

Report Card Third Quarter - 2023

STRATEGIC PLAN MY METRA • OUR FUTURE

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](https://www.metra.com/strategic-plan). This report is a companion to it.

TRACKING PROGRESS TOWARD OUR STRATEGIC GOALS

- 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

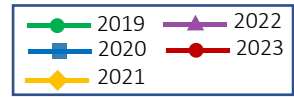


ENHANCE SERVICE TO GROW RIDERSHIP & PROVIDE MOBILITY CHOICES

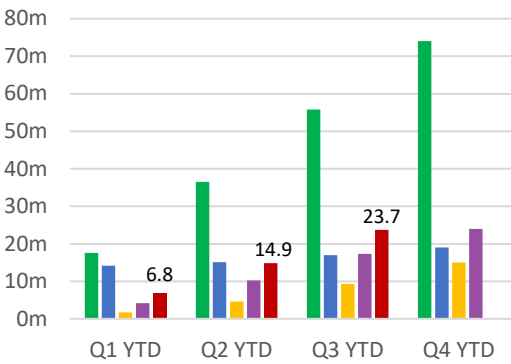
The COVID-19 pandemic brought on new ridership patterns and changing rider behavior. Metra is committed to responding to evolving travel needs by moving toward a regional rail service model. It is our goal to introduce new schedules, explore new service opportunities, and simplify our fare structure 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.

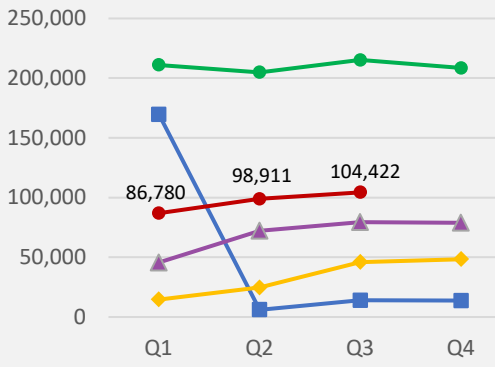


1. Systemwide Estimated Passenger Trips (millions)



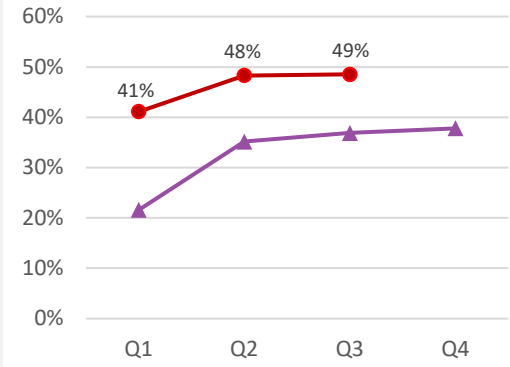
Source: Transportation Planning

2a. Avg Weekday Ridership, Peak Direction



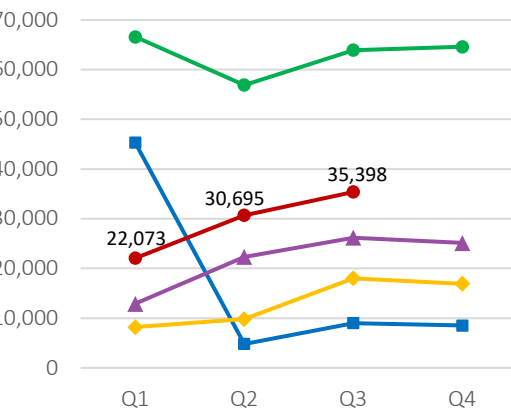
Source: Transportation Planning

2b. Weekday Ridership (% of 2019 Levels)



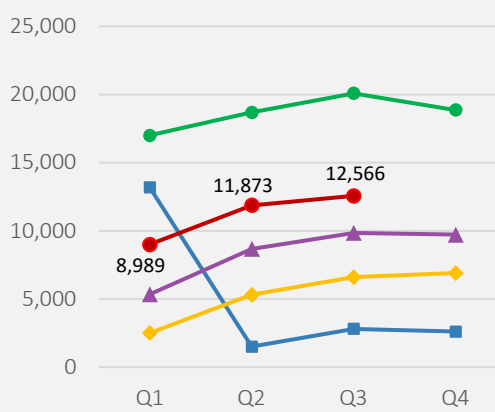
Source: Transportation Planning

3a. Avg Weekday Ridership, Off-Peak



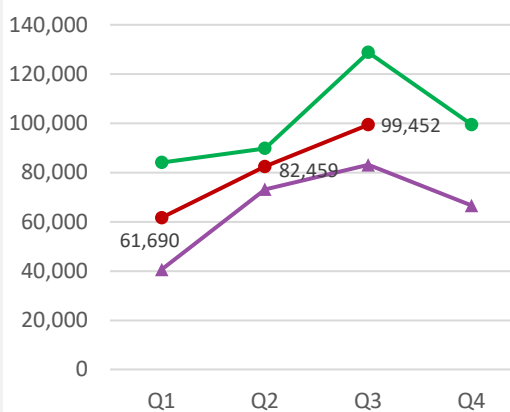
Source: Transportation Planning

3b. Avg Weekday Ridership, Peak-Reverse Direction



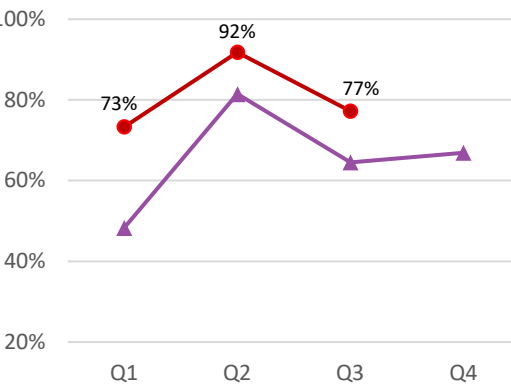
Source: Transportation Planning

3c. Avg Weekend Ridership



Source: Transportation Planning

3d. Weekend Ridership (% of 2019 Levels)

