

FY2023 PROPOSED BUDGET

EFFECTIVE JULY 1, 2022



REIMAGINE, RENEW, RECOVER



METRO *AT A GLANCE*



3rd
BUSIEST RAIL
TRANSIT SYSTEM;

6th
BUSIEST BUS NETWORK
IN THE U.S.



*TOTAL
BUDGET* **\$4.8B**

*OPERATING
BUDGET* **\$2.4B**

*CAPITAL
BUDGET* **\$2.4B**

1,278
ACTIVE FLEET



108,502
SCHEDULED
REVENUE MILES
in thousands

METRORAIL

1,572
ACTIVE FLEET



38,220
SCHEDULED
REVENUE MILES
in thousands

METROBUS

759
ACTIVE FLEET



27,196
SCHEDULED
REVENUE MILES
in thousands

METROACCESS

130 MILES OF RAIL

19
MILES



AERIAL

60
MILES



SURFACE

51
MILES



SUBWAY

40
STATIONS



DC

26
STATIONS



MD

32 *with 7 new stations*
STATIONS



VA

98 RAIL STATIONS

Rail stations and miles of rail include 7 new stations under construction with planned openings in 2022: Silver Line Phase 2 and Potomac Yard.



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General Manager and Chief Executive Officer's Message



While the Covid-19 pandemic continues to impact the transit industry and the communities we serve, Metro is working hard to restore and improve service on Metrobus and Metrorail, and to attract and welcome back riders with special fare offerings. Underlying all of these efforts is a commitment to provide a safe travel experience through deep cleaning and new air filtration systems on buses and trains, as well as ensuring that riders can make informed travel decisions.

The FY2023 Proposed Budget totals \$4.8 billion, including \$2.4 billion for operations and \$2.4 billion for capital investments. Federal Covid-19 relief funding of \$716 million will play a critical part in our ability to continue to deliver bus, rail and paratransit services while ridership and fare revenues gradually recover.

To promote ridership, the proposal continues the popular changes introduced during FY2022 including the \$2 bus/rail transfer discount, \$2 weekend flat fare on rail, and \$12 7-day regional bus pass. The proposal also includes the additional options of a \$2 late-night rail fare, discounted passes that are priced for riders who may no longer be commuting five days a week, and an add value bonus that rewards customers for loading funds to their SmarTrip card. Moreover, frequent all-day service will continue to be provided seven days a week.

Throughout this pandemic, Metro has aggressively implemented its Capital Improvement Program (CIP), investing over \$1.8 billion in capital projects in FY2021. The proposed FY2023 Capital Budget of \$2.4 billion and six-year Capital Improvement Program of \$14 billion advance investments in projects and programs that support safe, reliable, and efficient Metro services. Capital investments are made in six categories: Railcars and Railcar Facilities; Rail Systems; Track and Structures Rehabilitation; Stations and Passenger Facilities; Bus, Bus Facilities, and Paratransit; and Operations and Business Support.

Over the past four years, Metro's capital program has grown to be one of the largest in the U.S. transit industry. Metro has invested more than \$6.3 billion through the capital program, and capital delivery has improved, with FY2021's investment exceeding any single previous year's investment. Reliability has also improved, with a recent report finding that three years after the National Capital Region provided Metro with dedicated capital funding, Metrorail has provided substantially safer and more reliable service along with dramatically fewer train delays. Sustained focus on completing projects started as part of the FY2022 budget and proposed through FY2031 will reduce the backlog of unfunded capital needs to \$1.2 billion, so long as Metro continues to maintain assets that have achieved a state of good repair, as planned.

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

Sincerely,

Paul J. Wiedefeld
General Manager and
Chief Executive Officer

Short-Term Priorities

Enhancing Equity

Discounted Fares to Support Recovery

Continue Management Efficiencies

Long-Term Priorities

Safety

Reliability

Affordability



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

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

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

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Board of Directors

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



Paul C. Smedberg, Chair – Commonwealth of Virginia

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



Lucinda Babers, 1st Vice Chair – District of Columbia

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



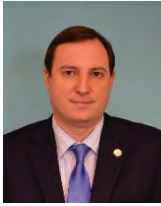
Gregory Slater, 2nd Vice Chair – State of Maryland

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



Sarah Kline – Federal Government

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



Matt Letourneau – Commonwealth of Virginia

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



Tracy Hadden Loh – District of Columbia

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



Don Drummer – State of Maryland

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



Kamilah Martin Proctor – Federal Government

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



Canek Aguirre – Commonwealth of Virginia

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



Christopher Zappi – State of Maryland

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



Bryna Helfer – Federal Government

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



Walter L. Alcorn – Commonwealth of Virginia

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



Thomas Graham – State of Maryland

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

Chapter 1 – Budget Summary



BUDGET \$4.8B		RIDERSHIP 166.6M			FUNDING \$4.8B		
Total		Total			Total		
					\$2,198.0M	\$1,207.2M	
					State & Local	Federal	
\$2.4B	\$2.4B	85.9M	79.3M	1.4M	\$949.3M	\$374.6M	\$64.4M
Operating	Capital	Rail	Bus	Access	Debt	Revenue	Reimbursable

Executive Summary

Metro is committed to improving the safety, reliability, and affordability of the transit system by substantially improving its assets and providing a dependable and equitable transit experience for the communities we serve.

The FY2023 Proposed Budget continues to support the region's recovery from the Covid-19 pandemic by building on important steps that Metro took in FY2021 and FY2022 to restore service. Since September 2021, Metro's service has operated at or near pre-pandemic levels with improvements in FY2022 that provide more service, later hours and more convenient fare options.

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

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

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

Prior to the pandemic, ridership had stabilized and recovered to approximately 300 million trips per year. At the onset of the pandemic in March 2020, ridership and revenue declined approximately 90 percent. The FY2023 total ridership is forecast to be 166.6 million trips or 53 percent of pre-Covid-19 levels.

Although Metro is optimistic that transit ridership will rebound in the long run, the FY2023 Proposed Budget assumes ridership and revenue recovery will remain below pre-pandemic levels in the near term.

The FY2023 Proposed Budget is funded with \$374.6 million of projected operating revenues (excluding federal support), 78 percent of which is supported by fare revenue, and the remainder from non-fare revenues such as parking fees and advertising revenues. The FY2023 operating revenue projection, excluding federal relief, is \$146.6 million more or a 64.3 percent increase from FY2022. Total operating revenue for FY2023 is \$1,090.3 million including federal relief of \$715.8 million. This is \$99.8 million more or a 10.1 percent increase from FY2022.

The \$12.4 billion FY2023-2028 CIP planned investments focus on enhanced system safety, state of good repair (SOGR), reliability, security, and customer experience improvements with \$2.3 billion approved for investment in FY2023. The CIP includes one year of Passenger Rail Investment and Improvement Act (PRIIA) funding, which has been approved for Federal Fiscal Year 2022 but does not extend beyond WMATA's FY2023. Federal financial support is critical for funding Metro's capital investment.

Despite the anticipated impact of Covid-19 on the FY2023 Proposed Budget, Metro continues to look toward the future and focus on services and initiatives that will support the region's long-term livability and economic growth.



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

Operating Budget

The FY2023 Proposed Operating Budget total of \$2.4 billion includes debt service. This represents a 9 percent increase from the amended FY2022 Budget. The proposed operating budget upholds Metro's commitment to safety, reliability and affordability and maintains its mission as an essential transportation provider to the region. Specifically, the proposed operation budget:

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

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

- \$2 Late night rail fare one-way trips beginning at 9:30 pm
- Monthly discount to passes reduce the price from \$72-\$216 to \$64-\$192
- Discount 7-day unlimited passes by fifty percent reducing the price from \$58 to \$29
- Add value bonus rewards of \$5 for every \$25 placed on a SmartTrip card

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

Metro is committed to providing equitable transportation to meet the region's needs. The budget includes \$20 million of equity initiatives throughout the system.

The Base Budget

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

In FY2023, personnel and non-personnel costs are projected to increase. As a result, personnel costs will represent 68 percent of Metro's total Operating Budget as compared to 67 percent of the FY2022 Budget. The FY2023 Budget supports 12,931 positions funded by the Operating and Capital Budgets.

Total non-personnel costs will increase by \$50.9 million, or 7.4 percent, driven primarily by reinstating and improving service over FY2022 levels.

Since FY2018, management actions have included expense reduction and revenue generating initiatives resulting in savings of \$294 million. The Proposed Budget includes \$5 million of additional expense reductions through management efficiencies including improving labor utilization and process and program modernization.

Legislative Exclusions

Legislatively excluded costs are mandated costs Metro incurs that are excluded from the base budget and not subject to the three percent subsidy growth cap imposed by the Commonwealth of Virginia and State of Maryland as part of the dedicated funding legislation. In FY2023, subsidy for legislatively excluded items total \$49.0 million and will fund operations for a Board approved capital projects, safety mandates, and additional costs of insourcing labor agreed upon by the Board.



Metrobus near Pennsylvania Ave pocket park

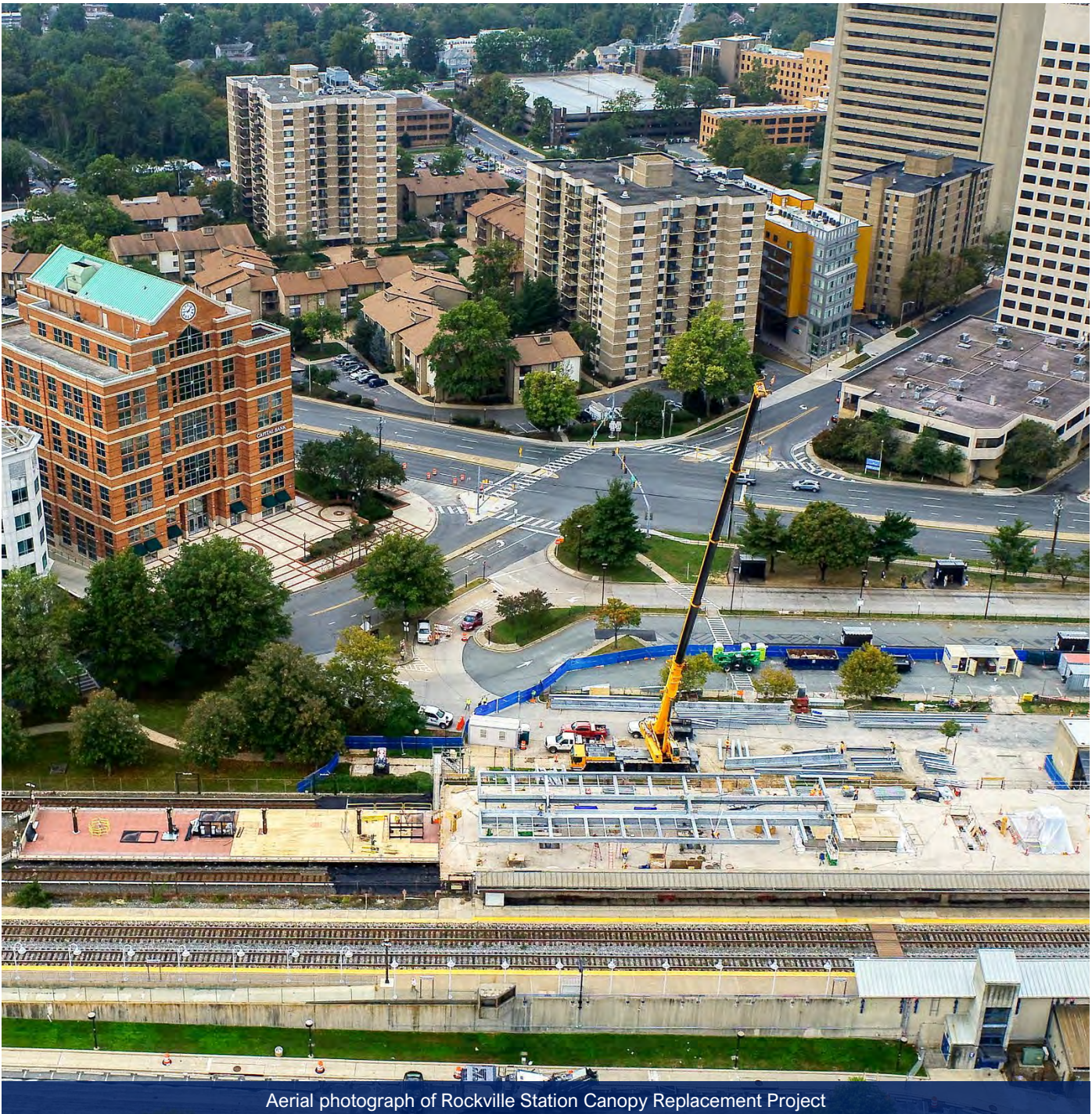
Capital Budget

The \$2.4 billion FY2023 Capital Budget including debt service and revenue loss from capital projects and \$14.0 billion FY2023-2028 CIP focus Metro's capital investment on safety, state of good repair, and reliability of Metrorail, Metrobus, and MetroAccess assets.

Metro's CIP is grouped into six major investment categories: Railcars and Railcar Facilities; Rail Systems;

Track & Structures Rehabilitation; Stations & Passenger Facilities; Bus, Bus Facilities & Paratransit; and 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/



Aerial photograph of Rockville Station Canopy Replacement Project

FY2023 Sources of Funds

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

State and local funding of \$2.2 billion supports both the operating and capital budgets delineated as follows:

- The jurisdictional operating contribution of \$1.26 billion includes \$1.2 billion of net operating subsidy and \$72.2 million of debt service contributions
- State and local funding of \$933.9 million supporting the capital program consists of the following funding sources:
 - \$500 million of dedicated funding
 - \$284.7 million in federal match and system performance funds
 - \$148.5 million in state and local match to federal PRIIA grants
 - \$0.6 million in Congestion Mitigation and Air Quality (CMAQ) grants

System generated revenues derived from Metrorail, Metrobus and MetroAccess support the operating budget and total \$374.6 million including:

- Passenger fares of \$293.1 million

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

Federal funding of \$1.2 billion consists of \$715.8 million in federal relief for the operating budget and \$491.5 million of support for the capital program:

- \$148.5 million in PRIIA funding
- \$343.0 million in Federal Transit Administration (FTA) formula grants and other federal grants
- \$715.8 million from the American Rescue Plan Act (ARPA) to offset the revenue losses and fund additional expenses incurred due to the ongoing pandemic

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

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

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

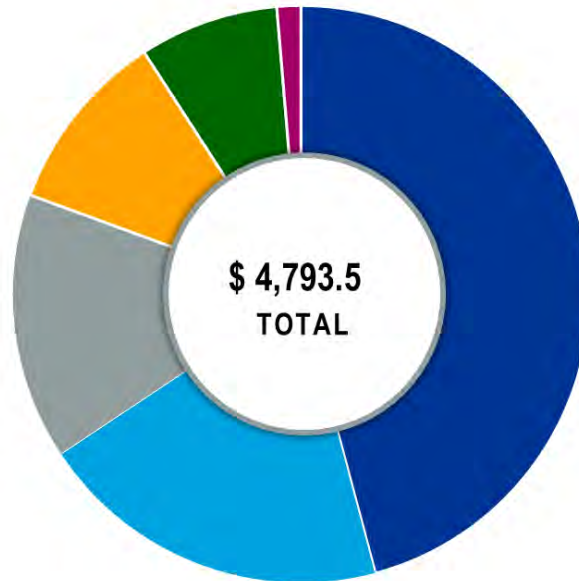


Mural at newly rehabilitated historic Colorado Ave Bus Terminal

SOURCES OF FUNDS – SUMMARY

(\$ in millions)

\$ 64.4	(1.3%)
REIMBURSABLE	
\$ 374.6	(7.8%)
REVENUE	
\$ 491.5	(10.3%)
FEDERAL CAPITAL	
\$ 715.8	(14.9%)
FEDERAL RELIEF¹	
\$ 949.3	(19.8%)
DEBT²	
\$ 2,198.0	(45.9%)
STATE & LOCAL FUNDS	



1. Includes ARPA
2. Dedicated funding debt proceeds

SUMMARY OF FUNDS BY SOURCE

<i>(Dollars in Millions)</i>		FY2022 Budget	FY2023 Budget	\$ Change	% Change
OPERATING	Passenger Fares	\$159.5	\$293.1	\$133.6	83.7%
	Non Passenger Revenue	68.4	81.5	13.0	19.1%
	State and Local Funds	1,109.7	1,191.9	82.2	7.4%
	Reimbursable Funds	6.0	14.4	8.5	142.4%
	Federal Relief ¹	762.6	715.8	(46.8)	(6.1%)
	Subtotal	\$2,106.1	\$2,296.7	\$190.5	9.0%
	Contributions for Debt Service	\$72.2	\$72.2	0.0	0.0%
Subtotal Including Debt Service	\$2,178.3	\$2,368.8	\$190.6	8.7%	
CAPITAL	Federal Formula/Other Grants	\$340.4	\$343.0	\$2.6	0.8%
	Federal Dedicated Funds (PRIIA)	148.5	148.5	-	-
	State and Local Funds ²	425.9	433.9	7.9	1.9%
	Dedicated Funding	500.0	500.0	-	-
	Reimbursable Funds	169.5	50.0	(119.6)	(70.5%)
	Debt Strategy/Other Debt ³	1,023.5	949.3	(74.1)	(7.2%)
Subtotal	\$2,607.9	\$2,424.7	(\$183.2)	(7.0%)	
Grand Total⁴	\$4,786.1	\$4,793.5	\$7.4	0.2%	

1. Includes CARES Act, CRRSAA, and ARPA

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

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

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

Ridership and Revenue



Metrorail riders using mobile pay at station faregates

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

FY2023 operating revenue budget remains lower than pre-pandemic levels, but federal relief funding will enable Metro to continue to operate service at or near pre-pandemic levels. The budget includes \$715.8 million in federal relief funding to offset anticipated revenue losses and fund additional expenses incurred due to the pandemic. The FY2023 Proposed Budget projects \$374.6 million in directly generated revenue, which reflects fare reductions approved to take effect during FY2023. This represents a 64.3 percent increase from FY2022.

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

Passenger fares of \$293.1 million make up 78.3 percent of the operating revenue budget, excluding federal funding. Passenger revenue is estimated to be \$133.6 million more than FY2022. Non-passenger business revenues from parking, advertising, joint development, and fiber optic leases are projected to be \$58.8 million while other non-transit revenues total \$22.7 million. Non-passenger revenues are expected to be \$13.0 million higher than FY2022.

Total ridership is projected at 166.6 million trips, 53 percent of pre-pandemic levels, of which 52 percent of trips occur on Metrorail, 48 percent on Metrobus and the remainder on MetroAccess.

Ridership

RIDERSHIP BY SERVICE

(Trips in Thousands)	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	Change	% Change
Metrorail	132,574	28,157	37,089	85,875	48,785	131.5%
Metrobus ¹	96,254	52,097	66,633	79,269	12,635	19.0%
MetroAccess	1,795	1,065	1,268	1,415	147	11.6%
Total Ridership²	230,623	81,318	104,990	166,558	61,568	58.6%

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

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

Metrorail

Metrorail anticipates 85.9 million total riders in FY2023 which represents a 132 percent increase from FY2022 budget ridership levels as more workers are projected to return to their offices. Prior to the pandemic, Metro had experienced a stabilization in ridership after several years of steady decline. Although Metrobus carried more riders than Metrorail during most of the pandemic, in FY2023 Metrorail is expected to carry more riders than Metrobus. Since Metrorail has a higher average fare than Metrobus, the anticipated increase of trips on Metrorail has a significant impact on total passenger revenue.

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

Although the pandemic has significantly impacted Metrorail, capital improvements have continued. The Platform Improvement Project, a multi-year campaign to rebuild platforms at 20 of Metro’s 45 outdoor stations, will continue in FY2023 with rehabilitation of three platforms on the Orange Line. These station improvement projects are essential to the maintenance and rehabilitation of the system to ensure riders’ long-term safety.

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

These include:

- A strong majority of rail customers have said they would feel safe after they are vaccinated

- Peak period ridership is unlikely to immediately recover due to growth of telework and split work weeks



Metrobus

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

Metrobus ridership is based on data collected using Automatic Passenger Counters (APCs), which the transit industry considers a more accurate means of recording ridership than data acquired through the farebox. Accordingly, starting with FY2020, bus ridership is reported using APC figures unless otherwise noted. Metrobus ended FY2019 under budget forecasts by 2.9 million trips, or 3.3 percent. Ridership in FY2020 was even lower, under budget by 32.1 million trips, or 25.0 percent, due to both the downward trend and significant impacts of the pandemic. In FY2021, ridership exceeded budget by 27.4 million trips or 111.4 percent as Metrobus ridership was greater than Metrorail.

MetroAccess

MetroAccess is a shared-ride, door-to-door, paratransit service for people whose disability prevents them from using Metrobus or Metrorail. MetroAccess is projected to provide 1.4 million trips in FY2023, or 0.1 million trips

higher than FY2022 budget. Metro's ridership decline extended to MetroAccess resulting from the pandemic. As with Metrorail and Metrobus ridership forecasts, MetroAccess ridership is expected to return as the region moves toward the Resiliency Phase of the Recovery Plan.

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

- Increased efforts in providing shared-ride, fixed route equivalent service, thus transporting more passengers in a single vehicle
- Increased the number of subsidized alternative services available to MetroAccess customers. There are now 11 transportation companies available to MetroAccess customers as an alternative to ADA paratransit service

Nearly 59 percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 28 percent in Washington D.C., and the remaining 12 percent of the trips in combined Virginia jurisdictions.



Metrobus riders wearing face coverings

Passenger Revenue

The FY2023 Proposed Budget includes several fare decreases that make taking Metro more affordable and convenient. The Metro Board may consider additional changes to support ridership recovery.



Nationals fans at Metrorail fare vending machines

OPERATING REVENUE

<i>(Dollars in Millions)</i>	FY2020 Actual	FY2021 Actual	FY2022 Budget ²	FY2023 Budget ²	\$ Change	% Change
Metrorail	\$394.8	\$77.3	\$97.9	\$230.4	\$132.4	135.2%
Metrobus	83.5	20.4	56.9	57.5	0.6	1.1%
MetroAccess	6.7	4.4	4.7	5.2	0.5	11.6%
Passenger Revenue Subtotal	\$485.0	\$102.0	\$159.5	\$293.1	\$133.6	83.7%
Non-Passenger Revenue ¹	\$95.8	\$64.5	\$68.4	\$81.5	\$13.0	19.1%
Total Revenue²	\$580.8	\$166.6	\$227.9	\$374.6	\$146.6	64.3%
Federal Relief ³	221.0	704.7	762.6	715.8	(46.8)	(6.1%)
Total	\$801.7	\$871.2	\$990.5	\$1,090.3	\$99.8	10.1%

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

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

3. Includes CARES Act, CRSSAA, and ARPA

Metrorail

Metrorail passenger revenue is budgeted at \$230.4 million for FY2023, a 135.2 percent increase or \$132.4 million above the FY2022 budget. This assumes a gradual recovery of Metrorail ridership throughout FY2023.

Metro's budget also includes up to \$12.0 million as a rail fare revenue offset for closing stations for major capital improvement projects similar in scope to the Platform Improvement Project.

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

Metrobus

Metrobus passenger revenue for the FY2023 Budget is \$57.5 million, an increase of \$0.6 million over FY2022. Though not as hard hit as Metrorail, slow recovery of Metrobus ridership is expected to continue throughout FY2023. The budget accounts for ridership that is below pre-pandemic levels particularly among full fare riders due to significant growth in the fare evasion rate and customers shifting to passes.

MetroAccess

MetroAccess passenger revenue for FY2023 is \$5.2 million, or \$0.5 million more than in FY2022.

Passes

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

The following details new fare or pass offerings for FY2023:

- \$2 Late Night Rail Fare: To support late-night workers and the late-night economy, Metrorail fares would be a flat \$2 for one-way trips beginning at

9:30 pm until close consistent with service levels during that time period. This benefits late-night workers and encourages use of the system during less busy hours. This is expected to reduce revenue by \$1.0 million

- Discount Monthly Passes: Monthly pass products would be discounted to make their pricing more attractive to workers who are commuting to their physical offices four days or more per week. This would reduce the price range from \$72-\$216 to \$64-\$192 depending on the distance selected. This will reduce revenue by \$1.7 million
- Discount 7-Day Unlimited Passes: The 7-Day unlimited pass would be discounted to make its pricing attractive to workers who may not be travelling on consecutive days. The fifty percent discount from \$58 to \$29 provides significant value to riders who may be riding 3 or more days during the 7-day pass validity. The impact on revenue will be a decrease of \$0.3 million for a six-month promotion
- Add Value Bonus: The add value bonus rewards customers when they add funds to their SmarTrip card. For every \$25 placed on a SmartTrip card, an additional \$5 will be added to the card. The bonus may induce ridership and appeal to customers with irregular work schedules. The revenue reduction is estimated at \$7.9 million for a six-month promotion



MetroAccess driver loading a wheelchair into a new hybrid MetroAccess sedan

Non-Passenger Revenue

Parking

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

In FY2023, all Metrorail stations scheduled to close for platform repairs have parking facilities. As a result, Metro is projecting a revenue loss of \$150,000 during the station closures.

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

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

Advertising

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

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

Joint Development

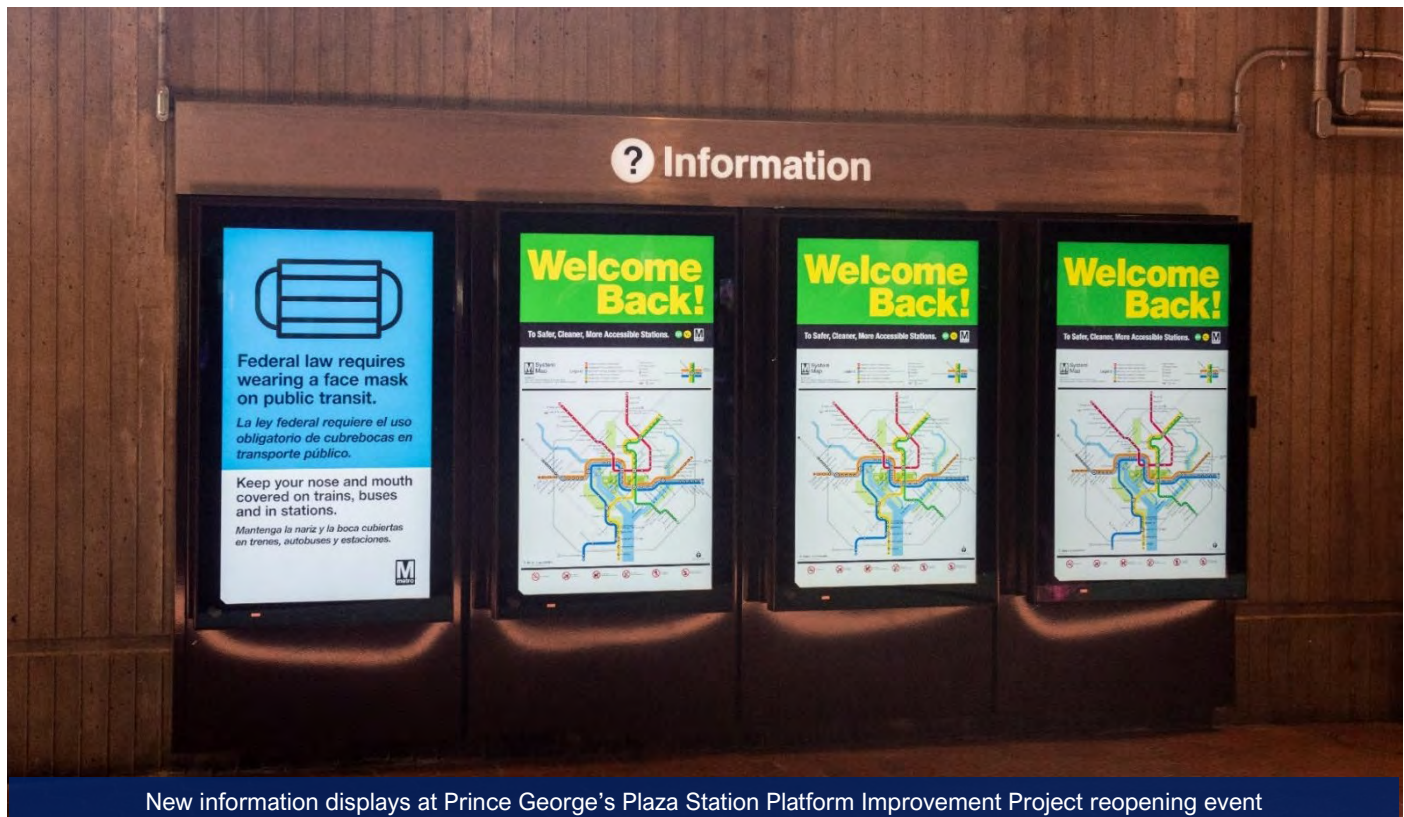
Joint development revenues are estimated to reach \$9.6 million, a decrease of \$5.0 million from FY2022. This growth is driven by decreasing ground lease payments to reflect market value and Metro property sales. Generally, joint development revenue decreases during periods of economic growth as ground leases increase in value and as areas walkable to Metrorail stations develop.

Fiber Optics

The Metro Fiber Optic Program, initiated in September 1986, allows for the installation, operation, and maintenance of fiber optic cables in Metro's right-of-way. Under these lease agreements, Metro receives revenue from telecommunications companies as well as fiber optic lines for its own use. For FY2023, the fiber optic revenue budget is \$13.9 million.

Other Revenue

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



OPERATING BUDGET REVENUES

		FY2020	FY2021	FY2022	FY2023		
<i>(Dollars in Thousands)</i>		Actual	Actual	Budget	Budget	\$ Change	% Change
METROBUS	Passenger	\$83,516	\$20,367	\$56,903	\$57,536	\$633	1.1%
	Parking	-	-	-	-	-	-
	Advertising	9,124	8,554	692	3,456	2,764	399.4%
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	4,202	5,660	2,442	2,287	(155)	(6.4%)
	Metrobus Revenue Subtotal	\$96,843	\$34,581	\$60,037	\$63,279	\$3,242	5.4%
	Federal Relief ¹	83,447	247,857	126,759	122,832	(3,927)	(3.1%)
Metrobus Subtotal	\$180,290	\$282,438	\$186,796	\$186,111	(\$685)	(0.4%)	
METRORAIL	Passenger	\$394,786	\$77,256	\$97,949	\$230,364	\$132,415	135.2%
	Parking	32,071	3,895	11,030	21,232	10,202	92.5%
	Advertising	16,823	5,679	2,111	10,544	8,433	399.4%
	Joint Development	9,279	9,157	14,644	9,644	(5,000)	(34.1%)
	Fiber Optics	17,079	16,010	15,716	13,892	(1,825)	(11.6%)
	Other Non-Transit Sources	7,209	14,014	21,780	20,397	(1,383)	(6.4%)
	MetroRail Revenue Subtotal	\$477,246	\$126,010	\$163,231	\$306,073	\$142,842	87.5%
	Federal Relief ¹	135,752	451,054	635,819	592,467	(43,352)	(6.8%)
MetroRail Subtotal	\$612,998	\$577,064	\$799,050	\$898,540	\$99,490	12.5%	
METROACCESS	Passenger	\$6,676	\$4,416	\$4,660	\$5,201	\$541	11.6%
	Parking	-	-	-	-	-	-
	Advertising	-	-	-	-	-	-
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	-	1,559	-	-	-	-
	MetroAccess Revenue Subtotal	\$6,676	\$5,975	\$4,660	\$5,201	\$541	11.6%
	Federal Relief ¹	1,769	5,759	-	462	462	-
MetroAccess Subtotal	\$8,445	\$11,734	\$4,660	\$5,663	\$1,003	21.5%	
TOTAL	Passenger	\$484,977	\$102,039	\$159,511	\$293,100	\$133,589	83.7%
	Parking	32,071	3,895	11,030	21,232	10,202	92.5%
	Advertising	25,947	14,233	2,803	14,000	11,197	399.4%
	Joint Development	9,279	9,157	14,644	9,644	(5,000)	(34.1%)
	Fiber Optics	17,079	16,010	15,716	13,892	(1,825)	(11.6%)
	Other Non-Transit Sources	11,411	21,233	24,223	22,684	(1,538)	(6.4%)
	Revenue Subtotal	\$580,764	\$166,567	\$227,928	\$374,552	\$146,625	64.3%
	Federal Relief ¹	220,968	704,669	762,578	715,761	(46,816)	(6.1%)
Grand Total	\$801,732	\$871,236	\$990,505	\$1,090,314	\$99,808	10.1%	

1. Includes CARES Act, CRRSAA, and ARPA

Operating Subsidy

The FY2023 Operating Subsidy adheres to the legislatively restricted three percent annual subsidy growth cap with a base subsidy of \$1.14 billion. Legislative exclusions of \$49.0 million include:

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

Thus, the FY2023 total subsidy is \$1.2 billion which is an increase of \$82.2 million or 7.4 percent over the FY2022 Budget. In addition, debt service payments equal \$72.2 million like FY2022 levels, resulting in jurisdictional contributions totaling \$1.26 billion.



Metrorail train passing by Potomac Yard Station construction

FY2023 BUDGET – SUMMARY OF STATE AND LOCAL OPERATING REQUIREMENTS

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

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

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

FY2023-28 Capital Funding

Metro’s six-year CIP of \$12.4 billion requires funding totaling \$14.0 billion from the federal government, state and local government partners and other sources due to an expected \$62.0 million cost for revenue loss from service shutdowns for capital projects and more than \$1.5 billion of debt service.

Within the \$14.0 billion six-year funding plan, Metro is projecting:

- \$2.3 billion from federal grant funding, with the assumption that federal PRIIA funding will not be extended past FY2023
- State and local contributions for matching of federal grants and system performance funds \$2.7 billion, of

which \$62.0 million is expected to fund revenue losses from long-term service shutdowns due to major capital projects

- State dedicated funding of \$3.0 billion, of which \$1.5 billion is projected to be used for debt service
- Debt, secured by dedicated funding, of \$5.8 billion
- Other local sources in the amount of \$138 million, primarily driven by primarily the City of Alexandria funding for the new Potomac Yard station

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



FINANCIAL PLAN BY INVESTMENT CATEGORY

<i>(Dollars in Millions)</i>	FY2023 Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	6-Year Total
Railcar & Railcar Facilities	\$303.4	\$429.8	\$507.1	\$468.9	\$403.3	\$319.7	\$2,432.2
Rail Systems	203.1	326.6	297.2	297.7	264.0	262.4	1,651.0
Track & Structures Rehabilitation	459.2	275.7	236.2	235.3	259.8	292.1	1,758.4
Stations & Passenger Facilities	524.6	536.2	378.0	414.4	414.4	426.9	2,694.4
Bus, Bus Facilities & Paratransit	441.3	473.7	437.0	296.8	303.2	307.7	2,259.8
Business & Operations Support	379.8	331.8	231.3	236.2	205.1	244.6	1,628.8
Total	\$2,311.4	\$2,373.9	\$2,086.8	\$1,949.2	\$1,849.9	\$1,853.4	\$12,424.7
Revenue Loss from Capital Projects	\$12.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$62.0
Debt Service - Dedicated Funding ¹	101.2	156.2	229.4	290.5	348.0	399.9	1,525.3
Total Capital Program Cost	\$2,424.7	\$2,540.1	\$2,326.3	\$2,249.7	\$2,207.9	\$2,263.4	\$14,011.9

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

FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

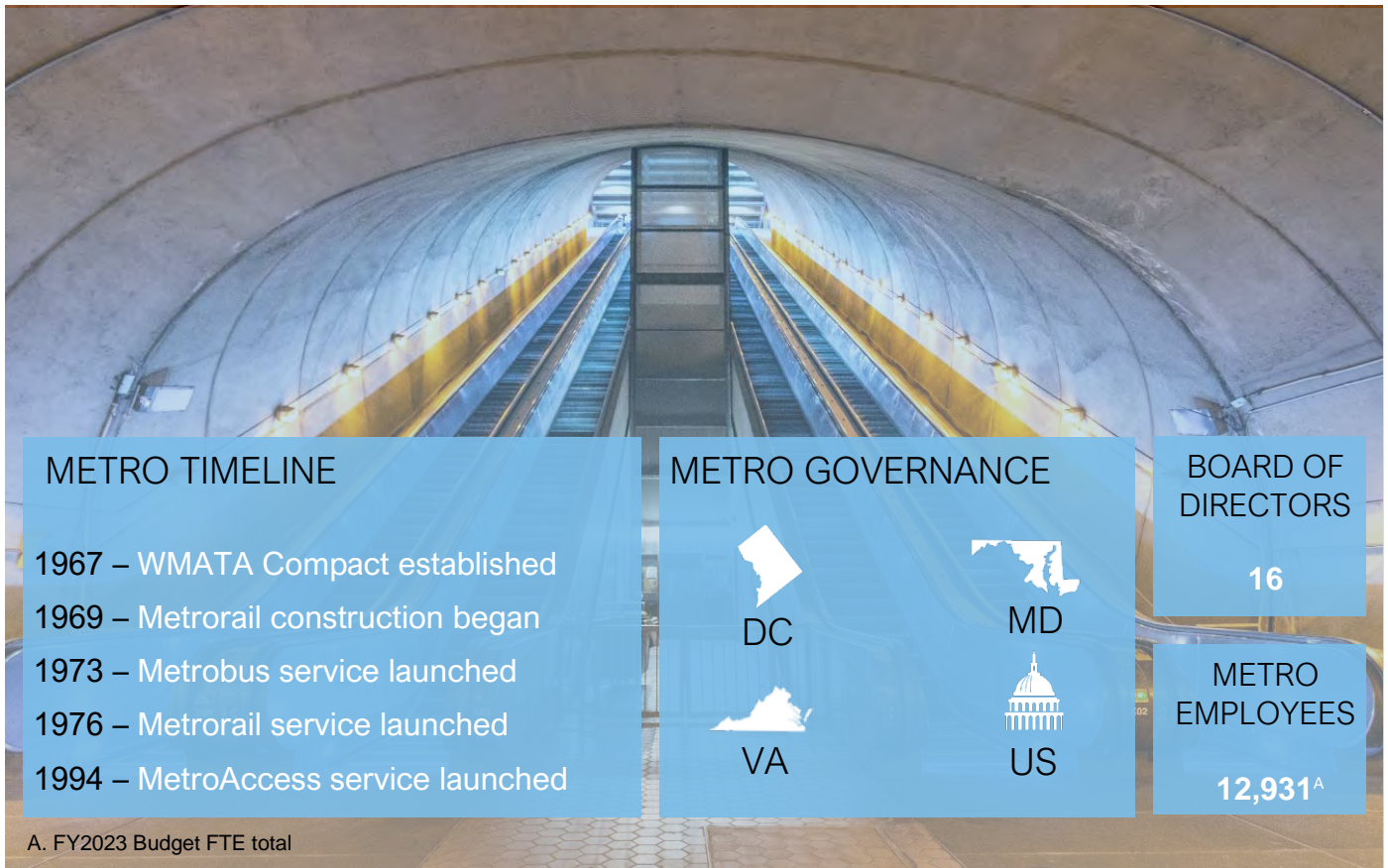
<i>(Dollars in Millions)</i>		FY2023 Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	6-Year Total
FEDERAL	Federal Formula Programs	\$331.4	\$340.1	\$347.1	\$355.8	\$363.0	\$370.2	\$2,107.6
	Federal RSI/PRIIA	148.5	-	-	-	-	-	148.5
	Other Federal Grants	11.5	10.6	4.0	4.7	6.0	5.1	41.9
	Total - Federal Grants	\$491.5	\$350.7	\$351.1	\$360.5	\$369.0	\$375.3	\$2,298.0
STATE AND LOCAL FUNDING CONTRIBUTIONS	Formula Match & System Performance	\$102.2	\$105.9	\$107.6	\$108.9	\$111.9	\$115.5	\$651.9
	RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Dedicated Funding	178.5	178.5	178.5	178.5	178.5	178.5	1,071.0
	Subtotal - District of Columbia	\$330.2	\$333.9	\$335.6	\$336.9	\$339.9	\$343.5	\$2,019.9
	Montgomery County	\$47.9	\$49.1	\$51.1	\$53.2	\$54.9	\$56.5	\$312.7
	Prince George's County	48.6	50.4	51.4	52.5	54.0	55.7	312.5
	Maryland RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Maryland Dedicated Funding	167.0	167.0	167.0	167.0	167.0	167.0	1,002.0
	Subtotal - Maryland	\$313.0	\$316.0	\$318.9	\$322.2	\$325.4	\$328.6	\$1,924.2
	City of Alexandria	\$13.0	\$13.4	\$13.8	\$14.2	\$14.6	\$15.1	\$84.1
	Arlington County	23.7	24.1	25.3	26.4	27.3	28.0	154.7
	City of Fairfax	0.7	0.8	0.8	0.9	0.9	0.9	4.9
	Fairfax County	42.1	43.0	45.0	47.2	48.7	50.0	276.0
	City of Falls Church	0.8	0.8	0.8	0.8	0.9	0.9	5.1
	Loudoun County	5.8	5.8	6.4	7.0	7.3	7.5	39.7
	Virginia RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Virginia Dedicated Funding - Unrestricted	122.9	122.9	122.9	122.9	122.9	122.9	737.3
	Virginia Dedicated Funding - Restricted	31.6	31.6	31.6	31.6	31.6	31.6	189.7
	Congestion Mitigation and Air Quality (CMAQ)	0.6	0.6	0.6	0.8	-	-	2.6
	Subtotal - Virginia	\$290.7	\$292.5	\$296.6	\$301.3	\$303.7	\$306.4	\$1,791.2
	Jurisdiction Planning Projects	\$3.1	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$18.1
	Silver Line - Washington Metropolitan Area Airports Authority (MWAA)	10.0	-	-	-	32.0	-	42.0
Potomac Yard (Alexandria)	32.2	19.4	-	-	-	-	51.6	
Purple Line - Maryland Department of Transportation (MDOT)	4.7	-	-	-	-	21.9	26.6	
Subtotal - Jurisdictional Reimbursable	\$50.0	\$22.4	\$3.0	\$3.0	\$35.0	\$24.9	\$138.2	
Total - State and Local	\$983.8	\$964.7	\$954.2	\$963.4	\$1,004.0	\$1,003.4	\$5,873.5	
Debt	\$949.3	\$1,224.7	\$1,021.0	\$925.8	\$834.9	\$884.6	\$5,840.4	
Grand Total Funding¹	\$2,424.7	\$2,540.1	\$2,326.3	\$2,249.7	\$2,207.9	\$2,263.4	\$14,011.9	

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

Notes: Does not assume reauthorization of Federal PRIIA beyond FY2023

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

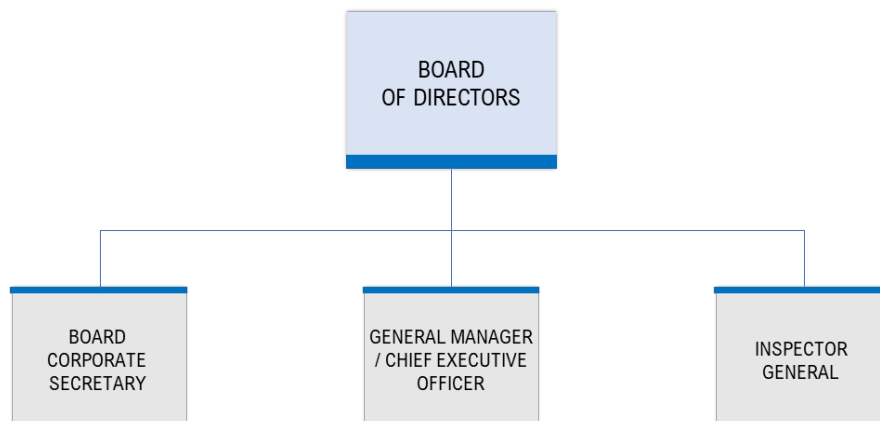
Chapter 2 – Metro Officers



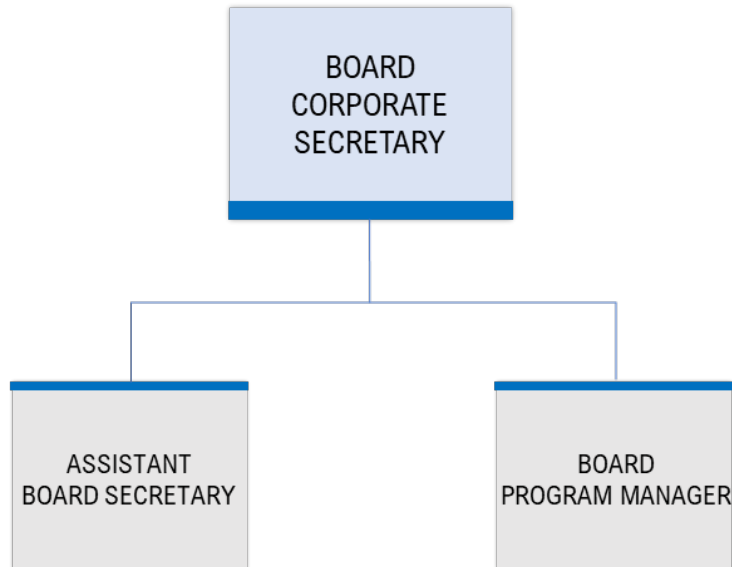
Board Reporting Structure

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

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



Office of the Board Corporate Secretary



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

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

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

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

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

BOARD SECRETARY

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

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

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

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

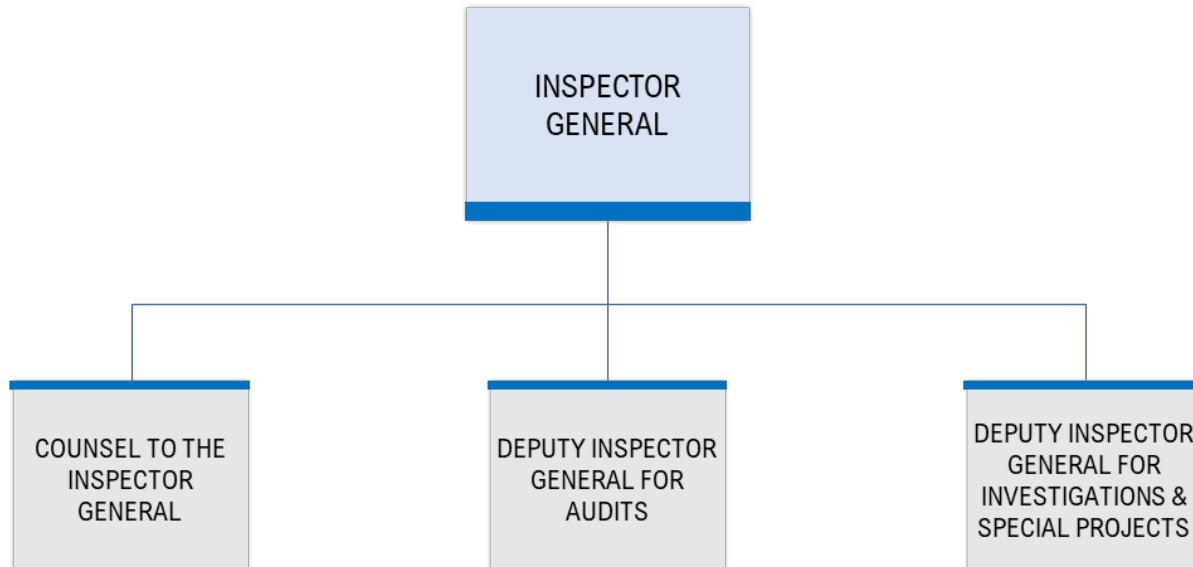
FY2023 Business Plan

The Office of the Board Corporate Secretary will:

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



Office of Inspector General



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

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

INSPECTOR GENERAL

<i>(Dollars in Thousands)</i>	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change	% Change
Personnel ¹	\$7,447	\$7,870	\$7,687	\$8,635	\$948	12.3%
Non-Personnel	\$1,513	\$2,725	\$2,695	\$2,609	(\$86)	(3.2%)
Total²	\$8,959	\$10,595	\$10,383	\$11,245	\$862	8.3%
Authorized Positions ³	40	44	41	43	2	4.9%

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

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

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

FY2023 Business Plan

OIG's Office of Investigations and Special Projects will:

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

- Provide fraud awareness training to Metro departments and offices
- Initiate special projects and inspections that address concerns related to Metro’s operations

OIG’s Office of Audits will:

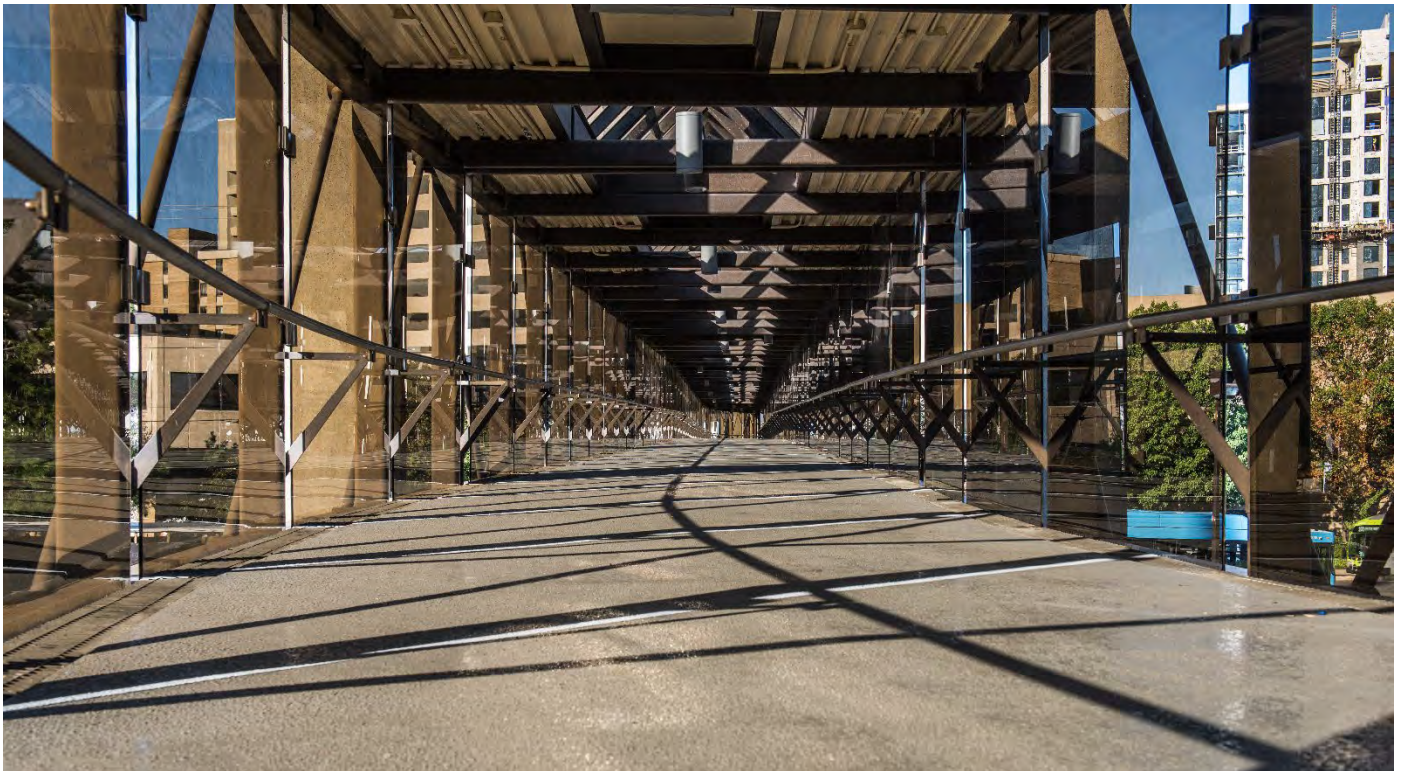
- Conduct risk-based performance audits and evaluations to promote economy, efficiency and effectiveness of Metro programs, operations, and activities
- Perform reviews and analyses of contractor proposals to determine reasonableness of cost/pricing information and compliance with the Buy America Act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

Pandemic Impacts

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

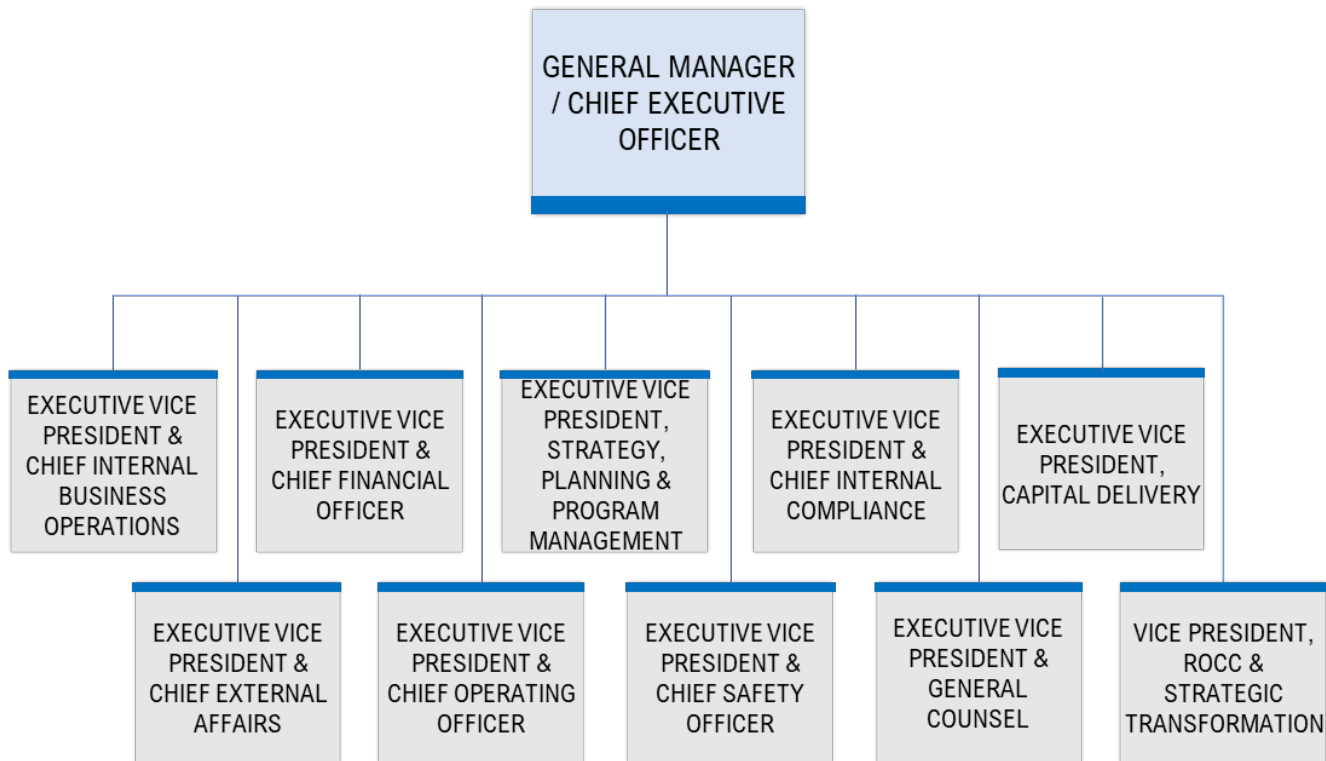
Specific examples include:

- Cancellation of all in-person training for personnel scheduled to attend the Federal Law Enforcement Training Center and other training events. Especially negative impact on OIG’s data analytics training, which had to be cancelled or curtailed due to difficulties in conducting this type of training virtually
- Cancellation of travel to locations outside the Metro area identified as “hot spots,” preventing in-person interviews for OIG investigations
- Very limited in-person interviews with Metro employees, negatively affecting investigations
- Difficulties obtaining internal Metro records because of physical access complications
- More frequent technology issues stemming from demands of heavier remote access (Metro VPN), which stressed IT personnel and disrupted online meetings and training
- Delays in judicial proceedings due to challenges faced by courts, US Attorneys, and States Attorneys operating under pandemic conditions
- Delays in OIG subpoena returns and United States Postal Service (USPS) correspondence due to absences and reduced staffing of addressee entities
- Complications and delays in bringing new employees on board



Rockville Station pedestrian bridge

General Manager & Chief Executive Officer



The Washington Metropolitan Area Transit Authority (WMATA), provides transit services to the millions of residents and visitors of the Washington Metropolitan region with strategic focus on safe, reliable and equitable services for its passengers. Even as transit properties across the country continue to struggle with the impact of the Covid-19 pandemic, WMATA is looking to the future to ensure that the authority is poised to continue its long-term work of strengthening safety, while at the same time, continuing innovative and efficient operations and management approaches, enhancing fiscal accountability, and ensuring regulatory compliance.

