



NVTC Joint WMATA and Legislative & Policy Committee Meeting

Meeting materials available at novatransit.org

October 16, 2025

Meeting Agenda

1. Welcome and Opening Remarks
2. September 18, 2025 Meeting Summary
3. Recognition of Matt Letourneau's Service on the WMATA Board of Directors
4. WMATA Presentation on Strategic Transformation Plan Update
5. NVTC Work Towards Long-Term, Sustainable, Dedicated Funding
 - a. DMVMoves
 - b. SJ 28: Northern Virginia Growing Needs of Public Transit Joint Subcommittee
 - c. NVTC's 2025 Report on the Performance and Condition of WMATA
6. Draft NVTC Legislative and Policy Agenda



Thank you,
Matt Letourneau!



Your Metro, The Way Forward

Strategic Transformation Plan Update (2025)



**Joint WMATA Committee/Legislative and Policy
Committee Meeting**

Washington Metropolitan Area Transit Authority
October 16, 2025

Purpose of the Strategic Transformation Plan

Your Metro, The Way Forward was adopted in FY23 to guide Metro's strategy and actions over the next 5+ years. This updated plan continues that role, **servicing as 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.

We have made significant progress in the past 3 years – this is an appropriate time to Refresh our strategic transformation plan to ensure we are aspirational in our Goals, Objectives, and Key Results.

Board, staff, and community input have shaped updates to Strategic Transformation Plan



A few noteworthy accomplishments since we adopted the Strategic Transformation Plan in 2023

Service Excellence

- ✓ **Maintained >85% customer satisfaction for rail & bus in FY24/FY25**
- ✓ **Reduced Part 1 crime by over 50% since FY23**
- ✓ **Implemented Tap.Ride.Go for Rail**

Talented Teams

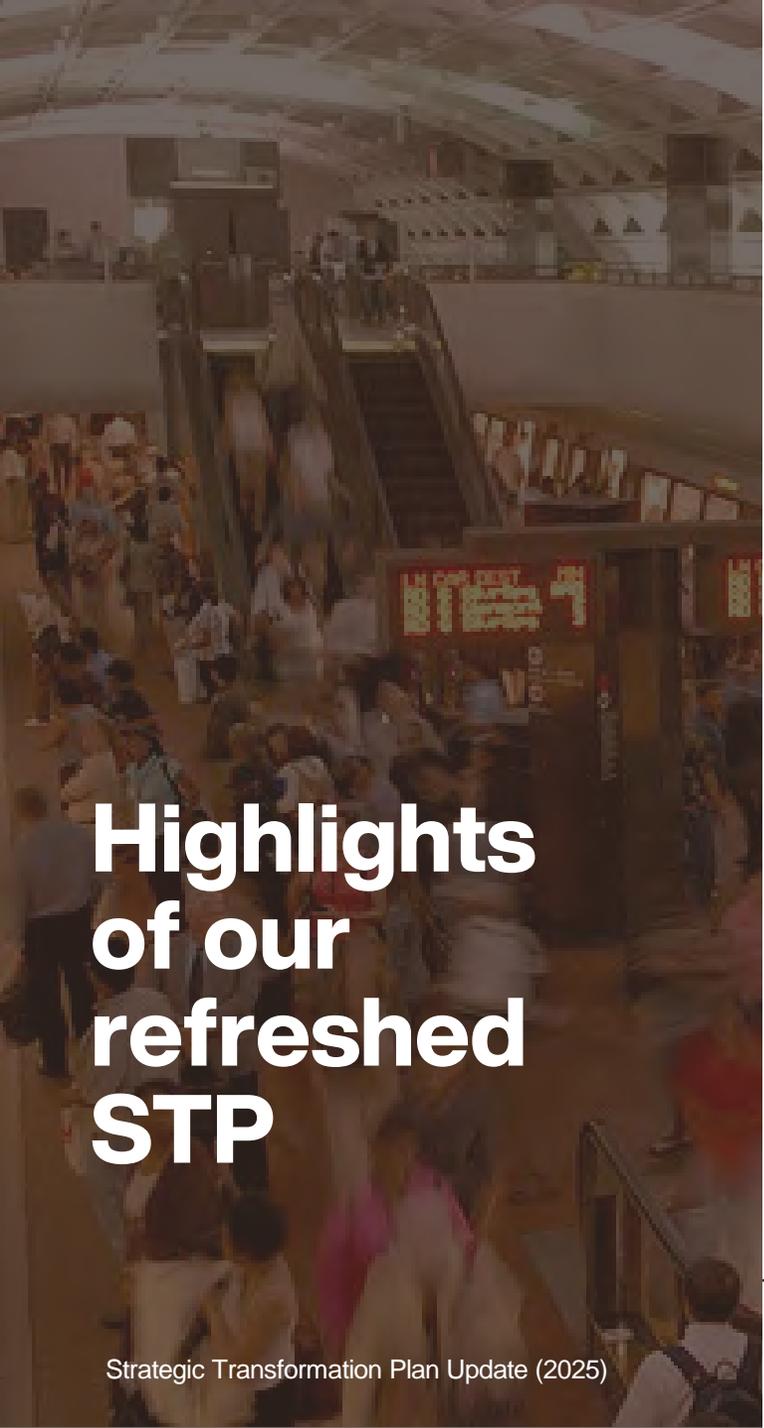
- ✓ **Established the MTPD Criminal Justice Academy**
- ✓ **Accelerated hiring through job fairs, helping fill frontline roles quickly**
- ✓ **Launched tech-driven employee training for critical safety roles**

