

Washington Metropolitan Area Transit Authority



# FY2025 BUDGET

EFFECTIVE JULY 1, 2024

**A Regional and Responsible Path Forward**





# METRO | AT A GLANCE

## SCHEDULED REVENUE MILES BY MODE



**1,556** **38.1M**

ACTIVE FLEET SCHEDULED REVENUE MILES

**Metrobus**



**1,278** **115.5M**

ACTIVE FLEET SCHEDULED REVENUE MILES

**Metrorail**



**661** **16.5M**

ACTIVE FLEET SCHEDULED REVENUE MILES

**MetroAccess**

## CAPITAL BUDGET

**\$2.6B**



**2nd**

BUSIEST U.S. RAIL TRANSIT SYSTEM

## OPERATING BUDGET

**\$2.4B\***

**\$5.0B**

TOTAL BUDGET



**6th**

BUSIEST U.S. BUS NETWORK

\*Includes reimbursables and debt service

## 98 RAIL STATIONS



**DC**

**40**

Stations



**MD**

**26**

Stations



**VA**

**32**

Stations

## 128 MILES OF RAIL



**Aerial**

**15**

Miles



**Surface**

**59**

Miles



**Subway**

**54**

Miles

*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



Metro's focus is, and will always be, our customers. As the leading public transit agency for our nation's capital, Metro is pivotal to the region's success – a commitment we take very seriously. Guided by our Strategic Transformation Plan (STP), *Your Metro, the Way Forward*, our laser focused approach over the past year has driven change across all areas of the organization, while maintaining our focus on delivering safe, frequent and reliable service to the region.

Ridership continues its strong recovery with record high levels in customer satisfaction. We have introduced changes to improve safety, reliability, customer experience and equity, including special police officers from jurisdictional law enforcement in the Metrorail system, clear lanes for buses in the District of Columbia (DC), and all-door boarding on bus routes in DC, Maryland, and Virginia. Our Metro Lift program is addressing system equity by offering reduced fares for low-income customers. As we move forward, we are optimizing service across the network based on current customer needs and post-pandemic ridership patterns. From pandemic through recovery, Metro has demonstrated our commitment to our customers and our region.

FY2025 is no exception. We remain focused on our customers, and our mission is to provide the transit network the region needs and deserves – a world-class network of modern infrastructure and vehicles with fast, frequent, and reliable service. Unfortunately, funding challenges threatened Metro's momentum, and in December, as required by the WMATA Compact, I proposed a balanced budget that would require draconian service cuts, large fare increases, the layoff of over 2,000 employees and other actions that would have decimated our regional transit system.

Similar funding challenges since Metro's inception were accelerated by the Covid-19 pandemic and unprecedented inflation that followed. Fortunately, in collaboration with our jurisdictional partners, the FY2025 Budget approved by the Board includes the additional funding necessary to avoid drastic service cuts and employee layoffs -- representing a regional commitment among all stakeholders and a key milestone in addressing our FY2025 Budget deficit. The FY2025 Budget includes targeted service adjustments, reasonable fare increases, and significant administrative efficiencies to reduce costs through aggressive management and oversight of expenses. These changes will allow Metro to hold FY2025 gross operating expenses at FY2024 levels while optimizing service within available funding levels. I want to thank the Board of Directors for their leadership and approval. While we have additional work to do, I am grateful for the sacrifices our staff has made along the way to get us to this point. Thank you for your continued dedication and perseverance throughout this process.

Metro understands that great service is the key to generating ridership, and in FY2025, we will continue recent service improvements, simpler fares, and our emphasis on safety and customer experience. We are excited to add to these improvements by implementing our Better Bus network redesign and continuing our new system-wide Wayfinding and Digital Signage program to improve customer service throughout the system.

The \$5 billion FY2025 Budget includes \$2.4 billion for operations and \$2.6 billion to support the capital program. Both the operating and capital budgets support our four STP goals of: Service Excellence; Talented Teams; Regional Opportunity and Partnership; and Sustainability. Our six-year Capital Improvement Program of \$13.3 billion will advance investments in projects and programs for system modernization, while providing safe, efficient, and reliable service. Metro continues to address the backlog of overdue state of good repair needs, as well as support a sustainable and more equitable future for the region.

The FY2025 Budget advances a *Regional and Responsible Path Forward*. Metro is pursuing strategic initiatives to modernize our system and do our part to help the region meet its mobility, environmental, and economic goals. As you travel the National Capital Region, I hope you choose *your* Metro system. As we move forward together, please let us know how we can better serve you.

Sincerely,

Randy Clarke  
General Manager/Chief Executive Officer



## Your Metro, The Way Forward

**Metro's Mission:** Your Metro – Connecting you to possibilities

**Metro's Vision:** The region's trusted way to move more people safely and sustainably

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

 <p><b>Service excellence</b></p>	 <p><b>Talented Teams</b></p>	 <p><b>Regional opportunity and partnership</b></p>	 <p><b>Sustainability</b></p>
<p>Deliver safe, reliable, convenient, equitable, accessible, and enjoyable service for customers.</p>	<p>Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contribution.</p>	<p>Design transit service to move more people and equitably connect a growing region.</p>	<p>Manage resources responsibly to achieve a sustainable operating, capital, and environmental model.</p>

### Goal 1: Service Excellence

- Objective 1A) Safety and security
- Objective 1B) Reliability
- Objective 1C) Convenience

### Goal 3: Regional Opportunity and Partnership

- Objective 3A) Regional network and partner optimization and transit equity
- Objective 3B) Community partnership and engagement



### Goal 2: Talented Teams

- Objective 2A) Recruitment and retention
- Objective 2B) Engagement, empowerment and recognition
- Objective 2C) Professional and technical skill development

### Goal 4: Sustainability:

- Objective 4A) Financial sustainability
- Objective 4B) Environmental sustainability





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, 2023**

*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, one alternate board position for the District of Columbia is vacant.



## **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.



## **Joe McAndrew, 1<sup>st</sup> Vice Chair – State of Maryland**

Joe McAndrew was appointed to the WMATA Board of Directors as a Principal Director in April 2023 representing the State of Maryland. Mr. McAndrew began serving as Transportation Secretary Paul J. Wiedefeld’s Assistant Secretary for Planning and Project Development on March 8, 2023. As Co-Chair of the Transportation Executive Policy Committee, he led the Partnership’s policy and engagement work with federal, state and local elected officials, and led efforts to achieve a 21st century regional mobility and infrastructure ecosystem in the Capital Region. Prior to joining the Partnership, Mr. McAndrew served as legislative assistant for the Senate Commerce Committee and Senator Brian Schatz. Before working on Capitol Hill, he served as the Policy Director for Transportation for America. Mr. McAndrew serves as the First Vice Chair of Metro’s Executive Committee and is a member of Metro’s Finance and Capital Committee.



## **Tracy Hadden Loh, 2<sup>nd</sup> Vice Chair – District of Columbia**

Dr. Tracy Hadden Loh was appointed to the Board as a Principal Director in November 2021 representing the District of Columbia. 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 chair of the board of directors of Greater Greater Washington. Dr. Loh serves as Second Vice Chair of Metro’s Executive Committee and is a member of Metro’s Safety and Operations 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 serves as the federal representative of Metro’s Executive Committee and Vice Chair of Metro’s 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 County on NVTC and was its Chairman in 2019. Mr. Letourneau serves as Chair of Metro’s Finance and Capital Committee.



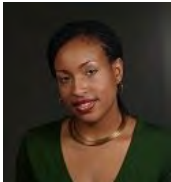
### **Don Drummer – State of Maryland**

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.



### **Valerie-Joy Santos – District of Columbia**

Valerie-Joy Santos was appointed to the Board as a Principal Director representing the District of Columbia in December 2023. She is a Senior Urban development specialist with the World Bank. As a leading expert on land-based financing and urban revitalization, Ms. Santos works with government leaders around the globe on financing urban infrastructure; revitalization of waterfronts and former industrial areas; increasing resilience of cities; and other strategic issues in city management, economic growth and development. Before joining the World Bank, Ms. Santos served as Deputy Mayor for Planning and Economic Development in Washington, DC. During her tenure, the city implemented ambitious downtown and neighborhood revitalization initiatives. Ms. Santos previously served as Vice President at Jones Lang LaSalle where she specialized in public sector real estate. She also served as a Manager in Ernst & Young’s real estate group. Ms. Santos holds an MBA and a Masters in Public Policy from Harvard University, and a BA from Santa Clara University. Ms. Santos is a member of Metro’s Finance and Capital Committee.



### **Kamilah Martin-Proctor – Federal Government**

Kamilah Martin-Proctor was appointed to the Board 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 the WMATA Board of Directors as an Alternate Director in March 2020. He was appointed to the NVTC in January 2019. 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.



### **Michael Goldman – State of Maryland**

Michael Goldman was appointed to the Board as an Alternate Director in December 2022 representing Montgomery County. Mr. Goldman has practiced in the areas of international, antitrust and transportation law since 1972. He previously served as a Principal Director on the WMATA Board from 2013 – 2021. During his time as a Principal Director, Mr. Goldman served as the Board’s Second Vice Chair and the Chair of its Safety and Operations Committee. Mr. Goldman is currently an active member of the District of Columbia Bar, the American Bar Association sections on antitrust and administrative law, and the Forum on Air & Space Law.



### **Spring Worth – District of Columbia**

Spring Worth was appointed by the Council of the District of Columbia in December 2022 as an Alternate Director to the Board. Ms. Worth currently serves as the WMATA Budget & Policy Program Manager at the District Department of Transportation (DDOT). Since joining DDOT in 2013, she has led several large transit planning projects including the 16th Street NW Bus Lanes Project, the H Street NW Bus Priority Project and the Martin Luther King Jr. Avenue SE Bus Priority Project. In 2022, Ms. Worth accepted the role of chair of the Metropolitan Council of Governments Public Transportation Committee. Ms. Worth has served as the Vice Chair of the American Public Transportation Association’s (APTA) Bus Rapid Transit (BRT) Committee and Secretary of the APTA BRT Standards committee.



### **April Rai – Federal Government**

April Rai was appointed as an Alternate Director representing the Federal Government in December 2022. She was appointed President & CEO of the Conference of Minority Transportation Officials (COMTO) in December 2021. With over 15 years of experience, Ms. Rai’s career focus has centered on strategic partnership development, coalition building, people, and project management. Under the direction of the COMTO Board of Directors, Ms. Rai provides strategic leadership, guidance and ensures COMTO operates effectively to further its mission. Previously, Ms. Rai served as Deputy Executive Director for the Women’s Transportation Seminar International (WTS), partnering with the Executive Director to achieve the WTS mission and vision.



### **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 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.



### **Bryna Helfer – Federal Government**

Dr. 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.

# Chapter 1 – Budget Summary

Metro connects people -- providing safe, reliable transportation to families, commuters and tourists.



<b>BUDGET \$5.0B</b>		<b>RIDERSHIP 226.6M</b>			<b>FUNDING \$5.0B</b>		
					\$2,776.0M	\$715.1M	
					State & Local	Federal	
\$2.4B	\$2.6B	113.7M	111.4M	1.5M	\$963.0M	\$487.6M	\$47.6M
Operating	Capital	Rail	Bus	Access	Debt	Revenue	Reimbursable

## Executive Summary

Metro’s values and commitment to our stakeholders remain unchanged, with our goal to provide the region with a world-class integrated transit system offering all-day, safe, customer-focused service through modernized vehicles and infrastructure. As a key component to our region’s growth, Metro services connect people to jobs, schools, attractions, key destinations, and recreational activities through convenient, affordable, and accessible transportation options. Ensuring current levels of service and promoting long-term planning requires reliable funding. The FY2025 Approved Budget adopts a regional approach with collaboration and contributions across all stakeholders to deliver the most useful network within available resources.

To grow and meet its economic, mobility and environmental goals, the region requires continued transit improvements. Despite aggressive financial and project management, Metro relies on jurisdictional subsidies to

provide a robust and reliable public transportation system. The pandemic underscored the need for flexibility and adaptability in public transportation. Metro has responded with innovative strategies such as mobile ticketing applications and real-time updates offering a more convenient customer experience. To support environmental goals, Metro engaged in ambitious sustainability projects, such as electrifying the bus fleet, constructing new facilities to Leadership in Energy and Environmental Design (LEED) certifications, and investing in cleaner energy. Recent service improvements, simpler fares and renewed emphasis on customer experience are growing ridership and customer satisfaction. Despite Metro’s successes, fiscal uncertainty resulting from changes in post-pandemic work patterns, a lack of dedicated operating funding and unprecedented inflationary pressures have contributed to a structural operating deficit that significantly impacts planning and sustainability, threatens Metro’s post-pandemic recovery and could jeopardize our ability to adequately support regional initiatives. In preparation for FY2025, Metro and

its jurisdictional partners have worked collaboratively to resolve FY2025 funding constraints and prioritize service continuity.

Like transit agencies nationwide, the Covid-19 pandemic altered Metro's operating model through significantly reduced ridership beginning in FY2020. To provide relief and help transit agencies continue to offer safe and reliable service to customers, the federal government provided funding through the American Rescue Plan Act (ARPA). While federal relief funding played a critical role in bridging Metro's funding needs and ensuring continued delivery of essential transit service as the region recovered, the FY2024 Budget projected Metro would exhaust its ARPA funding during FY2024. Improved contract service management, office consolidation efficiencies and personnel expense management have yielded one-time savings above the amount originally forecasted in the FY2024 Budget, allowing Metro to extend its ARPA funding into early FY2025. However, in the absence of additional federal relief funding, Metro faced a FY2025 structural funding shortfall of \$750 million that was projected to reach an annual deficit of approximately \$1.2 billion by FY2035 under its previous funding model which legislatively restricts subsidy increases to three percent annually. Metro has aggressively pursued expense reductions and revenue opportunities to proactively address this fiscal deficit. Since FY2018, management actions have produced savings of \$358 million through administrative efficiencies, office savings, improved asset management and revenue-generating initiatives. Innovative customer experience advancements and service improvements have encouraged ridership and improved customer satisfaction, with ridership demonstrating strong year-over-year growth each year since the pandemic low. Regardless of Metro's positive momentum, resolving the structural funding shortfall required a collective solution.

In December 2023, staff presented the General Manager/Chief Executive Officer's (GM/CEO) proposed budget to the Board of Directors that confronted the fiscal deficit within the existing subsidy funding model through substantial service cuts and fare increases. Fortunately, following coordination with jurisdictional partners, Metro revised its FY2025 operating budget to include additional funding from the jurisdictions, allowing Metro to pursue service optimization and targeted adjustments rather than draconian service cuts, unsustainable fare increases and other actions that would decimate our transit system. As a result of this regional collaboration, the FY2025 Approved Budget addresses funding shortfalls and presents a fiscally responsible budget that offers the region a realistic transit solution. Jurisdictional partners have committed an additional \$463 million above the three percent operating subsidy cap. Additionally, the

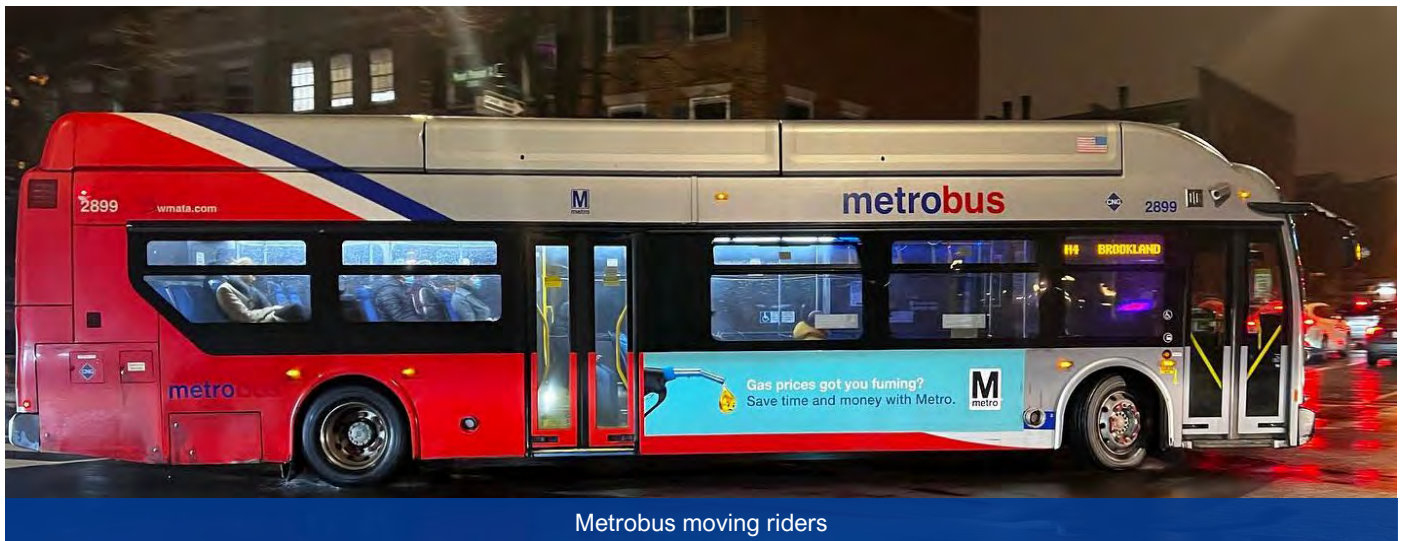
FY2025 Approved Budget reflects robust financial management and oversight by Metro through salary and wage adjustments, recurring administrative efficiencies and other cost reductions. The FY2025 Approved Budget includes practical fare increases across all modes and targeted service changes to optimize the network within available resources. To support the growing needs of our system, the FY2025 Approved Budget supports 13,497 positions funded by the Operating and Capital Budgets.

Through FY2024, ridership has steadily recovered from its pandemic low, though it remains below pre-pandemic highs due to changes in travel and commuting patterns. Further, changes in the timing and duration of trips have reduced average fares, impacting passenger revenue. The FY2025 Approved Budget incorporates these changes and focuses on service optimization to maximize ridership within current funding. Total ridership is budgeted at 226.6 million trips, which is a 1.3 percent increase relative to FY2024 budgeted ridership.

The FY2025 Approved Budget is funded with \$487.6 million of projected operating revenues with fare revenues contributing 79.4 percent. The remainder is funded through non-fare revenues such as parking fees, advertising revenues and proceeds from joint development projects. The FY2025 operating revenue projection is \$19.1 million, or 3.8 percent, less than the FY2024 Budget (excluding federal relief funds).

Dedicated capital funding in 2018 enabled investments in long-neglected state of good repair work. Metro's capital investments are defined through our Capital Improvement Program (CIP). The \$13.3 billion in planned FY2025-2030 CIP investments focuses on safety, state of good repair, reliability, security, and customer experience improvements with \$2.6 billion for investment in FY2025 (each inclusive of debt service and revenue loss from capital projects). The CIP includes Passenger Rail Investment and Improvement Act (PRIIA) funding authorized by Congress through Metro's Fiscal Year 2031 and assumptions about increases to Federal formula funding over the six-year planning horizon. Federal financial participation, including the increase in federal investment under the Infrastructure Investment and Jobs Act (IIJA), is critical for funding Metro's capital investment.

Metro continues to support the regional economy and has adjusted to post-pandemic changes in commuting patterns and work schedules. With dependable funding, Metro can build on important steps taken in previous years to improve service and continue its customer-focused approach that promotes the economic and environmental goals of our region. Metro continues to look toward the future focusing on services and initiatives that will encourage the region's long-term livability and economic growth.



Metrobus moving riders

## Operating Budget

As an essential transportation provider to the region, Metro service keeps the region moving and advances regional goals for growth, sustainability and equity. The Washington D.C. Metropolitan area depends on Metro for reliable service to transport residents and visitors to work, entertainment, shopping, cultural attractions, and area sightseeing. Metro’s operating budget supports the expenses necessary to operate Metrobus, Metrorail, and MetroAccess, funded by the revenues generated and subsidies provided to support these operations.

The federal government provided relief funding to assist transit agencies nationwide and offset losses to operating revenue incurred as a result of the Covid-19 pandemic. Metro will exhaust the remainder of its federal relief funding during early FY2025. During the post-pandemic recovery, ridership has sustained strong year-over-year growth. Robust financial management and an emphasis on restoring customer-focused service over the past five years have encouraged ridership and promoted growth, allowing Metro to preserve \$95 million in one-time savings to apply to the FY2025 deficit. Regardless, the depletion of federal funding, changes in ridership patterns and unprecedented inflation have impacted Metro’s current operating model resulting in a deficit of \$750 million under the previous subsidy funding agreement which legislatively restricted subsidy increases for Maryland and Virginia to three percent annually. Pursuant to requirements of the WMATA Compact, in December 2023, Metro submitted its FY2025 Proposed Budget eliminating the operating deficit through service cuts and fare increases. Significant portions of Metro’s operations are fixed costs, expenses that do not vary directly based on service. As such, combating this \$750 million operating deficit through service cuts alone required significant

reductions across the network and would have eroded service stability and customer experience.

Fortunately, in collaboration with regional partners Metro has received the necessary funding to avoid these draconian service cuts, with jurisdictional partners committing an additional \$463 million in funding above the three percent subsidy cap. As such, the FY2025 Approved Budget presents a regional approach to preserve and prioritize service with contributions from all stakeholders, rather than unrealistic service cuts and fare increases. In addition to increased subsidy funding, aggressive expense management by Metro will keep FY2025 gross expenses at FY2024 levels. As part of its commitment to zero-percent growth in gross expenses for FY2025, Metro will freeze wages for all non-represented employees, as well as for employees from its two largest collective bargaining units. In addition, Metro will implement targeted service and fare adjustments focused on optimizing service within available funding.

The FY2025 Approved Budget removes the majority of the service cuts included in the FY2025 Proposed Budget, submitted to the Board of Directors in December 2023, maintaining service on all 135 bus lines, preserving the system’s hours of operation, continuing current headways for rail service in most instances and keeping all 98 stations open. The FY2025 Approved Budget does include targeted service and fare adjustments from the FY2024 Budget service plan such as:

- Decrease the duration of a.m. and p.m. rush service on all Metrorail lines with two-hour peak service periods for morning and evening service (7 a.m. - 9 a.m. and 4 p.m. - 6 p.m.)
- Decrease Orange Line frequency to every 10 minutes during a.m. and p.m. rush and reduce frequency to every 12 minutes during off-peak hours

- Decrease Green and Yellow Line frequency to every eight minutes all-day for weekend service
- Decrease service on select holidays by operating the rail system with weekend late-night service level throughout the day during select low-ridership holidays
- Increase use of six-car trains
- Increase weekday fares for all modes by 12.5 percent
- Raise Metrobus and MetroAccess weekend fares by 12.5 percent and increase Metrorail weekend fares by up to 25 percent with a maximum fare of \$2.50

The FY2025 Approved Budget of \$2.4 billion (including debt service), for operations represents a 0.9 percent increase relative to the FY2024 Budget. Funding for this budget includes system-generated revenue of \$487.6 million, federal relief funding of \$95 million, jurisdictional subsidy contributions of \$1,752.6 million, and contributions for debt service of \$72.2 million. This budget also includes an additional \$15.3 million in reimbursable projects. System generated revenue in the FY2025 Approved Budget includes passenger fare revenue of \$387.1 million and non-passenger revenue of \$100.5 million. Passenger revenue for FY2025 is projected to be 4.1 percent lower than the FY2024 Budget.

Collectively personnel and non-personnel costs in the FY2025 Approved Budget are projected to slightly increase (0.7 percent) relative to the FY2024 budget. Personnel costs represent 69.0 percent of Metro’s total operating budget in FY2025 and are \$43.6 million higher than the FY2024 budget. Total non-personnel costs will decrease by \$28.4 million, or 3.8 percent, relative to the FY2024 budget.

The FY2025 Approved Budget continues the use of preventive maintenance transfers to mitigate the operating deficit. Preventive maintenance includes certain operating expenses eligible for reimbursement from the capital budget, subject to Federal Transit Administration (FTA) approval. The annual budget establishes the maximum amount of preventive maintenance costs to be transferred from the operating budget to the capital budget. While short-term maintenance activities do not change, the budget allocation between operating and capital can be adjusted. While this lever can provide relief on the operating budget, it decreases capital funding for infrastructure projects and will accelerate Metro’s looming capital deficit.

## The Base Budget

Previous legislation by Maryland and Virginia restricted the annual jurisdictional subsidy used to fund Metro’s operating budget to three percent annual subsidy growth. Following collaboration, each of the three jurisdictions, D.C., Maryland and Virginia, have committed additional funding totaling \$463 million above the three percent subsidy cap to support the FY2025 Approved Budget. As such, the base subsidy totals \$1.75 billion in the FY2025 Approved Budget, excluding debt service.

## 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. Metro’s FY2025 Approved Budget does not include any subsidy for additional legislatively-excluded items.



Customers boarding a shuttle bus

## Capital Budget

Both the \$2.6 billion FY2025 Capital Budget and \$13.3 billion FY2025-2030 CIP (each inclusive of debt service and revenue loss from capital projects) focus 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](http://www.wmata.com/initiatives/capital-improvement-program)



# FY2025 Sources of Funds

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

State and local funding of \$2.8 billion supports both the operating and capital budgets as follows:

- The jurisdictional operating contribution of \$1.82 billion includes \$1.75 billion of net operating subsidy and \$72.2 million of debt service contributions
- State and local funding of \$951 million supports the capital program including:
  - \$500.0 million of dedicated funding
  - \$302.1 million in federal match and system performance funds
  - \$148.5 million in state and local match to federal PRIIA grants

System-generated revenues derived from Metrorail, Metrobus and MetroAccess support the operating budget and total \$487.6 million including:

- Passenger fares of \$387.1 million
- Non-passenger revenue totaling \$100.5 million consists of parking, advertising, joint development

and fiber optic proceeds of \$76.1 million and other sources of revenue of \$24.4 million

Federal funding of \$715.1 million consists of \$95 million in remaining ARPA funding and \$620.1 million to support the capital program. Federal funding in support of the capital program includes:

- \$148.5 million in total PRIIA funding, which includes \$143.5 in support of the capital program and \$5.0 million for the Inspector General’s Office
- \$476.6 million in Federal Transit Administration (FTA) formula grants and other federal grants

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

- \$15.3 million for operating projects requested by jurisdictions or other third parties and safety/security programs
- \$32.3 million in jurisdictionally requested capital improvements

Debt proceeds totaling \$963.0 million support the capital program.



Metrobus

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

## SOURCES OF FUNDS – SUMMARY

(\$ in millions)

**\$47.6M** (1.0%)  
**REIMBURSABLE**

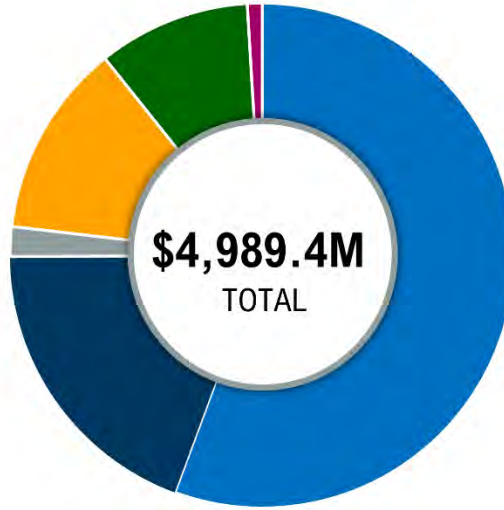
**\$487.6M** (9.8%)  
**REVENUE**

**\$620.1M** (12.4%)  
**FEDERAL CAPITAL**

**\$95.0M** (1.9%)  
**FEDERAL RELIEF<sup>1</sup>**

**\$963.0M** (19.3%)  
**DEBT<sup>2</sup>**

**\$2,776.0M** (55.6%)  
**STATE & LOCAL FUNDS**



1. Includes ARPA  
2. Dedicated funding debt proceeds

## SUMMARY OF FUNDS BY SOURCE

		FY2024 Budget	FY2025 Budget	\$ Change	% Change
<i>(Dollars in Millions)</i>					
OPERATING	Passenger Fares	\$403.5	\$387.1	(\$16.4)	(4.1%)
	Non-Passenger Revenue	103.2	100.5	(2.7)	(2.6%)
	State and Local Funds	1,252.3	1,752.6	500.3	40.0%
	Reimbursable Funds	9.2	15.3	6.1	67.0%
	Federal Relief <sup>1</sup>	561.0	95.0	(466.0)	(83.1%)
	<b>Subtotal</b>	<b>\$2,329.2</b>	<b>\$2,350.5</b>	<b>\$21.3</b>	<b>0.9%</b>
	Contributions for Debt Service	\$72.2	\$72.2	\$.1	-
<b>Subtotal Including Debt Service</b>	<b>\$2,401.4</b>	<b>\$2,422.7</b>	<b>\$21.4</b>	<b>0.9%</b>	
CAPITAL	Federal Formula/Other Grants	\$471.4	\$476.6	\$5.2	1.1%
	Federal Dedicated Funds (PRIIA)	143.5	143.5	-	-
	State and Local Funds	442.6	451.2	8.6	1.9%
	Dedicated Funding	500.0	500.0	-	-
	Reimbursable Funds	33.2	32.3	(0.9)	(2.6%)
	Debt Strategy/Other Debt	797.8	963.0	165.2	20.7%
<b>Subtotal</b>	<b>\$2,388.4</b>	<b>\$2,566.6</b>	<b>\$178.2</b>	<b>7.5%</b>	
<b>Grand Total<sup>2,3</sup></b>	<b>\$4,789.8</b>	<b>\$4,989.4</b>	<b>\$199.6</b>	<b>4.2%</b>	

1. Includes ARPA

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

3. Totals may not sum due to independent rounding

# Ridership and Revenue



Riders at station platform boarding trains

Metro is an essential transportation provider for the Washington D.C. Metropolitan area. Metrorail, Metrobus and MetroAccess provide convenient and equitable transportation options to the region's six million people. As employers increasingly integrate remote working and expand flexible work arrangements, these decisions directly impact current and future ridership. Through FY2024, Metro has actively addressed the changes in the way many people work and commute to work through customer-focused adjustments in coverage, fare structures and service frequency. Metro Lift, a reduced-income program implemented in 2024, expands access, increases affordability and advances equity by offering a reduced fare to customers enrolled in Supplemental Nutrition Assistance Program (SNAP).

Last year's FY2024 budget included \$561 million in federal relief funding to offset anticipated revenue losses, allowing Metro to continue service improvements advancing affordability and accessibility. Metro will exhaust its remaining federal relief funds during early FY2025. Though ridership continues its recovery, fundamental post-pandemic shifts in ridership patterns have altered the previous operating model. Despite aggressive expense savings and management oversight, the additional funding commitments by Metro's

jurisdictional partners are necessary to preserve service and sustain this customer-centered ridership recovery, avoiding drastic service cuts and fare increases.

As part of Metro's commitment to optimize service and fares, the FY2025 Approved Budget increases fares by 12.5 percent across all modes for weekdays and by up to 25 percent for weekend rail service. Ridership is projected to increase to 226.6 million trips in FY2025, with 50.2 percent of trips on Metrorail, 49.2 percent on Metrobus and the remainder on MetroAccess.

The FY2025 Approved Budget projects \$487.6 million in directly generated revenue. This change represents a 3.8 percent decrease in operating revenue from FY2024. Passenger fares of \$387.1 million make up 79.4 percent of the operating revenue budget. In recent years, changes in the timing and length of customer trips have reduced average fares and passenger revenue. Passenger revenue is projected to decrease by 4.1 percent relative to the FY2024 Budget. Non-passenger revenues from parking, advertising, joint development, and fiber optic leases are projected to be \$76.1 million while other non-transit revenues total \$24.4 million. Non-passenger revenues are expected to decrease by \$2.7 million relative to the FY2024 Budget.

# Ridership

## RIDERSHIP BY SERVICE

	FY2022	FY2023	FY2024	FY2025		
<i>(Trips in Thousands)</i>	Actual	Actual	Budget	Budget <sup>3</sup>	Change	% Change
Metrorail	60,120	95,813	116,509	113,713	(2,796)	(2.4%)
Metrobus <sup>1</sup>	80,790	102,477	105,640	111,408	5,768	5.5%
MetroAccess	1,307	1,394	1,542	1,481	(61)	(4.0%)
<b>Total Ridership<sup>2</sup></b>	<b>142,217</b>	<b>199,684</b>	<b>223,691</b>	<b>226,603</b>	<b>2,911</b>	<b>1.3%</b>

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

3. FY2025 Budget for Metrorail includes 4.3 million in untapped riders

### Metrorail

As home to the nation’s capital, the greater Washington D.C. Metropolitan area is a dynamic entertainment, cultural and historic destination, drawing individuals from around the world while also housing some of the country’s most critical government institutions.

In recent years, shifts toward telecommuting and alternative work schedules have impacted Metrorail through lower ridership, particularly on Fridays and Mondays. The widespread use of remote work during the pandemic amplified these trends. While full remote work has decreased from pandemic highs, structural shifts in commuting patterns continue to impact Metro ridership and revenue. Surveys such as the Return-to-Work survey indicate peak period ridership is unlikely to quickly recover due to growth of telework and split work weeks. Despite changes in work patterns, commuters continue to depend on the reliability and accessibility of Metro when traveling to work.

The FY2025 Approved Budget focuses on optimizing rail service to meet the current travel needs of the region, while simultaneously focusing on future requirements. To enhance customer experience, Metro continues efforts to modernize the rail program, replacing antiquated infrastructure, vehicles and obsolete signaling systems. Metro is also improving signage and communication throughout the rail system focusing on customers’ ability to move through the system seamlessly to a desired location. Metro debuted the first part of a pilot program to improve wayfinding in Fall 2023 at L’Enfant Plaza station by incorporating more recognizable icons to help customers navigate from the station to a chosen destination. Metro continues to expand its pilot program in multiple phases to enhance customer experience and make Metro easier to use.



Riders waiting at station platform

While the FY2025 Proposed Budget presented to the Board in December 2023 included drastic cuts to service, the additional funding provided by Metro’s jurisdictional partners allows the FY2025 Budget to incorporate only modest, focused changes to service relative to the FY2024 Budget service plans. Frequency for the Orange Line will decrease to 10 minutes for peak service and 12 minutes for off-peak and weekend service, while Green and Yellow Line weekend headways will be 8 minutes all-day, including late-night service. In addition, Metro will increase its use of six-car trains and schedule two-hour peak period operations from 7 a.m. to 9 a.m. for the morning peak and 4 p.m. to 6 p.m. for the evening peak. Finally, Metro will increase fares by 12.5 percent for regular Metrorail service, resulting in a fare range of \$2.25 to \$6.75. Late-night and weekend fares will increase up to 25 percent, with fares ranging from \$2.25 to \$2.50. The use of targeted service changes and fare increases will optimize Metrorail service based on current conditions.

These service changes will preserve late-night service for customers, sustaining the late-night economy and Metro's ability to serve regional events.

As a result of these fare increases, Metrorail anticipates 113.7 million total trips in FY2025 which represents a 2.4 percent decrease from the FY2024 Budget.

### **Metrobus**

Due to its expansive and unique urban space, a reliable and convenient bus network is critical to the regional transportation system. As with Metrorail, Metrobus services connect individuals to personal, educational and professional opportunities. Metro's bus network has proven to be pivotal to the regional recovery from the Covid-19 pandemic.

Metro's Better Bus Network Redesign is a crucial element of Metro's service optimization concepts for FY2025 and beyond. Launched to better meet the region's needs, this initiative will redesign the network with priority bus lanes and technology, standardized stops and covered shelters at bus stops, making connections across all transit providers easier and improve customer experience. This transformative bus service will reallocate resources to meet regional goals by adapting the network to current travel patterns. Additionally, the Clear Lanes program, started during FY2024, is a joint initiative between Metro and the District Department of Transportation to improve bus travel times and enhance bus stop safety by incorporating camera technology to identify illegally parked and stopped vehicles in dedicated bus lanes.

While the FY2025 Proposed Budget presented to the Board in December 2023 decreased service by approximately 33 percent by eliminating 67 Metrobus lines and reducing service on 41 lines, the FY2025 Approved Budget will maintain current service levels and

preserve service on all 135 lines. The FY2025 Approved Budget increases bus fares by 12.5 percent for both local and express service. As such, Metrobus ridership is projected at 111.4 million trips in FY2025, an increase of 5.8 million trips, or 5.5 percent, from the 105.6 million trips projected in the FY2024 Budget. Maintaining service levels will preserve the bus network, as well as allow Metro to begin its Better Bus implementation.

Metrobus ridership is based on data collected using Automatic Passenger Counters (APCs), which the transit industry considers a more accurate method of recording ridership than data acquired through the farebox. Accordingly, starting with FY2020, bus ridership is reported using APC figures unless otherwise noted.

### **MetroAccess**

MetroAccess is a shared-ride, door-to-door, paratransit service for people whose disability prevents them from using Metrobus or Metrorail. Like Metrorail and Metrobus, the FY2025 Proposed Budget submitted to the Board in December 2023 decreased MetroAccess service based on the reductions to the fixed route network. Adjustments in the FY2025 Approved Budget will allow Metro to maintain current MetroAccess service which presently surpasses federal minimum requirements. The FY2025 Approved Budget raises the MetroAccess fare cap by 12.5 percent from \$4.00 to \$4.50. MetroAccess is projected to provide 1.5 million trips in FY2025, a decrease of 0.1 million trips relative to the FY2024 Budget.

Nearly 60.6 percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 26.0 percent in Washington D.C., and the remaining 13.4 percent of trips in combined Virginia jurisdictions based on FY2023 actual results.



Cherry Blossom wrapped railcar

## Passenger Revenue

During the post-pandemic recovery, Metro ridership demonstrated year-over-year growth across all modes. Fare simplification implemented through FY2024 made Metro's pricing easier to understand and increased affordability through initiatives such as the Metro Lift income-based pass. The FY2025 Approved Budget includes passenger fare revenue of \$387.1 million with modest fare increases across all modes as well as continued improvements in fare collection recovery with the installation of new fareboxes and faregates.

### OPERATING REVENUE

<i>(Dollars in Millions)</i>	<b>FY2022 Actual</b>	<b>FY2023 Actual</b>	<b>FY2024 Budget</b>	<b>FY2025 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Metrorail	\$161.6	\$231.4	\$330.8	\$328.9	(\$1.9)	(0.6%)
Metrobus	47.6	55.6	67.9	53.7	(14.2)	(20.9%)
MetroAccess	4.4	4.6	4.9	4.5	(0.4)	(8.2%)
<b>Passenger Revenue Subtotal</b>	<b>\$213.5</b>	<b>\$291.6</b>	<b>\$403.5</b>	<b>\$387.1</b>	<b>(\$16.4)</b>	<b>(4.1%)</b>
Non-Passenger Revenue <sup>1</sup>	\$67.9	\$89.3	\$103.2	\$100.5	(\$2.7)	(2.6%)
<b>Total Revenue</b>	<b>\$281.4</b>	<b>\$380.9</b>	<b>\$506.7</b>	<b>\$487.6</b>	<b>(\$19.1)</b>	<b>(3.8%)</b>
Federal Relief <sup>2</sup>	\$689.7	\$643.4	\$561.0	\$95.0	(\$466.0)	(83.1%)
<b>Total</b>	<b>\$971.2</b>	<b>\$1,024.4</b>	<b>\$1,067.8</b>	<b>\$582.6</b>	<b>(\$485.2)</b>	<b>(45.4%)</b>

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

2. Federal relief includes CRRSAA and ARPA federal relief funding

#### Metrorail

Popular changes introduced during FY2022, including the bus/rail transfer discount and weekend flat fare, combined with additional fare modifications in FY2024 to reduce and simplify fares have supported the return to Metrorail ridership. Rail ridership continues its post-pandemic recovery demonstrating strong year-over-year gains. However, changes in the mix of trips have reduced average fares impacting passenger revenue. The FY2025 Approved Budget recognizes these changes in ridership patterns and focuses on optimizing service to continue this positive momentum. Targeted changes include the modest service adjustments described in the section above, allowing Metro to maintain its positive post-pandemic recovery.

The FY2025 Approved Budget increases weekday fares by 12.5 percent, raising the base Metrorail fare from \$2.00 to \$2.25, the composite mileage charge from \$0.40 to \$0.45 (after the first three miles), and the maximum fare from \$6.00 to \$6.75. Fares for weekend service will increase up to 25 percent with base fares increasing from \$2.00 to \$2.25 and maximum fares increasing from \$2.00 to \$2.50. Additionally, Metro continues to implement solutions to reduce fare evasion by installing saloon style faregates and by enforcing provisions in the recently signed Secure DC Bill. This legislation enhanced penalties for assaulting transit workers and includes a provision requiring anyone stopped for fare evasion to provide their

true name and address, allowing police officers to issue civil citations. For FY2025, Metrorail passenger revenue is budgeted at \$328.9 million, a \$1.9 million or 0.6 percent decrease relative to the FY2024 Budget.



Saloon style faregates

Metro's budget also includes up to \$10.0 million as a rail fare revenue offset for closing stations for major capital improvement projects. In addition to fares from customers, Metrorail revenue includes 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**

The FY2024 Budget continued progress from previous years to expand all-day service improvements and update frequency across multiple routes. Fortunately, the FY2025 Approved Budget will continue these improvements to sustain the ridership recovery. The FY2025 Approved Budget raises local and express bus fares by 12.5 percent, with local fares increasing from \$2.00 to \$2.25 and express fares increasing from \$4.25 to \$4.80. Metrobus passenger revenue for the FY2025 Approved Budget is \$53.7 million, a decrease of \$14.2 million from the FY2024 Budget.

### **MetroAccess**

MetroAccess will continue current service levels which exceed federal requirements. Based on fare increases across other modes, maximum fares will increase from

\$4.00 to \$4.50 per trip. As such, passenger revenue for FY2025 is projected to be \$4.5 million, a \$0.4 million decrease relative to the FY2024 Budget.

### **Fare Changes**

In summary, the fare changes in the FY2025 Approved Budget include:

- Raising fares by 12.5 percent for regular service across all modes
- Increasing the Metrorail per mile charge from \$0.40 per mile to \$0.45 per mile after the first three miles
- Increasing Metrorail maximum fares by up to 25 percent from a \$2.00 maximum to a \$2.50 maximum for late-night and weekend service

All fares remain eligible for reduced fare programs such as Metro Lift and reduced fares for seniors and people with disabilities. These fare increases will allow Metro to sustain service and increase accessibility, while continuing to encourage ridership recovery.



Faregate improvements

## Non-Passenger Revenue

### Parking

Total parking revenue for the FY2025 Approved Budget is projected at \$20.7 million, a \$5.3 million decrease from the FY2024 Budget. Parking rates remain unchanged in the FY2025 Approved Budget from the FY2024 budget to encourage use of available capacity at parking facilities and bolster growth in long-distance Metro commutes. In addition, Metro is equipping bicycle lockers with an hourly rental feature for fares of \$0.05 per hour up to \$1.00 per day.

### Advertising

Total advertising revenue in FY2025 is budgeted at \$21.0 million, a \$5.0 million increase from the FY2024 Budget.

Fifty-seven Metrorail stations include digital advertising 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

Metro actively employs its Joint Development program to maximize our real estate assets and support regional economic growth. Since 1978, Metro has supported development of more than 55 buildings at 30 Metro stations totaling 17 million square feet of mixed-use

development. These projects not only benefit Metro but also generate annual property, sales, and income taxes for state and local governments.

In April 2022, Metro published its first 10-year Strategic Plan for Joint Development that identified 40 stations with land available for development. The Strategic Plan was formulated to accelerate joint development, align Metro and jurisdictional interests, attract investment, and prioritize future station opportunities.

Joint development revenues are estimated to be \$15.9 million, a decrease of \$6.1 million from FY2024.

### 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 FY2025, the fiber optic revenue budget is \$18.5 million.

### Other Revenue

Other revenues total \$24.4 million in FY2025 and include lost revenue from capital projects as well as proceeds from agreements with cellular service providers, vending machine companies, surplus asset disposals and employee parking.



# OPERATING BUDGET REVENUES<sup>1</sup>

		FY2022	FY2023	FY2024	FY2025		
		Actual	Actual	Budget	Budget	\$ Change	% Change
<i>(Dollars in Thousands)</i>							
METROBUS	Passenger	\$47,555	\$55,635	\$67,870	\$53,703	(\$14,168)	(20.9%)
	Parking	-	21	-	-	-	-
	Advertising	5,757	6,675	8,182	8,346	163	2.0%
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	(3,356)	10,890	4,844	4,974	130	2.7%
	<b>Metrobus Revenue Subtotal</b>	<b>\$49,956</b>	<b>\$73,222</b>	<b>\$80,897</b>	<b>\$67,022</b>	<b>(\$13,875)</b>	<b>(17.2%)</b>
	Federal Relief <sup>2</sup>	289,882	255,276	96,105	25,008	(71,097)	(74.0%)
<b>Metrobus Subtotal</b>	<b>\$339,837</b>	<b>\$328,498</b>	<b>\$177,002</b>	<b>\$92,030</b>	<b>(\$84,972)</b>	<b>(48.0%)</b>	
METRORAIL	Passenger	\$161,576	\$231,417	\$330,784	\$328,909	(\$1,875)	(0.6%)
	Parking	10,193	16,191	25,981	20,691	(5,290)	(20.4%)
	Advertising	5,500	11,132	7,818	12,654	4,837	61.9%
	Joint Development	8,753	13,477	22,003	15,884	(6,120)	(27.8%)
	Fiber Optics	16,353	16,929	17,513	18,505	991	5.7%
	Other Non-Transit Sources	24,802	13,969	16,840	19,386	2,546	15.1%
	<b>MetroRail Revenue Subtotal</b>	<b>\$227,176</b>	<b>\$303,115</b>	<b>\$420,939</b>	<b>\$416,028</b>	<b>(\$4,911)</b>	<b>(1.2%)</b>
	Federal Relief <sup>2</sup>	395,219	379,230	464,575	68,661	(395,914)	(85.2%)
<b>MetroRail Subtotal</b>	<b>\$622,395</b>	<b>\$682,345</b>	<b>\$885,514</b>	<b>\$484,689</b>	<b>(\$400,825)</b>	<b>(45.3%)</b>	
METROACCESS	Passenger	\$4,402	\$4,558	\$4,888	\$4,489	(\$399)	(8.2%)
	Parking	-	-	-	-	-	-
	Advertising	-	-	-	-	-	-
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	(97)	45	-	66	66	-
	<b>MetroAccess Revenue Subtotal</b>	<b>\$4,305</b>	<b>\$4,603</b>	<b>\$4,888</b>	<b>\$4,555</b>	<b>(\$333)</b>	<b>(6.8%)</b>
	Federal Relief <sup>2</sup>	4,647	8,922	366	1,331	965	263.6%
<b>MetroAccess Subtotal</b>	<b>\$8,952</b>	<b>\$13,525</b>	<b>\$5,254</b>	<b>\$5,886</b>	<b>\$632</b>	<b>12.0%</b>	
TOTAL	Passenger	\$213,533	\$291,610	\$403,543	\$387,100	(\$16,442)	(4.1%)
	Parking	10,193	16,212	25,981	20,691	(5,290)	(20.4%)
	Advertising	11,257	17,807	16,000	21,000	5,000	31.3%
	Joint Development	8,753	13,477	22,003	15,884	(6,120)	(27.8%)
	Fiber Optics	16,353	16,929	17,513	18,505	991	5.7%
	Other Non-Transit Sources	21,350	24,904	21,684	24,426	2,742	12.6%
	<b>Revenue Subtotal</b>	<b>\$281,437</b>	<b>\$380,940</b>	<b>\$506,724</b>	<b>\$487,605</b>	<b>(\$19,119)</b>	<b>(3.8%)</b>
	Federal Relief <sup>2</sup>	689,748	643,428	561,046	95,000	(466,046)	(83.1%)
<b>Grand Total</b>	<b>\$971,185</b>	<b>\$1,024,368</b>	<b>\$1,067,770</b>	<b>\$582,605</b>	<b>(\$485,165)</b>	<b>(45.4%)</b>	

1. Please note that figures in tables and charts throughout this publication may not add due to independent rounding

2. Federal relief includes CRRSAA and ARPA federal relief funding

# Operating Subsidy

The FY2025 operating subsidy is \$1,752.6 million, an increase of \$500.3 million or 40.0 percent over the FY2024 Budget. Following collaboration with jurisdictional partners, the FY2025 Operating Subsidy includes \$463 million above the legislatively restricted three percent annual subsidy growth cap with specific jurisdictional contributions detailed in the following table. Debt service payments remain equivalent to FY2024 at \$72.2 million, resulting in total jurisdictional contributions in FY2025 of \$1.82 billion.



## FY2025 BUDGET – SUMMARY OF STATE AND LOCAL OPERATING REQUIREMENTS

<i>(Dollars in Millions)</i>	FY2024 Subsidy	FY2025 Base Subsidy	% Change	Additional Contribution	FY2025 Total Subsidy	% Change	Debt Service	Jurisdictional Contributions
<b>District of Columbia</b>	<b>\$448.2</b>	<b>\$461.6</b>	<b>3.0%</b>	<b>\$200.0</b>	<b>\$661.6</b>	<b>47.6%</b>	<b>\$33.3</b>	<b>\$694.9</b>
Montgomery County	\$196.7	\$213.2	8.3%	\$62.6	\$275.8	40.2%	\$15.4	\$291.2
Prince George's County	277.0	274.8	(0.8%)	80.7	355.6	28.3%	15.8	371.4
<b>Maryland</b>	<b>\$473.8</b>	<b>\$488.0</b>	<b>3.0%</b>	<b>\$143.3</b>	<b>\$631.3</b>	<b>33.2%</b>	<b>\$31.2</b>	<b>\$662.6</b>
City of Alexandria	\$54.6	\$53.8	(1.4%)	\$18.9	\$72.7	33.2%	\$1.8	\$74.5
Arlington County	85.0	92.6	8.9%	32.5	125.1	47.1%	-	125.1
City of Fairfax	3.3	2.9	(11.8%)	1.0	3.9	19.1%	0.1	4.0
Fairfax County	167.9	165.1	(1.7%)	58.0	223.1	32.9%	5.6	228.7
City of Falls Church	3.8	4.1	8.6%	1.4	5.5	46.8%	0.2	5.7
Loudoun County	15.8	21.7	37.9%	7.6	29.4	86.3%	-	29.4
<b>Virginia</b>	<b>\$330.3</b>	<b>\$340.2</b>	<b>3.0%</b>	<b>\$119.4</b>	<b>\$459.6</b>	<b>39.2%</b>	<b>\$7.7</b>	<b>\$467.3</b>
<b>Net Operating Subsidy</b>	<b>\$1,252.3</b>	<b>\$1,289.8</b>	<b>3.0%</b>	<b>\$462.8</b>	<b>\$1,752.6</b>	<b>40.0%</b>	<b>\$72.2</b>	<b>\$1,824.8</b>

1. Within VA, the localities and the Commonwealth coordinate to fund WMATA operating and capital; Commonwealth share cannot exceed 50% of the operating and capital

2. Proposed District of Columbia Subsidy excludes DC 24-Hour Overnight Bus

3. Totals may not sum due to independent rounding

# FY2025-30 Capital Funding

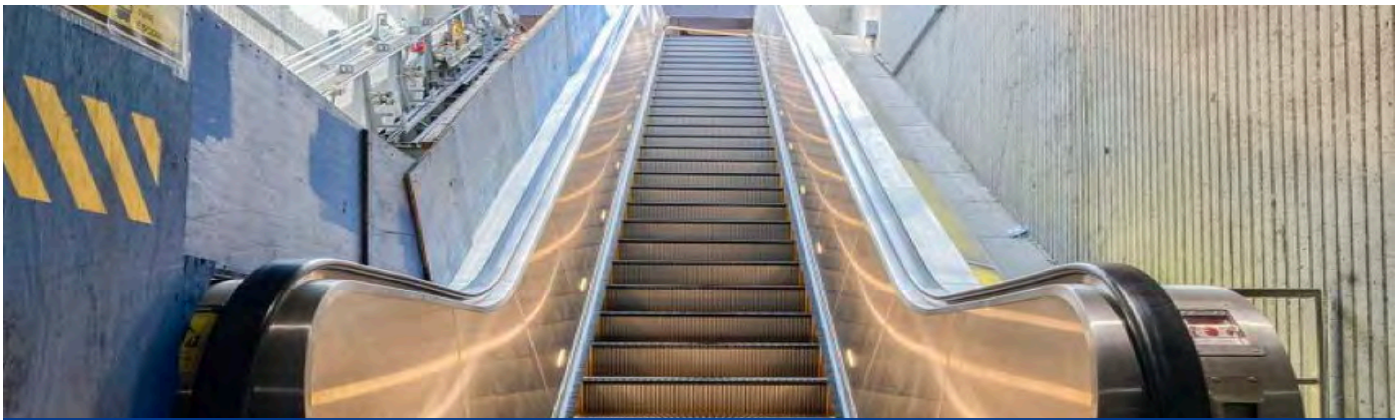
Metro’s six-year CIP investments of \$11.1 billion requires total funding of \$13.3 billion from the federal government, state and local government partners and other sources due to an expected \$60.0 million revenue loss from service shutdowns for capital projects and \$2.1 billion of debt service.

Within the \$13.3 billion six-year funding plan, Metro is projecting:

- \$4.0 billion from federal grant funding, based on the IIJA authorization that continues PRIIA funding

- State and local contributions for matching federal grants and system performance funds of \$2.8 billion, of which \$60.0 million is expected to fund revenue losses from long-term service shutdowns due to major capital projects
- State dedicated funding of \$3.0 billion
- Debt, secured by dedicated funding, of \$3.4 billion
- Other local sources in the amount of \$105.7 million

Additional information about capital funding sources is included in Chapter 4 – FY2025 Capital Budget.



Station Escalator

## FINANCIAL PLAN BY INVESTMENT CATEGORY

<i>(Dollars in Millions)</i>	<b>FY2025 Budget</b>	<b>FY2026 Plan</b>	<b>FY2027 Plan</b>	<b>FY2028 Plan</b>	<b>FY2029 Plan</b>	<b>FY2030 Plan</b>	<b>6-Year Total</b>
Railcar & Railcar Facilities	\$453.4	\$585.5	\$470.8	\$509.6	\$367.9	\$469.6	\$2,856.9
Rail Systems	386.8	356.7	391.1	216.6	137.1	94.9	1,583.3
Track & Structures Rehabilitation	298.6	299.4	261.1	265.2	203.2	174.6	1,502.1
Stations & Passenger Facilities	373.7	359.2	270.8	135.6	93.2	87.1	1,319.6
Bus, Bus Facilities & Paratransit	495.1	474.8	475.4	384.0	263.6	271.6	2,364.5
Business & Operations Support	311.6	281.8	303.4	249.6	164.4	152.2	1,463.2
<b>Total</b>	<b>\$2,319.2</b>	<b>\$2,357.5</b>	<b>\$2,172.6</b>	<b>\$1,760.8</b>	<b>\$1,229.5</b>	<b>\$1,249.9</b>	<b>\$11,089.6</b>
Revenue Loss from Capital Projects	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$60.0
Debt Service - Dedicated Funding <sup>1</sup>	237.4	310.8	371.2	409.0	409.0	409.0	2,146.4
<b>Total Capital Program Cost<sup>2</sup></b>	<b>\$2,566.6</b>	<b>\$2,678.2</b>	<b>\$2,553.9</b>	<b>\$2,179.8</b>	<b>\$1,648.5</b>	<b>\$1,668.9</b>	<b>\$13,296.0</b>

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

2. Totals may not sum due to independent rounding

## FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

<i>(Dollars in Millions)</i>		FY2025 Budget	FY2026 Plan	FY2027 Plan	FY2028 Plan	FY2029 Plan	FY2030 Plan	6-Year Total
<b>FEDERAL</b>	Federal Formula Programs	\$470.0	\$481.2	\$490.8	\$500.6	\$510.6	\$520.8	\$2,974.0
	Federal RSI/PRIIA	143.5	143.5	143.5	143.5	143.5	143.5	861.0
	Other Federal Grants	6.6	24.3	45.4	47.0	2.2	2.3	127.9
	<b>Total - Federal Grants</b>	<b>\$620.1</b>	<b>\$649.0</b>	<b>\$679.7</b>	<b>\$691.1</b>	<b>\$656.4</b>	<b>\$666.6</b>	<b>\$3,962.8</b>
<b>STATE AND LOCAL FUNDING CONTRIBUTIONS</b>	Formula Match & System Performance	\$109.4	\$112.6	\$116.0	\$119.5	\$123.1	\$126.8	\$707.4
	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
	<b>Subtotal - District of Columbia</b>	<b>\$337.4</b>	<b>\$340.6</b>	<b>\$344.0</b>	<b>\$347.5</b>	<b>\$351.1</b>	<b>\$354.8</b>	<b>\$2,075.4</b>
	Montgomery County	50.5	52.0	53.6	55.2	56.8	58.5	326.5
	Prince George's County	52.1	53.6	55.2	56.9	58.6	60.3	336.7
	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
	<b>Subtotal - Maryland</b>	<b>\$319.0</b>	<b>\$322.1</b>	<b>\$325.3</b>	<b>\$328.5</b>	<b>\$331.9</b>	<b>\$335.4</b>	<b>\$1,962.2</b>
	City of Alexandria	13.8	14.2	14.6	15.0	15.5	15.9	89.0
	Arlington County	24.8	25.5	26.3	27.1	27.9	28.7	160.3
	City of Fairfax	0.8	0.8	0.8	0.8	0.9	0.9	5.0
	Fairfax County	44.1	45.5	46.8	48.2	49.7	51.2	285.6
	City of Falls Church	0.9	0.9	0.9	0.9	1.0	1.0	5.5
	Loudoun County	5.9	6.0	6.2	6.4	6.6	6.8	37.8
	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)	0.7	0.7	0.7	0.7	0.7	0.7	4.1
	<b>Subtotal - Virginia</b>	<b>\$294.8</b>	<b>\$297.6</b>	<b>\$300.3</b>	<b>\$303.2</b>	<b>\$306.2</b>	<b>\$309.2</b>	<b>\$1,811.3</b>
	Jurisdiction Planning Projects	3.0	3.0	3.0	3.0	3.0	3.0	18.0
	Other Reimbursable Projects	29.3	18.2	37.7	2.6	-	-	87.7
<b>Subtotal - Jurisdictional Reimbursable</b>	<b>\$32.3</b>	<b>\$21.2</b>	<b>\$40.7</b>	<b>\$5.6</b>	<b>\$3.0</b>	<b>\$3.0</b>	<b>\$105.7</b>	
<b>Total - State and Local</b>	<b>\$983.5</b>	<b>\$981.5</b>	<b>\$1,010.3</b>	<b>\$984.8</b>	<b>\$992.2</b>	<b>\$1,002.4</b>	<b>\$5,954.7</b>	
<b>Debt</b>	<b>\$963.0</b>	<b>\$1,047.8</b>	<b>\$863.9</b>	<b>\$503.8</b>	<b>-</b>	<b>-</b>	<b>\$3,378.5</b>	
<b>Grand Total Funding<sup>1,2</sup></b>		<b>\$2,566.6</b>	<b>\$2,678.2</b>	<b>\$2,553.9</b>	<b>\$2,179.8</b>	<b>\$1,648.5</b>	<b>\$1,668.9</b>	<b>\$13,296.0</b>

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

2. Totals may not sum due to independent rounding

# Chapter 2 – Metro Officers

Metro enhances the region – helping to achieve and sustain economic, environmental and equity improvements.

### METRO TIMELINE

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

### METRO GOVERNANCE

DC MD VA US

### BOARD OF DIRECTORS

**16**

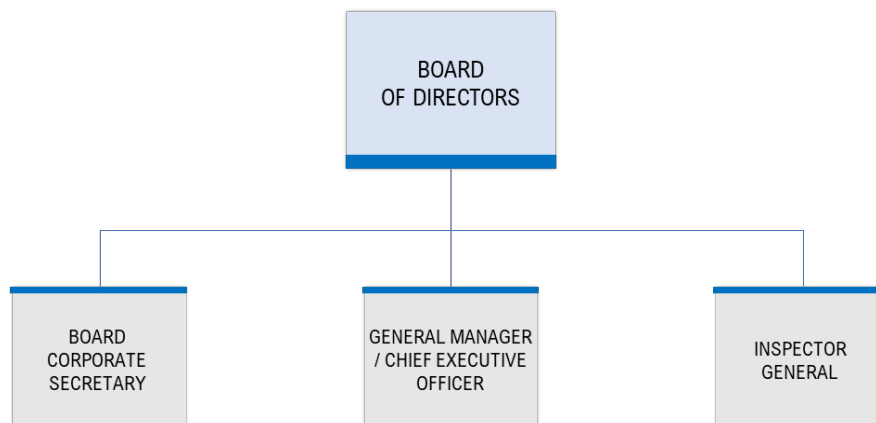
### METRO EMPLOYEES

**13,497<sup>A</sup>**

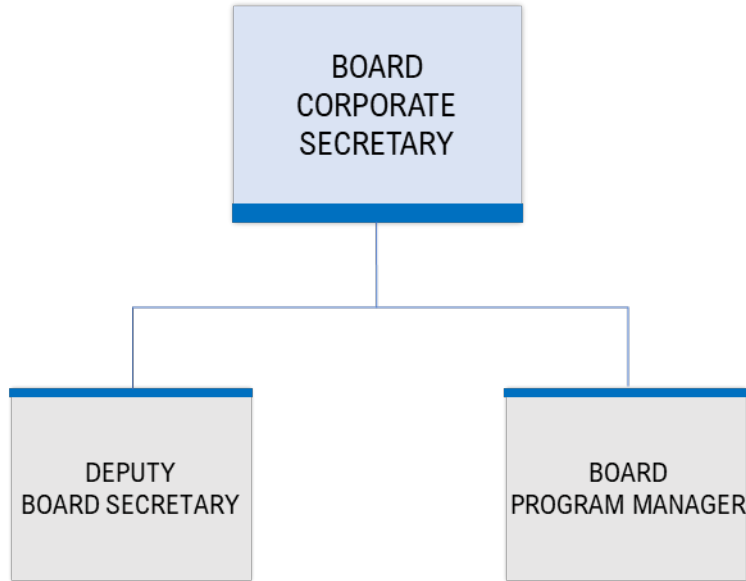
A. FY2025 Budget FTE total

## Board Reporting Structure

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



# Board Corporate Secretary



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

The office works with the Board to research policy issues and provide consultation, represents the Board in policy matters, and advises on governance best practices. The Board Corporate Secretary office 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. The Office of the Board Corporate Secretary 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>	<b>FY2022 Actual</b>	<b>FY2023 Actual</b>	<b>FY2024 Budget</b>	<b>FY2025 Budget</b>	<b>\$ Change</b>	<b>% Change</b>
Personnel <sup>1</sup>	\$847	\$862	\$963	\$950	\$(13)	(1.3%)
Non-Personnel	\$76	\$113	\$207	\$210	\$3	1.4%
<b>Total<sup>2</sup></b>	<b>\$923</b>	<b>\$975</b>	<b>\$1,169</b>	<b>\$1,160</b>	<b>\$9</b>	<b>(0.8%)</b>
Authorized Positions	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 or proposal

## FY2025 Business Initiatives and Priorities

### Board Corporate Secretary

The Office of the Board Corporate Secretary will:

- Ensure Board materials and Board operations maintain a strategic focus and that the Board's work aligns with its priorities set forth in the Strategic Transformation Plan (STP)
- Create and implement opportunities for the Board to develop and continually refine its priorities, including through retreats and updated committee work plans
- Provide policy, governance and communications counsel and recommendations regarding Board initiatives and policies on an ongoing basis
- Facilitate public access to Board meetings and other public events that provide riders opportunity to offer feedback
- Manage the Compact public hearing process, including the administration of hearings and coordination with Metro's outreach processes under the Public Participation Plan to encourage and facilitate customer engagement and input
- Support the Board in fulfilling the requirements of dedicated funding legislation, the WMATA Compact and the Board's Bylaws
- Develop and lead Board orientation for new members as appointed
- Facilitate training and other educational and developmental opportunities for Board members, including mandatory training
- Ensure completion of Board members' annual Ethics Disclosure process and support continued adherence to the Board's Code of Ethics
- Continue to expand functions of the Board's Ethics Portal to streamline the required disclosure reporting process
- Support Board member participation in Metro events with communications support and logistical assistance
- Oversee annual performance evaluation process for Board direct reports
- Provide policy and logistical support for the Riders' Advisory Council
- Provide support to the Board Liaison for the Youth Advisory Council
- Conduct recruitment for the Riders' Advisory Council and Metro Transit Police Department Investigations Review Panel to fill any vacancies
- Review recommendations by the Metro Transit Police Department Investigations Review
- Fulfill all Board-related Public Access to Records requests
- Continue working with appropriate staff to improve audio-visual capabilities for Board room and virtual access to Board meetings and Board-related events

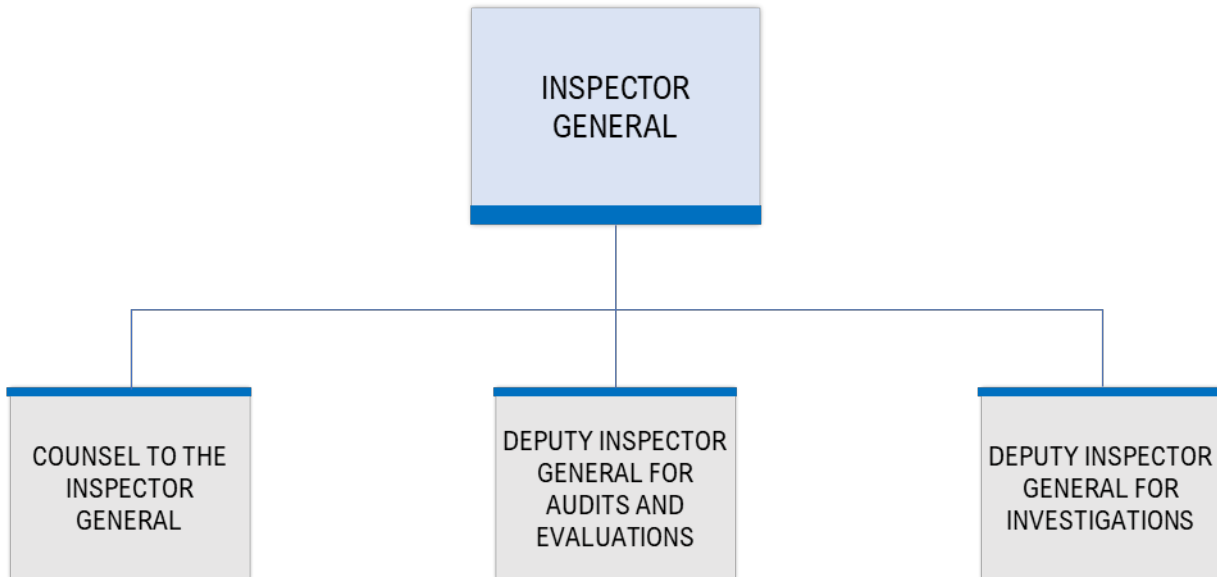
## FY2024 Major Accomplishments

- Supported Board in execution of the Strategic Transformation Plan (STP)
- Expanded functionality of the online Board Ethics Portal for financial disclosures to include declarations and recusals
- Onboarded one new Board member
- Recruited and appointed new members to the Riders' Advisory Council; provided onboarding to assist new members in their roles
- Recruited and appointed new members to the Metro Transit Police Department (MTPD) Investigations Review Panel
- Drafted and implemented Board committee work plans

- Completed required Board trainings on Audit Awareness and Ethics
- Improved Board participation in Metro events with new calendar system and What's Happening at Metro newsletter/lookahead
- 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 Public Access to Records Policy (PARP) requests
- Nominated Board Chair and won America Public Transportation Association (APTA) Board Member of the Year
- Created new Board Materials Procedures to ensure Board Members receive materials in sufficient time for decision-making
- Worked with legal to create and implement a Board Request Tracker



# Inspector General



The Office of Inspector General is an independent office that reports to the WMATA Board of Directors (Board). Under the WMATA Compact, the Office of Inspector General is:

*[an] independent and objective unit of the Authority that conducts and supervises audits, program evaluations, and investigations relating to Authority activities; promotes economy, efficiency, and effectiveness in Authority activities; detects and prevents fraud and abuse in Authority activities; and keeps the Board fully and currently informed about deficiencies in Authority activities as well as the necessity for and progress of corrective action.*

INSPECTOR GENERAL						
(Dollars in Thousands)	FY2022 Actual	FY2023 Actual <sup>1</sup>	FY2024 Budget <sup>1</sup>	FY2025 Budget <sup>1</sup>	\$ Change	% Change
Personnel <sup>2</sup>	\$8,291	\$7,939	\$9,547	\$9,181	(\$366)	(3.8%)
Non-Personnel	\$2,183	\$2,213	\$2,776	\$2,819	\$43	1.5%
<b>Total<sup>3</sup></b>	<b>\$10,474</b>	<b>\$10,152</b>	<b>\$12,324</b>	<b>\$12,001</b>	<b>(\$323)</b>	<b>(2.6%)</b>
Authorized Positions	41	48	48	48	-	-

1. The Inspector General's FY2023 - FY2025 budgets each include \$5 million of PRIIA funding  
 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 or proposal

## Independence of Inspector General

In a significant move to strengthen the independence of the Inspector General's Office, Congress passed, and the President signed into law, the Infrastructure Investment and Jobs Act of 2021 (Act) on November 15, 2021. As a condition of funding for WMATA, Section 30019(c) of the Act requires the Board to adopt specific reforms to the Inspector General's authorities. These include:

- Improved procurement authority
- Greater independence in selecting and appointing the Office of the Inspector General's officers and employees, by delegating to the Inspector General the authority to select, appoint, and employ personnel as necessary for carrying out the duties of the Inspector General's office

- Assurance that the Inspector General obtains legal advice from a counsel reporting directly to the Inspector General, and
- Specified reporting requirements and measures to assure the public dissemination of Inspector General’s office reports - in particular:
  - Any Inspector General’s office report containing a recommendation for corrective action must be posted to the Inspector General’s website not later than three days after the report is submitted in final form to the Board (subject to redactions of privileged or other protected information)
  - The Office of the Inspector General must submit semiannual reports to the Board, which in turn must transmit them to specified recipients including the Congress and the signatories to the WMATA Compact (Virginia, Maryland, and the District of Columbia)
  - Not later than three years after the enactment of the Act, the U.S. General Accounting Office must report to Congress on whether the reforms to strengthen the Inspector General’s office independence have been carried out

On December 9, 2021, the Board passed Board Resolution 2021-46, adopting and directing WMATA staff to implement the reforms set out in the Act. In addition, on January 26, 2023, the Board approved Resolution 2023-04 entitled, “Implementing Reforms to the Office of Inspector General.” The Resolution incorporated by reference WMATA’s revised policy instruction for OIG, which included enhanced Human Resources and Procurement independence language.

On March 14, 2024, the WMATA General Manager and Acting Inspector General jointly signed and issued a Staff Notice recognizing OIG’s unique independence requirements. This Staff Notice sets forth mandatory guidance for compliance with the Act and WMATA Board Resolution 2023-04.

**FY2025 Business Initiatives and Priorities**

**Office of Inspector General**

**The Inspector General’s Office of Investigations will:**

- Conduct criminal, civil and administrative investigations and refer them for prosecution or other resolution, as appropriate
- Handle and issue confidential reports of investigations involving fraud, waste, abuse, misconduct, gross mismanagement, or any investigation of Authority activities deemed necessary or desirable by the Inspector General
- Provide all oversight and administration of the Office of Inspector General’s hotline, including timely referral of non-investigative matters to the appropriate WMATA departments for review and action as they deem appropriate
- Oversee and administer WMATA’s whistleblower retaliation program, administer the OIG’s Whistleblower Award Program, and provide confidential and timely investigative reports to the Whistleblower Panel
- Issue management alerts to the GM/CEO on matters with time sensitivity and those requiring management action
- Provide fraud awareness training to WMATA departments, offices, new staff, and staff with fiduciary responsibilities
- Oversee forensic and data analytics initiatives to identify fraud, waste or abuse

**The Inspector General’s Office of Audits and Evaluations will:**

- Conduct risk-based performance audits and evaluations to promote economy, efficiency and effectiveness of WMATA 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 WMATA’s annual financial statement audit

## FY2025 Business Initiatives and Priorities

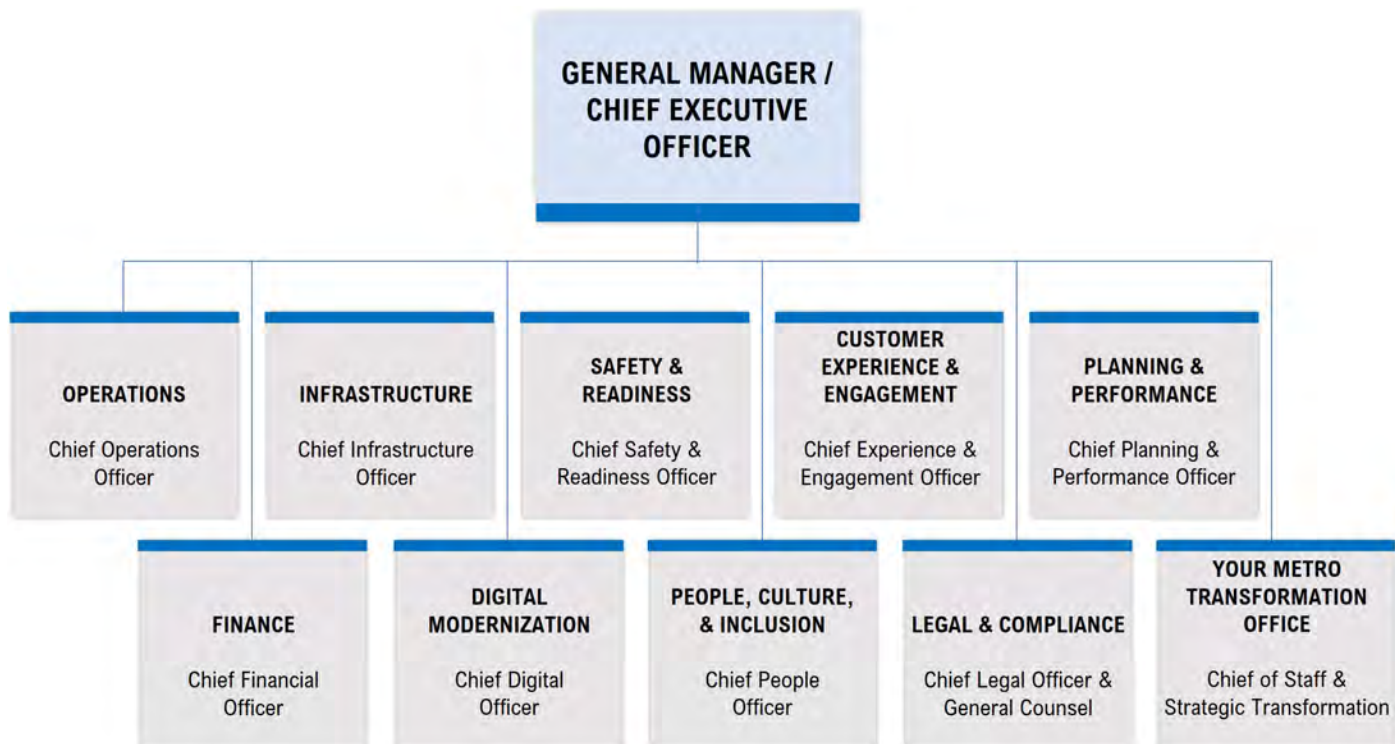
- Keep the Board fully and currently informed about the progress of corrective actions on audit and evaluation recommendations
- Issue management alerts to the GM/CEO for matters with time sensitivity and those requiring management action

## FY2024 Major Accomplishments<sup>1</sup>

- Conducted the review, referral, or subsequent investigation of over 335 complaints made to the OIG hotline
- Issued seven Reports of Investigation; one Management Alert; and three Investigative Referrals involving fraud, waste, abuse, and other misconduct
- Investigative work resulted in the arrest of a federal government employee charged with defrauding the District of Columbia by conspiring with one current and one former WMATA employee
- Investigative work resulted in the indictment of a WMATA employee and co-conspirator for extortion and bribery associated with WMATA surplus property sales
- Investigative work identified time and attendance abuses within WMATA's Roadway Worker Protection (RWP) training program, which resulted in Management's termination of multiple instructors and managers
- Announced the Whistleblower Award Program to encourage the reporting of waste, fraud and mismanagement committed by WMATA employees, contractors, and subcontractors
- Issued one performance audit report as of April that assessed WMATA's implementation of the Infrastructure Investment and Jobs Act
- Assessed and issued a memorandum regarding WMATA's use of purchase card transactions. This review was initiated as a result of OIG's continuous monitoring of purchase card transactions for potential fraud, waste, and abuse
- Issued 22 contract audit reports and three Buy America audits. These reports identified potential savings of \$16 million
- Oversaw WMATA's annual independent financial statement and Single Audit reports
- Oversaw WMATA's SmarTrip Regional Partner Comparative Billing Statements for FYs 2022 and 2021
- Issued three Evaluation reports regarding WMATA's process and procedures for parts cannibalization, WMATA's contractor background screening program, and WMATA's contractor offboarding program
- Launched a corporate compliance survey to engage WMATA contractors and assess their internal corporate compliance programs, awareness of and compliance with contractual mandatory disclosure requirements, and any other internal policies focused on preventing, detecting, and reporting fraud, waste, abuse, and violations of laws associated with the performance on WMATA contracts
- Closed 43 outstanding recommendations associated with 12 reports as part of the corrective actions process

<sup>1</sup> All data is as of April 17, 2024

# General Manager & Chief Executive Officer



Metro provides transit services to the millions of residents and visitors of the national capital region. Now more than ever, safe, reliable, and equitable public transportation within the region is critical, and it is essential in responding to the changing needs of our customers. Metro is working to improve the customer experience and provide the service that meets the region’s needs. In FY2025, Metro’s focus is on delivering the improvements our customers deserve.

