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>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>10m</td>
<td>7.8m</td>
<td>10.5m</td>
<td>11.2m</td>
<td>12m</td>
<td>12.5m</td>
<td>13m</td>
<td>13.5m</td>
<td>14m</td>
</tr>
<tr>
<td>Q2</td>
<td>7m</td>
<td>5.6m</td>
<td>7.2m</td>
<td>7.8m</td>
<td>8m</td>
<td>8.5m</td>
<td>9m</td>
<td>9.5m</td>
<td>10m</td>
</tr>
<tr>
<td>Q3</td>
<td>5m</td>
<td>3.7m</td>
<td>5.2m</td>
<td>5.8m</td>
<td>6m</td>
<td>6.5m</td>
<td>7m</td>
<td>7.5m</td>
<td>8m</td>
</tr>
<tr>
<td>Q4</td>
<td>2m</td>
<td>1.6m</td>
<td>2.2m</td>
<td>2.8m</td>
<td>3m</td>
<td>3.5m</td>
<td>4m</td>
<td>4.5m</td>
<td>5m</td>
</tr>
</tbody>
</table>

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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>Day</th>
<th>Weekday Peak</th>
<th>Weekday Off-Peak</th>
<th>Saturday</th>
<th>Sunday</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>82.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>107.4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td>98.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td>102.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* % of trains operated compared to 2019

Source: Transportation Planning
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*

* 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, schedule improvements, 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

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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

5. # Trains Delayed by PTC

6. # Trains Delayed by ROW Incidents

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*

2. Total Consumer Contacts from “Contact Us” and Social Media

3. Share of Survey Respondents Satisfied with Metra*

4. Percent of PSA Lines Equipped with ACORN*

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

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 1/1/2024

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

3. Station Beautifications Completed

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 is anticipated to initiate in Q2 2026.

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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 2024 (Race)**

   - Labor Market (Weighted)
   - Metra New Hires
   - Total Metra Workforce

3. % Job Applications from Underrepresented Gender (Females) in Q1 2024

4. # Recruitment Events

**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

2. Turnover Rate

3. Average Number of Years Employed

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**ATTRACTION A DIVERSE WORKFORCE AND INVEST IN OUR EMPLOYEES, continued**

**K. Foster a Collaborative and Inclusive Work Environment, Continued**

4. Median Number of Years Employed

![Graph showing median number of years employed over quarters 2020 to 2024.]

*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

![Graph showing total number of non-contract employees attending internal courses over quarters 2020 to 2024.]

*Source: Human Resources*

2. Number of Employee Development Courses Offered

![Bar chart showing number of employee development courses offered over quarters 2020 to 2024.]

*Source: Human Resources*

3. Number of Metra Employees Receiving Tuition Reimbursement

![Bar chart showing number of Metra employees receiving tuition reimbursement over quarters 2020 to 2024.]

*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.

Pursuit of Alternative Funding Sources

| Source: Program Development and Grant Pursuits |
| Value of Grants Awarded ($Millions) |
| 2020 | 2021 | 2022 | 2023 | 2024 |
| $2.1 | $32.1 | $88.2 | $290.2 |

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

Capital Projects

| Source: Capital Program Delivery |
| # Active Capital Construction Projects |
| 2020 | 2021 | 2022 | 2023 | 2024 |
| 17 | 18 | 21 | 24 |

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

| Source: IT |
| % Stations with TVMs Installed |
| 2020 | 2021 | 2022 | 2023 | 2024 |
| Yes | No |
| 72% | 28% |

1. Regional Connect Pass Users

2. Regional Connect Pass Users

| Source: Transportation Planning |
| Regional Connect Pass Users |
| Q1 | Q2 | Q3 | Q4 |
| 9,590 | - | 2,000 | 4,000 |

3. Ticket Sales Channel*

| Source: Transportation Planning |
| Ticket Sales Channel* |
| Conductor | Commuter Benefit | Ventra | TVM |
| 82% | 9% | 8% | 1% |

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

Keep IT Infrastructure Safe

| Source: IT |
| % of Critical Tactical Vulnerabilities Addressed in Agreed Upon Time Frame in Q1 2024 |
| Addressed | Not Addressed |
| 100% | |

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

| Source: IT |
| % of Risk Registry Entries Remediated within Expected Time Frame* |
| Not Remediated | Remediated |
| 78% | 22% |

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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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* KPI calculated annually each May for NTD reporting; 2023 data will be available in Q2 2024.
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 *

S. Reduce Our Carbon Footprint
Metra is committed to reduce 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%**

* KPI calculated annually in Q4

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

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