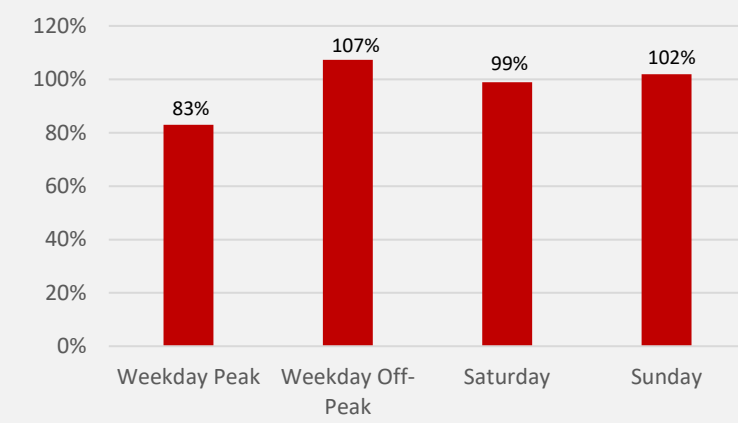


Source: Transportation Planning

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*



* % of trains operated compared to 2019

Source: Transportation Planning

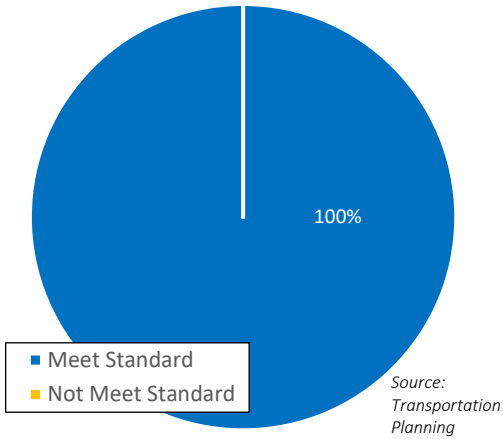
Quarterly amounts represent the status as of the last day of the quarter unless labeled as year-to-date. Annual amounts represent the status as of the last day of the year.

ENHANCE SERVICE TO GROW RIDERSHIP & PROVIDE MOBILITY CHOICES, continued

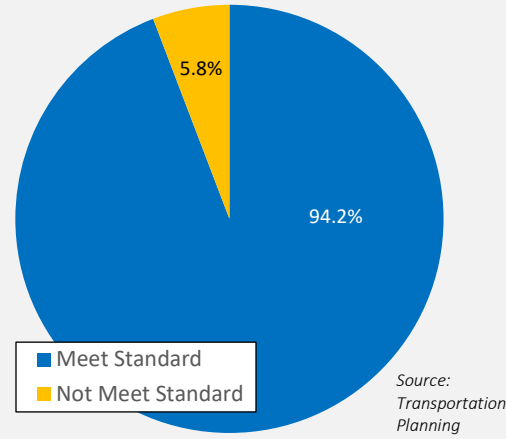
C. Emphasize Equity

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*

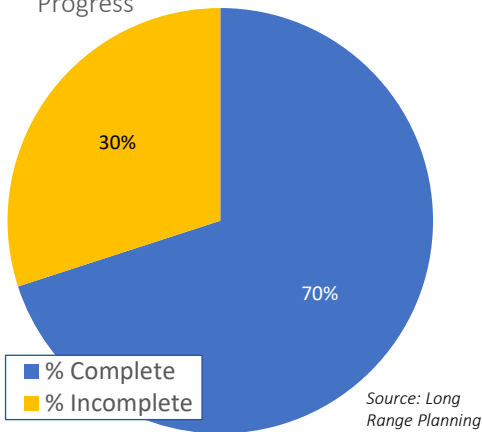


* Vehicle Headway Standards dictate the minimum number of revenue stops per station in each direction by service period based on the rail line's service level (full/medium/limited). Vehicle Headway Standards and Minority Stations are defined by Metra's Title VI Program.

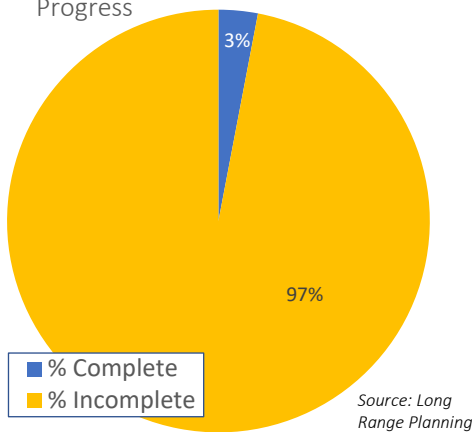
D. New Service Opportunities

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

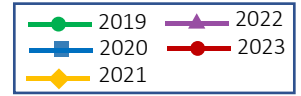


ENSURE THE METRA EXPERIENCE IS SAFE, EASY, & ENJOYABLE FOR ALL CUSTOMERS

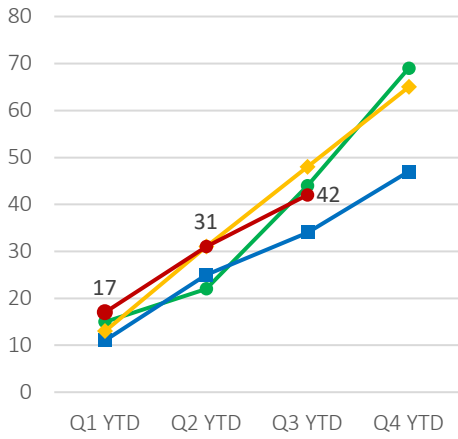
To remain a competitive transportation option and attract new customers, Metra must ensure that our service is as safe as possible, easy and intuitive to use, and enjoyable for everyone.

E. Maintain Safety of Metra Employees and Passengers

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

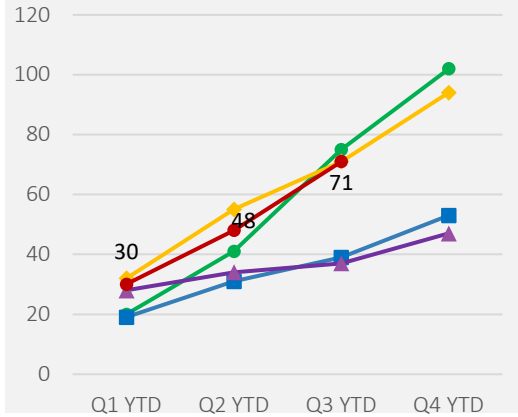


1. Total Employee Injuries



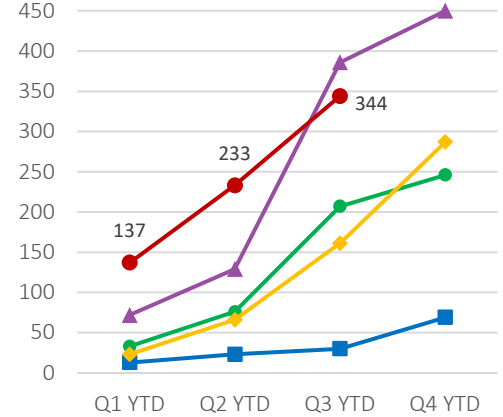
Source: Safety Department

2. Total Passenger Injuries*†



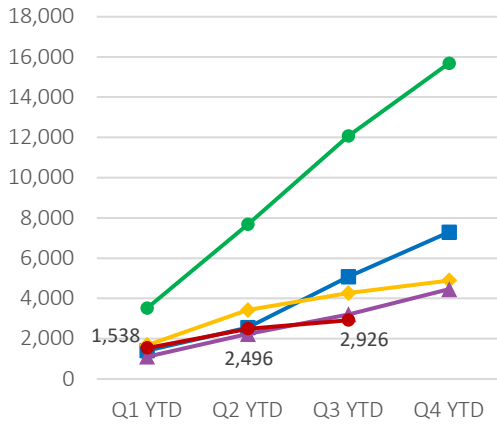
*Data does not include incidents along the BNSF and UP lines. †Method for calculating value updated for 2020 and forward and better records the data. Source: Safety Department