Our Strategic Transformation Plan, *Your Metro, the Way Forward*, provides a roadmap toward Metro’s future as a world-class transit agency. The Strategic Transportation Plan (STP) is being implemented through initiatives organized into three Action Programs: Rail, Bus and Access, and Enterprise. These Action Programs give Metro staff, leadership, and external partners a high-level schedule of projects and programs we will undertake to transform Metro over the next decade. This comprehensive long-term planning ensures that Metro’s capital investments, service plans, and business operations align with and advance the plan’s goals and objectives.

## GENERAL MANAGER & CHIEF EXECUTIVE OFFICER

	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
<i>(Dollars in Thousands)</i>						
Personnel	\$1,351,183	\$1,520,442	\$1,557,921	\$1,601,865	\$43,944	2.8%
Non-Personnel	\$507,546	\$665,971	\$748,607	\$720,143	(\$28,464)	(3.8%)
<b>Total</b> <sup>1,2,3</sup>	<b>\$1,858,728</b>	<b>\$2,186,414</b>	<b>\$2,306,528</b>	<b>\$2,322,009</b>	<b>\$15,481</b>	<b>0.7%</b>
Authorized Positions	12,290	13,152	13,061	13,445	384	2.9%






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

## Metro’s Action Programs

Metro’s Action Programs span multiple years, providing a long-term strategy for business continuity. Each Action Program consists of specific initiatives with associated actions, milestones, and key performance indicators. The following graphic outlines the categories of initiatives that will support each Action Program. Additional information on Metro’s Action Programs may be found in Appendix B of the Strategic Transformation Plan.

## Action Programs

## Initiatives

 <b>Enterprise – Operations Action Program</b>	<ul style="list-style-type: none"><li>• Digital Modernization</li><li>• Safety and Security Systems</li><li>• Modernized Customer Experience</li><li>• Fare System Modernization</li><li>• Improving Connectivity, Mobility, and Accessibility</li></ul>
 <b>Enterprise – Administration Action Program</b>	<ul style="list-style-type: none"><li>• Engaged and Skilled Workforce</li><li>• Efficient Workforce</li><li>• Well-Partnered Organization</li><li>• Financially and Environmentally Sustainable</li></ul>
  <b>Bus &amp; Access Action Program</b>	<ul style="list-style-type: none"><li>• Better Bus Network</li><li>• Zero Emission Transition</li><li>• Bus and Access Digital Transformation</li></ul>
 <b>Rail Action Program</b>	<ul style="list-style-type: none"><li>• Fleet of the Future</li><li>• Rail Automation Program</li><li>• Advanced Maintenance Program</li></ul>

### ***Enterprise Action Program***

Metro’s Enterprise Action Program focuses on enterprise-wide business initiatives to advance the four pillars of the Strategic Transformation Plan: Service Excellence, Talented Teams, Regional Opportunity and Partnership, and Sustainability. Through these efforts, Metro is enhancing process efficiencies across business groups that directly support our Operations and Delivery functions. These programs are innovating processes across Metro to drive down costs, modernize our capabilities, and enhance public safety of the overall system. The Enterprise Action Program is divided into two parts: Administration and Operations, and the underlying initiatives will focus on:

- Digital Modernization Roadmap as the center of gravity
- Innovating processes to drive down costs
- Modernizing capabilities
- Modernizing fare technology
- Enhancing public safety
- Transforming culture of workforce & focusing on talented teams
- Centralizing data management
- Improving document control & addressing administrative corrective action items

### ***Bus and Access Action Program***

Metro’s Bus and Access Action Program focuses on operational improvements to Metrobus and MetroAccess

service to improve operational effectiveness through service improvements and quality oversight. These initiatives will focus on:

- Rethinking, redesigning, and revitalizing bus service
- Modernizing the fleet
- Modernizing busways and infrastructure
- Retrofitting bus facilities and upskilling employees
- Redesigning Access business model and implementing new scheduling software
- Leveraging technology to better serve our customers and identify maintenance efficiencies

### ***Rail Action Program***

To achieve world-class rail service befitting the National Capital Region, the Rail Action Program includes initiatives that modernize fleet, signals, staffing, and fare technology, while improving safety and customer service. These initiatives will focus on:

- Rethinking and modernizing the fleet
- Modernizing signals
- Modernizing staffing and associated technology
- Implementing automatic door operations and automatic train operations
- Preparing for communication-based train control

## FY2024 Major Accomplishments

Metro's 2024 Annual Transformation Report provides progress profiles on transformational efforts over the past year to achieve our Strategic Transformation goals in Service Excellence, Talented Teams, Regional Opportunity and Partnership, and Sustainability. A few highlights of major accomplishments and ongoing strategic initiatives from the first year of the Strategic Transformation Plan include:

- Opened the new Metro Integrated Command and Communications Center (MICC)
- Advanced the 8000-Series railcar procurement and reintroduced more 7000-series trains back into service following corrective maintenance as part of the Fleet of the Future initiative
- Implemented automatic door opening mode in Red Line trains
- Launched Metro's first two 60-foot battery-electric buses into revenue service and trained nearly 350 Metro employees to support the operations and maintenance of electric buses and associated charging equipment
- Introduced Crisis Intervention Teams to support community safety and provide assistance to individuals in the system or on Metro property
- Began operationalizing enterprise video for public safety and security
- Strengthened jurisdictional partnerships through increased collaboration to improve incident response, support planning, and increase partnerships with local law enforcement
- Progressed the implementation of our Safety Management System and modernization of our Quality Management System
- Achieved milestones in the construction of modernized bus facilities at Northern and Bladensburg Bus Garages
- Completed the Yellow Line Tunnel and Bridge Rehabilitation Project
- Modernized fare systems to deter fare evasion and simplify payment options through resilient faregate barriers, updated exit fares machines, new bus farebox systems, and modernized mobile payment systems
- Improved wayfinding and signage with updated customer information screens and signage to improve station navigation
- Launched Metro Lift, providing 50 percent off fares for customers enrolled in the Supplement Nutrition Assistance Program, to help equitably connect a growing region
- Introduced the Clear Lanes program and all-door boarding to improve bus service and customer experience
- Accelerated the Authority's 10-year joint development plan with the goal of executing 20 joint development agreements over 10 years
- Enhanced financial sustainability by identifying cost savings through aggressive management actions and operational efficiencies that rethink capital programs and project costs
- Continued environmental sustainability efforts including activating solar carports and completing the Administration & Maintenance Facility Lighting Program as part of our Energy Action Plan

# Chapter 3 – Operating Budget

Metro is vital to the nation’s capital - supporting special events and the economy.



<b>EXPENSES</b>			<b>FUNDING</b>			
		<b>\$2,335.2M</b>			<b>\$2,335.2M</b>	
\$840.6M	\$1,320.5M	\$174.1M	\$1,752.6M	\$95.0M	\$387.1M	\$100.5M
Metrobus	Metrorail	MetroAccess	State & Local	Federal Relief	Passenger Revenue	Non-Passenger Revenue

## Introduction

Metro plays a pivotal role in the economic vitality of the National Capital Region, connecting customers to new activity centers. As the region grows, public transportation will be critical to local businesses, residents and visitors. Fundamental changes in post-pandemic travel patterns and unprecedented inflationary pressures have significantly impacted Metro’s operating budget which funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. Metro relies on jurisdictional subsidy funding to help sustain affordable and accessible public transit services for the region. To avoid draconian service cuts and unsustainable fare increases, Metro’s jurisdictional partners have committed to \$463 million in additional subsidy funding for FY2025. The FY2025 Approved Budget is \$2.3 billion (excluding debt service), a 0.7 percent increase from the FY2024 budget. The FY2025 Approved Budget also includes reimbursable projects budgeted at \$15.3 million.

## Sources of Funds

Metro operations are funded by passenger fares and other revenues, as well as state and local subsidies. Federal relief funding provided in the wake of the Covid-19 pandemic allowed transit agencies nationwide to sustain operations and offset lost revenue. Metro will exhaust its remaining federal relief funding of \$95 million in early FY2025.

- Net operating subsidy of \$1,752.6 million (excluding Debt Service) funds 75.1 percent of the operating budget
- Passenger fare revenue of \$387.1 million and parking revenue of \$20.7 million together represent 17.5 percent of the operating budget
- Collectively, advertising, joint development projects, fiber optic and property leases, and other revenues fund the remaining \$79.8 million of operating revenue

## SOURCES OF FUNDS – AUTHORITY WIDE

(\$ in millions)

**\$ 21.0** (0.9%)  
**ADVERTISING**

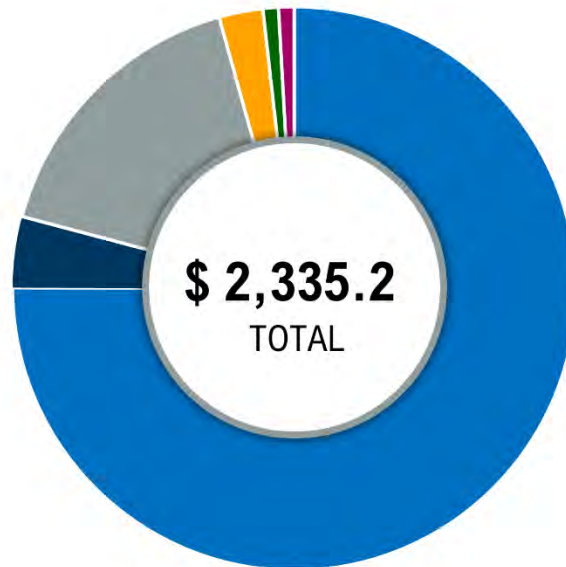
**\$ 20.7** (0.9%)  
**PARKING**

**\$ 58.8** (2.5%)  
**OTHER**

**\$ 387.1** (16.6%)  
**PASSENGER**

**\$ 95.0** (4.1%)  
**FEDERAL RELIEF<sup>1</sup>**

**\$ 1,752.6** (75.1%)  
**NET SUBSIDY**

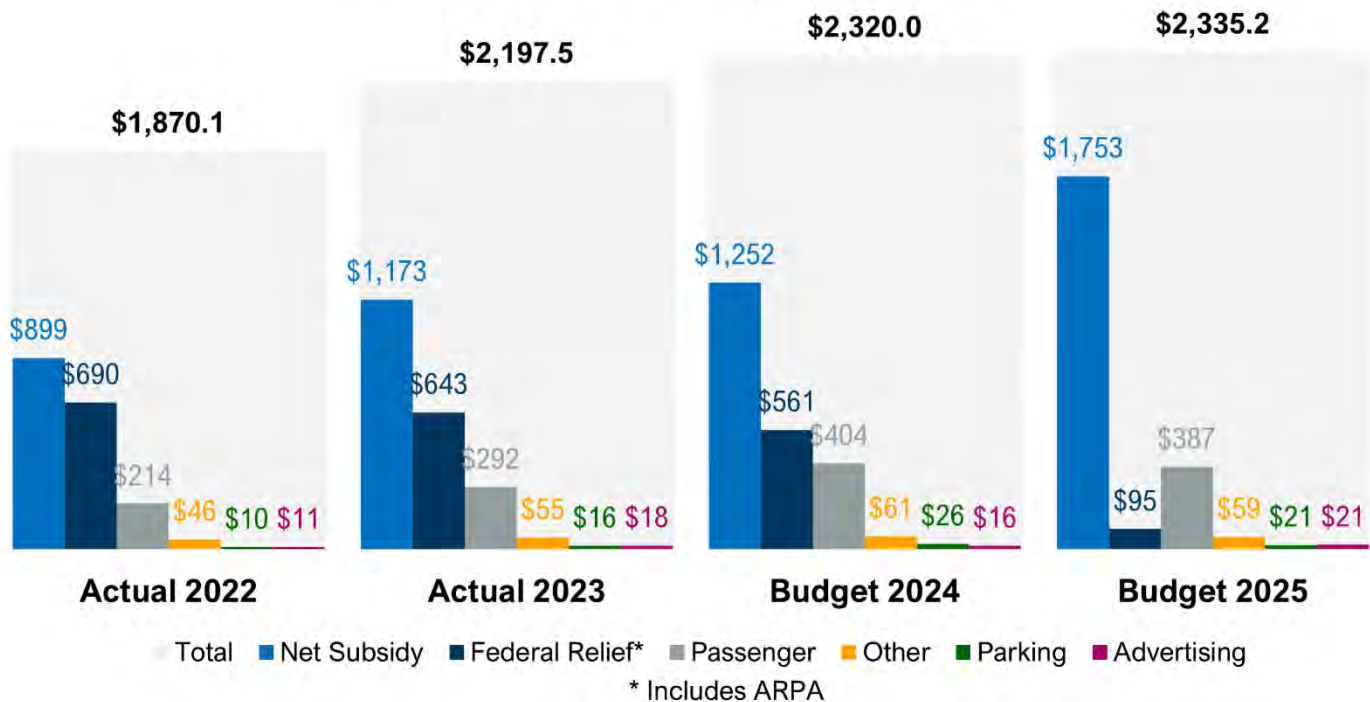


1. Includes ARPA

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

## SOURCES OF FUNDS – OPERATING BUDGET

(\$ in millions)







7000-series train leaving station

## Uses of Funds

Increases in both personnel and non-personnel expenses from FY2022 through FY2024 stem from the reinstatement of service following the Covid-19 pandemic, as well as customer-centered service enhancements in the FY2024 Budget to adapt to changing travel patterns, increase frequency and expand access. Robust financial management and oversight continues to identify operating and administrative efficiencies to ensure proactive expense control. Reductions in consulting services and related contracts, savings in digital transformation, improved asset management and administrative efficiencies have yielded an additional \$50 million in savings in FY2025 without impacting safety or direct services. Due to the aggressive management and oversight of expenses, the FY2025 Approved Budget presents zero-percent, or no growth, in gross expenses (expenses prior to preventive maintenance transfers to the capital budget) from the FY2024 budget.

- Personnel expenses, including labor, fringe benefits and capital overhead allocation, are the largest operating budget expense category at \$1,612.0 million or 69.0 percent of total expenses. Operating personnel expenses are projected to increase by \$43.6 million or 2.8 percent in FY2025 relative to the FY2024 Budget. The FY2025 Operating Budget supports 11,300 positions
- At \$374.3 million, expenses for Services account for 16.0 percent of total operating expense. The 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 \$152.1 million in FY2025. Though

Services expenses increased by 34.0 percent from FY2022 to FY2023, in FY2025 the Services budget of \$374.3 million is a decrease of \$45.0 million or 10.7 percent compared to the FY2024 Budget primarily due to decreases in professional services and paratransit services provided directly by Metro

- 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 54.6 percent from FY2022 to FY2023 as ridership recovered. In the FY2025 Approved Budget, expenses for materials and supplies total \$123.9 million, an increase of \$2.9 million, or 2.4 percent, from the FY2024 Budget
- Metro's energy budget (fuel, utilities and propulsion) consists of propulsion usage by the Metrorail system; diesel and compressed natural gas for Metrobus; gasoline for MetroAccess and non-revenue vehicles; and utilities (i.e., electricity, water, natural gas, phone and refuse collection) at Metro facilities. Energy costs, which increased 22.2 percent from FY2022 to FY2023, are projected to increase by \$8.7 million or 6.0 percent in FY2025 relative to the FY2024 Budget
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs

## USES OF FUNDS – AUTHORITY WIDE

(\$ in millions)

**\$ 70.0** (3.0%)

**OTHER**

**\$ 41.7** (1.8%)

**FUEL**

**\$ 113.2** (4.8%)

**UTILITIES & PROPULSION**

**\$ 123.9** (5.3%)

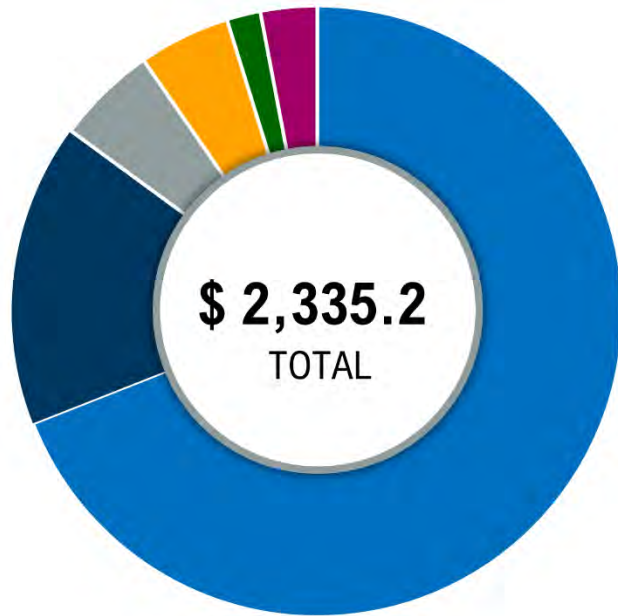
**MATERIALS & SUPPLIES**

**\$ 374.3** (16.0%)

**SERVICES**

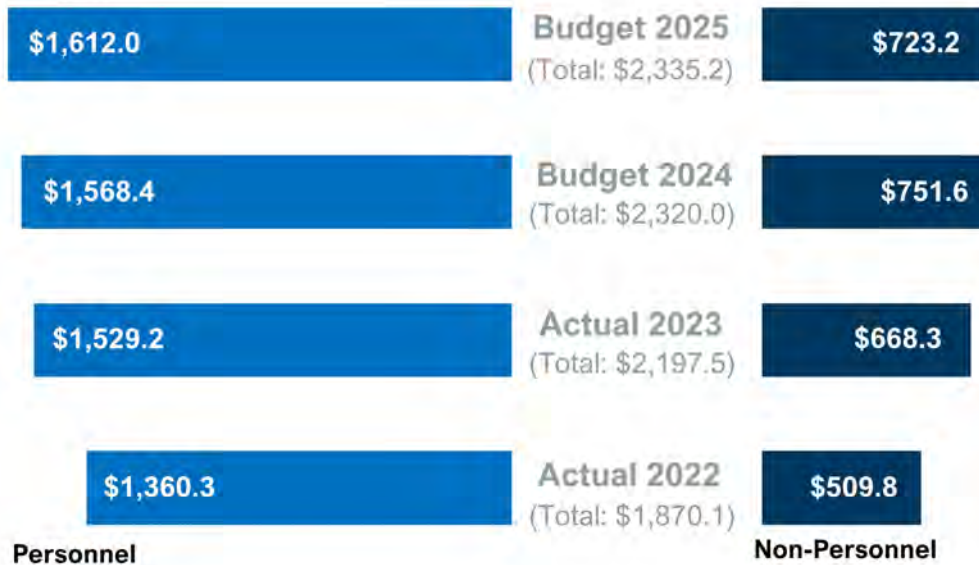
**\$ 1,612.0** (69.0%)

**PERSONNEL**



## USES OF FUNDS (PERSONNEL vs NON-PERSONNEL)

(\$ in millions)



## OPERATING BUDGET – REVENUE AND EXPENSES

<i>(Dollars in Thousands)</i>		FY2022	FY2023	FY2024	FY2025	
		Actual	Actual <sup>2</sup>	Budget	Budget	\$ Change
<b>REVENUES</b>	Passenger	\$213,533	\$291,610	\$403,543	\$387,100	(\$16,442)
	Parking	10,193	16,212	25,981	20,691	(5,290)
	Advertising	11,257	17,807	16,000	21,000	5,000
	Joint Development	8,753	13,477	22,003	15,884	(6,120)
	Fiber Optics	16,353	16,929	17,513	18,505	991
	Other Non-Transit Sources	21,350	24,904	21,684	24,426	2,742
	<b>Total Revenues</b>	<b>\$281,437</b>	<b>\$380,940</b>	<b>\$506,724</b>	<b>\$487,605</b>	<b>(\$19,119)</b>
<b>EXPENSES</b>	Personnel	\$1,360,321	\$1,529,244	\$1,568,431	\$1,611,997	\$43,566
	Services	278,055	372,531	419,329	374,295	(45,034)
	Materials & Supplies	61,164	94,551	121,031	123,929	2,898
	Fuel (Gas/Diesel/Natural Gas)	32,034	36,546	38,316	41,748	3,432
	Utilities and Propulsion Power	80,246	100,615	107,886	113,197	5,311
	Casualty and Liability	39,749	43,475	44,679	45,180	502
	Leases and Rental	9,687	8,680	10,749	11,883	1,133
	Miscellaneous	8,869	11,899	9,600	12,940	3,340
<b>Total Expenses</b>	<b>\$1,870,126</b>	<b>\$2,197,541</b>	<b>\$2,320,021</b>	<b>\$2,335,170</b>	<b>\$15,149</b>	
<b>SUBSIDY</b>	<b>Gross Subsidy</b>	<b>\$1,588,689</b>	<b>\$1,816,602</b>	<b>\$1,813,297</b>	<b>\$1,847,564</b>	<b>\$34,268</b>
	Federal Relief <sup>1</sup>	(689,748)	(643,428)	(561,046)	(95,000)	466,046
	<b>Net Subsidy</b>	<b>\$898,941</b>	<b>\$1,173,174</b>	<b>\$1,252,250</b>	<b>\$1,752,564</b>	<b>\$500,314</b>
Cost Recovery Ratio	15.0%	17.3%	21.8%	20.9%		

1. Federal relief includes CRRSSA and ARPA federal relief funding

2. OIG PRIIA account moved from Expense to Revenue for FY2023 Actuals

## OPERATING BUDGET – AUTHORITY WIDE

<i>(Dollars in Thousands)</i>		FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
<b>PERSONNEL</b>	Salaries	\$360,799	\$386,695	\$391,420	\$454,098	\$62,678	16.0%
	Wages	523,013	604,439	634,238	635,932	1,694	0.3%
	Overtime	115,473	169,571	97,863	118,675	20,812	21.3%
	<b>Total Salaries and Wages</b>	<b>\$999,284</b>	<b>\$1,160,704</b>	<b>\$1,123,522</b>	<b>\$1,208,705</b>	<b>\$85,184</b>	<b>7.6%</b>
	<b>Fringes</b>	<b>\$464,439</b>	<b>\$494,987</b>	<b>\$542,920</b>	<b>\$545,132</b>	<b>\$2,211</b>	<b>0.4%</b>
	Fringe Health	213,460	219,805	184,729	193,568	8,840	4.8%
	Fringe Pension	227,190	254,971	210,664	247,840	37,175	17.6%
	Other Fringe Benefits	(14,480)	(18,555)	111,240	62,925	(48,314)	(43.4%)
	Workers Compensation	38,269	38,766	36,288	40,799	4,511	12.4%
	<b>Capital Allocation</b>	<b>(\$103,402)</b>	<b>(\$126,448)</b>	<b>(\$98,011)</b>	<b>(\$141,840)</b>	<b>(\$43,829)</b>	<b>44.7%</b>
	<b>Total Personnel Cost</b>	<b>\$1,360,321</b>	<b>\$1,529,244</b>	<b>\$1,568,431</b>	<b>\$1,611,997</b>	<b>\$43,566</b>	<b>2.8%</b>
<b>NON-PERSONNEL</b>	<b>Services</b>	<b>\$278,055</b>	<b>\$372,531</b>	<b>\$419,329</b>	<b>\$374,295</b>	<b>(\$45,034)</b>	<b>(10.7%)</b>
	Professional and Technical	63,245	90,287	99,834	85,366	(14,468)	(14.5%)
	Contract Maintenance	60,061	63,517	72,506	78,476	5,971	8.2%
	Paratransit	121,405	149,881	182,735	152,101	(30,634)	(16.8%)
	Other	33,344	68,846	64,254	58,352	(5,902)	(9.2%)
	<b>Materials and Supplies</b>	<b>\$61,164</b>	<b>\$94,551</b>	<b>\$121,031</b>	<b>\$123,929</b>	<b>\$2,898</b>	<b>2.4%</b>
	Parts	23,947	61,750	48,064	57,532	9,468	19.7%
	Other	37,217	32,801	72,967	66,397	(6,570)	(9.0%)
	<b>Fuel (Gas/Diesel/Natural Gas)</b>	<b>\$32,034</b>	<b>\$36,546</b>	<b>\$38,316</b>	<b>\$41,748</b>	<b>\$3,432</b>	<b>9.0%</b>
	Diesel Fuel	20,811	23,729	22,824	26,676	3,852	16.9%
	Gasoline	8,923	8,541	9,863	7,833	(2,030)	(20.6%)
	Natural Gas	2,300	4,276	5,629	7,239	1,610	28.6%
	<b>Utilities and Propulsion</b>	<b>\$80,246</b>	<b>\$100,615</b>	<b>\$107,886</b>	<b>\$113,197</b>	<b>\$5,311</b>	<b>4.9%</b>
	Propulsion	43,718	56,581	63,521	62,034	(1,486)	(2.3%)
	Electricity	26,205	31,269	28,488	35,134	6,647	23.3%
	Utilities - Other	10,323	12,766	15,878	16,028	150	0.9%
	<b>Casualty and Liability</b>	<b>\$39,749</b>	<b>\$43,475</b>	<b>\$44,679</b>	<b>\$45,180</b>	<b>\$502</b>	<b>1.1%</b>
	Insurance	26,992	28,742	31,462	31,502	39	0.1%
	Claims	12,757	14,733	13,216	13,679	463	3.5%
	<b>Leases</b>	<b>\$9,687</b>	<b>\$8,680</b>	<b>\$10,749</b>	<b>\$11,883</b>	<b>\$1,133</b>	<b>10.5%</b>
	Property	5,676	5,685	6,855	7,644	\$788	11.5%
	Equipment	4,011	2,996	3,894	4,239	345	8.9%
	<b>Miscellaneous</b>	<b>\$8,869</b>	<b>\$11,899</b>	<b>\$9,600</b>	<b>\$12,940</b>	<b>\$3,340</b>	<b>34.8%</b>
Business Meeting/Subscriptions	765	1,572	1,314	1,543	229	17.4%	
Advertising	7,595	8,394	7,818	8,374	556	7.1%	
Reimbursements/Other	509	1,933	467	3,023	2,555	546.6%	
<b>Total Non-Personnel Cost</b>	<b>\$509,804</b>	<b>\$668,297</b>	<b>\$751,590</b>	<b>\$723,173</b>	<b>(\$28,417)</b>	<b>(3.8%)</b>	
<b>TOTAL COST</b>	<b>\$1,870,126</b>	<b>\$2,197,541</b>	<b>\$2,320,021</b>	<b>\$2,335,170</b>	<b>\$15,149</b>	<b>0.7%</b>	

## OPERATING BUDGET – EXPENSES

<i>(Dollars in Thousands)</i>		FY2025 Budget	FY2025 Metrobus	FY2025 Metrorail	FY2025 MetroAccess
PERSONNEL	Salaries	\$454,098	\$108,886	\$339,556	\$5,656
	Wages	635,932	308,780	326,896	256
	Overtime	118,675	51,614	67,051	10
	<b>Total Salaries and Wages</b>	<b>\$1,208,705</b>	<b>\$469,281</b>	<b>\$733,502</b>	<b>\$5,922</b>
	<b>Fringes</b>	<b>\$545,132</b>	<b>\$217,830</b>	<b>\$321,954</b>	<b>\$5,348</b>
	Fringe Health	193,568	72,691	118,836	2,041
	Fringe Pension	247,840	97,484	148,011	2,344
	Other Fringe Benefits	62,925	31,966	30,413	547
	Workers Compensation	40,799	15,689	24,694	415
	<b>Capital Allocation</b>	<b>(\$141,840)</b>	<b>(\$36,537)</b>	<b>(\$103,879)</b>	<b>(\$1,424)</b>
	<b>Total Personnel Cost</b>	<b>\$1,611,997</b>	<b>\$650,574</b>	<b>\$951,577</b>	<b>\$9,845</b>
NON-PERSONNEL	<b>Services</b>	<b>\$374,295</b>	<b>\$61,501</b>	<b>\$153,857</b>	<b>\$158,938</b>
	Professional and Technical	85,366	16,442	63,898	5,026
	Contract Maintenance	78,476	31,423	46,240	813
	Paratransit	152,101	-	-	152,101
	Other	58,352	13,635	43,719	998
	<b>Materials and Supplies</b>	<b>\$123,929</b>	<b>\$67,436</b>	<b>\$56,300</b>	<b>\$194</b>
	Parts	57,532	29,441	28,080	11
	Other	66,397	37,994	28,220	182
	<b>Fuel (Gasoline/Diesel/Natural Gas)</b>	<b>\$41,748</b>	<b>\$35,454</b>	<b>\$1,806</b>	<b>\$4,488</b>
	Diesel Fuel	26,676	26,676	-	-
	Gasoline	7,833	1,540	1,806	4,488
	Natural Gas	7,239	7,239	-	-
	<b>Utilities and Propulsion</b>	<b>\$113,197</b>	<b>\$2,274</b>	<b>\$110,845</b>	<b>\$78</b>
	Propulsion	62,034	-	62,034	-
	Electricity	35,134	687	34,447	-
	Utilities - Other	16,028	1,586	14,364	78
	<b>Casualty and Liability</b>	<b>\$45,180</b>	<b>\$16,387</b>	<b>\$28,463</b>	<b>\$331</b>
	Insurance	31,502	12,747	18,623	132
	Claims	13,679	3,640	9,841	198
	<b>Leases</b>	<b>\$11,883</b>	<b>\$2,919</b>	<b>\$8,929</b>	<b>\$35</b>
	Property	7,644	1,601	6,007	35
Equipment	4,239	1,318	2,922	-	
<b>Miscellaneous</b>	<b>\$12,940</b>	<b>\$4,077</b>	<b>\$8,720</b>	<b>\$144</b>	
Business Meeting/Subscriptions	1,543	274	1,234	34	
Advertising	8,374	2,230	6,052	93	
Reimbursements/Other	3,023	1,573	1,433	17	
<b>Total Non-Personnel Cost</b>	<b>\$723,173</b>	<b>\$190,046</b>	<b>\$368,919</b>	<b>\$164,208</b>	
<b>TOTAL COST</b>	<b>\$2,335,170</b>	<b>\$840,621</b>	<b>\$1,320,496</b>	<b>\$174,053</b>	

# Operating Budget by Mode: Metrobus



Metrobus stopped near Cherry Blossoms

## Profile

Metrobus provides safe, reliable and effective service across the region. Metro resumed full bus service following the pandemic in FY2022, supporting the regional recovery as workers returned to work and visitors arrived in the nation's capital. Service is provided on a combination of local, limited-stop (MetroExtra) and express routes connecting the region. All buses are accessible to people with disabilities, and bike racks are available for use on all buses.

Building on the all-day service changes introduced in 2021, the FY2024 budget implemented improvements to increase frequency and expand access, as well as continued to support regional environmental initiatives. During FY2024, Metro introduced all-door boarding for certain bus routes. Continuing these efforts will expand this capability throughout the network offering easier boarding and enhanced customer experience. Further, Metro debuted two 60-foot electric buses as the first step

to meet its goal of an entirely zero-emission bus fleet, emphasizing the commitment to environmental sustainability. Current and enhanced FY2024 service levels were enabled by federal relief funding, which will run out in early FY2025. The additional jurisdictional funding allows Metro to focus on service optimization and maximize resource capacity within available funding.

The FY2025 Approved Budget focuses on adapting bus capacity with targeted changes and modest fare increases, while sustaining good frequency to grow ridership. Under this new funding model, Metrobus service and fare plans in the FY2025 Approved Budget will:

- Continue service on all 135 bus lines
- Increase local bus fares from \$2.00 to \$2.25 and express bus from \$4.25 to \$4.80

## Sources of Funds

### SOURCES OF FUNDS – METROBUS

(\$ in millions)

**\$ 8.3** (1.0%)  
**ADVERTISING**

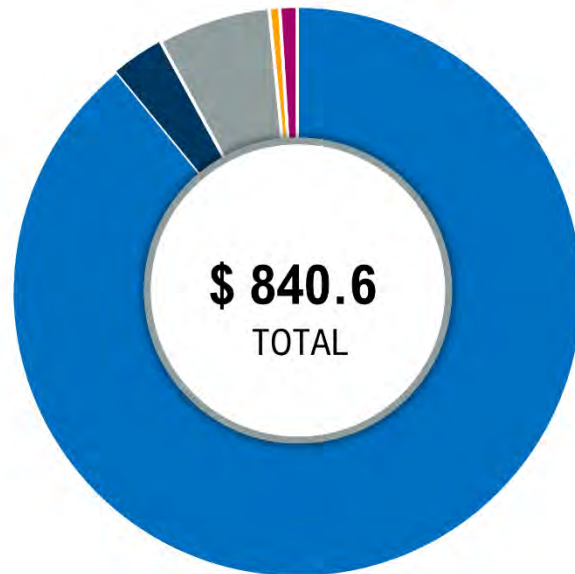
**\$ 5.0** (0.6%)  
**OTHER**

**\$ 53.7** (6.4%)  
**PASSENGER**

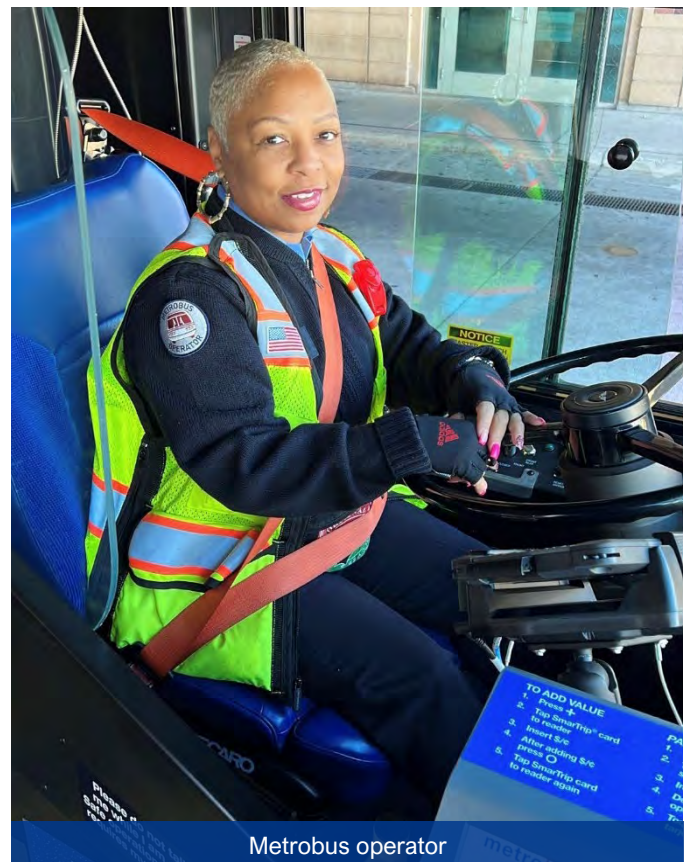
**\$ 25.0** (3.0%)  
**FEDERAL RELIEF<sup>1</sup>**

**\$ 748.6** (89.1%)  
**NET SUBSIDY**

1. Includes ARPA



- Metrobus sources of funds consist primarily of revenue from fares and advertising, as well as the operations subsidy from Metro’s jurisdictional partners. The subsidy is \$748.6 million or 89.1 percent of the total funding need for Metrobus
- Operating revenue for Metrobus (revenue excluding federal funding and subsidy) for FY2025 is projected at \$67.0 million. The largest revenue source, passenger revenues, is estimated at \$53.7 million, which includes fares and passes. The FY2025 Approved Budget projects passenger revenue will decrease \$14.2 million from the FY2024 Budget for Metrobus due to lower average fares resulting from elevated fare evasion levels. Though Metro is actively pursuing methods to decrease fare evasion and expects a slight decrease in FY2025, average fares for FY2025 remain below average fares projected in the FY2024 Budget
- Metrobus is projected to receive advertising revenue of \$8.3 million, an increase of 2.0 percent when compared to FY2024 Budget
- Other Metrobus revenue, which includes interest, property disposal, and other miscellaneous revenue, is projected to total \$5.0 million



Metrobus operator

## Uses of Funds

### USES OF FUNDS – METROBUS

(\$ in millions)

**\$ 23.4** (2.8%)

**OTHER**

**\$ 35.5** (4.2%)

**FUEL**

**\$ 2.3** (0.3%)

**UTILITIES & PROPULSION**

**\$ 67.4** (8.0%)

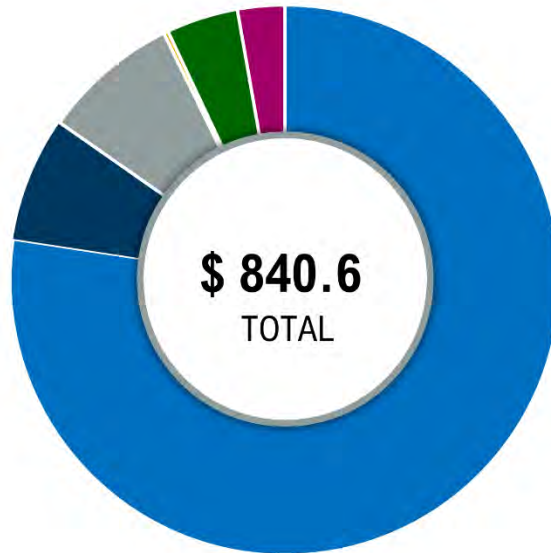
**MATERIALS & SUPPLIES**

**\$ 61.5** (7.3%)

**SERVICES**

**\$ 650.6** (77.4%)

**PERSONNEL**



- Personnel expenses are the largest portion of the Metrobus budget. For FY2025, personnel cost is estimated at \$650.6 million or 77.4 percent of the Metrobus budget. Personnel expenses increased by \$66.1 million, or 11.9 percent, from FY2022 actuals to FY2023, due in part to restoring service post-pandemic. FY2025 personnel expenses are projected to increase by \$86.8 million, or 15.4 percent, relative to the FY2024 Budget
- The FY2025 Approved Budget projects Services costs of \$61.5 million. While Services costs increased by \$2.3 million, or 4.6 percent, from FY2022 to FY2023, the FY2025 Approved Budget is expected to decrease by \$7.8 million, or 11.2 percent, relative to the FY2024 Budget primarily due to a decrease in professional and technical services
- Materials and Supplies increased from FY2022 to FY2023 by \$13.6 million or 62.0 percent due to increases in expenses associated with securing parts. In FY2025, these costs are budgeted at \$67.4 million, an increase of \$6.9 million, or 11.5 percent, from the FY2024 Budget
- Energy costs, including both fuel and utilities, are projected to increase by \$10.2 million from the FY2024 Budget primarily driven by increased diesel fuel expenses. Fuel costs, which include diesel,

compressed natural gas and gasoline, are budgeted at \$35.5 million, a \$9.5 million increase from the FY2024 Budget, while utilities costs of \$2.3 million are projected to increase by \$0.7 million relative to the FY2024 Budget

- Other expenses total \$23.4 million for FY2025, an increase of \$1.1 million versus the FY2024 Budget



Cherry Blossom wrapped Metrobus



## METROBUS – REVENUE AND EXPENSES

		FY2022	FY2023	FY2024	FY2025	
<i>(Dollars in Thousands)</i>		Actual	Actual <sup>2</sup>	Budget	Budget	\$ Change
REVENUES	Passenger	\$47,555	\$55,635	\$67,870	\$53,703	(\$14,168)
	Parking	-	21	-	-	-
	Advertising	5,757	6,675	8,182	8,346	163
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	(3,356)	10,890	4,844	4,974	130
	<b>Total Revenues</b>	<b>\$49,956</b>	<b>\$73,222</b>	<b>\$80,897</b>	<b>\$67,022</b>	<b>(\$13,875)</b>
EXPENSES	Personnel	\$555,182	\$621,310	\$563,742	\$650,574	\$86,832
	Services	49,548	51,802	69,294	61,501	(7,793)
	Materials & Supplies	21,979	35,602	60,499	67,436	6,937
	Fuel (Gas/Diesel/Natural Gas)	24,841	28,201	25,907	35,454	9,547
	Utilities and Propulsion Power	7,439	9,491	1,611	2,274	663
	Casualty and Liability	11,778	12,155	16,452	16,387	(65)
	Leases and Rental	1,716	1,633	2,556	2,919	363
	Miscellaneous	1,947	306	3,309	4,077	768
<b>Total Expenses</b>	<b>\$674,429</b>	<b>\$760,500</b>	<b>\$743,369</b>	<b>\$840,621</b>	<b>\$97,251</b>	
SUBSIDY	<b>Gross Subsidy</b>	<b>\$624,473</b>	<b>\$687,278</b>	<b>\$662,472</b>	<b>\$773,598</b>	<b>\$111,126</b>
	Federal Relief <sup>1</sup>	(289,882)	(255,276)	(96,105)	(25,008)	\$71,097
	<b>Net Subsidy</b>	<b>\$334,591</b>	<b>\$432,002</b>	<b>\$566,368</b>	<b>\$748,591</b>	<b>\$182,223</b>
Cost Recovery Ratio	7.4%	9.6%	10.9%	8.0%		

1. Federal relief includes CRRSSA and ARPA federal relief funding

2. OIG PRIIA account moved from Expense to Revenue for FY2023 Actuals

## METROBUS – OPERATING BUDGET

<i>(Dollars in Thousands)</i>		FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
<b>PERSONNEL</b>	Salaries	\$89,439	\$100,588	\$132,180	\$108,886	(\$23,293)	(17.6%)
	Wages	254,817	288,347	249,601	308,780	59,179	23.7%
	Overtime	57,360	73,830	44,091	51,614	7,524	17.1%
	<b>Total Salaries and Wages</b>	<b>\$401,617</b>	<b>\$462,766</b>	<b>\$425,871</b>	<b>\$469,281</b>	<b>\$43,410</b>	<b>10.2%</b>
	<b>Fringes</b>	<b>\$184,007</b>	<b>\$195,427</b>	<b>\$161,392</b>	<b>\$217,830</b>	<b>\$56,438</b>	<b>35.0%</b>
	Fringe Health	83,768	85,337	51,427	72,691	21,264	41.3%
	Fringe Pension	88,802	98,831	58,068	97,484	39,416	67.9%
	Other Fringe Benefits	(3,128)	(3,598)	41,791	31,966	(9,825)	(23.5%)
	Workers Compensation	14,564	14,856	10,107	15,689	5,583	55.2%
	<b>Capital Allocation</b>	<b>(\$30,442)</b>	<b>(\$36,883)</b>	<b>(\$23,521)</b>	<b>(\$36,537)</b>	<b>(\$13,016)</b>	<b>55.3%</b>
<b>Total Personnel Cost</b>	<b>\$555,182</b>	<b>\$621,310</b>	<b>\$563,742</b>	<b>\$650,574</b>	<b>\$86,832</b>	<b>15.4%</b>	
<b>NON-PERSONNEL</b>	<b>Services</b>	<b>\$49,548</b>	<b>\$51,802</b>	<b>\$69,294</b>	<b>\$61,501</b>	<b>(\$7,793)</b>	<b>(11.2%)</b>
	Professional and Technical	16,761	18,038	20,561	16,442	(4,119)	(20.0%)
	Contract Maintenance	25,512	24,668	30,710	31,423	714	2.3%
	Paratransit	-	-	-	-	-	-
	Other	7,275	9,096	18,023	13,635	(4,388)	(24.3%)
	<b>Materials and Supplies</b>	<b>\$21,979</b>	<b>\$35,602</b>	<b>\$60,499</b>	<b>\$67,436</b>	<b>\$6,937</b>	<b>11.5%</b>
	Parts	7,933	22,382	26,391	29,441	3,051	11.6%
	Other	14,045	13,220	34,108	37,994	3,886	11.4%
	<b>Fuel (Gas/Diesel/Natural Gas)</b>	<b>\$24,841</b>	<b>\$28,201</b>	<b>\$25,907</b>	<b>\$35,454</b>	<b>\$9,547</b>	<b>36.9%</b>
	Diesel Fuel	20,811	22,251	18,612	26,676	8,064	43.3%
	Gasoline	1,730	1,674	1,666	1,540	(126)	(7.6%)
	Natural Gas	2,300	4,276	5,629	7,239	1,610	28.6%
	<b>Utilities and Propulsion</b>	<b>\$7,439</b>	<b>\$9,491</b>	<b>\$1,611</b>	<b>\$2,274</b>	<b>\$663</b>	<b>41.2%</b>
	Propulsion	611	1,445	-	-	-	-
	Electricity	3,321	4,071	(81)	687	768	953.4%
	Utilities - Other	3,506	3,975	1,691	1,586	(105)	(6.2%)
	<b>Casualty and Liability</b>	<b>\$11,778</b>	<b>\$12,155</b>	<b>\$16,452</b>	<b>\$16,387</b>	<b>(\$65)</b>	<b>(0.4%)</b>
	Insurance	7,998	8,027	12,769	12,747	(22)	(0.2%)
	Claims	3,780	4,127	3,683	3,640	(43)	(1.2%)
	<b>Leases</b>	<b>\$1,716</b>	<b>\$1,633</b>	<b>\$2,556</b>	<b>\$2,919</b>	<b>\$363</b>	<b>14.2%</b>
	Property	672	814	1,224	1,601	377	30.8%
	Equipment	1,044	819	1,332	1,318	(14)	(1.1%)
<b>Miscellaneous</b>	<b>\$1,947</b>	<b>\$306</b>	<b>\$3,309</b>	<b>\$4,077</b>	<b>\$768</b>	<b>23.2%</b>	
Business Meeting/Subscriptions	173	395	227	274	47	20.8%	
Advertising	2,250	2,350	2,186	2,230	44	2.0%	
Reimbursements/Other	(476)	(2,439)	896	1,573	677	75.5%	
<b>Total Non-Personnel Cost</b>	<b>\$119,247</b>	<b>\$139,190</b>	<b>\$179,627</b>	<b>\$190,046</b>	<b>\$10,419</b>	<b>5.8%</b>	
<b>Total Cost</b>	<b>\$674,429</b>	<b>\$760,500</b>	<b>\$743,369</b>	<b>\$840,621</b>	<b>\$97,251</b>	<b>13.1%</b>	

# Operating Budget by Mode: Metrorail



## Profile

The Metrorail system is a rapid transit system that consists of 128 route miles with three main types of structures: underground, surface and elevated. Recent additions in 2022 included six new stations and 12 additional route miles, as well as the augmentation to the blue and yellow lines with an in-fill station at Potomac Yard in May 2023. With the addition of the Potomac Yard station, Metro began operating 98 stations across the region. All Metrorail stations and railcars provide accessibility to passengers in compliance with ADA standards.

During FY2024, Metrorail increased service frequency with trains every three to six minutes at stations in the core and trains every eight to 12 minutes (or better) systemwide, benefiting customers across the network. Additionally, Metro continues to proactively address regional future and emerging needs. Metro's Blue-Orange-Silver Study identified six alternatives to address forecasted growth in population and jobs along the Blue-Orange-Silver corridor. This study focused on reliability, crowding, regional growth, equity, operational flexibility, cost-efficiency, and sustainability.

Metrorail's design is highly reliant 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. While FY2024 service levels were enabled by federal relief funding,

Metro will exhaust its remaining federal relief funds in early FY2025. With the addition of \$463 million in subsidy funding from our partners, FY2025 Metrorail service will avoid severe service cuts, as well as other decreases in elevator and escalator maintenance, station cleaning and security that would have detrimentally impacted customer experience. The FY2025 Approved Budget focuses on service optimization to maximize the value of the network by most efficiently using available resources. Targeted adjustments will schedule peak service periods to align with ridership levels and decrease service to weekend/late-night service levels on select low-ridership holidays. To ensure the most efficient use of system assets, service will include more six-car trains where shorter trains provide sufficient capacity. The FY2025 Approved Budget will:

- Continue current hours of operation for the system and keep all 98 stations open for operations
- Reduce frequency on the Orange Line for peak, off-peak and weekend service and the Yellow and Green line for weekend service
- Raise weekday fares by 12.5 percent and weekend fares by up to 25 percent
- Schedule rush hour service at two-hour peak periods for both morning and evening (7 a.m. – 9 a.m. and 4 p.m. – 6 p.m.)

## Sources of Funds

### SOURCES OF FUNDS – METRORAIL

(\$ in millions)

**\$ 12.7** (1.0%)

**ADVERTISING**

**\$ 20.7** (1.6%)

**PARKING**

**\$ 53.8** (4.1%)

**OTHER**

**\$ 328.9** (24.9%)

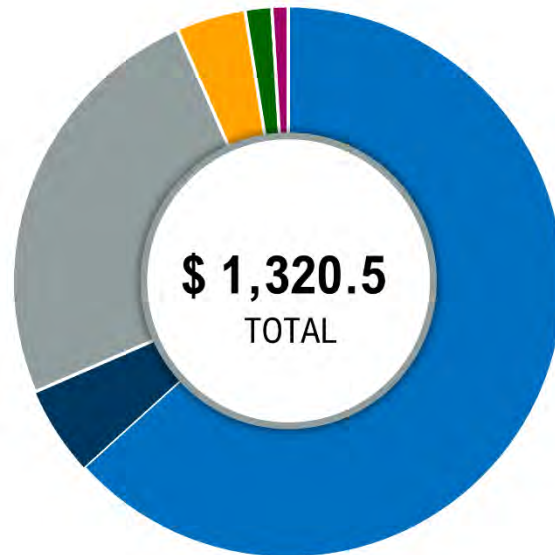
**PASSENGER**

**\$ 68.7** (5.2%)

**FEDERAL RELIEF<sup>1</sup>**

**\$ 835.8** (63.3%)

**NET SUBSIDY**



1. Includes ARPA

- Metrorail sources of funds consist of operating revenue to include passenger fares, parking fees, advertising and lease revenues, as well as subsidy from Metro’s jurisdictional partners. The subsidy for FY2025 is \$835.8 million or 63.3 percent of the rail funding need
- Operating revenue for Metrorail (revenue excluding federal funding and subsidy) for FY2025 is projected at \$416.0 million. Passenger revenues, including fares and passes, are projected at \$328.9 million. Passenger revenue is expected to decrease

0.6 percent, a slight reduction from the FY2024 Budget

- Parking revenue at Metrorail facilities will contribute \$20.7 million in revenue, a 20.4 percent decrease from the FY2024 Budget to FY2025
- Advertising revenue applied to Metrorail will contribute \$12.7 million to revenue in FY2025, a \$4.8 million increase from the FY2024 Budget
- Other revenue, which includes joint development, fiber optics, and other non-transit revenue is projected to contribute \$53.8 million in FY2025



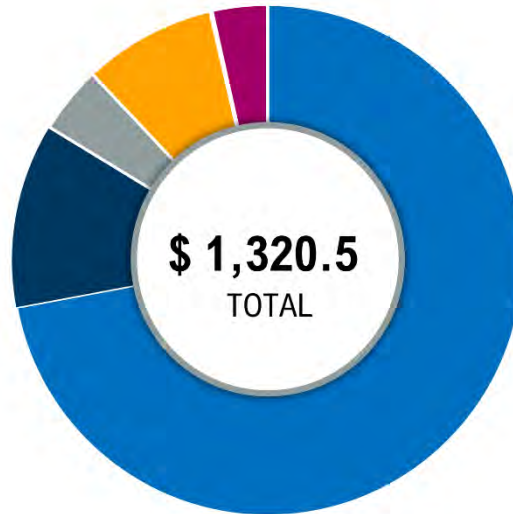
8000-series Metrorail train interior

# Uses of Funds

## USES OF FUNDS – METRORAIL

(\$ in millions)

- \$ 46.1** (3.5%)  
**OTHER**
- \$ 1.8** (0.1%)  
**FUEL**
- \$ 110.8** (8.4%)  
**UTILITIES & PROPULSION**
- \$ 56.3** (4.3%)  
**MATERIALS & SUPPLIES**
- \$ 153.9** (11.7%)  
**SERVICES**
- \$ 951.6** (72.1%)  
**PERSONNEL**



- Personnel expenses are the largest portion of the FY2025 Metrorail budget. Personnel costs are estimated at \$951.6 million in FY2025, or 72.1 percent of total Metrorail expenses. Personnel expenses increased by \$104.0 million or 13.1 percent from FY2022 to FY2023 as post-pandemic service recovered. Personnel expenses are projected to decrease \$44.1 million or 4.4 percent in FY2025 from the FY2024 Budget
- Services are budgeted at \$153.9 million in FY2025. Services increased from FY2022 to FY2023 by \$58.7 million or 56.7 percent, but are projected to decrease in the FY2025 Approved Budget by \$8.6 million or 5.3 percent from the FY2024 Budget due to decreases in professional and technical services
- Materials and Supplies are budgeted at \$56.3 million in FY2025. Though Materials and Supplies increased \$20.0 million from FY2022 to FY2023 due to an increase in expenses for Metrorail parts, the FY2025 Approved Budget projects a decrease of \$4.0 million or 6.6 percent from the FY2024 Budget
- Fuel costs are budgeted at \$1.8 million in FY2025, a decrease of \$4.9 million from the FY2024 Budget
- Utilities and Propulsion expenses of \$110.8 million are projected to increase by \$4.7 million or 4.4 percent from the FY2024 Budget
- Other expenses consisting of Casualty and Liability insurance, leases and miscellaneous expenses total \$46.1 million, which is a \$5.0 million increase over the FY2024 Budget



## METRORAIL – REVENUE AND EXPENSES

		FY2022	FY2023	FY2024	FY2025	
<i>(Dollars in Thousands)</i>		Actual	Actual <sup>2</sup>	Budget	Budget	\$ Change
REVENUES	Passenger	\$161,576	\$231,417	\$330,784	\$328,909	(\$1,875)
	Parking	10,193	16,191	25,981	20,691	(5,290)
	Advertising	5,500	11,132	7,818	12,654	4,837
	Joint Development	8,753	13,477	22,003	15,884	(6,120)
	Fiber Optics	16,353	16,929	17,513	18,505	991
	Other Non-Transit Sources	24,802	13,969	16,840	19,386	2,546
	<b>Total Revenues</b>	<b>\$227,176</b>	<b>\$303,115</b>	<b>\$420,939</b>	<b>\$416,028</b>	<b>(\$4,911)</b>
EXPENSES	Personnel	\$795,789	\$899,793	\$995,656	\$951,577	(\$44,079)
	Services	103,562	162,240	162,413	153,857	(8,557)
	Materials & Supplies	38,666	58,629	60,275	56,300	(3,975)
	Fuel (Gas/Diesel/Natural Gas)	2,266	3,760	6,709	1,806	(4,903)
	Utilities and Propulsion Power	71,994	90,349	106,191	110,845	4,654
	Casualty and Liability	27,188	30,728	27,704	28,463	759
	Leases and Rental	7,841	6,956	7,236	8,929	1,693
	Miscellaneous	6,762	11,450	6,179	8,720	2,540
	<b>Total Expenses</b>	<b>\$1,054,068</b>	<b>\$1,263,906</b>	<b>\$1,372,364</b>	<b>\$1,320,496</b>	<b>(\$51,868)</b>
SUBSIDY	<b>Gross Subsidy</b>	<b>\$826,892</b>	<b>\$960,790</b>	<b>\$951,425</b>	<b>\$904,468</b>	<b>(\$46,957)</b>
	Federal Relief <sup>1</sup>	(395,219)	(379,230)	(464,575)	(68,661)	395,914
	<b>Net Subsidy</b>	<b>\$431,672</b>	<b>\$581,560</b>	<b>\$486,850</b>	<b>\$835,807</b>	<b>\$348,957</b>
	Cost Recovery Ratio	21.6%	24.0%	30.7%	31.5%	

1. Federal relief includes CRRSSA and ARPA federal relief funding

2. OIG PRIIA account moved from Expense to Revenue for FY2023 Actuals

## OPERATING BUDGET – METRORAIL

<i>(Dollars in Thousands)</i>		FY2022	FY2023	FY2024	FY2025		
		Actual	Actual	Budget	Budget	\$ Change	% Change
<b>PERSONNEL</b>	Salaries	\$264,616	\$279,806	\$255,729	\$339,556	\$83,827	32.8%
	Wages	267,182	315,032	383,724	326,896	(56,829)	(14.8%)
	Overtime	58,077	95,691	53,763	67,051	13,288	24.7%
	<b>Total Salaries and Wages</b>	<b>\$589,875</b>	<b>\$690,528</b>	<b>\$693,216</b>	<b>\$733,502</b>	<b>\$40,286</b>	<b>5.8%</b>
	<b>Fringes</b>	<b>\$276,850</b>	<b>\$296,378</b>	<b>\$375,850</b>	<b>\$321,954</b>	<b>(\$53,897)</b>	<b>(14.3%)</b>
	Fringe Health	128,141	133,109	130,925	118,836	(12,089)	(9.2%)
	Fringe Pension	136,655	154,566	149,973	148,011	(1,962)	(1.3%)
	Other Fringe Benefits	(11,223)	(14,823)	69,240	30,413	(38,827)	(56.1%)
	Workers Compensation	23,278	23,527	25,712	24,694	(1,019)	(4.0%)
	<b>Capital Allocation</b>	<b>(\$70,936)</b>	<b>(\$87,113)</b>	<b>(\$73,410)</b>	<b>(\$103,879)</b>	<b>(\$30,469)</b>	<b>41.5%</b>
	<b>Total Personnel Cost</b>	<b>\$795,789</b>	<b>\$899,794</b>	<b>\$995,656</b>	<b>\$951,577</b>	<b>(\$44,079)</b>	<b>(4.4%)</b>
<b>NON-PERSONNEL</b>	<b>Services</b>	<b>\$103,562</b>	<b>\$162,240</b>	<b>\$162,413</b>	<b>\$153,857</b>	<b>(\$8,557)</b>	<b>(5.3%)</b>
	Professional and Technical	43,912	68,540	75,296	63,898	(11,397)	(15.1%)
	Contract Maintenance	34,066	38,386	41,312	46,240	4,928	11.9%
	Paratransit	72	173	-	-	-	-
	Other	25,512	55,141	45,806	43,719	(2,087)	(4.6%)
	<b>Materials &amp; Supplies</b>	<b>\$38,666</b>	<b>\$58,629</b>	<b>\$60,275</b>	<b>\$56,300</b>	<b>(\$3,975)</b>	<b>(6.6%)</b>
	Parts	16,001	39,355	21,659	28,080	6,421	29.6%
	Other	22,665	19,274	38,616	28,220	(10,396)	(26.9%)
	<b>Fuel (Gas/Diesel/Natural Gas)</b>	<b>\$2,266</b>	<b>\$3,760</b>	<b>\$6,709</b>	<b>\$1,806</b>	<b>(\$4,903)</b>	<b>(73.1%)</b>
	Diesel Fuel	-	1,478	4,212	-	(4,212)	(100.0%)
	Gasoline	2,266	2,282	2,497	1,806	(691)	(27.7%)
	Natural Gas	-	-	-	-	-	-
	<b>Utilities &amp; Propulsion</b>	<b>\$71,994</b>	<b>\$90,349</b>	<b>\$106,191</b>	<b>\$110,845</b>	<b>\$4,654</b>	<b>4.4%</b>
	Propulsion	43,107	55,136	63,521	62,034	(1,486)	(2.3%)
	Electricity	22,212	26,576	28,565	34,447	5,882	20.6%
	Utilities - Other	6,675	8,638	14,106	14,364	258	1.8%
	<b>Casualty &amp; Liability</b>	<b>\$27,188</b>	<b>\$30,728</b>	<b>\$27,704</b>	<b>\$28,463</b>	<b>\$759</b>	<b>2.7%</b>
	Insurance	18,462	20,326	18,347	18,623	275	1.5%
	Claims	8,726	10,402	9,357	9,841	484	5.2%
	<b>Leases</b>	<b>\$7,841</b>	<b>\$6,956</b>	<b>\$7,236</b>	<b>\$8,929</b>	<b>\$1,693</b>	<b>23.4%</b>
	Property	4,926	4,803	4,695	6,007	1,312	27.9%
Equipment	2,915	2,153	2,540	2,922	381	15.0%	
<b>Miscellaneous</b>	<b>\$6,762</b>	<b>\$11,450</b>	<b>\$6,179</b>	<b>\$8,720</b>	<b>\$2,540</b>	<b>41.1%</b>	
Business Meeting/Subscriptions	581	1,160	1,057	1,234	177	16.8%	
Advertising	5,195	5,928	5,599	6,052	453	8.1%	
Reimbursements/Other	985	4,362	(476)	1,433	1,910	400.8%	
<b>Total Non-Personnel Cost</b>	<b>\$258,279</b>	<b>\$364,112</b>	<b>\$376,707</b>	<b>\$368,919</b>	<b>(\$7,789)</b>	<b>(2.1%)</b>	
<b>Total Cost</b>	<b>\$1,054,068</b>	<b>\$1,263,906</b>	<b>\$1,372,364</b>	<b>\$1,320,496</b>	<b>(\$51,868)</b>	<b>(3.8%)</b>	

# Operating Budget by Mode: MetroAccess



MetroAccess van parked on the street

## Profile

Metro ensures the ongoing accessibility of Metrobus and Metrorail for customers with disabilities and, in accord with ADA standards, provides MetroAccess paratransit service for passengers 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. Service contractors operate the van service and manage the operations control center and quality assurance functions.

Demand for paratransit service is increasing as the population of people with disabilities in the region grows. 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 providing travel training to their clients. Metro also partners with the jurisdictions to improve the accessibility of bus stops in the region, further enhancing customers' ability to use the fixed-route system.

Current MetroAccess service and fare policies surpass federal minimum requirements and include providing trips to some customers traveling outside of the federally mandated ADA service area as well as supporting MetroAccess trips equivalent to Metrobus routes no

longer in service. Federal law requires paratransit service be provided to areas within three-quarters of a mile of fixed-route bus service and rail stations throughout the same hours as those services. Current MetroAccess service extends beyond that required by Federal law. The additional funding from jurisdictional partners will allow Metro to continue to provide current service levels to MetroAccess customers. Similar to fare increases across other modes, the FY2025 Approved Budget will increase MetroAccess fares by 12.5 percent for a maximum fare of \$4.50.

Metro also facilitates the use of lower-cost alternatives to MetroAccess through 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 at a lower per trip cost relative to MetroAccess
- The Abilities-Ride program is a public-private partnership to provide generally available on-demand and reserve trip service to MetroAccess customers for trips throughout the MetroAccess service area



## Sources of Funds

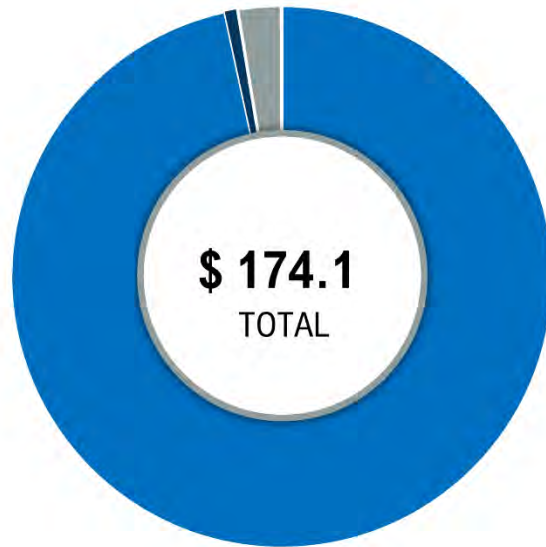
### SOURCES OF FUNDS – METROACCESS

(\$ in millions)

**\$ 4.6** (2.6%)  
PASSENGER & OTHER  
REVENUE

**\$ 1.3** (0.8%)  
FEDERAL RELIEF<sup>1</sup>

**\$ 168.2** (96.6%)  
NET SUBSIDY



1. Includes ARPA

- MetroAccess sources of funds include operating revenue and subsidy from Metro’s jurisdictional partners. MetroAccess operating revenues are projected at \$4.6 million and cover 2.6 percent of Metro’s paratransit costs. Jurisdictional subsidies of \$168.2 million support 96.6 percent. The remaining

amount of funding is the residual ARPA federal relief funding

- MetroAccess passenger revenues are expected to decrease 8.2 percent when compared to the FY2024 Budget



MetroAccess sedans and MetroAccess vans

## Uses of Funds

### USES OF FUNDS – METROACCESS

(\$ in millions)

**\$ 0.5** (0.3%)

**OTHER**

**\$ 4.5** (2.6%)

**FUEL**

**\$ 0.1** (0.0%)

**UTILITIES & PROPULSION**

**\$ 0.2** (0.1%)

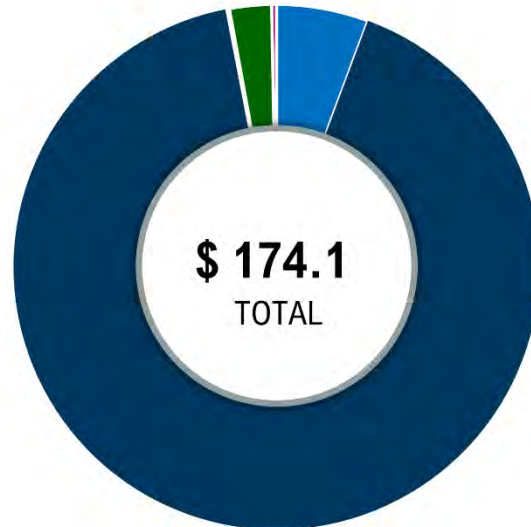
**MATERIALS & SUPPLIES**

**\$ 158.9** (91.3%)

**SERVICES**

**\$ 9.8** (5.7%)

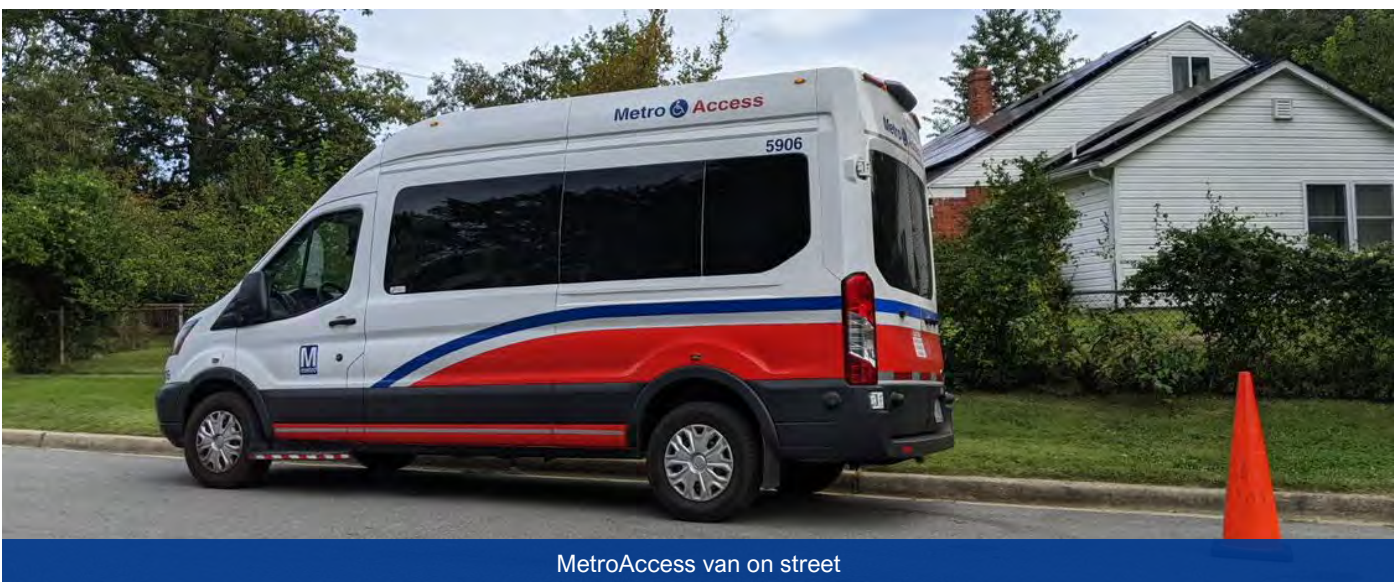
**PERSONNEL**



- Personnel costs are budgeted at \$9.8 million, which is a \$0.8 million increase in comparison to the FY2024 Budget
- Services expenses account for the largest portion of MetroAccess expense. From FY2022 to FY2023, these costs increased by \$33.5 million or 26.8 percent. In FY2025, these expenses are budgeted at \$158.9 million, a decrease of \$28.7 million or 15.3 percent from FY2024 due to reductions in expenses

for Paratransit Service contracts. Contracts to provide Paratransit service account for 87.4 percent of the total MetroAccess budget. Other contract spending brings total Services costs to 91.3 percent of total MetroAccess expenses

- Energy costs, consisting of fuel and utilities, are projected to decrease by 21.1 percent from FY2024 to FY2025



MetroAccess van on street

## METROACCESS – REVENUE AND EXPENSES

		FY2022	FY2023	FY2024	FY2025	
<i>(Dollars in Thousands)</i>		Actual	Actual <sup>2</sup>	Budget	Budget	\$ Change
REVENUES	Passenger	\$4,402	\$4,558	\$4,888	\$4,489	(\$399)
	Parking	-	-	-	-	-
	Advertising	-	-	-	-	-
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	(97)	45	-	66	66
	<b>Total Revenues</b>	<b>\$4,305</b>	<b>\$4,603</b>	<b>\$4,888</b>	<b>\$4,555</b>	<b>(\$333)</b>
EXPENSES	Personnel	\$9,351	\$8,141	\$9,032	\$9,845	\$813
	Services	124,945	158,488	187,621	158,938	(28,684)
	Materials & Supplies	519	320	258	194	(64)
	Fuel (Gas/Diesel/Natural Gas)	4,927	4,585	5,700	4,488	(1,212)
	Utilities & Propulsion Power	814	775	84	78	(6)
	Casualty and Liability	783	592	522	331	(192)
	Leases & Rental	130	91	958	35	(922)
	Miscellaneous	160	143	112	144	32
<b>Total Expenses</b>	<b>\$141,629</b>	<b>\$173,135</b>	<b>\$204,288</b>	<b>\$174,053</b>	<b>(\$30,234)</b>	
SUBSIDY	<b>Gross Subsidy</b>	<b>\$137,324</b>	<b>\$168,533</b>	<b>\$199,399</b>	<b>\$169,498</b>	<b>(\$29,901)</b>
	Federal Relief <sup>1</sup>	(4,647)	(8,922)	(366)	(1,331)	(965)
	<b>Net Subsidy</b>	<b>\$132,677</b>	<b>\$159,611</b>	<b>\$199,033</b>	<b>\$168,167</b>	<b>(\$30,866)</b>
Cost Recovery Ratio	3.0%	2.7%	2.4%	2.6%		

1. Federal relief includes CRRSSA and ARPA federal relief funding

2. OIG PRIIA account moved from Expense to Revenue for FY2023 Actuals

## OPERATING BUDGET – METROACCESS

<i>(Dollars in Thousands)</i>		FY2022	FY2023	FY2024	FY2025	\$ Change	% Change
		Actual	Actual	Budget	Budget		
<b>PERSONNEL</b>	Salaries	\$6,744	\$6,301	\$3,512	\$5,656	\$2,144	61.1%
	Wages	1,013	1,060	913	256	(657)	(72.0%)
	Overtime	36	49	10	10	(0)	(1.2%)
	<b>Total Salaries and Wages</b>	<b>\$7,793</b>	<b>\$7,410</b>	<b>\$4,434</b>	<b>\$5,922</b>	<b>\$1,488</b>	<b>33.5%</b>
	<b>Fringes</b>	<b>\$3,582</b>	<b>\$3,183</b>	<b>\$5,678</b>	<b>\$5,348</b>	<b>(\$330)</b>	<b>(5.8%)</b>
	Fringe Health	1,551	1,358	2,376	2,041	(335)	(14.1%)
	Fringe Pension	1,733	1,575	2,623	2,344	(279)	(10.6%)
	Other Fringe Benefits	(129)	(134)	209	547	338	161.4%
	Workers Compensation	427	383	469	415	(53)	(11.4%)
	<b>Capital Allocation</b>	<b>(\$2,024)</b>	<b>(\$2,452)</b>	<b>(\$1,080)</b>	<b>(\$1,424)</b>	<b>(\$345)</b>	<b>31.9%</b>
<b>Total Personnel Cost</b>	<b>\$9,351</b>	<b>\$8,141</b>	<b>\$9,032</b>	<b>\$9,845</b>	<b>\$813</b>	<b>9.0%</b>	
<b>NON-PERSONNEL</b>	<b>Services</b>	<b>\$124,945</b>	<b>\$158,488</b>	<b>\$187,621</b>	<b>\$158,938</b>	<b>(\$28,684)</b>	<b>(15.3%)</b>
	Professional and Technical	2,572	3,709	3,977	5,026	1,048	26.4%
	Contract Maintenance	482	462	484	813	329	67.8%
	Paratransit	121,334	149,709	182,735	152,101	(30,634)	(16.8%)
	Other	557	4,609	425	998	574	135.0%
	<b>Materials &amp; Supplies</b>	<b>\$519</b>	<b>\$320</b>	<b>\$258</b>	<b>\$194</b>	<b>(\$64)</b>	<b>(24.8%)</b>
	Parts	12	13	15	11	(3)	(23.2%)
	Other	507	307	243	182	(60)	(24.9%)
	<b>Fuel (Gas/Diesel/Natural Gas)</b>	<b>\$4,927</b>	<b>\$4,585</b>	<b>\$5,700</b>	<b>\$4,488</b>	<b>(\$1,212)</b>	<b>(21.3%)</b>
	Diesel Fuel	-	-	-	-	-	-
	Gasoline	4,927	4,585	5,700	4,488	(1,212)	(21.3%)
	Natural Gas	-	-	-	-	-	-
	<b>Utilities &amp; Propulsion</b>	<b>\$814</b>	<b>\$775</b>	<b>\$84</b>	<b>\$78</b>	<b>(\$6)</b>	<b>(7.4%)</b>
	Propulsion	-	-	-	-	-	-
	Electricity	672	622	3	-	(3)	(100.0%)
	Utilities - Other	142	153	81	78	(3)	(3.7%)
	<b>Casualty &amp; Liability</b>	<b>\$783</b>	<b>\$592</b>	<b>\$522</b>	<b>\$331</b>	<b>(\$192)</b>	<b>(36.7%)</b>
	Insurance	532	388	346	132	(214)	(61.8%)
	Claims	251	204	176	198	22	12.4%
	<b>Leases</b>	<b>\$130</b>	<b>\$91</b>	<b>\$958</b>	<b>\$35</b>	<b>(\$922)</b>	<b>(96.3%)</b>
Property	79	68	936	35	(900)	(96.2%)	
Equipment	52	23	22	-	(22)	(100.0%)	
<b>Miscellaneous</b>	<b>\$160</b>	<b>\$143</b>	<b>\$112</b>	<b>\$144</b>	<b>\$32</b>	<b>28.6%</b>	
Business Meeting/Subscriptions	11	17	30	34	5	15.3%	
Advertising	150	116	34	93	59	170.7%	
Reimbursements/Other	(1)	10	48	17	(31)	(65.2%)	
<b>Total Non-Personnel Cost</b>	<b>\$132,279</b>	<b>\$164,995</b>	<b>\$195,255</b>	<b>\$164,208</b>	<b>(\$31,047)</b>	<b>(15.9%)</b>	
<b>Total Cost</b>	<b>\$141,629</b>	<b>\$173,135</b>	<b>\$204,288</b>	<b>\$174,053</b>	<b>(\$30,234)</b>	<b>(14.8%)</b>	

# 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

	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change
<b>Federal Grant Funding</b>				
Safety and Security Grants	\$963	\$1,501	\$5,074	\$3,573
<b>Other Sources of Funding</b>				
Joint Development and Adjacent Construction Projects	5,468	7,665	5,108	(2,557)
Metrobus Lane Violation Detection			2,359	2,359
National Explosive Detection Canine			454	454
Overnight Bus			2,310	2,310
<b>Total</b>	<b>\$6,431</b>	<b>\$9,166</b>	<b>\$15,305</b>	<b>\$6,139</b>

## Safety and Security Grants

Metro has been awarded several grants under the Transit Security Grant Program (TSGP) from 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 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 for security grants become available, Metro continues to pursue new funding to further enhance security activities.

jurisdictions, property owners, consultants, developers, utilities, and/ or anyone who impacts 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, 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 Metro will ultimately own and operate

## Joint Development and Adjacent Construction Projects

Metro's Office of Joint Development and Adjacent Construction 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's construction
- The requesting private entity or jurisdiction reimburses Joint Development expenditures

The Joint Development office performs the following activities for the entities:

- Provides internal Authority departmental coordination with the project's owner/developer/contractor (ODC), including external agencies,

## Metrobus Lane Violation Detection

To deter vehicle operators in the District of Columbia from blocking Metro's bus lanes, Metro entered an agreement with the District of Columbia Department of Transportation to enforce tickets and fines on violators who obstruct bus movement along the routes. Metro and the District Department of Transportation (DDOT) employ an automated camera-based enforcement system, the Metrobus Detection System. Metro has acquired and mounted cameras on its buses operating within the District Bus Priority Infrastructure (bus zones and lanes). Metro has no enforcement rights for bus lane violations in the District of Columbia. Metro provides the necessary administrative and maintenance services on the violation detection system and photo equipment, including administrative services, installation, testing support,

recordkeeping, and related maintenance of the vehicle detection system equipment and data. Additionally, Metro manages applicable vendor system requirements. DDOT, in return for Metro's services, pre-deposits funds based on a projected annual cost to cover Metro's upkeep of the violation detective system. Staff periodically reconciles the account as required and submits it to DDOT to replenish the account. The covered expenses are as follows:

- Vehicle base licensing
- Vehicle cellular data and vehicle base systems software licensing
- Other fees and possible vendor incentive

## National Explosive Detection Canine Team Program

Metro participates in the National Explosive Detection Canine Team Program (NEDCTP), a training program for

transit agencies by the Federal Transportation Security Administration (TSA) and has a five-year grant agreement from the canine program with the TSA for canine team cost reimbursement. Metro must make a submission for reimbursement as specified by the grant guidelines for related Canine Patrol Operation expenditures charged to the fiscal budget.

