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**

Prepared by Metra’s Division of Strategic Capital Planning
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)

2a. Avg Weekday Ridership, Peak Direction

2b. Weekday Ridership (% of 2019 Levels)

3a. Avg Weekday Ridership, Off-Peak

3b. Avg Weekday Ridership, Peak-Reverse Direction

3c. Avg Weekend Ridership

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*

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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*  
   - 100% Meet Standard
   - 0% Not Meet Standard

2. Non-Minority Stations Meeting Vehicle Headway Standard*
   - 93.5% Meet Standard
   - 6.5% Not Meet Standard

* 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  
   - 100% Complete
   - 0% Incomplete
   
   RRS initiated in late Q1 2023, but milestones have yet to be completed.

1B. Systemwide Network Plan (SNP) Progress
   - 100% Complete
   - 0% Incomplete
   
   SNP procurement was completed in Q1 2023. Study will initiate in Q2 2023.

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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.

F. Operate Service to Meet Schedule Expectations

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

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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

Source: Transportation Planning

5. # Trains Delayed by PTC

Source: Transportation Planning

6. # Trains Delayed by ROW Incidents

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*

Source: Transportation

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

2. Share of Survey Respondents Satisfied with Metra*

Source: LKH&S

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

3. Percent of PSA Lines Equipped with ACORN*

Source: IT

*ACORN -- Automated Communication On-Board Reporting Network

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*

Source: Capital Project Delivery

* KPI measured annually, data as of 1/1/2023

2. Total Amount Spent on Station and Facility Construction

Source: Capital Project Delivery

3. Station Beautifications Completed

Source: Capital Project Delivery
H. Rehabilitate Stations and Facilities, Continued

4. Metra Lines Studied by Station Evaluation Group to increase ridership and improve the rider experience.

![Line Evaluation Chart]

Source: Strategic Planning as of 1/1/23

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

![New Rail Car Delivery Chart]

Source: Mechanical

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ATTRACT 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)

2. Align Workforce Diversity with Available Labor Force Q1 2023 (Race)*

3. % Job Applications from Underrepresented Groups in Q1 2023

4. # Recruitment Events (2023 YTD)

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 (YTD)

2. Turnover Rate

3. Average Number of Years Employed

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K. Foster a Collaborative and Inclusive Work Environment, Continued

4. Median Number of Years Employed

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<td>Q1</td>
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<td>8</td>
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<tr>
<td>Q4</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

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

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<thead>
<tr>
<th>Quarter</th>
<th>1200</th>
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<tr>
<td>Q4</td>
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<td>3326</td>
<td>3543</td>
<td>3760</td>
<td>3977</td>
<td>4194</td>
</tr>
</tbody>
</table>

Source: Human Resources

2. Number of Employee Development Courses Offered (2023)

<table>
<thead>
<tr>
<th>Quarter</th>
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<th>2</th>
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<tr>
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<td>13</td>
<td>13</td>
<td>13</td>
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</tr>
</tbody>
</table>

Source: Human Resources

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

<table>
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<th>Quarter</th>
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<th>2</th>
<th>4</th>
<th>6</th>
<th>8</th>
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<td>18</td>
<td>18</td>
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<td>18</td>
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</tr>
</tbody>
</table>

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)

As of Q1 2023, no TVMs are installed. Pilot installations are scheduled to initiate in Q2.

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

1. # Active Capital Construction Projects

2. Regional Connect Pass Users

As of Q1 2023, no TVMs are installed. Pilot installations are scheduled to initiate in Q2.

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

1. % Stations with TVMs Installed

2. % of Risk Registry Entries Remediated within Expected Time Frame

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

1. % of Critical Tactical Vulnerabilities Addressed in Agreed Upon Time Frame in Q1 2023

2. % of Risk Registry Entries Remediated within Expected Time Frame

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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 Capital Program in Historically Disadvantaged Communities *

![Pie chart showing 65% In/Adjacent to an Equity Geography and 35% Not in an Equity Geography.]

<table>
<thead>
<tr>
<th>In/Adjacent to an Equity Geography</th>
<th>Not in an Equity Geography</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%</td>
<td>35%</td>
</tr>
</tbody>
</table>

*KPI to be calculated annually in Q4  
Source: Strategic Capital Planning

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

![Bar chart showing 26% 2022 Non-Hybrid Vehicles and 102% 2022 Hybrid Vehicles.]

Note: Delivery of hybrid vehicles to occur in 2023.

*KPI calculated annually  
Source: Fleet

S. Reduce Our Carbon Footprint

Metra is committed to reduce carbon emissions.

1. Number of Metra Locomotives by EPA Tier

![Bar chart showing the number of Metra Locomotives by EPA Tier from 2019 to 2022.]

*As required by the FTA for federal funds.  
KPI calculated annually for Q4  
Source: Mechanical

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.

T. Meet or Exceed 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. Meet Federal DBE Goal of 21%*

![Bar chart showing the Federal DBE Goal of 21% from 2019 to 2022.]

*As required by the FTA for federal funds.  
KPI calculated annually for Q4  
Source: Office of Business Diversity

2. Meet Non-Federal DBE Goal of 14%*

![Bar chart showing the Non-Federal DBE Goal of 14% from 2019 to 2022.]

*KPI calculated annually  
Source: Office of Business Diversity

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.

1. # External Station Area Planning Studies

![Bar chart showing the number of External Station Area Planning Studies from Q1 2023.]

Source: Strategic Planning

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