

WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY



FY2022 PROPOSED BUDGET

EFFECTIVE JULY 1, 2021

MANAGING THROUGH UNCERTAINTY

METRO *AT A GLANCE*



3rd
BUSIEST RAIL
TRANSIT SYSTEM;

6th
BUSIEST BUS NETWORK
IN THE U.S.

**TOTAL
BUDGET**

\$4.6B

**OPERATING
BUDGET**

\$2.0B

**CAPITAL
BUDGET**

\$2.6B

1,278
ACTIVE FLEET



81,121
SCHEDULED
REVENUE MILES
in thousands

METRORAIL

1,566
ACTIVE FLEET



39,466
SCHEDULED
REVENUE MILES
in thousands

METROBUS

766
ACTIVE FLEET



30,517
SCHEDULED
REVENUE MILES
in thousands

METROACCESS

130 MILES OF RAIL

19
MILES

AERIAL

60
MILES

SURFACE

51
MILES

SUBWAY

40
STATIONS

DC

26
STATIONS

MD

31
STATIONS

with 6 new stations
Silver Line Phase 2

VA

97 RAIL STATIONS

Stations and miles of rail are pending opening of Silver Line Phase 2.



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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 1, 2019

Christopher P. Morill

Executive Director

General Manager and Chief Executive Officer's Message



The impact of Covid-19 on transit agencies across the world has been profound. While Covid-19 has created many new challenges, Metro has emerged tested and steadfast in its commitment to moving riders and the region, with service flexibility and enhanced safety standards for transit employees and customers.

The FY2022 Proposed Budget totals \$4.6 billion, including \$2.0 billion for operations and \$2.6 billion for capital investments. Thanks to federal support through the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA) and the continued support of Metro's funding jurisdictions, Metro can continue current levels of service to support essential transportation moving riders to and from medical appointments, grocery

stores and other vital trips. This critical funding supports safe and reliable service for the first half of the fiscal year, through December 2021, at which time, Metro must make tough choices if additional funding support does not materialize.

Without additional funding assistance, Metro plans to reduce Metrorail and Metrobus services effective January 2022 for the remainder of the fiscal year to ensure Metro has a balanced budget as required by its Compact. Metrorail and Metrobus service would be reduced to approximately 30 and 50 percent respectively of pre-pandemic levels. Sadly, this reduction of service would also result in job losses, requiring the elimination of more than 2,500 positions.

During this pandemic, Metro has moved forward on many capital projects. The proposed FY2022 Capital Budget of \$2.6 billion and six-year Capital Improvement Program (CIP) of \$12.3 billion include investment in ongoing projects. Over the past four years, Metro invested more than \$6 billion through the capital program, and capital delivery has improved, with Metro meeting and exceeding its performance metric of delivering 95 percent of the Capital Budget each year.

Key capital investment elements include safety, security, and state of good repair investments in six categories: Railcar; Rail systems; Track and Structures Rehabilitation; Station and Passenger Facilities; Bus and Paratransit; and Business and Operations Support.

While the uncertainty created by the pandemic remains, we are confident in public transportation's essential role in driving the region's economic recovery. Our main challenge today is to preserve the system's network infrastructure and sustain essential transit services as the region heads towards recovery. We thank our employees, riders, and stakeholders for their continued support and collaboration as we manage through these uncertain times.

Sincerely,

A handwritten signature in black ink that reads "Paul J. Wiedefeld". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Paul J. Wiedefeld
General Manager and
Chief Executive Officer

2022 Proposed Metrorail Service Plan

Effective January 1, 2022 if additional funding is not secured



2022 Proposed Metrorail Service Changes

Effective January 1, 2022 if additional funding is not secured



Focus on Demand and Essential Travel

Metrorail would operate the February 2021 service levels (approximately 80 percent of pre-pandemic levels) for the first six months (July – December 2021) of FY2022, and then would need to reduce service to approximately 30 percent of pre-pandemic levels beginning January – June 2022 if additional funding is not secured.

Close up to 22 Metrorail stations with low ridership that are near other stations



Cleveland Park
Grosvenor-Strathmore
Judiciary Sq



Eisenhower Ave



Archives
College Park-U of Md
Mt Vernon Sq



Arlington Cemetery
Van Dorn St



Morgan Blvd



Federal Center SW
Federal Triangle
Smithsonian



Cheverly



Greensboro
Mclean
Innovation Center*
Loudoun Gateway*
Reston Town Center*



Clarendon
East Falls Church
Virginia Sq-GMU

**Pending opening of Silver Line Phase 2*

Operate Metrorail every 30 minutes on all lines

RD Trains would operate every 15 minutes between Grosvenor-Strathmore and Silver Spring.

At all stations with service from more than one line, trains would arrive every 12-15 minutes.

Close Metrorail at 9 p.m. instead of 11 p.m.

Adjust where some Red and Yellow line trains begin/end (turnbacks)

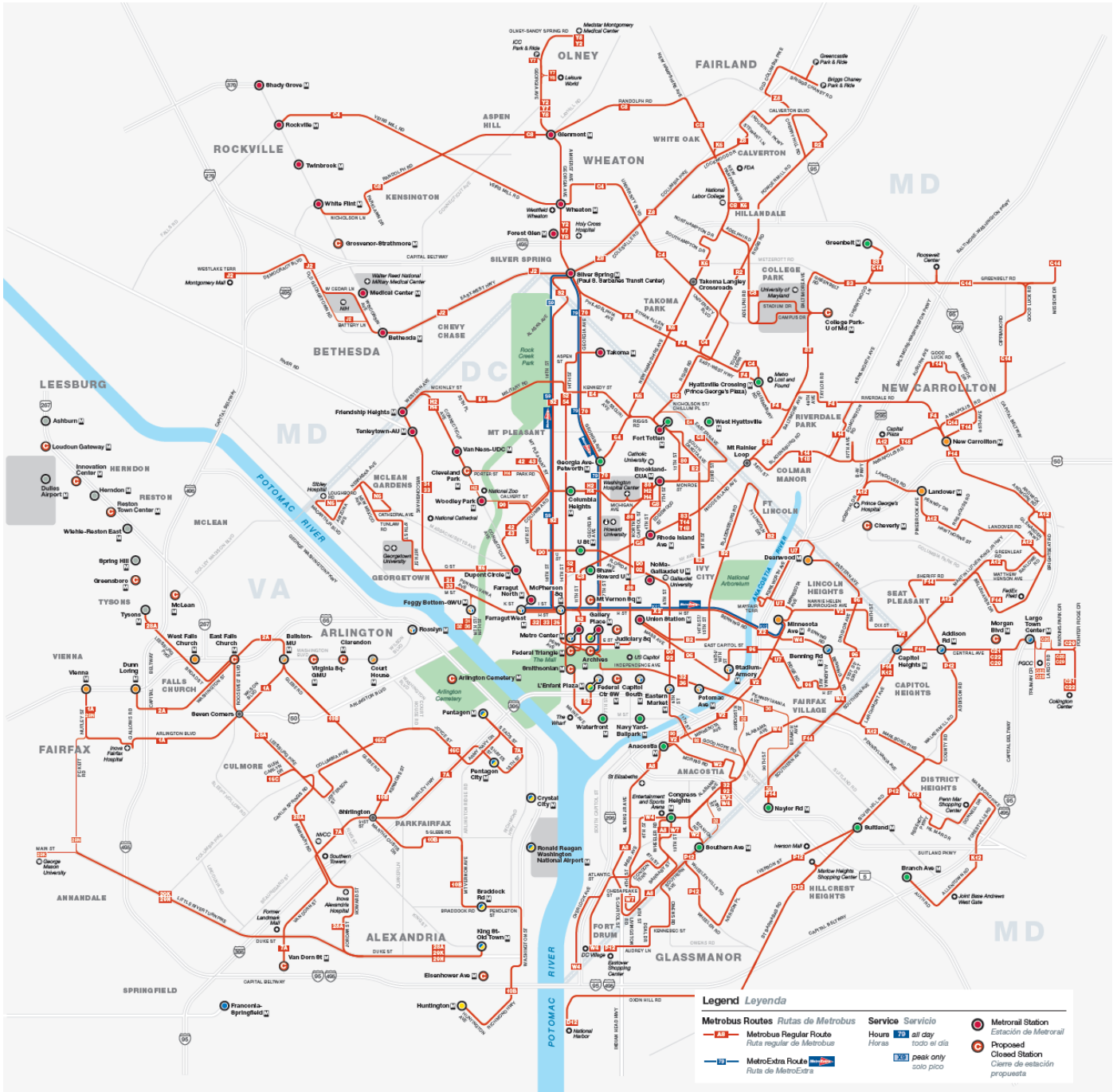
Every other **RD** train would operate between Grosvenor-Strathmore** and Silver Spring.

All **YL** trains would operate between Huntington and Mt Vernon Sq** only.

***These stations could be modified due to proposed station closures.*

2022 Proposed Metrobus Service Plan

Effective January 1, 2022 if additional funding is not secured



2022 Proposed Metrobus Service Changes

Effective January 1, 2022 if additional funding is not secured



Focus on Demand and Essential Travel

The FY2022 Proposed Budget includes continuing current levels of Metrobus service (approximately 80-85 percent of pre-pandemic levels) for the first six months (July–December 2021) of FY2022, and then would need to reduce service to 50 percent pre-pandemic levels from January–June 2022 if additional funding is not secured.

Eliminate Bus Service

DC routes: 30N*, 30S*, 59*, 60, 62, 63, 74, A2*, A4*, A6*, A7*, A31, A32, A33, D2*, D4, D6*, D8, D31, D32, D33, D34, D51, G2, H6*, H8, H9, K2, L2*, M4*, M6, P6*, S35, S41, U4, U5*, U6*, V4*, V7*, W1, W3, W5*, W6, W8, W45, W47

There will be no change to routes currently not operating, including: 34*, 37, 39, 97*, A9, B8*, B9*, D1*, D5, E6, G9*, H1, H3*, L1, N2*, N4*, S1, V1, X1, X3

Maryland routes: 86, 89M, B21, B22, B24, B27, C2, C11, C12, C13, C14, D13, D14, F1, F2, F6, F8, F12, F13, G12, H12, J1*, J12*, L8, NH1*, NH2, P18, Q1*, Q2*, Q4*, Q5*, Q6*, R1*, R4, R12, T2, V12, V14, W14, Z2, Z6*, Z7

There will be no change to routes currently not operating, including: 87, 89, B29, B30, C28, H11, H13, J4, K9*, P19

Virginia routes: 1C, 2B, 3A**, 4B, 5A, 7F*, 7Y, 7M, 10A*, 16A*, 16E*, 16G*, 16H*, 17B, 17G, 17H, 17M, 18P, 22A, 22F, 23A*, 25B*, 29G, 38B, MW1, REX

There will be no change to routes currently not operating, including: 1B, 3T**, 3Y, 4A, 7C, 7P, 7W**, 8S, 8W, 8Z*, 10E, 10N, 11Y, 15K**, 16L, 16Y, 17K, 17L, 18G, 18H, 18J, 21A, 21D, 22C, 23B, 23T, 26A, 28F, 28G, 29C**, 29W**

**Another route has been modified or already exists to provide partial replacement service.*

***Local transit provider is proposing a replacement service.*

Continue Operating Bus Service at 2021 Levels with Modifications to the Route, Hours, or Frequency

DC routes: 42, 43, 64, 80, 96, A8, B2, H2, H4, L2, N6, U6, V2, V8, W2, W4, W5, X9

Maryland routes: 83, C4, D12, K12, Z8

Virginia routes: 7A, 10B, 16C, 28A

Continue Operating Bus Service at 2021 Levels

DC routes: 31, 32, 33, 36, 52, 54, 70, 79, 90, 92, E2, E4, G8, S2, S9, V2, X2, X8

Maryland routes: A12, C8, C21, C22, C26, C29, F4, F14, G14, J2, K6, P12, R2, T14, T18, Y2, Y7, Y8

Virginia routes: 1A, 2A, 29K, 29N, NH2

MetroAccess

The MetroAccess service area will not be impacted by any of the proposed Metrobus service changes or route eliminations.

Budget Priorities



Short-Term Priorities

Safe Service

Limit Subsidy Growth

Align With Demand

Service Equity

Long-Term Priorities

Safety

Reliability

Affordability

Board of Directors

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



Paul C. Smedberg, Chair – Virginia

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



Stephanie Gidigbi-Jenkins, First Vice Chair – District of Columbia

Stephanie Gidigbi-Jenkins was appointed to the Board in December 2019 as First Vice Chair representing the District of Columbia. As Director of Policy & Partnerships for the Natural Resources Defense Council (NRDC) Healthy People, Thriving Communities Program, Gidigbi-Jenkins serves as part of the senior leadership team for the Resilient Communities division and Federal Climate Management Team. She previously served as the Director for Strategic Initiatives at the U.S. Department of Transportation under Secretary Anthony Foxx. Prior to working for President Obama, she served as Chief of Staff for the City of Orange in New Jersey. Ms. Gidigbi-Jenkins is a member of Metro's Safety and Operation Committee.



Michael Goldman, Second Vice Chair – Maryland

Michael Goldman was appointed to the Board as a Principal Director in June 2013 representing the State of Maryland. Mr. Goldman has practiced in the areas of international, antitrust and transportation law since 1972. Mr. Goldman serves as Chair of Metro's Safety and Operations Committee and Second Vice Chair of the Executive Committee. Mr. Goldman is currently an active member of the District of Columbia Bar, the American Bar Association sections on antitrust and administrative law, and the Forum on Air & Space Law.



Matt Letourneau – Virginia

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



Gregory Slater – Maryland

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



Steve McMillin – Federal Government

Steve McMillin was appointed to the Board as a Principal Director in July 2017 representing the Federal Government. Mr. McMillin is a partner in the economic and public policy consulting firm US Policy Metrics LLC. He spent 19 years in federal government service as a fiscal policy specialist, in both the legislative and executive branches. From 2006 through 2009, he was Deputy Director of the Office of Management and Budget (OMB), and previously served as the OMB Associate Director responsible for transportation matters. Mr. McMillin serves as Chair of Metro's Finance and Capital Committee.



Canek Aguirre – Virginia

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



Tom Bulger – District of Columbia

Tom Bulger was appointed to the Board as an Alternate Director in July 2011 representing the District of Columbia. He is President of Government Relations Inc. and has been a federal advocate and policy consultant who represents private and public clients before Congress and the Administration. After spending the first few years of his career in the Office of Management and Budget in Fairfax County, VA, Mr. Bulger was an environmental policy director and legislative representative at the National Association of Counties.



Devin Rouse – Federal Government

Devin Rouse was appointed to the Board as an Alternate Director in December 2018 representing the federal government. Mr. Rouse is the Executive Officer of the Office of Railroad Systems, Technology and Automation at the Federal Railroad Administration (FRA). Prior to joining FRA, Mr. Rouse served in numerous roles for Bechtel Corporation in the design, engineering and construction of railway infrastructure, and began his railroad career at Norfolk Southern's Roanoke Locomotive Shops.



Walter L. Alcorn – Virginia

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



Thomas Graham – Maryland

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

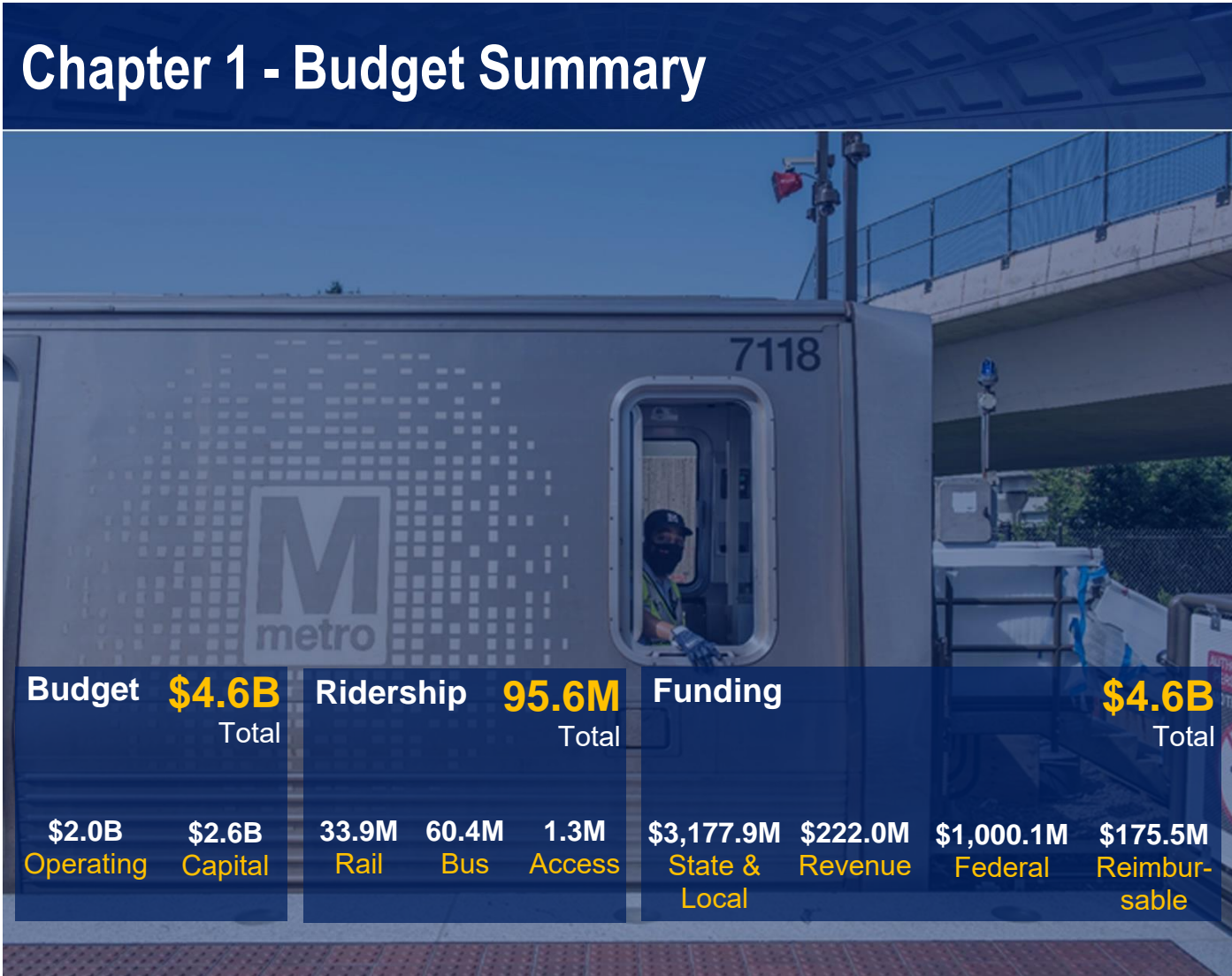


Anthony E. Costa – Federal Government

Anthony Costa was appointed to the Board as an Alternate Director in July 2014 representing the federal government. Mr. Costa is currently Deputy Executive Director for the Office of Construction and Facilities Management for the US Department of Veterans Affairs (VA), where he is responsible for providing senior leadership to the planning design and construction of all major construction projects to support the provision of services to our nation's veterans.

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Chapter 1 - Budget Summary



Budget	\$4.6B	Ridership	95.6M	Funding	\$4.6B
	Total		Total		Total
\$2.0B	\$2.6B	33.9M	60.4M	\$3,177.9M	\$222.0M
Operating	Capital	Rail	Bus	State & Local	Revenue
			Access		Federal
					Reimbursable

Metro is committed to improving the safety, reliability, and affordability of its system by substantially improving its assets and providing a better and equitable transit experience for hundreds of thousands of riders each day.

Coronavirus Aid, Relief, and Economic Security (CARES) Act funding provided in March of 2020 will be fully expended in FY2021. This funding has been used for critical expenses including increased cleaning, essential transit trips and to replace lost fare revenue resulting from the ridership decline. Without CARES Act funding, Metro services provided since the onset of the pandemic would not have been possible.

Chapter 1 – Budget Summary

The FY2022 Proposed Budget recognizes that the District of Columbia, Maryland and Virginia continue to face budget challenges in the wake of the pandemic. Therefore, the proposed FY2022 jurisdictional contribution is \$1.2 billion including debt service, which maintains the FY2021 base subsidy amount.

Metro, in partnership with the region and the larger transit industry, continues to strongly advocate for additional emergency federal assistance to address continued revenue loss and increased expenses resulting from the pandemic in FY2022 as well as the replacement of dedicated federal funding for capital investment.

However, there is no guarantee that additional federal assistance will become available in FY2022. The FY2022 Proposed Budget balances the remaining \$171.4 million funding gap not covered by federal funding through management actions as well as significant service cuts and employee layoffs beginning in Q3 FY2022.

While optimistic that transit ridership will rebound in the long run, the FY2022 Proposed Budget assumes that significant ridership and revenue recovery will not begin until quarter three (Q3) of FY2022 and will not be strong enough to address the full funding need.

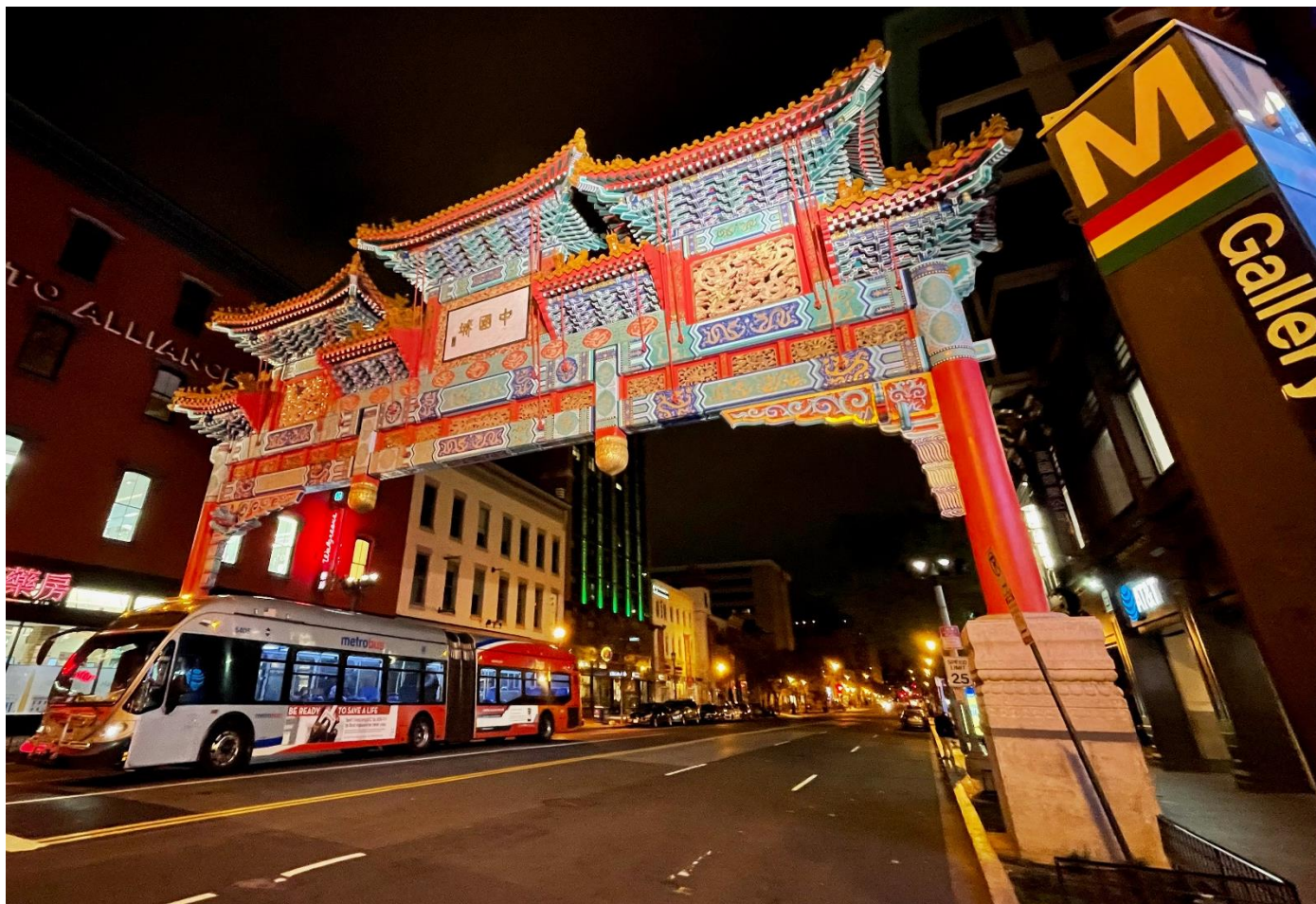
Prior to the pandemic, ridership was at an all-time high at approximately 300 million trips per year. At the onset of the pandemic in March 2020, ridership and revenue

declined approximately 90 percent. As of the second quarter (Q2) of FY2021, recovery has been minimal. Total FY2022 ridership is forecast to be 77.5 million trips or 25 percent of pre-Covid-19 levels.

The Proposed Operating Budget is funded with \$222.0 million of projected operating revenues with 66 percent supported by fare revenue and the remainder from non-fare revenues such as parking fees and advertising revenues. This revenue projection is \$86.0 million more or a 9.6 percent increase from FY2021.

In a shift from historical trends, Metrobus is expected to transport more riders than Metrorail. Leveraging the additional federal relief funding, Metro will maintain FY2021 service levels and strategically increase service in areas with increased demand through the first two quarters of FY2022. However, in the absence of additional funding, Metro will need to consider reductions beginning in January 2022. To serve as many customers as possible, three key criteria were used in developing the FY2022 proposed Metrobus service plan:

- Aligning service with current ridership demand
- Service equity and essential travel need for riders
- Consolidation of Metrobus routes and maximizing opportunities for transfer





Metrorail peak service ridership, historically the greatest source of fare revenue, is projected to be approximately 15 percent of pre-Covid levels. As a result of this revenue loss, the FY2022 budget continues reduced FY2021 rail service levels, offering only 80 percent of pre-Covid service, through December 2021. In the absence of additional funding, Metro is considering significant cuts to both the frequency and span of rail service beginning in January 2022. Service changes include standardizing weekday frequencies, establishing turnbacks, closing of 22 stations throughout each jurisdiction, and shorter service hours. In total, these changes reduce rail service to approximately 30 percent compared to pre-Covid levels.

MetroAccess ridership has also declined as a result of the pandemic. The FY2022 Proposed Budget estimates 1.3 million MetroAccess trips an increase of 0.8 million trips over the amended FY2021 Budget. Proposed Metrobus

and Metrorail service changes will not alter current MetroAccess services in FY2022.

The \$12.3 billion FY2022-2027 CIP focuses on enhanced system safety, state of good repair, reliability, security, and customer experience with \$2.6 billion invested in FY2022. The CIP includes one year of Passenger Rail Investment and Improvement Act (PRIIA) funding, which has been approved for Federal Fiscal Year 2021 but not extended beyond WMATA's FY2022. Federal financial support is critical for funding Metro's operations and capital investment and required to continue essential services and critical capital improvements amid the revenue losses imposed by Covid-19.

Despite the anticipated impacts of Covid-19 on the FY2022 Proposed Budget, Metro continues to look toward the future and focus on services and initiatives that will support the region's long-term livability and economic growth.

Operating Budget

The FY2022 Proposed Operating Budget totals \$2.0 billion including debt service. This represents a 2 percent decrease from the amended FY2021 Budget. Priorities that guided the development of the operating budget chart a course to financial sustainability while upholding Metro's commitment as an essential transportation provider to the region:

- Safe service
- Service equity
- Alignment of service with customer demand
- Maintaining the base subsidy amount

Metro is committed to providing equitable transportation to fit the region's needs. The FY2022 budget supports three equity focused initiatives including: increased community engagement with the Metropolitan Transit Police Department (MTPD); a bus transformation effort to improve standards, guidelines, and build bus lane partnerships with local jurisdictions; and additional outreach to small businesses in Metro's procurement process.

The proposed Operating Budget is legislatively restricted to three percent annual subsidy growth. In FY2022, to support our Jurisdictional partners, Metro is further constricting expense growth to maintain the FY2021 base subsidy level. Proposed service changes are funded within the base budget with the addition of legislatively excluded costs and debt service payments to total the proposed \$2.0 billion Operating Budget.

The Base Budget

The FY2022 Operating Budget includes legacy commitments and legislative mandates such as contractually required wage and step increases for labor resulting from collective bargaining agreements (CBAs), and inflationary costs on non-personnel expenses, which are funded within the base budget.

Operating costs legislatively exempted from the growth cap total \$41.5 million. Drivers of FY2022 subsidy growth are:

- \$36.5 million for Silver Line Phase 2
- \$3.0 million for in-housing the Cinder Bed Road Bus Facility
- \$2.0 million for increased safety measures in support of Washington Metrorail Safety Commission (WMSC)

Jurisdictional operating subsidies and reimbursements total \$1.2 billion. To limit Metro's subsidy growth as legally required by the jurisdictions, Metro has continually worked to control expenses.

In FY2022, labor costs are projected to decrease by \$74.7 million or 5.7 percent. Personnel costs will represent 65

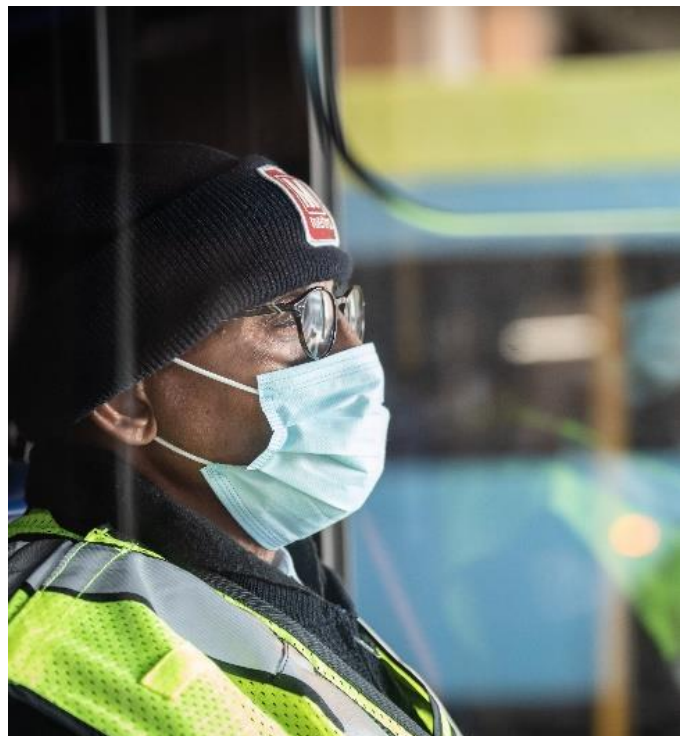
percent of Metro's total Operating Budget as compared to approximately 67 percent for the amended FY2021 Budget. This is due to proposed service cuts and management actions that resulted in a drastic reduction of employees. The FY2022 Budget supports 10,175 positions, funded by the Operating and Capital Budgets.

Total non-personnel costs will decrease by \$30.2 million, or 4.8 percent, driven primarily by savings from service cuts and management actions.

Since FY2018, management actions have included expense reduction and revenue generating initiatives resulting in savings of \$244 million. The FY2021 Approved Budget, amended in November 2020, included an additional \$31 million of savings.

The FY2022 Proposed Budget includes \$133 million of expense reduction through management actions totaling \$56 million and service cuts. These reductions include:

- Contractor cost reduction totals \$8 million
- Non-represented employee performance increase deferment totals \$8 million
- Employee wage increase deferment for CBAs totals \$20 million
- Employee management programs comprised of voluntary separation, early retirement and other discretionary reductions totals \$21 million
- Management cuts for FY2022 service reductions totals \$77 million



Capital Budget

Information about Metro's capital improvement program can be found at www.wmata.com



FY2022 Sources of Funds

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

State and local funding of \$3.2 billion supports both the Operating and Capital budgets delineated as follows:

- The jurisdictional operating contribution of \$1.2 billion includes \$1.15 billion of net operating subsidy and \$72.2 million of debt service contributions.
- State and local funding of \$2.0 billion supporting the Capital program consists of the following funding sources:
 - \$500.0 million of dedicated funding
 - \$1.0 billion of dedicated funding debt proceeds
 - \$268.4 million in system performance funds
 - \$148.5 million in state and local match to federal PRIIA grants.

System generated revenues derived from Metrorail, Metrobus and MetroAccess support the Operating Budget and total \$222.0 million including:

- Passenger fares and parking fees of \$164.7 million
- Business revenues totaling \$57.4 million consist of advertising, joint development and fiber optic proceeds of \$33.2 million and other sources of revenue of \$24.2 million.

Federal funding of \$1.0 billion consists of \$514.5 million in federal relief for the operating budget and \$485.7 million of support for the capital program:

- \$148.5 million in PRIIA funding
- \$337.2 million in Federal Transit Administration (FTA) formula grants and other federal grants
- \$514.5 million from the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 to offset the revenue losses and fund additional expenses incurred due to the ongoing pandemic

Reimbursable project funding supports both the Operating and Capital budgets as follows:

- \$6.0 million for jurisdictionally requested operating programs
- \$88.7 million in jurisdictionally requested capital improvements.

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

Sources of Funds - Summary

(\$ in millions)

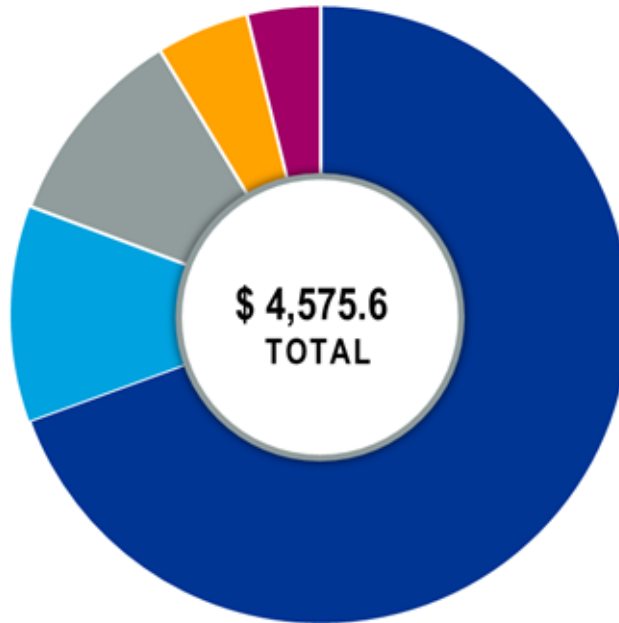
\$ 175.5 (3.8%)
REIMBURSABLE

\$ 222.0 (4.9%)
REVENUE

\$ 485.7 (10.6%)
FEDERAL CAPITAL

\$ 514.5 (11.2%)
CRRSAA

\$ 3,177.9 (69.5%)
STATE & LOCAL FUNDS



Summary of Funds by Source

(Dollars in Millions)	FY2021 Budget	FY2022 Budget	Variance to FY2021	
			\$ Change	% Change
Operating Budget				
Passenger Fares & Parking	\$123.8	\$164.7	\$40.9	33.0%
State and Local Funds	1,111.6	1,153.1	41.5	3.7%
Business Revenues	31.2	33.2	2.0	6.3%
Reimbursable Funds	7.8	6.0	(1.8)	(23.3%)
CARES Act / CRRSAA	642.0	514.5	(127.5)	(19.9%)
Other Sources	25.6	24.2	(1.4)	(5.5%)
Subtotal	\$1,941.9	\$1,895.6	(\$46.3)	(2.4%)
Contributions for Debt Service	\$72.1	\$72.2	\$0.1	0.1%
Subtotal Including Debt Service	\$2,014.0	\$1,967.7	(\$46.3)	(2.3%)
Capital Budget				
Federal Formula/Other Grants	\$341.7	\$337.2	(\$4.5)	(1.3%)
Federal Dedicated Funds (PRIIA)	148.5	148.5	-	-
State and Local Funds	418.0	426.0	8.1	1.9%
Dedicated Funding	500.0	500.0	-	-
Reimbursable Funds	93.9	169.5	75.6	80.5%
Debt Strategy/Other Debt ¹	678.7	1,026.6	348.0	51.3%
Subtotal	\$2,180.7	\$2,607.9	\$427.1	19.6%
Grand Total²	\$4,194.7	\$4,575.6	\$380.9	9.1%

1. Debt service schedule updated to reflect actuals after FY20 Dedicated Funding Debt issuance.

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

Ridership and Revenue

Metro is an essential transportation provider to the Washington Metropolitan area. Metrorail, Metrobus and MetroAccess provide safe and reliable transportation options to the region's six million people. Moving the region helps to drive the economy while significantly sustaining Metro's operations.

The FY2022 operating revenue budget continues to be significantly impacted by the Covid-19 pandemic and includes \$514.5 million in additional relief funding under the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRSSAA) to offset the anticipated revenue losses and fund additional expenses incurred due to the ongoing pandemic. The FY2022 Proposed Budget projects just \$222.0 million in revenue excluding reimbursable project funding. This represents a 23.0 percent increase from FY2021. Metro continues to

experience the steep decline in ridership which extends into other revenue sources such as parking and non-passenger revenues.

Passenger fares and parking fees of \$164.7 million make up 74 percent of the total revenue budget, excluding federal funding. These revenues are estimated to be \$40.9 million more than FY2021. Non-passenger business revenues from advertising, joint development and fiber optic leases are projected to be \$33.2 million while other non-transit revenues total \$24.2 million. Non-passenger revenues are expected to be \$0.6 million higher.

Total ridership is projected at 95.6 million trips, 35 percent on Metrorail, 63 percent on Metrobus and the remainder on MetroAccess.

Ridership

Ridership by Service

	FY2019	FY2020	FY2021	FY2022	Variance to FY2021	
(Trips in Thousands)	Actual	Actual	Budget	Budget	Change	% Change
Metrorail	175,255	132,574	33,227	33,903	676	2.0%
Metrobus ¹	123,916	96,254	25,190	60,402	35,213	139.8%
MetroAccess	2,348	1,795	460	1,268	808	175.8%
Total Ridership²	301,520	230,623	58,877	95,573	36,697	62.3%

1. Metrobus ridership reflects automated passenger count (APC) data.

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

Metrorail

In FY2019, Metro began to note a stabilization in ridership after several years of steady decline. Efforts to enhance customer experience through reliable on-time train arrivals, improved customer service and capital improvements all served to increase the Metrorail customer base. Ridership forecasts for FY2022 consider previous ridership trends which were deeply impacted by Covid-19 beginning in FY2020. Metrorail anticipates 33.9 million total riders in FY2022 which represents a 2 percent increase from FY2021 budget ridership levels.

Over the past few years, Metrorail ridership has been impacted by a shift in the region towards telecommuting and alternative work schedules resulting in lower ridership, particularly on Fridays and Mondays. Since the onset of Covid-19, widespread use of such alternatives to reporting to on site workplaces has further exacerbated Metrorail ridership declines.

Although the pandemic has significant impacts on Metrorail, capital improvements have continued. Specifically, the Platform Improvement Project, a multi-year campaign to rebuild platforms at 20 of Metro's 45

outdoor stations, will rehabilitate four along the Green Line in FY2022 taking the project beyond the halfway mark. These station improvement projects are essential to the maintenance and rehabilitation of the system to ensure riders' long-term safety.

Though Metro's ridership models do not project a significant increase in Metrorail ridership in FY2022, a long-term positive ridership response to Metrorail improvement initiatives is anticipated as indicated through public feedback.



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

These include:

- Price of automobile gasoline influences customer transportation choices. Ridership modeling indicates increased public transit ridership when the gasoline price exceeds \$3.00 per gallon. Gasoline prices averaged \$2.16 per gallon in the Washington D.C. Metropolitan Area during summer 2020 and are not expected to increase dramatically in the near term.
- Price and availability of parking near a destination influences the decision to drive or ride Metro

Metrobus

Metrobus ridership is forecasted at 60.4 million trips in FY2022, an increase of 35.2 million trips, or 139.8 percent from 25.2 million trips in the FY2021 budget. This increase reflects greater Metrobus demand since March and increased ridership from the fare holiday, which ended in January 2021.

Metrobus ridership is based on data collected using Automatic Passenger Counters (APCs), which the transit industry considers a more accurate means of recording ridership than data acquired through the farebox. Accordingly, starting with FY2020, bus ridership is reported using APC figures unless otherwise noted. Metrobus ended FY2019 under budget forecasts by 2.9

million trips, or 3.3 percent. Ridership in FY2020 was even lower, under budget by 32.1 million trips, or 25.0 percent, due to both the downward trend and significant impacts of the pandemic.

MetroAccess

Metro joins the region in providing alternative service through MetroAccess paratransit service. MetroAccess is projected to provide 1.3 million trips in FY2022, or 0.8 million trips higher than FY2021 budget. Metro's ridership decline extended to MetroAccess resulting from the pandemic. As with Metrorail and Metrobus ridership forecasts, MetroAccess ridership is expected to return as the region moves toward the Resiliency Phase of the Recovery Plan.

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

- Increased efforts in providing shared-ride, fixed route equivalent service, thus transporting more passengers in a single vehicle
- Increased the number of subsidized alternative services available to MetroAccess customers. There are now 13 transportation companies available to MetroAccess customers as an alternative to ADA paratransit service

Nearly 63 percent of MetroAccess trips are provided in Montgomery and Prince George's counties in Maryland, 23 percent in Washington D.C., and the remaining 14 percent of trips in the combined Virginia jurisdictions.



Passenger Revenue

The FY2022 Proposed Budget does not reflect any fare adjustments and the Board's policy of assessing fare changes on a biennial basis was not enacted. The agency elected to hold fares steady in FY2022 to stimulate ridership.

Operating Revenue

(Dollars in Millions)	FY2019 Actual	FY2020 Actual	FY2021 Budget ²	FY2022 Budget ²	Variance to FY2021	
					\$ Change	% Change
Metrorail	533.5	394.8	99.6	93.2	(6.4)	(6.4%)
Metrobus	124.0	83.5	13.6	55.7	42.1	309.3%
MetroAccess	8.8	6.7	1.7	4.7	3.0	175.8%
Parking	44.4	32.1	8.9	11.0	2.2	24.5%
Subtotal, Passenger Revenue	\$710.7	\$517.0	\$123.8	\$164.7	\$40.9	33.0%
Non-Passenger Revenue ¹	\$73.9	\$63.7	\$56.8	\$57.4	0.6	1.0%
Total Revenue²	\$784.6	\$580.8	\$180.6	\$222.0	\$41.5	23.0%
CARES Act / CRRSAA	-	221.0	642.0	\$ 514.5	(127.5)	(19.9%)
Total	\$784.6	\$801.7	\$822.5	\$736.5	(\$86.0)	(10.5%)

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

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

Metrorail

Metrorail passenger revenue is budgeted at \$93.2 million for FY2022, a 6.4 percent decrease or \$6.4 million lower than the FY2021 budget. This assumes a slow recovery of Metrorail ridership throughout FY2022 and service reductions that are proposed to take effect January 1, 2022 if additional funding is not secured.

While ridership declines due to Covid-19 events have accelerated revenue losses, Metro's budget also includes a \$13.5 million loss in rail fare revenue from closing stations for major capital improvement projects similar in scope to the Platform Improvement Project.

In addition to fares from customers, Metrorail revenue includes \$6.8 million for the Kids Ride Free program. In partnership with the District Department of Transportation (DDOT), District of Columbia Public Schools (DCPS), and the District of Columbia Public Charter School Board, Metro is reimbursed for District K-12 students riding Metrorail and Metrobuses for free. Students can take unlimited trips on Metrorail and Metrobus using program specific SmarTrip cards.

Metrobus

Metrobus passenger revenue for the FY2022 Budget is \$55.7 million, an increase of \$42.1 million over FY2021. Due to the pandemic, the FY2021 budget was amended to account for rear door boarding, resulting in minimal passenger revenue realized during the first six months of the fiscal year. Slow recovery of Metrobus ridership is expected to continue throughout FY2022. The budget accounts for continued declining ridership, particularly full fare riders due to significant growth in fare evasion and customers shifting to passes.

MetroAccess

MetroAccess passenger revenue for FY2022 is \$4.7 million, or \$3.0 million more than in FY2021. Paratransit is expected to experience a slow recovery due to the pandemic.

Parking

Total parking revenue for the FY2022 Proposed Budget is projected at \$11.0 million, a \$2.2 million increase from the FY2021 budget, reflecting the anticipated slow return to full rail ridership levels. In FY2021, the Metro Board of Directors approved elimination of the Prince George's County parking surcharge, a fee included in the daily parking rate of Park & Ride facilities located in the County. The surcharge fee varied by parking garage in the County ranging from \$0.75 to \$1.25. Elimination of the surcharge fee saves customers money and aligns the rates with those at Metro parking garages in other jurisdictions.

In FY2022, all Metrorail stations scheduled to close for platform repairs have parking facilities. As a result, Metro is projecting a revenue loss of \$150,000 during the station closures.

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

- Lowering daily fees at low-utilization garages to spur higher utilization and revenue;
- Assessing non-rider fees for special events such as festivals, concerts and other similar activities; and

- Increasing parking spaces leased to non-transit users, as well as permitting commercial uses of Metro parking facilities for a fee.

Passes

To make riding more affordable and encourage ridership, Metro offers customers monthly, weekly, three-day and daily passes that eliminate the need for daily fare calculations and reward high volume users with a reduced cost per trip.

All passes, except the 7-Day Regional Bus Pass, are “combo passes” that allow riders access to Metrorail and Metrobus service under a single pass product.

The following details each pass product:

- Monthly Unlimited Pass (formerly ‘SelectPass’): Customers select a price point based on the distance of their normal one-way commute trip, making this pass customizable to an individual’s travel needs.
 - After 36 Metrorail or Metrobus trips, customers ride the rest of the month for free
 - Any trip with a distance equal to or less than the normal commute trip is covered, and any longer trip requires payment of the fare difference from the stored value on the SmarTrip® card
- 1-Day / 3-Day / 7-Day Unlimited Pass offers unlimited travel on Metrorail and Metrobus. The short duration is ideal for tourists and other visitors
- 7-Day Short Trip Unlimited Pass offers unlimited Metrorail trips under a fare value of \$3.85 per trip, when peak fares are in effect, and free bus trips. Similar to the monthly unlimited pass, customers pay the fare difference for longer trips from the stored value funds or SmartBenefits on their SmarTrip® card
- 7-Day Regional Bus Pass: The pass is priced to save customers money after the sixth weekly trip, the equivalent of three commuting days, with the remaining four days free
- University Pass (U-Pass): Metro has agreements with 28 colleges and universities in the region to offer full-time students unlimited rides on Metrorail and Metrobus. Metro prices the service at \$1.00 per student per day to offer students an affordable means of travel to classes, internships, jobs and other activities



Non-Passenger Revenue

Advertising

Total advertising revenue in FY2022 is budgeted at \$2.8 million, a \$2.9 million decrease from the FY2021 budget.

