



**Wednesday, September 22, 2022  
Special Meeting of the Board of Directors  
of the Hood River County Transportation District**

**224 Wasco Loop, Board Conference Room  
Hood River, OR 97031  
4:00 p.m. – 5:00 p.m. Board of Directors Meeting**

**Agenda**

The Hood River County Transportation District is taking measures to limit exposure of COVID-19. In support of state and federal guidelines for social distancing, CAT will hold this meeting by using Zoom conferencing technology. Members of the general public can attend by calling **(253) 215-8782, Meeting ID: 834 5264 7147, Password: 736693** or by visiting: <https://us02web.zoom.us/j/83452647147?pwd=d3N5dHp5UUxmNWJQZ0U2YzRoNHpkdz09>

- 1. Call Meeting to Order - 4:00 p.m.**
- 2. Roll Call – 4:05 p.m.**  
Lara Dunn - Chair, Leti Moretti – Vice Chair, Darrell Roberts – Secretary/Treasurer, Jeff Helfrich, Greg Pack, Meghan Larivee, Megan Ramey.
- 3. Review and update transition plan power point (attachment included) 4:10 p.m.**
  - a. Clarify roles and responsibilities of existing executive/management team
  - b. Establish priority competencies and experience for the new ED
  - c. Establish scoring priorities for final qualifications - will some be weighted more heavily?
- 4. Review, edit, and approve ED job description (attached) – 4:20 p.m.**
- 5. Review and update transition plan (see 2020 memo attached) – 4:30 p.m.**
- 6. Strategy and timelines – 4:45 p.m.**
  - a. Costs and benefits of contracting a hiring firm and determine which elements, if any, to hire out (job posting, screening applicants, initial interviews, reference/background checks, etc.)
  - b. Considerations for internal applications
- 7. Adjourn – 5:00 p.m.**

*To request a reasonable accommodation or language interpreter, including alternative formats and translation of printed materials, please contact CAT's Administration Office no later than 48 hours prior to the meeting at 541-386-4202 (voice) or 7-1-1 (TTY through Oregon Relay Service).*

*Take CAT to the Meeting! Call (541) 386-4202 for more information on routes and services that come to the CAT Administrative Offices. Masks are required to be worn while on CAT buses and at CAT offices.*

*Se Habla Español.*

**2017**

# **HISTORY-OF EXECUTIVE DIRECTOR HIRING**

## **Issues 2017**

- Management Issues
  - Financial
  - Operational
  - Grants
- Vision
  - Board/Staff Conflicts

## **Executive Director Qualification (2017)**

- Strong Management
- Transit Operational Experience
- FTA/ODOT Grant Management Experience
- Experience working with Board
  - Aligning plan/vision

# CURRENT MANAGEMENT MAKE UP

- Executive Director - Patty
  - Overall management & guidance
  - Regional/long-range planning
  - Vision
  - Financial/Budget Oversight
- Operations Manager - Ty
  - Operations Oversight
  - Capital & Asset Maintenance
  - Scheduling & Short-term Planning
  - Payroll & Union Issues
- Planning & Development Manager - Amy
  - Grants
  - Marketing/Outreach
  - Board Support
  - Federal/State Requirements
- Field Supervisors – Jeff A & Lisa P.
  - Day to Day Operations
    - Driver Management
  - Training

# 2020 CAT SYSTEM STRENGTHS

## Strengths

- System Procedures
  - Grant Management
  - Resource Securement
  - Financial Procedures in Place
  - Branding & Initial Marketing
- Strong Cohesive Staff
- Board/Staff Alignment on Large Vision

## Weakness

- Governmental Relations
- High Profile/Political Clout
- More work on Marketing/Outreach, particularly to Minority communities.
- More work to do on Board/Staff alignment on community level priorities.

## Board Objectives for CAT

- Continued Stability
  - Good Management / Financial & Otherwise
  - Cohesive Staff
- Address Community Needs
  - Access/Mobility
  - Equity

## Areas to Lead On

- Regional Transit Strategy
- Local/Regional Equity
- Supporting Climate Mitigation /Alternative Transportation Efforts

# QUALIFICATIONS

## Name 3 qualities you think A new Executive Director needs

- Lara
  - Leadership Ability (organization, diplomacy)
  - Strong awareness of Community Needs
  - Transit Expertise
- Rob
  - Relations with Board
  - Management & Maintain Good Fiscal Health
  - Board/Director Relationship
  - Community Support of Vision
- Darrell
  - Financial Management Skills
  - Community Public Relations
  - Effective leadership of Staff
  - Board/Director Relationship
- Ty
  - Communicator Excellent with Staff/public, board,
  - Strong Political Prowess
  - Grant/Financial Management & Fundraising
- Amy
  - Leadership Skills (lead staff not just management, innovator)
  - Strong Community Connections/Relations
  - Financial Management
- Patty
  - Strong Management Background
  - Strong ties to Community/Region
  - Strong Leadership & Partnership Skills