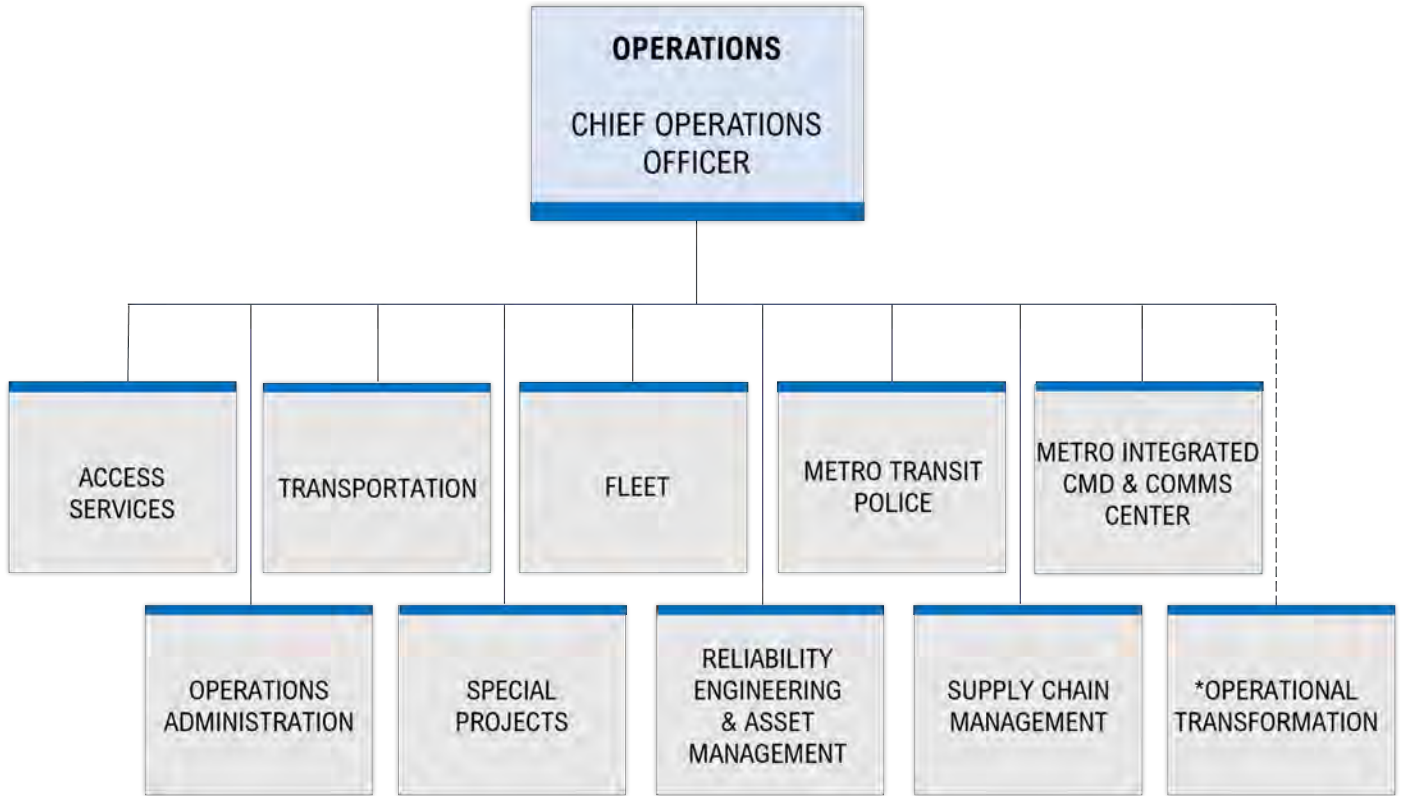
## Overnight Bus Program

Metro operates an overnight bus program to provide 24-hour enhanced service in the District of Columbia along selected routes. The District of Columbia funds all incremental operating costs for operations, security and communications. The overnight bus program provides bus ridership services at late hours to meet customer and public demand for a safe, reliable, and equitable customer experience.



Metrobus in service

# Operations



\*Operational Transformation has dual reporting to Infrastructure

## FY2025 APPROVED OPERATING EXPENSE: OPERATIONS

(Dollars in Thousands)	FY2022 Actual	FY2023 Actual	FY2024 Budget <sup>2</sup>	FY2025 Budget	\$ Change	% Change
Personnel	\$647,706	\$766,822	\$727,081	\$767,339	\$40,258	5.5%
Non-Personnel	\$298,116	\$404,741	\$389,627	\$389,502	(\$125)	0.0%
<b>Total Cost</b>	<b>\$945,822</b>	<b>\$1,171,563</b>	<b>\$1,116,708</b>	<b>\$1,156,842</b>	<b>\$40,134</b>	<b>3.6%</b>
Authorized Positions <sup>1</sup>	n/a	n/a	7,506	7,725	219	2.9%

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

2. Due to re-organization of November 2022, FY2024 Budget differs from amount reported in FY2024 Budget Book

Operations 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 Transportation, Fleet, Access

Services, Metro Transit Police, Metro Integrated Command & Communications (MICC) Center, Reliability Engineering & Asset Management, Supply Chain Management, Operations Administration, and Special Projects

# Transportation

Transportation provides bus and rail service in the District of Columbia, Maryland, and Virginia. The department manages operators, supervisors, and administrative management of all bus and rail transportation divisions.

## FY2025 Business Plan

- Enhance a proactive safety culture by implementing elements of the agency safety plan, identifying and managing risks, and promoting safety
- Improve Metrobus service quality for all riders through the Better Bus redesign project, launching in FY2026
- Streamline and improve day-to-day operations and activities at bus and rail divisions to improve Metro's ability to provide reliable and frequent service for customers
- Improve rail service reliability and frequency
- Enhance real-time customer communications and customer engagement
- Advance Automatic Train Operations certification
- Partner with the jurisdictions to promote equity and improve the customer experience

- Implement programs and engineering controls to enhance employee security, including installation of fully enclosed bus operator compartments

## FY2024 Major Accomplishments

- Increased rail service levels eleven times since summer 2022, delivering 60 percent more rail service than in 2022 and the most service in Metro's history
- Celebrated the one millionth customer at Washington Dulles International Airport Silver Line Metrorail Station
- Modernized Metrorail customer touchpoints through the tablet initiative to equip Station Managers and Ambassadors
- Launched overnight bus service across the District of Columbia
- Launched the first phase of all door boarding
- Completed the initial safety risk management process required under the agency safety plan and restructured safety committees to focus on identifying and managing risks, in addition to promoting safety

### KEY PERFORMANCE INDICATORS: TRANSPORTATION

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
Metrobus: General customer satisfaction	73.0%	77.0%	FY24 Q1/Q2	≥74%	≥85%
Metrorail: General customer satisfaction	74.0%	88.0%	FY24 Q1/Q2	≥85%	≥85%
<b>Objective 1A: Safety and security</b>					
Metrobus: Customer Injury Rate	35.9	64.9	FY24 Q1/Q2	<49.8	Trend toward 0
Metrorail: Customer Injury Rate	35.9	14.4	FY24 Q1/Q2	≤11.5	Trend Toward 0
Metrobus: Employee Injury Rate	5.7	13.1	FY24 Q1/Q2	<12.4	Trend toward 0
Metrorail: Employee Injury Rate	5.7	2.8	FY24 Q1/Q2	≤3.5	Trend Toward 0
Metrobus crowding	2.0%	3.8%	FY24 Q1/Q2	≤5.0%	≤5.0%
Metrorail crowding	0.7%	0.5%	FY24 Q1/Q2	≤5%	≤5%
<b>Objective 1B: Reliability</b>					
Metrobus: On-time performance	77.0%	76.0%	FY24 Q1/Q2	≥77%	≥80%
Metrorail: On-time performance	92%	87%	FY24 Q1/Q2	≥90%	≥95%
Metrobus: Percent of planned bus service vs schedule	98.2%	98.5%	FY24 Q1/Q2	≥98.6%	≥98%
Metrorail: Percent of planned rail service vs schedule	99%	99%	FY24 Q1/Q2	≥98%	≥99%
Metrorail: Percent of planned rail service vs budget	n/a				TBD
<b>Objective 1C: Convenience</b>					
Metrobus: Accuracy of real-time arrival information	86.3%	86.1%	FY24 Q1/Q2	≥87%	≥88%



## KEY PERFORMANCE INDICATORS: TRANSPORTATION

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
Metrorail: Accuracy of real-time arrival information	n/a	96.7%	FY24 Q1/Q2	≥97.3%	TBD
Availability of real-time bus arrival information	92.7%	91.3%	FY24 Q1/Q2	≥94.4%	TBD
Metrobus customer satisfaction: cleanliness	71.0%	72.0%	FY24 Q1/Q2	≥73%	≥80%
Metrorail customer satisfaction: cleanliness	52.0%	61.0%	FY24 Q1/Q2	≥64%	≥80%
<b>Goal 4: Financial Sustainability</b>					
<b>Objective 4A: Financial Sustainability</b>					
Metrobus: Fare Evasion	59%	65%	FY23 Q4	Trend toward 0	Trend toward 0
Non-revenue fleet	1,526	1,492	FY23 Q4	TBD	TBD
<b>Objective 4B: Environmental Sustainability</b>					
Metrobus: Percent of fleet that is zero-emission	<1%	<1%	FY23	100% by 2042	
Non-revenue: Percent of fleet that is zero-emission	<1%	<1%	FY23	100% by 2050	

## Fleet

Fleet leads vehicle maintenance for both bus and rail passenger and non-passenger fleets in the District of Columbia, Maryland, and Virginia.

### FY2025 Business Plan

- Advance procurement of fleet of the future – 8000-series rail cars
- Continue implementation of the new electric bus fleet
- Continue to implement fleet enhancements to improve the customer experience

### FY2024 Major Accomplishments

- Increased service levels eleven times since summer 2022, delivering 60 percent more rail service than in 2022 and the most service in Metro’s history
- Developed the 8000-series soft mock-up and hosted visitors in the Fleet of the Future Expo on the National Mall

- Completed installation of new fareboxes and card validators on close to 1,100 buses
- Commissioned 95 buses with improved customer amenities
- Introduced on route W4 Metro’s first 60-ft electric bus
- Increased railcar reliability by 22 percent since FY2022
- Launched Automatic Door Operations on the Red Line
- Began the Wheelset Replacement Program on the 7000-series and put repaired trains back into service
- Reconfigured 7000-series cars to operate as 6-car trains, increasing train availability

## KEY PERFORMANCE INDICATORS: FLEET

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
Metrobus: General customer satisfaction	73.0%	77.0%	FY24 Q1/Q2	≥74%	≥85%
Metrorail: General customer satisfaction	74.0%	88.0%	FY24 Q1/Q2	≥85%	≥85%
<b>Objective 1A: Safety and security</b>					
Metrobus: Customer Injury Rate	35.9	64.9	FY24 Q1/Q2	<49.8	Trend toward 0
Metrorail: Customer Injury Rate	35.9	14.4	FY24 Q1/Q2	≤11.5	Trend Toward 0
Metrobus: Employee Injury Rate	5.7	13.1	FY24 Q1/Q2	<12.4	Trend toward 0
Metrorail: Employee Injury Rate	5.7	2.8	FY24 Q1/Q2	≤3.5	Trend Toward 0
Metrobus crowding	2.0%	3.8%	FY24 Q1/Q2	≤5.0%	≤5.0%

## KEY PERFORMANCE INDICATORS: FLEET

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
Metrorail crowding	0.7%	0.5%	FY24 Q1/Q2	≤5%	≤5%
<b>Objective 1B: Reliability</b>					
Metrobus: On-time performance	77.0%	76.0%	FY24 Q1/Q2	≥77%	≥80%
Metrorail: On-time performance	92%	87%	FY24 Q1/Q2	≥90%	≥95%
Metrobus: Percent of planned bus service vs schedule	98.2%	98.5%	FY24 Q1/Q2	≥98.6%	≥98%
Metrorail: Percent of planned rail service vs schedule	99%	99%	FY24 Q1/Q2	≥98%	≥99%
Metrorail: Percent of planned rail service vs budget	n/a				TBD
<b>Objective 1C: Convenience</b>					
Metrobus: Accuracy of real-time arrival information	86.3%	86.1%	FY24 Q1/Q2	≥87%	≥88%
Metrorail: Accuracy of real-time arrival information	n/a	96.7%	FY24 Q1/Q2	≥97.3%	TBD
Availability of real-time bus arrival information	92.7%	91.3%	FY24 Q1/Q2	≥94.4%	TBD
Metrobus customer satisfaction: cleanliness	71.0%	72.0%	FY24 Q1/Q2	≥73%	≥80%
Metrorail customer satisfaction: cleanliness	52.0%	61.0%	FY24 Q1/Q2	≥64%	≥80%
<b>Goal 4: Financial Sustainability</b>					
<b>Objective 4A: Financial Sustainability</b>					
Metrobus: Fare Evasion	59%	65%	FY23 Q4	Trend toward 0	Trend toward 0
Non-revenue fleet	1,526	1,492	FY23 Q4	TBD	TBD
<b>Objective 4B: Environmental Sustainability</b>					
Metrobus: Percent of fleet that is zero-emission	<1%	<1%	FY23	100% by 2042	
Non-revenue: Percent of fleet that is zero-emission	<1%	<1%	FY23	100% by 2050	

## Access Services

Access Services provides paratransit service to eligible customers through overseeing contracted services and assessing eligibility for MetroAccess Service and the Reduced Fare Program.

### FY2025 Business Plan

- Ensure efficient, accurate and effective use of certification eligibility resources, aiming to reduce customer wait times for appointments and determinations
- Increase customer knowledge and use of available transportation options in the region
- Accurately schedule MetroAccess trips to reflect the respective fixed-route equivalent time and progressive routing
- Utilize real-time traffic tools for MetroAccess service
- Continue growth of lower cost alternatives to MetroAccess, enabling customers to maximize their abilities to take advantage transportation options in exchange for a discounted fare

- Continue growth in customer use of the Find-A-Ride and SMS features, thus reducing the number of call to the MetroAccess Operations Control Center
- Re-introduce non-dedicated service to MetroAccess, bringing some of the benefits of the Abilities-Ride program to Americans with Disabilities Act (ADA) trips

### FY2024 Major Accomplishments

- Completed a business model study to determine the future contract model and released Request for Proposals (RFP) based on the study.
- Implemented AlertMeter tool to supplement our daily readiness for work evaluations
- Introduced a text feature to provide customers with an alternative for Where's My Ride, trip cancellations, and other trip or booking issues
- Added digital assistant technology to support booking trips, and reduce customer on-hold times

## KEY PERFORMANCE INDICATORS: ACCESS SERVICES

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
MetroAccess: General customer satisfaction	79.0%	77.0%	FY24 Q1/Q2	≥80%	≥85%
<b>Objective 1A: Safety and security</b>					
MetroAccess: Customer Injury Rate	35.9	8.5	FY24 Q1/Q2	≤13.2	Trend toward 0
<b>Objective 1B: Reliability</b>					
MetroAccess: On-time performance	92.9%	91.4%	FY24 Q1/Q2	≥93%	≥92%
MetroAccess: Percent of service delivered	99.06%	98.96%	FY24 Q1/Q2	≥99.25%	≥99.25%
<b>Objective 1C: Convenience</b>					
MetroAccess: Find-My-Ride App Usage	n/a	868	FY24 Q1/Q2		TBD
<b>Goal 4: Financial Sustainability</b>					
<b>Objective 4B: Environmental Sustainability</b>					
Paratransit: Percent of fleet that is zero-emission	<1%	<1%	FY23		100% by 2050

## Metro Integrated Command & Communications Center

The Metro Integrated Command & Communications Center safely and efficiently moves people, via our buses and trains, throughout the system seven days a week. Metro Integrated Command & Communications Center has four main functions: controlling bus and rail traffic, coordinating system information for both internal and external stakeholders, overseeing the safety and security of the system, and managing maintenance requests.

### FY2025 Business Plan

- Empower the team to elevate our control center to top-tier status through continuous improvement initiatives. The team will implement a streamlined, unified messaging system across all Metro services, maximizing resource efficiency to meet evolving needs effectively
- Deliver real-time video feeds to our control center through the newly formed Video team, bolstering operational effectiveness, system security, and safety measures, thereby reinforcing our commitment to ensuring the safety of our customers within the transit system
- Collaborate with the Training Department to finalize the Rail Traffic Controllers (RTCs) training pilot program, aligning it with both current and future system requirements. Ensure training materials are structured sequentially and regularly updated to enhance trainees' chances of success

- Create and deploy a reporting dashboard for Metro's Integrated Command & Communications Center metrics, empowering all stakeholders to access the system's status and facilitating data-driven decision-making processes
- Support the Customer Experience team in integrating the command and communication systems of Rail and Bus operations into a unified, world-class control center to enhance the efficiency and reliability of communication across all Metro services, while also optimizing resource utilization

### FY2024 Major Accomplishments

- Inception of Metro Integrated Command and Communications Center in the second quarter of FY2024; integration of Bus, Rail, Communications, Power, Maintenance, Video Operations, and introduction of the Command Line in one facility for the first time in Metro's history
- Completed the integration in the third quarter of FY2024 by creating/updating Standard Operating Procedures and optimizing of roles and assignments
- Implementation of Video & Consequence management; monitoring of safety and security during events, and coordination of special events and emergency operations

## KEY PERFORMANCE INDICATORS: METRO INTEGRATED CMD & COMMS CENTER

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
Metrorail: General customer satisfaction	74.0%	88.0%	FY24 Q1/Q2	≥85%	≥85%
<b>Objective 1A: Safety and security</b>					
Metrorail crowding	0.7%	0.5%	FY24 Q1/Q2	<5%	<5%
<b>Objective 1B: Reliability</b>					
Metrobus: On-time performance	77%	76%	FY24 Q1/Q2	≥77%	≥80%
Metrorail: On-time performance	92%	87%	FY24 Q1/Q2	≥90%	≥95%
<b>Objective 1C: Convenience</b>					
Metrorail: Accuracy of real-time arrival information	n/a	96.7%	FY24 Q1/Q2	≥97.3%	TBD

## Metro Transit Police

The Metro Transit Police Department (MTPD) is responsible for the security 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. MTPD is composed of sworn officers, security Special Police, and civilian personnel who collectively protect and serve Metro patrons, personnel, transit facilities, and revenue.

### FY2025 Business Plan

- Create an administrative operations and logistical manual for the 2025 Inauguration and secure funding for equipment, overtime and outside agencies
- Continue deployment of private contractor security in District of Columbia and expand into Maryland and Virginia, as well as develop a metric to determine its affect of crime reduction
- Continue deployment of crisis intervention coordinators
- Phase out municipal partnership initiative by increasing the number of MTPD Officers and enhancing the deployment of contracted Special Police Officers
- Transition out of Northern Virginia Criminal Justice Academy and create an all-encompassing MTPD Police Academy at WMATA Goodluck Road facility
- Enhance the MTPD Text-Tip software to create a better customer experience
- Identify a vendor to support the replacement or upgrading of Computer Aided Design and Records Management Systems

- Identify and deploy an electronic ticket writing system that is multi-jurisdictional
- Develop a public facing website that supports payment collection and the release of information (i.e., police reports to citizens, public entities and third-party requesters)

### FY2024 Major Accomplishments

- Established dedicated lieutenants in the Metro Integrated Command & Communications (MICC) Center for coverage during revenue hours seven days a week
- Increased the Crisis Intervention team to 13, to include sworn officers, with coverage across three shifts
- Engaged with over 10,000 customers, employees and vulnerable people through our Crisis Intervention Team
- Fully implemented our body worn camera program
- Implemented a comprehensive security plan for MTPD Officers and contracted Special Police to patrol revenue trains, in coordination with Rail Services who announces officers or Special Police Officers presence. To date over 55,000 patrols have occurred
- Hosted over 300 outreach events to include a back-to-school event providing school supplies to over 1,000 school aged youths
- Maintained a departmental case clearance rate of 38.5 percent, well over the national average; MTPD case clearance includes 100 percent for homicide and 49 percent for Robbery

- Created a Special Operations Division to focus on terrorism prevention and mitigation, civil disturbances, and bus lane traffic enforcement
- Relocated the Police Communications Division to the MICC at Eisenhower Avenue
- Deployed a Naloxone program, at no cost to the Authority, training and equipping every MTPD officer, Contract Special Police Officer and Crisis Intervention Team members, resulting on 125 usages and 225 doses of Naloxone being delivered to patrons experiencing drug overdoses
- Procured and distributed civil disturbance equipment to all MTPD officers and fully equipped 120 MTPD officers
- Closed all MTPD outstanding corrective action plans
- Developed and implemented an MTPD Anti-Harassment Portal that collects and chronicles incidents and responses, this data is shared with the WMATA Anti-Harassment working group
- Developed and implemented a fare evasion Dashboard that collaborates with ridership and mobility allowing MTPD to strategically conduct fare enforcement
- Conducted a detailed study on selected violent crime to support the theory that fare evasion is the nexus to violent crime within the system. This resulted in findings that 97 percent of violent crime involves fare evasion
- Increased fiscal YTD fare enforcement by 1,369 percent (8,831) and arrests by 864 percent (694)

## KEY PERFORMANCE INDICATORS: METRO TRANSIT POLICE

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
<b>Objective 1A: Safety and security</b>					
Part 1 Crime Rate	5.8	7.9	FY24 Q1/Q2	≤8.0	Trend toward 0
Customer / Employee assault rate	8.3	9.4	FY24 Q1/Q2	≤6.7	Trend toward 0
Metro rail Customer perception/ satisfaction: safety from crime	58%	56%	FY24 Q1/Q2	≥58%	≥75%
Metrobus Customer perception/ satisfaction: safety from crime	64%	64%	FY24 Q1/Q2	≥64%	≥75%
<b>Goal 4: Financial Sustainability</b>					
<b>Objective 4A: Financial Sustainability</b>					
Metro rail: Fare Evasion	n/a	13%	FY23 Q3/Q4	Trend toward 0	Trend toward 0
Metrobus: Fare Evasion	59%	65%	FY23 Q4	Trend toward 0	Trend toward 0

## Operations Administration

Operations Administration ensures Metro’s internal clients are well-equipped to serve our customers, providing direct support and managing oversight of financials, resources, policies, workforce availability and administrative functions within Operations to ensure that all activities are accomplished consistently, efficiently, and in conformance with WMATA and labor standards to confirm safety of personnel and customers.

### FY2025 Business Plan

- Strengthen policies, procedures and data dashboards to identify cost saving opportunities, improve cost controls and manage financial resources more efficiently
- Lead discipline standardization across Operations to ensure consistency and fair and equitable treatment to all employees
- Continue to lead absenteeism and overtime process improvements with implementation of automation and consistent management approach throughout Operations
- Facilitate resolution of contractual/procurement funding challenges among Operations and Infrastructure offices by partnering with Procurement, Grants and Finance
- Effective operating budget development and management for Operations and Infrastructure offices working closely with senior leaders to ensure budget is aligned with operational requirements

- Provide professional, on-time and transparent reporting on budget and financial outlook to support the organization's long-term financial stability and effectively manage the Operating Budget

- Produced and implemented weekly overtime and absenteeism dashboards for front line management
- Provided in-person and online training for new management reporting tools
- Led the implementation of automated utility invoice payment partnering with Accounting and Digital Modernization
- Developed scenario-based guidelines to correspond with each absence code serving as the foundation for consistent management decisions
- Conducted workshops to review and educate Bus and Rail management teams on daily timekeeping guidelines and absence management

## FY2024 Major Accomplishments

- Led and developed the FY2025 five percent cost reduction initiatives for Operations and Infrastructure working closely with senior leaders and Finance
- Built the FY2025 budget in Hyperion for all Operations and Infrastructure totaling 198 offices
- Developed and implemented data visualization reporting combining Trapeze absence and Metro's Centralized Absence Intake Center (CAIC) data sets

### KEY PERFORMANCE INDICATORS: OPERATIONS ADMINISTRATION

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 2: Talented Teams</b>					
<b>Objective 2A: Recruitment and retention</b>					
Absenteeism	n/a				TBD
<b>Goal 4: Financial Sustainability</b>					
Deviation to budget (operating)	-9.9%	-2.2%	FY23 Q4	+/- 5%	+/- 5%
<b>Objective 4A: Financial Sustainability</b>					
Metrorail: Operating expenses per vehicle revenue mile	\$ 23.00	\$ 19.87	FY23 Q4	Index to Growth	
Metrobus: Operating expenses per vehicle revenue mile	\$ 23.60	\$ 25.18	FY23 Q4	Index to Growth	

## Reliability Engineering & Asset Management

Reliability Engineering & Asset Management 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. It also includes newly formed departments related to Uniform Rules Compliance and Corrective Action Plan Compliance.

- Continue to develop Condition Assessment methodologies and Lifecycle Management Plans or major asset classes
- Continue to expand and improve the Uniform Rules Compliance function to include bringing in the MICC teams
- Develop and roll out the Safety Risk Coordinator functions for Operations within the following functional groups: Bus Maintenance, Bus Transportation, Railcar Maintenance, Rail Transportation, Supply Chain Management and the MICC

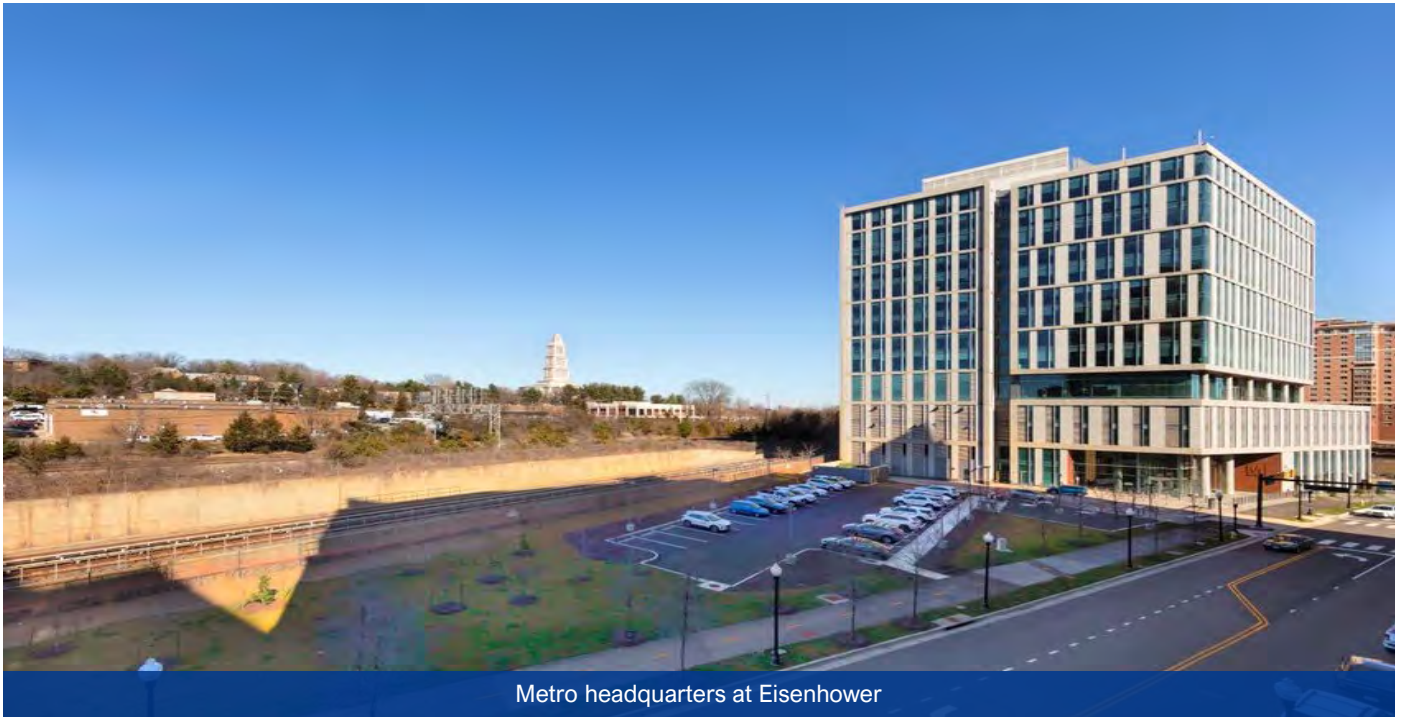
## FY2025 Business Plan

- Lead the transition from paper-based maintenance records to digital forms
- Lead the program of projects to upgrade our Enterprise Asset Management System (Maximo) as well as other supporting business systems including Optram and MaxTrax
- Continue to embed reliability engineering and reporting functions, including maintenance planning, across Operations & Infrastructure

## FY2024 Major Accomplishments

- Established the new position of Director of Operations CAP Compliance
- Established the new positions of Senior Director Uniform Rules Compliance

- Continued to develop digital maintenance and inspections forms for multiple departments
- Onboarded the realigned Safety Risk Coordinators for Operations
- Continue to improve the adoption of asset management functions across the Authority



Metro headquarters at Eisenhower

## Special Projects

Special Projects supports the Chief Operations Officer in project management and coordination between departments throughout Metro to advance the goals of the Strategic Transformation Plan, focusing on the core transit services and supporting functions.

### FY2025 Business Plan

- Lead Lean Six Sigma process improvements for administrative field processes in Bus and Rail Services
- Manage the development of rail and bus fleet plans and improvements to procurement processes
- Lead and manage improvement projects to advance Metro’s goal of service excellence, to include facilitating collaboration between modes and departments
- Partner with the Transformation Office on tracking and advancing projects

### FY2024 Major Accomplishments

- Managed the integration program of the Metro Integrated Command and Communications Center, including the move into the Eisenhower Building
- Developed and launching unstaffed station mezzanines to support efficiency in operating funding
- Led the assessment of vehicle procurement activities in Bus and Rail
- Developed the Uniform Rules Compliance Program and launched in Bus and Rail Transportation
- Supported Access Services in project management on the paratransit business model study
- Supported Operations Administration in project management on discipline standardization
- Led executive communications of project status and partnered with the Transformation Office to launch
- Led two design sprints to advance projects related to security and video camera installations

# Supply Chain Management

Supply Chain Management directs the supply chain to enable safe, reliable and cost-effective transportation. It is composed of the following offices: Supply Chain Planning and Analytics; Supply Chain Contracts Management; Supply Chain Warehousing and Logistics; and Supplier Warranty and Core Management.

## FY2025 Business Plan

- Modernize warehouse infrastructure, technology, and logistics; reduce inventory value by \$50 million
- Implement comprehensive warranty management capabilities across Capital and Operational spending categories
- Develop a mature data-driven culture and enhance knowledge-sharing within Supply Chain Management and across departments

## FY2024 Major Accomplishments

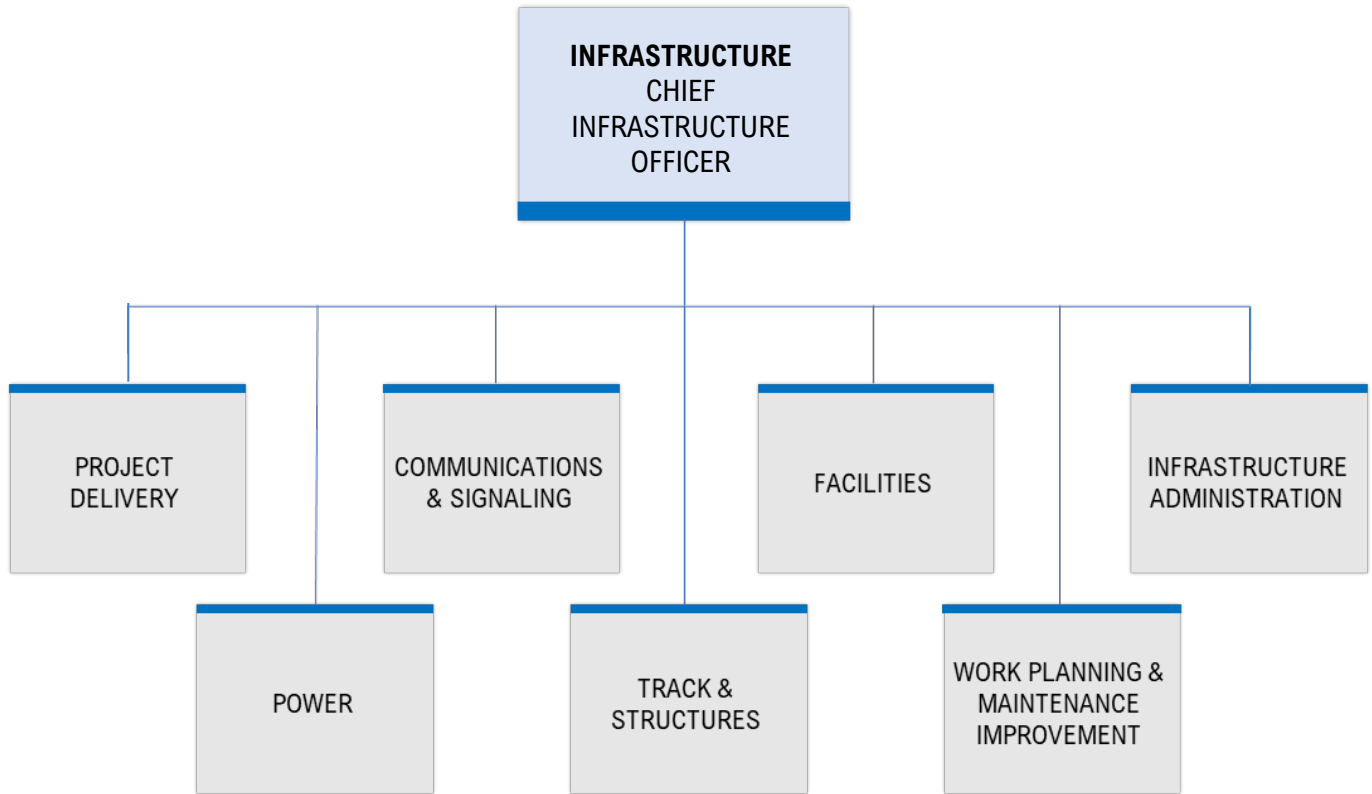
- Investment Recovery recognized as a key Govdeals.com partner for generating \$9 million in

revenue for the Authority in the prior 3-year period through sales of assets and end-of-life material such as railcars, buses, MetroAccess vehicles, furniture, and parts

- Reduced contract payment processing time through improvement in contract management processes resulting in a cash rebate of \$100 thousand
- Moved over \$200 million of inbound and outbound inventory to support maintenance operations
- Optimized Core return Storeroom Layout to maximize Core processing speed and recover the maximum value from these assets
- Instituted a Strike Zone layout at Metro Supply Facility to increase inventory accuracy, optimize order picking, improve order fulfillment and meet sustainability goals



# Infrastructure



## FY2025 APPROVED OPERATING EXPENSE: INFRASTRUCTURE

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
Personnel	\$249,612	\$281,298	\$214,866	\$255,468	\$40,601	18.9%
Non-Personnel	\$52,193	\$77,024	\$65,214	\$63,861	(\$1,353)	(2.1%)
<b>Total Cost</b>	<b>\$301,805</b>	<b>\$358,322</b>	<b>\$280,081</b>	<b>\$319,329</b>	<b>\$39,248</b>	<b>14.0%</b>
Authorized Positions <sup>1</sup>	n/a	n/a	3,741	3,785	44	1.2%

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

The Department of Infrastructure executes the inspection, maintenance, and rehabilitation of all fixed assets throughout Metro and delivers the capital construction program from development of implementation strategy for all approved projects through daily oversight of project execution.

The Department of Infrastructure’s organization structure consists of seven main divisions: **Project Delivery**, **Power**, **Communications & Signaling**, **Track & Structures**, **Facilities**, **Work Planning & Maintenance Improvement**, and **Infrastructure Administration**. **Rail Transformation** has a dual reporting structure between Infrastructure and Operations. Infrastructure continues to implement processes to support the organizational realignment to focus on asset types (e.g., power) and the

stages of the infrastructure life cycle (design, build, maintenance, etc.).

**Communications and Signaling** ensures the seamless functioning of Metro, safeguarding communication, movement, and the well-being of our employees and passengers. Communications and Signaling manages and plans the signaling and communication system operations, maintenance, renewal, and quality assurance for bus, rail, and MetroAccess service, including the engineering required to complete the work and technical projects enabling digital transformation including implementation of Communications Based Train Control.

**Facilities** inspects, maintains, and rehabilitates system-wide facilities and related infrastructure assets to include

Plant, Systems, Elevators/Escalators, Mechanical, and Architecture. In addition, Facilities coordinates weather-related activities for infrastructure stations, parking lots, and buildings.

**Project Delivery** delivers the Authority’s capital program for all approved projects, from development of implementation strategy through daily oversight of project execution until assets are turned over to Operations.

**Power** inspects, maintains, and rehabilitates power assets throughout the Authority to include low voltage assets, hundreds of AC Rooms, Tie Breaker Stations, Traction Power Substations, and a High Voltage cable plant of over 10,000 High Voltage cables.

**Track & Structures** inspects and maintains the state of good repair and capital delivery program for 260 miles of

mainline track, 100 miles of tunnel, and 35 miles of aerial structures. Responsibilities include the development and execution of inspections, repairs, and the engineering required to complete this work.

**Work Planning & Maintenance Improvement** delivers efficient use of track occupancy by planning and coordinating track access, maintenance improvement strategies of all fixed assets, and developing long-range maintenance plans.

**Infrastructure Administration** delivers strategic direction and management of Infrastructure by establishing guidelines and processes for administrative functions. Infrastructure Administration directs strategic priorities for infrastructure leadership and a diverse workforce of approximately 4,000 Infrastructure employees.

## KEY PERFORMANCE INDICATORS: INFRASTRUCTURE

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
Metrorail: General customer satisfaction	74.0%	88.0%	FY24 Q1/Q2	85.0%	≥85%
<b>Objective 1A: Safety and security</b>					
Metrorail: Customer injury rate	35.9	14.4	FY24 Q1/Q2	≤11.5	Trend toward 0
Metrorail: Employee injury rate	5.7	2.8	FY24 Q1/Q2	≤3.5	Trend toward 0
<b>Objective 1B: Reliability</b>					
Metrorail: On-time performance	92%	87%	FY24 Q1/Q2	≥90.0%	≥95.0%
Metrorail: Percent of planned rail service vs budget	n/a				TBD
Elevator Availability	97.7%	98.4%	FY24 Q1/Q2	≥97.7%	≥98.0%
Escalator Availability	92.7%	94.2%	FY24 Q1/Q2	≥93.3%	≥93.0%
<b>Objective 1C: Convenience</b>					
Metrorail: Accuracy of real-time arrival information	n/a	96.70%	FY24 Q1/Q2	≥97.3%	TBD
<b>Goal 4: Financial Sustainability</b>					
Deviation to budget (capital)	-20.90%	1.80%	FY23 Q4		+/- 5%
<b>Objective 4A: Financial Sustainability</b>					
Non-revenue fleet	1,526	1,492	FY23 Q4		TBD
<b>Objective 4B: Environmental Sustainability</b>					
Metrobus: Percent of fleet that is zero-emission	<1%	<1%	FY23		100% by 2042
Number of facilities with green certifications	11	12	FY24 Q1		18 by 2028

## FY2025 Business Plan

- Complete project charters for state of good repair and safety critical projects
- Support development, procurement, award, and oversight of Indefinite Delivery/Indefinite Quantity

(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, unit price schedule (UPS) alignment with bid documents, and internal cost estimate (ICE)

- Conduct market research to maximize competition on procurements and to float progressive bidding concepts that may aid bidders and reduce risk to Metro 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
- Support Metro's Disadvantaged Business Enterprise (DBE) goal achievement of 25 percent participation by identifying small business opportunities and construction implementation plans that enable optimal participation
- Continue optimizing condition and availability for assets including elevators/escalators, faregates, and fare vending machines
- 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 Capitol South, and stairs at Judiciary Sq North Metrorail stations
- Continue designs for Traction Power and A/C Power gear replacements on all lines in accordance with prioritization
- Complete designs for next air handling unit locations, systemwide tunnel chilled water pipes, and chillers throughout the system
- Commence design and investigation for Cinder Bed Rd Battery-Electric Bus (BEB) conversion project
- Commence relocation of Union Station First Street entrance
- Continue construction for next phase of edge lighting installation and commence site lighting for stations
- Continue rehabilitation of drainage pump systems
- Complete rehabilitation of the tunnel ventilation upgrades pilot project
- Continue designs for Traction Power and A/C Power gear replacements on all lines in accordance with prioritization
- Award Structural Package B structural rehabilitation of 21 bridges and commence design phase
- Award and commence installation of next phase of Tunnel Smoke Detection System
- Continue design work for more maintenance friendly chemical detection systems for bus garages
- Continue installation of electronic safety and security upgrades (such as lighting, closed-circuit television (CCTV), access control, intrusion detection, fire alarms, public address, and intercom) across rail stations, bus stations, and other Metro facilities
- Continue repair and replacement of roofs program
- Continue installation of pneumatic logic control (PLC) panel boxes
- Continue AC Switchgear replacement
- Continue UPS replacements at passenger stations, yards, and traction power locations
- Execute new Battery Replacement contract to improve availability of critical assets during electrical outages
- Award Structural Package B structural rehabilitation of 21 bridges and commence design phase
- Continue replacement and installation of cable and traction power system for rail car efficiency upgrades under Traction Power State of Good Repair contract
- Complete development of specifications for Battery Electric Buses in support of our zero emissions goals
- Continue Tunnel Leak mitigation on Red Line
- Continue monitoring and support of Maryland Transit Administration's (MTA) Purple Line project coordinating Silver Spring Shutdown.
- Complete design and commence construction of the Bethesda South Mezzanine
- Continue coordinating and monitoring adjacent, development, and jurisdictional projects such as Crystal City East Entrance

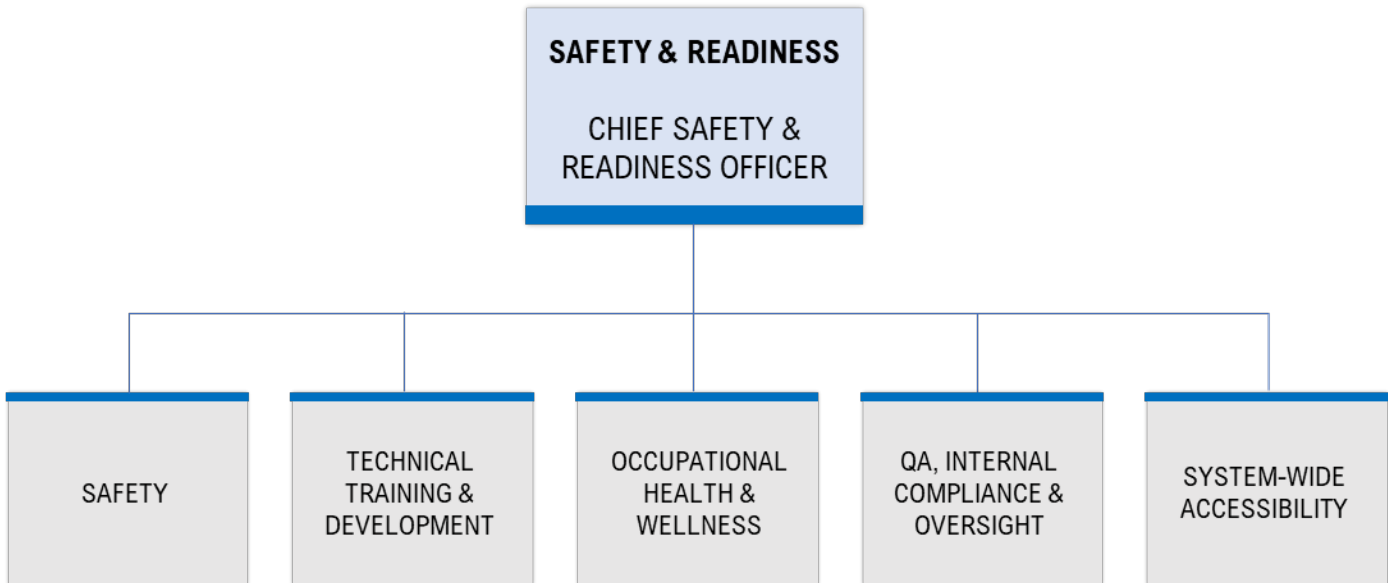
- Reduce mechanical joints by 40 percent to improve ride quality
- Continue the Yard Rehabilitation project and the installation of the Automatic Wayside Inspection System (AWIS) locations
- Complete systemwide return to automatic door operations (ADO) and return to automatic train operation (ATO)
- Remove and replace the remaining legacy fasteners
- Work with Track Engineering to finalize the plan to implement needed repairs arising from the Restraining Rail study
- Begin construction for Train Control Room Renewal Project: complete Issued for Construction (IFC) design package, design completion for Modbus Embedded Remote Terminal Unit Communications Server and Remote Terminal Units (RTUs); complete upper B-line construction and commence construction on J-line and G-line
- Initiate engineering assessment for Platform Screen Doors
- Launch regional Communications Based Train Control Advocacy Campaign
- Select and onboard Project Management Construction Management and General Architecture & Electrical Consultant staff support for the Computer Based Train Control (CBTC) program
- Complete train control copper to fiber installation at Rhode Island Ave to Takoma Metrorail stations
- Award contract and begin West Falls Church Rail Yard rehabilitation project construction
- Complete 15 switch machine replacements at five locations
- Complete cable testing at 34 locations
- Complete replacement of 23 bonds with high current bonds
- Install, test and evaluate low profile direct fixation switch machines at Telegraph Road and Carmen Turner
- Continue a Train Control Inventory Control and Asset Records Assessment and deployment of WMATA Configuration Management for select Silver Line Train Control Rooms
- Complete business case for new snowmelter technology
- Award and begin construction of Silver Line Signaling training lab at Dulles Yard
- Complete digital control panel enhancement at four locations to enhance field work safety
- Continue evaluation and replacement of rail to reduce bobbing track circuit location through collaboration with Communications and Signaling, Track and Structures, and Power teams
- Conduct a lifecycle management assessment of communications and signaling assets
- Manage the Department of Infrastructure operating budget and continue to audit charging practices for improvement
- Improve traceability to design requirements and customers' use cases through better quality management and increased stakeholder awareness
- Promote COMM system compliance and traceability through the empowerment of cross functional systems integration teams
- Complete initial deployment of rail operator platform monitors
- Provide more sustainable Fire Industry Association (FIA) designs through the reduction of appliances by 30 percent
- Complete CCTV coverage at Anacostia parking facilities
- Install new compressed natural gas (CNG) systems in four bus garage locations
- Continue deployment of enterprise fiber throughout WMATA system
- Continue deployment of 700 MHz radio system
- Complete Electronic Safety and Security (ESS) system infrastructure enhancements to obsolete switching infrastructure
- Replace obsolete field network enclosures across WMATA system
- Provide signage and wayfinding design for systemwide supplemental and new signage
- Pilot new technology to efficiently clean stations and facilities such as robotic equipment
- Initiate a comprehensive system-wide fan blitz to identify and confirm the functionality of all critical fan systems within the metro rail stations
- Re-strip pedestrian crossings and fire lanes at 50 Metro stations

- Execute 11 station rehabilitation projects across the Metrorail system
- Conduct a ceiling tile securing project at 12 Metro stations to ensure structural integrity and safety
- Install 29 new escalators at Ft. Totten, Benning Rd., Pentagon, National Airport, L'Enfant Plaza, Vienna, Crystal City & Gallery Pl. stations
- Complete bus farebox system upgrade for Metro buses
- Led the successful rehabilitation of seven escalators in-house, achieving cost savings exceeding \$1 million
- Completed replacement of 25 switch machines, replacement 25 high current bonds, meggering cables at 45 locations, and replacement of cables at 36 locations
- Completed installation of CCTV cameras at platform end gates
- Provided physical security solutions to various stakeholders to address newly identified hazards
- Completed restoration of ADO for Red-line and preparatory work for systemwide restoration of ADO and ATO
- Awarded contract to acquisition consultant supporting CBTC project
- Awarded contract and established governance and compliance team within Communications & Signaling
- Completed the restroom project by rehabilitating 18 restrooms across Metro stations and parking garages
- Fabricated and installed over 100 wayfinding signs, custom map display cases, and Station Ahead List (SAL) pylons at L'Enfant Plaza station as part of a pilot project
- Deep-cleaned and pressure-washed 25 Metro Stations
- Implemented 1,100+ new generation Fast Fare fareboxes
- Collaborated with Pepco locksmiths to successfully retrofit and convert approximately 52 cylindrical door handles to exit devices at multiple Traction-Power-Maintenance (TRPM) substations throughout the Authority. This initiative ensured compliance with safety codes, enhancing security and safety measures across the facilities

## FY2024 Major Accomplishments

- Completed induction of all assets into Maximo allowing for improved asset management and efficiencies
- Installed over 45 Uninterrupted Power Supplies throughout the system for additional redundancy and resiliency
- Replaced approximately 120 AC and DC relays with Multipurpose Protective Relays allowing for improved performance and monitoring
- Completed four of six Automatic Wayside Inspection System (AWIS) installations
- Removed 532 mechanical joints to improve the customers' riding experience
- Repaired two severely corroded structural beams at Farragut North
- Developed and implemented a working group between Vehicle Engineering and Track Engineering to provide mutual information sharing for improved problem solving
- Trained WMATA staff and implemented a weed-spraying program to be more cost efficient in weed elimination around track assets
- Replaced the interlocking at West Falls Church
- Installed 400 composite ties at Braddock Road as part of a test plan
- Installed 22 New Escalators, with an additional seven units slated for completion in FY2024 Q4, enhancing transit efficiency and safety

# Safety & Readiness



## FY2025 APPROVED OPERATING EXPENSE: SAFETY & READINESS

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget <sup>2</sup>	FY2025 Budget	\$ Change	% Change
Personnel	\$52,710	\$67,256	\$73,233	\$78,433	\$5,200	7.1%
Non-Personnel	\$12,903	\$18,416	\$22,908	\$27,492	\$4,584	20.0%
<b>Total Cost</b>	<b>\$65,613</b>	<b>\$85,672</b>	<b>\$96,142</b>	<b>\$105,925</b>	<b>\$9,784</b>	<b>10.2%</b>
Authorized Positions <sup>1</sup>	n/a	n/a	539	591	52	9.6%

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023  
 2. Due to re-organization of November 2022, FY2024 Budget differs from amount reported in FY2024 Budget Book

Safety & Readiness ensures Metrobus, Metrorail, MetroAccess and Metro’s facilities are operationally safe and environmentally sound for all employees, customers and surrounding communities, as well as provides internal occupational health and regulatory safety services. In collaboration with all other departments, Safety & Readiness promotes Metro’s safety culture throughout the organization from the Board of Directors to every employee, regardless of position or location. Safety & Readiness is responsible for the management and compliance of policies and procedures in the following areas:

- 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
- Quality business practices for Metro's overall quality, efficiency, reliability, and safety
- All-inclusive operational and safety training
- Accessibility standards to improve customer and workplace safety

Safety & Readiness is organized into five departments:

**Safety:** Safety leads 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. Safety’s main responsibilities include Safety Assurance (to include Safety Certification, Investigations, Oversight and Data Analytics); Safety Risk Management (to include Operating Practices, Occupational Safety & Health, and Environmental Management and Compliance); Safety Policy and Promotion; and Emergency Preparedness.

**Occupational Health and Wellness:** Occupational Health and Wellness provides occupational health services (clinical, drug and alcohol, etc.) to employees and prospective employees, as well as employee support programs to current employees including health and wellness offerings, lactation support and reasonable accommodations in compliance with Title I of the Americans with Disabilities Act (ADA). Occupational Health and Wellness promotes and monitors health and wellness to encourage a healthy workforce, as well as supports public safety by ensuring Metro employees meet physical and psychological standards for safety sensitive duties; monitoring Metro’s compliance with FTA Regulations in the prevention of alcohol misuse and prohibited drug use; endeavoring to improve and monitor employees’ overall health and quality of life to include support programs, health and wellness offerings, as well as lactation support; and ensure compliance with Title I of the Americans with Disabilities Act of 1990 and any associated regulations pertaining to individuals with disabilities.

**Quality Assurance, Internal Compliance & Oversight:** The department manages a system of internal controls to elevate Metro’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. This department is also responsible for the coordination and oversight of the closure of corrective/preventive actions that address internal and regulatory safety recommendations and required actions. Finally, this department manages Metro’s Policy Instruction (P/I) Manual and leads the development and implementation of Metro’s Quality Management System Plan (QMSP).

**Technical Training & Development:** The department addresses operational readiness by centralizing and streamlining operational and safety training and certifications across the organization. Additionally, the department manages the Technical Skills Program to recruit, train and graduate new employees into hard to source skill-based areas such as elevator/escalator, railcar and automatic train control maintenance. Technical Training and Development is also responsible for developing the Training Center of Excellence implementation plan.

**System-Wide Accessibility:** The department establishes enhanced accessibility standards to improve customer and workplace safety by consolidating all accessibility related roles, working in partnership with Metro Departments to promote accessibility for people with disabilities.

## KEY PERFORMANCE INDICATORS: SAFETY & READINESS

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
<b>Objective 1A: Safety and security</b>					
Customer / Employee assault rate	8.3	9.4	FY24 Q1/Q2	≤6.7	Trend toward 0
Metrorail: Employee injury rate	5.7	2.8	FY24 Q1/Q2	≤3.5	Trend toward 0
Metrobus: Employee injury rate	5.7	13.1	FY24 Q1/Q2	≤12.4	Trend toward 0
Metrorail: Customer injury rate	35.9	14.4	FY24 Q1/Q2	≤11.5	Trend toward 0
Metrobus: Customer injury rate	35.9	64.9	FY24 Q1/Q2	≤49.8	Trend toward 0
MetroAccess: Customer injury rate	35.9	8.5	FY24 Q1/Q2	≤13.2	Trend toward 0
<b>Goal 2: Talented Teams</b>					
<b>Objective 2C: Professional and technical skill development</b>					
Staff perception of support to learning and development	49%	52%	Jun-23	≥75%	≥75%

## FY2025 Business Plan

### Safety

- Strengthen Metro’s safety culture and continue to communicate safety as a core value to all employees and customers through the Safety Management System. Refine tools for the central tracking and monitoring of safety data as part of the strategic implementation of Safety Management

System to improve collaboration through centralization, organization, and management of governance, risk and compliance information and processes

- Mature the Safety Risk Management processes throughout Metro departments including launching the Bus Safety Improvement Strategy and the Fitness for Duty Project, as well as performing the

Operational Safety and Health Program implementation assessment and expanding the Job Hazard Analysis Program

- Continue to improve and mature Metro’s rules for all functions, including Roadway Worker Protection, bus operations, maintenance and environmental management programs in compliance with federal, state and local laws and regulations
- Continue to implement Just Culture across Operations and Infrastructure
- Perform baseline occupational exposure assessments through industrial hygiene monitoring, establishing periodic exposure monitoring protocols and using the Hierarchy of Controls to eliminate and reduce worker exposures to identified hazards
- Continuously improve incident response by optimizing the Incident Management Framework, enhancing urgency, consistency and flexibility in Metro’s response and recovery efforts
- Develop and implement Safety Management System Training, Safety Investigation Training Programs and Safety Report Training Programs across Metro

### *Technical Training & Development*

- Launch training in support of key Metro initiatives including automatic train operations, zero-emission bus, tagging relay, communications and updates to Roadway Worker Protection rules, and the Metrorail Operating Rulebook. Implement Metro strategy for usage of simulators in training and begin fully utilizing the 20 7000-series rail simulators and four bus simulators installed at the central training facility
- Launch implementation of the Training Center of Excellence Strategic Plan
- Develop and implement comprehensive training scheduling tool to drive transparency and improved customer interface

### *Quality Assurance, Internal Compliance & Oversight*

- Manage the 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
- 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

- Manage the enterprise online digital glossary tool to maintain Metro business terminology and ensure continuity in usage and definition throughout Metro
- Advance MetroDocs adoption until full use of the system for document storage, revision and familiarization by all organizations is achieved
- Establish enterprise-wide standardized document numbering convention for governance documents
- Continue to coordinate and oversee the development and closure of internal and external corrective action plans to comply with required actions from Safety & Readiness and external agencies such as WMSC and FTA

### *Occupational Health and Wellness*

- Continue the implementation of an Electronic Health Records (EHR) System, which is a multi-year project to efficiently monitor the health and wellness of employees
- Establishing and consolidating accessibility standards and roles to improve customer and workplace safety
- Oversee the implementation and compliance of WMATA’s Fitness for Duty Program to ensure all Safety Sensitive employees are capable, on any given day, to carry out the duties of the job competently and safely with no physical conditions that would otherwise affect their ability to complete the work as required
- Continue to implement and refine a vendor supported Wellness portal, to provide 24/7 convenient access to a wide variety of self-directed tools, educational materials and other helpful health resources designed to engage and motivate employees as they work toward better health and wellbeing, which is included in Metro’s Strategic Transformation Plan initiative
- Continue the implementation of an ADA Case Management Software, a multi-phase project to ensure compliant and timely management disability accommodations for employees
- Continue to implement and execute the Employee Assistance Program (EAP) Critical Incident Response Plan to ensure response by skilled Mental Health Clinicians to immediate employee needs, which is included in Metro’s Strategic Transformation Plan initiative

### *System-Wide Accessibility*

- Reinforce partnership with all WMATA stakeholders to promote accessibility for people with disabilities in accordance with the ADA and FTA requirements



- Right size System-Wide Accessibility Staff
- Review Metro Stations for ADA compliance
- Promote Metrobus stops improvements
- Promulgate ADA legal requirements for projects and programs
- Review new vehicles for Metrorail, Metrobus and MetroAccess for ADA compliance and incorporate Accessibility Advisory Committee comments
- Coordinate with the Accessibility Advisory Committee and ensure WMATA staff presentations to the committee are 508 compliant
- Communicate digital accessibility requirements among Metro staff
- Interface with customers with disabilities resolving complaints, appeals and related issues

## FY2024 Major Accomplishments

### Safety

- Matured Metro’s Safety Management System by launching Safety Risk Coordinators in operations and infrastructure departments; revitalized Safety Committees (departmental Safety Committees, Executive Safety Committee Joint Labor Management Safety Committee); launched basic Safety Management System training for all staff
- Matured Incident Management by launching the Incident Management Framework to better manage incidents across all modes
- Improved Occupational Safety & Health oversight by increasing industrial hygiene expertise and investing in improvements to Occupational Safety & Health Administration (OSHA) programs

### Technical Training & Development

- Developed the Center of Excellence Training Academy Vision and Implementation Plan
- Transitioned from Rail Transportation to Technical Training and Development

### Quality Assurance, Internal Compliance & Oversight

- Matured the Quality Management System by releasing an updated Quality Management System Plan in October 2023 that realigns the quality to maturity and growth of quality across the organization, and aligns the quality management system plan with the Strategic Transformation Plan
- Improved Metro’s Document Management systems by redeveloping, improving, and evolving MetroDocs to MetroDocs 2.0; now in the

implementation process, in accordance with the Strategic Transformation Plan, as the one-stop shop repository for all of Metro’s documents

- Completed Annual Safety Review Report and Certification of Compliance including the successful submittal of the Certification of Compliance to the Agency Safety Plan

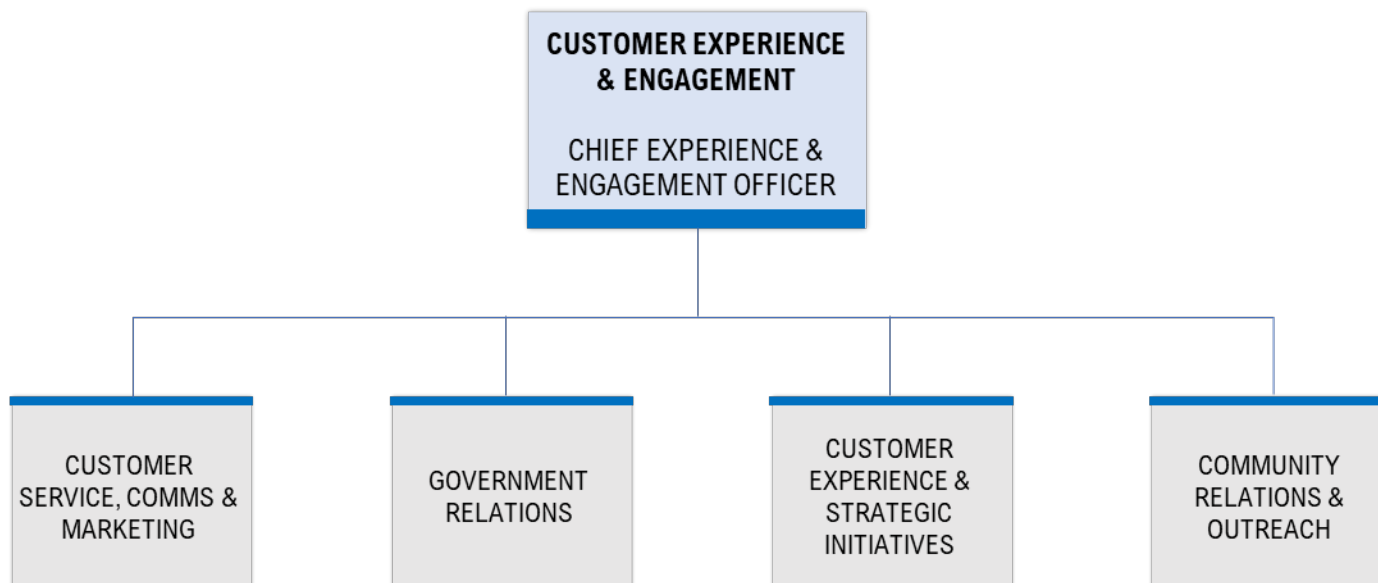
### Occupational Health and Wellness

- Implemented a Drug & Alcohol Compliance (DAC) database system to ensure Metro remains compliant with FTA Regulations in the prevention of alcohol misuse and prohibited drug use
- Developed a vendor-supported Wellness portal to provide 24/7 convenient access to a wide variety of self-directed tools, educational materials, and other helpful health
- Developed an initial framework for the Employee Assistance Program (EAP) Critical Incident Response Plan, which is the basis for the EAP responses to critical incidents, to help facilitate individual and organizational resiliency so impacted employees can return safely to their work and personal lives

### System-Wide Accessibility

- Involved the Accessibility Advisory Committee in the development of accessibility features for the 8000-series railcar design
- Participated in the faregates barrier design improvements, coordinated with the Accessibility Advisory Committee to make sure the faregates were accessible for people with disabilities in addition to being more effective in preventing fare evasion
- Worked with IT to assure that SiteImprove was used to measure and improve WMATA.com accessibility. The website accessibility improved to 92 percent WCAG 2.1 AA compliance
- Orchestrated a series of impactful events through our dedicated Wellness Team, aimed at fostering a culture of health and resilience within our workforce, hosting monthly wellness webinars, on various topics including mindfulness, stress management nutrition, and fitness
- Fostered awareness campaigns, disseminating valuable resources on mental health, nutrition, preventive medicine, and self-care through various communications channels

# Customer Experience & Engagement



## FY2025 APPROVED OPERATING EXPENSE: CUSTOMER EXPERIENCE & ENGAGEMENT

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
Personnel	\$11,479	\$12,208	\$14,547	\$20,795	\$6,248	43.0%
Non-Personnel	\$10,789	\$14,827	\$15,417	\$16,081	\$664	4.3%
<b>Total Cost</b>	<b>\$22,268</b>	<b>\$27,035</b>	<b>\$29,963</b>	<b>\$36,876</b>	<b>\$6,912</b>	<b>23.1%</b>
Authorized Positions <sup>1</sup>	n/a	n/a	110	160	50	45.5%

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

The mission of the Department of Customer Experience & Engagement is to grow and sustain a satisfied customer base. At the core, our primary goal is to deliver accurate, timely and helpful information to customers that guides their decision-making along their transit journey. Whether our customers are on the platform viewing platform information displays, at a bus stop looking at the paper inserts on a bus stop pole, planning their trip with Google Maps, calling into our call center, getting email alerts about a specific line/bus route, or following us on social media – our service messaging should be coordinated, updated and accurate. This unified messaging ensures customers are equipped to make basic yet important choices for themselves – and helps us build trust and brand equity, demonstrating that we know what we are doing. This is the essence of our collective work – understanding and improving the customer’s journey throughout our system.

To accomplish this synchronization of customer messaging, we extend and leverage our communication efforts to employees, stakeholders, elected officials, the

public and the media using a variety of tools within four complementary divisions.

The four functional divisions include: **Customer Service, Communications and Marketing; Government Relations; Customer Experience & Strategic Initiatives; and Community Relations & Outreach.**

Working collaboratively with other departments, this team develops strategies, processes, messaging and programs informed by customer insights to enhance customer experiences and resolve pain points. This department champions what customers value through insightful, data-driven research to deliver customer satisfaction. Through collaborative partnerships across the organization, this team works with various departments to publicly shape the narrative around positive storytelling, metrics, and industry trends to drive Metro’s customer-centric culture change forward. Together, this team is tasked with building and maintaining strong relationships with Metro’s stakeholders, partners, customers, employees, regional elected officials, business and community groups, and the Board of Directors. A key priority includes engagement of

stakeholders in support of Metro's Strategic Transformation Plan, *Your Metro, The Way Forward*, which helps drive business goals and objectives.

Through collaboration among the four distinct yet connected offices within the Customer Experience & Engagement organization, our teams are the voice of the customer. We craft impactful messages, establish relevant metrics, implement tracking mechanisms, provide positive reinforcements, offer recommendations for recognition and actively drive the cultural shift toward a more customer-centric approach.

Integrating these diverse channels is paramount in realizing our overarching goal of enhancing the customer experience.

Each of our offices makes key contributions:

**Government Relations** engages stakeholders in support of our business goals and objectives, coordinating with federal agencies, safety oversight organizations, jurisdictions, and Congress to ensure needed operating and capital funding support and foster collaboration with regional transportation providers.

**Customer Service, Communications & Marketing** improves public confidence, helps grow ridership and non-fare revenue through informational campaigns, customer service, internal corporate communications, media relations, social media channels and real-time customer information.

**Customer Experience & Strategic Initiatives** leverages technology, in conjunction with thoughtful customer research, to resolve and reduce pain points across the entire customer journey.

**Community Relations & Outreach** provides proactive customer communication to all regarding planned events impacting service, fare increases, annual budgets and strategic community outreach as part of the public participation plan aimed at Limited English Proficiency (LEP) and ADA customers.

