



GoTriangle
Board of Trustees
September 25, 2019
4:00 pm-4:30 pm Eastern Time

Meeting Location:
Museum of Life and Science
Woodlands Bldg/Classroom
433 W. Murray Ave., Durham

I. Call to Order and Adoption of Agenda

ACTION REQUESTED: Adopt agenda.
(1 minute Ellen Reckhow)

II. Oath of Office - Michael Fox
(2 minutes Vivian Jones)

III. Election of Officers for 2019-20

ACTION REQUESTED: Approve slate of officers recommended by
Nominating Committee.
(3 minutes Jennifer Robinson)

IV. President and CEO Job Description

ACTION REQUESTED: Approve job description recommended by
Search Committee.
(15 minutes Nina Szlosberg-Landis)

V. Contract Award for Search Firm

ACTION REQUESTED: Award contract to KL2 Connects LLC for an
Executive Search for the Position of President and CEO, for \$49,5000,
plus travel and ancillary to be approved in advance, and authorize the
Board Chair to execute the contract consistent with those terms.
(15 minutes Nina Szlosberg-Landis)

VI. Adjournment
(Ellen Reckhow)



**Research Triangle Regional
Public Transportation Authority**

Oath of Office

I, *Michael Fox*, do solemnly swear that I will support and maintain the Constitution and laws of the United States, and the Constitution and laws of North Carolina not inconsistent therewith, and that I will faithfully discharge the duties of my office as Trustee of the Research Triangle Regional Public Transportation Authority, so help me God.

Michael Fox
NC Board of Transportation

Sworn to and subscribed before me, this the 25th day of September, 2019.

Vivian Jones
Mayor, Town of Wake Forest NC

**GOTRIANGLE
Job Description
President and CEO**

Pay Range: TBD
Department: Executive

FLSA Classification: Exempt
EEO Classification: Officials & Managers

President and CEO Role: The President and CEO is responsible for the implementation of the adopted policies of the Board of Trustees and directs the Authority towards current and long range goals. The President and CEO of GoTriangle will be the leader of a dynamic regional transit agency that will shape the transportation future of the Research Triangle region of North Carolina. Working with local partners including State and local government, universities, businesses and local advocates, the CEO will build consensus on regional transit plans and lead the work to implement those plans. The CEO will manage a professional staff of 285 (will manage 7 direct reports) and at the highest level of performance, lead the creation of strong relationships with State and regional partners, build the necessary relationships with funding partners, guide regional transit projects through complex funding processes, actively engage the public across all Triangle counties, and generally build trust with key actors at every level. The CEO will be a regional thought leader on transportation issues. The CEO will help GoTriangle fulfill its mission of guiding our region towards a sustainable transit future.

President and CEO Reporting Relationship: Reports directly to the Board of Trustees. Terms of employment and annual work program are developed cooperatively with the Board of Trustees. The annual performance evaluation is conducted by the Board of Trustees with input from outside stakeholders. With the exception of the General Counsel's office and the Clerk to the Board of Trustees, all other Agency employees report through an organizational structure to the President and CEO.

President and CEO Responsibilities:

- Manages the activities of GoTriangle to fulfill the mission of the organization as called for in the N.C. General Statute which created the organization and as further amplified by the Board of Trustees.
- Provides strategic leadership, vision and direction within the Authority toward current and long range goals.
- Utilizes extensive political and communications skills at the Federal, State and local levels.
- Articulates a big vision for the agency and the ability to lead and inspire staff and the community.