3. Grade Crossing Enforcement Details



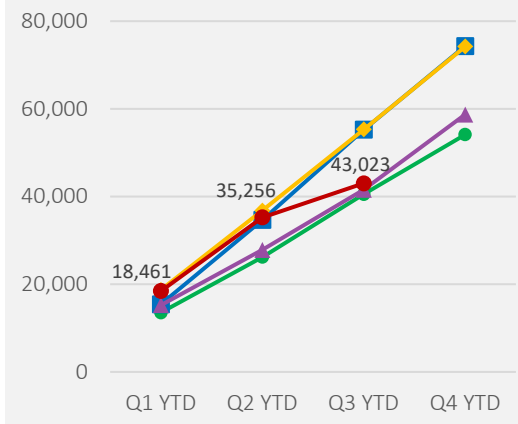
Source: Metra Police

4. Police Officer Train Rides



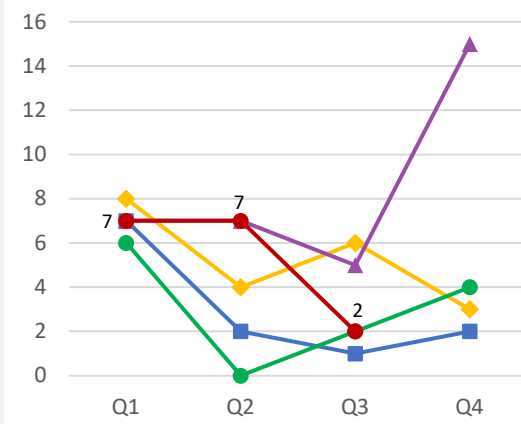
Source: Metra Police

5. Police Officer Station Checks



Source: Metra Police

6. Train - Vehicle Incidents

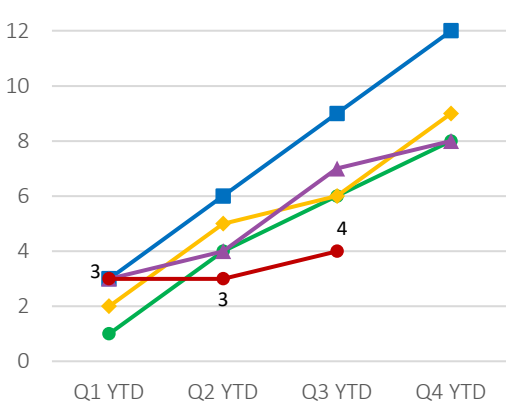


Source: Safety Department

F. Operate Service to Meet Schedule Expectations

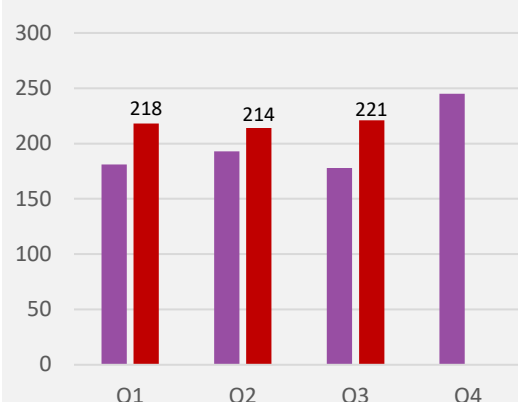
Reliability is one of the top reasons why people choose and value Metra.

1. Number of Months Meeting OTP



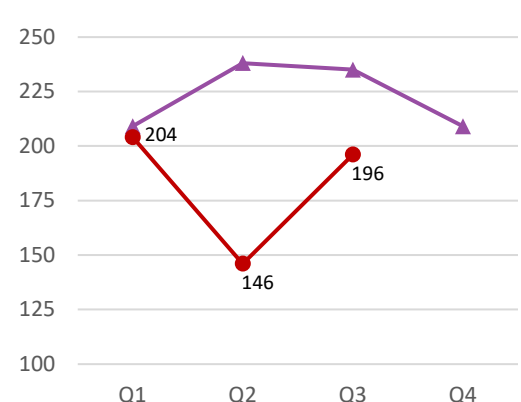
Source: Transportation Planning

2. # Trains Delayed by Mechanical Failure



Source: Transportation Planning

3. # Trains Delayed by Freight Interference

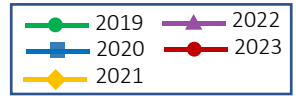


Source: Transportation Planning

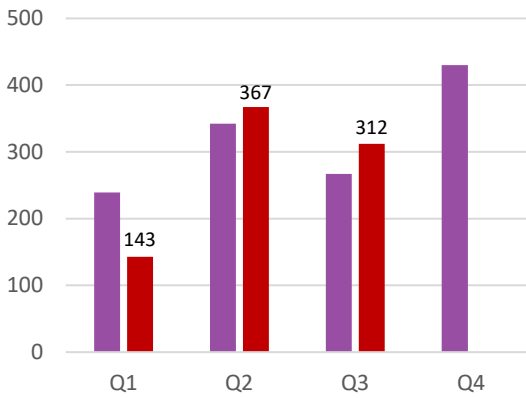
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ENSURE THE METRA EXPERIENCE IS SAFE, EASY, & ENJOYABLE FOR ALL CUSTOMERS, continued