Regional Opportunity & Partnership

- ✓ **Launched Better Bus Network in 2025**
- ✓ **Served 250M trips in 2024**
- ✓ **Broke ground on 5 transit-oriented development projects**

Financial Stewardship & Resource Management

- ✓ **Reduced fare evasion on rail by ~82% since FY23**
- ✓ **Approved new subsidy allocation formulas for bus and rail**
- ✓ **Identified \$532M in cost savings over past 2 years**



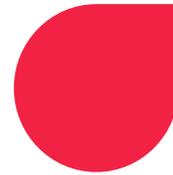
Highlights of our refreshed STP



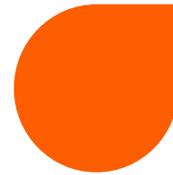
Reinforced our ambition to provide **world-class transit** and be the **primary connector** of people and places across the DMV Region



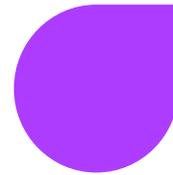
Elevated and expanded Metro's focus on achieving **Financial & Organizational Efficiency** as a **core goal**



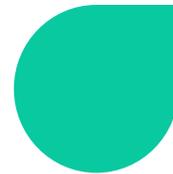
Recognized **Regional Partnership & Long-Term Transit Planning** as a critical **cross-cutting enabler** across all 3 goals



Elevated "**Continuously Improving**" as a new guiding value and set new standards for **customer service** including internal processes



Refreshed how we activate the plan to emphasize **community engagement** and ties to the **capital plan**



Streamlined priorities to focus on critical programs **empowering our team** to deliver on our ambition

Metro's vision is guided by 3 refreshed aspirational goals

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

Service Excellence

Our goal is to...

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

Talented Teams

Our goal is to...

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

Financial & Organizational Efficiency

Our goal is to...

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

Strategic Transformation Plan updated framework

Your Metro, The Way Forward					
Values	Safe	Customer Centric	Ethical	Innovative	Continuously Improving
Mission	Your Metro: Connecting you to possibilities				
Vision	The region's trusted way to move more people safely and efficiently				
Goals	Service Excellence	Talented Teams		Financial & Organizational Efficiency	
Objectives & Key Results	<ul style="list-style-type: none"> Safety and Security Reliability Convenience 	<ul style="list-style-type: none"> Recruitment and Retention Learning and Development Customer Service Mindset 	<ul style="list-style-type: none"> Financial Responsibility Organizational Efficiency Energy Management 		
Activation	<div style="border: 2px solid black; padding: 5px; text-align: center;">Regional Partnership & Long-Term Transit Planning</div>				
	Streamlined Reporting & Performance Management	Investment Prioritization	Risk Management	Community Engagement	

