

FY2023 BUDGET

EFFECTIVE JULY 1, 2022

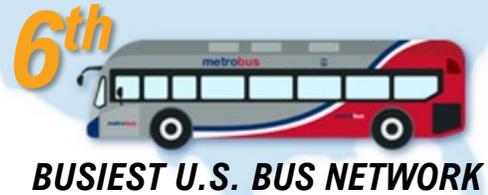
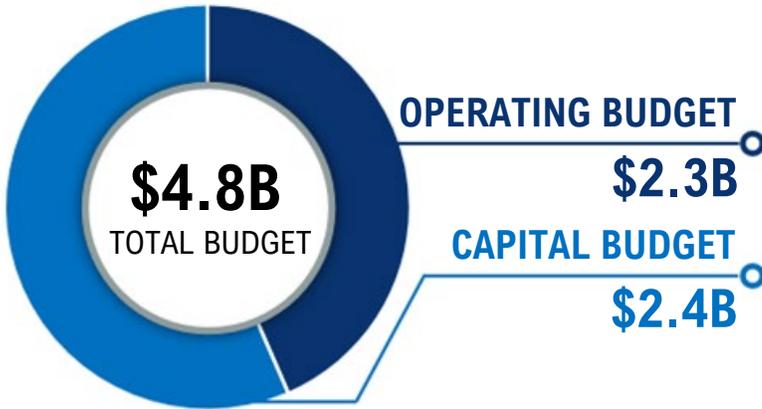


REIMAGINE
RENEW
RECOVER





METRO | AT A GLANCE



METROBUS

| | |
|--------------|-------------------------|
| 1,588 | 38.2 |
| ACTIVE FLEET | SCHEDULED REVENUE MILES |

METRORAIL

| | |
|--------------|-------------------------|
| 1,278 | 108.5 |
| ACTIVE FLEET | SCHEDULED REVENUE MILES |

METROACCESS

| | |
|--------------|-------------------------|
| 759 | 27.2 |
| ACTIVE FLEET | SCHEDULED REVENUE MILES |

| 130 MILES OF RAIL | |
|-------------------|-----------------|
| | 19 MILES |
| AERIAL | |
| | 60 MILES |
| SURFACE | |
| | 51 MILES |
| SUBWAY | |

| 98 RAIL STATIONS | |
|------------------|--------------------|
| | 40 STATIONS |
| DC | |
| | 26 STATIONS |
| MD | |
| | 32 STATIONS |
| VA | |

Rail stations and miles of rail include seven new stations under construction with planned openings in 2022: Silver Line Phase 2 and Potomac Yard.

Throughout this book, chart and table totals may not sum due to independent rounding.



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General Manager and Chief Executive Officer's Message



While the impacts and uncertainties of the Covid-19 pandemic continue to affect the transit industry and the communities we serve, Metro is working hard to restore and improve bus, rail and MetroAccess service and to attract and welcome back riders with reduced fare offerings. Underlying these efforts is a commitment to provide a safe travel experience with deep cleaning and new air filtration systems on buses, trains, and paratransit as well as increasing police presence and community outreach to prevent crime on the system as riders return.

The FY2023 budget totals \$4.8 billion, including \$2.3 billion for operations and \$2.4 billion for capital investments. Federal Covid-19 relief funding of \$672.8 million will enable Metro to continue to deliver bus, rail and paratransit services while ridership and fare revenues gradually recover. In response to changing travel patterns, more frequent all-day service will be provided seven days a week on bus and rail, and customers will benefit from the opening of Silver Line Phase 2 to Dulles Airport and the new Potomac Yard Metrorail stations.

To encourage ridership, temporary fare changes introduced during FY2022 will become permanent in FY2023, including the \$2 bus/rail transfer discount, \$2 weekend flat fare on rail, and \$12 seven-day regional bus pass. Metro will also introduce new fare changes effective in FY2023 including a \$2 late-night rail fare and discounted passes priced for riders who may no longer be commuting five days a week.

Throughout the pandemic, Metro has aggressively implemented its Capital Improvement Program (CIP). The FY2023 Capital Budget of \$2.4 billion and six-year CIP of \$14 billion advance investments in projects and programs that support safe, reliable, and efficient Metro services. Capital investments are made in six categories: Railcars and Railcar Facilities; Rail Systems; Track and Structures Rehabilitation; Stations and Passenger Facilities; Bus, Bus Facilities, and Paratransit; and Operations and Business Support.

Over the four years from FY2018 through FY2021, WMATA invested \$6.3 billion through the CIP with projections estimated to reach a record-setting \$2 billion or more in FY2022. Compared to FY2018, Metro's FY2023 capital budget increases annual investments in the transit infrastructure needed to provide safe, reliable, and efficient bus and rail service by \$1.36 billion, a 109% increase. Sustained focus on completing projects started as part of the FY2022 budget and proposed through FY2031 will reduce the backlog of unfunded capital needs to \$1.2 billion, as long as Metro continues to maintain assets that have achieved a state of good repair, as planned.

As the region continues to reopen, the agency's role in the region's economic recovery is more critical than ever. The investments provided in this budget will enable Metro to meet the transit needs of the communities we serve.

Sincerely,

Andy Off
Interim General Manager
and Chief Executive Officer



METRO | PRIORITIES



Short-Term Priorities



Enhancing Equity



Continue Management Efficiencies



Discounted Fares to Support Recovery



Long-Term Priorities



Safety



Reliability



Affordability



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

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

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

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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, three Board positions were vacant: two Alternate Directors representing the District of Columbia, and one Alternate Director representing the federal government.



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 Safety and Operations 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.



James F. Ports Jr., 2nd Vice Chair – State of Maryland

James F. Ports Jr. was appointed to the WMATA Board of Directors as a Principal in January 2022 representing the State of Maryland. He also was named Secretary of the Maryland Department of Transportation (MDOT) in January 2022, the culmination of a career in public service spanning more than 30 years, including transportation posts at the local, state and federal levels and service as an elected representative in the Maryland General Assembly. Mr. Ports previously served as Executive Director of the Maryland Transportation Authority, responsible for constructing, managing, operating, and improving the state's toll facilities, as well as financing new revenue producing transportation projects. Mr. Ports currently serves as Second Vice Chair of Metro's Executive Committee and is a member of Metro's Finance and Capital Committee.



Sarah Kline – Federal Government

Sarah Kline was appointed in September 2021 to serve as a Principal Director for the Federal Government. Ms. Kline has spent her career developing and advancing policies to improve transportation outcomes in cities, towns, and rural areas, with a specialty in public transit and transit-oriented development. She led policy development for two national nonprofit organizations, Transportation for America and Reconnecting America. She also served as Director of Policy and Government Relations here at WMATA. Ms. Kline spent 8 years working at the U. S. Senate Committee on Banking, Housing, and Urban Affairs as counsel for transit policy, during which time she negotiated the transit provisions of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). Ms. Kline is a member of Metro’s Executive Committee and Finance and Capital 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 Finance and Capital Committee.



Tracy Hadden Loh – District of Columbia

Dr. Tracy Hadden Loh was appointed to the Board as a Principal Director in November 2021. Dr. Loh is a Fellow with the Anne T. and Robert M. Bass Center for Transformative Placemaking at the Brookings Institution. She is a graduate of DC public schools and holds a Ph.D. in city and regional planning from the University of North Carolina at Chapel Hill. Dr. Loh served two years representing Ward 1 on the Mount Rainier City Council in Prince George’s County, Md. She is currently a member of the board of directors of Greater Greater Washington. Dr. Loh is a member 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. Mr. Drummer serves as the Chair of Metro’s Safety and Operations Committee.



Kamilah Martin Proctor – Federal Government

Kamilah Martin-Proctor was appointed to in September 2021 as a Principal Director to represent the Federal Government. She also currently serves as 2021 Chair, Washington D.C. Commission on Persons with Disabilities (DCCPD). In addition, she also serves on the Board of the World Institute on Disability (WID), is a British-American Project Fellow and was the WDC 2020 United State of Women Ambassador. Ms. Martin-Proctor served as Vice-Chair on President Barack Obama’s National Council on Disability and has worked with the Charles B. Rangel International Affairs Program at Howard University. She also worked as Staff Assistant and Legislative Correspondent for Congresswoman Shelia Jackson Lee (D-TX) and as Executive Assistant to Senator Robert Menendez (D-NJ). Martin Proctor received a B.A. in Political Science and an M.A. in Organizational and Cultural Communication from Howard University. She is a lifelong resident and fourth generation Washingtonian. Ms. Martin-Proctor is the Vice Chair of Metro’s Safety and Operations Committee.



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.



Christopher Zappi – State of Maryland

Christopher Zappi was appointed to the WMATA Board of Directors as an Alternate Director representing the State of Maryland in November 2021. Mr. Zappi serves on the Washington Suburban Transit Commission and is a Director at Amtrak focused on transportation policy strategy and partnerships. In prior roles at Amtrak, he managed a team responsible for improving the on-time performance of Amtrak trains operating on host railroads, which account for 97% of Amtrak’s route network. In addition, he led the development and implementation of a successful bid to operate the MARC Penn Line commuter rail service in Maryland, launched Amtrak’s partnership with Lyft, and advised the CEO and executive team on corporate strategy. Previously, he worked in infrastructure investing at Goldman Sachs and strategy and operations roles at GE Energy and Accenture.



Bryna Helfer – Federal Government

Bryna Helfer was appointed in September 2021 to serve as Alternate Director for the Federal Government. She has a long career in public service with a wide range of experiences in the transportation industry including former positions as Deputy Assistant Secretary for Public Engagement at the United States Department of Transportation (USDOT), Senior Advisor on Accessible Transportation and Workforce Development at USDOT, Senior Advisor for the Federal Interagency Coordinating Council on Access and Mobility, and the Director of Easter Seals Project ACTION. Dr. Helfer currently serves as the Assistant County Manager in Arlington County, Virginia where she leads government wide communications and public engagement strategy.



Walter L. Alcorn – Commonwealth of Virginia

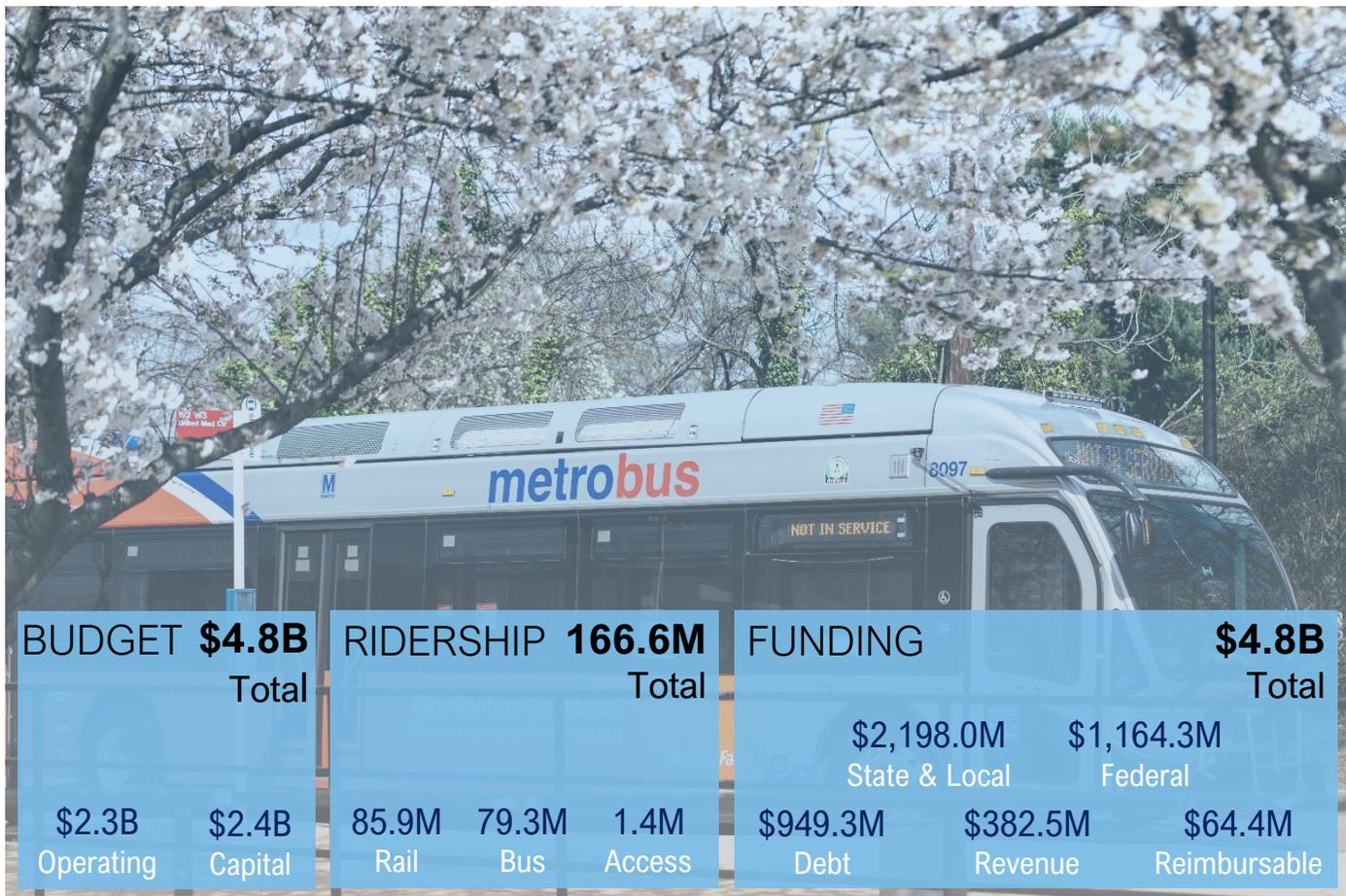
Walter L. Alcorn was appointed to the Board in January 2020 as an Alternate Director representing Fairfax County when he began his first term as the Hunter Mill District Supervisor on the Fairfax County Board of Supervisors. Mr. Alcorn’s focus is on transit-oriented development, pedestrian/bicyclist 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.



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.

Chapter 1 – Budget Summary



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 the communities we serve.

The FY2023 Budget continues to support the region's recovery from the Covid-19 pandemic by building on important steps that Metro took in FY2021 and FY2022 to restore service. The FY2023 funds service at or near pre-pandemic levels with improvements in FY2022 that provide more service, later hours and more convenient fare options.

During FY2023, Metrobus and Metrorail service will see further improvements. In addition, Metro will enhance service equity to promote broader transit access across the region and simplify fare options to make it easier, intuitive and convenient for customers to use Metro.

While continuing to build momentum for Metro and the region's recovery, the budget adheres to legislatively mandated subsidy growth limits.

As the Covid-19 pandemic drastically reduced ridership and fare revenue beginning in FY2020, federal relief funds have played a critical role in bridging Metro's funding gap and ensuring continued delivery of essential transit service as the region recovers. Federal relief funds will continue to play an important role in funding Metro operations in FY2023 as Metro will utilize funding provided through the American Rescue Plan Act (ARPA) to balance the FY2023 budget.

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. The FY2023 total ridership forecast is 166.6 million trips or 53 percent of pre-Covid-19 levels. Although Metro is optimistic that transit ridership will rebound in the long run, the FY2023

Budget assumes ridership and revenue recovery will remain below pre-pandemic levels in the near term.

The FY2023 Budget is funded with \$382.5 million of projected operating revenues (excluding federal support), 79 percent of which is supported by fare revenue, and the remainder from non-fare revenues such as parking fees and advertising revenues. The FY2023 operating revenue projection, excluding federal relief, is \$154.6 million more or a 67.8 percent increase over FY2022. Total operating revenue for FY2023 is \$1,055.3 million including federal relief of \$672.8 million. This is \$64.8 million more or a 6.5 percent increase over FY2022.

The \$12.4 billion FY2023-2028 CIP planned investments focus on enhanced system safety, state of good repair

(SOGR), reliability, security, and customer experience improvements with \$2.3 billion approved for investment in FY2023. The CIP includes Passenger Rail Investment and Improvement Act (PRIIA) funding, which has been approved for Federal Fiscal Year 2022 and authorized for FY2023 through FY2028 and beyond. The CIP does not make assumptions about increases to Federal formula funding anticipated under the Infrastructure Investment and Jobs Act (IIJA). Federal financial support is critical for funding Metro's capital investment.

Despite the anticipated impact of Covid-19 on the FY2023 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.



Construction for new Metro office and larger redevelopment near Eisenhower Ave Station

Operating Budget

The FY2023 Operating Budget total of \$2.3 billion includes debt service. This represents a 7 percent increase over the amended FY2022 Budget. The operating budget upholds Metro's commitment to safety, reliability and affordability and maintains its mission as an essential transportation provider to the region. Specifically, the operating budget:

- Continues improvements to Metrobus and Metrorail service that enhance service equity and promote broader transit access
- Simplifies and discounts fare options to make it easier and convenient for customers to use Metro
- Reduces costs through additional management efficiencies

To further encourage ridership recovery, customers will enjoy more convenient fares in FY2023 that include:

- \$2 Late night rail fare on one-way trips beginning at 9:30 pm
- Monthly discount on passes reduces the price from \$72-\$216 to \$64-\$192
- Six-month discount for 7-day unlimited passes by reducing the price from \$58 to \$29

In addition to these new initiatives, the temporary fares implemented in September 2021 have been made permanent including the \$2 bus to rail transfer discount, the \$2 weekend flat fare on rail, the \$12 7-day regional bus pass, and the service levels that went into effect on September 5, 2021.

The Base Budget

The Operating Budget is legislatively restricted to three percent annual subsidy growth. In FY2023, the legislatively mandated base three percent subsidy growth cap totals \$1.143 billion.

In FY2023, personnel and non-personnel costs are projected to increase. As a result, personnel costs will represent 68 percent of Metro's total Operating Budget as compared to 67 percent of the FY2022 Budget. The FY2023 Budget supports 13,032 positions funded by the Operating and Capital Budgets.

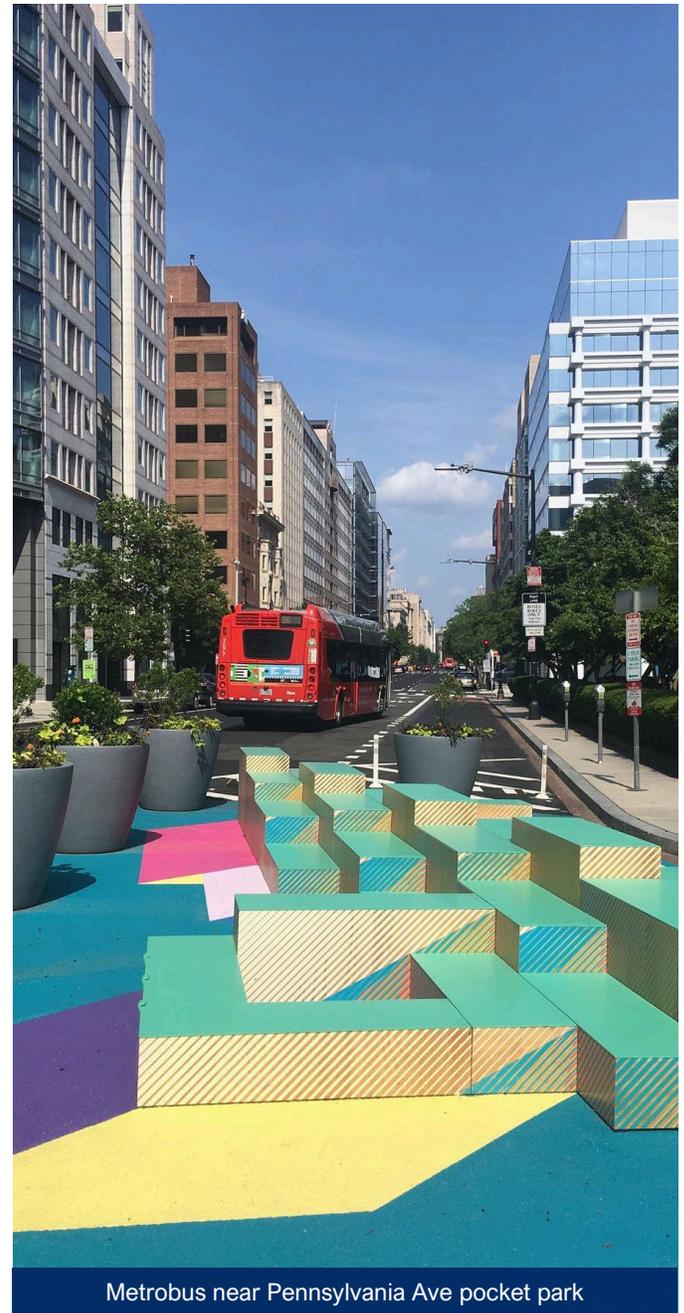
Total non-personnel costs will increase by \$42.9 million, or 6.3 percent, driven primarily by reinstating and improving service over FY2022 levels.

Since FY2018, management actions have included expense reduction and revenue generating initiatives resulting in savings of \$294 million. The Budget includes \$5 million of additional expense reductions through

management efficiencies including improving labor utilization and process and program modernization.

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 FY2023, subsidy for legislatively excluded items total \$49.0 million and will fund operations for Board approved capital projects as well as compliance with, safety and other mandates.



Metrobus near Pennsylvania Ave pocket park

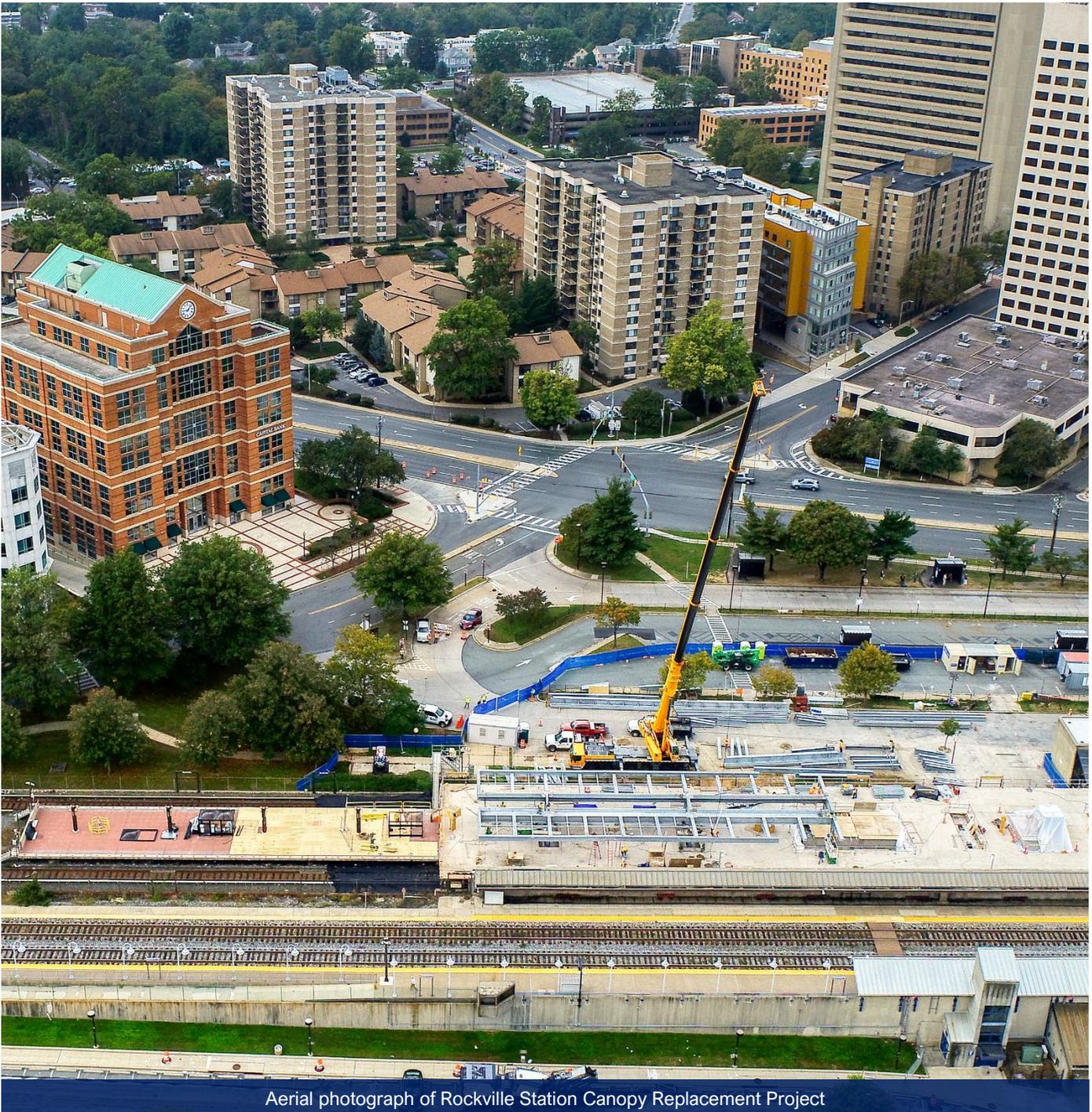
Capital Budget

The \$2.4 billion FY2023 Capital Budget includes debt service and revenue loss from capital projects, and the \$13.9 billion FY2023-2028 CIP focuses Metro's capital investments 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 Operations and Business 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/initiatives/capital-improvement-program/



FY2023 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 \$2.2 billion supports both the operating and capital budgets delineated as follows:

- The jurisdictional operating contribution of \$1.3 billion includes \$1.2 billion of net operating subsidy and \$72.2 million of debt service contributions
- State and local funding of \$933.9 million supporting the capital program consists of the following funding sources:
 - \$500 million of dedicated funding
 - \$284.7 million in federal match and system performance funds
 - \$148.5 million in state and local match to federal PRIIA grants
 - \$0.6 million in Congestion Mitigation and Air Quality (CMAQ) grants

System generated revenues derived from Metrorail, Metrobus and MetroAccess support the operating budget and total \$382.5 million including:

- Passenger fares of \$301.0 million

- Non-passenger revenue totaling \$81.5 million consist of parking, advertising, joint development and fiber optic proceeds of \$58.8 million and other sources of revenue of \$22.7 million

Federal funding of \$1.2 billion consists of \$672.8 million in federal relief for the operating budget and \$491.5 million of support for the capital program:

- \$148.5 million in PRIIA funding
- \$343.0 million in Federal Transit Administration (FTA) formula grants and other federal grants
- \$672.8 million from 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:

- \$14.4 million for operating projects requested by jurisdictions or other third parties and safety/security programs
- \$50.0 million in jurisdictionally requested capital improvements

Dedicated funding debt proceeds totaling \$949.3 million support the capital program.



Mural at newly rehabilitated historic Colorado Ave Bus Terminal

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

SOURCES OF FUNDS – SUMMARY

(\$ in millions)

\$ 64.4 (1.4%)
REIMBURSABLE

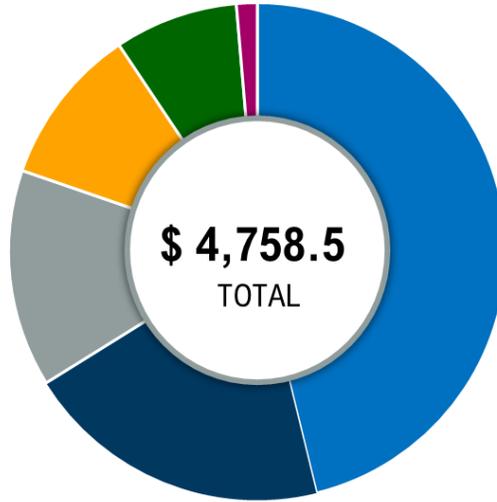
\$ 382.5 (8.0%)
REVENUE

\$ 491.5 (10.3%)
FEDERAL CAPITAL

\$ 672.8 (14.1%)
FEDERAL RELIEF¹

\$ 949.3 (20.0%)
DEBT²

\$ 2,198.0 (46.2%)
STATE & LOCAL FUNDS



1. Includes ARPA
2. Dedicated funding debt proceeds

SUMMARY OF FUNDS BY SOURCE

| | | FY2022 Budget | FY2023 Budget | \$ Change | % Change |
|--|---------------------------------------|------------------|------------------|----------------|-------------|
| <i>(Dollars in Millions)</i> | | | | | |
| OPERATING | Passenger Fares | \$159.5 | \$301.0 | \$141.5 | 88.7% |
| | Non-Passenger Revenue | 68.4 | 81.5 | 13.0 | 19.1% |
| | State and Local Funds | 1,109.7 | 1,191.9 | 82.2 | 7.4% |
| | Reimbursable Funds | 6.0 | 14.4 | 8.5 | 142.4% |
| | Federal Relief ¹ | 762.6 | 672.8 | (89.7) | (11.8%) |
| | Subtotal | \$2,106.1 | \$2,261.7 | \$155.5 | 7.4% |
| | Contributions for Debt Service | \$72.2 | \$72.2 | 0.0 | 0.0% |
| Subtotal Including Debt Service | \$2,178.3 | \$2,333.8 | \$155.6 | 7.1% | |
| CAPITAL | Federal Formula/Other Grants | \$340.4 | \$343.0 | \$2.6 | 0.8% |
| | Federal Dedicated Funds (PRIIA) | 148.5 | 148.5 | - | - |
| | State and Local Funds ² | 425.9 | 433.9 | 7.9 | 1.9% |
| | Dedicated Funding | 500.0 | 500.0 | - | - |
| | Reimbursable Funds | 169.5 | 50.0 | (119.6) | (70.5%) |
| | Debt Strategy/Other Debt ³ | 1,023.5 | 949.3 | (74.1) | (7.2%) |
| Subtotal | \$2,607.9 | \$2,424.7 | (\$183.2) | (7.0%) | |
| Grand Total⁴ | \$4,786.1 | \$4,758.5 | (\$27.6) | (0.6%) | |

1. Includes CRRSAA, and ARPA

2. FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2027 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



Metrorail riders using mobile pay at station faregates

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.

FY2023 operating revenue budget remains lower than pre-pandemic levels, but federal relief funding will enable Metro to continue to operate service at or near pre-pandemic levels. The budget includes \$672.8 million in federal relief funding to offset anticipated revenue losses and fund additional expenses incurred due to the pandemic. The FY2023 Budget projects \$382.5 million in directly generated revenue, which reflects fare reductions approved to take effect during FY2023. This represents a 67.8 percent increase from FY2022. Ridership is

projected to improve in FY2023 but not estimated to reach pre-pandemic levels.

Passenger fares of \$301.0 million make up 78.7 percent of the operating revenue budget, excluding federal funding. Passenger revenue is estimated to be \$141.5 million more than FY2022. Non-passenger business revenues from parking, advertising, joint development, and fiber optic leases are projected to be \$58.8 million while other non-transit revenues total \$22.7 million. Non-passenger revenues are expected to be \$13.0 million higher than FY2022.

Total ridership is projected at 166.6 million trips, 53.0 percent of pre-pandemic levels, with 51.6 percent of trips on Metrorail, 47.6 percent on Metrobus and the remainder percent on MetroAccess.

Ridership

RIDERSHIP BY SERVICE

| (Trips in Thousands) | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget | Change | % Change |
|------------------------------------|------------------|------------------|------------------|------------------|---------------|--------------|
| Metrorail | 132,574 | 28,157 | 37,089 | 85,875 | 48,785 | 131.5% |
| Metrobus ¹ | 96,516 | 52,097 | 66,633 | 79,269 | 12,635 | 19.0% |
| MetroAccess | 1,795 | 1,065 | 1,268 | 1,415 | 147 | 11.6% |
| Total Ridership² | 230,884 | 81,318 | 104,990 | 166,558 | 61,568 | 58.6% |

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 85.9 million total riders in FY2023 which represents a 131.5 percent increase over FY2022 budget ridership levels as more workers are projected to return to their offices. Prior to the pandemic, Metro had experienced a stabilization in ridership after several years of steady decline. Although Metrobus carried more riders than Metrorail during most of the pandemic, in FY2023 Metrorail is expected to carry more riders than Metrobus. Since Metrorail has a higher average fare than Metrobus, the anticipated increase of trips on Metrorail has a significant impact on total passenger revenue.

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 FY2023 with rehabilitation of three platforms on the Orange Line. These station improvement projects are essential to the maintenance and rehabilitation of the system to ensure riders' long-term safety.

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



7000-Series railcar at Fort Totten Station

Metrobus

Metrobus ridership is forecasted at 79.3 million trips in FY2023, an increase of 12.6 million trips, or 19.0 percent over 66.6 million trips in the FY2022 budget.

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 3.7 million trips, or 3.3 percent. Ridership in FY2020 was even lower, under budget by 31.8 million trips, or 24.8 percent, due to both the downward trend and significant impacts of the pandemic. In FY2021, ridership exceeded budget by 27.4 million trips or 111.4 percent as Metrobus ridership was greater than Metrorail.

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 1.4 million trips in FY2023, or 0.1 million trips higher than the FY2022 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 (subject to social distancing considerations during pandemic)
- Increased the number of subsidized alternative services available to MetroAccess customers. There are now 10 transportation companies available to MetroAccess customers as an alternative to ADA paratransit service

Nearly 59.4 percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 28.1 percent in Washington D.C., and the remaining 12.5 percent of the trips in combined Virginia jurisdictions.



Metrobus riders wearing face coverings

Passenger Revenue

The FY2023 Budget includes several fare decreases that make taking Metro more affordable and convenient.



Washington Nationals baseball fans at Metrorail fare vending machines

OPERATING REVENUE

| (Dollars in Millions) | FY2020 Actual | FY2021 Actual | FY2022 Budget ² | FY2023 Budget ² | \$ Change | % Change |
|------------------------------------|------------------|------------------|-------------------------------|-------------------------------|----------------|--------------|
| Metrorail | \$394.8 | \$77.3 | \$97.9 | \$236.7 | \$138.8 | 141.7% |
| Metrobus | 83.5 | 20.4 | 56.9 | 59.1 | 2.2 | 3.9% |
| MetroAccess | 6.7 | 4.4 | 4.7 | 5.2 | 0.5 | 11.6% |
| Passenger Revenue Subtotal | \$485.0 | \$102.0 | \$159.5 | \$301.0 | \$141.5 | 88.7% |
| Non-Passenger Revenue ¹ | \$95.8 | \$64.5 | \$68.4 | \$81.5 | \$13.0 | 19.1% |
| Total Revenue² | \$580.8 | \$166.6 | \$227.9 | \$382.5 | \$154.6 | 67.8% |
| Federal Relief ³ | 221.0 | 704.7 | 762.6 | 672.8 | (89.7) | (11.8%) |
| Total | \$801.7 | \$871.2 | \$990.5 | \$1,055.3 | \$64.8 | 6.5% |

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 \$236.7 million for FY2023, a 141.7 percent increase or \$138.8 million above the FY2022 budget. This assumes a gradual recovery of Metrorail ridership throughout FY2023.

Metro's budget also includes up to \$12.0 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 \$10.4 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 Metrobus for free. Students can take unlimited trips on Metrorail and Metrobus using program specific SmarTrip® cards.

Metrobus

Metrobus passenger revenue for the FY2023 Budget is \$59.1 million, an increase of \$2.2 million over FY2022. Though not as hard hit as Metrorail, slow recovery of Metrobus ridership is expected to continue throughout FY2023. 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 FY2023 is \$5.2 million, or \$0.5 million more than FY2022.

Passes

To make riding more affordable and encourage ridership, Metro will make permanent the popular changes introduced during FY2022 including the \$2 bus/rail transfer discount, \$2 weekend flat fare, and \$12 7-day regional bus pass. Metro will offer additional pass options that eliminate the need for daily fare calculations and reward frequent users with a reduced cost per trip in FY2023.

The following details new fare or pass offerings for FY2023:

- **\$2 Late Night Rail Fare:** To support late-night workers and the late-night economy, Metrorail fares will be a flat \$2 for one-way trips beginning at 9:30 pm until close consistent with service levels during that time period. This benefits late-night workers and encourages use of the system during less busy hours. This is expected to reduce revenue by \$1.0 million
- **Discount Monthly Passes:** Monthly pass products would be discounted to make their pricing more attractive to workers who are commuting to their physical offices four days or more per week. This would reduce the price range from \$72-\$216 to \$64-\$192 depending on the distance selected. This will reduce revenue by \$1.7 million
- **Discount 7-Day Unlimited Passes:** The 7-Day unlimited pass would be discounted to make its pricing attractive to workers who may not be traveling on consecutive days. The fifty percent discount from \$58 to \$29 provides significant value to riders who may be riding three or more days during the 7-day pass validity. The impact on revenue will be a decrease of \$0.3 million for a six-month promotion



MetroAccess driver loading a wheelchair into a new hybrid MetroAccess sedan

Non-Passenger Revenue

Parking

Total parking revenue for the FY2023 Budget is projected at \$21.2 million, a \$10.2 million increase over the FY2022 budget, which reflects projected growth in Metrorail ridership.

In FY2023, all Metrorail stations scheduled to close for platform repairs have parking facilities. As a result, Metro is projecting a revenue loss of \$180,000 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

Advertising

Total advertising revenue in FY2023 is budgeted at \$14.0 million, a \$11.2 million increase from the FY2022 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

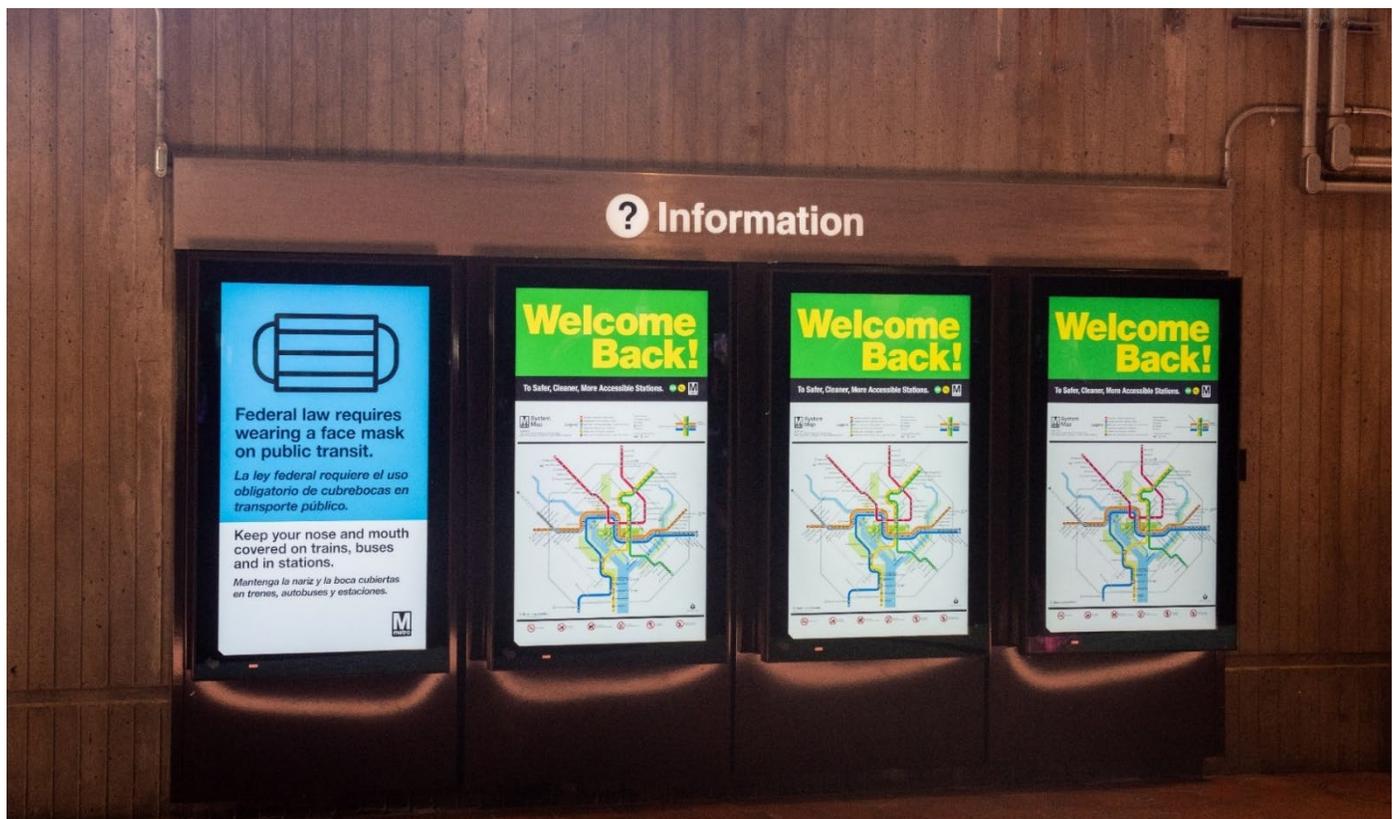
Joint development revenues are estimated to be \$9.6 million, a decrease of \$5.0 million from FY2022. This decline is driven by timing of Metro property sales.

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 FY2023, the fiber optic revenue budget is \$13.9 million.

Other Revenue

Other revenues total \$22.7 million in FY2023 and include lost revenue from capital projects as well as proceeds from agreements with cellular service providers, vending machine companies, surplus property disposal, and employee parking.



New information displays at Prince George's Plaza Station Platform Improvement Project reopening event

OPERATING BUDGET REVENUES

| | | FY2020 | FY2021 | FY2022 | FY2023 | | |
|-------------------------------|-------------------------------------|------------------|------------------|--------------------|------------------|------------------|--------------|
| <i>(Dollars in Thousands)</i> | | Actual | Actual | Budget | Budget | \$ Change | % Change |
| METROBUS | Passenger | \$83,516 | \$20,367 | \$56,903 | \$59,103 | \$2,200 | 3.9% |
| | Parking | - | - | - | - | - | - |
| | Advertising | 9,124 | 8,554 | 692 | 3,456 | 2,764 | 399.4% |
| | Joint Development | - | - | - | - | - | - |
| | Fiber Optics | - | - | - | - | - | - |
| | Other Non-Transit Sources | 4,202 | 5,660 | 2,442 | 2,287 | (155) | (6.4%) |
| | Metrobus Revenue Subtotal | \$96,843 | \$34,581 | \$60,037 | \$64,846 | \$4,809 | 8.0% |
| | Federal Relief ¹ | 83,447 | 247,857 | 126,759 | 115,253 | (11,506) | (9.1%) |
| Metrobus Subtotal | \$180,290 | \$282,438 | \$186,796 | \$180,099 | (\$6,697) | (3.6%) | |
| METRORAIL | Passenger | \$394,786 | \$77,256 | \$97,949 | \$236,728 | \$138,779 | 141.7% |
| | Parking | 32,071 | 3,895 | 11,030 | 21,232 | 10,202 | 92.5% |
| | Advertising | 16,823 | 5,679 | 2,111 | 10,544 | 8,433 | 399.4% |
| | Joint Development | 9,279 | 9,157 | 14,644 | 9,644 | (5,000) | (34.1%) |
| | Fiber Optics | 17,079 | 16,010 | 15,716 | 13,892 | (1,825) | (11.6%) |
| | Other Non-Transit Sources | 7,209 | 14,014 | 21,780 | 20,397 | (1,383) | (6.4%) |
| | MetroRail Revenue Subtotal | \$477,246 | \$126,010 | \$163,231 | \$312,437 | \$149,206 | 91.4% |
| | Federal Relief ¹ | 135,752 | 451,054 | 635,819 | 557,138 | (78,681) | (12.4%) |
| MetroRail Subtotal | \$612,998 | \$577,064 | \$799,050 | \$869,575 | \$70,525 | 8.8% | |
| METROACCESS | Passenger | \$6,676 | \$4,416 | \$4,660 | \$5,201 | \$541 | 11.6% |
| | Parking | - | - | - | - | - | - |
| | Advertising | - | - | - | - | - | - |
| | Joint Development | - | - | - | - | - | - |
| | Fiber Optics | - | - | - | - | - | - |
| | Other Non-Transit Sources | - | 1,559 | - | - | - | - |
| | MetroAccess Revenue Subtotal | \$6,676 | \$5,975 | \$4,660 | \$5,201 | \$541 | 11.6% |
| | Federal Relief ¹ | 1,769 | 5,759 | - | 439 | 439 | - |
| MetroAccess Subtotal | \$8,445 | \$11,734 | \$4,660 | \$5,640 | \$980 | 21.0% | |
| TOTAL | Passenger | \$484,977 | \$102,039 | \$159,511 | \$301,032 | \$141,521 | 88.7% |
| | Parking | 32,071 | 3,895 | 11,030 | 21,232 | 10,202 | 92.5% |
| | Advertising | 25,947 | 14,233 | 2,803 | 14,000 | 11,197 | 399.4% |
| | Joint Development | 9,279 | 9,157 | 14,644 | 9,644 | (5,000) | (34.1%) |
| | Fiber Optics | 17,079 | 16,010 | 15,716 | 13,892 | (1,825) | (11.6%) |
| | Other Non-Transit Sources | 11,411 | 21,233 | 24,223 | 22,684 | (1,538) | (6.4%) |
| | Revenue Subtotal | \$580,764 | \$166,567 | \$227,928 | \$382,484 | \$154,556 | 67.8% |
| | Federal Relief ¹ | 220,968 | 704,669 | 762,578 | 672,830 | (89,748) | (11.8%) |
| Grand Total | \$801,732 | \$871,236 | \$990,505 | \$1,055,314 | \$64,808 | 6.5% | |

1. Includes CARES Act, CRRSAA, and ARPA

Operating Subsidy

The FY2023 Operating Subsidy adheres to the legislatively restricted three percent annual subsidy growth cap with a base subsidy of \$1.1 billion. Legislative exclusions of \$49.0 million include:

- \$3.2 million for Juneteenth Holiday
- \$3.4 million for increased safety measures in support of the Washington Metrorail Safety Commission (WMSC)
- \$40.8 million for Silver Line Phase 2 launch
- \$1.5 million for opening of the Potomac Yard Station

Thus, the FY2023 total subsidy is \$1.2 billion, an increase of \$82.2 million or 7.4 percent over the FY2022 Budget. In addition, debt service payments remain equivalent to FY2022 at \$72.2 million, resulting in jurisdictional contributions totaling \$1.3 billion.



Metrorail train passing by Potomac Yard Station construction

FY2023 BUDGET – SUMMARY OF STATE AND LOCAL OPERATING REQUIREMENTS

| <i>(Dollars in Millions)</i> | FY2022 Subsidy ¹ | FY2023 Base Subsidy ² | % Change | Legislative Exclusions ¹ | FY2023 Total Subsidy | % Change | Debt Service | Jurisdictional Contributions ² |
|------------------------------|-----------------------------|----------------------------------|-------------|-------------------------------------|----------------------|-------------|---------------|---|
| District of Columbia | \$398.6 | \$410.6 | 3.0% | \$16.2 | \$426.7 | 7.1% | \$33.3 | \$460.0 |
| Montgomery County | \$179.1 | \$174.8 | (2.4%) | \$8.5 | \$183.3 | 2.3% | \$15.4 | \$198.7 |
| Prince George's County | 244.0 | 261.1 | 7.0% | 7.7 | 268.8 | 10.2% | 15.8 | 284.6 |
| Maryland | \$423.2 | \$435.9 | 3.0% | \$16.3 | \$452.1 | 6.8% | \$31.2 | \$483.4 |
| City of Alexandria | \$46.3 | \$48.4 | 4.6% | \$2.4 | \$50.8 | 9.8% | \$1.8 | \$52.6 |
| Arlington County | 76.9 | 75.1 | (2.3%) | 4.5 | 79.6 | 3.6% | - | 79.6 |
| City of Fairfax | 2.8 | 2.8 | 0.0% | 0.1 | 2.9 | 5.4% | 0.1 | 3.0 |
| Fairfax County | 152.8 | 155.2 | 1.6% | 7.9 | 163.1 | 6.8% | 5.6 | 168.7 |
| City of Falls Church | 3.1 | 3.5 | 12.7% | 0.1 | 3.6 | 16.7% | 0.2 | 3.8 |
| Loudoun County | 6.1 | 11.6 | 89.0% | 1.4 | 13.0 | 112.0% | - | 13.0 |
| Virginia | \$287.9 | \$296.5 | 3.0% | \$16.5 | \$313.1 | 8.7% | \$7.7 | \$320.7 |
| Net Operating Subsidy | \$1,109.7 | \$1,142.9 | 3.0% | \$49.0 | \$1,191.9 | 7.4% | \$72.2 | \$1,264.1 |

1. FY2022 Base reflects April 22, 2021 Board approved subsidy

2. Metrobus Subsidy allocation based on September 2021 Schedule/GeoDistribution data

FY2023-28 Capital Funding

Metro’s six-year CIP of \$12.4 billion requires funding totaling \$13.9 billion from the federal government, state and local government partners and other sources due to an expected \$62.0 million cost for revenue loss from service shutdowns for capital projects and more than \$1.4 billion of debt service.

Within the \$13.9 billion six-year funding plan, Metro is projecting:

- \$3.0 billion from federal grant funding, based on the IIJA authorization for continuing PRIIA funding
- State and local contributions for matching of federal grants and system performance funds \$2.7 billion, of

which \$62.0 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 \$1.4 billion is projected to be used for debt service
- Debt, secured by dedicated funding, of \$5.0 billion
- Other local sources in the amount of \$138.2 million, driven by the City of Alexandria funding for the new Potomac Yard station

Additional information about capital funding sources is included in Chapter 4 – FY2023 Capital Budget.



FINANCIAL PLAN BY INVESTMENT CATEGORY

| <i>(Dollars in Millions)</i> | FY2023 Budget | FY2024 Plan | FY2025 Plan | FY2026 Plan | FY2027 Plan | FY2028 Plan | 6-Year Total |
|---|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|-------------------------|
| Railcar & Railcar Facilities | \$303.4 | \$429.8 | \$507.1 | \$468.9 | \$403.3 | \$319.7 | \$2,432.2 |
| Rail Systems | 203.1 | 326.6 | 297.2 | 297.7 | 264.0 | 262.4 | 1,651.0 |
| Track & Structures Rehabilitation | 459.2 | 275.7 | 236.2 | 235.3 | 259.8 | 292.1 | 1,758.4 |
| Stations & Passenger Facilities | 524.6 | 536.2 | 378.0 | 414.4 | 414.4 | 426.9 | 2,694.4 |
| Bus, Bus Facilities & Paratransit | 441.3 | 473.7 | 437.0 | 296.8 | 303.2 | 307.7 | 2,259.8 |
| Business & Operations Support | 379.8 | 331.8 | 231.3 | 236.2 | 205.1 | 244.6 | 1,628.8 |
| Total | \$2,311.4 | \$2,373.9 | \$2,086.8 | \$1,949.2 | \$1,849.9 | \$1,853.4 | \$12,424.7 |
| Revenue Loss from Capital Projects | \$12.0 | \$10.0 | \$10.0 | \$10.0 | \$10.0 | \$10.0 | \$62.0 |
| Debt Service - Dedicated Funding ¹ | 101.2 | 156.9 | 221.9 | 274.2 | 322.1 | 363.8 | 1,440.2 |
| Total Capital Program Cost | \$2,424.7 | \$2,540.8 | \$2,318.8 | \$2,233.4 | \$2,182.0 | \$2,227.2 | \$13,926.9 |

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> | | FY2023 Budget | FY2024 Plan | FY2025 Plan | FY2026 Plan | FY2027 Plan | FY2028 Plan | 6-Year Total |
|--|--|------------------|------------------|------------------|------------------|------------------|-------------------|------------------|
| FEDERAL | Federal Formula Programs | \$331.4 | \$340.1 | \$347.1 | \$355.8 | \$363.0 | \$370.2 | \$2,107.6 |
| | Federal RSI/PRIIA | 148.5 | 148.5 | 148.5 | 148.5 | 148.5 | 148.5 | 891.0 |
| | Other Federal Grants | 11.5 | 10.6 | 4.0 | 4.7 | 6.0 | 5.1 | 41.9 |
| | Total - Federal Grants | \$491.5 | \$499.2 | \$499.6 | \$509.0 | \$517.5 | \$523.8 | \$3,040.5 |
| STATE AND LOCAL FUNDING CONTRIBUTIONS | Formula Match & System Performance | \$102.2 | \$105.9 | \$107.6 | \$108.9 | \$111.9 | \$115.5 | \$651.9 |
| | 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 | \$330.2 | \$333.9 | \$335.6 | \$336.9 | \$339.9 | \$343.5 | \$2,019.9 |
| | Montgomery County | \$47.9 | \$49.1 | \$51.1 | \$53.2 | \$54.9 | \$56.5 | \$312.7 |
| | Prince George's County | 48.6 | 50.4 | 51.4 | 52.5 | 54.0 | 55.7 | 312.5 |
| | 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 | \$313.0 | \$316.0 | \$318.9 | \$322.2 | \$325.4 | \$328.6 | \$1,924.2 |
| | City of Alexandria | \$13.0 | \$13.4 | \$13.8 | \$14.2 | \$14.6 | \$15.1 | \$84.1 |
| | Arlington County | 23.7 | 24.1 | 25.3 | 26.4 | 27.3 | 28.0 | 154.7 |
| | City of Fairfax | 0.7 | 0.8 | 0.8 | 0.9 | 0.9 | 0.9 | 4.9 |
| | Fairfax County | 42.1 | 43.0 | 45.0 | 47.2 | 48.7 | 50.0 | 276.0 |
| | City of Falls Church | 0.8 | 0.8 | 0.8 | 0.8 | 0.9 | 0.9 | 5.1 |
| | Loudoun County | 5.8 | 5.8 | 6.4 | 7.0 | 7.3 | 7.5 | 39.7 |
| | 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) | 0.6 | 0.6 | 0.6 | 0.8 | - | - | 2.6 |
| | Subtotal - Virginia | \$290.7 | \$292.5 | \$296.6 | \$301.3 | \$303.7 | \$306.4 | \$1,791.2 |
| | Jurisdiction Planning Projects | \$3.1 | \$3.0 | \$3.0 | \$3.0 | \$3.0 | \$3.0 | \$18.1 |
| | Silver Line - Washington Metropolitan Area Airports Authority (MWAA) | 10.0 | - | - | - | 32.0 | - | 42.0 |
| | Potomac Yard (Alexandria) | 32.2 | 19.4 | - | - | - | - | 51.6 |
| | Purple Line - Maryland Department of Transportation (MDOT) | 4.7 | - | - | - | - | 21.9 | 26.6 |
| | Subtotal - Jurisdictional Reimbursable | \$50.0 | \$22.4 | \$3.0 | \$3.0 | \$35.0 | \$24.9 | \$138.2 |
| | Total - State and Local | \$983.8 | \$964.7 | \$954.2 | \$963.4 | \$1,004.0 | \$1,003.4 | \$5,873.5 |
| | Debt | \$949.3 | \$1,076.9 | \$865.0 | \$761.1 | \$660.6 | \$700.0 | \$5,012.9 |
| Grand Total Funding¹ | \$2,424.7 | \$2,540.8 | \$2,318.7 | \$2,233.4 | \$2,182.0 | \$2,227.3 | \$13,926.9 | |

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

Notes: FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2027 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget

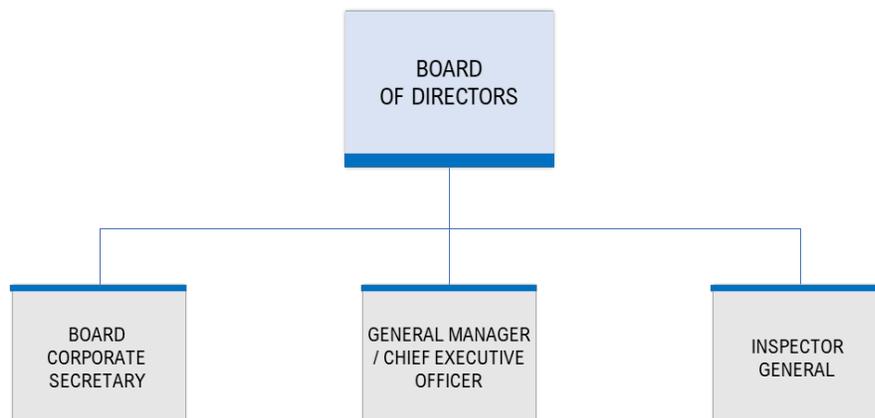
Chapter 2 – Metro Officers



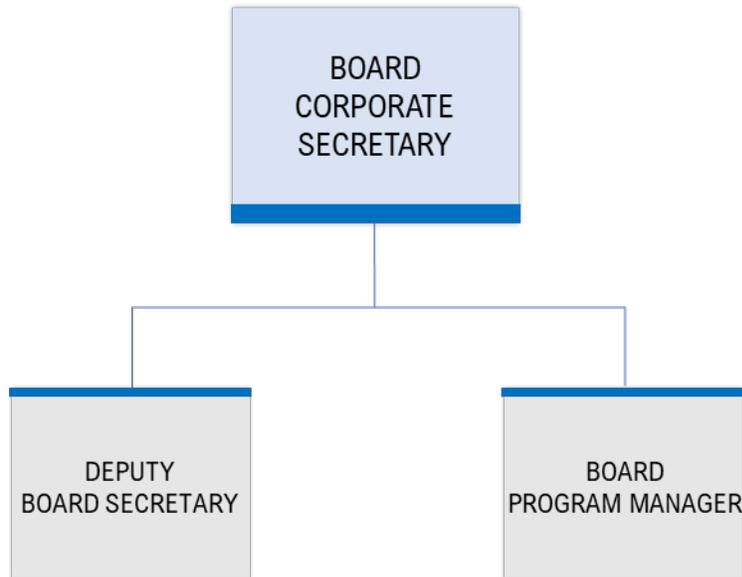
Board Reporting Structure

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

| <i>(Dollars in Thousands)</i> | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget | \$ Change | % Change |
|-----------------------------------|------------------|------------------|------------------|------------------|-------------|-------------|
| Personnel ¹ | \$704 | \$673 | \$781 | \$851 | \$71 | 9.1% |
| Non-Personnel | \$143 | \$78 | \$203 | \$204 | \$1 | 0.6% |
| Total² | \$847 | \$751 | \$984 | \$1,055 | \$72 | 7.3% |
| Authorized Positions ³ | 4 | 4 | 4 | 4 | - | - |

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

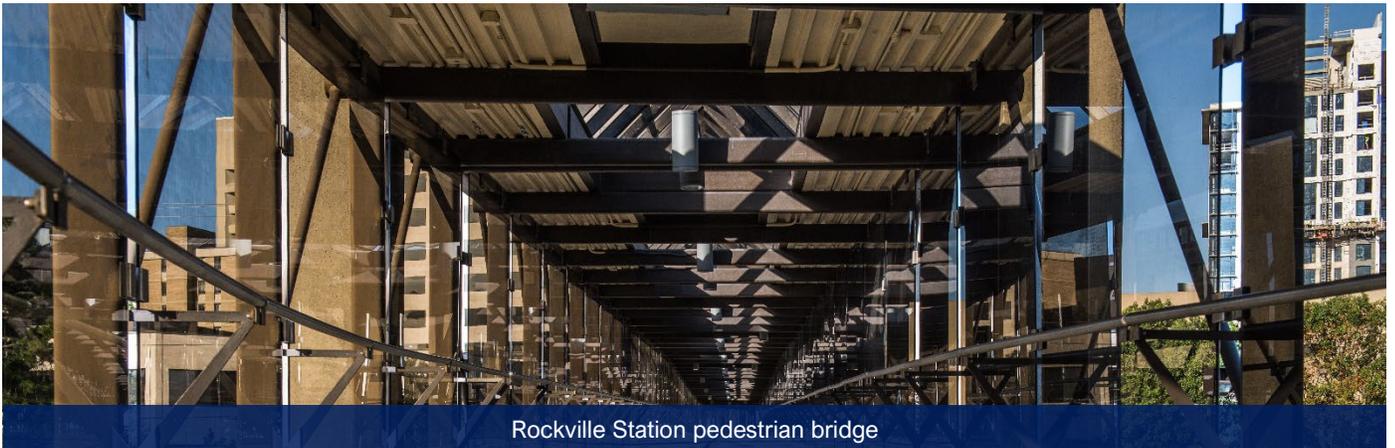
2. Total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval

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 or proposal

FY2023 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 (MTPD) Investigations Review Panel
- Conduct recruitment for the Riders' Advisory Council and MTPD Investigations Review Panel to fill any vacancies
- Ensure Board materials and Board 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 Board members' annual Financial Disclosure process
- Develop and lead Board orientation for new members as appointed
- Develop Riders' Advisory Council work plan to align with Board priorities
- Develop and strengthen relationships between Riders' Advisory Council and regional transit advocacy organizations
- Complete mandatory trainings for Board members

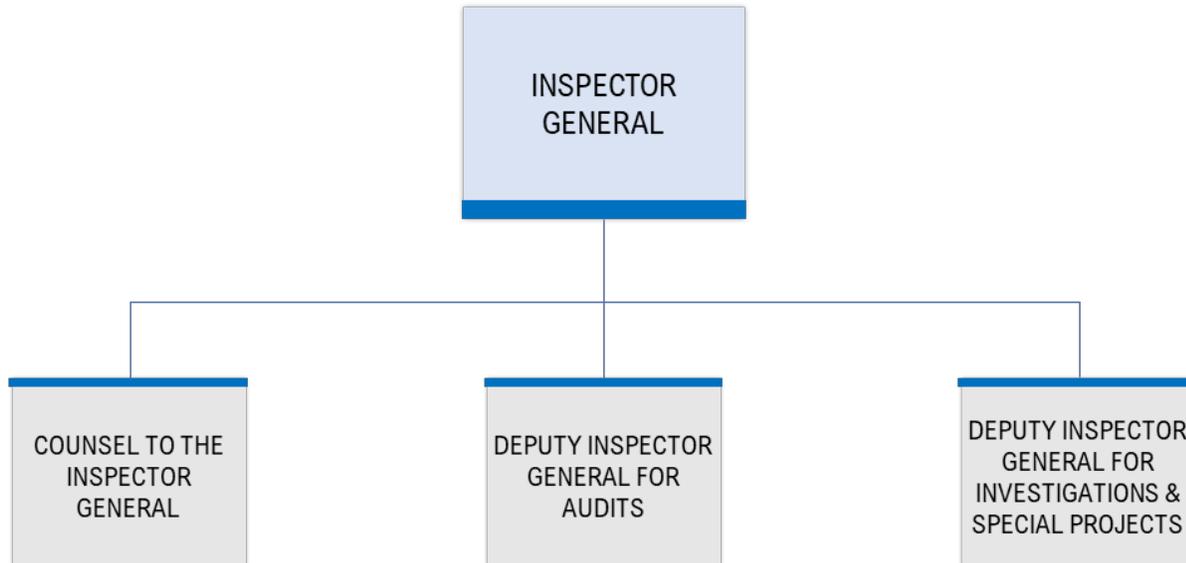


Rockville Station pedestrian bridge

FY2022 Major Accomplishments

- Supported Board-led Framework for Transit Equity
- Supported the successful General Manager/Chief Executive Officer search
- Onboarded seven new Board members
- Reviewed recommendations from the Metropolitan Transit Police Department Investigations Review Panel
- Recruited and appointed new members to the Riders' Advisory Council; provided onboarding to assist new members in their roles (by June 2022)
- Conducted a Board retreat to establish Board priorities for the year and the General Manager search
- Drafted and implemented Board committee work plans
- Facilitated numerous virtual and hybrid public hearings in accordance with the Metro Compact and Public Participation Plan
- Completed Board members' annual Financial Disclosure process
- Resolved constituent issues on behalf of Board Members
- Fulfilled all Board-related PARP requests
- Completed required Board trainings on Audit Awareness and Ethics
- Updated process to provide more secure and reliable method of sharing information with jurisdictional and federal staff

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. In December 2021 the Board adopted certain reforms aimed at strengthening OIG independence in procurement, hiring, budgeting, reporting, and obtaining legal advice, as required by the Infrastructure Investment and Jobs Act of 2021 as a condition of releasing authorized funding to WMATA.

INSPECTOR GENERAL

| <i>(Dollars in Thousands)</i> | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget¹ | \$ Change | % Change |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------------------|------------------|-----------------|
| Personnel ² | \$7,447 | \$7,870 | \$7,687 | \$3,635 | (\$4,052) | (52.7%) |
| Non-Personnel | \$1,513 | \$2,725 | \$2,695 | \$2,609 | (\$86) | (3.2%) |
| Total³ | \$8,959 | \$10,595 | \$10,383 | \$6,245 | (\$4,138) | (39.9%) |
| Authorized Positions ⁴ | 40 | 44 | 41 | 48 | 7 | 17.1% |

1. The OIG's total FY2023 budget is \$11.245 million, which includes \$5 million through the capital budget funded by a federal PRIIA grant
 2. Personnel figures include the department's share of total fringe expenses
 3. The total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval
 4. Authorized positions include total positions funded under the operating and capital budgets, based on Metro's organizational structure at the time of budget approval or proposal

FY2023 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

Since March 2020 the Covid-19 pandemic has caused significant disruption and delay in OIG operations. Currently OIG staff are coming into the office to perform many work duties while also working remotely.

