

Career Opportunity



Deputy Executive Director of Operations Support Services Sound Transit (Seattle, Washington)

How would you like to work for a progressive and well-funded multi-modal transit agency in the beautiful U.S. Northwest? KL2 Connects LLC has been retained to identify outstanding candidates for the position of Deputy Executive Director of Operations Support Services, a position that emerged through a reorganization addressing Sound Transit's rapid expansion.

Named by Kiplinger's as one of the *10 Best Cities for the Next Decade*, Seattle is an exciting place to live. The city and surrounding region are home to spectacular natural resources; a diverse and engaged population, and a wealth of cultural, educational, arts, entertainment, sports, and other amenities.

Sound Transit's commuter rail, light rail, and bus network is rapidly expanding as voters have passed initiatives totaling over \$75B. The agency is in the initial stages of implementing the most recent initiative. With \$53B approved by voters, its ambitious 25-year-plan will result in new stations opening in 2021, 2022, 2023, 2024, 2030, 2031, 2035, 2036, 2039, and 2041.



Sound Transit is at an exciting point in its history and is seeking three industry leaders to play key roles in its future. If your career has prepared you to succeed in a complex, challenging, and professionally rewarding business environment, please contact us at your earliest opportunity.

The annual salary range for this position is \$145k-\$225k and the compensation package includes a very good benefits package.

The Deputy Executive Director of Operations Support Services

Under direction from the Operations Executive Director, this position will provide strategic leadership and vision while planning, directing, managing, and overseeing the Operations Department's Support Services and Business and Essential Data functions.



Support Services includes program management for the following divisions: ADA, Service Planning, Non-Revenue Vehicles (NRV), and Customer Service. Support Services is expected to deliver excellent customer service and be responsive to system/fleet expansion and ridership growth for express bus, light rail, and commuter rail network planning. The Business and Essential Data Division includes program management for all data collection related to any and

all operations department functions, monitoring, and reporting. Of particular importance is data related to modal operations, maintenance, facilities, procurement, and finances. The division is also responsible for all financial

and centralized administrative functions in support of the Department. The Deputy Executive Director will be responsible for driving the development and success of a one-stop data warehouse for internal/external data collection and analysis focused on modal performance, asset management, state of good repair, and total cost of ownership to enable data-driven decision making. Key responsibilities will also include financial analysis, planning, forecasting (look-aheads), and procurement.



The Deputy Executive Director will need to have strong leadership, decision-making, and communication skills to be successful in a fast-paced, rapidly changing environment. In addition to managing the above programs, this leader will need to collaborate with division leaders across the Operations department, along with other Agency departments/divisions and outside agencies. This is an executive leadership position requiring experience working with C-level executives, key stakeholders, contractors, and elected officials.

Essential Functions

The following duties are a representative summary of this position's primary duties and responsibilities. The incumbent may not be required to perform all duties listed and may be required to perform additional, position-specific duties.

- Provide strategic leadership and vision to the Operations Department directors/managers and staff ensuring all support services and operations business management are performing to meet department and agency standards for commuter rail, light rail, express bus, and facilities.
- Be responsible for the design and development of all appropriate programs and structures to address the responsibility of the Operations Support Services of the Operations Department. These programs and structures should reflect agency needs, best practices, and regulatory requirements, and add order, repeatability, and efficiency to the Operations Support Services functions and responsibilities.
- Develop, deliver, and optimize internal/external data collection including standardized and specialized reporting. Focus on analysis of alternative operational business models to recommend future investments and innovation for service delivery.
- Develop department scorecards and key performance indicators to enable easily accessible routine reporting and data driven decision making.
- Develop short-, mid-, and long-range forecasts for budget, staffing, equipment, materials, and supplies. Be responsible for developing, administering, maintaining, and overseeing annual operating and capital budgets for division and department expenditures, and implement adjustments. Develop and review total cost of ownership for capital projects, facilities, services, and systems.
- Be customer service oriented with the ability to understand and adapt to transit network system growth and changes. Forecast ridership and oversee development of mid-to-long-range service plans to ensure customer satisfaction, connectivity, and reliability.
- Develop and provide oversight for programs, procedures, and policies supporting agency and departmental goals for service delivery, cost/process efficiency, reliability, safety, customer satisfaction, and overall continuous process improvement while allocating resources accordingly.
- Serve on a variety of boards, commissions, and committees. Develop and maintain positive relationships with key stakeholders including contractors; agency partners; federal, state, and local officials; and Sound Transit Board members.

