Moving the Throttle Forward: CEO 100-Day Report
June 10, 2011
Today

• Our Journey – Making Progress
• Our Doctrine – Metra’s Character
  – Values, Mission, Goals, and Vision
• The Roadmap to Excellence
  – Value inspired, metric driven = continuous improvement
  – A World Class Metra
  – Some touch points
  – Your role
We are making progress…

<table>
<thead>
<tr>
<th>ORGANIZATIONAL ISSUES</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Self-Assessment of Senior Staff</td>
<td>✓</td>
</tr>
<tr>
<td>Fiscal 2012 Initiate Pay for Performance</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Classification/Compensation Study</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Employee Non-Contract Handbook Revisions</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Revamp Five-Phase Succession Plan</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Develop Risk Assessment/Audit/Controls</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Updated High Level Organizational Chart</td>
<td>✓</td>
</tr>
<tr>
<td>Publish Detailed Organizational Chart</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Review Peer Agencies &amp; Update Metra Policies</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>RFP for Non-Contract Class/Comp Study</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Reach Out to Employees for Cost Savings Ideas</td>
<td>✓</td>
</tr>
</tbody>
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We are making progress…

PROCESS, HIRING, PROMOTIONS

Competitive Process in Place for All Positions ✓
Well-Defined Budget Process for 2012 IN PROGRESS
Manual Time Entries Reviewed by Managers ✓
Analysis of High-Overtime Groups ON-GOING

METRA POLICE

Review Overtime Policies for Vacancies ON-GOING
Review Metra Police Organization Structure IN PROGRESS
We are making progress…

<table>
<thead>
<tr>
<th>INFORMATION TECHNOLOGY</th>
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<tbody>
<tr>
<td>RFP to Replace Current Financial Systems</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Biometrics Installed in Engineering Facilities</td>
<td>✓✓✓ ✓✓</td>
</tr>
<tr>
<td>Evaluate Timekeeping at Other Facilities</td>
<td>IN PROGRESS</td>
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</tbody>
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<table>
<thead>
<tr>
<th>COMPENSATION &amp; BENEFITS</th>
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<tbody>
<tr>
<td>Health &amp; Pension Plan Reviews</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Health &amp; Wellness Program Ideas</td>
<td>TBD</td>
</tr>
<tr>
<td>Extend Blackman Kallick for Phase III</td>
<td>IN PROGRESS</td>
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<table>
<thead>
<tr>
<th>DISCIPLINE/ETHICS</th>
<th></th>
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<tbody>
<tr>
<td>Train Managers on Progressive Discipline</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Leniency Reinstatements Reviewed by CEO</td>
<td>✓</td>
</tr>
<tr>
<td>Ethics Compliance Training &amp; Reinforcement</td>
<td>IN PROGRESS</td>
</tr>
</tbody>
</table>
We are making progress…

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<th>LEADERSHIP</th>
<th></th>
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<tbody>
<tr>
<td>Hire Chief Financial Officer</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Hire Capital &amp; Strategic Planning Officer</td>
<td>TO BOARD</td>
</tr>
<tr>
<td>Hire General Counsel</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Hire Senior Director of Legislative Affairs</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Hire Marketing &amp; Communications Officer</td>
<td>TBD</td>
</tr>
<tr>
<td>Hire D/ED Administration</td>
<td>TBD</td>
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<tr>
<td>Hire Senior Director of Labor Relations</td>
<td>TBD</td>
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<tr>
<th>STRATEGIC PLANNING</th>
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<tr>
<td>Evaluate Non-Police Vehicle Fleet Usage</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Strategic/Capital Plan Review &amp; Update</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Update Mission Statement, Goals, Core Values</td>
<td>IN PROGRESS</td>
</tr>
</tbody>
</table>
We are making progress…

