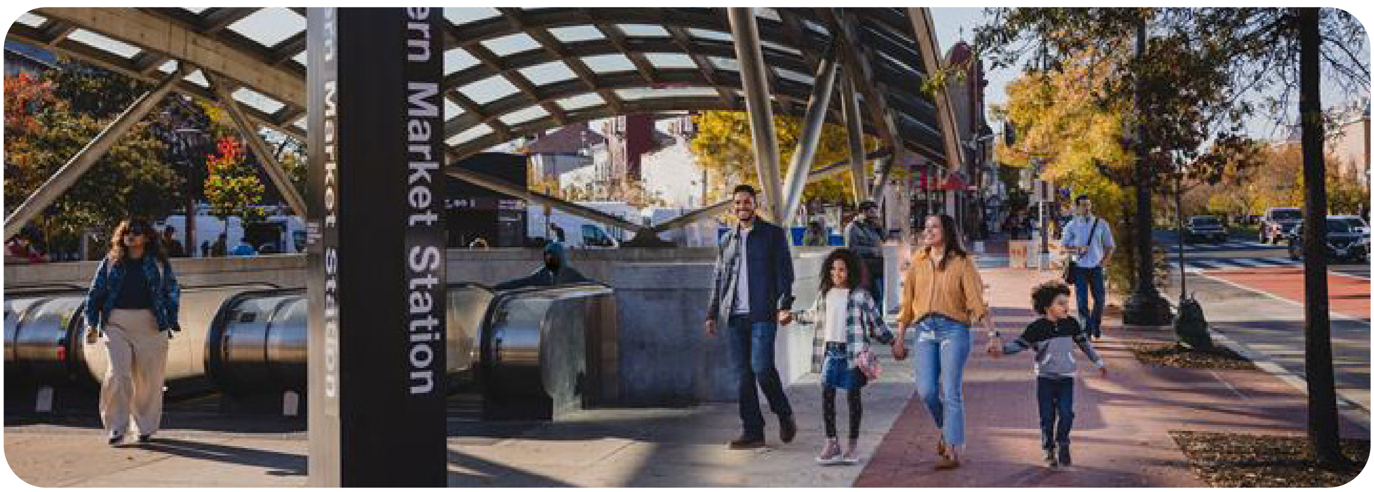
FY2027 Approved Operating Budget

Effective July 1, 2026



metro

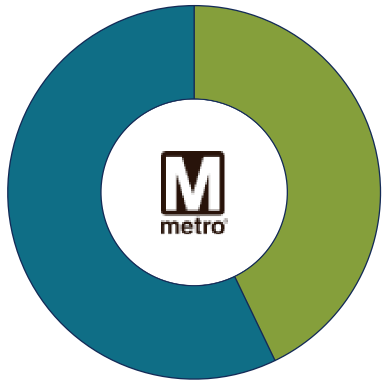
Washington Metropolitan Area Transit Authority

Metro At-A-Glance

FY2027 Budget

Capital **$2.1B**

Operating **$2.7B**



$4.8B *total budget**

Within a Half-Mile of Metro Stations & Bus Stops:

2.8M people

1.7M jobs

134,000+ businesses

$9.4B in transit-supported business output

$330B in property value

$3.2B in tax revenue generated

Your Metro, The Way Forward is our Strategic Transformation Plan, our guide to delivering a modern, world-class transit system.

APTA Rankings** | Transit Agency of the Year

Fastest growing U.S. transit system by ridership

2nd busiest U.S. rail transit system

6th busiest U.S. bus network

**Includes reimbursables and debt service. Totals may not sum due to independent rounding.*
***American Public Transportation Association*

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Washington Metropolitan Area Transit Authority
District of Columbia

For the Fiscal Year Beginning

July 01, 2025

Christopher P. Morrill

Executive Director

Board of Directors

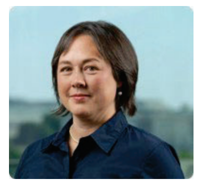
The Washington Metropolitan Area Transit Authority is governed by a Board of Directors that determines agency policy and provides oversight for funding, operations, and expansion of transit facilities within the Transit Zone. The 16-member Board of Directors is composed of eight Principal Directors and eight Alternate Directors. The District of Columbia, State of Maryland, Commonwealth of 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.

Joe McAndrew

Chair,
State of Maryland

Walter Alcorn

1st Vice Chair
Commonwealth of Virginia

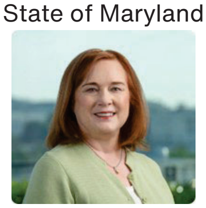


Tracy Hadden Loh

2nd Vice Chair
District of Columbia

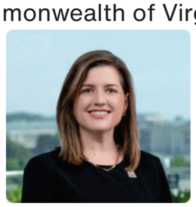
Darien Flowers

Federal Government



Leslie Ford Weber

State of Maryland



Kate Garman Burns

Commonwealth of Virginia

Valerie Santos

District of Columbia

Anthony Bedell

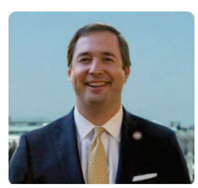
Federal Government

Canek Aguirre*

Commonwealth of Virginia

Spring Worth*

District of Columbia



Michael Sargent*

Federal Government

Michael Goldman*

State of Maryland

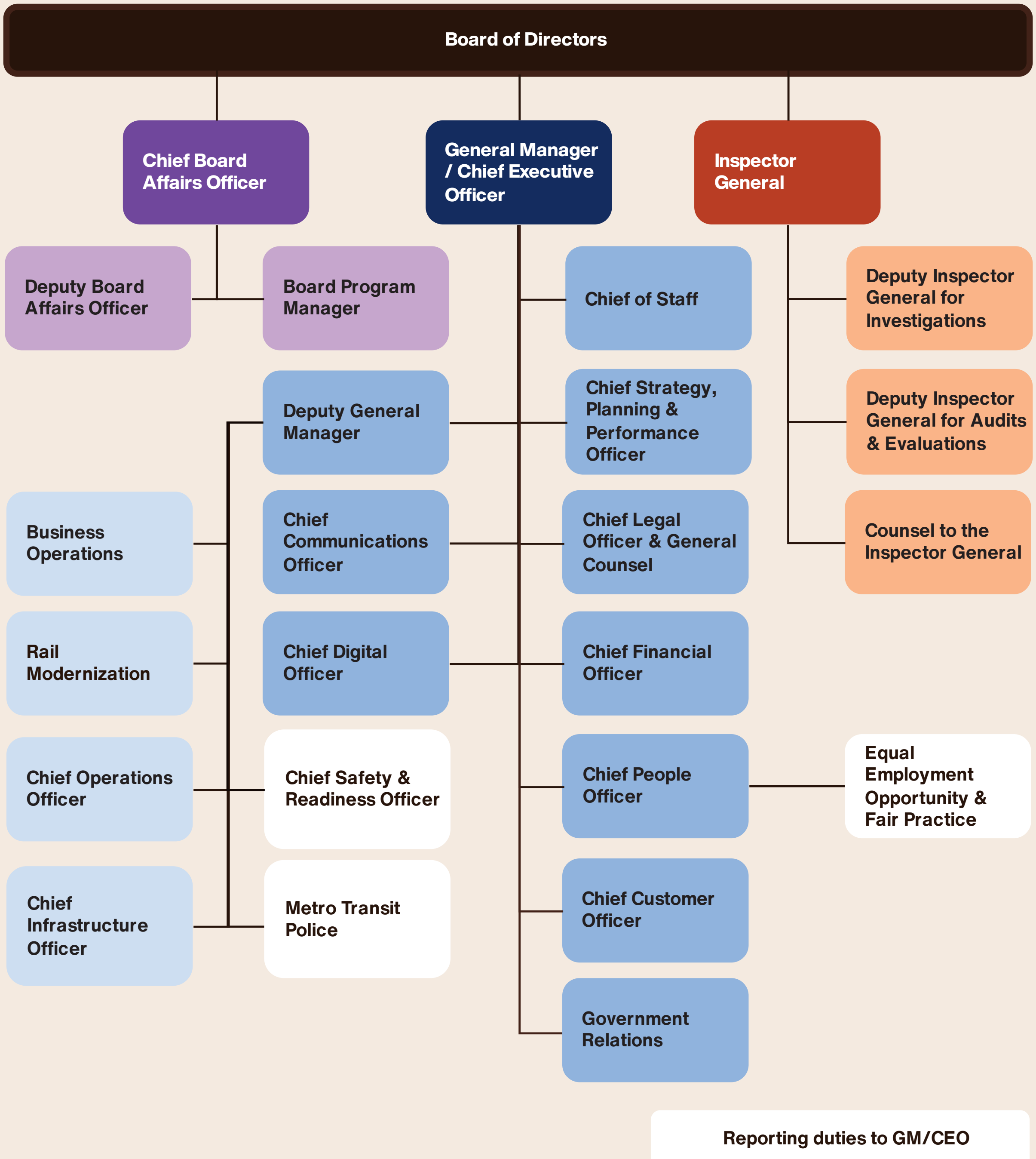
Matt de Ferranti*

Commonwealth of Virginia

Finch Fulton*

Federal Government

**Alternate Directors* | For Board Member biographies, please see [Board of Directors | WMATA]



Organizational chart

Message from the GM/CEO

As we celebrate our historic milestone of 50 years serving this region, I'm reminded of our mission and the critical part we play to deliver service to our customers. With leadership from the Board of Directors, elected officials, and regional partners, we've accomplished major improvements from the FY2026 Budget that continue to drive our world-class system.

Our attention remains focused on continuous improvements for our customers and delivering safe, frequent, reliable service for the region. With that in mind, we delivered several key priorities that I'm proud of and would like to highlight:

- Crime is the lowest in Metro history
- Management saved $120 million in costs, maximizing operational efficiency and strengthening ridership
- We launched our first Metro Pulse application to provide real-time service updates on Metro Rail and Metro Bus
- We implemented the Better Bus Network – the first major overhaul of the system in 50 years – delivering new routes, service expansion, and more frequency
- We rolled out Tap. Ride. Go. on Metro Rail and Metro Bus, providing customers more ways to pay for service

Team Metro is working hard, and our peers have noticed. We were recognized as the 2025 APTA Transit Agency of the Year, a designation the Authority had not received in 30 years. We've also received numerous other awards recognizing our commitment to safety, communication, and collaboration – all tenets of our Strategic Transformation Plan.

As we prepare for FY2027, I am energized and encouraged knowing that the Board of Directors for both WMATA and Metropolitan Washington Council of Governments (COG) endorsed the DMVMoves plan that calls for $460 million that's indexed annually at three percent so Metro finally has long-term dedicated predictable funding. This funding will allow Metro to manage operational and capital budgets at maximum capacity as good financial stewards. This endorsement signals the next steps in achieving this goal. We will be working over the next year to address legislative challenges and work with elected officials to do what our peer agencies in New York, Chicago, Toronto, Charlotte, and Seattle have already done – increase funding for public transportation investment for the future.

In parallel, we are implementing the FY2027 Budget without this funding mechanism. The approved FY2027 Budget focuses on service enhancements, rail modernization, and no fare increases for customers as we continue to transform America's Metro System and deliver the service this region deserves.

As America celebrates its 250th Anniversary, we stand ready to support the region's public transportation needs. We are excited about the events and activities that will be hosted throughout the region and our readiness to ensure Metro is accessible for customers to use no matter where their final destination may lead. We exist for our customers and want to make sure they know how much we consider them to be part of our Metro family.

We are slated to wrap up our final phase of Tap. Ride. Go. by modernizing our parking garages. The redevelopment of the RFK Stadium site is underway, and we continue to be partners in helping assess what transportation options will support the influx of customers using Stadium Armory and the development of the area. We also expect to start receiving our new order of Metro buses, a key component in maintaining reliability for customers who depend on service as the backbone of this region. We also have started our Red Line rail modernization program so it's ready to serve our region for another 50 years.

While critical decisions about funding need to be finalized, we remain focused on service excellence, talented teams, and financial and organizational efficiency. There's more work to do! Thank you for continuing to support America's Metro System.

See you on board,

Randy Clarke
General Manager and Chief Executive Officer

Your Metro, The Way Forward

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

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

Metro has three strategic goals that define the long-term outcomes of the updated plan. These goals show how Metro will achieve the vision.

Service Excellence	Talented Teams	Financial & Organizational Efficiency
Deliver safe, reliable, convenient, accessible, and world class service that customers can trust, across modes	Attract, develop, and retain world class talent where individuals feel valued, supported, and proud of their contribution	Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery

Goal 1: Service Excellence

- Objective 1A) Safety & Security
- Objective 1B) Reliability
- Objective 1C) Convenience

Goal 2: Talented Teams

- Objective 2A) Recruitment & Retention
- Objective 2B) Learning & Development
- Objective 2C) Customer Service Mindset

Goal 3: Financial & Organizational Efficiency

- Objective 3A) Financial Stewardship
- Objective 3B) Organizational Efficiency
- Objective 3C) Energy Management

Strategic Planning

The Metro Board of Directors first adopted the Strategic Transformation Plan (the plan), *Your Metro, The Way Forward*, in February 2023, and adopted a refreshed version in December 2025. The plan outlines Metro's mission and vision, and identifies three strategic goals: **Service Excellence**, **Talented Teams**, and **Financial and Organizational Efficiency**. The plan was developed by the Board of Directors and senior management to guide Metro's decision making over the next three years and beyond.

The plan defines Metro's priorities and connects Metro's mission, vision, values, and goals with programs and projects that drive improvements and innovation. Each goal is supported by objectives and measurable key results. Goal-level key results represent ambitious top-line performance measures that the entire organization works to achieve. Objective-level key results are tied to goal metrics and are achieved through the execution of priority programs and tactical projects. Some initiatives are currently underway, while others are proposed and will be prioritized through the annual budget process in the coming years. As customer needs and priorities evolve, Metro will refine key results and reprioritize programs to stay focused on what matters most.

Metro will share progress with internal and external stakeholders through regular reports, leveraging public forums and feedback channels to continuously improve and refine how the plan is executed. Appendix G of this budget book presents the key results established in the plan.

This approach enhances transparency, builds trust, aligns the organization around a shared direction, and guides how we fund the Metro the region needs, wants, and deserves.

This section outlines six of the 18 programs in the plan that have been identified for enhanced Board oversight in 2026.

Rail Modernization

STP Goal: Service Excellence

Objective: Reliability

A multi-year program to upgrade Metro's rail system through an incremental transition to fully automated operations (Grade of Automation 4, or GoA 4), focusing first on the Red Line. The Rail Modernization Program Plan will detail Metro's approach to implementation, including required investments, phasing, program delivery structure, and competitive funding opportunities.

This program will:

- Transition Metro to modern, communications-based train control (CBTC) systems
- Upgrade the rail fleet to be compatible with CBTC
- Install platform screen doors for protecting customers from moving trains
- Fully automate train operation

Service Design and Management

STP Goal: Service Excellence

Objective: Reliability

A coordinated program to develop and implement service improvement concepts for bus and rail operations. Already this program has delivered:

- Three-year service plan identifying service improvements for FY2027-FY2029
- 30 directional miles of new bus lanes in FY2025 and DMV*Moves* endorsement to continue

investment in bus priority including implementation of bus priority corridors

- Operational efficiencies through optimized schedules and Automatic Train Operation (ATO)

This program will:

- Implement and continuously improve the Better Bus Network
- Develop regional rapid bus corridors and implement transit signal priority
- Continuously improve rail and bus service through refined scheduling strategies, enhanced operational strategies, technology innovation and asset modernization
- Update rail service standards and bus service guidelines to align with region

Leadership Development and Metro Training Center

STP Goal: Talented Teams

Objective: Learning & Development

Build Metro's workforce capacity through an improved training environment with a modernized facility and a unified program of leadership development, training and continuous learning. Already this program has delivered:

- New front-line supervisor training program
- New in-house Criminal Justice Academy
- Launch of Train Operator 7000-series Simulator Pilot Program and installation of eight (8) simulators

This program will:

- Improve performance of supervisors through leadership development and training
- Standardize technical training across core roles
- Modernize a facility for workforce readiness

Procurement and Supply Chain Transformation

STP Goal: Financial & Organizational Efficiency

Objective: Organizational Efficiency

Modernize Metro's procurement and supply chain processes and technology to strengthen supply chain execution, increase asset visibility, reduce avoidable costs, and enable more reliable service delivery. Already the program has delivered:

- New executive leadership to support stronger collaboration and accountability, while defining and implementing a strategy for modernization
- Improved processes to recover the value of material at the end of its useful life, increasing revenue by three percent

This program will deliver:

- Procurement Transformation Strategy to improve stakeholder engagement, increase process efficiency and decrease time to procure through investments in staff development, leverage technology upgrades through Metro Sync, enhance risk management, and implement smarter buying strategies based on analytics and reduced reliance on sole-source and one-bid procurements
- Technology enablement through investments in mobile devices and Maximo, Metro Sync and warehouse upgrades (e.g., barcoding) to improve asset tracking, reduce manual processes, and strengthen internal controls.
- Increase investment recovery revenue by scaling practices and streamlining the sales process, and redesign warehouses to reduce inventory cycle time

Digital and Artificial Intelligence Ecosystem Acceleration

STP Goal: Financial & Organizational Efficiency

Objective: Organizational Efficiency

Advance Metro's use of digital technology and Artificial Intelligence (AI) solutions to deliver smoother operations and better service for the region. Already this program has delivered:

- Increased Cyber Exposure Score (+92 percent) and cyber training compliance (+89 percent)
- Digitized testing and certification, reducing downtime for rail operators awaiting updates
- An AI-driven traffic ticket citation app which matched over 9,600 unpaid tickets to the assigned vehicle operator and resolved over $259,000 in unpaid tolls
- A cross-functional team to monitor and troubleshoot more than 1,500 signs system-wide

This program will deliver:

- Enhanced video capabilities on rail and bus fleets and a strategic plan to leverage video analytics to improve safety and operational efficiency
- Mobile digital products to eliminate paper-based processes and equip our front-line teams with real-time information
- Integrated enterprise data platform and AI enablement, including an AI governance policy and guiding principles
- Network fabric modernization and infrastructure expansion to enhance connectivity at bus garages and rail yards for easier access to core systems and tools
- Expanded real-time monitoring of cameras, radio assets, and access control systems

Resource Management

STP Goal: Financial & Organizational Efficiency

Objective: Energy Management

Optimize energy use and manage resources by developing data-driven strategies, programs, and partnerships that reduce resource consumption, improve operations, and support long-term environmental performance. Already this program has delivered:

- A new electricity supply contract for Metro's facilities, stations, and traction power substations located in D.C. at a fixed rate, through FY2028
- A new energy data analytics program to inform decision making, including partnering with Pepco to increase data quality and automate data acquisition, storage, and management
- Test and evaluation of innovative practices including:
    - Reflective paint on rails to improve reliability by reducing heat kinks
    - Native Plant landscapes
    - Efficient induction switch heater technology at Alexandria Rail Yard
- $5 million in ongoing annual energy cost avoidance through energy efficiency investments and over $2.5 million in one-time energy rebates between FY2019 and FY2026

This program will deliver:

- A facility recommissioning program to optimize building performance and support energy management
- Monitoring of energy market opportunities and support operational decisions, budgeting, and cost control
- Innovative practice test and evaluation including:
    - "Cool paint" to reduce passenger exposure to high heat
    - New air conditioning system cleaning process to improve performance, efficiency, safety and reliability
- Uniform recycling initiative as Metro transitions to new uniforms

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Chapter 1 – Budget Summary

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

BUDGET **$4.8B**		RIDERSHIP **281.0M**			FUNDING **$4.8B**		
$2.7B	$2.1B	152.9M	125.1M	3.0M	$2,982.2M	$660.4M	$665.1M
Operating	Capital	Rail	Bus	Access	State & Local	Federal	Revenue
					$163.0M	$283.8M	$82.6M
					Prior Year	Debt	Reimbursable

Pictured: Metro Rail serves Orange Line customers during the morning commute

Executive Summary

The Washington Metropolitan Area Transit Authority (WMATA), known as Metro, is the region's leading public transportation provider, serving a population of approximately four million people across Washington, D.C., Maryland, and Virginia within a 2,054-square-mile service area. In 2025, the American Public Transportation Association (APTA) named Metro Transit Agency of the Year in recognition of industry-leading ridership growth, record high customer satisfaction, a newly redesigned bus network, expanded rail service, and improved customer experience.

With hundreds of millions of trips taken by customers every year, Metro is the backbone of community activity, linking the National Capital Region and driving economies of scale by providing safe, reliable public transportation.

Metro services connect people to employment, education, local attractions, key destinations, and recreational activities, while supporting the region's growth through more connected and efficient transit options. As an engine for regional economic growth, Metro attracts development, creates new opportunities for housing, and generates new tax revenue for local governments. Metro offers accessible, affordable, and reliable transportation options to meet the region's needs while moving people safely and efficiently across the region.

Metro services are vital for daily customers and visitors alike, while enhancing the region's overall quality of life. Metro supports regional sporting events, concerts, and festivals through coordinated transit solutions designed to accommodate large numbers of attendees. Through its network of Metro Rail, Metro Bus, and Metro Access services, Metro helps alleviate traffic congestion, encourages economic growth, and provides dependable travel options for the public.

Metro's service network includes jurisdictions and neighborhoods within the District of Columbia; Montgomery and Prince George's counties in Maryland; and Arlington, Fairfax and Loudoun counties, and the independent cities of Alexandria, Fairfax and Falls Church in Virginia. Metro Rail has the capability of moving customers across 128 miles of railway and 98 distinct stations. Metro Bus currently operates 125 routes across its service area's streets and highways. Metro Access supports the independence and mobility of individuals whose disability prevents the use of Metro Bus and Metro Rail services by providing reliable alternatives to essential services and community engagements.

As the public transit agency supporting the nation's capital, Metro provides essential transit support for national and international events such as the National Cherry Blossom Festival, Fourth of July celebrations, the Marine Corps Marathon, presidential inaugurations, and international summits. Metro's commitment to maintaining and preserving its expansive infrastructure ensures it continues to meet the evolving needs of the region's diverse and dynamic population and its visitors.

The Metro Board of Directors adopted an update to its Strategic Transformation Plan, "Your Metro, The Way Forward," in December 2025 to guide Metro over the next three years as the agency modernizes operations, delivers excellent service, and responds to evolving customer needs. Building on the accomplishments of the previous strategic plan adopted in 2023, the updated plan affirms Metro's mission and vision, and refreshes the strategic goals of Service Excellence, Talented Teams, and Financial and Organizational Efficiency that will steer Metro's future. The FY2027 Approved Budget advances each of these strategic goals through new and ongoing initiatives that encourage ridership growth and cost control through the optimization of Metro Bus schedules, more efficient Metro Rail schedules through Automatic Train Operations (ATO) and workforce modernization efforts.

The FY2027 Approved Budget is also influenced by external economic, legislative, and regional factors, including changes in commuting and ridership patterns, the footprint of the federal workforce, competition for limited jurisdictional funding, and structural funding challenges which the system has faced since inception. Potential headwinds include uncertain economic and market conditions, changes in the regional workforce, and reductions in leisure travel and tourism.

Metro relies on its traditional funding sources for its operating budget – operating revenue and subsidies from Metro's jurisdictional partners in the Commonwealth of Virginia, the State of Maryland, and the District of Columbia. Metro has aggressively pursued targeted cost-savings and efficiencies. In addition to operating revenue, the FY2027 Approved Budget relies on jurisdictional subsidies to support a robust and reliable public transportation system. The FY2027 subsidy includes a 1.8 percent annual increase from FY2026 levels.

Through its capital program, Metro has made historic investments in the system since the provision of locally Dedicated Funding. Metro continues to invest capital resources in the system to replace existing assets with a focus on reliability, safety, and an enhanced experience for Metro customers. This focused reinvestment into the system has yielded tangible improvements in system performance, resulting in better customer experience. While Metro and its jurisdictional partners have resolved immediate funding constraints, long-range funding challenges persist.

Metro is not alone in addressing funding constraints. Systemic funding challenges impact transit operators nationally and across the region, affecting the region's ability to meet its long-term goals. To attract and retain business investments, the region must maintain a high-performing transportation network. The inverse is equally true: Without strong transit infrastructure, the region risks losing talent and economic opportunity to areas with better transportations systems.

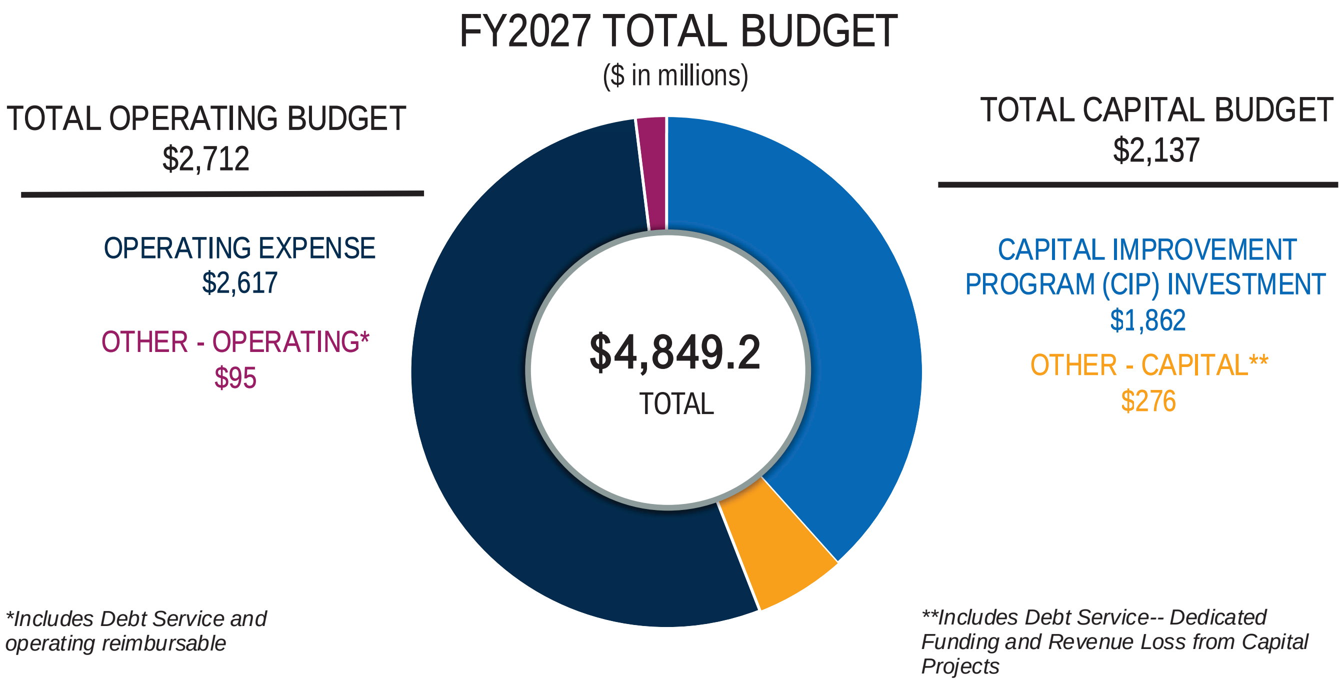
In May 2024, Metro and the Metropolitan Washington Council of Governments (COG) launched DMV*Moves*, a comprehensive regional transit initiative, connecting business, community, and government leaders to create a more efficient, reliable, and accessible transportation network that meets the needs of the region's growing population. In November 2025, these leaders jointly endorsed recommendations from the DMV*Moves* Task Force and called on regional decision makers to advance funding solutions to support Metro's long-term modernization and strengthen coordination among the region's 14 transit operators, including Metro, Maryland Area Rail Commuter (MARC), Virgina Railway Express (VRE), and local bus systems. The recommendations outline a unified regional vision for a modern, seamless, and world-class transit network that supports economic growth, efficiency, and safe, reliable access across the National Capital Region. A key proposal includes $460 million in new annual capital funding for Metro, beginning in FY2028. This new investment would allow Metro to reinvest in and modernize its bus and rail system. This funding would grow at three percent annually, which will allow the region to avoid future fiscal cliffs.

To further promote financial stability and long-range planning, Metro has included in its budget process operating forecasts for FY2028 and FY2029. These forecasts are not part of Metro's formal budget submitted for adoption by the Board, but rather Metro's current projections for the next two years to support long-range planning. Metro anticipates total ridership to grow from the FY2026 forecast of 270 million trips to 287 million trips by FY2029, while passenger revenue is expected to grow from $463 million to $602 million. Continued modernization of fares and payment options will assist with ridership and revenue growth. Such initiatives in development or for consideration include a planned inflationary fare increase in FY2028, parking technology modernization (e.g. potential for multi-day parking options), expansion of the university pass (U-Pass) program to increase participation, Virginia and Maryland (VRE/MARC) regional rail pass and fare integration, and integration with the Maryland Transit Administration's Purple Line currently under construction.

The FY2027 Approved Budget continues to advance Metro's commitment to invest in new technologies and practices to enhance cost efficiencies throughout the organization. The FY2027 Approved Budget of $4.8 billion includes an operating budget of $2.7 billion and a capital budget of $2.1 billion. Additionally, the $2.7 billion operating budget funds reimbursable projects of $22.4 million and debt service of $72.3 million.

Metro's capital budget of $2.1 billion funds capital expenditures of $1,861.7 million across six major investment categories, as well as debt service of $253.6 million, and revenue losses from capital project rehabilitation and repair work of $22.4 million.

With dependable funding, Metro can build on important steps taken in recent years to improve service and continue its customer-focused approach that promotes the economic and environmental goals of our region. Metro continues to look toward the future focusing on services and initiatives that will encourage the region's long-term livability and economic growth.



FY2027 Operating Budget

As an essential transportation provider to the region, Metro keeps the region moving and advances regional goals. Metro's operating budget includes the expenses necessary to operate Metro Bus, Metro Rail, and Metro Access, funded through generated revenues and jurisdictional subsidies.

The FY2027 Approved Budget focuses on service improvements to continue to increase ridership and revenue, control costs, and reduce dependence on capital funding for operating preventive maintenance. Baseline assumptions for FY2027 ridership include stable federal workforce ridership, increased use of Tap. Ride. Go., increased participation in student and university pass programs, and a rise in Metro Access usage. Eighteen current Metro Bus routes will receive updates such as frequency improvements, route enhancements, and span increases, with changes taking place in June 2026 and December 2026. Metro Rail service updates for FY2027 include Blue, Orange, and Silver lines each having one additional train during peak service in the peak direction (Downtown Largo and New Carrollton bound trains in the morning and Franconia, Vienna, and Ashburn bound trains in the afternoon), with all trains re-spaced evenly for the hour, frequency improvements on the weekdays for those lines, and more frequent late-night service on the Red Line. The FY2027 Approved Budget reflects robust financial management by Metro through administrative efficiencies and other cost reductions, as well as service optimization to maximize ridership within current funding. The FY2027 Approved Budget incorporates Collective Bargaining Agreement (CBA) wage increases negotiated with Metro's labor unions, an optimized workforce through modernization efforts, implementation of the Abilities-Ride Metro Access administrative fee, and savings from Automatic Train Operation (ATO) and bus scheduling efficiencies. Potential operating headwinds include inflation and tariffs, volatility in the energy markets, and rising pension and healthcare costs. Metro can help mitigate these headwinds by leveraging technology and streamlining processes, improving energy efficiency and reducing exposure to volatile energy costs, and addressing absenteeism and unscheduled leave.

All fares will remain at FY2026 levels, and with the introduction of Tap. Ride. Go., customers have the

Service Changes in the FY2027 Approved Budget

- Improvements to Metro Bus service
  - Nine routes with reduced wait times for customers
  - Four routes with streamlined service for consistent travel
  - Six routes with expanded service hours and days for better coverage
  - Two new limited-stop routes in Virginia beginning December 2026, pending grant approval
- An additional train on each line in peak ridership directions for the Orange, Silver, and Blue lines during weekday commutes beginning June 2026
- Decreased wait times on the Orange, Silver, and Blue lines all day on weekdays with trains every 10 minutes. Decreased wait times on the Red Line with late-night service every 7-8 minutes. Frequency improvements begin December 2026

option of paying via contactless credit/debit cards and mobile devices for Metro Bus, Metro Rail, and parking at Metro's facilities.

The FY2027 Operating Budget of $2,617.2 million (excluding debt service and reimbursables) is funded with $665.1 million in operating revenue from all sources, $12.0 million in prior year savings, and $1,940.0 million in jurisdictional subsidies.

Metro continues to show strong weekday ridership growth driven by increased return-to-office expectations and more structured telework policies requiring regular in-person attendance across major employers, including the federal government. In response, Metro is adapting to evolving commuting patterns through customer-focused service enhancements. Excluding Abilities-Ride trips, total ridership is budgeted at 281.0 million trips, a 4.2 percent increase relative to FY2026 budgeted ridership.

Operating revenue in the FY2027 Approved Budget of $665.1 million includes passenger fare revenue and non-passenger revenue. Passenger revenue is 80.7 percent of operating revenue. At $537.0 million, passenger revenue for FY2027 is projected to increase 15.9 percent from the FY2026 Approved Budget. Non-passenger revenue includes parking, proceeds from joint development agreements, the sale of fiber optic leases, and other sources such as interest on investments. For the FY2027 Approved Budget, non-passenger revenue totals $128.1 million, a $27.5 million or 27.3 percent increase relative to the FY2026 Approved Budget.

Jurisdictional subsidies of $1,940.0 million fund 70.5 percent of Metro's operating budget. Metro's FY2027 Approved Budget includes a 1.8 percent increase from FY2026 levels and includes additional investment in Metro Bus service, jurisdictionally sponsored by the District of Columbia and Arlington.

Preventive maintenance (PM) includes operating maintenance costs eligible for reimbursement from the capital budget, subject to Federal Transit Administration (FTA) approval. The annual budget establishes the maximum amount of PM expenses to be transferred from the operating budget to the capital budget. The FY2027 Approved Budget includes a total operating PM transfer of $133.3 million.

Metro continues to aggressively manage expenses and pursue operational efficiencies. Despite unprecedented inflation as the economy emerged from the pandemic, Metro continued to identify savings through administrative efficiencies, technological advances, and office and warehouse consolidations.

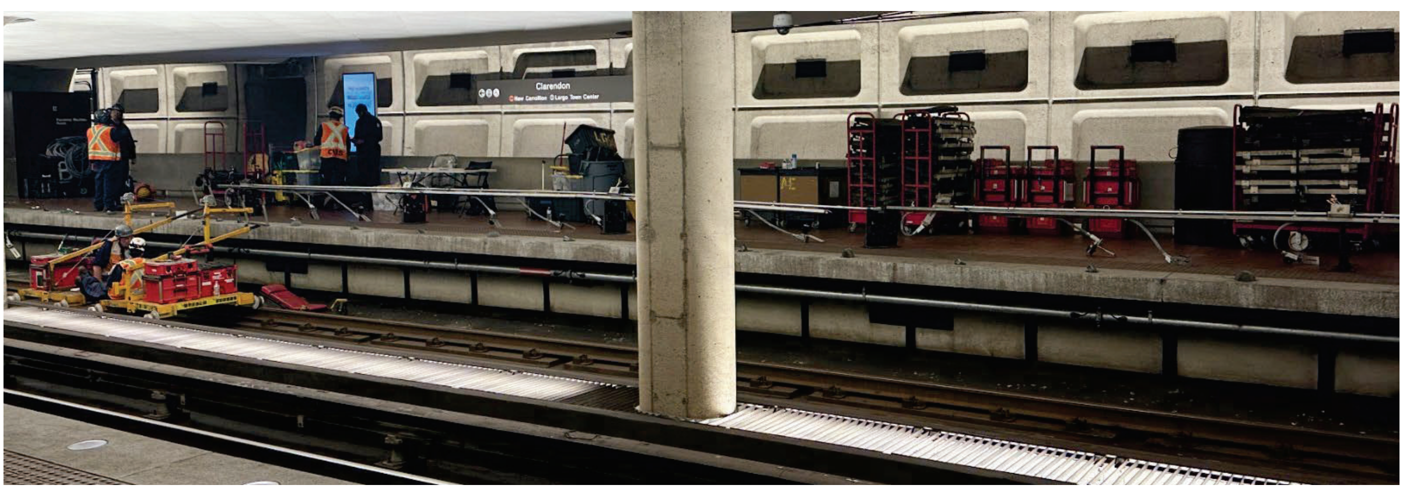
FY2028 and FY2029 Operating Forecast

Metro remains dedicated to financial sustainability and transparency. As part of this commitment, Metro is expanding its budget presentation to include operating forecasts for FY2028 and FY2029. These forecasts are not part of Metro's formal budget submitted for adoption, but rather Metro's projection of revenue and expenses for future periods. Metro Rail and Metro Bus service improvements for FY2028 and FY2029 are considered service concepts and are still under development. Specific programming will be subject to the availability of resources, regional priorities and outlook, and the annual budget process. Additionally, the FY2028 and FY2029 forecasts incorporate multiyear economic outlook assumptions such as anticipated inflation, other macroeconomic trends, ridership estimates, and assumptions for future personnel costs, labor agreements, and operating contracts. Metro anticipates a three percent increase in its jurisdictional subsidies for both the FY2028 and FY2029 forecasts.

Establishing financial objectives that extend beyond the current budget year can mitigate the pitfalls of short-term decision-making, ensuring spending and investments align with broader strategic goals. Multiyear financial planning may also help identify structural challenges and potential financial risks early, informing proactive strategies. This foresight fosters resiliency and adaptability to navigate economic fluctuations, market changes, and unexpected expenses. By incorporating a long-range financial plan into its annual operating budget process, Metro can advance further financial health and operational continuity.

The FY2028 revenue forecast anticipates a modest inflationary fare increase. The combination of continued ridership growth and the fare increase in FY2028 each contribute to the higher revenue growth rate expected in FY2028. The last fare increase was in FY2025.

Metro anticipates a 2.0 percent revenue increase in FY2029. Expense growth is forecast at 3.25 percent for FY2028 and 3.5 percent for FY2029. The following tables present Metro's FY2028 and FY2029 Ridership and Financial Forecast, based on current assumptions. These forecasts are for planning purposes and are subject to change.



Pictured: Workers replace electrical infrastructure along a Metro station's platform edge

OPERATING BUDGET – REVENUE AND EXPENSES

(Dollars in Millions)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	FY2028 Forecast[1]	FY2029 Forecast[1]
Passenger	$355.6	$461.8	$463.5	$537.0	$595.1	$607.0
Non-Passenger	$117.0	$132.2	$100.7	$128.1	$131.9	$133.3
Total Revenues	**$472.6**	**$594.0**	**$564.1**	**$665.1**	**$727.0**	**$740.3**
Gross Expenses	**$2,364.1**	**$2,530.9**	**$2,607.2**	**$2,750.5**	**$2,840.1**	**$2,939.5**
Preventive Maintenance Transfer	($106.6)	($89.4)	($108.8)	($133.3)	($120.4)	($146.7)
Net Expenses	**$2,257.5**	**$2,441.5**	**$2,498.4**	**$2,617.2**	**$2,719.8**	**$2,792.8**
Gross Subsidy	**$1,784.9**	**$1,847.5**	**$1,934.3**	**$1,952.0**	**$1,992.7**	**$2,052.5**
Federal Relief	($532.6)	($123.4)	-	-	-	-
Prior Year Savings	-	-	($28.4)	($12.0)	-	-
Net Subsidy	**$1,252.3**	**$1,724.1**	**$1,905.9**	**$1,940.0**	**$1,992.7**	**$2,052.5**
Cost Recovery Ratio	20.0%	23.5%	21.6%	24.2%	25.6%	25.2%

1. Forecast is **subject to change** and is for planning purposes only. Based on current growth assumptions for ridership, revenue and expense, as well as current projections for jurisdictional subsidy amounts.

Pictured: Metro Rail in service on the Orange Line

FY2027 Capital Budget

Both the $2.1 billion FY2027 Capital Budget and $13.5 billion FY2027-2032 Capital Improvement Program (CIP), each inclusive of debt service and revenue loss from capital projects, focus Metro's capital investments on supporting the delivery of safe, reliable, convenient and accessible transit through reinvestment and modernization of assets. Of the $2.1 billion FY2027 Capital Budget, $1,861.7 million funds capital expenditures across its six major investment categories, $253.6 million funds debt service and $22.4 million in revenue loss from capital projects.

Details regarding the FY2027 Capital Budget can be found in the Approved FY2027-2032 Capital Improvement Program book.

Additional information on Metro's CIP can be found on-line at: www.wmata.com/initiatives/capital-improvement-program

Capital Investment Categories - Phase *(Dollars in Millions)*	FY27	FY28	FY29	FY30	FY31	FY32	Six -Year Total
Underway Projects	423.4	562.6	595.8	62.5	9.8	6.3	1,660.4
Recurring Reinvestment Programs	1,282.2	1,199.0	981.1	745.5	739.8	686.7	5,634.2
Design & Engineering	118.4	472.5	497.2	343.7	388.0	314.2	2,134.1
Planning & Development	26.3	104.8	208.9	216.4	165.4	277.7	999.5
Concept	0.0	12.7	66.4	110.8	198.1	234.5	249.9
Substantially Complete Projects	11.4	74.7	64.1	33.0	37.2	29.6	249.9
TOTAL CAPITAL INVESTMENTS[2]	**$1,861.7**	**$2,426.2**	**$2,413.6**	**$1,511.9**	**$1,538.2**	**$1,549.0**	**$11,300.6**
Revenue Loss from Capital Projects and Other Capital Needs	22.0	22.0	22.0	22.0	22.0	22.0	132.0
Debt Service[1] - Dedicated Funding	253.6	313.5	375.0	375.0	375.0	375.0	2,066.9
TOTAL CAPITAL PROGRAM COST[2]	**$2,137.3**	**$2,761.7**	**$2,810.5**	**$1,908.9**	**$1,935.1**	**$1,946.0**	**$13,499.6**

FY2027 Sources of Funds

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

State and local funding of $3.0 billion supports both the operating and capital budgets. The jurisdictional operating contribution of $2,012.3 million includes $1,940.0 million of net operating subsidy and $72.3 million of debt service contributions. State and local funding of $969.9 million supports the capital program and includes $500.0 million of dedicated funding, $320.3 million in federal match and system performance funds, and $148.5 million in state and local match to federal Passenger Rail Investment and Improvement Act (PRIIA) grants.

Metro also receives federal funding in support of the capital program primarily through Federal Transit Administration (FTA) grants and other federal grants. For FY2027, federal funding related to Metro's capital program totals $660.4 million, which includes $516.9 million from FTA formula grants and other federal grants, as well as federal PRIIA funding. The PRIIA funding consists of $143.5 million to support the capital program and $5.0 million for Metro's Office of the Inspector General. Metro's FY2027 capital funding also includes $163.0 million in prior-year funds.

Operating revenues derived from Metro Rail, Metro Bus and Metro Access support the operating budget and total $665.1 million, which includes passenger fare revenue of $537.0 million and non-passenger revenue of $128.1 million. Non-passenger revenue consists of parking, advertising, real estate joint development and fiber optic proceeds of $94.4 million and other miscellaneous sources of revenue of $33.7 million. In addition to operating revenues, the FY2027 Approved Budget includes $12.0 million in prior-year savings.

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

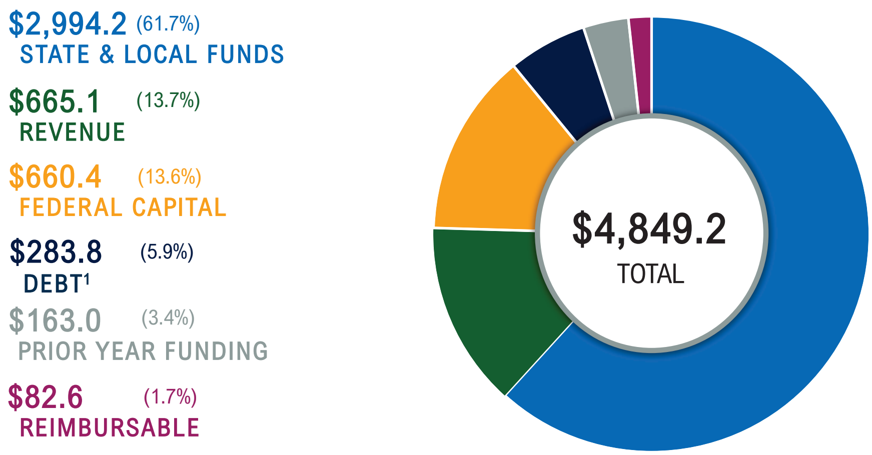
- $22.4 million for operating projects requested by jurisdictions or other third parties and safety/security programs
- $60.2 million in jurisdictionally requested capital improvements

The sale of dedicated revenue bonds totaling $283.8 million supports the capital program.

Pictured: Metro Rail at Arlington Cemetery station

SOURCES OF FUNDS — SUMMARY

($ in millions)



1. Dedicated funding debt proceeds

SUMMARY OF FUNDS BY SOURCE

	(Dollars in Millions)	FY2026 Budget	FY2027 Budget	$ Change	% Change
OPERATING	Passenger Fares	$463.5	$537.0	$73.5	15.9%
	Non-Passenger Revenue	100.7	128.1	27.5	27.3%
	State and Local Funds	1,905.9	1,940.0	34.1	1.8%
	Reimbursable Funds	14.4	22.4	8.0	55.5%
	Prior Year Savings	28.4	12.0	(16.4)	(57.7%)
	Subtotal	**$2,512.8**	**$2,639.6**	**$126.7**	**5.0%**
	Contributions for Debt Service[1]	$72.3	$72.3	($0.0)	(0.0%)
	Subtotal Including Debt Service	**$2,585.1**	**$2,711.9**	**$126.7**	**4.9%**
CAPITAL	Federal Formula/Other Grants	$482.6	$516.9	$34.3	7.1%
	Federal Dedicated Funds (PRIIA)	143.5	143.5	-	-
	State and Local Funds	459.6	469.9	10.3	2.2%
	Dedicated Funding	500.0	500.0	-	-
	Reimbursable Funds	42.4	60.2	17.8	42.0%
	Debt Strategy/Other Debt	653.5	283.8	(369.7)	(56.6%)
	Prior Year Funding	91.0	163.0	72.0	79.1%
	Subtotal	**$2,372.6**	**$2,137.3**	**($235.3)**	**(9.9%)**
Grand Total[2,3]		**$4,957.7**	**$4,849.2**	**($108.6)**	**(2.2%)**

1. Year-over-year variance is less than $50,000 and thus rounds to $0.0 for this table
2. WMATA Compact requires Metro to have a balanced budget (i.e. projected funding equals planned expense). See Appendix B for additional discussion
3. Totals may not sum due to independent rounding

Operating Subsidy

The FY2027 subsidy, excluding debt service payments, is $1,940.0 million, an increase of $34.1 million from the FY2026 Budget. Metro's jurisdictional partners include the District of Columbia, two jurisdictions in the State of Maryland (Montgomery County and Prince George's County), and six jurisdictions in the Commonwealth of Virginia (City of Alexandria, Arlington County, City of Fairfax, Fairfax County, City of Falls Church, and Loudoun County).

The FY2027 Operating Subsidy includes 1.8 percent annual growth from FY2026. The Debt service payments remain equivalent to FY2026 at $72.3 million, resulting in total jurisdictional contributions in FY2027 of $2,012.3 million.

In FY2025, the Board of Directors approved a restructuring of the Metro Rail and Metro Bus operating subsidy allocation formula to address the challenges with the legacy formulas by improving clarity and transparency, aligning service costs with regional benefits and incentivizing ridership and revenue growth. This restructured operating subsidy formula allocates both costs and revenues to determine the jurisdictional subsidy using six subsidy allocation formulas: Metro Bus Cost Allocation, Metro Rail Cost Allocation, Metro Bus Revenue Allocation, Metro Rail Revenue Allocation, Paratransit subsidy allocation and Debt service allocation.

The following table provides the FY2027 subsidy by mode by jurisdiction. Appendix D provides further details on the variables used to calculate the restructured operating subsidy.

FY2027 APPROVED BUDGET – SUMMARY OF STATE AND LOCAL OPERATING REQUIREMENTS

(Dollars in Millions)	Metro Bus Subsidy	Metro Rail Subsidy	Metro Access Subsidy	Total Subsidy	Debt Service	Jurisdictional Contributions
District of Columbia	**$400.2**	**$287.2**	**$55.4**	**$742.8**	**$33.3**	**$776.2**
Montgomery County	$104.1	$154.4	$33.3	$291.8	$15.4	$307.2
Prince George's County	$171.6	$160.2	$73.9	$405.7	$15.8	$421.5
Maryland	**$275.6**	**$314.6**	**$107.2**	**$697.5**	**$31.3**	**$728.7**
City of Alexandria	$25.6	$41.6	$2.3	$69.5	$1.8	$71.3
Arlington County	$45.9	$85.4	$2.6	$133.9	$0.0	$133.9
City of Fairfax	$1.3	$2.2	$0.5	$4.0	$0.1	$4.1
Fairfax County	$72.3	$154.1	$19.4	$245.8	$5.6	$251.4
City of Falls Church	$2.0	$2.1	$0.1	$4.1	$0.2	$4.3
Loudoun County	$0.1	$42.3	$0.0	$42.4	$0.0	$42.4
Virginia	**$147.2**	**$327.6**	**$24.8**	**$499.7**	**$7.7**	**$507.4**
Net Operating Subsidy	**$823.1**	**$929.5**	**$187.4**	**$1,940.0**	**$72.3**	**$2,012.3**

*Totals may not sum due to independent rounding

Passenger and Non-Passenger Revenue

OPERATING REVENUE

(Dollars in Millions)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Metro Rail	$301.4	$402.0	$399.6	$465.1	$65.5	16.4%
Metro Bus	50.1	56.4	59.9	62.5	2.6	4.3%
Metro Access	4.1	3.4	4.0	9.5	5.5	138.4%
Passenger Revenue Subtotal	**$355.6**	**$461.8**	**$463.5**	**$537.0**	**$73.5**	**15.9%**
Non-Passenger Revenue[1]	$117.0	$132.2	$100.7	$128.1	$27.5	27.3%
Total Revenue	**$472.6**	**$594.0**	**$564.1**	**$665.1**	**$101.0**	**17.9%**
Federal Relief[2]	$532.6	$123.4	-	-	-	-
Total	**$1,005.3**	**$717.4**	**$564.1**	**$665.1**	**$101.0**	**17.9%**

1. Other non-transportation revenue includes interest on investments, property disposal sales, vending machine sales, and miscellaneous revenues
2. Federal relief includes ARPA federal relief funding

Metro's principal source of operating revenue is passenger and non-passenger revenue generated through ongoing operations. Metro's operating revenue includes fare collection from its Metro Rail, Metro Bus and Metro Access services, advertising placements within stations and on vehicles, and income from parking facilities at Metro stations. Metro also generates revenue through its joint development real estate projects, fiber optic program, and other miscellaneous sources. These funds play a crucial role in maintaining the efficiency and reliability of Metro services, ensuring millions of customers can travel safely and efficiently throughout the capital region.

Metro has actively addressed changes in commuting patterns through customer-focused adjustments in coverage, fare structures and service frequency. As customers return to traditional office work schedules, Metro's targeted service improvements support revenue growth that significantly outpaces expense growth.

Fare simplification implemented in FY2024 made Metro's pricing easier to understand and increased affordability through initiatives such as the Metro Lift income-based pass. Metro also implemented Tap. Ride. Go. during 2025 as a convenient contactless payment option that allows customers to use their credit/debit card, mobile wallet, or linked smartwatch for fare payment without needing a Smart Trip card. The FY2027 Approved Budget will maintain fares at FY2026 levels. All customers remain eligible for reduced fare programs such as Metro Lift and reduced fares for seniors and people with disabilities.

The FY2027 Approved Budget projects $665.1 million in operating revenue. This change represents a 17.9 percent increase from FY2026. Passenger fares of $537.0 million make up 80.7 percent of the operating revenue budget. Passenger revenue is projected to increase by 15.9 percent relative to the FY2026 Budget. Non-passenger revenues from parking, advertising, joint development, fiber optic leases and other sources are projected to be $128.1 million, an increase of $27.5 million relative to the FY2026 Budget.

RIDERSHIP BY SERVICE

(Trips in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	Change	% Change
Metro Rail[1]	123,166	138,585	135,462	152,874	17,412	12.9%
Metro Bus[2]	117,540	124,044	133,069	125,115	(7,954)	(6.0%)
Metro Access[3]	1,397	1,040	1,197	3,036	1,840	153.7%
Total Ridership[4]	**242,103**	**263,668**	**269,727**	**281,025**	**11,298**	**4.2%**

1. Ridership statistics beginning in January 2024 include both tapped and non-tapped ridership for Metro Rail.
2. Metro Bus ridership reflects Automated Passenger Count (APC) data
3. Starting in FY2027 Metro Access ridership includes Abilities-Ride counts
4. Metro Rail ridership is based on linked trips; Metro Bus ridership is based on unlinked trips from APC data; Metro Access 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

Ridership

Total Ridership is projected to increase to 281.0 million trips in FY2027, with 54.4 percent of trips on Metro Rail, 44.5 percent on Metro Bus, and 1.1 percent on Metro Access.

Metro Rail

As home to the nation's capital, the greater Washington, D.C. Metropolitan area is a dynamic entertainment, cultural and historic destination, drawing individuals from around the world while also housing some of the country's most critical government institutions. Metro Rail services support both residents and visitors, providing convenient service to area sporting events, festivals, and institutions.

The FY2027 Approved Budget focuses on optimizing rail service to meet the current travel needs of the region, while simultaneously focusing on future requirements. To enhance the customer experience, Metro continues efforts to modernize the rail program, replacing antiquated infrastructure, vehicles and obsolete signaling systems. By improving signage and communication throughout the rail system, Metro is enhancing customers' ability to move through the system seamlessly to a desired location. Metro is also expanding its improved wayfinding program across Metro stations, incorporating more recognizable icons to help customers navigate from the station to a chosen destination.

Metro Rail ridership has demonstrated strong year-over-year gains in recent years and is now entering a phase of steady growth. The FY2027 Approved Budget anticipates a baseline forecast of 11.9 percent growth in tapped ridership, with a 0.9 percent increase attributed to service changes. Metro will have two phases for service improvements in FY2027. The first will be the addition of one extra train on each

FY2027 Fares Will Remain at FY2026 Levels Across all Three Modes

- Metro Rail base fare will remain at $2.25, with a composite mileage charge of $0.45 per mile after the first three miles, and a maximum fare of $6.75. Late-night and weekend fares will remain the same, ranging from $2.25 to $2.50
- Metro Bus local fares will remain $2.25 and the express fare will remain at $4.80
- Metro Access maximum fares will remain at $4.50

of the Orange, Silver, and Blue lines traveling in the peak ridership direction. This replaces the previous short-turn trips being used during peak service on the Silver Line. The second phase will be more frequent late-night service on the Red Line and increased frequency of all-day service on weekdays for the Orange, Silver, and Blue lines, with both starting in December 2026.

The FY2027 Approved Budget recognizes the changes in ridership patterns and focuses on optimizing service to continue this positive momentum. Metro Rail anticipates 152.9 million trips in FY2027 representing a 12.9 percent increase from the FY2026 Budget. Based on projected ridership, Metro Rail passenger revenue for FY2027 is budgeted at $465.1 million, a $65.5 million or 16.4 percent increase relative to the FY2026 Budget.

Metro continues to implement solutions to reduce fare evasion. Metro completed the installation of saloon style faregates at all 98 stations. Additionally, the Secure DC Bill passed in 2024 enhanced penalties for assaulting a transit worker and includes a provision requiring anyone stopped for fare evasion to provide their true name and address, allowing police officers to issue civil citations.

Metro's budget also includes up to $10.0 million as a rail fare revenue offset for closing stations for major capital improvement projects. Metro Rail revenue also includes trips taken through 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 Metro Rail and Metro Bus. Students can take unlimited trips on Metro Rail and Metro Bus using program specific Smart Trip cards.

Metro Bus

A reliable and convenient bus network is critical to the regional transportation system. As with Metro Rail, Metro Bus services connect people to personal, educational and professional opportunities. Service improvements for FY2027 include schedule optimization, increased capacity and on-time performance, higher frequency, and enhanced span and coverage of key routes.

The Better Bus Network is a crucial element of Metro's service optimization concepts. Metro envisions a Full Visionary Network for Metro Bus, which would run an additional 1.5 million revenue hours from the current 4.6 million hours. The service would have at least 30-minute frequencies throughout the day for most routes, additional new routes – including more connections between Metro Rail branches and emerging activity centers, the creation of a regionwide 24-hour network with overnight airport connections, and the delivery of more consistent and frequent service every day. The Full Visionary Network will lead to a significant increase in bus ridership, allowing customers to save more time on their commutes, have more convenient trip options, and have more access to employment opportunities across the region. Metro began working toward the Full Visionary Network with the June 2025 launch of the Better Bus Network, which was the first overhaul of the region's bus network in 50 years. The redesigned bus network introduced simpler and more intuitive route names, faster trips with reduced transfers, and simpler schedules. Metro's proposal for additional bus service in FY2027 continues to build on this foundation and the proposed additional service investments.

Metro Bus ridership has been flat or declining since spring 2025; however, ridership and revenue are expected to grow with the launch of Tap. Ride. Go. and continued fare enforcement. Metro Bus service improvements for FY2027 include lessons learned from the implementation of the Better Bus Network. Metro will adjust routes experiencing high passenger loads and/or frequent delays, reduce service complexity by always serving the full extent of all routes while also making consistent spans and headways, and add service where it most benefits customers while strengthening the overall network.