Specific examples of previous disruptions and difficulties include:

- Cancellation of all in-person training for personnel scheduled to attend the Federal Law Enforcement Training Center and other training events
- Limited in-person interviews with Metro employees, negatively affecting investigations
- More frequent technology issues stemming from demands of heavier remote access (Metro VPN), which stressed IT personnel and disrupted online meetings and training
- Backlog in judicial proceedings due to challenges faced by courts, U.S. Attorneys, and States Attorneys operating under pandemic conditions

Moving forward, OIG and Metro are slowly returning to pre-pandemic activities and more in person collaboration.



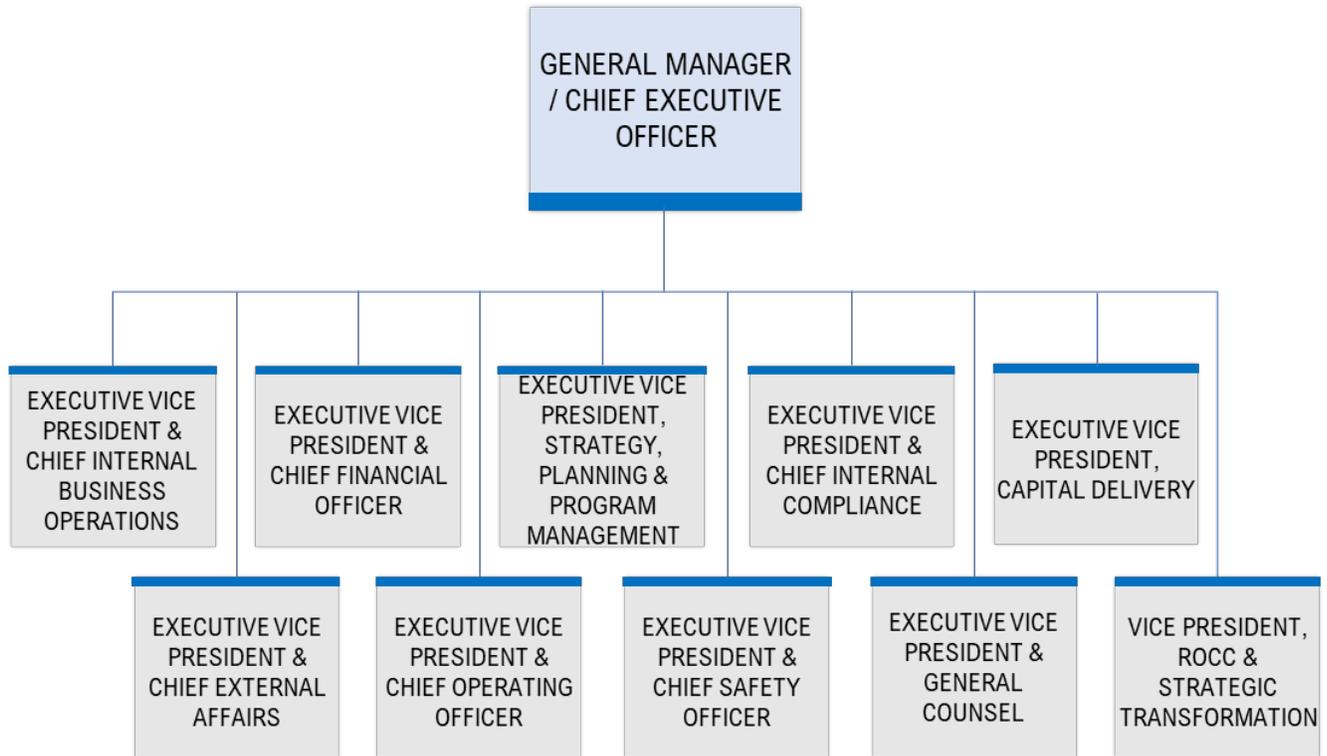
FY2022 Major Accomplishments:

Milestones reached over the last year included:

- Conducted the review, referral or subsequent investigation of over 328 complaints made to the OIG hotline
- Issued nine Reports of Investigation involving fraud, waste, abuse, and other misconduct
- Investigated the misuse of handicap placards by 46 WMATA employees and identified lack of control procedures by WMATA
- Issued a Management Alert concerning WMATA procurement practices where multiple vendors were provided unauthorized insider information
- Issued a Management Assistance Report concerning \$440,219 in improper payments to deceased annuitants from WMATA's pension plan
- Issued two Special Project Reports, one at the request of the WMATA Board of Directors (review of WMATA's Coronavirus response)
- Provided fraud awareness training to WMATA departments and offices
- Issued two audit reports that identified weaknesses in WMATA's modernization of mission critical IT systems and management of its non-revenue vehicle fuel program. The fuel audit questioned over \$2 million of fuel costs and identified an additional \$187,000 of wasted fuel
- Issued 39 contract audit reports that identified \$19.1 million in possible savings
- Oversaw WMATA's annual independent financial statement, Single Audit, and SmarTrip Regional Partner Comparative Billing reports



General Manager & Chief Executive Officer



The Washington Metropolitan Area Transit Authority (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 transit properties across the country continue to struggle with the impact of the Covid-19 pandemic, WMATA is looking to the future to ensure that the authority is poised to continue its long-term work of strengthening safety, while at the same time, continuing innovative and efficient operations and management approaches, enhancing fiscal accountability, and ensuring regulatory compliance.

In FY2023, WMATA will continue working to restore ridership and provide equitable service for all 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 Metrorail, Metrobus and MetroAccess services.

WMATA will also stay the course on making progress toward addressing system safety and state of good repair needs. To that end, WMATA Capital Improvement Program investments continue at historic levels. The capital projects for the year include preventive maintenance and repairs of tracks, bridges, buses and train cars, along with the procurement of zero-emission buses and the 8000-series rail car.

Through the many objectives and priorities of FY2023, WMATA is dedicated to becoming the transportation provider of choice, as well as employer of choice in the region. As part of that commitment, WMATA will continue to build and transition into new office facilities in Washington DC, Maryland and Virginia.

GENERAL MANAGER & CHIEF EXECUTIVE OFFICER

| <i>(Dollars in Thousands)</i> | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget | \$ Change | % Change |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|-------------|
| Personnel | \$1,341,587 | \$1,295,862 | \$1,405,761 | \$1,513,875 | \$108,114 | 7.7% |
| Non-Personnel | \$575,820 | \$573,088 | \$683,030 | \$726,034 | \$43,003 | 6.3% |
| Total ^{1,2} | \$1,917,407 | \$1,868,950 | \$2,088,791 | \$2,239,909 | \$151,118 | 7.2% |
| Authorized Positions ³ | 12,181 | 12,614 | 12,290 | 12,980 | 690 | 5.6% |

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 or proposal

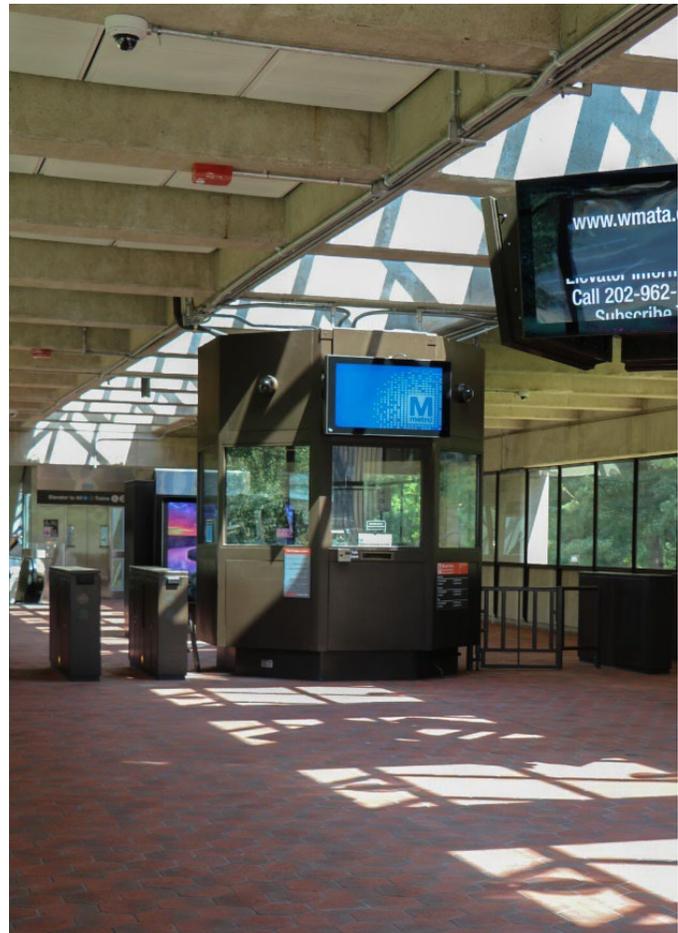
FY2023 Business Plan

Business actions in FY2023 build on the foundation laid out in previous years 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 FY2023 budget include:

- Continuing Metro's focus on safety through capital investments in Metrorail's train control system, tunnel leak mitigation, station rehabilitations, and the procurement of new rail cars and zero-emission buses
- Overseeing Metro's long-term 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
- 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
- Rethinking the service that Metrobus provides through a collaborative, data-driven, customer-focused effort to decide where bus service should go, starting from a clean slate. The Bus Network Redesign will allow WMATA to develop the bus network for a post-Covid era by better aligning bus service to current and potential customer's needs, providing more frequent, competitive service, and simplifying the bus network

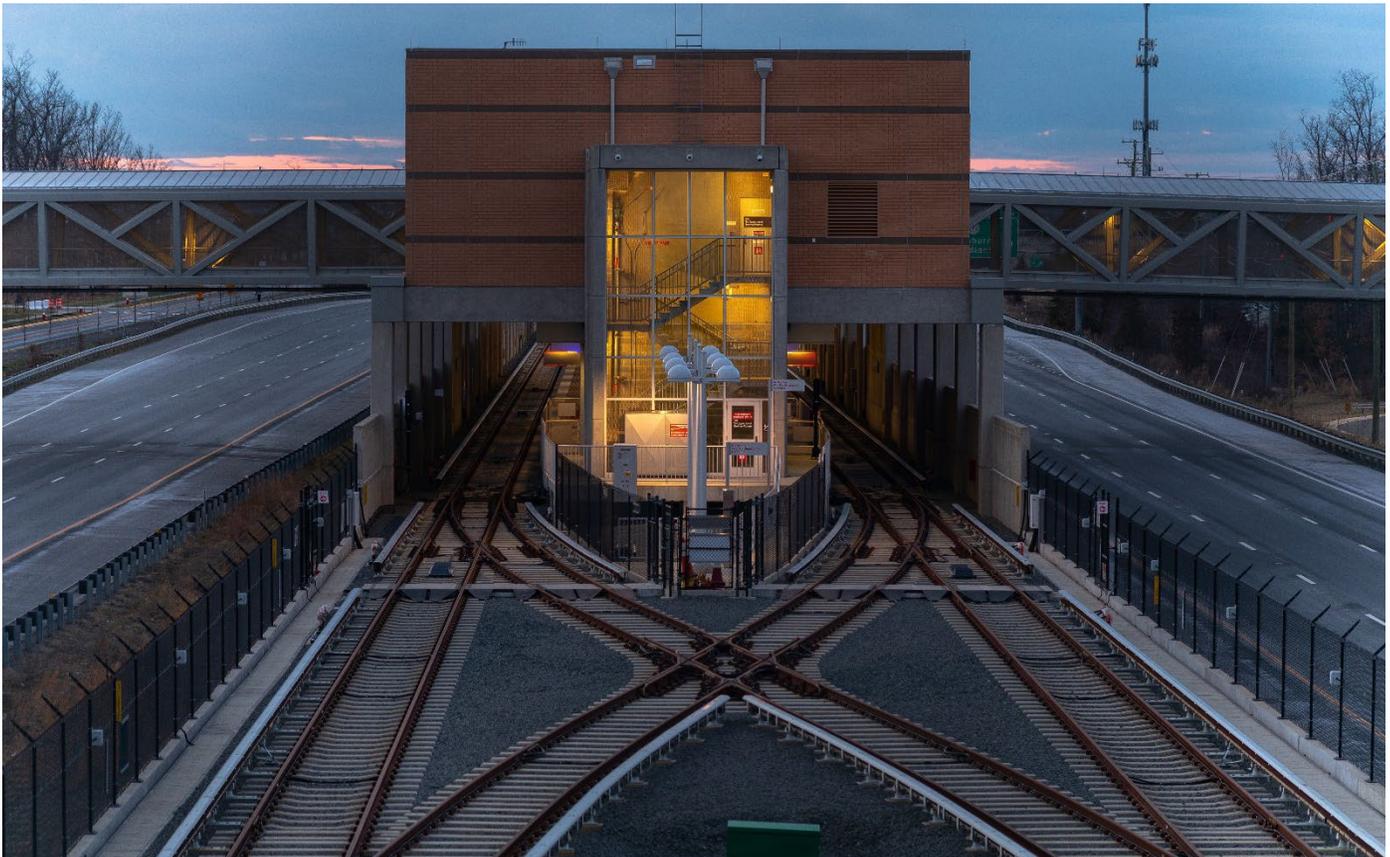
- Focusing on sustainability by advancing projects that conserve resources, reduce emissions, and improve livability in the region. This includes the ongoing procurement of zero-emission buses, coordination with local partners and utilities to put in place the infrastructure needed to support electric buses, and reconstruction of Metrobus operations and maintenance facilities to serve an all-electric fleet



New information displays at Addison Rd Station

FY2022 Major Accomplishments

- As part of the agency's largest and most aggressive capital program, invested more than \$2 billion in rebuilding capital projects including reconstruction of platforms, replacement of escalators, stairs and new station entrances, the acquisition of new equipment and continuation of dozens of projects throughout the bus and rail systems
- Obtained federal funding reauthorization through 2030 at current levels in the Infrastructure Investment and Jobs Act, as well as additional Covid-19 relief funding and multiple federal grants for safety and reliability improvements
- Navigated multiple Covid-19 waves through the fall and winter, including Omicron, which affected more than ten percent of Metro's overall workforce
- Expanded Metrorail hours of operation to midnight, seven days a week, restoring operating hours that had been reduced during the Covid-19 pandemic
- Implemented fare discounts and service changes outlined in the FY2022 budget, including new \$2 weekend fares, free bus/rail transfers, and first ever pass sale
- Continued long-term office consolidation with the opening of a new headquarters building and continued construction on two additional administrative facilities
- Added George Washington University to the U-Pass program, providing students with an affordable, sustainable transportation option while generating additional operating revenue for Metro
- Announced plans for Metro's first-all electric bus garage to be built at the Northern Bus Garage, which will improve regional air quality, reduce greenhouse gas emissions, and provide customers with a quieter, more comfortable ride
- Hosted Metro's sixth annual Managers Meeting, emphasizing Leadership, Culture and Inclusion, as well as the seventh annual meeting, focused on Women in Leadership and the importance of gender equity for Metro to succeed
- Advanced Metro's fare modernization program with the installation of faster, better faregates that make it easier for customers to tap, pay and ride Metro; installation has now reached over half of all rail stations



Ashburn Station – Silver Line Phase 2

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Chapter 3 – Operating Budget



Introduction

The operating budget funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. The total operating budget is \$2.2 billion excluding debt service, a 7.0 percent increase over the amended FY2022 budget, with an additional reimbursable projects budget of \$14.4 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 impacts of Covid-19 on ridership and revenue, Metro has also utilized federal relief funding, which totaled \$704.7 in FY2021, to replace passenger revenue lost and to cover additional expenses incurred as a result of the pandemic. FY2022 federal relief funding is budgeted at \$762.6 million.

- The largest source of operating funding for FY2023 is the net operating subsidy totaling \$1,191.9 million (excluding Debt Service), or 53.0% of total operating funds (excluding Reimbursable)
- The next largest source of operating funding in FY2023 is Federal relief funding from the American Rescue Plan Act (ARPA), totaling \$672.8 million
- Passenger fare revenue of \$301.0 million and parking revenue of \$21.2 million (together representing 14.3% of total expenses) are the next largest source of funds
- The remaining \$60.2 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)

\$ 14.0 (0.6%)
ADVERTISING

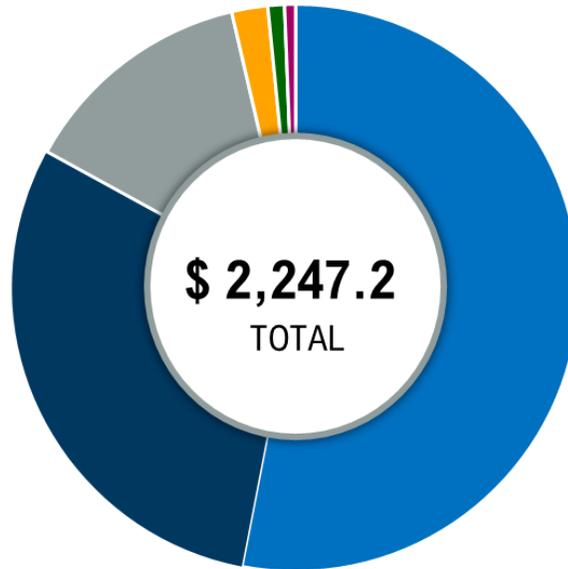
\$ 21.2 (0.9%)
PARKING

\$ 46.2 (2.1%)
OTHER

\$ 301.0 (13.4%)
PASSENGER

\$ 672.8 (29.9%)
FEDERAL RELIEF¹

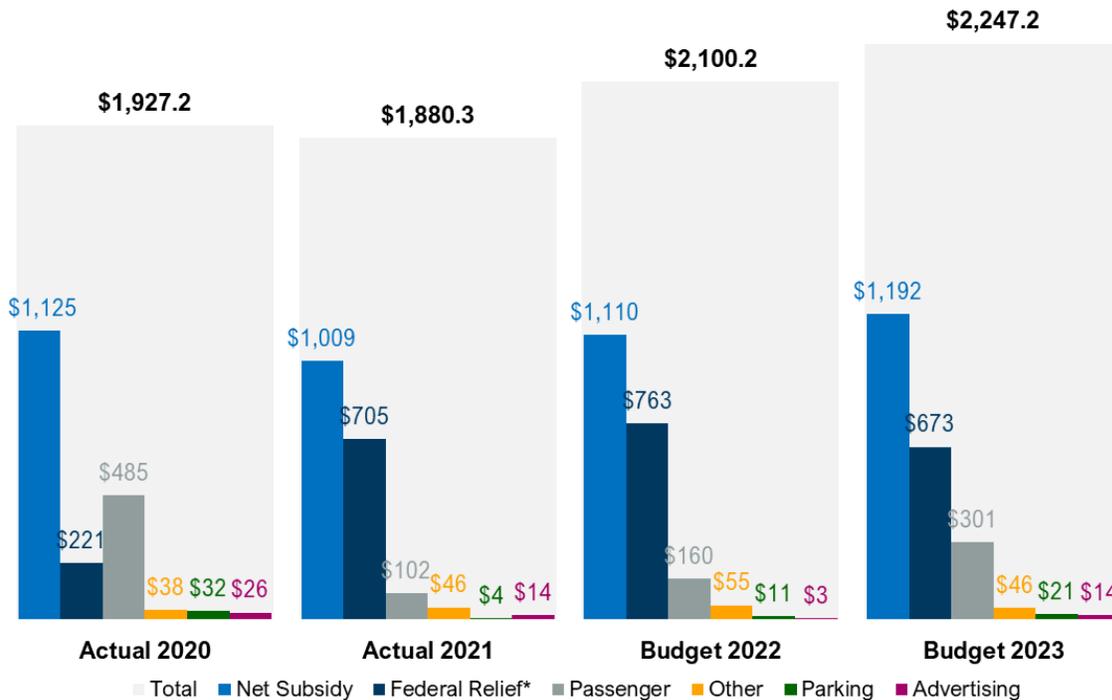
\$ 1,191.9 (53.0%)
NET SUBSIDY



1. Includes ARPA

SOURCES OF FUNDS – OPERATING BUDGET

(\$ in millions)



* Includes CARES Act, CRRSAA, and ARPA

Uses of Funds

- Personnel expenses, including labor, fringe benefits and capital overhead allocation, are the largest operating budget expense category at \$1,518.4 million or 68 percent of total expenses, followed by Services at \$412.4 million or 18.4 percent of total. Operating personnel expenses decreased by 3.4 percent from FY2020 to FY2021 actuals. In FY2023, personnel expenses total \$1,518.4 million, an increase of \$104.1 million or 7.4 percent compared to FY2022. 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 budget consists primarily of expenses related to professional and technical services, contract maintenance, custodial services and temporary labor services. The largest service expense is in support of paratransit, which is projected to be \$169.1 million of the \$412.4 million Services total in FY2023. Services expenses decreased by 7.1 percent from FY2020 to FY2021. In FY2023 the services budget is \$412.4 million, an increase of \$15.2 million or 3.8 percent compared to FY2022
- Materials and Supplies budget consists primarily of maintenance parts for buses and railcars, track and structure maintenance, elevator and escalator, and general fleet repair for non-revenue vehicles. Materials and Supplies expenses increased 25.8 percent from FY2020 to FY2021. In FY2023, materials and supplies expenses total \$124.0 million, an increase of \$14.3 million or 13.0 percent over FY2022
- 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. Energy costs, which decreased 5.5 percent from FY2020 to FY2021, are projected to increase by \$9.9 million or 8.3 percent in FY2023
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs



Metrobus rider using mobile pay at bus farebox

USES OF FUNDS – AUTHORITY WIDE

(\$ in millions)

\$ 63.0 (2.8%)

OTHER

\$ 33.4 (1.5%)

FUEL (GAS/DIESEL/CNG)

\$ 96.0 (4.3%)

UTILITIES & PROPULSION

\$ 124.0 (5.5%)

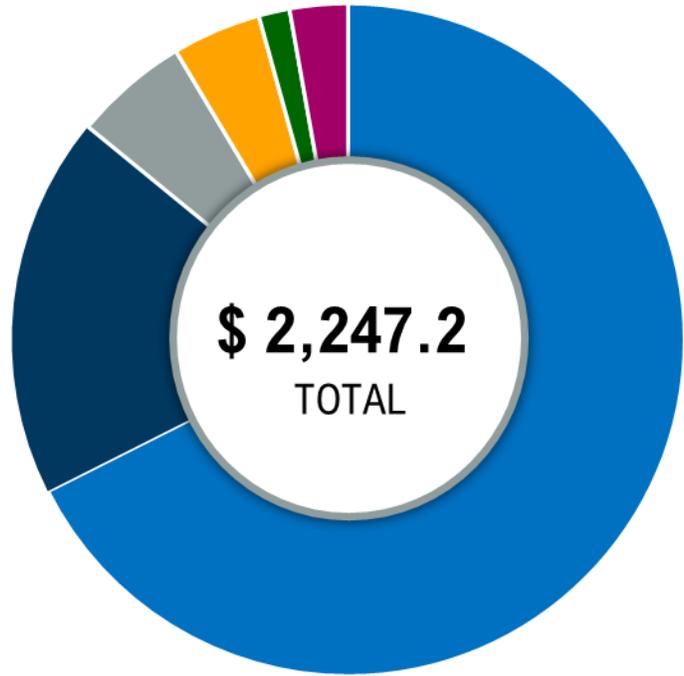
MATERIALS & SUPPLIES

\$ 412.4 (18.4%)

SERVICES

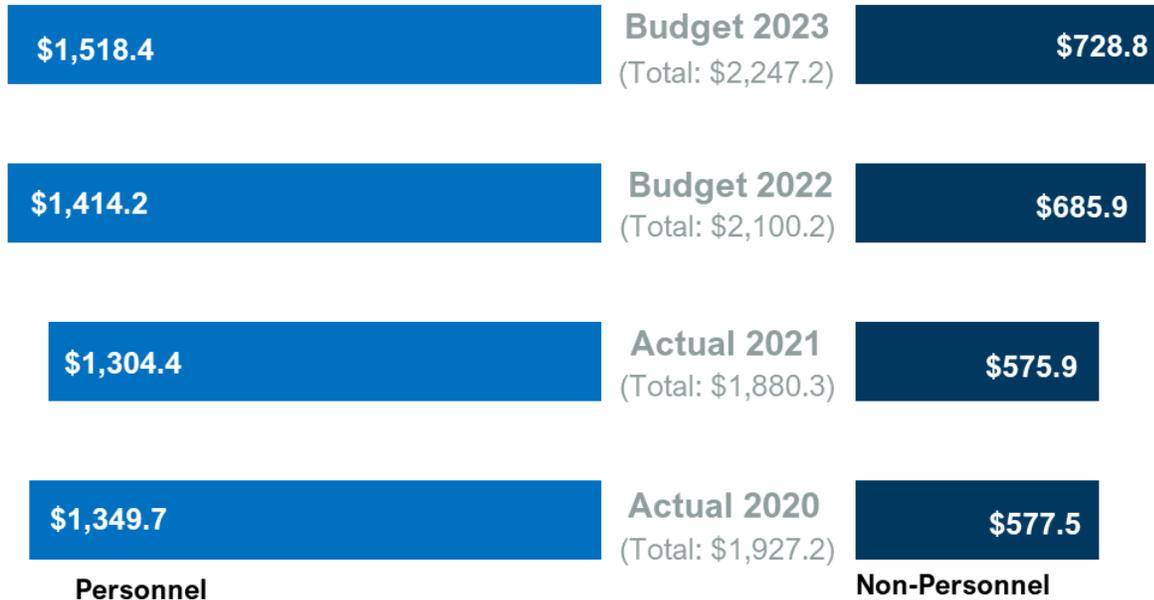
\$ 1,518.4 (67.6%)

PERSONNEL



USES OF FUNDS (PERSONNEL vs NON-PERSONNEL)

(\$ in millions)



OPERATING BUDGET – REVENUE AND EXPENSES

| <i>(Dollars in Thousands)</i> | | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget | \$ Change |
|-------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| REVENUES | Passenger | \$484,977 | \$102,039 | \$159,511 | \$301,032 | \$141,521 |
| | Parking | 32,071 | 3,895 | 11,030 | 21,232 | 10,202 |
| | Advertising | 25,947 | 14,233 | 2,803 | 14,000 | 11,197 |
| | Joint Development | 9,279 | 9,157 | 14,644 | 9,644 | (5,000) |
| | Fiber Optics | 17,079 | 16,010 | 15,716 | 13,892 | (1,825) |
| | Other Non-Transit Sources | 11,411 | 21,233 | 24,223 | 22,684 | (1,538) |
| | Total Revenues | \$580,764 | \$166,567 | \$227,928 | \$382,484 | \$154,556 |
| EXPENSES | Personnel | \$1,349,738 | \$1,304,405 | \$1,414,229 | \$1,518,362 | \$104,133 |
| | Services | 346,744 | 321,962 | 397,259 | 412,410 | 15,151 |
| | Materials & Supplies | 77,569 | 97,616 | 109,696 | 123,960 | 14,264 |
| | Fuel (Gas/Diesel/Natural Gas) | 21,108 | 20,958 | 31,766 | 33,440 | 1,674 |
| | Utilities and Propulsion Power | 85,412 | 79,692 | 87,768 | 96,035 | 8,267 |
| | Casualty and Liability | 34,841 | 32,858 | 40,434 | 43,168 | 2,734 |
| | Leases and Rental | 8,169 | 11,129 | 10,608 | 10,477 | (131) |
| | Miscellaneous | 3,633 | 11,676 | 8,397 | 9,357 | 959 |
| Total Expenses | \$1,927,214 | \$1,880,296 | \$2,100,158 | \$2,247,209 | \$147,052 | |
| SUBSIDY | Gross Subsidy | \$1,346,450 | \$1,713,729 | \$1,872,230 | \$1,864,725 | (\$7,505) |
| | Federal Relief ¹ | (220,968) | (704,669) | (762,578) | (672,830) | 89,748 |
| | Net Subsidy | \$1,125,482 | \$1,009,060 | \$1,109,652 | \$1,191,896 | \$82,243 |
| Cost Recovery Ratio | | 30.1% | 8.9% | 10.9% | 17.0% | |

1. Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – AUTHORITY WIDE

| <i>(Dollars in Thousands)</i> | | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget | \$ Change | % Change |
|---------------------------------|--------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------|---------------|
| PERSONNEL | Salaries | \$344,246 | \$360,524 | \$370,328 | \$403,601 | \$33,273 | 9.0% |
| | Wages | 506,450 | 520,884 | 537,763 | 584,544 | 46,781 | 8.7% |
| | Overtime | 83,104 | 54,404 | 86,067 | 88,682 | 2,616 | 3.0% |
| | Total Salaries and Wages | \$933,800 | \$935,811 | \$994,157 | \$1,076,827 | \$82,670 | 8.3% |
| | Fringes | \$496,142 | \$442,608 | \$484,938 | \$506,247 | \$21,309 | 4.4% |
| | Fringe Health | 283,610 | 194,198 | 185,212 | 187,478 | 2,266 | 1.2% |
| | Fringe Pension | 189,441 | 215,849 | 187,174 | 192,187 | 5,013 | 2.7% |
| | Other Fringe Benefits | (6,400) | (3,951) | 80,988 | 87,649 | 6,661 | 8.2% |
| | Workers Compensation | 29,491 | 36,512 | 31,564 | 38,933 | 7,369 | 23.3% |
| | Capital Allocation | (\$80,204) | (\$74,015) | (\$64,866) | (\$64,711) | \$154 | (0.2%) |
| Total Personnel Cost | \$1,349,738 | \$1,304,405 | \$1,414,229 | \$1,518,362 | \$104,133 | 7.4% | |
| NON-PERSONNEL | Services | \$346,744 | \$321,962 | \$397,259 | \$412,410 | \$15,151 | 3.8% |
| | Professional and Technical | 82,510 | 71,611 | 74,963 | 80,065 | 5,102 | 6.8% |
| | Contract Maintenance | 83,841 | 97,131 | 72,718 | 80,287 | 7,570 | 10.4% |
| | Paratransit | 145,031 | 124,614 | 164,044 | 169,137 | 5,093 | 3.1% |
| | Other | 35,362 | 28,607 | 85,534 | 82,920 | (2,614) | (3.1%) |
| | Materials and Supplies | \$77,569 | \$97,616 | \$109,696 | \$123,960 | \$14,264 | 13.0% |
| | Parts | 60,400 | 72,606 | 53,800 | 56,240 | 2,440 | 4.5% |
| | Other | 17,169 | 25,010 | 55,896 | 67,720 | 11,825 | 21.2% |
| | Fuel (Gas/Diesel/Natural Gas) | \$21,108 | \$20,958 | \$31,766 | \$33,440 | \$1,674 | 5.3% |
| | Diesel Fuel | 17,190 | 13,367 | 18,995 | 20,662 | 1,667 | 8.8% |
| | Gasoline | 6,068 | 5,302 | 8,257 | 8,258 | 1 | 0.0% |
| | Natural Gas | (2,151) | 2,289 | 4,513 | 4,519 | 6 | 0.1% |
| | Utilities and Propulsion | \$85,412 | \$79,692 | \$87,768 | \$96,035 | \$8,267 | 9.4% |
| | Propulsion | 49,126 | 45,882 | 49,151 | 54,190 | 5,039 | 10.3% |
| | Electricity | 25,524 | 24,024 | 26,553 | 28,498 | 1,945 | 7.3% |
| | Utilities - Other | 10,761 | 9,786 | 12,064 | 13,347 | 1,283 | 10.6% |
| | Casualty and Liability | \$34,841 | \$32,858 | \$40,434 | \$43,168 | \$2,734 | 6.8% |
| | Insurance | 19,327 | 20,068 | 27,664 | 30,398 | 2,734 | 9.9% |
| | Claims | 15,514 | 12,790 | 12,769 | 12,769 | - | - |
| | Leases | \$8,169 | \$11,129 | \$10,608 | \$10,477 | (\$131) | (1.2%) |
| | Property | 5,600 | 6,296 | 5,989 | 6,227 | \$238 | 4.0% |
| | Equipment | 2,570 | 4,833 | 4,619 | 4,250 | (\$369) | (8.0%) |
| | Miscellaneous | \$3,633 | \$11,676 | \$8,397 | \$9,357 | \$959 | 11.4% |
| Business Meeting/Subscriptions | 1,311 | 873 | 859 | 341 | (518) | (60.4%) | |
| Advertising | 3,175 | 6,716 | 4,398 | 4,315 | (83) | (1.9%) | |
| Reimbursements/Other | (852) | 4,086 | 3,140 | 4,701 | 1,561 | 49.7% | |
| Total Non-Personnel Cost | \$577,476 | \$575,891 | \$685,928 | \$728,847 | \$42,918 | 6.3% | |
| TOTAL COST | \$1,927,214 | \$1,880,296 | \$2,100,158 | \$2,247,209 | \$147,052 | 7.0% | |

OPERATING BUDGET – EXPENSES

| <i>(Dollars in Thousands)</i> | | FY2023 Budget | FY2023 Metrobus | FY2023 Metrorail | FY2023 MetroAccess |
|---------------------------------|---|--------------------|--------------------|---------------------|-----------------------|
| PERSONNEL | Salaries | \$403,601 | \$109,935 | \$284,629 | \$9,037 |
| | Wages | 584,544 | 243,204 | 339,278 | 2,062 |
| | Overtime | 88,682 | 35,032 | 53,337 | 314 |
| | Total Salaries and Wages | \$1,076,827 | \$388,170 | \$677,244 | \$11,412 |
| | Fringes | \$506,247 | \$185,739 | \$315,032 | \$5,476 |
| | Fringe Health | 187,478 | 68,410 | 117,099 | 1,970 |
| | Fringe Pension | 192,187 | 70,224 | 119,715 | 2,248 |
| | Other Fringe Benefits | 87,649 | 32,213 | 54,576 | 860 |
| | Workers Compensation | 38,933 | 14,893 | 23,643 | 397 |
| | Capital Allocation | (\$64,711) | (\$18,731) | (\$44,696) | (\$1,284) |
| | Total Personnel Cost | \$1,518,362 | \$555,178 | \$947,580 | \$15,604 |
| NON-PERSONNEL | Services | \$412,410 | \$77,961 | \$160,221 | \$174,228 |
| | Professional and Technical | 80,065 | 18,070 | 58,152 | 3,844 |
| | Contract Maintenance | 80,287 | 39,591 | 40,229 | 467 |
| | Paratransit | 169,137 | - | - | 169,137 |
| | Other | 82,920 | 20,300 | 61,840 | 779 |
| | Materials and Supplies | \$123,960 | \$52,501 | \$71,168 | \$291 |
| | Parts | 56,240 | 29,588 | 26,458 | 195 |
| | Other | 67,720 | 22,913 | 44,711 | 96 |
| | Fuel (Gasoline/Diesel/Natural Gas) | \$33,440 | \$24,810 | \$2,889 | \$5,741 |
| | Diesel Fuel | 20,662 | 19,495 | 1,152 | 15 |
| | Gasoline | 8,258 | 796 | 1,737 | 5,725 |
| | Natural Gas | 4,519 | 4,519 | - | - |
| | Utilities and Propulsion | \$96,035 | \$10,929 | \$84,373 | \$734 |
| | Propulsion | 54,190 | 0 | 54,190 | - |
| | Electricity | 28,498 | 8,110 | 19,843 | 546 |
| | Utilities - Other | 13,347 | 2,819 | 10,340 | 188 |
| | Casualty and Liability | \$43,168 | \$15,897 | \$26,768 | \$503 |
| | Insurance | 30,398 | 12,338 | 17,727 | 333 |
| | Claims | 12,769 | 3,559 | 9,041 | 170 |
| | Leases | \$10,477 | \$2,475 | \$7,063 | \$939 |
| | Property | 6,227 | 1,872 | 3,416 | 940 |
| Equipment | 4,250 | 603 | 3,647 | (0) | |
| Miscellaneous | \$9,357 | \$4,145 | \$5,096 | \$116 | |
| Business Meeting/Subscriptions | 341 | 204 | 128 | 9 | |
| Advertising | 4,315 | 1,453 | 2,805 | 56 | |
| Reimbursements/Other | 4,701 | 2,487 | 2,163 | 51 | |
| Total Non-Personnel Cost | \$728,847 | \$188,717 | \$357,578 | \$182,552 | |
| TOTAL COST | \$2,247,209 | \$743,895 | \$1,305,158 | \$198,156 | |

Operating Budget by Mode: Metrobus



Profile

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 restored 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 included:

- Launch of 12 minutes or better service on 20 lines from 7 am to 9 pm, seven days a week
- Offering consistent 20 minutes or better service on 16 lines between 7am to 9 pm, seven days a week

- Restoring or improving service on an additional 46 bus routes

Continuation of this level of service is enabled by federal relief ARPA funding. 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.

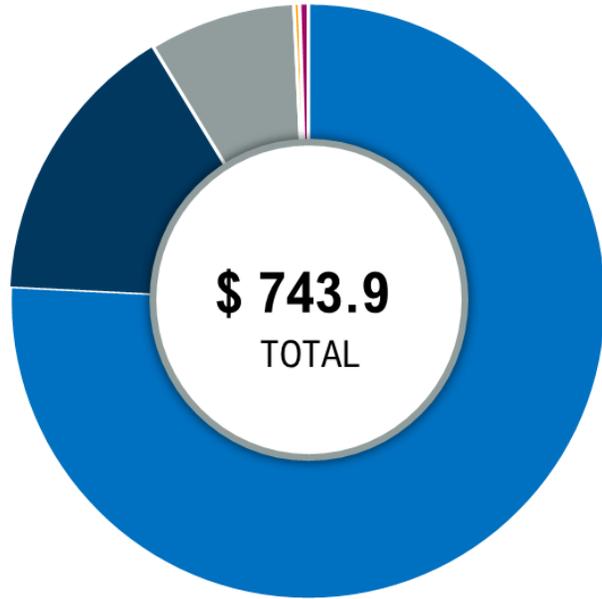
All buses are accessible to people with disabilities, and bike racks are available for use on all buses. Service is provided from ten operating divisions located throughout the service area in Washington D.C. and Virginia.

Sources of Funds

SOURCES OF FUNDS – METROBUS

(\$ in millions)

| | |
|-----------------------------------|---------|
| \$ 3.5 | (0.5%) |
| ADVERTISING | |
| \$ 2.3 | (0.3%) |
| OTHER | |
| \$ 59.1 | (7.9%) |
| PASSENGER | |
| \$ 115.3 | (15.5%) |
| FEDERAL RELIEF¹ | |
| \$ 563.8 | (75.8%) |
| NET SUBSIDY | |



1. Includes ARPA

- Metrobus sources of funds consist of revenue primarily from fares and advertising and subsidy from Metro’s jurisdictional partners. Subsidy is \$563.8 million or 75.8 percent of the total funding need for Metrobus
- Total Metrobus revenue in FY2023 is projected at \$64.8 million. The largest revenue source is passenger revenues estimated at \$59.1 million, which includes fares and passes. Passenger revenue is expected to increase \$2.2 million from FY2022 to FY2023 primarily due to gradual recovery of ridership from pandemic impacts
- Metrobus is projected to receive advertising revenue of \$3.5 million, an increase of 399.4 percent when compared to FY2022 budget, attributable to revenue sharing contract provisions that allow for WMATA to benefit from expected ridership recovery and in turn increased advertising sales
- Other Metrobus revenue, which includes interest, property disposal, and other miscellaneous revenue, is projected to total \$2.3 million



Metrobuses near Fort Totten Station

Uses of Funds

USES OF FUNDS – METROBUS

(\$ in millions)

\$ 22.5 (3.0%)

OTHER

\$ 24.8 (3.3%)

FUEL (GAS/DIESEL/CNG)

\$ 10.9 (1.5%)

UTILITIES & PROPULSION

\$ 52.5 (7.1%)

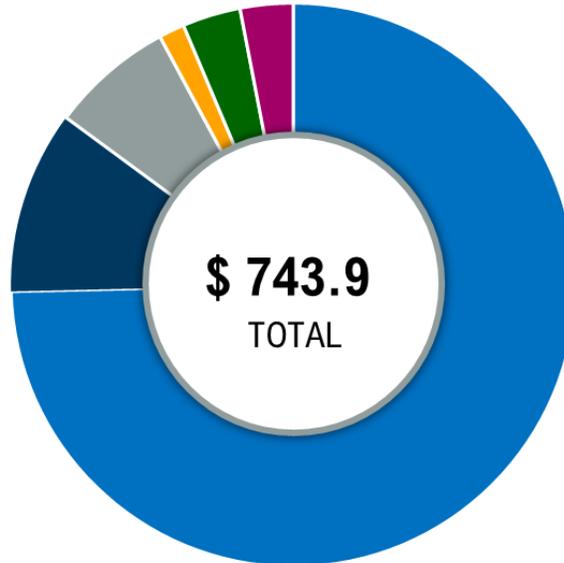
MATERIALS & SUPPLIES

\$ 78.0 (10.5%)

SERVICES

\$ 555.2 (74.6%)

PERSONNEL



- Personnel expenses are the largest portion of the Metrobus budget. For FY2023, personnel cost is estimated at \$555.2 million or 74.6 percent of the Metrobus budget. Personnel expenses decreased by \$36.6 million or 6.8 percent from FY2020 actuals to FY2021 and are projected to increase by \$7.0 million or 1.3 percent from FY2022 budget to FY2023, primarily driven by increased salaries from the Collective Bargaining Agreement (CBA) contracts and service restoration and improvements for FY2023
- Services costs, budgeted at \$78.0 million in FY2023, increased by \$4.4 million or 7.3 percent from FY2020 actuals to FY2021. These costs are projected to increase an additional \$3.6 million or 4.8 percent from FY2022 budget to FY2023. Contract increases were partially offset by continued management actions
- Materials and Supplies, budgeted at \$52.5 million in FY2023, increased by \$3.4 million or 14.2 percent from FY2020 actuals to FY2021, but are projected to increase by \$11.6 million or 28.4 percent from FY2022 budget to FY2023
- Energy costs, inclusive of fuel and utilities, decreased by \$0.6 million or 2.3 percent from FY2020 actuals to FY2021 but are projected to increase by \$1.3 million from FY2022 budget to

FY2023. Fuel costs, which include diesel, Compressed Natural Gas (CNG) and gasoline, are budgeted at \$24.8 million, an increase of \$1.5 million over FY2022. Utilities costs of \$10.9 million are flat versus the FY2022 budget

- Other expenses total \$22.5 million for FY2023, an increase of \$4.8 million compared to the FY2022 budget



Newly rehabilitated historic Chevy Chase Bus Terminal

METROBUS – REVENUE AND EXPENSES

| | | FY2020 | FY2021 | FY2022 | FY2023 | |
|-------------------------------|--------------------------------|------------------|------------------|------------------|------------------|-----------------|
| | | Actual | Actual | Budget | Budget | \$ Change |
| <i>(Dollars in Thousands)</i> | | | | | | |
| REVENUES | Passenger | \$83,516 | \$20,367 | \$56,903 | \$59,103 | \$2,200 |
| | Parking | - | - | - | - | - |
| | Advertising | 9,124 | 8,554 | 692 | 3,456 | 2,764 |
| | Joint Development | - | - | - | - | - |
| | Fiber Optics | - | - | - | - | - |
| | Other Non-Transit Sources | 4,202 | 5,660 | 2,442 | 2,287 | (155) |
| | Total Revenues | \$96,843 | \$34,581 | \$60,037 | \$64,846 | \$4,809 |
| EXPENSES | Personnel | \$538,096 | \$501,541 | \$548,184 | \$555,178 | \$6,994 |
| | Services | 60,528 | 64,934 | 74,404 | 77,961 | 3,557 |
| | Materials & Supplies | 23,966 | 27,361 | 40,889 | 52,501 | 11,612 |
| | Fuel (Gas/Diesel/Natural Gas) | 16,130 | 17,068 | 23,300 | 24,810 | 1,510 |
| | Utilities and Propulsion Power | 8,906 | 7,390 | 11,148 | 10,929 | (219) |
| | Casualty and Liability | 10,323 | 9,737 | 11,203 | 15,897 | 4,694 |
| | Leases and Rental | 1,583 | 2,457 | 2,613 | 2,475 | (138) |
| | Miscellaneous | 492 | 3,134 | 3,906 | 4,145 | 239 |
| Total Expenses | \$660,025 | \$633,622 | \$715,646 | \$743,895 | \$28,249 | |
| SUBSIDY | Gross Subsidy | \$563,183 | \$599,041 | \$655,609 | \$679,049 | \$23,440 |
| | Federal Relief ¹ | (83,447) | (247,857) | (126,759) | (115,253) | \$11,506 |
| | Net Subsidy | \$479,736 | \$351,184 | \$528,850 | \$563,796 | \$34,946 |
| Cost Recovery Ratio | 14.7% | 5.5% | 8.4% | 8.7% | | |

1. Includes CARES Act, CRRSAA, and ARPA

METROBUS – OPERATING BUDGET

| | | FY2020 | FY2021 | FY2022 | FY2023 | | |
|---------------------------------|--------------------------------------|-------------------|-------------------|-------------------|-------------------|------------------|---------------|
| <i>(Dollars in Thousands)</i> | | Actual | Actual | Budget | Budget | \$ Change | % Change |
| PERSONNEL | Salaries | \$98,562 | \$84,179 | \$103,641 | \$109,935 | \$6,293 | 6.1% |
| | Wages | 231,578 | 240,367 | 237,904 | 243,204 | 5,300 | 2.2% |
| | Overtime | 35,932 | 21,857 | 34,676 | 35,032 | 355 | 1.0% |
| | Total Salaries and Wages | \$366,072 | \$346,403 | \$376,222 | \$388,170 | \$11,948 | 3.2% |
| | Fringes | \$195,587 | \$176,830 | \$191,182 | \$185,739 | (\$5,443) | (2.8%) |
| | Fringe Health | 109,656 | 70,456 | 72,063 | 68,410 | (3,653) | (5.1%) |
| | Fringe Pension | 72,434 | 78,269 | 75,827 | 70,224 | (5,603) | (7.4%) |
| | Other Fringe Benefits | 2,255 | 13,873 | 31,037 | 32,213 | 1,175 | 3.8% |
| | Workers Compensation | 11,242 | 14,233 | 12,255 | 14,893 | 2,638 | 21.5% |
| | Capital Allocation | (\$23,563) | (\$21,692) | (\$19,220) | (\$18,731) | \$489 | (2.5%) |
| Total Personnel Cost | \$538,096 | \$501,541 | \$548,184 | \$555,178 | \$6,994 | 1.3% | |
| NON-PERSONNEL | Services | \$60,528 | \$64,934 | \$74,404 | \$77,961 | \$3,557 | 4.8% |
| | Professional and Technical | 20,448 | 21,921 | 20,505 | 18,070 | (2,436) | (11.9%) |
| | Contract Maintenance | 33,408 | 35,903 | 38,357 | 39,591 | 1,235 | 3.2% |
| | Paratransit | 24 | 4 | - | - | - | - |
| | Other | 6,648 | 7,105 | 15,542 | 20,300 | 4,759 | 30.6% |
| | Materials and Supplies | \$23,966 | \$27,361 | \$40,889 | \$52,501 | \$11,612 | 28.4% |
| | Parts | 17,357 | 19,039 | 26,493 | 29,588 | 3,094 | 11.7% |
| | Other | 6,609 | 8,322 | 14,395 | 22,913 | 8,518 | 59.2% |
| | Fuel (Gas/Diesel/Natural Gas) | \$16,130 | \$17,068 | \$23,300 | \$24,810 | \$1,510 | 6.5% |
| | Diesel Fuel | 17,193 | 13,367 | 17,992 | 19,495 | 1,503 | 8.4% |
| | Gasoline | 1,088 | 1,445 | 795 | 796 | 1 | 0.1% |
| | Natural Gas | (2,151) | 2,256 | 4,513 | 4,519 | 6 | 0.1% |
| | Utilities and Propulsion | \$8,906 | \$7,390 | \$11,148 | \$10,929 | (\$219) | (2.0%) |
| | Propulsion | 1,182 | 643 | - | 0 | 0 | - |
| | Electricity | 3,778 | 3,273 | 8,332 | 8,110 | (222) | (2.7%) |
| | Utilities - Other | 3,945 | 3,474 | 2,816 | 2,819 | 2 | 0.1% |
| | Casualty and Liability | \$10,323 | \$9,737 | \$11,203 | \$15,897 | \$4,694 | 41.9% |
| | Insurance | 5,727 | 5,947 | 7,419 | 12,338 | 4,919 | 66.3% |
| | Claims | 4,597 | 3,790 | 3,784 | 3,559 | (225) | (5.9%) |
| | Leases | \$1,583 | \$2,457 | \$2,613 | \$2,475 | (\$138) | (5.3%) |
| Property | 841 | 1,207 | 1,793 | 1,872 | 79 | 4.4% | |
| Equipment | 743 | 1,250 | 820 | 603 | (217) | (26.4%) | |
| Miscellaneous | \$492 | \$3,134 | \$3,906 | \$4,145 | \$239 | 6.1% | |
| Business Meeting/Subscriptions | 355 | 228 | 357 | 204 | (153) | (42.8%) | |
| Advertising | 941 | 1,991 | 1,321 | 1,453 | 133 | 10.0% | |
| Reimbursements/Other | (803) | 915 | 2,228 | 2,487 | 259 | 11.6% | |
| Total Non-Personnel Cost | \$121,929 | \$132,081 | \$167,461 | \$188,717 | \$21,255 | 12.7% | |
| Total Cost | \$660,025 | \$633,622 | \$715,646 | \$743,895 | \$28,249 | 3.9% | |

Operating Budget by Mode: Metrorail



Metrorail train at Addison Road Station for Spring Platform Improvement Project reopening event

Profile

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. In addition to six new stations and 12 route miles associated with the Silver Line Phase 2 extension, the blue and yellow lines will be augmented with an in-fill station at Potomac Yard. This will bring the system to a total of 98 stations and 130 route miles. All Metrorail stations and railcars are accessible to disabled passengers and compliant with ADA standards.

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 service hours, closing the system at 11:00 pm seven days a week beginning August 16, 2020. The FY2022 Budget extended system hours to midnight seven days a week beginning in July 2021, and further extended system hours on Friday and Saturday nights to 1:00 am beginning in the fall of 2021. Other service enhancements included an earlier 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. The inclusion of the Silver Line Phase 2 and Potomac Yard stations expands the system to 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.

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.

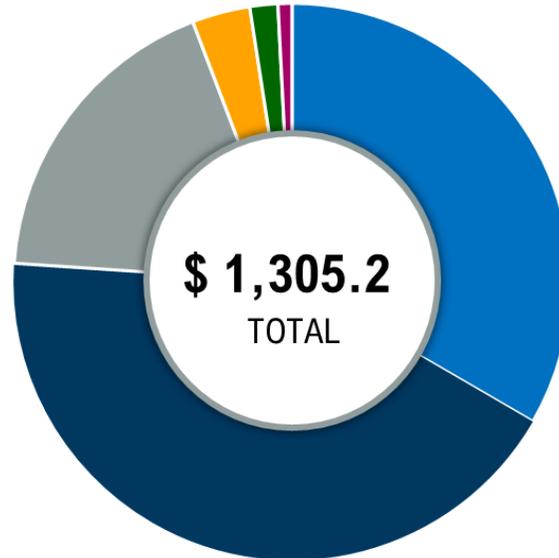
Metro operates more than 900 vertical transportation assets (618 escalators and 320 elevators as of January 2021, excluding Silver Line Phase 2), which served over 600,000 rail passengers each weekday before the pandemic. Silver Line Phase 2 and Potomac Yard stations will add 32 escalators and 35 elevators, 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.

Sources of Funds

SOURCES OF FUNDS – METRORAIL

(\$ in millions)

| | |
|-----------------------------------|---------|
| \$ 10.5 | (0.8%) |
| ADVERTISING | |
| \$ 21.2 | (1.6%) |
| PARKING | |
| \$ 43.9 | (3.4%) |
| OTHER | |
| \$ 236.7 | (18.1%) |
| PASSENGER | |
| \$ 557.1 | (42.7%) |
| FEDERAL RELIEF¹ | |
| \$ 435.6 | (33.4%) |
| NET SUBSIDY | |



1. Includes ARPA

- 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 \$435.6 million or 33.4 percent of the rail funding need
- Total Metrorail revenue in FY2023 is projected at \$312.4 million. Passenger revenues, including fares and passes, are projected at \$236.7 million. Passenger revenue is expected to increase 141.7 percent from FY2022 to FY2023 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 \$21.2 million in revenue. This is a 92.5 percent increase from FY2022 to FY2023 due to gradual recovery from the Covid-19 impacts
- Advertising revenue applied to Metrorail will contribute \$10.5 million to revenue in FY2023. This is a \$8.4 million increase from the FY2022 budget
- Other revenue, which includes joint development, fiber optics, and other non-transit revenue is projected to contribute \$43.9 million in FY2023



Metrorail rider stepping onto 7000-Series train

Uses of Funds

USES OF FUNDS – METRORAIL

(\$ in millions)

\$ 38.9 (3.0%)

OTHER

\$ 2.9 (0.2%)

FUEL (GAS/DIESEL/CNG)

\$ 84.4 (6.5%)

UTILITIES & PROPULSION

\$ 71.2 (5.5%)

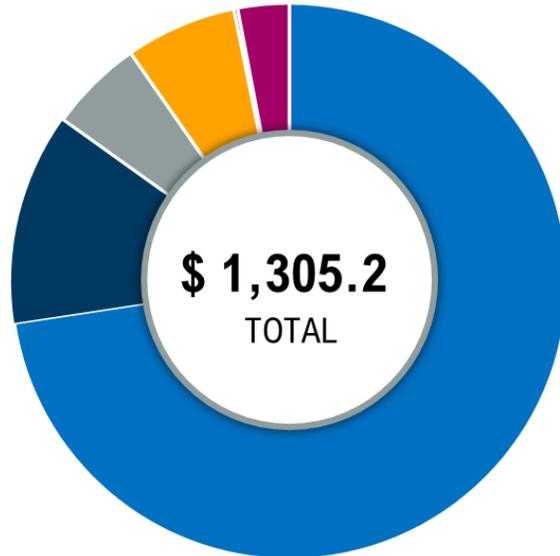
MATERIALS & SUPPLIES

\$ 160.2 (12.3%)

SERVICES

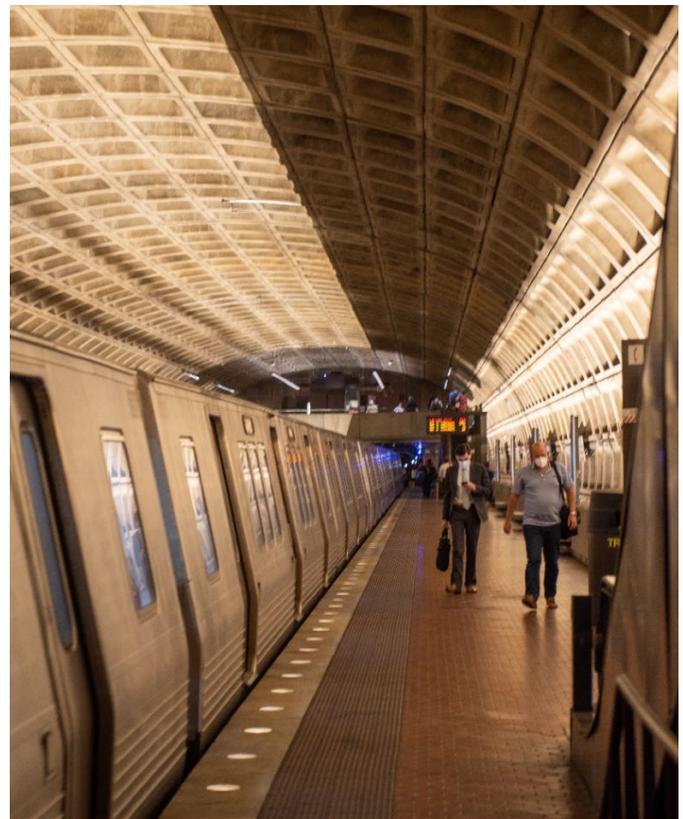
\$ 947.6 (72.6%)

PERSONNEL



- Personnel expenses are the largest portion of the FY2023 Metrorail budget. Personnel costs are estimated at \$947.6 million in FY2023, or 72.6 percent of total Metrorail expenses. Personnel expenses decreased by \$10.2 million or 1.3 percent from FY2020 actuals to FY2021 actuals and are projected to increase \$96.2 million or 11.3 percent from the FY2022 budget to FY2023 budget
- Services are budgeted at \$160.2 million in FY2023. Services decreased from FY2020 actuals to FY2021 actuals by \$7.6 million or 5.6 percent due to outsourcing and are projected to increase by \$7.7 million or 5.0 percent from FY2022 budget to FY2023 budget
- Materials and Supplies are budgeted at \$71.2 million in FY2023. Materials and Supplies increased \$16.1 million from FY2020 actuals to FY2021 actuals and are projected to increase by \$3.1 million or 4.6 percent from FY2022 budget to FY2023 budget
- Fuel costs are budgeted at \$2.9 million, flat compared to FY2022 budget
- Utilities and Propulsion expenses of \$84.4 million are projected to increase by \$8.5 million or 11.1 percent over the FY2022 budget
- Other expenses consisting of Casualty and Liability insurance, lease and miscellaneous expenses total

\$38.9 million, which is a \$1.0 million decrease over the FY2022 budget



Metrorail train at Judiciary Sq Station

METRORAIL – REVENUE AND EXPENSES

| | | FY2020 | FY2021 | FY2022 | FY2023 | |
|-------------------------------|--------------------------------|--------------------|--------------------|--------------------|------------------|-------------------|
| <i>(Dollars in Thousands)</i> | | Actual | Actual | Budget | Budget | \$ Change |
| REVENUES | Passenger | \$394,786 | \$77,256 | \$97,949 | \$236,728 | \$138,779 |
| | Parking | 32,071 | 3,895 | 11,030 | 21,232 | 10,202 |
| | Advertising | 16,823 | 5,679 | 2,111 | 10,544 | 8,433 |
| | Joint Development | 9,279 | 9,157 | 14,644 | 9,644 | (5,000) |
| | Fiber Optics | 17,079 | 16,010 | 15,716 | 13,892 | (1,825) |
| | Other Non-Transit Sources | 7,209 | 14,014 | 21,780 | 20,397 | (1,383) |
| | Total Revenues | \$477,246 | \$126,010 | \$163,231 | \$312,437 | \$149,206 |
| EXPENSES | Personnel | \$803,063 | \$792,893 | \$851,412 | \$947,580 | \$96,168 |
| | Services | 135,923 | 128,284 | 152,544 | 160,221 | 7,678 |
| | Materials & Supplies | 53,608 | 69,726 | 68,020 | 71,168 | 3,148 |
| | Fuel (Gas/Diesel/Natural Gas) | 990 | 1,114 | 2,728 | 2,889 | 161 |
| | Utilities and Propulsion Power | 75,882 | 71,710 | 75,916 | 84,373 | 8,457 |
| | Casualty and Liability | 23,831 | 22,473 | 28,486 | 26,768 | (1,718) |
| | Leases and Rental | 6,471 | 8,503 | 7,008 | 7,063 | 55 |
| | Miscellaneous | 3,056 | 8,295 | 4,386 | 5,096 | 710 |
| Total Expenses | \$1,102,824 | \$1,102,998 | \$1,190,501 | \$1,305,158 | \$114,657 | |
| SUBSIDY | Gross Subsidy | \$625,578 | \$976,987 | \$1,027,270 | \$992,721 | (\$34,549) |
| | Federal Relief ¹ | (135,752) | (451,054) | (635,819) | (557,138) | 78,681 |
| | Net Subsidy | \$489,826 | \$525,934 | \$391,451 | \$435,584 | \$44,132 |
| Cost Recovery Ratio | | 43.3% | 11.4% | 13.7% | 23.9% | |

1. Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – METRORAIL

| | | FY2020 | FY2021 | FY2022 | FY2023 | | |
|---------------------------------|--------------------------------------|--------------------|--------------------|--------------------|-------------------|------------------|---------------|
| <i>(Dollars in Thousands)</i> | | Actual | Actual | Budget | Budget | \$ Change | % Change |
| PERSONNEL | Salaries | \$239,460 | \$269,700 | \$257,976 | \$284,629 | \$26,653 | 10.3% |
| | Wages | 274,553 | 279,634 | 297,975 | 339,278 | 41,303 | 13.9% |
| | Overtime | 47,148 | 32,527 | 51,110 | 53,337 | 2,227 | 4.4% |
| | Total Salaries and Wages | \$561,161 | \$581,862 | \$607,061 | \$677,244 | \$70,183 | 11.6% |
| | Fringes | \$296,976 | \$261,912 | \$288,719 | \$315,032 | \$26,313 | 9.1% |
| | Fringe Health | 171,928 | 122,211 | 111,226 | 117,099 | 5,873 | 5.3% |
| | Fringe Pension | 115,702 | 135,867 | 109,419 | 119,715 | 10,296 | 9.4% |
| | Other Fringe Benefits | (8,679) | (18,068) | 49,092 | 54,576 | 5,484 | 11.2% |
| | Workers Compensation | 18,025 | 21,903 | 18,982 | 23,643 | 4,661 | 24.6% |
| | Capital Allocation | (\$55,074) | (\$50,881) | (\$44,368) | (\$44,696) | (\$328) | 0.7% |
| | Total Personnel Cost | \$803,063 | \$792,893 | \$851,412 | \$947,580 | \$96,168 | 11.3% |
| NON-PERSONNEL | Services | \$135,923 | \$128,284 | \$152,544 | \$160,221 | \$7,678 | 5.0% |
| | Professional and Technical | 57,454 | 46,591 | 50,175 | 58,152 | 7,977 | 15.9% |
| | Contract Maintenance | 50,478 | 60,701 | 33,701 | 40,229 | 6,528 | 19.4% |
| | Paratransit | 56 | 7 | - | - | - | - |
| | Other | 27,935 | 20,985 | 68,668 | 61,840 | (6,828) | (9.9%) |
| | Materials & Supplies | \$53,608 | \$69,726 | \$68,020 | \$71,168 | \$3,148 | 4.6% |
| | Parts | 43,022 | 53,552 | 27,094 | 26,458 | (636) | (2.3%) |
| | Other | 10,587 | 16,174 | 40,927 | 44,711 | 3,784 | 9.2% |
| | Fuel (Gas/Diesel/Natural Gas) | \$990 | \$1,114 | \$2,728 | \$2,889 | \$161 | 5.9% |
| | Diesel Fuel | (3) | - | 992 | 1,152 | 161 | 16.2% |
| | Gasoline | 993 | 1,081 | 1,737 | 1,737 | - | - |
| | Natural Gas | - | 33 | - | - | - | - |
| | Utilities & Propulsion | \$75,882 | \$71,710 | \$75,916 | \$84,373 | \$8,457 | 11.1% |
| | Propulsion | 47,944 | 45,239 | 49,151 | 54,190 | 5,039 | 10.3% |
| | Electricity | 21,246 | 20,255 | 17,705 | 19,843 | 2,138 | 12.1% |
| | Utilities - Other | 6,691 | 6,216 | 9,060 | 10,340 | 1,280 | 14.1% |
| | Casualty & Liability | \$23,831 | \$22,473 | \$28,486 | \$26,768 | (\$1,718) | (6.0%) |
| | Insurance | 13,220 | 13,725 | 19,752 | 17,727 | (2,025) | (10.3%) |
| | Claims | 10,611 | 8,748 | 8,734 | 9,041 | 306 | 3.5% |
| | Leases | \$6,471 | \$8,503 | \$7,008 | \$7,063 | \$55 | 0.8% |
| | Property | 4,675 | 4,981 | 3,264 | 3,416 | 152 | 4.7% |
| Equipment | 1,796 | 3,522 | 3,744 | 3,647 | (97) | (2.6%) | |
| Miscellaneous | \$3,056 | \$8,295 | \$4,386 | \$5,096 | \$710 | 16.2% | |
| Business Meeting/Subscriptions | 928 | 619 | 483 | 128 | (356) | (73.6%) | |
| Advertising | 2,171 | 4,594 | 2,990 | 2,805 | (184) | (6.2%) | |
| Reimbursements/Other | (44) | 3,082 | 913 | 2,163 | 1,250 | 136.9% | |
| Total Non-Personnel Cost | \$299,761 | \$310,105 | \$339,089 | \$357,578 | \$18,489 | 5.5% | |
| Total Cost | \$1,102,824 | \$1,102,998 | \$1,190,501 | \$1,305,158 | \$114,657 | 9.6% | |

Operating Budget by Mode: MetroAccess



MetroAccess van near the Mall at Prince George's

Profile

MetroAccess ensures the ongoing accessibility of Metrobus and Metrorail for customers with disabilities and, in accord 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 systems, 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 use 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 now has 11 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

