



Metro-North Railroad

WAY AHEAD

MOVING FORWARD

Metro-North's updated strategy for a strong regional recovery and continued commitment to safety, reliability and innovation in the delivery of excellent customer service.

Metro-North is
getting the region
moving again —

WAY AHEAD

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Welcome Back!

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Our Mission Continues

*It is to be a safe,
reliable and
efficient railroad
providing regional
mobility and
excellent service
to our customers.*

When we launched our **Way Ahead** strategic plan in the fall of 2018, we were responding to evolving customer expectations and travel patterns while building on the positive progress we had made over the past several years. We were optimistic and had good reason to be.

Little did we know that less than two years later, we would be faced with the most significant public health, economic and social crisis of our time. When the Covid-19 pandemic hit in March of 2020, Metro-North responded quickly by adopting the most aggressive cleaning and disinfection program in our history. We provided thousands of masks to our customers, and installed hand sanitizer dispensers at all of our stations.

The impact of the pandemic on Metro-North cannot be understated. Many of us fell ill with COVID-19, and tragically, we lost several colleagues to this terrible disease. Our deepest condolences to their families and loved ones. Our ridership fell dramatically, initially by 95%. But even at the height of the pandemic, our dedicated and hardworking employees continued to do all the work necessary to carry essential workers to and from their jobs – they are truly Heroes Moving Heroes.

As the region begins to re-open, we have taken a hard look at what it will take for us to recover and for us to help the region recover. We have updated our strategies to respond to new challenges, and we are ready to adapt to whatever the “new normal” becomes. The strategies we have updated for **Way Ahead – Moving Forward** will meet the changing needs of our railroad and region as we recover from the pandemic and adjust to structural shifts in people’s work and transportation patterns.

Our Mission

Why We Exist

To be a safe, reliable and efficient railroad providing regional mobility and excellent service to our customers

Our Vision

Where We Are Headed

Our Vision through Way Ahead is to set the standard for safety, reliability and innovation in the delivery of excellent customer service

Our Values

What We Stand For

Respect

Treat everyone with dignity

Honesty

Speak and act truthfully

Pride

Own your work and do it well

We are still guided by the principles of safety, integrity and innovation, and these inform how we have approached this update to our plan to move us forward. We continue to focus on our three priorities — our customers, our people and our infrastructure. In the pages that follow, we highlight how we plan to recover and set ourselves up for success in the future.

We have all been through a lot. To our employees, I express my deepest gratitude for all that you do and commend you for continuing to exemplify Metro-North's values of respect, honesty and pride. And to our customers, we welcome you back and we thank you for riding with us! We remain committed to setting the standard for safety, reliability and innovation in the delivery of excellent customer service.

We know brighter days are ahead, and we are excited to be ***Moving Forward*** with you!



Catherine Rinaldi
President, Metro-North Railroad



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We continue to:

uphold these **3** core principles:

Safety

which rests at the heart of all our actions and initiatives

Integrity

to maintain the public's confidence in our decisions

Innovation

to encourage new ways of thinking and doing business

and focus on these **3** priorities:

Our Customers

who are the reason Metro-North exists

Our People

who are Metro-North's greatest resource

Our Infrastructure

including trains, stations, track, structures, bridges, communications, signals, power, shops & yards



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Our Customers Safety

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Maximize Customer Health, Safety and Confidence

We know Metro-North Railroad will play a vital role in the region's recovery.

With this in mind, providing you with a safe, clean and comfortable ride has never been more important.

We are here for you, and we are looking out for your health and safety — whether you are commuting to work, going to school, or are out exploring



We are working hard to provide an excellent customer experience resulting in consistently high levels of safety, customer satisfaction and confidence.