The FY2027 Approved Budget maintains bus fares for both local and express service at FY2026 levels. Metro Bus ridership is projected at 125.1 million trips in FY2027, a decrease of 8 million trips, or 6.0

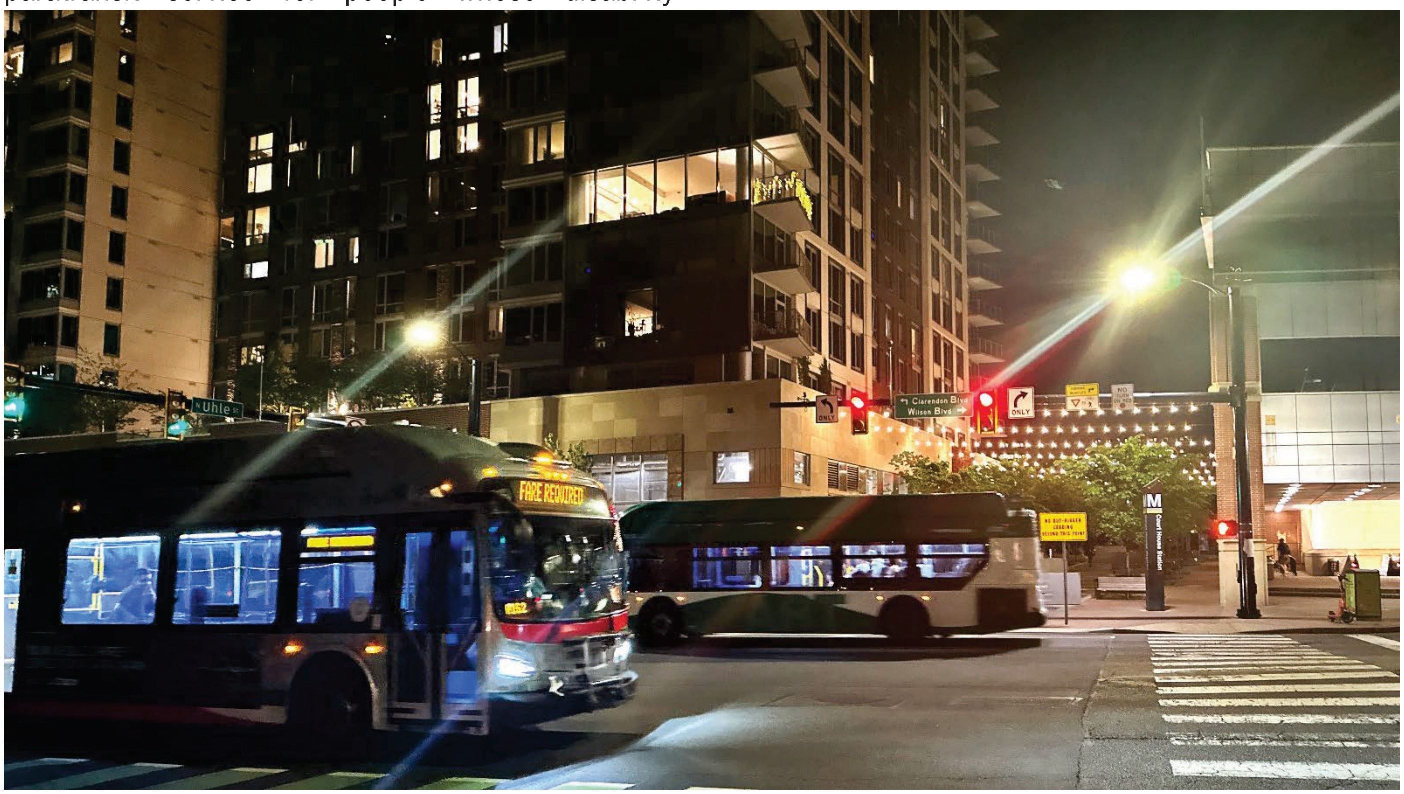
percent, from the FY2026 budget. Metro Bus passenger revenue for the FY2027 Approved Budget is $62.5 million, an increase of $2.6 million from the FY2026 budget.

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

Metro Access

Metro Access is a shared-ride, door-to-door, paratransit service for people whose disability prevents them from using Metro Bus or Metro Rail. Metro Access fares will remain at FY2026 levels with a fare cap of $4.50, and Metro will begin collecting a discounted $3.00 administrative fee for Abilities-Ride trips. To the extent that changes to Metro Bus or Metro Rail increase the service hours or service area, Metro Access services will, as required by law, expand to meet those requirements.

Metro Access is projected to provide 3.0 million trips, including 1.7 million trips on Abilities-Ride, in FY2027. Metro Access passenger revenue for the FY2027 Approved Budget is $9.5 million, an increase of $5.5 million from the FY2026 budget.



Pictured: Metro Bus provides service on the F62 route at Court House Metro station

Non-Passenger Revenue

Parking

Total parking revenue for the FY2027 Approved Budget is $36.3 million, a $12.3 million increase from the FY2026 Budget. Parking rates remain unchanged in the FY2027 Approved Budget from the FY2026 budget to encourage use of available capacity at parking facilities and bolster growth in long-distance Metro commutes. In addition, Metro bicycle lockers have been equipped with an hourly rental feature for fares of $0.05 per hour up to a $1.00 daily maximum.

In November 2025, Metro launched the initial phase of its updated bike parking program with new bike lockers available outside the Foggy Bottom and Eastern Market Metro stations. As the program expands, 450 bike lockers, 50 oversized lockers for cargo bikes, and 100 self-locking bike racks will be installed at 73 rail stations across the region. In addition, Metro is adding 75 bike repair stations and 600 new u-racks to the stations.

These smart self-locking racks replace Metro's previous annual rental and physical key model providing safe and secure bike parking to extend the reach of the rail system by supporting customers who choose to bike. The program marks a renewed commitment to making Metro stations easily accessible for everyone.

Advertising

Total advertising revenue in FY2027 is budgeted at $20.7 million, a $0.2 million increase from the FY2026 budget.

Metro stations include digital advertising display panels. This technology broadens Metro's advertising base and provides a platform to communicate important Metro-specific information to customers.

Joint Development

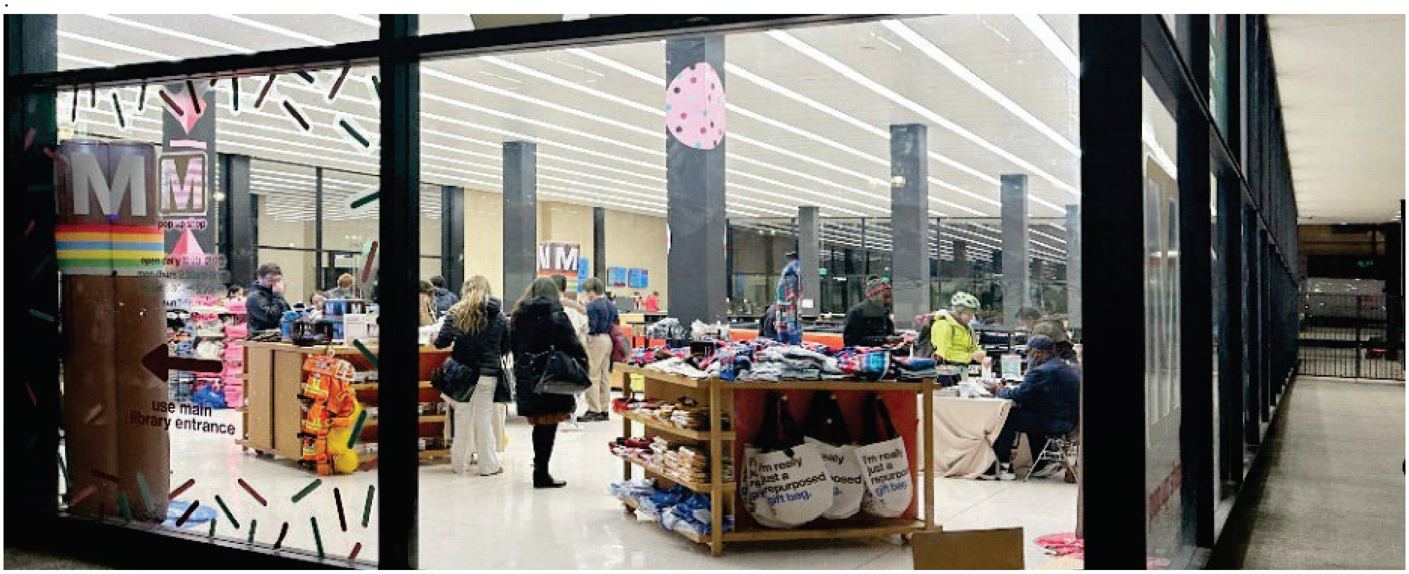
Metro actively employs its Joint Development program to maximize our real estate assets and support regional economic growth. Since 1978, Metro has delivered more than 55 buildings at 30 Metro stations totaling 17 million square feet of mixed-use development. The fiscal benefits of these projects generate annual property, sales, and income taxes for state and local governments. Joint development revenues are estimated to be $20.1 million.

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 FY2027, fiber optic revenue is estimated to be $17.3 million.

Other Revenue

Other operating revenues total $33.7 million in FY2027 and include lost revenue from capital projects as well as proceeds from agreements with cellular service providers, vending machine companies, surplus asset disposals, investment income, and employee parking.



Pictured: Metro operates pop-up shops at various times during the year to celebrate seasonal events and milestones

OPERATING BUDGET REVENUES[1]

(Dollars in Thousands)		FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
METRO BUS	Passenger	$ 50,108	$ 56,417	$ 59,881	$ 62,464	$ 2,583	4.3%
	Parking	-	-	-	-	-	-
	Advertising	6,615	8,564	8,204	8,297	93	1.1%
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	30,838	32,650	9,905	16,936	7,031	71.0%
	Metro Bus Revenue Subtotal	**$ 87,560**	**$ 97,631**	**$ 77,990**	**$ 87,697**	**$ 9,707**	**12.4%**
	Federal Relief[2]	245,315	65,382	-	-	-	-
	Metro Bus Subtotal	**$ 332,875**	**$ 163,013**	**$ 77,990**	**$ 87,697**	**$ 9,707**	**12.4%**
METRO RAIL	Passenger	$ 301,440	$ 402,024	$ 399,606	$ 465,077	$ 65,471	16.4%
	Parking	20,511	28,173	23,977	36,260	12,284	51.2%
	Advertising	10,067	13,243	12,306	12,445	139	1.1%
	Joint Development	15,693	18,525	15,876	20,077	4,201	26.5%
	Fiber Optics	17,413	16,915	17,155	17,326	171	1.0%
	Other Non-Transit Sources	15,811	13,949	13,149	16,717	3,567	27.1%
	Metro Rail Revenue Subtotal	**$ 380,935**	**$ 492,829**	**$ 482,068**	**$ 567,902**	**$ 85,834**	**17.8%**
	Federal Relief[2]	283,730	58,010	-	-	-	-
	Metro Rail Subtotal	**$ 664,665**	**$ 550,838**	**$ 482,068**	**$ 567,902**	**$ 85,834**	**17.8%**
METRO ACCESS	Passenger	$ 4,078	$ 3,404	$ 3,968	$ 9,458	$ 5,490	138.4%
	Parking	-	-	-	-	-	-
	Advertising	-	-	-	-	-	-
	Joint Development	-	-	-	-	-	-
	Fiber Optics	-	-	-	-	-	-
	Other Non-Transit Sources	69	144	114	80	(34)	(29.6%)
	Metro Access Revenue Subtotal	**$ 4,147**	**$ 3,548**	**$ 4,082**	**$ 9,538**	**$ 5,456**	**133.7%**
	Federal Relief[2]	3,577	-	-	-	-	-
	Metro Access Subtotal	**$ 7,724**	**$ 3,548**	**$ 4,082**	**$ 9,538**	**$ 5,456**	**133.7%**
TOTAL	Passenger	355,626	461,845	463,455	536,999	73,544	15.9%
	Parking	20,511	28,173	23,977	36,260	12,284	51.2%
	Advertising	16,682	21,807	20,510	20,742	232	1.1%
	Joint Development	15,693	18,525	15,876	20,077	4,201	26.5%
	Fiber Optics	17,413	16,915	17,155	17,326	171	1.0%
	Other Non-Transit Sources	46,717	46,743	23,168	33,733	10,564	45.6%
	Revenue Subtotal	**$ 472,642**	**$ 594,007**	**$ 564,141**	**$ 665,137**	**$ 100,996**	**17.9%**
	Federal Relief[2]	$ 532,622	$ 123,392	$ -	$ -	$ -	-
Grand Total		**$ 1,005,264**	**$ 717,399**	**$ 564,141**	**$ 665,137**	**$ 100,996**	**17.9%**

1. Please note that figures in tables and charts throughout this publication may not add due to independent rounding
2. Federal relief includes ARPA federal relief funding

Capital Funding

Metro's six-year CIP investments of $11.3 billion requires total funding of $13.5 billion from the federal government, state and local government partners and other sources including $132.0 million revenue loss from service shutdowns for capital projects and $2.1 billion of debt service.

Within the $13.5 billion six-year funding plan, Metro is projecting:

- $4.1 billion from federal grant funding, based on the congressional reauthorization for federal formula and PRIIA funding
- State and local contributions for matching of federal grants and system performance funds $3.0 billion, of which $132.0 million is expected to fund revenue losses from long-term service shutdowns due to major capital projects
- State dedicated funding of $3.0 billion
- Debt, secured by dedicated funding, of $2.0 billion
- Other local sources in the amount of $85.2 million
- Prior Year Funding of $965.4 million
- Prospective Federal Grants of $362.8 million

Additional information about capital funding sources is included in the Approved FY2027-2032 Capital Improvement Plan.

Pictured: Recently replaced Navy Yard escalators

FINANCIAL PLAN - ALLOCATION OF STATE AND LOCAL CONTRIBUTIONS

	(Dollars in Millions)	FY2027 Budget	FY2028 Plan	FY2029 Plan	FY2030 Plan	FY2031 Plan	FY2032 Plan	Six-Year Total
FEDERAL	Federal Formula Programs	$485.8	$495.5	$505.5	$515.6	$525.9	$536.4	$3,064.7
	Federal RSI/PRIIA	143.5	143.5	143.5	143.5	143.5	143.5	861.0
	Other Federal Grants	31.1	117.0	21.0	2.9	2.9	0.0	174.8
	TOTAL - FEDERAL GRANTS	**$660.4**	**$756.0**	**$670.0**	**$661.9**	**$672.3**	**$679.9**	**$4,100.5**
STATE AND LOCAL FUNDING CONTRIBUTIONS	Formula Match & System Performance	$120.3	$123.9	$127.7	$131.5	$135.4	$139.5	$778.3
	District of Columbia 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	**$348.3**	**$351.9**	**$355.7**	**$359.5**	**$363.4**	**$367.5**	**$2,146.3**
	Montgomery County	51.3	52.9	54.4	56.1	57.8	59.5	331.9
	Prince George's County	54.2	55.9	57.6	59.3	61.1	62.9	350.9
	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	**$322.1**	**$325.2**	**$328.5**	**$331.9**	**$335.3**	**$338.9**	**$1,961.9**
	City of Alexandria	14.2	14.7	15.1	15.6	16.0	16.5	92.1
	Arlington County	26.8	27.6	28.4	29.3	30.1	31.1	173.3
	City of Fairfax	0.8	0.8	0.8	0.9	0.9	0.9	5.2
	Fairfax County	43.7	45.1	46.4	47.8	49.2	50.7	282.9
	City of Falls Church	1.0	1.1	1.1	1.1	1.2	1.2	6.7
	Loudoun County	8.0	8.2	8.4	8.7	9.0	9.2	51.5
	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)	0.9	0.7	0.7	0.6	0.6	0.0	3.5
	Subtotal - Virginia	**$299.5**	**$302.1**	**$305.0**	**$307.9**	**$311.0**	**$313.6**	**$1,839.2**
	Jurisdiction Planning Projects	3.0	3.0	3.0	3.0	3.0	3.0	18.0
	Other Reimbursable Projects	57.2	10.0	0.0	0.0	0.0	0.0	67.2
	Subtotal - Jurisdictional Reimbursable	**$60.2**	**$13.0**	**$3.0**	**$3.0**	**$3.0**	**$3.0**	**$85.2**
	TOTAL - STATE & LOCAL	**$1,030.1**	**$992.2**	**$992.2**	**$1,002.3**	**$1,012.8**	**$1,023.0**	**$6,052.6**
	DEBT	**$283.8**	**$856.5**	**$878.0**	**$0.0**	**$0.0**	**$0.0**	**$2,018.3**
	PRIOR YEAR FUNDING	**$163.0**	**$157.0**	**$161.0**	**$145.0**	**$160.0**	**$179.4**	**$965.4**
	PROSPECTIVE FEDERAL GRANT	**$0.0**	**$0.0**	**$109.4**	**$99.7**	**$90.1**	**$63.7**	**$362.8**
GRAND TOTAL FUNDING[1,2]		**$2,137.3**	**$2,761.7**	**$2,810.5**	**$1,908.9**	**$1,935.1**	**$1,946.0**	**$13,499.6**

1. Total funding requirement includes capital program expenditures, other liabilities, debt service, and estimated revenue loss from major shutdowns
2. Totals may not sum due to independent rounding

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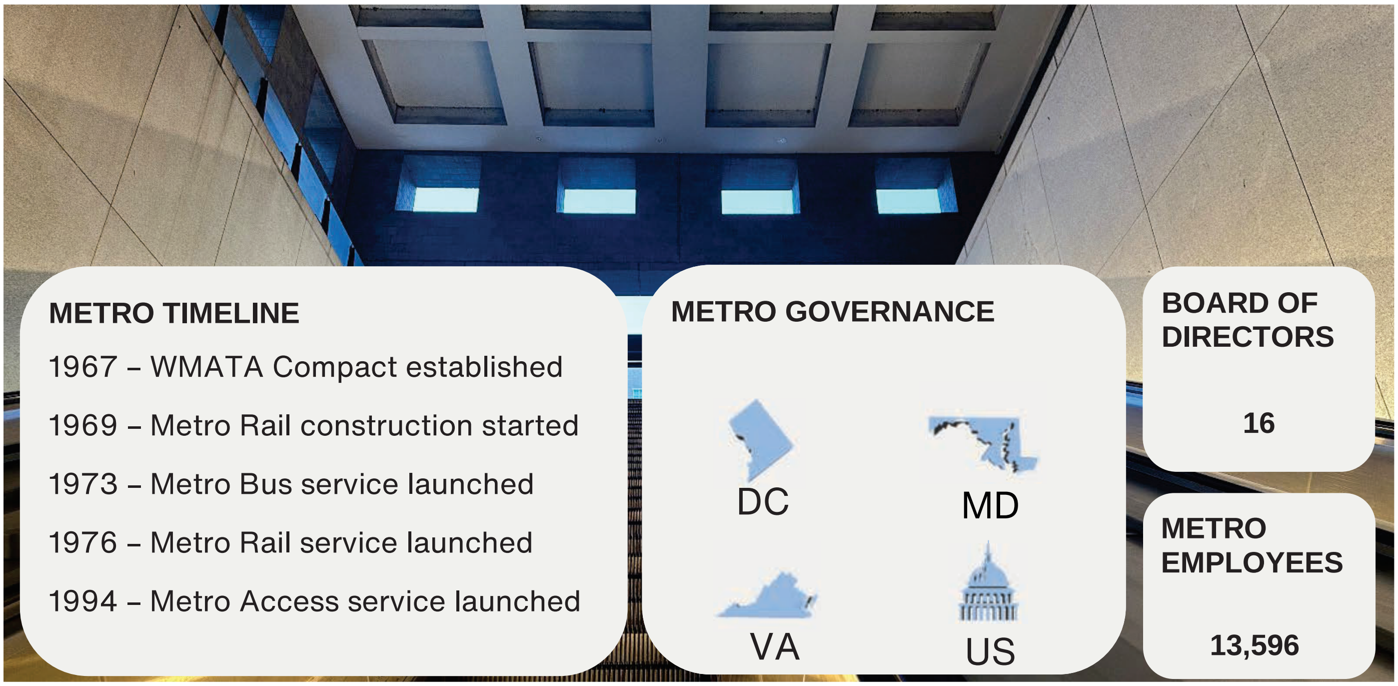
Chapter 2 – Metro Officers

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

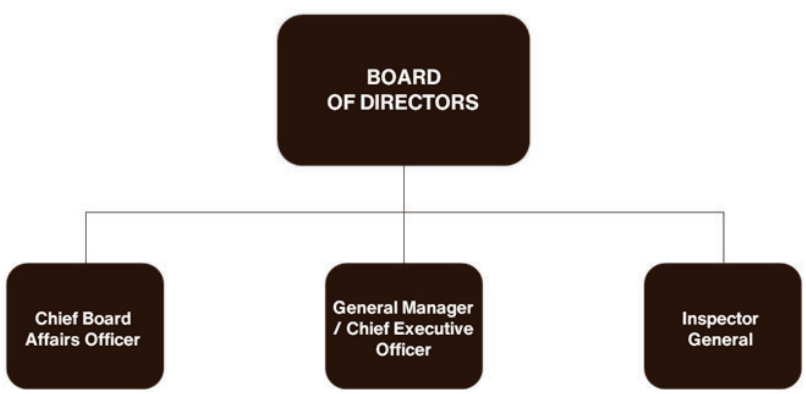


Pictured: Escalator view at Federal Center SW station

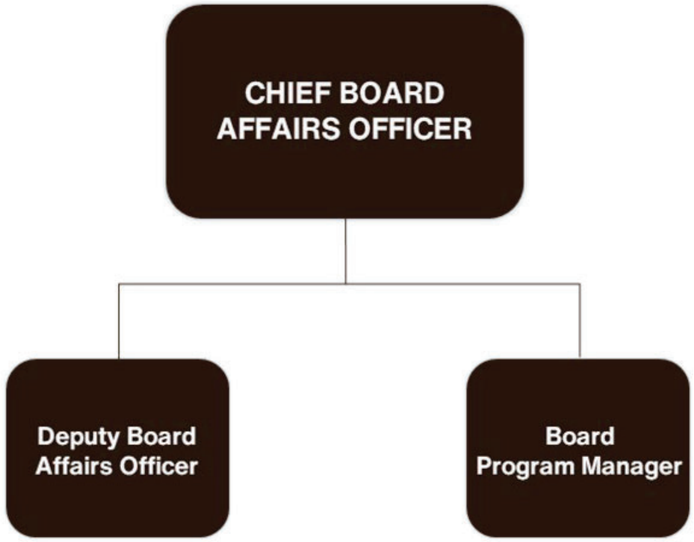
Board Reporting Structure

Metro's Board of Directors appoints the General Manager and Chief Executive Officer (GM/CEO), the Inspector General, and the Chief Board Affairs Officer. Each serves at the pleasure of the Board and carries out duties and responsibilities as defined by the Board. While all three positions report directly to the Board, they operate independently of one another, preserving objective oversight, minimizing conflicts of interest, and maintaining a clear separation of authority across the organization.

This chapter provides budget details for the offices supporting the GM/CEO, the Inspector General, and the Chief Board Affairs Officer. For completeness, the Authority-wide operating figures presented in Chapter 3 incorporate the costs of all three offices, ensuring a fully consolidated view of the Authority's budget.



Board Affairs



BOARD AFFAIRS						
(Dollars in Thousands)	**FY2024 Actual**	**FY2025 Actual**	**FY2026 Budget**	**FY2027 Budget**	**$ Change**	**% Change**
Personnel[1]	$706	$706	$734	$768	$34	4.6%
Non-Personnel	$1,064	$137	$211	$90	($122)	(57.6%)
Total[2]	**$1,771**	**$844**	**$945**	**$857**	**($88)**	**(9.3%)**

1. Personnel figures include the department's share of total fringe expenses
2. Total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval or proposal

The Office of Board Affairs (formerly the Office of the Board Corporate Secretary) is responsible for delivering all core functions that support the effective governance and operations of the WMATA Board of Directors. The Office reports directly to the Board and advises on governance strategy, ethics, transparency, and communications, and develops and administers Board policies, bylaws, and procedures. It coordinates closely with WMATA executive leadership to prepare policy briefings and materials that inform Board decision-making and ensure alignment with agency priorities.

Board Affairs manages all Board-related communications, including strategic messaging, media coordination, and guidance on addressing complex or sensitive topics. It also leads public engagement and transparency efforts by managing Board hearings, supporting community outreach, and ensuring accessible, accurate public information.

Additionally, the Office administers Board ethics disclosures and compliance processes, maintains all official records – including agendas, minutes, and resolutions – and plans and executives Board and committee meetings as well as Riders' Advisory Council activities. Through these functions, the Office of Board Affairs ensures cohesive governance, strong oversight, and transparent, accountable Board operations.

Office of Board Affairs – FY2027 Business Initiatives and Priorities
The Office of the Board Affairs will:
▪ Ensure Board operations and materials maintain a strategic focus and that the Board's work aligns with its priorities set forth in the Strategic Transformation Plan
▪ Create and implement opportunities for the Board to develop and continually refine its priorities, including through retreats and updated committee work plans
▪ Provide policy, governance, and communications counsel and recommendations regarding Board initiatives and policies on an ongoing basis
▪ Support the Board's oversight of Metro's procurement policies and processes to ensure the prudent investment of public funds
▪ Facilitate public access to Board meetings and Board materials to support the Authority's commitment to transparency; and facilitate opportunities for the public to provide input into Board decisions
▪ Manage the Compact public hearing process, including the administration of hearings and coordination with Metro's outreach processes under the Public Participation Plan to encourage and facilitate customer engagement and input
▪ Support the Board in fulfilling the requirements of dedicated funding legislation, the WMATA Compact and the Board's Bylaws
▪ Develop and lead Board orientation for new members as appointed
▪ Promote continuous learning through training and other educational and developmental opportunities for Board members, including mandatory training, and professional conferences
▪ Ensure completion of Board members' annual Ethics Disclosure process and support continued adherence to the Board's Code of Ethics
▪ Continue to expand the functionality of the Board's Ethics Portal to streamline the required disclosure reporting process
▪ Support Board member participation in Metro events with communications support and logistical assistance
▪ Oversee annual performance evaluation process for Board direct reports
▪ Provide policy and logistical support for the Riders' Advisory Council
▪ Act as liaison between the Board and the Youth Advisory Council as needed
▪ Conduct recruitment for the Riders' Advisory Council and Metro Transit Police Department Investigations Review Panel to fill vacancies
▪ Review recommendations by the Metro Transit Police Department Investigations Review Panel
▪ Fulfill all Board-related Public Access to Records requests
▪ Continue working with appropriate staff to improve audio-visual capabilities for Board room and virtual access to Board meetings and Board-related events; serve as a resource to other offices within the Authority on meeting management and logistics
▪ Leverage new technologies to improve efficiency in managing board activities

FY2026 Major Accomplishments

Talented Teams

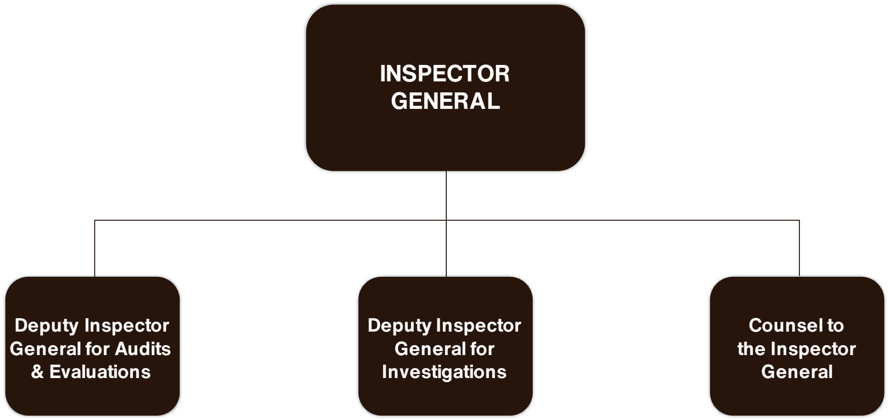
- Led the onboarding of six new Board members through a structured, high-impact orientation program with timely, strategically aligned materials, while formally recognizing the contributions of five outgoing members — ensuring continuity of leadership, preservation of institutional knowledge, and sustained governance effectiveness
- Comprehensively updated nine Standard Operating Procedures across Board operations — including onboarding, offboarding, meeting and public hearing preparation, and Board engagement protocols — establishing consistent, efficient, and scalable governance processes that strengthen organizational effectiveness

Financial and Organizational Efficiency

- Led the end-to-end procurement and execution of the WMATA Operational Analysis, as directed by the Virginia General Assembly, ensuring disciplined contract management and on-time delivery – advancing data-driven decision-making, operational efficiency, and long-term financial sustainability
- Restructured Board portal technology contract to save 80 percent of costs while retaining core functionality

Pictured: Metro's Board of Directors recognize Metro Bus operators for their commitment to safety and community

Inspector General



INSPECTOR GENERAL

(Dollars in Thousands)	FY2024 Actual[1]	FY2025 Actual[1]	FY2026 Budget[1]	FY2027 Budget[1]	$ Change	% Change
Personnel[2]	$6,008	$6,522	$7,432	$7,875	$443	6.0%
Non-Personnel	$2,327	$2,395	$2,957	$2,801	($157)	(5.3%)
Total[3]	**$8,335**	**$8,918**	**$10,389**	**$10,676**	**$286**	**2.8%**

1. The Inspector General's FY2024 - FY2027 budgets each include $5 million of PRIIA funding
2. Personnel figures include the department's share of total fringe expenses
3. The total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval or proposal

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

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

The Board's FY2027 Budget provides funding to the OIG for ongoing operational expenses. This document highlights our key initiatives and presents perspective and context for our budget needs and focus areas for FY2027.

As the leading public transit agency for the Washington, D.C., Maryland, and Virginia (DMV) region, WMATA is pivotal to the DMV's success. With a budget of $4.8 billion, WMATA operates the second largest heavy rail system and sixth largest bus network in the United States and employs over 15,000 people.

The OIG continually aligns its mission and resources to concentrate on the agency's highest-risk areas. It is expected to continue to focus on these areas as the Authority implements its Strategic Transformation

Plan. The OIG's goal is to provide transparency into the impacts of these changes, making recommendations to enhance the efficiency of WMATA operations, and ensuring the integrity of its finances, procurements, employees, and contractors. It will also continue to increase its focus on procurement activities and oversight of Capital Improvement Projects.

The OIG's results represent a prudent return on investment (ROI), as the financial benefits to WMATA from its work are greater than the total cost of its annual budget. For example, in FY2025, the OIG monetary results were approximately $6.08 for every dollar invested based on FY2025 actuals.

Office of Inspector General -- FY2027 Business Initiatives and Priorities
The Inspector General's Office of Investigations will:
▪ Conduct criminal, civil and administrative investigations and refer them for prosecution or other resolution, as appropriate.
▪ Handle and issue confidential reports of investigations involving fraud, waste, abuse, misconduct, gross mismanagement, or any investigation of Authority activities deemed necessary or desirable by the Inspector General.
▪ Provide all oversight and administration of the Office of Inspector General's hotline, including timely referral of non-investigative matters to the appropriate WMATA departments for review and action as they deem appropriate.
▪ Oversee and administer WMATA's whistleblower retaliation program, administer the OIG's Whistleblower Award Program, and provide confidential and timely investigative reports to the Whistleblower Panel.
▪ Issue management alerts to the GM/CEO on matters with time sensitivity and those requiring management action.
▪ Provide fraud awareness training to WMATA departments, offices, new staff, and staff with fiduciary responsibilities.
▪ Develop and use forensic and data analytics tools to help identify fraud, waste, or abuse.
The Inspector General's Office of Audits and Evaluations will:
▪ Conduct risk-based performance audits and evaluations to promote the economy, efficiency, and effectiveness of WMATA programs, operations, and activities.
▪ Perform reviews and analyses of contractor proposals to determine the reasonableness of cost/pricing information and compliance with the Buy America Act.
▪ Oversee the independent public accounting firm conducting WMATA's annual financial statement audit.
▪ Keep the Board fully and currently informed about the progress of corrective actions on audit and evaluation recommendations.
▪ Issue management alerts to the GM/CEO for matters with time sensitivity and those requiring management action.

FY2026 Major Accomplishments

Service Excellence

- OIG's Office of Investigations (OI) continued to receive information from WMATA employees, customers, vendors, and the public through the OIG Hotline, receiving 416 complaints that led to investigations and referrals for resolution
- Investigative staff initiated 37 investigations focused on criminal, civil, and administrative violations impacting WMATA operations, and issued three Reports of Investigation, one Management Alert, and two Investigative Referrals

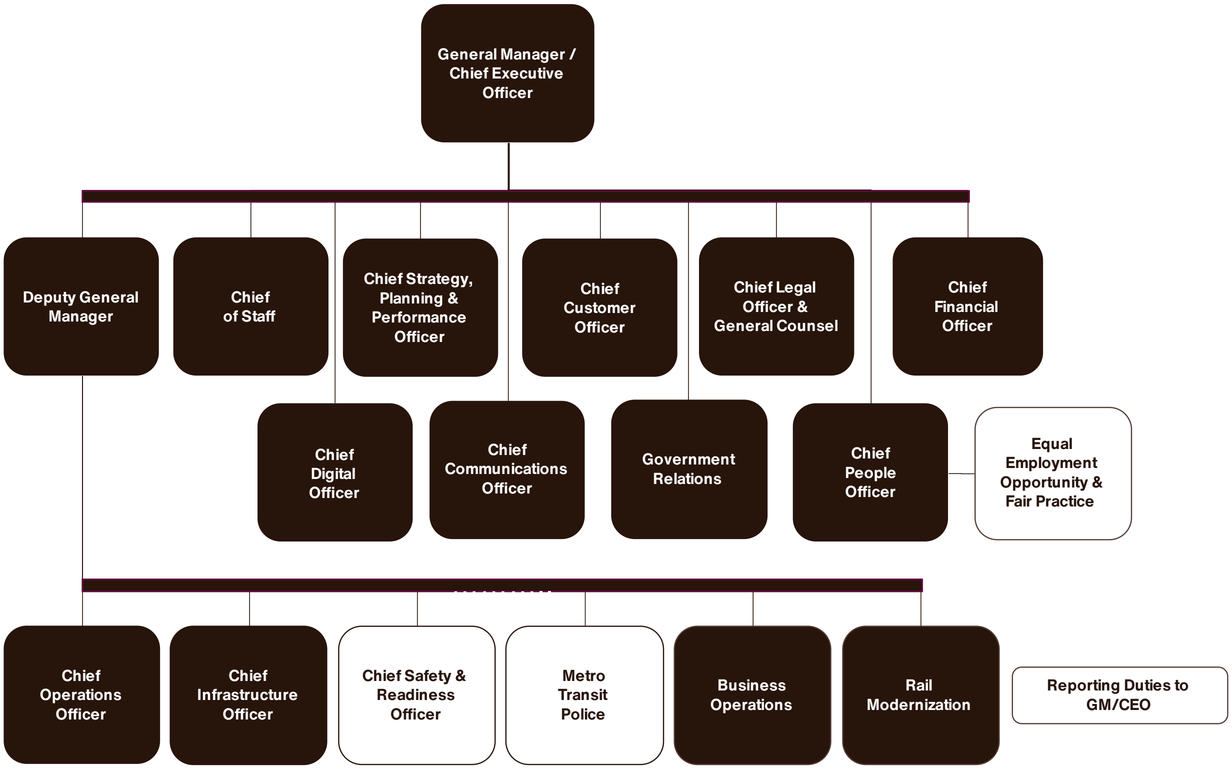
Talented Teams

- Received the 2025 Distinguished Knighton Award from the Association of Local Government Auditors, recognizing the top performance audit among peer organizations across the United States and Canada. This national honor underscores the significant impact, rigorous evidence-based conclusions, and exceptional quality of the OIG's Audit of WMATA's Data Center Cost Optimization
- Closed 19 outstanding recommendations associated with eight audit and evaluation reports, contributing to internal improvement and accountability through the corrective actions process
- Investigative work resulted in multiple criminal guilty pleas, employee terminations, formal letters of reprimand, contract terminations, and debarment actions, and whistleblower retaliation complaints closed

Financial and Organizational Efficiency

- OIG's Office of Audits & Evaluations (OA) issued 12 procurement contract audit reports identifying potential monetary benefits of $27.6 million
- OA staff oversaw the audits of WMATA's Financial Statements for Fiscal Years 2025 and 2024, WMATA's Single Audit for Fiscal Year 2025, and the Restatement of WMATA's Single Audit for FY2024
- OA published multiple reports, including the Review of WMATA's ERP Implementation Project, the Audit of WMATA's Accounts Payable Process for Outside Party and Miscellaneous Vendors, the Audit of WMATA's Data Privacy and Protection Practices, and the Evaluation of WMATA's Controls Over Bus Operator Licensing Requirements
- OIG issued the Inspector General's Semiannual Report to the Board of Directors, No. 36 and No. 37

General Manager & Chief Executive Officer



GENERAL MANAGER & CHIEF EXECUTIVE OFFICER

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$1,665,460	$1,790,607	$1,856,327	$1,986,385	$130,058	7%
Non-Personnel	$688,569	$730,563	$739,568	$752,586	$13,018	2%
Total [1,2,3]	**$2,354,029**	**$2,521,170**	**$2,595,895**	**$2,738,971**	**$143,076**	**6%**

1. Excludes expenses and positions of the Board Affairs 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 or proposal
3. Totals may not sum due to independent rounding

The Strategic Transformation Plan, Your Metro, the Way Forward, is both a long-term strategy and a tool for annual priority setting as Metro works to meet the evolving needs of its customers, employees, and the region. Metro adopted its Strategic Transformation Plan in February 2023 and delivered tangible results during the first three years of the plan, meeting and even exceeding many of the established targets. Metro updated the Strategic Transformation Plan in December 2025 to reflect the significant progress made and drive the agency towards the gold standard for world-class, cost-effective transit. The plan outlines Metro’s mission and vision and identifies three strategic goals: Service Excellence, Talented Teams, and Financial and Organizational Efficiency. Metro will implement the plan through priority programs and tactical projects that drive improvements and innovation, helping to achieve the plan's key results. Initiatives will be prioritized through the annual budget process, and Metro will refine key results and reprioritize programs over time as needs evolve.

The preface of this document outlines Metro's high-level initiatives.

FY2026 Major Accomplishments

Recognized as the 2025 Transit Agency of the Year by the American Public Transportation Association (APTA).

Service Excellence

- Part 1 Crime Rate reached an all-time low
- Five consecutive years of ridership growth
- Sustained high levels of satisfaction: 91 percent Metro Rail and 78 percent Metro Bus
- Launched first Bus Network Redesign in Metro's history
- Expanded Tap. Ride. Go to bus and parking, surpassing 15 million trips
- Launched new website (last updated 2016) and upgraded Metro Pulse app
- Recognized with TSA's Gold Standard Award for transit security for a record fifth consecutive year

Talented Teams

- Hired over 800 staff into our technical training programs for key operations roles
- Promoted over 550 staff into new roles
- Over 230 staff nominated for a Metro Award
- Launched Metro Sync, an upgraded Human Capital and Payroll software aimed at improving core processes

Financial and Organizational Efficiency

- Delivered two joint development projects on Metro property, adding 350 housing units and 422,000 square feet of office space
- Over $780,000 in revenue generated from Metro pop-up shop
- Commenced a 10-year electricity contract that covers 30 percent of Metro's supply need, mitigating exposure to energy market volatility, and securing favorable pricing for a critical operating expense

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Chapter 3 – Operating Budget

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

EXPENSES $2,617.2M				FUNDING $2,617.2M			
$912.4M	$1,641.1M	$197.0M	($133.3M)	$1,940.0M	$537.0M	$128.1M	$12.0M
Bus	Rail	Access	PM Transfer	State & Local	Passenger Revenue	Other Revenue	Prior Year Savings

Pictured: Metro Bus featuring a special wrap commemmorating Metro Rail's 50th anniversary celebration

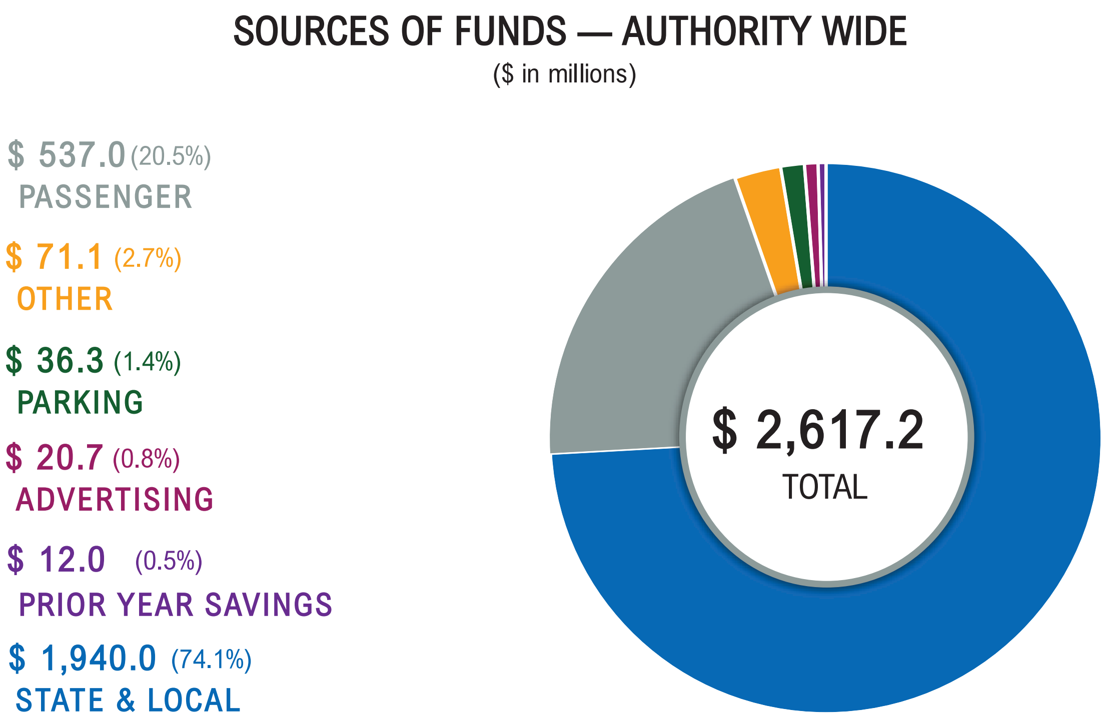
Introduction

Metro plays an essential role in the economic vitality of the National Capital Region, connecting customers to employment, education, commerce, cultural destinations, and more. Metro's operating budget covers the day-to-day costs of running Metro Rail, Metro Bus, and Metro Access service. This includes expenses for bus and rail operators, mechanics, station managers, transit police as well as fuel, propulsion, and more needed to provide safe, reliable service. Metro is focused on unit cost efficiency and delivering the most value with available resources. The FY2027 Approved Operating Budget's total expense for Metro Bus, Metro Rail, and Metro Access is $2,750.5 million (excluding debt service and reimbursables), of which, $133.3 million in operating costs will be transferred to capital funds to cover eligible preventive maintenance work. After this transfer, the operating budget totals $2,617.2 million, which is funded by a combination of passenger and non-passenger revenues and jurisdictional subsidies.

Sources of Funds

Metro operations are funded by passenger fares and other revenues, as well as state and local subsidies.

- Net operating subsidy of $1,940.0 million (excluding debt service) funds 74.1 percent of the operating budget
- Passenger fare revenue of $537.0 million and parking revenue of $36.3 million together represent 21.9 percent of the operating budget
- Collectively, advertising, joint development projects, fiber optic and property leases, and other revenues fund the remaining $91.9 million of operating revenue



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

Uses of Funds

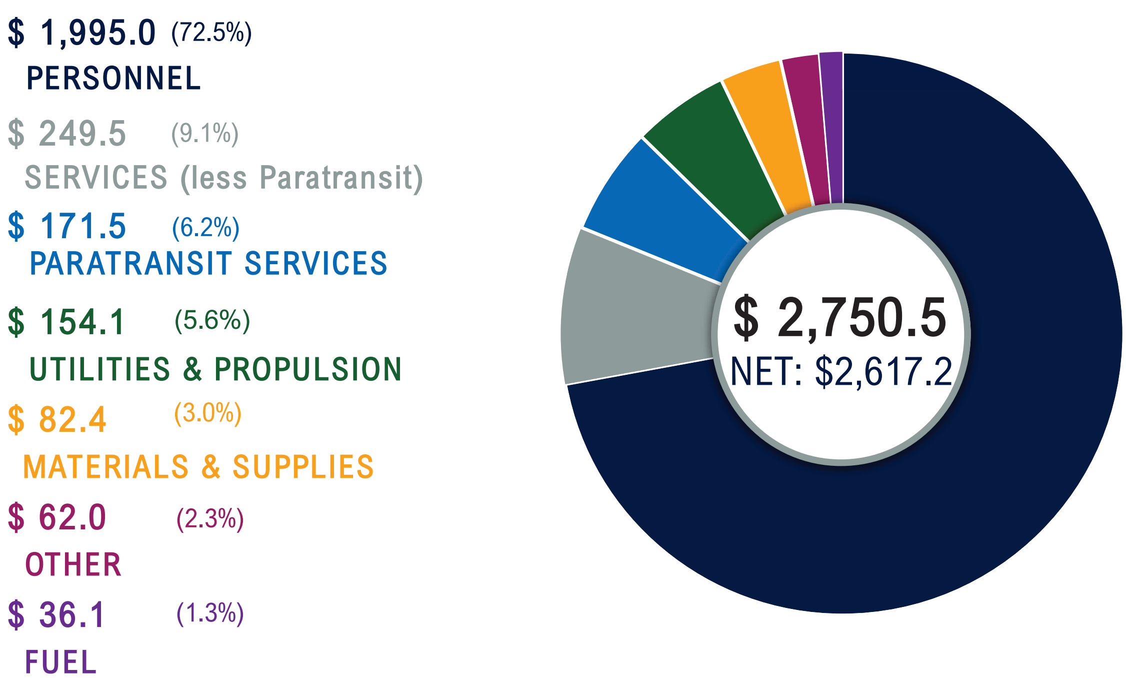
Total operating expenses for the FY2027 Approved Budget are $2,750.5 million on a gross basis and $2,617.2 million on a net basis. Net operating expenses reflect gross operating expenses less preventive maintenance transfers to the Capital Budget. Prior to FY2027, WMATA reported operating expenses on a net basis only.

- Personnel expenses, including labor, fringe benefits and capital overhead allocation, are the largest operating budget expense category at $1,995.0 million or 72.5 percent of total expenses. Operating personnel expenses are projected to increase by $239.3 million in FY2027 relative to the FY2026 Budget and supports 11,656 positions. Collective Bargaining Agreements that Metro has entered with its unions include three to four percent general wage increases in FY2027. The approved budget also includes increased costs for pension payments and healthcare.

- Total Services, to include Paratransit Services, are projected to be $421.0 million and account for 15.3 percent of total budgeted operating expense for FY2027. Paratransit expense is projected to be $171.5 million in FY2027, an increase of $15.5 million relative to the FY2026 Approved Budget. Other items reflected in the Services budget are expenses related to professional and technical services, contract maintenance, custodial services, and temporary labor services. In FY2027, the Total Services budget of $421.0 million is an increase of $9.7 million compared to the FY2026 Budget.
- 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. In the FY2027 Approved Budget, expenses for materials and supplies total $82.4 million, a decrease of $13.2 million, or 13.8 percent, from the FY2026 Budget.
- Metro's energy budget (fuel, utilities, propulsion) consists of propulsion usage by the Metro Rail system; diesel, compressed natural gas, and electricity for Metro Bus; gasoline for Metro Access and non-revenue vehicles; and utilities at Metro facilities. Collectively, these costs are projected to increase by $27.3 million relative to the FY2026 Budget.
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs.

USES OF FUNDS — AUTHORITY WIDE

($ in millions)



OPERATING BUDGET – REVENUE AND EXPENSES

(Dollars in Thousands)		FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change
REVENUES	Passenger	$355,626	$461,845	$463,455	$536,999	$73,544
	Parking	20,511	28,173	23,977	36,260	12,284
	Advertising	16,682	21,807	20,510	20,742	232
	Joint Development	15,693	18,525	15,876	20,077	4,201
	Fiber Optics	17,413	16,915	17,155	17,326	171
	Other Non-Transit Sources	46,717	46,743	23,168	33,733	10,564
	Total Revenues	**$472,642**	**$594,007**	**$564,141**	**$665,137**	**$100,996**
EXPENSES	Personnel	1,672,174	1,797,836	1,864,493	1,995,028	130,535
	Services (less Paratransit)	227,390	243,411	255,272	249,503	(5,769)
	Services - Paratransit	162,704	157,003	156,002	171,455	15,454
	Materials & Supplies	87,164	115,875	95,553	82,392	(13,162)
	Fuel (Gas/Diesel/Natural Gas)	34,225	32,537	44,102	36,062	(8,040)
	Utilities and Propulsion Power	111,438	118,852	118,796	154,089	35,293
	Casualty and Liability	46,076	48,291	51,196	42,086	(9,110)
	Leases and Rental	8,337	7,970	8,957	7,136	(1,820)
	Miscellaneous	14,626	9,157	12,859	12,753	(106)
	Gross Expenses	**$2,364,135**	**$2,530,931**	**$2,607,230**	**$2,750,504**	**$143,274**
	Preventive Maintenance Transfer	(106,620)	(89,392)	(108,785)	(133,340)	24,555
	Net Expenses	**$2,257,515**	**$2,441,539**	**$2,498,445**	**$2,617,164**	**$118,719**
SUBSIDY	**Gross Subsidy**	**$1,784,872**	**$1,847,532**	**$1,934,304**	**$1,952,027**	**$17,723**
	Federal Relief[1]	(532,622)	(123,392)	-	-	-
	Prior Year Savings	-	-	(28,424)	(12,000)	16,424
	Net Subsidy	**$1,252,250**	**$1,724,140**	**$1,905,880**	**$1,940,027**	**$34,147**
Cost Recovery Ratio		20.0%	23.5%	21.6%	24.2%	

1. Federal relief includes ARPA federal relief funding

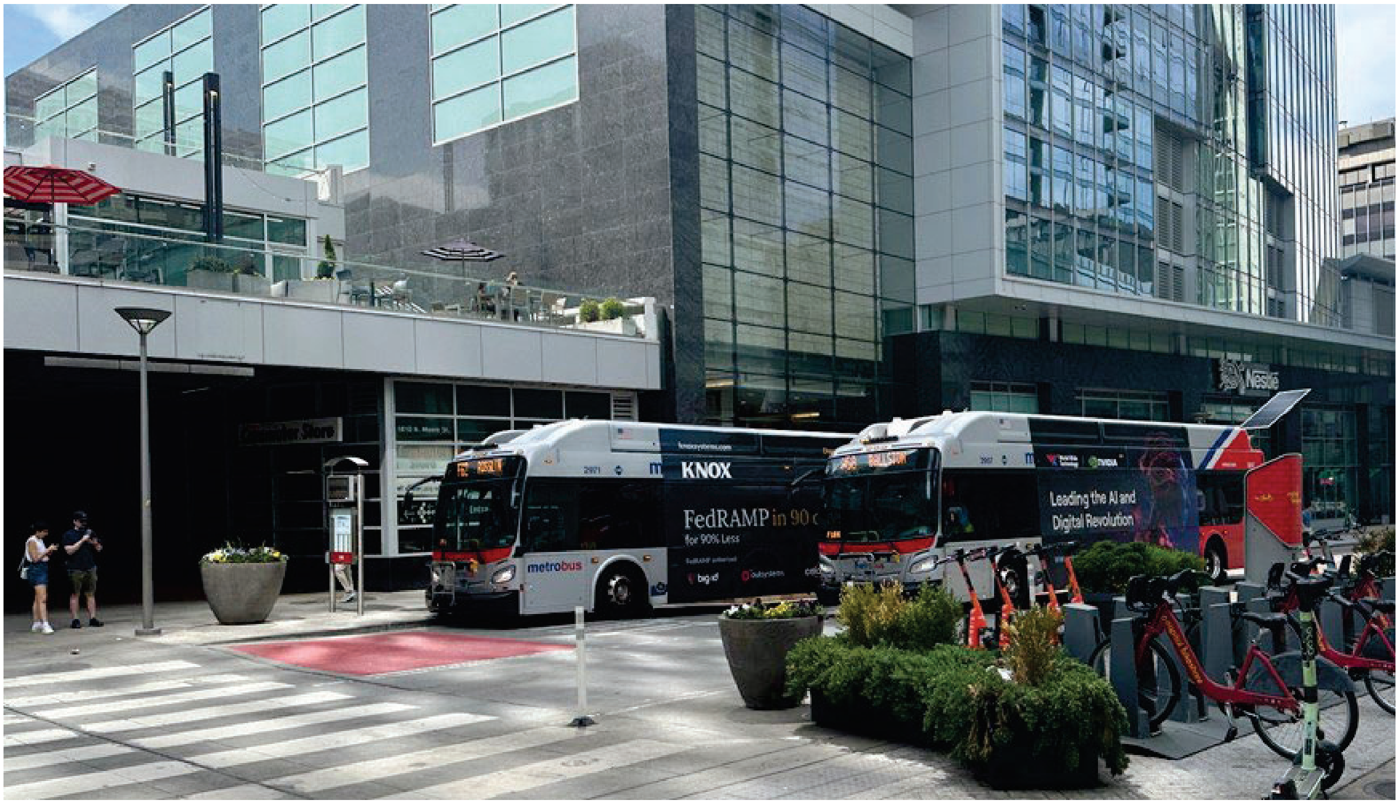
OPERATING BUDGET – AUTHORITY WIDE

	(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
PERSONNEL	Salaries	$407,757	$424,365	$498,935	$484,178	($14,757)	(3.0%)
	Wages	676,750	690,962	755,380	751,275	(4,105)	(0.5%)
	Overtime	150,615	185,526	122,235	168,180	45,945	37.6%
	Total Salaries and Wages	**$1,235,121**	**$1,300,854**	**$1,376,550**	**$1,403,633**	**$27,083**	**2.0%**
	Fringes	**$550,342**	**$608,559**	**$606,498**	**$659,471**	**$52,973**	**8.7%**
	Fringe Health	225,869	253,755	205,461	263,319	57,858	28.2%
	Fringe Pension	289,661	304,762	257,846	328,336	70,490	27.3%
	Other Fringe Benefits	(3,866)	6,805	96,809	20,043	(76,766)	(79.3%)
	Workers Compensation	38,677	43,237	46,381	47,773	1,391	3.0%
	Capital Allocation	**($113,288)**	**($111,578)**	**($118,555)**	**($68,076)**	**$50,478**	**(42.6%)**
	Total Personnel Cost	**$1,672,174**	**$1,797,836**	**$1,864,493**	**$1,995,028**	**$130,535**	**7.0%**
NON-PERSONNEL	**Services**	**$390,094**	**$400,413**	**$411,274**	**$420,959**	**$9,685**	**2.4%**
	Professional and Technical	106,656	101,368	111,582	105,150	(6,432)	(5.8%)
	Contract Maintenance	59,222	72,874	79,602	95,519	15,917	20.0%
	Paratransit	162,704	157,003	156,002	171,455	15,454	9.9%
	Other	61,512	69,170	64,088	48,834	(15,254)	(23.8%)
	Materials and Supplies	**$87,164**	**$115,875**	**$95,553**	**$82,392**	**($13,162)**	**(13.8%)**
	Parts	55,394	89,389	32,809	25,213	(7,595)	(23.2%)
	Other	31,770	26,487	62,744	57,178	(5,566)	(8.9%)
	Fuel (Gas/Diesel/Natural Gas)	**$34,225**	**$32,537**	**$44,102**	**$36,062**	**($8,040)**	**(18.2%)**
	Diesel Fuel	20,935	21,264	29,466	22,659	(6,808)	(23.1%)
	Gasoline	7,417	5,712	9,002	9,621	618	6.9%
	Natural Gas	5,874	5,561	5,634	3,783	(1,851)	(32.9%)
	Utilities and Propulsion	**$111,438**	**$118,852**	**$118,796**	**$154,089**	**$35,293**	**29.7%**
	Propulsion	64,903	70,690	66,824	98,884	32,060	48.0%
	Electricity	33,841	34,738	37,257	40,771	3,514	9.4%
	Utilities - Other	12,694	13,424	14,715	14,434	(281)	(1.9%)
	Casualty and Liability	**$46,076**	**$48,291**	**$51,196**	**$42,086**	**($9,110)**	**(17.8%)**
	Insurance	33,112	34,725	36,970	28,754	(8,215)	(22.2%)
	Claims	12,964	13,566	14,226	13,331	(895)	(6.3%)
	Leases	**$8,337**	**$7,970**	**$8,957**	**$7,136**	**($1,820)**	**(20.3%)**
	Property	4,695	4,196	5,111	3,363	(1,748)	(34.2%)
	Equipment	3,642	3,774	3,846	3,773	(72)	(1.9%)
	Miscellaneous	**$14,626**	**$9,157**	**$12,859**	**$12,753**	**($106)**	**(0.8%)**
	Business Meeting/Subscriptions	1,711	1,269	1,625	1,007	(618)	(38.1%)
	Advertising	5,336	6,364	9,878	7,848	(2,029)	(20.5%)
	Reimbursements/Other	7,579	1,524	1,356	3,898	2,542	187.4%
	Total Non-Personnel Cost	**$691,960**	**$733,096**	**$742,737**	**$755,476**	**$12,739**	**1.7%**
	Gross Expenses	**$2,364,135**	**$2,530,931**	**$2,607,230**	**$2,750,504**	**$143,274**	**5.5%**
	Preventive Maintenance Transfer	(106,620)	(89,392)	(108,785)	(133,340)	(24,555)	22.6%
NET EXPENSES		**$2,257,515**	**$2,441,539**	**$2,498,445**	**$2,617,164**	**$118,719**	**4.8%**

OPERATING BUDGET – EXPENSES

(Dollars in Thousands)		FY2027 Budget	FY2027 Metro Bus	FY2027 Metro Rail	FY2027 Metro Access
PERSONNEL	Salaries	$484,178	$123,769	$355,883	$4,526
	Wages	751,275	346,840	403,913	521
	Overtime	168,180	68,001	99,645	534
	Total Salaries and Wages	**$1,403,633**	**$538,611**	**$859,441**	**$5,581**
	Fringes	**$659,471**	**$227,797**	**$423,142**	**$8,531**
	Fringe Health	263,319	89,186	170,920	3,212
	Fringe Pension	328,336	111,208	213,123	4,006
	Other Fringe Benefits	20,043	11,223	8,090	730
	Workers Compensation	47,773	16,181	31,009	583
	Capital Allocation	**($68,076)**	**($23,057)**	**($44,188)**	**($831)**
	Total Personnel Cost	**$1,995,028**	**$743,351**	**$1,238,395**	**$13,282**
NON-PERSONNEL	**Services**	**$420,959**	**$73,808**	**$168,501**	**$178,650**
	Professional and Technical	105,150	31,274	68,179	5,698
	Contract Maintenance	95,519	35,763	59,070	686
	Paratransit	171,455	-	-	171,455
	Other	48,834	6,771	41,252	811
	Materials and Supplies	**$82,392**	**$35,842**	**$46,009**	**$540**
	Parts	25,213	13,406	11,793	14
	Other	57,178	22,436	34,216	526
	Fuel (Gasoline/Diesel/Natural Gas)	**$36,062**	**$30,723**	2,134	**$3,206**
	Diesel Fuel	22,659	22,659	-	-
	Gasoline	9,621	4,281	2,134	3,206
	Natural Gas	3,783	3,783	-	-
	Utilities and Propulsion	**$154,089**	**$9,328**	**$144,192**	**$569**
	Propulsion	98,884	-	98,884	-
	Electricity	40,771	5,348	35,016	407
	Utilities - Other	14,434	3,980	10,292	162
	Casualty and Liability	**$42,086**	**$14,254**	**$27,318**	**$513**
	Leases	**$7,136**	**$732**	**$6,346**	**$58**
	Miscellaneous	**$12,753**	**$4,319**	**$8,206**	**$228**
	Total Non-Personnel Cost	**$755,476**	**$169,005**	**$402,707**	**$183,764**
TOTAL COST[1]		**$2,750,504**	**$912,356**	**$1,641,102**	**$197,046**

Operating Budget by Mode: Metro Bus



Pictured: Metro buses provide connections to rail customers at Rosslyn Metro station

Profile

Metro Bus is a vital component of public transportation to the region through its extensive network of bus routes connecting neighborhoods, commercial districts, and key transit hubs. With flexible and affordable means of travel for commuters, students, and visitors alike, the system emphasizes accessibility and service excellence. Metro Bus plays a crucial role in reducing traffic congestion and promoting sustainable urban mobility. Service is provided on a combination of local, limited stop, and express routes connecting the region. All buses are accessible to accommodate customers with disabilities, and bike racks are available for use on all buses.

