

**CITIZEN  
OVERSIGHT  
PANEL**

**Citizens' Year-End 2000**

**Performance Report on Sound Transit**

**March 6, 2001**

*The Sound Transit Citizen Oversight Panel  
is a 15-member volunteer body appointed by the Sound Transit Board to  
oversee and monitor the implementation of **Sound Move**.*

*Previous Citizen Oversight Panel reports are available upon request and  
on the Sound Transit website at [www.soundtransit.org](http://www.soundtransit.org).  
Brief biographical summaries of COP members are provided in the  
attachment to this report.*

*Panel members welcome comments and input to their work and may be  
contacted by calling Kaye Munson at Sound Transit at 206-398-5021, by  
email at [munsonk@soundtransit.org](mailto:munsonk@soundtransit.org) or by writing to:*

*Citizen Oversight Panel  
Union Station  
401 South Jackson Street  
Seattle, WA 98104*



**CHAIR**  
Reid Shockey

**VICE CHAIR**  
Arlington (Art) Carter, Jr.

March 6, 2001

Sound Transit Board  
Honorable Dave Earling, Chair  
Union Station  
401 South Jackson Street  
Seattle, WA 98104

Allan Darr

Bertha Eades

Dear Chair Earling and Board Members:

Claudia Ellsworth

The Citizen Oversight Panel is pleased to submit to you this Year-End 2000 Performance Report. You will note that this report is different in length and format than previous reports we have submitted to you. It is our intent to be briefer and more direct in our communications and to come before you more frequently than we have in the past.

Steve Goldblatt

With that, we have three major areas of concern to report:

Ray Gould

**Financial Plan.** COP has not seen evidence to ensure that the past errors in cost estimating will be avoided in the future. Further, the Panel feels that the revenue assumptions in the new financial plan are highly aggressive and optimistic. In this context we are concerned about accepting federal money unless two things happen: First, policy discussions must take place to plan now for future actions if estimates and assumptions do not happen. Second, the promised review of Link must be done thoroughly, completely and openly so that public confidence can be restored.

Virginia Gunby

Fred Hart

**Project Management.** Sound Transit has repeatedly failed to control its budgets and its schedules. While the agency has invested two years and several million dollars in a state-of-the art financial and project control system, it has not been fully incorporated by management as a tool. Beyond project control, COP is concerned with the lack of attention within the agency to management and reporting discipline. To accomplish the complex and difficult program that is *Sound Move*, these weaknesses must be addressed.

Tom Luthy

Kristi A. Mandt

David Osaki

Larry Shannon

**SOUND TRANSIT**  
Central Puget Sound  
Regional Transit Authority  
Union Station  
401 S. Jackson St.  
Seattle, WA 98104-2826  
Facsimile 206.398.5223  
www.soundtransit.org

Al Stipe

**Board Oversight.** The Board did not act rapidly enough in holding management accountable for the problems that arose. Especially in this time of management crisis, the Board did not do enough direct communication with the public explaining its actions and articulating the policies that will guide its future actions.

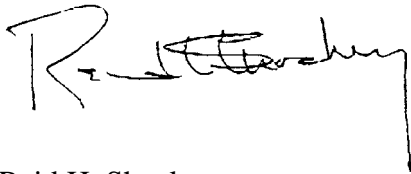
We hope you will accept this Panel's concerns and recommendations in the spirit in which they are offered—as steps on the path forward. Panel members do wish to acknowledge that in many areas progress continues to be made. In the last half-year, both Sounder and Regional Express started new service and moved forward with their capital programs. COP also acknowledges the Board's prompt response to our letter of December 21, 2000 and your commitment to schedule time on future Board agendas for regular COP reports.

In preparing this year-end performance report on Sound Transit, we have sought the views of the public, of stakeholder groups and of local agencies. We have brought the various perspectives of our members to our deliberations and have reached consensus on the findings and themes in this report.

