

Date: November 8, 2017
To: Board of Directors
From: Neil McFarlane *Neil McFarlane*
Subject: RESOLUTION 17-11-83 OF THE TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON (TRIMET) APPROVING A GENERAL MANAGER RECRUITMENT BROCHURE

1. Purpose of Item

The purpose of this item is to approve a recruitment brochure for the general manager search.

2. Type of Agenda Item

- Initial Contract
- Contract Modification
- Other: Approve a General Manager Recruitment Brochure.

3. Reason for Board Action

The reason for this Board action is to ensure that TriMet utilizes a board-approved general manager recruitment brochure for the general manager search.

4. Type of Action

- Resolution
- Ordinance 1st Reading
- Ordinance 2nd Reading
- Other _____

5. Background

On October 18, 2017, TriMet General Manager Neil McFarlane announced he will be retiring in 2018. Accordingly, the Board will be appointing a new general manager to replace Mr. McFarlane. Pursuant to ORS 267.135, the Board shall appoint a general manager on the basis of the qualifications of the general manager with specific reference to the duties of the office of the general manager. TriMet has retained an executive search firm, KL2 Connects LLC, to assist the Board in recruiting and selecting a general manager.

At its October meeting, the Board approved Resolution 17-10-81, which was a general manager job description. The next step is to approve a recruitment brochure that more thoroughly describes the leadership profile, the position, the agency, and the region that will be used to

communicate the position to potential candidates. A copy of the general manager recruitment brochure is attached to the Resolution as Exhibit A.

6. **Financial/Budget Impact**

There is no financial/budget impact.

7. **Impact if Not Approved**

If the Board does not approve this Resolution TriMet will not have a board-approved recruitment brochure for a new general manager.

RESOLUTION 17-11-83

RESOLUTION OF THE TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON (TRIMET) APPROVING A GENERAL MANAGER RECRUITMENT BROCHURE

WHEREAS, Oregon Revised Statutes 267.135 authorizes the TriMet Board of Directors (Board) to appoint a general manager; and

WHEREAS, the general duties of the TriMet general manager are outlined in ORS 267.140, ORS 267.145, and Chapters 2.15 and 2.40 of the TriMet Code; and

WHEREAS, the TriMet Board desires to commence recruiting for the appointment of a new general manager to replace the current general manager, who is retiring; and

WHEREAS, for the purposes of efficiency and transparency in the governance and administration of Board affairs, the Board wishes to publicly approve a general manager recruitment brochure; and

WHEREAS, the general manager recruitment brochure attached as Exhibit A describes the leadership profile, the position, the agency, and the region;

NOW, THEREFORE, BE IT RESOLVED:

1. That the TriMet Board approves the general manager recruitment brochure as set forth in Exhibit A to this Resolution.

Dated: November 8, 2017

Presiding Officer

Attest:

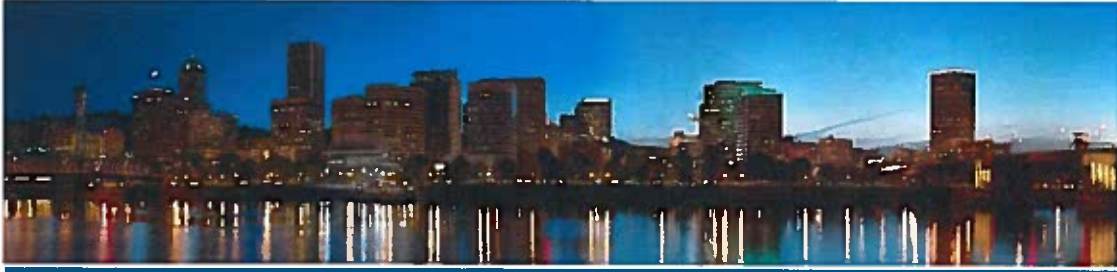
Recording Secretary

Approved as to Legal Sufficiency



Legal Department

KL2 Connects LLC



Career Opportunity — General Manager/CEO TriMet (Portland, Oregon)

How would you like to lead one of the largest and most progressive transit agencies in the nation while living in the beautiful U.S. Northwest? KL2 Connects LLC has been retained to identify candidates for the position of General Manager (CEO) for TriMet in Portland, Oregon. TriMet provides bus, light rail, commuter rail, and accessible paratransit services, connecting communities while easing congestion, reducing pollution, and making the entire region a better place to live.