**EXTERNAL RELATIONSHIPS**

<table>
<thead>
<tr>
<th>Relationship</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legislators</td>
<td>✓✓✓✓</td>
</tr>
<tr>
<td>County Chairs</td>
<td>✓✓✓✓</td>
</tr>
<tr>
<td>Springfield and Washington DC</td>
<td>✓✓✓✓</td>
</tr>
<tr>
<td>City Managers</td>
<td>✓✓✓✓</td>
</tr>
<tr>
<td>Chamber of Commerce</td>
<td>✓✓✓✓</td>
</tr>
<tr>
<td>Aldermen &amp; City Council Members</td>
<td>✓✓✓✓</td>
</tr>
<tr>
<td>Citizen’s Advisory Board</td>
<td>✓✓✓✓</td>
</tr>
<tr>
<td>RTA and CTA Reach Out</td>
<td>ON-GOING</td>
</tr>
<tr>
<td>ALL Stakeholders</td>
<td>ON-GOING</td>
</tr>
</tbody>
</table>
We are making progress…

**CUSTOMER OUTREACH**
- Quiet Cars
- Make A Wish
- Customer Survey
- E-Alerts
- Twitter

**EMPLOYEE OUTREACH**
- Line Employee Meetings
- Supervisor Meetings
- 547 Employee Meetings
- Cliff Notes (Bi-Level)
- Interviewed Employees About Morale
- Message from CEO to Employees
Our Doctrine: Metra’s Character

Mission
Who we are.
The path to achieve our vision.

Goals
How we get there.
Short and Long Term

Vision
Who we want to be.
Our ultimate benchmark.

Values
Qualities that matter to us.
Our North Star.

Continuous Improvement
Our Values

How we act…

– In collaboration and respect with stakeholders
– With financial, ethical and personal integrity
Our Values

How we act…

- Transparently, communicating openly and honestly
Our Values

• How we work…
  – Safety – our “North Star”
  – Focusing on our customers and creating value for all stakeholders
  – Caring for our environment
Our Values

• How we create value…
  – Engaging our employees
  – Optimizing our financial and physical resources
  – Measure and evaluate our processes regularly
Our Mission & Vision

We need to re-fresh our Mission and our Vision at a future Board Workshop.
The Roadmap to Excellence

- Leadership by Example
- Sense of Urgency
- Strong Safety and Employee Focus
- Value Inspired and Metric Driven
- Board Engagement and Governance
Values & Metrics

- Safety
- Operational Excellence
- Financial Accountability
- Customer Engagement
- Employees
- Community Engagement
- Environmental Stewardship
Key Ingredients for a World Class Metra

- Sustainable Metra Aligned with our Values and Vision
- Strategic Planning and Capital Management
- Customer Engagement
- Stakeholder Involvement & Engagement
- Safety: Zero Tolerance for unsafe Behaviors
- Build Credibility: Meet Expectations
- Transparency: Internal and External
- Employee & Worker Engagement
- Efficiency
- Financial Viability

A Sustainable Metra
Aligned with our Values and Vision
Social Responsibility

Socially Responsible

- Customers
- Communities
- Employees

Safety

Goodwill

Diversity

Strategic Partnerships

Best Practices

Environmental Stewardship
The Passenger Experience

Passenger Experience

Touch Points

- Passenger & Community Engagement Programs
- Website Information
- Ticket Counter
- Customer Call Center
- Commute Experience
- Passenger Communications
- Station Parking
- Newsletter
- Twitter Alerts
- Train Status Updates
- Conductor
- Passenger & Community Engagement Programs
- Station & Platform Information
Community Engagement

Touch Points

- Board Members
- Passengers
- Cities
- Counties
- Residential Community
- Community Organization
- Business Community
- RTA and Service Boards
- Corporate Partners
- Schools & Colleges
- Other Railroads
- Digital & Social Media
- Broadcast & Print Media

Community Engagement
Employee Engagement

- Pride
- Respectful Environment
- Transparency
- Employees Give Back
- Pay for Performance
- Management by Objectives
- Cross-Functional Work Groups
- Appreciation of Our History
- Value Institutional Knowledge
- Newsletters
- Competitive Salaries
- Empowerment
- Sense of Ownership of Outcomes
- Safe Work Environment
- CEO Listening Sessions
- Professional Work Environment
- Professional Development
- Promotion and Growth
- Health & Wellness Education
- Team Building
- Employee Engagement

Employee Engagement
Touch Points
“We are moving from looking back in the mirror to looking forward to the track ahead.”