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

Joint Development

Joint development revenues are estimated to reach \$14.6 million, an increase of \$3.2 million over FY2021. This growth is driven by increasing ground lease payments to reflect market value and Metro property sales. Generally, joint development revenue increases during periods of

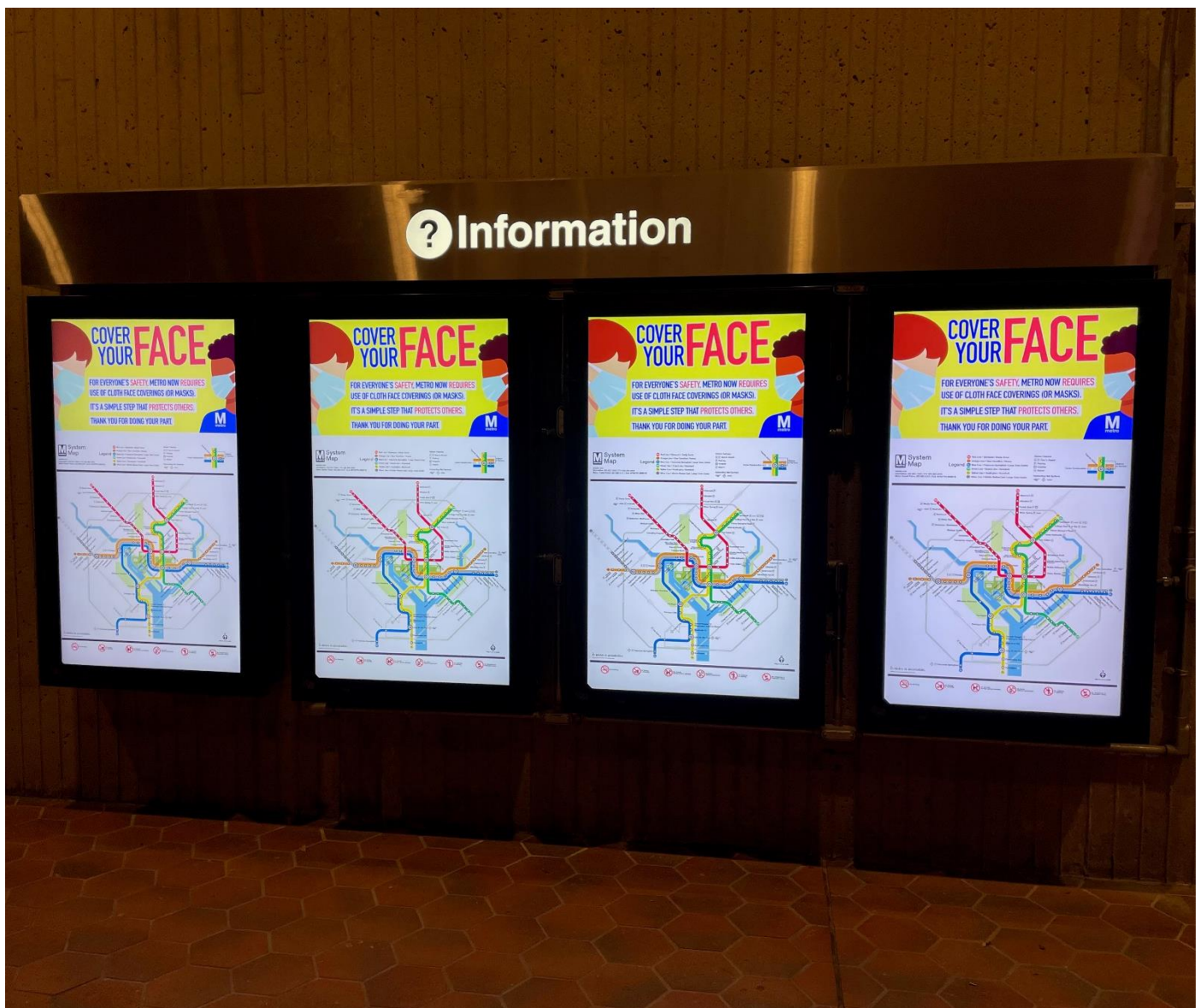
economic growth as ground leases increase in value and as areas walkable to Metrorail stations develop.

Fiber Optics

The Metro Fiber Optic Program, initiated in September 1986, allows for the installation, operation, and maintenance of fiber optic cables in Metro's right-of-way. Under these lease agreements, Metro receives revenue from telecommunications companies as well as fiber optic lines for its own use. For FY2022, the fiber optic revenue budget is \$15.7 million.

Other Revenue

Other revenues total \$24.2 million in FY2022 and include proceeds from agreements with cellular service providers, vending machine companies, surplus property disposal, and employee parking.



Operating Budget Revenues

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change
Metrobus					
Passenger	\$124,011	\$83,516	\$13,619	\$55,739	\$42,120
Parking	-	-	-	-	-
Advertising	9,023	9,124	1,411	692	(\$719)
Joint Development	-	0	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	3,043	4,202	2,584	2,442	(\$142)
Revenue Subtotal	\$136,078	\$96,843	\$17,614	\$58,873	\$41,259
CARES Act / CRRSAA	-	83,447	199,007	68,832	(\$130,176)
Subtotal	\$136,078	\$180,290	\$216,622	\$127,705	(\$88,917)
Metrorail					
Passenger	\$533,518	\$394,786	\$99,594	\$93,234	(\$6,360)
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	20,018	16,823	4,273	2,111	(\$2,161)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Nontransit Sources	10,123	7,209	23,046	21,780	(\$1,266)
Revenue Subtotal	\$639,777	\$477,246	\$161,280	\$158,517	(\$2,764)
CARES Act / CRRSAA	-	135,752	442,952	445,631	\$2,679
Subtotal	\$639,777	\$612,998	\$604,232	\$604,147	(\$85)
MetroAccess					
Passenger	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
Parking	-	-	-	-	-
Advertising	-	-	-	-	-
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	-	-	-	-	-
Revenue Subtotal	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
CARES Act / CRRSAA	-	1,769	-	-	-
Subtotal	\$8,781	\$8,445	\$1,689	\$4,660	\$2,970
Total					
Passenger	\$666,310	\$484,977	\$114,902	\$153,633	\$38,731
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	29,042	25,947	5,684	\$2,803	(\$2,881)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Nontransit Sources	13,166	11,411	25,630	24,223	(\$1,408)
Revenue Subtotal	\$784,636	\$580,764	\$180,584	\$222,049	\$41,465
CARES Act / CRRSAA	-	220,968	641,959	514,462	(\$127,497)
Grand Total	\$784,636	\$801,732	\$822,543	\$736,512	(\$86,031)

Operating Subsidy

The FY2022 operating subsidy totals \$1.2 billion including debt service, an increase of \$41.5 million or 3.7 percent over the FY2021 Budget. The base subsidy increased by \$33.3 million, equal to three percent annual growth of operating subsidies, which complies with the 2018 dedicated funding legislation.

The remaining growth of \$41.5 million includes:

- \$36.5 million for Silver Line Phase 2
- \$3.0 million for Cinder Bed Road Bus Facility
- \$2.0 million for increased safety support (WMSC)

Jurisdictional contributions for debt service payments equal \$72.2 million, like FY2021 levels.



FY2022 Proposed Budget - Summary of State and Local Operating Requirements

(Dollars in Millions)	FY2021	FY2022 Capped	% Change	Legislative Exclusions ¹	Silver Line Phase 2 ²	FY2022 Total Subsidy	Debt Service ³	Jurisdictional Operating Subsidy ⁴
District of Columbia	\$399.2	\$399.2	0.0%	\$1.9	\$12.0	\$413.1	\$33.3	\$446.4
Montgomery County	\$183.6	\$181.3	(1.3%)	\$0.8	\$6.4	\$188.4	\$15.4	\$203.9
Prince George's County	\$240.6	\$242.9	1.0%	\$0.8	\$5.7	\$249.5	\$15.8	\$265.3
Maryland	\$424.2	\$424.2	(0.0%)	\$1.6	\$12.1	\$438.0	\$31.2	\$469.2
City of Alexandria	\$46.1	\$43.7	(5.1%)	\$0.2	\$1.7	\$45.7	\$1.8	\$47.5
Arlington County	\$77.3	\$74.1	(4.1%)	\$0.4	\$3.4	\$77.9	-	\$77.9
City of Fairfax	\$2.7	\$2.7	0.1%	\$0.0	\$0.1	\$2.8	\$0.1	\$2.9
Fairfax County	\$153.9	\$151.0	(1.9%)	\$0.7	\$5.9	\$157.6	\$5.6	\$163.2
City of Falls Church	\$3.1	\$2.8	(10.1%)	\$0.0	\$0.1	\$2.9	\$0.2	\$3.1
Loudoun County	\$5.1	\$13.9	170.2%	\$0.1	\$1.1	\$15.0	-	\$15.0
Virginia	\$288.2	\$288.2	(0.0%)	\$1.4	\$12.3	\$302.0	\$7.7	\$309.7
Net Operating Subsidy	\$1,111.6	\$1,111.6	(0.0%)	\$5.0	\$36.5	\$1,153.1	\$72.2	\$1,225.3

1. Legislative exclusions include \$3.0 million for Cinder Bed Road Bus Facility and \$2.0 million for additional safety mandates from the Washington Metrorail Safety Commission (WMSC)

2. Silver Line Phase 2 costs assume revenue operations start in Q1 FY2022

3. Debt service is based on debt schedule used in FY2021 Subsidy model. Schedule included FY2020 - FY2043

4. (A) FY2022 Metrobus subsidy allocation is based on the August 2020 GeoDistribution file

(B) FY2022 Proposed Budget assumes no Commuter Choice Funded routes

(C) FY2021 approved non-regional bus platform rate is used in the FY2022 Proposed Subsidy calculation

FY2022-27 Capital Funding

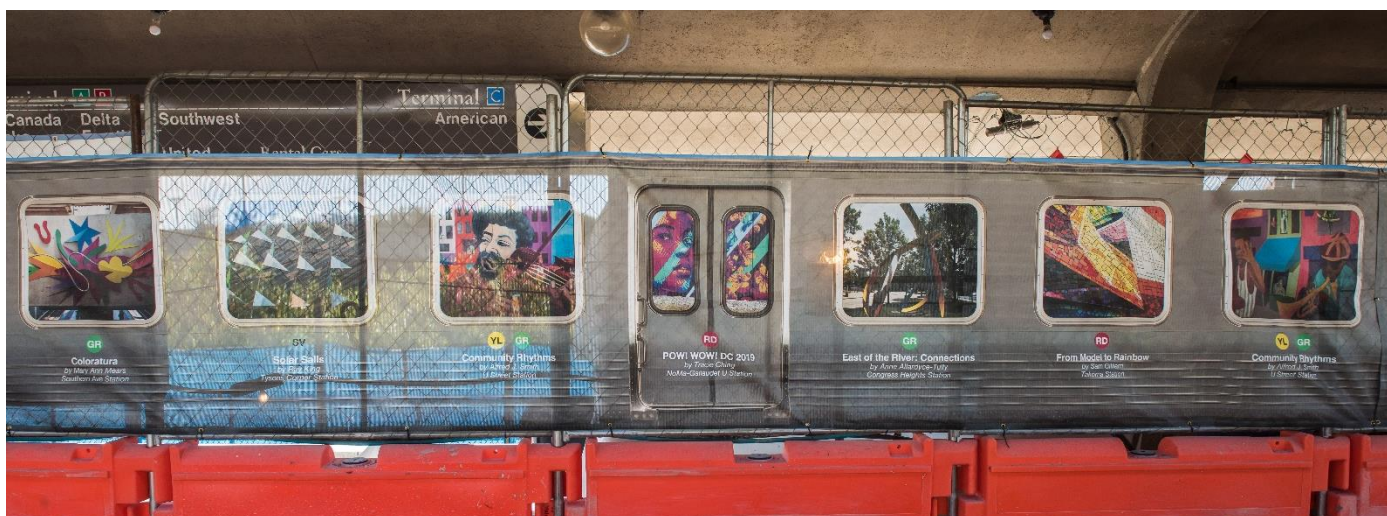
Metro's six-year CIP of \$12.3 billion requires funding totaling \$13.6 billion from the federal government, state and local government partners and other sources due to an expected \$67 million cost for revenue loss from service shutdowns for capital projects and more than \$390 million of debt service.

Within the \$13.6 billion six-year funding plan, Metro is projecting:

- \$2.1 billion from federal grant funding, with the assumption that federal PRIIA funding will not be extended past FY2022
- State and local contributions for matching of federal grants and system performance funds of \$2.6 billion,

of which \$67 million is expected to fund revenue losses from long-term service shutdowns due to major capital projects

- State dedicated funding of \$3.0 billion, of which \$1,204 million is projected to be used for debt service
- Debt, secured by dedicated funding, of \$5.5 billion
- Other local sources, primarily Metropolitan Washington Airports Authority (MWAA) funding for the Silver Line extension and new rail cars, and the City of Alexandria for the new Potomac Yards station, totaling \$245.0 million



Financial Plan by Investment Category

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	6-Year
(Dollars in Millions)	Budget	Plan	Plan	Plan	Plan	Plan	Total
Railcar	\$342.3	\$346.1	\$437.0	\$530.1	\$516.5	\$422.5	\$2,594.5
Rail Systems	\$272.3	\$337.0	\$307.6	\$256.5	\$202.9	\$213.4	\$1,589.7
Track and Structure Rehabilitation	\$342.9	\$476.1	\$259.1	\$235.9	\$236.5	\$247.1	\$1,797.7
Stations and Passenger Facilities	\$572.0	\$368.9	\$328.4	\$301.9	\$267.8	\$272.1	\$2,111.1
Bus and Paratransit	\$514.6	\$549.6	\$492.3	\$417.9	\$183.9	\$195.9	\$2,354.3
Business Support	\$546.7	\$448.4	\$239.3	\$206.4	\$220.3	\$227.4	\$1,888.4
Total	\$2,590.9	\$2,526.1	\$2,063.7	\$1,948.7	\$1,628.0	\$1,578.4	\$12,335.7
Revenue Loss from Capital Projects	\$17.0	\$10.0	\$10.0	\$10.0	\$10.0	\$10.0	\$67.0
Debt Service - Dedicated Funding ¹	-	\$91.2	\$190.0	\$249.6	\$311.2	\$362.1	\$1,204.1
Total Capital Program Cost	\$2,607.9	\$2,627.3	\$2,263.7	\$2,208.3	\$1,949.2	\$1,950.5	\$13,606.8

Financial Plan - Allocation of State and Local Contributions

	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	6 Year
<i>(Dollars in Millions)</i>	Budget	Plan	Plan	Plan	Plan	Plan	Total
Federal Funding							
Federal Formula Programs	\$321.1	\$321.1	\$321.1	\$321.1	\$321.1	\$321.1	\$1,926.6
Federal RSI/PRIIA	\$148.5	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$148.5
Other Federal Grants	\$16.1	\$11.7	\$11.1	\$4.4	\$6.0	\$5.1	\$54.4
Total - Federal Grants	\$485.7	\$332.9	\$332.2	\$325.5	\$327.1	\$326.2	\$2,129.5
State and Local Funding Contributions:							
District of Columbia							
Formula Match & System Performance	\$99.0	\$101.6	\$104.2	\$106.4	\$106.7	\$110.6	\$628.5
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	\$327.0	\$329.6	\$332.2	\$334.4	\$334.7	\$338.6	\$1,996.5
Maryland							
Montgomery County	\$46.2	\$47.8	\$49.3	\$51.1	\$53.7	\$55.1	\$303.3
Prince George's County	\$47.4	\$48.6	\$50.0	\$51.2	\$51.7	\$53.6	\$302.4
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	\$310.2	\$312.8	\$315.8	\$318.8	\$321.9	\$325.1	\$1,904.7
Virginia							
City of Alexandria	\$12.6	\$13.0	\$13.4	\$13.8	\$14.3	\$14.7	\$81.9
Arlington County	\$23.0	\$23.8	\$24.6	\$25.6	\$27.1	\$27.7	\$151.8
City of Fairfax	\$0.7	\$0.7	\$0.8	\$0.8	\$0.9	\$0.9	\$4.8
Fairfax County	\$41.1	\$42.5	\$43.9	\$45.7	\$48.3	\$49.4	\$270.9
City of Falls Church	\$0.8	\$0.8	\$0.8	\$0.8	\$0.8	\$0.9	\$4.8
Loudoun County	\$5.6	\$5.9	\$6.2	\$6.6	\$7.6	\$7.7	\$39.6
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)	\$1.1	\$0.7	\$0.7	\$0.7	\$1.1	\$1.1	\$5.4
Subtotal - Virginia	\$288.9	\$291.5	\$294.5	\$298.0	\$304.1	\$306.3	\$1,783.3
Jurisdiction Planning Projects	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$3.0	\$18.0
Silver Line - Washington Metropolitan Area Airports Authority (MWAA)	\$13.0	\$0.9	\$0.0	\$0.0	\$0.0	\$41.1	\$55.0
Potomac Yard (Alexandria)	\$149.5	\$19.0	\$0.0	\$0.0	\$0.0	\$0.0	\$168.5
Purple Line - Maryland Department of Transportation (MDOT)	\$4.1	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$4.1
Subtotal - Jurisdictional Reimbursable	\$169.5	\$22.9	\$3.0	\$3.0	\$3.0	\$44.1	\$245.5
Total - State and Local Funding Contributions	\$1,095.6	\$956.8	\$945.5	\$954.3	\$963.7	\$1,014.2	\$5,930.0
Debt	\$1,026.6	\$1,337.7	\$986.1	\$928.6	\$658.3	\$610.1	\$5,547.3
Grand Total Funding¹	\$2,607.9	\$2,627.3	\$2,263.7	\$2,208.3	\$1,949.2	\$1,950.5	\$13,606.8

1. Total funding requirement includes capital program expenditures, debt service, and estimated revenue loss from major shutdowns. Reauthorization of federal PRIIA is not assumed beyond FY2022.

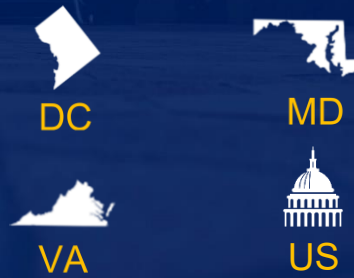
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Chapter 2 - Metro Officers

Metro Timeline

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

Metro Governance



Board of Directors

16

Metro Employees

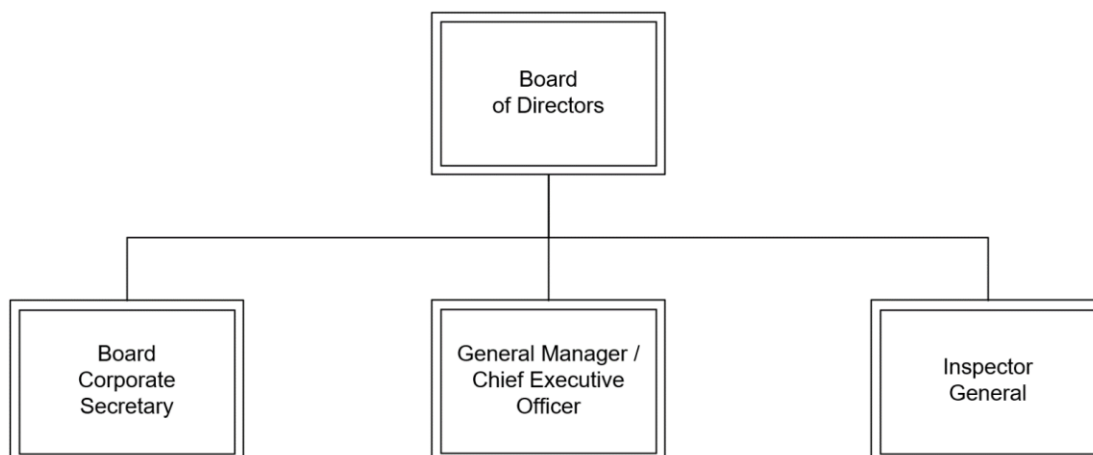
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A. FY2021 Budget FTE total prior to service cuts that are proposed to be effective January 2022

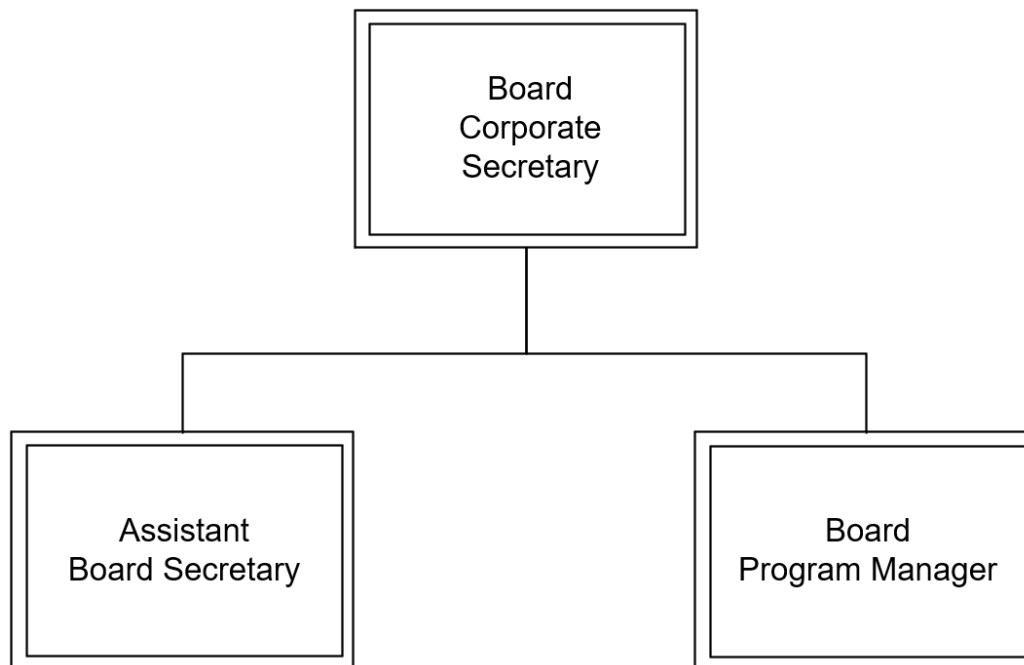
Board Reporting Structure

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

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



Office of the Board Corporate Secretary



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

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

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

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

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

	FY2019	FY2020	FY2021	FY2022		
<i>(Dollars in Thousands)</i>	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel ¹	\$686	\$704	\$803	\$790	\$(13)	(1.6%)
Non-Personnel	\$120	\$199	\$201	\$203	\$2	0.9%
Total²	\$806	\$903	\$1,004	\$993	\$(11)	(1.1%)
Authorized Positions ³	4	4	4	4	-	-

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

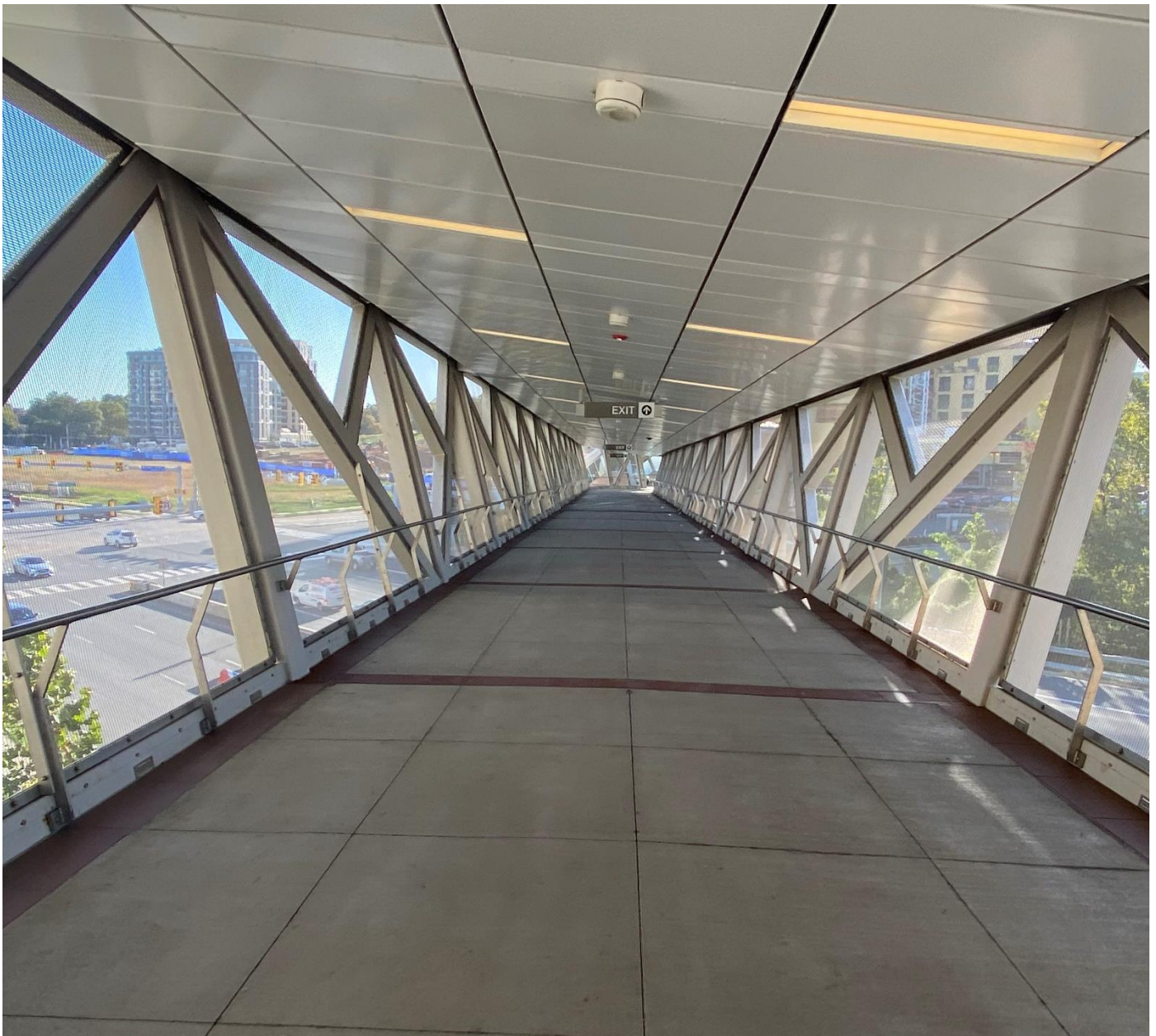
2. Total operating budget cost for each fiscal year is based on Metro's organizational structure at the time of budget approval.

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

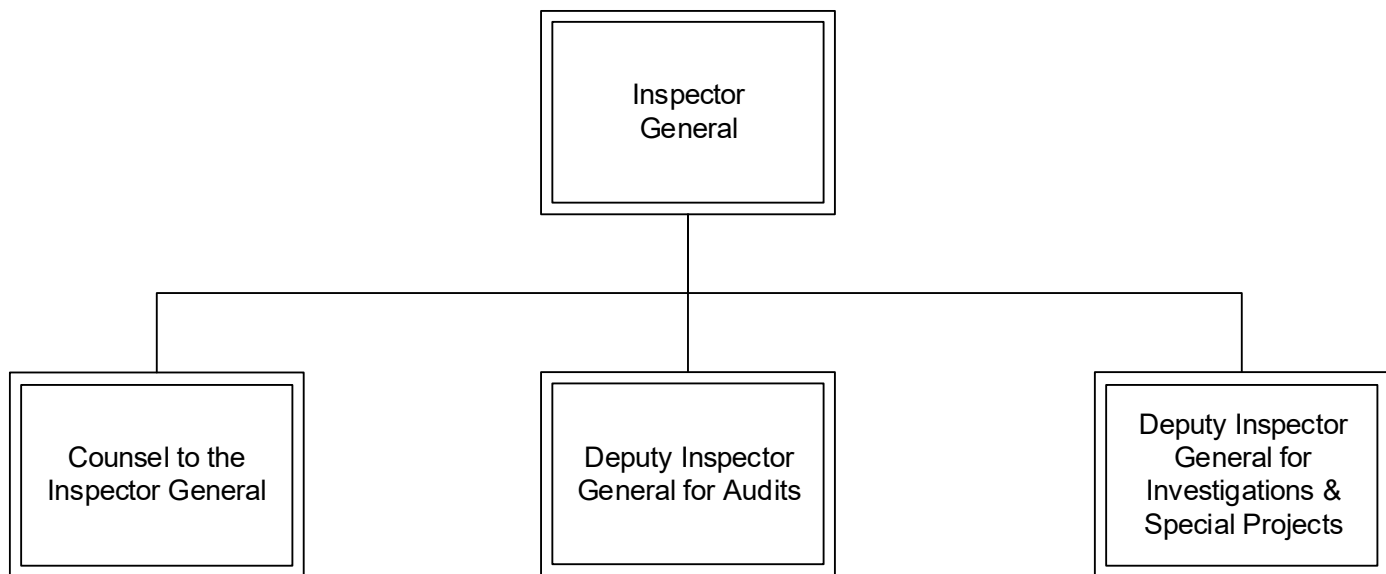
FY2022 Business Plan

The Office of the Board Corporate Secretary will:

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



Office of Inspector General



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

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

	FY2019	FY2020	FY2021	FY2022		
(Dollars in Thousands)	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel ¹	\$6,037	\$6,940	\$7,807	\$7,656	(\$151)	(1.9%)
Non-Personnel	\$1,630	\$2,921	\$2,676	\$2,695	\$19	0.7%
Total²	\$7,667	\$9,861	\$10,484	\$10,351	(\$132)	(1.3%)
Authorized Positions ³	38	40	44	44	-	-

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

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

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

FY2022 Business Plan

OIG's Office of Investigations and Special Projects will:

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

- Initiate special projects and inspections that address concerns related to Metro's operations.

OIG's Office of Audits will

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

Pandemic Impacts

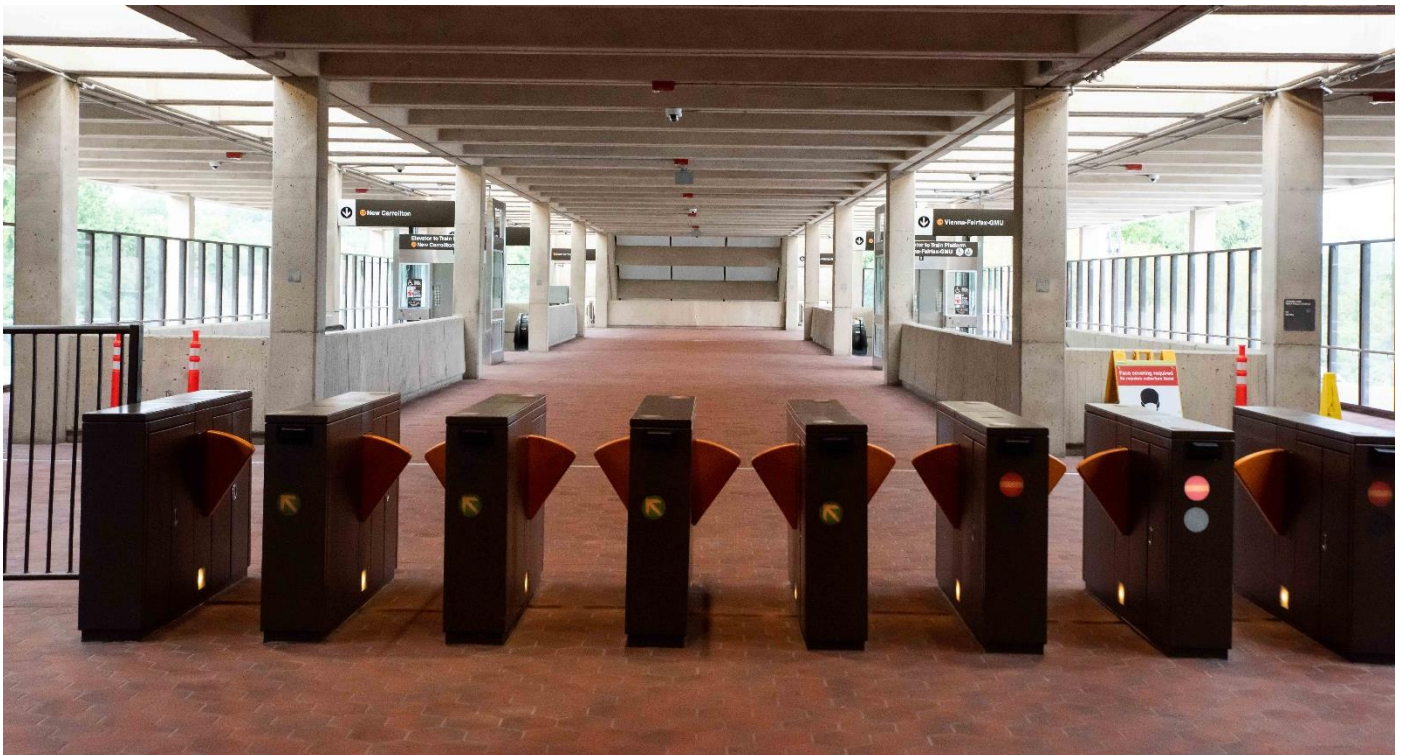
The COVID-19 pandemic has caused significant disruption and delay in OIG operations. While OIG staff have been able to perform many work duties remotely, and have come into our offices at L'Enfant Plaza on a limited basis when necessary, other critical activities have been difficult or impossible to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

Specific examples include:

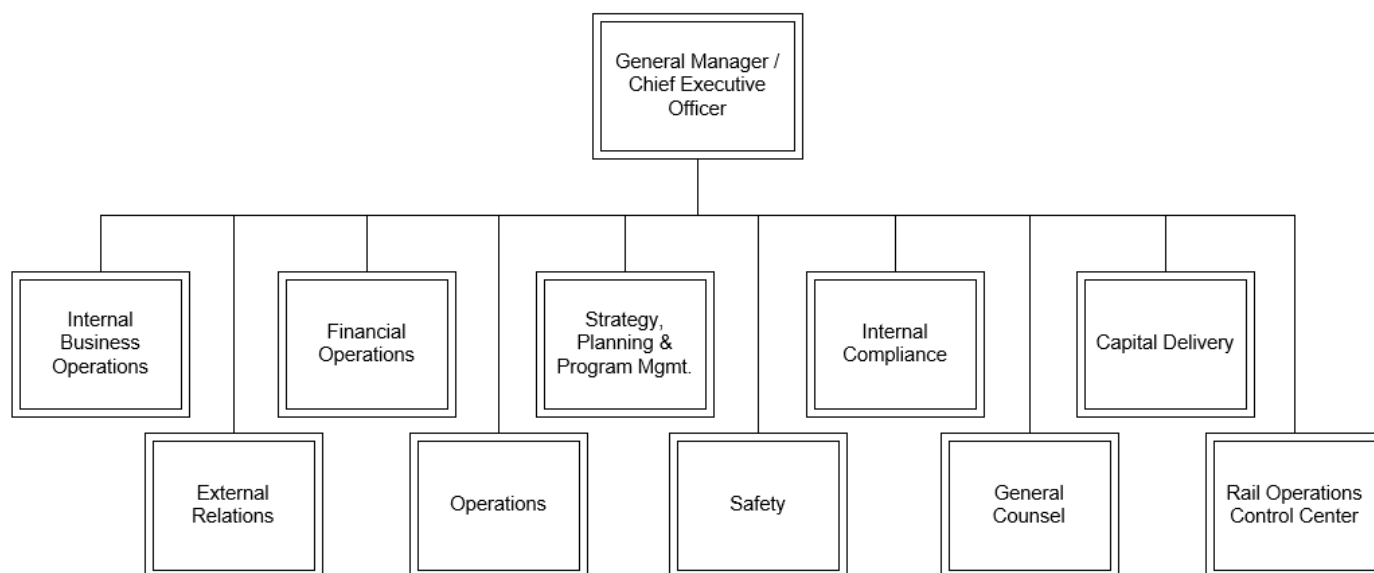
- Cancellation of all in-person training for personnel scheduled to attend the Federal Law Enforcement Training Center and other training events. Especially negative impact on OIG's data analytics

training, which had to be cancelled or curtailed due to difficulties in conducting this type of training virtually

- Cancellation of travel to locations outside the Metro area identified as "hot spots," preventing in-person interviews for OIG investigations. Attempts to conduct virtual interviews were largely unsuccessful
- Very limited in-person interviews with Metro employees, negatively affecting investigations
- Difficulties obtaining internal Metro records because of physical access complications
- More frequent computer issues stemming from demands of heavier remote access, stressing our IT personnel
- More frequent issues with Metro VPN, disrupting remote access
- Technical issues with access to online meetings and training
- Delays in judicial proceedings due to challenges faced by courts, US Attorneys, and State Attorneys operating under pandemic conditions
- Delays in OIG subpoena returns and USPS correspondence due to absences and reduced staffing of addressee entities
- Complications and delays in bringing new employees on board



General Manager & Chief Executive Officer



Under the leadership of the General Manager and Chief Executive Officer (GM/CEO), WMATA provides transit services to the millions of residents and visitors of the Washington Metropolitan region with strategic focus on safe, reliable and equitable services for its passengers. Even as WMATA struggles with the impact of Covid-19 pandemic, the General Manager is looking to the future to ensure that the authority is poised to continue its long-term work of strengthening safe and reliable service, while at the same time, continuing innovative and efficient operations and management approaches, enhancing fiscal accountability, and regulatory compliance.

In FY2022 and in support of the region's recovery, WMATA is committed to restoring ridership and managing equitable service in full support of customers, including frontline workers, school-aged children, and transit-

dependent riders. In addition to rebuilding ridership, the organization will maintain focus on continual improvement of current Metrorail, Metrobus and MetroAccess services, and the launch of the Silver Line Phase 2 extension.

Metro will also stay the course on making progress toward addressing system safety and state of good repair needs. To that end, Metro's Capital Improvement Program investments continue at historic levels. The capital projects for the year include the repairs of track, bridges, buses and train cars, along with the building of new bus facilities and replacing decades-old structures.

Through the many objectives and priorities of FY2022, the General Manager and employees of WMATA are dedicated to becoming the transportation provider of choice, as well as employer of choice in the region.

	FY2019	FY2020	FY2021	FY2022		
(Dollars in Thousands)	Actual	Actual	Budget	Budget	\$ Change	% Change
Personnel	\$1,235,610	\$1,342,094	\$1,302,117	\$1,227,586	(\$74,530)	(5.7%)
Non-Personnel	\$621,107	\$574,350	\$620,523	\$650,666	\$30,143	4.9%
Total ^{1,2}	\$1,856,717	\$1,916,444	\$1,922,640	\$1,878,252	(\$44,388)	(2.3%)
Authorized Positions ³	12,218	12,181	12,627	10,127	(2,500)	(19.8%)

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

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

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

FY2022 Business Plan

Business actions in FY2022 build on the foundation laid out in FY2021 to progress toward achieving top-notch transit services for our customers that restore ridership and provide reliable, equitable and safe service.

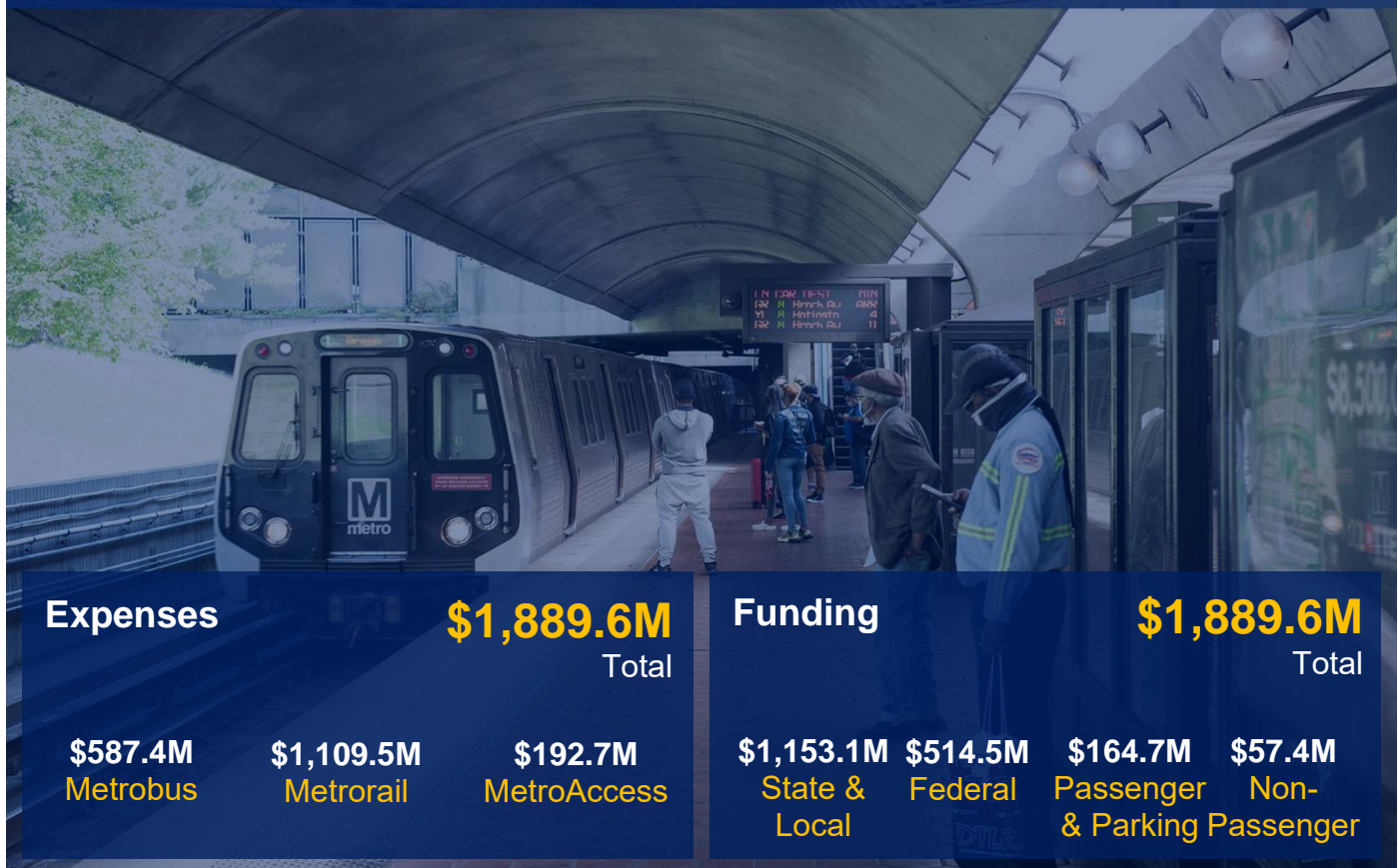
Major initiatives in the approved FY2022 budget include:

- Continuing Metro's focus on safety with a commitment to continual improvement and prevention over a wide range of initiatives including transformation of Metrorail's Operations Control Center to a best in class organization through enhanced leadership, improved training, and strengthened staff engagement
- Overseeing Metro's Pandemic Recovery to restore ridership while ensuring the safety of customers and WMATA's own workforce by implementing higher standards and practices of cleaning and safety precautions, and reassuring customers with communications campaigns and innovations such as touchless payment options
- Maintaining the financial stability of the organization as it grapples with the impact of Covid-19 on ridership and the overall regional economy. Advocate for transitional funding during recovery, while overseeing management actions that streamline administrative processes, support safety measures and increase service to pre-pandemic levels
- Expanding our equity framework to enhance Metro's social justice actions that guide our approach to service, fares, policing initiatives and community engagement, ensuring equity across Metrorail and Metrobus and in the communities it serves



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Chapter 3 - Operating Budget



Introduction

The operating budget funds expenses associated with Metrobus, Metrorail, and MetroAccess operations. In total the operating budget is \$1.9 billion excluding debt service, a 2.3 percent decrease from the FY2021 budget, with an additional reimbursable projects budget of \$6.0 million. If the federal government approves additional pandemic emergency relief funding in the coming months, FY2021 and FY2022 budgets are subject to change.

Sources of Funds

Metro has three primary funding sources for the operating budget: passenger revenue including parking, non-fare revenue including advertising, and local subsidy. In FY2021, Metro utilized \$642.0 million in CARES Act funds to cover additional expenses incurred and to replace passenger revenue lost during the Covid-19 pandemic.

- The largest source of operating funding is the net operating subsidy totaling \$1.15 billion (excluding Debt Service), or 61.0 percent of total operating funds (excluding Reimbursable).
- Passenger fare and parking revenues of \$164.7 million (8.7 percent of total expenses) is the second largest source of funds.
- The remaining \$57.4 million of operating revenue comes from advertising, joint development projects, fiber optic and property leases, and other revenues.

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

Sources of Funds - Authority Wide

(\$ in millions)

\$ 2.8 (0.1%)
ADVERTISING

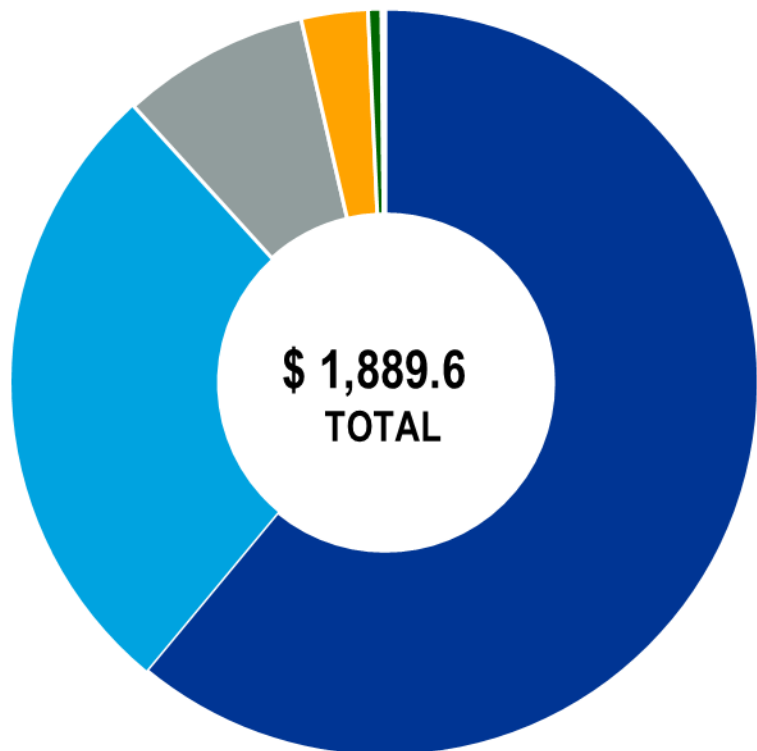
\$ 11.0 (0.6%)
PARKING

\$ 54.6 (2.9%)
OTHER

\$ 153.6 (8.1%)
PASSENGER

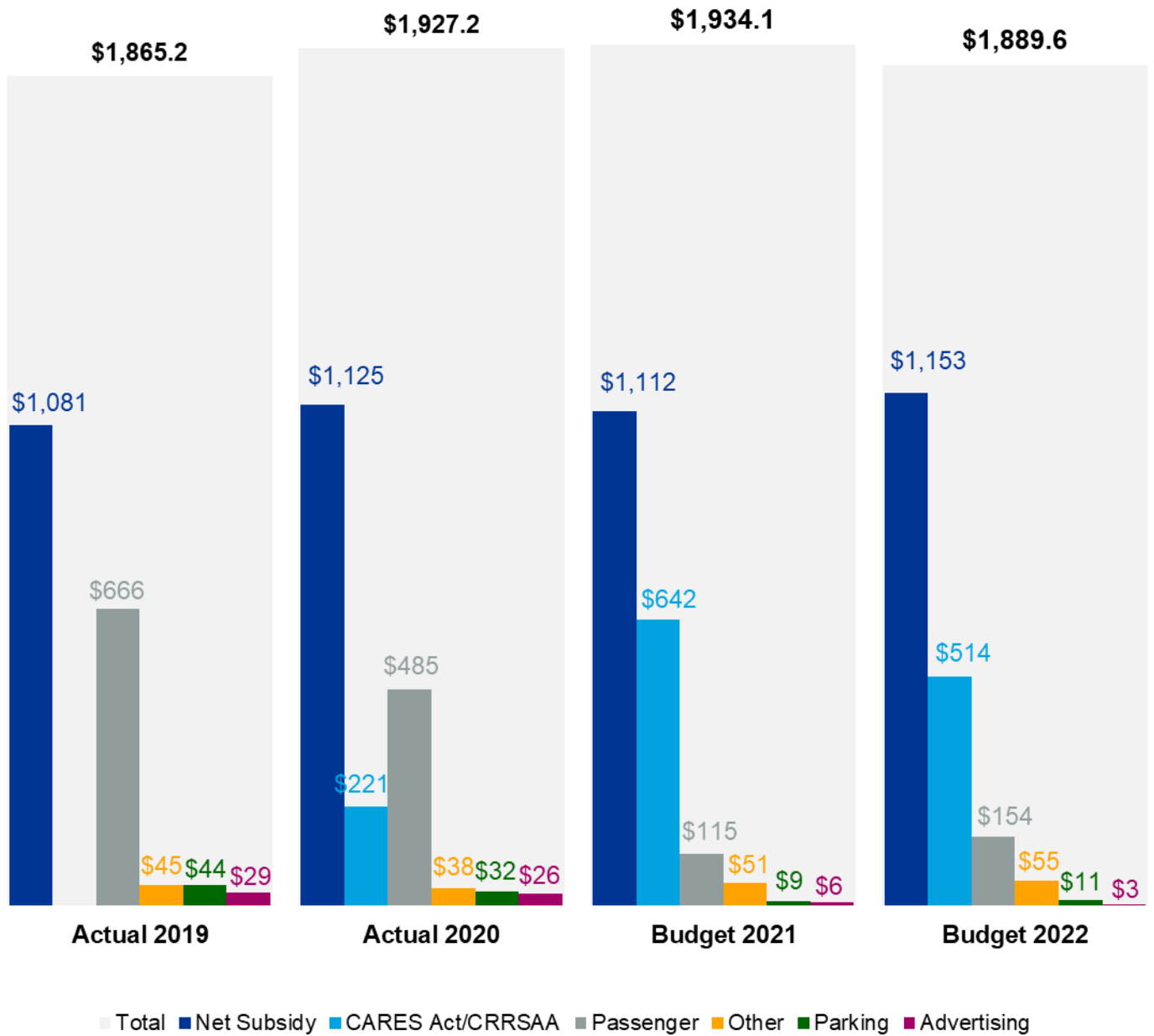
\$ 514.5 (27.2%)
CRRSAA

\$ 1,153.1 (61.0%)
NET SUBSIDY



Sources of Funds - Operating Budget

(\$ in millions)



Uses of Funds

- Personnel expenses are the largest operating budget expense category at \$1,236.0 million or 65 percent of total expenses, followed by Services at \$390.9 million or 20.7 percent of total.
- Services budget consists primarily of expenses related to professional and technical services contract maintenance, and temporary labor services. The largest service expense is in support of paratransit, which is projected to be \$164.0 million in FY2022.
- Materials and Supplies budget consist primarily of maintenance parts for buses and railcars, track and structure maintenance, elevator and escalator, and general fleet repair for non-revenue vehicles.
- Metro's energy budget (fuel, utilities and propulsion) consists of propulsion usage by the Metrorail system; diesel, CNG and gasoline for Metrobus, MetroAccess and non-revenue vehicles; and utilities (i.e. electricity, water, phone and refuse collection) at Metro facilities.
- Other expenses include casualty and liability insurance, leases, capital overhead allocation credit and miscellaneous costs.