In the Portland area, more people ride transit than in larger cities such as Dallas, Denver, and San Diego – with nearly eight out of ten riders (77%) choosing TriMet over driving. Portland ranks 9th in per capita ridership, even though it ranks 24th in population. Another distinction TriMet enjoys is that people ride more on weekends than in most U.S. cities. As of 2015, the population of TriMet's service area (all three counties it serves) was 1,766,135.

TriMet's ridership has dropped somewhat over the past year as the dynamics driving down ridership nationwide play out in Portland as well. Although TriMet's ridership has held steadier than many agencies across the country, this will be one of the challenges for the new General Manager to address.

The Organization

TriMet, more formally known as the Tri-County Metropolitan Transportation District of Oregon, is a public agency that operates mass transit in a region that spans most of the Portland metropolitan area in the state of Oregon. Created in 1969 by the Oregon legislature, the district replaced five private bus companies that operated in the counties of Multnomah, Washington, and Clackamas. The TriMet district extends from Troutdale to Forest Grove east to west, and from Sauvie Island to Oregon City and Estacada north to south.



TriMet's Total Operating Resources for FY 2018 are \$600 million, consisting of \$139 million in Operating Revenue, \$366 million in tax revenue, and \$94 million in Other Revenue, principally grants. Together with a Beginning Fund Balance of \$413 million, and various ancillary resources, Total Resources are \$1.15 billion. Beginning in July 2018, a new statewide employee payroll tax dedicated to transit will go into effect and is expected to generate \$35-\$40 million in additional annual revenue for TriMet.

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TriMet is governed by a seven-member Board of Directors appointed by the Governor of Oregon. The district has about 3,000 employees and more than 2,500 of its employees are members of ATU, Local 757.

TriMet operates 658 buses on 79 lines, 145 MAX light rail vehicles on five lines, four Diesel Multiple Unit and 2 Rail Diesel Car heavy rail vehicles on a 14.7 mile commuter rail line, and 268 LIFT paratransit vehicles. Each of TriMet's five MAX lines and 12 of the bus lines are designated as "Frequent Service" lines, scheduled to operate at headways of 15 minutes or less for most of the service day, every day of the week.



TriMet's Orange Line opened September 12, 2015, bringing the agency's light rail system to five lines, 97 stations, and 60 miles. TriMet also operates the WES Commuter Rail line operating between Beaverton and Wilsonville and provides the operators and maintenance personnel for the City of Portland-owned Portland Streetcar system.

TriMet plans to create a new enhanced bus line using FTA's Small Starts program between Downtown Portland and Gresham. That line will roughly parallel the existing MAX Blue Line, improving on the current Line 4 - Division. Completion is expected for 2021. Also on the horizon is a proposed 12-mile light rail line between Downtown Portland, Tigard, and Tualatin. The Southwest Corridor Light Rail Project will provide faster, more frequent service to a growing corridor.

The Fleet

As of August 2017, TriMet's fleet included 658 active and 18 contingency buses, in lengths of either 40 or 29 feet, including an overall spare ratio of just under 20%. TriMet also owns a fleet of 253 minibuses and 15 vans for use on LIFT Paratransit service. While most of TriMet's fleet uses diesel motors for propulsion, the agency has eight hybrid electric buses and, as part of a demonstration project, will put five all-electric buses on an electrified bus route in fall 2018. Since 2006, all TriMet buses and paratransit minibuses have been fueled by a B5 biodiesel blend.

TriMet's buses currently operate out of three garages: Powell Garage to the east, Merlo Garage on the west side, and the Center Street Garage in inner Southeast Portland. With a new revenue stream established by the Oregon Legislature in 2017, the agency will be expanding its bus facilities and putting more bus service on the street.



The agency's light rail fleet grew to 145 with the addition of 18 vehicles as the Orange Line opened. TriMet's main light rail facility is located on the east side of the service district in Gresham. A second facility is in Beaverton on the west side.