Moving Forward – we will:

- ▶ Ensure all stations and trains are **cleaned and disinfected** frequently
- ▶ Advance the pilot of a **new air filtration and purification system** to enhance the air quality on-board our trains
- ▶ Increase customer utilization of the **new real-time capacity tracking feature** via the [Metro-North Train Time® App](#) and station signage by extending this functionality to the entire Metro-North fleet
- ▶ **Continue to partner with the MTA Police** to ensure customer safety and security at stations and on-board trains
- ▶ Expand the use of **video camera systems** for customer security

some of the recreational and cultural destinations New York City and the region has to offer.



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Our Customers Safety



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Provide Safe, Responsive and Reliable Services to Meet Changing Customer Needs

The pandemic has fundamentally changed how both employers and employees are approaching office work.



Work from home, work from anywhere and more flexible schedules are reshaping the traditional in-person, 5-days a week 9-to-5 office culture. We know we will need to adapt, so we are looking into ways that our services can be responsive to evolving customer preferences and travel patterns. As more and more people return to the office over the next few months, we are ready to carry them back to work just as we have continued carrying the essential workers who have kept this region moving forward throughout the pandemic. We will need to continue to be responsive to the needs of all of our customers.

Moving Forward – we will:

- ▶ **Adjust train services and schedules** based on changing demands
- ▶ **Partner with and promote connecting services** and other mobility options, including a bike parking pilot program at stations
- ▶ **Utilize and integrate a new centralized scheduling system** to develop schedules more quickly and efficiently

Our Customers Safety

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Increase Customer Safety Awareness

We want you safe.

Slips, trips and falls are still the most common customer injuries. We are redoubling our efforts to generate high levels of customer safety awareness which can lead to fewer preventable customer injuries.

Moving Forward – we will:

- ▶ **Focus new customer safety programs** on slip, trip and fall prevention
- ▶ **Expand the reach of TRACKS** (Together Railroads And Communities Keeping Safe) and suicide prevention programs



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MTA Metro-North Railroad

TRACKS

Together Railroads And Communities Keeping Safe

mta.info/mnr/tracks

a safety education community outreach program designed to promote safe behaviors at or around railroad grade crossings and tracks.

Our Customers Integrity

Communicate Timely, Accurately and Openly with Customers

Metro-North has been focused on implementing new and better ways to communicate with our customers.



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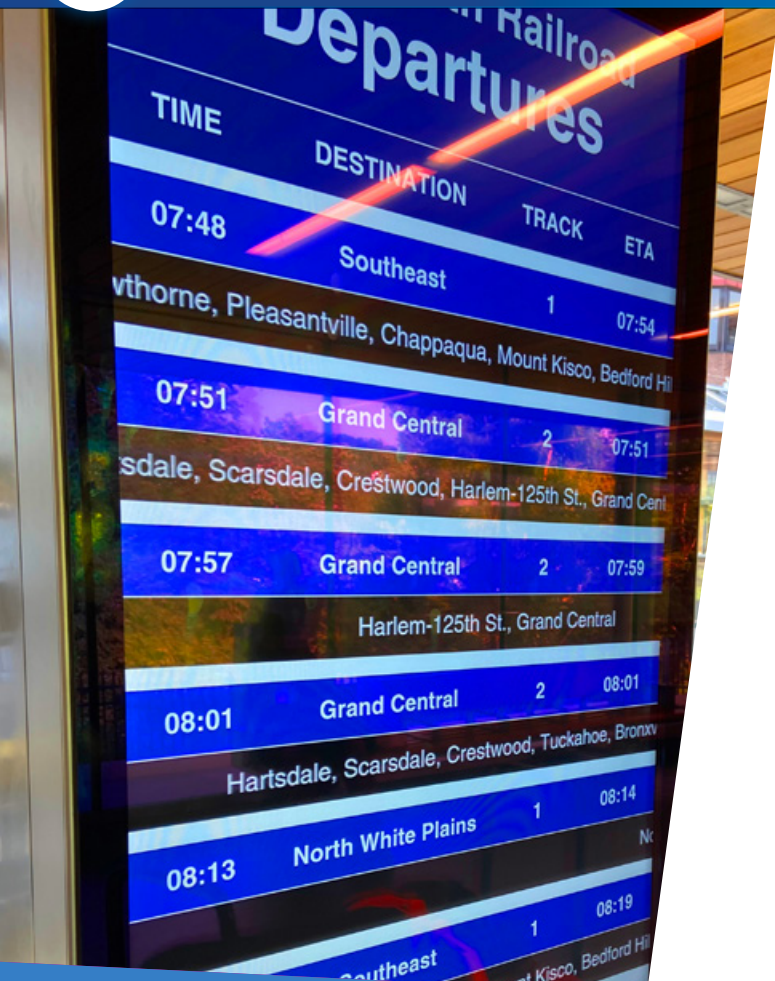
MOVING FORWARD