F. Operate Service to Meet Schedule Expectations, Continued

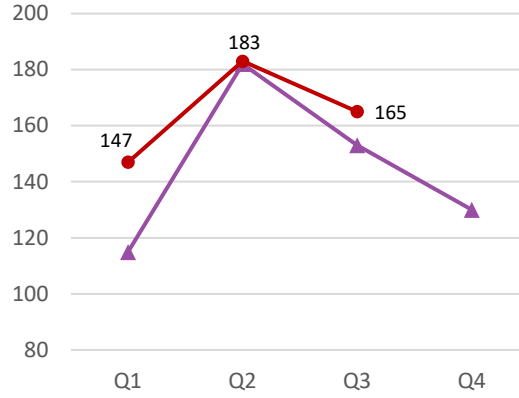


4. # Trains Delayed by Switch / Signals



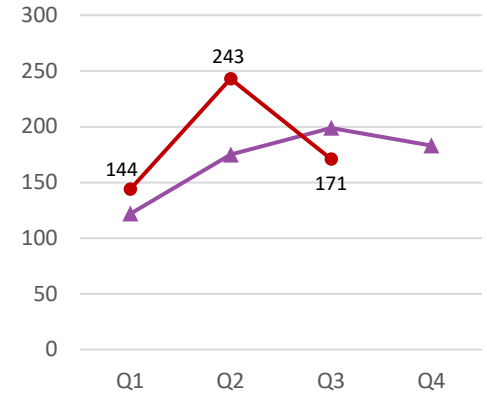
Source: Transportation Planning

5. # Trains Delayed by PTC



Source: Transportation Planning

6. # Trains Delayed by ROW Incidents

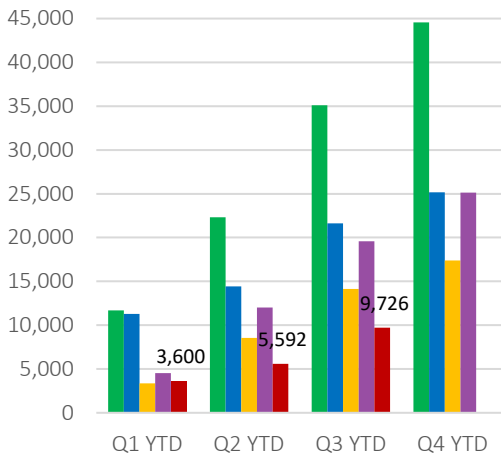


Source: Transportation Planning

G. Improve Customer Communication

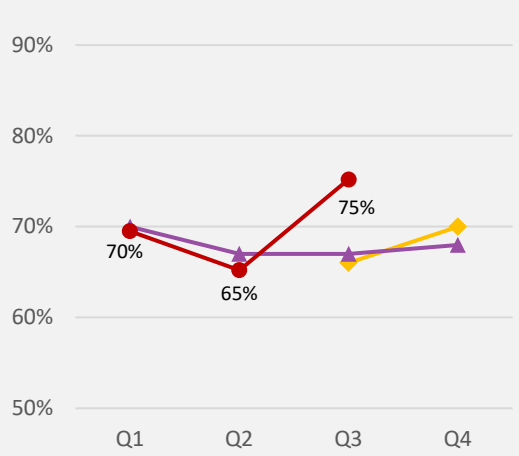
Being responsive to the comments, concerns, & suggestions from our riders is key to providing the safest, most efficient, & reliable service to our customers.

1. Comments Received by Passenger Services*



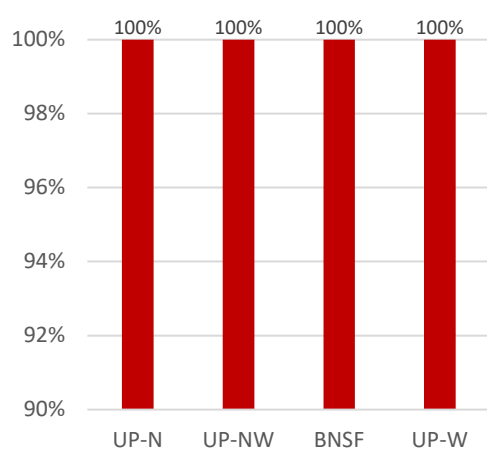
*Starting Q2 2020 data is an estimate due to work from home. Source: Transportation

2. Share of Survey Respondents Satisfied with Metra*



*Data is from on-board QR code survey launched in July 2021. Source: LKH&S

3. Percent of PSA Lines Equipped with ACORN*

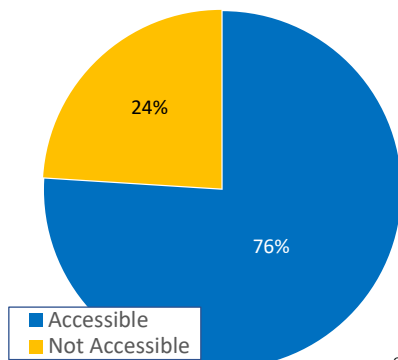


*ACORN -- Automated Communication On-Board Reporting Network Source: IT

H. Rehabilitate Stations and Facilities

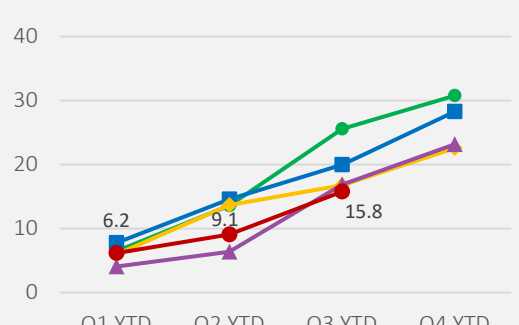
Metra is working to upgrade stations, facilities, and rolling stock to improve user experience and attract riders.

1. % Stations ADA Accessible*



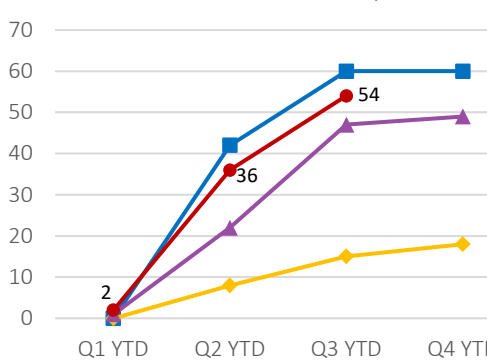
Source: Capital Project Delivery

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



Source: Capital Project Delivery

3. Station Beautifications Completed



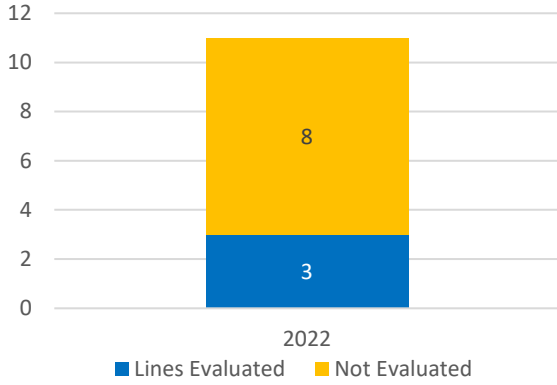
Source: Capital Project Delivery

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

H. Rehabilitate Stations and Facilities, Continued

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

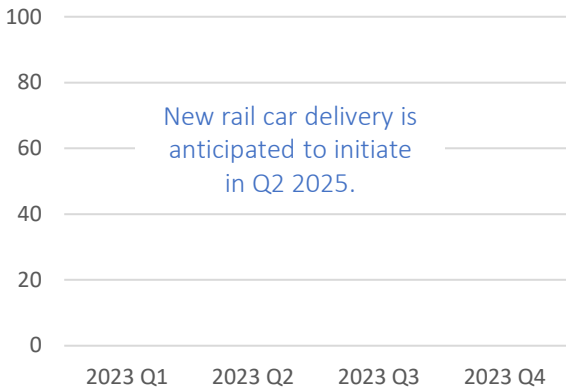


Source: Strategic Planning as of 10/1/23

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



Source: Mechanical

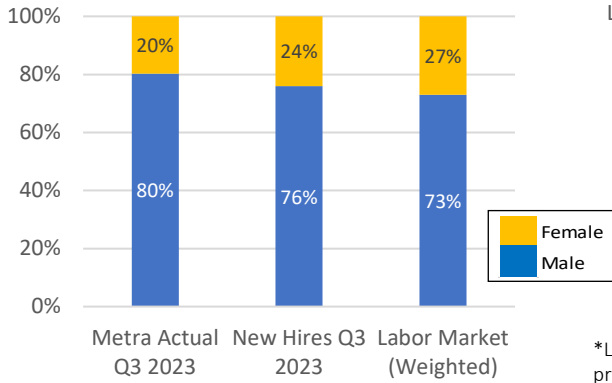
ATTRACT A DIVERSE WORKFORCE AND INVEST IN OUR EMPLOYEES

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.