TriMet's WES fleet is growing as well. With the purchase of two more rail cars underway, it will bring the WES fleet, which operates out of a facility in Wilsonville, to 8 vehicles. This will help with system resiliency.

TriMet Mission, Vision, and Values

Mission: Provide valued transit service that is safe, dependable, and easy to use.

Vision: Do our part in making our community the best place to live in the country.

Values: Do the right thing, by being responsive, inclusive, and accountable.

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Exhibit A

General Manager/CEO Leadership Profile

TriMet's General Manager will be a visionary chief executive who advocates for public transit and its ability to enhance the region's quality of life. The successful candidate will have the demonstrated ability to build upon TriMet's existing strengths and successes, while innovating strategies that move the District forward.

The General Manager will bring knowledge of new and trending transit technologies and service approaches and be an excellent communicator who effectively builds collaborative relationships. This chief executive will partner with the Board and the region to craft plans that leverage TriMet's ability to stay at the forefront of transportation and community-building.

This chief executive will invest time in the community. The General Manager will excel at assessing challenges, crafting solutions, and communicating initiatives that engage stakeholders in constructive dialogue. He or she will be able to navigate and balance competing interests, searching out common ground on which to move forward effectively. This will require a leader who values alliances that benefit the District and the region.

The General Manager will respect the contribution of every individual in the District and be dedicated to fostering a culture of safety. He or she will bring a demonstrated commitment to embracing and enhancing organizational diversity, inclusion and development, together with a wealth of experience working in a unionized environment.

The successful candidate will be welcoming and approachable, have a commitment to transparency, and have a history of honest and ethical behavior. This chief executive will have the experience to deftly meet technical and operational requirements and the maturity and tact to address a wide variety of internal and external challenges that face the District.

The General Manager will be even-keeled, thoughtful and deliberative, but exhibit a sense of purpose and action. Finally, as an accomplished leader, the General Manager will have the experience, competence, and acumen to handle deep dives into public transit issues without losing sight of the horizon or his or her leadership role.

The General Manager Position

As the chief executive officer reporting to the Board of Directors (Board), the General Manager has the full authority for conducting the administration and operation of the Tri-County Metropolitan Transportation District of Oregon (District), as authorized by Oregon Revised Statutes, Chapter 267.140.

The General Manager has both internal and external facing responsibilities, which include the customer experience, system development, relations with community partners, business strategy, and strategic financial planning.

The General Manager sets and leads the strategic direction of the District and collaborates closely with the executive team to operationalize that strategy.

The General Manager ensures a commitment to safety through effective leadership, role modeling, and implementing practices that demonstrate safety is a fundamental value in all aspects of the District operations.

Essential Functions

The successful candidate will demonstrate a record of success in performing the following essential functions of the position:

1. Provide executive leadership in developing strategic and operational plans and obtaining support for business initiatives from the Board. Leverage efficiencies and ensure alignment of human resources and infrastructure for financial sustainability. Direct, through

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strong leadership and collaboration with executive team, all activities associated with the operation of TriMet throughout the District. Ensure effective team performance throughout the District and establish a positive and engaged organizational culture in support of the District's mission, vision and values.

2. Oversee the development, implementation and updating of the District's business plan.
3. Ensure prudent use of the District's financial resources. Provide executive oversight in planning and budgeting and ensure effective and secure internal controls are in place, including technology systems to support them. Bring forward recommendations to the Board regarding the same.
4. Ensure a safe and secure operating environment for customers, employees and the public. Communicate safety expectations and maintain accountability for the safety performance of the District. Engage the workforce in incorporating a culture of safety.
5. Oversee the development and implementation of strategies and initiatives that promote ridership trust in a safe and high quality level of service.
6. Ensure implementation and enforcement of all ordinances adopted by the Board. Work closely with legal counsel in matters requiring interpretation or application of law.
7. Provide executive leadership in working with various stakeholders including riders; the business community; local, county, state and federal governments; and other public transit Districts. Solicit the perspectives of stakeholders in carrying out business and operating decisions. Develop public support for the District's growth initiatives through outreach activities. Provide transparency and insight into the District's implementation of programs, policies and services to inform and strengthen the communities served.
8. Develop and maintain positive working relationships with members of the Board in order to identify promote and implement policies, goals and programs to meet established and forecasted community and District needs. Keep the Board advised of trends in the transportation industry that impact upon current and future operations. Present regular reports concerning these matters, including a year-end written report as required by statute.
9. Ensure inclusion and diversity in human resources initiatives so that the District is representative of the communities it serves.
10. Provide executive oversight regarding employee relations, including administration of the District's Equal Employment Opportunity program and Affirmative Action Plan. Oversee the development of objectives for and negotiations of collective bargaining agreements and other labor relations matters.
11. Cultivate and maintain working relationships with elected and appointed officials; local, state and federal agencies; the business community and regulatory oversight agencies to promote and meet regional objectives, including funding, service agreements, and regulatory compliance.
12. Ensure the District's services and programs are consistent with state and regional transportation system plans and capital improvement priorities; ensure the District promotes integration of adopted land use and transportation plans.