Sources of Funds

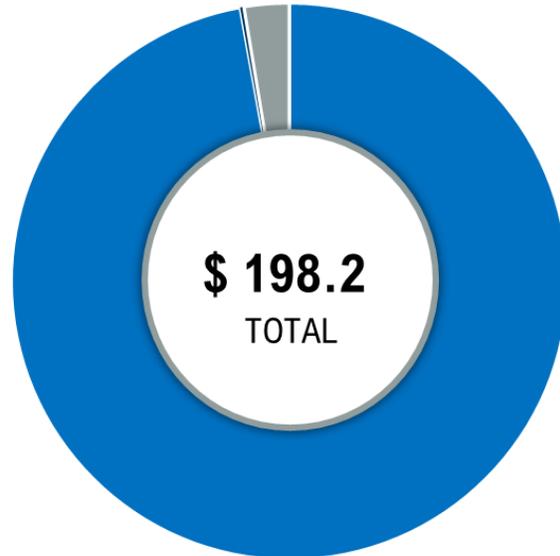
SOURCES OF FUNDS – METROACCESS

(\$ in millions)

\$ 5.2 (2.6%)
PASSENGER

\$ 0.4 (0.2%)
FEDERAL RELIEF¹

\$ 192.5 (97.2%)
NET SUBSIDY



1. Includes ARPA

- MetroAccess sources of funds include passenger revenue and net subsidy from Metro’s jurisdictional partners. MetroAccess passenger revenues are projected at \$5.2 million and cover 2.6 percent of

Metro’s paratransit costs; jurisdictional subsidies of \$192.5 million support the remaining 97.2 percent

- MetroAccess passenger revenues are expected to increase 11.6 percent when compared to FY2022 budget due to the projected increase in ridership



New hybrid MetroAccess sedans and MetroAccess vans

Uses of Funds

USES OF FUNDS – METROACCESS

(\$ in millions)

\$ 1.6 (0.8%)

OTHER

\$ 5.7 (2.9%)

FUEL (GAS/DIESEL/CNG)

\$ 0.7 (0.4%)

UTILITIES & PROPULSION

\$ 0.3 (0.1%)

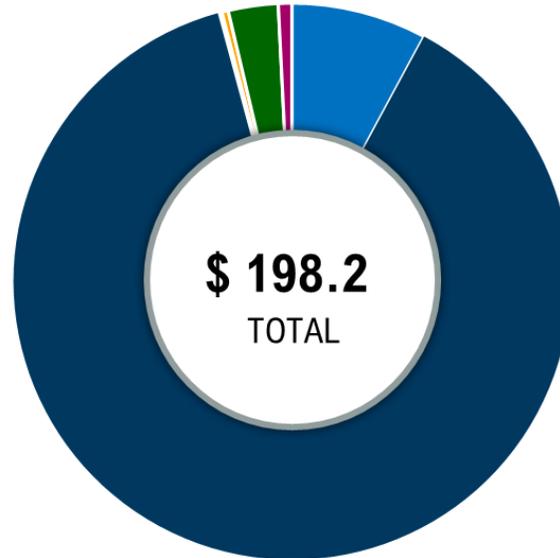
MATERIALS & SUPPLIES

\$ 174.2 (87.9%)

SERVICES

\$ 15.6 (7.9%)

PERSONNEL



- Personnel costs are budgeted at \$15.6 million, which is a \$1.0 million increase in comparison to the FY2022 budget
- Services expenses decreased by \$21.5 million or 14.3 percent from FY2020 to FY2021, and are budgeted at \$174.2 million in FY2023, an increase of \$3.9 million or 2.3 percent from FY2022 budget to FY2023. This increase is primarily due to cost escalation in paratransit contract rates. Contracts to

provide Paratransit service account for 85.4 percent of the total MetroAccess budget. Other contract spending brings total Services costs to 87.9 percent of total Access expenses

- Energy costs, consisting of fuel and utilities, are projected to increase marginally (0.5 percent) from FY2022 to FY2023. The increase is primarily due to inflation in gasoline prices



MetroAccess van parked on a neighborhood street

METROACCESS – REVENUE AND EXPENSES

| | | FY2020 | FY2021 | FY2022 | FY2023 | |
|-------------------------------|-------------------------------|------------------|------------------|------------------|------------------|----------------|
| | | Actual | Actual | Budget | Budget | \$ Change |
| <i>(Dollars in Thousands)</i> | | | | | | |
| REVENUES | Passenger | \$6,676 | \$4,416 | \$4,660 | \$5,201 | \$541 |
| | Parking | - | - | - | - | - |
| | Advertising | - | - | - | - | - |
| | Joint Development | - | - | - | - | - |
| | Fiber Optics | - | - | - | - | - |
| | Other Non-Transit Sources | - | 1,559 | - | - | - |
| | Total Revenues | \$6,676 | \$5,975 | \$4,660 | \$5,201 | \$541 |
| EXPENSES | Personnel | \$8,578 | \$9,971 | \$14,633 | \$15,604 | \$971 |
| | Services | 150,292 | 128,745 | 170,312 | 174,228 | 3,916 |
| | Materials & Supplies | (5) | 529 | 787 | 291 | (495) |
| | Fuel (Gas/Diesel/Natural Gas) | 3,988 | 2,776 | 5,737 | 5,741 | 3 |
| | Utilities & Propulsion Power | 624 | 592 | 704 | 734 | 29 |
| | Casualty and Liability | 686 | 647 | 745 | 503 | (242) |
| | Leases & Rental | 115 | 169 | 988 | 939 | (48) |
| | Miscellaneous | 86 | 247 | 105 | 116 | 11 |
| Total Expenses | \$164,365 | \$143,677 | \$194,011 | \$198,156 | \$4,145 | |
| SUBSIDY | Gross Subsidy | \$157,689 | \$137,701 | \$189,351 | \$192,955 | \$3,604 |
| | Federal Relief ¹ | (1,769) | (5,759) | - | (439) | (439) |
| | Net Subsidy | \$155,920 | \$131,943 | \$189,351 | \$192,516 | \$3,165 |
| Cost Recovery Ratio | 4.1% | 4.2% | 2.4% | 2.6% | | |

1. Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – METROACCESS

| | | FY2020 | FY2021 | FY2022 | FY2023 | | |
|---------------------------------|--------------------------------------|------------------|------------------|------------------|------------------|----------------|----------------|
| <i>(Dollars in Thousands)</i> | | Actual | Actual | Budget | Budget | \$ Change | % Change |
| PERSONNEL | Salaries | \$6,223 | \$6,644 | \$8,710 | \$9,037 | \$327 | 3.8% |
| | Wages | 319 | 883 | 1,884 | 2,062 | 178 | 9.4% |
| | Overtime | 24 | 20 | 280 | 314 | 34 | 12.1% |
| | Total Salaries and Wages | \$6,567 | \$7,547 | \$10,874 | \$11,412 | \$539 | 5.0% |
| | Fringes | \$3,579 | \$3,867 | \$5,037 | \$5,476 | \$439 | 8.7% |
| | Fringe Health | 2,026 | 1,531 | 1,924 | 1,970 | 46 | 2.4% |
| | Fringe Pension | 1,304 | 1,714 | 1,928 | 2,248 | 320 | 16.6% |
| | Other Fringe Benefits | 23 | 245 | 858 | 860 | 2 | 0.2% |
| | Workers Compensation | 225 | 377 | 327 | 397 | 70 | 21.5% |
| | Capital Allocation | (\$1,567) | (\$1,442) | (\$1,278) | (\$1,284) | (\$6) | 0.5% |
| Total Personnel Cost | \$8,578 | \$9,971 | \$14,633 | \$15,604 | \$971 | 6.6% | |
| NON-PERSONNEL | Services | \$150,292 | \$128,745 | \$170,312 | \$174,228 | \$3,916 | 2.3% |
| | Professional and Technical | 4,607 | 3,099 | 4,283 | 3,844 | (439) | (10.3%) |
| | Contract Maintenance | (46) | 527 | 660 | 467 | (193) | (29.2%) |
| | Paratransit | 144,951 | 124,603 | 164,044 | 169,137 | 5,093 | 3.1% |
| | Other | 779 | 517 | 1,325 | 779 | (545) | (41.2%) |
| | Materials & Supplies | (\$5) | \$529 | \$787 | \$291 | (\$495) | (63.0%) |
| | Parts | 21 | 14 | 213 | 195 | (18) | (8.6%) |
| | Other | (27) | 514 | 573 | 96 | (477) | (83.2%) |
| | Fuel (Gas/Diesel/Natural Gas) | \$3,988 | \$2,776 | \$5,737 | \$5,741 | \$3 | 0.1% |
| | Diesel Fuel | - | - | 12 | 15 | 3 | 24.9% |
| | Gasoline | 3,988 | 2,776 | 5,725 | 5,725 | (0) | (0.0%) |
| | Natural Gas | - | - | - | - | - | - |
| | Utilities & Propulsion | \$624 | \$592 | \$704 | \$734 | \$29 | 4.2% |
| | Propulsion | - | - | - | - | - | - |
| | Electricity | 500 | 496 | 516 | 546 | 29 | 5.7% |
| | Utilities - Other | 124 | 96 | 188 | 188 | 0 | 0.1% |
| | Casualty & Liability | \$686 | \$647 | \$745 | \$503 | (\$242) | (32.5%) |
| | Insurance | 381 | 395 | 493 | 333 | (160) | (32.5%) |
| | Claims | 306 | 252 | 252 | 170 | (82) | (32.5%) |
| | Leases | \$115 | \$169 | \$988 | \$939 | (\$48) | (4.9%) |
| Property | 84 | 108 | 932 | 940 | 7 | 0.8% | |
| Equipment | 31 | 61 | 55 | (0) | (56) | (100.7%) | |
| Miscellaneous | \$86 | \$247 | \$105 | \$116 | \$11 | 10.5% | |
| Business Meeting/Subscriptions | 29 | 27 | 19 | 9 | (10) | (54.0%) | |
| Advertising | 63 | 132 | 88 | 56 | (31) | (35.7%) | |
| Reimbursements/Other | (5) | 89 | (1) | 51 | 53 | (4765.8%) | |
| Total Non-Personnel Cost | \$155,786 | \$133,705 | \$179,378 | \$182,552 | \$3,174 | 1.8% | |
| Total Cost | \$164,365 | \$143,677 | \$194,011 | \$198,156 | \$4,145 | 2.1% | |

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

| | FY2021 Actual | FY2022 Budget | FY2023 Budget | \$ Change |
|--|------------------|------------------|------------------|----------------|
| Federal Grant Funding | | | | |
| Safety and Security Grants | \$2,344 | \$2,291 | \$4,767 | \$2,476 |
| Other Sources of Funding | | | | |
| Neutral Host Agreement | \$1,675 | - | - | - |
| Joint Development and Adjacent Construction Projects | 5,627 | 3,666 | 9,675 | 6,009 |
| Total | \$9,646 | \$5,957 | \$14,443 | \$8,485 |

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/

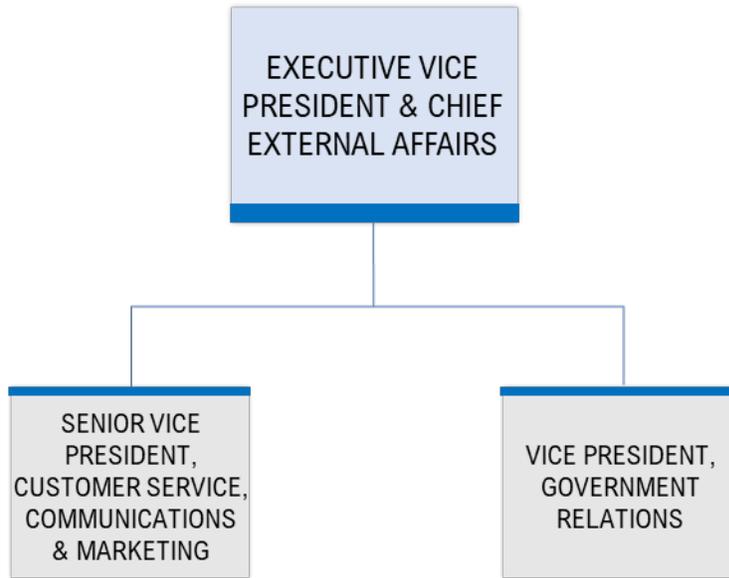
contractor (ODC) including external agencies, jurisdictions, property owners, consultants, developers, utilities and/ or anyone who has an impact on Metro property, facilities and/or operations

- 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 or FY2023 amounts were budgeted.

External Relations



FY2023 Approved BUDGET OPERATING EXPENSE BY YEAR: EXRL

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|--------------|-------------|
| Personnel | \$10,706 | \$11,308 | \$11,648 | \$12,431 | \$783 | 6.7% |
| Non-Personnel | \$5,348 | \$9,373 | \$8,610 | \$8,758 | \$148 | 1.7% |
| Total Cost | \$16,054 | \$20,681 | \$20,258 | \$21,189 | \$931 | 4.6% |
| Authorized Positions | 111 | 110 | 108 | 112 | 4 | 3.7% |

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 and 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 public information campaigns, customer surveys, media relations, and marketing channels



Key Performance Indicators

| Performance Indicator ¹ | Actual 2020 | Actual 2021 | Target 2022 | Target 2023 |
|--|---|--|--|---|
| Renew partner funding commitments | | | | |
| Secure federal dedicated funding commitment | Obtained \$150M appropriation; seek funding reauthorization | Obtained \$150M appropriation; Secured 10-year federal funding reauthorization | Obtain \$150M appropriation | Obtain \$150M appropriation |
| Obtain emergency federal relief funding needed due to Covid-19 impacts | Obtained \$1.482B in federal relief (CARES Act + CRRSAA) | Obtained \$1.209B in federal relief (ARPA) | Obtain additional funding as necessary | Obtain additional funding as necessary |
| Ensure jurisdictional funding to meet budget requirements | Obtained commitment to fund FY2021 Budget | Obtained commitment to fund FY2022 Budget | Obtained commitment to fund FY2023 Budget | Obtain commitment to fund FY2024 Budget |
| Continual customer satisfaction increases | | | | |
| Rail Customer Satisfaction | 82% | 86% | 66% ² | Increase |
| Bus Customer Satisfaction | 74% | 82% | 67% ² | Increase |
| Call Center Customer Satisfaction | 85% | 85% | 85% | Maintain or Increase |
| Outreach and communications efficacy | | | | |
| Customer Awareness of Major Planned Capital Work ³ | 89% ⁴ | 78% ⁵ | Increase During Summer 2022 Platform Project | Maintain or Increase |
| Aware of the actions Metro has taken to minimize the spread of the Coronavirus | N/A | 79% (bus) 62% (rail) | 77% (bus) 75% (rail) ² | Maintain or increase |

1. Calendar Year averages unless otherwise noted

2. Data from Q2 CY2022

3. Customer awareness leading up to major shutdowns

4. Summer 2020 Platform Improvement Project

5. Fall 2021 Rockville Canopy Replacement Project

FY2023 Business Plan

In FY2023, 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:

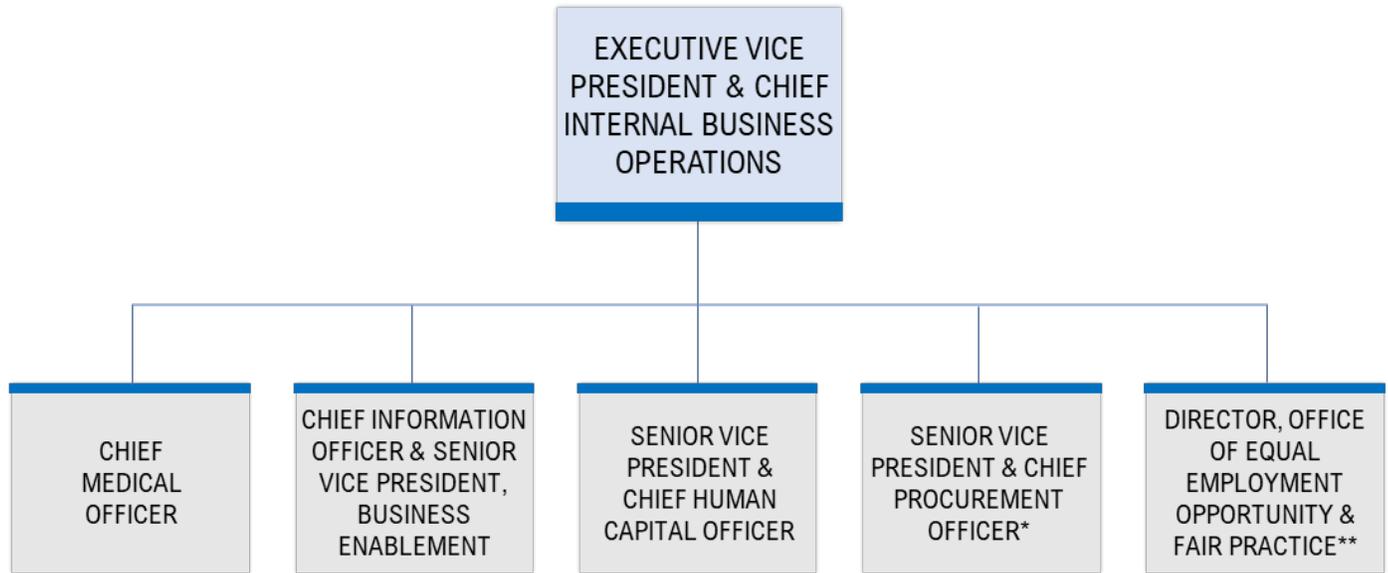
- Continue the communication and outreach program in support of WMATA's long-term Pandemic Recovery to build confidence for returning riders, communicate service and fare changes designed to meet new ridership patterns, and provide support for local and federal funding necessary to continue services
- Lead customer communication, jurisdiction collaboration and stakeholder involvement in support of the expanded capital program, including the procurement of electric buses and 8000-series rail cars, the rehabilitation of Metrobus facilities and Metrorail stations, and the modernization of the Metrorail train control system
- Support the Bus Network Design through innovative and inclusive public engagement that collects feedback from the entire multi-jurisdiction service area, and fulfills Metro's commitment to engaging diverse and historically underserved communities
- Continue to build trust among elected officials and other key stakeholders to invest in Metro by highlighting Metro's progress (pandemic recovery, fiscal stewardship, internal morale, and safety improvement)
- Maintain a collaborative Board-management relationship to achieve business goals and ensure effective policymaking
- Support the management/Board Transit Equity and Sustainability initiatives
- Collaborate with Metro's regional Congressional delegation and business, regional and elected leaders, in support of continued capital funding and other resources needed to support transit service during the ongoing pandemic recovery
- Identify and coordinate federal, state, and local discretionary grant funding opportunities in support of WMATA's business goals. Examples of funding opportunities consistent with WMATA's needs include Homeland Security, sustainability, and resiliency grants
- Maintain non-fare revenue through expanded digital advertising, new commercial and retail opportunities, and special event cost recovery

- Communicate leadership objectives to build a sustainable business model that meets the mandated subsidy cap, provides safe, equitable and sustainable service, while improving service delivery and enhancing employee pride
- Support employee recruitment, retention and engagement with information and acknowledgement using engaging communications channels, including newsletters, podcasts, video and in-person events

FY2022 Major Accomplishments

- Obtained federal funding reauthorization through 2030 at current levels in the Infrastructure Investment and Jobs Act, which will provide approximately \$1.2 billion for Metro's Capital Improvement Program
- Secured additional federal Covid relief funding and grants, including Department of Justice grant to facilitate the use of body worn cameras for MTPD officers, Bus Lo-No funding and research grant to improve filtration in rail cars
- Launched the third wave of the Doing Our Part marketing campaign – "We're Ready for You" – including key promotions and partnerships with the Cherry Blossom Festival, National Zoo, Monumental Sports, and Destination DC
- Implemented communications and outreach programs to raise awareness among customers and stakeholders about the Platform Improvement Project and Rockville Canopy Replacement Project, which closed four stations through the summer and two stations in the fall/winter, respectively
- Launched customer information components of contactless payment via Google Pay – riders can now pay with an Apple® or Android® phone anywhere SmarTrip is accepted
- Developed and launched an integrated communications/external relations program to introduce the Silver Line extension to the region
- Executed Metro's fourth annual food drive, surpassing the previous year's donations with employee donations of non-perishable food and donated funds to the Capital Area Food Bank equivalent to more than 25,000 meals
- Supported the Rail Operations Control Center's safety and cultural transformation with enhanced internal and stakeholder communications

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

FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: IBOP

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
| Personnel | \$67,118 | \$73,690 | \$61,416 | \$65,669 | \$4,253 | 6.9% |
| Non-Personnel | \$59,028 | \$62,461 | \$64,744 | \$85,027 | \$20,283 | 31.3% |
| Total Cost | \$126,146 | \$136,151 | \$126,160 | \$150,695 | \$24,535 | 19.4% |
| Authorized Positions | 608 | 594 | 565 | 629 | 64 | 11.3% |

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

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 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 2020 | Actual 2021 | Target 2022 | Target 2023 |
|-----------------------|-------------|-------------|-------------|-------------|
| Overall vacancy rate | 5.6% | 9.9% | 6.0% | 6.0% |
| Attrition rate | 6.3% | 13.5% | 7.0% | 7.0% |

FY2023 Business Plan

- Plan for the replacement of the aging PeopleSoft ERP system. This multi-year effort will begin phase II in FY2023 with initial implementation phases and will cross multiple disciplines throughout the Authority
- Engage in the design and implementation of technology in each of the three new WMATA facilities. The focus will be on the New Carrollton and Mill Road headquarters and the construction 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 FY2023 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 by implementing strategic sourcing and vendor management through the category management operating model. Category management will enable flexible delivery methods, improve customer service and cost savings
- Stabilize WMATA's Small and Local Business Utilization Programs to include training and outreach events. Strengthen partnerships with the small and minority vendor community by implementing a new socio-economic program funded with local funds
- Establish governance framework to support category management operating model. This framework will ensure consistent practices throughout WMATA for all acquisition practices
- Continue 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
- Identify and implement a new Applicant Tracking System to replace PeopleSoft ERP. The identified

system will be leveraged to enhance recruiter performance, applicant experience and overall hiring compliance while driving recruitment effectiveness and efficiency

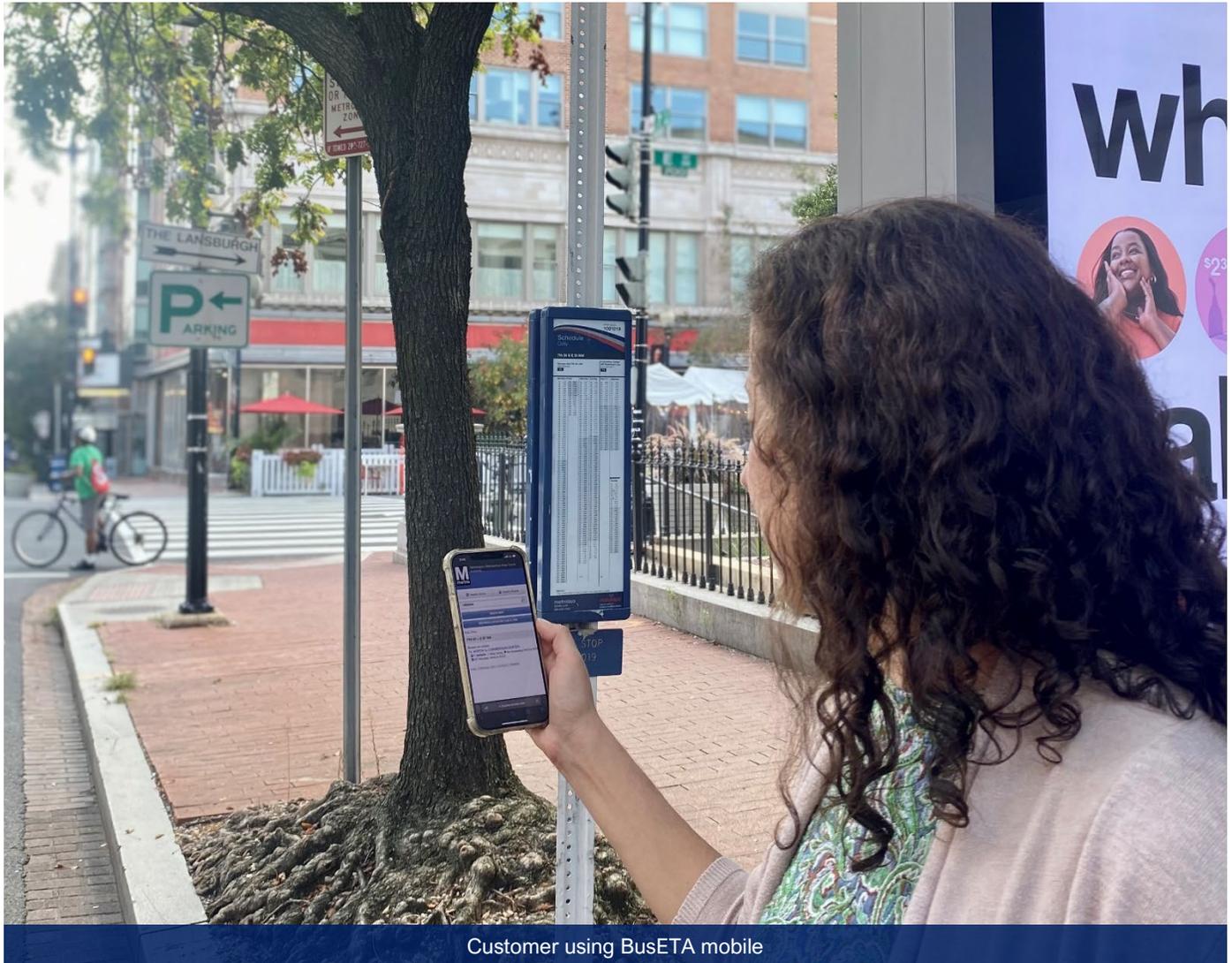
- Continue to provide Labor 101 Training and re-institute specific labor relations training to address specific departmental needs
- Continue to focus on the reduction of overall grievances, including the number of cases invoked into arbitration
- Complete the contract negotiations for the Local 2 and Local 639 Unions with minimum disruption to the organizations
- 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
- 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
- Staff key positions within Human Capital, including positions in Human Capital Solutions (HCS) to lead WMATA Workforce Planning and Forecasting, Succession Planning and Retention Strategy initiatives; Director of Labor and Employee Relations and two Senior Labor and Employee Relations Officers
- Review the current workforce capacity, develop a Workforce Planning and Forecasting Model, and develop a Strategic Workforce and Human Capital Plan for WMATA, that enables the organization to make well-informed, efficient, and cost-effective decisions about future workforce requirements
- Plan for the development of a competency model with associated behaviors, and career paths for its talent across the Authority
- Develop and implement a Retention Strategy and Program for WMATA that ensures we retain top

talent, high performers and high potential employees

- Continue to develop leaders throughout the organization with capabilities and behaviors aligned to Metro's Leadership Framework to support continuous improvement and customer engagement
- Continue to establish and standardize performance management procedures across WMATA employee groups with the goal to align employee performance objectives with WMATA's strategic goals. The focus in FY2023 is the transitioning of the Local 2 employee group from an anniversary evaluation date to the fiscal year calendar
- Establish a new employee onboarding program as a component of its retention strategy. The program will integrate new employees with Metro and its culture, as well as get new hires the tools and

information they need to become a productive member of the team during their first year

- Engage in the planning and implementation of the new Pension Administration for the defined benefit plans
- Assess the need to procure a Complaint Management system to streamline its complaint process and investigate complaints of discrimination more effectively and efficiently
- Continue implementation of the Wellness strategy for the authority through procurement of Wellness vendor and portal which will contribute to the overall health & wellness of Metro's employees and support the GM's vision to be the employer of choice
- Complete requirements to procure an Electronic Health System. This multi-year project will enable the Authority to efficiently monitor the health of its employees



Customer using BusETA mobile

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
- Recommended 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 telephonic return to duty evaluations
- Procured the services of a third-party vendor and facilitated monthly to weekly Covid-19 testing events at various locations around the authority to ensure testing availability for all WMATA employees
- Implemented a Covid-19 portal to track and monitor employee vaccination and testing status in response to the GM's Covid-19 vaccination/testing mandate
- Facilitated webinars, vodcasts and wellness initiatives to assist WMATA employees in maintaining their physical and mental health during the pandemic
- Maintained federally mandated drug and alcohol testing services 24/7 during the Covid-19 pandemic as well as return to duty in-person evaluations in accordance with the Absenteeism policy
- Procured Covid-19 support services for symptom triage, contact tracing, return to work evaluations, and all efforts to support the pandemic response
- Transitioning arbitration hearings from in-person to virtual with the assistance and cooperation of Veritext Littler Law Firm and the Local Unions while maintaining the high level of the presentations
- Maintained embedded presence to provide support and advice to operational and administrative managers, while maintaining the integrity and efficiency of the grievance process in the support of the various contractual grievance processes
- Negotiated a four-year contract term with Local 922 relying on virtual meetings and exchanging proposals through email
- Facilitated Labor Relations 101 training and Grievance Management System (GMS) training in a safe and socially distant classroom environment

FY2022 Major Accomplishments

- FAIR launched a pilot of the automated concurrence process for new hires
- FAIR successfully completed workforce analysis and presented the information to the General Manager
- WMATA celebrated one of its largest procurement awards, a \$2.2 billion contract to Hitachi Rail to manufacture Metro's new 8000-series rail cars; Hitachi announced they will build a new facility in the national capital region.
- The Procurement and Small Business Program Office (SBPO) hosted a "Meet the Prime" series of events, a program that allows the SBPO to target

specific projects and connect prime contractors with the subcontracting community. The first WMATA/Hitachi “Meet the Primes” event included 700 small, and minority-owned businesses that registered to attend

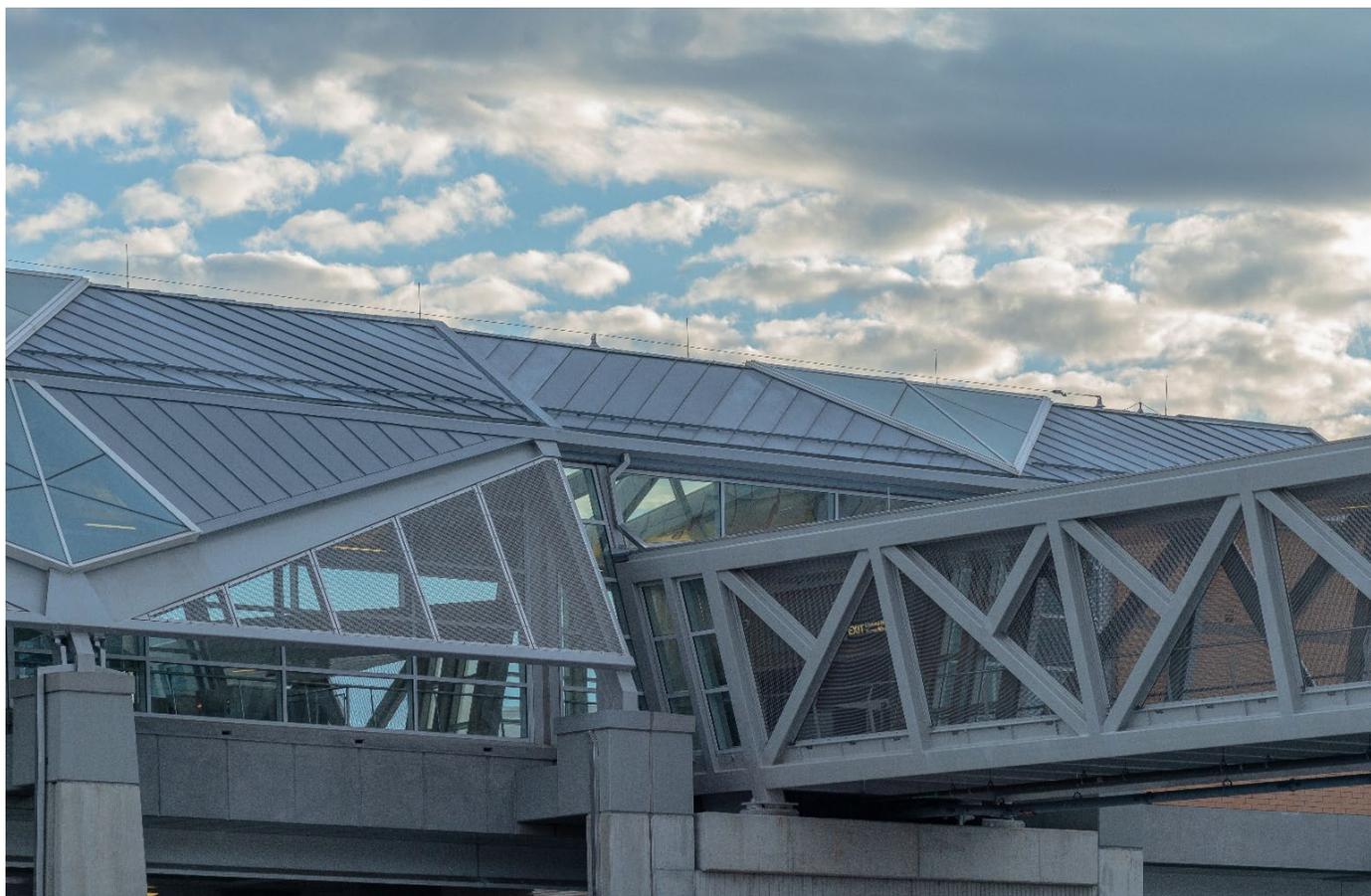
- OHAW’s Employee Assistance Program kicked off the WMATA Suicide Awareness/Crisis Intervention Task Force to support the GM’s mission to make WMATA a more suicide aware community for our customers, and our employees
- OHAW, in collaboration with the Department of Safety, closed the WMSC Hearing Conservation corrective action plan for which they developed and implemented a hearing conservation program to comply with Occupational Safety and Health Administration (OSHA) requirements
- OHAW’s Clinical Services Program managed all aspects of the medical response related to Covid-19 pandemic and the associated Omicron surge to include assessment and triage with nursing review, contact tracing, return to duty evaluation and notification to the Authority related to duty status
- OHAW’s newly formed Health Quality and Compliance Program, in collaboration with Clinical Services and IT, implemented WMATA’s self-reporting vaccination module in the Covid-19 Portal to enable efficient tracking and monitoring of employee’s vaccination status in response to the mandatory vaccination or testing requirement
- HC developed two programs focused on leaders at all levels that align to Metro’s Leadership Framework: First-Level Leaders Program and Mid-Level Leaders Program
- HC created Metro’s Leadership Center webpage to assist employees in learning how to advance their career
- HC piloted a “Buddy” program in two departments designed to help newly hired employees successfully build connections with colleagues and acclimate to Metro
- HC is on track in FY2022 to reduce grievances appealed to last step of the grievance process by one third. Overall grievances filed with the organization in FY2022 is on track to be reduced by two-thirds
- Due to the joint efforts of HC and OHAW, Metro achieved a 95 percent compliance rate with the Covid-19 vaccination and testing program
- HC launched a three-year Strategic Workforce Planning and Competency Architecture project and secured funding for Task 2: Competency Architecture (FY2023)
- HC has filled over 1300 positions to-date in FY2022, compared to 945 in FY2021
- HC completed Cinder Transfer of 51 L689 employees by the 12/31/2021 deadline
- HC filled 352 positions for Silver Line Phase 2 as of January 2022 in preparation for Operational Readiness Date (ORD) and Revenue Operations Date (ROD)
- IT updated the SmartBenefits system to prevent benefits from expiring for customers who didn’t travel during the pandemic
- IT added real-time crowding status to customer information systems for buses (BusETA) and trains (arrival time signs in Rail stations)
- IT released the Android version of the SmarTrip Mobile application in the Google Play Store and supported its roll-out to our Rail and Bus customers who are users of the Android platform devices (Samsung, Pixel, etc.). This enabled a significant number of our customers to enjoy the contactless payment and mobility benefits that had previously only been available to iOS device owners
- IT completed the ADA assessment of WMATA’s technology, systems, websites (external and internal) to meet the prevailing industry standards as prescribed by the ADA and other related regulations and standards. This includes the Americans with Disabilities Act (ADA), Sections 504 and 508 of the Rehabilitation Act of 1973, as amended, regulations of the Office of Federal Contract Compliance Programs (OFCCP), and regulations of the Federal Transit Administration
- IT completed additions and enhancements to General Transit Feed Specification (GTFS) to include walking pathways in Metrorail stations along with information about elevator locations. This enhancement supports walking direction with an accessibility feature. GTFS is a data specification that allows public transit agencies to publish their transit data in a format that can be consumed by a wide variety of software applications including Google Maps, Apple Maps, Transit App to name a few
- IT facilitated the transfer of operations and maintenance of the Cinder Bed Road Facility and its assets from Transdev back to WMATA
- IT Cybersecurity discovered threats and shared a Threat Hunt Report with the Japan Computer

Emergency Response Team (CERT). The team alerted international CERTs of the phishing emails originating from Japanese domains. These actions benefited WMATA by allowing us to partner with international mass transit authorities as we expand our information sharing services globally

- IT Cybersecurity earned the Transportation Security Administration’s 2021 “Gold Standard Award” for sustained security programs
- IT Cybersecurity hosted TSA's 5N5 Cybersecurity Workshop. The workshop included federal and surface transportation partners from the Cybersecurity and Infrastructure Security Agency (CISA), Federal Bureau of Investigation (FBI), and the American Public Transportation Association (APTA). 5N5 is a cybersecurity workshop targeting transportation owners and operators, educating them on “five non-technical actions to consider in five days”, providing clear actions, policy and procedures to enhance the security posture of transit
- IT worked with the Sustainability (SUJST) team to develop a Green House Emissions Calculator that

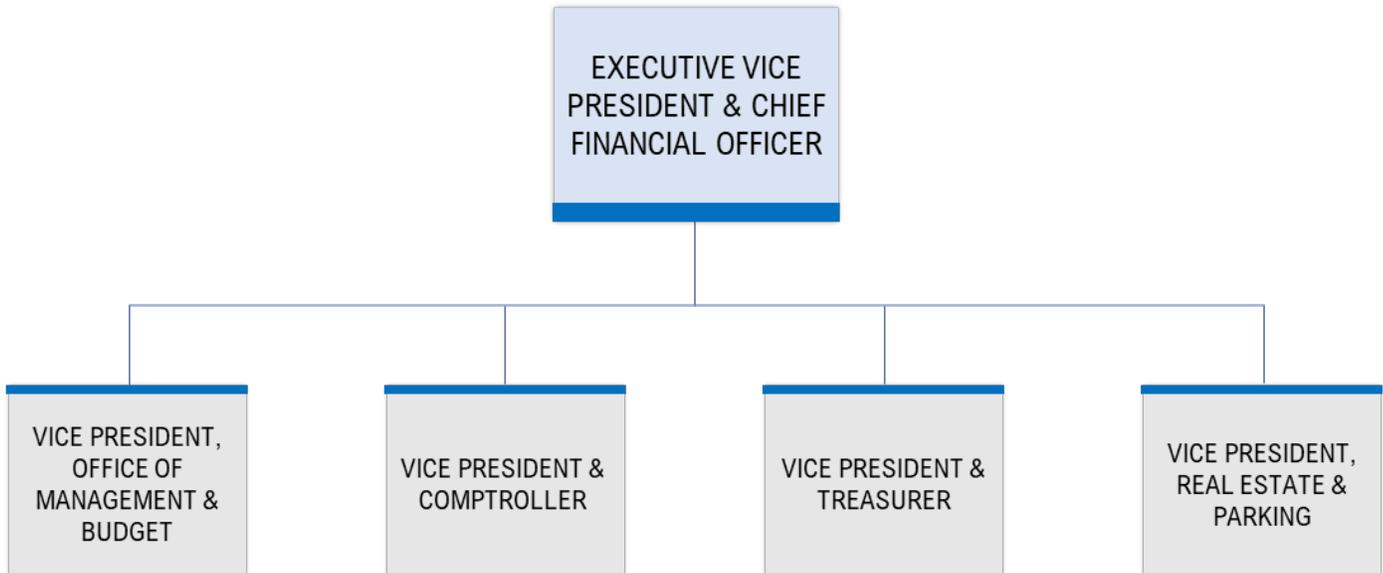
customers can use to determine the amount of greenhouse gases that are generated/reduced. Information is presented to the customers in related terms such as number of gallons of gasoline saved, number of homes that can be powered in a year, number of Trees taking out CO2, number of Smartphones Charged etc., at aggregated and Individual levels. This may motivate citizens using Metro as the preferred mode of transportation

- The Business Enablement team finalized a MATOC contract vehicle that is available to all WMATA business areas providing a streamlined procurement across a broad range of transformation services. The MATOC covers nine distinct business transformation areas: Organizational Strategy, Business Metrics and Performance Management, Business Process Reengineering Implementation, Identification and Implementation of Outsourcing Opportunities, Implementation of Automation Processes, Organizational Realignment, Budget and Fiscal Transformation, Workforce Engagement and Talent Management Strategies



Reston Town Center Station – Silver Line Phase 2

Financial Operations



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: CFO

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|-------------|
| Personnel | \$24,681 | \$24,555 | \$24,272 | \$25,265 | \$993 | 4.1% |
| Non-Personnel | \$62,385 | \$55,547 | \$59,347 | \$64,173 | \$4,826 | 8.1% |
| Total Cost | \$87,066 | \$80,102 | \$83,620 | \$89,438 | \$5,818 | 7.0% |
| Authorized Positions | 234 | 235 | 226 | 230 | 4 | 1.8% |

The Department of Financial Operations develops, allocates, manages and invests the Authority’s financial policies, priorities, and resources to ensure fiscal integrity and alignment with Metro’s vision to move the region forward through reliable and equitable public transportation, improved service and elevated customer 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 formulating the annual operating budget, long-range financial plan and revenue management. The Office of Accounting (ACCT) manages payroll operations, accounts payable, accounts receivable, asset management, 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 2020 | Actual 2021 | Target 2022 | Target 2023 |
|--|----------------|----------------|----------------|----------------|
| Maintain Gross Revenue Credit Rating | AA- | AA- | AA- | AA- |
| Maintain Dedicated Revenue Credit Rating | AA | AA | AA | AA |

FY2023 Business Plan

The Department of Financial Operations will continue to identify and manage WMATA's financial capacity; maintain fiscal integrity, accountability, and transparent reporting; and expand innovative non-fare revenue opportunities to support operating initiatives that foster equity and enhanced customer experience and efficiency. These efforts reinforce Metro's focus on safe, reliable and affordable service; and increase stakeholder confidence in Metro's role in driving regional economic vitality.

Key areas of focus will include:

- Effective budget management and enhanced reporting on the allocation and results of investments and budget performance
- Accurate, timely and reliable financial management and reporting by obtaining an unmodified (clean) financial statement audit opinion
- Initiatives and system enhancements encouraging customers' return to public transit and support throughout all phases of their journey
- Successful delivery of the Office Consolidation final phase with delivery of Metro's new headquarters buildings at Eisenhower and New Carrollton with continued activity concentrated on generating real estate revenues through excess properties disposition, accelerating leasing opportunities, and advancing joint development
- Leveraging dedicated funding revenues via capital market opportunities to maximize capital plan progress
- Utilize short and long-term debt instruments including TIFIA, lines of credit and direct purchase borrowings to complement and increase efficiencies as needed to bridge funding gaps

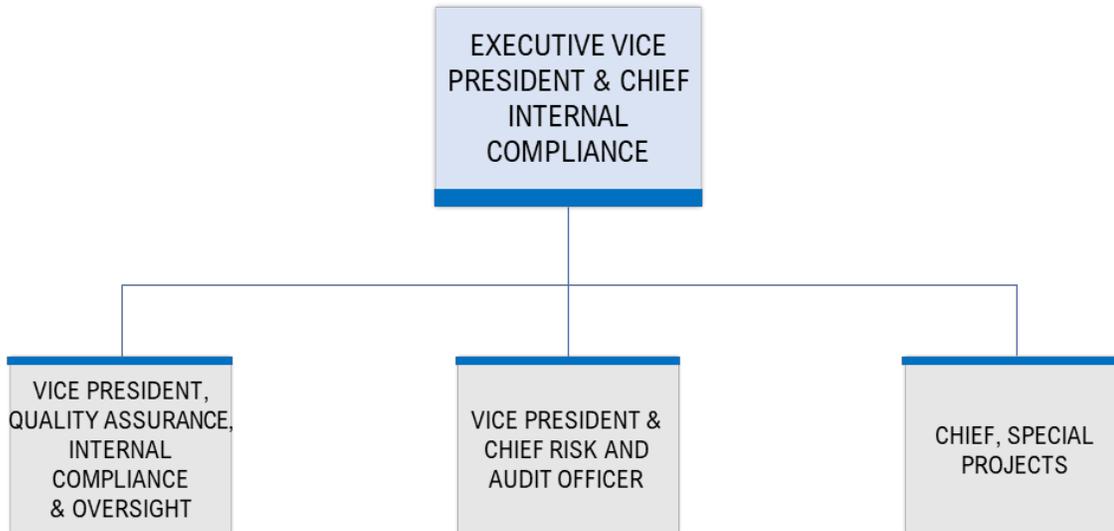
FY2022 Major Accomplishments

- Clean audit opinion on Metro's FY2021 Financial Statements for the seventh straight year and FY2021 Single Audit for the sixth straight year
- The FY2021 Single Audit report noted no repeat or new findings for the second year in a row
- Received a clean examination opinion of Metro's compliance with the dedicated funding requirements for FY2021
- Implemented the Kronos Workforce Central timekeeping system, which eliminated the use of paper-based time capture processes

- WMATA and Amazon announced a \$125 million commitment to provide low-rate financing for 1,000 units of affordable housing at WMATA joint development sites in the next five years; successfully closed on three projects at Congress Heights, College Park and New Carrollton, generating \$17 million in revenue
- Developed and released WMATA's first Strategic Plan for Joint Development, highlighting program impact and prioritizing portfolio opportunities with potential to generate an additional 31 million square feet of development, \$90 million in annual revenue, \$340 million in annual state and local taxes and expanded ridership



Internal Compliance



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: INCP

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|----------------|-----------------|-----------------|-----------------|----------------|--------------|
| Personnel | \$6,696 | \$7,383 | \$6,484 | \$8,786 | \$2,303 | 35.5% |
| Non-Personnel | \$3,259 | \$3,722 | \$6,814 | \$6,947 | \$132 | 1.9% |
| Total Cost | \$9,955 | \$11,105 | \$13,298 | \$15,733 | \$2,435 | 18.3% |
| Authorized Positions | 69 | 69 | 66 | 69 | 3 | 4.5% |

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 matters
- 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 2020 | Actual 2021 | Target 2022 | Target 2023 |
|--|----------------|----------------|----------------|----------------|
| 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 | 17 | 20 | 18 | 18 |
| Implement Follow-up Improvement Program Schedule | 2 | 2 | 4 | 4 |
| 7000 Series Railcar - Reduce Conditional Acceptance Open Items from CY2016 | 8 | 8 | 6 | 4 |
| Identification and Monitoring of CAP items (WMSC & NTSB Recommendations) | 50 | 50 | 60 | 75 |
| Alter fiscal trajectory and renew jurisdictional confidence | | | | |
| Implement MARC Audit Schedule | 15 | 26 | 25 | 27 |
| Percentage of Certified risk and audit professionals | 80% | 90% | 90% | 90% |
| Percentage of identified high risk areas addressed by advisory or assurance services | 100% | 100% | 100% | 100% |

FY2023 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. Continue to support the expanded scope to include Capital 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
- Coordinate and oversee the development and closure of internal and external corrective action plans to comply with required actions from INCP and external agencies such as WMSC and FTA, as well as WMATA's Office of the Inspector General
- Improve processes and tools for the central tracking and monitoring of corrective action plans as part of the strategic implementation of the Governance Risk and Compliance (GRC) technology solution (RSA Archer) to improve collaboration through centralization, organization, and management of governance, risk and compliance information and processes. 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
 - Manage the enterprise online digital glossary tool that maintains Metro business terminology to ensure continuity in usage and definition 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. The risk based Internal Audit Plan includes a focus on compliance with requirements of federal relief aid received as a result of the pandemic
- As part of the facilitated risk assessment process, consideration is being given to the complexity of changes that occurred across core business functions due to the COVID-19 Pandemic and the uncertainty of a complicated long-term recovery. Areas of focus include new risks introduced as a result of changes given the pandemic and response to those changes
- Adjustments to contractor resources necessary to provide audit and support services due to budget related management actions

SPEC

- SPEC's coordination on the Silver Line project continued during the pandemic with virtual meetings and limited physical meetings or office attendance. There were instances where field visits and meetings were required but these were held in compliance with COVID protocols effective at the time

FY2022 Major Accomplishments

QICO

- Completed a comprehensive year-long assessment of the ROCC Transformation Initiative to uncover areas for improvement. Advancements were made in Training, Tunnel Ventilation Fan Operation and Power Restoration. As a result, multiple Washington

Metrorail Safety Commission (WMSC) Corrective Action Plans (CAPS) have been closed

- Administered the creation of three new Policy Instructions (P/I) and revision of 14 existing P/Is, reducing P/Is that require update down to 25 percent. P/I revisions contributed to 150 new terms and definitions being added to the Metro Digital Glossary
- Completed 18 scheduled internal reviews and assessment, that resulted in over 40 new iCAPAs to address the identified unacceptable risks and/or deficient quality management practices.
- Facilitated closure of 21 WMSC CAPs while supporting the development of 44 new CAPs to address WMSC required actions. CAP status updates were published on WMATA's public-facing website to ensure the most accurate information was available to regulators and stakeholders
- Supported audit preparation and coordination for nine WMSC triennial safety audits, which involved several departments, dozens of staff, and hundreds of documents
- Released Revision 2 of Metro's Quality Management System Plan (QMSP) and continued implementation, which is now underway in every department across Metro. Over one-thousand documents were reviewed, nearly four-hundred approved and the mandatory Computer-Based Training (CBT) has a 75 percent completion rate among supervisors

MARC

- Audit and review activities resulted in 83 actionable recommendations to management through March 2022
- Supported 38 external audit activities including management responses to Metro OIG Audits and Investigations, Special Projects, Management Alerts and Assistance Reports, and other external audits and reviews including jurisdictional audits. MARC assisted with closing 64 external CAPs
- Independently validated and confirmed closure of 185 CAPs from MARC and actively tracked approximately 112 CAPs through May 2022
- 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 fiscal year 2023 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) has been implemented with all MARC key processes automated; ITCS public sector has been deployed to production. QICO ICAPAs have been deployed to production; SAFE in design phase. 123 employees have been provisioned and have completed training
- 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

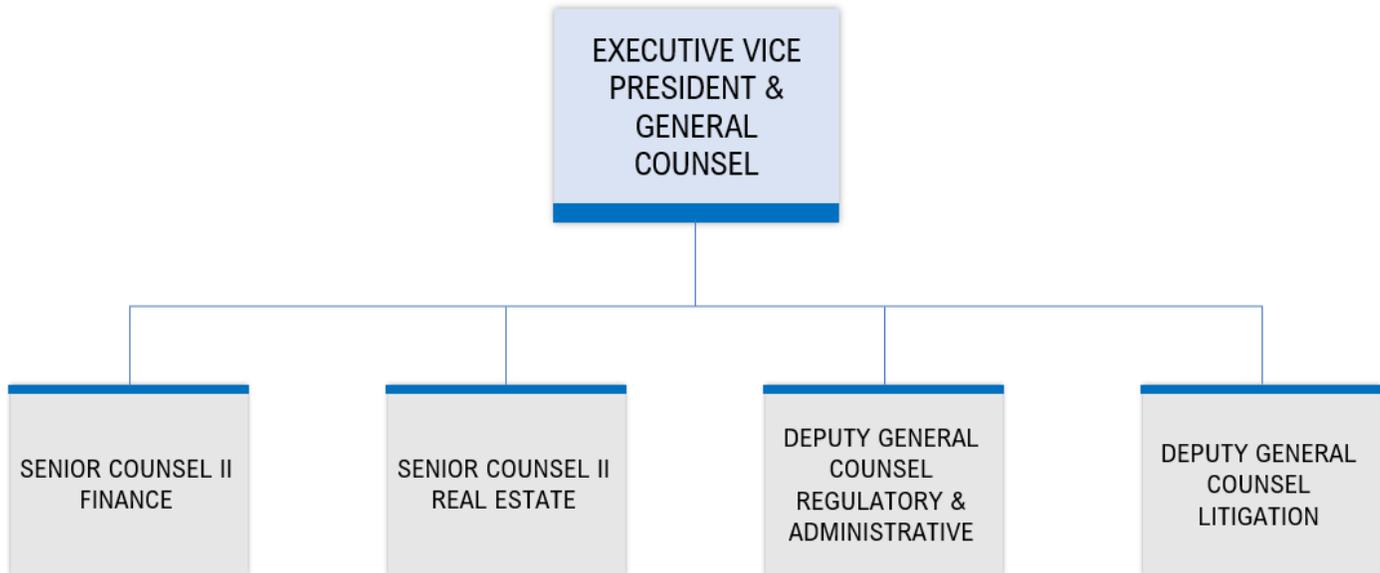
SPEC

- 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
- Parking and paratransit agreements with Fairfax and Loudoun Counties were successfully negotiated and executed. Work on interagency maintenance agreements is nearing completion and these should be executed by the end of FY2022
- As the project reached construction completion at the end of CY2021, major WMATA activities started towards further testing and inspections to ultimately advance the project to acceptance and start of passenger service
- Provided assistance to the OIG in their review of various critical issues affecting the project
- Participated in internal and external executive level meetings to advance the Silver Line Project including briefings to key stakeholders
- Prepared project briefings for the Board of Directors



Innovation Station – Silver Line Phase 2

Office of General Counsel



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: COUN

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|--------------|-------------|
| Personnel | \$7,049 | \$6,643 | \$7,009 | \$7,509 | \$500 | 7.1% |
| Non-Personnel | \$6,999 | \$6,604 | \$6,942 | \$7,011 | \$69 | 1.0% |
| Total Cost | \$14,048 | \$13,247 | \$13,951 | \$14,520 | \$569 | 4.1% |
| Authorized Positions | 44 | 44 | 44 | 44 | - | - |

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.

FY2023 Business Plan

- Advocate for the maximum protection of Metro’s legal rights
- Defend Metro in all disputes and litigation, including providing legal advice and counsel to all Metro departments and offices to mitigate risk
- 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 safety oversight and safety regulatory matters
- Provide legal support for WMATA’s Equity Working Group that is exploring and developing transportation equity policies

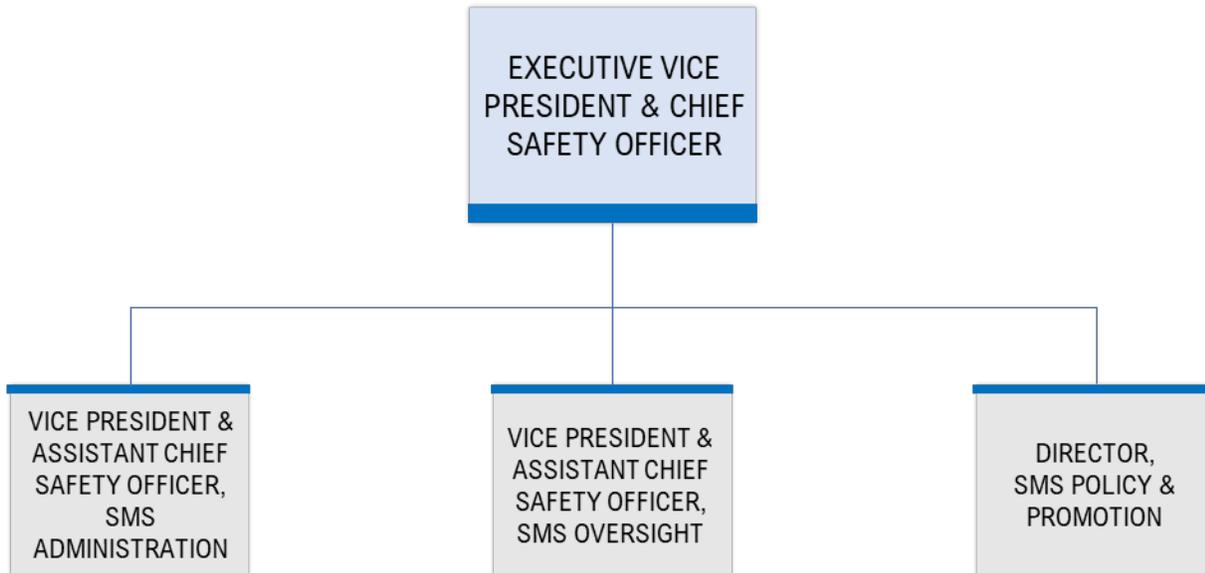
FY2022 Major Accomplishments

- Provided legal support for successful execution of 6-Year Capital Funding Agreement
- Provided legal advice and support for implementing the Infrastructure Investment and Jobs Act of 2021, including PRIIA and OIG funds.

- 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 4, Potomac Yard, Yellow Line Tunnel/Bridge Rehabilitation, and HRO
- Provided ongoing legal advice and counsel in support of fare modernization and sustainability initiatives
- Provided legal support, including drafting and negotiating lease and other agreements, in connection with Metro's office consolidation project
- Provided legal support and technical review in preparation for acceptance of Silver Line Phase 2
- Drafted and negotiated various ancillary agreements to support the future operation of Silver Line Phase 2



Safety



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: SAFE

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|--------------|
| Personnel | \$9,386 | \$9,439 | \$9,152 | \$16,085 | \$6,933 | 75.8% |
| Non-Personnel | \$6,964 | \$5,537 | \$7,311 | \$7,382 | \$71 | 1.0% |
| Total Cost | \$16,350 | \$14,977 | \$16,463 | \$23,467 | \$7,004 | 42.5% |
| Authorized Positions | 83 | 87 | 85 | 117 | 32 | 37.6% |

The Department of Safety (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
- Emergency preparedness

- Safety and security certification
- Oversight of construction safety
- Occupational safety and health
- Environmental management and compliance

SAFE is leading the strategic implementation of a safety management system (SMS), a systematic way to continuously identify and monitor hazards and control risks while maintaining assurance that these risk controls are effective. The EVP and CSO has three direct reports: one Director of SMS Policy and Promotion as well as two Vice President (VP) and Assistant Chief Safety Officers (ACSO) that are tasked with administering and overseeing WMATA’s SMS. The Director of SMS Policy and Promotion is responsible for the Policy, Promotion, and Business Operations functions. The VP and ACSO of SMS Administration is responsible for the Safety Risk Management, Environmental Management and Compliance (EMAC), and Safety Certification and

Engineering functions. The VP and ACSO of SMS Oversight is responsible for the Safety Assurance and Emergency Preparedness functions. Safety Assurance includes the teams performing Safety Data Analytics,

Safety Investigations, and Operations Safety Oversight. The Emergency Preparedness function includes the teams performing Planning and Exercising, Response and Recovery Coordination, and Prevention and Mitigation.

Key Performance Indicators

| Performance Indicator | Actual FY2021 | Target FY2021 | Target FY2022 | Target FY2023 * |
|---|---------------|---------------|---------------|-----------------|
| Improve Safety and Security and Restore Public Trust | | | | |
| Employee Injury Rate (per 200,000 work hours): | | | | |
| EIR - Rail | 3.3 | 3.5 | 3.0 | 3.0 |
| EIR - Bus | 11.2 | 11.2 | 10.2 | 10.2 |
| Customer Injury Rate (per million passengers): | | | | |
| CIR - Rail | 3.4 | 1.4 | 2.5 | 2.5 |
| CIR - Bus | 2.5 | 2.2 | 2.5 | 2.5 |
| CIR - MACS | 1.0 | 2.5 | 2.5 | 2.5 |

* Preliminary targets for FY2023; targets will be published in the Metro Performance Report



Bus bays at Eisenhower Ave Station

FY2023 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

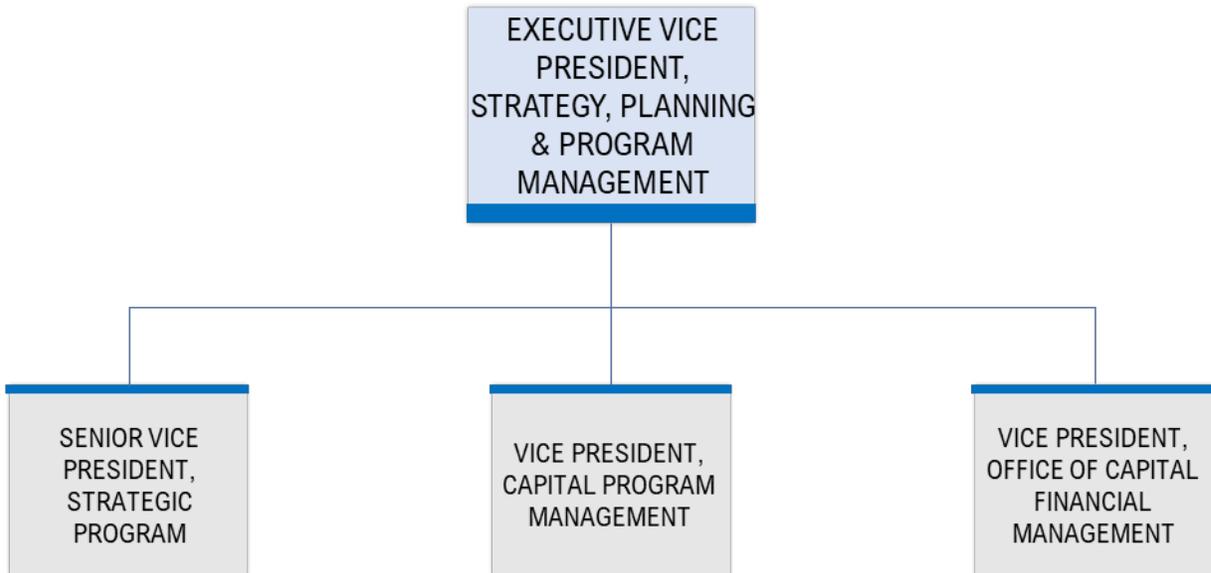
FY2022 Major Accomplishments

- SAFE completed the first-annual update of 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 self-certified with the Federal Transit Administration (FTA) in accordance with 49 CFR Part 673
- SAFE completed the pilot implementation of its Safety Management System (SMS) in the Rail Operations Control Center. This combination of people, processes, and tools involved hiring a Safety Risk Coordinator, refreshing the Local Safety Committee, developing procedures and introducing tools to ensure safety risks are proactively identified, assessed, and mitigated before an incident occurs. SMS implementation continues to expand, starting with the Supply Chain, Warehousing, and Logistics organization
- Received and mitigated over 252 employee safety reports through the Metro's Safety Hotline and Confidential Close Call Reporting programs
- Completed 604 Safety Data Sheet (SDS) reviews for chemical products to be utilized on WMATA property by employees or contractors
- Managed compliance with 50 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 126 Tier II reports for fixed

facilities and traction power substations; 49 stormwater discharge reports, 21 wastewater discharge reports, Hazardous Waste reports for Maryland and DC facilities, annual air emissions reports, and semiannual and annual Title V air compliance reports

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Strategy, Planning and Program Management



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: SPPM

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|----------------|-----------------|----------------|------------------|----------------|
| Personnel | \$9,145 | \$5,832 | \$6,118 | \$4,802 | (\$1,316) | (21.5%) |
| Non-Personnel | \$4,187 | \$3,695 | \$4,405 | \$4,527 | \$122 | 2.8% |
| Total Cost | \$13,332 | \$9,526 | \$10,523 | \$9,328 | (\$1,195) | (11.4%) |
| Authorized Positions | 115 | 115 | 114 | 144 | 30 | 26.3% |

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. Through the COVID-19 challenges, SPPM shifted resources to remote working capabilities and continued to further Metro’s goals through our transformation of bus and rail service, evolution of the Capital Program, and innovation to optimize operations.

