In February 2023, the Metra Board of Directors adopted *My Metra, Our Future*, the next five-year strategic plan for the agency. This plan builds upon Metra’s first-ever strategic plan, *On Track to Excellence*, sets strategic goals and objectives that address longstanding challenges for the agency and the new obstacles brought on by the COVID-19 pandemic, and will guide Metra’s decision-making over the 2023-2027 time period. The five strategic goals are presented below, and measures of success throughout this report track our progress toward implementation of the plan. The full plan is available at Metra.com/strategic-plan. This report is a companion to it.

**Enhance service to grow ridership and provide mobility choices**

**Ensure the Metra experience is safe, easy, and enjoyable for all customers**

**Attract a diverse workforce and invest in our employees**

**Innovate to become more efficient and effective**

**Be a socially responsible organization committed to equity and sustainability**
ENHANCE SERVICE TO GROW RIDERSHIP & PROVIDE MOBILITY CHOICES
The COVID-19 pandemic brought on new ridership patterns and changing rider behavior. Metra is committed to responding to evolving travel needs by moving toward a regional rail service model. It is our goal to introduce new schedules, explore new service opportunities, and simplify our fare structure to grow ridership and make Metra a mobility choice for all trip types throughout northeastern Illinois.

A. Grow Ridership
Pre-COVID, Metra provided about 281,000 rides each weekday and over 70 million passenger trips annually. Between 2023-2027, Metra will work to build our ridership and attract new customers to our system.

1. Systemwide Estimated Passenger Trips (millions)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2a. Avg Weekday Ridership, Peak Direction

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>86,780</td>
<td>98,911</td>
<td>104,422</td>
<td>101,486</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2b. Weekday Ridership (% of 2019 Levels)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>82.7%</td>
<td>107.4%</td>
<td>98.5%</td>
<td>102.8%</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3a. Avg Weekday Ridership, Off-Peak

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>22,073</td>
<td>30,695</td>
<td>35,398</td>
<td>34,064</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3b. Avg Weekday Ridership, Peak-Reverse Direction

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>8,989</td>
<td>11,873</td>
<td>12,566</td>
<td>12,849</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

3c. Avg Weekend Ridership

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>61,690</td>
<td>82,459</td>
<td>99,452</td>
<td>84,348</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

3d. Weekend Ridership (% of 2019 Levels)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>73%</td>
<td>92%</td>
<td>77%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. Implement New Schedules
In order to enhance our service, Metra will continue to modify schedules guided by our service principles.

1. Service Restoration Rate*

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>82.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td>107.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td>98.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td>102.8%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* % of trains operated compared to 2019

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ENHANCE SERVICE TO GROW RIDERSHIP & PROVIDE MOBILITY CHOICES, continued

C. Emphasize Equity
Where feasible, meeting the transportation needs of the region’s transit dependent, minority, and low-income residents will be a priority for Metra over the next five years.

1. Minority Stations Meeting Vehicle Headway Standard*

2. Non-Minority Stations Meeting Vehicle Headway Standard*

*D Vehicle Headway Standards dictate the minimum number of revenue stops per station in each direction by service period based on the rail line’s service level (full/medium/limited). Vehicle Headway Standards and Minority Stations are defined by Metra’s Title VI Program.

D. New Service Opportunities

Efforts to analyze new destinations that Metra could serve through infill stations, line connections, and new partnerships.

1A. Route Restoration Study (RRS) Progress

1B. Systemwide Network Plan (SNP) Progress

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ENSURE THE METRA EXPERIENCE IS SAFE, EASY, & ENJOYABLE FOR ALL CUSTOMERS

To remain a competitive transportation option and attract new customers, Metra must ensure that our service is as safe as possible, easy and intuitive to use, and enjoyable for everyone.

E. Maintain Safety of Metra Employees and Passengers

Metra Police will implement programs to improve safety and security for our customers and employees.

1. Total Employee Injuries
2. Total Passenger Injuries*†
3. Grade Crossing Enforcement Details
4. Police Officer Train Rides
5. Police Officer Station Checks
6. Train - Vehicle Incidents

F. Operate Service to Meet Schedule Expectations

Reliability is one of the top reasons why people choose and value Metra.