We have introduced more communication options and we are interacting with you more often — and increasingly in real-time. We are also working hard to make sure you have all the information you need at all points of your journey.

Moving Forward – we will:

- ▶ Provide face-to-face customer service at key stations through our **Station Ambassador Program**
- ▶ **Utilize multiple communication channels** and new technologies for customer information, service alerts and changes
- ▶ **Expand digital displays** throughout our system, including on-board trains
- ▶ **Expand use of the [Metro-North Train Time® App](#)** by introducing new functionality that meets changing needs

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Time Destination Track Stops

	3:59 PM	North White Plains	3	Williams Bridge				
	4106	4107	4136	4137	4062	4063	4238	4239
X	X							

Enhance Accessibility Across Our System

Metro-North has a long-standing commitment to accessibility, and we recently established an **Accessibility Task Force** to strengthen our efforts. The Accessibility Task Force is a forum for the exchange of information about Metro-North services and facility accessibility as they relate to persons with disabilities and their transportation needs.



Moving Forward – we will:

- ▶ Collaborate with the **Metro-North Accessibility Task Force** to identify opportunities for enhancements
- ▶ Partner with MTA Construction & Development to **install ADA compliant elevators** at Scarsdale, Hartsdale and Purdy's stations
- ▶ Promote our **Call Ahead Program** for customers who need assistance getting on or off of the train

Increasing connectivity



Deliver on Our Commitment to Equity

We are also now increasing our focus and attention on the issue of equity. The pandemic has highlighted inequalities in so many areas of society, and we want to be part of the solution when it comes to transportation and regional mobility. Providing customers and communities with enhanced transit options translates into more economic and social opportunities for all.

Moving Forward – we will:

- ▶ Participate in the establishment of an **Equity Task Force** to better address equity issues and topics
- ▶ **Focus on opportunities and connectivity for all** in the development of our service plans, including exploring additional first-mile and last-mile connections to our stations that will increase access and improve regional mobility
- ▶ **Continue to prioritize and advocate for additional capital funding** for station improvements in minority and disadvantaged communities throughout our service territory
- ▶ **Partner with MTA Construction & Development to advance the [Penn Station Access Project](#)** which supports equity goals by bringing four new stations to the Bronx, expanding access and significantly reducing travel times for East Bronx residents

Our Customers Integrity

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Our Customers Innovation

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Welcome and Encourage Customers to Return and Develop Strategies to Attract New Riders

Simply put, we want you back on our trains. We know the region's recovery and long-term sustainability depends on it. In addition to being safe, clean and reliable, we are seeking innovative ways to attract new riders and improve your customer experience.

Welcome back!

We want you and your family and friends riding our trains instead of adding to the region's post-pandemic traffic jams.

