



Welcome to Metra's Strategic Plan Open House

What are Metra's mission, values, and vision for the future?

We've asked these questions of our Board of Directors, our staff, and now we want to capture your feedback.

Why is Metra doing this?

Metra has embarked on a process to develop a new strategic plan, which will guide our agency for years to come. One of the key steps in that process is to set our mission, our values and our vision so we can use them to prioritize our spending decisions and to guide our agency into the future.

What is a Strategic Plan?

The Metra Strategic Plan is an extremely important document. It will give us focus and direction as we seek to use our scarce capital dollars in the most efficient and effective way possible. It's critical that our spending decisions are made in a logical, consistent and equitable manner that complies with our mission, vision and values.

What is the process?

Metra's Board of Directors, senior leadership, and staff have been providing their input into this process for several weeks. Now we are asking you as a key stakeholder to contribute by participating in our first round of open house meetings on the Metra Strategic Plan. We anticipate holding a second round of outreach meetings in the fall to report on further progress, and we will continue to have information available on metrarail.com/strategicplan. Our goal is to complete the initial version of the strategic plan by the end of this year, which is a very ambitious target. We will not reach that goal without the thoughtful contribution of as many stakeholders as possible.

System Overview

FACTS

- In 2011, 82.7 million passenger trips were taken on Metra
- Metra serves 241 stations over 488 route miles
- Metra's fleet includes 146 locomotives and over 1,000 passenger cars
- Each weekday, Metra operates 703 trains (with 296 each Saturday and 163 each Sunday)
- If Metra did not exist, 29 additional expressway lanes would be needed to accommodate Metra riders traveling to downtown Chicago

TIMELINE

1974 – The Regional Transportation Authority (RTA) is established following a voter referendum, in order to coordinate transit operations in Northeast Illinois and provide a conduit for state and federal subsidies

1980-82 – RTA assumes operation of the Chicago-based commuter services provided by the bankrupt Milwaukee Road and Rock Island railroads

1983 – The RTA is reorganized, and the Commuter Rail Service Board is created to oversee commuter rail operations. The name "Metra" is introduced a year later.

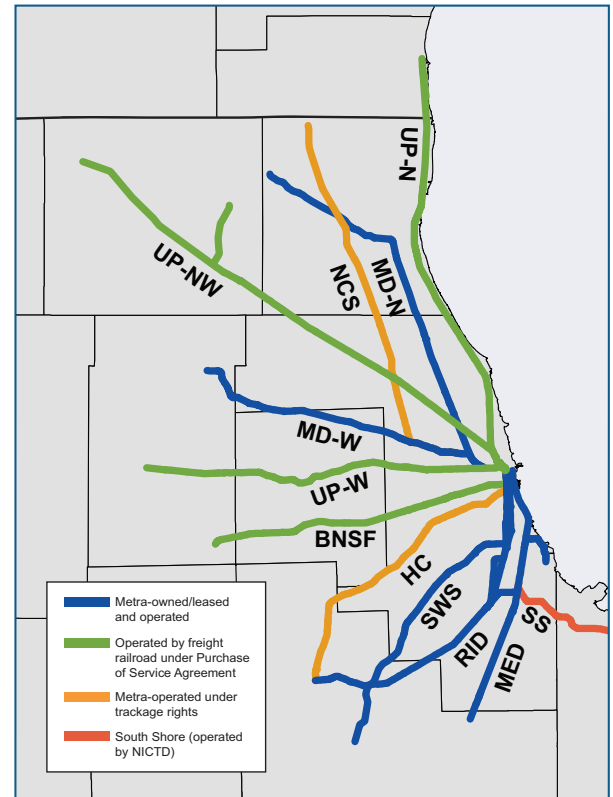
1987 – Metra purchases rail equipment and right-of-way from Illinois Central Gulf, and assumes operation of commuter rail service on the lines now known as the Metra Electric District

1992 – Metra and Pace complete the *Future Agenda for Suburban Transportation*, which guided capital programming decisions at Metra and Pace for many years

1996 – Service begins on the North Central Service, the first new commuter rail service in the Chicago area in 70 years

2006 – Line extensions are completed on the SouthWest Service and Union Pacific - West lines, and service is significantly expanded on the SouthWest Service and North Central Service

2012 – Metra undertakes a new comprehensive strategic planning effort



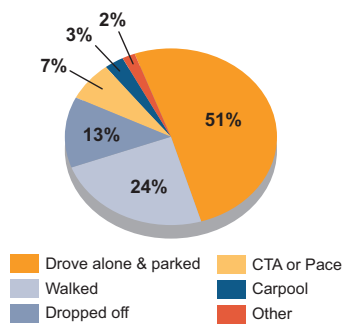
Customer Profile

In 2011, Metra surveyed riders in Northeast Illinois about their satisfaction with Metra and overall public transportation in the region. The survey found a high overall level of satisfaction: **90%** were satisfied with Metra service, and **94%** would recommend the service to others. Some customer satisfaction findings and characteristics of Metra riders are shown below.

