



CEO VISION

On my first day as your CEO, I sent my “Expectations” to all employees. After a few weeks in this role, I want to share my “Vision” for the agency.

My intention in sharing my vision is to:

- Motivate and challenge you;
- Provide a sense of direction; and
- Provide a framework on which you can base decisions.

This vision statement is based on the fact that Metrolink serves a meaningful purpose. Imagine for a moment what would happen to the region if Metrolink disappeared tomorrow – guaranteed gridlock, increased greenhouse gas emissions, and a negative impact on economic development. Simply put, Metrolink connects people to opportunity every day. With this in mind, I share with you my vision for Metrolink:

Customer-First

- We respect the customer and put them at the heart of everything we do. We emerge as the safest, most reliable, innovative, and customer-focused regional rail agency anywhere. Whenever you make a decision, ask yourself – what would our customers think?
- We become the first choice for leaving the car at home because we deliver exceptional customer experiences. We will double our ridership over the next five years.
- We are no longer a niche commuter rail system. We will transform Metrolink from an underutilized and underinvested network into a leading service provider in time for the 2028 Olympics and Paralympics.

Safety and Security

- We embrace safety and security as core values that set our foundation. We will serve as an institute for PTC technology, sharing our knowledge and training with other rail operators, and leveraging our leading expertise as a profit center.
- Everyone has a role in safety. We will create an environment of high safety culture to ensure that we operate the safest rail system in the world.

An Integrated System

- We will fully integrate Metrolink with all of our Southern California transportation partners. We are part of a larger transportation ecosystem that includes buses, rail transit, intercity rail, and first/last mile journeys. We will assess all elements of the customer journey.

- We will be the trusted advisor to the Member Agencies for interaction with host railroads. We will partner with Member Agencies to increase the capacity of the regional rail system.
- We will earn the trust of Member Agencies and grant funders to be the smart investment choice to reduce regional congestion. Being smart means improving operational efficiency, becoming financially sustainable, and being customer-focused.

Modernizing Business Practices

- We will modernize our system and ensure it is environmentally sustainable.
- We track “first-contact resolution” and other key performance indicators to measure customer experiences, operational performance, and efficiency.
- We will develop a Comprehensive Business Plan that recognizes the financial constraints of all the Member Agencies, addresses the State of Good Repair needs, and provides for incremental service increases. We will not overly rely on subsidies from the Member Agencies.
- We are driven by performance. We will use fresh data to inform decision-making.
- We will deploy inclusive procurement principles to foster competition, improve the bottom line, and increase opportunities for small and disadvantaged business enterprises.
- We will eliminate organizational silos. We will speak with one voice.
- We will make innovation a cornerstone of the agency. We will become more technology focused.
- We will embrace change as constant and collaboration as vital. We welcome possibilities for new ways of doing our work, organizing ourselves, partnering with others and delivering value to customers and Member Agencies. As we adapt to changing conditions, we will increase collaboration across the agency so that we learn continuously from and with each other.
- We will invest in employees through professional development, career pathways, and training in order to ensure that Metrolink is an employer of choice.

The Vision Statement that I expect every team and every employee to know, live by, and build on is **“Create Value, Exceed Expectations.”** Creating value and exceeding expectations means providing outstanding customer experiences, and accountability and partnership with Member Agencies and stakeholders.

To exceed expectations is to create the foundation for excellence. No matter what job we do and what we are involved in, we will strive to exceed expectations.

I look forward to leading you as we transform Metrolink.



“Action without vision is only passing time, vision without action is merely daydreaming but vision with action can change the world”. – Nelson Mandela