Moving Forward — we will:

- ▶ **Partner with the MTA** on communication campaigns to encourage customers to return
- ▶ **Review fare policies** and consider new options

Improve Your Customer Experience Through Innovation

Moving Forward — we will:

- ▶ Identify and implement innovative **customer experience enhancements** by leveraging industry best practices
- ▶ Roll out the new MTA-wide **OMNY fare payment system**
- ▶ Increase customer utilization of **MTA eTix®** App



NEW HAVEN LINE DEPARTURES			
TIME	TRK	DISTINATION	REMARKS
12:24	20	NEW HAVEN	STAMFORD - 1ST STOP
12:37	15	STAMFORD	FORDHAM - 1ST STOP
1:04		NEW HAVEN	CONNECTION TO DANBURY, NEW CANAAN
1:07		STAMFORD	FORDHAM - 1ST STOP
1:54		NEW HAVEN	CONNECTION TO SLE, WATERBURY
1:57		STAMFORD	FORDHAM - 1ST STOP

NEW HAVEN LINE DEPARTURES			
TIME	TRK	DISTINATION	REMARKS
2:04		NEW HAVEN	CONNECTION TO NEW CANAAN, SLE
2:07		STAMFORD	FORDHAM - 1ST STOP
2:24		NEW HAVEN	CONNECTION TO SLE
2:37		STAMFORD	FORDHAM - 1ST STOP
3:05		NEW HAVEN	CONNECTION TO DANBURY, NEW CANAAN
3:08		STAMFORD	FORDHAM - 1ST STOP

NEW HAVEN LINE DEPARTURES			
TIME	TRK	DISTINATION	REMARKS
3:30		NEW HAVEN	GREENWICH - 1ST STOP
3:34		STAMFORD	FORDHAM - 1ST STOP
3:58		NEW CANAAN	WLE - 1ST STOP
3:58		HARRISON	LIT VERBOKH EAST - 1ST STOP
4:02		NEW HAVEN	CONNECTION TO SLE
4:08		SOUTH NORWALK	STAMFORD - 1ST STOP

INFORMATION			
ATTENTION	New Haven Line		
	Tracks will be posted 30 minutes prior to train		

Maximize Employee Health and Safety

The health, safety and well-being of our employees has always been a top priority at Metro-North.

Throughout the pandemic we have focused on ensuring our people are protected and working as safely as possible. We will continue these efforts and seek additional ways to support employees as they navigate the pandemic's impacts, including addressing mental health challenges. We want our people healthy and productive both on the job and off the job with their families and friends in the communities we serve.

Moving Forward – we will:

- ▶ Offer and manage employee **vaccination programs**
- ▶ Focus on **Personal Protective Equipment (PPE)** distribution and compliance
- ▶ Continue to execute **safe return-to-office plans**



Increase Employee Well-being

Moving Forward – we will:

- ▶ Partner with the MTA to expand employee wellbeing offerings through **Healthy4U!** programming, including a focus on mental health issues



- ▶ **Roll-out an employee health and wellness program** including preventative health and disease management programs



Ensure the Stability of our Workforce

Running safe and reliable trains requires a stable and well-trained workforce. We are focused on ensuring our teams in operations, maintenance and all the various support functions are adequately trained and staffed. Supporting our people and their safety also means making sure their training and development needs are met and enabling them to build new skills in order to grow in their careers.

Moving Forward – we will partner with the MTA People Organization to:

- ▶ **Attract, hire, promote** and **retain** employees to ensure all critical positions are filled
- ▶ Develop a comprehensive **succession planning** program
- ▶ Provide **targeted training** and **development programs**, including career path guidance



Continue to Focus on Operational Safety

Moving Forward – we will:

- ▶ Continue to expand the role of **Safety Committees** and support quarterly **Safety Focus Week** activities
- ▶ Perform timely and comprehensive **accident and incident investigations**, implement corrective actions and share lessons learned
- ▶ Ensure high levels of **direct field observation** (efficiency) testing compliance
- ▶ Continue to provide **first-class operations and safety training programs**



Our People Integrity

Increase Employee Engagement and Morale

A heartfelt thank you to all our employee heroes who never stopped working and who helped pull the region through the darkest days of the pandemic.

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Our dedicated and diverse workforce combined with the pride we take in our work is what will make our recovery through the **Moving Forward** plan possible. We also know that engaged and appreciated employees are more productive. However, the events of the past year have also shown us that we need to work harder to address issues of racism, discrimination and bias in the workplace. Building on “respect” as one of our core values, our commitment to making all employees feel included and supported has never been stronger.