- Works and thinks creatively and innovatively to tie the region together with a common purpose.
- Works with Board Chair and Board Clerk to plan and conduct monthly Board meetings, which include requesting Board authorization as required for the business activities of the Authority. Attends and participates in Board meetings.
- Establishes and oversees all Authority policies and procedures. Communicates the Authority's statutory and legal requirements to employees, in conjunction with the General Counsel, and assures that these requirements are implemented.
- Communicates the Authority's activities, objectives, work program and outcomes effectively to a wide variety of stakeholders to include riders, Federal (including but not limited to the FTA and FRA), State (including but not limited to the NCDOT and NCRC) and local governments (including but not limited to Durham, Orange and Wake counties and the municipalities within those counties); the business community and the public.
- Works collaboratively with local and State agencies as partners in the provision of services, with emphasis on the safety, quality and cost-effectiveness of services.
- Manages service provision to ensure it is consistently safe, cost-efficient, customer-friendly and customer-focused.
- Reports to the Board regularly on the Authority's activities to include finances, operations, construction, project management, political and administrative activities. Recommends intermediate and long-term planning processes and objectives to the Board of Trustees and carries out Board decisions on these processes and objectives.
- Oversees and coordinates the activities of the Executive team and other related staff who are responsible for implementing and administering all activities within their functional areas. Responsible for selection, training leadership, performance evaluation and goals attainment of the Executive team.
- Fosters a culture of collaboration, cooperation and teamwork, both within the organization and with external partners, and allows for career growth within the Authority.
- Exhibits the highest standards of ethics, accountability and transparency in the management of the Authority's finances. Develops and oversees the controls for financial expenditures, procurement actions and staffing.
- Provides oversight for the development of marketing programs which effectively and creatively inform the public of the services offered by the Authority.
- Takes actions to advance the Authority's goals related to affirmative action, equal opportunity employment and disadvantaged business enterprises.
- Demonstrates personal conduct which features honesty, integrity, transparency and even-handed treatment of all consistent with adopted Authority policies and procedures.

President and CEO Requirements:

- Bachelor's degree from an accredited four year college in a related professional discipline.
- Master's degree in Business, Public Administration or related program desired.
- Ten (10) years progressively responsible management experience in an organization of comparable size and complexity including holding senior management/leadership positions.
- Five (5) years experience as CEO desired.
- Prior industry experience required to ensure a thorough understanding of planning, financing, implementing, and organizing a regional transportation program.
- Knowledge of Federal funding programs, including New Starts, Small Starts and CIG programs; commuter rail and BRT experience desired.
- The ability to garner support and advance the Authority's interests at the Federal, State, and regional levels; some travel required.
- Strong leadership, relationship building and management skills and the ability to use good judgment in decision making.
- Effective oral and written communication skills; excellent research, writing, planning and organizational skills.
- Exceptional level of interpersonal and emotional intelligence skills required to effectively and sensitively communicate with all levels of riders, the public, supervisory and non-supervisory employees, governmental entities, judicial personnel and staff when providing advice, counseling, interaction in meetings, and explaining complex information.



September 25, 2019 Proposal Revision

Enhanced Proposal Provided at the Request of GoTriangle to Further Explain KL2's Proposal

Note: New information after review by the Selection Committee is shown in ***bold italics***.

Executive Search Proposal

For the Position of

President and CEO

Prepared on Behalf of

Research Triangle Regional
Public Transportation Authority (GoTriangle)

Offered by —

KL2 Connects LLC

Al Schlimm (Proposal Contact)

828-645-2929

Al@KL2connects.com

John Bartosiewicz (Project Manager)

817-291-3220

John@KL2connects.com

Visit KL2 online at www.kl2connects.com

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Letter of Introduction

Dear Ms. Lyons:

The principals of KL2 Connects LLC (KL2) are pleased to respond to GoTriangle’s Request for Proposals regarding the recruitment of its next *President and CEO*. KL2 is a retained executive recruiting consultancy that has, since 2007, placed exceptionally qualified candidates with public transit agencies and the private sector firms that support them. With our singular transit industry focus, our principals’ extensive transit career experience, and our broad access to industry talent, we are well positioned to bring forward the most qualified candidates. We are especially proud of our history of placing diverse candidates in industry leadership roles.

Why KL2?

- Because KL2 is staffed by career transit professionals who have long served their industry through public transit agency and transit association leadership.
- Because we address our industry’s succession planning challenges head-on by identifying and advancing the most qualified seasoned and emerging talent.
- Because we make it our business to thoroughly understand public transit industry issues, trends, and best practices.
- Because nobody walks the walk on diversity and inclusion like we do.
- Because our principals are active in key industry leadership roles including APTA’s Board of Directors, APTA’s Diversity Council, and COMTO.
- *Because we know public transit.* And because, together with our clients, we are dedicated to building a brighter public transportation future.