FY2023 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

- Completed preliminary design and engineering for next-generation bus farebox/payment system, including equipment to test rear-door boarding payments
- Began requirements development for new SmarTrip back office, coordinating across the Authority and among regional transit partners

Strategic Initiatives

- Established a cross-departmental Track Access Program Team to advance projects that increase non-revenue railway maintenance time availability and productivity
- Initiated a Mobile Adoption marketing campaign with Marketing team on Metrorail mezzanines and station electronic signage

Planning

- Developed the Frequent Service Network in partnership with COO that created an all day, all week service for our customers
- Drafted a Transit Equity Strategy and defined equity, equity communities, and supported equity toolkit development
- Completed capacity development and evaluation program for nine core stations and launched seven new capacity and access studies for stations identified in the 2020 CNEWS Report
- Completed the cost/benefit analysis for the Blue/Orange/Silver Capacity and Reliability Study, briefed elected officials, and completed the third round of public engagement
- Launched a seven-year research partnership with the MIT TransitLab

ZEV

- Began design work to make Northern Bus Garage Metro's first all-electric bus garage
- Advanced Battery-Electric Bus Test and Evaluation Program, including issuance of an RFP for ten battery-electric buses to be tested as part of the program
- Initiated Zero-Emission Bus Transition Plan - to set out requirements and a plan to transition our fleet, facilities, and operations to a fully zero-emission bus fleet by 2045

FY2022 Major Accomplishments

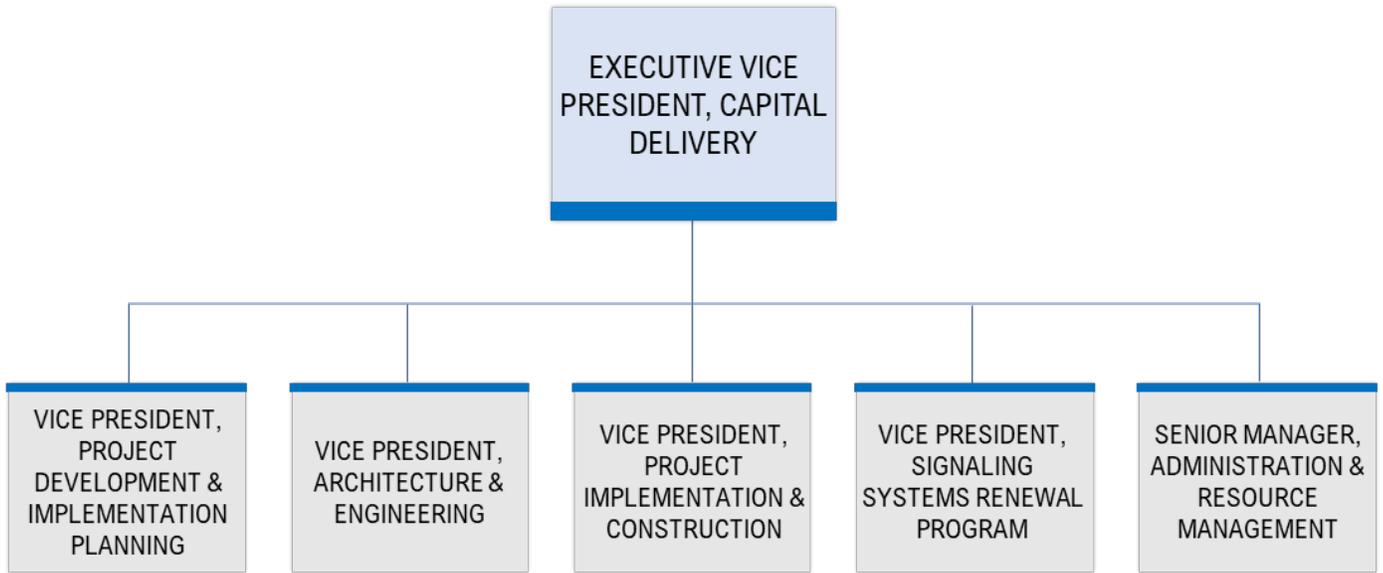
Bus Priority

- Advanced bus priority projects in coordination with local jurisdictions, including Transit Signal Priority (TSP), bus queue jumps, dedicated bus lanes:
 - Work with the District on their 51 funded bus priority projects, seven new queue jumps (to a current total of 15), and upgrades, redeployment, and expansion of TSP network
 - Expansion of the City of Alexandria TSP network to Duke Street
 - Plans with Montgomery, Prince George's and Maryland State Highway Administration tactical bus lanes and 12 queue jumps

Fare Payment Systems

- Initiated design work on re-development of wmata.com website for relaunch in FY2023
- Initiated deployment of next-generation faregates across the Metrorail system

Capital Delivery



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: CAPD

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|----------------|-----------------|-----------------|-----------------|----------------|-------------|
| Personnel | \$8,274 | \$10,484 | \$11,964 | \$13,176 | \$1,212 | 10.1% |
| Non-Personnel | \$569 | \$6,443 | \$832 | \$840 | \$8 | 1.0% |
| Total Cost | \$8,843 | \$16,927 | \$12,795 | \$14,016 | \$1,221 | 9.5% |
| Authorized Positions | 356 | 357 | 484 | 506 | 23 | 4.7% |

The Office of Capital Program 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 & Reporting (CORR).

PDIP’s core function is to drive informed decision making and to provide maximum value for Metro from the early stages of major capital works planning through execution. PDIP develops delivery strategies for all CAPD projects; defines the scope, schedule and budget; conducts preliminary risk assessments; develops innovative commercial terms; performs constructability analysis; oversees project/construction management and general architectural and engineering contracts; creates

engineer’s estimates for new projects; provides cost estimating services for existing construction projects; manages the Integrated Master Schedule (IMS) for all Capital Delivery projects; and builds relationships with Metro’s business partners. PDIP delivers on these core functions by making system safety a priority, keeping the customer at the center of all decisions, considering operational parameters, and putting people first by maintaining a diverse and inclusive office environment. The three teams within PDIP are 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. ENGA offices include Architecture, Automatic Train Control (ATC), Civil and Structural (includes environmental) (CVST), Communications (COMM), Configuration Management (CFGM), Mechanical (MECH), and Power (PWR).

PICO is responsible for procurement and execution of the projects under the capital program, prioritizing safety, quality, cost and schedule. The 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.



7000-Series railcar maintenance at Greenbelt Rail Yard

FY2023 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 on 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

- Complete project charters for State of Good Repair and safety critical projects
- Continue strategic development of the permanent RTU replacement program
- Perform preliminary risk assessments of Capital Projects
- Support development, procurement, award, and oversight of IDIQ project/construction management and general architectural and engineering task orders for Metro departments
- Continue to refine and standardize contract language for Division 0 and 1, incentive schemes, selection criteria, track access language, and commercial terms that fairly distribute the risk to the appropriate party, and unit price schedule (UPS) alignment with bid documents, ICE and cost estimates
- Conduct market research to maximize competition on procurements and to float progressive bidding concepts that may aid bidders and reduce risk to WMATA during the procurement process
- Track cost data throughout a project's life cycle to ensure transparency and accountability against baseline data from executed charters through project implementation at critical milestones.
- Strategically leverage construction access planning to ensure safe worksites, efficient execution, and proactively work to limit overuse of access locations. Consider dedicated Authorized Construction Site (ACS) as appropriate
- Continue to use the Integrated Master Schedule (IMS) to inform resource needs and budget implications
- Support Metro's DBE Goal achievement of 25% participation by identifying Small Business

opportunities and construction implementation plans that enable optimal participation

- Sponsor technical and soft-skills trainings; CAPD Lessons Learned; and continue to promote culture of inclusion within the team

ENGA

- Continue designs for Traction Power and A/C Power gear replacements on all lines in accordance with prioritization
- Help to support proper replacement solutions for Train Control Rooms
- Support the selection of technology for next generation signaling system
- Support the implementation of Structural Packages that include Pedestrian Bridges, segmental bridges, and bridge repair work
- Support the installation of the Tunnel Fan pilot project and 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 to update the Design and Construction Manual, Standard Drawings, Directive Drawings, and Standard Specification set
- Lead and guide studies as needed and appropriate 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
- Complete the construction of new Potomac Yard Station and bring the station into service
- Continue fiber installation in below ground stations, and continue upgrade of the radio infrastructure
- Commence next phase of edge lighting installation and above ground site lighting for stations

- Complete construction of the Platform 4 Rehabilitation Program
- Complete L-Line Tunnel and Bridge Rehabilitation
- Complete standpipe replacement of E Line and continue rehabilitation of drainage pump systems
- Complete rehabilitation of the tunnel ventilation upgrades pilot project
- Complete rehabilitation of D&G Connector, Grosvenor-Strathmore Aerial, and various segmental and pedestrian bridges
- Commence construction of Package B structural rehabilitation of 21 bridges
- Complete groundwater facility at New Hampshire Avenue
- Commence relocation of Union Station Entrance
- Award and commence installation of next phase of Tunnel Smoke Detection System at 42 Fan and Vent shafts
- Continue repair and replacement of Roofs program
- 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
- Continue rehabilitation of parking garages
- Continue rehabilitation of surface parking lots
- Continue installation of pneumatic logic control (PLC) panel boxes
- Continue construction of phase 4 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
- Continue replacement and installation of cable and traction power system for rail car efficiency upgrades under new Traction Power State of Good Repair contract
- Continue Tunnel Leak mitigation on A and B line

SSRP

- Continue state of good repair activities
- Substantial completion of design as part of the Train Control Room Renewal Program at 24 locations
- Completion of copper to fiber installation at Rhode Island Ave to Takoma Metrorail stations
- Contract development for the snowmelter renewal project
- Implementation of Automatic Train Operation (ATO) during rush hour on Redline
- Construction of Silver Line Phase 2 Training Lab
- Award contract and begin construction for the cable trough and switch machine replacement project at West Falls Church Rail Yard
- Award contract and begin construction on systemwide Emergency Trip Station (ETS) replacement
- Begin contract development for replacement of Automatic Transfer Switches in train control rooms
- Completion of Intrusion Detection Warning (IDW) systemwide assessment

- Coordination with ENGA to launch a systemwide structural switch machine assessment
- Launch switch machine pilot
- Award contract for ATC Inventory Control and Asset Records Assessment

CORR

- Coordinate CAPD Board actions
- Develop the FY2024 Resource Planning tools/processes
- Support the effective and efficient implementation of department staffing plans
- 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



FY2022 Major Accomplishments

SSRP

- Completed train control room and switch machine power supply replacement
- Issued multi-year M3 switch machine replacement materials contract
- Completed engineering design and began construction for copper to fiber communication installation at Rhode Island Ave to Takoma Park Metrorail stations
- Continued implementation phase of the Return to ATO project
- Completed ATC system replacement at Alexandria Rail Yard
- Awarded Train Control Room Renewal contract for 24 train control rooms, 14 Remote Terminal Units (RTUs), and systemwide MERCs communication boxes
- Delivered long-term program implementation plan for Next Generation signaling system
- Completed Intrusion Detection Warning (IDW) System Installation between Union Station and Rhode Island Avenue Metrorail stations
- Awarded contract for systemwide assessment Intrusion Detection Warning (IDW) system
- Issued snowmelter system Request For Information (RFI)
- Developed a comprehensive approach to ATC renewal effort in alignment with the Next Generation Program

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:
 - Master Fiber Project
 - Station Platform Edge Lighting Replacement
 - Leak Mitigation Investment

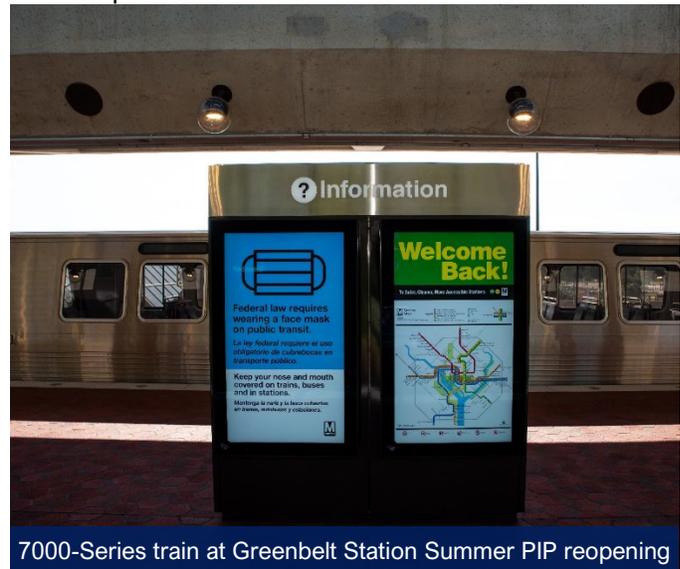
- Metrobus Shelter Replacement
- Platform Improvement Program Phase 4
- Structural Rehabilitation Project – Package B
- Station Entrance Canopies – Phase IV
- Bladensburg Bus Garage Replacement
- Northern Bus Garage Replacement
- Tunnel Standpipe Replacement Program – Part 2
- AC Switchgear Rehabilitation – Package 2
- Rail Heavy Repair and Overhaul Facility
- Continued to sponsor a project control process and agreement in principle 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 systemwide. 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
- In FY2022, PDIP implemented a Risk Assessment component with the Charter Process which includes:
 - Identifying of project risks and mitigation strategies early in the project life cycle

- Conducting high-level risk assessments on all critical infrastructure projects
- Creating project-level Risk Registers in collaboration with project stakeholders and project managers
- Continued to support 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 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 III and IV, Potomac Yard Metrorail station, L-Line Tunnel, Heavy Repair and Overhaul Facility, Northern Bus Garage, and Bladensburg Bus Garage
- Continued to be available to support and advise on implementation of NextGen train control program development
- Completed numerous small projects for implementation to address miscellaneous issues across the system
- Continued to develop plans for seating, hoteling and desk-sharing across existing buildings and new office buildings
- Continued to advance aspirating smoke detection in tunnels as well as Fire Works for fire protection across the system

- Moving initiatives to implement BIM into projects; updating Design and Construction Manual
- Deployed Drone in Survey group for collecting survey data and providing information for inspections



7000-Series train at Greenbelt Station Summer PIP reopening

PICO

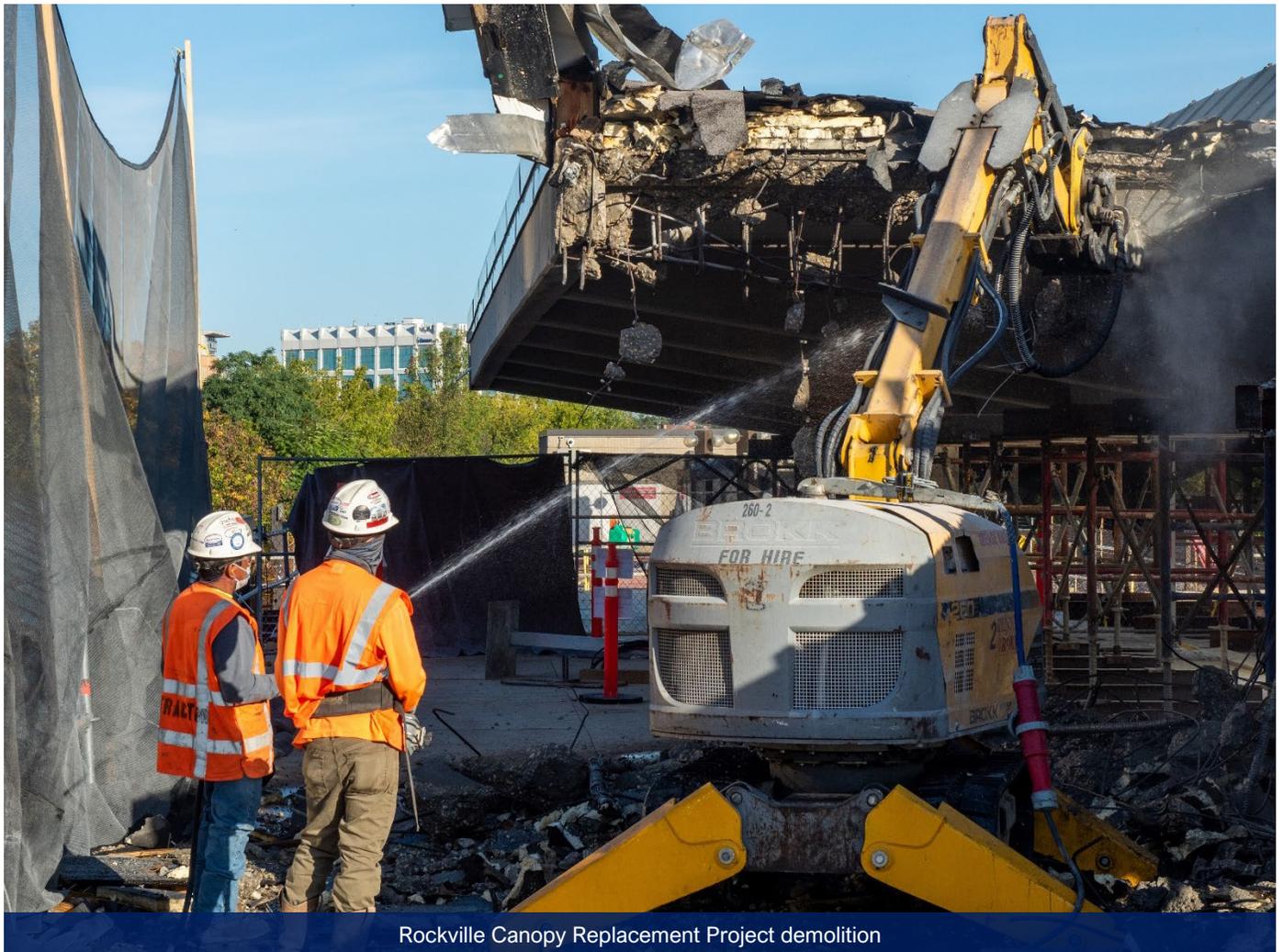
- Obtained majority of the long-lead regulatory approvals required for advancement of designs for the Northern Bus Garage (Historic Preservation and Mayor's Agent). Completed designs to IFC level.
- Negotiated and issued Notice to Proceed for Phase 2 Construction of the Bladensburg Bus Garage
- Performed major overhaul of the project scope for the Heavy Repair and Overhaul facility to align with approved budget and continued with designs for demo and site preparation and new construction.
- Continued with the construction of the new Potomac Yard station; completed all scope elements required RSAs (cable and trough installation, steel erection for pedestrian bridge); began preparations for Cutover
- Completed construction of the Platform 3 rehabilitation program at six stations: Arlington Cemetery & Addison Rd on the blue Line and W. Hyattsville, PG Plaza, College Park & Greenbelt on the green line
- Awarded Platform 4 rehabilitation program and began construction at Deanwood, Minnesota Ave, Cheverly, Landover & New Carrollton as well as several Aerial structure repairs on the eastern orange line

- Awarded 2 contracts for the Design and CMAR for L-Line Tunnel and Bridge Rehabilitation project. Completed the design for the scope of work, produced mock-ups, negotiated GMP for Phase 2 - Construction of the CMAR project and commenced construction
- Continued replacement of standpipe
- Continued installation of pneumatic logic control (PLC) panel boxes
- Awarded Structural Rehabilitation Phase B Contract and commenced construction
- Completed Rockville Canopy shutdown
- Commenced construction on the Tunnel Ventilation Pilot Contract
- Continued escalator canopies contracts
- Continued Surface Lot Rehabilitation at 5 locations

- Completed upgrade/rehabilitation of Roof, Electronic Safety and Security at Good Luck Rd
- Continued AC Switchgear replacement throughout the system
- Continued roof rehabilitation and repair at several locations
- Completed construction of railcar rooftop access platform at five rail yard maintenance facilities
- Commenced construction for New Hampshire Ave NW Chiller Plant Remediation & Building Addition

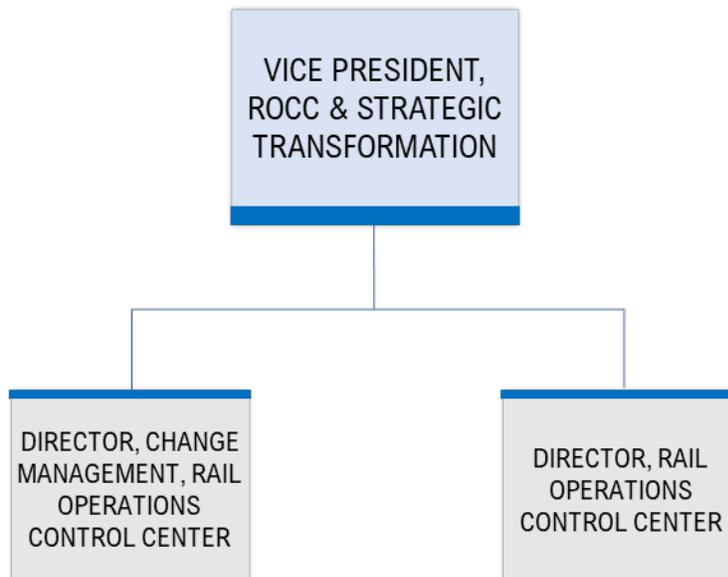
CORR

- 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



Rockville Canopy Replacement Project demolition

Rail Operations Control Center



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: ROCC

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|--------------|
| Personnel | \$14,106 | \$15,358 | \$11,638 | \$18,148 | \$6,509 | 55.9% |
| Non-Personnel | \$61 | \$2,600 | \$971 | \$1,826 | \$855 | 88.0% |
| Total Cost | \$14,166 | \$17,958 | \$12,610 | \$19,974 | \$7,364 | 58.4% |
| Authorized Positions | 159 | 144 | 137 | 145 | 8 | 5.8% |

The Rail Operations Control Center (ROCC) safely and efficiently moves people and trains through the Metrorail system 24-hours a day, seven 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, 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.

FY2023 Business Plan

In FY2023, the ROCC will continue to focus on its critical safety mission advancing many initiatives implemented in FY2022 including operational streamlining, safety management system and workload reduction. The transformation team will complete their dedicated efforts

leaving a solid foundation for ROCC to uphold their values of safety, trust, and accountability to become a world-class, safety-driven control center.

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
- Implement a complete On-the-Job-Instructor program to expand the trainee's experience and preparation for performing the job
- Improve training for all ROCC employees, including revamping training for all frontline positions, continue leadership development training for the ROCC management team, and advance the skill drill program to support continued learning

- Continue the update and implementation of ROCC procedures to ensure they are clear, up-to-date, and execute critical processes as safely and efficiently as possible
- Continued reinforcement of the ROCC management structure 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 workstations, enhanced cleaning, provided employee safety kits, and

installed 24 HEPA air purifiers across both control center locations to meet federal public health recommendations

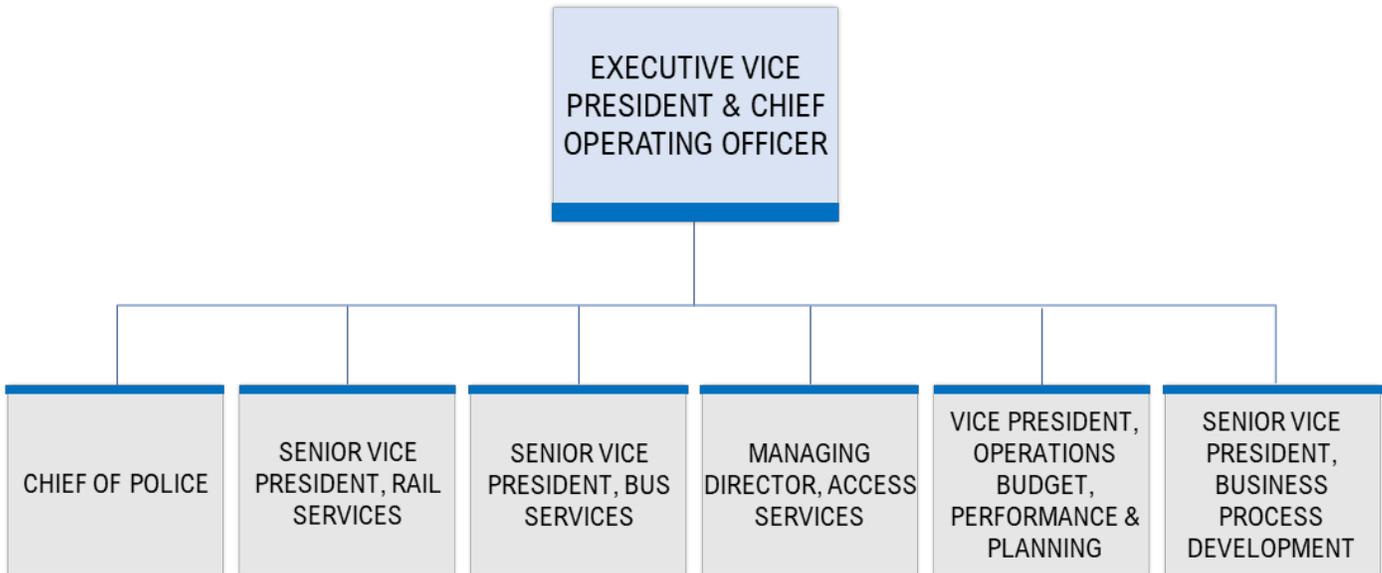
FY2022 Major Accomplishments

- Successfully implemented a Safety Management System (SMS) process in the ROCC which enables the identification and mitigation of risks in WMATA rail operations
- Successfully completed a management team reorganization which provides 24/7/365 senior operational oversight of WMATA rail operations
- Initiated a revamp of the ROCC training program including overhaul of both academic and On-the-Job training instruction. These foundational pieces are needed to provide a structured transfer of critical safety information to new and present ROCC employees



Greenbelt Station reopening after Summer 2021 Platform Improvement Project completion

Chief Operating Officer



FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: COO

| (Dollars in Thousands) | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|------------------------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------|
| Personnel | \$834,938 | \$835,648 | \$892,209 | \$946,061 | \$53,852 | 6.0% |
| Non-Personnel | \$429,119 | \$418,667 | \$448,651 | \$463,456 | \$14,805 | 3.3% |
| Total Cost | \$1,264,056 | \$1,254,314 | \$1,340,860 | \$1,409,518 | \$68,657 | 5.1% |
| Authorized Positions | 10,636 | 10,856 | 10,458 | 10,981 | 523 | 5.0% |

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

The Chief Operating Officer’s (COO) mission is to move the region through safe, reliable, equitable 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).

FY2023 Business Plan

The COO has established several Priorities for FY2023-FY2025 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 FY2023-FY2025, they will be revisited regularly and revised if necessary. These priorities are as follows:

Customer Focus

- Grow ridership and increase service equity by planning and delivering safe, fast, reliable, and accessible service that is competitive all day
- Support operational readiness of new stations
- Support bus fleet electrification
- MTPD collaborated with labor leaders to focus on police reform through five committees: Officer Performance Evaluation; Fourth Amendment Stop and Frisk Training; Conflict Resolution De-escalation Training; Ethical Training and Peer Support; and Recruitment of Minorities
- Maximizing service delivery to meet schedule

Employee Focus

- Improve safety culture integration by proactively identifying and managing risks and promoting safety in support of SMS
- Drive internal process improvement to optimize resources, service and operations
- Improve employee engagement and achieve a more inclusive leadership culture

- Empower employees with tools and training they need to improve digital record keeping

Investment Focus

- Continue investments in State of Good Repair to optimize asset availability and condition



Loudon Gateway Station – Silver Line Phase 2

Rail Services

FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: RAIL

| (Dollars in Thousands) | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|------------------------|------------------|------------------|------------------|------------------|-----------------|-------------|
| Personnel | \$270,680 | \$273,010 | \$307,468 | \$316,375 | \$8,907 | 2.9% |
| Non-Personnel | \$141,695 | \$141,683 | \$136,748 | \$147,784 | \$11,036 | 8.1% |
| Total Cost | \$412,374 | \$414,693 | \$444,216 | \$464,159 | \$19,943 | 4.5% |
| Authorized Positions | 3,853 | 4,106 | 3,882 | 4,073 | 191 | 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, seven days a week. RAIL provides service across 130 miles of track and 98 stations, including 40 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 2020 | Actual 2021 | Target 2022 | Target 2023 * |
|---|----------------|----------------|----------------|------------------|
| Improve Safety & Security and Restore Public Trust | | | | |
| Rail Safety Event Rate (per 10 million railcar revenue miles) | 10.6 | 9.7 | 9.8 | n/a |
| Rail Fires (count) | 66 | 35 | no rate target | n/a |
| Rail Collisions (count) | 10 | 3 | no rate target | n/a |
| Derailments (count) | 5 | 4 | no rate target | n/a |
| Rail Fatality Rate per million railcar revenue miles | 0.50 | 0.55 | 0% | n/a |
| MyTripTime: Rail Customer On-Time Performance | 90% | 91% | 92% | n/a |
| Trains in Service* | 99% | 100% | No target | n/a |
| Railcar Reliability (Mean Distance Between Failure) | 24,010 | 35,208 | 22,000 | n/a |
| Rail Offloads | 689 | 374 | No target | n/a |

FY2023 Business Plan

In FY2023, RAIL will continue its mission to move the region through safe, reliable, and cost-effective public transportation, focusing on the following goals:

- Operate safe, efficient, and enjoyable rail service

- Staff and open Silver Line Phase 2 and Potomac Yard Station
- Plan and execute track work to maximize work completed and minimize impact to customers
- Better align internal rail safety processes and systems with Metro's Safety Management System

- Improve internal business processes and digital record keeping

Pandemic Impacts

- Restructured service to provide more consistent headways all day, addressing the shifts during the pandemic away from traditional ridership peaks
- Implemented more frequent cleaning of high-traffic surfaces, and improved airflow in railcars to reduce the potential for airborne transmission of COVID-19. Metrorail cars recycle their air approximately every three minutes, and facemask use is encouraged throughout the system
- Doubled rail ridership in FY2022 compared to FY2021, reflecting regional returns to offices and schools and Metro’s efforts to bring riders back to the system, like a \$2 flat fare on weekends

FY2022 Major Accomplishments

- Reduced red signal overruns by half and station overruns by 20 percent in FY2022 compared to FY2021
- Improved legacy fleet reliability by over 30 percent in FY2022 compared to FY2020 thanks to stronger maintenance practices
- Addressed safety and maintenance issues in 6000-series railcars with over 100 returning to service by the end of FY2022
- Staffed nearly all Silver Line Phase 2 positions ahead of official opening
- Directly supported the Platform Improvement Project, a major capital project to reconstruct platforms at six rail stations



College Park-U of Md Station reopening after Summer 2021 Platform Improvement Project completion

Bus Services

FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: BUS

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|------------------|------------------|------------------|------------------|-----------------|-------------|
| Personnel | \$319,096 | \$308,050 | \$313,684 | \$342,393 | \$28,709 | 9.2% |
| Non-Personnel | \$74,110 | \$74,578 | \$77,785 | \$76,974 | (\$811) | (1.0%) |
| Total Cost | \$393,206 | \$382,629 | \$391,470 | \$419,368 | \$27,898 | 7.1% |
| Authorized Positions | 3,731 | 3,704 | 3,653 | 3,816 | 163 | 4.5% |

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 2020 | Actual 2021 | Target 2022 | YTD March 2022 |
|---|----------------|----------------|----------------|-------------------|
| Improve Safety & Security and Restore Public Trust | | | | |
| NTD Bus Collision Rate per million miles | 3.50 | 2.80 | 3.40 | 3.50 |
| Bus Fleet Reliability (Mean Distance Between Failures) | 7,600 | 9,100 | 7,800 | 8,800 |

FY2023 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 FY2023, 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:

- Enhance proactive safety culture by implementing elements of the agency safety plan, identifying and managing risks, and promoting safety
- Improving Metrobus service quality for all riders by reducing service interruptions and improving on-time performance
- Advancing on-board bus technology to improve the amount and accuracy of real-time data provided to customers and for internal needs

- 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 (in both transportation and maintenance) to reduce administrative burden on managers and supervisors

FY2022 Major Accomplishments

- Launched digital viewing of the bus operator pick at all divisions. This program was executed through collaboration with business partners including Information Technology (IT), Bus Technology System Support (BTSS), Plant Maintenance (PLNT), Low Voltage Electrical Maintenance (LVEM) and Trapeze
- BMNT and BTRA team built a program and executed transition activities to support WMATA operations of Cinder Bed Division, which opened January 2022

- Developed new positions to focus on safety adherence, streamlining business processes, and ensuring compliance with federal guidelines and corrective action plans, ensuring we have resources in place to implement Safety Management System) in BOCC and BMNT
- Initiated testing of MERV-13 filters in collaboration with the Heating, Ventilation, and Air Conditioning (HVAC) vendor for buses to evaluate the impact on HVAC performance in our efforts to protect against COVID-19 and other airborne allergens and viruses
- Successfully started production on the Motorola Radio 700MHz replacement for Metrobus
- Currently managing four bus procurements including the procurement of two 60-foot Battery Electric Buses with funding provided by the Federal Transit Administration (FTA) No/Lo Discretionary Grant Award in collaboration with Strategy Planning and Program Management (SPPM)
- Launched the Metrobus technology governance committee to develop a long-term strategy for improving technology on buses



Access Services

FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: ACCS

| (Dollars in Thousands) | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|------------------------|------------------|------------------|------------------|------------------|----------------|-------------|
| Personnel | \$4,732 | \$4,972 | \$4,821 | \$5,235 | \$414 | 8.6% |
| Non-Personnel | \$152,825 | \$130,641 | \$173,855 | \$176,556 | \$2,702 | 1.6% |
| Total Cost | \$157,557 | \$135,613 | \$178,675 | \$181,791 | \$3,116 | 1.7% |
| Authorized Positions | 47 | 47 | 46 | 47 | 1 | 2.2% |

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 standards
- 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 2020 | Target 2021 | Target 2022 | Target 2023 * |
|---|----------------|----------------|----------------|------------------|
| Improve Safety and Security and Restore Public Trust | | | | |
| Customer Injury Rate (per 100,000 passengers) | <2.85 | <2.5 | <2.2 | <2.5 |
| On-time performance | 90% | 90% | 90% | 90% |

* Preliminary targets for FY2023; targets will be published in the Metro Performance Report

FY2023 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
- Continue growth of alternatives to MetroAccess. 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 1.27 million trips in FY2022

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 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

FY2022 Major Accomplishments

- Implemented digital manifest solution to improve accuracy in capturing passenger data and efficiency in data validation, saving 800,000 sheets of paper and over 2,000 staff hours annually
- Completed installation of detectable warning tiles (bumpy domes) at all WMATA stations
- Maintained full MetroAccess service throughout the pandemic
- Completed high-visibility PIDS and non-skid tiles accessibility enhancements at four rail stations involved in Platform Improvement Rehabilitation
- Implemented Safety is not an Accident campaign to promote psychological safety in operations
- Upgraded all DriveCam units and all have CCTV
- For the fiscal year through February, the MetroAccess on-time pick-up performance was above target at 94 percent



Metro Transit Police

FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: MTPD

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|---------------|-------------|
| Personnel | \$59,513 | \$58,483 | \$69,362 | \$68,552 | (\$810) | (1.2%) |
| Non-Personnel | \$8,085 | \$8,320 | \$9,480 | \$10,263 | \$783 | 8.3% |
| Total Cost | \$67,598 | \$66,803 | \$78,842 | \$78,815 | (\$28) | 0.0% |
| Authorized Positions | 731 | 704 | 662 | 688 | 26 | 3.9% |

The Metro Transit Police Department (MTPD) is responsible for the safety of Metro customers, personnel, and transit facilities throughout the 2,000 square mile Transit Zone that includes 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; Administrative Services; and Homeland Security, Intelligence, and Investigations.

The Director of the Office of Security and Infrastructure Protection is responsible for hardening Metro facilities, managing Metro’s access/badging system, and overseeing the Special Police Division, third-party security, and armored guards.

The MTPD improves safety and security by addressing crime in the system which deters riders and harms Metro’s reputation.



Key Performance Indicators

| Performance Indicator | Actual 2020 | Actual 2021 | Target 2022 | Target 2023 * |
|---|-------------|-------------|-------------|---------------|
| Improve Safety & Security and Restore Public Trust | | | | |
| Safety Measurement System Compliance | 95% | 95% | 95% | 95% |
| Part I Crimes (rate per million trips in 2022 and 2023) | 1,172 | 646 | 8 | 8 |

* Preliminary targets for FY2023; targets will be published in the Metro Performance Report

FY2023 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 FY2023:

- Increase patrols at stations and on bus routes based on crime trends and patterns as identified through our problem-oriented policing programs. This will provide a high-visibility police presence to reassure riders and deter crime
- Introduce QR codes to ease the ability for riders to call the MTPD tip line and add it to their contacts list
- Launch an anti-harassment public awareness campaign in 2022
- Enhance the new Community Services Bureau to work with schools, neighborhood groups and on-board mental health advocates
- Train WMATA security sensitive employees in the Transportation Security Administration’s Security Awareness Strategy

- Build partnerships with organizations to assist people experiencing homelessness and mental health crises

FY2022 Major Accomplishments

Patrol Operations Bureau

- Opened District III Station in Prince Georges
- Created a Homeless Outreach Team to concentrate on linking people in need of assistance to services.
- Trained all police officials in Problem Oriented Policing

Homeland Security, Intelligence, and Investigations Bureau

- Created Investigative Operations Unit
- Obtained an above average national clearance rate of 35.4 percent for closed cases
- Violent crime clearance rate 56 percent
- Property crime clearance rate 31 percent
- Instituted Criminal Investigation Division (CID) Management Standard Operating Procedure (SOP) Training
- Implemented Digital Video Evidence Unit (DVEU) Case Management
- Office of Professional Responsibility and Investigation (OPRI) continued with the Citizen’s Advisory Board which began in 2020

Administrative Services Bureau

- Became an Active Bystander in Law Enforcement (ABLE) recognized agency and trained all members in ABLE
- Installed disaster recovery on Computer Aided Dispatching (CAD), Records Management System (P-1) and Property and Evidence Management System (Beast)
- 140 Mobile Data Computers are operational in Metro police vehicles

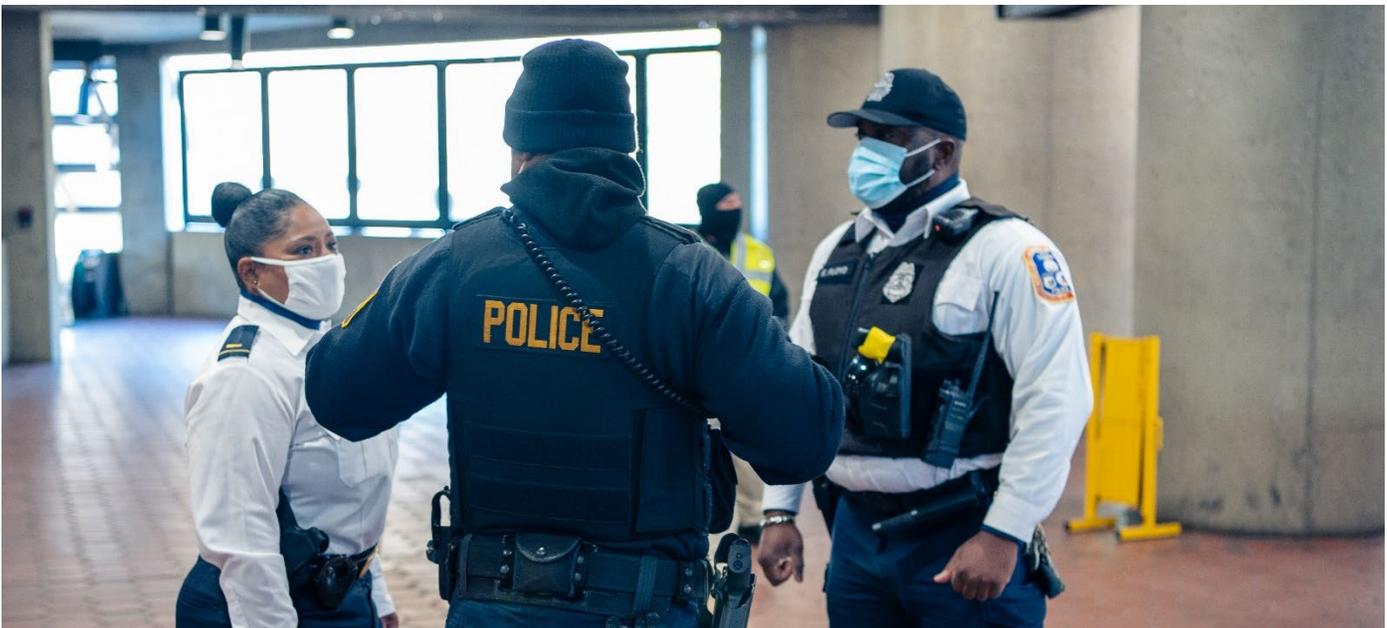
- Went live on Workforce Alerts to employees
- Updated MTPD Radio to be interoperable with jurisdictional partners and secured back-up
- Implemented Crime Mapping System (ArcGIS Pro)

Community Services Bureau

- Established the Community Services Bureau to further extend impact with outreach and youth service programs
- Hired two Community Outreach and Engagement Officers
- Updated the recruitment outreach website to help with hiring and community outreach
- 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 ten Metro stations
- Substantial completion on 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 two Policy Academy Classes of 20 plus officers

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 Operations Budget, Performance and Planning

FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: OBPP

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|--------------|
| Personnel | \$33,029 | \$33,922 | \$35,142 | \$44,662 | \$9,520 | 27.1% |
| Non-Personnel | \$2,780 | \$2,801 | \$5,432 | \$5,486 | \$54 | 1.0% |
| Total Cost | \$35,809 | \$36,723 | \$40,574 | \$50,148 | \$9,574 | 23.6% |
| Authorized Positions | 332 | 307 | 306 | 358 | 52 | 17.0% |

The Office of Operations 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

Key Performance Indicators

| Performance Indicator | Actual 2020 | Actual 2021 | Target 2022 | Target 2023 * |
|---|----------------|----------------|----------------|------------------|
| Improve Safety and Security and Restore Public Trust | | | | |
| Bus Customer Satisfaction | 80.00% | 75% | Increase | Increase |
| Rail Customer Satisfaction | 79.00% | 80% | Increase | Increase |
| Vacancy Rate | 7.00% | 6% | 6% | 6% |
| Capital Funds Invested | 100.00% | NA | 95% | 95% |

* Preliminary targets for FY2023; targets will be published in the Metro Performance Report

FY2023 Business Plan

- Advance OBPP elements of Metrobus Transformation Plan and maintain high quality bus and rail service in an optimized manner
- Inspire consistent management practices and leadership traits to strengthen employee morale and engagement
- Expand data access and streamline processes to drive operational results and improve customer experience
- Support system expansion by identifying remaining staff needs, providing training, performance monitoring and making necessary service adjustments
- Improve forecasting, planning and availability of qualified human capital within COO

- Ensure COO offices have the tools and technical assistance to create an equitable and inclusive workplace and transit system

Pandemic Recovery

OBPP supports Metro operations to provide service that assists in the region’s recovery from the pandemic, including:

- Developed new Metrobus service schedules that added more buses on the busiest 36 lines to better serve customers throughout the day, reduced average wait times for buses on more than 40 routes during the day, and restored more service on 10 routes that had been suspended due to the Covid-19 pandemic. The service improvements brought overall service to 97 percent of pre-Covid levels
- Developed new Metrorail schedules to run additional trains during off-peak hours and

weekends, offering average wait times ranging between two and seven minutes any time of day. The service improvements brought service to 91 percent of pre-Covid levels, and Off-peak service exceeds pre-Covid levels

- Carefully tracked and managed absenteeism and compliance with vaccine and testing mandates, working with Metro doctors to return staff to work safely while filling as many scheduled work blocks as possible
- Benchmarked activities and shared information with Community of Metros (CoMet), an international network of transit properties, to identify and implement good pandemic recovery practices
- Developed a reporting mechanism to track customer and employee compliance with federal mask mandates



Herndon Station – Silver Line Phase 2

FY2022 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
- Planned for post pandemic recovery services for enhanced off-peak and weekend services:
 - Developed new Metrobus service schedules that added buses on the busiest 36 lines to better serve customers throughout the day, reduced average wait times for buses on more than 40 routes during the day, and restored service on 10 routes that had been suspended due to the Covid-19 pandemic. The service improvements brought overall service to 97 percent of pre-Covid levels
 - Developed new Metrorail schedules to add trains running during off-peak hours and on weekends, offering average wait times ranging between 2-7 minutes any time of day. The service improvements brought service to 91 percent of pre-Covid levels. Off-peak rail service is better than pre-Covid
- Supported Metro's extensive capital program with rail shuttle planning and execution
- Board adopted Rail Service Guidelines
- Maintained bus stops and intermodal facilities to Covid-19 era cleaning standards
- Held monthly RailSTAT and BusSTAT meetings; held quarterly Facilities STAT and Supply Chain STAT meetings to monitor performance and develop improvement strategies, equity toolkit
- Developed internal dashboards for the Bus Operations Communication Center, MetroAccess, and Elevator and Escalators (ELES). Launched the Equity Toolkit, a set of guidance, definitions and data tables that enable staff to consistently analyze performance results through an equity lens
- Completed over 80 benchmarking activities on a variety of topics ranging from implementing a Safety Management System to reliability-centered maintenance of track components
- Improved efficiency and effectiveness of critical training programs for rail traffic, rail operations information, 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 and reporting; managed the monthly BudStat meeting; supported FY2022 and FY2023 budget development
- Executed new operations uniform contract, collecting 2,500+ existing paper vouchers from employees and transferring credits into vendor's ecommerce system



Judiciary Square Station Entrance

Business Process Development

FY2023 APPROVED BUDGET OPERATING EXPENSE BY YEAR: BPDV

| <i>(Dollars in Thousands)</i> | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Budget | \$ Change | % Change |
|-------------------------------|------------------|------------------|------------------|------------------|-----------------|-------------|
| Personnel | \$147,079 | \$156,314 | \$151,890 | \$168,171 | \$16,281 | 10.7% |
| Non-Personnel | \$47,715 | \$58,011 | \$42,560 | \$43,793 | \$1,234 | 2.9% |
| Total Cost | \$194,794 | \$214,325 | \$194,450 | \$211,964 | \$17,514 | 9.0% |
| Authorized Positions | 1,937 | 1,983 | 1,903 | 1,996 | 93 | 4.9% |

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

FY2023 Business Plan

FSVT:

- Continue enhanced cleaning practices and station modernization improvements to keep customers and employees safe
- 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

SCM:

- Modernize warehouse infrastructure, technology, and logistics
- Partner with an external vendor to reduce supply chain costs
- Reduce inventory value by \$50 million
- Develop a mature, data-driven culture
- Enhance culture and knowledge sharing within SCM
- Enhance culture and knowledge sharing cross-departmentally

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
- Optimize and fully digitize maintenance processes
- 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

LSCT:

- Continue to activate COO TRANSIT Values
- Enhance and implement shared working understanding of effectiveness in leadership through development of Effectiveness in Leadership Program
- Expand targeted leadership actions to select process and performance challenges

Pandemic Recovery

- Quickly responded to emergency calls and completed emergency cleanings as needed
- Installed anti-microbial handrails on escalators
- Maintain the hand sanitizing dispensers in rail stations and select non-revenue facilities
- Disinfect revenue and non-revenue facilities at least twice daily

FY2022 Major Accomplishments

FSVT:

- Completed the escalator replacement contract for 139 escalators, and awarded a new contract for 130 escalators, including seven escalators already replaced since August 2021
- Provided authority-wide COVID related services at over 2,200 locations throughout the system, including cleaning/disinfecting, fabricating and installing custom barrier screens, maintaining MERV 13 AHU/HVAC filter replacements throughout the system, and maintaining hand sanitizing equipment in all Rail Stations
- Completed 27-bathroom renovations at eight stations according to schedule

- Completed seven station rehabilitations, with four additional rehabilitations to be completed by the end of FY2022

SCM (by office):

SCWL:

- Updated and modernized agreements with our Union partners, updated job descriptions to accurately reflect our mission and state of supply chain, and stand-up a formal logistics program for last mile deliveries
- Created a SOGR Program to lead the modernization of infrastructure and lifecycle replacement of material handling equipment to modernize our warehousing real estate and enhance safety and productivity within the business unit
- Updated the Inventory Terms and Conditions to reduce vendor discrepancies and prevent defects in the supply chain
- Storerooms and Warehouse Operations completed preparation for starting up Dulles Warehouse and Cinder Bed Road
- Conducted a 100 percent audit on Dulles Phase One and Two Capital Spares to ensure inventory accuracy

SCCM:

- Developed and implemented standard procedures manual for Acquisition planning and compliance activities
- Implemented a data driven approach to identify the bottlenecks in procurement initiation and Contract Life Cycle Management (CLM) ready package process
- Developed reports to manage procurements by Procurement Action Lead Time (PALT) and track expected award timelines resulting in more efficient contract actions
- Redefined the procurement actions BUDSTAT reporting to focus on high priority and critical procurements that impact operations
- Advanced Vendor Managed Inventory (VMI) program with Fastenal
- Mentored 2 Metro College Internship Program interns who contributed to SCM & PRMT's mission through Safety Data Sheet (SDS) clean-up and COVID-19 restricted items projects SCPA:
- Continual forecasting of global supply chain impacts, enabling Metro to procure an ample supply of pandemic-safety items

- Launched Sales and Operations Planning Program to coordinate and collaborate material needs with BMNT, CMNT, ELES, PRMT, PLNT, ACCT
- Launched Seasonal forecasting program (Winter and Spring) to ensure critical material is identified and stocked at appropriate levels
- Upgraded three SCM dashboards, multiple reports, and recurring and ad-hoc analytics
- Identify and quantify Maverick Spend Risks with SAFE, Management Audits, Risk and Compliance (MARC), Quality Assurance, Internal Compliance, and Oversight (QICO) and PRMT
- Collaborate with Cybersecurity team to incorporate review of multiple stock items that may have Cyber risks and develop mitigation framework using Maximo
- Increase analytics skill sets with Project Insight where employee conducts a monthly data deep dive and presents findings and techniques to the Department
- Forecasted out maintenance parts needs for Inauguration
- Successful launch of Parts Action Form (PAF) workflow in Maximo to gain bulk upload capability

SCM Admin:

- Coordinated production of SCM Monthly newsletter
- Coordinated retirement montage videos
- Liaised with EAP, FMLA, Workers' Comp and QICO to host informational sessions
- SCM Branding Opportunities: Featured in Workplace Learning and You: Promoting Personal Growth MetroVoices Podcast Episode 79 September 21, 2021, Facilitated COO TRANSIT Page Turners: Integrity II Event, Featured in COO TRANSIT Values Series – Respect Video, Contributed to EnoMAX Icebreaker during WMATA's Host Week
- Created inclusion and collaboration opportunities
- Coordinated/participated in VP Field Visitations

LSCT:

- Activated COO Transit Values through dozens of COO Leadership Forums, COO TRANSIT Page Turners sessions, Ways of Working (WOW) behavioral sprints and other engagement methods

- Launched the Senior Vice President (SVP)/Vice President (VP) sprint to identify and reinforce senior leader priorities throughout the COO organization. Created additional communication channels for improved transparency and understanding
- Completed the EnoMAX 2021 program, earning top scores in leadership development, ethics, and Capital Conundrum simulation categories; graduated six Metro participants
- Developed a dashboard view of the Grievance Management System (GMS) data to provide additional insight into grievances, causes, and resolution rates. There was an 80 percent reduction in the average monthly number of grievances during the Ways of Working Integrity sprint
- Designed and developed a COO Operational Dashboard to provide information on COO Leadership Program impacts and future focus areas
- Created Maximo dashboard visualizations to track training progress across COO and where we need to focus efforts for training completion
- Analyzed MetroTime data and created visualizations to highlight where we can improve on MetroTime compliance to ensure our COO employees are paid fairly and accurately

REAM:

- Launched reliability reporting on Class II rail vehicles, communications assets, and low voltage power assets, and created a quarterly planned coverage report
- Expanded the maintenance planning team to include bus planners
- Developed 5 Maximo CBT training modules and trained designated staff
- Managed updates to Maximo, including rolling out version X, implementing WMATA Configuration Manager (WCM) and PAF processes, launching an asset item induction template, creating new forms to digitally capture inspection measurement results, and deploying a bus maintenance warranty process
- Developed asset lifecycle management plans for six asset groups
- Completed efficiency improvements for processes related to track defect management, ATC maintenance, and engineering changes

Chapter 4 – Capital Budget



INVESTMENT CATEGORIES

\$2,311.4M

Total

\$303.4M

Railcar &
Railcar
Facilities

\$203.1M

Rail
Systems

\$459.2M

Track &
Structure
Rehabilitation

\$524.6M

Stations &
Passenger
Facilities

\$441.3M

Bus, Bus
Facilities &
Paratransit

\$379.8M

Business &
Operations
Support

Overview

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
- Support a sustainable and more equitable future for the region
- Foster equity in the identification of investments

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 and track rehabilitation; replacement of legacy railcars; and the Platform Improvement Program have reduced the backlog and improved performance and reliability and have started to address the impact of years of underinvestment.

Even with this notable effort, Metro has more work to do to continue the progress we have made in addition to catching 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.

In addition to the core priorities of safety and reliability, Metro considers policy and other factors in the development of the CIP, including sustainability; 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 made over the past six 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

- Detailed and timely capital program financial reporting for funding partners



Capital Improvement Program Highlights

Metro’s proposed \$12.4 billion FY2023-FY2028 CIP and \$2.3 billion FY2023 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 – Three More Priority Stations to be Completed
- Rehabilitation of Bridges & 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 Bus Divisions at Northern and Bladensburg and planning for Western
- Investments in Northern & Bladensburg to enable them to run 100 percent electric vehicles
- Zero Emission Bus Program to Test and Evaluate Technology & Prepare for Larger Scale Deployment
- Rehabilitation of Four-Mile Run, Montgomery, and Landover Bus Divisions
- Bus Customer Facility Improvements – Bus Stops, Transit Centers and Customer Information Displays
- Roadway and Signal Improvements for Bus Priority (with jurisdictions)
- Replacement of Bus Fareboxes

MetroAccess

- Lifecycle Replacement of Paratransit Vehicles
- Investment in a new paratransit scheduling system

Operations and Business Support

- Priority investments to restore, modernize and sustain support functions include:
- Consolidated Office Buildings in the District of Columbia, Maryland, and Virginia
- Facility Roof Replacement
- Information Technology Hardware & Software Replacement, System Preservation
- Cyber Security Improvements
- Replacement Data Center
- Financial System Replacement

Metro's CIP is grouped into six major investment categories: Railcars 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 this publication in Appendix D.

FINANCIAL PLAN BY INVESTMENT CATEGORY

| <i>(Dollars in Millions)</i> | FY2023 Budget | FY2024 Plan | FY2025 Plan | FY2026 Plan | FY2027 Plan | FY2028 Plan | 6-Year Total |
|---|--------------------------|------------------------|------------------------|------------------------|------------------------|------------------------|-------------------------|
| Railcar & Railcar Facilities | \$303.4 | \$429.8 | \$507.1 | \$468.9 | \$403.3 | \$319.7 | \$2,432.2 |
| Rail Systems | 203.1 | 326.6 | 297.2 | 297.7 | 264.0 | 262.4 | 1,651.0 |
| Track & Structures Rehabilitation | 459.2 | 275.7 | 236.2 | 235.3 | 259.8 | 292.1 | 1,758.4 |
| Stations & Passenger Facilities | 524.6 | 536.2 | 378.0 | 414.4 | 414.4 | 426.9 | 2,694.4 |
| Bus, Bus Facilities & Paratransit | 441.3 | 473.7 | 437.0 | 296.8 | 303.2 | 307.7 | 2,259.8 |
| Business & Operations Support | 379.8 | 331.8 | 231.3 | 236.2 | 205.1 | 244.6 | 1,628.8 |
| Total | \$2,311.4 | \$2,373.9 | \$2,086.8 | \$1,949.2 | \$1,849.9 | \$1,853.4 | \$12,424.7 |
| Revenue Loss from Capital Projects | \$12.0 | \$10.0 | \$10.0 | \$10.0 | \$10.0 | \$10.0 | \$62.0 |
| Debt Service - Dedicated Funding ¹ | 101.2 | 156.9 | 221.9 | 274.2 | 322.1 | 363.8 | 1,440.2 |
| Total Capital Program Cost | \$2,424.7 | \$2,540.8 | \$2,318.8 | \$2,233.4 | \$2,182.0 | \$2,227.2 | \$13,926.9 |

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
- 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.

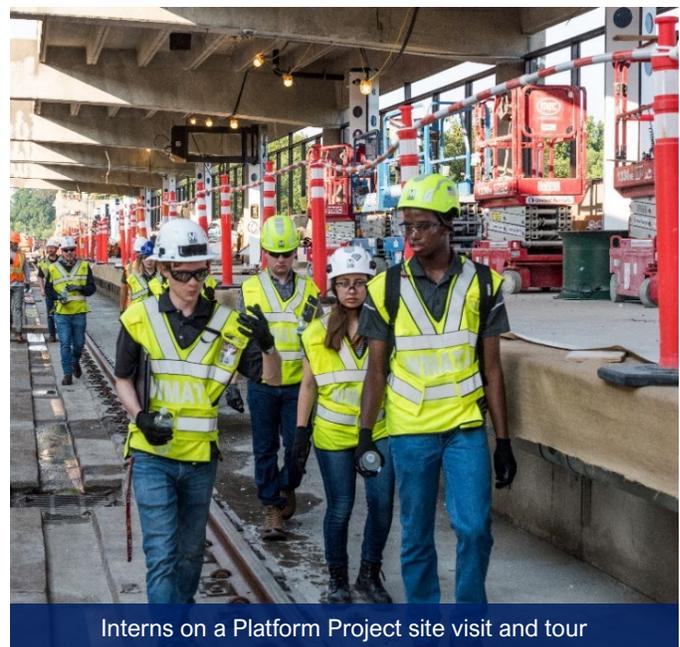
Metro's CIP and capital budget include estimated costs for capital expenditures to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset. The CIP and capital budget also include estimated costs for planning, program management, and certain preventive maintenance 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 consideration by Metro's Executive Management Team. 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 start the process to apply for FTA grants before the beginning of the fiscal year.



Interns on a Platform Project site visit and tour

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 FY2023 funding plan and six-year funding outlook.

Passenger Rail Investment and Improvement Act (PRIIA) Funding

PRIIA funding 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. These grants are subject to a one percent holdback for FTA administration.

The FY2023 capital budget assumes \$148.5 million of federal PRIIA funding matched by \$148.5 million from the region. The six-year program assumes federal PRIIA funding through FY2028 as PRIIA has been reauthorized through that period and beyond. Metro's capacity to support state of good repair programs depends on continued Federal and State support of this program.

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 approximately \$343 million in FTA grants in FY2023 and the six-year program assumes continued FTA funding adjusted for inflation.

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.

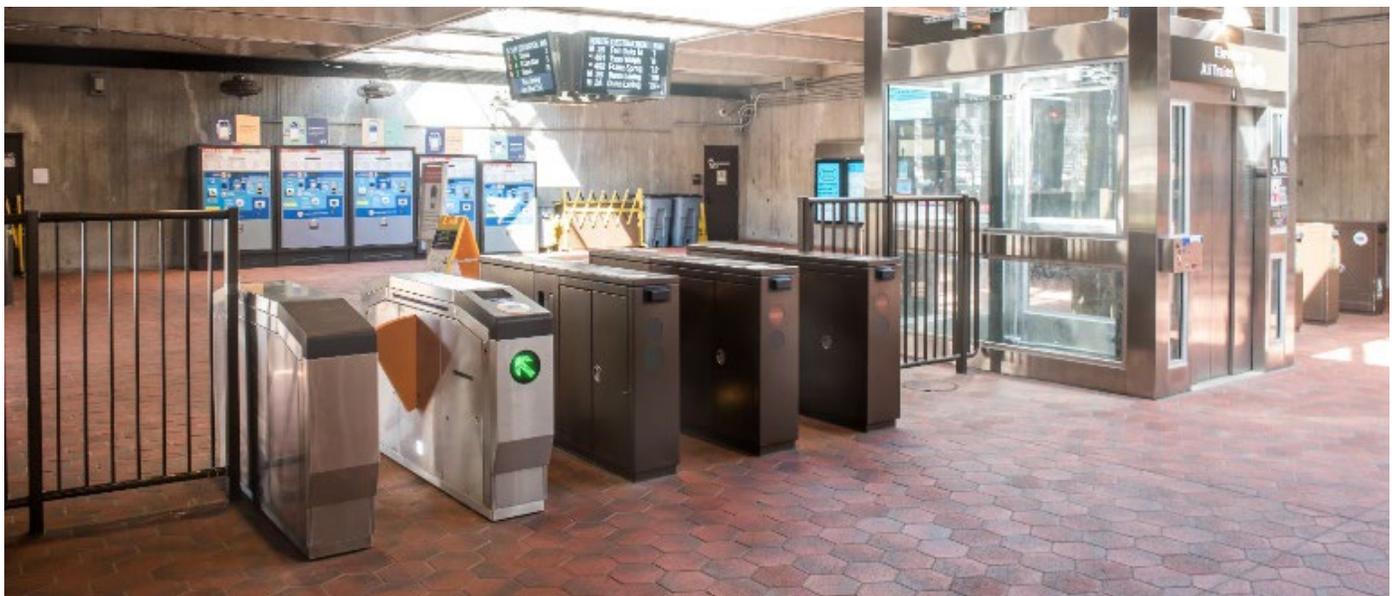
Metro is leveraging dedicated funding in the capital markets, issuing bonds to fund the capital program. The FY2023 budget assumes approximately \$949 million of dedicated funding backed debt. Over the next several years, as Metro issues debt to address overdue and ongoing capital needs, a growing share of the annual \$500 million of dedicated 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) for FY2022 to FY2027. FY2023 allocated contributions total \$285 million, three percent more than FY2022. The six-year program assumes annual three 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.



New faregate at Dunn Loring Station

Infrastructure Investment and Jobs Act

Passage of the Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Law (BIL), paves the way for increased investment in the Metro capital program. The Federal Transit Administration (FTA) anticipates that federal funding from the BIL will create good-paying jobs and better accessibility to transportation through investment in transit. Funding provided through the BIL will allow Metro to continue focusing on executing projects in a sustainable manner to provide safe, reliable, resilient, and equitable transit service for the District of Columbia, Virginia, and Maryland.

Summary of Benefits

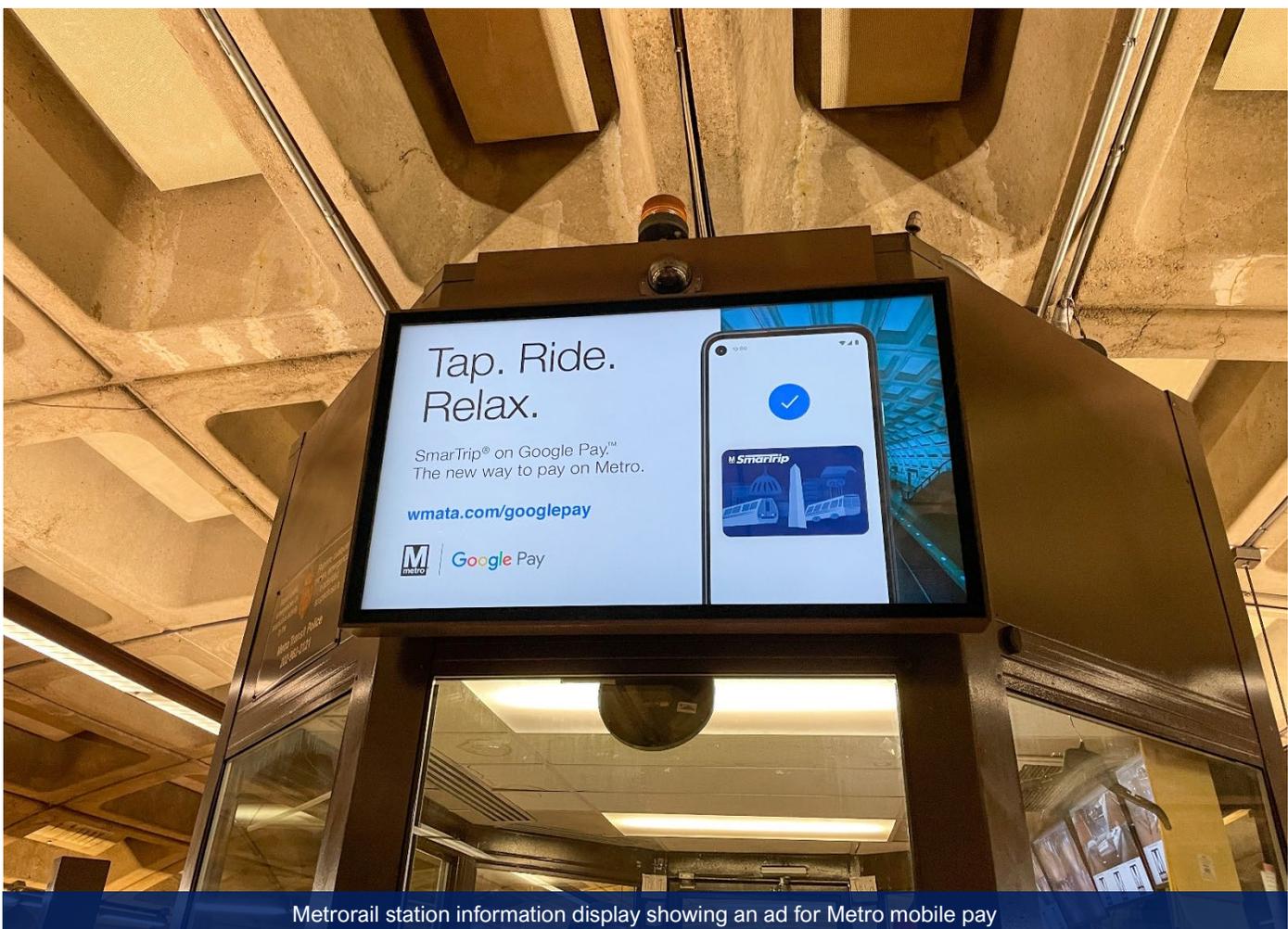
The funding provided by the BIL will help address capital needs across Metro to support a continued state of good repair of the system's priority assets and prevent the backlog of repairs from growing. Priority assets that may benefit from the boost in transit funding include tunnels, bridges, passenger station and bus facilities, train signaling, and power infrastructure. Key immediate investment examples include the rehabilitation of the underground tunnel structure outside L'Enfant Plaza, train

power infrastructure renewal, bus traffic signal prioritization equipment installation, and rehabilitation of stations and aerial structures in need of repair.