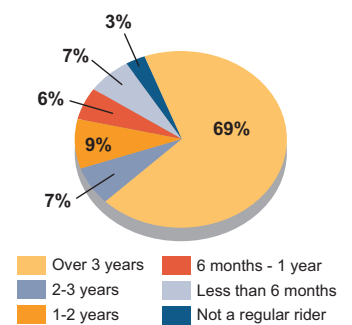
Customer Satisfaction by Service Attribute

Customer Importance Rank	Service Attribute	Customer Satisfaction Rate
1	Getting to destination on time	84%
2	Availability of seats	85%
3	Safe train operation	99%
4	Value of service for fare paid	84%
5	Cleanliness of train interior	83%
6	Number of scheduled trains in rush hour	83%
7	Personal safety on train	98%
8	Total travel time for trip	84%
9	On-board personnel courtesy	91%
10	Number of scheduled trains in non-rush hour	67%

Mode of Access



Length of Ridership



Peer Comparison

Metra regularly compares its performance to the nation's five other largest commuter rail operators: Long Island Rail Road (NYC), Massachusetts Bay Transportation Authority (Boston), Metro-North Railroad (NYC), New Jersey Transit (NYC), and Southeastern Pennsylvania Transportation Authority (Philadelphia).

Peer Comparison Summary

	Relative to Peers
Efficiency	
Operating cost per vehicle hour	Better than Peers
Fringe cost as a percentage of salaries	Better than Peers
Operator wage per vehicle hour	Equal to Peers *
Vehicle maintenance expenses per vehicle mile	Better than Peers
General and administrative hours per vehicle mile	Worse than Peers
Effectiveness	
Passengers per vehicle hour	Better than Peers
Operating cost per passenger	Better than Peers
Operating cost per passenger mile	Better than Peers
Passenger recovery shortfall per passenger	Equal to Peers *
Farebox recovery	Worse than Peers

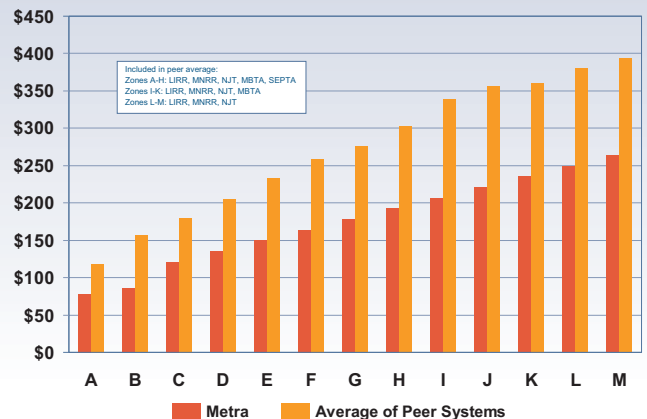
Source: 2010 National Transit Database

* "Equal" rating denotes a value within +/-5% of peer average

Office of Auditor General (OAG) Report Methodology updated with 2010 National Transit Database data

Monthly Fare Comparison

Monthly Fares in Effect in 2012 by Metra Zone - Metra vs. Average of Peers



Metra's Strategic Plan

REASONS FOR DEVELOPING A STRATEGIC PLAN

- To drive the capital programming and planning processes
- To best utilize scarce financial resources
- To increase public involvement in setting direction for the agency
- To improve transparency
- To better focus and define provision of service
- New leadership (CEO, Senior leadership, Board Members)

STRATEGIC PLANNING PROCESS



Values

VALUES

- Values describe how the agency carries out its mission.
- Values are the core ideology of the agency; they don't change over time.
- Values are those the agency has currently, not ones in the future.

Metra staff and Board members identified the following as the agency's values:

- Safety
- Security
- High-Quality Service
- Reliability
- Ridership Growth
- Stewards of the Public Trust
- Transparency
- Environmental Sustainability
- Communication/Customer Focus
- Diversity
- Fiscal Responsibility
- New Technology
- Efficiency
- Mobility
- Providing Secure Employment
- Maintain Ethical Standards
- Retain High-Quality Employees
- State of Good Repair
- Continuous improvement
- Bridging accessibility
- Maximizing utilization
- Expanding service to underserved areas

Mission and Vision Statements

Based on the Values identified, Metra developed draft Mission and Vision Statements.

A **MISSION STATEMENT** describes the overall purpose of the organization (who we are and what we do, who do we do it for, and how and why we do it) and serves as the starting point in developing a strategic vision.

DRAFT Metra Mission Statement

Metra, a premier commuter rail agency, provides safe, reliable, efficient, high quality commuter rail service with a diverse team of skilled employees who are committed to our customers' needs, which enhances the quality of life and the economic health of Northeast Illinois.

>>> *Please provide your feedback on this draft Mission Statement on your feedback form.*

A **VISION STATEMENT** describes an ideal future (where are we going, what we are working towards becoming) and describes what impact the agency has on society.