In FY2023, WMATA will continue working to restore ridership and provide equitable service for all customers, including frontline workers, school-aged children, and transit-dependent riders. In addition to rebuilding ridership, the organization will maintain focus on continual

improvement of Metrorail, Metrobus and MetroAccess services.

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

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

GENERAL MANAGER & CHIEF EXECUTIVE OFFICER

<i>(Dollars in Thousands)</i>	FY2020	FY2021	FY2022	FY2023	\$ Change	% Change
	Actual	Actual	Budget	Budget		
Personnel	\$1,341,587	\$1,295,862	\$1,405,761	\$1,535,865	\$130,104	9.3%
Non-Personnel	\$575,820	\$573,088	\$683,030	\$734,044	\$51,014	7.5%
Total ^{1,2}	\$1,917,407	\$1,868,950	\$2,088,791	\$2,269,909	\$181,118	8.7%
Authorized Positions ³	12,181	12,614	12,290	12,884	594	4.8%

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

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

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

FY2023 Business Plan

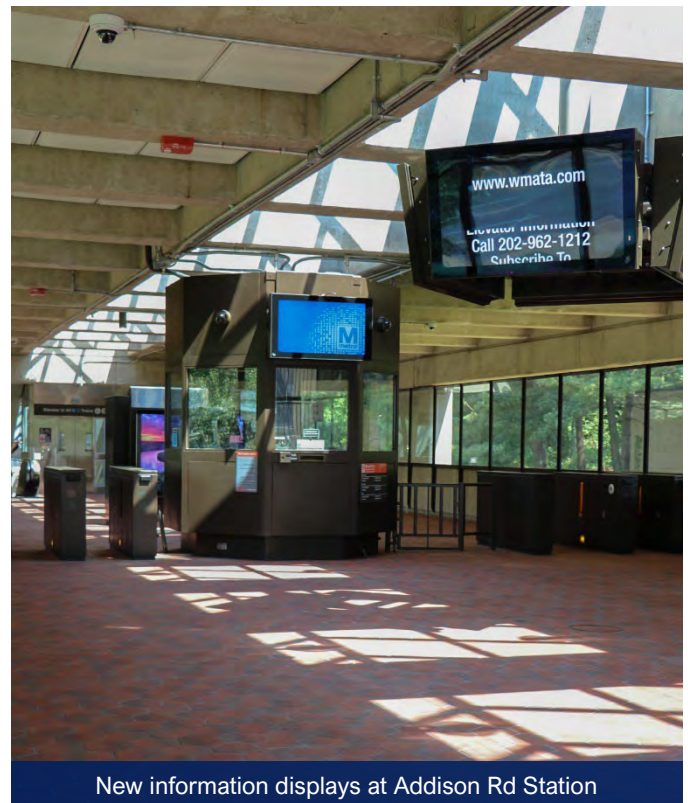
Business actions in FY2023 build on the foundation laid out in previous years to progress toward achieving top-notch transit services for our customers that restore ridership and provide reliable, equitable and safe service.

Major initiatives in the approved FY2023 budget include:

- Continuing Metro's focus on safety through capital investments in Metrorail's train control system, tunnel leak mitigation, station rehabilitations, and the procurement of new rail cars and zero-emission buses
- Overseeing Metro's long-term Pandemic Recovery to restore ridership while ensuring the safety of customers and WMATA's own workforce by implementing higher standards and practices of cleaning and safety precautions, and reassuring customers with communications campaigns and innovations such as touchless payment options
- Maintaining the financial stability of the organization as it grapples with the impact of Covid-19 on ridership and the overall regional economy. Advocate for transitional funding during recovery, while overseeing management actions that streamline administrative processes, support safety measures and increase service to pre-pandemic levels
- Expanding our equity framework to enhance Metro's social justice actions that guide our approach to service, fares, policing initiatives and community engagement, ensuring equity across Metrorail and Metrobus and in the communities it serves
- Rethinking the service that Metrobus provides through a collaborative, data-driven, customer-focused effort to decide where bus service should go, starting from a clean slate. The Bus Network

Redesign will allow WMATA to develop the bus network for a post-Covid era by better aligning bus service to current and potential customer's needs, providing more frequent, competitive service, and simplifying the bus network

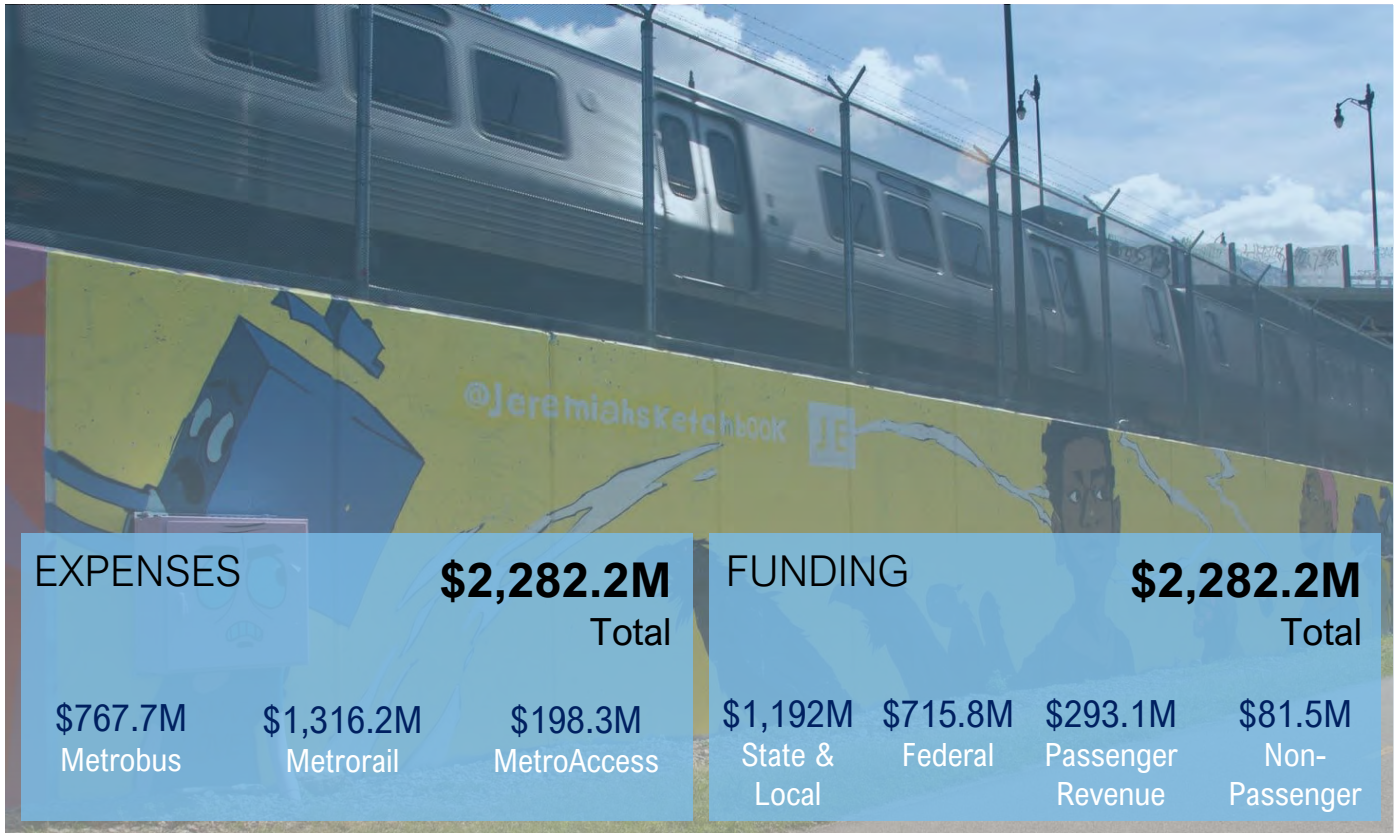
- Focusing on sustainability by advancing projects that conserve resources, reduce emissions, and improve livability in the region. This includes the ongoing procurement of zero-emission buses, coordination with local partners and utilities to put in place the infrastructure needed to support electric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



New information displays at Addison Rd Station

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Chapter 3 – Operating Budget



Introduction

The operating budget funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. The total operating budget is \$2.3 billion excluding debt service, an 8.7 percent increase from the amended FY2022 budget, with an additional reimbursable projects budget of \$14.4 million.

Sources of Funds

Metro historically has three primary funding sources for the operating budget: passenger revenue including parking, non-fare revenue including advertising, and local subsidy. Due to the impacts of Covid-19 on ridership and revenue, Metro has also utilized federal relief funding, which totaled \$704.7 in FY2021, to replace passenger revenue lost and to cover additional expenses incurred as a result of the pandemic. FY2022 federal relief funding is budgeted at \$762.6 million.

- The largest source of operating funding for FY2023 is the net operating subsidy totaling \$1,191.9 million (excluding Debt Service), or 3.6 percent of total operating funds (excluding Reimbursable)
- The next largest source of operating funding in FY2023 is Federal relief funding from the CRRSAA and ARPA acts, totaling \$715.8 million
- Passenger fare revenue of \$293.1 million and parking revenue of \$21.2 million (together representing 12.8 percent of total expenses) are the next largest source of funds
- The remaining \$81.5 million of operating revenue comes from advertising, joint development projects, fiber optic and property leases, and other revenues

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

SOURCES OF FUNDS – AUTHORITY WIDE

(\$ in millions)

\$ 14.0 (0.6%)
ADVERTISING

\$ 21.2 (0.9%)
PARKING

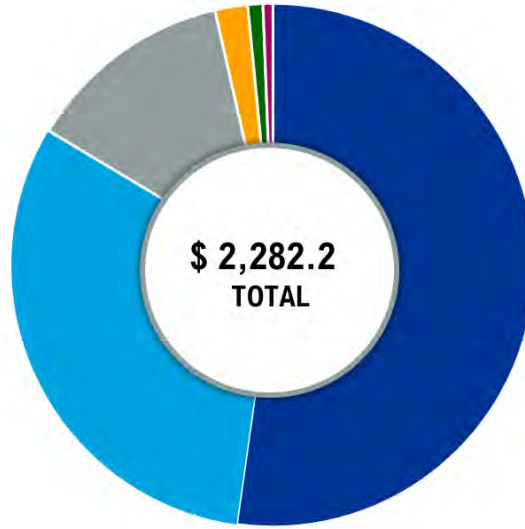
\$ 46.2 (2.0%)
OTHER

\$ 293.1 (12.8%)
PASSENGER

\$ 715.8 (31.4%)
FEDERAL RELIEF¹

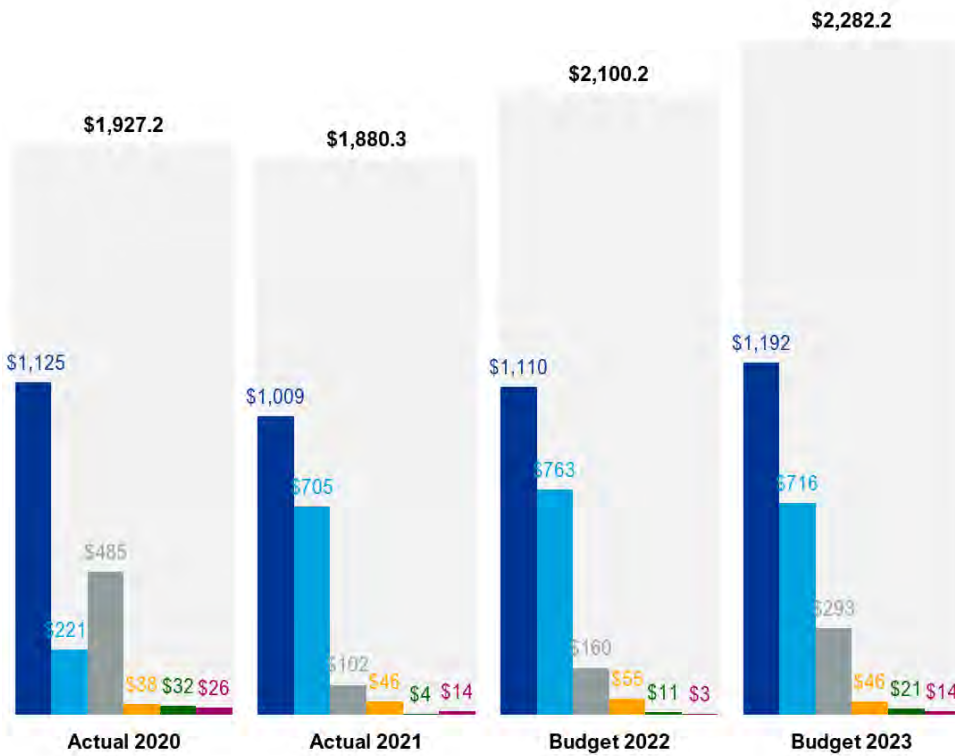
\$ 1,191.9 (52.2%)
NET SUBSIDY

1. Includes ARPA



SOURCES OF FUNDS – OPERATING BUDGET

(\$ in millions)



Total ■ Net Subsidy ■ Federal Relief* ■ Passenger ■ Other ■ Parking ■ Advertising

* Includes CARES Act, CRRSAA, and ARPA

Uses of Funds

- Personnel expenses, including labor, fringe benefits and capital overhead allocation, are the largest operating budget expense category at \$1,545.4 million or 68 percent of total expenses, followed by Services at \$416.9 million or 18.3 percent of total. Operating personnel expenses decreased by 3.4 percent from FY2020 to FY2021 actuals. In FY2023, personnel expenses total \$1,545.4 million, an increase of \$131.1 million or 9.3 percent compared to FY2022. Both the personnel and non-personnel budget increases include reinstatement of service from the severe service reductions and initiatives from management actions implemented in response to the impacts of the Covid-19 pandemic
- Services budget consists primarily of expenses related to professional and technical services contract maintenance, and temporary labor services. The largest service expense is in support of paratransit, which is projected to be \$170.3 million in FY2023. Services expenses decreased by 7.1 percent from FY2020 to FY2021. In FY2023 the services budget is \$416.9 million, an increase of \$19.7 million or 5.0 percent compared to FY2022
- Materials and Supplies budget consists primarily of maintenance parts for buses and railcars, track and structure maintenance, elevator and escalator, and general fleet repair for non-revenue vehicles. Materials and Supplies expenses increased 25.8 percent from FY2020 to FY2021. In FY2023, materials and supplies expenses total \$125.3 million, an increase of \$15.6 million or 14.2 percent from FY2022
- Metro's energy budget (fuel, utilities and propulsion) consists of propulsion usage by the Metrorail system; diesel, CNG and gasoline for Metrobus, MetroAccess and non-revenue vehicles; and utilities (i.e. electricity, water, phone and refuse collection) at Metro facilities. Energy costs, which decreased 5.5 percent from FY2020 to FY2021, are projected to increase by \$11.1 million or 9.3 percent in FY2023
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs



Metrobus rider using mobile pay at bus farebox

USES OF FUNDS – AUTHORITY WIDE

(\$ in millions)

\$ 64.0 (2.8%)

OTHER

\$ 33.7 (1.5%)

FUEL (GAS/DIESEL/CNG)

\$ 96.9 (4.2%)

UTILITIES & PROPULSION

\$ 125.3 (5.5%)

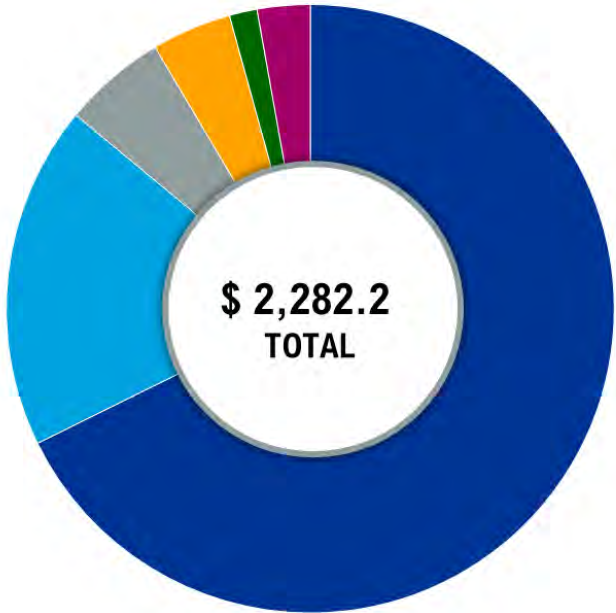
MATERIALS & SUPPLIES

\$ 416.9 (18.3%)

SERVICES

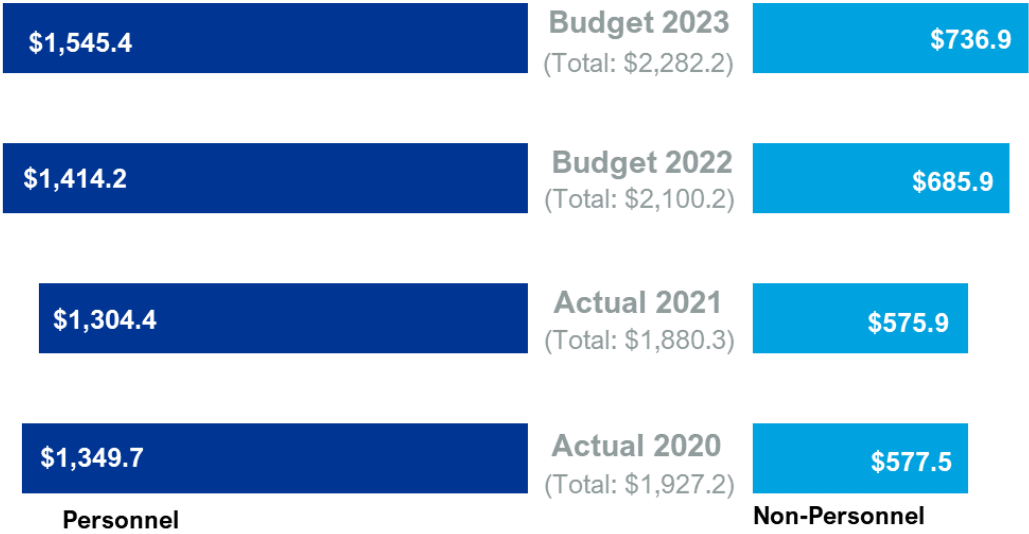
\$ 1,545.4 (67.7%)

PERSONNEL



USES OF FUNDS (PERSONNEL vs NON-PERSONNEL)

(\$ in millions)



OPERATING BUDGET – REVENUE AND EXPENSES

<i>(Dollars in Thousands)</i>		FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change
REVENUES	Passenger	\$484,977	\$102,039	\$159,511	\$293,100	\$133,589
	Parking	32,071	3,895	11,030	21,232	10,202
	Advertising	25,947	14,233	2,803	14,000	11,197
	Joint Development	9,279	9,157	14,644	9,644	(5,000)
	Fiber Optics	17,079	16,010	15,716	13,892	(1,825)
	Other Non-Transit Sources	11,411	21,233	24,223	22,684	(1,538)
	Total Revenues	\$580,764	\$166,567	\$227,928	\$374,552	\$146,625
EXPENSES	Personnel	\$1,349,738	\$1,304,405	\$1,414,229	\$1,545,352	\$131,123
	Services	346,744	321,962	397,259	416,932	19,673
	Materials & Supplies	77,569	97,616	109,696	125,282	15,586
	Fuel (Gas/Diesel/Natural Gas)	21,108	20,958	31,766	33,743	1,977
	Utilities and Propulsion Power	85,412	79,692	87,768	96,871	9,102
	Casualty and Liability	34,841	32,858	40,434	43,553	3,119
	Leases and Rental	8,169	11,129	10,608	11,014	406
	Miscellaneous	3,633	11,676	8,397	9,463	1,066
Total Expenses	\$1,927,214	\$1,880,296	\$2,100,158	\$2,282,209	\$182,052	
SUBSIDY	Gross Subsidy	\$1,346,450	\$1,713,729	\$1,872,230	\$1,907,657	\$35,427
	Federal Relief ¹	(220,968)	(704,669)	(762,578)	(715,761)	46,816
	Net Subsidy	\$1,125,482	\$1,009,060	\$1,109,652	\$1,191,896	\$82,243
Cost Recovery Ratio	30.1%	8.9%	10.9%	16.4%		

1.Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – AUTHORITY WIDE

<i>(Dollars in Thousands)</i>		FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change	% Change
PERSONNEL	Salaries	\$344,246	\$360,524	\$370,328	\$413,193	\$42,865	11.6%
	Wages	506,450	520,884	537,763	594,195	56,432	10.5%
	Overtime	83,104	54,404	86,067	90,180	4,113	4.8%
	Total Salaries and Wages	\$933,800	\$935,811	\$994,157	\$1,097,567	\$103,410	10.4%
	Fringes	\$496,142	\$442,608	\$484,938	\$513,114	\$28,176	5.8%
	Fringe Health	283,610	194,198	185,212	192,097	6,884	3.7%
	Fringe Pension	189,441	215,849	187,174	192,187	5,013	2.7%
	Other Fringe Benefits	(6,400)	(3,951)	80,988	89,898	8,910	11.0%
	Workers Compensation	29,491	36,512	31,564	38,933	7,369	23.3%
	Capital Allocation	(\$80,204)	(\$74,015)	(\$64,866)	(\$65,329)	(\$463)	0.7%
	Total Personnel Cost	\$1,349,738	\$1,304,405	\$1,414,229	\$1,545,352	\$131,123	9.3%
NON-PERSONNEL	Services	\$346,744	\$321,962	\$397,259	\$416,932	\$19,673	5.0%
	Professional and Technical	82,510	71,611	74,963	79,975	5,012	6.7%
	Contract Maintenance	83,841	97,131	72,718	81,523	8,805	12.1%
	Paratransit	145,031	124,614	164,044	170,293	6,249	3.8%
	Other	35,362	28,607	85,534	85,141	(393)	(0.5%)
	Materials and Supplies	\$77,569	\$97,616	\$109,696	\$125,282	\$15,586	14.2%
	Parts	60,400	72,606	53,800	56,772	2,971	5.5%
	Other	17,169	25,010	55,896	68,510	12,614	22.6%
	Fuel (Gas/Diesel/Natural Gas)	\$21,108	\$20,958	\$31,766	\$33,743	\$1,977	6.2%
	Diesel Fuel	17,190	13,367	18,995	20,965	1,969	10.4%
	Gasoline	6,068	5,302	8,257	8,258	1	0.0%
	Natural Gas	(2,151)	2,289	4,513	4,519	6	0.1%
	Utilities and Propulsion	\$85,412	\$79,692	\$87,768	\$96,871	\$9,102	10.4%
	Propulsion	49,126	45,882	49,151	54,292	5,141	10.5%
	Electricity	25,524	24,024	26,553	29,231	2,679	10.1%
	Utilities - Other	10,761	9,786	12,064	13,347	1,283	10.6%
	Casualty and Liability	\$34,841	\$32,858	\$40,434	\$43,553	\$3,119	7.7%
	Insurance	19,327	20,068	27,664	30,783	3,119	11.3%
	Claims	15,514	12,790	12,769	12,769	-	
	Leases	\$8,169	\$11,129	\$10,608	\$11,014	\$406	3.8%
	Property	5,600	6,296	5,989	6,663	\$674	11.3%
	Equipment	2,570	4,833	4,619	4,351	(\$268)	(5.8%)
	Miscellaneous	\$3,633	\$11,676	\$8,397	\$9,463	\$1,066	12.7%
Business Meeting/Subscriptions	1,311	873	859	367	(492)	(57.3%)	
Advertising	3,175	6,716	4,398	4,395	(3)	(0.1%)	
Reimbursements/Other	(852)	4,086	3,140	4,701	1,561	49.7%	
Total Non-Personnel Cost	\$577,476	\$575,891	\$685,928	\$736,857	\$50,929	7.4%	
TOTAL COST	\$1,927,214	\$1,880,296	\$2,100,158	\$2,282,209	\$182,052	8.7%	

OPERATING BUDGET – EXPENSES

<i>(Dollars in Thousands)</i>		FY2023 Budget	FY2023 Metrobus	FY2023 Metrorail	FY2023 MetroAccess	
PERSONNEL	Salaries	\$413,193	\$114,998	\$289,102	\$9,093	
	Wages	594,195	249,417	342,684	2,094	
	Overtime	90,180	36,015	53,846	319	
	Total Salaries and Wages	\$1,097,567	\$400,430	\$685,632	\$11,506	
	Fringes	\$513,114	\$190,956	\$316,656	\$5,501	
	Fringe Health	192,097	73,028	117,099	1,970	
	Fringe Pension	192,187	70,224	119,715	2,248	
	Other Fringe Benefits	89,898	32,812	56,200	886	
	Workers Compensation	38,933	14,893	23,643	397	
	Capital Allocation	(\$65,329)	(\$19,349)	(\$44,696)	(\$1,284)	
	Total Personnel Cost	\$1,545,352	\$572,037	\$957,592	\$15,723	
	NON-PERSONNEL	Services	\$416,932	\$81,950	\$160,744	\$174,238
		Professional and Technical	79,975	18,276	57,846	3,854
Contract Maintenance		81,523	40,827	40,229	467	
Paratransit		170,293	327	830	169,137	
Other		85,141	22,521	61,840	779	
Materials and Supplies		\$125,282	\$53,622	\$71,364	\$295	
Parts		56,772	30,119	26,458	195	
Other		68,510	23,503	44,907	100	
Fuel (Gasoline/Diesel/Natural Gas)		\$33,743	\$25,113	\$2,889	\$5,741	
Diesel Fuel		20,965	19,797	1,152	15	
Gasoline		8,258	796	1,737	5,725	
Natural Gas		4,519	4,519	-	-	
Utilities and Propulsion		\$96,871	\$11,765	\$84,373	\$734	
Propulsion		54,292	98	54,190	5	
Electricity		29,231	8,848	19,843	541	
Utilities - Other		13,347	2,819	10,340	188	
Casualty and Liability		\$43,553	\$16,282	\$26,768	\$503	
Insurance		30,783	12,723	17,727	333	
Claims		12,769	3,559	9,041	170	
Leases		\$11,014	\$2,697	\$7,372	\$945	
Property		6,663	1,993	3,725	946	
Equipment		4,351	704	3,647	(0)	
Miscellaneous		\$9,463	\$4,232	\$5,114	\$117	
Business Meeting/Subscriptions	367	212	146	9		
Advertising	4,395	1,533	2,805	56		
Reimbursements/Other	4,701	2,487	2,163	51		
Total Non-Personnel Cost	\$736,857	\$195,661	\$358,625	\$182,572		
TOTAL COST	\$2,282,209	\$767,698	\$1,316,217	\$198,295		

Operating Budget by Mode: Metrobus



Profile

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

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

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

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

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

Sources of Funds

SOURCES OF FUNDS – METROBUS

(\$ in millions)

\$ 3.5 (0.5%)
ADVERTISING

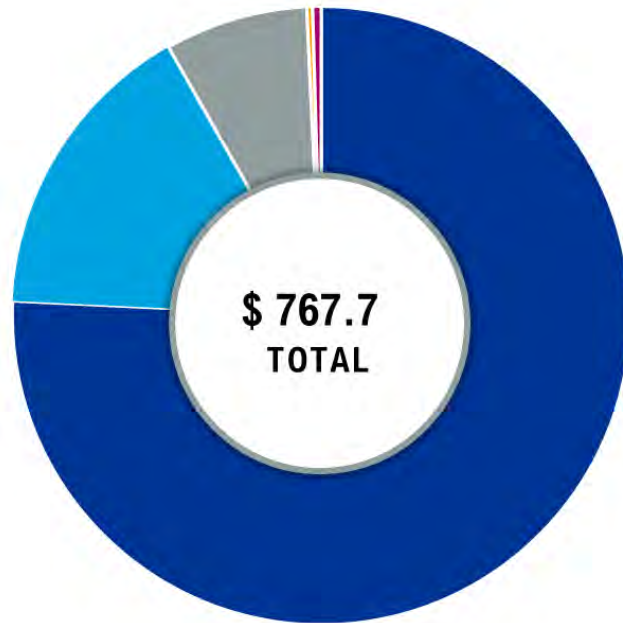
\$ 2.3 (0.3%)
OTHER

\$ 57.5 (7.5%)
PASSENGER

\$ 122.8 (16.0%)
FEDERAL RELIEF¹

\$ 581.6 (75.8%)
NET SUBSIDY

1. Includes ARPA



- Metrobus sources of funds consist of revenue primarily from fares and advertising and subsidy from Metro’s jurisdictional partners. Subsidy is \$581.6 million or 75.8 percent of the total funding need for Metrobus
- Total Metrobus revenue in FY2023 is projected at \$63.3 million. The largest revenue source is passenger revenues estimated at \$57.5 million, which includes fares and passes. Passenger revenue is expected to increase \$0.6 million from FY2022 to FY2023 primarily due to gradual recovery of ridership from pandemic impacts
- Metrobus is projected to receive advertising revenue of \$3.5 million, an increase of 399.4 percent when compared to FY2022 budget, attributable to contract provisions related to FY2021 service reductions and on-going ridership uncertainty
- Other Metrobus revenue, which includes interest, property disposal, and other miscellaneous revenue, is projected to total \$2.3 million



Metrobuses near Fort Totten Station

Uses of Funds

USES OF FUNDS – METROBUS

(\$ in millions)

\$ 23.2 (3.0%)

OTHER

\$ 25.1 (3.3%)

FUEL (GAS/DIESEL/CNG)

\$ 11.8 (1.5%)

UTILITIES & PROPULSION

\$ 53.6 (7.0%)

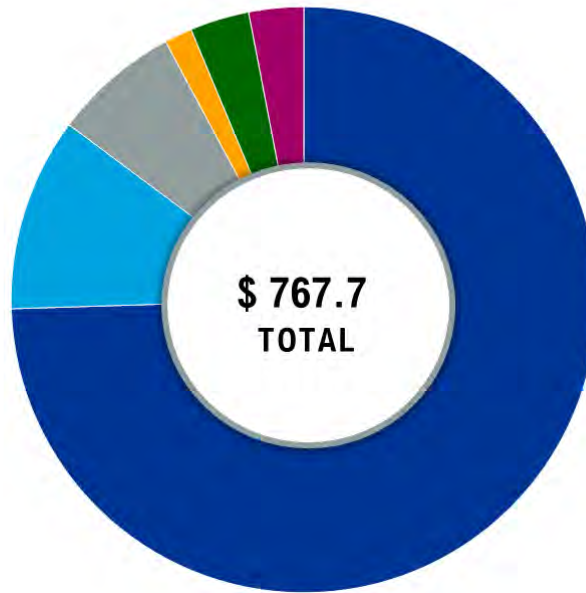
MATERIALS & SUPPLIES

\$ 81.9 (10.7%)

SERVICES

\$ 572.0 (74.5%)

PERSONNEL



- Personnel expenses are the largest portion of the Metrobus budget. For FY2023, personnel cost is estimated at \$572.0 million or 74.5 percent of the Metrobus budget. Personnel expenses decreased by \$36.6 million or 6.8 percent from FY2020 actuals to FY2021 and are projected to increase by \$23.9 million or 4.4 percent from FY2022 budget to FY2023, primarily driven by increased salaries from CBA contracts and service restoration and improvements for FY2023
- Services costs, budgeted at \$81.9 million in FY2023, increased by \$4.4 million or 7.3 percent from FY2020 actuals to FY2021. These costs are projected to increase an additional \$7.5 million or 10.1 percent from FY2022 budget to FY2023. Contract increases were partially offset by continued management actions
- Materials and Supplies, budgeted at \$53.6 million in FY2023, increased by \$3.4 million or 14.2 percent from FY2020 actuals to FY2021, but are projected to increase by \$12.7 million or 31.1 percent from FY2022 budget to FY2023
- Energy costs, inclusive of fuel and utilities, decreased by \$0.6 million or 2.3 percent from FY2020 actuals to FY2021 but are projected to increase by \$2.4 million from FY2022 budget to FY2023. Fuel costs, which include diesel, Compressed Natural Gas (CNG) and gasoline, are

budgeted at \$25.1 million, an increase of \$1.8 million from FY2022. Utilities costs of \$11.8 million are flat versus the FY2022 budget

- Other expenses total \$23.2 million for FY2023, an increase of \$5.5 million compared to the FY2022 budget



Newly rehabilitated historic Chevy Chase Bus Terminal

METROBUS – REVENUE AND EXPENSES

<i>(Dollars in Thousands)</i>		FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change
REVENUES	Passenger	\$83,516	\$20,367	\$56,903	\$57,536	\$633
	Parking	-	-	-	-	-
	Advertising	9,124	8,554	692	3,456	2,764
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	4,202	5,660	2,442	2,287	(155)
	Total Revenues	\$96,843	\$34,581	\$60,037	\$63,279	\$3,242
EXPENSES	Personnel	\$538,096	\$501,541	\$548,184	\$572,037	\$23,853
	Services	60,528	64,934	74,404	81,950	7,546
	Materials & Supplies	23,966	27,361	40,889	53,622	12,734
	Fuel (Gas/Diesel/Natural Gas)	16,130	17,068	23,300	25,113	1,813
	Utilities and Propulsion Power	8,906	7,390	11,148	11,765	616
	Casualty and Liability	10,323	9,737	11,203	16,282	5,079
	Leases and Rental	1,583	2,457	2,613	2,697	85
	Miscellaneous	492	3,134	3,906	4,232	326
	Total Expenses	\$660,025	\$633,622	\$715,646	\$767,698	\$52,052
SUBSIDY	Gross Subsidy	\$563,183	\$599,041	\$655,609	\$704,419	\$48,810
	Federal Relief ¹	(83,447)	(247,857)	(126,759)	(122,832)	\$3,927
	Net Subsidy	\$479,736	\$351,184	\$528,850	\$581,587	\$52,737
Cost Recovery Ratio	14.7%	5.5%	8.4%	8.2%		

1. Includes CARES Act, CRRSAA, and ARPA

METROBUS – OPERATING BUDGET

<i>(Dollars in Thousands)</i>		FY2020	FY2021	FY2022	FY2023	\$ Change	% Change
		Actual	Actual	Budget	Budget		
PERSONNEL	Salaries	\$98,562	\$84,179	\$103,641	\$114,998	\$11,357	11.0%
	Wages	231,578	240,367	237,904	249,417	11,512	4.8%
	Overtime	35,932	21,857	34,676	36,015	1,338	3.9%
	Total Salaries and Wages	\$366,072	\$346,403	\$376,222	\$400,430	\$24,208	6.4%
	Fringes	\$195,587	\$176,830	\$191,182	\$190,956	(\$226)	(0.1%)
	Fringe Health	109,656	70,456	72,063	73,028	965	1.3%
	Fringe Pension	72,434	78,269	75,827	70,224	(5,603)	(7.4%)
	Other Fringe Benefits	2,255	13,873	31,037	32,812	1,775	5.7%
	Workers Compensation	11,242	14,233	12,255	14,893	2,638	21.5%
	Capital Allocation	(\$23,563)	(\$21,692)	(\$19,220)	(\$19,349)	(\$129)	0.7%
Total Personnel Cost	\$538,096	\$501,541	\$548,184	\$572,037	\$23,853	4.4%	
NON-PERSONNEL	Services	\$60,528	\$64,934	\$74,404	\$81,950	\$7,546	10.1%
	Professional and Technical	20,448	21,921	20,505	18,276	(2,230)	(10.9%)
	Contract Maintenance	33,408	35,903	38,357	40,827	2,470	6.4%
	Paratransit	24	4	-	327	327	-
	Other	6,648	7,105	15,542	22,521	6,979	44.9%
	Materials and Supplies	\$23,966	\$27,361	\$40,889	\$53,622	\$12,734	31.1%
	Parts	17,357	19,039	26,493	30,119	3,626	13.7%
	Other	6,609	8,322	14,395	23,503	9,108	63.3%
	Fuel (Gas/Diesel/Natural Gas)	\$16,130	\$17,068	\$23,300	\$25,113	\$1,813	7.8%
	Diesel Fuel	17,193	13,367	17,992	19,797	1,806	10.0%
	Gasoline	1,088	1,445	795	796	1	0.1%
	Natural Gas	(2,151)	2,256	4,513	4,519	6	0.1%
	Utilities and Propulsion	\$8,906	\$7,390	\$11,148	\$11,765	\$616	5.5%
	Propulsion	1,182	643	-	98	98	-
	Electricity	3,778	3,273	8,332	8,848	516	6.2%
	Utilities - Other	3,945	3,474	2,816	2,819	2	0.1%
	Casualty and Liability	\$10,323	\$9,737	\$11,203	\$16,282	\$5,079	45.3%
	Insurance	5,727	5,947	7,419	12,723	5,304	71.5%
	Claims	4,597	3,790	3,784	3,559	(225)	(5.9%)
	Leases	\$1,583	\$2,457	\$2,613	\$2,697	\$85	3.2%
	Property	841	1,207	1,793	1,993	201	11.2%
	Equipment	743	1,250	820	704	(116)	(14.1%)
	Miscellaneous	\$492	\$3,134	\$3,906	\$4,232	\$326	8.3%
Business Meeting/Subscriptions	355	228	357	212	(146)	(40.8%)	
Advertising	941	1,991	1,321	1,533	213	16.1%	
Reimbursements/Other	(803)	915	2,228	2,487	259	11.6%	
Total Non-Personnel Cost	\$121,929	\$132,081	\$167,461	\$195,661	\$28,199	16.8%	
Total Cost	\$660,025	\$633,622	\$715,646	\$767,698	\$52,052	7.3%	

Operating Budget by Mode: Metrorail



Profile

The Metrorail system is a rapid transit system that consists of 118 route miles, 91 passenger stations and a fleet of over 1,200 railcars. In 2022 Metro will add seven new stations and 12 additional route miles. In addition to six new stations and 12 route miles associated with the Silver Line Phase 2 extension, the blue and yellow lines will be augmented with an in-fill station at Potomac Yard. This will bring the system to a total of 98 stations and 130 route miles. All Metrorail stations and railcars are accessible to disabled passengers and compliant with ADA standards.

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

The system is composed of three main types of structures: underground, surface and elevated. Excluding

Silver Line Phase 2, the underground sections consist of 50.5 route miles and 47 stations, the surface sections comprise 58 miles and 38 stations, and the elevated sections consist of 9.2 route miles and six stations. The inclusion of the Silver Line Phase 2 and Potomac Yard stations expands the system to 130 route miles, 50.5 miles (47 stations) of which are underground, 60.25 miles (44 stations) of which are at the surface, and 19.25 miles (seven stations) of which are elevated.

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

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

Sources of Funds

SOURCES OF FUNDS – METRORAIL

(\$ in millions)

\$ 10.5 (0.8%)

ADVERTISING

\$ 21.2 (1.6%)

PARKING

\$ 43.9 (3.3%)

OTHER

\$ 230.4 (17.5%)

PASSENGER

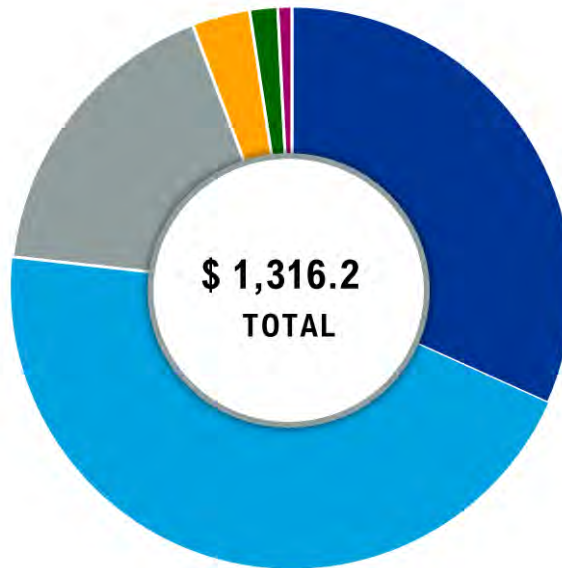
\$ 592.5 (45.0%)

FEDERAL RELIEF¹

\$ 417.7 (31.7%)

NET SUBSIDY

1. Includes ARPA



- Metrorail sources of funds consist of revenue primarily from passenger fares and parking fees, as well as advertising and lease revenues and subsidy from Metro’s jurisdictional partners. Subsidy is \$417.7 million or 31.7 percent of the rail funding need
- Total Metrorail revenue in FY2023 is projected at \$306.1 million. Passenger revenues, including fares and passes, are projected at \$230.4 million. Passenger revenue is expected to increase 135.2 percent from FY2022 to FY2023 due to the expected gradual post-pandemic increase in ridership. Prior to the pandemic, rail passenger revenues were projected to increase due to a

rebound in ridership related to improved reliability, expanded fare products, customer service initiatives and a partial restoration of late-night hours

- Parking revenue at Metrorail facilities will contribute \$21.2 million in revenue. This is a 92.5 percent increase from FY2022 to FY2023 due to gradual recovery from the Covid-19 impacts
- Advertising revenue applied to Metrorail will contribute \$10.5 million to revenue in FY2023. This is a \$8.4 million increase from the FY2022 budget
- Other revenue, which includes joint development, fiber optics, and other non-transit revenue is projected to contribute \$43.9 million in FY2023



Uses of Funds

USES OF FUNDS – METRORAIL

(\$ in millions)

\$ 39.3 (3.0%)

OTHER

\$ 2.9 (0.2%)

FUEL (GAS/DIESEL/CNG)

\$ 84.4 (6.4%)

UTILITIES & PROPULSION

\$ 71.4 (5.4%)

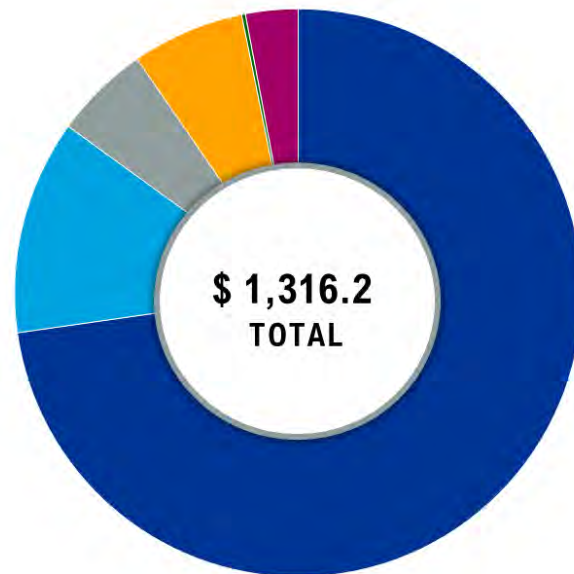
MATERIALS & SUPPLIES

\$ 160.7 (12.2%)

SERVICES

\$ 957.6 (72.8%)

PERSONNEL



- Personnel expenses are the largest portion of the FY2023 Metrorail budget. Personnel costs are estimated at \$957.6 million in FY2023, or 72.8 percent of total Metrorail expenses. Personnel expenses decreased by \$10.2 million or 1.3 percent from FY2020 actuals to FY2021 actuals and are projected to increase \$106.2 million or 12.5 percent from the FY2022 budget to FY2023 budget.
- Services are budgeted at \$160.7 million in FY2023. Services decreased from FY2020 actuals to FY2021 actuals by \$7.6 million or 5.6 percent due to outsourcing and are projected to increase by \$8.2 million or 5.4 percent from FY2022 budget to FY2023 budget.
- Materials and Supplies are budgeted at \$71.4 million in FY2023. Materials and Supplies increased \$16.1 million from FY2020 actuals to FY2021 actuals and are projected to increase by \$3.3 million or 4.9 percent from FY2022 budget to FY2023 budget.
- Fuel costs are budgeted at \$2.9 million, flat compared to FY2022 budget.
- Utilities and Propulsion expenses of \$84.4 million are projected to increase by \$8.5 million or 11.1 percent over the FY2022 budget.
- Other expenses consisting of Casualty and Liability insurance, lease and miscellaneous expenses total

\$39.3 million, which is a \$0.6 million decrease over the FY2022 budget



Metrorail train at Judiciary Sq Station

METRORAIL – REVENUE AND EXPENSES

		FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change
<i>(Dollars in Thousands)</i>						
REVENUES	Passenger	\$394,786	\$77,256	\$97,949	\$230,364	\$132,415
	Parking	32,071	3,895	11,030	21,232	10,202
	Advertising	16,823	5,679	2,111	10,544	8,433
	Joint Development	9,279	9,157	14,644	9,644	(5,000)
	Fiber Optics	17,079	16,010	15,716	13,892	(1,825)
	Other Non-Transit Sources	7,209	14,014	21,780	20,397	(1,383)
	Total Revenues	\$477,246	\$126,010	\$163,231	\$306,073	\$142,842
EXPENSES	Personnel	\$803,063	\$792,893	\$851,412	\$957,592	\$106,180
	Services	135,923	128,284	152,544	160,744	8,201
	Materials & Supplies	53,608	69,726	68,020	71,364	3,344
	Fuel (Gas/Diesel/Natural Gas)	990	1,114	2,728	2,889	161
	Utilities and Propulsion Power	75,882	71,710	75,916	84,373	8,457
	Casualty and Liability	23,831	22,473	28,486	26,768	(1,718)
	Leases and Rental	6,471	8,503	7,008	7,372	364
	Miscellaneous	3,056	8,295	4,386	5,114	728
Total Expenses	\$1,102,824	\$1,102,998	\$1,190,501	\$1,316,217	\$125,716	
SUBSIDY	Gross Subsidy	\$625,578	\$976,987	\$1,027,270	\$1,010,144	(\$17,126)
	Federal Relief ¹	(135,752)	(451,054)	(635,819)	(592,467)	43,352
	Net Subsidy	\$489,826	\$525,934	\$391,451	\$417,677	\$26,226
Cost Recovery Ratio	43.3%	11.4%	13.7%	23.3%		

1. Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – METRORAIL

<i>(Dollars in Thousands)</i>		FY2020	FY2021	FY2022	FY2023		
		Actual	Actual	Budget	Budget	\$ Change	% Change
PERSONNEL	Salaries	\$239,460	\$269,700	\$257,976	\$289,102	\$31,125	12.1%
	Wages	274,553	279,634	297,975	342,684	44,709	15.0%
	Overtime	47,148	32,527	51,110	53,846	2,736	5.4%
	Total Salaries and Wages	\$561,161	\$581,862	\$607,061	\$685,632	\$78,570	12.9%
	Fringes	\$296,976	\$261,912	\$288,719	\$316,656	\$27,937	9.7%
	Fringe Health	171,928	122,211	111,226	117,099	5,873	5.3%
	Fringe Pension	115,702	135,867	109,419	119,715	10,296	9.4%
	Other Fringe Benefits	(8,679)	(18,068)	49,092	56,200	7,108	14.5%
	Workers Compensation	18,025	21,903	18,982	23,643	4,661	24.6%
	Capital Allocation	(\$55,074)	(\$50,881)	(\$44,368)	(\$44,696)	(\$328)	0.7%
	Total Personnel Cost	\$803,063	\$792,893	\$851,412	\$957,592	\$106,180	12.5%
NON-PERSONNEL	Services	\$135,923	\$128,284	\$152,544	\$160,744	\$8,201	5.4%
	Professional and Technical	57,454	46,591	50,175	57,846	7,671	15.3%
	Contract Maintenance	50,478	60,701	33,701	40,229	6,528	19.4%
	Paratransit	56	7	-	830	830	-
	Other	27,935	20,985	68,668	61,840	(6,828)	(9.9%)
	Materials & Supplies	\$53,608	\$69,726	\$68,020	\$71,364	\$3,344	4.9%
	Parts	43,022	53,552	27,094	26,458	(636)	(2.3%)
	Other	10,587	16,174	40,927	44,907	3,980	9.7%
	Fuel (Gas/Diesel/Natural Gas)	\$990	\$1,114	\$2,728	\$2,889	\$161	5.9%
	Diesel Fuel	(3)	-	992	1,152	161	16.2%
	Gasoline	993	1,081	1,737	1,737	-	-
	Natural Gas	-	33	-	-	-	-
	Utilities & Propulsion	\$75,882	\$71,710	\$75,916	\$84,373	\$8,457	11.1%
	Propulsion	47,944	45,239	49,151	54,190	5,039	10.3%
	Electricity	21,246	20,255	17,705	19,843	2,138	12.1%
	Utilities - Other	6,691	6,216	9,060	10,340	1,280	14.1%
	Casualty & Liability	\$23,831	\$22,473	\$28,486	\$26,768	(\$1,718)	(6.0%)
	Insurance	13,220	13,725	19,752	17,727	(2,025)	(10.3%)
	Claims	10,611	8,748	8,734	9,041	306	3.5%
	Leases	\$6,471	\$8,503	\$7,008	\$7,372	\$364	5.2%
	Property	4,675	4,981	3,264	3,725	461	14.1%
Equipment	1,796	3,522	3,744	3,647	(97)	(2.6%)	
Miscellaneous	\$3,056	\$8,295	\$4,386	\$5,114	\$728	16.6%	
Business Meeting/Subscriptions	928	619	483	146	(337)	(69.8%)	
Advertising	2,171	4,594	2,990	2,805	(184)	(6.2%)	
Reimbursements/Other	(44)	3,082	913	2,163	1,250	136.9%	
Total Non-Personnel Cost	\$299,761	\$310,105	\$339,089	\$358,625	\$19,536	5.8%	
Total Cost	\$1,102,824	\$1,102,998	\$1,190,501	\$1,316,217	\$125,716	10.6%	

Operating Budget by Mode: MetroAccess



Profile

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

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

Additionally, Metro has partnered with the jurisdictions to improve the accessibility of bus stops in the region, further

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

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

Coordinated Alternatives to Paratransit Services (CAPS), established in 2013, provides transportation service for clients of two human services agencies (HSA) in Maryland between the HSAs main facilities and clients' homes. Services provided under the CAPS program cost Metro 40 percent less per trip than a comparable trip on MetroAccess

The Abilities-Ride program began in FY2018 as a public-private partnership between Metro and two vendors to provide generally available on-demand and reserve trip service to MetroAccess customers for trips beginning and ending in Maryland. The program now has 11 providers with service throughout the MetroAccess service area. Trips provided by the program can save Metro as much as 25 percent of the cost of a comparable MetroAccess trip

Sources of Funds

SOURCES OF FUNDS – METROACCESS

(\$ in millions)

\$ 5.2 (2.6%)

PASSENGER

\$ 0.5 (0.2%)

FEDERAL RELIEF

\$ 192.6 (97.1%)

NET SUBSIDY



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

Metro’s paratransit costs; jurisdictional subsidies of \$192.6 million support the remaining 97.1 percent

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



New hybrid MetroAccess sedans and MetroAccess vans

Uses of Funds

USES OF FUNDS – METROACCESS

(\$ in millions)

\$ 1.6 (0.8%)

OTHER

\$ 5.7 (2.9%)

FUEL (GAS/DIESEL/CNG)

\$ 0.7 (0.4%)

UTILITIES & PROPULSION

\$ 0.3 (0.1%)

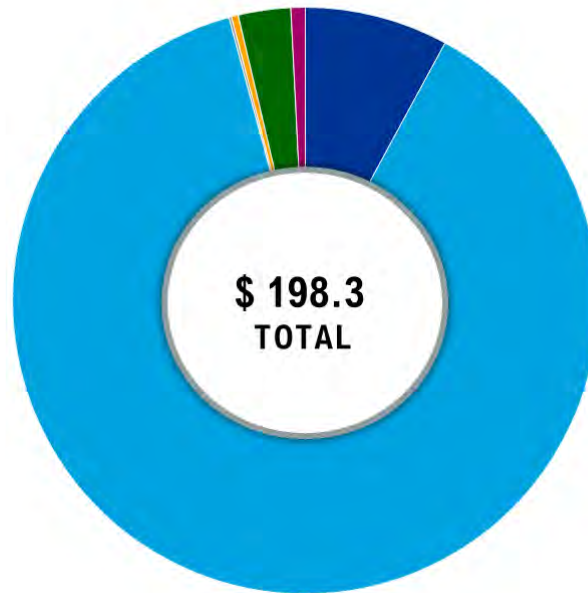
MATERIALS & SUPPLIES

\$ 174.2 (87.9%)

SERVICES

\$ 15.7 (7.9%)

PERSONNEL



- Personnel costs are budgeted at \$15.7 million, which is a \$1.1 million increase in comparison to the FY2022 budget
- Services expense decreased by \$21.5 million or 14.3 percent from FY2020 to FY2021, and are budgeted at \$174.2 million in FY2023, an increase of \$3.9 million or 2.3 percent from FY2022 budget to FY2023. This increase is primarily due to cost escalation in paratransit contract rates. Contracts to

provide Paratransit service account for 85.3 percent of the total MetroAccess budget. Other contract spending brings total Services costs to 87.9 percent of total Access expenses

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



METROACCESS – REVENUE AND EXPENSES

		FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change
<i>(Dollars in Thousands)</i>						
REVENUES	Passenger	\$6,676	\$4,416	\$4,660	\$5,201	\$541
	Parking	-	-	-	-	-
	Advertising	-	-	-	-	-
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	-	1,559	-	-	-
Total Revenues		\$6,676	\$5,975	\$4,660	\$5,201	\$541
EXPENSES	Personnel	\$8,578	\$9,971	\$14,633	\$15,723	\$1,090
	Services	150,292	128,745	170,312	174,238	3,926
	Materials & Supplies	(5)	529	787	295	(492)
	Fuel (Gas/Diesel/Natural Gas)	3,988	2,776	5,737	5,741	3
	Utilities & Propulsion Power	624	592	704	734	29
	Casualty and Liability	686	647	745	503	(242)
	Leases & Rental	115	169	988	945	(42)
	Miscellaneous	86	247	105	117	11
Total Expenses		\$164,365	\$143,677	\$194,011	\$198,295	\$4,284
SUBSIDY	Gross Subsidy	\$157,689	\$137,701	\$189,351	\$193,094	\$3,742
	Federal Relief ¹	(1,769)	(5,759)	-	(462)	(462)
	Net Subsidy	\$155,920	\$131,943	\$189,351	\$192,632	\$3,281
Cost Recovery Ratio		4.1%	4.2%	2.4%	2.6%	

1. Includes CARES Act, CRRSAA, and ARPA

OPERATING BUDGET – METROACCESS

<i>(Dollars in Thousands)</i>		FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	\$ Change	% Change
PERSONNEL	Salaries	\$6,223	\$6,644	\$8,710	\$9,093	\$383	4.4%
	Wages	319	883	1,884	2,094	210	11.2%
	Overtime	24	20	280	319	39	13.8%
	Total Salaries and Wages	\$6,567	\$7,547	\$10,874	\$11,506	\$632	5.8%
	Fringes	\$3,579	\$3,867	\$5,037	\$5,501	\$464	9.2%
	Fringe Health	2,026	1,531	1,924	1,970	46	2.4%
	Fringe Pension	1,304	1,714	1,928	2,248	320	16.6%
	Other Fringe Benefits	23	245	858	886	28	3.2%
	Workers Compensation	225	377	327	397	70	21.5%
	Capital Allocation	(\$1,567)	(\$1,442)	(\$1,278)	(\$1,284)	(\$6)	0.5%
Total Personnel Cost	\$8,578	\$9,971	\$14,633	\$15,723	\$1,090	7.4%	
NON-PERSONNEL	Services	\$150,292	\$128,745	\$170,312	\$174,238	\$3,926	2.3%
	Professional and Technical	4,607	3,099	4,283	3,854	(430)	(10.0%)
	Contract Maintenance	(46)	527	660	467	(193)	(29.2%)
	Paratransit	144,951	124,603	164,044	169,137	5,093	3.1%
	Other	779	517	1,325	779	(545)	(41.2%)
	Materials & Supplies	(\$5)	\$529	\$787	\$295	(\$492)	(62.5%)
	Parts	21	14	213	195	(18)	(8.6%)
	Other	(27)	514	573	100	(473)	(82.5%)
	Fuel (Gas/Diesel/Natural Gas)	\$3,988	\$2,776	\$5,737	\$5,741	\$3	0.1%
	Diesel Fuel	-	-	12	15	3	24.9%
	Gasoline	3,988	2,776	5,725	5,725	(0)	(0.0%)
	Natural Gas	-	-	-	-	-	-
	Utilities & Propulsion	\$624	\$592	\$704	\$734	\$29	4.2%
	Propulsion	-	-	-	5	5	-
	Electricity	500	496	516	541	25	4.8%
	Utilities - Other	124	96	188	188	0	0.1%
	Casualty & Liability	\$686	\$647	\$745	\$503	(\$242)	(32.5%)
	Insurance	381	395	493	333	(160)	(32.5%)
	Claims	306	252	252	170	(82)	(32.5%)
	Leases	\$115	\$169	\$988	\$945	(\$42)	(4.3%)
	Property	84	108	932	946	13	1.4%
	Equipment	31	61	55	(0)	(56)	(100.7%)
	Miscellaneous	\$86	\$247	\$105	\$117	\$11	10.8%
Business Meeting/Subscriptions	29	27	19	9	(10)	(52.1%)	
Advertising	63	132	88	56	(31)	(35.7%)	
Reimbursements/Other	(5)	89	(1)	51	53	(4765.8%)	
Total Non-Personnel Cost	\$155,786	\$133,705	\$179,378	\$182,572	\$3,194	1.8%	
Total Cost	\$164,365	\$143,677	\$194,011	\$198,295	\$4,284	2.2%	

Reimbursable Budget

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

FUNDING SOURCES FOR REIMBURSABLE PROJECTS

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

Safety and Security Grants

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

Joint Development and Adjacent Construction Projects

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

- Metro facilities and operations are not damaged or affected during and after the project construction
- JDAC expenditures are reimbursed by the requesting private entity or jurisdiction. JDAC performs the following activities for the entities:
 - Provides internal Authority departmental coordination with project's owner/developer/

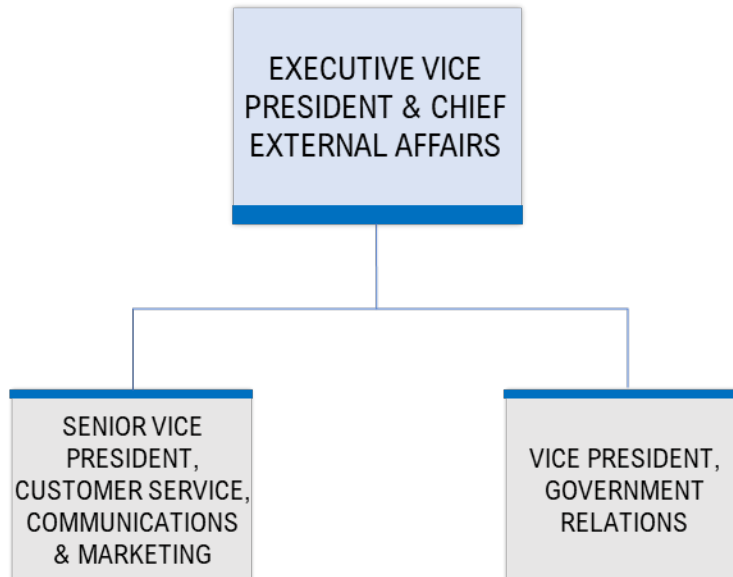
contractor (ODC) including external agencies, jurisdictions, property owners, consultants, developers, utilities and/ or anyone who has an impact on Metro property, facilities and/or operations

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

Neutral Host

Prior to FY2022, the Authority issued master license contract agreements with telecommunications providers to design, build, operate, and maintain a wireless communication infrastructure throughout Metro's underground stations and tunnels. The agreements for neutral host projects were at no cost to Metro and enabled wireless cellular phone and data services throughout the underground infrastructure. The agreements concluded in January 2021 and thus no FY2022 or FY2023 amounts were budgeted.