We welcome all citizen and agency comments that are addressed to us.

Sincerely,

CITIZEN OVERSIGHT PANEL

A handwritten signature in black ink, appearing to read "Reid H. Shockey". The signature is written in a cursive style with a large initial "R" and a long, sweeping underline.

Reid H. Shockey  
Chair

# **Citizens' Year-End 2000**

## **Performance Report on Sound Transit**

### **Introduction**

The Sound Transit Citizen Oversight Panel (COP) is a 15-member volunteer body appointed by the Sound Transit Board to oversee and monitor the implementation of *Sound Move*, the voter approved regional transit plan. This is the Panel's eighth semi-annual report and covers Sound Transit's performance during the second half of the year 2000.

### **Summary of Sound Transit Performance**

In the latter half of 2000, Sound Transit experienced a pronounced crisis in management and oversight. After months of equivocation, the agency had to admit that its light rail program was hundreds of millions of dollars over budget and would be delayed by three years. As a result, its executive director and light rail director resigned, a federal inspector general's audit was begun and a public loss of confidence became apparent throughout the region. This Panel too was dismayed by the events and felt it shared some responsibility for the failure in oversight because it had not been diligent enough in following up on our past warnings to the Board.

On December 21, 2000, the Panel wrote to the Board:

*Observers of the agency, including this Panel, have repeatedly sounded the alarm about escalating costs, scope creep, inflexibility, and poor communication. [T]he reappraisal of Link costs leads us to conclude that proper project management and financial controls, policies, and procedures have been lacking. Many of the problems have been evident for over a year, have been stated clearly in our reports, and yet we have seen no action to correct them.*

COP credits the Board with having heard our message and having committed to reply in writing to COP recommendations and to schedule time on Board agendas for regular COP reports. Since that writing, Sound Transit has appointed new interim management, signed a \$500 million full funding grant agreement with the federal government, released an updated long-term financial plan, formed a light rail Project Review Committee, developed a new work program and begun internal reorganizations, all intended to rebuild the region's faith that the light rail program should proceed. COP applauds these efforts. Panel members also acknowledge that in many areas progress continued to be made during the last half-year. Both Sounder and Regional Express started new service and moved forward with their capital programs.

Nevertheless, this report is intended to communicate to the Board in the strongest possible terms that this Panel has not yet seen evidence that all of the necessary actions have been taken. Despite the new promises made by management to the Board and to the public, COP has deep concerns that the organizational structure, financial discipline and public openness are not yet in place to allow the program to succeed. We have three major areas of concern: the financial plan, project management and Board oversight.

## **Major Issues of Concern**

**Financial Plan.** The full funding grant agreement has been approved by the Board and signed by the federal government, but this Panel is hesitant to call this an unqualified accomplishment. Much work is needed before COP members will be confident in advising the Board, “Go forward and spend the money.”

In estimating the original program costs for Link and the other lines of business, Sound Transit did not make just one mistake but several. Five significant areas of cost were under-estimated: real estate right-of-way costs; costs associated with tunneling; the overhead costs to manage and administer the program; the costs of community mitigation; and the costs associated with very tight project timelines. Additionally, contingencies were under-budgeted at various stages of the project. Despite the release of new, much higher cost estimates, COP is not yet convinced that similar errors will be avoided in the future.

A new long-term financial plan with much higher revenue assumptions has also been developed. The updated financial plan, which Sound Transit characterizes as “affordable,” carries a high degree of risk, as noted by the Finance Plan Peer Review Committee, especially in the assumptions about federal funding. Also, it does not address the many “what ifs” it raises. Panel members see little evidence of strategic policy thinking on the part of the agency to anticipate actions that need to be taken if the cost estimates or the revenue assumptions prove to be wrong.

The promised six-month work program of analysis to review the light rail alignment and station configurations to reduce Link costs must be done. Organizational discipline, control and structure must be addressed. The risks in the financial plan must be discussed openly and Board policy options communicated clearly.

