

This is the first employee communication that will go out over my signature as Metro's Chief Executive Officer. I consider it an honor to serve every employee, the Metro Board of Directors, contract employees, and the public at large.

After many years studying transportation agencies around the world, I know we have great employees, a visionary board of directors, and an agency primed to become the best transportation agency in the world. As I begin my service to you and the region, I pay special homage to the Metro's Board of Directors for entrusting me with this great responsibility. I also pay special homage to all of our great employees. You are the backbone of this organization.

Most of you don't know me well. So, I thought I would provide some insight into what makes me tick:

Some of the things that you can expect from me:

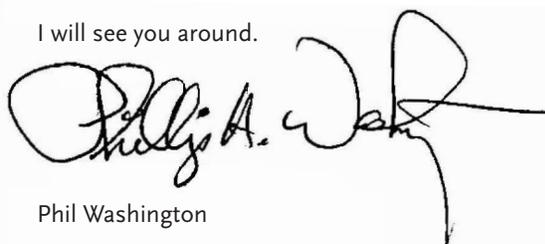
- Results driven and vision/mission-oriented.
- To be strategic and tactical. There will be an agency-wide strategic process and plan that will provide long-term direction for the agency and region.
- To break down and bust up all silos. There will be collaboration and communication throughout the organization.
- To demand asset management and "State of Good Repair" programs and emphasis. There can be no maintenance or asset neglect surprises.
- Situational leader – not necessarily locked into any particular leadership style, the situation dictates what leadership style I will employ.
- Lead by example.
- To ride our system daily.
- To empower you.
- To speak with one voice. There will be no mixed and confused internal or external messages.
- To pursue and implement innovation in all areas.
- Be straight forward and candid.
- Be decisive and simplify issues.
- To listen and follow up.
- To be visible.
- Ask your opinion and communicate often.
- Insist upon outstanding customer service and hold everyone accountable, including myself.
- Zero tolerance for confirmed theft, sexual harassment/assault, racial/gender discrimination, etc. Ain't having it!
- To learn from everything and insist on After Action Reviews and Lessons Learned documentation.
- Trust you, unless you give me a reason not to.

- Insist on training, professional development, and career pathway development for all employees (represented and salaried alike).
- To include in all managers' job descriptions and evaluations a participative requirement to engage in various and periodic community events and to engage with the small and minority business community.
- To think "Total Team," i.e., highway, bus, rail, planning, administrative, etc.
- To remember the core and basic components of our mobility business.
- To keep a sense of humor.
- Loyalty and support.
- To respect you.
- To have fun.
- To exhibit personal courage by taking responsibility for decisions and actions of the entire agency.
- Continue to live by my motto that "Failure is Not an Option."
- To instill a sense of urgency in all we do.

Some of the things that I expect from you:

- Be accountable and take responsibility for your own actions and those of your team if you supervise.
- To think innovatively, strategically, and tactically.
- Think total team (bus, rail, highway, planning, administrative, etc.).
- Respect your co-workers, all employees, the Board of Directors, and the public.
- Be straight forward and candid with me.
- Excel at your job.
- Loyalty and support.
- Exhibit professionalism and provide "Excellence in Service and Support."
- Be flexible and open to change.
- Set professional goals.
- Be on time (work, meetings, project schedules, budget, etc.).
- To remember the basics and the core business.
- To have fun and take care of yourself (get and/or stay healthy; exercise your body and mind).
- Do not accept failure.
- Be urgent in all you do.

I will see you around.



Phil Washington



Metro