

Success Factors Scorecard

January 2026

CUSTOMER FOCUSED OPERATIONS	Score Frequency (Monthly, Annually)	Dec 2025	Quarter (Oct, Nov, Dec)	FY25
On-Time Performance (%)	M			
Bus On-Time Performance		72.1	68.24	67.5
Ferry On-Time Performance		99.5	98.1	99.1
Light Rail On-Time Performance		98.8	94.31	98.6
Paratransit On-Time Performance		93.0	92.9	92.5
Missed Trips (% , Bus time points)	M	3.4	3.1	0.9
Adherence to Fleet Preventive Maintenance Schedule (%)	M	94	94	94
Ridership by Mode	M			
Bus Ridership		593,756	1,903,693	8,681,354
Ferry Ridership		7,954	37,322	222,353
Light Rail Ridership		52,066	181,279	835,762
Paratransit Ridership		35,760	70,612	421,868
Customer Complaints per 100,000 Passenger Boardings	M	75	78.3	68
Customer Satisfaction Score (Bus)	A			3.78
Marketing Impressions (million)	M	14.8	26.1	143.7

REGIONAL IMPACT	Score Frequency (Monthly, Annually)	Dec 2025	Quarter (Oct, Nov, Dec)	FY25
Population Within ¼ Mile of Bus Stops	A			586,859
Low-Income Community Population Within ¼ Mile of Bus Stops	A			139,685
Jobs Within ¼ Mile of Bus Stops	A			300,275
Number of Corporate Partnerships	A			256
Number of Access Opportunities to Educational Institutions	A			26