Uses of Funds - Authority Wide (\$ in millions)

\$ 51.9 (2.7%)
OTHER

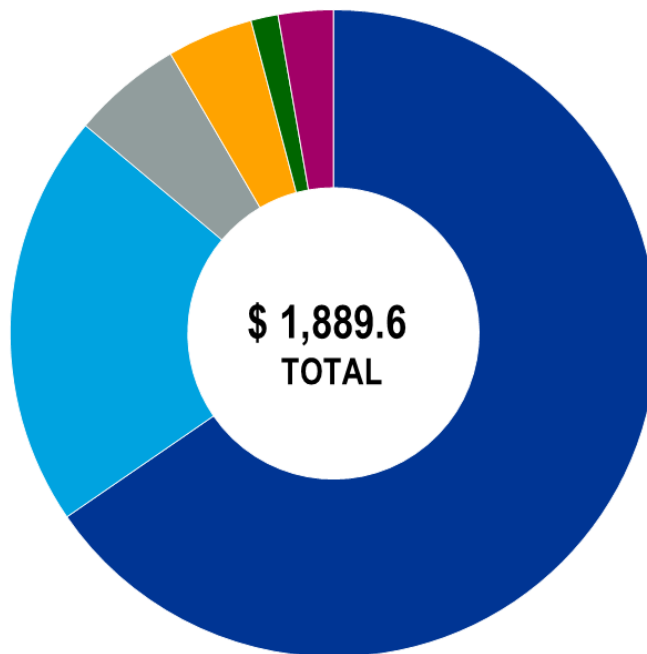
\$ 25.8 (1.4%)
FUEL (GAS/DIESEL/CNG)

\$ 81.3 (4.3%)
UTILITIES & PROPULSION

\$ 103.7 (5.5%)
MATERIALS & SUPPLIES

\$ 390.9 (20.7%)
SERVICES

\$ 1,236.0 (65.4%)
PERSONNEL



FY2019-FY2022

- Operating personnel expenses increased by 8.6 percent from FY2019 to FY2020 actuals. In FY2022, personnel expenses, inclusive of labor, fringe benefits and capital overhead allocation, are \$1,236.0 million, a decrease of \$74.7 million or 5.7 percent compared FY2021. Both the personnel and non-personnel budget reductions reflect the severe reduction in service delivery as well as savings from management actions implemented in response to the impacts of the Covid-19 pandemic.
- Services expenses increased by 6.4 percent from FY2019 to FY2020. In FY2022 the services budget is \$390.9 million, an increase of \$21.3 million or 5.8 percent compared to FY2021.
- Materials and supplies expenses declined 35.5 percent from FY2019 to FY2020. In FY2022, materials and supplies total \$103.7 million, an increase of \$11.8 million or 12.9 percent from FY2021.
- Energy costs, which declined 9.3 percent from FY2019 to FY2020, are projected to decline by an additional \$8.5 million or 7.4 percent in FY2022.

Uses of Funds (Personnel vs Non-Personnel)

(\$ in millions)

\$1,236.0

Budget 2022
(Total: \$1,889.6)

\$653.6

\$1,310.7

Budget 2021
(Total: \$1,934.1)

\$623.4

\$1,349.7

Actual 2020
(Total: \$1,927.2)

\$577.5

\$1,242.3

Actual 2019
(Total: \$1,865.2)

\$622.9

Personnel

Non-Personnel

Operating Budget - Revenue and Expenses

	FY2019	FY2020	FY2021	FY2022	
(Dollars in Thousands)	Actual	Actual	Budget	Budget	\$ Change
Revenues:					
Passenger	\$666,310	\$484,977	\$114,902	\$153,633	\$38,731
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	29,042	25,947	5,684	2,803	(\$2,881)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Nontransit Sources	13,166	11,411	25,630	24,223	(\$1,408)
Total Revenues	\$784,636	\$580,764	\$180,584	\$222,049	\$41,465
Expenses:					
Personnel	\$1,242,333	\$1,349,738	\$1,310,727	\$1,236,032	(\$74,695)
Services	325,743	346,738	369,625	390,929	\$21,304
Materials & Supplies	120,333	77,569	91,893	103,730	\$11,837
Fuel (Gas / Diesel / CNG)	28,911	21,108	29,533	25,756	(\$3,777)
Utilities and Propulsion Power	88,578	85,412	85,990	81,265	(\$4,724)
Casualty and Liability	44,860	34,841	31,692	32,491	\$799
Leases and Rental	9,298	8,169	10,513	10,319	(\$194)
Miscellaneous	5,134	3,633	4,155	9,073	\$4,917
Total Expenses	\$1,865,190	\$1,927,208	\$1,934,127	\$1,889,596	(\$44,531)
Gross Subsidy	\$1,080,554	\$1,346,444	\$1,753,543	\$1,667,547	(\$85,997)
CARES Act / CRRSAA	-	(\$220,968)	(\$641,959)	(\$514,462)	\$127,497
Net Subsidy	\$1,080,554	\$1,125,476	\$1,111,584	\$1,153,084	\$41,500
Cost Recovery Ratio	42.1%	30.1%	9.3%	11.8%	

Operating Budget - Expenses

	FY2022	FY2022	FY2022	FY2022
(Dollars in Thousands)	Budget	Metrobus	Metrorail	MetroAccess
Salaries	\$330,286	\$86,596	\$235,394	\$8,296
Wages	458,618	187,723	269,531	1,365
Overtime	73,776	28,033	45,505	238
Total Salaries and Wages	\$862,680	\$302,353	\$550,430	\$9,898
Fringes	\$437,311	\$160,864	\$271,568	\$4,880
Fringe Health	168,608	61,306	105,405	1,897
Fringe Pension	169,964	64,534	103,530	1,901
Other Fringe Benefits	70,013	24,611	44,643	760
Workers Compensation	28,725	10,413	17,990	322
Capital Allocation	(\$63,960)	(\$18,951)	(\$43,748)	(\$1,260)
Total Personnel Cost	\$1,236,032	\$444,265	\$778,249	\$13,518
Services	\$390,929	\$66,748	\$153,869	\$170,312
Professional and Technical	74,186	20,346	49,557	4,283
Contract Maintenance	65,095	31,332	33,102	660
Paratransit	164,044	-	-	164,044
Other	87,604	15,070	71,210	1,325
Materials and Supplies	\$103,730	\$32,842	\$70,101	\$787
Parts	45,652	20,583	24,855	213
Other	58,078	12,259	45,246	573
Fuel (Gas / Diesel / CNG)	\$25,756	\$17,375	\$2,644	\$5,737
Diesel Fuel	14,550	13,631	907	12
Gasoline	7,654	192	1,737	5,725
Clean Natural Gas	3,552	3,552	-	-
Utilities and Propulsion	\$81,265	\$11,104	\$69,457	\$704
Propulsion	45,021	-	45,021	-
Electricity	23,668	8,314	14,838	516
Utilities - Other	12,577	2,790	9,599	188
Casualty and Liability	\$32,491	\$8,849	\$23,054	\$588
Insurance	19,722	5,066	14,319	337
Claims	12,769	3,784	8,734	252
Leases	\$10,319	\$2,428	\$6,904	\$988
Property	5,828	1,632	3,264	932
Equipment	4,491	796	3,640	55
Miscellaneous	\$9,073	\$3,771	\$5,197	\$105
Business / Meeting / Subscriptions	857	357	482	19
Advertising	4,398	1,321	2,990	88
Reimbursements / Other	3,817	2,093	1,725	(1)
Total Non-Personnel Cost	\$653,564	\$143,116	\$331,226	\$179,222
Total Cost	\$1,889,596	\$587,381	\$1,109,475	\$192,740

Operating Budget - Authority Wide

	FY2019	FY2020	FY2021	FY2022		
(Dollars in Thousands)	Actual	Actual	Budget	Budget	\$ Change	% Change
Salaries	\$293,429	\$344,246	\$353,156	\$330,286	(\$22,871)	(6.5%)
Wages	475,629	506,450	490,907	458,618	(32,289)	(6.6%)
Overtime	89,866	83,104	83,326	73,776	(9,550)	(11.5%)
Total Salaries and Wages	\$858,924	\$933,800	\$927,390	\$862,680	(\$64,709)	(7.0%)
Fringes	\$429,655	\$496,142	\$447,154	\$437,311	(\$9,843)	(2.2%)
Fringe Health	232,178	283,610	178,346	168,608	(9,738)	(5.5%)
Fringe Pension	165,322	189,441	165,187	169,964	4,777	2.9%
Other Fringe Benefits	(19,484)	(6,400)	73,576	70,013	(3,563)	(4.8%)
Workers Compensation	51,638	29,491	30,045	28,725	(1,320)	(4.4%)
Capital Allocation	(\$46,246)	(\$80,204)	(\$63,817)	(\$63,960)	(\$143)	0.2%
Total Personnel Cost	\$1,242,333	\$1,349,738	\$1,310,727	\$1,236,032	(\$74,695)	(5.7%)
Services	\$325,743	\$346,738	\$369,625	\$390,929	\$21,304	5.8%
Professional and Technical	73,392	82,510	75,686	74,186	(1,501)	(2.0%)
Contract Maintenance	63,065	83,841	72,519	65,095	(7,424)	(10.2%)
Paratransit	148,086	145,031	147,734	164,044	16,311	11.0%
Other	41,200	35,357	73,687	87,604	13,918	18.9%
Materials and Supplies	\$120,333	\$77,569	\$91,893	\$103,730	\$11,837	12.9%
Parts	53,982	60,400	41,121	45,652	4,531	11.0%
Other	66,351	17,169	50,772	58,078	7,306	14.4%
Fuel (Gas / Diesel / CNG)	\$28,911	\$21,108	\$29,533	\$25,756	(\$3,777)	(12.8%)
Diesel Fuel	17,064	17,190	18,319	14,550	(3,768)	(20.6%)
Gasoline	7,932	6,068	8,030	7,654	(376)	(4.7%)
Clean Natural Gas	3,915	(2,151)	3,184	3,552	368	11.5%
Utilities and Propulsion	\$88,578	\$85,412	\$85,990	\$81,265	(\$4,724)	(5.5%)
Propulsion	51,284	49,126	48,160	45,021	(3,139)	(6.5%)
Electricity	27,197	25,524	26,712	23,668	(3,044)	(11.4%)
Utilities - Other	10,097	10,761	11,118	12,577	1,458	13.1%
Casualty and Liability	\$44,860	\$34,841	\$31,692	\$32,491	\$799	2.5%
Insurance	16,337	19,327	19,236	19,722	485	2.5%
Claims	28,523	15,514	12,455	12,769	314	2.5%
Leases	\$9,298	\$8,169	\$10,513	\$10,319	(\$194)	(1.8%)
Property	5,211	5,600	5,942	5,828	(\$114)	(1.9%)
Equipment	4,087	2,570	4,570	4,491	(\$80)	(1.7%)
Miscellaneous	\$5,134	\$3,633	\$4,155	\$9,073	\$4,917	118.3%
Business / Meeting / Subscriptions	1,404	1,311	339	857	518	152.8%
Advertising	3,752	3,175	4,290	4,398	108	2.5%
Reimbursements/Other	(23)	(852)	(474)	3,817	4,291	(906.0%)
Total Non-Personnel Cost	\$622,857	\$577,470	\$623,400	\$653,564	\$30,164	4.8%
Total Cost	\$1,865,190	\$1,927,208	\$1,934,127	\$1,889,596	(\$44,531)	(2.3%)

Operating Budget by Mode: Metrobus

Sources of Funds

- Metrobus sources of funds consist of revenue primarily from fares and advertising and subsidy from Metro's jurisdictional partners. Subsidy is \$459.7 million or 78.3 percent of the total funding need for Metrobus.
- Total Metrobus revenue in FY2022 is projected at \$58.9 million. The largest revenue source is passenger revenues estimated at \$55.7 million, which includes fares and passes. Passenger revenue is expected to increase \$42.1 million from FY2021 to FY2022 primarily due to gradual recovery of ridership from pandemic impacts.
- Metrobus is projected to receive advertising revenue of \$0.7 million, a decrease of 51.0 percent when compared to FY2021 budget.
- Other Metrobus revenue, which includes interest, property disposals, and other miscellaneous revenue, is projected to total \$2.4 million.



Sources of Funds - Metrobus (\$ in millions)

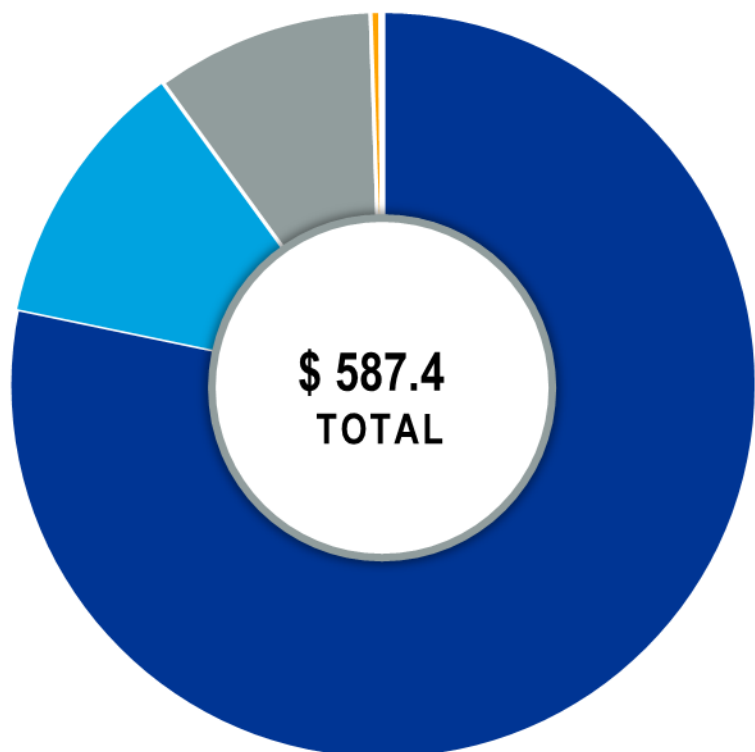
\$ 0.7 (0.1%)
ADVERTISING

\$ 2.4 (0.4%)
OTHER

\$ 55.7 (9.5%)
PASSENGER

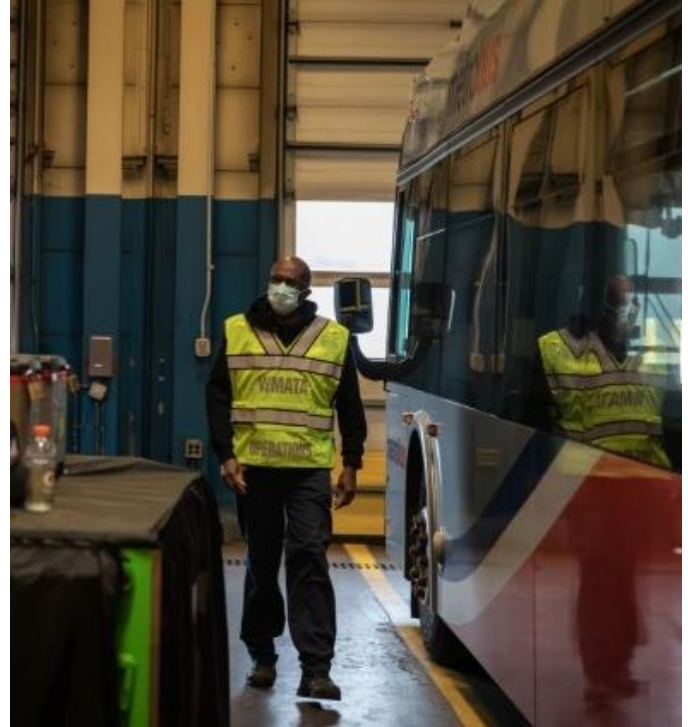
\$ 68.8 (11.7%)
CRRSAA

\$ 459.7 (78.3%)
NET SUBSIDY



Uses of Funds

- Personnel expenses are the largest portion of the Metrobus budget. For FY2022, personnel cost is estimated at \$444.3 million or 75.6 percent of the Metrobus budget. This total represents a decrease of \$77.8 million from the FY2021 budget. This decrease is mostly driven by management actions to meet a budget shortfall due to Covid-19.
- Services are budgeted at \$66.7 million, which is \$2.4 million less than the FY2021 budget due to management actions.
- Materials and Supplies are budgeted at \$32.8 million, which is \$5.9 million more than the FY2021 budget.
- Fuel costs, which include diesel, Clean Natural Gas (CNG) and gasoline, are budgeted at \$17.4 million, a decrease of \$3.8 million from FY2021.
- Utilities costs of \$11.1 million are flat versus the FY2021 budget.
- Other expenses total \$15.0 million for FY2022, an increase of \$3.4 million compared to the FY2021 budget.



Uses of Funds - Metrobus (\$ in millions)

\$ 15.0 (2.6%)

OTHER

\$ 17.4 (3.0%)

FUEL (GAS/DIESEL/CNG)

\$ 11.1 (1.9%)

UTILITIES & PROPULSION

\$ 32.8 (5.6%)

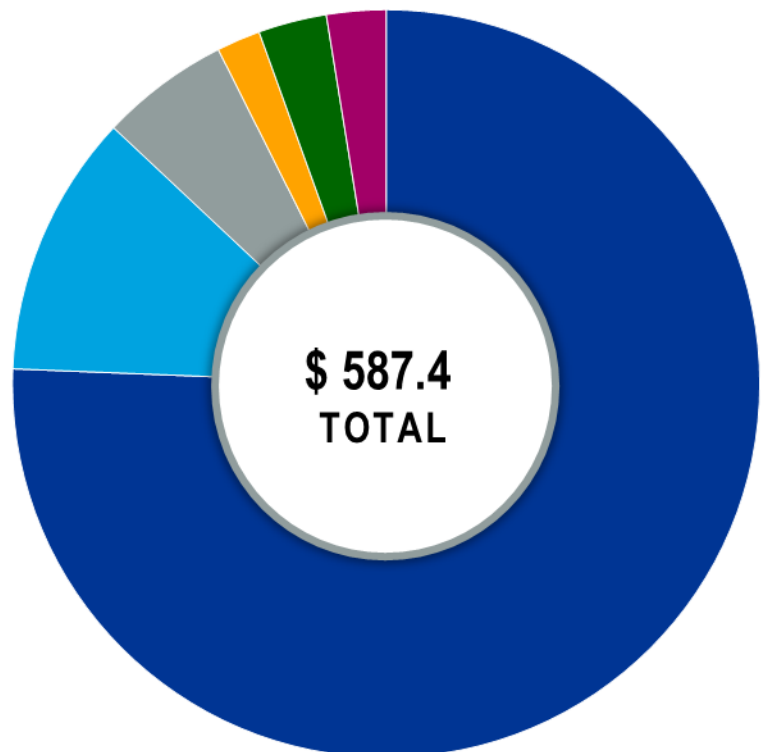
MATERIALS & SUPPLIES

\$ 66.7 (11.4%)

SERVICES

\$ 444.3 (75.6%)

PERSONNEL



FY2019 - FY2022

- Personnel expenses increased by \$19.2 million or 3.7 percent from FY2019 actuals to FY2020 but are projected to decrease by \$77.8 million or 14.9 percent from FY2021 budget to FY2022 due to management cost saving actions.
- Services increased by \$6.2 million or 11.5 percent from FY2019 actuals to FY2020 but are projected to decrease by \$2.4 million or 3.5 percent from FY2021 budget to FY2022. The decrease can be attributed in part to maintenance savings due to planned service reductions.
- Materials and Supplies decreased by \$20.4 million or 46.0 percent from FY2019 actuals to FY2020 but are projected to increase by \$5.9 million or 21.9 percent from FY2021 budget to FY2021.
- Energy costs, inclusive of fuel and utilities, decreased by \$3.7 million or 13.0 percent from FY2019 actuals to FY2020 and are projected to decrease a further \$3.8 million from FY2021 budget to FY2022.

Metrobus - Revenue and Expenses

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change
Revenues:					
Passenger	\$124,011	\$83,516	\$13,619	\$55,739	\$42,120
Parking	-	-	-	-	-
Advertising	9,023	9,124	1,411	692	(\$719)
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	3,043	4,202	2,584	2,442	(\$142)
Total Revenues	\$136,078	\$96,842	\$17,614	\$58,873	\$41,259
Expenses:					
Personnel	\$518,929	\$538,096	\$522,089	\$444,265	(\$77,824)
Services	54,285	60,527	69,197	66,748	(\$2,449)
Materials & Supplies	44,364	23,966	26,937	32,842	\$5,905
Fuel (Gas / Diesel / CNG)	21,791	16,130	21,188	17,375	(\$3,813)
Utilities and Propulsion Power	6,987	8,906	11,118	11,104	(\$13)
Casualty and Liability	13,386	10,323	8,631	8,849	\$218
Leases and Rental	1,942	1,583	2,539	2,428	(\$111)
Miscellaneous	791	492	434	3,771	\$3,336
Total Expenses	\$662,475	\$660,024	\$662,133	\$587,381	(\$74,752)
Gross Subsidy	\$526,398	\$563,181	\$644,519	\$528,508	(\$116,010)
CARES Act / CRRSAA	-	(83,447)	(199,007)	(68,832)	\$130,176
Net Subsidy	\$526,398	\$479,734	\$445,512	\$459,677	\$14,165
Cost Recovery Ratio	20.5%	14.7%	2.7%	10.0%	

Metrobus - Operating Budget

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change	% Change
Salaries	\$88,865	\$98,562	\$100,163	\$86,596	(\$13,566)	(13.5%)
Wages	230,399	231,578	227,574	187,723	(39,851)	(17.5%)
Overtime	40,859	35,932	33,706	28,033	(5,673)	(16.8%)
Total Salaries and Wages	\$360,123	\$366,072	\$361,443	\$302,353	(\$59,090)	(16.3%)
Fringes	\$176,467	\$195,587	\$179,556	\$160,864	(\$18,692)	(10.4%)
Fringe Health	94,217	109,656	70,898	61,306	(9,592)	(13.5%)
Fringe Pension	67,262	72,434	67,124	64,534	(2,591)	(3.9%)
Other Fringe Benefits	(5,451)	2,255	29,520	24,611	(4,909)	(16.6%)
Workers Compensation	20,439	11,242	12,013	10,413	(1,600)	(13.3%)
Capital Allocation	(\$17,660)	(\$23,563)	(\$18,909)	(\$18,951)	(\$42)	0.2%
Total Personnel Cost	\$518,929	\$538,096	\$522,089	\$444,265	(\$77,824)	(14.9%)
Services	\$54,285	\$60,527	\$69,197	\$66,748	(\$2,449)	(3.5%)
Professional and Technical	16,468	20,448	20,052	20,346	294	1.5%
Contract Maintenance	28,283	33,408	36,672	31,332	(5,339)	(14.6%)
Paratransit	11	24	-	-	-	-
Other	9,523	6,647	12,473	15,070	2,597	20.8%
Materials and Supplies	\$44,364	\$23,966	\$26,937	\$32,842	\$5,905	21.9%
Parts	21,832	17,357	13,020	20,583	7,564	58.1%
Other	22,532	6,609	13,917	12,259	(1,659)	(11.9%)
Fuel (Gas / Diesel / CNG)	\$21,791	\$16,130	\$21,188	\$17,375	(\$3,813)	(18.0%)
Diesel Fuel	17,060	17,193	17,296	13,631	(3,665)	(21.2%)
Gasoline	816	1,088	708	192	(516)	(72.9%)
Clean Natural Gas	3,915	(2,151)	3,184	3,552	368	11.5%
Utilities and Propulsion	\$6,987	\$8,906	\$11,118	\$11,104	(\$13)	(0.1%)
Propulsion	-	1,182	-	-	-	-
Electricity	3,513	3,778	8,328	8,314	(14)	(0.2%)
Utilities - Other	3,474	3,945	2,790	2,790	1	0.0%
Casualty and Liability	\$13,386	\$10,323	\$8,631	\$8,849	\$218	2.5%
Insurance	4,875	5,727	4,941	5,066	125	2.5%
Claims	8,511	4,597	3,690	3,784	93	2.5%
Leases	\$1,942	\$1,583	\$2,539	\$2,428	(\$111)	(4.4%)
Property	746	841	1,742	1,632	(110)	(6.3%)
Equipment	1,195	743	797	796	(2)	(0.2%)
Miscellaneous	\$791	\$492	\$434	\$3,771	\$3,336	768.2%
Business / Meeting / Subscriptions	358	355	(150)	357	506	(338.1%)
Advertising	1,120	941	1,288	1,321	32	2.5%
Reimbursements / Other	(687)	(803)	(704)	2,093	2,797	(397.4%)
Total Non-Personnel Cost	\$143,546	\$121,927	\$140,044	\$143,116	\$3,072	2.2%
Total Cost	\$662,475	\$660,024	\$662,133	\$587,381	(\$74,752)	(11.3%)

Operating Budget by Mode: Metrorail

Sources of Funds

- Metrorail sources of funds consist of revenue primarily from passenger fares and parking fees, as well as advertising and lease revenues and subsidy from Metro's jurisdictional partners. Subsidy is \$505.3 million or 45.5 percent of the rail funding need.
- Total Metrorail revenue in FY2022 is projected at \$158.5 million. Passenger revenues, including fares and passes, are projected at \$93.2 million. Passenger revenue is expected to decline 6.4 percent from FY2021 to FY2022 due to the ridership impact of Covid-19. Prior to the pandemic, rail passenger revenues were projected to increase due to a rebound in ridership related to improved reliability, expanded fare products, customer service initiatives and a partial restoration of late-night hours.
- Parking revenue at Metrorail facilities will contribute \$11.0 million in revenue. This is a 24.5 percent increase from FY2021 to FY2022 due to gradual recovery from the Covid-19 impacts.
- Advertising revenue applied to Metrorail will contribute \$2.1 million to revenue in FY2022. This is a \$2.2 million reduction from the FY2021 budget and is attributable to significantly lower service levels.
- Other revenue, which includes joint development, fiber optics, and other non-transit revenue is projected to contribute \$52.1 million in FY2022.

Sources of Funds - Metrorail (\$ in millions)

\$ 2.1 (0.2%)
ADVERTISING

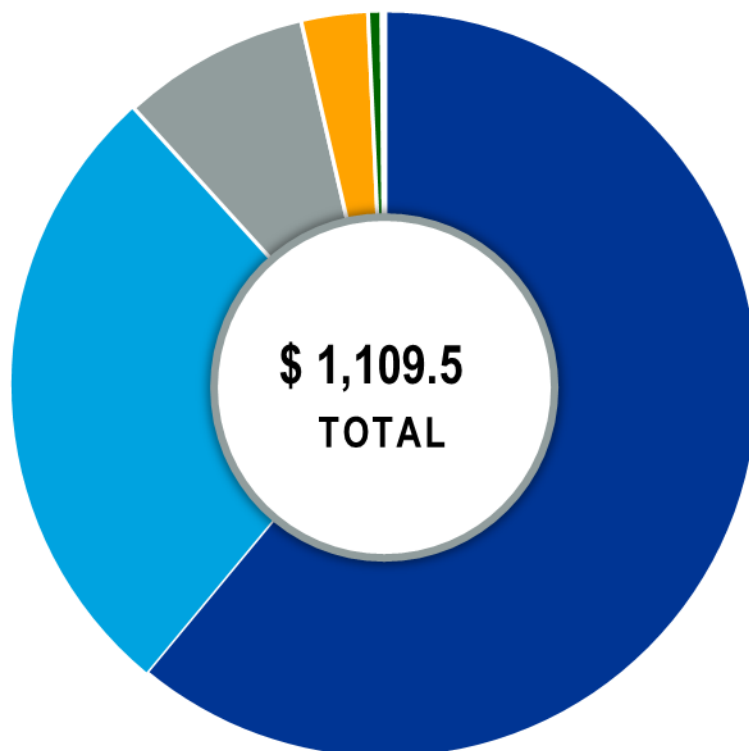
\$ 11.0 (1.0%)
PARKING

\$ 52.1 (4.7%)
OTHER

\$ 93.2 (8.4%)
PASSENGER

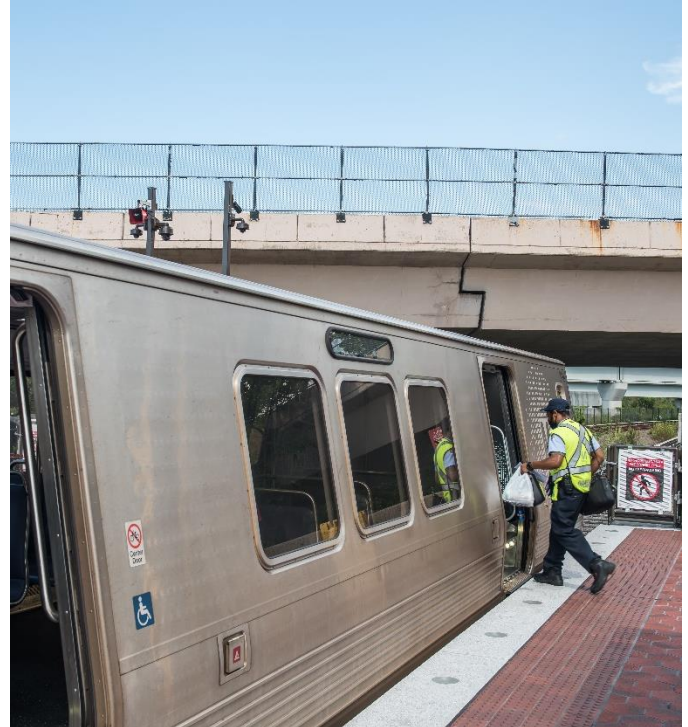
\$ 445.6 (40.2%)
CRRSAA

\$ 505.3 (45.5%)
NET SUBSIDY



Uses of Funds

- Personnel expenses are the largest portion of the FY2022 Metrorail budget. Personnel costs are estimated at \$778.2 million, or 70.1 percent of total Metrorail expenses. This total represents an increase of \$3.2 million from the FY2021 budget.
- Services are budgeted at \$153.9 million, which is \$7.5 million more than the FY2021 budget.
- Materials and Supplies are budgeted at \$70.1 million, which is \$5.9 million more than the FY2021 budget.
- Fuel costs are budgeted at \$2.6 million, or \$0.1 million lower than the FY2021 budget.
- Utilities and Propulsion expenses of \$69.5 million are \$4.7 million lower than the FY2021 budget due to proposed service reductions.
- Other expenses consisting of Casualty and Liability insurance, lease and miscellaneous expenses total \$35.2 million, which is \$2.0 million more than the FY2021 budget.



Uses of Funds - Metrorail (\$ in millions)

\$ 35.2 (3.2%)

OTHER

\$ 2.6 (0.2%)

FUEL (GAS/DIESEL/CNG)

\$ 69.5 (6.3%)

UTILITIES & PROPULSION

\$ 70.1 (6.3%)

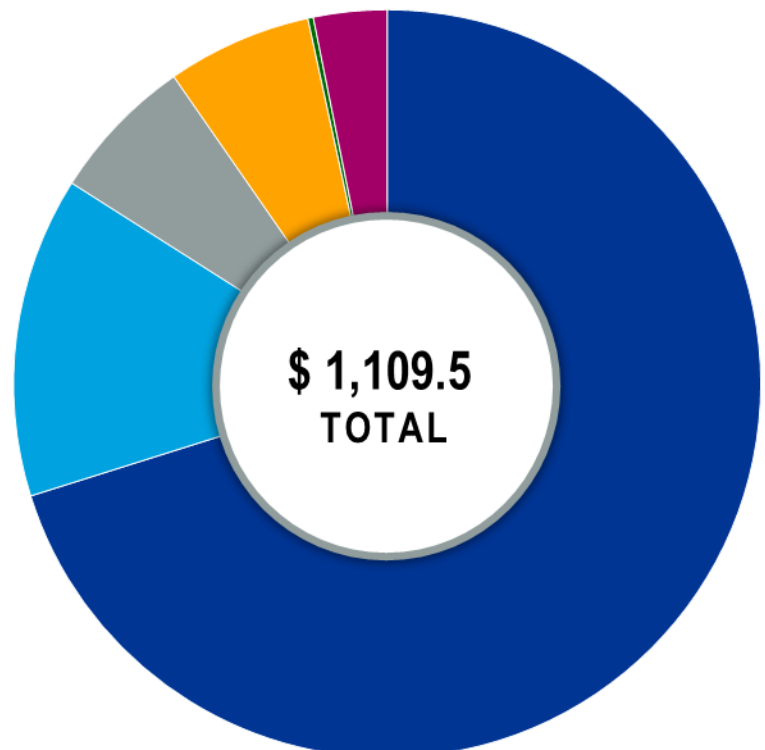
MATERIALS & SUPPLIES

\$ 153.9 (13.9%)

SERVICES

\$ 778.2 (70.1%)

PERSONNEL



FY2019 - FY2022

- Personnel expenses increased by \$86.9 million or 12.1 percent from FY2019 actuals to FY2020 actuals and are projected to increase \$3.2 million or 0.4 percent from the FY2021 budget to FY2022 budget.
- Services increased from FY2019 actuals to FY2020 actuals by \$17.3 million or 14.6 percent due to outsourcing and are projected to increase by \$7.5 million or 5.1 percent from FY2021 budget to FY2022 budget.
- Materials and Supplies decreased \$21.5 million from FY2019 actuals to FY2020 actuals but are projected to increase \$5.9 million or 9.2 percent from FY2021 budget to FY2022 budget.
- Utilities and Propulsion are projected to decrease \$4.7 million or 6.4 percent in FY2022.



Metrorail - Revenue and Expenses

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change
Revenues:					
Passenger	\$533,518	\$394,786	\$99,594	\$93,234	(\$6,360)
Parking	44,376	32,071	8,863	11,030	\$2,167
Advertising	20,018	16,823	4,273	2,111	(\$2,161)
Joint Development	14,865	9,279	11,423	14,644	\$3,222
Fiber Optics	16,876	17,079	14,083	15,716	\$1,634
Other Nontransit Sources	10,123	7,209	23,046	21,780	(\$1,266)
Total Revenues	\$639,777	\$477,246	\$161,280	\$158,517	(\$2,764)
Expenses:					
Personnel	\$716,117	\$803,063	\$775,038	\$778,249	\$3,211
Services	118,621	135,919	146,363	153,869	\$7,506
Materials & Supplies	75,129	53,608	64,188	70,101	\$5,914
Fuel (Gas / Diesel / CNG)	1,380	990	2,747	2,644	(\$104)
Utilities and Propulsion Power	81,061	75,882	74,169	69,457	(\$4,713)
Casualty and Liability	30,675	23,831	22,486	23,054	\$567
Leases and Rental	7,229	6,471	7,010	6,904	(\$107)
Miscellaneous	4,238	3,056	3,618	5,197	\$1,579
Total Expenses	\$1,034,450	\$1,102,820	\$1,095,621	\$1,109,475	\$13,854
Gross Subsidy	\$394,673	\$625,574	\$934,341	\$950,958	\$16,617
CARES Act / CRRSAA	-	(135,752)	(442,952)	(445,631)	(\$2,679)
Net Subsidy	\$394,673	\$489,822	\$491,389	\$505,328	\$13,938
Cost Recovery Ratio	61.8%	43.3%	14.7%	14.3%	

Operating Budget - Metrorail

(Dollars in Thousands)	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget	\$ Change	% Change
Salaries	\$199,350	\$239,460	\$244,501	\$235,394	(\$9,107)	(3.7%)
Wages	245,015	274,553	261,953	269,531	7,578	2.9%
Overtime	48,980	47,148	49,380	45,505	(3,874)	(7.8%)
Total Salaries and Wages	\$493,346	\$561,161	\$555,834	\$550,430	(\$5,404)	(1.0%)
Fringes	\$250,493	\$296,976	\$262,855	\$271,568	\$8,713	3.3%
Fringe Health	136,534	171,928	105,555	105,405	(150)	(0.1%)
Fringe Pension	97,054	115,702	96,309	103,530	7,221	7.5%
Other Fringe Benefits	(13,916)	(8,679)	43,280	44,643	1,363	3.1%
Workers Compensation	30,821	18,025	17,712	17,990	278	1.6%
Capital Allocation	(\$27,722)	(\$55,074)	(\$43,651)	(\$43,748)	(\$98)	0.2%
Total Personnel Cost	\$716,117	\$803,064	\$775,038	\$778,249	\$3,211	0.4%
Services	\$118,621	\$135,919	\$146,363	\$153,869	\$7,506	5.1%
Professional and Technical	54,557	57,454	51,312	49,557	(1,756)	(3.4%)
Contract Maintenance	33,380	50,478	35,179	33,102	(2,076)	(5.9%)
Paratransit	25	56	-	-	-	-
Other	30,659	27,931	59,872	71,210	11,338	18.9%
Materials & Supplies	\$75,129	\$53,608	\$64,188	\$70,101	\$5,914	9.2%
Parts	32,127	43,022	27,893	24,855	(3,037)	(10.9%)
Other	43,002	10,587	36,295	45,246	8,951	24.7%
Fuel (Gas/Diesel/CNG)	\$1,380	\$990	\$2,747	\$2,644	(\$104)	(3.8%)
Diesel Fuel	4	(3)	1,010	907	(104)	(10.2%)
Gasoline	1,376	993	1,737	1,737	-	-
Clean Natural Gas	-	-	-	-	-	-
Utilities & Propulsion	\$81,061	\$75,882	\$74,169	\$69,457	(\$4,713)	(6.4%)
Propulsion	51,284	47,944	48,160	45,021	(3,139)	(6.5%)
Electricity	23,285	21,246	17,867	14,838	(3,030)	(17.0%)
Utilities - Other	6,492	6,691	8,143	9,599	1,456	17.9%
Casualty & Liability	\$30,675	\$23,831	\$22,486	\$23,054	\$567	2.5%
Insurance	11,171	13,220	13,967	14,319	352	2.5%
Claims	19,504	10,611	8,519	8,734	215	2.5%
Leases	\$7,229	\$6,471	\$7,010	\$6,904	(\$107)	(1.5%)
Property	4,392	4,675	3,291	3,264	(27)	(0.8%)
Equipment	2,837	1,796	3,719	3,640	(80)	(2.1%)
Miscellaneous	\$4,238	\$3,056	\$3,618	\$5,197	\$1,579	43.6%
Business/Meeting/Subscriptions	1,020	928	471	482	11	2.4%
Advertising	2,566	2,171	2,916	2,990	74	2.5%
Reimbursements/Other	652	(44)	232	1,725	1,494	645.2%
Total Non-Personnel Cost	\$318,333	\$299,757	\$320,583	\$331,226	\$10,643	3.3%
Total Cost	\$1,034,450	\$1,102,820	\$1,095,621	\$1,109,475	\$13,854	1.3%

Operating Budget by Mode: MetroAccess

Sources of Funds

- MetroAccess sources of funds include passenger revenue and net subsidy from Metro's jurisdictional partners. MetroAccess passenger revenues are projected at \$4.7 million and cover 2.4 percent of Metro's paratransit costs; jurisdictional subsidies of \$188.1 million support the remaining 97.6 percent.
- MetroAccess passenger revenues are expected to increase 175.8 percent when compared to FY2021 budget due to the application of late trip credits.



Sources of Funds - MetroAccess

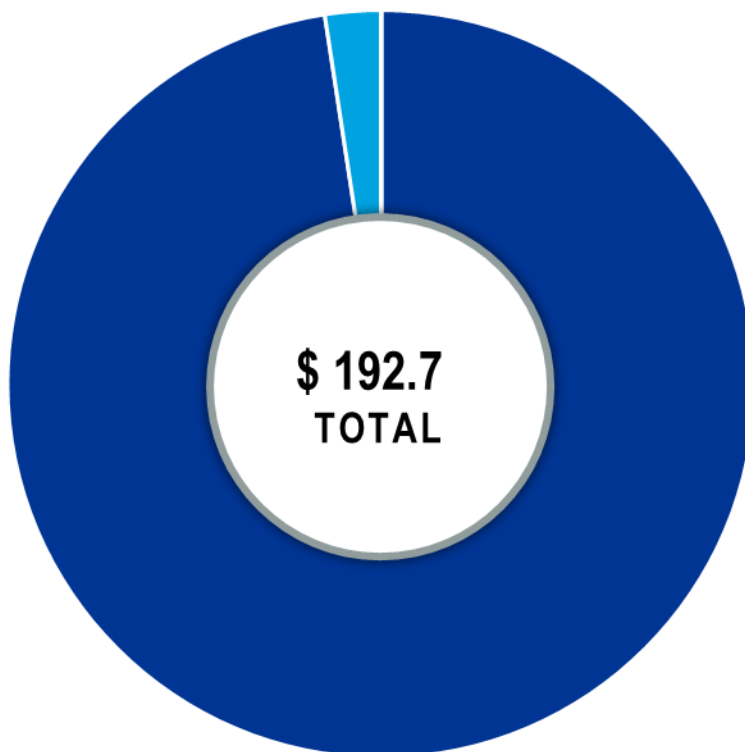
(\$ in millions)

\$ 4.7 (2.4%)

PASSENGER

\$ 188.1 (97.6%)

NET SUBSIDY



Uses of Funds

- Personnel costs are budgeted at \$13.5 million, which is a marginal \$0.1 million decrease in comparison to the FY2021 budget.
- Services are budgeted at \$170.3 million and represent an increase of \$16.2 million in

comparison to the FY2021 budget. This is primarily due to cost escalation in paratransit contract rates. Contracts to provide Paratransit service account for 85.1 percent of the total MetroAccess budget. Other contract spending brings total Services costs to 88.4 percent of total Access expenses.

Uses of Funds - MetroAccess (\$ in millions)

\$ 1.7 (0.9%)

OTHER

\$ 5.7 (3.0%)

FUEL (GAS/DIESEL/CNG)

\$ 0.7 (0.4%)

UTILITIES & PROPULSION

\$ 0.8 (0.4%)

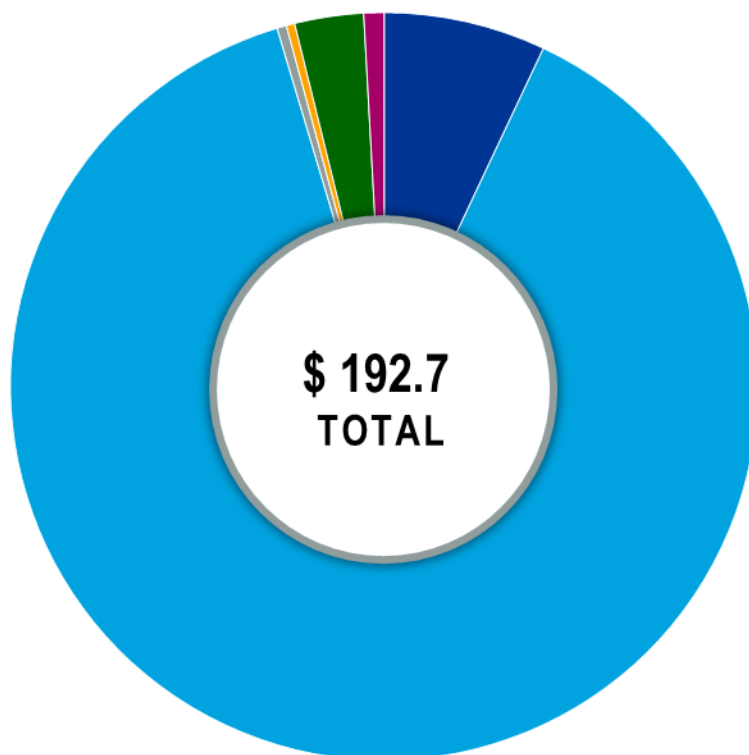
MATERIALS & SUPPLIES

\$ 170.3 (88.4%)

SERVICES

\$ 13.5 (7.0%)

PERSONNEL



FY2019 - FY2022

- Services expense decreased by \$2.5 million or 1.7 percent from FY2019 to FY2020 and are projected to increase by \$16.2 million or 10.5 percent from FY2021 budget to FY2022.
- Energy costs, consisting of fuel and utilities, are projected to increase by \$0.1 million or 2.2 percent from FY2021 to FY2022. The increase is primarily due to inflation in gasoline prices.