The Board’s recent preliminary decision to support Tukwila’s request for an alternative Link alignment at an increased cost of \$40 million causes additional concern by the COP that the lessons of the past have been ignored. While we understand the agency’s efforts to identify offsetting cost reductions, once again expectations and the budget have been increased.

- **Recommendation:** Sound Transit should provide the public with a complete and easy-to-understand breakdown of current cost estimates and all assumptions used in forecasting costs associated with the factors cited above. A complete explanation of contingencies and reserves and the policies governing them should also be provided. Only complete transparency and openness can begin to rebuild the trust of those who would like to believe Sound Transit’s numbers but wonder if past errors have been truly addressed.

- **Recommendation:** The promised analysis of cost-saving options must include not only alignments, station configurations and other cost reductions within Link light rail, but also a review of how light rail can integrate with other modes. COP believes the federal money should not be spent until the options have been re-examined and reviewed with the public.
- **Recommendation:** The Board must have a series of policy discussions on such questions as: “If costs rise again in the future, how much is too much?” and “Which potential fallback options should be used if current revenue assumptions do not materialize?” The Board must not wait until the next crisis to have these conversations.

**Project Management and Project Control.** Sound Transit has experienced repeated failures to control its budgets and its schedules. The agency invested more than two years and over two million dollars in implementing a state-of-the-art integrated financial and project control system. However, the three lines of business (Link, Sounder and Regional Express) have largely continued to operate as three separate programs, from each other and from the central departments. Beyond project control, COP is concerned that there has been a pervasive lack of discipline within the agency and inattention by management to current cost and schedule reporting. To manage the complex and difficult program that is *Sound Move*, these failures must be addressed.

- **Recommendation:** Sound Transit senior management must make a top-to-bottom commitment to using real-time project controls and must institute real accountability to ensure the systems are being used as intended.
- **Recommendation:** The performance audits promised in *Sound Move* have not been an effective tool in identifying or correcting any of the known problems in project management and project control. The performance audit function should be separated from the financial audit function to step up its capability to assist the organization in solving problems.

**Board Oversight.** COP members identified a number of issues relating to the Board’s oversight of the program. While acknowledging that the federated Board model has its inherent limitations, there was nevertheless a sense that Board members exercised insufficient control of management’s actions and did not act rapidly enough in holding management accountable. Especially in this time of management crisis, the Board has not appeared to accept a share of the responsibility for the crisis and to articulate the policies that will guide its actions in the future.

The Board has not always required full staff analysis of alternatives, but rather has often accepted staff recommendations without full review of other options. When the Board has made decisions, there has been little in the way of direct communication with the public explaining the action and providing a rationale.

Finally, a concern identified during COP’s interviews with stakeholders throughout the region was that the current Board model does not always work well in providing representation to all constituents, both within subareas and across subareas within the region. To some observers, the Board appears to have coalesced into subarea caucuses that are often concerned only about projects in their subareas and not about ensuring that the regional system gets built as promised.

- **Recommendation:** The Board must act quickly to hire a new permanent Executive Director, set clear expectations and be vigilant in demanding full information of staff and exercising oversight of management's actions.
- **Recommendation:** Board members must be more direct and deliberate in communicating to the public the rationale for their decisions. Further, the Board should engage in public discussion of the policies underlying its decisions and the policy choices that will have to be made if current estimates and assumptions do not hold.
- **Recommendation:** Individual Board members must be active in reaching out to each other and to all of the communities they represent. Only then can Sound Transit lead the revival of public confidence and the renewal of a regional transit constituency, especially among past supporters who have become discouraged or cynical about the program.

### Other Noteworthy Topics

**Relationships.** In addition to the three major issues outlined above, the COP again identified the topic of relationships as one that needed to be brought to the Board's attention. Sound Transit's relationships with the federal and state governments, with the regional community and with neighborhoods and stakeholders are critical to implementing *Sound Move*.

