22-FY31)	\$437.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.1
Reimbursable	\$0.0
Debt	\$0.0

Power Generator Replacement (CIP0286)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): No

Description

This program provides for the replacement of power generators throughout system.



Expected Outcome

Provides additional resiliency to the Metrorail system by providing a back up power source to critical infrastructure including fire and life safety and communications systems and equipment.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro plans to replace generators at Addison Road, Bladensburg Bus Division, and Metro Supply Facility.

Cost (\$M)

Investments	
FY21 Forecast	\$0.6
Planned Investments	
FY22	\$0.7
FY23	\$1.4
FY24	\$1.4
FY25	\$1.4
FY26	\$1.4
FY27	\$2.1
6-Year Total (FY22-FY27)	\$8.4
10-Year Total (FY22-FY31)	\$22.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.7
Reimbursable	\$0.0
Debt	\$0.0

Third Rail Reconfiguration (CIP0289)

Initiative Type: Project

Category: Track and Structures Rehabilitation

Location: Systemwide

Mode: Rail

Program: Fixed Rail

Federal Participation (all years): TBD

Description

This project evaluates options to improve the third rail configuration to improve resiliency and reliability of other critical systems such as automatic train control and communications.



Expected Outcome

Efficiently transports high voltage power throughout the rail system and does not cause other failures of the automatic train control or communications systems.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.7
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.5
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.5
10-Year Total (FY22-FY31)	\$24.5
Beyond FY31	\$206.6
Total Estimated Investment	\$231.8

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation			X					X			
Implementation/Construction								X	X	X	X
Operations Activation									X	X	X

Tunnel Ventilation Improvements (CIP0291)

Initiative Type: Project

Category: Track and Structures Rehabilitation

Location: District of Columbia

Mode: Rail

Program: Structures

Federal Participation (all years): Yes

Description

This project upgrades and installs additional underground fans including components such as, electrical infrastructure, lighting, communications equipment, ladders, steps, smoke detectors, alarms, and information technology infrastructure. Under CIP0356, a pilot and evaluation to rehabilitate ventilation shaft components will be implemented on the Red Line to serve as a proof of concept for future designs across the Metrorail System.



Expected Outcome

Improves the tunnel ventilation system performance and capacity by installing additional fans to move smoke more efficiently, increasing passenger and employee safety as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers] and the Metrorail system employee injury rate performance indicator [FY20 target of ≤3.4 per 200,000 hours worked].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance assessments and designs of ventilation improvements.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$5.3
FY21 Forecast	\$4.5
Planned Investments	
FY22	\$9.4
FY23	\$3.0
FY24	\$3.1
FY25	\$1.0
FY26	\$2.0
FY27	\$32.0
6-Year Total (FY22-FY27)	\$50.5
10-Year Total (FY22-FY31)	\$280.7
Beyond FY31	\$910.8
Total Estimated Investment	\$1,201.3

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$9.4
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X					X				
Implementation/Construction	X	X	X	X	X	X	X	X	X	X	X
Operations Activation								X	X	X	X

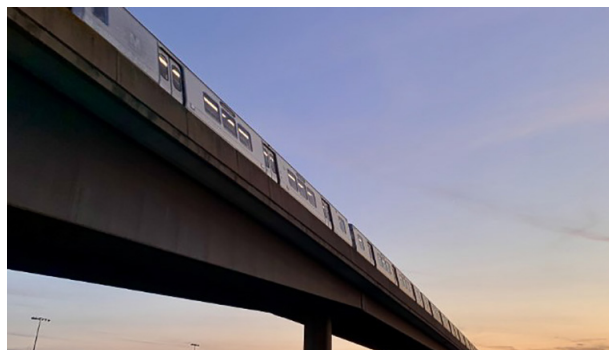
Bridge Rehabilitation Program (CIP0294)

Initiative Type: Program
Category: Track and Structures
 Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): TBD

Description

This program rehabilitates structural and system components of rail tunnels, aerial structures, and station platforms across the Metro system. Metro is rehabilitating additional structural and system components under Structural Rehabilitation - Package 1 (CIP0348).



Expected Outcome

Returns bridges and other Metro infrastructure to a state of good repair, avoiding future emergency shutdowns to address major defects identified in inspections.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate the Rockville Pedestrian Bridge, develop designs for future bridge rehabilitations and proceed with the demolition of the three trestle bridges.

Cost (\$M)

Investments	
FY21 Forecast	\$3.3
Planned Investments	
FY22	\$6.2
FY23	\$22.7
FY24	\$24.3
FY25	\$18.5
FY26	\$19.1
FY27	\$12.5
6-Year Total (FY22-FY27)	\$103.3
10-Year Total (FY22-FY31)	\$291.6
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.4
Reimbursable	\$0.0
Debt	\$4.8

Union Station Improvements (CIP0297)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: District of Columbia

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): No

Description

This project will relieve congestion at Union Station by implementing a redesign of the First Street northeast entrance including expanding the north mezzanine by adding stairs, adding additional fare gates, and relocating the fare vending machines.



Expected Outcome

Improves customer crowding and convenience by providing a better flow for riders as they enter and exit the station, as well as improved lighting and an additional staircase.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin construction on the First St NE entrance at Union Station.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$1.3
Planned Investments	
FY22	\$7.3
FY23	\$0.3
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$7.6
10-Year Total (FY22-FY31)	\$7.6
Beyond FY31	\$0.0
Total Estimated Investment	\$8.9

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.9
Reimbursable	\$0.0
Debt	\$5.4

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X								
Operations Activation		X	X								

Huntington Station Parking Garage Replacement (CIP0302)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Commonwealth of Virginia

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): TBD

Description

This project is part of a joint development between Metro and Fairfax County to replace the south parking garage at the Huntington Station in Fairfax County. The development enables Metro to offer up to 12 acres for private development.



Expected Outcome

Enables development of a new bus loop to accommodate Fairfax County's planned Bus Rapid Transit terminus at Huntington station while replacing a closed parking facility.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will work with Fairfax County to create a Master Plan for development at the south end of the Huntington Station to include replacement of the south parking garage and additional joint development.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.3
FY21 Forecast	\$0.5
Planned Investments	
FY22	\$1.3
FY23	\$2.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$3.3
10-Year Total (FY22-FY31)	\$35.8
Beyond FY31	\$0.0
Total Estimated Investment	\$36.6

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.3
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X		X					X	X		
Implementation/Construction	X	X						X	X	X	
Operations Activation										X	

Rail Passenger Facility State of Good Repair Program (CIP0305)

Initiative Type: Program

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): TBD

Description

This program repairs or replaces antiquated systems or infrastructure in passenger facilities including ceilings, sewage ejector pumps, and other systems.



Expected Outcome

Increases the efficiency and reliability of passenger facilities. Also improves customers' experience and helps prevent potential safety issues.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. Program will resume between FY2023-FY2027.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$7.9
FY24	\$7.9
FY25	\$7.9
FY26	\$7.9
FY27	\$7.9
6-Year Total (FY22-FY27)	\$39.4
10-Year Total (FY22-FY31)	\$45.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Station Platform Rehabilitation - Phase 2 (CIP0307)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Commonwealth of Virginia

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): Yes

Description

This project rehabilitates and repairs platforms and systems at the following Orange and Blue/Yellow Lines stations in Virginia to address potentially unsafe and deteriorating conditions: East Falls Church, West Falls Church, Dunn Loring, Vienna, and Reagan National Airport. Customer experience improvements include slip-resistant tile, improved lighting, upgraded passenger shelters, new passenger information displays, improved public address system, new closed-circuit television system, and renovated bathrooms.



Expected Outcome

Upgrades and improves above-ground stations for customer comfort and to increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete project close out for platform rehabilitation work at Orange Line Stations (Vienna to East Falls Church), and Reagan National Airport station. This work addressed thirty-six station systems, to include, concrete platform repair, granite edges, paver tile, signage, shelters, public address systems, fire protection, sprinklers, CCTV, drainage, sewage ejector pumps, paint, and bathrooms.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$149.8
FY21 Forecast	\$172.4
Planned Investments	
FY22	\$3.1
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$3.1
10-Year Total (FY22-FY31)	\$3.1
Beyond FY31	\$0.0
Total Estimated Investment	\$325.3

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.5
Reimbursable	\$0.0
Debt	\$0.6

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X									
Operations Activation	X	X									

Station Platform Rehabilitation - Phase 3 (CIP0308)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): Yes

Description

This project will rehabilitate and repair platforms and station systems at the following stations along the Green and Blue Lines in Maryland and Virginia to address potentially unsafe and deteriorating conditions: Arlington Cemetery, Addison Road, West Hyattsville, Prince George's Plaza, College Park, and Greenbelt. Customer experience improvements include slip-resistant tile, improved lighting, upgraded passenger shelters, new passenger information displays, and improved public address system.



Expected Outcome

Upgrades and improves above-ground stations for customer safety and comfort, as measured by the Metrorail customer injury rate performance indicator [FY20 target of ≤1.40 injuries per million passengers]. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance work at four Green Line stations (West Hyattsville to Greenbelt) during a summer shutdown (approximately Memorial Day 2021 to Labor Day 2021). The work will encompass thirty-six systems that include concrete platform repair, granite edges, paver tile, signage, shelters, station communication systems, fire protection, sprinklers, CCTV security systems, drainage, sewage ejector pumps, painting, and bathrooms. Two stations along the Blue Line (Addison Road and Arlington Cemetery) included in this project will be shutdown and completed in the winter/spring of 2021.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.3
FY21 Forecast	\$279.8
Planned Investments	
FY22	\$144.8
FY23	\$5.8
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$150.6
10-Year Total (FY22-FY31)	\$150.6
Beyond FY31	\$0.0
Total Estimated Investment	\$430.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$111.5
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$33.3

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X								
Operations Activation		X	X								

Huntington Station Additional Entrance (CIP0309)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Commonwealth of Virginia

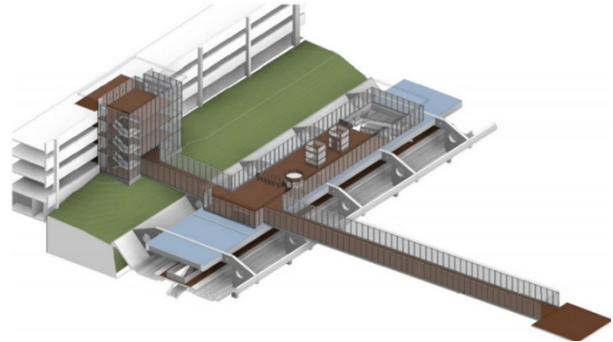
Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): TBD

Description

This project constructs an additional pedestrian entrance to the Huntington Metrorail station to improve station circulation. It will also provide ADA access to the station during the demolition and reconstruction of the South Parking Garage.



Expected Outcome

Improves station access for customers by providing a second ADA compliant entrance to the station.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

In FY2020, structural footers were installed for the new entrance during the Platform Rehab Phase 1 summer shutdown. Construction of the new entrance is projected for future fiscal years, starting in FY2025.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$13.3
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.0
FY24	\$0.0
FY25	\$5.0
FY26	\$9.2
FY27	\$21.8
6-Year Total (FY22-FY27)	\$36.0
10-Year Total (FY22-FY31)	\$104.0
Beyond FY31	\$0.0
Total Estimated Investment	\$117.3

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction					X	X	X	X			
Operations Activation								X			

Station Platform Rehabilitation - Phase 4 (CIP0310)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): No

Description

This project will rehabilitate and repair platforms and systems at the following Orange Line stations in Maryland to address potentially unsafe and deteriorating conditions: Minnesota Avenue, Deanwood, Cheverly, Landover, and New Carrollton. Customer experience improvements include slip-resistant tile, improved lighting, upgraded passenger shelters, new passenger information displays, improved public address system, new closed-circuit television system, and renovated bathrooms.



Expected Outcome

Upgrades and improves above-ground stations for customer safety and comfort. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance work at five stations on the Orange Line (Minnesota Ave. to New Carrollton) during a summer shutdown (approximately Memorial Day 2022 to Labor Day 2022). The work will encompass thirty-six systems that include concrete platform repair, granite edges, paver tile, signage, shelters, station communication systems, fire protection, sprinklers, CCTV security systems, drainage, sewage ejector pumps, painting, and bathrooms. Metro will also begin rehabilitation of the Cheverly Aerial Structure on the Orange Line in Maryland.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$28.8
Planned Investments	
FY22	\$220.3
FY23	\$161.5
FY24	\$25.6
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$407.4
10-Year Total (FY22-FY31)	\$407.4
Beyond FY31	\$0.0
Total Estimated Investment	\$436.2

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$16.2
Reimbursable	\$0.0
Debt	\$204.1

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction	X	X	X	X							
Operations Activation		X	X								

Bladensburg Bus Garage Replacement (CIP0311)

Initiative Type: Project

Category: Bus, Bus Facilities & Paratransit

Location: District of Columbia

Mode: Bus

Program: Maintenance Facilities

Federal Participation (all years): Yes

Description

This project will demolish and replace the existing obsolete bus maintenance and operations facility at Bladensburg to improve use and capacity of limited facility space. The new facility, to be designed to achieve LEED certification, will have an on-site employee parking lot, multiple access points, parking for up to 300 buses, 25 maintenance bays, and a compressed natural gas (CNG) fueling station. The construction will support future electric bus charging infrastructure.



Expected Outcome

Provides a new LEED certified bus facility that will improve bus safety, efficiency, maintenance and operations, while maximizing bus fleet availability as measured by as measured by the bus system employee injury rate performance indicator [FY20 target of ≤9.4 per 200,000 hours worked] and the Bus Fleet Reliability performance indicator [FY20 target ≥7,000 miles between failures].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete final design and pre-construction activities for the new bus facility and complete demolition of the existing bus facility on the site.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$11.7
FY21 Forecast	\$18.4
Planned Investments	
FY22	\$58.7
FY23	\$52.8
FY24	\$99.0
FY25	\$101.1
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$311.6
10-Year Total (FY22-FY31)	\$311.6
Beyond FY31	\$0.0
Total Estimated Investment	\$341.7

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$3.6
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$4.3
Reimbursable	\$0.0
Debt	\$50.8

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction	X	X	X	X	X						
Operations Activation		X		X	X						

Four Mile Run Bus Garage Rehabilitation (CIP0312)

Initiative Type: Project

Category: Bus, Bus Facilities & Paratransit

Location: Commonwealth of Virginia

Mode: Bus

Program: Maintenance Facilities

Federal Participation (all years): No

Description

The project rehabilitates interior and exterior elements of the Four Mile Run bus facility to restore a state of good repair and meet short-term fleet capacity needs due to other bus facility replacement projects.



Expected Outcome

Provides a more modern facility while incorporating operating efficiencies that enable Metro to increase throughput to accommodate fleet requirements arising from other bus facility replacements.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete design for the rehabilitation of bus service lanes at the Four Mile Run Bus Garage with construction estimated to begin in FY2022.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$0.7
Planned Investments	
FY22	\$4.5
FY23	\$10.6
FY24	\$15.0
FY25	\$20.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$50.1
10-Year Total (FY22-FY31)	\$50.1
Beyond FY31	\$0.0
Total Estimated Investment	\$50.8

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.1
Reimbursable	\$0.0
Debt	\$3.5

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X	X	X						
Operations Activation		X	X	X	X						

Northern Bus Garage Replacement (CIP0315)

Initiative Type: Project

Category: Bus, Bus Facilities & Paratransit

Location: District of Columbia

Mode: Bus

Program: Maintenance Facilities

Federal Participation (all years): Yes

Description

This project replaces the obsolete Northern Bus Garage to address structural deficiencies and improve use of limited facility space. The new facility will be designed to achieve LEED certification and retain the historical façade, provide multiple access points and parking for approximately 150 buses, support future electric bus charging infrastructure, and incorporate potential retail or public space.



Expected Outcome

Provides a modern and safe bus operations and maintenance facility that will reduce associated energy consumption and operating costs and maximize bus fleet availability as measured by the Bus Fleet Reliability performance indicator [FY20 target $\geq 7,000$ miles between failures]. The design will preserve the historic facade, offering potential retail space for revenue generation and/or provide public space.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the project through design and pre-construction activities and attain necessary permits and third party approvals.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$19.9
FY21 Forecast	\$19.6
Planned Investments	
FY22	\$17.0
FY23	\$65.0
FY24	\$150.0
FY25	\$124.2
FY26	\$5.6
FY27	\$0.0
6-Year Total (FY22-FY27)	\$361.8
10-Year Total (FY22-FY31)	\$361.8
Beyond FY31	\$0.0
Total Estimated Investment	\$401.3

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$13.3
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.5
Reimbursable	\$0.0
Debt	\$1.2

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X	X	X						
Operations Activation					X	X					

Bus Maintenance Facility State of Good Repair Program (CIP0319)

Initiative Type: Program

Category: Bus, Bus Facilities & Paratransit

Location: Systemwide

Mode: Bus

Program: Maintenance Facilities

Federal Participation (all years): No

Description

This program renovates bus maintenance facilities and equipment to achieve a state of good repair.



Expected Outcome

Provides modern, efficient, and safe bus operations and maintenance facilities as measured by the Metrobus customer injury rate performance indicator [FY20 target of ≤2.45 injuries per million passengers].

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will assess and design the rehabilitation needs for the Landover Bus Facility. It will then begin the design process for the construction of bus operator restrooms and breakrooms at various locations.

Cost (\$M)

Investments	
FY21 Forecast	\$0.1
Planned Investments	
FY22	\$0.1
FY23	\$0.6
FY24	\$1.3
FY25	\$0.5
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$2.4
10-Year Total (FY22-FY31)	\$37.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.1
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Capital Program Financial Support (CIP0324)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program provides staff to support the financial management of the capital program, to include jurisdictional funds and federal grants.



Expected Outcome

Improves Metro's ability to compliantly manage the various sources of funding for Metro's extensive capital improvement program. This program supports Metro's financial responsibility, compliance efforts, and state of good repair efforts.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support the financial management of the capital program to include management of grants, accounting services, maintenance of financial systems, and alignment of capital cost to appropriate funding.

Cost (\$M)

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$3.4
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	
FY21 Forecast	\$4.3
Planned Investments	
FY22	\$3.4
FY23	\$3.9
FY24	\$3.9
FY25	\$3.9
FY26	\$3.9
FY27	\$3.9
6-Year Total (FY22-FY27)	\$22.6
10-Year Total (FY22-FY31)	\$38.0
Beyond FY31	On-Going

Real-time Bus and Rail Data Feed Development (CIP0326)

Initiative Type: Project

Category: Bus, Bus Facilities & Paratransit

Location: Systemwide

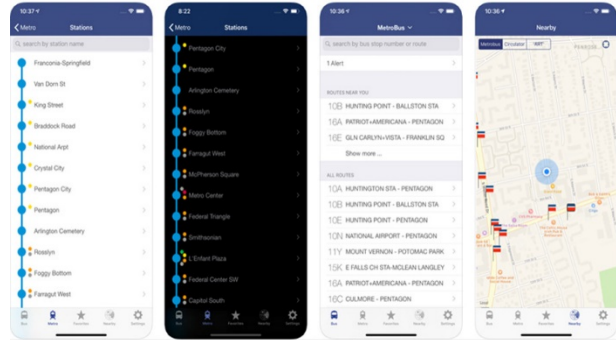
Mode: Bus

Program: Passenger Facilities/Systems

Federal Participation (all years): No

Description

This project develops general transit feed specifications (GTFS) for real-time data feeds for bus and rail service.



Expected Outcome

Provides a real-time information feed that contains schedule, fare, and geographic transit information, which improves the customer experience.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance development of solutions for delivering a real-time bus on-time performance and travel speed management dashboard and provide a tool to communicate real time service information.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$0.7
Planned Investments	
FY22	\$0.4
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.4
10-Year Total (FY22-FY31)	\$0.4
Beyond FY31	\$0.0
Total Estimated Investment	\$1.1

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.4
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction		X									
Operations Activation											

Information Technology Data Center (CIP0330)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

Mode: Systemwide

Program: IT

Federal Participation (all years): No

Description

This project constructs a new data center to replace the existing data center at the Jackson Graham building that is being vacated. Metro will build a next-generation data center that blends new technologies with existing capabilities to continually improve and scale services to users, customers, and partners.



Expected Outcome

Replaces Metro's existing data center with a newer more modern facility to support the system and that will also enable Metro to expand existing non-fare revenue through the leasing of excess capacity.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance design and construction planning for the new data center, begin installation of fiber to connect with operations control centers, purchase servers, racks, telecommunications, and networking equipment for installation at the new facilities.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.7
FY21 Forecast	\$17.2
Planned Investments	
FY22	\$36.8
FY23	\$41.2
FY24	\$16.5
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$94.5
10-Year Total (FY22-FY31)	\$94.5
Beyond FY31	\$0.0
Total Estimated Investment	\$112.4

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$36.8

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X	X							
Operations Activation		X	X	X							

Enterprise Resource Planning Software Replacement (CIP0331)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

Mode: Systemwide

Program: IT

Federal Participation (all years): No

Description

This project will implement a new enterprise resource planning (ERP) system. Metro will assess the existing suite of ERP systems supporting finance, procurement, workforce, payroll, and data warehousing functions to provide a roadmap and select an alternative to replace the current system.



Expected Outcome

Replaces the existing enterprise resource planning (ERP) system that is scheduled to sunset by the vendor in 2030. Provides the financial management and related systems critical to compliant financial managing and reporting.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin documenting business requirements and existing processes and research available ERP applications.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.8
FY21 Forecast	\$1.4
Planned Investments	
FY22	\$6.3
FY23	\$10.0
FY24	\$10.0
FY25	\$21.0
FY26	\$28.5
FY27	\$25.0
6-Year Total (FY22-FY27)	\$100.8
10-Year Total (FY22-FY31)	\$253.6
Beyond FY31	\$0.0
Total Estimated Investment	\$255.8

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$6.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X	X	X	X	X	X				
Implementation/Construction					X	X	X	X	X	X	
Operations Activation						X	X	X	X	X	

Fiber Optic Cable Installation (CIP0332)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

Mode: Systemwide

Program: IT

Federal Participation (all years): No

Description

This project will install fiber optic cable for connectivity throughout the system to adjoining communication rooms along the rail Right-of-Way (ROW) and determine the appropriate strategy for installing fiber optic cabling to ancillary rooms such as traction power substations, low voltage power rooms, vent shafts, and tie breaker stations.



Expected Outcome

Replaces outdated copper wiring with fiber optic cable increasing bandwidth, speeds, reliability and enabling Metro to upgrade communication infrastructure to modern equipment that requires fiber-optic connectivity. New cabling will improve Metro's ability to remotely monitor assets, increasing the efficiency of maintenance.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop an implementation plan for the installation of fiber throughout the system.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$4.3
FY21 Forecast	\$0.2
Planned Investments	
FY22	\$1.0
FY23	\$4.0
FY24	\$6.7
FY25	\$1.5
FY26	\$4.7
FY27	\$9.0
6-Year Total (FY22-FY27)	\$26.9
10-Year Total (FY22-FY31)	\$135.9
Beyond FY31	\$0.0
Total Estimated Investment	\$140.4

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction			X	X	X	X	X	X	X	X	X
Operations Activation			X	X	X	X	X	X	X	X	X

Office Consolidation - District of Columbia (CIP0335)

Initiative Type: Project

Category: Business & Operations Support

Location: District of Columbia

Mode: Systemwide

Program: Support Equipment/Services

Federal Participation (all years): No

Description

As part of Metro's regional office consolidation plan which combines Metro's ten administrative facilities to four, this project funds the construction of a DC office building at 300 7th St. SW. The new site will be renovated to modern workplace standards, including new commercial amenities on the ground floor to activate the streetscape and benefit the community. In addition, Metro will improve the exterior appearance and add three floors, creating space for lease to generate additional revenue. The building will be designed with the goal of achieving LEED certification.



Expected Outcome

Updates and modernizes office space for employees that will streamline business processes, allow departments to be more logically organized and reduce Metro's long-term costs.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue construction of the new administrative office building located at L'Enfant Plaza in the District of Columbia. Metro will complete major construction of the building envelope and new curtain wall, parking garage rehabilitation, installing new elevators, installing building HVAC and other building systems, and advance work on interior office space build out.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$86.7
FY21 Forecast	\$113.5
Planned Investments	
FY22	\$56.6
FY23	\$1.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$57.6
10-Year Total (FY22-FY31)	\$57.6
Beyond FY31	\$0.0
Total Estimated Investment	\$257.8

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$56.6

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X								
Operations Activation		X	X								

Facility Energy Management Upgrades (CIP0336)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program analyzes data gathered from Metro's Energy Management System to recommend improvements in energy use and management at Metro facilities.



Expected Outcome

Optimizes energy use and management strategies at Metro facilities.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete the Electricity Supply Development Plan which will support the jurisdictional wholesale electricity supply compacts. The study will assess electricity market intelligence, identifying new supply products for on/off-site electricity purchasing, compliance to regional clean energy targets, and provide long-term strategies to manage variable electricity supply markets.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Cost (\$M)

Investments	
FY21 Forecast	\$0.4
Planned Investments	
FY22	\$0.2
FY23	\$0.0
FY24	\$0.4
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.6
10-Year Total (FY22-FY31)	\$0.6
Beyond FY31	On-Going

Office Consolidation - Virginia (CIP0337)

Initiative Type: Project

Category: Business & Operations Support

Location: Commonwealth of Virginia

Mode: Systemwide

Program: Support Equipment/Services

Federal Participation (all years): No

Description

This project constructs a new office building in Virginia as part of Metro's regional office consolidation plan. The new office building will be constructed near the Eisenhower Avenue Metrorail station in Alexandria, Virginia. The building will be designed with the goal of achieving LEED certification and is part of the larger redevelopment of the Eisenhower Avenue corridor.



Expected Outcome

Updates and modernizes office space for employees that will streamline business processes, allow departments to be more logically organized and reduce Metro's long-term costs.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue construction of the new administrative office building located at Eisenhower Avenue in Virginia. Installation of structural and exterior enclosure will be completed, in addition to installation of HVAC, other building systems, and elevators. The project will advance interior buildout of office space and back-up operation centers.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$18.6
FY21 Forecast	\$62.2
Planned Investments	
FY22	\$145.5
FY23	\$92.0
FY24	\$1.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$238.6
10-Year Total (FY22-FY31)	\$238.6
Beyond FY31	\$0.0
Total Estimated Investment	\$319.4

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$145.5

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X	X							
Operations Activation			X								

Office Consolidation - Maryland (CIP0338)

Initiative Type: Project
Category: Business & Operations Support
Location: State of Maryland

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This project constructs a new office building in Maryland as part of Metro's regional office consolidation plan. The new office building consolidates employees near the New Carrollton Metrorail station in Prince George's County, Maryland. The station is one of the region's most significant transit hubs and is served by Metro, MARC, multiple local and regional buses, Amtrak, Greyhound, and the future Maryland MTA Purple Line. The building will be designed with the goal of achieving LEED certification and is part of the continued development of New Carrollton.



Expected Outcome

Updates and modernizes office space for employees that will streamline business processes, allow departments to be more logically organized and reduce Metro's long-term costs.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance construction of the new administrative office building located at New Carrollton in Maryland. Will complete pre-construction activities related structural foundation and storm water infrastructure work. Also, complete base building and core, advance installation of building envelope.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$11.9
FY21 Forecast	\$55.7
Planned Investments	
FY22	\$92.8
FY23	\$89.6
FY24	\$1.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$183.4
10-Year Total (FY22-FY31)	\$183.4
Beyond FY31	\$0.0
Total Estimated Investment	\$251.0

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$92.7

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X	X							
Operations Activation			X								

Rail Station Emergency Egress Improvements (CIP0339)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): TBD

Description

This program improves guidance signage for first responders to help them assess their location and direction throughout the Metrorail system.



Expected Outcome

Improves the safety of customers and employees by providing clear signage to help first responders to reach emergency situations.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

There is no planned activity in FY 2022.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.5
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$4.5
10-Year Total (FY22-FY31)	\$10.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Rail System Standpipe Replacement Program (CIP0341)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): No

Description

This program replaces dry standpipes throughout the system that have reached the end of their useful life or need to be replaced based on asset condition.



Expected Outcome

Replaces dry standpipes used to extinguish fires in Metrorail tunnels and station platforms to keep assets in a state of good repair and in compliance with national and local regulatory maintenance standards.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will progress dry standpipe system replacements of nine segments of dry standpipes on the Green Line between Fort Totten and College Park.

Cost (\$M)

Investments	
FY21 Forecast	\$10.9
Planned Investments	
FY22	\$8.1
FY23	\$5.5
FY24	\$10.4
FY25	\$10.4
FY26	\$10.0
FY27	\$10.0
6-Year Total (FY22-FY27)	\$54.4
10-Year Total (FY22-FY31)	\$94.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$0.2
Reimbursable	\$0.0
Debt	\$7.7

Information Technology Hardware State of Good Repair (CIP0342)

Initiative Type: Program

Category: Business & Operations Support

Location: Systemwide

Mode: Systemwide

Program: IT

Federal Participation (all years): No

Description

This program implements data center infrastructure technology improvements to achieve higher operational efficiencies, increase capacity and service availability and reduce risk to the underlying business functions and communications network.



Expected Outcome

Supports continuity of business operations by providing efficient, reliable, and secure computing and network infrastructure, communications hardware, and edge devices.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will upgrade or replace outdated hardware assets, perform network maintenance to support operational needs, and continue ongoing Metro-wide computing equipment replacements.

Cost (\$M)

Investments	
FY21 Forecast	\$16.4
Planned Investments	
FY22	\$23.6
FY23	\$15.2
FY24	\$15.5
FY25	\$15.8
FY26	\$16.2
FY27	\$16.6
6-Year Total (FY22-FY27)	\$102.9
10-Year Total (FY22-FY31)	\$170.3
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$23.6
Reimbursable	\$0.0
Debt	\$0.0

Information Technology Software State of Good Repair (CIP0343)

Initiative Type: Program

Category: Business & Operations Support

Location: Systemwide

Mode: Systemwide

Program: IT

Federal Participation (all years): No

Description

This program supports state of good repair activities for critical software applications including web applications, cybersecurity, rail operations, enterprise resource planning (ERP) systems.



Expected Outcome

Provides continuity of operations and data security of critical information software applications.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue maintaining and enhancing its portfolio of software applications to meet Metro's operating and business requirements.

Cost (\$M)

Investments	
FY21 Forecast	\$31.1
Planned Investments	
FY22	\$33.9
FY23	\$31.2
FY24	\$30.7
FY25	\$31.3
FY26	\$32.4
FY27	\$32.5
6-Year Total (FY22-FY27)	\$192.0
10-Year Total (FY22-FY31)	\$329.3
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$24.3
Dedicated Funding	\$9.6
Reimbursable	\$0.0
Debt	\$0.0

IT Program Management Support (CIP0344)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program oversees Metro applications' enterprise testing efforts by providing audit support, establishing an IT process support model, standardization of change management, and support services.



Expected Outcome

Provides oversight of IT application development to enable compliance with Metro's security and quality standards. Supports policy implementation to mitigate potential audit concerns regarding IT's processes and ongoing operations and internal IT stakeholders' compliance.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support enterprise applications in order to deliver IT capital investments that meet Metro's security and quality standards.

Cost (\$M)

Investments	
FY21 Forecast	\$1.4
Planned Investments	
FY22	\$1.8
FY23	\$1.8
FY24	\$1.9
FY25	\$1.9
FY26	\$1.9
FY27	\$2.0
6-Year Total (FY22-FY27)	\$11.4
10-Year Total (FY22-FY31)	\$19.7
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.8
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Structural Rehabilitation - Package 1 (CIP0348)

Initiative Type: Project

Category: Track and Structures Rehabilitation

Location: Systemwide

Mode: Rail

Program: Structures

Federal Participation (all years): TBD

Description

This project rehabilitates structural and system components of bridges, aerial structures, and the station platform canopy at Rockville Station.



Expected Outcome

Returns aerial structures, the Rockville Station canopy, and supporting infrastructure across the system to a state of good repair by addressing structural issues identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin structural rehabilitation of Minnesota Avenue aerial structure, Grosvenor aerial structure, Rockville Station canopy, and 7 segmental bridges. The segmental bridges are located at West Hyattsville, Cameron Run, Naylor Road, Eisenhower Avenue, South Van Dorn Street, and two at Branch Avenue.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$4.0
Planned Investments	
FY22	\$87.7
FY23	\$3.6
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$91.3
10-Year Total (FY22-FY31)	\$91.3
Beyond FY31	\$0.0
Total Estimated Investment	\$95.3

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$7.1
Reimbursable	\$0.0
Debt	\$80.6

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X	X								
Operations Activation		X	X								

Yellow Line Tunnel and Bridge Rehabilitation (CIP0349)

Initiative Type: Project

Category: Track and Structures Rehabilitation

Location: District of Columbia

Mode: Rail

Program: Structures

Federal Participation (all years): TBD

Description

This project rehabilitates sections of tunnel and the Potomac River bridge located between L'Enfant Plaza and Pentagon stations.



Expected Outcome

Prevents failure of the Yellow Line tunnel by addressing structural degradation of the tunnel liner. Extends the life of the tunnel and bridge to maintain the continuity of service and safety of Metro's customers and employees.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will repair sections of the steel tunnel liner located between L'Enfant Station and the Potomac River bridge. Metro will also advance structural repairs of the bridge and upgrades to drainage pumping systems.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$3.2
Planned Investments	
FY22	\$35.3
FY23	\$222.9
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$258.3
10-Year Total (FY22-FY31)	\$258.3
Beyond FY31	\$0.0
Total Estimated Investment	\$261.5

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$6.0
Dedicated Funding	\$5.6
Reimbursable	\$0.0
Debt	\$23.7

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction		X	X								
Operations Activation		X	X								

Rail Station Platform Canopy Rehabilitation Program (CIP0352)

Initiative Type: Program

Category: Stations and Passenger Facilities

Location: Systemwide

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): No

Description

This program replaces or rehabilitates platform canopies at various Metrorail stations to maintain in a state of good repair.



Expected Outcome

Provides customers with shelter from the elements on outdoor platforms and extends the life of Metro's platform assets and helps prevent future safety issues.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin an assessment of station platform canopies throughout the Metrorail system. This assessment will provide Metro with an understanding of the condition of canopies throughout the system and inform the prioritization of platform canopies that need to be repaired in the near term. Rockville Station canopy, which is in poor condition, will be replaced under CIP0348 - Structural Rehabilitation - Package 1.

Cost (\$M)

Investments	
FY21 Forecast	\$1.8
Planned Investments	
FY22	\$2.0
FY23	\$5.0
FY24	\$5.0
FY25	\$5.0
FY26	\$5.0
FY27	\$5.0
6-Year Total (FY22-FY27)	\$27.0
10-Year Total (FY22-FY31)	\$52.1
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.4
Dedicated Funding	\$0.6
Reimbursable	\$0.0
Debt	\$0.0

Enterprise Resource Planning Software Upgrade (CIP0354)

Initiative Type: Project

Category: Business & Operations Support

Location: Systemwide

Mode: Systemwide

Program: IT

Federal Participation (all years): No

Description

This project will sustain and upgrade the current enterprise resource planning (ERP) system until it is replaced at the end of its life. Upgrades include implementing new modules for ePerformance and eCompensation.



Expected Outcome

Keeps Metro's current ERP system up-to-date and will continue to be under vendor support until the anticipated software sunset date of 2030.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will integrate new performance management modules into the current ERP system enabling users to manage their performance e-reports.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$0.6
Planned Investments	
FY22	\$6.6
FY23	\$8.6
FY24	\$8.3
FY25	\$3.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$26.5
10-Year Total (FY22-FY31)	\$26.5
Beyond FY31	\$0.0
Total Estimated Investment	\$27.1

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$6.6
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction	X	X	X	X	X						
Operations Activation	X	X	X	X	X						

Zero Emission Bus Acquisition and Evaluation (CIP0355)

Initiative Type: Project

Category: Bus, Bus Facilities & Paratransit

Location: Systemwide

Mode: Bus

Program: Acquisition

Federal Participation (all years): Yes

Description

This project purchases electric buses and evaluates potential transition of the fleet to zero emissions technology. Results of the evaluation will inform, guide, and direct Metro's future bus fleet strategy and plans for supporting equipment and infrastructure.



Expected Outcome

Results of the pilot will inform and guide Metro's strategy for the future bus fleet. Zero-emission buses bring value to the region by reducing local air pollution, providing a quieter, smoother ride and supporting a more livable region.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete designs for the electric bus charging system, develop a quality control, safety and risk management plan, take delivery of and commission test buses and begin the performance and evaluation period.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$0.0
FY21 Forecast	\$1.0
Planned Investments	
FY22	\$4.5
FY23	\$5.3
FY24	\$10.0
FY25	\$6.2
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$26.1
10-Year Total (FY22-FY31)	\$26.1
Beyond FY31	\$0.0
Total Estimated Investment	\$27.1

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$4.3
PRIIA/RSI Grants	\$0.0
System Performance	\$0.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X	X									
Implementation/Construction		X	X	X	X						
Operations Activation					X						

Tunnel Ventilation Improvements - Red Line Pilot (CIP0356)

Initiative Type: Project

Category: Track and Structures Rehabilitation

Location: District of Columbia

Mode: Rail

Program: Structures

Federal Participation (all years): TBD

Description

The project performs a pilot and evaluation to install new fans in ventilation shafts to improve Metro's compliance with National Fire Protection Association (NFPA 130) standards. The pilot will be implemented on the Red Line between Woodley Park through Cleveland Park Metrorail Stations. If successful, the project will serve as a proof of concept for future designs across the Metrorail System and will be used to update Metro's ventilation design criteria.



Expected Outcome

Improves ventilation infrastructure to expel smoke from tunnels in the event of a fire incident.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will perform a pilot and evaluation to provide additional fan capacity for smoke management in cases of emergencies on the Red Line between Cleveland Park and Woodley Park Zoo stations.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$5.3
FY21 Forecast	\$0.4
Planned Investments	
FY22	\$29.6
FY23	\$27.9
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$57.5
10-Year Total (FY22-FY31)	\$57.5
Beyond FY31	\$0.0
Total Estimated Investment	\$63.2

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.9
Dedicated Funding	\$4.2
Reimbursable	\$0.0
Debt	\$24.5

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X								
Operations Activation			X								

D&E Railcar Acquisition (CIP8001)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Acquisition
Federal Participation (all years): TBD

Description

This program provides surveys, studies, engineering, and design tasks to support new railcar acquisition efforts.



Expected Outcome

Supports efforts to develop and prioritize projects related to railcar fleet acquisition needs. Railcar projects aid in maintaining a state of good repair of the railcar fleet by replacing the least reliable and poor performing vehicles.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. Project will resume in FY2024 to update the Rail Fleet Plan.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.0
FY24	\$0.5
FY25	\$0.8
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$1.3
10-Year Total (FY22-FY31)	\$1.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Rail Yard Improvements (CIP8005)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): TBD

Description

This program provides surveys, studies, engineering, and designs to support rail yard improvements.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging rail maintenance facility needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

There are no planned deliverables for FY2022.

Cost (\$M)

Investments	
FY21 Forecast	\$0.8
Planned Investments	
FY22	\$0.0
FY23	\$0.5
FY24	\$0.5
FY25	\$0.5
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$1.5
10-Year Total (FY22-FY31)	\$44.6
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

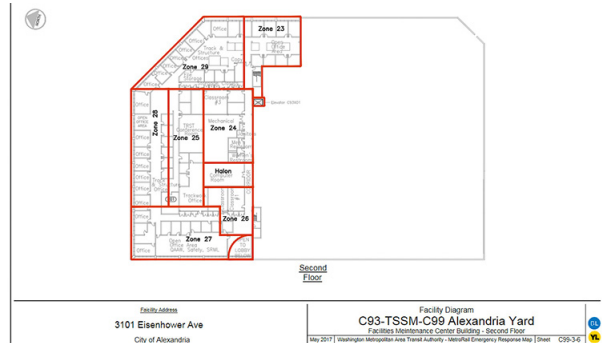
Future Railcar Maintenance Facilities (CIP8006)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): TBD

Description

This program provides surveys, studies, engineering, and designs to support railcar maintenance facility needs which may lead to capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs related to rail maintenance facility improvements before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No deliverables are planned for FY2022. Program is expect to commence in FY2023 to support to the Track and Structures Systems Maintenance (TSSM) building rehabilitation study.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.2
FY24	\$0.0
FY25	\$0.0
FY26	\$4.2
FY27	\$10.0
6-Year Total (FY22-FY27)	\$14.4
10-Year Total (FY22-FY31)	\$264.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Electrical Improvements (CIP8007)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs to support train propulsion needs that may lead to future capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete tagging relay software updates in the Track Rights System. Metro will also start low voltage condition assessment and the braking energy recovery study.