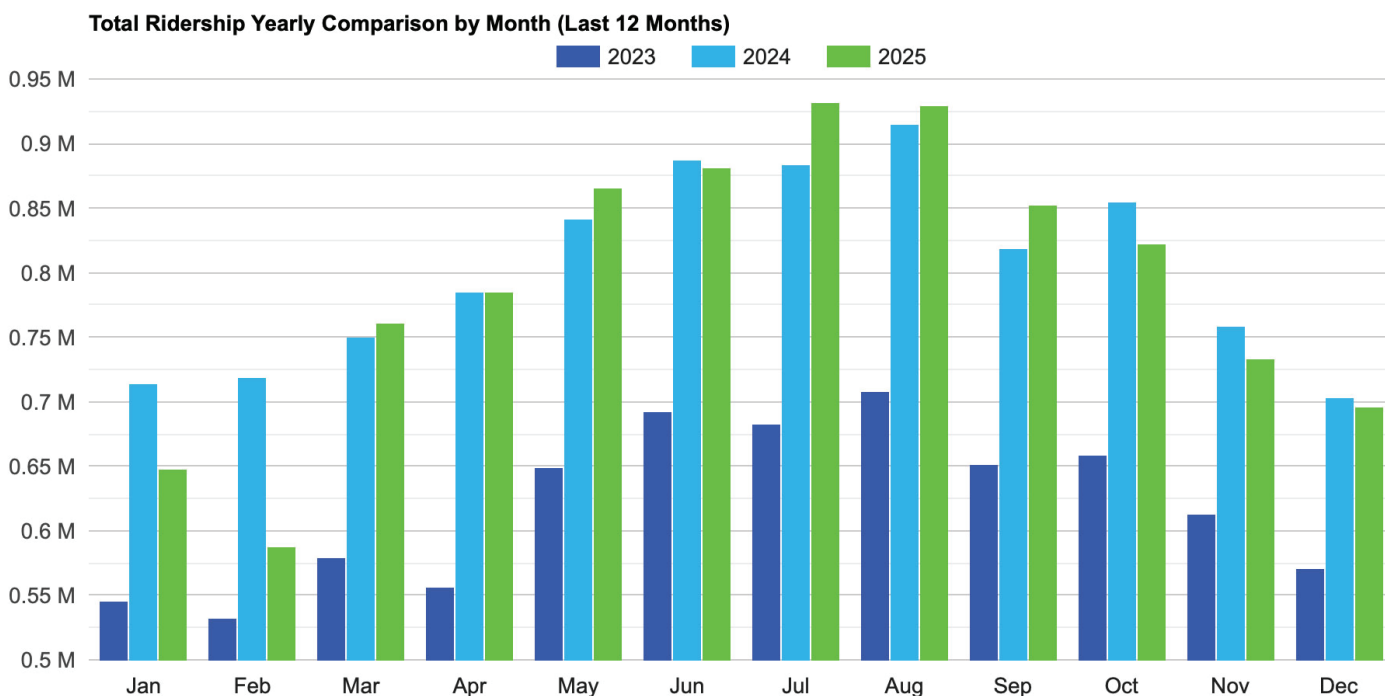
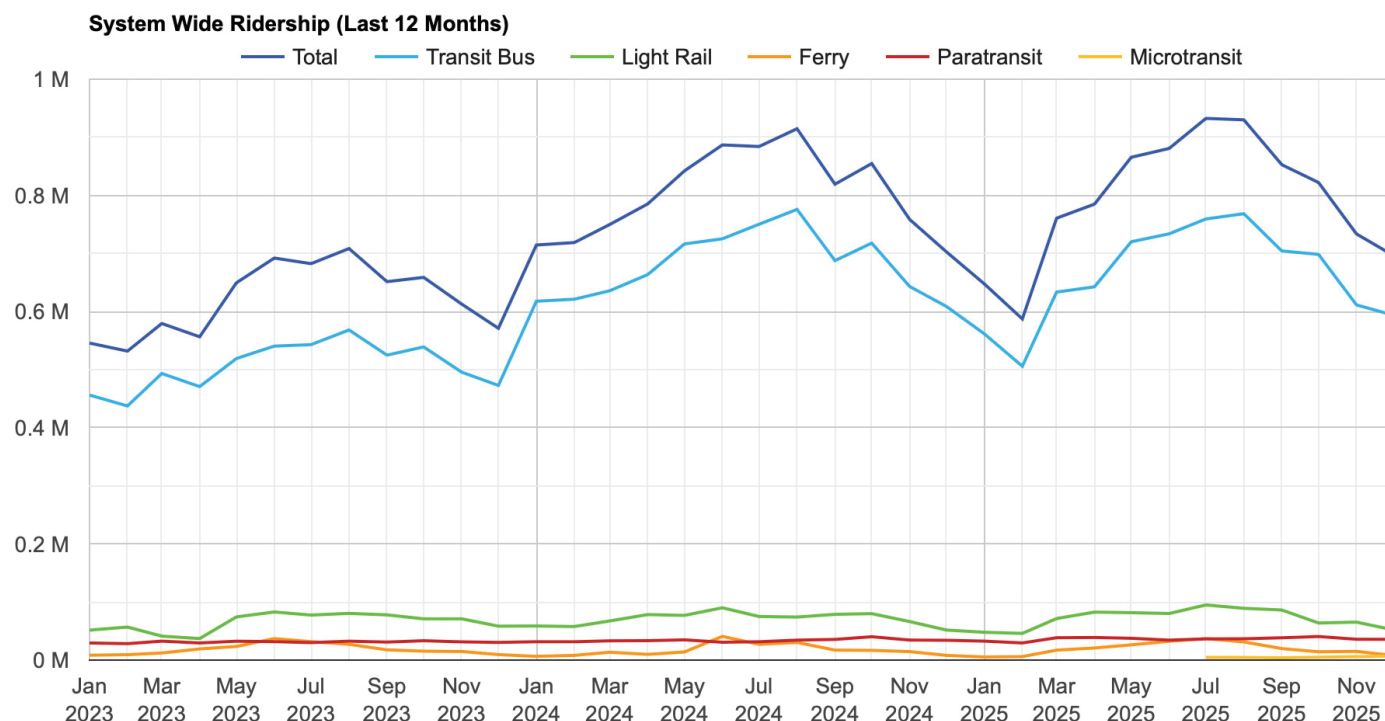
ORGANIZATIONAL PERFORMANCE	Score Frequency (Monthly, Annually)	Dec 2025	Quarter (Oct, Nov, Dec)	FY25
Preventable Accidents per 100,000 Vehicle Revenue Miles	M	2.76	2.70	3.06
Actual O&M Costs vs. Budgeted, (under) or over (%)	A			4
Passenger and Parking Facilities Condition Rating (% rated 3 or above)	A			100%
Mean Distance Between Service Interruptions (Miles, Bus)	M	10,461	10,636	5,342
Administrative and Maintenance Facilities Condition Rating (% rated 3 or above)	A			82%
Agency Generated Revenue (\$ million)	M	645.4	2,145.7	10.0
Cost per Vehicle Revenue Hour (\$, Bus)	A			117.64