Metro launched its redesigned Better Bus Network in June 2025 to better match the region's travel needs and provide fast, frequent, and reliable service. To inform the network redesign, Metro combined customer input with data about its current network and future transit demand. Metro held 50 events, interacted with more than 15,000 people, and gathered over 13,500 comments on routes in spring 2024. This overarching initiative to improve Metro Bus has provided the foundation for future improvements such as new facilities, the expansion of the zero-emission fleet, and improved bus communications.

The FY2027 Approved Budget will continue the improvements of Better Bus Network redesign as part of Metro's Strategic Transformation Plan to advance core objectives in Service Excellence and Financial and Organizational Efficiency while using current resources. Service enhancements will include improved frequency, connections and hours of service for 18 routes and adds the bandwidth to provide service to two new limited-stop routes contingent upon regional grant funding.

Sources of Funds

SOURCES OF FUNDS — METRO BUS
($ in millions)

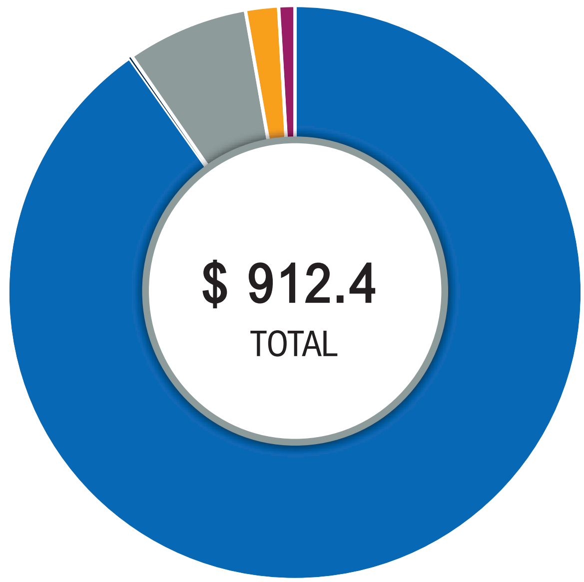
$ 8.3 (0.9%)
ADVERTISING

$ 16.9 (1.9%)
OTHER

$ 62.5 (6.8%)
PASSENGER

$1.5 0.2%
PRIOR YEAR SAVINGS

$ 823.1 (90.2%)
STATE & LOCAL



Metro Bus sources of funds consist primarily of revenue from fares and advertising, as well as the subsidy from Metro's jurisdictional partners. The subsidy is $823.1 million, or 90.2 percent of the total funding need for Metro Bus.

Operating revenue for Metro Bus (revenue excluding federal funding and subsidy) for FY2027 is projected at $87.7 million. The largest revenue source, passenger revenues, is estimated at $62.5 million including fares and passes. The FY2027 Approved Budget projects passenger revenue will increase $2.6 million from the FY2026 Budget for Metro Bus. Metro continues to implement initiatives to improve fare compliance and protect funding for the transportation service customers depend on every day.

Metro Bus is projected to receive advertising revenue of $8.3 million, an increase of 1.1 percent when compared to the FY2026 Budget.

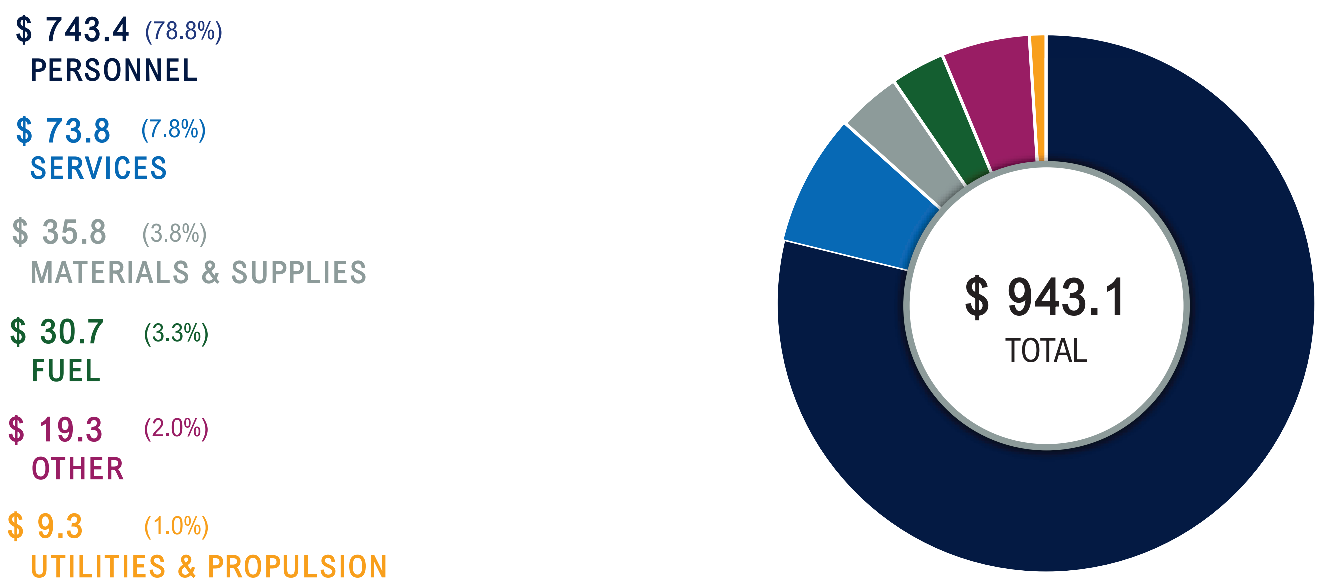
Other Metro Bus revenue, which includes interest, property disposal, and miscellaneous revenue, is projected to total $16.9 million.

Pictured: Metro buses are equipped with accessibility features

Uses of Funds

USES OF FUNDS — METRO BUS

($ in millions)



Personnel

Personnel expenses are the largest portion of the Metro Bus budget. For FY2027, personnel costs are estimated at $743.4 million or 81.5 percent of the Metro Bus budget. From FY2024 to FY2025, actual personnel expenses increased by $41.6 million, or 6.7 percent. Relative to the FY2026 Budget, FY2027 personnel expenses are projected to increase by $43.3 million.

The Collective Bargaining Agreement (CBA) negotiated with Amalgamated Transit Union Local 689 calls for a wage increase effective in FY2027. The CBA also minimizes the impact from an inflationary spike with limits on total wage (general wage increase and cost-of-living adjustment) increases. Results from recent contract agreements for other CBAs are also incorporated into the FY2027 Approved Budget.

Non-Personnel

The FY2027 Approved Budget projects Services costs of $73.8 million. Services costs decreased by $0.3 million, or 0.5 percent, from FY2024 to FY2025. The FY2027 Approved Budget is expected to increase by $16.2 million relative to the FY2026 Budget.

Materials and Supplies increased from FY2024 to FY2025 by $4.9 million or 12.6 percent. In FY2027, these costs are budgeted at $35.8 million, an increase of $2.6 million, or 7.9 percent, from the FY2026 Budget.

Energy costs, including both fuel and utilities, are projected to decrease by $9.4 million from the FY2026 Budget. Fuel costs, which include diesel, compressed natural gas and gasoline, are budgeted at $30.7 million, an $8.4 million decrease from the FY2026 Budget. Utilities costs of $9.3 million are projected to decrease by $1.1 million relative to the FY2026 Budget.

Other expenses total $19.3 million for FY2027, an increase of $1.2 million versus the FY2026 Budget.

METRO BUS – REVENUE AND EXPENSES

	(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change
REVENUES	Passenger	$50,108	$56,417	$59,881	$62,464	$2,583
	Parking	-	-	-	-	-
	Advertising	6,615	8,564	8,204	8,297	93
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	30,838	32,650	9,905	16,936	7,031
	Total Revenues	**$87,560**	**$97,631**	**$77,990**	**$87,697**	**$9,707**
EXPENSES	Personnel	623,414	664,995	718,101	743,351	25,250
	Services (less Paratransit)	50,087	49,818	57,569	73,808	16,239
	Services - Paratransit	-	-	-	-	-
	Materials & Supplies	38,786	43,688	33,224	35,842	2,618
	Fuel (Gas/Diesel/Natural Gas)	29,243	27,771	39,102	30,723	(8,380)
	Utilities and Propulsion Power	10,226	8,852	10,399	9,328	(1,070)
	Casualty and Liability	12,841	12,850	13,623	14,254	631
	Leases and Rental	1,545	1,480	1,683	732	(951)
	Miscellaneous	1,429	2,493	2,832	4,319	1,487
	Gross Expenses	**$767,571**	**$811,946**	**$876,532**	**$912,356**	**$35,824**
	Preventive Maintenance	-	-	(18,075)	-	18,075
	Net Expenses	**$767,571**	**$811,946**	**$858,457**	**$912,356**	**$53,899**
SUBSIDY	**Gross Subsidy**	**$680,011**	**$714,315**	**$798,542**	**$824,659**	**$26,117**
	Federal Relief[1]	(245,315)	(65,382)	-	-	-
	Prior Year Savings			(10,856)	(1,537)	9,319
	Net Subsidy	**$434,696**	**$648,933**	**$787,686**	**$823,123**	**$35,436**
	Cost Recovery Ratio	11.4%	12.0%	8.9%	9.6%	

1. Federal relief includes ARPA federal relief funding

Operating Budget by Mode: Metro Rail

Pictured: Metro Rail train featuring a themed wrap for the National Cherry Blossom Festival

Profile

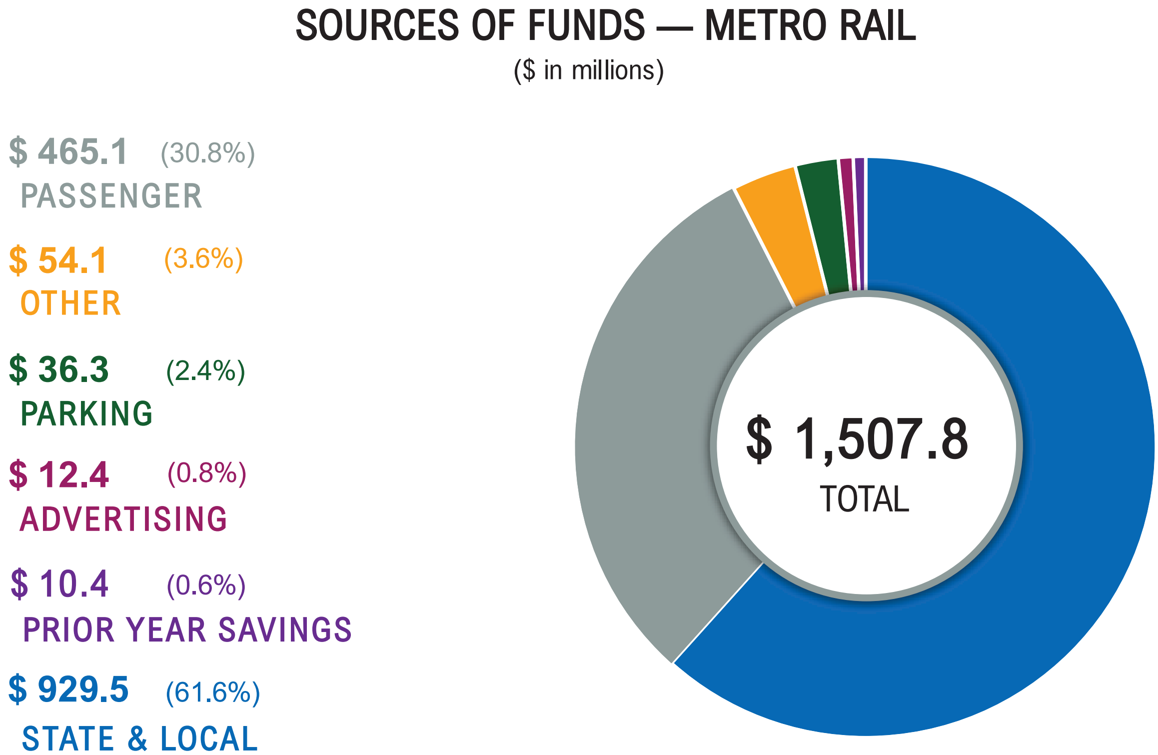
Metro Rail is a rapid transit system that consists of 128 route miles with three main types of structures: underground, surface, and elevated. Metro operates 98 stations across the region. All Metro stations and railcars provide accessibility to passengers in compliance with ADA standards.

Metro continues investments into the system through key improvements in automation and security. During FY2025, Metro resumed Auto Doors (ADO) systemwide, a critical step in Metro's rail automation program. Upgrading and restoring the technology for ADO enables Metro to safely automate door openings systemwide. In FY2026, Metro resumed Automatic Train Operation (ATO) systemwide to increase reliability, safety, and efficiency. In addition, Metro completed the installation of more secure, retrofitted faregates to improve service reliability and deter fare evasion. These investments promote safe and reliable operations, focused on service excellence.

Metro Rail's design is highly reliant on vertical mobility through the utilization of elevators and escalators. Most customers access Metro Rail via escalators to the train platform, while elevators provide accessibility for people with disabilities, seniors, customers with strollers, and travelers carrying luggage.

The FY2027 Approved Budget focuses on service optimization to maximize the value of the network by efficiently using available resources. As rail ridership continues its strong year-over-year growth, Metro Rail will implement targeted service improvements to address the ridership growth and anticipate upcoming needs for future capacity. The FY2027 Approved Budget adds an additional train in the peak ridership direction on the Orange, Silver, and Blue lines starting in June 2026. It also decreases the wait time for customers on the Orange, Silver, and Blue lines all day on weekdays with trains every 10 minutes. The Red Line will have decreased wait times for customers with late-night trains every seven to eight minutes. Both frequency improvements are to take place in December 2026.

Sources of Funds



Metro Rail sources of funds consist of operating revenue including passenger fares, parking fees, advertising and lease revenues, as well as subsidy from Metro's jurisdictional partners. Jurisdictional subsidies of $930.2 million support 61.7% of the Metro Rail funding need.

Operating revenue for Metro Rail (revenue excluding federal funding and subsidy) for FY2027 is projected at $567.9 million. Passenger revenues, including fares and passes, are projected at $465.1 million. Passenger revenue is expected to increase 16.4 percent from the FY2026 Approved Budget due to increases in paid rail ridership.

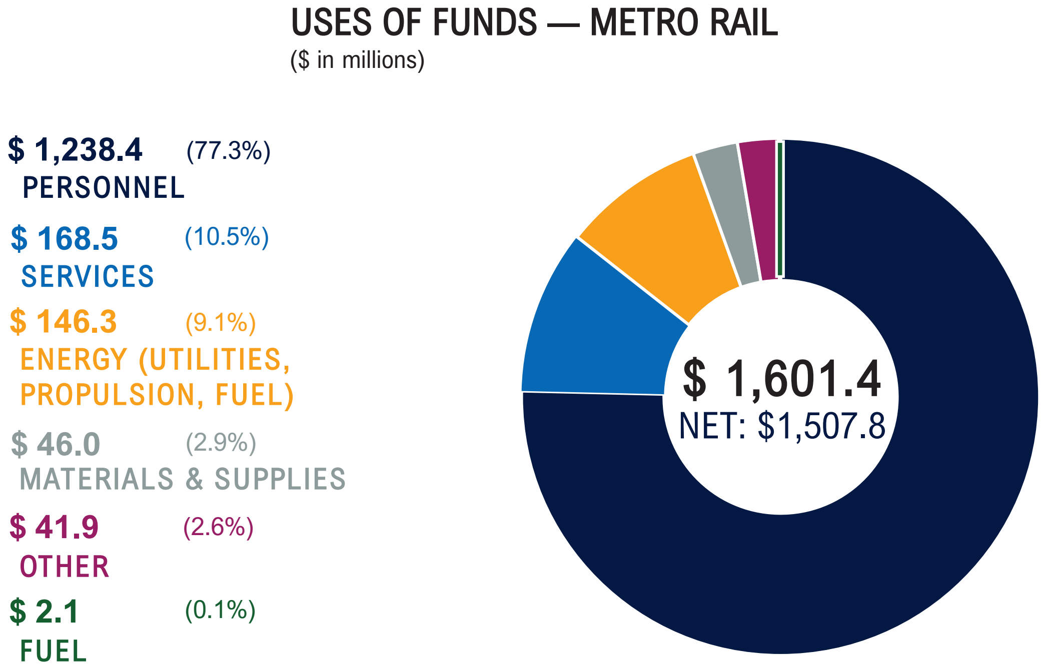
Parking revenue at Metro facilities will contribute $36.3 million in revenue, a 51.2 percent increase from FY2026 budget to FY2027.

Advertising revenue applied to Metro Rail will contribute $12.4 million to revenue in FY2027, a $0.1 million increase from the FY2026 budget.

Other revenue, which includes joint development, fiber optics, and other non-transit revenue is projected to contribute $54.1 million in FY2027.

Pictured: Busy Metro platform at Gallery Place Chinatown

Uses of Funds



Personnel

Personnel expenses are the largest portion of the FY2027 Metro Rail budget, estimated at $1,238.4 million, or 75.5 percent of total Metro Rail expenses. Personnel expenses increased by $82.3 million or 7.9 percent, from FY2024 to FY2025 as post-pandemic service recovered. Personnel expenses are projected to increase $103.0 million in FY2027 from the FY2026 Budget.

Non-Personnel

Services are budgeted at $168.5 million in FY2027. Services increased from FY2024 to FY2025 by $18.0 million or 10.7 percent. The FY2027 Approved Budget is expected to decrease by $21.9 million relative to the FY2026 Budget.

Materials and Supplies are budgeted at $46.0 million in FY2027. Actual materials and supplies expenses increased $24.0 million from FY2024 to FY2025. The FY2027 Approved Budget expects a decrease of $16.0 million, or 25.8 percent, from the FY2026 Budget.

Utilities and Propulsion expenses of $144.2 million are expected to increase by $36.5 million, or 33.9 percent, from the FY2026 Budget.

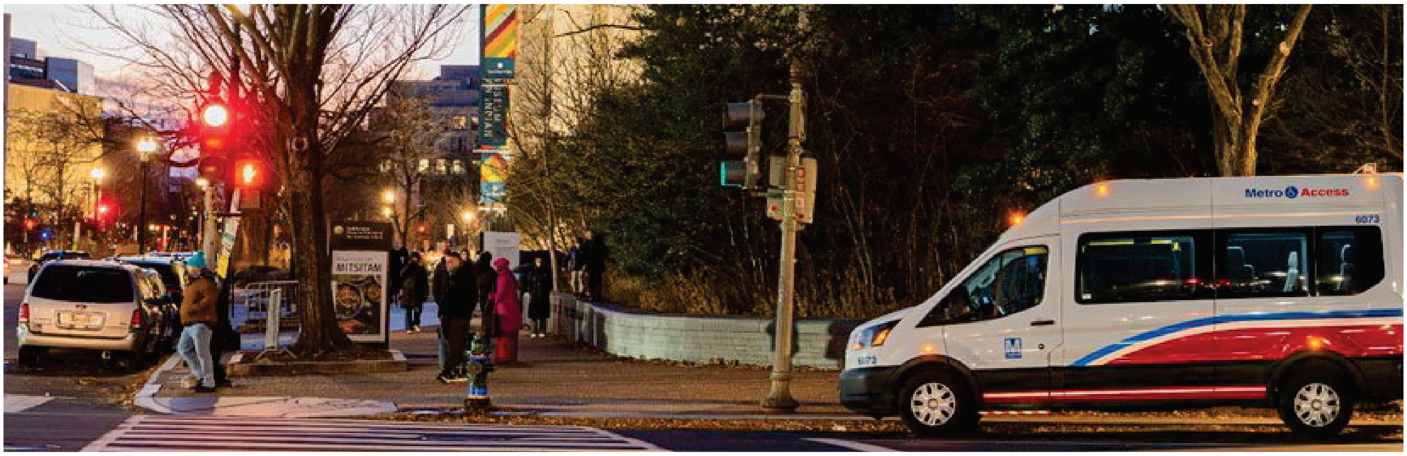
Other expenses consisting of Casualty and Liability insurance, leases and miscellaneous expenses total $41.9 million, which is a $12.0 million decrease over the FY2026 Budget.

METRO RAIL – REVENUE AND EXPENSES

	(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change
REVENUES	Passenger	$301,440	$402,024	$399,606	$465,077	$65,471
	Parking	20,511	28,173	23,977	36,260	12,284
	Advertising	10,067	13,243	12,306	12,445	139
	Joint Development	15,693	18,525	15,876	20,077	4,201
	Fiber Optics	17,413	16,915	17,155	17,326	171
	Other Non-Transit Sources	15,811	13,949	13,149	16,717	3,567
	Total Revenues	**$380,935**	**$492,829**	**$482,068**	**$567,902**	**$85,834**
EXPENSES	Personnel	1,041,061	1,123,382	1,135,367	1,238,395	103,029
	Services (less Paratransit)	168,876	186,878	190,400	168,501	(21,900)
	Services - Paratransit	(0)	-	-	-	-
	Materials & Supplies	48,053	72,051	61,969	46,009	(15,959)
	Fuel (Gas/Diesel/Natural Gas)	486	1,528	-	2,134	2,134
	Utilities and Propulsion Power	100,578	109,628	107,665	144,192	36,527
	Casualty and Liability	32,622	34,741	36,830	27,318	(9,512)
	Leases and Rental	6,730	6,431	7,202	6,346	(856)
	Miscellaneous	13,104	6,507	9,826	8,206	(1,620)
	Gross Expenses	**$1,411,509**	**$1,541,145**	**$1,549,260**	**$1,641,102**	**$91,842**
	Preventive Maintenance	(106,620)	(89,392)	(90,710)	(133,340)	(42,630)
	Net Expenses	**$1,304,889**	**$1,451,753**	**$1,458,550**	**$1,507,762**	**$49,212**
SUBSIDY	**Gross Subsidy**	**$1,030,574**	**$1,048,316**	**$1,067,192**	**$939,860**	**($127,332)**
	Federal Relief[1]	(283,730)	(58,010)	-	-	-
	Prior Year Savings			(15,008)	(10,385)	4,623
	Net Subsidy	**$746,844**	**$990,307**	**$1,052,184**	**$929,475**	**($122,709)**
	Cost Recovery Ratio	27.0%	32.0%	31.1%	34.6%	

1. Federal relief includes ARPA federal relief funding

Operating Budget by Mode: Metro Access



Pictured: Metro Access provides service near the National Mall

Profile

Metro ensures the ongoing accessibility of Metro Bus and Metro Rail for customers with disabilities and, in accordance with ADA standards, provides Metro Access paratransit service for passengers unable to use Metro Bus and Metro Rail. Metro Access, a shared-ride door-to-door service, is offered for the same days, hours, and locations as fixed-route transit. Service contractors operate the van service and manage the operations control center and quality assurance functions.

Demand for paratransit service is increasing as the population of people with disabilities in the region grows. Metro provides travel training to assist customers with disabilities in navigating the Metro Bus and Metro Rail systems, while encouraging customers to take full advantage of the many accessibility and safety features. Metro Access partners with Metro Bus and Metro Rail to provide group orientations and workshops to educate organizations on providing travel training to their clients. Metro also partners with the jurisdictions to improve the accessibility of bus stops in the region, further enhancing customers' ability to use the fixed-route system.

Current Metro Access service and fare policies surpass federal minimum requirements and include providing trips to some customers traveling outside of the federally mandated ADA service area as well as supporting Metro Access trips equivalent to Metro Bus routes that are no longer in service. Federal law requires paratransit service to be provided to areas within three-quarters of a mile of fixed-route bus service and rail stations throughout the same hours as those services. Current Metro Access fares and service will stay at FY2026 levels.

Metro also facilitates the use of lower-cost alternatives and more convenient options through the following programs:

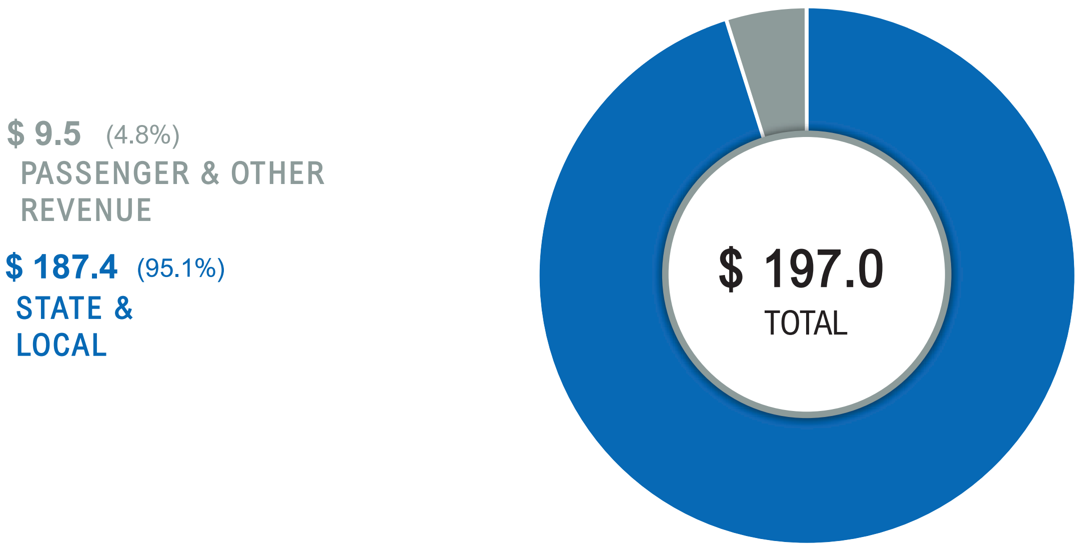
- Coordinated Alternatives to Paratransit Services (CAPS), established in 2013, provides transportation service for clients of two human services agencies (HSA) in Maryland between the HSAs' main facilities and clients' homes at a lower per trip cost relative to Metro Access
- The Abilities-Ride program is a public-private partnership to provide generally available on-demand and reserve trip service to Metro Access customers for trips throughout the Metro Access service area

Metro Access will continue to facilitate these more convenient, lower-cost paratransit alternatives as appropriate to best serve the needs of customers.

Sources of Funds

SOURCES OF FUNDS — METRO ACCESS

($ in millions)



Metro Access sources of funds include operating revenue and subsidy from Metro's jurisdictional partners.

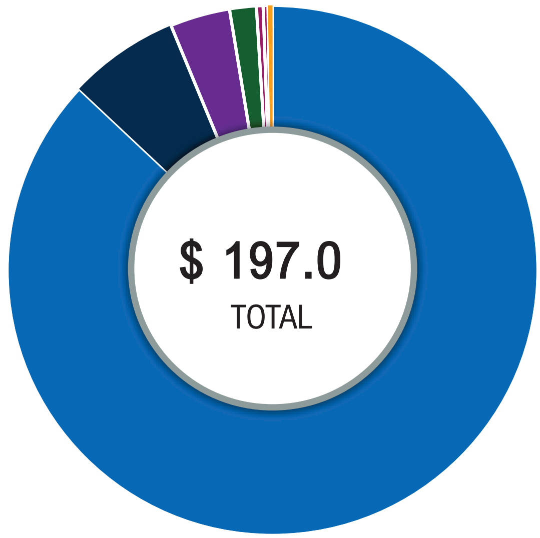
- Jurisdictional subsidies of $187.4 million support 95.1 percent of the Metro Access budget
- Operating revenues are projected at $9.5 million and cover 4.8 percent of Metro's paratransit costs. Metro Access passenger revenues are $9.5 million in the FY2027 Approved Budget, an increase of 138.4 percent when compared to FY2026 budget, which includes the implementation of the new administrative fee for Abilities-Ride trips

Pictured: Metro Access sedan in parking lot

Uses of Funds

USES OF FUNDS — METRO ACCESS
($ in millions)

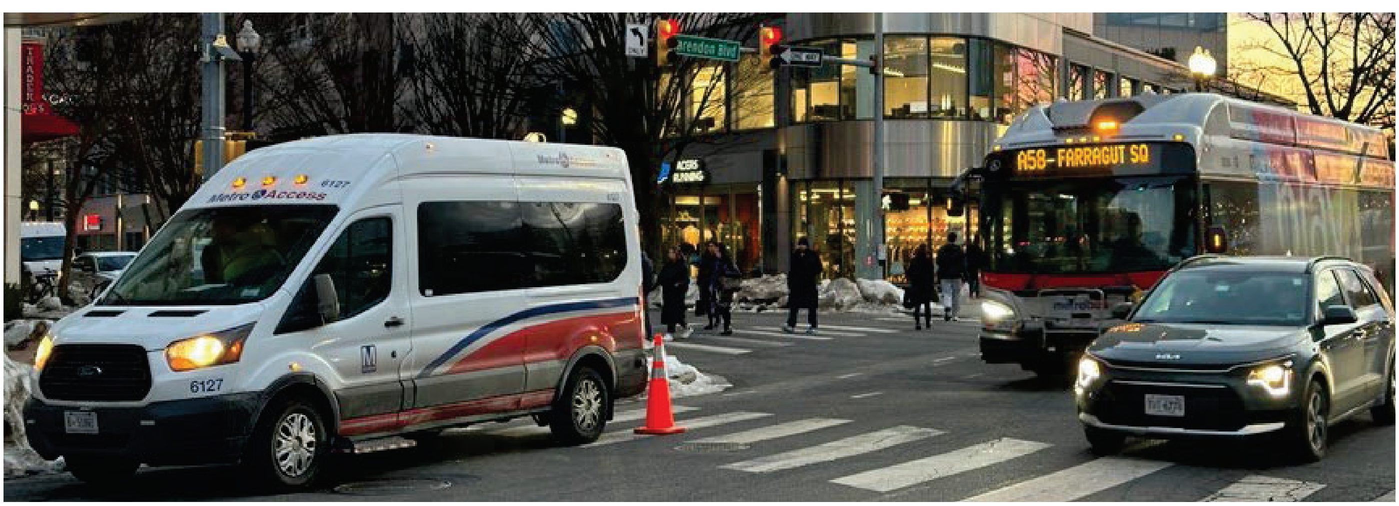
$ 171.5 (87.0%) SERVICES - PARATRANSIT
$ 13.3 (6.7%) PERSONNEL
$ 7.2 (3.7%) SERVICES (less Paratransit)
$ 3.2 (1.6%) FUEL
$ 0.8 (0.4%) OTHER
$ 0.6 (0.3%) UTILITIES & PROPULSION
$ 0.5 (0.3%) MATERIALS & SUPPLIES



Personnel costs are budgeted at $13.3 million, which is a $2.3 million increase relative to the FY2026 Approved Budget.

Services expenses, which include Paratransit service expenses, account for the largest portion of the Metro Access budget. From FY2024 to FY2025, these costs decreased by $7.4 million or 4.3 percent. In FY2027, total Services expenses are budgeted at $178.7 million, an increase of $15.3 million or 9.4 percent from the FY2026 budget. At $171.5 million for FY2027, Paratransit service expenses account for the majority of Metro Access' Service expenses. Many alternative carriers offer Metro Access passengers more convenient options at lower cost. Metro Access continues to facilitate the use of these alternative providers when available.

Energy costs, consisting of fuel and utilities, are projected to decrease by 34.2 percent from FY2026 to FY2027.



Pictured: Metro Access van parked on street

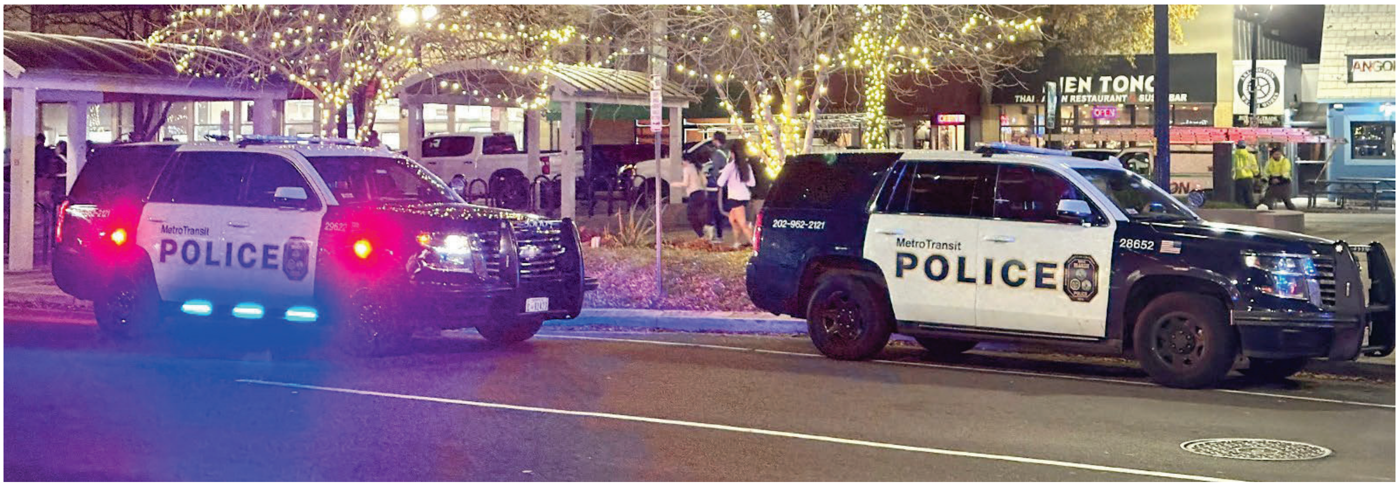
METRO ACCESS – REVENUE AND EXPENSES

(Dollars in Thousands)		FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change
REVENUES	Passenger	$4,078	$3,404	$3,968	$9,458	$5,490
	Parking	-	-	-	-	-
	Advertising	-	-	-	-	-
	Joint Development	-	-	-	-	-
	Fiber Optics	-	-	-	-	-
	Other Non-Transit Sources	69	144	114	80	(34)
	Total Revenues	**$4,147**	**$3,548**	**$4,082**	**$9,538**	**$5,456**
EXPENSES	Personnel	7,699	9,458	11,026	13,282	2,256
	Services (less Paratransit)	8,427	6,716	7,303	7,195	(108)
	Services - Paratransit	162,704	157,003	156,002	171,455	15,454
	Materials & Supplies	325	137	361	540	179
	Fuel (Gas/Diesel/Natural Gas)	4,497	3,237	5,000	3,206	(1,794)
	Utilities & Propulsion Power	635	372	733	569	(164)
	Casualty and Liability	613	700	742	513	(229)
	Leases & Rental	62	60	72	58	(13)
	Miscellaneous	93	158	201	228	27
	Gross Expenses	**$185,055**	**$177,840**	**$181,438**	**$197,046**	**$15,608**
SUBSIDY	**Gross Subsidy**	**$180,908**	**$174,292**	**$177,356**	**$187,508**	**$10,152**
	Federal Relief[1]	(3,577)	-	-	-	-
	Prior Year Savings			(2,561)	(78)	2,482
	Net Subsidy	**$177,330**	**$174,292**	**$174,795**	**$187,429**	**$12,634**
Cost Recovery Ratio		2.2%	2.0%	2.2%	4.8%	

1. Federal relief includes ARPA federal relief funding

Reimbursable Budget

Reimbursable projects are those unique services, programs, and projects for which a jurisdiction or third-party entity provides separate funding. Metro is reimbursed on a dollar-for-dollar basis to deliver the arranged services. Overall, the FY2027 Metro Reimbursable budget is $22.4 million, representing a 56 percent increase from the FY2026 Budget.



Pictured: Metro Transit Police Department vehicles

FUNDING SOURCES FOR REIMBURSABLE PROJECTS

(Dollars in Millions)	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change
Federal Grant Funding				
Safety and Security Grants	$3.4	$3.4	$6.4	$3.0
Other Sources of Funding				
Joint Development and Adjacent Construction Projects	$4.0	$6.9	$6.5	($0.4)
Metro Bus Lane Violation Detection - DDOT Enforcement	$0.0	$3.1	$3.1	$0.0
Metro Bus Lane Violation Detection - MCDOT Enforcement	$0.0	$0.0	$0.1	$0.1
Metro Bus Virginia Enhanced Bus Agreement, A25 & A29 Routes	$0.0	$0.0	$1.5	$1.5
Northern Virginia Transportation Commission I-66 Commuter Choice Grant, F2X & A6X Bus Routes[1]	$0.0	$0.9	$3.8	$2.9
Metro Bus Parking - Fairfax & Loudoun, Virginia Parking Fare Collection	$0.3	$0.0	$0.9	$0.9
Total	**$7.7**	**$14.4**	**$22.4**	**$8.0**

1. Implementation of these services is contingent upon completion of NVTC's Commuter Choice Grant review process, including project approval by the Commonwealth Transportation Board

Safety and Security Grants

Metro has been awarded several grants under the Transit Security Grant Program (TSGP) from the Department of Homeland Security (DHS). The security grants provide funding for capital and operational security activities. The funding enhances the Metro Transit Police Department's ability 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 for enhanced security activities.

Joint Development and Adjacent Construction Projects

Metro's Office of Joint Development and Adjacent Construction reviews and approves construction activities for projects adjacent to Metro Rail and Metro Bus property, facilities, and operational right of way to ensure that:

- Metro facilities and operations are not damaged or affected during and after the project's construction
- The requesting private entity or jurisdiction reimburses Joint Development expenditures

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

- Provides internal Authority departmental coordination with the project's owner/developer/ contractor (ODC), including external agencies, jurisdictions, property owners, consultants, developers, utilities, and/ or anyone who impacts Metro property, facilities, and/or operations
- Prepares project agreements in conjunction with Real Estate and Station Area Planning and General Counsel
- Provides coordination/oversight for all aspects of a project, including design, safety, operations, constructability, compliance with Metro standards, monitoring/coordinating construction activities, and acceptance of on-site installations and facilities
- Provides oversight and acceptance for joint development and jurisdictional reimbursable projects that Metro will ultimately own and operate

Metro Bus Lane Violation Detection - District of Columbia Department of Transportation (DDOT)

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

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

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

Metro Bus Lane Violation Detection – Montgomery County Department of Transportation (MCDOT)

The Montgomery County, Maryland, Department of Transportation (MCDOT) agreed with Metro to manage the Violation Detection System (VDS), which enables enforcement of Maryland State Law. Metro and the Montgomery County employ an automated camera-based enforcement system, the Metro Bus Detection System. Montgomery County has acquired, via WMATA, and mounted cameras on buses operating within the County and Maryland Bus Priority Infrastructure (bus zones and lanes). Metro has no enforcement rights for the Maryland bus lanes. Metro will provide VDS data to the County to apply promulgated fines on violators, as well as periodically reconciled reports. Both parties agree to operate and collaborate as pronounced in the agreement.

Metro Bus National Harbor P90 Route

Metro's Board of Directors approved a reimbursable agreement with NH Special Events LLC for a cost-sharing contribution of Metro Bus Route P90's (formerly NH2) projected net operating expenses. In 2016, the NH2 route was established through an agreement with WMATA, National Harbor entities, and participating jurisdictions providing service between National Harbor and the King Street Metro station. During the Better Bus Network Redesign in FY2025, service to National Harbor was incorporated into Route P90 and provides broader service coverage while maintaining direct connections to National Harbor.

Metro Bus Virginia Enhanced Bus Agreement, A25 & A29 Routes

Metro operates a bus program to provide enhanced service in the State of Virginia along selected routes, A25 and A29. This constitutes a standard project agreement for the 1-95/1-395 Project, Annual Transit Investment funding of projects, and administration between the Northern Virginia Transportation Commission (NVTC), the Potomac and Rappahannock Transportation Commission (PRTC), and Metro. The grant supports enhanced service on Metro's Route A25, a peak-period, peak-direction route running from the Landmark Transit Center in Alexandria to the Pentagon. Route A29 is a new bus service from Van Dorn Street Station to Downtown D.C.

The funding allows Metro to provide additional service at a 15-minute frequency. The grant funding is part of Virginia's Annual Transit Investment ("ATI") Memorandum of Understanding Agreement (MOA) for associated project incremental operating costs.

The bus program provides bus ridership services to meet customer and public demand for a safe, reliable, and equitable customer experience. Funding for this program is included in the Reimbursement to ensure appropriate functional reporting.

Northern Virginia Transportation Commission I-66 Commuter Choice Grant, F2X & A6X Bus Routes

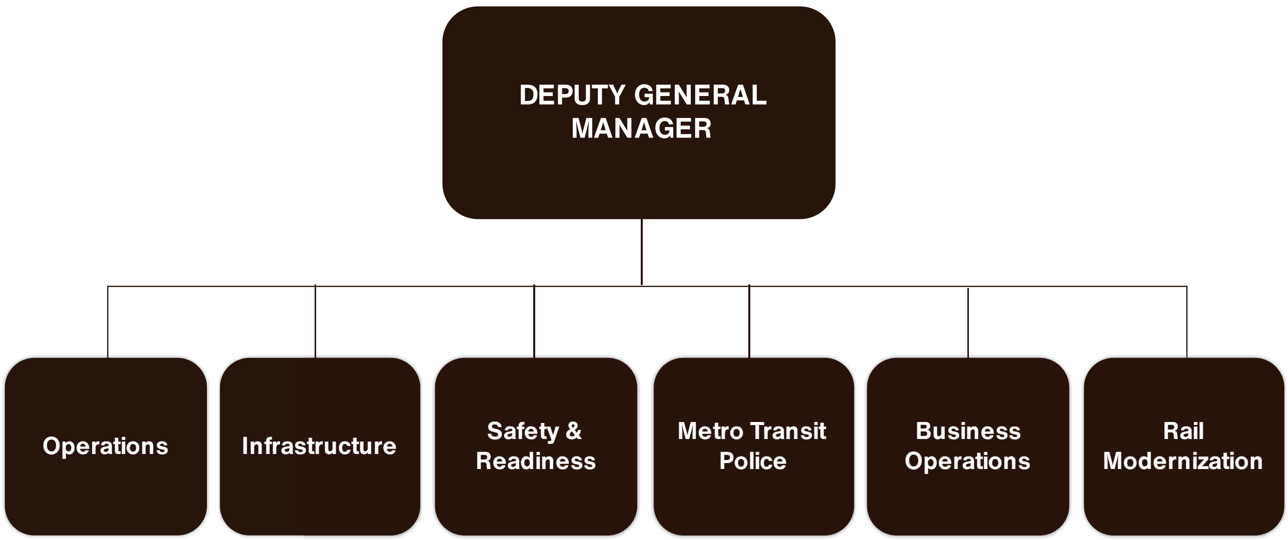
Metro's Board of Directors approved the submission of a grant application to the Northern Virginia Transportation Commission (NVTC) to support the Metro Bus program by funding bus service on routes F2X and A6X in the Commonwealth of Virginia. The grant supports Metro's Route F2X, a new limited-stop weekday rush-hour service operating from Spring Hill Station in Tysons to the Mark Center and West Alexandria Transit Center in Alexandria along Virginia Route 7. This route provides a faster, limited-stop option for customers traveling between Tysons, Falls Church, and East Falls Church Station, as well as access to the Mark Center in Alexandria. The service also offers improved travel options for customers in West Alexandria, Skyline City, and Culmore traveling to Tysons. Route A6X is a new weekday rush-hour, peak-direction service operating between Dunn Loring, the Pentagon, and Crystal City. Together, these services support Metro's bus program by addressing customer demand for safe, reliable, and equitable transit service. Funding for this program is included as a reimbursable, ensuring appropriate functional reporting.

Metro Parking – Fairfax & Loudoun, Virginia Parking Fare Collection

Metro operates a fare collection system for parking. Fairfax and Loudoun Counties executed an agreement with Metro for a parking fare management system program to run and manage a platform and payment system office for non-transit fares on the Metro fare collection system. Fixed parking revenue on the Metro payment system will cover WMATA's administrative and staff costs for the service.

Operating Budget by Department

Deputy General Manager



DEPUTY GENERAL MANAGER

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$1,248,972	$1,267,594	$1,255,958	$1,298,939	$42,981	3.4%
Non-Personnel	$506,343	$548,294	$508,635	$539,221	$30,586	6.0%
Total	**$1,755,316**	**$1,815,888**	**$1,764,594**	**$1,838,160**	**$73,567**	**4.2%**

Metro's deputy general manager is responsible for the leadership of **Operations**, **Infrastructure**, **Safety and Readiness**, **Metro Transit Police, Rail Modernization**, and **Business Operations.**

Operations provides bus, rail, and paratransit services, including the security of Metro passengers and personnel. Operations also includes organizational supply chain, reliability engineering and asset management, and select administrative functions.

Infrastructure executes the inspection, maintenance, and rehabilitation of all fixed assets throughout the Authority and delivers the Authority's capital construction program from the development of implementation strategy for all approved projects through daily oversight of project execution until assets are turned over to the respective asset owner.

Safety and Readiness provides critical support, and preparedness functions and assures the safe operation of Metro. Safety & Readiness comprises the following teams: Safety, Occupational Health & Wellness, Quality Assurance, Internal Compliance & Oversight (Quality), Technical Training and Development, System-Wide Accessibility, and Special Projects. Together, these teams support the safety and readiness of both customers and colleagues across the Metro system.

Metro Transit Police has an authorized strength of sworn police officers, security special police, and civilian personnel. Officers provide a variety of law enforcement and public safety services on the Metro Rail and Metro Bus systems in the Washington, D.C. Metropolitan Area.

Business Operations ensures Metro's internal clients are well-equipped to serve our customers providing direct support and managing oversight of financials, resources, policies, workforce availability and technology for the Deputy General Manager organization ensuring that all activities are accomplished consistently, efficiently, and in conformance with Metro and labor standards.

Rail Modernization upgrades infrastructure, rolling stock, and operations to meet future transit needs, ultimately replacing the existing signaling system and enabling subsequent enhancements such as new railcars, platform screen doors, and fully automated service.

FY2027 Key Efforts

Service Excellence

- Advance the Rail Modernization and automation program with a long term goal of automating operations across the entire rail system. Develop modernization projects incrementally on a corridor by corridor basis
- Continue to advance the 8000 series railcars procurement
- Continue Bus network redesign implementation
- Mature the Safety Management System to continuously improve how the agency proactively identifies, assesses, and mitigates safety risk, including delivering the Safety Management Systems Refresher Training

Talented Teams

- Continue to invest in employees by providing opportunities for career growth and development
- Enhance a proactive safety culture by implementing elements of the agency safety plan, identifying and managing risks, and promoting safety
- Grow Metro Transit Police recruitment and training efforts through the Cadet Program and Criminal Justice Academy
- Design a new Metro Training Center that will deliver cutting-edge 21st-century technology-enabled training, supporting Metro as a regional leader in training and preparedness.

Financial and Organizational Efficiency

- Continue implementation of the Zero-Emissions Vehicle strategy for Metro Bus and Metro Access
- Expand the impact of the Safety Management System and data-driven audits to prioritize investments, improve operational efficiency, and reduce costs
- Strategically deploy staff to reduce overtime
- Increase wrench time during overnight, non-revenue hours to maximize the time crews have to complete their work

FY2026 Major Accomplishments

Service Excellence

- Automatic Train Control improved scheduled run times, and resulted in shorter trips and better connectivity to more destinations
- Achieved 90 percent Rail on-time performance and 78 percent Bus connected network on-time performance
- Lowest Part 1 crime rate in 25 years
- Launched revised FTA-compliant Roadway Worker Protection program
- Received Gold Award in Bus Emergency Management recognition or Metro's innovative and proactive efforts to enhance safety, security, and reliability with our service

Talented Teams

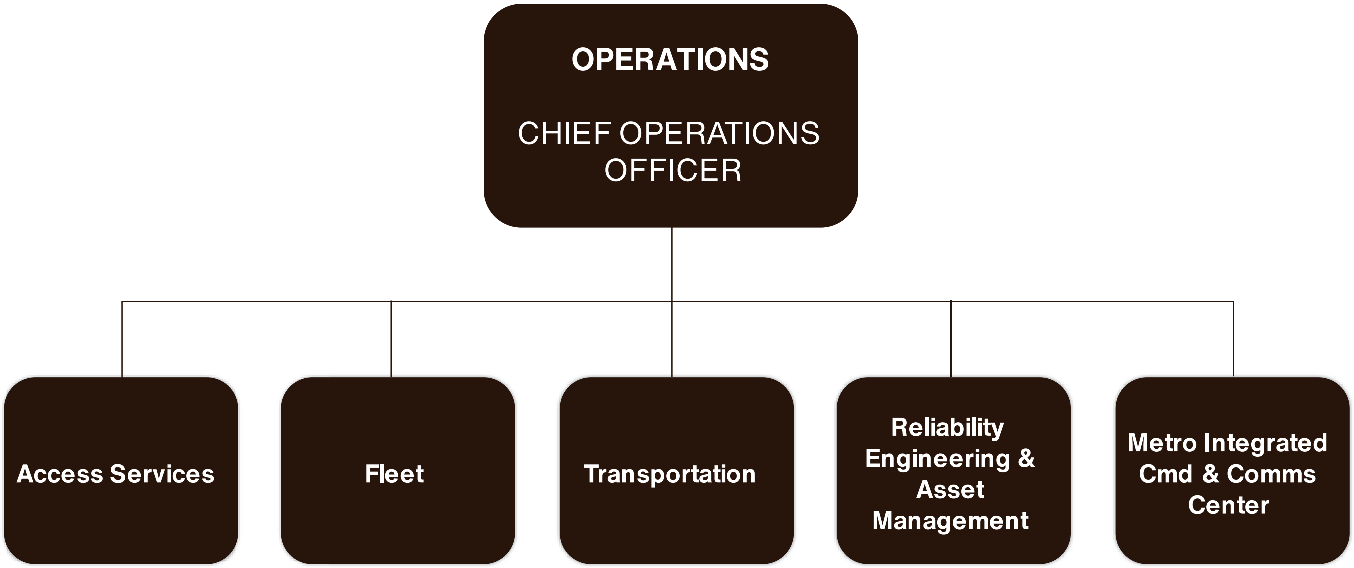
- Enhanced real-time customer communications and customer engagement
- Partnered with Finance, Digital Modernization, Labor Relations, and Performance to reward frontline operations leaders by launching a performance-based bonus program
- Launched the “Metro U” strategic priority program, introducing an industry-leading, systematic approach to training development to create world-class curricula and instruction
- Developed and awarded a new uniform contract for Operating District employees incorporating employee input on the design of the newly branded uniforms

Financial and Organizational Efficiency

- Reduced overtime costs by 4 percent working closely with the Bus and Rail transportation divisional management
- Low no grant award for acquisition of low emissions buses
- Used Artificial Intelligence tools to improve efficiency in managing structural matters
- Established new in-house Metro Transit Police criminal justice academy eliminating the need to contract with jurisdictional academies

Pictured: Construction on the new Crystal City Metro station entrance

Operations



OPERATIONS

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$779,615	$790,870	$786,787	$801,657	$14,870	1.9%
Non-Personnel	$390,524	$424,914	$395,571	$416,439	$20,868	5.3%
Total	**$1,170,139**	**$1,215,784**	**$1,182,358**	**$1,218,096**	**$35,738**	**3.0%**

Operations staff operate buses and trains, maintain Metro vehicle fleets, and ensure a safe and secure environment for passengers and employees.

The offices within Operations are **Transportation**, **Fleet**, **Access Services**, **Metro Integrated Command and Communications Center**, and **Reliability Engineering and Asset Management.**

Transportation provides bus and rail services in the District of Columbia, Maryland, and Virginia. The department manages operators, station managers, supervisors, and administrative functions for all bus and rail transportation divisions, including bus operations, bus division operations, station operations, train operations, and rail division operations.

Fleet maintains and procures vehicles for rail and bus passenger and non-revenue use, including related engineering, quality, and administrative functions.

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

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

Reliability Engineering and Asset Management takes advantage of the many synergies and efficiencies provided by having complementary individual elements of maintenance planning, reliability and asset management under one centralized office.

FY2027 Key Efforts

Operations continues to support Metro's Strategic Transformation Plan and has identified the following key efforts for FY2027 to advance these goals:

Service Excellence

- Rail service optimization and continuous improvement
- Continue Bus network redesign implementation
- Advance the 8000-series railcar procurement
- Improve fleet reliability through effective preventative maintenance

Talented Teams

- Continue to refine workforce forecasting to enhance capacity to recruit and train front line workers

Financial and Organizational Efficiency

- Advance supply chain process redesign
- Strategically deploy staff to reduce overtime expenditures
- Improve fare equipment reliability

FY2026 Major Accomplishments

Service Excellence

- Metro Rail ridership increased 13 percent compared to FY2025, driven by federal return to office
- Metro Access on-time performance met target with 10 consecutive months of year-over-year improvement
- Metro Rail exceeded its customer satisfaction target achieving 91 percent
- 88.1 percent of Metro Bus real time arrival predictions were accurate

Talented Teams

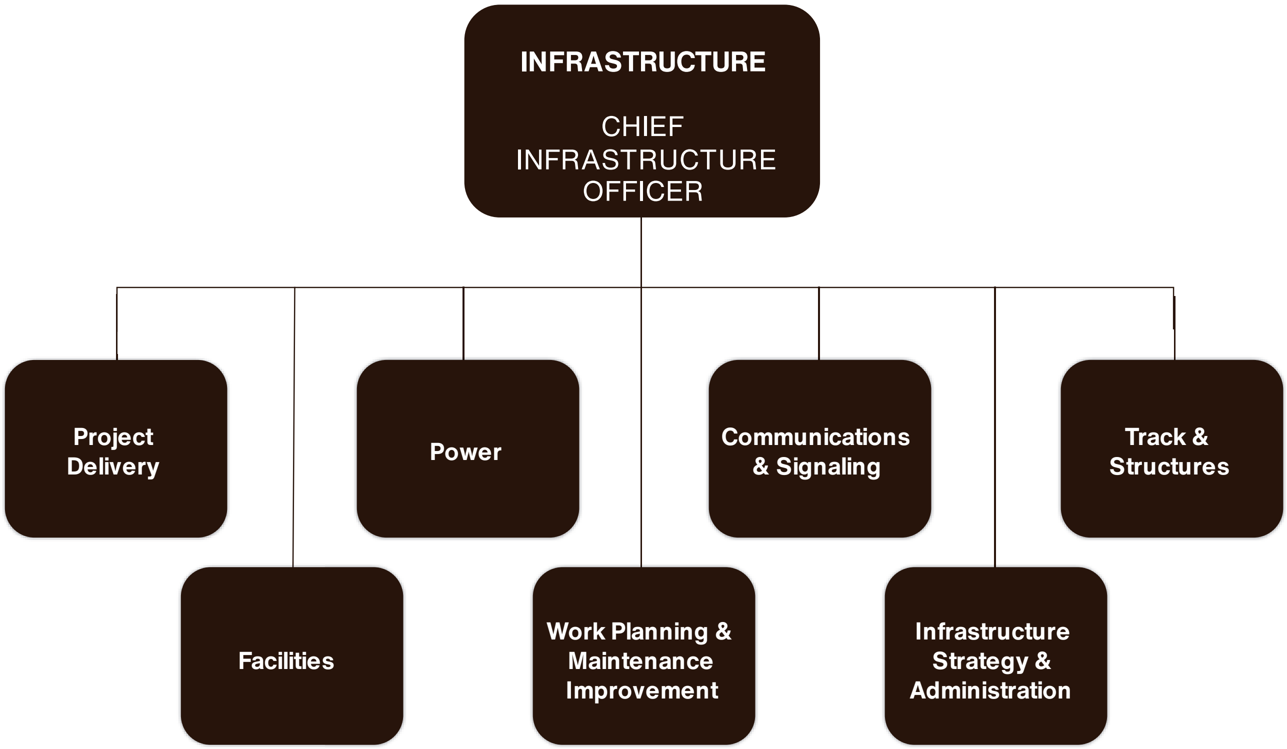
- Launched technical skills training programs to establish a pipeline of qualified bus and rail mechanics
- Ongoing employee messaging and rules compliance to support safe operations

Financial and Organizational Efficiency

- Low no grant awarded for acquisition of low emission buses
- Fare enforcement messaging and campaigns
- Metro Access service provider transition

Pictured: Blue Line shuttle service during a weekend Metro Rail closure at Stadium-Armory

Infrastructure



INFRASTRUCTURE

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$319,991	$322,997	$295,952	$316,653	$20,701	7.0%
Non-Personnel	$55,267	$67,199	$64,573	$73,487	$8,914	13.8%
Total	**$375,258**	**$390,196**	**$360,525**	**$390,141**	**$29,615**	**8.2%**

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

Its organizational structure consists of seven main divisions: **Project Delivery, Power, Communications and Signaling, Track and Structures, Facilities, Work Planning and Maintenance Improvement, and Infrastructure Administration.** The Department continues to implement processes to focus on asset types (e.g., power) and the infrastructure life cycle stages (design, build, maintenance, etc.).