# FINAL QUALIFICATIONS

- Governmental/Community Relations
  - Experience working with Board (preferred)
- Leadership Skills
- Management Skills
  - Strong Budget/Financial Experience
  - Transit Background or Expertise (preferred)
- Strong Ties to Gorge Community

Hood River County Transportation District (HRCTD)  
Dba Columbia Area Transit (CAT)  
JOB DESCRIPTION

Job Title: Executive Director  
Reports to: HRCTD/CAT Board of Directors  
Status: Full time Employee (Exempt)

**THE AGENCY**

Hood River County Transportation District, dba Columbia Area Transit (CAT) provides transit services in Hood River County and throughout Oregon’s Columbia River Gorge. CAT has an established reputation as a successful, community oriented and well-run rural transit agency. The agency has approximately 17 FTE, 15 vehicles, and an annual budget that is just under \$2.5M. Under the direction of a progressive board, the agency has upgraded their internal processes, hired professional staff and expanded their system to include the Columbia Gorge Express, the Gorge to Mountain Express and a variety of other local fixed, deviated fixed and circulator routes. CAT has also taken the lead on several local and regional initiatives designed to enhance the Gorge regional transit network and is aggressively pursuing an innovative regional funding strategy known as the GORge Pass.

**POSITION OVERVIEW**

HRCTD/CAT is seeking to hire an executive director (director) to replace our exiting executive director who plans to retire in June 2022. During a three – four month overlap period the newly hired director would work with the current executive director to enhance CAT’s governmental relations, marketing and outreach capacities (e.g. serving as the agency’s representative and extensive contact with external agencies, groups and organizations as the agency begins the outreach portion of their Transit Master Plan update and the GORge Pass promotion) and learn the basic operational and management flow of the agency.

**QUALIFICATIONS**

CAT is looking for an individual who is willing to work in a collaborative fashion with the existing executive director and staff to learn the position and shape the agency future. The ideal candidate must be flexible, creative, and able to take direction as well as lead. The overlap between directors designed to allow the outgoing and incoming executive director positions to share information and work together with the board to finalize the Transit Master Plan update. It will also allow the incoming director to understand and value the existing workplace culture as well as gain the trust and respect of staff.

The candidate must be capable of being a positive ambassador for the organization, maintaining and building upon relationships with community partners, government agencies, and the general public. Strong ties to or a solid understanding of the Gorge community and the urban/rural overlap would be helpful but is not required. CAT is looking for a person that has strong analytical skills; clear, articulate written and verbal communication skills; and a high degree of multi-tasking skills.

Solid financial skills (including the ability to create and develop a viable agency budget each year) are also important as 1) CAT is a public agency and must act in the interests of the public; and 2) CAT is dependent upon grant funding and must show grantors that they are capable of spending and managing funds in a responsible and effective way. The ability to work with the board in setting priorities, seeking

grants, forming partnerships, and leveraging other resources will be critical. Work is primarily performed in an office environment (some accommodation may be permitted during the COVID pandemic) with occasional meetings or conferences out-of-area, some requiring overnight stays.

The board and staff will be seeking someone with a strong leadership ability who is approachable, a good listener, professional but informal, open to new technology, fair and friendly. They will be looking for someone who can promote a positive team-oriented environment and is willing to respect and learn from the rest of the staff. Candidates should have some human resource experience and possess an understanding of how to create and maintain an excellent and desirable working environment. Drivers at the agency are part of the Amalgamated Transit Union bargaining unit and familiarity with and experience in labor negotiations is desirable.

## **RESPONSIBILITIES & DUTIES**

- Plan, organize, develop, expand, and enhance the scope, type, efficiency, quality, and variety of transit services provided by the agency in response to community needs and customer requirements, in consideration of adopted Transit Plans and consistent with board policies and directives.
- Work collaboratively with the board of directors to formulate, develop, and implement long and short- range goals and objectives for the agency; develop proposals and make recommendations concerning agency directions, services, funding, management, and related issues.
- Oversee hiring/firing; supervise, evaluate, and manage the performance of agency staff and contractors; provide leadership and executive direction; review and evaluate the progress of management programs, projects, and activities; delegate responsibility as appropriate and ensure staff development and training opportunities are provided.
- Direct and manage collective bargaining negotiations for the agency and work with the board to set appropriate human resource policies for staff.
- Provide board support, attend, and participate in a variety of meetings within the agency and in the community; confer with agency managers and personnel, local/regional public and regulatory agencies, transit officials, legislators, vendors, customers, and others to exchange information and resolve complex management issues related to agency services and operations. Coordinate with other transportation providers to optimize the use of resources.
- Develop and project a positive image for the agency; interact with media representatives and participate in interviews as required; prepare or approve news releases, public service announcements and advertising related to agency services and special programs.
- Respond to inquiries from external sources regarding agency services, programs and projects; provide information concerning existing transit services and future plans; make presentations as needed for the promotion and education of transit services.
- Ensure system and operation safety and risk management.
- Prepare and review comprehensive narrative and statistical reports for the board and regulatory agencies as required; provide historical information and current perspectives to facilitate informed decision-making; work in concert with the board chair to develop and distribute monthly agendas and materials for meetings of the board or other board Committees or groups as required.
- Work with board and staff to develop the agency's annual budget; review and analyze funding opportunities based on board policies and priorities; secure supportive funding and grants; manage grants, comply with all state and federal regulatory requirements; ensure the