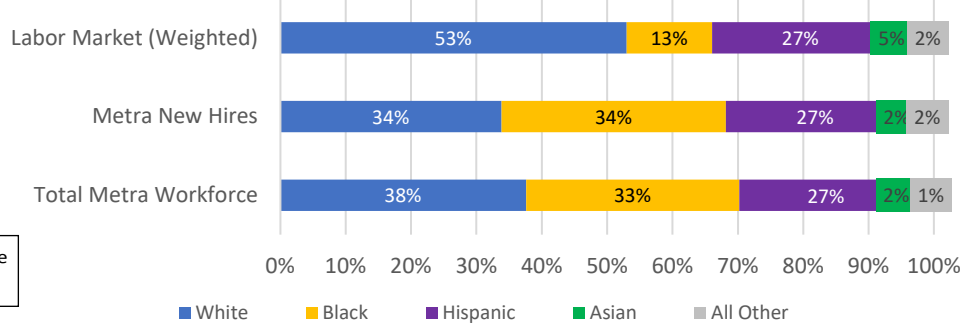
J. Advance DEI Initiatives in Hiring

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

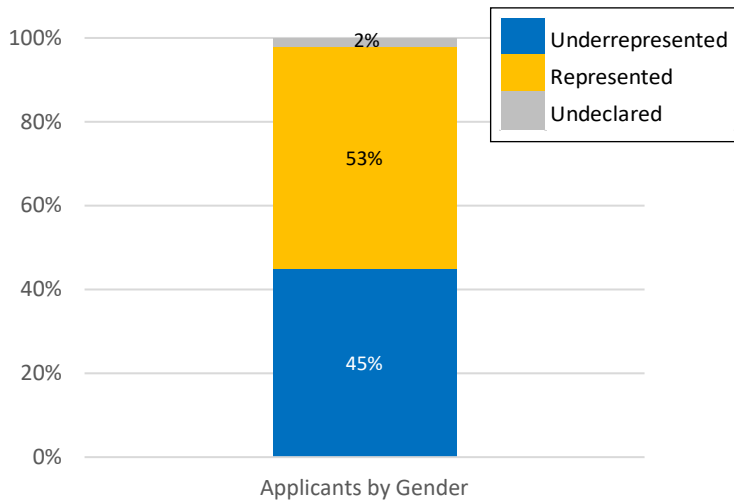
1. Align Workforce Diversity with Available Labor Force (Gender)



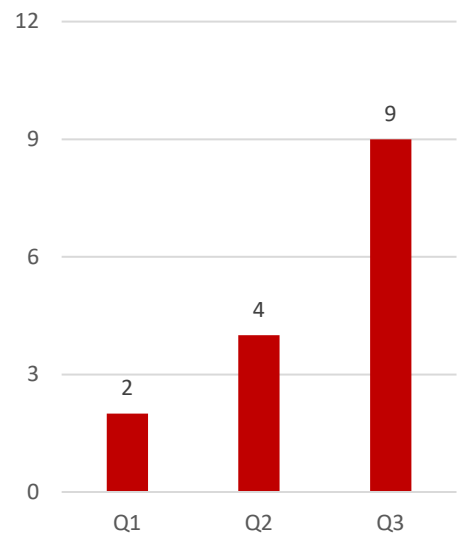
2. Align Workforce Diversity with Available Labor Force Q3 2023 (Race)*



3. % Job Applications from Underrepresented Gender (Females) in Q3 2023



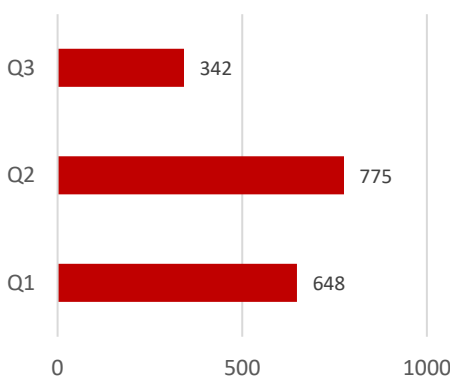
4. # Recruitment Events (2023 YTD)



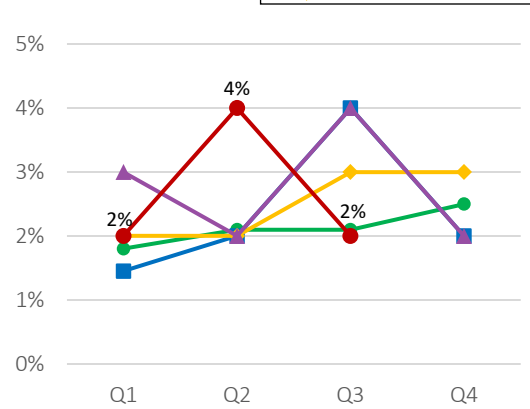
K. Foster a Collaborative and Inclusive Work Environment

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

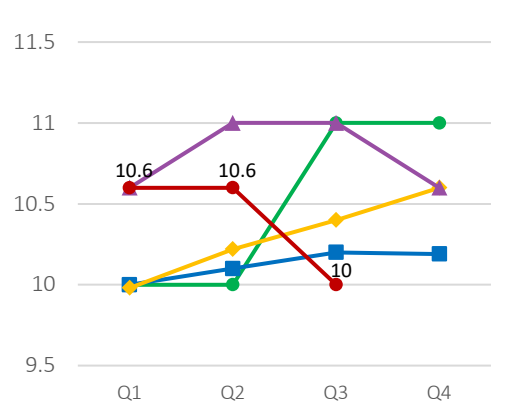
1. # Employees Participating in DEI Training