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13. Provide creative leadership in planning and delivery of transit services with an eye toward incorporating new technologies, fostering economic development and responding to changing demographics.
14. Perform such other duties as the Board requires by resolution.

Knowledge, Skills, and Abilities

The successful candidate will have the knowledge, skills and abilities to:

1. Incorporate diversity, equity and inclusion into business principles and practices.
2. Apply principles and practices of management, organization and administration.
3. Maintain a high level of integrity and professionalism at all times.
4. Plan and implement transit services.
5. Apply collective bargaining principles and practices.
6. Apply principles and practices of government finance and accounting.
7. Understand state and federal transportation regulations, policies and funding of major transit projects that utilize private, local, state and federal funds.
8. Communicate effectively orally and in writing to a wide variety of stakeholders, appointed and elected officials and industry peers.
9. Organize resources effectively and efficiently.
10. Delegate authority effectively and resolve problems diplomatically.
11. Make decisions based upon thoughtful analysis, using independent judgment.
12. Make the District more efficient and competitive through the savvy use of technology.
13. Navigate public process and establish and maintain effective working relationships with all employee groups and the public, including those from culturally diverse backgrounds, low income, the elderly, people with disabilities, and/or other vulnerable populations.
14. Work effectively in a highly collaborative environment to seek, consider and incorporate all informed opinions into planning and strategy development activities. Lead with respect for all, listen well and build and advocate a vision for the organization while cultivating innovation among staff.

ADA Statement

As applied to the workplace, applicants and employees must be qualified to perform the essential functions of the job with or without reasonable accommodation. Essential functions may include required job functions performed infrequently as well as production standards related to the quality and quantity of work. If a person with a disability could meet job qualifications with a reasonable accommodation, TriMet will work with the employee to accommodate the need. If TriMet's accommodation is effective in allowing the employee to perform the essential functions of the job, it need not be the employee's preferred accommodation.

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Qualifications

This position requires a Bachelor's Degree in disciplines such as business, finance, public administration, or transportation; a graduate degree is preferred. Fifteen years of increasingly responsible managerial experience, including five years in an executive capacity that demonstrates the knowledge, skills and abilities. Recent experience in the public or private transportation industry, coupled with highly developed and refined skills in working with local, state and federal government is highly valuable.



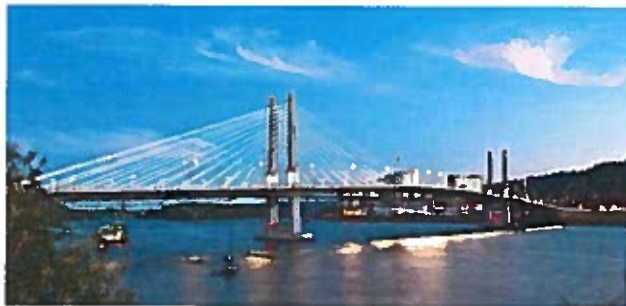
Additional management experience in public transit may substitute for up to two years of the general managerial requirement, as well as any equivalent combination of training and experience. Please visit the KL2 Connects LLC website at www.kl2connects.com for the full job description.

Portland, Oregon

The Portland area is frequently cited as one of the best places to live in the world. It is known for its thriving downtown, walkable neighborhoods, extensive bike paths and comprehensive transit system. A leader in the Smart Growth Movement, Portland is a wonderful city in a wonderful location.