application of sound fiscal management principles and practices, and the integrity of the agency's financial position.

- Manage and advise staff in the preparation of specifications, bid documents, advertisements and other materials required for the purchase of operations, vehicles, equipment and services; ensure compliance with board policies and applicable laws, ordinances and regulations; communicate with regulatory agencies, vendors and suppliers to ensure efficient procurement of goods and services. Oversee and ensure proper maintenance of agency facilities and equipment.
- Work with the board and staff to development, monitoring and evaluation of agency services; ensure the collection of customer and community feedback, including preparation, distribution and analysis of surveys, questionnaires and other customer input concerning the quality, availability and adequacy of transit services.
- Ensure the preparation, maintenance, retention, storage and accessibility of agency records and report.

### **WORK HOURS**

While typically the position will work a traditional 8-5pm Monday – Friday work week, there may be times when weekend work or evening work is required. The director is a key part of the front-line emergency management staff for the agency and may be called to address issues in the field or support frontline staff at any time of the day or night.

### **EXPERIENCE & EDUCATION**

Any combination of experience and education which provides the applicant with the level of required knowledge and abilities will be considered. A bachelor's degree from an accredited college or university, preferably in public administration, business, urban studies or a closely related field relative to public transportation is required. A minimum of eight (8) years management experience is required and at least three (3) years of progressively responsible experience in public transportation, alternative transportation, or related field is preferred. Spanish speaking is preferred but not required.

## **COMPENSATION & BENEFITS**

- \$79,000 - \$91,520/year DOQ
- Vacation—negotiable
- Holidays--9 paid
- Sick Leave—12 days per year
- Medical / Dental Allowance—paid (employee only)
- Life Insurance--paid
- Retirement Plan with Employer Matching Contributions— available with 3% match after 1 year

## **HIRING PROCESS**

Applications will be accepted until [REDACTED] but we encourage applicants to apply early. Applications will be screened internally as received, those meeting specified requirements for the position will be asked to interview for the position as early as the X. The applicants selected for interviews could go through a total of three interviews (1st with the formal Interview & Hiring Panel; 2<sup>nd</sup> with a staff and community review panel; and, the final interview will again be with the formal Interview & Hiring Panel). After the second interview references will be checked.

CAT will not conduct a final interview with a candidate until all references can be formally verified and confirmed. CAT hopes to make a formal offer in [REDACTED] and would expect the candidate to begin the position no later than [REDACTED].

**TO APPLY** Send cover letter, resume and references to: [REDACTED] Subject: **CAT Executive Director Position**

Hood River County Transportation District (HRCTD)  
DbA Columbia Area Transit (CAT)  
JOB DESCRIPTION

Job Title: Executive Director  
Reports to: HRCTD/CAT Board of Directors  
Status: Full time Employee (Exempt)

**REVISED**  
6:03 pm, Sep 16, 2021

## THE AGENCY

Hood River County Transportation District, dba Columbia Area Transit (CAT) provides transit services in Hood River County and throughout Oregon's Columbia River Gorge. CAT has established a reputation as a successful, community-oriented and well-run rural transit agency. The agency has approximately 17 FTE, 15 vehicles, and an annual budget that is just under \$2.5M. Under the direction of a progressive board, the agency has upgraded their internal processes, hired professional staff and expanded their system to include the Columbia Gorge Express, the Gorge to Mountain Express, and a variety of other local fixed, deviated fixed and circulator routes. CAT has also taken the lead on several local and regional initiatives designed to enhance the Gorge regional transit network.

## POSITION OVERVIEW

HRCTD/CAT is seeking to hire an executive director (director) to replace our exiting executive director who plans to retire in June 2022. During a three- to four-month overlap period, the newly-hired director will work with the current executive director to learn the basic operational and management flow of the agency, help finalize the Transit Master Plan update, and enhance CAT's governmental relations, marketing, and outreach capacities.

## QUALIFICATIONS AND COMPETENCIES

CAT is looking for an individual who is committed to working collaboratively with the existing executive director and staff to learn the position and shape the agency's future. The ideal candidate must be flexible, creative, and able to take direction as well as lead.