Moving Forward – we will:

- ▶ Provide regular opportunities for **employee dialogue** and **input**, improving access to managers and senior leaders
- ▶ Highlight our employees through various **employee recognition programs**
- ▶ **Explore new approaches and technologies** to engage with, communicate and inform employees



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Our People Integrity

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Deliver on Our Commitment to Diversity and Inclusion

Moving Forward – we will:

- ▶ **Increase diversity** hiring, promotions and training
- ▶ **Support** the work of the Diversity, Respect, Inclusion and Leadership (DRIL) Working Group
- ▶ Partner with the MTA to expand participation in **Employee Resource Groups**



Our People Innovation

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The MTA is transforming with a streamlined approach to centralized support functions that will serve Metro-North and the other operating agencies.

Transform How We Work

While these types of changes can be disruptive, we remain focused on improving productivity and taking pride in our work. We are actively working together on innovative ways in which we can work safer, smarter and more efficiently.

Moving Forward — we will:

- ▶ **Ensure a strong and collaborative partnership** between Metro-North and the newly transformed support functions at MTA headquarters
- ▶ **Explore new ways of working** together in the field, at facilities, in offices and remotely
- ▶ **Continue to partner with MTA's Chief Innovation Officer** to identify innovative ways to work more safely and efficiently and/or improve the customer experience
- ▶ **Promote best practices** and **knowledge sharing** across departments and work locations to increase productivity and efficiency
- ▶ Strengthen overtime management practices
- ▶ Review and **right-size operating functions** that remain at Metro-North



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Accelerate Maintenance and Major Rehabilitation Projects

Keeping our network of infrastructure assets well maintained is fundamental to providing you with safe and reliable train service.

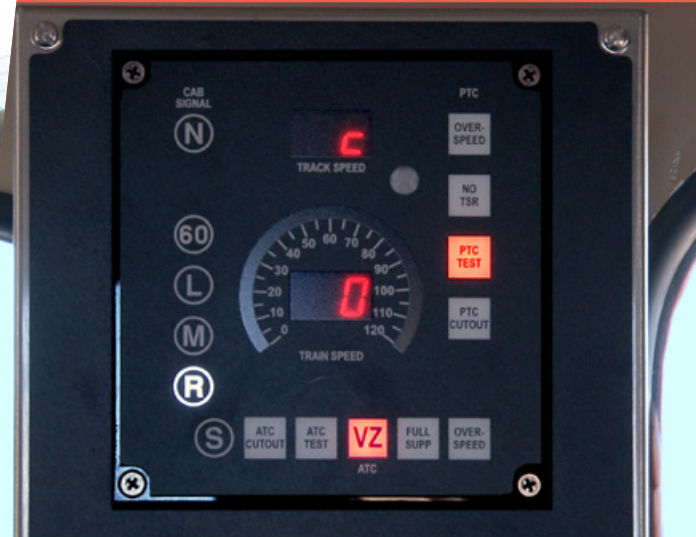


The **SMARTRACK** program we developed in 2018 through Way Ahead has allowed us to undertake critical infrastructure work by strategically shutting down continuous segments of track. We give multiple work groups uninterrupted access to perform their work, which speeds up projects and minimizes delays and inconvenience to our customers.

Moving Forward – we will:

- ▶ Through our **SMARTRACK** program, replace critical infrastructure components such as track switches and rail ties, as well as trim or remove trees that can fall onto our tracks
- ▶ Partner with MTA Construction & Development to advance the first phase of the **Park Avenue Viaduct Rehabilitation** while minimizing customer impacts since this critical artery carries 80% of our customers into and out of Grand Central Terminal
- ▶ Improve infrastructure planning and project delivery by **integrating schedules for maintenance and rehabilitation projects**
- ▶ **Advance the cyclical replacement of rail** through a new, dedicated rail gang





Enhance Grade Crossings

While we have been actively promoting grade crossing safety through our award-winning TRACKS community education and outreach program, there are also physical enhancements we are working on to make our crossings safer.