Cost (\$M)

Investments	
FY21 Forecast	\$0.1
Planned Investments	
FY22	\$1.0
FY23	\$9.1
FY24	\$3.6
FY25	\$2.0
FY26	\$13.3
FY27	\$14.4
6-Year Total (FY22-FY27)	\$43.3
10-Year Total (FY22-FY31)	\$100.4
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Future Traction Power Projects (CIP8008)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): TBD

Description

This program supports the development of future large scale propulsion projects that have yet to be fully defined, but are known needs.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments. This program will evaluate power sustainability and energy efficiency best practices.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. Potential projects expected to commence between FY2024 and FY2026.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.0
FY24	\$13.3
FY25	\$13.3
FY26	\$13.3
FY27	\$13.3
6-Year Total (FY22-FY27)	\$53.3
10-Year Total (FY22-FY31)	\$106.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

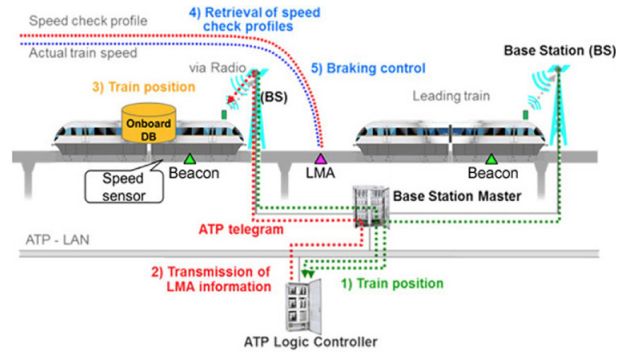
Future Signals and Communications Improvements (CIP8010)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Signals & Communications
Federal Participation (all years): TBD

Description

This program supports the development of future signals and communication projects to address identified needs. This program will also support a future next generation signaling system which is expected to require a rough order of magnitude investment of over \$2 billion.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro expects to begin this program in about FY2026.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$5.0
FY27	\$8.0
6-Year Total (FY22-FY27)	\$13.0
10-Year Total (FY22-FY31)	\$113.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Fixed Rail Improvements (CIP8011)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

Description

This program supports the development and evaluation of new initiatives associated with railway improvements.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will design a solution to address deteriorating interlockings. A study will also be conducted to assess the condition of the floating concrete slabs, and determine solutions for repair or replacement to address issues related to settling or cracking of the concrete.

Cost (\$M)

Investments	
FY21 Forecast	\$1.7
Planned Investments	
FY22	\$3.0
FY23	\$6.8
FY24	\$3.1
FY25	\$0.0
FY26	\$10.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$22.9
10-Year Total (FY22-FY31)	\$23.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$3.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Track Structures Improvements (CIP8013)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program supports Metro's efforts to complete surveys, studies, engineering, and design tasks for tracks' and structures' capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions for emerging track and structural needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue a study to address crowding in trains and stations and congestion within the busy Blue/Orange/Silver Line shared corridor. A study to address drainage issues that impact the track infrastructure on the Red Line, particularly near Takoma, is also planned.

Cost (\$M)

Investments	
FY21 Forecast	\$3.0
Planned Investments	
FY22	\$2.4
FY23	\$1.8
FY24	\$0.9
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$5.0
10-Year Total (FY22-FY31)	\$70.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.4
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Future Track and Structures Improvements (CIP8014)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): TBD

Description

This program provides surveys, studies, engineering, and design tasks to support track and structures improvement efforts that may lead to future capital investments.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. Program will resume between FY2023-FY2027.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$1.0
FY24	\$7.0
FY25	\$7.0
FY26	\$12.0
FY27	\$12.0
6-Year Total (FY22-FY27)	\$39.0
10-Year Total (FY22-FY31)	\$103.5
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

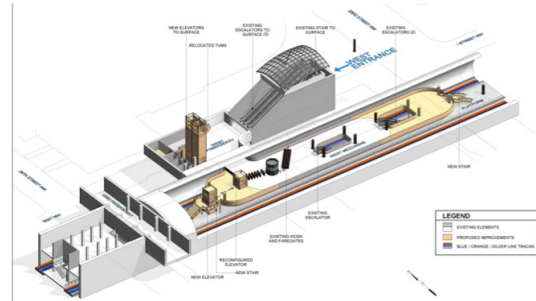
D&E Rail Station Improvements (CIP8015)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs to support platform and structures improvement efforts that may lead to future capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will implement capital improvements required for the solar site leases throughout the region.

Cost (\$M)

Investments	
FY21 Forecast	\$0.8
Planned Investments	
FY22	\$5.3
FY23	\$10.9
FY24	\$4.6
FY25	\$3.5
FY26	\$3.6
FY27	\$10.0
6-Year Total (FY22-FY27)	\$37.9
10-Year Total (FY22-FY31)	\$201.1
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRII/RSI Grants	\$0.0
System Performance	\$5.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Revenue Facility Improvement (CIP8019)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): No

Description

This program identifies improvements needed for Metro's passenger facilities. Supports the development of designs and evaluates potential solutions.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will finalize an implementation strategy for systemwide upgrades to the Passenger Information Display System.

Cost (\$M)

Investments	
FY21 Forecast	\$1.5
Planned Investments	
FY22	\$8.5
FY23	\$18.8
FY24	\$24.0
FY25	\$16.0
FY26	\$16.8
FY27	\$21.6
6-Year Total (FY22-FY27)	\$105.6
10-Year Total (FY22-FY31)	\$175.7
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$8.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Bus & Paratransit Improvements (CIP8021)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Acquisition
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs related to new bus and paratransit efforts that may lead to future capital initiatives. Specifically, Metro will evaluate the feasibility and success of transitioning some of its bus fleet to electric vehicles and develop preliminary plans for infrastructure requirements to support an electric bus fleet.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete a fleet plan for service vehicles.

Cost (\$M)

Investments	
FY21 Forecast	\$0.8
Planned Investments	
FY22	\$0.3
FY23	\$0.0
FY24	\$0.0
FY25	\$0.8
FY26	\$0.3
FY27	\$2.0
6-Year Total (FY22-FY27)	\$3.4
10-Year Total (FY22-FY31)	\$10.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Bus Maintenance Facility Improvements (CIP8025)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): TBD

Description

This program provides surveys, studies, engineering, and designs related to new bus maintenance facility needs that may lead to future capital initiatives.



Expected Outcome

Supports efforts to identify rehabilitation or replacement needs of bus maintenance facilities and develop and evaluate potential solutions before committing to investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. Program expected to resume between FY2023 and FY2026.

Cost (\$M)

Investments	
FY21 Forecast	\$0.6
Planned Investments	
FY22	\$0.0
FY23	\$0.5
FY24	\$0.3
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.7
10-Year Total (FY22-FY31)	\$0.7
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Future Bus Maintenance Facilities (CIP8026)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): TBD

Description

This program supports future large scale bus maintenance facility initiatives that are yet to be fully defined, but are known needs.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging bus maintenance facility needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. Future project could commence beginning FY2024.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$0.0
FY24	\$0.5
FY25	\$1.1
FY26	\$8.5
FY27	\$24.0
6-Year Total (FY22-FY27)	\$34.1
10-Year Total (FY22-FY31)	\$749.1
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Bus Passenger Facility Improvements (CIP8027)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): TBD

Description

This program provides surveys, studies, engineering, and designs related to bus passenger facilities that may lead to future capital projects or programs.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging rehabilitation or replacement needs of bus passenger facilities before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. Program expected to commence between FY2023 and FY2026.

Cost (\$M)

Investments	
FY21 Forecast	\$0.1
Planned Investments	
FY22	\$0.0
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.5
6-Year Total (FY22-FY27)	\$0.5
10-Year Total (FY22-FY31)	\$9.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Information Technology Improvements (CIP8029)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program identifies emerging information technology (IT) needs and develops proposed solutions for evaluation to become potential future capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging information technology needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will formulate proposed solutions to critical IT needs including Digital Content Management, Employee Health and Wellness Applications, Systems Access Control, Network Architecture and Security, among others.

Cost (\$M)

Investments	
FY21 Forecast	\$3.8
Planned Investments	
FY22	\$12.3
FY23	\$19.8
FY24	\$19.2
FY25	\$9.6
FY26	\$8.2
FY27	\$11.1
6-Year Total (FY22-FY27)	\$80.3
10-Year Total (FY22-FY31)	\$505.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$12.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Metro Transit Police Improvements (CIP8031)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: MTPD
Federal Participation (all years): No

Description

This program supports the development and evaluation of new potential Metro Transit Police initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will evaluate solutions for a potential consolidated police training facility to include canine, emergency management, tunnel and first responder training.

Cost (\$M)

Investments	
FY21 Forecast	\$0.4
Planned Investments	
FY22	\$0.3
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$0.3
10-Year Total (FY22-FY31)	\$6.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Future Metro Transit Police Projects (CIP8032)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: MTPD
Federal Participation (all years): TBD

Description

This program supports large scale future Metro Transit Police projects that have yet to be fully defined, but are known needs.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned activity in FY 2022.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.0
FY23	\$6.0
FY24	\$3.5
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$12.5
10-Year Total (FY22-FY31)	\$159.8
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

D&E Support Equipment Improvements (CIP8033)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program evaluates the purchase of equipment, services, and systems that provide support to Metro.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue developing a Digital Customer Experience Strategy and Communications Field Office Rehabilitation project.

Cost (\$M)

Investments	
FY21 Forecast	\$2.2
Planned Investments	
FY22	\$1.6
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$1.6
10-Year Total (FY22-FY31)	\$15.2
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.6
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

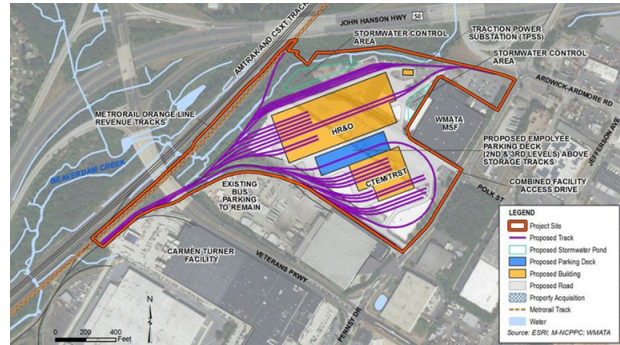
Future Support Equipment Projects (CIP8034)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program provides support for large scale equipment and service initiatives that have yet to be fully defined, but are known needs.



Expected Outcome

Provides preliminary programming for future support equipment state of good repair projects that are transitioning from concept to initiation in a future year.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will purchase medical equipment for the Occupational Health and Wellness Department.

Cost (\$M)

Investments	
FY21 Forecast	\$0.0
Planned Investments	
FY22	\$0.3
FY23	\$0.5
FY24	\$0.6
FY25	\$1.6
FY26	\$1.5
FY27	\$1.5
6-Year Total (FY22-FY27)	\$5.9
10-Year Total (FY22-FY31)	\$20.9
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Planning Support for the District of Columbia (CRB0005)

Initiative Type: Program
Category: Business & Operations Support
Location: District of Columbia

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the District of Columbia.



Expected Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the District of Columbia.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue planning for transit oriented development at Brookland and Fort Totten. Development and evaluation of station improvements will continue at Navy Yard-Ballpark. Metro will also continue, planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by the District of Columbia.

Cost (\$M)

Investments	
FY21 Forecast	\$0.2
Planned Investments	
FY22	\$1.0
FY23	\$1.0
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$6.0
10-Year Total (FY22-FY31)	\$10.0
Beyond FY31	On-Going

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.0
Debt	\$0.0

Planning Support for Maryland Jurisdictions (CRB0009)

Initiative Type: Program
Category: Business & Operations Support
Location: State of Maryland

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the Maryland jurisdictions.



Expected Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the Maryland jurisdictions.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue planning for transit-oriented development at West Hyattsville, Morgan Boulevard, and Addison Road. Development and evaluation of station improvements will continue at Bethesda and Twinbrook, as well as planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Maryland.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.0
Debt	\$0.0

Cost (\$M)

Investments	
FY21 Forecast	\$0.2
Planned Investments	
FY22	\$1.0
FY23	\$1.0
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$6.0
10-Year Total (FY22-FY31)	\$10.0
Beyond FY31	On-Going

Potomac Yard Station Construction (CRB0013)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Commonwealth of Virginia

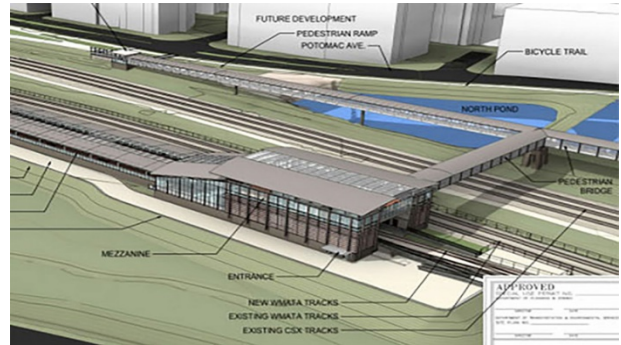
Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): No

Description

The project supports the design and construction of a new Metrorail station on the Yellow and Blue Lines between the existing Braddock Road and Ronald Reagan Washington National Airport stations. This project is a partnership between Metro and the City of Alexandria, which is funding the new station.



Expected Outcome

Increases access to Metrorail in the City of Alexandria, accommodating economic development, reduced vehicle traffic, and improved quality of life in in the City of Alexandria and the surrounding community.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue development and construction including traction power, automated fare collection and telecommunication systems. Additionally, work will continue on the Southwest Access Pavilion.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$74.0
FY21 Forecast	\$97.5
Planned Investments	
FY22	\$149.5
FY23	\$19.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$168.5
10-Year Total (FY22-FY31)	\$168.5
Beyond FY31	\$0.0
Total Estimated Investment	\$340.0

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$149.5
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X	X								
Operations Activation		X	X								

Planning Support for Virginia Jurisdictions (CRB0018)

Initiative Type: Program
Category: Business & Operations Support
Location: Commonwealth of Virginia

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the Virginia jurisdictions.



Expected Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the Virginia jurisdictions.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue planning for transit oriented development at West Falls Church, East Falls Church Transit Facilities, and Eisenhower Avenue Public Space Improvements. Metro will coordinate and begin planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Virginia.

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.0
Debt	\$0.0

Cost (\$M)

Investments	
FY21 Forecast	\$0.8
Planned Investments	
FY22	\$1.0
FY23	\$1.0
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
6-Year Total (FY22-FY27)	\$6.0
10-Year Total (FY22-FY31)	\$10.0
Beyond FY31	On-Going

Silver Line Phase 1 Railcars (CRB0019_19)

Initiative Type: Project

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Acquisition

Federal Participation (all years): N/A

Description

This project acquires 64 new 7000 series railcars for phase 1 construction of the Silver Line. The railcars are funded by the Metropolitan Washington Airports Authority.



Expected Outcome

Provides additional railcars necessary for the phase 1 portion of the new Silver Line rail service. All railcars have been received.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will make milestone payments for the 5-year warranty for railcars supporting phase 1 of the Silver Line expansion.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$10.5
FY21 Forecast	\$10.9
Planned Investments	
FY22	\$2.2
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$25.5
6-Year Total (FY22-FY27)	\$27.7
10-Year Total (FY22-FY31)	\$27.7
Beyond FY31	\$0.0
Total Estimated Investment	\$49.1

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$2.2
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X					X				
Operations Activation											

Silver Line Phase 2 Construction Support (CRB0020)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Commonwealth of Virginia

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): TBD

Description

This project supports Phase 2 construction, integration, and infrastructure improvements for the Silver Line expansion of six stations. This project is managed and funded by the Metropolitan Washington Airports Authority



Expected Outcome

Provides rail customers a direct connection to Dulles International Airport and better access to rail service for residents, visitors, and businesses in Western Fairfax County and Loudoun County.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro in coordination with the Metropolitan Washington Airports Authority (MWAA), will complete pre-revenue service and begin revenue service at six new stations. Metro will also complete work at Dulles Rail Yard to install emergency security system, Wi-Fi infrastructure, furniture, rail maintenance and shop equipment, and delivery of non-revenue service vehicles.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$76.5
FY21 Forecast	\$37.5
Planned Investments	
FY22	\$10.8
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$10.8
10-Year Total (FY22-FY31)	\$10.8
Beyond FY31	\$0.0
Total Estimated Investment	\$124.8

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X	X									
Operations Activation	X	X									

Silver Line Phase 2 Railcars (CRB0020_01)

Initiative Type: Project

Category: Railcar and Railcar Facilities

Location: Systemwide

Mode: Rail

Program: Acquisition

Federal Participation (all years): N/A

Description

This project acquires 64 new 7000 series railcars for phase 2 construction of the Silver Line. The railcars are funded by the Metropolitan Washington Airports Authority.



Expected Outcome

Provides additional railcars necessary for the phase 2 portion of the new Silver Line rail service. All railcars have been received.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2022. The 5-year warranty milestone payments are planned for FY2023.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$136.0
FY21 Forecast	\$2.0
Planned Investments	
FY22	\$0.0
FY23	\$0.9
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$15.6
6-Year Total (FY22-FY27)	\$16.5
10-Year Total (FY22-FY31)	\$16.5
Beyond FY31	\$0.0
Total Estimated Investment	\$154.5

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$10.8
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation											
Implementation/Construction	X		X				X				
Operations Activation											

Purple Line Construction Support (CRB0127)

Initiative Type: Project

Category: Stations and Passenger Facilities

Location: Maryland

Mode: Rail

Program: Platforms & Structures

Federal Participation (all years): N/A

Description

This project supports the planned Purple Line, a 16-mile light rail transit line extending from Bethesda to New Carrollton. The Maryland Transit Administration (MTA) is managing and funding the development of the line which will connect to four Metrorail stations: Bethesda, Silver Spring, College Park, and New Carrollton. This project includes design and engineering support to integrate Metro facilities with the Purple Line and a new entrance into the South Mezzanine at Bethesda Station.



Expected Outcome

Supports future multi-modal connections that will increase transit access in the region. Increases passengers flexibility and convenience when it comes to riding Metrorail.

Strategic Objectives



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support design and construction efforts to integrate the Purple Line with the Metro rail system, particularly at the Bethesda and Silver Spring stations. Metro will provide engineering oversight and project management support for this MTA administered project.

Cost (\$M)

Investments	
Expenditure Life to Date (to FY20)	\$11.5
FY21 Forecast	\$4.4
Planned Investments	
FY22	\$4.1
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
6-Year Total (FY22-FY27)	\$4.1
10-Year Total (FY22-FY31)	\$29.1
Beyond FY31	\$0.0
Total Estimated Investment	\$45.0

Anticipated Funding Sources (\$M)

Funding Source(s) for FY22	
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$4.1
Debt	\$0.0

Fiscal Year	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31
Development and Evaluation	X										
Implementation/Construction	X	X									
Operations Activation	X	X									

Appendix E – Sustainability, Energy and Resiliency

Metro is committed to providing a sustainable transportation system – a system that meets the needs of people, communities, and businesses in the region, and fosters social wellbeing, equity, economic prosperity, and environmental stewardship.

As a vital transportation link that occupies and connects communities, a major employer and purchaser of goods and services and one of the region’s largest energy consumers, Metro’s investments and operational decisions change lives – our actions have immediate and significant impacts on health, racial equity, economic prosperity, and the overall social and economic wellbeing of the region.

Cost-effective and data-driven sustainable business decisions provide Metro’s funding partners with a strong return on investment, while also achieving mutually beneficial goals beyond reliable transit service. By building, operating, and maintaining a resilient and sustainable transit system, Metro enhances environmental stewardship, contains operating costs, and reduces energy use and regional emissions, all while improving the lives of residents and visitors.

Sustainability as Metro

Sustainability is a fundamental business approach at Metro that advances regional goals and supports social equity and delivers economic and environmental benefits to the communities served.

The design, construction and operation of a sustainable transportation system fosters social wellbeing, equity, economic prosperity, and environmental stewardship.

The following themes are all part of our sustainability story:

- **Livability & Accessibility.** As the backbone of a strong and inclusive regional mobility system, Metro supports vibrant, healthy, and sustainable communities.
- **Economic Prosperity.** Metro connects communities and promotes housing affordability, regional equity, and economic growth.
- **Environmental Impact.** Metro reduces the region’s climate impacts and energy use while preserving open space, clean air, and healthy waterways.

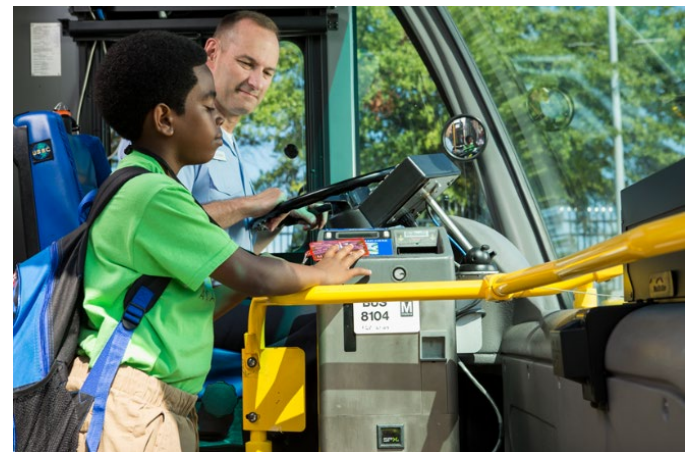
Resilience and sustainability are at the forefront of transportation planning throughout the region. This planning requires a crosscutting and interconnected effort with regional partners and jurisdictions. Metro intends to advance this dialogue and to adopt a sustainability vision

and principles to help guide long range planning and investment decisions.

In November 2020, Metro presented draft sustainability principles to the Metro Board of Directors. The draft principles recognize sustainability as a core value within Metro as well as the most cost-effective and beneficial way to improve performance, achieve climate and environmental goals, and contribute to livable and equitable communities. Adoption of the principles will guide the Authority and drive decision-making that improves efficiency, reflects customer needs and further supports regional sustainability.

Metro is advancing transit and social equity across its operations and business, through a Transit Equity Framework with focus areas including: The Bus Transformation Project, DBE/MBE programs, public participation, and sustainability. Metro is updating its sustainability targets. Expanded targets are anticipated to go beyond traditional environmental targets and may include targets related to equity, prosperity, livability, and accessibility.

Metro is committed to a fiscally responsible, equitable, and resilient future and is integrating and advancing sustainability in strategies, plans, and business decisions.



Energy Market Engagement

As one of the single largest energy users in the region, Metro is an important partner for meeting regional energy goals. In this historical moment, we are seeing revolutionary change in energy markets including the electrification of transportation. Metro is engaging in the energy market in a way that supports a sustainable and resilient grid, controls our energy costs, and helps transition to the fleet of the future.

Engagement in the renewable energy market has resulted in an innovative lease agreement to host a total of 17

acres of solar panels, enough to generate energy to power over 1,500 single-family homes. In June 2020, Metro signed the lease providing space at four Metro stations in DC and Maryland (Anacostia, Cheverly, Naylor Road, and Southern Avenue) for solar installation. Community members and businesses will be able to sign up for a share of the clean energy generated. This is the largest community solar project in the National Capital Area and one of the largest in the nation.

Metro is engaging with electric utilities, jurisdictional partners, and stakeholders to secure forward-looking energy contracts for financial savings and environmental benefits. For example, Metro partnered with the General Services Administration (GSA) to award a cost competitive three-year natural gas supply contract, avoiding \$750 million in energy costs annually. Metro will continue to grow staff capacity and explore market opportunities, including renewable energy.

Zero-Emission Vehicle Program

As the region embraces zero-emission bus technology, new policies and significant investments in energy infrastructure will be necessary. Metro's zero-emission program seeks to ensure readiness and a successful fleet transition as funding becomes available and infrastructure improvements come online.

Building upon the efforts of Metro's first-ever Energy Action Plan, released in 2019, and the Washington Area Bus Transformation Project, Metro is engaging in zero-emission fleet planning to enable a clean and sustainable region, control operating costs and support a more livable and prosperous region.

In 2020, Metro released its Zero-Emission Bus Update, detailing regional benefits and opportunities, outlining actions Metro has undertaken, and delineating market, infrastructure and policy prerequisites for success.

The transition to zero-emission bus service will require shared commitment, as well as significant regional investment and coordination, including:

- Energy infrastructure investments
- New policies and rate structures
- Funding to purchase vehicles and convert facilities

Metro's strategy looks beyond vehicle purchases to ensure we create a strong foundation for greening the fleet. This includes assessing challenges associated with extending energy infrastructure to fueling locations.

Recent accomplishments include launch of Electric Bus Test & Evaluation program, electric bus ready design for new bus garages, renewable natural gas contract, initiated Metrobus fleet plan revision, utility engagement, and regional collaboration. See FY2021 Major Accomplishments for more detail.

Zero-emission buses have the potential to reduce local air pollution; provide a quieter, smoother ride; and support a more livable and equitable region, but the transition to zero-emission bus service will require significant regional investment and coordination.

Metro is committed to working with our partners to address these challenges and support the region in its move to a cleaner transportation future.



Energy Action Plan

Metro's Energy Action Plan transforms the way Metro does business to ensure a greener, safer, more reliable ride. The Energy Action Plan is helping Metro reach environmental goals through reduced energy consumption and is generating long-term cost savings to ensure responsible stewardship of its capital funding.

In FY2021, Metro advanced several programs that increase energy efficiency, mitigate risk, and promote fiscal responsibility. Recent accomplishments include updated enterprise energy monitoring software; significant rollout of LED lighting upgrades at facilities and stations; continued incorporation of efficient and green designs standards. See FY2021 Major Accomplishments for more detail.

Innovation and Continuous Improvement

Metro facilitates an organizational culture of continual improvement and sustainable stewardship by advancing innovation and promoting best practice adoption. Examples of recently updated practice include modern facility management contracts, Envision and LEED

certification for project design and construction, and innovative solar leasing.

Metro's Sustainability Lab promotes efficiency, innovation and best practice adoption across the Authority. Since its inception, the Sustainability Lab has sponsored several business case analyses, test and evaluation programs, and project refinements. Examples include energy monitoring system and traction power recovery. These investments have resulted in agency-wide adoption of new and innovative practices and technologies that were identified by staff and stakeholders.

Metro's Annual Sustainability Awards program rewards high achievement, innovation and leadership across the Authority. This program has recognized more than 120 staff over the past six years.



Resiliency

Metro is developing a Resilience Implementation Strategy to geographically identify Metro facilities, stations, and infrastructure at higher risk to extreme weather. Through risk evaluation and management, this Strategy will support prioritization of capital projects based upon their vulnerability to the impacts of climate change.

Our region is experiencing unprecedented changes and challenges. Extreme weather is a real and prevalent threat to Metro's transportation infrastructure and presents a credible risk to providing a continuous public transportation service that keeps the region accessible, prosperous, and livable.

Planning for resilience prepares Metro to adapt to and rapidly recover from adverse effects caused by extreme weather and other threats. A resilient network also strengthens our ability to provide vital regional transportation services for years to come.

FY21 Accomplishments

Sustainability Principles

- Sustainability Principles: presented draft principles recognizing sustainability as a core value to Metro

Board of Directors in November 2020. Adoption of these principles will allow Metro to help guide long range planning and investment decisions and help meet regional sustainability and equity goals.

Energy Market Engagement

- Solar lease: advanced site design for the construction of 12MW of solar panels on parking facilities at four Metro stations in DC and Maryland (Anacostia, Cheverly, Naylor Road, and Southern Avenue).

Zero-Emission Vehicle Program

- Electric Bus Test & Evaluation Project: initiated project (up to 12 buses), which will inform the future large-scale rollout of a zero-emission technology across Metro's more than 1,500 bus fleet.
- Electric vehicle facility upgrades: continued to incorporate 'electric bus ready' design in new bus garages currently under development (Northern and Bladensburg).
- Renewable natural gas supply: issued RFP (award anticipated by Q4 of FY2021).
- Metrobus fleet plan revision: initiated fleet plan revision to account for zero-emission bus technology.

Energy Action Plan

- Energy management: updated enterprise energy monitoring software and conducted interdepartmental training – enabling enhanced utility data tracking, insight into operations, and opportunities for cost savings.
- LED upgrades: Installed LED lighting in all rail yard S&I shops and in backrooms at 19 Virginia stations, and installed LED lighting for pathways, bus loops, and parking areas at four stations (Brookland, Congress Heights, Deanwood, and Fort Totten) in partnership with the DC Sustainable Energy Utility and a small local Certified Business Enterprise.
- Energy-efficient facilities: continued to incorporate energy-efficient and green design standards in major facilities under development (Heavy Rail Overhaul facility, Potomac Yard Station, Northern and Bladensburg Bus Garages, Grosvenor-Strathmore Parking Garage and three new Metro headquarters buildings).

Resiliency

- Resilience Implementation Strategy: launched Phase 1 of agency-wide strategic resiliency efforts to identify risks to extreme weather and guide capital investment decisions.

FY22 Planned Major Activities

- Continue implementation of Metro's Energy Action Plan.
- Continue integration of sustainability into capital program to improve fiscal responsibility and environmental quality of the capital contracting and planning process
- Launch Phase 2 of agency-wide strategic resiliency planning efforts as funding becomes available
- Update Sustainability reporting to communicate Metro's value to the region
- Develop implementation plan to strategically address zero-emission bus technology
- Continue collaboration on policy and rate structures in coordination with utilities and jurisdictions
- Continue energy market engagement including opportunities for renewable energy



Appendix F – Financial Standards

Metro's Financial Standards can be grouped into three major areas: general, business planning, and debt policy. The purpose of the general standards is to ensure that Metro prudently manages its daily financial operations and establishes appropriate cash reserves.

The business directives from the General Manager provide management with a set of parameters for developing the upcoming year's budget and other longer-term financial plans, as well as establishing future business targets for management to achieve.

The purpose of debt policy standards is to limit the level of debt that may be incurred and to ensure that debt assumptions are based on financial parameters that are similar or more conservative than those that would be placed on Metro by the financial marketplace. Actual debt covenants may differ from these standards, and in accordance with the debt policy, the actual covenants will be disclosed in any Board report supporting a debt issuance.

Also, this appendix provides an explanation for how state and local funding support is allocated among the jurisdictions.

Financial Standards – General

GAAP

- Complete and accurate accounting records are maintained in accordance with accounting principles generally accepted in the United States of America (US GAAP) as applicable to governmental entities. The standard setting body establishing governmental accounting and financial reporting standards is the Government Accounting Standards Board

Revenue and Expenditure Recognition

- Revenues are recognized in the period that they are earned, and expenses are recognized in the period in which they are incurred. Metro distinguishes between operating and non-operating revenues and expenses in its financial statements
- The principal source of operating revenues (not including state or local operating subsidy contributions) is passenger fares and parking fees, which makes up approximately 90 percent of such revenues

Fiscal Year

- The fiscal year-end for financial reporting purposes is June 30th of each year. The Board approves the budget for each fiscal year by June 30th of the previous year

Comprehensive Annual Financial Report (CAFR)

- An independent certified public accounting firm performs an examination of Metro's consolidated financial statements. Metro's goal is to receive an unmodified ("clean") opinion on its financial statements and to receive the Government Finance Officers Association (GFOA) award for excellence in financial reporting for its CAFR

Other Financial Policies and Guidelines

- Funds are invested within the guidelines of the Board's approved investment policies and in compliance with the investment guidelines in Metro's Compact
- In accordance with Board Resolution No. 81-36, designated Metro officials are empowered to open, close, or authorize changes to accounts and are authorized to appoint individuals as official signatories for financial accounts
- An annual actuarial analysis is performed on all Metro-administered pension plans. Based on the results of such analysis, Metro makes contributions as required in agreement with the terms of each plan
- Appropriate insurance coverage is maintained to mitigate the risk of material loss. For self-insured retentions, Metro records the liabilities, including losses incurred but not reported, at 100 percent of the net present value
- The budget includes the operating and capital resources necessary to implement the policy directions set by the Board. The budget is prepared in a fashion to clearly describe the projects and programs for the period
- WMATA engages in regional long-range transportation planning for the Washington metropolitan area in conjunction with the National Capital Region Transportation Planning Board (TPB) and other jurisdictional partners

- Staff provide transit system inputs to TPB for the Constrained Long-Range Plan (CLRP) and identify changes affecting the major financial assumptions of the plan and progress toward the implementation of new projects and programs
- WMATA also engages in short-range transit planning for the Washington metropolitan area. Staff provide inputs to the region's six-year Transportation Improvement Program (TIP) and identify the capital investment needs to support the existing regional transit system and regional service expansion
- The Office of Inspector General (OIG) develops an annual work plan each year. The Board's Executive Committee provides input on the work plan, which covers audits, evaluations and investigations. Furthermore, finalized complete audit and evaluation reports are submitted to the Board via the Executive Committee
- Recommendations for improvements are based on audits and evaluations performed by the OIG. Audits are performed in accordance with Government Auditing Standards, while evaluations are performed in accordance to the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Inspection and Evaluation. These recommendations, management action plans, and progress toward implementation are periodically reported directly to the Board. Semi-annual reports to the Board and significant stakeholders provide an overview of work performed by the OIG as related to the annual work plan

Financial Standards – Business Planning

- Passenger revenue forecasts are derived from historical ridership and revenue trends as well as forecasts of regional growth in population and employment. Since ridership may be affected by actual or proposed fare policy change, the impacts on ridership and average fare forecasts are based on conservative estimates
- The Board reviews and updates the fare policy on a regular cycle. Management may propose fare modifications to achieve transit ridership improvements and to maintain financial sustainability
- Service plan assumptions are based on demonstrated needs as defined through short-range planning
- Capital programs are funded according to the terms of the laws, regulations and discretionary procedures approved by the Board. The capital

program covers Metro's assets, including major transportation projects, and is included in each annual budget

- From time to time, Metro applies for and receives discretionary federal and state funding. Discretionary funding is requested for major system expansion projects or extraordinary transit capital needs. Discretionary funding levels are estimated by project, based on federal and state criteria, and the likelihood of obtaining approvals

Financial Standards – Debt Policy

- Metro may not enter into a debt or financing arrangement unless the transaction is in compliance with all applicable provisions of WMATA's Compact
- Pursuant to WMATA's Compact (Article IX paragraph 27), Metro may borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are authorized by resolution of the Board and are payable solely out of the revenues of Metro. The bonds and other debt obligations of Metro, except as may be otherwise provided in the indenture under which they are issued, are direct and general obligations of Metro and the full faith and credit of Metro are pledged for the prompt payment of the debt service
- There is no dollar borrowing limit set in WMATA's Compact
- Long-term debt may be included in the budget or long-range plans; however, no such debt is incurred without the specific approval of the Board
- The average life of debt instruments is matched to the average economic lives of the assets financed
- Reserve funds that may be required by the financial markets for each debt issuance are maintained. Cash and securities, insurance or surety bonds may fund these reserves. For financial planning purposes, reserve requirements are included in the face value of debt issued
- Further guidelines beyond the Compact are included in the Board adopted debt management policy that provides additional guidance for the use of debt for financing the Authority's infrastructure and capital projects (Resolution No. 2020-04). The principles outlined in the policy are to (a) identify transactions that utilize debt in the most efficient manner, (b) make timely debt service payments, and (c) achieve the lowest possible cost of capital and maintain high credit ratings and access to the capital markets

Allocation of State and Local Support

State and local funds to support Metro’s annual operating and capital budgets are based on Board-approved subsidy calculations described below.

The operating budget subsidy is allocated to the jurisdictional funding partners using six subsidy allocation formulas:

1. Regional bus subsidy allocation
2. Non-regional bus subsidy allocation
3. Rail maximum fare subsidy allocation
4. Rail base subsidy allocation
5. Paratransit subsidy allocation
6. Debt service allocation

Formulas 1 and 2: Regional and Non-Regional Bus Subsidy Allocations

The Metrobus subsidy is allocated using two distribution formulas. All bus routes are classified as being either regional or non-regional, based on route characteristics.

Regional bus routes generally provide transportation between jurisdictions. Regional bus routes may also include bus routes serving major activity centers that operate on major arterial streets and carry high volumes of riders in one or multiple jurisdictions. The following criteria, based on Board approved resolutions, are used in the classification of bus routes:

- Inter-jurisdictional routes are defined as regional. Defining characteristics of inter-jurisdictional routes:
 - Cross a jurisdictional (independent city, county, state) boundary
 - Penetrate at least two jurisdictions by more than one-half mile in each, and
 - Operate “open door” (allows boarding and alighting) over at least a portion of the line in two or more jurisdictions
- If a route does not qualify as regional under the inter-jurisdictional definition, then it must meet at least two of the following three criteria to be regional:
 - Arterial Streets: Operates for a considerable distance on an arterial street and a substantial portion (usually a majority) of riders use stops on the arterial street. Routes that operate for a short distance on an arterial incidental to their service area are not included
 - Regional Activity Center: Serves one or more regional activity centers. A conservative

definition of regional activity centers is used, including only those where there is virtually universal agreement as to their regional character. Routes connecting to Metrorail stations, but that do not directly serve any regional activity center, are not considered to be regional

- Cost Effectiveness: 30 or more boardings per platform hour

Routes not meeting the criteria described above are classified as non-regional. Regional and non-regional bus subsidies are allocated to the jurisdictions using the following formulas.

- Regional Bus Subsidy Allocation: The distribution of regional bus subsidy to the jurisdictions is based on a weighted, four-factor formula in the following proportions:

1. Density weighted population	25%
2. Revenue hours	25%
3. Revenue miles	35%
4. Average weekday ridership	15%

Density weighted population for each jurisdiction is determined by taking the average of:

- the jurisdiction’s share of the urbanized population in the compact area
- the jurisdiction’s share of “density weighted” population (i.e. population times density)

The revenue hours factor is determined by taking the annual regional revenue hours assigned to each jurisdiction divided by the total regional revenue hours. The revenue miles factor is determined by dividing total annual regional revenue miles assigned to each jurisdiction by the total regional revenue miles. Ridership used is the average weekday ridership on regional buses by residents of each jurisdiction based on the Metrobus Passenger Survey.

- Non-Regional Bus Subsidy Allocation: The distribution of non-regional bus subsidy to the jurisdictions is computed as follows:

1. Identify the cost of all Metrobus service, regional and non-regional
2. Identify the costs which would accrue for regional Metrobus service if no non-regional bus service were provided
3. Determine the costs of non-regional service by subtracting the regional Metrobus costs, as calculated in step two, from the costs of all Metrobus service
4. Divide the costs of non-regional service as computed in step three by total platform

hours for non-regional service

5. Identify the non-regional platform hours for each jurisdiction
6. Multiply the platform hours for each jurisdiction by the hourly rate
7. Determine the revenue of the non-regional service for each jurisdiction
8. Subtract the revenue as determined in step seven from the costs of step six

Formulas 3 and 4: Rail Maximum Fare and Base Subsidy Allocations

The rail subsidy consists of two components: the maximum fare component and the base rail component. The total maximum fare subsidy is deducted from the total rail subsidy, and the result is allocated based on the base subsidy formula.

- **Maximum Fare Subsidy Allocation:** The maximum fare portion of the rail subsidy is designed to recognize the “taper” and “cap” features of the Metrorail fare structure. The taper feature is reflected in the diminishing cost per mile for trips greater than six miles, and the cap is reflected in the maximum fare on rail. The subsidy for the maximum fare is calculated as the difference between the regular fare that would have been paid if the taper and cap features were not available, and the actual fare paid with the taper and cap
- Once the maximum fare subsidy is calculated, the benefiting jurisdictions are allocated one-half the calculated amount, based on the percent of riders from the individual jurisdiction who benefit from the taper and cap. These percentages are calculated from the data taken from the Metrorail Passenger Survey. The remaining half of the maximum fare subsidy is incorporated into the rail base subsidy
- **Rail Base Subsidy Allocation.** The base subsidy allocation for Metrorail service is based on three elements in equal proportions:
 1. Density weighted population 33.3%
 2. Number of rail stations 33.3%
 3. Average weekly ridership 33.3%
- Density weighted population is the same for the regional bus subsidy allocation as it is for the rail base subsidy allocation. The rail stations factor is calculated by taking the number of stations, or portions of stations, assigned to each jurisdiction, divided by the total number of stations in the system. Ridership is calculated by taking the average weekday ridership in each jurisdiction as determined by the rail passenger survey. Only

persons who reside in the compact area are included in the distribution.

Formula 5: Paratransit Subsidy Allocation

Paratransit subsidy is allocated to the jurisdictions using a two-factor formula with sub-allocations used for the Virginia jurisdictions.

1. **Direct Costs** - The contract carriers' actual per trip, reservation and eligibility charges will be allocated directly to the jurisdictions
2. **Overhead Costs** - All other (non-direct) costs of the paratransit program will be allocated in proportion to the direct costs

Virginia sub-allocations of direct costs require that per trip charges be adjusted to reflect the average time of trips provided for each jurisdiction. Overhead costs assigned to Virginia jurisdictions will be sub-allocated based on the direct cost allocation as calculated above.