The director must be a positive ambassador for the organization, maintaining and building upon relationships with community partners, government agencies, and the general public. Familiarity with and an understanding of the Gorge community and the urban/rural overlap would be helpful.

The position requires strong analytical skills, excellent written and verbal communication skills, and the ability to work under pressure and manage various priorities and deadlines.

Solid financial skills, including the ability to create and develop a viable agency budget each year, are also important for this public agency which depends upon grant funding for its operations.

The successful candidate will demonstrate the ability to work with the board in setting priorities, seeking grants, forming partnerships, and leveraging resources.

Candidates should have some human resource management experience and possess an understanding of how to create and maintain an excellent work environment. Familiarity with and experience in labor negotiations is desirable.

## **RESPONSIBILITIES & DUTIES**

- Plan, organize, develop, expand and enhance local and regional transit services
- Work with the board of directors to formulate goals and objectives for the agency; make proposals and recommendations concerning agency development
- Prepare and distribute agendas and materials for monthly meetings of the board and board committee meetings, in consultation with the board chair
- Present comprehensive narrative and statistical reports for the board and regulatory agencies
- Build and manage productive relationships within the agency and with local and regional stakeholders
- Supervise and manage agency staff and contractors, oversee hiring and firing, provide leadership and executive direction, and implement staff development and training opportunities
- Engage in collective bargaining negotiations for the agency
- Conduct public outreach and marketing to promote agency services, programs, and projects
- Develop the agency's annual budget, together with the board and staff; secure supportive funding and grants, manage grants, ensure sound fiscal management principles and practices, and safeguard the agency's financial position
- Manage procurement and purchasing of vehicles, equipment, and services
- Ensure safety and proper maintenance of agency facilities and equipment
- Monitor performance metrics and customer satisfaction
- Ensure the preparation, maintenance, storage and accessibility of agency records and reports

## **WORK ENVIRONMENT AND HOURS**

Work is primarily performed in our Hood River office environment with occasional regional meetings or conferences, some requiring overnight stays.

The work week is 8-5 Monday through Friday, with occasional weekend and evening work required.

The director is a key part of the front-line, emergency management staff for the agency and may be called to address issues in the field or support frontline staff at any time of the day or night.

## **REQUIRED/PREFERRED EDUCATION AND EXPERIENCE**

Bachelor's degree from an accredited college or university is required, preferably in public administration, business, urban studies, or another field related to public transportation.

A minimum of eight (8) years management experience is required.

At least three (3) years of progressively responsible experience in public transportation, alternative transportation, or related field is preferred.

Spanish language skills preferred.

## **COMPENSATION & BENEFITS**

- \$79,000 - \$91,520/year DOQ
- Vacation—negotiable
- Holidays—9 paid
- Sick Leave—12 days per year
- Medical / Dental Allowance—paid (employee only)
- Life Insurance—paid
- Retirement Plan with Employer Matching Contributions— available with 3% match after 1 year

## **HIRING PROCESS**

Applications will be accepted until . Early applications are encouraged. Qualified applicants will be invited for preliminary interviews beginning in .

We expect to make a formal employment offer in  and would expect the candidate to begin the position no later than .

**TO APPLY** Send cover letter, resume and references to:

Subject: **CAT Executive Director Position**

# Memo



**To:** Board  
**From:** Transition Plan Committee  
**Date:** 11/18/2020  
**Re:** Transition Plan for Executive Director

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## Background

The Executive Director has announced her plans to retire on June 30, 2022. The Board formulated a Transition Plan Committee in October whose job it is to develop a recommended plan for the transition which would include timeline, costs, needed qualifications and other issues associated with the transition.

## Overview

The Transition Plan committee met in two separate sessions. Once on Monday November 9<sup>th</sup> and again on November 16<sup>th</sup>.

### Monday November 9<sup>th</sup>

The first session was designed to review the history of the agency, goals of the agency and come to agreement on the key qualities of the Executive Director. The power point attached to this memo, highlights some of the key current and historical factors that were taken into consideration. In addition, the Committee began initial discussion of transition elements and concerns.

### Monday November 16<sup>th</sup>

The committee approved a transition plan to be brought forward to the full Board for consideration. The transition plan (which is outlined below) includes the hiring of a temporary Assistant Director position and a gradual decreasing of responsibilities of the existing Executive Director. The recommended plan also includes an initial draft job responsibility for this new position.

