TO:        Board of Directors    DATE:    September 13, 2017
FROM:    Don Orseno, CEO/Executive Director
SUBJECT:    Draft Strategic Plan

RECOMMENDATION
Board members are requested to review and provide feedback on Metra’s draft Strategic Plan, “On Track to Excellence.”

BACKGROUND
In 2012, Metra staff began the process of writing the agency’s first comprehensive strategic plan since its founding in 1983. The first step was to define Mission and Vision statements for the agency, which were drafted with guidance from the Board of Directors and senior leadership team, with additional input from the public, stakeholders, and Metra employees. In January 2013, the Board approved the Mission and Vision Statements in the Plan, listed here for your reference:

Mission: As part of a regional transportation network, Metra provides safe, reliable, efficient commuter rail service that enhances the economic and environmental health of Northeast Illinois.

Vision: 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

In keeping with the Mission and Vision, Metra staff developed a set of draft goals for the plan, based on feedback from the public (in surveys, meetings, and e-mails), from key stakeholders (in letters and meetings), and from staff input (from both senior management and other staff). A pro-bono consultant worked with staff and Board members to focus Metra’s plan around five strategic goals, which are:

- Prioritize Safety and Security Awareness
- Invest in Workforce
- Ensure Financial Stability
- Deliver Quality Customer Service
- Optimize Capital Assets
In January, ED/CEO Don Orseno launched an effort to communicate Metra’s Mission, Vision and Strategic Goals to the entire organization. The ED/CEO hosted a series of information sessions to discuss the mission, vision and goals personally with employees, and introduced a poster that was distributed to all Metra work locations to help keep the agency’s Mission, Vision and Strategic Goals top-of-mind throughout the agency.

In creating the draft plan, staff used the established Mission, Vision, and Strategic Goals to guide the development of initiatives we intend to accomplish over the next five years. Each of the five Strategic Goals are linked to a set of initiatives, with measures that will be used to evaluate the agency’s progress. To ensure that the document is realistic and relevant, the time horizon of the plan is limited to five years, and the plan only includes initiatives that staff believes can be completed within that timeframe.

NEXT STEPS

We are requesting Board comment on the draft Strategic Plan. In addition, the draft document will be posted at [www.metrarail.com/strategicplan](http://www.metrarail.com/strategicplan) and the public and other stakeholders are invited to submit comments online until September 30, 2017. A final plan will be presented to the Board at the November Board meeting for possible adoption.

Staff plans to develop a set of Key Performance Indicators (KPIs) to track the agency’s progress toward achieving the goals of the plan, which may be displayed in a dashboard or scorecard. It is anticipated that the Strategic Plan will be revised periodically to address changing circumstances.

ATTACHMENTS

A. 2018-2022 Metra DRAFT Strategic Plan: On Track to Excellence

Prepared by Lynnette Ciavarella, Senior Division Director, Strategic Capital Planning
David Kralik, Department Head, Long Range Planning
Kristen Andersen, Principal Planner, Long Range Planning
Metra Strategic Plan:
On Track to Excellence

Metra Board of Directors
September 13, 2017
Presented by Lynnette Ciavarella
Senior Division Director, Strategic Capital Planning
Our Mission:
As part of a regional transportation network, Metra provides safe, reliable, efficient commuter rail service that enhances the economic and environmental health of northeast Illinois.
Draft Strategic Plan

Five Strategic Goals:

- Prioritize Safety and Security Awareness
- Invest in Workforce
- Ensure Financial Stability
- Deliver Quality Customer Service
- Optimize Capital Assets
Goal: Prioritize Safety and Security Awareness

Initiatives include:

- Install Positive Train Control on all lines by the end of 2019
- Increase coordination with Operation Lifesaver and the DuPage Railroad Safety Council on public rail safety efforts

Sample measures:

- Lower public and employee injury rates
- Install, test, and deploy PTC
Goal: Invest in Workforce

Initiatives include:

- Enhance in-house employee development programs
- Invest in outreach to diversify our applicant pool

Sample measures:

- Increase participation in voluntary employee development programs
- Evaluate success of workforce diversity goals
Goal: Ensure Financial Stability

Initiatives include:

• Identify and implement improvements that result in operating cost savings, greater efficiencies, and compliance

• Maximize non-fare revenue streams

• Work with stakeholders to secure new funding sources

Sample measures:

• Leverage funding sources and financing

• Continue to balance the annual agency budget
Goal: Deliver Quality Customer Service

Initiatives include:
- Implement real-time multi-channel customer communication system
- Train frontline personnel on topics such as sensitivity to ADA needs, de-escalating customer incidents, critical incident response, etc.

Sample measures:
- Monitor trends on annual customer satisfaction surveys
- Achieve our 95% on-time performance goal
Goal: Optimize Capital Assets

Initiatives include:

- Rolling stock rehabilitation and procurement programs
- UP-N bridge rehabilitation program
- UP-W third main track project
- Station Optimization Study and Transit Asset Management Plan

Sample measures:

- Complete construction projects on time and on budget
Next Steps

- September 13 – 30, 2017: Public comments can be submitted at metrarail.com/strategicplan
- October 2017: Review of comments for possible inclusion in final plan
- November 10, 2017: Final plan presented to Board for approval
- 2018: Key Performance Indicators (KPI) and dashboard development