## FY2025 Business Plan

- Build ridership and affinity of Metro's brand through the promotion and marketing of service, assuring systemwide safety, and reliability
- Implement a systemwide Wayfinding and Digital Signage program to improve customer navigation throughout the system
- Support development and implementation of the Strategic Transformation Plan through community outreach and engagement of business groups, elected officials, current and potential customers, advocacy and support groups

- Build local level community trust by establishing and launching a comprehensive community relations and outreach program
- Improve real-time customer communications through the consolidated control center and the integration of new integrated technologies
- Expand digital and social media engagement to proactively inform more Metro customers on initiatives that support growing advocacy for transit and ridership
- Ensure a smooth transition of SmartBenefits® within Metro's Customer Call Center and implement new cloud-based technology that provides self-service options and improvements to customers
- Bolster customer communications related to operational delays via oversight of the Communications Section within Metro's Integrated Command & Communications Center (MICC)
- Lead customer communication, jurisdictional collaboration and stakeholder involvement in support of expanded capital program funding, including the rehabilitation of Metrobus facilities and Metrorail stations and the modernization of the Metrorail train control systems
- Support Better Bus initiative 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 forward progress (fiscal stewardship, internal morale, and safety improvements)
- Build a collaborative Board-management relationship to achieve business goals and ensure effective policymaking
- Support Diversity, Equity and Inclusion, Accessibility and Sustainability initiatives

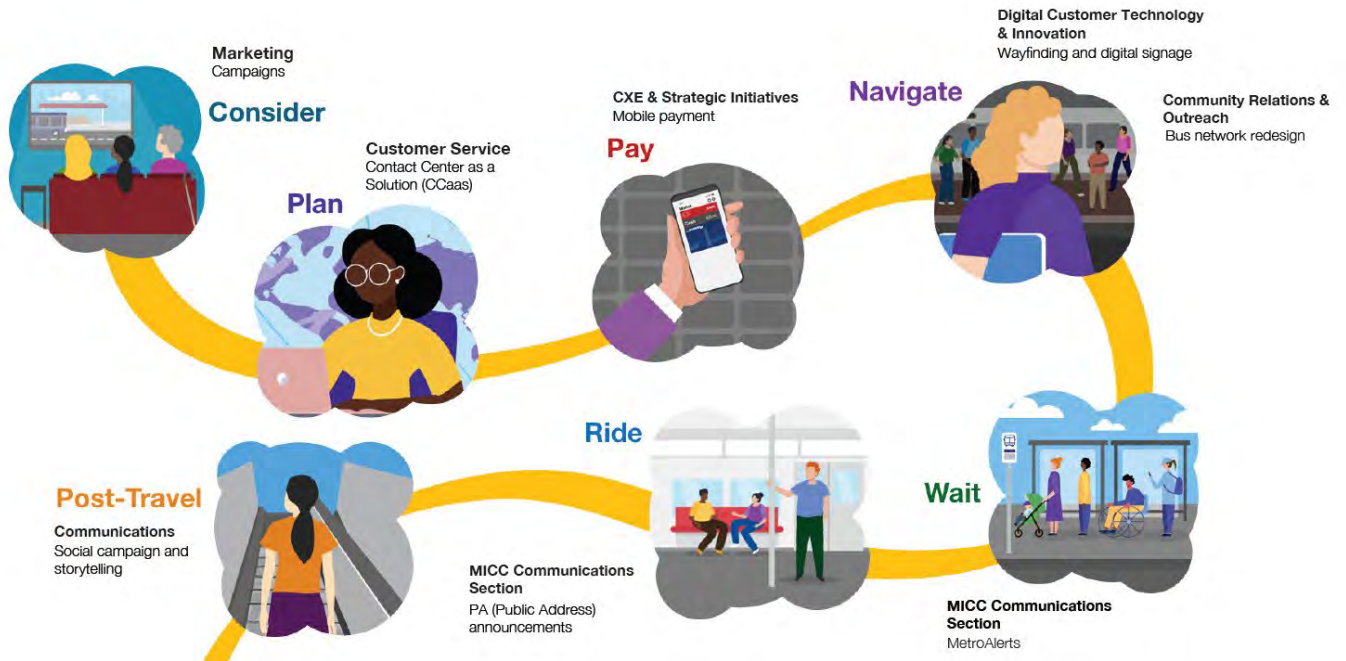
## FY2024 Major Accomplishments

- Completed the reorganization, integration and establishment of the new Customer Experience and Engagement Department including developing two entirely new functional areas within the department, consolidating functions, and increasing staffing levels to transform and prioritize the customer experience in support of the Strategic Transformation Plan

- Lobbied successfully for, and secured, additional operating funding from the Compact jurisdictions
- Consolidated call centers by moving the SmarTrip call center from an outside contractor to “in-house”, saving approximately \$5 million
- Promoted the 87 percent customer satisfaction on Metrorail – the highest satisfaction score in Metro’s recent history
- Awarded first place for American Public Transit Association (APTA) AdWheel award for best comprehensive campaign educational initiative for our Major Blue & Yellow Line Construction campaign
- Supported the Fleet of the Future Expo on the National Mall, showcasing Metro’s new world-class 8000-series railcar design and zero-emission bus, as well as a Metro’s First Stop Pop-Up Shop with special merchandise. The event welcomed more than 46,000 attendees and hosted a VIP reception for almost 250 stakeholders including the Japanese ambassadors, which was supported by 200 employee volunteers
- Conducted critical employee surveys with frontline employees represented by Local 689 and Local 922 to inform important initiatives for improving customer safety, employee work-life balance and operational efficiency. These initiatives included four-day work week options; digital displays on train platforms to improve train operators’ line-of-sight on customers boarding and exiting trains; and alternatives to the employee train for delivering station managers to their posts
- Generated over \$13 million in ad revenue to support the operating budget through the third quarter of FY2024
- Achieved high levels of customer awareness (89 percent) and understanding of travel alternatives (76 percent) during the summer 2023 Green Line major construction project, with over 1.6 million customer engagements and over 77,000 website views
- Conducted critical customer research studies that informed key improvements to the Wayfinding program and established customer feedback cadences to ensure the effectiveness of new signage
- Launched the 2024 Metrobus passenger survey, with completion of data collection and reporting anticipated by Fall 2024
- Established the Communications Section of the MICC including creating all new Standard Operating Procedures (SOP), job descriptions and training to support the new bus and rail integrated control center
- Conducted extensive community engagement with business improvement districts and entertainment venues for December 2023’s Red Line major construction project, including over 400,000 customer engagements and over 34,000 website views
- Produced quarterly updates on continuous tracking surveys of Metrorail, Metrobus, and MetroAccess customers to measure unique rider recovery, use of and satisfaction with Metro services
- Conducted a “deep dive” qualitative study on customer perceptions of safety on Metrorail to inform improvement initiatives
- Completed the 2022-2023 Metrorail passenger survey including sampling of the new Silver Line and Potomac Yard stations
- Selected as a runner-up for the Transportation Research Board’s Communicating Concepts with the Public competition and presented at the annual conference for the Better Bus Network Redesign engagement
- Collected over 13,600 public comments and responses (a 32 percent increase over last year’s campaign) to inform Board decision-making for the Fiscal Year 2025 budget process
- Supported community engagement through the installation of bus and train wraps for July 4th, Veterans Day, Earth Day/Arts in Transit Student Project, Cherry Blossom Festival and Capital Pride
- Celebrated Autism Transit Project participants at a special event in observance of Autism Acceptance Month
- Collaborated with over 75 community partners on their requests to either conduct in-person outreach at Metro stations or have Metro attend an event
- Celebrated the 50 percent milestone for the escalator replacement project at Tenleytown with a community event in December
- Coordinated with jurisdictions on over 20 adjacent construction or joint development projects across the region, including multiple ribbon cutting events and a Bike & Ride opening event at Grosvenor-Strathmore

- Executed engaging and cost saving partnerships with the Washington Commanders, DC United,

Loudoun United, the National Zoo, GW University sports, and the National Cherry Blossom Festival



## KEY PERFORMANCE INDICATORS: CUSTOMER EXPERIENCE & ENGAGEMENT

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
Metro rail: General customer satisfaction	74%	88%	FY24 Q1/Q2	≥85%	≥85%
Metro bus: General customer satisfaction	73%	77%	FY24 Q1/Q2	≥74%	≥85%
MetroAccess: General customer satisfaction	79%	77%	FY24 Q1/Q2	≥80%	≥85%
<b>Goal 3: Regional opportunity and partnership</b>					
<b>Objective 3B: Community partnership and engagement</b>					
Community engagement	Not Yet Tracked			Not Yet Tracked	TBD
<b>Goal 4: Financial Sustainability</b>					
<b>Objective 4A: Financial Sustainability</b>					
Percent of revenue from non-fare, non-subsidy sources	3.6%	4.1%	FY23 Q4	5-10%	

# Planning & Performance



## FY2025 APPROVED OPERATING EXPENSE: PLANNING & PERFORMANCE MANAGEMENT

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
Personnel	\$13,165	\$16,264	\$17,333	\$14,440	(\$2,894)	(16.7%)
Non-Personnel	\$651	\$808	\$5,549	\$4,464	(\$1,085)	(19.6%)
<b>Total Cost</b>	<b>\$13,816</b>	<b>\$17,072</b>	<b>\$22,883</b>	<b>\$18,904</b>	<b>(\$3,979)</b>	<b>(17.4%)</b>
Authorized Positions <sup>1</sup>	n/a	n/a	207	191	(16)	(7.7%)

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

The Planning and Performance Organization drives Metro’s strategy; plans new and on-going programs and projects; and measures Metro’s success at delivering against those plans. The **Performance, Data, and Research** department supports Metro’s mission by using research, data, and analysis to propose recommendations, decisions, and processes to improve Metro’s overall performance and the customer experience. The **Service Planning and Scheduling** department prepares bus and rail service plans and schedules to ensure adequate capacity and reliability with the most efficient use of Metro’s resources for new vehicle and operator schedules, including special events and planned service disruptions. The **Planning &**

**Sustainability** department develops medium and long-range transformational plans and projects and injects the value of environmental sustainability into Metro’s programs and projects. The **Strategy & Policy** department develops long range and overarching visions for the Authority while also assisting in the tactical implementation of those goals. The **Department of Capital Planning & Programming** builds and oversees Metro’s prioritized capital program. The programs and projects delivered by Metro advance the strategic transformation plan associated with Service Excellence, Talented Teams, Regional opportunity and partnership, and Sustainability.

## KEY PERFORMANCE INDICATORS: PLANNING & PERFORMANCE

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
<b>Objective 1A: Safety and security</b>					
Metrorail crowding	0.7%	0.5%	FY24 Q1/Q2	<5.0%	



## KEY PERFORMANCE INDICATORS: PLANNING & PERFORMANCE

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
Metrobus crowding	2.0%	3.8%	FY24 Q1/Q2	<5.0%	
<b>Objective 1C: Convenience</b>					
Last-mile connectivity / bicycle access	0.86%	1.4%	FY24 Q1/Q2	n/a	≥3.5%
<b>Goal 3: Regional opportunity and partnership</b>					
Monthly ridership	15.1M	19.5M	FY24 Q1/Q2	Improve over baseline	TBD
<b>Objective 3A: Regional network and partner service optimization and transit equity</b>					
Metrorail frequent service	11.7%	55.7%	FY24 Q1/Q2	60%	≥75%
Metrobus frequent service	39.2%	44.5%	FY24 Q1/Q2	43%	≥50%
Destination access	194,700	196,500	FY24 Q1/Q2	215,600	≥ +10%
Percent of transit mode share	<7%	4.4%	2022	≥7%	≥7%
Reduced fare program enrollment: Metro Lift passes activated	0	5,415	Jan-24	8,000	>30,000
Reduced fare program enrollment: Percent of trips using Metro Lift	0	0.5%	Jan-24	0.8%	TBD
<b>Goal 4: Financial Sustainability</b>					
Percent of projected service funded	100.0%	100.0%	FY23 Q4	100.0%	
Percent of capital plan funded	81.0%	70.0%	FY23 Q4	Toward 100%	
<b>Objective 4A: Financial Sustainability</b>					
Metrorail: Fare Evasion	n/a	13.0%	FY23 Q3/Q4	Trend toward 0	
Metrobus: Fare Evasion	59.0%	65.0%	FY23 Q4	Trend toward 0	
<b>Objective 4B: Environmental Sustainability</b>					
Regional greenhouse gas (GHG) emissions avoidance	13,310	78,000	FY23	+10% by 2028	
Metrobus: Percent of fleet that is zero-emission	<1%	<1%	FY23	100% by 2042	
Paratransit: Percent of fleet that is zero-emission	<1%	<1%	FY23	100% by 2050	
Non-revenue: Percent of fleet that is zero-emission	<1%	<1%	FY23	100% by 2050	
Percent of renewable (carbon-free) electricity	12.0%	35.0%	FY23	100% By 2033	
Number of facilities with green certifications	11	12	FY24 Q1	18 by 2028	
GHG emissions intensity	2.91	2.4	FY23	0 by 2050	
Water intensity	0.89	0.81	FY23	<1	

## FY2025 Business Plan

- Drive transformation of Metro's business and operations by drawing on best practices across the industry to sponsor and progress delivery of initiatives that improve safety, state of good repair, efficiency and cost-effectiveness, customer service, and sustainability. This includes modernizing our fare payment system, transitioning to zero emissions vehicles, providing more accurate real-time data, redesigning our bus network, leveraging and learning from industry best practices, and optimizing service and fare opportunities
- Formulate Metro's six-year capital program and 10-year plan and lead performance reporting, including developing and reporting on capital project and program outcome metrics
- Implement efficiencies to free up resources for capital initiatives by identifying overhead cost savings and simplifying standards, requirements, and practices to drive long term cost savings
- Improve capital planning and programming practices, maintain capacity to plan and execute an expanded capital program and execute priority 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 well-being, racial and social equity, economic prosperity, and environmental stewardship
- Drive the Energy Action Plan implementation, zero-emissions fleet strategy and decarbonization, and initiated the incorporation of resiliency into strategic planning efforts
- Facilitate delivery of the Better Bus Network Redesign initiative
- Deliver system, service and fare optimization recommendations based on data and analysis for rail, bus, and paratransit, including identifying necessary rail flexibility, reliability and service station capacity investment
- Deliver timely and accessible performance reports to track progress against the Strategic Transformation Plan goals and objectives and the execution and outcomes of capital programs
- Plan effective and efficient service for Metrobus and Metrorail customers, for regular, adjusted construction and holiday/special event services
- Deliver new and upgraded business software for scheduling and operationalizing bus and rail services
- Support managers through analysis to identify opportunities to improve and facilitate internal meetings to review the status of key initiatives to ensure progress
- Completed over 300 benchmarking activities, supporting decision making for new fleet design, service planning, maintenance, passenger amenities, and environmental sustainability. Hosted a global benchmarking conference with attendees from 24 of the world's largest Metrorail properties
- Launched Clear Lanes, with the District of Columbia, to enforce bus lanes and bus stop zones and reduce travel time and improve reliability for bus customers
- Launched overnight and increased frequency bus service in the District of Columbia
- Conducted three bus service picks for Operations updating schedules for 75 Metrobus lines to address safety, capacity, and reliability
- Developed the revised Better Bus Visionary Network and the proposed 2025 Better Bus Network based on public and stakeholder input and launch a third round of public engagement on the proposed 2025 Better Bus Network
- Launched our first two battery-electric buses into service, including commissioning the charging infrastructure and training almost 450 employees at Shepherd Parkway Bus Division
- Upgraded rail scheduling software and completed design criteria for new rail and bus operations software as well as bus scheduling software. Transitioned to a new train numbering system for rail scheduling to improve safety and operations
- Conducted three rail service picks for Operations and wrote 29 new weekday and 21 new weekend sets of rail schedules, for a total of 50 sets of new rail schedules

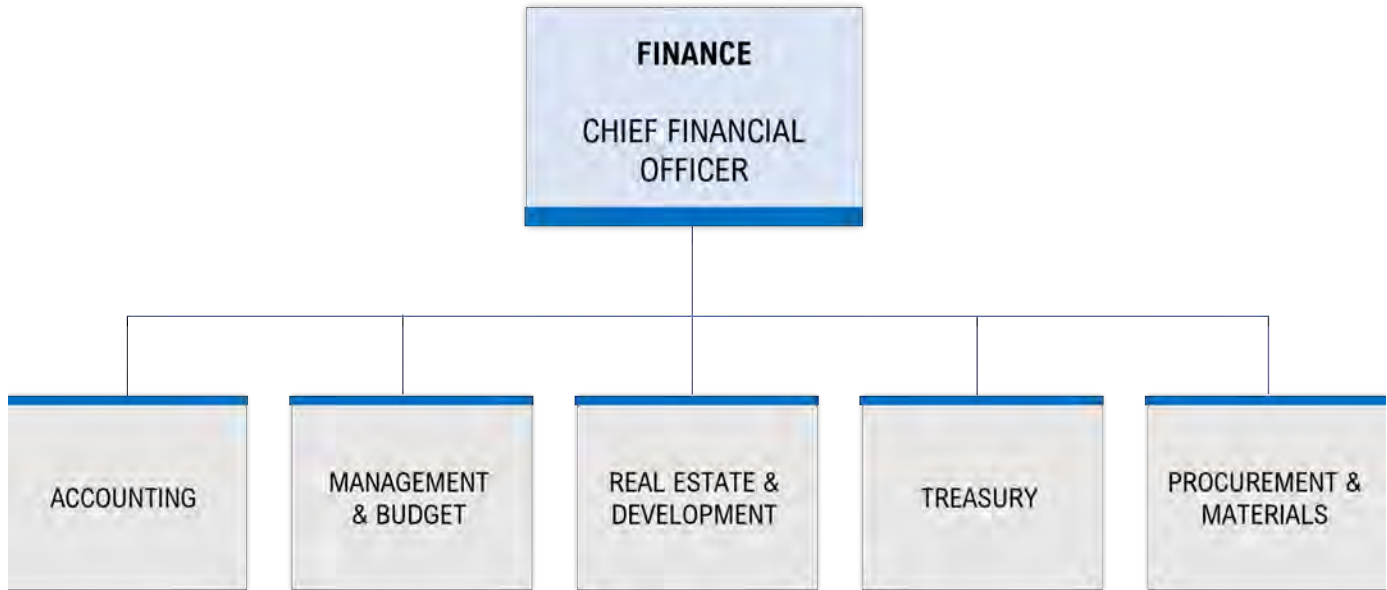
## FY2024 Major Accomplishments

- Launched the Service Excellence Dashboard, Metro Pulse and Metro Wrapped on wmata.com to provide customers with more transparency and access to personalized performance information
- Increased internal access to data and information to drive improvements by developing over 10 new dashboards, while maintaining nearly 20 dashboards, to support managers to monitor Strategic Transformation Plan-related metrics
- Facilitated over 35 internal meetings for Senior Leaders to review recent trends, identify opportunities for further action, and review the impact of initiatives on improving performance to the levels envisioned the Strategic Plan. Supported the development of Strategic Transformation plan initiatives by facilitating sprints related to procurement and scheduling, and developing a gender action framework.
- Began regular weekday single track early out schedule releases from December 2023 onwards for more reliable rail service during service adjustments for construction
- Released updated train length recommendations in weekday rail schedules to align with expected crowding during peak travel periods by train
- Progressed efforts to reduce fare evasion by installing "saloon style doors" at 39 stations with work under way to complete all stations in FY2025
- Launched 10 megawatts of community solar at parking garages across three Metrorail stations
- Coordinated program design and supported launch of the Metro Lift reduced fare program, providing customers enrolled in the Supplemental Nutrition Assistance Program 50 percent off Metro fares



- Developed and maintained operator staff availability forecast to coordinate hiring and training bus and train operators, facilitating improved service frequency and reliability
- Led service and fare strategy and coordinated development of policy proposals for Board consideration, including strategies to optimize Metrorail service levels and increase frequent all day service
- Introduced station operations staff tablets and digitized processes to modernize station operations
- Developed the proposal to simplify Metrorail fares by eliminating peak and off-peak periods and to cap MetroAccess fares at twice the base fare
- Published the proposed and approved Capital Budget, Capital Improvement Program and 10-Year Plan
- Identified \$150 million in overhead cost savings in Six Year CIP without impacting project and program scope or outcomes
- Initiated investment review process to identify structural recurring savings by targeting initiatives to simplify standards, requirements, procurement and customization
- Facilitated comprehensive internal and external review for Metro's Bus Shelter Replacement program to update the scope of the program to reflect industry standards and reduce shelter costs
- Expanded Metro's Performance Outcome program to include additional ongoing and completed investments reviewed for performance measures and outcomes

# Finance



## FY2025 APPROVED OPERATING EXPENSE: FINANCE

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
Personnel	\$33,113	\$30,352	\$36,650	\$36,356	(\$294)	(0.8%)
Non-Personnel	\$60,917	\$73,553	\$80,738	\$78,242	(\$2,496)	(3.1%)
<b>Total Cost</b>	<b>\$94,029</b>	<b>\$103,904</b>	<b>\$117,388</b>	<b>\$114,598</b>	<b>(\$2,790)</b>	<b>(2.4%)</b>
Authorized Positions <sup>1</sup>	n/a	n/a	398	406	8	2.0%

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

The Finance Organization ensures Metro’s fiscal integrity through budget development and management; financial planning, reporting and analysis; resource management and allocation; cash flow and investment management; compliance with accounting standards and regulatory requirements; capital program funding through capital budget management and pursuit of grant opportunities; quality procurement; and mitigation of the organization’s risk. Finance aligns its fiscal responsibility with Metro’s vision to move the region forward through safe, reliable, and equitable public transportation, improved service and enhanced customer experience.

Finance comprises offices of **Management and Budget**, **Accounting**, **Real Estate and Development**, **Treasury**, and **Procurement and Materials**. **Management and Budget** formulates and manages the annual operating and capital budget, conducts long-range financial planning and reporting, and manages revenue, while leveraging data analysis of Metro initiatives to optimize performance and service to customers. Management and Budget also manages all Federal, State and local formula

and competitive grant opportunities and provides oversight of awards from application to closeout including compliance with federal rules and regulations. **Accounting** manages payroll operations, accounts payable and receivables, asset management, Metro’s travel program and labor certification. Accounting directs the annual financial statements and single audits, as well as SmarTrip audits and tax filings. **Real Estate and Development** optimizes the Authority’s real estate and parking portfolios, as well as identifies and pursues joint development opportunities to enhance sustainability and livability of the region. **Treasury** is responsible for risk management, revenue collection, liquidity management, corporate investments, debt management and fare media sales and distribution. In addition, Treasury provides support to key Metro initiatives such as Metro Lift, Senior Cards, UPass and Kids Ride Free, as well as facilitates relationships with local banks that directly support the regional economy. **Procurement and Materials** manages Authority-wide acquisition services and is responsible for managing the acquisition of all goods and services for

Metro. Procurement and Materials plays a critical role in ensuring the Authority has the resources necessary for efficient and effective operations, as well as provides a direct link supporting local vendors and fosters relationships with the small and minority vendor communities.

## **FY2025 Business Plan**

### *Accounting*

- Accurate, timely and reliable financial management and reporting by obtaining unmodified (clean) financial statement and single audit opinions
- Continue to improve Accounting's processes by implementing an expense platform for vendors to upload invoices and input details, improving the prompt pay process and reducing errors
- Further streamline Accounting's processes and simplify the employee experience by automating the travel authorization, expense, reporting and reconciliation processes

### *Procurement and Materials*

- Reduce the length of time to process procurement requests, focusing on the activities that occur during the pre-solicitation phase
- Re-engineer business processes to enable migration to the new Enterprise Resource Planning System
- Implement the e-procurement system to facilitate efficiencies, improve cycle times and transparency
- Implement Corporate university to provide training opportunities necessary for staff certification requirements and succession planning
- Develop infrastructure to standardize cost savings measures during the procurement process
- Continue to implement Metro'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
- Improve asset management and cost-effective source of materials and contract services to enhance resource efficiency and service delivery to reduce costs

### *Treasury*

- Leverage dedicated funding revenues via capital market opportunities to maximize capital plan progress

- Utilize short and long-term debt instruments including Transportation Infrastructure Finance and Innovation Act (TIFIA), lines of credit and direct purchase borrowings to complement and increase efficiencies as needed to bridge funding gaps
- Ensure that debt issuances are based on financial parameters similar or more conservative than those that would be placed on Metro by the financial marketplace

### *Real Estate and Development*

- Generate new revenue and ridership through accelerating joint development projects as identified in the Ten-Year Strategic Plan for Joint Development, which set a goal of 20 new joint development agreements (JDAs) by 2032
- Optimize revenues through effective management of parking and other real estate assets
- Identify stations to create more pedestrian- and bicycle- friendly station areas that improve station access, increase transit usage, and further reduce vehicle trips
- Increase joint development readiness through strategic pre-solicitation investments to address potential project challenges and maximize value to Metro and jurisdictional partners
- Pursue portfolio funding solution to accelerate joint-development feasibility
- Adopt policy to right-size parking and bus facilities to accelerate transit-oriented development (TOD) on Metro properties

### *Management and Budget*

- Effective budget management by providing support to all Metro departments in budget development and variance analysis
- Plan, execute and oversee the capital budget, ensuring efficient and strategic allocation of resources and aligning with long-term goals and safety standards
- Deliver timely and accessible performance and financial reports that support decision making and transparency
- Support advancements in Metro Lift program through data collection, revenue and ridership modeling, and analysis
- Identify cost efficiencies throughout the system
- Implement a new budgeting process to include a two-year budget and forecast to facilitate multiyear financial forecasting

- Maximize grant funding opportunities through leadership, strategic decision making, planning, and resource allocation across Metro
- Implement new policies for recording revenue from fare media consistent with industry best practices
- Develop a financial sustainability reserve (e.g., a rainy-day fund) to address emergencies, short-term liquidity issues, and unexpected cost increases consistent with industry best practices
- Conduct investment reviews of select capital projects to identify long-term cost savings and project management efficiencies

- Hosted information and educational events, as well as continued the popular “Meet the Primes” series, to provide small and minority owned business leaders with an opportunity to learn skills to advance their businesses
- Restructured organization to better align with performance and service delivery goals

## FY2024 Major Accomplishments

### *Accounting*

- Received clean audit opinion on Metro’s FY2023 Financial Statements for the ninth straight year and FY2023 Single Audit for the eighth straight year
- Implemented a full-service travel portal which enhanced employees’ travel booking experience and significantly reduced issuing travel advances
- Successfully implemented GASB Statement No. 96, Subscription Based Information Technology Arrangements, with no audit findings

### *Procurement and Materials*

- Issued 8,806 purchase orders through April 2024 and received 1,601 procurement requests which were assigned for processing
- Secured two notable contract awards to promote financial sustainability and enhance service accessibility. One contract for the Enterprise Resource Planning System Phases I & II and another contract to provide ramp equipped mini-vans for MetroAccess
- Established Amazon Business rebate program to receive savings across all spending, lowering the total cost of purchasing by reducing time spent searching catalogs and by qualifying for quantity discounts on eligible items. The program provides three or more custom quotes when buying in bulk across hundreds of pre-vetted bulk suppliers with Amazon’s Request for Quote tool
- Established Business Prime Fee Waiver which offers unlimited fast delivery on eligible items as well as Free Two-Day Shipping, Free Same-Day/One-Day Shipping, Discounted Expedited Delivery, Free Amazon Day Delivery, Free Consolidated Shipping (3-5 days), and Free Delivery on special items

### *Treasury*

- WMATA Second Lien Series 2023A first bonds in the nation to acquire designation as Sustainability-Climate Transition by a third-party
- Provided internal training to operations departments to maximize use of insurance coverage on events
- Generated \$12.6 million additional revenues with interest earned on investment activities
- Launched Metro Lift reduced fare program and 50 percent discount for Supplemental Nutrition Assistance Program (SNAP) customers to advance transit equity
- Launched Kids Ride Free in Apple Wallet pilot to assess user experience and feasibility for 2024-2025 program expansion

### *Real Estate and Development*

- Issued four joint development solicitations
- Approved transit facility changes at four stations that enable joint development
- Four transit-oriented development residential projects delivering 1,300+ units
- Pursued Joint Development Agreements for three unsolicited proposals, including D.C. Public Libraries at Deanwood and Congress Heights
- Sold excess property at Downtown Largo to Prince George’s County for library and cultural center

### *Management and Budget*

- Led Metro’s cost efficiency task force to identify an additional \$50 million in administrative savings and expense reductions across Metro without impacting safety or service levels
- Stood-up Metro’s first Discretionary Grants Council to provide strategic direction and leadership in applying for competitive grant opportunities to support the capital improvement program
- Received a \$104 million grant from FTA for the Section 5339 Low or No Emission Vehicle Program to support electric bus operations. This was the

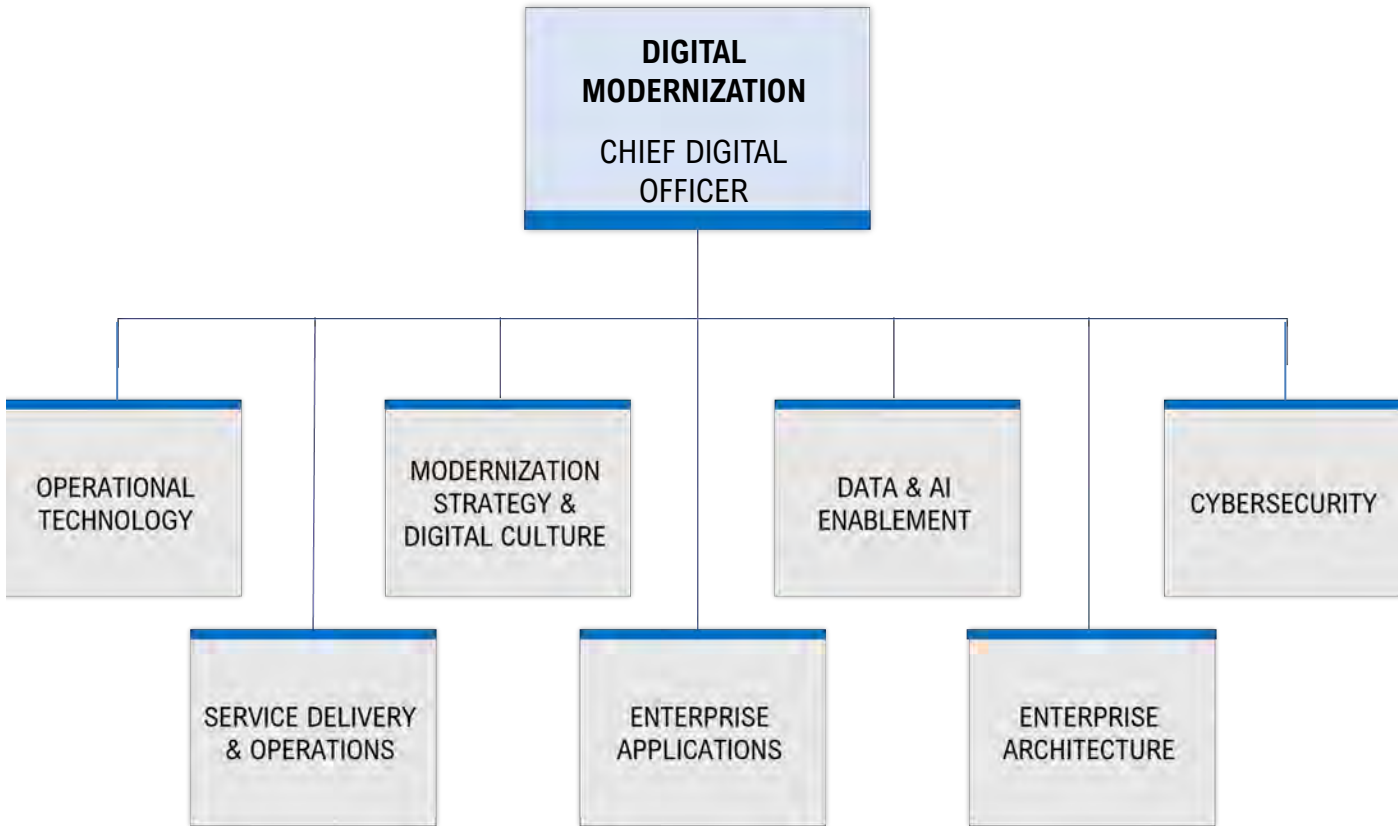
largest grant awarded in this program during FY2024

- Prepared and presented to the Board the first ever two-year business plan in response to additional funding committed by our jurisdictional partners following the presentation of the FY2025 Proposed Budget in December
- Facilitated development of the \$5.0 billion combined operating and capital budgets for FY2025
- Provided financial options and pricing of proposals to support collective bargaining negotiations

## KEY PERFORMANCE INDICATORS: FINANCE

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
<b>Objective 1C: Convenience</b>					
Last-mile connectivity / bicycle access	0.86%	1.4%	FY24 Q1/Q2	n/a	≥3.5%
<b>Goal 2: Talented Teams</b>					
<b>Objective 2B: Engagement, empowerment, and recognition</b>					
Staff perception of process efficiency	33%	35%	Jun-23		≥60%
Internal Customer Satisfaction	n/a				TBD
<b>Goal 3: Regional opportunity and partnership</b>					
<b>Objective 3A: Regional network and partner service optimization and transit equity</b>					
Reduced fare program enrollment: Metro Lift passes activated	0	5,415	Jan-24	8,000	≥30,000
Reduced fare program enrollment: Percent of trips using Metro Lift	0	0.5%	Jan-24	0.8%	TBD
<b>Objective 3B: Community partnership and engagement</b>					
Inclusive contracting	33.4%	23.05%	Federal FY23	21%	>21%
TOD on Metrorail properties	32 stations	32 stations	FY23	34 stations	≥50 stations
TOD on high-capacity bus corridors	Not Yet Tracked				TBD
<b>Goal 4: Financial Sustainability</b>					
Percent of projected service funded	100.0%	100.0%	FY23 Q4		100%
Percent of capital plan funded	81.0%	70.0%	FY23 Q4		Toward 100%
Deviation to budget (operating)	-9.9%	-2.2%	FY23 Q4		+/- 5%
Deviation to budget (capital)	-20.9%	1.8%	FY23 Q4		+/- 5%
<b>Objective 4A: Financial Sustainability</b>					
Bond Rating	AA	AA	FY23 Q4		Investment Grade
Percent of revenue from non-fare, non-subsidy sources	3.6%	4.1%	FY23 Q4		5-10%
Percent of operating budget for reserves	0.0%	0.0%	FY23 Q4		Toward 10%
Percent of growth in unfunded responsibilities	n/a				TBD
Metrorail: Operating expenses per vehicle revenue mile	\$ 23.00	\$ 19.87	FY23 Q4		Index to Growth
Metrobus: Operating expenses per vehicle revenue mile	\$ 23.60	\$ 25.18	FY23 Q4		Index to Growth

# Digital Modernization



## FY2025 APPROVED OPERATING EXPENSE: DIGITAL MODERNIZATION

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
Personnel	\$43,425	\$45,337	\$50,168	\$48,791	(\$1,377)	(2.7%)
Non-Personnel	\$44,744	\$53,134	\$48,926	\$58,360	\$9,434	19.3%
<b>Total Cost</b>	<b>\$88,169</b>	<b>\$98,471</b>	<b>\$99,094</b>	<b>\$107,151</b>	<b>\$8,057</b>	<b>8.1%</b>
Authorized Positions <sup>1</sup>	n/a	n/a	372	382	10	2.7%

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

The Department of Digital Modernization supports all operating components of Metro by providing administrative, technical and operational solutions to provide, protect, maintain and support the technological infrastructure for Metro’s daily operations. This department provides a safeguard to Metro data and

network access and promotes the security, compatibility, integration and interoperability of information and operational technologies. Additionally, incorporating Enterprise Architecture industry standards ensures the maintainability, affordability, scalability and performance of all digital assets and infrastructure.

## KEY PERFORMANCE INDICATORS: DIGITAL MODERNIZATION

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 1: Service Excellence</b>					
<b>Objective 1C: Convenience</b>					
Metrорail: Accuracy of real-time arrival information	n/a	96.7%	FY24 Q1/Q2	≥97.3%	TBD

## KEY PERFORMANCE INDICATORS: DIGITAL MODERNIZATION

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
Metrobus: Accuracy of real-time arrival information	86.3%	86.1%	FY24 Q1/Q2	≥87%	≥88%
<b>Goal 2: Talented Teams</b>					
<b>Objective 2B: Engagement, empowerment, and recognition</b>					
Staff perception of process efficiency	33%	35%	Jun-23	≥60%	
Internal Customer Satisfaction	n/a			TBD	

### FY2025 Business Plan

- Safeguard Metro data and network access. The implementation of a risk-based framework will continue in FY2025 ensuring all Metro information technology systems are secure and monitored to avoid intrusion, improving data protection and management
- Drive Digital optimization for business and transit systems, including better interoperability and data sharing
- Incorporate Enterprise Architecture industry standards to ensure the maintainability, affordability, scalability and performance of all digital assets and infrastructure
- Continue to migrate to the cloud to enable Metro to scale, maintain flexibility and focus efforts on core transit and business operations
- Rationalize Information Technology (IT) portfolio to reduce duplicative capabilities and streamline and optimize Metro's IT environment and realize cost savings
- Strengthen cyber security applications, systems and infrastructure services; partner with organizations to enhance cyber capabilities
- Ensure technology investments include enterprise data analytics, capabilities and integration to drive informed decision making
- Continue the Enterprise Resource Planning (ERP) replacement to migrate financial and human capital

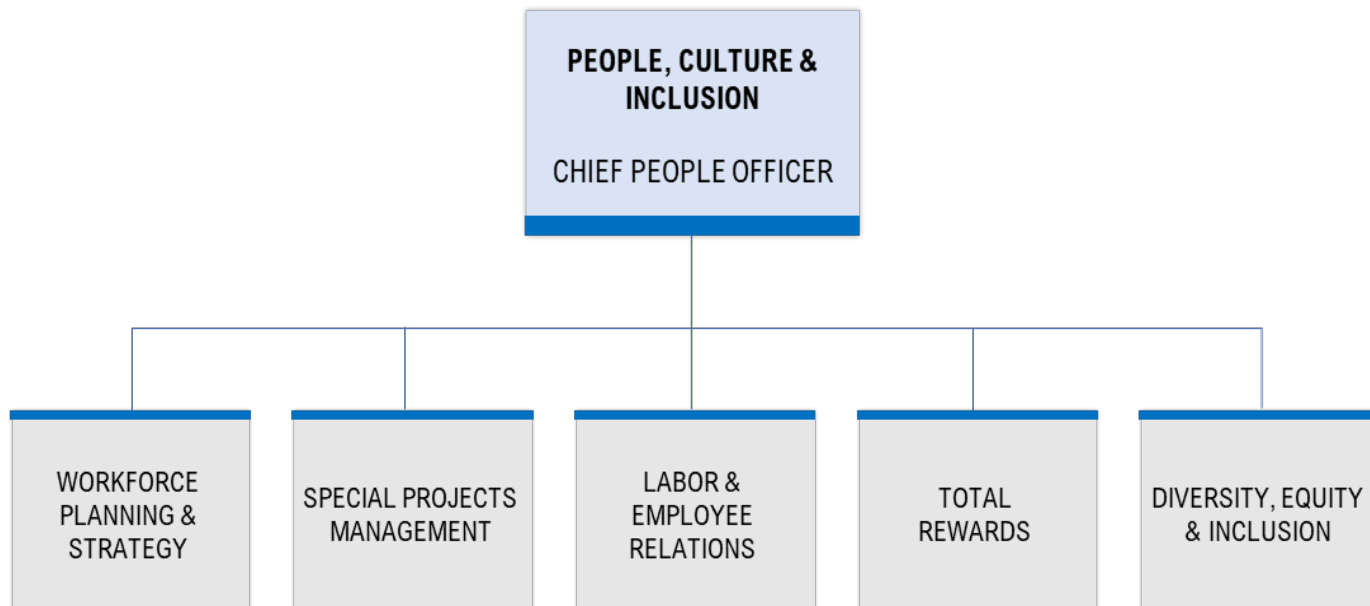
management systems to a modern platform with efficient, effective transaction processing, integration and reporting and analytics

- Modernize scheduling systems for bus and rail to gain further efficiencies to improve the customer experience
- Implement an Electronic Health Records System. This multi-year project will enable the Authority to efficiently monitor the health of its employees
- Upgrade our time and attendance system to a modern, cloud-based platform to improve reliability, effective transaction processing and reporting

### FY2024 Major Accomplishments

- Deployed Metropulse, a web-based application providing ridership with up-to-the minute status on all Metro bus and rail routes
- Installed a Bus Driving Simulator system to enhance training and safety
- Successfully piloted an electronic ticketing and citation solution for Metro Police Department
- Successfully piloted digitization of manuals and forms on handheld tablets for station managers to improve efficiency and reduce manual processing and paper-based transactions
- Completed reorganization of the internal Digital Modernization team to reflect a modern, functional information technology organization focused on greater transparency and customer service

# People, Culture, & Inclusion



## FY2025 APPROVED OPERATING EXPENSE: PEOPLE, CULTURE, & INCLUSION

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
Personnel	\$13,282	\$13,384	\$15,123	\$18,823	\$3,700	24.5%
Non-Personnel	\$9,273	\$14,538	\$20,555	\$19,130	(\$1,425)	(6.9%)
<b>Total Cost</b>	<b>\$22,556</b>	<b>\$27,921</b>	<b>\$35,678</b>	<b>\$37,953</b>	<b>\$2,275</b>	<b>6.4%</b>
Authorized Positions <sup>1</sup>	n/a	n/a	116	134	18	15.5%

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

The People, Culture, & Inclusion portfolio includes **Workforce Planning and Strategy, Special Projects and Information Management, Labor and Employee Relations, Total Rewards, and Diversity, Equity, and Inclusion.**

People, Culture, & Inclusion supports all operating units within Metro, building Talented Teams where individuals feel valued, supported, and proud of their contributions. People, Culture, & Inclusion supports employee and labor relations matters; thereby, developing, maintaining, and improving employee relationships through communication and performance management, as well as interpreting and conveying Metro’s policies and collective bargaining agreements. The department is also

responsible for sourcing and supporting the selection of highly qualified talent; thus, delivering customer-friendly onboarding, implementing employee performance management programs, providing employee development and learning opportunities, and promoting an engaged, diverse, and inclusive organization free from discrimination. People, Culture, & Inclusion 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: PEOPLE, CULTURE, & INCLUSION

Metric	Baseline	Current Result	Timing	FY24 Target	STP Target
<b>Goal 2: Talented Teams</b>					
Staff perception of WMATA as great place to work	n/a	1	Jun-23		≥14
<b>Objective 2A: Recruitment and retention</b>					
Diversified workforce	n/a				TBD
Offer acceptance rate	n/a				TBD
Time to hire (days)	125	119	FY24 Q1/Q2		≤90 days
Voluntary turnover rate	3.0%	2.78%	FY24 Q1/Q2		≤2%
<b>Objective 2B: Engagement, empowerment, and recognition</b>					
Staff sentiment about working for WMATA in the future	77%	79%	Jun-23		≥90%
Staff perception of DEI	59%	59%	Jun-23		≥80%
Staff perception of recognition	34%	44%	Jun-23		≥60%
Internal customer satisfaction rate	Not Yet Tracked				TBD
<b>Objective 2C: Professional and technical skill development</b>					
Involuntary turnover rate	1.50%	1.85%	Jun-23		≤1.5%

## FY2025 Business Plan

### Workforce Planning and Strategy

#### Talent Acquisition

- Complete organizational wide implementation of Metro cloud-based Enterprise Resource Planning (ERP) system that includes an Applicant Tracking System (ATS) offering several strategic advantages for the organization to focus on enhancing our talent acquisition processes to include but not limited to enhanced integration and data consistency with our external background check vendor, improved accessibility for candidates to include mobile devices, increase proactive talent sourcing and management, and improve candidate experience
- Continue the sourcing and recruiting capacity by engaging a Recruitment Process Outsourcing (RPO) vendor to support high volume applicant pipeline development
- Partner with internal stakeholders to develop talent campaigns to attract talent, such as further leveraging social media and digital platforms
- Continue proactive outreach with strategic jurisdictional partners and enhancing collaboration with education institutions efforts based on organizational needs
- Continue executing background checks for would be new employees based on revised P/I

#### Human Capital Solutions

- Continue to implement the Metro Talent Plan and Program to ensure we retain top talent and increase employee engagement and satisfaction
- Continue to implement processes and procedures for organization-wide workforce planning and forecasting
- Continue the roll-out of Metro's succession management program organization-wide
- Continue to identify and formalize competency-based career paths for Metro's talent across the Authority
- Continue the development and implementation of Human Capital programs, such as establishment of competency-based talent profiles and mentoring program

#### Talent Management

- Continue to develop leaders throughout the organization with capabilities and behaviors aligned to Metro's Leadership Framework to support continuous improvement and customer engagement
- Automate reporting capabilities for Performance Management milestone reporting for Setting Objectives and Mid-Year Review of Progress
- Evaluate ePerformance platforms to facilitate new performance evaluation framework

- Develop a performance management framework inclusive of 689/922 employees
- Develop new Performance Management Policy with General Manager Approval
- Design and deploy a customer centric Computer Based Training for all Metro employees
- Leverage the ATS to strengthen and improve onboarding for new hires; develop department orientation program and create Metro Buddy program
- Support the creation of Metro Excellence/Training Academy
- Define a curriculum for frontline and first managers

### ***Special Projects and Information Management***

- Sustain PeopleSoft and automate processes, where feasible, as Metro’s Transactional System of Record
- Develop requirements for a Data Warehouse
- Execute a data cleanup to support the Authority’s transition to the ERP tool
- Support the deployment of the Authority’s ERP
- Train Administrators and Senior Project Managers
- Sustain and improve our Software as a Service Applicant Tracking System
- Sustain and improve our Software as a Service Case Management and Grievance System for Employee Relations and Equal Employment Opportunity (EEO)
- Automate human capital processes to mitigate potential payroll issues
- Configure and deploy a Software as a Service Pension Administration System

### ***Labor and Employee Relations***

- Administer all collective bargaining agreements with the five bargaining units (Local 689, Local 922, Fraternal Order of Police [FOP]/MTPD, Local 2 and Local 639); whereby, negotiating the labor contracts, managing the grievance processes, and maintaining data unique to union personnel
- Provide advice and counsel to managers with represented employees on labor matters pertaining to contract and policy issues
- Serve as both an advisor and confidante to employees and Metro’s transit leaders in the execution of their responsibilities in a manner consistent with those collective bargaining

agreements, policies and instruction, and applicable laws to resolve issues within the workplace

- Create computer-based training and conduct online and in-person training for new and incoming managers
- Complete the contract negotiations for the Local 689, Local 922, FOP/MTPD, Local 2 and Local 639 Unions that delivers unambiguous language, reasonable terms and minimal disruption to the Authority
- Upgrade the Grievance Management System and the implementation of the Case Management System to streamline the complaints, grievance, and arbitration processes, as well as to investigate, track and monitor labor and employee relations cases more effectively and efficiently

### ***Total Rewards***

#### **Health and Wellness**

- Review, select and implement 2024 providers resulting from the Health & Welfare Request for Proposal (RFP)
- Review, select and implement vendor resulting from the Health & Welfare administration services RFP
- Select and implement a Leave Management System
- Develop and deploy a Wellness Program that positively impact Metro’s claims experience
- Launch a new paid Family Leave program to ensure employees are able to take the time needed to care for themselves, bond with their newborns, as well as care for family members

#### **Retirement**

- Support the selection and implementation of Pension Administration System
- Develop and implement the 457 Roth IRA program

#### **Compensation**

- Execute a Communication Campaign for the rollout of Metro’s Compensation Philosophy
- Maintain all job descriptions to reflect all organizational changes
- Continue to explore data-driven approaches to salary and benefits benchmarking
- Continue to leverage technology for more efficient compensation management while participating in ERP focus groups/project
- Refine performance-based compensation structures to align with organizational goals

- Continue to enhance transparency and communication regarding compensation policies and decisions
- Explore training programs opportunities to ensure managers are equipped to effectively discuss and manage compensation with their teams
- Continue partnership with Labor Relations providing analysis and salary data based on revised Grievance settlement
- Develop Managers Desk Guide for compensation guidelines
- Continue to monitor all the non-represented position (NRP) salary structures to ensure equitable pay structure
- Clean up and implement NRP job titles to align with corporate titles

#### **Family Medical Leave Act (FMLA)**

- Create computer-based training (CBT) for employees for FMLA processes and procedures
- Start the RFP for Broadspire’s replacement

#### **Diversity, Equity & Inclusion**

- Conduct timely concurrence reviews on new hires as required by federal mandate
- Complete the implementation of the Case Management System that will fully automate all complaints and investigation of discrimination complaints received by EEO and streamline the entire process (create, submit, pending, resolved, and closed) by utilizing a singular process for all complaints for both represented and non-represented individuals, tracking intra-agency customer service requests, and becoming an interactive one-stop center for employees to acquire answers and request services, thereby effectively measuring efficiencies to support EEO mandates
- Investigate discrimination complaints from applicants, employees, and customers
- Provide mandatory and ad hoc training on EEO and non-discrimination laws
- Conduct demographic analysis to set EEO goals and complete our affirmative action plans
- Advise Senior Management on EEO underutilization in their workforce and discrimination complaints filed in their units
- Expand Employee Resource Groups (ERG), which are commonly built around race and ethnicity, ability, women, LGBTQIA+, religion and age with the

key goal of further fostering and creating a strong culture of diversity, equity and inclusion in Metro

## **FY2024 Major Accomplishments**

### **Workforce Planning and Strategy**

#### **Talent Acquisition**

- Supported multiple efforts that resulted in 2,361 employees being hired and promoted via competitive recruitment in 2023. This includes external hires, rehires and competitive internal transfers
- Awarded the 2024 Military Friendly Employer Award (Silver) for the 12th consecutive time. Announcement was made in November of 2023
- Nominated and will be awarded by LatinaStyle for 2023 “The 50 Best Companies for Latinas to Work for in the U.S”. This is WMATA’s 6th time being nominated and awarded since 2018
- Hosted the 2023 Latinos in Transportation National Conference in Washington, DC in November of 2023
- Onboarded 64 Metro college interns for the 2023 Program Year; seven interns from 2023 Program Year converted to Full Time Employees

#### **Human Capital Solutions**

- Developed, socialized, and began implementation of the pilot of Metro’s first formal Succession Management Program
- Hired Workforce Planning Specialist (first ever) and launched workforce planning analysis and modeling to support workforce-related decision making (selected offices). Began the development of a comprehensive Workforce Planning Strategy for WMATA
- Began the development of Metro’s Mentoring Program
- Continued to work closely with IT and Information Management offices on the development of requirements for competency-driven Talent Profiles. Employee Talent Profiles are one of the key elements rolled-out as a part of the new ERP system
- Developed SharePoint site that offers a an easy-to-follow structure and user-friendly content about the office’s programs and activities

#### **Performance Management**

- Revised the performance evaluation process to align with the strategic transformation plan

- Provided training to over 600 employees to explain the new evaluation process
- Achieved 100 percent completion of the Setting Objectives and Mid-Year Review milestones
- Created and launched three dashboards for more self-service opportunities, Mandatory Course Completion, Outside Training Requests and Year-End Evaluation
- Transferred and implemented WMATA's 2024 Eno Max Leadership Program

### *Special Projects and Information Management*

#### **Systems and Reporting**

- Completed location changes for New Carrollton building move
- Completed the Automation of the Local2 annual step increase
- Launched the enhanced Telework module
- Completed Health Equity FSA enrollment load
- Established a new salary and grade structure for NRP
- Optimized the automated Fitness Form process.
- Successfully enacted the GM/CEO departments realignment
- Completed HASTUS interface file enhancement
- Enhanced Call Experts interface
- Implemented the HiPO designation on the recruitment page
- Implemented the DOT-2-year requirement on the job opening template
- Participated and provided key insights in the design and implementation of the ADA IA process

#### **Shared Services**

- Supported stand-up of the MICC, creating job codes and PCN's and supporting hiring efforts and restructures
- Completed conversion of the salary structures, updating job codes, PCN's and job records
- Conducted L2 – Universal step date project/GWI retro (ongoing)
- Addressed/Closed CAPS, creating/updating policies and procedures, as well as RACI Matrix

### *Labor and Employee Relations*

- Continued to provide advice and counseling to managers with non-represented and represented employees on labor, contract and policy issues, and

assisting employees to resolve issues within the workplace

- Over fifty training classes with participants in upwards of 120 monthly
- Reduced Department of Labor unemployment claims with newly implemented check and balance claims review investigations which captured 85 fraudulent unemployment claims against the Agency

### *Total Rewards*

#### **FMLA**

- Created CBT for Managers and Supervisors to understand FMLA processes and procedures
- Revised FMLA Compliance policy to meet business needs of the organization

#### **Health & Wellness**

- Partnered with the Wellness team to provide programs and activities to engage employees in their overall health and well-being
  - Programs designed to provide an environment of Wellness and engagement of employee's health and to aide in managing medical and prescription claims
  - Successfully partnered with Wellness to coordinate a highly attended Health Fair at L'Enfant and New Carrollton locations
- Completed a successful dependent verification audit to ensure eligible dependents are correctly enrolled in WMATA's health plans (medical and dental). The project realized a savings of \$501,828.24 once finalized
- Successfully automated the Flexible Spending Enrollment for the L689 population to ensure the plan met the Internal Revenue Service (IRS) compliance regulations, as well as provide an improved enrollment process for the L689 population

#### **Compensation**

- Implemented and initiated pilot rollout of the Job Description Manager tool to a select sample of the organization population facilitating testing and feedback gathering
- Collaborated and partnered with Labor Relations in conducting reviews and calculations for NRP employees moving over to Local 2, per Grievance settlement that impacted 131 employees and 25 job codes

- Developed a comprehensive Job Aide for the Job Description tool, providing clear instructions and step-by-step guidance on its utilization
- Updated Compensation Policy to align with current practices and industry standards
- Successfully completed GM Realignment initiative, encompassing the creation and updating job descriptions for all positions included in the realignment. Additionally, conducted thorough evaluations and analysis to recommend appropriate salary adjustments aligned with market trends and organizational objectives
- Collaborated closely with the Workforce Planning department to strategize, execute and oversee the reorganization and alignment of departments
- Visited various WMATA bus divisions to introduce the formation of the Office of Diversity, Equity & Inclusion for their awareness and engagement
- Participated in Advancing Women in Transportation and American Council of Engineering Companies as a panelist speaking about diversity in the workplace
- Integrated the Diversity, Equity and Inclusion roadmap session in the New Employee Orientation process
- Received the Legacy Heritage Award from the DeLeon Hampton Engineering firm, 50 years after awarding this firm its first contract

### *Diversity, Equity, and Inclusion*

#### **DEI Office**

- Successfully launched the first ever Latino ERG- Employee Resource Groups and hosted the Latino in Transit conference opening reception at WMATA to bring awareness to the issues that affect the Latino community and workforce
- Launched the first African Heritage ERG and hosted a program to highlight the importance of Black History in Arts ranging from Classical Music to Go-Go to foster employee engagement and cultural awareness in WMATA
- Prepared to launch the Pan-Asian and LGBTQIA+ Employee Resource Groups
- Supported various departments on diversity topics and psychological safety to create a more effective teams and morale

#### **OEEEO Office**

- Successfully updated Metro's Title VI Program, received Board approval, and submitted the updated plan to the Federal Transit Administration as required by federal mandate
- Successfully completed workforce demographic information by EEO job category for completion of the EEO-4 report that was submitted to the Equal Employment Opportunity Commission
- Continued the proactive training and education of Metro's various departments on EEO and nondiscrimination laws, regulations, and policies and to address discriminatory practices and behavior

# Legal & Compliance



## FY2025 APPROVED OPERATING EXPENSE: LEGAL & COMPLIANCE

<i>(Dollars in Thousands)</i>	FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget	\$ Change	% Change
Personnel	\$9,305	\$9,620	\$11,544	\$11,003	(\$541)	(4.7%)
Non-Personnel	\$3,589	\$5,203	\$10,326	\$8,855	(\$1,471)	(14.2%)
<b>Total Cost</b>	<b>\$12,894</b>	<b>\$14,823</b>	<b>\$21,870</b>	<b>\$19,858</b>	<b>(\$2,012)</b>	<b>(9.2%)</b>
Authorized Positions <sup>1</sup>	n/a	n/a	69	63	(6)	(8.7%)

1. Due to the re-organization of November 2022, headcount by department is not available for FY2022 and FY2023

Metro’s Legal & Compliance organization includes Legal, Audit & Compliance, and Board Coordination. The **Legal** department 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. The **Audit & Compliance** department conducts internal audits, reviews, and assessments of Metro’s internal controls and business processes to help Metro more effectively manage risks. The **Board Coordination** office coordinates all activities between staff and the Board of Directors.

### FY2025 Business Plan

#### Legal

Advocate for the maximum protection of Metro’s legal rights and support the delivery of safe and reliable transit service

- 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 procurement and implementation of Enterprise Resource Planning software
- Provide legal support for electric and zero-emission bus acquisition and reconstruction of bus garages to support zero-emission buses
- 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



- Work collaboratively with all departments to support and implement Metro’s strategic transformation plan

***Audit & Compliance***

Facilitate the effective management of risk

- Conduct audits under the Internal Audit Plan
- Conduct special reviews and risk assessments as necessary and appropriate in support of Metro’s mission, including but not limited to capital programs and related projects
- Implement the Enterprise Risk Management framework and the integrated risk management technology solution
- Coordinate and oversee the development and closure of corrective action plans issued by the Audit & Compliance division, Metro’s Office of Inspector General, or by agencies such as the Federal Transit Administration (FTA), Government Accountability Office (GAO) or Washington Metrorail Safety Commission (WMSC)

**FY2024 Major Accomplishments**

- Pivotal role in successful execution of DC late night bus reimbursable agreement and DC “Clear Lanes” coordination agreement
- Pivotal role in promoting and implementing legislation to require providing real name and address for DC civil fare evasion citations, where failure to do so would be a separate offense
- Pivotal role in successful issuance of \$797,800,000 Second Lien Dedicated Revenue Climate Bonds, Series 2023A
- Successfully completed FY2024 audit plan and improved the effective monitoring and closure of internal and external corrective action plans
- Optimized delivery of internal control and business integrity training programs across the Authority
- Successfully developed, launched, and leads the Enterprise Risk Management Program

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# Chapter 4 – Capital Budget

Metro looks to the future – planning to provide the world-class transit system the region deserves.



## FY2025 CAPITAL INVESTMENTS BY CATEGORY

**\$2,319.2M**

\$453.4M	\$386.8M	\$298.6M	\$373.7M	\$495.1M	\$311.6M
Railcar & Railcar Facilities	Rail Systems	Track & Structure Rehabilitation	Stations & Passenger Facilities	Bus, Bus Facilities & Paratransit	Business & Operations Support

## Overview

The Washington Metropolitan Area Transit Authority (Metro) \$2.3 billion FY2025 Capital Budget\* and the \$11.1 billion total FY2025-2030 Capital Improvement Program (CIP)\* focuses Metro's capital investments on state of good repair and reliability of Metrorail, Metrobus, and MetroAccess assets. The Capital Improvement Program is constrained and acknowledges limited capital funding capacity due to exhaustion of dedicated funding to service already issued debt which precludes the issuance of new debt by the end of FY2028. Highlights to the budget include:

- Continued investment in State of Good Repair
- Replacement of Northern & Bladensburg Bus Divisions and facility investments to run electric vehicles
- Lifecycle Replacement of Bus and Paratransit Vehicles
- Initial 8000 Series Railcar Acquisition
- Continued planning for an advanced signaling system with platform screen doors and Blue, Orange, and Silver Rail Line Corridor Improvements

Additional information regarding WMATA's 10-Year Capital Needs can be found online at: [www.wmata.com/initiatives/capital-improvement-program/](http://www.wmata.com/initiatives/capital-improvement-program/)

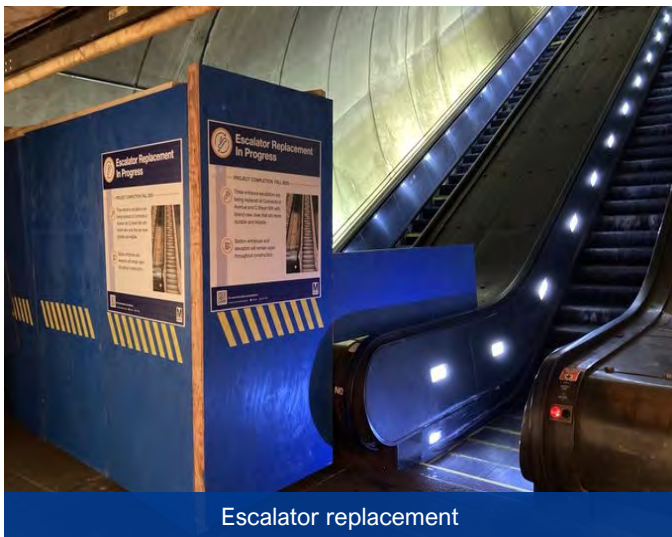
\*Does not include debt service and revenue loss from capital projects

# Capital Investment Strategy

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

The Metro system is the public transportation backbone of the National Capital Region, connecting residents and visitors across the area 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 provide safe and efficient service to customers that depend on Metro. Through the Capital Improvement Program, Metro advances capital projects and programs to restore and sustain the system.



Escalator replacement

The foundation of the Capital Improvement Program is the organization's top priorities that include commitment to customers, safety, service reliability and financial responsibility. Metro has adopted a new strategic plan, #YourMetro, The Way Forward, that guides Metro and the Capital Improvement Program going forward.

## Capital Strategy

Metro's Capital Strategy is to:

- Address state of good repair needs
- Invest in the system to modernize and provide safe, efficient, and reliable service for customers, employees, and the region
- Sustain safety and reliability through recurring maintenance, rehabilitation, and replacement programs

- Support a sustainable and more equitable future for the region

Metro's capital program focuses on providing safe and reliable service while maintaining the system in a state of good repair. After decades of deferred maintenance and underinvestment, Metro accumulated a significant backlog of overdue safety and state of good repair needs. Capital investments implemented over the last several years such as track rehabilitation, replacement of legacy vehicles and equipment, and the Platform Improvement Program have successfully reduced the backlog, improved performance and reliability and have started to address the impact of years of underinvestment. As a result, Metro is seeing a significant improvement in our performance, including a nearly 30 percent decline systemwide in escalator unit failures and decreases in smoke and fire events in the rail system. As a result of these improvements in performance, Metro is seeing increased rail satisfaction and stable bus satisfaction.

## Capital Investment Priorities

Metro's strategy in this constrained resource environment is to:

- Address near-term essential state of good repair needs
- Continue ongoing contract commitments (projects that are underway)
- Address Washington Metrorail Safety Commission (WMSC) findings requiring capital investment
- Move forward with targeted investments to improve reliability and maintenance activities

Metro's typical planning cycle includes:

- Identification and submission of new investment needs for funding
- Annual and ongoing evaluation of capital needs against organizational constraints impacting ability to execute (i.e., maturity of project development, track access requirements, and other operational constraints)
- Alignment of investments with strategic organizational goals and restriction of six-year capital program to available funding envelope

The FY2025 – FY2030 Capital Improvement Program is the first six-year program in recent history where funding constraints will delay investments from starting, including new investments that address state of good repair. As a result, Metro must move away from a proactive asset replacement program toward a reactive maintenance strategy.

In response to limited funding capacity, Metro is acting now to reduce capital program costs and administrative related functions to reallocate future funding to advance additional state of good repair work for critical assets. This budget includes an initial cost reduction of \$25 million per year, and a total of \$150 million in the six-year, in program and project management costs. In parallel, efforts have begun to change and modernize standards to gain efficiency and reduce direct capital investment costs.

### **Supporting Metro's Goals**

In February 2023, Metro's new Strategic Transformation Plan (STP), #YourMetro, The Way Forward, was adopted. This plan provides a long-term strategy and directs Metro's day-to-day decision making over the next five-plus years. The plan established four goals:

- *Service Excellence:* Deliver safe, reliable, convenient, accessible, equitable, and enjoyable services for all customers
- *Talented Teams:* Attract, develop, and retain top talent where individuals feel valued, supported, and proud of their contributions
- *Regional Opportunity & Partnership:* Design transit service to serve more people and equitably connect a growing region
- *Sustainability:* Manage resources responsibly to achieve a sustainable operating, capital, and environmental model

### **Service Excellence**

Metro customers rely on aging infrastructure and equipment that requires constant attention to remain in good working order and prevent major disruptions. Failures in any of these assets can jeopardize customer safety or reduce the system's reliability. Metro's Capital Improvement Program includes investments that support delivering safe, reliable, convenient, accessible, equitable, and enjoyable services for all customers, including investing in:

- Robust camera and monitoring systems to quickly identify and respond to incidents
- Escalator rehabilitations and replacements to ensure customer slips, trips, and falls are not due to asset failures
- Cybersecurity system upgrades to secure data, software and applications
- Automatic wayside inspection system to allow 7000-series wheelsets to be inspected and verified more frequently
- Bus and rail vehicle overhauls and maintenance

- Train control rooms and signaling systems to prevent disruption and improve on-time performance, while exploring a new advanced signaling system with platform screen doors
- Traction power systems to improve operational performance by decreasing train speed restrictions
- Body-worn cameras for the police force to improve officer safety, increase evidence quality, and reinforce accountability

### **Talented Teams**

The Capital Program will contribute to progress in talented teams by investing in projects to support this initiative, including:

- Employee training facility investments to address Metro's challenges with preparing our staff to provide operational and maintenance services to support the system

### **Regional Opportunity and Partnership**

The Capital Program will contribute to progress in regional opportunity and partnership by investing in the following activities:

- Joint development opportunities across Metro's network
- Bus shelters and bus customer information
- Planning support for the District of Columbia, Maryland, and Virginia to explore potential future projects.
- Supporting design and construction efforts to integrate the Purple Line with the Metrorail system
- National Environmental Policy Act (NEPA) process for the Locally Preferred Alternative (LPA) for the Blue/Orange/Silver Corridor

### **Sustainability**

Capital investments contribute to a more sustainable environment by reducing Metro's carbon footprint and constructing climate-resilient infrastructure. Metro plays a significant role in promoting a cleaner environment by reducing car usage and mitigating CO2 emissions. The following initiatives contribute to progress in sustainability:

- Transition of the bus fleet to zero-emission vehicles
- Energy-efficient railcar braking system pilot at two different locations
- Northern and Bladensburg bus garage replacements with capabilities to support electric fleets

### *Capital Program Performance*

Metro's capital performance outcome measures program identifies and assesses the benefits and impacts of capital investments aligned with Metro's goals and objectives to effectively invest resources in specific capital investments.

### *State of Good Repair Investments*

Significant progress has been made since FY2016 to address state of good repair needs. Metro reduced the state of good repair backlog from \$6.6 billion to \$4.1 billion, increasing customer satisfaction and ridership. Even with this notable effort, Metro has more work to do to continue that progress, in addition to maintaining focus on overdue state of good repair needs.

Metro's largest state of good repair needs include the signaling system and passenger facilities. Metro's signaling system operates with equipment components that are past their useful life. The capital strategy for the signaling system is to continue to fund near-term investments to bridge this critical system until funding can be acquired for replacement with a new advanced signaling system with platform screen doors. The six-year program only includes funding for planning and development to advance this \$9 billion investment.

Passenger facility needs continue to grow as many long-life assets begin to exceed their useful life, including station facility assets such as station power equipment, public address systems, and structural components routinely exposed to water. By the end of FY2030, Metro will have made progress in both signaling systems and passenger facility investments, but significant needs will remain in both asset categories. Additionally, Metro is predicting additional asset categories, such as non-revenue facility and structural rehabilitation state of good repair needs, to require significant investment by FY2031 without capital resources to address them.

At the beginning of FY2025, the total estimated capital state of good repair need will reach \$5.0 billion, and the state of good repair backlog is estimated at \$4.1 billion. At the end of FY2030, the state of good repair backlog is estimated to hold steady at \$4.1 billion, demonstrating the continued commitment to use available capital resources to reinvest in the system.

However, funding constraints mean the state of good repair backlog is predicted to increase after FY2030. Long-term increases in the state of good repair backlog will cause Metro to move away from a proactive asset replacement strategy and risk increases in reliability and safety incidents.

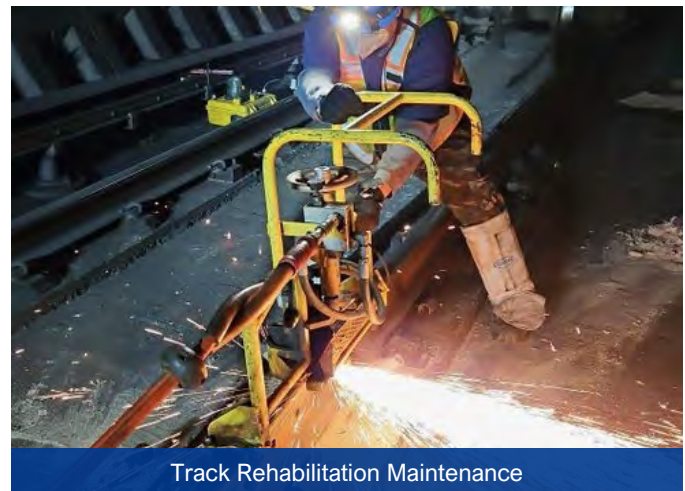
### *Safety Investments*

Metro's commitment to the region is to run safe service for customers and employees. As priority safety risks are

identified, they are quickly mitigated to ensure the continued safety of customers and employees. These types of safety risks are addressed through changes to budgets (operating or capital) when necessary.

The Capital Program plans to make long-term investments to reduce the likelihood or prevent failures of assets and equipment that could potentially create a future safety risk. As articulated in the Strategic Transformation Plan and Metro's agency safety plan, there are key performance metrics to monitor Metro's safety progress. Capital investments that impact these metrics are identified through the capital planning process. Safety and security are key objectives of the Service Excellence goal. The capital project pages identify which initiatives meet the Service Excellence goal, which includes safety.

In addition, safety concerns that require long-term investments are also identified through Metro's safety committees and safety audit findings.



Track Rehabilitation Maintenance

### *Financial Stewardship*

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

- A structured process for capital planning, prioritization, and decision-making
- The capital program website and frequent progress updates
- Detailed and timely capital program financial reporting for funding partners
- Reduced capital program costs and administrative-related functions

# Capital Improvement Program Highlights

## *Capital Improvement Program Highlights*

Metro's \$11.1 billion FY2025-FY2030 Capital Improvement Program and \$2.3 billion FY2025 Capital Budget (excluding debt service and revenue loss from capital projects) focus capital investments on service reliability, safety, security, and state of good repair of MetroAccess, Metrobus, and Metrorail and the facilities, infrastructure, and systems that support our transit network. Highlights of priority Capital Improvement Program investments to restore, modernize, and sustain the system include:

### *Metrorail*

- Rehabilitation of Bridges & Aerial Structures
- Tunnel Rehabilitation and Water Mitigation
- Rehabilitation of Train Control Equipment & Planning for an Advanced Signaling System with Platform Screen Doors
- Rehabilitation & Upgrade of Rail Power Systems
- Rail Vehicle Scheduled Maintenance Program (SMP) Facility Improvements
- Replacement & Upgrade of Communications Systems – Including Radio Infrastructure & Equipment
- Track Rehabilitation & Maintenance
- Ventilation Improvements – Red Line Pilot
- Initial 8000-Series Railcar Acquisition
- Railcar Rehabilitation & Maintenance
- 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 & Bladensburg and investments to enable them to run electric vehicles
- Zero-Emission Bus Program Deployment
- Bus Customer Facility Improvements such as Bus Shelters and Customer Information Displays
- Roadway and Signal Improvements for Bus Priority (with jurisdictions)
- Replacement of Bus Fareboxes

### *MetroAccess*

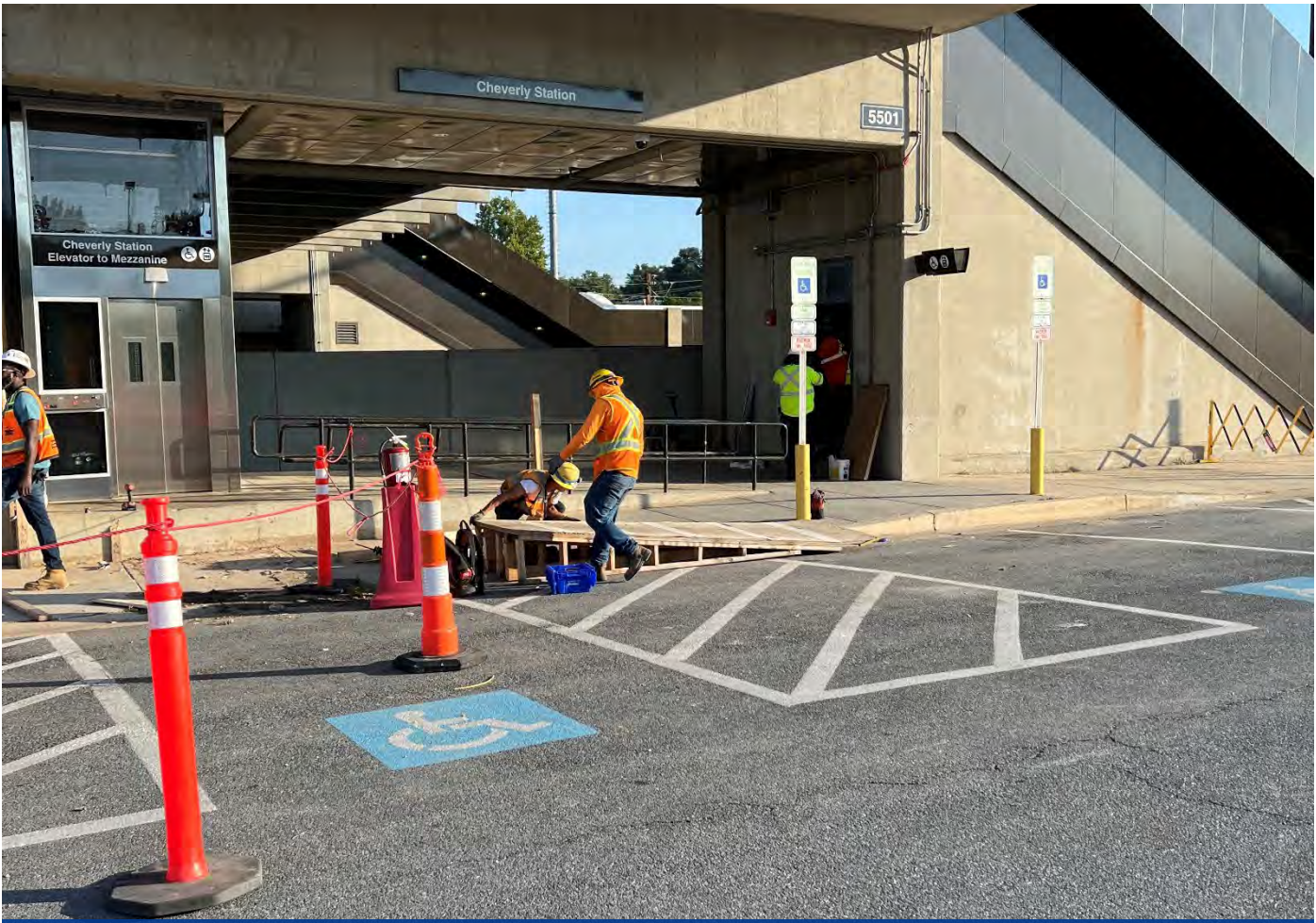
- Lifecycle Replacement of Paratransit Vehicles
- Paratransit Technology Scheduling System Replacement

### *Operations and Business Support*

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

- Consolidated Office Building in Virginia
- Facility Roof Replacement
- Information Technology Hardware & Software Replacement, System Preservation
- Cybersecurity Improvements
- Asset Management Software Replacement
- Financial System Replacement

Metro's Capital Improvement Program is grouped into six major investment categories: Railcars and Railcar Facilities; Rail Systems; Track & Structures; Stations & Passenger Facilities; Bus, Bus Facilities & Paratransit; and Business & Operations Support. Detailed Capital Improvement Program project and program information is found in Appendix D.



Station Maintenance

## FINANCIAL PLAN BY INVESTMENT CATEGORY

<i>(Dollars in Millions)</i>	<b>FY2025 Budget</b>	<b>FY2026 Plan</b>	<b>FY2027 Plan</b>	<b>FY2028 Plan</b>	<b>FY2029 Plan</b>	<b>FY2030 Plan</b>	<b>6-Year Total</b>
Railcar & Railcar Facilities	\$453.4	\$585.5	\$470.8	\$509.6	\$367.9	\$469.6	\$2,856.9
Rail Systems	386.8	356.7	391.1	216.6	137.1	94.9	1,583.3
Track & Structures Rehabilitation	298.6	299.4	261.1	265.2	203.2	174.6	1,502.1
Stations & Passenger Facilities	373.7	359.2	270.8	135.6	93.2	87.1	1,319.6
Bus, Bus Facilities & Paratransit	495.1	474.8	475.4	384.0	263.6	271.6	2,364.5
Business & Operations Support	311.6	281.8	303.4	249.6	164.4	152.2	1,463.2
<b>Total</b>	<b>\$2,319.2</b>	<b>\$2,357.5</b>	<b>\$2,172.6</b>	<b>\$1,760.8</b>	<b>\$1,229.5</b>	<b>\$1,249.9</b>	<b>\$11,089.6</b>
Revenue Loss from Capital Projects	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$60.0
Debt Service - Dedicated Funding <sup>1</sup>	237.4	310.8	371.2	409.0	409.0	409.0	2,146.4
<b>Total Capital Program Cost<sup>2</sup></b>	<b>\$2,566.6</b>	<b>\$2,678.2</b>	<b>\$2,553.9</b>	<b>\$2,179.8</b>	<b>\$1,648.5</b>	<b>\$1,668.9</b>	<b>\$13,296.0</b>

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

2. Totals may not sum due to independent rounding

## 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 applies 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
- Aligning potential capital investments to measurable strategic goals and objectives, expected outcomes, benefits, and impacts

Metro's Capital Improvement Program and 10-Year Capital Plan rely on the best available information at the time of development and are updated 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 be executed 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.