## Recommended Transition Plan

### 1. HIRE ASSISTANT DIRECTOR (WINTER/SPRING 2021)

#### *Skill set focus*

- Governmental/Community Relations
- Leadership/Management Skills
  - Transit Background or Expertise Preferred
- Strong Ties to Gorge Community

### 2. SIX MONTHS FROM HIRE DATE – FULL TIME OVERLAP

Assistant Director/Executive Director

### ***Key job responsibilities for Assistant Director***

- **Initiate Transit Master Plan Community Engagement Element with Executive Director**
  - Focus on Community Engagement Elements
    - Community led survey
    - Local Governmental Engagement
- **Management Training & Transitioning with Staff**
  - Budget (2021 Budget priorities)
  - Operations
  - Grants
  - Board Collaboration
- **Government Relations with Executive Director**
  - Hood River County
    - Bus Stops
    - Transit Oriented Development Opportunities (Hwy 35 & I-84)
    - Shuttle Development
  - Regional Transit Strategy
    - Link/CAT relationships
    - GORge Pass Sales
    - Gorge Translink

### **3. ONE YEAR OR LESS, UNTIL JUNE 2022 – TRANSITION PERIOD**

#### ***Executive Director***

- ***Moves to Part-Time (80 hrs. per month). Key job responsibilities:***
  - Transit Master Plan
    - Overall Project Management
  - Regional Transit Strategy Integration
    - Overall Project Management
  - Support & Guidance for Assistant Director

#### ***Assistant Director***

- ***Key job responsibilities:***
  - Transit Master Plan
    - Community Engagement & Outreach
  - Overall Staff & Board Management
  - Government Relations

### **4. JUNE 2022 – TRANSITION COMPLETE**

- Transit Master Plan Adopted
- Assistant Director becomes New Executive Director as Old Executive Director retires

## Costs

Staff estimates that the recommend strategy would costs

- \$52,000 unplanned expenditure (21/22 FY)
- \$100,000 additional in budget (FY 22/23)
- May be able to offset FY 22/23 costs by \$60,000-\$70,000 with planning grant

## Hiring Issues (Board Input Required)

- Final date for hire
- Process
- Interview panel(s)
  - Board
  - Staff
  - Executive Director

## Board Options

- 1. (No Concerns)**  
Adopt the transition plan and ask staff to finalize draft the Assistant Director job description and ready for distribution.
- 2. (No Concerns on Plan, Some Concerns on Job Description)**  
Adopt the transition plan and ask for more time to add input on Assistant Director job description.
- 3. (Some Concerns on both Plan and Job Description, would like more time to contemplate)**  
Do not adopt the transition plan or the Assistant Director job description and wait until December Board Meeting to Adopt
- 4. (Concerns with both would like more options)**  
Do not adopt the transition plan and ask the Transition Plan Committee to come up with an alternative strategy.



## **EXCLUSIVE DIRECT HIRE RECRUITMENT SERVICES AGREEMENT**

The terms of this Exclusive Direct Hire Recruitment Services Agreement (“Agreement”) are agreed to by and between HR Answers Inc. (“HR Answers”) and Hood River County Transportation District dba Columbia Area Transit (“Client”) as of September 8, 2021 (the “Effective Date”) for the position of an Executive Director.

**PLACEMENT SERVICES:** HR Answers will treat this project as a full recruitment, and manage all candidate communication including:

- HR Answers develops/reviews the position job description with the Client.
- Utilizing finalized/confirmed job description, HR Answers creates job posting announcements.
- HR Answers posts jobs on up to three (3) websites at no cost to the Client which include; Indeed, LinkedIn, and iMatch (Multi-state Employment Offices) for up to five (5) weeks.
- If the Client requests any industry specific job boards or any other job boards, the Client will absorb the costs per posting.
- HR Answers reviews resumes received and identifies which candidates are most qualified.
- HR Answers contacts qualified candidates with interview invitations via email/phone calls and sets up phone screenings.
- HR Answers conducts phone interviews to learn candidates’ qualifications and previous work history.
- HR Answers conducts a Zoom second interview with the most qualified candidates, to determine more about candidates’ skills sets, long-term goals, and corporate culture match to the Client’s needs, etc.
- HR Answers prepares a detailed summary up to seven (7) candidates for the Client to conduct semi-finalist interviews that meet the needs of both the candidate and the Client.
- HR Answers participation in the Client/candidate interviews is provided upon request.
- Client discusses with HR Answers the results of the semi-finalist interviews to determine the selection of up to three (3) candidates for onsite final interviews.
- HR Answers arranges up to three (3) final interviews with the Client.
- HR Answers completes up to three (3) reference checks provided by selected finalist.
- HR Answers creates offer letter or provides an offer letter template to the Client based on the Client’s needs.
- Client extends an offer (and negotiates wage or salary if necessary), and Client arranges for any pre-employment testing as per the Client’s protocols.
- Once an offer has been accepted by the finalist, Client notifies HR Answers.
- When the new hire’s pre-employment testing has been successfully completed by the Client, Client notifies HR Answer of the new hire’s annual salary and expected start date.
- HR Answers contact all applicants not selected by sending “no thank you” correspondence.