Formula 6: Debt Service Allocation

Planned Gross Revenue debt service charges are allocated to the jurisdictions based on the long-term debt strategy plan and in the same proportion as each jurisdiction's share of local match and system performance funding in the capital budget. The allocation of local match and system performance funding is determined in accordance with the Capital Funding Agreement (CFA). For new debt issuance shown in the CIP, allocated debt service is shown for all jurisdictions; however, jurisdictions are given the opportunity to “opt out” of new debt by providing their total principal contribution upfront rather than participate in the new debt issuance. Gross Revenue debt service for a given debt issue is not allocated to a jurisdiction that has opted out of the given debt issue.

Dedicated Revenue Bonds debt service is paid by WMATA from the available dedicated revenue proceeds.

FY2022 Operating Subsidy

An alternate formula was approved by the Board of Directors in FY2020 to comply with Dedicated Funding legislation reflecting a base subsidy component and a legislatively excluded subsidy component. This alternate formula will continue to be applied in FY2021.

A mandated growth cap of three percent was applied to WMATA's base subsidy, as well as to total individual contributions from the District of Columbia, the State of Maryland and the Commonwealth of Virginia. For the

State of Maryland and the Commonwealth of Virginia, the intrastate subsidy allocations are based on a jurisdiction's percentage share of the applicable Signatory's amount using the Board approved subsidy formula.

The Legislatively Excluded Subsidy contains additional costs for any service, equipment, or facility required by state or federal law such as paratransit cost increases, occupational safety and health cost increases, approved capital projects, and legal disputes (including litigation). The legislatively excluded subsidy was allocated to all jurisdictions, per the applicable formula.



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Appendix G – Debt Service

Debt Policy/Borrowing Powers

WMATA's Compact allows the Authority to borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are payable solely out of Metro's properties and revenues. The bonds and other obligations, except as may be otherwise provided in the indenture under which they were issued, are direct and general obligations of the Authority. The full faith and credit of Metro are pledged for the prompt payment of the debt service.

Metro is required to make semi-annual payments of principal and interest on each series of bonds. There are certain covenants associated with these outstanding bonds with which the Authority must comply. The most significant are:

- Metro is to punctually pay principal and interest according to provisions in the bond document
- Except for certain instances, Metro cannot sell, mortgage, lease or otherwise dispose of transit system assets without filing a certification by the General Manager/Chief Executive Officer and Treasurer with the Trustee that such action will not impede or restrict the operation of the transit system
- Metro must maintain certain insurance or self-insurance covering the assets and operations of the transit system at all times

Gross Revenue Transit Bonds

2017A Bonds

In July 2017 WMATA issued bonds (2017A-1) as an advance refunding of the series 2009A bonds, and advance crossover refunding bonds (2017A-2) for the 2009B series bonds. The 2009A and the 2009B series bonds were refunded and retired on July 1, 2019.

2017B Bonds

On August 17, 2017 Metro issued new money Gross Revenue Transit Bonds, series 2017-B bonds in the principal amount of \$496.5 million. Net bond proceeds with premiums totaled \$588.9 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2042. \$21.7 million was placed in a capitalized interest fund to service interest on the debt through July 2018. The annual jurisdictional debt service payment on the bonds is \$35.8 million. One jurisdiction fully opted out of the bond issuance and two jurisdictions partially opted out of the bond issuance. In all, the three jurisdictions provided

\$78.7 million in funding to bring the total capital project fund related to the bond issuance to \$575.2 million.

2018 Bonds

On December 18, 2018 Metro issued new money Gross Revenue Transit Bonds, series 2018 bonds in the principal amount of \$239.9 million. Net bond proceeds with premiums total \$269.1 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2043. \$6.4 million was placed in a capitalized interest fund to service interest on the debt through July 2019. The annual jurisdictional debt service payment on the bonds is approximately \$17.3 million. Five jurisdictions opted fully out of the bond issuance.

Dedicated Revenue Bonds

2020A Bonds

On June 11, 2020 Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of \$545.0 million, is the inaugural issue under the dedicated revenue credit. Net bond proceeds with premium totaled \$690.7 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2045. \$55.4 million was placed in a capitalized interest fund to service interest on the debt through July 2022. Principal payments are deferred until July 2023. The annual debt service payment on the bonds is \$39.1 million. Debt service is paid from unrestricted dedicated capital revenue proceeds.

2021A Bonds

On May 25, 2021 Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of \$784.4 million, was issued under the dedicated revenue credit. Net bond proceeds with premium totaled \$970.0 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2046. Principal payments are deferred until July 2023, at which time the level annual debt service payment on the bonds is \$52.0 million. Debt service is paid from unrestricted dedicated capital revenue proceeds.

Lines of Credit

Metro has access to \$350 million in short-term lines of credit. The lines of credit support Metro's capital program and are available to manage cash flow needs. The lines of credit renewed in May 2021 and have a 364-day maturity.

Gross Revenue Transit Bonds
FY2022 Jurisdiction Funding

		Principal	Interest	Total Due
Debt Service Payments Funded by FY2021 Jurisdictional Contributions				
Series 2017A-1	- Due Bondholders 1/1/22	-	\$ 3,243,375	\$ 3,243,375
Series 2017A-1	- Due Bondholders 7/1/22	\$ 10,090,000	3,243,375	13,333,375
Series 2017A-2	- Due Bondholders 1/1/22	-	1,221,375	1,221,375
Series 2017A-2	- Due Bondholders 7/1/22	-	1,221,375	1,221,375
Series 2017B	- Due Bondholders 1/1/22	-	11,546,750	11,546,750
Series 2017B	- Due Bondholders 7/1/22	12,745,000	11,546,750	24,291,750
Series 2018	- Due Bondholders 1/1/22	-	5,726,125	5,726,125
Series 2018	- Due Bondholders 7/1/22	5,860,000	5,726,125	11,586,125
Grand Total		\$ 28,695,000	\$ 43,475,250	\$ 72,170,250

Gross Revenue Bonds - Debt Service Payment and Funding Detail

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required	Funding Fiscal Year ¹
1/1/2021	\$22,420,500	-	\$22,420,500		FY21
7/1/2021	22,420,500	27,315,000	49,735,500	72,156,000	
1/1/2022	21,737,625	-	21,737,625		FY22
7/1/2022	21,737,625	28,695,000	50,432,625	72,170,250	
1/1/2023	21,020,250	-	21,020,250		FY23
7/1/2023	21,020,250	30,155,000	51,175,250	72,195,500	
1/1/2024	20,266,375	-	20,266,375		FY24
7/1/2024	20,266,375	31,680,000	51,946,375	72,212,750	
1/1/2025	19,474,375	-	19,474,375		FY25
7/1/2025	19,474,375	33,290,000	52,764,375	72,238,750	
1/1/2026	18,642,125	-	18,642,125		FY26
7/1/2026	18,642,125	34,980,000	53,622,125	72,264,250	
1/1/2027	17,767,625	-	17,767,625		FY27
7/1/2027	17,767,625	36,760,000	54,527,625	72,295,250	
1/1/2028	16,848,625	-	16,848,625		FY28
7/1/2028	16,848,625	38,620,000	55,468,625	72,317,250	
1/1/2029	15,883,125	-	15,883,125		FY29
7/1/2029	15,883,125	40,585,000	56,468,125	72,351,250	
1/1/2030	14,868,500	-	14,868,500		FY30
7/1/2030	14,868,500	42,650,000	57,518,500	72,387,000	
1/1/2031	13,802,250	-	13,802,250		FY31
7/1/2031	13,802,250	44,820,000	58,622,250	72,424,500	
1/1/2032	12,681,750	-	12,681,750		FY32
7/1/2032	12,681,750	47,120,000	59,801,750	72,483,500	
1/1/2033	11,503,750	-	11,503,750		FY33
7/1/2033	11,503,750	49,500,000	61,003,750	72,507,500	
1/1/2034	10,266,250	-	10,266,250		FY34
7/1/2034	10,266,250	51,980,000	62,246,250	72,512,500	
1/1/2035	8,966,750	-	8,966,750		FY35
7/1/2035	8,966,750	35,645,000	44,611,750	53,578,500	
1/1/2036	8,075,625	-	8,075,625		FY36
7/1/2036	8,075,625	37,470,000	45,545,625	53,621,250	
1/1/2037	7,138,875	-	7,138,875		FY37
7/1/2037	7,138,875	39,395,000	46,533,875	53,672,750	
1/1/2038	6,154,000	-	6,154,000		FY38
7/1/2038	6,154,000	41,410,000	47,564,000	53,718,000	
1/1/2039	5,118,750	-	5,118,750		FY39
7/1/2039	5,118,750	43,535,000	48,653,750	53,772,500	
1/1/2040	4,030,375	-	4,030,375		FY40
7/1/2040	4,030,375	45,770,000	49,800,375	53,830,750	
1/1/2041	2,886,125	-	2,886,125		FY41
7/1/2041	2,886,125	48,115,000	51,001,125	53,887,250	
1/1/2042	1,683,250	-	1,683,250		FY42
7/1/2042	1,683,250	50,585,000	52,268,250	53,951,500	
1/1/2043	418,625	-	418,625		FY43
7/1/2043	418,625	16,745,000	17,163,625	17,582,250	
Total	\$ 563,311,000	\$ 896,820,000	\$ 1,460,131,000	\$ 1,460,131,000	

1. The jurisdiction funding dates for WMATA debt service are April 1 and October 1 of each year

Dedicated Revenue Bonds - Debt Service Detail

Date	Principal	Interest	Total Principal & Interest	Total Fiscal Year Principal & Interest	Less Capitalized Interest	Net Debt Service
1/15/2021	-	\$15,721,153	\$15,721,153	\$15,721,153	\$15,721,153	-
7/15/2021	-	13,223,400	13,223,400	-	13,223,400	-
1/15/2022	-	33,876,013	33,876,013	47,099,413	13,223,400	20,652,613
7/15/2022	-	30,354,600	30,354,600	-	13,223,400	17,131,200
1/15/2023	-	30,354,600	30,354,600	60,709,200	-	30,354,600
7/15/2023	31,240,000	30,354,600	61,594,600	-	-	61,594,600
1/15/2024	-	29,573,600	29,573,600	91,168,200	-	29,573,600
7/15/2024	32,840,000	29,573,600	62,413,600	-	-	62,413,600
1/15/2025	-	28,752,600	28,752,600	91,166,200	-	28,752,600
7/15/2025	34,520,000	28,752,600	63,272,600	-	-	63,272,600
1/15/2026	-	27,889,600	27,889,600	91,162,200	-	27,889,600
7/15/2026	36,290,000	27,889,600	64,179,600	-	-	64,179,600
1/15/2027	-	26,982,350	26,982,350	91,161,950	-	26,982,350
7/15/2027	38,155,000	26,982,350	65,137,350	-	-	65,137,350
1/15/2028	-	26,028,475	26,028,475	91,165,825	-	26,028,475
7/15/2028	40,110,000	26,028,475	66,138,475	-	-	66,138,475
1/15/2029	-	25,025,725	25,025,725	91,164,200	-	25,025,725
7/15/2029	42,170,000	25,025,725	67,195,725	-	-	67,195,725
1/15/2030	-	23,971,475	23,971,475	91,167,200	-	23,971,475
7/15/2030	44,330,000	23,971,475	68,301,475	-	-	68,301,475
1/15/2031	-	22,863,225	22,863,225	91,164,700	-	22,863,225
7/15/2031	46,605,000	22,863,225	69,468,225	-	-	69,468,225
1/15/2032	-	21,698,100	21,698,100	91,166,325	-	21,698,100
7/15/2032	48,995,000	21,698,100	70,693,100	-	-	70,693,100
1/15/2033	-	20,473,225	20,473,225	91,166,325	-	20,473,225
7/15/2033	51,505,000	20,473,225	71,978,225	-	-	71,978,225
1/15/2034	-	19,185,600	19,185,600	91,163,825	-	19,185,600
7/15/2034	53,985,000	19,185,600	73,170,600	-	-	73,170,600
1/15/2035	-	17,993,025	17,993,025	91,163,625	-	17,993,025
7/15/2035	56,425,000	17,993,025	74,418,025	-	-	74,418,025
1/15/2036	-	16,745,875	16,745,875	91,163,900	-	16,745,875
7/15/2036	58,805,000	16,745,875	75,550,875	-	-	75,550,875
1/15/2037	-	15,614,300	15,614,300	91,165,175	-	15,614,300
7/15/2037	61,475,000	15,614,300	77,089,300	-	-	77,089,300
1/15/2038	-	14,077,425	14,077,425	91,166,725	-	14,077,425
7/15/2038	64,440,000	14,077,425	78,517,425	-	-	78,517,425
1/15/2039	-	12,650,750	12,650,750	91,168,175	-	12,650,750
7/15/2039	67,355,000	12,650,750	80,005,750	-	-	80,005,750
1/15/2040	-	11,158,725	11,158,725	91,164,475	-	11,158,725
7/15/2040	70,045,000	11,158,725	81,203,725	-	-	81,203,725
1/15/2041	-	9,956,450	9,956,450	91,160,175	-	9,956,450
7/15/2041	73,030,000	9,956,450	82,986,450	-	-	82,986,450
1/15/2042	-	8,176,100	8,176,100	91,162,550	-	8,176,100
7/15/2042	76,395,000	8,176,100	84,571,100	-	-	84,571,100
1/15/2043	-	6,592,300	6,592,300	91,163,400	-	6,592,300
7/15/2043	79,635,000	6,592,300	86,227,300	-	-	86,227,300
1/15/2044	-	4,937,975	4,937,975	91,165,275	-	4,937,975
7/15/2044	83,160,000	4,937,975	88,097,975	-	-	88,097,975
1/15/2045	-	3,064,675	3,064,675	91,162,650	-	3,064,675
7/15/2045	86,995,000	3,064,675	90,059,675	-	-	90,059,675
1/15/2046	-	1,103,400	1,103,400	91,163,075	-	1,103,400
7/15/2046	50,920,000	1,103,400	52,023,400	-	-	52,023,400
1/15/2047	-	-	-	52,023,400	-	-
Total	\$ 1,329,425,000	\$ 942,914,317	\$ 2,272,339,317	\$ 2,272,339,317	\$ 55,391,353	\$ 2,216,947,963

Debt Service Funding by Jurisdiction by Fiscal Year

Date	District of Columbia	Montgomery County	Prince George's County	City of Alexandria	Arlington County	City of Fairfax	Fairfax County	City of Falls Church	Jurisdictional Debt Service	Total
FY2022	\$33,273,091	\$15,409,645	\$15,809,086	\$1,775,511	—	\$111,494	\$5,615,212	\$176,211	\$72,170,250	
FY2023	33,284,167	15,414,850	15,814,275	1,776,390	—	111,549	5,617,993	176,276	72,195,500	
FY2024	33,291,548	15,418,272	15,817,542	1,777,133	—	111,595	5,620,343	176,316	72,212,750	
FY2025	33,302,581	15,423,569	15,822,797	1,778,161	—	111,660	5,623,594	176,387	72,238,750	
FY2026	33,313,773	15,428,725	15,827,808	1,779,128	—	111,721	5,626,650	176,446	72,264,250	
FY2027	33,327,676	15,435,058	15,834,002	1,780,193	—	111,788	5,630,018	176,515	72,295,250	
FY2028	33,337,396	15,439,511	15,838,326	1,781,010	—	111,839	5,632,604	176,565	72,317,250	
FY2029	33,352,212	15,446,491	15,845,262	1,782,236	—	111,916	5,636,481	176,652	72,351,250	
FY2030	33,368,409	15,454,022	15,852,903	1,783,252	—	111,980	5,639,693	176,740	72,387,000	
FY2031	33,385,308	15,461,774	15,860,591	1,784,453	—	112,055	5,643,493	176,827	72,424,500	
FY2032	33,412,702	15,474,561	15,873,921	1,785,717	—	112,134	5,647,488	176,976	72,483,500	
FY2033	33,422,117	15,479,009	15,877,877	1,787,166	—	112,225	5,652,071	177,035	72,507,500	
FY2034	33,421,855	15,478,973	15,876,833	1,788,664	—	112,320	5,656,811	177,045	72,512,500	
FY2035	23,880,065	11,046,816	10,960,058	1,790,076	—	112,408	5,661,276	127,801	53,578,500	
FY2036	23,899,085	11,055,628	10,968,802	1,791,513	—	112,498	5,665,820	127,903	53,621,250	
FY2037	23,921,693	11,066,221	10,979,331	1,793,321	—	112,612	5,671,539	128,032	53,672,750	
FY2038	23,941,864	11,075,551	10,988,588	1,794,832	—	112,707	5,676,318	128,140	53,718,000	
FY2039	23,966,205	11,086,791	10,999,737	1,796,641	—	112,820	5,682,036	128,269	53,772,500	
FY2040	23,992,271	11,098,809	11,011,655	1,798,560	—	112,941	5,688,108	128,406	53,830,750	
FY2041	24,016,643	11,110,399	11,023,199	1,800,654	—	113,072	5,694,728	128,556	53,887,250	
FY2042	24,045,588	11,123,668	11,036,347	1,802,722	—	113,202	5,701,269	128,703	53,951,500	
FY2043	10,153,130	3,794,875	3,634,245	—	—	—	—	—	17,582,250	
Total	\$635,309,379	\$293,223,218	\$297,553,185	\$37,527,333	\$0	\$2,356,536	\$118,683,545	\$3,321,801	\$1,387,975,000	

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Appendix H – Operating Statistics

Metrobus Revenue Vehicle Fleet Management Plan

The Metrobus Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrobus revenue vehicle fleet and facilities requirements. It includes a description of revenue service planned to accommodate Metrobus ridership demand, service adjustments, as well as an assessment and projection of needs for Metrobus maintenance programs and facilities.

Metrobus Statistics

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Statistics:				
Bus Miles (000s) ¹	48,326	47,639	37,920	48,274
Revenue Bus Miles (000s) ¹	36,958	37,009	29,068	37,795
Passengers (000s) ²	123,916	96,254	24,648	66,740
Total Active Fleet	1,583	1,583	1,583	1,572
Passenger Revenue (\$000s)	\$124,011	\$83,516	\$13,619	\$57,004
Operating Revenue (\$000s)	\$136,078	\$96,843	\$17,614	\$60,138
Operating Expenses (\$000s)	\$662,475	\$660,024	\$662,133	\$708,178
Net Subsidy (\$000s) ³	\$526,398	\$479,734	\$445,512	\$524,804
Ratios:				
Cost Per Bus Mile	\$13.71	\$13.85	\$17.46	\$14.67
Passengers Per Bus (000s)	78.28	60.80	15.57	42.46
Passengers Per Revenue Bus Mile	3.35	2.60	0.85	1.77
Cost Per Passenger	\$5.35	\$6.86	\$26.86	\$10.61
Subsidy Per Passenger	\$4.25	\$4.98	\$18.08	\$7.86
Average Passenger Fare ⁴	\$0.99	\$0.87	\$0.55	\$0.85
Percentage of Cost Recovered from Passenger Revenues	18.7%	12.7%	2.1%	8.0%
Percentage of Cost Recovered from Operating Revenues	20.5%	14.7%	2.7%	8.5%

1. Bus miles and revenue bus miles are scheduled and not actual; FY2021 bus miles reflects service plans through the June 2021 pick; FY2022 bus and revenue miles are preliminary as of June 2021

2. FY2019 Metrobus ridership was revised after publication of the FY2021 budget to reflect final data and to be consistent with ridership reported elsewhere; update also reflected in ratios that include passengers in their calculation

3. Net Subsidy includes Covid-related federal relief funds in FY2020 - FY2022

4. Average fare is lower than base fare due to the impact of the transfer discount, senior and student discounts, passes, and the temporary suspension of fare collection between March 2020 and January 2021

Active Fleet

Manufactured (End of Year)	Maximum Scheduled Fleet	Total Active Fleet
Fiscal 2017	1,281	1,583
Fiscal 2018	1,284	1,583
Fiscal 2019	1,289	1,583
Fiscal 2020	1,278	1,583
Fiscal 2021	1,278	1,583
Fiscal 2022	1,299	1,572

Age of Total Fleet¹

Manufacturer	Fiscal Year Entered Service	Number of Buses	Average Age
Orion VII - CNG	2005	6	17
Clean Diesel	2006	112	16
Hybrid Electric	2006	48	16
New Flyer - Compressed Natural Gas (CNG)	2007	15	15
New Flyer - Hybrid	2008	102	14
New Flyer - Hybrid	2009	82	13
New Flyer - Hybrid	2010	146	12
New Flyer - Xcelsior	2011	99	11
New Flyer - Xcelsior	2012	67	10
Orion VII - Clean Diesel	2012	27	10
Orion VII - Hybrid	2012	19	10
New Flyer - Xcelsior	2013	105	9
NAIB - Bus Rapid Transit (BRT)	2014	104	8
New Flyer Xcelsior CNG	2015	30	7
New Flyer Xcelsior Hybrid	2015	50	7
New Flyer Xcelsior CNG	2016	134	6
New Flyer Xcelsior Electric	2016	1	6
New Flyer Xcelsior Hybrid	2016	81	6
New Flyer Xcelsior CNG	2018	100	4
New Flyer Xcelsior Hybrid	2018	12	4
New Flyer Xcelsior CNG	2019	75	3
New Flyer Xcelsior Diesel	2019	25	3
New Flyer Xcelsior CNG	2020	75	2
New Flyer Xcelsior Diesel	2020	35	2
New Flyer Xcelsior Diesel	2021	34	1
Total		1,584	8.8

1. Reflects status of the fleet as of June 1, 2021 and includes revenue service, training, inactive, and ready reserve buses

Total Active Bus Fleet Size by Garage

Garage	FY2022 Maximum Scheduled Fleet ¹	Total Active Fleet ²	Spare Ratio
Bladensburg	211	250	18.5%
Shepherd Parkway	188	223	18.6%
Western	99	117	18.2%
Southern Avenue	70	83	18.6%
Four Mile Run	184	218	18.5%
Landover	145	172	18.6%
Montgomery	186	220	18.3%
Cinder Bed	68	80	17.6%
Andrews Federal Center	148	175	18.2%
Total	1,299	1,538	18.4%

1. Maximum scheduled fleet includes 400 strategic buses, which are placed in multiple locations to provide relief in case of unforeseen events
2. Excludes 34 buses scheduled for heavy overhaul maintenance

Comparison of Bus Miles

	FY2019 Actual	FY2020 Actual	FY2021 Budget ¹	FY2022 Budget
Total Scheduled	47,026,674	46,393,535	36,928,561	47,027,103
Bus Bridges	592,801	570,887	454,417	599,584
Special Service	98,800	95,148	75,736	91,326
Change-Offs	265,604	255,786	203,602	245,511
Yard Work	446,003	423,457	337,065	406,447
Missed Trips	(103,413)	(99,590)	(79,272)	(95,589)
Total Unscheduled	1,299,795	1,245,688	991,548	1,247,279
Total	48,326,469	47,639,223	37,920,109	48,274,382

1. Reflects August 2020 schedule and does not include restorations that occurred during the second half of FY2021

Bus Operator Payhours

FY2022 Bus Operator Wages			
Category	Payhours	Average Hourly Rate	Budget (\$000s)
Scheduled¹	4,800,000	\$32.31	\$155,088
Non-Scheduled ² OT/Special Event	569,965	48.47	27,623
Standing Extra	30,474	32.31	985
Utility	10,419	32.31	337
Training	51,571	32.31	1,666
Miscellaneous	107,918	32.31	3,487
Guarantees	1,582	32.31	51
Funeral Leave	6,136	32.31	198
Jury Duty	1,746	32.31	56
Vacation	320,231	32.31	10,347
Sick	187,261	32.31	6,050
Holiday	209,419	32.31	6,766
Subtotal, Non-Scheduled	1,496,722		\$57,567
Total	6,296,722		\$212,655

1. Scheduled includes straight time plus overtime

2. Non-Scheduled includes overtime and special events

Regional and Non-Regional Metrobus Routes

Metrobus routes are designated as either regional or non-regional. The cost of providing Metrobus service on regional routes is allocated between all of Metro’s jurisdictions. Direct costs associated with non-regional routes are allocated to the jurisdiction receiving the benefit of the non-regional route.

The Metro Board of Directors approves the designation of regional or non-regional Metrobus routes. The factors used in making the determination of regional and non-regional routes are:

- Alignment of inter-jurisdictional routes
- Routes operating on arterial streets
- Routes that serve specific regional activity centers and
- Route cost effectiveness

Metrobus operating costs can be expressed in terms of cost per platform hour. Platform hours include both revenue and non-revenue (sometimes called “deadhead”) service, which measures the total time between a bus leaving its storage and maintenance facility and its return at the end of the day.

Metro Regional and Non-Regional Bus Route Summary - Planned Platform Hours

	FY2016 Total Service	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service ¹	FY2022 Total Service ²
Regional Routes	3,508,023	3,486,646	3,508,906	3,474,302	3,540,259	3,456,647	2,936,900
District of Columbia	1,783,989	1,756,066	1,768,469	1,759,288	1,810,279	1,797,960	1,529,408
Maryland	893,716	892,750	912,623	908,861	918,490	882,331	792,649
Virginia	830,318	837,830	827,814	806,153	811,490	776,356	614,844
Non-Regional Routes	888,412	887,383	869,589	858,720	882,347	873,995	683,783
District of Columbia	368,793	368,025	346,502	381,414	409,953	407,331	336,336
Maryland	387,432	387,121	388,031	357,137	356,771	346,592	286,176
Virginia	132,187	132,237	135,056	120,168	115,623	120,072	61,271
Total	4,396,435	4,374,029	4,378,495	4,333,021	4,422,606	4,330,642	3,620,683

1. Reflects August 2020 schedule does not include restorations that occurred during the second half of FY2021

2. Reflects March 2021 schedule and does not include restorations approved by Board on June 10, 2021

District of Columbia - Regional Routes - Platform Hours¹

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
11	Benning Rd-H St Limited	X9	145,762	17,510	205,068	21,361
14	Benning Road-H Street	X2	369,627	56,745	489,708	67,059
18	East Capitol Street-Cardozo	96,97	420,309	45,543	749,189	60,221
22	Glover Park-Franklin Square	D1	0	0	0	0
32	Connecticut Avenue	L1,2	184,350	26,377	209,703	28,692
35	Crosstown	H2,3,4	333,085	43,244	381,424	47,203
37	MacArthur Blvd-Georgetown	D5	0	0	0	0
42	Pennsylvania Avenue Limited	39	0	0	0	0
43	Fort Totten-Petworth	60,64	177,766	24,771	201,870	26,656
52	14th Street	52,54	561,801	87,365	709,473	101,682
55	Sibley Hospital - Stadium-Armory	D6	304,156	35,222	380,113	41,557
59	Takoma-Petworth	62,63	84,190	11,073	107,413	12,799
62	Brookland-Potomac Park	H1	0	0	0	0
75	Massachusetts Avenue	N2,4,6	152,815	15,975	162,616	17,304
77	Military Road-Crosstown	E4	200,075	22,310	214,753	23,569
79	Ivy City-Fort Totten	E2	61,053	8,034	75,176	9,010
81	Mount Pleasant	42,43	199,088	37,531	262,815	42,262
86	North Capitol Street	80	415,847	58,081	479,914	62,923
89	P Street-LeDroit Park	G2	105,286	17,776	144,072	20,989
93	Pennsylvania Avenue	32,34,36	543,770	66,440	847,209	81,035
95	Deanwood-Alabama Avenue	W4	458,944	49,302	564,115	56,609
99	Wisconsin Avenue	31,33	419,425	61,367	516,533	70,985
100	Wisconsin Avenue Limited	37	0	0	0	0
101	Rhode Island Avenue	G8	298,445	36,788	363,411	41,815
107	Georgia Avenue Limited	79	387,226	48,390	567,410	58,363
108	16th Street	S2	517,382	64,588	773,122	80,999
109	16th Street-Potomac Park	S1	0	0	0	0
111	M. L. King Jr. Avenue Limited	A9	0	0	0	0
112	16th Street Limited	S9	344,023	47,798	593,297	61,449
113	Friendship Heights-Southeast	30N,30S	271,429	31,861	417,085	38,233
118	Georgia Avenue-7th Street	70	501,777	74,016	733,929	85,129
119	Convention Center-Southwest Waterfront	74	96,353	11,294	111,365	12,467
130	U Street-Garfield	90,92	667,865	101,727	883,276	118,076
132	Benning Heights-M St	V1	0	0	0	0
133	Capitol Heights-Minnesota Ave	V2,4	421,058	53,044	526,220	60,061
134	Deanwood-Minnesota Ave Sta	U7	152,335	18,063	169,328	19,434
150	Bladensburg Road-Anacostia	B2	448,408	52,966	505,071	56,647
151	Benning Road	X1,3	758	89	1,208	131
581	Anacostia-Congress Heights	A2,6,7,8	613,169	65,799	729,607	74,107
582	Anacostia-Fort Drum	A4,W5	297,045	29,403	309,741	30,580
Total District of Columbia Regional Routes			10,154,617	1,320,489	13,385,233	1,529,408

1. Reflects March 2021 schedule and does not include restorations approved by Board on June 10, 2021

DC Non-Regional Routes - Platform Hours¹

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
15	Garfield-Anacostia Loop	W6,8	172,525	20,007	197,616	21,821
25	Maryland Avenue	X8	40,712	5,421	48,632	6,175
34	Brookland-Fort Lincoln	H6	140,707	12,935	147,982	13,558
44	Benning Heights-Alabama Ave	V7,8	155,798	22,168	197,910	25,924
45	Hospital Center	D8	200,734	28,048	249,887	32,766
46	Fairfax Village	M6	110,533	10,728	154,769	14,306
49	Fort Lincoln Shuttle	B8,9	0	0	0	0
51	Glover Park-Dupont Circle	D2	95,253	11,306	118,297	12,965
56	Ivy City-Franklin Square	D4	103,712	16,620	119,475	17,884
71	Chevy Chase	E6	0	0	0	0
78	Sheriff Road-River Terrace	U4	79,741	8,232	87,053	8,901
82	Shipleigh Terrace-Fort Drum	W1	103,821	10,814	120,566	12,275
84	Nebraska Avenue	M4	103,041	9,807	109,671	10,357
91	Park Road-Brookland	H8,9	215,724	28,554	245,894	31,330
135	Mayfair-Marshall Heights	U5,6	187,450	22,637	211,269	24,979
158	United Medical Center-Anacostia	W2,3	253,050	26,407	285,908	28,805
159	14th Street Limited	59	73,793	9,790	112,268	12,946
174	Rhode Island Ave Limited	G9	0	0	0	0
504	Minnesota Ave-Anacostia	A31,32,33	1,773	279	6,751	703
517	16th St-Tenleytown	D31,32,33,34	11,501	1,162	36,126	3,405
539	Fort Dupont Shuttle	S35	1,700	148	5,382	384
540	Rhode Island Ave-Carver Terrace	S41	1,326	207	2,835	374
544	Anacostia-Eckington	P6	310,412	44,413	418,509	50,529
549	Congress Heights-Georgetown	D51	2,289	171	4,555	289
550	Mt. Pleasant-Tenleytown	W45,47	2,573	309	7,062	768
583	Takoma-Fort Totten	K2	29,449	3,746	44,977	4,891
Total District of Columbia Non-Regional Routes			2,397,616	293,908	2,933,394	336,336

1. Reflects March 2021 schedule and does not include restorations approved by Board on June 10, 2021

Maryland Regional Routes - Platform Hours¹

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
9	Annapolis Road	T18	301,718	27,266	346,782	31,625
13	Greenbelt-Twinbrook	C2,4	895,415	84,622	1,159,847	98,676
16	Bethesda-Silver Spring	J1,2	533,205	48,185	695,223	57,352
28	Chillum Road	F1,2	204,619	17,725	289,741	21,054
29	Clinton	C11,13	23,333	1,487	28,095	1,802
41	Eastover-Addison Road	P12	508,532	44,914	654,670	51,369
47	Forestville	K12	203,150	16,355	249,145	19,199
53	Georgia Ave-Maryland	Y2,7,8	678,186	62,228	854,036	70,233
63	Hillcrest Heights	C12,14	54,937	6,343	74,240	7,413
73	Marlow Heights-Temple Hills	H11,12,13	73,276	6,642	94,383	7,701
74	College Park	83,83X,86	238,555	24,969	370,520	31,480
83	New Hampshire Ave-Maryland Limited	K9	0	0	0	0
85	New Hampshire Ave-Maryland	K6	453,378	45,355	615,151	52,617
88	Oxen Hill-Fort Washington	P18,19	153,816	10,135	188,478	12,176
90	Martin Luther King Jr Highway	A12	418,959	31,045	475,891	34,570
97	New Carrollton-Silver Spring	F4	477,411	46,276	567,020	53,665
98	New Carrollton-Fort Totten	F6	131,697	10,073	156,040	12,362
103	College Park-White Flint	C8	185,615	13,809	212,193	15,054
123	Viers Mill Road	Q1,2,4,5,6	530,284	47,367	641,459	53,602
147	Fairland	Z8	334,582	28,128	424,857	32,234
542	Rhode Island Ave-New Carrollton	T14	185,412	15,675	211,607	17,787
580	Bock Road	W14	104,976	8,167	162,205	11,261
584	Oxon Hill-Suitland	D12,13,14	598,308	45,996	728,486	53,301
629	College Park-Bethesda Limited	J4	0	0	0	0
790	District Heights-Suitland	V12	205,367	16,799	265,750	19,755
800	Riggs Road	R1,2	278,909	22,908	349,896	26,365
Total Maryland Regional Routes			7,773,640	682,469	9,815,715	792,649

1. Reflects March 2021 schedule and does not include restorations approved by Board on June 10, 2021

Maryland Non-Regional Routes - Platform Hours¹

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
7	National Harbor-Southern Ave	NH1	205,079	14,706	246,537	18,675
10	Ardwick Industrial Park Shuttle	F12	63,058	6,930	65,036	7,064
19	Bowie-Belair	B24	155,534	9,622	177,111	11,117
20	Bowie State University	B21,22	172,237	7,510	199,168	8,618
26	Pointer Ridge	C28	0	0	0	0
30	Colesville-Ashton	Z2	67,987	4,141	84,561	4,960
33	Connecticut Avenue-Maryland	L8	182,972	14,994	200,688	16,103
36	Kenilworth Avenue	R12	134,243	10,171	164,262	11,351
38	District Heights-Seat Pleasant	V14	214,619	15,184	287,476	18,926
65	Bowie-New Carrollton	B27	59,424	3,175	65,051	3,696
72	Marlboro Pike	J12	134,290	10,205	161,107	11,478
96	Langley Park - Cheverly	F8	135,602	10,740	195,566	12,837
102	River Road	T2	205,309	13,558	215,397	14,288
104	Laurel-Old Columbia Pike Express	Z7	77,934	4,927	162,885	7,967
105	Sheriff Road-Capitol Heights	F14	237,632	18,701	261,651	19,950
146	Calverton-Westfarm	Z6	277,671	22,172	335,269	24,791
149	Cheverly-Washington Business Park	F13	88,051	6,426	109,401	7,678
152	Central Avenue	C21,22,26,29	379,122	23,619	464,904	27,625
525	Laurel	89,89M	166,194	8,942	232,563	11,714
526	Laurel Express	87	0	0	0	0
527	Greenbelt-New Carrollton	G12,14	417,180	32,426	474,958	36,061
531	Burtonsville-Greencastle Express	Z11	0	0	0	0
634	Crofton-New Carrollton	B29	0	0	0	0
647	Greenbelt-BWI Airport Express	B30	0	0	0	0
802	Queens Chapel Road	R4	95,314	10,395	106,412	11,276
Total Maryland Non-Regional Routes			3,469,454	248,542	4,210,004	286,176

1. Reflects March 2021 schedule and does not include restorations approved by Board on June 10, 2021

Virginia Regional Routes - Platform Hours¹

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
2	Alexandria-Pentagon	10A,E,N	234,132	24,641	259,870	26,753
3	Landmark-Ballston	25B	240,478	25,627	295,019	28,623
4	Alexandria-Fairfax	29K,N	387,369	30,142	454,420	32,574
5	Leesburg Pike	28A	625,513	55,222	740,076	64,396
8	Annandale	29C,G	109,101	6,472	255,485	10,979
12	Ballston-Farragut Square	38B	243,595	35,616	311,201	39,609
17	National Harbor-Alexandria	NH2	212,799	12,938	268,529	15,630
27	Chain Bridge Road	15K	0	0	0	0
54	McLean-Crystal City	23A,B,T	630,280	49,974	735,345	54,684
58	Braeburn Dr-Pentagon Express	29W	0	0	0	0
69	Annandale Rd	3A	0	0	0	0
70	Lincolnia-North Fairlington	7A,F,Y	441,419	38,109	556,063	44,704
76	Lincolnia-Pentagon	7W	0	0	0	0
94	Pershing Drive-Arlington Boulevard	4A,B	147,355	16,696	182,174	19,035
106	Foxchase-Seminary Valley	8S,W,Z	0	0	0	0
110	Skyline City	28F,G	0	0	0	0
121	Pimmit Hills	3T	0	0	0	0
126	Washington Blvd-Dunn Loring	2A	155,887	16,080	231,751	18,678
128	Fair Oaks-Jermantown Rd	2B	152,151	12,571	244,316	15,396
129	DC-Dulles	5A	392,022	14,013	415,219	15,869
131	Richmond Highway Express	REX (R99)	486,333	36,720	566,491	40,070
137	Wilson Blvd-Vienna	1A,B	366,736	33,137	541,418	39,368
138	Lee Highway-Farragut Square	3Y	0	0	0	0
139	Fair Oaks-Fairfax Blvd	1C	163,076	13,654	242,695	16,249
142	Columbia Pike	16A,C,E	448,181	43,722	532,756	49,685
143	Columbia Heights West-Pentagon City	16G,H	243,035	29,651	277,661	32,011
156	Hunting Point-Ballston	10B	288,870	31,158	344,565	34,622
157	Mount Vernon Express	11Y	0	0	0	0
176	Park Center-Pentagon	7C,P	0	0	0	0
512	Barcroft-South Fairlington	22A,C,F	162,355	13,592	203,839	15,912
521	Annandale-Skyline City-Pentagon	16L	0	0	0	0
522	Columbia Pike-Farragut Square	16Y	0	0	0	0
692	Alexandria-Fairfax	26A	0	0	0	0
Total Virginia Regional Routes			6,130,688	539,735	7,658,892	614,844

1. Reflects March 2021 schedule and does not include restorations approved by Board on June 10, 2021

Virginia Non-Regional Routes - Platform Hours¹

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
61	Kings Park Express	17G,H,K,L	174,213	9,038	361,028	15,700
66	Kings Park	17B,M	64,441	3,415	125,773	5,678
68	Landmark-Bren Mar Pk-Pentagon	21A,D	0	0	0	0
80	Mark Center-Pentagon	7M	184,341	9,618	195,958	10,534
87	Orange Hunt	18G,H,J	0	0	0	0
148	Metroway - Potomac Yard	MW1	151,996	17,947	162,959	18,847
541	Burke Centre	18P	122,928	5,750	263,751	10,513
640	Springfield Circulator	TAGS (S80,91)	0	0	0	0
Total Virginia Non-Regional Routes			697,919	45,768	1,109,469	61,271

1. Reflects March 2021 schedule and does not include restorations approved by Board on June 10, 2021

Metrorail Revenue Vehicle Fleet Management Plan

The Metrorail Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrorail revenue vehicle fleet size requirements and operating spare ratio. It documents how service goals are applied to existing and forecast levels of ridership to establish fleet requirements for Metrorail service, as well as how these requirements are affected by vehicle maintenance needs, expansions of the Metrorail system, and other factors affecting the operation of the system. Additionally, it documents the key challenges Metro faces in meeting its service and maintenance goals.