Moving Forward – we will:

- ▶ Complete **pedestrian safety enhancements** at Jay Street crossing in Katonah, NY
- ▶ Complete delineator installations at 91 crossings. These **high visibility reflective posts** will alert drivers to not drive vehicles onto the tracks
- ▶ Initiate the planning phase of the \$19.7M USDOT grant for **grade crossing enhancements on the Harlem Line**

Expand and Optimize PTC to Increase Safety and Reliability

Our focus and persistence brought Positive Train Control (PTC) into full service by the December 2020 federal deadline in the initial phase of Way Ahead. We are now turning our attention to fine-tuning all aspects of the system to provide the highest levels of safety possible.

Moving Forward – we will:

- ▶ Ensure all major components of PTC including train car, wayside and office systems are **fully optimized** for customer safety
- ▶ Complete PTC installation on the Waterbury Branch in Connecticut



Expand Sustainability Efforts for Climate Resiliency & Cost Savings

Metro-North's services reduce our region's carbon footprint by getting people out of cars and onto trains.

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This contributes to the MTA's overall **avoidance of over 17 million metric tons of greenhouse gases annually**. As the impacts of climate change become more evident, we are seeking ways to become more energy efficient and to build resiliency into our system and projects. Operating more sustainably serves the environment, the region and our bottom line by reducing energy expenses.

Moving Forward – we will:

- ▶ **Maintain our ISO Energy Management System certification status** to support proactive energy management across the railroad
- ▶ **Increase utilization of regenerative braking capabilities** across our fleet types to improve our energy efficiency
- ▶ **Identify additional energy efficiency opportunities** to help achieve New York State's BuildSmart 2025 goal for the MTA of almost 1 Trillion BTU of savings from 2015 levels
- ▶ **Install a 150kW electricity-generating system of solar panels** on the roof of our new maintenance facility in Croton-Harmon and investigate additional microgrid opportunities at other facilities and rail yards
- ▶ **Expand our participation in Demand Reduction programs**, decreasing electrical usage at times of peak demand
- ▶ **Review major projects and procurements for energy efficiency enhancements**, energy savings as well as energy sustainability and resilience
- ▶ Collaborate with Long Island Rail Road on a **feasibility assessment of a battery-powered train**

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Our Infrastructure Innovation

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Utilize New Inspection Methods, Technologies and Analysis

Digital technologies are enabling new ways for us to monitor and maintain our infrastructure. We are embracing innovation and re-thinking traditional business methods and processes which can lead to safer and more efficient practices. Digital transformation will also enhance your customer experience — as the integration of new technologies will bring benefits to every aspect of what we do for you.

New technologies will bring benefits

Moving Forward – we will:

- ▶ **Deploy a new Metro-North owned maintenance-of-way inspection car** which will allow us to do our own comprehensive system-wide inspections
- ▶ **Increase the frequency of inspections** in non-electrified territory using our Shoreliner Autonomous Track Geometry Inspection Services (ATGIS) system
- ▶ **Roll-out electronic inspections using handheld devices** in the field through the MTA's Enterprise Asset Management (EAM) program
- ▶ Install additional **Security Camera Pods** and **Help Point Kiosks**



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Our Infrastructure Innovation