Each Direct Hire will be an employee of the Client and will work under the sole management and direction of the Client. In no situation shall the Direct Hire be deemed an employee of HR Answers. The Client is solely responsible for obtaining any work permits, or licenses, and for payment of the Direct Hires’ wages, expenses,

benefits, workers compensation premiums, withholding of all taxes, and all employer responsibilities. The Client agrees to promote and follow all employment laws for Oregon and Washington.

**EXCLUSIVITY:** Client will assign above stated position to HR Answers. The Client will not use any other external agencies, vendors, or outsourcing of any kind for the recruitment of the above stated position for a period of forty-five (45) workdays.

**FEES AND PAYMENT TERMS:** For this position or any other position, the Client agrees to pay HR Answers an Exclusive Direct Hire placement fee of 17% of the annualized base salary for the first year of employment with the Client for each Direct Hire (“Client Fee”).

Neither the Client, nor any of the Client’s affiliates shall hire or contract with, directly or indirectly any candidate presented by HR Answers to the Client for a period of twelve (12) months from date of HR Answers referral unless the Client pays HR Answers the fees set forth in this Agreement. The Client Fee shall be considered earned upon the agreed start date with the Client. An invoice will be sent with HR Answers terms of net 15 days due upon receipt. Invoices aged over sixty (60) days may be subject to a 1.5% per month service charge. All invoices sent to collections will be subject to additional fees and services.

HR Answers will not be responsible for making any travel arrangements or accruing any costs for candidate travel and accommodations for those who interview with the Client. In addition to our professional fees, we are reimbursed by our Clients for expenses incurred on their behalf. The billing rates for are as follows:

Travel time (for business purposes) \$90/hour outside of Portland Metro  
Mileage.....\$0.56/Current GSA Rate

If HR Answers does not receive payment within our net 15 terms, the Guarantee policy described in below is null and void.

**GUARANTEE:** HR Answers will provide a one-time replacement candidate for the same role (“Guarantee”) if, within the first ninety (90) calendar days of starting work with the Client, the Client terminates Direct Hire’s employment for just cause or the Direct Hire resigns employment with the Client for any reason with documented proof. Just cause includes:

- The employee knew of the organizations policy
- The organizations policy was reasonable
- The organization investigated to determine that the employee violated the policy
- The investigation was fair and objective
- Substantial evidence existed of the employee’s violation of the policy
- The organizations policy was consistently applied
- The discipline was reasonable and proportional (the punishment fit the crime)

The Guarantee does not apply if the Direct Hire is laid off due to downsizing, change in job responsibilities, economic reasons, or lack of work. The replacement Guarantee must be initiated in writing within three (3) months of Direct Hire’s separation.

**CLIENT CANCELTION PRIOR TO PLACEMENT:** HR Answers understands the needs of a client may shift during a recruitment process. If the client finds it necessary to cancel this contract prior to placement the client will be billed either of the following: (Client will initial the cancelation option chosen.)

- \_\_\_\_\_ \$175.00 per hour for all hours work that have been accomplished until the notice of cancelation is received.
- \_\_\_\_\_ A flat fee of \$5,000.

**PREVIOUS KNOWLEDGE:** Once HR Answers presents a resume, the Client is precluded from claiming previous knowledge of this candidate unless it notifies HR Answers of previous knowledge within three (3) business days of HR Answers referral. "Previous Knowledge" means that the Client can demonstrate they have had contact with and received the resume of, the referred candidate within the last three (3) months. If the Client demonstrates Previous Knowledge of a candidate in writing, no Client Fee is earned.

**CONFIDENTIALITY:** Each party acknowledges and agrees that in performing its obligations under this Agreement it may have access to valuable trade secrets and confidential information of the other party. Neither party shall disclose confidential information to a third party without written consent. Each party agrees that it shall take steps reasonably necessary to preserve and protect the Confidential Information. In addition, Confidential information shall include the terms of this Agreement.

**NON-DISCRIMINATION:** HR Answers is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, pay, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.

**Client Signature** \_\_\_\_\_

**Date:** \_\_\_\_\_

**HR Answers** \_\_\_\_\_

**Date:** \_\_\_\_\_

**From:** [Lara Dunn](#)  
**To:** [Amy Schlappi](#); [Patty Fink](#)  
**Subject:** Fw: Bid for HR Services  
**Date:** Saturday, September 18, 2021 3:20:39 PM

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Please share this information with the board for consideration at our Wednesday meeting.  
Thank you!

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**From:** Ryan Fleming <[ryanfleming@pdxhr.com](mailto:ryanfleming@pdxhr.com)>  
**Sent:** Saturday, September 18, 2021 3:12 PM  
**To:** Lara Dunn <[Lara.Dunn@catransit.org](mailto:Lara.Dunn@catransit.org)>  
**Cc:** Ryan Fleming <[ryanfleming@pdxhr.com](mailto:ryanfleming@pdxhr.com)>  
**Subject:** Bid for HR Services

Chair Dunn,

Thank you for the opportunity to provide a bid for HR services related to the selection and hiring process of the Columbia Area Transit (CAT) Executive Director. As we discussed, I've put together an hour and cost estimate on an "a-la carte" basis for discussion with the Board.

