

Executive Committee

March 28, 2024 | 3:30 p.m. – 4:00 p.m.



Onsite:

Greater Portland Transit District
114 Valley Street, Conference Room A | Portland, ME 04102

Remote:

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/81864129037?pwd=Y25STWFUb2h0ZDI3QzcwMVICVHhWZz09>

Passcode: 306569 | Webinar ID: 818 6412 9037

Phone: (646) 931-3860 | Telephone participants: *9 to raise hand, *6 to unmute

MEETING AGENDA

AGENDA ITEM	PRESENTER	ACTION or INFORMATION
1. Call Meeting to Order (3:30)	Ed Suslovic, Board President	N/A
2. Public Comment (3:30-3:35) The Board of Directors welcomes public comments at this time for items <u>not listed</u> on this agenda at this time. For items listed on the agenda, the chair will allow members of the public to comment following the staff presentation. There is a <i>three-minute time limit</i> per speaker. (Comments will be paraphrased in meeting minutes)	Ed Suslovic, Board President	Information
3. Meeting Minutes (3:30-3:35) Review and approve minutes from the February 29, 2024 meeting.	Ed Suslovic, Board President	ACTION
4. Town of Gorham Metro Membership (3:35-3:45) Review the impacts of Gorham’s membership in the Greater Portland Transit District.	Glenn Fenton, Interim Executive Director	ACTION
5. Executive Search Firm Selection (3:45-3:55) Review staff recommendation for selecting an executive search firm related to finding and selecting permanent Executive Director.	Shelly Brooks Chief Financial Officer	ACTION
6. Future Agenda Items (4:35-4:45) <ul style="list-style-type: none">Executive Director Search ProcessAgency Strategic Planning (Ongoing)Collective Bargaining Agreement RenewalPACTS Initiatives and Reforms (Ongoing)ADA Paratransit Service and Contract	Ed Suslovic, Board President	Information
7. Upcoming Meetings (3:55-4:00) <ul style="list-style-type: none">Board of Directors – March 28, 2024 at 4:00 p.m.Finance Committee – April 3, 2024 at 4:00 p.m.	Ed Suslovic, Board President	Information

<ul style="list-style-type: none"> Executive Committee – April 10, 2024 at 3:30 p.m. 		
8. Adjournment (4:00)	Ed Suslovic, Board President	ACTION

As of November 9, 2022 Greater Portland METRO is holding meetings of the Board of Directors (and its committees) in hybrid format, both in person at METRO’s offices and via webinar. The remote portions of all meetings are conducted in accordance with the requirements of [METRO’s Remote Participation Policy](#) (adopted August 25, 2022) as well as LD 1772, PL 2022 Ch. 666, and 1 MRSA Chapter 13, Subchapter 1.



Greater Portland Metro Executive Committee
Wednesday, March 13, 2024:
DRAFT Meeting Minutes:

Member	Municipality	Role	Status
Ed Suslovic	Portland	President & Chair	Present
Hope Cahan	Falmouth	Vice President & Vice Chair	Present
Paul Bradbury	Portland	Treasurer	Present
John Thompson	Westbrook	Secretary	Present
Jeff Levine	Portland	Member	Present

Staff Present	Identified Members of the Public
Greg Jordan, Executive Director Mike Tremblay, Director of Transit Development Glenn Fenton, Chief Transportation Officer	

I. With a Quorum in place, this meeting was called to Order By: Ed Suslovic at: 3:32 pm

II. Public Forum: No members of the public present

III. Approval of March 14, 2024 Meeting Minutes:

Ed Suslovic proposed for approval, John Thompson motioned, seconded by Paul Bradbury. After a roll call of the members present, the minutes were unanimously approved.

IV. Town of Gorham Metro Membership:

Greg lead the discussion with the Gorham Metro Membership. Gorham Council voted to join Metro, contingent by having two seats on the board. There was a discussion about board representation. It was decided to give Gorham the option of a 2-weight vote with one seat or a two-person 1 weight vote. With 1 member being preferred to make managing the board size easier but the committee said that two board members with 1 vote weight was also acceptable. Greg said he would check with the Gorham Town Manager about the town’s preference. Ed Suslovic motions the suggestion to be brought to the board, moved by Hope, seconded by John, it’s unanimously approved to bring to the board.

V. Process for Selecting a Permanent Executive Director:

Greg Jordan leads the discussion for a search for a permanent Executive Director. Two hiring firms have responded positively with proposals. Greg reviewed them and recommended additional Metro staff assess them before a final recommendation on which firm to select be

brought back to the committee in a special Executive Committee meeting March 28, 2024 at 3:30 pm.

VI. Executive Director Transition:

Greg and Glenn lead the discussion on the transition. Things are stable, though sadly one of our bus operators passed away today. They updated our PACTS funding and where we're at, including the presentation for April for the Finance Committee. Staff have reached out to Drummond and Woodsum to assist with union contract negotiations. Michael Shaughnessy needs a committee assignment.

VII. Future Agenda Items:

- Executive Director Search Process
- Agency Strategic Planning (Ongoing)
- Collective Bargaining Agreement Renewal
- PACTS Initiatives and Reforms (Ongoing)
- ADA Paratransit Service and Contract

VIII. Upcoming Meetings:

- Ridership Committee – March 20, 2024 at 3:30 pm
- Executive Committee – March 28, 2024 at 3:30 pm
- Board of Directors – March 28, 2024 at 4:00 pm
- Finance Committee – April 3, 2024 at 4:00 pm
- Executive Committee – April 10, 2024 at 3:30 pm

IX. Meeting was adjourned by: Ed Suslovic at: 4:22 pm.



EXECUTIVE COMMITTEE

AGENDA ITEM 4

DATE

March 28, 2024

SUBJECT

Town of Gorham

PURPOSE

Change Metro's bylaws to accept the Town of Gorham's application for membership into the Greater Portland Transit District.

BACKGROUND/ANALYSIS

The Husky Line was launched in 2018 as a limited stop express bus service that serves the municipalities of Gorham, Westbrook and Portland. The project was the result of a multi-party partnership that included the municipalities of Gorham, Portland, and Westbrook as well as the Maine Department of Transportation, University of Southern Maine, and Greater Portland Council of Governments.

Three bus stops are provided within the town of Gorham, including at the USM Gorham campus, Gorham Village, and Route 25 at Libby Street. There are currently two Husky Line bus stops in Westbrook and seven bus stops in Portland. The Husky Line serves bus stops every 30 minutes on weekdays from 6:30 a.m. to 11:00 p.m. with reduced service levels on weekends.

Gorham's participation was organized as a three-year pilot project (2019-2021) during which time the town would contribute \$35,000 per year to cover a small portion of the Husky Line's operating cost. The pilot phase was extended by two years as a result of the COVID-19 pandemic's impact on public transit service operations, ridership, costs and fare revenue.

Metro staff met with Gorham's Town Manager and senior staff on two occasions, most recently on January 4, 2024. The purpose of the meetings was to discuss and agree on a process for the Town Council to assess the performance of the Husky Line and determine if the town wanted the service to continue and to join the agency.

Metro staff met with the Gorham Town Council on February 13, 2024. The purpose of the meeting was to present Metro's recommendation to continue the Husky Line in Gorham and provide the town with information on joining the agency as a full member. Following this meeting, the town placed this issue on its March 12, 2024 town council agenda for action.

On March 12, 2024 the Gorham Town Council voted 6 to 1 to join the Greater Portland Transit District contingent on Gorham being provided two representatives on the Metro Board of Directors.

Adding two board members to Metro’s current Board of Directors would require an adjustment to Portland’s weighted vote from 1.6 votes per board member to 2.0 votes per board member, in order to maintain Portland’s 50% share of board seats. This change combined with the addition of the two Gorham Board seats shifts the effective weight of all board seats and in turn the relationship between each community’s board representation and its share of revenue hours and population.

The table below shows the current Metro Board representation and how each community’s representation compares to its share of total revenue hours and population (averaged) using 2024 revenue hours. The difference between share of service and population and weighted representation on the Board is less than 10% for all member communities.

BASELINE - 2024										
Municipality	Rev. Hrs.	%	Pop.	%	Avg %	Board Seats	Seat Weight	Weighted Seats	Weighted %	Weighted vs Avg %
Brunswick	2,270	2%	21,836	15%	9%	1	1	1	6%	-3%
Falmouth	3,324	4%	12,575	9%	6%	2	1	2	13%	6%
Freeport	2,270	2%	8,767	6%	4%	1	1	1	6%	2%
Gorham	-	0%	-	0%	0%	0	0	0	0%	n/a
Portland	64,463	70%	68,313	48%	59%	5	1.6	8	50%	-9%
Westbrook	17,407	19%	20,572	15%	17%	3	1	3	19%	2%
Yarmouth	2,270	2%	8,997	6%	4%	1	1	1	6%	2%
Total	92,004	100%	141,060	100%	100%	13		16	100%	

The table below shows the proposed Metro Board representation after adding Gorham. The table was also updated to include the estimated revenue hours for Falmouth’s micro-transit pilot planned to launch later this year. With these two adjustments, representation of all communities is within 3% of the communities share of revenue hours and population.

GORHAM (2 Seats) AND MICRO-TRANSIT IN FALMOUTH										
Municipality	Rev. Hrs.	%	Pop.	%	Avg %	Board Seats	Seat Weight	Weighted Seats	Weighted %	Weighted vs Avg %
Brunswick	2,270	2%	21,836	14%	8%	1	1.0	1	5.0%	-3%
Falmouth	10,361	10%	12,575	8%	9%	2	1.0	2	10.0%	1%
Freeport	2,270	2%	8,767	5%	4%	1	1.0	1	5.0%	1%
Gorham	4,280	4%	18,426	12%	8%	2	1.0	2	10.0%	2%
Portland	64,463	62%	68,313	43%	53%	5	2.0	10	50.0%	-3%
Westbrook	17,407	17%	20,572	13%	15%	3	1.0	3	15.0%	0%
Yarmouth	2,270	2%	8,997	6%	4%	1	1.0	1	5.0%	1%
Total	103,321	100%	159,486	100%		15		20	100%	

In order to accept Gorham’s application into the Greater Portland Transit District, Metro’s Board of Directors would need to amend the District’s current bylaws to include Gorham.

