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...

**ORGANIZATIONAL ISSUES**

<table>
<thead>
<tr>
<th>Issue</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>
</table>

*Metra*

*The way to really fly*
## We are making progress…

### PROCESS, HIRING, PROMOTIONS

<table>
<thead>
<tr>
<th>Task</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Process in Place for All Positions</td>
<td>✓</td>
</tr>
<tr>
<td>Well-Defined Budget Process for 2012</td>
<td>IN PROGRESS</td>
</tr>
<tr>
<td>Manual Time Entries Reviewed by Managers</td>
<td>✓</td>
</tr>
<tr>
<td>Analysis of High-Overtime Groups</td>
<td>ON-GOING</td>
</tr>
</tbody>
</table>

### METRA POLICE

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

**LEADERSHIP**
- Hire Chief Financial Officer: **IN PROGRESS**
- Hire Capital & Strategic Planning Officer: **TO BOARD**
- Hire General Counsel: **IN PROGRESS**
- Hire Senior Director of Legislative Affairs: **IN PROGRESS**
- Hire Marketing & Communications Officer: **TBD**
- Hire D/ED Administration: **TBD**
- Hire Senior Director of Labor Relations: **TBD**

**STRATEGIC PLANNING**
- Evaluate Non-Police Vehicle Fleet Usage: **IN PROGRESS**
- Strategic/Capital Plan Review & Update: **IN PROGRESS**
- Update Mission Statement, Goals, Core Values: **IN PROGRESS**
We are making progress…

<table>
<thead>
<tr>
<th>EXTERNAL RELATIONSHIPS</th>
<th></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
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

- Safety: Zero Tolerance for unsafe behaviors
- Build Credibility: Meet expectations
- Transparency: Internal and external
- Customer engagement
- Stakeholder involvement & engagement
- Strategic planning and capital management
- Employee & worker engagement
- Efficiency
- Financial viability

A Sustainable Metra
Aligned with our Values and Vision

Metra
The way to really fly
Social Responsibility

- Safety
- Goodwill
- Diversity
- Environmental Stewardship
- Strategic Partnerships
- Best Practices

Socially Responsible

- Customers
- Communities
- Employees
Employee Engagement

Touch Points

- 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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

Employee Engagement

- Appreciation of Our History
- Value Institutional Knowledge
- Newsletters
- Competitive Salaries
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

Employee Engagement

- Pay for Performance
- Management by Objectives
- Cross-Functional Work Groups
- Appreciation of Our History
- Value Institutional Knowledge
- Newsletters
- Competitive Salaries
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

Employee Engagement

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

Employee Engagement

- 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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics

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
- CEO Listening Sessions
- Safe Work Environment
- Sense of Ownership of Outcomes
- Empowerment
- Team Building
- Health & Wellness Education
- Professional Development
- Promotion and Growth
- Professional Work Environment
- High Level of Ethics
The Metra Board

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