WORKFORCE SUCCESS	Score Frequency (Monthly, Annually)	Dec 2025	Quarter (Oct, Nov, Dec)	FY25
Retention Rate (%)	M	98.6	94.8	81.4
Percentage of Promotions	A			40
Completed Administrative Training	A			3,918
Completed Safety Training	A			2,241

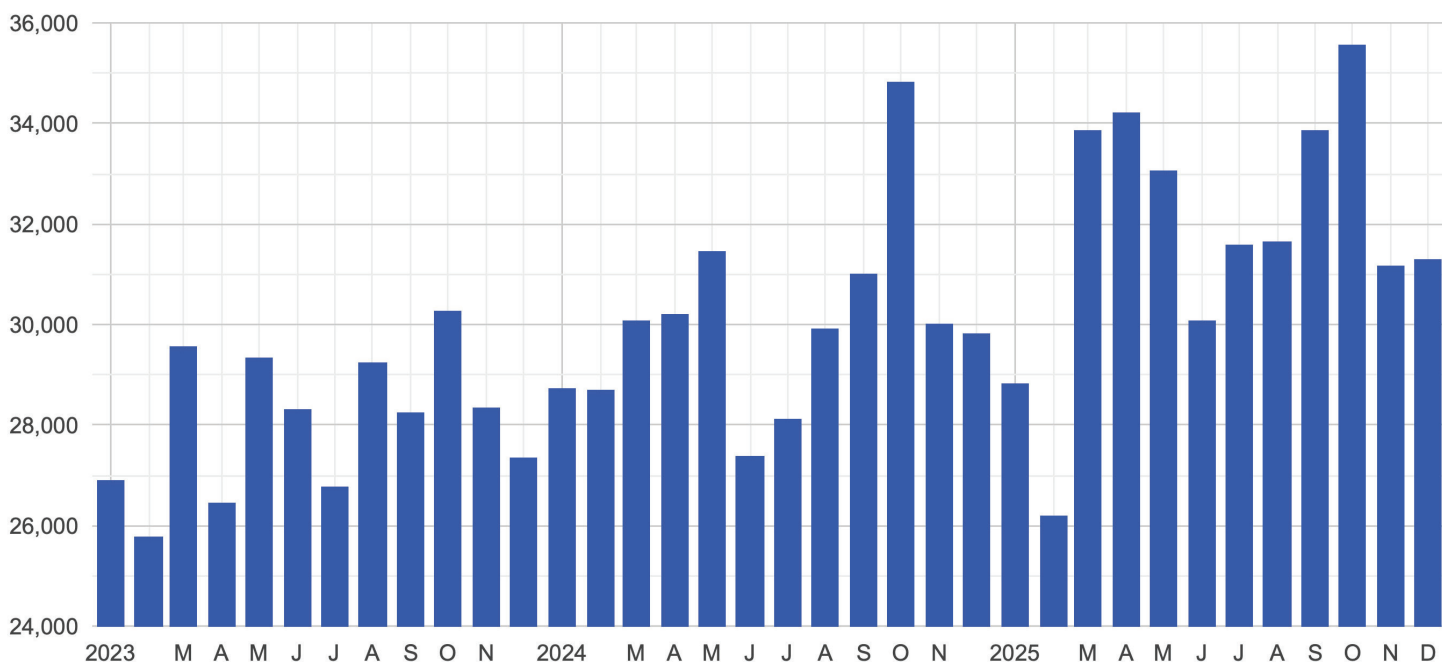
Success Factors Descriptions

Bus On-Time Performance (%)	Vehicle departs 0 minutes early or arrives ≤ 5 minutes of scheduled time; average percentage for all scheduled service.
Ferry On-Time Performance (%)	Vehicle departs 0 minutes early or arrives ≤ 5 minutes of scheduled time; average percentage for all scheduled service.
Light Rail On-Time Performance (%)	Vehicle departs 0 minutes early or arrives ≤ 5 minutes of scheduled time; average percentage for all scheduled service.
Paratransit On-Time Performance (%)	Vehicle arrives within scheduled 30-minute pick up window; average percentage for all scheduled service.
Missed Trips (% , Bus time points)	As a percentage term, the number of trips not completed as a fraction of the total scheduled time points for all bus trips.
Adherence to Fleet Preventive Maintenance Schedule (%)	The percent of total preventive maintenance inspections completed within the scheduled timeframe.
Ridership by Mode	Total number of times passengers board vehicles during revenue service. Also known as Unlinked Passenger Trips.
Customer Complaints per 100,000 Passenger Boardings	Total number of complaints per 100,000 Passenger Boardings (Unlinked Passenger Trips). Service Complaints are divided by Passenger Boardings (all modes), multiplied by 100,000.
Customer Satisfaction Score (Bus)	Average score for all items from annual customer survey, on scale of 1 to 5.
Marketing Impressions (million)	Total reach (contacts with people) of traditional and non-traditional marketing through paid and in-kind promotions.
Population Within ¼ Mile of Bus Stops	Total number of people who live within a 5-minute walk of a bus stop, based on the American Community Survey.
Low-Income Community Population Within ¼ Mile of Bus Stops	Low-income population within a 5-minute walk of a bus stop, based on the American Community Survey.