FISCAL IMPACT

Based on GP Metro’s current cost-revenue allocation plan, the fiscal impact of the town joining the District, would be an increase in the town’s municipal contribution from \$35,000 to \$170,139.

PRIOR COMMITTEE REVIEW

Executive Committee – March 13, 2024
Executive Committee – January 10, 2024
Executive Committee – December 14, 2022

RECOMMENDATION

Amend Metro’s bylaws to add the Town of Gorham as a District member community.

CONTACT

Glenn Fenton
Interim Executive Director
207-517-3029
gfenton@gpmetro.org

ATTACHMENTS

Attachment A – GPTD Bylaws Revised March 2024

Revised 03/28/2024; _____
Adopted by the Board: 03/28/2024

Greater Portland Transit District By-Laws

Article I Name

Section 1. The name of the District shall be GREATER PORTLAND TRANSIT DISTRICT.

Article II Purpose

Section 1. To furnish motor vehicle mass transportation for public purposes in the interest of public health, safety, comfort, and convenience on the inhabitants of the municipality or municipalities comprising the District, in accordance with the provisions of 30-A, Chapter 163 of the Maine Revised Statutes, as the same now exists or may hereafter be amended.

Section 2. To take, purchase, hold, maintain, operate, lease, rent, mortgage and convey any and all real and personal property, or to lease or sublease the same, or to enter into contracts with private companies, for the purpose of providing mass transportation services and for such purpose to contract with the Federal, State and municipal governments for donations, loans, grants, gifts, or other assistance and in such contracts to agree to be bound by all applicable provisions of Federal, State and municipal statutes and regulations as the case may be.

Section 3. To do any and all other things, which may be necessary or useful in order to accomplish the foregoing purposes.

Article III Membership

Section 1. The membership of the District shall be comprised of the following municipalities: Brunswick, Falmouth, Freeport, Gorham, Portland, Westbrook and Yarmouth (“member municipalities”). Brunswick’s membership is subject to a change to state statute that will allow municipalities contiguous to the Portland Area Comprehensive Transportation System (“PACTS”) to join the Greater Portland Transit District.

Section 2. The Board of Directors of the District shall consist of 5 directors appointed from the City of Portland, 3 directors appointed from the City of Westbrook, 2 directors appointed from the Town of Falmouth, 1 director appointed from the Town of Brunswick, 1 director appointed from the Town of Freeport, 1 director appointed from the Town of Yarmouth and 2 directors appointed from the Town of Gorham. The member municipalities may, by ordinance, provide that their appointees serve at the will of the appointing power or for terms that are shorter than those established in Article IV, Section 1.

Section 3. After the formation of the District, the Board of Directors shall have the right to accept or to refuse the application of any other municipality located wholly or partially within, or contiguous to, the Portland Area Comprehensive Transportation System as may apply for membership in the District.

Section 4. A member municipality may withdraw from the District at the end of the District's fiscal year provided that it has given the Board of Directors at least one year's written notice of its intention to do so. Such municipality shall be permitted to withdraw only if it pays its proportionate share of the current indebtedness of the District before withdrawal and agrees by appropriate written documentation to pay its proportionate share of any long-term indebtedness of the District as that indebtedness becomes due and payable. During the period of notice, the withdrawing municipality does not become liable for any capital expenditure or borrowings which may be made by the District. The proportionate share of the withdrawing municipality in any current and long-term indebtedness of the District shall be in accordance with the formula then in effect for payment of the current and long-term indebtedness.

Article IV Board of Directors

Section 1. Subject to the provisions to Article III, Section 2, the members of the Board of Directors shall serve for three years and until their successors have been appointed, with vacancies being filled by the appointing authority for the unexpired portion of the respective terms.

Section 2. A majority of the directors so appointed shall constitute a quorum for the transaction of business, and action taken by 2/3 of those directors physically present at any meeting at which a quorum is in attendance shall be deemed to be the action of the full board of directors.

Section 3. Each year the Board of Directors of the District, by a 2/3 vote of its entire membership physically present at a meeting of the Board, shall establish a formula for contributions to be made by each participating municipality in order to defray any projected deficit.

Section 4. The Board of Directors shall have full power and authority to manage and control the affairs and business of the District including, without limitation, all powers granted to Boards of Directors of Transit Districts by Title 30-A, Chapter 163 of the Maine Revised Statutes, as the same now exists or may hereafter be amended, and may adopt such rules and regulations for the conduct of their meetings and management of the affairs of the District as they may deem proper.

Section 5. The Board of Directors may appoint such committees for such purposes as they deem expedient.

Section 6. The directors shall cast weighted votes, which shall be apportioned as follows: Each of Portland's directors shall be apportioned a voting weight of 2.0; all other directors shall be apportioned a voting weight of 1.0. This apportionment of votes shall apply to any votes cast by directors while serving on the Board of Directors or while serving on any of the Board's duly appointed committees.

Article V Officers

Section 1. The officers of the District shall be a President, a Vice President, a Treasurer, and a Secretary/Clerk who shall be elected by a majority vote of the Board of Directors from their own membership and who shall serve for two years. The duties of the President, Vice President, Treasurer, and Secretary/Clerk shall be such as are usually imposed upon such officials and as are required by law and such as may be assigned to them respectively by the Board of Directors from time to time. The President, Treasurer, General Manager, and Director of Finance shall give bond in such sum as the Board may designate. The premium of said bond(s) will be paid by the District.

Section 2. The Board of Directors shall appoint and fix the salary of a District manager who shall be the chief executive officer of the District. The duties shall be such as are usually imposed upon such an official and as are required by law and such as may be assigned by the Board of Directors from time to time. The General Manager shall appoint such other employees as are required for District purposes and shall recommend annual salary adjustments of such employees to the Board. No District employee shall be a Director of the District.

Section 3. The Board of Directors may by resolution indicate which appointments by the District Manager and salaries established by the District Manager shall require confirmation of the Board of Directors.

Article VI Meetings

Section 1. Regular Board meetings shall be held as determined by the Board of Directors. There shall be at least four scheduled meetings per year. A Board Meeting may be canceled by the President. Special meetings of the Board of Directors may be called by the President at any time and shall be called by the President upon written request directed to the President and signed by at least one-third of the members of the Board of Directors.

Section 2. Notice of meetings shall be sent by the Secretary/Clerk or designate to each Director not less than four days before the date thereof. Notice of the holding of any meeting may be waived by a written statement signed by all of the Directors.

Article VII Seal

Section 1. The District shall have a seal of such design as the Board of Directors may adopt. Such seal shall be in the custody of legal counsel and the Director of Finance.

Article VIII Amendments

Section 1. These By-laws may be amended or altered by the Directors at any meeting, regular or special, provided that notice of the proposed change shall have been sent by the Secretary/Clerk or

designate to each Director not less than four days before the date of such meeting.



Executive Committee

AGENDA ITEM 5

DATE

March 28, 2024

SUBJECT

Award Contract for Executive Director Search

PURPOSE

Staff is seeking approval to award the contract for the Executive Director Search to KL2 Connects in the amount of \$52,250 plus expenses related to travel, advertising, etc.

BACKGROUND/ANALYSIS

At the February 14, 2024 Board of Directors Meeting, staff were authorized to begin an expedited process of soliciting proposals to select a consultant for the recruitment of GP Metro's next Executive Director. The Board also approved a procurement process exception to GP Metro's Procurement Policy which requires a full public procurement process for contracts exceeding \$25,000.

Staff issued a request for proposals with a response date of March 13, 2024. Two proposals were received; however, one proposal was withdrawn on March 21, 2024. A scoring committee reviewed and compared the proposal to the RFP, which resulted in an average score of 92.3%.

KL2 Connects proposal, provided in attachment A, demonstrates a 17-year history of experience with executive level recruitments for transit agencies nationwide. Additionally, many of their staff have executive level experience as transit agency staff members. Finally, the workplan provided in their proposal demonstrates an understanding of our request, and provides a detailed plan of action.

For the reasons discussed above, staff recommend awarding the contract for the Executive Director Search to KL2 Connect.

FISCAL IMPACT

As explained above.

PRIOR COMMITTEE REVIEW

Board of Directors – February 14, 2024

Executive Committee – March 13, 2024

RECOMMENDATION

Approve staff selection of Executive Direct Search Consultant and move to the Board of Directors for approval.

CONTACT

Shelly Brooks

Chief Financial Officer

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ATTACHMENTS

Attachment A – KL2 Connects, LLC Proposal



CONTACT

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John Bartosiewicz
Paul Muldoon

12 March 2024 — Post-Amendment 1 Revision

KL₂ Connects

Public Transit Executive Search Consultants

EXECUTIVE SEARCH PROPOSAL

Greater Portland Transit District (METRO) Executive Director Search

KL2 Connects Proposal No. PR-119

PRESENTED TO

Mr. Doug Holcombe
Executive Director
Greater Portland Transit District
114 Valley Street, Portland ME 04102

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KL2 Connects LLC has submitted this proprietary document in confidence and requests that its contents be treated as such except as required by law.

Introduction

The principals of KL2 Connects LLC (“KL2”) are pleased to submit this proposal for the recruitment of Greater Portland Metro’s (“METRO”) next **Executive Director**. Thank you in advance for this valued business opportunity.

KL2 is a retained executive recruiting consultancy that, since 2007, has placed more than 240 exceptionally qualified candidates with transit agencies nationwide. **We were *the first search firm to offer our industry the talent sourcing and assessment experience of former public transit CEOs and the only firm with four APTA Hall of Fame members on our team.***

As transit professionals, KL2 fully understands METRO’s mission to deliver safe, reliable, and sustainable transportation services to diverse constituencies. We have an excellent record of sourcing candidates who fully embrace that mission, and we look forward to presenting several for your consideration.