As former transit executives, KL2’s principals fully understand GoTriangle’s mission to deliver safe, reliable, and punctual transportation services to its diverse communities. Our experience in placing CEOs in organizations that are addressing challenges such as internal culture, growth, service delivery, and re-building external stakeholder relationships will be especially helpful to GoTriangle.

Thank you in advance for this valued business opportunity.

Al Schlimm (Proposal/Administrative Contact)
828-645-2929
AL@KL2connects.com

John Bartosiewicz (Project Manager)
817-291-3220
John@KL2connects.com

Qualifications

The KL2 story began in 2007 when veteran transportation executives Tony Kouneski (APTA's former Vice President of Member Services) and Jack Leary (former CEO of the Bi-State Development Agency in St. Louis) founded KL Executive Search. With their extensive industry relationships and career experience hiring, managing, and developing public transit talent they quickly established a reputation for recruiting excellence. In response to growing client demand the firm soon added Al Schlimm, Celia Kupersmith, Paul Muldoon, Jeff Popovich, John Bartosiewicz, and Christian Kent to the team.

With the opening of its west coast offices and the 2014 retirement of cofounder Leary, the firm rebranded itself as KL2 Connects LLC. Today, KL2's team of seasoned principals serves a growing client base from offices in Texas, Washington State, Nevada, North Carolina, California, Virginia, and Maryland.

Five of KL2's principals are former senior executives of major public transit agencies. Having walked for decades in those shoes they are well positioned to identify, evaluate, and bring forward the most qualified candidates. KL2's process begins with a thorough assessment of our client's mission, history, goals, challenges, environment, and culture, and it doesn't end until the recruitment is completed to our client's complete satisfaction.

KL2 offers more than 200 combined years of public transit and APTA experience. Over their extensive careers KL2's principals have successfully resolved hundreds of staffing issues across multiple functions: C-suite, operations, maintenance, finance, paratransit, planning, development, legal, technology, human resources, project management, government affairs, safety, security, training, quality assurance, procurement, grants management, civil rights, marketing, engineering, maintenance, design and construction, and more. This is a team that has enjoyed significant visibility and interaction in every corner of the transit industry – among industry leaders; boards of directors; legislators and regulators; professional associations and committees; and community, advocacy, and special interest groups.

In summary, KL2 is proud to offer:

- A highly successful recruiting track record
- Public transit industry specialization
- Experience leading transit organizations of varying size and complexity
- Data and experience in recommending competitive salary and benefit structures
- Former senior public transit executives as project managers
- Direct engagement of multiple KL2 principals
- Extensive APTA management, Executive Committee, and state association experience
- Substantial C-suite recruiting experience
- Decades of career experience identifying, developing, and managing transit talent
- Critical experience as internal culture change agents across multiple transit agencies
- Access to comprehensive transit industry databases
- Transit industry "insider" access
- Access to passive as well as active candidates
- Extensive experience working with public boards and local, state, and federal entities
- Expertise in building, maintaining, and restoring relationships with stakeholders, riders, taxpayers
- Several regional offices — the agility to adjust quickly to clients' evolving needs
- A commitment to equal opportunity and a track record of placing minority candidates

The Public Transit Executive

KL2 principals John Bartosiewicz, Celia Kupersmith, Paul Muldoon, Tony Kouneski, and Christian Kent have each held executive positions at multiple transit organizations, and John (APTA Board Chair), Celia (APTA Board Chair), Tony (VP of Member Services), Jeff (CIO), and Christian (Board of Directors, Vice Chair of the Access Committee) have held leadership roles at APTA. As such, they bring to each KL2 recruitment a first-hand understanding the myriad components of transit agency leadership and management. Should KL2 be awarded this valued assignment, its goal would be to present a diverse slate of candidates that offer an optimal blend of managerial, technical, political, relationship building, and personal skills and attributes, including:

- Vision and integrity
- A passion for public transportation
- Evidence of sound business judgment
- Strong leadership and managerial skills
- Executive presence and self-confidence
- Exceptional communications skills across all levels
- An understanding of public transit operations and maintenance
- An analytical mind and grasp of technology
- Experience working with organized labor
- An understanding of transit's value to its constituent communities
- A demonstrated record of making lasting or transformative change
- A comfort level working in a transparent environment
- An understanding of the dynamics of working with elected and appointed officials
- A willingness to pursue new ways of working in a complex environment
- Personal and professional behaviors that reflect the values of GoTriangle