2. Turnover Rate



3. Average Number of Years Employed

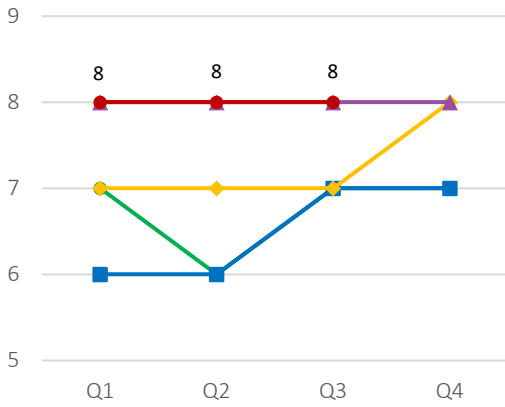


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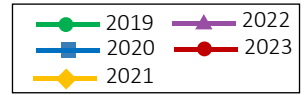
ATTRACT A DIVERSE WORKFORCE AND INVEST IN OUR EMPLOYEES, continued

K. Foster a Collaborative and Inclusive Work Environment, Continued

4. Median Number of Years Employed



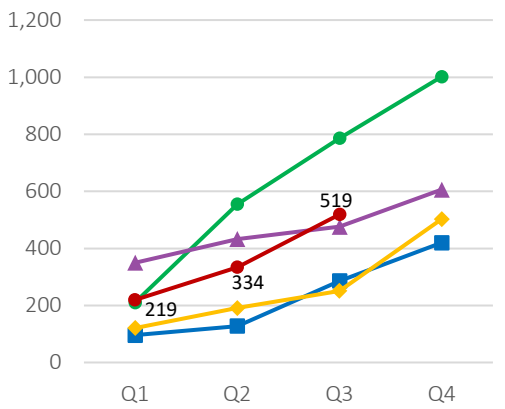
Source: Human Resources



L. Encourage Participation in Voluntary Development Programs

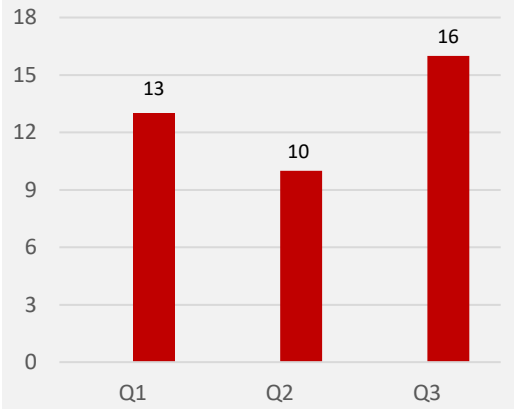
Increasing participation in professional development programs builds our workforce's capacity.

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



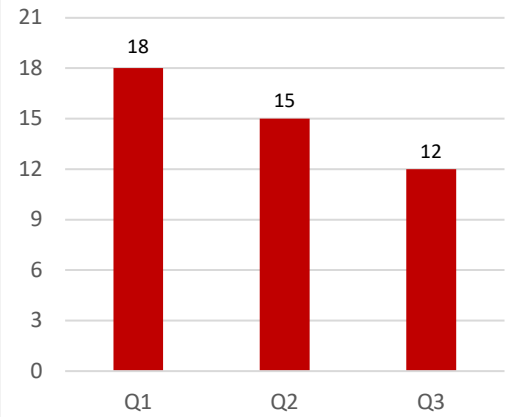
Source: Human Resources

2. Number of Employee Development Courses Offered (2023)



Source: Human Resources

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



Source: Human Resources

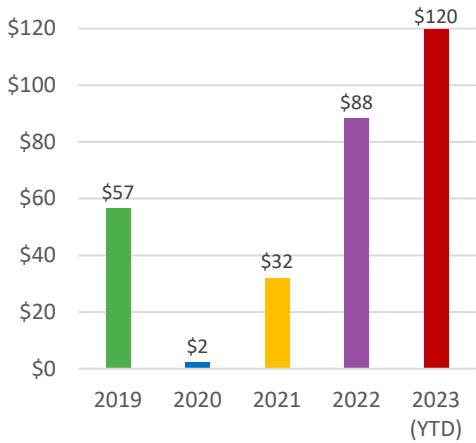
INNOVATE TO BECOME MORE EFFICIENT AND EFFECTIVE

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)

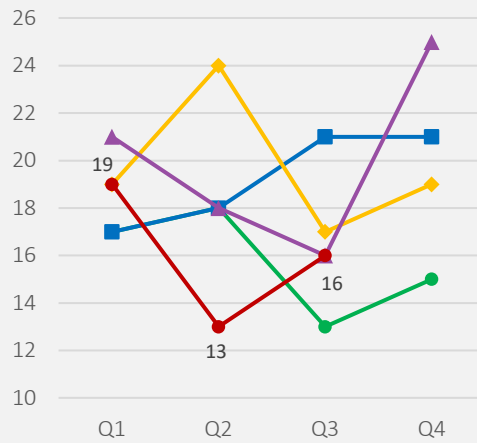


Source: Program Development and Grant Pursuits

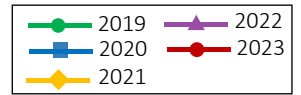
N. Capital Projects

Metra's new Capital Delivery Office will improve project implementation

1. # Active Capital Construction Projects



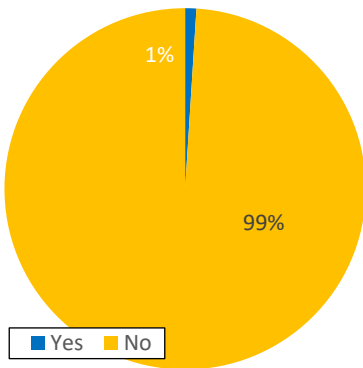
Source: Capital Program Delivery



O. Integrate Fares with CTA and Pace

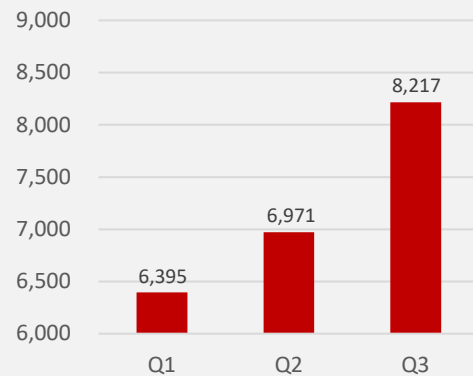
Improve regional connectivity by facilitating mode transfers.

1. % Stations with TVMs Installed



Source: IT

2. Regional Connect Pass Users

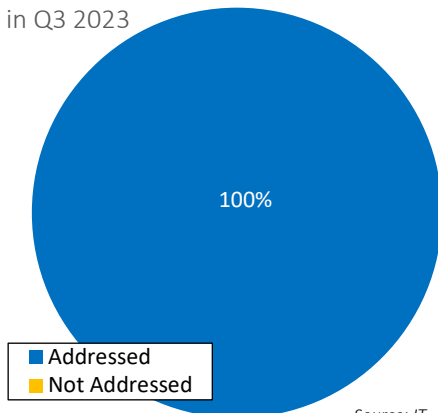


Source: Transportation Planning

P. Keep IT Infrastructure Safe

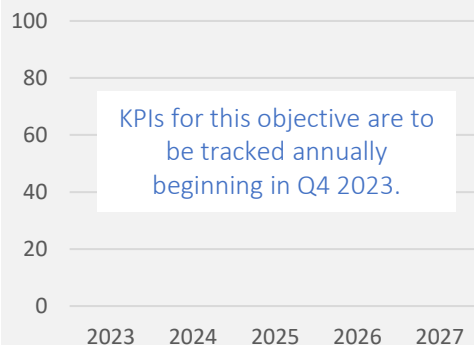
Metra will implement our cybersecurity strategy.