Metro also has long-term transformative investments in the pipeline that will prepare the system for the future and modernize the rail, bus and paratransit fleets with more reliable and improved railcars and zero-emission buses and vehicles. Long-term investments include facility and infrastructure upgrades over the coming years to support the introduction of zero emission buses and vehicles; implementation of next generation train control; station access and capacity improvements; and railyard modernization.

Future Updates to Budget and CIP

Metro presented its proposed FY2023 Budget and CIP to the Finance and Capital Committee of the Board prior to the passage of the BIL. Metro will revisit and update these documents as appropriate as more information becomes available.



Metrail station information display showing an ad for Metro mobile pay

FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

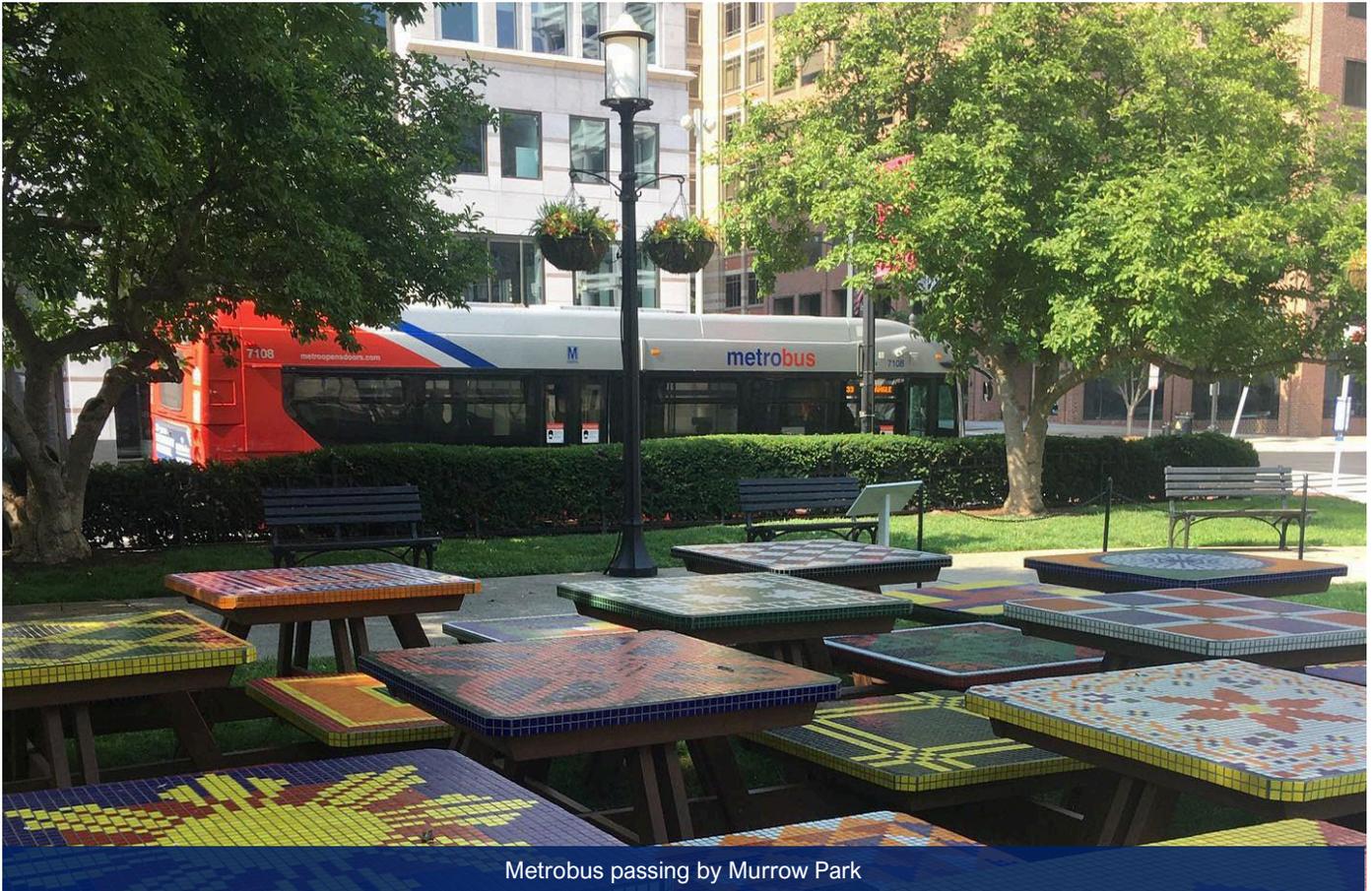
| <i>(Dollars in Millions)</i> | | FY2023 Budget | FY2024 Plan | FY2025 Plan | FY2026 Plan | FY2027 Plan | FY2028 Plan | 6-Year Total |
|--|--|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| FEDERAL | Federal Formula Programs | \$331.4 | \$340.1 | \$347.1 | \$355.8 | \$363.0 | \$370.2 | \$2,107.6 |
| | Federal RSI/PRIIA | 148.5 | 148.5 | 148.5 | 148.5 | 148.5 | 148.5 | 891.0 |
| | Other Federal Grants | 11.5 | 10.6 | 4.0 | 4.7 | 6.0 | 5.1 | 41.9 |
| | Total - Federal Grants | \$491.5 | \$499.2 | \$499.6 | \$509.0 | \$517.5 | \$523.8 | \$3,040.5 |
| STATE AND LOCAL FUNDING CONTRIBUTIONS | Formula Match & System Performance | \$102.2 | \$105.9 | \$107.6 | \$108.9 | \$111.9 | \$115.5 | \$651.9 |
| | 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 | \$330.2 | \$333.9 | \$335.6 | \$336.9 | \$339.9 | \$343.5 | \$2,019.9 |
| | Montgomery County | \$47.9 | \$49.1 | \$51.1 | \$53.2 | \$54.9 | \$56.5 | \$312.7 |
| | Prince George's County | 48.6 | 50.4 | 51.4 | 52.5 | 54.0 | 55.7 | 312.5 |
| | 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 | \$313.0 | \$316.0 | \$318.9 | \$322.2 | \$325.4 | \$328.6 | \$1,924.2 |
| | City of Alexandria | \$13.0 | \$13.4 | \$13.8 | \$14.2 | \$14.6 | \$15.1 | \$84.1 |
| | Arlington County | 23.7 | 24.1 | 25.3 | 26.4 | 27.3 | 28.0 | 154.7 |
| | City of Fairfax | 0.7 | 0.8 | 0.8 | 0.9 | 0.9 | 0.9 | 4.9 |
| | Fairfax County | 42.1 | 43.0 | 45.0 | 47.2 | 48.7 | 50.0 | 276.0 |
| | City of Falls Church | 0.8 | 0.8 | 0.8 | 0.8 | 0.9 | 0.9 | 5.1 |
| | Loudoun County | 5.8 | 5.8 | 6.4 | 7.0 | 7.3 | 7.5 | 39.7 |
| | 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) | 0.6 | 0.6 | 0.6 | 0.8 | - | - | 2.6 |
| | Subtotal - Virginia | \$290.7 | \$292.5 | \$296.6 | \$301.3 | \$303.7 | \$306.4 | \$1,791.2 |
| | Jurisdiction Planning Projects | \$3.1 | \$3.0 | \$3.0 | \$3.0 | \$3.0 | \$3.0 | \$18.1 |
| | Silver Line - Washington Metropolitan Area Airports Authority (MWAA) | 10.0 | - | - | - | 32.0 | - | 42.0 |
| | Potomac Yard (Alexandria) | 32.2 | 19.4 | - | - | - | - | 51.6 |
| | Purple Line - Maryland Department of Transportation (MDOT) | 4.7 | - | - | - | - | 21.9 | 26.6 |
| | Subtotal - Jurisdictional Reimbursable | \$50.0 | \$22.4 | \$3.0 | \$3.0 | \$35.0 | \$24.9 | \$138.2 |
| | Total - State and Local | \$983.8 | \$964.7 | \$954.2 | \$963.4 | \$1,004.0 | \$1,003.4 | \$5,873.5 |
| | Debt | \$949.3 | \$1,076.9 | \$865.0 | \$761.1 | \$660.6 | \$700.0 | \$5,012.9 |
| | Grand Total Funding¹ | \$2,424.7 | \$2,540.8 | \$2,318.7 | \$2,233.4 | \$2,182.0 | \$2,227.3 | \$13,926.9 |

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

Notes: FY2022 and FY2023 jurisdictional capital contribution allocations are set pursuant to the FY2022-2027 Capital Funding Agreement and based on the April 22, 2021 Adopted Budget

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Appendix A – Metro Profile



Metrobus passing by Murrow Park

Metro Introduction

The Washington Metropolitan Area Transit Authority (WMATA) 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.

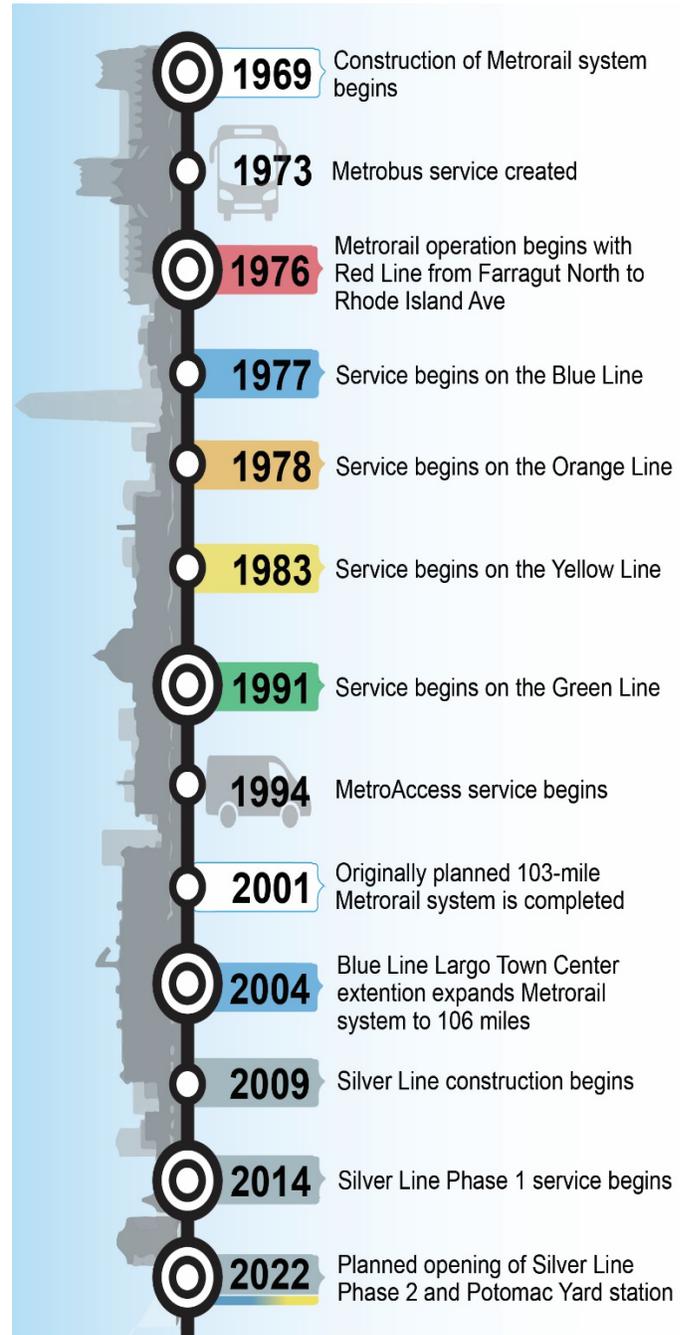
In March 2009, Metropolitan Washington Airports Authority (MWAA) started construction on the Silver Line, a 23-mile rail extension in Fairfax and Loudoun Counties in Virginia. Supported by a Full-Funding Grant Agreement from the Federal Transit Administration (FTA) plus toll and other revenues from funding 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 2022.

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 1,278 railcars in the active fleet. Once Silver Line Phase 2 revenue operations begin, the Metrorail system will include 130 track miles and 97 stations. 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 serves 10,649 bus stops throughout the region and has 1,588 buses in the active fleet
- 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

In preparation for the opening of revenue service on Silver Line Phase 2, Metro welcomed Loudoun County as a contributing jurisdiction in FY2021. 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.



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 is Metro's Internal Audit Function and provides independent and objective audits, reviews and assessments of Metro's system of internal controls and related business processes. Audits, reviews and assessments are designed to add value and to improve Metro's 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.

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

Per 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. The regional unemployment rate was approximately three percent prior to the onset of pandemic-related shutdowns in the spring of 2020. In April 2020 the unemployment rate jumped to nearly ten

percent, but has steadily declined from that peak to under five percent in the fall of 2021, near the October 2021 national average of 4.6 percent.

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 outlook for future 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 was the only sector in the region to show positive 12-month net job growth through mid-2020 after the onset of the pandemic. Nevertheless, of the ten economic sectors studied in Newmark's third quarter 2021 regional Office Market Report, the Government sector displayed the worst year-over-year employment growth rate, declining by approximately two percent while most other sectors were growing.

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.

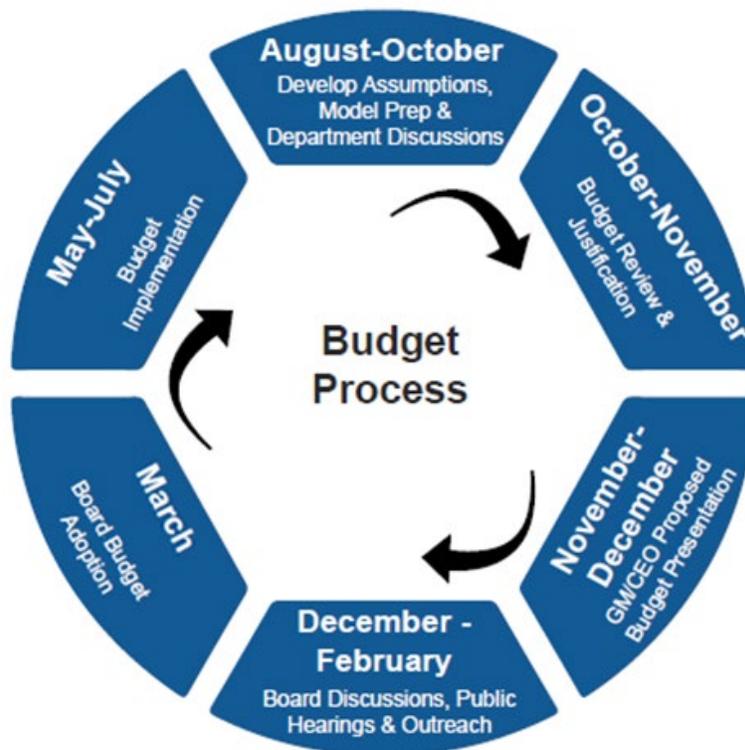
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Appendix B – Budget Process

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 FY2023 budget shortly after the adoption of the FY2022 Approved Budget and in parallel with revisions made to the FY2022 Budget due to Covid-19's impacts. As part of the budget development process, the FY2021 Budget with specific programmatic changes was used as the FY2023 baseline. Ridership and revenue scenarios were refined throughout the budget development process as new information became available. Position data from the current approved FY2022 Budget (as amended November 19, 2020) and benefits obligations were used as the baseline for budgeted personnel related costs. The FY2022 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 FY2023 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 FY2023 Approved Budget is effective July 1, 2022
- 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 businesses-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. During the Covid-19 pandemic from FY2020 to date, federal relief has partially funded 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.

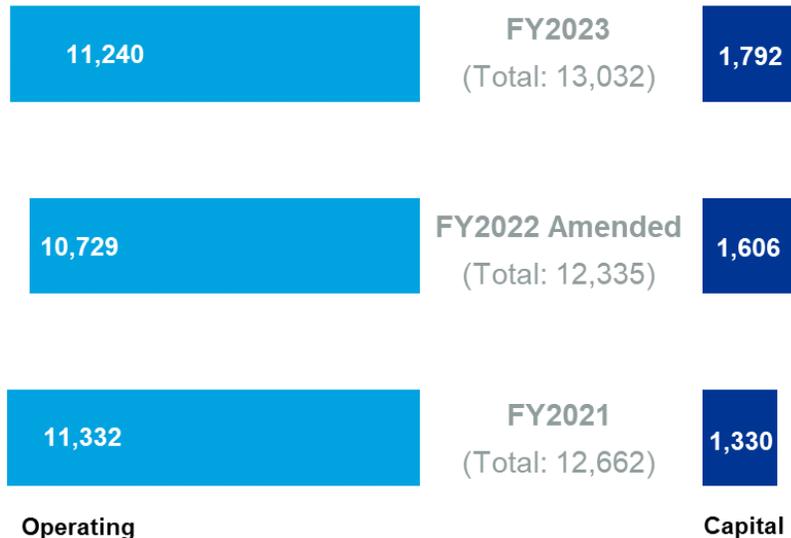
Labor costs, which include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel, make up approximately 67 percent of total personnel costs. The Authority-wide FY2023 labor budget for

operating and capital is \$1,255.6 million, an increase of \$58.5 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 FY2023 fringe benefit budget for operating and capital is \$561.8 million, which is a \$18.0 million or 3 percent decrease 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 FY2023 is 13,032, consisting of 11,240 operating positions and 1,792 capital positions. This represents an increase of 697 positions from FY2022.

Number of Positions



HUMAN CAPITAL BY DEPARTMENT

| | FY2021 Budget | FY2022 Budget | FY2023 Budget | Change |
|---|------------------|------------------|------------------|------------|
| General Manager/CEO | 3 | 3 | 3 | 0 |
| ROCC | 144 | 137 | 145 | 8 |
| Inspector General | 44 | 41 | 48 | 7 |
| Board Secretary | 4 | 4 | 4 | 0 |
| External Relations | 110 | 108 | 112 | 4 |
| Internal Business Operations | 594 | 565 | 629 | 64 |
| Chief Financial Officer | 235 | 226 | 230 | 4 |
| Internal Compliance | 69 | 66 | 69 | 3 |
| General Counsel | 44 | 44 | 44 | 0 |
| Safety & Environmental Management | 87 | 85 | 117 | 32 |
| Capital Delivery | 357 | 484 | 506 | 23 |
| Strategy Planning and Program Management | 115 | 114 | 144 | 30 |
| Chief Operating Officer | 10,856 | 10,458 | 10,981 | 523 |
| Chief Operating Officer - Administration | 5 | 5 | 3 | (2) |
| Rail Services | 4,106 | 3,882 | 4,073 | 191 |
| Bus Services | 3,704 | 3,653 | 3,816 | 163 |
| Access Services | 47 | 46 | 47 | 1 |
| Metro Transit Police | 704 | 662 | 688 | 26 |
| Business Process Development | 1,983 | 1,903 | 1,996 | 93 |
| Office of Budget, Performance and Planning | 307 | 306 | 358 | 52 |
| Total | 12,662 | 12,335 | 13,032 | 697 |

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

| <i>(Dollars in Millions)</i> | FY2021 Budget | FY2022 Budget | FY2023 Budget | \$ Change |
|--|--------------------------|--------------------------|--------------------------|------------------|
| Positions | 12,662 | 12,335 | 13,032 | 697 |
| Labor | \$1,130.0 | \$1,197.1 | \$1,255.6 | \$58.5 |
| Fringe | | | | |
| Taxes - FICA | \$83.5 | \$90.5 | \$95.4 | \$4.8 |
| Pension - Defined Benefits | 189.5 | 208.9 | 181.4 | (27.5) |
| Pension - Defined Contributions | 11.4 | 13.3 | 14.0 | 0.7 |
| Health Care | 213.8 | 219.9 | 222.9 | 3.0 |
| Life Insurance | 1.8 | 1.9 | 2.4 | 0.5 |
| Long Term Disability Insurance | 1.2 | 1.2 | 1.2 | (0.0) |
| Taxes - Unemployment | 2.0 | 2.0 | 1.1 | (0.9) |
| Workers' Compensation Reserve and Assessment | 36.5 | 37.9 | 38.9 | 1.1 |
| Allowances (Uniform, Clothing, Tools, etc.) | 4.2 | 4.3 | 4.5 | 0.3 |
| Total Fringe Benefits | \$543.9 | \$579.8 | \$561.8 | (\$18.0) |

HUMAN CAPITAL SUMMARY – RATES

| | FY2021 Budget | FY2022 Budget | FY2023 Budget | \$ Change |
|--------------------------|--------------------------|--------------------------|--------------------------|------------------|
| Average Annual Pay | \$89,247 | \$97,048 | \$96,344 | (\$704) |
| Average Full Fringe Cost | 42,954 | 47,008 | 43,111 | (3,897) |
| Full Fringe Rate | 48.1% | 48.4% | 44.7% | |

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

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

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

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

6 **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** 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** 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 4 (CIP0310)

1 Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide

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

2 Description

This project rehabilitates and repairs platforms and systems at the following Orange Line stations 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.



3 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.

7 Strategic Drivers



Safety



Security



Reliability/SGR

4 Near Term Deliverables

Metro will begin construction at five stations on the Orange Line (Minnesota Ave. to New Carrollton) during a summer shutdown (approximately Memorial Day 2022 to Labor Day 2022). Work will encompass approximately 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.

8 Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|----------------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$165.2 |
| Planned Investments | (\$M) |
| FY23 | \$205.4 |
| FY24 | \$65.4 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$270.8 |
| 10-Year Total (FY23-FY32) | \$436.0 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$601.4 |

5 Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|---------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$133.4 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$72.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

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 | |
| CIP0204 | Railcar Rooftop Access Platform |
| CIP0225 | Heavy Repair and Overhaul Facility |
| CIP0279 | Railyard Shop Equipment Replacement |
| CIP0283 | Railcar Maintenance Facilities State of Good Repair |
| CIP0284 | Railyard Facility and Site Rehabilitation |
| CIP8005 | D&E Rail Yard Improvements |
| Maintenance/Overhaul | |
| CIP0063 | Rail Vehicle Scheduled Maintenance Program |
| CIP0067 | Rail Vehicle Safety & Reliability Improvements |
| CIP0142 | Rail Vehicle Preventive Maintenance |
| CIP8003 | D&E Railcar Maintenance/Overhaul |
| Investment Category: Rail Systems | |
| Power | |
| CIP0076 | Rail System Power Upgrades |
| CIP0253 | Traction Power State of Good Repair |
| CIP0286 | Power Generator Replacement |
| CIP8007 | D&E Electrical Improvements |
| CIP8008 | Future Traction Power Projects |
| Signals & Communications | |
| 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 |
| CIP0332 | Fiber Optic Cable Installation |
| CIP8010 | Future Signals and Communications Improvements |
| Investment Category: Track and Structures Rehabilitation | |
| Fixed Rail | |
| CIP0024 | Track Rehabilitation Program |
| CIP0025 | Roadway Equipment and Vehicle Program |
| CIP0246 | General Engineering |
| CIP0247 | Emergency Construction and Emerging Needs Program |
| CIP8011 | D&E Fixed Rail Improvements |
| Structures | |
| CIP0262 | Tunnel Water Leak Mitigation |

CIP INVESTMENT PAGES

| Project/Project # | Project Name |
|---|--|
| CIP0291 | Tunnel Ventilation Improvements |
| CIP0294 | Bridge Rehabilitation Program |
| CIP0348 | Structural Rehabilitation - Package A |
| CIP0349 | Yellow Line Tunnel and Bridge Rehabilitation |
| CIP0356 | Tunnel Ventilation Improvements - Red Line Pilot |
| CIP0370 | Structural Rehabilitation – Package B |
| 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 Demolition |
| CIP0305 | Rail Passenger Facility State of Good Repair Program |
| CIP0308 | Station Platform Rehabilitation - Phase 3 |
| CIP0310 | Station Platform Rehabilitation - Phase 4 |
| CIP0352 | Rail Station Platform Canopy Rehabilitation Program |
| CIP8015 | D&E Rail Station Improvements |
| CIP8016 | Future Platforms & Structures |
| CRB0013 | Potomac Yard Station Construction |
| CRB0020 | Silver Line Phase 2 Construction Support |
| CRB0127 | Purple Line Construction Support |
| Station Systems | |
| CIP0145 | Facility Security Monitoring Equipment Program |
| CIP0151 | Rail Station Cooling Rehabilitation Program |
| CIP0219 | Rail Station Lighting Improvements |
| CIP0241 | Flood Resiliency Infrastructure Upgrades |
| CIP0242 | Rail System Drainage Rehabilitation Program |
| CIP0252 | Low Voltage Power State of Good Repair |
| CIP0255 | Fare Collection Modernization |
| CIP0258 | Station and Tunnel Fire Alarm Rehabilitation |
| CIP0272 | Digital Display and Wayfinding Improvements |
| CIP0276 | Art in Transit and Station Commercialization Program |
| CIP0341 | Rail System Standpipe Replacement Program |
| CIP0372 | Station Revitalization |
| CIP8019 | D&E Passenger Facility Improvements |
| Vertical Transportation | |
| CIP0072 | Elevator Rehabilitation Program |

CIP INVESTMENT PAGES

| Project/Project # | Project Name |
|---|---|
| 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 |
| CIP8022 | Future Bus & Paratransit |
| Maintenance Facilities | |
| CIP0311 | Bladensburg Bus Garage Replacement |
| CIP0312 | Four Mile Run Bus Garage Rehabilitation |
| CIP0315 | Northern Bus Garage Replacement |
| CIP8025 | D&E Bus Maintenance Facility Improvements |
| CIP8026 | Future Bus Maintenance Facilities |
| CIP0002 | Bus Onboard Location Equipment and Software Program |
| CIP0004 | Bus Maintenance Facility and Equipment State of Good Repair Program |
| CIP0005 | Bus Vehicle Rehabilitation Program |
| CIP0007 | Bus Closed Circuit Television Replacement Program |
| CIP0143 | Bus Vehicle Preventive Maintenance |
| CIP8024 | Future Bus Maintenance Overhaul Project |
| 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 |
| CIP8027 | D&E Bus Passenger Facility Improvements |
| Investment Category: Business & Operations Support | |
| Information Technology | |
| CIP0042 | Asset Management Software Improvements |
| CIP0043 | Bus and Rail Scheduling and Operations Software Improvements |
| 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 |
| CIP0342 | Information Technology Hardware State of Good Repair |
| CIP0354 | ePerformance and eCompensation Upgrades |
| CIP0357 | Cybersecurity Legacy Software Improvements |
| CIP0358 | Business Systems State of Good Repair |

CIP INVESTMENT PAGES

| Project/Project # | Project Name |
|-----------------------------------|--|
| CIP0359 | Enterprise Technology Platforms State of Good Repair |
| CIP0360 | Transit Systems State of Good Repair |
| CIP0361 | Service Oriented Architecture (SOA) Program |
| CIP0363 | Cyber Security |
| CIP8029 | D&E Information Technology Improvements |
| CIP8030 | Future Information Technology Projects |
| MTPD | |
| CIP0102 | Police District III Substation |
| CIP0127 | Transit Police Support Equipment |
| CIP8032 | Future Metro Transit Police Projects |
| Support Equipment/Services | |
| CIP0009 | Service Vehicle Acquisition Program |
| CIP0010 | Environmental Compliance Program |
| 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 |
| CIP0150 | Support Facility Fire System Rehabilitation |
| CIP0170 | Facility Roof Rehabilitation and Replacement |
| CIP0197 | Support Facility Improvements |
| CIP0212 | Sustainability/Resiliency Program |
| CIP0213 | Capital Program Development Support |
| CIP0231 | Good Luck Road Facility |
| CIP0270 | Capital Delivery Program Support |
| CIP0273 | Support Facility Rehabilitation |
| CIP0277 | Supply Chain Modernization |
| CIP0324 | Capital Program Financial Support |
| CIP0335 | Office Consolidation - District of Columbia |
| CIP0337 | Office Consolidation - Virginia |
| CIP0338 | Office Consolidation - Maryland |
| CIP0339 | Rail Station Emergency Egress Improvements |
| CIP0347 | Accounting Capital Program Support |
| CIP0371 | West Falls Church Development |
| 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 [FY21 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 Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.8 |
| Reimbursable | \$0.0 |
| Debt | \$11.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$4.6 |
| Planned Investments | (\$M) |
| FY23 | \$11.7 |
| FY24 | \$14.7 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$26.4 |
| 10-Year Total (FY23-FY32) | \$26.4 |
| Beyond FY32 | \$40.0 |

Bus Maintenance Facility and Equipment State of Good Repair 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 [FY21 target $\geq 7,000$ miles between failures].

Strategic Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$4.5 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$5.4 |
| Planned Investments | (\$M) |
| FY23 | \$4.5 |
| FY24 | \$4.6 |
| FY25 | \$3.2 |
| FY26 | \$2.6 |
| FY27 | \$2.5 |
| FY28 | \$23.5 |
| 6-Year Total (FY23-FY28) | \$40.8 |
| 10-Year Total (FY23-FY32) | \$93.4 |
| Beyond FY32 | TBD |

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 [FY21 target $\geq 7,000$ miles between failures].

Strategic Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$50.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$26.5 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$73.5 |
| Planned Investments | (\$M) |
| FY23 | \$76.5 |
| FY24 | \$78.0 |
| FY25 | \$73.8 |
| FY26 | \$75.6 |
| FY27 | \$77.4 |
| FY28 | \$65.4 |
| 6-Year Total (FY23-FY28) | \$446.6 |
| 10-Year Total (FY23-FY32) | \$728.3 |
| Beyond FY32 | TBD |

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 articulated buses consistent with the Metrobus Fleet Management Plan. It also includes 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 [FY21 target ≥7,000 miles between failures]. Maintains an average fleet age of approximately 7.5 years.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the scheduled acquisition of approximately 100 buses annually to replace the oldest and least reliable vehicles. In FY2023, Metro plans to acquire approximately 75 40-foot Clean Diesel buses, and approximately 25 40-foot Compressed Natural Gas (CNG) buses at end of useful life.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$60.1 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$7.3 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$65.3 |
| Planned Investments | (\$M) |
| FY23 | \$67.4 |
| FY24 | \$75.5 |
| FY25 | \$75.1 |
| FY26 | \$75.5 |
| FY27 | \$80.0 |
| FY28 | \$80.0 |
| 6-Year Total (FY23-FY28) | \$453.5 |
| 10-Year Total (FY23-FY32) | \$773.5 |
| Beyond FY32 | TBD |

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 [FY21 target of ≤154 injuries], the bus system employee injury rate performance indicator [FY21 target of ≤11.2 per 100 employees], and the rate of crimes against passengers performance indicator [FY21 target of ≤840 crimes]

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$21.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$5.5 |
| Planned Investments | (\$M) |
| FY23 | \$21.0 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$21.0 |
| 10-Year Total (FY23-FY32) | \$51.0 |
| Beyond FY32 | TBD |

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 service and maintenance 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 safety and reliability problems.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will replace approximately 232 service vehicles, including 15 MTPD service vehicles.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$13.5 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$12.4 |
| Planned Investments | (\$M) |
| FY23 | \$13.5 |
| FY24 | \$6.5 |
| FY25 | \$6.5 |
| FY26 | \$6.5 |
| FY27 | \$6.5 |
| FY28 | \$6.5 |
| 6-Year Total (FY23-FY28) | \$46.0 |
| 10-Year Total (FY23-FY32) | \$72.0 |
| Beyond FY32 | TBD |

Environmental Compliance Program (CIP0010)

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

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

Description

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



Expected Outcome

Allows Metro operations to continue by protecting the region's natural resources and human health and complying with environmental regulations.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.1 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$7.4 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$4.6 |
| Planned Investments | (\$M) |
| FY23 | \$7.4 |
| FY24 | \$15.4 |
| FY25 | \$8.2 |
| FY26 | \$6.8 |
| FY27 | \$6.1 |
| FY28 | \$6.1 |
| 6-Year Total (FY23-FY28) | \$50.0 |
| 10-Year Total (FY23-FY32) | \$60.4 |
| Beyond FY32 | TBD |

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 fleet reliability metric [FY21 target ≥20,000 miles between failure]. Newer vehicles also incorporate updated ADA standards, customer feedback on improvements and improved fuel efficiency.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will purchase 200 vehicles. Metro will monitor and evaluate the performance of these vehicles to inform future decisions on the appropriate mix of vans and sedans.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$3.6 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$14.8 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$20.2 |
| Planned Investments | (\$M) |
| FY23 | \$18.4 |
| FY24 | \$15.9 |
| FY25 | \$12.0 |
| FY26 | \$15.8 |
| FY27 | \$15.8 |
| FY28 | \$15.0 |
| 6-Year Total (FY23-FY28) | \$93.0 |
| 10-Year Total (FY23-FY32) | \$153.0 |
| Beyond FY32 | TBD |

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 [FY21 target ≤7.9% of track unavailable].

Strategic Drivers



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 crossties, fasteners, grout pads, drains, insulators and switches.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$32.7 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$9.4 |
| Dedicated Funding | \$39.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$75.8 |
| Planned Investments | (\$M) |
| FY23 | \$81.3 |
| FY24 | \$83.9 |
| FY25 | \$87.0 |
| FY26 | \$89.5 |
| FY27 | \$101.4 |
| FY28 | \$103.7 |
| 6-Year Total (FY23-FY28) | \$546.8 |
| 10-Year Total (FY23-FY32) | \$950.1 |
| Beyond FY32 | TBD |

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) used to maintain, repair, construct and inspect track and infrastructure across the system. This program replaces 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 program supports the efficient use of work time for track outages.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will purchase, inspect and put into service several kinds of track maintenance equipment including prime movers, flat cars, and ballast cars.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$26.3 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$13.0 |
| Planned Investments | (\$M) |
| FY23 | \$26.3 |
| FY24 | \$38.7 |
| FY25 | \$23.4 |
| FY26 | \$14.2 |
| FY27 | \$5.0 |
| FY28 | \$2.9 |
| 6-Year Total (FY23-FY28) | \$110.4 |
| 10-Year Total (FY23-FY32) | \$186.1 |
| Beyond FY32 | TBD |

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): TBD

Description

This project will rehabilitate the revenue collection facility where Metro processes revenue and restore it to a state of good repair.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to design facility improvements and begin construction.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$1.7 |

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$3.6 |
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$1.7 |
| FY24 | \$3.7 |
| FY25 | \$2.1 |
| FY26 | \$3.4 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$10.8 |
| 10-Year Total (FY23-FY32) | \$10.8 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$14.5 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

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 [FY21 target of ≤177 injuries] and the rate of crimes against passengers performance indicator [FY21 target of ≤840 crimes]. Supports the region's goals of reducing vehicle use by providing additional and updated options to access Metrorail facilities by foot or bicycle.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.6 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$2.9 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$2.1 |
| Planned Investments | (\$M) |
| FY23 | \$3.6 |
| FY24 | \$1.8 |
| FY25 | \$0.8 |
| FY26 | \$0.5 |
| FY27 | \$1.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$7.6 |
| 10-Year Total (FY23-FY32) | \$37.6 |
| Beyond FY32 | TBD |

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 program and project contracts.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$13.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$9.5 |
| Planned Investments | (\$M) |
| FY23 | \$13.0 |
| FY24 | \$13.0 |
| FY25 | \$13.0 |
| FY26 | \$13.0 |
| FY27 | \$13.0 |
| FY28 | \$13.0 |
| 6-Year Total (FY23-FY28) | \$78.0 |
| 10-Year Total (FY23-FY32) | \$130.0 |
| Beyond FY32 | TBD |

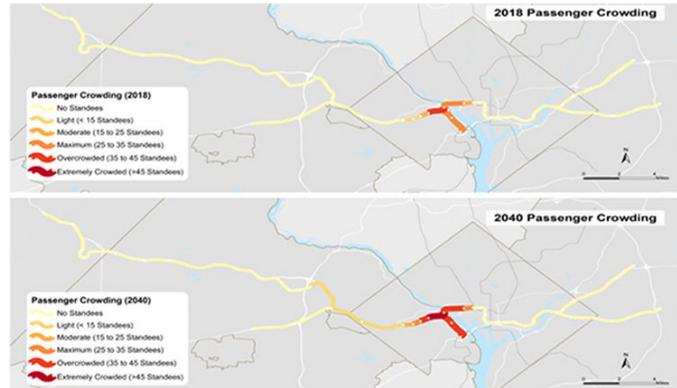
System Planning and Development (CIP0039)

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 and rail operations, and station access.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$4.2 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$3.6 |
| Planned Investments | (\$M) |
| FY23 | \$4.2 |
| FY24 | \$6.2 |
| FY25 | \$3.5 |
| FY26 | \$2.1 |
| FY27 | \$1.7 |
| FY28 | \$1.9 |
| 6-Year Total (FY23-FY28) | \$19.6 |
| 10-Year Total (FY23-FY32) | \$27.1 |
| Beyond FY32 | TBD |

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 asset management business practices and supports implementation of new software.



Expected Outcome

Allows Metro to better maintain assets due to improved awareness of condition and more efficient tracking of assets throughout their lifecycle from initial procurement to disposal.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue decommissioning the legacy product lifecycle management (PLM) software and transition the functionality to an existing asset management system.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$1.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.2 |
| Planned Investments | (\$M) |
| FY23 | \$1.0 |
| FY24 | \$1.3 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$2.3 |
| 10-Year Total (FY23-FY32) | \$2.3 |
| Beyond FY32 | TBD |

Bus and Rail Scheduling and Operations Software Improvements (CIP0043)

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

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

Description

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



Expected Outcome

Increase the flexibility and efficiency of creating revenue service schedules to meet the needs of customers while reducing costs associated with operating and maintaining the system.

Strategic Drivers



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 | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$12.6 |
| FY22 Forecast | \$2.2 |
| Planned Investments | (\$M) |
| FY23 | \$5.1 |
| FY24 | \$5.1 |
| FY25 | \$6.3 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$16.4 |
| 10-Year Total (FY23-FY32) | \$16.4 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$31.2 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$5.1 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | ✓ | | | | | | | |

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

Strategic Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.4 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$7.4 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$8.1 |
| Planned Investments | (\$M) |
| FY23 | \$7.8 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$1.0 |
| FY28 | \$2.0 |
| 6-Year Total (FY23-FY28) | \$10.8 |
| 10-Year Total (FY23-FY32) | \$10.8 |
| Beyond FY32 | TBD |

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 [FY21 ≥15,000 miles between failure]. In addition, new railcars reduce maintenance needs, and provides improved customer features.

Strategic Drivers



Near Term Deliverables

Metro will continue railcar design and engineering of the 8000 series railcars.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|-----------|
| Expenditure Life to Date (up to FY22) | \$42.8 |
| FY22 Forecast | \$42.9 |
| Planned Investments | (\$M) |
| FY23 | \$47.3 |
| FY24 | \$119.9 |
| FY25 | \$181.9 |
| FY26 | \$180.0 |
| FY27 | \$101.3 |
| FY28 | \$66.0 |
| 6-Year Total (FY23-FY28) | \$696.3 |
| 10-Year Total (FY23-FY32) | \$2,016.4 |
| Beyond FY32 | \$292.0 |
| Total Estimated Investment | \$2,394.0 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$47.3 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | ✓ | | ✓ | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operations Activation | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Rail Vehicle Scheduled Maintenance 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 [FY21 \geq 15000 miles between failure] and the Metrorail customer injury rate performance indicator [FY21 target of \leq 177 injuries].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will overhaul and conduct Scheduled Maintenance Programs (SMP) for 176 Railcars. The scheduled overhaul will include vehicles in the 2000, 3000, 6000 and 7000 Series of cars.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$43.9 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$11.1 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$61.9 |
| Planned Investments | (\$M) |
| FY23 | \$55.0 |
| FY24 | \$71.9 |
| FY25 | \$71.2 |
| FY26 | \$72.6 |
| FY27 | \$74.1 |
| FY28 | \$73.1 |
| 6-Year Total (FY23-FY28) | \$418.0 |
| 10-Year Total (FY23-FY32) | \$726.1 |
| Beyond FY32 | TBD |

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): No

Description

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



Expected Outcome

Improves and maintains the reliability of the railcar fleet as measured by the Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to design and implement reliability improvements to the 7000 Series HVAC system while also testing the effectiveness and compatibility of higher MERV-rated filtration systems and possible alternatives on railcar fleet.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$2.8 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$4.0 |
| Planned Investments | (\$M) |
| FY23 | \$2.8 |
| FY24 | \$2.2 |
| FY25 | \$2.2 |
| FY26 | \$2.2 |
| FY27 | \$2.2 |
| FY28 | \$2.2 |
| 6-Year Total (FY23-FY28) | \$13.8 |
| 10-Year Total (FY23-FY32) | \$22.6 |
| Beyond FY32 | TBD |

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 [FY21 target ≥97%].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$12.4 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$7.2 |
| Planned Investments | (\$M) |
| FY23 | \$12.4 |
| FY24 | \$8.5 |
| FY25 | \$8.5 |
| FY26 | \$8.5 |
| FY27 | \$8.5 |
| FY28 | \$8.5 |
| 6-Year Total (FY23-FY28) | \$54.9 |
| 10-Year Total (FY23-FY32) | \$88.9 |
| Beyond FY32 | TBD |

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 at Metrorail stations 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 [FY21 target ≥92%].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate approximately 24 units systemwide.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$16.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.6 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$20.4 |
| Planned Investments | (\$M) |
| FY23 | \$17.6 |
| FY24 | \$22.6 |
| FY25 | \$22.4 |
| FY26 | \$18.7 |
| FY27 | \$14.7 |
| FY28 | \$12.9 |
| 6-Year Total (FY23-FY28) | \$108.9 |
| 10-Year Total (FY23-FY32) | \$160.3 |
| Beyond FY32 | TBD |

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 eight-car trains in revenue service to increase capacity, reduce crowding, and improve the riding experience for Metrorail customers.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

This project will conclude upgrades on various traction power substations and tie breaker stations included in the Blue Line contract and the Red/Orange/Green contract. All future traction power work efforts will be performed in CIP0253.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$204.5 |
| FY22 Forecast | \$35.3 |
| Planned Investments | (\$M) |
| FY23 | \$15.9 |
| FY24 | \$13.1 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$28.9 |
| 10-Year Total (FY23-FY32) | \$28.9 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$268.7 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$15.9 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

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 and breakrooms. 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will provide station restoration for a minimum of 12 stations which will include concrete cleaning, masonry work, painting, and station signage. Restoration of locker rooms is also expected to begin in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$3.1 |
| Reimbursable | \$0.0 |
| Debt | \$11.8 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$13.0 |
| Planned Investments | (\$M) |
| FY23 | \$14.9 |
| FY24 | \$19.7 |
| FY25 | \$17.6 |
| FY26 | \$17.8 |
| FY27 | \$18.1 |
| FY28 | \$12.6 |
| 6-Year Total (FY23-FY28) | \$100.7 |
| 10-Year Total (FY23-FY32) | \$153.6 |
| Beyond FY32 | TBD |

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 [FY21 target $\geq 92\%$]. Provides additional coverage for customers as they enter and exit the station.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue Phase 4 construction of station entrance canopies at selected stations, including Judiciary Square, Arlington Cemetery, Smithsonian, U Street, and Archives/Navay Memorial.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$39.6 |
| FY22 Forecast | \$5.6 |
| Planned Investments | (\$M) |
| FY23 | \$7.4 |
| FY24 | \$12.1 |
| FY25 | \$13.0 |
| FY26 | \$7.6 |
| FY27 | \$0.0 |
| FY28 | \$0.8 |
| 6-Year Total (FY23-FY28) | \$40.9 |
| 10-Year Total (FY23-FY32) | \$43.9 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$89.1 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.2 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$7.2 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operations Activation | ✓ | ✓ | ✓ | ✓ | | | | | | | |

Joint Development Program Support (CIP0099)

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 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 process to support joint development near stations, increase ridership and economic development.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to assess market readiness, infrastructure needs, and development capacity in order to align adjacent land development and jurisdictional interests.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$2.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.7 |
| Planned Investments | (\$M) |
| FY23 | \$2.5 |
| FY24 | \$1.7 |
| FY25 | \$1.7 |
| FY26 | \$1.7 |
| FY27 | \$1.7 |
| FY28 | \$1.7 |
| 6-Year Total (FY23-FY28) | \$11.0 |
| 10-Year Total (FY23-FY32) | \$17.8 |
| Beyond FY32 | TBD |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$1.7 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.4 |
| Planned Investments | (\$M) |
| FY23 | \$1.7 |
| FY24 | \$1.2 |
| FY25 | \$1.2 |
| FY26 | \$1.2 |
| FY27 | \$1.2 |
| FY28 | \$1.2 |
| 6-Year Total (FY23-FY28) | \$7.7 |
| 10-Year Total (FY23-FY32) | \$12.5 |
| Beyond FY32 | TBD |

Police District III Substation (CIP0102)

Initiative Type: Project
Category: Business & Operations Support
Location: Maryland

Mode: Systemwide
Program: MTPD
Federal Participation (all years): No

Description

This project provides a permanent and dedicated transit police substation by renovating a former child care facility at Morgan Boulevard 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 [FY21 target of ≤177 customer injuries], the Metrobus customer injury rate performance indicator [FY21 target of ≤154 customer injuries] and the rate of crimes against passengers performance indicator [FY21 target of ≤840 crimes].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete construction of a new police substation at the Morgan Boulevard Station in Maryland.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|-------|
| Expenditure Life to Date (up to FY22) | \$1.1 |
| FY22 Forecast | \$4.6 |
| Planned Investments | (\$M) |
| FY23 | \$1.6 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$1.6 |
| 10-Year Total (FY23-FY32) | \$1.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$7.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$1.6 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | | | | | | | | | | |
| Operations Activation | ✓ | | | | | | | | | | |

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, and 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 [FY21 target of ≤177 injuries] and the Metrorail customer on-time performance indicator [FY21 target ≥88% on-time].

Near Term Deliverables

No planned deliverables in FY2023. The next phase of improvements is scheduled to begin in FY2027 and will address all station systems and customer improvements.

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

Strategic Drivers



Safety



Security



Reliability/SGR

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$19.7 |
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$1.0 |
| FY28 | \$9.0 |
| 6-Year Total (FY23-FY28) | \$10.0 |
| 10-Year Total (FY23-FY32) | \$10.0 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$29.7 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | ✓ | | | | | |
| Implementation and Construction | | | | | | | ✓ | | | | |
| Operations Activation | | | | | | | ✓ | | | | |

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

Supports the security of Metro's passengers and employees by equipping MTPD.

Strategic Drivers



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)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.5 |
| Planned Investments | (\$M) |
| FY23 | \$1.2 |
| FY24 | \$0.8 |
| FY25 | \$1.2 |
| FY26 | \$2.7 |
| FY27 | \$0.7 |
| FY28 | \$0.3 |
| 6-Year Total (FY23-FY28) | \$6.8 |
| 10-Year Total (FY23-FY32) | \$9.6 |
| Beyond FY32 | TBD |

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 borrowing to fund the capital program.

Strategic Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.6 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.6 |
| Planned Investments | (\$M) |
| FY23 | \$0.6 |
| FY24 | \$2.0 |
| FY25 | \$2.0 |
| FY26 | \$2.0 |
| FY27 | \$2.0 |
| FY28 | \$2.0 |
| 6-Year Total (FY23-FY28) | \$10.6 |
| 10-Year Total (FY23-FY32) | \$18.6 |
| Beyond FY32 | TBD |

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 [FY21 target $\geq 97\%$] and the Escalator Availability key performance indicator [FY21 target $\geq 92\%$].

Strategic Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$11.6 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$11.5 |
| Planned Investments | (\$M) |
| FY23 | \$11.6 |
| FY24 | \$6.6 |
| FY25 | \$6.6 |
| FY26 | \$6.6 |
| FY27 | \$6.6 |
| FY28 | \$6.6 |
| 6-Year Total (FY23-FY28) | \$44.8 |
| 10-Year Total (FY23-FY32) | \$71.3 |
| Beyond FY32 | TBD |

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 Metro's existing 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 option.

Strategic Drivers



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 | (\$M) |
|---|----------|
| Expenditure Life to Date (up to FY22) | \$307.1 |
| FY22 Forecast | \$46.8 |
| Planned Investments | (\$M) |
| FY23 | \$35.0 |
| FY24 | \$56.5 |
| FY25 | \$0.3 |
| FY26 | \$0.3 |
| FY27 | \$0.3 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$92.6 |
| 10-Year Total (FY23-FY32) | \$92.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$446.4 |
| Total Est. Investment Change from Prior | \$-157.6 |
| Primary Reason: Part of scope moved to CIP0332. | |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$18.8 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.6 |
| Reimbursable | \$0.0 |
| Debt | \$14.7 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

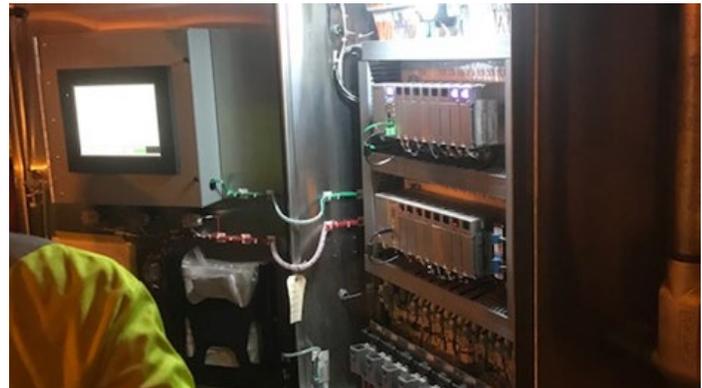
Tunnel Fan Control Panels Replacement (CIP0139_S9)

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 Ventilation Control System Programmable Logic Controls (PLC) and supportive electric infrastructure as needed 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Complete the replacement of pneumatic control boxes at two remaining locations in the tunnel ventilation system with Programmable Logic Controls (PLC).

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|-------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$0.2 |
| Planned Investments | (\$M) |
| FY23 | \$1.8 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$1.8 |
| 10-Year Total (FY23-FY32) | \$1.8 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$2.0 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$1.8 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

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 [FY21 ≥15,000 miles between failure].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to perform routine inspections and scheduled maintenance on railcars.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$59.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$59.0 |
| Planned Investments | (\$M) |
| FY23 | \$59.0 |
| FY24 | \$59.0 |
| FY25 | \$59.0 |
| FY26 | \$59.0 |
| FY27 | \$59.0 |
| FY28 | \$59.0 |
| 6-Year Total (FY23-FY28) | \$354.0 |
| 10-Year Total (FY23-FY32) | \$590.0 |
| Beyond FY32 | TBD |

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 [FY21 target $\geq 7,000$ miles between failures].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to perform routine inspections and scheduled maintenance on buses.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$1.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.0 |
| Planned Investments | (\$M) |
| FY23 | \$1.0 |
| FY24 | \$1.0 |
| FY25 | \$1.0 |
| FY26 | \$1.0 |
| FY27 | \$1.0 |
| FY28 | \$1.0 |
| 6-Year Total (FY23-FY28) | \$6.0 |
| 10-Year Total (FY23-FY32) | \$19.0 |
| Beyond FY32 | TBD |

Facility Security Monitoring Equipment Program (CIP0145)

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

Mode: Systemwide
Program: Station Systems
Federal Participation (all years): No

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 [FY21 target of ≤ 1.40 injuries per million passengers] and the rate of crimes against passengers performance indicator [FY21 target of ≤ 5.3 crimes per million passengers or fewer]. Monitoring deters crime, enables clear communication of public safety notices in rail stations and supports proper functioning of devices used to request assistance.

Strategic Drivers



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.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$7.6 |
| Reimbursable | \$0.0 |
| Debt | \$8.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$10.1 |
| Planned Investments | (\$M) |
| FY23 | \$15.6 |
| FY24 | \$17.1 |
| FY25 | \$29.7 |
| FY26 | \$46.5 |
| FY27 | \$27.5 |
| FY28 | \$32.2 |
| 6-Year Total (FY23-FY28) | \$168.6 |
| 10-Year Total (FY23-FY32) | \$202.3 |
| Beyond FY32 | TBD |

Support Facility Fire System Rehabilitation (CIP0150)

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

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

Description

This project upgrades fire alarm and electronic security systems at support facilities including bus garages, railyards, and administrative buildings.



Expected Outcome

Improves compliance with 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will upgrade fire alarms and security systems at support facilities.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$6.4 |
| System Performance | \$0.0 |
| Dedicated Funding | \$4.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.2 |
| Planned Investments | (\$M) |
| FY23 | \$10.5 |
| FY24 | \$2.4 |
| FY25 | \$3.0 |
| FY26 | \$1.5 |
| FY27 | \$3.0 |
| FY28 | \$1.1 |
| 6-Year Total (FY23-FY28) | \$21.5 |
| 10-Year Total (FY23-FY32) | \$31.1 |
| Beyond FY32 | \$28.0 |

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 rehabilitates and replaces 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

Supports customer and employee comfort during hot days.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance rehabilitation of chiller plants and piping throughout the system.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$8.6 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$5.3 |
| Planned Investments | (\$M) |
| FY23 | \$9.8 |
| FY24 | \$0.5 |
| FY25 | \$0.5 |
| FY26 | \$0.1 |
| FY27 | \$5.0 |
| FY28 | \$5.0 |
| 6-Year Total (FY23-FY28) | \$21.0 |
| 10-Year Total (FY23-FY32) | \$21.0 |
| Beyond FY32 | \$75.0 |

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 facilities including garages and surface lots.



Expected Outcome

Allows parking facilities to be maintained in a state of good repair to prevent property damage, improve the customer experience, improve customer safety as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries].

Strategic Drivers



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, Huntington (East), Wheaton, Anacostia, and New Carrollton.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$7.6 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$6.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$13.2 |
| Planned Investments | (\$M) |
| FY23 | \$13.5 |
| FY24 | \$26.3 |
| FY25 | \$18.5 |
| FY26 | \$18.5 |
| FY27 | \$11.5 |
| FY28 | \$9.5 |
| 6-Year Total (FY23-FY28) | \$97.9 |
| 10-Year Total (FY23-FY32) | \$166.9 |
| Beyond FY32 | TBD |

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 and replacement including the preparation of assessment reports, sampling, removal, and installation of new roofing systems. Metro has over 600 locations that need to be maintained in a state of good repair.



Expected Outcome

Addresses the protection of critical infrastructure, systems, and contents of Metro's buildings and helps prevent potential safety issues.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance roof replacements at Carmen Turner, New Carrollton Rail Yard, Greenbelt Rail Yard and various traction power substations and tie breaker stations.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$10.3 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.8 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$8.3 |
| Planned Investments | (\$M) |
| FY23 | \$12.1 |
| FY24 | \$8.9 |
| FY25 | \$6.8 |
| FY26 | \$7.0 |
| FY27 | \$6.0 |
| FY28 | \$6.0 |
| 6-Year Total (FY23-FY28) | \$46.9 |
| 10-Year Total (FY23-FY32) | \$70.9 |
| Beyond FY32 | TBD |

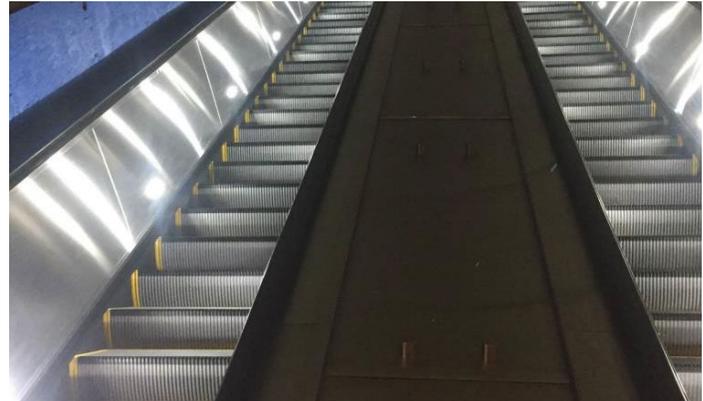
Escalator Replacement (CIP0185)

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 [FY21 target ≥92%]. In addition, modernized units are as much as 30% more energy efficient than the old units.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will replace approximately 24 of the oldest and poorest performing escalator units in the system.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$18.5 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$16.8 |
| Planned Investments | (\$M) |
| FY23 | \$18.5 |
| FY24 | \$33.7 |
| FY25 | \$40.4 |
| FY26 | \$30.4 |
| FY27 | \$46.7 |
| FY28 | \$30.2 |
| 6-Year Total (FY23-FY28) | \$200.0 |
| 10-Year Total (FY23-FY32) | \$340.0 |
| Beyond FY32 | TBD |

Support Facility Improvements (CIP0197)

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

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

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 safer and more modern facilities and worker amenities.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop project implementation schedules for renovation of employee breakrooms at bus garages and railyards throughout the system. Locations will be identified once the plans are completed.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$7.4 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$2.5 |
| Planned Investments | (\$M) |
| FY23 | \$7.4 |
| FY24 | \$2.0 |
| FY25 | \$4.3 |
| FY26 | \$4.0 |
| FY27 | \$3.0 |
| FY28 | \$2.9 |
| 6-Year Total (FY23-FY28) | \$23.6 |
| 10-Year Total (FY23-FY32) | \$23.6 |
| Beyond FY32 | TBD |

Railcar Rooftop Access Platform (CIP0204)

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

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): TBD

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Complete close-out of the project and any final payments for the railcar rooftop access platforms.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------------|
| Expenditure Life to Date (up to FY22) | \$11.8 |
| FY22 Forecast | \$3.4 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$2.6 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$2.6 |
| 10-Year Total (FY23-FY32) | \$2.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$17.7 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| 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 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | | | | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

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 advances policies, programs and partnerships in support of Metro’s Sustainability Vision and Principles including addressing the impact of climate change. The program includes testing and evaluating new technology and processes for suitability and performance across Metro operations. Once developed, these 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 and advances innovative investments and process improvements to reduce waste and energy consumption, improve environmental stewardship, increase Metro’s resiliency, and contribute to equity and improved quality of life in the region.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Continue to support high value sustainability projects such as solar carports and electrification efforts, and the development of an agency-wide Sustainability Action Plan. Metro will continue making improvements to the waste management and recycling processes throughout the system.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$3.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$4.0 |
| Planned Investments | (\$M) |
| FY23 | \$3.2 |
| FY24 | \$4.7 |
| FY25 | \$4.6 |
| FY26 | \$4.6 |
| FY27 | \$4.6 |
| FY28 | \$4.6 |
| 6-Year Total (FY23-FY28) | \$26.3 |
| 10-Year Total (FY23-FY32) | \$40.7 |
| Beyond FY32 | TBD |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Support Metro's development of capital planning, programming, and transit asset management functions.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$21.6 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$21.4 |
| Planned Investments | (\$M) |
| FY23 | \$21.6 |
| FY24 | \$20.4 |
| FY25 | \$18.3 |
| FY26 | \$16.4 |
| FY27 | \$19.3 |
| FY28 | \$19.7 |
| 6-Year Total (FY23-FY28) | \$115.7 |
| 10-Year Total (FY23-FY32) | \$198.8 |
| Beyond FY32 | TBD |

Metrorail Station Improvements (CIP0218)

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

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

This program 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 [FY21 target of ≤177 injuries]. Prevents crime and increases the security of employees and customers by ensuring station entry gates are functional.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

The program will replace and upgrade elements within rail stations such as passenger information displays, gates, flooring, station lighting, security, and other amenities.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$1.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.4 |
| Planned Investments | (\$M) |
| FY23 | \$1.0 |
| FY24 | \$6.1 |
| FY25 | \$5.1 |
| FY26 | \$10.2 |
| FY27 | \$10.8 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$33.1 |
| 10-Year Total (FY23-FY32) | \$81.3 |
| Beyond FY32 | TBD |

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 lighting to improve customer and employee safety and security as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries], and the rate of crimes against passengers performance indicator [FY21 target of ≤840 crimes]. In addition, newer lights are more efficient and reduce Metro's energy consumption.

Strategic Drivers



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. Start planning and begin upgrades to exterior lighting conditions outside of various stations to include common areas, pathways and parking lots in the six-year period.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$9.5 |
| Reimbursable | \$0.0 |
| Debt | \$9.6 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$11.6 |
| Planned Investments | (\$M) |
| FY23 | \$19.1 |
| FY24 | \$30.0 |
| FY25 | \$47.7 |
| FY26 | \$38.3 |
| FY27 | \$33.4 |
| FY28 | \$5.4 |
| 6-Year Total (FY23-FY28) | \$173.9 |
| 10-Year Total (FY23-FY32) | \$173.9 |
| Beyond FY32 | TBD |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance bus planning studies evaluating integrating systems, services and facilities.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$1.2 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.2 |
| Planned Investments | (\$M) |
| FY23 | \$1.2 |
| FY24 | \$1.3 |
| FY25 | \$1.0 |
| FY26 | \$1.3 |
| FY27 | \$1.3 |
| FY28 | \$1.3 |
| 6-Year Total (FY23-FY28) | \$7.2 |
| 10-Year Total (FY23-FY32) | \$12.2 |
| Beyond FY32 | \$2.0 |

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 Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$6.3 |
| Reimbursable | \$0.0 |
| Debt | \$18.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$9.8 |
| Planned Investments | (\$M) |
| FY23 | \$24.3 |
| FY24 | \$9.9 |
| FY25 | \$11.5 |
| FY26 | \$4.9 |
| FY27 | \$4.0 |
| FY28 | \$10.9 |
| 6-Year Total (FY23-FY28) | \$65.4 |
| 10-Year Total (FY23-FY32) | \$89.5 |
| Beyond FY32 | TBD |

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 functions 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin construction of the new HRO facility. Construction activities will include foundational work, storm water and sewer infrastructure, track infrastructure, base building and core, and exterior enclosure.

Cost (\$M)

| Investments | (\$M) |
|---|----------|
| Expenditure Life to Date (up to FY22) | \$73.1 |
| FY22 Forecast | \$44.0 |
| Planned Investments | (\$M) |
| FY23 | \$69.8 |
| FY24 | \$126.6 |
| FY25 | \$91.6 |
| FY26 | \$62.1 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$350.0 |
| 10-Year Total (FY23-FY32) | \$350.0 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$467.0 |
| Total Est. Investment Change from Prior | -\$248.5 |
| Primary Reason: Part of scope moved to CIP0284. | |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$32.3 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$37.5 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | ✓ | ✓ | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | | | | | | | |
| Operations Activation | | | | ✓ | | | | | | | |

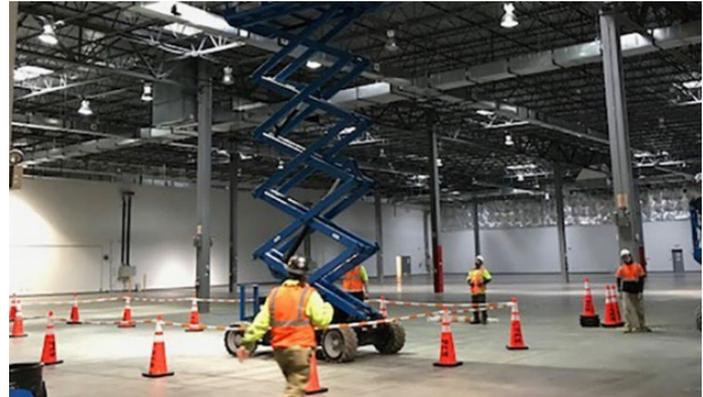
Good Luck Road Facility (CIP0231)

Initiative Type: Project
Category: Business & Operations Support
Location: Maryland

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

Description

This project builds out the Good Luck Road facility, a 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 Metro owned facility.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete air handler equipment design and begin procurement process.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------------|
| Expenditure Life to Date (up to FY22) | \$26.0 |
| FY22 Forecast | \$2.7 |
| Planned Investments | (\$M) |
| FY23 | \$2.2 |
| FY24 | \$3.0 |
| FY25 | \$4.0 |
| FY26 | \$3.3 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$12.5 |
| 10-Year Total (FY23-FY32) | \$12.5 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$41.1 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$2.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | | |
| Operations Activation | ✓ | | | ✓ | ✓ | | | | | | |

Flood Resiliency Infrastructure Upgrades (CIP0241)

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

Mode: Rail
Program: Station Systems
Federal Participation (all years): TBD

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 mitigations 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 [FY21 target ≤7.9% of track under performance restrictions] and the number of fire incidents performance indicator [FY21 target of ≤ 66 incidents annually]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

This project will develop implementation projects based on the assessment expected to be completed in FY2022 and plan the next set of stations to assess for flood resiliency improvements.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$6.7 |
| FY22 Forecast | \$1.7 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$1.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$1.0 |
| 10-Year Total (FY23-FY32) | \$161.0 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$169.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| 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 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | ✓ | | ✓ | | | |
| Implementation and Construction | | | | | | | | ✓ | ✓ | ✓ | ✓ |
| Operations Activation | | | | | | | | ✓ | ✓ | ✓ | ✓ |

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 [FY21 target ≤7.9% 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.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro plans to complete drainage pump station renewals at the next two stations identified in priority list. Drainage pump station renewals include replacement of pumps, piping, controls, lighting, and other structural and drainage.