Stakeholder interviews revealed progress in building relationships with local governments such as the Cities of Bellevue, Redmond, and Tukwila. Management and staff were also complimented for having positive working relations with Tacoma and Everett. In each of these cities, capital projects or transit service, or both, are evidence that Sound Transit is improving the lives of citizens. The staff and elected officials in these cities felt that Sound Transit had made efforts to improve in listening and responding to local needs and interests.

But concerns continue to exist that Sound Transit has failed to establish good relationships with key neighborhoods such as Capitol Hill, where the business community felt negotiations with Sound Transit were not carried out in good faith. In the Roosevelt community, residents and property owners are concerned about years of uncertainty over when and whether the project will reach them. These neighborhoods have a decade-long history of support for light rail, but their experiences with Sound Transit have created frustration about poor communication and concern about potential real and permanent harm to their neighborhoods. The Broadway business community has gone so far as to withdraw its support for the Capitol Hill light rail alignment due to feelings that Sound Transit betrayed the trust and good faith efforts of its members.

- **Recommendation:** Sound Transit must reach out to re-engage the Link neighborhoods quickly and work to restore the relationships with the very communities that light rail will most affect.

**Government Relations.** In the area of government relations, Sound Transit has work to do in strengthening its relationships with Olympia and Washington D.C. A number of bills have been

introduced in the state legislature that could damage Sound Transit's program or its ability to issue bonds.

In its federal government relations, Sound Transit must be acknowledged for its success in achieving its first full funding grant agreement for \$500 million. The Board's acceptance of the FFGA and its signing by the outgoing Secretary of Transportation were the culmination of years of careful preparation and the efforts of many Board members, community leaders and Sound Transit staff. Unfortunately the celebration of this significant milestone was marred by the revelation of cost overruns and schedule delays in the Link program. What began as a local controversy, leap-frogged its way to Washington D.C. just as a new administration was taking the reins.

- **Recommendation:** Sound Transit must develop an effective strategy to succeed in the new political landscape of Washington D.C. Particularly, the agency must forge new alliances and seek now to anticipate and manage potential future setbacks.

**Souder Service.** COP members acknowledged one of the significant accomplishments of the last half-year, the start of Souder service from Tacoma to Seattle last September. After the initiation of service at Tacoma, Sumner, Auburn and Seattle, ridership had grown to 1350 riders a day by year-end. Since the opening of the Kent and Puyallup stations in February, ridership has increased to 1750 a day. By all reports, commuter rail users love the convenience and reliability of the new service and just wish there were more of it. Despite cost overruns and implementation delays, the service is an important addition to commuter options in the south corridor.

COP members noted continuing concern about a number of issues highlighted in previous reports, including delays in completing and formalizing agreements with BNSF and poor communication with communities about station budgets, design processes and permitting requirements.

**Regional Express.** Three express bus routes were added in September (Redmond to U District, Redmond to Seattle, Bellevue to SeaTac). Since the September 1999 start of service, Sound Transit has carried over five million bus riders. Currently, 20,000 weekday riders enjoy a comfortable and reliable new commuting option. Same-route ridership is up 21%, indicating a building awareness of the service among users.

Progress is being made on numerous capital projects, including the Everett transit center and Pacific Avenue overpass, Lynnwood transit center, the Bellevue Direct Access project and the Puyallup park and ride. Phase 2 of the Tacoma Dome parking expansion was recently completed, making 1200 additional stalls available to commuters using both the express bus and the commuter rail service.

**Operations and Management.** COP noted with high regard the appointment of Joni Earl, first as Chief Operating Officer, then as interim Executive Director. Earl has forcefully introduced necessary thinking about management accountability, reporting and openness. However, acknowledging the need for improvement and implementing it are two distinct steps. As noted

above in the sections on the financial plan and project management, much more still needs to be done to ensure that the agency's capability to manage a complex, multi-billion dollar program is strengthened and consolidated for the push forward into the construction phase and beyond.