Metrorail Operating Statistics

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 ³ Budget
Statistics¹ (000s):				
Railcar Miles	90,015	101,355	85,417	103,823
Revenue Service Miles	88,415	99,755	83,817	102,223
Passengers	175,255	132,574	35,930	37,327
Passenger Revenue	\$533,518	\$394,786	\$99,594	\$98,683
Operating Revenue	\$639,777	\$477,246	\$161,280	\$163,965
Operating Expense	\$1,034,450	\$1,102,820	\$1,095,621	\$1,173,899
Net Subsidy ²	\$394,673	\$489,822	\$491,389	\$395,969
Ratios:				
Passengers Per Revenue Service Mile	1.98	1.33	0.43	0.37
Cost Per Total Railcar Mile	\$11.49	\$10.88	\$12.83	\$11.31
Cost Per Passenger	\$5.90	\$8.32	\$30.49	\$31.45
Subsidy Per Passenger	\$2.25	\$3.69	\$13.68	\$10.61
Average Passenger Fare	\$3.04	\$2.98	\$2.77	\$2.64
Percentage of Operating Cost Recovered from Passenger Revenues	51.6%	35.8%	9.1%	8.4%
Percentage of Operating Cost Recovered from all Operating Revenues	61.8%	43.3%	14.7%	14.0%

1. Railcar miles and revenue service miles are scheduled and not actual

2. Net Subsidy includes Covid-related federal relief funds in FY2020 - FY2022

3. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

Railcar Miles

Metrorail Line	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Red Line	24,509,200	28,955,200	23,642,201	29,691,604
Blue Line	15,153,900	14,626,400	11,185,734	14,998,386
Orange Line	13,265,300	13,674,900	12,170,902	14,022,687
Yellow Line	6,033,600	11,396,700	11,047,934	11,686,547
Green Line	12,176,600	13,098,400	10,541,792	13,431,525
Silver Line	14,719,400	15,307,300	12,532,074	15,696,603
Scheduled Revenue Service Miles	85,858,000	97,058,900	81,120,637	99,527,353
Capital One Arena	1,711,283	1,711,283	1,711,283	1,711,283
Gap Trains	360,000	450,000	450,000	450,000
National Baseball	486,000	534,600	534,600	534,600
Sub-Total Revenue Service Miles	88,415,283	99,754,783	83,816,520	102,223,236
Start-Up/Car Testing	200,000	200,000	200,000	200,000
Revenue Collection	700,000	700,000	700,000	700,000
Other	700,000	700,000	700,000	700,000
Total^{1,2}	90,015,283	101,354,783	85,416,520	103,823,236

1. The Service Plan for FY2019 and FY2020 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:30 p.m.; Friday from 5:00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

2. Revised Service Plan for FY2021 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:00 p.m., Friday from 5:00 a.m. - 11:00 p.m.; Saturday from 7:00 a.m. - 11:00 p.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

Pay Hours for Rail Operators

Category	Payhours	Average Hourly	Budget
Scheduled Full Time	1,060,919	\$35.38	\$37,534,458
Car Testing / Start Up	24,960	\$35.38	\$883,064
Interlocking Pay Hours	71,478	\$40.57	\$2,899,611
Subtotal	1,157,356		\$41,317,133
Non-Scheduled Overtime / Special Event	179,926	\$53.55	\$9,634,902
Standing Extra	1,919	\$35.38	\$67,886
Utility	71,444	\$35.38	\$2,527,635
Training / Retraining	49,112	\$35.38	\$1,737,542
Miscellaneous	13,066	\$35.38	\$462,261
Funeral / Other	2,019	\$35.38	\$71,419
Vacation	108,907	\$35.38	\$3,853,030
Sick	50,741	\$35.38	\$1,795,188
Holiday	54,813	\$35.38	\$1,939,251
Subtotal	531,946		22,089,116
Total¹	1,689,303		\$63,406,249

1. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

Pay Hours for Station Managers

	Payhour	Average Hourly Rate	Budget
Scheduled Full Time	1,005,068	\$36.62	\$36,807,553
Subtotal	1,005,068		\$36,807,553
Non-Scheduled Overtime / Special Event	131,193	\$54.93	\$7,206,815
Standing Extra	4,918	\$36.62	\$180,110
Utility	114	\$36.62	\$4,183
Training / Retraining	21,335	\$36.62	\$781,293
Miscellaneous	10,361	\$36.62	\$379,424
Funeral / Other	1,584	\$36.62	\$58,006
Vacation	108,165	\$36.62	\$3,960,997
Sick	46,454	\$36.62	\$1,701,151
Holiday	46,384	\$36.62	\$1,698,582
Subtotal	370,509		\$15,970,561
Total	1,375,577		\$52,778,114
Grand Total - Rail Operators and Station Managers			\$116,184,362

Note: FY2022 statistics do not include station coverage for Silver Line Phase 2

Rail Peak Period Service Levels

Metrorail Line	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Red Line	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove
	Silver Spring / Grosvenor	Silver Spring / Grosvenor	Glenmont / Shady Grove	Silver Spring / Grosvenor
Blue Line	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center
Orange Line	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna
Yellow Line	Huntington / Mt Vernon Sq	Huntington / Mt Vernon Sq	Huntington / Greenbelt	Huntington / Greenbelt
Green Line	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt
Silver Line	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center
Rush Hour Trains¹				
Red Line	34	34	26	31
Blue Line	19	19	12	15
Orange Line	20	20	12	14
Yellow Line	9	9	10	12
Green Line	17	17	10	12
Silver Line	20	20	14	16
Gap	6	6	6	8
Total²	125	125	90	108

1. FY2021 peak Metrorail service includes removal of two Orange Line AM/PM rush tripper trains and two Green Line AM/PM rush tripper trains

2. Revised FY2021 and FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

Rail Scheduled Headways

		FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
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Rush Hour Headways^{1,2}

Red Line	Glenmont / Shady Grove	8	4	6	5
	Silver Spring to Grosvenor Strathmore	8	0	0	0
Orange Line	Vienna / New Carrollton	8	8	12	10
Blue Line	Largo Town Center / Franconia Springfield	8	8	12	10
Green Line	Greenbelt / Branch Ave	8	8	12	10
Yellow Line	Huntington / Greenbelt	0	8	12	10
	Huntington to Mt Vernon Sq	8	0	0	0
Silver Line	Wiehle-Reston East / Largo Town Center	8	8	12	10

Non-Rush Hour Headways³

Weekday-Mid-day / Saturday / Sunday / Late Night

Red Line	Glenmont / Shady Grove	12 / 12 / 15 / 15	6 / 6 / 7.5 / 15	6 / 12 / 12 / 15	6 / 6 / 6 / 10
	Silver Spring to Grosvenor	12 / 12 / 15 / 15	-	-	-
Orange Line	Vienna / New Carrollton	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15
Blue Line	Largo Town Center / Franconia Springfield	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15
Green Line	Greenbelt / Branch Ave	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15
Yellow Line	Huntington / Greenbelt	12 / 12 / 15 / 20	-	12 / 15 / 15 / 20	12 / 12 / 12 / 15
	Huntington to Mt Vernon Sq	12 / 12 / 15 / 20	12 / 12 / 15 / 20	-	-
Silver Line	Wiehle-Reston East / Largo Town Center	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15

Average Combined Headways for Key Segments for FY2022

		Rush Hour Headways	Weekday Mid-day	Saturday	Sunday
Red Line	Silver Spring to Grosvenor Strathmore	5	6	6	6
Orange / Blue / Silver	Rosslyn to Stadium-Armory	3	4	4	4
Green / Yellow Lines	L'Enfant Plaza to Greenbelt	5	6	6	6
Blue / Yellow Lines	King St-Old Town to Pentagon	5	6	6	6

1. Headways are defined as the distance between Metrorail trains and are measured in minutes

2. Additional Metrorail trains called trippers, are deployed to mitigate crowding during observed peaks in ridership

3. Non-rush hour headways by line operate Monday through Friday during mid-day, Saturday, Sunday and late night and are listed respectively

Rail Service Levels Scheduled

	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Peak Scheduled Railcars				
Red Line	240	264	208	248
Orange Line	138	144	96	112
Blue Line	128	128	96	120
Green Line	136	136	80	96
Yellow Line	72	120	80	96
Silver Line	130	130	112	128
Gap	36	44	48	64
Total Scheduled Railcars	880	966	720	864
Spares ¹	176	196	108	196
Revenue Collections	4	4	4	4
Total Car Requirement	1,060	1,166	832	1,064
Hours of Operation²				
Weekday	18.5	18.5	18.0	19.0
Friday	20.0	20.0	18.0	20.0
Saturday	18.0	18.0	16.0	18.0
Sunday	15.0	15.0	15.0	17.0
Days of Operation				
Weekday	250	252	251	251
Saturday	57	57	57	57
Sunday	58	57	57	57

1. Spares represent 15 percent of scheduled railcars

Railcar Fleet Profile

Manufacturer	Series	Purchase Years	Original Number Purchased	Number Owned	Number for Service ¹
Rohr Industries	1000	1976 - 1981	300	2	-
Breda Construzioni Ferroviarie	2000	1983 - 1984	76	76	74
Breda Construzioni Ferroviarie	3000	1984 - 1988	290	282	276
Breda Construzioni Ferroviarie	4000	1992 -1994	100	2	-
Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF)	5000	2001 - 2004	192	2	-
Alstom	6000	2006 - 2008	184	184	180
Kawasaki	7000	2015 - 2020	748	748	748
Total²			1,890	1,296	1,278

1. Eight vehicles are dedicated for revenue collection. All 1000-Series and 4000-Series vehicles have been decommissioned

2. Rail fleet storage capacity and current fleet requirements reflect full FY2021 service levels

Rail Service Levels

	FY2019	FY2020	FY2021	FY2022
	Total Service	Total Service	Total Service	Total Service
Cars per Train - Rush Hour¹		Six-Car / Eight Car		
Red Line	16 / 18	20 / 18	- / 26	- / 31
Orange Line	8 / 12	8 / 12	- / 12	- / 14
Blue Line	12 / 7	12 / 7	- / 12	- / 15
Green Line	- / 17	- / 17	- / 10	- / 12
Yellow Line	- / 9	- / 15	- / 10	- / 12
Silver Line	15 / 5	15 / 5	- / 14	- / 16
Gap	6 / -	6 / 2	- / 6	- / 8
Cars per Train - Weekday		Base / Night²		
Red Line	6.75 / 6	7 / 6.50	8 / 8	8 / 8
Orange Line	6.75 / 6	6.75 / 6.25	8 / 8	8 / 8
Blue Line	6.75 / 6	6.75 / 6.25	8 / 8	8 / 8
Green Line	6.75 / 6	8 / 8	8 / 8	8 / 8
Yellow Line	6.25 / 6	8 / 8	8 / 8	8 / 8
Silver Line	6 / 6	6.25 / 6.25	8 / 8	8 / 8

1. This is based on December pick for each fiscal year

2. Night is after 8:00 p.m.

Railcar Fleet Storage Capacity

Location	Existing Storage Capacity ¹	Current Fleet Requirement	Net Storage Capacity
Alexandria	176	176	-
Branch Ave	174	128	46
Brentwood	90	60	30
Glenmont	132	132	-
Greenbelt	270	270	-
Largo	38	38	-
New Carrollton	120	120	-
Shady Grove	166	166	-
West Falls Church	188	188	-
Total²	1,354	1,278	76

1. A new railyard including an inspection shop at Dulles is part of Silver Line Phase 2. The facility will have the capacity to store 184 railcars

2. Rail fleet storage capacity and current fleet requirements reflect full FY2021 service levels

MetroAccess Revenue Vehicle Fleet Management Plan

The MetroAccess Revenue Vehicle Fleet Management Plan is a tool that provides information, analysis, and recommendations about the anticipated growth in paratransit ridership, and the current and projected revenue vehicle requirements for MetroAccess to meet the demand as well as an assessment and projection of needs for paratransit vehicle maintenance.

MetroAccess Statistics

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Statistics:				
MetroAccess - Dedicated Fleet	750	786	766	766
Van Miles (000s)	29,533	22,789	30,517	30,517
Miles / Van	39,400	28,920	39,840	39,840
Passengers (000s)	2,348	1,795	460	1,268
Passengers Per Van	3,131	2,278	600	1,655
Passenger Revenue (\$000s)	\$8,781	\$6,676	\$1,689	\$4,660
Revenue (\$000s)	\$8,781	\$6,676	\$1,689	\$4,660
Total Operating Expense (\$000s)	\$168,265	\$164,365	\$176,373	\$193,539
Net Subsidy (\$000s) ¹	\$159,484	\$155,920	\$174,683	\$188,879
Ratios:				
Cost Per Passenger	\$71.66	\$91.59	\$383.78	\$152.69
Subsidy Per Passenger	\$67.92	\$86.88	\$380.10	\$149.01
Percentage of Cost Recovered from Revenues	5.2%	4.1%	1.0%	2.4%

1. Net Subsidy includes Covid-related federal relief funds in FY2020

Note: MetroAccess policy provides two complimentary one-way trip credits, with a value of \$3.00 each, in each instance where the schedule pick-up window is not met. Eligibility assessment trips are complimentary and personal care attendants ride free in accordance with the Americans with Disabilities Act, so the calculation will apply to all ridership

MetroAccess Statistics - Fleet

Fleet	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Vans	750	786	589	539
Sedans	-	-	177	227
Total	750	786	766	766
Spare Ratio	15.0%	15.0%	15.0%	15.0%

MetroAccess Statistics - Vehicles

Manufacturer	Fiscal Year Entered Service	Number of Vehicles	Vehicle Type
Ford	2018	89	High Roof Van
Ford	2019	250	High Roof Van
Toyota	2021	177	Sedan
To be Determined	2021	100	High Capacity Van
To be Determined	2022	50	Sedan
To be Determined	2022	100	Mini Van

Appendix I – Performance Data

RIDERSHIP

RIDERSHIP FYTD BUDGET FORECAST 37.4 MILLION													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	26.5	25.7	24.4	27.8	23.6	22.1	22.1	21.9	26.0	27.4	27.5	26.4	150.1
FY2020	27.1	25.7	26.3	29.0	24.5	24.4	25.4	24.1	14.4	2.7	2.9	4.4	157.0
FY2021	4.9	5.2	6.9	7.2	6.6	6.6							37.4
RIDERSHIP FYTD BUDGET FORECAST 37.4 MILLION													
Forecast	1,735,567	2,287,443	3,043,772	4,014,506	3,385,377	1,958,262							16,424,927
Actual	1,601,976	1,841,935	2,195,106	2,348,341	2,080,774	1,948,341							12,016,473
Forecast	2,019,830	2,019,830	2,094,294	4,199,151	3,605,220	3,973,720							17,912,044
Actual: Farebox	709,492	737,206	953,181	1,102,203	962,554	1,028,820							5,493,456
Actual: Metro Operated Shuttle	414	524	21,075	22,472	20,215	21,009							85,709
Actual: APC	3,171,448	3,319,293	4,625,387	4,755,960	4,382,524	4,560,117							24,814,729
Actual: APC + Metro Shuttle	3,171,862	3,319,817	4,646,462	4,778,432	4,402,739	4,581,126							24,900,438
Forecast	50,946	54,984	55,834	72,410	69,427	75,004							378,605
Actual	76,888	79,746	85,061	90,975	82,753	84,523							499,946
Forecast	3,806,343	4,362,257	5,193,901	8,286,066	7,060,024	6,006,985							34,715,577
Actual: Farebox + Metro Shuttle	2,388,770	2,659,411	3,254,423	3,563,991	3,146,296	3,082,693							18,095,584
Actual: APC + Metro Shuttle	4,850,726	5,241,498	6,926,629	7,217,748	6,566,266	6,613,990							37,416,857



Q2 | FY2021

METRO PERFORMANCE REPORT



QUALITY SERVICE

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE TARGET 88%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	86%	79%	90%	89%	87%	89%	90%	90%	89%	91%	90%	90%	87%
FY2020	89%	90%	89%	90%	90%	89%	92%	92%	92%	96%	96%	91%	90%
FY2021	93%	92%	91%	90%	90%	90%							91%

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE BY LINE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
RD Red Line	94%	94%	93%	93%	92%	92%							93%
BL Blue Line	96%	91%	88%	84%	86%	85%							88%
OR Orange Line	96%	91%	89%	86%	86%	87%							88%
GR Green Line	86%	91%	91%	91%	91%	90%							90%
YL Yellow Line	92%	91%	90%	88%	90%	89%							90%
SV Silver Line	99%	90%	89%	86%	82%	86%							87%

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE BY TIME PERIOD													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Rush [5AM-9:30AM]	95%	94%	92%	93%	91%	91%							93%
Midday [9:30AM-3PM]	92%	93%	92%	92%	93%	91%							92%
PM Rush [3PM-7PM]	94%	91%	88%	89%	88%	87%							89%
Evening [7PM-9:30PM]	91%	93%	92%	91%	93%	92%							92%
Late Night [9:30PM-12AM]	70%	95%	96%	95%	95%	95%							95%
Weekend	94%	90%	92%	84%	86%	90%							89%



QUALITY SERVICE

METROBUS ON-TIME PERFORMANCE TARGET 75%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2020	78%	78%	74%	75%	76%	78%	78%	78%	78%	N/A	N/A	N/A	77%
FY2021	75%	75%	75%	75%	74%	74%							74%

METROBUS ON-TIME PERFORMANCE BY TIME PERIOD													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Early [4AM-6AM]	79%	79%	79%	80%	78%	78%							79%
AM Peak [6AM-9AM]	77%	76%	75%	76%	75%	75%							76%
Midday [9AM-3PM]	74%	74%	75%	75%	74%	73%							74%
PM Peak [3PM-7PM]	74%	72%	71%	72%	71%	71%							72%
Early Night [7PM-11PM]	76%	77%	77%	76%	75%	76%							76%
Late Night [11PM-4AM]	70%	75%	78%	76%	73%	74%							75%

METROBUS ON-TIME PERFORMANCE BY SERVICE TYPE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Headway Service	57%	57%	57%	63%	62%	61%							60%
All Other Service	77%	76%	76%	76%	75%	75%							76%

METROACCESS ON-TIME PICK-UP PERFORMANCE TARGET 90%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	92%	92%	92%	92%	90%	91%	90%	89%	89%	89%	86%	88%	92%
FY2020	89%	89%	87%	88%	90%	91%	91%	91%	93%	97%	97%	97%	89%
FY2021	97%	97%	97%	97%	97%	96%							97%

QUALITY SERVICE

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	124,123	119,755	145,352	141,878	161,039	162,407	134,683	146,531	238,078	198,102	265,139	194,907	140,871
FY2020	144,510	188,206	292,729	192,718	211,038	237,499	244,666	416,767	817,083	343,530	342,375	350,532	201,677
FY2021	257,108	229,463	198,095	237,311	222,876	296,163							234,541

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY BY RAILCAR SERIES													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	N/A	N/A	N/A	N/A	4,224	105,184							54,704
3000 series	N/A	80,770	64,988	86,881	74,240	100,216							79,790
6000 series	N/A	133,107	104,044	244,479	292,119	N/A							157,791
7000 series	257,108	359,123	484,306	375,459	389,112	527,285							397,478

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE TARGET 15,000													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	10,073	10,671	11,092	14,010	14,075	15,929	14,019	14,397	19,737	19,810	16,752	16,418	12,346
FY2020	15,344	19,374	20,799	20,998	20,784	23,425	26,760	24,142	37,567	94,471	81,518	68,396	19,842
FY2021	48,762	27,890	13,882	34,393	31,244	33,847							25,836

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE BY RAILCAR SERIES													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	N/A	N/A	N/A	N/A	1,408	10,518							8,416
3000 series	N/A	10,096	6,093	13,774	11,548	14,666							10,172
6000 series	N/A	13,652	9,147	17,463	17,183	N/A							13,022
7000 series	48,762	45,934	21,744	63,330	58,143	49,154							41,685



QUALITY SERVICE

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE TARGET 7,000													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	6,192	5,961	5,806	6,644	6,670	6,806	6,422	6,661	6,796	6,622	5,680	6,111	6,322
FY2020	6,166	6,001	6,066	7,006	7,788	8,527	8,533	7,785	10,506	12,758	14,028	10,310	6,769
FY2021	8,609	8,491	9,599	9,081	9,555	10,394							9,348

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE BY FUEL TYPE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
CNG	10,769	10,665	11,066	10,954	9,574	11,032							10,648
HYBRID	8,149	7,766	9,294	9,029	10,246	11,282							9,312
CLEAN DIESEL	7,308	9,623	8,034	6,005	6,240	5,988							6,802
DIESEL	N/A	N/A	N/A	N/A	N/A	N/A							N/A

METROACCESS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE TARGET 20,000													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	17,799	18,439	22,233	24,753	19,501	18,321	21,611	21,471	21,884	26,116	25,402	25,626	19,948
FY2020	23,823	24,162	26,297	25,137	22,691	21,738	23,118	29,861	35,570	34,626	34,362	22,851	23,928
FY2021	18,965	18,589	22,287	34,104	25,943	30,214							23,999

QUALITY SERVICE

ELEVATOR AVAILABILITY TARGET 97%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	95%	96%	95%	97%	96%	97%	96%	96%	97%	97%	97%	97%	96%
FY2020	96%	97%	97%	98%	97%	97%	97%	97%	96%	97%	98%	98%	97%
FY2021	97%	98%	97%	97%	98%	98%							98%

ESCALATOR AVAILABILITY TARGET 92%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	93%	93%	92%	92%	94%	94%	94%	94%	94%	95%	94%	95%	93%
FY2020	94%	94%	94%	95%	95%	96%	96%	96%	97%	96%	96%	94%	95%
FY2021	94%	94%	94%	95%	94%	94%							94%

RAIL GUIDEWAY CONDITION: FTA REPORTABLE SPEED RESTRICTIONS TARGET 7.9%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	0.2%	2.1%	0.3%	1.8%	1.6%	3.6%	0.3%	0.2%	0.0%	0.0%	0.0%	9.1%	1.6%
FY2020	10.0%	10.7%	10.7%	0.5%	2.3%	2.0%	0.1%	0.1%	0.1%	0.1%	0.0%	18.9%	6.0%
FY2021	18.8%	22.2%	4.7%	0.0%	0.6%	0.8%							7.8%

TRAINS IN SERVICE TARGET 98%													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	97%	98%	98%	97%	97%	98%	96%	97%	98%	98%	98%	99%	98%
FY2020	99%	99%	98%	98%	97%	97%	98%	100%	101%	107%	106%	109%	98%
FY2021	119%	102%	98%	100%	97%	93%							99%



QUALITY SERVICE

OFFLOADS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	88	91	69	79	75	83	94	76	58	58	65	99	485
FY2020	96	62	93	61	69	75	71	70	44	9	24	15	456
FY2021	15	30	49	37	41	41							213

METRO RAIL CROWDING													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2020	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.2%	0.2%	0.2%	N/A
FY2021	0.8%	0.2%	0.1%	0.0%	0.5%	0.1%							0.3%

METRO RAIL CROWDING BY LINE													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
RD Red Line	1.6%	0.2%	0.0%	0.1%	0.1%	0.1%							0.3%
BL Blue Line	0.1%	0.1%	0.2%	0.0%	0.7%	0.0%							0.2%
OR Orange Line	0.1%	0.0%	0.2%	0.0%	2.4%	0.2%							0.5%
GR Green Line	1.1%	0.7%	0.1%	0.0%	0.0%	0.3%							0.4%
YL Yellow Line	0.0%	0.0%	0.3%	0.0%	0.2%	0.0%							0.1%
SV Silver Line	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%							0.0%

METRO RAIL CROWDING BY TIME PERIOD													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Weekday	0.9%	0.2%	0.0%	0.0%	0.0%	0.1%							0.2%
AM Rush [5AM-9:30AM]	1.0%	0.2%	0.1%	0.0%	0.0%	0.1%							0.2%
Midday [9:30AM-3PM]	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%							0.0%
PM Rush [3PM-7PM]	1.7%	0.5%	0.0%	0.1%	0.0%	0.2%							0.3%
Evening [7PM-9:30PM]	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%							0.0%
Late Night [9:30PM-12AM]	N/A	0.0%	0.0%	0.0%	0.0%	0.0%							0.0%



QUALITY SERVICE

METROBUS CROWDING													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2020	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6.3%	2.2%	3.0%	5.3%	N/A
FY2021	7.4%	5.2%	3.5%	4.1%	3.7%	3.1%							4.3%

METROBUS CROWDING BY TIME PERIOD													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Weekday	6.9%	4.9%	3.3%	4.0%	3.6%	3.1%							4.2%
AM Early [4AM-6AM]	6.8%	4.3%	1.5%	1.9%	1.5%	1.4%							2.3%
AM Peak [6AM-9AM]	8.7%	4.6%	1.8%	1.9%	1.8%	1.5%							2.9%
Midday [9AM-3PM]	5.9%	4.9%	4.2%	5.0%	4.7%	4.1%							4.8%
PM Peak [3PM-7PM]	9.8%	6.7%	5.0%	6.2%	5.7%	4.8%							6.2%
Early Night [7PM-11PM]	3.9%	3.0%	1.7%	2.0%	1.0%	1.0%							2.0%
Late Night [11PM-4AM]	1.1%	0.6%	0.3%	0.5%	0.5%	0.4%							0.5%
Weekend	10.5%	6.8%	4.1%	4.7%	4.2%	3.0%							4.9%

METRO RAIL CUSTOMER SATISFACTION RATING*				
	Q1	Q2	Q3	Q4
FY2019	75%	73%	80%	76%
FY2020	79%	83%	85%	N/A
FY2021	N/A	N/A		

METROBUS CUSTOMER SATISFACTION RATING*				
	Q1	Q2	Q3	Q4
FY2019	71%	77%	75%	76%
FY2020	76%	79%	76%	N/A
FY2021	64%	84%		

*Due to significant decreases in ridership, Metro was not able to collect enough survey data to reliably measure Customer Satisfaction for Metrorail during the pandemic period to date (March to December 2020). The sample size for Metrobus was larger than Rail's, but smaller than usual; given the higher margin of error, BUS results are directional only.



Q2 | FY2021

METRO PERFORMANCE REPORT

SAFETY & SECURITY

PART I CRIMES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	3.4	4.3	3.7	3.6	3.8	3.8	4.3	3.2	3.0	3.3	3.8	5.2	3.7
FY2020	4.6	4.1	5.6	6.4	4.1	4.8	3.5	4.2	4.9	12.7	15.2	11.8	5.0
FY2021	11.1	13.2	8.4	8.2	8.4	8.3							9.4

PART I CRIMES | TARGET ≤ 840

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	89	110	90	99	90	83	96	71	78	91	104	137	561
FY2020	125	106	147	187	100	118	88	101	71	34	44	52	783
FY2021	54	69	58	59	55	55							350

PART I CRIMES | BY TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Property Crime	27	45	37	38	34	32							213
Larceny	1	3	9	8	14	7							42
Larceny (Other)	24	40	26	29	17	20							156
Burglary	0	0	0	0	0	0							0
Motor Vehicle Theft	2	2	1	1	0	5							11
Attempted MV Theft	0	0	1	0	2	0							3
Arson	0	0	0	0	1	0							1
Violent Crime	17	12	8	10	13	11							71
Aggravated Assault	16	12	8	9	13	11							69
Rape	1	0	0	1	0	0							2
Robbery	0	0	0	0	0	0							0
FY2021 Part I Crimes	54	69	58	59	55	55							350
FY2021 Homicides	0	0	0	0	0	0							0

SAFETY & SECURITY

CUSTOMER INJURIES PER MILLION PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.4	1.8	2.7	1.9	1.7	1.9	1.9	2.5	1.8	1.9	1.9	2.4	2.1
FY2020	1.8	1.4	1.9	1.5	2.0	2.2	1.5	1.9	1.5	3.4	3.5	3.0	1.8
FY2021	3.3	2.7	1.2	3.2	2.4	2.7							2.5

METRO RAIL CUSTOMER INJURIES PER MILLION PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.1	1.2	1.2	1.3	1.3	1.1	1.8	2.1	1.3	1.2	1.2	1.1	1.4
Non-Preventable	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	2.1	1.2	1.2	1.3	1.3	1.1	1.8	2.1	1.3	1.2	1.2	1.1	1.4
FY2020	1.6	1.2	1.2	0.9	1.1	1.9	1.5	1.8	1.6	3.3	7.2	3.6	1.3
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	1.6	1.2	1.2	0.9	1.1	1.9	1.5	1.8	1.6	3.3	7.2	3.6	1.3
FY2021	3.1	2.2	1.8	2.6	4.3	2.1							2.7
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0							0.0
Preventable	3.1	2.2	1.8	2.6	4.3	2.1							2.7



SAFETY & SECURITY

METROBUS CUSTOMER INJURIES PER MILLION PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.4	2.1	4.6	2.6	1.9	2.6	1.4	2.5	2.1	2.4	2.7	4.0	2.7
Non-Preventable	1.0	1.5	3.2	1.1	1.0	1.9	1.1	0.8	1.6	1.2	0.5	2.3	1.6
Preventable	1.3	0.6	1.4	1.6	0.9	0.7	0.3	1.8	0.5	1.3	2.1	1.7	1.1
FY2020	1.8	1.3	2.7	2.0	2.8	2.3	1.4	1.9	1.5	2.9	1.1	2.7	2.1
Non-Preventable	1.3	1.0	1.2	1.0	1.7	1.8	1.0	1.4	0.9	1.7	0.0	1.0	1.3
Preventable	0.5	0.4	1.5	1.1	1.0	0.5	0.4	0.5	0.6	1.2	1.1	1.7	0.8
FY2021	3.2	2.7	0.9	3.1	1.1	3.1							2.3
Non-Preventable	1.6	1.3	3.1	7.0	4.0	8.6							1.2
Preventable	1.6	10.1	1.0	6.1	1.0	4.8							1.1

METROACCESS CUSTOMER INJURIES PER 100,000 PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.5	2.4	1.1	1.4	2.1	1.7	3.4	2.8	2.5	2.9	1.0	2.6	0.0
Non-Preventable	2.5	2.4	1.1	0.5	2.1	1.7	2.8	1.7	2.0	1.5	0.5	1.5	1.7
Preventable	0.0	0.0	0.0	0.9	0.0	0.0	0.6	1.1	0.5	1.5	0.5	1.0	0.2
FY2020	2.5	2.0	1.6	1.9	3.3	1.7	0.6	1.2	0.0	2.0	1.9	0.0	2.2
Non-Preventable	1.0	1.0	1.6	1.4	3.3	1.2	0.6	0.6	0.0	2.0	0.0	0.0	1.6
Preventable	1.5	1.0	0.0	0.5	0.0	0.6	0.0	0.6	0.0	0.0	1.9	0.0	0.6
FY2021	1.3	1.3		2.2	2.4								1.2
Non-Preventable	1.3	0.0	0.0	0.0	0.0	0.0							0.2
Preventable	0.0	1.25	0.0	2.2	2.4	0.0							1.0



SAFETY & SECURITY

CUSTOMER INJURIES TARGET ≤ 366													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	63	46	66	54	41	41	41	54	46	51	51	64	311
FY2020	50	36	51	43	49	53	37	46	22	9	10	13	282
FY2021	16	14	8	23	16	18							95

METRO RAIL CUSTOMER INJURIES TARGET ≤ 177													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	33	17	16	21	18	13	22	26	20	20	19	17	118
Non-Preventable	0	0	0	0	1	0	0	0	0	0	0	0	1
Preventable	33	17	16	21	17	13	22	26	20	20	19	17	117
FY2020	26	18	19	16	16	26	22	25	12	3	7	5	121
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	26	18	19	16	16	26	22	25	12	3	7	5	121
FY2021	5	4	4	6	9	4							32
Non-Preventable	0	0	0	0	0	0							0
Preventable	5	4	4	6	9	4							32



SAFETY & SECURITY

METROBUS CUSTOMER INJURIES TARGET ≤ 154													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	25	24	48	30	19	25	13	23	21	25	30	42	171
Non-Preventable	11	17	33	12	10	18	10	7	16	12	6	24	101
Preventable	14	7	15	18	9	7	3	16	5	13	24	18	70
FY2020	19	14	29	23	27	24	14	19	10	5	2	8	136
Non-Preventable	14	10	13	11	17	19	10	14	6	3	0	3	84
Preventable	5	4	16	12	10	5	4	5	4	2	2	5	52
FY2021	10	9	4	15	5	14							57
Non-Preventable	5	1	3	8	4	9							30
Preventable	5	8	1	7	1	5							27

METROACCESS CUSTOMER INJURIES TARGET ≤ 35													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	5	5	2	3	4	3	6	5	5	6	2	5	22
Non-Preventable	5	5	2	1	4	3	5	3	4	3	1	3	20
Preventable	0	0	0	2	0	0	1	2	1	3	1	2	2
FY2020	5	4	3	4	6	3	1	2	0	1	1	0	25
Non-Preventable	2	2	3	3	6	2	1	1	0	1	0	0	18
Preventable	3	2	0	1	0	1	0	1	0	0	1	0	7
FY2021	1	1	0	2	2	0							6
Non-Preventable	1	0	0	0	0	0							1
Preventable	0	1	0	2	2	0							5



SAFETY & SECURITY

EMPLOYEE INJURIES PER 200,000 WORK HOURS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	5.8	5.6	6.5	6.8	5.2	8.1	5.9	7.1	5.5	5.4	5.5	7.2	6.3
FY2020	7.0	8.7	6.5	8.1	5.7	5.6	6.7	4.8	4.2	1.7	2.1	1.7	7.0
FY2021	4.0	2.9	4.6	5.3	4.4	5.5							4.5

RAIL SYSTEM EMPLOYEE INJURIES PER 200,000 WORK HOURS TARGET ≤ 3.5													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	4.9	3.1	4.0	2.3	2.9	4.5	3.1	4.7	3.7	2.2	3.7	2.3	3.6
Non-Preventable	1.0	0.8	1.1	0.8	0.8	1.3	0.6	0.4	1.4	0.4	0.8	0.2	1.0
Preventable	3.9	2.3	3.0	1.6	2.1	3.2	2.5	4.3	2.4	1.8	2.9	2.1	2.6
FY2020	3.7	5.2	3.5	4.0	2.5	2.9	2.7	3.4	3.1	1.5	0.9	1.1	3.7
Non-Preventable	1.7	1.0	0.8	1.1	0.6	1.0	0.8	0.6	1.1	0.3	0.6	0.6	1.1
Preventable	1.9	4.3	2.6	2.9	1.9	1.9	1.9	2.7	2.0	1.2	0.3	0.6	2.6
FY2021	1.3	2.0	3.6	3.5	2.8	3.6							2.8
Non-Preventable	0.0	0.2	0.6	1.0	1.1	2.1							0.9
Preventable	1.3	1.7	3.0	2.5	1.6	1.5							1.9



SAFETY & SECURITY

BUS EMPLOYEE INJURIES PER 200,000 WORK HOURS TARGET ≤ 11.2													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	8.2	10.0	10.4	16.1	9.8	14.2	11.0	11.2	7.8	11.5	9.3	14.7	11.5
Non-Preventable	5.5	4.3	7.5	9.2	4.4	8.5	4.3	5.8	4.4	6.5	4.8	8.8	6.6
Preventable	2.7	5.7	2.9	6.9	5.4	5.7	6.7	5.4	3.4	5.0	4.5	5.9	4.9
FY2020	13.3	15.2	11.2	13.4	8.4	11.3	15.3	7.8	8.0	2.5	4.1	3.4	12.2
Non-Preventable	8.2	7.9	4.6	6.8	5.1	6.1	8.4	5.1	4.2	1.0	1.0	1.9	6.5
Preventable	5.1	7.3	6.6	6.5	3.4	5.2	6.9	2.7	3.8	1.5	3.0	1.5	5.7
FY2021	7.6	6.5	7.6	10.5	8.8	10.3							8.6
Non-Preventable	4.5	2.6	3.3	5.9	6.0	6.2							4.8
Preventable	3.0	3.9	4.4	4.6	2.8	4.0							3.8

NTD BUS COLLISIONS PER MILLION MILES TARGET ≤ 3.7													
FY2019	5.4	3.9	6.2	7.0	3.3	4.0	3.2	3.8	4.6	6.1	2.6	5.6	5.0
Non-Preventable	3.2	3.0	3.6	3.6	1.5	2.5	2.0	1.4	3.1	4.4	1.2	2.9	2.9
Preventable	2.2	0.9	2.6	3.4	1.8	1.5	1.2	2.5	1.4	1.7	1.4	2.7	2.1
FY2020	3.5	4.0	4.5	4.3	4.0	3.3	2.9	3.4	3.7	1.8	1.8	3.4	3.9
Non-Preventable	2.1	1.9	2.2	2.1	1.6	2.3	2.2	2.1	1.0	1.2	0.6	2.8	2.0
Preventable	1.4	2.1	2.2	2.1	2.4	1.0	0.7	1.3	2.7	0.6	1.2	0.6	1.9
FY2021	2.7	4.7	2.2	2.7	1.9	3.5							2.9
Non-Preventable	1.6	2.5	0.9	1.5	1.6	2.1							1.7
Preventable	1.1	2.1	1.2	1.2	0.3	1.5							1.2



SAFETY & SECURITY

RAIL COLLISIONS | TARGET ≤ 7

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	3	2	0	0	0	0	0	1	2	1	1	0	5
FY2020	1	2	0	2	0	0	1	2	0	2	0	0	5
FY2021	0	1	0	1	0	0	0						2

DERAILMENTS | TARGET ≤ 4

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	0	1	0	0	1	0	0	0	0	0	1	0	2
Trains Carrying Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	0	1	0	0	1	0	0	0	0	0	1	0	2
FY2020	1	2	1	0	0	0	0	1	0	0	0	0	4
Trains Carrying Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	1	2	1	0	0	0	0	1	0	0	0	0	4
FY2021	2	0	0	0	0	0	0	0	0	0	0	0	2
Trains Carrying Customers	1	0	0	0	0	0	0						1
Trains with No Customers	0	0	0	0	0	0	0						0
Roadway Maintenance Machine	1	0	0	0	0	0	0						1



SAFETY & SECURITY

FIRE INCIDENTS | TARGET ≤ 66

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	10	11	5	3	5	2	3	5	7	7	4	9	36
Non-Electrical	4	1	1	2	4	2	3	3	3	4	3	4	14
Cable	0	3	0	0	0	0	0	0	0	0	0	0	3
Arcing Insulator	6	6	4	1	1	0	0	2	4	3	1	5	18
Train Component	0	1	0	0	0	0	0	0	0	0	0	0	1
Station Component	0	1	2	3	4	5	6	7	8	9	10	11	11
FY2020	8	6	12	7	6	5	2	3	3	1	7	6	44
Non-Electrical	4	4	10	5	5	1	1	1	3	0	1	2	29
Cable	0	2	0	0	0	0	0	0	0	0	0	0	2
Arcing Insulator	4	0	1	1	1	4	1	2	0	1	6	4	11
Train Component	0	0	1	0	0	0	0	0	0	0	0	0	1
Station Component	0	0	0	1	0	0	0	0	0	0	0	0	1
FY2021	4	1	3	3	4	2	3						17
Non-Electrical	1	0	1	3	3	1	3						9
Cable	0	0	0	0	0	0	0						0
Arcing Insulator	2	1	2	0	0	0	0						5
Train Component	0	0	0	0	0	0	0						0
Station Component	1	0	0	0	1	1	0						3

RED SIGNAL OVERRUNS | TARGET ≤ 11

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	0	0	1	0	0	1	0	0	3	0	3	2	2
FY2020	2	0	1	3	2	1	0	0	3	0	1	1	9
FY2021	1	0	2	1	2	4	0						10



SUPPORTING MEASURES

VACANCY RATE	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	7%	7%	6%	5%	5%	5%	5%	5%	6%	6%	6%	6%	5%
FY2020	6%	6%	6%	6%	6%	7%	7%	6%	6%	6%	6%	6%	7%
FY2021	7%	7%	7%	7%	7%	7%							7%



DEFINITIONS

RIDERSHIP + SUPPORTING MEASURES

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Ridership	Total Metro ridership Metrorail passenger trips + Metrobus passenger boardings + MetroAccess passenger trips	Ridership is a measure of total service consumed and an indicator of value to the region. Drivers of this indicator include service quality and accessibility. Passenger trips are defined as follows: <ul style="list-style-type: none"> ▶ Metrorail reports passenger trips. A passenger trip is counted when a customer enters through a faregate. In an example where a customer transfers between two trains to complete their travel one trip is counted. ▶ Metrobus reports passenger boardings. A passenger boarding is counted via the onboard Automatic Passenger Counter (APC) when a customer boards a Metrobus. In an example where a customer transfers between two Metrobuses to complete their travel two trips are counted. Metrobus totals also include shuttles* to accommodate rail station shutdowns and other track work. ▶ MetroAccess reports passenger trips. A fare paying passenger traveling from an origin to a destination is counted as one passenger trip. *Metro does not include bus shuttle passenger trips in its budget or published ridership forecasts.
Vacancy Rate	Percentage of budgeted positions that are vacant (Number of budgeted positions – number of employees in budgeted positions) ÷ number of budgeted positions	This measure indicates how well Metro is managing its human capital strategy to recruit new employees in a timely manner. Factors influencing vacancy rate can include: recruitment activities, training schedules, availability of talent, promotions, retirements, among other factors.



QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
MyTripTime Metrorail Customer On-Time Performance	Percentage of customer journeys completed on time Number of journeys completed on time + Total number of journeys	Rail Customer On-Time Performance (OTP) communicates the reliability of rail service, which is a key driver of customer satisfaction. OTP measures the percentage of customers who complete their journey within the maximum amount of time it should take per WMATA service standards. The maximum time is equal to the train run-time + a headway (scheduled train frequency) + several minutes to walk between the fare gates and platform. These standards vary by line, time of day, and day of the week. Actual journey time is calculated from the time a customer taps a SmarTrip® card to enter the system, to the time when the SmarTrip® card is tapped to exit. Factors that can affect OTP include: railcar availability, fare gate availability, elevator and escalator availability, infrastructure conditions, speed restrictions, single-tracking around scheduled track work, railcar delays (e.g., doors), or delays caused by sick passengers.
Metrobuss On-Time Performance	Percentage of bus service delivered on-time Schedule-based routes = Number of time points delivered on time based on a window of 2 minutes early and 7 minutes late + Total number of time points delivered Headway-based routes = Number of time points delivered within the scheduled headway + 3 minutes + Total number of time points delivered	Bus on-time performance (OTP) communicates the reliability of bus service, which is a key driver of customer satisfaction and ridership. ▶ For schedule-based routes, OTP measures adherence to the published route schedule for delivered service. ▶ For headway-based routes, OTP measures the adherence to headways, or the time customers wait between buses. Headway-based routes include routes 70, 79, X2, 90, 92, 16Y, and Metroway. Factors that can affect OTP include: traffic congestion, detours, inclement weather, scheduling, vehicle reliability, operational behavior, or delays caused by passengers.
MetroAccess On-Time Pick-up Performance	Adherence to Schedule Number of vehicle arrivals at the pick-up location within the 30 minute on-time window + Total trips delivered	This indicator illustrates how closely MetroAccess adheres to customer pick-up windows on a system-wide basis. Factors that effect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability, and operational behavior. MetroAccess on-time performance is essential to delivering quality service to the customer.



QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Fleet Reliability	<p>Mean Distance Between Delays (MDDB) Total railcar revenue miles ÷ Number of failures during revenue service resulting in delays of four or more minutes</p> <p>Mean Distance Between Failure (MDBF) Total railcar revenue miles ÷ Total number of failures occurring during revenue service</p>	<p>The number of miles traveled before a railcar experiences a failure. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars). Mean Distance Between Delay includes those failures that had an impact on customer on-time performance.</p> <p>Mean Distance Between Failure and Mean Distance Between Delay communicate the effectiveness of Metro's railcar maintenance and engineering program. Factors that influence railcar reliability are the age and design of the railcars, the amount the railcars are used, the frequency and quality of preventive maintenance, and the interaction between railcars and the track.</p>
Bus Fleet Reliability	<p>Mean Distance Between Failures (MDBF) The number of total miles traveled before a mechanical breakdown requiring the bus to be removed from service or deviate from the schedule</p>	<p>Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause buses to go out of service and to plan corrective actions. Factors that influence bus fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.</p>
MetroAccess Fleet Reliability	<p>Mean Distance Between Failures (MDBF) The number of total miles traveled before a mechanical breakdown requiring the van to be removed from service or deviate from the schedule</p>	<p>Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause vans to go out of service and to plan corrective actions. Factors that influence MetroAccess van fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.</p>



QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Elevator and Escalator Availability	<p>In-service percentage</p> <p>Hours in service ÷ Operating hours</p> <p>Hours in service = Operating hours – Hours out of service</p> <p>Operating hours = Operating hours per unit x number of units</p>	<p>Escalator/elevator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator and elevator performance (at all stations over the course of the day) and will vary from an individual customer's experience.</p> <p>Availability is the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours.</p> <p>Customers access Metrorail stations via escalators to the train platform, while elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, and travelers carrying luggage.</p> <p>An out-of-service escalator requires walking up or down a stopped escalator, which can add to travel time and may make stations inaccessible to some customers. When an elevator is out of service, Metro is required to provide alternative services which may include shuttle bus service to another station.</p>
Available Track (Federal Transit Administration Transit Asset Management Performance Measure)	<p>Percentage of track segments with performance restrictions at 9:00 AM the first Wednesday of every month</p> <p>Number of track miles with performance restrictions ÷ 234 total miles</p>	<p>In 2016, the Federal Transit Administration (FTA) issued its Final Rule on Transit Asset Management, which requires transit properties to set targets and report performance on a variety of measures, including guideway condition. Guideway includes track, signals and systems.</p> <p>A performance restriction occurs when there is a speed restriction: the maximum train speed is set below the guideway design speed. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, and maintenance causes. FTA considers performance restrictions to be a proxy for both track condition and the underlying guideway condition.</p>
Train On-Time Performance: Headway Adherence	<p>Number of station stops delivered within the scheduled headway plus 2 minutes during rush (AM/PM) service ÷ Total station stops delivered</p> <p>Number of station stops delivered up to 150% of the scheduled headway during non-rush (midday and evening) ÷ Total station stops delivered</p>	<p>Train on-time performance measures the adherence to weekday headways, or the time customers wait between trains. Factors that can effect on-time performance include: infrastructure conditions, missed dispatches, railcar delays (e.g., doors), or delays caused by sick passengers. Station stops are tracked system-wide, with the exception of terminal and turn-back stations.</p>



QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Trains in Service	<p>Percentage of required trains that are in service at 8:15 AM and 5:00PM</p> <p>Number of Trains in service + Total required trains</p>	<p>Trains in Service is a key driver of customer on-time performance and supports the ability to meet the Board standard for crowding. WMATA's base rail schedule requires 140 trains during rush periods. Fewer trains than required results in missed dispatches, which leads to longer wait times for customers and more crowded conditions. Key drivers of train availability include the size of the total fleet and the number of "spares", railcar reliability and average time to repair, operator availability, and balancing cars across rail yards to ensure that the right cars are in the right place at the right time.</p>
Offloads	Number of railcar offloads	An offload is any time all passengers traveling on a train must get off the train for any un-scheduled reason (e.g., not a turnback or planned removal from service). Offloads are a key driver of customer on-time performance and communicates the impact of Metro's maintenance and engineering programs on customer service. Factors that influence railcar offloads are railcar performance, rail infrastructure performance, rail operations policies, and customer behavior.
Rail Crowding	<p>Percentage of passenger time spent on vehicles exceeding crowding guidelines</p> <p>Number of crowded passenger minutes + Total number of passenger minutes</p>	<p>Crowding is a key driver of customer satisfaction with Metrorail service. Crowding measures the percentage of passenger time spent on vehicles that exceed crowding guidelines per WMATA service standards:</p> <ul style="list-style-type: none"> ▶ Before Pandemic: 100 passengers per car ▶ Pandemic: 23 passengers per car <p>Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can effect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.</p>



QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Bus Crowding	<p>Percentage of bus stops encountered by a bus that exceeds crowding guidelines</p> <p>Number of bus stops encountered by a crowded bus ÷ Total number of bus stops encountered</p>	<p>Crowding is a key driver of customer satisfaction with Metrobus service. Crowding measures the percentage of bus stops encountered by a bus that exceeds crowding guidelines per WMATA service standards:</p> <ul style="list-style-type: none"> ▶ Before Pandemic: 120% of seated capacity during peak for BRT, framework, and coverage routes, 100% off peak and at all times on commuter routes ▶ Pandemic: 50% of seated capacity <p>Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can affect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.</p> <p>Note: Prior to the adoption of the Metrobus Service Guidelines in December 2020, crowding guidelines were 120% of seated load for all services except express bus during peak.</p>
Customer Satisfaction	<p>Survey respondent rating</p> <p>Number of survey respondents with high satisfaction ÷ Total number of survey respondents</p>	<p>Surveying customers about the quality of Metro's service delivery provides a mechanism to continually identify those areas of the operation where actions to improve the service can maximize rider satisfaction.</p> <p>Customer satisfaction is defined as the percent of survey respondents who rated their last trip on Metrobus or Metrorail as "very satisfactory" or "satisfactory." The survey is conducted via phone with approximately 400 bus and 400 rail customers who have ridden Metro in the past 30 days. Results are summarized by quarter (e.g., January–March).</p>



SAFETY & SECURITY

KPI How is it measured? What does this mean and why is it key to our strategy?

Crime
Reported Part I Crimes

Part I crimes reported to the Metro Transit Police Department for Metrobus (on buses), Metrorail (on trains and in rail stations), or at Metro-owned parking lots in relation to Metro's monthly passenger trips. Uniform Crime Reporting, managed by the Federal Bureau of Investigation, include Part I offense classifications of Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, and Arson.

This measure provides an indicator of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime can have a direct effect on whether customers feel safe in the system.

Customer Injury Rate
Customer injury rate:
Number of injuries +
(Number of passengers + 1,000,000)

The customer injury rate is based on National Transit Database (NTD) Reporting criteria. This measure includes customers injured during Metro operations when the injury is considered serious or requires immediate medical attention away from the scene.

Employee Injury Rate
Employee injury rate:
Number of injuries + (Total work hours + 200,000)

Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective.

An employee injury is recorded based on OSHA 1904 Recordkeeping Criteria, when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) fatality, 2) injury or illness that results in loss of consciousness, days away from work, restricted work, or job transfer 3) receives medical treatment above first aid, 4) diagnosed case of cancer, chronic irreversible diseases, fractured or cracked bones or teeth, and punctured eardrums, 5) special cases involving needlesticks and sharps injuries, medical removal, hearing loss, and tuberculosis.

NTD Bus Collision Rate
NTD bus collision rate:
Number of NTD reportable collisions +
(Total number of bus miles operated + 1,000,000)

Per the Occupational Safety and Health Act, employers are obligated to provide a workplace free of recognized hazards which may cause employee death or serious injury. OSHA recordable injuries are a key indicator of how safe employees are in the workplace.

The NTD collision rate is a subset of the Bus Collision Rate and is based on National Transit Database (NTD) Reporting criteria. It reflects bus collisions that result in injuries requiring transport for any involved vehicle or pedestrian; towaway of any involved vehicle; or total damages that cost \$25,000 or more.

NTD-reportable collisions reflect a measure of serious bus collisions and represent an opportunity to fully investigate the incident; determining causal factors and root causes. The NTD bus collision rate is an indicator of how well service is meeting this safety objective.



SAFETY & SECURITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Collisions	Number of rail collisions	<p>Rail collision incidents reflect any incident on the mainline or yard where a train, with or without customers, or a Roadway Maintenance Machine (RMM) makes contact with another vehicle, equipment, or object, and meet the NTD threshold of substantial damage.</p> <p>The number of rail collision incidents is an indicator of how well Train and Equipment Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.</p>
Derailments	Number of derailments	<p>A derailment is a non-collision event that occurs when a train or other rail vehicle unintentionally comes off its rail, causing it to no longer be properly guided onto the railway.</p> <p>The number of derailment incidents is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators. Derailments are also an indicator of the state of good repair of both the right-of-way and rail vehicles (trains, RMMs, Flat Cars, Hi-Rail trucks).</p>
Fire Incidents	Number of fire incidents	<p>Fire incidents consistent of any fire that occurs within the Metrorail system regardless if active suppression was required. There are three main types of fires that occur within the Metrorail system: non-electrical (e.g., debris, rubbish such as leaves, newspapers), cable, arcing events (track components, train components) and station equipment.</p> <p>The number of fire incidents is an indicator of how well Metro is keeping its right of way clean and dry, and its equipment in state of good repair.</p>
Red Signal OVERRUNS	Number of red signal overruns	<p>Red signal overrun incidents reflect any time a train or equipment operator passes a red signal on the right-of-way (including in rail yards), or when the operator passes an employee on the roadway who's telling the train or Roadway Maintenance Machine (RMM) to not move any further.</p> <p>The number of red signal overruns is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.</p>



FINANCIAL RESPONSIBILITY

KPI

How is it measured?

What does this mean and why is it key to our strategy?

Operating Financial Performance

Percentage favorable or unfavorable comparing actual revenues and subsidy to actual expenses

(actual revenues + subsidy – actual expenses) ÷ actual expenses

This indicator tracks Metro's progress managing its operating revenue and expenses



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Appendix J – Board Budget Resolution

Original Budget Resolution and Attachments

April 22, 2021

PRESENTED AND ADOPTED: April 22, 2021

SUBJECT: APPROVAL OF FISCAL YEAR 2022 OPERATING BUDGET AND CAPITAL BUDGET, 2022-2027 CAPITAL IMPROVEMENT PLAN, PARKING RATES AND SERVICE CHANGES AND PUBLIC PARTICIPATION REPORT

2021-11

**RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

WHEREAS, Metro continues to play a critical role providing transportation to essential health workers, first responders, and residents who are dependent on transit services during the pandemic; and

WHEREAS, WMATA Compact §§ 23 and 24 require the Board of Directors to adopt a balanced capital budget and a balanced operating budget each year; and

WHEREAS, The Board has reviewed and considered the General Manager and Chief Executive Officer's proposed fiscal year (FY) 2022 Operating Budget and FY 2022-2027 Capital Improvement Program (CIP); and

WHEREAS, Pursuant to the Public Participation Plan, the Board held four public hearings on March 8, 9, and 10, 2021 (of which one was held in an area served by the Northern Virginia Transportation Commission), on the proposed FY 2022 Operating Budget, service and parking rate proposals, and the FY 2022-2027 CIP; and

WHEREAS, Following Board authorization on January 14, 2021 (Res. 2021-02), staff prepared a Public Hearing Staff Report (Attachment A) and Title VI Equity Analysis (Attachment B) on proposed fare and service changes presented at the public hearing, and determined that the proposed changes do not result in a disparate impact (DI) on minority populations or a disproportionate burden (DB) on low-income populations; and

WHEREAS, The WMATA Dedicated Funding Grant Agreement with the District of Columbia requires the Board to consider whether the most recent approved Federal Transit Administration (FTA) Indirect Cost Rates described in Attachment H are appropriate to apply to jurisdictional capital contributions; and

WHEREAS, The WMATA Dedicated Capital Funding Agreement with the State of Maryland requires the Board to review and approve WMATA's Debt Management Policy annually; and

Motioned by Mr. McMillin, seconded by Mr. Bulger

Ayes: 8- Mr. Smedberg, Ms. Gidigbi-Jenkins, Mr. Goldman, Mr. McMillin, Mr. Letourneau, Mr. Bulger, Mr. Slater and Mr. Rouse

WHEREAS, In June 2010, the Board adopted a $\frac{3}{4}$ mile zone from fixed route service for the provision of MetroAccess Service (Res. 2010-31);

NOW, THEREFORE, be it

RESOLVED, That the Board of Directors approves the Public Participation Report on the proposed FY 2022 Operating Budget and FY 2022-2027 CIP, set forth in Attachment A, and the Title VI equity analysis set forth in Attachment B; and be it further

RESOLVED, That the Board of Directors adopts the FY 2022 Operating Budget of \$2.08 billion set forth in Attachments C and D; and be it further

RESOLVED, That the Board of Directors adopts the service changes and parking rates set forth in Attachments E and F; and be it further

RESOLVED, That Resolution 2010-31 is suspended until June 30, 2022 in regards to the $\frac{3}{4}$ mile service area limitation and freezing the existing paratransit service area as it exists to allow staff to evaluate the impact of Metrobus service changes on paratransit service and to report to the Board of Directors on or before April 30, 2022; and be it further

RESOLVED, That the Board of Directors adopts the FY 2022 Capital Budget of \$2.61 billion and the FY 2022-2027 CIP of \$13.63 billion as summarized in Attachment G; and be it further

RESOLVED, That the Board of Directors approves the use of FTA grant and local matching funds in the amount of \$60 million for eligible preventive maintenance expenditures through the FY 2022 Capital Budget; and be it further

RESOLVED, That the Board of Directors has considered the use of the most recently FTA-approved Indirect Cost Rate and directs staff to apply an Indirect Cost Rate that does not exceed the FTA-approved departmental rates as described in Attachment H to projects funded by jurisdictional capital contributions in the FY 2022 Capital Budget; and be it further

RESOLVED, That the Board of Directors authorizes the General Manager and Chief Executive Officer to reprogram up to \$17 million in capital funding to support operating revenue losses caused by service disruptions associated with major capital projects with any unused capital funds returned to the FY 2022 capital budget; and be it further

RESOLVED, That the Board of Directors has reviewed the WMATA Debt Management Policy as described in and attached to Resolution 2020-04 (Attachment I) and approves its use for FY 2022; and be it further


RESOLVED, That \$72.17 million of debt service payments resulting from the issuance of Series 2017A, 2017B, and 2018 bonds are due from and allocated to the participating jurisdictions as set forth in Attachment D; and be it further

RESOLVED, That in order to implement the FY 2022 Capital Budget or the FY 2022 Operating Budget, the General Manager and Chief Executive Officer, the Executive Vice President and Chief Financial Officer, or their designees are authorized to: (1) file and execute grant applications and accept grants on behalf of WMATA for funds from the federal government and any other public or private entity regardless of whether a local match is required without further Board action, so long as the acceptance of such grant does not result in the increase in expenditures above the approved FY 2022-2027 CIP or the approved FY 2022 Operating Budget; (2) conduct public hearings at any time during FY 2022 in furtherance of the implementation of the FY 2022-2027 CIP; and (3) execute and file the annual FTA Certifications and Assurances as a prerequisite to the submission of federal grant applications; and be it further

RESOLVED, That the Board of Directors acknowledges that, in accordance with the terms of the Capital Funding Agreement (CFA), if any projects are started during the term of the CFA or any bonds or other financial instruments are issued pursuant to the CFA, the Contributing Jurisdictions have agreed to continue to make their Allocated Contributions for those projects or debt service until the conclusion of the projects or the final maturity of the bonds or other financial instruments; and be it finally

RESOLVED, That to allow staff to timely apply for the coming fiscal year's grants, this Resolution shall be effective immediately.

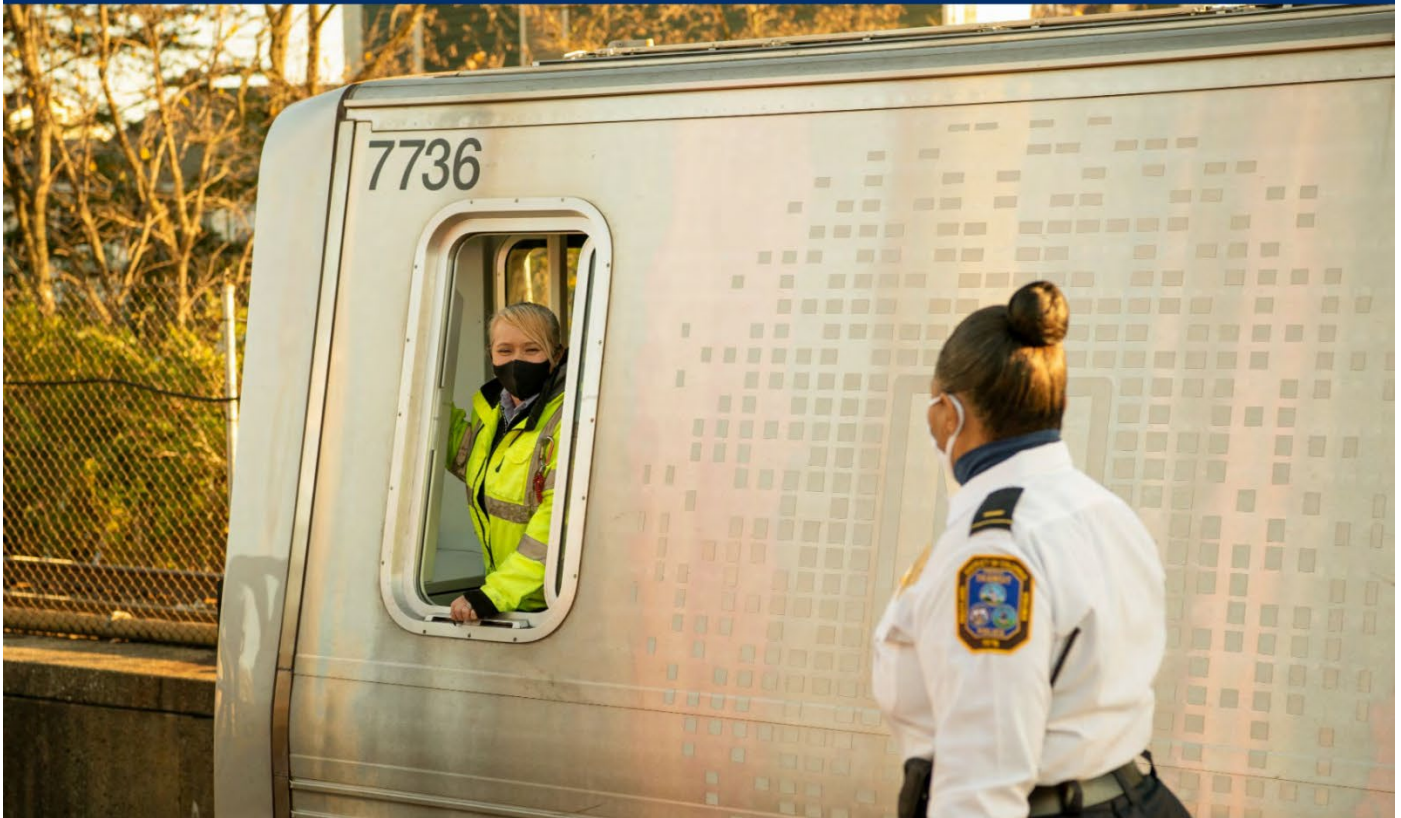
Reviewed as to form and legal sufficiency,



Patricia Y. Lee
General Counsel

WMATA File Structure Nos.:
2.7 Delegation of Authority
4.2.2 Fiscal Year Budgets
9.12.9 Tariff/WMATA Fare Structure

Public Outreach and Input Report



Washington Metropolitan Area Transit Authority

Docket B21-01



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Introduction

As public engagement began for Metro’s Fiscal Year 2022 budget, the Authority faced a significant budget shortfall due to low ridership caused by the Covid-19 pandemic.

While federal funding had sustained Metro through the first year of the pandemic, a significant budget gap was identified for the Fiscal Year set to begin on July 1, 2021. Because the WMATA Compact requires the Board of Directors to adopt a balanced budget for the coming fiscal year by June 30, Metro moved forward with collecting public feedback on an FY22 budget that considered drastic service cuts and workforce reductions beginning in January 2022 if additional federal funding was not received.

Knowing that public feedback would be vital in helping Metro’s Board of Directors and management make decisions about pandemic recovery, Metro staff launched a robust communications and outreach effort to ensure the public received thorough and timely information about proposed changes and had multiple ways to submit feedback. As a result, more than 22,400 individuals and organizations provided feedback on the FY22 budget during the public comment period, which spanned from February 20 – March 16, 2021.

Thanks to the efforts of Metro’s Board of Directors and the region’s Congressional delegation, Metro received word on March 10, 2021 that federal relief was on the way as part of the American Rescue Plan. Despite anticipated changes, Metro staff completed the public outreach effort to provide the Board with feedback that would be valuable in the decision-making process for this budget and future pandemic recovery efforts.

The additional federal relief will allow Metro to avert many, if not all, of the proposed service reductions and layoffs presented to the public during this outreach period. A revised FY22 budget reflecting the additional federal funding will be considered by the Board of Directors in April 2021; however, additional public outreach around the revised budget is not required.

Details about the proposed service changes can be found in the FY22 Budget Staff Report, as well as in WMATA Docket B21-01, which is posted online at wmata.com/budget.

The following report includes an overview of the communications and outreach efforts, as well as a summary of the public feedback received.



Communications and outreach overview

Public feedback is vital in helping Metro’s Board of Directors and management make decisions about pandemic recovery.

The communications and outreach effort was designed to encourage public feedback on the proposed systemwide service changes, as well as to fulfill the Board-approved Public Participation Plan and Metro Compact. Communications and outreach tactics were planned to ensure that customers and community members – especially those from low-income, minority and Limited English Proficient (LEP) populations – received high-quality information, communication and feedback opportunities.

With many customers no longer regularly using the system, the FY22 budget communications and outreach effort required more extensive and creative tactics than in previous years. In addition to region-wide communication efforts, special attention was paid to soliciting feedback from customers who were still riding during the pandemic. A demographic overview of the impacted customers can be viewed in the Title VI equity analysis report.

Many of the communications and outreach tactics occurred during the official public comment period timeframe, Saturday, February 20 through Tuesday, March 16, 2021.

The final communications and outreach plan included the following efforts:

- Stakeholder engagement
- Targeted marketing and media
- In-person outreach
- Virtual Compact Public Hearings

Communications and outreach goals were established to ensure that Metro provided open and transparent communications that led to public understanding of:

- What the proposed changes were
- When the changes could go into effect
- Why proposed changes were necessary
- How the public could comment on the proposed changes

Feedback was collected through the following sources during the public comment period:

- Online and phone surveys
- Oral testimony and recorded messages received at the Virtual Public Hearings
- Written comments received online and by the Board Secretary’s Office

A summary of the more than 22,400 comments received can be found in the Public Input Results section at the end of this document.

Stakeholder engagement

Stakeholders were key to helping Metro spread the word about the FY22 budget, and their support allowed the Authority to collect as much feedback as possible from a wide variety of individuals across the region.

A comprehensive outreach effort was made to inform and connect with elected officials, jurisdictional partner staff, business leaders, transit advocates and Community Based Organizations (CBOs). New tactics, including virtual information sessions and a “communications toolkit,” were implemented this year to make sure stakeholders had the information they needed.

VIRTUAL INFORMATION SESSIONS

Metro hosted four virtual information sessions to provide budget briefings to elected officials, jurisdictional partner staff, and leaders from Business Improvement Districts (BIDs), Advisory Neighborhood Commissions (ANCs) and CBOs.

The virtual information sessions were designed as “train the trainer” events to bring attendees up to speed on the budget proposals impacting their local communities and the overall service area, and enlist their help soliciting feedback from their constituents and communities. More than 100 individuals participated in the online events, with more than 30 questions and comments submitted.

DC-Focused Virtual Information Sessions	Maryland-Focused Virtual Information Session	Virginia-Focused Virtual Information Session
Dates: Tuesday, February 23 and Wednesday, February 24	Date: Monday, February 22	Date: Monday, February 22
<p>Notable attendees:</p> <ul style="list-style-type: none"> • DC Council staff • Office of the Mayor staff • ANC commissioners • GG Wash 	<p>Notable attendees:</p> <ul style="list-style-type: none"> • Montgomery County staff • Prince George’s County staff • Maryland General Assembly staff 	<p>Notable attendees:</p> <p>Staff from:</p> <ul style="list-style-type: none"> • Arlington County • Fairfax County • Loudoun County • City of Alexandria • City of Fairfax • Virginia General Assembly • Arlington Chamber • Loudoun Chamber • Tysons Partnership • Department of Rail and Public Transportation (DRPT) • Northern Virginia Transportation Alliance (NVTA) • Metropolitan Washington Airports Authority (MWA)

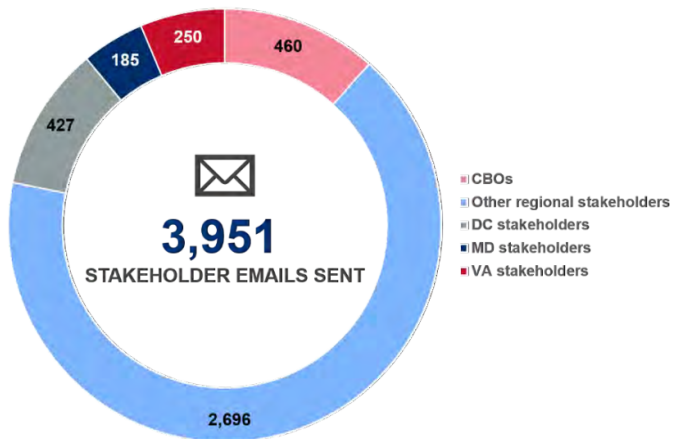
This list is generated from organizations that registered for the events and is not a comprehensive list of all organizations or individuals who attended the virtual information sessions.

STAKEHOLDER EMAILS

Over 3,900 individuals – including elected officials, jurisdictional staff, CBOs, community partners, places of worship, event venues, business improvement districts, apartment and residences, schools, shopping areas, social service organizations and more – received email communications from Metro to inform them about FY22 budget and proposed service changes.

The first email communications were sent on February 8 to inform stakeholders of the budget situation and provide a look-ahead timeline of key milestones, including when and how the public could provide feedback.

Following the initial email, a follow-up communication was sent to stakeholders on February 22 to remind them that the public comment period had opened and encourage them to share the information via their channels. Additionally, Metro staff followed up by answering emails and phone calls from stakeholders.



COMMUNICATIONS TOOLKIT

As part of the stakeholder emails mentioned above, stakeholders received a “toolkit” containing budget information designed to be shared with their constituents and communities, including messaging, maps, graphics and customer information flyers in multiple languages.

Metro also provided sample social media posts encouraging the public to comment on the budget. These posts were designed as cut-and-paste solutions that regional partners could easily share through their social media channels (i.e., Twitter, Facebook and Instagram) to encourage people to share their thoughts on the proposals. The link to the social media graphics was accessed more than 800 times by stakeholders.



Several jurisdictional partners shared the messaging from the communications toolkit on their social media channels.

ELECTED OFFICIAL AND JURISDICTIONAL PARTNER OUTREACH

District of Columbia

Update emails were provided to various District officials, and the communications toolkit was provided to the Executive Office of the Mayor community outreach specialists who serve all eight wards. Information was also provided to the DC Main Streets Program to share with the local business community. Further, Metro staff responded to numerous emails and calls from stakeholders, including Advisory Neighborhood Commissions (ANCs) and Councilmembers, about the budget and process for submitting comments on the proposals.

Maryland

Budget update emails and the communications toolkit were provided to state, local and municipal officials. Additionally, General Manager/CEO Paul Wiedefeld provided a briefing on the FY22 budget to the Prince George's County Council and participated in the annual budget process for the Maryland General Assembly.

Virginia

Budget update emails and the communications toolkit were provided to state and local officials, community and business stakeholders and various transportation groups. General Manager/CEO Paul Wiedefeld gave a presentation about the FY22 budget to the Northern Virginia Transportation Commission (NVTC). Metro staff also provided updates to various groups including the NVTC, Tysons Partnership, Transportation Association of Greater Springfield (TAGS) and Fairfax Hunter Mill Transportation Advisory Council.

COMMITTEE BRIEFINGS AND MEETINGS

The Riders Advisory Council (RAC) received briefings on the FY22 budget situation and public comment period at its December 2020, and January and March 2021 meetings. The Accessibility Advisory Committee (AAC) received regular updates and throughout the budget process, including briefings at its December 2020 and March 2021 meetings. Additionally, the Joint Coordinating Committee (JCC), comprised of staff from regional jurisdictions, participated in multiple meetings to discuss the budget proposals with Metro staff.

EMPLOYEE COMMUNICATIONS

Metro employees are important stakeholders and brand ambassadors, and numerous efforts were made to ensure they were informed about the Authority's FY22 budget and encouraged to participate in the feedback process. Regular email updates about Metro's FY22 budget were sent from the General Manager to keep employees informed about the funding situation, proposed service changes and federal relief efforts. In total, five emails about the budget were sent to employees between November 2020 and March 2021.



Employee message from Metro Employee News email.

In addition to email communications, several *Metro Voices* Facebook Live events were held, and the *Metro Voices* podcast released two episodes that focused on the budget. Information about the proposed

budget was also included in Metrorail, Metrobus and Grounds Maintenance & Custodial Services “hot sheet” newsletters.

EMPLOYEE COMMUNICATION UPDATES

Channel	Message	Date
<i>Metro Employee News</i> email	Updates from the General Manager/CEO on budget	11/30/20
	Updates from the General Manager/CEO on the Covid relief bill	12/22/20
	Updates from the General Manager/CEO on the Covid relief bill	1/11/21
	We want your feedback on the FY22 budget proposal	2/19/21
	Watch budget public hearings next week	3/5/21
	Federal relief is headed our way	3/12/21
<i>Metro Voices</i> podcast	Budget conversation with the General Manager/CEO	11/24/20
	Budget updates conversation with the General Manager/CEO	1/26/21



*General Manager/CEO Paul J. Wiedefeld joined the **Metro Voices** podcast several times to provide employees with periodic updates on the budget situation.*

Targeted marketing and media

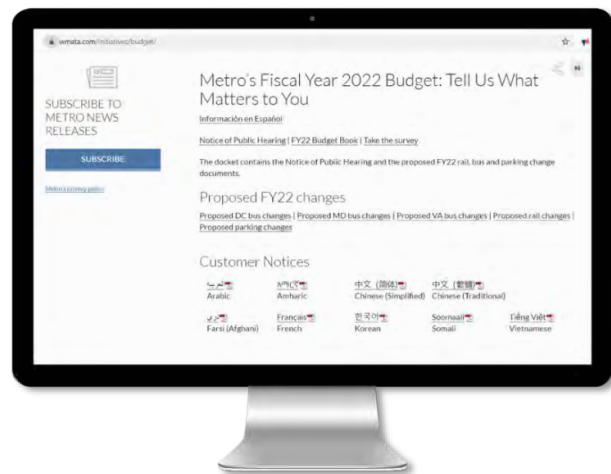
Metro used targeted marketing and media strategies to increase awareness and encourage feedback on the proposed budget.

WEBSITE

The budget webpage (wmata.com/budget) served as the main clearinghouse for information on the budget proposal and opportunities for submitting comments. The landing page provided an overview of Metro's budget situation, as well as the various service proposals under consideration. The page was fully translated into Spanish, and customer information notices were posted on the site in nine additional languages: Amharic, Arabic, Chinese (Simplified and Traditional), English, Farsi, French, Korean, Somali and Vietnamese.

A variety of content was available for the public to review, including the FY22 Budget Book, detailed maps of proposed bus and rail service changes and the notice of public hearing. The website also was the primary channel for submitting feedback, and customers could access the online survey in English and Spanish, as well as submit written comments and upload letters. All four Virtual Public Hearings were streamed live on wmata.com/budget, as well as on Metro's YouTube page.

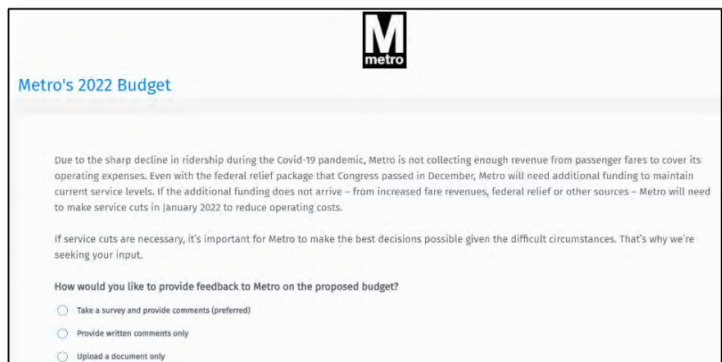
During the public comment period, wmata.com/budget received over 30,100 views and 26,000 individual visitors. The average time spent by a viewer on the page was just under five minutes. Half of the viewers accessed the site from their desktop computers, and the other half accessed the site from their mobile devices.



The budget webpage featured links to customer brochures in multiple languages.

SURVEY TOOL

The survey tool, which was available in English and Spanish via wmata.com/budget, provided members of the public a way to provide feedback by answering the survey questions, submit open-ended comments or upload documents. A call-in survey option was also offered for the first time to increase participation from individuals who required additional help or did not have access to a computer. Individuals could call in to



The survey tool offered respondents several ways to submit feedback online.

take the survey or provide comments, with language support provided in Arabic, Amharic, Chinese (Mandarin, Cantonese), Farsi, Korean, Somali, Spanish and Vietnamese.

In total, nearly 21,900 surveys were received. Over 21,800 of those surveys were received via wmata.com/budget, and over 90 surveys were completed via phone. More than 275 surveys were completed in Spanish and none in other languages. A full report on the comments received through the survey tool is available in Appendix B.

DIGITAL AND PRINT COMMUNICATIONS

A mix of paid advertising and earned media was used to spread the word about the budget and public comment opportunities. Metro distributed a press release marking the start of the public comment period and used its Twitter, Instagram, Facebook and Nextdoor accounts to promote public comment opportunities.

SOCIAL MEDIA

Because many customers were no longer riding the system, Metro leveraged its social media channels to amplify budget messaging and reach customers in their homes through a variety of posts. In total, social media posts resulted in more than 670,000 impressions and more than 2,900 engagements (likes, comments, shares) across all platforms. In addition to organic social media posts, paid Facebook advertisements promoting the Public Hearings were run in English and Spanish.

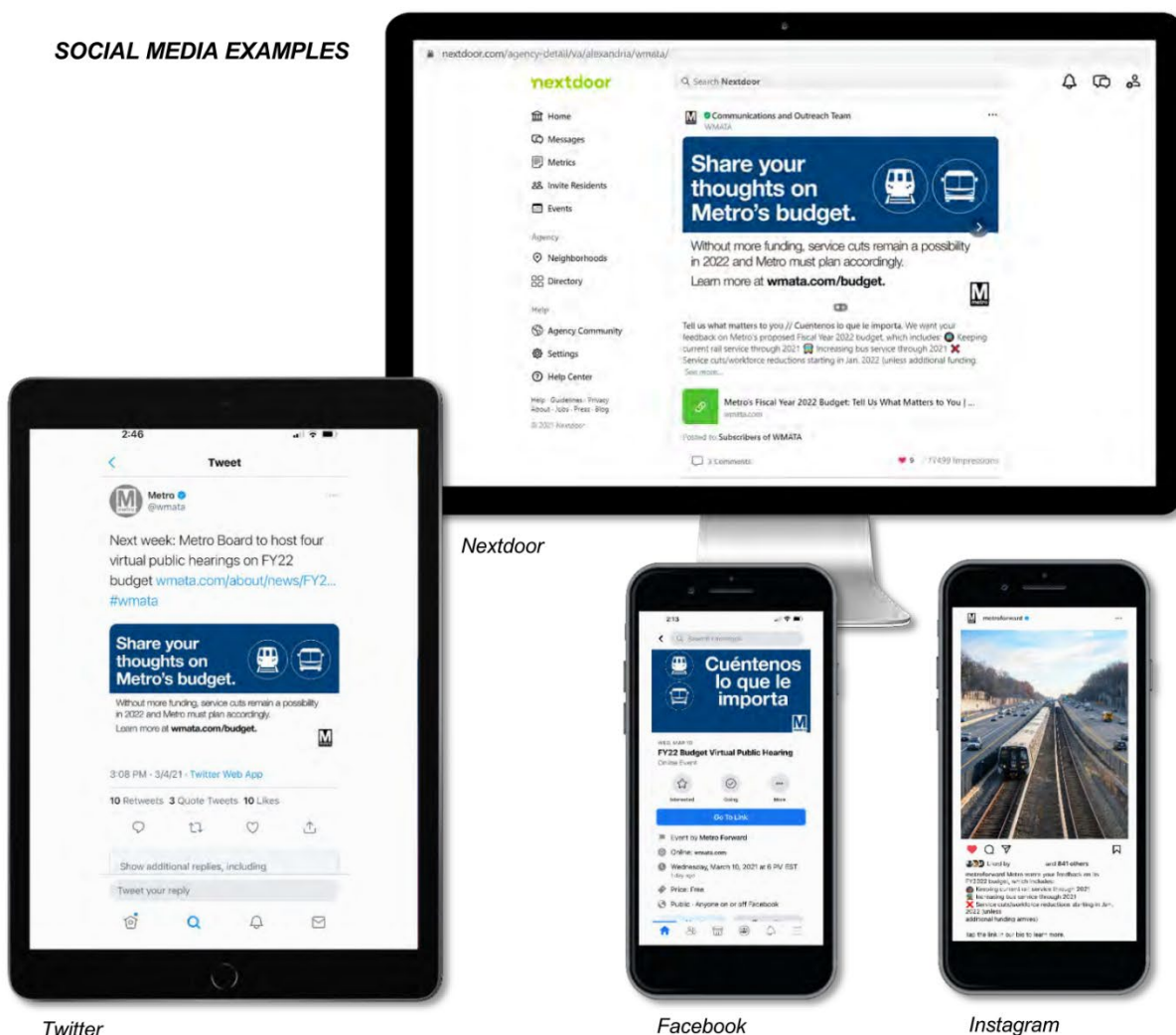
**Reach = the total number of people who saw the content*

***Impressions = the number of times the content was displayed in a user's feed, no matter if it was clicked or engaged with or not*

Media	Dates	Details
Nextdoor	3/1/21	<ul style="list-style-type: none"> • 17,930 impressions • 12 engagements (9 likes, 3 comments)
Facebook (posts)	2/20/21 2/22/21 3/4/21	<ul style="list-style-type: none"> • 6,038 people reached • 117 engagements • 83 link clicks
Facebook (events)	2/24/21	<ul style="list-style-type: none"> • 8 posts (4 English, 4 Spanish) • 576k people reached • Paid campaign • Each event focused on a corresponding public hearing <p><i>March 8 (11 a.m.) event:</i></p> <ul style="list-style-type: none"> • 166k people reached, 414 responses (English) • 136k people reached, 203 responses (Spanish) <p><i>March 8 (6 p.m.) event</i></p> <ul style="list-style-type: none"> • 94k people reached, 474 responses (English) • 38k people reached, 114 responses (Spanish) <p><i>March 9 event</i></p> <ul style="list-style-type: none"> • 100k people reached, 230 responses (English) • 84k people reached, 111 responses (Spanish) <p><i>March 10 event</i></p> <ul style="list-style-type: none"> • 79k people reached, 168 responses (English) • 67k people reached, 92 responses (Spanish)

Media	Dates	Details
Twitter	2/20/21 2/22/21 3/4/21	<ul style="list-style-type: none"> • 60,091 impressions • 121 engagements (retweets, likes and replies) • 313 link clicks
Instagram	2/22/21	<ul style="list-style-type: none"> • 7,339 impressions • 874 engagements (843 likes, 31 comments)
YouTube	3/1/21	<ul style="list-style-type: none"> • 437 views • 2,900 impressions • 89% of traffic came from wmata.com

SOCIAL MEDIA EXAMPLES



Twitter

Facebook

Instagram

DIGITAL ADVERTISING

Targeted English and Spanish-language advertisements were placed so app users would receive advertisements on their smartphones and mobile devices directing them to wmata.com/budget. Additionally, ads were run on Pandora radio and Extravision (Spanish-language digital radio). Push notifications were also sent via the Transit app, which is known to have high Spanish language usage. More than 780 respondents took the budget survey because of the Transit app notifications, with 26% of those surveys completed in Spanish.