Cost (\$M)

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$6.9 |
| Planned Investments | (\$M) |
| FY23 | \$13.3 |
| FY24 | \$20.0 |
| FY25 | \$7.2 |
| FY26 | \$12.2 |
| FY27 | \$22.2 |
| FY28 | \$22.2 |
| 6-Year Total (FY23-FY28) | \$97.0 |
| 10-Year Total (FY23-FY32) | \$107.0 |
| Beyond FY32 | TBD |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$13.3 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

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 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will identify and support specific initiatives that require engineering services.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$2.1 |
| Dedicated Funding | \$10.9 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$12.1 |
| Planned Investments | (\$M) |
| FY23 | \$12.9 |
| FY24 | \$12.7 |
| FY25 | \$10.4 |
| FY26 | \$10.6 |
| FY27 | \$11.8 |
| FY28 | \$11.0 |
| 6-Year Total (FY23-FY28) | \$69.5 |
| 10-Year Total (FY23-FY32) | \$115.9 |
| Beyond FY32 | TBD |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will address emergent construction needs as they arise.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$50.5 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$55.0 |
| Planned Investments | (\$M) |
| FY23 | \$50.5 |
| FY24 | \$26.0 |
| FY25 | \$26.0 |
| FY26 | \$26.0 |
| FY27 | \$26.0 |
| FY28 | \$26.0 |
| 6-Year Total (FY23-FY28) | \$180.5 |
| 10-Year Total (FY23-FY32) | \$322.4 |
| Beyond FY32 | TBD |

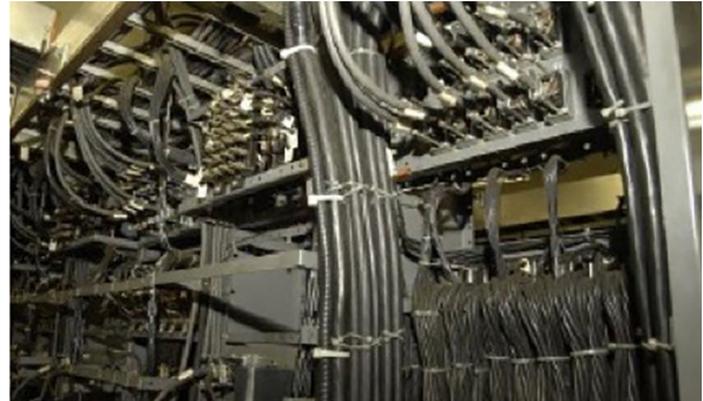
Automatic Train Control State of Good Repair (CIP0251)

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 [FY21 target ≤7.9% of track under performance restrictions] and the Metrorail customer injury rate performance indicator [FY21 target of ≤177 customer injuries] and prevent potential safety issues.

Strategic Drivers



Safety



Security



Reliability/SGR

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 25 train control rooms.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$36.7 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.6 |
| Reimbursable | \$0.0 |
| Debt | \$34.3 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$59.6 |
| Planned Investments | (\$M) |
| FY23 | \$71.6 |
| FY24 | \$83.6 |
| FY25 | \$84.2 |
| FY26 | \$60.3 |
| FY27 | \$109.8 |
| FY28 | \$116.8 |
| 6-Year Total (FY23-FY28) | \$526.3 |
| 10-Year Total (FY23-FY32) | \$864.2 |
| Beyond FY32 | \$231.0 |

Low Voltage Power State of Good Repair (CIP0252)

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

Mode: Rail
Program: Station Systems
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 Drivers



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: Brookland, Takoma, L'Enfant Plaza, Archives, and Addison Road.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRII/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$32.8 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$32.2 |
| Planned Investments | (\$M) |
| FY23 | \$32.8 |
| FY24 | \$32.5 |
| FY25 | \$7.1 |
| FY26 | \$17.1 |
| FY27 | \$47.1 |
| FY28 | \$47.8 |
| 6-Year Total (FY23-FY28) | \$184.4 |
| 10-Year Total (FY23-FY32) | \$261.0 |
| Beyond FY32 | TBD |

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 [FY21 target $\leq 7.9\%$ of track under performance restrictions] and the number of fire incidents performance indicator [FY21 target of ≤ 66 incidents annually].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will replace traction power substation equipment at West Falls Church Railyard and Klinge Bridge. Approximately 600 cables will be inspected and tested, and 8,000 linear feet of cable will be replaced per quarter.

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$43.3 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

Cost (\$M)

| Investments | (\$M) |
|---------------------------|-----------|
| FY22 Forecast | \$37.3 |
| Planned Investments | (\$M) |
| FY23 | \$43.3 |
| FY24 | \$66.5 |
| FY25 | \$88.2 |
| FY26 | \$116.8 |
| FY27 | \$71.1 |
| FY28 | \$91.2 |
| 6-Year Total (FY23-FY28) | \$477.1 |
| 10-Year Total (FY23-FY32) | \$1,168.7 |
| Beyond FY32 | TBD |

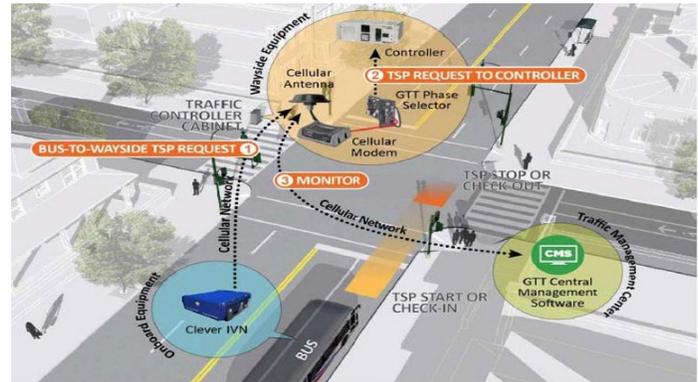
Bus Priority Program Development (CIP0254)

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

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): No

Description

The Bus Priority Program aims to improve bus service and equity by allowing buses to travel smoothly and efficiently with the aid of new technology and intelligent roadway design. 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. The development of this program will improve bus operating speeds and reliability for improved rider experience, environmental sustainability, and financial stewardship

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Partnering with regional transportation entities to increase bus lanes, queue jumps, and continue the Transit Signal Priority project. Near term projects include a Violation Detection System, which is the installation of cameras on buses that detect unauthorized roadway users in bus lanes and tickets offenders, the launch of an All Door boarding pilot on some buses, and expanding transit signal priority and queue jumps across the region.

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$3.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.6 |

Cost (\$M)

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$3.1 |
| Planned Investments | (\$M) |
| FY23 | \$3.6 |
| FY24 | \$3.4 |
| FY25 | \$3.4 |
| FY26 | \$3.4 |
| FY27 | \$3.5 |
| FY28 | \$3.5 |
| 6-Year Total (FY23-FY28) | \$20.9 |
| 10-Year Total (FY23-FY32) | \$35.5 |
| Beyond FY32 | TBD |

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, on Metrobuses, and upgrades the back end system that supports fare collection. The investment includes new methods for customers to pay and manage payment accounts.



Expected Outcome

Provides modern infrastructure and payment options for Metro customers that will improve convenience, reliability and decrease maintenance and repair costs.

Strategic Drivers



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 | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$116.4 |
| FY22 Forecast | \$80.3 |
| Planned Investments | (\$M) |
| FY23 | \$53.6 |
| FY24 | \$74.4 |
| FY25 | \$52.2 |
| FY26 | \$42.6 |
| FY27 | \$8.5 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$231.3 |
| 10-Year Total (FY23-FY32) | \$231.3 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$427.9 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$14.4 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$31.2 |
| Reimbursable | \$0.0 |
| Debt | \$8.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |

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 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 [FY21 target of ≤177 injuries] and the Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to make milestone payments for railcar warranties while closely working to address various railcar modifications including improved training and troubleshooting.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$594.7 |
| FY22 Forecast | \$43.0 |
| Planned Investments | (\$M) |
| FY23 | \$57.7 |
| FY24 | \$35.2 |
| FY25 | \$35.7 |
| FY26 | \$30.0 |
| FY27 | \$86.1 |
| FY28 | \$80.0 |
| 6-Year Total (FY23-FY28) | \$324.7 |
| 10-Year Total (FY23-FY32) | \$324.7 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$962.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$27.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$30.2 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| 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): TBD

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 box that houses the components, telephone, LED lights, and mushroom button that controls third rail power.



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 [FY21 target of ≤177 injuries] and the Metrorail system employee injury rate performance indicator [FY21 target of ≤3.5 per 100 employees].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance project development and implementation planning to evaluate the best approach to upgrading the ETS equipment and infrastructure.

Cost (\$M)

| Investments | (\$M) |
|---|--------------|
| Expenditure Life to Date (up to FY22) | \$4.0 |
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$1.4 |
| FY24 | \$6.4 |
| FY25 | \$11.4 |
| FY26 | \$11.4 |
| FY27 | \$16.4 |
| FY28 | \$20.0 |
| 6-Year Total (FY23-FY28) | \$67.0 |
| 10-Year Total (FY23-FY32) | \$266.4 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$270.4 |
| Total Est. Investment Change from Prior | \$138.7 |
| Primary Reason: Rough Order of Magnitude (ROM) estimate increase. | |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.4 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operations Activation | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

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 upgrades fire alarm systems in Metrorail 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 [FY21 target of ≤ 177 injuries] and the Metrorail system employee injury rate performance indicator [FY21 target of ≤ 3.5 per 100 employees].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue planning activities and begin advancing the Tunnel Smoke Detection System by installing detection equipment at multiple fan and vent shaft locations throughout the system.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$2.3 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$2.1 |
| Planned Investments | (\$M) |
| FY23 | \$2.3 |
| FY24 | \$12.0 |
| FY25 | \$12.5 |
| FY26 | \$23.0 |
| FY27 | \$31.0 |
| FY28 | \$37.8 |
| 6-Year Total (FY23-FY28) | \$118.6 |
| 10-Year Total (FY23-FY32) | \$184.5 |
| Beyond FY32 | TBD |

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 platform that provides improved controls and compliance with regulations while reducing operating and maintenance costs through a modern and streamlined application.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

The project will be in the operations and maintenance phase and the assessment will continue to evaluate installation of additional timeclocks.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$28.4 |
| FY22 Forecast | \$3.0 |
| Planned Investments | (\$M) |
| FY23 | \$1.9 |
| FY24 | \$1.5 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$3.4 |
| 10-Year Total (FY23-FY32) | \$3.4 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$34.7 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.9 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | | ✓ | | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

Tunnel Water Leak Mitigation (CIP0262)

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

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

Description

This program mitigates water infiltration into the Metrorail tunnel and vent shaft 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 [FY21 target of ≤ 66 incidents annually] and the Metrorail customer on-time performance indicator [FY21 target ≥88% on-time]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete rail tunnel water mitigation work along two-segments of the Red Line between Silver Spring and Forest Glen; and Tenleytown-AU and Friendship Heights. Evaluate the impact of the pilot and begin design work on next phase of priority water leak mitigation locations based on lessons learned from the pilot.

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$27.2 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.5 |

Cost (\$M)

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$10.9 |
| Planned Investments | (\$M) |
| FY23 | \$27.8 |
| FY24 | \$21.9 |
| FY25 | \$21.0 |
| FY26 | \$31.0 |
| FY27 | \$26.9 |
| FY28 | \$35.0 |
| 6-Year Total (FY23-FY28) | \$163.5 |
| 10-Year Total (FY23-FY32) | \$411.3 |
| Beyond FY32 | TBD |

Historic Bus Loop and Facility Rehabilitation (CIP0266)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: District of Columbia

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): No

Description

This project rehabilitates historic bus terminals that are in failing condition and returns the terminals 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Complete close-out of the project and any final payments for Chevy Chase Circle, Calvert Street, and Colorado Avenue Bus Terminal Facilities.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|-------|
| Expenditure Life to Date (up to FY22) | \$2.1 |
| FY22 Forecast | \$2.6 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.8 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$0.8 |
| 10-Year Total (FY23-FY32) | \$0.8 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$5.5 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| 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 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | | | | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

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 program 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 physical assets to enable proper maintenance in support of safe and reliable service.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the development of asset management plans and standardizing asset condition assessment methodologies.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.9 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$1.9 |
| Planned Investments | (\$M) |
| FY23 | \$1.9 |
| FY24 | \$1.3 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.8 |
| 6-Year Total (FY23-FY28) | \$4.0 |
| 10-Year Total (FY23-FY32) | \$5.7 |
| Beyond FY32 | TBD |

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 the Capital Improvement Program. This improves Metro's financial responsibility and supports state of good repair efforts.

Strategic Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$10.3 |
| Dedicated Funding | \$17.9 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$28.3 |
| Planned Investments | (\$M) |
| FY23 | \$28.2 |
| FY24 | \$34.8 |
| FY25 | \$32.5 |
| FY26 | \$35.4 |
| FY27 | \$39.1 |
| FY28 | \$39.9 |
| 6-Year Total (FY23-FY28) | \$209.8 |
| 10-Year Total (FY23-FY32) | \$377.9 |
| Beyond FY32 | TBD |

Digital Display and Wayfinding Improvements (CIP0272)

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

Mode: Systemwide
Program: Station Systems
Federal Participation (all years): No

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 improve the customer experience through modern wayfinding and digital signage at Metrorail stations.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will install approximately 50 new digital advertising displays at six stations that were a part of Platform Rehabilitation Phase 3. The locations are Arlington Cemetery, Addison Road, West Hyattsville, PG Plaza, College Park, and Greenbelt Stations.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.6 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$1.7 |
| Planned Investments | (\$M) |
| FY23 | \$0.6 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$5.5 |
| 6-Year Total (FY23-FY28) | \$6.1 |
| 10-Year Total (FY23-FY32) | \$178.1 |
| Beyond FY32 | TBD |

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 provides assessments on condition, designs for necessary improvements, and performs minor emergent improvements for administrative facilities for employees, including breakrooms, bathrooms, and work areas.



Expected Outcome

Complete minor improvements to administrative facilities for employees, enabling departments to be better organized and contributing to Metro's fiscal responsibility through improved productivity. Minor facility improvements will address immediate safety concerns, improve employee satisfaction, and contribute to Metro's goal to be an employer-of-choice.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate operation, maintenance, and administrative facilities that are identified on a priority location list.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.9 |
| Reimbursable | \$0.0 |
| Debt | \$4.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$5.9 |
| Planned Investments | (\$M) |
| FY23 | \$4.9 |
| FY24 | \$6.5 |
| FY25 | \$5.8 |
| FY26 | \$11.6 |
| FY27 | \$7.3 |
| FY28 | \$7.0 |
| 6-Year Total (FY23-FY28) | \$43.0 |
| 10-Year Total (FY23-FY32) | \$73.0 |
| Beyond FY32 | TBD |

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): TBD

Description

This project supports the joint development at New Carrollton Station. Metro has entered into a third-party joint development 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, economic development and the customer experience.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance site preparation, foundational work, and begin construction of the new bus loop and parking garage structure.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$3.4 |
| FY22 Forecast | \$21.6 |
| Planned Investments | (\$M) |
| FY23 | \$40.9 |
| FY24 | \$13.4 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$54.3 |
| 10-Year Total (FY23-FY32) | \$54.3 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$79.3 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.4 |
| Reimbursable | \$0.0 |
| Debt | \$40.6 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

Art in Transit and Station Commercialization Program (CIP0276)

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

Mode: Systemwide
Program: Station Systems
Federal Participation (all years): TBD

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop structured guidelines to improve how customers interact daily with the transit system and conduct a systemwide assessment of artwork to determine future investments for restoration. Considerations in study will include signage and wayfinding, passenger information, safety and security, and protection from seasonal weather.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.3 |
| Planned Investments | (\$M) |
| FY23 | \$0.5 |
| FY24 | \$0.0 |
| FY25 | \$3.0 |
| FY26 | \$1.0 |
| FY27 | \$1.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$5.5 |
| 10-Year Total (FY23-FY32) | \$5.5 |
| Beyond FY32 | \$56.0 |

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 the supply chain for logistics, warehousing, planning, and ordering of inventory.



Expected Outcome

Improves Metro's ability to manage inventory and supplies the right parts at the right time to maintenance operations, increasing efficiency and lowering inventory levels and costs.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will deliver a Warehouse Management System (WMS) based on Metro's business model and strategy for the next decade, including incorporating a Vendor Managed Inventory (VMI) to optimize inventory levels and order fulfillment.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$2.7 |
| FY22 Forecast | \$0.1 |
| Planned Investments | (\$M) |
| FY23 | \$1.2 |
| FY24 | \$3.0 |
| FY25 | \$3.0 |
| FY26 | \$3.5 |
| FY27 | \$0.0 |
| FY28 | \$3.0 |
| 6-Year Total (FY23-FY28) | \$13.7 |
| 10-Year Total (FY23-FY32) | \$13.7 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$16.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | ✓ | ✓ | | | | | | | | |
| Implementation and Construction | | ✓ | ✓ | ✓ | ✓ | | | | | | |
| Operations Activation | | ✓ | ✓ | ✓ | ✓ | | | | | | |

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, or 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 [FY21 target of ≤3.3 per 100 employees] and the Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure].

Strategic Drivers



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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.3 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.9 |
| Planned Investments | (\$M) |
| FY23 | \$1.3 |
| FY24 | \$1.0 |
| FY25 | \$1.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$3.3 |
| 10-Year Total (FY23-FY32) | \$3.3 |
| Beyond FY32 | TBD |

Railcar Maintenance Facilities 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 equipment to maintain railcars in a state of good repair as measured by Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin the procurement process for systemwide rehabilitation of train wash buildings.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$3.3 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$5.0 |
| Planned Investments | (\$M) |
| FY23 | \$3.3 |
| FY24 | \$5.4 |
| FY25 | \$15.0 |
| FY26 | \$20.0 |
| FY27 | \$16.9 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$60.5 |
| 10-Year Total (FY23-FY32) | \$60.5 |
| Beyond FY32 | TBD |

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 and improve the safety of employees and operational efficiency.



Expected Outcome

Maintains railyard facilities in a state of good repair to support efficient operations and the wide range of functions on site.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete facility assessments and design packages as part of a systemwide rail yard rehabilitation plan.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.2 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$1.3 |
| Planned Investments | (\$M) |
| FY23 | \$0.2 |
| FY24 | \$5.0 |
| FY25 | \$46.0 |
| FY26 | \$40.5 |
| FY27 | \$30.8 |
| FY28 | \$23.8 |
| 6-Year Total (FY23-FY28) | \$146.3 |
| 10-Year Total (FY23-FY32) | \$544.3 |
| Beyond FY32 | \$732.0 |

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 the Metrorail 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro plans to replace generators at various locations throughout the system as identified by the developed priority list.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.4 |
| Reimbursable | \$0.0 |
| Debt | \$5.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.6 |
| Planned Investments | (\$M) |
| FY23 | \$5.4 |
| FY24 | \$5.0 |
| FY25 | \$10.0 |
| FY26 | \$12.8 |
| FY27 | \$8.7 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$41.9 |
| 10-Year Total (FY23-FY32) | \$41.9 |
| Beyond FY32 | TBD |

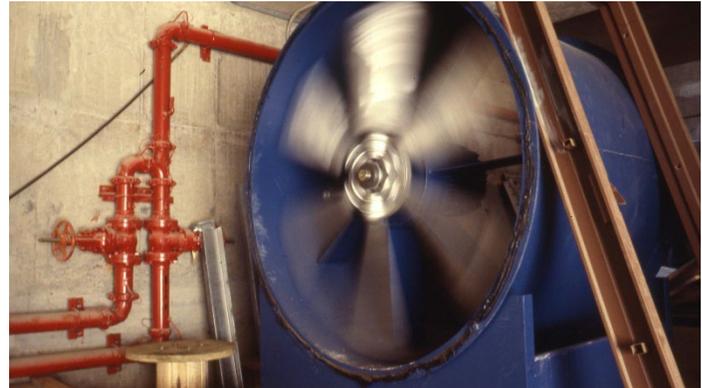
Tunnel Ventilation Improvements (CIP0291)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: District of Columbia

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This project upgrades and installs additional underground ventilation 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 [FY21 target of ≤1.40 injuries per million passengers] and the Metrorail system employee injury rate performance indicator [FY21 target of ≤3.5 per 100 employees].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance assessments and designs of ventilation improvements.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|-----------|
| Expenditure Life to Date (up to FY22) | \$9.5 |
| FY22 Forecast | \$1.6 |
| Planned Investments | (\$M) |
| FY23 | \$1.9 |
| FY24 | \$0.1 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$10.0 |
| FY28 | \$45.0 |
| 6-Year Total (FY23-FY28) | \$57.0 |
| 10-Year Total (FY23-FY32) | \$551.7 |
| Beyond FY32 | \$661.0 |
| Total Estimated Investment | \$1,223.6 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$1.9 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | ✓ | ✓ | | | ✓ | | | | | |
| Implementation and Construction | ✓ | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operations Activation | | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ |

Bridge Rehabilitation Program (CIP0294)

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

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program rehabilitates structural and system components of 162 aerial structures across the Metro system. Metro is rehabilitating additional structural and system components under Structural Rehabilitation - Package A (CIP0348).



Expected Outcome

Returns bridges to a state of good repair, avoiding future emergency shutdowns to address major defects identified in inspections.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop designs for future bridge rehabilitations, conduct repairs of bridges and aerial structures based on priority locations, and demolish the Trestle Bridges.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$1.2 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$3.5 |
| Planned Investments | (\$M) |
| FY23 | \$1.2 |
| FY24 | \$9.5 |
| FY25 | \$26.0 |
| FY26 | \$42.3 |
| FY27 | \$66.4 |
| FY28 | \$28.0 |
| 6-Year Total (FY23-FY28) | \$173.4 |
| 10-Year Total (FY23-FY32) | \$237.4 |
| Beyond FY32 | \$100.0 |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance site design and begin the procurement process to award the construction contract for the First St NE entrance at Union Station.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------------|
| Expenditure Life to Date (up to FY22) | \$0.2 |
| FY22 Forecast | \$3.1 |
| Planned Investments | (\$M) |
| FY23 | \$7.6 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$7.6 |
| 10-Year Total (FY23-FY32) | \$7.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$10.9 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$1.8 |
| Debt | \$5.8 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

Huntington Station Parking Garage Demolition (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 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro continues to coordinate with Fairfax County on planned development and improvements at Huntington Station including the demolition of the south parking garage.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------------|
| Expenditure Life to Date (up to FY22) | \$1.7 |
| FY22 Forecast | \$2.2 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$5.0 |
| FY27 | \$0.0 |
| FY28 | \$20.0 |
| 6-Year Total (FY23-FY28) | \$25.0 |
| 10-Year Total (FY23-FY32) | \$25.0 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$28.9 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| 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 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | ✓ | | | | | | |
| Implementation and Construction | ✓ | | | | | | ✓ | | | | |
| Operations Activation | | | | | | | | | | | |

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 and replaces antiquated systems and 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate sewer ejectors throughout the system.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$2.0 |
| FY25 | \$5.1 |
| FY26 | \$10.2 |
| FY27 | \$7.8 |
| FY28 | \$5.1 |
| 6-Year Total (FY23-FY28) | \$30.2 |
| 10-Year Total (FY23-FY32) | \$30.2 |
| Beyond FY32 | TBD |

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 rehabilitates and repairs 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 [FY21 target of ≤177 injuries]. 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will process final payments and close out the project.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$241.9 |
| FY22 Forecast | \$133.4 |
| Planned Investments | (\$M) |
| FY23 | \$0.1 |
| FY24 | \$56.9 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$56.9 |
| 10-Year Total (FY23-FY32) | \$56.9 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$432.3 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.1 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | | | | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

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): Yes

Description

This project rehabilitates and repairs platforms and systems at the following Orange Line stations 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin construction at five stations on the Orange Line (Minnesota Ave. to New Carrollton) during a summer shutdown (approximately Memorial Day 2022 to Labor Day 2022). Work will encompass approximately 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.

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|---------|
| Federal Grants | \$0.0 |
| PRII/RSI Grants | \$133.4 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$72.0 |

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$0.2 |
| FY22 Forecast | \$165.2 |
| Planned Investments | (\$M) |
| FY23 | \$205.4 |
| FY24 | \$65.4 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$270.8 |
| 10-Year Total (FY23-FY32) | \$270.8 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$436.2 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

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 facility will be ready for future electric bus infrastructure as Metro begins full implementation of 100% electric vehicles.



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 the bus system employee injury rate performance indicator [FY21 target of ≤11.2 injuries per 100 employees] and the Bus Fleet Reliability performance indicator [FY21 target ≥7,000 miles between failures].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete demolition of the existing bus facility on the site, and begin construction of the new bus maintenance facility.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$27.3 |
| FY22 Forecast | \$43.9 |
| Planned Investments | (\$M) |
| FY23 | \$78.4 |
| FY24 | \$99.0 |
| FY25 | \$113.7 |
| FY26 | \$40.0 |
| FY27 | \$17.9 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$348.9 |
| 10-Year Total (FY23-FY32) | \$348.9 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$420.1 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$40.4 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$38.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | | | | | | | |
| Operations Activation | | | ✓ | ✓ | | | | | | | |

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): TBD

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No deliverables in FY2023. Metro will address rehabilitation needs for the Four Mile Run Bus Garage in FY2025.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$0.5 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$15.0 |
| FY26 | \$20.0 |
| FY27 | \$11.1 |
| FY28 | \$4.2 |
| 6-Year Total (FY23-FY28) | \$50.3 |
| 10-Year Total (FY23-FY32) | \$50.3 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$50.8 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| 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 | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | ✓ | | | | | | | |
| Implementation and Construction | ✓ | | | ✓ | ✓ | ✓ | | | | | |
| Operations Activation | | | | | | ✓ | ✓ | | | | |

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. Northern Bus Garage will fully support 100% electric vehicles.



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 [FY21 target ≥7,000 miles between failures]. Northern will become Metro's first all electric bus garage. The design will preserve the historic façade, offering potential retail space for revenue generation and/or provide public space.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the project through demolition and construction activities that will preserve the historic façade, and related site preparation work.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$44.7 |
| FY22 Forecast | \$27.3 |
| Planned Investments | (\$M) |
| FY23 | \$79.1 |
| FY24 | \$150.0 |
| FY25 | \$120.0 |
| FY26 | \$40.0 |
| FY27 | \$10.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$399.2 |
| 10-Year Total (FY23-FY32) | \$399.2 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$471.2 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$39.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$40.1 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | | | | | | | |
| Operations Activation | | | | ✓ | | | | | | | |

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 support for the financial management of the capital program, including jurisdictional funds and federal grants.



Expected Outcome

Improves Metro's ability to compliantly manage the sources of funding for Metro's capital improvement program. This program supports Metro's financial responsibility, compliance, and state of good repair efforts.

Strategic Drivers



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 costs to appropriate funding.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.4 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.5 |
| Planned Investments | (\$M) |
| FY23 | \$0.4 |
| FY24 | \$3.1 |
| FY25 | \$3.1 |
| FY26 | \$3.1 |
| FY27 | \$3.1 |
| FY28 | \$3.1 |
| 6-Year Total (FY23-FY28) | \$15.9 |
| 10-Year Total (FY23-FY32) | \$28.3 |
| Beyond FY32 | TBD |

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 modern 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 new modern facility to support the system and that will also enable Metro to generate revenue through the leasing of excess capacity.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete installation of servers, racks, telecommunications, and networking equipment at the new office facilities and data center.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$3.0 |
| FY22 Forecast | \$67.3 |
| Planned Investments | (\$M) |
| FY23 | \$13.2 |
| FY24 | \$16.0 |
| FY25 | \$7.5 |
| FY26 | \$5.4 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$42.2 |
| 10-Year Total (FY23-FY32) | \$42.2 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$112.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$13.2 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | | | ✓ | | | | | | | | |

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 perform any necessary upgrades to the current ERP system to maximize vendor support until the current program sunsets.



Expected Outcome

Replaces the existing ERP system that is scheduled to sunset by the vendor in approximately 2030. Provides the financial management and related systems critical to compliant financial managing and reporting.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete Phase 1 of the ERP replacement project. This consists of business requirement gathering, analysis, and software selection.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$2.2 |
| FY22 Forecast | \$3.5 |
| Planned Investments | (\$M) |
| FY23 | \$7.5 |
| FY24 | \$0.4 |
| FY25 | \$5.0 |
| FY26 | \$10.0 |
| FY27 | \$10.0 |
| FY28 | \$25.0 |
| 6-Year Total (FY23-FY28) | \$57.9 |
| 10-Year Total (FY23-FY32) | \$250.1 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$255.8 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$7.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Implementation and Construction | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Operations Activation | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

Fiber Optic Cable Installation (CIP0332)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide

Mode: Systemwide
Program: Signals & Communications
Federal Participation (all years): TBD

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the installation of fiber throughout the system.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$2.3 |
| Reimbursable | \$0.0 |
| Debt | \$25.9 |

| Investments | (\$M) |
|--|---------|
| Expenditure Life to Date (up to FY22) | \$4.5 |
| FY22 Forecast | \$15.2 |
| Planned Investments | (\$M) |
| FY23 | \$28.2 |
| FY24 | \$94.4 |
| FY25 | \$91.0 |
| FY26 | \$85.2 |
| FY27 | \$22.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$320.7 |
| 10-Year Total (FY23-FY32) | \$320.7 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$340.4 |
| Total Est. Investment Change from Prior | \$200.0 |
| Primary Reason: Additional scope from CIP0136. | |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |
| Operations Activation | | ✓ | ✓ | ✓ | ✓ | ✓ | | | | | |

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 leases 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete move-in activities for the new administrative office building located at L'Enfant Plaza in the District of Columbia. Metro will also begin construction to replace the chiller at JGB office building.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$171.9 |
| FY22 Forecast | \$82.5 |
| Planned Investments | (\$M) |
| FY23 | \$11.8 |
| FY24 | \$6.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$17.9 |
| 10-Year Total (FY23-FY32) | \$17.9 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$272.3 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$11.8 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

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 process, allow departments to be more logically organized and reduce Metro's long-term costs.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete construction of the new administrative office building located at Eisenhower Avenue in Virginia.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|----------------|
| Expenditure Life to Date (up to FY22) | \$81.3 |
| FY22 Forecast | \$130.0 |
| Planned Investments | (\$M) |
| FY23 | \$71.1 |
| FY24 | \$53.4 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$124.5 |
| 10-Year Total (FY23-FY32) | \$124.5 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$335.8 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$71.1 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | | ✓ | | | | | | | | | |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete construction of the new administrative office building located at New Carrollton in Maryland.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|----------------|
| Expenditure Life to Date (up to FY22) | \$49.4 |
| FY22 Forecast | \$112.5 |
| Planned Investments | (\$M) |
| FY23 | \$38.1 |
| FY24 | \$28.2 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$66.4 |
| 10-Year Total (FY23-FY32) | \$66.4 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$228.2 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$38.1 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | | ✓ | | | | | | | | | |

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): No

Description

This program improves first responder assess and direction throughout the Metrorail system. Addresses blocked access to fire department connection (FDCs) on standpipes and sprinklers, lack of access or limited signage of evacuation shafts, and unclear emergency egress routes that could impede first responder access and customer/employee evacuation.



Expected Outcome

Increases the safety of customers and employees by helping first responders reach emergency situations through unimpeded access to the system and improving evacuation routes for employees and customers.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will survey emergency egress routes throughout rail stations systemwide.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.5 |
| FY24 | \$0.0 |
| FY25 | \$1.0 |
| FY26 | \$1.0 |
| FY27 | \$1.0 |
| FY28 | \$1.0 |
| 6-Year Total (FY23-FY28) | \$4.5 |
| 10-Year Total (FY23-FY32) | \$11.5 |
| Beyond FY32 | TBD |

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): TBD

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro plans to complete work on the Green Line and award a contract to replace dry standpipes for next phase of priority locations.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$4.1 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$10.9 |
| Planned Investments | (\$M) |
| FY23 | \$4.1 |
| FY24 | \$2.9 |
| FY25 | \$10.4 |
| FY26 | \$10.0 |
| FY27 | \$10.0 |
| FY28 | \$10.0 |
| 6-Year Total (FY23-FY28) | \$47.4 |
| 10-Year Total (FY23-FY32) | \$195.0 |
| Beyond FY32 | TBD |

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, increases capacity and service availability and reduces risk to the underlying business functions and communications network.



Expected Outcome

Supports continuity of operations by providing efficient, reliable, and secure computing and network infrastructure, communications hardware, and edge devices.

Strategic Drivers



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 computing equipment replacements.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$4.0 |
| Dedicated Funding | \$12.1 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$19.6 |
| Planned Investments | (\$M) |
| FY23 | \$16.1 |
| FY24 | \$15.5 |
| FY25 | \$15.8 |
| FY26 | \$16.2 |
| FY27 | \$16.5 |
| FY28 | \$16.9 |
| 6-Year Total (FY23-FY28) | \$97.0 |
| 10-Year Total (FY23-FY32) | \$167.6 |
| Beyond FY32 | TBD |

Accounting Capital Program Support (CIP0347)

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

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

Description

This program provides accounting support to Metro's capital program. This includes tracking depreciation, maintaining an inventory of capital assets, reviewing invoices for projects and communicating with stakeholders.



Expected Outcome

Financial reporting entries for expenses and capital assets. This includes documenting depreciation of fixed assets and conducting a biannual inventory of capital assets. This program supports accurate and reliable financial reporting.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to provide accounting services to the capital program, including review and control of expenditures.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$2.3 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.9 |
| Planned Investments | (\$M) |
| FY23 | \$2.3 |
| FY24 | \$2.4 |
| FY25 | \$2.4 |
| FY26 | \$2.4 |
| FY27 | \$2.4 |
| FY28 | \$2.4 |
| 6-Year Total (FY23-FY28) | \$14.1 |
| 10-Year Total (FY23-FY32) | \$23.5 |
| Beyond FY32 | TBD |

Structural Rehabilitation - Package A (CIP0348)

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

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

Description

This project rehabilitates structural and system components of bridges, aerial structures, and the station platform canopy at Rockville Station.



Expected Outcome

Addresses structural issues on bridges, aerial structures, and the Rockville Station canopy identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete structural rehabilitation of Minnesota Avenue aerial structure, Grosvenor aerial structure, and 6 segmental bridges. The segmental bridges are located at Cameron Run, Eisenhower Avenue, South Van Dorn Street, Naylor Road, and two at Branch Avenue.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$6.4 |
| FY22 Forecast | \$53.9 |
| Planned Investments | (\$M) |
| FY23 | \$30.1 |
| FY24 | \$4.9 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$35.0 |
| 10-Year Total (FY23-FY32) | \$35.0 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$95.3 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$10.1 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$19.9 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin rehabilitation of the steel tunnel liner on the Yellow Line between L'Enfant Station and the Potomac River bridge, structural repairs of the Potomac River Bridge, and upgrade to drainage pumping systems.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|---------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$208.7 |

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$2.8 |
| FY22 Forecast | \$28.5 |
| Planned Investments | (\$M) |
| FY23 | \$208.7 |
| FY24 | \$21.1 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$229.8 |
| 10-Year Total (FY23-FY32) | \$229.8 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$261.1 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

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): TBD

Description

This program replaces or rehabilitates platform canopies at various Metrorail stations to maintain them 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete canopy rehabilitation at Twinbrook Station, and plan next phase of rehabs based on completed systemwide assessment and prioritization of station platform canopies.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$3.1 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$5.0 |
| FY25 | \$5.0 |
| FY26 | \$5.0 |
| FY27 | \$5.0 |
| FY28 | \$5.0 |
| 6-Year Total (FY23-FY28) | \$25.0 |
| 10-Year Total (FY23-FY32) | \$45.0 |
| Beyond FY32 | TBD |

ePerformance and eCompensation Upgrades (CIP0354)

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

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This project develops and deploys new modules for ePerformance and eCompensation, including the design, requirements, development, testing, and deployment of these modules.



Expected Outcome

Aligns organizational resources and systems for employee performance to improve analysis of performance-related metrics and increase options for data-driven gap analysis. Improves compensation programs for employees through planning, administration, and reporting activities.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Begin and complete the requirements, design, development, testing and deployment cycle for the next user community (L689 and L922) for the employee performance and compensation application.

Cost (\$M)

| Investments | (\$M) |
|---|---------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$0.9 |
| Planned Investments | (\$M) |
| FY23 | \$0.7 |
| FY24 | \$1.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$1.7 |
| 10-Year Total (FY23-FY32) | \$1.7 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$2.6 |
| Total Est. Investment Change from Prior | \$-24.5 |
| Primary Reason: Scope moved to CIP0331. | |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.7 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | ✓ | | | | | | | | |

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 the 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 are expected to bring value by reducing local air pollution, providing a quieter, smoother ride and supporting a more livable region.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will take delivery of approximately 12 electric buses, complete charging station equipment installation at Shepherd Parkway Bus Facility, and begin pilot phase testing of the buses and charging infrastructure.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$11.6 |
| Planned Investments | (\$M) |
| FY23 | \$12.2 |
| FY24 | \$3.3 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$15.5 |
| 10-Year Total (FY23-FY32) | \$15.5 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$27.1 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$10.2 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$2.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | ✓ | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | | ✓ | | | | | | | | | |

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): No

Description

The project performs a pilot and evaluation to add ventilation fans and upgrade shaft components. 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete the Red-Line pilot and evaluate its effectiveness while considering system wide tunnel ventilation improvements.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$4.8 |
| FY22 Forecast | \$40.5 |
| Planned Investments | (\$M) |
| FY23 | \$12.6 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$12.6 |
| 10-Year Total (FY23-FY32) | \$12.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$57.9 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$12.6 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | | | | | | | | | |
| Operations Activation | | ✓ | | | | | | | | | |

Cybersecurity Legacy Software Improvements (CIP0357)

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

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

Description

This project will improve, maintain and upgrade applications to improve cybersecurity.



Expected Outcome

Protects Metro IT systems from cybersecurity risks through direct improvements, maintenance and upgrade of existing systems and technologies across the system.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete security assessments of systems, modify, upgrade, replace and decommission technology based on these assessments.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$3.7 |
| Planned Investments | (\$M) |
| FY23 | \$3.7 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$3.7 |
| 10-Year Total (FY23-FY32) | \$3.7 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$7.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$3.7 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | | | | | | | | | |
| Operations Activation | | | | | | | | | | | |

Business Systems State of Good Repair (CIP0358)

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

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

Description

This program supports state of good repair activities for critical business applications including web applications, timekeeping and enterprise resource planning (ERP) systems.



Expected Outcome

Provides continuity of operations and data security of critical information software applications.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue maintaining and enhancing the portfolio of software applications to meet operating and business requirements.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$19.7 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$19.7 |
| FY24 | \$18.5 |
| FY25 | \$16.0 |
| FY26 | \$16.4 |
| FY27 | \$16.8 |
| FY28 | \$17.2 |
| 6-Year Total (FY23-FY28) | \$104.5 |
| 10-Year Total (FY23-FY32) | \$178.0 |
| Beyond FY32 | TBD |

Enterprise Technology Platforms State of Good Repair (CIP0359)

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 enterprise shared services including business intelligence, storing and building data structures and other enterprise tools.



Expected Outcome

This program supports tools and applications, as well as other shared services, utilized by both the Metro Business and Transit teams for their day-to-day sustainment operations.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue implementation of functional improvements, system integrations, data management, reporting, new modules, new applications, and maintaining and enhancing existing applications.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$5.7 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$5.7 |
| FY24 | \$5.2 |
| FY25 | \$4.8 |
| FY26 | \$4.9 |
| FY27 | \$5.0 |
| FY28 | \$5.2 |
| 6-Year Total (FY23-FY28) | \$30.8 |
| 10-Year Total (FY23-FY32) | \$53.2 |
| Beyond FY32 | TBD |

Transit Systems State of Good Repair (CIP0360)

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 transit applications including Bus, Rail, Asset Management, Safety and Metro Transit Police Department (MTPD) systems.



Expected Outcome

Metro will continue to support the customer-facing services and related applications. This includes support for MTPD, Safety, Asset Management related to engineering and infrastructure assets, Geographic information system, Fare Collection, and other customer-facing websites.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue maintaining and improving the Advanced Information Management platform that provides automated operational support for the Rail system, Passenger Information Display (PIDS), Rail Station Bus Information display (RSBI), CAD/RMS support for MTPD (Metro Police), Safety Measurement System, and Asset Management applications for documenting and tracking engineering and infrastructure assets.

Cost (\$M)

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$15.5 |
| FY24 | \$14.5 |
| FY25 | \$13.3 |
| FY26 | \$13.7 |
| FY27 | \$14.1 |
| FY28 | \$14.5 |
| 6-Year Total (FY23-FY28) | \$85.7 |
| 10-Year Total (FY23-FY32) | \$148.4 |
| Beyond FY32 | TBD |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$15.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

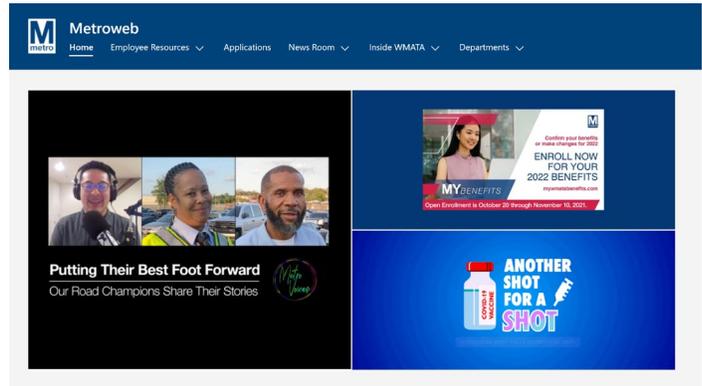
Service Oriented Architecture (SOA) Program (CIP0361)

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

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

Service-Oriented Architecture (SOA) application platform enables organizations to share independent services to accomplish business goals. SOA enables the development of applications to be more efficient and secure. This supports the ability to adjust applications to align with changing business needs.



Expected Outcome

SOA offers flexibility by providing infrastructure automation and tools, thereby achieving a reduction in integration costs, as well as their efficient and effective coordination. SOA architecture enables IT structures to align to business goals.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue maintaining and improving its SOA services and systems to meet operating and business requirements.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$1.3 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$1.3 |
| FY24 | \$1.2 |
| FY25 | \$1.1 |
| FY26 | \$1.1 |
| FY27 | \$1.2 |
| FY28 | \$1.2 |
| 6-Year Total (FY23-FY28) | \$7.2 |
| 10-Year Total (FY23-FY32) | \$12.4 |
| Beyond FY32 | TBD |

Cyber Security (CIP0363)

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 cybersecurity software applications.



Expected Outcome

Provides continuity of operations and data security of software applications.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue maintaining and improving cybersecurity software applications to meet operating and business requirements.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.4 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.4 |
| FY24 | \$0.5 |
| FY25 | \$0.5 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$1.4 |
| 10-Year Total (FY23-FY32) | \$1.4 |
| Beyond FY32 | TBD |

Structural Rehabilitation – Package B (CIP0370)

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

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

Description

This project rehabilitates bridges and aerial structures.



Expected Outcome

Address issues on bridges and aerial structures identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will design and contract for the repair of approximately 21 bridges: 1) Orange Line 495 Aerial, 2) Greenbelt Station Outer Loop Ramp Bridge 3) Greenbelt Inner Loop Aerial, 4) Greenbelt Station Bridge #1, 5) Route 7 Bridge, 6) Route 7 Ramp Bridge, 7) E-Line CSX Bridge 8) Greenbelt Station Beltway Crossing Bridge 9) Berwyn Rd. 10) Frederick Ave. Pedestrian Bridge 11) Dunn Loring Pedestrian Bridge 12) Vienna Station-North, 13) Vienna Station-South Pedestrian Bridge, 14) West Falls Church Station Pedestrian Bridge, 15) Park Rd. Bridge, 16) Aspen St. Bridge, 17) Georgia Ave. Bridge, 18) Piney Branch Rd. Bridge, 19) Riggs Rd. Bridge, 20) Van Buren St. Bridge, 21) Westmoreland St. Bridge.

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$2.1 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.6 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$2.7 |
| FY24 | \$44.9 |
| FY25 | \$29.8 |
| FY26 | \$13.1 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$90.5 |
| 10-Year Total (FY23-FY32) | \$90.5 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$90.5 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | ✓ | | | | | | | | | |
| Implementation and Construction | | | ✓ | ✓ | ✓ | | | | | | |
| Operations Activation | | | ✓ | ✓ | ✓ | | | | | | |

West Falls Church Development (CIP0371)

Initiative Type: Project
Category: Business & Operations Support
Location: West Falls Church Rail Station

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

Description

This project redevelops the West Falls Church Station parking lots and reconfigures the bus loop and kiss and ride at the station to create a street grid and connecting roads as part of a joint development.



Expected Outcome

Increase ridership and improve station access and the customer experience.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Begin design and development.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.1 |
| FY24 | \$0.5 |
| FY25 | \$5.0 |
| FY26 | \$9.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$14.6 |
| 10-Year Total (FY23-FY32) | \$14.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$14.6 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.1 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | ✓ | ✓ | | | | | | | | |
| Implementation and Construction | | | | ✓ | ✓ | | | | | | |
| Operations Activation | | | | | ✓ | | | | | | |

Station Revitalization (CIP0372)

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

Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This project will replace station systems including fire alarm systems, closed circuit television cameras, public address systems, lighting, station tile, customer information digital displays, static station signage and wayfinding at 18 stations (Farragut West, Judiciary Square, Union Station, National Airport, Mt. Vernon Square, Smithsonian, Federal Center SW, L'Enfant Plaza, Waterfront, McPherson Sq, Federal Triangle, Metro Center, Farragut North, Gallery Place, Archives, Foggy Bottom, Rosslyn and Court House)



Expected Outcome

Improve customer safety, upgrade information systems, and maintain fire and life safety assets in a state of good repair.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Design and initiate contracting for these improvements.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$8.2 |
| FY24 | \$45.4 |
| FY25 | \$53.7 |
| FY26 | \$61.0 |
| FY27 | \$62.6 |
| FY28 | \$54.9 |
| 6-Year Total (FY23-FY28) | \$285.8 |
| 10-Year Total (FY23-FY32) | \$300.0 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$300.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$7.5 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.7 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | ✓ | | | | | | | | | |
| Implementation and Construction | | | ✓ | ✓ | ✓ | ✓ | ✓ | | | | |
| Operations Activation | | | ✓ | ✓ | ✓ | ✓ | | | | | |

D&E Railcar Acquisition (CIP8001)

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

Mode: Rail
Program: Acquisition
Federal Participation (all years): No

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 poorest performing vehicles.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023. Project will resume in FY2024 to update the Rail Fleet Plan.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.5 |
| FY25 | \$0.8 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.5 |
| 6-Year Total (FY23-FY28) | \$1.8 |
| 10-Year Total (FY23-FY32) | \$1.8 |
| Beyond FY32 | TBD |

D&E Railcar Maint/Overhaul (CIP8003)

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

Mode: Rail
Program: Maintenance/Overhaul
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and design tasks to support new railcar reliability maintenance and overhaul efforts.



Expected Outcome

Supports efforts to develop and prioritize projects related to maintenance and overhaul needs to improve railcar fleet reliability and safety. This work maintains railcar fleet in a state of good repair to prevent future safety and reliability concerns.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Planning for future work.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$2.5 |
| FY26 | \$2.5 |
| FY27 | \$0.0 |
| FY28 | \$0.1 |
| 6-Year Total (FY23-FY28) | \$5.1 |
| 10-Year Total (FY23-FY32) | \$5.1 |
| Beyond FY32 | TBD |

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): No

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete assessments of rail yard needs to determine state of good repair requirements, possibilities for expansion or optimization of space within the rail yards, investments needed to optimize the delivery of rail service for each yard, and opportunities to expand rail yard capacity to meet future demand.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.5 |
| Planned Investments | (\$M) |
| FY23 | \$0.5 |
| FY24 | \$0.5 |
| FY25 | \$0.3 |
| FY26 | \$0.0 |
| FY27 | \$1.0 |
| FY28 | \$15.0 |
| 6-Year Total (FY23-FY28) | \$17.2 |
| 10-Year Total (FY23-FY32) | \$241.2 |
| Beyond FY32 | TBD |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop the Red Tag equipment implementation plan and design, system-wide. Metro will also continue work to advance the Breaking energy assessment.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.6 |
| Planned Investments | (\$M) |
| FY23 | \$0.5 |
| FY24 | \$1.1 |
| FY25 | \$1.2 |
| FY26 | \$0.2 |
| FY27 | \$1.2 |
| FY28 | \$0.2 |
| 6-Year Total (FY23-FY28) | \$4.3 |
| 10-Year Total (FY23-FY32) | \$4.3 |
| Beyond FY32 | TBD |

Future Traction Power Projects (CIP8008)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): No

Description

This program identifies new traction power investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$10.9 |
| FY26 | \$5.7 |
| FY27 | \$26.6 |
| FY28 | \$24.3 |
| 6-Year Total (FY23-FY28) | \$67.4 |
| 10-Year Total (FY23-FY32) | \$249.5 |
| Beyond FY32 | \$127.0 |

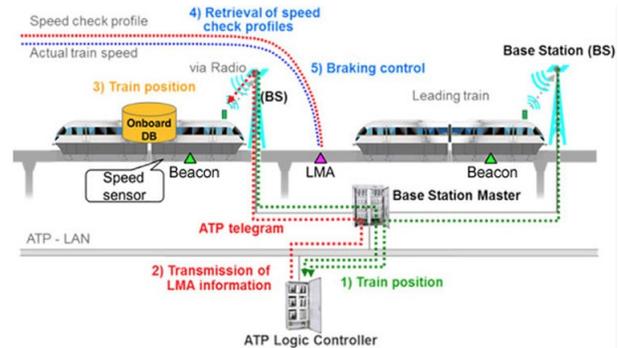
Future Signals and Communications Improvements (CIP8010)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Signals & Communications
Federal Participation (all years): TBD

Description

This program identifies new signals and communications investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

| Investments | (\$M) |
|---------------------------|-----------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$5.0 |
| FY27 | \$8.0 |
| FY28 | \$10.0 |
| 6-Year Total (FY23-FY28) | \$23.0 |
| 10-Year Total (FY23-FY32) | \$143.0 |
| Beyond FY32 | \$2,130.0 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will pilot composite ties and study restraining rail and turnout designs.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.8 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$1.7 |
| FY25 | \$0.0 |
| FY26 | \$1.5 |
| FY27 | \$0.0 |
| FY28 | \$10.6 |
| 6-Year Total (FY23-FY28) | \$13.8 |
| 10-Year Total (FY23-FY32) | \$29.8 |
| Beyond FY32 | TBD |

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 Drivers



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. Also, completing design for extending pocket track at D&G junction.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$2.8 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$3.6 |
| Planned Investments | (\$M) |
| FY23 | \$2.8 |
| FY24 | \$3.4 |
| FY25 | \$3.1 |
| FY26 | \$2.0 |
| FY27 | \$7.4 |
| FY28 | \$19.9 |
| 6-Year Total (FY23-FY28) | \$38.5 |
| 10-Year Total (FY23-FY32) | \$84.0 |
| Beyond FY32 | TBD |

Future Track and Structures Improvements (CIP8014)

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

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program identifies new track and structures investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$7.0 |
| FY25 | \$9.6 |
| FY26 | \$5.0 |
| FY27 | \$5.0 |
| FY28 | \$10.0 |
| 6-Year Total (FY23-FY28) | \$36.6 |
| 10-Year Total (FY23-FY32) | \$95.6 |
| Beyond FY32 | \$87.0 |

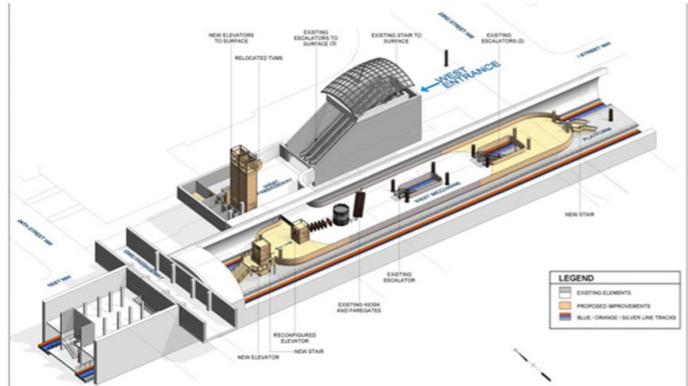
D&E Rail Station Improvements (CIP8015)

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance station facility improvement studies for Columbia Heights and Federal Triangle. Metro will also complete capital improvements required for the solar site leases throughout the region, and conceptual design for station restroom and breakdown improvements.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$4.2 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$2.3 |
| Planned Investments | (\$M) |
| FY23 | \$4.2 |
| FY24 | \$10.1 |
| FY25 | \$3.8 |
| FY26 | \$3.0 |
| FY27 | \$3.9 |
| FY28 | \$0.1 |
| 6-Year Total (FY23-FY28) | \$25.0 |
| 10-Year Total (FY23-FY32) | \$25.0 |
| Beyond FY32 | TBD |

D&E Passenger Facility Improvements (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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue evaluation of implementation strategy for systemwide upgrades to the Passenger Information Display System.

Cost (\$M)

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.1 |
| Planned Investments | (\$M) |
| FY23 | \$0.5 |
| FY24 | \$5.0 |
| FY25 | \$5.3 |
| FY26 | \$11.8 |
| FY27 | \$15.7 |
| FY28 | \$7.0 |
| 6-Year Total (FY23-FY28) | \$45.4 |
| 10-Year Total (FY23-FY32) | \$88.4 |
| Beyond FY32 | TBD |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.5 |
| 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. Metro will evaluate the feasibility 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance design package development for future Zero Emissions Bus garages.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.2 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.3 |
| Planned Investments | (\$M) |
| FY23 | \$0.2 |
| FY24 | \$0.3 |
| FY25 | \$0.8 |
| FY26 | \$0.0 |
| FY27 | \$2.5 |
| FY28 | \$1.5 |
| 6-Year Total (FY23-FY28) | \$5.2 |
| 10-Year Total (FY23-FY32) | \$6.2 |
| Beyond FY32 | TBD |

Future Bus & Paratransit (CIP8022)

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

Mode: Bus
Program: Acquisition
Federal Participation (all years): No

Description

This program supports the development of future bus and paratransit vehicle acquisition to address identified needs. This program also supports future purchases of Zero Emissions Buses (ZEB) and associated bus infrastructure equipment to support an electric bus fleet.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Planning for future bus and paratransit needs.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$30.0 |
| FY28 | \$60.0 |
| 6-Year Total (FY23-FY28) | \$90.0 |
| 10-Year Total (FY23-FY32) | \$191.5 |
| Beyond FY32 | TBD |

Future Bus Maint/Overhaul Proj (CIP8024)

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

Mode: Systemwide
Program: Maintenance/Overhaul
Federal Participation (all years): No

Description

This program supports the development of converting future bus maintenance facilities to meet the needs of maintaining an electric bus fleet. This program also supports future needs related to planning, training and operational support for Zero Emissions Buses.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No deliverables planned for FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.3 |
| FY25 | \$5.3 |
| FY26 | \$5.3 |
| FY27 | \$5.3 |
| FY28 | \$5.0 |
| 6-Year Total (FY23-FY28) | \$21.0 |
| 10-Year Total (FY23-FY32) | \$467.1 |
| Beyond FY32 | TBD |

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): No

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will evaluate the need to renovate bus training space and new parking garage at Carmen Turner Facility, and assess improvements to Landover Bus Division training facility.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.2 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$0.5 |
| Planned Investments | (\$M) |
| FY23 | \$0.2 |
| FY24 | \$0.4 |
| FY25 | \$0.3 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$0.8 |
| 10-Year Total (FY23-FY32) | \$0.8 |
| Beyond FY32 | TBD |

Future Bus Maintenance Facilities (CIP8026)

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

Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program identifies new bus maintenance facility investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Continue the National Environmental Policy Act (NEPA) process for Western Bus Garage replacement.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.5 |
| FY24 | \$2.3 |
| FY25 | \$1.2 |
| FY26 | \$11.0 |
| FY27 | \$30.0 |
| FY28 | \$24.9 |
| 6-Year Total (FY23-FY28) | \$69.8 |
| 10-Year Total (FY23-FY32) | \$777.9 |
| Beyond FY32 | TBD |

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): No

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.6 |
| FY27 | \$11.0 |
| FY28 | \$11.5 |
| 6-Year Total (FY23-FY28) | \$23.1 |
| 10-Year Total (FY23-FY32) | \$31.1 |
| Beyond FY32 | TBD |

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 needs and develops and evaluates potential capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging information technology needs before committing to larger investments.

Strategic Drivers



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, Enterprise Identity and Access Management (EIAM) and Internet of Things (IoT) Pilot.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$18.2 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$11.9 |
| Planned Investments | (\$M) |
| FY23 | \$18.2 |
| FY24 | \$11.1 |
| FY25 | \$3.0 |
| FY26 | \$2.0 |
| FY27 | \$1.0 |
| FY28 | \$1.0 |
| 6-Year Total (FY23-FY28) | \$36.3 |
| 10-Year Total (FY23-FY32) | \$40.3 |
| Beyond FY32 | TBD |

Future Information Technology Projects (CIP8030)

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

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program identifies new information technology investments needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop solutions for emerging information technology needs.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$2.4 |
| FY25 | \$18.4 |
| FY26 | \$17.6 |
| FY27 | \$8.3 |
| FY28 | \$13.9 |
| 6-Year Total (FY23-FY28) | \$60.7 |
| 10-Year Total (FY23-FY32) | \$105.3 |
| Beyond FY32 | TBD |

Future Metro Transit Police Projects (CIP8032)

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

Mode: Systemwide
Program: MTPD
Federal Participation (all years): No

Description

This program identifies new Metro Transit Police investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned activity in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|---------|
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$2.2 |
| FY25 | \$3.2 |
| FY26 | \$3.2 |
| FY27 | \$6.0 |
| FY28 | \$5.0 |
| 6-Year Total (FY23-FY28) | \$19.5 |
| 10-Year Total (FY23-FY32) | \$165.4 |
| Beyond FY32 | TBD |

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 support systems.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023. Metro will continue initiatives in out-years of capital program.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.5 |
| Planned Investments | (\$M) |
| FY23 | \$0.0 |
| FY24 | \$0.7 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$2.1 |
| 6-Year Total (FY23-FY28) | \$2.7 |
| 10-Year Total (FY23-FY32) | \$48.3 |
| Beyond FY32 | TBD |

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 identifies new equipment and services investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will purchase medical equipment for the Occupational Health and Wellness Department.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.5 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.0 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$0.3 |
| Planned Investments | (\$M) |
| FY23 | \$0.5 |
| FY24 | \$0.5 |
| FY25 | \$0.5 |
| FY26 | \$0.5 |
| FY27 | \$0.5 |
| FY28 | \$13.5 |
| 6-Year Total (FY23-FY28) | \$16.0 |
| 10-Year Total (FY23-FY32) | \$18.0 |
| Beyond FY32 | TBD |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin development and evaluation of station improvements at Farragut West, and bus transfer improvements at Anacostia Station. 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)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$1.1 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.8 |
| Planned Investments | (\$M) |
| FY23 | \$1.1 |
| FY24 | \$1.0 |
| FY25 | \$1.0 |
| FY26 | \$1.0 |
| FY27 | \$1.0 |
| FY28 | \$1.0 |
| 6-Year Total (FY23-FY28) | \$6.1 |
| 10-Year Total (FY23-FY32) | \$10.1 |
| Beyond FY32 | TBD |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue development and evaluation of station improvements at Bethesda and Twinbrook. Metro will also continue, planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Maryland.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$0.9 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|-------|
| FY22 Forecast | \$1.8 |
| Planned Investments | (\$M) |
| FY23 | \$0.9 |
| FY24 | \$1.0 |
| FY25 | \$1.0 |
| FY26 | \$1.0 |
| FY27 | \$1.0 |
| FY28 | \$1.0 |
| 6-Year Total (FY23-FY28) | \$5.9 |
| 10-Year Total (FY23-FY32) | \$9.9 |
| Beyond FY32 | TBD |

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 the City of Alexandria and the surrounding community.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete construction of the South Access Pavilion, retaining wall, and restoration of wetlands. Station is expected to open for passenger service in FY2023.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$170.3 |
| FY22 Forecast | \$118.7 |
| Planned Investments | (\$M) |
| FY23 | \$32.2 |
| FY24 | \$19.4 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$51.6 |
| 10-Year Total (FY23-FY32) | \$51.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$340.6 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|--------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$32.2 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | ✓ | ✓ | | | | | | | | |
| Operations Activation | ✓ | ✓ | | | | | | | | | |

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin development and evaluation of station improvements at Pentagon City. Metro will coordinate and begin planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Virginia.

Cost (\$M)

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$1.1 |
| Debt | \$0.0 |

| Investments | (\$M) |
|---------------------------|--------|
| FY22 Forecast | \$1.8 |
| Planned Investments | (\$M) |
| FY23 | \$1.1 |
| FY24 | \$1.0 |
| FY25 | \$1.0 |
| FY26 | \$1.0 |
| FY27 | \$1.0 |
| FY28 | \$1.0 |
| 6-Year Total (FY23-FY28) | \$6.1 |
| 10-Year Total (FY23-FY32) | \$10.1 |
| Beyond FY32 | TBD |

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): No

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will achieve final acceptance of user education program, manuals, spare parts catalogs, portable bench testing equipment, and as-builts for base order railcars.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|--------|
| Expenditure Life to Date (up to FY22) | \$0.0 |
| FY22 Forecast | \$5.5 |
| Planned Investments | (\$M) |
| FY23 | \$5.5 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$16.7 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$22.2 |
| 10-Year Total (FY23-FY32) | \$22.2 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$27.7 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$5.5 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | | | | | ✓ | | | | | |
| 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): No

Description

This project supports Phase 2 construction, integration, and infrastructure improvements for the Silver Line extension 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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin passenger service at six new stations.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------|
| Expenditure Life to Date (up to FY22) | \$122.1 |
| FY22 Forecast | \$22.1 |
| Planned Investments | (\$M) |
| FY23 | \$3.3 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$3.3 |
| 10-Year Total (FY23-FY32) | \$3.3 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$147.5 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$3.3 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | | | | | ✓ | | | | | |
| Operations Activation | ✓ | | | | | | | | | | |

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): No

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 Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete 5-year warranty milestone payments for 64 Option 1 railcars.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|----------------|
| Expenditure Life to Date (up to FY22) | \$136.1 |
| FY22 Forecast | \$0.0 |
| Planned Investments | (\$M) |
| FY23 | \$1.2 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$15.3 |
| FY28 | \$0.0 |
| 6-Year Total (FY23-FY28) | \$16.5 |
| 10-Year Total (FY23-FY32) | \$16.5 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$152.6 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$1.2 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | | ✓ | | | | ✓ | | | | | |
| 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): No

Description

This project supports the 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.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support design and construction efforts to integrate the Purple Line with the Metro rail system. Metro will provide engineering oversight and project management support for this MTA administered project.

Cost (\$M)

| Investments | (\$M) |
|---------------------------------------|---------------|
| Expenditure Life to Date (up to FY22) | \$15.6 |
| FY22 Forecast | \$4.3 |
| Planned Investments | (\$M) |
| FY23 | \$4.7 |
| FY24 | \$0.0 |
| FY25 | \$0.0 |
| FY26 | \$0.0 |
| FY27 | \$0.0 |
| FY28 | \$21.9 |
| 6-Year Total (FY23-FY28) | \$26.6 |
| 10-Year Total (FY23-FY32) | \$26.6 |
| Beyond FY32 | \$0.0 |
| Total Estimated Investment | \$46.4 |

Anticipated Funding Sources (\$M)

| FY23 Funding Source(s) | (\$M) |
|------------------------|-------|
| Federal Grants | \$0.0 |
| PRIIA/RSI Grants | \$0.0 |
| System Performance | \$0.0 |
| Dedicated Funding | \$0.0 |
| Reimbursable | \$4.7 |
| Debt | \$0.0 |

| Fiscal Year | FY22 | FY23 | FY24 | FY25 | FY26 | FY27 | FY28 | FY29 | FY30 | FY31 | FY32 |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Development and Evaluation | | | | | | | | | | | |
| Implementation and Construction | ✓ | | | | | | ✓ | | | | |
| Operations Activation | ✓ | | | | | | ✓ | | | | |

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Appendix E – Sustainability, Energy, Equity, and Climate Resilience

Sustainability Vision

Metro provides a sustainable transportation system that meets the needs of people, communities, and businesses in the region, and fosters social wellbeing, equity, economic prosperity, and environmental stewardship.