### **New Approaches by the Citizen Oversight Panel**

Readers of past COP reports will note a considerably different format in this Year-End 2000 report. The report is much shorter than previous reports and goes more directly to key issues. After a recent review of COP operations, Panel members concluded that the previous format of twice-yearly evaluations, culminating in comprehensive and detailed reports, was not as effective at keeping pace with rapidly moving events as members would like it to be. The Panel wished to be much quicker in its evaluations and more specific and direct in its recommendations to the Board and the public.

Instead of six-month reports that roll up a half-year's worth of activities and issues, COP will now produce more frequent issue statements as events warrant. We will be more assertive in asking for responses and corrective actions. When not satisfied, we will keep asking until action is taken.

## **Attachment**

### **Who is the Citizen Oversight Panel?**

In the regional transit plan known as *Sound Move*, adopted by voters in November 1996, the Sound Transit Board promised to be held to the highest standards of public accountability. As part of that promise, the Board committed to appointing a Citizen Oversight Panel charged with monitoring performance and reporting regularly on potential areas for improvement.

The Board specified that the Citizen Oversight Panel should consist of fifteen volunteer members, of whom at least two should live or work in each of the five Sound Transit subareas. Panel members were to broadly represent the demographic make-up of the Sound Transit district and to include a wide array of skills and experiences necessary to perform its function.

COP met for the first time in April 1997 and has met every month since then. Steve Goldblatt served as the Panel's first chair from 1997 to 1999. In April 1999, the Panel elected Reid Shockley as its chair and re-elected him to a second term as chair in 2000. Art Carter was elected as vice chair in 2000. The Panel has agreed to a set of operating principles, including:

- Panel members agree to abide by the Sound Transit Board's ethics policy and to avoid even the appearance of conflicts of interest.
- Citizen Oversight Panel meetings are open to the public.
- Members agree to provide both a subarea perspective, for the subarea they represent, as well as a district-wide perspective whenever issues of the whole region arise.

The Citizen Oversight Panel is independent of Sound Transit management. While accepting logistical support from the Sound Transit staff and reporting to the Board, the Panel has selected its own independent, contract staff person who is paid by Sound Transit. The Panel believes that an independent, arms-length status best ensures the fulfillment of its mission to monitor and report to the Sound Transit Board and regional constituency.

#### **Citizen Oversight Panel Mission**

It is the mission of the Citizen Oversight Panel to ensure that Sound Transit succeeds in meeting its commitments to the public by monitoring performance and reporting to the Board on potential areas for improvement. Areas to be monitored will address:

- Sound Transit's adherence to its public commitments,
- the open and timely involvement of citizens in the Sound Transit district in decisions affecting local communities and the district as a whole,
- the process of evaluating project alternatives,
- the capital and operating budgets and finance plans,
- management of the regional fund,
- equity in subarea budgets and reporting,
- adherence to schedules and budgets, and
- review of annual performance audits.

The Citizen Oversight Panel feels its responsibility extends to highlighting accomplishments as well as criticisms and areas for improvement at any given time. The Panel's work on behalf of the citizenry of the urbanized Central Puget Sound region is intended to help ensure the success of the plans and investments in improving regional transit through vigilance, continuous feedback and constructive suggestions.

### **The Process Used to Prepare the Performance Evaluation**

The Citizen Oversight Panel meets once or twice a month to conduct its business, receive briefings on Sound Transit's efforts, and prepare reports on Sound Transit's performance. COP members attempt to focus on their mission of reviewing performance and to avoid digressions into the Board's domain of setting policy and representing citizens or the staff's domain of running the agency. COP operates as a body of knowledgeable citizens, not as ombudsmen, technical specialists or auditors.