External Relations



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

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

FY2023 Business Plan

In FY2023, External Relations will continue to integrate the efforts of several functional areas to further develop and enhance its comprehensive program to strengthen Metro’s brand. Key enhancements include:

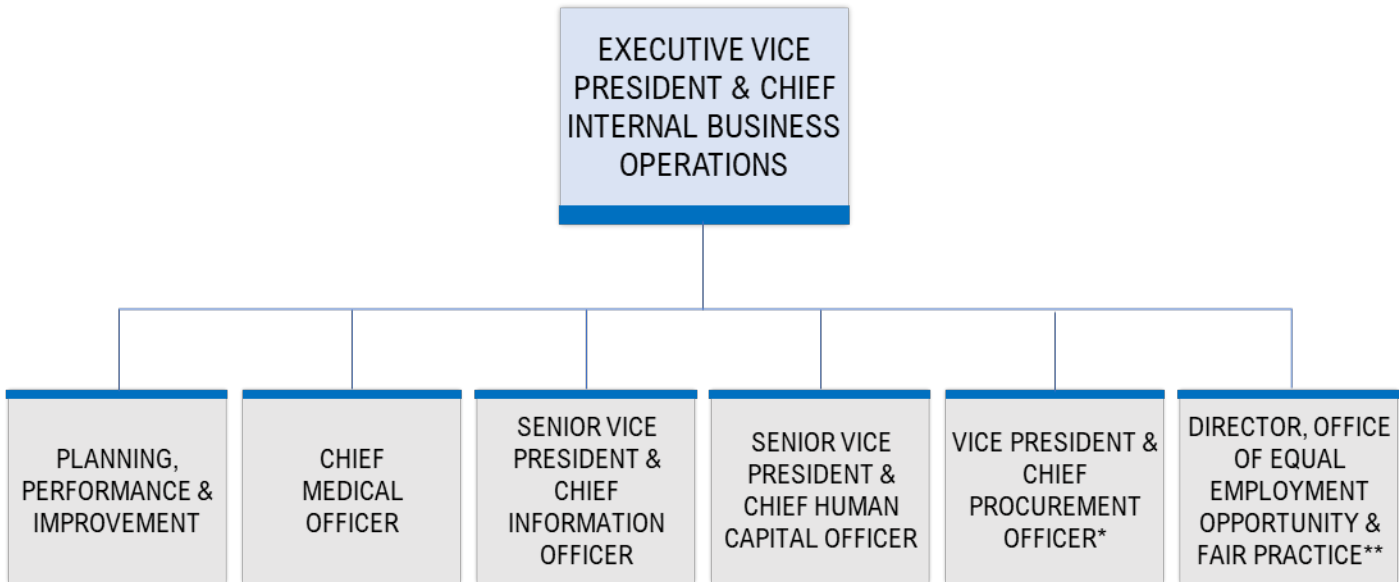
- Continue the communication and outreach program in support of WMATA’s long-term Pandemic Recovery to build confidence for returning riders, communicate service and fare changes designed to meet new ridership patterns, and provide support for local and federal funding necessary to continue services

- Lead customer communication, jurisdiction collaboration and stakeholder involvement in support of the expanded capital program, including the procurement of electric buses and 8000-series rail cars, the rehabilitation of Metrobus facilities and Metrorail stations, and the modernization of the Metrorail train control system
- Support the Bus Network Design through innovative and inclusive public engagement that collects feedback from the entire multi-jurisdiction service area, and fulfills Metro’s commitment to engaging diverse and historically underserved communities
- Continue to build trust among elected officials and other key stakeholders to invest in Metro by highlighting Metro’s progress (pandemic recovery, fiscal stewardship, internal morale, and safety improvement)
- Maintain a collaborative Board-management relationship to achieve business goals and ensure effective policymaking
- Support the management/Board Transit Equity and Sustainability initiatives
- Collaborate with Metro’s regional Congressional delegation and business, regional and elected leaders, in support of continued capital funding and other resources needed to support transit service during the ongoing pandemic recovery

- Identify and coordinate federal, state, and local discretionary grant funding opportunities in support of WMATA's business goals. Examples of funding opportunities consistent with WMATA's needs include Homeland Security, sustainability, and resiliency grants
- Maintain non-fare revenue through expanded digital advertising, new commercial and retail opportunities, and special event cost recovery
- Communicate leadership objectives to build a sustainable business model that meets the mandated subsidy cap, provides safe, equitable and sustainable service, while improving service delivery and enhancing employee pride
- Support employee recruitment, retention and engagement with information and acknowledgement using engaging communications channels, including newsletters, podcasts, video and in-person events



Internal Business Operations



* Disadvantaged Business Enterprise (DBE) within Small Business Program Office reports indirectly to GM per FTA mandate
 ** Equal Employment Opportunity (EEO) reports indirectly to GM/CEO per FTA mandate

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

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

IBOP’s new Human Capital department now combines the efforts of the Employee Relations and Labor Relations groups with a focus on employee Total Rewards. The department is responsible for the development of WMATA’s Human Capital Plan, sourcing and supporting the selection of highly qualified talent, delivering customer-friendly onboarding, implementation of employee performance management programs,

employee development and training opportunities, and promotes an engaged, diverse and inclusive organization free from discrimination. Oversight of the Authority-wide background check process has been moved from Employee Relations to Talent Acquisition. IBOP is focused on business innovation through organizational transformation and integrating strategic priorities across functions with the goal of establishing a culture of high performance at all levels of the organization.

FY2023 Business Plan

- IT continues planning for the replacement of the aging PeopleSoft ERP system. This multi-year effort will begin phase II in FY203with initial implementation phases. This effort will cross multiple disciplines throughout the Authority
- IT will be engaged in the design and implementation of technology in each of the three new WMATA facilities. The focus will be on the New Carrollton and Mill Road headquarters and the construction of the new data center. Efforts will include network connectivity, outfitting facilities with teleconferencing and telephony capabilities as well as desk top functionality
- Safeguard WMATA data and network access. The implementation of a risk-based framework will

continue in FY2023 ensuring all Metro information technology systems are secure and monitored to avoid intrusion improving data protection and management

- Facilitate the acquisition of goods and services, in a timely manner, by implementing strategic sourcing and vendor management through the category management operating model. Category management will enable flexible delivery methods, improved customer service and cost savings
- Stabilize WMATA's Small and Local Business Utilization Programs to include training and outreach events. Strengthen partnerships with the small and minority vendor community by implementing a new socio-economic program funded with local funds
- Establish governance framework to support category management operating model. This framework will ensure consistent practices throughout WMATA for all acquisition practices
- Successfully integrated Labor Relations and Employee Relations (HCLE) to provide advice and counselling to managers with represented employees on labor contract and policy issues; and assist employees to resolve issues within the workplace
- HCTA will identify and implement a new Applicant Tracking System to replace PeopleSoft ERP. The identified system will be leveraged to enhance recruiter performance, applicant experience and overall hiring compliance while driving recruitment effectiveness and efficiency
- HCLE will continue to provide Labor 101 Training and re-institute specific labor relations training to address specific departmental needs
- HCLE will continue to focus on the reduction of overall grievances, including the number of cases invoked into arbitration
- HCLE will work to successfully complete the contract negotiations for the Local 2 and Local 639 Unions with minimum disruption to the organizations
- Increase strategic sourcing and recruiting capacity by engaging a Recruitment Process Outsourcing (RPO) vendor to support high volume, pipeline and other recruitment efforts related to key projects and initiatives
- Planning, Performance, and Improvement to focus on planning, continuous improvements, customer engagement and metrics; integrate reporting

measures across WMATA where IBOP directly supports a key metric tracked outside of IBOP

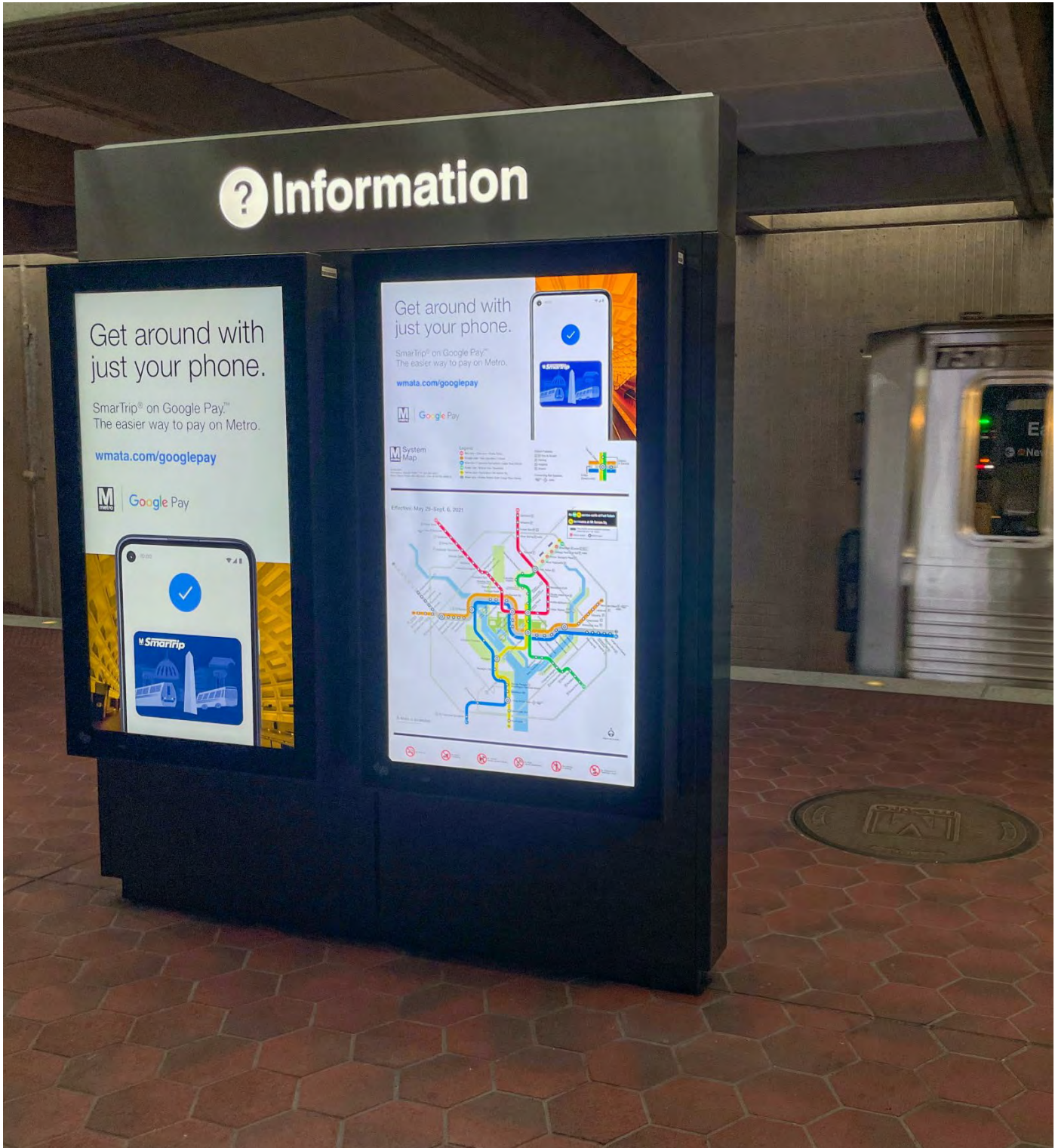
- Staffed key positions within Human Capital, including positions in Human Capital Solutions to lead WMATA Workforce Planning and Forecasting, Succession Planning and Retention Strategy initiatives; Director of Labor and Employee Relations and two (2) Senior Labor and Employee Relations Officers
- Undertake a review of its current workforce capacity, develop a Workforce Planning and Forecasting Model, and develop a Strategic Workforce and Human Capital Plan for WMATA, that enables the organization to make well-informed, efficient, and cost-effective decisions about future workforce requirements
- Human Capital will begin planning for the development of a competency model with associated behaviors, and career paths for its talent across the Authority
- HC will develop and implement a Retention Strategy and Program for WMATA that ensures we are retaining top talent, high performers and high potential employees
- Human Capital Performance and Learning (HCPL) will continue to develop leaders throughout the organization with capabilities and behaviors aligned to Metro's Leadership Framework to support continuous improvement and customer engagement
- HCPL will continue to establish and standardize performance management procedures across WMATA employee groups with the goal to align employee performance objectives with WMATA's strategic goals. The focus in FY2023 is the transitioning Local 2 employee group from an anniversary evaluation date to the fiscal year calendar
- HCPL will establish a new employee onboarding program as a component of its retention strategy. The program will integrate new employees with Metro and its culture, as well as get new hires the tools and information they need to become a productive member of the team during their first year
- Total Rewards will be engaged in the planning and implementation of the new Pension Administration for the defined benefit plans
- FAIR is assessing the need to procure a Complaint Management system to streamline its complaint

process and investigate complaints of discrimination more effectively and efficiently

- OHAW will continue implementation of the Wellness strategy for the authority through procurement of Wellness vendor and portal which will contribute to the overall health & wellness of Metro’s employees

and support the GM’s vision to be the employer of choice

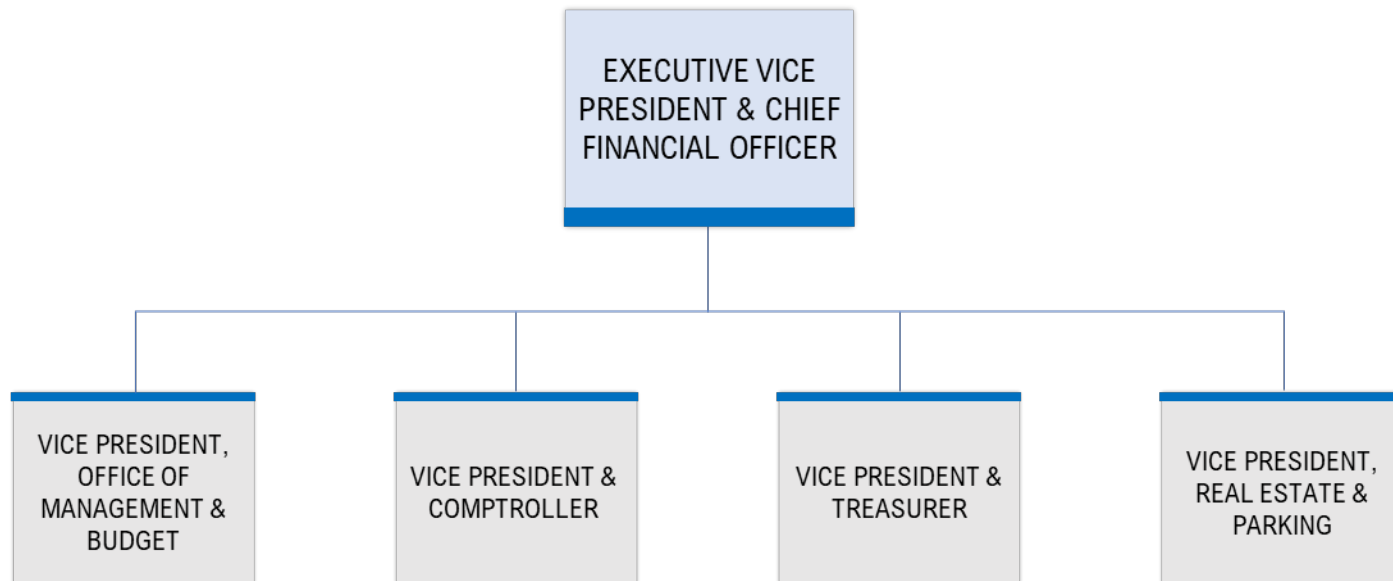
- OHAW in collaboration with IT and Procurement began completing requirements in FY22 to procure an Electronic Health System. This multi-year project will support the Authority in efficiently monitoring the health of its employees



Pandemic Impacts

- The IT organization mobilized teleworking capabilities immediately upon learning the jurisdictions were preparing for shelter-in-place protocols. IT ordered laptops, tablets, monitors and peripherals to support the remote workforce
- Cybersecurity identified significant spikes in cyber-attacks (up 1000 percent) over pre-Covid telework levels that required increased defensive measures to include the issuance of Virtual Private Network (VPN) tokens and monitoring access
- IT undertook a major effort in rolling-out the Microsoft Teams platform to a remote workforce making it possible to securely communicate and participate in virtual meetings. Additionally, the IT department assisted the WMATA Board in being able to hold virtual board meetings which also allowed for the continuation of public participation
- The Office of Procurement expeditiously developed and executed strategies to ensure personal protective equipment and other supplies and services were procured in a timely manner, cost effective and readily available to all staff that needed the equipment
- Revised onboarding of new hires to accommodate social distancing and minimize exposure for staff and new hires
- Increased virtual learning opportunities for employees, as well as virtual pre-employment testing for applicants
- Transitioned to virtual recruiting and interviews, as well as meet-and-greets to replace in-person touchpoints to observe social distancing
- Increased virtual hiring event platform presences and participation to improve diversity hiring and attract talent by reaching across geographic barriers
- Modified the Student Bus Operator testing process and converted to a virtual testing process which included use of a virtual platform to proctor the exams
- OHAW has been instrumental in recommending the Authority's medical direction during the Covid-19 pandemic by communicating with employees, managers, and family members on quarantine directives; nursing review, contact tracing, system tracking, and telephonic return to duty evaluations
- OHAW successfully procured the services of a 3rd party vendor and facilitated monthly to weekly COVID-19 testing events at various locations around the authority to ensure testing availability for all WMATA employees
- OHAW in collaboration with IT implemented a Covid-19 portal to track and monitor employee vaccination and testing status in response to the GM's COVID-19 vaccination/testing mandate
- OHAW's Employee Assistance and Wellness program areas facilitated webinars, vodcasts and wellness initiatives to assist WMATA employees in maintaining their physical and mental health during the pandemic
- OHAW maintained federally mandated drug and alcohol testing services 24/7 during the Covid-19 pandemic as well as return to duty in-person evaluations in accordance with the Absenteeism policy
- OHAW is working to procure COVID-19 support services for symptom triage, contact tracing, return to work evaluations, and all efforts to support the pandemic response
- HCLE was successful in transitioning arbitration hearings from in-person to virtual with the assistance and cooperation of Veritext Littler Law Firm and the Local Unions while maintaining the high level of the presentations
- HCLE maintained embedded presence to provide support and advice to operational and administrative managers, while maintaining the integrity and efficiency of the grievance process in the support of the various contractual grievance processes
- HCLE successfully negotiated a four (4) year contract term with Local 922 relying on virtual meetings and exchanging proposals through email
- HCLE facilitated Labor Relations 101 training and GMS training in a safe and socially distant classroom environment

Financial Operations



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

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

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

FY2023 Business Plan

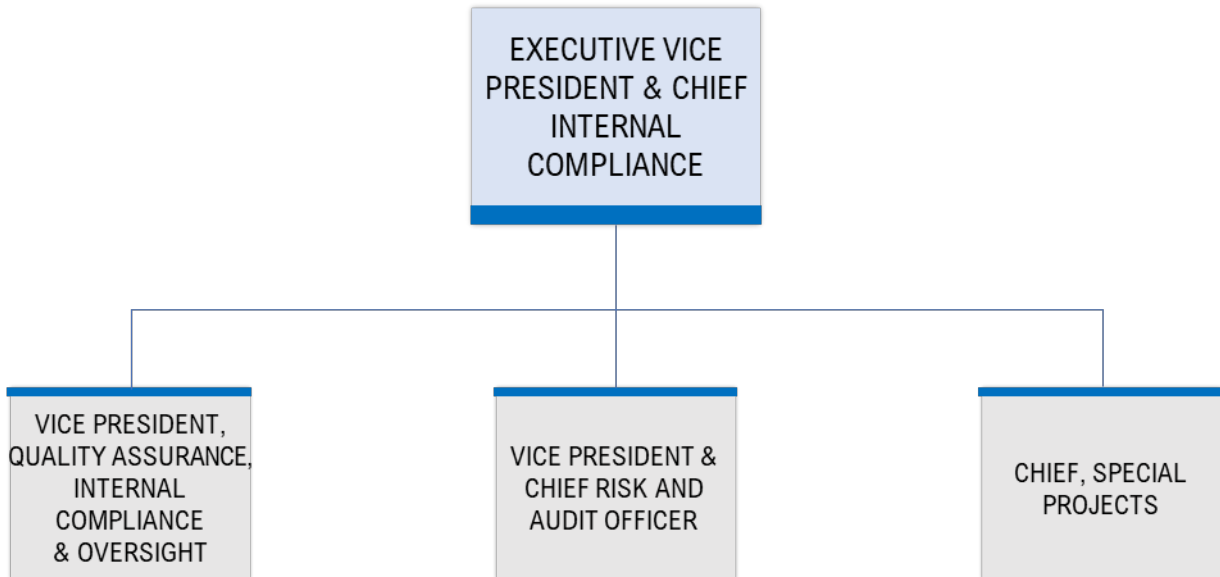
The Department of Financial Operations will continue to manage WMATA’s financial capacity, ensure funding for services and capital investment and maintain fiscal integrity through keen budget and financial management, accountability and transparent reporting, identifying innovative non-fare revenue opportunities with emphasis on operating initiatives that ensure equity, enhance customer experience and operating efficiency. These

efforts reinforce Metro’s focus on safe, reliable and affordable service; and increase stakeholder confidence in Metro’s role in driving regional economic vitality.

Key areas of focus will include:

- Effective budget management and enhanced reporting on the allocation and results of investments and budget performance
- Continue to demonstrate the quality and reliability of Metro’s financial management and reporting processes by obtaining an unmodified (clean) financial statement audit opinion
- Accurate financial reporting; with on-time and clean annual audited financial statements
- Systems enhancements that support customers in all phases of their journey as they return to using public transit
- Continue Office Consolidation initiative with delivery of Metro’s new headquarters building at Eisenhower while continuing to generate real estate revenues through excess properties disposition, accelerating other leasing activities, and advancing joint development plans
- Continue to leverage our Dedicated Funding revenues in the capital markets using debt issuances crafted to maximize funding of our capital plan
- Utilize short-term and long-term debt instruments including TIFIA, lines of credit and direct purchase borrowings to complement and increase efficiencies as needed to bridge funding gaps

Internal Compliance



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

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

- QICO promotes a system of quality internal controls to elevate the Agency's overall quality, efficiency, reliability, and safety through unbiased internal reviews and assessments of service delivery, new railcar commissioning, engineering & maintenance, capital program management and safety functions
- QICO coordinates and oversees the closure of corrective/preventive actions that address regulatory safety recommendations and required actions. QICO also manages Metro's Policy Instruction Manual and leads the development and

implementation of Metro's Quality Management System Plan (QMSP)

- MARC is Metro's Internal Audit function, providing objective internal auditing and advisory services to Metro's management that add value and enable change for strong organizational governance and effective management of risk and internal controls. MARC is also responsible for facilitating enterprise risk management (ERM) across the organization and facilitates organizational wide training on internal controls, risk management and compliance matters
- MARC also serves as the Agency's liaison to external auditing entities, including Metro's Office of Inspector General (OIG)
- SPEC leads and manages special and strategic projects at the direction of the General Manager/CEO and other senior management

FY2023 Business Plan

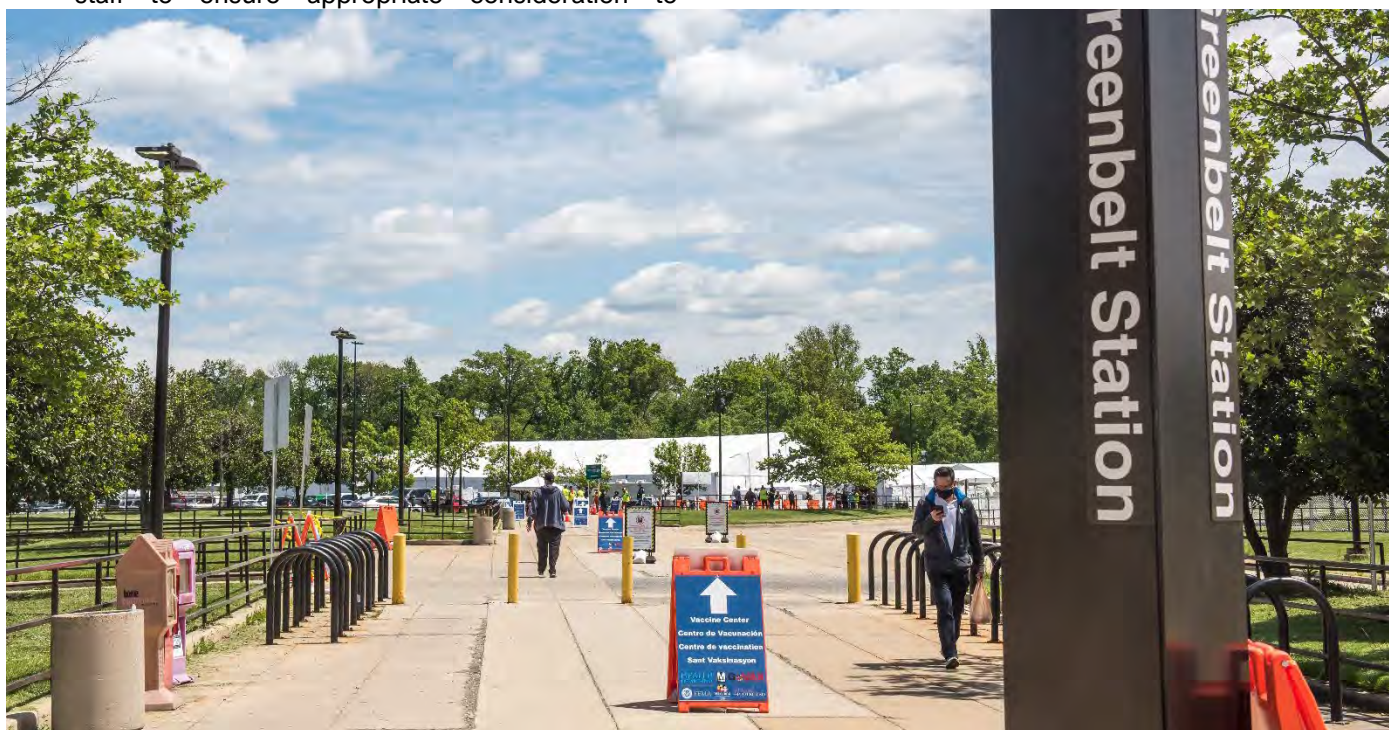
- Conduct quality assurance internal reviews and risk-based assessments of service delivery, new railcar commissioning, engineering and maintenance and capital program management inclusive of safety-oriented internal business functions
- Perform internal audits and special purpose reviews and assessments in line with the risk-based annual

audit plan. Expand scope to include Program & Vendor Oversight Audits, to provide reasonable assurance over capital programs and related projects and vendor and contract compliance

- Implement the QMSP and ERM frameworks to ensure quality standards are met and risk is managed consistently and effectively
- Collaborate with departments and offices to strengthen internal controls, identify key business process areas for improvement, and improve data integrity to mitigate and close corrective/preventive actions in response to federal oversight inquiries and external auditors
- Coordinate and oversee the development and closure of internal and external corrective action plans to comply with required actions from INCP and external agencies such as WMSC and FTA
- Improve processes and tools for the central tracking and monitoring of corrective action plans
- Support the implementation of the Safety Risk Management component of Metro's Public Transit Agency Safety Plan (PTASP) - a Federal Transit Administration (FTA) requirement for all Rail Transit Agencies under 49 CFR 673
- Represent Metro at strategy, policy, finance, jurisdiction/stakeholder meetings related to Silver Line Phase 2
- Coordinate with executive management and senior staff to ensure appropriate consideration to

timelines and keep the GM/CEO informed of any major issues including items for the monthly stakeholder/CEO meetings

- Actively participate in Silver Line project meetings related to Phase 2 to ensure policy level issues related to implementation, acceptance, and start of revenue service are discussed and WMATA interests accurately conveyed. Provide assistance and coordination as requested by OIG in their review of ongoing/emerging issues with Silver Line Phase 2
- Participate in activities related to start of Silver Line Phase 2 revenue service
- Assist the local government stakeholders and provide internal coordination on land use proposals adjacent to Phase 1 and Phase 2 stations
- Provide as requested, guidance/input on policy and strategic initiatives and projects
- Manage the Policy/Instruction (P/I) creation and revision process to assure updates occur on-time, document quality standards are met, stakeholder review is recorded, proper approval is obtained and approved P/Is are available organization-wide
- Manage the enterprise online digital glossary tool that maintains Metro business terminology to ensure continuity in usage and definition organization wide



Pandemic Impacts

QICO

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

we frequent regularly, such as railcar maintenance facilities and ROCC

- Strict adherence to PPE requirements while providing oversight inspections of the 7K Program engineering modification implementation resulted in increased inspection times

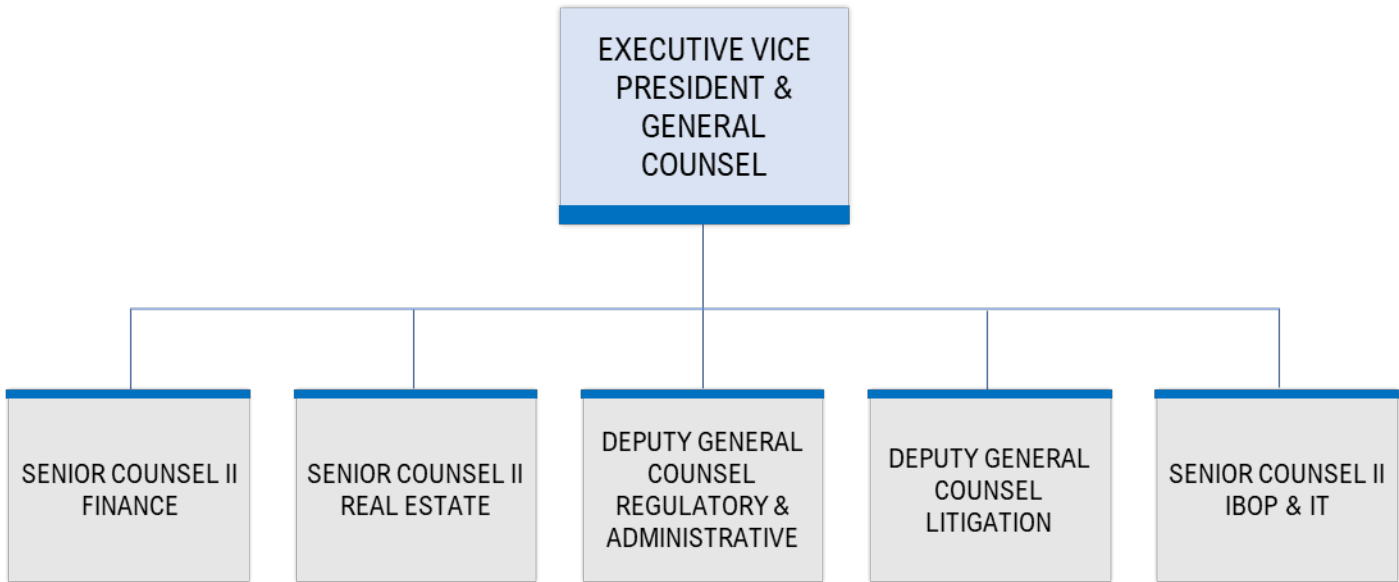
MARC

- In response to the changes to our business environment due to the Pandemic, the Internal Audit Plan was reassessed to consider new risks introduced by Covid-19 and related health and safety matters. The risk based Internal Audit Plan includes a focus on compliance with requirements of Federal Relief Aid received as a result of the Pandemic
- As part of the facilitated risk assessment process, consideration is being given to the complexity of changes that occurred across core business functions due to the COVID-19 Pandemic and the uncertainty of a complicated long-term recovery. Areas of focus include new risks introduced as a result of changes given the pandemic and response to those changes
- Adjustments to contractor resources necessary to provide audit and support services as a result of budget related management actions

SPEC

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

Office of General Counsel



The Office of General Counsel (COUN) is responsible for all legal affairs of Metro and provides high quality legal

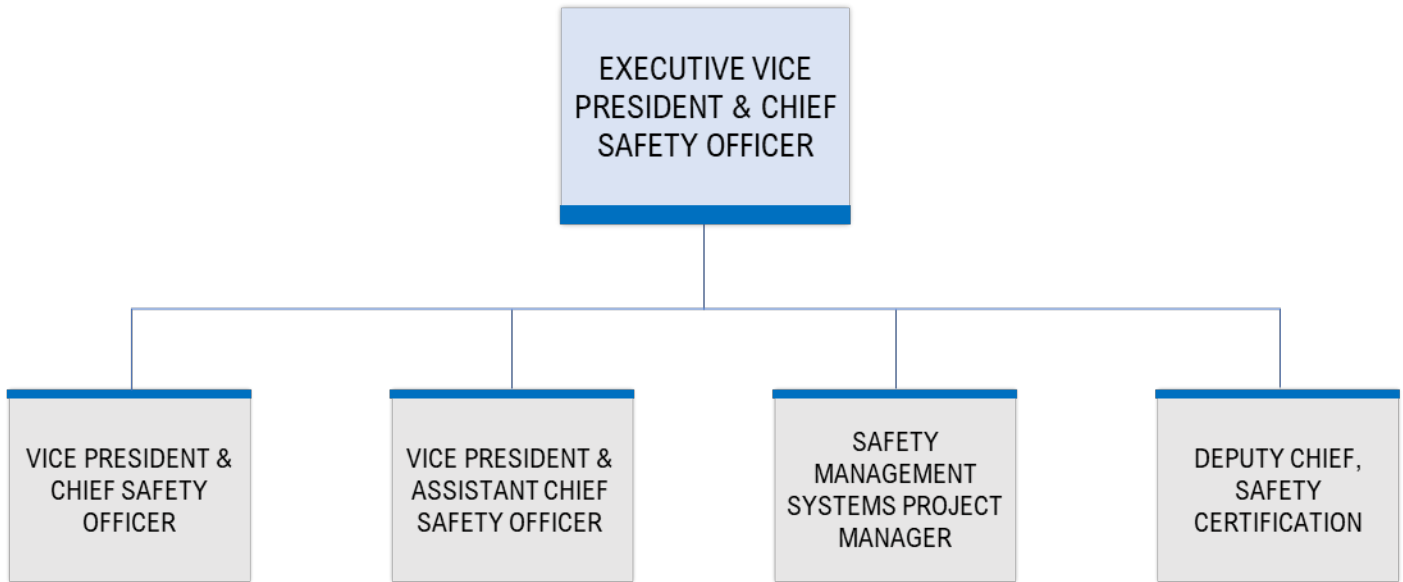
advice and counsel to the Board of Directors, executive management, and all Metro departments and offices.

FY2023 Business Plan

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



Safety and Environmental Management



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

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

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

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

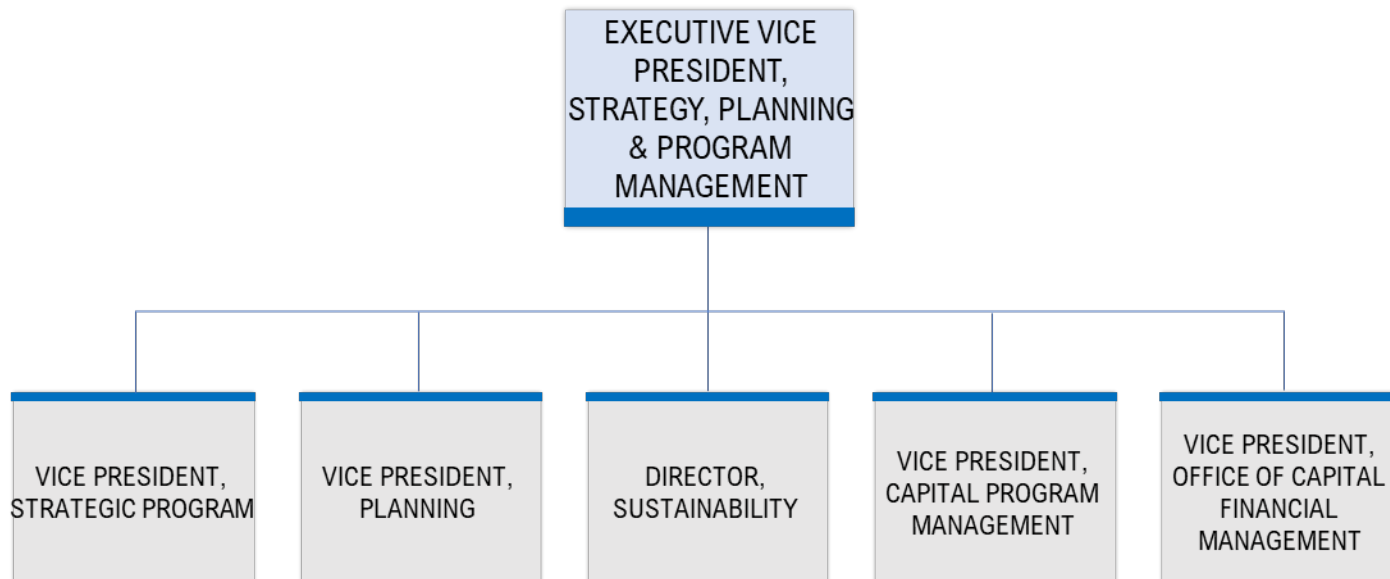
The SAFE Department is re-organizing to align with the principles of SMS. The EVP and CSO has three direct reports: one Director of Safety Policy and Promotion as

well as two Vice President (VP) and Assistant Chief Safety Officers (ACSO) that are tasked with administering and overseeing WMATA’s SMS. The Director of Safety Policy and Promotion is responsible for the Policy, Promotion, and Business Operations functions. The VP and ACSO of SMS Administration is responsible for the Safety Risk Management, Environmental Management and Compliance (EMAC), and Safety Certification and Engineering functions. The VP and ACSO of SMS Oversight is responsible for the Safety Assurance and Emergency Preparedness functions. Safety Assurance includes the teams performing Safety Data Analytics, Safety Investigations, and Operations Safety Oversight. The Emergency Preparedness function includes the teams performing Planning and Exercising, Response and Recovery Coordination, and Prevention and Mitigation.

FY2023 Business Plan

- Communicate safety as a Core Value to employees and customers
- Implement the Agency Safety Plan
- Enhance workplace safety programs
- Incorporate data-driven assessment for safety risk management
- Enhance existing employee-driven hazard identification programs

Strategy, Planning and Program Management



The Department of Strategy, Planning and Program Management (SPPM) drives Metro's strategy and transforms how Metro does business and serves its customers. SPPM builds and oversees Metro's prioritized capital program and is the lead organization responsible for (1) business transformation, (2) planning, (3) sustainability, (4) capital programming and project development, evaluation and accountability, and (5) capital budgeting and funds management. SPPM also provides oversight and reporting, as Metro's capital program advances safety, state of good repair, service reliability and financial stability, and invests federal, jurisdictional, and debt proceeds wisely. Through the COVID-19 challenges, SPPM shifted resources to remote working capabilities and continued to further Metro's goals through our transformation of bus and rail service, evolution of the Capital Program, and innovation to optimize operations.

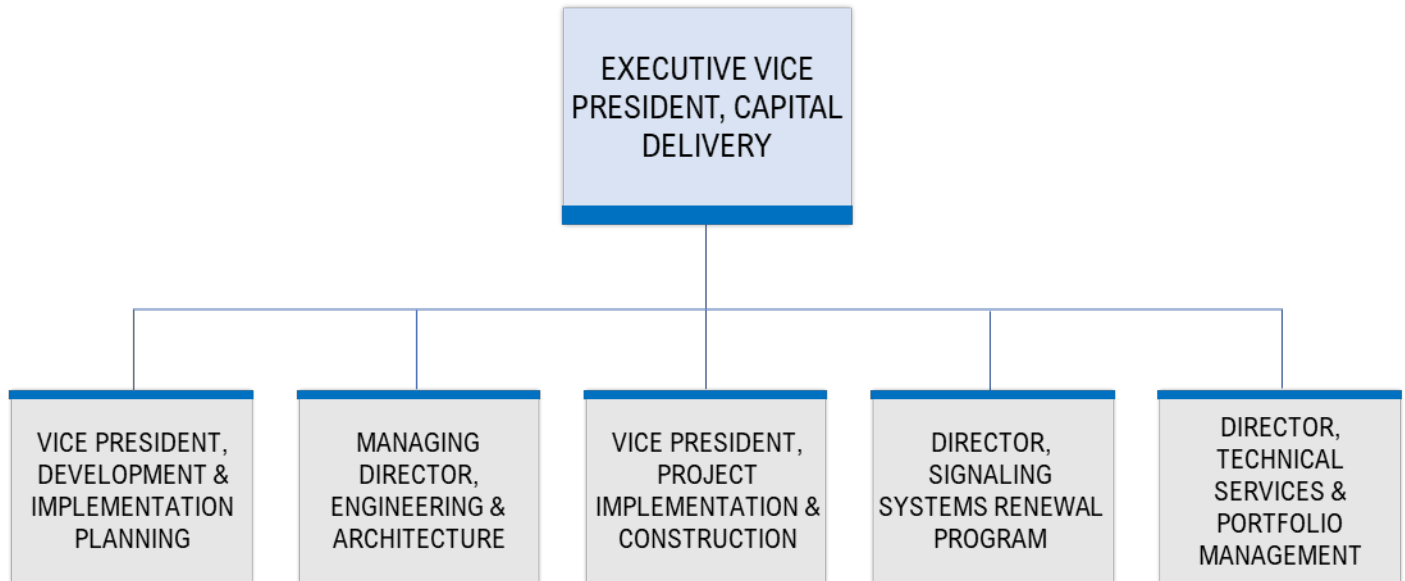
FY2023 Business Plan

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

- Drive transformation of Metro's business and operations by sponsoring and progressing delivery of initiatives that improve safety, state of good repair, efficiency and cost-effectiveness, customer service, and sustainability
- Formulate Metro's capital budget, manage capital funds and grants, and lead capital financial reporting

- Develop and report on capital program-wide performance metrics
- Improve capital planning and programming practices, build capacity to plan and execute an expanded capital program and accelerate the execution of priority projects; implement the Development & Evaluation program that establishes a pipeline of projects; and fund priority, emergent, and emergency capital needs
- Make Metro more sustainable, resilient and fiscally responsible by driving programs and partnerships that foster social wellbeing, racial and social equity, economic prosperity, and environmental stewardship
- Drive the Energy Action Plan implementation, zero-emissions fleet strategy, and waste management program, and initiate the incorporation of resiliency into strategic planning efforts
- Facilitate delivery of a regional strategy and roadmap for the future of Metrobus and local bus service in the region through the Bus Transformation Project
- Deliver system and service improvement recommendations based on data and analysis for rail, bus, and paratransit, including identifying necessary rail flexibility, reliability and service station capacity investment

Capital Delivery



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

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

PDIP’s core function is to drive informed decision making and to provide maximum value for Metro from the early stages of major capital works planning through execution. PDIP develops delivery strategies for all CAPD projects; defines the scope, schedule and budget; conducts preliminary risk assessments; develops innovative commercial terms; performs constructability analysis; oversees project/construction management and general architectural and engineering contracts; creates engineer’s estimates for new projects; provides cost estimating services for existing construction projects; manages the Integrated Maser Schedule (IMS) for all Capital Delivery projects; and builds relationships with Metro’s business partners. PDIP delivers on these core functions by making system safety a priority, keeping the customer at the center of all decisions, considering operational parameters, and putting people first by maintaining a diverse and inclusive office environment. The three teams within PDIP are Project Development &

Delivery Strategies (PDDS), Strategic Constructability & Access Planning (SCAP), and Commercial Innovation & Market Outreach (CIMO).

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

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

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

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

FY2023 Business Plan

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

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

PDIP

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

opportunities and construction implementation plans that enable optimal participation

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

ENGA

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

PICO

- Continue construction for the rebuild and replacement of Northern and Bladensburg bus facilities
- Continue construction of the Heavy Repair and Overhaul Facility
- Continue the construction of new Potomac Yard Station
- Continue fiber installation in below ground stations, and continue upgrade of the radio infrastructure
- Continue next phase of edge lighting installation and above ground site lighting for stations
- Complete construction of the Platform 4 Rehabilitation Program

- Complete standpipe replacement of E Line and continue rehabilitation of drainage pump systems
- Complete rehabilitation of the tunnel ventilation upgrades pilot project
- Complete rehabilitation of D&G Connector, Grosvenor-Strathmore Aerial, and various segmental and pedestrian bridges
- Commence construction of Package B structural rehabilitation of 21 bridges
- Complete groundwater facility at New Hampshire Avenue
- Continue relocation of Union Station Entrance.
- Award and commence installation of next phase of Tunnel Smoke Detection System at 42 Fan and Vent shafts
- Continue repair and replacement of Roofs program
- Continue installation of electronic safety and security upgrades (such as CCTV, access control, intrusion detection, fire alarms, public address, and intercom) across rail stations, bus stations, and other Metro facilities
- Continue rehabilitation of parking garages
- Continue rehabilitation of surface parking lots
- Continue installation of pneumatic logic control (PLC) panel boxes
- Continue construction of phase 4 escalator canopies contract, to include the remaining nine station entrance escalator canopies at Judiciary Sq North, Arlington Cemetery, Smithsonian North, Archives, U St East, Tenleytown-AU, Capitol South and Potomac Ave, and stairs at Bethesda, Judiciary Sq North, and College Park-U of Md Metrorail stations
- Continue AC Switchgear replacement at 14 locations
- Continue UPS replacements at passenger stations, yards, and traction power locations
- Continue replacement and installation of cable and traction power system for rail car efficiency upgrades under new Traction Power State of Good Repair contract

- Continue construction of L line tunnel and bridge rehab
- Continue Tunnel Leak mitigation on A and B line

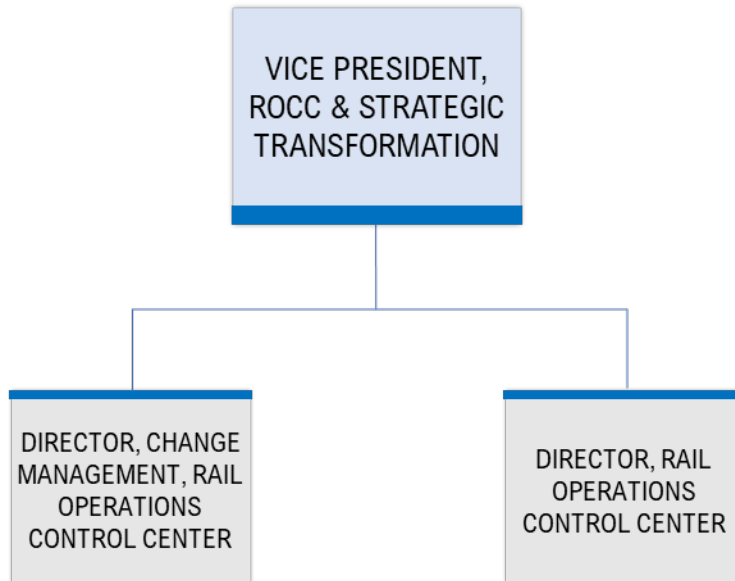
SSRP

- Continue state of good repair activities
- Finalize design as part of the first Train Control Room Rehabilitation Phase 1 contract
- Develop and award the Train Control Room Rehabilitation Phase 2 and RTU replacement contract
- Continue copper to fiber installation at Rhode Island Ave to Takoma Metrorail stations
- Deliver long-term implementation plan for next generation signaling system
- Continue the development of the snow-melter renewal project
- Continue Return to Automatic Train Operation (ATO) project implementation
- Construct Silver Line Phase 2 Training Lab
- Develop a comprehensive approach to ATC renewal effort in alignment with the Next Generation Program

COAR

- Coordinate CAPD Board actions
- Develop the FY2024 Resource Planning tools/processes
- Support the effective and efficient implementation of department staffing plans
- Develop intra-department communication tools
- Customize reporting to escalate CAPD risks and issues
- Manage CAPD operating budget and improve charging practices
- Support CAPD departments in matters related the Authority's human capital process and procedures
- Manage CAPD's non-human resources (including Non-Revenue Fleet (NRF) Vehicles, PPE, radios, etc.) to support CAPD each CAPD departments' needs

Rail Operations Control Center



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

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

FY2023 Business Plan

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

Specifically, the ROCC will focus on the following actions:

- Operate safe, efficient, and enjoyable rail service. Continue to improve service and reliability by reducing safety incidents, incidents causing passenger delay and increasing customer on time performance, schedule adherence and customer satisfaction
- Launch a safety management system to identify, track, and mitigate risks

- Improve training for all ROCC employees, including revamping training for all frontline positions, introducing leadership development training for the ROCC management team, and building on the skill drill program to support continued learning
- Update ROCC procedures to ensure they are clear, up-to-date, and execute critical processes as safely and efficiently as possible
- Transition to a new management structure for ROCC Operations to improve clarity of command during incidents and allows the segregation of administrative and operational functions. This will allow operational personnel to concentrate on the execution of the ROCC’s critical safety mission

Pandemic Impacts

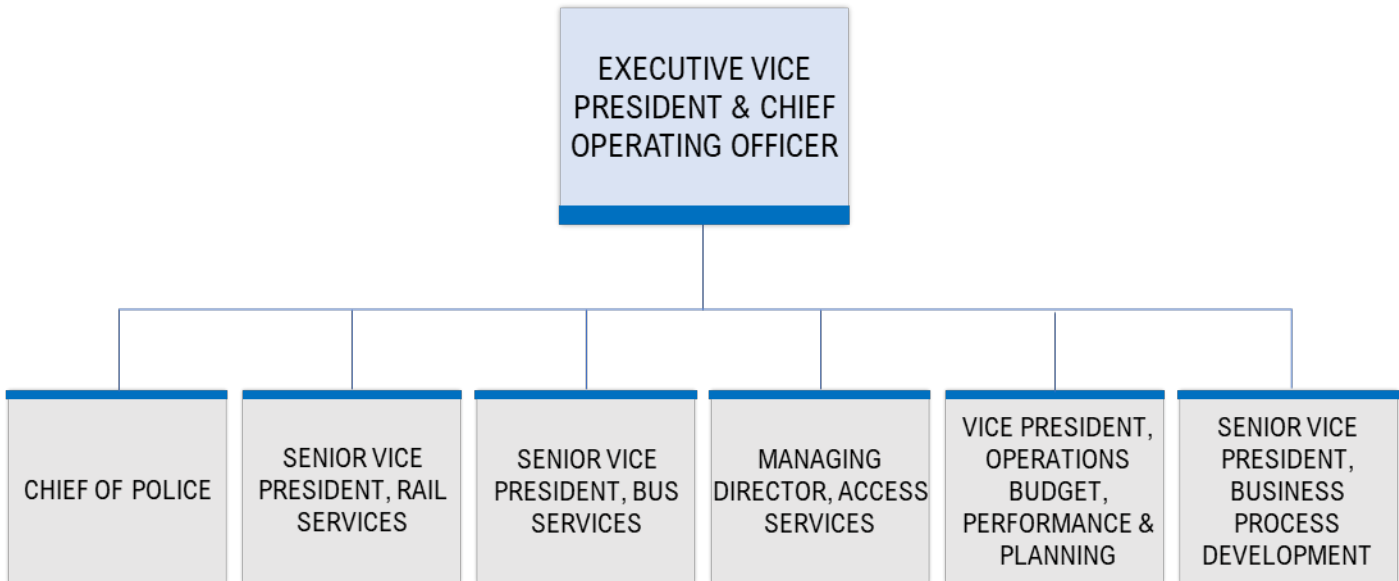
- Metrorail adjusted its service pattern, frequency and hours to enhance safety for employees and individuals who must travel during the pandemic. The ROCC managed these schedule changes and oversaw critical communication with station managers and customers during incidents of potential exposure
- To protect ROCC employees, the ROCC Operations office implemented social distancing, installed physical barriers between workstations, enhanced cleaning, provided employee safety kits, and installed 24 HEPA air purifiers across both control center locations to meet federal public health recommendations

FY2021 Major Accomplishments

- Successfully implemented service adjustments in response to Covid-19, implementing protocols to protect employees and customers
- On-time performance reached a record high of 91 percent for the fiscal year
- Created an ROCC Transformation Team to support the ROCC Operations office internal improvements, including resetting employee compensation, reorganizing the management team, launching a new conduct review process to manage discipline, started conducting “skills drills” to support all ROCC employees in continual learning, and introducing MetroDocs, a central repository for the ROCC’s controlled documents



Chief Operating Officer



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

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

FY2023 Business Plan

The COO has established several Priorities for FY2022-FY2024 and has aligned them within the GM Focus Areas of Customer Focus, Employee Focus and Investment Focus. While the COO Priorities cover three fiscal years from FY2022-FY2024, they will be revisited regularly and revised if necessary. These priorities are as follows:

Customer Focus

- Win riders and increase service equity by delivering safe, fast, reliable, equitable and accessible service that is competitive all day
- Make it simple for customers to plan and pay for trips

- Implement efficient, cost-effective methods to clean and ventilate stations and vehicles

Employee Focus

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

Investment Focus

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

Pandemic Impacts

- Regional actions emphasizing essential trips, remote schooling and telework have resulted in ridership falling 85 to 90 percent on Metrorail and 50 to 60 percent on Metrobus
- Metro’s top priority is the safety and well-being of its workforce and customers. The Authority undertook many actions to keep riders and employees safe and healthy, such as:
 - Starting in mid-March, personal protective equipment (PPE) requirements and additional cleaning protocols for all facilities, buses, and trains were implemented

- From mid-March through July/August 2020, implemented "A/B Scheduling" for Train Operators, Bus Operators, and maintenance personnel in order to minimize the risk of transmission and protect service continuity
- From mid-March through August 2020, to align with employee availability, service levels were reduced to about 35 percent of pre-pandemic levels. In August, service levels were increased to around 75 percent of pre-pandemic bus service and 90 percent of pre-pandemic rail service in order to stay ahead of demand and enable social distancing
- From mid-March 2020 through January 2021, implemented rear-door boarding and waived fares on buses to protect bus operators
- From mid-March through August 2020, closed the first and last railcars to create a protective buffer for train operators and closed 19 stations to conserve limited cleaning supplies
- Required all customers to wear face coverings beginning in May 2020 and distributed facial coverings and hand sanitizer to promote compliance
- Increased the safety of customers and operators on buses by retrofitting the fleet with MERV 7 air filters and studying the safety of UV air sanitization



Rail Services

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

The Rail department is composed of the following groups:

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

FY2023 Business Plan

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

Specifically, RAIL will focus on the following actions:

- Operate safe, efficient, and enjoyable rail service. Continue to improve service and reliability by reducing safety incidents, incidents causing passenger delay and increasing customer on time performance, schedule adherence and customer satisfaction
- Open and staff Silver Line Phase 2. Ensure operational preparedness to open Silver Line Phase 2, with 90 percent PCNs for Silver Line Phase 2 filled and adhere to schedule for testing and commissioning for opening of Silver Line Phase 2
- Develop Level 3 documents to satisfy standards provided by SAFE. Complete the new

documentation in response to SAFE standards and, then develop and administer training programs related to new safety documentation for all employees

- Identify and manage outdated documentation and successfully implement new procedures. Train employees on new procedures and related documentation. Perform compliance checks on implementation of new procedures and documentation. Regularly communicate and remind employees of new procedures
- Plan and execute track work to maximize the amount of work completed while minimizing impact on customers

Pandemic Impacts

- Metrorail adjusted its service pattern, frequency and hours to enhance safety for employees and individuals who must travel during the pandemic. To protect frontline employees, Metro isolated the first and last railcars and encouraged station managers to aid customers from inside kiosks. Metro ran all 8-car 7000-series trains between April and mid-August to ensure service reliability and support social distancing on railcars
- To keep employees safe, between mid-March and August Metro implemented A/B Scheduling for train operators and maintenance personnel. Under this practice, Metro divided staff into two groups within each office; the lettered groups worked alternating days, so the groups stayed separate to minimize the risk of infection transmission
- Metro significantly increased interior cleaning of railcars including nightly disinfection of every vehicle in service. Metro also considerably ramped up passenger facility cleaning and disinfecting since March, including enhanced cleaning at revenue and non-revenue locations across the system
- Metro accelerated planned major capital projects to complete the work during the period of historically low ridership due to the pandemic. It helped to improve safety by limiting the exposure of frontline staff and contractors, while disrupting significantly fewer passengers than the work would have required during normal operations

Bus Services

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

Bus Services is the transportation provider for more than 120 million customer trips each year (pre-Covid), and handles the operation, maintenance, and scheduling of Metrobus service in the District of Columbia, Maryland, and Virginia.