- Oversee, participate, and direct the administration and management of assigned contracts and third party agreements involving public and private contractors. Monitor administration of agreement/contract terms and conditions and budget performance and implement corrective actions when needed. Assist in the development of future contracting strategies and negotiation of terms and conditions and negotiate solutions to conceptual issues involving policy and direction change.
- Develop and administer a program of administrative procedures for administrative issues on a department wide basis.
- Translate agency-wide organizational goals and strategies into departmental goals and objectives with action plans. Develop and provide recommendations to the CEO, Deputy CEO, and Executive Management team regarding policy issues.
- Maintain awareness of latest industry trends and developments including knowledge of public-private partnerships. Explore incorporation of new developments as appropriate and ensure that processes, policies, and practices are interpreted and applied consistently and effectively throughout the department.
- Maintain accountability and compliance with all applicable state and federal laws, agency policies and procedures, and rules and regulations.
- Coach, train, engage, and motivate staff. Develop work plans for staff and manage the workflow and prioritization of projects. Measure staff and department performance. Manage employee relations, working with Human Resources to provide advice and counsel to staff, professional developmental plans, corrective actions, discipline, and termination as needed.
- Be committed to maintaining Sound Transit values, focusing on collaboration, customer focus, inclusion and respect, safety, integrity, and quality.
- Be responsible for following agency safety rules, regulations, and procedures pertaining to assigned duties and responsibilities, which could include systems, operations, and/or other employees.
- Be responsible for integrating sustainability into everyday business practices.
- Performing other duties as assigned as needs are identified.

Minimum Qualifications

Education and Experience: Bachelors' Degree (Masters preferred) in business administration, transit/transportation planning (service planning), engineering, public administration, finance, or closely related field plus 10+ years of experience in managing transit/transportation operations and support services (that includes 8 years of staff supervisory, budgetary, and management responsibility); or an equivalent combination of education and experience.



Required Licenses or Certifications

Valid state driver's license

Required Knowledge

- Principles of financial management (expenditure tracking, variance identification, revenue tracking)
- Advanced knowledge of data collection, organization, and presentation to enable data driven decision making
- Procurement policies and procedures for goods and services and contract procurement strategies and management principles
- Principles of collective bargaining, labor contract development, and negotiating strategy in public or private sector

- Advanced principles and practices in negotiation, strategic policy and procedure management/development, and budget preparation
- Principles of business letter and strategic writing and basic report preparation
- Principles and application of total cost of ownership
- Bus, commuter rail, light rail operations and maintenance, services, and activities
- Technology and best practices in public transportation (service delivery)
- Federal Transit Administration (FTA) programs and reporting requirements including National Transit Database reporting
- Pertinent federal, state, and local laws, codes, and regulations as they apply to transit operations
- Project management in a capital design and construction program environment
- Principles of risk assessment and strategic planning
- Application of principles of transit safety and security
- Techniques to work effectively under pressure, meet deadlines, and adjust to changing priorities
- Principles of supervision, training, and performance evaluation
- Familiarity with public, private, partnerships preferred

Physical Demands and Work Environment

- Work is performed in a standard office environment.
- Subject to standing, walking, bending, reaching, stooping, and lifting of objects up to 40 pounds; may occasionally be exposed to dangerous machinery, extreme weather conditions, hazardous chemicals, and hazardous operating conditions when working in and around vehicles and equipment when working the field.
- The Agency promotes a safe and healthy work environment and provides appropriate safety and equipment training for all personnel as required.

Sound Transit

Sound Transit (officially The Central Puget Sound Regional Transit Authority) is a public transit agency serving the greater Seattle metropolitan area. It operates Link Light Rail in Seattle and Tacoma, Sounder commuter rail (regionally), and Sound Transit Express bus service. It also manages the ORCA fare card system. In 2017 Sound Transit services carried a total of 47 million passengers, an average of 157,000 riders on weekdays.

Sound Transit was created in 1993 by King, Pierce, and Snohomish counties. After an unsuccessful 1995 proposal, the agency's plan for regional light rail, commuter rail, and express bus service (named "Sound Move") was approved in November 1996. Sound Transit began operating its express bus service, taking over existing routes from local transit agencies, in September 1999.



The first commuter rail line, between Tacoma and Seattle, started in December of that year. The first light rail line, Tacoma Link, began service in 2003. Light rail service in Seattle began in 2009. It is the largest part of the Sound Transit system in terms of ridership. Union Station in Seattle has served as the agency's headquarters since its 1999 renovation.

Sound Transit is independent of local transit agencies. It is governed by an 18-member Board of Directors made up of the Secretary of Transportation and elected officials from member jurisdictions. It is funded by local sales taxes, property taxes, and motor vehicle excise taxes levied within its taxing district in portions of King, Pierce, and Snohomish counties.

The agency has passed three major ballot measures to fund system expansion: Sound Move (in 1996), Sound Transit 2 (in 2008) and Sound Transit 3 (in 2016). Planning and construction of new light rail lines is anticipated to continue until 2041 under the Sound Transit 3 plan.