- **Mission**
What we do and why we exist
- **Vision**
What we aspire to be
- **Goals**
How we will achieve the vision
- **Objectives & Key Results**
Our priorities & targets to achieve our goals
- **Activation**
Core cross-cutting enablers & practices to deliver on key results



Refocused goals and objectives to reflect progress to date and new aspirations and priorities

Goal	Service Excellence	Talented Teams	Financial & Organizational Efficiency
Objective	<p>Safety & Security: Ensure all customers and employees feel safe and secure using and delivering services</p> <p>Reliability: Provide dependable service that the community trusts</p> <p>Convenience: Deliver frequent, accessible, and easy to use service to enhance the customer experience</p>	<p>Recruitment & Retention: Attract and retain the best talent to deliver Metro's future vision</p> <p>Learning & Development: Train and equip staff to excel and continuously improve</p> <p>Customer Service Mindset: Make the process of delivering service as easy as possible for internal and external customers</p>	<p>Financial Stewardship: Ensure Metro's long-term financial health and stability</p> <p>Organizational Efficiency: Streamline operations and efficiently allocate resources where they drive the most value</p> <p>Energy Management: Optimize energy usage and steward natural resources</p>

Virginia Code 33.2-1526.1 (M) | Strategic plan requirements

The strategic plan shall require:

- a) An assessment of state of good repair needs
- b) A review of the performance of fixed-route bus service, including schedules, route design, connectivity, and vehicle sizes
- c) An evaluation of the opportunities to improve operating efficiency of the transit network, including reliability of trips and travel speed
- d) An examination and identification of opportunities to share services where multiple transit providers' services overlap
- e) An examination of opportunities to improve service in underserved areas



Metro's path forward:

- Integrate these standards into the refreshed Strategic Transformation Plan to build on existing efforts around each
- Planned comment period and adoption:
 - Open for public comment from Oct. 11th through Nov. 4th
 - Public Hearing on October 30th, 2025
 - Planned Board adoption December 11th, 2025

Appendix

Service Excellence | Refined objectives, key results and programs

Goal Level
Key Results

(FY26-FY28)
Objectives

Key Results

Programs

25M+
Monthly
Ridership

85%
Customer
Satisfaction

7%
Regional
Mode
Share

Safety & Security

- Part 1 crime
- Customer & employee injury rate
- Customer dissatisfaction on crime
- Fare evasion (rail & bus)

- Proactive safety and incident management, crime prevention, and safety risk reduction

Reliability

- On-time performance
- Service disruptions

- Service design and management
- Rail modernization
- Track and structures rehab, safety and access modernization
- Fleet management (Bus/Rail/Access)
- Asset management modernization

Convenience

- Make it easy to plan, pay, access, & navigate the region across all modes
- Customer satisfaction on cleanliness
- Service frequency
- Coverage & destination access

- Customer service improvements
- Fare modernization and integration

Talented Teams | Refined objectives, key results and programs

Goal Level
Key Results

(FY26-FY28)
Objectives

Key Results

Programs

**Internal
Customer
Satisfaction**

**Recruitment &
Retention**

- Time from job vacancy to availability
- Employee Net Promoter Score (NPS)
- Internal mobility

- Workforce planning and availability optimization

**Learning &
Development**

- Completion of first cohort in "Metro U" supervisor training program
- Staff feel supported by their supervisor
- Staff know expectations to succeed
- Staff receive help to learn & grow

- Leadership development and training center of excellence

**Operational
Staff
Availability**

**Customer Service
Mindset**

- Internal customers satisfied with critical business processes
- External customers satisfied with staff interactions
- Competency frameworks defined for priority cohorts

- Performance management and accountability

Financial & Organizational Efficiency | Refined objectives, key results and programs

Goal Level
Key Results

(FY26-FY28)
Objectives

Key Results

Programs

Operating cost per rev. mile growing slower than inflation

Financial Stewardship

- Capital plan funded & utilized
- Bond rating & audit
- Non-subsidy revenue sources
- New transit-oriented development projects