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

FY2023 Business Plan

- In support of Metro’s strategic goals, BUS’ core services are to deliver safe, quality and reliable transportation to the riding public; provide a safe work environment to bus employees; manage the workforce effectively; and balance departmental budgets wisely.
- In FY2023, Bus Services is focused on delivering excellence to customers, empowering employees

to drive bold changes and renewing and modernizing the system. In so doing, Bus Services’ priorities include:

- Shift to a proactive safety culture by ensuring Metro is operationally safe for all employees, customers and surrounding communities, specifically focusing on reducing preventable collisions and addressing root causes of employee injuries and safety incidents
- Improving Metrobus service quality for all riders by reducing service interruptions and improving on-time performance
- Advancing on-board bus technology to improve the amount and accuracy of real-time data provided to customers
- Continuing to invest in Metrobus vehicles and facilities to ensure that the fleet and facilities remain in a good state of repair
- Streamlining and improving day-to-day operations and activities at bus divisions to reduce administrative burden on managers and supervisors



Access Services

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

ACCS is responsible for:

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

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

MetroAccess management, contract staff, and compliance staff work in conjunction with MetroAccess contractors; service delivery, call center operations, and quality assurance, to facilitate safe, efficient, and customer friendly paratransit service.

FY2023 Business Plan

- Ensure accessibility of Metro's fixed route services, facilities, equipment, and digital resources
- Ensure efficient, accurate and effective use of certification eligibility resources
- Accurately schedule MetroAccess trips to reflect the respective fixed-route equivalent time and progressive routing
- Re-institute Real Time Traffic to the MetroAccess Fleet
- Acquire an up-to-date Scheduling and Dispatch Software Solution, inclusive of a mobile app for the MetroAccess service
- Addressing the growing MetroAccess ridership requires a regional strategy emphasizing efficiency and the availability of alternatives. MetroAccess ridership increased from just under a million trips in 2003 to 2.35 million trips in FY2019. The increase was driven largely by an aging population and reductions in transportation services offered by human service agencies. MetroAccess has improved efficiency and lowered cost through increased scheduling of shared-ride, fixed route equivalent trips. Metro has also facilitated the establishment of lower cost paratransit alternatives as a means of reducing demand for MetroAccess service, budgeted at approximately 1.27 million trips in FY2022

Pandemic Impacts

- MetroAccess continues to schedule in a manner that avoids shared-rides and place Covid-19 positive customers on a third-party service. MetroAccess is informing customers that the availability of alternative services and associated promotions to relieve pressure on the dedicated service have been reduced due to low ridership, in an effort to avoid duplicate costs
- MetroAccess On-time Pick-up Performance increased during the pandemic as result of (1) a reduction in ridership by approximately 65 percent; (2) reduced traffic in the region compared to pre-

pandemic levels; and (3) the elimination of shared rides, where delays can cascade across customer trips

- As ridership decreased, MetroAccess no longer needed all vans to meet customer demand. Metro partnered with Metrobus to use the surplus MetroAccess vehicles for shuttle service that transport medical professionals from Rail stations to their respective hospitals. This service helped 1,012

people from the final week of March through the end of the fiscal year

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



Metro Transit Police

The Metro Transit Police Department (MTPD) is responsible for the safety of Metro customers, personnel, and transit facilities throughout the 2,000 square mile Transit Zone that includes the District of Columbia, State of Maryland, and Commonwealth of Virginia.

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

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

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

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

FY2023 Business Plan

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

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

Investments include expanded closed-circuit television (CCTV), tactical equipment for officers, and access

control equipment. The MTPD will focus on seven key priorities in FY2023:

- Expand/improve CCTV and audio capabilities and capture data at the Security Operations Control Center
- Reduce employee assaults through training, pre and post incidents
- Train Metro Transit Police in leadership, de-escalation, crisis intervention, and communication with persons with disabilities
- Train WMATA security sensitive employees in the Transportation Security Administration’s Security Awareness Strategy
- Enhance community engagement through newly hired Community Engagement Officers and updating department policies and procedures
- Examine and improve areas of police reform through five committees chaired by MTPD Deputy Chiefs in collaboration with the labor union
- Open District III to improve response time to incidents



COO Office of Operations Budget, Performance and Planning

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

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

FY2023 Business Plan

- Implement Metrobus Transformation Program priorities and service plans to support the region's recovery, including restructuring the Metrobus network to create an efficient and customer-focused system, supporting bus priority projects, adding more trains and buses to reduce average wait times and better serve customers throughout the day, creating schedules for track work that minimize customer impact, and improving regional data sharing
- Inspire consistent management practices and leadership traits to strengthen employee morale and engagement

- Support system expansion by identifying appropriate staff allocation and providing training, service planning and performance monitoring
- Improve forecasting, planning and availability of qualified human capital within COO
- Ensure COO offices have the tools and technical assistance to incorporate equity analysis into their performance management and decision-making processes

Pandemic Recovery

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

- Developed new MetroBus service schedules that added more buses on the busiest 36 lines to better serve customers throughout the day, reduced average wait times for buses on more than 40 routes during the day, and restored more service on 10 routes that had been suspended due to the Covid-19 pandemic. The service improvements brought overall service to 97 percent of pre-Covid levels
- Developed new Metrorail schedules to run additional trains during off-peak hours and weekends, offering average wait times ranging between two and seven minutes any time of day. The service improvements brought service to 91 percent of pre-Covid levels, and Off-peak service exceeds pre-Covid levels
- Carefully tracked and managed absenteeism and compliance with vaccine and testing mandates, working with Metro doctors to return staff to work safely while filling as many scheduled work blocks as possible
- Benchmarked activities and shared information with Community of Metros (CoMet), an international network of transit properties, to identify and implement good pandemic recovery practices
- Developed a reporting mechanism to track customer and employee compliance with federal mask mandates

Business Process Development

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

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

FY2023 Business Plan

FSVT:

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

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

REAM:

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

SCM:

- Modernize warehouse infrastructure, technology, and logistics
- Partner with an external vendor to reduce supply chain costs
- Expand core offering to include Capital Parts management
- Develop a mature, data-driven culture
- Enhance culture and knowledge sharing within SCM
- Enhance culture and knowledge sharing cross-departmentally

LSCT:

- Continue to activate COO TRANSIT Values
- Develop, communicate, and implement shared working understanding of effectiveness in leadership through development of Effectiveness in Leadership Program

- Expand capability to develop targeted leadership actions to select process and performance challenges

Pandemic Recovery

FSVT:

- Increased the frequency of disinfecting facilities to daily in accordance with Center for Disease Control guidance
- Responded quickly and strongly to meet the agency’s personal protective equipment (PPE) acquisition and distribution needs
- Began proactive, in-house pressure washing of high-touch surfaces at rail stations (to include parapet walls, granite benches, and all floors) and bus loops
- Brought on contract teams to conduct emergency deep cleaning at locations with confirmed positive or presumptive positive cases of Covid-19
- Installed new hand sanitizing dispensers in rail stations and select non-revenue facilities
- Built Plexiglass barriers per request
- Provided support to enable mask distribution to rail/bus riders
- Upgraded AHU/HVAC filters throughout the system to MERV 13 and reprogrammed units to provide maximum fresh air exchanges
- Assisted in the deployment of HEPA air purifiers at non-revenue facilities for shared large spaces

- Completed installation of UV lights at 100+ escalators

REAM:

- Continue to adjust maintenance plans to align with changes in staffing and asset utilization
- Adjusted engineering modifications campaigns and other maintenance planning activities to take into account the effects of ridership and/or the effects of funding adjustments

SCM:

- Covid-19 has sharply interrupted the global supply chain, resulting in uncertainty and challenges around parts and materials availability and lead times. SCM continued monitoring and provided preemptive purchase advice to PRMT for critical PPE
- Coordinated and managed the procurement, kitting, and issue of approximately 12,000 Return to Work kits consisting of a mask, small hand sanitizer bottle, disinfectant wipes, mask loop extender and a “no-touch” tool
- Continued to convene the inter-departmental Pandemic Material Task Force to ensure equitable and timely distribution of pandemic material status, deconflict needs and process material requests throughout the Authority
- Opened and maintained a second PPE distribution point at Andrews Federal storeroom to effectively manage requests and streamline order processing and fulfillment



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Chapter 4 – Capital Budget



INVESTMENT CATEGORIES

\$2,311.4M

Total

\$303.4M

Railcar &
Railcar
Facilities

\$203.1M

Rail
Systems

\$459.2M

Track &
Structure
Rehabilitation

\$524.6M

Stations &
Passenger
Facilities

\$441.3M

Bus, Bus
Facilities &
Paratransit

\$379.8M

Business &
Operations
Support

Overview

Capital Investment Strategy

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

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

The Metro system is the result of substantial regional and federal infrastructure investment. Continued capital investment is vital to maintaining the system in safe and

reliable condition. Through the Capital Improvement Program (CIP), Metro advances capital projects and programs to restore, sustain and modernize the system.

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

Capital Strategy

Metro's Capital Strategy is to:

- Invest in the system to provide safe and reliable service for customers, employees and the region
- Address the backlog of overdue state of good repair needs

- Sustain safety and reliability through recurring maintenance, rehabilitation and replacement programs
- Modernize the system for customers and employees
- Maintain financial accountability
- Support a sustainable and more equitable future for the region
- Foster equity in the identification of investments

Capital Investment Priorities - Safety and Reliability

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

After many decades of deferred maintenance and underinvestment, Metro accumulated a significant backlog of overdue safety and state of good repair needs. Capital investments successfully implemented over the last several years like SafeTrack and track rehabilitation; replacement of legacy railcars; and the Platform Improvement Program have reduced the backlog and improved performance and reliability and have started to address the impact of years of underinvestment.

Even with this notable effort, Metro has more work to do to continue the progress we have made in addition to catching up on overdue state of good repair needs – including rehabilitation and replacement of platforms, bridges, power upgrades, signal and communications systems, and facilities. At the same time, Metro is focused on sustaining safety and state of good repair of all system assets through recurring lifecycle maintenance, rehabilitation and replacement.

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

Financial Accountability

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

- A structured process for capital planning, prioritization and decision-making
- Capital program website and frequent progress updates

- Detailed and timely capital program financial reporting for funding partners



Rockville Station canopy construction

Capital Improvement Program Highlights

Metro’s proposed \$12.4 billion FY2023-FY2028 CIP and \$2.3 billion FY2023 Capital Budget focus capital investment on safety, security, state of good repair and reliability of Metrorail, Metrobus, and MetroAccess and the facilities, infrastructure and systems that support our transit network. Highlights of priority CIP investments to restore, modernize and sustain the system include:

Metrorail

- Platform Improvement Program – Three More Priority Stations to be Completed
- Rehabilitation of Bridges & Aerial Structures
- Tunnel Rehabilitation and Water Mitigation
- Rehabilitation of Train Control Equipment & Planning for the Next Generation Signal System
- Rehabilitation & Upgrade of Rail Power Systems
- Replacement & Upgrade of Communications Systems – Including Radio Infrastructure & Equipment
- Track Rehabilitation & Maintenance
- Ventilation Improvements – Red Line Pilot
- 8000-series Railcar Acquisition to Replace 2000/3000-series Cars
- Railcar Rehabilitation & Maintenance
- Railcar Heavy Repair & Overhaul Facility
- Rehabilitation & Optimization of Railyards and Maintenance Facilities
- Replacement & Rehabilitation of Elevators & Escalators
- Deployment of Mobile Fare Payment & Replacement of Faregates

Metrobus

- Bus Vehicle Replacement and Rehabilitation
- Replacement of Bus Divisions at Northern and Bladensburg and planning for Western
- Investments in Northern & Bladensburg to enable them to run 100 percent electric vehicles
- Zero Emission Bus Program to Test and Evaluate Technology & Prepare for Larger Scale Deployment
- Rehabilitation of Four-Mile Run, Montgomery, and Landover Bus Divisions
- Bus Customer Facility Improvements – Bus Stops, Transit Centers and Customer Information Displays
- Roadway and Signal Improvements for Bus Priority (with jurisdictions)
- Replacement of Bus Fareboxes

MetroAccess

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

Operations and Business Support

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

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

FINANCIAL PLAN BY INVESTMENT CATEGORY

<i>(Dollars in Millions)</i>	FY2023 Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	6-Year Total
Railcar & Railcar Facilities	\$303.4	\$429.8	\$507.1	\$468.9	\$403.3	\$319.7	\$2,432.2
Rail Systems	203.1	326.6	297.2	297.7	264.0	262.4	1,651.0
Track & Structures Rehabilitation	459.2	275.7	236.2	235.3	259.8	292.1	1,758.4
Stations & Passenger Facilities	524.6	536.2	378.0	414.4	414.4	426.9	2,694.4
Bus, Bus Facilities & Paratransit	441.3	473.7	437.0	296.8	303.2	307.7	2,259.8
Business & Operations Support	379.8	331.8	231.3	236.2	205.1	244.6	1,628.8
Total	\$2,311.4	\$2,373.9	\$2,086.8	\$1,949.2	\$1,849.9	\$1,853.4	\$12,424.7
Revenue Loss from Capital Projects	\$12.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$62.0
Debt Service - Dedicated Funding ¹	101.2	156.2	229.4	290.5	348.0	399.9	1,525.3
Total Capital Program Cost	\$2,424.7	\$2,540.1	\$2,326.3	\$2,249.7	\$2,207.9	\$2,263.4	\$14,011.9

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

Capital Program Development

Capital Planning and Program Development

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

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

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

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

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

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

Annual Capital Expenditure Budget

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

Metro’s capital program and annual budget are managed on an expenditure basis – program and project costs,

including costs for programs and projects that will occur over multiple fiscal years, are budgeted and planned in the fiscal year that they are forecasted to be expended. Metro’s fiscal year begins on July 1 and ends on June 30.

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

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

Annual Schedule

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

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



Interns on a Platform Project site visit and tour

Capital Program Funding Sources

Metro's CIP is primarily funded by contributions from the region and federal grant programs. Current regional and federal funding sources are for restoring and sustaining safety, security, reliability and state of good repair. The table below details the FY2023 funding plan and six-year funding outlook.

Passenger Rail Investment and Improvement Act (PRIIA) Funding

PRIIA funding provides \$150 million annually in federal grants matched by \$150 million from Maryland, the District of Columbia, and Virginia (\$50 million each) for Metro's safety and state of good repair capital program. These grants are subject to a one percent holdback for FTA administration.

The FY2023 capital budget assumes \$148.5 million of federal PRIIA funding matched by \$148.5 million from the region. The six-year program assumes no federal PRIIA funding beyond FY2023 as PRIIA is not yet reauthorized. Absent continued federal PRIIA funding, Metro's capacity to support state of good repair programs will be severely impacted. Due to the timing of the Budget proposal to the Board, the proposed CIP does not factor in the reauthorization of federal PRIIA funding.

Federal Grant Programs

Metro receives federal formula grant funding from the Federal Transit Administration (FTA), including 5307 Urbanized Area Formula grants, 5337 State of Good Repair grants, and 5339 Bus and Bus Facilities grants. Metro also periodically competes for federal discretionary grant programs for specific investments. Metro expects to receive approximately \$343 million in FTA grants in FY2023 and the six-year program assumes continued FTA funding adjusted for inflation.

Dedicated Capital Funding

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

Metro is leveraging dedicated funding in the capital markets, issuing bonds to fund the capital program. The FY2023 budget assumes approximately \$949 million of dedicated funding backed debt. Over the next several years, as Metro issues debt to address overdue and ongoing capital needs, a growing share of the annual \$500 million of dedicated funding will be committed to debt service, reducing funding capacity for future capital needs, and driving a need for new capital funding sources.

Jurisdictional Contributions

Maryland, the District of Columbia, and the local governments in Northern Virginia provide annual capital funding in the form of "allocated contributions". These contributions provide the required local match to federal formula, competitive and other grants and system performance funding. Allocated contributions are governed by the Capital Funding Agreement (CFA) for FY2022 to FY2027. FY2023 allocated contributions total \$285 million, three percent more than FY2022. The six-year program assumes annual three percent increases and a total of \$1.8 billion.

Jurisdiction Sponsored Projects

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



New faregate at Dunn Loring Station

Infrastructure Investment and Jobs Act

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

Summary of Benefits

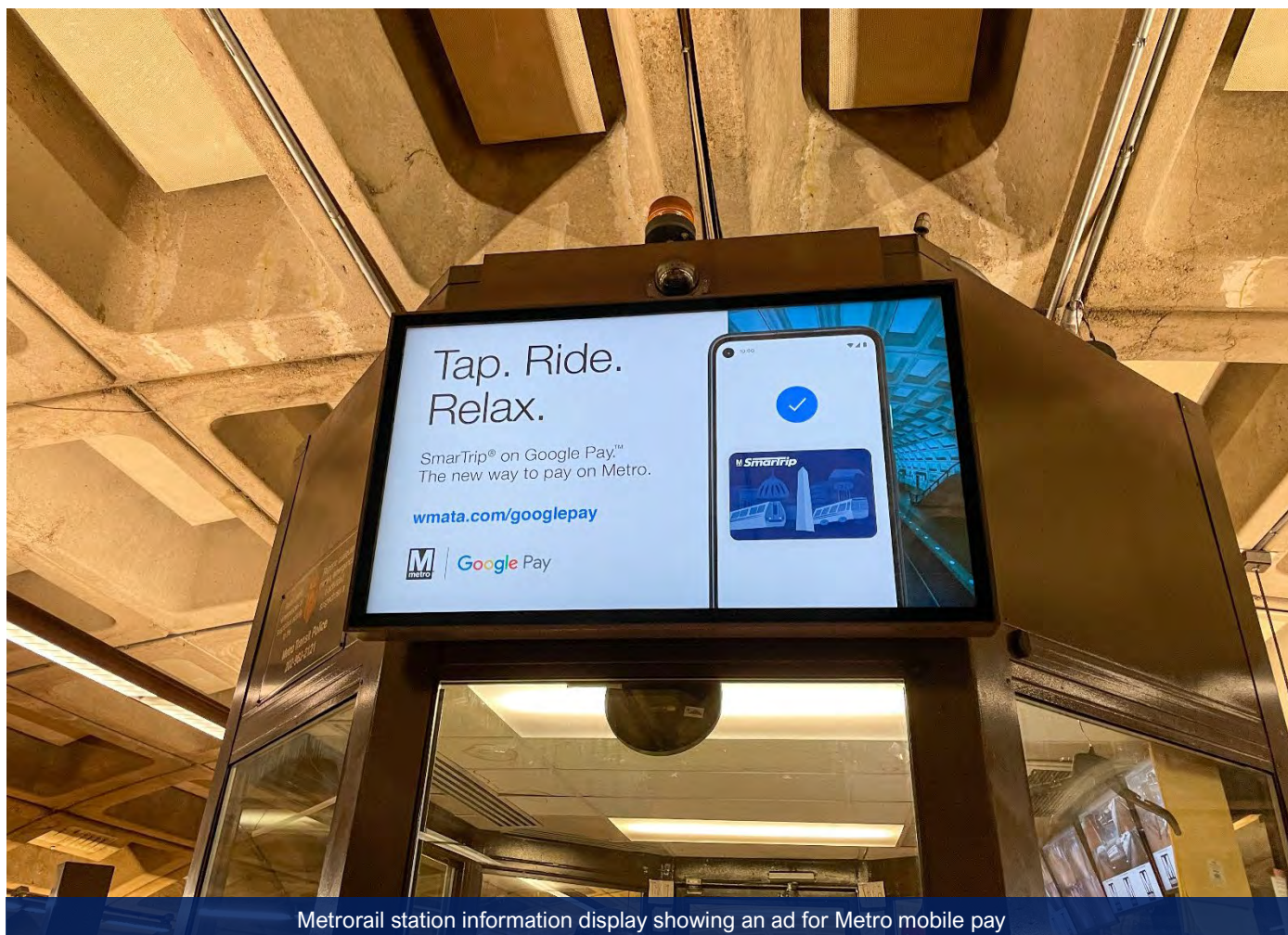
The funding provided by the BID will help address capital needs across Metro to support a continued state of good repair of the system's priority assets and prevent the backlog of repairs from growing. Priority assets that may benefit from the boost in transit funding include tunnels, bridges, passenger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

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

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

Future Updates to Budget and CIP

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



Metrail station information display showing an ad for Metro mobile pay

FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

<i>(Dollars in Millions)</i>		FY2023 Budget	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	6-Year Total
FEDERAL	Federal Formula Programs	\$331.4	\$340.1	\$347.1	\$355.8	\$363.0	\$370.2	\$2,107.6
	Federal RSI/PRIIA	148.5	-	-	-	-	-	148.5
	Other Federal Grants	11.5	10.6	4.0	4.7	6.0	5.1	41.9
	Total - Federal Grants	\$491.5	\$350.7	\$351.1	\$360.5	\$369.0	\$375.3	\$2,298.0
STATE AND LOCAL FUNDING CONTRIBUTIONS	Formula Match & System Performance	\$102.2	\$105.9	\$107.6	\$108.9	\$111.9	\$115.5	\$651.9
	RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Dedicated Funding	178.5	178.5	178.5	178.5	178.5	178.5	1,071.0
	Subtotal - District of Columbia	\$330.2	\$333.9	\$335.6	\$336.9	\$339.9	\$343.5	\$2,019.9
	Montgomery County	\$47.9	\$49.1	\$51.1	\$53.2	\$54.9	\$56.5	\$312.7
	Prince George's County	48.6	50.4	51.4	52.5	54.0	55.7	312.5
	Maryland RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Maryland Dedicated Funding	167.0	167.0	167.0	167.0	167.0	167.0	1,002.0
	Subtotal - Maryland	\$313.0	\$316.0	\$318.9	\$322.2	\$325.4	\$328.6	\$1,924.2
	City of Alexandria	\$13.0	\$13.4	\$13.8	\$14.2	\$14.6	\$15.1	\$84.1
	Arlington County	23.7	24.1	25.3	26.4	27.3	28.0	154.7
	City of Fairfax	0.7	0.8	0.8	0.9	0.9	0.9	4.9
	Fairfax County	42.1	43.0	45.0	47.2	48.7	50.0	276.0
	City of Falls Church	0.8	0.8	0.8	0.8	0.9	0.9	5.1
	Loudoun County	5.8	5.8	6.4	7.0	7.3	7.5	39.7
	Virginia RSI/PRIIA	49.5	49.5	49.5	49.5	49.5	49.5	297.0
	Virginia Dedicated Funding - Unrestricted	122.9	122.9	122.9	122.9	122.9	122.9	737.3
	Virginia Dedicated Funding - Restricted	31.6	31.6	31.6	31.6	31.6	31.6	189.7
	Congestion Mitigation and Air Quality (CMAQ)	0.6	0.6	0.6	0.8	-	-	2.6
	Subtotal - Virginia	\$290.7	\$292.5	\$296.6	\$301.3	\$303.7	\$306.4	\$1,791.2
	Jurisdiction Planning Projects	\$3.1	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$18.1
	Silver Line - Washington Metropolitan Area Airports Authority (MWAA)	10.0	-	-	-	32.0	-	42.0
	Potomac Yard (Alexandria)	32.2	19.4	-	-	-	-	51.6
	Purple Line - Maryland Department of Transportation (MDOT)	4.7	-	-	-	-	21.9	26.6
	Subtotal - Jurisdictional Reimbursable	\$50.0	\$22.4	\$3.0	\$3.0	\$35.0	\$24.9	\$138.2
	Total - State and Local	\$983.8	\$964.7	\$954.2	\$963.4	\$1,004.0	\$1,003.4	\$5,873.5
Debt	\$949.3	\$1,224.7	\$1,021.0	\$925.8	\$834.9	\$884.6	\$5,840.4	
Grand Total Funding¹	\$2,424.7	\$2,540.1	\$2,326.3	\$2,249.7	\$2,207.9	\$2,263.4	\$14,011.9	

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

Notes: Does not assume reauthorization of Federal PRIIA beyond FY2023

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

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Appendix A – Metro Profile



Metrobus passing by Murrow Park

Metro Introduction

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

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

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

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

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

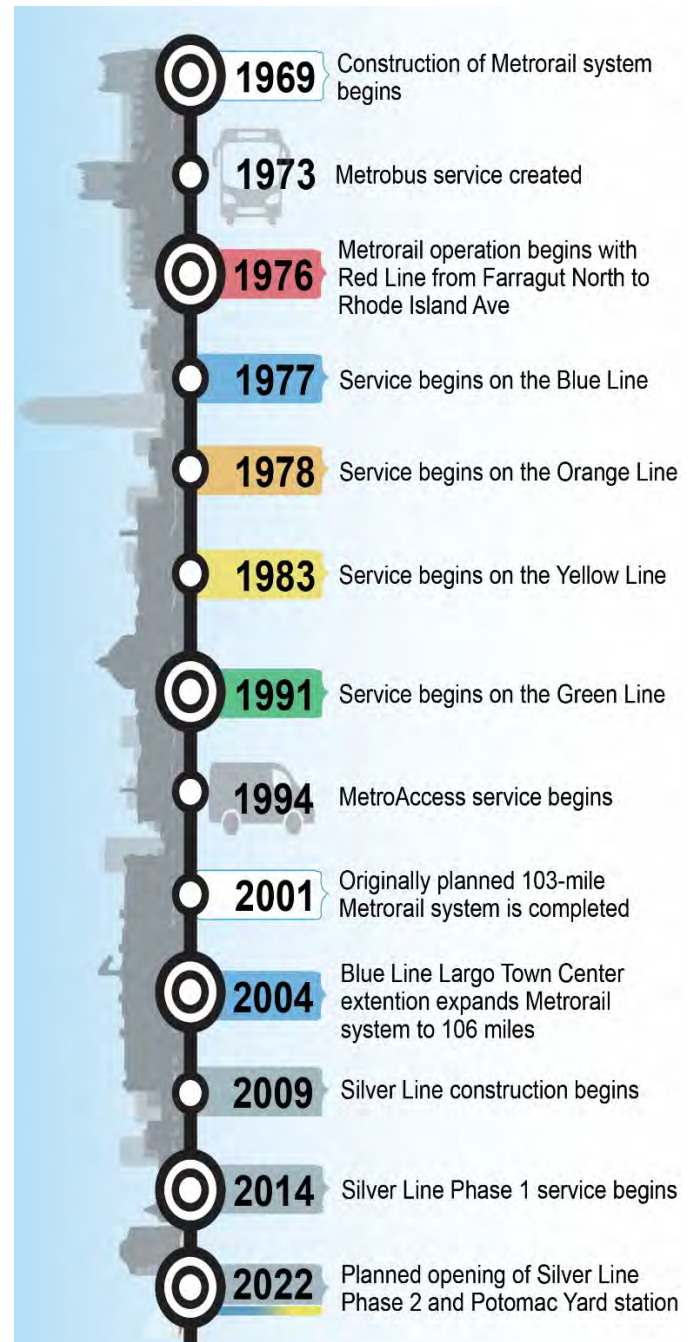
In March 2009, Metropolitan Washington Airports Authority (MWAA) started construction on the Silver Line, a 23-mile rail extension in Fairfax and Loudoun Counties in Virginia. Supported by a Full-Funding Grant Agreement from the Federal Transit Administration (FTA) plus toll and other revenues from funding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

In addition, Metro anticipates the opening of a new Potomac Yard infill station on the Blue and Yellow lines in Alexandria, Virginia in late 2022.

Key Metro Facts

- Metro’s service area size is approximately 1,500 square miles with a population of approximately four million people
- Metro’s transit zone consists of the Washington D.C., the Maryland counties of Prince George’s and Montgomery, and the Northern Virginia counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax and Falls Church
- Metrorail currently integrates approximately 118 miles of track, six rail lines, 91 stations and 1,278 railcars in the active fleet. Once Silver Line Phase 2 revenue operations begin, the Metrorail system will include 130 track miles and 97 stations. The planned opening of the Potomac Yard station on the Blue and Yellow lines in 2022 will bring the total number of Metrorail stations to 98
- Metrobus serves 10,649 bus stops throughout the region and has 1,572 buses in the active fleet
- Metro is the third busiest heavy rail transit system and the sixth largest bus network in the country
- More than a quarter of the region’s property tax base is located within a half mile of a Metrorail station
- More than half of the region’s jobs are located within a half mile of a Metro station or a Metrobus stop
- More than half of Metrorail stations serve federal facilities and approximately one third of Metrorail’s peak period commuters are federal employees
- Metro moves more than three times the amount of people each year as the region’s three major airports combined

In preparation for the opening of revenue service on Silver Line Phase 2, Metro welcomed Loudoun County as a contributing jurisdiction in FY2021. The Silver Line is Metro’s largest rail expansion project since the opening of the Ronald Reagan Washington National Airport to Stadium-Armory segment in 1977.



Oversight

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

Federal Transit Administration

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

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

Washington Metrorail Safety Commission

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

In 2017, Washington D.C., Maryland and Virginia passed legislation to create the WMSC, which then received required Congressional consent and approval by the President through Public Law No: 115-54. The WMSC began directly overseeing the safety of the Metrorail system on March 18, 2019 upon its oversight program receiving federal certification.

Office of the Inspector General

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

Office of Internal Compliance

INCP is a proactive business partner that assures Metro carries out its mission with integrity and in accordance with rules, regulations and policies. INCP reports directly to the General Manager/CEO and consists of two

compliance offices, Quality Assurance, Internal Compliance and Oversight (QICO) and Management Audits, Risk and Compliance Office (MARC).

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

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

Advisors

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

Riders' Advisory Council

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

Accessibility Advisory Committee

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

Amplify by Metro

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

paratransit can sign up to participate at amplifybymetro.com.

Joint Coordinating Committee

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

Regional Transit Planning

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

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

The National Capital Region Transportation Planning Board (TPB) is the federally designated Metropolitan Planning Organization (MPO) to coordinate transportation planning and funding for the Washington region. The TPB serves as a forum for the region to develop transportation plans, policies and actions, and to set regional transportation priorities through the Constrained Long-Range Plan (CLRP) and the six-year Transportation Improvement Plan (TIP). The TPB also provides technical resources for planning and policy making. WMATA is one

of the implementing agencies in the TPB planning process and is a voting member of the TPB. WMATA is also an active member of the TPB Technical Committee and several subcommittees such as Travel Forecasting, Bicycle and Pedestrian, Regional Bus, Regional Transportation Demand Management Marketing, and Human Services Subcommittee.

The Northern Virginia Transportation Commission (NVTC) administers transit finance and operations in Northern Virginia and coordinates transit service across jurisdictional boundaries. The Northern Virginia Transportation Authority (NVTA) is responsible for developing a Northern Virginia Regional Transportation Plan which provides long range planning and inter-agency coordination in Northern Virginia. Metro works with both NVTC and NVTA on important transit funding and corridor development initiatives to enhance public transit service and ensure integration of transit in highway investments and the Department of Transportation (DOT). Metro also works with Washington D.C., Maryland, and Virginia on important local plans and project development initiatives to enhance public transit service and ensure integration of transit with roadway investments.

Demographics

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

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

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

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

Economy

Metro's ridership and overall financial outlook are directly influenced by the population, economic conditions, and

employment growth in Washington D.C. and the surrounding jurisdictions in Maryland and Virginia. Covid-19 has had significant global, national and regional impacts, and the full extent and duration of these impacts remains uncertain.

Job Growth in Metropolitan Washington

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

According to data from the Bureau of Labor Statistics' Current Employment Statistics (CES) program, employment growth in metropolitan Washington lagged the nation from 2012 through 2015 and was equal to the national average in 2016 and 2017. The 2018 CES estimates indicate that metropolitan Washington employment growth (1.1 percent) has again fallen below the national average.

According to CES, in the months leading up to the Covid-19 pandemic in the March 2020, the Washington region's job growth rate was exceeding the national average. Like the rest of the nation, metropolitan Washington saw a sharp decline in employment in the months following wide-spread shutdowns and regional stay-at-home orders. Though the Washington region saw a nearly 9% drop in employment this was lower than the national average that reached nearly 14% during the early months of the pandemic. The regional unemployment rate was approximately three percent prior to the onset of pandemic-related shutdowns in the spring of 2020. In April 2020 the unemployment rate jumped to nearly ten

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

Changing Federal Presence

The Federal Government is the largest employer in the region; since 2000, between 11 and 13 percent of employment in metropolitan Washington has been federal. But the structure of the regional economy is changing. COG's regional econometric model projects that the portion of federal employment will decline from twelve percent of employment in 2015 to eight percent in 2045.

Where is Metropolitan Washington's Economy headed?

Prior to the pandemic, economic factors such as slow federal job growth and the future outlook of federal government spending impacted Metro's forecast for Metrorail and Metrobus ridership. However, according to real estate advisory firm Newmark Knight Frank, the trend of declining federal job growth was reversed during the pandemic as the government acted to address the public health and economic crises. The federal government was the only sector in the region to show positive 12-month net job growth through mid-2020 after the onset of the pandemic. Nevertheless, of the ten economic sectors studied in Newmark's third quarter 2021 regional Office Market Report, the Government sector displayed the worst year-over-year employment growth rate, declining by approximately two percent while most other sectors were growing.

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

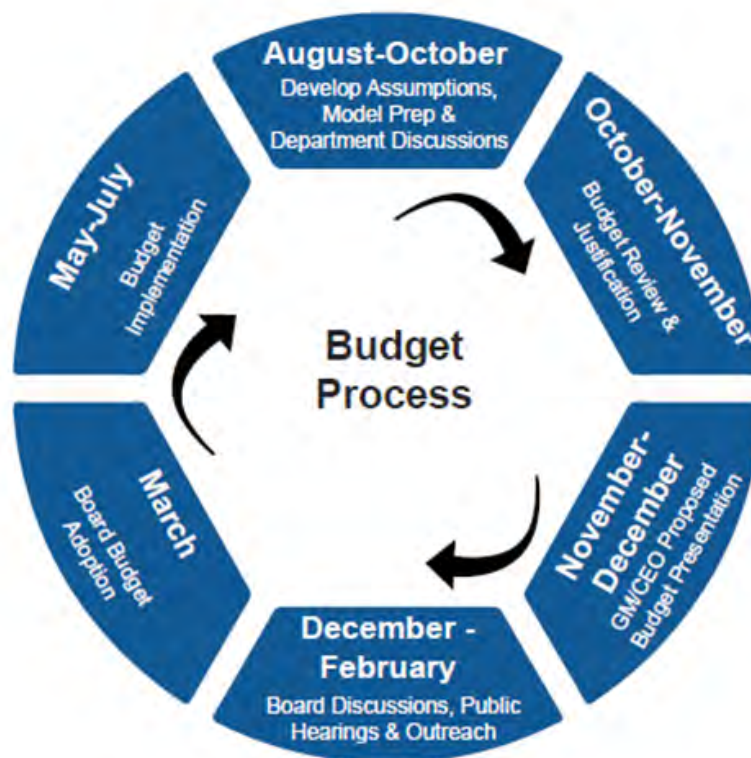
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Appendix B – Budget Process

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

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

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



Budget Development and Departmental Submissions

Metro began the process of developing the FY2023 budget shortly after the adoption of the FY2022 Approved Budget and in parallel to revisions made to the FY2022 Budget as a result of Covid-19's impacts. As part of the budget development process, the FY2021 Budget with specific programmatic changes was used as the FY2023 baseline. Ridership and revenue scenarios were refined throughout the budget development process as new information became available. Position data from the current approved FY2022 Budget (as amended November 19, 2020) and benefits obligations were used as the baseline for budgeted personnel related costs. The FY2022 Approved Budget and the FY2020 actuals were then analyzed and relevant assumptions were modified, including contractually obligated union wages and benefits, fuel prices, service levels and ridership and revenue projections. Based on the analysis of the data, Metro assigned targets to each department.

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

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

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

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

The agency utilized a hybrid zero-based budgeting approach for the development of the FY2023 operating budget. The zero-based approach was used to determine resources for anticipated changes to service levels, new programs and capital projects.

Budget Review and Proposal

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

Budget Discussion and Adoption

- The proposed budget is presented and reviewed in the Finance and Capital Committee and the Board deliberates through early spring
- Metro undertakes significant outreach efforts regarding the budget, particularly for any proposed service and fare changes, prior to adoption. The outreach occurs in three key areas
- Public hearings: During the budget process, Metro holds at least one public hearing to review any proposed service or fare changes, as well as the proposed use of federal funding in the CIP
- The comments and feedback received from residents throughout the region are presented to the Board for consideration
- Public participation: Metro's Public Participation Plan guides substantial additional outreach efforts beyond the public hearings through open houses, station pop-ups, and community events. The

outreach provides specific and convenient opportunities for riders and local organizations to provide input and discuss their views. It ensures full and fair participation for all potentially affected communities, including minority, low-income, and limited English proficient populations

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

Amendments

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

Budget Implementation

- Implementation of the Approved Budget occurs between May and June
- The FY2023 Approved Budget is effective July 1, 2021
- Monthly budget variance reports are prepared by OMB to enable management to monitor and control expenses and revenues
- Quarterly financial reports are prepared by OMB and presented by Metro management to the Board of Directors
- These reports are used to monitor financial performance and ensure compliance with the approved budget

The underlying financial statements that inform this budget process have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) per the Governmental Accounting Standards Board (GASB) Statement No. 34 (Basic Financial Statements and Management's Discussion and Analysis - for State and Local Governments). All financial information is consolidated into business-type activities that make up Metro's Enterprise Fund. These businesses-type activities include transit operating and capital costs, infrastructure construction and debt activities. The budget is based on

the provisions of GAAP, as applicable to government entities in the United States of America. Annual budgets are adopted in accordance with GAAP with the following exceptions:

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

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

Enterprise Fund

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

Balanced Operating Budget

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

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

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

Capital Budget

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

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

Capital Expenditures

Capital expenditures are those that will lead to a future benefit beyond the current fiscal year. Expenditures are classified as capital when an entity spends money either to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset.

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

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

Appendix C – Human Capital Summary

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

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

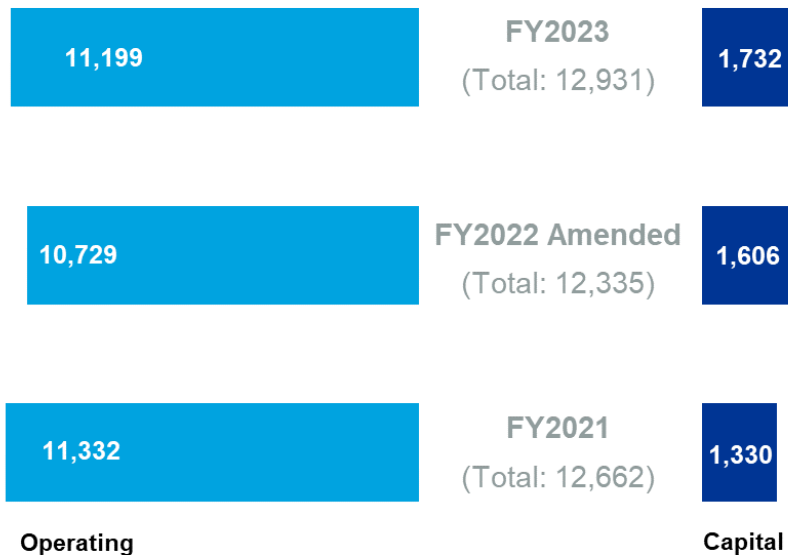
Labor costs, which include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel, make up approximately 67 percent of total personnel costs. The Authority-wide FY2023 labor budget for

operating and capital is \$1,262.4 million, an increase of \$65.3 million.

Fringe benefit costs are personnel-related expenses that are above and beyond the direct cost of employee wages and salaries. Metro's fringe benefits are comprised of health insurance and pension plan costs, as well as government mandated expenses including unemployment insurance and payroll taxes. The Authority-wide FY2023 fringe benefit budget for operating and capital is \$537.3 million, which is a \$42.5 million or 7 percent decrease from the prior year.

The following tables provide a detailed, four-year comparison of total human capital staffing levels for Metro. The staffing requirement for FY2023 is 12,931, consisting of 11,199 operating positions and 1,732 capital positions. This represents an increase of 596 positions from FY2022.

Number of Positions



HUMAN CAPITAL BY DEPARTMENT

	FY2021 Budget	FY2022 Budget	FY2023 Budget	Change
General Manager/CEO	3	3	3	0
ROCC	144	137	147	10
Inspector General	44	41	43	2
Board Secretary	4	4	4	0
External Relations	110	108	109	1
Internal Business Operations	594	565	594	29
Chief Financial Officer	235	226	222	(4)
Internal Compliance	69	66	70	4
General Counsel	44	44	44	0
Safety & Environmental Management	87	85	115	30
Capital Delivery	357	484	485	2
Strategy Planning and Program Management	115	114	120	6
Chief Operating Officer	10,856	10,458	10,975	517
Chief Operating Officer - Administration	5	5	3	(2)
Rail Services	4,106	3,882	4,073	191
Bus Services	3,704	3,653	3,819	166
Access Services	47	46	47	1
Metro Transit Police	704	662	688	26
Business Process Development	1,983	1,903	1,991	88
Office of Budget, Performance and Planning	307	306	354	48
Total	12,662	12,335	12,931	596

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

HUMAN CAPITAL SUMMARY - ALL MODES, FRINGE DATA

<i>(Dollars in Millions)</i>	FY2021 Budget	FY2022 Budget	FY2023 Budget	\$ Change
Positions	12,662	12,335	12,931	596
Labor	\$1,130.0	\$1,197.1	\$1,262.4	\$65.3
Fringe				
Taxes - FICA	\$83.5	\$90.5	\$96.5	\$6.0
Pension - Defined Benefits	189.5	208.9	181.4	(27.5)
Pension - Defined Contributions	11.4	13.3	14.0	0.7
Health Care	213.8	219.9	197.6	(22.2)
Life Insurance	1.8	1.9	2.1	0.2
Long Term Disability Insurance	1.2	1.2	1.0	(0.2)
Taxes - Unemployment	2.0	2.0	1.1	(0.9)
Workers' Compensation Reserve and Assessment	36.5	37.9	38.9	1.1
Allowances (Uniform, Clothing, Tools, etc.)	4.2	4.3	4.6	0.3
Total Fringe Benefits	\$543.9	\$579.8	\$537.3	(\$42.5)

HUMAN CAPITAL SUMMARY – RATES

	FY2021 Budget	FY2022 Budget	FY2023 Budget	\$ Change
Average Annual Pay	\$89,247	\$97,048	\$97,622	\$574
Average Full Fringe Cost	42,954	47,008	41,553	(5,456)
Full Fringe Rate	48.1%	48.4%	42.6%	

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Appendix D – Capital Projects

CAPITAL IMPROVEMENT PROGRAM INVESTMENT PAGES

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

How to Read CIP Investment Pages

- 1** **Investment Title & Overview**

Title Each investment has a title and number.

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

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

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

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

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

Federal Participation (all years) indicates if the investment is or will be funded by federal grants.
- 2** **Description** provides a basic summary of the scope of the investment.
- 3** **Expected Outcome** describes how the investment benefits customers, operations, and/or employees; performance indicators are also included where applicable.
- 4** **Near Term Deliverables** show anticipated activities over the next 12 to 24 months.
- 5** **Anticipated Funding Source** indicates how Metro currently expects to fund an investment in FY2022. Anticipated funding sources are subject to change.
- 6** **Schedule** is included on CIP **Project** pages including three project phases: Development & Evaluation, Implementation/ Construction, and Operations Activation. Schedules show how projects are expected to progress over the next ten years. CIP **Programs** do not include schedules as they are ongoing.
- 7** **Strategic Objectives** highlight the objectives that are measurable and most closely align with the expected outcome of the CIP investment including, Safety, Security, Reliability/State of Good Repair.
- 8** **Cost** displays the estimated cost of the investment. The estimated cost of **Programs** displays forecasted investment for the current year, the upcoming six-year period, and the ten-year plan. The estimated cost of **Projects** displays life-to-date costs, forecasted investment for the current year, the upcoming six-year period, the ten-year plan and beyond. **Projects** also include an estimate of the total cost of the project, labeled “**Total Estimated Investment.**”

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

Station Platform Rehabilitation - Phase 4 (CIP0310)

1 Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide
Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): Yes

2 Description

This project rehabilitates and repairs platforms and systems at the following Orange Line stations to address potentially unsafe and deteriorating conditions: Minnesota Avenue, Deanwood, Cheverly, Landover, and New Carrollton. Customer experience improvements include slip-resistant tile, improved lighting, upgraded passenger shelters, new passenger information displays, improved public address system, new closed-circuit television system, and renovated bathrooms.



3 Expected Outcome

Upgrades and improves above-ground stations for customer safety and comfort. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

7 Strategic Drivers



Safety



Security



Reliability/SGR

4 Near Term Deliverables

Metro will begin construction at five stations on the Orange Line (Minnesota Ave. to New Carrollton) during a summer shutdown (approximately Memorial Day 2022 to Labor Day 2022). Work will encompass approximately thirty-six systems that include concrete platform repair, granite edges, paver tile, signage, shelters, station communication systems, fire protection, sprinklers, CCTV security systems, drainage, sewage ejector pumps, painting, and bathrooms. Metro will also begin rehabilitation of the Cheverly Aerial Structure on the Orange Line in Maryland.