MetroAccess - Revenue and Expenses

	FY2019	FY2020	FY2021	FY2022	
(Dollars in Thousands)	Actual	Actual	Budget	Budget	\$ Change
Revenues:					
Passenger	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
Parking	-	-	-	-	-
Advertising	-	-	-	-	-
Joint Development	-	-	-	-	-
Fiber Optics	-	-	-	-	-
Other Nontransit Sources	-	-	-	-	-
Total Revenues	\$8,781	\$6,676	\$1,689	\$4,660	\$2,970
Expenses:					
Personnel	\$7,287	\$8,578	\$13,599	\$13,518	(\$81)
Services	152,838	150,292	154,065	170,312	\$16,247
Materials & Supplies	839	(5)	768	787	\$19
Fuel (Gas/Diesel/CNG)	5,740	3,988	5,598	5,737	\$140
Utilities & Propulsion Power	530	624	702	704	\$2
Casualty and Liability	799	686	574	588	\$14
Leases & Rental	128	115	963	988	\$24
Miscellaneous	105	86	103	105	\$3
Total Expenses	\$168,265	\$164,365	\$176,373	\$192,740	\$16,367
Gross Subsidy	\$159,484	\$157,689	\$174,683	\$188,080	\$13,397
CARES Act / CRRSAA	-	(1,769)	-	-	-
Net Subsidy	\$159,484	\$155,920	\$174,683	\$188,080	\$13,397
Cost Recovery Ratio	5.2%	4.1%	1.0%	2.4%	

Operating Budget - MetroAccess

	FY2019	FY2020	FY2021	FY2022	\$	%
(Dollars in Thousands)	Actual	Actual	Budget	Budget	Change	Change
Salaries	\$5,214	\$6,223	\$8,493	\$8,296	(\$197)	(2.3%)
Wages	215	319	1,381	1,365	(16)	(1.1%)
Overtime	26	24	240	238	(2)	(1.0%)
Total Salaries and Wages	\$5,456	\$6,567	\$10,113	\$9,898	(\$215)	(2.1%)
Fringes	\$2,696	\$3,579	\$4,743	\$4,880	\$137	2.9%
Fringe Health	1,428	1,368	1,893	1,897	4	0.2%
Fringe Pension	1,007	1,304	1,754	1,901	147	8.4%
Other Fringe Benefits	(118)	(58)	776	760	(16)	(2.1%)
Workers Compensation	379	225	320	322	2	0.7%
Capital Allocation	(\$865)	(\$1,567)	(\$1,257)	(\$1,260)	(\$3)	0.2%
Total Personnel Cost	\$7,287	\$8,578	\$13,599	\$13,518	(\$81)	(0.6%)
Services	\$152,838	\$150,292	\$154,065	\$170,312	\$16,247	10.5%
Professional and Technical	2,367	4,607	4,322	4,283	(39)	(0.9%)
Contract Maintenance	1,402	(46)	668	660	(8)	(1.2%)
Paratransit	148,050	144,951	147,734	164,044	16,311	11.0%
Other	1,018	779	1,342	1,325	(17)	(1.3%)
Materials & Supplies	\$839	(\$5)	\$768	\$787	\$19	2.4%
Parts	23	21	208	213	5	2.3%
Other	816	(27)	560	573	14	2.5%
Fuel (Gas/Diesel/CNG)	\$5,740	\$3,988	\$5,598	\$5,737	\$140	2.5%
Diesel Fuel	-	-	12	12	-	-
Gasoline	5,740	3,988	5,586	5,725	140	2.5%
Clean Natural Gas	-	-	-	-	-	-
Utilities & Propulsion	\$530	\$624	\$702	\$704	\$2	0.3%
Propulsion	-	-	-	-	-	-
Electricity	399	500	516	516	0	0.0%
Utilities - Other	131	124	186	188	2	0.9%
Casualty & Liability	\$799	\$686	\$574	\$588	\$14	2.5%
Insurance	291	381	329	337	8	2.5%
Claims	508	306	245	252	6	2.5%
Leases	\$128	\$115	\$963	\$988	\$24	2.5%
Property	73	84	909	932	23	2.5%
Equipment	55	31	54	55	1	2.4%
Miscellaneous	\$105	\$86	\$103	\$105	\$3	2.6%
Business/Meeting/Subscriptions	26	29	18	19	0	2.2%
Advertising	67	63	86	88	-	2.5%
Reimbursements/Other	-	(5)	(1)	(1)	-	(6.9%)
Total Non-Personnel Cost	\$160,978	\$155,786	\$162,774	\$179,222	\$16,448	10.1%
Total Cost	\$168,265	\$164,365	\$176,373	\$192,740	\$16,367	9.3%

Reimbursable Budget

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

Funding Sources for Reimbursable Projects

	FY2020 Budget	FY2021 Budget	FY2022 Budget	\$ Change
Federal Grant Funding				
Safety and Security Grants	\$5,714	\$3,106	\$2,291	(\$815)
Other Sources of Funding				
Neutral Host Agreement	\$1,184	\$684	-	(\$684)
Joint Development and Adjacent Construction Projects	\$2,124	\$3,977	\$3,666	(\$311)
Total	\$9,022	\$7,766	\$5,957	(\$1,809)

Safety and Security Grants

Metro was awarded an additional \$3,271,955 under the Transit Security Grant Program (TSGP) and National Explosive Detection Canine Team Program (NEDCTP) under the Department of Homeland Security (DHS). The security grants provide funding for capital and operational security activities. The funding enhances the ability of the Metropolitan Transit Police Department (MTPD) to detect and deter potential attacks of international and homegrown terrorism through increased visibility, unpredictable presence, security assessments, and employee/public awareness. As Federal appropriations become available, Metro continues to pursue new funding to further enhance security activities.

Joint Development and Adjacent Construction Projects

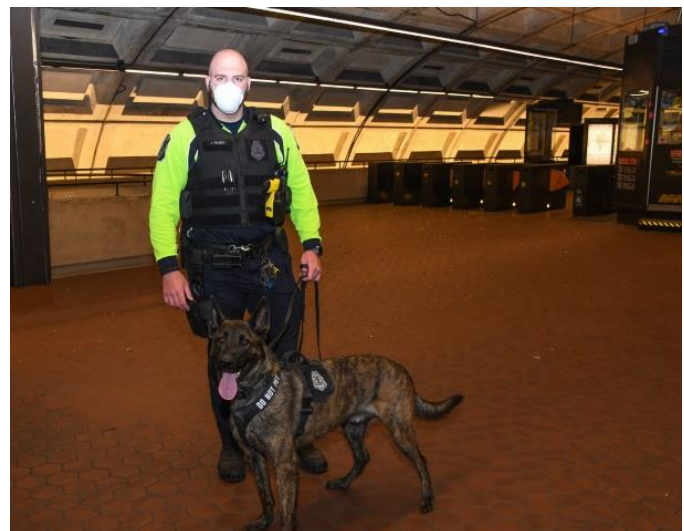
Metro's Office of Joint Development and Adjacent Construction (JDAC) reviews and approves construction activities for projects adjacent to Metrorail and Metrobus property, facilities, and operational right of way to ensure that:

- Metro facilities and operations are not damaged or affected during and after the project construction
- JDAC expenditures are reimbursed by the requesting private entity or jurisdiction. JDAC performs the following activities for the entities:
- Provides internal Authority departmental coordination with project's owner/developer/contractor (ODC) including external agencies, jurisdictions, property owners, consultants, developers, utilities and/ or anyone who has an impact on Metro property, facilities and/or operations
- Prepares project agreements in conjunction with Real Estate and Station Area Planning and General Counsel

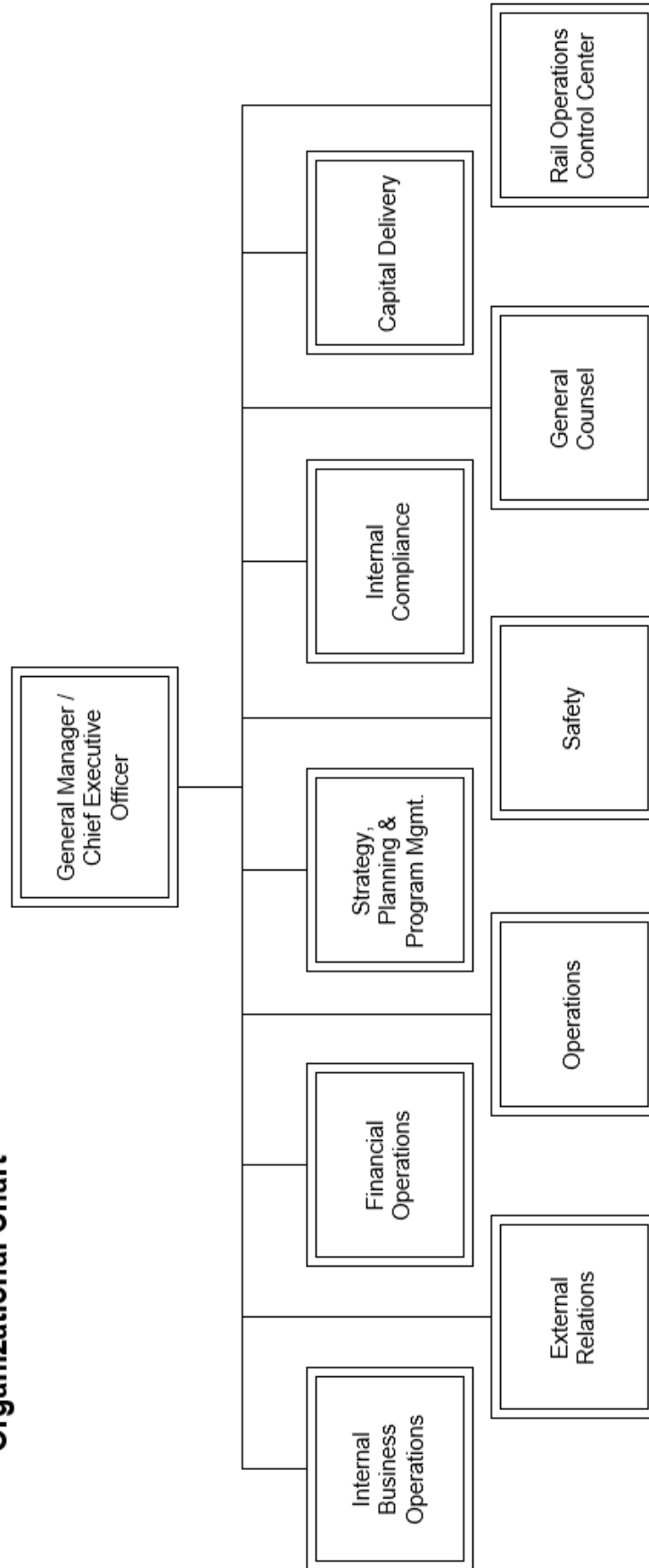
- Provides coordination/oversight for all aspects of a project including design, safety, operations, constructability, assuring compliance with Metro standards, monitoring/coordinating construction activities and acceptance of on-site installations and facilities
- Provides oversight and acceptance for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

Neutral Host

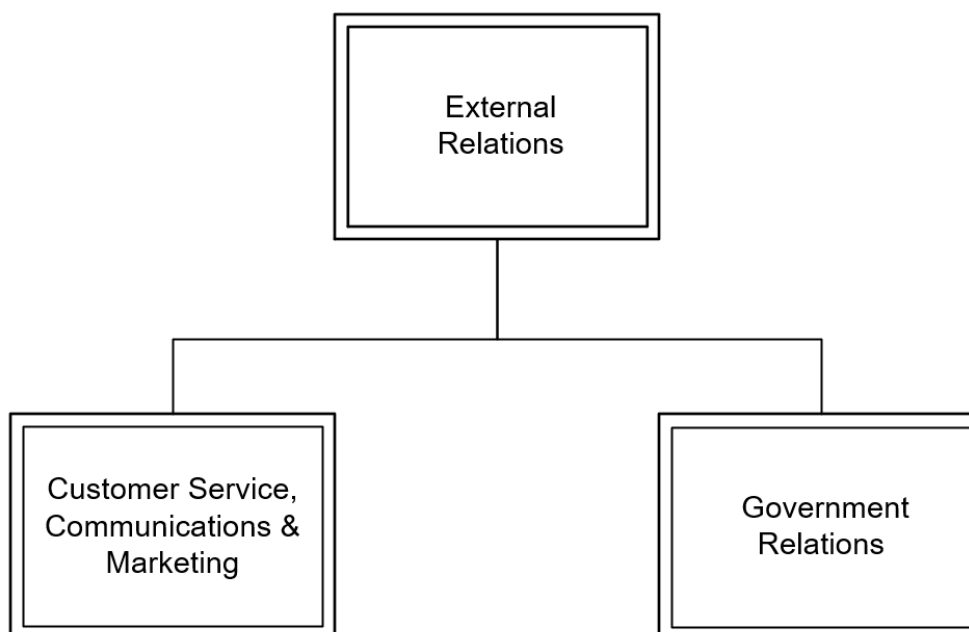
Prior to FY2022, the Authority issued master license contract agreements with telecommunications providers to design, build, operate, and maintain a wireless communication infrastructure throughout Metro's underground stations and tunnels. The agreements for neutral host projects were at no cost to Metro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



Organizational Chart



External Relations



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

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

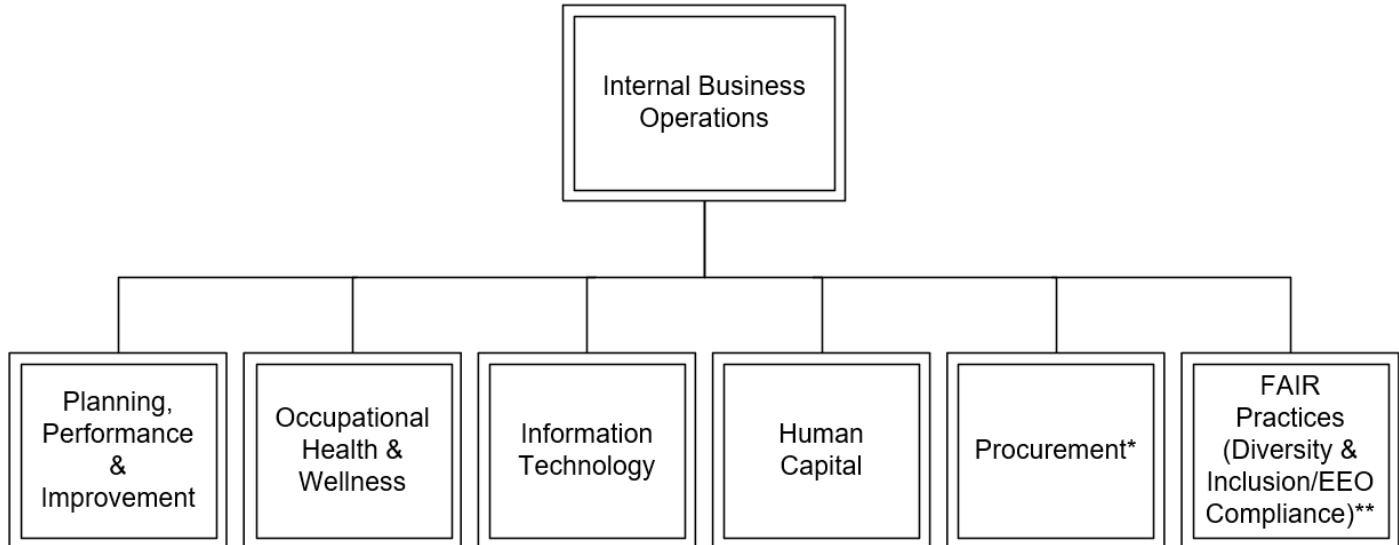
FY2022 Business Plan

In FY2022, External Relations will continue to integrate the efforts of several functional areas to further develop and enhance its comprehensive program to strengthen Metro's brand. Key enhancements include:

- Continue the communication and outreach program in support of WMATA's Pandemic Recovery Program to build confidence for returning riders and support for local and federal funding necessary to continue services
- Lead customer communication, jurisdiction collaboration and stakeholder involvement in support of the expanded capital program

- Support ROCC cultural transformation with enhanced internal and stakeholder communications
- Develop and execute an integrated communications/external relations program to introduce the Silver Line extension to the region
- Support the management/board Transit Equity Framework initiatives
- Continue to build trust among key stakeholders to invest in Metro while highlighting Metro's progress (pandemic recovery, fiscal stewardship, internal morale and safety improvement)
- Implement a strategy, in collaboration with the Regional Congressional delegation, business, regional and elected leaders, in support of continued operating funding in response to Covid Pandemic and the reauthorization of the Passenger Rail Investment and Improvement Act
- Maintain a productive Board-management relationship to achieve business goals and ensure effective policymaking
- Communicate leadership objectives to build a sustainable business model that meets the mandated subsidy cap, improves service delivery and enhances employee pride
- Engage employees in delivering business objectives and improve pride in Metro
- Maintain non-fare revenue through expanded digital advertising, new commercial and retail opportunities, and special event cost recovery

Internal Business Operations



* Disadvantaged Business Enterprise (DBE) within Small Business Program Office reports indirectly to GM per FTA mandate

** Equal Employment Opportunity (EEO) reports indirectly to GM/CEO per FTA mandate

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

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

IBOP's new Human Capital department now combines the efforts of the Employee Relations and Labor Relations groups with a focus on employee Total Rewards. The department also sources and supports the selection of highly qualified talent, provides employee performance management programs, employee development and training opportunities, and promotes an engaged, diverse and inclusive organization free from discrimination. IBOP is focused on business innovation through organizational transformation and integrating strategic priorities across functions with the goal of establishing a culture of high performance at all levels of the organization.

FY2022 Business Plan

- IT will begin planning for the replacement of the aging PeopleSoft ERP system. This multi-year effort will begin in FY2022 with requirements gathering and an assessment of alternative solutions. This effort will cross multiple disciplines throughout the Authority.
- IT will be fully engaged in the design and implementation of technology in each of the three new WMATA facilities. Focus will be on the L'Enfant Plaza headquarters and the design of the new data center. Efforts will include network connectivity, outfitting facilities with teleconferencing and telephony capabilities as well as desk top functionality.
- In compliance with Federal regulations, implement a re-engineered business process supported by technology, such as an electronic health record (EHR) to track patients (employees), coordinate their care and status, and provide information to stakeholders (COO, Labor, etc.) which promotes operational efficiency.
- Safeguard WMATA data and network access. The implementation of a risk-based framework will continue in FY2022 ensuring all Metro information technology systems are secure and monitored to avoid intrusion improving data protection and management. This will ensure intellectual property, personally identifiable information (PII), and other sensitive information is properly stored, classified and managed.

- Facilitate the acquisition of goods and services, in a timely manner, to ensure a safe working environment and further improve strategic sourcing by implementation of the procurement lifecycle operating model
- Stabilize WMATA's Small and Local Business Utilization Programs to include training and outreach events to encourage participation in the programs and strengthen partnerships with the vendor community
- Be trusted advisors focused on enhancement to service by continuing to meet with leaders internal and external to IBOP to develop the plan of contracts and facilitate the strategic sourcing model
- Effectively integrate the Labor Relations and Employee Relations departments to provide advice and counselling to all non-represented management groups on all labor contract issues and assist employees to resolve issues within the workplace
- Develop and implement a Grievance Management System (GMS) that will help the organization track all grievance actions from inception to resolution. The GMS will be utilized for all WMATA unions
- Labor staff implemented a client embedded initiative where staff are collocated with operational Superintendents at the various Divisions. The purpose is to provide point of contact advice and counsel on all labor issues including discipline and contract interpretation cases
- Increase strategic sourcing and recruiting capacity by engaging a Recruitment Process Outsourcing (RPO) vendor to support high volume, pipeline and other recruitment efforts related to Silver Line Phase 2
- Launch digitization of IBOP records to alleviate filing paper documentation
- Work with CFO Office to implement measures in response to budgetary constraints (i.e. early retirements, voluntary separations and reductions in force)
- Planning, Performance, and Improvement to focus on planning, continuous improvements, customer engagement and metrics; providing a line of sight across IBOP business units to promote the highest and best use of IBOP's budget and human capital
- Expand metrics and reporting to enable data driven decision making across the IBOP enterprise. Integrate reporting measures across WMATA where IBOP directly supports a key metric tracked outside of IBOP
- Provide leadership, direction and policy guidance that promotes equal employment opportunities

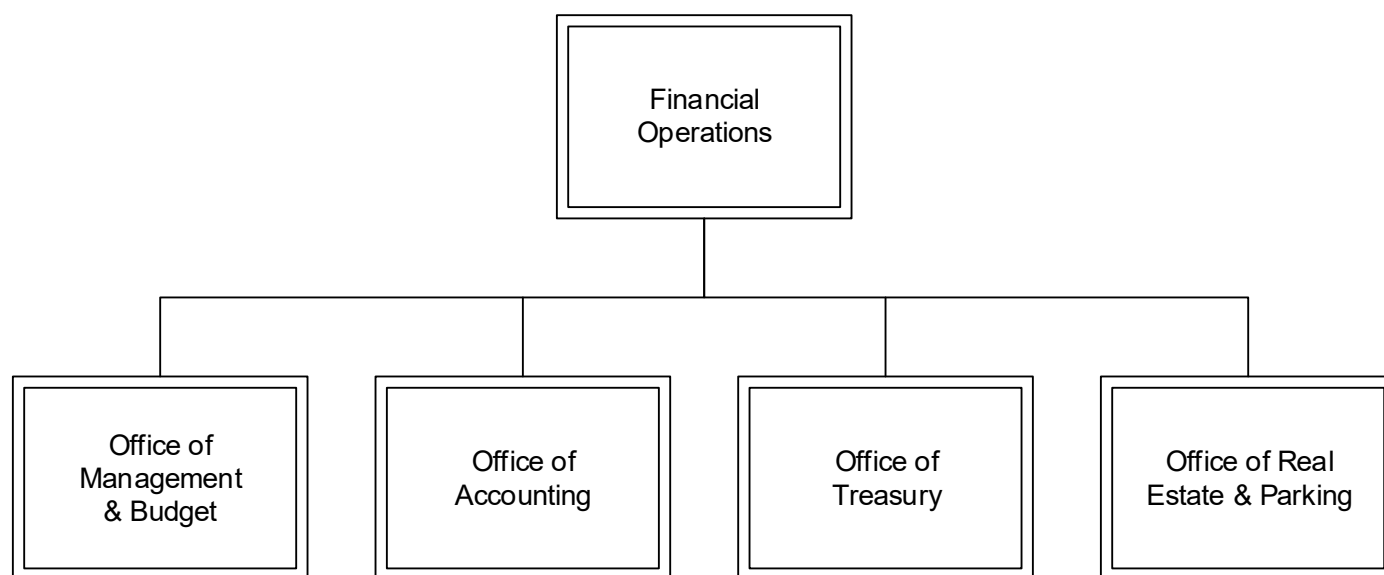
Pandemic Impacts

- The IT organization mobilized teleworking capabilities immediately upon hearing jurisdictions were preparing shelter-in-place (travel restrictions) due to the pandemic. IT ordered laptops, tablets, monitors and peripherals to support the remote workforce. Over five times the number of devices was distributed over a three-month period than in any normal year to support telework; allowing the remote workforce to quickly become productive. Modifications were made to increase network bandwidth and storage capacity.
- During the Covid-19 telework period, Cybersecurity identified significant spikes in cyber-attacks (up 1000 percent) over pre-Covid telework levels that required increased defensive measures to include the issuance of Virtual Private Network (VPN) tokens and monitoring access.
- IT undertook a major effort in rolling-out the Microsoft Teams platform to the remote workforce so they could securely communicate and participate in virtual meetings. A massive training effort was implemented to expedite the adoption of MS Teams and discourage the use of unsupported and less secure collaboration platforms. These efforts allowed the workforce to remain connected and productive. Additionally, the IT department assisted the WMATA Board in being able to hold virtual board meetings which also allowed for the continuation of public participation.
- The Office of Procurement (PRMT) has been expeditiously developing and executing strategies to ensure supplies and services are procured in a timely manner, are cost effective and are readily available to meet the needs of all WMATA staff during emergencies, safety events and Covid relation mitigating activities.
- Significant pre-work was done at the onset of the pandemic to secure personal protection equipment (PPE) with most of the supplies arriving in mid-March. The PRMT inventory team continues to research and vet new suppliers in an effort to stabilize the supply chain for these critical items.
- Relationships with reputable vendors to provide supplies and services needed during the pandemic have been established with purchase orders (POs) to ensure WMATA has the needed inventory and resources available to meet the demand.
- Supported operating divisions in communicating with all union leadership on WMATA's response to Covid-19 (pay codes, safe working conditions, etc.).
- Revised onboarding of new hires to accommodate social distancing and minimize exposure for staff and new hires.

- Identified Mission Essential Employees and distributed “Critical Employee” Stickers to be affixed to ID Badges to ensure essential workers could be easily identified while commuting during “Shelter-in-Place” orders.
- Issued employee communications regarding Temporary Telework Guidelines, processing Covid-related absences, ID Badge renewal extensions and other important information and policy modifications due to Covid-19.
- Increased virtual learning opportunities for employees, as well as virtual pre-employment testing for applicants to promote safety.
- OHAW has been instrumental in recommending the Authority’s medical direction during the Covid-19 pandemic. Attending Pandemic Task Force meetings while continuing to communicate with employees, managers, and family members on quarantine directives and CDC interpretation has been the central mission of OHAW. The team has worked tirelessly to manage all aspects of the impact with thoroughness, competence and sensitivity.
- OHAW stood up WMATA’s self-reporting Covid-19 Portal to enable efficient tracking and monitoring of employees affected by the Coronavirus.
- OHAW manages all aspects of the medical response related to Covid-19 assessments to include, nursing review, contact tracing, return to duty evaluation and notification to the Authority related to duty status.
- WMATA’s Chief Medical Officer was the Technical Evaluation Team Chair for the GM directed emergency procurement that secured a WMATA contract for supplemental Covid-19 testing.
- OHAW’s Employee Assistance and Wellness program areas facilitated webinars, vodcasts and wellness initiatives to assist WMATA employees in maintaining their physical and mental health during the pandemic.
- OHAW implemented process improvements with defined OHAW Covid-19 protocols to effectively respond to the needs of internal stakeholders during the pandemic.
- OHAW effectively managed all reasonable accommodations related to Covid-19 during the various stages of reentry for WMATA employees.
- WMATA’s Chief Medical Officer served on the Pandemic Executive Response Team providing medical guidance to assist in WMATA’s business decisions related to the pandemic.



Financial Operations



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

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

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

FY2022 Business Plan

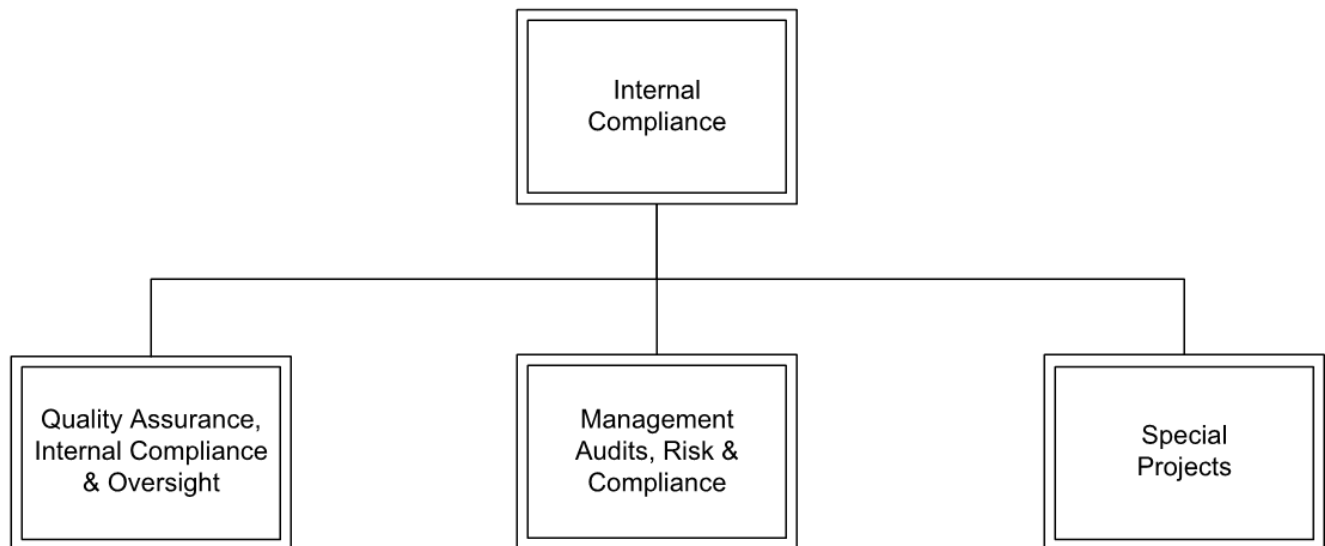
The Department of Financial Operations will continue to lead agency efforts to manage financial capacity, ensure funding support for services and capital investment and maintain fiscal integrity through keen budget management, accountability and transparent reporting, growing non-fare revenue opportunities and greater focus on capital investment initiatives that ensure equity, enhance customer experience and operating efficiency.

These efforts reinforce Metro's focus on safe, reliable and affordable service; and increase stakeholder confidence in Metro's use of essential public transportation services to drive regional economic vitality.

Key areas of focus will include:

- Robust budget management and enhanced reporting on the allocation and results of investments and budget performance
- Systems enhancement to support customers in all phases of their journey across the region and across multiple transit systems, from trip planning to payment, including implementation of mobile applications such as the ParkMobile reservation application
- Generation of new real estate revenues by disposing of remaining excess properties, closing on solar ground leases and accelerating other leasing activities, and preparing multiple properties for joint development
- Delivery of Metro's new headquarters building at L'Enfant Plaza, which is the first major milestone to unlocking the real estate value of the existing headquarters site and saving on administrative facility expense
- Continue to lever our Dedicated Funding revenues in the capital markets using debt issuances crafted to maximize funding of our robust capital plan
- Utilize short-term debt vehicles such as credit lines and direct purchase borrowings to complement and increase efficiencies as needed to bridge funding gaps

Internal Compliance

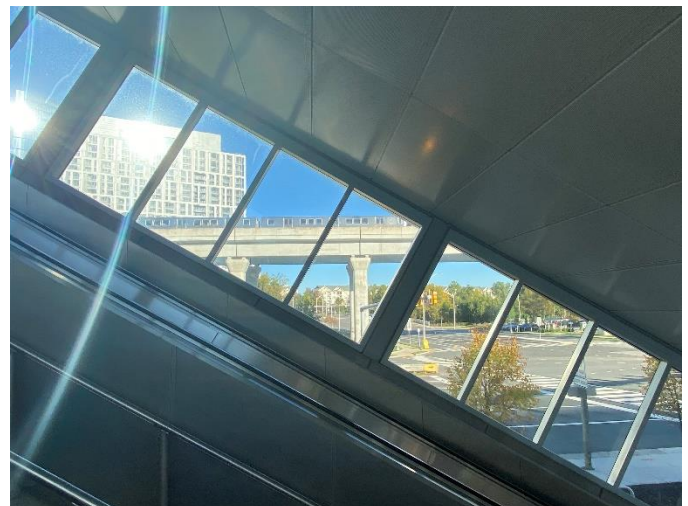


The Office of Internal Compliance (INCP) is an internal management function, reporting to the General Manager. Committed to driving improvement Authority-wide, INCP ensures departments are fulfilling business objectives, addressing corrective actions and complying with federal, state and local requirements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

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

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

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



FY2022 Business Plan

- Conduct quality assurance internal reviews and risk-based assessments of service delivery, new railcar commissioning, engineering and maintenance and capital program management inclusive of safety-oriented internal business functions
- Perform internal audits and special purpose reviews and assessments in line with the risk-based annual audit plan. Expand scope to include Program & Vendor Oversight Audits, to provide reasonable assurance over capital programs and related projects and vendor and contract compliance
- Implement the QMSP and ERM frameworks to ensure quality standards are met and risk is managed consistently and effectively
- Collaborate with departments and offices to strengthen internal controls, identify key business process areas for improvement, and improve data integrity to mitigate and close corrective/preventive actions in response to federal oversight inquiries and external auditors
- Improve processes and tools for the central tracking and monitoring of corrective action plans
- Support the implementation of the Safety Risk Management component of Metro's Public Transit Agency Safety Plan (PTASP) - a Federal Transit Administration (FTA) requirement for all Rail Transit Agencies under 49 CFR 673
- Represent Metro at strategy, policy, finance, jurisdiction/stakeholder meetings related to Silver Line Phase 2
- Coordinate with executive management and senior staff to ensure appropriate consideration to timelines and keep the GM/CEO informed of any major issues including items for the monthly stakeholder/CEO meetings
- Actively participate in Silver Line project meetings related to Phase 2 to ensure policy level issues related to implementation, acceptance, and start of revenue service are discussed and WMATA interests accurately conveyed. Provide assistance and coordination as requested by OIG in their review of ongoing/emerging issues with Silver Line Phase 2
- Participate in activities related to start of Silver Line Phase 2 revenue service
- Assist the local government stakeholders and provide internal coordination on land use proposals adjacent to Phase 1 and Phase 2 stations
- Provide as requested, guidance/input on policy and strategic initiatives and projects
- Manage the Policy/Instruction (P/I) creation and revision process to assure updates occur on-time, document quality standards are met, stakeholder review is recorded, proper approval is obtained and approved P/Is are available organization-wide



Pandemic Impacts

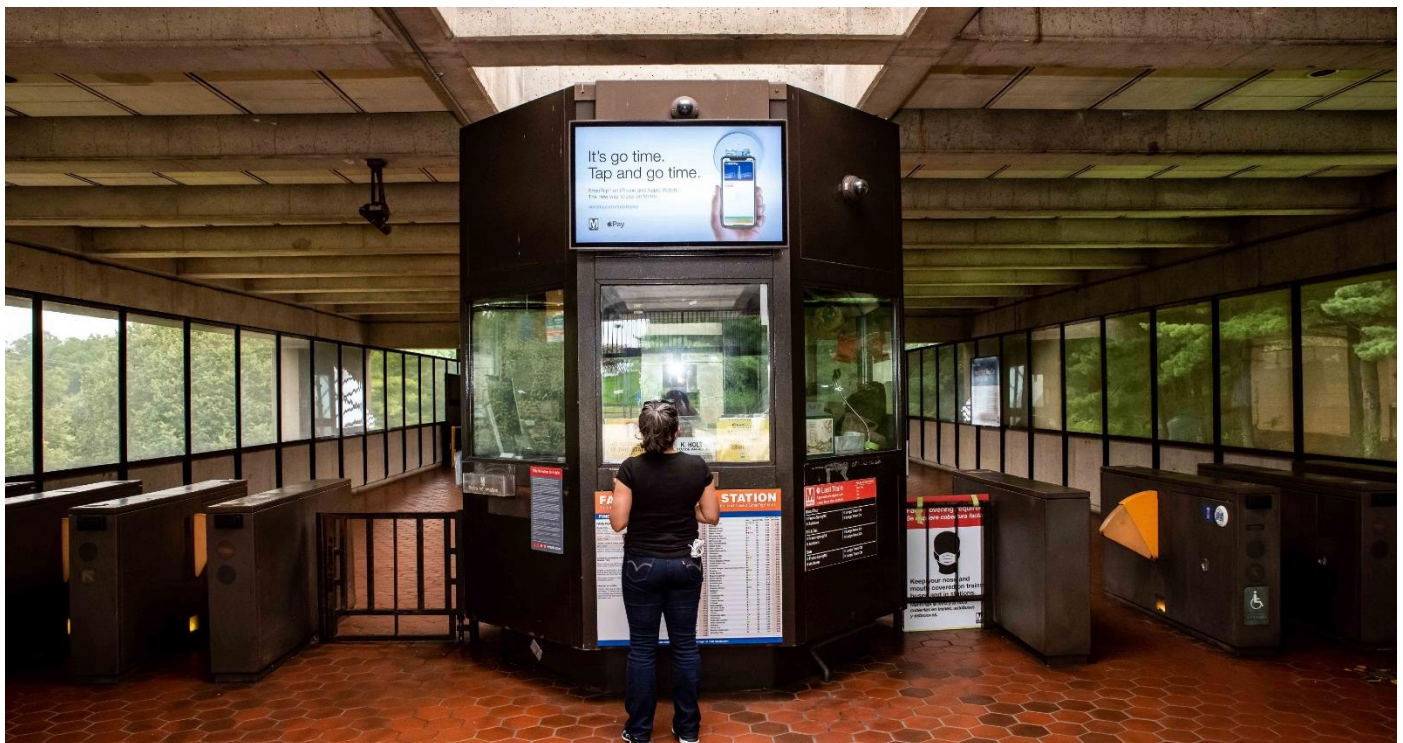
QICO

- Much of QICO's assessment activities occur on-site at Metro facilities (rail yards, Metro Stations, ROCC, and other sites). In some cases, social distancing guidelines, PPE requirements and revised maintenance and operations work schedules have impacted how QICO conducts assessments and by extension the annual review plan/schedule, and notable impacts are listed below. Due to the impacts, on average, assessments are taking a quarter to a third longer to perform than they did under pre-Covid-19 conditions
- Auditees heavily involved in Covid-19 recovery efforts such as PLNT and RPLN requested delayed starts to their scheduled assessments, which under the circumstances QICO granted, necessitating revision of the annual plan
- Assessments are performed in small teams that travel together in Metro vehicles to sites to perform observations and interview auditees. This approach has been adjusted to observe social distancing guidelines
- As rail stations begin to return to service in late June 2020, QICO was tasked with performing unplanned return to service assessments prior to re-opening to assure readiness and safety. These assessments among others were incorporated into our activities schedule to support Covid-19 recovery efforts

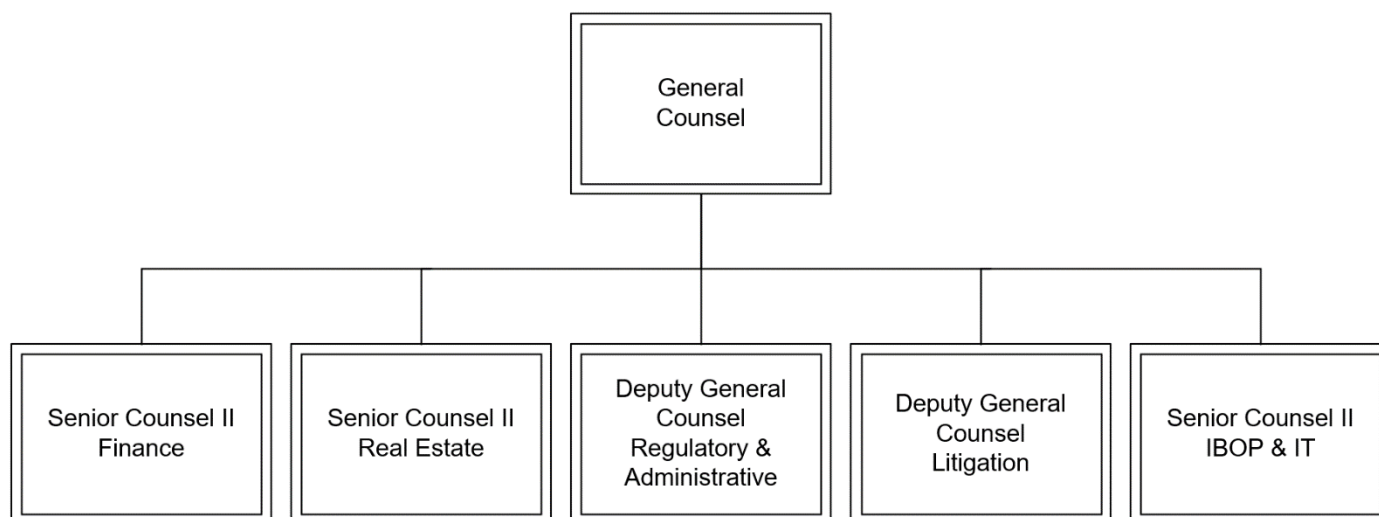
- Face coverings and other PPE are worn by assessors while conducting site visits. Instead of reporting directly to sites, staff have been reporting to office locations first to retrieve required PPE, which overall has consumed more time than usual
- Positive or suspected Covid-19 cases have led to restricted access during cleaning of facilities that we frequent regularly such as railcar maintenance facilities and ROCC
- Strict adherence to PPE requirements while providing oversight inspections of the 7K Program engineering modification implementation resulted in increased inspection times

MARC

- In response to the changes to our business environment due to the Pandemic, the Internal Audit Plan was reassessed to consider new risks introduced by Covid-19 and related health and safety matters. New audit and review engagements were added to the plan including Covid-19 related spot audits, and reviews of Covid-19 related costs and CARES Act funding
- Transitioned Internal Audit Plan from calendar year January to December 2020 to fiscal year July 2020 to June 2021, extending some plan activities by up to six months while some engagements were deferred
- Adjustments to contractor resources necessary to provide audit and support services as a result of budget related management actions



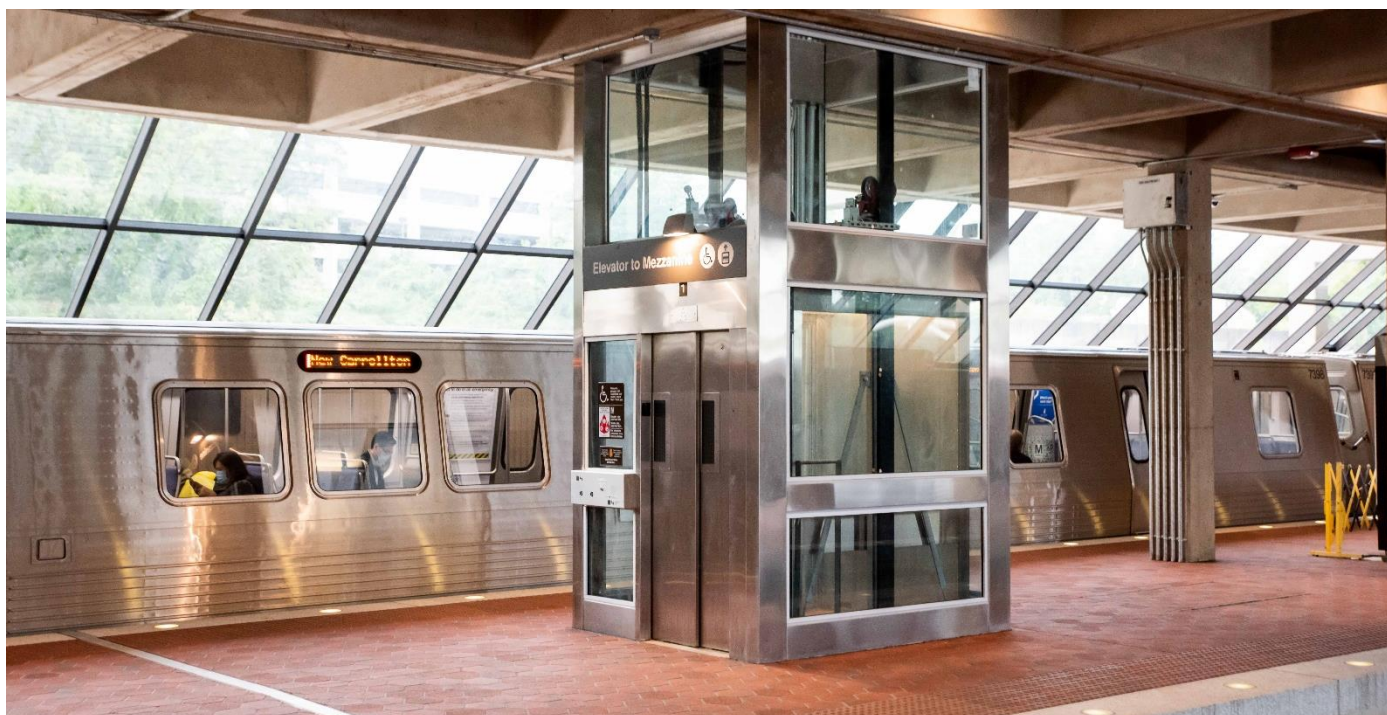
General Counsel



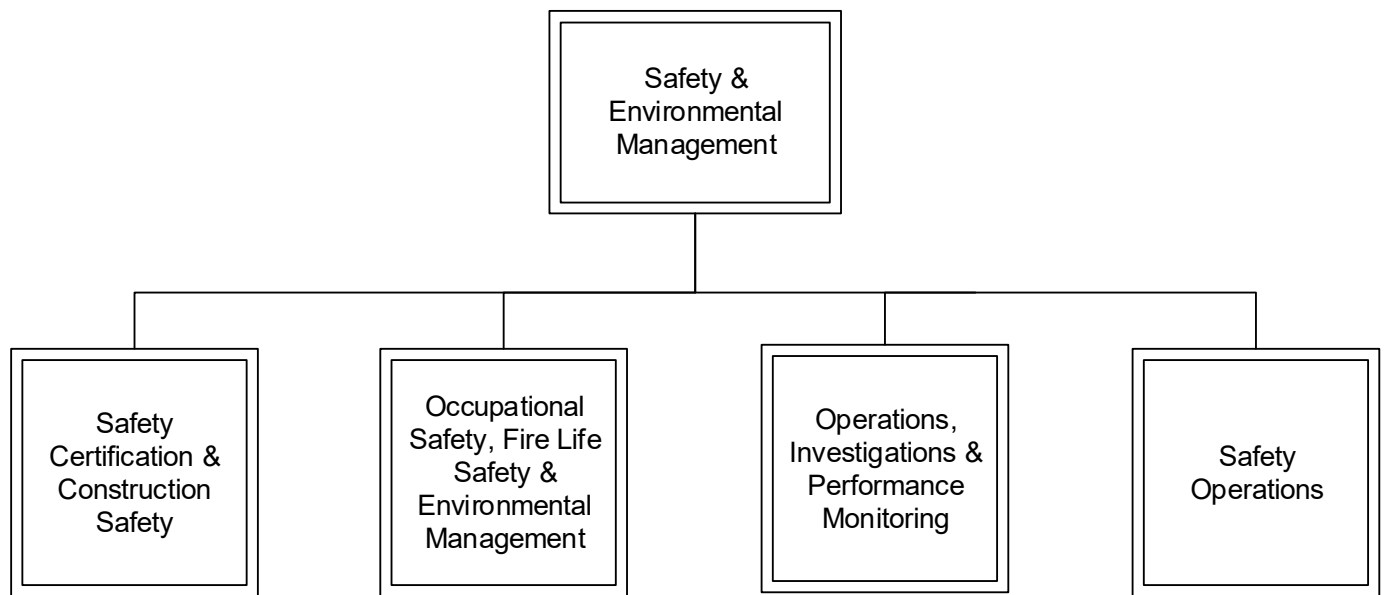
The Office of General Counsel (COUN) is responsible for all legal affairs of Metro and provides high quality legal advice and counsel to the Board of Directors, executive management, and all Metro departments and offices.

FY2022 Business Plan

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



Safety and Environmental Management



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

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

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

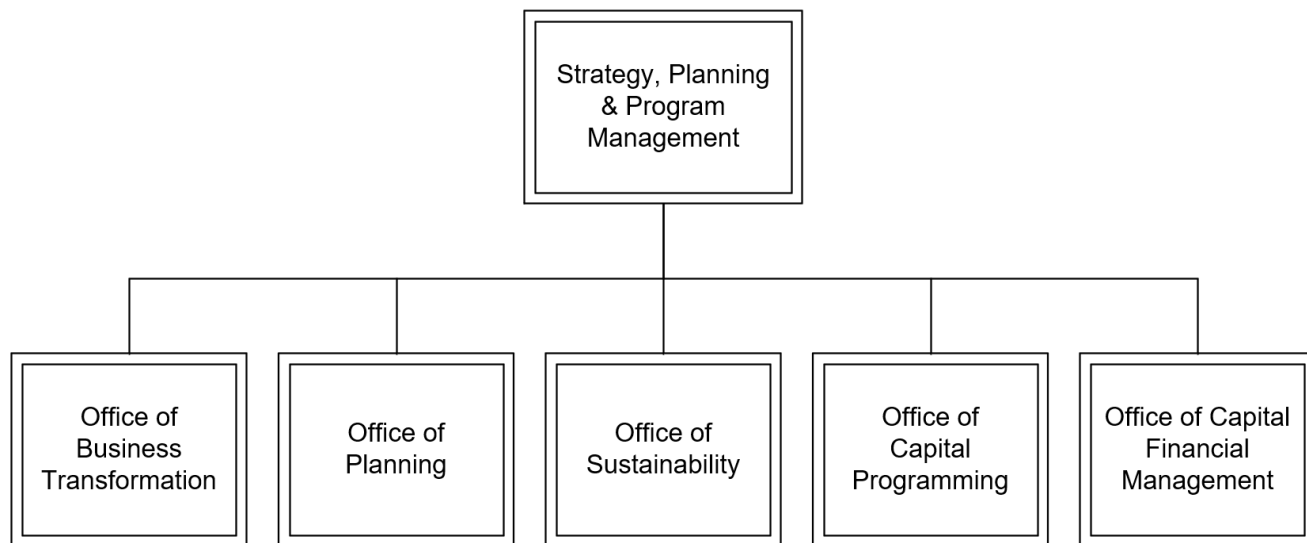
- System safety training
- Corporate safety programs
- Hazard identification and mitigation
- Incident and accident investigation
- Fire life safety
- Safety and security certification
- Oversight of construction safety
- Occupational safety and health
- Environmental management and compliance

FY2022 Business Plan

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



Strategy, Planning and Program Management



The Department of Strategy, Planning and Program Management (SPPM) drives Metro's strategy and transforms how Metro does business and serves its customers. SPPM builds and oversees Metro's prioritized capital program and is the lead organization responsible for (1) business transformation, (2) planning, (3) sustainability, (4) capital programming and project development, evaluation and accountability, and (5) capital budgeting and funds management. SPPM also provides oversight and reporting, as Metro's capital program advances safety, state of good repair, service reliability and financial stability, and invests federal, jurisdictional, and debt proceeds wisely. Covid-19 required SPPM to shift resources to and develop telework capabilities but did not change our core functions.