1. Number of Months Meeting OTP
2. # Trains Delayed by Mechanical Failure
3. # Trains Delayed by Freight Interference

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ENSURE THE METRA EXPERIENCE IS SAFE, EASY, & ENJOYABLE FOR ALL CUSTOMERS, continued

F. Operate Service to Meet Schedule Expectations, Continued

4. # Trains Delayed by Switch / Signals

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>143</td>
<td>367</td>
<td>321</td>
<td>361</td>
</tr>
</tbody>
</table>

Source: Transportation Planning

5. # Trains Delayed by PTC

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>147</td>
<td>183</td>
<td>165</td>
<td>109</td>
</tr>
</tbody>
</table>

Source: Transportation Planning

6. # Trains Delayed by ROW Incidents

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>144</td>
<td>243</td>
<td>171</td>
<td>122</td>
</tr>
</tbody>
</table>

Source: Transportation Planning

G. Improve Customer Communication

Being responsive to the comments, concerns, & suggestions from our riders is key to providing the safest, most efficient, & reliable service to our customers.

1. Comments Received by Passenger Services*

<table>
<thead>
<tr>
<th></th>
<th>Q1 YTD</th>
<th>Q2 YTD</th>
<th>Q3 YTD</th>
<th>Q4 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>3,600</td>
<td>5,592</td>
<td>7,267</td>
<td>13,846</td>
</tr>
</tbody>
</table>

Source: TRACC

*Starting Q2 2020 data is an estimate due to work from home.

2. Share of Survey Respondents Satisfied with Metra*

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>70%</td>
<td>65%</td>
<td>75%</td>
<td>69%</td>
<td></td>
</tr>
</tbody>
</table>

*Data is from on-board QR code survey launched in July 2021.

Source: LKH&S

3. Percent of PSA Lines Equipped with ACORN*

- UP-N: 100%
- UP-NW: 100%
- BNSF: 100%
- UP-W: 100%

*ACORN -- Automated Communication On-Board Reporting Network

Source: IT

H. Rehabilitate Stations and Facilities

Metra is working to upgrade stations, facilities, and rolling stock to improve user experience and attract riders.

1. % Stations ADA Accessible*

- Accessible: 76%
- Not Accessible: 24%

* KPI measured annually, data as of 1/1/202

Source: Capital Project Delivery

2. Total Amount Spent on Station and Facility Construction ($ millions)

<table>
<thead>
<tr>
<th></th>
<th>Q1 YTD</th>
<th>Q2 YTD</th>
<th>Q3 YTD</th>
<th>Q4 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>6.2</td>
<td>9.1</td>
<td>16.6</td>
<td>22.0</td>
</tr>
</tbody>
</table>

Source: Capital Project Delivery

3. Station Beautifications Completed

<table>
<thead>
<tr>
<th></th>
<th>Q1 YTD</th>
<th>Q2 YTD</th>
<th>Q3 YTD</th>
<th>Q4 YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>2</td>
<td>56</td>
<td>94</td>
<td>59</td>
</tr>
</tbody>
</table>

Source: Capital Project Delivery

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ENSURE THE METRA EXPERIENCE IS SAFE, EASY, & ENJOYABLE FOR ALL OUR CUSTOMERS, continued

I. Improve the Onboard Experience
New rail cars will improve the ride, comfort, on-time performance, and amenities for our passengers.

1. New Rail Cars Delivered

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023 Q1</td>
<td>0</td>
</tr>
<tr>
<td>2023 Q2</td>
<td>0</td>
</tr>
<tr>
<td>2023 Q3</td>
<td>0</td>
</tr>
<tr>
<td>2023 Q4</td>
<td>0</td>
</tr>
</tbody>
</table>

**Source:** Mechanical

New rail car delivery is anticipated to initiate in Q2 2025.
ATTRACTION A DIVERSE WORKFORCE AND INVEST IN OUR EMPLOYEES

The future of Metra relies on our ability to attract a diverse, skilled workforce, and on the investment in our employees as they continually develop their skills.

J. Advance DEI Initiatives in Hiring

Metra will continue to implement our Equal Opportunity Employer Plan and its affirmative action components.

1. Align Workforce Diversity with Available Labor Force (Gender)

   Metra Actual Q4 2023: 20%
   New Hires Q4 2023: 23%
   Labor Market (Weighted): 32%

2. Align Workforce Diversity with Available Labor Force Q4 2023 (Race)*

   Labor Market (Weighted):
   - White: 53%
   - Black: 13%
   - Hispanic: 27%
   - Asian: 2%
   Metra New Hires:
   - White: 28%
   - Black: 41%
   - Hispanic: 25%
   - Asian: 3%
   Total Metra Workforce:
   - White: 37%
   - Black: 33%
   - Hispanic: 26%
   - Asian: 1%
   - All Other: 3%

   *Labor market defined by the Chicago six-county region. Availability weighted by job category prevalence as a share of Metra’s workforce. All Other includes American Indian, Alaskan Native, Native Hawaiian, Pacific Islanders, and those having two or more races.