8 Cost (\$M)

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

5 Anticipated Funding Sources (\$M)

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

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

CIP INVESTMENT PAGES

Project/Project #	Project Name
Investment Category: Railcar and Railcar Facilities	
Acquisition	
CIP0059	8000-Series Railcars
CIP0256	7000-Series Railcars
CIP8001	D&E Railcar Acquisition
CRB0019_19	Silver Line Phase 1 Railcars
CRB0020_01	Silver Line Phase 2 Railcars
Maintenance Facilities	
CIP0204	Railcar Rooftop Access Platform
CIP0225	Heavy Repair and Overhaul Facility
CIP0279	Railyard Shop Equipment Replacement
CIP0283	Railcar Maintenance Facilities State of Good Repair
CIP0284	Railyard Facility and Site Rehabilitation
CIP8005	D&E Rail Yard Improvements
Maintenance/Overhaul	
CIP0063	Rail Vehicle Scheduled Maintenance Program
CIP0067	Rail Vehicle Safety & Reliability Improvements
CIP0142	Rail Vehicle Preventive Maintenance
CIP8003	D&E Railcar Maintenance/Overhaul
Investment Category: Rail Systems	
Power	
CIP0076	Rail System Power Upgrades
CIP0253	Traction Power State of Good Repair
CIP0286	Power Generator Replacement
CIP8007	D&E Electrical Improvements
CIP8008	Future Traction Power Projects
Signals & Communications	
CIP0136	Radio Infrastructure Replacement
CIP0139_S9	Tunnel Fan Control Panels Replacement
CIP0251	Automatic Train Control State of Good Repair
CIP0257	Emergency Trip Station (ETS) Rehabilitation
CIP0332	Fiber Optic Cable Installation
CIP8010	Future Signals and Communications Improvements
Investment Category: Track and Structures Rehabilitation	
Fixed Rail	
CIP0024	Track Rehabilitation Program
CIP0025	Roadway Equipment and Vehicle Program
CIP0246	General Engineering
CIP0247	Emergency Construction and Emerging Needs Program
CIP8011	D&E Fixed Rail Improvements
Structures	
CIP0262	Tunnel Water Leak Mitigation

CIP INVESTMENT PAGES

Project/Project #	Project Name
CIP0291	Tunnel Ventilation Improvements
CIP0294	Bridge Rehabilitation Program
CIP0348	Structural Rehabilitation - Package A
CIP0349	Yellow Line Tunnel and Bridge Rehabilitation
CIP0356	Tunnel Ventilation Improvements - Red Line Pilot
CIP0370	Structural Rehabilitation – Package B
CIP8013	D&E Track Structures Improvements
CIP8014	Future Track and Structures Improvements
Investment Category: Stations and Passenger Facilities	
Platforms & Structures	
CIP0035	Bicycle and Pedestrian Facility Rehabilitation
CIP0087	Station and Facility Restoration Program
CIP0088	Station Entrance Canopy Installation
CIP0108	Rhode Island Avenue Station Structural Repair
CIP0152	Parking Garage and Surface Lot Rehabilitation
CIP0218	Metrorail Station Improvements
CIP0297	Union Station Improvements
CIP0302	Huntington Station Parking Garage Demolition
CIP0305	Rail Passenger Facility State of Good Repair Program
CIP0308	Station Platform Rehabilitation - Phase 3
CIP0310	Station Platform Rehabilitation - Phase 4
CIP0352	Rail Station Platform Canopy Rehabilitation Program
CIP8015	D&E Rail Station Improvements
CIP8016	Future Platforms & Structures
CRB0013	Potomac Yard Station Construction
CRB0020	Silver Line Phase 2 Construction Support
CRB0127	Purple Line Construction Support
Station Systems	
CIP0145	Facility Security Monitoring Equipment Program
CIP0151	Rail Station Cooling Rehabilitation Program
CIP0219	Rail Station Lighting Improvements
CIP0241	Flood Resiliency Infrastructure Upgrades
CIP0242	Rail System Drainage Rehabilitation Program
CIP0252	Low Voltage Power State of Good Repair
CIP0255	Fare Collection Modernization
CIP0258	Station and Tunnel Fire Alarm Rehabilitation
CIP0272	Digital Display and Wayfinding Improvements
CIP0276	Art in Transit and Station Commercialization Program
CIP0341	Rail System Standpipe Replacement Program
CIP0372	Station Revitalization
CIP8019	D&E Passenger Facility Improvements
Vertical Transportation	
CIP0072	Elevator Rehabilitation Program

CIP INVESTMENT PAGES

Project/Project #	Project Name
CIP0073	Escalator Rehabilitation Program
CIP0132	Escalator and Elevator Overhaul Program
CIP0185	Escalator Replacement
Investment Category: Bus, Bus Facilities and Paratransit	
Acquisition	
CIP0006	Bus Fleet Acquisition Program
CIP0015	MetroAccess Fleet Acquisition
CIP0355	Zero Emission Bus Acquisition and Evaluation
CIP8021	D&E Bus & Paratransit Improvements
CIP8022	Future Bus & Paratransit
Maintenance Facilities	
CIP0311	Bladensburg Bus Garage Replacement
CIP0312	Four Mile Run Bus Garage Rehabilitation
CIP0315	Northern Bus Garage Replacement
CIP8025	D&E Bus Maintenance Facility Improvements
CIP8026	Future Bus Maintenance Facilities
CIP0002	Bus Onboard Location Equipment and Software Program
CIP0004	Bus Maintenance Facility and Equipment State of Good Repair Program
CIP0005	Bus Vehicle Rehabilitation Program
CIP0007	Bus Closed Circuit Television Replacement Program
CIP0143	Bus Vehicle Preventive Maintenance
CIP8024	Future Bus Maintenance Overhaul Project
Passenger Facilities/Systems	
CIP0220	Bus Planning Studies Program
CIP0221	Bus Customer Facility Improvements
CIP0254	Bus Priority Program Development
CIP0266	Historic Bus Loop and Facility Rehabilitation
CIP0275	New Carrollton Garage and Bus Bays
CIP8027	D&E Bus Passenger Facility Improvements
Investment Category: Business & Operations Support	
Information Technology	
CIP0042	Asset Management Software Improvements
CIP0043	Bus and Rail Scheduling and Operations Software Improvements
CIP0056	Rail Service Management Software Improvements
CIP0259	Employee Timekeeping System
CIP0269	Asset Management Software
CIP0330	Information Technology Data Center
CIP0331	Enterprise Resource Planning Software Replacement
CIP0342	Information Technology Hardware State of Good Repair
CIP0354	ePerformance and eCompensation Upgrades
CIP0357	Cybersecurity Legacy Software Improvements
CIP0358	Business Systems State of Good Repair

CIP INVESTMENT PAGES

Project/Project #	Project Name
CIP0359	Enterprise Technology Platforms State of Good Repair
CIP0360	Transit Systems State of Good Repair
CIP0361	Service Oriented Architecture (SOA) Program
CIP0363	Cyber Security
CIP8029	D&E Information Technology Improvements
CIP8030	Future Information Technology Projects
MTPD	
CIP0102	Police District III Substation
CIP0127	Transit Police Support Equipment
CIP8032	Future Metro Transit Police Projects
Support Equipment/Services	
CIP0009	Service Vehicle Acquisition Program
CIP0010	Environmental Compliance Program
CIP0034	Revenue Collection Facility Rehabilitation
CIP0036	Procurement Program Support
CIP0039	System Planning and Development
CIP0099	Joint Development Program Support
CIP0101	Internal Compliance Capital Management Support
CIP0131	Capital Program Financing Support
CIP0150	Support Facility Fire System Rehabilitation
CIP0170	Facility Roof Rehabilitation and Replacement
CIP0197	Support Facility Improvements
CIP0212	Sustainability/Resiliency Program
CIP0213	Capital Program Development Support
CIP0231	Good Luck Road Facility
CIP0270	Capital Delivery Program Support
CIP0273	Support Facility Rehabilitation
CIP0277	Supply Chain Modernization
CIP0324	Capital Program Financial Support
CIP0335	Office Consolidation - District of Columbia
CIP0337	Office Consolidation - Virginia
CIP0338	Office Consolidation - Maryland
CIP0339	Rail Station Emergency Egress Improvements
CIP0347	Accounting Capital Program Support
CIP0371	West Falls Church Development
CIP8033	D&E Support Equipment Improvements
CIP8034	Future Support Equipment Projects
CRB0005	Planning Support for the District of Columbia
CRB0009	Planning Support for Maryland Jurisdictions
CRB0018	Planning Support for Virginia Jurisdictions

Bus Onboard Location Equipment and Software Program (CIP0002)

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

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

Description

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



Expected Outcome

Increases fleet availability and reliability through on board diagnostics that alert maintenance personnel of defects and failures that can be corrected proactively as measured by the Bus Fleet Reliability performance indicator [FY21 target \geq 7,000 miles between failures]. Improves efficiency of revenue service through reliable GPS and route mapping abilities. Enables buses to communicate with Transit Signal Prioritization equipment along service routes.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus Maintenance Facility and Equipment State of Good Repair Program (CIP0004)

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

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

Description

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



Expected Outcome

Maximizes the efficiency of bus maintenance operations to support improved fleet availability as measured by the Bus Fleet Reliability performance indicator [FY21 target ≥7,000 miles between failures].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus Vehicle Rehabilitation Program (CIP0005)

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

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

Description

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



Expected Outcome

Allows Metro to achieve the maximum useful life of a bus which extends the period between bus replacements while minimizing routine maintenance costs. Also, maintains bus reliability and addresses reliable revenue service availability as measured by the Bus Fleet Reliability performance indicator [FY21 target $\geq 7,000$ miles between failures].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus Fleet Acquisition Program (CIP0006)

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

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

Description

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



Expected Outcome

Provides customers with reliable and modern buses as measured by the Bus Fleet Reliability performance indicator [FY21 target ≥7,000 miles between failures]. Maintains an average fleet age of approximately 7.5 years.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus Closed Circuit Television Replacement Program (CIP0007)

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

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

Description

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



Expected Outcome

Monitors the interior of buses to deter crime and support the safety of customers and employees as measured by the Metrobus customer injury rate performance indicator [FY21 target of ≤154 injuries], the bus system employee injury rate performance indicator [FY21 target of ≤11.2 per 100 employees], and the rate of crimes against passengers performance indicator [FY21 target of ≤840 crimes]

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Service Vehicle Acquisition Program (CIP0009)

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

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

Description

This program acquires service and maintenance support vehicles, including police vehicles, primarily to replace vehicles that are past their useful life.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Environmental Compliance Program (CIP0010)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

MetroAccess Fleet Acquisition (CIP0015)

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

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

Description

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



Expected Outcome

Prevents future reliability problems within the fleet as measured by the MetroAccess fleet reliability metric [FY21 target $\geq 20,000$ miles between failure]. Newer vehicles also incorporate updated ADA standards, customer feedback on improvements and improved fuel efficiency.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Track Rehabilitation Program (CIP0024)

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

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

Description

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



Expected Outcome

Maintains track infrastructure in a state of good repair to prevent potential safety incidents and minimize disruptions to rail service as measured by the Rail Infrastructure Availability performance indicator [FY21 target ≤7.9% of track unavailable].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Roadway Equipment and Vehicle Program (CIP0025)

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

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

Description

This program acquires roadway maintenance machines (RMM) used to maintain, repair, construct and inspect track and infrastructure across the system. This program replaces equipment that has reached the end of its useful life and is no longer feasible to maintain.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will take delivery of track maintenance equipment including prime movers, flat cars, and ballast cars.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Revenue Collection Facility Rehabilitation (CIP0034)

Initiative Type: Project
Category: Business & Operations Support
Location: Commonwealth of Virginia

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to design facility improvements and begin construction.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

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

Bicycle and Pedestrian Facility Rehabilitation (CIP0035)

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

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

Description

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



Expected Outcome

Improves the safety and security of customers through updated pedestrian access routes and bicycle storage facilities as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries] and the rate of crimes against passengers performance indicator [FY21 target of ≤840 crimes]. Supports the region's goals of reducing vehicle use by providing additional and updated options to access Metrorail facilities by foot or bicycle.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Procurement Program Support (CIP0036)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

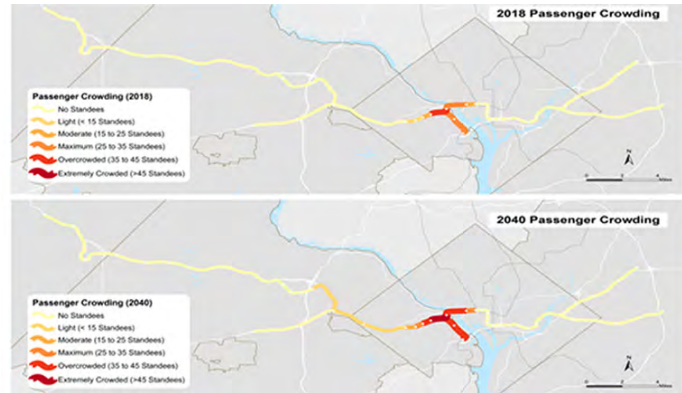
System Planning and Development (CIP0039)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Asset Management Software Improvements (CIP0042)

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

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

Description

This program evaluates Metro's asset management business practices and supports implementation of new software.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus and Rail Scheduling and Operations Software Improvements (CIP0043)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Rail Service Management Software Improvements (CIP0056)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

8000-Series Railcars (CIP0059)

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

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

Description

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



Expected Outcome

Acquires new railcars to allow for retirement of the 2000 and 3000 series cars at the end of their 40-year service life. Maintaining the rail fleet in a state of good repair prevents future safety and reliability concerns as measured by the Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure]. In addition, new railcars reduce maintenance needs, and provides improved customer features.

Strategic Drivers



Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Rail Vehicle Scheduled Maintenance Program (CIP0063)

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

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

Description

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



Expected Outcome

Maintains the rail fleet in a state of good repair to prevent future safety and reliability concerns as measured by the Rail Fleet Reliability performance indicator [FY21 \geq 15000 miles between failure] and the Metrorail customer injury rate performance indicator [FY21 target of \leq 177 injuries].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Rail Vehicle Safety & Reliability Improvements (CIP0067)

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

Mode: Rail
Program: Maintenance/Overhaul
Federal Participation (all years): No

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Elevator Rehabilitation Program (CIP0072)

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

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

Description

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



Expected Outcome

Maintains elevators in a state of good repair to preserve availability as measured by the Elevator Availability key performance indicator [FY21 target ≥97%].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Escalator Rehabilitation Program (CIP0073)

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

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

Description

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



Expected Outcome

Maintains escalators in a state of good repair to prevent potential safety issues and preserve availability as measured by the Escalator Availability key performance indicator [FY21 target ≥92%].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate approximately 24 units systemwide.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Rail System Power Upgrades (CIP0076)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Station and Facility Restoration Program (CIP0087)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Station Entrance Canopy Installation (CIP0088)

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

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

Description

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



Expected Outcome

Improves the reliability and useful life of escalators by protecting escalators and stairways from exposure to weather as measured by the Escalator Availability key performance indicator [FY21 target $\geq 92\%$]. Provides additional coverage for customers as they enter and exit the station.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Joint Development Program Support (CIP0099)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Internal Compliance Capital Management Support (CIP0101)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Police District III Substation (CIP0102)

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

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

Description

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



Expected Outcome

Improves the distribution of police personnel to strengthen customer safety and security through reduced response times to police calls as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 customer injuries], the Metrobus customer injury rate performance indicator [FY21 target of ≤154 customer injuries] and the rate of crimes against passengers performance indicator [FY21 target of ≤840 crimes].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Rhode Island Avenue Station Structural Repair (CIP0108)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: District of Columbia

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

Description

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



Expected Outcome

Brings the Rhode Island Avenue Station structural components into a state of good repair and addresses known defects to prevent potential safety and reliability concerns as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries] and the Metrorail customer on-time performance indicator [FY21 target ≥88% on-time].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Transit Police Support Equipment (CIP0127)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Capital Program Financing Support (CIP0131)

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

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

Description

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



Expected Outcome

Provides Metro access to borrowing to fund the capital program.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Escalator and Elevator Overhaul Program (CIP0132)

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

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

Description

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



Expected Outcome

Maintains elevators and escalators in a state of good repair to preserve availability as measured by the Elevator Availability key performance indicator [FY21 target $\geq 97\%$] and the Escalator Availability key performance indicator [FY21 target $\geq 92\%$].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Radio Infrastructure Replacement (CIP0136)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Signals & Communications
Federal Participation (all years): Yes

Description

This project replaces Metro's existing radio system operating in the 450-490 MHz frequency band with a new system operating in the 700 MHz band, as required by the Federal Communications Commission (FCC). In addition, wireless signal communications will be installed throughout the tunnel system allowing customers to utilize wireless service while underground.



Expected Outcome

Improves Metro's ability to communicate with first responders in the surrounding jurisdictions efficiently. Increases internal efficiency by enabling employees to communicate with the Operations Control Center and management seamlessly throughout the system. Also, provides wireless coverage throughout the underground portions of Metrorail, which improves the customer's riding experience and makes Metrorail a more attractive option.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue the installation of the new radio system, take delivery of additional handheld radio and subscriber units, and install the remaining Metro box enclosures that support the Distributed Antenna System (DAS) to cover Metro's above and underground system for both radio and wireless use.

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

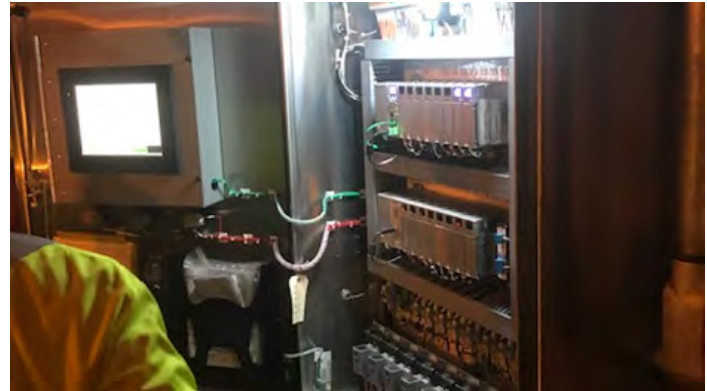
Tunnel Fan Control Panels Replacement (CIP0139_S9)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Signals & Communications
Federal Participation (all years): Yes

Description

This project replaces the existing Tunnel Ventilation Control System Programmable Logic Controls (PLC) and supportive electric infrastructure as needed in tunnel vent shafts with modern equipment that meets current safety standards and requirements as recommended by the National Transportation Safety Board (NTSB).



Expected Outcome

Protects Metro passengers and employees from smoke and other airborne risk by ensuring the reliability and correct functionality of tunnel vent shafts and infrastructure.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Rail Vehicle Preventive Maintenance (CIP0142)

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

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

Description

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



Expected Outcome

Allows railcars to receive necessary preventive maintenance to maintain the fleet in a state of good repair as measured by the Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus Vehicle Preventive Maintenance (CIP0143)

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

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

Description

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



Expected Outcome

Allows the bus fleet to receive necessary preventive maintenance to maintain the fleet in a state of good repair as measured by the Bus Fleet Reliability performance indicator [FY21 target $\geq 7,000$ miles between failures].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Facility Security Monitoring Equipment Program (CIP0145)

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

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

Description

This program will provide for the hardening and improvement of security at various rail yards, stations, and facilities by installing closed circuit television (CCTV) surveillance, public address systems, intercoms and additional security measures.



Expected Outcome

Addresses the safety and security of customers and employees through monitoring of the interior and exterior of stations and facilities as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤1.40 injuries per million passengers] and the rate of crimes against passengers performance indicator [FY21 target of ≤5.3 crimes per million passengers or fewer]. Monitoring deters crime, enables clear communication of public safety notices in rail stations and supports proper functioning of devices used to request assistance.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro plans to advance the replacement and upgrade of Life Safety and Security systems at various stations, bus transit centers, parking facilities, rail yards, and warehouses. These modernization upgrades can include expanded CCTV coverage, intrusion detection and access control systems, new intercoms and communication equipment, and the infrastructure needed to support this equipment.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Support Facility Fire System Rehabilitation (CIP0150)

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

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

Description

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



Expected Outcome

Improves compliance with National Fire Protection Association (NFPA) standards, which will improve the safety of Metro employees, help safeguard Metro assets, and maintain current fire alarm systems in a state of good repair.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Rail Station Cooling Rehabilitation Program (CIP0151)

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

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

Description

This program rehabilitates and replaces station cooling system components including, but not limited to, chiller plants, cooling towers, water piping, ventilation systems, air handling units, and ductwork. During the warmer months of the calendar year, Metro operates equipment to cool and circulate the ambient air in parts of the station.



Expected Outcome

Supports customer and employee comfort during hot days.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Parking Garage and Surface Lot Rehabilitation (CIP0152)

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

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

Description

This program will rehabilitate parking facilities including garages and surface lots.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance necessary maintenance activities to allow parking assets to achieve their intended useful life. Additionally, Metro will progress the rehabilitation of parking facilities at Addison Road, Huntington (East), Wheaton, Anacostia, and New Carrollton.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

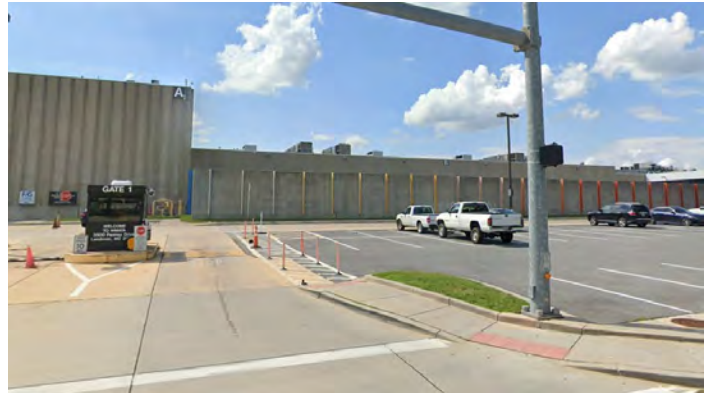
Facility Roof Rehabilitation and Replacement (CIP0170)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

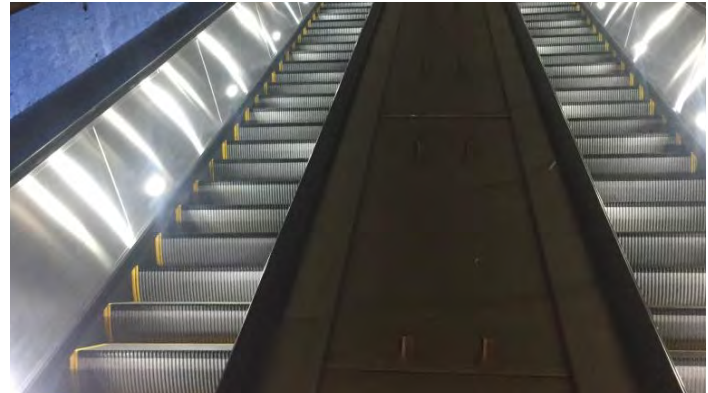
Escalator Replacement (CIP0185)

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

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

Description

This program replaces escalators that have reached the end of their useful life.



Expected Outcome

Maintains escalators in a state of good repair to prevent potential safety issues and preserve availability as measured by the Escalator Availability key performance indicator [FY21 target ≥92%]. In addition, modernized units are as much as 30% more energy efficient than the old units.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Support Facility Improvements (CIP0197)

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

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

Description

This program will provide for the rehabilitation of support facilities to maintain them in a state of good repair.



Expected Outcome

Improves the productivity and satisfaction of Metro employees and improves Metro's ability to recruit and maintain workforce by providing safer and more modern facilities and worker amenities.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Railcar Rooftop Access Platform (CIP0204)

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

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

Description

This project installs railcar rooftop access platforms at Alexandria, Brentwood, Shady Grove, Branch Avenue and Greenbelt railyards to allow safe and efficient maintenance of HVAC units on railcars.



Expected Outcome

Provides safe access to the rooftop HVAC units on railcars for maintenance personnel.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Sustainability/Resiliency Program (CIP0212)

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

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

Description

This program develops and advances policies, programs and partnerships in support of Metro’s Sustainability Vision and Principles including addressing the impact of climate change. The program includes testing and evaluating new technology and processes for suitability and performance across Metro operations. Once developed, these technologies and processes can be rolled out fully across Metro as part of wider capital investments or operational improvements. Projects typically focus on methods to reduce waste, decrease consumption of energy and water, and assess resilience against environmental factors.



Expected Outcome

Identifies and advances innovative investments and process improvements to reduce waste and energy consumption, improve environmental stewardship, increase Metro’s resiliency, and contribute to equity and improved quality of life in the region.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Capital Program Development Support (CIP0213)

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

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

Description

This program supports resources necessary to perform capital program development, monitoring, reporting, and strategic planning.



Expected Outcome

Improves Metro's ability to plan, evaluate, prioritize, and report on its extensive capital improvement program.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

Metrorail Station Improvements (CIP0218)

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

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

Description

This program supports rehabilitation of station components throughout the system including shaft repairs, entry gates, flooring, and other components and amenities.



Expected Outcome

Improves safety and customer experience by modernizing and maintaining Metrorail station infrastructure and systems in a state of good repair as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries]. Prevents crime and increases the security of employees and customers by ensuring station entry gates are functional.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Rail Station Lighting Improvements (CIP0219)

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

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

Description

This program improves the lighting and illumination levels within rail stations, including mezzanines, lower level platforms and track beds of Metrorail stations. In addition, exterior lighting as customers access the stations including station pathways and bus loops, are also replaced through this program.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue upgrades to station platform edge lights, above ground station lighting, and station ancillary service room lights. Start planning and begin upgrades to exterior lighting conditions outside of various stations to include common areas, pathways and parking lots in the six-year period.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus Planning Studies Program (CIP0220)

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

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

Description

This program advances Metrobus planning studies necessary to sustain the network of services and facilities. Efforts focus on service plans, customer information, facilities management, bus stop accessibility, transit operations, traffic management and service delivery.



Expected Outcome

Optimizes bus service levels and delivery by Metro and other bus services across the region.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Bus Customer Facility Improvements (CIP0221)

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

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): Yes

Description

This program upgrades Metrobus facilities and amenities to achieve and maintain a state of good repair and improve delivery of customer information.



Expected Outcome

Provides more comfortable bus shelters and improves compliance with ADA guidelines. Improves customer communication and information through proper signage, maps and schedules for riders to clearly see bus stops and bus route timetables resulting in improved bus customer satisfaction.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will replace bus shelters in service beyond their useful life, replace paper signage, and make bus stop infrastructure improvements (route/sign poles, bus stop decals, wayfinding signage). Additionally, Customer Electronic Information Displays will also be replaced.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Heavy Repair and Overhaul Facility (CIP0225)

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

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

Description

This project constructs a new Heavy Repair and Overhaul (HRO) Facility in Landover, MD. This will consolidate railcar overhaul functions into a dedicated facility. Currently, railcar rehabilitation and overhaul functions are split between Brentwood and Greenbelt Rail Yards.



Expected Outcome

Improves the efficiency of railcar maintenance by consolidating overhaul operations into one facility. Also provides workers with a modern facility and shop equipment.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

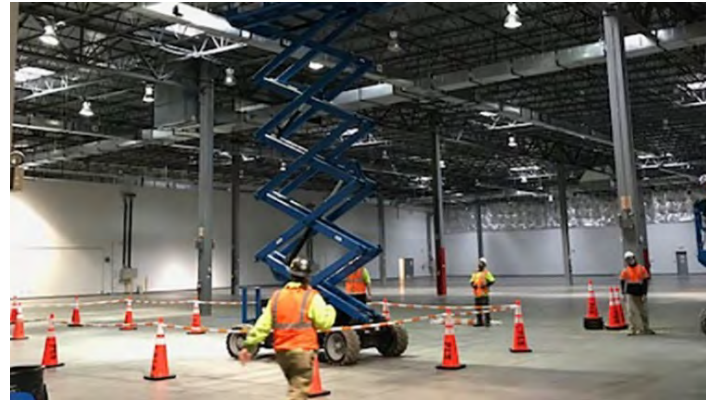
Good Luck Road Facility (CIP0231)

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

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

Description

This project builds out the Good Luck Road facility, a support facility for printing, maintenance functions, and storage.



Expected Outcome

Increase workforce productivity and manage operating cost by consolidating multiple leased warehouse and other facilities into a Metro owned facility.

Strategic Drivers



Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Flood Resiliency Infrastructure Upgrades (CIP0241)

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

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

Description

Since the opening of the first Metro line over 40 years ago, changes in local development, aging of the system, updates in design guidelines and criteria, and the effects of extreme weather events have led to flooding vulnerabilities in the system. This project will assess and construct mitigations to protect stations from flood waters entering into the rail system.



Expected Outcome

Reduces disruption to revenue service and increases passenger safety by mitigating the risk of fire, smoke, and other incidents caused by water intrusion into Metrorail tunnels and stations as measured by the Rail Infrastructure Availability performance indicator [FY21 target ≤7.9% of track under performance restrictions] and the number of fire incidents performance indicator [FY21 target of ≤ 66 incidents annually]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Rail System Drainage Rehabilitation Program (CIP0242)

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

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

Description

This program replaces and improves drainage pumping stations that have exceeded their lifecycle throughout the Metrorail system and supports implementation of flood resiliency improvements.



Expected Outcome

Reduces disruption to revenue service and mitigates some of the risk of fire, smoke, and other incidents caused by excess water collecting within Metrorail tunnels and stations as measured by the Rail Infrastructure Availability performance indicator [FY21 target $\leq 7.9\%$ of track under performance restrictions]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements and helps prevent potential safety issues.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

General Engineering (CIP0246)

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

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

Description

This program provides general engineering support services for the development of architectural and engineering concept designs to help define the capital projects and address needs that may not be captured as part of other larger capital initiatives. This program helps resolve priority issues identified by Metro's engineers.



Expected Outcome

Develops engineering solutions for maintenance and improvement needs that could lead to a capital investment.

Strategic Drivers



Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Emergency Construction and Emerging Needs Program (CIP0247)

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

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

Description

This program supports emergent and emergency needs that arise across the system beyond the scope of other established capital investments.



Expected Outcome

Resolves emergency and emergent issues that impact Metro service and reliability.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will address emergent construction needs as they arise.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Automatic Train Control State of Good Repair (CIP0251)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Signals & Communications
Federal Participation (all years): Yes

Description

This program replaces aging Automatic Train Control (ATC) systems, Train Control Room (TCR) infrastructure and wayside equipment. Obsolete and failing equipment must be replaced at intervals ranging from 20 to 40 years.



Expected Outcome

Increases the safety of Metrorail operations and provides reliable signal operation to minimize disruptions to rail service as measured by the Rail Infrastructure Availability performance indicator [FY21 target ≤7.9% of track under performance restrictions] and the Metrorail customer injury rate performance indicator [FY21 target of ≤177 customer injuries] and prevent potential safety issues.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue the switch machine power supply replacements and the state of good repair program for high current bonds, interlocking, signals, circuit cable, switch machines, control cable insulation, and train control rooms. Metro will advance the replacement of 25 train control rooms.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Low Voltage Power State of Good Repair (CIP0252)

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

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

Description

This program replaces low voltage power systems, improves various power components, and maintains existing low voltage power systems in a state of good repair.



Expected Outcome

Maintains the reliability of systems that support service by keeping the infrastructure that provides power to station lighting, HVAC, elevators and escalators, train control and communication systems, drainage pumping stations, and other Metrorail station infrastructure in a state of good repair.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will install new switchgears, transformers, cabling, and electrical panels at various locations. Uninterruptible Power Supplies will be replaced systemwide. Programmable Logic Control panels will be replaced at various AC rooms systemwide. Metro expects to advance work at the following locations: Brookland, Takoma, L'Enfant Plaza, Archives, and Addison Road.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Traction Power State of Good Repair (CIP0253)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

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

Description

This program replaces traction power systems, improves various traction power components, and maintains existing traction power systems in a state of good repair in order to deliver safe and reliable Metrorail operations.



Expected Outcome

Addresses the ability to provide Metrorail service through replacement or rehabilitation of critical infrastructure that delivers propulsion power to Metrorail. Improvements decrease speed restrictions imposed on trains, and reduce the risk of safety incidents including track fire incidents and stray current problems as measured by the Rail Infrastructure Availability performance indicator [FY21 target $\leq 7.9\%$ of track under performance restrictions] and the number of fire incidents performance indicator [FY21 target of ≤ 66 incidents annually].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

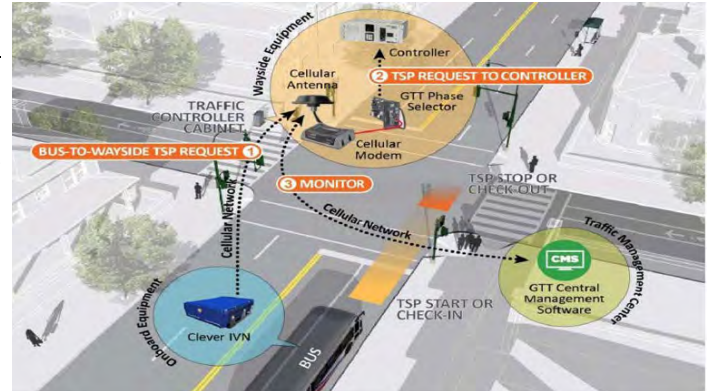
Bus Priority Program Development (CIP0254)

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

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

Description

The Bus Priority Program aims to improve bus service and equity by allowing buses to travel smoothly and efficiently with the aid of new technology and intelligent roadway design. This program plans and implements new initiatives and technology to advance bus priority strategies.



Expected Outcome

Increases the reliability of Metrobus service by developing strategies and working with jurisdictions to reduce travel time of buses through technology that prioritizes bus travel. The development of this program will improve bus operating speeds and reliability for improved rider experience, environmental sustainability, and financial stewardship

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Anticipated Funding Sources (\$M)

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

Cost (\$M)

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

Fare Collection Modernization (CIP0255)

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

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

Description

This project replaces Metro's aging fare collection systems in rail stations, on Metrobuses, and upgrades the back end system that supports fare collection. The investment includes new methods for customers to pay and manage payment accounts.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro has started systemwide replacement of the fare collection system. Metro will continue engineering and installation of the new rail faregates and supporting systems, and manufacturing and delivery of new bus fareboxes. Additionally, Metro will continue development and improvement of the mobile payment system.

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

7000-Series Railcars (CIP0256)

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

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

Description

This project procures 620 of the 7000 series railcars to replace the 1000, 4000, 5000 series fleets, plus 28 additional railcars. 128 additional 7000 series railcars were acquired through Silver Line Phase 1 and 2 extension projects and funded by the Metropolitan Washington Airports Authority.



Expected Outcome

Replaces the unreliable 1000, 4000, and 5000 series vehicles, which will improve customer safety and reduce failures that interrupt revenue service as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries] and the Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Emergency Trip Station (ETS) Rehabilitation (CIP0257)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide

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

Description

The existing Emergency Trip Station (ETS) system has an aging, deteriorating infrastructure and utilizes obsolete electrical components and communications technology. This project upgrades the Rail Right-Of-Way (ROW) ETS system including the box that houses the components, telephone, LED lights, and mushroom button that controls third rail power.



Expected Outcome

Improves the safety of Metro customers and employees through state of good repair replacement with newer and more reliable equipment as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries] and the Metrorail system employee injury rate performance indicator [FY21 target of ≤3.5 per 100 employees].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Station and Tunnel Fire Alarm Rehabilitation (CIP0258)

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

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

Description

This program upgrades fire alarm systems in Metrorail tunnels and stations.



Expected Outcome

Improves Metro's compliance with National Fire Protection Association standards and addresses recommendations made by the National Transportation Safety Board. Improves customer and employee safety by accurately measuring and responding to fire incidents as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤ 177 injuries] and the Metrorail system employee injury rate performance indicator [FY21 target of ≤ 3.5 per 100 employees].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Employee Timekeeping System (CIP0259)

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

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

Description

This project implements a new automated time and attendance system for Metro employees.



Expected Outcome

Consolidates Metro's timekeeping into a platform that provides improved controls and compliance with regulations while reducing operating and maintenance costs through a modern and streamlined application.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Tunnel Water Leak Mitigation (CIP0262)

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

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

Description

This program mitigates water infiltration into the Metrorail tunnel and vent shaft system.



Expected Outcome

Reduces disruption to revenue service and increases passenger and employee safety by mitigating the risk of water intrusion which can cause fire and smoke events as measured by the number of fire incidents performance indicator [FY21 target of ≤ 66 incidents annually] and the Metrorail customer on-time performance indicator [FY21 target ≥88% on-time]. Protects Metro infrastructure and equipment which reduces the frequency and cost of repairs and replacements.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Historic Bus Loop and Facility Rehabilitation (CIP0266)

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

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

Description

This project rehabilitates historic bus terminals that are in failing condition and returns the terminals to a state of good repair.



Expected Outcome

Improves employee and customer satisfaction by providing modern restroom facilities, wider bus stops, improved canopies for the public, and overall safer facilities that comply with ADA guidelines.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Asset Management Software (CIP0269)

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

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

Description

This program develops asset lifecycle management plans by asset group as required by the Federal Transit Administration (FTA). The program also establishes a consistent methodology for assessing asset conditions and standardizes how new assets are inducted into Metro's systems.



Expected Outcome

Improves Metro's ability to track and maintain physical assets to enable proper maintenance in support of safe and reliable service.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Capital Delivery Program Support (CIP0270)

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

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

Description

This program provides project administration, planning, scheduling, and management support for the portfolio of major construction projects.



Expected Outcome

Improves Metro's ability to plan and deliver the Capital Improvement Program. This improves Metro's financial responsibility and supports state of good repair efforts.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support the advancement of project implementation planning, scheduling, and management services for the delivery of the portfolio of major capital construction projects.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Digital Display and Wayfinding Improvements (CIP0272)

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

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

Description

This program invests in new equipment and space improvements designed to increase non-fare revenue in stations. Investments include upgrading digital displays, improving signage and wayfinding, as well as other customer amenities.



Expected Outcome

Improves Metro's ability to generate advertising revenue and improve the customer experience through modern wayfinding and digital signage at Metrorail stations.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Support Facility Rehabilitation (CIP0273)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

New Carrollton Garage and Bus Bays (CIP0275)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: Maryland

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): TBD

Description

This project supports the joint development at New Carrollton Station. Metro has entered into a third-party joint development agreement for mixed-use development in New Carrollton Station area. The development also includes the new Metro office building. As a part of this development Metro will demolish the obsolete parking garage and construct a replacement garage and bus loop.



Expected Outcome

Increase station access, ridership, economic development and the customer experience.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Art in Transit and Station Commercialization Program (CIP0276)

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

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

Description

This program restores Metro's art collection and helps Metro develop plans to commercialize underutilized space in Metrorail stations.



Expected Outcome

Expands customer amenities in the form of retail and advertising, and develops consistent design standards to improve the customer experience and provide diverse revenue streams for Metro. Restores Metro's art collection.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Supply Chain Modernization (CIP0277)

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

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

Description

This project modernizes Metro's warehouses, including the supply chain for logistics, warehousing, planning, and ordering of inventory.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Railyard Shop Equipment Replacement (CIP0279)

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

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program replaces or rehabilitates Metro rail shop maintenance equipment, such as overhead cranes, rail train lifts, hoists, or industrial shop air compressors that are inoperable, deficient, or have reached the end of useful life.



Expected Outcome

Allows railcar maintenance activities to be completed safely and efficiently using equipment that is maintained in a state of good repair as measured by the Metrorail system employee injury rate performance indicator [FY21 target of ≤3.3 per 100 employees] and the Rail Fleet Reliability performance indicator [FY21 ≥15,000 miles between failure].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Scheduled rehabilitation/replacement of maintenance equipment including shop lifts, cranes, drop tables, hoists and wheel truing machines.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Railcar Maintenance Facilities State of Good Repair (CIP0283)

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

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program rehabilitates and replaces major railcar maintenance equipment including those requiring facility modifications such as railcar washes.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Railyard Facility and Site Rehabilitation (CIP0284)

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

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program rehabilitates railyard facilities, systems, and site assets to achieve and maintain a state of good repair and improve the safety of employees and operational efficiency.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Power Generator Replacement (CIP0286)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

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

Description

This program provides for the replacement of power generators throughout the Metrorail system.



Expected Outcome

Provides additional resiliency to the Metrorail system by providing a back up power source to critical infrastructure including fire and life safety and communications systems and equipment.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

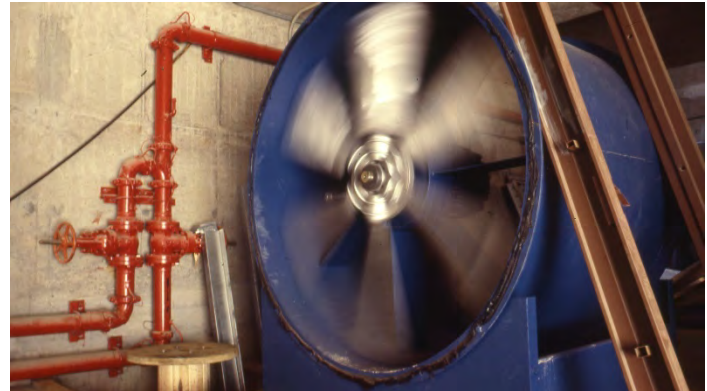
Tunnel Ventilation Improvements (CIP0291)

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

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

Description

This project upgrades and installs additional underground ventilation fans, including components such as electrical infrastructure, lighting, communications equipment, ladders, steps, smoke detectors, alarms, and information technology infrastructure. Under CIP0356, a pilot and evaluation to rehabilitate ventilation shaft components will be implemented on the Red Line to serve as a proof of concept for future designs across the Metrorail system.



Expected Outcome

Improves the tunnel ventilation system performance and capacity by installing additional fans to move smoke more efficiently, increasing passenger and employee safety as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤1.40 injuries per million passengers] and the Metrorail system employee injury rate performance indicator [FY21 target of ≤3.5 per 100 employees].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance assessments and designs of ventilation improvements.

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Bridge Rehabilitation Program (CIP0294)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Union Station Improvements (CIP0297)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: District of Columbia

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

Description

This project will relieve congestion at Union Station by implementing a redesign of the First Street northeast entrance, including expanding the north mezzanine by adding stairs, adding additional fare gates, and relocating the fare vending machines.



Expected Outcome

Improves customer crowding and convenience by providing a better flow for riders as they enter and exit the station, as well as improved lighting and an additional staircase.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Huntington Station Parking Garage Demolition (CIP0302)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Commonwealth of Virginia

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

Description

This project is part of a joint development between Metro and Fairfax County to replace the south parking garage at Huntington Station in Fairfax County. The development enables Metro to offer up to 12 acres for private development.



Expected Outcome

Enables development of a new bus loop to accommodate Fairfax County's planned Bus Rapid Transit terminus at Huntington Station while replacing a closed parking facility.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Rail Passenger Facility State of Good Repair Program (CIP0305)

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

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

Description

This program repairs and replaces antiquated systems and infrastructure in passenger facilities including ceilings, sewage ejector pumps, and other systems.



Expected Outcome

Increases the efficiency and reliability of passenger facilities. Also improves customers' experience and helps prevent potential safety issues.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will rehabilitate sewer ejectors throughout the system.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Station Platform Rehabilitation - Phase 3 (CIP0308)

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

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

Description

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



Expected Outcome

Upgrades and improves above-ground stations for customer safety and comfort, as measured by the Metrorail customer injury rate performance indicator [FY21 target of ≤177 injuries]. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will process final payments and close out the project.

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Station Platform Rehabilitation - Phase 4 (CIP0310)

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

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

Description

This project rehabilitates and repairs platforms and systems at the following Orange Line stations to address potentially unsafe and deteriorating conditions: Minnesota Avenue, Deanwood, Cheverly, Landover, and New Carrollton. Customer experience improvements include slip-resistant tile, improved lighting, upgraded passenger shelters, new passenger information displays, improved public address system, new closed-circuit television system, and renovated bathrooms.



Expected Outcome

Upgrades and improves above-ground stations for customer safety and comfort. New platforms and other new/rehabilitated station assets will increase the lifespan of these assets, reducing future maintenance requirements and improving the quality of rail service provided for customers accessing these stations.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin construction at five stations on the Orange Line (Minnesota Ave. to New Carrollton) during a summer shutdown (approximately Memorial Day 2022 to Labor Day 2022). Work will encompass approximately thirty-six systems that include concrete platform repair, granite edges, paver tile, signage, shelters, station communication systems, fire protection, sprinklers, CCTV security systems, drainage, sewage ejector pumps, painting, and bathrooms. Metro will also begin rehabilitation of the Cheverly Aerial Structure on the Orange Line in Maryland.

Anticipated Funding Sources (\$M)

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

Cost (\$M)

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

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

Bladensburg Bus Garage Replacement (CIP0311)

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

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

Description

This project will demolish and replace the existing obsolete bus maintenance and operations facility at Bladensburg to improve use and capacity of limited facility space. The new facility, to be designed to achieve LEED certification, will have an on-site employee parking lot, multiple access points, parking for up to 300 buses, 25 maintenance bays, and a compressed natural gas (CNG) fueling station. The facility will be ready for future electric bus infrastructure as Metro begins full implementation of 100% electric vehicles.



Expected Outcome

Provides a new LEED-certified bus facility that will improve bus safety, efficiency, maintenance and operations, while maximizing bus fleet availability as measured by the bus system employee injury rate performance indicator [FY21 target of ≤11.2 injuries per 100 employees] and the Bus Fleet Reliability performance indicator [FY21 target ≥7,000 miles between failures].

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Four Mile Run Bus Garage Rehabilitation (CIP0312)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: Commonwealth of Virginia

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

Description

The project rehabilitates interior and exterior elements of the Four Mile Run bus facility to restore a state of good repair and meet short-term fleet capacity needs due to other bus facility replacement projects.



Expected Outcome

Provides a more modern facility while incorporating operating efficiencies that enable Metro to increase throughput to accommodate fleet requirements arising from other bus facility replacements.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Northern Bus Garage Replacement (CIP0315)

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

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

Description

This project replaces the obsolete Northern Bus Garage to address structural deficiencies and improve use of limited facility space. The new facility will be designed to achieve LEED certification and retain the historical façade, provide multiple access points and parking for approximately 150 buses, support future electric bus charging infrastructure, and incorporate potential retail or public space. Northern Bus Garage will fully support 100% electric vehicles.



Expected Outcome

Provides a modern and safe bus operations and maintenance facility that will reduce associated energy consumption and operating costs and maximize bus fleet availability as measured by the Bus Fleet Reliability performance indicator [FY21 target ≥7,000 miles between failures]. Northern will become Metro's first all electric bus garage. The design will preserve the historic façade, offering potential retail space for revenue generation and/or provide public space.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Capital Program Financial Support (CIP0324)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support the financial management of the capital program to include management of grants, accounting services, maintenance of financial systems, and alignment of capital costs to appropriate funding.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Information Technology Data Center (CIP0330)

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

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

Description

This project constructs a new data center to replace the existing data center at the Jackson Graham building that is being vacated. Metro will build a modern data center that blends new technologies with existing capabilities to continually improve and scale services to users, customers, and partners.



Expected Outcome

Replaces Metro's existing data center with a new modern facility to support the system and that will also enable Metro to generate revenue through the leasing of excess capacity.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Enterprise Resource Planning Software Replacement (CIP0331)

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

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

Description

This project will implement a new enterprise resource planning (ERP) system. Metro will perform any necessary upgrades to the current ERP system to maximize vendor support until the current program sunsets.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Fiber Optic Cable Installation (CIP0332)

Initiative Type: Project
Category: Rail Systems
Location: Systemwide

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

Description

This project will install fiber optic cable for connectivity throughout the system to adjoining communication rooms along the rail Right-of-Way (ROW) and determine the appropriate strategy for installing fiber optic cabling to ancillary rooms such as traction power substations, low voltage power rooms, vent shafts, and tie breaker stations.



Expected Outcome

Replaces outdated copper wiring with fiber optic cable increasing bandwidth, speeds, reliability and enabling Metro to upgrade communication infrastructure to modern equipment that requires fiber-optic connectivity. New cabling will improve Metro's ability to remotely monitor assets, increasing the efficiency of maintenance.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance the installation of fiber throughout the system.

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Office Consolidation - District of Columbia (CIP0335)

Initiative Type: Project
Category: Business & Operations Support
Location: District of Columbia

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

Description

As part of Metro's regional office consolidation plan which combines Metro's ten administrative facilities to four, this project funds the construction of a DC office building at 300 7th St. SW. The new site will be renovated to modern workplace standards, including new commercial amenities on the ground floor to activate the streetscape and benefit the community. In addition, Metro will improve the exterior appearance and add three floors, creating space for leases to generate additional revenue. The building will be designed with the goal of achieving LEED certification.



Expected Outcome

Updates and modernizes office space for employees that will streamline business processes, allow departments to be more logically organized and reduce Metro's long-term costs.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Office Consolidation - Virginia (CIP0337)

Initiative Type: Project
Category: Business & Operations Support
Location: Commonwealth of Virginia

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

Description

This project constructs a new office building in Virginia as part of Metro's regional office consolidation plan. The new office building will be constructed near the Eisenhower Avenue Metrorail Station in Alexandria, Virginia. The building will be designed with the goal of achieving LEED certification and is part of the larger redevelopment of the Eisenhower Avenue corridor.



Expected Outcome

Updates and modernizes office space for employees that will streamline business process, allow departments to be more logically organized and reduce Metro's long-term costs.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Office Consolidation - Maryland (CIP0338)

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

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

Description

This project constructs a new office building in Maryland as part of Metro's regional office consolidation plan. The new office building consolidates employees near the New Carrollton Metrorail Station in Prince George's County, Maryland. The station is one of the region's most significant transit hubs and is served by Metro, MARC, multiple local and regional buses, Amtrak, Greyhound, and the future Maryland MTA Purple Line. The building will be designed with the goal of achieving LEED certification and is part of the continued development of New Carrollton.



Expected Outcome

Updates and modernizes office space for employees that will streamline business processes, allow departments to be more logically organized and reduce Metro's long-term costs.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

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

Anticipated Funding Sources (\$M)

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

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

Rail Station Emergency Egress Improvements (CIP0339)

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

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

Description

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



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will survey emergency egress routes throughout rail stations systemwide.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Rail System Standpipe Replacement Program (CIP0341)

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

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

Description

This program replaces dry standpipes throughout the system that have reached the end of their useful life or need to be replaced based on asset condition.



Expected Outcome

Replaces dry standpipes used to extinguish fires in Metrorail tunnels and station platforms to keep assets in a state of good repair and in compliance with national and local regulatory maintenance standards.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

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

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Information Technology Hardware State of Good Repair (CIP0342)

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

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

Description

This program implements data center infrastructure technology improvements to achieve higher operational efficiencies, increases capacity and service availability and reduces risk to the underlying business functions and communications network.



Expected Outcome

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

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will upgrade or replace outdated hardware assets, perform network maintenance to support operational needs, and continue ongoing computing equipment replacements.

Cost (\$M)

Anticipated Funding Sources (\$M)

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

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

Accounting Capital Program Support (CIP0347)

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

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

Description

This program provides accounting support to Metro's capital program. This includes tracking depreciation, maintaining an inventory of capital assets, reviewing invoices for projects and communicating with stakeholders.



Expected Outcome

Financial reporting entries for expenses and capital assets. This includes documenting depreciation of fixed assets and conducting a biannual inventory of capital assets. This program supports accurate and reliable financial reporting.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue to provide accounting services to the capital program, including review and control of expenditures.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.9
Planned Investments	(\$M)
FY23	\$2.3
FY24	\$2.4
FY25	\$2.4
FY26	\$2.4
FY27	\$2.4
FY28	\$2.4
6-Year Total (FY23-FY28)	\$14.1
10-Year Total (FY23-FY32)	\$23.5
Beyond FY32	TBD

Structural Rehabilitation - Package A (CIP0348)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): Yes

Description

This project rehabilitates structural and system components of bridges, aerial structures, and the station platform canopy at Rockville Station.



Expected Outcome

Addresses structural issues on bridges, aerial structures, and the Rockville Station canopy identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete structural rehabilitation of Minnesota Avenue aerial structure, Grosvenor aerial structure, and 6 segmental bridges. The segmental bridges are located at Cameron Run, Eisenhower Avenue, South Van Dorn Street, Naylor Road, and two at Branch Avenue.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$6.4
FY22 Forecast	\$53.9
Planned Investments	(\$M)
FY23	\$30.1
FY24	\$4.9
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$35.0
10-Year Total (FY23-FY32)	\$35.0
Beyond FY32	\$0.0
Total Estimated Investment	\$95.3

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$10.1
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$19.9

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓									

Yellow Line Tunnel and Bridge Rehabilitation (CIP0349)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: District of Columbia

Mode: Rail
Program: Structures
Federal Participation (all years): TBD

Description

This project rehabilitates sections of tunnel and the Potomac River Bridge located between L'Enfant Plaza and Pentagon Stations.



Expected Outcome

Prevents failure of the Yellow Line tunnel by addressing structural degradation of the tunnel liner. Extends the life of the tunnel and bridge to maintain the continuity of service and safety of Metro's customers and employees.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin rehabilitation of the steel tunnel liner on the Yellow Line between L'Enfant Station and the Potomac River bridge, structural repairs of the Potomac River Bridge, and upgrade to drainage pumping systems.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$208.7

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$2.8
FY22 Forecast	\$28.5
Planned Investments	(\$M)
FY23	\$208.7
FY24	\$21.1
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$229.8
10-Year Total (FY23-FY32)	\$229.8
Beyond FY32	\$0.0
Total Estimated Investment	\$261.1

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓									

Rail Station Platform Canopy Rehabilitation Program (CIP0352)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): TBD

Description

This program replaces or rehabilitates platform canopies at various Metrorail stations to maintain them in a state of good repair.



Expected Outcome

Provides customers with shelter from the elements on outdoor platforms and extends the life of Metro's platform assets and helps prevent future safety issues.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete canopy rehabilitation at Twinbrook Station, and plan next phase of rehabs based on completed systemwide assessment and prioritization of station platform canopies.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$3.1
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$5.0
FY25	\$5.0
FY26	\$5.0
FY27	\$5.0
FY28	\$5.0
6-Year Total (FY23-FY28)	\$25.0
10-Year Total (FY23-FY32)	\$45.0
Beyond FY32	TBD

ePerformance and eCompensation Upgrades (CIP0354)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This project develops and deploys new modules for ePerformance and eCompensation, including the design, requirements, development, testing, and deployment of these modules.



Expected Outcome

Aligns organizational resources and systems for employee performance to improve analysis of performance-related metrics and increase options for data-driven gap analysis. Improves compensation programs for employees through planning, administration, and reporting activities.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Begin and complete the requirements, design, development, testing and deployment cycle for the next user community (L689 and L922) for the employee performance and compensation application.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$0.0
FY22 Forecast	\$0.9
Planned Investments	(\$M)
FY23	\$0.7
FY24	\$1.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$1.7
10-Year Total (FY23-FY32)	\$1.7
Beyond FY32	\$0.0
Total Estimated Investment	\$2.6
Total Est. Investment Change from Prior	\$-24.5
Primary Reason: Scope moved to CIP0331.	

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.7
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓	✓								

Zero Emission Bus Acquisition and Evaluation (CIP0355)

Initiative Type: Project
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Acquisition
Federal Participation (all years): Yes

Description

This project purchases electric buses and evaluates the transition of the fleet to zero emissions technology. Results of the evaluation will inform, guide, and direct Metro's future bus fleet strategy and plans for supporting equipment and infrastructure.



Expected Outcome

Results of the pilot will inform and guide Metro's strategy for the future bus fleet. Zero-emission buses are expected to bring value by reducing local air pollution, providing a quieter, smoother ride and supporting a more livable region.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will take delivery of approximately 12 electric buses, complete charging station equipment installation at Shepherd Parkway Bus Facility, and begin pilot phase testing of the buses and charging infrastructure.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$0.0
FY22 Forecast	\$11.6
Planned Investments	(\$M)
FY23	\$12.2
FY24	\$3.3
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$15.5
10-Year Total (FY23-FY32)	\$15.5
Beyond FY32	\$0.0
Total Estimated Investment	\$27.1

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$10.2
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$2.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation	✓										
Implementation and Construction	✓	✓	✓								
Operations Activation		✓									

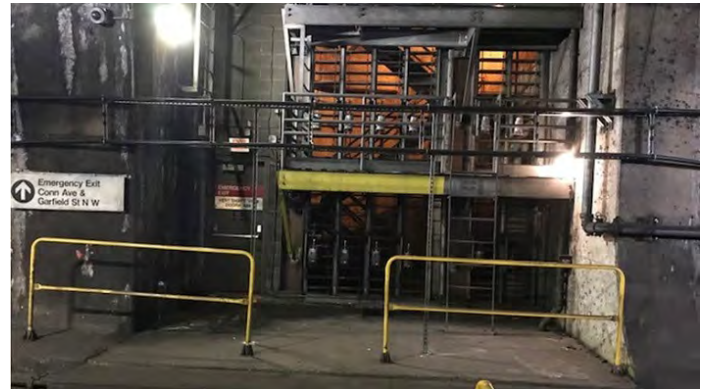
Tunnel Ventilation Improvements - Red Line Pilot (CIP0356)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: District of Columbia

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

The project performs a pilot and evaluation to add ventilation fans and upgrade shaft components. The pilot will be implemented on the Red Line between Woodley Park through Cleveland Park Metrorail Stations. If successful, the project will serve as a proof of concept for future designs across the Metrorail System and will be used to update Metro's ventilation design criteria.



Expected Outcome

Improves ventilation infrastructure to expel smoke from tunnels in the event of a fire incident.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete the Red-Line pilot and evaluate its effectiveness while considering system wide tunnel ventilation improvements.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$4.8
FY22 Forecast	\$40.5
Planned Investments	(\$M)
FY23	\$12.6
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$12.6
10-Year Total (FY23-FY32)	\$12.6
Beyond FY32	\$0.0
Total Estimated Investment	\$57.9

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$12.6

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation		✓									

Cybersecurity Legacy Software Improvements (CIP0357)

Initiative Type: Project
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): TBD

Description

This project will improve, maintain and upgrade applications to improve cybersecurity.



Expected Outcome

Protects Metro IT systems from cybersecurity risks through direct improvements, maintenance and upgrade of existing systems and technologies across the system.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete security assessments of systems, modify, upgrade, replace and decommission technology based on these assessments.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$0.0
FY22 Forecast	\$3.7
Planned Investments	(\$M)
FY23	\$3.7
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$3.7
10-Year Total (FY23-FY32)	\$3.7
Beyond FY32	\$0.0
Total Estimated Investment	\$7.4

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$3.7
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction	✓	✓									
Operations Activation											

Business Systems State of Good Repair (CIP0358)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): TBD

Description

This program supports state of good repair activities for critical business applications including web applications, timekeeping and enterprise resource planning (ERP) systems.



Expected Outcome

Provides continuity of operations and data security of critical information software applications.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue maintaining and enhancing the portfolio of software applications to meet operating and business requirements.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$19.7
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$19.7
FY24	\$18.5
FY25	\$16.0
FY26	\$16.4
FY27	\$16.8
FY28	\$17.2
6-Year Total (FY23-FY28)	\$104.5
10-Year Total (FY23-FY32)	\$178.0
Beyond FY32	TBD

Enterprise Technology Platforms State of Good Repair (CIP0359)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program supports state of good repair activities for critical enterprise shared services including business intelligence, storing and building data structures and other enterprise tools.