To meet these objectives, the Panel retained the services of an independent staff person to help conduct outside research, prepare independent briefings and reports, act as liaison with Sound Transit staff and facilitate meetings as needed. The Panel uses three major sources of information in conducting its reviews:

- The Panel uses Sound Transit staff and resources to understand day-to-day operations of the agency. Sound Transit staff make regular presentations to the Panel and members are mailed all materials prepared for the Sound Transit Board, including motions and resolutions, briefing papers, budgets and financial reports, and other documents.
- Second, the Panel members conduct independent research by attending Board meetings, community meetings, and by maintaining a set of contacts to stay actively attuned to citizen views in their subareas and throughout the district. As part of the current review, Panel members conducted interviews with selected local groups and governments identified below.
- Third, the Panel uses the resources of other independent experts and specialists to study specific issues that may arise. During this evaluation period, COP did not employ any outside experts.

The complete evaluation process this period involved staff briefings, review of agency materials by Panel members, personal contacts by members with a variety of constituencies, and a group evaluation in which COP members evaluated Sound Transit on key issues.

As part of this evaluation, COP members conducted in-person meetings or telephone interviews with representatives of: the City of Bellevue, the City of Puyallup, the City of Redmond, the City of Seattle, the City of Tacoma, the City of Tukwila, King County Council staff, the Capitol Hill and Roosevelt communities, the I-90 Coalition, People for Modern Transit and the Burlington Northern Santa Fe Railroad. These groups were selected based on the level of Sound Transit activity in their area and their interest in sharing their views with the Panel. COP reached out to a number of additional groups who chose not to talk with its members.

## **Sound Transit Citizen Oversight Panel**

**Arlington W. (Art) Carter Jr.** Mr. Carter is the retired Vice President of Facilities and Capital Investments at The Boeing Company. Mr. Carter was with Boeing since 1961 in a career that included management positions with the Rail Dynamics Laboratory, the Air Launched Antisatellite program and including general management of the Defense and Space Group. An electrical engineer by training and a resident of Seattle, Mr. Carter has served on numerous community boards. He was selected 1990 Black Engineer of the Year by a national selection committee.

**Allan B. Darr.** Mr. Darr is business manager with the Operating Engineers Local 302 and serves as president of the Snohomish County Labor Council. A resident of Everett, he is also active in a number of community activities including the Everett Public Library board of directors and the Western Washington University Alumni board. Mr. Darr's involvement with transportation includes board roles with the Roads Coalition for Transportation Efficiency and the Washington Transportation Alliance.

**Bertha Eades.** Ms. Eades recently completed eight and a half years of service on the City of Redmond Planning Commission. She is a long-standing member of the League of Women Voters of Lake Washington East where she has served as president and in many other Board positions. She currently serves on the TransLake Study Advisory Committee and also served on the Redmond Trails Committee and the Metro Citizen Water Quality Advisory Committee as well as numerous issue study groups at the local and King County levels.

**Claudia B. Ellsworth.** Ms. Ellsworth, a resident of Tacoma, is currently employed by King and Pierce Counties to manage several disaster mitigation projects funded by FEMA. She has been assistant city manager for the City of University Place, executive director of the Shoreline Fire Department and assistant budget director for the City of Seattle. Ms. Ellsworth is active in the Tacoma Narrows Rotary and the Washington City/County Management Association. She has a masters degree in public administration.

**Steven M. Goldblatt.** Mr. Goldblatt is associate professor and former chairman of the Department of Construction Management and former associate dean of the College of Architecture and Urban Planning at the University of Washington. He has mediated and arbitrated many construction disputes and has served on a number of construction dispute review boards in Washington. He holds degrees in engineering and law, is the author of numerous articles on construction law, and resides in Seattle.

**Ramon J. Gould.** Mr. Gould, a resident of Edmonds, is the retired facilities manager for Scott Paper Company. He served two terms on the Edmonds City Council and seven years as a Snohomish County Planning Commissioner. His community service activities have also included trustee of Edmonds and Everett Community Colleges, board member of the Stevens Hospital Foundation and involvement with 1000 Friends of Washington, Puget Sound

Waterways and Lynnwood and Alderwood Rotary Clubs. Mr. Gould has a masters degree in mechanical engineering.