1. % of Critical Tactical Vulnerabilities Addressed in Agreed Upon Time Frame in Q3 2023



Source: IT

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



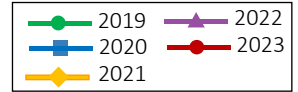
Source: IT

KPIs for this objective are to be tracked annually beginning in Q4 2023.

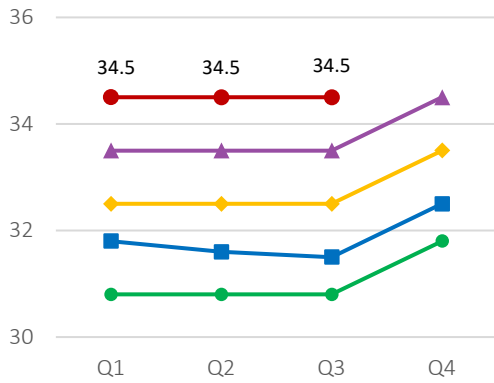
INNOVATE TO BECOME MORE EFFICIENT AND EFFECTIVE, continued

Q. Optimize Capital Assets

Prioritize replacement of capital assets in accordance with our Transit Asset Management (TAM) plan

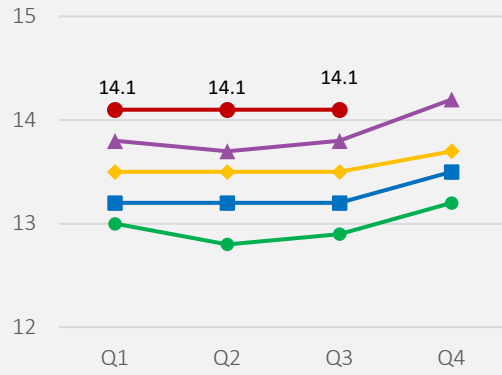


1. Average Age of Cars (Years)



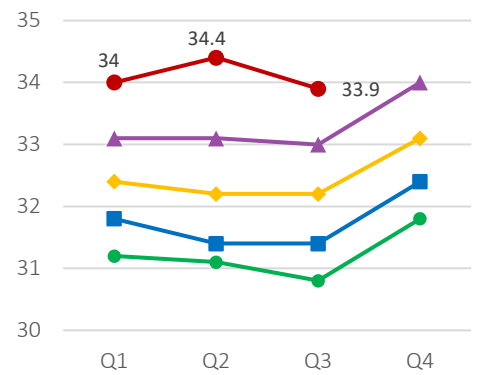
Source: Mechanical

2. Average Number of Years Since Rehabilitation for Cars



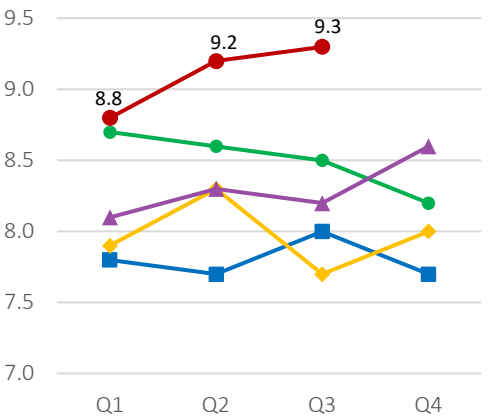
Source: Mechanical

3. Average Age of Locomotives (Years)



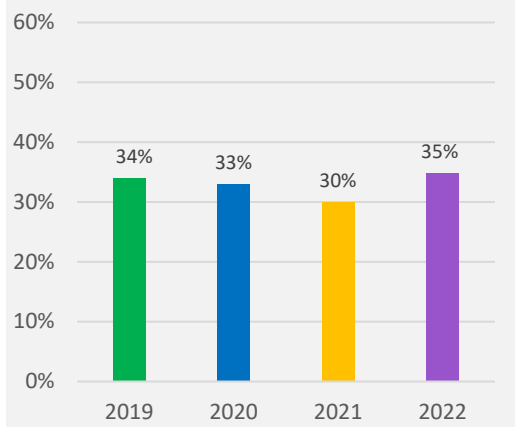
Source: Mechanical

4. Average Number of Years Since Rehab for Locomotives



Source: Mechanical

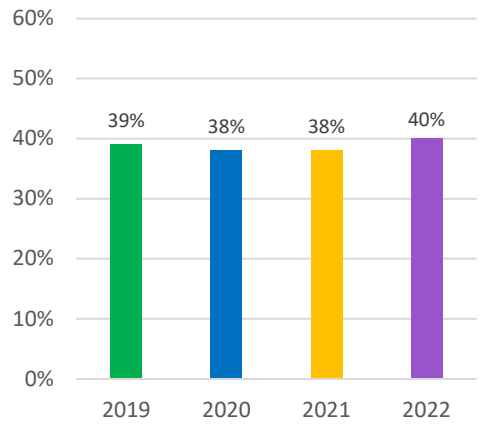
5. % Equipment Beyond Useful Life*



*KPI calculated annually

Source: Mechanical

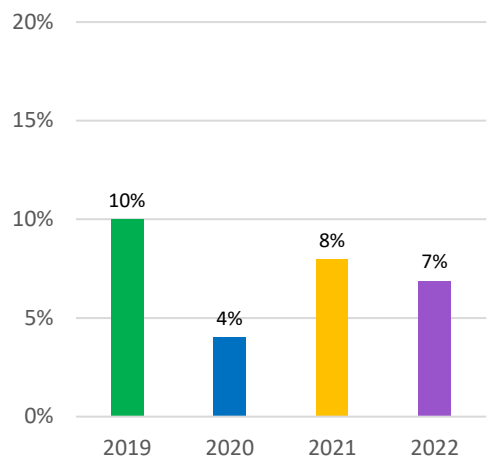
6. % Rolling Stock Beyond Useful Life*



*KPI calculated annually

Source: Mechanical

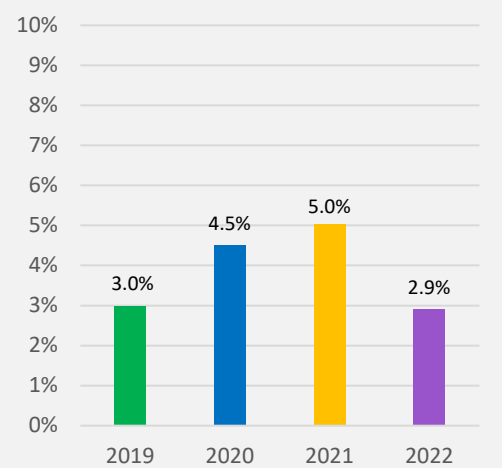
7. % Facilities with Conditions Rated Less than 3.0 on TERM Scale*