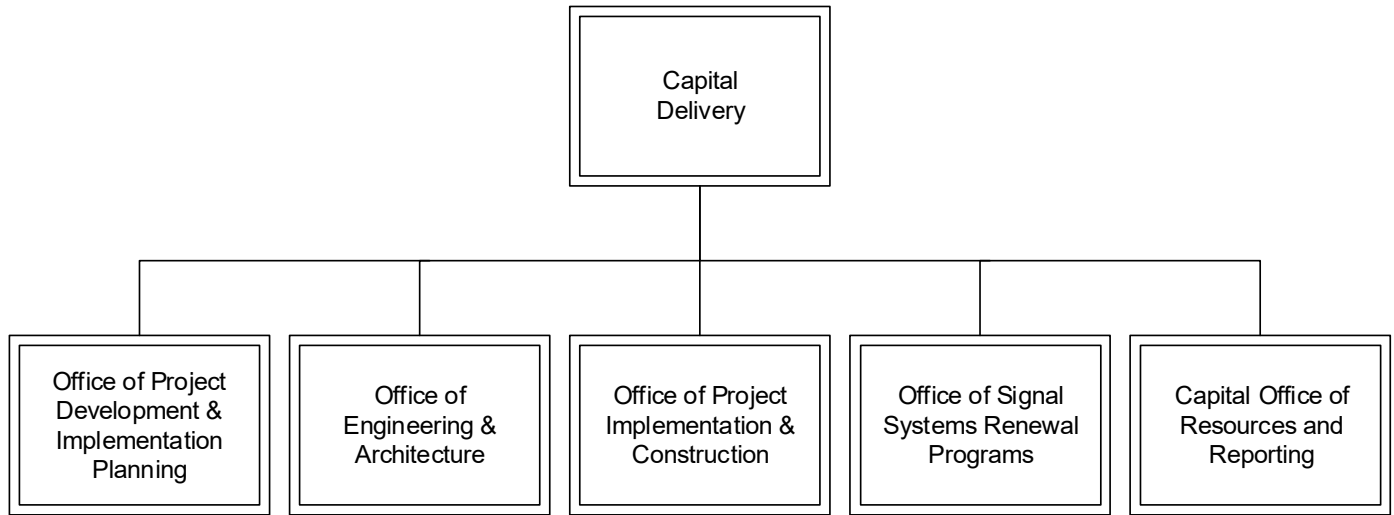
FY2022 Business Plan

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

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

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

Capital Delivery



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

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

PDIP's core function is to drive informed decision making and to provide maximum value for Metro during the early stages of major capital works planning. PDIP develops delivery strategies for all CAPD projects; defines the scope, schedule and budget; produces innovative commercial terms; performs constructability analysis; provides long track access planning; manages project/construction management and general architectural and engineering contracts; and builds relationships with vendors, suppliers and contractors. PDIP delivers on these core functions by keeping the customer at the center of all decisions, making system safety a priority, considering operational parameters and market conditions; leveraging strong financial stewardship and putting people first. Three offices within PDIP address each phase of project development and implementation planning and include Project Development & Delivery Strategies (PDDS), Strategic Constructability & Access Planning (SCAP), and Commercial Innovation & Market Outreach (CIMO).

ENGA is responsible for providing Authority-wide engineering services, including the development of design criteria and standards and technical oversight for capital projects. ENGA also works closely with maintenance and operations departments to ensure that

the transit system is well maintained, and that any engineering issues on existing systems are properly evaluated, remediated and, as appropriate, incorporated into design criteria & standards.

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

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

CORR obtains and allocates resources across CAPD and ensures effective and efficient delivery of CAPD services.

FY2022 Business Plan

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

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

PDIP

- Determine and document contract delivery methodology for capital projects given risk tolerances and project parameters
- Create a packaging strategy that optimizes capital resources, minimizes customer impacts and generates efficiencies
- Strategically leverage (construction) access planning to ensure safe work-sites, efficient execution, deconflicting work as appropriate to limit overuse of access locations and ensure appropriate consideration of dedicated Authorized Construction Site (ACS)
- Develop five-year project execution outlook to supplement SPPM's six-year capital program
- Streamline cost estimation and develop a whole-cycle project procurement integration

ENGA

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

PICO

- Continue construction for the rebuild and replacement of Northern and Bladensburg bus facilities
- Continue construction of the Heavy Repair and Overhaul Facility

- Continue the construction of new Potomac Yard Station
- Finish construction for above ground installation of all radios in RAIL & BUS, continue fiber installation in below ground stations, and continue upgrade of the radio infrastructure
- Award and commence next phase of edge lighting installation and above ground site lighting for stations
- Continue and complete Platform 3 rehabilitation program at the four stations of north of Green Line, Addison Rd and Arlington Cemetery stations
- Award contract, complete design, and commence construction of the Platform 4 Rehabilitation Program
- Complete standpipe replacement of E Line and continue rehabilitation of drainage pump systems
- Complete rehabilitation of the tunnel ventilation upgrades pilot project
- Rehabilitate D&G Connector, Grosvenor-Strathmore Aerial, and various segmental and pedestrian bridge, and replace Rockville station canopy
- Install electronic safety and security upgrades (such as CCTV, access control, intrusion detection, fire alarms, public address, and intercom) across rail stations, bus stations, and other Metro facilities
- Complete rehabilitation of West Falls Church and continue rehab of Addison Rd and Wheaton parking garages and award new parking garage contract
- Continue rehabilitation of surface parking lot programs
- Complete installation of pneumatic logic control (PLC) panel boxes
- Continue construction of the next phase escalator canopies contract, to include the remaining nine Station Entrance Escalator canopies at Judiciary Sq North, Arlington Cemetery, Smithsonian North, Archives, U St East, Tenleytown-AU, Capitol South and Potomac Ave, and stairs at Bethesda, Judiciary Sq North, and College Park-U of Md Metrorail stations
- Continue AC Switchgear replacement at seven locations
- Continue UPS replacements at passenger stations, yards, and traction power locations
- Award new Traction Power State of Good Repair Contract. Continue replacement and installation of cable and traction power system for car efficiency upgrades

SSRP

- Finish installation of power supply upgrades in train control rooms
- Complete Automatic Train Control upgrade project at Alexandria Yard
- Continue switch machine power supply upgrades throughout the system
- Continue state of good repair activities
- Continue construction of the first Train Control Room Rehabilitation contract and award the next contract
- Continue copper to fiber installation at Rhode Island Ave to Takoma Metrorail stations
- Develop long-term implementation plan for next generation signaling system

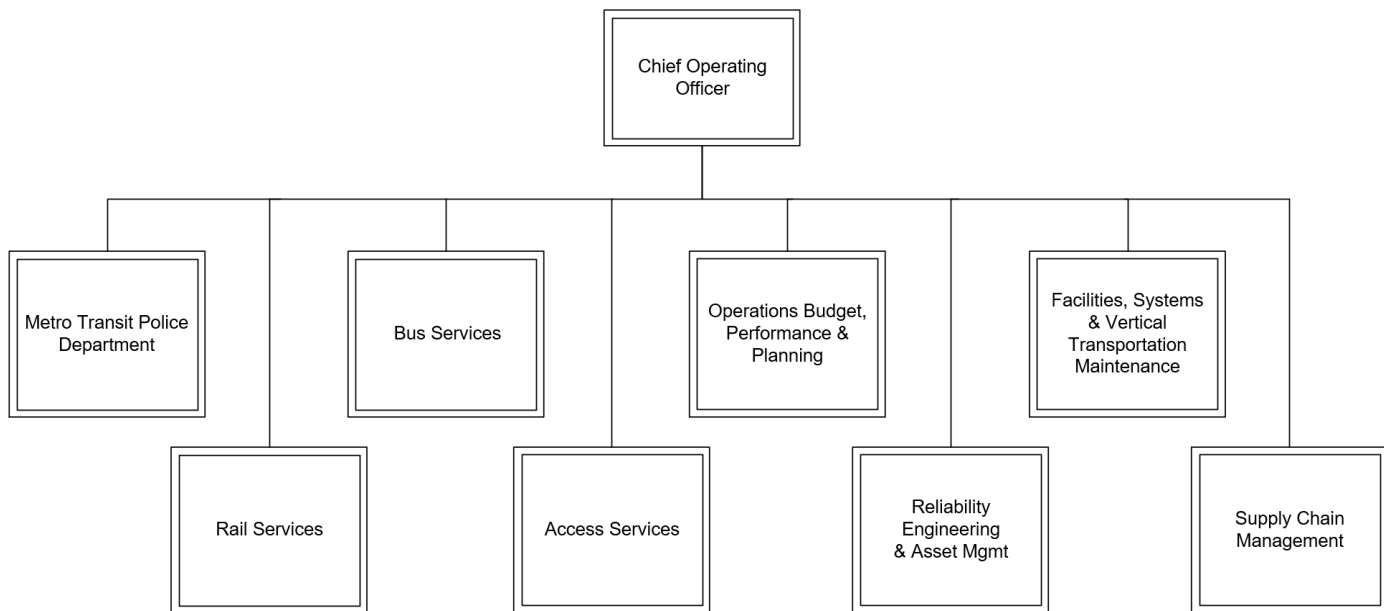
CORR

- Use metrics/KPIs to track and identify safety issues

- Process PPE requests and timely delivery; continue to evaluate alternatives to improve efficiency
- Provide safe workspaces for CAPD – Plastic partitions, coordinating and communicating return to work plan, welcome to work kits
- Manage CAPD operating budget and improve charging practices
- Ensure new hire process is followed to enable a smooth and effective transition for new hires
- Develop intra-department communication tools
- Streamline data collection to minimize burden on data providers
- Customize reporting to escalate CAPD risks and issues
- Use metrics/KPIs to track and streamline the filling vacant positions
- Develop the FY2023 Resource Planning tools/processes



Chief Operating Officer



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

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

FY2022 Business Plan

The COO has established several Priorities for FY2021-FY2023 and has aligned them within the GM Focus Areas of Customer Focus, Employee Focus and Investment Focus. While the COO Priorities cover three fiscal years from FY2021-FY2023, they will be revisited regularly and revised if necessary. These priorities are as follows:

Customer Focus

- Continue improvement in reliability
- Improve cleanliness in facilities and rolling stock
- Modernize the customer experience
- Develop accurate and real-time information
- Kick-start Metrobus transformation
- Successfully transition to operation of Silver Line Phase 2

Employee Focus

- Recruit and develop empowered employees
- Proactively identify and manage hazards
- Reduce collisions on rolling stock
- Drive internal process improvement
- Improve employee communications
- Improve collaboration for emergency response
- Reduce crime across the system

Investment Focus

- Complete major investments and mature capital delivery
- Strengthen capital program and make key long-term decisions
- Improve maintenance planning
- Improve track access productivity
- Optimize asset availability and condition
- Advance the Supply Chain Transformation
- Reduce fare evasion

Pandemic Impacts

- Regional actions emphasizing essential trips, remote schooling and telework have decreased mobility in the region, with traffic falling 20 to 50 percent and ridership falling 85 to 90 percent on Metrorail and 50 percent on Metrobus.

- Metro's top priority is the safety and well-being of its workforce and customers, and the following actions were taken to keep riders and employees safe and healthy:
 - Starting in mid-March, personal protective equipment (PPE) requirements and additional cleaning protocols for all facilities, buses, and trains were implemented.
 - From mid-March through July/August, implemented "A/B Scheduling" for Train Operators, Bus Operators, and maintenance personnel in order to minimize the risk of transmission and protect service continuity.
 - From mid-March through August, to align with employee availability, service levels were

reduced to about 35 percent of pre-pandemic levels. In August, service levels were increased to around 75 percent of pre-pandemic bus service and 90 percent of pre-pandemic rail service in order to stay ahead of demand and enable social distancing.

- From mid-March 2020 through January 2021, implemented rear-door boarding and waived fares on buses to protect bus operators.
- From mid-March through August, closed the first and last railcars to create a protective buffer for train operators and closed 19 stations to conserve limited cleaning supplies.
- Required all customers to wear face coverings beginning in May.



Rail Services

The Rail Services (RAIL) department operates and maintains Metro's rail system in a safe, reliable and efficient manner 24-hours a day, 7 days a week, providing service across 118 miles of track and 91 stations, 40 of which are in Washington, D.C., 26 in Maryland and 25 in Virginia (all figures excluding Silver Line Phase 2). RAIL is responsible for all facets of rail operations including station operations, train operations, the rail operations control center and the maintenance of all assets necessary to move customers through the system including railcars, track, traction power and the automatic train control system.

The Rail department is composed of the following groups:

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

FY2022 Business Plan

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

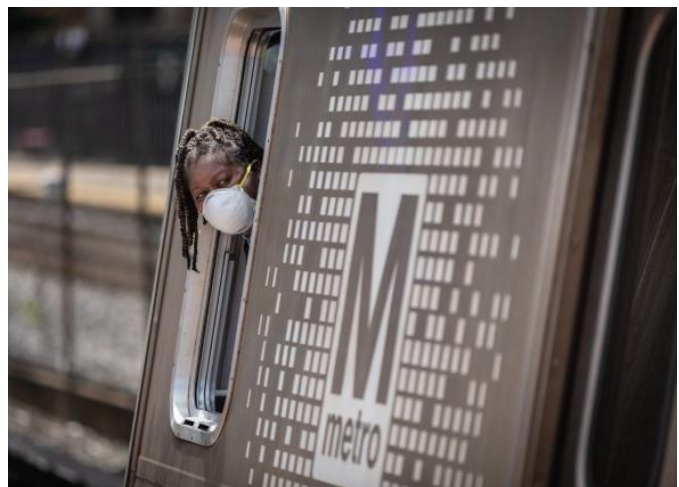
Specifically, RAIL will focus on the following actions:

- Operate safe, efficient, and enjoyable rail service. Continue to improve service and reliability by reducing safety incidents, incidents causing passenger delay and increasing customer on time performance, schedule adherence and customer satisfaction
- Successfully transition to operation of Silver Line Phase 2. Ensure operational preparedness to open Silver Line Phase 2, with 90 percent PCNs for Silver Line Phase 2 filled and 90 percent of rail fleet operating on Silver Line Phase 2 ready
- Improve emergency response command and control to enhance passenger and employee safety, reduce passenger delay caused by incidents, and improve reliability, through completing documentation related to incident response, as well as training programs related to emergency response

- Improve operations at the Rail Operations Control Center (ROCC) by strengthening its safety culture, management, and work flow while reducing training time for critical positions
- Identify and manage outdated documentation to improve internal processes and employee awareness of processes

Pandemic Impacts

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



Bus Services

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

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

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

FY2022 Business Plan

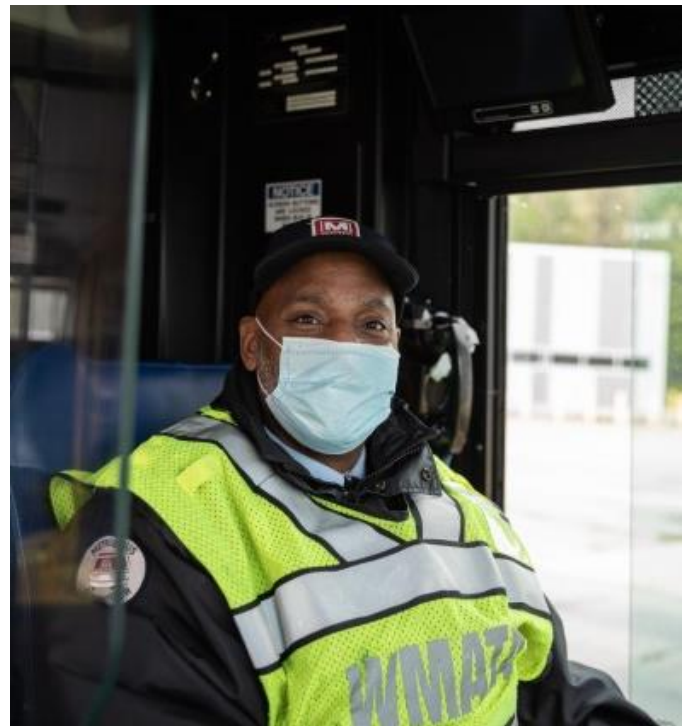
In support of Metro's strategic goals, BUS' core services are to deliver safe, quality and reliable transportation to the riding public; provide a safe work environment to bus employees; manage the workforce effectively; and balance departmental budgets wisely.

In FY2022, Bus Services is focused on customers to deliver excellence, empowering employees to drive bold changes and renewing and modernizing the system. In so doing, Bus Services' priorities include:

- Supporting the Metrobus Transformation Plan implementation to improve service and the customer experience across a more cohesive and efficient bus network
- Improving Metrobus service quality by reducing service interruptions and improving on-time performance
- Reducing safety incidents and injuries through focusing on reducing preventable collisions and investigating all employee injuries and safety incidents to identify and address root causes
- Advancing on-board bus technology to improve the amount of real-time data being provided to customers as well as the accuracy
- Continuing to invest in Metrobus vehicles and facilities to ensure that the fleet and facilities remain in a good state of repair
- Streamlining and improving day to day operations and activities at bus divisions to reduce administrative burden on managers and supervisors

Pandemic Impacts

- Metrobus adjusted its service pattern, frequency and hours to enhance safety for employees and individuals who must travel during the pandemic.
- To support social distancing on buses, operators monitored passenger loads and bypassed stops once the bus reached 50 percent of seated capacity.
- Metro significantly increased interior cleaning of buses including nightly disinfection of every vehicle in service and implemented garage to garage service to allow for cleaning of buses between each run.
- To protect frontline employees, Metrobus implemented rear-door only boarding and increased the distance between operators and customers by blocking of seats closest to the operator.
- To limit exposure of employees, between mid-March and August, Metrobus implemented A/B Scheduling for bus operators and maintenance personnel, dividing staff into two groups within each office where they then worked alternating days.



Access Services

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

ACCS is responsible for:

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

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

prevent them from using bus and/or rail for at least some of their travel. MetroAccess manages the delivery of the region's paratransit service of record, MetroAccess service. MetroAccess management, contract staff, and compliance staff work in conjunction with MetroAccess contractors; service delivery, call center operations, and quality assurance, to facilitate safe, efficient, and customer friendly paratransit service.

FY2022 Business Plan

- Ensure accessibility of Metro's fixed route services
- Ensure efficient, accurate and effective use of certification eligibility resources
- Accurately schedule MetroAccess trips to reflect the fixed-route equivalent time
- Develop and distribute a mobile app for the MetroAccess service

Growing MetroAccess ridership requires a regional strategy emphasizing efficiency and the availability of alternatives. MetroAccess ridership increased from just under a million trips in 2003 to 2.35 million trips in FY2019. The increase was driven largely by an aging population and reductions in transportation services offered by human service agencies. MetroAccess has improved efficiency and lowered cost through increased scheduling of shared-ride, fixed route equivalent trips. Metro has also facilitated the establishment of lower cost paratransit alternatives as a means of reducing demand for MetroAccess service, budgeted at approximately 460,000 trips in FY2021.

Pandemic Impacts

- MetroAccess On-time Performance increased during the pandemic as result of (1) a reduction in ridership by approximately 65 percent; (2) reduced traffic in the region compared to pre-pandemic levels; and (3) the elimination of shared rides, where delays can cascade across customer trips.
- As ridership decreased, MetroAccess no longer needed all vans to meet customer demand. Metro partnered with local hospitals and used the surplus MetroAccess vehicles to initiate a shuttle service that transports medical professionals to their places of work. This service helped 1,012 people from the final week of March through the end of the fiscal year.

Metro Transit Police

The Metro Transit Police Department (MTPD) is responsible for the safety of Metro customers, personnel, and transit facilities over a 1,500 square mile transit zone, comprised of three jurisdictions.

MTPD is composed of both uniformed and plain clothes sworn police officers charged with the duty of enforcing the laws of the signatories; the laws, ordinances and regulations of the political subdivisions; and the rules and regulations of Metro. Additionally, Special Police Officers are responsible for the physical security at rail yards, bus divisions, and other Metro properties. MTPD is responsible for digital video management of cameras throughout the Metro system. Finally, MTPD is responsible for crime analysis and police records management, police radio communications and various administrative support functions.

FY2022 Business Plan

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

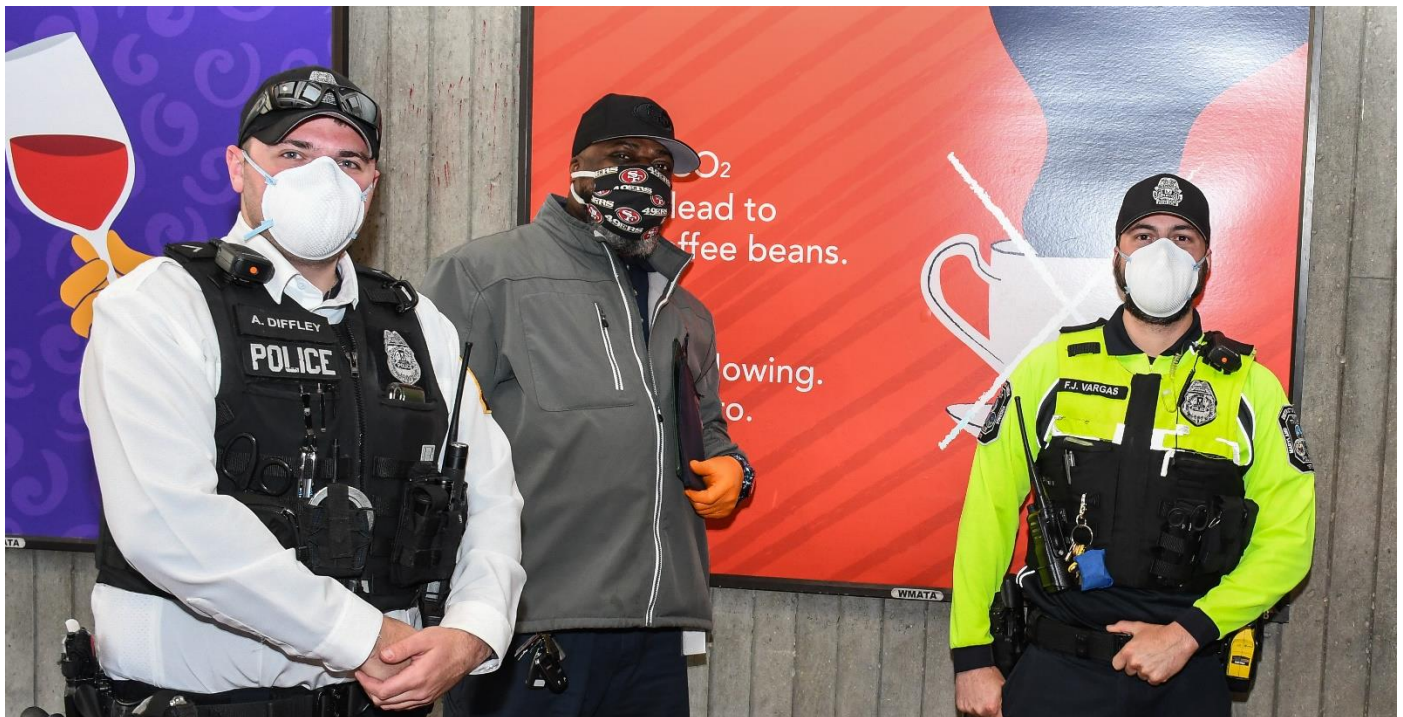
In addition, assaults are a significant driver of employee injuries, especially for bus operators. With Metro Transit Police already making use of data analytics through

MetroStat to set strategy and tactics, investing in security technology is the most promising approach for further reductions in crime. Investments include expanded closed-circuit television (CCTV), tactical equipment for officers, and access control equipment. The MTPD will focus on five key priorities in FY2022:

- Expand/improve CCTV and audio capabilities; capture data at the Security Operations Control Center (SOCC)
- Reduce employee assaults through training; pre and post incidents
- Train MTPD Police in leadership, de-escalation, crisis intervention, and communication w/persons w/disabilities and train WMATA security sensitive employees in TSA Security Awareness
- Enhance community engagement by developing and posting event calendar and update department policies and procedures
- Form five committees in collaboration with labor union to examine and improve areas of police reform – chaired by MTPD Deputy Chiefs.

Pandemic Impacts

- The number of crimes dropped dramatically during the eight-month pandemic period as fewer riders used the system.
- Metro Transit Police continue to patrol the system during the pandemic, modifying patrol tactics in response to diminished ridership and altered hours of operation.



Facilities, Systems, and Vertical Transportation Maintenance

The mission of the Office of Facilities, Systems, and Vertical Transportation Maintenance (FSVT) is to support Metrobus and Metrorail operations and maintain infrastructure and equipment systems in a state of good repair by providing a coordinated approach to maintain elevators and escalators, electro-mechanical equipment systems, infrastructure, facilities, and grounds. FSVT includes:

- Office of Elevators and Escalators (ELES), which manages and maintains all vertical transportation equipment within the auspices of the Authority.
- Office of Plant Maintenance (PLNT), which manages and maintains Metro's facilities, grounds, and mechanical equipment systems in support of Metrorail and Metrobus operations.
- Facilities Asset Management Office (FAMO), which ensures effective implementation and stewardship of a facilities asset management program and compliance with Metro's adopted regulatory framework and requirements.
- Office of Systems Maintenance (SMNT), which manages the low-voltage electronic and electrical maintenance activities related to operations; SMNT is composed of the following:
 - Office of Automatic Fare Collection Section (AFCS) manages the installation, maintenance, and repair of fare collection and parking lot equipment
 - Office of Communications Sections (COMM) and Radio Communications Branch (COMR) maintain Metro's communications systems in support of Metrobus, Metrorail and Metro Transit Police Department operations, as well as fire/life safety systems to help ensure public safety
 - Office of Low Voltage Electrical Maintenance (LVEM) maintains and distributes all 480-volt electrical systems for Metro's facilities
 - Office of Shops and Material Support (SAMS) provides component-level repair and supports procurement actions for all SMNT

FY2022 Business Plan

- In FY2022 FSVT is focused on enhancing the customers' experience through a variety of initiatives:
- Continue enhanced cleaning practices and station modernization improvements to keep customers and employees safe during the pandemic

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

Pandemic Impacts

During the pandemic, FSVT:

- Increased the frequency of disinfecting facilities to daily in accordance with Center for Disease Control guidance using a federally approved disinfectant
- Began proactive, in-house pressure washing of high-touch surfaces at rail stations (to include parapet walls, granite benches, and all floors) and bus loops
- Brought on six contract teams to conduct emergency deep cleaning at locations with confirmed positive or presumptive positive cases of Covid-19
- Installed new hand sanitizing dispensers in rail stations and built Plexiglass barriers per request
- Provided support to enable mask distribution to rail/bus riders
- Continues to upgrade AHU/HVAC filters throughout the system
- Continues installing new UV-C light handrail sanitizing equipment on more than 130 glass panel escalators



COO Office of Budget, Performance and Planning

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

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

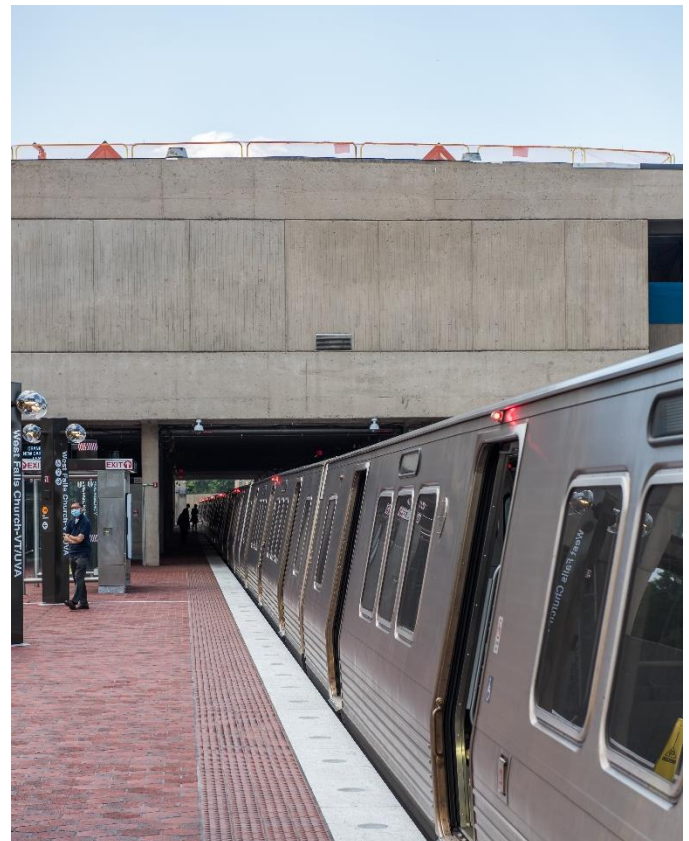
FY2022 Business Plan

- Implement MetroBus Transformation Program priorities, including updating WMATA's Metrobus service guidelines, restructuring the MetroBus network to create an efficient and customer-focused system, supporting the implementation of bus priority projects, and improving regional data sharing
- Drive internal process improvement by implementing a quality management system across all lines of business
- Invest in departmental leadership by implementing consistent standards and expectations, strengthening employee morale and engagement
- Modernize staff skills to fully employ digital/technical tools implemented during remote working
- Develop analytic tools to support Metro's equity goals

Pandemic Impacts

OBPP adapted its work program and work style to support Metro operations during the pandemic, including:

- Rapidly adjusted service schedules to match ridership loss and employee availability, and develop recovery schedules that match available resources
- Adjusted shuttle service to support more expansive summer 2020 track work
- Redesigned training classrooms to facilitate social distancing, reduced size of training classes, and implemented distance learning when possible
- Developed daily reporting on ridership and closely monitored crowding to inform schedule adjustments
- Carefully tracked and managed absenteeism, working with Metro doctors to return staff to work when safe to do so while filling as many scheduled work blocks as possible
- Benchmarked activities and shared information with international network of transit properties to identify and implement good practice in responding to the pandemic
- Rapidly transitioned to almost 100 percent telework



Supply Chain Management

In February 2019, WMATA reorganized and centralized the supply chain management functions (formerly spread across RAIL, BUS, and Support Services), under a new Department of Supply Chain Management (SCM) to improve effectiveness and efficiency. The following offices, designed to provide excellent supply chain solutions to their respective internal customers, comprise the Department of Supply Chain Management (SCM):

- Office of Supply Chain Planning and Analytics (SCPA): Develops and provides supply chain business intelligence and supply chain data governance to the Authority, enhancing asset availability and service delivery
- Office of Supply Chain Contract Management (SCCM): Provides advanced acquisition planning, contract management, and procurement compliance services for all inventory materials/supplies across the Authority, enhancing asset availability and service delivery
- Office of Supply Chain Warehousing and Logistics (SCWL): Provides timely and quality warehousing and logistical solutions for the Authority to ensure that the right parts are in the right place at the right time, enhancing asset availability and service delivery

FY2022 Business Plan

The following are SCM's key objectives for FY2022:

- Modernize warehouse technology, infrastructure and logistics
- Partner with external vendor to reduce supply chain cost
- Develop a mature, data-driven culture
- Enhance culture and knowledge sharing within SCM
- Enhance culture and knowledge sharing cross-departmentally

Pandemic Impacts

- Covid-19 has sharply interrupted the global supply chain, resulting in uncertainty and challenges around parts and materials availability and lead times.
- SCM has had to respond quickly and strongly to meet the agency's personal protective equipment (PPE) acquisition and distribution needs.
- Between mid-March and August, SCM staff in warehouses and storerooms migrated to A/B scheduling for employee safety.



Reliability Engineering and Asset Management

REAM centralizes the former Offices of Reliability Centered Maintenance Planning and Transit Asset Management under a single functional group. The creation of REAM captures the many synergies and efficiencies of closing and coordinating these individual elements and centralizing them under one function. The following offices designed to provide subject matter expertise will make up REAM:

- Reliability Engineering and Performance Analysis (REPA): Serves as the central office for reporting on reliability performance as well as facilitating Reliability Centered Maintenance analyses.
- Maintenance Planning and Scheduling (MPLN): Serves as the central office for providing maintenance planning and scheduling services.
- Transit Asset Management Office (TAMO): Serves as the central office for driving Asset Management initiatives and ensuring the Authority remains compliant with our federally mandated obligations.

FY2022 Business Plan

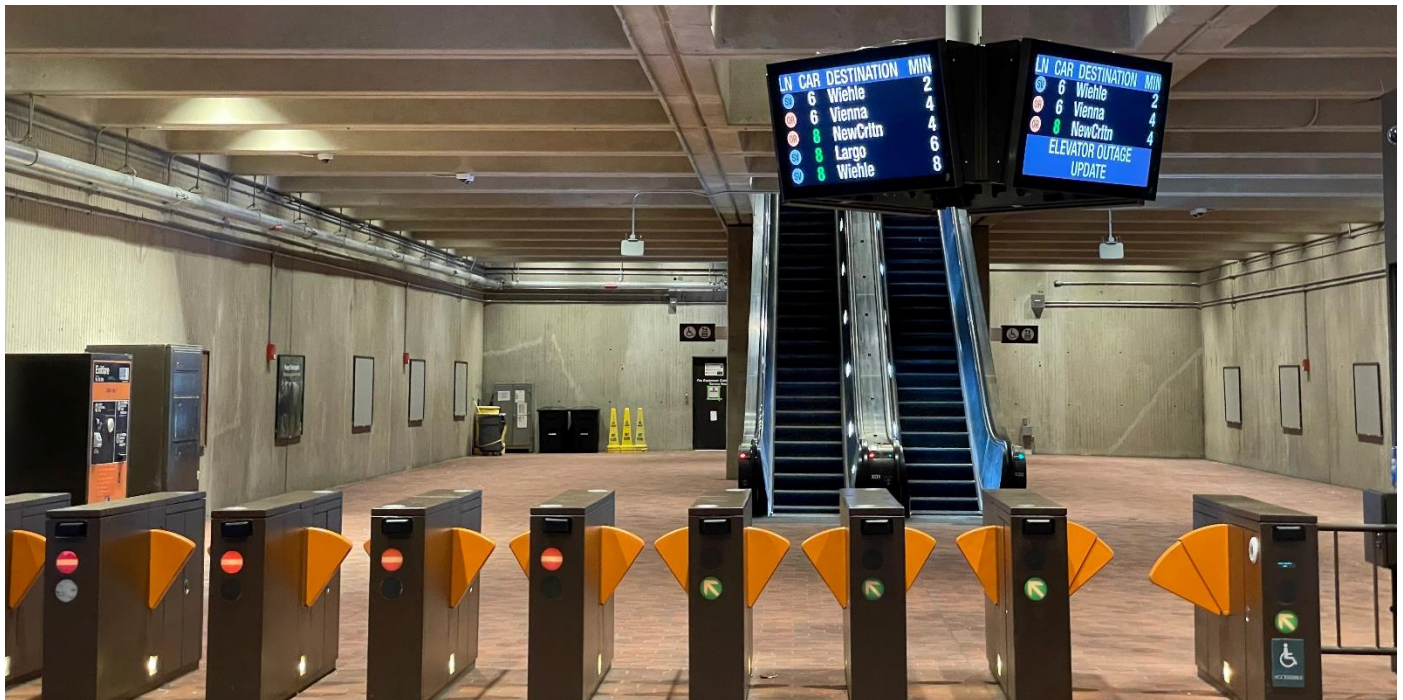
The following are REAM's key objectives over the coming one to three years:

- Expand and centralize the reliability engineering and reporting function across COO
- Expand and centralize the maintenance planning function across COO
- Standardize and improve the use of Maximo
- Improve Maximo training

- Conduct IIoT pilot program on Silver Line assets
- Develop Asset Lifecycle Management Plans for major Asset Classes
- Develop Asset Condition Assessment Methodologies
- Conduct RCM Deep Dives

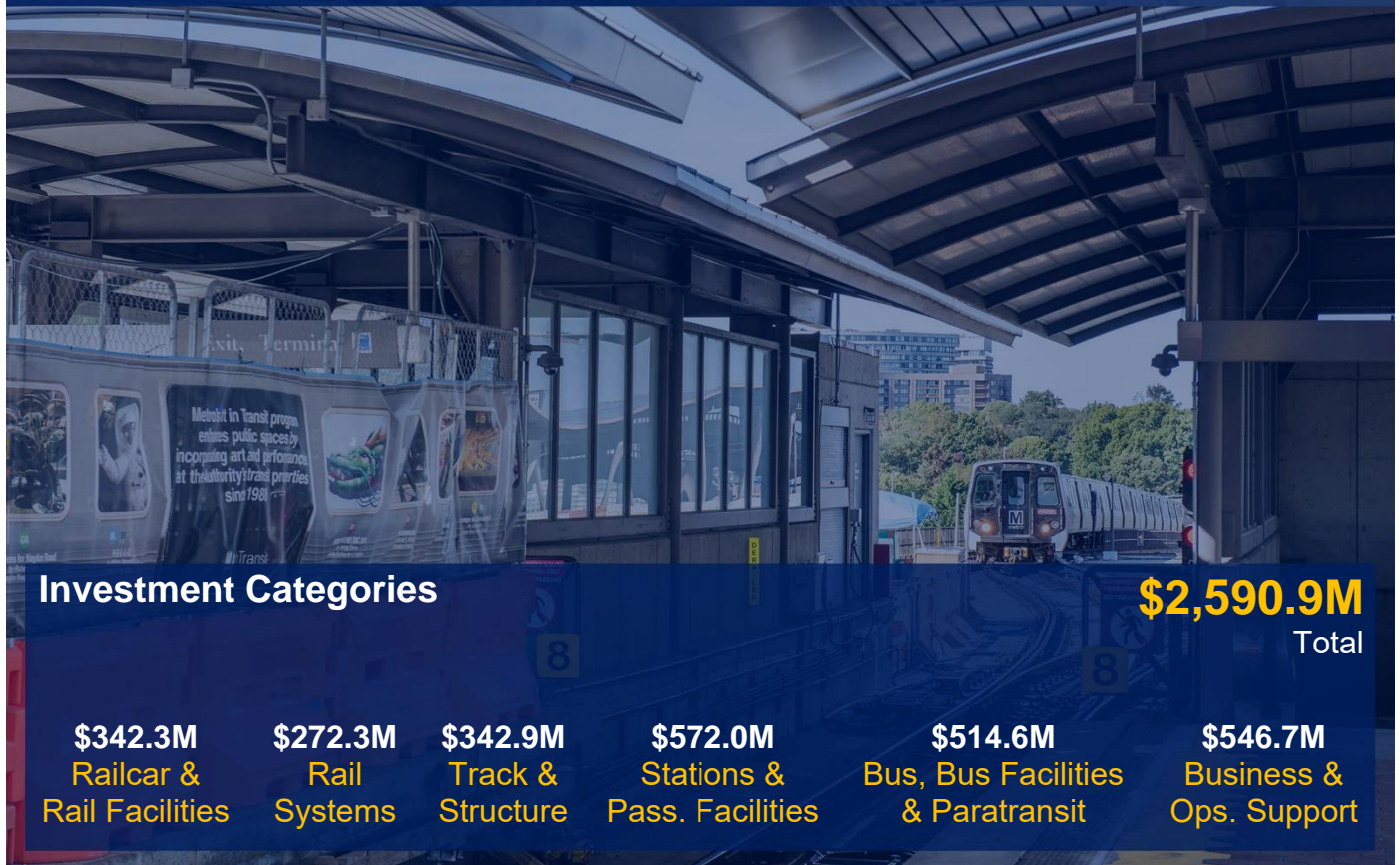
Pandemic Impacts

- During the pandemic, REAM adjusted maintenance plans to align with changes in staffing and asset utilization.
- Many preventative maintenance programs across all groups had to be adjusted due to the impact of A/B schedules. These had to be approved by the respective engineering departments and then carefully applied. This impacted reporting on PMI compliance.
- Many Engineering Modifications campaigns were either scaled back or accelerated due to the effects of ridership and/or the effects of funding adjustments. This also impacted the maintenance planning of these activities.
- Some Railcar fleets were put into cold storage due to the downturn in ridership, which forced the stoppage of PM schedules in Maximo and introduced new tracking for what would be required to catch up once the fleets were brought out of cold storage.



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Chapter 4 - Capital Budget



**THE WMATA FY2022 – FY2027
PROPOSED CAPITAL
IMPROVEMENT PROGRAM**

IS AVAILABLE ONLINE
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Appendix A - Metro Profile



Metro Introduction

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

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

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

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

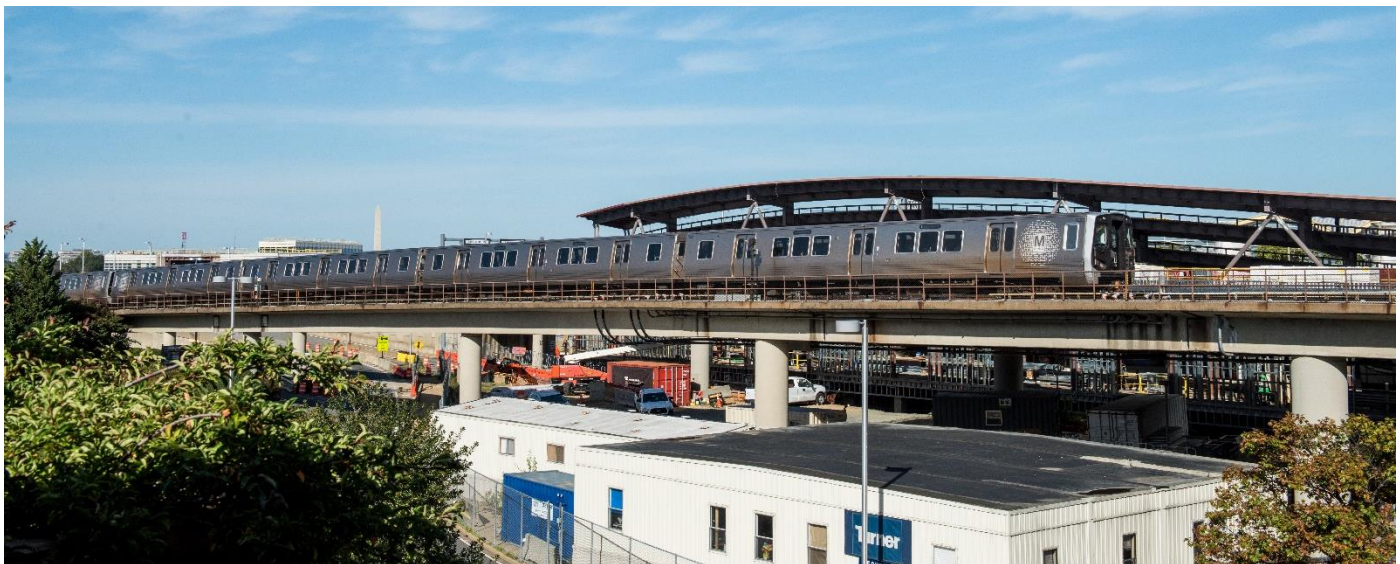
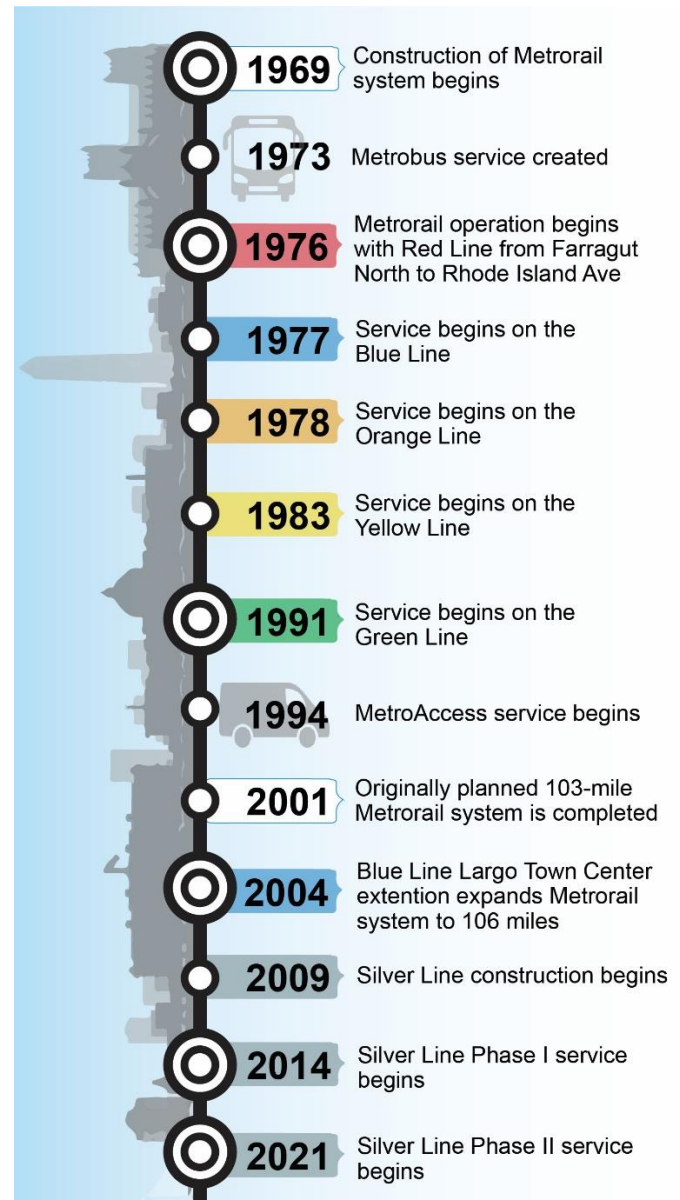
In 2004, Metro expanded the rail system, opening the Blue Line extension to Largo Town Center station, as well as the NoMa-Gallaudet U station on the Red Line. These expansions increased the Metrorail system to 86 stations and 106 miles.

In March 2009, Metropolitan Washington Airports Authority (MWAA) started construction on the Silver Line, a 23-mile rail extension in Fairfax and Loudoun Counties in Virginia. Supported by a Full-Funding Grant Agreement from the Federal Transit Administration (FTA), toll and other revenues from funding partners, Phase 1 opened in 2014 with 11.6 miles and five new stations, extending service to Tysons Corner and Reston. Phase 2, an additional 11.4 miles with six new stations, will provide service to Dulles International Airport and Loudoun County. Metro is actively ramping up to launch revenue service in 2021.

Key Metro Facts

- Metro's service area size is approximately 1,500 square miles with a population of approximately four million people.
- Metro's transit zone consists of the Washington D.C., the Maryland counties of Prince George's and Montgomery, and the Northern Virginia counties of Arlington, Fairfax and Loudoun and the cities of Alexandria, Fairfax and Falls Church.
- Metrorail currently integrates approximately 118 miles of track, six rail lines, 91 stations and 1,284 railcars. Once Silver Line Phase 2 revenue operations begin, the Metrorail system will include 130 track miles and 97 stations. Metrobus includes 10,687 bus stops throughout the region and 1,583 buses (all figures pre-Covid).
- Metro is the third busiest heavy rail transit system and the sixth largest bus network in the country.
- More than a quarter of the region's property tax base is located within a half mile of a Metrorail station.
- More than half of the region's jobs are located within a half mile of a Metro station or a Metrobus stop.
- More than half of Metrorail stations serve federal facilities and approximately one third of Metrorail's peak period commuters are federal employees.
- Metro moves more than three times the amount of people each year as the region's three major airports combined (all figures pre-Covid).