Media	Language	Run Dates	Details
Pandora (Digital radio ads)	English	2/27 – 3/16/21	<ul style="list-style-type: none"> Total impressions: 660,458 Reach: 270,065 <i>English:</i> Total impressions: 440,403 Reach: 196,784 <i>Spanish:</i> Total impressions: 220,055 Reach: 63,832 While not an objective for streaming audio, both the minority and Spanish-speaking audiences saw a slightly higher click-through rate Delivery was evenly split across all audience targeting
Extravision (Digital radio ads)	Spanish	2/27 – 3/16/21	<ul style="list-style-type: none"> Total impressions: 245,127 Audience included those who are bilingual or fluent in Spanish and are past/current Metro riders Audio engage platform encompasses both Hispanic radio stations, direct publishers, affiliate partners and podcasting
Adobe (Mobile/app banner ads)	English, Spanish	2/27 – 3/16/21	<ul style="list-style-type: none"> Total impressions: 1,599,779 Clicks: 4,471 <i>English:</i> Total impressions: 925,971, Total clicks: 2,467 <i>Spanish:</i> Total impressions: 673,808, Total Clicks: 2,004, CTR - 0.30% The Spanish-speaking audience drove slightly more traffic to the landing page
Transit App	English, Spanish	2/25 – 3/4/21	<ul style="list-style-type: none"> Push notifications to approx. 28,000 app users 784 survey completes (584 English, 200 Spanish)



Deje comentarios sobre los cambios en el servicio propuestos



English and Spanish banner ads ran on apps and as companion pieces to digital radio advertisements.

PRINT ADVERTISING

Paid advertisements were placed in publications covering multiple languages: *The Washington Post*, *The AFRO*, *El Tiempo Latino*, *Washington Hispanic*, *Atref*, *Doi Nay*, *Epoch Times*, *Iran Times* and *Korean Times*.

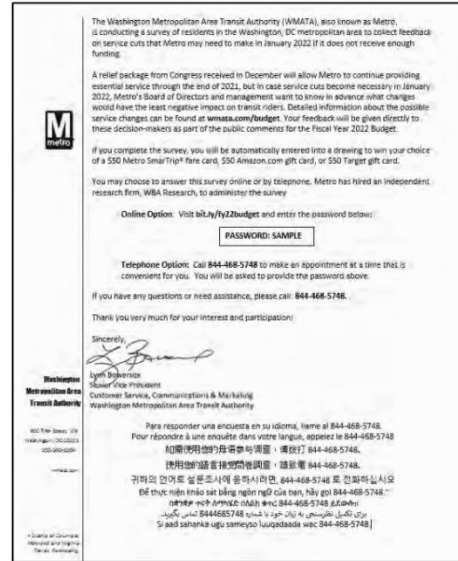
Publication	Language	Run Dates	Total Est. Impressions
The Washington Post	English	2/20, 2/27/21	98,400
The AFRO	English	3/6/21	12,500
El Tiempo Latino	Spanish	2/26/21	49,200
Washington Hispanic	Spanish	3/5/21	55,000
Atref	Amharic	3/5/21	8,000
Doi Nay	Vietnamese	2/26/21	11,000
Epoch Times	Chinese	3/5/21	13,000
Iran Times	Farsi	3/10/21	35,000
Korean Times	Korean	2/26/21	30,000

Information about Metro's budget proposal in the Epoch Times.

DIRECT MAILING

A letter about the budget survey was mailed to approximately 20,000 residents in targeted zip codes throughout the region to encourage low-income and minority participation. The letter was sent in English and Spanish and had statements in multiple languages providing information about how participants could take the survey in their language.

- 10,000 mailings were sent to Southeast DC (Wards 7 and 8; zip codes 20020, 20032 and 20019).
- 10,000 mailings were sent to 71 census tracts across the WMATA compact area in DC, MD, and VA with high incidence rates of Title VI and ADA populations.
- More than 550 respondents accessed the survey via the link in the letter and 410 respondents completed the survey.



PRINT AND DIGITAL SIGN POSTINGS

Information was posted in English and Spanish throughout the system to communicate the budget situation and encourage feedback from customers regionwide.

- Signs were posted in the mezzanines at all 91 Metrorail stations.
- Digital screens throughout the Metrorail system displayed information about the budget, including information display screens at all station manager kiosks, digital advertising screens, and new digital passenger information screens in mezzanines and on platforms at selected stations.
- Signs were posted in the bus information centers onboard Metrobuses.
- Approximately 700 signs were posted at the top ridership bus stops of Metrobus routes that were proposed to be eliminated.
- Signs were posted onboard MetroAccess vehicles.



Signs were posted throughout the system, including on digital passenger information screens (left), at bus stops with high ridership levels (middle) and in station mezzanines (right).

MEDIA RELATIONS

To highlight the significance of the FY22 budget proposal, Metro relied on traditional media relations tactics, such as press releases, to generate earned media coverage to reach a region-wide audience.

PRESS RELEASES

Date	Title	Details
1/8/21	Metro expects to temporarily halt employee layoffs, service cuts	While Metro's share of the latest federal Covid relief funding is being finalized, the preliminary estimate of approximately \$610 million would avoid planned budget-related layoffs and service cuts this fiscal year (through June 30th), subject to Board approval this week.
2/22/21	Metro seeks public input on proposed budget to support regional recovery amid pandemic-related financial constraints	The public comment period for Metro's Fiscal Year 2022 budget is officially open, and Metro's Board of Directors wants your feedback.
3/4/21	Next week: Metro Board to host four virtual public hearings on FY22 budget	The Metro Board of Directors' ongoing public comment period for the proposed Fiscal Year 2022 budget will feature four virtual public hearings next week.
3/10/21	American Recovery Plan helps Metro avert service cuts and layoffs	Metro expects to avert service cuts and layoffs that had been proposed in its FY22 budget thanks to new federal relief approved by Congress.

EARNED MEDIA COVERAGE

Media	Details
Broadcast	
NBC4	Metro may close 22 stations without more federal funding
FOX5	Metro says it could close 22 stations next year if it doesn't receive more federal funding
FOX5	COVID-19 pandemic forces Metro to consider massive cuts
ABC7	Metro calls for more federal funding, says cuts will be likely in Jan. 2022 without it
ABC7	Metro plans drastic service cuts in January if COVID relief bill doesn't pass
WUSA9	Public hearing brings up concerns in Maryland over WMATA budget cuts
Telemundo	Sin más fondos federales, Metro podría tener que cerrar 22 estaciones
Montgomery Community Media	With Ridership Still Way Down, Metro Hosts Public Hearings On Proposed Budget Cuts
WDVM	WMATA opens public commentary period amid worries of service cuts
WTOP	Metro asks customers to consider major cuts in service proposed to begin in July

Media	Details
Print/Online/Blog	
Washington Post	Federal covid relief package could lift Metro through pandemic budget problems
Arlington Now	Metro Asking Public To Weigh In On Cuts, Including Closing Several Arlington Stations
Reston Now	Three of the Silver Line's New Stations Could Close Months After Opening
Hyattsville Wire	WMATA Threatens to Close College Park Metro Station
Washingtonian	A WMATA Survey Is Asking About Service Cuts, Tolerance for Breakdowns, and Reduced Hours
DC Post	More Than 20 Metro Stations May Close Due to Budget Shortage
The Diamondback	City Council to send letter to WMATA opposing proposed closure of College Park Metro stop
Trains	DC Metro proposal could cut 22 stations
Progressive Railroading	WMATA seeks public input on proposed 2022 budget
PoPville	Metro seeks public input on proposed budget to support regional recovery amid pandemic-related financial constraints
MetroNow Dispatch	Thanks to our regional delegation + Feds the doomsday budget will be shelved. Let's use this opportunity to reimagine the future of transit.

In-person outreach

An extensive in-person outreach effort was deployed due to the scope of the proposed changes and the importance of reaching customers who were still riding the system during the pandemic.

Multilingual street teams conducted Covid-safe outreach activities at all 91 Metrorail stations as well as at impacted bus stops between Tuesday, February 23, and Thursday, March 4. The teams worked 5-hour shifts covering either the morning or evening rush hours and were at the stations on Tuesdays, Wednesdays and Thursdays, which remain the highest ridership days. Additionally, street teams were stationed at bus stops with higher rail-to-bus transfers and high numbers of low-income, minority and limited English proficient customers.

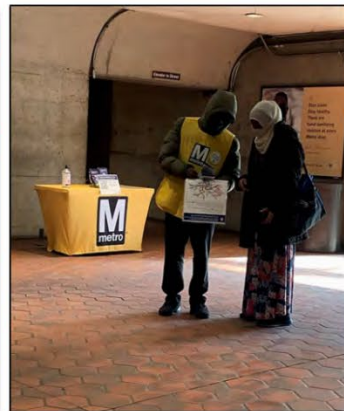
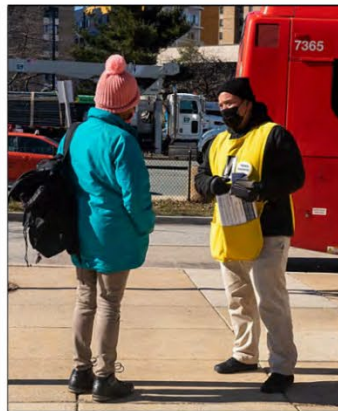
Street team staff were equipped with their recognizable yellow Metro-branded aprons, and bilingual staff wore large pins that identified the languages they spoke. At a minimum, half of all street teams featured fluent Spanish speakers, and some teams also had staff fluent in American Sign Language, Amharic, Chinese, French Korean and Vietnamese.

To ensure that outreach was conducted safely for street team staff and customers, street team members wore masks and maintained social distancing when interacting with customers. Street teams were equipped with Outreach Information Booths, including large signs and handheld information sheets to communicate information to customers from a distance. Customers who felt comfortable approaching the booths could choose to take brochures as well as use tablets to complete surveys on-site.

In total, street teams spoke with over 43,000 customers and handed out more than 37,000 brochures. Nearly one in five customer interactions were in languages other than English. 17% of all interactions were in Spanish, followed by Amharic (0.3%), Korean (0.1%), Mandarin (<0.1%) and French (<0.1%). More information can be found in Appendix C: Additional in-person outreach details.



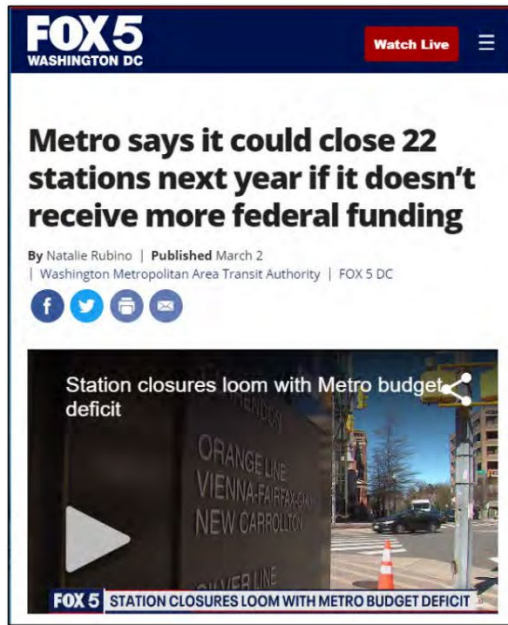
Street teams were stationed at Outreach Information Booths featuring handheld signs, brochures and tablets for customers to take the survey.



EARNED MEDIA EXAMPLES



The Washington Post – 11/30/20



WTTG (FOX5) – 3/2/21



Washingtonian – 2/23/21

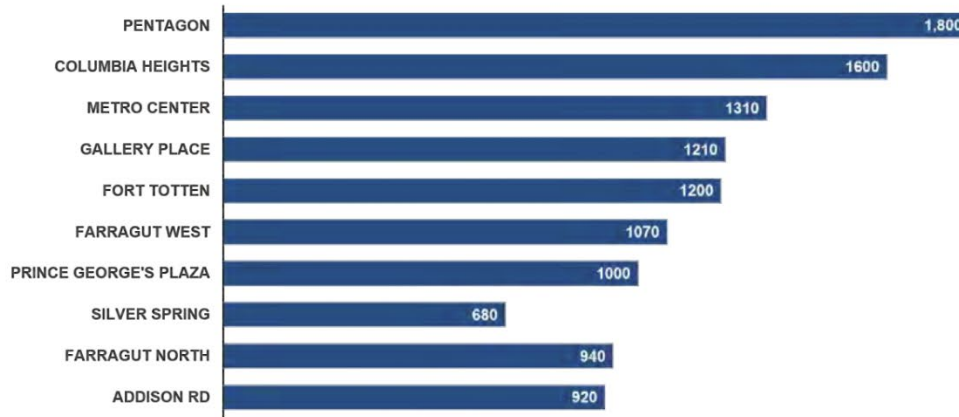


Railway Age – 12/11/20

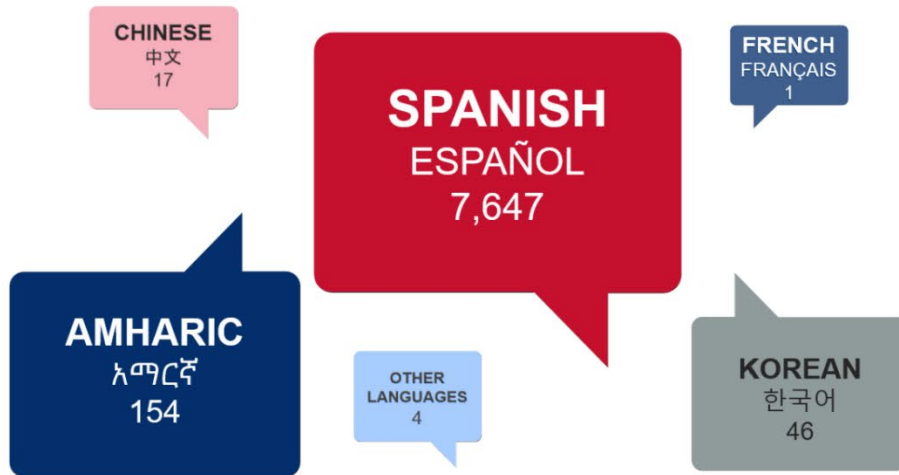


WDVM (DCW30) – 2/22/21

STREET TEAM CUSTOMER ENGAGEMENTS – TOP 10 STATIONS (2/23 – 3/4/21)



STREET TEAM NON-ENGLISH LANGUAGE ENGAGEMENTS (2/23 – 3/4/21)



Virtual Compact Public Hearings

Because of the ongoing pandemic, all Compact Public Hearings were held virtually. A new virtual platform was used to streamline the process, ensure accessibility and make participation easier for the public.

The public had multiple options to watch and listen to the hearings live at wmata.com/budget, youtube.com/MetroForward, or by calling a toll-free number. Those who wished to submit oral testimony had the option to call in and be placed in a queue or leave a recorded message.

In total, the hearings had 1,123 views and 225 audio-only listeners, with 111 public speakers and recorded audio submissions.



The virtual Public Hearings were hosted by members of Metro's Board of Directors.

A prerecorded overview video was created in English and Spanish and available on the budget webpage one week before the first hearing. This provided an interactive way for viewers to learn about the budget situation before the hearings.



The FY22 budget overview video was available in English and Spanish.

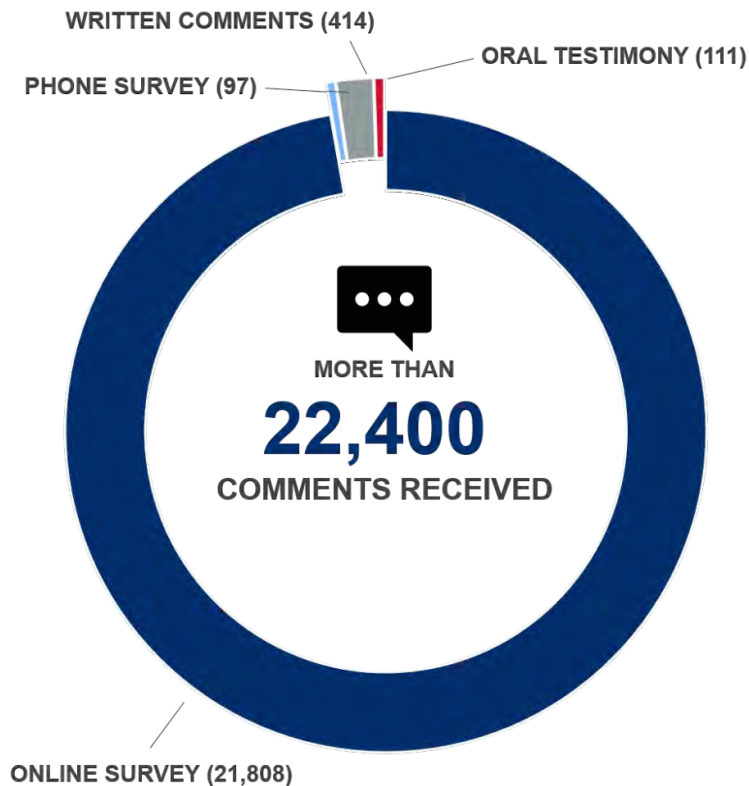
PUBLIC HEARING DETAILS

All Public Hearings were open to the public, and three of the hearings were focused on impacts to specific jurisdictions.

Event Details	Public Hearing Speakers	Public Hearing Metro Board Member Representatives	Public Hearing Metro Executive Representatives
Public Hearing #634 Monday, March 8 (11 a.m.) View archive of meeting here.	17 10 speakers 7 recorded messages	Paul Smedberg	Jennifer Ellison
Public Hearing #635 DC focus Monday, March 8 (6 p.m.) View archive of meeting here.	44 33 speakers 11 recorded messages	Stephanie Gidigbi-Jenkins	Jennifer Ellison
Public Hearing #636 Maryland focus Tuesday, March 9 (6 p.m.) View archive of meeting here.	33 22 speakers 11 recorded messages	Michael Goldman	Jennifer Ellison
Public Hearing #637 Virginia focus Wednesday, March 10 (6 p.m.) View archive of meeting here.	17 12 speakers 5 recorded messages	Paul Smedberg and Walter Alcorn	Jennifer Ellison

Public input results

Metro collected public input during the public comment period through online and phone surveys, written comments (uploaded through the survey tool or letters sent to the Board Secretary's Office) and oral testimony at the virtual Public Hearings. The public comment period was open for more than three weeks, from Saturday, February 20 through 5 p.m. Tuesday, March 16, 2021. In total, Metro received over 22,400 responses to the proposed budget.



More than 97% of the input received came in using the survey tool. Analysis of public input collected through responses to survey questions can be found in Appendix B: FY2022 budget – customer feedback on proposals. Another 2% of the input received was written comment, with the majority being provided through the survey tool via the upload or “provide written comment only” choice. Written comments and oral testimony can be reviewed in Appendix A: Written comments and oral testimony.

M E M O R A N D U M




SUBJECT: Title VI Equity Analysis of Proposed Service and Fare Changes – April 2021 FY2022 Operating Budget

DATE: April 2, 2021

FROM: EVP/SPPM – Thomas J. Webster

Thomas J Webster

Digitally signed by Thomas J Webster Date: 2021.04.02 16:39:57 -04'00'

TO: GM/CEO – Paul J. Wiedefeld 

Summary

When a transit agency proposes fare changes or major service changes, the Federal Transit Administration (FTA), in its Title VI Circular 4702.1B, requires that the agency conduct an equity analysis to determine whether the changes will result in a disparate impact (DI) to minority riders or a disproportionate burden (DB) to low-income riders.¹

This memorandum summarizes the results of an equity analysis of low-income and minority riders who would likely be impacted by the parking fee changes, and major Metrobus and Metrorail service changes proposed in the FY2022 Operating Budget. This action item will be reviewed by the Finance and Capital Committee at the April 8 meeting. As proposed, the parking fee changes and service changes do not result in a disparate impact (DI) to minority riders or a disproportionate burden (DB) to low-income riders.

Service Changes

In January of 2021, the Board of Directors authorized a public hearing docket that included a number of service changes on Metrorail and Metrobus. Given the level of funding available at that time, the proposed public hearing docket for FY2022 was divided into two phases.

Phase one, which was expected to operate from July 2021 through December 2021, included:

- Metrorail service levels at approximately 80 percent of pre-pandemic service levels; and
- Metrobus service levels at approximately 85 percent of pre-pandemic service levels.²

¹ As defined on page 15 of Metro’s 2020 Title VI Program Narrative

² Metrobus service changes that are currently scheduled for June of 2021 have been analyzed as part of this FY2022 equity analysis. Additionally, this analysis includes Metrobus service changes

**Washington
Metropolitan Area
Transit Authority**



Phase two was expected to operate from January 2022 through June 2022. It included reductions of service to the following service levels:

- Metrorail service decreasing to approximately 30 percent of pre-pandemic service and
- Metrobus service decreasing to approximately 50 percent of pre-pandemic service.

Following the passage of federal relief funding in March 2021, Metro received additional funds for operations. In response, Metro will no longer reduce service levels in January 2022, and will maintain the phase one service levels for the entire FY2022. Therefore, this equity analysis focuses on the service changes associated with phase one. A complete list of these changes is available in the Board presentation materials.

As requested by the Board, this memorandum also includes an evaluation of the equity impacts of the combined Metrobus and Metrorail service changes. This additional analysis is not required by Metro's current Title VI program.

This memorandum does not include Silver Line Phase II or any associated service changes. That analysis will be conducted on a timeframe determined by the commencement of revenue service, as per FTA guidance on new fixed guideway projects.³

Assessment in Detail

Background- Metro's DI/DB Impact Thresholds

To determine whether the proposed service changes would result in a disparate impact (DI) to minority riders or a disproportionate burden (DB) to low-income riders, staff applied Metro's Board-approved DI/DB thresholds adopted in Resolution 2013-27 (see Table One).

Table One: Ridership Thresholds for Disparate Impact/Disproportionate Burden

Total Daily Riders Impacted	Threshold for DI / DB
Up to 10,000	8%
10,001 to 20,000	7%
20,001 to 40,000	6%
Over 40,000	5%

that restore service to pre-pandemic levels and new service that did not operate pre-pandemic. These service restoration and service increases are analyzed separately in this equity analysis.

³Specific to new fixed guideway projects, FTA requires that the equity analysis not be conducted more than six months prior to the start of revenue service (FTA Title VI Circular: Chap. IV-21)

The thresholds set a target for the percentage of minority or low-income riders impacted by a service change that may exceed the percentage of minority or low-income ridership for the mode. For example, if a set of Metrobus service changes impacts 15,000 daily riders, the threshold for this service change would be seven percent, as it falls between 10,000 and 20,000 riders. When conducting the analysis, if the difference is less than seven percent, there would not be a disparate impact. If the threshold is exceeded, there would be a disparate impact and Metro would have to try to change or mitigate the impact of the proposal.

Equity Scan of Metrobus and Metrorail Service Levels

For this equity analysis staff used the most recent comprehensive survey data to determine which riders would be affected by the proposed service changes:

- 2016 Travel Trends Metrorail Passenger Survey (Spring 2016);
- Supplemental Survey of Sunday Metrorail Ridership (Fall 2016); and
- 2018 Metrobus Passenger Survey (Fall 2018).

Staff analyzed the cumulative change in the level of scheduled service relative to pre-pandemic service levels for each mode, and then applied this ratio to the pre-pandemic ridership and demographics to compare the impact of such changes across demographic groups. Note that pre-pandemic ridership is used because service is being added back on routes that have not yet been served during the pandemic. Without these data, the equity impacts of such changes could not be analyzed.

Equity Analysis of Metrobus Service Modifications

The public hearing docket included modifications to service on Metrobus relative to pre-pandemic service levels. The analysis focuses on whether or not minority and low-income riders are experiencing more of the impact of the service reductions. In other words, is service reduced disproportionately more for these riders than average? To do so, staff analyzed this cumulative impact of all changes made on each Metrobus line for each service day (weekdays, Saturdays and Sunday) to calculate the percentage of passenger trips taken by minority and low-income riders.

Table Two shows the percentage of minority and low-income Metrobus riders impacted by service reductions. Approximately 71 percent are minority and 35 percent are low-income. For the Title VI analysis, these percentages are compared to the Metrobus system average (80.7 percent minority; 46.4 percent low-income). Overall, the proposal impacts more than 40,000 riders each weekday. Therefore, the DI/DB threshold is five percent.

Table Two: DI/DB Test, Metrobus Service Changes

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	71.3%	34.6%
System Average	80.7%	46.4%
Difference	-9.4%	-11.8%
Threshold	5.0%	5.0%
DI or DB	No	No

As shown in Table Two, the proposal impacts a lower proportion (by 9.4 percentage points) of minority riders and a lower proportion (by 11.8 percentage points) of low-income riders than the system average. **Therefore, there is not a DI to minority Metrobus riders nor a DB to low-income Metrobus riders.**

Equity Analysis of Metrorail Service Changes

As discussed in the Board presentation materials, the rail service in FY2022 includes the same level of Metrorail service as approved for the last months of FY2021. This analysis is a recap of the prior analysis prepared for the November 19, 2020 approval of the Amended FY2021 Budget. As shown in Table Three, staff calculated the percentage of passenger trips taken by minority and low-income riders impacted by reductions in Metrorail service (43.6 percent minority, 10.5 percent low-income). Staff compared these percentages to the system-wide profile for Metrorail (44.8 percent minority; 12.6 percent low-income). The number of daily riders impacted is more than 40,000; therefore, the DI/DB threshold is five percent.

Table Three: DI/DB Test, Rail Service Reductions

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	43.6%	10.5%
System Average	44.8%	12.6%
Difference	-1.2%	-2.1%
Threshold	5.0%	5.0%
DI or DB	No	No

As shown in Table Three, the proposal impacts a lower percentage of minority riders and a lower percentage of low-income riders than the corresponding system averages. **Therefore, there is not a DI to minority Metrorail riders or a DB to low-income Metrorail riders.**

Combined Equity Scan of Metrobus and Metrorail Service Proposals

Metro’s Board and FTA-approved Title VI equity analysis methodology considers the Metrobus and Metrorail systems separately when applying DI/DB impact thresholds. Although not required by Title VI or the Board’s Title VI program, analyzing the impacts of the combined Metrorail and Metrobus service changes may provide a deeper understanding of the impact to minority and low-income riders overall. Staff conducted an equity analysis of the proposed service changes that combined the impacts to minority and low-income riders for both the Metrobus and Metrorail systems. The results are shown in Table Four.

Table Four: DI/DB Test, Combined Metrobus and Metrorail Systems

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	49.6%	15.7%
Rail and Bus Average	58.0%	25.0%
Difference	-8.4%	-9.3%
Threshold	5.0%	5.0%
DI or DB	No	No

According to the analysis, the proposal would impact a lower proportion of minority and low-income riders than the combined Metrobus and Metrorail system average. This is in part due to the demographics of Metrorail riders, which typically have fewer minority riders than Metrobus (45 percent compared to 81 percent), and fewer low-income riders (13 percent compared to 46 percent). The proposed service changes for FY2022 reduce service levels on Metrorail more broadly and severely than on Metrobus, which has proposals that are more targeted, resulting

a higher relative impact to Metrorail riders.

Equity Analysis of New Metrobus Service

The previous sections focused on service reductions to analyze if the adverse effects of the service reductions are disproportionately borne by minority and low-income riders. However, the Title VI Circular also requires transit agencies to conduct an analysis of new service to see if the benefits of the new service are distributed in an equitable way. Some of the late-night bus service changes are new service, not service restorations. Therefore, they are analyzed separately to allow an understanding of the benefits of the new service.

Staff has reviewed the demographics of riders benefiting from this new service and found that 78.5 percent of riders are minority and 47.3 percent of riders are low-income. The minority percentage is somewhat below the system average; however, there is not a disparate impact to minority riders as the difference is below the threshold of eight percent (based on a ridership of less than 10,000 daily trips). The low-income percentage is higher than the system average, therefore, there is not a disproportionate burden to low-income riders.

Table Five: DI/DB Test, New Late-Night Metrobus Service

	Minority Impacted Trips	Low-Income Impacted Trips
Impacted Ratio	78.5%	47.3%
System Average	80.7%	46.4%
Difference	-2.2%	0.9%
Threshold	-8.0%	-8.0%
DI or DB	No	No

Fare Changes

The FY2022 operating budget also includes a proposal to lower parking rates at stations in Prince George’s County, Maryland. For purposes of Title VI, parking fees are included in the customer’s overall fare. Therefore, increases or decreases in parking fee rates require a Title VI equity analysis.

As identified in the public hearing docket, staff proposes lowering the rates at all Prince George’s County stations from \$5.20 to \$4.95 with the following exceptions: Addison Road and Prince George’s Plaza, where the rate will be reduced from \$4.70 to \$4.45. At Landover, the current rate of \$3.00 will be maintained.

This proposal does not result in a disparate impact to minority park and ride users or a disproportionate burden to low-income park and ride users. As shown in Table

Six, the proposal results in a higher fee reduction for minority and low-income park and ride users.

Table Six: DI DB Test, Parking Fee Reduction

	Minority	Non- Minority	Low- Income	Non-Low-Income
Fee Change %	-2.9%	-0.9%	-1.9%	-1.9%
Difference	-1.9%		-0.1%	
Threshold	5.0%		5.0%	
DI/DB	No		No	

Attachment C

FY2022 OPERATING BUDGET

<i>(Dollars in Thousands)</i>	Total with Reimb	Subsidized Total	BUS	RAIL	ACCESS	REIMB
REVENUES						
Passenger	\$168,897	\$168,897	\$61,587	\$102,650	\$4,660	\$0
Parking	\$11,030	\$11,030	\$0	\$11,030	\$0	\$0
Advertising	\$2,803	\$2,803	\$692	\$2,111	\$0	\$0
Joint Development	\$18,311	\$14,644	\$0	\$14,644	\$0	\$3,666
Fiber Optics	\$15,716	\$15,716	\$0	\$15,716	\$0	\$0
Other	\$26,514	\$24,223	\$2,442	\$21,780	\$0	\$2,291
Total Revenues	\$243,271	\$237,313	\$64,721	\$167,932	\$4,660	\$5,957
EXPENSES						
Personnel	\$1,389,636	\$1,385,537	\$538,824	\$832,552	\$14,161	\$4,098
Services	\$398,197	\$396,788	\$74,205	\$152,271	\$170,312	\$1,409
Materials & Supplies	\$109,791	\$109,341	\$40,765	\$67,789	\$787	\$450
Fuel (Gas/Diesel/CNG)	\$31,623	\$31,623	\$23,162	\$2,723	\$5,737	\$0
Utilities & Propulsion	\$87,149	\$87,149	\$11,147	\$75,298	\$704	\$0
Casualty & Liability	\$40,434	\$40,434	\$11,203	\$28,486	\$745	\$0
Miscellaneous	\$18,990	\$18,990	\$6,518	\$11,379	\$1,093	\$0
Total Expenses	\$2,075,820	\$2,069,863	\$705,824	\$1,170,499	\$193,539	\$5,957
Gross Subsidy	\$1,832,549	\$1,832,549	\$641,103	\$1,002,567	\$188,879	\$0
Federal Relief Funding	\$722,897	\$722,897	\$116,299	\$606,598	\$0	\$0
Net Subsidy	\$1,109,652	\$1,109,652	\$524,804	\$395,969	\$188,879	\$0
Cost Recovery Ratio¹		11%	9%	14%	2%	

¹ Total Revenues/Total Expenses

FY2022 SUMMARY OF STATE/LOCAL OPERATING REQUIREMENTS

	FY2021 Subsidy	FY2022 Base Subsidy ¹	Change %	Legislative Exclusions	Potomac Yard	FY2022 Total Subsidy	Total Change %	Debt Service ²	Jurisdictional Contribution
District of Columbia	\$399,159,420	\$396,500,188	(0.7%)	\$1,938,288	\$156,344	\$398,594,820	(0.1%)	\$33,273,091	\$431,867,911
Montgomery County	\$183,607,050	\$178,254,201	(2.9%)	\$799,864	\$83,017	\$179,137,083	(2.4%)	\$15,409,645	\$194,546,728
Prince George's County	\$240,588,518	\$243,115,342	1.1%	\$841,658	\$74,515	\$244,031,514	1.4%	\$15,809,086	\$259,840,600
Maryland Subtotal	\$424,195,568	\$421,369,543	(0.7%)	\$1,641,522	\$157,532	\$423,168,597	(0.2%)	\$31,218,731	\$454,387,328
City of Alexandria	\$46,090,591	\$45,999,763	(0.2%)	\$231,648	\$22,083	\$46,253,495	0.4%	\$1,775,511	\$48,029,006
Arlington County	\$77,313,237	\$76,402,949	(1.2%)	\$405,057	\$44,210	\$76,852,215	(0.6%)	\$0	\$76,852,215
City of Fairfax	\$2,676,330	\$2,745,368	2.6%	\$11,074	\$1,439	\$2,757,882	3.0%	\$111,494	\$2,869,375
Fairfax County	\$153,872,850	\$152,013,647	(1.2%)	\$696,200	\$76,881	\$152,786,728	(0.7%)	\$5,615,212	\$158,401,940
City of Falls Church	\$3,137,603	\$3,074,905	(2.0%)	\$16,624	\$1,188	\$3,092,718	(1.4%)	\$176,211	\$3,268,930
Loudoun County	\$5,138,519	\$6,072,292	18.2%	\$59,586	\$13,989	\$6,145,867	19.6%	\$0	\$6,145,867
Virginia Subtotal	\$288,229,129	\$286,308,924	(0.7%)	\$1,420,190	\$159,791	\$287,888,905	(0.1%)	\$7,678,428	\$295,567,333
Total Contribution	\$1,111,584,118	\$1,104,178,655	(0.7%)	\$5,000,000	\$473,666	\$1,109,652,321	(0.2%)	\$72,170,250	\$1,181,822,571

1. In addition to deferred subsidy, FY2022 Base subsidy reduced by \$6.6M for delay of Silver Line Phase 2 and \$0.8M for Bus line 3A to be operated by Fairfax County effective July 2021

2. Gross Revenue Bond Debt Service

SERVICE CHANGES

Proposed Metrobus Service Changes

FY22 Proposed Metrobus Service

Specific proposals for each Metrobus line are included in the tables by jurisdiction on the subsequent pages. The table below provides a legend which provides a brief summary of how each line is affected:

	Continues to operate at current service level
	Service is modified providing partial coverage on the line, or another line has been modified to provide a partial replacement for that line
	Service is currently operating and will no longer be served in the proposed plan
	Currently not operating and will continue to not operate
n/a	There was no service on this line pre-pandemic on this service day

FY2022 Proposed Service Plans – District of Columbia

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
30N	Friendship Heights-Southeast			All stops covered by 31,33 & 32,36, eliminates one-seat trips from SE to NW
30S				
31	Wisconsin Avenue			Maintain FY21 span & frequency, add service until 2 am 7-day-a-week on route 33
33				
32	Pennsylvania Avenue			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
34				
36				
37	Wisconsin Avenue Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration
39	Pennsylvania Avenue Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration
42	Mount Pleasant			Maintain FY21 span & frequency / eliminate Farragut Sq. to Gallery Place segment
43				
52	14th Street			Maintain FY21 span & frequency, add service until 2 am 7-day-a-week on route 52 with Takoma extension
54				
59	14th Street Limited		n/a	Maintain FY21 span & frequency
60	Fort Totten-Petworth		n/a	Restore service on route 60. Maintain FY21 span & frequency on route 64
64				
62	Takoma-Petworth			Operate all route 63 trips as route 62 trips, eliminate route 63. Maintain FY21 span & frequency on weekdays, restore weekend route 62 service
63				
70	Georgia Avenue-7th Street			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
74	Convention Center-Southwest Waterfront			Maintain FY21 span & frequency
79	Georgia Avenue Limited			Maintain FY21 span & frequency
80	North Capitol Street			Maintain FY21 span & frequency / add service until 2 am 7 days-a-week / eliminate service between McPherson Sq. and Kennedy Center
90	U Street-Garfield			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route 92
92				
96	East Capitol Street-Cardozo			Maintain FY21 span & frequency
97			n/a	
A2	Anacostia-Congress Heights			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on routes A6 and A8
A6				
A7			n/a	
A8				
A4	Anacostia-Fort Drum			Maintain FY21 span & frequency
W5			n/a	
A9	M. L. King Jr. Avenue Limited		n/a	Maintain no service
A31	Minnesota Ave-Anacostia		n/a	Maintain FY21 span & frequency
A32			n/a	

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
A33			n/a	
B2	Bladensburg Road-Anacostia			Maintain FY21 span & frequency
B8	Fort Lincoln Shuttle		n/a	Maintain no service
B9			n/a	
D1	Glover Park-Franklin Square		n/a	Continue suspension until crowding on adjacent services warrants restoration
D2	Glover Park-Dupont Circle			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service
D4	Ivy City-Franklin Square			Maintain FY21 span & frequency
D5	MacArthur Blvd-Georgetown		n/a	Continue suspension until crowding on adjacent services warrants restoration
D6	Sibley Hospital - Stadium-Armory			Maintain FY21 span & frequency
D8	Hospital Center			Maintain FY21 span & frequency
D31	16th St-Tenleytown		n/a	Maintain FY21 span & frequency
D32			n/a	
D33			n/a	
D34			n/a	
D51	Congress Heights-Georgetown		n/a	Maintain FY21 span & frequency
E2	Ivy City-Fort Totten			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service
E4	Military Road-Crosstown			Maintain FY21 span & frequency
E6	Chevy Chase		n/a	Extend route M4 to Knollwood, restore full route when ridership warrants restoration
G2	P Street-LeDroit Park			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service
G8	Rhode Island Avenue			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
G9	Rhode Island Ave Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration
H1	Brookland-Potomac Park		n/a	Continue suspension until crowding on adjacent services warrants restoration
H2	Crosstown			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route H4
H3			n/a	
H4				
H6	Brookland-Fort Lincoln			Maintain FY21 span & frequency
H8	Park Road-Brookland			Maintain FY21 span & frequency
H9			n/a	
K2	Takoma-Fort Totten		n/a	Maintain FY21 span & frequency
L1	Connecticut Avenue		n/a	Maintain FY21 span & frequency on route L2 / Add service until 2 am 7 days-a-week on route L2 / Continue suspension on route L1 until crowding on adjacent services warrants restoration
L2				
M4	Nebraska Avenue		n/a	Maintain FY21 span & frequency, extend service from Pinehurst Circle to

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
				Knollwood until ridership warrants restoration of route E6
M6	Fairfax Village			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service
N2	Massachusetts Avenue		n/a	Maintain FY21 span & frequency.
N4			n/a	
N6				
P6	Anacostia-Eckington			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week between Anacostia and Archives
S1	16th Street-Potomac Park		n/a	Continue suspension until crowding on adjacent services warrants restoration
S2	16th Street			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route S2
S9	16th Street Limited			
S35	Fort Dupont Shuttle		n/a	Maintain FY21 span & frequency
S41	Rhode Island Ave-Carver Terrace		n/a	Maintain FY21 span & frequency
U4	Sheriff Road-River Terrace			Maintain FY21 span & frequency
U5	Marshall Heights			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route U5
U6				
U7	Deanwood-Minnesota Ave			Maintain FY21 span & frequency
V1	Benning Heights-M St		n/a	Continue suspension until crowding on adjacent services warrants restoration
V2	Capitol Heights-Minnesota Ave			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
V4				
V7	Benning Heights-Alabama Ave		n/a	Maintain FY21 span & frequency
V8				
W1	Shipleigh Terrace-Fort Drum		n/a	Maintain FY21 span & frequency
W2	United Medical Center-Anacostia			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week between Anacostia Sta. and Alabama Ave. & Irving St. only
W3				
W4	Deanwood-Alabama Avenue			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
W6	Garfield-Anacostia Loop			Maintain FY21 span & frequency
W8				
W45	Mt. Pleasant-Tenleytown		n/a	Maintain FY21 span & frequency
W47			n/a	
X1	Benning Road		n/a	Maintain route X3 school hour trips. Continue suspension of remaining trips until crowding on adjacent services warrants restoration
X3				
X2	Benning Road-H Street			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
X8	Maryland Avenue			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service
X9	Benning Rd-H St Limited		n/a	Maintain FY21 span & frequency