History and Mission

Our story began in 2007 when veteran transit executives Tony Kouneski (APTA’s Vice President of Member Services) and Jack Leary (CEO of the Bi-State Development Agency) founded KL Executive Search. As transit CEOs they had retained recruiters for decades, and they were far from satisfied with the quality of service available.

KL2’s Understanding of Greater Portland Metro

Having served as public transit executives themselves, the principals of KL2 Connects understand METRO’s mission and appreciate the critical role played by its Executive Director. KL2 understands that:

- Public transportation in the Portland region spans over 150 years, and the Greater Portland Transit District was formed nearly 60 years ago
- METRO’s partnership with Portland public schools and investment in technology produced record ridership before the pandemic
- In 2022, ridership was still 40% less than its peak pre-pandemic ridership in 2019
- METRO added battery-electric buses to its fleet
- METRO’s creative bus shelter design includes one that was crowned the “Best Bus Stop in America” by Streetsblog USA
- The incumbent CEO has been well regarded in the role for the last 10 years

Recognizing a profound need, **Kouneski and Leary began to assemble a professional recruiting team that had first-hand experience leading transit agencies and associations and hiring, developing, and managing transit industry talent.**

With its 2014 expansion, including the addition of current President Al Schlimm, the firm rebranded as KL2 Connects LLC. **Today, a firmly established and thriving KL2 is proud to count more than 65 public transit agencies among its satisfied clients.**

Partnering with KL2 Connects LLC

*on this critical Executive Director search will demonstrate to top-flight candidates and METRO’s greater communities that the authority has selected a firm that offers **both state of the art transit industry knowledge and executive recruiting expertise!***

Transit management is a tough job! When it comes to delivering an exceptional rider experience, establishing an equitable service model, growing ridership, securing funding, meeting accessibility standards, ensuring safety and security, harnessing emerging technologies, and cultivating an effective workforce... *the buck stops at the top.*

That makes every position on your team “mission critical” and every staff vacancy a headache you cannot afford. KL2 is here to help. With our singular transit industry focus, our principals’ first-hand transit career experience, and our broad access to seasoned and emerging transit talent, we are well-positioned to source, screen, and present the talent you needed *yesterday.*

Why KL2?

- Because we are public transit professionals who have long served our industry through agency and association leadership and participation.
- Because we are knowledgeable, politically savvy, passionate, creative, solutions-oriented, tenacious, and culturally sensitive and aware.
- Because we address the transit industry's succession planning challenges head-on by identifying, cultivating, and advancing the most qualified talent.
- Because we make it our daily business to understand public transit and executive recruiting issues, challenges, trends, and best practices.
- Because we “walk the walk” on diversity and inclusion. (Forty percent of our CEO placements have been women and/or minorities.)
- Because we know public transit and executive recruiting inside out. And because, together with our valued clients, we are dedicated to building a brighter public transportation future.

Respectfully submitted,



Al Schlimm
President

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KL2’s Understanding of METRO’s Scope and Deliverables

1a: Market Analysis Report — *Conduct a comprehensive analysis of the current market for transit agency Executive Directors and advise the Executive Committee on salary benchmarks, industry trends, skill requirements, and insights on attracting highly qualified applicants to this position.*

KL2 will address each of these topics in a 2-to-3-page White Paper. This assessment will be based on our experience in recruiting 250-plus public transit executives, ~40 of whom were Chief Executive Officers.

2a: Process Management Plan — *Develop a well-organized process management plan and timeline for all activities during the process while factoring in additional time for contingencies and unforeseen circumstances. Timeline should include the key milestones, activities, and decision points as outlined further below, along with other elements to be determined.*

KL2 will prepare and submit a plan similar to the following excerpt:

Task	Deadline	Responsibility
Notice to Proceed	Date	Client
Intake Meeting	Date	KL2 will coordinate, provide agenda
Finalize project schedule, reporting and communication protocols	Date	KL2 and client
Stakeholder interview questions drafted	Date	KL2
Client Identifies stakeholders, introduces KL2, schedules interviews	Date	Client
Approval of interview questions	Date	Client
KL2 revises/updates job description, compensation recommendations	Date	KL2
KL2 conducts stakeholder interviews	Date	KL2
KL2 prepares/submits Leadership Profile to client	Date	KL2
KL2 prepares/submits position ad, ad plan, brochure to client for approval	Date	KL2
<i>Etcetera...</i>		

3a: Job Description, Compensation Assessment, Candidate Profile, Evaluation Rubric — *Prepare the job description and determine a market appropriate compensation package with flexibility based on the qualifications of finalists. Develop a profile of the ideal candidate including minimum and preferred qualifications and preferred competencies, skill sets, and leadership traits. Develop a candidate scoring rubric to aid the Executive Committee and Board of Directors in evaluating candidates.*

KL2 will revise/edit METRO’s job description, advise regarding compensation per individual candidate, develop a Leadership Profile (based on KL2’s interviews with key stakeholders, please see the example on page 17 of this proposal), and prepare and utilize a scoring matrix/rubric (as shown below) to assist in candidate evaluation.

CEO CANDIDATE EVALUATION MATRIX

Scale: 1=Poor 5=Excellent

Candidate 1 Candidate 2 Candidate 3

Senior Management Experience

Public transit executive experience (10+ years)	5	5	5
Operating and capital budget development	4	4	5
Long range visioning and planning	5	4	5
Example of change leadership	4	5	3
Contract negotiation and management	5	5	5
Staff management and relations	4	5	5
Problem-solving and facilitation	5	5	5
Internal/external communications and presentations	5	5	5
Interaction with federal/state/local officials	5	5	5

Board Experience

Interacting with, presenting, making recommendations	5	5	5
Vision of respective roles/relationships of CEO and Board	5	4	5

Operations Experience

Transit operations and maintenance	4	5	5
Infrastructure development	5	5	5

4a: Job Announcement Brochure — *Working with the Executive Committee and METRO staff as appropriate, develop a job announcement brochure that showcases the position and the agency as well as the greater Portland region and the State of Maine.*

An example of KL2's Position Brochure can be found on page 11 of this proposal.

5a: Marketing and Search Strategy Report — *Develop and execute a marketing and search strategy to identify and attract the most qualified field of prospective candidates for the position, including proactive outreach to encourage applicants from diverse backgrounds to apply. In addition to advertisements in relevant publications, webs sites, and professional social media sites, the Consultant will undertake a direct networking campaign to identify prospective candidates.*

KL2's procedural and marketing strategy for this search is outlined in detail in the Approach Section beginning on page 17 of this proposal.

6a: Detailed Search Report and Recommendations — Develop and implement a preliminary screening process that narrows the field of applicants to those whose background, experience, and education best meet the needs of METRO. The screening process shall include, but not be limited to: reviewing all initial materials submitted by prospective applicants along with publicly available information in the general media, on organizational websites, and on accessible social media platforms; conduct video conference interviews with those candidates meeting the minimum qualifications or who, in the Consultant's judgement, could be successful in the role; prepare and deliver a detailed search report that provides findings related to all screened candidates and recommends the top six (6) to eight (8) candidates for additional review. **7a: Candidate Assessment Report, Interview Questions, Rubric/Instructions, Interview Logistics** — Develop and implement an interview and screening process for the top six (6) to eight (8) candidates. Provide all necessary support and materials so the Executive Committee can conduct effective video conference interviews with these individuals. Advise the Executive Committee on the selection of up to four (4) finalists.

Each item listed in sections 6a and 7a above is addressed in detail in this proposal's Approach section, beginning on page 17 of this proposal. All requested "support materials" will be provided in KL2's Candidate Briefing Book, which will prepare the Executive Committee for its interviews. KL2 will apply the best of its

resources and practices with the intention of presenting 6 to 8 candidates for this position; however, we cannot guarantee that current market conditions will support a list of that size.

8a: Updated Candidate Assessment Report — *Develop and implement an interview and screening process for up to four (4) finalists. Provide all necessary support and materials so the full Board of Directors can conduct effective in-person interviews with these individuals. Advise the Board of Directors on the selection of a preferred candidate. As part of this process, the Consultant will conduct the following activities: conduct in-depth reference checks of the four (4) finalists, execute background checks and verification of credentials and job histories, and conduct additional review of publicly available information in the general media, on organizational websites, and on accessible social media platforms. Information obtained will form the basis of candidate profiles to be provided to the Board of Directors; prepare candidate profiles for the Board of Directors. Profiles shall include, materials provided by the candidates, reports prepared by the Consultant during prior screening phases, and results of background assessments. The Consultant will provide an updated candidate scoring rubric for board members to use when evaluating finalists; candidates shall be pre-qualified for acceptance of METRO's compensation/benefits package parameters and receptive to relocation to Southern Maine, and possess a desire for the position; schedule and coordinate the finalist interview process leading to the board's selection of a preferred candidate(s). This task shall include assistance with drafting of interview questions; coordinate logistics, including travel and lodging needs, with the candidates. Coordinate direct reimbursements by METRO to the candidates for reasonable expenses incurred to participate in on-site interviews; provide assistance to METRO staff coordinating any supplementary engagements including tours, stakeholder and/or staff interviews, and public engagement if needed.*

KL2's Candidate Briefing Book will be a "working document" that is updated as the search proceeds. The initial version will include a larger list of candidates; a subsequent version will include only METRO's selected finalists. The subsequent version will also be enhanced as necessary with reference reports, background reports, etc. As outlined in the Approach section of this proposal, KL2 will gladly assist METRO with the coordination of all interviews.

9a: Agreement on Key Business Terms of Employment Agreement — *Based on the Board of Director's selection of a preferred candidate, and in close coordination with the Board's President and legal counsel to the agency, the Consultant's principal will enter into a negotiation with the preferred candidate on the employment agreement. Subject to agreement on key business terms with the preferred candidate, the Consultant will notify candidates not selected.*

As outlined in the Approach section of this proposal, KL2 will assist METRO with the presentation of an offer, the negotiation of terms, and notification of non-selected candidates.

10: Assist the Board President as needed to bring a recommended employment agreement to the board on or before June 27, 2024.

The KL2 team will marshal its resources with the intention of bringing this search to a close by the desired date, which we believe to be a reasonable timeline.