- Implement predictable, sustainable capital funding aligned with regional partners (e.g., supported by DMV Moves)
- Joint development partnerships near high-capacity transit
- Increase revenue from non-subsidy sources

Organizational Efficiency

- Administrative efficiency

- ERP management and sustainment
- Procurement and supply chain transformation and modernization
- Digital and AI ecosystem acceleration

Energy Management

- Energy intensity

- Resource management



5. NVTC Work Towards Long-Term, Sustainable, Dedicated Funding

DMVMoves

- Next Task Force meeting: Wednesday, October 29 at MWCOG
- Investment concepts as of May 2025
 - Reinvesting in and modernizing the existing system - \$450-500M/year + 3% growth (From DC/MD/VA)
 - Region commits to bus priority on six initial corridors
- Regional Integration Action Plan
- DMVMoves recommendations expected to go to WMATA and COG Boards in November



[DMVMoves website](#)

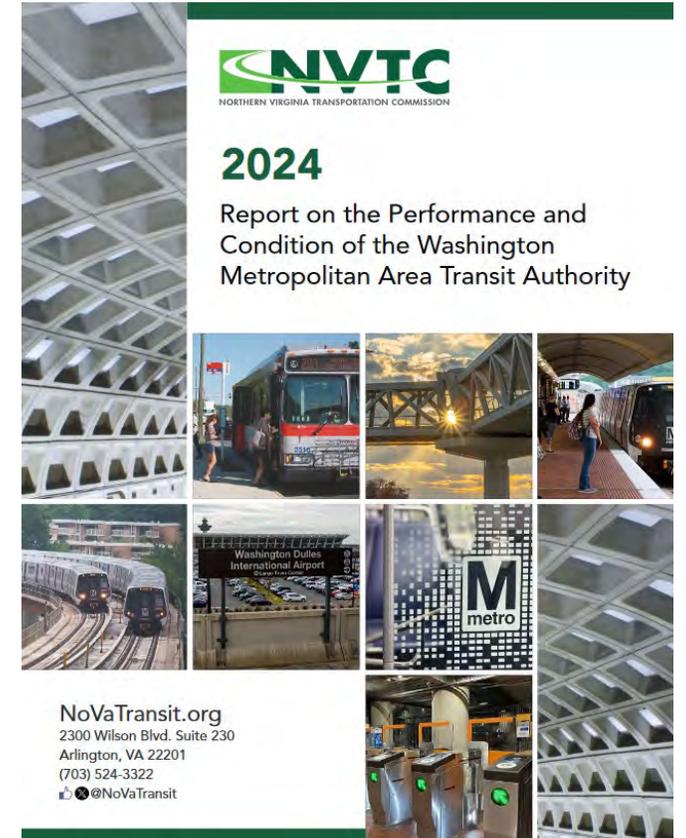
SJ 28: Northern Virginia Growing Needs of Public Transit Joint Subcommittee

- Next Joint Subcommittee meeting:
Tuesday, October 21 at WMATA
Eisenhower Building
 - WMATA, VRE and local bus agency needs
 - Cost containment discussion
- Revenue estimates reviewed in June
- Final meeting November 5 at 2pm at NVTC



NVTC's 2025 Report on the Performance and Condition of WMATA

- NVTC is required each year to produce a report addressing ([§33.2-3403](#)):
 - Potential strategies to reduce the growth in costs and to improve the efficiency of WMATA operations
 - Use of the dedicated capital funds
 - Safety, reliability, ridership and financial performance data
- Commission briefing and draft report review in November
- Due to Governor and General Assembly by December 15



[Read the 2024 Report here](#)

NVTC's 2025 Report on the Performance and Condition of WMATA

NVTC supports a long-term funding solution for WMATA in Virginia comprised of a:

WMATA **Operating** Funding Solution

\$153M

beginning in FY 2027 to permanently sustain Virginia's two-year additional investment to support WMATA's operating budget