CEO candidates that KL2 brings forward will also have the ability to:

- Embrace, promote, and fulfill GoTriangle's core mission
- Be the authority's principal advocate for positive change
- Recognize and promote the authority's successes
- Expertly manage and oversee major capital projects, including commuter rail
- Engage, support, inspire, motivate, and value staff at all levels
- Deftly balance priorities and service needs
- Foster consensus amid divergent interests
- Successfully engage the public and the media
- Build and sustain internal and external relationships
- Successfully manage outside private sector contractors
- Be a good steward of finite financial resources
- Translate operational and financial data into effective action
- Implement course corrections as needed
- Keep the needs of riders and taxpayers as high priorities
- Work effectively with the Board to carry out the authority's mission

Diversity, Inclusion, and Equal Opportunity

As former public transit executives, KL2's principals possess a keen awareness of the importance of diversity. KL2 founder Tony Kouneski and firm principal John Bartosiewicz are recipients of APTA's *Best System for the Hiring and Promoting of Minorities Award* and the Women in Transportation Committee's award for *Promoting Women into Senior Management Positions*. Celia Kupersmith is a founder and former Chair of APTA's LGBT Task Force within its Diversity Council. Jeff Popovich chairs APTA's LGBT Task Force and is a co-founder of wemovepeople.org, a forum that provides opportunities for LGBT student networking, development, and mentorship, and for agencies to share diversity and inclusion best practices. As KL2's paratransit expert, Christian Kent has devoted thirty-two years of his transit career supporting equity and empowerment for people with disabilities. He currently serves on the COMTO Board of Directors and is the incoming Chair of the APTA Access Committee.

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.

Strength and Stability

Since its founding in 2007 KL2 has been solvent and profitable and entirely free of long-term debt. KL2 has never been involved in any form of litigation, bankruptcy, claim, settlement agreement, arbitration, administrative proceeding, or investigation.

Ethics and Best Practices

KL2 abides by the code of ethics and professional practice guidelines established by the Association of Executive Search Consultants, an organization that was established to ensure the highest standards of integrity and to advance the image and reputation of the recruiting industry. The AESC recognizes that recruiters, because of the sensitive nature of their work and exposure to privileged and commercially sensitive information, are held to the highest standards of behavior, and it sets forth fair and ethical practices to meet as a minimum standard in the conduct of their business.

Confidentiality

KL2 recognizes that confidentiality during the executive recruiting process is critical. 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. We further warrant to use our 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.

Staff

While KL2 Principal John Bartosiewicz will project manage this recruitment, each KL2 team member listed below will contribute their industry expertise, unique perspective, and contacts and referrals to the effort. John's extensive transit agency leadership experience and proven success as a recruiter (for both KL2 and McDonald Transit) will ensure the highest levels of quality control, integrity, and confidentiality. ***KL2 Principal Christian T. Kent will be Deputy Project Manager and actively involved in the recruitment.***

Complete KL2 staff resumes are available upon request.

KL2 Staff Experience by the Numbers

- More than 200 combined years of public transit industry career experience
- 150+ recruitments since KL2's founding in 2007
- 4 former CEOs/GMs of U.S. transit agencies, 1 former Assistant General Manager
- 4 terms served on APTA's Executive Committee
- 2 former APTA Board Chairs, 1 former Vice Chair, 4 former APTA Board Members,
- 2 former Chairs of the Texas, South West, and Ohio State Transit Associations
- 2 recipients of APTA's *Best System for Hiring and Promoting Minorities Award*
- 2 current/former chairs of the APTA Diversity Council's LGBT Task Force
- 1 current COMTO Board Member and Vice Chair
- 1 recipient of APTA's Innovation Award
- 1 former APTA CEO Search Task Force Member
- 1 former APTA Vice President of Member Services
- 1 former APTA Chief Information Officer
- 1 former member of the Transportation Research Board's Project Selection Committee
- 1 Co-founder of *wemovepeople.org* (LGBT development/mentorship, best practices)
- 1 adjunct professor for National Transit Institute, teaching paratransit operations/management

