Metro-North Railroad Strategic Plan 2016-2020
Where we’re headed and how we’ll get there
Our Mission:

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

Our Vision:

“Over the next five years, through an engaged and empowered workforce, Metro-North Railroad will provide superior customer service by setting the standard for safety, reliability and innovation.”

To succeed, we have to renew our focus and reclaim our reputation as a world-class railroad.
We’d lost our hold on what made us great—our focus on safety, our commitment to service, our connection to our customers and to each other.

As a result, our reputation became tarnished, our customers became disillusioned and our employees became discouraged.

But we knew we could turn this around—we have a strong history in the industry and an experienced, committed and proud workforce.

We needed a plan. A smart, strategic plan.
How did we get started?

- We took an in-depth and honest look at our entire organization to see where the biggest issues—and the biggest opportunities—seemed to be.

- We asked our employees their opinions on what wasn’t working and their suggestions for improvements.

- We drafted a plan focused on the next five years, identifying priorities and actions that would have the greatest impact.

- We refined that plan with input from employees across Metro-North’s various departments and functions.

The result: a truly collaborative strategic plan.
How is this strategic plan different from past efforts?

- **Employee input.** We knew the best way to build a smart plan was to involve our people—who really are the railroad—from the beginning.

- **Achievable objectives.** We identified a short list of realistic and achievable tasks—the kind that will make a real difference in realizing our vision.

- **Flexibility.** Change happens. We want to be ready when it does. So even though the strategy is specific, it is not written in stone. We can adapt it to address changes that may affect our railroad, our community and our world.

**Bottom line:** it’s dynamic, durable—and doable.
Our Three Strategic Priorities:

We’re going to focus our attention on three main priorities:

OUR PEOPLE:

Our greatest resource. Our diverse, dedicated and proud workforce.
Our Three Strategic Priorities:

OUR CUSTOMERS:
Our reason for existing. The people and communities we serve every day.
Our Three Strategic Priorities:

OUR INFRASTRUCTURE:
Our assets. Our trains, stations, track, structures, communications, signals, power, shops & yards.
Each Priority has its own dedicated goal:

**OUR PEOPLE:**
“We will be an engaged, accountable and high-performing workforce.”

**OUR CUSTOMERS:**
“We will consistently meet customer expectations by ensuring safe, reliable, accessible and comfortable service, and by providing timely, accurate and open communication.”

**OUR INFRASTRUCTURE:**
“We will ensure that all assets are in a state of good repair.”
We’ve also developed three drivers that will serve as basic operating principles to guide and govern our work:

**SAFETY:**
Safety is embedded in all decisions, actions and initiatives to ensure safe operations and safe work practices.

**INTEGRITY:**
Integrity consistently guides everything that we do, from how we do our jobs every day to how we manage our assets and our finances. Acting with integrity is fundamental to maintaining the confidence of the public and for building a sustainable future.

**INNOVATION:**
Innovation encourages new ways of thinking and doing business. It includes leveraging new technology to improve transportation services and business practices in order to meet current and future customer expectations.
We have identified a series of specific objectives to help us achieve the goals for each of our priorities.

**OUR PEOPLE OBJECTIVES:**

1. **SAFETY**
   - Develop and deliver improved employee programs and training on safe work standards, procedures and practices.

2. **SAFETY**
   - Expand the role and strengthen the structure of the safety committees and involve them in the ongoing development and updating of safety procedures and sharing of MNR and industry best practices.

3. **INTEGRITY**
   - Provide consistent and effective leadership through managing and guiding employees to ensure professionalism, fairness, respect and achievement of performance standards.

4. **INNOVATION**
   - Establish a dedicated innovation function.
**Our Objectives:**

**OUR CUSTOMERS OBJECTIVES:**

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<thead>
<tr>
<th>SAFETY</th>
<th>1. Improve existing and establish new customer safety programs focused on encouraging safe customer behaviors.</th>
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<tbody>
<tr>
<td>INTEGRITY</td>
<td>2. Establish a customer service excellence program for all employees to improve professionalism and ensure a superior customer experience.</td>
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<tr>
<td>INNOVATION</td>
<td>3. Expand relationships with customers and stakeholders to generate innovative ideas and solutions and develop effective communication strategies.</td>
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<td>4. Use technology, research and analysis to improve the customer experience and enhance our services.</td>
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Our Objectives:

OUR INFRASTRUCTURE OBJECTIVES:

1. Establish a systematic and on-going program to clean up trash and materials along the MNR right-of-way, at stations and in and around train yards and employee facilities.

2. Continue to institutionalize routine and cyclical maintenance practices and prioritize capital projects that ensure the integrity of our physical assets.

3. Implement the initial phase of Enterprise Asset Management (EAM).

4. Continue to explore the use of new technologies to monitor the state of our infrastructure in order to proactively respond to conditions through an efficient balance of maintenance and capital work.

5. Explore innovative project delivery methods.
Mapping out Our Strategic Plan

An outline of our mission, vision, priorities, goals and objectives for 2016 – 2020—and beyond.

It’s our roadmap to success for a journey we’ll all take together.
What’s in it for us?

Our Strategic Plan is critical to building “Our Railroad, Our Vision and Our Future.”

Your active participation is key to realizing our vision, fulfilling our mission and making Metro-North a better railroad.

Our Plan will focus on essential priorities for improving operations and delivering excellent customer service.

We have a lot to accomplish in five years. That’s why we all need to make ourselves familiar with the Strategic Plan and what we need to do to achieve success.

What’s in it for you?

An opportunity for all employees to play an active role in returning our railroad to greatness.

An improved railroad will benefit all employees, customers, stakeholders and communities.

Recognition opportunities for strong job performance that is aligned with our Strategic Plan.
What’s Next?

**Start making the connections** between what your department and your team can do to support the Strategic Plan and the three Strategic Priorities: Our People, Our Customers and Our Infrastructure.

**Think about actions you can take in your day-to-day job responsibilities** to make Metro-North an even better railroad.

**Share your feedback and ideas** on the new Strategic Plan in Staff/Departmental Meetings, District Performance Reviews and on Safety Focus Days.

**Review updates on the actions we are taking and the progress we are making** by visiting: [www.yourmnr.org](http://www.yourmnr.org)