11: Throughout the process, facilitate and deliver ongoing communication, oral presentations, and detailed progress reports. The Consultant's principal will be expected to attend and participate as appropriate in all first and second round interviews.

KL2's standard communications and reporting procedures are in alignment with METRO's request.

In the interest of cost management and green business practices, this proposal assumes that all of KL2's participation in meetings and interviews will be virtual (via Zoom and coordinated and facilitated by KL2). This will allow board members to log in and participate from different locations at their convenience. Accordingly, no consultant travel costs are included in this proposal.

Qualifications

Should KL2 be selected for this assignment, our competitive advantage and greatest value to METRO would rest on two equally important pillars: (1) **Transit Industry Expertise** and (2) **Executive Recruiting Expertise**. As illustrated, KL2's experience and skill set uniquely align with this dual objective.

Transit Industry Expertise

Five of KL2's principals and advisory board members have been transit agency CEOs.

Four of our principals and advisory board members are APTA Hall of Fame members.

Our team offers more than 250 collective years of public transit career experience.

- We serve the transit industry exclusively.
- An understanding of public transit issues, challenges, trends, and best practices is critical to our mission.
- Continually cultivating industry relationships through associations and advocacy groups is critical to our outreach.
- Our principals have held executive, chair, board, and/or committee positions with key industry groups (including APTA, COMTO, CTA, ATA, FPTA, TTA, SWTA, CalACT, WTS, Latinos in Transit, state transit associations, and more).
- We take pride in championing the next generation of transit industry leadership.
- We are even prouder to work in an industry of extraordinary diversity and inclusiveness.
- We are comfortable working with stakeholders at all levels including public boards and regional and national governmental entities.
- Our several regional offices (NC, VA, TX, NV, WA, MD, and SC) provide the agility to quickly and conveniently respond to clients' needs.

Executive Recruiting Expertise

- We offer 17 years of transit industry recruiting experience (since 2007).
- We have completed more than 240 transit industry searches.
- We have completed dozens of successful transit CEO searches.
- We have a client list of 65+ agencies, including many of the nation's largest.
- We enjoy a great deal of repeat business.
- Our team is highly stable, with no staff departures other than planned retirements.
- We have cultivated a reservoir of trust and goodwill among clients and candidates.
- Our project managers and recruiters are seasoned public transit executives.
- We offer hands-on engagement (not just oversight) of firm principals.
- Multiple KL2 principals manage each search.
- We have extensive industry relationships at all levels (an "ear to the ground").
- We offer "insider access" to passive as well as active candidates.
- We have long demonstrated a commitment to diversity (~40% of CEO placements have been women or minorities).
- We have extensive experience recruiting in highly transparent environments.
- Over 16 years we have built a deep searchable proprietary transit industry candidate database.

Clients

KL2 is proud to have **earned the trust of more than 65 transit agencies** nationwide, many of whom reengaged KL2 after the initial assignment.

CEO Placements — ~40% Women and/or Minorities

Utah Transit Authority	IndyGo
VIA Metropolitan Transit	GoTriangle
Los Angeles Metro	Water Emergency Transit
TriMet	SouthWest Transit
Trinity Metro	Jaunt Inc.
Tompkins Transit	Greater Richmond Transit
North County Transit District	Golden Empire Transit
Charlotte Area Transit	SMART (Detroit)
Nashville MTA	Lane Transit District
SolTrans	Minnesota Valley Transit
San Luis Obispo RTA	Marin County Transit
Memphis Area Transit	Sacramento Regional Transit
Tulsa Transit	SunLine Transit Agency
Chapel Hill Transit	Central Florida RTA
MBCR	Akron Metro
Central Arkansas Transit	Chatham Area Transit
C-TRAN	Livermore Amador Valley Transit
Rhode Island PTA	McDonald Transit
Capital Area Transit	Des Moines Area Regional Transit
South Florida RTA	

C-Suite | Deputy | VP | Director | Manager Placements

Big Blue Bus	Golden Gate Bridge & Highway
San Mateo Transit District	Golden Empire Transit
Pinellas Suncoast Transit	Caltrain
Pierce Transit	Denver RTD
Metrolink	RTC Washoe County
Santa Clara Valley Transit	C-TRAN
Detroit Transit	SolTrans
San Luis Obispo Regional	San Francisco Bay WTA
Lone Star Rail District	Network Rail
MARTA	Tulsa Transit
Central Arkansas Transit	Jaunt
Southwest Ohio RTA	Dallas Area Rapid Transit
Capital Area Transit	City of Fresno
Santa Cruz Metro	Transbay Joint Powers
Sound Transit	Southwest Transit
San Diego Metropolitan	CATA (State College)
Sacramento Regional Transit	San Joaquin RTD
South Bend Public Transit	Valley Metro

Client Testimonials

“You were clear, honest, perceptive, wicked smart — one of us! Thank you for a targeted search that gave us just what we needed.”

“We were expanding and it was critical to find a leader with the right skill, vision, and fit. KL2 provided a diverse slate of candidates and our selected candidate has exceeded expectations.”

“After months with another recruiter we turned to KL2 and in a few weeks had three strong VP candidates. KL2 stayed with us through a difficult negotiation and closed the deal.”

“Thank you for putting together a transparent and concise board package. I was concerned that I would be spending endless hours, and here I am ready to discuss!”

“We have retained KL2 to fill multiple C-suite positions. In each case they delivered a top-flight pool of qualified professionals. Their project managers are transit-savvy, well organized, and results-oriented.”

“It was a pleasure working with you. And yes, I am glad to be an enthusiastic reference!”

KL2 Connects LLC in the News

Jay Fox Will be Far from Home But Excited — On January 3 (KL2 candidate) Jay Fox and his family departed their home in New Jersey. They arrived at their new home in Utah on January 6 where Jay began his new job as UTA's new ED. — *Utah Policy*

Henry Li Named "Top Transit Executive — Regional Transit chief (and KL2 candidate) Henry Li has been named by APTA as its top transit executive. APTA called Li "a visionary and transformational leader" who has restored positive financial ratings and rebuilt public trust. — *Sacramento Bee*

Livermore Amador Selects Christy Wegener — LAVTA has selected (KL2 candidate) Wegener to serve as Executive Director. Wegener has spent over 20 years in the transit industry and holds a master's from Cal State. — *Transit Intelligence*

GET Public Transit Announces New CEO — New leadership will take the helm of the Golden Empire Transit District. GET's Board of Directors selected (KL2 Connects candidates) Michael Tree as the new chief executive officer. He will succeed Karen King, who plans to retire. — *Bakersfield.com*

L.A. Metro Announces Appointment — CEO Stephanie Wiggins announced the selection of (KL2 candidate) Seleta Reynolds as Chief Innovation Officer. — *Railway Age*

Recent KL2 Transit Placements by Discipline

- Chief Executive Officer
- Executive Director
- Chief Innovation Officer
- Chief Program Management Officer
- Deputy Executive Director, Operations
- Chief Operating Officer
- Executive Director of Safety and Security
- Senior VP Planning and Development
- Chief Administrative Officer
- Senior VP Pub Engagement
- Vice President, Engineering and Design
- VP Fleet & Facilities Maintenance
- VP Commuter Rail
- Information Technology Officer
- Planning Director
- Director Program Delivery
- Director Operations Training
- Deputy Director of Transportation
- Project Manager
- Chief Financial Officer
- Deputy General Manager
- Director Contracts and Procurement
- Manager of Strategic Planning
- Maintenance Director

Understanding the Transit Executive's Role

Should KL2 be awarded this valued assignment, our goal would be to present to METRO a diverse slate of candidates that offer an optimal blend of executive, political, technical, and personal attributes:

- A passion for public transportation
- An understanding of its value to communities
- Strong transit leadership and managerial skills
- Executive presence and self-confidence
- Sound business/financial acumen and integrity
- Exceptional communications skills
- An analytical mind, a grasp of transit technology
- Experience with organized labor
- A record of making transformative change
- Comfort with transparent environments
- Experience working with elected officials
- Ability to thrive in a complex environment
- Ability to effect needed course corrections
- Ability to engage and inspire staff at all levels
- Behaviors that reflect agency values
- A commitment to fulfilling the Board's mission

Diversity and Inclusion

The principals of KL2 Connects LLC understand that ethnic, religious, cultural, and lifestyle diversity are vital to an organization's well-being. We pledge to METRO that, to the best of our ability, we will source, equitably evaluate, and propose a candidate pool that reflects the composition of METRO's diverse communities.

- **Half of KL2's ownership team is female**
- **Women comprise a third of the firm's active principals and advisors.**
- KL2 regularly participates in organizations such as COMTO, Women's Transportation Seminar, Latinos in Transit, and various diversity-oriented APTA committees.
- KL2 has extensive knowledge of advertising venues and outreach opportunities that reach minority and female candidates.
- **Approximately 40% of the Chief Executive Officers KL2 has placed since its 2007 founding have been women and/or minorities.**
- KL2 Managing Principal and paratransit expert, Christian Kent, has devoted his 35-year career to supporting equity and empowerment for the differently abled. He currently serves on the COMTO board, is a member of Latinos in Transit and the Women's Transportation Seminar, and has served as Chair of APTA's Access Committee.
- KL2 founder Tony Kouneski and semi-retired principal and Advisory Board Member John Bartosiewicz are past recipients of APTA's *Best System for Hiring and Promoting Minorities Award* and the Women in Transportation Committee's *Award for Promoting Women into Senior Management*.
- KL2 principal and Advisory Board member Celia Kupersmith is a founder and former Chair of the APTA Diversity Council's LMETROQ Task Force.
- KL2 principal Jeff Popovich co-founded Wemove-people.org, providing mentorship opportunities for LMETRO students and serving as a vehicle for transit agencies to share inclusion practices.
- KL2 principal Kristen Joyner founded *Operations Veterans in Public Transportation*, an organization that connected military vets with public transit opportunities.
- **KL2 routinely seeks opportunities to retain small and women-owned businesses for select support tasks including graphic design (*Helle Creative, Asheville NC*) and editorial and production duties (*Copy by Randee, Asheville NC*).**
- Given the highly specialized nature of public transit recruiting (which requires experience in two deeply specific disciplines), KL2 is not often able to subcontract search-specific services. However, pending availability, KL2 is occasionally able to include Avery James Inc. (Los Angeles CA) as a consultant. Michele James is a women/minority-owned search consultancy that offers multidisciplinary recruitment services to public agencies and private corporations.