Expected Outcome

This program supports tools and applications, as well as other shared services, utilized by both the Metro Business and Transit teams for their day-to-day sustainment operations.

Strategic Drivers



Near Term Deliverables

Metro will continue implementation of functional improvements, system integrations, data management, reporting, new modules, new applications, and maintaining and enhancing existing applications.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$5.7
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$5.7
FY24	\$5.2
FY25	\$4.8
FY26	\$4.9
FY27	\$5.0
FY28	\$5.2
6-Year Total (FY23-FY28)	\$30.8
10-Year Total (FY23-FY32)	\$53.2
Beyond FY32	TBD

Transit Systems State of Good Repair (CIP0360)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program supports state of good repair activities for critical transit applications including Bus, Rail, Asset Management, Safety and Metro Transit Police Department (MTPD) systems.



Expected Outcome

Metro will continue to support the customer-facing services and related applications. This includes support for MTPD, Safety, Asset Management related to engineering and infrastructure assets, Geographic information system, Fare Collection, and other customer-facing websites.

Strategic Drivers



Near Term Deliverables

Metro will continue maintaining and improving the Advanced Information Management platform that provides automated operational support for the Rail system, Passenger Information Display (PIDS), Rail Station Bus Information display (RSBI), CAD/RMS support for MTPD (Metro Police), Safety Measurement System, and Asset Management applications for documenting and tracking engineering and infrastructure assets.

Cost (\$M)

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$15.5
FY24	\$14.5
FY25	\$13.3
FY26	\$13.7
FY27	\$14.1
FY28	\$14.5
6-Year Total (FY23-FY28)	\$85.7
10-Year Total (FY23-FY32)	\$148.4
Beyond FY32	TBD

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$15.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

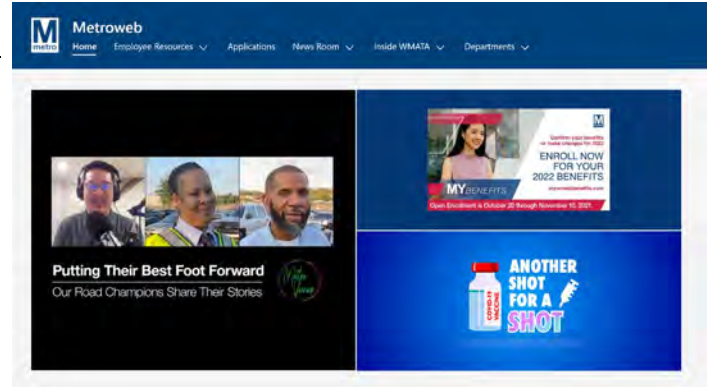
Service Oriented Architecture (SOA) Program (CIP0361)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

Service-Oriented Architecture (SOA) application platform enables organizations to share independent services to accomplish business goals. SOA enables the development of applications to be more efficient and secure. This supports the ability to adjust applications to align with changing business needs.



Expected Outcome

SOA offers flexibility by providing infrastructure automation and tools, thereby achieving a reduction in integration costs, as well as their efficient and effective coordination. SOA architecture enables IT structures to align to business goals.

Strategic Drivers



Near Term Deliverables

Metro will continue maintaining and improving its SOA services and systems to meet operating and business requirements.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$1.3
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$1.3
FY24	\$1.2
FY25	\$1.1
FY26	\$1.1
FY27	\$1.2
FY28	\$1.2
6-Year Total (FY23-FY28)	\$7.2
10-Year Total (FY23-FY32)	\$12.4
Beyond FY32	TBD

Cyber Security (CIP0363)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program supports state of good repair activities for critical cybersecurity software applications.



Expected Outcome

Provides continuity of operations and data security of software applications.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue maintaining and improving cybersecurity software applications to meet operating and business requirements.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.4
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.4
FY24	\$0.5
FY25	\$0.5
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$1.4
10-Year Total (FY23-FY32)	\$1.4
Beyond FY32	TBD

Structural Rehabilitation – Package B (CIP0370)

Initiative Type: Project
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): Yes

Description

This project rehabilitates bridges and aerial structures.



Expected Outcome

Address issues on bridges and aerial structures identified during Metro safety inspections. Prevents emergency shutdowns of rail service due to structural deficiencies.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will design and contract for the repair of approximately 21 bridges: 1) Orange Line 495 Aerial, 2) Greenbelt Station Outer Loop Ramp Bridge 3) Greenbelt Inner Loop Aerial, 4) Greenbelt Station Bridge #1, 5) Route 7 Bridge, 6) Route 7 Ramp Bridge, 7) E-Line CSX Bridge 8) Greenbelt Station Beltway Crossing Bridge 9) Berwyn Rd. 10) Frederick Ave. Pedestrian Bridge 11) Dunn Loring Pedestrian Bridge 12) Vienna Station-North, 13) Vienna Station-South Pedestrian Bridge, 14) West Falls Church Station Pedestrian Bridge, 15) Park Rd. Bridge, 16) Aspen St. Bridge, 17) Georgia Ave. Bridge, 18) Piney Branch Rd. Bridge, 19) Riggs Rd. Bridge, 20) Van Buren St. Bridge, 21) Westmoreland St. Bridge.

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$2.1
PRIIA/RSI Grants	\$0.0
System Performance	\$0.6
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$0.0
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$2.7
FY24	\$44.9
FY25	\$29.8
FY26	\$13.1
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$90.5
10-Year Total (FY23-FY32)	\$90.5
Beyond FY32	\$0.0
Total Estimated Investment	\$90.5

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation		✓									
Implementation and Construction			✓	✓	✓						
Operations Activation			✓	✓	✓						

West Falls Church Development (CIP0371)

Initiative Type: Project
Category: Business & Operations Support
Location: West Falls Church Rail Station

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This project redevelops the West Falls Church Station parking lots and reconfigures the bus loop and kiss and ride at the station to create a street grid and connecting roads as part of a joint development.



Expected Outcome

Increase ridership and improve station access and the customer experience.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Begin design and development.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$0.0
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.1
FY24	\$0.5
FY25	\$5.0
FY26	\$9.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$14.6
10-Year Total (FY23-FY32)	\$14.6
Beyond FY32	\$0.0
Total Estimated Investment	\$14.6

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.1
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation		✓	✓								
Implementation and Construction				✓	✓						
Operations Activation					✓						

Station Revitalization (CIP0372)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): Yes

Description

This project will replace station systems including fire alarm systems, closed circuit television cameras, public address systems, lighting, station tile, customer information digital displays, static station signage and wayfinding at 18 stations (Farragut West, Judiciary Square, Union Station, National Airport, Mt. Vernon Square, Smithsonian, Federal Center SW, L'Enfant Plaza, Waterfront, McPherson Sq, Federal Triangle, Metro Center, Farragut North, Gallery Place, Archives, Foggy Bottom, Rosslyn and Court House)



Expected Outcome

Improve customer safety, upgrade information systems, and maintain fire and life safety assets in a state of good repair.

Strategic Drivers



Near Term Deliverables

Design and initiate contracting for these improvements.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$0.0
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$8.2
FY24	\$45.4
FY25	\$53.7
FY26	\$61.0
FY27	\$62.6
FY28	\$54.9
6-Year Total (FY23-FY28)	\$285.8
10-Year Total (FY23-FY32)	\$300.0
Beyond FY32	\$0.0
Total Estimated Investment	\$300.4

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$7.5
PRIIA/RSI Grants	\$0.0
System Performance	\$0.7
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation		✓									
Implementation and Construction			✓	✓	✓	✓	✓				
Operations Activation			✓	✓	✓	✓					

D&E Railcar Acquisition (CIP8001)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Acquisition
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and design tasks to support new railcar acquisition efforts.



Expected Outcome

Supports efforts to develop and prioritize projects related to railcar fleet acquisition needs. Railcar projects aid in maintaining a state of good repair of the railcar fleet by replacing the least reliable and poorest performing vehicles.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023. Project will resume in FY2024 to update the Rail Fleet Plan.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.5
FY25	\$0.8
FY26	\$0.0
FY27	\$0.0
FY28	\$0.5
6-Year Total (FY23-FY28)	\$1.8
10-Year Total (FY23-FY32)	\$1.8
Beyond FY32	TBD

D&E Railcar Maint/Overhaul (CIP8003)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Maintenance/Overhaul
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and design tasks to support new railcar reliability maintenance and overhaul efforts.



Expected Outcome

Supports efforts to develop and prioritize projects related to maintenance and overhaul needs to improve railcar fleet reliability and safety. This work maintains railcar fleet in a state of good repair to prevent future safety and reliability concerns.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Planning for future work.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.0
FY25	\$2.5
FY26	\$2.5
FY27	\$0.0
FY28	\$0.1
6-Year Total (FY23-FY28)	\$5.1
10-Year Total (FY23-FY32)	\$5.1
Beyond FY32	TBD

D&E Rail Yard Improvements (CIP8005)

Initiative Type: Program
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs to support rail yard improvements.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging rail maintenance facility needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete assessments of rail yard needs to determine state of good repair requirements, possibilities for expansion or optimization of space within the rail yards, investments needed to optimize the delivery of rail service for each yard, and opportunities to expand rail yard capacity to meet future demand.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.5
Planned Investments	(\$M)
FY23	\$0.5
FY24	\$0.5
FY25	\$0.3
FY26	\$0.0
FY27	\$1.0
FY28	\$15.0
6-Year Total (FY23-FY28)	\$17.2
10-Year Total (FY23-FY32)	\$241.2
Beyond FY32	TBD

D&E Electrical Improvements (CIP8007)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs to support train propulsion needs that may lead to future capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop the Red Tag equipment implementation plan and design, system-wide. Metro will also continue work to advance the Breaking energy assessment.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.6
Planned Investments	(\$M)
FY23	\$0.5
FY24	\$1.1
FY25	\$1.2
FY26	\$0.2
FY27	\$1.2
FY28	\$0.2
6-Year Total (FY23-FY28)	\$4.3
10-Year Total (FY23-FY32)	\$4.3
Beyond FY32	TBD

Future Traction Power Projects (CIP8008)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Power
Federal Participation (all years): No

Description

This program identifies new traction power investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.0
FY25	\$10.9
FY26	\$5.7
FY27	\$26.6
FY28	\$24.3
6-Year Total (FY23-FY28)	\$67.4
10-Year Total (FY23-FY32)	\$249.5
Beyond FY32	\$127.0

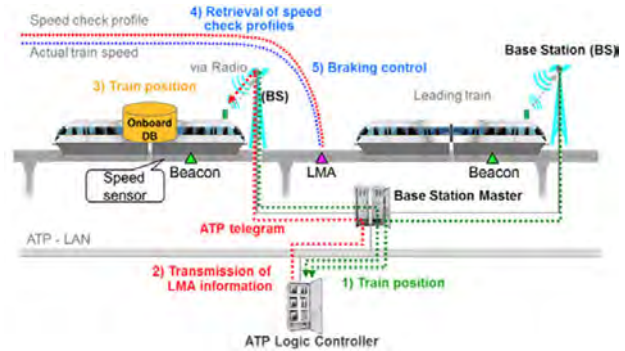
Future Signals and Communications Improvements (CIP8010)

Initiative Type: Program
Category: Rail Systems
Location: Systemwide

Mode: Rail
Program: Signals & Communications
Federal Participation (all years): TBD

Description

This program identifies new signals and communications investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$5.0
FY27	\$8.0
FY28	\$10.0
6-Year Total (FY23-FY28)	\$23.0
10-Year Total (FY23-FY32)	\$143.0
Beyond FY32	\$2,130.0

D&E Fixed Rail Improvements (CIP8011)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Fixed Rail
Federal Participation (all years): No

Description

This program supports the development and evaluation of new initiatives associated with railway improvements.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will pilot composite ties and study restraining rail and turnout designs.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.8
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$1.7
FY25	\$0.0
FY26	\$1.5
FY27	\$0.0
FY28	\$10.6
6-Year Total (FY23-FY28)	\$13.8
10-Year Total (FY23-FY32)	\$29.8
Beyond FY32	TBD

D&E Track Structures Improvements (CIP8013)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program supports Metro's efforts to complete surveys, studies, engineering, and design tasks for tracks' and structures' capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions for emerging track and structural needs before committing to larger investments.

Strategic Drivers



Near Term Deliverables

Metro will continue a study to address crowding in trains and stations and congestion within the busy Blue/Orange/Silver Line shared corridor. Also, completing design for extending pocket track at D&G junction.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$2.8
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$3.6
Planned Investments	(\$M)
FY23	\$2.8
FY24	\$3.4
FY25	\$3.1
FY26	\$2.0
FY27	\$7.4
FY28	\$19.9
6-Year Total (FY23-FY28)	\$38.5
10-Year Total (FY23-FY32)	\$84.0
Beyond FY32	TBD

Future Track and Structures Improvements (CIP8014)

Initiative Type: Program
Category: Track and Structures Rehabilitation
Location: Systemwide

Mode: Rail
Program: Structures
Federal Participation (all years): No

Description

This program identifies new track and structures investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$7.0
FY25	\$9.6
FY26	\$5.0
FY27	\$5.0
FY28	\$10.0
6-Year Total (FY23-FY28)	\$36.6
10-Year Total (FY23-FY32)	\$95.6
Beyond FY32	\$87.0

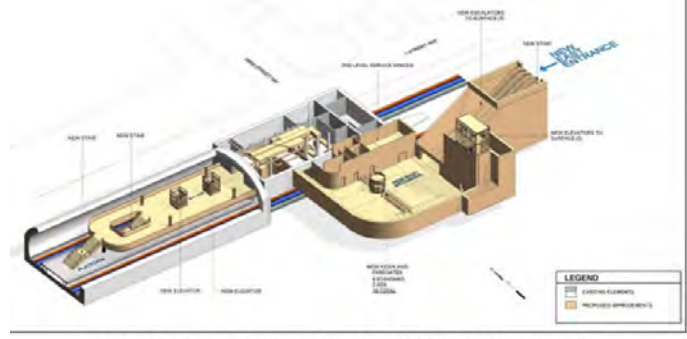
Future Platforms & Structures (CIP8016)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): TBD

Description

This program provides surveys, studies, engineering, and designs to support platform and structures improvement efforts that may lead to future capital initiatives.



Foggy Bottom In-progress Model of Station Enhancements

Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.0
FY25	\$2.0
FY26	\$7.7
FY27	\$15.0
FY28	\$57.0
6-Year Total (FY23-FY28)	\$81.7
10-Year Total (FY23-FY32)	\$291.5
Beyond FY32	\$875.0

D&E Passenger Facility Improvements (CIP8019)

Initiative Type: Program
Category: Stations and Passenger Facilities
Location: Systemwide

Mode: Rail
Program: Station Systems
Federal Participation (all years): No

Description

This program identifies improvements needed for Metro's passenger facilities. Supports the development of designs and evaluates potential solutions.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue evaluation of implementation strategy for systemwide upgrades to the Passenger Information Display System.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$1.1
Planned Investments	(\$M)
FY23	\$0.5
FY24	\$5.0
FY25	\$5.3
FY26	\$11.8
FY27	\$15.7
FY28	\$7.0
6-Year Total (FY23-FY28)	\$45.4
10-Year Total (FY23-FY32)	\$88.4
Beyond FY32	TBD

D&E Bus & Paratransit Improvements (CIP8021)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Acquisition
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs related to new bus and paratransit efforts that may lead to future capital initiatives. Metro will evaluate the feasibility of transitioning some of its bus fleet to electric vehicles and develop preliminary plans for infrastructure requirements to support an electric bus fleet.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will advance design package development for future Zero Emissions Bus garages.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.3
Planned Investments	(\$M)
FY23	\$0.2
FY24	\$0.3
FY25	\$0.8
FY26	\$0.0
FY27	\$2.5
FY28	\$1.5
6-Year Total (FY23-FY28)	\$5.2
10-Year Total (FY23-FY32)	\$6.2
Beyond FY32	TBD

Future Bus & Paratransit (CIP8022)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Acquisition
Federal Participation (all years): No

Description

This program supports the development of future bus and paratransit vehicle acquisition to address identified needs. This program also supports future purchases of Zero Emissions Buses (ZEB) and associated bus infrastructure equipment to support an electric bus fleet.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Planning for future bus and paratransit needs.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$30.0
FY28	\$60.0
6-Year Total (FY23-FY28)	\$90.0
10-Year Total (FY23-FY32)	\$191.5
Beyond FY32	TBD

Future Bus Maint/Overhaul Proj (CIP8024)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Systemwide
Program: Maintenance/Overhaul
Federal Participation (all years): No

Description

This program supports the development of converting future bus maintenance facilities to meet the needs of maintaining an electric bus fleet. This program also supports future needs related to planning, training and operational support for Zero Emissions Buses.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger future investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No deliverables planned for FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.3
FY25	\$5.3
FY26	\$5.3
FY27	\$5.3
FY28	\$5.0
6-Year Total (FY23-FY28)	\$21.0
10-Year Total (FY23-FY32)	\$467.1
Beyond FY32	TBD

D&E Bus Maintenance Facility Improvements (CIP8025)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs related to new bus maintenance facility needs that may lead to future capital initiatives.



Expected Outcome

Supports efforts to identify rehabilitation or replacement needs of bus maintenance facilities and develop and evaluate potential solutions before committing to investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will evaluate the need to renovate bus training space and new parking garage at Carmen Turner Facility, and assess improvements to Landover Bus Division training facility.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.5
Planned Investments	(\$M)
FY23	\$0.2
FY24	\$0.4
FY25	\$0.3
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$0.8
10-Year Total (FY23-FY32)	\$0.8
Beyond FY32	TBD

Future Bus Maintenance Facilities (CIP8026)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Maintenance Facilities
Federal Participation (all years): No

Description

This program identifies new bus maintenance facility investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Continue the National Environmental Policy Act (NEPA) process for Western Bus Garage replacement.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.5
FY24	\$2.3
FY25	\$1.2
FY26	\$11.0
FY27	\$30.0
FY28	\$24.9
6-Year Total (FY23-FY28)	\$69.8
10-Year Total (FY23-FY32)	\$777.9
Beyond FY32	TBD

D&E Bus Passenger Facility Improvements (CIP8027)

Initiative Type: Program
Category: Bus, Bus Facilities & Paratransit
Location: Systemwide

Mode: Bus
Program: Passenger Facilities/Systems
Federal Participation (all years): No

Description

This program provides surveys, studies, engineering, and designs related to bus passenger facilities that may lead to future capital projects or programs.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging rehabilitation or replacement needs of bus passenger facilities before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.0
FY25	\$0.0
FY26	\$0.6
FY27	\$11.0
FY28	\$11.5
6-Year Total (FY23-FY28)	\$23.1
10-Year Total (FY23-FY32)	\$31.1
Beyond FY32	TBD

D&E Information Technology Improvements (CIP8029)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program identifies emerging information technology needs and develops and evaluates potential capital initiatives.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging information technology needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will formulate proposed solutions to critical IT needs including Digital Content Management, Employee Health and Wellness Applications, Enterprise Identity and Access Management (EIAM) and Internet of Things (IoT) Pilot.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$18.2
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$11.9
Planned Investments	(\$M)
FY23	\$18.2
FY24	\$11.1
FY25	\$3.0
FY26	\$2.0
FY27	\$1.0
FY28	\$1.0
6-Year Total (FY23-FY28)	\$36.3
10-Year Total (FY23-FY32)	\$40.3
Beyond FY32	TBD

Future Information Technology Projects (CIP8030)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: IT
Federal Participation (all years): No

Description

This program identifies new information technology investments needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will develop solutions for emerging information technology needs.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$2.4
FY25	\$18.4
FY26	\$17.6
FY27	\$8.3
FY28	\$13.9
6-Year Total (FY23-FY28)	\$60.7
10-Year Total (FY23-FY32)	\$105.3
Beyond FY32	TBD

Future Metro Transit Police Projects (CIP8032)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: MTPD
Federal Participation (all years): No

Description

This program identifies new Metro Transit Police investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as developments and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned activity in FY2023.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$2.2
FY25	\$3.2
FY26	\$3.2
FY27	\$6.0
FY28	\$5.0
6-Year Total (FY23-FY28)	\$19.5
10-Year Total (FY23-FY32)	\$165.4
Beyond FY32	TBD

D&E Support Equipment Improvements (CIP8033)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program evaluates the purchase of equipment, services, and support systems.



Expected Outcome

Supports efforts to develop and evaluate potential solutions to emerging needs before committing to larger investments.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

No planned deliverables in FY2023. Metro will continue initiatives in out-years of capital program.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.5
Planned Investments	(\$M)
FY23	\$0.0
FY24	\$0.7
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$2.1
6-Year Total (FY23-FY28)	\$2.7
10-Year Total (FY23-FY32)	\$48.3
Beyond FY32	TBD

Future Support Equipment Projects (CIP8034)

Initiative Type: Program
Category: Business & Operations Support
Location: Systemwide

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program identifies new equipment and services investment needs with the potential to develop into future projects based on outcomes of the development and evaluation process.



Expected Outcome

Identifies potential future investments as development and evaluation efforts are undertaken to assess alternatives.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will purchase medical equipment for the Occupational Health and Wellness Department.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.5
Dedicated Funding	\$0.0
Reimbursable	\$0.0
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$0.3
Planned Investments	(\$M)
FY23	\$0.5
FY24	\$0.5
FY25	\$0.5
FY26	\$0.5
FY27	\$0.5
FY28	\$13.5
6-Year Total (FY23-FY28)	\$16.0
10-Year Total (FY23-FY32)	\$18.0
Beyond FY32	TBD

Planning Support for the District of Columbia (CRB0005)

Initiative Type: Program
Category: Business & Operations Support
Location: District of Columbia

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the District of Columbia.



Expected Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the District of Columbia.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin development and evaluation of station improvements at Farragut West, and bus transfer improvements at Anacostia Station. Metro will also continue, planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by the District of Columbia.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.1
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$1.8
Planned Investments	(\$M)
FY23	\$1.1
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
FY28	\$1.0
6-Year Total (FY23-FY28)	\$6.1
10-Year Total (FY23-FY32)	\$10.1
Beyond FY32	TBD

Planning Support for Maryland Jurisdictions (CRB0009)

Initiative Type: Program
Category: Business & Operations Support
Location: State of Maryland

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the Maryland jurisdictions.



Expected Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the Maryland jurisdictions.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will continue development and evaluation of station improvements at Bethesda and Twinbrook. Metro will also continue, planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Maryland.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$0.9
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$1.8
Planned Investments	(\$M)
FY23	\$0.9
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
FY28	\$1.0
6-Year Total (FY23-FY28)	\$5.9
10-Year Total (FY23-FY32)	\$9.9
Beyond FY32	TBD

Potomac Yard Station Construction (CRB0013)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Commonwealth of Virginia

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

The project supports the design and construction of a new Metrorail station on the Yellow and Blue Lines between the existing Braddock Road and Ronald Reagan Washington National Airport Stations. This project is a partnership between Metro and the City of Alexandria, which is funding the new station.



Expected Outcome

Increases access to Metrorail in the City of Alexandria, accommodating economic development, reduced vehicle traffic, and improved quality of life in the City of Alexandria and the surrounding community.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete construction of the South Access Pavilion, retaining wall, and restoration of wetlands. Station is expected to open for passenger service in FY2023.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$170.3
FY22 Forecast	\$118.7
Planned Investments	(\$M)
FY23	\$32.2
FY24	\$19.4
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$51.6
10-Year Total (FY23-FY32)	\$51.6
Beyond FY32	\$0.0
Total Estimated Investment	\$340.6

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$32.2
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction	✓	✓	✓								
Operations Activation	✓	✓									

Planning Support for Virginia Jurisdictions (CRB0018)

Initiative Type: Program
Category: Business & Operations Support
Location: Commonwealth of Virginia

Mode: Systemwide
Program: Support Equipment/Services
Federal Participation (all years): No

Description

This program facilitates planning and design of potential future transit projects and transit oriented development efforts which create pedestrian-oriented, mixed-use communities centered around Metro stations. This also includes other projects that are of priority interest to Metro and the Virginia jurisdictions.



Expected Outcome

Facilitates improvements in station circulation, station access, regional transportation planning, and joint development activities that are of mutual interest to Metro and the Virginia jurisdictions.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin development and evaluation of station improvements at Pentagon City. Metro will coordinate and begin planning requirements for other station passenger circulation improvements, joint developments, and bus facilities as requested by localities in Virginia.

Cost (\$M)

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.1
Debt	\$0.0

Investments	(\$M)
FY22 Forecast	\$1.8
Planned Investments	(\$M)
FY23	\$1.1
FY24	\$1.0
FY25	\$1.0
FY26	\$1.0
FY27	\$1.0
FY28	\$1.0
6-Year Total (FY23-FY28)	\$6.1
10-Year Total (FY23-FY32)	\$10.1
Beyond FY32	TBD

Silver Line Phase 1 Railcars (CRB0019_19)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Acquisition
Federal Participation (all years): No

Description

This project acquires 64 new 7000 series railcars for phase 1 construction of the Silver Line. The railcars are funded by the Metropolitan Washington Airports Authority.



Expected Outcome

Provides additional railcars necessary for the phase 1 portion of the new Silver Line rail service. All railcars have been received.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will achieve final acceptance of user education program, manuals, spare parts catalogs, portable bench testing equipment, and as-builts for base order railcars.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$0.0
FY22 Forecast	\$5.5
Planned Investments	(\$M)
FY23	\$5.5
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$16.7
FY28	\$0.0
6-Year Total (FY23-FY28)	\$22.2
10-Year Total (FY23-FY32)	\$22.2
Beyond FY32	\$0.0
Total Estimated Investment	\$27.7

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$5.5
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction	✓					✓					
Operations Activation											

Silver Line Phase 2 Construction Support (CRB0020)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Commonwealth of Virginia

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

This project supports Phase 2 construction, integration, and infrastructure improvements for the Silver Line extension of six stations. This project is managed and funded by the Metropolitan Washington Airports Authority



Expected Outcome

Provides rail customers a direct connection to Dulles International Airport and better access to rail service for residents, visitors, and businesses in Western Fairfax County and Loudoun County.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will begin passenger service at six new stations.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$122.1
FY22 Forecast	\$22.1
Planned Investments	(\$M)
FY23	\$3.3
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$0.0
6-Year Total (FY23-FY28)	\$3.3
10-Year Total (FY23-FY32)	\$3.3
Beyond FY32	\$0.0
Total Estimated Investment	\$147.5

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$3.3
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction	✓					✓					
Operations Activation	✓										

Silver Line Phase 2 Railcars (CRB0020_01)

Initiative Type: Project
Category: Railcar and Railcar Facilities
Location: Systemwide

Mode: Rail
Program: Acquisition
Federal Participation (all years): No

Description

This project acquires 64 new 7000 series railcars for phase 2 construction of the Silver Line. The railcars are funded by the Metropolitan Washington Airports Authority.



Expected Outcome

Provides additional railcars necessary for the phase 2 portion of the new Silver Line rail service. All railcars have been received.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will complete 5-year warranty milestone payments for 64 Option 1 railcars.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$136.1
FY22 Forecast	\$0.0
Planned Investments	(\$M)
FY23	\$1.2
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$15.3
FY28	\$0.0
6-Year Total (FY23-FY28)	\$16.5
10-Year Total (FY23-FY32)	\$16.5
Beyond FY32	\$0.0
Total Estimated Investment	\$152.6

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$1.2
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction		✓				✓					
Operations Activation											

Purple Line Construction Support (CRB0127)

Initiative Type: Project
Category: Stations and Passenger Facilities
Location: Maryland

Mode: Rail
Program: Platforms & Structures
Federal Participation (all years): No

Description

This project supports the Purple Line, a 16-mile light rail transit line extending from Bethesda to New Carrollton. The Maryland Transit Administration (MTA) is managing and funding the development of the line which will connect to four Metrorail stations: Bethesda, Silver Spring, College Park, and New Carrollton. This project includes design and engineering support to integrate Metro facilities with the Purple Line and a new entrance into the South Mezzanine at Bethesda Station.



Expected Outcome

Supports future multi-modal connections that will increase transit access in the region. Increases passengers flexibility and convenience.

Strategic Drivers



Safety



Security



Reliability/SGR

Near Term Deliverables

Metro will support design and construction efforts to integrate the Purple Line with the Metro rail system. Metro will provide engineering oversight and project management support for this MTA administered project.

Cost (\$M)

Investments	(\$M)
Expenditure Life to Date (up to FY22)	\$15.6
FY22 Forecast	\$4.3
Planned Investments	(\$M)
FY23	\$4.7
FY24	\$0.0
FY25	\$0.0
FY26	\$0.0
FY27	\$0.0
FY28	\$21.9
6-Year Total (FY23-FY28)	\$26.6
10-Year Total (FY23-FY32)	\$26.6
Beyond FY32	\$0.0
Total Estimated Investment	\$46.4

Anticipated Funding Sources (\$M)

FY23 Funding Source(s)	(\$M)
Federal Grants	\$0.0
PRIIA/RSI Grants	\$0.0
System Performance	\$0.0
Dedicated Funding	\$0.0
Reimbursable	\$4.7
Debt	\$0.0

Fiscal Year	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32
Development and Evaluation											
Implementation and Construction	✓						✓				
Operations Activation	✓						✓				

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Appendix E – Sustainability, Energy, Equity, and Climate Resilience

Sustainability Vision

Metro provides a sustainable transportation system that meets the needs of people, communities, and businesses in the region, and fosters social wellbeing, equity, economic prosperity, and environmental stewardship.

Sustainability Principles

- Develop and Implement an Action Plan with specific priorities, strategies, and targets to advance sustainability at Metro and in the region
- Recognize that our investments and operational decisions change lives. Make those decisions intentionally to address historical, social, environmental, and economic disparities and racial and social injustice
- Build, operate, and maintain a resilient transportation system to improve livability, the environment, equity, and access to opportunity
- Leverage the special nature of Metro's service and our unique market position to advance regional goals
- Make cost-effective and data-driven business decisions that provide Metro and its partners with the best return on its investment
- Advance the region's sustainability efforts through leading transparent and authentic collaboration with stakeholders and community partners
- Foster a culture of continual improvement through growing staff capacity and leveraging regional expertise and innovation
- Establish measurable performance indicators to track implementation and successes of Metro's strategies and actions



Sustainability at Metro

Sustainability is a fundamental business approach at Metro that advances regional goals, supports social equity and delivers economic and environmental benefits to the communities served.

In June 2021, the Metro Board of Directors adopted a sustainability vision and principles and zero emission vehicle goals demonstrating Metro's commitment to provide a sustainable transportation system to the region. The sustainability vision and principles recognize sustainability as a core value within Metro as well a way to improve performance, achieve climate and environmental goals, and contribute to livable and equitable communities.

As a vital transportation link that occupies and connects communities, a major employer and purchaser of goods and services, and one of the region's largest energy consumers, Metro's investments and operational decisions change lives – our actions have immediate and significant impacts on health, racial equity, economic prosperity, and the overall social and economic wellbeing of the region.

Sustainability, electrification, clean energy, equity, and climate resilience are at the forefront of transportation planning throughout the region. This planning requires a crosscutting and interconnected effort with regional partners and jurisdictions.

Zero-Emission Vehicle Program

Metro is transitioning to a 100% zero-emission bus fleet. Metro's Board of Directors has adopted a resolution requiring Metro to: purchase only lower-emission buses and electric buses in the next bus procurement; transition to 100% zero-emission bus purchases by 2030; and transition to a 100% zero-emission bus fleet by 2045.

Transitioning to a zero-emission bus fleet presents a further opportunity to deliver significant environmental benefits for the region and improve the overall experience for Metrobus customers. Zero-emission buses will help drive regional air quality improvements by reducing greenhouse gas and tailpipe emissions, simultaneously providing public health benefits for everyone across the

Metrobus service area. Without the need for a conventional vehicle engine, Metrobus customers will also experience a more comfortable ride while both the customers and the communities served benefit from a quieter vehicle.

The transition to zero-emission technology requires more than just new buses. It will require shared commitment, as well as significant regional investment and coordination, including:

- Energy infrastructure investments
- New policies and rate structures
- Funding to convert facilities and replace buses
- Working with frontline employees on workforce development opportunities

This program is built on years of extensive preparation and coordination to address the market, infrastructure and policy prerequisites for a regional transition to zero-emission bus technology.

Energy Market Engagement

As one of the single largest energy users in the region, Metro is an important partner for meeting regional energy goals. In this historical moment, we are seeing revolutionary change in energy markets including the electrification of transportation and large-scale investments in renewable energy.

Metro is engaging in the energy market in a way that supports a sustainable and resilient grid, controls our energy costs, and helps transition to the fleet of the future. Metro is growing staff capacity and exploring market opportunities, including clean energy.

Metro is partnering with electric utilities, jurisdictions, and stakeholders to secure forward-looking energy contracts for financial savings and environmental benefits. For example, Metro partnered with the General Services Administration (GSA) to secure a new supply contract for Metro's D.C. electricity to be 75% renewable starting in November 2021 and increase to 100% renewable by 2025.

In addition, Metro is advancing 10 MW of clean solar power through an innovative lease agreement recognized by the Rocky Mountain Institute as one of the 10 "Most Noteworthy Local Government Renewables Deals of 2020". This is the largest community solar project in the National Capital Area and one of the largest in the nation.

Energy Action Plan

Metro's Energy Action Plan transforms the way Metro does business to provide a greener, safer, more reliable

ride. The Energy Action Plan is helping Metro reach environmental goals through increased energy efficiency and is generating long-term cost savings to support responsible stewardship of its capital funding.

This Plan has three main pillars:

1. Implementation of energy audit identified capital investments;
2. Modernize design, construction, and operations; and
3. Engage dynamically in the energy market.

The Energy Action Plan includes capital investments in energy efficiency projects between now and 2025 that will realize energy and operations/maintenance cost savings.



Equity

Equity is part of Metro's mission and essential to achieving the vision to become the regional Employer and Transportation Provider of Choice. In FY2021, Metro's Board of Directors advanced the Framework for Transit Equity with focus areas including: The Bus Transformation Project, DBE/MBE programs, public participation, and sustainability. Building on this framework, Metro is developing a Diversity, Equity and Inclusion Strategy that will center equity into how we do business and make decisions.

Climate Resiliency

In line with our newly adopted sustainability principles, Metro launched an effort to develop a climate resilience strategy that will better help us prepare and prioritize strategic investments in alignment with regional resilience planning efforts.

An overarching climate resilience strategy will enhance long-term planning, identify vulnerability and risk, estimate the cost of inaction, and help strategically prioritize regional investments.

Innovation and Continuous Improvement

Metro facilitates an organizational culture of continual improvement and sustainable stewardship. Metro's Sustainability Lab and Sustainability Awards promote cost effective innovation and best practice adoption across the Authority. Since their inception, these two programs

combined have sponsored several business case analyses, test and evaluation programs, and operational improvements and recognized more than 120 staff.

Metro has also embedded tools to support innovation and data-driven business decisions into operations. For example, Metro actively monitors its energy consumption and costs through a centralized location for all utility data enabling insight into operations and opportunities for cost savings.



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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. The purpose of the general standards is to ensure that Metro prudently manages its daily financial operations and establishes appropriate cash reserves.

The business directives from the General Manager provide management with a set of parameters for developing the upcoming year's budget and other longer-term financial plans, as well as establishing future business targets for management to achieve.

The purpose of debt policy standards is to limit the level of debt that may be incurred and to ensure that debt assumptions are based on financial parameters that are similar or more conservative than those that would be placed on Metro by the financial marketplace. Actual debt covenants may differ from these standards, and in accordance with the debt policy, the actual covenants will be disclosed in any Board report supporting a debt issuance.

Also, this appendix provides an explanation for how state and local funding support is allocated among the jurisdictions.

Financial Standards – General

GAAP

- Complete and accurate accounting records are maintained in accordance with accounting principles generally accepted in the United States of America (US GAAP) as applicable to governmental entities. The standard setting body establishing governmental accounting and financial reporting standards is the Government Accounting Standards Board

Revenue and Expenditure Recognition

- Revenues are recognized in the period that they are earned, and expenses are recognized in the period in which they are incurred. Metro distinguishes between operating and non-operating revenues and expenses in its financial statements
- The principal source of operating revenues (not including state or local operating subsidy contributions) is passenger fares and parking fees, which makes up approximately 90 percent of such revenues

Fiscal Year

- The fiscal year-end for financial reporting purposes is June 30th of each year. The Board approves the budget for each fiscal year by June 30th of the previous year

Comprehensive Annual Financial Report (CAFR)

- An independent certified public accounting firm performs an examination of Metro's consolidated financial statements. Metro's goal is to receive an unmodified ("clean") opinion on its financial statements and to receive the Government Finance Officers Association (GFOA) award for excellence in financial reporting for its CAFR

Other Financial Policies and Guidelines

- Funds are invested within the guidelines of the Board's approved investment policies and in compliance with the investment guidelines in Metro's Compact
- In accordance with Board Resolution No. 81-36, designated Metro officials are empowered to open, close, or authorize changes to accounts and are authorized to appoint individuals as official signatories for financial accounts
- An annual actuarial analysis is performed on all Metro-administered pension plans. Based on the results of such analysis, Metro makes contributions as required in agreement with the terms of each plan
- Appropriate insurance coverage is maintained to mitigate the risk of material loss. For self-insured retentions, Metro records the liabilities, including losses incurred but not reported, at 100 percent of the net present value
- The budget includes the operating and capital resources necessary to implement the policy directions set by the Board. The budget is prepared in a fashion to clearly describe the projects and programs for the period
- WMATA engages in regional long-range transportation planning for the Washington

metropolitan area in conjunction with the National Capital Region Transportation Planning Board (TPB) and other jurisdictional partners

- Staff provide transit system inputs to TPB for the Constrained Long-Range Plan (CLRP) and identify changes affecting the major financial assumptions of the plan and progress toward the implementation of new projects and programs
- WMATA also engages in short-range transit planning for the Washington metropolitan area. Staff provide inputs to the region's six-year Transportation Improvement Program (TIP) and identify the capital investment needs to support the existing regional transit system and regional service expansion
- The Office of Inspector General (OIG) develops an annual work plan each year. The Board's Executive Committee provides input on the work plan, which covers audits, evaluations and investigations. Furthermore, finalized complete audit and evaluation reports are submitted to the Board via the Executive Committee
- Recommendations for improvements are based on audits and evaluations performed by the OIG. Audits are performed in accordance with Government Auditing Standards, while evaluations are performed in accordance to the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Inspection and Evaluation. These recommendations, management action plans, and progress toward implementation are periodically reported directly to the Board. Semi-annual reports to the Board and significant stakeholders provide an overview of work performed by the OIG as related to the annual work plan

Financial Standards – Business Planning

- Passenger revenue forecasts are derived from historical ridership and revenue trends as well as forecasts of regional growth in population and employment. Since ridership may be affected by actual or proposed fare policy change, the impacts on ridership and average fare forecasts are based on conservative estimates
- The Board reviews and updates the fare policy on a regular cycle. Management may propose fare modifications to achieve transit ridership

improvements and to maintain financial sustainability

- Service plan assumptions are based on demonstrated needs as defined through short-range planning
- Capital programs are funded according to the terms of the laws, regulations and discretionary procedures approved by the Board. The capital program covers Metro's assets, including major transportation projects, and is included in each annual budget
- From time to time, Metro applies for and receives discretionary federal and state funding. Discretionary funding is requested for major system expansion projects or extraordinary transit capital needs. Discretionary funding levels are estimated by project, based on federal and state criteria, and the likelihood of obtaining approvals

Financial Standards – Debt Policy

- Metro may not enter into a debt or financing arrangement unless the transaction is in compliance with all applicable provisions of WMATA's Compact
- Pursuant to WMATA's Compact (Article IX paragraph 27), Metro may borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are authorized by resolution of the Board and are payable solely out of the revenues of Metro. The bonds and other debt obligations of Metro, except as may be otherwise provided in the indenture under which they are issued, are direct and general obligations of Metro and the full faith and credit of Metro are pledged for the prompt payment of the debt service
- There is no dollar borrowing limit set in WMATA's Compact
- Long-term debt may be included in the budget or long-range plans; however, no such debt is incurred without the specific approval of the Board
- The average life of debt instruments is matched to the average economic lives of the assets financed
- Reserve funds that may be required by the financial markets for each debt issuance are maintained. Cash and securities, insurance or surety bonds may fund these reserves. For financial planning purposes, reserve requirements are included in the face value of debt issued

- Further guidelines beyond the Compact are included in the Board adopted debt management policy that provides additional guidance for the use of debt for financing the Authority’s infrastructure and capital projects (Resolution No. 2020-04). The principles outlined in the policy are to (a) identify transactions that utilize debt in the most efficient manner, (b) make timely debt service payments, and (c) achieve the lowest possible cost of capital and maintain high credit ratings and access to the capital markets

Allocation of State and Local Support

State and local funds to support Metro’s annual operating and capital budgets are based on Board-approved subsidy calculations described below.

The operating budget subsidy is allocated to the jurisdictional funding partners using six subsidy allocation formulas:

1. Regional bus subsidy allocation
2. Non-regional bus subsidy allocation
3. Rail maximum fare subsidy allocation
4. Rail base subsidy allocation
5. Paratransit subsidy allocation
6. Debt service allocation

Formulas 1 and 2: Regional and Non-Regional Bus Subsidy Allocations

The Metrobus subsidy is allocated using two distribution formulas. All bus routes are classified as being either regional or non-regional, based on route characteristics.

Regional bus routes generally provide transportation between jurisdictions. Regional bus routes may also include bus routes serving major activity centers that operate on major arterial streets and carry high volumes of riders in one or multiple jurisdictions. The following criteria, based on Board approved resolutions, are used in the classification of bus routes:

- Inter-jurisdictional routes are defined as regional. Defining characteristics of inter-jurisdictional routes:
 - Cross a jurisdictional (independent city, county, state) boundary
 - Penetrate at least two jurisdictions by more than one-half mile in each, and
 - Operate “open door” (allows boarding and alighting) over at least a portion of the line in two or more jurisdictions
- If a route does not qualify as regional under the inter-jurisdictional definition, then it must meet at least two of the following three criteria to be regional:
 - Arterial Streets: Operates for a considerable distance on an arterial street and a substantial portion (usually a majority) of riders use stops on the arterial street. Routes that operate for a short distance on an arterial incidental to their service area are not included
 - Regional Activity Center: Serves one or more regional activity centers. A conservative definition of regional activity centers is used, including only those where there is virtually universal agreement as to their regional character. Routes connecting to Metrorail stations, but that do not directly serve any regional activity center, are not considered to be regional
 - Cost Effectiveness: 30 or more boarding’s per platform hour

Routes not meeting the criteria described above are classified as non-regional. Regional and non-regional bus subsidies are allocated to the jurisdictions using the following formulas.

- Regional Bus Subsidy Allocation: The distribution of regional bus subsidy to the jurisdictions is based on a weighted, four-factor formula in the following proportions:

1. Density weighted population	25%
2. Revenue hours	25%
3. Revenue miles	35%
4. Average weekday ridership	15%

Density weighted population for each jurisdiction is determined by taking the average of:

- the jurisdiction’s share of the urbanized population in the compact area
- the jurisdiction’s share of “density weighted” population (i.e. population times density)

The revenue hours factor is determined by taking the annual regional revenue hours assigned to each jurisdiction divided by the total regional revenue hours. The revenue miles factor is determined by dividing total annual regional revenue miles assigned to each jurisdiction by the total regional revenue miles. Ridership used is the average

weekday ridership on regional buses by residents of each jurisdiction based on the Metrobus Passenger Survey.

- **Non-Regional Bus Subsidy Allocation:** The distribution of non-regional bus subsidy to the jurisdictions is computed as follows:
 1. Identify the cost of all Metrobus service, regional and non-regional
 2. Identify the costs which would accrue for regional Metrobus service if no non-regional bus service were provided
 3. Determine the costs of non-regional service by subtracting the regional Metrobus costs, as calculated in step two, from the costs of all Metrobus service
 4. Divide the costs of non-regional service as computed in step three by total platform hours for non-regional service
 5. Identify the non-regional platform hours for each jurisdiction
 6. Multiply the platform hours for each jurisdiction by the hourly rate
 7. Determine the revenue of the non-regional service for each jurisdiction
 8. Subtract the revenue as determined in step seven from the costs of step six

Formulas 3 and 4: Rail Maximum Fare and Base Subsidy Allocations

The rail subsidy consists of two components: the maximum fare component and the base rail component. The total maximum fare subsidy is deducted from the total rail subsidy, and the result is allocated based on the base subsidy formula.

- **Maximum Fare Subsidy Allocation:** The maximum fare portion of the rail subsidy is designed to recognize the “taper” and “cap” features of the Metrorail fare structure. The taper feature is reflected in the diminishing cost per mile for trips greater than six miles, and the cap is reflected in the maximum fare on rail. The subsidy for the maximum fare is calculated as the difference between the regular fare that would have been paid if the taper and cap features were not available, and the actual fare paid with the taper and cap
- Once the maximum fare subsidy is calculated, the benefiting jurisdictions are allocated one-half the calculated amount, based on the percent of riders from the individual jurisdiction who benefit from the taper and cap. These percentages are calculated

from the data taken from the Metrorail Passenger Survey. The remaining half of the maximum fare subsidy is incorporated into the rail base subsidy

- **Rail Base Subsidy Allocation.** The base subsidy allocation for Metrorail service is based on three elements in equal proportions:
 1. Density weighted population 33.3%
 2. Number of rail stations 33.3%
 3. Average weekly ridership 33.3%
- Density weighted population is the same for the regional bus subsidy allocation as it is for the rail base subsidy allocation. The rail stations factor is calculated by taking the number of stations, or portions of stations, assigned to each jurisdiction, divided by the total number of stations in the system. Ridership is calculated by taking the average weekday ridership in each jurisdiction as determined by the rail passenger survey. Only persons who reside in the compact area are included in the distribution.

Formula 5: Paratransit Subsidy Allocation

Paratransit subsidy is allocated to the jurisdictions using a two-factor formula with sub-allocations used for the Virginia jurisdictions.

1. **Direct Costs** - The contract carriers’ actual per trip, reservation and eligibility charges will be allocated directly to the jurisdictions
2. **Overhead Costs** - All other (non-direct) costs of the paratransit program will be allocated in proportion to the direct costs

Virginia sub-allocations of direct costs require that per trip charges be adjusted to reflect the average time of trips provided for each jurisdiction. Overhead costs assigned to Virginia jurisdictions will be sub-allocated based on the direct cost allocation as calculated above.

Formula 6: Debt Service Allocation

Planned Gross Revenue Transit Bond debt service charges are allocated to the jurisdictions based on the long-term debt strategy plan and in the same proportion as each jurisdiction’s share of local match and system performance funding in the capital budget. The allocation of local match and system performance funding is determined in accordance with the Capital Funding Agreement (CFA). For new debt issuance shown in the CIP, allocated debt service is shown for all jurisdictions; however, jurisdictions are given the opportunity to “opt out” of new debt by providing their total principal

contribution upfront rather than participate in the new debt issuance. Gross Revenue Transit Bond debt service for a given debt issue is not allocated to a jurisdiction that has opted out of the given debt issue.

Dedicated Revenue Bonds debt service is paid by WMATA from the available dedicated revenue proceeds.

FY2023 Operating Subsidy

An alternate formula was approved by the Board of Directors in FY2020 to comply with Dedicated Funding legislation reflecting a base subsidy component and a legislatively excluded subsidy component. This alternate formula will continue to be applied going forward.

A mandated growth cap of three percent was applied to WMATA's base subsidy, as well as to total individual contributions from the District of Columbia, the State of Maryland and the Commonwealth of Virginia. For the State of Maryland and the Commonwealth of Virginia, the intrastate subsidy allocations are based on a jurisdiction's percentage share of the applicable Signatory's amount using the Board approved subsidy formula.

The Legislatively Excluded Subsidy contains additional costs for any service, equipment, or facility required by state or federal law such as paratransit cost increases, occupational safety and health cost increases, approved capital projects, and legal disputes (including litigation). The legislatively excluded subsidy was allocated to all jurisdictions, per the applicable formula.

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Appendix G – Debt Service

Debt Policy/Borrowing Powers

WMATA's Compact allows the Authority to borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are payable solely out of Metro's properties and revenues. The bonds and other obligations, except as may be otherwise provided in the indentures under which they were issued, are direct and general obligations of the Authority. The full faith and credit of Metro are pledged for the prompt payment of the debt service.

Metro is required to make semi-annual payments of principal and interest on each series of bonds. There are certain covenants associated with these outstanding bonds with which the Authority must comply. The most significant are:

- Metro is to punctually pay principal and interest according to provisions in the bond document
- Metro will use its best efforts to operate the transit system properly and in a sound and economical manner and to maintain, preserve, and keep in good repair, working order and condition
- Metro must maintain certain insurance or self-insurance covering the assets and operations of the transit system at all times

Gross Revenue Transit Bonds

2017A Bonds

In July 2017 WMATA issued bonds (2017A-1) as an advance refunding of the series 2009A bonds, and advance crossover refunding bonds (2017A-2) for the 2009B series bonds. The 2009A and the 2009B series bonds were refunded and retired on July 1, 2019.

2017B Bonds

On August 17, 2017 Metro issued new money Gross Revenue Transit Bonds, series 2017-B bonds in the principal amount of \$496.5 million. Net bond proceeds with premiums totaled \$588.9 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2042. \$21.7 million was placed in a capitalized interest fund to service interest on the debt through July 2018. The annual jurisdictional debt service payment on the bonds is \$35.8 million. One jurisdiction fully opted out of the bond

issuance and two jurisdictions partially opted out of the bond issuance. In all, the three jurisdictions provided \$78.7 million in funding to bring the total capital project fund related to the bond issuance to \$575.2 million.

2018 Bonds

On December 18, 2018 Metro issued new money Gross Revenue Transit Bonds, series 2018 bonds in the principal amount of \$239.9 million. Net bond proceeds with premiums totaled \$269.1 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2043. \$6.4 million was placed in a capitalized interest fund to service interest on the debt through July 2019. The annual jurisdictional debt service payment on the bonds is approximately \$17.3 million. Five jurisdictions fully opted out of the bond issuance.

Dedicated Revenue Bonds

2020A Bonds

On June 11, 2020 Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of \$545.0 million, was the inaugural issue under the dedicated revenue credit. Net bond proceeds with premium totaled \$690.7 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2045. \$55.4 million was placed in a capitalized interest fund to service interest on the debt through July 2022. Principal payments are deferred until July 2023. The annual debt service payment on the bonds is \$39.1 million. Debt service is paid from unrestricted dedicated capital revenue proceeds.

2021A Bonds

On May 25, 2021 Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of \$784.4 million, was issued under the dedicated revenue credit. Net bond proceeds with premium totaled \$970.0 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2046. Principal payments are deferred until July 2023, at which time the level annual debt service payment on the bonds is \$52.0 million. Debt service is paid from unrestricted dedicated capital revenue proceeds.

Lines of Credit

Metro has access to \$350 million in short-term lines of credit. The lines of credit support Metro's capital program and are available to manage cash flow needs. The lines of credit renewed in May 2021 and have a 364-day maturity.

