

Motion No. M2021-10

Attachment A

CEO 2021 Performance Objectives

ST Strategic Priority	2021 CEO Objective
<p>Design and deliver a customer-focused, high-quality and safe service</p>	<p>Focus efforts to attract ridership back to the transit system; pursue measures to ensure a clean and safe riding environment for our passengers, especially related to COVID-19 safety concerns, prioritize equity in making service changes and implement a “welcome back” campaign to educate riders and raise confidence in using system following the pandemic.</p> <p>Use passenger experience metrics developed, deployed and reported in 2019 to further drive customer experience improvements in 2021 and beyond.</p> <p>Maintain a regional strategy for transit integration, as well as the partnerships to execute it, so that passengers across the region enjoy expeditious and efficient transfers between transit providers. View the transit riders of the region as one market for all the transit providers to serve well and collectively without regard to any agency’s “market share.”</p> <p>Maintain focus on the Agency’s safety program in order to manage hazards and meet and exceed state and federal compliance including implementation of recommendations cited in Federal and self-initiated audits. Review and, where necessary, strengthen agency’s safety certification processes in advance of the opening of Northgate Link, Operations and Maintenance Facility: East and future system expansion projects anticipated to open within the next 3-years.</p> <p>Successfully complete the Fare Enforcement Action Plan and deliver to the Board a recommendation for a new fare enforcement/engagement program, implementation plan and draft language for updating the Board’s Fare Enforcement Policy.</p> <p>Ensure the Agency’s processes and resources are appropriately aligned to aid in the safety of employees and passengers throughout the Sound Transit network from the direct and indirect impacts of crime.</p>
<p>Deploy a performance-based, community-centric and safe capital program</p>	<p>Successfully open Northgate Link extension to revenue service and the OMF-E as anticipated by the project schedule.</p> <p>Anticipate and balance the needs of diverse agency stakeholders, acting fairly and consistently to deploy an exceptional bus and rail network.</p> <p>Maintain and grow effective relationships with partner jurisdictions and local municipalities, including staff-to-staff relations, to ease the path toward project deployment.</p> <p>Ensure that equity informs the full-range of decisions that drive the agency’s work, including community engagement, small and disadvantaged business enterprise utilization, procurements, and policy development.</p> <p>Support efforts to ensure the safety of the contractor workforce and regional citizens in proximity to Sound Transit construction.</p>

<p>Cultivate a diverse, inclusive and high-performing workforce</p>	<p>Develop and promote an inclusive workplace by building teams with a mix of diverse styles, perspectives, and experiences. Develop and launch an Anti-Racist Strategy and framework to promote equity throughout the Agency’s work, including but not limited to Sound Transit’s staff, riders and the communities we serve.</p> <p>Advance initiatives to build human capital, both in growing talent internally and recruiting new talent as key positions become vacant.</p> <p>Foster, and lead by example, to create and sustain an atmosphere where diverse perspectives and ideas are listened to, valued and authentically considered.</p>
<p>Transform and unify core business practices and processes agency-wide</p>	<p>Support efforts to streamline processes to minimize or eliminate unnecessary bureaucracy. Respond proactively to the strong employee input on the urgent need to standardize, and streamline internal processes.</p> <p>Enhance the culture of continuous improvement and collaboration to strengthen the agency’s organizational structures and processes.</p> <p>Embrace personal responsibility for the agency and set the “tone at the top” by building an atmosphere of trust and culture where everyone has ownership and responsibility.</p> <p>Enable the agency to be well positioned to meet the future of work challenges arising from a more flexible, remote work environment post pandemic.</p>
<p>Ensure financial stewardship exists in all decision-making to guarantee long-term affordability of the voter-approved plan</p>	<p>Maintain productive partnerships with key stakeholders (Board of Directors, local municipalities, and partner jurisdictions) to ensure long-term agency integration, viability and timely delivery of the capital program.</p> <p>Maintain productive partnerships with Federal agencies and legislators to ensure continued Federal funding of the capital plan. Maintain producing partnerships with State agencies and legislators to ensure sustained local tax revenue to deliver voter-approved projects on time.</p> <p>Continue to implement board process reforms so as to make better use of Board Members’ time and to further enhance and streamline the board’s decision making process, e.g. providing Board materials in advance as soon as possible. Provide the Board with timely, transparent and useful information that allows it to focus on all major forward-looking finance decisions.</p> <p>As the goal owner, take personal responsibility for the successful execution of strategic goal 5.3: “Implement and maintain a ‘best in class’ asset management system that ensures physical assets, including all facilities and equipment, are maintained in a state of good repair.”</p> <p>Ensure any findings resulting from independent review of the agency’s cost estimating are implemented going forward.</p>