Sustainability Principles

- Develop and Implement an Action Plan with specific priorities, strategies, and targets to advance sustainability at Metro and in the region
- Recognize that our investments and operational decisions change lives. Make those decisions intentionally to address historical, social, environmental, and economic disparities and racial and social injustice
- Build, operate, and maintain a resilient transportation system to improve livability, the environment, equity, and access to opportunity
- Leverage the special nature of Metro's service and its unique market position to advance regional goals
- Make cost-effective and data-driven business decisions that provide Metro and its partners with the best return on its investment
- Advance the region's sustainability efforts through leading transparent and authentic collaboration with stakeholders and community partners
- Foster a culture of continual improvement through growing staff capacity and leveraging regional expertise and innovation
- Establish measurable performance indicators to track implementation and successes of Metro's strategies and actions



Sustainability at Metro

Sustainability is a fundamental business approach at Metro that advances regional goals, supports social equity and delivers economic and environmental benefits to the communities served.

In June 2021, the Metro Board of Directors adopted a sustainability vision and principles and zero emission vehicle goals demonstrating Metro's commitment to provide a sustainable transportation system to the region. The sustainability vision and principles recognize sustainability as a core value within Metro as well a way to improve performance, achieve climate and environmental goals, and contribute to livable and equitable communities.

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.

Sustainability, electrification, clean energy, equity, and climate resilience are at the forefront of transportation planning throughout the region. This planning requires a crosscutting and interconnected effort with regional partners and jurisdictions.

Zero-Emission Vehicle Program

Metro is transitioning to a 100% zero-emission bus fleet. Metro's Board of Directors has adopted a resolution requiring Metro to: purchase only lower-emission buses and electric buses in the next bus procurement; transition to 100% zero-emission bus purchases by 2030; and transition to a 100% zero-emission bus fleet by 2045.

Transitioning to a zero-emission bus fleet presents a further opportunity to deliver significant environmental benefits for the region and improve the overall experience for Metrobus customers. Zero-emission buses will help drive regional air quality improvements by reducing greenhouse gas and tailpipe emissions, simultaneously providing public health benefits for everyone across the

Metrobus service area. Without the need for a conventional vehicle engine, Metrobus customers will also experience a more comfortable ride while both the customers and the communities served benefit from a quieter vehicle.

The transition to zero-emission technology requires more than just new buses. It will require shared commitment, as well as significant regional investment and coordination, including:

- Energy infrastructure investments
- New policies and rate structures
- Funding to convert facilities and replace buses
- Working with frontline employees on workforce development opportunities

This program is built on years of extensive preparation and coordination to address the market, infrastructure and policy prerequisites for a regional transition to zero-emission bus technology.



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 and large-scale investments in renewable energy.

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. Metro is growing staff capacity and exploring market opportunities, including clean energy.

Metro is partnering with electric utilities, jurisdictions, and stakeholders to secure forward-looking energy contracts for financial savings and environmental benefits. For

example, in 2021 Metro awarded a new District of Columbia electric supply contract in coordination with the General Services Administration (GSA) that requires the supplier to provide 50% of the electricity from renewables. By working with GSA and other federal agencies (incl. DOT, DOE, Smithsonian and FBI) Metro benefitted from being part of a larger group of buyers, resulting in lower energy prices and lower administrative costs.

In addition, Metro is advancing approximately 10 MW of clean solar power through an innovative lease agreement recognized by the Rocky Mountain Institute as one of the 10 "Most Noteworthy Local Government Renewables Deals of 2020". This is the largest community solar project in the National Capital Area and one of the largest in the nation.

Energy Action Plan

Metro's Energy Action Plan transforms the way Metro does business to provide a greener, safer, more reliable ride. The Energy Action Plan is helping Metro reach environmental goals through increased energy efficiency and is generating long-term cost savings to support responsible stewardship of its capital funding.

This Plan has three main pillars:

1. Implementation of energy audit identified capital investments;
2. Modernize design, construction, and operations; and
3. Engage dynamically in the energy market.

The Energy Action Plan includes capital investments in energy efficiency projects between now and 2025 that will realize energy and operations/maintenance cost savings.



Equity

Equity is part of Metro's mission and essential to achieving the vision to become the regional Employer and Transportation Provider of Choice. In FY2021, Metro's Board of Directors advanced the Framework for Transit Equity with focus areas including: The Bus Transformation Project, DBE/MBE programs, public participation, and sustainability. Building on this framework, Metro is developing a Diversity, Equity and Inclusion Strategy that will place equity at the center of how we do business and make decisions.

Climate Resiliency

In line with our newly adopted sustainability principles, Metro launched an effort to develop a climate resilience strategy to enhance long-term planning, identify vulnerability and risk, estimate the cost of inaction, and prioritize strategic investments in alignment with regional resilience planning efforts.

Innovation and Continuous Improvement

Metro facilitates an organizational culture of continual improvement and sustainable stewardship. Metro's Sustainability Lab and Sustainability Awards promote cost effective innovation and best practice adoption across the Authority. Since their inception, these two programs combined have sponsored several business case analyses, test and evaluation programs, and operational improvements and recognized more than 120 staff.

Metro has also embedded tools to support innovation and data-driven business decisions into operations. For example, Metro actively monitors its energy consumption and costs through a centralized location for all utility data enabling insight into operations and opportunities for cost savings.



FY2022 Accomplishments

Sustainability

- Launched the development of a Sustainability Action Plan as a first step to delivering Metro's Sustainability Vision & Principles, adopted by the Board in June 2021
- Launched a tool for riders that calculates the personal contribution to avoided greenhouse gas emissions using an individual's SmarTrip® card number – increasing awareness of the environmental benefits for choosing Metro
- Ensured green design standard inclusion for major new facilities including Heavy Repair & Overhaul Facility, Northern and Bladensburg Bus Garages, Potomac Yard Station, and Grosvenor-Strathmore Parking Garage
- Completed Post-Issuance Annual Certification for Metro's Climate Bonds, as part of Metro's commitment to delivering sustainable, cost-effective transportation service and helping to finance state of good repair, safety, resiliency, and electrification of the system

Zero-Emission Bus

- Began efforts to draft a Zero-Emission Bus Transition Plan to guide the transition of our fleet, facilities, internal operations and workforce to a fully zero-emission bus fleet by 2045
- Released an RFP for ten battery-electric buses that will be part of our Battery-Electric Bus Test and Evaluation
- Committed to constructing first all-electric facility at Northern Bus Garage (150 buses)
- Continued the design work for the infrastructure at Shepherd Parkway bus division needed to support electric bus charging as part of our Battery-Electric Bus Test and Evaluation
- Initiated electricity infrastructure investment planning with utility for transition to zero-emission bus, at Northern and Bladensburg Bus Garages

Equity

- Launched Equity Toolkit, a virtual library of standards, datasets, and guidance that help Metro

proactively and consistently factor equity into projects, planning, reporting, and decision-making

- Developed Metro's first Frequent Service Network. This shift to an all-day network of frequent buses and trains puts Metro on the path to serve customers at the times of the day and week when they want to travel. It also significantly increases access to transit for the region's most vulnerable populations, including low-income populations and people of color
- Established the Minority Business Enterprise (MBE) Program, Small Business Program (SBP), and Micro-Business Program (MBP) — effective November 2021 — to provide additional contracting opportunities for small, women, and minority-owned businesses

Energy

- Advanced clean energy/ decarbonization – secured a four-year electric supply contract for District of Columbia in coordination with the General Services Administration that requires the supplier to provide 50% of the electricity from renewables. By working with GSA and other federal agencies (incl. DOT, DOE, Smithsonian, FBI), Metro benefitted from being part of a larger group of buyers, resulting in lower energy prices and lower administrative costs
- Initiated construction at first two sites as part of solar carport project at four Metro stations - Naylor Rd, Cheverly, Southern Ave, and Anacostia – providing approximately ten megawatts of solar capacity. Renewable energy will be provided to Pepco's service area through community solar
- Advanced and tracked the delivery of 2025 Energy Action Plan's Recommended Investments to increase energy efficiency, mitigate risk, and promote fiscal responsibility
- Tested and evaluated new practices and technologies for agency-wide rollout through the Sustainability Lab to support innovation and continuous improvement
- Completed LED lighting upgrades at Metro facilities in Virginia and Montgomery County, advanced test and evaluation of braking energy recovery, awarded task order for two battery storage system designs and specification

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

Annual Comprehensive Financial Report (ACFR)

- 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 ACFR

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 boarding’s 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 Transit Bond 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 Transit Bond 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.

FY2023 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 going forward.

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 indentures 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
- Metro will use its best efforts to operate the transit system properly and in a sound and economical manner and to maintain, preserve, and keep in good repair, working order and condition
- Metro must maintain insurance or self-insurance coverage for 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 totaled \$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 fully opted 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, was 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. Metro intends to renew the lines of credit under similar limits and terms in May 2022.

| GROSS REVENUE TRANSIT BONDS | | FY2023 JURISDICTION FUNDING | | |
|--|--------------------------|-----------------------------|----------------------|----------------------|
| | | Principal | Interest | Total Due |
| Debt Service Payments Funded by FY2023 Jurisdictional Contributions | | | | |
| Series 2017A-1 | - Due Bondholders 1/1/23 | - | \$ 2,991,125 | \$ 2,991,125 |
| Series 2017A-1 | - Due Bondholders 7/1/23 | \$ 10,595,000 | 2,991,125 | 13,586,125 |
| Series 2017A-2 | - Due Bondholders 1/1/23 | - | 1,221,375 | 1,221,375 |
| Series 2017A-2 | - Due Bondholders 7/1/23 | - | 1,221,375 | 1,221,375 |
| Series 2017B | - Due Bondholders 1/1/23 | - | 11,228,125 | 11,228,125 |
| Series 2017B | - Due Bondholders 7/1/23 | 13,400,000 | 11,228,125 | 24,628,125 |
| Series 2018 | - Due Bondholders 1/1/23 | - | 5,579,625 | 5,579,625 |
| Series 2018 | - Due Bondholders 7/1/23 | 6,160,000 | 5,579,625 | 11,739,625 |
| Grand Total | | \$ 30,155,000 | \$ 42,040,500 | \$ 72,195,500 |

GROSS REVENUE BONDS - DEBT SERVICE PAYMENT AND FUNDING DETAIL

| Date | Interest | Principal | Total Funding Required | Total Fiscal Year Funding Required | Funding Fiscal Year ¹ |
|--------------|-----------------------|-----------------------|---------------------------|---------------------------------------|-------------------------------------|
| 1/1/2023 | 21,020,250 | - | 21,020,250 | | |
| 7/1/2023 | 21,020,250 | 30,155,000 | 51,175,250 | 72,195,500 | FY23 |
| 1/1/2024 | 20,266,375 | - | 20,266,375 | | |
| 7/1/2024 | 20,266,375 | 31,680,000 | 51,946,375 | 72,212,750 | FY24 |
| 1/1/2025 | 19,474,375 | - | 19,474,375 | | |
| 7/1/2025 | 19,474,375 | 33,290,000 | 52,764,375 | 72,238,750 | FY25 |
| 1/1/2026 | 18,642,125 | - | 18,642,125 | | |
| 7/1/2026 | 18,642,125 | 34,980,000 | 53,622,125 | 72,264,250 | FY26 |
| 1/1/2027 | 17,767,625 | - | 17,767,625 | | |
| 7/1/2027 | 17,767,625 | 36,760,000 | 54,527,625 | 72,295,250 | FY27 |
| 1/1/2028 | 16,848,625 | - | 16,848,625 | | |
| 7/1/2028 | 16,848,625 | 38,620,000 | 55,468,625 | 72,317,250 | FY28 |
| 1/1/2029 | 15,883,125 | - | 15,883,125 | | |
| 7/1/2029 | 15,883,125 | 40,585,000 | 56,468,125 | 72,351,250 | FY29 |
| 1/1/2030 | 14,868,500 | - | 14,868,500 | | |
| 7/1/2030 | 14,868,500 | 42,650,000 | 57,518,500 | 72,387,000 | FY30 |
| 1/1/2031 | 13,802,250 | - | 13,802,250 | | |
| 7/1/2031 | 13,802,250 | 44,820,000 | 58,622,250 | 72,424,500 | FY31 |
| 1/1/2032 | 12,681,750 | - | 12,681,750 | | |
| 7/1/2032 | 12,681,750 | 47,120,000 | 59,801,750 | 72,483,500 | FY32 |
| 1/1/2033 | 11,503,750 | - | 11,503,750 | | |
| 7/1/2033 | 11,503,750 | 49,500,000 | 61,003,750 | 72,507,500 | FY33 |
| 1/1/2034 | 10,266,250 | - | 10,266,250 | | |
| 7/1/2034 | 10,266,250 | 51,980,000 | 62,246,250 | 72,512,500 | FY34 |
| 1/1/2035 | 8,966,750 | - | 8,966,750 | | |
| 7/1/2035 | 8,966,750 | 35,645,000 | 44,611,750 | 53,578,500 | FY35 |
| 1/1/2036 | 8,075,625 | - | 8,075,625 | | |
| 7/1/2036 | 8,075,625 | 37,470,000 | 45,545,625 | 53,621,250 | FY36 |
| 1/1/2037 | 7,138,875 | - | 7,138,875 | | |
| 7/1/2037 | 7,138,875 | 39,395,000 | 46,533,875 | 53,672,750 | FY37 |
| 1/1/2038 | 6,154,000 | - | 6,154,000 | | |
| 7/1/2038 | 6,154,000 | 41,410,000 | 47,564,000 | 53,718,000 | FY38 |
| 1/1/2039 | 5,118,750 | - | 5,118,750 | | |
| 7/1/2039 | 5,118,750 | 43,535,000 | 48,653,750 | 53,772,500 | FY39 |
| 1/1/2040 | 4,030,375 | - | 4,030,375 | | |
| 7/1/2040 | 4,030,375 | 45,770,000 | 49,800,375 | 53,830,750 | FY40 |
| 1/1/2041 | 2,886,125 | - | 2,886,125 | | |
| 7/1/2041 | 2,886,125 | 48,115,000 | 51,001,125 | 53,887,250 | FY41 |
| 1/1/2042 | 1,683,250 | - | 1,683,250 | | |
| 7/1/2042 | 1,683,250 | 50,585,000 | 52,268,250 | 53,951,500 | FY42 |
| 1/1/2043 | 418,625 | - | 418,625 | | |
| 7/1/2043 | 418,625 | 16,745,000 | 17,163,625 | 17,582,250 | FY43 |
| Total | \$ 474,994,750 | \$ 840,810,000 | \$ 1,315,804,750 | \$ 1,315,804,750 | |

1. The jurisdiction funding dates for WMATA debt service are April 1 and October 1 of each year

DEDICATED REVENUE BONDS - DEBT SERVICE PAYMENT DETAIL

| Date | Principal | Interest | Total Principal & Interest | Total | Less | Net |
|--------------|-------------------------|-----------------------|-------------------------------|-------------------------|----------------------|-------------------------|
| | | | | Fiscal Year | Capitalized | |
| | | | | Principal & Interest | Interest | |
| 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 | \$ 880,093,750 | \$ 2,209,518,750 | \$ 2,209,518,750 | \$ 13,223,400 | \$ 2,196,295,350 |

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 | Total Jurisdictional Debt Service |
|--------------|----------------------|----------------------|------------------------|---------------------|------------------|--------------------|----------------------|----------------------|-----------------------------------|
| 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 | \$602,036,288 | \$277,813,573 | \$281,744,099 | \$35,751,822 | - | \$2,245,042 | \$113,068,333 | \$3,145,590 | \$1,315,804,750 |

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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

| | | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget |
|------------|---|------------------|------------------|------------------|------------------|
| STATISTICS | Bus Miles (000s) ¹ | 47,639 | 37,920 | 48,274 | 49,843 |
| | Revenue Bus Miles (000s) ¹ | 37,009 | 29,068 | 37,795 | 38,220 |
| | Passengers (000s) | 96,516 | 52,097 | 66,633 | 79,269 |
| | Total Active Fleet | 1,583 | 1,583 | 1,572 | 1,588 |
| | Passenger Revenue (\$000s) | \$83,516 | \$20,367 | \$56,903 | \$59,103 |
| | Operating Revenue (\$000s) | \$96,843 | \$34,581 | \$60,037 | \$64,846 |
| | Operating Expenses (\$000s) | \$660,025 | \$633,622 | \$715,646 | \$743,895 |
| | Net Subsidy (\$000s) ² | \$479,736 | \$351,184 | \$528,850 | \$563,796 |
| RATIOS | Cost Per Bus Mile | \$13.85 | \$16.71 | \$14.82 | \$14.92 |
| | Passengers Per Bus (000s) | 60.97 | 32.91 | 42.39 | 49.92 |
| | Passengers Per Revenue Bus Mile | 2.61 | 1.79 | 1.76 | 2.07 |
| | Cost Per Passenger | \$6.84 | \$12.16 | \$10.74 | \$9.38 |
| | Subsidy Per Passenger | \$4.97 | \$6.74 | \$7.94 | \$7.11 |
| | Average Passenger Fare ³ | \$0.99 | \$0.39 | \$0.85 | \$0.75 |
| | Percentage of Cost Recovered from Passenger Revenues ⁴ | 12.7% | 3.2% | 8.0% | 7.9% |
| | Percentage of Cost Recovered from Operating Revenues ⁵ | 14.7% | 5.5% | 8.4% | 8.7% |

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. Net Subsidy includes Covid-related federal relief funds in FY2020 - FY2023

3. 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

4. Farebox Recovery ratio

5. Cost Recovery ratio

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 | 1,006 | 1,572 |
| Fiscal 2023 | 1,095 | 1,588 |

AGE OF TOTAL FLEET¹

| Manufacturer | Fiscal Year Entered Service | Number of Buses | Average Age |
|--|------------------------------------|------------------------|--------------------|
| Orion VII - CNG | 2005 | 4 | 18 |
| Clean Diesel | 2006 | 78 | 17 |
| New Flyer - Compressed Natural Gas (CNG) | 2007 | 15 | 16 |
| New Flyer - Hybrid | 2008 | 59 | 15 |
| New Flyer - Hybrid | 2009 | 61 | 14 |
| New Flyer - Hybrid | 2010 | 140 | 13 |
| New Flyer - Xcelsior | 2011 | 99 | 12 |
| New Flyer - Xcelsior | 2012 | 67 | 11 |
| Orion VII - Clean Diesel | 2012 | 27 | 11 |
| Orion VII - Hybrid | 2012 | 19 | 11 |
| New Flyer - Xcelsior | 2013 | 105 | 10 |
| NAIB - Bus Rapid Transit (BRT) | 2014 | 104 | 9 |
| New Flyer Xcelsior CNG | 2015 | 30 | 8 |
| New Flyer Xcelsior Hybrid | 2015 | 50 | 8 |
| New Flyer Xcelsior CNG | 2016 | 134 | 7 |
| New Flyer Xcelsior Electric | 2016 | 1 | 7 |
| New Flyer Xcelsior Hybrid | 2016 | 81 | 7 |
| New Flyer Xcelsior CNG | 2018 | 100 | 5 |
| New Flyer Xcelsior Hybrid | 2018 | 12 | 5 |
| New Flyer Xcelsior CNG | 2019 | 75 | 4 |
| New Flyer Xcelsior Diesel | 2019 | 25 | 4 |
| New Flyer Xcelsior CNG | 2020 | 75 | 3 |
| New Flyer Xcelsior Diesel | 2020 | 35 | 3 |
| New Flyer Xcelsior Diesel | 2021 | 131 | 2 |
| New Flyer Xcelsior Diesel Future new buses | 2022 | 61 | 1 |
| Total | | 1,588 | 8.4 |

1. Reflects status of the fleet as of June 1, 2022 and includes revenue service, training, inactive, and ready reserve buses

TOTAL ACTIVE BUS FLEET SIZE BY GARAGE

| Garage | FY2023 Maximum Scheduled Fleet | Total Active Fleet ¹ | Spare Ratio |
|------------------------|--------------------------------|---------------------------------|--------------|
| Bladensburg | 183 | 267 | 45.9% |
| Shepherd Parkway | 138 | 185 | 34.1% |
| Western | 100 | 138 | 38.0% |
| Southern Avenue | 61 | 91 | 49.2% |
| Four Mile Run | 158 | 219 | 38.6% |
| Landover | 158 | 191 | 20.9% |
| Montgomery | 161 | 231 | 43.5% |
| Cinder Bed | 60 | 87 | 45.0% |
| Andrews Federal Center | 76 | 162 | 113.2% |
| Total | 1,095 | 1,571 | 43.5% |

1. Excludes 17 training buses

COMPARISON OF BUS MILES¹

| | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget |
|--------------------------|-------------------|-------------------|-------------------|-------------------|
| Total Scheduled | 46,393,535 | 36,928,561 | 47,027,103 | 48,555,620 |
| Bus Bridges | 570,887 | 454,417 | 599,584 | 619,073 |
| Special Service | 95,148 | 75,736 | 91,326 | 94,294 |
| Change-Offs | 255,786 | 203,602 | 245,511 | 253,491 |
| Yard Work | 423,457 | 337,065 | 406,447 | 419,658 |
| Missed Trips | (99,590) | (79,272) | (95,589) | (98,696) |
| Total Unscheduled | 1,245,688 | 991,548 | 1,247,279 | 1,287,819 |
| Total | 47,639,223 | 37,920,109 | 48,274,382 | 49,843,439 |

1. Reflects May 2022 schedule

BUS OPERATOR PAYHOURS

FY2023 Bus Operator Wages

| Category | Payhours | Average Hourly Rate | Budget (\$000s) |
|---|------------------|---------------------|------------------|
| Scheduled¹ | 5,381,425 | \$34.31 | \$184,637 |
| Non-Scheduled ² OT/Special Event | 489,273 | 51.47 | 25,180 |
| Standing Extra | 7,280 | 34.31 | 250 |
| Utility | 2,816 | 34.31 | 97 |
| Training | 12,830 | 34.31 | 440 |
| Miscellaneous | 24,668 | 34.31 | 846 |
| Guarantees | 187 | 34.31 | 6 |
| Funeral Leave | 1,730 | 34.31 | 59 |
| Jury Duty | 560 | 34.31 | 19 |
| Vacation | 74,654 | 34.31 | 2,561 |
| Sick | 43,535 | 34.31 | 1,494 |
| Holiday | 48,399 | 34.31 | 1,661 |
| Subtotal, Non-Scheduled | 705,934 | | \$32,614 |
| Total | 6,087,358 | | \$217,251 |

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. For the FY2023 budget, the average cost per platform hour for all routes is \$158.27. For the allocation of the FY2023 operating subsidy, the budgeted cost per platform hour for non-regional routes (which has certain overhead and administrative expenses removed) is \$119.32.

REGIONAL AND NON-REGIONAL BUS ROUTE SUMMARY - PLANNED PLATFORM HOURS

| | FY2017 Total Service | FY2018 Total Service | FY2019 Total Service | FY2020 Total Service | FY2021 Total Service | FY2022 Total Service | FY2023 Total Service ¹ |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|--------------------------------------|
| Regional Routes | 3,486,646 | 3,508,906 | 3,474,302 | 3,540,259 | 3,456,647 | 2,936,900 | 3,543,562 |
| District of Columbia | 1,756,066 | 1,768,469 | 1,759,288 | 1,810,279 | 1,797,960 | 1,529,408 | 1,712,979 |
| Maryland | 892,750 | 912,623 | 908,861 | 918,490 | 882,331 | 792,649 | 1,070,935 |
| Virginia | 837,830 | 827,814 | 806,153 | 811,490 | 776,356 | 614,844 | 759,648 |
| Non-Regional Routes | 887,383 | 869,589 | 858,719 | 882,347 | 873,995 | 683,783 | 758,901 |
| District of Columbia | 368,025 | 346,502 | 381,414 | 409,953 | 407,331 | 336,336 | 388,841 |
| Maryland | 387,121 | 388,031 | 357,137 | 356,771 | 346,592 | 286,176 | 287,381 |
| Virginia | 132,237 | 135,056 | 120,168 | 115,623 | 120,072 | 61,271 | 82,679 |
| Total | 4,374,029 | 4,378,495 | 4,333,021 | 4,422,606 | 4,330,642 | 3,620,683 | 4,302,463 |

1. Reflects May 2022 schedule

DISTRICT OF COLUMBIA – REGIONAL ROUTES – PLATFORM HOURS

| Line | Line Name | Routes | Revenue Miles | Revenue Hours | Platform Miles | Platform Hours |
|---|---------------------------------|----------|-------------------|------------------|-------------------|------------------|
| 11 | BENNING RD-H ST LTD | X9 | 146,390 | 17,795 | 157,288 | 18,817 |
| 14 | BENNING RD-H ST | X2 | 413,904 | 60,257 | 474,986 | 65,926 |
| 18 | EAST CAP-CARDOZO | 96,97 | 432,993 | 45,556 | 755,591 | 60,047 |
| 32 | CONNECTICUT AVE | L1,2 | 268,832 | 35,924 | 291,522 | 38,009 |
| 35 | CROSSTOWN | H2,3,4 | 462,208 | 56,348 | 510,065 | 60,143 |
| 43 | FT TOTT-FEDERALTRIANGLE | 64 | 219,988 | 30,787 | 254,218 | 33,587 |
| 52 | 14TH STREET | 52,54 | 660,968 | 92,281 | 794,218 | 103,698 |
| 55 | SIBLEY-STAD ARM | 39 | 394,432 | 47,431 | 491,554 | 56,646 |
| 59 | TAKOMA-PETWORTH | 62,63 | 170,334 | 22,462 | 224,904 | 26,737 |
| 75 | MASS AVENUE | N2,4,6 | 281,788 | 33,312 | 322,005 | 36,942 |
| 77 | MIL RD-CROSSTOWN | E4 | 254,041 | 29,780 | 268,751 | 31,302 |
| 79 | IVY CITY- FORT TOTTEN | E2 | 112,190 | 13,621 | 120,469 | 14,234 |
| 81 | MOUNT PLEASANT | 42,43 | 260,016 | 47,647 | 314,998 | 52,270 |
| 86 | NORTH CAPITOL ST | 80 | 459,657 | 63,735 | 513,460 | 67,848 |
| 89 | P ST-LEDROIT PARK | G2 | 115,302 | 19,713 | 144,953 | 22,216 |
| 93 | PENNSYLVANIA AVE | 32,34,36 | 795,091 | 92,937 | 1,031,435 | 104,336 |
| 95 | DEANWOOD-ALAB AVE | W4 | 708,899 | 73,299 | 808,159 | 80,456 |
| 99 | WISCONSIN AVE | 80 | 619,289 | 81,940 | 688,624 | 89,101 |
| 101 | RHODE ISLAND AVE | G8 | 294,310 | 39,695 | 355,754 | 44,436 |
| 107 | GEORGIA AVE LIMITED | 79 | 466,645 | 56,510 | 632,081 | 65,643 |
| 108 | SIXTEENTH STREET | S2 | 575,785 | 63,923 | 797,557 | 78,248 |
| 112 | 16TH ST LIMITED | S9 | 505,972 | 51,734 | 706,767 | 62,713 |
| 118 | GA AVE-7TH STREET | 37 | 567,659 | 72,524 | 785,500 | 84,992 |
| 119 | CONVENTION CTR - S W WATERFRONT | 74 | 88,616 | 11,931 | 94,300 | 13,550 |
| 130 | U ST-GARFIELD | 79 | 732,675 | 104,371 | 913,027 | 118,135 |
| 133 | CAPITOL HGHTS-MINN AVE | V2,4 | 531,293 | 66,103 | 603,474 | 71,523 |
| 134 | DEANWOOD - MINNESOTA AVE | U7 | 153,759 | 18,022 | 172,063 | 19,519 |
| 150 | BLAD RD-ANACOSTIA | B2 | 457,146 | 56,690 | 512,437 | 60,054 |
| 151 | BENNING ROAD | X1,3 | 794 | 102 | 1,259 | 147 |
| 160 | FT TOTTEN-PETWORTH | 60 | 36,830 | 5,693 | 41,198 | 6,033 |
| 581 | ANAC-LIVINGSTON | 70 | 413,557 | 45,579 | 496,923 | 51,342 |
| 582 | ANAC-FORT DRUM | 74 | 282,677 | 33,954 | 317,463 | 37,496 |
| 586 | ANACOSTIA-BLUE PLAINS | W5 | 28,428 | 2,538 | 30,463 | 2,888 |
| 592 | ANACOSTIA-WASHINGTON HIGHLANDS | A2 | 251,335 | 30,561 | 289,049 | 33,947 |
| Total District of Columbia Regional Routes | | | 12,163,799 | 1,524,751 | 14,916,514 | 1,712,979 |

DC NON-REGIONAL ROUTES – PLATFORM HOURS

| Line | Line Name | Routes | Revenue Miles | Revenue Hours | Platform Miles | Platform Hours |
|---|------------------------------|-----------|------------------|----------------|------------------|----------------|
| 15 | GARFELD-ANAC LOOP | W6,8 | 222,181 | 25,901 | 259,138 | 28,635 |
| 25 | MARYLAND AVENUE | X8 | 62,048 | 8,137 | 70,836 | 8,832 |
| 34 | BROOKLAND-FT LINCOLN | H6 | 183,774 | 18,978 | 195,783 | 20,006 |
| 44 | BENNING HEIGHTS- ALABAMA AVE | V7,8 | 157,130 | 22,543 | 195,513 | 25,838 |
| 45 | HOSPITAL CENTER | D8 | 248,669 | 34,588 | 305,135 | 39,198 |
| 46 | FAIRFAX VILLAGE | M6 | 124,340 | 12,527 | 173,190 | 16,464 |
| 51 | GLOV PK-DUP CIRC | D2 | 135,744 | 17,164 | 156,864 | 18,661 |
| 56 | IVY CITY-FRANKLIN SQUARE | D4 | 118,280 | 16,908 | 135,593 | 17,904 |
| 78 | SHER RD-RIV TERR | U4 | 107,985 | 10,364 | 128,621 | 12,630 |
| 82 | SHIPLEY TERR - FT DRUM | W1 | 106,206 | 10,739 | 122,855 | 12,192 |
| 84 | NEBRASKA AVENUE | M4 | 132,768 | 13,027 | 142,302 | 14,011 |
| 91 | PARK RD-BROOKLAND | H8,9 | 222,081 | 30,416 | 245,754 | 32,307 |
| 135 | MARSHALL HEIGHTS | U5,6 | 210,571 | 24,387 | 236,909 | 26,761 |
| 158 | UNITED MED CTR-ANAC | W2,3 | 384,423 | 40,012 | 419,000 | 42,758 |
| 159 | 14TH STREET LIMITED | 59 | 73,838 | 9,713 | 110,644 | 12,591 |
| 504 | MINNESOTA AVE-ANACOSTIA | A31,32,33 | 1,881 | 345 | 5,583 | 669 |
| 517 | 16TH ST-TENLEYTOWN LINE | 59 | 12,187 | 1,234 | 38,648 | 3,362 |
| 539 | FT DUPONT SHUTTLE | S35 | 1,765 | 159 | 5,377 | 398 |
| 540 | RI AVE-CARVER TERRACE | S41 | 1,401 | 173 | 2,821 | 333 |
| 544 | ANAC-ECKINGTON | P6 | 317,029 | 44,663 | 417,297 | 50,115 |
| 549 | CONG HTS - GEORGETOWN | D51 | 2,424 | 177 | 4,770 | 300 |
| 550 | MT PLEASANT- TENLEYTOWN | W45,47 | 2,719 | 286 | 7,330 | 730 |
| 583 | TAKOMA-FT TOTTEN | K2 | 28,048 | 3,503 | 36,753 | 4,145 |
| Total District of Columbia Non-Regional Routes | | | 2,857,488 | 345,943 | 3,416,716 | 388,841 |

MARYLAND REGIONAL ROUTES – PLATFORM HOURS

| Line | Line Name | Routes | Revenue Miles | Revenue Hours | Platform Miles | Platform Hours |
|---------------------------------------|--------------------------|------------|-------------------|----------------|-------------------|------------------|
| 9 | ANNAPOLIS ROAD | T18 | 584,409 | 51,426 | 629,245 | 54,671 |
| 13 | GBLT-TWINBROOK | C2,4 | 1,033,801 | 91,413 | 1,268,385 | 103,998 |
| 16 | BETHESDA-SIL SPR | J1,2 | 716,211 | 63,325 | 859,945 | 71,834 |
| 17 | NAT HARBOR-ALEXANDRIA | NH2 | 212,412 | 12,939 | 268,129 | 15,630 |
| 28 | CHILLUM ROAD | F1,2 | 211,146 | 18,117 | 276,639 | 20,729 |
| 29 | CLINTON | C11,13 | 23,350 | 1,475 | 28,075 | 1,788 |
| 41 | EASTOVER-ADDISON | P12 | 892,991 | 77,748 | 1,077,312 | 86,417 |
| 47 | FORESTVILLE | K12 | 201,212 | 16,314 | 236,959 | 18,532 |
| 53 | GEORGIA AVE-MD | Y2,7,8 | 756,696 | 66,355 | 1,003,233 | 77,391 |
| 63 | HILLCREST HEIGHTS | C12,14 | 100,233 | 9,226 | 114,875 | 10,074 |
| 73 | MAR HTS-TEMP HILL | H11,12,13 | 134,362 | 11,481 | 158,361 | 12,690 |
| 74 | COLLEGE PARK | 83,86 | 515,043 | 48,225 | 698,667 | 56,728 |
| 83 | NEW HAMPSHRE AVE-MD LTD | K9 | 96,849 | 9,818 | 166,602 | 13,504 |
| 85 | NEW HAMP AVE-MD | K6 | 594,025 | 56,968 | 705,784 | 62,357 |
| 88 | OXON HILL-FT WASH | P18,19 | 178,992 | 11,659 | 223,621 | 14,143 |
| 90 | M L KING HIGHWAY | A12 | 610,398 | 44,652 | 675,649 | 48,735 |
| 97 | NEW CARR - SILVER SPRING | F4 | 748,744 | 73,908 | 849,315 | 79,542 |
| 98 | NEW CARR - FORT TOTTEN | F6 | 204,099 | 16,205 | 236,623 | 19,067 |
| 103 | COL PK-WHITE FLINT | C8 | 372,865 | 27,561 | 394,673 | 28,544 |
| 123 | VEIRS MILL RD | Q1,2,4,5,6 | 679,481 | 60,264 | 797,098 | 66,915 |
| 147 | FAIRLAND | Z6,8 | 715,560 | 54,403 | 882,053 | 62,000 |
| 542 | RI AVE-NEW CARR | T14 | 195,024 | 16,341 | 218,866 | 18,106 |
| 574 | SOUTHERN AVE-SUITLAND | D12 | 498,420 | 37,912 | 555,986 | 40,997 |
| 580 | BOCK ROAD | W14 | 105,278 | 7,932 | 163,048 | 10,918 |
| 584 | OXON HILL-SUITLAND | D14 | 395,773 | 26,698 | 441,020 | 29,321 |
| 790 | DIST HTS-SUITLAND | V12 | 203,286 | 16,499 | 268,046 | 19,619 |
| 800 | RIGGS ROAD | R1,2 | 280,599 | 23,366 | 347,587 | 26,686 |
| Total Maryland Regional Routes | | | 11,261,257 | 952,232 | 13,545,800 | 1,070,935 |

MARYLAND NON – REGIONAL ROUTES – PLATFORM HOURS

| Line | Line Name | Routes | Revenue Miles | Revenue Hours | Platform Miles | Platform Hours |
|---|---------------------------------|--------------|------------------|----------------|------------------|----------------|
| 7 | NAT HARBOR-SOUTHRN AVE | NH1 | 206,522 | 15,324 | 248,115 | 17,401 |
| 10 | ARD IND PK SHUT | F12 | 85,616 | 6,328 | 97,161 | 6,952 |
| 19 | BOWIE-BELAIR | B24 | 160,778 | 9,767 | 174,892 | 10,685 |
| 20 | BOWIE STATE UNIV | B21,22 | 173,360 | 7,860 | 197,263 | 8,693 |
| 30 | COLESVILLE - ASHTON | Z2 | 68,783 | 4,200 | 82,770 | 4,870 |
| 33 | CONN AVE-MD | L8 | 187,076 | 14,880 | 211,940 | 16,497 |
| 36 | KENILWORTH AVENUE | R12 | 200,922 | 15,222 | 258,613 | 17,719 |
| 38 | DIS HTS-SEAT PLEA | V14 | 214,288 | 16,059 | 274,329 | 19,032 |
| 65 | BOWIE-NEW CARROLL | B27 | 60,818 | 3,154 | 65,350 | 3,668 |
| 72 | MARLBORO PIKE | J12 | 136,144 | 10,163 | 163,625 | 11,460 |
| 96 | LANGLEY PARK - CHEVERLY | F8 | 188,699 | 16,124 | 243,033 | 18,155 |
| 102 | RIVER ROAD | T2 | 208,088 | 13,692 | 219,297 | 14,506 |
| 104 | LAUREL-OLD COL PIKE EXP | Z7 | 77,925 | 5,088 | 161,025 | 8,080 |
| 105 | SHER RD-CAP HGTS | F14 | 259,663 | 19,531 | 282,162 | 20,617 |
| 149 | CHEV-WASH BUS PK | F13 | 121,054 | 8,732 | 128,964 | 9,211 |
| 152 | CENTRAL AVENUE | C21,22,26,29 | 561,674 | 32,778 | 695,465 | 38,960 |
| 525 | LAUREL | 89,89M | 175,320 | 10,717 | 216,995 | 12,342 |
| 527 | GREENBELT-NEW CARR | G12 | 205,300 | 16,063 | 227,674 | 17,480 |
| 528 | GREENBELT RD- GOOD LUCK RD LINE | G14 | 232,073 | 16,980 | 251,739 | 18,311 |
| 802 | QUEENS CHAPEL RD | R4 | 112,817 | 11,444 | 131,459 | 12,743 |
| Total Maryland Non-Regional Routes | | | 3,636,917 | 254,105 | 4,331,869 | 287,381 |

VIRGINIA REGIONAL ROUTES – PLATFORM HOURS

| Line | Line Name | Routes | Revenue Miles | Revenue Hours | Platform Miles | Platform Hours |
|---------------------------------------|--------------------------------|---------|------------------|----------------|------------------|----------------|
| 2 | ALEXANDRIA-PENTAGON | 10A,E | 279,283 | 27,549 | 300,526 | 29,197 |
| 3 | CARLIN SPRINGS RD | 25B | 169,738 | 19,940 | 216,669 | 22,641 |
| 4 | ALEX-FAIRFAX | 29K,N | 557,875 | 44,978 | 819,872 | 54,632 |
| 5 | LEESBURG PIKE | 28A | 1,165,670 | 105,993 | 1,293,499 | 115,890 |
| 8 | ANNANDALE | 29C,G | 78,973 | 4,540 | 191,050 | 8,043 |
| 12 | BALLSTON-FARR SQ | 38B | 268,648 | 34,691 | 324,129 | 37,942 |
| 54 | MCLEAN-CRYS CITY | 23A,B,T | 561,990 | 50,981 | 686,167 | 55,926 |
| 70 | LANDMARK-NORTH FAIRLINGTON | 7A | 493,743 | 42,741 | 554,668 | 45,564 |
| 94 | PERSH DR-ARL BLVD | 4A,B | 148,720 | 17,350 | 175,091 | 19,182 |
| 106 | FOXCHASE-SEM VALL | 8S,W,Z | 35,793 | 2,353 | 51,508 | 3,080 |
| 110 | SKYLINE CITY | 28F,G | 18,928 | 1,825 | 23,168 | 2,055 |
| 126 | WASHINGTON BLVD - DUNN LORING | 2A | 157,277 | 15,705 | 252,192 | 18,938 |
| 128 | FAIR OAKS-JERMANTOWN RD | 2B | 181,334 | 14,812 | 327,015 | 19,789 |
| 129 | DC-DULLES | 5A | 385,937 | 12,869 | 420,105 | 15,656 |
| 131 | RICH HWY EXPRESS | REX | 589,355 | 45,040 | 723,670 | 51,059 |
| 137 | WILSON BLVD - VIENNA | 1A,B | 631,017 | 55,978 | 949,783 | 67,533 |
| 138 | LANGSTON BLVD-MCPHERSON SQUARE | 3F | 42,485 | 3,495 | 67,678 | 4,633 |
| 139 | FAIR OAKS-FAIRFAX BLVD | 1C | 228,755 | 18,950 | 385,167 | 24,529 |
| 142 | COLUMBIA PIKE | 16A,C,E | 504,227 | 47,412 | 591,017 | 52,568 |
| 143 | COLUMBIA PIKE-PENT CITY | 16G,H | 291,592 | 35,996 | 327,311 | 38,484 |
| 156 | HUNT POINT-BALL | 10B | 295,630 | 30,709 | 322,814 | 32,588 |
| 161 | MOUNT VERNON | 11C | 49,938 | 3,298 | 70,138 | 5,138 |
| 512 | BARCROFT-S.FAIRLINGTON | 22A,C,F | 168,184 | 14,043 | 186,003 | 15,165 |
| 522 | COL PK-FARR SQ | 16Y | 60,683 | 5,908 | 91,150 | 7,555 |
| 692 | ANNANDALE - EAST FALLS CHURCH | 26A | 133,780 | 9,740 | 196,980 | 11,863 |
| Total Virginia Regional Routes | | | 7,499,554 | 666,895 | 9,547,367 | 759,648 |

VIRGINIA NON – REGIONAL ROUTES – PLATFORM HOURS

| Line | Line Name | Routes | Revenue Miles | Revenue Hours | Platform Miles | Platform Hours |
|---|-------------------------------|-----------|----------------|---------------|------------------|----------------|
| 61 | Kings Park Express | 17G,H,K,L | 186,805 | 8,620 | 346,729 | 14,412 |
| 66 | Kings Park | 17B,M | 66,234 | 3,280 | 129,477 | 5,567 |
| 68 | Landmark-Bren Mar Pk-Pentagon | 21A,D | 44,938 | 3,058 | 93,248 | 4,945 |
| 80 | Mark Center-Pentagon | 7M | 182,285 | 11,495 | 200,678 | 12,805 |
| 87 | Orange Hunt | 18G,H,J | 89,490 | 4,150 | 170,620 | 6,655 |
| 148 | Metroway - Potomac Yard | MW1 | 235,524 | 27,044 | 248,685 | 28,104 |
| 541 | Burke Centre | 18P | 127,148 | 5,729 | 258,134 | 10,192 |
| Total Virginia Non-Regional Routes | | | 932,424 | 63,376 | 1,447,569 | 82,679 |

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.

METRO RAIL OPERATING STATISTICS

| | | FY2020 | FY2021 | FY2022 | FY2023 |
|--------------------------------|---|-------------|-------------|---------------------|---------------------|
| | | Actual | Actual | Budget ¹ | Budget ² |
| STATISTICS ³ (000s) | Railcar Miles | 101,355 | 85,417 | 103,823 | 110,216 |
| | Revenue Service Miles | 99,755 | 83,817 | 102,223 | 108,502 |
| | Passengers | 132,574 | 28,157 | 37,089 | 85,875 |
| | Passenger Revenue | \$394,786 | \$77,256 | \$97,949 | \$236,728 |
| | Operating Revenue | \$477,246 | \$126,010 | \$163,231 | \$312,437 |
| | Operating Expense | \$1,102,824 | \$1,102,998 | \$1,190,501 | \$1,305,158 |
| | Net Subsidy ⁴ | \$489,826 | \$525,934 | \$391,451 | \$435,584 |
| RATIOS | Passengers Per Revenue Service Mile | 1.33 | 0.34 | 0.36 | 0.79 |
| | Cost Per Total Railcar Mile | \$10.88 | \$12.91 | \$11.47 | \$11.84 |
| | Cost Per Passenger | \$8.32 | \$39.17 | \$32.10 | \$15.20 |
| | Subsidy Per Passenger | \$3.69 | \$18.68 | \$10.55 | \$5.07 |
| | Average Passenger Fare | \$2.98 | \$2.74 | \$2.64 | \$2.76 |
| | Percentage of Operating Cost Recovered from Passenger Revenues ⁵ | 35.8% | 7.0% | 8.2% | 18.1% |
| | Percentage of Operating Cost Recovered from all Operating Revenues ⁶ | 43.3% | 11.4% | 13.7% | 23.9% |

1. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

2. FY2023 statistics includes Silver Line Phase 2 revenue service

3. Railcar miles and revenue service miles are scheduled and not actual

4. Net Subsidy includes Covid-related federal relief funds in FY2020 - FY2023

5. Farebox Recovery ratio

6. Cost Recovery ratio

RAILCAR MILES

| Metr rail Line | FY2020 Total Service | FY2021 Total Service | FY2022 Total Service | FY2023 Total Service |
|--|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Red Line | 28,955,200 | 23,642,201 | 29,691,604 | 29,691,604 |
| Blue Line | 14,626,400 | 11,185,734 | 14,998,386 | 14,998,386 |
| Orange Line | 13,674,900 | 12,170,902 | 14,022,687 | 14,022,687 |
| Yellow Line | 11,396,700 | 11,047,934 | 11,686,547 | 11,686,547 |
| Green Line | 13,098,400 | 10,541,792 | 13,431,525 | 13,431,525 |
| Silver Line | 15,307,300 | 12,532,074 | 15,696,603 | 21,975,245 |
| Scheduled Revenue Service Miles | 97,058,900 | 81,120,637 | 99,527,353 | 105,805,994 |
| Capital One Arena | 1,711,283 | 1,711,283 | 1,711,283 | 1,711,283 |
| Gap Trains | 450,000 | 450,000 | 450,000 | 450,000 |
| National Baseball | 534,600 | 534,600 | 534,600 | 534,600 |
| Sub-Total Revenue Service Miles | 99,754,783 | 83,816,520 | 102,223,236 | 108,501,877 |
| Start-Up/Car Testing | 200,000 | 200,000 | 200,000 | 214,000 |
| Revenue Collection | 700,000 | 700,000 | 700,000 | 750,000 |
| Other | 700,000 | 700,000 | 700,000 | 750,000 |
| Total^{1,2,3,4} | 101,354,783 | 85,416,520 | 103,823,236 | 110,215,877 |

1. The Service Plan for 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.

3. Revised Service Plan for FY2022 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - midnight, Friday from 5:00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 7:00 a.m. - midnight.

4. Service Plan for FY2023 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - midnight, Friday from 5:00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 7:00 a.m. - midnight. Mileage statistics includes Silver Line Phase 2 revenue service.

PAY HOURS FOR RAIL OPERATORS¹

| Category | Payhours | Average Hourly | Budget |
|--|------------------|----------------|---------------------|
| Scheduled Full Time | 1,169,911 | \$37.23 | \$43,553,067 |
| Car Testing / Start Up | 26,707 | \$37.23 | \$994,247 |
| Interlocking Pay Hours | 88,246 | \$42.42 | \$3,742,968 |
| Subtotal | 1,284,864 | | \$48,290,281 |
| Non-Scheduled Overtime / Special Event | 82,598 | \$56.38 | \$4,656,554 |
| Standing Extra | 5,060 | \$37.23 | \$188,372 |
| Utility | 69,265 | \$37.23 | \$2,578,566 |
| Training / Retraining | 37,359 | \$37.23 | \$1,390,771 |
| Miscellaneous | 11,718 | \$37.23 | \$436,251 |
| Funeral / Other | 1,868 | \$37.23 | \$69,536 |
| Vacation | 97,676 | \$37.23 | \$3,636,265 |
| Sick | 49,151 | \$37.23 | \$1,829,795 |
| Holiday | 53,144 | \$37.23 | \$1,978,416 |
| Subtotal | 407,839 | | 16,764,525 |
| Total | 1,692,703 | | \$65,054,806 |

1. FY2023 pay hours includes Silver Line Phase 2 revenue service

PAY HOURS FOR STATION MANAGERS¹

| | Payhours | Average Hourly Rate | Budget |
|--|------------------|---------------------|----------------------|
| Scheduled Full Time | 1,082,620 | \$38.23 | \$41,393,136 |
| Subtotal | 1,082,620 | | \$41,393,136 |
| Non-Scheduled Overtime / Special Event | 238,493 | \$57.35 | \$13,677,865 |
| Standing Extra | 3,935 | \$38.23 | \$150,451 |
| Utility | 2,132 | \$38.23 | \$81,519 |
| Training / Retraining | 8,476 | \$38.23 | \$324,078 |
| Miscellaneous | 3,642 | \$38.23 | \$139,259 |
| Funeral / Other | 676 | \$38.23 | \$25,860 |
| Vacation | 45,183 | \$38.23 | \$1,727,521 |
| Sick | 21,118 | \$38.23 | \$807,442 |
| Holiday | 20,783 | \$38.23 | \$794,604 |
| Subtotal | 344,438 | | \$17,728,600 |
| Total | 1,427,058 | | \$59,121,735 |
| Grand Total - Rail Operators and Station Managers | | | \$124,176,541 |

1. FY2023 pay hours includes Silver Line Phase 2 revenue service

RAIL PEAK PERIOD SERVICE LEVELS

| Metrorail Line | FY2020 Total Service | FY2021 Total Service | FY2022 Total Service | FY2023 Total Service¹ |
|-------------------------------------|--|--|--|--|
| Red Line | Glenmont / Shady Grove | Glenmont / Shady Grove | Glenmont / Shady Grove | Glenmont / Shady Grove |
| Red Line | Silver Spring / Grosvenor |
| Blue Line | Franconia-Springfield / Largo Town Center |
| Orange Line | New Carrollton / Vienna |
| Yellow Line | Huntington / Mt Vernon Sq | Huntington / Greenbelt | Huntington / Greenbelt | Huntington / Greenbelt |
| Green Line | Branch Ave / Greenbelt |
| Silver Line | Wiehle-Reston East / Largo Town Center | Wiehle-Reston East / Largo Town Center | Wiehle-Reston East / Largo Town Center | Ashburn / Largo Town Center |
| Rush Hour Trains² | | | | |
| Red Line | 34 | 26 | 31 | 31 |
| Blue Line | 19 | 12 | 15 | 15 |
| Orange Line | 20 | 12 | 14 | 14 |
| Yellow Line | 9 | 10 | 12 | 12 |
| Green Line | 17 | 10 | 12 | 12 |
| Silver Line | 20 | 14 | 16 | 21 |
| Gap | 6 | 6 | 8 | 8 |
| Total³ | 125 | 90 | 108 | 113 |

1. FY2023 statistics include Silver Line Phase 2 revenue service

2. FY2021 peak Metrorail service includes removal of two Orange Line AM/PM rush tripper trains and two Green Line AM/PM rush tripper trains

3. Revised FY2021 and FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

RAIL SCHEDULED HEADWAYS

| | | FY2020 Total Service | FY2021 Total Service | FY2022 Total Service | FY2023 Total Service |
|--|---|---|-------------------------|-------------------------|-------------------------|
| Rush Hour Headways^{1,2} | | | | | |
| Red Line | Glenmont / Shady Grove | 4 | 6 | 5 | 5 |
| | Silver Spring to Grosvenor Strathmore | - | - | - | - |
| Orange Line | Vienna / New Carrollton | 8 | 12 | 10 | 10 |
| Blue Line | Largo Town Center / Franconia Springfield | 8 | 12 | 10 | 10 |
| Green Line | Greenbelt / Branch Ave | 8 | 12 | 10 | 10 |
| Yellow Line | Huntington / Greenbelt | 8 | 12 | 10 | 10 |
| | Huntington to Mt Vernon Sq | - | - | - | - |
| Silver Line | Wiehle-Reston East / Largo Town Center | 8 | 12 | 10 | 10 |
| Non-Rush Hour Headways³ | | Weekday-Mid-day / Saturday / Sunday / Late Night | | | |
| Red Line | Glenmont / Shady Grove | 6 / 6 / 7.5 / 15 | 6 / 12 / 12 / 15 | 6 / 6 / 6 / 10 | 6 / 6 / 6 / 10 |
| | Silver Spring to Grosvenor | - | - | - | - |
| Orange Line | Vienna / New Carrollton | 12 / 12 / 15 / 20 | 12 / 15 / 15 / 20 | 12 / 12 / 12 / 15 | 12 / 12 / 12 / 15 |
| Blue Line | Largo Town Center / Franconia Springfield | 12 / 12 / 15 / 20 | 12 / 15 / 15 / 20 | 12 / 12 / 12 / 15 | 12 / 12 / 12 / 15 |
| Green Line | Greenbelt / Branch Ave | 12 / 12 / 15 / 20 | 12 / 15 / 15 / 20 | 12 / 12 / 12 / 15 | 12 / 12 / 12 / 15 |
| Yellow Line | Huntington /Greenbelt | - | 12 / 15 / 15 / 20 | 12 / 12 / 12 / 15 | 12 / 12 / 12 / 15 |
| | Huntington to Mt Vernon Sq | 12 / 12 / 15 / 20 | - | - | - |
| Silver Line | Wiehle-Reston East / Largo Town Center | 12 / 12 / 15 / 20 | 12 / 15 / 15 / 20 | 12 / 12 / 12 / 15 | - |
| | Ashburn/ Largo Town Center | - | - | - | 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

| | FY2020 Total Service | FY2021 Total Service | FY2022 Total Service | FY2023 Total Service |
|---------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Peak Scheduled Railcars | | | | |
| Red Line | 264 | 208 | 248 | 248 |
| Orange Line | 144 | 96 | 112 | 112 |
| Blue Line | 128 | 96 | 120 | 120 |
| Green Line | 136 | 80 | 96 | 96 |
| Yellow Line | 120 | 80 | 96 | 96 |
| Silver Line | 130 | 112 | 128 | 168 |
| Gap | 44 | 48 | 64 | 64 |
| Total Scheduled Railcars | 966 | 720 | 864 | 904 |
| Spares ¹ | 196 | 108 | 196 | 184 |
| Revenue Collections | 4 | 4 | 4 | 4 |
| Total Car Requirement | 1,166 | 832 | 1,064 | 1,092 |
| Hours of Operation | | | | |
| Weekday | 18.5 | 18.0 | 19.0 | 19.0 |
| Friday | 20.0 | 18.0 | 20.0 | 20.0 |
| Saturday | 18.0 | 16.0 | 18.0 | 18.0 |
| Sunday | 15.0 | 15.0 | 17.0 | 17.0 |
| Days of Operation | | | | |
| Weekday ² | 252 | 251 | 251 | 251 |
| Saturday | 57 | 57 | 57 | 57 |
| Sunday | 57 | 57 | 57 | 57 |

1. Spares represent approximately 20 percent of scheduled railcars

2. FY2023 weekdays include five holidays that formerly operated Saturday level service on weekdays

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 | 276 | 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 | 1,290 | 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 FY2023 service levels

RAIL SERVICE LEVELS

| | FY2020 Total Service | FY2021 Total Service | FY2022 Total Service | FY2023 Total Service ¹ |
|---|-------------------------|---------------------------------|-------------------------|--------------------------------------|
| Cars per Train - Rush Hour² | | | | |
| | | Six-Car / Eight Car | | |
| Red Line | 20 / 18 | - / 26 | - / 31 | - / 31 |
| Orange Line | 8 / 12 | - / 12 | - / 14 | - / 14 |
| Blue Line | 12 / 7 | - / 12 | - / 15 | - / 15 |
| Green Line | - / 17 | - / 10 | - / 12 | - / 12 |
| Yellow Line | - / 15 | - / 10 | - / 12 | - / 12 |
| Silver Line | 15 / 5 | - / 14 | - / 16 | - / 21 |
| Gap | 6 / 2 | - / 6 | - / 8 | - / 8 |
| Cars per Train - Weekday | | | | |
| | | Base / Night³ | | |
| Red Line | 7 / 6.50 | 8 / 8 | 8 / 8 | 8 / 8 |
| Orange Line | 6.75 / 6.25 | 8 / 8 | 8 / 8 | 8 / 8 |
| Blue Line | 6.75 / 6.25 | 8 / 8 | 8 / 8 | 8 / 8 |
| Green Line | 8 / 8 | 8 / 8 | 8 / 8 | 8 / 8 |
| Yellow Line | 8 / 8 | 8 / 8 | 8 / 8 | 8 / 8 |
| Silver Line | 6.25 / 6.25 | 8 / 8 | 8 / 8 | 8 / 8 |

1. FY2023 includes Silver Line Phase 2 service

2. This is based on December pick for each fiscal year

3. Night starts at 9:30 p.m. for FY2023

RAILCAR FLEET STORAGE CAPACITY

| Location | Existing Storage Capacity ¹ | Current Fleet Requirement | Net Storage Capacity |
|--------------------------|--|---------------------------|----------------------|
| Alexandria | 176 | 176 | - |
| Branch Ave | 174 | 104 | 70 |
| Brentwood | 90 | 48 | 42 |
| Dulles | 168 | 128 | 40 |
| Glenmont | 132 | 132 | - |
| Greenbelt | 270 | 208 | 62 |
| Largo | 38 | 38 | - |
| New Carrollton | 120 | 120 | - |
| Shady Grove | 166 | 166 | - |
| West Falls Church | 188 | 158 | 30 |
| Total² | 1,522 | 1,278 | 244 |

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 FY2023 service levels

SEQUENCE OF METRORAIL OPENINGS

| Line | Segment | Stations | Miles | Date |
|-------------|---|----------|-------|------------|
| Red | Farragut North to Rhode Island Ave | 5 | 4.6 | 3/29/1976 |
| Red | Gallery Place | 1 | - | 12/15/1976 |
| Red | To DuPont Circle | 1 | 1.1 | 1/17/1977 |
| Blue/Orange | Ronald Reagan Washington National Airport to Stadium-Armory | 17 | 11.8 | 7/1/1977 |
| Red | To Silver Spring | 4 | 5.7 | 2/6/1978 |
| Orange | To New Carrollton | 5 | 7.4 | 11/20/1978 |
| Orange | To Ballston - MU | 4 | 3 | 12/1/1979 |
| Blue | To Addison Rd | 3 | 3.6 | 11/22/1980 |
| Red | To Van Ness - UDC | 3 | 2.1 | 12/5/1981 |
| Yellow | Gallery Place to Pentagon | 1 | 3.3 | 4/30/1983 |
| Blue | To Huntington | 4 | 4.2 | 12/17/1983 |
| Red | To Grosvenor - Strathmore | 5 | 6.8 | 8/25/1984 |
| Red | To Shady Grove | 4 | 7 | 12/15/1984 |
| Orange | To Vienna | 4 | 9.1 | 6/7/1986 |
| Red | To Wheaton | 2 | 3.2 | 9/22/1990 |
| Green | To U St | 3 | 1.7 | 5/11/1991 |
| Blue | To Van Dorn St | 1 | 3.9 | 6/15/1991 |
| Green | To Anacostia | 3 | 2.9 | 12/28/1991 |
| Green | To Greenbelt | 4 | 7 | 12/11/1993 |
| Blue | To Franconia-Springfield | 1 | 3.3 | 6/29/1997 |
| Red | To Glenmont | 1 | 1.4 | 7/25/1998 |
| Green | Columbia Heights to Fort Totten | 2 | 2.9 | 9/18/1999 |
| Green | To Branch Ave | 5 | 6.5 | 1/13/2001 |
| Red | NoMa-Gallaudet U | 1 | - | 11/20/2004 |
| Blue | To Largo Town Center | 2 | 3.2 | 12/18/2004 |
| Silver | To Wiehle-Reston East | 5 | 11.6 | 7/26/2014 |

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

| | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget | |
|------------|---|------------------|------------------|------------------|-----------|
| STATISTICS | MetroAccess - Dedicated Fleet | 786 | 766 | 766 | 759 |
| | Van Miles (000s) | 22,789 | 17,819 | 30,517 | 27,196 |
| | Miles / Van | 28,920 | 23,262 | 39,840 | 35,831 |
| | Passengers (000s) | 1,795 | 1,065 | 1,268 | 1,415 |
| | Passengers Per Van | 2,278 | 1,390 | 1,655 | 2,767 |
| | Passenger Revenue (\$000s) | \$6,676 | \$4,416 | \$4,660 | \$5,201 |
| | Revenue (\$000s) | \$6,676 | \$5,975 | \$4,660 | \$5,201 |
| | Total Operating Expense (\$000s) | \$164,365 | \$143,677 | \$194,011 | \$198,156 |
| | Net Subsidy (\$000s) ¹ | \$155,920 | \$131,943 | \$189,351 | \$192,516 |
| RATIOS | Cost Per Passenger | \$91.59 | \$134.97 | \$153.06 | \$140.07 |
| | Subsidy Per Passenger | \$86.88 | \$123.94 | \$149.38 | \$136.08 |
| | Percentage of Cost Recovered from Revenues ² | 4.1% | 4.2% | 2.4% | 2.6% |

1. Net Subsidy includes Covid-related federal relief funds in FY2020

2. Cost Recovery ratio

METROACCESS STATISTICS – FLEET

| Fleet | FY2020 Actual | FY2021 Actual | FY2022 Budget | FY2023 Budget |
|--------------|------------------|------------------|------------------|------------------|
| Vans | 786 | 589 | 539 | 532 |
| Sedans | - | 177 | 227 | 227 |
| Total | 786 | 766 | 766 | 759 |
| Spare Ratio | 15.0% | 15.0% | 15.0% | 15.0% |

METROACCESS STATISTICS – VEHICLES

| Manufacturer | Fiscal Year Entered Service | Number of Vehicles | Vehicle Type |
|---------------------|------------------------------------|---------------------------|---------------------|
| Ford | 2019 | 132 | High Roof Van |
| Toyota | 2021 | 177 | Sedan |
| To be Determined | 2022 | 50 | High Capacity Van |
| To be Determined | 2023 | 100 | Sedan |
| To be Determined | 2023 | 300 | Mini Van |

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Appendix I – Performance Data

RIDERSHIP

| RIDERSHIP | | | | | | | | | | | | | |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|------------|-------------|------------|------------|------------|-------------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 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 | 230.9 |
| FY2021 | 4.9 | 5.2 | 6.9 | 7.2 | 6.6 | 6.6 | 5.7 | 5.4 | 7.3 | 7.8 | 8.3 | 9.4 | 81.3 |
| FY2022 | 10.7 | 10.6 | 12.2 | 12.8 | 11.3 | 11.1 | 8.1 | 9.7 | 13.2 | N/A | N/A | N/A | 99.7 |
| RIDERSHIP BY MODE | | | | | | | | | | | | | |
| Forecast | 2.2 | 2.2 | 2.2 | 2.3 | 2.5 | 2.7 | 3.1 | 3.3 | 3.6 | 4.0 | 4.4 | 4.9 | 24.0 |
| Actual | 4.7 | 4.3 | 5.0 | 5.1 | 4.4 | 4.2 | 3.3 | 3.8 | 5.8 | N/A | N/A | N/A | 40.7 |
| Forecast | 4.7 | 4.7 | 4.7 | 4.9 | 5.1 | 5.3 | 5.5 | 5.7 | 6.0 | 6.3 | 6.6 | 7.0 | 46.7 |
| Actual: Farebox | 3.8 | 4.1 | 4.5 | 4.2 | 4.4 | 4.2 | 2.9 | 3.6 | 4.5 | N/A | N/A | N/A | 36.4 |
| Actual: Metro Operated Shuttle | 0.2 | 0.0 | 0.1 | 0.1 | 0.1 | 0.1 | 0.0 | 0.0 | 0.0 | N/A | N/A | N/A | 0.7 |
| Actual: Contracted Shuttle | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | N/A | N/A | N/A | 0.0 |
| Actual: APC | 5.7 | 6.1 | 7.0 | 7.4 | 6.7 | 6.6 | 4.7 | 5.7 | 7.2 | N/A | N/A | N/A | 57.3 |
| Actual: APC + Metro Shuttle | 5.9 | 6.1 | 7.1 | 7.6 | 6.8 | 6.7 | 4.8 | 5.8 | 7.2 | N/A | N/A | N/A | 58.0 |
| Forecast | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.9 |
| Actual | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | N/A | N/A | N/A | 1.0 |
| Forecast | 7.0 | 7.0 | 7.0 | 7.3 | 7.6 | 8.0 | 8.7 | 9.2 | 9.8 | 10.4 | 11.2 | 12.1 | 71.6 |
| Actual: Farebox + Metro Shuttle | 8.8 | 8.6 | 9.7 | 9.6 | 9.0 | 8.6 | 6.3 | 7.6 | 10.5 | N/A | N/A | N/A | 78.8 |
| Actual: Farebox + All Shuttle | 8.8 | 8.6 | 9.7 | 9.6 | 9.0 | 8.6 | 6.3 | 7.6 | 10.5 | N/A | N/A | N/A | 78.8 |
| Actual: APC + Metro Shuttle | 10.7 | 10.6 | 12.2 | 12.8 | 11.3 | 11.1 | 8.1 | 9.7 | 13.2 | N/A | N/A | N/A | 99.7 |