GROSS REVENUE TRANSIT BONDS		FY2023 JURISDICTION FUNDING		
		Principal	Interest	Total Due
Debt Service Payments Funded by FY2023 Jurisdictional Contributions				
Series 2017A-1	- Due Bondholders 1/1/23	-	\$ 2,991,125	\$ 2,991,125
Series 2017A-1	- Due Bondholders 7/1/23	\$ 10,595,000	2,991,125	13,586,125
Series 2017A-2	- Due Bondholders 1/1/23	-	1,221,375	1,221,375
Series 2017A-2	- Due Bondholders 7/1/23	-	1,221,375	1,221,375
Series 2017B	- Due Bondholders 1/1/23	-	11,228,125	11,228,125
Series 2017B	- Due Bondholders 7/1/23	13,400,000	11,228,125	24,628,125
Series 2018	- Due Bondholders 1/1/23	-	5,579,625	5,579,625
Series 2018	- Due Bondholders 7/1/23	6,160,000	5,579,625	11,739,625
Grand Total		\$ 30,155,000	\$ 42,040,500	\$ 72,195,500

GROSS REVENUE BONDS - DEBT SERVICE PAYMENT AND FUNDING DETAIL

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required	Funding Fiscal Year ¹
1/1/2022	21,737,625	-	21,737,625		
7/1/2022	21,737,625	28,695,000	50,432,625	72,170,250	FY22
1/1/2023	21,020,250	-	21,020,250		
7/1/2023	21,020,250	30,155,000	51,175,250	72,195,500	FY23
1/1/2024	20,266,375	-	20,266,375		
7/1/2024	20,266,375	31,680,000	51,946,375	72,212,750	FY24
1/1/2025	19,474,375	-	19,474,375		
7/1/2025	19,474,375	33,290,000	52,764,375	72,238,750	FY25
1/1/2026	18,642,125	-	18,642,125		
7/1/2026	18,642,125	34,980,000	53,622,125	72,264,250	FY26
1/1/2027	17,767,625	-	17,767,625		
7/1/2027	17,767,625	36,760,000	54,527,625	72,295,250	FY27
1/1/2028	16,848,625	-	16,848,625		
7/1/2028	16,848,625	38,620,000	55,468,625	72,317,250	FY28
1/1/2029	15,883,125	-	15,883,125		
7/1/2029	15,883,125	40,585,000	56,468,125	72,351,250	FY29
1/1/2030	14,868,500	-	14,868,500		
7/1/2030	14,868,500	42,650,000	57,518,500	72,387,000	FY30
1/1/2031	13,802,250	-	13,802,250		
7/1/2031	13,802,250	44,820,000	58,622,250	72,424,500	FY31
1/1/2032	12,681,750	-	12,681,750		
7/1/2032	12,681,750	47,120,000	59,801,750	72,483,500	FY32
1/1/2033	11,503,750	-	11,503,750		
7/1/2033	11,503,750	49,500,000	61,003,750	72,507,500	FY33
1/1/2034	10,266,250	-	10,266,250		
7/1/2034	10,266,250	51,980,000	62,246,250	72,512,500	FY34
1/1/2035	8,966,750	-	8,966,750		
7/1/2035	8,966,750	35,645,000	44,611,750	53,578,500	FY35
1/1/2036	8,075,625	-	8,075,625		
7/1/2036	8,075,625	37,470,000	45,545,625	53,621,250	FY36
1/1/2037	7,138,875	-	7,138,875		
7/1/2037	7,138,875	39,395,000	46,533,875	53,672,750	FY37
1/1/2038	6,154,000	-	6,154,000		
7/1/2038	6,154,000	41,410,000	47,564,000	53,718,000	FY38
1/1/2039	5,118,750	-	5,118,750		
7/1/2039	5,118,750	43,535,000	48,653,750	53,772,500	FY39
1/1/2040	4,030,375	-	4,030,375		
7/1/2040	4,030,375	45,770,000	49,800,375	53,830,750	FY40
1/1/2041	2,886,125	-	2,886,125		
7/1/2041	2,886,125	48,115,000	51,001,125	53,887,250	FY41
1/1/2042	1,683,250	-	1,683,250		
7/1/2042	1,683,250	50,585,000	52,268,250	53,951,500	FY42
1/1/2043	418,625	-	418,625		
7/1/2043	418,625	16,745,000	17,163,625	17,582,250	FY43
Total	\$ 518,470,000	\$ 869,505,000	\$ 1,387,975,000	\$ 1,387,975,000	

1. The jurisdiction funding dates for WMATA debt service are April 1 and October 1 of each year

DEDICATED REVENUE BONDS - DEBT SERVICE PAYMENT DETAIL

Date	Principal	Interest	Total			
			Principal & Interest	Fiscal Year Principal & Interest	Less Capitalized Interest	Net Debt Service
1/15/2022	-	\$33,876,013	\$33,876,013	\$33,876,013	\$13,223,400	20,652,613
7/15/2022	-	30,354,600	30,354,600	-	13,223,400	17,131,200
1/15/2023	-	30,354,600	30,354,600	60,709,200	-	30,354,600
7/15/2023	31,240,000	30,354,600	61,594,600	-	-	61,594,600
1/15/2024	-	29,573,600	29,573,600	91,168,200	-	29,573,600
7/15/2024	32,840,000	29,573,600	62,413,600	-	-	62,413,600
1/15/2025	-	28,752,600	28,752,600	91,166,200	-	28,752,600
7/15/2025	34,520,000	28,752,600	63,272,600	-	-	63,272,600
1/15/2026	-	27,889,600	27,889,600	91,162,200	-	27,889,600
7/15/2026	36,290,000	27,889,600	64,179,600	-	-	64,179,600
1/15/2027	-	26,982,350	26,982,350	91,161,950	-	26,982,350
7/15/2027	38,155,000	26,982,350	65,137,350	-	-	65,137,350
1/15/2028	-	26,028,475	26,028,475	91,165,825	-	26,028,475
7/15/2028	40,110,000	26,028,475	66,138,475	-	-	66,138,475
1/15/2029	-	25,025,725	25,025,725	91,164,200	-	25,025,725
7/15/2029	42,170,000	25,025,725	67,195,725	-	-	67,195,725
1/15/2030	-	23,971,475	23,971,475	91,167,200	-	23,971,475
7/15/2030	44,330,000	23,971,475	68,301,475	-	-	68,301,475
1/15/2031	-	22,863,225	22,863,225	91,164,700	-	22,863,225
7/15/2031	46,605,000	22,863,225	69,468,225	-	-	69,468,225
1/15/2032	-	21,698,100	21,698,100	91,166,325	-	21,698,100
7/15/2032	48,995,000	21,698,100	70,693,100	-	-	70,693,100
1/15/2033	-	20,473,225	20,473,225	91,166,325	-	20,473,225
7/15/2033	51,505,000	20,473,225	71,978,225	-	-	71,978,225
1/15/2034	-	19,185,600	19,185,600	91,163,825	-	19,185,600
7/15/2034	53,985,000	19,185,600	73,170,600	-	-	73,170,600
1/15/2035	-	17,993,025	17,993,025	91,163,625	-	17,993,025
7/15/2035	56,425,000	17,993,025	74,418,025	-	-	74,418,025
1/15/2036	-	16,745,875	16,745,875	91,163,900	-	16,745,875
7/15/2036	58,805,000	16,745,875	75,550,875	-	-	75,550,875
1/15/2037	-	15,614,300	15,614,300	91,165,175	-	15,614,300
7/15/2037	61,475,000	15,614,300	77,089,300	-	-	77,089,300
1/15/2038	-	14,077,425	14,077,425	91,166,725	-	14,077,425
7/15/2038	64,440,000	14,077,425	78,517,425	-	-	78,517,425
1/15/2039	-	12,650,750	12,650,750	91,168,175	-	12,650,750
7/15/2039	67,355,000	12,650,750	80,005,750	-	-	80,005,750
1/15/2040	-	11,158,725	11,158,725	91,164,475	-	11,158,725
7/15/2040	70,045,000	11,158,725	81,203,725	-	-	81,203,725
1/15/2041	-	9,956,450	9,956,450	91,160,175	-	9,956,450
7/15/2041	73,030,000	9,956,450	82,986,450	-	-	82,986,450
1/15/2042	-	8,176,100	8,176,100	91,162,550	-	8,176,100
7/15/2042	76,395,000	8,176,100	84,571,100	-	-	84,571,100
1/15/2043	-	6,592,300	6,592,300	91,163,400	-	6,592,300
7/15/2043	79,635,000	6,592,300	86,227,300	-	-	86,227,300
1/15/2044	-	4,937,975	4,937,975	91,165,275	-	4,937,975
7/15/2044	83,160,000	4,937,975	88,097,975	-	-	88,097,975
1/15/2045	-	3,064,675	3,064,675	91,162,650	-	3,064,675
7/15/2045	86,995,000	3,064,675	90,059,675	-	-	90,059,675
1/15/2046	-	1,103,400	1,103,400	91,163,075	-	1,103,400
7/15/2046	50,920,000	1,103,400	52,023,400	-	-	52,023,400
1/15/2047	-	-	-	52,023,400	-	-
Total	\$ 1,329,425,000	\$ 913,969,763	\$ 2,243,394,763	\$ 2,243,394,763	\$ 26,446,800	\$ 2,216,947,963

DEBT SERVICE FUNDING BY JURISDICTION BY FISCAL YEAR

Date	District of Columbia	Montgomery County	Prince George's County	City of Alexandria	Arlington County	City of Fairfax	Fairfax County	City of Falls Church	Total Jurisdictional Debt Service
FY2023	33,284,167	15,414,850	15,814,275	1,776,390	-	111,549	5,617,993	176,276	72,195,500
FY2024	33,291,548	15,418,272	15,817,542	1,777,133	-	111,595	5,620,343	176,316	72,212,750
FY2025	33,302,581	15,423,569	15,822,797	1,778,161	-	111,660	5,623,594	176,387	72,238,750
FY2026	33,313,773	15,428,725	15,827,808	1,779,128	-	111,721	5,626,650	176,446	72,264,250
FY2027	33,327,676	15,435,058	15,834,002	1,780,193	-	111,788	5,630,018	176,515	72,295,250
FY2028	33,337,396	15,439,511	15,838,326	1,781,010	-	111,839	5,632,604	176,565	72,317,250
FY2029	33,352,212	15,446,491	15,845,262	1,782,236	-	111,916	5,636,481	176,652	72,351,250
FY2030	33,368,409	15,454,022	15,852,903	1,783,252	-	111,980	5,639,693	176,740	72,387,000
FY2031	33,385,308	15,461,774	15,860,591	1,784,453	-	112,055	5,643,493	176,827	72,424,500
FY2032	33,412,702	15,474,561	15,873,921	1,785,717	-	112,134	5,647,488	176,976	72,483,500
FY2033	33,422,117	15,479,009	15,877,877	1,787,166	-	112,225	5,652,071	177,035	72,507,500
FY2034	33,421,855	15,478,973	15,876,833	1,788,664	-	112,320	5,656,811	177,045	72,512,500
FY2035	23,880,065	11,046,816	10,960,058	1,790,076	-	112,408	5,661,276	127,801	53,578,500
FY2036	23,899,085	11,055,628	10,968,802	1,791,513	-	112,498	5,665,820	127,903	53,621,250
FY2037	23,921,693	11,066,221	10,979,331	1,793,321	-	112,612	5,671,539	128,032	53,672,750
FY2038	23,941,864	11,075,551	10,988,588	1,794,832	-	112,707	5,676,318	128,140	53,718,000
FY2039	23,966,205	11,086,791	10,999,737	1,796,641	-	112,820	5,682,036	128,269	53,772,500
FY2040	23,992,271	11,098,809	11,011,655	1,798,560	-	112,941	5,688,108	128,406	53,830,750
FY2041	24,016,643	11,110,399	11,023,199	1,800,654	-	113,072	5,694,728	128,556	53,887,250
FY2042	24,045,588	11,123,668	11,036,347	1,802,722	-	113,202	5,701,269	128,703	53,951,500
FY2043	10,153,130	3,794,875	3,634,245	-	-	-	-	-	17,582,250
Total	\$602,036,288	\$277,813,573	\$281,744,099	\$35,751,822	-	\$2,245,042	\$113,068,333	\$3,145,590	\$1,315,804,750

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Appendix H – Operating Statistics

Metrobus Revenue Vehicle Fleet Management Plan

The Metrobus Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrobus revenue vehicle fleet and facilities requirements. It includes a description of revenue service planned to accommodate Metrobus ridership demand, service adjustments, as well as an assessment and projection of needs for Metrobus maintenance programs and facilities.

METROBUS STATISTICS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget	
STATISTICS	Bus Miles (000s) ¹	47,639	37,920	48,274	49,843
	Revenue Bus Miles (000s) ¹	37,009	29,068	37,795	38,220
	Passengers (000s) ²	96,254	52,097	66,633	79,269
	Total Active Fleet	1,583	1,583	1,566	1,572
	Passenger Revenue (\$000s)	\$83,516	\$20,367	\$56,903	\$57,536
	Operating Revenue (\$000s)	\$96,843	\$34,581	\$60,037	\$63,279
	Operating Expenses (\$000s)	\$660,025	\$633,622	\$717,401	\$767,698
	Net Subsidy (\$000s) ³	\$479,736	\$351,184	\$530,605	\$581,587
RATIOS	Cost Per Bus Mile	\$13.85	\$16.71	\$14.86	\$15.40
	Passengers Per Bus (000s)	60.80	32.91	42.55	50.43
	Passengers Per Revenue Bus Mile	2.60	1.79	1.76	2.07
	Cost Per Passenger	\$6.86	\$12.16	\$10.77	\$9.68
	Subsidy Per Passenger	\$4.98	\$6.74	\$7.96	\$7.34
	Average Passenger Fare ⁴	\$0.99	\$0.39	\$0.85	\$0.73
	Percentage of Cost Recovered from Passenger Revenues ⁵	12.7%	3.2%	7.9%	7.5%
	Percentage of Cost Recovered from Operating Revenues ⁶	14.7%	5.5%	8.4%	8.2%

1. Bus miles and revenue bus miles are scheduled and not actual; FY2021 bus miles reflects service plans through the June 2021 pick; FY2022 bus and revenue miles are preliminary as of June 2021

2. FY2019 Metrobus ridership was revised after publication of the FY2021 budget to reflect final data and to be consistent with ridership reported elsewhere; update also reflected in ratios that include passengers in their calculation

3. Net Subsidy includes Covid-related federal relief funds in FY2020 - FY2022

4. Average fare is lower than base fare due to the impact of the transfer discount, senior and student discounts, passes, and the temporary suspension of fare collection between March 2020 and January 2021

5. Farebox Recovery ratio

6. Cost Recovery ratio

ACTIVE FLEET

Manufactured (End of Year)	Maximum Scheduled Fleet	Total Active Fleet
Fiscal 2017	1,281	1,583
Fiscal 2018	1,284	1,583
Fiscal 2019	1,289	1,583
Fiscal 2020	1,278	1,583
Fiscal 2021	1,278	1,583
Fiscal 2022	1,486	1,572

AGE OF TOTAL FLEET^{1,2}

Manufacturer	Fiscal Year Entered Service	Number of Buses	Average Age
Orion VII - CNG	2005	4	18
Clean Diesel	2006	78	17
New Flyer - Compressed Natural Gas (CNG)	2007	15	16
New Flyer - Hybrid	2008	102	15
New Flyer - Hybrid	2009	80	14
New Flyer - Hybrid	2010	140	13
New Flyer - Xcelsior	2011	99	12
New Flyer - Xcelsior	2012	67	11
Orion VII - Clean Diesel	2012	19	11
Orion VII - Hybrid	2012	27	11
New Flyer - Xcelsior	2013	105	10
NAIB - Bus Rapid Transit (BRT)	2014	104	9
New Flyer Xcelsior CNG	2015	30	8
New Flyer Xcelsior Hybrid	2015	50	8
New Flyer Xcelsior CNG	2016	134	7
New Flyer Xcelsior Electric	2016	1	7
New Flyer Xcelsior Hybrid	2016	81	7
New Flyer Xcelsior CNG	2018	100	5
New Flyer Xcelsior Hybrid	2018	12	5
New Flyer Xcelsior CNG	2019	75	4
New Flyer Xcelsior Diesel	2019	25	4
New Flyer Xcelsior CNG	2020	75	3
New Flyer Xcelsior Diesel	2020	35	3
New Flyer Xcelsior Diesel	2021	131	2
New Flyer Xcelsior Diesel	2022	101	1
New Flyer Xcelsior Electric Test and Eval	2022	2	1
Total		1,692	8.4

1. Reflects status of the fleet as of June 1, 2021 and includes revenue service, training, inactive, and ready reserve buses

2. FY2023 fleet information not available at time of publication

TOTAL ACTIVE BUS FLEET SIZE BY GARAGE¹

Garage	FY2022 Maximum Scheduled Fleet ²	Total Active Fleet ³	Spare Ratio
Bladensburg	211	250	18.5%
Shepherd Parkway	188	223	18.6%
Western	99	117	18.2%
Southern Avenue	70	83	18.6%
Four Mile Run	184	218	18.5%
Landover	145	172	18.6%
Montgomery	186	220	18.3%
Cinder Bed	68	80	17.6%
Andrews Federal Center	148	175	18.2%
Total	1,299	1,538	18.4%

1. FY2023 fleet information not available at time of publication

2. Maximum scheduled fleet includes 400 strategic buses, which are placed in multiple locations to provide relief in case of unforeseen events

3. Excludes 34 buses scheduled for heavy overhaul maintenance

COMPARISON OF BUS MILES

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget
Total Scheduled	46,393,535	36,928,561	47,027,103	48,555,620
Bus Bridges	570,887	454,417	599,584	619,073
Special Service	95,148	75,736	91,326	94,294
Change-Offs	255,786	203,602	245,511	253,491
Yard Work	423,457	337,065	406,447	419,658
Missed Trips	(99,590)	(79,272)	(95,589)	(98,696)
Total Unscheduled	1,245,688	991,548	1,247,279	1,287,819
Total	47,639,223	37,920,109	48,274,382	49,843,439

BUS OPERATOR PAYHOURS

FY2022 Bus Operator Wages

Category	Payhours	Average Hourly Rate	Budget (\$000s)
Scheduled¹	5,381,425	\$34.31	\$184,637
Non-Scheduled ² OT/Special Event	590,659	51.47	30,398
Standing Extra	34,176	34.31	1,173
Utility	13,221	34.31	454
Training	60,227	34.31	2,066
Miscellaneous	115,801	34.31	3,973
Guarantees	878	34.31	30
Funeral Leave	8,121	34.31	279
Jury Duty	2,630	34.31	90
Vacation	350,448	34.31	12,024
Sick	204,368	34.31	7,012
Holiday	227,199	34.31	7,795
Subtotal, Non-Scheduled	1,607,726		\$65,294
Total	6,989,150		\$249,930

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.

REGIONAL AND NON-REGIONAL BUS ROUTE SUMMARY - PLANNED PLATFORM HOURS

	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
	Total Service	Total Service	Total Service	Total Service	Total Service	Total Service ¹	Total Service ¹
Regional Routes	3,486,646	3,508,906	3,474,302	3,540,259	3,456,647	3,691,771	3,691,771
District of Columbia	1,756,066	1,768,469	1,759,288	1,810,279	1,797,960	1,791,967	1,791,967
Maryland	892,750	912,623	908,861	918,490	882,331	1,103,006	1,103,006
Virginia	837,830	827,814	806,153	811,490	776,356	796,798	796,798
Non-Regional Routes	887,383	869,589	858,719	882,347	873,995	773,691	773,691
District of Columbia	368,025	346,502	381,414	409,953	407,331	382,976	382,976
Maryland	387,121	388,031	357,137	356,771	346,592	306,628	306,628
Virginia	132,237	135,056	120,168	115,623	120,072	84,087	84,087
Total	4,374,029	4,378,495	4,333,021	4,422,606	4,330,642	4,465,462	4,465,462

1. Reflects September 2021 schedule

DISTRICT OF COLUMBIA – REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
11	Benning Rd-H St Limited	X9	146,873	17,370	190,498	20,725
14	Benning Road-H Street	X2	400,497	59,673	521,927	70,049
18	East Capitol Street-Cardozo	96,97	421,130	46,273	747,022	60,877
22	Glover Park-Franklin Square	D1	-	-	-	-
32	Connecticut Avenue	L1,2	268,819	36,642	296,025	39,062
35	Crosstown	H2,3,4	462,208	55,964	519,078	60,317
37	MacArthur Blvd-Georgetown	D5	-	-	-	-
42	Pennsylvania Avenue Limited	39	-	-	-	-
43	Fort Totten-Petworth	64	219,988	30,852	265,209	34,479
52	14th Street	52,54	661,341	91,895	817,590	105,185
55	Sibley Hospital - Stadium-Armory	D6	394,356	46,995	500,104	56,866
59	Takoma-Petworth	62,63	170,334	22,503	230,210	27,115
62	Brookland-Potomac Park	H1	-	-	-	-
75	Massachusetts Avenue	N2,4,6	293,128	35,301	341,073	39,660
77	Military Road-Crosstown	E4	253,183	29,614	268,298	31,100
79	Ivy City-Fort Totten	E2	112,270	13,503	121,994	14,221
81	Mount Pleasant	42,43	281,707	52,755	404,052	63,061
86	North Capitol Street	80	474,017	66,566	548,920	72,162
89	P Street-LeDroit Park	G2	107,578	17,746	149,249	21,193
93	Pennsylvania Avenue	32,34,36	783,478	92,528	1,145,879	109,743
95	Deanwood-Alabama Avenue	W4	710,034	72,624	833,611	81,378
99	Wisconsin Avenue	31,33	616,514	80,571	684,255	88,007
100	Wisconsin Avenue Limited	37	-	-	-	-
101	Rhode Island Avenue	G8	320,359	40,058	386,390	45,268
107	Georgia Avenue Limited	79	466,645	55,828	688,472	67,505
108	16th Street	S2	570,145	64,436	840,224	80,575
109	16th Street-Potomac Park	S1	-	-	-	-
111	M. L. King Jr. Avenue Limited	A9	-	-	-	-
112	16th Street Limited	S9	506,038	51,214	754,894	64,653
113	Friendship Heights-Southeast	30N,30S	271,429	31,861	417,085	38,233
118	Georgia Avenue-7th Street	70	563,595	77,344	847,775	90,810
119	Convention Center-Southwest Waterfront	74	83,417	11,282	98,482	12,469
130	U Street-Garfield	90,92	737,350	108,157	938,127	123,109
133	Capitol Heights-Minnesota Ave	V2,4	531,610	65,397	626,920	72,294
134	Deanwood-Minnesota Ave Sta	U7	153,258	18,060	170,412	19,432
150	Bladensburg Road-Anacostia	B2	457,269	56,504	518,953	60,445
151	Benning Road	X1,3	800	92	1,265	137
160	Fort Totten-Petworth	60	36,830	5,693	41,198	6,033
581	Anacostia-Congress Heights	A6,7,8	413,442	45,497	499,704	51,474
582	Anacostia-Fort Drum	A4	284,754	26,427	295,568	27,485
586	Anacostia-Blue Plains	W5	28,428	2,670	28,463	2,680
592	Anacostia - Washington Highlands	A2	257,318	30,506	299,037	34,166
Total District of Columbia Regional Routes			12,460,140	1,560,399	16,037,961	1,791,967

DC NON-REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
15	Garfield-Anacostia Loop	W6,8	222,172	25,730	267,721	29,057
25	Maryland Avenue	X8	61,837	8,087	73,181	8,991
34	Brookland-Fort Lincoln	H6	196,311	18,836	205,939	19,676
44	Benning Heights-Alabama Ave	V7,8	157,130	22,526	195,920	25,881
45	Hospital Center	D8	251,562	34,185	310,563	39,020
46	Fairfax Village	M6	124,340	12,527	174,445	16,575
49	Fort Lincoln Shuttle	B8,9	-	-	-	-
51	Glover Park-Dupont Circle	D2	96,273	11,325	119,594	13,003
56	Ivy City-Franklin Square	D4	119,278	16,878	136,944	17,871
71	Chevy Chase	E6	-	-	-	-
78	Sheriff Road-River Terrace	U4	109,413	10,377	124,349	11,895
82	Shipley Terrace-Fort Drum	W1	106,633	10,739	123,282	12,192
84	Nebraska Avenue	M4	131,937	12,944	139,292	13,601
91	Park Road-Brookland	H8,9	222,414	28,362	250,456	30,540
135	Mayfair-Marshall Heights	U5,6	211,495	25,380	239,577	27,904
158	United Medical Center-Anacostia	W2,3	386,449	39,585	434,354	43,206
159	14th Street Limited	59	73,775	9,713	110,581	12,591
174	Rhode Island Ave Limited	G9	-	-	-	-
504	Minnesota Ave-Anacostia	A31,32,33	1,881	310	6,328	639
517	16th St-Tenleytown	D31,32,33,34	12,187	1,204	38,999	3,260
539	Fort Dupont Shuttle	S35	1,765	159	5,377	398
540	Rhode Island Ave-Carver Terrace	S41	1,401	159	3,201	343
544	Anacostia-Eckington	P6	322,652	44,556	437,228	51,125
549	Congress Heights-Georgetown	D51	2,424	177	4,770	300
550	Mt. Pleasant-Tenleytown	W45,47	2,719	318	7,330	765
583	Takoma-Fort Totten	K2	28,048	3,503	36,753	4,145
Total District of Columbia Non-Regional Routes			2,844,094	337,580	3,446,181	382,976

MARYLAND REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
9	Annapolis Road	T18	584,409	50,741	646,002	55,658
13	Greenbelt-Twinbrook	C2,4	1,049,263	93,121	1,369,003	110,463
16	Bethesda-Silver Spring	J1,2	716,377	64,366	893,180	75,019
28	Chillum Road	F1,2	211,074	18,176	277,690	20,838
29	Clinton	C11,13	23,350	1,475	28,075	1,788
41	Eastover-Addison Road	P12	892,991	76,977	1,097,247	86,982
47	Forestville	K12	199,532	15,879	247,907	18,925
53	Georgia Ave-Maryland	Y2,7,8	756,702	66,006	1,036,987	78,379
63	Hillcrest Heights	C12,14	100,236	9,071	128,877	10,482
73	Marlow Heights-Temple Hills	H11,12,13	134,389	11,299	172,399	13,070
74	College Park	83,83X,86	513,825	47,327	715,597	56,578
83	New Hampshire Ave-Maryland Limited	K9	94,973	9,625	163,770	13,105
85	New Hampshire Ave-Maryland	K6	599,206	56,941	757,887	64,607
88	Oxen Hill-Fort Washington	P18,19	175,535	11,575	219,273	14,025
90	Martin Luther King Jr Highway	A12	610,398	44,344	680,014	48,673
97	New Carrollton-Silver Spring	F4	747,426	72,966	872,921	80,001
98	New Carrollton-Fort Totten	F6	204,246	16,064	236,261	18,867
103	College Park-White Flint	C8	366,571	28,495	413,666	30,996
123	Viers Mill Road	Q1,2,4,5,6	657,216	57,755	825,316	67,339
147	Fairland	Z6,8	715,560	56,480	924,892	66,259
542	Rhode Island Ave-New Carrollton	T14	187,336	15,597	211,761	17,453
574	Southern Ave. - Suitland	D12	498,420	40,778	610,810	46,815
580	Bock Road	W14	105,318	8,167	163,088	11,152
584	Oxon Hill-Suitland	D13,14	403,964	26,977	471,025	30,791
629	College Park-Bethesda Limited	J4	199,718	16,102	261,713	19,188
790	District Heights-Suitland	V12	199,718	16,102	261,713	19,188
800	Riggs Road	R1,2	280,757	22,735	352,321	26,367
Total Maryland Regional Routes			11,228,512	955,141	14,039,393	1,103,006

MARYLAND NON – REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
7	National Harbor-Southern Ave	NH1	206,526	14,654	272,013	17,955
10	Ardwick Industrial Park Shuttle	F12	83,938	6,143	96,555	6,813
19	Bowie-Belair	B24	157,625	9,630	170,860	10,458
20	Bowie State University	B21,22	173,360	7,780	197,018	8,600
26	Pointer Ridge	C28	-	-	-	-
30	Colesville-Ashton	Z2	68,828	4,050	89,910	5,120
33	Connecticut Avenue-Maryland	L8	183,408	14,593	207,590	16,168
36	Kenilworth Avenue	R12	196,505	14,869	254,196	17,367
38	District Heights-Seat Pleasant	V14	209,921	15,216	280,187	18,842
65	Bowie-New Carrollton	B27	59,625	3,093	64,025	3,593
72	Marlboro Pike	J12	136,144	10,163	163,625	11,460
96	Langley Park - Cheverly	F8	188,736	15,077	255,737	17,968
102	River Road	T2	204,008	13,358	215,760	14,218
104	Laurel-Old Columbia Pike Express	Z7	77,925	5,068	161,025	8,058
105	Sheriff Road-Capitol Heights	F14	243,647	18,356	264,730	19,402
146	Calverton-Westfarm	Z6	277,671	22,172	335,269	24,791
149	Cheverly-Washington Business Park	F13	118,680	8,563	126,405	9,033
152	Central Avenue	C21,22,26,29	560,073	32,708	695,187	38,963
525	Laurel	89,89M	167,585	8,875	215,850	10,683
526	Laurel Express	87	-	-	-	-
527	Greenbelt-New Carrollton	G12	205,300	15,857	228,018	17,472
528	Greenbelt Rd.- Good Luck Rd.	G14	232,073	16,969	253,999	18,393
531	Burtonsville-Greencastle Express	Z11	-	-	-	-
634	Crofton-New Carrollton	B29	-	-	-	-
647	Greenbelt-BWI Airport Express	B30	95,314	10,395	106,412	11,276
Total Maryland Non-Regional Routes			3,846,889	267,585	4,654,370	306,628

VIRGINIA REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
2	Alexandria-Pentagon	10A,E,N	279,283	28,656	304,295	30,473
3	Landmark-Ballston	25B	175,340	19,852	219,514	22,448
4	Alexandria-Fairfax	29K,N	576,966	45,668	681,450	49,663
5	Leesburg Pike	28A	1,170,374	105,688	1,484,336	127,597
8	Annandale	29C,G	110,590	6,445	247,813	10,650
12	Ballston-Farragut Square	38B	268,925	37,536	347,061	42,154
17	National Harbor-Alexandria	NH2	212,456	12,939	268,173	15,630
27	Chain Bridge Road	15K	-	-	-	-
54	McLean-Crystal City	23A,B,T	561,987	50,669	693,468	55,953
58	Braeburn Dr-Pentagon Express	29W	-	-	-	-
69	Annandale Rd	3A	-	-	-	-
70	Lincolnia-North Fairlington	7A,F,Y	396,683	36,018	469,246	39,921
76	Lincolnia-Pentagon	7W	-	-	-	-
94	Pershing Drive-Arlington Boulevard	4A,B	148,779	17,040	178,602	19,178
106	Foxchase-Seminary Valley	8S,W,Z	35,813	2,353	51,528	3,080
110	Skyline City	28F,G	23,730	1,463	24,250	1,508
121	Pimmit Hills	3T	-	-	-	-
126	Washington Blvd-Dunn Loring	2A	157,476	15,669	252,959	18,895
128	Fair Oaks-Jermantown Rd	2B	181,334	14,803	328,014	19,790
129	DC-Dulles	5A	385,937	14,000	409,183	15,858
131	Richmond Highway Express	REX (R99)	597,032	43,830	675,085	47,331
137	Wilson Blvd-Vienna	1A,B	631,017	55,962	951,421	67,553
138	Lee Highway-Farragut Square	3Y	22,453	2,768	65,153	4,700
139	Fair Oaks-Fairfax Blvd	1C	228,755	18,986	384,168	24,512
142	Columbia Pike	16A,C,E	504,332	46,822	594,401	52,988
143	Columbia Heights West-Pentagon City	16G,H	239,922	29,287	275,008	31,683
156	Hunting Point-Ballston	10B	295,630	31,129	352,459	34,663
157	Mount Vernon Express	11Y	-	-	-	-
161	Mount Vernon	11C	68,053	3,868	102,153	6,225
176	Park Center-Pentagon	7C,P	162,355	13,592	203,839	15,912
512	Barcroft-South Fairlington	22A,C,F	183,299	13,992	211,909	15,874
521	Annandale-Skyline City-Pentagon	16L	-	-	-	-
522	Columbia Pike-Farragut Square	16Y	56,023	6,413	130,005	10,255
692	Alexandria-Fairfax	26A	133,780	9,733	194,450	12,305
Total Virginia Regional Routes			7,808,322	685,176	10,099,940	796,798

VIRGINIA NON – REGIONAL ROUTES – PLATFORM HOURS

Line	Line Name	Routes	Revenue Miles	Revenue Hours	Platform Miles	Platform Hours
61	Kings Park Express	17G,H,K,L	183,143	9,125	359,693	15,508
66	Kings Park	17B,M	64,935	3,473	125,730	5,725
68	Landmark-Bren Mar Pk-Pentagon	21A,D	44,938	3,160	92,728	5,000
80	Mark Center-Pentagon	7M	182,693	11,313	202,735	12,763
87	Orange Hunt	18G,H,J	89,490	4,220	171,590	6,770
148	Metroway - Potomac Yard	MW1	237,752	26,541	254,554	27,892
541	Burke Centre	18P	124,655	5,705	264,360	10,430
640	Springfield Circulator	TAGS (S80,91)	-	-	-	-
Total Virginia Non-Regional Routes			927,604	63,536	1,471,389	84,087

Metrorail Revenue Vehicle Fleet Management Plan

The Metrorail Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrorail revenue vehicle fleet size requirements and operating spare ratio. It documents how service goals are applied to existing and forecast levels of ridership to establish fleet requirements for Metrorail service, as well as how these requirements are affected by vehicle maintenance needs, expansions of the Metrorail system, and other factors affecting the operation of the system. Additionally, it documents the key challenges Metro faces in meeting its service and maintenance goals.

METRO RAIL OPERATING STATISTICS

		FY2020	FY2021	FY2022	FY2023
		Actual	Actual	Budget ¹	Budget
STATISTICS ² (000s)	Railcar Miles	101,355	85,417	103,823	110,216
	Revenue Service Miles	99,755	83,817	102,223	108,502
	Passengers	132,574	28,157	37,089	85,875
	Passenger Revenue	\$394,786	\$77,256	\$97,949	\$230,364
	Operating Revenue	\$477,246	\$126,010	\$163,231	\$306,073
	Operating Expense	\$1,102,824	\$1,102,998	\$1,189,156	\$1,316,217
	Net Subsidy ³	\$489,826	\$525,934	\$390,107	\$417,677
RATIOS	Passengers Per Revenue Service Mile	1.33	0.34	0.36	0.79
	Cost Per Total Railcar Mile	\$10.88	\$12.91	\$11.45	\$11.94
	Cost Per Passenger	\$8.32	\$39.17	\$32.06	\$15.33
	Subsidy Per Passenger	\$3.69	\$18.68	\$10.52	\$4.86
	Average Passenger Fare	\$2.98	\$2.74	\$2.64	\$2.68
	Percentage of Operating Cost Recovered from Passenger Revenues ⁴	35.8%	7.0%	8.2%	17.5%
	Percentage of Operating Cost Recovered from all Operating Revenues ⁵	43.3%	11.4%	13.7%	23.3%

1. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

2. Railcar miles and revenue service miles are scheduled and not actual

3. Net Subsidy includes Covid-related federal relief funds in FY2020 - FY2022

4. Farebox Recovery ratio

5. Cost Recovery ratio

RAILCAR MILES

Metrorail Line	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service
Red Line	28,955,200	23,642,201	29,691,604	29,691,604
Blue Line	14,626,400	11,185,734	14,998,386	14,998,386
Orange Line	13,674,900	12,170,902	14,022,687	14,022,687
Yellow Line	11,396,700	11,047,934	11,686,547	11,686,547
Green Line	13,098,400	10,541,792	13,431,525	13,431,525
Silver Line	15,307,300	12,532,074	15,696,603	21,975,245
Scheduled Revenue Service Miles	97,058,900	81,120,637	99,527,353	105,805,994
Capital One Arena	1,711,283	1,711,283	1,711,283	1,711,283
Gap Trains	450,000	450,000	450,000	450,000
National Baseball	534,600	534,600	534,600	534,600
Sub-Total Revenue Service Miles	99,754,783	83,816,520	102,223,236	108,501,877
Start-Up/Car Testing	200,000	200,000	200,000	214,000
Revenue Collection	700,000	700,000	700,000	750,000
Other	700,000	700,000	700,000	750,000
Total^{1,2,3,4}	101,354,783	85,416,520	103,823,236	110,215,877

1. The Service Plan for FY2019 and FY2020 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:30 p.m.; Friday from 5:00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

2. Revised Service Plan for FY2021 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:00 p.m., Friday from 5:00 a.m. - 11:00 p.m.; Saturday from 7:00 a.m. - 11:00 p.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

3. Revised Service Plan for FY2023 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - midnight, Friday from 5:00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 7:00 a.m. - midnight.

4. Service Plan for FY2023 includes Silver Line Phase 2 revenue service. Mileage is not adjusted for major construction activities planned during FY2023

PAY HOURS FOR RAIL OPERATORS

Category	Payhours	Average Hourly	Budget
Scheduled Full Time	1,169,911	\$37.23	\$43,553,067
Car Testing / Start Up	26,707	\$37.23	\$994,247
Interlocking Pay Hours	88,246	\$42.42	\$3,742,968
Subtotal	1,284,864		\$48,290,281
Non-Scheduled Overtime / Special Event	312,455	\$55.84	\$17,447,960
Standing Extra	6,332	\$37.23	\$235,726
Utility	86,674	\$37.23	\$3,226,672
Training / Retraining	46,749	\$37.23	\$1,740,357
Miscellaneous	14,664	\$37.23	\$545,907
Funeral / Other	2,337	\$37.23	\$87,001
Vacation	122,227	\$37.23	\$4,550,227
Sick	61,506	\$37.23	\$2,289,725
Holiday	66,501	\$37.23	\$2,475,678
Subtotal	719,445		32,599,251
Total	2,004,309		\$80,889,532

PAY HOURS FOR STATION MANAGERS

	Payhours	Average Hourly Rate	Budget
Scheduled Full Time	1,082,620	\$38.23	\$41,388,581
Subtotal	1,082,620		\$41,388,581
Non-Scheduled Overtime / Special Event	239,619	\$57.35	\$13,740,952
Standing Extra	9,929	\$38.23	\$379,586
Utility	5,380	\$38.23	\$205,677
Training / Retraining	21,388	\$38.23	\$817,663
Miscellaneous	9,190	\$38.23	\$351,334
Funeral / Other	1,707	\$38.23	\$65,259
Vacation	114,008	\$38.23	\$4,358,526
Sick	53,287	\$38.23	\$2,037,162
Holiday	52,440	\$38.23	\$2,004,781
Subtotal	506,948		\$23,960,939
Total	1,589,568		\$65,349,520
Grand Total - Rail Operators and Station Managers			\$146,239,052

RAIL PEAK PERIOD SERVICE LEVELS

Metrorail Line	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service¹
Red Line	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove
Red Line	Silver Spring / Grosvenor	Silver Spring / Grosvenor	Silver Spring / Grosvenor	Silver Spring / Grosvenor
Blue Line	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center
Orange Line	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna
Yellow Line	Huntington / Mt Vernon Sq	Huntington / Greenbelt	Huntington / Greenbelt	Huntington / Greenbelt
Green Line	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt
Silver Line	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Ashburn / Largo Town Center
Rush Hour Trains²				
Red Line	34	26	31	31
Blue Line	19	12	15	15
Orange Line	20	12	14	14
Yellow Line	9	10	12	12
Green Line	17	10	12	12
Silver Line	20	14	16	21
Gap	6	6	8	8
Total³	125	90	108	113

1. FY2023 statistics include Silver Line Phase 2 revenue service

2. FY2021 peak Metrorail service includes removal of two Orange Line AM/PM rush tripper trains and two Green Line AM/PM rush tripper trains

3. Revised FY2021 and FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities

RAIL SCHEDULED HEADWAYS

		FY2020 Total Service	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service
Rush Hour Headways ^{1,2}					
Red Line	Glenmont / Shady Grove	4	6	5	5
	Silver Spring to Grosvenor Strathmore	-	-	-	-
Orange Line	Vienna / New Carrollton	8	12	10	10
Blue Line	Largo Town Center / Franconia Springfield	8	12	10	10
Green Line	Greenbelt / Branch Ave	8	12	10	10
Yellow Line	Huntington / Greenbelt	8	12	10	10
	Huntington to Mt Vernon Sq	-	-	-	-
Silver Line	Wiehle-Reston East / Largo Town Center	8	12	10	10
Non-Rush Hour Headways ³		Weekday-Mid-day / Saturday / Sunday / Late Night			
Red Line	Glenmont / Shady Grove	6 / 6 / 7.5 / 15	6 / 12 / 12 / 15	6 / 6 / 6 / 10	6 / 6 / 6 / 10
	Silver Spring to Grosvenor	-	-	-	-
Orange Line	Vienna / New Carrollton	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15
Blue Line	Largo Town Center / Franconia Springfield	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15
Green Line	Greenbelt / Branch Ave	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15
Yellow Line	Huntington / Greenbelt	-	12 / 15 / 15 / 20	12 / 12 / 12 / 15	12 / 12 / 12 / 15
	Huntington to Mt Vernon Sq	12 / 12 / 15 / 20	-	-	-
Silver Line	Wiehle-Reston East / Largo Town Center	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 12 / 12 / 15	-
	Ashburn/ Largo Town Center	-	-	-	12 / 12 / 12 / 15
Average Combined Headways for Key Segments for FY2022					
		Rush Hour Headways	Weekday Mid-day	Saturday	Sunday
Red Line	Silver Spring to Grosvenor Strathmore	5	6	6	6
Orange / Blue / Silver	Rosslyn to Stadium-Armory	3	4	4	4
Green / Yellow Lines	L'Enfant Plaza to Greenbelt	5	6	6	6
Blue / Yellow Lines	King St-Old Town to Pentagon	5	6	6	6

1. Headways are defined as the distance between Metrorail trains and are measured in minutes

2. Additional Metrorail trains called trippers, are deployed to mitigate crowding during observed peaks in ridership

3. Non-rush hour headways by line operate Monday through Friday during mid-day, Saturday, Sunday and late night and are listed respectively

RAIL SERVICE LEVELS SCHEDULED

	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service
Peak Scheduled Railcars				
Red Line	264	208	248	248
Orange Line	144	96	112	112
Blue Line	128	96	120	120
Green Line	136	80	96	96
Yellow Line	120	80	96	96
Silver Line	130	112	128	168
Gap	44	48	64	64
Total Scheduled Railcars	966	720	864	904
Spares ¹	196	108	196	184
Revenue Collections	4	4	4	4
Total Car Requirement	1,166	832	1,064	1,092
Hours of Operation				
Weekday	18.5	18.0	19.0	19.0
Friday	20.0	18.0	20.0	20.0
Saturday	18.0	16.0	18.0	18.0
Sunday	15.0	15.0	17.0	17.0
Days of Operation				
Weekday ²	252	251	251	251
Saturday	57	57	57	57
Sunday	57	57	57	57

1. Spares represent approximately 20 percent of scheduled railcars

2. FY2023 weekdays include five holidays that formerly operated Saturday level service on weekdays

RAILCAR FLEET PROFILE

Manufacturer	Series	Purchase Years	Original Number Purchased	Number Owned	Number for Service ¹
Rohr Industries	1000	1976 - 1981	300	2	-
Breda Construzioni Ferroviarie	2000	1983 - 1984	76	76	74
Breda Construzioni Ferroviarie	3000	1984 - 1988	290	276	276
Breda Construzioni Ferroviarie	4000	1992 - 1994	100	2	-
Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF)	5000	2001 - 2004	192	2	-
Alstom	6000	2006 - 2008	184	184	180
Kawasaki	7000	2015 - 2020	748	748	748
Total²			1,890	1,290	1,278

1. Eight vehicles are dedicated for revenue collection. All 1000-Series and 4000-Series vehicles have been decommissioned

2. Rail fleet storage capacity and current fleet requirements reflect full FY2021 service levels

RAIL SERVICE LEVELS

	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service	FY2023 Total Service
Cars per Train - Rush Hour¹		Six-Car / Eight Car		
Red Line	20 / 18	- / 26	- / 31	- / 31
Orange Line	8 / 12	- / 12	- / 14	- / 14
Blue Line	12 / 7	- / 12	- / 15	- / 15
Green Line	- / 17	- / 10	- / 12	- / 12
Yellow Line	- / 15	- / 10	- / 12	- / 12
Silver Line	15 / 5	- / 14	- / 16	- / 21
Gap	6 / 2	- / 6	- / 8	- / 8
Cars per Train - Weekday		Base / Night²		
Red Line	7 / 6.50	8 / 8	8 / 8	8 / 8
Orange Line	6.75 / 6.25	8 / 8	8 / 8	8 / 8
Blue Line	6.75 / 6.25	8 / 8	8 / 8	8 / 8
Green Line	8 / 8	8 / 8	8 / 8	8 / 8
Yellow Line	8 / 8	8 / 8	8 / 8	8 / 8
Silver Line	6.25 / 6.25	8 / 8	8 / 8	8 / 8

1. This is based on December pick for each fiscal year

2. Night starts at 9:30 p.m. for FY2023

RAILCAR FLEET STORAGE CAPACITY

Location	Existing Storage Capacity ¹	Current Fleet Requirement	Net Storage Capacity
Alexandria	176	176	-
Branch Ave	174	104	70
Brentwood	90	48	42
Dulles	168	128	40
Glenmont	132	132	-
Greenbelt	270	208	62
Largo	38	38	-
New Carrollton	120	120	-
Shady Grove	166	166	-
West Falls Church	188	158	30
Total²	1,522	1,278	244

1. A new railyard including an inspection shop at Dulles is part of Silver Line Phase 2. The facility will have the capacity to store 184 railcars

2. Rail fleet storage capacity and current fleet requirements reflect full FY2023 service levels

SEQUENCE OF METRORAIL OPENINGS

Line	Segment	Stations	Miles	Date
Red	Farragut North to Rhode Island Ave	5	4.6	3/29/1976
Red	Gallery Place	1	-	12/15/1976
Red	To DuPont Circle	1	1.1	1/17/1977
Blue/Orange	Ronald Reagan Washington National Airport to Stadium-Armory	17	11.8	7/1/1977
Red	To Silver Spring	4	5.7	2/6/1978
Orange	To New Carrollton	5	7.4	11/20/1978
Orange	To Ballston - MU	4	3	12/1/1979
Blue	To Addison Rd	3	3.6	11/22/1980
Red	To Van Ness - UDC	3	2.1	12/5/1981
Yellow	Gallery Place to Pentagon	1	3.3	4/30/1983
Blue	To Huntington	4	4.2	12/17/1983
Red	To Grosvenor - Strathmore	5	6.8	8/25/1984
Red	To Shady Grove	4	7	12/15/1984
Orange	To Vienna	4	9.1	6/7/1986
Red	To Wheaton	2	3.2	9/22/1990
Green	To U St	3	1.7	5/11/1991
Blue	To Van Dorn St	1	3.9	6/15/1991
Green	To Anacostia	3	2.9	12/28/1991
Green	To Greenbelt	4	7	12/11/1993
Blue	To Franconia-Springfield	1	3.3	6/29/1997
Red	To Glenmont	1	1.4	7/25/1998
Green	Columbia Heights to Fort Totten	2	2.9	9/18/1999
Green	To Branch Ave	5	6.5	1/13/2001
Red	NoMa-Gallaudet U	1	-	11/20/2004
Blue	To Largo Town Center	2	3.2	12/18/2004
Silver	To Wiehle-Reston East	5	11.6	7/26/2014

MetroAccess Revenue Vehicle Fleet Management Plan

The MetroAccess Revenue Vehicle Fleet Management Plan is a tool that provides information, analysis, and recommendations about the anticipated growth in paratransit ridership, and the current and projected revenue vehicle requirements for MetroAccess to meet the demand as well as an assessment and projection of needs for paratransit vehicle maintenance.

METROACCESS STATISTICS

		FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget
STATISTICS	MetroAccess - Dedicated Fleet	786	766	766	759
	Van Miles (000s)	22,789	17,819	30,517	27,196
	Miles / Van	28,920	23,262	39,840	35,831
	Passengers (000s)	1,795	1,065	1,268	1,415
	Passengers Per Van	2,278	1,390	1,655	2,767
	Passenger Revenue (\$000s)	\$6,676	\$4,416	\$4,660	\$5,201
	Revenue (\$000s)	\$6,676	\$5,975	\$4,660	\$5,201
	Total Operating Expense (\$000s)	\$164,365	\$143,677	\$193,600	\$198,295
Net Subsidy (\$000s) ¹	\$155,920	\$131,943	\$188,941	\$192,632	
RATIOS	Cost Per Passenger	\$91.59	\$134.97	\$152.74	\$140.16
	Subsidy Per Passenger	\$86.88	\$123.94	\$149.06	\$136.16
	Percentage of Cost Recovered from Revenues ²	4.1%	4.2%	2.4%	2.6%

1. Net Subsidy includes Covid-related federal relief funds in FY2020

Note: MetroAccess policy provides two complimentary one-way trip credits, with a value of \$3.00 each, in each instance where the schedule pick-up window is not met. Eligibility assessment trips are complimentary and personal care attendants ride free in accordance with the Americans with Disabilities Act, so the calculation will apply to all ridership

2. Cost Recovery ratio

METROACCESS STATISTICS – FLEET

Fleet	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2023 Budget
Vans	786	589	539	532
Sedans	-	177	227	227
Total	786	766	766	759
Spare Ratio	15.0%	15.0%	15.0%	15.0%

METROACCESS STATISTICS – VEHICLES

Manufacturer	Fiscal Year Entered Service	Number of Vehicles	Vehicle Type
Ford	2019	132	High Roof Van
Toyota	2021	177	Sedan
To be Determined	2022	100	High Capacity Van
To be Determined	2022	50	Sedan
To be Determined	2022	100	Mini Van
To be Determined	2023	200	Mini Van

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Appendix I – Performance Data

RIDERSHIP

RIDERSHIP FYTD BUDGET FORECAST 37.4 MILLION													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	26.5	25.7	24.4	27.8	23.6	22.1	22.1	21.9	26.0	27.4	27.5	26.4	301.5
FY2020	27.1	25.7	26.3	29.0	24.5	24.4	25.4	24.1	14.4	2.7	2.9	4.4	230.9
FY2021	4.9	5.2	6.9	7.2	6.6	6.6	5.7	5.4	7.3	7.8	8.3	9.4	81.3
RIDERSHIP FYTD BUDGET FORECAST 37.4 MILLION													
Forecast	1,705,081	2,572,458	2,760,854	3,140,620	2,620,764	2,434,371	2,633,354	2,658,836	3,279,116	4,216,119	4,014,162	3,894,165	35,929,900
Actual	1,601,976	1,841,935	2,195,106	2,348,341	2,080,774	1,948,341	1,847,584	1,853,952	2,538,754	2,818,163	3,148,454	3,937,583	28,160,963
Forecast	1,025,458	1,760,155	1,931,101	2,034,836	1,748,225	1,931,586	1,976,845	1,902,893	2,144,554	2,593,701	2,843,654	2,754,922	24,647,930
Actual: Farebox	709,492	737,206	953,181	1,102,203	962,554	1,028,820	2,688,275	2,475,632	3,259,318	3,416,019	3,492,143	3,769,866	24,594,709
Actual: Metro Operated Shuttle	414	524	21,075	22,472	20,215	21,009	5,582	22,295	43,142	55,704	85,427	3,125	300,984
Actual: APC	3,171,448	3,319,293	4,625,387	4,755,960	4,382,524	4,560,117	3,812,622	3,482,477	4,567,591	4,780,826	4,994,662	5,342,651	51,795,558
Actual: APC + Metro Shuttle	3,171,862	3,319,817	4,646,462	4,778,432	4,402,739	4,581,126	3,818,204	3,504,772	4,610,733	4,836,530	5,080,089	5,345,776	52,096,542
Forecast	20,253	34,490	34,759	37,439	32,914	31,213	37,292	36,953	42,797	50,995	51,842	48,622	459,569
Actual	76,888	79,746	85,061	90,975	82,753	84,523	78,162	76,428	101,471	100,575	101,073	106,847	1,064,502
Forecast	2,750,792	4,367,103	4,726,714	5,212,895	4,401,903	4,397,170	4,647,491	4,598,682	5,466,467	6,860,815	6,909,658	6,697,709	61,037,399
Actual: Farebox + Metro Shuttle	2,388,770	2,659,411	3,254,423	3,563,991	3,146,296	3,082,693	4,619,603	4,428,307	5,942,685	6,390,461	6,827,097	7,817,421	54,121,158
Actual: APC + Metro Shuttle	4,850,726	5,241,498	6,926,629	7,217,748	6,566,266	6,613,990	5,743,950	5,435,152	7,250,958	7,755,268	8,329,616	9,390,206	81,322,007

SAFETY & SECURITY

PART I CRIMES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	3.4	4.3	3.7	3.6	3.8	3.8	4.3	3.2	3.0	3.3	3.8	5.2	3.8
FY2020	4.6	4.1	5.6	6.4	4.1	4.8	3.5	4.2	4.9	12.7	15.2	11.8	5.1
FY2021	11.1	13.2	8.4	8.2	8.4	8.3	6.8	7.0	6.3	5.8	7.1	7.3	7.9

PART I CRIMES | TARGET ≤ 840

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	89	110	90	99	90	83	96	71	78	91	104	137	1,138
FY2020	125	106	147	187	100	118	88	101	71	34	44	52	1,173
FY2021	54	69	58	59	55	55	39	38	46	45	59	69	646

PART I CRIMES | BY TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2021	27	45	37	38	34	32	22	15	19	16	27	35	347
Larceny	1	3	9	8	14	7	5	4	6	6	6	8	77
Larceny (Other)	24	40	26	29	17	20	14	9	11	8	19	23	240
Burglary	0	0	0	0	0	0	0	0	0	0	0	0	0
Motor Vehicle Theft	2	2	1	1	0	5	2	2	2	2	1	4	24
Attempted MV Theft	0	0	1	0	2	0	0	0	0	0	1	0	4
Arson	0	0	0	0	1	0	1	0	0	0	0	0	2
Violent Crime	17	12	8	10	13	11	7	6	11	19	14	11	139
Aggravated Assault	16	12	8	9	13	11	7	6	11	19	14	11	137
Rape	1	0	0	1	0	0	0	0	0	0	0	0	2
Robbery	0	0	0	0	0	0	0	0	0	0	0	0	0
FY2021 Part I Crimes	54	69	58	59	55	55	39	38	46	45	59	69	646
FY2021 Homicides	0	0	0	0	0	0	0	1	0	0	0	0	1

SAFETY & SECURITY

CUSTOMER INJURIES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.4	1.8	2.7	1.9	1.7	1.9	1.9	2.5	1.8	1.9	1.9	2.4	2.0
FY2020	1.8	1.4	1.9	1.5	2.0	2.2	1.5	1.9	1.5	3.4	3.5	3.0	1.8
FY2021	3.3	2.7	1.2	3.2	2.4	2.7	4.4	2.6	4.0	2.3	3.5	2.8	2.9

METRORAIL CUSTOMER INJURIES PER MILLION PASSENGERS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.1	1.2	1.2	1.3	1.3	1.1	1.8	2.1	1.3	1.2	1.2	1.1	1.4
Non-Preventable	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	2.1	1.2	1.2	1.3	1.3	1.1	1.8	2.1	1.3	1.2	1.2	1.1	1.4
FY2020	1.6	1.2	1.2	0.9	1.1	1.9	1.5	1.8	1.6	3.3	7.2	3.6	1.5
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	1.6	1.2	1.2	0.9	1.1	1.9	1.5	1.8	1.6	3.3	7.2	3.6	1.5
FY2021	3.1	2.2	1.8	2.6	4.3	2.1	6.0	3.2	5.1	2.5	4.8	2.8	3.4
Non-Preventable	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Preventable	3.1	2.2	1.8	2.6	4.3	2.1	6.0	3.2	5.1	2.5	4.8	2.8	3.4

SAFETY & SECURITY

METROBUS CUSTOMER INJURIES PER MILLION PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.4	2.1	4.6	2.6	1.9	2.6	1.4	2.5	2.1	2.4	2.7	4.0	2.6
Non-Preventable	1.0	1.5	3.2	1.1	1.0	1.9	1.1	0.8	1.6	1.2	0.5	2.3	1.4
Preventable	1.3	0.6	1.4	1.6	0.9	0.7	0.3	1.8	0.5	1.3	2.1	1.7	1.2
FY2020	1.8	1.3	2.7	2.0	2.8	2.3	1.4	1.9	1.5	2.9	1.1	2.7	2.0
Non-Preventable	1.3	1.0	1.2	1.0	1.7	1.8	1.0	1.4	0.9	1.7	0.0	1.0	1.2
Preventable	0.5	0.4	1.5	1.1	1.0	0.5	0.4	0.5	0.6	1.2	1.1	1.7	0.8
FY2021	3.2	2.7	0.9	3.1	1.1	3.1	3.4	1.7	3.5	2.1	2.6	2.8	2.5
Non-Preventable	1.6	1.3	3.1	7.0	4.0	8.6	4.8	0.8	3.0	1.7	2.8	3.7	1.6
Preventable	1.6	10.1	1.0	6.1	1.0	4.8	0.0	1.6	1.8	1.2	0.8	0.3	0.9

METROACCESS CUSTOMER INJURIES PER 100,000 PASSENGERS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	2.5	2.4	1.1	1.4	2.1	1.7	3.4	2.8	2.5	2.9	1.0	2.6	0.0
Non-Preventable	2.5	2.4	1.1	0.5	2.1	1.7	2.8	1.7	2.0	1.5	0.5	1.5	1.7
Preventable	0.0	0.0	0.0	0.9	0.0	0.0	0.6	1.1	0.5	1.5	0.5	1.0	0.5
FY2020	2.5	2.0	1.6	1.9	3.3	1.7	0.6	1.2	0.0	2.0	1.9	0.0	1.7
Non-Preventable	1.0	1.0	1.6	1.4	3.3	1.2	0.6	0.6	0.0	2.0	0.0	0.0	1.2
Preventable	1.5	1.0	0.0	0.5	0.0	0.6	0.0	0.6	0.0	0.0	1.9	0.0	0.5
FY2021	1.3	1.3	0.0	2.2	2.4	0.0	1.3	2.6	0.0	1.0	1.0	0.0	1.0
Non-Preventable	1.3	0.0	0.0	0.0	0.0	0.0	0.0	2.6	0.0	1.0	0.0	0.0	0.4
Preventable	0.0	1.3	0.0	2.2	2.4	0.0	1.3	0.0	0.0	0.0	1.0	0.0	0.7

SAFETY & SECURITY

CUSTOMER INJURIES TARGET ≤ 366													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	63	46	66	54	41	41	41	54	46	51	51	64	618
FY2020	50	36	51	43	49	53	37	46	22	9	10	13	419
FY2021	16	14	8	23	16	18	25	14	29	18	29	26	236

METRO RAIL CUSTOMER INJURIES TARGET ≤ 177													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	33	17	16	21	18	13	22	26	20	20	19	17	242
Non-Preventable	0	0	0	0	1	0	0	0	0	0	0	0	1
Preventable	33	17	16	21	17	13	22	26	20	20	19	17	241
FY2020	26	18	19	16	16	26	22	25	12	3	7	5	195
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	26	18	19	16	16	26	22	25	12	3	7	5	195
FY2021	5	4	4	6	9	4	11	6	13	7	15	11	95
Non-Preventable	0	0	0	0	0	0	0	0	0	0	0	0	0
Preventable	5	4	4	6	9	4	11	6	13	7	15	11	95