The City of Portland was incorporated in 1851 near the end of the Oregon Trail. It is the largest city in the state of Oregon and the seat of Multnomah County, located near the confluence of the Willamette and Columbia rivers. According to the U.S. Census, Portland's population was estimated at 639,863 in July 2016, making it the 26th most populous city in the United States. Population growth in Portland increased 10.3% between 2000 and 2010, outpacing the national average, while 1.8 million reside in the tri-county area.

TriMet is a special purpose district, organized as a separate municipal corporation, which works in partnership with the various municipalities, counties and regional government. The City of Portland, in which TriMet is headquartered, operates with a commission-based government guided by a mayor and four commissioners as well as Metro – the only directly elected metropolitan planning organization in the United States. The city government is notable for its land-use planning and investment in public transportation. Suburban communities reflect the diversity of the region's industry, agriculture, and geography, adding vibrancy to the overall region.



Portland is frequently recognized as one of the most environmentally conscious cities in the world because of its high walkability, large community of bicyclists, expansive network of public transportation options and 10,000+ acres of public parks.

Portland is developing its reputation as a city that values diversity, equity and inclusion. As Chief Daniele Outlaw, Portland's first black, female Police Chief recently said on her second day on the job in October 2017, "You can come and just be yourself. You're not judged by

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social constraints at all. That's the culture." TriMet encourages executives with diverse backgrounds to consider this position and to help lead the expansion of a welcoming culture.

The region is known for its abundant outdoor activities, liberal political values, and coffee and beer enthusiasm. The Oregon's exceptional wine country boasts 18 official wine-growing regions and nearly 700 wineries producing 72 varieties of grapes.



Portland is home to the most total breweries and independent microbreweries of any city in the world, with 70 active breweries within city limits and a growing distillery and spirits industry. Portland also is arguably the mobile food capital of the U.S. with well more than 800 food carts and food trucks.

U.S. News & World Report ranks Portland as the nation's 32nd best metro area to live based on quality of life, job market, value of living and popularity. In 2016, Portland was listed as one of the 20 "coolest places" to retire in the world by CBS MoneyWatch. And Forbes magazine just rated Portland as the top city in its list of "Best Places for Business and Careers."

Geography

Downtown Portland straddles the banks of the Willamette River which flows north through the city center and consequently separates the east and west portions of the city. Less than 10 miles from downtown the Willamette River flows into the Columbia River, the fourth-largest river in the United States, which divides Oregon from Washington State.

Though much of downtown Portland is relatively flat, the foothills of the Tualatin Mountains, more commonly referred to locally as the "West Hills" or the "Southwest Hills," pierce through the Northwest and Southwest reaches of the city, separating Portland and most of Clackamas County from the western suburbs and the high-tech employment corridor in Washington County. To the west of the Tualatin Mountains lies the Oregon Coast Range and the Pacific Coast is a short two-hour drive away. To the east lies the Cascade Range. On clear days Mount Hood and Mount St. Helens dominate the horizon while Mt. Adams and Mt. Rainier can also be visible in the distance.



Portland's cityscape derives much of its character from the numerous bridges that span the Willamette River downtown, several of which are historical landmarks, and Portland has been affectionately nicknamed "Bridgetown" for many decades as a result. In 2015, TriMet added to the bridge-scape, with the opening of Tilikum Crossing: *Bridge of the People*, the nation's first car-less transit bridge. It carries TriMet's MAX light rail trains and fixed-route buses, Portland Streetcar trains, bicyclists, and pedestrians, but no private vehicles.

Climate

Portland experiences a temperate climate with both oceanic and Mediterranean features. This climate is typified by warm, dry summers and cool, damp winters. Portland experiences a much more temperate climate than one would expect of its latitude, with snowfall and freezing temperatures happening infrequently. Out of the three most populated cities within

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the Pacific Northwest region (Seattle, Vancouver B.C., and Portland), Portland has the warmest average temperature, the highest number of sunshine hours, and the fewest inches of annual rainfall and snowfall of the three.