With the opening of revenue service on Silver Line Phase 2, Metro will welcome Loudoun County as a contributing jurisdiction. The Silver Line is Metro's largest rail expansion project since the opening of the Ronald Reagan Washington National Airport to Stadium-Armory segment in 1977.



Oversight

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

Federal Transit Administration

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

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

Washington Metrorail Safety Commission (WMSC)

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

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

required Congressional consent and approval by the President through Public Law No: 115-54. The WMSC began directly overseeing the safety of the Metrorail system on March 18, 2019 upon its oversight program receiving federal certification.

Office of the Inspector General

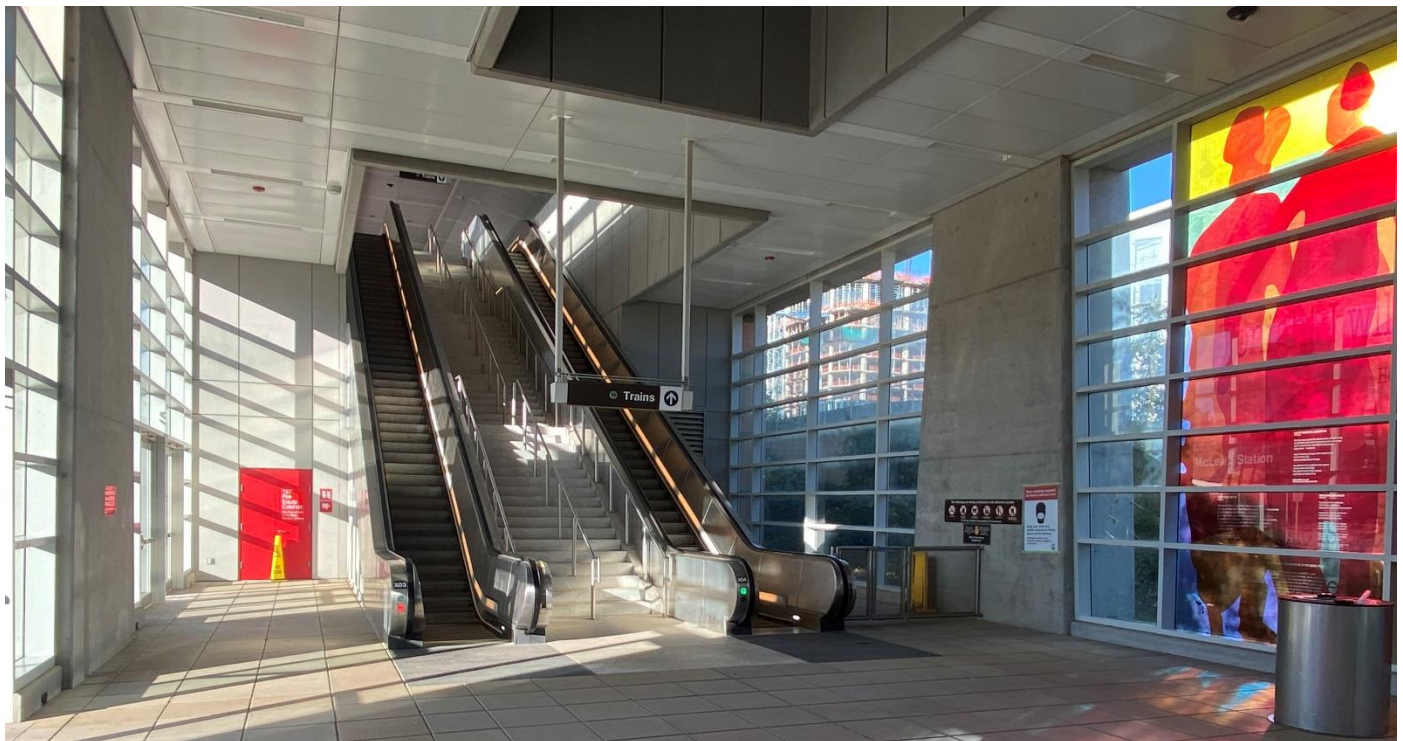
The OIG, authorized by the WMATA Board of Directors in April 2006 as an independent office that reports directly to the Board, supervises and conducts independent audits, investigations and reviews of Metro programs and operations to promote efficiency and financial integrity as well as to prevent and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

Office of Internal Compliance

INCP is a proactive business partner that assures Metro carries out its mission with integrity and in accordance with rules, regulations and policies. INCP reports directly to the General Manager/CEO and consists of two compliance offices, Quality Assurance, Internal Compliance and Oversight (QICO) and Management Audits, Risk and Compliance Office (MARC).

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

MARC provides independent, objective assessments and reviews of Metro's system of internal controls and underlying business processes with a focus on financial management and internal business operations.



Advisors

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

Riders' Advisory Council

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

Accessibility Advisory Committee

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

Amplify by Metro

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

Joint Coordinating Committee

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



Metrobus

Metrobus provides safe, reliable and effective service across the Washington region. Prior to the Covid-19 pandemic, Metrobus operated 159 lines with 245 routes covering over 2,396 street miles of service throughout the region. In response to the pandemic Metro reduced service to approximately 75 percent of pre-Covid levels. The Proposed FY2022 budget restores service through the first six months of the fiscal year on approximately one dozen bus lines and returns service to approximately 80-85 percent of pre-Covid levels, in response to additional federal funding assistance signed into law in December 2020. The additional federal assistance does not cover the full anticipated need for FY2022, however; as a result service is reduced in January-June 2022 to approximately 50 percent of pre-Covid levels. The proposed Metrobus changes for FY2022 preserve the core of the Metrobus network to support basic travel for essential purposes and transit-dependent riders.

Service is provided on a combination of local, limited-stop (MetroExtra) and express routes connecting the region to Metrorail; employment, medical and activity centers;

schools, colleges and universities; airports; military installations; and commuter rail. Metro utilizes 10,649 bus stops supported by 2,554 shelters owned by 15 separate agencies (pre-Covid). The Metrobus fleet consists of 1,583 buses to meet peak weekday service requirements of 1,278 buses with varying sizes and capacities, and to support maintenance of the fleet (all figures pre-Covid).

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

The BusETA service provides customers information on Metrobus arrival times at a particular bus stop. It uses satellite technology to find specific locations of a bus and sends the estimated arrival time of the bus to customers via mobile devices.

The entire bus fleet is equipped with two-way radio links to the operations control center, emergency radio silent alarms, passenger counters, and automatic vehicle locators. In addition, security cameras are installed on all Metro buses. Metrobus has also installed operator safety shields on the entire legacy Metrobus fleet; safety shields are included on all new buses.



Metrorail

The Metrorail system is a rapid transit system that currently consists of 118 route miles, 91 passenger stations and a fleet of over 1,200 railcars. Silver Line Phase 2 will add 6 new stations and 12 route miles, for a new total of 97 stations and 130 route miles. Starting in FY2021, service was scheduled to operate 5:00 am to 12:00 am Monday through Thursday, 5:00 am to 2:00 am on Fridays, 7:00 am to 2:00 am on Saturdays, and 8:00 am to 11:00 pm on Sundays. In Q4 FY2020 the Covid-19 pandemic dramatically altered Metrorail operations. The FY2022 Proposed Budget retains current service levels through December 2021 but, due to budget constraints discussed above, dramatically reduces rail service hours and train frequencies and closes 22 existing stations during the last six months of the fiscal year. From January through June 2022, Metrorail would operate from 5:00 am to 9:00 pm Monday through Friday and close at 9:00 pm on both Saturday and Sunday, serving only 75 of 97 stations (including six new Silver Line stations) at all times.

The system is composed of three main types of structures: underground, surface and elevated. Excluding Silver Line Phase 2, the underground sections consist of 50.5 route miles and 47 stations, the surface sections comprise 58 miles and 38 stations, and the elevated sections consist of 9.2 route miles and six stations. With the addition of Silver Line Phase 2, the system will include 130 route miles, 50.5 miles (47 stations) of which are underground, 60.25 miles (43 stations) of which are at the surface, and 19.25 miles (11 stations) of which are elevated.

While there are three types of structures, they operate as one unified system providing seamless service to passengers. All Metrorail stations and railcars are accessible to disabled passengers and compliant with ADA standards.

The first Metrorail line opened was the Red Line consisting of 4.6 miles from Farragut North to Rhode Island Ave. By July 1977, the Blue and Orange Lines were added with service between Ronald Reagan Washington National Airport and the Stadium-Armory. This added 11.8 miles and 17 new stations to Metro's rail operation. With continued development the Yellow Line was added

in 1983 with service from Gallery Place to Pentagon, adding 3.3 miles and one station. In 1991, the Green Line was added providing service from Gallery Place to U St. In 2001, the Green Line was extended to Branch Ave, and in 2004, the Blue Line was extended to Largo Town Center and the NoMa-Gallaudet U station on the Red Line opened to passengers. The table below provides a list of all openings.

The system is equipped with communication systems that facilitate the flow of information to and from passengers. The Metrorail operations control center is equipped with two-way radios for communication with all train operators in service, as well as hotlines to the police and fire departments in all the jurisdictions served by Metro. Public address systems on all trains and platforms facilitate communications from Metrorail train operators and station managers. All stations are also equipped with digital signs that show next train arrival times and system status.

Passenger-to-train operator intercoms are located inside all rail cars, one at each end, and there are passenger-to-station manager intercoms on all station platforms, landings, and in all elevators. The ongoing radio infrastructure renewal and cellular communications project will upgrade Metro's radio system for Metro workers and first responders and provide cellular capability throughout the tunnels and in stations for customers.

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

Metro operates more than 900 vertical transportation assets (618 escalators and 320 elevators as of January 2021, excluding Silver Line Phase 2), which carried approximately two million passengers each weekday before the pandemic. The Wheaton station on the Red Line has the longest escalator (230 feet) in the Western Hemisphere. The Forest Glen station, also on the Red Line, is the deepest station in the system (196 feet or 21 stories below street level) with high speed elevators that take less than 20 seconds to travel from the street to the platform.



Sequence of Metrorail Openings

Line	Segment	Stations	Miles	Date
Red	Farragut North to Rhode Island Ave	5	4.6	03/29/1976
Red	Gallery Place	1	0	12/15/1976
Red	To DuPont Circle	1	1.1	01/17/1977
Blue/Orange	Ronald Reagan Washington National Airport to Stadium-Armory	17	11.8	07/01/1977
Red	To Silver Spring	4	5.7	02/06/1978
Orange	To New Carrollton	5	7.4	11/20/1978
Orange	To Ballston - MU	4	3	12/01/1979
Blue	To Addison Rd	3	3.6	11/22/1980
Red	To Van Ness - UDC	3	2.1	12/05/1981
Yellow	Gallery Place to Pentagon	1	3.3	04/30/1983
Blue	To Huntington	4	4.2	12/17/1983
Red	To Grosvenor - Strathmore	5	6.8	08/25/1984
Red	To Shady Grove	4	7	12/15/1984
Orange	To Vienna	4	9.1	06/07/1986
Red	To Wheaton	2	3.2	09/22/1990
Green	To U St	3	1.7	05/11/1991
Blue	To Van Dorn St	1	3.9	06/15/1991
Green	To Anacostia	3	2.9	12/28/1991
Green	To Greenbelt	4	7	12/11/1993
Blue	To Franconia-Springfield	1	3.3	06/29/1997
Red	To Glenmont	1	1.4	07/25/1998
Green	Columbia Heights to Fort Totten	2	2.9	09/18/1999
Green	To Branch Ave	5	6.5	01/13/2001
Red	NoMa-Gallaudet U	1	0	11/20/2004
Blue	To Largo Town Center	2	3.2	12/18/2004
Silver	To Wiehle-Reston East	5	11.6	07/26/2014

MetroAccess

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

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

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

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

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

- Coordinated Alternatives to Paratransit Services (CAPS), established in 2013, provides transportation service for clients of two human services agencies (HSA) in Maryland between the HSAs main facilities and clients' homes. Services provided under the CAPS program cost Metro 40 percent less per trip than a comparable trip on MetroAccess.
- The Abilities-Ride program began in FY2018 as a public-private partnership between Metro and two vendors to provide generally available on-demand and reserve trip service to MetroAccess customers for trips beginning and ending in Maryland. The program has since added 11 new providers with service throughout the MetroAccess service area. Trips provided by the program can save Metro as much as 25 percent of the cost of a comparable MetroAccess trip.

Regional Transit Planning

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

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

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

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

and ensure integration of transit in highway investments and the Department of Transportation (DOT). Metro also works with Washington D.C., Maryland, and Virginia on important local plans and project development initiatives to enhance public transit service and ensure integration of transit with roadway investments.

Demographics

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

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

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

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

Economy

Metro's ridership and overall financial outlook are directly influenced by the population, economic conditions, and employment growth in Washington D.C. and the surrounding jurisdictions in Maryland and Virginia. Covid-19 has had significant global, national and regional impacts, and the full extent and duration of these impacts remains uncertain.

Job Growth in Metropolitan Washington

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

According to data from the Bureau of Labor Statistics' Current Employment Statistics (CES) program,

employment growth in metropolitan Washington lagged the nation from 2012 through 2015 and was equal to the national average in 2016 and 2017. The 2018 CES estimates indicate that metropolitan Washington employment growth (1.1 percent) has again fallen below the national average.

According to CES, in the months leading up to the Covid-19 pandemic in the March 2020, the Washington region's job growth rate was exceeding the national average. Like the rest of the nation, metropolitan Washington saw a sharp decline in employment in the months following wide-spread shutdowns and regional stay-at-home orders. Though the Washington region saw a nearly 9% drop in employment this was lower than the national average that reached nearly 14% during the early months of the pandemic. As of fall 2020, employment in the Washington region continues to recover but remains approximately 5% lower than the prior year.

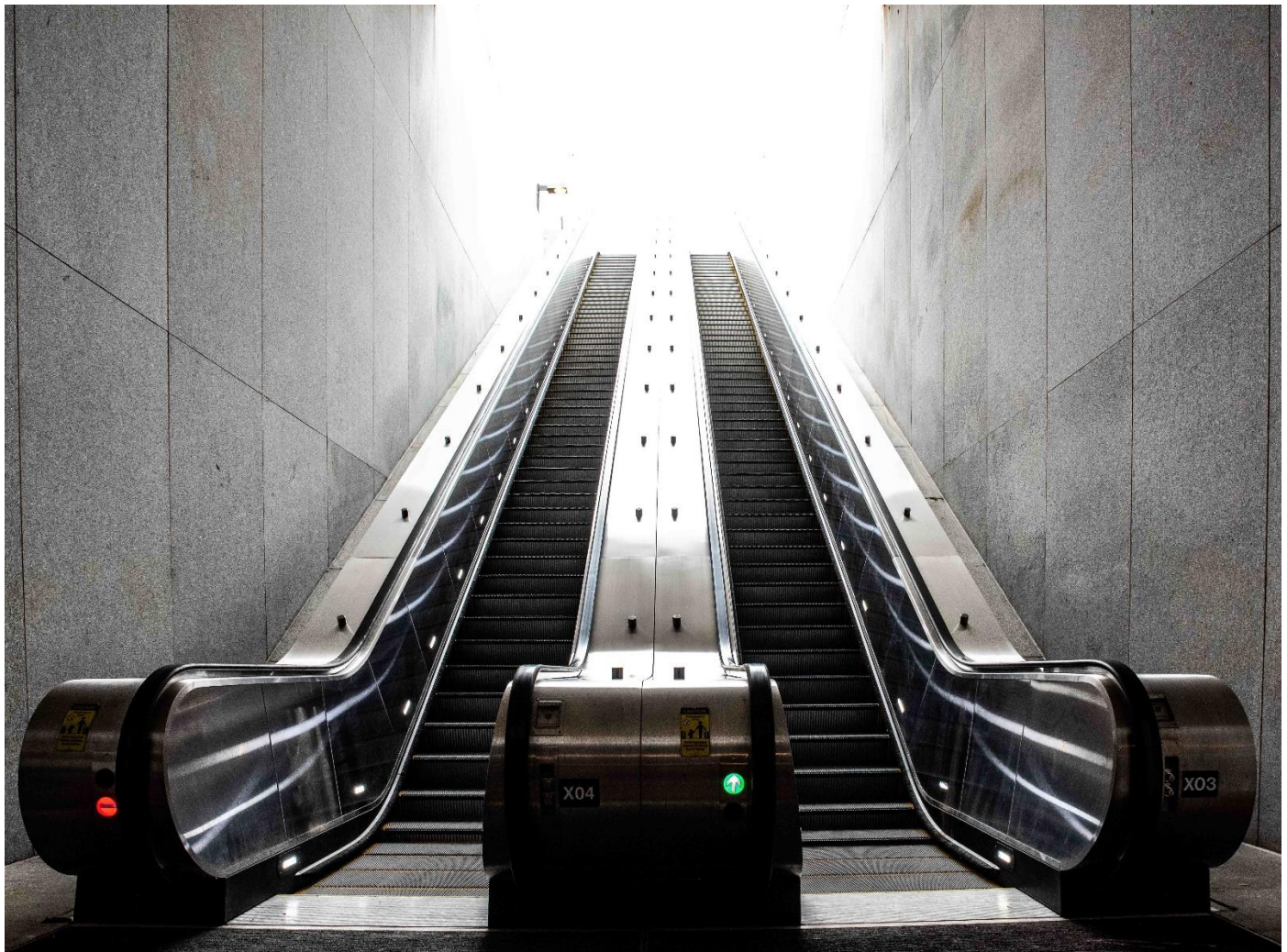
Changing Federal Presence

The Federal Government is the largest employer in the region; since 2000, between 11 and 13 percent of

employment in metropolitan Washington has been federal. But the structure of the regional economy is changing. COG's regional econometric model projects that the portion of federal employment will decline from twelve percent of employment in 2015 to eight percent in 2045.

Where is Metropolitan Washington's Economy headed?

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



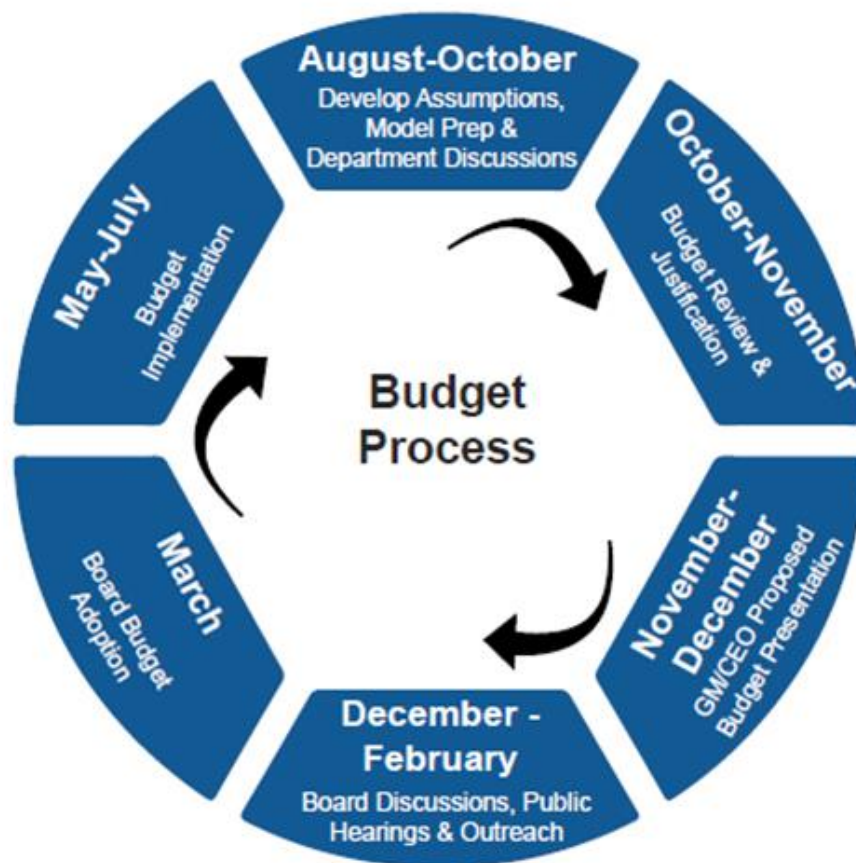
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Appendix B - Budget Process

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

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

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



Budget Development and Departmental Submissions

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

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

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

- The initial planning, development of assumptions, and preparation of instructions and training materials are conducted in August.
- The annual budget kickoff meeting is held in September with department leaders and budget preparers. New budget initiative requests are developed.
- The department's operating and capital budget requests are developed, reviewed, approved at the department level and submitted to OMB and the Department of Strategy, Planning and Program Management (SPPM) in mid-October.

The annual budget is developed based on two budget methodologies – continuation-level and zero-based. Continuation-level budgeting is used to develop the funding and resources necessary to sustain multi-year

critical operating, special programs, and previously approved capital projects.

The agency utilized a hybrid zero-based budgeting approach for the development of the FY2022 operating budget. The zero-based approach was used to determine resources for on-going general and administrative expenses, new programs and capital projects.

Budget Review and Proposal

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

Budget Discussion and Adoption

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

provide input and discuss their views. It ensures full and fair participation for all potentially affected communities, including minority, low-income, and limited English proficient populations.

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

Amendments

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

Budget Implementation

- Implementation of the Approved Budget occurs between May and June.
- The FY2022 Approved Budget is effective July 1, 2021.
- Monthly budget variance reports are prepared by OMB to enable management to monitor and control expenses and revenues.
- Quarterly financial reports are prepared by OMB and presented by Metro management to the Board of Directors.
- These reports are used to monitor financial performance and ensure compliance with the approved budget.

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

- Depreciation and amortization are excluded.

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

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

Enterprise Fund

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

Balanced Operating Budget

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

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

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

Capital Budget

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

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

Capital Expenditures

Capital expenditures are those that will lead to a future benefit beyond the current fiscal year. Expenditures are

classified as capital when an entity spends money either to procure or construct fixed assets, or to improve and extend the useful life of an existing fixed asset.

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

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



Appendix C - Human Capital Summary

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

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

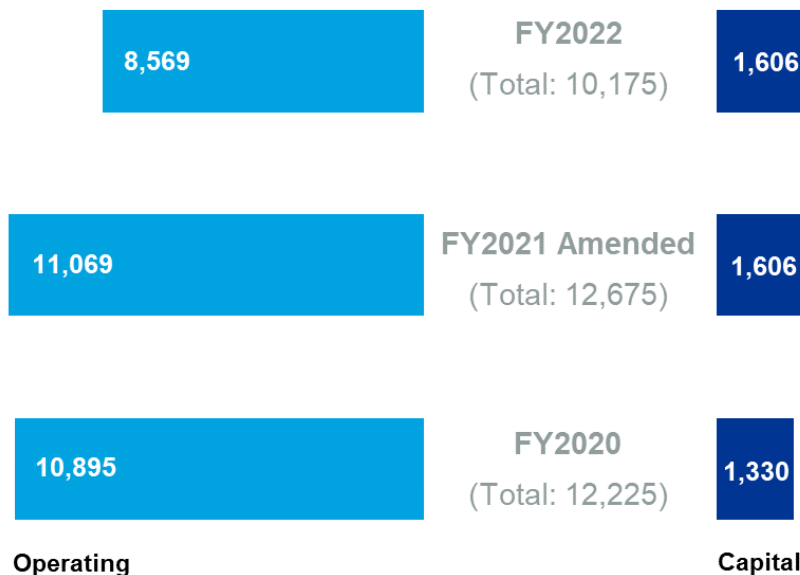
Labor costs, which include regular wage and overtime pay for operations employees and salary expense for management, professional, and administrative personnel, make up approximately 67 percent of total personnel costs. The Authority-wide FY2022 labor budget for

operating and capital is \$1,065.6 million, an increase of \$0.7 million.

Fringe benefit costs are personnel-related expenses that are above and beyond the direct cost of employee wages and salaries. Metro's fringe benefits are comprised of health insurance and pension plan costs, as well as government mandated expenses including unemployment insurance and payroll taxes. The Authority-wide FY2022 fringe benefit budget for operating and capital is \$532.2 million, which is a \$6.4 million or 1 percent decrease from the prior year primarily due to staffing reductions as a result of proposed service cuts.

The following tables provide a detailed, four-year comparison of total human capital staffing levels for Metro. The staffing requirement for FY2022 is 10,175, consisting of 8,569 operating positions and 1,606 capital positions. This represents a decrease of 2,500 positions from FY2021.

Number of Positions



Human Capital by Department

	FY2020 Budget	FY2021 Budget ¹	FY2022 Budget ²	Change
General Manager/CEO	3	3	3	-
ROCC	-	-	-	-
Inspector General	40	44	44	-
Board Secretary	4	4	4	-
External Relations	112	111	111	-
Internal Business Operations	583	604	608	4
Chief Financial Officer	253	240	240	-
Internal Compliance	64	69	75	6
General Counsel	46	44	43	(1)
Safety & Environmental Management	73	84	86	2
Capital Delivery	351	356	350	(6)
Strategy Planning and Program Management	73	115	113	(2)
Chief Operating Officer	10,623	11,001	8,498	(2,503)
Chief Operating Officer - Administration	10	5	5	-
Rail Services	4,118	4,210	3,025	(1,185)
Bus Services	3,739	3,731	2,341	(1,390)
Access Services	49	47	47	-
Metro Transit Police	694	695	731	36
Support Services	1,594	1,777	1,811	34
Office of Budget, Performance and Planning	239	307	307	-
Supply Change Management	180	191	193	2
Reliability Engineering and Asset Management	-	38	38	-
Total³	12,225	12,675	10,175	(2,500)

1. FY2021 Amended Budget excludes 232 Silver Line Phase 2 positions due to delay of opening Silver Line Phase 2 operations.

2. FY2022 budgeted positions are inclusive of all proposed service cuts and reflect reductions to headcount.

3. Authorized positions include total positions funded under the operating and capital budgets based on Metro's organizational structure at the time of the presented budget. Departmental headcount reductions are estimated and subject to change.

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

Human Capital Summary - All Modes, Fringe Data

	FY2020	FY2021	FY2022	
(Dollars in Millions)	Budget	Budget	Budget	Change
Positions	12,225	12,675	10,175	(2,500)
Labor	\$1,109.0	\$1,064.9	\$1,065.6	\$0.7
Fringe				\$0.0
Taxes - FICA	\$83.7	\$79.9	\$80.1	\$0.2
Pension - Defined Benefits	184.8	188.8	192.7	\$3.9
Pension - Defined Contributions	11.1	11.7	12.3	\$0.6
Health Care	207.3	212.0	203.5	(\$8.5)
Life Insurance	1.8	1.9	1.8	(\$0.1)
Long Term Disability Insurance	1.2	1.2	1.1	(\$0.1)
Taxes - Unemployment	1.2	2.0	2.0	\$0.0
Workers' Compensation Reserve and Assessment	35.6	36.9	35.0	(\$1.8)
Allowances (Uniform, Clothing, Tools, etc.)	4.2	4.3	3.8	(\$0.5)
Total Fringe Benefits¹	\$530.9	\$538.6	\$532.2	(\$6.4)

1. FY2022 Capital fringe reflects FY2021 levels.

Human Capital Summary - Rates

	FY2020	FY2021	FY2022	
	Budget	Budget	Budget	\$ Change
Average Annual Pay	\$90,719	\$84,015	\$104,727	\$20,711
Average Full Fringe Cost	43,429	42,494	52,306	9,812
Full Fringe Rate	47.9%	50.6%	49.9%	

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Appendix D - Sustainability, Energy and Resiliency

A sustainable transit system is designed, constructed, and operated in a way that fosters environmental stewardship, economic prosperity, and social wellbeing across the region. Sustainability is at the core of both the service Metro provides and how Metro provides it.

Sustainability is a fundamental business approach that makes Metro operations more resilient and fiscally responsible while also seeking to reduce environmental impacts.

Metro is a keystone of a prosperous region and we are excited to work with partners to create a more sustainable future.

Sustainable Transportation

People choose Metro not only because it is affordable, fast, easy and pleasant, but also because it is a sustainable way to travel. Metro is the easiest choice each of us can make to support regional sustainability – choosing to ride the bus and train instead of driving reduces CO2 emissions and supports compact development and healthy livable communities.

Transit agencies are largely funded by transit users and local jurisdictions. Sustainability is one of the fundamental functions of Metro and a value that sets it apart from other transportation options.

Metro is a major contributor to the region's efforts to meet its climate action goals. By providing nearly one million passenger trips each weekday, Metro not only keeps cars off the road but avoids emissions of approximately 1,110 metric tons of CO2 each day—equal to about 40 million gallons of gasoline annually.

Investing in the Region

Metro enhances the region's prosperity by investing in people, businesses, and neighborhoods.

Metro helps the region's residents lead happy, healthy, and productive lives. Metro provides approximately one million trips by bus and rail each day, connecting residents to employment, entertainment, school, recreation, and health and human services. Metro supports active lifestyles, cleaner air, compact mixed-use development, and environmental stewardship.

Metro is a powerful economic engine that drives the region's economy and helps create activity centers while ensuring residents and visitors can access all that the region has to offer. Metro is one of the largest green employers in the region and spurs business development by contracting with local businesses across all sectors.

Metro pursues sustainable business practices not just because it is the right thing to do but because these practices generate long-term cost savings that give the region the best return on its investment. These investments increase safety and improve the customer experience while supporting regional sustainability, mobility, and livability goals.

In 2014, Metro established a target to reduce energy consumption by 15 percent per vehicle mile by 2025. By FY2019, Metro was already 5.5 percent more efficient per vehicle mile compared to 2014. Metro's Energy Action Plan further increases Metro's investment in energy efficiency and commitment as a responsible steward of the region's dedicated funding.



Sustainability Targets

Metro's Sustainability Initiative, launched in 2014, set three regional and seven internal targets to achieve by 2025. The initiative was started to provide measurable and manageable progress toward aggressive but achievable targets.

In 2014, Metro created the Sustainability Lab and Sustainability Awards to promote and recognize cost effective innovation and best practice adoption across the Authority.

In 2020, Metro began the process of updating its sustainability targets to expand beyond traditional environmental targets and include targets related to prosperity, livability, and accessibility.

Innovation

Since its inception, the Sustainability Lab has sponsored several business case analyses, test and evaluation periods, and project refinements. These investments have resulted in agency-wide adoption of new practices and technology that were identified by staff open to innovation and supportive of change.

Metro promotes cost effective innovation and best practice adoption through:

- Researching and bringing in best practices to match areas of opportunity (capital and operational);
- Recognizing, supporting and rewarding existing efforts and staff innovation;
- Communicating the importance of and progress made toward sustainability targets;
- Integrating and highlighting the importance of data driven lifecycle cost analysis and sustainability best practices;
- Developing staff capacity to maximize benefits, and
- Utilizing innovative financing, rebates, and leveraging external partnerships.

Energy Management

Every day, Metro reduces the carbon footprint of the National Capital Region by providing public transit to approximately one million riders. To provide this public good, Metro consumes a significant amount of energy.

Energy costs, approximately \$109 million in FY2019, are one of Metro's largest non-personnel operating expenses. Managing these costs is paramount to controlling overall operating expenses, reducing exposure to budget risk, and continuing to provide efficient public transit for the region. Without actively managing its energy use and investing in energy saving technologies, Metro's energy costs are projected to grow to \$136 million annually by 2025.

In 2017, Metro conducted an Authority-wide energy audit to forecast energy use and costs and identify opportunities for investments and best practices to support a significant reduction in energy use by 2025.

At current usage rates, energy costs are expected to increase by 34 percent between 2017 and 2025. This increase is primarily due to a projected increase in energy consumption (e.g. the extension of the Silver Line Phase 2 to Dulles International Airport and Loudoun County) and increasing utility costs and commodity prices.

In FY2019, Metro released its first Energy Action Plan. The Plan transforms the way Metro does business to ensure a greener, safer, more reliable ride. The Plan is helping Metro reach environmental goals through reduced energy consumption and is generating long-term

cost savings to ensure responsible stewardship of the region's dedicated funding.

This Plan has three main pillars:

1. Implementation of energy audit identified capital investments;
2. Modernize design, construction, and operations; and
3. Engage dynamically in the energy market.

The Energy Action Plan includes a one-time \$65 million capital investment in energy efficiency projects between now and 2025 that will realize approximately \$29 million in ongoing annual energy and operations/maintenance cost savings.

Targeted investments made between now and 2025 are projected to realize an additional \$16 million in annual energy cost savings by 2025. This represents a return on investment in less than five years, on average, from energy savings alone.

When fully implemented by 2025, the Energy Action Plan is expected to reduce energy use by 750,000 MMBTUs annually and avoid emissions of approximately 160,000 metric tons of CO2 annually – the equivalent of taking an additional 35,000 cars off the road each year.

In addition to the steps outlined in the Plan, Metro commits to educating and engaging employees to promote innovation and continuous improvement.



Resiliency

Public transit is critical infrastructure that enables mobility and livability across the region. Severe weather is already impacting the region's public transit and puts vulnerable populations, businesses, and city services at risk. A more resilient Metro system helps the region meet sustainability goals and protect against flooding, heat waves, and other impacts of severe weather.

Metro has historically addressed resiliency on a project level (including raising and securing vent shafts, sealing tunnels, and upgrading drainage pumping stations).

In FY2021, Metro will initiate the incorporation of resiliency into strategic planning efforts. Metro looks forward to working closely with jurisdictions to mitigate risks to and enhance resiliency of Metro's assets over the coming years.

FY2021 Major Activities

- Continue implementation of Metro's first Energy Action Plan.
- Integrate wayside braking energy recovery technology into traction power project in order to capture brake heat as a renewable energy source
- Integrate sustainability into capital program to improve fiscal responsibility and environmental quality of the capital contracting and planning process
- Launch agency-wide strategic resiliency planning efforts
- Expand Sustainability reporting and targets to communicate Metro's value to the region
- Initiate fleet plan revision to incorporate emerging zero-emission bus technologies
- Issue request-for-proposals for test and evaluation of up to 14 electric buses and chargers at up to three locations.
- Engage on policy and rate structures in coordination with utilities
- Continue energy market engagement including opportunities for renewable energy



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Appendix E - Financial Standards

Metro's Financial Standards can be grouped into three major areas: general, business planning, and debt policy. The purpose of the general standards is to ensure that Metro prudently manages its daily financial operations and establishes appropriate cash reserves.

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

The purpose of debt policy standards is to limit the level of debt that may be incurred and to ensure that debt assumptions are based on financial parameters that are similar or more conservative than those that would be placed on Metro by the financial marketplace. Actual debt covenants may differ from these standards, and in accordance with the debt policy, the actual covenants will be disclosed in any Board report supporting a debt issuance.

Also, this Appendix provides an explanation for how state and local funding support is allocated among the jurisdictions.

Financial Standards – General

GAAP

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

Revenue and Expenditure Recognition

- Revenues are recognized in the period that they are earned, and expenses are recognized in the period in which they are incurred. Metro distinguishes between operating and non-operating revenues and expenses in its financial statements.
- The principal source of operating revenues (not including state or local operating subsidy contributions) is passenger fares and parking fees, which makes up approximately 90 percent of such revenues.

Fiscal Year

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

Comprehensive Annual Financial Report (CAFR)

- An independent certified public accounting firm performs an examination of Metro's consolidated financial statements. The goal is for Metro to receive an unmodified ("clean") opinion on its financial statements and to receive the Government Finance Officers Association (GFOA) award for excellence in financial reporting for its CAFR.

Other Financial Policies and Guidelines

- Funds are invested within the guidelines of the Board's approved investment policies and in compliance with the investment guidelines in Metro's Compact.
- In accordance with Board Resolution No. 81-36, designated Metro officials are empowered to open, close, or authorize changes to accounts and are authorized to appoint individuals as official signatories for financial accounts.
- An annual actuarial analysis is performed on all Metro-administered pension plans. Based on the results of such analysis, Metro makes contributions as required in agreement with the terms of each plan.
- Appropriate insurance coverage is maintained to mitigate the risk of material loss. For self-insured retentions, Metro records the liabilities, including losses incurred but not reported, at 100 percent of the net present value.
- The budget includes the operating and capital resources necessary to implement the policy directions set by the Board. The budget is prepared in a fashion to clearly describe the projects and programs for the period.
- WMATA engages in regional long-range transportation planning for the Washington metropolitan area in conjunction with the National Capital Region Transportation Planning Board (TPB) and other jurisdictional partners.

- Staff provide transit system inputs to TPB for the Constrained Long-Range Plan (CLRP) and identify changes affecting the major financial assumptions of the plan and progress toward the implementation of new projects and programs.
- WMATA also engages in short-range transit planning for the Washington metropolitan area. Staff provide inputs to the region's six-year Transportation Improvement Program (TIP) and identify the capital investment needs to support the existing regional transit system and regional service expansion.
- The Office of Inspector General (OIG) develops an annual work plan each year. The Board's Executive Committee provides input on the work plan, which covers audits, evaluations and investigations. Furthermore, finalized complete audit and evaluation reports are submitted to the Board via the Executive Committee.
- Recommendations for improvements are based on audits and evaluations performed by the OIG. Audits are performed in accordance with Government Auditing Standards, while evaluations are performed in accordance to the Council of the Inspectors General on Integrity and Efficiency's Quality Standards for Inspection and Evaluation. These recommendations, management action plans, and progress toward implementation are periodically reported directly to the Board. Semi-annual reports to the Board and significant stakeholders provide an overview of work performed by the OIG as related to the annual work plan.

Financial Standards – Business Planning

- Passenger revenue forecasts are derived from historical ridership and revenue trends as well as forecasts of regional growth in population and employment. Since ridership may be affected by actual or proposed fare policy change, the impacts on ridership and average fare forecasts are based on conservative estimates.
- The Board reviews and updates the fare policy on a regular cycle. Management may propose fare modifications to achieve transit ridership improvements and to maintain financial sustainability.
- Service plan assumptions are based on demonstrated needs as defined through short-range planning.
- Capital programs are funded according to the terms of the laws, regulations and/or discretionary procedures approved by the Board. The capital

program covers Metro's assets, including major transportation projects, and is included in each annual budget.

- From time to time, Metro applies for and receives discretionary federal and state funding. Discretionary funding is requested for major system expansion projects or extraordinary transit capital needs. Discretionary funding levels are estimated by project, based on federal and state criteria, and the likelihood of obtaining approvals.

Financial Standards – Debt Policy

- Metro may not enter into a debt or financing arrangement unless the transaction is in full compliance with all applicable provisions of WMATA's Compact.
- Pursuant to WMATA's Compact (Article IX paragraph 27), Metro may borrow money in pursuit of its mission. All such bonds and evidences of indebtedness are authorized by resolution of the Board and are payable solely out of the revenues of Metro. The bonds and other debt obligations of Metro, except as may be otherwise provided in the indenture under which they are issued, are direct and general obligations of Metro and the full faith and credit of Metro are pledged for the prompt payment of the debt service.
- There is no dollar borrowing limit set in WMATA's Compact.
- Long-term debt may be included in the budget or long-range plans; however, no such debt is incurred without the specific approval of the Board.
- The average life of debt instruments is matched to the average economic lives of the assets financed.
- Reserve funds that may be required by the financial markets for each debt issuance are maintained. Cash and securities, insurance or surety bonds may fund these reserves. For financial planning purposes, reserve requirements are included in the face value of debt issued.
- Further guidelines beyond the Compact are included in the Board adopted debt management policy that provides additional guidance for the use of debt for financing the Authority's infrastructure and capital projects (Resolution No. 2020-04). The principles outlined in the policy are to (a) identify transactions that utilize debt in the most efficient manner, (b) make timely debt service payments, and (c) achieve the lowest possible cost of capital and maintain high credit ratings and access to the capital markets.

Allocation of State and Local Support

State and local funds to support Metro's annual operating and capital budgets are based on Board-approved subsidy calculations described below.

The operating budget subsidy is allocated to the jurisdictional funding partners using six subsidy allocation formulas:

1. Regional bus subsidy allocation
2. Non-regional bus subsidy allocation
3. Rail maximum fare subsidy allocation
4. Rail base subsidy allocation
5. Paratransit subsidy allocation
6. Debt service allocation

Formulas 1 and 2: Regional and Non-Regional Bus Subsidy Allocations

The Metrobus subsidy is allocated using two distribution formulas. All bus routes are classified as being either regional or non-regional, based on route characteristics.

Regional bus routes generally provide transportation between jurisdictions. Regional bus routes may also include bus routes serving major activity centers that operate on major arterial streets and carry high volumes of riders in one or multiple jurisdictions. The following criteria, based on Board approved resolutions, are used in the classification of bus routes:

- Inter-jurisdictional routes are defined as regional. Defining characteristics of inter-jurisdictional routes:
 - Cross a jurisdictional (independent city, county, state) boundary
 - Penetrate at least two jurisdictions by more than one-half mile in each, and
 - Operate "open door" (allows boarding and alighting) over at least a portion of the line in two or more jurisdictions
- If a route does not qualify as regional under the inter-jurisdictional definition, then it must meet at least two of the following three criteria to be regional:
 - Arterial Streets: Operates for a considerable distance on an arterial street and a substantial portion (usually a majority) of riders use stopson the arterial street. Routes that operate for a short distance on an arterial incidental to their service area are not included.
 - Regional Activity Center: Serves one or more regional activity centers. A conservative

definition of regional activity centers is used, including only those where there is virtually universal agreement as to their regional character. Routes connecting to Metrorail stations, but that do not directly serve any regional activity center, are not considered to be regional.

- Cost Effectiveness: 30 or more boarding's per platform hour.

Routes not meeting the criteria described above are classified as non-regional. Regional and non-regional bus subsidies are allocated to the jurisdictions using the following formulas.

- Regional Bus Subsidy Allocation: The distribution of regional bus subsidy to the jurisdictions is based on a weighted, four-factor formula in the following proportions:

1. Density weighted population	25%
2. Revenue hours	25%
3. Revenue miles	35%
4. Average weekday ridership	15%

Density weighted population for each jurisdiction is determined by taking the average of:

- the jurisdiction's share of the urbanized population in the compact area
- the jurisdiction's share of "density weighted" population (i.e. population times density)

The revenue hours factor is determined by taking the annual regional revenue hours assigned to each jurisdiction divided by the total regional revenue hours. The revenue miles factor is determined by dividing total annual regional revenue miles assigned to each jurisdiction by the total regional revenue miles. Ridership used is the average weekday ridership on regional buses by residents of each jurisdiction based on the Metrobus Passenger Survey.

- Non-Regional Bus Subsidy Allocation: The distribution of non-regional bus subsidy to the jurisdictions is computed as follows:
 1. Identify the cost of all Metrobus service, regional and non-regional.
 2. Identify the costs which would accrue for regional Metrobus service if no non-regional bus service were provided.
 3. Determine the costs of non-regional service by subtracting the regional Metrobus costs, as calculated in step two, from the costs of all Metrobus service.
 4. Divide the costs of non-regional service as computed in step three by total platform

hours for non-regional service.

5. Identify the non-regional platform hours for each jurisdiction.
6. Multiply the platform hours for each jurisdiction by the hourly rate.
7. Determine the revenue of the non-regional service for each jurisdiction.
8. Subtract the revenue as determined in step seven from the costs of step six.

Formulas 3 and 4: Rail Maximum Fare and Base Subsidy Allocations

The rail subsidy consists of two components: the maximum fare component and the base rail component. The total maximum fare subsidy is deducted from the total rail subsidy, and the result is allocated based on the base subsidy formula.

- **Maximum Fare Subsidy Allocation:** The maximum fare portion of the rail subsidy is designed to recognize the “taper” and “cap” features of the Metrorail fare structure. The taper feature is reflected in the diminishing cost per mile for trips greater than six miles, and the cap is reflected in the maximum fare on rail. The subsidy for the maximum fare is calculated as the difference between the regular fare that would have been paid if the taper and cap features were not available, and the actual fare paid with the taper and cap.
- Once the maximum fare subsidy is calculated, the benefiting jurisdictions are allocated one-half the calculated amount, based on the percent of riders from the individual jurisdiction who benefit from the taper and cap. These percentages are calculated from the data taken from the Metrorail Passenger Survey. The remaining half of the maximum fare subsidy is incorporated into the rail base subsidy.
- **Rail Base Subsidy Allocation.** The base subsidy allocation for Metrorail service is based on three elements in equal proportions:
 1. Density weighted population 33.3%
 2. Number of rail stations 33.3%
 3. Average weekly ridership 33.3%
- Density weighted population is the same for the regional bus subsidy allocation as it is for the rail base subsidy allocation. The rail stations factor is calculated by taking the number of stations, or portions of stations, assigned to each jurisdiction, divided by the total number of stations in the system. Ridership is calculated by taking the average weekday ridership in each jurisdiction as determined by the rail passenger survey. Only

persons who reside in the compact area are included in the distribution.

Formula 5: Paratransit Subsidy Allocation

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

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

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

Formula 6: Debt Service Allocation

Planned Gross Revenue debt service charges are allocated to the jurisdictions based on the long-term debt strategy plan and in the same proportion as each jurisdiction's share of local match and system performance funding in the capital budget. The allocation of local match and system performance funding is determined in accordance with the Capital Funding Agreement (CFA). For new debt issuance shown in the CIP, allocated debt service is shown for all jurisdictions; however, jurisdictions are given the opportunity to “opt out” of new debt by providing their total principal contribution upfront rather than participate in the new debt issuance. Gross Revenue debt service for a given debt issue is not allocated to a jurisdiction that has opted out of the given debt issue.

Dedicated Revenue Bonds debt service is paid by WMATA from the available dedicated revenue proceeds.

FY2022 Operating Subsidy

An alternate formula was approved by the Board of Directors in FY2020 to comply with Dedicated Funding legislation reflecting a base subsidy component and a legislatively excluded subsidy component. This alternate formula will continue to be applied in FY2021.

A mandated growth cap of three percent was applied to WMATA's base subsidy, as well as to total individual contributions from the District of Columbia, the State of Maryland and the Commonwealth of Virginia. For the

State of Maryland and the Commonwealth of Virginia, the intrastate subsidy allocations are based on a jurisdiction's percentage share of the applicable Signatory's amount using the Board approved subsidy formula.

The Legislatively Excluded Subsidy contains additional costs for any service, equipment, or facility required by state or federal law such as paratransit cost increases, occupational safety and health cost increases, approved capital projects, and legal disputes (including litigation). The legislatively excluded subsidy was allocated to all jurisdictions, per the applicable formula.



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Appendix F - 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 indenture 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.

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

- Metro is to punctually pay principal and interest according to provisions in the bond document.
- Except for certain instances, Metro cannot sell, mortgage, lease or otherwise dispose of transit system assets without filing a certification by the General Manager/Chief Executive Officer and Treasurer with the Trustee that such action will not impede or restrict the operation of the transit system.
- Metro must maintain certain insurance or self-insurance covering the assets and operations of the transit system at all times.

Existing Gross Revenue Transit Bonds

2017A Bonds

In July 2017 WMATA issued bonds (2017A-1) as an advance refunding of the series 2009A bonds, and advance crossover refunding bonds (2017A-2) for the 2009B series bonds. The 2009A and the 2009B series bonds were refunded and retired on July 1, 2019.

2017B Bonds

On August 17, 2017 Metro issued new money Gross Revenue Transit Bonds, series 2017-B bonds in the principal amount of \$496.5 million. Net bond proceeds

with premiums totaled \$588.9 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2042. \$21.7 million was placed in a capitalized interest fund to service interest on the debt through July 2018. The annual jurisdictional debt service payment on the bonds is \$35.8 million. One jurisdiction fully opted out of the bond issuance and two jurisdictions partially opted out of the bond issuance. In all, the three jurisdictions provided \$78.7 million in funding to bring the total capital project fund related to the bond issuance to \$575.2 million.

2018 Bonds

On December 18, 2018 Metro issued new money Gross Revenue Transit Bonds, series 2018 bonds in the principal amount of \$239.9 million. Net bond proceeds with premiums total \$269.1 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2043. \$6.4 million was placed in a capitalized interest fund to service interest on the debt through July 2019. The annual jurisdictional debt service payment on the bonds is approximately \$17.3 million. Five jurisdictions opted fully out of the bond issuance.