KL2's EEO Policy

It is KL2's policy to provide equal employment opportunity (EEO) to all persons regardless of age, color, national origin, citizenship status, physical or mental disability, race, religion, creed, gender, sex, sexual orientation, gender identity and/or expression, genetic information, marital status, status with regard to public assistance, veteran status, or any other characteristic protected by federal, state or local law. In addition, KL2 Connects LLC will provide reasonable accommodations for qualified individuals with disabilities. KL2 Connects LLC's goal is to increase representation of women, people of color, veterans, and individuals with disabilities, and our policies are designed to comply with all applicable federal, state and local laws, directives, and regulations. KL2's principals monitor the firm's policies and practices to ensure that it meets these objectives.

Working with Public Boards

KL2's principals bring to the table a wealth of career experience working with public boards and senior stakeholders. That exposure has resulted in the development of the political savvy and consensus building skills required to facilitate complex hiring decisions. While board members endeavor toward a common mission, there will always be divergent perspectives among them. To guide METRO's search toward a successful outcome, KL2 will prepare well, communicate clearly, make all voices heard, observe special concerns, keep fairness and objectivity at the forefront, facilitate collaboration and compromise, deftly navigate transparency vs. confidentiality, adhere to the timeline and, above all, keep METRO's board focused on its mission to deliver safe and reliable transit services.

Subcontracting

KL2's principals will perform nearly all (>99%) of the work described herein in-house. Minimal exceptions (<1%) will include the retention of specialized vendors such as FCRA-compliant background check providers Checkr/Goodhire and TransUnion. Outsourced services will represent less than 1% of KL2's total fee.

Ethics and Best Practices

KL2 abides by the code of ethics established by The Institute of Management Consultants, an organization established to ensure the highest standards of integrity and to advance the image and reputation of the consulting sector. KL2 is pleased to make the following commitments to METRO:

- To serve with integrity, competence, independence, objectivity, and professionalism
- To mutually establish realistic expectations of the benefits and results of our services
- To only accept assignments which we possess the experience and competence to perform
- To only assign staff or engage colleagues with the knowledge and expertise needed
- To ensure that we have worked to establish a mutual understanding of scope, work plan, fee
- To treat appropriately all confidential client information
- To take reasonable steps to prevent that information from access by unauthorized people
- To not take advantage of proprietary or privileged information
- To avoid conflicts of interest or the appearance of such
- To immediately disclose circumstances/interests that may influence our judgment or objectivity
- To offer to withdraw from an assignment when our objectivity or integrity may be impaired
- To agree in advance on fees and expenses; to charge fees that are reasonable/commensurate
- To refuse remuneration from a third party without our client's knowledge and consent
- To disclose in advance any financial interests in services that form part of our recommendations
- To report to authorities or our client any occurrences of malfeasance, danger, or illegality
- To respect the rights of colleagues and not use proprietary methodologies without permission
- To represent the profession with integrity and professionalism
- To not advertise deceptively or misrepresent or denigrate other practitioners or firms

Strength and Stability

Since its founding in 2007 KL2 has remained 100% debt free, and the firm has never been involved in any form of litigation, bankruptcy, claim, settlement, arbitration, proceeding, or investigation. KL2's management team and staff have been highly stable — the firm has experienced no staff departures other than anticipated retirements.

Capacity

KL2's seasoned team of recruiters and administrative support staff have the capacity to simultaneously manage twenty or more complex searches. As of this date, KL2 is managing seven searches, three of which are nearing completion.

Confidentiality

KL2 will not, either during a period of engagement, or at any time thereafter (except in the proper course of our duties or as required by law), use or disclose to any person or company any confidential information of or relating to our clients and candidates or any person with whom we have come in contact with as a result of a recruitment. KL2 further warrants to use best efforts to prevent the use or disclosure of any such information by a third party. ("Confidential information" refers to identities and intentions; trade secrets; actual or pending patents; formulas; software; account information; marketing plans; prospects; research data; management, finance, or product information; inventions or designs; suppliers or clients; processes or systems; or other proprietary information.)

Media Relations

Should METRO desire, KL2 would be pleased to handle media relations pertaining to this search. Unless otherwise directed, KL2 will inform the media that KL2 is working on behalf of METRO's Board and that any statements regarding this search will come directly from that Board. Under no circumstances will KL2 release any search-related information unless specifically directed to do so by the Board.

Marketing Your Position | Brochure Excerpt

KL2 will professionally design and deploy a custom Position Brochure (tailored to METRO's colors and branding elements) to market the position. The following three pages are excerpted from a recent search successfully completed on behalf of L.A. Metro.

Executive Career Opportunity

M Metro

LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY
Chief Program Management Officer

Metro has retained KL2 Connects LLC in seeking a Chief Program Management Officer to assist in executing Metro's mission to provide a world-class transportation system that enhances quality of life for all who live, work and play within LA County. This is an opportunity to join one of the nation's largest and most innovative transportation systems.

Executive Leadership Opportunity
Based in LOS ANGELES, CALIFORNIA
Enhance Multi-Modal Transportation System

Where You'll Be Working

M Metro
Welcome Aboard

Metro plans, administers, designs, constructs and operates LA County's transit and rail transportation system. Additionally, we are one of the nation's largest funders of multi-modal transportation and goods movement projects. Metro is truly unique among our national transportation counterparts, with broad responsibilities in the areas of planning, programming, design, operations and construction.

10 MILLION RESIDENTS | **9,000+ EMPLOYEES** | **105 MILES OF RAIL** | **2,300+ BUSES** | **1,433 SQ. MILES SERVICE AREA**

VISION
Metro's vision is composed of three elements:
• Transport progress for all by ensuring mobility benefits
• Shift our core mobility throughout LA County region
• Accommodate more the through a variety of high-quality mobility systems

MISSION
Metro's mission is to provide a world-class transportation system that enhances quality of life for all who live, work and play within LA County.

KEY BUSINESS GOALS

- Provide high-quality mobility systems for all users of the transportation system
- Deliver consistently top tier through mobility and service to our customers
- Secure leadership and buy through mobility and service to our customers
- Secure LA County through regional collaboration and national leadership
- Provide responsive, accountable and transparent governance within the Metro organization

KL2 Connects LLC | METRO - CHIEF PROGRAM MANAGEMENT OFFICER

Job Summary

Metro's Chief Program Management Officer is responsible for delivering a multi-billion-dollar capital infrastructure expansion program to improve transportation accessibility, reduce congestion, and ensure program and projects adhere to budget, schedule, quality, and safety goals. He/she oversees the engineering, construction, testing and hardware of capital projects.

DUTIES AND RESPONSIBILITIES

- Lead and oversee Rail and Bus Rapid Transit (BRT), Highway Construction, Regional Rail, Active Transportation, Program Control, Safety Assurance, Total Party and Utility Coordination, Environmental Compliance, Project and System Engineering, Construction Management, and Program Administration business units
- Direct the implementation of project goals and objectives, policies, work standards, and controls for professional staff and consultants; evaluate project performance against goals and takes necessary action to address deviations
- Provide overall direction to senior executives and project managers on Metro projects, systems, and address major project issues
- Partner with contractors to resolve major issues
- Communicate project status and resolve issues with senior leadership, the Metro Board, and external parties as appropriate
- Provide policy recommendations, technical advice, and information to the Chief Executive Officer (CEO) and Metro Board on matters related to Metro's transit and highway design and construction projects and Regional Rail
- Present, explain, and support project actions requiring Board approval
- Manage shared responsibility goals for Small Business Enterprise (SBE) and Developmental Business Enterprise (DBE) contracting
- Ensure contractors (including Project Labor Agreements, and Construction Careers Programs)
- Provide overall direction of studies, investigations, analyses, and management of major capital engineering and construction projects and reports findings and recommendations to the CEO and Board of Directors
- Administer major funds, acquisitions, contracts, and vendor relations
- Represent Metro at meetings and conferences with elected and public officials, the community, private citizens, and public and private organizations
- Interface with various internal and external stakeholders to facilitate support of projects
- Assist in the development of Metro's regional large-scale strategic plan
- Ensure coordination and cooperation of services and administration among assigned departments
- Ensure adequate funding to meet project commitments
- Lead the development of agency-wide business continuity and emergency management programs and plans

KL2 Connects LLC | METRO - CHIEF PROGRAM MANAGEMENT OFFICER

Team

Al Schlimm | President



- Forty-year year executive, consulting, project management background
- Ten years as KL2's CEO, a leading public transit executive search consultancy
- Extensive marketing, contract oversight, business development experience
- Consultant to Proctor and Gamble, Microsoft, Verizon, T. Rowe Price, Verizon, Black & Decker, Marriott Corporation, MCI, Progressive Insurance, Becton Dickinson, etc.

Your Project Management Team

KL2 Managing Principal Kristen Joyner will serve as Recruitment Project Manager for this search. KL2 Managing Principal Christian Kent will serve as Assistant Project Manager. Kristen will directly manage and execute METRO's search (rather than simply oversee it, as you might find in a larger competitor). She will serve as primary contact throughout the searches — assessing METRO's environment and objectives; developing the recruiting plan and profile; managing the scope and timeline; delivering client communications; conducting interviews, evaluations, and submissions; negotiating closure, and otherwise deploying KL2's resources in the service of the contract. METRO may rest assured that, while Kristen and Christian will lead its search, the entire KL2 team will be consulted regarding their various perspectives, networks, and industry contacts.

