



January 19, 2018

TO: Bruce Warner, President
TriMet Board of Directors

Randy Stedman, Executive Director
Labor Relations and human Resources

RE: TriMet General Manager Recruitment Process Overview

KL2 Connects LLC is pleased to provide this summary of the actions taken in the recruitment of TriMet's next General Manager.

RECRUITMENT PROCESS OVERVIEW

KL2 worked with TriMet to advertise the position opening on the TriMet website and the KL2 website. We purchased advertising space in several public transportation related venues, including Passenger Transport, (the American Public Transportation Association's newsletter), Transit Talent, the Conference of Minority Transportation Officials (COMTO), and the Women's Transportation Seminar. KL2 also conducted directed outreach via email and phone calls to leaders in the transportation industry. Interested persons were provided a detailed outreach brochure discussing the position, the organization, and the region. They also were provided with information on benefits offered by the organization, the organization chart, and links to key TriMet documents.

In evaluating each applicant, the KL2 Team considered the following criteria, as guided by TriMet's formal job description, and the Leadership Profile developed by means of in-depth discussions with TriMet's Board:

Industry Expertise

- Bus and paratransit operations and maintenance
- Rail operations and maintenance
- Experience addressing "State of Good Repair" challenges
- Large capital project management
- Experience successfully rolling out new technologies (such as smart cards, alternative fuel vehicles, and new partnerships with mobility providers like Uber and Lyft)

Financial/Planning/Visioning Expertise

- Long-term visioning/planning
- Financial stewardship
- Land use/transportation integration and Transit Oriented Development

External Relations

- Experience developing and maintaining successful relationships with regional partners, business/special interest groups
- Experience working directly with neighborhood associations, rider groups, advisory committees, other stakeholders
- Ability to manage an organization internally while focusing outwardly into the community
- Experience working with the media

Labor/Employee Relations

- Approach to team building, inspiring staff, implementing cultural change
- Labor-management experience

Leadership Qualities

- Experience working directly with a Board of Directors
- Experience balancing competing interests, building consensus among business community, advocacy groups, Board, etc.
- Approach to demonstrating a commitment to diversity and inclusion
- Leadership, executive presence
- Communications and interpersonal skills
- Passion, energy, dynamism, enthusiasm
- Education

While formal advertising of the position began in mid-November following Board review and approval of the job description and outreach materials, KL2 began its informal outreach in mid-October. KL2 was requested to submit a detailed Briefing Book to the Board with multiple semi-finalists by December 8, 2017 in advance of a Board review meeting on December 13, 2017, to select finalists for formal interviews. Following the December 13th identification of three finalists for consideration, KL2 conducted additional reference and background checks in each finalist.

KL2 submitted an updated Briefing Book on the three finalists the week prior to the actual interviews held on January 10, 2018.

CANDIDATE OVERVIEW

A total of 36 individuals formally applied for the position opening by submitting resumes to KL2. After reviewing all candidate resumes, KL2 interviewed the 12 strongest candidates. Of the 12 interviewed, seven were Caucasian males, two were African-American males, and three were African American females. KL2 also spoke extensively with three additional minority candidates who ultimately chose not to apply for the position.

Please note that three of the 36 candidates were late submissions (received after the list of semi-finalists had been sent to the Board for consideration on December 8, 2017). None of the three had a background strong enough to warrant being considered as "last minute candidate addition."

Seven candidates were brought forward to TriMet as recommended semi-finalists. Four of the semi-finalists were Caucasian males, two were African-American females, and one was an African-American male.

The list of finalists interviewed by the Board included two Caucasian males and one African-American female.

In summary, 41% of the candidates interviewed by KL2 were minority candidates, and 25% were female. At the semi-finalists stage of the process, 43% of the candidates were minority individuals, and 29% were female. At the last stage of the process, one of three finalists was a minority female.

All semi-finalist candidates reviewed by TriMet's Board requested confidentiality.

Submitted by: Celia Kupersmith, Project Manager, KL2 Connects LLC