Broadly speaking, the HR services and deliverables you outlined were:

Writing/Developing Interview Questions  
Creating a scoring rubric and/or ranking methodology  
Conducting or participating in initial and/or final interviews  
Assisting with assessing and ranking candidates  
Conducting background and reference checks

What follows is a summarized scope for each of the deliverables above, thoughts about what the Board might consider, and the estimated hours to perform each deliverable. In some cases I've included items that are typically part of the scope, but that we did not specifically discuss. I've indicated that some of those additional items could be handled by CAT staff and therefore have not been included in the hour estimate, but we can discuss.

Writing/Developing Interview Questions

- Review the interview questions previously used by the Board.
- Make recommendations and changes based on current HR best practices.
- Based on the Board's most recent discussion and input on required competencies, draft changes and additions to the interview questions.
- Collect Board input on the draft questions and finalize them.

This work usually requires me to consult with Board members on the interview committee or panel, learn what they believe worked previously and what needs to be improved, and incorporate that input. My method is to ensure the interviewees are asked an effective blend of Behavioral, Situational, and Technical Competency questions.

Estimated hours: 4

#### Creating a scoring rubric and a scoring/ranking methodology

- Review the ranking methodology and tool previously used by the Board.
- Assess strengths and weaknesses of that methodology and tool.
- Work with the panel to establish a rating and scoring system (and form) with rating values that are agreed upon for uniform use by each interviewer.
- Prior to candidate interviews, review the methodology and form with the interview panel to ensure there is understanding and that any outstanding ranking questions are answered.

Generally speaking, I recommend using a defined scoring system that uses 5 established values that are applied to every interview question. Those values should be well-defined, understood, and agreed upon by the interview panel members prior to the interviews. During each candidate's interview, each individual panel member scores each response by using one of the 5 established values.

Estimated hours: 5

#### Conducting or participating in initial and/or final interviews

##### Initial Interviews

- Setting up the initial interviews for each candidate. (If initial interviews include the Board interview panel, I anticipate that CAT staff would establish and schedule dates for the Board panel, contact and schedule the candidates, and perform the public noticing process.)
- Preparing interview binders for panel members. (CAT staff)
- Making travel arrangements (if necessary and appropriate) for candidates. (CAT Staff)
- Facilitating the Board's interview of the initial interviews. (Introducing the panel, providing the candidate with the printed interview questions, timekeeping, assisting with process questions from the candidate, providing a closing statement to each candidate.)

##### Final Interviews

- Setting up the final interviews for each candidate. (I anticipate that CAT staff would establish and schedule dates for the Board panel, contact and schedule the candidates, and perform the public noticing process.)
- Preparing interview binders for panel members. (CAT staff)
- Making travel arrangements (if necessary and appropriate) for candidates. (CAT Staff)
- Facilitating the Board's interview of the final interviews.

This scope anticipates that CAT staff would perform the logistics of setting up the interviews, and I would be focused on attending and facilitating the interviews. We can of course talk in more detail about your needs in this area. We did not discuss assistance pre-screening candidates (whether on paper, by phone, or Zoom) in preparation for initial interviews, but we may want to explore that if the Board receives a large volume of qualified candidates in response to the posting.

In addition, I would work with the panel to facilitate the next scope item, assisting with assessing and ranking the candidates. This work typically occurs at the end of each day's interviews.

Estimated hours:

Initial Interview Hours: 16 hours (the equivalent of 2 full days of interviews), depending on the number of candidates. Travel time: 1.5 hours (45 minutes each way)

Finalist Interview Hours: 4 hours (the equivalent of 1 half day of interviews), depending on the number of candidates. Travel time: 1.5 hours (45 minutes each way)

Estimated hour total: 20, plus 3 hours travel time.

#### Assisting with assessing and ranking candidates

- Ensure each panel member has completed a scoring form for each candidate.
- Facilitate panel discussion of individual candidates.
- Compile/summarize/total the panel's individual scoring form for each candidate.
- Assist with assessing and ranking the candidates.

I recommend that this work is completed at the end of each day's interviews if at all practicable. The time this process takes varies depending on the number of candidates in the process, the results of the scoring, and the panel's discussion of the candidates. In my experience, if the scoring and ranking is very close on two or three candidates in the final interview, the panel's discussion to determine which candidate is the most competitive and best match for the position takes more time.