Kristen Joyner | KL2 Principal | METRO's Recruitment Project Manager



- President of the Board, Community Transportation Association of America (CTAA)
- Over twenty years public transportation experience
- Twelve years as Executive Director, South West Transit Association
- Three years as Executive Administrative Assistant, Central Arkansas Transit Authority
- Founder of KJ Backpack LLC, connecting exceptional trainers to transit professionals
- Developed curricula: Hiring/Retaining Great Transit Employees, Leadership for Transit
- Developed curriculum: Silver Bullets for Transit Supervisor Success
- Developed Transit Leadership Recognition Initiative For Human Trafficking Awareness
- Initiated *Operations Veterans In Public Transportation*, connecting vets with transit
- Member, Secretary of Transportation's Advisory Council on Transportation, Human Trafficking
- Member/Chair of Protocols and Policy Subcommittee for Congressional report
- APTA Board Member (2010-2012)
- Chair, APTA Training and Technical Assistance Sub-Committee
- APTA CEO Search Task Force member
- Member, APTA Intergovernmental Relations, Legislative, and Marketing Committees
- Member, APTA Mobility Management, Small Ops, Access, and State Affairs Committees
- Transportation Research Board Review Committee Member
- Transportation Research Board Project Panel Member
- Community Transportation Association of America, Chair, Legislative Committee
- Community Transportation Association of America, Chair, Nominating Committee

Christian T. Kent | KL2 Managing Principal | METRO's Assistant Recruitment Project Manager



- Over 36 years of experience in transit and paratransit operations and executive leadership
- Over 12 years as a senior executive with WMATA
- 16 years of executive recruitment experience, hiring director-level personnel and above
- Tapped by APTA and COMTO to serve on their CEO Search Task Forces, 2016-2017 and 2021
- Experience in both the public and private sectors and union and non-union environments
- Thought leader in paratransit, on-demand transit, and integrated mobility services
- Consultant: transit/paratransit ops, business strategy, and leadership development
- Adjunct professor, FTA-sponsored National Transit Institute, Rutgers University
- Past Chair, APTA Access Committee and Co-Chair, COMTO Accessibility Advisory Council
- Served on Board of Directors (three terms), American Public Transportation Association
- Vice Chair, APTA Membership Committee; Board of Directors, COMTO
- Co-author, *"The Future of Public Transportation,"* 2020
- Master's, Bachelor's: University of Virginia, 1991; Graduate of Leadership APTA, 2003
- APTA Innovation Award 2012
- Eno Center for Transportation Leadership, Transit Executive Program
- Member: Women's Transportation Seminar; Latinos in Transit; Community Transportation Association of America; and the California, Florida, and Virginia Transit Associations

Additional KL2 Principals

Dr. Robert Babbitt | KL2 Principal



- Over 40 years of transit industry experience
- Former transit system General Manager (Nashville MTA)
- Consultant to numerous public transit systems nationally
- Former president, Tennessee Public Transportation Association
- Urban Transit General Manager of the Year (State of TN, 2001)
- PhD (Administration), CPA, BA (Political Science)
- Member of APTA, SWTA, TTA, KPTA, FPTA, ATA, CalACT; 8 APTA committees

Jeff Popovich | KL2 Principal



- Ten years as APTA's Chief Information Officer
- Expert at applying IT and database management strategies to executive recruiting
- APTA Diversity and Inclusion Steering Committee member; APTA Chair, LGBT Task Force
- Conducted peer reviews for public transit agencies of various sizes and complexity
- Coordinated programs through APTA's Transit Cooperative Research Program
- Graduate of APTA Executive Leadership Program, well-networked with emerging talent
- Ten years as Project Manager and IT consultant for companies such as Ernst & Young, KPMG

The KL2 Advisory Board

KL2's Advisory Board is comprised of the firm's founder and semi-retired principals (three of whom are *APTA Hall of Fame* members). All remain active in advising the firm, sharing their extensive industry networks, and/or occasionally participating in active KL2 searches.

Tony Kouneski

Semi-Retired KL2 Founder

- **APTA Hall of Fame Member**
- Thirty-five years of transit management experience; seven additional years building KL2 Connects LLC
- APTA Vice President of Member Services (12 years); APTA Executive Committee (2 terms)
- President of the OH and TX Transit Associations
- Vice President/General Manager of Bus Operations at NJ Transit; GM of Capital Metro in Austin
- ATE Management (Retired a Senior Vice President)

Celia Kupersmith

Semi-Retired KL Principal

- **APTA Hall of Fame Member**
- Eleven years CEO, Golden Gate Bridge, Highway, Transportation District
- Two years as Deputy CEO for Sound Transit; six years as Exec Director, RTC Washoe Co.
- APTA Executive Committee (2 terms); APTA Exec Committee Board Chair

John Bartosiewicz

Semi-Retired KL2 Principal

- **APTA Hall of Fame Member**
- President, Fort Worth Transportation Authority (25 years); COO, McDonald Transit (14 years)
- Acting Transit Director, Chapel Hill
- APTA Board Chair (1999-2000); Chair of APTA Diversity Council (1999)
- APTA's Best Transit System Manager in North America

Paul Muldoon

Semi-Retired KL2 Principal

- Extensive public and private sector transit industry experience
- Seventeen years as Senior VP of Business Development: Cubic, Thales, Stratagen
- Manager of Facilities Design (Bellevue WA)
- Deputy Commissioner, Chicago Light Rail Planning
- General Manager, Oaklawn Transit; Assistant General Manager, SunTran

The Brave New World of Recruiting, or, Who Wants a Job Anymore?

by KL2 Connects LLC Principals Christian T. Kent and Jeff Popovich

Metro Magazine, 27 June 2022

Excerpt:

It is the hot topic at all the industry conferences and news feeds — “we have a personnel shortage, and nobody wants to work.” The problem has become so pervasive that agencies have had to consider — and in some cases execute — service reductions, which is of course inimical to the mission of transit.

But fear not — while the transit industry is not known for being very receptive to change, it is not immune to it either, and we have managed to adapt to changing circumstances many times before. The current crisis is no different. It just requires us to think differently.

Just as our external customers’ preferences and expectations have changed with the advent of “self-serve” transportation options, our internal customers’ (employees) preferences have changed with the disruption of the pandemic and the soul-searching that has driven many to reconsider work/life balance and other employment-related considerations.

Smart businesses read their customers’ tastes accurately and cater to them, and that is exactly what we must do. So, what are the new expectations of prospective employees?

To read the entire article, click here:

[The Brave New World of Recruiting– Or – Who Wants a Job Anymore? - Management - Metro Magazine \(metro-magazine.com\)](#)

References & Case Studies



VIA Metropolitan Transit

Marcus Peoples, VP Human Resources
 (210) 362-2213 | marcus.peoples@viainfo.net
 Recruited by KL2:

- Chief Executive Officer
- Deputy CEO
- Chief Administrative Officer
- Sr. Vice President
- Vice President, Engineering

VIA engaged KL2 to recruit a change agent who could transform the agency into a multi-modal system that would play a large role in the City's redevelopment. KL2 delivered several qualified candidates and VIA selected Jeff Arndt, who has made significant strides in fulfilling VIA's strategic vision.



Los Angeles County Metro

Stephanie Wiggins, Chief Executive Officer
 (213) 452-0258 | Wiginss@metro.net
 Recruited by KL2:

- Chief Executive Officer
- Chief Innovation Officer
- Chief Program Management Officer

KL2 was retained by Metro to recruit a Chief Innovation Officer to develop strategic directions; bridge the public and private sectors; and facilitate interaction with innovators. Within two months KL2 presented several candidates and Metro hired Seleta Reynolds.



Utah Transit Authority

Carlton Christensen, Board Chair
 Boardoftrustees@rideuta.com
 Recruited by KL2: UTA Executive Director

UTA retained KL2 to replace the authority's retiring CEO. UTA was seeking candidates with skills in communicating critical processes; building relationships among governments and stakeholders; and ensuring financial accountability. KL2 vetted dozens of candidates for this coveted position and new ED Jay Fox was in place within ninety days.

Our Approach

KL2 Connects will conduct a nationwide search for METRO’s next Chief Executive Officer employing the following proven and established recruiting procedures, taking great care at the outset to ensure our complete understanding METRO’s critical objectives.

Intake — KL2 will conduct an intake conference call to establish contacts, objectives, expectations, timing, and communications preferences. Topics may include:

- Organizational structure, mission, and values
- Strategic goals
- Cultural, environmental, and governmental considerations
- The current leadership team and its perspectives
- Six-to-twelve-month priorities for the position
- Short/long-term challenges for the position and the agency
- The Position Description and any requested revisions
- Technical/competency requirements for the position
- The compensation package
- Market conditions and anticipated challenges
- The project timeline

Stakeholder Interviews — KL2 will interview a mutually agreed upon set of METRO’s stakeholders, employing a uniformly administered set of questions.

Profile — Stakeholders’ opinions will be used to develop a position profile codifying the professional and personal characteristics the winning candidate should possess. When approved by METRO, this profile will serve as the blueprint that guides each aspect of the search.

Position Description — If requested, KL2 will be available to review and modify METRO’s position description to ensure that it addresses all requisite responsibilities, competencies, experiences, skills, and attributes.

Advertising — KL2 will develop for METRO’s approval a Position Ad and Ad Plan, deploying that ad for national exposure (including options designed to engage diverse populations).

Position Brochure — KL2 will develop for METRO’s approval a brochure to market the professional opportunity, the agency, and the region to a diverse array of candidates.

Outreach — While the position ads do their work (for over 30 days or more), KL2 will market the opportunity through personal industry networks, professional organizations, social media, and the mining of KL2’s proprietary transit industry database.

Passive Candidates — For any given search, there may be a number of qualified potential candidates who are not actively pursuing a career move. KL2 Connects LLC, a long established, broadly networked industry player with an

Leadership Profile Example

The new CEO must...

- *Be passionate about public transit and its value to the community*
- *Bring positive energy and enthusiasm to the role*
- *Build upon our staff’s existing commitment to that mission*
- *Be a dynamic leader who can inspire and motivate*
- *Be a humble yet decisive leader*
- *Be a strong communicator in all forms*
- *Foster a culture that supports communication and engagement*
- *Value honesty and openness with the Board, staff, and community*
- *Understand the political realities that comprise our environment*
- *Be comfortable working amidst complex, politicized dynamics*
- *Be flexible, open to alternative approaches*
- *Keep Board members well informed*

excellent professional reputation routinely engages passive as well as active candidates. Our high-touch efforts to bring such candidates to the table have served our clients well.