Sound Transit operates three transit services across the Seattle metropolitan area: Link light rail in Seattle and Tacoma; Sounder commuter rail from Everett to Lakewood via Seattle; and Sound Transit Express bus system. In 2017 these three systems carried

more than 47 million passengers, an average of 156,000 riders on weekdays.



Funding

Per its 2017 budget Sound Transit expects annual revenue of \$1.6 billion. Taxes levied within portions of King, Pierce, and Snohomish counties

represent 93.3% of that revenue, predominately in the form of local sales taxes, property taxes, and motor vehicle excise taxes. Passenger fares, investments, and advertising income make up the remaining 6.7% of revenue.

Sound Transit has passed three major ballot measures to fund system expansion, including Sound Move (1996), Sound Transit 2 (2008) and Sound Transit 3 (2016). Planning and construction of new light rail lines is anticipated to continue until 2041 under the Sound Transit 3 plan. Capital improvement projects will cost \$1.3 billion in 2017.

Sound Transit's day-to-day operations are expected to lose \$190 million in 2017. Tax revenues exceed the capital improvement budget for the year, so the net loss will only be \$131 million.

Link Light Rail

The Link Light Rail System currently consists of two disconnected lines: the Central Link (between Seattle, Tukwila, and SeaTac) and the Tacoma Link (between Tacoma Dome Station and downtown Tacoma). The system serves 22 stations and has a total of 21.95 miles of track. Link light rail trains carried 23 million passengers in 2017, an average of 71,058 per weekday, making it the 10th-busiest light rail system in the United States. Central Link trains are operated and maintained under contract with King County Metro. Tacoma Link trains are operated and maintained by Sound Transit staff (the only service in the system to not have operations and maintenance performed under contract).



Sounder Commuter Rail

Sounder is the name for commuter rail services operated by Sound Transit. Sound Transit operates Sounder as two separate services:

- North Line trains operate between Everett and Seattle. There are currently 4 peak-direction round trips on the North Line.
- South Line trains operate between Seattle, Tacoma, and Lakewood. There are currently 7 peak-direction, 1 mid-day, and 2 reverse commute round-trips daily on the South Line. Sound Transit plans to eventually run up to 18 daily round-trips on the South Line once all proposed track improvements are made.

Trains are operated under contract by BNSF Railway and maintained under contract by Amtrak.

Sound Transit Express

Sound Transit Express is a network of regional express buses serving Seattle, Redmond, Lynnwood, Issaquah, Lakewood, Bellevue, Auburn, Gig Harbor, Mountlake Terrace, Federal Way, Everett, Woodinville, and Tacoma. The bus fleet is owned by Sound Transit and buses are operated and maintained under contracts with Community Transit, King County Metro, and Pierce Transit.

Extensions

University Link is a 3.5-mile extension of the Central Link light rail line which opened in March 2016. Construction on the line began in March 2009, and was completed in early 2016. The line is underground for its entire route and connects downtown Seattle to the University of Washington via Capitol Hill. The cost of the extension was about \$1.9 billion with half of the funding coming from a grant from the Federal Transit Administration.



The South 200th Link Extension is a 1.6-mile extension of the Link Light Rail system. Construction on the line began in May 2013 and opened to the public in September 2016. The line is aerial for its entire route and connects Seattle-Tacoma International Airport to the

new Angle Lake station and park-and-ride garage at South 200th Street in SeaTac. The cost of the extension is about \$383 million with funding from a grant from the Federal Transit Administration, WSDOT, and Puget Sound Regional Council.

Under Construction

A new line known as East Link will connect Seattle to Bellevue and Redmond using the Interstate 90 floating bridge. It would terminate at the Microsoft Redmond campus in Redmond's Overlake area. Construction began in 2016 and is expected to finish in 2023.

Northgate Link Extension, an expansion of the Link Light Rail system from the University of Washington to Northgate, was approved by voters in November 2008. The light rail line will link the University of Washington station to the University District and Roosevelt, finally terminating at the Northgate Transit Center. Construction began in 2012 and is expected to be completed by 2021.

Funded Projects

The Lynnwood Link Extension is expected to further extend the Central Link line from the future Northgate stop to Lynnwood via stations at NE 145th Street, NE 185th Street, and Mountlake Terrace. The extension is expected to be elevated along the entire route.

Despite concerns that President Trump's proposed budget could cut federal funding for the project, in Fiscal Year 2017 Sound Transit received \$100 million of the requested \$1.2 billion in federal funding. This funding was followed up in Fiscal Year 2018 with another \$100 million. Shortly following this second allocation, the full \$1.2 billion grant, as well as \$650 million in low-interest loans were approved by Congress, fully securing the requested federal funding.