3. % Job Applications from Underrepresented Gender (Females) in Q4 2023

   Applicants by Gender:
   - Underrepresented: 1%
   - Represented: 55%
   - Undeclared: 43%

4. # Recruitment Events (2023 YTD)

   Q1: 2
   Q2: 4
   Q3: 9
   Q4: 11

K. Foster a Collaborative and Inclusive Work Environment

Metra will track progress of the implementation of our DEI Program.

1. # Employees Participating in DEI Training

   Q4: 227
   Q3: 342
   Q2: 775
   Q1: 669

2. Turnover Rate

   Q1: 2%
   Q2: 4%
   Q3: 2%
   Q4: 2%

3. Average Number of Years Employed

   Q1: 11.5
   Q2: 11
   Q3: 10.6
   Q4: 10.1

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K. Foster a Collaborative and Inclusive Work Environment, Continued

4. Median Number of Years Employed

![Bar chart showing the median number of years employed from 2019 to 2023, with data for each quarter. Source: Human Resources.]

L. Encourage Participation in Voluntary Development Programs

Increasing participation in professional development programs builds our workforce’s capacity.

1. Total Number of Non-Contract Employees Attending Internal Courses

![Line chart showing the total number of non-contract employees attending internal courses from 2019 to 2023, with data for each quarter. Source: Human Resources.]

2. Number of Employee Development Courses Offered (2023)

![Bar chart showing the number of employee development courses offered in 2023, with data for each quarter. Source: Human Resources.]

3. Number of Metra Employees Receiving Tuition Reimbursement (2023)

![Bar chart showing the number of Metra employees receiving tuition reimbursement in 2023, with data for each quarter. Source: Human Resources.]

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INNOVATE TO BECOME MORE EFFICIENT AND EFFECTIVE

Metra will deploy innovative tools and adopt new, data-driven practices to leverage funding sources and improve our system efficiently and effectively.

M. Pursue Alternative Funding Sources
Metra will continue to seek funds from new and current funding partners.

1. Value of Grants Awarded ($Millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>$57</td>
<td>$2</td>
<td>$32</td>
<td>$88</td>
<td>$290</td>
</tr>
</tbody>
</table>

Source: Program Development and Grant Pursuits

N. Capital Projects
Metra’s new Capital Delivery Office will improve project implementation

1. # Active Capital Construction Projects

<table>
<thead>
<tr>
<th>Year</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>6,395</td>
<td>6,971</td>
<td>8,217</td>
<td>9,646</td>
<td>19</td>
</tr>
</tbody>
</table>

Source: Capital Program Delivery

O. Integrate Fares with CTA and Pace
Improve regional connectivity by facilitating mode transfers.

1. % Stations with TVMs Installed

- Yes: 89%
- No: 11%

Source: IT

P. Keep IT Infrastructure Safe
Metra will implement our cybersecurity strategy.

1. % of Critical Tactical Vulnerabilities Addressed in Agreed Upon Time Frame in Q4 2023

- Addressed: 67%
- Not Addressed: 33%

Source: IT

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INNOVATE TO BECOME MORE EFFICIENT AND EFFECTIVE, continued

Q. Optimize Capital Assets
Prioritize replacement of capital assets in accordance with our Transit Asset Management (TAM) plan

1. Average Age of Cars (Years)

2. Average Number of Years Since Rehabilitation for Cars

3. Average Age of Locomotives (Years)

4. Average Number of Years Since Rehab for Locomotives

5. % Equipment Beyond Useful Life*

6. % Rolling Stock Beyond Useful Life*

7. % Facilities with Conditions Rated Less than 3.0 on TERM Scale*

8. % Track with Speed Restrictions*

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BE A SOCIALLY RESPONSIBLE ORGANIZATION COMMITTED TO EQUITY AND SUSTAINABILITY

Metra seeks to implement policies and projects that meet the transit needs of historically disadvantaged populations and support the region’s mobility needs with the least environmental impact.

R. Emphasize Equity in Capital Programming
Metra will consider an equitable distribution of projects in the Capital Program throughout the region.

1. % Projects in the 2024 Capital Program in Historically Disadvantaged Communities *

2. % Rubber-Wheeled Fleet that are Hybrid or Electric*

S. Reduce Our Carbon Footprint
Metra is committed to reducing carbon emissions

1. Number of Metra Locomotives by EPA Tier

T. Achieve DBE Contracting Goals
Metra is committed to ensuring that no one is discriminated against in the provision of public transportation. We also seek to foster diverse teams of contractors whenever we bid out projects.

1. Federal DBE Goal: 22%*

2. Non-Federal DBE Goal: 14%*

U. Contribute to the Development of Sustainable Communities
Metra will participate in local and regional projects that plan for resilient, sustainable communities, combat climate change, and promote transit-supportive developments.

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