Screening — KL2 will employ standardized and equitable methods to screen candidates against METRO’s established criteria. In addition to evaluating technical competencies, KL2 will carefully assess management style and organizational fit.

Team Effort — Two highly experienced KL2 principals will be involved in each interview, ensuring a thorough and multi-faceted evaluation.

Communications — As the search progresses, KL2 will maintain continued contact with candidates, ensuring continued interest and enthusiasm.

Briefing Book — KL2 will prepare and submit to METRO an electronic Candidate Briefing Book containing cover letters, resumes, summaries of strengths and challenges, ethics questionnaires, reference comments, and online content summaries.

Shortlisting — KL2’s Project Manager will debrief with METRO and assist in reducing the larger pool of candidates to a short list.

Recommendation: *At this stage, expedient decisions are critical as the most qualified candidates are likely evaluating other job opportunities.*

Reference Checking — KL2 will check shortlisted candidates’ references (3 or 4) and, if possible, solicit perspectives from other industry contacts.

Logistics — If desired, KL2 will assist METRO with its internal interview logistics (virtual, on-site, or a combination thereof).

Debriefing — If desired, KL2’s Project Manager will review each shortlisted candidate with METRO and assist in selecting a single finalist. KL2 will have ensured that each is technically qualified, at which point a primary consideration will be organizational fit.

Backgrounds — KL2 will engage background checking procedures through (1) Checkr (formerly GoodHire) and (2) TransUnion’s Shareables for Hires (both FCRA-compliant consumer reporting

agencies). Background searches are subject to an evolving body of EEOC; FCRA; and state, county, and local law related to non-compliant disclosure, ban-the-box, adverse action, and Title VII enforcement. While KL2 will make every effort to comply with such legislation, we cannot guarantee that all candidate records will be legally discoverable. KL2 will not be liable in any way or responsible for re-

Recommendation: *It is prudent to select a strong second choice candidate from our pool in the event that terms cannot be reached with the first choice.*

peating this search at no cost due to the subsequent emergence of candidate information that was legally undiscoverable.

Negotiation — If desired, KL2 will assist METRO in the presentation of its offer and in the delicate but firm negotiation of terms. In doing so KL2 will carefully assess METRO’s and its finalist candidates’ objectives and endeavor towards a mutually acceptable agreement. Examples of counsel KL2 may provide include advising METRO of a candidate’s untenable demands and/or advising METRO when it is in the agency’s best interest to modify its offer.

Notification — KL2 will promptly notify unsuccessful candidates of METRO’s hiring decision, closing the loop and thanking them for their participation.

Problem Resolution — Each assignment KL2 accepts brings its own challenges to the table. Should KL2 be awarded this assignment, multiple principals will immediately be available to develop an understanding of METRO’s structure, environment, history, culture, region, perspectives, and challenges. KL2’s client-focused, communications-oriented approach has long served as a predictor of candidate suitability and retention. Having successfully managed hundreds of public transit industry searches since 2007, KL2 is well positioned to resolve any challenges that may arise.

On-Boarding — Subsequent to the hire, KL2 will contact the winning candidate and METRO to ensure that both candidate and client enjoy a smooth transition and a successful launch.

Satisfaction — Should METRO find KL2’s submitted slate of candidates less than ideal, KL2 will continue

searching until a candidate that meets each of its criteria is in place.

Deliverables

- Intake discussions on recruiting strategy/approach, timeline
- Position profile (draft and final)
- Position ad and brochure (draft and final)
- Search status reports at regular intervals
- Candidate Briefing Book **
- Background report on finalist(s)
- Negotiation assistance (offer conveyance, term sheet, letter of agreement)

*** Including proposed interview questions; candidate summaries of strengths and challenges; candidate cover letters, resumes, salary histories; candidate online search results; reference comments, ethics survey results, other items as requested)*

Timeline — KL2 will focus its resources with the intention of completing METRO’s search within 75-90 days, remaining as flexible as possible in order to best meet each of METRO’s critical objectives:

Estimated Timeline (Duration, Week of Completion) From Notice to Proceed

Assumes Ideal Client Availability, Responsiveness, Approvals

Owner	Task	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9	Wk 10	Wk 9	Wk 10
KL2/Client	Contract execution, intake/kickoff call	7 Days											
KL2/Client	Stakeholder scheduling/interviews		3 Days										
KL2	Position ad, ad plan, brochure design		7-10 Days										
Client	Ad, ad plan, brochure approvals			2 Days									
KL2	Advertising, outreach, screening begins				Minimum 30 Days								
KL2	Advertising, outreach, screening concludes												
KL2	Candidate Briefing Book delivery												
KL2/Client	Consultation, shortlisting, reference checking												
Client	Client interviews, finalist selection, negotiations												
KL2	Finalist background checking												

Fee & Terms

Executive recruiting fees traditionally equate to one third of the winning candidate's total compensation (annual salary plus sign-on/year-end bonuses and/or deferred compensation) plus consultant expenses. However, in the interest of fostering a long-term relationship with METRO, for this search **KL2 is pleased to offer a discounted baseline fee of \$52,250 plus select expenses.**

Select expenses will include (without markup) the costs of position advertising and candidate background checks. KL2 will take great care to keep these expenses at a minimum, to obtain authorization, and to provide appropriate documentation.

Per METRO's Amendment 1 (...baseline cost...shall assume remote participation in GP Metro meetings and interview rounds.), KL2 does not anticipate consultant travel for this assignment.

Candidate Travel and Relocation — The coordination of, and direct reimbursement to, candidates for their interview-related travel and expenses will be the sole responsibility of METRO. Any and all compensation or reimbursement related to any candidate's visitation and/or relocation to METRO's location will be the sole responsibility of METRO.

Milestone Payments — KL2 will invoice METRO in four installments per the terms laid out in its Request for Proposals.

Retained Search — As a retained executive search consultancy, KL2 renders comprehensive search and recruitment services to clients with the understanding that:

- KL2 is the exclusive recruiter for the position(s) in question and no other firm(s) will be engaged for the same work under this contract;
- Any and all candidates identified or sourced by METRO through its own ads or other efforts will be referred to KL2 for inclusion in our vetting process; and
- KL2's fees are due in the four "milestone" installments described above unless the search is canceled before a given milestone has been reached.

In a retained search agreement, the stated fees and expenses are payable no matter the ultimate source of the selected candidate (such as if an internal or a non-KL2 candidate is hired). Should

METRO source and hire an internal or external candidate on its own or with non-KL2 assistance after KL2 has reached the second milestone (screening, interviewing, and evaluation), KL2's entire fee will apply and METRO agrees to remit full payment.

Internal Candidates — Should internal candidates apply for this position KL2 will accord them the same consideration, respect, and due process that it accords to external candidates. Should METRO select an internal candidate for this position after KL2 has interviewed, vetted, evaluated, and presented external and/or internal candidates, KL2's entire fee will apply.

Additional Hires — On occasion, in addition to hiring a KL2-sourced candidate for the primary position described herein, a client hires and additional KL2-referred candidate into a different position. Should METRO make "additional" hire(s) within one year of this search, it agrees to notify KL2 within ten days and remit additional fee(s) equal to 25% of those individuals' first-year salary.

METRO Employees — KL2 will never recruit for another entity a candidate that it placed with METRO as long as he/she/they is employed by METRO without the full agreement of METRO. KL2 further agrees to refrain from actively recruiting any other METRO employees on behalf of other entities for a period of twelve months from the completion of any KL2 contract. If, as a result of KL2's advertising or marketing of another entity's position via its standard advertising, outreach, or communications, KL2 is approached by any METRO employee on his/her/their own without direct solicitation by

KL2, KL2 will be ethically obligated to consider that employee's application as it would any other.

Satisfaction — Should METRO find KL2's submitted slate of candidates less than ideal, KL2 will continue searching until a candidate that meets each criterion is in place.

Liability — KL2 warrants that it will apply its best good faith efforts to the work described herein. Any and all results, recommendations, and/or materials provided to METRO by KL2 will be the product of our best judgment and the information available to us. KL2's liability, if any, will not be greater than the amount paid to KL2 for the services rendered.

Disputes — In the event of any disagreement, difference, or controversy that arises between METRO and KL2 with respect to any matter (in relation to, or arising out of, or under this Agreement, or the respective rights and liabilities of the parties), and the parties to the controversy cannot mutually agree thereon, then such disagreement, difference, or controversy shall be determined by binding arbitration, according to the rules of the American Arbitration Association. Any award made by the arbitrator(s) shall be final, binding, and conclusive upon all parties and those claiming under them. The costs and expenses of any arbitration shall be borne and paid as the arbitrator(s) shall, by their award, direct. The submission to arbitration is hereby made a condition precedent to the institution of any action at law, or in equity with respect to the controversy involved, and such action at law or in equity shall be restricted solely to the subject matter of the challenge of such award on the grounds and only in the manner permitted by law.

Warranty — If, within one year of employment, a KL2-referred candidate hired by METRO is

terminated for cause (other than a reduction in the scope of duties or related issues) or voluntarily leaves METRO for any reason (other than family emergency, illness, or death), KL2 will repeat the recruitment at no cost *except for verified and minimal out of pocket expenses such as advertising costs, background searches, and consultant travel*. This warranty does not apply to situations in which the candidate is promoted or reassigned within METRO during his/her/their first year of service, or where a change in the political environment or other elements outside the control of KL2 and/or the candidate, occur. KL2 will not be responsible for repeating this search at no cost due to the emergence of candidate information that was, due to privacy or other legislation, legally undiscoverable by KL2.

Cancellation Policy — This Agreement may be terminated by METRO at any time, with or without cause, upon ten (10) days written notice. Should METRO terminate this Agreement, METRO shall pay KL2 the reasonable value of services rendered for any portion of the work completed prior to termination. If termination occurs prior to completion of any task for the project for which a payment request has not been received, the charge for services performed during such task shall be the reasonable value of such services, based on an amount mutually agreed to by METRO and KL2 of the portion of such task completed but not paid prior to said termination. METRO shall not be liable for any costs other than the charges or portions thereof which are specified herein. KL2 shall not be entitled to payment for unperformed services and shall not be entitled to damages or compensation for termination of work.