Communications and Signaling ensures the seamless functioning of Metro, safeguarding communication, movement, and the well-being of our employees and passengers. Communications and Signaling manages and plans the signaling and communication system operations, maintenance, and quality assurance for bus, rail, and Metro Access service, including the engineering required to complete the work and technical projects to support the future state of Computer Based Train Control.

Facilities inspects, maintains, and rehabilitates system-wide facilities and related infrastructure assets including: Building Maintenance, Mechanical Systems, Elevators and Escalators, and Architecture.

In addition, it also coordinates weather-related activities for infrastructure stations, parking lots, and buildings.

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

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

Track and Structures inspects and maintains the State of Good Repair and capital delivery program for 260 miles of mainline track, 100 miles of tunnel, and 35 miles of aerial structures. Responsibilities include the development and execution of inspections, repairs, and the engineering required to complete this work.

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

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

FY2027 Key Efforts

The Infrastructure Organization continues to support Metro's Strategic Transformation Plan goals and have identified the following key efforts for FY2027 to advance these goals.

Service Excellence

- Modernize Infrastructure's maintenance, testing, and inspection practices
- Implement Phase 1 of the Maintenance Operations Center
- Execute planned major outages to deliver major infrastructure improvements. Planned major outages include work on the Red Line from Friendship Heights to Grosvenor-Strathmore
- Increase wrench time during overnight, non-revenue hours to maximize the time crews have to complete their work
- Continue to coordinate with jurisdictional partners on major infrastructure improvement at Crystal City and Ballston Metro stations
- Continue to lead project development of Metro's Gold Line and Stadium-Armory station improvements
- Start construction of the Metro Training Center in Prince George's County, Maryland

Talented Teams

- Continue increased recruitment of interns and recent college graduates to train the next generation of Metro employees and leaders
- Develop a workforce planning strategy for Infrastructure management and technical employees
- Implement a mentoring program for Infrastructure employees
- Continue to participate in Metro's succession planning program

Financial and Organizational Efficiency

- Infrastructure will continue to ensure strategic stewardship of resources to maintain, repair, replace, or improve Metro's infrastructure

FY2026 Major Accomplishments

Service Excellence

- Track and Structures improved system reliability by reducing incident failures from 19 to 11 and lowering the monthly average passenger delay from 85 minutes to 47
- Power completed second activation of tagging relay section in traction power rooms south of

Ronald Reagan-Washington National Airport Metro station

Talented Teams

- Communications and Signaling hosted an intensive, week-long Thermal Imaging Training, allowing engineering and maintenance personnel to use thermal imaging cameras to assist with inspections

Financial and Organizational Efficiency

- Track and Structures Engineering used Artificial Intelligence tools to improve efficiency in managing structural matters. A process that previously required two engineers and at least two months to review approximately 2,000 inspection reports can now generate a more accurate priority list in about 10 minutes. Engineering is also working with Digital Modernization to replace AssetWise with new inspection software, expected to save time and cost
- Replaced 50,405 feet of traction power cables and tested 2,103 traction power cables

Pictured: Metro Rail preventive track maintenance

Safety & Readiness

SAFETY & READINESS						
	FY2024	**FY2025**	**FY2026**	**FY2027**		
(Dollars in Thousands)	**Actual**	**Actual**	**Budget**	**Budget**	**$ Change**	**% Change**
Personnel	$73,140	$70,928	$85,444	$84,421	($1,023)	(1.2%)
Non-Personnel	$28,082	$22,949	$32,329	$23,892	($8,437)	(26.1%)
Total	**$101,223**	**$93,877**	**$117,773**	**$108,313**	**($9,460)**	**(8.0%)**

Safety and Readiness ensures Metro Bus, Metro Rail, Metro Access and Metro's facilities are operationally safe and environmentally sound and provides internal occupational health and regulatory safety services. In collaboration with all other departments, Safety and Readiness promotes Metro's safety culture throughout the organization, regardless of position or location.

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

- Hazard identification and mitigation
- Incident and accident investigation
- Emergency preparedness
- Safety and security certification
- Oversight of construction safety
- Occupational safety and health
- Environmental management and compliance
- Quality business practices for Metro's overall quality, efficiency, reliability, and safety
- All-inclusive operational and safety training
- Accessibility standards to improve customer and workplace safety
- Health and Wellness

Safety and Readiness is organized into five offices:

Safety: The Safety team provides independent oversight and expertise to support proactive risk management and ensure the safety of all Metro customers, employees, contractors, and assets. Safety leads the strategic implementation of the Safety Management System (SMS), a systematic way to continuously identify and monitor hazards and control risk while maintaining assurance that these risk controls are effective. The agency's approach to safety is detailed in its FTA-mandated Agency Safety Plan. Safety includes the offices of Safety Certification, Safety Informatics, Safety Risk Management, Operating Practices, Occupation Safety and Health, Environmental Management and Compliance, Safety Policy and Promotion, and Emergency Preparedness and the Fire Marshal.

Occupational Health and Wellness: The Occupational Health and Wellness (OHAW) team includes clinical and medical personnel who promote and monitor health and wellness to ensure a healthy workforce and, ultimately, public safety by:

- Ensuring Metro employees meet physical and psychological standards for safety-sensitive duties
- Ensuring Metro remains compliant with FTA Regulations in the prevention of alcohol misuse and prohibited drug use
- Endeavoring to improve and monitor employees' overall health and quality of life to include support programs, health and wellness offerings, and lactation support
- Ensuring compliance with Title I of the Americans with Disabilities Act (ADA) of 1990 and any associated regulations pertaining to individuals with disabilities
- Ensuring compliance with patient data security & privacy under the Health Information Portability and Accountability Act (HIPAA)

Quality: The Quality team provides independent assurance and quality assurance expertise across Metro, maintaining the systems, controls, and processes that strengthen safety, reliability, and operational performance. It oversees corrective and preventive action management (including regulatory Corrective Action Plans), ensure the integrity and accessibility of Metro's controlled documents, and administer the Quality Management System Plan to promote consistent, standards-based operations. In alignment with Metro's broader commitment to operational excellence, Quality is evolving from conducting stand-alone reviews toward working collaboratively with departments to identify risks earlier, simplify processes, support frontline performance, and enable lasting improvements.

Technical Training and Development: The Technical Training and Development team designs and delivers training for thousands of employees, from bus operators to mechanics and electricians. It ensures operational readiness by centralizing and streamlining operational and safety training and certifications across the organization. The team manages the Technical Skills and Apprenticeship Programs to recruit, train and graduate new employees into hard-to-source, high-skill fields such as elevator/escalator, railcar and signals maintenance. This team will own the Metro Training Center once constructed.

System-Wide Accessibility: The System-Wide Accessibility team supports Metro's commitment to safe and reliable transportation by establishing world-class accessibility standards across the enterprise. The team unifies design review, ADA audits, digital accessibility, and public involvement, and works with every Metro department to ensure consistent and proactive accessibility for people with disabilities and older adults. This work strengthens customer and employee safety, improves health outcomes by supporting access to healthcare and community resources, and promotes independence and full participation in the regional workforce. Through this integrated approach, accessibility is embedded in Metro's daily operations and long-term planning, advancing high-quality service for the entire region.

FY2027 Key Efforts

Safety and Readiness supports the execution of Metro's Strategic Transformation Plan in FY2027 in the following ways:

Service Excellence

- Mature the Safety Management System to continuously improve how the agency proactively identifies, assesses and mitigates safety risk, including delivering the Safety

Management Systems Refresher training, enhancing communications and promotions, and implementing recommendations from the Safety Culture Survey

- Ensure consistent ADA compliance and world-class customer experience through design reviews, ADA audits, and digital accessibility
- Scale the Quality transformation model by deploying Strategic Quality Advisors and expanding Quality-in-Action engagements to embed Quality as a proactive business partner

Talented Teams

- Implement Metro U, a strategic priority program to embed a new system and standard of competency-based training, certifications and credentialed instructors, using industry-leading Systematic Approach to Training/Analysis, Design, Development, Implementation, and Evaluation frameworks
- Deploy advanced simulation technology for safety-critical training while linking all training outcomes to measurable operational performance improvements
- Design a new Metro Training Center that will deliver cutting-edge technology-enabled training, supporting Metro as a regional leader in training and preparedness
- Continued implementation of the Health and Wellness Workforce Impact Plan, a cross-program strategic initiative designed to move the department to a more proactive service by coordinating workforce health management (Alternative Work Program, Employee Assistance Program, Wellness and Health Program, Fitness for Duty and Physical Therapy)
- Improve workforce preparedness and operational readiness with maturation of the Fatigue Management, enhancement of Occupational Health and Wellness programs, and grow understanding of the Safety Management System

Financial and Organizational Efficiency

- Expand the impact of the Safety Management System and data-driven audits to prioritize investments, improve operational efficiency and reduce costs
- Develop and implement a standardized enterprise ‘accessibility toolkit’ that includes templates, checklists, and guidance for design review, ADA audits, digital accessibility, and accessible communications, and ensure adoption by all Metro departments
- Strengthen Metro’s regional impact by formally integrating the Advisory Accessibility Committee and its subcommittees into service planning, capital project reviews, customer information initiatives, and policy development
- Improve document control systems usability and reliability to ensure controlled information is accessible and current

FY2026 Major Accomplishments

Service Excellence

- Matured the Safety Management System across Metro: 41 Safety Committees, 14 Safety Risk Coordinators and seven Safety Advisors now formally established as the safety risk management network; launched multiple Occupational Health and Wellness trainings
- Launched revised FTA-compliant Roadway Worker Protection program
- Expanded the response capabilities of the Employee Assistance Program to better support employee victims of trauma
- Awarded APTA Emergency Management Gold Safety Award for both Bus and Rail: Over 4,000 jurisdictional fire and police first responders trained to more safely function within Metro’s systems, as well as enhanced CPR and AED training, significantly expanding the reach out the program to train over 800 Metro staff

Talented Teams

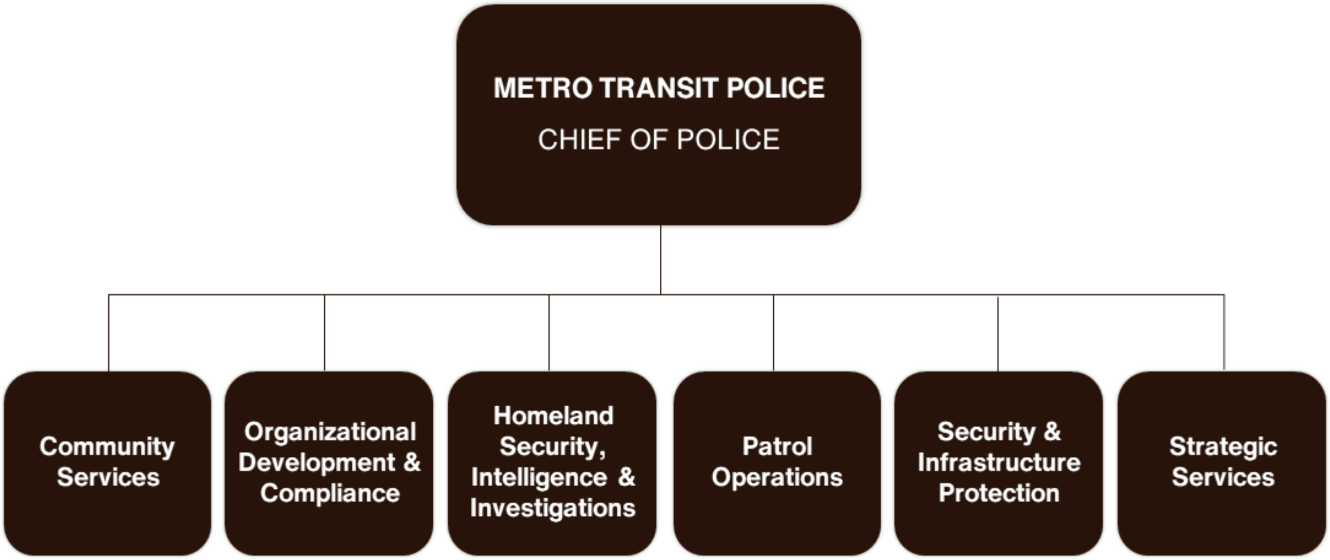
- Launched 'Metro U' strategic priority program, introducing an industry-leading approach to training development with world class curricula and instruction, through partnerships with the Association for Talent Development and the International Transportation Learning Center
- Initiated the design of the Metro Training Center
- Earned Gold Recognition on the American Heart Association's Well-Being Works Better Scorecard for Metro; a nationally recognized benchmark for workforce health excellence, reflecting Metro's commitment to building a healthy work culture that supports Metro employees

Financial and Organizational Efficiency

- Enhanced Fitness for Duty Program with a Leadership Advisory Council and established an Alternative Work Program, optimizing the medical clearance process and work availability for Local 689 employees
- Partnered with Customer Experience on wmata.com redesign to meet digital accessibility conformance
- Streamlined Metro Access recertification requirements for customers, in consultation with the Accessibility Advisory Committee

Pictured: Metro, Northern Virginia Response System, and Fairfax County Fire and Rescue conduct emergency preparedness training at the West Falls Church Rail Yard.

Metro Transit Police Department



METRO TRANSIT POLICE DEPARMENT

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$71,467	$77,429	$82,128	$88,465	$6,337	7.7%
Non-Personnel	$31,852	$32,419	$13,838	$23,095	$9,257	66.9%
Total	**$103,319**	**$109,848**	**$95,966**	**$111,560**	**$15,594**	**16.2%**

Established by Congressional authorization in 1976, the Metro Transit Police Department provides law enforcement and public safety services in and around transit facilities throughout the Washington D.C. Metropolitan Area. MTPD personnel include sworn police officers, security special police, and civilian employees. MTPD is the only tri-jurisdictional police department in the United States with jurisdiction in the District of Columbia, State of Maryland, and Commonwealth of Virginia.

The bureaus and offices within Metro Transit Police are: **Community Services**; **Organizational Development and Compliance**; **Homeland Security, Intelligence and Investigations**; **Patrol Operations**; **Security and Infrastructure Protection**; and **Strategic Services.**

Community Services focuses on building positive relationships between law enforcement and the community, addressing public concerns, promoting crime prevention, offering resources, and support for individuals in need, outreach programs, educational initiatives, crisis intervention, and collaboration with local organizations.

Organizational Development and Compliance manage the Office of Professional Responsibility and Inspections, which oversees internal investigations and ensures compliance with departmental policies; the Background Investigation Unit, which manages the vetting and screening of police applicants; and the Body Worn Camera unit.

Homeland Security, Intelligence and Investigations focus on investigative work, interagency collaboration, and ensuring the transit system's security. Sworn members in this bureau are assigned to specialized federal and local task forces and collaborations, such as the Joint Terrorism Task Force, the Bureau of Alcohol, Tobacco, Firearms and Explosives, the FBI Violent Crimes Task Force, and the (Washington D.C.) Metropolitan Police Department's Real-Time Crime Center. Specialized units include the Criminal Investigation Division, which conducts criminal investigations across the seven jurisdictions that MTPD serves; and the Special Operations Division that conducts proactive sweeps and patrol throughout the National Capital Region to prevent and respond to threats and hazards.

Patrol Operations consist of both uniformed and plain-clothed officers who proactively focus on reducing crime and disorder. They use the Problem-Oriented Policing model to strategically conduct outreach, high visibility, and enforcement in hot spot locations. The bureau is also responsible for police communications, which includes the 24/7 police dispatch center.

Security and Infrastructure Protection is responsible for coordinating the physical security of all WMATA facilities, structures, conveyances, and resources. They compile information from Threat and Vulnerability Assessments, physical security inspections, and any information gathered from MTPD's crime analysis team.

Strategic Services focuses on the department's short and long-term strategic goals and develops innovative solutions to help the department fulfill its primary mission of keeping the community safe while ensuring the department's personnel are equipped, trained, and guided by best practices through constant policy enhancements. The bureau manages resources and handles various specialized activities that support and strengthen the police mission and the operational components of the MTPD, WMATA, and the public.

FY2027 Key Efforts

Service Excellence

- The Crisis Intervention Team (CIT) will expand its systemwide presence and strengthen early intervention, de-escalation, and care-based support, enhancing partnerships and officer training to ensure individuals in crisis receive compassionate and effective assistance before situations escalate
- Improve the safety of children on their ride to school, including partnerships with the District's Safe Passages program
- The Community Services Bureau (CSB) will continue to strengthen community policing by creating and hosting impactful community events and expanding youth focused initiatives that deepen trust, enhance safety, and reinforce MTPD's commitment to be a reliable partner across the communities it serves

FY2026 Major Accomplishments

Service Excellence

- Increased visibility of uniformed officers on Metro Rail and Bus
- Continued partnerships with local and federal law enforcement agencies
- The Crisis Intervention Team (CIT) expanded its systemwide presence and strengthen early intervention, de-escalation, and care-based support, enhancing partnerships and officer training to ensure individuals in crisis receive compassionate and effective assistance before situations escalate
- Improved the safety of children on their ride to school, including partnerships with the District's Safe Passages program
- The Community Services Bureau (CSB) strengthened community policing by creating and hosting impactful community events and expanding youth focused initiatives that

deepen trust, enhance safety, and reinforce MTPD's commitment to be a reliable partner across the communities it serves

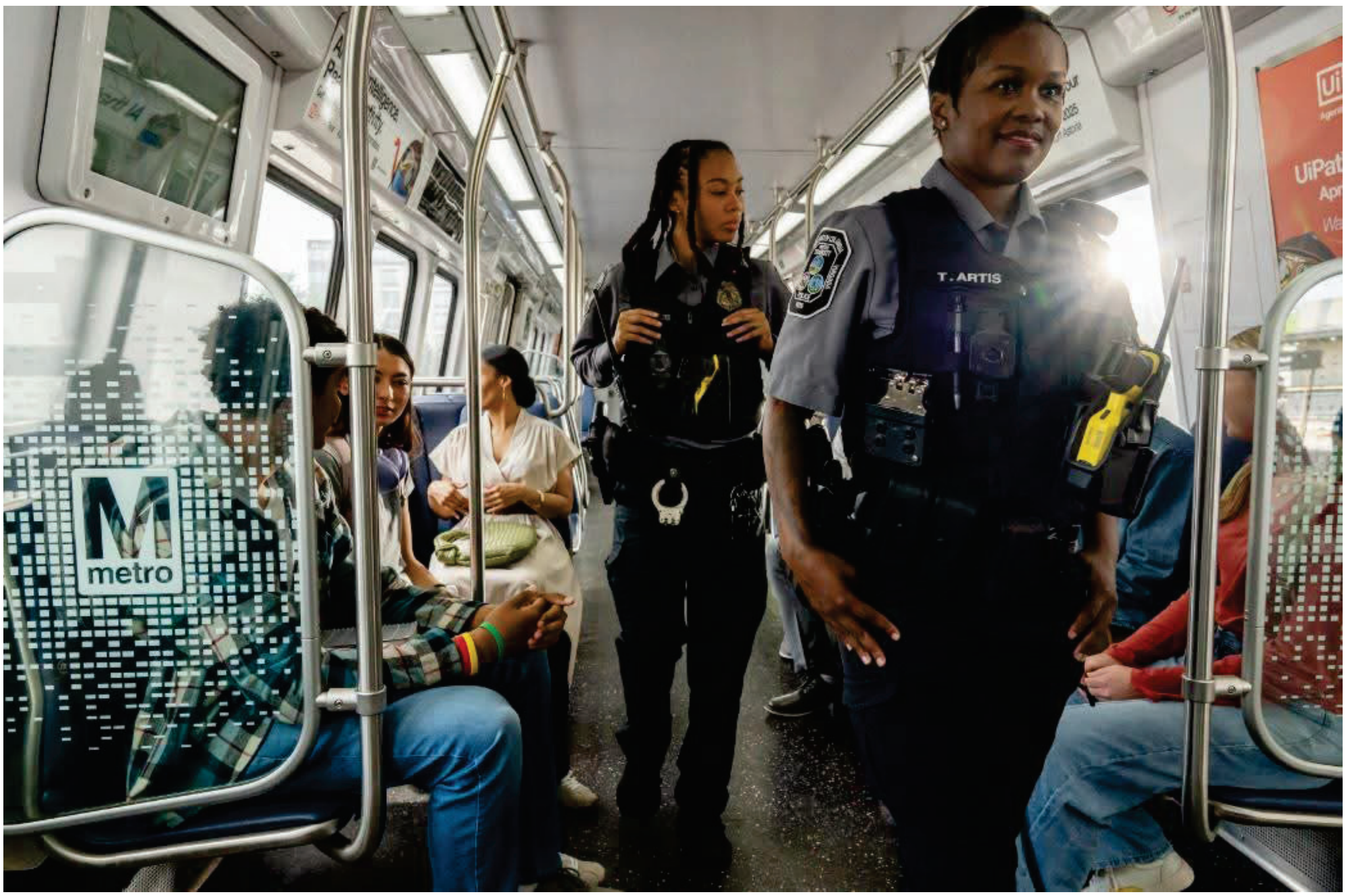
- Improved customer perceptions of safety: Only 5 percent of rail and 12 percent of bus riders reported feeling unsafe

Talented Teams

- Increased visibility of uniformed officers on Metro Rail and Bus
- Recruited and trained to fill vacancies: 34 officers, 7 dispatchers, and 14 support staff hired in FY2026

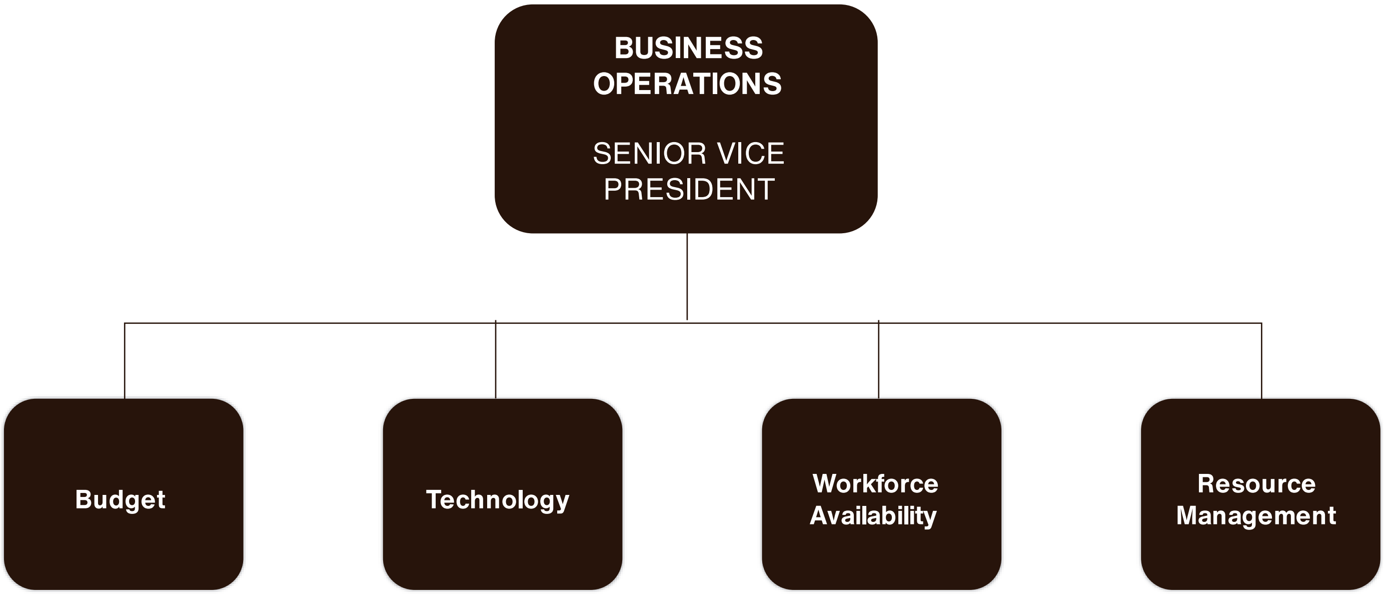
Financial and Organizational Efficiency

- Expanded youth engagement efforts by developing interactive programming that strengthened trust and created positive pathways for young people
- Established a new in-house Metro Transit Police Academy removing the need to contract with jurisdictional police academies



Pictured: Metro Transit Police officers walk through a Metro Rail train

Business Operations



BUSINESS OPERATIONS						
(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$4,759	$5,369	$5,647	$7,298	$1,650	29.2%
Non-Personnel	$619	$814	$2,325	$2,308	($17)	(0.7%)
Total	**$5,378**	**$6,184**	**$7,972**	**$9,606**	**$1,634**	**20.5%**

Business Operations reports to the Deputy General Manager and is responsible for the organization's finances, technology, workforce availability, and resource management in a consistent manner that aligns with Metro's policies.

Business Operations has four teams providing direct support across the Deputy General Manager organization: **Budget, Technology**, **Workforce Availability**, and **Resource Management.**

Budget oversees the management of the operating budget allocated for Metro's operations. for managing and monitoring all financial aspects

Technology improves and transitions manual processes into automation-implementing technology solutions to provide results for management decision making. It also translates high volume data into compelling visual narratives for accuracy and detail.

Workforce Availability provides leave and absence, fitness for duty, employee availability, and readiness to work support services to both employees and managers across the Deputy General Manager organization through oversight and enforcement of policies, procedures, and programs.

Resource Management advances procurement initiatives by partnering with the program office and internal clients ensuring a consistent approach in alignment with WMATA policies.

FY2027 Key Efforts

Service Excellence

- Expand actionable visualization tools for front line management
- Manage the systems administration for the implementation of HASTUS Daily Operations including system and user acceptance, training program, training of transportation personnel, in field hands on management of dual systems.
- Improve employee availability to support operational effectiveness
- Align budgetary requirements to ensure reliable service for customers

Talented Teams

- Continue to partner with Digital Modernization, Accounting, and Procurement to develop data tables and reporting for real-time service contract status
- Manage new uniform contract for operating district
- Develop new maintenance district uniform contract with an updated and consistent look for employees.
- Develop new MTPD uniform contract
- Establish an internal automated solution to provide employees with transparent absence management
- Educate WMATA personnel on return-to-work guidelines and ensure certification and contractual compliance

Financial and Organizational Efficiency

- Build the FY2028 Operating Budget for Operations, Infrastructure, Metro Transit Police, and Safety and Readiness
- Analyze bus and rail overtime status based on scheduled versus unscheduled service delivery
- Oversee WMATA's Operations Uniform Contract as a new vendor is awarded
- Strengthen policies, procedures and data dashboards to improve cost controls and manage financial resources efficiently

FY2026 Major Accomplishments

Service Excellence

- Expanded rollout of Centralized Absence Intake Center (CAIC) to all 689/922 employees providing oversight of employees daily and late absences
- Transitioned the CAIC from a vendor system to a Metro internally developed and implemented CAIC IVR system
- Developed and implemented automated system for tardy point management
- Provided case management for over 750 excessive absenteeism cases per month

Talented Teams

- Developed and implemented automated vacation declaration. Worked closely with the operations and maintenance teams to develop an electronic application for Vacation Declaration
- Scheduled and verified completion of nearly 400 re-certifications of Rail Vehicle Operators and Rail Operations Supervisors
- Led the implementation of the Alternative Work Program (AWP) following negotiations with Local 689 and managed 120+ employees through the program

Financial and Organizational Efficiency

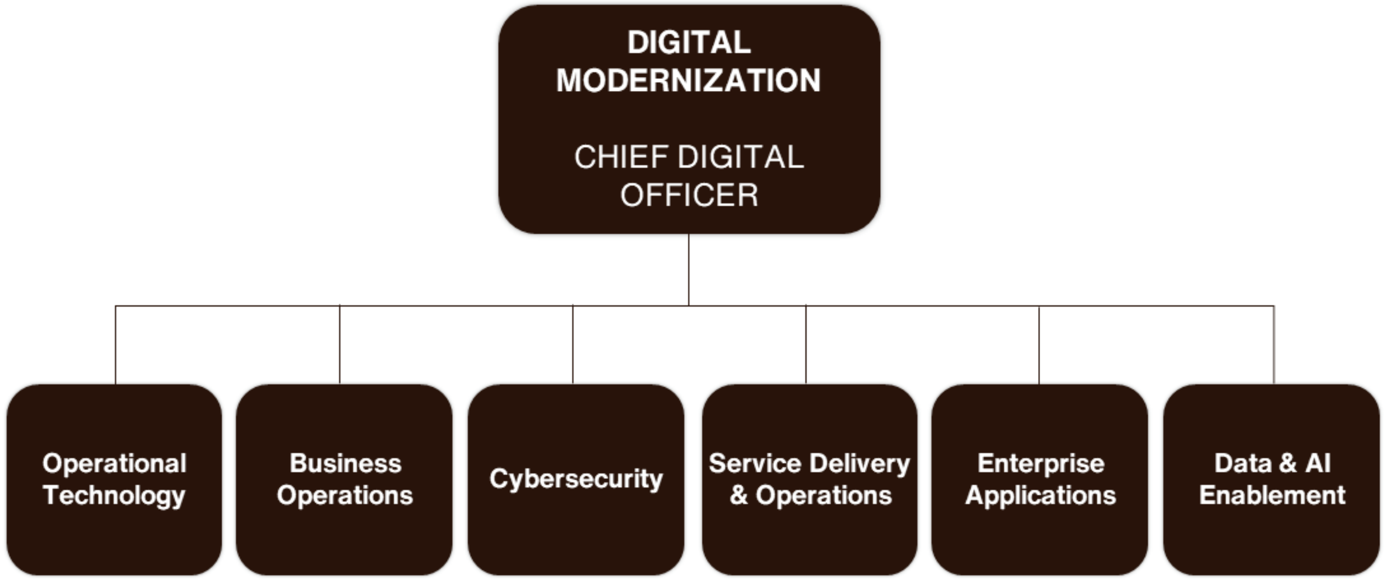
- Built the FY2027 DGM Organization Proposed Operating Budget using the Enterprise Performance Management (EPM/Oracle) system, encompassing nearly 12,400 positions and 185 cost centers
- Delivered Kronos refresher training to frontline supervisors and managers across Transportation and Fleet, focusing on

overtime request review, approval accuracy, and audit compliance

- Reestablished the monthly BudSTAT meetings for Operations, enhancing visibility into performance and financial metrics

Pictured: Metro Bus operating during afternoon peak hours in Virginia

Digital Modernization



DIGITAL MODERNIZATION

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$46,017	$47,859	$50,908	$50,920	$13	0.0%
Non-Personnel	$49,485	$60,666	$65,835	$75,677	$9,842	15.0%
Total	**$95,502**	**$108,525**	**$116,742**	**$126,597**	**$9,855**	**8.4%**

Digital Modernization supports all operating components of Metro by supplying technology solutions that provide, protect, maintain, and support Metro's daily operations. This department provides a safeguard to Metro's data and network access and promotes the security, compatibility, integration, and interoperability of information and operational technologies. Incorporating enterprise architecture industry standards ensures the maintainability, affordability, scalability, and performance of all digital assets and infrastructure.

Digital Modernization includes the offices of: **Cybersecurity, Enterprise Applications, Data and AI Enablement, Business Operations, Operational Technology**, and **Service Delivery and Operations.**

The **Office of Cybersecurity** enhances the safety, security, and reliability of Metro's operations through innovative, resilient, risk-based, and intelligence-driven cybersecurity programs, standards, and guidelines in partnership with Metro's departments and employees.

The **Enterprise Applications** team supports the modernization and sustainment of Metro's core business systems through strategic collaboration, digital technology enhancement, and continuous improvement. The team is responsible for the delivery, integration and optimization of enterprise platforms that enable key business functions, including finance, human capital, asset management, and operational support systems. This includes advancing system reliability, scalability, and user experience to improve efficiency and effectiveness across the authority.

The **Data and AI Enablement** team leads the enterprise data and artificial intelligence (AI) strategy implementation, aligning capabilities with Metro's strategic transformation goals. The team drives the use of advanced analytics and data-driven insights across operations, customer experience, safety, and infrastructure, and establishes governance, standards, and security for data and AI use cases across the Authority.

Business Operations enables digital platforms and the delivery of digital experiences through strategic planning, budgeting, policy development, continual innovation, and incorporating departmental strategy into project and program delivery.

The **Office of Operational Technology** enhances the technology that powers Metro Rail, Metro Bus, and Metro Access services, ensuring efficient, reliable, and innovative transit solutions for the National Capital Region through strategic collaboration, digital technology enhancement, and continuous innovation and improvement.

Service Delivery & Operations supports robust transit and business services by enabling an integrated network and digital infrastructure, while also providing responsive, reliable, automated customer service to support our internal customers.

FY2027 Key Efforts

The Digital Modernization Organization continues to support Metro's Strategic Transformation Plan goals and has identified the following key efforts for FY2027 to advance these goals:

Service Excellence

- Improving the customer experience to include modernized fare payment, mobile schedules and trip prediction, and more accessible wayfinding in cooperation with our regional partners
- Advancing digitization of bus and rail technology to enable real-time operational activities and condition-based maintenance that improves reliability and response time

Talented Teams

- Digitization of front-line operations to include more automation of critical operational workflows, forms, and processes so that Metro's teams are better enabled to work efficiently

Financial and Organizational Efficiency

- Advance robust asset management, work order standardization management, and IT asset management to improve State of Good Repair among Metro's fleet of vehicles
- Modernize Enterprise Resource Planning and timekeeping/scheduling systems to streamline business processes and enable modern, efficient financial operations, grants management, digital workflows, and electronic signatures, while strengthening enterprise analytics capabilities
- Advance the use of AI to automate business processes, enhance decision-making, and deliver predictive insights that improve operational performance and enterprise efficiency
- Implementation of zero trust architecture for cyber protections to enhance Metro's ability to protect customer data and safety
- Modernization of Metro's IT network and migration to a cloud-based architecture to further assist digital innovation
- Advance enterprise-wide video efforts to improve safety, security, and collaboration in regional law enforcement

FY2026 Major Accomplishments

Service Excellence

- Relaunched Metro Pulse 2.0, a customer-facing application for trip planning and real-time bus and rail information, with major user experience and interface upgrades
- Relaunched WMATA.com alongside the One Metro brand launch providing an updated, streamlined web presence for all Metro users
- Completed video installation on all 6000-Series rail cars and finished first phase of bringing video systems onto one enterprise video system
- Completed major system upgrades to Clever moving Metro closer to 5-second polling

Talented Teams

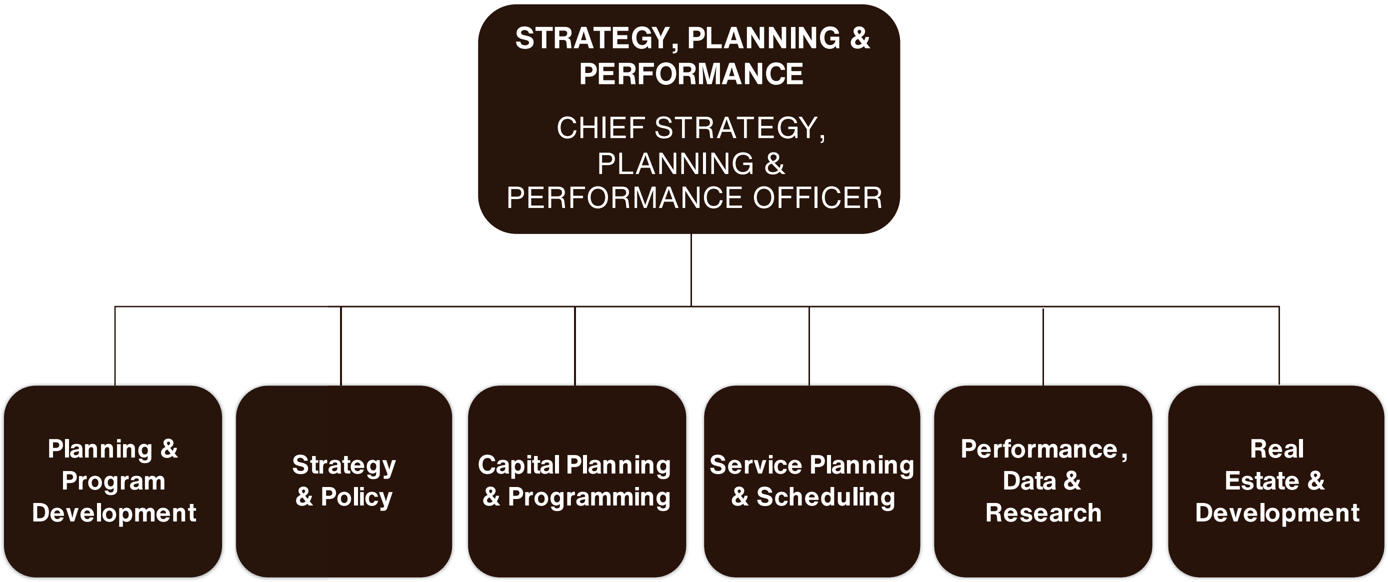
- Continued to implement front-line operations digitization to include more automation of critical operational workflows, forms, and processes to better enable our teams to work efficiently

Financial and Organizational Efficiency

- Streamlined and enhanced business processes through digital workflows, electronic signatures and use of AI to enable business processes, in particular modernizing Enterprise Resource Planning and timekeeping and scheduling systems to provide modern enterprise analytics capabilities
- Modernization of our information technology network and migration to a cloud-based architecture to further support digital innovation
- Advanced robust asset management, both work order standardization management and IT asset management to improve state of good repair of our vehicles

Pictured: A Blue Line train serving customers traveling in the direction of Franconia-Springfield

Strategy, Planning & Performance



STRATEGY, PLANNING & PERFORMANCE

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$20,420	$21,913	$19,815	$21,119	$1,304	6.6%
Non-Personnel	$13,117	$12,719	$17,381	$11,309	($6,072)	(34.9%)
Total	**$33,537**	**$34,632**	**$37,197**	**$32,428**	**($4,769)**	**(12.8%)**

The Strategy, Planning and Performance organization leads Metro's long-term strategic direction and assists in translating that direction into actionable programs with measurable performance targets that drive progress towards outcomes. It is responsible for developing and implementing agency-wide strategies, planning new and on-going capital programs and projects, designing bus and rail services and vehicle/operator schedules, managing real estate and parking assets, leading long-range efforts to prepare Metro for the future, and measuring and reporting performance. The Organization leverages research, data and analysis to inform recommendations, decisions and processes that improve Metro's performance and enhance the customer experience, while progressing towards the goals outlined in the Strategic Transformation Plan (STP).

Strategy, Planning and Performance includes six Departments: **Performance, Data and Research, Planning and Program Development, Strategy and Policy, Service Planning and Scheduling, Capital Planning and Programming,** and **Real Estate and Development.**

The **Performance, Data and Research** department leverages data, research, benchmarking, and customer insights to drive Metro's performance and transformation. The department informs strategy, monitors progress and activates the STP by ensuring transparency, accountability, and alignment across the organization.

The **Service Planning and Scheduling** department prepares bus and rail service plans and schedules to ensure adequate capacity and reliability with the most efficient use of Metro's resources for new vehicle and operator schedules, including special events and planned service disruptions.

The **Planning and Program Development** department develops medium- and long-range programs, plans, and projects across all modes, analyzes customer ridership, coordinates transit planning activities with regional and jurisdictional partner agencies, and advances bus priority and fare modernization initiatives.

The **Strategy and Policy** department develops long-range and overarching visions for the Authority while also assisting in the tactical implementation of those goals.

The **Capital Planning and Programming** department builds and oversees Metro's capital program. The programs and projects delivered by Metro advance the Strategic Transformation Plan associated with Service Excellence, Talented Teams, and Financial and Organizational Efficiency goals.

The **Real Estate and Development** department manages and optimizes the Authority's real estate and parking portfolios and identifies, structures, and advances joint development opportunities. These efforts support financial sustainability while promoting economic development, environmental stewardship, and regional livability.

FY2027 Key Efforts

The Strategy, Planning and Performance Organization continues to support Metro's Strategic Transformation Plan goals and have identified the following key efforts for FY2027 to advance these goals:

Service Excellence

- Service Design and Management: Update the Metro Bus service guidelines and Metro Rail service standards to provide a unified customer experience across the region; develop rolling three-year service plan, review and make recommendations for system and schedule improvements, and coordinate implementation of changes across the Authority, including with operations and any necessary Board approvals
- Better Bus Next Steps: Continue to adjust and improve service of the new bus network based on performance, access, and ridership, refine procedures to better manage bus stops including adopting a regional bus flag, and develop databases and business tools to increase visibility for service change processes
- Rail Modernization: Continue to develop rail modernization and automation plans and advance planning and project development to provide additional details and funding for this generational project which includes communications-based train control (CBTC), platform screen doors, and Grade-of-Automation 4 technology for trains and tracks
- Transform Business and Activate Strategic Change: Elevate the impact of dashboards, performance and ridership reports, the open data portal, the STAT program, and industry benchmarking by aligning them with strategic priorities while driving transparency. Includes delivering timely, consistent reporting to the Board, Executives, and public; embedding STP materials into communications, recognition, and performance programs to connect staff work to strategic objectives; and equipping program managers with tools, guidance, and support to ensure ownership and measurable progress toward FY2027 key results
- Analyze Changing Ridership Patterns: Monitor trends and assess the impact of new programs. Forecast how these changes will affect future demand to inform budgeting, service planning, and fare policy. Enhance transparency by publishing additional data about ridership
- Lead in Data Science: Build a robust data science environment by developing reliable data tools, providing essential technical resources, and refining quantitative models to forecast, optimize, and improve service delivery
- Lead and deliver research in key areas such as assessing ridership and revenue benefits of transit-oriented development, analysis of the

First Mile/Last Mile strategic program, and data driven insights of fare products to expand enrollment. Build in-house capabilities in computer vision

- Modernize Fare Payment: Continue to advance projects that make it easier for customers to pay fares using their credit/debit card, mobile wallet, or smartwatch. Develop fare policies and collections infrastructure designed to increase fare payments while increasing accessibility to the system. Partner with regional providers to integrate fare policy and payment
- Prioritize Buses on Region's Roads: Continue to work with local and state road owners to advance red-painted bus lanes, expand Clear Lanes, implement next-gen transit signal priority and queue jumps, and analyze benefits and impacts of bus priority treatments
- Improve Transit to Support Development: Partner with jurisdictions to identify and advance transit investments that support new development, including RFK Campus, Union Station, growth along VA Route 7 and in National Landing, and continued transit-oriented development at New Carrollton and Downtown Largo. Continue research and recommendations for increasing development near Metro stations and high-demand bus corridors
- Rail Service Planning: Complete a procurement and begin working with a vendor to build a digital rail operations simulation model to expand tools available for service planning for reliable rail operations

Talented Teams

- Support Business Operations and Staff Management: Equip leaders with advanced tools and methods, such as new budget and training dashboards, centralized contractor management, and expedited hiring and onboarding. Boost morale by measuring staff sentiment through annual and pulse surveys and implement engagement action plans to enhance workplace satisfaction
- Recognize and Incentivize Performance: Pilot performance-based bonuses for frontline leaders, evaluate alternative work schedules, and strengthen recruitment, retention, and training
- Strengthen Workforce Analytics and New Employee Insights: Develop new Talented Teams KPIs, frontline availability and absenteeism metrics, and building staff capability to design and use advanced survey methods to inform decision-making
- Foster Employee Innovation: Continue to support testing and evaluation of new technology and practices that improve resource and cost efficiencies through the Energy and Environment Lab
- Service Scheduling: Advance engagement on scheduling software across the Authority to promote cost effective and streamlined workforce planning and schedule management. Implement four-day work week schedules for bus and train operators at select divisions and evaluate impact on employee engagement, retention, absenteeism, and cost

Financial and Organizational Efficiency

- Support implementation of the DMV*Moves* Plan: In partnership with the Metropolitan Washington Council of Governments (COG), lead interoffice and interagency coordination, monitoring, and progress reporting of efforts to advance transit integration in six action areas: bus priority, bus stop signs and amenities, fares, regional service guidelines and performance reporting, shared procurements, and shared training and consistent reporting
- Formulate Metro's Capital Program: Update Metro's State of Good Repair Needs Outlook (SNO) to inform the capital program and complete Performance Outcome Measures to

evaluate how well the capital program helps Metro reach its overall goals

- Develop and Publish Metro's Capital Improvement Program (CIP) and long-range plan: Inform the community and regional stakeholders of future investments and the performance of ongoing investments, including related community and service impacts
- Efficiencies in the Capital Program: Continue reviewing capital investments to (1) identify overhead and standards-related efficiencies that free up resources and reduce long-term capital costs, and (2) pinpoint capital investments that improve operational efficiency and reinvest those savings to enhance service
- Advance Energy Strategy: Continue strategic engagement in the energy sector – including multiple year energy contracts and energy efficiency rebates – to meet Board-adopted energy goals, control costs, and support budget predictability
- Plan for Climate Risk: Continue to develop tools and provide technical resources to integrate into agency-wide risk management, support cost effective incremental investment to minimize future spending, and work with jurisdictional partners to resolve problems upstream

FY2026 Major Accomplishments

Service Excellence

- Launched Tap. Ride. Go. on Metro Bus, with just over 700,000 trips taken between November 2025 and April 2026
- Endorsed DMV*Moves* recommendations to increase regional funding, indexed to grow annually, and improve integration across the region's transit operators
- Completed initial roll-out of Better Bus Network Redesign (including additional capacity when schools reopened, and the implementation of a NVTC Commuter Choice funded route). Improved service and reliability on 48 bus routes using data and customer feedback following the network redesign
- Adjusted scheduled running times on rail to fully capture the faster travel times following restoration of ATO and return to design speeds, and to account for new operating conditions during RSAs

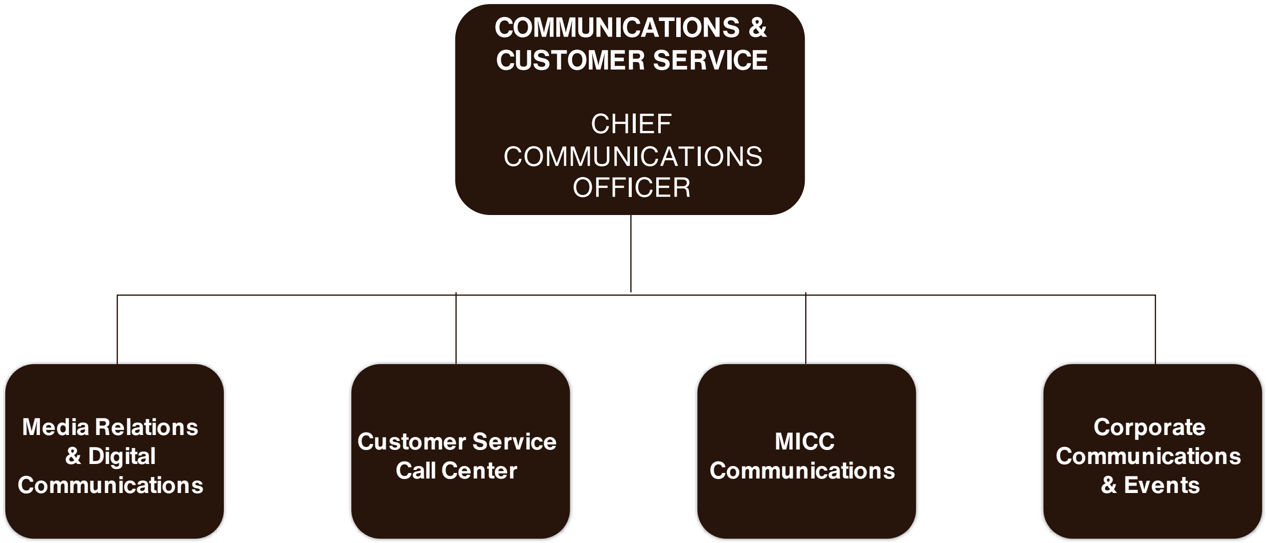
Talented Teams

- Developed and implemented pilot four-day/10-hour work schedules along the Red Line and at Shepard Parkway bus garage

Financial and Organizational Efficiency

- Finalized new electricity and natural gas supply contracts to support facilities, stations, substations, and buses
- For the FY2027–FY2032 Capital Improvement Program, presented two budget scenarios: (1) Funding without the addition of $460 million annually, (2) a FY2027–FY2032 budget with the added $460 million funding that's indexed to grow by three percent each year, allowing for all planned projects to proceed and new modernization projects to be included
- Facilitated targeted investment reviews allowing Metro to deliver investments more efficiently. Since the start of FY2025, identified $175 million in program and project management cost savings and over $100 million in capital investment savings

Communications & Customer Service



COMMUNICATIONS & CUSTOMER SERVICE						
(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$7,827	$11,648	$13,240	$14,481	$1,242	9.4%
Non-Personnel	$2,001	$1,372	$2,392	$2,341	($51)	(2.1%)
Total	**$9,829**	**$13,020**	**$15,632**	**$16,823**	**$1,191**	**7.6%**

Communications and Customer Service supports the Authority by delivering accurate, timely, and helpful information to customers and employees that showcase Service Excellence, Talented Teams, and Financial and Organizational Efficiency. Metro's service messaging should provide accurate information. Understanding the power of communications helps Metro build trust and transparency in the community, improving the customer's journey throughout the system.

To speak with one voice that provides important information to the customer, we leverage owned and earned channels within four complementary divisions: **Media Relations and Digital Communications, Customer Service Call Center, MICC Communications**, and **Corporate Communications and Events**.

Working collaboratively with other departments this team develops strategies, processes, messaging, and programs informed by insights to enhance customer and employee experiences and resolve pain points.

The team crafts impactful messaging, reports relevant metrics, implements tracking mechanisms to increase engagement, and provides positive reinforcement to elevate Metro's mission, all while actively driving towards continuous improvement.

The following are key areas of focus for each group:

Media Relations and Digital Communications engages new and existing customers by growing all social media channels and cultivating relationships with local, regional, and national media. This group works to elevate positive narratives that educate and inform customers about new initiatives, emphasizing accurate reporting to ensure Metro is shown in the best light.

Customer Service Call Center supports customers through a variety of services. This team focuses on optimizing and integrating the new customer relationship management platform to provide more convenient service options which include chat features, talk-to-text, Smart Trip account resolution, trip planning, and streamlining customer interactions with continuous improvement in mind. They also assist in reuniting customers with items that may have been lost during their travel.

MICC Communications supports operational communications of the Metro Integrated Command and Communications Center. This team monitors and responds to social inquiries, communicates service disruptions, investigates and documents reported service-related issues, and provides immediate assistance to Station Managers regarding emergency response. This team works directly with the operations team to provide support during incidents, communicate updates to customers in real time, and provide up-to-date information for executive leadership.

Corporate Communications and Events engages frontline and administrative employees to ensure their knowledge and awareness of Metro initiatives. The team recognizes accomplishments through program and award opportunities, using storytelling to highlight our Talented Teams. This team focuses on improving communications with frontline staff and creating a workplace culture of pride.

FY2027 Key Efforts

The Communications and Customer Service Organization continues to support Metro's Strategic Transformation Plan goals and have identified the following key efforts for FY2027:

Service Excellence

- Fully optimize Contact Center as a Solution (CCaaS) integration, helping streamline and modernize call center engagement and customer interactions
- Highlight Metro's commitment to continuous improvement through storytelling that elevates our workforce and customer improvements
- Execute plans for a one-stop in-person customer service center that includes fare product registration and resolution, lost and found services, and limited merchandise offerings
- Support the evolving Bus Network, highlighting continuous improvement and service delivery for our customers
- Collaborate with regional partners to ensure understanding of Metro initiatives and priorities

Talented Teams

- Build new organizational channels to support employee engagement and highlight employee initiatives
- Identify awards and highlight recognitions that support Metro's culture of pride
- Streamline roles, responsibilities, and reporting structure of MICC Communications to better support operations
- Assist in the communications planning and rollout for Metro Sync, Metro Time, and Metro Connect

Financial and Organizational Efficiency

- Support DMV*Moves*: In partnership with the Metropolitan Washington Council of Governments, continue advancing regional support of a dedicated funding model that supports modernization and predictable transit funding in the region

FY2026 Major Accomplishments

Service Excellence

- Launched Genesys CRM platforming. modernizing offerings in the customer call center
- Supported Tap. Ride. Go., Metro Pulse and other customer improvement launch events, providing ongoing customer education

- Highlighted efforts to modernize signaling system through media tour and press event

Talented Teams

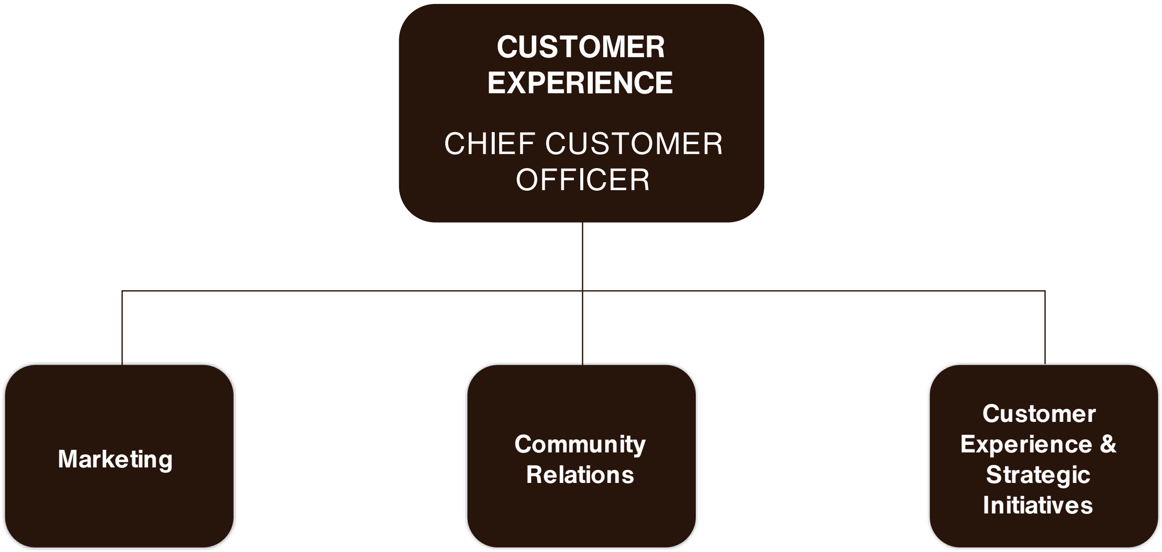
- Executed more than 130 Metro focused events, doubling event execution and support
- Won several communications awards, highlighting social and departmental collaborations elevating Metro's brand
- Highlighted several employee stories, emphasizing dedication, tenure and commitment to service excellence
- Assessed and aligned organizational structure in MICC Communications, working with Human Capital to properly assess team functionality

Financial and Organizational Efficiency

- Fully supported historic DMV*Moves* initiatives, leading to the endorsement of predictable, dedicated funding
- Supported all efforts supporting adoption of the FY2027 Budget

Pictured: Metro-branded merchandise available for purchase during a holiday pop-up shop

Customer Experience



CUSTOMER EXPERIENCE

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$5,828	$7,519	$8,578	$8,050	($528)	(6.2%)
Non-Personnel	$7,894	$7,636	$11,790	$10,127	($1,663)	(14.1%)
Total	**$13,722**	**$15,156**	**$20,368**	**$18,177**	**($2,191)**	**(10.8%)**

Customer Experience grows and sustains a satisfied ridership by advocating for customers and improving their experience across the entire Metro system. Its core purpose to reduce stress and confusion, shorten wait times, improve comfort and accessibility, and deliver simple, intuitive experiences that build trust and confidence in using Metro every day. The team extends and leverages efforts to employees, stakeholders, elected officials, and the riding public, by using a variety of tools within complementary divisions: **Marketing**, **Community Engagement**, and **Customer Experience and Strategic Initiatives**.

Each of these divisions is supported by a Project Enablement Office to help track and maintain successful delivery of Customer Experience efforts.

In direct support of Metro's Strategic Transformation Plan, Customer Experience leads the enterprise by applying a customer journey framework. This is a common way of understanding how customers experience Metro across touchpoints. It serves as the foundation for identifying pain points, prioritizing investments, aligning teams, and measuring improvement, ensuring that decisions are grounded in real customer needs.