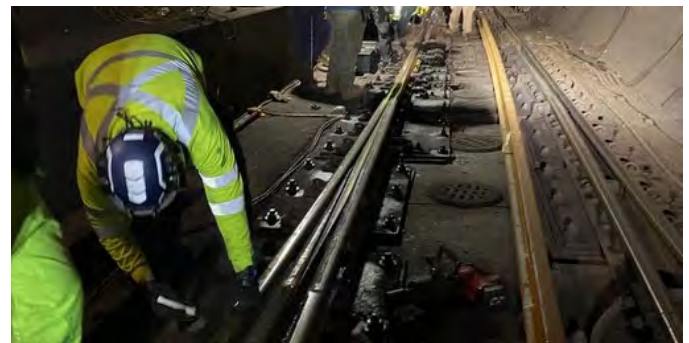
Metro's Capital Improvement Program and Capital Budget include estimated costs for capital expenditures to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset. The CIP and Capital Budget also include estimated costs for planning, program management,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

The Metro Board of Directors has delegated authority to the General Manager/Chief Executive Officer 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 Capital Improvement Program, and Capital Budget are formally updated annually through the budget process. The process begins each spring and summer with the development of a preliminary proposal for Metro's Senior Executive Team's consideration. The General Manager/Chief Executive Officer then presents the proposed Capital Improvement Program to the Board of Directors in the fall/winter 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 Capital Improvement Program 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.



Tunnel Maintenance

## Capital Program Funding Sources

Metro's Capital Improvement Program 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 value of Metro's capital funding has eroded over time and Metro is approaching the end of its debt issuance capacity to support the capital program, limiting available resources for the capital program. The table on the following page details the FY2025 funding plan and six-year funding outlook.

### *Federal Grant Programs*

Metro receives federal formula grant funding from the Federal Transit Administration (FTA) through 49 U.S.C. 5307 Urbanized Area Formula grants, 49 U.S.C. 5337 State of Good Repair grants, and 49 U.S.C. 5339 Bus and Bus Facilities grants. Metro also competes for federal discretionary grant programs for specific investments. Metro expects to receive about \$621 million in FTA grants for Metro FY2025 and the six-year program assumes continued FTA funding, adjusted for inflation.

### *Passenger Rail Investment and Improvement Act (PRIIA) Funding*

PRIIA funding provides annual funding in federal grants for WMATA's Capital Improvement Program which is matched with funding from Maryland, the District of Columbia, and Virginia for Metro's safety and state of good repair capital program. These grants are subject to a 1 percent holdback for FTA administration.

The FY2025 Capital Budget assumes \$144 million of federal PRIIA funding matched by funding from the region. The six-year program assumes federal PRIIA funding through FY2030, as PRIIA has been reauthorized through that period and beyond. Metro's capacity to support state of good repair programs is dependent on continued Federal and State support of this program.

### *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 FY2025 budget assumes approximately \$963 million of dedicated funding-backed debt. Over the next few 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 servicing already issued debt, reducing funding capacity for future capital needs, and driving a need for new capital funding sources. Metro anticipates reaching the debt service limit in FY2028, impacting the ability to issue new debt and further restricting Metro's capital program.

### *Jurisdictional Contributions*

Maryland, the District of Columbia, and the local governments in Northern Virginia provide annual capital funding in the form of allocated capital 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. FY2025 allocated contributions total \$951 million. The six-year program assumes a total of \$5.85 billion.

### *Jurisdictional Sponsored Projects*

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



Structural Maintenance



## FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

<i>(Dollars in Millions)</i>		FY2025 Budget	FY2026 Plan	FY2027 Plan	FY2028 Plan	FY2029 Plan	FY2030 Plan	6-Year Total
<b>FEDERAL</b>	Federal Formula Programs	\$470.0	\$481.2	\$490.8	\$500.6	\$510.6	\$520.8	\$2,974.0
	Federal RSI/PRIIA	143.5	143.5	143.5	143.5	143.5	143.5	861.0
	Other Federal Grants	6.6	24.3	45.4	47.0	2.2	2.3	127.9
	<b>Total - Federal Grants</b>	<b>\$620.1</b>	<b>\$649.0</b>	<b>\$679.7</b>	<b>\$691.1</b>	<b>\$656.4</b>	<b>\$666.6</b>	<b>\$3,962.8</b>
<b>STATE AND LOCAL FUNDING CONTRIBUTIONS</b>	Formula Match & System Performance	\$109.4	\$112.6	\$116.0	\$119.5	\$123.1	\$126.8	\$707.4
	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
	<b>Subtotal - District of Columbia</b>	<b>\$337.4</b>	<b>\$340.6</b>	<b>\$344.0</b>	<b>\$347.5</b>	<b>\$351.1</b>	<b>\$354.8</b>	<b>\$2,075.4</b>
	Montgomery County	50.5	52.0	53.6	55.2	56.8	58.5	326.5
	Prince George's County	52.1	53.6	55.2	56.9	58.6	60.3	336.7
	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
	<b>Subtotal - Maryland</b>	<b>\$319.0</b>	<b>\$322.1</b>	<b>\$325.3</b>	<b>\$328.5</b>	<b>\$331.9</b>	<b>\$335.4</b>	<b>\$1,962.2</b>
	City of Alexandria	13.8	14.2	14.6	15.0	15.5	15.9	89.0
	Arlington County	24.8	25.5	26.3	27.1	27.9	28.7	160.3
	City of Fairfax	0.8	0.8	0.8	0.8	0.9	0.9	5.0
	Fairfax County	44.1	45.5	46.8	48.2	49.7	51.2	285.6
	City of Falls Church	0.9	0.9	0.9	0.9	1.0	1.0	5.5
	Loudoun County	5.9	6.0	6.2	6.4	6.6	6.8	37.8
	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)	0.7	0.7	0.7	0.7	0.7	0.7	4.1
	<b>Subtotal - Virginia</b>	<b>\$294.8</b>	<b>\$297.6</b>	<b>\$300.3</b>	<b>\$303.2</b>	<b>\$306.2</b>	<b>\$309.2</b>	<b>\$1,811.3</b>
	Jurisdiction Planning Projects	3.0	3.0	3.0	3.0	3.0	3.0	18.0
	Other Reimbursable Projects	29.3	18.2	37.7	2.6	-	-	87.7
	<b>Subtotal - Jurisdictional Reimbursable</b>	<b>\$32.3</b>	<b>\$21.2</b>	<b>\$40.7</b>	<b>\$5.6</b>	<b>\$3.0</b>	<b>\$3.0</b>	<b>\$105.7</b>
	<b>Total - State and Local</b>	<b>\$983.5</b>	<b>\$981.5</b>	<b>\$1,010.3</b>	<b>\$984.8</b>	<b>\$992.2</b>	<b>\$1,002.4</b>	<b>\$5,954.7</b>
	<b>Debt</b>	<b>\$963.0</b>	<b>\$1,047.8</b>	<b>\$863.9</b>	<b>\$503.8</b>	<b>-</b>	<b>-</b>	<b>\$3,378.5</b>
<b>Grand Total Funding<sup>1,2</sup></b>		<b>\$2,566.6</b>	<b>\$2,678.2</b>	<b>\$2,553.9</b>	<b>\$2,179.8</b>	<b>\$1,648.5</b>	<b>\$1,668.9</b>	<b>\$13,296.0</b>

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

2. Totals may not sum due to independent rounding

## 10-YEAR CAPITAL PLAN

Metro develops a 10-Year Capital Plan that is published separately and includes capital investment needs over a ten-year period. Additional information regarding Metro's 10-Year Capital Needs can be found at: [www.wmata.com/initiatives/capital-improvement-program/](http://www.wmata.com/initiatives/capital-improvement-program/)

### *Long-Term Capital Planning*

To restore and maintain safety, reliability and state of good repair of the system and prepare for a sustainable and equitable future of the region, Metro assesses capital needs over a long-term horizon and now annually updates a 10-Year Capital Plan. The plan provides an outlook of needs and opportunities for Metro and the region.

The 10-Year Capital Plan incorporates Metro's Six-Year Capital Improvement Program and the annual Capital Budget and extends beyond the current program. The Plan provides an outlook for:

- Major projects with expected completion dates beyond the current Capital Improvement Program
- Recurring and cyclical safety and state of good repair maintenance, rehabilitation, and replacement programs that continue
- State of good repair projects and programs that are expected to begin after the current six-year Capital Improvement Program
- Potential future capital investments to modernize and improve the system for customers and the region

The 10-Year Capital Plan is not financially constrained. New capital funding sources will need to be identified to support the long-term state of good repair of the system and to advance improvements to support a sustainable and more equitable future for the region.

### *Major Capital Needs / Potential Future Investments*

**Zero-Emission Bus Implementation** – Metro is advancing a Zero-Emission Bus Program to test and evaluate technology to prepare for a future large-scale deployment. Zero-emission buses have the potential to provide substantial value to the region by reducing greenhouse gas and local air pollution, providing a quieter, smoother ride, and supporting a more sustainable

and livable region. Investments to enable Northern, Bladensburg, and Cinder Bed Road Bus Divisions to run electric vehicles are planned in the Six-Year Program. However, a large-scale deployment will require substantial investment in the 10-Year Plan and beyond.

**New Advanced Signal System** – Metro's train control signal system is over 40 years old, obsolete, and unreliable, and the replacement and upgrade of this vital system is among Metro's highest safety and state of good repair priorities. The replacement of the existing system will be complex, expensive, and lengthy. Metro is currently working to identify and plan for the implementation of new signal system technology.

**Eight-Car Trains and Railyard Improvements** – To increase the capacity and frequency of rail service and support the future of the region, Metro will need to acquire additional 8000-series railcars, continue to upgrade rail system power across the system, and expand railcar maintenance and storage facilities.

**Station and Tunnel Emergency Egress Upgrades and Fire Suppression Replacement** – Metro must repair and replace critical emergency infrastructure in both stations and tunnels, including standpipes, which serve as the delivery system for water and are the only source of fire suppression available in some locations.

**Tunnel Ventilation** – The Metrorail system includes an extensive network of ventilation systems to handle routine air exchange in stations and tunnels and to remove smoke in the event of an emergency. Metro is advancing a pilot to test improvements to the ventilation system on the Red Line.

**Water Mitigation** – Metro has dealt with water infiltration in its underground structures since the system was constructed. The results of water intrusion have negatively impacted rail operations and caused damage that has led to incidents impacting our customers. Metro is working on a pilot to mitigate leaks in tunnels in the areas of greatest risk. If the pilot is successful, Metro will evaluate additional priority locations to help deter water infiltration in the system.

# Appendix A – Metro Profile



Interior of 8000-series train

## 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 (now Downtown Largo), as well as the NoMa-Gallaudet U station on the Red Line. These expansions increased the Metrorail system to 86 stations and 106 miles.

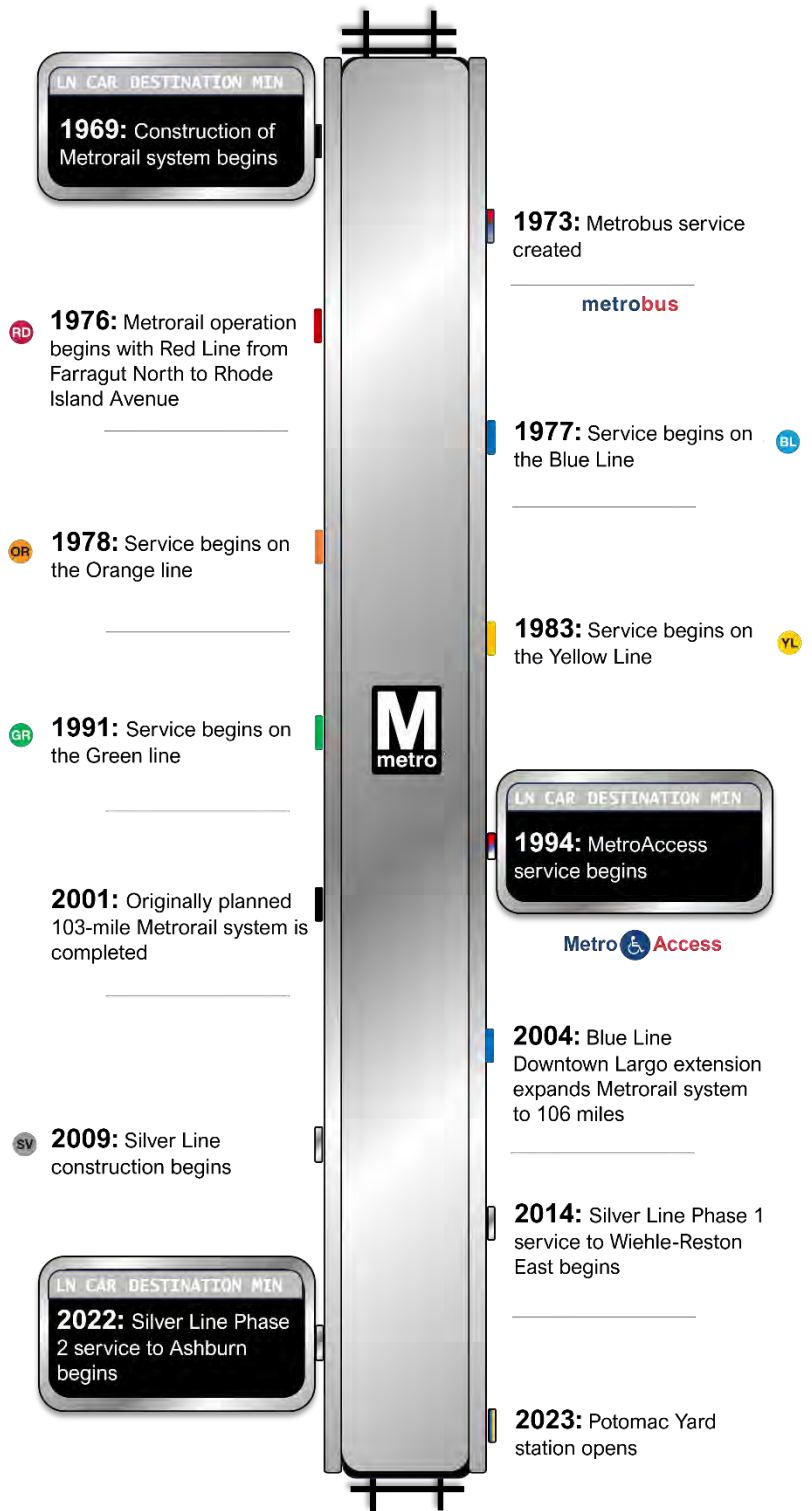
In March 2009, Metropolitan Washington Airports Authority (MWAA) started construction on the Silver Line, a 23-mile rail extension in Fairfax and Loudoun Counties in Virginia. Supported by a Full-Funding Grant Agreement from the Federal Transit Administration (FTA) plus toll and other revenues from funding partners, Phase 1 opened in 2014 with 11.6 miles and five new stations, extending service to Tysons Corner and Reston. Phase 2 opened on November 15, 2022, with an additional 11.4 miles and six new stations, providing service to Dulles International Airport and Loudoun County.

In addition, Metro opened the new Potomac Yard infill station on the Blue and Yellow lines in Alexandria, Virginia in 2023.

# Key Metro Facts

- Metro’s service area size is approximately 1,500 square miles with a population of over four million
- Metro’s transit zone consists of 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 comprises approximately 128 miles of track, six rail lines, 98 stations and 1,278 railcars in the active fleet
- Metrobus serves over 9,000 bus stops throughout the region with over 1,500 buses
- Metro is the second busiest heavy rail transit system and the sixth largest bus network in the county<sup>2</sup>
- 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.



<sup>2</sup> American Public Transportation Association. Q4 Quarterly Ridership Report. <https://www.apta.com/wp->

content/uploads/2023-Q4-Ridership-APTA.pdf. Retrieved April 2024.

## Oversight

A variety of internal and external offices, committees, and administrations provide oversight of Metro. These oversight entities include, but are not limited to, the Federal Transit Administration (FTA), the Washington Metrorail Safety Commission (WMSC), the Office of Inspector General, the Office of Quality Assurance, Internal Compliance & Oversight, the Office of Audit & Compliance, 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. In addition, the 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 enforces transit safety requirements for Metro's Metrorail system. The Moving Ahead for Progress in the 21<sup>st</sup> Century Act (MAP-21) established the requirement for the creation of an SSOA.

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

Authorized by Metro's Board of Directors in April 2006, the Office of the Inspector General serves as an independent office reporting directly to the Board. The Office of the Inspector General supervises and conducts independent audits, investigations and reviews of Metro programs and operations to promote efficiency and financial integrity. This office also provides oversight to prevent and detect fraud, waste and abuse in such programs and operations.

### Office of Quality Assurance, Internal Compliance & Oversight

The Office of Quality Assurance, Internal Compliance & Oversight 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.

### Office of Audit & Compliance

The Office of Audit & Compliance is Metro's internal audit function. It provides independent and objective audits, reviews and assessments of Metro's system of internal controls and related business processes designed to add value and 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 in the following sections.

### Riders' Advisory Council

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

### 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 for visually impaired riders to board Metrorail trains.

### Amplify by Metro

Metro is leveraging a new web-based platform called Amplify to engage and solicit input from riders in the community. As Metro's first ever customer community, Amplify brings together riders, transit advocates, and transit experts in an ongoing digital forum. Through a structured environment of online surveys, polls, and discussion forums, Amplify community members share their experiences as riders and influence how Metro

responds to issues affecting those who use the system. People who live in the national capital region and ride any bus, train, or on paratransit at least once a month may sign up to participate at [amplifybymetro.com](http://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

According to 2020 U.S. Census data<sup>3</sup>, the greater Washington D.C. Metropolitan Area is home to more than six million people, two million households, and three million jobs. As the primary transit provider in the region, Metro is integral to the regional transportation planning process. The WMATA Compact allows the Authority to adopt a Mass Transit Plan as part of the region's continuous, comprehensive transportation planning process. Metro's regional planning function encompasses preparing transit system plans in partnership with other regional transit providers, conducting system planning analysis and transportation studies, communicating transit needs to regional planning bodies, and participating 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 transportation system.

Metro coordinates with its regional partners to determine transit-based priorities and projects. The WMATA 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 various budget and operational issues 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, as well as 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 policymaking. As an implementing agency in the TPB planning process and a TPB voting member, Metro remains 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. Working with both NVTC and NVTA on essential transit funding and corridor development initiatives, Metro strives to enhance public transit service and ensure the integration of transit in highway investments and the Department of Transportation (DOT). Metro also collaborates with its local jurisdictions in Washington D.C., Maryland, and Virginia on critical local plans and project development initiatives to integrate service and planning opportunities.

## Demographics

Within the greater Washington D.C. Metropolitan area is Metro's Compact area comprised of five counties (Montgomery and Prince George's in Maryland, Fairfax, Arlington and Loudoun in Virginia), three cities (Alexandria, Falls Church, and Fairfax in Virginia), and one federal district. According to the American Community Survey (ACS)<sup>4</sup>, the population of the Metro Compact jurisdictions is 4.7 million people with a demographic profile of:

- 39.4 percent of the population is non-Hispanic white
- 27.0 percent is black or African American
- 16.7 percent is Hispanic or Latino
- 12.3 percent is Asian
- 4.5 percent is Mixed-Other

The median income of households residing in these jurisdictions is approximately \$115,343, with a mean

<sup>3</sup> US Census Data. 2020: ACS 5-Year Estimates Data Profile. Retrieved from: [https://data.census.gov/table?q=United+States&g=010XX00US\\_310XX00US47900](https://data.census.gov/table?q=United+States&g=010XX00US_310XX00US47900).

<sup>4</sup> US Census Data. 2021: ACS 5-Year Estimates Data Profile. Retrieved from: <https://data.census.gov/table?y=2021&d=ACS+5-Year+Estimates+Data+Profiles>

income of \$151,078. Of the 1.8 million households living in the jurisdictions served by Metro, 59.0 percent reside in single family homes, 40.7 percent in apartments or multi-unit structures, and 0.3 percent in mobile homes and other housing forms. Over 40 percent of households in the Metro Compact area reside in multi-unit structures, exceeding both the national average and offering density supportive of mass transit opportunities. Further, this same ACS data reports that of the 2.5 million workers in the Compact area, 12.5 percent commute to work using public transportation (excluding taxicabs) and 12.2 percent of workers do not have access to a vehicle. Relative to the 10 largest metropolitan areas in the U.S. (based on population at the 2020 census), the Metro Compact area falls only below the Metropolitan New York area in the number of workers using public transportation (excluding taxicabs) to commute to work.

## Economy

Metro's ridership and overall financial outlook are directly influenced by the population, economic conditions, and employment growth in the greater Washington D.C. Metropolitan area. Covid-19 had broad and significant global, national and regional impacts; the lasting consequences in terms of changes to work and commuting patterns remain unclear.

## Job Growth in Metropolitan Washington

Econometric modeling published in May 2023 by the Metropolitan Washington Council of Governments (COG)<sup>5</sup> predicts by 2050 the Metropolitan Washington area will add one million jobs (31 percent) over its base year of 2020. The model also projects similar increases in population and households, rising 26 percent and 33 percent respectively by 2050.

Over Metro's previous fiscal year, the greater Washington D.C. Metropolitan area experienced improvements in key economic indicators, including employment and pricing data, with unemployment rates returning to pre-pandemic levels. According to data from the Bureau of Labor Statistics (BLS) Current Employment Statistics (CES), the unemployment rate for the Metropolitan Washington area was 2.9 percent in January 2024, remaining below the

<sup>5</sup> Metropolitan Washington Council of Governments. May 2023. COG Jurisdictional Round 10.0 Cooperative Forecasts Of Employment, Population, And Households.

<sup>6</sup> Bureau of Labor Statistics. November 2023. Washington D.C. Area Economic Summary. Retrieved from: [https://www.bls.gov/regions/mid-atlantic/summary/blssummary\\_washington\\_div.pdf](https://www.bls.gov/regions/mid-atlantic/summary/blssummary_washington_div.pdf)

<sup>7</sup> Bureau of Labor Statistics. April 2024. Consumer Price Index Archived Consumer Price Index Supplemental Files. Retrieved

national average of 4.1 percent<sup>6</sup>. While inflation remains an ongoing economic concern, the year-over-year inflation rate for this area as measured by the Consumer Price Index for All Urban Wage Earners and Clerical Workers (CPI-W) has fallen from 8.5 percent in September 2022 to 3.0 percent in February 2024<sup>7</sup>.

## Changing Federal Presence

Transporting the federal workforce has always been one of Metro's core tasks. From the earliest days of planning the system, regional leaders designed stations to serve key government facilities (such as the Capitol and the Pentagon), enabling federal employees to efficiently commute to work. With Metro's growth, the federal government prioritized new office locations next to Metro stations. While the federal government remains a dominant employer in the region, the greater Washington D.C. Metropolitan area is experiencing changes in its industry composition of jobs and job growth. Historically growth in the federal sector has served as a catalyst for overall regional job growth. Between 2000 and 2010 the number of federal workers in the Washington D.C. Metropolitan area grew by 19.3 percent<sup>8</sup>. However, in recent years the structure of the regional economy has started to change. The number of federal workers has fallen or remained stagnant since 2010, with an overall 4.5 percent decrease in the number of federal workers from its height in July 2010. Historically, between 11 and 13 percent of employment in metropolitan Washington has been federal; however, a recent COG<sup>9</sup> model predicts the portion of federal employment will decline from 12 percent of employment in 2015 to eight percent in 2045. Further, while the model forecasts a 31 percent growth rate for overall employment between 2020 and 2050, the COG model predicts only three percent growth in the federal government sector over the same period, indicating a more diverse composition of jobs for the region.

## The Rise of Remote Work

As the region recovers from the Covid-19 pandemic, business activity has settled into a new normal significantly different from what preceded the pandemic. This paradigm shift in how and where people work, specifically in the shift to remote work, has significantly

from: [https://www.bls.gov/eag/eag.dc\\_washington\\_msa.htm](https://www.bls.gov/eag/eag.dc_washington_msa.htm)

<sup>8</sup> Bureau of Labor Statistics. 2023. Employed and Office of Employment and Unemployment Statistics: Government-Federal Government, Washington DC Metropolitan Statistical Area, 2000-2023. Retrieved from: <https://beta.bls.gov/dataViewer/view/timeseries/SMU11479009091000001>

<sup>9</sup> Metropolitan Washington Council of Governments. June 2022. Round 9.2 Growth Trends. Washington DC.

impacted the labor market, commuter and tourist activities, the demand for office space, and the location of economic activity in the region. The greater Washington D.C. Metropolitan region has a highly skilled and educated workforce including many occupations that have transitioned exceptionally well to remote work, thus resulting in changes to Metro ridership patterns.

The post-pandemic impact to public transit ridership and revenue is not isolated to the Washington D.C. Metropolitan region. Transit systems nationwide are facing drastic changes to work and transit patterns. According to 2022 ridership data collected by APTA, transit agencies across the US and Canada have observed similar decreases in ridership across heavy rail and bus. Data from the Survey of Working Arrangements and Attitudes (SWAA)<sup>10</sup> show the percentage of full workdays supplied from home grew from less than five percent prior to the pandemic to 61.5 percent at the height of pandemic restrictions. Current discussions surround the extent to which workers will continue to work from home in the post-pandemic era. These trends impact the public transit industry not only through full remote working arrangements, but also hybrid working arrangement trends in which work is supplied partially from home and partially in a traditional office or client setting. Enhanced SWAA datasets now allow for separation between full remote working arrangements and hybrid working arrangements. As of December 2023, 46.8 percent of workers with remote-eligible jobs report hybrid working arrangements and another 19.8 percent report full remote working arrangements. As such, only 33.4 percent of workers with remote-eligible jobs report full onsite working arrangements. Additionally, time series data supplied by SWAA indicates employers are planning for workers to supply, on average, 2.23 days per week from home post-pandemic. While the share of remote work has declined since the height of the pandemic, data suggests employers have steadily become more accepting of hybrid work environments supporting the persistence of these fundamental changes in work and commuting patterns and the ongoing impact of these changes on commuting and ridership patterns.

In a 2022 Report to Congress, the Office of Personnel Management (OPM)<sup>11</sup> estimates that roughly 47 percent

of federal employees participated in routine telework. Relative to pre-pandemic conditions, federal workers represent a lower share of transit customers and travel less on transit.

## Where is Metropolitan Washington's Economy Headed?

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 even before the pandemic. Significant efforts are currently underway to diversify the region's economy, partially in response to slower 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 the region's economic growth over the next decade. Two of these drivers, professional and business services, have long expanded the region's economy. Recent growth in the hospitality and service sectors has recently outpaced the national growth rate for that sector further supporting the region's job growth.

These emerging patterns of regular telework schedules may impact the Metropolitan Washington economy in unintended ways. According to real estate advisory firm Newmark Knight Frank<sup>12</sup>, the trend of hybrid and full telework arrangements by employers in the area Newmark Knight Frank Economic Outlook for the greater Washington D.C. Metropolitan area suggests an ongoing decrease in average office occupancy that is unlikely to change without further action from the federal government. These changes in work patterns and occupancy will continue to impact public transit ridership and revenue despite job growth recovery.

The greater Washington D.C. Metropolitan area appears poised to continue its post-pandemic recovery as employment mirrors pre-pandemic levels; however, the composition and attributes of jobs in the region is changing. Metro will continue to advance service options that adapt to the emerging needs of workers and the regional economy.

<sup>10</sup> Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2021. "Why working from home will stick," National Bureau of Economic Research Working Paper 28731.

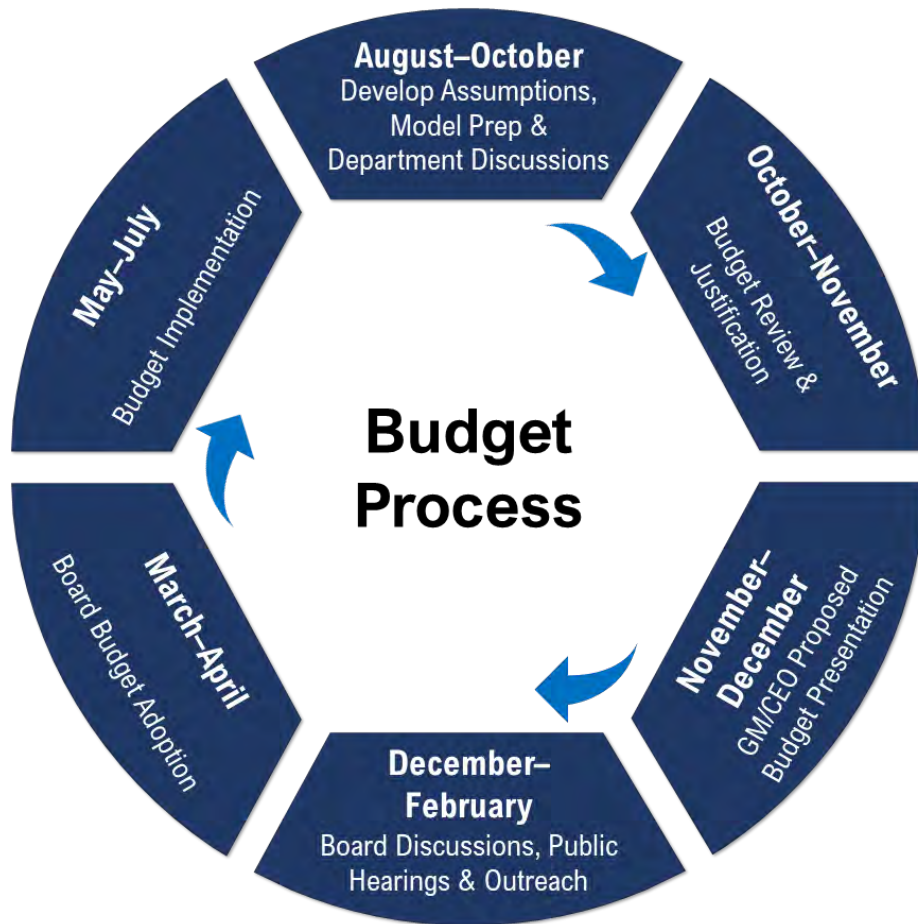
<sup>11</sup> United States Office of Personnel Management. December 2022. Status of Telework in the Federal Government Report to Congress. Retrieved from: <https://www.telework.gov/reports->

[studies/reports-to-congress/2022-report-to-congress.pdf](https://www.telework.gov/reports-).

<sup>12</sup> Newmark. April 2023. District of Columbia Office Market Report – Q1 2023. Retrieved from: <https://www.nmrk.com/insights/market-report/district-of-columbia-office-market>



# 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. Each department is responsible for operating in such a manner to ensure the use of the funds is consistent with the goals and programs authorized by the Board and spending remains within approved levels. 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
6. Budget implementation

# Budget Development and Departmental Submissions

Metro begins its annual budget development shortly following the adoption of the previous year’s budget. For the FY2025 budget, Metro faced a \$750 million annual deficit under its existing operating subsidy model as a result of changing post-pandemic ridership patterns, unprecedented inflation and the conclusion of federal relief funding. Metro assessed multiple planning scenarios to address the FY2025 operating deficit throughout the budget planning and development process. In December 2023, Metro submitted its FY2025 GM/CEO Proposed Budget addressing the operating deficit within the existing funding model through drastic service cuts and fare increases, while staff continued collaboration with jurisdictional partners to secure the necessary funding. Following the presentation of the FY2025 Proposed Budget, Metro’s jurisdictional partners committed to additional funding above the three percent annual cap to address the FY2025 operating deficit. Metro staff then revised the initial FY2025 GM/CEO Proposed Budget to reflect this additional funding and avoid drastic service cuts.

For its FY2025 Approved Budget, Metro used the FY2024 Budget with specific programmatic changes as the baseline for FY2025 budget development. As additional information became available during the budget development process, ridership and revenue assumptions and scenarios were refined. Staff also evaluated expense data from the FY2024 Approved Budget and the FY2023 actuals to establish cost baselines for personnel and other expenses. Position data from the current approved FY2024 Budget and benefits obligations established the baseline for personnel related costs. Next, staff modified pertinent assumptions, including

contractually obligated union wages and benefits, fuel prices, service levels, and ridership and revenue projections to refine budgeted expenses, as required. Based on the analysis of the data, Metro assigned targets to each department.

## Strategic Transformation Plan

Adopted in February 2023, Metro’s Strategic Transformation Plan (STP), *Your Metro, The Way Forward*, steers the development of both the Operating and Capital budget and the execution of Metro’s mission. As illustrated below, Metro developed its STP using information collected across multiple forums as a guide for both long-term strategic planning and day-to-day decision making. The STP defines Metro’s priorities and connects the mission, vision, and goals with actionable initiatives to drive progress, enhance transparency, and build trust with customers, staff, and stakeholders.

The STP defines four overarching goals that drive Metro’s process: Service Excellence, Talented Teams, Regional Opportunity and Partnership, and Sustainability. The STP connects each goal to supporting objectives and identifies specific Key Performance Indicators (KPIs) systematically tracked to monitor and support progress. These KPIs enhance transparency and guide the actionable initiatives that will drive progress toward delivering the public transit system the region needs.

In addition, the General Manager’s Business Plan identifies Metro’s priorities, provides the foundation for department-specific work plans, and keeps the agency focused on the long-term goals described in the STP. It outlines necessary actions to achieve priorities, provides measures to monitor success and offers the Board and public with a transparent and accountable framework. The resulting budgets and multi-year capital investment plans reflect these priorities.



The Office of Management and Budget staff develops guidelines and assumptions in line with the STP and General Manager’s Business Plan that are incorporated into department budgets and systematically drive the budgeting process.

- 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 to develop new budget initiative requests

The annual budget is developed based on two budget methodologies – continuation-level and zero-based. Staff used continuation-level budgeting to develop the funding and resources necessary to sustain multi-year critical operating, special programs, and previously approved capital projects for the FY2025 budget.

Metro used a hybrid zero-based budgeting to develop additional portions of the FY2025 operating budget, specifically utilizing the zero-based approach to determine resources for anticipated changes to service levels and new programs.

## Budget Review and Proposal

Metro develops its proposed Capital Improvement Plan (CIP) concurrently with its proposed operating budget. Starting in July, operations, maintenance, engineering and other stakeholders submit capital investment need requests. In addition, Metro utilizes available asset condition data, fleet management plans, and other documents to identify capital investment needs. In the fall, Metro evaluates all identified needs, in concert with ongoing projects and programs, and strategically aligns these priorities to develop Metro’s CIP. Funding constraints are then applied to the capital program and results are presented to the Senior Executive Team and GM/CEO for their review.

The Office of Management & Budget, the Office of Planning & Performance, and the Senior Executive Team review all operating and capital budget requests. The proposed budget recommendations are presented to the GM/CEO in the second quarter of the fiscal year. Following review by the GM/CEO, the annual budget proposal and multi-year plans are presented to the Metro Board of Directors and the public.

## Budget Discussion and Adoption

Metro is required to adopt an annual capital and operating budget for each fiscal year, prior to the conclusion of the preceding fiscal year.

- The proposed budget is presented and reviewed in the Finance and Capital Committee. The Board deliberates through early spring
- Metro engages in 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. To meet Virginia Dedicated Funding Legislation requirements, one hearing must be held in a jurisdiction supported by the Northern Virginia Transportation Commission. 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: 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 and feedback received during the outreach process in a staff report 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

Metro begins budget implementation planning prior to the beginning of the new fiscal year and monitors budget compliance throughout the year to ensure transparency.

- The FY2025 Budget is effective July 1, 2024
- The Office of Management & Budget prepares monthly budget variance reports to monitor and control expenses and revenues
- Quarterly financial reports are prepared by the Office of Management & Budget and presented to the Board of Directors to monitor financial performance and ensure compliance with the approved budget

The underlying financial statements informing 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 comprise Metro's Enterprise Fund. These business-type activities include transit operating and capital costs, infrastructure construction and debt activities. The budget is based on the provisions of GAAP, as applicable to government entities in the United States of America. Annual budgets are adopted in accordance with GAAP with the following exceptions:

- Depreciation and amortization are excluded
- Net actuarial determined post-employment benefit obligation recognized under GASB Statement No. 45, which was implemented by Metro in FY2008, has been excluded from the budget expenses; such costs are included in operating expenses in the annual financial statements but are not budgeted

In accord with the Financial Standards, the Office of Management & Budget 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. Beginning in FY2020, federal grants partially funded the operating budget to offset lost revenue and increased expenses from the Covid-19 pandemic. Metro will exhaust its remaining ARPA federal relief funding in early FY2025. Other federal funds consist of federal grants 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. Legislation passed in 2018 by Washington D.C., Maryland, and Virginia established annual dedicated capital funding of \$500 million. Debt proceeds serviced by the annual dedicated funding further support the capital program. Business revenues include advertising and joint development, among other funding sources.

## Balanced Operating Budget

Each year Metro must propose and adopt an operating budget that balances predicted operating expenses for the fiscal year with the expected operating revenues and subsidies for that year. The Board annually approves a current expense budget for the fiscal year in accordance with Article VIII of WMATA's Compact. Based on the Compact, this balanced 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. Board Resolution 2020-09, adopting the FY2021 Budget, revised the Board's policy regarding budget surplus and shortfall to comply with Dedicated Funding legislation. As such, Metro will retain any surplus and will be responsible to address any shortfall in funding.

The operating budget focuses 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 demand, and improving the 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 to ensure reliable, efficient, and safe service while maintaining the condition of Metro's current assets and infrastructure in a state of good repair. The capital budget supports the reliable, continuous and safe operation of each mode (Metrobus, Metrorail and MetroAccess).

## Capital Expenditures

Capital expenditures are expenses leading to a future benefit beyond the current fiscal year. Expenditures are classified as capital when an entity spends money to procure or construct fixed assets or to maintain, improve or extend the useful life of an existing fixed asset.

The capital programming process assists Metro's leadership in 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:

- Paratransit and service vehicles
- Buses and bus facilities
- Railcars
- Stations and tunnels
- Track and wayside
- Signal and power systems
- Administration and maintenance facilities

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# Appendix C – Human Capital Summary

Human capital management defines and categorizes employees' skills and abilities to ensure alignment with the objectives of the organization. At Metro, the management of human capital involves workforce planning and investment in support of Metro's strategic plan and core mission to operate and maintain 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-dollar adjustment between operating and capital.

Labor costs include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel. For FY2025, the Authority-wide labor budget for operating

and capital is \$1,440.6 million, an increase of \$121.5 million from the previous year.

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 FY2025 fringe benefit budget for operating and capital is \$651.7 million, which is a \$37.7 million or 6 percent increase from the prior year budget.

The following tables compare human capital staffing levels and personnel costs for the FY2024 Approved Budget and FY2025 Approved Budget. The staffing projection for FY2025 is 13,497 positions, consisting of 11,300 operating positions and 2,197 capital positions. This staffing level represents an overall increase of 384 positions from the FY2024 Budget.

## HUMAN CAPITAL BY DEPARTMENT<sup>1</sup>

	FY2024 Budget	FY2025 Budget	Change
<b>Board Corporate Secretary</b>	4	4	-
<b>Office of Inspector General</b>	48	48	-
<b>General Manager &amp; CEO</b>	2	3	1
<b>Your Metro Transformation Office</b>	1	5	4
<b>Safety &amp; Readiness</b>	539	591	52
<b>Customer Experience &amp; Engagement</b>	110	160	50
<b>Planning &amp; Performance</b>	207	191	(16)
<b>Finance</b>	398	406	8
<b>Digital Modernization</b>	372	382	10
<b>People, Culture &amp; Inclusion</b>	116	134	18
<b>Legal &amp; Compliance</b>	69	63	(6)
<b>Infrastructure</b>	3,741	3,785	44
<b>Operations</b>	7,506	7,725	219
<b>Total</b>	<b>13,113</b>	<b>13,497</b>	<b>384</b>

1. Reflects the WMATA organizational structure realignment of December 2022; Due to realignment of personnel among Safety & Readiness and Operations, FY2024 Budget numbers differ from amounts reported in previous year's budget book.

2. Includes 75 positions for the Overnight Bus

A 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>	<b>FY2024 Budget</b>	<b>FY2025 Budget</b>	<b>\$ Change</b>
<b>Positions</b>	13,113	13,497	384
<b>Labor</b>	\$1,319.1	\$1,440.6	\$121.5
<b>Fringe</b>			
Taxes - FICA	\$118.2	\$107.3	(\$10.9)
Pension - Defined Benefits	199.8	229.9	30.1
Pension - Defined Contributions	15.3	22.6	7.3
Health Care	232.5	234.1	1.5
Life Insurance	2.4	1.8	(0.6)
Long Term Disability Insurance	1.2	0.9	(0.3)
Taxes - Unemployment	1.2	1.5	0.4
Workers' Compensation Reserve and Assessment	36.3	40.8	4.6
Allowances (Uniform, Clothing, Tools, etc.)	7.1	\$12.7	5.6
<b>Total Fringe Benefits</b>	<b>\$614.0</b>	<b>\$651.7</b>	<b>\$37.7</b>

## HUMAN CAPITAL SUMMARY – RATES

	<b>FY2024 Budget</b>	<b>FY2025 Budget</b>	<b>\$ Change</b>
Average Annual Pay	\$100,594	\$106,736	\$6,142
Average Full Fringe Cost	46,824	48,282	1,458
Full Fringe Rate	46.5%	45.2%	



# Appendix D – Capital Projects

## CAPITAL IMPROVEMENT PROGRAM INVESTMENT PAGES

Metro’s Capital Improvement Program investments are presented in one-page Capital Improvement Program investment summaries. Metro has identified \$150 million in administrative six-year savings that has been allocated.

### 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 Performance Outcome** describes how the investment benefits customers, operations, and/or employees; performance indicators are also included where applicable. Performance metrics are based on Metro’s current FY2024 targets. These will be updated each year until the project is implemented.

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 FY2025. 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 Goals** highlight the goals that are measurable and most closely align with the expected outcome of the investment, including Service Excellence, Talented Teams, Regional Opportunity and Partnership, and Sustainability.

8 **Cost** displays the estimated cost of the investment. The estimated cost of **Programs** shows forecasted investment for the current year, upcoming six-year period, and 10-Year Plan. The estimated cost of **Projects** displays life-to-date costs and forecasted investment for the current year, upcoming six-year period, 10-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. The CIP Projects and Program pages that follow the list are in sequential numerical order.

## 8000-Series Railcars (CIP0059)

- ① **Initiative Type:** Project  
**Category:** Railcar and Railcar Facilities  
**Location:** Systemwide

**Mode:** Rail  
**Program:** Acquisition  
**Federal Participation (all years):** No

### Description

- ② This project acquires up to 800 new 8000-series railcars. The initial delivery of 360 vehicles will replace the legacy fleet railcars.



### ③ Expected Performance Outcome

Maintaining fleet in a state of good repair for safety and reliability. Meets or exceeds the Rail Fleet Reliability performance target of ≥25,000 miles between failure for 8000-series railcars (example based on Metro's FY24 target) once fully implemented. New railcars provide improved customer features.

### Metro's Goals



### ④ Near Term Deliverables

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

### ⑧ Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$77.9
FY24 Forecast	\$53.3
Planned Investments	(\$M)
FY25	\$58.4
FY26	\$183.4
FY27	\$176.0
FY28	\$227.3
FY29	\$140.0
FY30	\$215.0
6-Year Total (FY25-FY30)	\$1,000.0
10-Year Total (FY25-FY34)	\$1,890.5
Beyond FY34	\$139.6
Total Estimated Investment	\$2,161.3

### ⑤ Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.0
Reimbursable	\$0.0
Debt	\$57.4

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓	✓	✓	✓			
Operations Activation				✓	✓	✓	✓	✓			

## CIP INVESTMENT PAGES

Project/Program #	Project/Program Name
CIP0002	Bus Onboard Location Equipment and Software Program
CIP0004	Bus Maintenance Facility and Equipment State of Good Repair Program
CIP0005	Bus Vehicle Rehabilitation Program
CIP0006	Bus Fleet Acquisition Program
CIP0009	Service Vehicle Acquisition Program
CIP0010	Environmental Compliance Program
CIP0015	MetroAccess Fleet Acquisition
CIP0024	Track Rehabilitation Program
CIP0025	Roadway Equipment and Vehicle Program
CIP0035	Bicycle and Pedestrian Facility Rehabilitation
CIP0036	Procurement Program Support
CIP0039	System Planning and Development
CIP0043	Bus and Rail Scheduling and Operations Software Improvements
CIP0056	Rail Service Management Software Improvements
CIP0059	8000-Series Railcars
CIP0063	Rail Vehicle Scheduled Maintenance Program
CIP0067	Rail Vehicle Safety & Reliability Improvements
CIP0072	Elevator Rehabilitation Program
CIP0073	Escalator Rehabilitation Program
CIP0076	Rail System Power Upgrades
CIP0087	Station and Facility Restoration Program
CIP0088	Station Entrance Canopy Installation
CIP0099	Joint Development Program Support
CIP0101	Internal Compliance Capital Management Support
CIP0127	Transit Police Support Equipment
CIP0131	Capital Program Financing Support
CIP0132	Escalator and Elevator Overhaul Program
CIP0136	Radio Infrastructure Replacement
CIP0142	Rail Vehicle Preventive Maintenance
CIP0143	Bus Vehicle Preventive Maintenance
CIP0145	Facility Security Monitoring Equipment Program
CIP0150	Support Facility Fire System Rehabilitation
CIP0151	Rail Station Cooling Rehabilitation Program
CIP0152	Parking Garage and Surface Lot Rehabilitation
CIP0170	Facility Roof Rehabilitation and Replacement
CIP0185	Escalator Replacement
CIP0197	Support Facility Improvements
CIP0212	Sustainability/Resiliency Program
CIP0213	Capital Program Development Support

CIP0218	Metrorail Station Improvements
CIP0219	Rail Station Lighting Improvements
CIP0220	Bus Planning Studies Program
CIP0221	Bus Customer Facility Improvements
CIP0241	Flood Resiliency Infrastructure Upgrades
CIP0242	Rail System Drainage Rehabilitation Program
CIP0243	L'Enfant Station Improvements
CIP0246	General Engineering
CIP0247	Emergency Construction and Emerging Needs Program
CIP0251	Automatic Train Control State of Good Repair
CIP0252	Low Voltage Power State of Good Repair
CIP0253	Traction Power State of Good Repair
CIP0254	Bus Priority Program Development
CIP0255	Fare Collection Modernization
CIP0256	7000-Series Railcars
CIP0258	Station and Tunnel Fire Alarm Rehabilitation
CIP0262	Tunnel Water Leak Mitigation
CIP0269	Asset Management Software
CIP0270	Capital Delivery Program Support
CIP0272	Digital Display and Wayfinding Improvements
CIP0273	Support Facility Rehabilitation
CIP0275	New Carrollton Garage and Bus Bays
CIP0276	Passenger Information Guidelines and Art in Transit
CIP0277	Supply Chain Modernization
CIP0279	Railyard Shop Equipment Replacement
CIP0283	Railcar Maintenance Facilities State of Good Repair
CIP0284	Railyard Facility and Site Rehabilitation
CIP0286	Power Generator Replacement
CIP0294	Bridge Rehabilitation Program
CIP0297	Union Station Improvements
CIP0305	Rail Passenger Facility State of Good Repair Program
CIP0310	Station Platform Rehabilitation - Phase 4
CIP0311	Bladensburg Bus Garage Replacement
CIP0315	Northern Bus Garage Replacement
CIP0324	Capital Program Financial Support
CIP0330	Information Technology Data Center
CIP0331	Enterprise Resource Planning Software Replacement
CIP0332	Fiber Optic Cable Installation
CIP0335	Office Consolidation - District of Columbia
CIP0337	Office Consolidation - Virginia
CIP0338	Office Consolidation - Maryland

CIP0339	Rail Station Emergency Egress Improvements
CIP0341	Rail System Standpipe Replacement Program
CIP0342	Information Technology Hardware State of Good Repair
CIP0347	Accounting Capital Program Support
CIP0348	Aerial Structure Rehabilitation A
CIP0349	Yellow Line Tunnel and Bridge Rehabilitation
CIP0355	Zero Emission Bus Acquisition and Evaluation
CIP0356	Tunnel Ventilation Improvements - Red Line Pilot
CIP0357	Cybersecurity Legacy Software Improvements
CIP0358	Business Systems State of Good Repair
CIP0359	Enterprise Technology Platforms State of Good Repair
CIP0360	Transit Systems State of Good Repair
CIP0361	Service Oriented Architecture (SOA) Program
CIP0370	Aerial Structure Rehabilitation B
CIP0371	West Falls Church Development
CIP0374	Infrastructure Improvements Solar Power Installation
CIP0375	Shaft Structural Rehabilitation - 7 Shafts
CIP0376	Western Bus Garage Replacement
CIP0379	Silver Line Phase 2 Defects Remediation
CIP0380	Advanced Signaling System with Platform Screen Doors
CIP0382	Content Management System Upgrade
CIP0383	Cinderbed Electric Bus Garage
CIP0384	Information Technology Investments
CIP0386	Enterprise Video Operations Program
CIP8011	D&E Fixed Rail Improvements
CIP8013	D&E Track Structures Improvements
CIP8016	Future Platforms & Structures
CIP8024	Future Bus Maint/Overhaul Proj
CIP8029	D&E Information Technology Improvements
CIP8030	Future Information Technology Projects
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
CRB0019_19	Silver Line Phase 1 Railcars
CRB0020_01	Silver Line Phase 2 Railcars
CRB0127	Purple Line Construction Support
CRB0137	Crystal City Metrorail Station New Entrance

# 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 via Global Positioning System (GPS), and bus customer information.



## Expected Performance Outcome

Onboard diagnostics alert fleet maintenance personnel of defects and failures, increasing fleet availability and reliability. Reliable GPS and route mapping improve revenue service efficiency. Buses can communicate with Transit Signal Prioritization equipment along service routes.

## Near Term Deliverables

Metro will continue replacement of equipment with new investments in software systems and onboard ancillary equipment.

## Metro's Goals



## Anticipated Funding Sources (\$M)

FY25 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	\$6.9

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$11.8
Planned Investments	(\$M)
FY25	\$6.9
FY26	\$7.0
FY27	\$8.2
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$22.1
10-Year Total (FY25-FY34)	\$22.1
Beyond FY34	\$0.0

# 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 their 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 bus garage improvements.



## Expected Performance Outcome

Maximizes the efficiency of bus maintenance operations to support improved fleet availability as measured by the Bus Fleet Reliability performance target of ≥8,000 miles between failure (example based on Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

Scheduled replacement of bus maintenance equipment including forklifts, toolbox kits, bus diagnostic equipment, and mechanic training equipment.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$3.3

Investments	(\$M)
FY24 Forecast	\$5.9
Planned Investments	(\$M)
FY25	\$3.3
FY26	\$2.5
FY27	\$2.5
FY28	\$2.5
FY29	\$2.5
FY30	\$2.5
6-Year Total (FY25-FY30)	\$15.8
10-Year Total (FY25-FY34)	\$96.9
Beyond FY34	\$1.9

# 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 assets that can no longer be overhauled.



## Expected Performance 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 target of ≥8,000 miles between failure (example based on Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

Metro will perform an annual scheduled overhaul of approximately 100 buses, 120 engines, 150 transmission assemblies, and 33 energy storage systems. Various other components will be rebuilt to include axles, HVAC units, pro-heat units, and steering boxes.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$65.7
Planned Investments	(\$M)
FY25	\$65.8
FY26	\$68.6
FY27	\$70.2
FY28	\$57.9
FY29	\$59.7
FY30	\$61.5
6-Year Total (FY25-FY30)	\$383.7
10-Year Total (FY25-FY34)	\$648.6
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$61.4
PRII/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$4.4
Reimbursable	\$0.0
Debt	\$0.0



# Bus Fleet Acquisition Program (CIP0006)

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

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

## Description

This program acquires and replaces standard 30-foot, 40-foot, and articulated buses consistent with the Metrobus Fleet Management Plan. Metro continues to advance the purchase and deployment of electric buses; estimated incremental capital costs are included in this program. The program also includes bus maintenance training and the purchase of spare parts.



## Expected Performance Outcome

Provides customers with reliable and modern buses as measured by the Bus Fleet Reliability performance target of  $\geq 8,000$  miles between failure (example based on Metro's FY24 target). Maintains an average fleet age of approximately 7.5 years.

## Metro's Goals



## Near Term Deliverables

Metro will advance the scheduled acquisition of approximately 100 buses. In FY2025, Metro plans to acquire approximately 75 40-foot hybrid buses and approximately 25 40-foot Battery Electric Buses (BEB).

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$102.8
Planned Investments	(\$M)
FY25	\$116.5
FY26	\$115.4
FY27	\$144.0
FY28	\$175.0
FY29	\$140.0
FY30	\$160.0
6-Year Total (FY25-FY30)	\$850.9
10-Year Total (FY25-FY34)	\$1,490.9
Beyond FY34	\$219.6

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$104.9
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$11.6

# 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. Metro will be transitioning to zero-emission vehicles and plans to reduce the number of vehicles in the fleet.



## Expected Performance Outcome

Optimizes Metro's service vehicle fleet utilization and supports the optimal size. Maintains it in a state of good repair. This program acquires service, police, and maintenance support vehicles.

## Metro's Goals



## Near Term Deliverables

Metro will replace approximately 200 service vehicles.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$14.6
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$4.7
Planned Investments	(\$M)
FY25	\$14.6
FY26	\$10.7
FY27	\$11.5
FY28	\$14.0
FY29	\$13.7
FY30	\$16.0
6-Year Total (FY25-FY30)	\$80.5
10-Year Total (FY25-FY34)	\$152.0
Beyond FY34	\$18.5

# 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 Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

Metro will advance underground storage tank replacement (including at multiple maintenance facilities); make modifications at track fueling areas within Alexandria and Shady Grove Railyards to comply with environmental regulations; replace the parking lot at 3421 Pennsy Drive to build infrastructure for stormwater runoff, pretreatment, and connection to storm sewer systems; and evaluate repairs to the Twinbrook Metrorail Station stormwater detention system.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$9.1
Planned Investments	(\$M)
FY25	\$15.8
FY26	\$10.1
FY27	\$8.9
FY28	\$3.8
FY29	\$2.0
FY30	\$2.0
6-Year Total (FY25-FY30)	\$42.5
10-Year Total (FY25-FY34)	\$87.4
Beyond FY34	\$3.3

## Anticipated Funding Sources (\$M)

FY25 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	\$15.8

# 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 MetroAccess paratransit fleet, 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 Performance Outcome

Prevents future reliability problems within the fleet as measured by the MetroAccess fleet reliability performance target of  $\geq 22,000$  miles between failure (example based on Metro's FY24 target). Newer vehicles also incorporate updated ADA standards, customer feedback on improvements and improved fuel efficiency.

## Metro's Goals



## Near Term Deliverables

Metro will purchase approximately 254 vehicles in FY25. Metro will monitor and evaluate the performance of these vehicles to inform future decisions on the appropriate mix of vans, sedans, and next-generation vans.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$17.0
Planned Investments	(\$M)
FY25	\$29.9
FY26	\$15.8
FY27	\$15.8
FY28	\$16.3
FY29	\$16.8
FY30	\$17.3
6-Year Total (FY25-FY30)	\$112.0
10-Year Total (FY25-FY34)	\$186.6
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$29.9
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

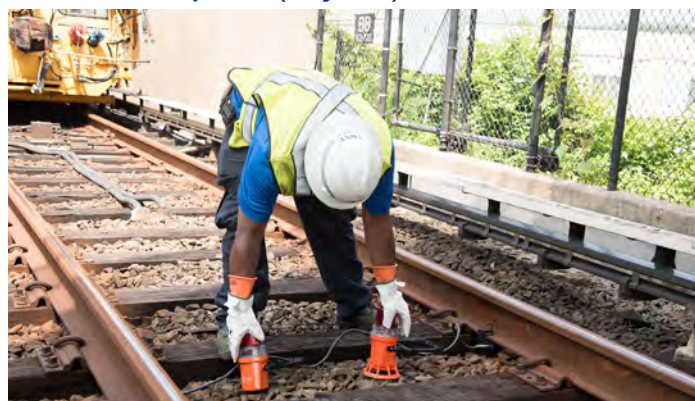
# Track Rehabilitation Program (CIP0024)

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

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

## Description

This program replaces, rehabilitates and provides preventative maintenance to rail systems in an effort to maintain a state of good repair. This includes rail replacement, stray current mitigation, track bed cleaning, drain rodding, vegetation controls, and other activities.



## Expected Performance Outcome

Maintains track infrastructure in a state of good repair to prevent potential safety incidents and minimize disruptions to service as measured by the Rail Infrastructure performance target of  $\leq 3.0\%$  of track unavailable (example based on Metro's FY24 target).

## Metro's Goals



## 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)

Investments	(\$M)
FY24 Forecast	\$116.3
Planned Investments	(\$M)
FY25	\$111.8
FY26	\$105.7
FY27	\$108.8
FY28	\$111.8
FY29	\$115.1
FY30	\$118.6
6-Year Total (FY25-FY30)*	\$671.8
10-Year Total (FY25-FY34)	\$1,217.0
Beyond FY34	\$50.4

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$25.6
PRIIA/RSI Grants	\$72.0
System Performance	\$0.0
Dedicated Funding	\$14.2
Reimbursable	\$0.0
Debt	\$0.0

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 rail system. This program replaces equipment that has reached the end of its useful life and is no longer feasible to maintain.



## Expected Performance 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.

## Near Term Deliverables

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

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRII/RSI Grants	\$8.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$15.8

## Metro's Goals



## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$10.1
Planned Investments	(\$M)
FY25	\$23.8
FY26	\$43.8
FY27	\$36.5
FY28	\$9.5
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$113.7
10-Year Total (FY25-FY34)	\$123.8
Beyond FY34	\$79.0

# 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 and improving sidewalks and curb designs.



## Expected Performance Outcome

Improves the safety and security of customers through updated pedestrian access routes and bicycle storage facilities. Supports the region's goals of reducing vehicle use by providing additional and updated options to access Metrorail facilities by foot or bicycle.

## Metro's Goals



## 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 bicycle and pedestrian pathways throughout the system to improve access.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$1.8
Planned Investments	(\$M)
FY25	\$2.4
FY26	\$3.0
FY27	\$0.3
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$5.7
10-Year Total (FY25-FY34)	\$19.1
Beyond FY34	\$0.6

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.4
Reimbursable	\$0.0
Debt	\$0.0

# 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 Performance 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.

## Metro's Goals



## 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)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$13.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$12.9
Planned Investments	(\$M)
FY25	\$13.3
FY26	\$12.2
FY27	\$11.0
FY28	\$10.0
FY29	\$9.1
FY30	\$8.2
6-Year Total (FY25-FY30)	\$63.8
10-Year Total (FY25-FY34)	\$99.2
Beyond FY34	\$0.0



# System Planning and Development (CIP0039)

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

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

## Description

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



## Expected Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

Metro will advance the planning, development, and review of potential improvements systemwide, including completing and implementing the Better Bus Network Redesign planning and implementation efforts.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$4.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$5.2
Planned Investments	(\$M)
FY25	\$4.0
FY26	\$10.7
FY27	\$14.1
FY28	\$9.5
FY29	\$3.6
FY30	\$3.6
6-Year Total (FY25-FY30)	\$45.4
10-Year Total (FY25-FY34)	\$67.7
Beyond FY34	\$0.0

# 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 Performance Outcome

Increase revenue opportunities by efficiently scheduling services to meet customer needs.

## Metro's Goals



## 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 FY24)	\$5.8
FY24 Forecast	\$3.0
Planned Investments	(\$M)
FY25	\$6.6
FY26	\$3.8
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$10.4
10-Year Total (FY25-FY34)	\$16.4
Beyond FY34	\$0.0
Total Estimated Investment	\$25.2

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$6.6
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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):** No

## Description

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



## Expected Performance Outcome

Provides the capability to communicate information to Metrorail customers and employees regarding train arrival schedules and service disruptions.

## Metro's Goals



## Near Term Deliverables

Metro will advance the upgrade and improvement of communications to Passenger Information Displays (PIDs) to include integration of new displays being installed systemwide.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$0.8
Planned Investments	(\$M)
FY25	\$0.9
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$0.9
10-Year Total (FY25-FY34)	\$0.9
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 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	\$0.9

# 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 delivery of 360 vehicles will replace the legacy fleet railcars.



## Expected Performance Outcome

Maintaining fleet in a state of good repair for safety and reliability. Meets or exceeds the Rail Fleet Reliability performance target of ≥25,000 miles between failure for 8000-series railcars (example based on Metro’s FY24 target) once fully implemented. New railcars provide improved customer features.

## Near Term Deliverables

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

## Metro’s Goals



## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$77.9
FY24 Forecast	\$53.3
Planned Investments	(\$M)
FY25	\$58.4
FY26	\$208.9
FY27	\$150.7
FY28	\$234.0
FY29	\$131.3
FY30	\$216.6
6-Year Total (FY25-FY30)	\$999.8
10-Year Total (FY25-FY34)	\$1,916.8
Beyond FY34	\$139.6
Total Estimated Investment	\$2,187.5

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.0
Reimbursable	\$0.0
Debt	\$57.4

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 maintenance programs for all railcars. Major rail vehicle systems that will be addressed include, but are not limited to, replacement of components associated with wheels, brakes, traction motors, propulsion systems, HVAC, couplers, and vital relays.



## Expected Performance Outcome

Maintains the rail fleet in a state of good repair to prevent future safety and reliability concerns to meet or exceed the Rail Fleet Reliability performance target of ≥25,000 miles between failure (example based on Metro's FY24 target).

## Near Term Deliverables

Metro will overhaul and conduct Scheduled Maintenance Programs (SMP) on railcars from the 3000- and 7000-series, and undertake the 6000-series coupler and 7000-series wheelset replacement programs in FY25.

## Metro's Goals



## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$124.2
Planned Investments	(\$M)
FY25	\$161.2
FY26	\$128.6
FY27	\$132.3
FY28	\$99.6
FY29	\$115.4
FY30	\$109.4
6-Year Total (FY25-FY30)	\$746.5
10-Year Total (FY25-FY34)	\$1,375.9
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$140.0
System Performance	\$0.0
Dedicated Funding	\$21.2
Reimbursable	\$0.0
Debt	\$0.0

# Rail Vehicle Safety & Reliability Improvements (CIP0067)

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

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

## Description

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



## Expected Performance Outcome

Improves and maintains the reliability of the railcar fleet as measured by the Rail Fleet Reliability performance target of  $\geq 25,000$  miles between failure (example based on Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

Metro will continue the installation and evaluation of the Automatic Wayside Inspection System.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$6.7
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$4.0
Planned Investments	(\$M)
FY25	\$6.7
FY26	\$2.8
FY27	\$2.9
FY28	\$3.0
FY29	\$3.0
FY30	\$3.1
6-Year Total (FY25-FY30)	\$21.5
10-Year Total (FY25-FY34)	\$36.9
Beyond FY34	\$0.0

# Elevator Rehabilitation Program (CIP0072)

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

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

## Description

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



## Expected Performance Outcome

Maintains elevators in a state of good repair to provide accessibility and preserve availability as measured by the Elevator Availability performance target of  $\geq 97.7\%$  (example per Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

Metro will rehabilitate approximately twelve elevator units at various locations around the system in FY25.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$7.4
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$2.8
Planned Investments	(\$M)
FY25	\$7.4
FY26	\$9.0
FY27	\$9.0
FY28	\$0.0
FY29	\$0.3
FY30	\$1.6
6-Year Total (FY25-FY30)	\$27.3
10-Year Total (FY25-FY34)	\$59.2
Beyond FY34	\$62.6

# 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 replaces escalators at Metrorail stations to maintain a state of good repair and installs lighting to improve customer safety and security.



## Expected Performance Outcome

Maintains escalators in a state of good repair to prevent potential safety issues and preserve availability as measured by the Escalator Availability performance target of  $\geq 93.3\%$  (example based on Metro's FY24 target).

## Near Term Deliverables

Following a new agency strategy, assets that were previously undergoing rehabilitation have been re-evaluated and they are now slated for replacement instead.

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$1.0
System Performance	\$0.0
Dedicated Funding	\$1.8
Reimbursable	\$0.0
Debt	\$0.0

## Metro's Goals



## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$4.0
Planned Investments	(\$M)
FY25	\$2.8
FY26	\$1.8
FY27	\$13.7
FY28	\$11.9
FY29	\$11.9
FY30	\$11.9
6-Year Total (FY25-FY30)	\$53.9
10-Year Total (FY25-FY34)	\$101.8
Beyond FY34	\$0.0



# Rail System Power Upgrades (CIP0076)

**Initiative Type:** Project  
**Category:** Rail Systems  
**Location:** Systemwide

**Mode:** Rail  
**Program:** Power  
**Federal Participation (all years):** Yes

## Description

This project will upgrade and replace electrical infrastructure equipment to improve performance of the rail power system and accommodate additional eight-car trains. Upgrades to the rail power infrastructure include traction power substations, tie breaker stations, cabling, and transformers to both increase system capacity and reliability. Future upgrades on the Red, Yellow, and Green lines will be completed with the state of good repair work under CIP0253.



## Expected Performance Outcome

Contributes to Metro's state of good repair and the ability to operate more eight-car trains in revenue service to increase capacity and reliability and improve the riding experience for Metrorail customers.

## Metro's Goals



## Near Term Deliverables

This project will complete closeout activities on the Blue Line and the Red/Orange/Green Lines.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$250.8
FY24 Forecast	\$5.3
Planned Investments	(\$M)
FY25	\$0.2
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$0.2
10-Year Total (FY25-FY34)	\$0.2
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$256.2</b>

## Anticipated Funding Sources (\$M)

FY25 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	\$0.2

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

Metro will provide station restoration for a minimum of 12 Metrorail stations per year, which will include concrete cleaning, masonry work, painting, and station signage.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$11.4

Investments	(\$M)
FY24 Forecast	\$13.6
Planned Investments	(\$M)
FY25	\$13.6
FY26	\$14.3
FY27	\$14.6
FY28	\$12.8
FY29	\$13.2
FY30	\$13.6
6-Year Total (FY25-FY30)	\$82.1
10-Year Total (FY25-FY34)	\$140.6
Beyond FY34	\$0.0

# 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 Performance Outcome

Improves the reliability and useful life of escalators by protecting escalators and stairways from exposure to weather as measured by the Escalator Availability performance target of ≥93.3% of escalators in a state of good repair (example based on Metro's FY24 target). Provides additional coverage for customers as they enter and exit the station.

## Near Term Deliverables

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

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$13.0
Reimbursable	\$0.0
Debt	\$0.0

## Metro's Goals



## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$52.7
FY24 Forecast	\$8.7
Planned Investments	(\$M)
FY25	\$13.0
FY26	\$9.7
FY27	\$5.7
FY28	\$2.8
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$31.2
10-Year Total (FY25-FY34)	\$31.2
Beyond FY34	\$0.0
Total Estimated Investment	\$92.7

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$2.2
Planned Investments	(\$M)
FY25	\$2.0
FY26	\$2.0
FY27	\$2.0
FY28	\$2.4
FY29	\$2.0
FY30	\$2.0
6-Year Total (FY25-FY30)	\$12.4
10-Year Total (FY25-FY34)	\$43.6
Beyond FY34	\$4.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

# Internal Compliance Capital Management Support (CIP0101)

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

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

## Description

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



## Expected Performance Outcome

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

## Metro's Goals



## 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)

FY25 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)
FY24 Forecast	\$1.2
Planned Investments	(\$M)
FY25	\$1.2
FY26	\$1.1
FY27	\$1.0
FY28	\$0.9
FY29	\$0.8
FY30	\$0.8
6-Year Total (FY25-FY30)	\$5.9
10-Year Total (FY25-FY34)	\$9.1
Beyond FY34	\$0.0

# 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), including personal protection, surveillance, and access control equipment.



## Expected Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

Metro will continue acquisition and lifecycle replacement of support equipment for MTPD, including body cameras.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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

Investments	(\$M)
FY24 Forecast	\$1.7
Planned Investments	(\$M)
FY25	\$0.7
FY26	\$2.4
FY27	\$0.8
FY28	\$0.8
FY29	\$0.8
FY30	\$0.8
6-Year Total (FY25-FY30)	\$6.4
10-Year Total (FY25-FY34)	\$9.6
Beyond FY34	\$0.0

# 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 Performance Outcome

Provides Metro access to borrowing to finance the capital program.

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$1.0
Planned Investments	(\$M)
FY25	\$2.0
FY26	\$2.0
FY27	\$2.0
FY28	\$2.0
FY29	\$2.0
FY30	\$2.0
6-Year Total (FY25-FY30)	\$12.0
10-Year Total (FY25-FY34)	\$20.0
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

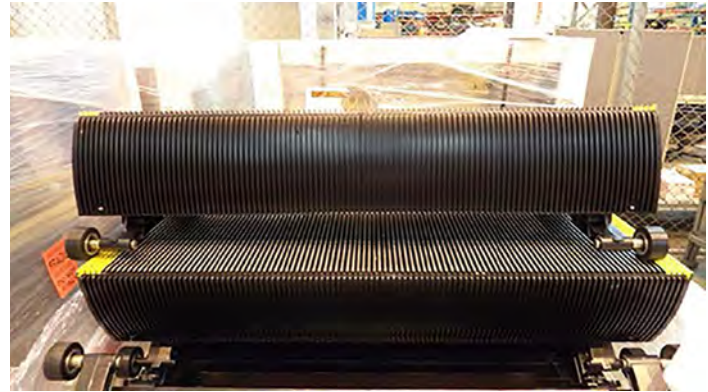
# Escalator and Elevator Overhaul Program (CIP0132)

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

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

## Description

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



## Expected Performance Outcome

Maintains elevators and escalators in a state of good repair to preserve availability as measured by the Elevator Availability performance target of  $\geq 97.7\%$  elevators in a state of good repair and the Escalator Availability performance target of  $\geq 93.3\%$  escalators in a state of good repair (examples based on Metro's FY24 targets).

## Near Term Deliverables

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

## Metro's Goals



## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$15.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$3.7

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$13.7
Planned Investments	(\$M)
FY25	\$18.7
FY26	\$11.7
FY27	\$8.2
FY28	\$8.4
FY29	\$8.7
FY30	\$9.0
6-Year Total (FY25-FY30)	\$64.6
10-Year Total (FY25-FY34)	\$103.2
Beyond FY34	\$0.0



# 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 outdated internal communication and public safety radio systems, as required by the Federal Communications Commission (FCC). This includes the public safety radio system, the Metro area radio system, and cellular services throughout the system, allowing customers to utilize cellular service while underground.



## Expected Performance Outcome

Improves Metro's safety and security, enabling communication with first responders, seamlessly connecting employees with the Metro Integrated Command and Communications Control Center (MICC) throughout the system, increasing internal efficiency, and providing wireless coverage throughout the underground portions of Metrorail, enhancing the customer's riding experience.

## Metro's Goals



## 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 to cover Metro's above and underground system for both radio and wireless use.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$383.9
FY24 Forecast	\$65.7
Planned Investments	(\$M)
FY25	\$44.4
FY26	\$17.3
FY27	\$8.1
FY28	\$22.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$91.9
10-Year Total (FY25-FY34)	\$91.9
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$541.5</b>

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$4.4
Reimbursable	\$0.0
Debt	\$40.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation			✓	✓	✓						

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 Performance 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 target of ≥25,000 miles between failure (example based on Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$181.8
Planned Investments	(\$M)
FY25	\$180.4
FY26	\$191.0
FY27	\$59.0
FY28	\$59.0
FY29	\$59.0
FY30	\$59.0
6-Year Total (FY25-FY30)	\$607.4
10-Year Total (FY25-FY34)	\$843.4
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$180.4
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

# Bus Vehicle Preventive Maintenance (CIP0143)

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

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

## Description

This program supports a portion of the annual preventive maintenance activities of the Metrobus fleet. The balance of activity is charged to Metro's operating budget.



## Expected Performance 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 of  $\geq 8,000$  miles between failure (example based on Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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)
FY24 Forecast	\$1.0
Planned Investments	(\$M)
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
FY28	\$1.0
FY29	\$1.0
FY30	\$1.0
6-Year Total (FY25-FY30)	\$6.0
10-Year Total (FY25-FY34)	\$10.0
Beyond FY34	\$0.0

# 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):** TBD

## Description

This program will provide for the hardening and improvement of security at various railyards, stations, and facilities by installing public address systems, intercoms, and additional security measures. Metro is piloting ways to enhance the Metro Integrated Command and Communications (MICC) Control Center's situational awareness of operating conditions in the tunnel through the installation of cameras.



## Expected Performance Outcome

Enhances safety, deters crime, and maintains proper functioning of devices by monitoring stations and facilities both inside and outside and advancing communication for customers, employees, and public service announcements.

## Metro's Goals



## Near Term Deliverables

Advance replacement and upgrade of life-safety and security systems at various locations systemwide. These modernization upgrades can include intrusion detection and access control systems, new intercoms and communication equipment, and the infrastructure needed to support this equipment.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$21.5
Planned Investments	(\$M)
FY25	\$11.6
FY26	\$2.8
FY27	\$1.4
FY28	\$1.4
FY29	\$1.4
FY30	\$0.0
6-Year Total (FY25-FY30)	\$18.6
10-Year Total (FY25-FY34)	\$75.4
Beyond FY34	\$87.9

## Anticipated Funding Sources (\$M)

FY25 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

# 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 Performance Outcome

Improves compliance with National Fire Protection Association (NFPA) standards, enhancing the safety of Metro employees and assets, and maintaining fire alarm systems.

## Metro's Goals



## Near Term Deliverables

Metro will upgrade fire alarms, compressed natural gas sensors, and security systems at support facilities.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$3.6
Planned Investments	(\$M)
FY25	\$2.8
FY26	\$1.4
FY27	\$0.9
FY28	\$0.7
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$5.9
10-Year Total (FY25-FY34)	\$57.8
Beyond FY34	\$23.2

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.5
Reimbursable	\$0.0
Debt	\$1.3

# 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 Performance Outcome

Upgrades to energy-efficient chiller equipment and maintains a state of good repair improving the customer experience and employee working conditions through adequate cooling.

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$5.1

Investments	(\$M)
FY24 Forecast	\$16.4
Planned Investments	(\$M)
FY25	\$5.1
FY26	\$7.9
FY27	\$0.7
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$13.7
10-Year Total (FY25-FY34)	\$97.7
Beyond FY34	\$558.1

# 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 rehabilitates parking facilities including garages and surface lots.



## Expected Performance Outcome

Allows parking facilities to be maintained in a state of good repair to prevent property damage, improves the customer experience, and improves customer safety.

