

**From:** Catoe, John B.  
**Sent:** Thursday, January 14, 2010 1:57 PM  
**To:** Catoe, John B.  
**Subject:** My Retirement

To all employees:

*(Please print out a copy of this message to share with fellow employees who do not have access to e-mail)*

After a great deal of thought, I've come to an important decision that I need to share with you. I have decided to retire as General Manager of Metro, effective April 2, 2010. I feel blessed to have been able to work with so many dedicated, talented people here at Metro. Your work continues to help us lay the foundation for Metro's future.

I am proud of the positive things we've accomplished over the last three years, like shifting the focus of our operation from that of building a transit system to one of providing and improving service to customers. We proved that we could do that in extraordinary conditions at last year's Inauguration. We moved 1.5 million people that day, and that was a task that should have been physically impossible. Yet, together we did it.

After the accident last June, in the midst of our deep grief, we found a way to provide service every day to our customers. But, with your hard work, we were able to restore service and make the kinds of changes that will improve safety not only here, but at transit properties worldwide.

Then, of course, there was our response during the record snowstorm in December 2009. Driving was an impossibility throughout many parts of the region, yet Metro was there to serve. We provided service as long as we could, but we also knew when to stop putting the trains and buses out there, when it was unreasonable to continue doing so. Then, when the snow stopped, we returned to normal service as quickly as possible.

And that brings me to the reason for my resignation. When we stopped service during the snow storm, we didn't let pride get in the way. We thought about what was best, in the long term, for our customers, and the best thing to do was not to risk damaging equipment that we'd need in order to bring service back to normal on Monday morning. In the case of my resignation, I have had to determine what is best for Metro as a whole. All of us know that different situations require different leadership styles. My skill -- and the reason for my past success -- has been leading through empowerment. Now, I feel that Metro is in a period in which a much more directive leadership style is needed.

Some of my recent decisions, like designating more employees as “at will” employees, are the right prescriptions for moving Metro through this current situation. I think, though, that a leader unburdened by the distractions we’ve experienced in the last six months will have an opportunity to move Metro forward quickly. This is about the recovery of the Authority, and who can bring that recovery about in the quickest manner.

I will serve until April 2, and for the remainder of my time here, I will devote myself to the Authority’s recovery and laying the groundwork for my successor. Let me close by saying, I have been proud to be the Metro General Manager, even in the hardest times, and that, is because of you. Please work with me and with my replacement to fulfill our vision of making Metro the best ride in the nation.

If there is any doubt in your mind about what you can accomplish, please consider the extraordinary heights to which you have helped this agency rise. In just the past three years, our accomplishments include:

- Securing federal authorization for \$1.5 billion in dedicated capital funding
- Developing the first-ever capital needs inventory (of more than \$11 billion) that centers exclusively on projects critical to Metro’s safe operation and customer needs
- Improving capacity by launching express bus service along several key bus corridors
- Opening new parking facilities at Metrorail stations in Virginia and Washington, DC
- Expanding the use of eight-car trains
- Expanding transportation service to persons with disabilities, including providing door-to-door service on MetroAccess
- Providing discounts on bus and rail through a “balanced transfer” for folks who use both systems
- Reducing the average age of the MetroBus fleet by several years to increase reliability
- Upgrading MetroBus service including modernizing the bus fleet and its color scheme
- Launching the Next Bus arrival time technology on all buses on all lines
- Opening the first sales office east of the Potomac River, in Anacostia

- Opening the West Ox Bus facility in Fairfax County
- Expanding the Navy Yard Metrorail station
- Expanding cell phone service to include all major cell phone carriers in Metrorail stations
- Installing overhead grab handles on hundreds of rail cars
- Installing red flashing safety lights along platform edges of key Metrorail stations
- Expanding cell phone service to include all major cell phone carriers in Metrorail stations
- Designing a new easier-to-navigate Metro Web site
- Launching a Metro Facebook page and Metro presence on Twitter
- Constructing a new Operations Control Center, which is set to open this spring
- Piloting a credit card parking lot payment system in parking lots
- Implementing SmarTrip on bus fareboxes
- Eliminating bus paper transfers and dramatically reducing related assaults on bus operators
- Closing the decades-old Southeastern Bus Garage and breaking ground on its replacement at DC Village
- Providing stellar service for historic events in Washington, DC including the first visit to the United States by Pope Benedict XVI; the opening of Nationals Park, the first such structure to be built in Washington DC in more than 40 years; the 2010 Presidential Inauguration of President Barack Obama; the funeral of President Ronald Reagan; and, numerous other special events in the region.

I am so proud of you and feel privileged to have had this opportunity to work with you.

Be safe,

John Catoe  
General Manager