Through collaboration within Customer Experience, its teams serve as the voice of the customer and drive cultural shifts toward a more customer-centric, self-service approach at Metro.

Each division makes key contributions:

Marketing improves public confidence and helps grow ridership and non-fare revenue through advertising programs, merchandise development, and informational campaigns.

Community Engagement provides proactive outreach regarding planned events impacting service, fare increases, annual budgets, and strategic community outreach as part of the public participation plan aimed at supporting Limited English Proficiency (LEP) and Americans with Disabilities Act (ADA) customers.

Customer Experience and Strategic Initiatives leverages technology through a process of user experience, research, benchmarking and design to resolve and limit customer inconveniences.

FY2027 Key Efforts

The Customer Experience and Transformation Organization continues to evolve and supports Metro's Strategic Transformation Plan goals and has identified the following key efforts for FY2027 to advance these goals:

Service Excellence

- Implement recommendations endorsed in DMV*Moves* in partnership with the Metropolitan Washington Council of Governments to improve regional coordination for public transit
- Partner and co-lead the development and procurement of an enterprise Customer Relationship Management (CRM) to create a single customer profile
- Lead the Unified Content Experience Manager System implementation to enhance the real-time information delivery to modern passenger information screens systemwide
- Scope and launch the upgraded Metro Alerts push notification system in conjunction with the Digital Modernization team
- Launch a redesigned Smart Trip web experience for fare purchases
- Rollout a modern, unified set of wayfinding guidelines and products for all Metro services, including jurisdictional bus flags and iterative map designs
- Deliver an improved bus information service journey, maps, apps and decals
- Provide week-long immersive educational experiences for local youths through Metro Discovery Day and other educational initiatives, in which children between the ages of 12 through 14 can learn about Metro and public transportation
- Launch community celebrations of Metro Rail's 50th anniversary

Talented Teams

- Prepare and mentor staff to participate in next level trainings and programs including, but not limited to High Potential (HiPo) training, emerging leaders, APTA and Transportation Research Board (TRB)
- Develop sustainable employee volunteer program for community engagement and in support of capital and planned projects
- Develop the "Customer Centric Mindset" program to help build tactics and approaches to thinking about the customer first

Financial and Organizational Efficiency

- Develop and deploy marketing and community outreach campaigns to reduce fare evasion on Metro Bus
- Collaborate with funding jurisdictions and appropriate legislative bodies to secure approval of the FY2028-2033 Capital Funding Agreement
- Launch and iterate a new corporate wmata.com and accompanying mobile app, Metro Pulse, along with a modern enterprise content and governance process
- Engage stakeholders, including Metro's regional Congressional delegation and business leaders, in support of the authority's business goals and objectives; coordinate with federal agencies and safety oversight organizations

FY2026 Major Accomplishments

Service Excellence

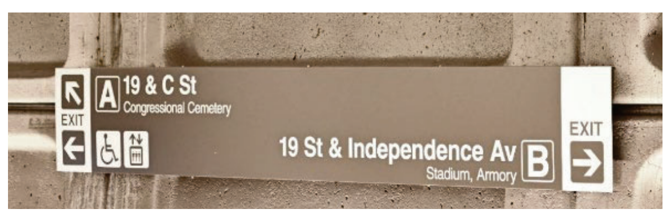
- Secured federal grant funding through the USDOT Regional Infrastructure Accelerators Program to advance planning for major system improvements, including Rail Automation, Platform Screen Doors, and a Regional Bus Priority Network
- Advanced bus reliability and speed through successful passage of Clear Lanes legislation in Virginia, reducing delays caused by obstructed bus lanes and stops
- Modernized customer information systemwide by launching improved real-time passenger information to enhance bus-to-rail transfer visibility, through an expanded modern screen deployment
- Expanded customer-focused rail wayfinding, including new Station Ahead Maps at key decision points, reducing travel anxiety and improving navigation for riders
- Improved access to customer support by launching a modern, omni-channel customer service platform integrating voice, chat, and text into a single service experience
- Strengthened fare access by expanding Metro Lift and reduced-fare card distribution through community partnerships
- Increased transparency and consistency around service and capital changes by standardizing customer awareness campaigns supporting more than 90 major projects across the system.
- Deepened community engagement through expanded outreach programs and events such as Bus Town Halls, budget engagement, youth programming, and Metro's 50th Anniversary
- Delivered integrated, cross-channel marketing campaigns such as Tap. Ride. Go. and Metro Rewind, strengthening service awareness, supporting ridership growth

Talented Teams

- Improving workflows through modern tools and reducing reliance on contractors while strengthening collaboration across Customer Experience and Communications
- Expanded employee engagement by increasing staff participation in customer outreach and community initiatives, including systemwide support for the redesigned Better Bus Network and leading the annual Fill-A-Bus campaign, collecting 6,400 pounds of food (triple the goal) and raising $22K, increasing Metro's yearly contribution by 22 percent, in partnership with Giant Food Stores and America 250
- Enhanced the employee and customer experience by redesigning Metro service uniforms to align with the One Metro brand, improving comfort, visibility, and consistency for front-line staff across the system

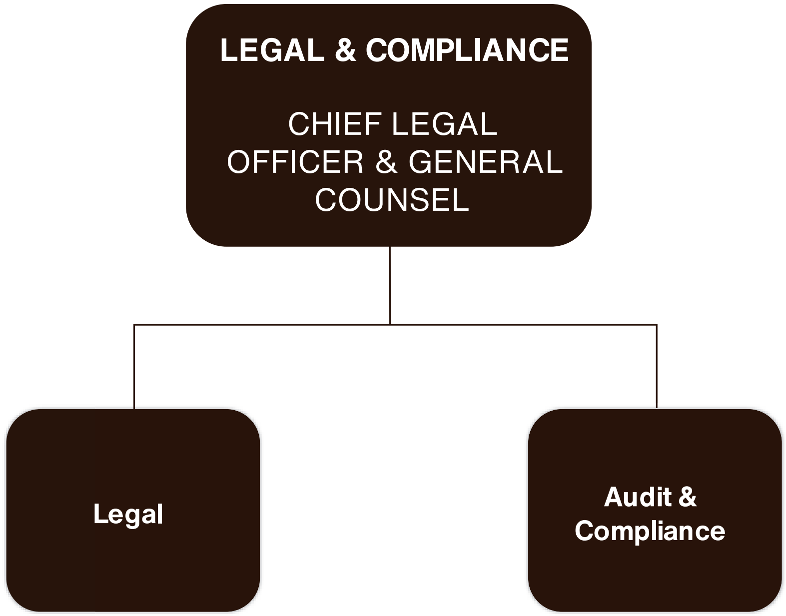
Financial and Organizational Efficiency

- Improved organizational efficiency and revenue performance by generating over $1M in merchandise sales, launching major digital platforms including Metro Pulse and Metro Alerts 2.1, establishing enterprise brand standards, and transitioning customer awareness delivery in-house—reducing contractor costs by more than 65 percent



Pictured: Wayfinding signs within Metro stations help customers easily locate exits and elevators

Legal & Compliance



LEGAL & COMPLIANCE

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$10,187	$9,982	$11,580	$11,840	$260	2.2%
Non-Personnel	$7,125	$9,691	$8,702	$9,554	$852	9.8%
Total	**$17,312**	**$19,673**	**$20,282**	**$21,394**	**$1,112**	**5.5%**

Metro's Legal & Compliance organization includes the Legal department and the Audit & Compliance department. The **Legal** department is responsible for all of Metro's legal affairs and provides high-quality legal advice and counsel to the Board of Directors, executive management, and all Metro departments and offices. The **Audit & Compliance** department conducts internal audits, reviews, and assessments of Metro's internal controls and business processes to help Metro more effectively manage risks.

FY2027 Key Efforts

The Legal and Compliance organization continues to support Metro's mission and goals and has identified the following key efforts for FY2027 to advance these goals:

Service Excellence

- Continue to understand, manage, and mitigate legal and operational risks
- Optimize legal services to departments and types of matters to align with Enterprise Risk Management framework
- Fully execute the FY2027 Internal Audit Plan that supports Metro's Strategic Transformation Plan

Financial and Organizational Efficiency

- Continue to understand, manage, and mitigate legal and operational risks
- Provide legal support to departments for funding and financing agreements for operating and

capital budgets and six-year Capital Improvement Program, including the Capital Funding Agreement and the D.C. Dedicated Funding Agreement, and other agreements as needed

- Provide legal support for joint development projects to advance the 10-year Strategic Plan for Joint Development

FY2026 Major Accomplishments

Service Excellence

- Provided key legal advice and negotiated facilities agreement with DDOT to upgrade streets for implementation of the Better Bus Network

Talented Teams

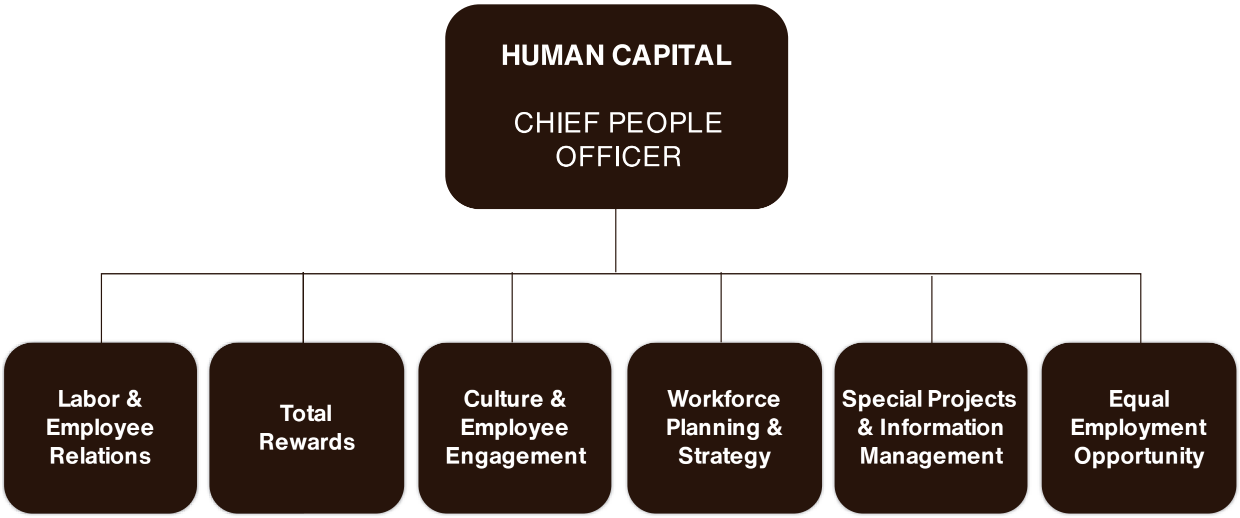
- Provided training on ethics, custodians of record, Legal & Compliance organization is leveraging and piloting the use of AI and AI-enabled tools to enhance workplace efficiency and productivity

Financial and Organizational Efficiency

- Provided key legal advice and drafted new agreements for the revised and expanded U·Pass program
- Closed on the Series 2025A Dedicated Revenue Second Lien Bonds and renewed three lines of credit
- Provided key legal advice and drafted agreements to enable receipt of federal and state grants

Pictured: Metro employees graduation and promotion ceremony

Human Capital



HUMAN CAPITAL

(Dollars in Thousands)	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget	$ Change	% Change
Personnel	$14,771	$15,122	$19,738	$18,589	($1,149)	(5.8%)
Non-Personnel	$13,367	$11,278	$19,313	$13,139	($6,174)	(32.0%)
Total	**$28,138**	**$26,400**	**$39,050**	**$31,728**	**($7,323)**	**(18.8%)**

Human Capital partners with all operation units across Metro, advancing the Authority's Strategic Goal of building Talented Teams where employees feel valued, supported, engaged, and proud of their contributions. Human Capital provides strategic leadership in employee communication, performance management, and the consistent interpretation and application of Metro's policies and collective bargaining agreements.

Human Capital drives organizational performance by building high-performing, engaged, and future-ready teams. It is responsible for attracting, selecting, and retaining highly qualified talent; delivering customer-focused onboarding experience; implementing performance management programs; and expanding employee learning and development opportunities. Through integrated workforce strategies and data informed decision making, Human Capital is accelerating organizational transformation and embedding consistent, scalable practices that elevate performance across all levels of Metro.

The Human Capital portfolio includes **Workforce Planning and Strategy**, **Special Projects and Information Management**, **Labor and Employee Relations**, **Total Rewards**, **Culture and Employee Engagement**, and **Equal Employment Opportunity**.

The **Office of Workforce Planning and Strategy** provides strategic oversight for talent acquisition, compensation, workforce planning, organizational development, and human capital policy administration. Leveraging a team of certified recruiters and sourcing specialists, Talent Acquisition supports Metro's recruitment efforts, strengthens the Authority's employment brand, and promotes employee mobility through internal career opportunities. The Compensation professionals develop and administer competitive, equitable, and fiscally responsible compensation programs aligned with organizational goals and market trends. Human

Capital Solutions leads enterprise-wide workforce transformation initiatives by developing workforce strategies, advancing competency architecture, and integrating modernized human capital practices into business operations and talent management process.

The **Office of Special Projects and Information Management** provides strategic oversight and governance for Human Capital Information systems and data management. This office supports workforce operations by ensuring human capital data systems are accurate, secure, compliant, and accessible. Office responsibilities include oversight of employee records, payroll-related information, benefits administration data, reporting, and workforce analytics to support informed decision-making across the Authority.

The **Office of Labor and Employee Relations** fosters a productive, compliant, and collaborative work environment that supports both organizational objectives and employee rights. The office serves as a strategic advisor and liaison to management for both represented and non-represented employees. Key responsibilities include labor negotiations, contract administration, dispute resolution, employee relations guidance, and ensuring compliance with applicable labor laws and collective bargaining agreements

The **Office of Total Rewards** is responsible for the design, implementation, and administration of comprehensive benefits and retirement programs that align with Metro's mission, values, and workforce strategy. This office oversees health and wellness programs, retirement planning initiatives, and Family and Medical Leave Act (FMLA) administration while providing guidance and support to employees and managers. Through transparent and equitable practices, Total Rewards contributes to employee engagement, organizational trust, and workforce stability.

The **Office of Culture and Employee Engagement** advances WMATA's Talented Teams strategic goal by promoting employee engagement, recognition, and workforce inclusion across all levels of the organization. Employee engagement initiatives are designed to strengthen organizational culture, enhance morale, encourage innovation, and support employee well-being and retention.

The **Office of Equal Employment Opportunity** provides oversight and compliance monitoring related to federal regulations and WMATA's Equal Employment Opportunity (EEO) and Title VI programs. The office advises leadership on EEO matters, evaluates policies and procedures for barriers to equal opportunity, conducts workforce utilization analyses, establishes diversity goals, and investigates discrimination complaints from employees and customers.

FY2027 Key Efforts

The Human Capital organization continues to support Metro's Strategic Transformation Plan goals and has identified the following key efforts for FY2027 to advance these goals:

Service Excellence

- Deploy a targeted compensation experience survey to generate actionable insights and strengthen transparency, trust and program effectiveness
- Launch a comprehensive peer-to-peer employee recognition platform leveraging existing Microsoft Viva Engage technology to drive employee engagement and reinforce desired behaviors

Talented Teams

- Scaled high-impact talent programs, including Succession Management, Mentorship, Manager Coaching, and Staged Retirement, to strengthen leadership pipelines
- Metro is implementing the Metro Sync Human Capital Management System, a comprehensive cloud-based platform designed to support the full employee lifecycle—from recruitment to retirement. The implementation includes a redesigned recruiting module that enhances the candidate experience, improves data integration, enables mobile accessibility, and strengthens proactive talent sourcing and

workforce analytics capabilities. Metro Sync will also advance job architecture and leadership frameworks to support effective talent management, equitable compensation practices, greater role clarity, and stronger leadership accountability

- Establish the WMATA Learning and Development Council to align enterprise learning strategies and strengthen partnerships that increase awareness of career pathways and workforce opportunities across the Authority

Financial and Organizational Efficiency

- Expand the Metro Compass Mentorship Program Authority-wide and embed the Competency Architecture framework across Human Capital processes and organizational practices.
- Advance policy rightsizing and process standardization, leveraging automation and the Oracle HCM self-service tools to improve operational efficiency, data integrity, and employee experience
- Collaborate with leadership and union partners, implement innovative workforce scheduling solutions, and enhance work-life balance while supporting organizational needs

FY2026 Major Accomplishments

Service Excellence

- Delivered a data-driven workforce modeling solution for Rail Traffic Controllers enabling an innovative interactive formula to determine precise staffing alignment with operational demand
- Successfully executed an Authority-wide healthcare transition to Cigna, ensuring a seamless implementation strengthening benefits delivery and employee confidence
- Advanced employee wellbeing through award winning engagement initiatives, including the farmers markets and fresh fruit program, reinforcing a culture focused on workforce health and well-being
- Completed a comprehensive salary structure review ensuring alignment with the market 75th percentile and ensuring WMATA maintains fiscally responsible competitive strategies to attract and retain talent
- Strengthened WMATA's employer brand through national recognition, including Military Friendly Employer (Silver) for the 12th consecutive year, and First Place APTA - AdWheel Award

Talented Teams

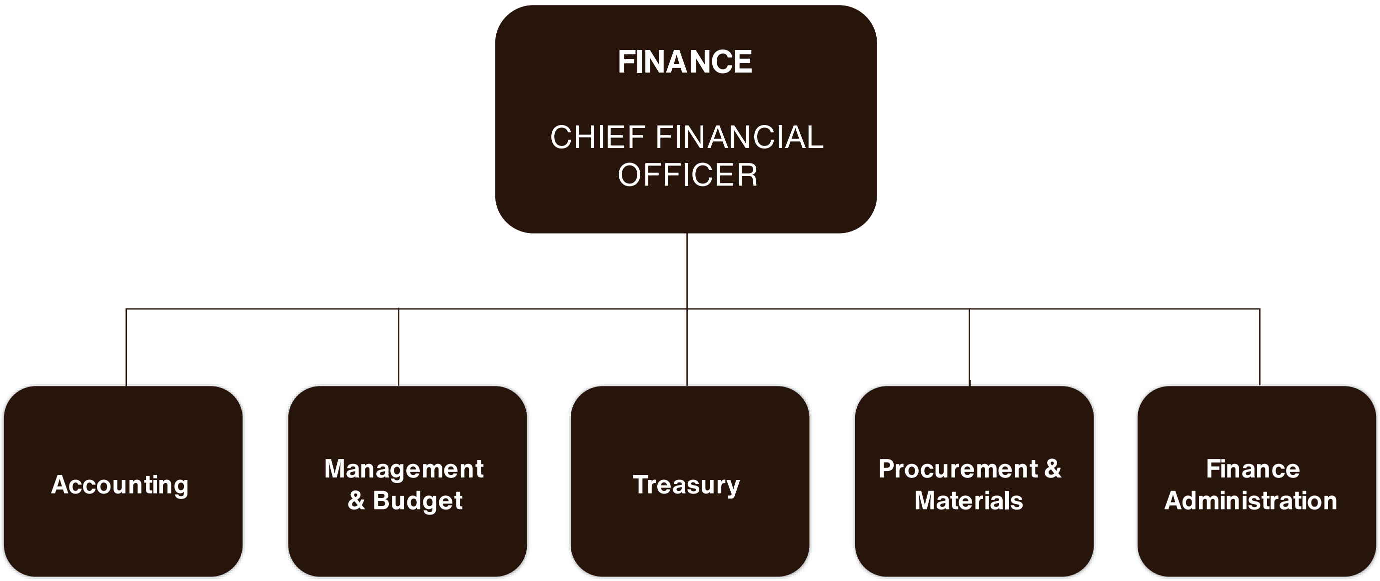
- Achieved strong talent outcomes by processing more than 1,700 competitive hires and promotions, initiating over 3,400 background checks, onboarding 54 Metro College Interns, expanding mechanic talent pipelines, and participating in 133 job fairs in partnership with 18 jurisdictions and 17 colleges and universities
- Piloted the Metro Compass Mentorship Program within Human Capital, engaging mentors from offices across the Authority to support employee development and knowledge sharing
- Successfully completed the third year of the Metro Awards program, reinforcing a culture of recognition by celebrating employees whose contributions align with Metro's Strategic Transformation Plan goals and organizational values
- Launched a three-month Frontline Leadership Development Program for Bus and Rail frontline supervisors to strengthen leadership capabilities and address critical leadership development needs
- Celebrated the 10th anniversary of Metro's Education Fair initiative, expanding participation through in-person and virtual engagement opportunities. Approximately 120 employees attended the initial session, achieving an overall satisfaction rating of 88 percent

Financial and Organizational Efficiency

- Implemented AI-enabled compensation benchmarking tools, improving decision-making, reporting, and strategic workforce planning
- Negotiated a successor collective bargaining agreement with the Office and Professional Employees International Union, Local 2 (OPEIU), within financial targets, demonstrating strong labor partnership and fiscal discipline

Pictured: Metro Rail at Eastern Market station

Finance



FINANCE						
	FY2024	FY2025	FY2026	FY2027		
(Dollars in Thousands)	Actual	Actual	Budget	Budget	$ Change	% Change
Personnel	$30,302	$31,638	$37,382	$34,167	($3,215)	(8.6%)
Non-Personnel	$76,924	$82,617	$76,580	$82,832	$6,252	8.2%
Total	**$107,226**	**$114,255**	**$113,963**	**$116,999**	**$3,037**	**2.7%**

Finance supports Metro's mission to deliver safe, reliable, and equitable public transportation by ensuring strong fiscal accountability and responsible stewardship of public resources. The organization upholds fiscal integrity through comprehensive operating budget development and management; rigorous financial planning, analysis, and reporting; and the strategic alignment of financial resources with organizational priorities. Finance also oversees cash flow, investments, and revenue collection; administers fare programs and regional partnerships; ensures transparent, competitive, and compliant procurement of goods and services; and maintains adherence to accounting standards and regulatory requirements. Finance advances Metro's long-term financial sustainability through strategic capital budget management, and proactive pursuit and oversight of grant opportunities.

Finance is comprised of the following departments: **Accounting, Management and Budget, Treasury, Procurement and Materials,** and **Finance Administration**. Together, these teams provide integrated financial oversight and enterprise-wide support.

Accounting oversees payroll operations, accounts payable and receivable, asset management, Metro's travel program, and labor certification. The department also leads the preparation of annual financial statements, capital and dedicated funding annual reconciliation reports, and coordination of the National Transit Database reporting. It is responsible for coordination of the financial statement audits, single audits, Smart Trip audits, and all required tax filings, ensuring accuracy, transparency, and compliance.

Management and Budget develops and manages the annual operating budget and conducts long-range financial planning and performance reporting, including ridership and revenue forecasting. The department leverages data-driven analysis to evaluate Metro's initiatives to optimize performance and service. It also administers all federal, state, and local formula and competitive grant programs, providing oversight from application and award through closeout while ensuring compliance with applicable regulations.

Treasury is responsible for risk management, revenue collection, liquidity and cash management, corporate investments, debt management, fare media sales and distribution. It is also responsible for regional fare programs, a core component of Metro's customer offerings, with a diverse range of discounts designed to promote equitable access and ridership across age groups, income levels, and trip purposes. Treasury supports key initiatives such as Metro Lift, Senior Cards, University Pass (U•Pass), and Kids Ride Free.

Procurement and Materials manages Authority-wide acquisition services and is responsible for managing the acquisition of all goods and services for Metro. It plays a critical role in ensuring the Authority has the resources necessary for safe, efficient, and effective operations. It facilitates the use of small and disadvantaged businesses and fosters relationships with businesses across the region.

Finance Administration leads organizational coordination through consolidated business operations, strong program management, centralized contract oversight, enhanced contractor lifecycle management, data-driven analytics, and strengthened internal controls and compliance. These efforts promote consistency, efficiency, and excellence across program performance, service delivery, and the employee experience.

FY2027 Key Efforts

Finance continues to support Metro's Strategic Transformation Plan goals.

Service Excellence

- Implement the U•Pass regional growth strategy by modernizing the program, expanding participation through partnerships, and engaging student populations to build the next generation of customers
- Expand Metro Lift automatic enrollment to increase program accessibility for eligible customers and strengthen regional mobility
- Enhance Kids Ride Free mobile credentials by enabling Apple Wallet and Google Wallet to improve convenience, support innovation, and increase access for students
- Deliver consistent service excellence by standardizing processes, strengthening governance, and using analytics to improve quality, responsiveness, program performance, and decision-making across Finance

Talented Teams

- Implement a regular procurement training program for stakeholders to support a seamless and efficient procurement process
- Develop and implement a comprehensive succession plan to ensure effective knowledge transfer and continuity of critical functions
- Customize career pathways and individual career goals for access to industry best practices, ongoing skill development, and professional growth opportunities
- Centralize contract and contractor lifecycle management to standardize and enhance operational effective, optimize opportunities and reduce deficiencies

Financial and Organizational Efficiency

- Deliver robust dashboards and trend analysis solutions to support data-driven decision-making and highlight Finance's technical expertise
- Implement Metro Docs and the Quality Management System to improve audit readiness and strengthen compliance
- Modernize Finance programs and initiatives through enhanced management, customer service and communications, improving performance, service delivery and internal stakeholder experience
- Enhance the existing procurement dashboard to support active procurement tracking and full contract lifecycle visibility
- Accelerate bundling opportunities for commodity services and goods to achieve additional cost savings through contract consolidation across teams, analyzing spend and contracts for supplies and services, and identifying additional categories to deliver value

FY2026 Major Accomplishments

Service Excellence

- Opened first Senior Smart Trip retail location in Loudoun County, Virginia
- Activated 11,000 Kids Ride Free Smart Trip cards in Apple Wallet, surpassing the second-year activation goal of 10,000 cards and increasing usage by 59 percent over FY2025 levels
- Adopted U▪Pass expansion and modernization growth strategy to include opt-in model and broadened participation for part-time students and community colleges

Talented Teams

- Earned the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA). Metro has received this award 38 times

Financial and Organizational Efficiency

- Received a clean audit opinion on Metro's FY2025 Financial Statements for the 11th consecutive year, and on the FY2025 Single Audit for the tenth consecutive year
- Received a clean examination opinion of Metro's compliance with the dedicated funding requirements for FY2025
- Issued WMATA Second Lien Series 2025A Bonds, providing critical funding for capital investments
- Implemented settlement and reconciliation processes for Tap. Ride. Go. open payment capability on rail, bus and parking facilities, ensuring WMATA is receiving daily deposits for Tap. Ride. Go. revenues
- Completed the development and launching of Finance websites to improve operational efficiency and reduce process gaps
- Updated PeopleSoft HCM system requirements to enhance Contractor Lifecycle Management, resulting in improved data accuracy, increased efficiency in contractor management processes, and reduced operational risk

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Appendix A – Metro Profile

Pictured: Celebrating Metro Rail's 50th anniversary at Metro Center

Metro Introduction

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

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

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

In 2004, Metro expanded the rail system to 86 stations and 106 miles by opening the Blue Line extension to the Downtown Largo station and adding the system's first infill station at NoMa-Gallaudet U on the Red Line.

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. 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. 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.

In preparation for the opening of revenue service on Silver Line Phase 2, Metro welcomed Loudoun County as a contributing jurisdiction in FY2021. Phase 2 opened on November 15, 2022, with an additional 11.4 miles and six new stations, providing service to Washington Dulles International Airport and Loudoun County.

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

On March 27, 2026, Metro Rail celebrated its 50th anniversary.

Key Metro Facts

- Metro's service area size is approximately 1,500 square miles with a population of over four million
- Metro's transit zone consists of Washington, D.C., the Maryland counties of Prince George's and Montgomery, and the Northern Virginia counties of Arlington, Fairfax and Loudoun, and the cities of Alexandria, Fairfax and Falls Church
- Metro Rail currently has approximately 345 miles of track, six rail lines, 98 stations and 1,204 railcars in the active fleet
- Metro Bus serves more than 7,500 bus stops throughout the region with more than 1,500 buses
- Metro is the second busiest heavy rail transit system and the sixth largest bus network in the country[1]
- More than a quarter of the region's property tax base is located within a half mile of a Metro station
- More than half of the region's jobs are located within a half mile of a Metro station or a Metro Bus stop
- More than half of Metro stations serve federal facilities and approximately one-third of Metro Rail'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

1 American Public Transportation Association. Q4 Quarterly Ridership Report. https://www.apta.com/wp-content/uploads/2024-Q4-Ridership-APTA.pdf. Retrieved April 2025.

Oversight

A variety of internal and external offices, committees, and administrations provide oversight of Metro. These oversight entities include, but are not limited to, the Federal Transit Administration (FTA), the Washington Metrorail Safety Commission (WMSC), the Office of Inspector General, the Office of Quality Assurance, Internal Compliance & Oversight, the Office of Audit & Compliance, and various advisory entities.

Federal Transit Administration

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

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

Washington Metrorail Safety Commission

The WMSC serves as Metro's State Safety Oversight Agency (SSOA) and enforces transit safety requirements for Metro Rail. The Moving Ahead for Progress in the 21st Century Act (MAP-21) established the requirement for the creation of an SSOA.

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

Office of the Inspector General

Authorized by Metro's Board of Directors in April 2006, the Office of the Inspector General serves as an independent office reporting directly to the Board.

The Office of the Inspector General supervises and conducts independent audits, investigations and reviews of Metro programs and operations to promote efficiency and financial integrity. This office also provides oversight to prevent and detect fraud, waste, and abuse in such programs and operations.

Office of Quality Assurance, Internal Compliance & Oversight

The Office of Quality Assurance, Internal Compliance & Oversight provides independent reviews of Metro's operational and engineering processes and assets to promote compliance with internal and external regulatory requirements and advance quality improvement initiatives.

Office of Audit & Compliance

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

Advisors

Metro has three primary advisory groups: the Riders' Advisory Council (RAC), the Accessibility Advisory Committee (AAC), and the Joint Coordinating Committee (JCC). These advisory entities focus on specific issues as described in the following sections.

Riders' Advisory Council

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

Accessibility Advisory Committee

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

Joint Coordinating Committee

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

Regional Transit Planning

According to 2020 U.S. Census data[2], the greater Washington, D.C. Metropolitan Area is home to more than six million people, two million households, and three million jobs. As the primary transit provider in the region, Metro is integral to the regional transportation planning process. The WMATA Compact allows the Authority to adopt a Mass Transit Plan as part of the region's continuous, comprehensive transportation planning process. Metro's regional planning function encompasses preparing transit system plans in partnership with other regional transit providers, conducting system planning analysis and transportation studies, communicating transit needs to regional planning bodies, and participating in planning processes at the regional and sub-regional levels. Metro has a special responsibility to ensure that the needs of the region's transit providers, both capital and operating, are reflected during the establishment of the Mass Transit Plan and that the region achieves a balanced transportation system.

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

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

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

[2] US Census Data. 2020: ACS 5-Year Estimates Data Profile. Retrieved from: https://data.census.gov

service and ensure the integration of transit in highway investments and the Department of Transportation (DOT). Metro also collaborates with its local jurisdictions in Washington, D.C., Maryland, and Virginia on critical local plans and project development initiatives to integrate service and planning opportunities.

In May 2024, the Metropolitan Washington Council of Governments (COG) and Metro launched DMV*Moves*, a joint initiative to create a unified vision and sustainable funding model for the region's transit network. The Task Force was advised by two groups – a Government Partners Advisory Group representing area jurisdictions and transit service providers as well as a Community Partners Advisory Group representing business, labor, and community organizations. Both COG and Metro endorsed recommendations from the task force for $460 million in new annual capital funding for Metro to ensure ongoing repair, maintenance and modernization of assets, systems and technologies; deployment of rail modernization – modern signaling, compatible fleet upgrades, and selective platform screen doors; and creation of a sustainable bond program to support long-term investments, maintain Metro's state of good repair and strengthen overall financial stability.

Demographics

Within the greater Washington, D.C. Metropolitan area is Metro's Compact area comprised of five counties (Montgomery and Prince George's in Maryland, Fairfax, Arlington and Loudoun in Virginia), three cities (Alexandria, Falls Church, and Fairfax in Virginia), and one federal district. According to the American Community Survey (ACS)[3], the population of the Metro Compact jurisdictions is 4.7 million people with a demographic profile of:

- 38.1 percent of the population is non-Hispanic white
- 26.5 percent is Black or African American
- 17.8 percent is Hispanic or Latino
- 12.4 percent is Asian
- 5.3 percent is Mixed-Other

The median income of households residing in these jurisdictions is approximately $128,356, with a mean income of $168,771. Of the 1.8 million households living in the jurisdictions served by Metro, 58 percent reside in single family homes, 41.6 percent in apartments or multi-unit structures, and 0.3 percent in mobile homes and other housing forms. Over 40 percent of households in the Metro Compact area reside in multi-unit structures, exceeding both the national average and offering density supportive of mass transit opportunities. Further, this same ACS data reports that of the 2.5 million workers in the Compact area, 9.7 percent commute to work using public transportation (excluding taxicabs) and 12.6 percent of workers do not have access to a vehicle.

Economy

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

Job Growth in Metropolitan Washington

Econometric modeling published in May 2023 by the Metropolitan Washington Council of Governments (COG)[4] predicts that by 2050 the Metropolitan Washington area will add one million jobs (31 percent) over its base year of 2020. The model also projects

[3] US Census Data. 2021: ACS 5-Year Estimates Data Profile. Retrieved from https://data.census.gov

[4] Metropolitan Washington Council of Governments. May 2023. COG Jurisdictional Round 10.0 Cooperative Forecasts Of Employment, Population, And Households.

similar increases in population and households, rising 25 percent and 32 percent respectively by 2050.

According to data from the Bureau of Labor Statistics (BLS) Current Employment Statistics (CES), the unemployment rate for the Metropolitan Washington area was 5.7 percent in February 2026, remaining above the national average of 4.4 percent[5]. While inflation remains an ongoing economic concern, the year-over-year inflation rate for this area as measured by the Consumer Price Index for All Urban Wage Earners and Clerical Workers (CPI-W) has fallen from 7.9 percent in October 2022 to 4.1 percent in March 2026[6].

Changing Federal Presence

Transporting the federal workforce has always been one of Metro's core tasks. From the earliest days of planning the system, regional leaders designed stations to serve key government facilities (such as the Capitol and the Pentagon), enabling federal employees to efficiently commute to work. With Metro's growth, the federal government prioritized new office locations next to Metro stations. While the federal government remains a dominant employer in the region, the greater Washington, D.C. Metropolitan area is experiencing changes in its industry composition of jobs and job growth. Historically, growth in the federal sector has served as a catalyst for overall regional job growth. Between 2000 and 2010 the number of federal workers in the Washington D.C. Metropolitan area grew by 19.3 percent[7]. However, in recent years the structure of the regional economy has started to change. The number of federal workers has fallen or remained stagnant since 2010, with an overall 4.5 percent decrease in the number of federal workers from its height in July 2010. Historically, between 11 and 13 percent of employment in metropolitan Washington has been federal; however, a COG[8] model predicts the portion of federal employment will decline from 12 percent of employment in 2015 to eight percent in 2045. Further, while the model forecasts a 31 percent growth rate for overall employment between 2020 and 2050, the COG model predicts only three percent growth in the federal government sector over the same period, indicating a more diverse composition of jobs for the region.

Work Patterns and Impact on Transit

Workforce and commuting patterns in the Washington, D.C. Metropolitan region have continued to evolve. While remote and hybrid work arrangements grew significantly during and immediately after the COVID-19 pandemic, recent trends show a return to more traditional in-office schedules. Policy shifts across both the public and private sectors have increased the number of employees required to report to the office regularly, contributing to increased weekday Metro rail and bus ridership.

Though some hybrid work remains, the share of employees working entirely remote has declined. According to data from the Survey of Working Arrangements and Attitude (SWAA)[9], the average number of work-from-home days has gradually decreased nationwide, and regional observations also reflect this trend. The Washington, D.C. region, with its strong base of federal and professional services

[5] Bureau of Labor Statistics. October 2024. Washington D.C. Area Economic Summary. Retrieved from: https://www.bls.gov/ regions/mid-atlantic/ summary/blssummary_washington_div.pdf

[6] Bureau of Labor Statistics. September 2024. Consumer Price Index Archived Consumer Price Index Supplemental Files. Retrieved from: https://www.bls.gov/ eag/eag.dc_washington_msa.htm

[7] Bureau of Labor Statistics. 2023. Employed and Office of Employment and Unemployment Statistics: Government-Federal Government, Washington DC Metropolitan Statistical Area, 2000-2023. Retrieved from: https://beta.bls.gov/data Viewer/view/timeseries/SMU11479009091000001

[8] Metropolitan Washington Council of Governments. June 2022. Round 9.2 Growth Trends. Washington DC.

[9] Barrero, Jose Maria, Nicholas Bloom, and Steven J. Davis, 2024. "The Evolution of Working from Home," Survey of Working Arrangements and Attitudes (SWAA), WFH Research.

employment, continues to experience a renewed presence in urban cores and employment centers during peak hours, signaling the shift toward pre-pandemic travel behavior.

As these shifts unfold, Metro continues to monitor work arrangements across the region's employers, recognizing their direct impact on commuting demand, service planning, and financial forecasting. Service adjustments across all modes to meet renewed demand while maintaining flexibility remains central to Metro's approach.

Where is Metropolitan Washington's Economy Headed?

Economic factors such as slow federal job growth and uncertainty around future federal spending have long affected Metro's ridership forecasting. In recent years, regional leaders have continued efforts to diversify Metropolitan Washington's economy, partially in response to slower federal employment growth and the region's continued exposure to federal budget decisions such as relocation of employees and offices to other regions of the country.

Recent labor market data points to a changing and uneven regional economy. According to February 2026 data from the Bureau of Labor Statistics, the region's most stable sectors over the previous 12 months were construction; education and health services; financial activities; and manufacturing. By contrast, government employment declined by 7.4 percent, while the information sector declined by 6.1 percent. These trends suggest that while some sectors of the region's economy are showing resilience, others are continuing to face pressure.

It remains unclear whether recent employment declines will stabilize or continue to affect the Metropolitan Washington economy, including commuting patterns, office occupancy, and transit demand. As the composition and attributes of regional employment continue to evolve, Metro will continue to advance service strategies that respond to changing customer needs. These efforts include service optimization, reduced wait times, streamlined service options, and targeted improvements to service hours, days, and frequency across modes where demand and resources support those changes.

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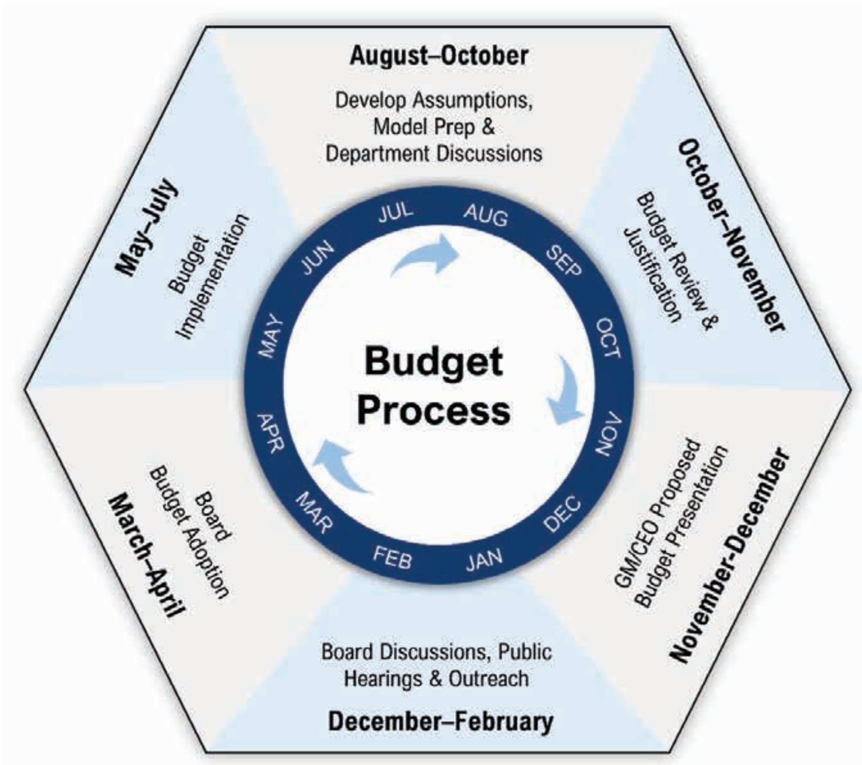
Appendix B – Budget Process



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. Each department is responsible for operating in such a manner to ensure that stewardship of the funds is consistent with the goals and programs authorized by the Board and spending remains within approved levels. Metro's budget planning begins in August of the preceding fiscal year with the development of budget priorities and assumptions for the plan year. The budget must be adopted and implemented by June 30th for the fiscal year beginning on July 1st. The budget process consists of six major phases:

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

Budget Development and Departmental Submissions

Metro begins its annual budget development shortly following the adoption of the previous year's budget. The annual budget is significantly influenced by the current economic climate, funding sources, and legislative action. Staff collect and analyze economic data, regional workforce trends, changes to funding and the legislative landscape to inform budget assumptions. Key factors influencing assumptions in the FY2027 Approved Budget include:

- Regional employment and potential growth opportunities for the region
- Robust year-over-year ridership growth
- Persistent trends in hybrid and remote work
- Stable ridership from federal sector employees
- Increase in inflationary pressures relative to recent years
- Volatility of energy markets, affecting fuel and traction power costs
- Collective Bargaining Agreements for Metro's represented workforce that provide general wage increases of three to four percent in FY2027
- Pension and healthcare benefits cost growth
- Increases to jurisdictional subsidies contingent upon legislative action across multiple jurisdictions

For its FY2027 Approved Budget, Metro used the FY2026 Budget with specific programmatic changes as the baseline for FY2027 budget development. As additional information became available during the budget development process, ridership and revenue assumptions and scenarios were refined. Staff also evaluated expense data from the FY2026 Approved Budget and the FY2025 actuals to establish cost baselines for personnel and other expenses. Position data from the current approved FY2026 Budget and benefits obligations established the baseline for personnel related costs. Next, staff modified pertinent assumptions, including contractually obligated union wages and benefits, fuel prices, service levels, and ridership and revenue projections to refine budgeted expenses, as required. Based on the analysis of the data, Metro assigned targets to each department.

Metro's Strategic Transformation Plan (STP), *Your Metro, The Way Forward*, updated in December 2025, steers the development of both the Operating and Capital budget and the execution of Metro's mission. The STP defines Metro's priorities and connects the mission, vision, and goals with actionable initiatives to drive progress, enhance transparency, and build trust with customers, staff, and stakeholders. The resulting budgets and multi-year capital investment plans reflect these priorities.

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

- The initial planning, development of assumptions, and preparation of instructions and training materials are conducted in August
- The annual budget kickoff meeting is held in September with department leaders and budget staff to identify efficiencies and emerging issues

The annual budget is developed based on two budget methodologies – current services-level and zero-based. Staff use current services-level budgeting to develop the funding and resources necessary to sustain multi-year critical operations, special programs, and previously approved capital projects for the FY2027 budget.

Metro uses a hybrid zero-based budgeting strategy to develop additional sections of the FY2027 operating budget, specifically utilizing the zero-based approach to determine resources for anticipated changes to service levels and new programs.

Budget Review and Proposal

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

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

Budget Discussion and Adoption

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

- The proposed budget is presented and reviewed by the Finance and Capital Committee. The Board deliberates through early spring
- Metro engages in significant outreach efforts regarding the budget, particularly for any proposed service and fare changes, prior to adoption. The outreach occurs in three key areas:
    - Public hearings: During the budget process, Metro holds at least one public hearing to review any proposed service or fare changes, as well as the proposed use of federal funding in the CIP. To meet Virginia Dedicated Funding Legislation requirements, one hearing must be held in a jurisdiction supported by the Northern Virginia Transportation Commission. The comments and feedback received from residents throughout the region are presented to the Board for consideration
    - Public participation: Metro's Public Participation Plan guides substantial additional outreach efforts beyond the public hearings through open houses, station pop-ups, and community events. The outreach provides specific and convenient opportunities for customers 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
    - Customer survey: Metro periodically conducts online surveys to solicit customer input on key questions regarding the budget
- Metro staff summarizes data collected from these efforts, as well as all public comments and feedback received during the outreach process in a staff report delivered to the Board for review
- Collectively, Metro's outreach efforts meet or exceed the requirements of both the WMATA Compact and the Federal Transit Administration's Title VI guidelines

Amendments

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

Budget Implementation

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

- The FY2027 Budget is effective July 1, 2026

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

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

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

In accord with the Financial Standards and good business practices, the Office of Management & Budget monitors revenues and budget expenditures throughout the fiscal year.

Balanced Operating Budget

Each year Metro must propose and adopt an operating budget that balances predicted operating expenses for the fiscal year with the expected operating revenues and subsidies for that year. The Board annually approves a current expense budget for the fiscal year in accordance with Article VIII of WMATA's Compact. Based on the Compact, this balanced budget includes the Board's estimated expenditures for administration, operation, maintenance and repairs, debt service requirements and payments into any required funds.

Total expenditures are balanced with estimated revenues and receipts from all sources, excluding funds included in the capital budget or otherwise earmarked for other purposes. Board Resolution 2020-09, adopting the FY2021 Budget, revised the Board's policy regarding budget surplus and shortfall to comply with Dedicated Funding legislation.

The operating budget focuses on the personnel, material/supplies and services necessary to operate Metro Bus, Metro Rail, and Metro Access. Budgetary issues for the operating budget pertain to the cost of continuing operations, expanding services to meet demand, and improving the efficiency of service.

Capital Budget

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

The primary focus of the capital budget is to ensure reliable, efficient, and safe service while maintaining the condition of Metro's current assets and infrastructure in a State of Good Repair. The capital budget supports the reliable, continuous, and safe operation of each mode (Metro Bus, Metro Rail, and Metro Access).

Capital Expenditures

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

The capital programming process assists Metro's leadership in decisions regarding the assets and infrastructure required to support and/or grow the bus, rail, and paratransit operations. Metro's assets and infrastructure include, but are not limited to: Paratransit and service vehicles; Buses and bus facilities; Railcars; Stations and tunnels; Track and wayside; Signal and power systems and Administration and maintenance facilities.

Enterprise Fund

The Enterprise Fund is the sole fund for Metro. Within this Fund, income sources are classified in one of seven categories: passenger fares and parking fees, federal funds, state and local funds, dedicated funding, business revenues, other sources and debt. Passenger fares and parking fees support the operating budget. Beginning in FY2020, federal grants partially funded the operating budget to offset lost revenue and increased expenses from the Covid-19 pandemic. Metro spent its remaining ARPA federal relief funding in FY2025. Other federal funds consist of federal grants to support the capital program. State and local funds support the capital program, as well as jurisdictional contributions for debt service and the operating budget subsidy. Legislation passed in 2018 by Washington, D.C., Maryland, and Virginia established annual dedicated capital funding of $500 million. Debt proceeds serviced by the annual dedicated funding further support the capital program. Business revenues include advertising and joint development, among other funding sources.

The following table projects the Enterprise Fund activity for FY2026 and FY2027. Chapter 1 provides additional information on funding sources.

($ in millions)	FY2026 Budget	FY2027 Budget
Unrestricted Beginning Balance	**$0**	**$0**
Operating Revenue	$564	$665
Jurisdictional Operating Subsidy[1]	$1,906	$1,940
State and Local Funding - Capital	$960	$970
Federal Funding	$626	$660
Prior Year Savings (Operating)	$28	$12
Prior Year Savings / Funding (Capital)	$91	$163
Debt	$726	$356
Reimbursable Projects	$57	$83
Subtotal Projected Sources[2]	**$4,958**	**$4,849**
Operating Expense[3]	$2,513	$2,617
CIP Investment	$2,118	$1,862
Revenue Loss & Other Capital Budget Needs	$10	$44
Debt Service[4]	$317	$326
Subtotal Projected Uses	**$4,958**	**$4,849**
Unrestricted Ending Balance	**$0**	**$0**

1.Subsidy payments from jurisdictions per WMATA Compact
2. For additional details on funding sources, see Chapter 1
3. Includes operating expense of reimbursable projects
4. Debt Service includes current debt payments to service CIP budget and debt payments for Gross Transit Revenue Bonds (Appendix E)

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Appendix C – Human Capital Summary

Human capital management defines and categorizes employees' skills and abilities to ensure alignment with the objectives of the organization. At Metro, the management of human capital involves workforce planning and investment in support of Metro's strategic plan and core mission to operate and maintain a safe, reliable, and affordable transit system.

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

Labor costs include regular wage and overtime pay for operations employees and salary expenses for management, professional, and administrative personnel. For FY2027, the Authority-wide labor budget for operating and capital is $1,403.6 million, an increase of $27.1 million from the previous year.

Fringe benefit costs are personnel-related expenses that are in addition to 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 FY2027 fringe benefit budget for operating and capital is $755.5 million, which is a $50.3 million or 7.1 percent increase from the prior year.

Beginning in FY2027, budgeted positions are presented by function rather than by department to better demonstrate how the budget is performing against Metro’s Strategic Transformation Goals of prioritizing service delivery and organizational efficiency. This functional view is intended to enhance transparency into how staffing supports core service outcomes and enables more effective performance management and resource allocation across Metro.

Vehicle Operations includes all activities associated with the delivery of Metro Bus, Metro Rail, and Metro Access, including dispatch, frontline supervision, as well as police, security and fare collection.

Vehicle Maintenance encompasses all activities required to inspect, maintain, and repair Metro’s fleet of vehicles in a safe and reliable operating condition.

Facility Maintenance covers activities related to the upkeep of infrastructure and physical assets, including stations, track, structures, and facilities.

General Administration includes positions that indirectly support service delivery through enterprise functions such as customer service, legal, finance, safety, and real estate.

The following tables compare human capital staffing levels and personnel costs from the FY2025, FY2026, and the FY2027 Approved Budgets. Please note that the staffing projection is 13,596 positions, consisting of 11,656 operating positions and 1,940 capital positions. This staffing level represents an overall decrease of 85 positions from the FY2026 Approved Budget. The reduction of 85 positions will not impact service levels.

HUMAN CAPITAL BY DEPARTMENT FUNCTION[1]

	FY2025 Budget	FY2026 Budget	FY2027 Budget
Vehicle Operations	6,211	6,257	6,180
Vehicle Maintenance	1,526	1,687	1,676
Facility Maintenance	2,485	2,500	2,467
General Administration	1,330	1,307	1,333
Operating Subtotal	11,552	11,751	11,656
Capital	1,945	1,930	1,940
TOTAL	**13,497**	**13,681**	**13,596**

1. Beginning in FY2027, headcount is presented by function rather than by department, consistent with industry standard practices among peer transit agencies

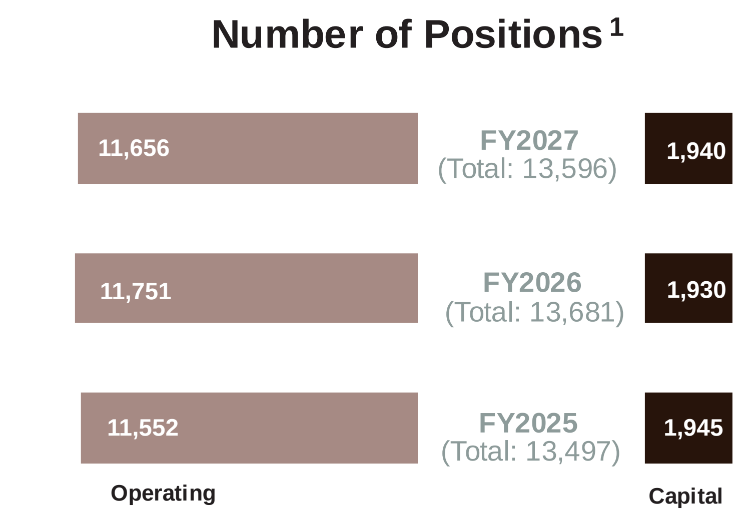
HUMAN CAPITAL SUMMARY - ALL MODES, FRINGE DATA

(Dollars in Millions)	FY2026 Budget	FY2027 Budget	$ Change
Positions	13,681	13,596	(85)
Labor	$1,539.4	$1,658.5	$101.8
Fringe			
Taxes - FICA	$109.5	$119.2	$9.6
Pension - Defined Benefits	239.1	301.1	$62.0
Pension - Defined Contributions	23.3	20.8	($2.5)
Health Care	248.1	252.7	$4.7
Life Insurance	1.7	3.7	$2.0
Long Term Disability Insurance	0.9	0.8	($0.1)
Taxes - Unemployment	1.6	0.8	($0.8)
Workers' Compensation Reserve and Assessment	46.4	47.8	$1.4
Allowances (Uniform, Clothing, Tools, etc.)	$34.7	$21.7	(13.0)
Total Fringe Benefits	**$705.2**	**$768.4**	**$63.2**

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

HUMAN CAPITAL SUMMARY – RATES

	FY2026 Budget	FY2027 Budget	$ Change
Average Annual Pay	$113,786	$121,982	$8,196
Average Full Fringe Cost	51,549	56,518	4,969
Full Fringe Rate	45.3%	46.3%	1.0%



[1]Budgeted positions

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Appendix D – Financial Standards

Metro's Financial Standards can be grouped into three major areas: general, business planning, and debt policy. General standards ensure that Metro prudently manages its daily financial operations, including banking services, investments and risk management to maintain adequate liquidity and appropriate cash reserves.

The business planning directives from the General Manager provide management with a set of parameters for developing the upcoming year's budget and other longer-term financial plans, as well as establishing future business targets for management to achieve.

The debt policy establishes parameters that govern the incurrence of Metro Debt and ensure that debt issuances are based on financial parameters similar or more conservative than those that would be placed on Metro by the financial marketplace. Actual debt covenants may differ from these standards, and in accordance with the debt policy, the actual covenants will be disclosed in any Board resolution approving a debt issuance.

This appendix also explains how Metro allocates state and local funding support among the jurisdictions.

Financial Standards – General

GAAP

Metro maintains complete and accurate accounting records in accordance with generally accepted accounting principles in the United States of America (US GAAP) as applicable to governmental entities. The Government Accounting Standards Board is the standard setting body establishing governmental accounting and financial reporting standards.

Revenue and Expenditure Recognition

Revenues are recognized in the period they are earned, and expenses are recognized in the period in which they are incurred.

- Metro distinguishes between operating and non-operating revenues and expenses in its financial statements
- Operating revenues, which do not include state or local operating subsidy contributions or federal operating grants, are primarily composed of passenger fares and parking fees, as well as revenue for fiber optic leases and joint development agreements

Fiscal Year

The fiscal year-end for financial reporting purposes is June 30th of each year. The Board approves the budget for each fiscal year by June 30th of the previous year.

Annual Comprehensive Financial Report (ACFR)

An independent certified public accounting firm performs an audit of Metro's financial statements. Metro aims to receive an unmodified ("clean") opinion on its financial statements and to receive the Government Finance Officers Association (GFOA) award for excellence in financial reporting for its ACFR.

Other Financial Policies and Guidelines

Funds are invested within the guidelines of the Board's approved investment policies and in compliance with the investment guidelines in WMATA's Compact.

- In accordance with Board Resolution No. 81-36, designated Metro officials are empowered to open, close, or authorize changes to accounts and are authorized to appoint individuals as official signatories for financial accounts

- An annual actuarial analysis is performed on all Metro-administered pension plans. Based on the results of such analysis, Metro makes contributions as required in agreement with the terms of each plan
- Appropriate insurance coverage is maintained to mitigate the risk of material loss. For self-insured retentions, Metro records the liabilities, including losses incurred but not reported, at 100 percent of the net present value
- The budget includes the operating and capital resources necessary to implement the policy directions set by the Board. The budget is prepared in a fashion to clearly describe the projects and programs for the period
- Metro engages in regional long-range transportation planning for the Washington metropolitan area in conjunction with the National Capital Region Transportation Planning Board (TPB) and other jurisdictional partners
- Staff provide transit system inputs to TPB for the Constrained Long-Range Plan (CLRP) and identify changes affecting the major financial assumptions of the plan and progress toward the implementation of new projects and programs
- Metro also engages in short-range transit planning for the Washington metropolitan area. Staff provide inputs to the region's six-year Transportation Improvement Program (TIP) and identify the capital investment needs to support the existing regional transit system and regional service expansion
- The Office of Inspector General develops an annual work plan. The Board of Directors and Metro's Senior Executive Team provide input on the work plan, which covers audits and evaluations. Furthermore, finalized complete audit and evaluation reports are submitted to the Board via the Executive Committee
- Recommendations for improvements are based on audits and evaluations performed by the Inspector General's office. Audits are performed in accordance with Government Auditing Standards, while evaluations are performed in accordance with the Association of Inspectors General (AIG) *Principles and Standards for Offices of Inspector General* (Green Book). These recommendations, management corrective action plans, and progress toward implementation are reported quarterly or as needed to the Board by the Inspector General. Semi-annual reports provide an overview of the Office of Inspector General's audits, evaluations and investigations for that period. The reports are provided to the Board and significant stakeholders identifying work performed, results and recommendations

Financial Standards – Business Planning

Passenger revenue forecasts are derived from historical ridership and revenue trends as well as forecasts of regional growth in population and employment. Since ridership may be affected by future fare policy changes, the impacts on ridership and average fare forecasts are based on conservative estimates.