Estimated hours: 2 hours Initial Interviews, 2 hours Final Interviews

Estimated total hours: 4

#### Conducting background and reference checks

- Contact the finalist(s) and request a list of professional references, former/current employers, supervisors, and co-workers.
- Obtain an release from the finalist(s) that authorizes PDXHR/CAT to receive information from those references.
- Contact the people on the finalist(s)'s list and obtain information.
- If appropriate, contact other people not listed by the candidate, such as public officials, board members, business associates, or other vendors who may provide observations of the candidates interactions with them.
- If appropriate, verify education, licenses, and professional certificates
- Provide an oral and/or written summary report to the Chair.

In my practice, I assist clients in conducting reference checks as described above. I'm allowed to perform this work in Oregon as an independent consultant under my Private Investigator license (State of Oregon OR-PI License #97242). If CAT is required by statute to conduct criminal background

checks, credit history checks, or DMV checks, I would anticipate that CAT has a standardized FCRA notification process and methodology established. We can discuss.

Estimated hours: 3 hours per candidate

Estimated total hours: 9 hours for three candidates.

## Summary

In summary, the total hours I've estimated for this menu of HR services is 42 hours at \$150 per hour (\$6,300) plus any travel time to your offices. I provide an hour log to my clients with each monthly invoice for their review. I only invoice those hours I work: if one of the deliverables does not require the hours I've estimated, I don't bill for them. If the scope changes significantly (or expands during the project) and it becomes clear that the estimated hours are not sufficient to complete the deliverable, I strive to let the client know as far in advance as possible and ask for approval for that additional time.

Chair Dunn, I hope this provides you with enough information for you and the Board to consider. I understand that you are looking to hire an Executive Director by late winter or early spring, and that time frame should work well for my availability.

I look forward to discussing with you in more detail and answering your questions.

Thank you,

Ryan

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## HR Annie Recruitment Services

HR Annie is here to help and support you with finding your newest team member! Our team is knowledgeable in industry trends, competitive wage and benefit offerings, as well as best practices in conducting a thorough full-cycle recruitment.

As you know, our team is extremely adaptable and flexible in our approach, however, we have outlined our top recommendations and would begin by going through an interactive process to customize and make a perfect recruitment plan for you!

**Process:** *The HR Annie Team can...*

- Conduct a recruitment intake call with the hiring manager or company representative to gather pertinent details to the role such as requirements, hours, perks, etc.;
- Write an enticing and compliant job ad that speaks to company culture and details discussed during the intake call;
- Secure a process and platform for applicant tracking that best suits the client's needs and follows compliance guidelines;
- Review market wage data for the role to ensure our clients are competitive in the market;
- Post the ad on hot job boards that make most sense for the industry and role;
- Update posts and actively source candidates to ensure the talent pool is maximized and fresh;
- Create phone interview guides and in-person interview templates;
- Review and evaluate applicants;
- Schedule and conduct phone interviews;
- Make recommendations to the client for face-to-face interviews;
- Send "thanks but no thanks" emails to non-selected candidates;
- Schedule face-to-face interviews for the client;
- Regular check-in with HR Annie/Client to provide budgetary updates and receive feedback;
- Check professional references for final candidates;
- Administer PREP-Profile communication assessment;

- Create and extend offers to candidates;
- Conduct post-offer background checks through HR Annie's Background Brief;
- Download all candidate information for EEOC retention compliance;
- Conduct a 30-day performance check-in with the manager and new employee to evaluate fit and encourage coaching.

## Pricing:

HR Annie Consulting, Inc. will invoice for all hours of work at \$155/hour, invoiced on a monthly basis. HR Annie Consulting, Inc. will always remain respectful of Client budgets, and can work through options during the intake call. In addition to the hourly fee, there is a placement fee that is based on the final offered salary of the selected candidate.

- Under \$50,000: \*\$1,500 flat placement fee after 60 days of employment
- \$50,000-\$99,999: \*10% percent placement fee, after 90 days of employment
- \$100,000+: \*15% percent placement fee, after 90 days of employment

All recruitments **include** (optional) add-ons. Any outside costs not listed below, will be passed on to the client but only after receiving approval from the client. These resources allow us to find more qualified candidates and ensure a thorough evaluation process:

- HRA Sourcing Tools (Indeed Resume, LinkedIn Recruiter)
- Reference Checks
- Background Check through Background Brief
- PREP Profile
- 30 Day Check

\*HR Annie will guarantee the successful hire for a period not to exceed 60 or 90 days (depending on the position, as listed above) and only upon completion of the 30-day performance check-in. If at 30-days, the employee is unable to meet the performance expectations of the company, we would like the opportunity to consult prior to termination, if it makes sense.

Recruitment hours vary heavily depending on the time of year, industry, level of complexity, and the job market. Before beginning a recruitment, our consultant will evaluate these variables and provide a ballpark estimate of the hours your recruitment is expected to take.

As a best practice, we prefer to have a 5-10-minute weekly phone call to update you on status of the recruitment and receive feedback on candidates that have been interviewed. This way we can continue to adjust our approach to best fit your needs and be budgetarily efficient!