

Vision for Metro

TO PROVIDE EXCELLENCE IN SERVICE & SUPPORT

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May 26, 2015

On my first day, I sent my “*Expectations*” to Metro employees. After two weeks on the job, I wanted to share my “*Vision*” for the agency. Perhaps, the most important concept I embrace is the role of leadership in an organization. It is obvious that I cannot turn every wrench, drive every bus, operate every train, plan and manage every highway or transit project, type every memo, interpret every piece of complicated legislation, or do the great majority of tasks that have to happen every day here at Metro. What I can do is provide leadership to this organization.

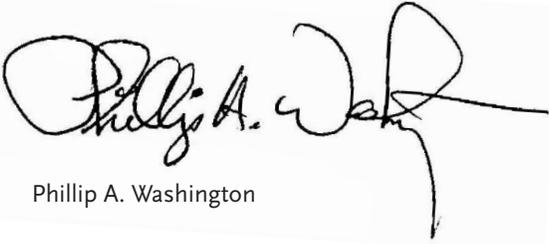
I can impact our management philosophy and style, our corporate culture, our work ethic, and perhaps most importantly, develop and impart to every member of this organization a “*vision*” for our future to guide us further into this century and beyond. After a couple of weeks on the job, I would like to share with each of our employees (represented, salaried, consultant and contracted) my vision for Metro:

- We emerge as the best, most flexible, and most innovative transportation agency in the world. An organization that is inundated with requests for on-site visits, materials, insights and Metro Board and staff assistance designed to assist other regions in emulating our successes.
- We understand and always view safety and security as our #1 priority.
- We understand, utilize and stay abreast of accelerating technological innovation.
- We understand the communities we serve, with all their demographic shifts, workforce/lifestyle changes and ever evolving mobility needs.
- We focus on the “basics”, i.e., curbs, sidewalks, last mile, etc., even as we build mega projects that transform the region, and move 1.4 million people per day.
- We recognize that we are custodians of the taxpayers’ monies, which bring with it a sacred responsibility for frugality, responsibility, practicality and appropriate expenditures.
- We recognize that we are a service business and that an essential element of our jobs is to attract a customer to our transportation system and that a lost customer costs us dearly now and forever.
- We create and implement a strategic plan that addresses the County’s and agency needs for years to come.
- We accept and respect the authority and leadership of our Board of Directors. And, implement the policy of the Metro Board of Directors in an exemplary fashion.
- Where all departments and divisions within the agency become profit centers.
- Where silos are broken down and the agency becomes truly one entity, with respect to speaking with one voice and operating on the same wavelength.
- We treat the Union Leadership team like the partners they are.
- We hire, promote, supervise and evaluate all employees, customers, contractors and others in a fair, equitable and unbiased manner.
- We finish every project on time and within budget, and be truthful as to why, if we don’t.
- We encourage every employee to shed long held conceptual constraints on how things are done and constantly look for new ways to do things better.
- We invest in our employees (both salaried and represented) with regard to professional development, succession planning, compensation, recognition, and effectively and quickly remedy employee problems when they occur.
- We partner with the private sector, the community and our public sector agency partners in such a way that they see us as true partners in mobility and economic development and not some “bully” all knowing BIG government agency.
- We understand the urgency and seriousness of our transportation mobility responsibility.
- We create and implement an industry leading Asset Management (State of Good Repair) Program that relies on predictive maintenance cycles to reduce maintenance costs, extends asset life, and reduces asset breakdown surprises that impact daily service.

- We operate in the most efficient, cost effective and customer responsive manner possible every hour of the day, every day of the week and in every area that we serve.
- Where all departments and divisions within the Agency recognize our obligations as a publicly constituted organization for full disclosure of our activities, responsiveness to our customers and constituents and competent execution of our assigned responsibilities.
- We establish realistic yet challenging goals that correspond with our specifically designated charter responsibilities to include but not be limited to:
 - Capture of the greatest share possible of passenger trips and increase farebox recovery
 - Provision of mobility service in the most environmentally sound and fuel efficient manner possible
 - Optimize utilization of our financial resources in pursuit of our legislative and Board-approved goals and objectives
 - Respond to our customers and constituents
- **Finally, through the successful pursuit of all of the above, achieves a work environment where all employees have a genuine and elevated sense of pride in themselves and what they do.**

So, the condensed Vision Statement that I expect every department and every employee to know, live by, and build on?

“To Provide Excellence in Service and Support.”



Phillip A. Washington