New 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, is the inaugural issue under the dedicated revenue credit. Net bond proceeds with premium totaled \$690.7 million. The bonds provide for semi-annual payments of interest and annual payments of principal, with final maturity in July 2045. \$55.4 million was placed in a capitalized interest fund to service interest on the debt through July 2022. Principal payments are deferred until July 2023. The annual debt service payment on the bonds is \$39.1 million. Debt service is paid from unrestricted dedicated capital revenue proceeds.

Lines of Credit

Metro has access to \$350 million in short-term lines of credit. The lines of credit support Metro's capital program and are available to manage cash flow needs. The lines of credit renewed in May 2020 and have a one-year maturity.

Gross Revenue Transit Bonds
FY2022 Jurisdiction Funding

		Principal	Interest	Total Due
Debt Service Payments Funded by FY2021 Jurisdictional Contributions				
Series 2017A-1	- Due Bondholders 1/1/21	-	\$ 3,483,750	\$ 3,483,750
Series 2017A-1	- Due Bondholders 7/1/21	\$ 9,615,000	3,483,750	13,098,750
Series 2017A-2	- Due Bondholders 1/1/21	-	1,221,375	1,221,375
Series 2017A-2	- Due Bondholders 7/1/21	-	1,221,375	1,221,375
Series 2017B	- Due Bondholders 1/1/21	-	11,849,875	11,849,875
Series 2017B	- Due Bondholders 7/1/21	12,125,000	11,849,875	23,974,875
Series 2018	- Due Bondholders 1/1/21	-	5,865,500	5,865,500
Series 2018	- Due Bondholders 7/1/21	5,575,000	5,865,500	11,440,500
Grand Total		\$ 27,315,000	\$ 44,841,000	\$ 72,156,000

Gross Revenue Transit Bonds - Detail

Date	Interest	Principal	Total Funding Required	Total Fiscal Year Funding Required	Funding Fiscal Year ¹
1/1/2021	\$22,420,500	-	\$22,420,500		FY21
7/1/2021	22,420,500	\$27,315,000	49,735,500	\$72,156,000	
1/1/2022	21,737,625	-	21,737,625		FY22
7/1/2022	21,737,625	28,695,000	50,432,625	72,170,250	
1/1/2023	21,020,250	-	21,020,250		FY23
7/1/2023	21,020,250	30,155,000	51,175,250	72,195,500	
1/1/2024	20,266,375	-	20,266,375		FY24
7/1/2024	20,266,375	31,680,000	51,946,375	72,212,750	
1/1/2025	19,474,375	-	19,474,375		FY25
7/1/2025	19,474,375	33,290,000	52,764,375	72,238,750	
1/1/2026	18,642,125	-	18,642,125		FY26
7/1/2026	18,642,125	34,980,000	53,622,125	72,264,250	
1/1/2027	17,767,625	-	17,767,625		FY27
7/1/2027	17,767,625	36,760,000	54,527,625	72,295,250	
1/1/2028	16,848,625	-	16,848,625		FY28
7/1/2028	16,848,625	38,620,000	55,468,625	72,317,250	
1/1/2029	15,883,125	-	15,883,125		FY29
7/1/2029	15,883,125	40,585,000	56,468,125	72,351,250	
1/1/2030	14,868,500	-	14,868,500		FY30
7/1/2030	14,868,500	42,650,000	57,518,500	72,387,000	
1/1/2031	13,802,250	-	13,802,250		FY31
7/1/2031	13,802,250	44,820,000	58,622,250	72,424,500	
1/1/2032	12,681,750	-	12,681,750		FY32
7/1/2032	12,681,750	47,120,000	59,801,750	72,483,500	
1/1/2033	11,503,750	-	11,503,750		FY33
7/1/2033	11,503,750	49,500,000	61,003,750	72,507,500	
1/1/2034	10,266,250	-	10,266,250		FY34
7/1/2034	10,266,250	51,980,000	62,246,250	72,512,500	
1/1/2035	8,966,750	-	8,966,750		FY35
7/1/2035	8,966,750	35,645,000	44,611,750	53,578,500	
1/1/2036	8,075,625	-	8,075,625		FY36
7/1/2036	8,075,625	37,470,000	45,545,625	53,621,250	
1/1/2037	7,138,875	-	7,138,875		FY37
7/1/2037	7,138,875	39,395,000	46,533,875	53,672,750	
1/1/2038	6,154,000	-	6,154,000		FY38
7/1/2038	6,154,000	41,410,000	47,564,000	53,718,000	
1/1/2039	5,118,750	-	5,118,750		FY39
7/1/2039	5,118,750	43,535,000	48,653,750	53,772,500	
1/1/2040	4,030,375	-	4,030,375		FY40
7/1/2040	4,030,375	45,770,000	49,800,375	53,830,750	
1/1/2041	2,886,125	-	2,886,125		FY41
7/1/2041	2,886,125	48,115,000	51,001,125	53,887,250	
1/1/2042	1,683,250	-	1,683,250		FY42
7/1/2042	1,683,250	50,585,000	52,268,250	53,951,500	
1/1/2043	418,625	-	418,625		FY43
7/1/2043	418,625	16,745,000	17,163,625	17,582,250	
Total	\$ 563,311,000	\$ 896,820,000	\$ 1,460,131,000	\$ 1,460,131,000	

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

Dedicated Revenue Bonds - Detail

Date	Principal	Interest	Total Principal & Interest	Total Fiscal Year Principal & Interest	Less Capitalized Interest	Net Debt Service
1/15/2021	-	\$15,721,153	\$15,721,153	\$15,721,153	\$15,721,153	-
7/15/2021	-	13,223,400	13,223,400	-	13,223,400	-
1/15/2022	-	13,223,400	13,223,400	26,446,800	13,223,400	-
7/15/2022	-	13,223,400	13,223,400	-	13,223,400	-
1/15/2023	-	13,223,400	13,223,400	26,446,800	-	13,223,400
7/15/2023	13,025,000	13,223,400	26,248,400	-	-	26,248,400
1/15/2024	-	12,897,775	12,897,775	39,146,175	-	12,897,775
7/15/2024	13,690,000	12,897,775	26,587,775	-	-	26,587,775
1/15/2025	-	12,555,525	12,555,525	39,143,300	-	12,555,525
7/15/2025	14,390,000	12,555,525	26,945,525	-	-	26,945,525
1/15/2026	-	12,195,775	12,195,775	39,141,300	-	12,195,775
7/15/2026	15,130,000	12,195,775	27,325,775	-	-	27,325,775
1/15/2027	-	11,817,525	11,817,525	39,143,300	-	11,817,525
7/15/2027	15,905,000	11,817,525	27,722,525	-	-	27,722,525
1/15/2028	-	11,419,900	11,419,900	39,142,425	-	11,419,900
7/15/2028	16,720,000	11,419,900	28,139,900	-	-	28,139,900
1/15/2029	-	11,001,900	11,001,900	39,141,800	-	11,001,900
7/15/2029	17,580,000	11,001,900	28,581,900	-	-	28,581,900
1/15/2030	-	10,562,400	10,562,400	39,144,300	-	10,562,400
7/15/2030	18,480,000	10,562,400	29,042,400	-	-	29,042,400
1/15/2031	-	10,100,400	10,100,400	39,142,800	-	10,100,400
7/15/2031	19,430,000	10,100,400	29,530,400	-	-	29,530,400
1/15/2032	-	9,614,650	9,614,650	39,145,050	-	9,614,650
7/15/2032	20,425,000	9,614,650	30,039,650	-	-	30,039,650
1/15/2033	-	9,104,025	9,104,025	39,143,675	-	9,104,025
7/15/2033	21,470,000	9,104,025	30,574,025	-	-	30,574,025
1/15/2034	-	8,567,275	8,567,275	39,141,300	-	8,567,275
7/15/2034	22,575,000	8,567,275	31,142,275	-	-	31,142,275
1/15/2035	-	8,002,900	8,002,900	39,145,175	-	8,002,900
7/15/2035	23,730,000	8,002,900	31,732,900	-	-	31,732,900
1/15/2036	-	7,409,650	7,409,650	39,142,550	-	7,409,650
7/15/2036	24,950,000	7,409,650	32,359,650	-	-	32,359,650
1/15/2037	-	6,785,900	6,785,900	39,145,550	-	6,785,900
7/15/2037	26,230,000	6,785,900	33,015,900	-	-	33,015,900
1/15/2038	-	6,130,150	6,130,150	39,146,050	-	6,130,150
7/15/2038	27,575,000	6,130,150	33,705,150	-	-	33,705,150
1/15/2039	-	5,440,775	5,440,775	39,145,925	-	5,440,775
7/15/2039	28,985,000	5,440,775	34,425,775	-	-	34,425,775
1/15/2040	-	4,716,150	4,716,150	39,141,925	-	4,716,150
7/15/2040	30,320,000	4,716,150	35,036,150	-	-	35,036,150
1/15/2041	-	4,109,750	4,109,750	39,145,900	-	4,109,750
7/15/2041	31,670,000	4,109,750	35,779,750	-	-	35,779,750
1/15/2042	-	3,363,400	3,363,400	39,143,150	-	3,363,400
7/15/2042	33,200,000	3,363,400	36,563,400	-	-	36,563,400
1/15/2043	-	2,581,000	2,581,000	39,144,400	-	2,581,000
7/15/2043	34,800,000	2,581,000	37,381,000	-	-	37,381,000
1/15/2044	-	1,760,875	1,760,875	39,141,875	-	1,760,875
7/15/2044	36,480,000	1,760,875	38,240,875	-	-	38,240,875
1/15/2045	-	901,175	901,175	39,142,050	-	901,175
7/15/2045	38,240,000	901,175	39,141,175	-	-	39,141,175
1/15/2046	-	-	-	39,141,175	-	-
Total	\$ 545,000,000	\$ 423,915,903	\$ 968,915,903	\$ 968,915,903	\$ 55,391,353	\$ 913,524,550

Debt Service Funding by Jurisdiction by Fiscal Year

Date	District of Columbia	Montgomery County	Prince George's County	City of Alexandria	Arlington County	City of Fairfax	Fairfax County	City of Falls Church	Jurisdictional Debt Service	Total
FY2022	\$33,273,091	\$15,409,645	\$15,809,086	\$1,775,511	—	\$111,494	\$5,615,212	\$176,211	\$72,170,250	
FY2023	33,284,167	15,414,850	15,814,275	1,776,390	—	111,549	5,617,993	176,276	72,195,500	
FY2024	33,291,548	15,418,272	15,817,542	1,777,133	—	111,595	5,620,343	176,316	72,212,750	
FY2025	33,302,581	15,423,569	15,822,797	1,778,161	—	111,660	5,623,594	176,387	72,238,750	
FY2026	33,313,773	15,428,725	15,827,808	1,779,128	—	111,721	5,626,650	176,446	72,264,250	
FY2027	33,327,676	15,435,058	15,834,002	1,780,193	—	111,788	5,630,018	176,515	72,295,250	
FY2028	33,337,396	15,439,511	15,838,326	1,781,010	—	111,839	5,632,604	176,565	72,317,250	
FY2029	33,352,212	15,446,491	15,845,262	1,782,236	—	111,916	5,636,481	176,652	72,351,250	
FY2030	33,368,409	15,454,022	15,852,903	1,783,252	—	111,980	5,639,693	176,740	72,387,000	
FY2031	33,385,308	15,461,774	15,860,591	1,784,453	—	112,055	5,643,493	176,827	72,424,500	
FY2032	33,412,702	15,474,561	15,873,921	1,785,717	—	112,134	5,647,488	176,976	72,483,500	
FY2033	33,422,117	15,479,009	15,877,877	1,787,166	—	112,225	5,652,071	177,035	72,507,500	
FY2034	33,421,855	15,478,973	15,876,833	1,788,664	—	112,320	5,656,811	177,045	72,512,500	
FY2035	23,880,065	11,046,816	10,960,058	1,790,076	—	112,408	5,661,276	127,801	53,578,500	
FY2036	23,899,085	11,055,628	10,968,802	1,791,513	—	112,498	5,665,820	127,903	53,621,250	
FY2037	23,921,693	11,066,221	10,979,331	1,793,321	—	112,612	5,671,539	128,032	53,672,750	
FY2038	23,941,864	11,075,551	10,988,588	1,794,832	—	112,707	5,676,318	128,140	53,718,000	
FY2039	23,966,205	11,086,791	10,999,737	1,796,641	—	112,820	5,682,036	128,269	53,772,500	
FY2040	23,992,271	11,098,809	11,011,655	1,798,560	—	112,941	5,688,108	128,406	53,830,750	
FY2041	24,016,643	11,110,399	11,023,199	1,800,654	—	113,072	5,694,728	128,556	53,887,250	
FY2042	24,045,588	11,123,668	11,036,347	1,802,722	—	113,202	5,701,269	128,703	53,951,500	
FY2043	10,153,130	3,794,875	3,634,245	—	—	—	—	—	17,582,250	
Total	\$635,309,379	\$293,223,218	\$297,553,185	\$37,527,333	\$0	\$2,356,536	\$118,683,545	\$3,321,801	\$1,387,975,000	

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Appendix G - Operating Statistics

Metrobus Revenue Vehicle Fleet Management Plan

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

FY2022 Total Service is based on annualized amounts for the first six months (July – December) of the fiscal year. If additional funding is not secured, service reductions as described in Appendix I are proposed to take effect January 1, 2022 reducing total service levels.

Metrobus Statistics

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Statistics:				
Bus Miles (000s) ¹	48,326	47,639	48,720	40,591
Revenue Bus Miles (000s) ¹	36,958	37,009	36,818	28,134
Passengers (000s)	123,916	96,254	23,456	45,231
Bus Fleet Size (Year End)	1,583	1,583	1,583	1,582
Passenger Revenue (\$000s)	\$124,011	\$83,516	\$13,619	\$55,739
Operating Revenue (\$000s)	\$136,078	\$96,843	\$17,614	\$58,873
Operating Expenses (\$000s)	\$662,475	\$660,024	\$662,133	\$587,381
Gross Subsidy (\$000s) ²	\$526,398	\$479,734	\$445,512	\$459,677
Ratios:				
Cost Per Bus Mile	\$13.71	\$13.85	\$13.59	\$14.47
Passengers Per Bus (000s)	78.87	81.08	41.87	41.90
Passengers Per Scheduled Bus Miles	3.38	3.47	1.80	2.36
Cost Per Passenger	\$5.31	\$5.14	\$9.99	\$8.86
Subsidy Per Passenger	\$4.22	\$3.74	\$6.72	\$6.93
Average Passenger Fare ³	\$0.99	\$0.65	\$0.21	\$0.84
Percentage of Cost Recovered from Passenger Revenues	18.7%	18.7%	2.1%	9.5%
Percentage of Cost Recovered from Operating Revenues	20.5%	14.7%	2.7%	10.0%

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

2. The Gross Subsidy includes \$199 million in CARES Act and CRRSAA funds in FY2021 and \$69 million in CRRSAA funds in FY2022.

3. Average fare is lower than base fare due to the impact of the transfer discount, senior and student discounts, and passes.

Active Fleet

Manufactured (End of Year)	Maximum Scheduled Fleet	Total Active Fleet
Fiscal 2017	1,281	1,583
Fiscal 2018	1,284	1,583
Fiscal 2019	1,289	1,583
Fiscal 2020	1,278	1,583
Fiscal 2021	1,278	1,583
Fiscal 2022	1,474	1,566

Age of Fleet

Manufacturer	Fiscal Year Entered Service	Number of Buses	Average Age
Orion VII - CNG	2005	4	17
Clean Diesel	2006	116	16
Hybrid Electric	2006	50	16
New Flyer - Compressed Natural Gas (CNG)	2007	15	15
New Flyer - Hybrid	2008	102	14
North American Bus Industries (NABI)	2008	11	14
New Flyer - Hybrid	2009	99	13
New Flyer - Hybrid	2010	146	12
New Flyer - Xcelsior	2011	99	11
New Flyer - Xcelsior	2012	67	10
Orion VII - Clean Diesel	2012	19	10
Orion VII - Hybrid	2012	27	10
New Flyer - Xcelsior	2013	105	9
NAIB - Bus Rapid Transit (BRT)	2014	104	8
New Flyer Xcelsior CNG	2015	30	7
New Flyer Xcelsior Hybrid	2015	50	7
New Flyer Xcelsior CNG	2016	134	6
New Flyer Xcelsior Electric	2016	1	6
New Flyer Xcelsior Hybrid	2016	81	6
New Flyer Xcelsior CNG	2018	100	4
New Flyer Xcelsior Hybrid	2018	12	4
New Flyer Xcelsior CNG	2019	75	3
New Flyer Xcelsior Diesel	2019	25	3
New Flyer Xcelsior CNG	2020	75	2
New Flyer Xcelsior Diesel	2020	35	2
Total		1,582	9.1

Total Active Bus Fleet Size by Garage

Garage	FY2022 Maximum Scheduled Fleet ¹	Total Fleet	Spare Ratio
Bladensburg	250	270	8.0%
Shepherd Parkway	212	222	4.7%
Western	122	127	4.1%
Southern Avenue	83	88	6.0%
Four Mile Run	213	218	2.3%
Landover	170	179	5.3%
Montgomery	220	235	6.8%
Cinder Bed	56	56	0.0%
Andrews Federal Center	148	171	15.5%
Total	1,474	1,566	6.2%

1. Maximum scheduled fleet includes 400 strategic buses, which are placed in multiple locations to provide relief in case of unforeseen events.

Comparison of Bus Miles

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Total Scheduled	47,026,674	46,393,535	47,446,443	39,465,751
Bus Bridges	592,801	570,887	583,843	566,084
Special Service	98,800	95,148	97,307	78,823
Change-Offs	265,604	255,786	261,591	211,901
Yard Work	446,003	423,457	433,067	350,804
Missed Trips	(103,413)	(99,590)	(101,850)	(82,503)
Total Unscheduled	1,299,795	1,245,688	1,273,958	1,125,109
Total	48,326,469	47,639,223	48,720,401	40,590,860
Included Estimated Miles of Articulated Bus	1,628,570	1,628,570	1,628,570	1,319,616

Bus Operator Payhours

FY2022 Bus Operator Wages			
Category	Payhours	Average Hourly Rate	Budget (\$000s)
Scheduled¹	4,378,078	\$33.05	\$144,695
Non-Scheduled ² OT/Special Event	220,014	33.05	7,271,463
Standing Extra	87,269	33.05	2,884,240
Utility	61,149	33.05	2,020,974
Training	385,710	33.05	12,747,716
Miscellaneous	149,356	33.05	4,936,216
Guarantees	41,155	33.05	1,360,173
Funeral Leave	1,035	33.05	34,207
Jury Duty	416	33.05	13,749
Vacation	365,170	33.05	12,068,869
Sick	298,197	33.05	9,855,411
Holiday	233,176	33.05	7,706,467
Subtotal, Non-Scheduled	1,842,647		\$60,899
Total	6,220,725		\$205,595

1. Scheduled includes straight time plus overtime.

2. Non-Scheduled includes overtime and special events.

Regional and Non-Regional Metrobus Routes

Metrobus routes are designated as either regional or non-regional. The cost of providing Metrobus service on regional routes is allocated between all of Metro's jurisdictions. Direct costs associated with non-regional routes are allocated to the jurisdiction receiving the benefit of the non-regional route.

The Metro Board of Directors approves the designation of regional or non-regional Metrobus routes. The factors used in making the determination of regional and non-regional routes are:

- Alignment of inter-jurisdictional routes
- Routes operating on arterial streets
- Routes that serve specific regional activity centers and
- Route cost effectiveness

Metrobus operating costs can be expressed in terms of cost per platform hour. Platform hours include both revenue and non-revenue (sometimes called "deadhead") service, which measures the total time between a bus leaving its storage and maintenance facility and its return at the end of the day.

FY2022 Total Service is based on annualized amounts for the first six months (July – December) of the fiscal year. If additional funding is not secured, service reductions as described in Appendix I are proposed to take effect January 1, 2022 reducing total service levels.

Metro Regional and Non-Regional Bus Route Summary - Planned Platform Hours

	FY2016 Total Service	FY2017 Total Service	FY2018 Total Service	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Regional Routes	3,508,023	3,486,646	3,508,906	3,474,302	3,540,259	3,456,647	2,927,193
District of Columbia	1,783,989	1,756,066	1,768,469	1,759,288	1,810,279	1,797,960	1,518,997
Maryland	893,716	892,750	912,623	908,861	918,490	882,331	786,528
Virginia	830,318	837,830	827,814	806,153	811,490	776,356	621,668
Non-Regional Routes	888,412	887,383	869,589	858,719	882,347	873,995	659,970
District of Columbia	368,793	368,025	346,502	381,414	409,953	407,331	319,477
Maryland	387,432	387,121	388,031	357,137	356,771	346,592	280,718
Virginia	132,187	132,237	135,056	120,168	115,623	120,072	59,775
Total	4,396,435	4,374,029	4,378,495	4,333,021	4,422,606	4,330,642	3,587,163

Metrorail Revenue Vehicle Fleet Management Plan

The Metrorail Revenue Vehicle Fleet Management Plan is a statement of the processes and practices by which Metro establishes its current and projected Metrorail revenue vehicle fleet size requirements and operating spare ratio. It documents how service goals are applied to existing and forecast levels of ridership to establish fleet requirements for Metrorail service, as well as how these requirements are affected by vehicle maintenance needs, expansions of the Metrorail system, and other factors affecting the operation of the system. Additionally, it documents the key challenges Metro faces in meeting its service and maintenance goals.

FY2022 Proposed is based on annualized amounts for the first six months (July – December) of the fiscal year. If additional funding is not secured, service reductions as described in Appendix I are proposed to take effect January 1, 2022 reducing total service levels.

Metrorail Operating Statistics

	FY2019 Budget	FY2020 Budget	FY2021 Budget	FY2022 Proposed
Statistics¹ (000s):				
Railcar Miles	90,015	101,355	85,417	85,417
Revenue Service Miles	88,415	99,755	83,817	83,817
Passengers	175,255	132,574	34,479	30,994
Passenger Revenue	\$533,518	\$394,786	\$99,594	\$93,234
Operating Revenue	\$639,777	\$477,246	\$161,280	\$158,517
Operating Expense	\$1,034,450	\$1,102,820	\$1,095,621	\$1,109,475
Gross Subsidy ²	\$394,673	\$489,822	\$491,389	\$505,328
Ratios:				
Passengers Per Revenue Service Mile	1.98	1.71	0.41	0.37
Cost Per Total Railcar Mile	\$11.49	\$10.88	\$12.83	\$12.99
Cost Per Passenger	\$5.90	\$6.48	\$31.78	\$35.80
Gross Subsidy Per Passenger	\$2.25	\$2.88	\$14.25	\$16.30
Average Passenger Fare	\$3.04	\$2.32	\$2.89	\$3.01
Percentage of Operating Cost Recovered from Passenger Revenues	51.6%	35.8%	9.1%	8.4%
Percentage of Operating Cost Recovered from all Operating Revenues	61.8%	43.3%	14.7%	14.3%

1. Railcar miles and revenue service miles are scheduled and not actual.

2. The Gross Subsidy includes \$443 million in CARES Act and CRRSAA funds in FY2021 and \$446 million in CRRSAA funds in FY2022.

3. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities.

Railcar Miles

	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Metrorail Line				
Red Line	24,509,200	28,955,200	23,642,201	23,642,201
Blue Line	15,153,900	14,626,400	11,185,734	11,185,734
Orange Line	13,265,300	13,674,900	12,170,902	12,170,902
Yellow Line	6,033,600	11,396,700	11,047,934	11,047,934
Green Line	12,176,600	13,098,400	10,541,792	10,541,792
Silver Line	14,719,400	15,307,300	12,532,074	12,532,074
Scheduled Revenue Service Miles	85,858,000	97,058,900	81,120,637	81,120,637
Capital One Arena	1,711,283	1,711,283	1,711,283	1,711,283
Gap Trains	360,000	450,000	450,000	450,000
National Baseball	486,000	534,600	534,600	534,600
Sub-Total Revenue Service Miles	88,415,283	99,754,783	83,816,520	83,816,520
Start-Up/Car Testing	200,000	200,000	200,000	200,000
Revenue Collection	700,000	700,000	700,000	700,000
Other	700,000	700,000	700,000	700,000
Total^{1,2}	90,015,283	101,354,783	85,416,520	85,416,520

1. The Service Plan for FY2019 and FY2020 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:30 p.m.; Friday from 5:00 a.m. - 1:00 a.m.; Saturday from 7:00 a.m. - 1:00 a.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

2. Revised Service Plan for FY2021 is based on the following hours of service: Monday - Thursday from 5:00 a.m. - 11:00 p.m., Friday from 5.00 a.m. - 11:00 p.m.; Saturday from 7:00 a.m. - 11:00 p.m.; and Sunday from 8:00 a.m. - 11:00 p.m.

Pay Hours for Rail Operators

Category	Payhours	Average Hourly	Budget
Scheduled Full Time	899,768	\$34.86	\$31,365,912
Car Testing / Start Up	24,960	\$34.86	\$870,106
Interlocking Pay Hours	71,478	\$39.91	\$2,852,687
Subtotal	996,206		\$35,088,705
Non-Scheduled Overtime / Special Event	231,244	\$52.29	\$12,091,733
Standing Extra	10,140	\$34.86	\$353,492
Utility	39,566	\$34.86	\$1,379,282
Training / Retraining	32,739	\$34.86	\$1,141,270
Miscellaneous	27,057	\$34.86	\$943,194
Funeral / Other	1,586	\$34.86	\$55,298
Vacation	51,504	\$34.86	\$1,795,425
Sick	48,826	\$34.86	\$1,702,072
Holiday	35,616	\$34.86	\$1,241,564
Subtotal	478,277		20,703,330
Total¹	1,474,483		\$55,792,035

1. FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities.

Pay Hours for Station Managers

	Payhour	Average Hourly Rate	Budget
Scheduled Full Time	941,267	\$36.06	\$33,942,088
Subtotal	941,267		\$33,942,088
Non-Scheduled Overtime / Special Event	105,877	\$54.09	\$5,726,899
Standing Extra	2,822	\$36.06	\$101,759
Utility	8,287	\$36.06	\$298,820
Training / Retraining	7,013	\$36.06	\$252,879
Miscellaneous	4,311	\$36.06	\$155,472
Funeral / Other	296	\$36.06	\$10,684
Vacation	9,398	\$36.06	\$338,888
Sick	9,146	\$36.06	\$329,815
Holiday	6,672	\$36.06	\$240,581
Subtotal	153,822		\$7,455,797
Total	1,095,089		\$41,397,885
Grand Total - Rail Operators and Station Managers			\$97,189,920

1. FY2022 statistics do not include station coverage for Silver Line Phase 2.

Rail Peak Period Service Levels

Metrorail Line	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Red Line	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove	Glenmont / Shady Grove
	Silver Spring / Grosvenor	Silver Spring / Grosvenor	Glenmont / Shady Grove	Silver Spring / Grosvenor
Blue Line	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center	Franconia-Springfield / Largo Town Center
Orange Line	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna	New Carrollton / Vienna
Yellow Line	Huntington / Mt Vernon Sq	Huntington / Mt Vernon Sq	Huntington / Greenbelt	Huntington / Greenbelt
Green Line	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt	Branch Ave / Greenbelt
Silver Line	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center	Wiehle-Reston East / Largo Town Center
Rush Hour Trains¹				
Red Line	34	34	26	26
Blue Line	19	19	12	12
Orange Line	20	20	12	12
Yellow Line	9	9	10	10
Green Line	17	17	10	10
Silver Line	20	20	14	14
Gap	6	6	6	6
Total²	125	125	90	90

1. FY2021 peak Metrorail service includes removal of two Orange Line AM/PM rush tripper trains and two Green Line AM/PM rush tripper trains.

2. Revised FY2021 and FY2022 statistics do not include Silver Line Phase 2 service or adjustments for major construction activities.

Rail Scheduled Headways

		FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Rush Hour Headways^{1,2}					
Red Line	Glenmont / Shady Grove	8	4	6	6
	Silver Spring to Grosvenor Strathmore	8	0	0	0
Orange Line	Vienna / New Carrollton	8	8	12	12
Blue Line	Largo Town Center / Franconia Springfield	8	8	12	12
Green Line	Greenbelt / Branch Ave	8	8	12	12
Yellow Line	Huntington / Greenbelt	0	8	12	12
	Huntington to Mt Vernon Sq	8	0	0	0
Silver Line	Wiehle-Reston East / Largo Town Center	8	8	12	12
Non-Rush Hour Headways³ Weekday-Mid-day / Saturday / Sunday / Late Night					
Red Line	Glenmont / Shady Grove	12 / 12 / 15 / 15	6 / 6 / 7.5 / 15	6 / 12 / 12 / 15	6 / 12 / 12 / 15
	Silver Spring to Grosvenor	12 / 12 / 15 / 15	-	-	-
Orange Line	Vienna / New Carrollton	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 15 / 15 / 20
Blue Line	Largo Town Center / Franconia Springfield	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 15 / 15 / 20
Green Line	Greenbelt / Branch Ave	12 / 12 / 15 / 20	12 / 12 / 15 / 20	12 / 15 / 15 / 20	12 / 15 / 15 / 20
Yellow Line	Huntington / Greenbelt	12 / 12 / 15 / 20	-	12 / 15 / 15 / 20	12 / 15 / 15 / 20
	Huntington to Mt Vernon Sq	12 / 12 / 15 / 20	12 / 12 / 15 / 20	-	-
Silver Line	Wiehle-Reston East / Largo Town Center	0	0	12 / 15 / 15 / 20	12 / 15 / 15 / 20
Average Combined Headways for Key Segments for FY2022					
		Rush Hour Headways	Weekday Mid-day	Saturday	Sunday
Red Line	Silver Spring to Grosvenor Strathmore	6	6	12	12
Orange / Blue / Silver	Rosslyn to Stadium-Armory	4	4	5	5
Green / Yellow Lines	L'Enfant Plaza to Greenbelt	6	6	8	8
Blue / Yellow Lines	King St-Old Town to Pentagon	6	6	8	8

1. Headways are defined as the distance between Metrorail trains and are measured in minutes.

2. Additional Metrorail trains called trippers, are deployed to mitigate crowding during observed peaks in ridership.

3. Non-rush hour headways by line operate Monday through Friday during mid-day, Saturday, Sunday and late night and are listed respectively.

Rail Service Levels Scheduled

	FY2019 Total Service	FY2020 Total Service	FY2021 Total Service	FY2022 Total Service
Peak Scheduled Railcars				
Red Line	240	264	208	208
Orange Line	138	144	96	96
Blue Line	128	128	96	96
Green Line	136	136	80	80
Yellow Line	72	120	80	80
Silver Line	130	130	112	112
Gap	36	44	48	48
Total Scheduled Railcars	880	966	720	720
Spares ¹	176	196	108	108
Revenue Collections	4	4	4	4
Total Car Requirement	1,060	1,166	832	832
Hours of Operation²				
Weekday	18.5	18.5	18.0	18.0
Friday	20.0	20.0	18.0	18.0
Saturday	18.0	18.0	16.0	16.0
Sunday	15.0	15.0	15.0	15.0
Days of Operation				
Weekday	250	252	251	251
Saturday	57	57	57	57
Sunday	58	57	57	57

1. Spares represent 15 percent of scheduled railcars.

Railcar Fleet Profile

Manufacturer	Series	Purchase Years	Original Number Purchased	Number Owned	Number for Service ¹
Rohr Industries	1000	1976 - 1981	300	2	-
Breda Construzioni Ferroviarie	2000	1983 - 1984	76	76	74
Breda Construzioni Ferroviarie	3000	1984 - 1988	290	282	276
Breda Construzioni Ferroviarie	4000	1992 - 1994	100	2	-
Construcciones y Auxiliar de Ferrocarriles, S.A. (CAF)	5000	2001 - 2004	192	2	-
Alstom	6000	2006 - 2008	184	184	180
Kawasaki	7000	2015 - 2020	748	748	748
Total²			1,890	1,296	1,278

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

2. Rail fleet storage capacity and current fleet requirements reflect full FY2021 service levels.

Rail Service Levels

	FY2019	FY2020	FY2021	FY2022
	Total Service	Total Service	Total Service	Total Service
Cars per Train - Rush Hour¹		Six-Car / Eight Car		
Red Line	16 / 18	20 / 18	- / 26	- / 26
Orange Line	8 / 12	8 / 12	- / 12	- / 12
Blue Line	12 / 7	12 / 7	- / 12	- / 12
Green Line	- / 17	- / 17	- / 10	- / 10
Yellow Line	- / 9	- / 15	- / 10	- / 10
Silver Line	15 / 5	15 / 5	- / 14	- / 14
Gap	6 / -	6 / 2	- / 6	- / 6
Cars per Train - Weekday		Base / Night²		
Red Line	6.75 / 6	7 / 6.50	8 / 8	8 / 8
Orange Line	6.75 / 6	6.75 / 6.25	8 / 8	8 / 8
Blue Line	6.75 / 6	6.75 / 6.25	8 / 8	8 / 8
Green Line	6.75 / 6	8 / 8	8 / 8	8 / 8
Yellow Line	6.25 / 6	8 / 8	8 / 8	8 / 8
Silver Line	6 / 6	6.25 / 6.25	8 / 8	8 / 8

1. This is based on December pick for each fiscal year.

2. Night is after 8:00 p.m.

Railcar Fleet Storage Capacity

Location	Existing Storage Capacity ¹	Current Fleet Requirement	Net Storage Capacity
Alexandria	176	176	-
Branch Ave	174	128	46
Brentwood	90	60	30
Glenmont	132	132	-
Greenbelt	270	270	-
Largo	38	38	-
New Carrollton	120	120	-
Shady Grove	166	166	-
West Falls Church	188	188	-
Total²	1,354	1,278	76

1. A new railyard including an inspection shop at Dulles is part of Silver Line Phase 2. The facility will have the capacity to store 184 railcars.

2. Rail fleet storage capacity and current fleet requirements reflect full FY2021 service levels.

MetroAccess Revenue Vehicle Fleet Management Plan

The MetroAccess Revenue Vehicle Fleet Management Plan is a tool that provides information, analysis, and recommendations about the anticipated growth in paratransit ridership, and the current and projected revenue vehicle requirements for MetroAccess to meet the demand as well as an assessment and projection of needs for paratransit vehicle maintenance.

Proposed Metrobus and Metrorail service changes will not alter current MetroAccess services in FY2022. Appendix I includes detail of Metrobus and Metrorail service adjustments.

MetroAccess Statistics

	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Statistics:				
MetroAccess - Dedicated Fleet	799	786	766	766
Van Miles (000s)	29,533	22,789	30,517	30,517
Miles / Van	39,400	28,920	39,840	39,840
Passengers (000s)	2,348	1,795	460	1,268
Passengers Per Van	3,131	2,278	600	1,655
Passenger Revenue (\$000s)	\$8,781	\$6,676	\$1,689	\$4,660
Revenue (\$000s)	\$8,781	\$8,445	\$1,689	\$4,660
Total Operating Expense (\$000s)	\$168,265	\$164,365	\$176,373	\$192,740
Gross Subsidy (\$000s)	\$159,484	\$154,150	\$174,683	\$188,080
Ratios:				
Cost Per Passenger	\$71.66	\$91.57	\$383.78	\$91.78
Subsidy Per Passenger	\$67.92	\$85.88	\$380.10	\$89.56
Percentage of Cost Recovered from Revenues	5.2%	5.1%	1.0%	2.4%

MetroAccess policy provides two complimentary one-way trip credits, with a value of \$3.00 each, in each instance where the schedule pick-up window is not met. Eligibility assessment trips are complimentary and personal care attendants ride free in accordance with the Americans with Disabilities Act, so the calculation will apply to all ridership.

MetroAccess Statistics - Fleet

Fleet	FY2019 Actual	FY2020 Actual	FY2021 Budget	FY2022 Budget
Vans	799	786	589	539
Sedans	-	-	177	227
Total	799	786	766	766
Spare Ratio	15.0%	15.0%	15.0%	15.0%

MetroAccess Statistics - Vehicles

Manufacturer	Fiscal Year Entered Service	Number of Vehicles	Vehicle Type
Ford	2018	269	High Roof Van
Ford	2019	360	High Roof Van
Ford	2020	54	High Roof Van
Toyota	2021	177	Sedan
To be Determined	2021	17	High Capacity Van
To be Determined	2022	83	High Capacity Van
To be Determined	2022	50	Sedan
To be Determined	2022	100	Mini Van

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Appendix H - Performance Data



Washington
Metropolitan Area
Transit Authority

M E M O R A N D U M

SUBJECT: Metro Performance During the
Pandemic (mid-March 2020
through October 2020)

DATE: December 4, 2020

FROM: EVP/COO – Joseph Leader

EVP/SAFE – Theresa Impastato

TO: GM/CEO – Paul J. Wiedefeld

At the September 24, 2020 Board meeting of the Safety and Operations Committee, Board Members requested a report on Metro performance during the pandemic. This memo describes Metro's performance during the eight-month period from March to October 2020, focusing on how the actions taken by the region and Metro have impacted safety and operational results. For most Key Performance Indicators (KPIs), performance results improved as a result of less traffic, reduced service levels and vehicle requirements, and lower ridership.

Background: Operations During the Pandemic

Regional actions emphasize essential trips and result in reduced traffic and transit ridership

In mid-March, the jurisdictions in the region reacted decisively to the pandemic by declaring states of emergency and issuing stay-at-home orders that lasted until late June. Many regional employers implemented full-time telework for all employees, with this practice continuing today. School districts in the region implemented virtual learning in mid-March and have continued this practice for the 2020-2021 school year. As a result, mobility in the region has sharply dropped, with traffic falling 20-50% compared to the prior year, and Metro's ridership falling 85-90% on rail and 50% on bus. Both the decrease in ridership and vehicle traffic have impacted performance results.

During the pandemic, Metro's top priority is the safety and well-being of its workforce and customers. To protect employees during the pandemic, changes were implemented to work schedules and practices to reduce risk of exposure to the virus. Starting in mid-March, personal protective equipment (PPE) requirements and additional cleaning procedures were implemented. While some of these requirements have added time to the workday, this has had minimal impact on operational performance.

From mid-March through July/August, Metro implemented "A/B Scheduling" for Train Operators, Bus Operators, and maintenance personnel. Under this practice,

Metro staff were divided into two groups (an "A" group and a "B" group) within each office; the lettered groups worked alternating days, staying separate to minimize the risk of transmission and protect service continuity. Some offices, like the Rail Operations Control Center (ROCC), alternated between two physical locations to enable deep cleaning between shifts.

Service levels on bus and rail were decreased to approximately 35% of pre-pandemic levels to align with employee availability. From mid-March through April, track work was canceled as staff worked to implement new work procedures to ensure safety. Reduced service levels had a positive impact on many performance measures. As of late August, Metro is running around 75% of pre-pandemic bus service and 90% of pre-pandemic rail service.

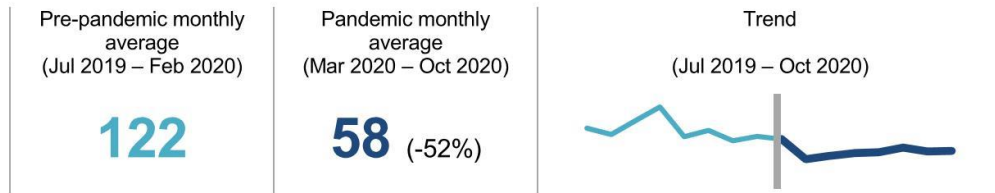
In May through August, capital projects within the rail system were accelerated to take advantage of lower ridership. Closing stations to get work done while ridership is historically low allows Metro to limit the exposure of frontline staff and contractors, mitigate delays to the capital program, and minimize inconvenience to the public. While this strategy lowered on-time performance for some Metrorail customers, the work brings the system into a state of good repair and decreases delays for many more customers in the future.

Pandemic Performance Results

The following section discusses performance on Metro's KPIs during the eight-month pandemic period (March 2020 – October 2020). Since this timeframe spans two fiscal years in which targets differ, performance is compared to the eight-month period immediately prior to the pandemic (July 2019 – February 2020) to identify and understand trends. Targets for FY21 (July 2020 – June 2021) were established and communicated to the Board via a memo dated November 13, 2020. Performance against these targets will be reported to the Board at the February 2021 meeting of the Safety and Operations Committee.

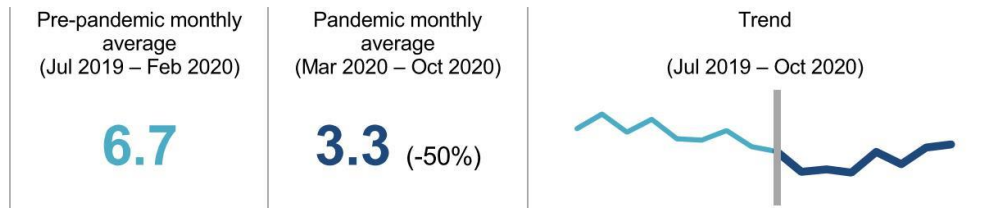
Safety and Security

Crime (count) ▼



The number of crimes dropped dramatically during the eight-month pandemic period as fewer riders used the system. Metro Transit Police continue to patrol the system, modifying patrol tactics in response to diminished ridership and altered hours of operation.

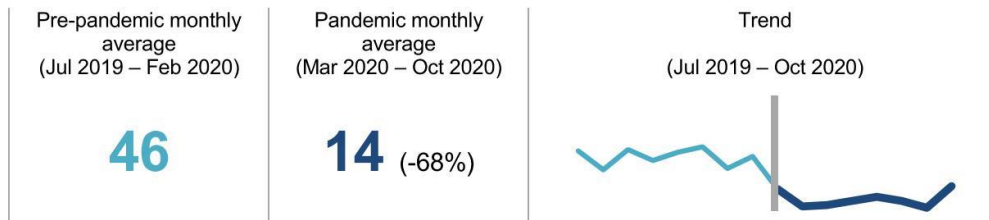
Employee Injury Rate (# injuries per 200,000 hours worked) ▼



The employee injury rate has decreased during the pandemic, despite the risk of Covid-19. Protecting employee safety is a top priority, and Metro has implemented requirements including mandatory masks (for employees and customers), physical barrier installation, and telework for administrative functions to reduce the risk of Covid transmission.

Pre-pandemic, the most frequent causes of employee injuries included vehicle collisions and customer-related incidents (e.g., assaults and stress from negative interactions). Lower ridership and less traffic drastically reduced these risk factors between March and October, and Metro's injury rate saw associated declines.

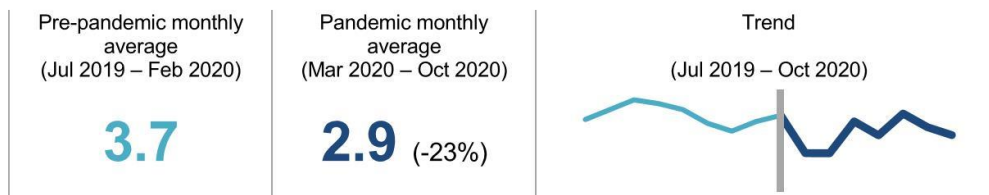
Customer Injuries (count) ▼



The number of customer injuries dropped dramatically during the eight-month pandemic period as fewer riders use the system. Mask requirements and frequent cleanings aim to protect customers from contracting and transmitting the virus.

In addition, lower ridership and less crowding have reduced the risk of tripping in Metrorail stations, which was one of the top causes of customer injuries before the pandemic. The most frequent causes of injuries on Metrobus pre-pandemic were collisions and slips/trips/falls when boarding or alighting. Less traffic has led to fewer collisions, while less crowding along with operator focus on safe rear-door boarding/alighting procedures have reduced slips/trips/falls.

NTD Bus Collision Rate (# NTD-reportable collisions per million miles) ▼



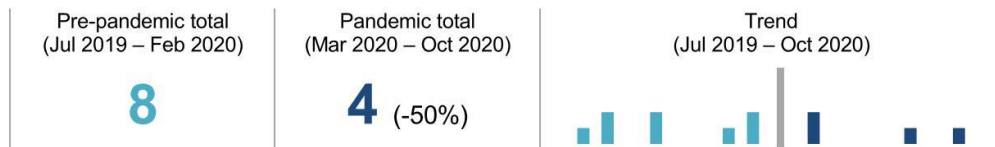
Pre-pandemic, most collisions were caused by other drivers. With considerably less vehicle traffic on area roads, serious collisions (i.e., those reported to the National Transit Database) decreased sharply during the pandemic.

Derailments (count) ▼



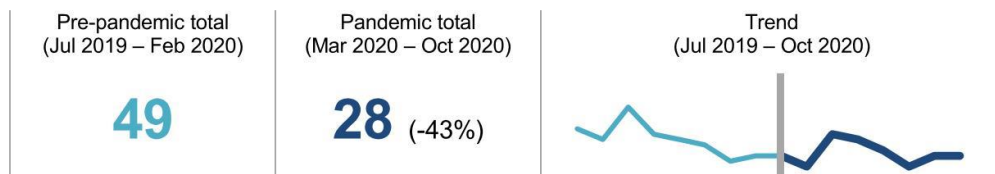
There have been two derailments during the eight-month pandemic period, a decrease from pre-pandemic totals. One derailment was the result of a red signal overrun that derailed a train carrying customers on the mainline, the other was a prime mover in a rail yard. Significantly, there were no derailments in the 2020 Platform Improvement Project zone, compared to four during the 2019 Project. This decrease is likely due to a combination of improved inspection standards on hi-rail vehicles and implementing lessons learned from last summer, rather than any actions related to the pandemic.

Rail Collisions (count) ▼



There were four fewer rail collisions during the first eight months of the pandemic compared to the eight months prior. Most rail collisions occur in railyards when railcars and maintenance equipment are staged for revenue service and track work. The pandemic has had minimal impact on performance results. While decreased service levels have resulted in less movements for railcars, Metro continued to conduct major track work projects after a brief hiatus.

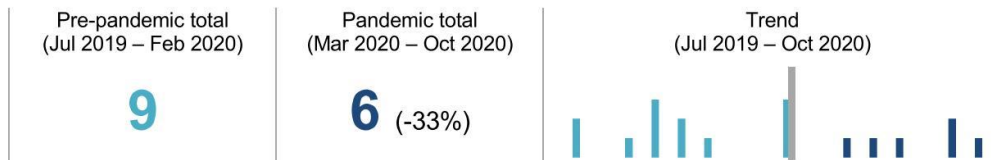
Rail Fire Incidents (count) ▼



Overall, there were 43% fewer fires during the pandemic compared to the eight months prior. Lower ridership was a key driver, with the most significant decrease in debris fires in stations and parking lots, which are most frequently caused by trash and discarded cigarettes from passengers.

A/B schedules initially had a negative impact on fires; overnight track work was canceled from mid-March to early May, which postponed critical preventive maintenance. Fires spiked in May, with six arcing events, then decreased as preventive maintenance returned to pre-pandemic levels.

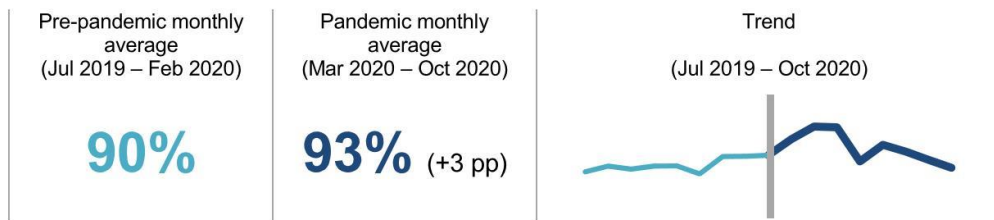
Red Signal Overruns (count) ▼



There were six red signal overruns during the pandemic, a decrease of three from the pre-pandemic period. The decrease is in part related to reduced service levels, as operators passed fewer signals overall.