FY2022 Proposed Service Plans – Maryland

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
83	College Park			Maintain FY21 span & frequency
86				
87	Laurel Express		n/a	Continue suspension until crowding on adjacent services warrants restoration
89	Laurel		n/a	Maintain FY21 span & frequency
89 M			n/a	
A12	Martin Luther King Jr. Hwy			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
B21	Bowie State University		n/a	Maintain FY21 span & frequency
B22			n/a	
B24	Bowie-Belair		n/a	Maintain FY21 span & frequency
B27	Bowie-New Carrollton		n/a	Maintain FY21 span & frequency
B29	Crofton-New Carrollton		n/a	Eliminate entire line. Extend route C26 to Bowie Gateway Center and Bowie Park-and-Ride. Eliminate service to Crofton
B30	Greenbelt-BWI Airport Express		n/a	Maintain no service
C2	Greenbelt-Twinbrook			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route C4
C4				
C8	College Park-White Flint			Maintain FY21 span & frequency
C11	Clinton			Maintain FY21 span & frequency
C13				
C12	Hillcrest Heights			Maintain FY21 span & frequency on weekdays, restore Saturday service
C14				
C21	Central Avenue		n/a	Maintain FY21 span & frequency, extend route C26 to Bowie Park-and-Ride via Bowie Gateway Center to partially replace service on routes B29 & C28
C22			n/a	
C26			n/a	
C29		n/a		
C28	Pointer Ridge		n/a	Eliminate entire line, extend route C26 to Bowie Park-and-Ride to partially replace service
D12	Oxon Hill-Suitland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route D12
D13			n/a	
D14				
F1	Chillum Road			Maintain FY21 span & frequency
F2				

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
F4	New Carrollton-Silver Spring			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
F6	New Carrollton-Fort Totten		n/a	Maintain FY21 span & frequency
F8	Langley Park - Cheverly			Maintain FY21 span & frequency
F12	Ardwick Industrial Park Shuttle		n/a	Maintain FY21 span & frequency
F13	Cheverly-Washington Business Park		n/a	Maintain FY21 span & frequency
F14	Sheriff Road-Capitol Heights			Maintain FY21 span & frequency
G12	Greenbelt-New Carrollton			Maintain FY21 span & frequency
G14				
H11	Marlow Heights-Temple Hills		n/a	Maintain FY21 span & frequency
H12				
H13			n/a	
J1	Bethesda-Silver Spring		n/a	Operate J1 trips as J2 trips, Maintain FY21 span & frequency on route J2, add service until 2 am 7 days-a-week
J2				
J4	College Park-Bethesda Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration
J12	Marlboro Pike			Maintain FY21 span & frequency
K6	New Hampshire Avenue-Maryland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week / Revert to pre-pandemic schedule when route K9 is restored
K9	New Hampshire Avenue-MD Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration
K12	Forestville			Maintain FY21 span & frequency
L8	Connecticut Avenue-Maryland		n/a	Maintain FY21 span & frequency
NH1	National Harbor-Southern Ave			Maintain FY21 span & frequency
NH2	National Harbor-Alexandria			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service
P12	Eastover-Addison Road			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
P18	Oxon Hill-Fort Washington		n/a	Maintain FY21 span & frequency
P19			n/a	
Q1	Veirs Mill Road			Maintain FY21 span & frequency
Q2				
Q4				
Q5				
Q6				
R1	Riggs Road		n/a	Maintain FY21 span & frequency
R2				
R4	Queens Chapel Road			Maintain FY21 span & frequency
R12	Kenilworth Avenue			Maintain FY21 span & frequency on weekdays, restore Saturday service
T2	River Road		n/a	Maintain FY21 span & frequency
T14	Rhode Island Avenue-New Carrollton			Maintain FY21 span & frequency on weekdays & Saturdays, restore Sunday service

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
T18	Annapolis Road			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
V12	District Heights-Suitland			Maintain FY21 span & frequency
V14	District Heights-Seat Pleasant			Maintain FY21 span & frequency on weekdays, restore Sunday service
W14	Bock Road		n/a	Maintain FY21 span & frequency
Y2	Georgia Avenue-Maryland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route Y2
Y7				
Y8				
Z2	Colesville-Ashton		n/a	Maintain FY21 span & frequency
Z6	Calverton-Westfarm			Maintain FY21 span & frequency
Z7	Laurel-Old Columbia Pike Express		n/a	Maintain FY21 span & frequency
Z8	Fairland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week

FY2022 Proposed Service Plans – Virginia

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
1A	Wilson Blvd-Vienna			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
1B				
1C	Fair Oaks-Fairfax Blvd			Maintain FY21 span & frequency
2A	Washington Blvd-Dunn Loring			Maintain FY21 span & frequency
2B	Fair Oaks-Jermantown Rd			Maintain FY21 span & frequency
3A	Annandale Rd			Eliminate entire line, Fairfax Connector is adding replacement service
3T	Pimmit Hills			Eliminate entire line , Fairfax Connector is adding replacement service
3Y	Lee Highway-Farragut Square		n/a	Maintain no service
4A	Pershing Dr-Arlington Blvd		n/a	Maintain FY21 span & frequency on route 4B. Continue suspension on route 4A until crowding on adjacent services warrants restoration
4B				
5A	DC-Dulles			Eliminate entire line (when Silver Line Phase II opens)
7A	Lincolnia-North Fairlington			Eliminate routes 7F & 7Y, Maintain FY21 span & frequency on a modified route 7A operating from Pentagon to Southern Towers on existing alignment, then Seminary, Kenmore, N. Van Dorn, Holmes Run, Ripley, Duke, Reynolds, Edsall, Pickett, S. Van Dorn to Van Dorn Street Sta. DASH is proposing replacement service on Beauregard St. (Alex Transit Vision Plan Recommendation) / Add service until 2 am 7 days-a-week
7F				
7Y			n/a	
7C	Park Center-Pentagon		n/a	Continue suspension until crowding on adjacent services warrants restoration
7P			n/a	
7M	Mark Center-Pentagon		n/a	Maintain FY21 span & frequency
7W	Lincolnia-Pentagon		n/a	Eliminate entire line , DASH is adding replacement service
8S	Foxchase-Seminary Valley		n/a	Partially replace route 8Z service with new route 21C between Duke & Pickett Sts. & Pentagon Sta. / Restore regular route 8W and 8Z service when ridership warrants
8W			n/a	
8Z			n/a	
10A	Alexandria-Pentagon			Eliminate route 10N / Maintain FY21 span & frequency on route 10A /
10E			n/a	Continue suspension on route 10E until crowding on adjacent services warrants restoration / Add service until 2 am 7
10N				days-a-week
10B	Hunting Point-Ballston			Maintain FY21 span & frequency

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
11Y	Mount Vernon Express		n/a	Restore service with modified route 11C between Mt. Vernon and Braddock Road Sta., restore full service to downtown DC when crowding on adjacent services warrants. Temporarily charge regular fare until service is restored to downtown DC
15K	Chain Bridge Rd		n/a	Eliminate entire line. Fairfax Connector is adding replacement service
16A	Columbia Pike			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route 16E
16C				
16E				
16G	Columbia Pike-Pentagon City			Maintain FY21 span & frequency
16H				
16L	Annandale-Skyline City-Pentagon		n/a	Continue suspension until crowding on adjacent services warrants restoration
16Y	Columbia Pike-Farragut Square		n/a	Continue suspension until crowding on adjacent services warrants restoration
17B	Kings Park-North Springfield		n/a	Maintain FY21 span & frequency
17M			n/a	
17G	Kings Park Express		n/a	Maintain FY21 span & frequency on routes 17G and 17H. Extend route 17H from Gainsborough & Commonwealth to the Twinbrook Dr. terminal on the route 17K alignment. Continue suspension on route 17L until crowding on adjacent services warrants restoration
17H			n/a	
17K			n/a	
17L			n/a	
18G	Orange Hunt		n/a	Restore service on route 18J / Continue suspension on routes 18G and 18H until crowding on adjacent services warrants restoration
18H			n/a	
18J			n/a	
18P	Burke Centre		n/a	Maintain FY21 span & frequency
21A	Landmark-Bren Mar Park-Pentagon		n/a	Partially replace route 21A service with new route 21C between Stevenson &

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
21D			n/a	Walker and Reynolds & Duke, then operate via route 8Z alignment between Duke & Pickett and Pentagon Sta.
22A	Barcroft-South Fairlington			Maintain FY21 span & frequency / Extend route 22F from Beauregard & Filmore to Skyline City via route 28G alignment until ridership warrants restoration of route 28G
22C			n/a	
22F			n/a	
23A	McLean-Crystal City			Restore weekday service on routes 23B and 23T. / Maintain FY21 span & frequency and Saturdays and Sundays. / Add service until 2 am 7 days-a-week on route 23B
23B				
23T				
25B	Landmark-Ballston			Modify route to operate between Ballston & Southern Towers only, 28A and 7A realignments replace some service south of Southern Towers (Alex Vision Plan Recommendations)
26A	Annandale-East Falls Church		n/a	Restore service
28A	Leesburg Pike			Modify route east of INOVA Alexandria Hospital to operate via Howard, Jordan and Duke Sts. To King St. Sta. Also modify route between Seven Corners and Broad & Washington Sts. To operate via Wilson, Roosevelt, Sycamore and Washington. Service is eliminated between Alexandria Hospital and King St. Station on King St. as well as on East Broad St. between Seven Corners and Washington St. / Add service until 2 am 7 days-a-week
28F	Skyline City		n/a	Restore route 28F service / Continue suspension on route 28G until ridership warrants restoration (route 22F is extended to Skyline City to partially replace route 28G)
28G			n/a	
29C	Annandale		n/a	Eliminate route 29C, Fairfax Connector is adding replacement service. Maintain FY21 span & frequency on route 29G
29G			n/a	
29K	Alexandria-Fairfax			Maintain FY21 span & frequency
29N				
29W	Braeburn Dr-Pentagon Express		n/a	Eliminate entire line, Fairfax Connector is adding replacement service
38B	Ballston-Farragut Square			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week
MW1	Metroway - Potomac Yard			Maintain FY21 span & freq. weekdays, 30 min. freq. Sat. & Sun.
NH2	National Harbor-Alexandria			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service

Rte	Line Name	Weekday Status	Sat/Sun Status	Description
REX	Richmond Highway Express			Maintain FY21 span & frequency

FARE CHANGES

Parking Fees

	CURRENT Fares/Fees	FY2022 Proposed Fare Options
Parking Fees		
60 · District of Columbia	\$4.45 - \$4.95	no change
61 · Montgomery County	\$4.45 - \$5.20	no change
62 · Prince George's County	\$3.00 - \$5.20	\$3.00 - \$4.95
63 · Virginia	\$3.00 - \$4.95	no change
64 · Monthly reserved parking fee	\$45.00 - \$65.00	no change
65 · Parking meters \$1.00/60 minutes	\$1.00	no change
66 · Prince George's parking garage at New Carrollton (monthly)	\$85.00	no change
67 · Non-Metro rider parking fees	\$7.50 - \$15.00	no change
68 · Special event parking fees	up to \$25.00	no change

Financial Plan - Allocation of State & Local Contributions

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	6 Year
	Budget	Plan	Plan	Plan	Plan	Plan	Total
Federal Funding							
Federal Formula Programs	324,703,720	321,106,774	321,106,774	321,106,774	321,106,774	321,106,774	1,930,237,590
Federal RSI/PRIIA	148,500,000	-	-	-	-	-	148,500,000
Other Federal Grants	15,712,966	11,531,543	10,806,785	4,006,854	6,000,000	5,100,000	52,958,147
Total - Federal Grants	488,916,686	332,638,317	331,713,559	325,113,628	327,106,774	326,206,774	2,131,695,737
State & Local Funding Contributions							
District of Columbia							
Formula Match & System Performance	99,663,709	102,157,842	104,659,263	106,800,042	107,065,870	110,999,394	631,346,120
RSI/PRIIA	49,500,000	49,500,000	49,500,000	49,500,000	49,500,000	49,500,000	297,000,000
Dedicated Funding	178,500,000	178,500,000	178,500,000	178,500,000	178,500,000	178,500,000	1,071,000,000
Subtotal - District of Columbia	327,663,709	330,157,842	332,659,263	334,800,042	335,065,870	338,999,394	1,999,346,120
State of Maryland							
Montgomery County	46,334,910	47,902,028	49,518,478	51,332,737	53,837,692	55,210,140	304,135,985
Prince George's County	47,477,330	48,572,081	49,929,973	51,118,402	51,764,301	53,607,263	302,469,350
Maryland RSI/PRIIA	49,500,000	49,500,000	49,500,000	49,500,000	49,500,000	49,500,000	297,000,000
Maryland Dedicated Funding	167,000,000	167,000,000	167,000,000	167,000,000	167,000,000	167,000,000	1,002,000,000
Subtotal - Maryland	310,312,240	312,974,109	315,948,451	318,951,139	322,101,993	325,317,403	1,905,605,335
Commonwealth of Virginia							
City of Alexandria	12,599,122	13,005,424	13,394,167	13,809,767	14,261,824	14,671,606	81,741,910
Arlington County	22,791,984	23,652,841	24,470,494	25,441,423	26,893,536	27,506,783	150,757,061
City of Fairfax	713,407	743,237	773,845	812,411	881,830	896,891	4,821,622
Fairfax County	40,600,208	42,091,821	43,589,161	45,349,846	48,036,448	49,131,907	268,799,391
City of Falls Church	776,099	795,954	815,052	831,454	832,652	863,231	4,914,442
Loudoun County	5,471,946	5,800,347	6,112,790	6,565,037	7,548,799	7,569,426	39,068,344
Virginia RSI/PRIIA	49,500,000	49,500,000	49,500,000	49,500,000	49,500,000	49,500,000	297,000,000
Virginia Dedicated Funding - Unrestricted	122,883,455	122,883,455	122,883,455	122,883,455	122,883,455	122,883,455	737,300,730
Virginia Dedicated Funding - Restricted	31,616,545	31,616,545	31,616,545	31,616,545	31,616,545	31,616,545	189,699,270
Congestion Mitigation and Air Quality (CMAQ)	1,016,889	645,768	626,951	601,713	763,000	763,000	4,417,323
Subtotal - Virginia	287,969,654	290,735,393	293,782,459	297,411,652	303,218,089	305,402,845	1,778,520,093
Jurisdiction Planning Projects	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
Silver Line (MWAA)	12,951,000	867,000	-	-	-	41,133,000	54,951,000
Potomac Yard (Alexandria)	149,500,000	18,987,000	-	-	-	-	168,487,000
Purple Line (MDOT)	4,068,000	-	-	-	-	-	4,068,000
Subtotal - Jurisdictional Reimbursable	169,519,000	22,854,000	3,000,000	3,000,000	3,000,000	44,133,000	245,506,000
Total - State & Local	1,095,464,603	956,721,344	945,390,174	954,162,833	963,385,953	1,013,852,641	5,928,977,547
Debt	1,023,474,711	1,341,813,591	995,432,848	937,698,099	663,892,396	605,858,090	5,568,169,736
Grand Total Funding *	2,607,856,000	2,631,173,252	2,272,536,581	2,216,974,559	1,954,385,123	1,945,917,506	13,628,843,021

* Total funding requirement includes capital program expenditures, debt service, and estimated revenue loss from major shutdowns

Note: Does not assume reauthorization of Federal PRIIA beyond FY2022

Financial Plan by Investment Category

<i>(Dollars in Millions)</i>	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	6-Year
	Budget	Plan	Plan	Plan	Plan	Plan	Total
Railcars	\$342	\$346	\$437	\$530	\$517	\$423	\$2,595
Rail Systems	272	337	308	257	203	213	1,590
Track and Structures	343	476	259	236	237	247	1,798
Stations and Passenger Facilities	572	369	328	302	268	272	2,111
Bus and Paratransit	515	550	492	418	184	196	2,354
Business Support	547	448	239	206	220	227	1,888
Total Capital Program	\$2,591	\$2,526	\$2,064	\$1,949	\$1,628	\$1,578	\$12,336
Revenue Loss from Capital Projects	17	10	10	10	10	10	67
Debt Service-Dedicated Funding ¹	0	95	199	258	316	358	1,226
Total Capital Program Cost	\$2,608	\$2,631	\$2,273	\$2,217	\$1,954	\$1,946	\$13,629

¹ Projections subject to change based on actual debt requirements and terms of future debt issuance

INDIRECT COST RATE PROPOSAL

Table of FY2022 Budgeted Indirect Cost Rates

For FY2022, Metro prepared and submitted an Indirect Cost Rate Proposal (ICRP) to the Federal Transit Administration (FTA) on December 31, 2020 for a set of department indirect cost rates that, excluding a carry-forward calculation, establishes a composite rate of 50.45%. The FTA is still reviewing the proposed FY2022 ICRP. The indirect cost rates by department used to develop the budgeted composite rate of 50.45% are as shown below.

Department/Area	Indirect Cost Rate
Access Services, Mode 10 – Paratransit (ACCESS)	197.23%
Bus Services - Transportation, Mode 01 (BTRA)	38.11%
Bus Services - Vehicle Maintenance, Mode 01 (BMNT)	43.98%
Rail Transportation Administration, Mode 02 (RTRA)	50.69%
Rail Maintenance, Mode 02 (CMNT)	51.18%
Rail Infrastructure and Facilities, Mode 02 (INFR)	57.89%
Metro Transit Police Department (MTPD)	57.78%
Customer Service, Communications, and Marketing (CSCM)	65.95%
Overall Composite Indirect Cost Rate	50.45%

In preparing the FY2022 Capital Budget and Six-Year CIP, Metro proposes use of the indirect cost rate set that corresponds to a composite rate of 50.45%. This rate is less than the composite rate of 67.18%, which was provisionally approved by FTA by letter dated August 10, 2020.



U.S. Department
of Transportation
**Federal Transit
Administration**

REGION III
Delaware, District of
Columbia, Maryland,
Pennsylvania, Virginia,
West Virginia

1835 Market Street
Suite 1910
Philadelphia, PA 19103
215-656-7100

August 10, 2020

Mr. Dennis Anosike
Chief Financial Officer
Washington Metropolitan Area Transit Authority
600 Fifth Street, NW
Washington, DC 20001

Re: FY2021 Indirect Cost Rate Proposal – Provisional Approval

Dear Mr. Anosike:

The Federal Transit Administration (FTA) has received the Washington Metropolitan Area Transit Authority's (WMATA) Indirect Cost Rate Proposal (ICRP) on FTA-funded activities. The proposal received a cursory review by FTA Region 3's Financial Analyst who determined that a formal review by our Financial Management Oversight Contractor (FMOC) was warranted.

Unfortunately, the process of issuing a task order to the FMOC was halted as activities related to the COVID-19 Pandemic and subsequent CARES Act took precedence. FTA has recently re-initiated the process of having a FMOC assigned to review your FY2021 ICRP. It is expected that their review will be completed within the next 60 days.

While we await the FMOC's report, the indirect cost rate of 67.18% proposed in the WMATA Indirect Cost Rate Proposal is provisionally approved by FTA for application to direct labor charged to FTA grants during WMATA's Fiscal Year 2021 that extends from July 1, 2020 through June 30, 2021. FTA expects to make a final determination regarding the proposed rate within this period, at which time, any necessary adjustments to the rate will be made.

If you have any questions, please contact Kelly Tyler in the Washington, DC Metropolitan Office at (202) 366-3267 or via e-mail at Kelly.Tyler@dot.gov.

Sincerely,

Digitally signed by
DONGHEE A CHO
Date: 2020.08.10 14:10:53
-04'00'

Tony Cho
Director, Office of Program Management and Oversight

PRESENTED AND ADOPTED: February 27, 2020

SUBJECT: DEBT MANAGEMENT POLICY

2020-04

RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, WMATA's Dedicated Capital Funding Agreement with Maryland requires the Board to adopt a formal debt management policy and then review and adopt that policy annually; and

WHEREAS, Staff has prepared the attached debt management policy for Board consideration;

NOW, THEREFORE, be it

RESOLVED, That the Board adopts the Debt Management Policy in Attachment A; and be it further

RESOLVED, That the General Manager and Chief Executive Officer shall bring the Debt Management Policy with any recommended changes back to the Board for review and approval annually; and be it finally

RESOLVED, That this Resolution shall be effective 30 days after adoption in accordance with § 8(b) of the WMATA Compact.

Reviewed as to form and legal sufficiency,



Patricia Y. Lee
General Counsel

WMATA File Structure No.:
4.1.0 Bonds

Motioned by Mr. McMillin, seconded by Mr. Graham
Ayes: 8- Mr. Smedberg, Ms. Gidigbi, Mr. Goldman, Mr. Horner, Mr. Letourneau, Mr. Marootian, Mr. Graham
and Mr. McMillin

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

Debt Management Policy Guidelines

February 2020

I. Introduction

Section 101. Purpose

These Debt Management Policy Guidelines (the “Policy Guidelines”) document the Washington Metropolitan Area Transit Authority’s (“WMATA” or the “Authority”) goals for the use of debt instruments and provides guidelines for the use of debt for financing the Authority’s infrastructure and capital projects. The Authority’s overall guiding principles in issuing debt is to (a) identify transactions that utilize debt in the most efficient manner, (b) make timely debt service payments, and (c) achieve the lowest possible cost of capital and maintain high credit ratings and access to the capital markets.

Section 102. Authority, Scope and Review

WMATA is an interstate compact agency, and an agency and instrumentality of the District of Columbia, State of Maryland, and Commonwealth of Virginia. WMATA’s continuing power to issue revenue bonds is set forth in Article IX of the Compact. Notwithstanding any provision of these Guidelines to the contrary, all debt obligations of WMATA will comply with the requirements of the Compact as well as all other applicable laws, regulations and Board Resolutions.

These Policy Guidelines will be reviewed annually by the WMATA Board of Directors (the “Board”) and any changes to the Policy Guidelines must be presented to and approved by the Board.

Section 103. Administration of Policy Guidelines

Both the Executive Vice President and Chief Financial Officer and the Vice President and Treasurer will be responsible for managing, implementing and reviewing the Policy Guidelines and recommending appropriate debt offerings to the General Manager and Chief Executive Officer from time to time.

Section 104. General Best Interest of Authority

The General Manager and Chief Executive Officer will bring to the Board for approval prior to closing, any deviations from the Policy Guidelines that may be appropriate to address 1) changing financial goals, 2) emerging financial products/debt structures and 3) unique market opportunities.

II. General Debt Issuance Policies

Section 201. Use of Debt

WMATA will issue bonds for the sole purpose of financing the Authority’s Capital Improvement Program (CIP). Bond proceeds will not be used for ongoing operating needs except as provided for in this section.

WMATA may use a mix of pay-as-you-go and debt to finance capital projects and other short and long-term financial needs of the Authority. The financing purpose will guide the type of debt WMATA uses, which may include:

Long-Term Debt: Long-term bonds/notes (instruments with a maturity of more than two years are preferred for financing essential capital activities including the acquisition, construction and rehabilitation of major capital assets. Long-Term Debt may not be issued with a maturity exceeding thirty (30) years. Debt will be issued for a duration matched to the overall economic life of the CIP projects financed.

Short-Term Debt: WMATA may use short-term bonds/notes (instruments with a maturity of two years or less) as a cash management tool to provide interim financing for capital financing activities, to bridge temporary cash flow deficits within a fiscal year, and/or to reduce interest rate costs. Short-term debt obligations may include commercial paper, grant anticipation notes, working cash notes, variable rate bonds, bond anticipation notes, lines of credit as well as any other appropriate instruments.

Variable Rate Debt: In addition to fixed rate debt, WMATA may issue bonds/notes with a variable interest rate to 1) diversify its debt portfolio, 2) reduce interest costs, 3) improve its match of assets to liabilities, 4) provide budgetary relief or 5) allow grant funding flexibility to accommodate changes in debt service levels. The aggregate amount of WMATA's outstanding unhedged long-term variable rate debt, however, is not authorized to exceed 20% of its outstanding long-term debt.

Direct Borrowing: Where direct borrowing/lending (such as TIFIA loans) would prove more economically beneficial, WMATA will consider direct loan obligations. However, WMATA will only proceed with a direct loan transaction if the transaction creates tangible benefits of greater value to WMATA than the burden of additional costs and administrative requirements of such direct borrowing.

Bond Premium: Bonds can be sold at par or as premium bonds or discount bonds. If bonds are sold with a premium, the premium shall be deposited to a Cost of Issuance Account to pay bond issuance costs, and, if applicable, any residual premium will be transferred to a Capitalized Interest Account to pay any capitalized debt service on the bonds; and, any further residual premium will be deposited into the Capital Projects Account specific to that bond issue.

When issuing Gross Revenue Bonds, WMATA will attempt to "right-size" the issue so as to minimize any excess premium derived after covering 1) bond issuance costs; 2) and capitalized debt service, if any. Any remaining premium will be deposited to the project fund to satisfy the CIP Project Fund requirement.

Section 202. Financing Purposes

The Authority may issue debt for either new money or refunding purposes.

New Money Bonds: New money bonds may be issued to provide additional funding for essential capital activities or other activities suitable for bond financing, as detailed under Use of Debt.

Refunding Bonds: WMATA may issue refunding bonds to achieve debt service savings on its outstanding bonds by redeeming high interest rate debt with lower interest rate debt. WMATA may structure the savings from these bonds on a uniform, proportionate or accelerated basis depending on the Authority's financing goals. When refunding outstanding bonds, the Authority will generally seek a per bond net present value savings guideline of 3% based on market

conditions. Refundings with lower savings rate may be appropriate to maximize overall financial objectives. Notwithstanding the above, the 3% savings guideline will not apply for bonds with a call date between one and three years from their stated maturity, or for small principal maturities.

In certain instances, it may be advantageous for WMATA to issue refunding bonds that do not produce positive economic savings but serve to restructure debt or retire a bond issue in order to remove undesirable bond covenants. Prior to issuing such refunding bonds, WMATA will evaluate the benefits (both intangible and tangible) as well as the economic costs for approval by the Board.

Section 203. Issuance Processes

There are three basic processes for the issuance of long-term bonds:

- **Jurisdictional Capital Contribution Debt.** This form of debt may be issued using the process contained in the applicable Capital Funding Agreement which may provide for an opt-in option for the funding jurisdictions and formal agreement by the opting-in jurisdictions to fund that debt service. The security for these bonds will be WMATA's Gross Revenues as defined in the applicable bond resolution.
- **Dedicated Funding Debt.** This form of debt may be issued with the approval of the Board without any jurisdictional input. The security for these bonds shall be the Dedicated Funding contributions received from the District of Columbia, the State of Maryland, and the Commonwealth of Virginia pursuant to the following legislative enactments: (a) from the District of Columbia under D.C. Official Code § 1-325.401 or any successor statute, as the same may be amended from time to time in the future; (b) from the State of Maryland under Md. Transportation Code Ann. § 10-205(g) or any successor statute, as the same may be amended from time to time; and (c) from the Commonwealth of Virginia under the Va. Code §33.2-3401.B or any successor statute, as the same may be amended from time to time. Dedicated Funding shall also include funds paid by any of the District of Columbia, the State of Maryland, the Commonwealth of Virginia or any other Participating Jurisdiction in-lieu-of such amounts.
- **Debt Secured by Other Revenue Sources.** WMATA may issue debt secured by other sources of revenue not described above. The approval of the Board is the only approval necessary unless the source of revenue is from one or more of the local funding jurisdictions; in which case, those jurisdictions will have the same rights as under Jurisdictional Capital Contribution Debt.

Section 204. Combination of Security for Bonds

WMATA may issue bonds with one or more types of security provided that the issuance requirements and process for each type of security is met.

Section 205. Borrowing Capacity

In addition to complying with the financial covenants for outstanding Gross Revenue Transit Bonds authorized under the 2003 Gross Revenue Bond Resolution (2003-53) and subsequent supplemental resolutions and other applicable bond resolutions, the Authority will manage its debt to ensure sufficient revenues are available to meet its obligations under its various liens. WMATA will monitor debt capacity and analyze impact of additional debt on the Authority's short- and long-term debt capacity. Any debt cap will be based on

the overall needs of the Authority and the Debt Service Coverage requirements contained in any applicable bond resolution.

Senior and Junior Liens for each revenue source will be utilized in a manner that maximizes critical constraints, including cost and capacity, thus allowing for the most beneficial use of the revenue for the most efficient security structure. Prior to each lien, the Authority's Board will approve a maximum annual debt service (MADS ratio of pledged revenue divided by annual debt service) or other debt service coverage requirement necessary to satisfy the constraints.

Section 206. Use of Short-Term Debt

Short-Term Debt may be issued by WMATA. Lines of Credit not used for credit enhancement may be used for interim funding of the approved capital program or to ameliorate the impact of any shortfall in the Operating budget. When used in the capital program, the costs of such usage shall be charged to the applicable capital program or project. When a Line of Credit is used to ameliorate the impact of any shortfall in the Operating budget, the costs of such usage, including interest, shall be paid solely out of the Operating budget and charged to the jurisdiction or jurisdictions causing the need to use the Line of Credit or charged pursuant to the applicable subsidy formula when the use of the Line of Credit is from a non-jurisdictional requirement but never from any capital funds.

All forms of Short-Term Debt must be approved by the Board of Directors before closing; except that Lines of Credit meeting the following parameters may be issued without further Board action:

- Aggregate amount not to exceed \$350 million unless prior Board approval is received;
- The interest rate shall not exceed the then-current one-month LIBOR (or any generally accepted substitute for LIBOR) plus an annual rate of 1.75%;
- Have a term which is less than one year;
- Fees and transaction costs paid by WMATA on a Line of Credit may include the fee types and transaction costs contained in the existing Line of Credit program in effect upon passage of this policy and additional fee types and transaction costs (and each in amounts) which are reasonable and customary for the industry at the time of entering into a new or renewed Line of Credit; and
- If financial institution indemnification is required as a condition of the Line of Credit, such indemnification shall have already been granted by the Board of Directors.

Section 207. Credit Ratings

WMATA's credit ratings goal is to achieve the best economic benefit from the Authority's debt issuances by attaining appropriate balance between minimizing borrowing cost and maximizing financial flexibility and result.

For existing bond programs, WMATA will attempt to maintain or improve current credit ratings without adversely affecting levels of debt that may be issued for any particular program. For new bond issuances, WMATA will generally seek investment grade ratings from at least two Nationally Recognized Statistical Rating Organizations. However, WMATA acknowledges that as market conditions and financing needs evolve, so should the Authority's credit ratings strategy. WMATA may accept a lower rating (and thus incur a modest financing cost

differential) in order to gain flexibility needed to effect significant policy initiatives. The Authority will periodically review its credit rating strategy to see if market or capital plan developments warrant a revision in WMATA's approach to its ratings.

WMATA will strive to communicate regularly with rating agencies. As requested, the Authority will provide information to rating agencies, arrange regular conference calls to update rating analysts on significant financial developments and communicate with rating agencies prior to each WMATA public bond offering.

Section 208. Subordinate Liens

WMATA may determine that for some of its revenue sources it may be advantageous to issue subordinate lien debt. However, WMATA will only proceed with subordinate lien debt if the transaction creates tangible benefits to WMATA and is approved by the Board.

Section 209. Tax Status

WMATA has a preference for issuing debt on a tax-exempt basis to take advantage of interest costs savings compared to issuing taxable debt. However, WMATA may issue debt on a taxable or tax-exempt basis.

Section 210. Credit Enhancement

WMATA may secure credit enhancement for all or a portion of each bond issue. Credit enhancement may include municipal bond insurance or a letter/line of credit (which shall not be covered by Section 206 of this Debt Policy). The Executive Vice President and Chief Financial Officer or designees shall recommend use of credit enhancement considering such factors as economic benefit of the enhancement, and future secondary market trading conditions. WMATA will not secure credit enhancement unless the premium cost is less than the present value of the projected interest savings or if such credit enhancement improves capital market access and/or facilitates liquidity in the secondary market for the securities. For municipal bond insurance, or other forms of credit enhancement which are paid for with an upfront premium, WMATA will analyze the economic benefit both to the maturity of the bonds and to the first optional redemption date.

WMATA may also fund a debt service reserve fund to enhance the marketability of its bonds.

For bond issues that require a debt service reserve fund, WMATA may purchase a surety bond policy or letter of credit to satisfy the reserve fund requirement in lieu of funding.

III. Sustainability and Environmental, Social and Governance (ESG) Debt

As a mass transit system, WMATA promotes low carbon emissions and an environmentally friendly "green" platform encompassing its operations and infrastructure. The Authority's debt collateral attracts investors who want to contribute to its sustainable business model and may have mandates to invest in a socially responsible manner.

WMATA is under no obligation to certify "green" for any debt issuance or as a compliance requirement and can solely rely on its energy efficient asset base of environmentally friendly collateral as qualifying its debt as "green" and socially responsible.

As investors continue to pursue "impact" investments and WMATA fulfills that socially responsible objective with programs such as Metro Access, fares for low-income and disabled customers, subsidized student fare programs, and outreach programs to the low income and non-banked community, WMATA's investor relations when appropriate will emphasize its

positive impact in the community to broaden the Authority’s investor base and highlight the Authority’s federal mandate to serve lower income customers.

Debt issuances, when logical, are permitted to be marketed and labeled as “green”, “sustainable”, or “ESG” investment opportunities to potential investors. WMATA will leverage this marketing advantage to lower its cost of funds and/or to diversify investors when possible as the ESG market continues to grow worldwide.

IV. Method of Sale and Use of Professionals

Section 401. Method of Bond Sale

The General Manager & Chief Executive Officer or his designee may choose between the following three different bond sale methods: negotiated, competitive and private placement. A competitive sale is the preferred method of sale unless market conditions at the time of sale indicate a negotiated or private placement sale will result in lower overall cost to WMATA. In such cases, Board approval is required to proceed with a negotiated sale or private placement.

Factors which may be considered when determining the most efficient bond sale method include:

• Bond market conditions	• Bond structure	• Market timing
• Credit demand	• Credit acceptance	• Credit ratings
• Use of proceeds	• Bond size	• Financing complexity
• Desire to negotiate bond covenants	• Credit enhancement participation	• Credit Complexity

Section 402. Selection of Bond Financing Professionals

Bond Financial Advisory Professionals including firms that provide financial advisory and underwriting services to WMATA in connection with the issuance of debt shall be selected on a competitive basis to create pools of qualified vendors. The Executive Vice President and Chief Financial Officer or his designee have been delegated the authority to select Bond Financial Advisory professionals. The Authority will strive for diversity and provide opportunity for DBE firms, veteran owned, and other minority and women-owned firms as part of each underwriting team.

WMATA will select and retain at all times one or more independent registered municipal advisors (IRMAs) to review financing ideas provided to the Authority by Bond Underwriting Professionals. Further, concurrently with the planning for a debt issue, WMATA shall obtain the services of Bond Financial Advisory Professionals and, as needed, Bond Underwriting Professionals.

In addition to the above, WMATA may periodically solicit separately for specialized services, including short-term lending products, based on the financial needs of the Authority and market factors at the time of the solicitation. As the market for financial institution offering short-term lending products to governments evolve, WMATA may solicit bids for short-term borrowing programs from firms meeting the Compact requirements and whom the Authority deems viable at the time of the financing.

WMATA requires its Bond Financial Advisory Professionals to provide services in accordance with all currently applicable Municipal Securities Rulemaking Board (MSRB) rules and any subsequent MSRB rulings or requirements.

V. Derivatives

Section 501. General Policy

Interest rate swaps and options (Swaps or Derivatives) are appropriate management tools that can assist WMATA to meet important financial objectives. Properly used, these instruments can help WMATA increase its financial flexibility, provide opportunities for interest rate savings, enhanced investment yields, or reduce interest rate risk through more effective matching of assets and liabilities. Derivatives for commodities used by WMATA also provide opportunities for financial benefit. The Executive Vice President and Chief Financial Officer or his designee must determine if the use of any Swap or hedging instrument is appropriate and warranted given the potential benefit, risks, and objectives of the Authority.

- WMATA may consider the use of a derivatives if it achieves one or more of the following objectives:
 - Provides specific risk mitigation not otherwise available;
 - Produces greater than expected interest rate savings or incremental yield over other market alternatives;
 - Results in improved capital structure or better asset/liability match.
- WMATA will not use derivative products that are speculative or create extraordinary leverage or risk; lack adequate liquidity; provide insufficient price transparency; or as investments.

WMATA will only do business with A+ or higher rated counterparties or counterparties whose obligations are supported by A+ or higher rated parties.

Section 502. Interest Rate Derivative Policy

Financial transactions using Swaps or other derivative products used in lieu of a fixed rate debt issue should generate greater projected savings than the typical structure used by WMATA for fixed rate debt.

- WMATA will limit the total notional value of interest rate derivatives to an amount not to exceed twenty percent of total outstanding fixed rate debt and 100% of variable rate debt.

Section 503. Commodity Derivative Policy

WMATA is authorized to hedge or execute contracts for diesel fuel, electricity, CNG, carbon credits, and other commodities (excluding financial derivatives discussed above) that have a direct business relationship to WMATA's operations but not to exceed 95% of the expected use of the commodity to provide budget stability.

VI. Disclosure

WMATA will periodically review the requirements of the MSRB and the recommendations of the Government Finance Officers Association ("GFOA") including the GFOA recommendation that financial statements be prepared and presented according to generally accepted accounting principles.

The Authority will also comply with Rule 15c2-12 by filing its annual financial statements and other financial and operating data on the Electronic Municipal Market Access (EMMA) repository for the benefit of its bondholders within the timeframe required under each financing. WMATA will make its financial statements, annual budget and official statements available on its investor relations website. The Vice President and Treasurer will comply with all SEC requirements for disclosure by providing annual financial information and notices of material events as outlined in the Continuing Disclosure Agreement executed for each series of bonds.

VII. Post Issuance Considerations

Section 701. General Compliance Requirements

WMATA will comply with all debt covenants and comply with all post issuance tax requirements as detailed in the individual tax compliance certificate executed in connection with each bond or note sale. Specifically, WMATA will comply with Federal tax law to establish and maintain the exclusion from gross income tax on the Authority's bonds. WMATA will particularly focus on arbitrage requirements and will evaluate and ensure compliance with all applicable tax law during the debt issuance process, and on an ongoing basis thereafter, monitoring the Authority's debt portfolio in light of regulatory changes and case law, including arbitrage rules, including the Authority's arbitrage rebate position and any attendant rebate liability, as defined in § 148 of the Tax Code.

Section 702. Investment of Bond Proceeds

WMATA will invest the sale proceeds of its bonds in accordance with the provisions of the WMATA Compact and the Internal Revenue Code. WMATA will invest bond proceeds in a manner that allows proceeds to be available when needed.

Section 703. Trustee Relationships and Monitoring of Trustee Activities

The Vice President and Treasurer is responsible for monitoring trustee activities made on behalf of WMATA on a quarterly basis.

Operating Budget Amendment Resolution and Attachments

June 10, 2021

PRESENTED AND ADOPTED: June 10, 2021

**SUBJECT: AUTHORIZATION OF TEMPORARY FARE AND SERVICE CHANGES,
APPROVAL OF 30-DAY PROMOTIONAL PASS PRICING SCHEDULE, AND
AMENDMENT OF FISCAL YEAR 2022 OPERATING BUDGET**

2021-22

**RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

WHEREAS, In Resolution 2021-11, the Board of Directors adopted fares and service plans for WMATA's Fiscal Year (FY) 2022; and

WHEREAS, As the region begins a pandemic recovery, staff recommends providing certain fare changes on a temporary basis to begin in or about September 2021, as shown in Attachment A; and

WHEREAS, To support regional pandemic recovery, staff recommends providing temporary additional Metrobus and Metrorail service to begin in or about September 2021, as shown in Attachments B and C, respectively; and

WHEREAS, To support regional pandemic recovery and win back riders, staff recommends providing a 30-day promotional pass pricing schedule beginning September 7, 2021, that reduces the cost of the Unlimited Combination Passes, as shown in Attachment A; and

WHEREAS, Staff will complete a Federal Transit Administration-required Title VI equity analysis on the temporary fare and service changes, excluding the 30-day promotional pass pricing schedule, and provide the Board with a report prior to the Board making the fare and service changes permanent; and

WHEREAS, The proposed fare and service changes require an amendment to the FY 2022 Operating Budget;

NOW, THEREFORE, be it

RESOLVED, The Board of Directors approves implementing the temporary fare and service changes in or about September 2021, as shown in Attachments A, B, and C; and be it further

**Motioned by Mr. McMillin, seconded by Mr. Letourneau
Ayes: 8- Mr. Smedberg, Ms. Gidigbi-Jenkins, Mr. Goldman, Mr. McMillin, Mr. Letourneau, Ms. Babers,
Mr. Slater and Mr. Rouse**

RESOLVED, The Board of Directors approves implementing a promotional 30-day Unlimited Combination Passes pricing schedule beginning September 7, 2021, and expiring on the 30th day unless the Board takes further action; such promotional passes are as follows:

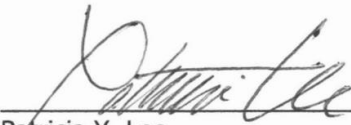
- Half price for 1-day unlimited pass, 3-day unlimited pass, 7-day short-trip unlimited pass, and 7-day unlimited pass
- Monthly Unlimited pass shall be based on a multiple of 22 trips, rather than the existing 36 trips; and be it further

RESOLVED, That as a result of the temporary fares and service to begin in or about September 2021, the revenues and expenses in the Fiscal Year 2022 Operating Budget are amended as shown in Attachment D and subsidy changes are amended as shown in Attachment E; and be it further

RESOLVED, That in accordance with Federal Transit Administration requirements the Board of Directors authorizes staff to conduct a Title VI equity analysis, including the public participation process, on the temporary fare and service changes and provide the Board of Directors with a report on the analysis; and be it finally

RESOLVED, That this Resolution shall be effective immediately to allow staff to conduct the required Title VI equity analysis on the temporary fare and service changes.