Duration of Offer — This offer will remain in effect for 180 days from this proposal's submission date.

Notice to Proceed

The terms, provisions, and fee arrangements described in this proposal (KL2 proposal No. 119) constitute the basis under which METRO will retain KL2 Connects LLC to conduct this executive search assignment. When signed and dated by both parties, this Notice to Proceed constitutes an agreement between METRO and KL2 Connects LLC that cannot be modified (except in writing) and which authorizes KL2 Connects LLC to commence the search.

Please return a signed and dated electronic copy of this Notice to Proceed to AL@KL2connects.com.

Signature/Authorization



4 March 2024

Al Schlimm
President
KL2 Connects LLC
AL@KL2connects.com
(828) 645-2929

METRO Representative

Date

Staff Resumes

KRISTEN JOYNER

PRINCIPAL

KL2 CONNECTS LLC, GAFFNEY, SC (2019-PRESENT)

Responsible for the recruitment and placement of skilled and experienced executives, senior managers, and senior level technical personnel in the public transportation industry.

PRESIDENT and SOUTHWEST REGIONAL DIRECTOR COMMUNITY TRANSPORTATION ASSOCIATION OF AMERICA

Responsible for directing CTAA's operations as it seeks to advocate for mobility as a basic human right, from work and education to life-sustaining health care and human services programs to shopping and visiting with family and friends.

PRESIDENT KJ BACKPACK, LLC (2019-PRESENT)

Founded KJ Backpack, LLC, in 2019 with the goal of connecting exceptional and passionate trainers to transit professionals, whereby creating a responsible workforce for the safety and benefit of the traveling public.

EXECUTIVE DIRECTOR SOUTH WEST TRANSIT ASSOCIATION (2007-2019)

The South West Transit Association (SWTA) is an eight-state regional association dedicated to supporting its membership through advocacy, education and communication efforts. SWTA is the only regional public transportation association providing a complete set of services for its diverse membership. Responsibilities include effective management of the vision of the organization, advocacy activities that support policy goals, creation of leadership and professional development certification programs, communication plan development and execution, marketing, events planning and management, membership and sponsorship recruitment, board and committee management, public relations, financial management and reporting, records management, and awards program management.

PROJECT MANAGER CIRCLE COMMUNICATIONS NETWORK, LLC (2001-2007)

- Responsible for providing consultation and training for nonprofit Board of Directors in best practices and business development
- Researched foundations, companies, and the media to match interest areas of potential funders with the needs of various philanthropic organizations
- Provided meeting and event planning services
- Responsible for writing reports, grants, recommendations, media releases and proposals

EXECUTIVE ADMINISTRATIVE ASSISTANT CENTRAL ARKANSAS TRANSIT AUTHORITY (1998-2001)

- Responsible for managing all aspects of the office of the Executive Director, including:
- Verbal and written communication with Congressional Delegates, state and local elected officials, the media, Board of Directors, union representatives and customers

- Created new avenues of revenue by selling advertising on the CATA web site and through the Corporate CAT program
- Created PowerPoint presentations to assist Director in securing millions of dollars in transportation funding from public and private resources
- Conducted research for transit-related legislation and information

QUALIFICATIONS AND CORE COMPETENCIES

- Developed and conducted professional training workshops for transit managers and supervisors on communication, leadership, and interpersonal skills.
- Created and produced three workshops, four training events and one expo/conference annually.
- Developed and implemented a successful marketing and communication plan, dramatically improving communication with and among members.
- Successfully implemented the use of social media in a public transportation environment.
- Developed the first Accessible Guide to Meetings for use by transit associations to encourage ADA compliance.
- Created Operation Veterans in Public Transportation program to thank, educate and encourage hiring veterans in the transit industry.
- Appointed to serve on the White House task force for Human Trafficking and Public Transportation.
- Engaged members to share their views and ideas about national legislation.
- Actively advocated the Region's positions at the national and state level.
- Organized and produced successful annual Legislator of the Year event.
- Successfully increased membership, in all categories, by 35% over the last six years.
- Increased membership revenue by 28% over the last six years.
- Increased income and maintained expenses for the organization, successfully adding an average of \$20,000 per year to the Reserve Fund for the last six years.
- Proficient skills in data management, spreadsheet management, word processing, graphic design, MS PowerPoint presentation development and proposal writing.

PROGRAM CREATION AND SPECIAL PROJECTS

- Operation Veterans in Public Transportation (OVIPT)
- Human Trafficking and Public Transportation Awareness Training and Projects
- Accessible Guide to Meetings
- Effective Transit Supervision 101 Certificate Program
- Recognition and Involvement
- CTAA Board member, 2017 to present
- APTA Board member, 2010-2012
- Secretary of Transportation Elaine Chao's Advisory Council on Transportation and Human Trafficking, member and Chair of the Protocols and Policy Subcommittee for Congressional report, 2018-2019

NATIONAL COMMITTEES

- TRB Review Committee Member 2018 - present, NCHRP 20-65, Oversight Panel Proposal Selection
- TRB Project Panel Member 2019 - present, NCHRP 20-122, Workshop on Rural Transportation Issues and Needs
- CTAA, Chair, Legislative Committee, 2019- present
- CTAA, Chair, Nominating Committee, 2019 - present
- APTA Training and Technical Assistance Sub-Committee, Chair, 2018 - present
- APTA CEO Search Task Force member, 2017-2018
- APTA Intergovernmental Relations Committee, Legislative Committee, Marketing Committee, Mobility Management, Small Ops, Access and State Affairs Committees, member, 2007 - present

CHRISTIAN T. KENT
MANAGING PRINCIPAL
KL2 CONNECTS LLC, VIRGINIA BEACH, VA (2019-PRESENT)

Responsible for direct oversight of KL2's recruiting team as it places skilled and experienced executives, senior managers, and senior level technical personnel in the public transportation industry.

PRINCIPAL
CHRISTIAN KENT TRANSIT MANAGEMENT CONSULTING, VIRGINIA BEACH VA (2018-PRESENT)

Consultancy serves public and private sector organizations, primarily in business strategy, to: facilitate the transition of public transit into an integrated mobility network; support public transit agencies in retaining and attracting new ridership by delivering high quality service; assist private sector firms in enhancing their value as partners to public transit, particularly with technology; and invest in the people of public transit, providing technical training and honing leadership skills.

ASSISTANT GENERAL MANAGER
WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY, WASHINGTON DC (2005-2018)

Annual budget, \$120 million operating and \$15 million capital. Ensure sustainability of public transit services through innovative practices and strategic partnerships with local and state jurisdictions, state DOTs, human service agencies, taxi entities, and most recently, transportation network companies, to yield multiple transit options for customers at a fraction of the cost of more conventional approaches. Led paratransit service through a challenging contract transition to a complete turnaround after a long period of decline. Increased on-time performance from 87% to 92%; cut accidents, injuries, and customer complaints in half. Settled ADA-related class-action lawsuit through demonstrated resolution of service deficiencies.

PROFESSIONAL AND VOLUNTEER ORGANIZATIONS

American Public Transportation Association (APTA), member since 1992; Board of Directors, 2013-2016 and 2010-2011; Vice Chair, Access Committee, 2016-2019; Board Nominating Committee, 2017; CEO Search Task Force, 2016-2017; Bus & Paratransit CEOs, Legislative, Member Services, and Mobility Management Committees; Conference of Minority Transportation Officials (COMTO), member since 2007; Board of Directors, 2017-; Chair, Accessibility Committee, 2017-; Board Nominating Committee, 2012 and 2014, Vice Chair, 2016; Celebrating Women Who Move the Nation, 2012-2017; CEO Search Committee, 2017

HONORS

Innovation Award, American Public Transportation Association, 2012

EDUCATION

Master of Teaching and Bachelor of Arts in Government, University of Virginia, 1991
 Leadership APTA, 2003
 Eno Center for Transportation Leadership, Transit Executive Program, 2013

Certification

**EXHIBIT B: CERTIFICATION REGARDING DEBARMENT, SUSPENSION,
OTHER INELIGIBILITY, AND INVOLUNTARY EXCLUSION**

COMPLETE AND RETURN THIS PAGE

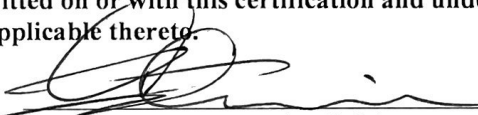
The Respondent, KLZ CONNECTS LLC, certifies, by submission of this proposal, that neither it nor its principals or subcontractors is presently debarred, suspended, proposed for debarment, declared ineligible, or involuntarily excluded from participation in this transaction by any Federal Department or Agency.

The Respondent agrees to comply with the requirements of 2 CFR Part 180, Subpart C, as adopted and supplemented by U.S. DOT regulations at 2 CFR Part 1200, while this Request for Proposals ("RFP") is pending and throughout the period of any contract that may arise from this RFP. The Respondent further agrees that it and its affected subcontractors will provide immediate written notice to Greater Portland Transit District ("GPTD") if at any time the Respondent learns that his/her subcontractor's certification was erroneous when submitted or has become erroneous because of changed circumstances.

By submitting this proposal and affixing a signature below, the Respondent certifies that the above statement is a material representation of fact upon which reliance is placed by GPTD. If it is later determined that the Respondent knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, GPTD may terminate this transaction for cause of default.

If the Respondent is unable to certify to any of the statements in this certification, the Respondent shall attach an explanation to this certification.

The Respondent certifies or affirms the truthfulness and accuracy of the contents of the statement submitted on or with this certification and understands that the provisions of 31 U.S.C. §§ 3801-3812 are applicable thereto.



Signature of Authorized Official

3/8/24

Date

AL SCHLIMM, PRESIDENT

Printed Name of Authorized Official

KLZ CONNECTS LLC

Company Name