- The Board has adopted fare policy principles and reviews the fares on a regular cycle. Management may propose fare modifications to achieve transit ridership improvements, maintain financial sustainability or support the other goals defined in Metro's fare policy principles
- Service plan assumptions are based on demonstrated needs as defined through short-range planning
- Capital programs are funded according to the terms of the Capital Funding Agreement (CFA), laws, regulations and discretionary procedures

approved by the Board. The capital program covers Metro's assets, including major transportation projects, and is included in each annual budget

- From time to time, Metro applies for and receives discretionary federal and state funding. Discretionary funding is requested when projects or programs may be competitive for receiving an award. Discretionary funding levels are estimated based on federal and state criteria and the likelihood of obtaining approvals

Financial Standards – Debt Policy

Metro may not enter into a debt or financing arrangement unless the transaction is in compliance with all applicable provisions of WMATA's Compact.

- Pursuant to WMATA's Compact (Article IX paragraph 27), Metro may borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are authorized by resolution of the Board and are payable solely out of the revenues of Metro. The bonds and other debt obligations of Metro, except as may be otherwise provided in the indenture under which they are issued, are direct and general obligations of Metro and the full faith and credit of Metro are pledged for the prompt payment of the debt service
- There is no dollar borrowing limit set in WMATA's Compact
- Long-term debt may be included in the budget or long-range plans; however, no such debt can be incurred without the specific approval of the Board
- The average life of debt instruments is matched to the average economic lives of the assets financed
- Reserve funds that may be required by the financial markets for each debt issuance are maintained. Cash and securities, insurance or surety bonds may fund these reserves. For financial planning purposes, reserve requirements are included in the face value of debt issued
- Further guidelines beyond the Compact are included in the Board's annual adopted Debt Management Policy, which reviews and provides additional guidance for the use of debt for financing the Authority's infrastructure, capital projects and operational needs each fiscal year. The Debt Management Policy principles (a) identify efficient use of debt, (b) provide for timely debt service payments, and (c) balance the cost of capital with high credit ratings and access to capital markets

Allocation of State and Local Operating Subsidy

State and local funds to support Metro's annual operating and capital budgets are based on Board-approved subsidy calculations described in this section. In FY2025, the Board of Directors approved a restructuring of the Metro Rail and Metro Bus operating subsidy allocation formula to address the challenges with the legacy formulas by improving clarity and transparency, aligning service costs with regional benefits and incentivizing ridership and revenue growth. This restructured operating subsidy formula allocates both costs and revenues to determine the jurisdictional subsidy using six subsidy allocation formulas:

1. Metro Bus Cost Allocation
2. Metro Rail Cost Allocation
3. Metro Bus Revenue Allocation
4. Metro Rail Revenue Allocation
5. Paratransit subsidy allocation
6. Debt service allocation

Formulas 1 and 2: Metro Bus and Metro Rail Cost Allocation

Cost Classification

Metro Bus and Metro Rail operating costs are divided into formula cost categories prior to the cost allocation:

- **Metro Bus and Metro Rail System Costs:** Commonly known as administrative costs (such as finance and legal functions) that support the Metro system
- **Metro Bus and Metro Rail Service Costs:** Costs associated with service delivery (such as operators, hours and miles of revenue service, and station manager functions)
- **Metro Rail Infrastructure Operating Costs**: Costs associated with rail infrastructure and facility maintenance (such as track, stations, structures) that result regardless of the amount of rail service provided

Formula cost categories are determined by aligning to cost categories in the most recently approved Metro National Transit Database (NTD)[10] data submission by the Federal Transit Administration (FTA). The four NTD cost categories of General Administration (GA), Vehicle Maintenance (VM), Vehicle Operations (VO) and Facility Maintenance (FM) are applied as follows:

NTD Cost Category	Metro Bus Formula Costs	Metro Rail Formula Costs
General Administration by Mode	Metro Bus System Cost	Metro Rail System Cost
Vehicle Maintenance plus Vehicle Operation by Mode	Metro Bus Service Costs	Metro Rail Service Costs
Facilities Maintenance by Mode	Metro Bus System Costs	Metro Rail Infrastructure Operating Costs

The formula cost categories in each fiscal year are determined by taking the proportion of System, Service and Rail Infrastructure Operating Costs by mode based on the NTD categories as above and multiplying each category by mode times the proposed fiscal year budget Metro Bus and Metro Rail operating costs.

Cost Allocation

The five formula cost categories (Metro Bus System Costs, Metro Rail System Costs, Metro Bus Service Costs, Metro Rail Service Cost and Metro Rail Infrastructure Operating Costs) are each allocated based on specific variables as described below:

- **Metro Bus and Metro Rail System Costs by Mode:** Allocated based on two equally weighted variables, Ridership and Population
  - Ridership (see Appendix F, Operating Statistics): Jurisdiction average weekly ridership by mode divided by the Compact area total average weekly ridership by mode[11]

[10] See NTD Uniform System of Accounts (USOA) | FTA

[11] Determined by Metro Bus and Metro Rail Passenger Surveys. Riders who live outside the Metro Compact area are excluded from the calculation.

- Population: Jurisdiction U.S. Decennial Census Population divided by the Metro Compact area census population[12,13]

- **Metro Bus Service Costs:** Allocated based on Revenue Hours and Peak Vehicles
  - Revenue Hours[14]: Proposed fiscal year bus vehicle operations expense divided by the total proposed fiscal year bus revenue hours (see Appendix F, Annual Revenue Hours). The result is multiplied by each jurisdiction's share of bus revenue miles[15] (see Appendix F, Annual Revenue Mile)
  - Peak Vehicles: Proposed fiscal year bus vehicle maintenance expense divided by the total proposed fiscal year bus peak vehicles[15] (see Appendix F, Active Fleet). The result is multiplied by each jurisdiction's share of bus revenue miles (see Appendix F, Annual Revenue Mile)

- **Metro Rail Service Costs**: Allocated based on Railcar Miles weighted at 90 percent and Peak Vehicles weighted at 10 percent
  - Railcar miles: Proposed fiscal year scheduled revenue railcar miles by rail line (see Appendix F, Railcar Miles) times the proposed fiscal year rail route miles by line and by jurisdiction. The result is divided by the total rail system proposed fiscal year scheduled revenue railcar miles[16] (see Appendix F, Operating Statistics)
  - Peak vehicles (see Appendix F): Proposed fiscal year scheduled revenue peak vehicles by rail lines times the proposed fiscal year rail route miles by line (see Appendix F, Rail Service Levels Scheduled) and by jurisdiction (see Appendix F). The result is divided by the total rail system proposed fiscal year scheduled revenue peak vehicles[16] (see Appendix F, Rail Service Levels Scheduled)

- **Metro Rail Infrastructure Operating Costs**: Allocated based on two equally weighted variables, Track Miles and Stations
  - Track miles: Proposed fiscal year rail center line revenue track miles (see Appendix F, Railcar Miles) divided by the proposed fiscal year total rail system center line revenue track miles[17] (see Appendix F, Railcar Miles)
  - Stations: Proposed fiscal year rail stations by jurisdiction, divided by the proposed fiscal year total number of rail system stations[18] (see table). Metro operates 98 stations with some stations allocated across jurisdiction[18].

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[12] See Decennial Census of Population and Housing

[13] The Metro Bus System Cost allocation population factor for Loudoun County is set to zero since it does not receive Metro Bus service. This is consistent with Board of Directors policy in resolution 2019-34.

[14] Metro Bus Service costs allocation (revenue hours and peak vehicles) for the City of Fairfax are allocated as follows: Fairfax County (80%), City of Fairfax (20%). City of Falls Church bus service costs (revenue hours and peak vehicles) are allocated as follows: City of Falls Church (50%), Arlington County (25%) and Fairfax County (25%)

[15] Revenue miles by Metro Bus line by jurisdiction, the geo-distribution that determines each jurisdiction's share, is only recalculated in a budget year when a major bus service change takes place.

[16] Rail route miles are the one-way center line mileage for each rail line or route, accounting for service interlining, which serve as the geo-distribution that determines each jurisdiction's share. Scheduled revenue railcar miles and peak vehicles excludes special event, gap trains, and spares.

[17] For formula purposes, revenue track center line miles are measured within each jurisdiction's borders, measured to each terminal station.

[18] Arlington Cemetery is excluded. Border station allocations are as follows: Capitol Heights: 50% District of Columbia and 50% Prince George's County; Friendship Heights: 50% District of Columbia, 50% Montgomery County; Southern Avenue: 27% District of Columbia, 73% Prince George's County; Van Dorn Street: 50% City of Alexandria, 50% Fairfax County. Reagan National Airport and Washington Dulles International Airport station costs are allocated to each Virginia jurisdiction at a 1/6th share.

Arlington Cemetery is not assigned to any jurisdiction and not in this calculation

Jurisdiction	Number of Stations
District of Columbia	40.27
Montgomery County	11.50
Prince George's County	14.23
City of Alexandria	4.83
Arlington County	9.33
City of Fairfax	0.33
Fairfax County	13.83
City of Falls Church	0.33
Loudoun County	2.33
TOTAL[18]	97

Total does not include Arlington Cemetery Metro Station See Note 18

Formulas 3 and 4: Metro Bus and Metro Rail Revenue Allocation

Revenue Classification

Metro Bus and Metro Rail revenues are divided into passenger and non-passenger revenues, as determined in each proposed fiscal year's operating budget, prior to revenue allocation. As an illustrative example, the passenger and non-passenger revenue categories by mode from the FY2025 budget are shown below:

- Metro Bus and Metro Rail Passenger Revenues: Revenues from bus and rail passenger fares, passes, and fare programs
- Metro Bus Non-Passenger Revenues: Revenues from advertising and other sources
- Metro Rail Non-Passenger Revenues: Revenues from parking, joint development, fiber optics, advertising, and other sources

Revenue Allocation

Passenger and non-passenger revenue are allocated based on the methods described below:

- **Metro Bus Passenger Revenue**: Metro Bus Paid Ridership calculated as the share of aggregate prior fiscal year actual paid bus trips multiplied times the total fiscal year budgeted Metro Bus Passenger Revenue[19] (see Appendix F, Operating Statistics)
- **Metro Rail Passenger Revenue:** Metro Rail Paid Ridership calculated as the share of aggregate prior fiscal year actual paid rail trips multiplied times the total fiscal year budgeted Metro Rail Passenger Revenue[20, 21] (see Appendix F, Operating Statistics)
- **Metro Bus and Metro Rail Non-Passenger Revenue:** Each jurisdiction's operating cost allocation shares by mode for Metro Bus and Metro Rail is determined based on the factors described above in Cost Allocation (weighted average of system, service, and rail infrastructure costs). Within Virginia, the state-level subtotal is allocated to the jurisdictions

[19] Prior fiscal year paid bus trips are allocated by bus line. Bus line paid ridership is distributed by each jurisdiction's share of bus revenue miles by line. For proposed fiscal year budget Major Bus Service changes, the incremental proposed fiscal year budgeted passenger revenue resulting from those services are allocated to each jurisdiction in the proposed budget. Major Service Changes are defined in the Board-approved Title VI Program as may be amended from time to time.

[20] Allocation of station level paid rail ridership is distributed by the percentage of each station's riders from in each jurisdiction. For proposed fiscal year budget Major Rail Service changes, the incremental proposed fiscal year budgeted passenger revenue resulting from those services are allocated to each jurisdiction in the proposed budget. Major Service Changes are defined in the Board-approved Title VI Program as may be amended from time to time.

[21] Revenue for the City of Fairfax and Falls Church is redistributed to all other Compact jurisdictions. This is done because, except for the share of costs of National and Dulles Airport stations, those cities are not allocated rail service nor infrastructure costs due to the lack of rail service or infrastructure within their borders (e.g., track miles, stations, railcar miles, and peak vehicles).

within Virginia based on share of track miles. The resulting allocation share by mode is multiplied times the proposed fiscal year budgeted non-passenger revenue by mode (see Chapter 3, Operating Summary by Mode)

Formula 5: Paratransit Subsidy Allocation

The paratransit subsidy is allocated to the jurisdictions using a two-factor formula with sub-allocations used for the Virginia jurisdictions.

1. Direct Costs - The contract carriers' actual per trip, reservation and eligibility charges will be allocated directly to the jurisdictions
2. Overhead Costs - All other (non-direct) costs of the paratransit program will be allocated in proportion to the direct costs

Virginia sub-allocations of direct costs require that per trip charges be adjusted to reflect the average trip times provided for each jurisdiction. Overhead costs assigned to Virginia jurisdictions will be sub-allocated based on the direct cost allocation as calculated above.

Formula 6: Debt Service Allocation

The allocation of local match and system performance funding is determined in accordance with the CFA. Any debt service from Gross Revenue Transit Bonds is allocated to the jurisdictions based on the request by one or more jurisdiction that Metro issue debt in an amount equal to the jurisdiction's share of local match. Any jurisdiction opting for debt in lieu of making cash payment of its capital subsidy agrees to pay the debt service for the term of the debt. Gross Revenue Transit Bond debt service for a given debt issue is allocated only to each jurisdiction that opted into such debt and shall be paid in accordance with the CFA, as amended. Dedicated Revenue Bonds debt service is paid by Metro from available, non-restricted dedicated revenue proceeds.

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Appendix E – Debt Service

Debt Policy/Borrowing Powers

WMATA's Compact allows the Authority to borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are payable solely out of Metro's properties and revenues. The bonds and other obligations, except as may be otherwise provided in the indentures under which they were issued, are direct and general obligations of the Authority. The full faith and credit of Metro is pledged for the prompt payment of the debt service.

There is no legal debt limit for Gross Revenue Transit Bonds which are issued on behalf of Metro's jurisdictional partners in lieu of cash payment of all or a portion of a jurisdiction's capital subsidy obligation for a fiscal year. Debt Service for the life of Gross Revenue Transit Bonds is paid by jurisdiction(s) that opted into the bond issuance. The Authority covenanted, in Resolution 2020-12, to not issue further debt under the Gross Revenue Transit Bond Resolution 2003-53.

Metro receives $500 million annually in Dedicated Capital Funding Revenues which is used as security for Dedicated Revenue Bonds. The legal debt limit for Dedicated Revenue Bonds is approximately $470 million which is the estimated amount of non-restricted Dedicated Capital Funding Revenues which may be used for payment of debt service on Metro's bonds.

Metro is required to make semi-annual payments of principal and interest on each series of bonds. The Authority must comply with certain covenants associated with these outstanding bonds. The most significant are:

- Metro is to punctually pay principal and interest according to provisions in the bond document
- Metro will use its best efforts to operate the transit system properly and in a sound and economical manner. Metro will use its best efforts to maintain, preserve, and keep the system in good repair, working order and condition
- Metro must maintain insurance or self-insurance coverage for assets and operations of the transit system at all times
- Metro will make timely financial disclosures on at least an annual basis

Gross Revenue Transit Bonds

2017A Bonds

In July 2017 WMATA issued bonds (2017A-1) as an advance refunding of the series 2009A bonds and advance crossover refunding bonds (2017A-2) for the 2009B series bonds. The 2009A and the 2009B series bonds were refunded and retired on July 1, 2019. The annual jurisdictional funding provided for Metro's debt service payment on the bonds is approximately $19.0 million. These bonds are subject to redemption prior to maturity, in whole or in part, on or after July 1, 2027, at the option of the Authority.

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 with an option for Metro to redeem all or a portion of the outstanding bonds on or after July 1, 2027. To service interest on debt through July 2018, $21.7 million was placed in a capitalized interest fund. The annual jurisdictional debt service payment on the bonds is $35.8 million. One jurisdiction fully opted out of the bond issuance, and two jurisdictions partially opted out of the bond issuance. In all, the three jurisdictions provided $78.7 million in funding to bring the total capital project fund related to the bond issuance to $575.2 million. The annual jurisdictional funding provided for Metro's debt service payment on the bonds is approximately $35.9 million. These bonds are subject to redemption prior to maturity, in whole or in part, on or after July 1, 2027, at the option of the Authority.

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 with an option for Metro to redeem all or a portion of the outstanding bonds on or after July 1, 2028. Five jurisdictions fully opted out of the bond issuance. To service interest on the debt through July 2019, $6.4 million was placed in a capitalized interest fund. The annual jurisdictional funding provided for Metro's debt service payment on the bonds is approximately $17.3 million.

Dedicated Revenue Bonds

2020A Bonds

On June 11, 2020, Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of $545.0 million, was the inaugural issue under the Dedicated Capital Funding Revenues credit. Net bond proceeds with premium totaled $690.7 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2045 with an option for Metro to redeem all or a portion of the outstanding bonds on or after July 15, 2030. To service interest on the debt through July 2022, $55.4 million was placed in a capitalized interest fund. Principal payments were deferred until July 2023. The annual debt service payment on the bonds is $39.1 million. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

2021A Bonds

On June 8, 2021, Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of $784.4 million, was issued under the Dedicated Capital Funding Revenues credit. Net bond proceeds with premium totaled $970.0 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2046. Metro has an option to redeem all or a portion of the outstanding bonds on or after July 15, 2031. Principal payments were deferred until July 2023, after which time the level annual debt service payment on the bonds is $52.0 million. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

2023A Bonds

On March 14, 2023, Metro issued new money Dedicated Revenue Bonds. This sale, in the principal amount of $392 million, was issued under the Dedicated Capital Funding Revenues credit. Net bond proceeds with premium totaled $425.0 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2051. Metro has an option to redeem all or a portion of the bonds on or after July 15, 2033. Annual debt service payment on the bonds through FY2052 is $25.9 million. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

Second Lien 2023A Bonds

On August 17, 2023, Metro issued new money Second Lien Dedicated Revenue Bonds. This sale, in the principal

amount of $797.8 million, was issued as a second lien, subordinate to the Series 2020A, 2021A, and 2023A, under the Dedicated Capital Funding Revenues credit. Net bond proceeds with premium totaled $869.8 million. The bonds provide semi-annual payments of interest and annual payments of principal with level debt service payments of $50.5 million through FY2046 and continuing in varying amounts through FY2054 to service debt and a sinking fund to retire term bonds maturing in July 2048 and July 2053.

Metro has an option to redeem all or a portion of the outstanding bonds on or after July 15, 2033. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

Second Lien 2024A Bonds

On July 24, 2024, Metro issued new money Second Lien Dedicated Revenue Bonds. This sale, in the principal amount of $636.0 million, was issued on parity with the Second Lien Series 2023A bonds under the Dedicated Capital Funding Revenues credit and subordinate to the Series 2020A, 2021A, and 2023A, under the Dedicated Capital Funding Revenues credit. Net bond proceeds with premium totaled $666.1 million. The bonds provide semi-annual interest-only payments through FY2047 of $31.2 million annually, with semi-annual interest and annual principal payments through 2054 of $37.3 million followed by semi-annual interest and annual principal payments through FY2060 of $112.5 million. Principal payments in FY2048 through FY2060 are paid to sinking funds to retire six term bonds maturing in FY2050 through FY2060. Metro has an option to redeem all or a portion of the outstanding bonds on or after July 15, 2034. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

Second Lien 2025A Bonds

On July 23, 2025, Metro issued new money Second Lien Dedicated Revenue Bonds. This sale, in the principal amount of $653.5 million, was issued on parity with the Second Lien Series 2023A and Second Lien Series 2024A bonds under the Dedicated Capital Funding Revenues credit and subordinate to the Series 2020A, 2021A, and 2023A, under the Dedicated Capital Funding Revenues credit. Net bond proceeds with premium totaled $663.5 million. The bonds provide semi-annual interest-only payments through FY2047 of $34.4 million annually with semi-annual interest and annual principal payments through FY2060 of $60.4 million with a final principal and interest payment in FY2061 of $172.9 million. Principal payments in FY2048 through FY2061 are paid to sinking funds to retire four term bonds maturing in FY2051 through FY2061. Metro has an option to redeem all or a portion of the outstanding bonds on or after July 15, 2035. Debt service is paid from unrestricted Dedicated Capital Funding Revenues proceeds.

Lines of Credit

Metro has access of up to $500 million in short-term lines of credit, for terms less than two years. The lines of credit support Metro's capital program and are available to manage cash flow needs. The lines of credit may be renewed annually in October.

GROSS REVENUE TRANSIT BONDS - DEBT SERVICE PAYMENT AND FUNDING DETAIL

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required	Funding Fiscal Year [1]
1/1/2026	18,642,125	-	18,642,125		FY26
7/1/2026	18,642,125	34,980,000	53,622,125	72,264,250	
1/1/2027	17,767,625	-	17,767,625		FY27
7/1/2027	17,767,625	36,760,000	54,527,625	72,295,250	
1/1/2028	16,848,625	-	16,848,625		FY28
7/1/2028	16,848,625	38,620,000	55,468,625	72,317,250	
1/1/2029	15,883,125	-	15,883,125		FY29
7/1/2029	15,883,125	40,585,000	56,468,125	72,351,250	
1/1/2030	14,868,500	-	14,868,500		FY30
7/1/2030	14,868,500	42,650,000	57,518,500	72,387,000	
1/1/2031	13,802,250	-	13,802,250		FY31
7/1/2031	13,802,250	44,820,000	58,622,250	72,424,500	
1/1/2032	12,681,750	-	12,681,750		FY32
7/1/2032	12,681,750	47,120,000	59,801,750	72,483,500	
1/1/2033	11,503,750	-	11,503,750		FY33
7/1/2033	11,503,750	49,500,000	61,003,750	72,507,500	
1/1/2034	10,266,250	-	10,266,250		FY34
7/1/2034	10,266,250	51,980,000	62,246,250	72,512,500	
1/1/2035	8,966,750	-	8,966,750		FY35
7/1/2035	8,966,750	35,645,000	44,611,750	53,578,500	
1/1/2036	8,075,625	-	8,075,625		FY36
7/1/2036	8,075,625	37,470,000	45,545,625	53,621,250	
1/1/2037	7,138,875	-	7,138,875		FY37
7/1/2037	7,138,875	39,395,000	46,533,875	53,672,750	
1/1/2038	6,154,000	-	6,154,000		FY38
7/1/2038	6,154,000	41,410,000	47,564,000	53,718,000	
1/1/2039	5,118,750	-	5,118,750		FY39
7/1/2039	5,118,750	43,535,000	48,653,750	53,772,500	
1/1/2040	4,030,375	-	4,030,375		FY40
7/1/2040	4,030,375	45,770,000	49,800,375	53,830,750	
1/1/2041	2,886,125	-	2,886,125		FY41
7/1/2041	2,886,125	48,115,000	51,001,125	53,887,250	
1/1/2042	1,683,250	-	1,683,250		FY42
7/1/2042	1,683,250	50,585,000	52,268,250	53,951,500	
1/1/2043	418,625	-	418,625		FY43
7/1/2043	418,625	16,745,000	17,163,625	17,582,250	
Total	**$ 334,830,625**	**$ 745,685,000**	**$ 1,080,515,625**	**$ 1,099,157,750**	

1. The jurisdiction funding dates for WMATA debt service are April 1 and October 1 of each year

DEDICATED CAPITAL REVENUE BONDS - DEBT SERVICE PAYMENT DETAIL

Date	Principal	Interest	Total Principal & Interest	Total FY Principal & Interest	Net Debt Service
7/15/2026	54,935,000	89,801,647	144,736,647	-	144,736,647
1/15/2027	-	88,428,272	88,428,272	233,164,919	88,428,272
7/15/2027	57,755,000	88,428,272	146,183,272	-	146,183,272
1/15/2028	-	86,984,397	86,984,397	233,167,669	86,984,397
7/15/2028	60,715,000	86,984,397	147,699,397	-	147,699,397
1/15/2029	-	85,466,522	85,466,522	233,165,919	85,466,522
7/15/2029	63,830,000	85,466,522	149,296,522	-	149,296,522
1/15/2030	-	83,870,772	83,870,772	233,167,294	83,870,772
7/15/2030	67,105,000	83,870,772	150,975,772	-	150,975,772
1/15/2031	-	82,193,147	82,193,147	233,168,919	82,193,147
7/15/2031	70,545,000	82,193,147	152,738,147	-	152,738,147
1/15/2032	-	80,429,522	80,429,522	233,167,669	80,429,522
7/15/2032	74,160,000	80,429,522	154,589,522	-	154,589,522
1/15/2033	-	78,575,522	78,575,522	233,165,044	78,575,522
7/15/2033	77,965,000	78,575,522	156,540,522	-	156,540,522
1/15/2034	-	76,626,397	76,626,397	233,166,919	76,626,397
7/15/2034	81,800,000	76,626,397	158,426,397	-	158,426,397
1/15/2035	-	74,738,447	74,738,447	233,164,844	74,738,447
7/15/2035	85,670,000	74,738,447	160,408,447	-	160,408,447
1/15/2036	-	72,760,172	72,760,172	233,168,619	72,760,172
7/15/2036	89,545,000	72,760,172	162,305,172	-	162,305,172
1/15/2037	-	70,860,097	70,860,097	233,165,269	70,860,097
7/15/2037	93,790,000	70,860,097	164,650,097	-	164,650,097
1/15/2038	-	68,515,347	68,515,347	233,165,444	68,515,347
7/15/2038	98,410,000	68,515,347	166,925,347		166,925,347
1/15/2039	-	66,239,422	66,239,422	233,164,769	66,239,422
7/15/2039	103,075,000	66,239,422	169,314,422	-	169,314,422
1/15/2040	-	63,854,397	63,854,397	233,168,819	63,854,397
7/15/2040	107,600,000	63,854,397	171,454,397	-	171,454,397
1/15/2041	-	61,713,247	61,713,247	233,167,644	61,713,247
7/15/2041	112,505,000	61,713,247	174,218,247	-	174,218,247
1/15/2042	-	58,946,022	58,946,022	233,164,269	58,946,022
7/15/2042	117,895,000	58,946,022	176,841,022	-	176,841,022
1/15/2043	-	56,324,722	56,324,722	233,165,744	56,324,722
7/15/2043	123,260,000	56,324,722	179,584,722	-	179,584,722
1/15/2044	-	53,579,772	53,579,772	233,164,494	53,579,772
7/15/2044	128,945,000	53,579,772	182,524,772	-	182,524,772
1/15/2045	-	50,640,466	50,640,466	233,165,238	50,640,466
7/15/2045	134,965,000	50,640,466	185,605,466	-	185,605,466
1/15/2046	-	47,561,884	47,561,884	233,167,350	47,561,884
7/15/2046	141,320,000	47,561,884	188,881,884		188,881,884
1/15/2047	-	44,283,863	44,283,863	233,165,747	44,283,863
7/15/2047	86,450,000	44,283,863	130,733,863	-	130,733,863
1/15/2048	-	42,178,225	42,178,225	172,912,088	42,178,225
7/15/2048	90,920,000	42,178,225	133,098,225	-	133,098,225
1/15/2049	-	39,816,688	39,816,688	172,914,913	39,816,688
7/15/2049	95,815,000	39,816,688	135,631,688	-	135,631,688
1/15/2050	-	37,281,981	37,281,981	172,913,669	37,281,981
7/15/2050	101,020,000	37,281,981	138,301,981	-	138,301,981
1/15/2051	-	34,609,488	34,609,488	172,911,469	34,609,488
7/15/2051	106,515,000	34,609,488	141,124,488	-	141,124,488
1/15/2052	-	31,791,538	31,791,538	172,916,025	31,791,538
7/15/2052	112,265,000	31,791,538	144,056,538	-	144,056,538
1/15/2053	-	28,854,606	28,854,606	172,911,144	28,854,606
7/15/2053	118,300,000	28,854,606	147,154,606	-	147,154,606
1/15/2054	-	25,759,769	25,759,769	172,914,375	25,759,769
7/15/2054	124,555,000	25,759,769	150,314,769		150,314,769
1/15/2055	-	22,597,694	22,597,694	172,912,463	22,597,694
7/15/2055	130,965,000	22,597,694	153,562,694		153,562,694
1/15/2056	-	19,349,191	19,349,191	172,911,884	19,349,191
7/15/2056	137,635,000	19,349,191	156,984,191		156,984,191
1/15/2057	-	15,926,881	15,926,881	172,911,072	15,926,881
7/15/2057	144,690,000	15,926,881	160,616,881		160,616,881
1/15/2058	-	12,294,866	12,294,866	172,911,747	12,294,866
7/15/2058	152,145,000	12,294,866	164,439,866		164,439,866
1/15/2059	-	8,474,359	8,474,359	172,914,225	8,474,359
7/15/2059	159,985,000	8,474,359	168,459,359		168,459,359
1/15/2060	-	4,455,588	4,455,588	172,914,947	4,455,588
Total	**$ 3,507,050,000**	**$ 3,637,312,616**	**$ 7,144,362,616**	**$ 7,144,362,616**	**$ 7,144,362,616**

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
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	**$468,844,219**	**$216,128,157**	**$218,461,677**	**$28,641,010**	**$0**	**$1,798,517**	**$90,579,753**	**$2,440,165**	**$1,026,893,500**

Appendix F – Operating Statistics

SUMMARY METRICS

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget
Metro Overview				
Ridership	242.1M	263.9M	269.7M	281.1M
Passenger Revenue	$355.6M	$461.8M	$463.5M	$537.0M
Operating Budget % YoY Change	2.70%	8.20%	2.33%	4.99%
Crime Rate (Part 1 Crimes per Million Trips)	6.6	3.7	4.4	4.4
Metro Bus Statistics				
Bus Ridership	117.5M	124.4M	133.1M	125.1M
Bus Revenue Miles[1]	38.5M	38.4M	38.5M	41.9M
Bus Customer Satisfaction	79%	83%	78%	85%
On-Time Performance	76%	76%	76%	80%
Average Fare	$0.43	$0.46	$0.45	$0.50
Customer Trips with 12 Minutes or Better Service	32%	33%	45%	50%
Passengers per Bus Trip (Average)	21	28	25	27
Operating Expense per Vehicle Revenue Mile	$19.92	$21.33	$22.31	$21.77
Bus Mean Distance Between Failure (mi)	6,350	5,924	6,300	7,000
Metro Rail Statistics				
Rail Ridership	123.2M	138.5M	135.5M	152.9M
Railcar Revenue Miles[1]	98.6M	95.6M	117.2M	123.3M
Rail Customer Satisfaction	90%	89%	85%	85%
On-Time Performance	87%	88%	89%	95%
Escalator Availability	95.00%	95.00%	94.00%	94%
Elevator Availability	98.00%	98.00%	98%	98%
Average Fare (tapped ridership only)	$2.60	$2.67	$3.00	$3.17
Average Fare (tapped and non-tapped ridership)	$2.67	$3.02	$2.89	$3.04
Customer Trips with 6 Minutes or Better Service	60%	67%	75%	75%
Passengers per Train Trip (average)	267	297	280	284
Operating Expense per Vehicle Revenue Mile ($)	$13.23	$15.19	$12.44	$12.24
Railcar Mean Distance Between Failure (mi)	31,925	27,925	29,000	30,000
Metro Access Statistics				
Access Ridership[2]	1.4M	1.0M	1.2M	3.0M
Access Customer Satisfaction	84%	78%	79%	85%
On-Time Performance	91%	88%	90%	92%
Average Fare	$2.92	$3.03	$3.31	$3.11

1. Rail and bus revenue miles are scheduled and not actual

2. Beginning in FY2027 total Metro Access ridership reflects the inclusion of Abilities-Ride trips in addition to traditional Metro Access trips. Prior year figures reflect traditional Metro Access trips only.

Metro Bus Revenue Vehicle Fleet Management Plan

The Metro Bus Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metro Bus revenue vehicle fleet and facilities requirements. It includes a description of revenue service planned to accommodate Metro Bus ridership demand, service adjustments, as well as an assessment and projection of needs for Metro Bus maintenance programs and facilities.

METRO BUS OPERATING STATISTICS

		FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget
STATISTICS	Bus Miles (000s)[1]	49,556	48,555	41,049	42,947
	Revenue Bus Miles (000s)[1]	38,528	38,060	38,476	41,918
	Passengers (000s)	117,540	124,390	133,069	125,115
	Total Active Fleet	1,571	1,556	1,452	1,315
	Passenger Revenue ($000s)	$50,108	$56,417	$59,881	$62,464
	Operating Revenue ($000s)	$87,560	$97,631	$77,990	$87,697
	Operating Expenses ($000s)	$767,571	$811,946	$858,457	$912,356
	Net Subsidy ($000s)[2]	$434,696	$648,933	$780,467	$824,659
RATIOS	Cost Per Bus Mile	$15.49	$16.72	$20.91	$21.24
	Passengers Per Bus (000s)	74.82	79.94	91.65	95.14
	Passengers Per Revenue Bus Mile	3.05	3.27	3.46	2.98
	Cost Per Passenger	$6.53	$6.53	$6.45	$7.29
	Subsidy Per Passenger	$3.70	$5.22	$5.87	$6.59
	Average Passenger Fare	$0.43	$0.45	$0.45	$0.50
	Percentage of Cost Recovered from Passenger Revenues[3]	6.5%	6.9%	7.0%	6.8%
	Percentage of Cost Recovered from Operating Revenues[4]	11.4%	12.0%	9.1%	9.6%

1. Bus miles and revenue bus miles are scheduled and not actual
2. Gross Subsidy includes Covid-related federal relief funds in FY2024 & FY2025
3. Farebox Recovery ratio
4. Cost Recovery ratio

ACTIVE FLEET

Manufactured (End of Year)	Maximum Scheduled Fleet	Total Active Fleet[1]
Fiscal 2018	1,284	1,583
Fiscal 2019	1,289	1,583
Fiscal 2020	1,278	1,583
Fiscal 2021	1,278	1,583
Fiscal 2022	1,006	1,572
Fiscal 2023	1,095	1,588
Fiscal 2024	1,095	1,571
Fiscal 2025	1,081	1,514
Fiscal 2026	1,086	1,303
Fiscal 2027	1,116	1,315

1. Budgeted total active fleet at the beginning of each fiscal year; for FY2026, the total includes contingency buses

AGE OF TOTAL FLEET

Manufacturer	Fiscal Year Entered Service	Number of Buses	Average Age
New Flyer - Xcelsior	2011	80	16
New Flyer - Xcelsior	2012	67	15
New Flyer - Xcelsior	2013	104	14
New Flyer Xcelsior CNG	2015	30	12
New Flyer Xcelsior Hybrid	2015	50	12
New Flyer Xcelsior CNG	2016	133	11
New Flyer Xcelsior Hybrid	2016	80	11
New Flyer Xcelsior CNG	2018	100	9
New Flyer Xcelsior Hybrid	2018	12	9
New Flyer Xcelsior CNG	2019	75	8
New Flyer Xcelsior Diesel	2019	24	8
New Flyer Xcelsior CNG	2020	75	7
New Flyer Xcelsior Diesel	2020	34	7
New Flyer Xcelsior Diesel	2021	131	6
New Flyer Xcelsior Diesel	2022	101	5
New Flyer Xcelsior Diesel	2023	95	4
New Flyer Xcelsior Electric	2023	2	4
New Flyer Xcelsior Electric	2024	5	3
NOVA Electric	2025	5	2
New Flyer Xcelsior Hybrid	2026	100	1
New Flyer Xcelsior Electric	2027	12	-
Total[1]		**1,315**	**8.7**

1. Total includes contingency buses; fleet count reflects the number of vehicles used in calculating the average age of the total fleet as of December 31, 2025.

TOTAL ACTIVE BUS FLEET SIZE BY GARAGE

Garage	FY2027 Maximum Scheduled Fleet	Total Active Fleet	Spare Ratio
Bladensburg	181	209	15.5%
Shepherd Parkway	183	212	15.8%
Western	100	116	16.0%
Four Mile Run	142	187	15.7%
Landover	140	162	15.7%
Montgomery	172	199	16.7%
Cinder Bed	84	98	15.8%
Andrews Federal Center	114	132	15.8%
Total	**1116**	**1,315**	**17.8%**

COMPARISON OF BUS MILES[1]

(in thousands)	FY2024 Budget	FY2025 Budget	FY2026 Budget	FY2027 Budget
Total Scheduled	**48,268**	**47,267**	**40,000**	**41,918**
Bus Bridges	619	620	513	514
Special Service	94	94	78	78
Change-Offs	253	254	210	210
Yard Work	420	420	348	348
Missed Trips	(99)	(100)	(100)	(123)
Total Unscheduled	**1,288**	**1,288**	**1,049**	**1,028**
Total	**49,556**	**48,555**	**41,049**	**42,947**

1. Bus miles and revenue bus miles are scheduled and not actual

BUS ROUTES - REVENUE HOURS AND MILES[1]

Route	Route Name	Revenue Hours	Revenue Miles	Peak Veh.	D.C.	Mont Cnty	P.G. Cnty	Arling.	Alex. (City)	F.C. (City)	Fairfax (City)	Fairfax	Other
A11	Pentagon-Huntington	27,391	262,389	11	-	-	-	37.00%	50.00%	-	-	13.00%	-
A12	Ballston-Hunting Point	31,050	274,525	6	-	-	-	55.75%	44.25%	-	-	-	-
A1X	Pentagon City-Braddock Rd	25,393	242,029	5	-	-	-	52.17%	47.83%	-	-	-	-
A25	Pentagon-S. Fairlington-Landmark	2,151	26,670	0	-	-	-	26.60%	73.40%	-	-	-	-
A25G	NVTC Commuter Choice Share-A25	2,134	26,459	2	-	-	-	-	-	-	-	-	100.00%
A27	Van Dorn St-Pentagon	38,272	426,152	10	-	-	-	34.70%	65.30%	-	-	-	-
A28	Landmark-Pentagon	4,618	61,784	2	-	-	-	-	100.00%	-	-	-	-
A29	Metro Center-Alexandria W	4,887	58,870	5	-	-	-	-	-	-	-	-	100.00%
A40	Skyline City-National Landing	43,803	417,023	8	-	-	-	82.26%	-	-	-	17.74%	-
A40G	NVTC Commuter Choice Share-A40	6,418	53,294	7	-	-	-	100.00%	-	-	-	-	-
A49	Culmore-Metro Center	10,334	88,421	8	-	-	-	74.03%	-	-	-	25.97%	-
A58	Seven Corners TC-Farragut Sq	57,938	410,540	16	26.68%	-	-	64.84%	-	-	-	8.48%	-
A66	Culmore-Pentagon	18,189	175,563	4	-	-	-	56.10%	-	-	-	43.90%	-
A70	Tysons Corner Ctr-Potomac Yard	48,319	535,555	9	-	-	-	71.03%	9.61%	-	-	19.36%	-
A71	Ballston-King Street	18,125	158,092	3	-	-	-	68.60%	31.40%	-	-	-	-
A76	Rosslyn-Mark Center	27,397	237,602	8	-	-	-	63.00%	19.00%	-	-	18.00%	-
A90	Mark Center-Pentagon	10,371	182,223	3	-	-	-	-	-	-	-	-	100.00%
C11	L'Enfant Plaza-National Harbor	62,190	563,734	10	67.43%	-	32.57%	-	-	-	-	-	-
C13	Anacostia-Eastover	49,647	398,092	9	100.00%	-	-	-	-	-	-	-	-
C15	Anacostia-Southern Av	40,745	322,147	2	100.00%	-	-	-	-	-	-	-	-
C17	Anacostia-Eastover	33,634	296,947	8	100.00%	-	-	-	-	-	-	-	-
C21	Anacostia-Minnesota Av	89,298	762,126	19	100.00%	-	-	-	-	-	-	-	-
C23	Anacostia-Deanwood	28,136	209,535	10	100.00%	-	-	-	-	-	-	-	-
C25	Anacostia-Skyland	12,313	104,783	1	100.00%	-	-	-	-	-	-	-	-
C26	Anacostia-Skyland	12,684	104,305	3	100.00%	-	-	-	-	-	-	-	-
C27	Bellevue-Naylor Road	44,952	389,921	11	100.00%	-	-	-	-	-	-	-	-
C29	Anacostia-Southern Av	27,051	252,408	5	100.00%	-	-	-	-	-	-	-	-
C31	Navy Yard-Capitol Heights	92,415	750,786	19	100.00%	-	-	-	-	-	-	-	-
C33	River Terrace-Deanwood	10,683	99,167	3	100.00%	-	-	-	-	-	-	-	-
C35	Deanwood-Naylor Rd	41,092	319,831	8	100.00%	-	-	-	-	-	-	-	-
C37	Potomac Av-Minnesota Av	46,847	420,487	14	100.00%	-	-	-	-	-	-	-	-
C41	West Hyattsville-Anacostia	86,940	670,242	17	83.68%	-	16.32%	-	-	-	-	-	-
C43	Carver Langston-Navy Yard	13,044	98,067	4	100.00%	-	-	-	-	-	-	-	-
C51	Woodley Park-Anacostia	63,172	444,647	11	100.00%	-	-	-	-	-	-	-	-
C53	Duke Ellington-Congress Hgts	125,523	850,729	23	100.00%	-	-	-	-	-	-	-	-
C55	Union Station-Buzzard Point	28,435	175,475	6	100.00%	-	-	-	-	-	-	-	-
C57	U St-Capitol Heights	10,426	71,271	3	100.00%	-	-	-	-	-	-	-	-
C61	Tenleytown/AU-Brookland/CUA	65,561	479,198	12	100.00%	-	-	-	-	-	-	-	-
C63	Washington Hospital Center-DEA	32,004	267,967	7.5	100.00%	-	-	-	-	-	-	-	-
C71	Fort Totten-Union Station	28,403	227,920	6	100.00%	-	-	-	-	-	-	-	-
C75	Takoma-Petworth	21,364	140,363	4	100.00%	-	-	-	-	-	-	-	-
C77	Takoma-Fort Totten	4,638	30,027	2	100.00%	-	-	-	-	-	-	-	-
C81	Sibley Hospital-Fort Totten	39,481	341,333	10	100.00%	-	-	-	-	-	-	-	-
C83	Barnaby Woods-Friendship Hts	10,807	84,808	2	100.00%	-	-	-	-	-	-	-	-

C85	Barnaby Woods-Tenleytown	8,521	60,617	8	100.00%	-	-	-	-	-	-	-	-
C87	Sibley Hospital-Fort Totten	7,136	62,878	0	100.00%	-	-	-	-	-	-	-	-
C91	Georgetown-Union Station	30,083	184,780	5	100.00%	-	-	-	-	-	-	-	-
D10	Kennedy Center-Southern Av	62,633	502,834	15	100.00%	-	-	-	-	-	-	-	-
D1X	National Archives-Naylor Rd	33,351	264,431	9	100.00%	-	-	-	-	-	-	-	-
D20	Chinatown-Minnesota Av	68,965	459,977	15	100.00%	-	-	-	-	-	-	-	-
D24	McPherson Square-Stadium Armory	43,728	371,821	10	100.00%	-	-	-	-	-	-	-	-
D2X	Farragut Square-Capitol Hts	28,368	253,578	10	100.00%	-	-	-	-	-	-	-	-
D30	Fort Totten-Federal Triangle	63,108	437,714	10	100.00%	-	-	-	-	-	-	-	-
D32	Rhode Island Av-Fort Lincoln	40,889	297,585	10	100.00%	-	-	-	-	-	-	-	-
D34	West Hyattsville-Metro Center	35,995	261,102	7	81.61%	-	18.39%	-	-	-	-	-	-
D36	Washington Hospital Ctr-Frankl	39,097	290,325	9.5	100.00%	-	-	-	-	-	-	-	-
D40	Silver Spring-Archives	82,673	565,150	15	89.51%	10.49%	-	-	-	-	-	-	-
D44	Fort Totten-Federal Triangle	35,696	237,389	9	100.00%	-	-	-	-	-	-	-	-
D4X	Silver Spring-Archives	63,939	478,879	14	89.51%	10.49%	-	-	-	-	-	-	-
D50	Takoma-Metro Center	76,796	514,703	15	100.00%	-	-	-	-	-	-	-	-
D5X	Takoma-Metro Center	59,180	384,865	20	100.00%	-	-	-	-	-	-	-	-
D60	Silver Spring-Franklin Square	64,865	555,175	10	94.08%	5.92%	-	-	-	-	-	-	-
D6X	Silver Spring-Federal Triangle	62,384	553,572	19	94.41%	5.59%	-	-	-	-	-	-	-
D70	Chevy Chase-Farragut Square	36,150	246,515	7	100.00%	-	-	-	-	-	-	-	-
D72	Van Ness/UDC-Lafayette Square	48,275	269,145	16	100.00%	-	-	-	-	-	-	-	-
D74	Rhode Island Av-Foggy Bottom	71,344	452,461	13.5	100.00%	-	-	-	-	-	-	-	-
D80	Friendship Heights-Franklin Sq	115,890	761,883	29	100.00%	-	-	-	-	-	-	-	-
D82	Wisconsin Av-Foggy Bottom	10,763	68,782	3	100.00%	-	-	-	-	-	-	-	-
D90	Tenleytown-Mount Vernon Square	27,061	195,925	7	100.00%	-	-	-	-	-	-	-	-
D94	Sibley Hospital-Chinatown	35,639	254,251	9	100.00%	-	-	-	-	-	-	-	-
D96	Bethesda-Potomac Park	37,679	305,671	10	80.44%	19.56%	-	-	-	-	-	-	-
F19	Mt Vernon-Foggy Bottom	4,576	74,261	6	-	-	-	-	50.00%	-	-	50.00%	-
F1X	King St-Old Town-Fort Belvoir	50,553	689,920	12	-	-	-	-	12.66%	-	-	87.34%	-
F20	Tysons-King St-Old Town	112,050	1,154,982	22	-	-	-	6.40%	33.10%	12.30%	-	48.20%	-
F23	GMU-Vienna-King St-Old Town	23,371	273,390	5	-	-	-	-	31.58%	-	17.54%	50.88%	-
F24	GMU-Vienna-King St-Old Town	23,437	277,679	4	-	-	-	-	30.51%	-	12.88%	56.61%	-
F26	NVCC Annandale-7 Corners	13,090	169,077	4	-	-	-	-	-	-	-	100.00%	-
F28	Kings Park-Pentagon	6,190	132,162	5	-	-	-	-	-	-	-	100.00%	-
F29	GMU-Pentagon	4,646	78,008	3	-	-	-	-	-	-	-	100.00%	-
F44	Annandale-Pentagon	27,042	269,538	5	-	-	-	39.29%	-	-	-	60.71%	-
F50	GMU-Ballston	30,152	331,677	9	-	-	-	23.93%	-	8.87%	17.09%	50.11%	-
F60	Arlington Blvd-Fair Oaks	31,016	356,656	5	-	-	-	16.94%	-	-	8.97%	74.09%	-
F61	Arlington Blvd-Jermantown Rd	36,294	437,884	7	-	-	-	12.00%	-	-	-	88.00%	-
F62	Dunn Loring-Rosslyn	29,750	292,462	7	-	-	-	47.00%	-	-	-	53.00%	-
F81	Burke Centre-Pentagon	6,722	143,549	6	-	-	-	-	-	-	-	100.00%	-
F83	Burke-Pentagon	2,829	63,847	3	-	-	-	-	-	-	-	100.00%	-
F85	Annandale-Pentagon	4,902	75,112	4	-	-	-	-	-	-	-	100.00%	-
M12	N. Bethesda-Hyattsville Crossi	82,251	822,951	16	-	85.40%	14.60%	-	-	-	-	-	-
M20	Wheaton-Silver Spring	52,737	436,340	16	-	100.00%	-	-	-	-	-	-	-
M22	Olney-Bethesda	49,193	574,624	11	-	100.00%	-	-	-	-	-	-	-
M42	Glenmont-College Park	37,475	459,173	6	-	54.59%	45.41%	-	-	-	-	-	-
M44	Glenmont-College Park	41,705	501,819	13	-	65.21%	34.79%	-	-	-	-	-	-
M52	Silver Spring-Laurel	33,414	422,701	9	-	91.93%	8.07%	-	-	-	-	-	-

M54	Silver Spring-Laurel	28,484	341,189	5	-	100.00%	-	-	-	-	-	-	-
M60	White Oak Med Ctr-Fort Totten	72,562	750,020	14	12.61%	75.68%	11.71%	-	-	-	-	-	-
M6X	FDA White Oak-Fort Totten	9,613	90,257	7	16.79%	58.82%	24.39%	-	-	-	-	-	-
M70	Montgomery Mall-Silver Spring	62,329	662,715	14	-	100.00%	-	-	-	-	-	-	-
M82	Twinbrook-Friendship Heights	19,926	294,766	5	-	100.00%	-	-	-	-	-	-	-
P10	Rhode Island Ave-College Park	26,512	250,568	5	22.34%	-	77.66%	-	-	-	-	-	-
P12	Laurel-Greenbelt	14,962	205,077	3	-	-	100.00%	-	-	-	-	-	-
P14	Greenbelt-Deanwood	22,841	278,165	4	-	-	100.00%	-	-	-	-	-	-
P15	White Oak Med Ctr-Fort Totten	5,622	46,523	2	9.71%	8.23%	82.06%	-	-	-	-	-	-
P16	White Oak Med Ctr-Fort Totten	36,260	402,821	8	9.71%	8.23%	82.06%	-	-	-	-	-	-
P1X	Rhode Island Ave-Greenbelt	36,799	346,330	7	21.88%	-	78.13%	-	-	-	-	-	-
P20	Greenbelt-New Carrollton	26,093	330,355	5	-	-	100.00%	-	-	-	-	-	-
P21	Greenbelt-New Carrollton	20,898	249,943	6	-	-	100.00%	-	-	-	-	-	-
P24	New Carrollton-Bowie State Uni	15,526	200,356	3	-	-	100.00%	-	-	-	-	-	-
P30	Silver Spring-New Carrollton	84,369	726,779	18	-	27.19%	72.81%	-	-	-	-	-	-
P31	Takoma Langley-New Carrollton	23,836	258,381	5	-	-	100.00%	-	-	-	-	-	-
P32	Fort Totten-College Park	25,024	247,695	7	-	-	100.00%	-	-	-	-	-	-
P33	Brookland-Hyattsville Crossing	20,863	174,539	5	25.62%	-	74.38%	-	-	-	-	-	-
P35	Fort Totten-New Carrollton	18,366	155,489	5	-	-	100.00%	-	-	-	-	-	-
P40	Rhode Island Av-New Carrollton	55,897	578,013	11	-	-	100.00%	-	-	-	-	-	-
P41	Cap Plaza-Largo	40,689	487,286	6	-	-	100.00%	-	-	-	-	-	-
P42	Takoma-New Carrollton	39,840	418,706	10	5.00%	-	95.00%	-	-	-	-	-	-
P60	New Carrollton-Suitland	57,443	710,083	10	-	-	100.00%	-	-	-	-	-	-
P61	New Carrollton-Suitland	31,078	391,695	5	-	-	100.00%	-	-	-	-	-	-
P62	Deanwood-Branch Ave	27,571	330,872	9	-	-	100.00%	-	-	-	-	-	-
P63	Addison Rd-Naylor Rd	15,149	184,378	4	-	-	100.00%	-	-	-	-	-	-
P66	Suitland-Forestville	18,318	187,944	4	-	-	100.00%	-	-	-	-	-	-
P72	Downtown Largo-Bowie	19,544	293,744	6	-	-	100.00%	-	-	-	-	-	-
P73	Downtown Largo-Collington	9,892	147,975	3	-	-	100.00%	-	-	-	-	-	-
P87	Suitland-Oxon Hill	18,681	258,244	0	-	-	100.00%	-	-	-	-	-	-
P90	King St-Old Town-Suitland	36,205	490,534	13	-	-	82.52%	-	10.37%	-	-	-	7.11%
P93	National Harbor-Suitland	30,583	328,882	5	-	-	100.00%	-	-	-	-	-	-
P94	National Harbor-Suitland	47,246	520,836	8	-	-	100.00%	-	-	-	-	-	-
P96	Suitland-Oxon Hill	30,685	339,717	10	-	-	100.00%	-	-	-	-	-	-
P97	Southern Ave-Fort Washington	11,897	173,649	3	-	-	100.00%	-	-	-	-	-	-
	Service Excellence Maintenance	24,000	220,400	8	51.71%	10.73%	20.39%	5.94%	3.35%	0.37%	-	7.22%	0.29%
Total[2]		**4,577,480**	**41,918,252**	**1,063**									

1. Revenue bus miles are scheduled and not actual
2. Total revenue hours include reimbursable routes categorized as “Other,” totaling 20,036 hours. For purposes of the subsidy calculation, total revenue hours for service provided exclude reimbursable routes

Metro Rail Revenue Vehicle Fleet Management Plan

The Metro Rail Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metro Rail 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 Metro Rail service, as well as how these requirements are affected by vehicle maintenance needs, expansions of the Metro Rail 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

		FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget
STATISTICS	Railcar Miles[1] (in 000s)	101,555	99,332	118,936	124,970
	Revenue Service Miles[2] (in 000s)	98,625	95,578	117,222	123,256
	Passengers (in 000s)	123,166	138,500	135,462	152,874
	Passenger Revenue (in 000s)	$301,440	$402,024	$399,606	$465,077
	Operating Revenue (in 000s)	$380,935	$492,829	$482,068	$567,902
	Operating Expense (in 000s)	$1,304,889	$1,451,753	$1,458,550	$1,508,492
	Net Subsidy[3] (in 000s)	$640,224	$900,915	$976,481	$940,589
RATIOS	Passengers Per Revenue Service Mile	0.88	0.98	1.14	1.24
	Cost Per Total Railcar Mile	$12.85	$14.62	$12.26	$12.07
	Cost Per Passenger	$10.59	$10.48	$10.77	$9.87
	Subsidy Per Passenger	$5.20	$6.50	$7.21	$6.15
	Average Passenger Fare[4]	$2.45	$2.90	$2.95	$3.04
	Percentage of Operating Cost Recovered from Passenger Revenues[5]	23.1%	27.7%	27.4%	30.8%
	Percentage of Operating Cost Recovered from all Operating Revenues[6]	29.2%	33.9%	33.1%	37.6%

1. Railcar miles and revenue service miles are scheduled and not actual
2. FY2026 and FY2027 Budgets include non-tapped ridership amounts of 3.9 million and 6.1 million, respectively
3. Gross Subsidy includes Covid-related federal relief funds in FY2024 & FY2025
4. Average Passenger Fare Ratio reflects inclusion of non-tap ridership
5. Farebox Recovery ratio
6. Cost ratio

RAILCAR MILES

(in thousands)

Rail Line	FY2024 Total Service	FY2025 Total Service	FY2026 Total Service	FY2027 Total Service
Red Line	34,952	33,676	32,750	35,738
Blue Line	16,924	16,318	13,959	14,837
Orange Line	18,301	14,328	14,723	15,465
Yellow Line	11,326	7,914	8,117	13,495
Green Line	24,349	22,686	20,534	18,721
Silver Line	24,661	17,833	24,443	22,304
Scheduled Revenue Service Miles	**130,513**	**112,754**	**114,526**	**120,560**
Unscheduled Revenue Service Miles	**1,795**	**2,696**	**2,696**	**2,696**
Sub-Total Revenue Service Miles	**132,308**	**115,450**	**117,222**	**123,256**
Start-Up/Car Testing	214	214	214	214
Revenue Collection	750	750	750	750
Other	750	750	750	750
Total	**134,022**	**117,164**	**118,936**	**124,970**

RAIL PEAK PERIOD SERVICE LEVELS

Metrorail Line	FY2024 Total Service	FY2025 Total Service	FY2026 Total Service	FY2027 Total Service
Red Line	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove
Blue Line	Franconia-Springfield / Downtown Largo	Franconia-Springfield / Downtown Largo	Franconia-Springfield / Downtown Largo	Franconia-Springfield / Downtown Largo
Orange Line	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna
Yellow Line	Huntington / Mt Vernon Sq	Huntington / Mt Vernon Sq	Huntington / Mt Vernon Sq	Huntington / Mt Vernon Sq
Yellow Line	-	-	Huntington/Greenbelt	Huntington/Greenbelt
Green Line	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt
Silver Line	Ashburn / Downtown Largo	Ashburn / Downtown Largo	Ashburn / Downtown Largo	Ashburn / Downtown Largo
Silver Line	-	-	Ashburn / New Carrollton	Ashburn / New Carrollton
Rush Hour Trains				
Red Line	31	31	34	31
Blue Line	15	15	15	16
Orange Line	19	15	14	14
Yellow Line	11	11	16	15
Green Line	19	19	19	18
Silver Line	21	21	22	20
Gap	8	8	8	8
Total	**124**	**120**	**128**	**122**

RAIL SCHEDULED HEADWAYS

		FY2024 Total Service	FY2025 Total Service	FY2026 Total Service	FY2027 Total Service
		Rush Hour Headways[1]			
Red Line[2]	Glenmont / Shady Grove	5	5	5	5
Orange Line[2]	Vienna / New Carrollton	8	10	10	10
Blue Line[2]	Downtown Largo / Franconia Springfield	10	10	10	10
Green Line	Greenbelt / Branch Ave	6	6	6	6
Yellow Line	Huntington / Greenbelt	0	0	12	12
Yellow Line	Huntington to Mt Vernon Sq	6	6	12	12
Silver Line[2]	Ashburn / Downtown Largo	10	10	20	20
Silver Line[2]	Ashburn / New Carrollton	0	0	20	20
Non-Rush Hour Headways[3]		**Weekday Non-Rush / Saturday / Sunday / Late Night**			
Red Line[4]	Glenmont / Shady Grove	6 / 6 / 6 / 10	6 / 6 / 6 / 10	6 / 6 / 6 / 10	6 / 6 / 6 / 7.5
Orange Line	Vienna / New Carrollton	10 / 10 / 10 / 15	12 / 12 / 12 / 15	12 / 12 / 12 / 15	10 / 12 / 12 / 15
Blue Line	Downtown Largo/ Franconia Springfield	12 / 12 / 12 / 15	12 / 12 / 12 / 15	12 / 12 / 12 / 15	10 / 12 / 12 / 15
Green Line	Greenbelt / Branch Ave	6 / 6 / 6 / 7.5	6 / 8 / 8 / 8	6 / 8 / 8 / 8	6 / 8 / 8 / 8
Yellow Line	Huntington /Greenbelt	-	-	12 / 16 / 16 / 16	12 / 16 / 16 / 16
Yellow Line	Huntington to Mt Vernon Sq	6 / 6 / 6 / 7.5	6 / 8 / 8 / 8	12 / 16 / 16 / 16	12 / 16 / 16 / 16
Silver Line	Ashburn / Downtown Largo	12 / 12 / 12 / 15	12 / 12 / 12 / 15	24 / 24 / 24 / 30	20 / 24 / 24 / 30
Silver Line	Ashburn / New Carrollton	-	-	24 / 24 / 24 / 30	20 / 24 / 24 / 30

Average Combined Headways for Key Segments for FY2027					
		Rush Hour Headways	**Weekday Mid-day**	**Saturday**	**Sunday**
Red Line	Shady Grove to Glenmont	4 to 5	6	6	6
Orange / Blue / Silver	Rosslyn to Stadium-Armory	3 to 3.3	3.3	4	4
Green / Yellow Lines	L'Enfant Plaza to Mt Vernon Sq	3	3	4	4
Blue / Yellow Lines	King St-Old Town to Pentagon	3.6 to 3.75	3.75	4.8	4.8

1. Headways are defined as the distance between Metrorail trains and are measured in minutes
2. Additional service provided during peak periods in FY2027 on the Red, Orange, Silver, and Blue lines to address crowding

3. For FY2024-FY2027: Non-rush hour headways by line operate Monday through Friday in the early morning, mid-day, and evening periods until 9:30 p.m.; Saturday and Sunday non-rush headways are from opening until 9:30 p.m.
4. FY2027 headways noted in the table for late night Red Line service and weekday Orange, Silver, and Blue lines service to be implemented in December 2026

RAIL SERVICE LEVELS SCHEDULED

	FY2024 Total Service	FY2025 Total Service	FY2026 Total Service	FY2027 Total Service
Peak Scheduled Railcars				
Red Line	248	248	254	248
Orange Line	152	120	112	112
Blue Line	120	120	100	110
Green Line	152	152	114	116
Yellow Line	88	66	96	96
Silver Line	168	126	172	140
Gap	64	64	64	64
Total Scheduled Railcars	**992**	**896**	**912**	**882**
Spares[1] and Training	200	180	220	214
Revenue Collections	4	4	4	4
Total Car Requirement	**1,196**	**1,080**	**1,136**	**1,100**
Hours of Operation				
Weekday	19	19	19	19
Friday	20	20	21	21
Saturday	18	18	20	20
Sunday	17	17	18	18
Days of Operation				
Weekday	249	250	250	250
Saturday	58	58	58	58
Sunday	59	57	57	57

1. Spares represent approximately 20 percent of peak vehicle requirement, which include scheduled railcars and training cars

RAIL SERVICE LEVELS

	FY2024 Total Service	FY2025 Total Service	FY2026 Total Service	FY2027 Total Service
Cars per Train - Rush Hour		**Six-Car / Eight Car**		
Red Line	- / 31	- / 31	9 / 25	- / 31
Orange Line	- / 19	- / 15	- / 14	- / 14
Blue Line	- / 15	- / 15	10 / 5	12 / 4
Green Line	- / 19	- / 19	19 / -	12 / 6
Yellow Line	- / 11	11 / -	16 / -	11 / 4
Silver Line	- / 21	21 / -	2 / 20	12 / 8
Gap	- / 8	- / 8	- / 8	- / 8
Cars per Train - Weekday		**Base / Night**		
Red Line	8 / 8	8 / 8	7.5 / 7.5	8 / 8
Orange Line	8 / 8	8 / 8	8 / 8	8 / 8
Blue Line	8 / 8	8 / 8	6.7 / 6.7	6.5 / 6.5
Green Line	8 / 8	8 / 8	6 / 6	6.7 / 6.7
Yellow Line	8 / 8	6 / 6	6 / 6	6.5 / 6.5
Silver Line	8 / 8	6 / 6	8 / 8	6.8 / 6.8

RAILCAR FLEET STORAGE CAPACITY[1]

Location	Existing Storage Capacity	Current Fleet Requirement	Net Storage Capacity
Alexandria	176	176	-
Branch Ave	174	104	70
Brentwood	90	50	40
Dulles	168	112	56
Glenmont	132	132	-
Greenbelt	270	152	118
Largo	38	38	-
New Carrollton	120	120	-
Shady Grove	166	166	-
West Falls Church	188	142	46
Total	**1,522**	**1,192**	**330**

1. Rail fleet storage capacity and current fleet requirements reflect full FY2027 service levels

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	4	-
Breda Construzioni Ferroviarie	3000	1984 - 1988	290	250	250
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
Total			**1,890**	**1,192**	**1,178**

1. Eight vehicles are dedicated for revenue collection. All 1000-Series, 2000-Series, 4000-Series, and 5000-Series vehicles have been decommissioned

SEQUENCE OF METRO RAIL OPENINGS

Line	Segment	Stations	Miles	Date
Red	Farragut North to Rhode Island Av	5	4.6	3/29/1976
Red	Gallery Place	1	-	12/15/1976
Red	To Dupont Circle	1	1.1	1/17/1977
Orange/Blue	Ronald Reagan Washington National Airport to Stadium-Armory	17	11.8	7/1/1977
Red	To Silver Spring	4	5.7	2/6/1978
Orange	To New Carrollton	5	7.4	11/20/1978
Orange	To Ballston - MU	4	3	12/1/1979
Blue	To Addison Rd	3	3.6	11/22/1980
Red	To Van Ness - UDC	3	2.1	12/5/1981
Yellow	Gallery Place to Pentagon	1	3.3	4/30/1983
Blue	To Huntington	4	4.2	12/17/1983
Red	To Grosvenor - Strathmore	5	6.8	8/25/1984
Red	To Shady Grove	4	7	12/15/1984
Orange	To Vienna	4	9.1	6/7/1986
Red	To Wheaton	2	3.2	9/22/1990
Green	To U St	3	1.7	5/11/1991
Blue	To Van Dorn St	1	3.9	6/15/1991
Green	To Anacostia	3	2.9	12/28/1991
Green	To Greenbelt	4	7	12/11/1993
Blue	To Franconia-Springfield	1	3.3	6/29/1997
Red	To Glenmont	1	1.4	7/25/1998
Green	Columbia Heights to Fort Totten	2	2.9	9/18/1999
Green	To Branch Ave	5	6.5	1/13/2001
Red	NoMa-Gallaudet U	1	-	11/20/2004
Blue	To Downtown Largo	2	3.2	12/18/2004
Silver	To Wiehle-Reston East	5	11.6	7/26/2014
Silver	To Ashburn	6	11.4	11/15/2022
Yellow/Blue	Potomac Yard	1	-	5/19/2023

Metro Access Revenue Vehicle Fleet Management Plan

The Metro Access 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 Metro Access to meet the demand as well as an assessment and projection of needs for paratransit vehicle maintenance.