## Metro's Goals



## Near Term Deliverables

Advance necessary maintenance activities to allow parking assets to achieve their intended useful life. Metro will complete the rehabilitation of parking garages at Addison Road, Huntington (East), Wheaton, Anacostia, New Carrollton and Shady Grove (South), and the surface lots at Hyattsville Crossing, Twinbrook, and Vienna Metrorail Stations (the surface lot at Morgan Boulevard will have small-scale repairs).

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$16.5

Investments	(\$M)
FY24 Forecast	\$14.7
Planned Investments	(\$M)
FY25	\$16.5
FY26	\$16.4
FY27	\$7.6
FY28	\$4.4
FY29	\$4.4
FY30	\$4.5
6-Year Total (FY25-FY30)	\$53.7
10-Year Total (FY25-FY34)	\$94.1
Beyond FY34	\$81.0

# Facility Roof Rehabilitation and Replacement (CIP0170)

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

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

## Description

This program supports facility roof rehabilitation 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 Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

Metro will complete roof replacements systemwide at ten parking garages, 13 non-revenue facilities, 24 traction power substations, four platform station buildings, and 19 smaller buildings.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$12.2

Investments	(\$M)
FY24 Forecast	\$7.8
Planned Investments	(\$M)
FY25	\$12.2
FY26	\$5.5
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$17.7
10-Year Total (FY25-FY34)	\$25.8
Beyond FY34	\$28.5



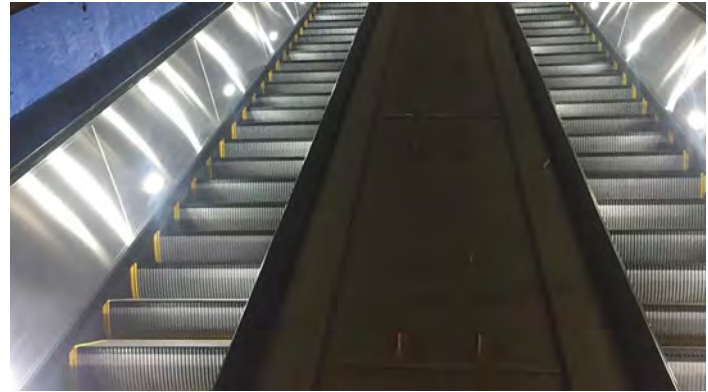
# Escalator Replacement (CIP0185)

**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 and installs lighting to improve customer safety and security.



## Expected Performance Outcome

Upgrade to 30% more efficient escalators to reduce safety and security risks and maintain good repair. Achieve the target of  $\geq 93.3\%$  availability (example based on Metro's FY24).

## Metro's Goals



## Near Term Deliverables

Metro will replace approximately 33 of the oldest and poorest performing escalator units in the system.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$35.5
System Performance	\$0.0
Dedicated Funding	\$0.2
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$45.8
Planned Investments	(\$M)
FY25	\$35.7
FY26	\$37.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$73.4
10-Year Total (FY25-FY34)	\$188.6
Beyond FY34	\$134.8

# 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 provides for the rehabilitation of support facilities to maintain them in a state of good repair.



## Expected Performance 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.

## Metro's Goals



## Near Term Deliverables

Construct or renovate employee breakrooms at bus garages and railyards. Metro will begin rehabilitation of mechanical systems at various facilities throughout the system.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$16.6
Planned Investments	(\$M)
FY25	\$9.0
FY26	\$12.7
FY27	\$7.3
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$29.0
10-Year Total (FY25-FY34)	\$29.0
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$1.5
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$7.5

# 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 Performance 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 quality of life in the region.

## Metro’s Goals



## Near Term Deliverables

Continue to support high-value sustainability projects and the development and dissemination of an agency-wide Sustainability Action Plan. Metro will also complete a decarbonization strategy as part of the Energy Action Plan.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$4.0
Planned Investments	(\$M)
FY25	\$3.1
FY26	\$3.1
FY27	\$3.1
FY28	\$3.3
FY29	\$2.6
FY30	\$2.6
6-Year Total (FY25-FY30)*	\$17.8
10-Year Total (FY25-FY34)	\$517.8
Beyond FY34	\$2,521.9

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$3.1
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

\*The six-year costs for this investment were reduced to bring down Metro’s administrative costs.

# 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 Performance Outcome

Improves Metro's ability to plan, evaluate, prioritize, and report on its extensive capital improvement program.

## Metro's Goals



## Near Term Deliverables

Support Metro's Capital Program planning and programming, transit asset management, and financial and grant management.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$25.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$29.3
Planned Investments	(\$M)
FY25	\$25.0
FY26	\$20.2
FY27	\$17.6
FY28	\$15.4
FY29	\$12.9
FY30	\$11.3
6-Year Total (FY25-FY30)*	\$102.3
10-Year Total (FY25-FY34)	\$168.2
Beyond FY34	\$0.0

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# Metrorail Station Improvements (CIP0218)

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

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

## Description

This program supports rehabilitation of station components throughout the system including shaft repairs, entry gates, flooring, and other components and amenities.



## Expected Performance Outcome

Upgrades and maintains Metrorail station infrastructure and systems regularly to improve customer experience and safety and keep entry gates in a state of good repair for the security of employees and customers.

## Metro's Goals



## Near Term Deliverables

Metro will install new and improved station entrance gates at priority Metrorail stations.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$3.1

Investments	(\$M)
FY24 Forecast	\$1.8
Planned Investments	(\$M)
FY25	\$3.1
FY26	\$1.3
FY27	\$1.0
FY28	\$1.0
FY29	\$5.4
FY30	\$9.8
6-Year Total (FY25-FY30)	\$21.7
10-Year Total (FY25-FY34)	\$37.4
Beyond FY34	\$0.0

# 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 Performance Outcome

Provides energy-efficient lighting to improve customer and employee safety, security, and experience. Improves seamless accessibility for all through Station Platform Edge Lighting Replacement.

## Metro's Goals



## Near Term Deliverables

Metro will continue upgrades to Metrorail station platform edge lighting and exterior site lighting.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$21.6
Planned Investments	(\$M)
FY25	\$44.7
FY26	\$41.0
FY27	\$19.6
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$105.3
10-Year Total (FY25-FY34)	\$260.2
Beyond FY34	\$30.4

## Anticipated Funding Sources (\$M)

FY25 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	\$44.7

# 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 Performance Outcome

Optimizes bus service levels and delivery by Metro and other bus services across the region.

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.1
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$1.0
Planned Investments	(\$M)
FY25	\$1.1
FY26	\$1.0
FY27	\$1.3
FY28	\$1.3
FY29	\$1.3
FY30	\$1.3
6-Year Total (FY25-FY30)	\$7.1
10-Year Total (FY25-FY34)	\$12.8
Beyond FY34	\$0.0

# Bus Customer Facility Improvements (CIP0221)

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

**Mode:** Bus  
**Program:** Passenger Facilities/Systems  
**Federal Participation (all years):** Yes

## Description

This program upgrades Metrobus facilities and amenities to achieve and maintain a state of good repair and improve delivery of customer information.



## Expected Performance Outcome

Improves bus shelters and signage, meets ADA compliance, and communicates clearly with customers through schedules and maps.

## Metro's Goals



## Near Term Deliverables

Metro will replace bus shelters in service beyond their useful life, replace paper signage, and improve bus stop infrastructure (route/sign poles, bus stop decals, wayfinding signage). Bus customer information displays at bus stops will be installed and maintained.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$15.8
Planned Investments	(\$M)
FY25	\$9.5
FY26	\$8.4
FY27	\$14.7
FY28	\$19.1
FY29	\$13.0
FY30	\$7.4
6-Year Total (FY25-FY30)	\$72.1
10-Year Total (FY25-FY34)	\$107.8
Beyond FY34	\$152.1

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.7
Reimbursable	\$0.0
Debt	\$7.8



# 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 Performance Outcome

Assess and plan next flood and resiliency improvements to minimize disruption to revenue service and enhance customer safety by reducing the risk of fire, smoke, and other incidents caused by water intrusion.

## Near Term Deliverables

Metro will develop implementation projects based on the completed assessment and plan the next set of stations to assess for flood resiliency improvements.

## Anticipated Funding Sources (\$M)

FY25 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

## Metro's Goals



## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$8.8
FY24 Forecast	\$1.1
Planned Investments	(\$M)
FY25	\$0.0
FY26	\$0.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$0.6
10-Year Total (FY25-FY34)	\$19.0
Beyond FY34	\$11.0
Total Estimated Investment	\$39.8

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 Performance Outcome

Protect Metro infrastructure, reduce costs, revenue service disruptions, and risks of fire and smoke safety incidents caused by excess water in Metrorail tunnels and stations. Measure success with Rail Infrastructure Availability target of ≤3.0% track under performance restrictions (for example, Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

Metro plans to complete drainage pump station renewals at the next two stations (Noyes Road and Medical Center) identified in the priority list. Drainage pump station renewals include replacement of pumps, piping, controls, lighting, and other structural and drainage elements. Designs for the permanent replacement at the following locations will progress in FY25: Van Ness-UDC, Judiciary Square, Friendship Heights, Medical Center, Forest Glen, Fort Totten, and Gallery Place-Chinatown.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$15.9
Planned Investments	(\$M)
FY25	\$15.6
FY26	\$7.7
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$23.2
10-Year Total (FY25-FY34)	\$83.9
Beyond FY34	\$146.2

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$10.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$5.6

# L'Enfant Station Improvements (CIP0243)

**Initiative Type:** Project  
**Category:** Stations and Passenger Facilities  
**Location:** L'Enfant Plaza Station

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

## Description

This project adds a new elevator to connect the northbound Yellow/Green platform to the Blue/Orange/Silver platform and replace three escalators with three staircases.



## Expected Performance Outcome

Provides increased capacity, enhanced circulation, a seamless travel experience with updated ADA standards, and improved egress at the L'Enfant Plaza Metrorail Station.

## Metro's Goals



## Near Term Deliverables

Metro will advance site designs for capacity improvements from preliminary feasibility and engineering reports.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.0
FY24 Forecast	\$0.0
Planned Investments	(\$M)
FY25	\$0.0
FY26	\$1.5
FY27	\$6.8
FY28	\$3.4
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$11.7
10-Year Total (FY25-FY34)	\$11.7
Beyond FY34	\$0.0
Total Estimated Investment	\$11.7

## Anticipated Funding Sources (\$M)

FY25 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	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation			✓								
Implementation and Construction			✓	✓	✓						
Operations Activation					✓						

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 Performance Outcome

Develops engineering solutions for maintenance and improvement needs that could lead to a capital investment.

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$15.9
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$15.2
Planned Investments	(\$M)
FY25	\$15.9
FY26	\$8.9
FY27	\$8.0
FY28	\$7.7
FY29	\$7.0
FY30	\$6.4
6-Year Total (FY25-FY30)*	\$54.0
10-Year Total (FY25-FY34)	\$92.2
Beyond FY34	\$2.0

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 Performance Outcome

Resolves emergency and emergent issues that impact Metro service and reliability.

## Metro's Goals



## Near Term Deliverables

Metro will address emergent construction needs as they arise.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$5.1
Planned Investments	(\$M)
FY25	\$58.3
FY26	\$71.7
FY27	\$70.7
FY28	\$63.3
FY29	\$47.8
FY30	\$49.0
6-Year Total (FY25-FY30)	\$360.8
10-Year Total (FY25-FY34)	\$565.2
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 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	\$58.3

# 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 (including devices to replace remote terminal units). Obsolete and failing equipment are planned to be replaced at intervals ranging from 20 to 40 years.



## Expected Performance Outcome

Maximizes on-time performance while minimizing disruptions, with a performance target of ≤3.0% of track under performance restrictions to prevent safety issues and injuries for rail customers target of ≤11.5 customer injuries per 10 million revenue miles and ≤3.5% employee injuries per 200,000 hours worked (examples based on Metro's FY24 targets).

## Metro's Goals



## Near Term Deliverables

Metro will continue the switch machine power supply replacements and state of good repair programs for high current bonds, interlocking, signals, circuit cable, switch machines, control cable insulation, and remote terminal units. Metro will complete the rehabilitation of 24 train control rooms and outfit a second training lab.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$75.1
Planned Investments	(\$M)
FY25	\$81.0
FY26	\$121.8
FY27	\$86.4
FY28	\$60.7
FY29	\$42.3
FY30	\$34.9
6-Year Total (FY25-FY30)	\$427.1
10-Year Total (FY25-FY34)	\$719.4
Beyond FY34	\$32.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$59.0
System Performance	\$0.0
Dedicated Funding	\$0.3
Reimbursable	\$0.0
Debt	\$21.7

# 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 (including remote terminal units), and maintains existing low voltage power systems in a state of good repair.



## Expected Performance Outcome

Maintains infrastructure that provides power to station lighting, HVAC, elevators, escalators, train control and communication systems, drainage pumping stations, and other Metrorail station infrastructure in a state of good repair.

## Metro's Goals



## Near Term Deliverables

Metro will install switchgears, transformers, cabling, and electrical panels at various locations. Uninterruptible Power Supplies will be replaced systemwide.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$35.7
Planned Investments	(\$M)
FY25	\$35.5
FY26	\$48.5
FY27	\$43.7
FY28	\$13.3
FY29	\$5.9
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$147.0
10-Year Total (FY25-FY34)	\$202.4
Beyond FY34	\$489.5

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$17.0
System Performance	\$0.0
Dedicated Funding	\$0.1
Reimbursable	\$0.0
Debt	\$18.5

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 (including remote terminal units), and maintains existing traction power systems in a state of good repair to deliver safe and reliable Metrorail operations.



## Expected Performance Outcome

Improvements decrease train speed restrictions and improve on-time performance while reducing customer and employee injury rates. The targets are ≤1.0% track under performance restrictions, ≤11.5 customer injuries per 10 million revenue miles, and ≤3.5 employee injuries per 200,000 hours worked on Rail.(examples based on Metro's FY24 targets).

## Metro's Goals



## Near Term Deliverables

Metro will replace equipment in traction power substation and tie breaker stations. Approximately 600 cables will be inspected and tested, and 8,000 linear feet of cable will be replaced per quarter.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$109.6
Planned Investments	(\$M)
FY25	\$127.9
FY26	\$158.0
FY27	\$107.4
FY28	\$56.1
FY29	\$52.3
FY30	\$41.5
6-Year Total (FY25-FY30)*	\$543.2
10-Year Total (FY25-FY34)	\$1,027.8
Beyond FY34	\$445.9

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.5
Reimbursable	\$0.0
Debt	\$127.4

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.



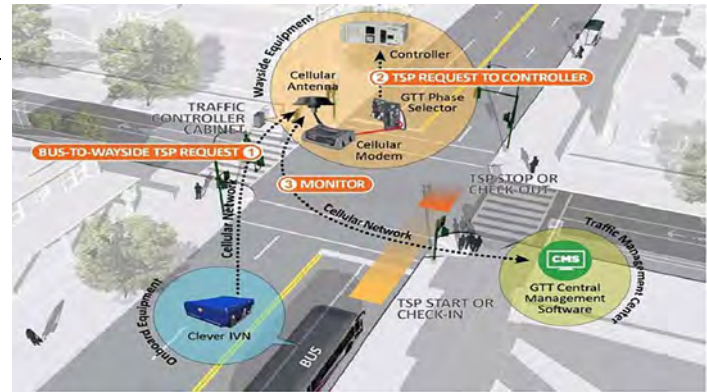
# Bus Priority Program Development (CIP0254)

**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 Performance 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 customer experience, environmental sustainability, and financial stewardship.

## Metro's Goals



## Near Term Deliverables

Near-term projects include the continued rollout of Bus Priority Clear Lanes and the expansion of transit signal priority and queue jumps across the region.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$5.8
Planned Investments	(\$M)
FY25	\$3.9
FY26	\$5.5
FY27	\$6.0
FY28	\$6.2
FY29	\$7.7
FY30	\$7.1
6-Year Total (FY25-FY30)	\$36.5
10-Year Total (FY25-FY34)	\$49.2
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.8
Dedicated Funding	\$1.1
Reimbursable	\$0.0
Debt	\$0.0

# Fare Collection Modernization (CIP0255)

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

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

## Description

This project replaces Metro's aging fare collection systems in rail stations, 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, and modifications to faregates to help reduce fare evasion.



## Expected Performance Outcome

Improvements to modernize the customer experience, including upgrading fare system technology, providing more options for contactless payment, faster transaction processing, improving reliability, and modifications to faregates to mitigate fare evasion.

## Metro's Goals



## Near Term Deliverables

Metro will continue installation of the modifications to Metrorail station faregates to deter fare evasion, as well as delivery of new bus fareboxes to support all door boarding. Additionally, Metro will continue development and improvement of the mobile payment system and replacement of the exitfare machines.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$254.3
FY24 Forecast	\$59.0
Planned Investments	(\$M)
FY25	\$74.6
FY26	\$74.9
FY27	\$53.7
FY28	\$33.8
FY29	\$9.4
FY30	\$0.0
6-Year Total (FY25-FY30)	\$246.4
10-Year Total (FY25-FY34)	\$246.4
Beyond FY34	\$0.0
Total Estimated Investment	\$559.7

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$74.3

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 acquires 620 of the 7000-series railcars to replace 1000-, 4000-, and 5000-series fleets, plus 28 additional railcars. The Metropolitan Washington Airports Authority (MWAA) funded an additional 128 7000-series railcars in support of the Silver Line Phase 1 and 2 extension projects under CRB0019\_19 and CRB0020\_01.



## Expected Performance Outcome

Replacing the unreliable 1000-, 4000-, and 5000-series vehicles will improve safety and reduce failures, as measured by Rail Fleet Reliability's target of  $\geq 25,000$  miles between failures. (example based on Metro's FY24 target).

## Metro's Goals



## 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. All 7000-series railcars associated with this project have been acquired.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$668.3
FY24 Forecast	\$20.6
Planned Investments	(\$M)
FY25	\$26.0
FY26	\$32.0
FY27	\$73.1
FY28	\$76.5
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$207.7
10-Year Total (FY25-FY34)	\$207.7
Beyond FY34	\$0.0
Total Estimated Investment	\$896.6

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$26.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation											

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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):** TBD

## Description

This program upgrades fire alarm systems in Metrorail tunnels and stations.



## Expected Performance Outcome

Improves compliance with National Fire Protection Association (NFPA) standards and National Transportation Safety Board (NTSB) recommendations, and enhances safety for customers and employees during fire incidents.

## Metro's Goals



## Near Term Deliverables

Metro will complete and evaluate the pilot Tunnel Smoke Detection System that will install new communication infrastructure in tunnel shafts, along with supporting software architecture, to enhance situational awareness of smoke events within the tunnel system, and begin the design for replacement of the fire door shutter system at Forest Glen Metrorail Station

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$2.2
Planned Investments	(\$M)
FY25	\$1.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$1.0
10-Year Total (FY25-FY34)	\$33.0
Beyond FY34	\$200.4

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.0
Reimbursable	\$0.0
Debt	\$0.0

# 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 Performance Outcome

Reduces the risk of water intrusion, protecting Metro infrastructure and equipment while increasing safety for customers and employees and minimizing revenue service disruption. Reduces fire and smoke events to meet or exceed the performance target of ≤36 incidents annually (example based on Metro's FY24 target).

## Near Term Deliverables

Metro will complete tunnel grouting to mitigate water intrusion along two segments of the Red Line - between Silver Spring and Forest Glen, and Tenleytown-AU and Friendship Heights. Evaluation of the effectiveness of the mitigation work is included in the scope.

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$3.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$10.5

## Metro's Goals



## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$19.1
Planned Investments	(\$M)
FY25	\$13.5
FY26	\$4.3
FY27	\$0.4
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$18.2
10-Year Total (FY25-FY34)	\$72.5
Beyond FY34	\$475.2

# 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 Performance Outcome

Improves Metro's ability to track and maintain physical assets to enable proper maintenance in support of safe and reliable service.

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$2.1
Planned Investments	(\$M)
FY25	\$0.0
FY26	\$0.9
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$0.9
10-Year Total (FY25-FY34)	\$0.9
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 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

# 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 Performance 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.

## Metro's Goals



## 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)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$35.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$39.1
Planned Investments	(\$M)
FY25	\$35.5
FY26	\$28.5
FY27	\$25.5
FY28	\$22.7
FY29	\$20.2
FY30	\$18.0
6-Year Total (FY25-FY30)*	\$150.5
10-Year Total (FY25-FY34)	\$245.1
Beyond FY34	\$0.0

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 upgrade digital displays, improve signage and wayfinding, and deliver other customer amenities. Metro is advancing new ways to inform customers through the installation of digital signs on the exterior of rail stations.



## Expected Performance Outcome

Upgrades Metrorail stations with modern wayfinding and digital signage to enhance the customer experience and generate advertising revenue.

## Metro's Goals



## Near Term Deliverables

Complete the installation of customer entrance digital displays at L'Enfant Plaza, Metro Center, and Columbia Heights Stations and use feedback from this demonstration to plan and execute an additional 25 locations, as well as targeted installations of digital displays.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$3.1

Investments	(\$M)
FY24 Forecast	\$29.6
Planned Investments	(\$M)
FY25	\$3.1
FY26	\$12.5
FY27	\$36.5
FY28	\$15.5
FY29	\$15.5
FY30	\$15.5
6-Year Total (FY25-FY30)	\$98.6
10-Year Total (FY25-FY34)	\$117.1
Beyond FY34	\$0.0



# Support Facility Rehabilitation (CIP0273)

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

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

## Description

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



## Expected Performance Outcome

Facility improvements enhance safety, organization, and employee satisfaction, contributing to Metro's fiscal responsibility through optimum productivity.

## Metro's Goals



## Near Term Deliverables

Implement small-scale facility improvement projects at operational, maintenance, and administrative facilities.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$3.6

Investments	(\$M)
FY24 Forecast	\$4.5
Planned Investments	(\$M)
FY25	\$3.6
FY26	\$5.0
FY27	\$5.0
FY28	\$10.0
FY29	\$10.0
FY30	\$10.0
6-Year Total (FY25-FY30)	\$43.6
10-Year Total (FY25-FY34)	\$118.2
Beyond FY34	\$87.0

# New Carrollton Garage and Bus Bays (CIP0275)

**Initiative Type:** Project  
**Category:** Bus, Bus Facilities & Paratransit  
**Location:** Maryland

**Mode:** Bus  
**Program:** Passenger Facilities/Systems  
**Federal Participation (all years):** TBD

## Description

This project supports the joint development at New Carrollton Metrorail Station. Metro has entered into a third-party joint development agreement for mixed-use development in the New Carrollton Station area, including 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 Performance Outcome

Improve access to stations, increase ridership, boost economic development, and enhance customer experience.

## Metro's Goals



## Near Term Deliverables

Metro will continue construction of the new bus loop and parking garage structure.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$56.3
FY24 Forecast	\$44.6
Planned Investments	(\$M)
FY25	\$14.9
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$14.9
10-Year Total (FY25-FY34)	\$14.9
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$115.9</b>

## Anticipated Funding Sources (\$M)

FY25 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	\$14.9

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation	✓	✓									

# Passenger Information Guidelines and Art in Transit (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 and adds to Metro's art collection and helps Metro develop plans to commercialize underutilized space in Metrorail stations.



## Expected Performance Outcome

Enhance customer experience, improve perception, create community engagement, diversify revenue streams, and restore and add art to Metro's collection.

## Metro's Goals



## Near Term Deliverables

Metro will develop structured guidelines to improve how customers interact daily with the transit system (including with digital signage), and completes the remediation of Art in Transit installation at the north entrance of Dupont Circle Metrorail Station.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$1.2
Planned Investments	(\$M)
FY25	\$2.3
FY26	\$1.0
FY27	\$1.1
FY28	\$1.5
FY29	\$1.4
FY30	\$1.0
6-Year Total (FY25-FY30)*	\$8.2
10-Year Total (FY25-FY34)	\$12.8
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 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

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.



# 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 their useful life.



## Expected Performance Outcome

Allows railcar maintenance activities to be completed safely and efficiently using equipment that is maintained in a state of good repair.

## Metro's Goals



## 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)

FY25 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	\$3.0

Investments	(\$M)
FY24 Forecast	\$1.7
Planned Investments	(\$M)
FY25	\$3.0
FY26	\$0.9
FY27	\$0.5
FY28	\$0.5
FY29	\$0.5
FY30	\$0.5
6-Year Total (FY25-FY30)	\$5.9
10-Year Total (FY25-FY34)	\$12.9
Beyond FY34	\$0.0

# 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):** TBD

## Description

This program rehabilitates and replaces major railcar maintenance equipment including those requiring facility modifications such as railcar washes.



## Expected Performance Outcome

Provides employees with equipment to maintain railcars in a state of good repair.

## Metro's Goals



## Near Term Deliverables

Metro will complete the design for the replacement of railcar wash facilities.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$2.4
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$2.3
Planned Investments	(\$M)
FY25	\$2.4
FY26	\$3.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$6.0
10-Year Total (FY25-FY34)	\$172.7
Beyond FY34	\$0.0

# Railyard Facility and Site Rehabilitation (CIP0284)

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

**Mode:** Rail  
**Program:** Maintenance Facilities  
**Federal Participation (all years):** No

## Description

This program rehabilitates railyard facilities, systems, and site assets to achieve and maintain a state of good repair and improve employee safety and operational efficiency.



## Expected Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

Metro will repair damaged cable troughs at the West Falls Church Railyard, complete designs for the sewage ejector and the paint shop lift in the Greenbelt Railyard, and develop plans for targeted state of good repair and operational improvements at railyards throughout the system as part of the rescoping of the Heavy Repair and Overhaul Facility

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$2.7
Planned Investments	(\$M)
FY25	\$11.3
FY26	\$10.6
FY27	\$32.5
FY28	\$37.1
FY29	\$58.7
FY30	\$81.0
6-Year Total (FY25-FY30)	\$231.0
10-Year Total (FY25-FY34)	\$485.6
Beyond FY34	\$853.6

## Anticipated Funding Sources (\$M)

FY25 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	\$11.3

# Power Generator Replacement (CIP0286)

**Initiative Type:** Program  
**Category:** Rail Systems  
**Location:** Systemwide

**Mode:** Rail  
**Program:** Power  
**Federal Participation (all years):** TBD

## Description

This program provides for the replacement of power generators throughout the Metrorail system.



## Expected Performance Outcome

Provides additional resiliency to the Metrorail system by providing a back up power source to critical infrastructure including fire, life safety, and communications systems and equipment.

## Metro's Goals



## Near Term Deliverables

Metro plans to replace generators at 19 locations throughout the system, as identified by the developed priority list.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$3.2
Planned Investments	(\$M)
FY25	\$5.7
FY26	\$7.1
FY27	\$7.1
FY28	\$7.5
FY29	\$11.3
FY30	\$13.0
6-Year Total (FY25-FY30)*	\$51.9
10-Year Total (FY25-FY34)	\$55.4
Beyond FY34	\$44.1

## Anticipated Funding Sources (\$M)

FY25 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	\$5.7

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.



# Bridge Rehabilitation Program (CIP0294)

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

**Mode:** Rail  
**Program:** Structures  
**Federal Participation (all years):** TBD

## Description

This program rehabilitates structural and system components of 162 aerial structures across the Metro system.



## Expected Performance Outcome

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

## Metro's Goals



## Near Term Deliverables

Metro will inspect the condition of bridges and construct an expanded pocket track on the Stadium Armory Bridge.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$5.0

Investments	(\$M)
FY24 Forecast	\$8.1
Planned Investments	(\$M)
FY25	\$5.0
FY26	\$0.0
FY27	\$8.7
FY28	\$34.1
FY29	\$25.6
FY30	\$0.0
6-Year Total (FY25-FY30)	\$73.5
10-Year Total (FY25-FY34)	\$150.7
Beyond FY34	\$161.4

# 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 implements 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 Performance Outcome

Provides a better flow for customers as they enter and exit the station, as well as improved lighting and an additional staircase.

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.8
FY24 Forecast	\$0.7
Planned Investments	(\$M)
FY25	\$9.6
FY26	\$3.4
FY27	\$3.4
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$16.3
10-Year Total (FY25-FY34)	\$16.3
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$17.9</b>

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$5.6
Reimbursable	\$4.0
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 customer facilities, including ceilings, sewage ejector pumps, and other systems.



## Expected Performance Outcome

Increases the efficiency and reliability of customer facilities. Also improves customers' experience and helps prevent potential safety issues.

## Metro's Goals



## Near Term Deliverables

Metro will rehabilitate 10 sewer ejectors at the following stations: Capitol Heights, Morgan Boulevard, Forest Glen, Glenmont, Judiciary Square, Mt. Vernon Sq, Shaw-Howard U, Columbia Heights, Gallery Pl-Chinatown, and Congress Heights.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$2.0
Planned Investments	(\$M)
FY25	\$7.8
FY26	\$11.5
FY27	\$6.9
FY28	\$0.5
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$26.7
10-Year Total (FY25-FY34)	\$168.9
Beyond FY34	\$277.8

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$7.8
Reimbursable	\$0.0
Debt	\$0.0

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 station 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 camera systems, and renovated bathrooms.



## Expected Performance Outcome

Increases lifespan of platforms and station assets. Improves the safety, security, accessibility, and customer experience of above-ground stations measured by the Rail customer injury rate performance target of ≤11.5 customer injuries per 10 million revenue miles (example based on Metro's FY24 target).

## Metro's Goals



## Near Term Deliverables

Address outstanding items and close out the project.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$318.2
FY24 Forecast	\$10.7
Planned Investments	(\$M)
FY25	\$2.9
FY26	\$5.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$8.5
10-Year Total (FY25-FY34)	\$8.5
Beyond FY34	\$0.0
Total Estimated Investment	\$337.5

## Anticipated Funding Sources (\$M)

FY25 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	\$2.9

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 demolishes and replaces 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 multiple access points, parking for up to 300 buses and 31 maintenance bays, fueling both diesel and compressed natural gas, and an on-site employee parking lot. The facility will be built to support zero-emission electric vehicles.



## Expected Performance Outcome

Provides a new LEED-certified zero-emission bus facility, improving safety, efficiency, maintenance, and operations as measured by the Bus employee injury rate performance target of  $\leq 12.4$  employee injuries per 200,000 hours worked. Maximizes bus fleet availability per the Bus Fleet performance target of  $\geq 8,000$  miles between failures (examples based on Metro's FY24 targets).

## Metro's Goals



## Near Term Deliverables

Metro anticipates completion of phase one construction of the maintenance building, and proceed to phase two's site preparation and construction of the employee parking structure and bus parking.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$122.2
FY24 Forecast	\$110.7
Planned Investments	(\$M)
FY25	\$83.2
FY26	\$60.8
FY27	\$66.1
FY28	\$50.1
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$260.2
10-Year Total (FY25-FY34)	\$260.2
Beyond FY34	\$0.0
Total Estimated Investment	\$493.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$72.5
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$10.7

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation				✓	✓						

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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, and incorporate potential retail or public space. The facility will be built to support the operation of 100% of the zero-emissions buses when it reopens.



## Expected Performance Outcome

Provides a new LEED-certified zero-emission bus facility, improving safety, efficiency, maintenance, and operations as measured by the Bus employee injury rate performance target of ≤12.4 employee injuries per 200,000 hours worked. Maximizes bus fleet availability per the Bus Fleet performance target of ≥8,000 miles between failures (example based on Metro's FY24 targets). Offers potential retail space for revenue generation and public space.

## Metro's Goals



## Near Term Deliverables

Metro will advance the project through construction activities (e.g., foundation, structure, facility, and industrial equipment) and that will preserve the historic façade.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$140.7
FY24 Forecast	\$152.1
Planned Investments	(\$M)
FY25	\$144.9
FY26	\$134.3
FY27	\$87.3
FY28	\$16.7
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$383.3
10-Year Total (FY25-FY34)	\$383.3
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$676.1</b>

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$141.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$3.9

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation					✓						

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

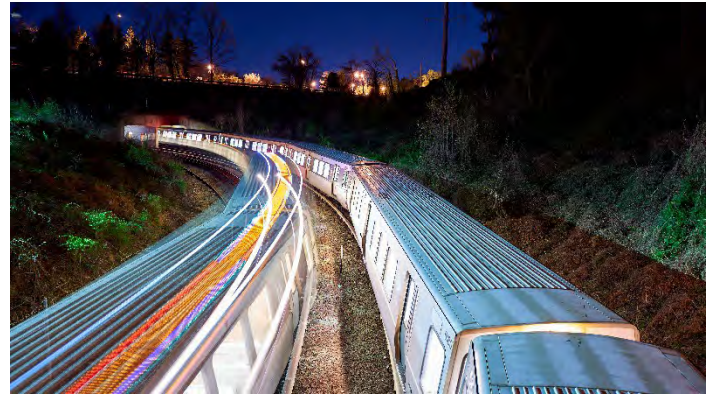
# Capital Program Financial Support (CIP0324)

**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 Performance 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.

## Metro's Goals



## 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)

Investments	(\$M)
FY24 Forecast	\$0.4
Planned Investments	(\$M)
FY25	\$3.0
FY26	\$2.9
FY27	\$2.6
FY28	\$2.4
FY29	\$2.2
FY30	\$2.0
6-Year Total (FY25-FY30)	\$15.0
10-Year Total (FY25-FY34)	\$23.4
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 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	\$0.0

# 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 constructed a new data center to replace the existing data center at the Jackson Graham Office Building that was 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 Performance Outcome

A secure off-premises data center facility is required to improve reliability, optimize operations, and ensure the sustainability of critical Metro systems.

## Metro's Goals



## Near Term Deliverables

Metro will continue to maintain installed servers, racks, telecommunications, and networking equipment at the off-premises data center.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$98.4
FY24 Forecast	\$22.4
Planned Investments	(\$M)
FY25	\$2.1
FY26	\$2.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$4.6
10-Year Total (FY25-FY34)	\$4.6
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$125.4</b>

## Anticipated Funding Sources (\$M)

FY25 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	\$2.1

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 implements a new enterprise resource planning (ERP) system. Metro will perform necessary upgrades to the current ERP system to maximize vendor support until the current system sunsets.



## Expected Performance Outcome

Improves efficiency and effectiveness of business operations and processes. Synchronizes information and streamlines critical financial and reporting compliance across Metro.

## Metro's Goals



## Near Term Deliverables

Initiate the configuration and testing of the new ERP system for Human Capital Management, Financials, Procurement, Projects & Grants, and Risk Management modules.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$8.4
FY24 Forecast	\$41.4
Planned Investments	(\$M)
FY25	\$66.0
FY26	\$50.0
FY27	\$60.9
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$176.9
10-Year Total (FY25-FY34)	\$176.9
Beyond FY34	\$0.0
Total Estimated Investment	\$226.7

## Anticipated Funding Sources (\$M)

FY25 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	\$66.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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):** No

## Description

This project installs fiber optic cable, replacing outdated copper wiring connecting adjoining communication rooms along the rail right-of-way (ROW) throughout the rail system. It also determines 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. This project provides the backbone for implementation of other investments such as Radio Infrastructure Replacement.



## Expected Performance Outcome

Increased bandwidth, speed, and reliability, allowing Metro to upgrade communication infrastructure to modern equipment requiring fiber-optic connectivity. New cabling will improve Metro's ability to monitor assets remotely, increasing maintenance efficiency.

## Metro's Goals



## Near Term Deliverables

Metro will advance the installation of fiber throughout the system.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$109.4
FY24 Forecast	\$107.9
Planned Investments	(\$M)
FY25	\$117.1
FY26	\$33.0
FY27	\$20.0
FY28	\$34.9
FY29	\$31.2
FY30	\$5.4
6-Year Total (FY25-FY30)*	\$241.7
10-Year Total (FY25-FY34)	\$241.7
Beyond FY34	\$0.0
Total Estimated Investment	\$459.0

## Anticipated Funding Sources (\$M)

FY25 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	\$117.1

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓	✓	✓	✓	✓				
Operations Activation	✓	✓	✓	✓	✓	✓	✓				

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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, 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 achieved LEED Platinum status in September of 2023.



## Expected Performance Outcome

Modernizes office space for employees by incorporating the latest life-safety and energy management systems to increase employee safety and reduce energy use. Improves workplace quality and employee experience.

## Metro's Goals



## Near Term Deliverables

Metro will continue construction to move the chiller that was at the Jackson Graham Office Building. Metro will make the final payments related to the construction of the DC office building at L'Enfant Plaza.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$274.6
FY24 Forecast	\$15.9
Planned Investments	(\$M)
FY25	\$7.3
FY26	\$3.1
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$10.4
10-Year Total (FY25-FY34)	\$10.4
Beyond FY34	\$0.0
Total Estimated Investment	\$300.9

## Anticipated Funding Sources (\$M)

FY25 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	\$7.3

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 Performance Outcome

Modernizes office space for employees by incorporating the latest life-safety and energy management systems to increase employee safety and reduce energy use. Improves workplace quality and employee experience.

## Metro's Goals



## Near Term Deliverables

Metro will make the final payments related to the construction of the new administrative office building located at Eisenhower Avenue in Virginia, including the relocation of the Metro Integrated Command and Communications (MICC) Control Center.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$265.3
FY24 Forecast	\$22.4
Planned Investments	(\$M)
FY25	\$2.6
FY26	\$1.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$4.2
10-Year Total (FY25-FY34)	\$4.2
Beyond FY34	\$0.0
Total Estimated Investment	\$292.0

## Anticipated Funding Sources (\$M)

FY25 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	\$2.6

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓	✓								

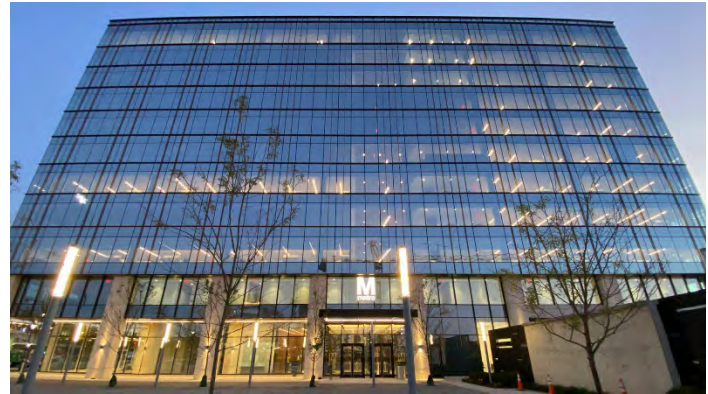
# Office Consolidation - Maryland (CIP0338)

**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 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 Performance Outcome

Modernizes office space for employees by incorporating the latest life-safety and energy management systems to increase employee safety and reduce energy use. Improves workplace quality and employee experience.

## Metro's Goals



## Near Term Deliverables

Metro will make the final payments related to the construction of the new administrative office building located at New Carrollton in Maryland.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$204.4
FY24 Forecast	\$3.6
Planned Investments	(\$M)
FY25	\$0.0
FY26	\$1.1
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$1.1
10-Year Total (FY25-FY34)	\$1.1
Beyond FY34	\$0.0
Total Estimated Investment	\$209.2

## Anticipated Funding Sources (\$M)

FY25 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	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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):** TBD

## Description

This program improves first responder access 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 Performance 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.

## Metro's Goals



## Near Term Deliverables

Metro will survey emergency egress routes throughout rail stations systemwide and examine options to prevent obstruction of emergency hatches.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$0.4
Planned Investments	(\$M)
FY25	\$1.2
FY26	\$0.6
FY27	\$0.9
FY28	\$3.5
FY29	\$7.5
FY30	\$8.8
6-Year Total (FY25-FY30)	\$22.4
10-Year Total (FY25-FY34)	\$38.1
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 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

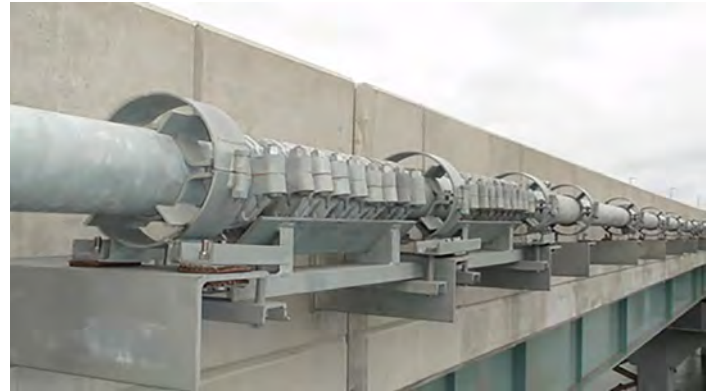
# Rail System Standpipe Replacement Program (CIP0341)

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

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

## 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 Performance 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.

## Metro's Goals



## Near Term Deliverables

Metro plans to replace dry standpipes in stations and tunnels that have reached the end of their useful lives.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$10.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$3.3

Investments	(\$M)
FY24 Forecast	\$10.2
Planned Investments	(\$M)
FY25	\$13.3
FY26	\$11.7
FY27	\$6.5
FY28	\$9.8
FY29	\$3.3
FY30	\$7.8
6-Year Total (FY25-FY30)	\$52.4
10-Year Total (FY25-FY34)	\$182.7
Beyond FY34	\$95.8

# 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 Performance Outcome

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

## Metro's Goals



## 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)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$17.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$17.1
Planned Investments	(\$M)
FY25	\$17.0
FY26	\$23.3
FY27	\$23.8
FY28	\$24.3
FY29	\$24.8
FY30	\$25.3
6-Year Total (FY25-FY30)	\$138.4
10-Year Total (FY25-FY34)	\$245.3
Beyond FY34	\$0.0



# 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 Performance 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.

## Metro's Goals



## Near Term Deliverables

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

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$2.3
Planned Investments	(\$M)
FY25	\$2.4
FY26	\$2.2
FY27	\$2.0
FY28	\$1.8
FY29	\$1.6
FY30	\$1.5
6-Year Total (FY25-FY30)	\$11.5
10-Year Total (FY25-FY34)	\$18.0
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRII/RSI Grants	\$0.0
System Performance	\$2.4
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

# Aerial Structure Rehabilitation A (CIP0348)

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

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

## Description

This project rehabilitates structural and system components of nine aerial structures, and the station platform canopy at Rockville Station. The list of bridges and aerial structures includes: Minnesota Avenue Structure, Grosvenor Aerial Structure, West Hyattsville Aerial Structure, Branch Avenue Bridge (A & B), Cameron Run Bridge, Eisenhower Avenue Bridge, Naylor Road Aerial Structure, and South Van Dorn Street Bridge.



## Expected Performance 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, improving customer experience.

## Metro's Goals



## Near Term Deliverables

Metro will complete structural rehabilitation of the Minnesota Avenue aerial structure, Grosvenor aerial structure, and 6 segmental bridges.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$91.3
FY24 Forecast	\$27.2
Planned Investments	(\$M)
FY25	\$33.5
FY26	\$20.3
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$53.8
10-Year Total (FY25-FY34)	\$53.8
Beyond FY34	\$0.0
Total Estimated Investment	\$172.3

## Anticipated Funding Sources (\$M)

FY25 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	\$33.5

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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):** Yes

## Description

This project rehabilitates sections of the tunnel and Potomac River Bridge located between L'Enfant Plaza and Pentagon Metrorail Stations.



## Expected Performance Outcome

Prevents failure of the Yellow Line tunnel by addressing structural degradation of the tunnel liner. Extends the lifespan of the tunnel and bridge to maintain the continuity of service and safety of Metro's customers and employees.

## Metro's Goals



## Near Term Deliverables

Metro will complete close out activities for the 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 upgrades to drainage pumping systems.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$332.8
FY24 Forecast	\$12.8
Planned Investments	(\$M)
FY25	\$0.0
FY26	\$1.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$1.6
10-Year Total (FY25-FY34)	\$2.4
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$347.9</b>

## Anticipated Funding Sources (\$M)

FY25 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	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 to transition the fleet to zero emissions technology. The program will inform, guide, and direct Metro's future bus fleet strategy and plans for supporting equipment and infrastructure. As the Zero Emission Bus landscape continues to evolve, technologies other than electric will be evaluated through this project.



## Expected Performance Outcome

Provides testing and evaluation program results that 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.

## Metro's Goals



## Near Term Deliverables

Metro will take delivery of 12 electric buses, complete charging station equipment installation at Shepherd Parkway Bus Facility, and begin testing of the buses and charging infrastructure.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$8.2
FY24 Forecast	\$20.7
Planned Investments	(\$M)
FY25	\$8.6
FY26	\$6.6
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$15.2
10-Year Total (FY25-FY34)	\$80.2
Beyond FY34	\$0.0
Total Estimated Investment	\$109.2

## Anticipated Funding Sources (\$M)

FY25 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	\$8.6

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓	✓								

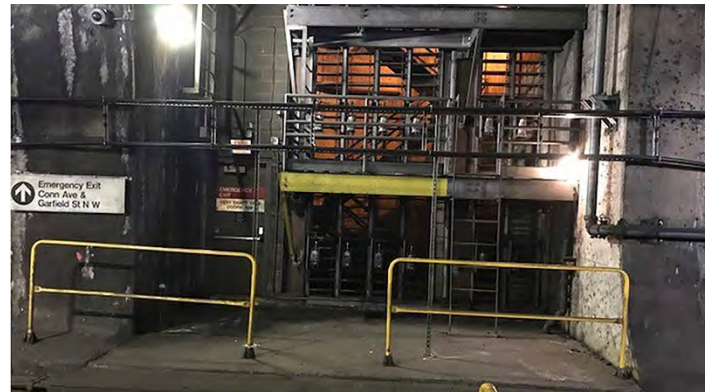
# Tunnel Ventilation Improvements - Red Line Pilot (CIP0356)

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

**Mode:** Rail  
**Program:** Structures  
**Federal Participation (all years):** TBD

## 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 and Cleveland Park Metrorail Stations.



## Expected Performance Outcome

Improves ventilation infrastructure to expel smoke from tunnels in the event of a fire incident.

## Metro's Goals



## Near Term Deliverables

Metro will complete the Red Line pilot and evaluate its effectiveness while developing a strategy for future systemwide tunnel ventilation improvements.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$39.6
FY24 Forecast	\$25.3
Planned Investments	(\$M)
FY25	\$13.0
FY26	\$9.3
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$22.3
10-Year Total (FY25-FY34)	\$22.3
Beyond FY34	\$0.0
Total Estimated Investment	\$87.2

## Anticipated Funding Sources (\$M)

FY25 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	\$13.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 improves, maintains, and upgrades applications to improve cybersecurity.



## Expected Performance Outcome

Improves, maintains, and upgrades existing Metro IT systems and technologies to protect against cybersecurity risks.

## Metro's Goals



## Near Term Deliverables

Metro will complete security assessments of systems, and modify, upgrade, replace, and decommission technology based on these assessments.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$10.4
FY24 Forecast	\$4.8
Planned Investments	(\$M)
FY25	\$4.8
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$4.8
10-Year Total (FY25-FY34)	\$4.8
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$20.0</b>

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$4.8
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 financial systems.



## Expected Performance Outcome

Provides continuity of operations and data security of critical information software applications.

## Metro's Goals



## 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)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$20.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$15.3
Planned Investments	(\$M)
FY25	\$20.2
FY26	\$16.7
FY27	\$15.2
FY28	\$16.5
FY29	\$16.3
FY30	\$17.3
6-Year Total (FY25-FY30)*	\$102.2
10-Year Total (FY25-FY34)	\$179.2
Beyond FY34	\$2.2

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# 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 Performance Outcome

Maintains business operations and processes in a state of good repair. Synchronizes information and streamlines administrative tools and applications across Metro.

## Metro's Goals



## 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)

Investments	(\$M)
FY24 Forecast	\$4.5
Planned Investments	(\$M)
FY25	\$5.2
FY26	\$4.1
FY27	\$4.0
FY28	\$4.0
FY29	\$3.9
FY30	\$4.6
6-Year Total (FY25-FY30)	\$25.8
10-Year Total (FY25-FY34)	\$48.1
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$5.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0



# 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 Performance Outcome

Provides Metro with continued support for customer-facing services, including MTPD, safety, geographic information systems, asset management related to engineering and infrastructure assets, fare collection, and other customer-facing websites.

## Metro's Goals



## Near Term Deliverables

Metro will continue maintaining software systems used by rail operations control center, passenger information displays, Metro Transit Police, and the Safety department.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$9.7
Planned Investments	(\$M)
FY25	\$13.8
FY26	\$13.9
FY27	\$14.2
FY28	\$12.9
FY29	\$10.4
FY30	\$10.7
6-Year Total (FY25-FY30)*	\$75.8
10-Year Total (FY25-FY34)	\$123.2
Beyond FY34	\$0.3

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$13.8
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

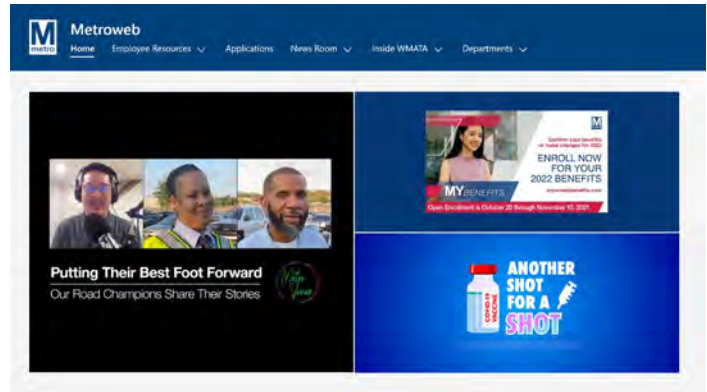
# Service Oriented Architecture (SOA) Program (CIP0361)

**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 Performance Outcome

Service-Oriented Architecture (SOA) aligns IT systems with business goals through automation, reducing integration costs and enhancing coordination.

## Metro's Goals



## Near Term Deliverables

Metro will continue maintaining and improving its Service-Oriented Architecture (SOA) services and systems to meet operating and business requirements.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.6
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$1.6
Planned Investments	(\$M)
FY25	\$1.6
FY26	\$1.5
FY27	\$1.5
FY28	\$1.4
FY29	\$1.2
FY30	\$1.3
6-Year Total (FY25-FY30)	\$8.5
10-Year Total (FY25-FY34)	\$14.1
Beyond FY34	\$0.0

# Aerial Structure Rehabilitation 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 structural and system components of priority bridges and aerial structures systemwide.



## Expected Performance Outcome

Address findings on aerial structures identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies.

## Metro's Goals



## Near Term Deliverables

Metro will identify priority bridges for design and repair.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.6
FY24 Forecast	\$0.9
Planned Investments	(\$M)
FY25	\$0.0
FY26	\$3.0
FY27	\$16.0
FY28	\$29.0
FY29	\$6.9
FY30	\$0.0
6-Year Total (FY25-FY30)	\$55.0
10-Year Total (FY25-FY34)	\$55.0
Beyond FY34	\$0.0
Total Estimated Investment	\$56.5

## Anticipated Funding Sources (\$M)

FY25 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	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 Metrorail 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 Performance Outcome

Increase ridership and improve station access and the customer experience.

## Metro's Goals



## Near Term Deliverables

Metro will continue development and evaluation activities, including design for construction.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.0
FY24 Forecast	\$0.2
Planned Investments	(\$M)
FY25	\$0.2
FY26	\$1.0
FY27	\$1.7
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$2.9
10-Year Total (FY25-FY34)	\$2.9
Beyond FY34	\$0.0
Total Estimated Investment	\$3.0

## Anticipated Funding Sources (\$M)

FY25 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

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓									
Implementation and Construction			✓	✓							
Operations Activation				✓							

# Infrastructure Improvements Solar Power Installation (CIP0374)

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

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

## Description

To support the installation of solar panels at Metro parking garages and surface lots, this project completes state of good repair activities and installation of lights and cameras.



## Expected Performance Outcome

Improve parking experience by providing covered parking (shade and protection from weather.)

## Metro's Goals



## Near Term Deliverables

Metro will complete the required ancillary improvements at Cheverly, Anacostia, Southern, and Naylor Road parking garages and/or surface lots to support solar installations.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$11.4
FY24 Forecast	\$4.5
Planned Investments	(\$M)
FY25	\$0.2
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$0.2
10-Year Total (FY25-FY34)	\$0.2
Beyond FY34	\$0.0
<b>Total Estimated Investment</b>	<b>\$16.1</b>

## Anticipated Funding Sources (\$M)

FY25 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	\$0.2

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation	✓	✓									

# Shaft Structural Rehabilitation - 7 Shafts (CIP0375)

**Initiative Type:** Project

**Category:** Track and Structures Rehabilitation

**Location:** Systemwide

**Mode:** Systemwide

**Program:** Structures

**Federal Participation (all years):** No

## Description

This project rehabilitates seven shafts to address damage to the structure from water infiltration, including repairs to grouting, concrete, ladders, stairs, electrical equipment, bollards, and drainage systems.



## Expected Performance Outcome

Addresses the state of good repair deficiencies to bring these assets into good working order, mitigating the risk of failure and injury to employees and customers.

## Metro's Goals



## Near Term Deliverables

Metro will continue the remediation of seven shafts; six on the Red Line and one on the Green Line.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$1.2
FY24 Forecast	\$3.0
Planned Investments	(\$M)
FY25	\$22.3
FY26	\$28.5
FY27	\$11.0
FY28	\$9.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)*	\$70.7
10-Year Total (FY25-FY34)	\$70.7
Beyond FY34	\$0.0
Total Estimated Investment	\$75.0

## Anticipated Funding Sources (\$M)

FY25 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	\$22.3

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation				✓	✓						

\*The six-year costs for this investment were reduced to bring down Metro's administrative costs.

# Western Bus Garage Replacement (CIP0376)

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

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

## Description

This project replaces the obsolete Western Bus Garage maintenance and operations facility to improve use and capacity of limited facility space. The new facility, designed to achieve LEED certification, will support full implementation of 100% electric vehicles, multiple access points, bus parking, and maintenance bays.



## Expected Performance Outcome

Provides a new LEED-certified bus facility that will improve bus safety as measured by the Safety performance target of ≤12.4 employee injuries per 200,000 hours worked, and efficiency, maintenance and operations as measured by the Bus Fleet Reliability performance target of ≥8,000 miles between failure (examples based on Metro's FY24 targets).

## Metro's Goals



## Near Term Deliverables

Metro will continue the planning, preliminary design and National Environmental Policy Act (NEPA) review process for Western Bus Garage replacement.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$47.1
FY24 Forecast	\$3.0
Planned Investments	(\$M)
FY25	\$1.7
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$1.7
10-Year Total (FY25-FY34)	\$301.2
Beyond FY34	\$350.5
Total Estimated Investment	\$701.8

## Anticipated Funding Sources (\$M)

FY25 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

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓						✓			
Implementation and Construction								✓	✓	✓	✓
Operations Activation										✓	✓

# Silver Line Phase 2 Defects Remediation (CIP0379)

**Initiative Type:** Program  
**Category:** Stations and Passenger Facilities  
**Location:** Silver Line Phase 2

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

## Description

This investment is needed to address known defects with Silver Line Phase 2, to be funded through the trust account between the Metropolitan Washington Airports Authority (MWAA) and Metro.



## Expected Performance Outcome

Addresses known defects to the sanitary lift station preventing safety incidents and keep assets in a state of good repair.

## Metro's Goals



## Near Term Deliverables

Metro will assess damages and expected repairs for the sanitary lift station at Dulles Railyard, and address heat tape deficiencies along Phase 2 of the Silver Line.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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	\$8.7

Investments	(\$M)
FY24 Forecast	\$0.2
Planned Investments	(\$M)
FY25	\$8.7
FY26	\$0.4
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$9.1
10-Year Total (FY25-FY34)	\$33.1
Beyond FY34	\$0.0



# Advanced Signaling System Project Development (CIP0380)

**Initiative Type:** Project  
**Category:** Rail Systems  
**Location:** Systemwide

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

## Description

Development of the project implementation plan and preliminary supplier engagement plan for the new advanced signaling system and platform screen doors. This will involve development of procurement materials as well as a platform screen door pilot, design for studies and assessments needed prior to construction.



## Expected Performance Outcome

Develops a Strategic Program Implementation Plan for advanced signaling systems and platform screen doors.

## Metro's Goals



## Near Term Deliverables

Complete program development activities including: establish the overall program objectives/goals, implementation strategy, cost, and forecasted program schedule. Design and develop a pilot of platform screen doors at an indoor and outdoor rail station.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.0
FY24 Forecast	\$6.7
Planned Investments	(\$M)
FY25	\$10.5
FY26	\$19.5
FY27	\$162.0
FY28	\$35.3
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$227.4
10-Year Total (FY25-FY34)	\$996.8
Beyond FY34	\$8,043.7
Total Estimated Investment	\$9,047.2

## Anticipated Funding Sources (\$M)

FY25 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	\$10.5

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓	✓	✓	✓						
Implementation and Construction		✓	✓	✓	✓				✓	✓	✓
Operations Activation											

# Content Management System Upgrade (CIP0382)

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

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

## Description

This project addresses the need for Metro to upgrade its digital communications technology used for bus, rail, and web searches to streamline passenger information across channels.



## Expected Performance Outcome

This project will provide a digital content management system to provide content to digital displays throughout the Metro, Rail, Bus, Web, and Administrative system.

## Metro's Goals



## Near Term Deliverables

Begin survey of potential technology and product solutions to procure the best product to meet Metro's needs and begin to collect business requirements.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.0
FY24 Forecast	\$1.1
Planned Investments	(\$M)
FY25	\$2.6
FY26	\$2.4
FY27	\$3.7
FY28	\$3.7
FY29	\$3.7
FY30	\$0.0
6-Year Total (FY25-FY30)	\$16.1
10-Year Total (FY25-FY34)	\$16.1
Beyond FY34	\$0.0
Total Estimated Investment	\$17.2

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.6
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓									
Implementation and Construction		✓	✓	✓	✓						
Operations Activation				✓	✓	✓					

# Cinderbed Electric Bus Garage (CIP0383)

**Initiative Type:** Project  
**Category:** Bus, Bus Facilities & Paratransit  
**Location:** Commonwealth of Virginia

**Mode:** Bus  
**Program:** Maintenance Facilities  
**Federal Participation (all years):** Yes

## Description

The electrification infrastructure and facility upgrades will support 100% ZEB bus operations at the existing Cinder Bed Bus Garage. This will include service delivery reconfiguration and support Metrobus routes that provide critical service to Equity Riders, defined as users from marginalized backgrounds, such as people of color, low-income individuals, and those with disabilities. It will also address the corresponding construction to satisfy the infrastructure enhancements to meet the requirement for a garage to support the electric bus fleet.



## Expected Performance Outcome

Provides a LEED-certified bus facility that will reduce associated energy consumption and operating costs and improve bus safety, efficiency, maintenance, and operations as measured by the Bus employee injury rate performance target of ≤12.4 employee injuries per 200,000 hours worked. Maximizes bus fleet availability per the Bus Fleet performance target of ≥8,000 miles between failures (examples based on Metro’s FY24 targets).

## Metro’s Goals



## Near Term Deliverables

Install necessary equipment (ex., charging cabinets, transformers, switchgears, overhead pantograph chargers, and hundreds of feet of conduit that will route and support the transfer of electricity and communications between equipment) and infrastructure at Cinder Bed Bus Garage.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.0
FY24 Forecast	\$1.7
Planned Investments	(\$M)
FY25	\$2.9
FY26	\$41.0
FY27	\$45.3
FY28	\$37.8
FY29	\$21.6
FY30	\$13.6
6-Year Total (FY25-FY30)	\$162.1
10-Year Total (FY25-FY34)	\$162.1
Beyond FY34	\$0.0
Total Estimated Investment	\$163.8

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$2.9
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓									
Implementation and Construction		✓	✓	✓	✓	✓	✓				
Operations Activation						✓	✓				

# Information Technology Investments (CIP0384)

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

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

## Description

This program develops multiple new information technology investment needs to address Metro needs.



## Expected Performance Outcome

Multiple improvements to enhance the employee and customer experience through streamlining human capital applications, centralizing Metro's call center, and improving the functions in the public participation management system, all contributing to Metro's efficient administrative functions.

## Metro's Goals



## Near Term Deliverables

Project development and requirements gathering for Consolidated Call Center, Public Participation Management System, and Microsoft Modernization.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.0
FY24 Forecast	\$4.3
Planned Investments	(\$M)
FY25	\$1.2
FY26	\$0.1
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$1.2
10-Year Total (FY25-FY34)	\$1.2
Beyond FY34	\$0.0
Total Estimated Investment	\$5.6

## Anticipated Funding Sources (\$M)

FY25 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

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓									
Implementation and Construction	✓	✓									
Operations Activation		✓	✓								

# Enterprise Video Operations Program (CIP0386)

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

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

## Description

This program provides Metro with an integrated video surveillance and operations system, installing new cameras and updating backend systems to support camera operations.



## Expected Performance Outcome

Provides monitoring of stations and facilities across the system to enhance safety, deter crime, advance integrated communication, and maintain proper functioning of assistance devices.

## Metro's Goals



## Near Term Deliverables

Advance creation of an enterprise-wide video system, cameras and routers on 6000-series railcars, and upgraded storage and routers for video transmission on 7000-series railcars.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$1.0
Planned Investments	(\$M)
FY25	\$2.3
FY26	\$12.5
FY27	\$12.5
FY28	\$12.5
FY29	\$12.5
FY30	\$12.5
6-Year Total (FY25-FY30)	\$64.8
10-Year Total (FY25-FY34)	\$74.3
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 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	\$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 Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

## Metro's Goals



## Near Term Deliverables

Metro will continue to study the benefits of composite ties and the implications of removing track curve restraining rails from select curves.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$0.7
Planned Investments	(\$M)
FY25	\$0.3
FY26	\$0.5
FY27	\$0.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$0.8
10-Year Total (FY25-FY34)	\$95.9
Beyond FY34	\$97.1

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.3
Reimbursable	\$0.0
Debt	\$0.0

# D&E Track Structures Improvements (CIP8013)

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

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

## Description

This program supports Metro's efforts to complete surveys, studies, engineering, and design tasks for track and structure capital initiatives.



## Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions for emerging track and structural needs before committing to larger investments.

## Metro's Goals



## Near Term Deliverables

Metro will continue to procure engineering support for maintenance-of-way modernization

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$2.6
Planned Investments	(\$M)
FY25	\$1.2
FY26	\$1.7
FY27	\$0.8
FY28	\$0.8
FY29	\$0.7
FY30	\$0.6
6-Year Total (FY25-FY30)	\$5.8
10-Year Total (FY25-FY34)	\$28.3
Beyond FY34	\$11.9

## Anticipated Funding Sources (\$M)

FY25 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

# 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):** TBD

## 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-Emission buses.



## Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

## Metro's Goals



## Near Term Deliverables

Continued development and evaluation of necessary bus garage facility improvements to support electric vehicle operations.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$0.0
Planned Investments	(\$M)
FY25	\$1.0
FY26	\$6.9
FY27	\$13.0
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$20.9
10-Year Total (FY25-FY34)	\$347.7
Beyond FY34	\$683.1

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$1.0
Reimbursable	\$0.0
Debt	\$0.0



# D&E Information Technology Improvements (CIP8029)

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

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

## Description

This program identifies emerging information technology needs and develops and evaluates potential capital initiatives.



## Expected Performance Outcome

Supports efforts to develop and evaluate potential solutions to emerging information technology needs before committing to larger investments.

## Metro's Goals



## Near Term Deliverables

Metro will formulate proposed solutions to critical technology needs including Employee Health and Wellness Applications and Enterprise Identity and Access Management and other technology projects.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$4.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$4.2
Planned Investments	(\$M)
FY25	\$4.0
FY26	\$9.5
FY27	\$9.5
FY28	\$4.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$27.0
10-Year Total (FY25-FY34)	\$51.1
Beyond FY34	\$6.0

# 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 investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



## Expected Performance Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

## Metro's Goals



## Near Term Deliverables

Project development and requirements gathering for a replacement of Paratransit scheduling system and upgrade to the asset management application.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 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

Investments	(\$M)
FY24 Forecast	\$0.0
Planned Investments	(\$M)
FY25	\$0.1
FY26	\$2.7
FY27	\$11.2
FY28	\$20.9
FY29	\$9.7
FY30	\$0.0
6-Year Total (FY25-FY30)	\$44.6
10-Year Total (FY25-FY34)	\$97.2
Beyond FY34	\$9.1

# 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 investment needs for equipment and services that have the potential to develop into future projects, based on outcomes of the development and evaluation process.



## Expected Performance Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

## Metro's Goals



## Near Term Deliverables

Metro will purchase medical equipment for the Occupational Health and Wellness Department and complete requirements development to consolidate training into a central location.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$0.4
Planned Investments	(\$M)
FY25	\$0.3
FY26	\$7.3
FY27	\$38.4
FY28	\$55.8
FY29	\$0.5
FY30	\$0.5
6-Year Total (FY25-FY30)	\$102.8
10-Year Total (FY25-FY34)	\$144.2
Beyond FY34	\$20.0

# Planning Support for the District of Columbia (CRB0005)

**Initiative Type:** Program  
**Category:** Business & Operations Support  
**Location:** District of Columbia

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

## Description

This program facilitates planning and design of potential future transit projects and transit-oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the District of Columbia.



## Expected Performance 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.

## Metro's Goals



## Near Term Deliverables

Planning for transit-oriented development in the District of Columbia. Metro will also coordinate planning requirements for other station passenger circulation improvements, joint developments, rail improvements, and bus facilities as requested by the District of Columbia.

## Cost (\$M)

Investments	(\$M)
FY24 Forecast	\$1.9
Planned Investments	(\$M)
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
FY28	\$1.0
FY29	\$1.0
FY30	\$1.0
6-Year Total (FY25-FY30)	\$6.0
10-Year Total (FY25-FY34)	\$10.0
Beyond FY34	\$0.0

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.0
Debt	\$0.0

# Planning Support for Maryland Jurisdictions (CRB0009)

**Initiative Type:** Program  
**Category:** Business & Operations Support  
**Location:** State of Maryland

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

## Description

This program facilitates planning and design of potential future transit projects and transit-oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and Maryland jurisdictions.



## Expected Performance 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.

## Metro's Goals



## Near Term Deliverables

Planning for transit-oriented development in Maryland. Metro will also coordinate planning requirements for other station passenger circulation improvements, joint developments, rail improvements, and bus facilities as requested by localities in Maryland.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$1.4
Planned Investments	(\$M)
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
FY28	\$1.0
FY29	\$1.0
FY30	\$1.0
6-Year Total (FY25-FY30)	\$6.0
10-Year Total (FY25-FY34)	\$10.0
Beyond FY34	\$0.0

# 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 Commonwealth of Virginia jurisdictions.



## Expected Performance Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the Commonwealth of Virginia jurisdictions.

## Metro's Goals



## Near Term Deliverables

Planning for transit-oriented development in Virginia. Metro will also coordinate planning requirements for other station passenger circulation improvements, joint developments, rail improvements, and bus facilities as requested by localities in Virginia.

## Cost (\$M)

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.0
Debt	\$0.0

Investments	(\$M)
FY24 Forecast	\$1.1
Planned Investments	(\$M)
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
FY28	\$1.0
FY29	\$1.0
FY30	\$1.0
6-Year Total (FY25-FY30)	\$6.0
10-Year Total (FY25-FY34)	\$10.0
Beyond FY34	\$0.0

# 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 (MWA).



## Expected Performance Outcome

Provides additional railcars necessary for the Phase 1 portion of the new Silver Line rail service. All railcars have been received.

## Metro's Goals



## Near Term Deliverables

Metro will complete the performance metrics payments and commence final acceptance payments, receiving equipment, as-built drawings, user education program, and finalized operation and maintenance manuals, and spare parts catalogs for 64 railcars.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$16.8
FY24 Forecast	\$8.7
Planned Investments	(\$M)
FY25	\$4.0
FY26	\$4.0
FY27	\$4.4
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$12.4
10-Year Total (FY25-FY34)	\$12.4
Beyond FY34	\$0.0
Total Estimated Investment	\$37.8

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$4.0
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 (MWAA).



## Expected Performance Outcome

Provides additional railcars necessary for the Phase 2 portion of the new Silver Line rail service. All railcars have been received.

## Metro's Goals



## Near Term Deliverables

Metro will complete the performance metrics payments and commence final acceptance payments, receiving equipment, as-built drawings, user education program, and finalized operation and maintenance manuals, and spare parts catalogs for 64 railcars.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$136.2
FY24 Forecast	\$3.6
Planned Investments	(\$M)
FY25	\$0.0
FY26	\$3.2
FY27	\$15.5
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$18.7
10-Year Total (FY25-FY34)	\$18.7
Beyond FY34	\$0.0
Total Estimated Investment	\$158.4

## Anticipated Funding Sources (\$M)

FY25 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	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
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 new station entrances at Bethesda and Silver Spring Metrorail Stations.



## Expected Performance Outcome

Supports future multi-modal connections that will increase transit access in the region. Increases customers' flexibility and convenience.

## Metro's Goals



## 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 FY24)	\$24.6
FY24 Forecast	\$9.0
Planned Investments	(\$M)
FY25	\$19.8
FY26	\$7.5
FY27	\$14.7
FY28	\$2.6
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$44.6
10-Year Total (FY25-FY34)	\$44.6
Beyond FY34	\$0.0
Total Estimated Investment	\$78.2

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$19.8
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓	✓								
Implementation and Construction	✓	✓	✓	✓	✓						
Operations Activation			✓	✓	✓						

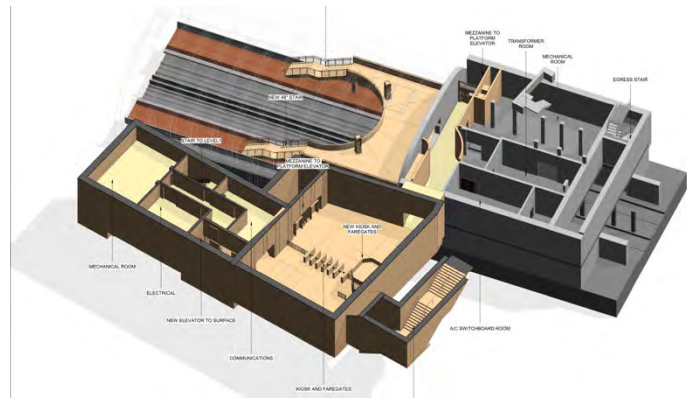
# Crystal City East Entrance (CRB0137)

**Initiative Type:** Project  
**Category:** Stations and Passenger Facilities  
**Location:** Commonwealth of Virginia

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

## Description

The Crystal City Metrorail Station, one of the more highly-used stations in Arlington County, is reaching capacity at its existing during peak periods and has limited emergency egress. With redevelopment underway in Crystal City, overall trip-making will increase and may overburden the existing station entrance. The new entrance at the east end of the station he new entrance will have two new street-to-mezzanine elevators and new platform-to-mezzanine elevators, and will provide easier access from Crystal Drive, and the nearby VRE station and Metroway transit station.



## Expected Performance Outcome

The access improvement plan will improve compliance with the Americans with Disabilities Act (ADA), provide more conveniently located elevator access, and allow for additional egress during emergency situations.

## Metro's Goals



## Near Term Deliverables

Excavation at the site and the construction of a concrete underground structure will proceed in the short-term.

## Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY24)	\$0.0
FY24 Forecast	\$0.3
Planned Investments	(\$M)
FY25	\$2.5
FY26	\$3.5
FY27	\$3.1
FY28	\$0.0
FY29	\$0.0
FY30	\$0.0
6-Year Total (FY25-FY30)	\$9.1
10-Year Total (FY25-FY34)	\$9.1
Beyond FY34	\$0.0
Total Estimated Investment	\$9.4

## Anticipated Funding Sources (\$M)

FY25 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$2.5
Debt	\$0.0

Fiscal Year	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34
Development and Evaluation	✓	✓									
Implementation and Construction		✓	✓	✓							
Operations Activation			✓	✓							

# Appendix E – Sustainability, Energy, Equity, and Climate Resilience



## Sustainability at Metro

Metro is inherently sustainable – by providing mobility for customers while reducing travel-related carbon emissions and traffic congestion. Because public transit is more energy-efficient than single-occupancy vehicles, every trip taken with Metro promotes clean air, improves the quality of life, and benefits public health for residents of the Washington D.C. Metropolitan area. As a vital transportation link that occupies and connects communities, Metro’s investments and operational decisions change lives – our actions have immediate and significant impacts on mobility, health, equity, economic prosperity, and the overall social well-being of the region. That’s why Metro continues to modernize our operations and advance sustainability through our service.

Metro’s vision is to become the region’s trusted way to move more people safely and sustainably. From increasing ridership to further reducing regional travel-related carbon emissions, to investing in technologies that improve water and energy efficiency, to improving amenities to make services accessible to all, Metro is committed to being the Washington D.C. Metropolitan area’s primary way to achieve sustainability, decarbonization, health, equity, and mobility goals and an active part of creating healthy, livable communities.

In 2023, Metro affirmed this commitment to sustainability through its Strategic Transformation Plan: [Your Metro, The Way Forward](#) (“the Plan”) in which key sustainability initiatives are prioritized including decarbonization, resource consumption efficiency, investments in carbon-

free clean energy sources (like solar), equity through system design and employment, the transition to zero-emission vehicles, and climate resiliency. In addition, Metro’s Sustainability Vision and Principles serve as the agency’s guiding framework to advance social well-being, economic prosperity, and environmental stewardship in the region.

As Metro moves ahead, the Strategic Transformation Plan will serve as a guide to ensure Metro delivers what customers deserve and the region needs. Major programs are described in the following pages; keep apprised of Metro’s sustainability efforts at:

<https://www.wmata.com/initiatives/sustainability/>

## Decarbonization

As one of the single largest energy users in the region, Metro is an important partner for meeting regional energy and decarbonization goals. In support of Metro’s greenhouse gas emissions and energy targets, Metro is taking action to reduce energy and resource consumption, increase energy efficiency, invest in carbon-free clean energy sources, and transition to zero-emission vehicles.

A strategic pathway towards decarbonization must be defined to maintain a progressive push towards regional carbon and emissions reduction while providing excellent service and a responsible return on investment for the region. Metro is developing a decarbonization strategy to eliminate use of fossil fuels from Metro business and support robust local, regional, and federal climate goals. A net zero Metro system means everyone in the National Capital Region will have the opportunity to travel without contributing to climate change.

## Clean Energy Market Engagement

Metro is engaging in the energy market in a way that supports a sustainable and resilient grid, invests in carbon-free clean energy sources, and helps transition to the fleet of the future. Staff are growing skills and experience and exploring market opportunities, including clean energy and decarbonization.

Metro is partnering with electric utilities, jurisdictions, and stakeholders to secure forward-looking energy contracts

for financial savings and environmental benefits. For example, in coordination with the General Services Administration (GSA), Metro secured new electricity supply contracts for D.C. and in Maryland that require the suppliers to provide 50 percent of the electricity from renewables (like solar and wind). These combined contracts mean 35 percent of Metro's electricity use is now carbon pollution-free, supporting Metro's transition to clean electricity.

In addition, Metro is advancing 10 MW of community solar 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.



## Zero-Emission Vehicle Program

In addition to the inherent benefits of transit, transitioning to a [zero-emission bus](#) fleet presents a further opportunity to deliver significant environmental benefits to the region and improve the overall experience for Metrobus customers.