**Virginia Gunby.** Ms. Gunby is a retired King County Council staff person and former member of the Washington State Highway/Transportation Commission. Her recent activities as citizen activist include the TransLake Study Advisory Committee, 1000 Friends of Washington (past board president), Municipal League of King County (Sound Transit Ballot Measure Committee) and League of Women Voters of King County. Ms. Gunby serves on the PSRC's Growth Management Policy Committee and served on the Trans-Lake Study.

**Frederick M. Hart.** Mr. Hart is the owner of La Tienda Folk Art Gallery in the University District and a resident of Seattle. He has been a board member with the University District Chamber of Commerce and was active as its Land Use and Transportation Committee chair from 1990 to 1995. Mr. Hart has also represented the U-District business community on the TransLake Study Advisory Committee, the Seattle Transportation Committee, the Neighborhood Business Council and the City-University Citizen Advisory Committee.

**Thomas M. Luthy.** Mr. Luthy is the retired Senior Vice President, Wood Products, with Weyerhaeuser. Mr. Luthy lives in Bellevue and, until recently, worked in Federal Way. He holds master's degrees in mechanical engineering and in business administration and held senior management positions with Weyerhaeuser since 1978.

**Kristi A. Mandt.** Ms. Mandt is president of Millikin Mandt Associates, Inc., a stock brokerage and financial planning firm located in Bellevue. Ms. Mandt is a resident of West Seattle and is past president and executive committee member of the West Seattle Chamber of Commerce. She is a board member with the Seattle Chinese Garden Society, Eastside Women's Forum, and Treasurer of the Governor's Conference on Small Business.

**David Osaki.** Mr. Osaki resides in Federal Way and works at the City of Auburn as a planner. For a number of years he commuted to his job with a major employer in Bellevue where he was responsible for reviewing and commenting on local comprehensive plans for South King and Pierce County cities. Mr. Osaki's community involvement includes service on the Puyallup Planning Commission and Puyallup Housing Authority Board.

**Larry E. Shannon.** Mr. Shannon retired in 1993 after 25 years with the U.S. Army Corps of Engineers, where he held the position of Chief of Design and Project Management. He has extensive engineering and management expertise on large public works facilities and is familiar with public works regulations, policy development and fund control. He was recognized as Government Engineer of the Year in 1993 by the Puget Sound Engineers Council. Mr. Shannon is a resident of Bellevue and serves on the Bellevue Transportation Commission.

**Reid Shockey.** Mr. Shockey, an Everett resident since 1970, is the former Community Development Director for the City of Everett and has owned his own land use planning and engineering firm since 1980. He is a past president of the Everett Chamber of Commerce and past board chair of the Providence General Medical Center. He is chair of the Snohomish County Economic Development Council and is past president of the Snohomish County

Committee for Improved Transportation. He has served on a number of panels and forums on Sound Transit.

**Al Stipe.** Mr. Stipe, a resident of Federal Way, is a retired financial consultant for Merrill Lynch with a specialization in conservative money management and an emphasis on tax free bonds. He also served as a lieutenant colonel in the Air Force. Mr. Stipe has been a community activist in Federal Way with several city council campaigns and with the planning of the final Sound Transit proposal that was presented to the public.

### **Former Panel Members**

**Bruce Agnew.** Edmonds, served 1997-1999.

**Anoop Batra.** Federal Way, served 1997.

**Diane Carlson.** Tacoma, served 1997-1999.

**Michael A. (Tony) Hudson.** Tacoma, served 1998-2000.

**Terry Lukens.** Bellevue, served 1997-1999.

**Katherine Rose.** Tacoma, served 1997-98.

**Stephanie Weber.** Kirkland, served 1997-98.