Pandemic Performance: Equitable and Reliable Service

MyTripTime (% customer trips completed on-time) ▲



Rail customer on-time performance improved during the pandemic thanks to fewer customer-related delays (due to lower ridership), fewer railcar delays (as Metro fielded its most reliable fleet in response to reduced service levels), and fewer cascading delays (resulting from reduced service levels and longer headways, when a delay occurred it impacted fewer trains). As service returned to about 90% of pre-pandemic levels in September and October, performance has moved closer to pre-pandemic averages.

Bus On-time Performance (% timepoints delivered on-time) ▲



Compared to pre-pandemic results, bus on-time performance has declined due to more buses running early as a result of less traffic. Between July and September

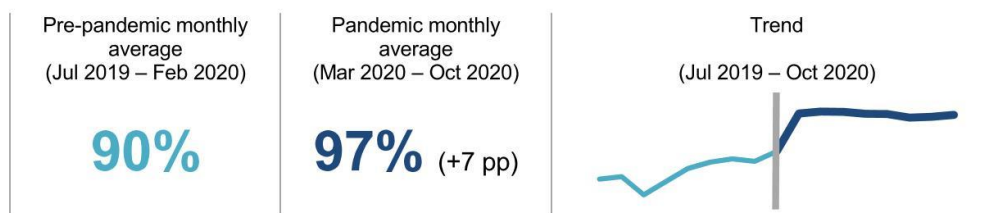
Metro Performance During the Pandemic

Page 7

2020, early timepoint departures doubled, lowering on-time performance by 13 percentage points compared to an average of six percentage points pre-pandemic. Late timepoint departures declined by five percentage points. Starting in February 2021, Metro will implement a new schedule that is adjusted for pandemic traffic levels, which should improve on-time performance.

Note: Data became unavailable when the bus schedule abruptly changed in response to the pandemic on March 16. If a schedule is unavailable or if the schedule being operated differs from what is loaded onto the bus, bus systems are unable to collect data for that trip. Once an official schedule adjustment went into effect at the end of June, performance data again became available.

MetroAccess On-time Performance (% of customers picked up on-time) ▲



MetroAccess on-time performance has increased as result of (1) a reduction in ridership by approximately 65%; (2) reduced traffic in the region compared to pre-pandemic levels; and (3) the elimination of shared rides, where delays can cascade across customer trips.

Rail Fleet Reliability (Mean Distance Between Failure) ▲



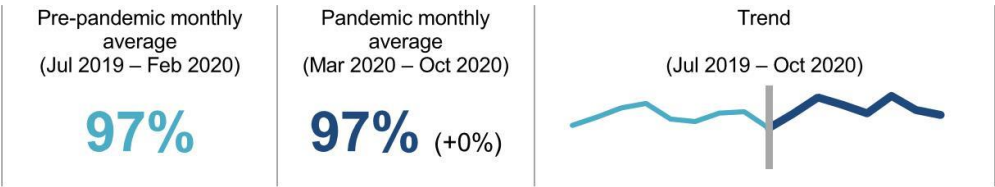
Average railcar reliability more than doubled during the pandemic. The reduced service levels enabled Metrorail to field the highest performing 7000 fleet from April through July. Starting in August, Metro began phasing the legacy fleet back into service, leading to a small decline in reliability as staff addressed failures related to keeping these railcars in “cold” storage through the hot summer months. Reliability returned to over 34,000 miles between failure in October.

Bus Fleet Reliability (Mean Distance Between Failure) ▲



Reduced service levels between March and mid-August enabled Metrobus to field the highest performing buses, resulting in an improvement in reliability. These improvements have been sustained, even with service at 75% of pre-pandemic levels.

Elevator Availability (% units available during revenue hours) ▲



Escalator Availability (% units available during revenue hours) ▲



Elevator and escalator availability remained high during the pandemic. While lower ridership and reduced usage led to fewer failures, reduced staff schedules meant repairs took longer. These factors somewhat canceled each other out.

Available Track (% track under restriction at 9am the first Wednesday of the month)▲



The percentage of track not available for revenue service jumped during the pandemic as Metro expanded summer 2020 construction plans to take advantage of low ridership.

Next steps

In February 2021, staff will provide the Safety and Operations Committee with a presentation on Metro's performance compared to target for the first two quarters of FY2021 (July – December 2020).

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Appendix I - Proposed Service Change Detail

FY2022 Proposed Service Changes Approved for Public Hearing by Metro Board of Directors

January 14, 2021

Service Proposal

Proposed FY2022 Metrorail Service Changes – Effective January 2022

Under this proposal, Metrorail would operate the February 2021 service levels (approximately 80 percent of pre-pandemic levels) for the first six months (July – December 2021) of FY2022, and then would need to reduce service to approximately 30 percent of pre-pandemic levels beginning January – June 2022 to achieve a balanced budget.

1. Standardize Weekday Rail Service Frequencies

Blue, Orange, Green, Yellow and Silver Line weekday headways would increase to 30 minutes all day from 12 minutes all day.

Red Line weekday headways would increase to 30 minutes all day from 6 minutes all day.

2. Standardize Weekend Rail Service Frequencies

Blue, Orange, Green, Yellow and Silver Line weekend headways would increase to 30 minutes all day from 15 minutes all day.

Red Line weekend headways would increase to 30 minutes all day from 12 minutes all day.

3. Implement Turnbacks on the Red Line

Additional 30-minute service would operate between Grosvenor-Strathmore and Silver Spring only, for a combined headway of 15 minutes on the Red Line between these stations, 7-days per week, Monday through Sunday. Headways from Grosvenor-Strathmore to Shady Grove and Silver Spring to Glenmont remain at 30-minutes. If Grosvenor-Strathmore is closed, the last station to transfer to a train to continue to Shady Grove would be Medical Center.

4. Implement Turnbacks on the Yellow Line

All Yellow Line trains operate between Huntington and Mt Vernon Sq 7-days per week, Monday through Sunday. If Mt Vernon Sq is closed, the last station to transfer to a train continuing to Greenbelt would be Gallery Place.

5. Close Rail Earlier Monday Through Sunday

The Metrorail system would close at 9 pm Monday through Sunday instead of 11 pm.

6. Close 22 Metrorail stations

Due to low ridership levels and to save resources, the following 22 Metrorail stations are proposed to be closed to customers for FY22.

1. Smithsonian
2. Arlington Cemetery
3. Federal Center SW
4. Federal Triangle

5. Mt Vernon Sq
6. Judiciary Sq
7. Archives
8. Greensboro
9. Eisenhower Ave
10. Virginia Sq-GMU
11. Cleveland Park
12. Grosvenor-Strathmore
13. Cheverly
14. Clarendon
15. East Falls Church
16. College Park-U of Md
17. McLean
18. Morgan Blvd
19. Van Dorn St
20. Reston Town Center
21. Innovation Center
22. Loudoun Gateway

Proposed Metrobus Service Changes

FY2022 Proposed Metrobus Consolidated Route Network Service Plan Effective January 2022

Under this proposal, Metro could only afford to continue current levels of Metrobus service (approximately 80-85 percent of pre-pandemic levels) for the first six months (July – December 2021) of FY2022, and then would need to reduce service to 50 percent of pre-pandemic levels from January – June 2022. In order to serve as many customers as possible, three key criteria were used in developing this reduced bus service plan for the second half of FY2022:





- **Ridership Demand** - where riders are TODAY (not pre-pandemic, not where demand may build in the future)
- **Equity / Essential Travel** – as today's ridership skews to the low income who rely on Metro for essential travel to groceries, medical appointments and daily necessities, the routes also support access to jobs in health care at hospitals and in other sectors.
- **Redundancy** – consolidating multiple bus routes on the same corridor. Also, where most efficient, taking advantage of transfer opportunities.

While this proposal was designed to serve currently essential trips in the pandemic, it is otherwise trip purpose agnostic except for changes to weekend bus service, which includes extended routes to cover absent rail service as follows:

- Red Line service on the western side of the system
- Green line service from east of the Anacostia River
- Blue/Orange/Yellow service from Virginia

Most importantly, this proposal was designed to make the best use of projected budget dollars. Metro expects public comments to inform any final decisions on the proposed routes.

Specific proposals for each Metrobus line are included in the tables by jurisdiction on the subsequent pages. The table below provides a legend which provides a brief summary of how each line is affected:

	Continues to operate at current service level
	Service is modified providing partial coverage on the line, or another line has been modified to provide a partial replacement for that line
	Service is currently operating and will no longer be served in the proposed plan
	Currently not operating and will continue to not operate
n/a	There was no service on this line pre-pandemic on this service day

FY2022 Proposed Service Plans – District of Columbia

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
30N	Friendship Heights-Southeast			All stops covered by 31,33 & 32,36, eliminates one-seat trips from SE to NW			All stops covered by 31,33 & 32,36, eliminates one-seat trips from SE to NW
30S							
31	Wisconsin Avenue			Maintain FY21 span & frequency, add service until 2 am 7-day-a-week on route 33			Maintain FY21 span & frequency
33							
32	Pennsylvania Avenue			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency
34							
36							
37	Wisconsin Avenue Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
39	Pennsylvania Avenue Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
42	Mount Pleasant			Maintain FY21 span & frequency / eliminate Farragut Sq. to Gallery Place segment			Maintain FY21 span & frequency / eliminate Farragut Sq. to Gallery Place segment
43							
52	14th Street			Maintain FY21 span & frequency, add service until 2 am 7-day-a-week on route 52 with Takoma extension			Maintain FY21 span & frequency
54							
59	14th Street Limited		n/a	Maintain FY21 span & frequency		n/a	Eliminate line, add some additional route 54 trips, all stops covered, eliminates limited-stop service
60	Fort Totten-Petworth		n/a	Restore service on route 60. Maintain FY21 span & frequency on route 64		n/a	Maintain no service on route 60 / Maintain FY21 span & frequency on route 64 between Ft. Totten and Petworth, eliminate service south of Petworth
64							
62	Takoma-Petworth			Operate all route 63 trips as route 62 trips, eliminate route 63. Maintain FY21 span & frequency on weekdays, restore weekend route 62 service			Eliminate entire line on weekdays (already not operating on Sat/Sun)
63							
70	Georgia Avenue-7th Street			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
74	Convention Center-Southwest Waterfront			Maintain FY21 span & frequency			Eliminate entire line
79	Georgia Avenue Limited			Maintain FY21 span & frequency			Maintain FY21 span & frequency
80	North Capitol Street			Maintain FY21 span & frequency / add service until 2 am 7 days-a-week / eliminate service between McPherson Sq. and Kennedy Center			Maintain FY21 span & frequency / eliminate service between Union Sta. and Kennedy Ctr. / add service from Union Sta. to Federal Triangle to replace segment of D6
90	U Street-Garfield			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route 92			Maintain FY21 span & frequency
92							
96	East Capitol Street-Cardozo			Maintain FY21 span & frequency			Eliminate service between Tenleytown and Union Sta. / maintain FY21 span & freq. from Union Sta. to E. Capitol & MN Ave. / new alignment to replace U5, V8 and W4 segments between E. Cap. & MN Ave. and Deanwood
97			n/a			n/a	
A2	Anacostia-Congress Heights			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on routes A6 and A8			Combine service into one alignment from Anacostia to Congress Heights via MLK, S. Capitol, Southern Ave, Wheeler Rd. and Alabama Ave. / W4 realigned to replace A2 service on 6th & MS Ave. / New service added 7 days-a-week 30 min. freq. to serve Condon Terrace & Livingston Loop to Congress Hts. Sta.
A6							
A7			n/a			n/a	
A8							
A4	Anacostia-Fort Drum			Maintain FY21 span & frequency			Eliminate line, route W4 is modified to replace service between Chesapeake & MLK and DC Village, A8 still covers other stops on MLK Ave. / Service to Coast Guard HQ is eliminated, no service at W5 only stops
W5			n/a			n/a	
A9	M. L. King Jr. Avenue Limited		n/a	Maintain no service		n/a	Maintain no service
A31	Minnesota Ave-Anacostia		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
A32			n/a			n/a	
A33			n/a			n/a	
B2	Bladensburg Road-Anacostia			Maintain FY21 span & frequency			Eliminate service between Mt. Rainier and Bladensburg Rd. & Eastern Ave. / Eliminate service between 14th/15th & C/D Sts. NE and Anacostia Sta. / Route V2 increased to replace MN & PA Ave.

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
							to Anacostia segment / route modified to replace route D6 between 14th/15th & C/D Sts. NE and Union Sta. and replace B8,9/H6 service in Ft. Lincoln
B8	Fort Lincoln Shuttle		n/a	Maintain no service		n/a	Maintain no service / Modified B2 replaces service in Ft. Lincoln
B9			n/a			n/a	
D1	Glover Park-Franklin Square		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
D2	Glover Park-Dupont Circle			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service			Eliminate entire line / Modified N6 replaces service between Dupont Circle and Benton St. & Tunlaw Rd. with new service on Tunlaw Rd. between Benton St. & NM Ave.
D4	Ivy City-Franklin Square			Maintain FY21 span & frequency			Eliminate entire line
D5	MacArthur Blvd-Georgetown		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
D6	Sibley Hospital - Stadium-Armory			Maintain FY21 span & frequency			Eliminate entire line / Modified route N6 replaces service between Sibley Hospital and MacArthur Bl. & AZ Ave. and service between Dupont Cir. And Reservoir & 37th / Modified route 80 replaces service on E St. NW / Modified B2 replaces service between Union Sta. and C/D & 14th/15th Sts. NE
D8	Hospital Center			Maintain FY21 span & frequency			Eliminate entire line
D31	16th St-Tenleytown		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
D32			n/a			n/a	
D33			n/a			n/a	
D34			n/a			n/a	
D51	Congress Heights-Georgetown		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
E2	Ivy City-Fort Totten			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service
E4	Military Road-Crosstown			Maintain FY21 span & frequency			Maintain FY21 span & frequency

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
E6	Chevy Chase		n/a	Extend route M4 to Knollwood, restore full route when ridership warrants restoration		n/a	Maintain no service
G2	P Street-LeDroit Park			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service			Eliminate entire line (already not operating on Sat/Sun)
G8	Rhode Island Avenue			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency
G9	Rhode Island Ave Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
H1	Brookland-Potomac Park		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
H2	Crosstown			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route H4			Maintain FY21 span & frequency / modify H2 to operate via Columbia Rd. and Calvert St. to CT Ave. and eliminate service on Adams Mill & Harvard /
H3			n/a			n/a	modify H2 and H4 to replace L1,2 service on CT Ave. north to Western Ave. and extend H2,4 to Friendship Hts. service between CT Ave. and Tenleytown is eliminated
H4							
H6	Brookland-Fort Lincoln			Maintain FY21 span & frequency			Eliminate entire line, modified route B2 replaces service in Ft. Lincoln
H8	Park Road-Brookland			Maintain FY21 span & frequency			Eliminate entire line
H9			n/a			n/a	
K2	Takoma-Fort Totten		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
L1	Connecticut Avenue		n/a	Maintain FY21 span & frequency on route L2 / Add service until 2 am 7 days-a-week on route L2 / Continue suspension on route L1 until crowding on adjacent services warrants restoration		n/a	Eliminate entire line (L1 already not operating) / All L2 stops covered by either route 42,43 or modified route H2,4
L2							
M4	Nebraska Avenue		n/a	Maintain FY21 span & frequency, extend service from Pinehurst Circle to Knollwood until ridership warrants restoration of route E6		n/a	Eliminate entire line, modified route N6 replaces service south of MA Ave.
M6	Fairfax Village			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service			Eliminate entire line (already not operating on Sat/Sun)

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
N2	Massachusetts Avenue		n/a	Maintain FY21 span & frequency.		n/a	Modify route N6 to replace D2 from Dupont Circle to Tunlaw Road, serve Cathedral Hts. Via NM Ave. NE Ave. MA Ave, ID Ave. and Cathedral Ave. then replace route M4 south of NM Ave. / service east of ID Ave. and north/west of NE & MA Ave. is eliminated
N4			n/a			n/a	
N6							
P6	Anacostia-Eckington			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week between Anacostia and Archives			Eliminate entire line.
S1	16th Street-Potomac Park		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
S2	16th Street			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route S2			Reduce weekday frequency from FY21 levels, maintain FY21 span and FY21 Sat/Sun frequency
S9	16th Street Limited						
S35	Fort Dupont Shuttle		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
S41	Rhode Island Ave-Carver Terrace		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
U4	Sheriff Road-River Terrace			Maintain FY21 span & frequency			Eliminate entire line
U5	Marshall Heights			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route U5			Eliminate entire line, modified route 96 replaces service on U5 alignment between MN Ave. & Ridge Rd. and TX Ave. & E St. as well as U5,6 alignment through Marshall Heights
U6							
U7	Deanwood-Minnesota Ave			Maintain FY21 span & frequency			Operate 30 min. freq. 7 day-a-week between Minnesota Ave. Sta. and Deanwood Sta. (eliminate Ridge Rd. extension)
V1	Benning Heights-M St		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
V2	Capitol Heights-Minnesota Ave			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Eliminate route V4 and convert to route V2 trips. Maintain FY21 span & frequency between Capitol Heights and MN & PA Ave. Replace B2 trips with V2 trips between PA & MN Ave. and Anacostia
V4							

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
V7	Benning Heights-Alabama Ave		n/a	Maintain FY21 span & frequency		n/a	Replace route V7 with modified route W4, maintain FY21 span & frequency on Benning Road between MN Ave. and H St. SE with modified route W4, replace service on H St. and AL Ave. SE with modified route 96
V8							
W1	Shipley Terrace-Fort Drum		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
W2	United Medical Center-Anacostia			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week between Anacostia Sta. and Alabama Ave. & Irving St. only			Modify route W2 to operate between Anacostia Sta. and United Medical Center via existing route between Anacostia and Alabama Ave. then via Alabama Ave., Stanton Rd., MS Ave. and Southern Ave. Service between Anacostia and Washington Overlook is eliminated and service to Good Hope Marketplace and Shipley Terrace is eliminated
W3							
W4	Deanwood-Alabama Avenue			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Modify route to maintain FY21 span & frequency between Benning Road & East Capitol St. and Alabama Ave. & 6th St. SE, modify northern end of route via Benning Rd. and MN Ave. to MN Ave. Sta. Modify southern end to operate via 6th St. and MS Ave. SE to replace route A2 and then route A4 from Chesapeake & MLK Ave. to DC Village
W6	Garfield-Anacostia Loop			Maintain FY21 span & frequency			Eliminate entire line
W8							
W45	Mt. Pleasant-		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
W47	Tenleytown		n/a			n/a	
X1	Benning Road		n/a	Maintain route X3 school hour trips. Continue suspension of remaining trips until crowding on adjacent services warrants restoration		n/a	Maintain no service
X3			n/a			n/a	
X2	Benning Road-H Street			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency
X8	Maryland Avenue			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service			Eliminate entire line
X9	Benning Rd-H St Limited		n/a	Maintain FY21 span & frequency		n/a	Maintain FY21 span & frequency, eliminate route segment between MN Ave. Sta. and Capitol Heights Sta.

FY2022 Proposed Service Plans – Maryland

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
83	College Park			Maintain FY21 span & frequency			Eliminate route 86, modify route 83 north of College Park Sta. to replace route C2 between College Park and Greenbelt / service to Cherry Hill is eliminated
86							
87	Laurel Express		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
89	Laurel		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
89M			n/a			n/a	
A12	Martin Luther King Jr. Hwy			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency
B21	Bowie State University		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
B22			n/a			n/a	
B24	Bowie-Belair		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
B27	Bowie-New Carrollton		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
B29	Crofton-New Carrollton		n/a	Eliminate entire line. Extend route C26 to Bowie Gateway Center and Bowie Park-and-Ride. Eliminate service to Crofton		n/a	Maintain no service
B30	Greenbelt-BWI Airport Express		n/a	Maintain no service		n/a	Maintain no service
C2	Greenbelt-Twinbrook			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route C4			Eliminate route C2, modify route C4 to operate on FY21 combined C2,4 span & frequency between Prince Georges Plaza and Rockville via route C4 alignment between Prince Georges Plaza and Wheaton and route Q4 alignment between Wheaton and Rockville
C4							
C8	College Park-White Flint			Maintain FY21 span & frequency			Maintain FY21 span & frequency
C11	Clinton			Maintain FY21 span & frequency			Eliminate entire line
C13							
C12	Hillcrest Heights						

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
C14				Maintain FY21 span & frequency on weekdays, restore Saturday service			Eliminate entire line (line never had Sunday service, Saturday service currently not operating)
C21	Central Avenue		n/a	Maintain FY21 span & frequency, extend route C26 to Bowie Park-and-Ride via Bowie Gateway Center to partially replace service on routes B29 & C28		n/a	Maintain FY21 span & frequency
C22			n/a			n/a	
C26			n/a			n/a	
C29		n/a			n/a		
C28	Pointer Ridge		n/a	Eliminate entire line, extend route C26 to Bowie Park-and-Ride to partially replace service		n/a	Maintain no service
D12	Oxon Hill-Suitland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route D12			Eliminate routes D13 & D14. Modify route D12 to operate from Suitland Sta. to Oxon Hill & Livingston Rds. Then via route NH1 alignment to National Harbor. Route D12 service between Oxon Hill & Livingston Rds. And Southern Ave, Sta. is eliminated
D13			n/a			n/a	
D14							
F1	Chillum Road			Maintain FY21 span & frequency			Eliminate entire line
F2							
F4	New Carrollton-Silver Spring			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency
F6	New Carrollton-Fort Totten		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
F8	Langley Park - Cheverly			Maintain FY21 span & frequency			Eliminate entire line
F12	Ardwick Industrial Park Shuttle		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
F13	Cheverly-Washington Business Park		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
F14	Sheriff Road-Capitol Heights			Maintain FY21 span & frequency			Maintain FY21 span & frequency
G12	Greenbelt-New Carrollton			Maintain FY21 span & frequency			Eliminate route G12, maintain FY21 span & frequency on route G14
G14							
H11	Marlow Heights-Temple Hills		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
H12							
H13			n/a			n/a	
J1	Bethesda-Silver Spring		n/a	Operate J1 trips as J2 trips, Maintain FY21 span & frequency on		n/a	Operate J1 trips as J2 trips, Maintain FY21 span & frequency on route J2
J2							

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
				route J2, add service until 2 am 7 days-a-week			
J4	College Park-Bethesda Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
J12	Marlboro Pike			Maintain FY21 span & frequency			Eliminate line, modified route K12 replaces service between Capitol Heights Sta. and Silver Hill Road
K6	New Hampshire Avenue-Maryland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week / Revert to pre-pandemic schedule when route K9 is restored			Maintain FY21 span & frequency
K9	New Hampshire Avenue-MD Limited		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
K12	Forestville			Maintain FY21 span & frequency			Modify route to operate via existing route from Branch Ave. Sta. to Silver Hill Road, then operate via route J12 from Silver Hill Road and Capitol Heights Sta. Service between PA Ave. & Silver Hill Rd. and Suitland Sta. is eliminated
L8	Connecticut Avenue-Maryland		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
NH1	National Harbor-Southern Ave			Maintain FY21 span & frequency			Eliminate entire line, modified route D12 replaces service between Wheeler & St. Barnabas and National Harbor
NH2	National Harbor-Alexandria			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service			Eliminate entire line (already not operating on Sat/Sun)
P12	Eastover-Addison Road			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency
P18	Oxon Hill-Fort Washington		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
P19			n/a			n/a	
Q1	Veirs Mill Road			Maintain FY21 span & frequency			Eliminate entire line, modified route C4 replaces service on Veirs Mill Road, all remaining stops are covered by other service
Q2							
Q4							
Q5							
Q6							
R1	Riggs Road		n/a	Maintain FY21 span & frequency		n/a	Eliminate route R1, maintain FY21 span & frequency on route R2
R2							

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
R4	Queens Chapel Road			Maintain FY21 span & frequency			Eliminate entire line
R12	Kenilworth Avenue			Maintain FY21 span & frequency on weekdays, restore Saturday service			Eliminate entire line (line never had Sunday service, Saturday service currently not operating)
T2	River Road		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
T14	Rhode Island Avenue-New Carrollton			Maintain FY21 span & frequency on weekdays & Saturdays, restore Sunday service			Maintain FY21 span & frequency, restore Sunday service
T18	Annapolis Road			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & frequency
V12	District Heights-Suitland			Maintain FY21 span & frequency			Eliminate entire line
V14	District Heights-Seat Pleasant			Maintain FY21 span & frequency on weekdays, restore Sunday service			Eliminate entire line
W14	Bock Road		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
Y2	Georgia Avenue-Maryland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route Y2			Maintain FY21 span & frequency
Y7							
Y8							
Z2	Colesville-Ashton		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
Z6	Calverton-Westfarm			Maintain FY21 span & frequency			Eliminate entire line, modified Z8 replaces segment from Columbia Pike & Industrial Pkwy. To Broadbitch & Cherry Hill
Z7	Laurel-Old Columbia Pike Express		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
Z8	Fairland			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Modify route to operate existing alignment from Silver Spring to Columbia Pike & Industrial, then via route Z6 alignment to Broadbitch & Cherry Hill, then Cherry Hill to Randolph & Old Columbia Pike, then existing alignment to Greencastle. / Service between Columbia Pike & Industrial and Old Columbia Pike & Randolph is eliminated

FY2022 Proposed Service Plans – Virginia

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
1A	Wilson Blvd-Vienna			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Maintain FY21 span & Frequency.
1B							
1C	Fair Oaks-Fairfax Blvd			Maintain FY21 span & frequency			Eliminate entire line
2A	Washington Blvd-Dunn Loring			Maintain FY21 span & frequency			Maintain FY21 span & frequency
2B	Fair Oaks-Jermantown Rd			Maintain FY21 span & frequency			Eliminate entire line
3A	Annandale Rd			Eliminate entire line, Fairfax Connector proposing replacement service			Eliminate entire line, Fairfax Connector proposing replacement service
3T	Pimmit Hills			Maintain no service, Fairfax Connector proposing replacement service			Maintain no service, Fairfax Connector proposing replacement service
3Y	Lee Highway-Farragut Square		n/a	Maintain no service		n/a	Maintain no service
4A	Pershing Dr-Arlington Blvd		n/a	Maintain FY21 span & frequency on route 4B. Continue suspension on route 4A until crowding on adjacent services warrants restoration		n/a	Eliminate entire line
4B							
5A	DC-Dulles			Eliminate entire line (when Silver Line Phase II opens)			Eliminate entire line
7A	Lincolnia-North Fairlington			Eliminate routes 7F & 7Y, Maintain FY21 span & frequency on a modified route 7A operating from Pentagon to Southern Towers on existing alignment, then Seminary, Kenmore, N. Van Dorn, Holmes Run, Ripley, Duke, Reynolds, Edsall, Pickett, S. Van Dorn to Van Dorn Street Sta. DASH is proposing replacement service on Beauregard St. (Alex Transit Vision Plan Recommendation) / Add service until 2 am 7 days-a-week			Eliminate routes 7F & 7Y, Maintain FY21 span & frequency on a modified route 7A operating from Pentagon to Southern Towers on existing alignment, then Seminary, Kenmore, N. Van Dorn, Holmes Run, Ripley, Duke, Reynolds, Edsall, Pickett, S. Van Dorn to Van Dorn Street Sta. DASH is proposing replacement service on Beauregard St. (Alex Transit Vision Plan Recommendation)
7F							
7Y			n/a			n/a	
7C	Park Center-Pentagon		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
7P			n/a			n/a	

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
7M	Mark Center-Pentagon		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
7W	Lincolnia-Pentagon		n/a	Maintain no service, DASH proposing replacement service		n/a	Maintain no service
8S	Foxchase-Seminary Valley		n/a	Partially replace route 8Z service with new route 21C between Duke & Pickett Sts. & Pentagon Sta. / Restore regular route 8W and 8Z service when ridership warrants		n/a	Maintain no service
8W			n/a			n/a	
8Z			n/a			n/a	
10A	Alexandria-Pentagon			Eliminate route 10N / Maintain FY21 span & frequency on route 10A /			Eliminate entire line, route 10A trips replaced with modified route 10B trips between Huntington and Mt. Vernon Ave. & S. Glebe Rd. Service is eliminated between S. Glebe Rd. and Pentagon Sta.
10E			n/a	Continue suspension on route 10E until crowding on adjacent services warrants restoration / Add service until 2 am 7 days-a-week		n/a	
10N							
10B	Hunting Point-Ballston			Maintain FY21 span & frequency			Modify route south of Washington & Franklin/Gibbon Sts. To operate via 10A alignment to Huntington Sta. Also modify route between Walter Reed & Columbia Pike and Glebe Rd. & 2nd St. S to operate via Columbia Pike and Glebe Road. Service is eliminated between Washington & Franklin/Gibbon Sts. and Hunting Point as well as between Walter Reed & Columbia Pike and Glebe Rd. and 2nd St. S
11Y	Mount Vernon Express		n/a	Restore service with modified route 11C between Mt. Vernon and Braddock Road Sta., restore full service to downtown DC when crowding on adjacent services warrants. Temporarily charge regular fare until service is restored to downtown DC		n/a	Maintain no service
15K	Chain Bridge Rd		n/a	Maintain no service, Fairfax Connector proposing replacement service		n/a	Maintain no service, Fairfax Connector proposing replacement service

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
16A	Columbia Pike			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week on route 16E			Eliminate service on routes 16A & 16E, modify route 16C to operate from Army Navy Dr. & Eads St. via Eads, 12th/15th and Hayes St. (both directions) to Hayes & Army-Navy or eastbound from Columbia Pike & Joyce St. Also modify route between Columbia Pike & Jefferson St. to Leesburg & Columbia Pikes to operate via Jefferson and Leesburg Pike. Service on route 16C is eliminated on Columbia Pike and South Rotary Rd. between Joyce and Eads Sts., on Army-Navy Dr. between Eads and Hayes Sts. and on Columbia Pike between Jefferson St. and Leesburg Pike. All 16H stops on Columbia Pike will be served by route 16C
16C							
16E							
16G	Columbia Pike-Pentagon City			Maintain FY21 span & frequency			Entire line is eliminated and replaced with additional modified 16C trips (making all stops on Columbia Pike)
16H							
16L	Annandale-Skyline City-Pentagon		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
16Y	Columbia Pike-Farragut Square		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Maintain no service
17B	Kings Park-North Springfield		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
17M			n/a			n/a	
17G	Kings Park Express		n/a	Maintain FY21 span & frequency on routes 17G and 17H. Extend route 17H from Gainsborough & Commonwealth to the Twinbrook Dr. terminal on the route 17K alignment. Continue suspension on route 17L until crowding on adjacent services warrants restoration		n/a	Eliminate entire line
17H			n/a			n/a	
17K			n/a			n/a	
17L			n/a			n/a	
18G	Orange Hunt		n/a	Restore service on route 18J /		n/a	Maintain no service
18H			n/a	Continue suspension on routes 18G and 18H until crowding on adjacent services warrants restoration		n/a	
18J			n/a			n/a	

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
18P	Burke Centre		n/a	Maintain FY21 span & frequency		n/a	Eliminate entire line
21A	Landmark-Bren Mar Park-Pentagon		n/a	Partially replace route 21A service with new route 21C between Stevenson & Walker and Reynolds & Duke, then operate via route 8Z alignment between Duke & Pickett and Pentagon Sta.		n/a	Maintain no service
21D			n/a			n/a	
22A	Barcroft-South Fairlington			Maintain FY21 span & frequency / Extend route 22F from Beauregard & Filmore to Skyline City via route 28G alignment until ridership warrants restoration of route 28G			Eliminate entire line
22C			n/a			n/a	
22F			n/a			n/a	
23A	McLean-Crystal City			Restore weekday service on routes 23B and 23T. / Maintain FY21 span & frequency and Saturdays and Sundays. / Add service until 2 am 7 days-a-week on route 23B			Eliminate entire line, route 23A and 23B trips replaced with modified route 10B trips. Service is eliminated between Tysons Corner and Ballston, between Shirlington and Mt. Vernon Ave. & Russell Rd. and between Mt. Vernon Ave. & South Glebe Rd. and Crystal City Sta.
23B							
23T							
25B	Landmark-Ballston			Modify route to operate between Ballston & Southern Towers only, 28A and 7A realignments replace some service south of Southern Towers (Alex Vision Plan Recommendations)			Eliminate entire line
26A	Annandale-East Falls Church		n/a	Restore service		n/a	Maintain no service
28A	Leesburg Pike			Modify route east of INOVA Alexandria Hospital to operate via Howard, Jordan and Duke Sts. To King St. Sta. Also modify route between Seven Corners and Broad & Washington Sts. To operate via Wilson, Roosevelt, Sycamore and Washington. Service is eliminated between Alexandria Hospital and King St. Station on King St. as well as on East Broad St. between Seven Corners and Washington St. / Add service until 2 am 7 days-a-week			Modify route east of INOVA Alexandria Hospital to operate via Howard, Jordan and Duke Sts. To King St. Sta. Also modify route between Seven Corners and Broad & Washington Sts. To operate via Wilson, Roosevelt, Sycamore and Washington. Service is eliminated between Alexandria Hospital and King St. Station on King St. as well as on East Broad St. between Seven Corners and Washington St.

Rte	Line Name	Revised Proposal for 1st half FY22			Revised Proposal for 2nd half FY22		
		Weekday Status	Sat/Sun Status	Description	Weekday Status	Sat/Sun Status	Description
28F	Skyline City		n/a	Restore route 28F service / Continue suspension on route 28G until ridership warrants restoration (route 22F is extended to Skyline City to partially replace route 28G)		n/a	Maintain no service
28G			n/a			n/a	
29C	Annandale		n/a	Continue suspension until crowding on adjacent services warrants restoration		n/a	Eliminate entire line.
29G			n/a			n/a	
29K	Alexandria-Fairfax			Maintain FY21 span & frequency			Maintain FY21 span & frequency
29N							
29W	Braeburn Dr-Pentagon Express		n/a	Maintain no service, Fairfax Connector proposing replacement service		n/a	Maintain no service, Fairfax Connector proposing replacement service
38B	Ballston-Farragut Square			Maintain FY21 span & frequency, add service until 2 am 7 days-a-week			Eliminate entire line.
MW1	Metroway - Potomac Yard			Maintain FY21 span & freq. weekdays, 30 min. freq. Sat. & Sun.			Eliminate entire line
NH2	National Harbor-Alexandria			Maintain FY21 span & frequency on weekdays, restore Saturday & Sunday service			Eliminate entire line
REX	Richmond Highway Express			Maintain FY21 span & frequency			Eliminate entire line

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Appendix J - Glossary of Terms

Accounting Basis	The accounting principles and methods appropriate for a government enterprise fund. Financial statements are prepared on the accrual basis of accounting under which revenues and expenses are recognized when earned or incurred.
Accrual Basis	Basis of Accounting where revenues are recognized when they are measurable and earned. Expenses are recorded when incurred.
Approved Budget	The revenue and expenditure plan approved by the WMATA Board of Directors for a specific one year period starting on July 1.
Assets	Property owned by Metro which has monetary value with a future benefit.
Balanced Budget	Refers to a budget where estimated revenues are equal to or greater than estimated expenses.
Board of Directors	The Board of Directors is a 16-member body composed of eight voting and eight alternate members responsible for corporate governance of WMATA.
Bond	A written promise to pay a specified sum of money (face value) at a specified future date and the proposed means of financing them.
Bond Proceeds	Refers to additional local capital funds raised, when necessary, by issuance of revenue bonds in the municipal markets.
Budget	Refers to a financial operation embodying an estimate of revenues and expenditures for a fiscal period of 12 months or longer. This can be an operating or capital budget.
Budget Calendar	Refers to a schedule of key dates for specific milestones in the preparation and approval of a budget.
Budget Document	Refers to the official written statement and the supporting numbers prepared by the Financial staff for presentation for approval by the Board.
Budget Message	Refers to the general discussion of the budget document presented in writing as an overview, usually by the head of the organization
Bus Shelter	A shelter for riders to wait for the bus, a canopy area with or without bench seating. In addition, the shelter includes a display case with bus information for Metrobus riders and is equipped with a trash receptacle.

Bus Stop	Refers to a stop indicated by a sign for riders to wait for the bus.
Capital Assets	Assets of a material value and having a useful life of more than one year. Also called fixed assets.
Capital Budget	The portion of the budget that provides for the funding of improvements, projects and major equipment purchases.
Capital Improvement Program	The six-year plan of capital projects to be completed by Metro.
Cash Basis	Basis of Accounting whereby revenue and expense are recorded on the books of account when received and paid, respectively, without regard to the period to which they are incurred.
Compact	Refers to interstate compact creating WMATA; this is a special type of contract or agreement between the three jurisdictions within which the organization operates.
Contingency Funds	Operating and capital funds reserved for unexpected expenditures during the fiscal year which were not addressed in the annual budget.
Coronavirus (Also see Covid-19)	Refers to a family (Coronaviridae) of large single-stranded RNA viruses that have a lipid envelope studded with club-shaped spike proteins, infect birds and many mammals including humans, and include the causative agents of MERS, SARS, and Covid-19; also, an illness caused by a coronavirus.
Coronavirus Aid, Relief, and Economic Security Act	A law which provided an economic relief package of over \$2 trillion in 2020 to American people as protection against the public health and economic impacts of Covid-19.
Coronavirus Response and Relief Supplemental Appropriations Act of 2021	A law which provided supplemental appropriations for Covid-19 relief which included \$14 billion allocated to support the transit industry.
Cost Allocation	Refers to a process by which indirect or common costs are distributed to multiple cost objects (a job, task, or business unit) based on a prescribed basis or methodology. For example, overhead costs such as IT support are allocated to the transportation modes on a percentage basis.
Covid-19 (Also see Coronavirus)	First identified in Wuhan, China in December 2019, Covid-19 refers to a mild to severe respiratory illness caused by a coronavirus (Severe acute respiratory syndrome coronavirus 2 of the genus Betacoronavirus), is transmitted chiefly by contact with infectious material (such as respiratory droplets) or with objects or surfaces contaminated by the causative virus, and is characterized especially by fever, cough, and shortness of breath and may progress to pneumonia and respiratory failure.

DC Circulator	Refers to a bus route funded by the DC Government with support from Metro to take persons to Washington, DC's premier cultural, shopping, dining, and business destinations.
Deadhead	Refers to non-revenue time when a bus or train is not carrying revenue passengers, usually a trip from, to, or between lines, yards or garages. Usually this refers to bus or rail travel to or from the garage or yard to a terminus or station where revenue service begins or ends.
Deficit	Refers to an excess of Liabilities over Assets or Expenses over Revenue.
Department	A major organizational unit that has overall responsibility for an operation or a group of operations within a functional area.
Development and Evaluation	An initial investment into the planning, development and evaluation of potential or proposed capital projects to determine whether a project is viable and should be pursued.
Division	Refers to a garage and yard facility where buses are stored, maintained, and dispatched into service.
Fairfax Connector	The bus system that runs seven days a week with service throughout Fairfax County, Virginia and to Metrorail stations on the Orange, Blue and Yellow lines, including the Pentagon.
Fare box recovery ratio	Refers to the ratio of passenger fares (including inter-agency agreements related to fares) to total operating costs.
Farecard	Refers to a paper pass used to ride Metrorail or Metrobus. Paper farecards are no longer accepted, by bus or at rail faregates (as of March 2016).
Four-point Securement System	Refers to an onboard securement system for wheelchairs, three-wheel and four-wheel scooters. The system incorporates four seatbelt type straps that attach to the frame of a mobility device as a way to keep it from moving or rolling while on the bus.
Head Sign	Refers to the sign above the front windshield of a bus describing the line number or letter, its line name, and destination.
Headway (Frequency)	Refers to time intervals between vehicles moving in the same direction on a particular route. Headway can change on a line during the day as rider demand changes.
Kiss and Ride	Refers to an area within a station where commuters are driven by private car and dropped off to board Metrobus or Metrorail.

Kneeling Bus (Also see Passenger Lift)	Refers to a feature on buses that lowers the floor to the curb or to near- curb level to make it easier for passengers to board, especially for seniors and persons with disabilities.
Layover Time (Also known as Spot Time)	Refers to time built into a schedule between arrival and departure for bus drivers to rest; minimum times are set by union contract. Layovers normally occur at each end of a route to allow for a driver's break and schedule recovery, but they may be scheduled at other points to allow for timed transfer connections.
Liability	A debt or legal obligation arising from transactions in the past which must be liquidated, renewed or refunded at a future date.
Maryland.Round Trip (Also known as a Cycle)	Refers to one inbound, plus one outbound trip (unless a loop route), equals one round trip or cycle.
Modified Accrual Basis	An accounting method that combines accrual-basis accounting with cash-basis accounting. Modified accrual accounting recognizes revenues when they become available and measurable and, with a few exceptions, recognizes expenditures when liabilities are incurred.
NextBus	Refers to the application that uses satellite technology for Metrobus locations to track the arrival times for bus operators and customers.
Office	An organizational unit that falls under the structure of a department.
Paratransit	Refers to scheduled service for people who cannot use regular fixed- route bus service. MetroAccess uses vans and sedans to provide this service in the Washington Metropolitan area.
Park and Ride	Refers to the parking facility available for riders at Metrorail stations.
Passenger Lift (Also see Kneeling Bus)	A mechanical device, either a lift or ramp, that allows wheelchair or scooter users, as well as other mobility-impaired passengers, to board a bus without climbing the steps.
Peak Service	Refers to weekday a.m. and p.m. service during commute hours that carries a maximum number of passengers. For Metrorail, peak hours are defined as the time between opening and 9:30 AM in the morning, and between 3 PM and 7 PM at night.
Personnel Expenses	Refers to expenditure in the operating budget for salaries and wages paid for services performed by Metro employees as well as fringe benefits costs associated with their employment.

Platform Hours	The total scheduled time a bus spends from pull-out to pull-in at the division. Platform hours are used as a benchmark to calculate the efficiency of service by comparing "pay to platform" hours.
Programmed Reader	A machine that is attached to the fare gate/fare box where magnetic fare media can be read on Metrorail and Metrobus.
Revenue	An increase in fund assets from operational activity such as passenger fares, parking and advertising.
Revenue Bonds	A bond on which debt service is payable solely from a restricted revenue source.
Revenue Hours (Also known as Revenue Service)	Refers to all scheduled time bus/rail spends serving passengers, which can also be defined as platform hours minus deadhead and layover time.
Revenue Passengers	Refers to passengers who enter the system through the payment of a fare.
Revenue trip (Also see Linked/Unlinked Trip)	Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and/or any other means of payment.
Ride-On	Refers to Montgomery County regional bus transit system in
Slinky bus	Refers to a nickname used by passengers for an articulated bus.
SmartStudent Pass	A monthly pass for unlimited travel on Metrobus and Metrorail for students under 19 years of age who live and attend school in the District of Columbia.
SmartTrip®	Refers to a technology built and designed by Cubic Transportation Systems, Inc., a subsidiary of San Diego-based Cubic Corporation to add and deduct value from an electronically encoded card when a rider passes the card near a programmed reader on Metrobus and at fare gates on Metrorail.
Strategic Buses	Refers to spare buses available for service in the event that a bus in route is taken out of service.
Subsidy	Refers to funding received from jurisdictional funding partners in the Washington Metropolitan area consisting of Washington, DC, suburban Maryland (Montgomery County and Prince George's County) and Northern Virginia counties of Arlington and Fairfax and the Cities of Alexandria, Fairfax and Falls Church.
TheBus	Prince George's County, Maryland local bus service.

Transit Advertising	Refers to ads posted on the exterior and interior of buses and rail cars.
Trippler	A short piece of work (usually on a bus, but sometimes on a train) not long enough to qualify as complete run or full day's work. May involve vehicles from one line or route being re-routed to serve another.
Trunk Line	A route operating along a major corridor that carries a large number of passengers and operates at headway frequencies of 15 minutes or less.
Unlinked Passenger Trip	Unlinked passenger trips count each boarding as a separate trip.

Appendix K - Glossary of Acronyms and Abbreviations

A

AAC	Accessibility Advisory Committee
AC	Alternating Current
ADA	Americans with Disabilities Act
AFC	Automatic fare collection
AP	Accounts Payable
APTA	American Public Transportation Association
ART	Arlington Transit
AWP	Annual Work Plan

B

B2G	Back2Good
BOCC	Bus Operations Communication Center

C

CAFR	Comprehensive Annual Financial Report
CARES Act	Coronavirus Aid, Relief, and Economic Security Act
CBA	Collective Bargaining Agreement
CCTV	Closed-Circuit Television
CFA	Capital Funding Agreement
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation and Air Quality
CNF	Capital Needs Forecast; Formerly Capital Needs Inventory (CNI)
CNG	Compressed Natural Gas
COG	(Metropolitan Washington) Council Of Governments
Covid-19	See <i>Covid-19</i> or <i>Coronavirus</i> , Appendix K
CRCS	Comprehensive Radio Communications System
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act of 2021

D

D/B	Design/Build
D/B/B	Design/Bid/Build
DBE	Disadvantaged Business Enterprise
D&E	Development and Evaluation
DPS	Drainage Pumping Station

E

EEO	Equal Employment Opportunity
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F

F/O	Fiber Optic
FTA	Federal Transit Administration

G

GAAP	Generally Accepted Accounting Principles
GFOA	Government Finance Officers Association

H

HCM	Human Capital Management
HEDS	Hybrid Enterprise Document Management System
HEOP	Heavy Equipment Overhaul Program
HVAC	Heating, Ventilation, And Air Conditioning

I

IRP	Infrastructure Renewal Program
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J

JCC	Joint Coordinating Committee
JGB	Jackson Graham Building

K

KMSRA	Keeping Metro Safe, Reliable and Affordable
KPI	Key Performance Indicator

L

M

MAP-21	Moving Ahead for Progress in the 21st Century Act
MDBD	Mean Distance Between Delays
MDBF	Mean Distance Between Failures
METRO	Washington Metropolitan Area Transit Authority
MEAD	Metro Electronic Action Document
MOD	(Contract) Modification
MSRPH	Metrorail Safety Rules Procedures Handbook
MTA	Maryland Transit Administration
MWAA	Metropolitan Washington Airports Authority
MWCOG	Metropolitan Washington Council of Governments

N

NTSB	National Transportation Safety Board
NTD	National Transit Database
NTE	Not to Exceed
NTI	National Transit Institute

O

OCC	Operations Control Center
OTP	On-Time Performance

P

PCO	Pending (or proposed) Change Order
P/I	Policy Instruction

Q

QA	Quality Assurance
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R

RAC	Riders' Advisory Council
RFP	Request for Proposal

S

S&I	Service and Inspection
SBPO	Small Business Programs Office

T

TC	Train Control
TIP	Transportation Improvement Program

U

V

VMI	Vendor Managed Inventory
VRE	Virginia Railway Express

W

WMATA	Washington Metropolitan Area Transit Authority
WMSC	Washington Metrorail Safety Commission

Y

YE	Year End
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Z

How to Contact Metro

By mail or in person:

Washington Metropolitan Area Transit Authority
600 Fifth Street, NW
Washington, DC 20001

To reach Metro headquarters at the Jackson Graham Building, take the Red, Green or Yellow lines to Gallery Pl-Chinatown station. Use the Arena exit. Walk two blocks east on F Street to 5th Street. Or, ride Metrobus routes D6, P6, X2, X9, 42, 70, 79, 74, or 80.

By website:

<http://www.wmata.com>

By telephone:

Administrative Offices

202-962-1234
Administrative offices and general information
Weekdays: 8:00 a.m. to 4:30 p.m.

Customer Relations

202-637-1328
Suggestions, commendations, comments
Weekdays: 8:30 a.m. to 5:00 p.m.

Metro Information

202-637-7000 (TTY 202-962-2033)
Metrobus and rail schedules, fares, parking,
Bike 'N Ride program, and more
Weekdays: 8:00 a.m. to 6:30 p.m.

MetroAccess

301-562-5360 (TTY 301-588-7535) or
toll free at 800-523-7009
MetroAccess Paratransit Service

Transit Police

202-962-2121
Text Message 696873 (MyMTPD)