Zero-emission buses reduce greenhouse gas and air pollution emissions, providing climate benefits and public health benefits across the region. 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.

Metro's Zero-Emission Bus Transition Plan provides the path for Metro to transform its fleet, facilities, workforce, and operations to 100 percent zero-emission bus service by 2042.

In 2023, Metro held groundbreaking ceremonies for two bus facilities being designed and built to support zero-emission buses: Northern and Bladensburg Bus Garages. Both facilities will be Leadership in Energy and

Environmental Design (LEED) Platinum designed – the U.S. Green Building Council's highest ranking. In addition, Metro recently received a \$104 million Low-No grant award from the Federal Transit Administration to support zero-emission bus work including: the conversion of Cinder Bed Road Bus Division in Fairfax County, Virginia; the procurement of battery-electric buses; and workforce development and training.

Metro's initial deployment of zero-emission buses will include 12 battery-electric buses (BEB) to be housed at our Shepherd Parkway Bus Division in D.C. The first two 60-foot BEBs were launched into service in 2023. The next 10 buses are expected to be delivered starting in 2024.

## Energy Action Plan

Over the past four years, Metro's **Energy Action Plan** has defined a path to a greener, safer, more reliable transit system. By following this plan, Metro is achieving 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 realize energy and operations/maintenance cost savings.

## Equity

Public transportation is a powerful and unique driver of equity. Social and racial equity are key components of Metro's Strategic Transformation Plan, which commits additional action in addressing equity through service and employment.

As a major employer and contractor of services, Metro is improving equity in the region through career opportunities, recruitment, engagement of minority communities, and support to small, female-owned, and/or minority-owned businesses. In addition, Metro is actively working to incorporate equity into decision making and system design, including through the bus network redesign and public participation and outreach.

As a participant in the American Public Transportation Association (APTA) Racial Equity Commitment Program, Metro has pledged to make racial equity an explicit

strategic priority for the agency; undertake timely diversity, equity and inclusion climate assessments; review and analyze demographic data; put in place programs, policies, and practices to establish; and maintain a diverse, equitable, and inclusive environment. As part of this pledge, in 2023, Metro hired its first Chief Diversity, Equity, and Inclusion Officer. This newly created Office of Diversity will keep the pulse on building an inclusive Metro community by developing Employee Resource Groups (ERGs) that focus on diversity across the authority.

## Climate Resiliency

In line with the Strategic Transformation Plan, Metro launched an effort to develop a climate resilience program to combat and adapt to climate change impacts. The program will better help us prepare and prioritize strategic investments in alignment with regional resilience planning efforts.

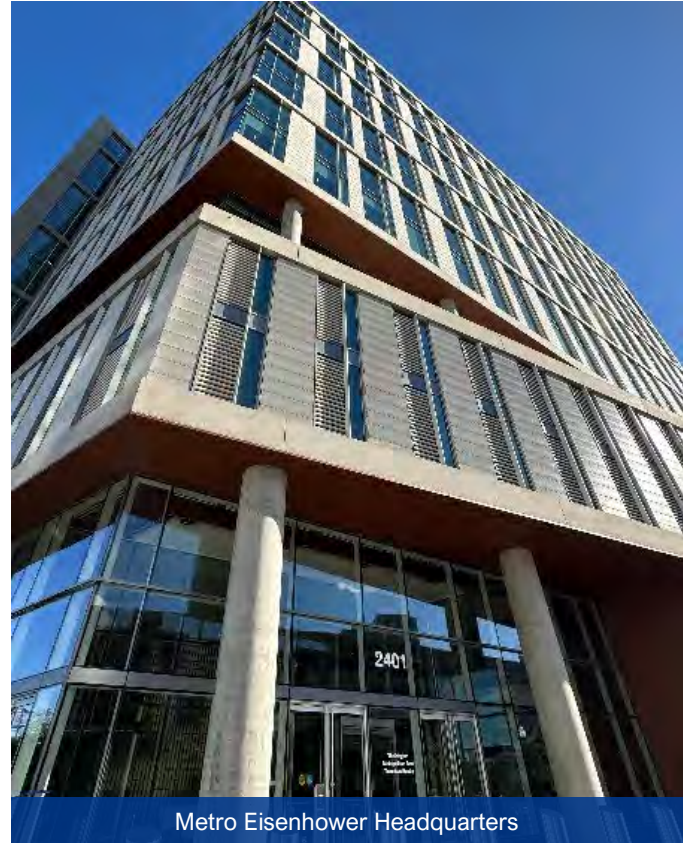
## Innovation and Continuous Improvement

Metro facilitates an organizational culture of continual improvement and sustainable stewardship. Metro's Sustainability Lab and Sustainability Challenge 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 150 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.

In line with the Strategic Transformation Plan, Metro is committed to reducing resource consumption and advancing employee wellness and health. Recently, Metro opened three new headquarter office buildings and a new rail station designed and built to LEED standards. As the most widely used green building standard in the world, LEED helps Metro create healthy, enjoyable workspaces for employees, improve building performance and resource efficiency, and be a good neighbor in our community.



Metro Eisenhower Headquarters

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# Appendix F – Financial Standards

Metro's Financial Standards can be grouped into three major areas: general, business planning, and debt policy. General standards ensure that Metro prudently manages its daily financial operations, including banking services, investments and risk management to maintain adequate liquidity and appropriate cash reserves.

The business planning 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 debt policy establishes parameters that govern the incurrence of Metro Debt and ensure that debt issuances are based on financial parameters 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 resolution approving a debt issuance.

This appendix also explains how Metro allocates state and local funding support among the jurisdictions.

## Financial Standards – General

### GAAP

Metro maintains complete and accurate accounting records in accordance with generally accepted accounting principles in the United States of America (US GAAP) as applicable to governmental entities. The Government Accounting Standards Board is the standard setting body establishing governmental accounting and financial reporting standards.

### Revenue and Expenditure Recognition

Revenues are recognized in the period 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
- Operating revenues, which do not include state or local operating subsidy contributions or federal operating grants, are primarily composed of passenger fares and parking fees, as well as revenue for fiber optic leases and joint development agreements

### 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 audit of Metro's financial statements. Metro's aims 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 WMATA'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
- Metro 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
- Metro 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 develops an annual work plan each year. The Board of Directors and Metro's Senior Executive Team provide input on the work plan, which covers audits and evaluations. 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 Inspector General's office. Audits are performed in accordance with Government Auditing Standards, while evaluations are performed in accordance with the Association of Inspectors General (AIG) *Principles and Standards for Offices of Inspector General (Green Book)*. These recommendations, management corrective action plans, and progress toward implementation are reported quarterly or as needed to the Board by the Inspector General. Semi-annual reports provide an overview of the Office of Inspector General's audits, evaluations and investigations for that period. The reports are provided to the Board and significant stakeholders identifying work performed, results and recommendations

- Service plan assumptions are based on demonstrated needs as defined through short-range planning
- Capital programs are funded according to the terms of the Capital Funding Agreement (CFA), 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 when projects or programs may be competitive for receiving an award. Discretionary funding levels are estimated 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 can be 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's annual adopted Debt Management Policy, which reviews and provides

## 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 future fare policy changes, the impacts on ridership and average fare forecasts are based on conservative estimates.

- The Board has adopted fare policy principals and reviews the fares on a regular cycle. Management may propose fare modifications to achieve transit ridership improvements, maintain financial sustainability or support the other goals defined in Metro's fare policy principles



additional guidance for the use of debt for financing the Authority’s infrastructure, capital projects and operational needs each fiscal year. The Debt Management Policy principles (a) identify efficient use of debt, (b) provide for timely debt service payments, and (c) balance the cost of capital with high credit ratings and access to 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. A route may also be classified as regional if it serves 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 are:
  - Cross a jurisdictional (independent city, county, state) boundary
  - Penetrate at least two jurisdictions by more than one-half mile in each
  - 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 operating 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 with 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 regional
  - Cost Effectiveness: 30 or more boardings per platform hour

Routes not meeting the criteria described above are classified as non-regional. Regional and non-regional bus subsidies are allocated to the jurisdictions using the following formulas.

- Regional Bus Subsidy Allocation: The distribution of regional bus subsidy to the jurisdictions is based on a weighted, four-factor formula in the following proportions:

1. Density weighted population	25%
2. Revenue hours	25%
3. Revenue miles	35%
4. Average weekday ridership	15%

Density weighted population for each jurisdiction is determined by taking the average of:

- The jurisdiction’s share of the urbanized population in the compact area
- The jurisdiction’s share of “density weighted” population (i.e., population times density)

The revenue hours factor is calculated as 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 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

- **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 and the rail base subsidy allocation. The rail stations factor is calculated as the number of stations (or portions of stations) assigned to each jurisdiction divided by the total number of stations in the system. Ridership is 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

The 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

The allocation of local match and system performance funding is determined in accordance with the CFA. Any debt service from Gross Revenue Transit Bonds is allocated to the jurisdictions based on the request by one or more jurisdiction that Metro issue debt in an amount equal to the jurisdiction's share of local match. Any jurisdiction opting for debt in lieu of making cash payment of its capital subsidy agrees to pay the debt service for the term of the debt. Gross Revenue Transit Bond debt service for a given debt issue is allocated only to each jurisdiction that opted into such debt and shall be paid in accordance with the CFA, as amended.

## 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 using the base subsidy formula.

- **Maximum Fare Subsidy Allocation:** The maximum fare portion of the rail subsidy is designed to recognize the "cap" features of the Metrorail fare structure. 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 cap features was not available, and the actual fare paid with the 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.

Dedicated Revenue Bonds debt service is paid by Metro from available, non-restricted dedicated revenue proceeds.

## **FY2025 Operating Subsidy**

The Board of Directors approved an alternate formula 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 Metro'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.<sup>13</sup>

Costs legislatively excluded from the three percent cap on Operating Subsidy growth include costs for any service, equipment, or facility required by state or federal law such as paratransit cost increases, occupational safety and health cost increases, legal disputes (including litigation) and any capital project approved by the Metro Board. The legislatively excluded subsidy cost is allocated to all jurisdictions, per the applicable formula.

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<sup>13</sup> Please Note: Legislation has passed in the legislatures of the Commonwealth of Virginia and State of Maryland to suspend the three percent annual limit on increases to their respective shares of WMATA's Operating Budget subsidy for FY2025.

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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 is pledged for the prompt payment of the debt service.

There is no legal debt limit for Gross Revenue Transit Bonds which are issued on behalf of Metro's jurisdictional partners in lieu of cash payment of all or a portion of a jurisdiction's capital subsidy obligation for a fiscal year. Debt Service for the life of Gross Revenue Transit Bonds is paid by jurisdiction(s) that opted into the bond issuance. Metro receives \$500 million annually in Dedicated Capital Funding Revenues which is used as security for Dedicated Revenue Bonds. The legal debt limit for Dedicated Revenue Bonds is approximately \$470 million which is the estimated amount of non-restricted Dedicated Capital Funding Revenues which may be used for payment of debt service on Metro's bonds.

Metro is required to make semi-annual payments of principal and interest on each series of bonds. The Authority must comply with certain covenants associated with these outstanding bonds. 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. Metro will use its best efforts to maintain, preserve, and keep the system 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
- Metro will make timely financial disclosures on at least an annual basis

## 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. To service interest on debt through July 2018, \$21.7 million was placed in a capitalized interest fund. 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. To service interest on the debt through July 2019, \$6.4 million was placed in a capitalized interest fund. 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 Capital Funding Revenues 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. To service interest on the debt through July 2022, \$55.4 million was placed in a capitalized interest fund. Principal payments were deferred until July 2023. The annual debt service payment on the bonds is \$39.1 million. Debt

service is paid from unrestricted Dedicated Capital Funding revenues proceeds.

## 2021A Bonds

On June 8, 2021, Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of \$784.4 million, was issued under the Dedicated Capital Funding Revenues 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 were deferred until July 2023, after which time the level annual debt service payment on the bonds is \$52.0 million. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

## 2023A Bonds

On March 14, 2023, Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of \$392 million, was issued under the Dedicated Capital Funding Revenues credit. Net bond proceeds with

premium totaled \$425.0 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2051. Annual debt service payment on the bonds through 2043 is \$25.8 million. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

## Second Lien 2021A Bonds

On August 17, 2023, Metro issued new money Second Lien Dedicated Revenue Bonds. This sale, in the principal amount of \$797.8 million, was issued as a second lien, subordinate to the Series 2020A, 2021A, and 2023A, under the Dedicated Capital Funding Revenues credit. Net bond proceeds with premium totaled \$869.8 million. The bonds provide semi-annual payments of interest and annual payments of principal with debt service payments of \$50.5 million through 2045 and sinking fund payments in 2046 through 2053 to retire two term bonds maturing in July 2048 and July 2053. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

## Lines of Credit

Metro has access of up to \$500 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 have a 364-day maturity and may be renewed annually in May and October.

GROSS REVENUE TRANSIT BONDS		FY2025 JURISDICTION FUNDING		
		Principal	Interest	Total Due
<b>Debt Service Payments Funded by FY2025 Jurisdictional Contributions</b>				
Series 2017A-1	- Due Bondholders 1/1/25	\$ -	\$ 2,448,250	\$ 2,448,250
Series 2017A-1	- Due Bondholders 7/1/25	11,675,000	2,448,250	14,123,250
Series 2017A-2	- Due Bondholders 1/1/25	-	1,221,375	1,221,375
Series 2017A-2	- Due Bondholders 7/1/25	-	1,221,375	1,221,375
Series 2017B	- Due Bondholders 1/1/25	-	10,541,000	10,541,000
Series 2017B	- Due Bondholders 7/1/25	14,810,000	10,541,000	25,351,000
Series 2018	- Due Bondholders 1/1/25	-	5,263,750	5,263,750
Series 2018	- Due Bondholders 7/1/25	6,805,000	5,263,750	12,068,750
<b>Grand Total</b>		<b>\$ 33,290,000</b>	<b>\$ 38,948,750</b>	<b>\$ 72,238,750</b>

## GROSS REVENUE BONDS - DEBT SERVICE PAYMENT AND FUNDING DETAIL

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required	Funding Fiscal Year <sup>1</sup>
1/1/2025	19,474,375	-	19,474,375		FY25
7/1/2025	19,474,375	33,290,000	52,764,375	72,238,750	
1/1/2026	18,642,125	-	18,642,125		FY26
7/1/2026	18,642,125	34,980,000	53,622,125	72,264,250	
1/1/2027	17,767,625	-	17,767,625		FY27
7/1/2027	17,767,625	36,760,000	54,527,625	72,295,250	
1/1/2028	16,848,625	-	16,848,625		FY28
7/1/2028	16,848,625	38,620,000	55,468,625	72,317,250	
1/1/2029	15,883,125	-	15,883,125		FY29
7/1/2029	15,883,125	40,585,000	56,468,125	72,351,250	
1/1/2030	14,868,500	-	14,868,500		FY30
7/1/2030	14,868,500	42,650,000	57,518,500	72,387,000	
1/1/2031	13,802,250	-	13,802,250		FY31
7/1/2031	13,802,250	44,820,000	58,622,250	72,424,500	
1/1/2032	12,681,750	-	12,681,750		FY32
7/1/2032	12,681,750	47,120,000	59,801,750	72,483,500	
1/1/2033	11,503,750	-	11,503,750		FY33
7/1/2033	11,503,750	49,500,000	61,003,750	72,507,500	
1/1/2034	10,266,250	-	10,266,250		FY34
7/1/2034	10,266,250	51,980,000	62,246,250	72,512,500	
1/1/2035	8,966,750	-	8,966,750		FY35
7/1/2035	8,966,750	35,645,000	44,611,750	53,578,500	
1/1/2036	8,075,625	-	8,075,625		FY36
7/1/2036	8,075,625	37,470,000	45,545,625	53,621,250	
1/1/2037	7,138,875	-	7,138,875		FY37
7/1/2037	7,138,875	39,395,000	46,533,875	53,672,750	
1/1/2038	6,154,000	-	6,154,000		FY38
7/1/2038	6,154,000	41,410,000	47,564,000	53,718,000	
1/1/2039	5,118,750	-	5,118,750		FY39
7/1/2039	5,118,750	43,535,000	48,653,750	53,772,500	
1/1/2040	4,030,375	-	4,030,375		FY40
7/1/2040	4,030,375	45,770,000	49,800,375	53,830,750	
1/1/2041	2,886,125	-	2,886,125		FY41
7/1/2041	2,886,125	48,115,000	51,001,125	53,887,250	
1/1/2042	1,683,250	-	1,683,250		FY42
7/1/2042	1,683,250	50,585,000	52,268,250	53,951,500	
1/1/2043	418,625	-	418,625		FY43
7/1/2043	418,625	16,745,000	17,163,625	17,582,250	
<b>Total</b>	<b>\$ 392,421,500</b>	<b>\$ 778,975,000</b>	<b>\$ 1,171,396,500</b>	<b>\$ 1,171,396,500</b>	

1. The jurisdiction funding dates for WMATA debt service are April 1 and October 1 of each year

## DEDICATED CAPITAL REVENUE BONDS - DEBT SERVICE PAYMENT DETAIL

Date	Principal	Interest	Total Principal & Interest	Total FY Principal & Interest	Net Debt Service
7/15/2024	49,710,000	59,539,622	109,249,622	-	109,249,622
1/15/2025	-	58,296,872	58,296,872	167,546,494	58,296,872
7/15/2025	52,255,000	58,296,872	110,551,872	-	110,551,872
1/15/2026	-	56,990,497	56,990,497	167,542,369	56,990,497
7/15/2026	54,935,000	56,990,497	111,925,497	-	111,925,497
1/15/2027	-	55,617,122	55,617,122	167,542,619	55,617,122
7/15/2027	57,755,000	55,617,122	113,372,122	-	113,372,122
1/15/2028	-	54,173,247	54,173,247	167,545,369	54,173,247
7/15/2028	60,715,000	54,173,247	114,888,247	-	114,888,247
1/15/2029	-	52,655,372	52,655,372	167,543,619	52,655,372
7/15/2029	63,830,000	52,655,372	116,485,372	-	116,485,372
1/15/2030	-	51,059,622	51,059,622	167,544,994	51,059,622
7/15/2030	67,105,000	51,059,622	118,164,622	-	118,164,622
1/15/2031	-	49,381,997	49,381,997	167,546,619	49,381,997
7/15/2031	70,545,000	49,381,997	119,926,997	-	119,926,997
1/15/2032	-	47,618,372	47,618,372	167,545,369	47,618,372
7/15/2032	74,160,000	47,618,372	121,778,372	-	121,778,372
1/15/2033	-	45,764,372	45,764,372	167,542,744	45,764,372
7/15/2033	77,965,000	45,764,372	123,729,372	-	123,729,372
1/15/2034	-	43,815,247	43,815,247	167,544,619	43,815,247
7/15/2034	81,800,000	43,815,247	125,615,247	-	125,615,247
1/15/2035	-	41,927,297	41,927,297	167,542,544	41,927,297
7/15/2035	85,670,000	41,927,297	127,597,297	-	127,597,297
1/15/2036	-	39,949,022	39,949,022	167,546,319	39,949,022
7/15/2036	89,545,000	39,949,022	129,494,022	-	129,494,022
1/15/2037	-	38,048,947	38,048,947	167,542,969	38,048,947
7/15/2037	93,790,000	38,048,947	131,838,947	-	131,838,947
1/15/2038	-	35,704,197	35,704,197	167,543,144	35,704,197
7/15/2038	98,410,000	35,704,197	134,114,197	-	134,114,197
1/15/2039	-	33,428,272	33,428,272	167,542,469	33,428,272
7/15/2039	103,075,000	33,428,272	136,503,272	-	136,503,272
1/15/2040	-	31,043,247	31,043,247	167,546,519	31,043,247
7/15/2040	107,600,000	31,043,247	138,643,247	-	138,643,247
1/15/2041	-	28,902,097	28,902,097	167,545,344	28,902,097
7/15/2041	112,505,000	28,902,097	141,407,097	-	141,407,097
1/15/2042	-	26,134,872	26,134,872	167,541,969	26,134,872
7/15/2042	117,895,000	26,134,872	144,029,872	-	144,029,872
1/15/2043	-	23,513,572	23,513,572	167,543,444	23,513,572
7/15/2043	123,260,000	23,513,572	146,773,572	-	146,773,572
1/15/2044	-	20,768,622	20,768,622	167,542,194	20,768,622
7/15/2044	128,945,000	20,768,622	149,713,622	-	149,713,622
1/15/2045	-	17,829,316	17,829,316	167,542,938	17,829,316
7/15/2045	134,965,000	17,829,316	152,794,316	-	152,794,316
1/15/2046	-	14,750,734	14,750,734	167,545,050	14,750,734
7/15/2046	141,320,000	14,750,734	156,070,734	-	156,070,734
1/15/2047	-	11,472,713	11,472,713	167,543,447	11,472,713
7/15/2047	53,505,000	11,472,713	64,977,713	-	64,977,713
1/15/2048	-	10,224,075	10,224,075	75,201,788	10,224,075
7/15/2048	56,210,000	10,224,075	66,434,075	-	66,434,075
1/15/2049	-	8,765,463	8,765,463	75,199,538	8,765,463
7/15/2049	59,255,000	8,765,463	68,020,463	-	68,020,463
1/15/2050	-	7,181,831	7,181,831	75,202,294	7,181,831
7/15/2050	62,510,000	7,181,831	69,691,831	-	69,691,831
1/15/2051	-	5,511,156	5,511,156	75,202,988	5,511,156
7/15/2051	65,940,000	5,511,156	71,451,156	-	71,451,156
1/15/2052	-	3,748,763	3,748,763	75,199,919	3,748,763
7/15/2052	69,530,000	3,748,763	73,278,763	-	73,278,763
1/15/2053	-	1,923,600	1,923,600	75,202,363	1,923,600
7/15/2053	73,280,000	1,923,600	75,203,600	75,203,600	75,203,600
<b>Total</b>	<b>\$ 2,487,985,000</b>	<b>\$ 1,891,940,647</b>	<b>\$ 4,379,925,647</b>	<b>\$ 4,379,925,647</b>	<b>\$ 4,379,925,647</b>



**DEBT SERVICE FUNDING BY JURISDICTION BY FISCAL YEAR**

Date	District of Columbia	Montgomery County	Prince George's County	City of Alexandria	Arlington County	City of Fairfax	Fairfax County	City of Falls Church	Jurisdictional Debt Service	Total
FY2025	33,302,581	15,423,569	15,822,797	1,778,161	—	111,660	5,623,594	176,387	72,238,750	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	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	53,951,500
FY2043	10,153,130	3,794,875	3,634,245	—	—	—	—	—	17,582,250	17,582,250
<b>Total</b>	<b>\$535,460,573</b>	<b>\$246,980,451</b>	<b>\$250,112,282</b>	<b>\$32,198,299</b>	<b>-</b>	<b>\$2,021,898</b>	<b>\$101,829,997</b>	<b>\$2,792,998</b>	<b>\$1,171,396,500</b>	<b>\$1,171,396,500</b>

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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 OPERATING STATISTICS

		FY2022 Actual	FY2023 Actual	FY2024 Budget	FY2025 Budget
STATISTICS	Bus Miles (000s) <sup>1</sup>	48,274	49,843	49,556	48,555
	Revenue Bus Miles (000s) <sup>1</sup>	37,795	38,220	38,528	38,060
	Passengers (000s)	80,790	102,477	105,640	111,408
	Total Active Fleet	1,583	1,572	1,588	1,556
	Passenger Revenue (\$000s)	\$47,555	\$55,635	\$67,870	\$53,703
	Operating Revenue (\$000s)	\$49,956	\$73,222	\$80,897	\$67,022
	Operating Expenses (\$000s)	\$674,429	\$760,500	\$743,369	\$840,621
	Net Subsidy (\$000s) <sup>2</sup>	\$334,591	\$432,002	\$566,368	\$748,591
RATIOS	Cost Per Bus Mile	\$13.97	\$15.26	\$15.00	\$17.31
	Passengers Per Bus (000s)	51.04	65.19	66.52	71.60
	Passengers Per Revenue Bus Mile	2.14	2.68	2.74	2.93
	Cost Per Passenger	\$8.35	\$7.42	\$7.04	\$7.55
	Subsidy Per Passenger	\$4.14	\$4.22	\$5.36	\$6.72
	Average Passenger Fare <sup>3</sup>	\$0.59	\$0.54	\$0.64	\$0.48
	Percentage of Cost Recovered from Passenger Revenues <sup>4</sup>	7.1%	7.3%	9.1%	6.4%
	Percentage of Cost Recovered from Operating Revenues <sup>5</sup>	7.4%	9.6%	10.9%	8.0%

1. Bus miles and revenue bus miles are scheduled and not actual; data reflects status as of the FY2025 budget approval on April 25, 2024

2. Net Subsidy includes Covid-related federal relief funds in FY2021 - FY2025

3. Average fare is lower than base fare due to the impact of the transfer discount, senior, low-income and student discounts, passes, and the temporary suspension of fare collection between March 2020 and January 2021 and fare evasion

4. Farebox Recovery ratio

5. Cost Recovery ratio

## ACTIVE FLEET

<b>Manufactured (End of Year)</b>	<b>Maximum Scheduled Fleet</b>	<b>Total Active Fleet</b>
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
Fiscal 2024	1,095	1,571
Fiscal 2025	1,110	1,556

## AGE OF TOTAL FLEET

<b>Manufacturer</b>	<b>Fiscal Year Entered Service</b>	<b>Number of Buses</b>	<b>Average Age</b>
Orion VII - CNG	2005	-	20
New Flyer Clean Diesel	2006	-	19
New Flyer - Compressed Natural Gas (CNG)	2007	-	18
New Flyer - Hybrid	2008	-	17
New Flyer - Hybrid	2009	3	16
New Flyer - Hybrid	2010	124	15
New Flyer - Xcelsior	2011	99	14
New Flyer - Xcelsior	2012	67	13
Orion VII - Clean Diesel	2012	21	13
Orion VII - Hybrid	2012	-	13
New Flyer - Xcelsior	2013	105	12
NAIB - Bus Rapid Transit (BRT)	2014	104	11
New Flyer Xcelsior CNG	2015	30	10
New Flyer Xcelsior Hybrid	2015	50	10
New Flyer Xcelsior CNG	2016	134	9
New Flyer Xcelsior Electric	2016	1	9
New Flyer Xcelsior Hybrid	2016	81	9
New Flyer Xcelsior CNG	2018	100	7
New Flyer Xcelsior Hybrid	2018	12	7
New Flyer Xcelsior CNG	2019	75	6
New Flyer Xcelsior Diesel	2019	25	6
New Flyer Xcelsior CNG	2020	75	5
New Flyer Xcelsior Diesel	2020	35	5
New Flyer Xcelsior Diesel	2021	131	4
New Flyer Xcelsior Diesel	2022	101	3
New Flyer Xcelsior Diesel	2023	95	2
New Flyer Xcelsior Electric	2023	2	2
New Flyer Xcelsior Electric	2024	5	1
NOVA Electric	2025	5	-
To Be Determined Electric	2025	25	-
To Be Determined Hybrid	2025	75	-
<b>Total</b>		<b>1,580</b>	<b>7.9</b>

## TOTAL ACTIVE BUS FLEET SIZE BY GARAGE

Garage	FY2025 Maximum Scheduled Fleet	Total Active Fleet	Spare Ratio
Bladensburg	173	242	39.9%
Shepherd Parkway	146	211	44.5%
Western	101	132	30.7%
Four Mile Run	162	219	35.2%
Landover	164	202	23.2%
Montgomery	177	235	32.8%
Cinder Bed	64	83	29.7%
Andrews Federal Center	127	217	70.9%
CTF	-	15	0.0%
<b>Total</b>	<b>1,114</b>	<b>1,556</b>	<b>39.7%</b>

## COMPARISON OF BUS MILES<sup>1</sup>

(in thousands)	FY2022 Budget	FY2023 Budget	FY2024 Budget	FY2025 Budget
<b>Total Scheduled</b>	<b>47,027</b>	<b>48,556</b>	<b>48,268</b>	<b>47,267</b>
Bus Bridges	600	619	619	620
Special Service	91	94	94	94
Change-Offs	246	253	253	254
Yard Work	406	420	420	420
Missed Trips	(96)	(99)	(99)	(100)
<b>Total Unscheduled</b>	<b>1,247</b>	<b>1,288</b>	<b>1,288</b>	<b>1,288</b>
<b>Total<sup>2</sup></b>	<b>48,274</b>	<b>49,843</b>	<b>49,556</b>	<b>48,555</b>

1. Bus miles and revenue bus miles are scheduled and not actual

2. FY2025 budget data reflects status as of the budget approval on April 25, 2024

## BUS OPERATOR PAYHOURS

### FY2025 Bus Operator Wages

Category	Payhours	Average Hourly Rate	Budget (\$000s)
<b>Scheduled<sup>1</sup></b>	<b>5,731,349</b>	<b>\$38.53</b>	<b>\$220,801</b>
Non-Scheduled <sup>2</sup> OT/Special Event	520,148	57.79	30,058
Standing Extra	22,820	38.53	879
Utility	9,193	38.53	354
Training	46,442	38.53	1,789
Miscellaneous	63,136	38.53	2,432
Guarantees	316	38.53	12
Funeral Leave	5,668	38.53	218
Jury Duty	1,031	38.53	40
Vacation	258,942	38.53	9,976
Sick	149,434	38.53	5,757
Holiday	161,449	38.53	6,220
<b>Subtotal, Non-Scheduled</b>	<b>1,238,579</b>		<b>\$57,736</b>
<b>Total</b>	<b>6,969,928</b>		<b>\$278,537</b>

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 FY2025 Approved Budget, the average cost per platform hour for all routes is \$190.78. For the allocation of the FY2025 operating subsidy, the budgeted cost per platform hour for non-regional routes (which has certain overhead and administrative expenses removed) is \$129.56.

### REGIONAL AND NON-REGIONAL BUS ROUTE SUMMARY - PLANNED PLATFORM<sup>1</sup>

(in thousands)	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service	FY2025 Total Service
<b>Regional Routes</b>	<b>3,474</b>	<b>3,540</b>	<b>3,457</b>	<b>2,937</b>	<b>3,544</b>	<b>3,607</b>	<b>3,640</b>
District of Columbia	1,759	1,810	1,798	1,529	1,713	1,731	1,774
Maryland	909	918	882	793	1,071	1,099	1,105
Virginia	806	811	776	615	760	778	760
<b>Non-Regional Routes</b>	<b>859</b>	<b>882</b>	<b>874</b>	<b>684</b>	<b>759</b>	<b>756</b>	<b>767</b>
District of Columbia	381	410	407	336	389	387	390
Maryland	357	357	347	286	287	287	293
Virginia	120	116	120	61	83	82	83
<b>Total</b>	<b>4,333</b>	<b>4,423</b>	<b>4,331</b>	<b>3,621</b>	<b>4,302</b>	<b>4,363</b>	<b>4,406</b>

1. Bus miles and revenue bus miles are scheduled and not actual



## DISTRICT OF COLUMBIA – REGIONAL ROUTES – PLATFORM HOURS<sup>1</sup>

(in thousands)

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
11	Benning Road-H St Limited	X9	143	18	149	19
14	Benning Road-H Street	X2	435	64	527	68
18	East Capitol Street-Cardozo	96	417	46	739	60
32	Connecticut Avenue	L2	255	36	278	38
35	Crosstown	H2,4	507	63	591	60
43	Fort Totten-Federal Triangle	64	211	31	246	34
52	14th Street	52,54	657	105	814	114
55	Sibley Hospital-Stadium Armory	D6	380	48	484	58
59	Takoma-Petworth	62,63	161	22	215	27
75	Massachusetts Avenue	N2,4,6	271	32	303	35
77	Military Road-Crosstown	E4	251	32	265	34
79	Ivy City - Fort Totten	E2	105	14	113	14
81	Mount Pleasant	42,43	247	47	318	53
86	North Capitol Street	80	518	74	604	82
89	P Street-Ledroit Park	G2	115	21	147	23
93	Pennsylvania Avenue	32,36	820	95	1,245	111
95	Deanwood-Alabama Avenue	W4	790	83	915	81
99	Wisconsin Avenue	31,33	661	92	747	90
101	Rhode Island Avenue	G8	277	40	338	45
107	Georgia Avenue Limited	79	453	59	605	68
108	16th Street	S2	590	70	817	79
112	16th Street Limited	S9	493	55	700	66
118	Georgia Avenue-7th Street	70	570	82	775	88
119	Convention Center-Southwest Waterfront	74	85	12	91	14
130	U Street-Garfield	90,92	772	110	982	119
133	Capitol Heights - Minnesota Ave.	V2,4	569	72	693	73
134	Deanwood- Minnesota Avenue Station	U7	149	18	161	19
150	Bladensburg Road-Anacostia	B2	640	79	733	78
151	Benning Road	X3	1	0	2	0
160	Fort Totten-Petworth	60	34	6	38	6
581	Anacostia-Livingston	A6,7,8	475	52	601	55
582	Anacostia-Fort Drum	A4	242	26	251	27
586	Anacostia-Blue Plains	W5	25	2	25	2
592	Anacostia - Washington Highlands	A2	247	31	291	35
<b>Total District of Columbia Regional Routes</b>			<b>12,566</b>	<b>1,636</b>	<b>15,804</b>	<b>1,774</b>

1. Bus miles and revenue bus miles are scheduled and not actual; data reflects status as of the FY2025 budget approval on April 25, 2024

## DC NON-REGIONAL ROUTES – PLATFORM HOURS<sup>1, 2</sup>

(in thousands)

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
15	Garfield-Anacostia Loop	W6,8	222	26	259	29
25	Maryland Avenue	X8	62	8	71	9
34	Brookland-Fort Lincoln	H6	184	19	196	20
44	Benning Heights-Alabama Avenue	V7,8	158	23	197	26
45	Hospital Center	D8	248	35	305	39
46	Fairfax Village	M6	124	13	173	17
51	Glover Park-Dupont Circle	D2	131	17	152	19
56	Ivy City-Franklin Square	D4	118	17	136	18
78	Sheriff Road-River Terrace	U4	108	10	122	12
82	Shipleigh Terrace-Fort Drum	W1	106	11	123	12
84	Nebraska Avenue	M4	133	13	143	14
91	Park Road-Brookland	H8,9	222	31	251	34
135	Marshall Heights	U5,6	210	24	233	27
158	United Medical Center-Anacostia	W2,3	383	40	417	43
159	14th Street Limited	59	74	10	111	12
504	Minnesota Avenue-Anacostia	A31,32,33	2	0	5	1
517	16th Street-Tenleytown	D31,32,33,34	11	1	36	4
539	Fort Dupont Shuttle	S35	2	0	5	0
540	Rhode Island Avenue- Carver Terrace	S41	1	0	3	0
544	Anacostia-Eckington	P6	315	45	414	50
549	Congress Heights-Georgetown	D51	2	0	4	0
550	Mt. Pleasant - Tenleytown Line	W45,47	3	0	7	1
583	Takoma-Fort Totten	K2	29	4	40	4
<b>Total District of Columbia Non-Regional Routes</b>			<b>2,848</b>	<b>347</b>	<b>3,402</b>	<b>390</b>

1. Bus miles and revenue bus miles are scheduled and not actual; data reflects status as of the FY2025 budget approval on April 25, 2024

## MARYLAND REGIONAL ROUTES – PLATFORM HOURS<sup>1</sup>

(in thousands)

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
9	Annapolis Road	T18	563	51	608	55
13	Greenbelt-Twinbrook	C2,4	1,030	97	1,273	109
16	Bethesda-Silver Spring	J1,2	703	63	850	71
17	National Harbor-Alexandria	NH2	210	13	266	16
28	Chillum Road	F1,2	203	19	268	21
29	Clinton	C11,13	23	1	28	2
41	Eastover-Addison Road	P12	970	78	1,155	86
47	Forestville	K12	208	17	250	20
53	Georgia Avenue-Maryland	Y2,7,8	726	65	920	74
63	Hillcrest Heights	C12,14	97	9	123	10
73	Marlow Heights-Temple Hills	H12	128	11	163	13
74	College Park	83,86	411	49	614	59
83	New Hampshire Ave. - Maryland Limited	K9	96	10	168	13
85	New Hampshire Avenue-Maryland	K6	598	57	709	62
88	Oxon Hill-Fort Washington	P18	177	12	222	14
90	Martin Luther King Jr. Highway	A12	324	28	338	29
97	New Carrollton-Silver Spring	F4	723	74	827	80
98	New Carrollton-Fort Totten	F6	204	16	238	19
103	College Park-White Flint	C8	353	28	381	29
123	Veirs Mill Road	Q2,4,6	555	60	673	66
147	Silver Spring - Fairland	Z6,8	712	55	897	64
190	Landover Road	L12	484	40	566	44
542	Rhode Island Avenue - New Carrollton	T14	190	16	213	18
574	Southern Ave. -Suitland	D12	465	37	561	42
580	Bock Road	W14	105	8	160	11
584	Oxon Hill-Suitland	D14	379	26	444	30
790	District Heights-Suitland	V12	137	17	199	20
800	Riggs Road	R1,2	286	24	364	28
<b>Total Maryland Regional Routes</b>			<b>11,060</b>	<b>983</b>	<b>13,479</b>	<b>1,105</b>

1. Bus miles and revenue bus miles are scheduled and not actual; data reflects status as of the FY2025 budget approval on April 25, 2024

## MARYLAND NON-REGIONAL ROUTES – PLATFORM HOURS<sup>1</sup>

(in thousands)

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
7	National Harbor-Southern Avenue	NH1	207	15	269	18
10	Ardwick Industrial Park Shuttle	F12	86	6	98	7
19	Bowie-Belair	B24	161	10	178	11
20	Bowie State University	B21,22	174	8	198	9
30	Colesville-Ashton	Z2	69	5	83	5
33	Connecticut Avenue-Maryland	L8	187	15	211	17
36	Kenilworth Avenue	R12	204	15	262	18
38	District Heights-Seat Pleasant	V14	215	16	275	19
65	Bowie-New Carrollton	B27	61	3	65	4
72	Marlboro Pike	J12	136	10	164	11
96	Langley Park -Cheverly	F8	189	16	243	18
102	River Road	T2	216	14	226	15
104	Laurel-Old Columbia Pike Express	Z7	78	5	152	8
105	Sheriff Road-Capitol Heights	F14	260	20	282	21
149	Cheverly-Washington Business Park	F13	122	9	130	9
152	Central Avenue	C21,22,26,29	587	34	735	40
252	Central Avenue Supplemental Service	C27	24	1	46	2
525	Laurel	89M	176	11	218	12
527	Greenbelt-New Carrollton	G12	205	16	228	18
528	Greenbelt Rd.- Good Luck Rd.	G14	236	17	258	19
802	Queens Chapel Road	R4	116	11	134	13
<b>Total Maryland Non-Regional Routes</b>			<b>3,707</b>	<b>258</b>	<b>4,453</b>	<b>293</b>

1. Bus miles and revenue bus miles are scheduled and not actual; data reflects status as of the FY2025 budget approval on April 25, 2024

## VIRGINIA REGIONAL ROUTES – PLATFORM HOURS<sup>1</sup>

(in thousands)

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
2	Alexandria-Pentagon	10A	262	28	284	29
3	Carlin Springs Road	25B	158	20	205	23
4	Alexandria-Fairfax	29K,N	564	45	819	55
5	Leesburg Pike	28A	1,125	106	1,253	116
8	Annandale	29G	75	5	188	8
12	Ballston-Farragut Square	38B	257	37	333	42
54	McLean-Crystal City	23A,B,T	533	51	664	56
70	Landmark-North Fairlington	7A	442	43	505	46
94	Pershing Drive-Arlington Blvd.	4B	145	17	173	19
106	Foxchase-Seminary Valley	8S,W,Z	33	2	49	3
110	Skyline City	28F	17	2	22	2
126	Washington Blvd.-Dunn Loring	2A	150	16	245	19
128	Fair Oaks-Jermantown Rd.	2B	173	15	312	20
131	Richmond Highway Express	REX	616	47	756	54
137	Wilson Blvd.-Vienna	1A,B	589	56	892	67
138	Langston Blvd.-McPherson Square	3F,Y	30	4	52	5
139	Fair Oaks-Fairfax Blvd.	1C	223	19	384	25
142	Columbia Pike	16A,C,E	481	47	569	53
144	Columbia Pike - National Landing	16M	374	42	403	44
156	Hunting Point-Ballston	10B	284	31	311	33
157	Mount Vernon Express	11Y	76	4	156	8
512	Barcroft-South Fairlington	22A,22F	148	14	165	15
522	Columbia Pike-Farragut Square	16Y	59	6	86	8
692	Annandale-East Falls Church	26A	128	10	192	12
<b>Total Virginia Regional Routes</b>			<b>6,943</b>	<b>667</b>	<b>9,017</b>	<b>760</b>

1. Bus miles and revenue bus miles are scheduled and not actual; data reflects status as of the FY2025 budget approval on April 25, 2024

## VIRGINIA NON-REGIONAL ROUTES – PLATFORM HOURS<sup>1</sup>

(in thousands)

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
61	Kings Park Express	17G,K	188	9	348	14
66	Kings Park-North Springfield	17B,M	66	3	130	6
68	Landmark-Holmes Run Parkway	21C	45	3	94	5
80	Mark Center-Pentagon	7M	183	12	201	13
87	Orange Hunt	18G,J	90	4	171	7
148	Metroway-Potomac Yard	MW1	235	27	249	28
541	Burke Centre	18P	128	6	259	10
<b>Total Virginia Non-Regional Routes</b>			<b>935</b>	<b>64</b>	<b>1,452</b>	<b>83</b>

1. Bus miles and revenue bus miles are scheduled and not actual; data reflects status as of the FY2025 budget approval on April 25, 2024

# 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

		FY2022 Actual <sup>1</sup>	FY2023 Actual <sup>2</sup>	FY2024 Budget	FY2025 Budget
STATISTICS <sup>3</sup> (000s)	Railcar Miles <sup>3</sup> (in 000s)	103,823	110,216	134,022	117,164
	Revenue Service Miles <sup>3</sup> (in 000)	102,223	108,502	132,308	115,450
	Passengers <sup>4</sup>	60,120	95,813	116,509	113,713
	Passenger Revenue	\$161,576	\$231,417	\$330,784	\$328,909
	Operating Revenue	\$227,176	\$303,115	\$420,939	\$416,028
	Operating Expense	\$1,054,068	\$1,263,906	\$1,372,364	\$1,320,496
	Net Subsidy <sup>5</sup>	\$431,672	\$581,560	\$486,850	\$835,807
RATIOS	Passengers Per Revenue Service Mile	0.59	0.88	0.88	0.98
	Cost Per Total Railcar Mile	\$10.15	\$11.47	\$10.24	\$11.27
	Cost Per Passenger	\$17.53	\$13.19	\$11.78	\$11.61
	Subsidy Per Passenger	\$7.18	\$6.07	\$4.18	\$7.35
	Average Passenger Fare <sup>6</sup>	\$2.69	\$2.42	\$2.84	\$2.89
	Percentage of Operating Cost Recovered from Passenger Revenues <sup>7</sup>	15.3%	18.3%	24.1%	24.9%
	Percentage of Operating Cost Recovered from all Operating Revenues <sup>8</sup>	21.6%	24.0%	30.7%	31.5%

1. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities
2. Beginning in FY2023, statistics include Silver Line Phase 2 revenue service
3. Railcar miles and revenue service miles are scheduled and not actual
4. FY2025 Budget includes non-tapped ridership of 4.3 million
5. Net Subsidy includes Covid-related federal relief funds in FY2021 - FY2025
6. Average Passenger Fare Ratio reflects inclusion of non-tap ridership
7. Farebox Recovery ratio
8. Cost Recovery ratio

## RAILCAR MILES

(in thousands)

	FY2022	FY2023	FY2024	FY2025
<b>Metrorail Line</b>	<b>Total Service</b>	<b>Total Service</b>	<b>Total Service</b>	<b>Total Service</b>
Red Line	29,692	29,692	34,952	33,676
Blue Line	14,998	14,998	16,924	16,318
Orange Line	14,023	14,023	18,301	14,328
Yellow Line	11,687	11,687	11,326	7,914
Green Line	13,432	13,432	24,349	22,686
Silver Line	15,697	21,975	24,661	17,833
<b>Scheduled Revenue Service Miles</b>	<b>99,527</b>	<b>105,806</b>	<b>130,513</b>	<b>112,754</b>
Capital One Arena	1,711	1,711	1,096	1,711
Gap Trains	450	450	450	450
National Baseball	535	535	249	535
<b>Sub-Total Revenue Service Miles</b>	<b>102,223</b>	<b>108,502</b>	<b>132,308</b>	<b>115,450</b>
Start-Up/Car Testing	200	214	214	214
Revenue Collection	700	750	750	750
Other	700	750	750	750
<b>Total<sup>1,2</sup></b>	<b>103,823</b>	<b>110,216</b>	<b>134,022</b>	<b>117,164</b>

1. 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

2. Service Plan for FY2023, FY2024 and FY2025 are 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 OPERATORS

Category	Payhours	Average Hourly	Budget
Scheduled Full Time	1,197,578	\$41.24	\$49,386,680
Car Testing / Start Up	0	\$0.00	\$0
Interlocking Pay Hours	88,252	\$49.10	\$4,332,758
<b>Subtotal</b>	<b>1,285,830</b>		<b>\$53,719,438</b>
Non-Scheduled Overtime / Special Event	235,901	\$62.67	\$14,783,203
Standing Extra	3,763	\$41.24	\$155,181
Utility	57,524	\$41.24	\$2,372,216
Training / Retraining	36,250	\$41.24	\$1,494,894
Miscellaneous	8,155	\$41.24	\$336,283
Funeral / Other	1,475	\$41.24	\$60,815
Vacation	90,117	\$41.24	\$3,716,333
Sick	50,878	\$41.24	\$2,098,132
Holiday	45,395	\$41.24	\$1,872,034
<b>Subtotal</b>	<b>529,457</b>		<b>26,889,091</b>
<b>Total</b>	<b>1,815,287</b>		<b>\$80,608,529</b>

## PAY HOURS FOR STATION MANAGERS

	Payhours	Average Hourly Rate	Budget
Scheduled Full Time	1,082,621	\$43.14	\$46,704,270
<b>Subtotal</b>	<b>1,082,621</b>		<b>\$46,704,270</b>
Non-Scheduled Overtime / Special Event	169,869	64.71	10,992,193
Standing Extra	4,061	43.14	175,178
Utility	2,147	43.14	92,604
Training / Retraining	7,274	43.14	313,796
Miscellaneous	3,005	43.14	129,624
Funeral / Other	659	43.14	28,419
Vacation	40,050	43.14	1,727,774
Sick	18,935	43.14	816,872
Holiday	17,889	43.14	771,715
<b>Subtotal</b>	<b>263,888</b>		<b>\$15,048,176</b>
<b>Total</b>	<b>1,346,509</b>		<b>\$61,752,446</b>
<b>Grand Total - Rail Operators and Station Managers</b>			<b>\$142,360,975</b>

## RAIL PEAK PERIOD SERVICE LEVELS

<b>Metrorail Line</b>	<b>FY2022 Total Service</b>	<b>FY2023 Total Service</b>	<b>FY2024 Total Service</b>	<b>FY2025 Total Service<sup>1</sup></b>
Red Line	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove
Blue Line	Franconia-Springfield / Downtown Largo	Franconia-Springfield / Downtown Largo	Franconia-Springfield / Downtown Largo	Franconia-Springfield / Downtown Largo
Orange Line	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna
Yellow Line	Huntington / Greenbelt	Huntington / Greenbelt	Huntington / Mt Vernon Sq	Huntington / Mt Vernon Sq
Green Line	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt
Silver Line	Wiehle-Reston East / Downtown Largo	Ashburn / Downtown Largo	Ashburn / Downtown Largo	Ashburn / Downtown Largo
<b>Rush Hour Trains<sup>2</sup></b>				
Red Line	31	31	31	31
Blue Line	15	15	15	15
Orange Line	14	14	19	15
Yellow Line	12	12	11	11
Green Line	12	12	19	19
Silver Line	16	21	21	21
Gap	8	8	8	8
<b>Total<sup>3</sup></b>	<b>108</b>	<b>113</b>	<b>124</b>	<b>120</b>

1. Beginning in FY2023, statistics include Silver Line Phase 2 revenue service

2. Revised FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

## RAIL SCHEDULED HEADWAYS

		FY2022 Total Service	FY2023 Total Service	FY2024 Total Service	FY2025 Total Service
<b>Rush Hour Headways<sup>1,2</sup></b>					
Red Line	Glenmont / Shady Grove	5	5	5	5
Orange Line	Vienna / New Carrollton	10	10	7.5	10
Blue Line	Downtown Largo / Franconia Springfield	10	10	10	10
Green Line	Greenbelt / Branch Ave	10	10	6	6
Yellow Line	Huntington / Greenbelt	10	10	-	-
	Huntington to Mt Vernon Sq	-	-	6	6
Silver Line	Wiehle-Reston East / Downtown Largo	10	10	-	-
	Ashburn / Downtown Largo	-	-	10	10
<b>Non-Rush Hour Headways<sup>3</sup></b>		<b>Weekday Non-Rush / Saturday / Sunday / Late Night<sup>4</sup></b>			
Red Line	Glenmont / Shady Grove	6 / 6 / 6 / 10	6 / 6 / 6 / 10	6 / 6 / 6 / 10	6 / 6 / 6 / 10
Orange Line	Vienna / New Carrollton	12 / 12 / 12 / 15	12 / 12 / 12 / 15	10 / 10 / 10 / 15	12 / 12 / 12 / 15
Blue Line	Downtown Largo/ Franconia Springfield	12 / 12 / 12 / 15	12 / 12 / 12 / 15	12 / 12 / 12 / 15	12 / 12 / 12 / 15
Green Line	Greenbelt / Branch Ave	12 / 12 / 12 / 15	12 / 12 / 12 / 15	6 / 6 / 6 / 7.5	6 / 8 / 8 / 8
Yellow Line	Huntington /Greenbelt	12 / 12 / 12 / 15	12 / 12 / 12 / 15	-	-
	Huntington to Mt Vernon Sq	-	-	6 / 6 / 6 / 7.5	6 / 8 / 8 / 8
Silver Line	Wiehle-Reston East / Downtown Largo	12 / 12 / 12 / 15	12 / 12 / 12 / 15	-	-
	Ashburn / Downtown Largo	-	-	12 / 12 / 12 / 15	12 / 12 / 12 / 15
<b>Average Combined Headways for Key Segments for FY2025</b>					
		<b>Rush Hour Headways</b>	<b>Weekday Mid-day</b>	<b>Saturday</b>	<b>Sunday</b>
Red Line	Silver Spring to Grosvenor Strathmore	5.00	6.00	6.00	6.00
Orange / Blue / Silver	Rosslyn to Stadium-Armory	3.30	4.00	4.00	4.00
Green / Yellow Lines	L'Enfant Plaza to Mt Vernon Sq	3.00	3.00	4.00	4.00
Blue / Yellow Lines	King St-Old Town to Pentagon	3.75	4.00	4.80	4.80

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. For FY2022-FY2025: Non-rush hour headways by line operate Monday through Friday in the early morning, mid-day, and evening periods until 9:30 p.m. Saturday and Sunday non-rush headways are from opening until 9:30 p.m.

## RAIL SERVICE LEVELS SCHEDULED

	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service	FY2025 Total Service
<b>Peak Scheduled Railcars</b>				
Red Line	248	248	248	248
Orange Line	112	112	152	120
Blue Line	120	120	120	120
Green Line	96	96	152	152
Yellow Line	96	96	88	66
Silver Line	128	168	168	126
Gap	64	64	64	64
<b>Total Scheduled Railcars</b>	<b>864</b>	<b>904</b>	<b>992</b>	<b>896</b>
Spares <sup>1</sup>	196	184	200	180
Revenue Collections	4	4	4	4
<b>Total Car Requirement</b>	<b>1,064</b>	<b>1,092</b>	<b>1,196</b>	<b>1,080</b>
<b>Hours of Operation</b>				
Weekday	19.0	19.0	19.0	19.0
Friday	20.0	20.0	20.0	20.0
Saturday	18.0	18.0	18.0	18.0
Sunday	17.0	17.0	17.0	17.0
<b>Days of Operation</b>				
Weekday	251	251	249	250
Saturday	57	57	58	58
Sunday	57	57	59	57

1. Spares represent approximately 20 percent of scheduled railcars

## RAILCAR FLEET PROFILE

Manufacturer	Series	Purchase Years	Original Number Purchased	Number Owned	Number for Service <sup>1</sup>
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
<b>Total<sup>2</sup></b>			<b>1,890</b>	<b>1,290</b>	<b>1,278</b>

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

	FY2022 Total Service	FY2023 Total Service	FY2024 Total Service <sup>1</sup>	FY2025 Total Service
<b>Cars per Train - Rush Hour<sup>2</sup></b>				
		<b>Six-Car / Eight Car</b>		
Red Line	- / 31	- / 31	- / 31	- / 31
Orange Line	- / 14	- / 14	- / 19	- / 15
Blue Line	- / 15	- / 15	- / 15	- / 15
Green Line	- / 12	- / 12	- / 19	- / 19
Yellow Line	- / 12	- / 12	- / 11	11 / -
Silver Line	- / 16	- / 21	- / 21	21 / -
Gap	- / 8	- / 8	- / 8	- / 8
<b>Cars per Train - Weekday</b>				
		<b>Base / Night<sup>2</sup></b>		
Red Line	8 / 8	8 / 8	8 / 8	8 / 8
Orange Line	8 / 8	8 / 8	8 / 8	8 / 8
Blue Line	8 / 8	8 / 8	8 / 8	8 / 8
Green Line	8 / 8	8 / 8	8 / 8	8 / 8
Yellow Line	8 / 8	8 / 8	8 / 8	6 / 6
Silver Line	8 / 8	8 / 8	8 / 8	6 / 6

1. FY2023 includes Silver Line Phase 2 service

2. Night starts at 9:30 p.m. for FY2023-FY2025

## RAILCAR FLEET STORAGE CAPACITY

Location	Existing Storage Capacity	Current Fleet Requirement	Net Storage Capacity
Alexandria	176	176	-
Branch Ave	174	120	54
Brentwood	90	48	42
Dulles	168	112	56
Glenmont	132	132	-
Greenbelt	270	208	62
Largo	38	38	-
New Carrollton	120	120	-
Shady Grove	166	166	-
West Falls Church	188	158	30
<b>Total</b>	<b>1,522</b>	<b>1,278</b>	<b>244</b>

## 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 Downtown Largo	2	3.2	12/18/2004
Silver	To Wiehle-Reston East	5	11.6	7/26/2014
Silver	To Ashburn	6	11.4	11/15/2022
Blue/Yellow	Potomac Yard	1	-	5/19/2023

# 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 OPERATING STATISTICS

		<b>FY2022 Actual</b>	<b>FY2023 Actual</b>	<b>FY2024 Budget</b>	<b>FY2025 Budget</b>
<b>STATISTICS</b>	MetroAccess - Dedicated Fleet	766	759	754	661
	Van Miles (000s)	23,209	27,196	28,546	16,525
	Miles / Van	30,299	35,831	37,859	25,000
	Passengers (000s)	1,307	1,394	1,542	1,481
	Passengers Per Van	1,655	2,767	2,045	1,684
	Passenger Revenue (\$000s)	\$4,402	\$4,558	\$4,888	\$4,489
	Operating Revenue (\$000s)	\$4,305	\$4,603	\$4,888	\$4,555
	Total Operating Expense (\$000s)	\$141,629	\$173,135	\$204,288	\$174,053
	Net Subsidy (\$000s)	\$132,677	\$159,611	\$199,033	\$168,167
<b>RATIOS</b>	Cost Per Passenger	\$108.35	\$124.19	\$132.45	\$117.52
	Subsidy Per Passenger	\$101.50	\$114.49	\$129.04	\$113.54
	Percentage of Cost Recovered from Revenues <sup>1</sup>	3.0%	2.7%	2.4%	2.6%

1. Cost Recovery ratio



## METROACCESS STATISTICS – FLEET

<b>Fleet</b>	<b>FY2022 Actual</b>	<b>FY2023 Actual</b>	<b>FY2024 Budget</b>	<b>FY2025 Budget</b>
Vans	539	532	527	434
Sedans	227	227	227	227
<b>Total</b>	<b>766</b>	<b>759</b>	<b>754</b>	<b>661</b>
Spare Ratio	15.0%	15.0%	15.0%	15.0%

## METROACCESS STATISTICS – VEHICLES

<b>Manufacturer</b>	<b>Fiscal Year Entered Service</b>	<b>Number of Vehicles</b>	<b>Vehicle Type</b>
Ford Transit	2019	176	High Roof Van
Toyota Camry	2021	177	Sedan
Toyota Camry	2023	50	Sedan
Chrysler Voyager	2023	23	Mini Van
Chrysler Voyager	2025	185	Mini Van
Dodge ProMaster	2025	50	High Capacity Van

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# Appendix I – Performance Data

## FY2021–FY2023

### CUSTOMER SATISFACTION

Calendar Year	Fiscal Year	Quarter	Metrorail Customer Satisfaction	Metrobus Customer Satisfaction	MetroAccess Customer Satisfaction
2020	2021	Q1	0.0%	64.0%	86.0%
2020	2021	Q2	0.0%	84.0%	92.0%
2021	2021	Q3	0.0%	88.0%	91.0%
2021	2021	Q4	91.0%	81.0%	84.0%
2021	2022	Q1	91.0%	87.0%	87.0%
2021	2022	Q2	73.0%	72.0%	82.0%
2022	2022	Q3	68.0%	64.0%	85.0%
2022	2022	Q4	69.0%	69.0%	83.0%
2022	2023	Q1	73.0%	74.0%	79.0%
2022	2023	Q2	80.0%	75.0%	78.0%
2023	2023	Q3	79.0%	73.0%	75.0%
2023	2023	Q4	84.0%	71.0%	77.0%

Customer satisfaction measures are calculated quarterly.

Data is missing from the first 3 quarters of FY21 because the rail survey was not conducted due to the pandemic.

## CRIME RATE

Years	Month	Rail Crimes	Bus Crimes	Other Crimes	Total Crimes	Rail Crime Rate	Bus Crime Rate	Total Crime Rate
2020	July	43	10	1	54	26.8	3.2	11.1
2020	August	64	4	0	68	34.7	1.2	13.0
2020	September	49	9	0	58	22.3	1.9	8.4
2020	October	52	8	0	60	22.1	1.7	8.3
2020	November	42	13	1	56	20.2	3.0	8.5
2020	December	46	9	1	56	23.6	2.0	8.5
2021	January	34	3	1	38	18.4	0.8	6.6
2021	February	32	7	0	39	17.3	2.0	7.2
2021	March	39	6	0	45	15.4	1.3	6.2
2021	April	38	8	0	46	13.5	1.7	5.9
2021	May	52	6	1	59	16.5	1.2	7.1
2021	June	67	3	0	70	17.0	0.6	7.5
2021	July	49	16	0	65	10.4	2.7	6.1
2021	August	53	4	0	57	12.2	0.7	5.4
2021	September	51	10	0	61	10.2	1.4	5.0
2021	October	69	17	0	86	13.5	2.2	6.7
2021	November	62	12	0	74	14.1	1.8	6.5
2021	December	71	12	0	83	16.9	1.8	7.5
2022	January	52	8	1	61	15.8	1.7	7.5
2022	February	39	5	1	45	10.1	0.9	4.6
2022	March	50	11	0	61	8.6	1.5	4.6
2022	April	43	10	0	53	6.9	1.4	3.9
2022	May	75	13	0	88	12.1	1.6	6.2
2022	June	88	11	0	99	12.7	1.5	6.8
2022	July	52	13	25	90	10.9	1.7	6.2
2022	August	56	13	14	83	10.3	1.6	5.5
2022	September	72	11	11	94	12.1	1.2	6.0
2022	October	57	20	16	93	9.6	2.3	5.8
2022	November	62	19	15	96	11.4	2.3	6.4
2022	December	59	12	24	95	12.8	1.6	6.8
2023	January	64	15	54	133	16.4	2.0	9.1
2023	February	81	5	64	150	21.3	0.6	10.3
2023	March	84	20	64	168	16.4	2.2	9.3
2023	April	88	19	62	169	16.9	2.2	9.8
2023	May	71	13	74	158	15.4	1.4	8.5
2023	June	82	22	47	151	14.2	2.4	8.2

## EMPLOYEE AND CUSTOMER ASSAULT RATE

Year	Month	Rail Employees Assaulted	Rail Customers Assaulted	Bus Employees Assaulted	Bus Customers Assaulted	Rail NTD-Reportable Assault Rate	Bus NTD-Reportable Assault Rate	Total Customer & Employee Assault Rate
2020	July	2	3	0	3	17.7	20.9	11.4
2020	Aug	0	2	1	3	4.0	22.9	6.4
2020	Sep	1	3	0	3	5.5	11.9	5.5
2020	Oct	3	0	1	1	4.2	7.7	0.9
2020	Nov	0	2	1	4	3.0	20.4	5.9
2020	Dec	1	1	0	4	2.8	14.7	4.6
2021	Jan	0	3	0	0	4.4	0.0	2.9
2021	Feb	0	3	1	2	4.8	12.7	5.2
2021	Mar	0	3	0	3	4.3	11.1	5.4
2021	Apr	0	5	0	6	7.5	22.8	10.3
2021	May	1	5	2	2	9.5	15.3	6.8
2021	Jun	0	0	0	1	0.0	3.5	0.9
2021	July	2	4	1	3	9.8	14.6	6.7
2021	Aug	0	2	0	3	3.4	10.2	4.8
2021	Sep	4	1	0	2	6.4	6.3	2.4
2021	Oct	0	5	1	1	9.3	6.1	5.8
2021	Nov	3	6	0	3	28.8	9.8	11.6
2021	Dec	2	6	0	1	22.1	3.2	8.5
2022	Jan	0	4	2	1	11.9	11.5	6.9
2022	Feb	0	5	1	3	15.2	12.8	10.1
2022	Mar	3	2	0	3	12.5	9.2	5.5
2022	Apr	1	6	0	3	17.7	9.6	10.2
2022	May	0	6	2	3	14.4	15.7	9.9
2022	Jun	3	1	2	1	9.5	10.5	1.1
2022	July	1	5	1	1	14.5	6.8	6.9
2022	Aug	2	3	0	1	10.9	2.9	4.1
2022	Sep	1	2	2	3	6.1	16.0	5.2
2022	Oct	1	2	0	4	5.4	12.2	5.7
2022	Nov	0	2	0	6	3.4	18.8	7.5
2022	Dec	0	11	0	5	17.5	15.7	14.6
2023	Jan	3	5	0	6	11.8	19.6	9.7
2023	Feb	1	3	0	6	6.5	19.9	8.4
2023	Mar	0	0	1	5	0.0	18.3	4.1
2023	Apr	3	3	0	4	8.2	13.0	5.9
2023	May	2	5	1	3	9.5	12.7	6.6
2023	Jun	2	3	0	5	6.3	16.0	6.3

## CUSTOMER PERCEPTION / SATISFACTION: SAFETY FROM CRIME

<b>Calendar Year</b>	<b>Fiscal Year</b>	<b>Quarter</b>	<b>Rail Customer Satisfaction: Safety from Crime</b>	<b>Bus Customer Satisfaction: Safety from Crime</b>
2022	2022	Q3	61.0%	64.0%
2022	2022	Q4	58.0%	63.0%
2022	2023	Q1	58.0%	64.0%
2022	2023	Q2	56.0%	62.0%
2023	2023	Q3	53.0%	62.0%
2023	2023	Q4	57.0%	60.0%

Customer satisfaction measures are calculated quarterly.  
This question began to be included on the survey in FY22.

## CUSTOMER INJURY RATE

Year	Month	Rail Customer Injuries	Bus Customer Injuries	MetroAccess Customer Injuries	Total Customer Injuries	Rail Customer Injury Rate	Bus Customer Injury Rate	MetroAccess Customer Injury Rate	Total Customer Injury Rate
2020	Jul	5	10	1	16	17.7	69.7	10.0	30.4
2020	Aug	4	8	1	13	7.9	45.9	9.6	16.6
2020	Sep	4	5	0	9	5.5	19.8	0.0	8.2
2020	Oct	6	15	2	23	8.4	57.6	16.9	21.1
2020	Nov	10	5	2	17	15.0	20.4	18.4	16.6
2020	Dec	4	14	0	18	5.6	51.4	0.0	16.4
2021	Jan	11	13	1	25	16.0	51.3	9.6	23.9
2021	Feb	6	6	2	14	9.6	25.4	19.5	14.5
2021	Mar	13	15	0	28	18.5	55.7	0.0	25.3
2021	Apr	7	10	1	18	10.5	38.0	7.4	16.9
2021	May	16	13	1	30	25.4	49.7	7.3	29.1
2021	Jun	11	14	0	25	16.9	48.5	0.0	23.0
2021	Jul	10	28	1	39	16.3	102.2	6.3	37.3
2021	Aug	3	8	3	14	5.1	27.1	18.0	13.4
2021	Sep	8	15	1	24	10.3	47.5	5.8	19.0
2021	Oct	9	11	3	23	16.8	33.7	16.7	22.1
2021	Nov	10	16	3	29	32.0	52.0	19.7	37.5
2021	Dec	5	10	4	19	13.8	31.9	26.9	23.1
2022	Jan	14	4	2	20	41.5	15.4	16.3	27.8
2022	Feb	13	9	3	25	39.6	28.7	20.3	31.7
2022	Mar	14	12	1	27	34.9	36.6	5.8	30.0
2022	Apr	14	18	1	33	35.5	57.4	5.9	37.6
2022	May	12	11	0	23	28.9	34.5	0.0	25.4
2022	Jun	10	10	1	21	23.7	35.1	6.1	24.1
2022	Jul	6	16	2	24	14.5	54.0	12.7	27.6
2022	Aug	10	25	2	37	21.8	73.1	12.1	38.3
2022	Sep	7	25	4	36	14.3	79.9	25.0	37.5
2022	Oct	7	17	3	27	12.6	51.8	18.6	25.8
2022	Nov	9	12	3	24	15.2	37.6	19.4	22.6
2022	Dec	3	11	2	16	4.8	34.4	13.2	14.6
2023	Jan	5	14	2	21	7.4	45.7	13.1	18.5
2023	Feb	8	13	3	24	12.9	43.0	20.5	22.5
2023	Mar	5	16	0	21	6.9	48.9	0.0	17.2
2023	Apr	11	13	1	25	14.9	42.3	6.6	20.9
2023	May	16	19	2	37	21.8	60.1	11.9	30.4
2023	Jun	5	18	2	25	6.3	57.6	12.5	19.7

## EMPLOYEE INJURY RATE

Year	Month	Rail Employee Injuries	Bus Employee Injuries	All Other Employee Injuries	Total Employee Injuries	Rail Employee Injury Rate	Bus Employee Injury Rate	All Other Employee Injury Rate	Total Employee Injury Rate
2020	Jul	6	15	11	32	1.7	7.6	5.0	4.1
2020	Aug	9	15	1	25	2.2	6.6	0.5	2.9
2020	Sep	16	22	5	43	3.8	8.0	2.3	4.7
2020	Oct	17	23	9	49	3.9	8.6	4.1	5.3
2020	Nov	13	22	3	38	3.3	8.7	1.5	4.5
2020	Dec	21	29	5	55	4.9	10.6	2.4	6.0
2021	Jan	12	30	5	47	2.9	11.6	2.5	5.4
2021	Feb	19	36	4	59	4.7	14.2	2.0	6.9
2021	Mar	19	27	7	53	4.2	9.3	3.0	5.5
2021	Apr	16	41	5	62	3.8	15.0	2.3	6.8
2021	May	21	43	6	70	5.1	15.9	3.0	7.9
2021	Jun	18	50	4	72	4.3	17.7	1.9	7.9
2021	Jul	17	46	4	67	4.0	16.2	1.9	7.3
2021	Aug	13	47	9	69	3.0	16.2	4.2	7.4
2021	Sep	14	36	5	55	3.4	12.4	2.4	6.0
2021	Oct	22	38	7	67	5.2	12.9	3.5	7.2
2021	Nov	17	40	8	65	4.1	13.6	4.1	7.2
2021	Dec	19	44	4	67	4.6	15.0	2.1	7.4
2022	Jan	29	31	6	66	6.9	11.0	3.0	7.3
2022	Feb	16	31	7	54	3.9	10.8	3.6	6.1
2022	Mar	13	44	5	62	2.7	13.2	2.2	6.0
2022	Apr	15	42	5	62	3.4	13.5	2.4	6.5
2022	May	18	52	6	76	4.0	16.4	2.8	7.7
2022	Jun	5	41	5	51	1.1	12.9	2.3	5.2
2022	Jul	17	36	4	57	3.6	12.3	2.1	6.0
2022	Aug	24	43	11	78	4.6	13.9	5.3	7.6
2022	Sep	12	40	8	60	2.4	13.6	4.1	6.0
2022	Oct	20	41	9	70	3.9	13.9	4.5	7.0
2022	Nov	15	46	7	68	3.1	15.9	3.6	7.0
2022	Dec	25	35	8	68	5.1	11.8	4.1	6.9
2023	Jan	17	37	11	65	3.4	12.2	5.7	6.5
2023	Feb	19	37	8	64	4.0	13.1	4.4	6.8
2023	Mar	19	54	11	84	3.4	16.7	4.9	7.6
2023	Apr	22	58	12	92	4.3	19.3	6.0	9.1
2023	May	15	43	13	71	2.8	13.4	5.8	6.6
2023	Jun	26	54	8	88	4.9	17.3	3.7	8.3



## RAIL CROWDING

Year	Month	Total Rail Passenger Minutes	Crowded Rail Passenger Minutes	% Rail Crowding
2020	Jul	10,487,576	0	0.0%
2020	Aug	12,028,363	0	0.0%
2020	Sep	15,635,599	0	0.0%
2020	Oct	16,641,039	0	0.0%
2020	Nov	14,651,384	0	0.0%
2020	Dec	13,505,811	0	0.0%
2021	Jan	13,224,740	0	0.0%
2021	Feb	12,776,316	0	0.0%
2021	Mar	17,104,432	0	0.0%
2021	Apr	19,395,988	0	0.0%
2021	May	21,831,214	0	0.0%
2021	Jun	26,715,209	0	0.0%
2021	Jul	32,490,903	58,349	0.2%
2021	Aug	29,998,507	0	0.0%
2021	Sep	34,180,785	0	0.0%
2021	Oct	35,279,121	66,301	0.2%
2021	Nov	31,432,293	24,439	0.1%
2021	Dec	30,326,628	4,500	0.0%
2022	Jan	24,262,195	5,105	0.0%
2022	Feb	28,594,413	3,516	0.0%
2022	Mar	44,855,897	36,143	0.1%
2022	Apr	47,510,848	122,527	0.3%
2022	May	47,321,157	274,315	0.6%
2022	Jun	52,069,729	526,054	1.0%
2022	Jul	48,078,080	429,154	0.9%
2022	Aug	48,736,153	158,466	0.3%
2022	Sep	49,056,120	422,011	0.9%
2022	Oct	51,416,567	345,653	0.7%
2022	Nov	53,448,334	290,102	0.5%
2022	Dec	48,885,602	101,038	0.2%
2023	Jan	55,805,872	330,764	0.6%
2023	Feb	52,904,356	347,058	0.7%
2023	Mar	66,157,678	387,738	0.6%
2023	Apr	63,360,434	275,497	0.4%
2023	May	67,240,641	157,369	0.2%
2023	Jun	59,763,029	188,142	0.3%

## BUS CROWDING

Year	Month	Total Bus Passenger Minutes	Crowded Bus Passenger Minutes	% Bus Crowding
2020	Jul	33,634,108	632,211	1.9%
2020	Aug	36,720,453	529,917	1.4%
2020	Sep	46,895,282	556,778	1.2%
2020	Oct	52,637,139	712,985	1.4%
2020	Nov	47,384,086	679,630	1.4%
2020	Dec	48,031,479	570,860	1.2%
2021	Jan	41,092,060	112,837	0.3%
2021	Feb	38,387,448	79,126	0.2%
2021	Mar	54,108,879	135,331	0.3%
2021	Apr	57,358,678	148,056	0.3%
2021	May	60,052,368	186,793	0.3%
2021	Jun	67,001,522	183,787	0.3%
2021	Jul	71,218,393	292,017	0.4%
2021	Aug	74,706,939	430,226	0.6%
2021	Sep	81,706,526	1,214,772	1.5%
2021	Oct	86,431,802	1,357,071	1.6%
2021	Nov	80,840,855	1,256,876	1.6%
2021	Dec	77,017,342	995,906	1.3%
2022	Jan	44,182,576	1,005,456	2.3%
2022	Feb	63,679,807	891,921	1.4%
2022	Mar	82,196,935	1,278,174	1.6%
2022	Apr	82,228,093	1,265,228	1.5%
2022	May	85,304,211	1,657,386	1.9%
2022	Jun	87,047,753	1,438,521	1.7%
2022	Jul	83,285,803	1,028,604	1.2%
2022	Aug	93,268,360	1,370,612	1.5%
2022	Sep	99,463,941	3,202,120	3.2%
2022	Oct	99,075,929	2,909,879	2.9%
2022	Nov	92,753,345	2,352,861	2.5%
2022	Dec	85,995,927	1,858,473	2.2%
2023	Jan	91,629,918	2,097,339	2.3%
2023	Feb	85,533,776	2,090,055	2.4%
2023	Mar	100,758,411	2,746,454	2.7%
2023	Apr	96,252,254	2,494,279	2.6%
2023	May	105,349,059	3,269,623	3.1%
2023	Jun	99,087,590	2,522,607	2.5%

## RAIL ON-TIME PERFORMANCE

Year	Month	Total trips	On-Time Trips	<5 min late trips	5-10 min late trips	>10 min late trips	% On Time
2020	Jul	1,402,157	1,311,111	39,783	18,810	32,453	93.5%
2020	Aug	1,611,634	1,488,450	71,937	21,354	29,893	92.4%
2020	Sep	1,958,096	1,782,185	107,586	28,448	39,877	91.0%
2020	Oct	2,075,240	1,861,602	122,647	37,341	53,650	89.7%
2020	Nov	1,816,899	1,626,275	111,113	35,342	44,169	89.5%
2020	Dec	1,642,919	1,474,311	104,554	28,370	35,684	89.7%
2021	Jan	1,641,555	1,458,494	111,687	31,357	40,017	88.8%
2021	Feb	1,617,434	1,474,230	85,960	24,660	32,584	91.1%
2021	Mar	2,228,309	2,068,188	92,422	27,771	39,928	92.8%
2021	Apr	2,463,796	2,305,343	97,487	25,877	35,089	93.6%
2021	May	2,786,143	2,480,776	186,626	61,627	57,114	89.0%
2021	Jun	3,497,130	3,181,845	199,531	58,382	57,372	91.0%
2021	Jul	4,267,161	3,847,934	250,013	83,590	85,624	90.2%
2021	Aug	3,994,648	3,668,942	197,456	63,298	64,952	91.8%
2021	Sep	4,632,510	4,303,082	210,778	58,290	60,360	92.9%
2021	Oct	4,680,482	3,585,799	487,168	278,363	329,152	76.6%
2021	Nov	4,041,022	2,824,428	682,714	310,167	223,713	69.9%
2021	Dec	3,868,253	2,896,788	607,515	230,689	133,261	74.9%
2022	Jan	3,015,001	2,015,289	544,259	252,200	203,253	66.8%
2022	Feb	3,531,355	2,542,143	625,822	226,834	136,556	72.0%
2022	Mar	5,344,263	3,982,498	893,836	297,023	170,906	74.5%
2022	Apr	5,686,555	4,323,819	895,621	299,719	167,396	76.0%
2022	May	5,629,341	4,285,243	888,057	277,423	178,618	76.1%
2022	Jun	6,356,906	5,780,646	354,685	114,433	107,142	90.9%
2022	Jul	6,098,139	5,633,722	277,176	92,311	94,930	92.4%
2022	Aug	6,080,691	5,577,667	305,466	93,092	104,466	91.7%
2022	Sep	6,304,727	5,725,449	363,681	96,082	94,074	90.8%
2022	Oct	6,663,634	6,068,705	396,527	99,893	98,508	91.1%
2022	Nov	6,272,763	5,571,496	436,299	130,557	134,406	88.8%
2022	Dec	5,950,352	5,228,005	436,925	144,041	141,381	87.9%
2023	Jan	6,480,866	5,862,008	392,530	110,147	116,181	90.5%
2023	Feb	6,212,971	5,541,879	427,742	120,773	110,530	89.2%
2023	Mar	8,309,234	7,282,529	659,632	191,340	173,058	87.6%
2023	Apr	7,905,309	6,909,395	628,674	176,434	187,064	87.4%
2023	May	8,274,091	7,369,917	609,008	159,272	135,894	89.1%
2023	Jun	8,178,835	7,289,653	589,917	159,907	139,358	89.1%

## BUS ON-TIME PERFORMANCE

Year	Month	Early Timepoints	Late Timepoints	On-Time Timepoints	Total Timepoints	% Early	% Late	% On Time
2020	Jul	104,833	90,728	620,883	816,444	12.8%	11.1%	76.0%
2020	Aug	158,793	94,490	773,129	1,026,412	15.5%	9.2%	75.3%
2020	Sep	266,538	126,669	1,176,943	1,570,150	17.0%	8.1%	75.0%
2020	Oct	282,849	140,223	1,266,712	1,689,784	16.7%	8.3%	75.0%
2020	Nov	295,633	126,758	1,184,522	1,606,913	18.4%	7.9%	73.7%
2020	Dec	295,726	132,299	1,195,867	1,623,892	18.2%	8.1%	73.6%
2021	Jan	258,486	116,890	1,047,699	1,423,075	18.2%	8.2%	73.6%
2021	Feb	250,327	121,293	971,966	1,343,586	18.6%	9.0%	72.3%
2021	Mar	238,781	179,514	1,381,349	1,799,644	13.3%	10.0%	76.8%
2021	Apr	184,249	201,692	1,458,363	1,844,304	10.0%	10.9%	79.1%
2021	May	176,023	209,819	1,418,359	1,804,201	9.8%	11.6%	78.6%
2021	Jun	204,528	201,473	1,464,517	1,870,518	10.9%	10.8%	78.3%
2021	Jul	201,937	202,875	1,427,444	1,832,256	11.0%	11.1%	77.9%
2021	Aug	210,218	231,692	1,512,200	1,954,110	10.8%	11.9%	77.4%
2021	Sep	195,648	273,736	1,565,574	2,034,958	9.6%	13.5%	76.9%
2021	Oct	214,186	286,384	1,660,738	2,161,308	9.9%	13.3%	76.8%
2021	Nov	205,107	250,739	1,564,428	2,020,274	10.2%	12.4%	77.4%
2021	Dec	211,408	262,993	1,578,775	2,053,176	10.3%	12.8%	76.9%
2022	Jan	no data	no data	no data	no data	no data	no data	no data
2022	Feb	185,019	161,127	1,153,265	1,499,411	12.3%	10.7%	76.9%
2022	Mar	212,479	265,972	1,638,615	2,117,066	10.0%	12.6%	77.4%
2022	Apr	196,557	282,377	1,636,363	2,115,297	9.3%	13.3%	77.4%
2022	May	186,788	284,532	1,611,084	2,082,404	9.0%	13.7%	77.4%
2022	Jun	192,690	276,288	1,542,980	2,011,958	9.6%	13.7%	76.7%
2022	Jul	214,761	262,639	1,680,538	2,157,938	10.0%	12.2%	77.9%
2022	Aug	203,451	282,091	1,675,255	2,160,797	9.4%	13.1%	77.5%
2022	Sep	176,929	341,436	1,582,600	2,100,965	8.4%	16.3%	75.3%
2022	Oct	201,408	320,794	1,634,866	2,157,068	9.3%	14.9%	75.8%
2022	Nov	222,113	290,939	1,620,035	2,133,087	10.4%	13.6%	75.9%
2022	Dec	237,528	281,447	1,672,532	2,191,507	10.8%	12.8%	76.3%
2023	Jan	225,223	267,978	1,736,305	2,229,506	10.1%	12.0%	77.9%
2023	Feb	211,186	245,298	1,594,504	2,050,988	10.3%	12.0%	77.7%
2023	Mar	225,533	311,507	1,784,993	2,322,033	9.7%	13.4%	76.9%
2023	Apr	199,149	312,042	1,673,104	2,184,295	9.1%	14.3%	76.6%
2023	May	195,310	351,465	1,737,467	2,284,242	8.6%	15.4%	76.1%
2023	Jun	192,427	303,473	1,610,755	2,106,655	9.1%	14.4%	76.5%

No data in January 2022 due to schedule change to adjust to Omicron wave preventing data collection.