WMATA **Capital** Funding Solution

\$136-150M

beginning in FY 2028 to meet Virginia's share of a regional solution to maintain and modernize the WMATA rail and bus systems

Both then growing each year thereafter

NVTC also supports a long-term funding solution for **Virginia Railway Express** and **local bus operators** in Northern Virginia

- Long-term funding solution for WMATA
- Highlighting recent achievements in ridership, safety, and cost efficiency
- Documenting DMVMoves and SJ 28
- Reaffirming Commission priorities

NVTC's 2025 Report on the Performance and Condition of WMATA

- NVTC positions on key WMATA issues
 - Labor costs and overtime
 - Reserve fund
 - WMATA reporting requirements
 - Jurisdictional audit
 - Relationship with the Washington Metrorail Safety Commission
 - Additional opportunities to reduce costs and increase revenues:
 - Increasing Metrobus fare revenue, identifying opportunities to increase non-fare revenues and continuing to identify one-time and recurring cost savings through the annual budget process



NVTC's 2025 Report on the Performance and Condition of WMATA

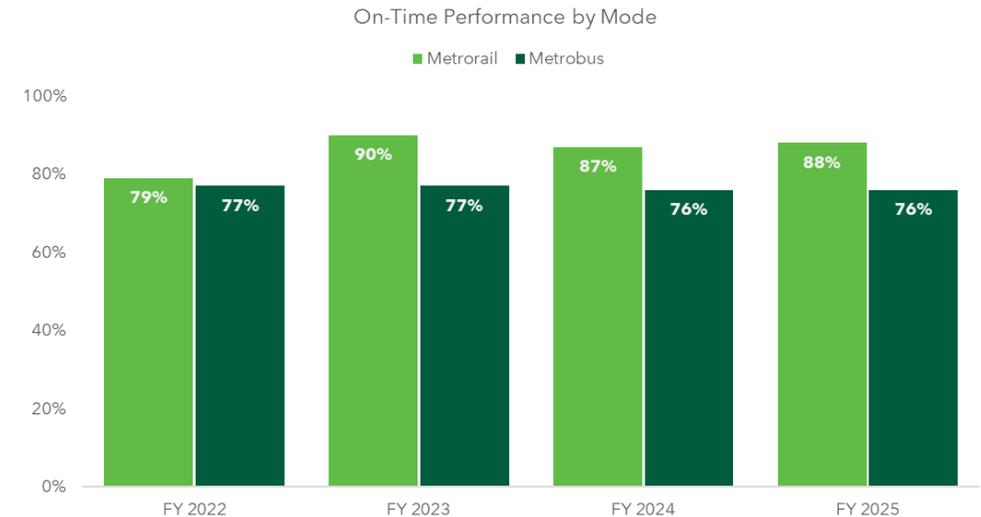
Use of Virginia's FY 2025 Dedicated Capital Funds

- Detailing WMATA's investments across six capital program areas



Photos courtesy of Metro

Safety, Reliability, Ridership & Financial Performance Data



- Safety and reliability metrics continue to trend in the right direction
- Awaiting publication of National Transit Database (NTD) financial performance data from the Federal Transit Administration



6. Draft 2026 NVTC Legislative and Policy Agenda

Changes Since 9/18 Committee Discussion - State

Long-Term Sustainable Funding that Supports Northern Virginia's Transit Needs

- Secure long-term sustainable transit funding that provides adequate growth to meet current and future operating and capital needs for WMATA, VRE, and Northern Virginia's local bus providers consistent with NVTC's [Guiding Principles for Future Transit Funding \(Resolution #2552\)](#) and [Principles in Response to DMVMoves Funding Concepts \(Resolution #2571\)](#)
 - Address the \$153 million funding gap in FY 2027 for Virginia's share of WMATA operations by securing additional Commonwealth funding that supports the strong WMATA ridership growth in Virginia post-pandemic
 - Protect and restore existing state, regional and local funding for public transit and proactively address the continuing decline in purchasing power of the regional gas tax
 - Ensure that a sustainable transit funding solution is funded through net new revenues and does not reduce funding from or uses of existing sources for transportation
 - Support a continued partnership between the Commonwealth and NVTC jurisdictions in funding WMATA, VRE, and local bus providers
 - Ensure that new funding for WMATA and VRE capital needs is bondable by those agencies

