

*1/26/2022 CEO Selection Committee
Meeting Public Comment Submissions*

Submissions

Rachel Smith – Seattle Metropolitan Chamber of Commerce 2

Rachel Smith – Seattle Metropolitan Chamber of Commerce

Dear Sound Transit Board of Directors,

On behalf of the Seattle Metropolitan Chamber of Commerce and our 2,500 members, I am writing to share the leadership qualities and attributes that we believe are important for Sound Transit's next CEO. We appreciate the Board's time and consideration of the importance this person will play in the future of our region. We stand ready to partner and work with you in any way we can.

Sincerely,
Rachel

Rachel Smith

President and CEO

[Seattle Metropolitan Chamber of Commerce](#)



January 26, 2022

Dear Sound Transit Board of Directors,

On behalf of the Seattle Metropolitan Chamber of Commerce and our 2,500 members, I am writing to share the leadership qualities and attributes that we believe are important for Sound Transit's next CEO. The Chamber has long been a champion of Sound Transit and as such we encourage the Board to ensure that the search agency conducts outreach with external stakeholders in the CEO selection process.

The next Sound Transit CEO will make decisions that will impact our region for years to come. Because of this, we believe the incoming Sound Transit CEO must demonstrate the ability and experience to:

Drive Agency Culture

- Champion transparency and meaningful public engagement in the agency's processes and decision-making to build trust and confidence in program delivery and operations
- Embrace a culture of accountability and steward public dollars responsibly
- Work collaboratively with the Board of Directors to build consensus and for timely decision making
- Establish trust-based relationships that enable an internal culture that supports employees, encourages innovative approaches to problem solving, and centers race and social equity within the agency

Be an Exceptional Partner

- Build collaborative and inclusive relationships and demonstrate a willingness to partner with, not just work alongside, external stakeholders including other transit agencies, the business community, regional job centers, communities near stations, developers, and those served by transit
- Drive and direct collaborative agency working relationships and coordination with interjurisdictional partners to ensure timely delivery of the Sound Transit capital programs

Embrace Challenges and Complexity

- Be intentional about agency risk appetite and risk tolerance; recognize tradeoffs and proactively manage them with an approach that balances financial, legal, technical, and operational needs with community needs, preferences, and sense of urgency; effectively communicate with Board and public about risks, uncertainties, and opportunities and how the agency is addressing them
- Manage a complex capital program delivery and financial plans, including encountering challenges and developing strategies to address them
- Provide strategic leadership, thought partnership, and vision in approaching policy, communications, government relations, and problem solving
- Manage during a crisis in a way that supports agency employees, is open and transparent with the public and Board, and proactively identifies lessons learned

Deliver Results

- Improve customer service, with the goal of being the most customer-focused agency in the country, centering equity during the rider experience, safety, and fare enforcement in light of recent operational challenges and 25 new stations opening by 2024
- Ability to access federal, state, and local dollars
- Be innovative and creative while also considering regional implications of decisions
- Prioritize integrating transit-oriented development in collaboration with station area housing stakeholders, other transportation providers, and the community

We appreciate the Board's time and consideration of the importance this person will play in the future of our region. We stand ready to partner and work with you in any way we can.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rachel Smith".

Rachel Smith
President & CEO