*KPI calculated annually

Source: TAM Plan

8. % Track with Speed Restrictions*



*KPI calculated annually

Source: TAM Plan

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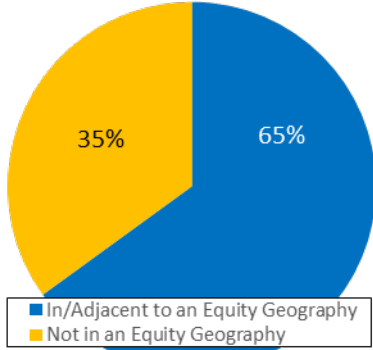
BE A SOCIALLY RESPONSIBLE ORGANIZATION COMMITTED TO EQUITY AND SUSTAINABILITY

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 *



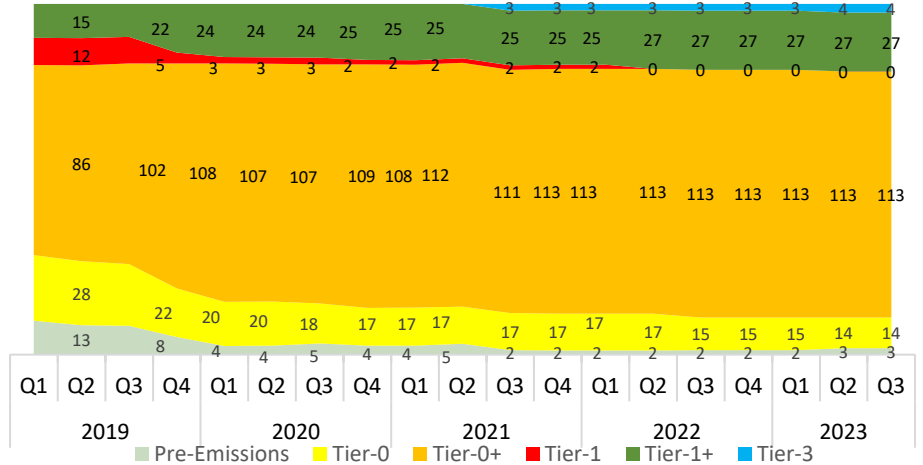
*KPI to be calculated annually in Q4 Source: Strategic Capital Planning

S. Reduce Our Carbon Footprint

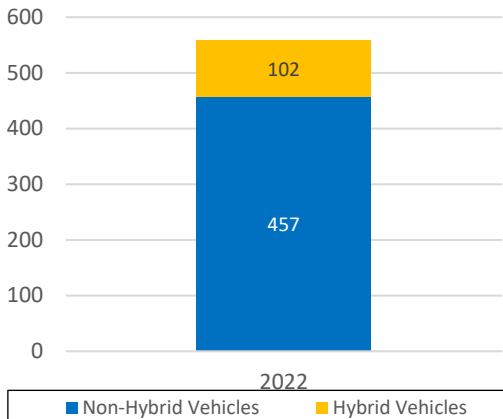
Metra is committed to reduce carbon emissions

1. Number of Metra Locomotives by EPA Tier

Source: Mechanical



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

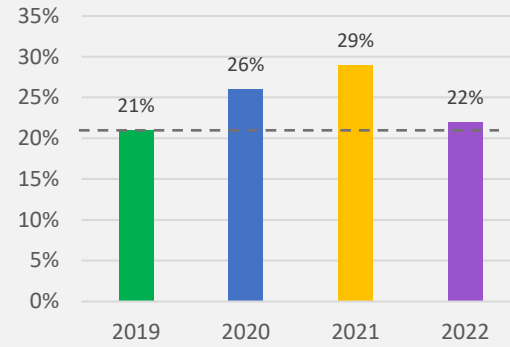


*KPI calculated annually Source: Fleet

T. Achieve DBE Contracting Goals

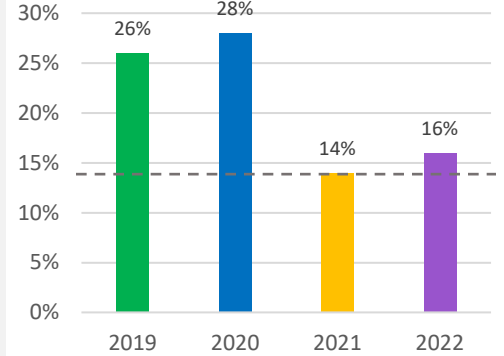
Metra is committed to ensuring that no one is discriminated against in the provision of public transportation. We also seek to foster diverse teams of contractors whenever we bid out projects.

1. Federal DBE Goal: 21%*



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

2. Non-Federal DBE Goal: 14%*

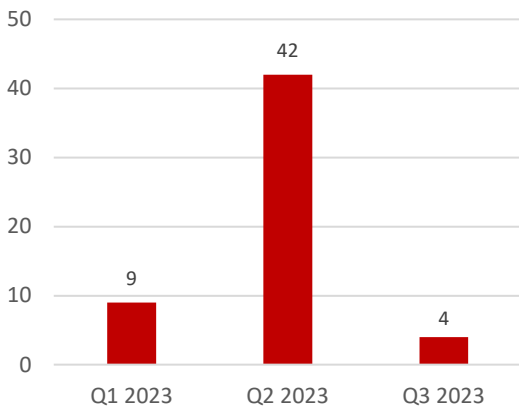


*KPI calculated annually Source: Office of Business Diversity

U. Contribute to the Development of Sustainable Communities

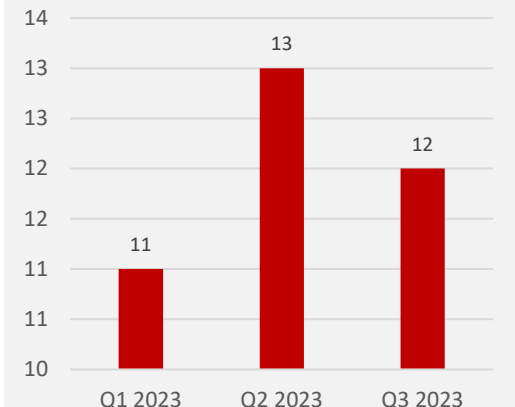
Metra will participate in local and regional projects that plan for resilient, sustainable communities, combat climate change, and promote transit-supportive developments.

3. # DBE Contracts Awarded



Source: Office of Business Diversity

1. # External Station Area Planning Studies



Source: Strategic Planning

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