METRO ACCESS OPERATING STATISTICS

		FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget
STATISTICS	Metro Access - Dedicated Fleet	754	661	661	765
	Van Miles (000s)	28,546	16,525	18,600	20,800
	Miles / Van	37,859	25,000	28,139	27,190
	Passengers (000s)[1]	1,397	1,040	1,197	3,036
	Passengers Per Van	2,045	1,684	2,030	3,680
	Passenger Revenue ($000s)	$ 4,078	$ 3,404	$ 3,968	$ 9,458
	Operating Revenue ($000s)	$ 4,147	$ 3,548	$ 4,082	$ 9,538
	Total Operating Expense ($000s)	$ 185,055	$ 177,840	$ 181,438	$ 197,046
	Net Subsidy ($000s)	$ 177,330	$ 174,292	$ 177,356	$ 187,508
RATIOS	Cost Per Passenger	$ 120.01	$ 159.78	$ 135.20	$ 70.00
	Subsidy Per Passenger	$ 115.00	$ 156.60	$ 132.16	$ 66.61
	Percentage of Cost Recovered from Revenues[2]	2.2%	2.0%	2.2%	4.8%

1. Beginning in FY2027, total Metro Access ridership reflects the inclusion of Abilities-Ride trips in addition to traditional Metro Access trips. Prior-year figures reflect traditional Metro Access trips only.

2. Cost Recovery ratio

METRO ACCESS STATISTICS – FLEET

Fleet	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2027 Budget
Vans	527	434	593	593
Sedans	227	227	172	172
Total	**754**	**661**	**765**	**765**
Spare Ratio	15.0%	15.0%	15.0%	15.0%

METRO ACCESS STATISTICS – VEHICLES

Manufacturer	Fiscal Year Entered Service	Number of Vehicles	Vehicle Type
Ford Transit	2019	103	High Roof Van
Toyota Camry	2021	121	Sedan
Toyota Camry	2023	50	Sedan
Chrysler Voyager	2023	24	Mini Van
Chrysler Voyager	2025	185	Mini Van
Dodge ProMaster	2025	50	High Capacity Van
Toyota Camry	2025	1	Sedan
Chrysler Voyager	2026	181	Mini Van
Dodge ProMaster	2026	50	High Capacity Van

Appendix G – Performance Data

Key Performance Indicators and Major Accomplishments

Metro tracks progress against its Strategic Transformation Plan (STP) goals and objectives through a series of authority-wide key performance indicators (KPI). Metro has established both annual goals and overall STP goals which represent the desired level of performance by 2028. Metric progress and success are evaluated based on improvements toward targets.

Metro management regularly discusses progress against targets through a series of internal "STAT" meetings held monthly or quarterly. Staff also have access to reports and dashboards to monitor performance and drill down into results. Leadership reports publicly to the Board and its committees regularly on each metric, and in July 2024 launched the Open Data Hub on WMATA.com with links to Metro Pulse (real-time performance information on Metro Bus and Metro Rail), the Service Excellence Dashboard (daily information on on-time performance, missed trips, prediction availability and accuracy, and elevator and escalator availability), the Ridership Data Portal (detailed information about Metro Bus and Metro Rail ridership), and quarterly and annual performance reports. While progress toward each KPI is an authority-wide mission, key organizations are identified for each specific KPI. The tables in this section present each of our KPIs by STP Goal or Objective and include past performance, our current result, our STP target and the key organizations associated with each KPI. The table below provides the abbreviations used in the KPI tables.

OPS	Operations	**FIN**	Finance
INF	Infrastructure	**DM**	Digital Modernization
SAF	Safety & Readiness	**L&C**	Legal & Compliance
SPP	Strategy, Planning & Performance	**HC**	Human Capital
CX	Customer Experience	**COMM**	Communication & Customer Service

In addition to our KPIs, this section identifies key major accomplishments in support of each goal.

Metro's Major Accomplishments in Support of Service Excellence

- Adjusted scheduled running times on rail to fully capture the faster travel times following restoration of ATO and return to design speeds, and to account for new operating conditions during RSAs
- Launched Tap. Ride. Go. on Metro Bus, with just over 700,000 trips taken between November 2025 and April 2026
- Activated 11,000 Kids Ride Free Smart Trip cards in Apple Wallet, surpassing the second-year activation goal of 10,000 cards and increasing usage by 59 percent over FY2025 levels
- Awarded APTA Emergency Management Gold Safety Award: Over 4,000 jurisdictional fire and police first responders trained to more safely function within WMATA's systems, as well as enhanced CPR and AED training

Service Excellence

Deliver safe, reliable, convenient, accessible, and world-class service that customers can trust across modes

Goal-wide Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Increase monthly ridership SPP	**16.6M**	**21.0M**	All Metro: **22.0M**	**≥25M**
Increase customer satisfaction across all modes OPS, CX, INF	Rail: **84%** Bus: **71%** Access: **77%**	Rail: **90%** Bus: **79%** Access: **84%**	Rail: **89%** Bus: **83%** Access: **78%**	Rail: **≥85%** Bus: **≥85%** Access: **≥85%**
Increase regional mode share across all modes SPP	**4.8%** CY2022	**6.4%** CY2023	**6.4%** CY2023	**≥7%**

Definitions

Increase monthly ridership: Average customer trips for month. **Metro Rail:** Faregate Smart Trip transactions plus other entries as recorded by faregate sensors. **Metro Bus:** Boardings as recorded by Automated Passenger Counters. **Metro Access:** Customer trips.

Increase customer satisfaction across all modes: Percent of customer survey respondents who rated their last trip as a "4" or "5" on a five-point scale where 1 = "very dissatisfied" and 5 = "very satisfied." **Data aggregated quarterly.*

Increase regional mode share across all modes: Percent of regional trips made on Metro and regional transit operators out of the total number of trips made by auto, Metro, or regional transit operators. **Data aggregated and analyzed annually.*

Objective 1A: Safety & Security

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

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Reduce Part 1 crime rate OPS, SAF	**7.7**	**6.6**	All Metro: **3.7**	**Trend Towards 0**
Reduce customer & employee injury rate OPS, INF, SAF	Customer injury rate: **24.4** Employee injury rate: **7.3**	Customer injury rate: **27.2** Employee injury rate: **6.3**	Customer injury rate: **30.6** Employee injury rate: **6.2**	**Trend Towards 0**
Decrease customer dissatisfaction of crime Metro Rail and Metro Bus OPS	Rail: **17%** Bus: **17%**	Rail: **9%** Bus: **15%**	Rail: **9%** Bus: **13%**	Rail: **≤10%** Bus: **≤10%**
Reduce fare evasion on Metro Bus and sustain progress on Metro Rail OPS, SPP	Rail: **13.0%** Bus: **65%**	Rail: **8.6%** Bus: **72%**	Rail: **4%** Bus: **73%**	**Trend Towards 0**

Definitions

Reduce Part 1 crime rate: Number of Part 1 crimes per million customer trips. Part 1 crimes are defined by the Federal Bureau of Investigation to include criminal homicide, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson.

Reduce customer and employee injury rate: Customer injury rate: Number of National Transit Database (NTD)-reportable customer injuries per 10 million vehicle revenue miles. **Employee injury rate:** Number of Occupational Safety and Health Administration (OSHA)-reportable employee injuries per 100 employees.

Decrease customer dissatisfaction of crime Metro Rail and Metro Bus: Percent of customer survey respondents who rated their perception of safety from harassment or crime on the bus/train from their last trip as a "1" or "2" on a five-point scale where 1 = "not at all safe" and 5 = "very safe." **Data aggregated quarterly.*

Reduce fare evasion on Metro Bus and sustain progress on Metro Rail: Metro Rail: Customers entering the system without tapping a farecard, as counted by sensors on the faregates. **Metro Bus:** Customers boarding the bus without tapping a valid farecard, as counted by the Automatic Passenger Counter (APC) system.

Objective 1B: Reliability

Provide dependable service that the community trusts

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Increase on-time performance across all modes OPS, INF	Rail: **88%** Bus: **77%** Access: **92.7%**	Rail: **87.3%** Bus: **76.4%** Access: **91.3%**	Rail: **88%** Bus: **76%** Access: **88%**	Rail: **≥95%** Bus: **≥80%** Access: **≥92%**
Reduce missed service across all modes OPS	Rail: **97.3%** Bus: **98.6%** Access: **99.13%**	Rail: **98.8%** Bus: **98.3%** Access: **98.8%**	Rail: **93%** Bus: **97%** Access: **98%**	Rail: **≥95%** Bus: **≥98%** Access: **≥99.25%**

Definitions

Increase on-time performance across all modes: Metro Rail: Percent of customer trips completed on-time, defined as less than the designated maximum amount of time per trip based on train schedules and run-times. **Metro Bus:** Percent of timepoints delivered on-time, defined as no more than two minutes early or seven minutes late. **Metro Access:** Percent of vehicles that arrive to the pick-up location on time, defined as within the 30-minute pick-up window.
Reduce missed service across all modes: Metro Rail: Percent of Metro Rail service (stops) delivered compared to the approved and published budget. **Metro Bus:** Percent of Metro Bus service (trips) delivered compared to the bus schedule. **Metro Access:** Percent of scheduled Metro Access trips delivered. Missed trips (i.e. those not delivered) are those where the Metro Access vehicle arrived after the scheduled pick-up window or did not wait for the required amount of time, and the customer did not take the trip.

Objective 1C: Convenience

Deliver frequent, accessible, and easy-to-use service to enhance the customer experience

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Make it easier to plan, pay, access, and navigate the region across all modes CX, COMM, DM			Tap. Ride. Go. launched on Rail 05/28/2025. Metro Pulse launched 05/16/2025.	**FY2026 milestones:** Tap. Ride. Go. launched on bus. New website launch. Metro Pulse improvements. Metro Alert updates. Expansion of screens modernization at additional stations. Wayfinding improvements. Call Center Voice, Chat, and Text Enhancements (CCaaS). *Future milestones to be defined.*
Increase customer satisfaction of cleanliness OPS	Rail: **61%** Bus: **71%**	Rail: **68%** Bus: **62%**	Rail: **72%** Bus: **75%**	Rail: **≥80%** Bus: **≥80%**
Increase service frequency SPP	Rail: **17%** Bus: **41%**	Rail: **60.0%** Bus: **45.0%**	Rail: **67%** Bus: **38%**	Rail: **≥75%** Bus: **≥50%**
Increase coverage and destination access SPP	**233,500**	**274,300**	All Metro: **250,600**	**≥10%**

Definitions

Make it easier to plan, pay, access, and navigate the region across all modes: Milestone-based measure of progress toward integrated trip planning and payment and customer ease of use.

Increase customer satisfaction of cleanliness: Percent of customer survey respondents who rated the cleanliness of the bus/train of their last trip as a "4" or a "5" on a five-point scale where 1 = "very dirty" and 5 = "very clean." **Data aggregated quarterly*.

Increase service frequency: Metro Rail: Percent of customer trips with 6 minutes or better frequency. **Metro Bus:** Percent of customer trips with 12 minutes or better frequency.

Increase coverage and destination access: Average number of jobs accessible within 60 minutes on Metro fixed route service. Includes time spent riding Metro services plus time walking to and from rail stations or bus stops; accounts for jobs based on Longitudinal Employer-Household Dynamics U.S. Census data.

Additional Metrics

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Reduced fare program usage			**5.5%**	**≥9%**
Accuracy of real-time arrival information OPS, DM	Rail:**97.2%** Bus: **86.6%**	Rail:**96.7%** Bus: **85.5%**	Rail: **97.6%** Bus: **89.8%**	Rail: **≥98%** Bus: **≥90%**
Availability of real-time arrival information OPS	Bus: **93.7%**	Bus: **92.0%**	Bus: **92.6%**	Bus: **≥94%**
Collison rate (Metro Bus, Metro Access)			Bus: **60.5** Access: **20.3**	**Reduce by 10%**
Transit worker assault rate OPS	N/A	**45.0**	**46.8**	**Trend Towards 0**
Mean distance between failure			Rail: **27,700** Bus: **5,900** Access: **24,200**	Rail: **≥30,000** Bus: **≥7,000** Access: **≥25,200**
Elevator and escalator availability INF	Elevator: **98.3%** Escalator: **93.6%**	Elevator: **98.2%** Escalator: **94.5%**	Elevator: **98.1%** Escalator: **94.9%**	Elevator: **≥98%** Escalator: **≥94.3%**
Crowding (Metro Rail, Metro Bus) OPS, SPP	Rail: **2.5%** Bus: **0.5%**	Rail: **0.7%** Bus: **3.7%**	Rail: **1.3%** Bus: **3.1%**	Rail: **≤5%** Bus: **≤5%**
Average wait time			Rail: **3.3 min** Bus: **9.7 min**	Rail: **≤3.0 min** Bus: **≤8.5 min**

Definitions

Reduced fare program usage: Percent of trips using a reduced fare program: Senior Smart Trip Card, Metro Lift Income-Qualified Program, and Reduce Fare Disability Card.
Accuracy of real-time arrival information: Percent of arrival prediction times that are accurate for vehicles set to arrive at a stop within the next 30 minutes.
Availability of real-time arrival information: Percent of scheduled Metro Bus trips that have real-time arrival information available.
Collison rate (Metro Bus, Metro Access): Number of NTD-reportable collisions between a transit vehicle and another vehicle or object per 10 million vehicle revenue miles.
Transit worker assault rate: Number of NTD-reportable assaults on transit workers per 10 million vehicle revenue miles.
Mean distance between failure: Average number of miles traveled before a vehicle experiences a failure.
Elevator and escalator availability: Percent of revenue hours that elevator and escalator units are available. Units are considered unavailable if they are out of service for rehabilitation, replacement, or maintenance.
Crowding (Metro Rail, Metro Bus): Percent of customer time in crowded conditions. **Metro Rail:** >100 people per car during rush; >60 all other times. **Metro Bus:** >40 people per 40-foot bus.
Average wait time: Average scheduled wait times based on current ridership patterns. Wait times are defined as half of a scheduled headway.

Metro's Major Accomplishments in Support of Talented Teams

- Launched 'Metro U' strategic priority program, introducing an industry-leading approach to training development with world class curricula and instruction, through partnerships with the Association for Talent Development and the International Transportation Learning Center
- Achieved strong talent outcomes by processing more than 1,700 competitive hires and promotions, initiating over 3,400 background checks, onboarding 54 Metro College Interns, expanding mechanic talent pipelines, and participating in 133 job fairs in partnership with 18 jurisdictions and 17 colleges and universities
- Executed more than 130 Metro focused events, doubling event execution and support
- Developed and implemented pilot four-day/10-hour work schedules along the Red Line and at Shepard Parkway bus garage
- Continued to implement front-line operations digitization to include more automation of critical operational workflows, forms, and processes to better enable our teams to work efficiently
- Earned Gold Recognition on the American Heart Association's Well-Being Works Better Scorecard for Metro; a nationally recognized benchmark for workforce health excellence, reflecting Metro's commitment to building a healthy work culture that supports Metro employees

Talented Teams

Attract, develop, and retain world-class talent where individuals feel valued, supported, and proud of their contribution

Goal-wide Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Improve internal customer satisfaction (CSAT) for every department			**28%**	**≥65%**
Achieve operational staff availability for all critical positions			Bus Operator: **95%** Train Operator: **100%** Station Manager: **96%**	Bus Operator: **≥99%** Train Operator: **≥98%** Station Manager: **≥97%**

Definitions

Improve internal customer satisfaction (CSAT) for every department: Percent of staff that strongly agree or agree with the statement, "Communication between departments/offices is efficient at WMATA." **Data collected annually as part of employee survey.*

Achieve operational staff availability for all critical positions: Percent of required positions filled for bus operators, train operators, and station managers. **Data tallied monthly.*

Objective 2A: Recruitment & Retention

Attract and retain the best talent to deliver Metro's future vision

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Reduce time from job vacancy to availability	**129 days**	**119 days**	**119 days**	**Reduce by 30%**
Increase Employee Net Promoter Score	1	**-2**	**2** May 2025	**≥14**
Internal mobility - internal candidates see pathways for promotion			**59%** May 2025	**≥70%**

Definitions

Reduce time from job vacancy to availability: Average number of days to fill a position from job opening (position posted) to being ready for onboarding (includes non-represented employees and Local 2 unionized workers). With future data availability, this measure will be expanded to start with the day the position became available and end with the hire date.

Increase Employee Net Promoter Score: The "net promoter score" based on the response to the question "On a scale of 0 to 10, how likely are you to recommend WMATA as a place to work to a friend or family member?" Calculated as the share of respondents choosing 9-10 (i.e., "promoters") minus the share of respondents choosing 0-6 (i.e., "detractors"). Values range from 100 (everyone is a "promoter") to -100 (everyone is a "detractor"). **Data collected annually as part of employee survey.*

Internal mobility - internal candidates see pathways for promotion: Percent of staff that agree or strongly agree with the statement, "There are opportunities for advancement at WMATA that fit my career goals." **Data collected annually as part of employee survey.*

Objective 2B: Learning & Development

Train and equip staff to excel and continuously improve

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Leadership development			N/A	First cohort graduates from "Metro U" supervisor training
Staff feel supported by their supervisors to do their job well			**68%** May 2025	**≥75%**
Staff feel they know the expectations to succeed in their job			**83%** May 2025	**≥90%**
Staff say they receive the help they need to learn and grow professionally	**52%**	**51%**	**53%** May 2025	**≥75%**

Definitions

Leadership development: Milestone-based measure of progress towards establishing a "Metro U" supervisor training program.

Staff feel supported by their supervisors to do their job well: Percent of staff that agree or strongly agree with the statement, "I trust my immediate supervisor." **Data collected annually as part of employee survey.*

Staff feel they know the expectations to succeed in their job: Percent of staff that agree or strongly agree with the statement, "I know what is expected of me in my job." *Data collected annually as part of employee survey.

Staff say they receive the help they need to learn and grow professionally: Percent of staff that agree or strongly agree with the statement, "I receive the help I need to learn and grow professionally at WMATA." **Data collected annually as part of employee survey.*

Objective 2C: Customer Service Mindset

Make the process of delivering service as easy as possible for internal and external customers

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Internal customers are satisfied with service for critical internal business processes			Baseline survey to be conducted in FY2026	To be determined once baseline survey is completed
External customers are satisfied with staff interactions			To be determined.	To be determined
Competency frameworks defined for priority cohorts			To be determined.	To be determined

Definitions

Internal customers are satisfied with service for critical internal business processes: Percent of staff that are "satisfied" or "very satisfied" with internal service for: selected procurement, technology, and human capital processes. **Data collected as part of employee survey*.

External customers are satisfied with staff interactions: Number of complaints about "employee conduct" per 1 million customer trips.

Competency frameworks defined for priority cohorts: To be defined.

Additional Metrics

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Staff perception of empowerment CX	**44%**	**46%**	**46%** May 2025	**≥65%**
Staff perception of process efficiency CX, FIN	**35%**	**32%**	**32%** May 2025	**≥60%**
Staff perception of recognition CX	**44%**	**42%**	**43%** May 2025	**≥60%**
Turnover rate HC	Voluntary: **2.8%** Involuntary: **1.6%**	Voluntary: **2.6%** Involuntary: **2.0%**	Overall: **7.6%** Voluntary: **2.7%** Involuntary: **2.1%** Retirement: **2.6%**	Overall: **≤7.3%**
Offer acceptance rate			To be determined	To be determined. **to be set after the launch of Metro Sync*

Definitions

Staff perception of empowerment: Percent of staff that strongly agree or agree with the statement “At WMATA, I feel empowered to make decisions.” **Data collected annually as part of employee survey.*

Staff perception of process efficiency: Percent of staff that strongly agree or agree with the statement “Our processes make it easy to work well across offices, organizations, and departments at WMATA.” **Data collected annually as part of employee survey*.

Staff perception of recognition: Percent of staff that strongly agree or agree with the statement “Teams who perform well are recognized for it at WMATA.” **Data collected annually as part of employee survey.*

Turnover rate: Percent of employees who left Metro as a proportion of the total number of active employees.

Offer acceptance rate: Percent of job applicants who were extended an offer and accepted.

Metro's Major Accomplishments in Support of Financial and Organizational Efficiency

- Support implementation of the DMV*Moves* Plan: In partnership with the Metropolitan Washington Council of Governments (COG), lead interoffice and interagency coordination, monitoring, and progress reporting of efforts to advance transit integration in six action areas: bus priority, bus stop signs and amenities, fares, regional service guidelines and performance reporting, shared procurements, and shared training and consistent reporting
- Facilitated targeted investment reviews allowing Metro to deliver investments more efficiently. Since the start of FY2025, identified $175 million in program and project management cost savings and over $100 million in capital investment savings
- Track and Structures Engineering used Artificial Intelligence tools to improve efficiency in managing structural matters. A process that previously required two engineers and at least two months to review approximately 2,000 inspection reports can now generate a more accurate priority list in about 10 minutes.
- Received a clean audit opinion on Metro's FY2025 Financial Statements for the 11th consecutive year, and on the FY2025 Single Audit for the tenth consecutive year
- Streamlined and enhanced business processes through digital workflows, electronic signatures and use of AI to enable business processes, in particular modernizing Enterprise Resource Planning and timekeeping and scheduling systems to provide modern enterprise analytics capabilities
- Negotiated a successor collective bargaining agreement with the Office and Professional Employees International Union, Local 2 (OPEIU), within financial targets, demonstrating strong labor partnership and fiscal discipline

Financial & Organizational Efficiency

Steward public resources and efficiently allocate resources where they drive the most value, to ensure service delivery

Goal-wide Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Achieve operating cost per revenue mile growing slower than inflation (Metro Rail, Metro Bus)	Rail: **$19.84** Bus: **$15.26**	Rail: **$12.90** Bus: **$20.19**	Rail: **$11.44** Bus: **$22.09** FY2025 (Budget)	Growing slower than inflation

Definitions

Achieve operating cost per revenue mile growing slower than inflation (Metro Rail, Metro Bus): Dollar amount of operating costs per vehicle revenue mile.

Objective 3A: Financial Stewardship

Ensure Metro's long-term financial health and stability

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Increase percent of capital plan funded and utilized FIN, SPP	Capital plan funded: **94%** Capital plan utilized: **99.5%**	Capital plan funded: **98%** Capital plan utilized: **87.6%**	Capital plan funded: **65%** Capital budget utilized: **82%**	Capital plan funded: **>90%** Capital plan utilized: **>90%**
Maintain AA bond rating and clean audit FIN	**AA**	**AA**	**AA**	Bond rating: **AA**
Grow revenue from non-subsidy sources FIN, CX			**22.2%**	**≥25%**
Partner to develop new transit-oriented development projects near high-capacity transit FIN, SPP	**0**	**2**	**5**	**≥20** by 2032

Definitions

Increase percent of capital plan funded and utilized: Capital plan funded: Proportion of 6-year capital program (constrained for execution) funded in the approved budget**. Capital budget utilized:** Actual capital expenses as a percent of budgeted capital expenses.
Maintain AA bond rating and clean audit: Metro's credit rating as set by external credit rating agencies.
Grow revenue from non-subsidy sources: Percent of operating revenue that comes from non-subsidy sources**.**
Partner to develop new transit-oriented development projects near high-capacity transit: Number of new joint development agreements executed on Metro Rail property.

Objective 3B: Operational Efficiency

Streamline operations and efficiently allocate resources where they drive the most value

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Increase administrative efficiency			**18%**	**≤20%**

Definitions

Increase administrative efficiency: General administration cost as a share of total operating costs.

Objective 3C: Energy Management

Optimize energy usage and steward natural resources

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Reduce energy intensity OPS, SPP			**36.8** kBtu	**≤35** kBtu

Definitions

Reduce energy intensity: Kilo British thermal units (kBtu) of energy consumed from all Metro operations per vehicle revenue mile.

Additional Metrics

Key Results and Depts.	Past Performance *(if available)*		STP Baseline Metrics	STP Target
	FY2023	FY2024	FY2025	FY2028
Operating reserve FIN	**0%**	**0%**	**0%**	**≥10%**
Regional clean air benefit OPS, SPP	**7.347**	**9.305**	**9.5**	**≥9.5**
Water intensity OPS, SPP	**0.81**	**0.7**	**0.7**	**≤1**
High performance facilities INF, SPP	**11**	**13**	**15**	**≥18**
Time to procure FIN			To be determined	To be determined

Definitions
Operating reserve: Funding available in a "rainy day" fund to prepare Metro for unforeseen situations, as a percent of the total operating budget.
Regional clean air benefit: Net metric tons of CO2e emissions avoided due to Metro's service to the region. **Net emissions are measured in million metric tons of CO_2e (includes nitrous oxide, methane, and carbon dioxide).*
Water intensity: Gallons of water used by all Metro operations per vehicle revenue mile.
High performance facilities: Number of facilities that have obtained third-party high performance certifications including LEED, Envision, or others.
Time to procure: To be defined.

FY2023–FY2025

METRO CUSTOMER SATISFACTION

Calendar Year	Fiscal Year	Quarter	Rail Customer Satisfaction	Bus Customer Satisfaction	Access Customer Satisfaction
2023	2023	Q1	73.0%	74.0%	79.0%
2023	2023	Q2	80.0%	75.0%	78.0%
2023	2023	Q3	79.0%	73.0%	75.0%
2023	2023	Q4	84.0%	71.0%	77.0%
2023	2024	Q1	85.0%	75.0%	81.0%
2023	2024	Q2	88.0%	77.0%	77.0%
2024	2024	Q3	77.0%	74.0%	76.0%
2024	2024	Q4	90.0%	79.0%	84.0%
2024	2025	Q1	92.0%	83.0%	79.0%
2024	2025	Q2	89.0%	75.0%	71.0%
2025	2025	Q3	89.0%	79.0%	80.0%
2025	2025	Q4	89.0%	83.0%	78.0%

CRIME RATE

Year	Month	Rail Crimes	Parking Lot Crimes	Bus Crimes	Bus Stop Crimes	Other Crimes	Total Crimes	Rail Crime Rate	Bus Crime Rate	Total Crime Rate
2022	Jul	52	21	12	1	1	90	10.9	1.7	6.2
2022	Aug	56	12	10	3	1	83	10.3	1.6	5.5
2022	Sep	72	10	10	1	0	94	12.1	1.2	6.0
2022	Oct	57	12	17	3	1	93	9.6	2.3	5.8
2022	Nov	62	14	16	3	0	96	11.4	2.3	6.4
2022	Dec	59	22	11	1	0	95	12.8	1.6	6.8
2023	Jan	64	49	12	3	0	133	14.3	2.0	8.5
2023	Feb	81	59	4	1	2	150	18.7	0.6	9.7
2023	Mar	84	61	17	3	0	168	14.5	2.2	8.7
2023	April	88	55	18	1	1	169	14.9	2.2	9.2
2023	May	71	65	11	2	0	158	13.5	1.4	8.0
2023	Jun	82	46	21	1	0	151	12.6	2.4	7.8
2023	Jul	67	74	17	1	3	165	13.8	2.0	8.5
2023	Aug	84	66	15	1	0	167	15.3	1.7	8.6
2023	Sep	79	47	19	2	2	149	12.4	2.1	7.4
2023	Oct	88	43	17	3	0	154	11.9	1.9	7.2
2023	Nov	81	34	20	2	0	140	11.6	2.4	7.3
2023	Dec	75	44	20	0	2	144	13.9	2.2	8.1
2024	Jan	77	36	13	1	1	133	12.6	1.5	7.3
2024	Feb	79	31	26	1	0	139	11.5	2.8	7.2
2024	Mar	61	16	18	0	0	95	6.6	1.8	4.4
2024	April	45	24	16	2	0	88	6.0	1.7	4.0
2024	May	53	27	15	3	2	100	7.1	1.6	4.5
2024	Jun	66	30	14	0	1	111	8.9	1.4	5.3
2024	Jul	68	17	24	0	2	111	7.7	2.3	5.2
2024	Aug	61	19	20	0	2	102	7.8	1.9	4.9
2024	Sep	54	19	18	0	3	94	6.7	1.6	4.3
2024	Oct	73	15	13	0	2	103	7.1	1.1	4.3
2024	Nov	50	9	20	1	3	83	5.9	2.1	4.1
2024	Dec	53	5	13	1	3	75	6.0	1.5	3.9
2025	Jan	36	3	16	0	1	56	4.0	1.8	3.0
2025	Feb	31	9	8	0	4	54	4.0	0.9	2.8
2025	Mar	43	21	14	1	3	82	4.6	1.4	3.3
2025	April	45	10	15	0	2	72	3.9	1.4	2.9
2025	May	42	9	7	1	3	62	3.8	0.7	2.6
2025	Jun	48	27	13	1	3	92	5.7	1.4	3.9

EMPLOYEE AND CUSTOMER ASSAULT RATE

Year	Month	Rail Non-Physical Assaults	Rail Physical Assaults	Bus Non-Physical Assaults	Bus Physical Assaults	Access Non-Physical Assaults	Access Physical Assaults	Other Non-Physical Assaults	Other Physical Assaults	Total Transit Worker Assaults	Total Transit Worker Assault Rate
2024	Jul	5	34	4	22	0	0	0.0	0.0	65.0	49.4
2024	Aug	12	29	8	21	0	0	0.0	0.0	70.0	53.1
2024	Sep	5	24	4	15	0	0	1.0	1.0	50.0	40.4
2024	Oct	2	36	7	10	0	0	1.0	4.0	60.0	46.6
2024	Nov	4	38	7	18	0	0	0.0	0.0	67.0	55.6
2024	Dec	3	23	5	20	0	0	0.0	1.0	52.0	42.3
2025	Jan	1	25	1	15	0	0	0.0	1.0	43.0	34.8
2025	Feb	3	24	7	13	0	0	0.0	5.0	52.0	45.5
2025	Mar	2	39	5	12	0	0	0.0	3.0	61.0	46.2
2025	April	9	31	3	13	0	0	1.0	1.0	58.0	44.5
2025	May	2	30	7	14	0	0	0.0	2.0	55.0	43.0
2025	Jun	5	29	8	30	0	0	1.0	3.0	76.0	59.4

CUSTOMER PERCEPTION / SATISFACTION: SAFETY FROM CRIME

Calendar Year	Fiscal Year	Quarter	Rail Customer Satisfaction with Safety from Crime	Bus Customer Satisfaction with Safety from Crime	Rail Customer Disatisfaction with Safety from Crime	Bus Customer Disatisfaction with Safety from Crime
2024	2024	Q3	59.0%	57.0%	16.0%	15.0%
2024	2024	Q4	67.0%	66.0%	9.0%	15.0%
2024	2025	Q1	69.0%	65.0%	7.0%	13.0%
2024	2025	Q2	75.0%	65.0%	7.0%	13.0%
2025	2025	Q3	69.0%	64.0%	8.0%	14.0%
2025	2025	Q4	74.0%	69.0%	9.0%	13.0%

CUSTOMER INJURY RATE

Year	Month	Rail Customer Injuries	Bus Customer Injuries	Access Customer Injuries	Total Customer Injuries	Rail Customer Injury Rate	Bus Customer Injury Rate	Access Customer Injury Rate	Total Customer Injury Rate
2022	Jul	6	15	2	23	14.5	50.7	12.7	26.5
2022	Aug	9	24	2	35	19.6	70.2	12.1	36.3
2022	Sep	7	25	4	36	14.3	79.9	25.0	37.5
2022	Oct	7	17	3	27	12.6	51.8	18.6	25.8
2022	Nov	9	12	3	24	15.2	37.6	19.4	22.6
2022	Dec	2	11	2	15	3.2	34.4	13.2	13.7
2023	Jan	7	14	2	23	10.3	45.7	13.1	20.3
2023	Feb	9	13	3	25	14.5	43.0	20.5	23.4
2023	Mar	9	15	0	24	12.4	45.9	0.0	19.7
2023	April	14	14	1	29	19.0	45.6	6.6	24.3
2023	May	16	18	2	36	21.8	56.9	11.9	29.5
2023	Jun	5	16	2	23	6.3	51.2	12.5	18.1
2023	Jul	11	19	2	32	13.3	59.7	12.8	24.5
2023	Aug	13	14	1	28	16.0	42.4	5.8	21.3
2023	Sep	13	36	0	49	15.4	116.2	0.0	37.2
2023	Oct	11	18	3	32	12.8	55.8	17.5	23.7
2023	Nov	13	18	1	32	15.7	57.9	6.3	24.7
2023	Dec	12	18	0	30	14.2	56.2	0.0	22.8
2024	Jan	17	21	2	40	19.7	64.0	13.3	29.8
2024	Feb	7	13	0	20	9.1	42.2	0.0	16.3
2024	Mar	6	19	5	30	7.0	59.3	31.5	22.5
2024	April	23	19	4	46	28.8	58.5	25.1	35.9
2024	May	13	26	2	41	15.8	78.7	12.5	31.2
2024	Jun	20	21	0	41	26.8	62.9	0.0	33.7
2024	Jul	13	12	1	26	15.7	36.3	6.4	19.8
2024	Aug	16	17	0	33	19.3	51.4	0.0	25.0
2024	Sep	19	18	0	37	24.2	57.4	0.0	29.9
2024	Oct	15	21	1	37	18.7	63.7	6.5	28.7
2024	Nov	14	29	0	43	18.7	93.5	0.0	36.3
2024	Dec	17	21	0	38	21.6	64.7	0.0	30.9
2025	Jan	18	18	2	38	22.6	56.5	16.9	30.8
2025	Feb	9	18	1	28	12.4	61.0	8.3	24.5
2025	Mar	19	20	1	40	22.2	61.2	7.2	30.3
2025	April	24	40	1	65	28.9	124.9	6.6	49.9
2025	May	11	37	6	54	13.5	114.6	41.7	42.2
2025	Jun	10	18	0	28	12.1	57.3	0.0	21.9

EMPLOYEE INJURY RATE

Year	Month	Total Employee Injuries	Total Employee Injury Rate
2022	Jul	57.0	6.0
2022	Aug	79.0	7.6
2022	Sep	60.0	6.0
2022	Oct	70.0	7.0
2022	Nov	68.0	7.0
2022	Dec	68.0	6.9
2023	Jan	65.0	6.5
2023	Feb	65.0	6.9
2023	Mar	84.0	7.6
2023	April	93.0	9.2
2023	May	74.0	6.8
2023	Jun	89.0	8.4
2023	Jul	66.0	6.4
2023	Aug	60.0	5.4
2023	Sep	81.0	8.0
2023	Oct	72.0	6.8
2023	Nov	47.0	4.7
2023	Dec	51.0	5.1
2024	Jan	63.0	5.9
2024	Feb	56.0	5.6
2024	Mar	64.0	6.1
2024	April	64.0	6.1
2024	May	83.0	7.7
2024	Jun	77.0	7.7
2024	Jul	69.0	6.4
2024	Aug	66.0	6.2
2024	Sep	87.0	8.6
2024	Oct	80.0	7.3
2024	Nov	71.0	7.1
2024	Dec	66.0	6.3
2025	Jan	66.0	6.1
2025	Feb	69.0	7.0
2025	Mar	44.0	4.0
2025	April	61.0	5.6
2025	May	55.0	5.1
2025	Jun	58.0	5.6

RAIL CROWDING

Year	Month	Total Rail Passenger Minutes	Crowded Rail Passenger Minutes	% Rail Crowding
2022	Jul	48,078,246	843,900	1.8%
2022	Aug	48,736,300	306,964	0.6%
2022	Sep	49,056,357	499,875	1.0%
2022	Oct	51,416,870	423,601	0.8%
2022	Nov	53,448,526	347,466	0.7%
2022	Dec	51,298,270	187,126	0.4%
2023	Jan	60,423,967	471,789	0.8%
2023	Feb	57,295,110	479,945	0.8%
2023	Mar	76,331,533	853,576	1.1%
2023	April	72,679,789	569,169	0.8%
2023	May	75,481,893	357,056	0.5%
2023	Jun	67,266,770	398,472	0.6%
2023	Jul	75,530,963	669,992	0.9%
2023	Aug	74,371,731	368,305	0.5%
2023	Sep	76,966,220	301,197	0.4%
2023	Oct	83,385,711	549,377	0.7%
2023	Nov	76,636,523	920,209	1.2%
2023	Dec	64,832,351	154,701	0.2%
2024	Jan	67,007,773	217,382	0.3%
2024	Feb	71,198,204	481,947	0.7%
2024	Mar	87,252,675	445,553	0.5%
2024	April	87,543,249	883,729	1.0%
2024	May	85,569,413	577,992	0.7%
2024	Jun	80,349,984	836,080	1.0%
2024	Jul	82,472,247	972,047	1.2%
2024	Aug	77,011,909	330,380	0.4%
2024	Sep	81,802,802	664,745	0.8%
2024	Oct	92,961,268	759,898	0.8%
2024	Nov	76,190,467	550,549	0.7%
2024	Dec	75,427,416	535,938	0.7%
2025	Jan	73,451,355	682,952	0.9%
2025	Feb	73,578,612	555,289	0.8%
2025	Mar	105,390,694	3,226,107	3.1%
2025	April	106,599,477	2,020,260	1.9%
2025	May	102,777,390	1,340,378	1.3%
2025	Jun	101,602,797	2,261,915	2.2%

BUS CROWDING

Year	Month	Total Bus Passenger Minutes	Crowded Bus Passenger Minutes	% Bus Crowding
2022	Jul	83,285,803	1,028,604	1.2%
2022	Aug	93,268,360	1,370,612	1.5%
2022	Sep	99,463,941	3,202,120	3.2%
2022	Oct	99,075,929	2,909,879	2.9%
2022	Nov	92,753,345	2,352,861	2.5%
2022	Dec	85,995,927	1,858,473	2.2%
2022	Jan	91,629,918	2,097,339	2.3%
2023	Feb	85,533,776	2,090,055	2.4%
2023	Mar	100,758,411	2,746,454	2.7%
2023	April	96,252,254	2,494,279	2.6%
2023	May	105,349,059	3,269,623	3.1%
2023	Jun	99,087,590	2,522,607	2.5%
2023	Jul	94,937,445	1,911,742	2.0%
2023	Aug	103,014,003	2,434,931	2.4%
2023	Sep	110,029,148	5,419,127	4.9%
2023	Oct	117,051,079	5,779,860	4.9%
2023	Nov	105,720,977	4,810,459	4.6%
2023	Dec	101,384,389	3,698,874	3.6%
2023	Jan	98,328,708	3,672,184	3.7%
2024	Feb	108,975,086	5,017,876	4.6%
2024	Mar	109,042,576	3,655,375	3.4%
2024	April	109,366,034	3,354,352	3.1%
2024	May	113,774,288	3,999,029	3.5%
2024	Jun	104,761,202	3,692,761	3.5%
2024	Jul	103,899,258	2,613,054	2.5%
2024	Aug	106,760,501	2,852,220	2.7%
2024	Sep	110,704,910	4,662,075	4.2%
2024	Oct	119,855,799	4,865,481	4.1%
2024	Nov	99,324,234	3,186,937	3.2%
2024	Dec	94,725,389	2,532,303	2.7%
2024	Jan	82,837,635	1,984,267	2.4%
2025	Feb	88,070,593	2,450,270	2.8%
2025	Mar	106,227,016	3,766,957	3.5%
2025	April	109,583,242	3,631,711	3.3%
2025	May	112,616,942	3,672,564	3.3%
2025	Jun	101,258,053	2,477,317	2.4%

RAIL ON-TIME PERFORMANCE

Year	Month	Total trips	On-Time Trips	<5 min late trips	5-10 min late trips	>10 min late trips	% On Time
2022	Jul	6,098,139	5,633,722	277,176	92,311	94,930	92.4%
2022	Aug	6,080,691	5,577,667	305,466	93,092	104,466	91.7%
2022	Sep	6,304,727	5,725,449	363,681	96,082	94,074	90.8%
2022	Oct	6,663,634	6,068,705	396,527	99,893	98,508	91.1%
2022	Nov	6,272,763	5,571,496	436,299	130,557	134,406	88.8%
2022	Dec	5,950,352	5,228,005	436,925	144,041	141,381	87.9%
2022	Jan	6,480,866	5,862,008	392,530	110,147	116,181	90.5%
2023	Feb	6,212,971	5,541,879	427,742	120,773	110,530	89.2%
2023	Mar	8,309,234	7,282,529	659,632	191,340	173,058	87.6%
2023	April	7,905,309	6,909,395	628,674	176,434	187,064	87.4%
2023	May	8,274,091	7,369,917	609,008	159,272	135,894	89.1%
2023	Jun	8,178,835	7,289,653	589,917	159,907	139,358	89.1%
2023	Jul	7,624,183	6,705,538	588,096	169,033	161,514	88.0%
2023	Aug	8,046,825	7,072,655	604,347	186,537	183,286	87.9%
2023	Sep	8,437,825	7,491,519	602,926	173,045	170,335	88.8%
2023	Oct	9,108,725	7,828,436	758,263	254,151	267,875	85.9%
2023	Nov	8,175,867	6,933,755	730,632	257,825	253,655	84.8%
2023	Dec	7,016,180	5,959,609	669,709	199,582	187,280	84.9%
2023	Jan	7,516,501	6,586,817	600,290	175,153	154,241	87.6%
2024	Feb	8,195,105	7,105,779	649,410	221,123	218,793	86.7%
2024	Mar	10,258,041	9,054,781	780,959	220,499	201,802	88.3%
2024	April	10,343,095	9,176,774	752,681	217,369	196,271	88.7%
2024	May	10,115,370	9,038,423	704,491	197,945	174,511	89.4%
2024	Jun	9,794,754	8,412,848	906,436	240,645	234,825	85.9%
2024	Jul	9,736,121	8,392,033	892,530	232,936	218,622	86.2%
2024	Aug	9,251,916	8,137,125	758,641	187,589	168,561	88.0%
2024	Sep	9,906,759	8,722,523	808,682	199,597	175,957	88.1%
2024	Oct	11,189,588	9,792,742	953,452	244,936	198,458	87.5%
2024	Nov	8,974,625	7,872,460	753,269	188,134	160,762	87.7%
2024	Dec	8,578,069	7,534,345	682,936	177,437	183,351	87.8%
2024	Jan	8,783,961	7,790,617	624,614	180,518	188,212	88.7%
2025	Feb	8,959,450	8,083,531	587,118	147,958	140,843	90.2%
2025	Mar	12,549,185	11,153,000	886,687	243,696	265,802	88.9%
2025	April	12,682,176	11,425,492	844,723	210,353	201,608	90.1%
2025	May	11,680,297	10,463,017	797,507	211,253	208,520	89.6%
2025	Jun	11,857,118	10,270,791	1,000,479	301,866	283,982	86.6%

BUS ON-TIME PERFORMANCE

Year	Month	Early Timepoints	Late Timepoints	On-Time Timepoints	Total Timepoints	% Early	% Late	% On Time
2022	Jul	214,761	262,639	1,680,538	2,157,938	10.0%	12.2%	77.9%
2022	Aug	203,451	282,091	1,675,255	2,160,797	9.4%	13.1%	77.5%
2022	Sep	176,929	341,436	1,582,600	2,100,965	8.4%	16.3%	75.3%
2022	Oct	201,408	320,794	1,634,866	2,157,068	9.3%	14.9%	75.8%
2022	Nov	222,113	290,939	1,620,035	2,133,087	10.4%	13.6%	75.9%
2022	Dec	237,528	281,447	1,672,532	2,191,507	10.8%	12.8%	76.3%
2022	Jan	225,223	267,978	1,736,305	2,229,506	10.1%	12.0%	77.9%
2023	Feb	211,186	245,298	1,594,504	2,050,988	10.3%	12.0%	77.7%
2023	Mar	225,533	311,507	1,784,993	2,322,033	9.7%	13.4%	76.9%
2023	April	199,149	312,042	1,673,104	2,184,295	9.1%	14.3%	76.6%
2023	May	195,310	351,465	1,737,467	2,284,242	8.6%	15.4%	76.1%
2023	Jun	192,427	303,473	1,610,755	2,106,655	9.1%	14.4%	76.5%
2023	Jul	209,885	273,196	1,676,240	2,159,321	9.7%	12.7%	77.6%
2023	Aug	215,411	305,353	1,759,949	2,280,713	9.4%	13.4%	77.2%
2023	Sep	165,872	362,562	1,599,860	2,128,294	7.8%	17.0%	75.2%
2023	Oct	186,714	353,952	1,678,216	2,218,882	8.4%	16.0%	75.6%
2023	Nov	205,705	317,199	1,622,372	2,145,276	9.6%	14.8%	75.6%
2023	Dec	225,708	309,693	1,672,417	2,207,818	10.2%	14.0%	75.7%
2023	Jan	215,778	291,084	1,642,612	2,149,474	10.0%	13.5%	76.4%
2024	Feb	197,599	292,229	1,638,210	2,128,038	9.3%	13.7%	77.0%
2024	Mar	194,028	319,355	1,767,007	2,280,390	8.5%	14.0%	77.5%
2024	April	188,094	322,387	1,745,316	2,255,797	8.3%	14.3%	77.4%
2024	May	178,950	376,021	1,739,136	2,294,107	7.8%	16.4%	75.8%
2024	Jun	179,691	326,392	1,601,041	2,107,124	8.5%	15.5%	76.0%
2024	Jul	203,520	284,083	1,628,015	2,115,618	9.6%	13.4%	77.0%
2024	Aug	197,236	312,741	1,727,598	2,237,575	8.8%	14.0%	77.2%
2024	Sep	163,069	371,777	1,561,573	2,096,419	7.8%	17.7%	74.5%
2024	Oct	182,904	395,327	1,657,991	2,236,222	8.2%	17.7%	74.1%
2024	Nov	207,299	311,136	1,562,857	2,081,292	10.0%	14.9%	75.1%
2024	Dec	223,041	313,720	1,620,127	2,156,888	10.3%	14.5%	75.1%
2024	Jan	196,649	261,955	1,494,549	1,953,153	10.1%	13.4%	76.5%
2025	Feb	159,772	251,408	1,420,043	1,831,223	8.7%	13.7%	77.5%
2025	Mar	162,973	361,974	1,647,924	2,172,871	7.5%	16.7%	75.8%
2025	April	168,392	350,100	1,613,703	2,132,195	7.9%	16.4%	75.7%
2025	May	155,746	382,431	1,606,442	2,144,619	7.3%	17.8%	74.9%
2025	Jun	165,789	300,430	1,453,123	1,919,342	8.6%	15.7%	75.7%

ACCESS ON-TIME PERFORMANCE

Year	Month	On-Time Stops	Late Stops	Total Stops	% On-Time
2022	Jul	93,205	5,992	99,197	94.0%
2022	Aug	97,822	8,555	106,377	92.0%
2022	Sep	97,006	7,326	104,332	93.0%
2022	Oct	98,470	7,558	106,028	92.9%
2022	Nov	93,696	8,752	102,448	91.5%
2022	Dec	91,855	9,179	101,034	90.9%
2022	Jan	96,464	6,446	102,910	93.7%
2023	Feb	89,559	6,943	96,502	92.8%
2023	Mar	102,240	8,215	110,455	92.6%
2023	April	94,014	6,929	100,943	93.1%
2023	May	104,272	8,037	112,309	92.8%
2023	Jun	99,234	7,793	107,027	92.7%
2023	Jul	93,395	8,277	101,672	91.9%
2023	Aug	103,533	8,544	112,077	92.4%
2023	Sep	95,352	10,481	105,833	90.1%
2023	Oct	103,168	9,553	112,721	91.5%
2023	Nov	95,008	9,386	104,394	91.0%
2023	Dec	93,022	8,583	101,605	91.6%
2023	Jan	93,157	8,032	101,189	92.1%
2024	Feb	90,776	9,830	100,606	90.2%
2024	Mar	95,192	9,254	104,446	91.1%
2024	April	94,524	8,169	102,693	92.0%
2024	May	95,295	8,882	104,177	91.5%
2024	Jun	81,419	9,437	90,856	89.6%
2024	Jul	86,796	10,659	97,455	89.1%
2024	Aug	86,716	9,336	96,052	90.3%
2024	Sep	74,612	10,173	84,785	88.0%
2024	Oct	75,794	11,292	87,086	87.0%
2024	Nov	58,835	11,728	70,563	83.4%
2024	Dec	57,755	8,547	66,302	87.1%
2024	Jan	59,507	6,899	66,406	89.6%
2025	Feb	58,406	6,940	65,346	89.4%
2025	Mar	66,687	9,655	76,342	87.4%
2025	April	68,715	8,952	77,667	88.5%
2025	May	66,215	7,568	73,783	89.7%
2025	Jun	65,994	6,906	72,900	90.5%

Updated standard for on-time pickup in FY2024.