SAFETY & SECURITY

METROBUS CUSTOMER INJURIES TARGET ≤ 154													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	25	24	48	30	19	25	13	23	21	25	30	42	325
Non-Preventable	11	17	33	12	10	18	10	7	16	12	6	24	176
Preventable	14	7	15	18	9	7	3	16	5	13	24	18	149
FY2020	19	14	29	23	27	24	14	19	10	5	2	8	194
Non-Preventable	14	10	13	11	17	19	10	14	6	3	0	3	120
Preventable	5	4	16	12	10	5	4	5	4	2	2	5	74
FY2021	10	9	4	15	5	14	13	6	16	10	13	15	130
Non-Preventable	5	1	3	8	4	9	13	2	10	6	10	14	85
Preventable	5	8	1	7	1	5	0	4	6	4	3	1	45

METROACCESS CUSTOMER INJURIES TARGET ≤ 35													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	5	5	2	3	4	3	6	5	5	6	2	5	51
Non-Preventable	5	5	2	1	4	3	5	3	4	3	1	3	39
Preventable	0	0	0	2	0	0	1	2	1	3	1	2	12
FY2020	5	4	3	4	6	3	1	2	0	1	1	0	30
Non-Preventable	2	2	3	3	6	2	1	1	0	1	0	0	21
Preventable	3	2	0	1	0	1	0	1	0	0	1	0	9
FY2021	1	1	0	2	2	0	1	2	0	1	1	0	11
Non-Preventable	1	0	0	0	0	0	0	2	0	1	0	0	4
Preventable	0	1	0	2	2	0	1	0	0	0	1	0	7

SAFETY & SECURITY

EMPLOYEE INJURIES PER 200,000 WORK HOURS													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	5.8	5.6	6.5	6.8	5.2	8.1	5.9	7.1	5.5	5.4	5.5	7.2	6.2
FY2020	7.0	8.7	6.5	8.1	5.7	5.6	6.7	4.8	4.2	1.7	2.1	1.7	5.5
FY2021	4.1	2.9	4.7	5.3	4.5	6.0	5.4	6.9	5.5	6.8	7.8	8.2	5.7

RAIL SYSTEM EMPLOYEE INJURIES PER 200,000 WORK HOURS TARGET ≤ 3.5													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	4.9	3.1	4.0	2.3	2.9	4.5	3.1	4.7	3.7	2.2	3.7	2.3	3.4
Non-Preventable	1.0	0.8	1.1	0.8	0.8	1.3	0.6	0.4	1.4	0.4	0.8	0.2	0.8
Preventable	3.9	2.3	3.0	1.6	2.1	3.2	2.5	4.3	2.4	1.8	2.9	2.1	2.6
FY2020	3.7	5.2	3.5	4.0	2.5	2.9	2.7	3.4	3.1	1.5	0.9	1.1	3.0
Non-Preventable	1.7	1.0	0.8	1.1	0.6	1.0	0.8	0.6	1.1	0.3	0.6	0.6	0.9
Preventable	1.9	4.3	2.6	2.9	1.9	1.9	1.9	2.7	2.0	1.2	0.3	0.6	2.1
FY2021	1.5	2.0	3.6	3.5	3.0	4.5	2.7	4.2	4.0	3.4	4.2	2.8	3.3
Non-Preventable	0.0	0.2	0.6	1.0	1.1	1.9	0.9	1.1	1.6	0.9	2.0	1.3	1.1
Preventable	1.5	1.7	3.0	2.5	1.8	2.5	1.8	3.1	2.4	2.6	2.2	1.5	2.2

SAFETY & SECURITY

BUS EMPLOYEE INJURIES PER 200,000 WORK HOURS | TARGET ≤ 11.2

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	8.2	10.0	10.4	16.1	9.8	14.2	11.0	11.2	7.8	11.5	9.3	14.7	11.2
Non-Preventable	5.5	4.3	7.5	9.2	4.4	8.5	4.3	5.8	4.4	6.5	4.8	8.8	6.1
Preventable	2.7	5.7	2.9	6.9	5.4	5.7	6.7	5.4	3.4	5.0	4.5	5.9	5.0
FY2020	13.3	15.2	11.2	13.4	8.4	11.3	15.3	7.8	8.0	2.5	4.1	3.4	10.2
Non-Preventable	8.2	7.9	4.6	6.8	5.1	6.1	8.4	5.1	4.2	1.0	1.0	1.9	5.5
Preventable	5.1	7.3	6.6	6.5	3.4	5.2	6.9	2.7	3.8	1.5	3.0	1.5	4.7
FY2021	7.6	6.5	8.0	8.6	8.7	10.6	11.6	14.2	9.3	15.0	15.9	16.3	11.2
Non-Preventable	4.5	2.6	3.6	4.8	6.0	6.2	4.2	7.5	5.2	8.1	9.3	9.9	6.1
Preventable	3.0	3.9	4.4	3.7	2.8	4.4	7.3	6.7	4.1	7.0	6.7	6.4	5.1

NTD BUS COLLISIONS PER MILLION MILES | TARGET ≤ 3.7

FY2019	5.4	3.9	6.2	7.0	3.3	4.0	3.2	3.8	4.6	6.1	2.6	5.6	4.6
Non-Preventable	3.2	3.0	3.6	3.6	1.5	2.5	2.0	1.4	3.1	4.4	1.2	2.9	2.7
Preventable	2.2	0.9	2.6	3.4	1.8	1.5	1.2	2.5	1.4	1.7	1.4	2.7	1.9
FY2020	3.5	4.0	4.5	4.3	4.0	3.3	2.9	3.4	3.7	1.8	1.8	3.4	3.5
Non-Preventable	2.1	1.9	2.2	2.1	1.6	2.3	2.2	2.1	1.0	1.2	0.6	2.8	1.9
Preventable	1.4	2.1	2.2	2.1	2.4	1.0	0.7	1.3	2.7	0.6	1.2	0.6	1.6
FY2021	2.7	4.7	2.2	2.7	1.9	3.5	3.5	2.1	1.1	2.1	2.8	4.7	2.8
Non-Preventable	1.6	2.5	0.9	1.5	1.6	2.1	2.6	1.4	0.6	1.2	2.2	3.7	1.8
Preventable	1.1	2.1	1.2	1.2	0.3	1.5	1.0	0.7	0.6	0.9	0.6	0.9	1.0

SAFETY & SECURITY

RAIL COLLISIONS | TARGET ≤ 7

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	3	2	0	0	0	0	0	1	2	1	1	0	10
FY2020	1	2	0	2	0	0	1	2	0	2	0	0	10
FY2021	0	1	0	1	0	0	0	0	1	0	0	0	3

DERAILMENTS | TARGET ≤ 4

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	0	1	0	0	1	0	0	0	0	0	1	0	3
Trains Carrying Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	0	1	0	0	1	0	0	0	0	0	1	0	3
FY2020	1	2	1	0	0	0	0	1	0	0	0	0	5
Trains Carrying Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	1	2	1	0	0	0	0	1	0	0	0	0	5
FY2021	2	0	0	0	0	0	0	0	1	1	0	0	4
Trains Carrying Customers	1	0	0	0	0	0	0	0	0	0	0	0	1
Trains with No Customers	0	0	0	0	0	0	0	0	0	0	0	0	0
Roadway Maintenance Machine	1	0	0	0	0	0	0	0	1	1	0	0	3

SAFETY & SECURITY

FIRE INCIDENTS TARGET ≤ 66													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	10	11	5	3	5	2	3	5	7	7	4	9	71
Non-Electrical	4	1	1	2	4	2	3	3	3	4	3	4	34
Cable	0	3	0	0	0	0	0	0	0	0	0	0	3
Arcing Insulator	6	6	4	1	1	0	0	2	4	3	1	5	33
Train Component	0	1	0	0	0	0	0	0	0	0	0	0	1
Station Component	0	1	2	3	4	5	6	7	8	9	10	11	11
FY2020	8	6	12	7	6	5	2	3	3	1	7	6	66
Non-Electrical	4	4	10	5	5	1	1	1	3	0	1	2	37
Cable	0	2	0	0	0	0	0	0	0	0	0	0	2
Arcing Insulator	4	0	1	1	1	4	1	2	0	1	6	4	25
Train Component	0	0	1	0	0	0	0	0	0	0	0	0	1
Station Component	0	0	0	1	0	0	0	0	0	0	0	0	1
FY2021	4	1	3	3	4	2	3	5	2	1	3	4	35
Non-Electrical	1	0	1	3	3	1	3	1	1	0	1	1	16
Cable	0	0	0	0	0	0	0	0	0	0	1	0	1
Arcing Insulator	2	1	2	0	0	0	0	1	0	1	1	3	11
Train Component	0	0	0	0	0	0	0	1	0	0	0	0	1
Station Component	1	0	0	0	1	1	0	2	1	0	0	0	6







RED SIGNAL OVERRUNS TARGET ≤ 11													
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	0	0	1	0	0	1	0	0	3	0	3	2	10
FY2020	2	0	1	3	2	1	0	0	3	0	1	1	14
FY2021	1	0	2	1	2	4	0	1	0	0	0	0	11

QUALITY SERVICE

MYTRIP TIME RAIL CUSTOMER ON-TIME PERFORMANCE | TARGET: 85%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	86%	79%	90%	89%	87%	89%	90%	90%	89%	91%	90%	90%	88%
FY2020	89%	90%	89%	90%	90%	89%	92%	92%	92%	96%	96%	91%	90%
FY2021	93%	92%	91%	90%	90%	90%	89%	91%	93%	94%	89%	91%	91%

MYTRIP TIME RAIL CUSTOMER ON-TIME PERFORMANCE | BY LINE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
 Red Line	94%	94%	93%	93%	92%	92%	91%	92%	93%	94%	93%	92%	N/A
 Blue Line	96%	91%	88%	84%	86%	85%	83%	83%	#DIV/0!	#DIV/0!	87%	84%	86%
 Orange Line	96%	91%	89%	86%	86%	87%	87%	90%	91%	93%	87%	90%	89%
 Green Line	86%	91%	91%	91%	91%	90%	90%	92%	94%	93%	90%	94%	91%
 Yellow Line	92%	91%	90%	88%	90%	89%	88%	87%	91%	91%	80%	87%	88%
 Silver Line	99%	90%	89%	86%	82%	86%	87%	91%	92%	93%	91%	91%	90%

MYTRIP TIME RAIL CUSTOMER ON-TIME PERFORMANCE | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Rush [5AM-9:30AM]	95%	94%	92%	93%	91%	91%	89%	93%	96%	95%	92%	94%	93%
Midday [9:30AM-3PM]	92%	93%	92%	92%	93%	91%	92%	92%	92%	92%	86%	89%	91%
PM Rush [3PM-7PM]	94%	91%	88%	89%	88%	87%	85%	90%	94%	95%	90%	92%	90%
Evening [7PM-9:30PM]	91%	93%	92%	91%	93%	92%	92%	89%	91%	93%	91%	95%	92%
Late Night [9:30PM-12AM]	70%	95%	96%	95%	95%	95%	95%	91%	89%	93%	93%	96%	94%
Weekend	94%	90%	92%	84%	86%	90%	89%	90%	89%	92%	87%	86%	89%

QUALITY SERVICE

METROBUS ON-TIME PERFORMANCE | TARGET 75%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2020	78%	78%	74%	75%	76%	78%	78%	78%	78%	N/A	N/A	N/A	77%
FY2021	75%	75%	75%	75%	74%	74%	73%	72%	76%	78%	78%	78%	75%

METROBUS ON-TIME PERFORMANCE | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
AM Early [4AM-6AM]	79%	79%	79%	80%	78%	78%	78%	76%	82%	84%	84%	84%	80%
AM Peak [6AM-9AM]	77%	76%	75%	76%	75%	75%	74%	72%	78%	80%	80%	79%	77%
Midday [9AM-3PM]	74%	74%	75%	75%	74%	73%	73%	71%	76%	78%	78%	78%	75%
PM Peak [3PM-7PM]	74%	72%	71%	72%	71%	71%	71%	69%	73%	75%	74%	74%	72%
Early Night [7PM-11PM]	76%	77%	77%	76%	75%	76%	75%	75%	78%	80%	79%	79%	77%
Late Night [11PM-4AM]	70%	75%	78%	76%	73%	74%	73%	75%	79%	81%	80%	79%	77%

METROBUS ON-TIME PERFORMANCE | BY SERVICE TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Headway Service	57%	57%	57%	63%	62%	61%	53%	55%	60%	62%	62%	62%	59%
All Other Service	77%	76%	76%	76%	75%	75%	74%	73%	78%	80%	79%	79%	77%

METROACCESS ON-TIME PICK-UP PERFORMANCE | TARGET 90%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	92%	92%	92%	92%	90%	91%	90%	89%	89%	89%	86%	88%	90%
FY2020	89%	89%	87%	88%	90%	91%	91%	91%	93%	97%	97%	97%	91%
FY2021	97%	97%	97%	97%	97%	96%	97%	96%	96%	96%	95%	95%	96%

QUALITY SERVICE

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	124,123	119,755	145,352	141,878	161,039	162,407	134,683	146,531	238,078	198,102	265,139	194,907	160,985
FY2020	144,510	188,206	292,729	192,718	211,038	237,499	244,666	416,767	817,083	343,530	342,375	350,532	245,476
FY2021	257,108	229,463	198,095	237,311	222,876	296,163	381,439	390,774	468,012	668,798	573,704	383,009	314,389

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN DELAY | BY RAILCAR SERIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	N/A	N/A	N/A	N/A	4,224	105,184	1,920	N/A	N/A	N/A	N/A	N/A	55,664
3000 series	N/A	80,770	64,988	86,881	74,240	100,216	165,106	176,653	138,413	142,019	373,247	160,993	108,024
6000 series	N/A	133,107	104,044	244,479	292,119	N/A	N/A	N/A	N/A	N/A	N/A	N/A	157,791
7000 series	257,108	359,123	484,306	375,459	389,112	527,285	518,932	488,102	632,811	1,195,577	618,250	451,321	484,890

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | TARGET 15,000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	10,073	10,671	11,092	14,010	14,075	15,929	14,019	14,397	19,737	19,810	16,752	16,418	14,211
FY2020	15,344	19,374	20,799	20,998	20,784	23,425	26,760	24,142	37,567	94,471	81,518	68,396	24,010
FY2021	48,762	27,890	13,882	34,393	31,244	33,847	44,584	57,893	54,420	54,820	58,433	48,956	35,208

RAIL FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | BY RAILCAR SERIES

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
2000 series	N/A	N/A	N/A	N/A	1,408	10,518	1,920	N/A	N/A	N/A	N/A	N/A	8,564
3000 series	N/A	10,096	6,093	13,774	11,548	14,666	13,759	18,793	15,379	15,437	21,328	15,333	12,407
6000 series	N/A	13,652	9,147	17,463	17,183	N/A	N/A	N/A	N/A	N/A	N/A	N/A	13,022
7000 series	48,762	45,934	21,744	63,330	58,143	49,154	81,546	88,018	75,335	78,656	76,223	64,474	55,685

QUALITY SERVICE

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | TARGET 7,000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	6,192	5,961	5,806	6,644	6,670	6,806	6,422	6,661	6,796	6,622	5,680	6,111	6,335
FY2020	6,166	6,001	6,066	7,006	7,788	8,527	8,533	7,785	10,506	12,758	14,028	10,310	7,652
FY2021	8,609	8,491	9,599	9,081	9,555	10,394	10,944	10,821	9,494	8,838	7,860	7,310	9,151

BUS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | BY FUEL TYPE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
CNG	10,769	10,665	11,066	10,954	9,574	11,032	12,263	15,157	12,764	12,546	9,794	8,457	11,037
HYBRID	8,149	7,766	9,294	9,029	10,246	11,282	10,558	9,455	8,113	7,494	6,819	6,788	8,565
CLEAN DIESEL	7,308	9,623	8,034	6,005	6,240	5,988	10,017	12,299	14,727	13,474	15,318	7,973	8,714
DIESEL	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

METROACCESS FLEET RELIABILITY: MEAN DISTANCE BETWEEN FAILURE | TARGET 20,000

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	17,799	18,439	22,233	24,753	19,501	18,321	21,611	21,471	21,884	26,116	25,402	25,626	21,557
FY2020	23,823	24,162	26,297	25,137	22,691	21,738	23,118	29,861	35,570	34,626	34,362	22,851	25,462
FY2021	18,965	18,589	22,287	34,104	25,943	30,214	28,870	17,219	28,400	24,075	29,110	20,580	23,951

QUALITY SERVICE

ELEVATOR AVAILABILITY | TARGET 97%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	95%	96%	95%	97%	96%	97%	96%	96%	97%	97%	97%	97%	96%
FY2020	96%	97%	97%	98%	97%	97%	97%	97%	96%	97%	98%	98%	97%
FY2021	97%	98%	97%	97%	98%	98%	98%	99%	99%	99%	99%	99%	98%

ESCALATOR AVAILABILITY | TARGET 92%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	93%	93%	92%	92%	94%	94%	94%	94%	94%	95%	94%	95%	94%
FY2020	94%	94%	94%	95%	95%	96%	96%	96%	97%	96%	96%	94%	95%
FY2021	94%	94%	94%	95%	94%	94%	94%	95%	95%	95%	96%	96%	95%

RAIL GUIDEWAY CONDITION: FTA REPORTABLE SPEED RESTRICTIONS | TARGET 7.9%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	0.2%	2.1%	0.3%	1.8%	1.6%	3.6%	0.3%	0.2%	0.0%	0.0%	0.0%	9.1%	1.6%
FY2020	10.0%	10.7%	10.7%	0.5%	2.3%	2.0%	0.1%	0.1%	0.1%	0.1%	0.0%	18.9%	4.6%
FY2021	18.8%	22.2%	4.7%	0.0%	0.6%	0.8%	0.1%	0.1%	2.4%	3.1%	4.7%	6.5%	5.3%

TRAINS IN SERVICE | TARGET 98%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	97%	98%	98%	97%	97%	98%	96%	97%	98%	98%	98%	99%	65%
FY2020	99%	99%	98%	98%	97%	97%	98%	100%	101%	107%	106%	109%	47%
FY2021	119%	102%	98%	100%	97%	93%	98%	100%	105%	104%	103%	102%	100%

QUALITY SERVICE







OFFLOADS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	88	91	69	79	75	83	94	76	58	58	65	99	935
FY2020	96	62	93	61	69	75	71	70	44	9	24	15	689
FY2021	15	30	49	37	41	41	27	31	25	22	27	29	374

METRO RAIL CROWDING

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2020	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	0.0%	0.2%	0.2%	0.2%	0.1%
FY2021	0.8%	0.2%	0.1%	0.0%	0.5%	0.1%	1.3%	0.1%	0.1%	0.1%	1.1%	2.2%	0.6%

METRO RAIL CROWDING | BY LINE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
 Red Line	1.6%	0.2%	0.0%	0.1%	0.1%	0.1%	0.7%	0.0%	0.2%	0.0%	0.3%	2.4%	0.6%
 Blue Line	0.1%	0.1%	0.2%	0.0%	0.7%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.1%	0.4%
 Orange Line	0.1%	0.0%	0.2%	0.0%	2.4%	0.2%	2.0%	0.1%	0.0%	0.0%	0.1%	1.1%	0.5%
 Green Line	1.1%	0.7%	0.1%	0.0%	0.0%	0.3%	0.0%	0.3%	0.1%	0.6%	4.6%	6.8%	1.5%
 Yellow Line	0.0%	0.0%	0.3%	0.0%	0.2%	0.0%	2.7%	0.0%	0.0%	0.0%	1.3%	3.3%	0.7%
 Silver Line	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.1%	0.3%	0.2%	0.1%

METRO RAIL CROWDING | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Weekday	0.9%	0.2%	0.0%	0.0%	0.0%	0.1%	1.6%	0.1%	0.1%	0.1%	1.1%	1.7%	0.6%
AM Rush [5AM-9:30AM]	1.0%	0.2%	0.1%	0.0%	0.0%	0.1%	1.1%	0.1%	0.0%	0.1%	0.6%	1.2%	0.4%
Midday [9:30AM-3PM]	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%
PM Rush [3PM-7PM]	1.7%	0.5%	0.0%	0.1%	0.0%	0.2%	2.7%	0.1%	0.3%	0.2%	2.4%	3.2%	1.1%
Evening [7PM-9:30PM]	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.9%	1.4%	0.4%
Late Night [9:30PM-12AM]	N/A	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

QUALITY SERVICE

METROBUS CROWDING

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2020	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	6.3%	2.2%	3.0%	5.3%	3.9%
FY2021	6.7%	4.8%	3.2%	3.7%	3.4%	3.3%	2.1%	2.1%	2.6%	3.1%	3.8%	4.2%	3.5%

METROBUS CROWDING | BY TIME PERIOD

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
Weekday	6.3%	4.5%	3.0%	3.6%	3.2%	3.5%	2.0%	2.0%	2.5%	3.0%	3.7%	4.1%	3.4%
AM Early [4AM-6AM]	9.7%	5.4%	2.0%	2.4%	1.9%	2.2%	1.4%	1.4%	2.0%	2.4%	3.6%	3.6%	2.8%
AM Peak [6AM-9AM]	7.0%	3.7%	1.5%	1.6%	1.6%	1.5%	0.9%	0.9%	1.3%	1.6%	2.4%	2.8%	2.0%
Midday [9AM-3PM]	6.0%	5.0%	4.4%	5.1%	4.8%	5.4%	3.1%	3.0%	3.3%	4.1%	4.7%	5.2%	4.5%
PM Peak [3PM-7PM]	8.3%	5.6%	3.9%	5.0%	4.4%	4.6%	2.8%	2.8%	3.5%	4.0%	4.8%	5.4%	4.5%
Early Night [7PM-11PM]	3.2%	2.5%	1.3%	1.5%	0.8%	0.9%	0.5%	0.6%	1.1%	1.5%	1.9%	2.4%	1.5%
Late Night [11PM-4AM]	0.2%	0.0%	0.2%	0.4%	0.2%	0.2%	0.1%	0.2%	0.3%	0.7%	0.9%	0.9%	0.5%
Weekend	9.7%	6.2%	3.9%	4.4%	3.9%	2.8%	2.2%	2.2%	3.0%	3.6%	4.3%	4.5%	3.9%

METRO RAIL CUSTOMER SATISFACTION RATING*

	Q1	Q2	Q3	Q4
FY2019	75%	73%	80%	76%
FY2020	79%	83%	85%	N/A
FY2021	N/A	N/A	N/A	91%

METROBUS CUSTOMER SATISFACTION RATING*

	Q1	Q2	Q3	Q4
FY2019	71%	77%	75%	76%
FY2020	76%	79%	76%	N/A
FY2021	64%	84%	88%	81%

*Given smaller sample sizes and a higher margin of error during the pandemic period (March 2020 to present), Metrorail and Metrobus Customer Satisfaction results should not be compared to pre-pandemic numbers and should be interpreted as directional only. From March 2020 through the third quarter of FY21 (March 2021), Metro was not able to collect enough survey data to reliably measure Rail Customer Satisfaction due to significant decreases in ridership. The sample size for Metrobus during this same period was larger than Rail's, but smaller than usual. Bus results are directional only.

SUPPORTING MEASURES

VACANCY RATE

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	7%	7%	6%	5%	5%	5%	5%	5%	6%	6%	6%	6%	6%
FY2020	6%	6%	6%	6%	6%	7%	7%	6%	6%	6%	6%	6%	6%
FY2021	7%	7%	7%	7%	7%	7%	8%	8%	8%	8%	9%	10%	10%

SUSTAINABILITY

ENERGY USE | TARGET 35.3

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	39.69	42.45	41.12	36.98	42.53	39.15	42.63	43.60	36.80	37.29	36.80	38.88	39.7
FY2020	39.26	39.86	38.98	35.99	37.49	39.72	38.53	38.00	38.86	49.47	52.53	58.33	40.3
FY2021	65.04	44.15	37.41	36.07	37.09	41.15	41.06	42.33	35.25	36.83	36.28	38.64	39.7

WATER USE | TARGET 0.73

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	1.34	1.30	1.26	0.78	0.54	0.39	0.42	0.62	0.41	0.56	0.77	0.92	0.77
FY2020	1.48	0.98	1.01	0.76	0.73	0.40	0.48	0.37	0.44	1.36	1.22	1.48	0.82
FY2021	2.73	1.29	0.75	0.81	0.51	0.39	0.53	0.57	0.45	0.64	0.76	0.91	0.76

GREENHOUSE GAS EMISSIONS | TARGET 2.15

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
FY2019	3.47	3.66	3.61	3.18	3.66	3.37	3.65	3.69	3.19	3.20	3.19	3.43	3.43
FY2020	3.50	3.59	3.56	3.19	3.30	3.53	3.40	3.33	4.93	4.55	4.95	5.44	3.70
FY2021	5.99	4.01	3.38	3.22	3.25	3.62	3.61	3.70	3.08	3.29	3.24	3.48	3.54

DEFINITIONS RIDERSHIP + SUPPORTING MEASURES

KPI

How is it measured?

Total Metro ridership
 Metrorail passenger trips + Metrobus
 passenger boardings + MetroAccess
 passenger trips

What does this mean and why is it key to our strategy?

Ridership is a measure of total service consumed and an indicator of value to the region. Drivers of this indicator include service quality and accessibility.

Passenger trips are defined as follows:

- ▶ **Metrorail** reports passenger trips. A passenger trip is counted when a customer enters through a faregate. In an example where a customer transfers between two trains to complete their travel one trip is counted.
- ▶ **Metrobus** reports passenger boardings. A passenger boarding is counted via the onboard Automatic Passenger Counter (APC) when a customer boards a Metrobus. In an example where a customer transfers between two Metrobuses to complete their travel two trips are counted. Metrobus totals also include shuttles* to accommodate rail station shutdowns and other track work.
- ▶ **MetroAccess** reports passenger trips. A passenger traveling from an origin to a destination is counted as one passenger trip.

*Metro does not include bus shuttle passenger trips in its budget or published ridership forecasts.

Vacancy Rate

Percentage of budgeted positions that are vacant

$$\frac{\text{Number of budgeted positions} - \text{number of employees in budgeted positions}}{\text{number of budgeted positions}} \div$$

This measure indicates how well Metro is managing its human capital strategy to recruit new employees in a timely manner. Factors influencing vacancy rate can include: recruitment activities, training schedules, availability of talent, promotions, retirements, among other factors.

RIDERSHIP + SUPPORTING MEASURES

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Water Usage	<p>Rate of gallons of water consumed per vehicle mile</p> <p>Total gallons of water consumed ÷ Total vehicle miles</p>	<p>This measure reflects the level of water consumption Metro uses to run its operations. Water consumption is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.</p>
Energy Usage	<p>Rate of Thousand British Thermal Units (BTUs) consumed per vehicle mile</p> <p>Energy usage in native units (Gasoline + Diesel + Natural Gas + Compressed Natural Gas + Traction Electricity + Facility Electricity) x (individual formulas to convert to MBTU) ÷ Total vehicles</p>	<p>This measure reflects the level of various types of energy Metro uses to provide service and power its operations. Energy consumption is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.</p>
Greenhouse Gas Emissions	<p>Rate of CO2e emitted per vehicle mile</p> <p>(Energy/fuel consumption used by Metro facilities and revenue and non-revenue vehicles, expressed in native units) x (individual GHG conversion factors for each energy type, result expressed in kilograms) ÷ Total vehicle miles</p>	<p>Greenhouse Gas emissions reflect how Metro sources its energy used to power its operations, as well as the amount of energy it uses. Reducing Greenhouse Gas emissions is a key area of Metro's Sustainability Initiative, which brings focus to Metro's efforts to provide stewardship of the environmental systems that support the region.</p>

QUALITY SERVICE

KPI

How is it measured?

What does this mean and why is it key to our strategy?

MyTripTime

Percentage of customer journeys completed on time

MetroRail

Number of journeys completed on time +

Customer On-Time Performance

Total number of journeys

Rail Customer On-Time Performance (OTP) communicates the reliability of rail service, which is a key driver of customer satisfaction. OTP measures the percentage of customers who complete their journey within the maximum amount of time it should take per WMATA service standards. The maximum time is equal to the train run-time + a headway (scheduled train frequency) + several minutes to walk between the fare gates and platform. These standards vary by line, time of day, and day of the week. Actual journey time is calculated from the time a customer taps a SmartTrip® card to enter the system, to the time when the SmartTrip® card is tapped to exit.

Factors that can affect OTP include: railcar availability, fare gate availability, elevator and escalator availability, infrastructure conditions, speed restrictions, single-tracking around scheduled track work, railcar delays (e.g., doors), or delays caused by sick passengers.

Metrobus On-Time Performance

Percentage of bus service delivered on-time

Schedule-based routes = Number of time points delivered on time based on a window of 2 minutes early and 7 minutes late + Total number of time points delivered

Headway-based routes = Number of time points delivered within the scheduled headway + 3 minutes
+ Total number of time points delivered

Bus on-time performance (OTP) communicates the reliability of bus service, which is a key driver of customer satisfaction and ridership.

- For schedule-based routes, OTP measures adherence to the published route schedule for delivered service.

- For headway-based routes, OTP measures the adherence to headways, or the time customers wait between buses. Headway-based routes include routes 70, 79, X2, 90, 92, 16Y, and Metroway.

Factors that can affect OTP include: traffic congestion, detours, inclement weather, scheduling, vehicle reliability, operational behavior, or delays caused by passengers.

MetroAccess On-Time Pick-up Performance

Adherence to Schedule

Number of vehicle arrivals at the pick-up location within the 30 minute on-time window + Total stops

This indicator illustrates how closely MetroAccess adheres to customer pick-up windows on a system-wide basis. Factors that effect on-time performance are traffic congestion, inclement weather, scheduling, vehicle reliability, and operational behavior. MetroAccess on-time pick-up performance is essential to delivering quality service to the customer.

QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Fleet Reliability	<p>Mean Distance Between Delays (MDBD)</p> <p>Total railcar revenue miles ÷ Number of failures during revenue service resulting in delays of four or more minutes</p> <hr/> <p>Mean Distance Between Failure (MDBF)</p> <p>Total railcar revenue miles ÷ Total number of failures occurring during revenue service</p>	<p>The number of miles traveled before a railcar experiences a failure. Some car failures result in inconvenience or discomfort, but do not always result in a delay of service (such as hot cars). Mean Distance Between Delay includes those failures that had an impact on customer on-time performance.</p> <p>Mean Distance Between Failure and Mean Distance Between Delay communicate the effectiveness of Metro's railcar maintenance and engineering program. Factors that influence railcar reliability are the age and design of the railcars, the amount the railcars are used, the frequency and quality of preventive maintenance, and the interaction between railcars and the track.</p>
Bus Fleet Reliability	<p>Mean Distance Between Failures (MDBF)</p> <p>Total bus mileage ÷ Total number of mechanical failures occurring during revenue service</p>	<p>Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause buses to go out of service and to plan corrective actions. Factors that influence bus fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.</p>
MetroAccess Fleet Reliability	<p>Mean Distance Between Failures (MDBF)</p> <p>Total MetroAccess vehicle odometer miles ÷ Total number of mechanical failures occurring during revenue service</p>	<p>The number of total miles traveled before a mechanical breakdown requiring the van to be removed from service or deviate from the schedule</p> <p>Mean Distance Between Failures is used to monitor trends in vehicle breakdowns that cause vans to go out of service and to plan corrective actions. Factors that influence MetroAccess van fleet reliability include vehicle age, quality of maintenance program, original vehicle quality, and road conditions affected by inclement weather and road construction.</p>

QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Elevator and Escalator Availability	<p>In-service percentage</p> <p>Hours in service ÷ Operating hours</p> <p>Hours in service = Operating hours – Hours out of service</p> <p>Operating hours = Operating hours per unit x number of units</p>	<p>Escalator/elevator availability is a key component of customer satisfaction with Metrorail service. This measure communicates system-wide escalator and elevator performance (at all stations over the course of the day) and will vary from an individual customer's experience.</p> <p>Availability is the percentage of time that Metrorail escalators or elevators in stations and parking garages are in service during operating hours.</p> <p>Customers access Metrorail stations via escalators to the train platform, while elevators provide an accessible path of travel for persons with disabilities, seniors, customers with strollers, and travelers carrying luggage.</p> <p>An out-of-service escalator requires walking up or down a stopped escalator, which can add to travel time and may make stations inaccessible to some customers. When an elevator is out of service, Metro is required to provide alternative services which may include shuttle bus service to another station.</p> <p>In 2016, the Federal Transit Administration (FTA) issued its Final Rule on Transit Asset Management, which requires transit properties to set targets and report performance on a variety of measures, including guideway condition. Guideway includes track, signals and systems.</p> <p>A performance restriction occurs when there is a speed restriction: the maximum train speed is set below the guideway design speed. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, and maintenance causes. FTA considers performance restrictions to be a proxy for both track condition and the underlying guideway condition.</p>
Available Track (Federal Transit Administration Transit Asset Management Performance Measure)	<p>Percentage of track segments with performance restrictions at 9:00 AM the first Wednesday of every month</p> <p>Number of track miles with performance restrictions ÷ 234 total miles</p>	<p>In 2016, the Federal Transit Administration (FTA) issued its Final Rule on Transit Asset Management, which requires transit properties to set targets and report performance on a variety of measures, including guideway condition. Guideway includes track, signals and systems.</p> <p>A performance restriction occurs when there is a speed restriction: the maximum train speed is set below the guideway design speed. Performance restrictions may result from a variety of causes, including defects, signaling issues, construction zones, and maintenance causes. FTA considers performance restrictions to be a proxy for both track condition and the underlying guideway condition.</p>
Train On-Time Performance: Headway Adherence	<p>Number of station stops delivered within the scheduled headway plus 2 minutes during rush (AM/PM) service + Total station stops delivered</p> <p>Number of station stops delivered up to 150% of the scheduled headway during non-rush (midday and evening) ÷ Total station stops delivered</p>	<p>Train on-time performance measures the adherence to weekday headways, or the time customers wait between trains. Factors that can effect on-time performance include: infrastructure conditions, missed dispatches, railcar delays (e.g., doors), or delays caused by sick passengers. Station stops are tracked system-wide, with the exception of terminal and turn-back stations.</p>

QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Trains in Service	<p>Percentage of required trains that are in service at 8:15 AM and 5:00PM</p> <p>Number of Trains in service ÷ Total required trains</p>	<p>Trains in Service is a key driver of customer on-time performance and supports the ability to meet the Board standard for crowding. WMATA's base rail schedule requires 140 trains during rush periods. Fewer trains than required results in missed dispatches, which leads to longer wait times for customers and more crowded conditions. Key drivers of train availability include the size of the total fleet and the number of "spares", railcar reliability and average time to repair, operator availability, and balancing cars across rail yards to ensure that the right cars are in the right place at the right time.</p>
Offloads	<p>Number of railcar offloads</p>	<p>An offload is any time all passengers traveling on a train must get off the train for any un-scheduled reason (e.g., not a turnback or planned removal from service). Offloads are a key driver of customer on-time performance and communicates the impact of Metro's maintenance and engineering programs on customer service. Factors that influence railcar offloads are railcar performance, rail infrastructure performance, rail operations policies, and customer behavior.</p>
Rail Crowding	<p>Percentage of passenger time spent on vehicles exceeding crowding guidelines</p> <p>Number of crowded passenger minutes ÷ Total number of passenger minutes</p>	<p>Crowding is a key driver of customer satisfaction with Metrorail service. Crowding measures the percentage of passenger time spent on vehicles that exceed crowding guidelines per WMATA service standards:</p> <ul style="list-style-type: none"> ▲ Before Pandemic: 100 passengers per car ▲ Pandemic: 23 passengers per car <p>Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can effect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.</p>

QUALITY SERVICE

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Bus Crowding	<p>Percentage of bus stops encountered by a bus that exceeds crowding guidelines</p> <p>Number of bus stops encountered by a crowded bus ÷ Total number of bus stops encountered</p>	<p>Crowding is a key driver of customer satisfaction with Metrobus service. Crowding measures the percentage of bus stops encountered by a bus that exceeds crowding guidelines per WMATA service standards:</p> <ul style="list-style-type: none"> ▶ Before Pandemic: 120% of seated capacity during peak for BRT, framework, and coverage routes, 100% off peak and at all times on commuter routes ▶ Pandemic: 50% of seated capacity <p>Crowding informs decision making regarding asset investments, service plans and scheduling. Factors that can affect crowding include: service reliability, missed trips insufficient schedule, or unusual demand.</p> <p>Note: Prior to the adoption of the Metrobus Service Guidelines in December 2020, crowding guidelines were 120% of seated load for all services except express bus during peak.</p>
Customer Satisfaction	<p>Survey respondent rating</p> <p>Number of survey respondents with high satisfaction ÷ Total number of survey respondents</p>	<p>Surveying customers about the quality of Metro's service delivery provides a mechanism to continually identify those areas of the operation where actions to improve the service can maximize rider satisfaction.</p> <p>Customer satisfaction is defined as the percent of survey respondents who rated their last trip on Metrobus or Metrorail as "very satisfactory" or "satisfactory." The survey is conducted via phone with approximately 400 bus and 400 rail customers who have ridden Metro in the past 30 days. Results are summarized by quarter (e.g., January-March).</p>

SAFETY & SECURITY

KPI How is it measured? What does this mean and why is it key to our strategy?

Crime	Reported Part I Crimes	Part I crimes reported to the Metro Transit Police Department for Metrobus (on buses), Metrorail (on trains and in rail stations), or at Metro-owned parking lots in relation to Metro's monthly passenger trips. Uniform Crime Reporting, managed by the Federal Bureau of Investigation, include Part I offense classifications of Criminal Homicide, Forcible Rape, Robbery, Aggravated Assault, Burglary, Larceny, Motor Vehicle Theft, and Arson.
Customer Injury Rate	Customer injury rate: $\frac{\text{Number of injuries}}{\text{Number of passengers} \div 1,000,000}$	This measure provides an indicator of the perception of safety and security customers experience when traveling the Metro system. Increases or decreases in crime can have a direct effect on whether customers feel safe in the system.
Employee Injury Rate	Employee injury rate: $\frac{\text{Number of injuries} \div (\text{Total work hours} \div 200,000)}{\text{Number of injuries} \div (\text{Total work hours} \div 200,000)}$	The customer injury rate is based on National Transit Database (NTD) Reporting criteria. This measure includes customers injured during Metro operations when the injury is considered serious or requires immediate medical attention away from the scene.
NTD Bus Collision Rate	NTD bus collision rate: $\frac{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}$	Customer safety is the highest priority for Metro and a key measure of quality service. Customers expect a safe and reliable ride each day. The customer injury rate is an indicator of how well the service is meeting this safety objective.
NTD Bus Collision Rate	NTD bus collision rate: $\frac{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}$	An employee injury is recorded based on OSHA 1904 Recordkeeping Criteria, when the injury is (a) work related; and, (b) one or more of the following happens to the employee: 1) fatality, 2) injury or illness that results in loss of consciousness, days away from work, restricted work, or job transfer 3) receives medical treatment above first aid, 4) diagnosed case of cancer, chronic irreversible diseases, fractured or cracked bones or teeth, and punctured eardrums, 5) special cases involving needlesticks and sharps injuries, medical removal, hearing loss, and tuberculosis.
NTD Bus Collision Rate	NTD bus collision rate: $\frac{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}$	Per the Occupational Safety and Health Act, employers are obligated to provide a workplace free of recognized hazards which may cause employee death or serious injury. OSHA recordable injuries are a key indicator of how safe employees are in the workplace.
NTD Bus Collision Rate	NTD bus collision rate: $\frac{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}$	The NTD collision rate is a subset of the Bus Collision Rate and is based on National Transit Database (NTD) Reporting criteria. It reflects bus collisions that result in injuries requiring transport for any involved vehicle or pedestrian; towaway of any involved vehicle; or total damages that cost \$25,000 or more.
NTD Bus Collision Rate	NTD bus collision rate: $\frac{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}{\text{Number of NTD reportable collisions} \div (\text{Total number of bus miles operated} \div 1,000,000)}$	NTD-reportable collisions reflect a measure of serious bus collisions and represent an opportunity to fully investigate the incident, determining causal factors and root causes. The NTD bus collision rate is an indicator of how well service is meeting this safety objective.

SAFETY & SECURITY

KPI	How is it measured?	What does this mean and why is it key to our strategy?
Rail Collisions	Number of rail collisions	<p>Rail collision incidents reflect any incident on the mainline or yard where a train, with or without customers, or a Roadway Maintenance Machine (RMM) makes contact with another vehicle, equipment, or object, and meet the NTD threshold of substantial damage.</p> <p>The number of rail collision incidents is an indicator of how well Train and Equipment Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.</p>
Derailments	Number of derailments	<p>A derailment is a non-collision event that occurs when a train or other rail vehicle unintentionally comes off its rail, causing it to no longer be properly guided onto the railway.</p> <p>The number of derailment incidents is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators. Derailments are also an indicator of the state of good repair of both the right-of-way and rail vehicles (trains, RMMs, Flat Cars, Hi-Rail trucks).</p>
Fire Incidents	Number of fire incidents	<p>Fire incidents consistent of any fire that occurs within the Metrorail system regardless if active suppression was required. There are three main types of fires that occur within the Metrorail system: non-electrical (e.g., debris, rubbish such as leaves, newspapers), cable, arcing events (track components, train components) and station equipment.</p> <p>The number of fire incidents is an indicator of how well Metro is keeping its right of way clean and dry, and its equipment in state of good repair.</p>
Red Signal Overruns	Number of red signal overruns	<p>Red signal overrun incidents reflect any time a train or equipment operator passes a red signal on the right-of-way (including in rail yards), or when the operator passes an employee on the roadway who's telling the train or Roadway Maintenance Machine (RMM) to not move any further.</p> <p>The number of red signal overruns is an indicator of how well Train Operators and Rail Controllers are paying full time and attention to their operating environment and how efficient communications are from controllers to operators.</p>

FINANCIAL RESPONSIBILITY

KPI

How is it measured?

Operating Financial Performance

Summary of expenses in comparison to total funding sources.

What does this mean and why is it key to our strategy?

This indicator tracks Metro's progress managing its operating revenue and expenses

Appendix J – Glossary of Terms

Accounting Basis	The accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.
Accrual Basis	Basis of Accounting where revenues are recognized when they are measurable and earned. Expenses are recorded when incurred.
American Rescue Plan Act of 2021 (ARPA)	A law that provided economic and other relief from the COVID-19 pandemic, including \$1.9 trillion in funding for individuals, businesses, and state and local governments.
Approved Budget	The revenue and expenditure plan approved by the WMATA Board of Directors for a specific one-year period starting on July 1.
Assets	Property owned by Metro which has monetary value with a future benefit.
Balanced Budget	Refers to a budget where estimated revenues are equal to or greater than estimated expenses.
Board of Directors	The Board of Directors is a 16-member body composed of eight voting and eight alternate members responsible for corporate governance of WMATA.
Bond	A written promise to pay a specified sum of money (face value) at a specified future date and the proposed means of financing them.
Bond Proceeds	Refers to additional local capital funds raised, when necessary, by issuance of revenue bonds in the municipal markets.
Budget	Refers to a financial operation embodying an estimate of revenues and expenditures for a fiscal period of 12 months or longer. This can be an operating or capital budget.
Budget Calendar	Refers to a schedule of key dates for specific milestones in the preparation and approval of a budget.

Budget Document	Refers to the official written statement and the supporting numbers prepared by the Financial staff for presentation for approval by the Board.
Budget Message	Refers to the general discussion of the budget document presented in writing as an overview, usually by the head of the organization
Bus Shelter	A shelter for riders to wait for the bus, a canopy area with or without bench seating. In addition, the shelter includes a display case with bus information for Metrobus riders and is equipped with a trash receptacle.
Bus Stop	Refers to a stop indicated by a sign for riders to wait for the bus.
Capital Assets	Assets of a material value and having a useful life of more than one year. Also called fixed assets.
Capital Budget	The portion of the budget that provides for the funding of improvements, projects and major equipment purchases.
Capital Improvement Program	The six-year plan of capital projects to be completed by Metro.
Cash Basis	Basis of Accounting whereby revenue and expense are recorded on the books of account when received and paid, respectively, without regard to the period to which they are incurred.
Compact	Refers to interstate compact creating WMATA; this is a special type of contract or agreement between the three jurisdictions within which the organization operates.
Contingency Funds	Operating and capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.
Coronavirus (Also see Covid-19)	Refers to a family (Coronaviridae) of large single-stranded RNA viruses that have a lipid envelope studded with club-shaped spike proteins, infect birds and many mammals including humans, and include the causative agents of MERS, SARS, and Covid-19; also, an illness caused by a coronavirus.
Coronavirus Aid, Relief, and Economic Security Act	A law which provided an economic relief package of over \$2 trillion in 2020 to American people as protection against the public health and economic impacts of Covid-19.

Coronavirus Response and Relief Supplemental Appropriations Act of 2021	A law which provided supplemental appropriations for Covid-19 relief which included \$14 billion allocated to support the transit industry.
Cost Allocation	Refers to a process by which indirect or common costs are distributed to multiple cost objects (a job, task, or business unit) based on a prescribed basis or methodology. For example, overhead costs such as IT support are allocated to the transportation modes on a percentage basis.
Covid-19 (Also see Coronavirus)	First identified in Wuhan, China in December 2019, Covid-19 refers to a mild to severe respiratory illness caused by a coronavirus (Severe acute respiratory syndrome coronavirus 2 of the genus Betacoronavirus), is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure.
DC Circulator	Refers to a bus route funded by the DC Government with support from Metro to take persons to Washington, DC's premier cultural, shopping, dining, and business destinations.
Deadhead	Refers to non-revenue time when a bus or train is not carrying revenue passengers, usually a trip from, to, or between lines, yards or garages. Usually this refers to bus or rail travel to or from the garage or yard to a terminus or station where revenue service begins or ends.
Deficit	Refers to an excess of Liabilities over Assets or Expenses over Revenue.
Department	A major organizational unit that has overall responsibility for an operation or a group of operations within a functional area.
Development and Evaluation	An initial investment into the planning, development and evaluation of potential or proposed capital projects to determine whether a project is viable and should be pursued.
Division	Refers to a garage and yard facility where buses are stored, maintained, and dispatched into service.
Fairfax Connector	The bus system that runs seven days a week with service throughout Fairfax County, Virginia and to Metrorail stations on the Orange, Blue and Yellow lines, including the Pentagon.

Fare box recovery ratio	Refers to the ratio of passenger fares (including inter-agency agreements related to fares) to total operating costs.
Farecard	Refers to a paper pass used to ride Metrorail or Metrobus. Paper farecards are no longer accepted, by bus or at rail faregates (as of March 2016).
Four-point Securement System	Refers to an onboard securement system for wheelchairs, three-wheel and four-wheel scooters. The system incorporates four seatbelt type straps that attach to the frame of a mobility device as a way to keep it from moving or rolling while on the bus.
Head Sign	Refers to the sign above the front windshield of a bus describing the line number or letter, its line name, and destination.
Headway (Frequency)	Refers to time intervals between vehicles moving in the same direction on a particular route. Headway can change on a line during the day as rider demand changes.
Kiss and Ride	Refers to an area within a station where commuters are driven by private car and dropped off to board Metrobus or Metrorail.
Kneeling Bus (Also see Passenger Lift)	Refers to a feature on buses that lowers the floor to the curb or to near-curb level to make it easier for passengers to board, especially for seniors and persons with disabilities.
Layover Time (Also known as Spot Time)	Refers to time built into a schedule between arrival and departure for bus drivers to rest; minimum times are set by union contract. Layovers normally occur at each end of a route to allow for a driver's break and schedule recovery, but they may be scheduled at other points to allow for timed transfer connections.
Liability	A debt or legal obligation arising from transactions in the past which must be liquidated, renewed or refunded at a future date.
Maryland.Round Trip (Also known as a Cycle)	Refers to one inbound, plus one outbound trip (unless a loop route), equals one round trip or cycle.
Modified Accrual Basis	An accounting method that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.

NextBus	Refers to the application that uses satellite technology for Metrobus locations to track the arrival times for bus operators and customers.
Office	An organizational unit that falls under the structure of a department.
Paratransit	Refers to scheduled service for people who cannot use regular fixed- route bus service. MetroAccess uses vans and sedans to provide this service in the Washington Metropolitan area.
Park and Ride	Refers to the parking facility available for riders at Metrorail stations.
Passenger Lift (Also see Kneeling Bus)	A mechanical device, either a lift or ramp, that allows wheelchair or scooter users, as well as other mobility-impaired passengers, to board a bus without climbing the steps.
Peak Service	Refers to weekday a.m. and p.m. service during commute hours that carries a maximum number of passengers. For Metrorail, peak hours are defined as the time between opening and 9:30 AM in the morning, and between 3 PM and 7 PM at night.
Personnel Expenses	Refers to expenditure in the operating budget for salaries and wages paid for services performed by Metro employees as well as fringe benefits costs associated with their employment.
Platform Hours	The total scheduled time a bus spends from pull-out to pull-in at the division. Platform hours are used as a benchmark to calculate the efficiency of service by comparing "pay to platform" hours.
Programmed Reader	A machine that is attached to the fare gate/fare box where magnetic fare media can be read on Metrorail and Metrobus.
Revenue	An increase in fund assets from operational activity such as passenger fares, parking and advertising.
Revenue Bonds	A bond on which debt service is payable solely from a restricted revenue source.
Revenue Hours (Also known as Revenue Service)	Refers to all scheduled time bus/rail spends serving passengers, which can also be defined as platform hours minus deadhead and layover time.

Revenue Passengers	Refers to passengers who enter the system through the payment of a fare.
Revenue trip (Also see Linked/Unlinked Trip)	Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and/or any other means of payment.
Ride-On	Refers to Montgomery County regional bus transit system.
Slinky bus	Refers to a nickname used by passengers for an articulated bus.
SmartStudent Pass	A monthly pass for unlimited travel on Metrobus and Metrorail for students under 19 years of age who live and attend school in the District of Columbia.
SmarTrip®	Refers to a technology built and designed by Cubic Transportation Systems, Inc., a subsidiary of San Diego-based Cubic Corporation to add and deduct value from an electronically encoded card when a rider passes the card near a programmed reader on Metrobus and at fare gates on Metrorail.
Strategic Buses	Refers to spare buses available for service in the event that a bus in route is taken out of service.
Subsidy	Refers to funding received from jurisdictional funding partners in the Washington Metropolitan area consisting of Washington, DC, suburban Maryland (Montgomery County and Prince George’s County) and Northern Virginia counties of Arlington, Fairfax and Loudoun, and the Cities of Alexandria, Fairfax and Falls Church.
TheBus	Prince George’s County, Maryland local bus service.
Transit Advertising	Refers to ads posted on the exterior and interior of buses and rail cars.
Tripper	A short piece of work (usually on a bus, but sometimes on a train) not long enough to qualify as complete run or full day’s work. May involve vehicles from one line or route being re-routed to serve another.
Trunk Line	A route operating along a major corridor that carries a large number of passengers and operates at headway frequencies of 15 minutes or less.
Unlinked Passenger Trip	Unlinked passenger trips count each boarding as a separate trip.

Appendix K – Glossary of Acronyms and Abbreviations

A

AAC	Accessibility Advisory Committee
AC	Alternating Current
ADA	Americans with Disabilities Act
AFC	Automatic fare collection
AP	Accounts Payable
APTA	American Public Transportation Association
ARPA	The American Rescue Plan Act of 2021
ART	Arlington Transit
AWP	Annual Work Plan

B

B2G	Back2Good
BOCC	Bus Operations Communication Center

C

CAFR	Comprehensive Annual Financial Report
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBA	Collective Bargaining Agreement
CCTV	Closed-Circuit Television
CFA	Capital Funding Agreement
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality
CNF	Capital Needs Forecast; Formerly Capital Needs Inventory (CNI)
CNG	Compressed Natural Gas
COG	(Metropolitan Washington) Council of Governments

Covid-19	See <i>Covid-19</i> or <i>Coronavirus</i> , Appendix K
CRCS	Comprehensive Radio Communications System
CTF	Carmen Turner Facility
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act of 2021
D	
D/B	Design/Build
D/B/B	Design/Bid/Build
DBE	Disadvantaged Business Enterprise
D&E	Development and Evaluation
DPS	Drainage Pumping Station
E	
EEO	Equal Employment Opportunity
F	
F/O	Fiber Optic
FTA	Federal Transit Administration
FTE	Full Time Equivalent (used for headcount calculations)
G	
GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association
H	
HCM	Human Capital Management
HEDS	Hybrid Enterprise Document Management System
HEOP	Heavy Equipment Overhaul Program
HVAC	Heating, Ventilation, And Air Conditioning
I	
IIoT	Industrial Internet of Things
IRP	Infrastructure Renewal Program

J

JCC Joint Coordinating Committee

JGB Jackson Graham Building

K

KMSRA Keeping Metro Safe, Reliable and Affordable

KPI Key Performance Indicator

L**M**

MAP-21 Moving Ahead for Progress in the 21st Century Act

MDBD Mean Distance Between Delays

MDBF Mean Distance Between Failures

METRO Washington Metropolitan Area Transit Authority

MEAD Metro Electronic Action Document

MOD (Contract) Modification

MSRPH Metrorail Safety Rules Procedures Handbook

MTA Maryland Transit Administration

MWAA Metropolitan Washington Airports Authority

MWCOG Metropolitan Washington Council of Governments

N

NTD National Transit Database

NTSB National Transportation Safety Board

NTE Not to Exceed

NTI National Transit Institute

O

OCC Operations Control Center

OTP On-Time Performance

P

PCO	Pending (or proposed) Change Order
P/I	Policy Instruction
PM	Project Manager

Q

QA	Quality Assurance
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R

RAC	Riders' Advisory Council
RFP	Request for Proposal
ROW	Right of Way

S

S&I	Service and Inspection
SBPO	Small Business Programs Office
SCM	Department of Supply Chain Management
SMS	Safety Measurement System
SOC	Station Operator's Console
SOS	Scope of Service
SOW	Scope of Work
SSOA	State Safety Oversight Agency

T

TC	Train Control
TIP	Transportation Improvement Program
TOC	Tristate Oversight Committee
TPSS	Traction Power Substation
TSI	Transportation Safety Institute
TSP	Transit Signal Priority

U**V**

VMI	Vendor Managed Inventory
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VRE	Virginia Railway Express
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W

WMATA	Washington Metropolitan Area Transit Authority
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WMSC	Washington Metrorail Safety Commission
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X**Y**

YE	Year End
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Z

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How to Contact Metro

By mail or in person:

Washington Metropolitan Area Transit Authority
600 Fifth Street, NW Washington, DC 20001

To reach Metro headquarters at the Jackson Graham Building, take the Red, Green or Yellow lines to Gallery PI-Chinatown station. Use the Arena exit. Walk two blocks east on F Street to 5th Street. Or, ride Metrobus routes D6, P6, X2, X9, 42, 70, 79, 74, or 80.

By website:

<http://www.wmata.com>

By telephone:

Administrative Offices

202-962-1234
Administrative offices and general information
Weekdays: 8:00 a.m. to 4:30 p.m.

Customer Relations

202-637-1328
Suggestions, commendations, comments
Weekdays: 8:30 a.m. to 5:00 p.m.

Metro Information

202-637-7000 (TTY 202-962-2033)
Metrobus and rail schedules, fares, parking, Bike 'N Ride program, and more
Weekdays: 8:00 a.m. to 6:30 p.m.

MetroAccess

301-562-5360 (TTY 301-588-7535) or
toll free at 800-523-7009

Transit Police

202-962-2121
Text Message 696873 (MyMTPD)