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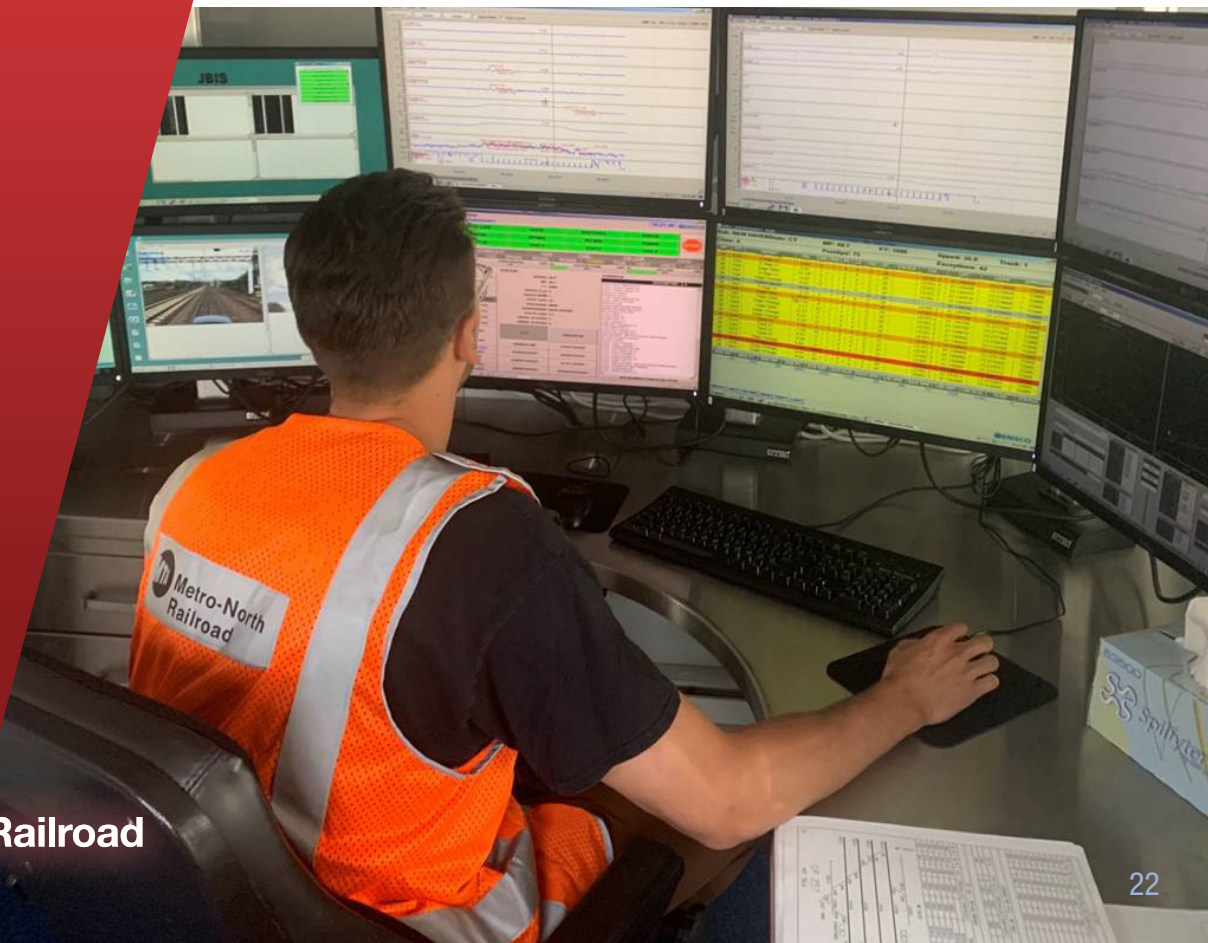
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Advance Digital Transformation Across the Railroad

Moving Forward – we will:

- ▶ Partner with MTA IT to develop a **prioritized digital roadmap** which outlines opportunities and next steps for digital transformation
- ▶ **Implement Operational Technology (OT) system** enhancements and strengthen OT capabilities
- ▶ Partner with MTA IT to roll out and train employees on the use of **business intelligence tools**

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Metro-North is Moving Forward!

We are responding to today's challenges and charting the *Way Ahead – Moving Forward* for recovery and resiliency.

Metro-North remains committed to our vision of setting the standard for safety, reliability and innovation in the delivery of excellent customer service.

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Visit us online at

[**new.mta.info/MNR-WayAhead**](https://new.mta.info/MNR-WayAhead)

Give us your feedback at

WayAhead@mnr.org



#take the train



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