RAIL PLANNED SERVICE DELIVERY

Year	Month	Rail Budgeted Stops	Rail Scheduled Stops	Rail Actual Stops	% Rail Delivered Stops (vs budgeted)	% Rail Delivered Stops (vs scheduled)
2024	Jul	1,184,094	1,070,935	1,042,040	88.0%	97.3%
2024	Aug	1,183,344	1,074,571	1,047,942	88.6%	97.5%
2024	Sep	1,132,300	1,064,939	1,045,045	92.3%	98.1%
2024	Oct	1,184,094	1,091,393	1,073,250	90.6%	98.3%
2024	Nov	1,131,316	1,038,569	1,018,385	90.0%	98.1%
2024	Dec	1,172,280	1,082,966	1,056,975	90.2%	97.6%
2025	Jan	1,177,712	1,146,097	1,099,254	93.3%	95.9%
2025	Feb	1,064,154	1,019,263	997,074	93.7%	97.8%
2025	Mar	1,173,818	1,151,252	1,127,115	96.0%	97.9%
2025	April	1,148,208	1,131,169	1,103,800	96.1%	97.6%
2025	May	1,175,390	1,146,804	1,117,155	95.0%	97.4%
2025	Jun	1,136,160	1,151,808	1,104,971	97.3%	95.9%

BUS PLANNED SERVICE DELIVERY

Year	Month	Bus Scheduled Trips	Bus Missed Trips	% Bus Service Delivered	Avg Scheduled Trips per Day	Avg Missed Trips per Day
2024	Jul	361,745	7,599	97.9%	12,058	253
2024	Aug	375,989	7,742	97.9%	12,129	250
2024	Sep	357,723	8,695	97.6%	11,924	290
2024	Oct	377,019	7,808	97.9%	12,162	252
2024	Nov	353,107	7,454	97.9%	11,770	248
2024	Dec	371,901	8,048	97.8%	11,997	260
2025	Jan	328,275	7,284	97.8%	11,724	260
2025	Feb	306,612	9,738	96.8%	11,793	375
2025	Mar	373,963	10,288	97.2%	12,063	332
2025	April	369,972	11,982	96.8%	12,332	399
2025	May	374,583	14,069	96.2%	12,083	454
2025	Jun	323,835	13,087	96.0%	11,994	485

ELEVATOR AVAILABILITY

Year	Month	Total Elevator Revenue Hours	Total Elevator Outage Hours	Elevator Availability
2022	July	155,657	3,031	98.1%
2022	August	156,186	3,341	97.9%
2022	September	156,050	4,347	97.2%
2022	October	161,160	3,385	97.9%
2022	November	165,690	2,647	98.4%
2022	December	179,421	3,093	98.3%
2023	January	178,607	2,224	98.8%
2023	February	160,766	1,334	99.2%
2023	March	177,961	1,625	99.1%
2023	April	168,207	1,688	99.0%
2023	May	181,839	2,536	98.6%
2023	June	180,368	4,195	97.7%
2023	July	184,843	4,421	97.6%
2023	August	185,797	4,007	97.8%
2023	September	179,733	3,261	98.2%
2023	October	185,157	3,752	98.0%
2023	November	180,284	3,319	98.2%
2023	December	185,747	4,038	97.8%
2024	January	185,797	4,298	97.7%
2024	February	173,648	2,826	98.4%
2024	March	185,168	3,314	98.2%
2024	April	179,723	2,781	98.5%
2024	May	186,123	1,753	99.1%
2024	June	178,768	2,718	98.5%
2024	July	185,797	2,226	98.8%
2024	August	185,808	3,679	98.0%
2024	September	179,083	2,077	98.8%
2024	October	185,797	3,412	98.2%
2024	November	179,733	2,255	98.7%
2024	December	185,157	3,922	97.9%
2025	January	186,123	2,892	98.4%
2025	February	167,573	3,095	98.2%
2025	March	184,843	4,742	97.4%
2025	April	179,723	4,970	97.2%
2025	May	185,808	3,537	98.1%
2025	June	180,683	3,989	97.8%

ESCALATOR AVAILABILITY

Year	Month	Total Escalator Revenue Hours	Total Escalator Outage Hours	Escalator Availability
2022	July	344,875	25,009	92.7%
2022	August	346,029	25,524	92.6%
2022	September	342,208	24,757	92.8%
2022	October	355,769	24,227	93.2%
2022	November	353,799	23,761	93.3%
2022	December	373,358	24,526	93.4%
2023	January	372,185	23,254	93.8%
2023	February	336,718	21,148	93.7%
2023	March	373,091	20,370	94.5%
2023	April	347,803	20,002	94.2%
2023	May	374,308	20,888	94.4%
2023	June	364,898	21,037	94.2%
2023	July	373,729	21,836	94.2%
2023	August	375,659	21,655	94.2%
2023	September	363,398	18,570	94.9%
2023	October	374,365	20,189	94.6%
2023	November	363,377	20,901	94.2%
2023	December	374,387	21,669	94.2%
2024	January	375,659	21,968	94.2%
2024	February	351,095	18,062	94.9%
2024	March	374,387	20,611	94.5%
2024	April	363,377	19,451	94.6%
2024	May	376,317	18,330	95.1%
2024	June	361,447	19,243	94.7%
2024	July	375,659	18,749	95.0%
2024	August	375,681	19,113	94.9%
2024	September	362,083	18,564	94.9%
2024	October	375,659	19,968	94.7%
2024	November	363,398	18,600	94.9%
2024	December	374,365	20,892	94.4%
2025	January	376,317	19,683	94.8%
2025	February	338,812	18,586	94.5%
2025	March	373,729	17,216	95.4%
2025	April	363,377	17,455	95.2%
2025	May	375,681	18,246	95.1%
2025	June	365,318	20,399	94.4%

RAIL REAL-TIME ARRIVAL ACCURACY

Year	Month	Rail Total Predictions	Rail Total Accurate Predictions	Rail Total Inaccurate Predictions	Rail Prediction Accuracy
2024	July	6,032,955	5,839,569	193,386	96.8%
2024	August	6,005,207	5,825,282	179,925	97.0%
2024	September	7,634,528	7,471,369	163,159	97.9%
2024	October	10,485,794	10,210,614	275,180	97.4%
2024	November	11,393,476	11,195,344	198,132	98.3%
2024	December	12,013,183	11,768,380	244,803	98.0%
2025	January	11,426,360	11,175,191	251,169	97.8%
2025	February	10,802,074	10,597,129	204,945	98.1%
2025	March	13,500,112	13,179,369	320,743	97.6%
2025	April	12,615,459	12,368,564	246,895	98.0%
2025	May	13,536,162	13,191,483	344,679	97.5%
2025	June	12,526,257	12,123,713	402,544	96.8%

BUS REAL-TIME ARRIVAL ACCURACY

Year	Month	Bus Total Predictions	Bus Total Accurate Predictions	Bus Total Inaccurate Predictions	Bus Prediction Accuracy
2024	July	126,443,391	110,311,827	16,131,564	87.2%
2024	August	140,640,894	124,641,912	15,998,982	88.6%
2024	September	140,679,616	127,978,028	12,701,588	91.0%
2024	October	148,246,448	134,582,093	13,664,355	90.8%
2024	November	128,999,872	115,836,536	13,163,336	89.8%
2024	December	130,595,269	115,389,025	15,206,244	88.4%
2025	January	108,344,757	97,263,064	11,081,693	89.8%
2025	February	126,677,309	115,335,685	11,341,624	91.0%
2025	March	159,532,810	144,835,530	14,697,280	90.8%
2025	April	98,898,484	88,532,264	10,366,220	89.5%
2025	May	60,362,157	54,353,316	6,008,841	90.0%
2025	June	51,428,843	45,943,546	5,485,297	89.3%

BUS AVAILABILITY OF REAL-TIME ARRIVAL INFORMATION

Year	Month	Total Bus Trips	Total Bus Missed Trips	Total Bus Trips with No Data	Total Bus Trips with Predictions	% Missed Trips	% No Data Trips	% Trips with Data
2024	July	306,236	6,450	19,970	279,816	2.1%	6.5%	91.4%
2024	August	358,604	7,737	20,860	330,007	2.2%	5.8%	92.0%
2024	September	289,697	7,197	10,015	272,503	2.5%	3.5%	94.1%
2024	October	359,949	7,668	13,251	339,030	2.1%	3.7%	94.2%
2024	November	337,938	7,531	14,271	316,136	2.2%	4.2%	93.5%
2024	December	355,354	7,864	16,977	330,513	2.2%	4.8%	93.0%
2025	January	318,987	5,552	14,655	298,780	1.7%	4.6%	93.7%
2025	February	297,913	7,350	13,173	277,390	2.5%	4.4%	93.1%
2025	March	344,515	9,877	16,695	317,943	2.9%	4.8%	92.3%
2025	April	353,280	11,736	17,181	324,363	3.3%	4.9%	91.8%
2025	May	331,649	12,551	15,748	303,350	3.8%	4.7%	91.5%
2025	June	327,511	13,194	14,121	300,196	4.0%	4.3%	91.7%

ACCESS MISSED TRIPS

Year	Month	Access Missed Trips - not taken	Access Missed Trips - dwell	Access Trips completed	Access Missed trips %
2024	July	2,296	272	90,558	2.8%
2024	August	1,182	170	90,527	1.5%
2024	September	1,536	404	79,568	2.4%
2024	October	1,880	138	81,677	2.5%
2024	November	2,093	56	65,717	3.3%
2024	December	1,597	57	61,638	2.7%
2025	January	1,557	53	61,168	2.6%
2025	February	1,105	82	60,902	1.9%
2025	March	1,476	91	71,671	2.2%
2025	April	1,161	88	73,302	1.7%
2025	May	916	84	69,789	1.4%
2025	June	905	83	68,599	1.4%

CUSTOMER SATISFACTION: CLEANLINESS

Year	Fiscal Year	Quarter	Rail Customer Satisfaction with Cleanliness	Bus Customer Satisfaction with Cleanliness
2024	2024	Q3	57.0%	62.0%
2024	2024	Q4	68.0%	62.0%
2024	2025	Q1	74.0%	64.0%
2024	2025	Q2	73.0%	63.0%
2025	2025	Q3	65.0%	59.0%
2025	2025	Q4	75.0%	72.0%
2025	2026	Q1	74.0%	67.0%

RIDERSHIP

Trips in thousands		RAIL			BUS			ACCESS			
Year	Month	Total Ridership	Average Weekday Ridership	Average Weekend Ridership	Total Ridership	Average Weekday Ridership	Average Weekend Ridership	Total Ridership	Average Weekday Ridership	Average Weekend Ridership	Total Monthly Ridership
2022	Jul	6,710.3	250.2	145.3	7,872.5	293.8	173.4	110.9	4.6	1.8	14,604.6
2022	Aug	6,588.9	239.9	133.9	8,403.0	298.9	186.3	118.2	4.5	1.7	15,071.0
2022	Sep	6,765.6	260.9	147.6	8,838.4	340.2	185.2	116.1	4.8	1.8	15,693.8
2022	Oct	7,172.2	268.9	161.1	8,768.6	333.5	187.6	118.3	4.8	1.8	16,024.8
2022	Nov	6,648.9	262.5	143.4	8,145.6	319.5	172.7	113.3	4.7	1.7	14,878.8
2022	Dec	6,304.6	242.8	123.3	7,777.4	295.1	157.7	111.9	4.5	1.7	14,190.7
2023	Jan	7,900.6	306.8	162.0	7,653.4	318.8	167.0	113.8	4.8	1.6	16,226.8
2023	Feb	7,487.9	313.7	167.2	7,808.9	328.8	174.0	107.2	4.8	1.6	15,409.2
2023	Mar	10,003.1	355.7	227.9	9,150.2	334.1	182.0	123.3	4.8	1.7	19,267.8
2023	Apr	9,588.9	366.3	226.2	8,767.3	342.0	192.1	113.3	4.8	1.7	18,462.1
2023	May	10,102.6	369.4	224.7	9,550.4	363.0	196.1	126.6	5.0	1.9	19,980.4
2023	Jun	10,119.4	378.3	243.5	9,341.5	347.2	213.6	121.2	4.9	1.8	19,453.8
2023	Jul	10,194.5	376.0	226.2	9,098.9	339.5	205.8	115.4	4.8	1.9	19,408.7
2023	Aug	9,783.8	351.9	211.3	9,574.5	344.7	214.8	126.7	4.8	2.1	19,485.0
2023	Sep	10,166.9	398.0	226.6	9,800.0	389.3	206.1	118.9	5.0	1.9	20,085.7
2023	Oct	10,987.2	408.1	239.7	10,337.9	391.0	213.2	127.1	5.0	1.9	21,452.2
2023	Nov	9,882.3	387.4	218.3	9,297.0	365.1	200.3	117.8	4.8	1.9	19,297.1
2023	Dec	8,586.0	330.7	190.7	9,079.8	328.7	179.8	114.0	4.7	2.0	17,779.8
2024	Jan	8,940.7	343.9	181.2	9,125.4	348.3	178.5	112.2	4.6	1.7	18,178.3
2024	Feb	9,537.5	385.4	202.2	9,650.3	376.6	213.0	112.6	4.8	1.8	19,300.4
2024	Mar	11,623.0	427.9	263.7	9,906.4	371.7	208.0	117.7	4.7	1.9	21,647.1
2024	Apr	11,538.9	424.3	275.5	10,392.0	387.9	230.8	115.4	4.6	1.9	22,046.3
2024	May	11,264.2	418.3	234.6	11,014.4	411.6	218.0	117.4	4.6	1.8	22,395.9
2024	Jun	10,809.1	421.2	252.6	10,231.5	398.8	246.0	101.6	4.3	1.8	21,142.2
2024	Jul	11,053.4	397.4	232.9	10,330.5	375.1	233.4	107.8	4.2	1.7	21,491.8
2024	Aug	10,199.6	371.6	224.8	10,566.3	382.4	241.8	107.5	4.2	1.8	20,873.4
2024	Sep	10,964.6	426.0	251.3	10,947.1	425.7	240.4	94.1	3.9	1.7	22,005.8
2024	Oct	12,423.7	450.1	280.6	11,688.9	429.2	251.7	97.1	3.7	1.7	24,209.8
2024	Nov	10,017.6	398.0	232.5	10,050.3	398.2	229.8	78.5	3.2	1.4	20,146.4
2024	Dec	9,745.9	368.7	215.7	9,501.7	359.5	197.9	74.0	2.9	1.3	19,321.6
2025	Jan	9,774.0	367.9	206.7	8,952.9	336.5	192.1	72.4	2.9	1.1	18,799.3
2025	Feb	10,002.6	423.9	214.3	9,222.8	381.2	213.7	72.2	3.2	1.3	19,297.6
2025	Mar	13,855.2	507.6	319.5	10,877.5	408.3	233.1	84.8	3.4	1.3	24,817.5
2025	Apr	14,069.9	527.2	308.8	10,836.7	406.5	236.0	86.8	3.5	1.3	24,993.4
2025	May	13,246.9	505.4	268.3	10,956.6	406.6	235.0	82.9	3.3	1.3	24,286.3
2025	Jun	13,231.4	512.1	299.6	10,112.1	392.2	232.9	81.7	3.4	1.3	23,425.2

EMPLOYEE HOURS

Year	Month	Rail Employee Hours	Bus Employee Hours	All Other Employee Hours	Total Employee Hours
2022	July	952,114	586,164	376,097	1,914,376
2022	August	1,033,741	616,954	415,463	2,066,158
2022	September	1,011,995	586,838	394,014	1,992,847
2022	October	1,020,757	591,182	397,841	2,009,780
2022	November	975,823	579,199	391,568	1,946,591
2022	December	979,677	590,962	387,025	1,957,664
2023	January	1,011,050	605,190	388,740	2,004,980
2023	February	949,348	563,263	361,489	1,874,100
2023	March	1,105,766	645,368	450,290	2,201,424
2023	April	1,018,810	601,783	400,833	2,021,426
2023	May	1,073,160	642,448	445,350	2,160,957
2023	June	1,013,918	616,528	478,163	2,108,609
2023	July	990,347	622,034	453,061	2,065,442
2023	August	1,051,252	655,717	509,415	2,216,383
2023	September	967,506	603,126	465,621	2,036,252
2023	October	1,009,591	612,857	485,714	2,108,162
2023	November	977,570	593,856	443,502	2,014,929
2023	December	969,464	608,309	419,453	1,997,226
2024	January	1,041,046	639,767	454,684	2,135,498
2024	February	979,888	604,013	429,569	2,013,470
2024	March	1,053,927	636,802	400,547	2,091,276
2024	April	1,064,262	632,043	408,762	2,105,067
2024	May	1,082,655	648,186	415,743	2,146,584
2024	June	1,025,443	610,961	374,674	2,011,078
2024	July	1,097,239	642,913	423,367	2,163,520
2024	August	1,062,978	641,837	424,065	2,128,880
2024	September	1,016,188	603,667	401,479	2,021,334
2024	October	1,098,555	650,812	440,815	2,190,182
2024	November	1,003,083	606,922	386,230	1,996,235
2024	December	1,044,811	643,431	396,906	2,085,148
2025	January	1,101,833	651,600	421,935	2,175,368
2025	February	985,617	618,097	380,119	1,983,833
2025	March	1,086,525	702,831	415,916	2,205,272
2025	April	1,079,705	673,949	427,674	2,181,327
2025	May	1,078,696	670,366	417,013	2,166,076
2025	June	1,036,397	638,737	407,777	2,082,910

VEHICLE REVENUE MILES

Year	Month	Rail Vehicle Revenue Miles	Bus Vehicle Revenue Miles	Vehicle Revenue Miles	Total Vehicle Revenue Miles
2022	July	4,152,128	2,961,486	1,578,639	8,692,253
2022	August	4,583,511	3,417,646	1,651,703	9,652,860
2022	September	4,878,431	3,130,850	1,602,626	9,611,907
2022	October	5,574,796	3,282,196	1,612,937	10,469,929
2022	November	5,907,832	3,190,989	1,543,054	10,641,875
2022	December	6,272,558	3,193,256	1,517,913	10,983,727
2023	January	6,770,054	3,061,175	1,521,232	11,352,461
2023	February	6,192,772	3,020,125	1,465,267	10,678,164
2023	March	7,253,542	3,271,519	1,656,799	12,181,860
2023	April	7,361,630	3,072,538	1,521,628	11,955,796
2023	May	7,345,066	3,161,180	1,678,245	12,184,491
2023	June	7,964,342	3,124,043	1,599,138	12,687,523
2023	July	8,300,893	3,181,060	1,557,944	13,039,897
2023	August	8,104,575	3,301,150	1,731,789	13,137,514
2023	September	8,424,801	3,099,004	1,635,106	13,158,911
2023	October	8,565,991	3,224,212	1,710,624	13,500,827
2023	November	8,259,350	3,109,104	1,585,593	12,954,047
2023	December	8,428,128	3,205,287	1,536,425	13,169,840
2024	January	8,631,051	3,282,079	1,503,065	13,416,195
2024	February	7,676,569	3,081,974	1,527,599	12,286,142
2024	March	8,551,572	3,202,434	1,587,963	13,341,969
2024	April	7,988,959	3,245,369	1,595,245	12,829,573
2024	May	8,244,216	3,304,557	1,602,076	13,150,849
2024	June	7,449,045	3,338,575	1,394,157	12,181,777
2024	July	8,296,594	3,307,588	1,556,513	13,160,695
2024	August	8,280,310	3,305,789	1,595,341	13,181,440
2024	September	7,840,608	3,134,029	1,402,635	12,377,272
2024	October	8,036,918	3,294,594	1,544,623	12,876,135
2024	November	7,498,882	3,100,868	1,253,060	11,852,810
2024	December	7,863,660	3,243,761	1,195,230	12,302,651
2025	January	7,977,276	3,183,529	1,186,151	12,346,956
2025	February	7,278,930	2,950,291	1,202,882	11,432,103
2025	March	8,547,698	3,268,618	1,394,492	13,210,808
2025	April	8,316,920	3,202,793	1,503,772	13,023,485
2025	May	8,128,148	3,227,542	1,439,440	12,795,130
2025	June	8,280,074	3,142,980	1,381,780	12,804,834

Denominator for multiple safety measures.

CUSTOMER / EMPLOYEE FATALITIES

Year	Month	Rail Fatalities	Bus Fatalities	Access Fatalities	Total Fatalities
2022	July	0	1	0	1
2022	August	0	0	0	0
2022	September	0	0	0	0
2022	October	0	0	0	0
2022	November	0	0	0	0
2022	December	1	1	0	2
2023	January	0	0	0	0
2023	February	1	0	0	1
2023	March	0	0	0	0
2023	April	0	0	0	0
2023	May	0	0	0	0
2023	June	1	0	0	1
2023	July	0	0	0	0
2023	August	0	0	0	0
2023	September	0	0	0	0
2023	October	0	0	0	0
2023	November	0	0	0	0
2023	December	0	0	0	0
2024	January	1	0	0	1
2024	February	0	0	0	0
2024	March	1	0	0	1
2024	April	2	0	0	2
2024	May	1	0	0	1
2024	June	0	0	0	0
2024	July	1	0	0	1
2024	August	1	0	0	1
2024	September	0	0	0	0
2024	October	0	0	0	0
2024	November	0	0	0	0
2024	December	0	0	0	0
2025	January	2	0	0	2
2025	February	0	0	0	0
2025	March	0	0	0	0
2025	April	0	0	1	1
2025	May	0	0	0	0
2025	June	0	0	0	0

BUS SAFETY EVENT RATE

Year	Month	Bus Collisions	Bus Fires	Bus Hazardous Materials Spills	Bus Other Safety Events	Bus Total Safety Events	Bus Safety Event Rate
2022	July	21	0	0	0	21	70.9
2022	August	11	1	0	0	12	35.1
2022	September	17	0	0	6	23	73.5
2022	October	12	1	0	2	15	45.7
2022	November	11	1	0	0	12	37.6
2022	December	15	0	0	0	15	47.0
2023	January	14	0	0	0	14	45.7
2023	February	13	0	0	1	14	46.4
2023	March	15	0	0	1	16	48.9
2023	April	11	0	0	0	11	35.8
2023	May	22	0	0	0	22	69.6
2023	June	16	1	0	1	18	57.6
2023	July	17	0	0	0	17	53.4
2023	August	21	1	0	0	22	66.6
2023	September	24	0	0	0	24	77.4
2023	October	14	0	0	1	15	46.5
2023	November	12	0	0	0	12	38.6
2023	December	15	1	0	0	16	49.9
2024	January	23	0	0	0	23	70.1
2024	February	13	0	0	0	13	42.2
2024	March	12	0	0	1	13	40.6
2024	April	15	1	0	0	16	49.3
2024	May	18	0	0	0	18	54.5
2024	June	19	0	0	1	20	59.9
2024	July	14	0	0	0	14	42.3
2024	August	24	1	0	0	25	75.6
2024	September	25	0	0	0	25	79.8
2024	October	21	0	0	0	21	63.7
2024	November	31	0	0	0	31	100.0
2024	December	14	0	0	0	14	43.2
2025	January	17	0	0	0	17	53.4
2025	February	18	0	0	0	18	61.0
2025	March	13	0	0	1	14	42.8
2025	April	19	0	0	0	19	59.3
2025	May	15	0	0	1	16	49.6
2025	June	22	0	0	0	22	70.0

RAIL SAFETY EVENT RATE

Year	Month	Rail Collisions	Rail Derailments	Rail Fires	Rail Hazardous Materials Spills	Rail Other Safety Events	Rail Total Safety Events	Rail Safety Event Rate
2022	July	0	0	2	1	1	4	9.6
2022	August	1	1	0	1	0	3	6.5
2022	September	0	3	2	0	0	5	10.2
2022	October	2	1	0	0	0	3	5.4
2022	November	0	0	2	0	0	2	3.4
2022	December	1	0	2	0	0	3	4.8
2023	January	0	0	1	0	1	2	3.0
2023	February	1	0	2	1	0	4	8.1
2023	March	1	0	2	0	0	3	4.1
2023	April	4	1	1	0	0	6	8.2
2023	May	4	0	0	0	1	5	6.8
2023	June	2	1	0	0	0	3	3.8
2023	July	1	1	4	0	0	6	7.2
2023	August	2	1	1	0	0	4	4.9
2023	September	0	1	0	0	0	1	1.2
2023	October	0	0	1	0	0	1	1.2
2023	November	1	0	0	0	0	1	1.2
2023	December	0	2	0	0	0	2	2.4
2024	January	2	0	0	0	0	2	2.3
2024	February	1	0	1	0	1	3	3.9
2024	March	0	0	0	0	1	1	1.2
2024	April	3	1	0	0	0	4	5.0
2024	May	1	1	1	0	0	3	3.6
2024	June	0	0	0	0	1	1	1.3
2024	July	1	0	3	0	0	4	4.8
2024	August	2	0	0	0	2	4	4.8
2024	September	0	0	0	0	1	1	1.3
2024	October	0	1	1	0	0	2	2.5
2024	November	0	0	0	0	0	0	0.0
2024	December	2	0	0	0	0	2	2.5
2025	January	3	0	0	0	0	3	3.8
2025	February	0	0	0	0	0	0	0.0
2025	March	1	0	3	0	0	4	4.7
2025	April	0	0	1	0	1	2	2.4
2025	May	0	0	0	0	1	1	1.2
2025	June	0	0	0	0	0	0	0.0

ACCESS SAFETY EVENT RATE

Year	Month	Access Collisions	Access Fires	Access Hazardous Materials Spills	Access Other Safety Events	Access Total Safety Events	Access Safety Event Rate
2022	July	5	0	0	0	5	31.7
2022	August	5	0	0	0	5	30.3
2022	September	7	0	0	0	7	43.7
2022	October	7	0	0	1	8	49.6
2022	November	5	0	0	0	5	32.4
2022	December	4	0	0	0	4	26.4
2023	January	7	0	0	0	7	46.0
2023	February	4	0	0	0	4	27.3
2023	March	1	0	0	0	1	6.0
2023	April	1	0	0	0	1	6.6
2023	May	2	0	0	0	2	11.9
2023	June	3	0	0	0	3	18.8
2023	July	2	0	0	0	2	12.8
2023	August	1	0	0	0	1	5.8
2023	September	2	0	0	0	2	12.2
2023	October	5	0	0	0	5	29.2
2023	November	1	0	0	0	1	6.3
2023	December	4	0	0	0	4	26.0
2024	January	4	0	0	0	4	26.6
2024	February	3	0	0	0	3	19.6
2024	March	6	0	0	0	6	37.8
2024	April	6	0	0	0	6	37.6
2024	May	5	0	0	0	5	31.2
2024	June	2	0	0	0	2	14.3
2024	July	5	0	0	0	5	32.1
2024	August	3	0	0	0	3	18.8
2024	September	0	0	0	0	0	0.0
2024	October	4	0	0	0	4	25.9
2024	November	1	0	0	0	1	8.0
2024	December	0	0	0	0	0	0.0
2025	January	4	0	0	0	4	33.7
2025	February	4	0	0	0	4	33.3
2025	March	5	0	0	0	5	35.9
2025	April	2	0	0	0	2	13.3
2025	May	4	0	0	0	4	27.8
2025	June	0	0	0	0	0	0.0

FLEET RELIABILITY

		RAIL			BUS			ACCESS		
Year	Month	Mechanical Incidents	Total Miles	Mean Distance Between Failure	Mechanical Incidents	Total (Odometer) Miles	Mean Distance Between Failure	Mechanical Incidents	Total (Odometer) Miles	Mean Distance Between Failure
2022	July	238	4,276,126	17,967	553	3,974,624	7,187	90	1,941,168	21,569
2022	August	277	4,719,332	17,037	613	4,057,200	6,619	90	2,001,953	22,244
2022	September	229	5,023,358	21,936	514	3,886,006	7,560	71	1,760,463	24,795
2022	October	241	5,574,796	23,132	505	3,964,145	7,850	83	1,955,495	23,560
2022	November	253	5,907,832	23,351	492	3,799,422	7,722	72	1,905,096	26,460
2022	December	246	6,297,802	25,601	492	3,963,173	8,055	68	1,933,130	28,428
2023	January	236	6,741,118	28,564	485	3,897,696	8,036	73	1,916,740	26,257
2023	February	223	6,192,772	27,770	460	3,568,454	7,758	64	1,801,906	28,155
2023	March	233	7,253,542	31,131	427	4,056,844	9,501	72	2,066,900	28,707
2023	April	228	7,361,630	32,288	471	3,834,352	8,141	87	1,923,743	22,112
2023	May	224	7,797,352	34,810	515	4,015,501	7,797	88	2,085,608	23,700
2023	June	222	7,964,342	35,875	531	4,029,834	7,589	56	1,997,967	35,678
2023	July	353	8,544,626	24,206	648	4,029,223	6,218	80	1,932,014	24,150
2023	August	276	8,364,640	30,307	631	4,161,918	6,596	76	2,119,086	27,883
2023	September	271	8,666,182	31,979	568	3,840,077	6,761	87	2,030,455	23,339
2023	October	250	8,811,872	35,247	571	3,980,593	6,971	71	2,085,609	29,375
2023	November	253	8,496,240	33,582	604	3,874,950	6,415	79	1,957,704	24,781
2023	December	286	8,670,098	30,315	531	3,957,227	7,452	79	1,910,612	24,185
2024	January	275	8,870,994	32,258	592	3,925,880	6,632	77	1,884,491	24,474
2024	February	188	7,889,256	41,964	610	3,835,544	6,288	83	1,925,271	23,196
2024	March	252	8,819,386	34,998	599	4,092,278	6,832	83	2,013,890	24,264
2024	April	242	8,238,708	34,044	627	4,009,956	6,395	88	2,014,123	22,888
2024	May	237	8,501,612	35,872	796	4,111,968	5,166	82	2,046,109	24,953
2024	June	298	7,681,546	25,777	740	3,915,735	5,292	68	1,796,374	26,417
2024	July	364	8,296,594	22,793	823	4,096,892	4,978	75	1,886,305	25,151
2024	August	334	8,280,310	24,791	746	4,187,954	5,614	80	1,881,904	23,524
2024	September	280	8,187,512	29,241	629	3,924,445	6,239	59	1,330,497	22,551
2024	October	285	8,381,890	29,410	681	4,044,891	5,940	75	1,905,653	25,409
2024	November	237	7,827,900	33,029	579	3,914,353	6,761	62	1,795,004	28,952
2024	December	236	8,162,470	34,587	661	4,072,740	6,161	63	1,360,154	21,590
2025	January	337	8,300,948	24,632	595	3,904,737	6,563	78	1,576,667	20,214
2025	February	223	7,532,874	33,780	613	3,694,765	6,027	62	1,410,341	22,747
2025	March	280	8,816,826	31,489	656	4,100,812	6,251	70	1,686,531	24,093
2025	April	252	8,604,040	34,143	650	4,047,612	6,227	70	1,730,360	23,867
2025	May	279	8,394,230	30,087	784	4,080,096	5,204	71	1,802,018	25,381
2025	June	450	8,546,020	18,991	688	3,942,560	5,730	73	1,766,912	24,204

Appendix H – Board Budget Resolution

PRESENTED AND ADOPTED: April 23, 2026

SUBJECT: ADOPTION OF FISCAL YEAR 2027 OPERATING AND CAPITAL BUDGETS, SERVICE CHANGES, AND FISCAL YEAR 2027-2032 CAPITAL IMPROVEMENT PROGRAM, APPROVAL OF TITLE VI ANALYSIS AND PUBLIC ENGAGEMENT REPORT, AND APPROVAL OF DEBT MANAGEMENT POLICY GUIDELINES

2026-09

RESOLUTION
OF THE
BOARD OF
DIRECTORS OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, Compact Sections 23 and 24 require the Board of Directors to adopt a balanced capital budget and a balanced operating budget each year; and

WHEREAS, The Board has considered the General Manager and Chief Executive Officer's proposed fiscal year (FY) 2027 operating and capital budgets and FY 2027-2032 Capital Improvement Program (CIP); and

WHEREAS, Pursuant to the Public Participation Plan, the Board held three public hearings on February 3, 4, and 5 (one was held in an area served by the Northern Virginia Transportation Commission pursuant to VA Acts of Assembly Ch. 854 Enact. Cl. 8 and one held virtually), on the proposed operating and capital budgets, service changes, and the FY 2027-2032 CIP, as well as public outreach for the Title VI equity analysis; and

WHEREAS, Following the public hearings, staff prepared a Public Participation Report (Attachment A) and a Title VI analysis (Attachment B) on the proposed service changes, which showed that the proposed changes do not result in a disparate impact on minority populations nor a disproportionate burden on low-income populations; and

WHEREAS, The implementation of the 2025 Better Bus Network and related changes to local bus networks has revised the geographic area over which Federal Transit Administration (FTA)-required paratransit service must be provided; and

WHEREAS, WMATA has held in abeyance since 2010 the change of the paratransit service area back to federal minimum requirements as contemplated in Resolution 2010-31; and

Motioned by Mr. McAndrew, seconded by Mr. Alcorn
Ayes: 6- Ms. Santos, Mr. McAndrew, Mr. Alcorn, Dr. Hadden Loh, Ms. Weber and Mr. Flowers

WHEREAS, Staff recommends defining the paratransit service area as the geographic area covered by 1) the FY 2026 paratransit service area and 2) any additional areas necessary to meet federal minimum requirements for complementary paratransit associated with service changes made by WMATA or local transit providers where WMATA provides paratransit service; and

WHEREAS, The Passenger Rail Investment and Improvement Act (PRIIA) funding which was re-authorized in Sections 30019(b) and (c) of the Infrastructure Investment and Jobs Act of 2021 requires the Secretary of Transportation to use $5 million of the PRIIA allocation to WMATA exclusively for WMATA's Office of Inspector General (OIG) for each fiscal year in which WMATA makes available $5 million in non-federal funds for use exclusively by the OIG; and

WHEREAS, The WMATA Dedicated Funding Grant Agreement with the District of Columbia requires the Board to consider whether the most recent approved FTA indirect cost rates described in Attachment G are appropriate to apply to the capital program funded by the contributing jurisdictions; and

WHEREAS, The WMATA Dedicated Funding Grant Agreement with Maryland requires the Board to adopt a debt management policy and to review and approve that policy annually; and

WHEREAS, The proposed capital budget includes the issuance of debt (including the issuance of bonds) as a partial funding source; and

WHEREAS, WMATA intends to reimburse itself from bond proceeds, if and when issued, for eligible expenditures on CIP projects incurred before the issuance of the bonds noted as debt in Attachment F hereto to the extent permitted by the Internal Revenue Code of 1986 and applicable IRS regulations; and

WHEREAS, Abilities-Ride now transports more customers than traditional Metro Access and therefore staff recommends that Abilities-Ride trips be expressly included in the paratransit subsidy formula allocation; and

WHEREAS, The WMATA Compact empowers WMATA to coordinate the delivery of a unified regional transit system; and

WHEREAS, The Board of Directors and the Metropolitan Washington Council of Governments' Board adopted the DMV*Moves* resolution on November 17, 2025, calling for a more consistent and regionally integrated fare policy as part of realizing a seamless, integrated, world class transit network for the National Capital Region; and

WHEREAS, Fare revenue materially supports operating budgets for safe, frequent, and reliable service; and

WHEREAS, WMATA continues to make progress on reducing fare evasion through enforcement, systems modernization, customer education and communications, and reduced fare initiatives; and

WHEREAS, Fragmented regional fare policies, systems, and enforcement undermine regional fare collection efforts and, therefore, impact operating budgets and limit the delivery of safe, frequent, and reliable service the National Capital Region needs; and

WHEREAS, Increasing fare payment compliance and revenue requires shared, unified action by WMATA and state and local entities; and

WHEREAS, The District of Columbia has requested the Board not adopt the recently added additional Metro bus service changes in the District of Columbia scheduled to start in December 2026 as shown in Attachment E; and

WHEREAS, The Board desires to reevaluate these unadopted Metro bus service changes should additional funding be made available;

NOW, THEREFORE, be it

RESOLVED, That the Board of Directors approves the Public Participation Report on the proposed FY 2027 operating and capital budgets and FY 2027-2032 Capital Improvement Program, set forth in Attachment A; and be it further

RESOLVED, That the Board of Directors approves the Title VI analysis set forth in Attachment B; and be it further

RESOLVED, That the Board of Directors adopts the operating budget (inclusive of all operating reimbursable projects and debt service for gross revenue bonds) of $2.7 billion, with revenues, expenses, and subsidies detailed in Attachments C and D using the Board-approved subsidy formulae; and be it further

RESOLVED, That the Board of Directors adopts the service changes set forth in Attachment E with Bus and Rail Service changes becoming effective on or about June 30, 2026, and other dates as set forth in Attachment E; and be it further

RESOLVED, That the Board of Directors adopts a paratransit service area consisting of the geographic area covered by 1) the FY 2026 paratransit service area and 2) any additional areas necessary to meet federal minimum requirements for complementary paratransit associated with service changes made by WMATA or local transit providers where WMATA provides paratransit service; and be it further

RESOLVED, That the Board of Directors amends Attachment B of Resolution 2025-03 to expressly include the trips of the Abilities-Ride program in the paratransit subsidy allocation; and be it further

RESOLVED, That the Board of Directors adopts the FY 2027 capital budget of $2.1 billion and the FY 2027-2032 Capital Improvement Program of $13.5 billion as set forth in Attachment F; and be it further

RESOLVED, That the Board of Directors has considered the use of the most recent Federal Transit Administration (FTA)-approved indirect cost rate set and directs staff to apply that indirect cost rate set as described in Attachment G to all projects, including those funded by jurisdictional capital contributions in the FY 2027 capital budget; provided, however, staff is authorized to apply the proposed FY 2027 rate set once approved by FTA or any other FTA approved rate set during the fiscal year without further action of the Board of Directors as long as the new rate set does not cause an increase in the subsidy or capital contributions paid by any jurisdiction; and be it further

RESOLVED, That the Board of Directors adopts the Debt Management Policy Guidelines, as set forth in Attachment H; and be it further

RESOLVED, That the Board of Directors authorizes the General Manager and Chief Executive Officer, the Executive Vice President and Chief Financial Officer, or their designees to: 1) execute agreements with municipal finance professionals, including underwriters; and 2) draft preliminary bond offering documents for the issuance of tax exempt Dedicated Revenue Bonds through a negotiated sale method in a principal amount not to exceed the amount of debt contained in the adopted FY 2027 capital budget; and be it further

RESOLVED, That the Board of Directors authorizes WMATA to reimburse itself from bond proceeds, if and when issued, for eligible expenditures on Capital Improvement Program projects incurred before the issuance of the bonds noted as debt in Attachment F hereto to the extent permitted by the Internal Revenue Code of 1986 and applicable IRS regulations; and be it further

RESOLVED, That as required by Section 30019(c) of the Infrastructure Investment and Jobs Act of 2021, which amends the requirements of the Passenger Rail Infrastructure Investment Act, at least $5 million of non-federal funds shall be provided from the operating budget for use exclusively by WMATA's Office of Inspector General (OIG) in addition to any other non-federal funds necessary to match any unspent Passenger Rail Infrastructure Investment Act funds allocated for the use of the OIG from a prior fiscal year; and be it further

RESOLVED, That the Board of Directors approves one or more transfers in an aggregate amount not to exceed $133 million of operating expenses from the FY 2027 operating budget to the FY 2027 capital budget for the payment of eligible preventive maintenance expenditures; and be it further

RESOLVED, That the Board of Directors authorizes the General Manager and Chief Executive Officer to reprogram up to $8 million in capital funding to support operating revenue losses caused by service disruptions associated with major capital projects; and be it further

RESOLVED, That $72.3 million of debt service payments resulting from the issuance of Series 2017A, 2017B, and 2018 bonds are due from and allocated to the participating jurisdictions as set forth in Attachment D; and be it further

RESOLVED, That the Board of Directors affirms WMATA's continued modernization of its fare system and enforcement of fare payment, and be it further

RESOLVED, That the Board of Directors (1) supports WMATA's ongoing collaboration with regional transit partners and (2) directs WMATA to advance a unified, regional, modern fare strategy, that includes unified fare policy, payment enforcement, systems and technology investments, and customer communication and education campaigns, all of which improves revenue collection regionwide and enables customers to travel throughout the region safely, seamlessly, affordably, and efficiently; and be it further

RESOLVED, That in order to implement the operating and capital budgets, the General Manager and Chief Executive Officer, the Executive Vice President and Chief Financial Officer, or their designees are authorized to: (1) file and execute grant applications and accept grants or other financial assistance on behalf of WMATA for funds from the federal government or any other public or private entity regardless of whether a local match is required without further action by the Board of Directors, so long as the acceptance of such grant or other financial assistance does not result in the increase in expenditures above the approved FY 2027-2032 Capital Improvement Program or the approved operating budget or otherwise require approval by the Board of Directors; (2)

conduct public hearings at any time during the fiscal year in furtherance of the implementation of the FY 2027-2032 Capital Improvement Program; and (3) execute and file the annual Federal Transit Administration Certifications and Assurances as a prerequisite to the submission of federal grant applications;

RESOLVED, That Attachment E is amended to delete the Metro bus service changes in the District of Columbia which would have been scheduled to start in December 2026, subject to the Board of Directors accepting a new Title VI analysis of the remaining Metro bus service changes shown in Attachment E; and be it further

RESOLVED, That staff is directed to make conforming changes to the FY 2027 operating budget and operating subsidy allocation necessary to implement the deletion of the Metro bus service changes in the District of Columbia scheduled to start in December 2026; and be it finally

RESOLVED, That to allow staff to timely apply for FY 2027 grants, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

Patricia Y. Lee
Executive Vice President, Chief Legal Officer, and General Counsel

WMATA File Structure Nos.:
4.2.2 Fiscal Year Budgets

PRESENTED AND ADOPTED: June 25, 2026

SUBJECT: AMENDMENT TO THE FY 2027 OPERATING BUDGET AND SERVICE PLAN TO INCLUDE THE PROPOSED NEW BUS SERVICE IN THE DISTRICT OF COLUMBIA

2026-17

RESOLUTION
OF THE
BOARD OF DIRECTORS
OF THE
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY

WHEREAS, In Resolution 2026-09, the Board of Directors adopted, among other things, the FY 2027 operating budget and rail and bus service changes; and

WHEREAS, Due to funding availability, at the request of the District of Columbia, the Board of Directors amended Attachment E (FY 2027 Service Changes) to Resolution 2026-09 to delete the proposed new bus service in the District of Columbia that was scheduled to begin in December 2026 subject to the Board accepting a new Title VI analysis; and

WHEREAS, The District of Columbia now has funding available to support the proposed new bus service in the District of Columbia scheduled to begin in December 2026, which advances the Strategic Transformation Plan goal of providing more service to the region;

NOW THEREFORE, be it

RESOLVED, That the Board of Directors rescinds the 19th and 20th RESOLVED clauses in Resolution 2026-09; and amends and adopts Attachment E (FY 2027 Service Changes) to Resolution 2026-09 to read as originally submitted to the Finance and Capital Committee, attached hereto; and be it further;

RESOLVED, That the Board of Directors reaffirms Attachment C (FY 2027 Operating Budget) and Attachment D (FY 2027 Summary of State/Local Operating Requirement) to Resolution 2026-09, attached hereto, and be it finally

Motioned by Ms. Santos, seconded by Dr. Hadden Loh
Ayes: 8- Ms. Santos, Mr. McAndrew, Mr. Alcorn, Mr. Bedell, Dr. Hadden Loh, Ms. Weber, Ms. Burns and Mr. Flowers

RESOLVED, That to provide for the planning of the now funded new bus service in the District of Columbia scheduled to begin in December 2026, this Resolution shall be effective immediately.

Reviewed as to form and legal sufficiency,

Patricia Y. Lee
Executive Vice President, Chief Legal Officer, and General Counsel

WMATA File Structure No.:
4.2.2 Fiscal Year Budgets

Appendix I – 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.
ART	Refers to Arlington Transit bus service in Virginia with connections to Metro stations along the Orange, Silver, Blue, and Yellow lines.
Articulated bus **(Also see Slinky bus)**	A bus that comprises two or more rigid sections linked by a pivoting joint (articulation) enclosed by protective bellows inside and outside and a cover plate on the floor.
Assets	Property owned by Metro which has monetary value with a future benefit.
Audit	An inspection of an individual or organization's accounts, typically by an independent body.
Automatic Door Operations	A technology allowing train doors to open automatically when the train is properly aligned with the station platform.
Automatic Train Operations	A technology that can allow the automated control of a train's acceleration, deceleration and speed.
Balanced Budget	Refers to a budget where estimated revenues are equal to or greater than estimated expenses.

Better Bus Network	Refers to Metro's overarching initiative to improve Metro Bus for the region, including new facilities, zero-emission vehicles, improved bus communications and more bus lanes and transit signals. The network was implemented in June 2025.
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.
BudStat	Monthly meeting to discuss status of Operations' financials and procurements by office with senior leadership across Operations, Procurement and Finance departments.
Bus Shelter	A shelter for customers 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 Metro Bus customers and is equipped with a trash receptacle.
Bus Stop	Refers to a stop indicated by a sign for customers to wait for the bus.

Canopy	The roof-type structure above Metro station entrances or above bus stations/terminals used to protect the entryway or customers from inclement weather.
Capital Assets	Assets of a material value that have 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 in which they are incurred.
Collective Bargaining Agreement	Refers to a written legal contract between an employer and a union representing employees covering topics such as, but not limited to, wages, work hours and employment conditions.
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.
Congestion Mitigation & Air Quality Improvement Program	A federally funded program of surface transportation improvements designed to improve air quality and mitigate congestion.
Contingency Funds	Operating and capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.
Coronavirus **(Also see Covid-19)**	Refers to a family (Coronaviridae) of large single-stranded RNA viruses that have a lipid envelope studded with club-shaped spike proteins, infect birds and many mammals including humans, and include the causative agents of MERS, SARS, and Covid-19; also, an illness caused by a coronavirus.

Coronavirus Aid, Relief, and Economic Security Act (CARES)	A law which provided an economic relief package of more than $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 (CRRSAA)	A law which provided supplemental appropriations for Covid-19 relief which included $14 billion allocated to support the transit industry.
Cost Allocation	Refers to a process by which indirect or common costs are distributed to multiple cost objects (i.e., job, task, or business unit) based on a prescribed basis or methodology. For example, overhead costs such as IT support are allocated to the transportation modes on a percentage basis.
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) and is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure.
DASH	Refers to the City of Alexandria’s bus system with connections to Metro Rail at Yellow and Blue line stations.
DC Circulator	Refers to a previous bus system funded by D.C. Government with support from Metro to take people to Washington, D.C.'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.
Decarbonization	Reduction or elimination of carbon dioxide emissions from process.
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 if 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.
DMV*Moves*	A joint initiative of the Metropolitan Washington Council of Governments and Washington Metropolitan Area Transit Authority to create a unified vision and sustainable funding model for the region's transit network.
Electronic Health Record	Digital version of a patient's health record implemented to enhance availability and security.
Enterprise Fund	Refers to the sole fund for Metro with income sources classified as passenger fares and parking fees, federal funds, state and local funds, dedicated funding, business revenues, other sources and debt.
Enterprise Resource Planning	Software solution used by organizations to manage daily business functions such as human capital, payroll, enterprise learning management, procurement, financial management and reporting.
Fairfax Connector	The bus system that runs seven days a week with service throughout Fairfax County, Virginia and to Metro 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 Metro Rail or Metro Bus. Paper farecards are no longer accepted by bus or at rail faregates (as of March 2016).
Fare Evasion	When an individual uses transit or attempts to do so without paying the posted fare.
Fiscal Year	A 12-month period used to report financial results. WMATA's fiscal year extends from July to June.

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 to keep it from moving or rolling while on the bus.
Grades of Automation (GoA)	Refers to an international standard for grades of automation with rail systems. Metro Rail was originally designed as a GoA 2 system with semi-automatic movement: Automatic functions for setting the train in motion and stopping the train, and operator-controlled functions for door closure and train operations in the event of a disruption.
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 customer demand changes.
In-fill Station	A Metro station built between two existing stations after the stations on either side are already in use.
Infrastructure	Assets that make up WMATA's transportation system, including maintenance facilities, rail tracks, signals, stations, elevated structures and power stations.
Instructional System Design	Practice of systematically designing, developing and delivering instructional materials and experiences, both digital and physical, to support long term learning
Joint Development Agreement	A Board-approved agreement between WMATA and an outside developer collaborating to work on a project or initiative.
Jurisdictional Subsidy	Funding provided to Metro by its jurisdictional partners for the operating budget.
Key Performance Indicator	Performance metrics aligned to strategic goals and objectives to monitor progress toward an established goal.
Kids Ride Free	A pass for unlimited travel on Metro Bus and Metro Rail for K-12 students under 21 years of age who are enrolled in school in the District of Columbia.

Kiss and Ride	Refers to an area within a station where commuters are driven by private car and dropped off to board Metro Bus or Metro Rail.
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.
Metro Lift	An income-qualified reduced fare program that offers a 50 percent discount on Metro Bus and Metro Rail trips for customers in D.C., Maryland, and Virginia who qualify for the Supplemental Nutritional Assistance Program.
Mezzanine	The area of a Metro station near the entrance level that contains faregates, fare vendors and kiosk.
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 Metro Bus locations to track the arrival times for bus operators and customers.
Office	An organizational unit that falls under the structure of a department.
Operating Expenses	Costs associated with the day-to-day operations of service delivery, including, but not limited to, labor, material, fuel, power, security and professional services.
Operating Revenues	Revenues generated through Metro operations, including revenue from passenger fares, parking, advertising, joint development, fiber option leases,

	investment income and other sources of revenue generated through Metro operations.
Paratransit	Refers to scheduled service for people who cannot use regular fixed-route bus service. Metro Access uses vans and sedans to provide this service in the Washington Metropolitan area.
Park and Ride	Refers to the parking facility available for customers at Metro 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.
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.
Preventive Maintenance	Refers to operating maintenance costs eligible for reimbursement from the capital budget, subject to Federal Transit Administration (FTA) approval.
Programmed Reader	A machine that is attached to the fare gate/fare box where magnetic fare media can be read on Metro Rail and Metro Bus.
Purple Line	A 16-mile light-rail system owned and operated by the Maryland Transit Administration. It is under development and testing in Montgomery and Prince George's counties.
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.
Safety Management System	Systematic way to continuously identify and monitor hazards, control risks, and assure of effective risk controls
Slinky bus	Refers to a nickname used by passengers for an articulated bus.
Smart Trip	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 customer taps the card near a programmed reader on Metro Bus and at fare gates on Metro Rail.
STAT Program	Meetings and reports that facilitate analysis and planning focused on reviewing performance results, understanding drivers and trends and developing action plans.
Strategic Buses	Refers to spare buses available for service in the event that a bus in route is taken out of service.
Strategic Transformation Plan	Refers to Metro's guiding document adopted in February 2023, *Your Metro, The Way Forward*, describing Metro's strategy and actions for the next five-plus years
Subsidy	Refers to funding received from jurisdictional funding partners in the Washington Metropolitan area consisting of Washington, D.C., 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	Refers to Prince George's County, Maryland's local bus service.
Transit Advertising	Refers to ads posted on the exterior and interior of buses and rail cars.
Transit Oriented Development	Projects designed to advance the use of public transportation by promoting economic development activities at and around Metro stations.
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.
U·Pass	Metro's college program offering students at participating schools unlimited rides on Metro Rail and Metro Bus throughout the semester.
Video Surveillance System	Extensive camera network system that provides video coverage across the rail and bus networks, including in stations and at many WMATA-owned support facilities.
Wayfinding	Methods by which people orient themselves in physical space and navigate from place to place.

Appendix J – Glossary of Acronyms

A	
AAC	Accessibility Advisory Committee
AC	Alternating Current
ACFR	Annual Comprehensive Financial Report
ACS	American Community Survey
ACS	Authorized Construction Site
ACSO	Assistant Chief Safety Officers
ADA	Americans with Disabilities Act
ADO	Automatic Door Operations
AFC	Automatic Fare Collection
AIG	Association of Inspectors General
APC	Automatic Passenger Counter
APTA	American Public Transportation Association
ARPA	The American Rescue Plan Act of 2021
ART	Arlington Transit
ASP	Agency Safety Plan
ATM	Automated Teller Machines
ATO	Automatic Train Operation
ATOC	Adjacent and Task Order Construction
ATS	Applicant Tracking System
AWIS	Automatic Wayside Inspection System
AWP	Annual Work Plan
B	
B2G	Back2Good
BEB	Battery-Electric Bus
BLS	Bureau of Labor Statistics
BRT	Bus Rapid Transit
C	

CAD	Computer Aided Design
CAFR	Comprehensive Annual Financial Report
CAIC	Centralized Absence Intake Center
CAP	Corrective Action Plan
CAPS	Coordinated Alternatives to Paratransit Services
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBA	Collective Bargaining Agreement
CBT	Computer Based Training
CBTC	Computer Based Train Control
CCaaS	Contact Center as a Solution
CCTV	Closed-Circuit Television
CES	Bureau of Labor Statistics' Current Employment Statistics
CENV	Chief Engineer Vehicles
CFA	Capital Funding Agreement
CHG	Compressed Hydrogen Gas
CIP	Capital Improvement Program
CJIS	Criminal Justice Information Systems
CLRP	Constrained Long-Range Plan
CMAQ	Congestion Mitigation and Air Quality
CNF	Capital Needs Forecast; Formerly Capital Needs Inventory (CNI)
CNG	Compressed Natural Gas
COAR	Capital Office of Administration and Resources
COG	(Metropolitan Washington) Council of Governments
CoMET	Community of Metros
COMTO	Conference of Minority Transportation Officials
Covid-19	See *Covid-19* or *Coronavirus*, Appendix I
CPAC	Capital Program Advisory Committee
CPI-W	Consumer Price Index for Urban Wage Earners and Clerical Workers
CRCS	Comprehensive Radio Communications System
CRM	Customer Relationship Management
CTF	Carmen Turner Facility

CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act of 2021
CX	Customer Experience
D	
D&E	Development and Evaluation
DAC	Drug & Alcohol Compliance
D/B	Design/Build
D/B/B	Design/Bid/Build
DBE	Disadvantaged Business Enterprise
DCCPD	Washington D.C. Commission on Persons with Disabilities
DCPS	District of Columbia Public Schools
DDOT	District Department of Transportation
DHS	Department of Homeland Security
DOE	Department of Energy
DOT	Department of Transportation
DPS	Drainage Pumping Station
E	
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
EHR	Electronic Health Record
EMT	Executive Management Team
ERG	Employee Resource Group
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESS	Electronic Safety and Security System
EVP	Executive Vice President
F	
F/O	Fiber Optic
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FIA	Fire Industry Association
FMLA	Family Medical Leave Act

FOP	Fraternal Order of Police
FTA	Federal Transit Administration
FTE	Full Time Equivalent (used for headcount calculations)
FY	Fiscal Year
G	
GAAP	Generally Accepted Accounting Principles
GAO	Government Accountability Office
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GHG	Greenhouse Gas
GIS	Geographic Information System
GM/CEO	General Manager and Chief Executive Officer
GMP	Guaranteed Maximum Price
GSA	General Services Administration
H	
HEDS	Hybrid Enterprise Document Management System
HEOP	Heavy Equipment Overhaul Program
HSA	Human Services Agencies
HSANV	Health Systems Agency of Northern Virginia
HVAC	Heating, Ventilation, And Air Conditioning
I	
iCAPA	Internal Corrective & Preventative Action
ICE	Independent Cost Estimate
IDIQ	Indefinite Delivery/Indefinite Quantity
IFC	Issued for Construction
IIoT	Industrial Internet of Things
IIJA	Infrastructure Investment and Jobs Act
IMS	Integrated Master Schedule
IRP	Infrastructure Renewal Program
IT	Information Technology

J	
JCC	Joint Coordinating Committee
JDA	Joint Development Agreement
JGB	Jackson Graham Building
K	
KMSRA	Keeping Metro Safe, Reliable and Affordable
KPI	Key Performance Indicator
L	
LEED	Leadership in Energy and Environmental Design
LEP	Limited English Proficiency
LPA	Locally Preferred Alternative
LPR	License Plate Recognition
M	
MAP-21	Moving Ahead for Progress in the 21st Century Act
MBE	Minority Business Enterprise
MDBD	Mean Distance Between Delays
MDBF	Mean Distance Between Failures
MDOT	Maryland Department of Transportation
METRO	Washington Metropolitan Area Transit Authority
MICC	Metro Integrated Command and Communications
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
MSRPH	Metro Rail Safety Rules Procedures Handbook
MTA	Maryland Transit Administration
MTPD	Metro Transit Police Department
MWAA	Metropolitan Washington Airports Authority
MWCOG	Metropolitan Washington Council of Governments
N	
NEDCTP	National Explosive Detection Canine Team Program
NEPA	National Environmental Policy Act

NFPA	National Fire Protection Association
NIST/DISA STIG	National Institute of Standards and Technology/Defense Information Systems Agency Security Technical Implementation Guide
NRF	Non-Revenue Fleet
NTD	National Transit Database
NTSB	National Transportation Safety Board
NTE	Not to Exceed
NTI	National Transit Institute
NVTA	The Northern Virginia Transportation Authority
NVTC	The Northern Virginia Transportation Commission
O	
ODC	Owner/Developer/Contractor
OIG	Office of Inspector General
OSHA	Occupational Safety & Health Administration
OTP	On-Time Performance
P	
P/I	Policy Instruction
PARCS	Parking Access Revenue Control System
PARP	Public Access to Records Policy
PCO	Pending (or proposed) Change Order
PDAS	Power Desk Assistant Superintendents
PDC	Power Desk Controllers
PLC	Pneumatic Logic Control
PM	Preventive Maintenance
PMO	Project Management Office
PLC	Pneumatic Logic Control
PPE	Personal Protective Equipment
PRIIA	Passenger Rail Investment and Improvement Act
PTASP	Public Transit Agency Safety Plan
Q	
QA	Quality Assurance

QMS	Quality Management System
QMSP	Quality Management System Plan
R	
RAC	Riders' Advisory Council
RFP	Request for Proposal
RNOC	Radio Network Operations Center
ROW	Right of Way
RPO	Recruitment Process Outsourcing
RTC	Rail Traffic Controller
RTU	Remote Terminal Unit
S	
SaaS	Software as a Service
SAFETEA-LU	Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
SAL	Station Ahead List
SET	WMATA's Senior Executive Team
S&I	Service and Inspection
SMP	Scheduled Maintenance Program
SMS	Safety Management System
SNAP	Supplemental Nutrition Assistance Program
SOC	Station Operator's Console
SOP	Standard Operating Procedure
SOS	Scope of Service
SOW	Scope of Work
SSOA	State Safety Oversight Agency
STP	Strategic Transformation Plan
SVP	Senior Vice President
SWAA	Survey of Working Arrangements and Attitudes
T	
TIFIA	Transportation Infrastructure Finance and Innovation Act
TIP	Transportation Improvement Program
TOC	Tristate Oversight Committee

TOD	Transit-Oriented Development
TPB	The National Capital Region Transportation Planning Board
TPSS	Traction Power Substation
TRPM	Traction-Power-Maintenance
TSA	Transportation Security Administration
TSGP	Transit Security Grant Program
TSI	Transportation Safety Institute
TSP	Transit Signal Priority
TWU	Tenants and Workers United
U	
UPS	Unit Price Schedule
USB	Universal Serial Bus
USDOT	United States Department of Transportation
USPS	United States Postal Service
V	
VMI	Vendor Managed Inventory
VP	Vice President
VPN	Virtual Private Network
VRE	Virginia Railway Express
W	
WID	World Institute on Disability
WMATA	Washington Metropolitan Area Transit Authority
WMSC	Washington Metrorail Safety Commission
WTS	Women's Transportation Seminar International
X	
Y	
YE	Year End
Z	

How to Contact Metro

By mail or in person:

Washington Metropolitan Area Transit Authority

300 Seventh Street SW, Washington, DC 20024

To reach Metro headquarters by Metro Rail, the closest station is L'Enfant Plaza and the closest station exit is at D and 7th Streets. To reach Metro headquarters by Metro Bus, use routes C11 or C55.

By website:

http://www.wmata.com

By telephone:

Metro Information
202-637-7000 (TTY 202-962-2033)

Metro Bus and Metro Rail schedules, fares, parking, Bike 'N Ride program, and more

Weekdays: 7:00 a.m. to 8:00 p.m.

Saturday and Sunday: 8:00 a.m. to 8:00 p.m.

Customer Relations
202-637-1328

Suggestions, commendations, comments

Weekdays: 8:30 a.m. to 5:00 p.m.

Metro Access
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202-962-2121

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