Changes Since 9/18 Committee Discussion - Federal

Surface Transportation Reauthorization that Supports Transit

- Support surface transportation reauthorization legislation that maximizes funding for public transit systems in Northern Virginia and across the country, continues and expands transit funding programs authorized in the Infrastructure Investment and Jobs Act **with growth rates equal to or greater than for Federal-aid Highways** and is consistent with reauthorization principles supported by the American Public Transportation Association
- Support efforts to identify funding that addresses the long-term solvency of the Highway Trust Fund (HTF) and ensure that any new revenues follow, at a minimum, the traditional 80-20 funding split between the Highway Account and the Mass Transit Account within the HTF
- **Continue support for federal investment in passenger rail that benefits Northern Virginia and the Commonwealth**

Upcoming Dates

- October 21: SJ 28 Meeting at WMATA Eisenhower Building
- October 29: DMVMoves Task Force Meeting at COG
- November 5: Final SJ 28 Meeting at NVTC
- November 6: Commission briefing on 2026 Legislative Agenda
- November 17: 2026 General Assembly bill draft prefilings begins
- November 20: Joint WMATA Committee/Legislative and Policy Committee Meeting
- December 1: 2026 General Assembly bill draft prefilings deadline
- December 4: Commission adoption of 2026 Legislative Agenda
- December 15: Joint NVTC/PRTC/VRE Legislative Forum
- January 14: Start of 2026 General Assembly Session

NVTC, VRE AND PRTC PRESENT:

ANNUAL LEGISLATIVE FORUM

Join NVTC, PRTC and VRE at our annual event that brings together experts to share key policy issues impacting transit in Northern Virginia.

SAVE
— THE —
DATE

8:30 - 11:30 a.m.
Monday, December 15, 2025

George Mason University
Schar School Multipurpose Room
3351 Fairfax Drive, Van Metre Hall
Arlington, VA 22201



Questions?



Draft NVTC 2026 Legislative and Policy Agenda

State Priorities

Long-Term Sustainable Funding that Supports Northern Virginia's Transit Needs

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 - Support a continued partnership between the Commonwealth and NVTC jurisdictions in funding WMATA, VRE, and local bus providers
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Sound Financial Management and Good Governance

- Advocate for new funding for transit that utilizes NVTC's existing financial management and governance structures and that provides additional funding to support NVTC programs that advance transit while protecting existing NVTC autonomy, programs and funding sources
- Reform the WMATA 3% operating assistance growth cap to encourage WMATA to continue cost containment efforts while ensuring a cap does not negatively impact service improvements, funding transparency and accountability
- Ensure that the implementation of new or modified Commonwealth Transportation Board policies closely track their legislative intent and do not negatively affect Northern Virginia public transit providers
 - Advocate for data-driven funding formulas in DRPT's Making Efficient and Responsible Investments in Transit (MERIT) program that are transparent, recognize the diversity of local transit service policy priorities, and maximize funding predictability for transit agencies
 - Strengthen transit's ability to effectively compete within the SMART SCALE program

Future Transit Innovation and Improvements

- Continue support for Commonwealth rail investment, the development and implementation of transit innovation, and efforts to streamline the permitting process for bus stop improvement projects

Federal Priorities

Surface Transportation Reauthorization that Supports Transit

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- **Continue support for federal investment in passenger rail that benefits Northern Virginia and the Commonwealth**

Grant Funding Programs that Enhance Transit's Future

- Advocate for enhanced funding for discretionary grant programs, including the Capital Investment Grants (CIG) program, that support transit capital investments at levels that meet the growing demand for investment in transit capital projects in Northern Virginia and across the country

Policy and Regulations that Strengthen Transit

- Promote efforts to accelerate the timely and efficient construction of transit projects through the streamlining of statutory and regulatory requirements
- Continue support for transit commuter tax benefits for both the private and public sector