Jobs Within ¼ Mile of Bus Stops	Total number of jobs within a 5-minute walk of a bus stop, based on the Longitudinal Employer-Household Dynamics Survey, adjusted by underlying block groups to include Naval Station Norfolk and Newport News Shipbuilding.
Number of Corporate Partnerships	Total contracted partners in special programs, including GoPass365, advertising, and Elizabeth River Crossings.
Number of Access Opportunities to Educational Institutions	Total number of higher education and technical trade schools within a 5-minute walk of a bus stop, based on Homeland Infrastructure Foundation-Level Data.
Preventable Accidents per 100,000 Vehicle Revenue Miles	Total number of Preventable Accidents divided by the actual total vehicle mileage of revenue bus service, multiplied by 100,000.
Actual O&M Costs vs. Budgeted, (under) or over (%)	As a percentage term, this number expresses the difference between annual budget and total actual costs for Operating and Maintenance for the fiscal year. A negative number would be in parentheses and indicate being under budget.
Passenger and Parking Facilities Condition Rating (% rated 3 or above)	The percentage of 34 facilities with condition ratings of 3 or better based on FTA's criteria and 5-point scale.
Mean Distance Between Service Interruption (Miles, Bus)	The average distance in miles between a vehicle change, for a service call on buses in revenue service.
Administrative and Maintenance Facilities Condition Rating (% rated 3 or above)	The percentage of 10 facilities with condition ratings of 3 or better based on FTA's criteria and 5-point scale.
Agency Generated Revenue (\$ million)	Income gained from passenger fares, advertising sales, contracts, and other revenue, which reflect not relying on public subsidy.
Cost per Vehicle Revenue Hour (\$, Bus)	System-wide average total cost for an hour of bus service.
Retention Rate (%)	Percent of total administrative employees remaining in position over time.
Percentage of Promotions	Percentage of total administrative job openings filled by promotions.
Overall Workforce Diversity (%)	Percentage of total workforce; Gender and Race.
Completed Administrative Trainings	Total number of trainings completed other than safety training.
Completed Safety Trainings	Total number of safety trainings completed.

