



## Summary Minutes

### CEO Selection Committee Meeting January 26, 2022

#### Call to order

The meeting was called to order at 2:02 p.m. by Committee Chair Keel virtually on WebEx.

#### Roll call of members

Chair	Vice Chair
(P) Kent Keel, University Place Councilmember	(P) Dow Constantine, King County Executive

Board Members	
(P) Nancy Backus, Auburn Mayor	(A) Ed Prince, Renton Councilmember
(P) Bruce Dammeier, Pierce County Executive	(P) Dave Somers, Snohomish County Executive
(P) Debora Juarez, Seattle Councilmember	

Katie Flores, Board Administrator, announced that a quorum of the CEO Selection Committee was present at roll call. Boardmember Cassie Franklin was present as a non-voting Boardmember.

#### Report of the Chair

Chair Keel welcomed the consultants from Cooperative Personnel Services, known as CPS HR Consulting.

#### Public comment

Chair Keel announced that public comment would be accepted via email to [emailtheboard@soundtransit.org](mailto:emailtheboard@soundtransit.org) and would also be accepted verbally.

The following people provided written public comments to the Committee:

Rachel Smith – Seattle Metropolitan Chamber of Commerce

There was no verbal public comment.

#### Recruitment timeline and workplan

Julie Honeywell, Chief Human Resources Officer, introduced CSP HR consultants Andrew Nelson and Joanne Peterson. Ms. Peterson and Mr. Nelson reviewed their history with CPS HR. Mr. Nelson reviewed the four steps of the CEO recruitment process. The first step, stakeholder feedback, was wrapping up and a report would be provided shortly. After that the consultant team would create marketing materials, launch the recruitment, find candidates, and ultimately select a new CEO.

#### CEO Recruitment Discussion

##### Stakeholder feedback report

CSP HR consultants Andrew Nelson and Joanne Peterson provided the presentation.

Mr. Nelson reviewed the results of the stakeholder report. Stakeholders were each asked some key questions to help them understand what was desired in a candidate. Ms. Peterson noted that around 15-hours of interviews were conducted with stakeholders over a 10-day period. She explained that responses noted the strong team at Sound Transit and a need for organizational understanding. The large capital program was important as well. The commitment the agency made to become an anti-racist organization was notable, and an opportunity for a new CEO. The job was truly a legacy position. While experience in public sector was important, private sector knowledge could also be valuable and knowledge in rail and bus operations would be an asset but not a requirement. Leadership was a more desired quality, with the anti-racism work and the opportunity to hire a new chief financial officer as notable tasks.

Boardmember Dammeier asked while the anti-racism work appeared to be related to the agency's culture, he wondered if there was any feedback about how the agency's transit services could support equity across the region. Ms. Peterson advised that the commitment to anti-racism was looked for in all aspects of the agency, especially with respect to the services it operates.

Mr. Nelson outlined the various stakeholders engaged in the report and they condensed the feedback received into a two paragraph "ideal candidate profile", which could be advertised to prospective candidates. He outlined the profile.

Chair Keel explained that he was a member of the stakeholder conversations and there were concerns that the Board would listen to the feedback from stakeholders. He asked CPS to include the comments from the conversations into the recruiting process so that they could see themselves in that recruiting process.

Boardmember Franklin advised that collaboration was vital in the role. At this time more than ever, the ability to build public trust was important in a new CEO as well.

Boardmember Dammeier echoed Boardmember Franklin's sentiments and asked that language relating to regional commitment be added. Accountability internally and externally was also requested. He also wanted the CEO to model integrity and respect.

Boardmember Somers added that the region's political system was complex. The new CEO would need to be able to deftly navigate that landscape with integrity, honesty, and respect to all.

Chair Keel asked what opportunities or selling points could be advertised.

Boardmember Franklin explained that the position was an opportunity leave a lasting legacy on the region.

Boardmember Constantine added that to be able to play a hand in fighting global climate change through the agency's work was a worthwhile draw. The agency was also in a major pivot point, and this was an opportunity to exemplify their organizational management skills.

Boardmember Dammeier advised that he wanted a CEO that valued what the region valued. They should value the broader environment of the region that the Puget Sound cared so deeply for.

Chair Keel asked what challenges were ahead of the new CEO.

Boardmember Backus explained that a challenge that would be beneficial to overcome would be building relationships with the Boardmembers and leveraging those relationships.

Boardmember Constantine noted that unifying the Board and fixing relationships with regional stakeholders was a challenge. Delivering the capital program and overcoming the cost overruns were a major challenge. The right candidate would need to be driven to deliver the program in such a way.

Boardmember Dammeier agreed with Boardmember Constantine and added that the new CEO would need to be able to successfully transition into delivering the capital program to operating an increasingly growing system.

Chair Keel asked the committee how it would like to see the CEO manage accountability.

Boardmember Franklin advised that delivering projects on time and on budget would be vital to lending accountability.

Boardmember Juarez explained that something that frustrated her about the Board and Sound Transit was that it felt very hierarchical and brittle. By its nature it was unable to be transparent and flexible. She hoped that the new CEO was not cut from that same cloth and had a collaborative, team-based approach instead of transactional and confrontational approach. She also preferred leaning toward a candidate that did not come from a transit or transportation position.

Chair Keel asked the Committee what the first action the CEO should take.

Boardmember Backus preferred a listening tour, beginning with Pierce and Snohomish Counties to build accountability, trust, and good will across the region. Boardmember Franklin agreed with Boardmember Backus, adding that community members and organizations should be included in the tour.

Boardmember Dammeier suggested that hiring a chief financial officer was important, as they would be one of the leaders of the agency. He agreed with Boardmember Juarez's point that the new CEO should be able to look at the role in a new way.

Chair Keel asked if there was anything else that the committee members had on mind.

Boardmember Dammeier added that it was important that the selected candidate have a good understanding of the tribal governments in the region.

## **Business Items**

### **For Committee Final Action**

December 2, 2021, CEO Selection Committee meeting minutes

**It was moved by Boardmember Backus, seconded by Boardmember Somers and carried by consent of all Board members present that the minutes of the December 2, 2021 CEO Selection Committee meeting be approved as presented.**

### **Executive session**

None

### **Other business**

None

### **Next meeting**

Chair Keel noted that the next meeting would be scheduled in February. Information would be provided on the Sound Transit website, SoundTransit.org, to let people know how to participate in that virtual meeting.

Date and time to be determined  
Virtually via WebEx

**Adjourn**

The meeting adjourned at 3:01 p.m.

ATTEST:

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Kent Keel  
CEO Selection Committee Chair

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Kathryn Flores  
Board Administrator

APPROVED on \_\_\_\_\_, KWF.