The Federal Way Link Extension is expected to extend Link Light Rail from the S. 200th Street stop to Redondo/Star Lake, in a plan approved by the region's voters in November 2008. The project would add 4.8-miles of track with stations at Highline Community College and Redondo/Star Lake. As the cost estimates have not yet been considered, the line is expected to be a primarily aerial line along SR 99. Final alignment and station designs are to be determined through the project level design and environmental review.

The Tacoma Link Expansion Project is currently under study to extend the current Tacoma Link light rail from the Theater District Station to St. Joseph Hospital, via Wright Park and Tacoma General Hospital along Stadium Way, Division Street, and Martin Luther King Jr Way.

Sound Transit 3

Sound Transit 3 is an approved 2016 ballot measure that will expand Sound Transit services with \$54 billion in funding (combining local taxes and federal grants) over a 25-year period beginning after the completion of Sound Transit 2. The measure will add 62 miles of light rail, with the completed 116-mile system carrying an estimated 500,000 riders per day. The plan also funds Sound Transit Express bus routes, adds two Bus Rapid Transit lines, and expands Sounder commuter rail with longer trains, potentially better frequency, and two additional stations in Tillicum near Joint Base Lewis-McChord and DuPont.

Seattle, Washington

Named by Kiplinger's as one of the "10 Best Cities for the Next Decade," Seattle and the Puget Sound region is a great place to live. It is home to a diverse population and some of the most recognizable companies in the world. Whether you're looking for economic opportunity, cultural events, or educational excellence, you'll find it in Seattle.

The 2010 Policom Corporation Annual Economic Strength Rankings named the Seattle metro area the strongest local economy in America. Add that to the spectacular natural surroundings, world-class education systems, thriving urban centers, vibrant neighborhoods, and a lively arts and culture scene and you have a great place to live and do business.

The Puget Sound Regional Council (PSRC) estimates that the regional population topped 3.5 million in 2007. Growth is predicted to continue and by 2040, PSRC anticipates a regional population of around 5 million. Newcomers bring greater diversity to the area. In King County, for example, Census Bureau estimates released in August 2007 show that the Hispanic population increased nearly 38 percent while the Asian population went up more than 25 percent.

Seattle residents are highly educated. The city consistently ranks at the top in national polls for college degrees per capita. PSRC calculates that more than 35 percent of the region's population has at least a bachelor's degree, and one-third of those also have graduate or professional degree.

From snow-capped mountain peaks to the glistening waters of the Puget Sound, the Seattle area is renowned for its natural beauty. Its temperate climate allows residents to enjoy their surroundings year-round. High temperatures in July average 75 degrees, while low temperatures in winter drop below freezing an average of only 15 days per year. Of course, it does rain in the Puget Sound region—that's why the area's lush vegetation is always a rich green. But it rarely rains heavily. Total average rainfall is 35 inches, less than New York City and Miami.

Seattle is the largest city in the four-county metropolitan area known as the Puget Sound region. The region's other major metropolitan cities are Bellevue to the east, Tacoma to the south, Everett to the north, and Bremerton to the west. They are surrounded by a number of growing cities that include Redmond, Kent, Renton, Bothell, Issaquah, and Kirkland.

The city of Seattle is located in the center of the western Washington. The city is built on seven hills between the Puget Sound and freshwater lakes to its east. Seattle's altitude ranges from zero to 500 feet above sea level.



The rich array of things to do and see is a large part of what makes the Puget Sound region such an attractive place to live and visit. Outdoor activities are especially plentiful given the area's natural beauty and mild climate. Hiking in the Olympic or Cascade Mountains, kayaking in Lake Union, or cycling on one of many rails-to-trails paths are just a few of the options available.

Creativity and having fun with art and culture are driving forces in the region. As a result, residents and visitors enjoy an impressive and eclectic mix of arts-related entertainment options. That includes 34 museums, 30 performing arts centers, and 29 professional theatre companies.

There's plenty for sports fans too. Professional teams include major league baseball and football as well as soccer and hockey. Plus, there's thoroughbred racing, minor league baseball, and college and university teams to cheer on.

How to Apply

This is an excellent opportunity with a progressive agency that offers attractive compensation, benefits, and relocation. To be considered, go to www.kl2connects.com/openings, select the appropriate listing, and upload a letter of interest, resume, salary history, and 4-5 professional references (preferably supervisory). If you have additional questions, contact Paul Muldoon at paul@kl2connects.com.

Sound Transit is an equal employment opportunity employer. No person is unlawfully excluded from employment action based on race, color, religion, national origin, sex (including gender identity, sexual orientation and pregnancy), age, genetic information, disability, veteran status, or other protected class.

Thank you for your interest in Sound Transit!