John Bartosiewicz (Project Manager for This Recruitment)

- Twenty-five years as President and CEO of the , Fort Worth Transportation Authority
- Fourteen years as COO/Special Assistant to the President, McDonald Transit and RATP Dev USA
- Three years as Administrative Assistant and Acting Transit Director, Town of Chapel Hill
- Extensive transit industry consulting, contract oversight, business development experience
- Extensive labor relations and collective bargaining experience
- APTA Board Chair (1999-2000); Chair of APTA Diversity Council (1999); former President of Texas and South West Transit Associations
- Broad fixed route, paratransit, rideshare services management experience
- Key role in the planning, design, construction, operation of RailTran commuter rail program
- Bachelor's (Assumption College), Master's (Government College of William & Mary)

Christian T. Kent

- Over 32 years of transit industry experience
- Twelve years as a senior executive with WMATA
- Extensive transit and paratransit operations and contracting background

- Extensive public and private sector experience in union and non-union environments
- Business strategy and leadership development transit industry consulting experience
- Thought leader in paratransit, on-demand transit services, and integrated mobility
- Adjunct professor, National Transit Institute
- Board of Directors (two terms), American Public Transportation Association (APTA)
- Incoming Chair, APTA Access Committee
- Board of Directors, Conference of Minority Transportation Officials (COMTO)
- CEO Search Task Forces for APTA and COMTO, 2016-2017
- Master's and Bachelor's Degrees, University of Virginia, 1991
- Graduate of Leadership APTA Program, 2003
- Eno Center for Transportation Leadership, Transit Executive Program, 2013

Jeff Popovich

- Twelve-plus years of public transit industry experience
- Several years conducting public transit executive search and recruitments
- Ten years as APTA's Chief Information Officer
- 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
- Expert at applying IT and database management strategies to executive recruiting efforts
- Ten years as Project Manager and IT consultant for companies such as Ernst & Young, KPMG
- Led technology departments, deeply involved in non-profits such as FirstBook.org
- Bachelor's (Park University), Master's (Florida Institute of Technology)

Celia Kupersmith

- Eleven years as CEO, Golden Gate Bridge Highway and Transportation District
- Two years as Deputy CEO, Sound Transit
- Six years as Executive Director, Regional Transit Commission of Washoe County (Reno)
- Two terms on APTA's Executive Committee
- APTA Board Chair (2002/2003)
- Co-chair of APTA Diversity Council's LGBT Task Force
- Transportation Research Board's Project Selection Committee
- Mineta Transportation Institute
- Extensive regional transportation planning background
- Bus, rail, ferry, toll facility, road construction/maintenance experience

Paul Muldoon

- Seventeen years as VP and Senior VP of Business Development (Cubic, Thales, Stratagen)
- Manager of Facilities Design and Development, City of Bellevue WA
- Deputy Commissioner, Light Rail Planning Project (City of Chicago)
- Mgr. of New Technologies, Capital Programs, (Chicago Regional Transportation Authority)
- General Manager, Oaklawn Transit (Division of Pace Bus)
- Assistant General Manager, SunTran (Tucson)

- Public transit management experience: small to multi-modal (several thousand vehicles)
- Fare/vehicle technologies management, train control, communications experience
- Bachelor's, Transportation/Mobility Management (Indiana University)

Tony Kouneski (Retired KL2 Founder, Advisor to Firm)

- KL2 cofounder (since 2007) and semi-retired advisor
- More than thirty-five years of public transit management experience
- Ten additional years as public transit industry recruiter
- Served for twelve years as APTA's Vice President of Member Services
- Served for two terms with APTA's Executive Committee
- Former President of the Ohio Public Transit and Texas Transit Associations
- Former VP/GM of Bus Operations with NJ Transit (2000 buses and historic subway system)
- Six years as GM of Austin's Capital Metro (500 buses, 1000+ employees)
- Fourteen years with ATE Management (now First Transit); left ATE as a Senior VP
- Served as ATE's GM of SORTA (Cincinnati) and SunTran (Tucson)
- Served as ATE's Assistant GM of Metro Regional Transit Commission (Minneapolis/St. Paul)
- Served as ATE's Director of Marketing for Baltimore's Mass Transit Administration
- Prior to transit career, accumulated ten years of association management experience
- Bachelor's in Marketing (University of Baltimore)