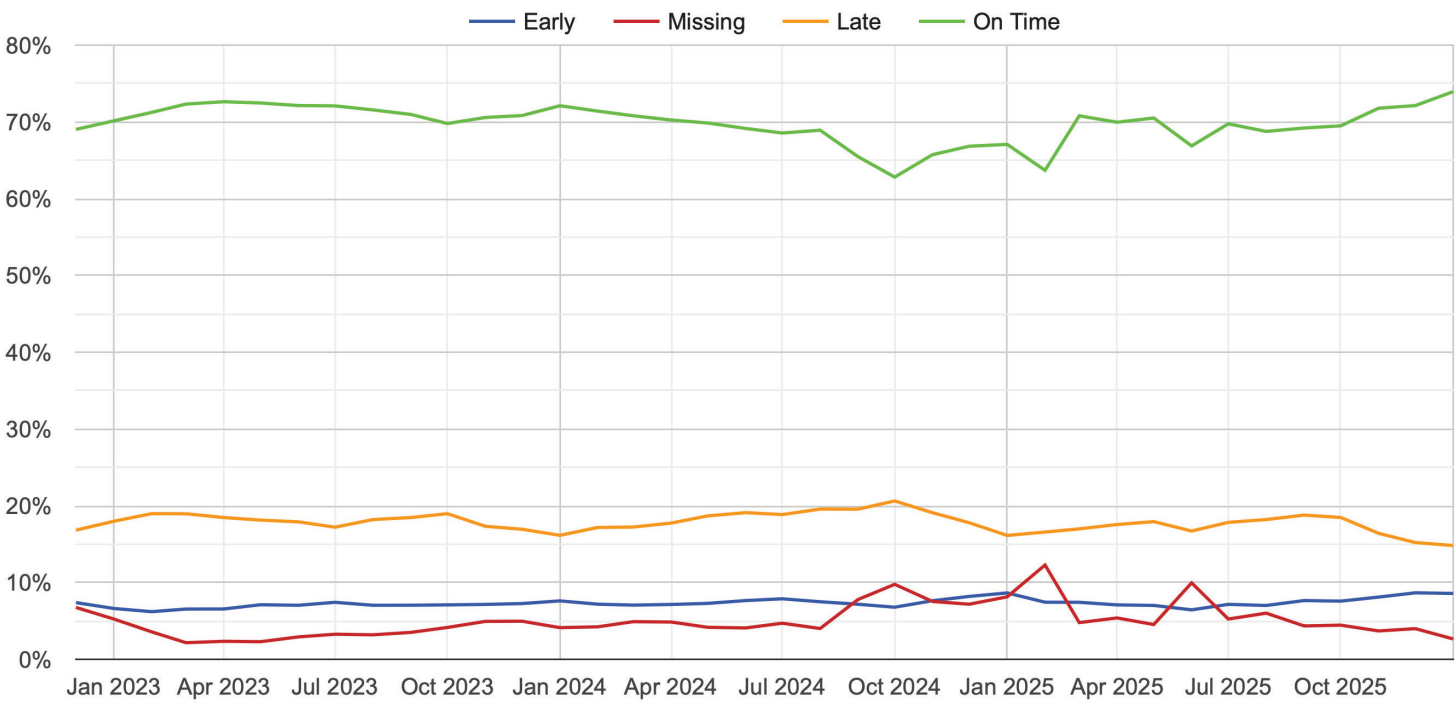
Ridership - All Modes



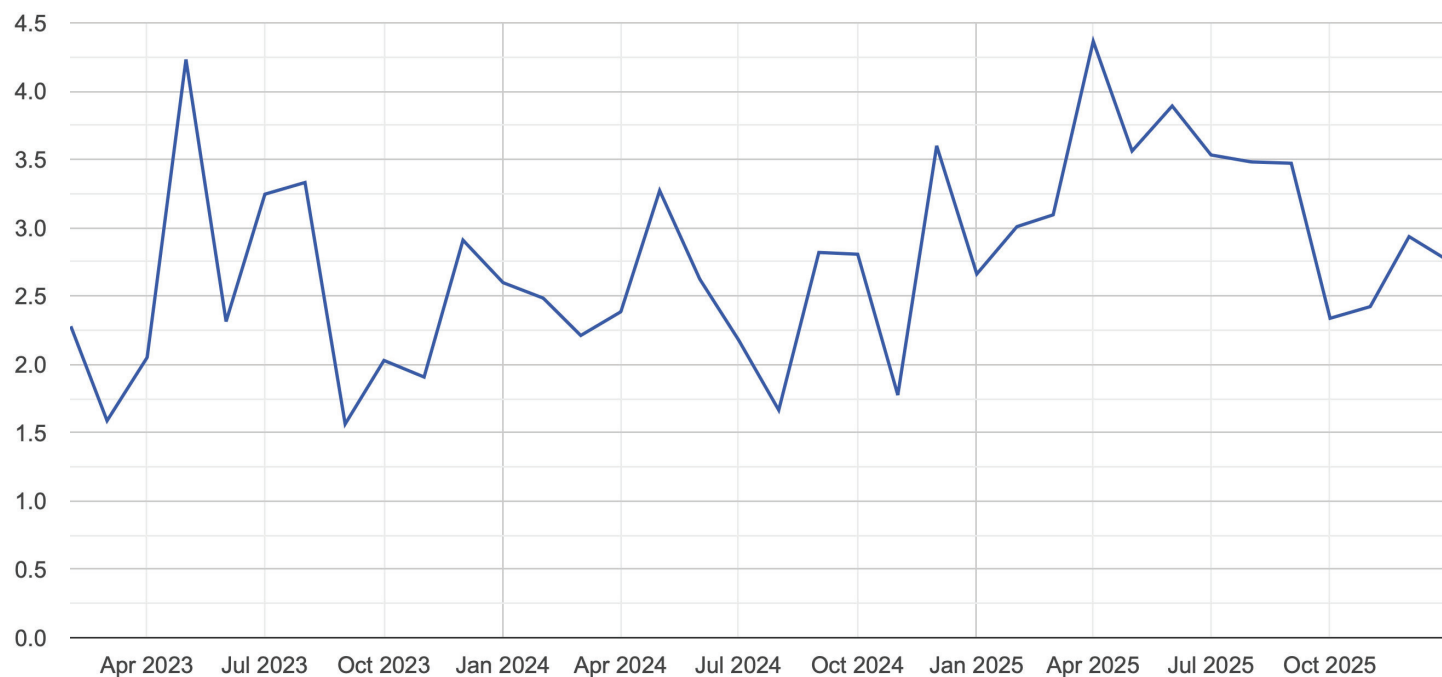
Paratransit Total Trips



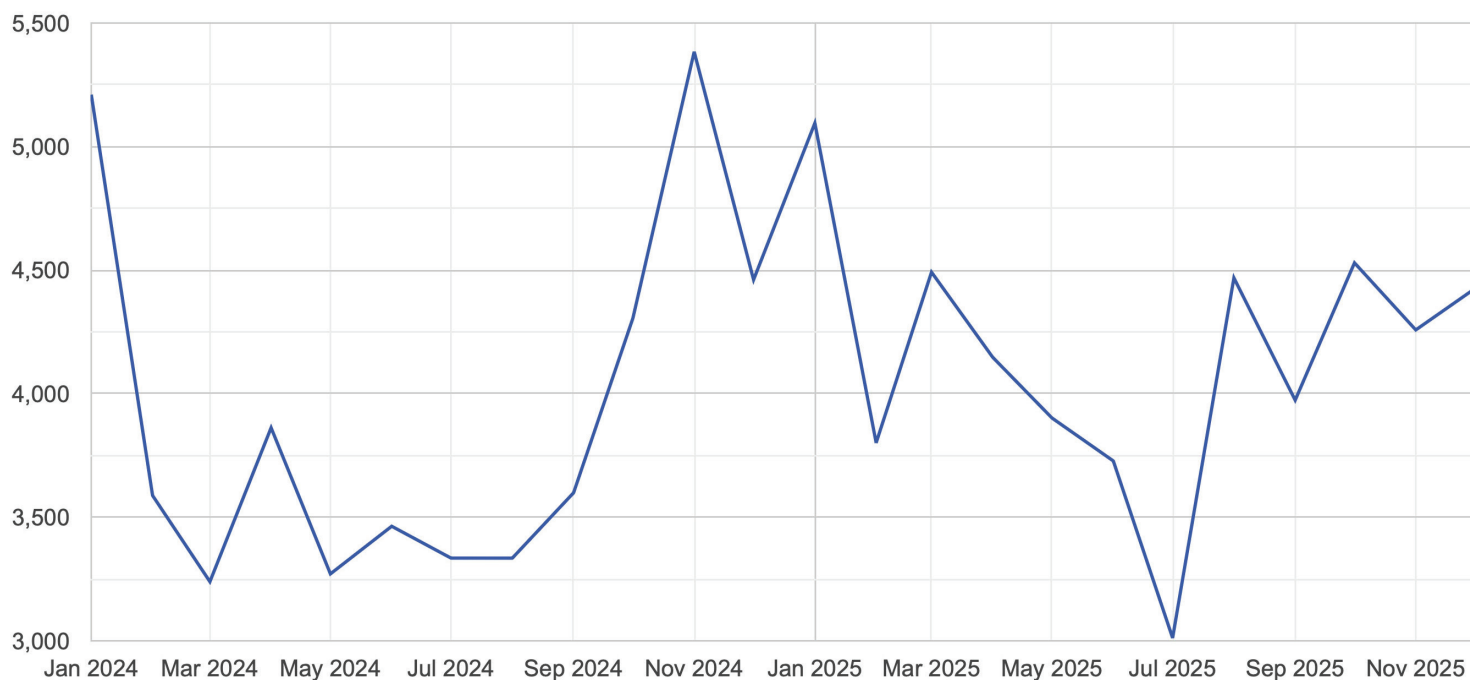
Bus On-Time Performance (%)



Preventable Accidents per 100,000 Vehicle Revenue Miles



Mean Distance Between Service Interruptions (Miles, Bus)



Customer Complaints per 100,000 Passenger Boardings