Culture

Portland has a range of classical performing arts institutions that include the Oregon Ballet Theatre, Oregon Symphony, Portland Opera and the Portland Youth Philharmonic. It also has quite a few stages such as Portland Center Stage, Artists Repertory Theatre, Miracle Theatre, and Tears of Joy Theatre. The city hosts the world's longest-running HP Lovecraft Film Festival at the Hollywood Theatre, founded in 1995.



According to the New York Times, Portland has "one of the most exciting music scenes in America," and numerous notable national acts are based in the region.

Travel+Leisure readers ranked Portland the 15th top city in the U.S. in 2017 based on culture, sights and landmarks, cuisine, friendliness, shopping, and overall value. The Portland International Airport has been the nation's top-ranked airport for five years running by Travel+Leisure.

The Portland Art Museum owns the city's largest art collection and presents a variety of touring exhibitions each year. With the recent addition of the Modern and Contemporary Art wing it became one of the United States' twenty-five largest museums. Art galleries abound downtown and in the Pearl District, as well as in the Alberta Arts District and other neighborhoods throughout the city.

The Portland Rose Festival takes place annually in June and includes two parades, dragon boat races, carnival rides at Tom McCall Waterfront Park, and dozens of other events. Washington Park, in the West Hills, is home to some of Portland's most popular recreational sites, including the Oregon Zoo, the Portland Japanese Garden, the World Forestry Center, and the Hoyt Arboretum. Oaks Amusement Park is one of the longest-running amusement parks in the country. It has been in operation since 1905.

Portland hosts a number of festivals throughout the year in celebration of beer and brewing, including the Oregon Brewers Festival. Held each summer during the last full weekend of July, it is the largest outdoor craft beer festival in North America with an annual attendance



of about 80,000. Other major beer festivals throughout the calendar year include the Spring Beer and Wine Festival in April, the North American Organic Brewers Festival in June, the Portland International Beerfest in July, and the Holiday Ale Festival in December.

Less than an hour from Portland, the gorgeous Willamette Valley boasts more than 250 wineries. While a visit to the valley affords a scenic drive, an

influx of more than a dozen urban wineries allows for tasting room visits and meeting winemakers without ever leaving the Portland city limits.

Inspired by Portland's lively craft beer scene and the quality of Willamette Valley wines, a batch of craft distillers has uncorked success with Oregon-made spirits. A 1.5-mile (2.4 km)

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stretch of Portland's Central Eastside is known as Distillery Row, where visitors can tour production facilities, taste various spirits and buy bottles to stock their home bar. Along the row, find the largest distillery in the Pacific Northwest, Eastside Distilling and its 40,000-square-foot (3,716 square meter) tasting room.

Sports

Portland is home to two major league sports franchises: the Portland Trail Blazers of the NBA and the Portland Timbers of Major League Soccer. The Portland Thorns of the National Women's Soccer League also play in town. Two rival universities exist within Portland city limits: the University of Portland Pilots and the Portland State University Vikings, both of whom field teams in popular spectator sports including soccer, baseball, basketball, and football. Additionally, the University of Oregon Ducks and the Oregon State University Beavers both receive substantial attention and support.

Running is a popular activity in Portland and every year the city hosts the Portland Marathon as well as parts of the Hood to Coast Relay, the world's largest long-distance relay race (by number of participants). The city also has one of the most active bicycle scenes in the United States and has become an elite bicycle racing destination.



Education

Portland is served by six public school districts and many private schools. Portland Public Schools is the largest school district. Portland is home to Portland State University, which has been named among the top fifteen percentile of American universities by The Princeton Review for undergraduate education, and has been internationally recognized for its degrees in Masters of Business Administration and for urban planning. It is home to Oregon Health & Science University, as well as Portland Community College. The city is also home to private universities such as the University of Portland, Reed College, National College of Natural Medicine, and Lewis & Clark College.

How to Apply

TriMet offers an attractive salary and benefits package and a challenging and rewarding professional environment. The agency is an Equal Opportunity Employer and values diversity at all levels – women and minority candidates are strongly encouraged to apply.

To be considered, please go to <https://jobs.kl2connects.com>, select the TriMet General Manager/CEO listing, and upload your letter of interest, resume, 4-5 professional references, and salary history. If you have additional questions please contact Celia Kupersmith directly at celia@kl2connects.com.

Thank you for your interest!