## ACCESS ON-TIME PERFORMANCE

Year	Month	On-Time Stops	Late Stops	Total Stops	% On-Time
2020	Jul	68,614	655	69,269	99.1%
2020	Aug	71,033	807	71,840	98.9%
2020	Sep	75,792	805	76,597	98.9%
2020	Oct	80,913	785	81,698	99.0%
2020	Nov	73,862	741	74,603	99.0%
2020	Dec	75,885	986	76,871	98.7%
2021	Jan	70,298	824	71,122	98.8%
2021	Feb	68,952	855	69,807	98.8%
2021	Mar	90,090	1,291	91,381	98.6%
2021	Apr	89,022	1,217	90,239	98.7%
2021	May	89,057	1,787	90,844	98.0%
2021	Jun	94,225	1,858	96,083	98.1%
2021	Jul	95,303	1,542	96,845	98.4%
2021	Aug	97,714	2,188	99,902	97.8%
2021	Sep	99,498	2,722	102,220	97.3%
2021	Oct	104,112	2,801	106,913	97.4%
2021	Nov	98,646	2,611	101,257	97.4%
2021	Dec	95,087	2,379	97,466	97.6%
2022	Jan	73,062	2,122	75,184	97.2%
2022	Feb	86,324	1,842	88,166	97.9%
2022	Mar	103,185	2,382	105,567	97.7%
2022	Apr	102,005	2,779	104,784	97.3%
2022	May	100,866	2,573	103,439	97.5%
2022	Jun	97,050	2,552	99,602	97.4%
2022	Jul	96,750	2,447	99,197	97.5%
2022	Aug	102,778	3,599	106,377	96.6%
2022	Sep	101,469	2,863	104,332	97.3%
2022	Oct	103,205	2,823	106,028	97.3%
2022	Nov	98,716	3,732	102,448	96.4%
2022	Dec	97,072	3,962	101,034	96.1%
2023	Jan	100,475	2,435	102,910	97.6%
2023	Feb	93,820	2,682	96,502	97.2%
2023	Mar	107,358	3,097	110,455	97.2%
2023	Apr	98,423	2,520	100,943	97.5%
2023	May	109,341	2,968	112,309	97.4%
2023	Jun	104,032	2,995	107,027	97.2%

Updated standard for on-time pickup in FY24.

## RAIL PLANNED SERVICE DELIVERY

Year	Month	Rail Budgeted Trips	Rail Scheduled Trips	Rail Actual Trips	% Rail Delivered Stops (vs budgeted)	% Rail Delivered Stops (vs scheduled)
2022	Jul	41,666	26,445	26,845	64.4%	101.5%
2022	Aug	42,308	28,111	28,545	67.5%	101.5%
2022	Sep	40,674	30,320	30,094	74.0%	99.3%
2022	Oct	41,614	33,250	33,141	79.6%	99.7%
2022	Nov	40,356	32,231	31,827	78.9%	98.7%
2022	Dec	41,880	32,836	32,204	76.9%	98.1%
2023	Jan	41,562	33,613	33,345	80.2%	99.2%
2023	Feb	37,834	31,341	31,077	82.1%	99.2%
2023	Mar	42,360	35,423	35,050	82.7%	98.9%
2023	Apr	40,408	34,818	34,282	84.8%	98.5%
2023	May	42,042	38,867	38,434	91.4%	98.9%
2023	Jun	40,726	40,857	40,786	100.1%	99.8%

## BUS PLANNED SERVICE DELIVERY

Year	Month	Bus Scheduled Trips	Bus Missed Trips	% Bus Service Delivered	Avg Scheduled Trips per Day	Avg Missed Trips per Day
2022	Jul	363,000	6,738	98.1%	11,710	217
2022	Aug	377,492	6,710	98.2%	12,177	216
2022	Sep	359,127	6,411	98.2%	11,971	214
2022	Oct	363,857	5,221	98.6%	11,737	168
2022	Nov	354,627	4,891	98.6%	11,821	163
2022	Dec	366,781	5,005	98.6%	11,832	161
2023	Jan	362,288	3,700	99.0%	11,687	119
2023	Feb	332,070	3,654	98.9%	11,860	131
2023	Mar	375,858	3,832	99.0%	12,124	124
2023	Apr	353,081	4,041	98.9%	11,769	135
2023	May	371,027	4,941	98.7%	11,969	159
2023	Jun	346,970	4,729	98.6%	11,566	158

Updated calculation of the measure in FY23, so data begins July 2022.

## ELEVATOR AVAILABILITY

Year	Month	Total Elevator Revenue Hours	Total Elevator Outage Hours	Elevator Availability
2020	Jul	143,256	4,168	97.1%
2020	Aug	142,367	2,552	98.2%
2020	Sep	144,560	3,895	97.3%
2020	Oct	149,008	4,491	97.0%
2020	Nov	142,140	2,912	98.0%
2020	Dec	147,660	2,893	98.0%
2021	Jan	146,280	2,652	98.2%
2021	Feb	131,164	1,542	98.8%
2021	Mar	145,798	1,949	98.7%
2021	Apr	140,920	1,895	98.7%
2021	May	143,630	1,881	98.7%
2021	Jun	137,800	1,972	98.6%
2021	Jul	142,040	3,895	97.3%
2021	Aug	149,990	4,112	97.3%
2021	Sep	149,520	5,365	96.4%
2021	Oct	158,646	3,858	97.6%
2021	Nov	153,988	3,647	97.6%
2021	Dec	157,824	3,000	98.1%
2022	Jan	158,098	3,007	98.1%
2022	Feb	144,900	3,150	97.8%
2022	Mar	160,356	2,821	98.2%
2022	Apr	155,112	2,735	98.2%
2022	May	159,804	3,008	98.1%
2022	Jun	151,178	2,667	98.2%
2022	Jul	155,657	3,031	98.1%
2022	Aug	156,186	3,341	97.9%
2022	Sep	156,050	4,347	97.2%
2022	Oct	161,160	3,385	97.9%
2022	Nov	165,690	2,647	98.4%
2022	Dec	179,421	3,093	98.3%
2023	Jan	178,607	2,224	98.8%
2023	Feb	160,766	1,334	99.2%
2023	Mar	177,961	1,625	99.1%
2023	Apr	168,207	1,688	99.0%
2023	May	181,839	2,536	98.6%
2023	Jun	180,368	4,195	97.7%

## ESCALATOR AVAILABILITY

Year	Month	Total Escalator Revenue Hours	Total Escalator Outage Hours	Escalator Availability
2020	Jul	328,812	20,276	93.8%
2020	Aug	326,772	20,482	93.7%
2020	Sep	321,360	19,290	94.0%
2020	Oct	363,408	18,634	94.9%
2020	Nov	317,755	19,094	94.0%
2020	Dec	330,095	21,043	93.6%
2021	Jan	327,010	18,400	94.4%
2021	Feb	293,788	14,314	95.1%
2021	Mar	326,566	16,585	94.9%
2021	Apr	315,640	15,352	95.1%
2021	May	321,710	14,341	95.5%
2021	Jun	313,560	13,528	95.7%
2021	Jul	323,208	19,776	93.9%
2021	Aug	341,298	23,747	93.0%
2021	Sep	342,160	24,064	93.0%
2021	Oct	354,927	26,405	92.6%
2021	Nov	343,280	25,147	92.7%
2021	Dec	353,088	21,643	93.9%
2022	Jan	353,701	25,439	92.8%
2022	Feb	323,400	24,882	92.3%
2022	Mar	357,896	28,119	92.1%
2022	Apr	346,192	23,836	93.1%
2022	May	356,664	25,829	92.8%
2022	Jun	334,952	23,295	93.0%
2022	Jul	344,875	25,009	92.7%
2022	Aug	346,029	25,524	92.6%
2022	Sep	342,208	24,757	92.8%
2022	Oct	355,769	24,227	93.2%
2022	Nov	353,799	23,761	93.3%
2022	Dec	373,358	24,526	93.4%
2023	Jan	372,185	23,254	93.8%
2023	Feb	336,718	21,148	93.7%
2023	Mar	373,091	20,370	94.5%
2023	Apr	347,803	20,002	94.2%
2023	May	374,308	20,888	94.4%
2023	Jun	364,898	21,037	94.2%



## RAIL REAL-TIME ARRIVAL ACCURACY

Year	Month	Rail Total Predictions	Rail Total Accurate Predictions	Rail Total Inaccurate Predictions	Rail Prediction Accuracy
2022	Jul	12,737,316	12,436,681	300,635	97.6%
2022	Aug	11,508,686	11,264,366	244,320	97.9%
2022	Sep	16,305,452	15,902,262	403,190	97.5%
2022	Oct	18,499,601	17,989,400	510,201	97.2%
2022	Nov	18,676,989	18,130,080	546,909	97.1%
2022	Dec	18,709,259	18,118,276	590,983	96.8%
2023	Jan	18,507,257	18,097,279	409,978	97.8%
2023	Feb	18,302,570	17,810,327	492,243	97.3%
2023	Mar	10,255,932	9,653,882	602,050	94.1%
2023	Apr	19,938,022	19,323,538	614,484	96.9%
2023	May	20,889,030	20,327,643	561,387	97.3%
2023	Jun	15,168,363	14,768,450	399,913	97.4%

Began collecting data for this measure in FY23, so data begins July 2022.

## BUS REAL-TIME ARRIVAL ACCURACY

Year	Month	Bus Total Predictions	Bus Total Accurate Predictions	Bus Total Inaccurate Predictions	Bus Prediction Accuracy
2022	Jul	330,181,118	289,325,725	40,855,393	87.6%
2022	Aug	280,492,846	243,449,186	37,043,660	86.8%
2022	Sep	339,815,888	287,745,090	52,070,798	84.7%
2022	Oct	365,357,021	317,870,645	47,486,376	87.0%
2022	Nov	333,279,685	288,037,273	45,242,412	86.4%
2022	Dec	322,302,898	270,659,712	51,643,186	84.0%
2023	Jan	324,955,517	283,780,355	41,175,162	87.3%
2023	Feb	332,590,712	290,746,503	41,844,209	87.4%
2023	Mar	386,767,247	338,389,158	48,378,089	87.5%
2023	Apr	365,200,097	314,132,356	51,067,741	86.0%
2023	May	390,521,985	341,075,695	49,446,290	87.3%
2023	Jun	282,734,678	245,190,764	37,543,914	86.7%

Began collecting data for this measure in FY23, so data begins July 2022.

## BUS AVAILABILITY OF REAL-TIME ARRIVAL INFORMATION

Year	Month	Total Bus Trips	Total Bus Missed Trips	Total Bus Trips with No Data	Total Bus Trips with Predictions	% Missed Trips	% No Data Trips	% Trips with Data
2022	Jul	363,000	6,738	19,433	336,829	1.9%	5.4%	92.8%
2022	Aug	377,492	6,710	20,571	350,211	1.8%	5.4%	92.8%
2022	Sep	359,127	6,411	19,078	333,638	1.8%	5.3%	92.9%
2022	Oct	363,857	5,221	16,511	342,125	1.4%	4.5%	94.0%
2022	Nov	354,627	4,891	17,603	332,133	1.4%	5.0%	93.7%
2022	Dec	331,194	4,630	17,254	309,310	1.4%	5.2%	93.4%
2023	Jan	332,277	3,407	14,553	314,317	1.0%	4.4%	94.6%
2023	Feb	332,070	3,654	12,485	315,931	1.1%	3.8%	95.1%
2023	Mar	375,858	3,832	12,583	359,443	1.0%	3.3%	95.6%
2023	Apr	353,081	4,041	11,927	337,113	1.1%	3.4%	95.5%
2023	May	371,027	4,941	20,817	345,269	1.3%	5.6%	93.1%
2023	Jun	346,430	4,729	24,415	317,286	1.4%	7.0%	91.6%

Began collecting data for this measure in FY23, so data begins July 2022.

## ACCESS MISSED TRIPS

Year	Month	Access Missed Trips - not taken	Access Missed Trips - dwell	Access Trips completed	Access Missed trips %
2022	Jul	674	185	94,980	0.9%
2022	Aug	936	198	101,682	1.1%
2022	Sep	726	60	99,940	0.8%
2022	Oct	702	65	101,689	0.8%
2022	Nov	1,135	165	97,378	1.3%
2022	Dec	1,115	49	96,067	1.2%
2023	Jan	625	48	98,441	0.7%
2023	Feb	656	40	92,378	0.8%
2023	Mar	788	54	105,932	0.8%
2023	Apr	593	43	96,731	0.7%
2023	May	684	39	107,576	0.7%
2023	Jun	774	38	102,546	0.8%

## CUSTOMER SATISFACTION: CLEANLINESS

Year	Fiscal Year	Quarter	Rail Customer Satisfaction with Cleanliness	Bus Customer Satisfaction with Cleanliness
2022	2022	Q3	56.0%	66.0%
2022	2022	Q4	55.0%	66.0%
2022	2023	Q1	52.0%	71.0%
2022	2023	Q2	60.0%	69.0%
2023	2023	Q3	58.0%	67.0%
2023	2023	Q4	61.0%	71.0%

Customer satisfaction measures are calculated quarterly.  
This question began to be included on the survey in FY22.

# RIDERSHIP

<i>Trips in thousands</i>		RAIL			BUS			ACCESS			Total Monthly Ridership
Year	Month	Total Ridership	Average Weekday Ridership	Average Weekend Ridership	Total Ridership	Average Weekday Ridership	Average Weekend Ridership	Total Ridership	Average Weekday Ridership	Average Weekend Ridership	
2020	Jul	1,602.0	60.3	30.7	3,171.9	114.3	51.8	76.9	3.0	1.0	4,850.7
2020	Aug	1,841.9	67.8	38.9	3,319.8	121.2	69.7	79.7	3.3	1.1	5,241.5
2020	Sep	2,195.1	87.2	45.0	4,646.5	162.1	85.1	85.1	3.4	1.2	6,926.6
2020	Oct	2,348.3	87.3	51.5	4,778.4	164.8	104.5	91.0	3.6	1.3	7,217.7
2020	Nov	2,080.8	82.0	47.6	4,402.7	162.2	99.6	82.8	3.5	1.1	6,566.3
2020	Dec	1,948.3	73.2	37.6	4,581.1	153.2	91.2	84.5	3.3	1.2	6,614.0
2021	Jan	1,847.6	80.1	31.3	3,818.2	132.0	65.4	78.2	3.2	1.3	5,744.0
2021	Feb	1,854.0	78.0	37.2	3,504.8	131.6	66.4	76.4	3.4	1.0	5,435.2
2021	Mar	2,538.8	91.7	53.8	4,610.7	150.6	91.8	101.5	4.0	1.1	7,251.0
2021	Apr	2,818.2	104.2	65.7	4,836.5	164.6	102.6	100.6	4.0	1.5	7,755.3
2021	May	3,148.5	116.4	74.7	5,080.1	177.8	96.3	101.1	4.1	1.5	8,329.6
2021	Jun	3,937.6	144.1	95.8	5,345.8	187.9	117.0	106.8	4.3	1.6	9,390.2
2021	Jul	4,703.4	166.6	120.5	5,850.7	204.2	111.0	108.5	4.3	1.7	10,662.6
2021	Aug	4,347.5	156.8	99.8	6,136.7	204.1	127.3	110.8	4.4	1.5	10,595.0
2021	Sep	4,985.6	186.2	119.5	7,111.7	242.5	118.3	113.0	4.5	1.7	12,210.3
2021	Oct	5,097.1	185.3	126.5	7,568.3	252.3	122.5	118.9	4.8	1.8	12,784.4
2021	Nov	4,398.7	167.2	105.6	6,814.6	246.5	101.2	112.8	4.5	1.7	11,326.1
2021	Dec	4,204.4	156.8	91.2	6,749.8	229.1	96.2	108.2	4.1	1.7	11,062.4
2022	Jan	3,286.8	124.7	72.1	4,769.2	147.1	81.9	81.2	3.3	1.2	8,137.2
2022	Feb	3,848.6	156.9	96.4	5,762.5	184.1	89.7	96.8	4.2	1.6	9,707.9
2022	Mar	5,843.8	205.3	140.1	7,229.7	231.1	121.9	116.3	4.5	1.6	13,185.8
2022	Apr	6,254.1	228.3	162.3	7,378.0	236.3	143.8	115.4	4.7	1.9	13,715.8
2022	May	6,196.2	231.5	133.5	7,972.9	267.7	129.9	114.4	4.5	1.7	14,283.5
2022	Jun	6,953.4	258.5	169.5	7,445.7	259.9	136.7	110.9	4.4	1.7	14,510.0
2022	Jul	6,714.6	250.0	155.9	7,892.5	263.7	143.9	110.9	4.4	1.8	14,718.1
2022	Aug	6,602.0	240.3	134.5	8,426.5	260.1	162.2	118.2	4.5	1.7	15,146.8
2022	Sep	6,777.7	261.3	143.3	8,806.4	303.0	146.7	116.1	4.6	1.8	15,700.2
2022	Oct	7,188.3	256.6	180.0	8,903.2	289.0	164.1	118.3	4.8	1.8	16,209.9
2022	Nov	6,675.9	263.1	141.4	8,297.3	296.1	127.0	113.3	4.5	1.7	15,086.5
2022	Dec	6,321.7	243.2	121.5	7,761.1	264.0	127.8	111.9	4.4	1.7	14,194.7
2023	Jan	7,940.9	308.4	162.8	8,212.5	318.8	167.0	113.8	4.5	1.6	16,267.2
2023	Feb	7,563.7	317.2	168.2	7,814.2	328.8	174.0	107.2	4.7	1.6	15,485.0
2023	Mar	10,076.3	358.3	229.4	9,141.4	334.1	182.0	123.3	4.8	1.7	19,341.0
2023	Apr	9,660.9	369.2	227.7	8,759.9	342.0	192.1	113.3	4.8	1.7	18,534.1
2023	May	10,153.8	371.2	225.9	9,751.2	363.0	196.1	126.6	4.9	1.9	20,031.6
2023	Jun	10,168.2	380.0	244.9	9,213.2	347.2	213.6	121.2	4.9	1.8	19,502.6



## EMPLOYEE HOURS

Year	Month	Rail Employee Hours	Bus Employee Hours	All Other Employee Hours	Total Employee Hours
2020	Jul	709,141	396,589	440,818	1,546,548
2020	Aug	826,522	457,153	425,686	1,709,361
2020	Sep	847,309	549,818	435,743	1,832,870
2020	Oct	874,682	537,669	434,448	1,846,799
2020	Nov	792,807	503,356	390,748	1,686,911
2020	Dec	856,219	546,612	424,730	1,827,561
2021	Jan	825,321	519,469	401,837	1,746,627
2021	Feb	812,633	507,185	398,016	1,717,833
2021	Mar	898,703	580,787	463,574	1,943,063
2021	Apr	845,084	546,861	433,938	1,825,883
2021	May	829,092	540,930	404,687	1,774,709
2021	Jun	833,985	564,413	422,022	1,820,420
2021	Jul	840,593	569,356	418,297	1,828,245
2021	Aug	859,977	578,766	430,510	1,869,253
2021	Sep	834,851	582,137	416,810	1,833,798
2021	Oct	853,829	590,809	405,635	1,850,273
2021	Nov	837,320	586,261	389,118	1,812,700
2021	Dec	834,179	587,340	380,192	1,801,712
2022	Jan	835,128	563,685	398,474	1,797,287
2022	Feb	812,400	571,484	391,679	1,775,564
2022	Mar	946,453	667,760	463,220	2,077,433
2022	Apr	872,165	620,525	422,513	1,915,203
2022	May	898,551	635,803	428,813	1,963,167
2022	Jun	895,643	638,081	428,130	1,961,854
2022	Jul	952,114	586,164	376,097	1,914,376
2022	Aug	1,033,741	616,954	415,463	2,066,158
2022	Sep	1,011,995	586,838	394,014	1,992,847
2022	Oct	1,021,123	591,182	397,475	2,009,780
2022	Nov	976,239	579,199	391,153	1,946,591
2022	Dec	980,112	590,962	386,590	1,957,664
2023	Jan	1,011,349	605,190	388,441	2,004,980
2023	Feb	949,584	563,263	361,253	1,874,100
2023	Mar	1,105,764	645,368	450,290	2,201,422
2023	Apr	1,018,810	601,774	400,833	2,021,417
2023	May	1,073,160	642,448	445,348	2,160,955
2023	Jun	1,053,160	623,774	431,725	2,108,659

## VEHICLE REVENUE MILES

Year	Month	Rail Vehicle Revenue Miles	Bus Vehicle Revenue Miles	MetroAccess Vehicle Revenue Miles	Total Vehicle Revenue Miles
2020	Jul	2,828,190	1,434,361	1,002,965	5,265,516
2020	Aug	5,048,178	1,743,962	1,046,048	7,838,188
2020	Sep	7,329,498	2,530,483	1,112,569	10,972,550
2020	Oct	7,119,322	2,605,503	1,181,449	10,906,274
2020	Nov	6,686,276	2,450,260	1,086,491	10,223,027
2020	Dec	7,107,914	2,722,995	1,118,117	10,949,026
2021	Jan	6,865,910	2,533,696	1,044,046	10,443,652
2021	Feb	6,252,390	2,363,511	1,023,415	9,639,316
2021	Mar	7,020,176	2,691,205	1,358,045	11,069,426
2021	Apr	6,687,980	2,634,485	1,356,474	10,678,939
2021	May	6,310,740	2,618,098	1,375,859	10,304,697
2021	Jun	6,511,150	2,884,663	1,474,005	10,869,818
2021	Jul	6,122,146	2,740,275	1,589,578	10,451,999
2021	Aug	5,865,754	2,947,477	1,668,723	10,481,954
2021	Sep	7,765,520	3,154,964	1,714,969	12,635,453
2021	Oct	5,359,010	3,268,128	1,794,966	10,422,104
2021	Nov	3,126,102	3,074,430	1,525,591	7,726,123
2021	Dec	3,615,656	3,134,175	1,487,750	8,237,581
2022	Jan	3,369,928	2,604,194	1,228,313	7,202,435
2022	Feb	3,279,906	3,134,175	1,477,369	7,891,450
2022	Mar	4,006,726	3,276,226	1,728,583	9,011,535
2022	Apr	3,946,748	3,136,466	1,698,223	8,781,437
2022	May	4,159,082	3,191,847	1,697,819	9,048,748
2022	Jun	4,227,538	2,848,948	1,640,113	8,716,599
2022	Jul	4,152,128	2,961,486	1,578,639	8,692,253
2022	Aug	4,583,511	3,417,646	1,651,703	9,652,860
2022	Sep	4,878,431	3,130,850	1,602,626	9,611,907
2022	Oct	5,574,796	3,282,196	1,612,937	10,469,929
2022	Nov	5,907,832	3,190,989	1,543,054	10,641,875
2022	Dec	6,272,558	3,193,256	1,517,913	10,983,727
2023	Jan	6,770,054	3,061,175	1,521,958	11,353,187
2023	Feb	6,192,772	3,020,125	1,465,267	10,678,164
2023	Mar	7,253,542	3,271,519	1,656,799	12,181,860
2023	Apr	7,361,630	3,072,538	1,521,628	11,955,796
2023	May	7,345,066	3,161,180	1,681,691	12,187,937
2023	Jun	7,964,342	3,124,043	1,599,138	12,770,076

Denominator for multiple safety measures.

## CUSTOMER / EMPLOYEE FATALITIES

Year	Month	Rail Fatalities	Bus Fatalities	Total Fatalities
2020	Jul	0	0	0
2020	Aug	0	0	0
2020	Sep	0	1	1
2020	Oct	0	0	0
2020	Nov	0	0	0
2020	Dec	0	1	1
2021	Jan	1	0	1
2021	Feb	0	0	0
2021	Mar	0	1	1
2021	Apr	1	0	1
2021	May	1	1	2
2021	Jun	0	0	0
2021	Jul	0	0	0
2021	Aug	0	0	0
2021	Sep	0	0	0
2021	Oct	1	0	1
2021	Nov	0	0	0
2021	Dec	1	1	2
2022	Jan	0	0	0
2022	Feb	0	0	0
2022	Mar	0	0	0
2022	Apr	2	0	2
2022	May	0	1	1
2022	Jun	0	0	0
2022	Jul	0	1	1
2022	Aug	0	0	0
2022	Sep	0	0	0
2022	Oct	0	0	0
2022	Nov	0	0	0
2022	Dec	1	1	2
2023	Jan	0	0	0
2023	Feb	1	0	1
2023	Mar	0	0	0
2023	Apr	0	0	0
2023	May	0	0	0
2023	Jun	1	0	1

## BUS SAFETY EVENT RATE

Year	Month	Bus Collisions	Bus Fires	Bus Hazardous Materials Spills	Bus Other Safety Events	Bus Total Safety Events	Bus Safety Event Rate
2020	Jul	5	0	0	0	5	34.9
2020	Aug	10	0	0	0	10	57.3
2020	Sep	8	0	0	0	8	31.6
2020	Oct	9	0	0	0	9	34.5
2020	Nov	5	0	0	0	5	20.4
2020	Dec	12	0	0	1	13	47.7
2021	Jan	11	0	0	0	11	43.4
2021	Feb	6	1	0	1	8	33.8
2021	Mar	4	0	0	0	4	14.9
2021	Apr	7	0	0	0	7	26.6
2021	May	9	0	0	0	9	34.4
2021	Jun	15	2	0	0	17	58.9
2021	Jul	17	0	0	0	17	62.0
2021	Aug	15	1	0	0	16	54.3
2021	Sep	14	0	0	1	15	47.5
2021	Oct	11	0	0	0	11	33.7
2021	Nov	18	0	0	0	18	58.5
2021	Dec	11	0	0	0	11	35.1
2022	Jan	9	0	0	0	9	34.6
2022	Feb	12	1	0	1	14	44.7
2022	Mar	11	0	0	1	12	36.6
2022	Apr	12	0	0	0	12	38.3
2022	May	12	0	0	0	12	37.6
2022	Jun	9	0	0	0	9	31.6
2022	Jul	21	0	0	0	21	70.9
2022	Aug	11	1	0	0	12	35.1
2022	Sep	17	1	0	1	19	60.7
2022	Oct	12	1	0	1	14	42.7
2022	Nov	10	0	0	0	10	31.3
2022	Dec	15	0	0	0	15	47.0
2023	Jan	13	0	0	0	13	42.5
2023	Feb	13	0	0	1	14	46.4
2023	Mar	16	0	0	1	17	52.0
2023	Apr	9	0	0	0	9	29.3
2023	May	23	0	0	0	23	72.8
2023	Jun	16	1	0	0	17	54.4



## RAIL SAFETY EVENT RATE

Year	Month	Rail Collisions	Rail Derailments	Rail Fires	Rail Hazardous Materials Spills	Rail Other Safety Events	Rail Total Safety Events	Rail Safety Event Rate
2020	Jul	0	2	0	0	0	2	7.1
2020	Aug	1	0	0	0	1	2	4.0
2020	Sep	1	0	0	0	1	2	2.7
2020	Oct	1	0	0	0	1	2	2.8
2020	Nov	0	0	0	0	3	3	4.5
2020	Dec	2	0	0	0	2	4	5.6
2021	Jan	0	0	0	0	2	2	2.9
2021	Feb	1	0	0	0	4	5	8.0
2021	Mar	3	1	0	0	1	5	7.1
2021	Apr	0	0	0	0	2	2	3.0
2021	May	3	0	0	0	1	4	6.3
2021	Jun	2	0	0	0	0	2	3.1
2021	Jul	0	0	0	0	0	0	0.0
2021	Aug	0	0	0	0	0	0	0.0
2021	Sep	0	0	0	0	0	0	0.0
2021	Oct	0	2	1	0	0	3	5.6
2021	Nov	2	0	2	0	0	4	12.8
2021	Dec	3	0	0	0	1	4	11.1
2022	Jan	2	0	0	0	0	2	5.9
2022	Feb	3	0	1	0	1	5	15.2
2022	Mar	1	0	0	0	0	1	2.5
2022	Apr	0	0	0	0	3	3	7.6
2022	May	2	0	0	0	0	2	4.8
2022	Jun	0	0	0	0	2	2	4.7
2022	Jul	0	0	2	0	3	5	12.0
2022	Aug	1	1	0	0	1	3	6.5
2022	Sep	0	3	3	0	1	7	14.3
2022	Oct	2	1	0	0	0	3	5.4
2022	Nov	0	0	1	0	1	2	3.4
2022	Dec	1	0	0	0	2	3	4.8
2023	Jan	1	0	0	0	1	2	3.0
2023	Feb	1	0	0	0	1	2	3.2
2023	Mar	1	0	1	0	0	2	2.8
2023	Apr	1	1	1	0	1	4	5.4
2023	May	2	0	1	0	0	3	4.1
2023	Jun	2	1	0	0	0	3	3.8

## ACCESS SAFETY EVENT RATE

Year	Month	MetroAccess Collisions	MetroAccess Fires	MetroAccess Hazardous Materials Spills	MetroAccess Other Safety Events	MetroAccess Total Safety Events	MetroAccess Safety Event Rate
2020	Jul	1	0	0	0	1	10.0
2020	Aug	0	0	0	0	0	0.0
2020	Sep	3	0	0	0	3	27.0
2020	Oct	5	0	0	0	5	42.3
2020	Nov	2	0	0	0	2	18.4
2020	Dec	0	0	0	0	0	0.0
2021	Jan	4	0	0	0	4	38.3
2021	Feb	1	0	0	0	1	9.8
2021	Mar	0	0	0	0	0	0.0
2021	Apr	5	0	0	0	5	36.9
2021	May	0	0	0	0	0	0.0
2021	Jun	3	0	0	0	3	20.4
2021	Jul	5	0	0	0	5	31.5
2021	Aug	6	0	0	0	6	36.0
2021	Sep	5	0	0	0	5	29.2
2021	Oct	6	0	0	0	6	33.4
2021	Nov	6	0	0	0	6	39.3
2021	Dec	5	0	0	0	5	33.6
2022	Jan	4	0	0	0	4	32.6
2022	Feb	6	0	0	0	6	40.6
2022	Mar	3	0	0	0	3	17.4
2022	Apr	3	0	0	0	3	17.7
2022	May	2	0	0	0	2	11.8
2022	Jun	9	0	0	0	9	54.9
2022	Jul	5	0	0	0	5	31.7
2022	Aug	6	0	0	0	6	36.3
2022	Sep	7	1	0	0	8	49.9
2022	Oct	7	0	0	0	7	43.4
2022	Nov	6	0	0	0	5	38.8
2022	Dec	4	0	0	0	4	26.4
2023	Jan	7	0	0	0	7	46.0
2023	Feb	4	0	0	0	4	27.3
2023	Mar	1	0	0	0	1	6.0
2023	Apr	1	0	0	0	1	6.6
2023	May	2	0	0	0	2	11.9
2023	Jun	3	0	0	0	3	18.8

## FLEET RELIABILITY

Year	Month	RAIL			BUS			ACCESS		
		Mechanical Incidents	Total Miles	Mean Distance Between Failure	Mechanical Incidents	Total (Odometer) Miles	Mean Distance Between Failure	Mechanical Incidents	Total (Odometer) Miles	Mean Distance Between Failure
2020	Jul	58	2,828,190	48,762	216	1,859,479	8,609	67	1,270,626	18,965
2020	Aug	181	5,048,178	27,890	278	2,360,363	8,491	71	1,319,854	18,589
2020	Sep	528	7,329,498	13,882	339	3,254,294	9,600	62	1,381,824	22,287
2020	Oct	207	7,119,322	34,393	345	3,296,343	9,555	43	1,466,459	34,104
2020	Nov	214	6,686,276	31,244	326	3,114,869	9,555	52	1,349,020	25,943
2020	Dec	210	7,107,914	33,847	328	3,409,304	10,394	47	1,420,043	30,214
2021	Jan	154	6,865,910	44,584	286	3,129,905	10,944	47	1,356,911	28,870
2021	Feb	108	6,252,390	57,893	266	2,889,738	10,864	76	1,308,677	17,219
2021	Mar	129	7,020,176	54,420	370	3,512,915	9,494	59	1,675,582	28,400
2021	Apr	122	6,687,980	54,820	379	3,349,414	8,838	71	1,709,348	24,075
2021	May	108	6,310,740	58,433	388	3,175,622	8,185	58	1,688,405	29,110
2021	Jun	133	6,511,150	48,956	394	3,223,882	8,182	91	1,872,755	20,580
2021	Jul	139	6,122,146	44,044	472	3,730,092	7,903	71	1,995,030	28,099
2021	Aug	159	5,865,754	36,892	457	3,776,164	8,263	96	1,991,187	20,742
2021	Sep	146	7,765,520	53,188	450	3,902,383	8,672	81	2,026,343	25,017
2021	Oct	187	5,359,010	28,658	483	3,944,589	8,167	73	2,089,633	28,625
2021	Nov	221	3,126,102	14,145	433	3,810,108	8,799	97	1,839,974	18,969
2021	Dec	171	3,615,656	21,144	399	3,888,402	9,745	82	1,848,500	22,543
2022	Jan	167	3,369,928	20,179	243	2,973,844	12,238	86	1,577,122	18,339
2022	Feb	165	3,279,906	19,878	377	3,471,754	9,209	92	1,788,323	19,438
2022	Mar	218	4,006,726	18,379	443	4,071,091	9,190	96	2,111,826	21,998
2022	Apr	175	3,946,748	22,553	382	3,851,088	10,081	78	2,013,421	25,813
2022	May	222	4,159,082	18,735	478	3,926,865	8,215	81	2,048,553	25,291
2022	Jun	231	4,227,538	18,301	446	3,951,537	8,860	76	1,979,245	26,043
2022	Jul	238	4,276,126	17,967	553	3,974,624	7,187	90	1,941,168	21,569
2022	Aug	277	4,719,332	17,037	613	4,057,200	6,619	90	2,001,953	22,244
2022	Sep	229	5,023,358	21,936	514	3,886,006	7,560	71	1,760,463	24,795
2022	Oct	241	5,574,796	23,132	505	3,964,145	7,850	83	1,955,495	23,560
2022	Nov	253	5,907,832	23,351	492	3,799,422	7,722	72	1,905,096	26,460
2022	Dec	246	6,297,802	25,601	492	3,963,173	8,055	68	1,933,130	28,428
2023	Jan	236	6,741,118	28,564	485	3,897,696	8,036	73	1,916,740	26,257
2023	Feb	223	6,192,772	27,770	460	3,568,454	7,758	64	1,801,906	28,155
2023	Mar	233	7,253,542	31,131	427	4,056,844	9,501	72	2,066,900	28,707
2023	Apr	228	7,361,630	32,288	471	3,834,352	8,141	87	1,923,743	22,112
2023	May	224	7,797,352	34,810	515	4,015,501	7,797	88	2,085,608	23,700
2023	Jun	222	7,964,342	35,875	531	4,029,834	7,589	56	1,997,967	35,678

## PERFORMANCE MEASURE DEFINITIONS

Last Reviewed November 9, 2023 for Q1 report

### Goal 1: Service Excellence

#### Customer Satisfaction

= Number of survey respondents (active riders) who marked their last trip on Metrorail / Metrobus / MetroAccess 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 percentage of customer survey respondents who rated their last trip within a 30-day period on Metrobus, Metrorail, or MetroAccess as a “5” or “4” in the survey, with “5” denoting “very satisfied” and “1” denoting “very unsatisfied”. Metro distributes this survey through address-based sampling on a biweekly basis, and respondents must meet specific criteria to participate. Metro summarizes results quarterly.

### Objective 1A: Safety and Security

#### Part 1 Crime Rate

= Number of Part 1 Crimes ÷ (Total number of riders ÷ 1,000,000)

(In other words, the number of crimes per million passenger trips)

The FBI’s Uniform Crime Reporting program classifies the following as Part 1 Crimes: Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, and Arson. To calculate Metro’s Part 1 Crime Rate, MTPD looks at these crimes committed in the following areas: 1) on buses and bus stops, 2) on trains and in rail stations, 3) at Metro-owned parking lots, 4) at other Metro Facilities such as rail yards, bus divisions, headquarters, and MetroAccess vehicles, and 5) in non-WMATA locations but involving WMATA or MTPD property. This measure provides an indicator of security customers experience when traveling the Metro system. Increases or decreases in crime can influence whether customers feel secure in the system.

#### Employee and Customer Assault Rate

= Number of employee and customer assaults reported to the National Transit Database ÷ (Total vehicle revenue miles ÷ 10 million)

(In other words, the number of reportable assaults per ten million miles driven while vehicles are in revenue service)

The Federal Transit Administration criteria for reporting assaults is any unlawful physical assault upon an employee or customer of Metro while on Metro property (including vehicles) that results in immediate medical attention away from the scene. These are different criteria than those used by OSHA in the employee injury rate.

Customer and employee safety is the highest priority for Metro and a key measure of quality service. The assault rate is an indicator of how well the service is meeting this security objective.

## Customer Perception/Satisfaction: Safety from Crime

**= Number of survey respondents (active riders) who responded to whether they felt safe from crime and harassment on their last Metrorail/Metrobus/MetroAccess trip as “very satisfactory” OR the second highest category in a five-point scale ÷ Total number of respondents**

Customer satisfaction with safety from crime or harassment is defined as the percent of customer survey respondents who responded whether they felt safe from crime or harassment on their last trip within a 30-day period on Metrobus, Metrorail, or MetroAccess as a “5” or “4” in the customer satisfaction survey, with “5” denoting “very satisfied” and “1” 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. This measure provides insight into how customers perceive their safety from crime within the Metro system.

## Customer Injury Rate

**= Number of customer injuries reported to the National Transit Database ÷ (Total vehicle revenue miles ÷ 10 million)**

(In other words, the number of customer injuries per ten million miles driven while vehicles are in revenue service)

Customer injury rate is based on National Transit Database (NTD) reporting criteria. It includes customers injured during Metro operations where the injury 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. Customer injury rate is an indicator of how well the service is meeting this safety objective.

## Employee Injury Rate

**= Number of employee injuries reported to the Department of Labor ÷ (Total work hours ÷ 200,000)**

200,000 hours is equivalent to 100 employees working full-time for one year. 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) medical treatment received 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.

## Metrorail Crowding

**= Number of crowded passenger minutes ÷ Total number of passenger minutes**

Crowding is a key driver of customer satisfaction with Metrorail service. This measure calculates the percentage of passenger time spent on vehicles that exceed crowding guidelines per WMATA service standards of 100 passengers per car (the pre-pandemic definition of crowding, which WMATA returned to in FY23).

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.

## Metrobus Crowding

**= Number of crowded passenger minutes ÷ Total number of passenger minutes**

Crowding is a key driver of customer satisfaction with Metrobus service. The measure calculates the percentage of passenger time spent on vehicles that exceed crowding guidelines per WMATA service standards of 120% of seated capacity during peak for Bus Rapid Transit, framework, and coverage routes (see pages 5-6 of the Metrobus Service Guidelines for explanations of these route types), 100% off peak and at all times on commuter routes.

In FY23, WMATA returned to the pre-pandemic definition of crowding. Prior to the adoption of the Metrobus Service Guidelines in December 2020, crowding guidelines were 120% of seated load for all trips except Metrobus Express service during peak periods.

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.

## Objective 1B: Reliability

### Metrorail On-Time Performance

**= Number of journeys completed on time ÷ Total number of journeys**

Rail Customer On-Time Performance (OTP) communicates the reliability of rail service, a key driver of customer satisfaction and ridership. 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 runtime + a headway (scheduled train frequency) + several minutes to walk between the fare gates and platform. These standards vary by line, time of day, and day of the week. Actual journey time is calculated from the time a customer taps a SmarTrip® card to enter the system, to the time when the customer taps to exit.

Factors that can affect OTP include: railcar availability, fare gate availability, elevator and escalator availability, infrastructure conditions, speed restrictions, single-tracking around scheduled track work, railcar delays (e.g., doors), or delays caused by sick passengers.

## Metrobus On-Time Performance

**= Number of timepoints delivered on-time based on a window of 2 minutes early and 7 minutes late ÷ Total number of timepoints delivered**

“Timepoints”: major stops on a bus route that are used to create bus schedules.

Bus on-time performance (OTP) communicates the reliability of bus service, a key driver of customer satisfaction and ridership. Factors that can affect OTP include: traffic congestion, detours, inclement weather, scheduling, vehicle reliability, operational behavior, or delays caused by the public (crime, protests, medical emergencies, etc.). Note that this measure only includes service delivered; it does not include bus trips that were missed.

## MetroAccess On-Time Performance

**= Number of vehicle arrivals at the pick -up location within the 30-minute on-time widow ÷ Total stops**

This measure 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.

## Metrorail Percent of Planned Service Delivered

**= Number of trips delivered ÷ Number of scheduled trips**

This measure monitors Metro's “guarantee of service”—whether Metro is providing all the service that was scheduled and committed to. It helps to offer more clarity on the relative magnitude of various operational issues on daily rail operation, for example, operator or railcar shortage, and incident response strategy. It is an important indicator of transit service quality and productivity. Missed trips can have a negative impact on the perceived reliability of rail service and can result in longer customer wait times, missed transfers, etc. which lead to customer inconvenience and dissatisfaction.

## Metrobus Percent of Planned Service Delivered

$$= \text{Number of scheduled trips delivered} \div \text{Number of scheduled trips}$$

This measure communicates whether Metro is meeting the level of service committed to customers through the budget and scheduling process. It is also a key measure of reliability and customer satisfaction; when trips are missed, customers experience much longer wait times than expected and overall confidence in the system falls. Monitoring whether service was delivered helps Metro identify issues with staffing, planning and scheduling, bus availability and reliability, and service interruptions.

## MetroAccess Missed Trips

$$= \text{Number of missed trips} \div \text{number of completed trips}$$

Missed Trips are trips that a customer does not take if a vehicle arrives past its designated pick-up window, or trips where the driver does not dwell the minimum required time.

## Elevator/Escalator Availability

$$= \text{Hours in service} \div \text{Revenue operating hours}$$

Hours in service = Operating hours – Hours out of service

Revenue operating hours = Operating hours per unit \* number of units

(In other words, the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours)

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.

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.

## Objective 1C: Convenience

### Metrorail and Metrobus Accuracy of Real-Time Arrival Information

$$= \text{Number of accurate predictions} \div \text{Number of predictions}$$



Rail and Bus Prediction Accuracy measure the quality of Metro’s real time arrival prediction data that customers use to plan their trips through Metro’s online platform and other third-party trip planning applications. The predictions are compared to the actual time the vehicle (either train or bus) arrived at the stop according to Metro internal records. Both Bus and Rail Prediction Accuracy use the same principles, methods, and standards.

**Which predictions are evaluated?** To make the measure as customer focused as possible, this measure only evaluates the most meaningful predictions; vehicles begin making predictions well before they begin service on a particular trip, and can make predictions for stops well before they are scheduled to arrive. Customers typically only use prediction information to plan in the very near term and are mostly only looking for the next arrival. To account for this, this measure excludes predictions made well in advance, and evaluates only predictions made within 30 minutes of the vehicle’s arrival.

**What is considered accurate?** Prediction Accuracy compares the predicted time of a vehicle’s arrival to the actual time of its arrival. A perfect prediction is when the predicted arrival time and the actual arrival time match exactly—but it is rare for a predicted and actual arrival to match to the second. The goal is not to be perfect, but to provide customers with enough good information so they can effectively plan their trips and are not waiting long periods of time. Therefore, the measure creates a range of allowable error within which a prediction is considered accurate. If the prediction falls outside that range, it is considered inaccurate.

The accuracy range follows two key principles:

1. Predictions should become increasingly more accurate as a vehicle gets closer to its stop. Errors have greater impacts on customer as a vehicle gets closer to its stop. Customers are more likely to use these predictions, and a two-minute difference has a greater impact if the vehicle is five minutes away than when the vehicle is 25 minutes away.
2. A vehicle arriving before its predicted arrival (Early) is worse than a vehicle arriving after its predicted arrival (Late). If customers follow predictions exactly, they will miss their trip if the vehicle was earlier than its prediction.

Using these principles, this measure uses the following time ranges to determine whether a prediction is accurate. Prediction Accuracy is essentially the number of predictions that fall within these ranges out of all predictions made within 30 minutes of a vehicle’s arrival.

Time before arrival	Lower Bound (Early)	Upper Bound (Late)
0-3 mins	-1 min	1 min
3-6 mins	-1.5 mins	2 mins
6-12 mins	-2.5 mins	3.5 mins
12-30 mins	-4 mins	6 mins



## Last-Mile Connectivity / Bicycle Access

### Percentage of survey respondents who reported using a bicycle to embark or disembark from a rail station

Last-Mile Connectivity measures the percentage of customers who use a bicycle to get to a Metrorail station to start their journey and/or get to their destination from a Metrorail station. Metro's Board and the Strategic Transformation Plan have set a target of 3.5% by 2030. Data for this measure come from the Rail Customer Survey, which occurs every three years. Most recent data are from 2022 with the next data collection scheduled for 2025.

# Appendix J – Board Budget Resolution

## Budget Resolution

April 25, 2024

For attachments to this resolution please see:

[https://codelibrary.amlegal.com/codes/wmata/latest/wmata\\_res4/resolution\\_%23\\_2024\\_12](https://codelibrary.amlegal.com/codes/wmata/latest/wmata_res4/resolution_%23_2024_12)

**PRESENTED AND ADOPTED: April 25, 2024**

**SUBJECT: ADOPTION OF FISCAL YEAR 2025 OPERATING AND CAPITAL BUDGETS, FARE AND SERVICE CHANGES, AND FISCAL YEAR 2025-2030 CAPITAL IMPROVEMENT PROGRAM, APPROVAL OF TITLE VI EQUITY ANALYSIS AND PUBLIC PARTICIPATION REPORT, AND APPROVAL OF DEBT MANAGEMENT POLICY GUIDELINES**

**2024-12**

**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, The Board has reviewed and considered the General Manager and Chief Executive Officer's proposed fiscal year (FY) 2025 operating and capital budgets and FY 2025-2030 Capital Improvement Program (CIP); and

WHEREAS, Pursuant to the Public Participation Plan, the Board of Directors held four public hearings on February 26, 27, 28 and 29, 2024 (one was held in an area served by the Northern Virginia Transportation Commission pursuant to VA Acts of Assembly Ch. 854 Enact. Cl. 8 and one held virtually), on the proposed FY 2025 operating and capital budgets, the fare and service changes, and the FY 2025-2030 CIP as well as public outreach for the Title VI equity analysis; and

WHEREAS, Following the public hearings, staff prepared a Public Participation Report (Attachment A) and Title VI equity analysis (Attachment B) on the proposed service and fare changes using the data from the new ridership survey, 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, The Passenger Rail Investment and Improvement Act (PRIIA) funding which was re-authorized in 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 PRIIA allocation to WMATA exclusively for 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

**Motioned by Mr. Letourneau, seconded by Dr. Hadden Loh  
Ayes: 8- Mr. Smedberg, Mr. McAndrew, Dr. Hadden Loh, Ms. Rai, Mr. Letourneau, Mr. Drummer,  
Ms. Santos and Ms. Martin-Proctor**

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 indirect cost rates described in Attachment G are appropriate to apply to the capital program funded by the contributing jurisdictions; and

WHEREAS, The WMATA Dedicated Funding Grant Agreement with Maryland requires the Board to adopt a debt management policy and then review and approve that policy annually; and

WHEREAS, The proposed FY 2025 capital budget includes the issuance of debt (including the issuance of bonds) as a partial funding source; and

WHEREAS, WMATA intends to reimburse itself from bond proceeds, if and when issued, for eligible expenditures on CIP projects incurred before the issuance of the bonds noted as debt in Attachment F of this resolution to the extent permitted by the Internal Revenue Code of 1986 and applicable IRS regulations; and

WHEREAS, In June 2010, the Board adopted a  $\frac{3}{4}$  mile zone from fixed route service for the provision of MetroAccess Service (Res. 2010-31); and

WHEREAS, Pursuant to the 24-hour Metrobus reimbursable agreement, WMATA is providing the District of Columbia Metrobus service levels above the existing service plans as of July 2023 and WMATA plans to continue to provide such additional service so long as the District of Columbia continues to fund such additional service or until there is a change in the operating subsidy formula or a network-wide service revision;

WHEREAS, Legislation has passed in the legislatures of the Commonwealth of Virginia and State of Maryland to suspend the 3% annual limit on increases to their respective shares of WMATA's operating budget subsidy for FY 2025;

NOW, THEREFORE, be it

*RESOLVED*, That the Board of Directors approves the Public Participation Report on the proposed FY 2025 operating and capital budgets and FY 2025-2030 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 FY 2025 operating budget (inclusive of all operating reimbursable projects) of \$2.4 billion, with revenues, expenses, and subsidies detailed in Attachments C and D using the Board-approved subsidy formulae; and be it further

*RESOLVED*, That the Board of Directors adopts the fare and service changes set forth in Attachment E with the Rail Service changes becoming effective June 1, 2024, to assist with the Summer 2024 Red Line Construction; 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, 2026, 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 reserves the right, as part of this public hearing process, to revise fare and service changes approved in this Resolution prior to July 1, 2024, based on changes in the amount of funding from the jurisdictions but no changes shall exceed those contained in the public hearing docket for this public hearing process; and be it further

*RESOLVED*, That the General Manager and Chief Executive Officer or designee is authorized to negotiate and execute a reimbursable agreement for the District of Columbia to fully fund the operational costs of the Daily 24-Hour Metrobus Service Reimbursable Program, substantially in the form as was approved by the Board in Resolution 2023-36; and be it further

*RESOLVED*, That \$533,633 from the District's existing Reimbursable Operating Agreement paid in WMATA's FY 2024 will be recognized and applied in WMATA's FY2025 for the purposes of continuing the 24-Hour Overnight Bus Network in the District of Columbia; and be it further

*RESOLVED*, That the Board of Directors adopts the FY 2025 capital budget of \$2.6 billion and the FY 2025-2030 Capital Improvement Program of \$13.3 billion as set forth in Attachment F; and be it further

*RESOLVED*, That the Board of Directors adopts the Debt Management Policy Guidelines, as shown in Attachment H; and be it further

*RESOLVED*, That the Board of Directors authorizes the General Manager and Chief Executive Officer, the Executive Vice President and Chief Financial Officer, or their designees to: 1) execute agreements with municipal finance professionals, including underwriters; and 2) draft preliminary bond offering documents for the issuance of tax exempt Dedicated Revenue Bonds through a negotiated sale method in a principal amount not to exceed the amount of debt contained in the adopted FY 2025 capital budget; and be it further

*RESOLVED*, That the Board of Directors authorizes staff to reimburse itself from bond proceeds, if and when issued, for eligible expenditures on Capital Improvement Program projects incurred before the issuance of the bonds noted as debt in Attachment F of this

resolution to the extent permitted by the Internal Revenue Code of 1986 and applicable IRS regulations; and be it further

*RESOLVED*, That as required by Section 30019(c) of the Infrastructure Investment and Jobs Act of 2021, which amends the requirements of the Passenger Rail Infrastructure Investment Act, at least \$5 million of non-federal funds shall be provided from the operating budget for use exclusively by the Office of Inspector General in addition to any other non-federal funds necessary to match any unspent Passenger Rail Infrastructure Investment Act funds allocated for the use of the Office of the Inspector General from a prior fiscal year; and be it further

*RESOLVED*, That the Board of Directors approves one or more transfers in an aggregate amount not to exceed \$181.4 million of operating expenses from the FY 2025 operating budget to the FY 2025 capital budget 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 set and directs staff to apply that indirect cost rate set as described in Attachment G to all projects, including those funded by jurisdictional capital contributions in the FY 2025 capital budget; provided, however, staff is authorized to apply the proposed FY 2025 rate set so long as it does not exceed the most recent FTA-approved rates, and further provided, that if the FTA approves a different rate set during the fiscal year then that new rate set shall be used without further action of the Board of Directors so long as the new rate set does not cause an increase in the subsidy paid by any jurisdiction; and be it further

*RESOLVED*, That the Board of Directors authorizes the General Manager and Chief Executive Officer to reprogram up to \$10 million in capital funding to support operating revenue losses caused by service disruptions associated with major capital projects; 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 the table in Section 601 of the Procurement Guiding Principles (Attachment A to Res. 2021-07) entitled "Non-Procurement Activities Requiring Board Approval" is amended by deleting the fourth bullet ("Nonannual State or Federal Grants with match requirements") under the "Other" column; and be it further

*RESOLVED*, That in order to implement the FY 2025 capital budget and the FY 2025 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 or other financial assistance on behalf of WMATA for funds from the federal government or any other public or private entity

regardless of whether a local match is required without further action by the Board of Directors, so long as the acceptance of such grant or other financial assistance does not result in the increase in expenditures above the approved FY 2025-2030 Capital Improvement Program or the approved FY 2025 operating budget or otherwise require approval by the Board of Directors; (2) conduct public hearings at any time during FY 2025 in furtherance of the implementation of the FY 2025-2030 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 FY 2025 grants, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,



Patricia Y. Lee  
Executive Vice President, Chief Legal Officer,  
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

<b>Accounting Basis</b>	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.
<b>Accrual Basis</b>	Basis of Accounting where revenues are recognized when they are measurable and earned. Expenses are recorded when incurred.
<b>American Rescue Plan Act of 2021 (ARPA)</b>	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.
<b>Approved Budget</b>	The revenue and expenditure plan approved by the WMATA Board of Directors for a specific one-year period starting on July 1.
<b>Articulated bus (Also see Slinky bus)</b>	A bus that comprises two or more rigid sections linked by a pivoting joint (articulation) enclosed by protective bellows inside and outside and a cover plate on the floor.
<b>Assets</b>	Property owned by Metro which has monetary value with a future benefit.
<b>Audit</b>	An inspection of an individual or organization’s accounts, typically by an independent body.
<b>Balanced Budget</b>	Refers to a budget where estimated revenues are equal to or greater than estimated expenses.
<b>Board of Directors</b>	The Board of Directors is a 16-member body composed of eight voting and eight alternate members responsible for corporate governance of WMATA.
<b>Bond</b>	A written promise to pay a specified sum of money (face value) at a specified future date and the proposed means of financing them.
<b>Bond Proceeds</b>	Refers to additional local capital funds raised, when necessary, by issuance of revenue bonds in the municipal markets.
<b>Budget</b>	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.

<b>Budget Calendar</b>	Refers to a schedule of key dates for specific milestones in the preparation and approval of a budget.
<b>Budget Document</b>	Refers to the official written statement and the supporting numbers prepared by the financial staff for presentation for approval by the Board.
<b>Budget Message</b>	Refers to the general discussion of the budget document presented in writing as an overview, usually by the head of the organization.
<b>BudStat</b>	Monthly meeting to discuss status of Operations' financials and procurements by office with senior leadership across Operations, Procurement and Finance departments.
<b>Bus Shelter</b>	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.
<b>Bus Stop</b>	Refers to a stop indicated by a sign for riders to wait for the bus.
<b>Canopy</b>	The roof-type structure above Metrorail station entrances or above bus stations/terminals use to protect the entryway or customers from inclement weather.
<b>Capital Assets</b>	Assets of a material value that have a useful life of more than one year. Also called fixed assets.
<b>Capital Budget</b>	The portion of the budget that provides for the funding of improvements, projects and major equipment purchases.
<b>Capital Improvement Program</b>	The six-year plan of capital projects to be completed by Metro.
<b>Cash Basis</b>	Basis of Accounting whereby revenue and expense are recorded on the books of account when received and paid, respectively, without regard to the period in which they are incurred.
<b>Compact</b>	Refers to interstate compact creating WMATA; this is a special type of contract or agreement between the three jurisdictions within which the organization operates.
<b>Contingency Funds</b>	Operating and capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.

<b>Coronavirus</b> <b>(Also see Covid-19)</b>	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.
<b>Coronavirus Aid, Relief, and Economic Security Act (CARES)</b>	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.
<b>Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA)</b>	A law which provided supplemental appropriations for Covid-19 relief which included \$14 billion allocated to support the transit industry.
<b>Cost Allocation</b>	Refers to a process by which indirect or common costs are distributed to multiple cost objects (i.e., 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.
<b>Covid-19</b> <b>(Also see Coronavirus)</b>	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) and 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.
<b>DC Circulator</b>	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.
<b>Deadhead</b>	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.
<b>Deficit</b>	Refers to an excess of Liabilities over Assets or Expenses over Revenue.
<b>Department</b>	A major organizational unit that has overall responsibility for an operation or a group of operations within a functional area.
<b>Development and Evaluation</b>	An initial investment into the planning, development and evaluation of potential or proposed capital projects to determine if a project is viable and should be pursued.
<b>Division</b>	Refers to a garage and yard facility where buses are stored, maintained, and dispatched into service.

<b>Electronic Health Record</b>	Digital version of a patient’s health record implemented to enhance availability and security.
<b>Enterprise Fund</b>	Refers to the sole fund for Metro with income sources classified as passenger fares and parking fees, federal funds, state and local funds, dedicated funding, business revenues, other sources and debt.
<b>Enterprise Resource Planning</b>	Software solution used by organizations to manage daily business functions such as human capital, payroll, enterprise learning management, procurement, financial management and reporting.
<b>Fairfax Connector</b>	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.
<b>Fare box recovery ratio</b>	Refers to the ratio of passenger fares (including inter-agency agreements related to fares) to total operating costs.
<b>Farecard</b>	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).
<b>Fare Evasion</b>	When an individual uses transit or attempts to do so without paying the posted fare.
<b>Four-point Securement System</b>	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.
<b>Head Sign</b>	Refers to the sign above the front windshield of a bus describing the line number or letter, its line name, and destination.
<b>Headway (Frequency)</b>	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.
<b>In-fill Station</b>	A Metrorail station built between two existing stations after the stations on either side are already in use.
<b>Kiss and Ride</b>	Refers to an area within a station where commuters are driven by private car and dropped off to board Metrobus or Metrorail.
<b>Kneeling Bus (Also see Passenger Lift)</b>	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.

<b>Layover Time</b> <b>(Also known as Spot Time)</b>	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.
<b>Liability</b>	A debt or legal obligation arising from transactions in the past which must be liquidated, renewed or refunded at a future date.
<b>Metro Lift</b>	An income-qualified reduced fare program that offers a 50 percent discount on Metrobus and Metrorail trips for customers in D.C., Maryland, and Virginia who qualify for the Supplemental Nutritional Assistance Program.
<b>Mezzanine</b>	The area of a Metrorail station near the entrance level that contains the faregate, fare vendors and kiosk.
<b>Modified Accrual Basis</b>	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.
<b>NextBus</b>	Refers to the application that uses satellite technology for Metrobus locations to track the arrival times for bus operators and customers.
<b>Office</b>	An organizational unit that falls under the structure of a department.
<b>Paratransit</b>	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.
<b>Park and Ride</b>	Refers to the parking facility available for riders at Metrorail stations.
<b>Passenger Lift</b> <b>(Also see Kneeling Bus)</b>	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.
<b>Peak Service</b>	Refers to weekday a.m. and p.m. service during commute hours that carries a maximum number of passengers.
<b>Personnel Expenses</b>	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.

<b>Platform Hours</b>	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.
<b>Programmed Reader</b>	A machine that is attached to the fare gate/fare box where magnetic fare media can be read on Metrorail and Metrobus.
<b>Revenue</b>	An increase in fund assets from operational activity such as passenger fares, parking and advertising.
<b>Revenue Bonds</b>	A bond on which debt service is payable solely from a restricted revenue source.
<b>Revenue Hours (Also known as Revenue Service)</b>	Refers to all scheduled time bus/rail spends serving passengers, which can also be defined as platform hours minus deadhead and layover time.
<b>Revenue Passengers</b>	Refers to passengers who enter the system through the payment of a fare.
<b>Revenue trip (Also see Linked/Unlinked Trip)</b>	Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and/or any other means of payment.
<b>Ride-On</b>	Refers to Montgomery County regional bus transit system.
<b>Safety Management System</b>	Systematic way to continuously identify and monitor hazards, control risks, and assure of effective risk controls
<b>Slinky bus</b>	Refers to a nickname used by passengers for an articulated bus.
<b>SmartStudent Pass</b>	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.
<b>SmarTrip®</b>	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.
<b>Strategic Buses</b>	Refers to spare buses available for service in the event that a bus in route is taken out of service.
<b>Strategic Transformation Plan</b>	Refers to Metro's guiding document adopted in February 2023, <i>Your Metro, The Way Forward</i> , describing Metro's strategy and actions for the next five-plus years

<b>Subsidy</b>	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.
<b>TheBus</b>	Prince George’s County, Maryland’s local bus service.
<b>Transit Advertising</b>	Refers to ads posted on the exterior and interior of buses and rail cars.
<b>Trippler</b>	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.
<b>Trunk Line</b>	A route operating along a major corridor that carries a large number of passengers and operates at headway frequencies of 15 minutes or less.
<b>Unlinked Passenger Trip</b>	Unlinked passenger trips count each boarding as a separate trip.
<b>Wayfinding</b>	Methods by which people orient themselves in physical space and navigate from place to place.

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# Appendix L – Glossary of Acronyms and Abbreviations

## A

AAC	Accessibility Advisory Committee
AC	Alternating Current
ACFR	Annual Comprehensive Financial Report
ACS	American Community Survey
ACS	Authorized Construction Site
ACSO	Assistant Chief Safety Officers
ADA	Americans with Disabilities Act
ADO	Automatic Door Operations
AFC	Automatic Fare Collection
AIG	Association of Inspectors General
APC	Automatic Passenger Counter
APTA	American Public Transportation Association
ARPA	The American Rescue Plan Act of 2021
ART	Arlington Transit
ATO	Automatic Train Operation
ATOC	Adjacent and Task Order Construction
ATS	Applicant Tracking System
AWIS	Automatic Wayside Inspection System
AWP	Annual Work Plan

## B

B2G	Back2Good
BEB	Battery-Electric Bus
BLS	Bureau of Labor Statistics
BRT	Bus Rapid Transit

## C

CAD	Computer Aided Design
CAFR	Comprehensive Annual Financial Report
CAIC	Centralized Absence Intake Center
CAP	Corrective Action Plan

CAPS	Coordinated Alternatives to Paratransit Services
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBA	Collective Bargaining Agreement
CBT	Computer Based Training
CBTC	Computer Based Train Control
CCTV	Closed-Circuit Television
CES	Bureau of Labor Statistics' Current Employment Statistics
CENV	Chief Engineer Vehicles
CFA	Capital Funding Agreement
CHG	Compressed Hydrogen Gas
CIP	Capital Improvement Program
CJIS	Criminal Justice Information Systems
CLRP	Constrained Long-Range Plan
CMAQ	Congestion Mitigation and Air Quality
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
CoMET	Community of Metros
COMTO	Conference of Minority Transportation Officials
Covid-19	See <i>Covid-19</i> or <i>Coronavirus</i> , Appendix J
CPAC	Capital Program Advisory Committee
CPI-W	Consumer Price Index for Urban Wage Earners and Clerical Workers
CRCS	Comprehensive Radio Communications System
CTF	Carmen Turner Facility
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act of 2021
<b>D</b>	
D&E	Development and Evaluation
DAC	Drug & Alcohol Compliance
D/B	Design/Build
D/B/B	Design/Bid/Build
DBE	Disadvantaged Business Enterprise
DCCPD	Washington D.C. Commission on Persons with Disabilities
DCPS	District of Columbia Public Schools
DDOT	District Department of Transportation

DHS	Department of Homeland Security
DOE	Department of Energy
DOT	Department of Transportation
DPS	Drainage Pumping Station
<b>E</b>	
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
EHR	Electronic Health Record
EMT	Executive Management Team
ERG	Employee Resource Group
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESS	Electronic Safety and Security System
EVP	Executive Vice President
<b>F</b>	
F/O	Fiber Optic
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FIA	Fire Industry Association
FMLA	Family Medical Leave Act
FTA	Federal Transit Administration
FTE	Full Time Equivalent (used for headcount calculations)
FY	Fiscal Year
<b>G</b>	
GAAP	Generally Accepted Accounting Principles
GAO	Government Accountability Office
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information System
GM/CEO	General Manager and Chief Executive Officer
GMP	Guaranteed Maximum Price
GSA	General Services Administration
<b>H</b>	

HEDS	Hybrid Enterprise Document Management System
HEOP	Heavy Equipment Overhaul Program
HSA	Human Services Agencies
HSANV	Health Systems Agency of Northern Virginia
HVAC	Heating, Ventilation, And Air Conditioning
<b>I</b>	
iCAPA	Internal Corrective & Preventative Action
ICE	Independent Cost Estimate
IDIQ	Indefinite Delivery/Indefinite Quantity
IFC	Issued for Construction
IIoT	Industrial Internet of Things
IIJA	Infrastructure Investment and Jobs Act
IMS	Integrated Master Schedule
IRP	Infrastructure Renewal Program
IT	Information Technology
<b>J</b>	
JCC	Joint Coordinating Committee
JDA	Joint Development Agreement
JGB	Jackson Graham Building
<b>K</b>	
KMSRA	Keeping Metro Safe, Reliable and Affordable
KPI	Key Performance Indicator
<b>L</b>	
LEED	Leadership in Energy and Environmental Design
LEP	Limited English Proficiency
LPA	Locally Preferred Alternative
<b>M</b>	
MAP-21	Moving Ahead for Progress in the 21st Century Act
MBE	Minority Business Enterprise
MDBD	Mean Distance Between Delays
MDBF	Mean Distance Between Failures
MDOT	Maryland Department of Transportation
MEAD	Metro Electronic Action Document
METRO	Washington Metropolitan Area Transit Authority

MICC	Metro Integrated Command and Communications
MOD	(Contract) Modification
MPO	Metropolitan Planning Organization
MSRPH	Metrorail Safety Rules Procedures Handbook
MTA	Maryland Transit Administration
MTPD	Metro Transit Police Department
MWAA	Metropolitan Washington Airports Authority
MWCOG	Metropolitan Washington Council of Governments
<b>N</b>	
NARCAN	Naloxone
NEDCTP	National Explosive Detection Canine Team Program
NEPA	National Environmental Policy Act
NFPA	National Fire Protection Association
NIST/DISA STIG	National Institute of Standards and Technology/Defense Information Systems Agency Security Technical Implementation Guide
NRF	Non-Revenue Fleet
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
<b>O</b>	
ODC	Owner/Developer/Contractor
OSHA	Occupational Safety & Health Administration
OTP	On-Time Performance
<b>P</b>	
P/I	Policy Instruction
PARP	Public Access to Records Policy
PCO	Pending (or proposed) Change Order
PDAS	Power Desk Assistant Superintendents
PDC	Power Desk Controllers
PLC	Pneumatic Logic Control
PM	Project Manager
PMO	Project Management Office

PLC	Pneumatic Logic Control
PPE	Personal Protective Equipment
PRIIA	Passenger Rail Investment and Improvement Act
PTASP	Public Transit Agency Safety Plan
<b>Q</b>	
QA	Quality Assurance
QMSP	Quality Management System Plan
<b>R</b>	
RAC	Riders' Advisory Council
RFP	Request for Proposal
RNOC	Radio Network Operations Center
ROW	Right of Way
RPO	Recruitment Process Outsourcing
RTC	Rail Traffic Controller
RTU	Remote Terminal Unit
<b>S</b>	
SaaS	Software as a Service
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SAL	Station Ahead List
SET	WMATA's Senior Executive Team
S&I	Service and Inspection
SMP	Scheduled Maintenance Program
SMS	Safety Management System
SMS	Safety Measurement System
SNAP	Supplemental Nutrition Assistance Program
SOC	Station Operator's Console
SOP	Standard Operating Procedure
SOS	Scope of Service
SOW	Scope of Work
SSOA	State Safety Oversight Agency
STP	Strategic Transformation Plan
SWAA	Survey of Working Arrangements and Attitudes
<b>T</b>	
TC	Train Control

TIFIA	Transportation Infrastructure Finance and Innovation Act
TIP	Transportation Improvement Program
TOC	Tristate Oversight Committee
TOD	Transit-Oriented Development
TPB	The National Capital Region Transportation Planning Board
TPSS	Traction Power Substation
TRPM	Traction-Power-Maintenance
TSA	Transportation Security Administration
TSGP	Transit Security Grant Program
TSI	Transportation Safety Institute
TSP	Transit Signal Priority
TWU	Tenants and Workers United
<b>U</b>	
UPS	Unit Price Schedule
USB	Universal Serial Bus
USDOT	United States Department of Transportation
USPS	United States Postal Service
<b>V</b>	
VMI	Vendor Managed Inventory
VP	Vice President
VPN	Virtual Private Network
VRE	Virginia Railway Express
<b>W</b>	
WID	World Institute on Disability
WMATA	Washington Metropolitan Area Transit Authority
WMSC	Washington Metrorail Safety Commission
WTS	Women's Transportation Seminar International
<b>X</b>	
<b>Y</b>	
YE	Year End
<b>Z</b>	

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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 7<sup>th</sup> Streets. To reach Metro headquarters by Metrobus, use routes 52 or 74.

## By website:

<http://www.wmata.com>

## By telephone:

### Metro Information

202-637-7000 (TTY 202-962-2033)

Metrobus and rail schedules, fares, parking, Bike 'N Ride program, and more

Weekdays: 7:00 a.m. to 8:00 p.m.

Saturday and Sunday: 8:00 a.m. to 8:00 p.m.

### Customer Relations

202-637-1328

Suggestions, commendations, comments

Weekdays: 8:30 a.m. to 5:00 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)