



APTA Transit CEOs Seminar

Celia Kupersmith
Deputy CEO, Sound Transit

February 6, 2011

As a great country songwriter once said:

“Take This Job and Shove It!”

Why Do We Need to “Shove It”?

- **Governance**
- **Finance Structures**
- **Public Sector Unions**
- **Intergovernmental Relations**

Governance

- Politicized decision-making
- Transit is the guinea-pig for every new idea
- Facts and professional judgment seldom rule
- Sunshine Laws unbalance the playing field

Finance Structures

- Dependant on variable tax sources
- “Chasing Grants” guides vision and programs
- Expected to give away assets for public good
- If we make money, something must be wrong
- Low fares means we are seen as a social service

Public Sector Unions

- Too influential politically
- Time consuming fights on small changes
- Seniority rules kills fresh energy and creativity
- Pension costs impacting public perception

Intergovernmental Relations

- Staffs fight for dominance
- We “permit” each other
- We sue each other
- We overlap jurisdictions – Balkanization