SAFETY

PART I CRIMES PER MILLION PASSENGERS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|------|------|-----|-----|-----|-----|-----|-----|-----|------|------|------|-----|
| 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 | 5.1 |
| FY2021 | 11.1 | 13.2 | 8.4 | 8.2 | 8.4 | 8.3 | 6.8 | 7.0 | 6.3 | 5.8 | 7.1 | 7.3 | 7.9 |
| FY2022 | 6.2 | 5.4 | 5.1 | 6.9 | 6.4 | 7.3 | 7.5 | 4.5 | 4.6 | N/A | N/A | N/A | 5.9 |

PART I CRIMES

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|
| FY2020 | 125 | 106 | 147 | 187 | 100 | 118 | 88 | 101 | 71 | 34 | 44 | 52 | 1,173 |
| FY2021 | 54 | 69 | 58 | 59 | 55 | 55 | 39 | 38 | 46 | 45 | 59 | 69 | 646 |
| FY2022 | 66 | 57 | 62 | 88 | 73 | 81 | 61 | 44 | 60 | 53 | N/A | N/A | 592 |

PART I CRIMES | BY TYPE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|
| Property Crime | 31 | 29 | 32 | 42 | 32 | 38 | 27 | 13 | 31 | 24 | N/A | N/A | 299 |
| Larceny | 7 | 3 | 9 | 12 | 9 | 6 | 12 | 7 | 6 | 7 | N/A | N/A | 78 |
| Larceny (Other) | 23 | 22 | 21 | 29 | 21 | 28 | 15 | 4 | 23 | 17 | N/A | N/A | 203 |
| Burglary | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | N/A | N/A | 1 |
| Motor Vehicle Theft | 1 | 4 | 2 | 1 | 2 | 4 | 0 | 2 | 1 | 0 | N/A | N/A | 17 |
| Attempted MV Theft | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | N/A | N/A | 1 |
| Arson | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | N/A | N/A | 2 |
| Violent Crime | 35 | 28 | 30 | 46 | 40 | 43 | 34 | 31 | 28 | 28 | N/A | N/A | 343 |
| Aggravated Assault | 17 | 11 | 17 | 26 | 24 | 19 | 15 | 19 | 15 | 13 | N/A | N/A | 176 |
| Rape | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 1 | N/A | N/A | 3 |
| Robbery | 17 | 17 | 13 | 19 | 16 | 24 | 19 | 12 | 13 | 14 | N/A | N/A | 164 |
| FY2021 Part I Crimes | 66 | 57 | 62 | 88 | 72 | 81 | 61 | 44 | 59 | 52 | N/A | N/A | 642 |
| FY2021 Homicides | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | 0 |

CUSTOMER INJURIES PER MILLION PASSENGERS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| 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 | 4.4 | 2.6 | 4.0 | 2.3 | 3.2 | 2.8 | 2.9 |
| FY2022 | 3.7 | 1.4 | 2.0 | 1.7 | 2.6 | 1.6 | 2.6 | 2.6 | 2.0 | N/A | N/A | N/A | 2.2 |

SAFETY

| METRO RAIL CUSTOMER INJURIES PER MILLION PASSENGERS | | | | | | | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 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 | 1.5 |
| 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 | 1.5 |
| FY2021 | 3.1 | 2.2 | 1.8 | 2.6 | 4.3 | 2.1 | 6.0 | 3.2 | 5.1 | 2.5 | 3.8 | 2.8 | 3.3 |
| 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 | 3.1 | 2.2 | 1.8 | 2.6 | 4.3 | 2.1 | 6.0 | 3.2 | 5.1 | 2.5 | 3.8 | 2.8 | 3.3 |
| FY2022 | 2.1 | 0.7 | 1.6 | 1.6 | 2.3 | 1.2 | 4.6 | 3.4 | 2.4 | N/A | N/A | N/A | 2.1 |
| Non-Preventable | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | N/A | N/A | N/A | 0.0 |
| Preventable | 2.1 | 0.7 | 1.6 | 1.6 | 2.3 | 1.2 | 4.3 | 3.4 | 2.4 | N/A | N/A | N/A | 2.1 |

| METROBUS CUSTOMER INJURIES PER MILLION PASSENGERS | | | | | | | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 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 | 2.0 |
| 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 | 1.2 |
| 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 | 3.4 | 1.7 | 3.5 | 2.1 | 2.6 | 2.8 | 2.5 |
| Non-Preventable | 1.6 | 1.3 | 3.1 | 7.0 | 4.0 | 8.6 | 4.8 | 0.8 | 3.0 | 1.7 | 2.8 | 3.7 | 1.6 |
| Preventable | 1.6 | 10.1 | 1.0 | 6.1 | 1.0 | 4.8 | 0.0 | 1.6 | 1.8 | 1.2 | 0.8 | 0.3 | 0.9 |
| FY2022 | 4.8 | 1.3 | 2.1 | 1.5 | 2.3 | 1.5 | 0.8 | 1.6 | 1.7 | N/A | N/A | N/A | 1.9 |
| Non-Preventable | 2.6 | 0.7 | 1.7 | 0.8 | 1.3 | 1.2 | 0.4 | 0.5 | 1.0 | N/A | N/A | N/A | 1.1 |
| Preventable | 2.2 | 0.7 | 0.4 | 0.7 | 1.0 | 0.1 | 0.4 | 1.0 | 0.3 | N/A | N/A | N/A | 0.7 |

| METROACCESS CUSTOMER INJURIES PER 100,000 PASSENGERS | | | | | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 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 | 1.7 |
| 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 | 1.2 |
| 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 | 0.5 |
| FY2021 | 1.3 | 1.3 | 0.0 | 2.2 | 2.4 | 0.0 | 1.3 | 2.6 | 0.0 | 1.0 | 1.0 | 0.0 | 1.0 |
| Non-Preventable | 1.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 2.6 | 0.0 | 1.0 | 0.0 | 0.0 | 0.4 |
| Preventable | 0.0 | 1.3 | 0.0 | 2.2 | 2.4 | 0.0 | 1.3 | 0.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.7 |
| FY2022 | 0.9 | 3.6 | 0.9 | 2.5 | 2.7 | 2.8 | 2.5 | 3.1 | 0.9 | N/A | N/A | N/A | 2.2 |
| Non-Preventable | 0.0 | 2.7 | 0.9 | 1.7 | 2.7 | 2.8 | 2.5 | 0.0 | 0.0 | N/A | N/A | N/A | 1.4 |
| Preventable | 0.9 | 0.9 | 0.0 | 0.8 | 0.0 | 0.0 | 0.0 | 3.1 | 0.9 | N/A | N/A | N/A | 0.7 |

SAFETY

CUSTOMER INJURIES

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 50 | 36 | 51 | 43 | 49 | 53 | 37 | 46 | 22 | 9 | 10 | 13 | 419 |
| FY2021 | 16 | 14 | 8 | 23 | 16 | 18 | 25 | 14 | 29 | 18 | 29 | 26 | 236 |
| FY2022 | 39 | 15 | 24 | 22 | 29 | 18 | 21 | 25 | 27 | N/A | N/A | N/A | 220 |

METRO RAIL CUSTOMER INJURIES

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|
| FY2020 | 26 | 18 | 19 | 16 | 16 | 26 | 22 | 25 | 12 | 3 | 7 | 5 | 195 |
| 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 | 195 |
| FY2021 | 5 | 4 | 4 | 6 | 9 | 4 | 11 | 6 | 13 | 7 | 15 | 11 | 95 |
| Non-Preventable | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Preventable | 5 | 4 | 4 | 6 | 9 | 4 | 11 | 6 | 13 | 7 | 15 | 11 | 95 |
| FY2022 | 10 | 3 | 8 | 9 | 10 | 5 | 14 | 13 | 14 | N/A | N/A | N/A | 86 |
| Non-Preventable | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 |
| Preventable | 10 | 3 | 8 | 9 | 10 | 5 | 14 | 13 | 14 | N/A | N/A | N/A | 86 |

METROBUS CUSTOMER INJURIES

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|
| FY2020 | 19 | 14 | 29 | 23 | 27 | 24 | 14 | 19 | 10 | 5 | 2 | 8 | 194 |
| Non-Preventable | 14 | 10 | 13 | 11 | 17 | 19 | 10 | 14 | 6 | 3 | 0 | 3 | 120 |
| Preventable | 5 | 4 | 16 | 12 | 10 | 5 | 4 | 5 | 4 | 2 | 2 | 5 | 74 |
| FY2021 | 10 | 9 | 4 | 15 | 5 | 14 | 13 | 6 | 16 | 10 | 13 | 15 | 130 |
| Non-Preventable | 5 | 8 | 1 | 7 | 1 | 5 | 0 | 4 | 6 | 4 | 3 | 1 | 45 |
| Preventable | 5 | 1 | 3 | 8 | 4 | 9 | 13 | 2 | 10 | 6 | 10 | 14 | 85 |
| FY2022 | 16 | 5 | 12 | 8 | 11 | 8 | 3 | 5 | 7 | N/A | N/A | N/A | 75 |
| Non-Preventable | 15 | 4 | 12 | 6 | 9 | 8 | 2 | 3 | 7 | N/A | N/A | N/A | 66 |
| Preventable | 1 | 1 | 0 | 2 | 2 | 0 | 1 | 2 | 0 | N/A | N/A | N/A | 9 |

SAFETY

METROACCESS CUSTOMER INJURIES

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|------------|------------|------------|-----------|
| FY2020 | 5 | 4 | 3 | 4 | 6 | 3 | 1 | 2 | 0 | 1 | 1 | 0 | 30 |
| Non-Preventable | 2 | 2 | 3 | 3 | 6 | 2 | 1 | 1 | 0 | 1 | 0 | 0 | 21 |
| Preventable | 3 | 2 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 0 | 9 |
| FY2021 | 1 | 1 | 0 | 2 | 2 | 0 | 1 | 2 | 0 | 1 | 1 | 0 | 11 |
| Non-Preventable | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 1 | 0 | 0 | 4 |
| Preventable | 0 | 1 | 0 | 2 | 2 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 7 |
| FY2022 | 1 | 4 | 1 | 3 | 3 | 3 | 2 | 3 | 1 | N/A | N/A | N/A | 21 |
| Non-Preventable | 0 | 3 | 1 | 2 | 3 | 3 | 2 | 0 | 0 | N/A | N/A | N/A | 14 |
| Preventable | 1 | 1 | 0 | 1 | 0 | 0 | 0 | 3 | 1 | N/A | N/A | N/A | 7 |

EMPLOYEE INJURIES PER 200,000 WORK HOURS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 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 | 5.5 |
| FY2021 | 4.1 | 2.9 | 4.7 | 5.3 | 4.5 | 6.0 | 5.4 | 6.9 | 5.5 | 6.8 | 7.8 | 8.2 | 5.7 |
| FY2022 | 7.3 | 7.4 | 5.7 | 7.5 | 7.1 | 7.3 | 7.1 | 5.4 | 5.2 | N/A | N/A | N/A | 6.6 |

RAIL SYSTEM EMPLOYEE INJURIES PER 200,000 WORK HOURS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 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 | 3.0 |
| 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 | 0.9 |
| 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 | 2.1 |
| FY2021 | 1.5 | 2.0 | 3.6 | 3.5 | 3.0 | 4.5 | 2.7 | 4.2 | 4.0 | 3.4 | 4.2 | 2.8 | 3.3 |
| Non-Preventable | 0.0 | 0.2 | 0.6 | 1.0 | 1.1 | 1.9 | 0.9 | 1.1 | 1.6 | 0.9 | 2.0 | 1.3 | 1.1 |
| Preventable | 1.5 | 1.7 | 3.0 | 2.5 | 1.8 | 2.5 | 1.8 | 3.1 | 2.4 | 2.6 | 2.2 | 1.5 | 2.2 |
| FY2022 | 3.7 | 3.0 | 3.1 | 4.7 | 3.3 | 4.0 | 6.3 | 3.8 | 2.0 | N/A | N/A | N/A | 3.7 |
| Non-Preventable | 2.2 | 1.3 | 0.7 | 1.7 | 1.8 | 1.8 | 3.3 | 1.3 | 0.2 | N/A | N/A | N/A | 1.6 |
| Preventable | 1.5 | 1.7 | 2.4 | 3.0 | 1.5 | 2.2 | 3.1 | 2.5 | 1.8 | N/A | N/A | N/A | 2.2 |

SAFETY

BUS EMPLOYEE INJURIES PER 200,000 WORK HOURS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 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 | 10.2 |
| 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 | 5.5 |
| 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 | 4.7 |
| FY2021 | 7.6 | 6.5 | 8.0 | 8.6 | 8.7 | 10.6 | 11.6 | 14.2 | 9.3 | 15.0 | 15.9 | 16.3 | 11.2 |
| Non-Preventable | 4.5 | 2.6 | 3.6 | 4.8 | 6.0 | 6.2 | 4.2 | 7.5 | 5.2 | 8.1 | 9.3 | 9.9 | 6.1 |
| Preventable | 3.0 | 3.9 | 4.4 | 3.7 | 2.8 | 4.4 | 7.3 | 6.7 | 4.1 | 7.0 | 6.7 | 6.4 | 5.1 |
| FY2022 | 16.1 | 16.3 | 11.3 | 13.5 | 13.7 | 14.7 | 10.3 | 10.2 | 11.0 | N/A | N/A | N/A | 13.0 |
| Non-Preventable | 7.7 | 10.0 | 7.9 | 9.8 | 9.2 | 9.2 | 7.8 | 7.0 | 8.8 | N/A | N/A | N/A | 8.6 |
| Preventable | 8.4 | 6.2 | 3.4 | 3.7 | 4.4 | 5.5 | 2.5 | 3.2 | 2.1 | N/A | N/A | N/A | 4.4 |

CONTRACTOR INJURIES PER 200,000 WORK HOURS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|---------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| FY2021 | 0.0 | 0.8 | 1.4 | 1.4 | 0.0 | 0.0 | 0.0 | 2.0 | 0.0 | 1.4 | 0.0 | 1.2 | 0.7 |
| FY2022 | 0.8 | 0.0 | 4.4 | 0.0 | 0.0 | 4.9 | 2.3 | 4.3 | 1.5 | N/A | N/A | N/A | 1.6 |

FATALITIES

| | MetroRail | Metrobus | MetroAccess |
|----------|-----------|----------|-------------|
| FY2020 | | | |
| FY2021 | 3 | 3 | 0 |
| FYTD2022 | 0 | 2 | 0 |

NTD BUS COLLISIONS PER MILLION MILES

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| 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 | 3.5 |
| 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 | 1.9 |
| 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 | 1.6 |
| FY2021 | 2.7 | 4.7 | 2.2 | 2.7 | 1.9 | 3.5 | 3.5 | 2.1 | 1.1 | 2.1 | 2.8 | 4.7 | 2.8 |
| Non-Preventable | 1.6 | 2.5 | 0.9 | 1.5 | 1.6 | 2.1 | 2.6 | 1.4 | 0.6 | 1.2 | 2.2 | 3.7 | 1.8 |
| Preventable | 1.1 | 2.1 | 1.2 | 1.2 | 0.3 | 1.5 | 1.0 | 0.7 | 0.6 | 0.9 | 0.6 | 0.9 | 1.0 |
| FY2022 | 4.6 | 4.0 | 3.6 | 2.8 | 4.7 | 2.8 | 3.0 | 3.5 | 2.7 | N/A | N/A | N/A | 3.5 |
| Non-Preventable | 3.2 | 3.2 | 2.8 | 1.0 | 3.2 | 2.1 | 2.4 | 1.7 | 2.0 | N/A | N/A | N/A | 2.4 |
| Preventable | 1.3 | 0.8 | 0.8 | 1.8 | 1.6 | 0.8 | 0.7 | 1.7 | 0.7 | N/A | N/A | N/A | 1.1 |

SAFETY

RAIL COLLISIONS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|
| FY2020 | 1 | 2 | 0 | 2 | 0 | 0 | 1 | 2 | 0 | 2 | 0 | 0 | 10 |
| FY2021 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 3 |
| FY2022 | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 3 |

DERAILMENTS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-----------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|------------|------------|------------|----------|
| FY2020 | 1 | 2 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 5 |
| 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 | 5 |
| FY2021 | 2 | 0 | 1 | 1 | 0 | 0 | 4 |
| Trains Carrying Customers | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Trains with No Customers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Roadway Maintenance Machine | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 0 | 0 | 3 |
| FY2022 | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 2 |
| Trains Carrying Customers | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 1 |
| Trains with No Customers | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 |
| Roadway Maintenance Machine | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 1 |

SAFETY

FIRE INCIDENTS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-------------------|----------|----------|-----------|----------|----------|----------|----------|----------|----------|------------|------------|------------|-----------|
| FY2020 | 8 | 6 | 12 | 7 | 6 | 5 | 2 | 3 | 3 | 1 | 7 | 6 | 66 |
| Non-Electrical | 4 | 4 | 10 | 5 | 5 | 1 | 1 | 1 | 3 | 0 | 1 | 2 | 37 |
| 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 | 25 |
| 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 | 5 | 2 | 1 | 3 | 4 | 35 |
| Non-Electrical | 1 | 0 | 1 | 3 | 3 | 1 | 3 | 1 | 1 | 0 | 1 | 1 | 16 |
| Cable | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Arcing Insulator | 2 | 1 | 2 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 3 | 11 |
| Train Component | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 |
| Station Component | 1 | 0 | 0 | 0 | 1 | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 6 |
| FY2022 | 6 | 5 | 1 | 1 | 8 | 1 | 3 | 3 | 2 | N/A | N/A | N/A | 30 |
| Non-Electrical | 5 | 1 | 1 | 0 | 8 | 1 | 2 | 1 | 1 | N/A | N/A | N/A | 20 |
| Cable | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 |
| Arcing Insulator | 1 | 4 | 0 | 1 | 0 | 0 | 1 | 2 | 1 | N/A | N/A | N/A | 10 |
| Train Component | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 1 |
| Station Component | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 0 |

RED SIGNAL OVERRUNS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|------------|------------|------------|-----------|
| FY2020 | 2 | 0 | 1 | 3 | 2 | 1 | 0 | 0 | 3 | 0 | 1 | 1 | 14 |
| FY2021 | 1 | 0 | 2 | 1 | 2 | 4 | 0 | 1 | 0 | 0 | 0 | 0 | 11 |
| FY2022 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | N/A | N/A | N/A | 4 |

SERVICE RELIABILITY

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 89% | 90% | 89% | 90% | 90% | 89% | 92% | 92% | 92% | 96% | 96% | 91% | 90% |
| FY2021 | 93% | 92% | 91% | 90% | 90% | 90% | 89% | 91% | 93% | 94% | 89% | 91% | 91% |
| FY2022 | 91% | 92% | 92% | 74% | 67% | 72% | 67% | 72% | 75% | N/A | N/A | N/A | 78% |

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE | BY LINE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Red Line | 92% | 95% | 93% | 80% | 71% | 74% | 71% | 75% | 80% | N/A | N/A | N/A | 82% |
| Blue Line | 84% | 85% | 87% | 65% | 59% | 69% | 61% | 69% | 70% | N/A | N/A | N/A | 72% |
| Orange Line | 86% | 86% | 90% | 67% | 61% | 68% | 63% | 68% | 71% | N/A | N/A | N/A | 74% |
| Green Line | 95% | 96% | 94% | 81% | 74% | 78% | 72% | 74% | 75% | N/A | N/A | N/A | 82% |
| Yellow Line | 92% | 93% | 89% | 72% | 65% | 69% | 65% | 69% | 71% | N/A | N/A | N/A | 76% |
| Silver Line | 88% | 88% | 92% | 68% | 66% | 72% | 66% | 74% | 76% | N/A | N/A | N/A | 77% |

MYTRIPTIME RAIL CUSTOMER ON-TIME PERFORMANCE | BY TIME PERIOD

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| AM Rush [5AM-9:30AM] | 94% | 96% | 95% | 71% | 64% | 70% | 66% | 73% | 74% | N/A | N/A | N/A | 79% |
| Midday [9:30AM-3PM] | 90% | 91% | 90% | 70% | 60% | 66% | 61% | 68% | 69% | N/A | N/A | N/A | 75% |
| PM Rush [3PM-7PM] | 91% | 93% | 92% | 69% | 58% | 63% | 60% | 67% | 70% | N/A | N/A | N/A | 74% |
| Evening [7PM-9:30PM] | 93% | 92% | 95% | 79% | 76% | 79% | 75% | 81% | 82% | N/A | N/A | N/A | 84% |
| Late Night [9:30PM-12AM] | 94% | 95% | 96% | 88% | 87% | 90% | 86% | 86% | 90% | N/A | N/A | N/A | 90% |
| Weekend | 86% | 87% | 90% | 82% | 79% | 84% | 76% | 77% | 83% | N/A | N/A | N/A | 83% |

METROBUS ON-TIME PERFORMANCE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 78% | 78% | 74% | 75% | 76% | 78% | 78% | 78% | 78% | N/A | N/A | N/A | 77% |
| FY2021 | 75% | 75% | 75% | 75% | 74% | 74% | 73% | 72% | 76% | 78% | 78% | 78% | 75% |
| FY2022 | 78% | 78% | 77% | 77% | 77% | 77% | N/A | 77% | 77% | N/A | N/A | N/A | 77% |

METROBUS ON-TIME PERFORMANCE | BY TIME PERIOD

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| AM Early [4AM-6AM] | 84% | 84% | 84% | 84% | 84% | 84% | N/A | 82% | 84% | N/A | N/A | N/A | 84% |
| AM Peak [6AM-9AM] | 81% | 80% | 80% | 80% | 80% | 80% | N/A | 79% | 81% | N/A | N/A | N/A | 80% |
| Midday [9AM-3PM] | 79% | 78% | 79% | 78% | 78% | 77% | N/A | 78% | 78% | N/A | N/A | N/A | 78% |
| PM Peak [3PM-7PM] | 75% | 74% | 72% | 72% | 72% | 72% | N/A | 73% | 72% | N/A | N/A | N/A | 73% |
| Early Night [7PM-11PM] | 79% | 79% | 78% | 77% | 79% | 79% | N/A | 78% | 78% | N/A | N/A | N/A | 78% |
| Late Night [11PM-4AM] | 77% | 77% | 76% | 76% | 77% | 76% | N/A | 76% | 77% | N/A | N/A | N/A | 76% |

SERVICE RELIABILITY

| METROBUS ON-TIME PERFORMANCE BY SERVICE TYPE | | | | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 12-minute | N/A | N/A | N/A | 76% | 77% | 76% | N/A | 76% | 76% | N/A | N/A | N/A | 76% |
| 20-minute | N/A | N/A | N/A | 79% | 79% | 79% | N/A | 78% | 79% | N/A | N/A | N/A | 79% |
| All Other Service | 78% | 78% | 77% | 77% | 77% | 77% | N/A | 77% | 78% | N/A | N/A | N/A | 78% |
| Early | 11% | 10% | 9% | 10% | 10% | 10% | N/A | 12% | 10% | N/A | N/A | N/A | 10% |
| Late | 11% | 12% | 13% | 13% | 12% | 13% | N/A | 11% | 13% | N/A | N/A | N/A | 12% |

| METROACCESS ON-TIME PICK-UP PERFORMANCE | | | | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| FY2020 | 89% | 89% | 87% | 88% | 90% | 91% | 91% | 91% | 93% | 97% | 97% | 97% | 91% |
| FY2021 | 97% | 97% | 97% | 97% | 97% | 96% | 97% | 96% | 96% | 96% | 95% | 95% | 96% |
| FY2022 | 96% | 94% | 93% | 92% | 93% | 93% | 94% | 95% | 94% | N/A | N/A | N/A | 94% |

| RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY | | | | | | | | | | | | | |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 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 | 245,476 |
| FY2021 | 257,108 | 229,463 | 198,095 | 237,311 | 222,876 | 296,163 | 381,439 | 390,774 | 468,012 | 668,798 | 573,704 | 383,009 | 314,389 |
| FY2022 | 340,119 | 418,982 | 287,612 | 148,861 | 82,266 | 164,348 | 99,116 | 86,313 | 100,168 | N/A | N/A | N/A | 159,216 |

| RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY BY RAILCAR SERIES | | | | | | | | | | | | | |
|---|---------|---------|---------|---------|--------|---------|---------|---------|---------|-----|-----|-----|---------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 2000 series | N/A | N/A | N/A | 34,528 | 75,209 | 134,235 | 56,756 | 79,972 | 49,778 | N/A | N/A | N/A | 69,873 |
| 3000 series | 193,376 | 78,392 | 110,597 | 76,202 | 74,569 | 191,051 | 106,605 | 79,706 | 105,834 | N/A | N/A | N/A | 98,731 |
| 6000 series | N/A | N/A | N/A | 18,326 | N/A | 131,946 | 171,271 | 162,777 | 328,850 | N/A | N/A | N/A | 153,622 |
| 7000 series | 369,468 | 608,199 | 374,862 | 449,761 | N/A | 128,013 | N/A | N/A | N/A | N/A | N/A | N/A | 415,720 |

| RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | | | | | | | | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 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 | 24,010 |
| FY2021 | 48,762 | 27,890 | 13,882 | 34,393 | 31,244 | 33,847 | 44,584 | 57,893 | 54,420 | 54,820 | 58,433 | 48,956 | 35,208 |
| FY2022 | 44,044 | 36,892 | 53,188 | 28,658 | 14,145 | 21,144 | 20,179 | 19,878 | 18,379 | N/A | N/A | N/A | 27,025 |

| RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE BY RAILCAR SERIES | | | | | | | | | | | | | |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|-----|-----|-----|--------|
| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
| 2000 series | N/A | N/A | N/A | 6,278 | 8,631 | 15,609 | 17,027 | 19,304 | 13,576 | N/A | N/A | N/A | 13,462 |
| 3000 series | 13,813 | 10,888 | 18,781 | 14,037 | 15,109 | 23,158 | 19,224 | 19,927 | 18,719 | N/A | N/A | N/A | 17,655 |
| 6000 series | N/A | N/A | 22,630 | 5,727 | 41,144 | 18,849 | 34,254 | 20,347 | 24,359 | N/A | N/A | N/A | 22,144 |
| 7000 series | 57,134 | 44,502 | 73,343 | 78,219 | N/A | 32,003 | N/A | N/A | N/A | N/A | N/A | N/A | 59,064 |



SERVICE RELIABILITY

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-------|-------|-------|-------|-------|--------|--------|--------|--------|--------|--------|--------|-------|
| 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 | 7,652 |
| FY2021 | 8,609 | 8,491 | 9,599 | 9,081 | 9,555 | 10,394 | 10,944 | 10,821 | 9,494 | 8,838 | 7,860 | 7,310 | 9,151 |
| FY2022 | 7,836 | 8,121 | 8,554 | 8,163 | 8,716 | 9,696 | 12,188 | 9,111 | 8,889 | N/A | N/A | N/A | 8,830 |

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | BY FUEL TYPE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|-----|-----|-----|--------|
| CNG | 9,557 | 9,690 | 11,482 | 11,144 | 11,045 | 11,538 | 13,855 | 10,231 | 8,710 | N/A | N/A | N/A | 10,603 |
| HYBRID | 7,070 | 7,038 | 6,646 | 6,363 | 7,306 | 8,304 | 10,400 | 7,640 | 7,581 | N/A | N/A | N/A | 7,377 |
| CLEAN DIESEL | 8,699 | 11,225 | 15,449 | 14,167 | 11,676 | 13,447 | 16,086 | 13,923 | 14,561 | N/A | N/A | N/A | 13,077 |

METROACCESS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 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 | 25,462 |
| FY2021 | 18,965 | 18,589 | 22,287 | 34,104 | 25,943 | 30,214 | 28,870 | 17,219 | 28,400 | 24,075 | 29,110 | 20,580 | 23,951 |
| FY2022 | 28,099 | 20,742 | 25,017 | 28,625 | 18,969 | 22,543 | 18,339 | 19,438 | 21,988 | N/A | N/A | N/A | 22,310 |

ELEVATOR AVAILABILITY

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 96% | 97% | 97% | 98% | 97% | 97% | 97% | 97% | 96% | 97% | 98% | 98% | 97% |
| FY2021 | 97% | 98% | 97% | 97% | 98% | 98% | 98% | 99% | 99% | 99% | 99% | 99% | 98% |
| FY2022 | 97% | 97% | 96% | 98% | 98% | 98% | 98% | 98% | 98% | N/A | N/A | N/A | 98% |

ESCALATOR AVAILABILITY

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 94% | 94% | 94% | 95% | 95% | 96% | 96% | 96% | 97% | 96% | 96% | 94% | 95% |
| FY2021 | 94% | 94% | 94% | 95% | 94% | 94% | 94% | 95% | 95% | 95% | 96% | 96% | 95% |
| FY2022 | 94% | 93% | 93% | 93% | 93% | 94% | 93% | 92% | 92% | N/A | N/A | N/A | 93% |

AVAILABLE TRACK

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-------|-------|-------|------|------|------|------|------|------|------|------|-------|------|
| 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% | 4.6% |
| FY2021 | 18.8% | 22.2% | 4.7% | 0.0% | 0.6% | 0.8% | 0.1% | 0.1% | 2.4% | 3.1% | 4.7% | 6.5% | 5.3% |
| FY2022 | 6.5% | 8.3% | 7.0% | 4.6% | 5.7% | 5.9% | 5.6% | 0.7% | 0.4% | N/A | N/A | N/A | 5.0% |

SERVICE RELIABILITY

OFFLOADS

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 96 | 62 | 93 | 61 | 69 | 75 | 71 | 70 | 44 | 9 | 24 | 15 | 689 |
| FY2021 | 15 | 30 | 49 | 37 | 41 | 41 | 27 | 31 | 25 | 22 | 27 | 29 | 374 |
| FY2022 | 43 | 34 | 31 | 50 | 55 | 42 | 50 | 42 | 49 | N/A | N/A | N/A | 396 |

METRO RAIL CROWDING

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|---------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| FY2020 [>23 passengers per car] | N/A | 0.0% | 0.2% | 0.2% | 0.2% | 0.1% |
| FY2021 [>23 passengers per car] | 0.8% | 0.2% | 0.1% | 0.0% | 0.5% | 0.1% | 1.3% | 0.1% | 0.1% | 0.1% | 1.1% | 2.2% | 0.6% |
| FY2022 [>75 passengers per car] | 0.4% | 0.0% | 0.0% | 1.0% | 0.7% | 0.3% | 0.1% | 0.1% | 1.1% | N/A | N/A | N/A | 0.5% |

METRO RAIL CROWDING | BY LINE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-------------|------|------|------|------|------|------|------|------|------|-----|-----|-----|------|
| Red Line | 0.3% | 0.0% | 0.0% | 1.5% | 1.2% | 0.7% | 0.2% | 0.3% | 1.2% | N/A | N/A | N/A | 0.7% |
| Blue Line | 0.4% | 0.0% | 0.0% | 0.5% | 0.5% | 0.0% | 0.1% | 0.0% | 0.8% | N/A | N/A | N/A | 0.3% |
| Orange Line | 0.5% | 0.0% | 0.0% | 0.8% | 0.8% | 0.2% | 0.1% | 0.0% | 2.0% | N/A | N/A | N/A | 0.6% |
| Green Line | 1.0% | 0.2% | 0.1% | 1.0% | 0.2% | 0.2% | 0.0% | 0.1% | 0.8% | N/A | N/A | N/A | 0.4% |
| Yellow Line | 0.5% | 0.0% | 0.0% | 0.7% | 0.2% | 0.0% | 0.2% | 0.0% | 1.1% | N/A | N/A | N/A | 0.3% |
| Silver Line | 0.3% | 0.0% | 0.0% | 0.4% | 0.5% | 0.0% | 0.1% | 0.0% | 0.5% | N/A | N/A | N/A | 0.2% |

METRO RAIL CROWDING | BY TIME PERIOD

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------------------------|------|------|------|------|------|------|------|------|------|-----|-----|-----|------|
| Weekday | 0.1% | 0.0% | 0.0% | 1.2% | 0.8% | 0.4% | 0.2% | 0.1% | 1.2% | N/A | N/A | N/A | 0.5% |
| AM Rush [5AM-9:30AM] | 0.1% | 0.0% | 0.0% | 1.3% | 0.9% | 0.5% | 0.0% | 0.1% | 1.5% | N/A | N/A | N/A | 0.6% |
| Midday [9:30AM-3PM] | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | N/A | N/A | N/A | 0.0% |
| PM Rush [3PM-7PM] | 0.1% | 0.0% | 0.0% | 2.1% | 1.6% | 0.6% | 0.4% | 0.3% | 2.1% | N/A | N/A | N/A | 0.9% |
| Evening [7PM-9:30PM] | 0.1% | 0.0% | 0.0% | 0.1% | 0.0% | 0.1% | 0.0% | 0.1% | 0.1% | N/A | N/A | N/A | 0.1% |
| Late Night [9:30PM-12AM] | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | N/A | N/A | N/A | 0.0% |
| Weekend | 0.3% | 0.1% | 0.0% | 0.4% | 0.3% | 0.0% | 0.1% | 0.0% | 0.8% | N/A | N/A | N/A | 0.3% |

METROBUS CROWDING

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|-------------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| FY2020 [>20 passengers per 40' bus] | N/A | 6.3% | 2.2% | 3.0% | 5.3% | 3.9% |
| FY2021 [>20 passengers per 40' bus] | 6.7% | 4.8% | 3.2% | 3.7% | 3.4% | 3.3% | 2.1% | 2.1% | 2.6% | 3.1% | 3.8% | 4.2% | 3.5% |
| FY2022 [>30 passengers per 40' bus] | 0.8% | 1.0% | 1.5% | 1.7% | 1.6% | 1.4% | 1.4% | 1.2% | 1.6% | N/A | N/A | N/A | 1.4% |

SERVICE RELIABILITY

METROBUS CROWDING | BY TIME PERIOD

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|------------------------|------|------|------|------|------|------|------|------|------|-----|-----|-----|------|
| Weekday | 0.8% | 1.0% | 1.8% | 1.9% | 1.8% | 1.6% | 2.0% | 1.5% | 1.8% | N/A | N/A | N/A | 1.6% |
| AM Early [4AM-6AM] | 0.5% | 0.6% | 0.7% | 0.7% | 0.6% | 0.5% | 2.1% | 0.7% | 0.5% | N/A | N/A | N/A | 0.7% |
| AM Peak [6AM-9AM] | 0.5% | 0.8% | 2.6% | 2.5% | 2.4% | 1.9% | 3.1% | 1.9% | 2.3% | N/A | N/A | N/A | 1.9% |
| Midday [9AM-3PM] | 1.1% | 1.2% | 1.4% | 0.4% | 0.2% | 0.3% | 0.2% | 0.2% | 1.5% | N/A | N/A | N/A | 1.0% |
| PM Peak [3PM-7PM] | 1.2% | 1.6% | 2.8% | 0.2% | 0.2% | 0.3% | 0.1% | 0.2% | 3.0% | N/A | N/A | N/A | 1.9% |
| Early Night [7PM-11PM] | 0.4% | 0.4% | 0.3% | 1.6% | 1.6% | 1.6% | 1.6% | 1.2% | 0.4% | N/A | N/A | N/A | 1.2% |
| Late Night [11PM-4AM] | 0.4% | 0.3% | 0.2% | 3.3% | 3.1% | 2.5% | 3.5% | 2.5% | 0.3% | N/A | N/A | N/A | 2.6% |
| Weekend | 0.9% | 1.1% | 0.7% | 0.9% | 0.8% | 0.7% | 0.3% | 0.5% | 0.7% | N/A | N/A | N/A | 0.7% |

METRO RAIL CUSTOMER SATISFACTION RATING*

| | Q1 | Q2 | Q3 | Q4 |
|--------|-----|-----|-----|-----|
| FY2020 | 79% | 83% | 85% | N/A |
| FY2021 | N/A | N/A | N/A | 91% |
| FY2022 | 91% | 73% | 68% | N/A |

METROBUS CUSTOMER SATISFACTION RATING*

| | Q1 | Q2 | Q3 | Q4 |
|--------|-----|-----|-----|-----|
| FY2020 | 76% | 79% | 76% | N/A |
| FY2021 | 64% | 84% | 88% | 81% |
| FY2022 | 87% | 72% | 64% | N/A |

FINANCIAL RESPONSIBILITY

OPERATING COST PER PASSENGER TRIP - SYSTEM

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| FY2020 | \$5.45 | \$5.20 | \$6.23 | \$4.91 | \$6.02 | \$8.11 | \$6.68 | \$6.23 | \$11.24 | \$59.74 | \$53.73 | \$44.95 | \$8.35 |
| FY2021 | \$32.79 | \$27.25 | \$25.64 | \$22.52 | \$23.52 | \$26.23 | \$28.93 | \$25.16 | \$23.69 | \$18.73 | \$16.23 | \$16.01 | \$22.90 |
| FY2022 | \$14.28 | \$15.75 | \$13.36 | \$11.34 | \$12.91 | \$14.28 | \$18.70 | \$16.38 | \$12.00 | N/A | N/A | N/A | \$14.05 |

FY22 OPERATING COST PER PASSENGER TRIP - MODE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|------|---------|----------|---------|---------|---------|----------|----------|---------|----------|-----|-----|-----|----------|
| RAIL | \$19.67 | \$21.41 | \$19.05 | \$15.55 | \$18.48 | \$21.48 | \$25.74 | \$24.80 | \$14.36 | N/A | N/A | N/A | \$19.54 |
| BUS | \$9.40 | \$9.04 | \$7.99 | \$7.19 | \$7.91 | \$8.38 | \$11.82 | \$9.39 | \$8.35 | N/A | N/A | N/A | \$8.67 |
| ACCS | \$44.25 | \$165.31 | \$99.66 | \$94.39 | \$97.90 | \$102.58 | \$138.08 | \$97.69 | \$119.96 | N/A | N/A | N/A | \$105.91 |

FAREBOX RECOVERY RATIO - SYSTEM

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 40% | 42% | 34% | 44% | 36% | 27% | 33% | 35% | 19% | 2% | 1% | 1% | 25% |
| FY2021 | 3% | 4% | 4% | 5% | 5% | 4% | 5% | 5% | 6% | 7% | 8% | 10% | 5% |
| FY2022 | 11% | 10% | 10% | 12% | 12% | 9% | 9% | 9% | 13% | N/A | N/A | N/A | 11% |

FY22 FAREBOX RECOVERY RATIO - MODE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| RAIL | 14% | 14% | 13% | 16% | 15% | 12% | 12% | 11% | 18% | N/A | N/A | N/A | 14% |
| BUS | 6% | 7% | 6% | 7% | 9% | 6% | 6% | 6% | 7% | N/A | N/A | N/A | 7% |
| ACCS | 6% | 2% | 4% | 4% | 4% | 3% | 2% | 3% | 3% | N/A | N/A | N/A | 3% |

OPERATING COST PER SERVICE MILE - SYSTEM

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| FY2020 | \$11.40 | \$10.33 | \$12.80 | \$10.37 | \$11.59 | \$15.00 | \$12.69 | \$12.01 | \$16.32 | \$27.85 | \$28.51 | \$38.89 | \$14.78 |
| FY2021 | \$29.46 | \$18.04 | \$16.42 | \$15.08 | \$15.26 | \$16.00 | \$16.05 | \$14.29 | \$15.26 | \$13.37 | \$14.07 | \$13.59 | \$15.73 |
| FY2022 | \$14.37 | \$15.71 | \$12.87 | \$13.76 | \$18.48 | \$18.77 | \$20.66 | \$20.59 | \$17.74 | N/A | N/A | N/A | \$16.53 |

OPERATING COST PER SERVICE MILE - MODE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----|-----|-----|---------|
| RAIL | \$15.53 | \$16.36 | \$12.68 | \$15.34 | \$26.96 | \$25.91 | \$26.04 | \$29.92 | \$21.54 | N/A | N/A | N/A | \$19.33 |
| BUS | \$20.06 | \$18.81 | \$18.02 | \$16.66 | \$17.54 | \$18.05 | \$21.65 | \$19.47 | \$18.32 | N/A | N/A | N/A | N/A |
| ACCS | \$2.53 | \$9.25 | \$5.56 | \$5.36 | \$6.06 | \$6.17 | \$7.40 | \$5.39 | \$8.07 | N/A | N/A | N/A | \$6.16 |

FINANCIAL RESPONSIBILITY

OPERATING COST PER REVENUE HOUR - SYSTEM

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| FY2020 | \$174.33 | \$159.78 | \$200.35 | \$162.49 | \$182.78 | \$237.35 | \$200.58 | \$189.50 | \$259.78 | \$438.43 | \$440.12 | \$564.70 | \$230.91 |
| FY2021 | \$439.95 | \$294.53 | \$269.47 | \$243.88 | \$246.18 | \$256.90 | \$259.15 | \$229.63 | \$246.52 | \$215.48 | \$224.25 | \$201.67 | \$252.44 |
| FY2022 | \$225.81 | \$242.97 | \$210.08 | \$210.20 | \$256.17 | \$265.38 | \$295.16 | \$293.37 | \$245.33 | N/A | N/A | N/A | \$245.94 |

OPERATING COST PER REVENUE HOUR - MODE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|------|----------|----------|----------|----------|----------|----------|----------|----------|----------|-----|-----|-----|----------|
| RAIL | \$355.24 | \$363.44 | \$294.39 | \$355.71 | \$625.47 | \$601.21 | \$603.88 | \$696.58 | \$502.02 | N/A | N/A | N/A | \$445.25 |
| BUS | \$202.47 | \$193.02 | \$181.85 | \$168.10 | \$176.98 | \$182.18 | \$217.71 | \$196.35 | \$184.66 | N/A | N/A | N/A | N/A |
| ACCS | \$33.70 | \$127.82 | \$79.84 | \$78.60 | \$81.01 | \$82.46 | \$96.17 | \$73.07 | \$92.40 | N/A | N/A | N/A | \$82.72 |

VACANCY RATE

| | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | FY |
|--------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| FY2020 | 6% | 6% | 6% | 6% | 6% | 7% | 7% | 6% | 6% | 6% | 6% | 6% | 6% |
| FY2021 | 7% | 7% | 7% | 7% | 7% | 7% | 8% | 8% | 8% | 8% | 9% | 10% | 10% |
| FY2022 | 10% | 10% | 10% | 12% | 11% | 11% | 11% | 11% | 11% | N/A | N/A | N/A | 11% |

DEFINITIONS RIDERSHIP

| KPI | How is it measured? | What does this mean and why is it key to our strategy? |
|------------------|--|---|
| Ridership | <p>Total Metro ridership</p> <p>Metro rail passenger trips + Metro bus passenger boardings + MetroAccess passenger trips</p> | <p>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.</p> <p>Passenger trips are defined as follows:</p> <ul style="list-style-type: none"> ▶ Metro rail 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. ▶ Metro bus 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 passenger traveling from an origin to a destination is counted as one passenger trip. Passengers include customers, personal care attendants (PCAs), and companions in accordance with ADA regulations. <p>*Metro does not include bus shuttle passenger trips in its budget or published ridership forecasts.</p> |

SAFETY

| KPI | How is it measured? | What does this mean and why is it key to our strategy? |
|-----------------------------|--|--|
| Crime | Number of 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)* In other words, the number of injuries per million passenger trips | 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. 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. *per 100,000 passengers for MetroAccess |
| Employee Injury Rate | Employee injury rate: Number of injuries ÷ (Total work hours ÷ 200,000) 200,000 hours is equivalent to 100 employees working full-time for one year. So, in other words: the number of employees injured per 100 employees | 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. 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. |
| Fatality Rate | Number of fatalities reported to the Federal Transit Administration per vehicle revenue miles. | The Federal Transit Agency's Public Transportation Agency Safety Plan identified the fatality rate as a key safety performance measure. Reducing the number of fatalities is a top priority for all transit agencies. This measure includes customer and employee fatalities that are a result of suicides, but excludes fatalities from illnesses, drug overdoses or other natural causes. |

SAFETY

KPI

How is it measured?

What does this mean and why is it key to our strategy?

NTD Bus Collision Rate

NTD bus collision rate:
 Number of NTD reportable collisions ÷
 (Total number of bus miles operated ÷
 1,000,000)
 In other words, the number of collisions per
 million miles driven

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.

Rail Collisions

Number of rail collisions

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.

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.

Derailments

Number of derailments

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.

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).

Fire Incidents

Number of fire incidents

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.

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.

Red Signal Overruns

Number of red signal overruns

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.

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.

SERVICE RELIABILITY

| KPI | How is it measured? | What does this mean and why is it key to our strategy? |
|---|---|--|
| MyTrip Time (Metrorail Customer On-Time Performance) | <p>Percentage of customer journeys completed on time</p> <p>Number of journeys completed on time ÷ Total number of journeys</p> | <p>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 SmartTrip® card to enter the system, to the time when the SmartTrip® card is tapped to exit.</p> <p>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.</p> |
| Metrobus On-Time Performance | <p>Percentage of bus service delivered on-time</p> <p>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</p> <p>“Timepoints” are major stops on a bus route that are used to create bus schedules.</p> | <p>Bus on-time performance (OTP) communicates the reliability of bus service, which is a key driver of customer satisfaction and ridership.</p> <ul style="list-style-type: none"> ▶ 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. <p>Factors that can affect OTP include: traffic congestion, detours, inclement weather, scheduling, vehicle reliability, operational behavior, or delays caused by passengers.</p> |
| MetroAccess On-Time Pick-up Performance | <p>Adherence to Schedule</p> <p>Number of vehicle arrivals at the pick-up location within the 30 minute on-time window ÷ Total stops</p> | <p>This indicator illustrates how closely MetroAccess adheres to customer pick-up windows on a system-wide basis. MetroAccess customers schedule trips at least one day in advance, and are given a 30-minute pick-up window. MetroAccess on-time pick-up performance is essential to delivering quality service to the customer.</p> |

SERVICE RELIABILITY

KPI How is it measured?

What does this mean and why is it key to our strategy?

| | | |
|--------------------------------------|---|--|
| Rail Fleet Reliability | <p>Mean Distance Between Delay (MDBD) 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) Total bus mileage ÷ Total number of mechanical failures occurring during revenue service</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) Total MetroAccess vehicle odometer miles ÷ Total number of mechanical failures occurring during revenue service</p> | <p>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> |

SERVICE RELIABILITY

KPI How is it measured?

What does this mean and why is it key to our strategy?

Elevator and Escalator Availability

In-service percentage
 Hours in service ÷ Operating hours
 Hours in service = Operating hours – Hours out of service
 Operating hours = Operating hours per unit x number of units

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.

Availability is the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours.

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.

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.

Available Track (FTA Asset Management performance measure)

Percentage of track segments with performance restrictions at 9:00 AM the first Wednesday of every month
 Number of track miles with performance restrictions ÷ 234 total miles
 (There are 234 miles of rail track that trains travel while in revenue service in the Metro system)

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.

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.

Offloads

Number of all 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 offloads are railcar performance, rail infrastructure performance, rail operations policies, and customer behavior.

SERVICE RELIABILITY

KPI How is it measured?

What does this mean and why is it key to our strategy?

Rail Crowding

Percentage of passenger time spent on vehicles exceeding crowding guidelines

Number of crowded passenger minutes ÷ Total number of passenger minutes

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:

- ▶ Before Pandemic: 100 passengers per car
- ▶ Pandemic: 23 passengers per car (before June 11, 2021), 75 passengers per car (after June 11, 2021)

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.

Bus Crowding

Percentage of bus stops encountered by a bus that exceeds crowding guidelines

Number of bus stops encountered by a crowded bus ÷ Total number of bus stops encountered

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:

- ▶ 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 before FY22, 75% of seated capacity in FY22

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.

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.

Customer Satisfaction

Survey respondent rating:

(Number of survey respondents who marked their last Metrorail/Metrobus trip as "very satisfactory" OR the second highest category in a five-point scale)
+ Total number of respondents

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.

Customer satisfaction is defined as the percent of customer survey respondents who rated their *last trip within a 30-day period* on Metrobus or Metrorail as a "5" or "4" in the customer satisfaction survey, with "5" denoting "very satisfied" and "4" denoting "very unsatisfied". Metro distributes this survey through address-based sampling on a biweekly basis, and respondents must meet specific criteria to participate. Results are summarized quarterly.

FINANCIAL RESPONSIBILITY

| KPI | How is it measured? | What does this mean and why is it key to our strategy? |
|--|---|---|
| Operating Cost per Passenger Trip | Operating Cost / # of Unlinked Passenger Trips | This indicator tracks Metro's operating expenses for each passenger trip. This measure can provide insight into how efficient Metro may be with providing service to passengers and how ridership may affect operating expenses. |
| Operating Cost per Service Mile | Operating Cost / # of Service Miles | This indicator tracks Metro's operating expenses for each service mile (also known as a revenue mile) delivered. This measure can provide insight into the operating costs associated with delivering service; it excludes deadhead miles which are miles traveled while the vehicle is not in revenue service. |
| Operating Cost per Revenue Hour | Operating Cost / # of Revenue Hours | This indicator tracks operating costs used to fund each hour of revenue service. This measure can provide insight into the operating cost impact associated with Metro's hours of service. |
| Farebox Recovery Ratio | Farebox Revenue / Operating Cost | The recovery ratio used in this report follows the NTD definition, which is the proportion of operating costs that are covered by fare revenue paid by passengers. This measure can provide insight into how adequately fare prices and the correlating ridership contribute to Metro's operating financial sustainability. |
| Vacancy Rate | Percentage of budgeted positions that are vacant $(\text{Number of budgeted positions} - \text{number of employees in budgeted positions}) \div \text{number of budgeted positions}$ | 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. |

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Appendix J – Board Budget Resolution

Budget Resolution

March 24, 2022

For attachments to this resolution please see:

<https://wmata.com/about/board/meetings/board-pdfs/upload/9A-FY2023-Budget-Adoption-FINALIZED2.pdf#page=10>

PRESENTED AND ADOPTED: March 24, 2022

SUBJECT: ADOPTION OF FISCAL YEAR 2023 OPERATING AND CAPITAL BUDGETS, FARE AND SERVICE CHANGES, AND FISCAL YEAR 2023-2028 CAPITAL IMPROVEMENT PROGRAM, AND APPROVAL OF TITLE VI EQUITY ANALYSIS AND PUBLIC PARTICIPATION REPORT

2022-06

**RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY**

WHEREAS, Compact Sections 23 and 24 require the Board of Directors to adopt a balanced capital budget and a balanced operating budget each year; and

WHEREAS, WMATA continues to provide transit service at increasing service levels in response to ridership demands during the pandemic; and

WHEREAS, The Board has reviewed and considered the General Manager and Chief Executive Officer's proposed fiscal year (FY) 2023 operating budget and FY 2023-2028 Capital Improvement Program (CIP); and

WHEREAS, Pursuant to the Public Participation Plan, the Board held three public hearings on February 7, 8, and 9, 2022 (of which one was held in an area served by the Northern Virginia Transportation Commission pursuant to VA Acts of Assembly Ch. 854 Enact. Cl. 8), on the proposed FY 2023 operating budget, including the proposed closure of the Metro Center Sales Office, fare and service changes, and the FY 2023-2028 CIP; and

WHEREAS, Following Board authorization on December 9, 2021 (Res. 2021-42), staff prepared a Public Hearing Staff Report (Attachment A) and Title VI Equity Analysis (Attachment B) on the proposals presented at the public hearings, which showed that the proposed changes do not result in a disparate impact on minority populations or a disproportionate burden on low-income populations; and

WHEREAS, Sections 30019(b) and (c) of the Infrastructure Investment and Jobs Act of 2021 requires the Secretary of Transportation to use \$5 million of the Passenger Rail Investment and Improvement Act grants to WMATA for use exclusively by WMATA's Office of Inspector General (OIG) for each fiscal year in which WMATA makes available \$5 million in non-federal funds for use exclusively by the OIG; 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

Motioned by Mr. Letourneau, seconded by Ms. Babers

Ayes: 8- Mr. Smedberg, Ms. Babers, Mr. Ports, Dr. Helfer, Mr. Letourneau, Dr. Hadden Loh, Mr. Drummer and Ms. Martin-Proctor

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

WHEREAS, In June 2010, the Board adopted a ¾ 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 fiscal year 2023 operating budget and fiscal year 2023-2028 Capital Improvement Program, set forth in Attachment A; and be it further

RESOLVED, That the Board of Directors approves the Title VI equity analysis set forth in Attachment B; and be it further

RESOLVED, That the Board of Directors adopts the fiscal year 2023 operating budget of \$2.25 billion set forth in Attachments C and D; and be it further

RESOLVED, That the Board of Directors authorizes the closure of the Metro Center Sales Office set forth in Attachment E; and be it further

RESOLVED, That the Board of Directors adopts the fare and service changes set forth in Attachment F; and be it further

RESOLVED, That the ¾ mile zone for the provision of MetroAccess service in Resolution 2010-31 is suspended until June 30, 2023, to freeze the existing paratransit service area as it exists and allow staff to evaluate the impact of Metrobus service changes on paratransit service; and be it further

RESOLVED, That the Board of Directors adopts the fiscal year 2023 capital budget of \$2.4 billion and the fiscal year 2023-2028 Capital Improvement Program of \$13.9 billion as set forth in Attachment G; and be it further

RESOLVED, That as required by Section 30019(c) of the Infrastructure Investment and Jobs Act of 2021, \$5 million of non-federal funds shall be provided from the operating budget for use exclusively by the Office of Inspector General; and

RESOLVED, That the Board of Directors approves one or more transfers in an aggregate amount not to exceed \$60 million of operating expenses from the fiscal year 2023 operating budget to the fiscal year 2023 capital budget and the use of Federal Transit Administration grant and local funds for the payment of eligible preventive maintenance expenditures so transferred; and be it further

RESOLVED, That the Board of Directors has considered the use of the most recent Federal Transit Administration-approved indirect cost rate and directs staff to apply an indirect cost rate that does not exceed the most recent Federal Transit Administration-approved composite rate as described in

Attachment H to projects funded by jurisdictional capital contributions in the fiscal year 2023 capital budget; and be it further

RESOLVED, That the Board of Directors authorizes the General Manager and Chief Executive Officer to reprogram up to \$12 million in capital funding to support operating revenue losses caused by service disruptions associated with major capital projects with any unused capital funds reprogrammed into the fiscal year 2023 capital budget; and be it further

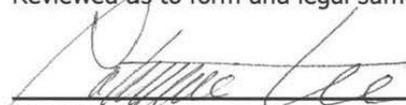
RESOLVED, That the Board of Directors approves the WMATA Debt Management Policy set forth in Attachment I for fiscal year 2023; and be it further

RESOLVED, That \$72.2 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 fiscal year 2023 capital budget and the fiscal year 2023 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 fiscal year 2023-2028 Capital Improvement Program or the approved fiscal year 2023 operating budget; (2) conduct public hearings at any time during fiscal year 2023 in furtherance of the implementation of the fiscal year 2023-2028 Capital Improvement Program; and (3) execute and file the annual Federal Transit Administration Certifications and Assurances as a prerequisite to the submission of federal grant applications; and be it finally

RESOLVED, That to allow staff to timely apply for fiscal year 2023 grants, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,



Patricia Y. Lee
Executive Vice President and General Counsel

WMATA File Structure Nos.:
4.2.2 Fiscal Year Budgets
9.12.9 Tariff/WMATA Fare Structure

Appendix K – Glossary of Terms

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| 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. |

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| 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 (CARES) | 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. |

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| Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) | 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. |

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| 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. |
| 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. |

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| 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. |

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| 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, Fairfax and Loudoun, 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

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| AAC | Accessibility Advisory Committee |
| AC | Alternating Current |
| ACCS | Access Services |
| ACCT | Office of Accounting |
| ACS | American Community Survey |
| ACS | Authorized Construction Site |
| ACSO | Assistant Chief Safety Officers |
| ADA | Americans with Disabilities Act |
| AFC | Automatic fare collection |
| AP | Accounts Payable |
| APC | Automatic Passenger Counter |
| APTA | American Public Transportation Association |
| ARPA | The American Rescue Plan Act of 2021 |
| ART | Arlington Transit |
| ATC | Automatic Train Control |
| ATO | Automatic Train Operation |
| ATOC | Adjacent and Task Order Construction |
| AWP | Annual Work Plan |

B

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| B2G | Back2Good |
| BOCC | Bus Operations Communication Center |
| BPDV | Business Process Development |
| BUS | Bus Services |

C

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| CAFR | Comprehensive Annual Financial Report |
| CAP | Corrective Action Plan |
| CAPD | Office of Capital Program Delivery |
| CAPS | Coordinated Alternatives to Paratransit Services |
| CARES Act | Coronavirus Aid, Relief, and Economic Security Act |
| CBA | Collective Bargaining Agreement |
| CCTV | Closed-Circuit Television |
| CES | Bureau of Labor Statistics' Current Employment Statistics |
| CENV | Chief Engineer Vehicles |
| CFA | Capital Funding Agreement |
| CIMO | Commercial Innovation & Market Outreach |
| CIP | Capital Improvement Program |
| CLRP | Constrained Long-Range Plan |
| CMAQ | Congestion Mitigation and Air Quality |
| CMNT | Car Maintenance |
| CMOR | Chief Mechanical Officer |
| CNF | Capital Needs Forecast; Formerly Capital Needs Inventory (CNI) |
| CNG | Compressed Natural Gas |
| COAR | Capital Office of Administration and Resources |
| COG | (Metropolitan Washington) Council of Governments |
| COO | Chief Operating Officer's |
| CoMET | Community of Metros |
| COUN | Office of General Counsel |
| Covid-19 | See <i>Covid-19</i> or <i>Coronavirus</i> , Appendix K |
| CPAC | Capital Program Advisory Committee |
| CRCS | Comprehensive Radio Communications System |

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| CSO | Chief Safety Officer |
| CTF | Carmen Turner Facility |
| CRRSAA | Coronavirus Response and Relief Supplemental Appropriations Act of 2021 |
| D | |
| D&E | Development and Evaluation |
| D/B | Design/Build |
| D/B/B | Design/Bid/Build |
| DBE | Disadvantaged Business Enterprise |
| DOE | Department of Energy |
| DOT | Department of Transportation |
| DPS | Drainage Pumping Station |
| DULS | Dulles Extension Project |
| E | |
| EEO | Equal Employment Opportunity |
| ELES | Elevators and Escalators |
| ELIG | Eligibility Certification and Outreach |
| EMAC | Safety Risk Management, Environmental Management and Compliance |
| EMT | Executive Management Team |
| ENGA | Office of Engineering and Architecture |
| ERM | Enterprise Risk Management |
| EVP | Executive Vice President |
| F | |
| F/O | Fiber Optic |
| FAMO | Facilities Asset Management |
| FBI | Federal Bureau of Investigation |
| FSTV | Facilities, Systems and Vertical Transportation |
| FTA | Federal Transit Administration |
| FTE | Full Time Equivalent (used for headcount calculations) |

G

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| GAAP | Generally Accepted Accounting Principles |
| GASB | Governmental Accounting Standards Board |
| GFOA | Government Finance Officers Association |
| GM/CEO | General Manager and Chief Executive Officer |
| GSA | General Services Administration |

H

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| HCLE | Labor Relations and Employee Relations |
| HCM | Human Capital Management |
| HCPL | Human Capital Performance and Learning |
| HEDS | Hybrid Enterprise Document Management System |
| HEOP | Heavy Equipment Overhaul Program |
| HSA | Human Services Agencies |
| HVAC | Heating, Ventilation, And Air Conditioning |

I

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| IBOP | Internal Business Operations |
| IDIQ | Indefinite Delivery/Indefinite Quantity |
| IIoT | Industrial Internet of Things |
| IJA | Infrastructure Investment and Jobs Act |
| IMS | Integrated Master Schedule |
| INCP | Office of Internal Compliance |
| IPLN | Office of Intermodal Planning |
| IRP | Infrastructure Renewal Program |
| IT | Information Technology |

J

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| JCC | Joint Coordinating Committee |
| JDAC | Joint Development and Adjacent Construction |

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| JGB | Jackson Graham Building |
| K | |
| KMSRA | Keeping Metro Safe, Reliable and Affordable |
| KPI | Key Performance Indicator |
| L | |
| LAND | Office of Real Estate and Parking |
| LSCT | Department of Leadership and Culture |
| M | |
| MAP-21 | Moving Ahead for Progress in the 21st Century Act |
| MARC | Management Audits, Risk & Compliance |
| MBE | Minority Business Enterprise |
| MDBD | Mean Distance Between Delays |
| MDBF | Mean Distance Between Failures |
| MDOT | Maryland Department of Transportation |
| METRO | Washington Metropolitan Area Transit Authority |
| MEAD | Metro Electronic Action Document |
| MOD | (Contract) Modification |
| MOWE | Maintenance of Way Engineering |
| MPO | Metropolitan Planning Organization |
| MSRPH | Metrorail Safety Rules Procedures Handbook |
| MTA | Maryland Transit Administration |
| MTPD | Metro Transit Police |
| MWAA | Metropolitan Washington Airports Authority |
| MWCOG | Metropolitan Washington Council of Governments |
| N | |
| NEDCTP | National Explosive Detection Canine Team Program |
| NRF | Non-Revenue Fleet |

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| NTD | National Transit Database |
| NTSB | National Transportation Safety Board |
| NTE | Not to Exceed |
| NTI | National Transit Institute |
| NVTA | The Northern Virginia Transportation Authority |
| NVTC | The Northern Virginia Transportation Commission |
| O | |
| OBPP | Office of Budget, Planning, and Performance |
| OCC | Operations Control Center |
| OHAW | Occupational Health and Wellness |
| OIG | Office of Inspector General |
| OPMS | Operations Management Services |
| OTP | On-Time Performance |
| P | |
| P/I | Policy Instruction |
| PCO | Pending (or proposed) Change Order |
| PDDS | Project Development & Delivery Strategies |
| PDIP | Office of Project Development and Implementation Planning |
| PERF | Office of Transit Performance Management |
| PFCM | Project Financial & Contract Management |
| PICO | Project Implementation and Construction |
| PLC | Pneumatic Logic Control |
| PLNT | Office of Plant Maintenance |
| PM | Project Manager |
| PPE | Personal Protective Equipment |
| PRIIA | Passenger Rail Investment and Improvement Act |
| PTASP | Public Transit Agency Safety Plan |
| Q | |

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| QA | Quality Assurance |
| QICO | Quality Assurance, Internal Compliance and Oversight |
| QMSP | Quality Management System Plan |

R

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| RAC | Riders' Advisory Council |
| RAIL | Administration, Rail Services |
| RBIR | Rail & Bus Infrastructure Rehabilitation |
| REAM | Office of Reliability Engineering Asset Management |
| RECP | Replacement, Expansion & Capacity Projects |
| RFP | Request for Proposal |
| RIME | Rail Infrastructure Maintenance and Engineering |
| ROCC | Rail Operations Control Center |
| ROW | Right of Way |
| RPLN | Rail Operations Planning and Scheduling |
| RPO | Recruitment Process Outsourcing |
| RSMP | Rail Station Modernization and Platforms |

S

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| S&I | Service and Inspection |
| SAFE | Department of Safety & Environmental Management |
| SBPO | Small Business Programs Office |
| SCAP | Strategic Constructability & Access Planning |
| SCCM | Supply Chain Contracts Management |
| SCM | Department of Supply Chain Management |
| SCPA | Supply Chain Planning and Analytics |
| SCWL | Supply Chain Warehousing and Logistics |
| SECT | Office of the Board Corporate Secretary |
| SMS | Safety Measurement System |
| SOC | Station Operator's Console |

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| SOS | Scope of Service |
| SOW | Scope of Work |
| SPPM | Department of Strategy, Planning and Program Management |
| SSOA | State Safety Oversight Agency |
| SSRP | Office of Signal Systems Renewal Programs |

T

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| TAMO | Transit Asset Management Office |
| TC | Train Control |
| TIFIA | Transportation Infrastructure Finance and Innovation Act |
| TIP | Transportation Improvement Program |
| TOC | Tristate Oversight Committee |
| TPB | The National Capital Region Transportation Planning Board |
| TPSS | Traction Power Substation |
| TRES | Office of the Treasurer |
| TRST | Track and Structures |
| TSGP | Transit Security Grant Program |
| TSI | Transportation Safety Institute |
| TSP | Transit Signal Priority |

U

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| UPS | Unit Price Schedule |
| USPS | United States Postal Service |

V

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| VMI | Vendor Managed Inventory |
| VP | Vice President |
| VPN | Virtual Private Network |
| VRE | Virginia Railway Express |

W

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| WMATA | Washington Metropolitan Area Transit Authority |
| WMSC | Washington Metrorail Safety Commission |

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Year End

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How to Contact Metro

By mail or in person:

Washington Metropolitan Area Transit Authority
300 Seventh Street SW, Washington, DC 20024

To reach Metro headquarters by Metrorail, the closest station is L'Enfant Plaza and the closest station exit is at D and 7th Streets. To reach Metro headquarters by Metrobus, use routes 32, 36, 5A, 52, or 74.

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

Transit Police

202-962-2121
Text Message 696873 (MyMTPD)