DRAFT Metra Vision Statement

To be a world-class commuter rail agency linking communities throughout the region by

- Providing the safest, most efficient, and most reliable service to our customers*
- Sustaining our infrastructure for future generations*
- Leading the industry in achieving continuous improvement, innovation and transparency*
- Facilitating economic vitality throughout Northeast Illinois*

>>> *Please provide your feedback on this draft Vision Statement on the next board.*

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Vision - Voting

Please use your **4 GREEN DOTS** to indicate which of the following elements of this Vision Statement you feel Metra should be most focused on in the future. If you feel especially strongly about one item, you can use more than one dot on an item.

>>> PLACE GREEN DOTS IN THIS COLUMN

Providing the safest service to our customers

Providing the most efficient service to our customers

Providing the most reliable service to our customers

Sustaining our infrastructure for future generations

Leading the industry in achieving continuous improvement

Leading the industry in technological and other innovation

Leading the industry in conducting its business with transparency

Facilitating economic vitality throughout Northeast Illinois

Goals - Voting

The goals listed below are the result of previous efforts in Metra's budgeting process, but may be revised or augmented as we move forward. As we go through the goal-setting process, we would like feedback on the goals outlined in past Metra budget documents.

Please use your **3 BLUE DOTS** to indicate which of the following goals you feel Metra should be most focused on the future. If you feel especially strongly about one item, you can use more than one dot on an item.

>>> PLACE BLUE DOTS IN THIS COLUMN

Maintain financial stability through cost containment and revenue enhancement

Continue aggressive pursuit of an equitable share of federal, state and local funding

Maintain safety, reliability and quality of services and facilities, and promote these attributes in order to expand Metra's share of both traditional and new transit markets

Improve efficiency and cost effectiveness of operations and services; deploy available capacity in a way to increase ridership levels while minimizing the need to expand fleet size

Promote development of a regional rail network that responds to the realities of metropolitan growth and improves the mobility of all citizens in the region

Actively pursue opportunities to use commuter rail to support environmental quality and rational, efficient land use and development

Near-Term Projects Metra is Evaluating

In a world of competing needs and ever-shrinking transportation funding resources, Metra's priority is maintaining our infrastructure in a State of Good Repair in such a way that we can continue to operate safely.

In 2010, the Regional Transportation Authority (RTA) identified \$7.37 billion of capital spending needs for Metra to achieve a State of Good Repair over the subsequent 10 years. Under the current funding scenario, it is anticipated that just over \$2 billion in capital funding will be available over that same time period. With that in mind, Metra has to be very judicious about how those scarce capital funds are spent.

2010-2019 Capital Funding Needs

Metra State of Good Repair	\$7.37B
Anticipated Federal Formula Funds <i>(at current funding levels)</i>	\$2B +
Metra's Outstanding Deficit	\$5B +

SAFETY AND STATE OF GOOD REPAIR (REGULAR CAPITAL PROGRAM ELEMENTS)

Rolling Stock

- Locomotive purchase, rebuild, rehabilitation and modifications
- Car rehabilitation and modifications

Track and Structure

- Track surfacing and undercutting
- Ties, ballast and switch heaters
- Crossing and switch improvements
- Bridge improvements and replacements
- Retaining wall and structure rehabilitation

Support Activities

- Homeland security
- Project management and administration
- Infrastructure engineering

Signal, Electrical, Communication

- Fiber optics, signal upgrades, signal replacement and interlockings
- Positive Train Control
- Traction power system improvements and electrical substations

Facilities and Equipment

- Coach yard improvements and expansion
- Maintenance of way vehicles and equipment
- Information technology equipment and upgrades
- Financial system replacement
- Facilities renewal

Stations and Parking

- Station / platform rehabilitation and upgrades
- Parking rehabilitation and upgrades

Long-Term Projects Metra is Evaluating

SYSTEM EXPANSION (CMAP GO TO 2040 PLAN'S MAJOR CAPITAL PROJECTS)



* Projects outside the six-county region will require a new dedicated source of capital and operating funding.

Using Performance Measures to Evaluate Projects

Another step in the process is identifying performance measures to help evaluate projects and prioritize spending decisions – how limited resources can be used based on the need of the project.

Current United States Department of Transportation (USDOT) and Regional Transportation Authority (RTA) leadership stress the use of performance measures in transit asset management, citing efficiency and objectivity when deciding which capital projects should be funded on what schedule.

Each agency must determine the evaluation category or measure and weight given to each measure when selecting projects.

Examples of possible performance measures to evaluate projects may include (but are not limited to):

- Asset Condition
- Asset Age
- Return on Investment
- Availability of matching funds

The above measures are merely examples that may or may not be used. The specific measures employed in the Metra Strategic Plan are still under development, and we will be providing more information on these measures in the future. The sample measures above are provided to clarify how some of the next steps in the process will proceed.

Next Steps

- Consolidate input from public outreach meetings
- Incorporate public and stakeholder feedback into Mission, Vision, and Goals
- Develop Performance Measures to evaluate capital projects
- Second round of public outreach meetings in Fall 2012
- Complete Strategic Plan by end of 2012

Thank you for attending!

Your participation and comments are important to the success of this project.

Please submit a feedback form with any comments or questions.

Visit the project website at metrarail.com/strategicplan.

Comments will be accepted online until 8/10/2012.

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