Reviewed as to form and legal sufficiency,



Patricia Y. Lee
Executive Vice President and General Counsel

WMATA File Structure Nos.:
6.6.4 Bus Route and Service Planning
20.5 Rail Service Planning
9.12.9 Tariff (WMATA Fare Structure)

ATTACHMENT A: FARE CHANGES

Metrorail Fares	CURRENT Fares/Fees	Proposed Fare Options
Peak Fares¹		
1 · Boarding charge (up to 3 miles)	\$2.25	no change
2 · Composite miles between 3 and 6 miles	\$0.326	no change
3 · Composite miles over 6 miles	\$0.288	no change
4 · Maximum peak fare	\$6.00	no change
5 · Charge for senior/disabled is one-half peak fare	\$1.10 - \$3.00	no change
Off-Peak Fares²		
6 · Boarding charge (up to 3 miles)	\$2.00	no change
7 · Composite miles between 3 and 6 miles	\$0.244	no change
8 · Composite miles over 6 miles	\$0.216	no change
9 · Maximum off-peak fare	\$3.85	no change
10 · Weekend Flat Fare ³	\$2.00 - \$3.85	\$2.00
· Weekend senior/disabled Flat Fare	New	\$1.00
11 · Charge for senior/disabled is one-half the peak fare	\$1.10 - \$3.00	no change
Unlimited Combo Passes⁴		
12 · Monthly unlimited passes	varies	no change
13 · 1-day unlimited pass	\$13.00	no change
14 · 3-day unlimited pass	\$28.00	no change
15 · 7-day short-trip unlimited pass	\$38.00	no change
16 · 7-day unlimited pass	\$58.00	no change
Unlimited Combo Passes Promotion		
	varies	30 Day Promotion varies
12P · Monthly unlimited passes	(36 trip multiple)	(22 trip multiple)
13P · 1-day unlimited pass	\$13.00	\$6.50
14P · 3-day unlimited pass	\$28.00	\$14.00
15P · 7-day short-trip unlimited pass	\$38.00	\$19.00
16P · 7-day unlimited pass	\$58.00	\$29.00
Other Rail Fares		
17 · Bus-to-rail transfer utilizing SmarTrip® card	\$0.50 discount	\$2.00 discount
18 · Monthly TransitLink Card on MARC and VRE ⁵	\$114.00	no change
19 · Monthly TransitLink Card on MTA ⁵	\$176.00	no change
20 · Surcharge on Entry/Exit for station improvements, two stations per Compact jurisdiction ⁶	\$0.05	no change
Metrobus Fares		
Regular Fares		
21 · Cash boarding charge for local bus	\$2.00	no change
22 · Cash boarding charge for express bus	\$4.25	no change
23 · Cash boarding charge for designated airport routes	\$7.50	no change
24 · SmarTrip® boarding charge for local bus	\$2.00	no change
25 · SmarTrip® boarding charge for express bus	\$4.25	no change
26 · SmarTrip® boarding charge for designated airport routes	\$7.50	no change

Senior/Disabled: One-Half Regular Fares

27	· Cash boarding charge for local bus	\$1.00	no change
28	· Cash boarding charge for express bus	\$2.10	no change
29	· Cash boarding charge for designated airport routes	\$3.75	no change
30	· SmarTrip® boarding charge for local bus	\$1.00	no change
31	· SmarTrip® boarding charge for express bus	\$2.10	no change
32	· SmarTrip® boarding charge for designated airport routes	\$3.75	no change

Cash Upload to SmarTrip®

33	· Surcharge for cash upload to SmarTrip® on board bus	\$0.00	no change
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Bus Transfers utilizing SmarTrip® card

34	· Local to local bus	free	no change
35	· Local to express bus	\$2.00 discount	no change
36	· Local to designated airport routes	\$2.00 discount	no change
37	· Rail-to-bus transfer	\$0.50 discount	\$2.00 discount
38	· Transfer from MARC, VRE, & MTA with weekly/monthly pass	free	no change
39	· Transfer from regional bus partners	varies	varies

Bus Passes

40	· 7-Day Regional Bus Pass	\$15.00	\$12.00
41	· 7-Day Regional Senior/Disabled Bus Pass	\$7.50	\$6.00

Other Fare Media

42	· Package of 10 tokens, available to organizations	\$20.00	no change
43	· DC student tokens - 10 trips per pack	\$10.00	no change

MetroAccess Fares⁷

44	· MetroAccess fare (within ADA 3/4 mile service corridor)	varies	varies
45	· Maximum fare	\$6.50	no change

Parking Fees⁸

46	· District of Columbia	\$4.45 - \$4.95	no change
47	· Montgomery County	\$4.45 - \$5.20	no change
48	· Prince George's County	\$3.00 - \$4.95	no change
49	· Virginia	\$3.00 - \$4.95	no change
50	· Monthly reserved parking fee	\$45.00 - \$65.00	no change
51	· Parking meters \$1.00/60 minutes	\$1.00	no change
52	· Prince George's parking garage at New Carrollton (monthly)	\$85.00	no change
53	· Non-Metro rider parking fees	\$7.50 - \$15.00	no change
54	· Special event parking fees	up to \$25.00	no change

Other Fees

55	· Bicycle locker rental	\$120.00 (annual)	no change
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¹ Peak fares are in effect from opening through 9:30 a.m. and from 3:00 p.m. to 7:00 p.m. weekdays, except on national holidays.

² Off-peak fares are in effect during all other hours on weekdays and all national holidays.

³ Weekend flat fares are in effect from Saturday opening until Sunday closing.

⁴ *Unlimited Combo Passes shall be valid on Metrorail, Metrobus and Regional Bus Providers (including but not limited to ART, DC Circulator, CUE, DASH, Fairfax Connector, The Bus, and Ride On) instead of only Metrorail and Metrobus upon the implementation of and subject to WMATA entering into a revenue sharing agreement with regional providers.*

⁵ *Metro's portion of the TransitLink Cards on MARC, VRE, and MTA.*

⁶ *A \$0.05 surcharge on entry and exit at up to two stations in each jurisdiction in the Compact Transit Zone to fund station-specific capital improvements to Metro facilities at the station(s) where the surcharge is levied may be imposed with further Board approval.*

⁷ *MetroAccess fare is twice the equivalent fixed route SmarTrip® fare based on fastest trip.*

⁸ *Parking fees consist of Metro's base fee plus jurisdiction surcharge, if any.*

Additional Fare Changes

1. The District of Columbia currently provides additional \$0.50 subsidy to increase the value of bus to rail transfers for passengers transferring from bus to rail on DC Bus Routes 94, A2, A4, A6, A7, A8, W1, W2, W3, W5, W6 and W8. To the extent that the \$2 bus to rail transfer is in place, the additional subsidy provided by the District of Columbia shall be suspended.

2. Notwithstanding the fare changes made in this Resolution the virtual bus-to-bus transfer between lines serving the Addison Road and Capitol Heights Metrorail stations via Metrorail at no charge with the use of a SmarTrip® card authorized in Resolution 2017-52 shall continue in effect.

Attachment B
September Proposed
Metrobus Service

Specific changes to Metrobus routes are detailed in the tables on the following pages, collated by jurisdiction. The legend below provides a brief summary of the type of changes shown for the routes:

	Service is proposed to be improved from existing levels, either by restoring suspended service to pre-pandemic service levels, or by increasing service (e.g. expanding span of service, increasing frequency)
	Service is modified from existing levels (e.g. restructuring the route, merging two routes, etc). Service may increase or decrease depending on location along the route.
	Service is currently operating and will continue to operate unchanged.
	Service is currently not operating and will continue to not operate.

Additionally, the column labeled “FSN” denotes routes which are included as part of the Frequent Service Network proposal (also known as the All Day Service Network or “walk up” service proposal). This column denotes those routes included in the Frequent Service Network and identifies whether they are proposed for 12 minute or 20 minute service frequencies from 7am to 9pm, seven days a week.

September 2021 Service Plan - District of Columbia						
Route	Line Name	FSN	WKDY	SAT	SUN	Summary of Changes
31	Wisconsin Avenue	12				Additional weekday trips on both routes from eliminated 30N/30S trips to result in 12 minute frequency on trunk
33		12				
32	Pennsylvania Avenue	12				Additional weekday trips on 32/26 routes from eliminated 30N/30S trips to result in 12 minute service on trunk; Maintain no service on 34
34						
36		12				
37	Wisconsin Avenue Limited					Maintain no service
39	Pennsylvania Avenue Limited					Maintain no service
42	Mount Pleasant					Re-structure route removing service between Farragut Square and Gallery Place; Replace with extension to Potomac Park/Kennedy Center; Add peak-period trips.
43						
52	14th Street	12				Increase frequency to result in 12 minute service on trunk
54		12				
59	14th Street Limited					No change
60	Fort Totten-Petworth					No change
64	Fort Totten-Federal Triangle					Increase frequency 7 days a week; Alternate 63/64 trips in the 11th Street corridor.
62	Takoma-Petworth					Restore peak-period 63 service; Restructure route south of Petworth to match route 64; Alternate 63/64 trips in the 11th Street corridor; Increase frequency 7 days a week.
63						
70	Georgia Avenue-7th Street					No change
74	Convention Center-Southwest Waterfront					No change
79	Georgia Avenue Limited	12				Increase frequency to 12 minutes
80	North Capitol Street	12				Restructure route to terminate at McPherson Square at a 12 minute frequency
90	U Street-Garfield	12				Increase frequency to result in 12 minute service on trunk
92		12				
96	East Capitol Street-Cardozo					No change on 96; Maintain no service on 97
97						
A2	Anacostia-Washington Highlands					No change
A6	Anacostia-Livingston	12				Increase frequency to result in 12 minute service on trunk for A6/A8; No change on A7
A7						
A8		12				
A4	Anacostia-Fort Drum					No change
A9	M. L. King Jr. Avenue Limited					Maintain no service
A31	Minnesota Ave-Anacostia					No change
A32						
A33						
B2	Bladensburg Road-Anacostia	20				Increase frequency to 20 minutes
B8	Fort Lincoln Shuttle					Maintain no service
B9						
D1	Glover Park-Franklin Square					Maintain no service
D2	Glover Park-Dupont Circle					No change
D4	Ivy City-Franklin Square					Restore pre-pandemic service; cutback route to remove weekday service to Dupont; make the detour terminal at Franklin Square the permanent terminal, and adjust routing accordingly.
D5	MacArthur Blvd-Georgetown					Maintain no service
D6	Sibley Hospital - Stadium-Armory					Increase service 7 days a week
D8	Hospital Center	20				Increase frequency to 20 minutes
D31	16th St-Tenleytown					No change
D32						
D33						
D34						
D51	Congress Heights-Georgetown					No change
E2	Ivy City-Fort Totten					Restore pre-pandemic service

September 2021 Service Plan - District of Columbia						
Route	Line Name	FSN	WKDY	SAT	SUN	Summary of Changes
E4	Military Road-Crosstown	20				Increase frequency to 20 minutes
E6	Chevy Chase					Maintain no service
G2	P Street-LeDroit Park					No change
G8	Rhode Island Avenue					Restore pre-pandemic service
G9	Rhode Island Ave Limited					Maintain no service
H1	Brookland-Potomac Park					Maintain no service
H2	Crosstown	12				Increase frequency to result in 12 minute service on trunk for H2/H4; No change on H3
H3						
H4		12				
H6	Brookland-Fort Lincoln					Restore pre-pandemic service
H8	Park Road-Brookland					No change
H9						
K2	Takoma-Fort Totten					No change
L1	Connecticut Avenue					Restore pre-pandemic service on L2; Convert L1 trips to L2; Maintain no service on L1
L2						
M4	Nebraska Avenue					No change
M6	Fairfax Village					Restore pre-pandemic service
N2	Massachusetts Avenue					Restore pre-pandemic service on all routes; cutback weekday N4 to remove service to State Department
N4						
N6						
P6	Anacostia-Eckington					No change
S1	16th Street-Potomac Park					Maintain no service
S2	16th Street					No change
S9	16th Street Limited	12				Increase frequency to 12 minutes
S35	Fort Dupont Shuttle					No change
S41	Rhode Island Ave-Carver Terrace					No change
U4	Sheriff Road-River Terrace					Restore pre-pandemic service
U5	Marshall Heights	20				Increase frequency to result in 20 minute service on trunk
U6		20				
U7	Deanwood-Minnesota Ave					No change
V1	Benning Heights-M St					Maintain no service
V2	Capitol Heights-Minnesota Ave	12				Increase frequency to result in 12 minute service on trunk
V4		12				
V7	Benning Heights-Alabama Ave					No change
V8						
W1	Shipleigh Terrace-Fort Drum					No change
W2	United Medical Center-Anacostia	20				Increase frequency to result in 20 minute service on trunk
W3		20				
W4	Deanwood-Alabama Avenue	12				Increase frequency to 12 minutes
W5	Anacostia-Blue Plains					No change
W6	Garfield-Anacostia Loop					Restore pre-pandemic service on all routes
W8						
W45	Mt. Pleasant-Tenleytown					No change
W47						
X1	Benning Road					No change on X3; Maintain no service on X1
X3						
X2	Benning Road-H Street	12				Increase frequency to 12 minutes
X8	Maryland Avenue					Restore pre-pandemic service

September 2021 Service Plan - Maryland						
Route	Line Name	FSN	WKDY	SAT	SUN	Summary of changes
83	College Park					Restore pre-pandemic service on all routes & replace evening 83/ trips with later span on full trips.
86						
87	Laurel Express					Maintain no service
89	Laurel					Moderate update to running times on 89M; Maintain no service on 89
89M						
A12	Martin Luther King Jr. Hwy	20				Increase frequency to 20 minutes
B21	Bowie State University					No change
B22						
B24	Bowie-Belair					No change
B27	Bowie-New Carrollton					No change
B29	Crofton-New Carrollton					Maintain no service
B30	Greenbelt-BWI Airport Express					Maintain no service
C2	Greenbelt-Twinbrook	12				Extend weekday trips ending at Randolph Rd to Twinbrook on C2; Increase frequency to result in 12 minute service on trunk
C4		12				
C8	College Park-White Flint					Restore pre-pandemic service
C11	Clinton					No change
C13						
C12	Hillcrest Heights					Restore pre-pandemic weekday service
C14						
C21	Central Avenue					No change
C22						
C26						
C29						
C28	Pointer Ridge					Maintain no service
D12	Oxon Hill-Suitland Line	20				Create separate line from D13/D14. Operate 20 minute frequency.
D13	Oxon Hill-Suitland Line					Convert all D14 trips to the D13 routing but maintain D14 designation; re-route onto new service drive off of Kerby Hill Rd and from MD 210 to Oxon Hill Rd. Create separate line from D12.
D14						
F1	Chillum Road					No change
F2						
F4	New Carrollton-Silver Spring	12				Reroute alignment through Riverdale Park at 12 minute frequency
F6	New Carrollton-Fort Totten					Restore pre-pandemic service
F8	Langley Park - Cheverly					Restore pre-pandemic service
F12	Ardwick Industrial Park Shuttle					Restore pre-pandemic service
F13	Cheverly-Washington Business Park					Restore pre-pandemic service
F14	Sheriff Road-Calitot Heights					No change
G12	Greenbelt-New Carrollton					Restore pre-pandemic service
G14	Greenbelt Rd-Good Luck Road					Restore pre-pandemic service
H11	Marlow Heights-Temple Hills					Improve weekday frequency but continue to run only H12 service. Restore Saturday to pre-pandemic service.
H12						
H13						
J1	Bethesda-Silver Spring					Increase frequency on J2 to 12 minutes; no change to J1
J2		12				
J4	College Park-Bethesda Limited					Maintain no service
J12	Marlboro Pike					No change
K6	New Hampshire Avenue-Maryland	12				Increase frequency to 12 minutes
K9	New Hampshire Avenue-MD Limited					Resume weekday K9 service
K12	Forestville					Restore pre-pandemic service
L8	Connecticut Avenue-Maryland					No change
NH1	National Harbor-Southern Ave					No change

September 2021 Service Plan - Maryland						
Route	Line Name	FSN	WKDY	SAT	SUN	Summary of changes
NH2	National Harbor-Alexandria					No change
P12	Eastover-Addison Road	12				Increase frequency to 12 minutes
P18	Oxon Hill-Fort Washington					Restore pre-pandemic service on P18; Maintain no service on P19
P19						
Q1	Veirs Mill Road	20				Increase frequency to result in 20 minute service on trunk; possibly simplify route designations.
Q2		20				
Q4		20				
Q5		20				
Q6		20				
R1	Riggs Road					Restore pre-pandemic Saturday service
R2						
R4	Queens Chapel Road					Restore pre-pandemic service
R12	Kenilworth Avenue					Restore pre-pandemic service
T2	River Road					No change
T14	Rhode Island Avenue-New Carrollton					No change
T18	Annapolis Road	12				Increase frequency to 12 minutes
V12	District Heights-Suitland					No change
V14	District Heights-Seat Pleasant					No change
W14	Bock Road					No change
Y2	Georgia Avenue-Maryland	20				Increase frequency to result in 20 minute service on trunk
Y7		20				
Y8		20				
Z2	Colesville-Ashton					No change
Z6	Calverton-Westfarm	20				Combine with Z8 into single line; Operate combined route to result in 20 minute frequency
Z7	Laurel-Old Columbia Pike Express					No change
Z8	Fairland	20				Combine with Z6 into single line; Operate combined route to result in 20 minute frequency

September 2021 Service Plan - Virginia						
Route	Line Name	FSN	WKDY	SAT	SUN	Summary of changes
1A	Wilson Blvd-Vienna	20				Increase frequency to 20 minutes on 1A; Operate weekday peak service on 1B at 25 minute frequency
1B						
1C	Fair Oaks-Fairfax Blvd					Extend the span of service on weekdays
2A	Washington Blvd-Dunn Loring					No change to service
2B	Fair Oaks-Jermantown Rd					Extend the span of service on weekdays
3Y	Lee Highway-Farragut Square					Operate weekday peak service on a revised route along N Glebe Rd at 25 minute frequency
4A	Pershing Dr-Arlington Blvd					Maintain no service on 4A; No change to 4B
4B						
5A	DC-Dulles					No change
7A	Lincolnia-North Fairlington	20				Operate 7A on a new routing at 20 minute
7C	Park Center-Pentagon					Maintain no service
7P						
7M	Mark Center-Pentagon					Adjust service to match non-revenue trips as needed.
8S	Foxchase-Seminary Valley					Operate weekday peak service on 8W at 24 minute frequency; Maintain no service on 8S/8Z
8W						
8Z						
10A	Alexandria-Pentagon					Restore 10A to pre-pandemic; Maintain no service on 10E and 10N
10E						
10N						
10B	Hunting Point-Ballston					No change
11C	Mount Vernon Express					Increase weekday frequency on 11C; Maintain no service on 11Y
11Y						
16A	Columbia Pike					No change
16C						
16E						
16G	Columbia Pike-Pentagon City	12				Increase frequency to result in 12 minute frequency on trunk
16H		12				
16L	Annandale-Skyline City-Pentagon					Maintain no service
16Y	Columbia Pike-Farragut Square					Operate weekday peak service; 20 minute frequency AM; 24 minute frequency PM
17B	Kings Park-North Springfield					No change
17M						
17G	Kings Park Express					Increase weekday frequency on 17K; No change on 17G; Maintain no service on 17L
17K						
17L						
18G	Orange Hunt					Combine 18G and 18H into a hybrid service; Adjust 18J service to match non-revenue trips as needed
18H						
18J						
18P	Burke Centre					No change
21A	Landmark-Bren Mar Park-Pentagon					Maintain no service on all routes
21D						
21C	Landmark-Holmes Run Parkway					Increase weekday frequency
22A	Barcroft-South Fairlington					Increase weekday frequency on 22F; No change on 22A; Maintain no service on 22C
22C						
22F						
23A	McLean-Crystal City	20				Increase frequency to result in 20 minute service on trunk
23B		20				
23T		20				
25B	Landmark-Ballston					Shorten route on Weekdays and Saturdays; cutback to Southern Towers/Mark Center
26A	Annandale-East Falls Church					No change
28A	Leesburg Pike	12				New route alignment through Alexandria and City of Falls Church at 12 minute frequency
28F	Skyline City					Adjust service to match non-revenue trips as needed on 28F; Maintain no service on 28G
28G						

September 2021 Service Plan - Virginia						
Route	Line Name	FSN	WKDY	SAT	SUN	Summary of changes
29G	Annandale					No change
29K	Alexandria-Fairfax	20				Increase frequency on both routes to every 40 minutes, 7 days a week
29N		20				
38B	Ballston-Farragut Square					No change
MW1	Metroway - Potomac Yard	20				Increase frequency to 12 minutes weekdays from 7am-7pm; 20 min frequency on Sat-Sun
NH2	National Harbor-Alexandria					No change
REX	Richmond Highway Express	20				Increase frequency to 20 minutes

Service Proposal

Proposed Metrorail Service Changes

1. Improve Late Evening frequency

Improve Blue, Orange, Green, Yellow and Silver Line headways to 15 minutes from 20 minutes and improve Red Line headways to 10 minutes from 15 minutes.

Late evening frequencies would start at 9:30 pm and operate seven days per week.

2. Improve Weekend Frequency

Improve Blue, Orange, Green, Yellow and Silver Line headways to 12 minutes from 15 minutes and improve Red Line headways to 6 minutes from 12 minutes on Saturday and Sunday. The weekend frequency would operate from start of service to 9:30 pm.

3. Standardize Weekday Off-peak Frequency

Improve Blue, Orange, Green, Yellow and Silver Line headways to 12 minutes and improve Red line headways to 6 minutes from 5:00 am to 6:30 am and from 7:00 pm to 9:30 pm to be consistent with midday weekday service.

4. Improve Weekday Peak Frequency

Improve Blue, Orange, Green, Yellow and Silver line headways to 10 minutes from 12 minutes. Improve Red line headways to 5 minutes from 6 minutes

The weekday peak service improvements would operate Monday through Friday from 6:30 am to 9:30 am and from 3:00 pm to 7:00 pm.

5. Close Rail Later Sunday Through Thursday

The Metrorail system would operate one additional hour to midnight Sunday through Thursday.

6. Close Rail Later Friday and Saturday

The Metrorail system would operate two additional hours on Friday and Saturday (to 1:00 am).

7. Start Sunday Service Earlier

The Metrorail system would start one hour earlier at 7 am instead of 8 am on Sunday.

Attachment D

FY2022 OPERATING BUDGET

<i>(Dollars in Thousands)</i>	Total with Reimb	Subsidized Total	BUS	RAIL	ACCESS	REIMB
REVENUES						
Passenger	\$160,347	\$160,347	\$57,004	\$98,683	\$4,660	\$0
Parking	\$11,030	\$11,030	\$0	\$11,030	\$0	\$0
Advertising	\$2,803	\$2,803	\$692	\$2,111	\$0	\$0
Joint Development	\$18,311	\$14,644	\$0	\$14,644	\$0	\$3,666
Fiber Optics	\$15,716	\$15,716	\$0	\$15,716	\$0	\$0
Other	\$26,514	\$24,223	\$2,442	\$21,780	\$0	\$2,291
Total Revenues	\$234,721	\$228,763	\$60,138	\$163,965	\$4,660	\$5,957
EXPENSES						
Personnel	\$1,393,731	\$1,389,632	\$540,717	\$834,755	\$14,161	\$4,098
Services	\$398,668	\$397,259	\$74,404	\$152,544	\$170,312	\$1,409
Materials & Supplies	\$110,150	\$109,700	\$40,889	\$68,024	\$787	\$450
Fuel (Gas/Diesel/CNG)	\$31,766	\$31,766	\$23,300	\$2,728	\$5,737	\$0
Utilities & Propulsion	\$87,821	\$87,821	\$11,148	\$75,968	\$704	\$0
Casualty & Liability	\$40,434	\$40,434	\$11,203	\$28,486	\$745	\$0
Miscellaneous	\$19,005	\$19,005	\$6,518	\$11,394	\$1,093	\$0
Total Expenses	\$2,081,574	\$2,075,616	\$708,178	\$1,173,899	\$193,539	\$5,957
Gross Subsidy	\$1,846,853	\$1,846,853	\$648,039	\$1,009,934	\$188,879	\$0
Federal Relief Funding	\$737,201	\$737,201	\$123,235	\$613,965	\$0	\$0
Net Subsidy	\$1,109,652	\$1,109,652	\$524,804	\$395,969	\$188,879	\$0
Cost Recovery Ratio¹		11%	8%	14%	2%	

¹ Total Revenues/Total Expenses

FY2022 SUMMARY OF STATE/LOCAL OPERATING REQUIREMENTS

	FY2021 Subsidy	FY2022 Base Subsidy ¹	Change %	Legislative Exclusions	Potomac Yard	FY2022 Total Subsidy	Total Change %	Debt Service	Jurisdictional Contribution
District of Columbia	\$399,159,420	\$396,500,188	(0.7%)	\$1,933,648	\$156,344	\$398,590,180	(0.1%)	\$33,273,091	\$431,863,271
Montgomery County	\$183,607,050	\$178,258,041	(2.9%)	\$798,617	\$83,017	\$179,139,675	(2.4%)	\$15,409,645	\$194,549,321
Prince George's County	\$240,588,518	\$243,111,502	1.0%	\$839,897	\$74,515	\$244,025,914	1.4%	\$15,809,086	\$259,834,999
Maryland Subtotal	\$424,195,568	\$421,369,543	(0.7%)	\$1,638,514	\$157,532	\$423,165,589	(0.2%)	\$31,218,731	\$454,384,320
City of Alexandria	\$46,090,591	\$45,849,431	(0.5%)	\$231,920	\$22,083	\$46,103,434	0.0%	\$1,775,511	\$47,878,945
Arlington County	\$77,313,237	\$77,284,041	(0.0%)	\$412,707	\$44,210	\$77,740,958	0.6%	\$0	\$77,740,958
City of Fairfax	\$2,676,330	\$2,733,848	2.1%	\$11,074	\$1,439	\$2,746,361	2.6%	\$111,494	\$2,857,855
Fairfax County	\$153,872,850	\$151,338,149	(1.6%)	\$695,961	\$76,881	\$152,110,992	(1.1%)	\$5,615,212	\$157,726,204
City of Falls Church	\$3,137,603	\$3,056,453	(2.6%)	\$16,589	\$1,188	\$3,074,231	(2.0%)	\$176,211	\$3,250,442
Loudoun County	\$5,138,519	\$6,047,001	17.7%	\$59,586	\$13,989	\$6,120,577	19.1%	\$0	\$6,120,577
Virginia Subtotal	\$288,229,129	\$286,308,924	(0.7%)	\$1,427,837	\$159,791	\$287,896,552	(0.1%)	\$7,678,428	\$295,574,980
Total Contribution	\$1,111,584,118	\$1,104,178,655	(0.7%)	\$5,000,000	\$473,666	\$1,109,652,321	(0.2%)	\$72,170,250	\$1,181,822,571

1. In addition to deferred subsidy, FY2022 Base subsidy reduced by \$6.6M for delay of Silver Line Phase 2 and \$0.8M for Bus Route 3A to be operated by Fairfax County effective July 2021, allocation updated to reflect the addition of Routes 16Y, 3Y, 8W, 1B

Appendix K – Glossary of Terms

Accounting Basis	The accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.
Accrual Basis	Basis of Accounting where revenues are recognized when they are measurable and earned. Expenses are recorded when incurred.
American Rescue Plan Act of 2021 (ARPA)	A law that provided economic and other relief from the COVID-19 pandemic, including \$1.9 trillion in funding for individuals, businesses, and state and local governments.
Approved Budget	The revenue and expenditure plan approved by the WMATA Board of Directors for a specific one-year period starting on July 1.
Assets	Property owned by Metro which has monetary value with a future benefit.
Balanced Budget	Refers to a budget where estimated revenues are equal to or greater than estimated expenses.
Board of Directors	The Board of Directors is a 16-member body composed of eight voting and eight alternate members responsible for corporate governance of WMATA.
Bond	A written promise to pay a specified sum of money (face value) at a specified future date and the proposed means of financing them.
Bond Proceeds	Refers to additional local capital funds raised, when necessary, by issuance of revenue bonds in the municipal markets.
Budget	Refers to a financial operation embodying an estimate of revenues and expenditures for a fiscal period of 12 months or longer. This can be an operating or capital budget.
Budget Calendar	Refers to a schedule of key dates for specific milestones in the preparation and approval of a budget.

Budget Document	Refers to the official written statement and the supporting numbers prepared by the Financial staff for presentation for approval by the Board.
Budget Message	Refers to the general discussion of the budget document presented in writing as an overview, usually by the head of the organization
Bus Shelter	A shelter for riders to wait for the bus, a canopy area with or without bench seating. In addition, the shelter includes a display case with bus information for Metrobus riders and is equipped with a trash receptacle.
Bus Stop	Refers to a stop indicated by a sign for riders to wait for the bus.
Capital Assets	Assets of a material value and having a useful life of more than one year. Also called fixed assets.
Capital Budget	The portion of the budget that provides for the funding of improvements, projects and major equipment purchases.
Capital Improvement Program	The six-year plan of capital projects to be completed by Metro.
Cash Basis	Basis of Accounting whereby revenue and expense are recorded on the books of account when received and paid, respectively, without regard to the period to which they are incurred.
Compact	Refers to interstate compact creating WMATA; this is a special type of contract or agreement between the three jurisdictions within which the organization operates.
Contingency Funds	Operating and capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.
Coronavirus (Also see Covid-19)	Refers to a family (Coronaviridae) of large single-stranded RNA viruses that have a lipid envelope studded with club-shaped spike proteins, infect birds and many mammals including humans, and include the causative agents of MERS, SARS, and Covid-19; also, an illness caused by a coronavirus.
Coronavirus Aid, Relief, and Economic Security Act	A law which provided an economic relief package of over \$2 trillion in 2020 to American people as protection against the public health and economic impacts of Covid-19.

Coronavirus Response and Relief Supplemental Appropriations Act of 2021	A law which provided supplemental appropriations for Covid-19 relief which included \$14 billion allocated to support the transit industry.
Cost Allocation	Refers to a process by which indirect or common costs are distributed to multiple cost objects (a job, task, or business unit) based on a prescribed basis or methodology. For example, overhead costs such as IT support are allocated to the transportation modes on a percentage basis.
Covid-19 (Also see Coronavirus)	First identified in Wuhan, China in December 2019, Covid-19 refers to a mild to severe respiratory illness caused by a coronavirus (Severe acute respiratory syndrome coronavirus 2 of the genus Betacoronavirus), is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure.
DC Circulator	Refers to a bus route funded by the DC Government with support from Metro to take persons to Washington, DC's premier cultural, shopping, dining, and business destinations.
Deadhead	Refers to non-revenue time when a bus or train is not carrying revenue passengers, usually a trip from, to, or between lines, yards or garages. Usually this refers to bus or rail travel to or from the garage or yard to a terminus or station where revenue service begins or ends.
Deficit	Refers to an excess of Liabilities over Assets or Expenses over Revenue.
Department	A major organizational unit that has overall responsibility for an operation or a group of operations within a functional area.
Development and Evaluation	An initial investment into the planning, development and evaluation of potential or proposed capital projects to determine whether a project is viable and should be pursued.
Division	Refers to a garage and yard facility where buses are stored, maintained, and dispatched into service.
Fairfax Connector	The bus system that runs seven days a week with service throughout Fairfax County, Virginia and to Metrorail stations on the Orange, Blue and Yellow lines, including the Pentagon.

Fare box recovery ratio	Refers to the ratio of passenger fares (including inter-agency agreements related to fares) to total operating costs.
Farecard	Refers to a paper pass used to ride Metrorail or Metrobus. Paper farecards are no longer accepted, by bus or at rail faregates (as of March 2016).
Four-point Securement System	Refers to an onboard securement system for wheelchairs, three-wheel and four-wheel scooters. The system incorporates four seatbelt type straps that attach to the frame of a mobility device as a way to keep it from moving or rolling while on the bus.
Head Sign	Refers to the sign above the front windshield of a bus describing the line number or letter, its line name, and destination.
Headway (Frequency)	Refers to time intervals between vehicles moving in the same direction on a particular route. Headway can change on a line during the day as rider demand changes.
Kiss and Ride	Refers to an area within a station where commuters are driven by private car and dropped off to board Metrobus or Metrorail.
Kneeling Bus (Also see Passenger Lift)	Refers to a feature on buses that lowers the floor to the curb or to near- curb level to make it easier for passengers to board, especially for seniors and persons with disabilities.
Layover Time (Also known as Spot Time)	Refers to time built into a schedule between arrival and departure for bus drivers to rest; minimum times are set by union contract. Layovers normally occur at each end of a route to allow for a driver's break and schedule recovery, but they may be scheduled at other points to allow for timed transfer connections.
Liability	A debt or legal obligation arising from transactions in the past which must be liquidated, renewed or refunded at a future date.
Maryland.Round Trip (Also known as a Cycle)	Refers to one inbound, plus one outbound trip (unless a loop route), equals one round trip or cycle.
Modified Accrual Basis	An accounting method that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

NextBus	Refers to the application that uses satellite technology for Metrobus locations to track the arrival times for bus operators and customers.
Office	An organizational unit that falls under the structure of a department.
Paratransit	Refers to scheduled service for people who cannot use regular fixed- route bus service. MetroAccess uses vans and sedans to provide this service in the Washington Metropolitan area.
Park and Ride	Refers to the parking facility available for riders at Metrorail stations.
Passenger Lift (Also see Kneeling Bus)	A mechanical device, either a lift or ramp, that allows wheelchair or scooter users, as well as other mobility-impaired passengers, to board a bus without climbing the steps.
Peak Service	Refers to weekday a.m. and p.m. service during commute hours that carries a maximum number of passengers. For Metrorail, peak hours are defined as the time between opening and 9:30 AM in the morning, and between 3 PM and 7 PM at night.
Personnel Expenses	Refers to expenditure in the operating budget for salaries and wages paid for services performed by Metro employees as well as fringe benefits costs associated with their employment.
Platform Hours	The total scheduled time a bus spends from pull-out to pull-in at the division. Platform hours are used as a benchmark to calculate the efficiency of service by comparing "pay to platform" hours.
Programmed Reader	A machine that is attached to the fare gate/fare box where magnetic fare media can be read on Metrorail and Metrobus.
Revenue	An increase in fund assets from operational activity such as passenger fares, parking and advertising.
Revenue Bonds	A bond on which debt service is payable solely from a restricted revenue source.
Revenue Hours (Also known as Revenue Service)	Refers to all scheduled time bus/rail spends serving passengers, which can also be defined as platform hours minus deadhead and layover time.

Revenue Passengers	Refers to passengers who enter the system through the payment of a fare.
Revenue trip (Also see Linked/Unlinked Trip)	Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and/or any other means of payment.
Ride-On	Refers to Montgomery County regional bus transit system.
Slinky bus	Refers to a nickname used by passengers for an articulated bus.
SmartStudent Pass	A monthly pass for unlimited travel on Metrobus and Metrorail for students under 19 years of age who live and attend school in the District of Columbia.
SmarTrip®	Refers to a technology built and designed by Cubic Transportation Systems, Inc., a subsidiary of San Diego-based Cubic Corporation to add and deduct value from an electronically encoded card when a rider passes the card near a programmed reader on Metrobus and at fare gates on Metrorail.
Strategic Buses	Refers to spare buses available for service in the event that a bus in route is taken out of service.
Subsidy	Refers to funding received from jurisdictional funding partners in the Washington Metropolitan area consisting of Washington, DC, suburban Maryland (Montgomery County and Prince George’s County) and Northern Virginia counties of Arlington and Fairfax and the Cities of Alexandria, Fairfax and Falls Church.
TheBus	Prince George’s County, Maryland local bus service.
Transit Advertising	Refers to ads posted on the exterior and interior of buses and rail cars.
Tripper	A short piece of work (usually on a bus, but sometimes on a train) not long enough to qualify as complete run or full day’s work. May involve vehicles from one line or route being re-routed to serve another.
Trunk Line	A route operating along a major corridor that carries a large number of passengers and operates at headway frequencies of 15 minutes or less.
Unlinked Passenger Trip	Unlinked passenger trips count each boarding as a separate trip.

Appendix L – Glossary of Acronyms and Abbreviations

A

AAC	Accessibility Advisory Committee
AC	Alternating Current
ADA	Americans with Disabilities Act
AFC	Automatic fare collection
AP	Accounts Payable
APTA	American Public Transportation Association
ARPA	The American Rescue Plan Act of 2021
ART	Arlington Transit
AWP	Annual Work Plan

B

B2G	Back2Good
BOCC	Bus Operations Communication Center

C

CAFR	Comprehensive Annual Financial Report
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBA	Collective Bargaining Agreement
CCTV	Closed-Circuit Television
CFA	Capital Funding Agreement
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality
CNF	Capital Needs Forecast; Formerly Capital Needs Inventory (CNI)
CNG	Compressed Natural Gas
COG	(Metropolitan Washington) Council of Governments
Covid-19	See <i>Covid-19</i> or <i>Coronavirus</i> , Appendix K
CRCS	Comprehensive Radio Communications System

CTF Carmen Turner Facility

CRRSAA Coronavirus Response and Relief Supplemental Appropriations Act of 2021

D

D/B Design/Build

D/B/B Design/Bid/Build

DBE Disadvantaged Business Enterprise

D&E Development and Evaluation

DPS Drainage Pumping Station

E

EEO Equal Employment Opportunity

F

F/O Fiber Optic

FTA Federal Transit Administration

G

GAAP Generally Accepted Accounting Principles

GFOA Government Finance Officers Association

H

HCM Human Capital Management

HEDS Hybrid Enterprise Document Management System

HEOP Heavy Equipment Overhaul Program

HVAC Heating, Ventilation, And Air Conditioning

I

IloT Industrial Internet of Things

IRP Infrastructure Renewal Program

J

JCC Joint Coordinating Committee

JGB Jackson Graham Building

K

KMSRA Keeping Metro Safe, Reliable and Affordable

KPI Key Performance Indicator

L

M

MAP-21 Moving Ahead for Progress in the 21st Century Act

MDBD Mean Distance Between Delays

MDBF Mean Distance Between Failures

METRO Washington Metropolitan Area Transit Authority

MEAD Metro Electronic Action Document

MOD (Contract) Modification

MSRPH Metrorail Safety Rules Procedures Handbook

MTA Maryland Transit Administration

MWAA Metropolitan Washington Airports Authority

MWCOG Metropolitan Washington Council of Governments

N

NTD National Transit Database

NTSB National Transportation Safety Board

NTE Not to Exceed

NTI National Transit Institute

O

OCC Operations Control Center

OTP On-Time Performance

P

PCO Pending (or proposed) Change Order

P/I Policy Instruction

PM Project Manager

Q

QA Quality Assurance

R

RAC Riders' Advisory Council

RFP Request for Proposal

ROW Right of Way

S

S&I Service and Inspection
SBPO Small Business Programs Office
SCM Department of Supply Chain Management
SMS Safety Measurement System
SOC Station Operator's Console
SOS Scope of Service
SOW Scope of Work
SSOA State Safety Oversight Agency

T

TC Train Control
TIP Transportation Improvement Program
TOC Tristate Oversight Committee
TPSS Traction Power Substation
TSI Transportation Safety Institute
TSP Transit Signal Priority

U

V

VMI Vendor Managed Inventory
VRE Virginia Railway Express

W

WMATA Washington Metropolitan Area Transit Authority
WMSC Washington Metrorail Safety Commission

X

Y

YE Year End

Z

How to Contact Metro

By mail or in person:

Washington Metropolitan Area Transit Authority
600 Fifth Street, NW Washington, DC 20001

To reach Metro headquarters at the Jackson Graham Building, take the Red, Green or Yellow lines to Gallery Pl-Chinatown station. Use the Arena exit. Walk two blocks east on F Street to 5th Street. Or, ride Metrobus routes D6, P6, X2, X9, 42, 70, 79, 74, or 80.

By website:

<http://www.wmata.com>

By telephone:

Administrative Offices

202-962-1234
Administrative offices and general information
Weekdays: 8:00 a.m. to 4:30 p.m.

Customer Relations

202-637-1328
Suggestions, commendations, comments
Weekdays: 8:30 a.m. to 5:00 p.m.

Metro Information

202-637-7000 (TTY 202-962-2033)
Metrobus and rail schedules, fares, parking, Bike 'N Ride program, and more
Weekdays: 8:00 a.m. to 6:30 p.m.

MetroAccess

301-562-5360 (TTY 301-588-7535) or
toll free at 800-523-7009 MetroAccess Paratransit Service

Transit Police

202-962-2121
Text Message 696873 (MyMTPD)