Al Schlimm

- Extensive public transit executive search and recruitment experience
- Thirty-year administrative, consulting, project management background
- Extensive marketing, contract oversight, business development experience
- Quantitative and qualitative research expert
- Expert at acquiring/interpreting data, formulating conclusions and recommendations
- Decades of experience interviewing exec/professional/technical personnel internationally
- Four years as Quantitative Research Director, iResearch Corporation
- Consultant to nationally-prominent clients such as Proctor and Gamble, Microsoft, Verizon
- Fourteen years as founder and President of Dataview Research Inc.
- Seven years as Senior Analyst, Research Director (Johns Hopkins, Becton Dickinson, others)
- Bachelor's, Business Management, Towson University

Clients and References

KL2 is proud to count the following among its satisfied clients, many of which reengaged KL2 to recruit additional positions after an initial search.

- Los Angeles County Metropolitan Transportation Authority, Los Angeles CA
- Big Blue Bus, Santa Monica CA
- North County Transit District, Oceanside CA
- VIA Metropolitan Transit, San Antonio TX
- MARTA, Atlanta GA
- Pinellas Suncoast Transit Authority, St. Petersburg FL
- Pierce Transit, Tacoma WA

- Metrolink, Los Angeles CA
- Nashville Metropolitan Transit Authority, Nashville TN
- Santa Clara Valley Transit Authority, San Jose CA
- Fort Worth Transportation Authority, Fort Worth TX
- Detroit Transit Corporation, Detroit MI
- Charlotte Area Transportation System, Charlotte NC
- Sun Line Transit Agency, Thousand Palms CA
- Central Florida Regional Transportation Authority, Orlando FL
- Marin County Transit District, Marin County CA
- San Luis Obispo Regional Transit Authority, San Luis Obispo CA
- Lone Star Rail District, San Marcos TX
- Central Arkansas Transit Authority, Little Rock AR
- Southwest Ohio Regional Transit Authority, Cincinnati OH
- Memphis Area Transit Authority, Memphis TN
- Capital Area Transit Authority, Lansing MI
- Santa Cruz Metro, Santa Cruz CA
- Sound Transit, Seattle WA
- Des Moines Area Regional Transit Authority, Des Moines IA
- TriMet, Portland OR
- Caltrain, San Mateo CA
- San Diego Metropolitan Transit System, San Diego
- Chapel Hill Transit, Chapel Hill NC
- Lane Transit District, Eugene OR
- Massachusetts Bay Commuter Railroad Company, Boston MA
- Minnesota Valley Transit Authority, Minneapolis MN
- Sacramento Regional Transit Authority, Sacramento CA
- South Bend Public Transportation Corporation, South Bend IN
- RTC Washoe, Reno NV
- C-TRAN, Vancouver WA
- SolTrans, Solano County CA
- Tulsa Transit, Tulsa OK
- DART, Dallas TX
- City of Fresno, Fresno CA
- Rhode Island Public Transportation Authority, Providence RI
- Akron Metro, Akron OH
- South Florida Regional Transportation Authority, Pompano Beach FL
- IndyGo, Indianapolis IN

Private Sector

- Cubic Transportation, San Diego CA
- Veolia Transportation, Chicago IL
- INIT, Seattle WA
- Bombardier Transportation, Toronto
- Proterra, San Francisco CA
- RATP Dev America, New York NY
- Xerox, Germantown PA
- AECOM Engineering, New York NY

- RATP Dev USA (formerly McDonald Transit Associates), Fort Worth TX
- Network Rail, Washington DC
- Michael Baker Engineering, Pittsburg PA

CEO Placements

As former public transit and APTA executives KL2's principals bring to each C-suite recruitment a first-hand understanding of the requirements of transit industry leadership. In recent years they have applied that acumen to the successful placement of CEOs with the following organizations:

- Fort Worth Transportation Authority
- Nashville Metropolitan Transit Authority
- South Florida Regional Transit Authority
- TriMet
- L.A County Metropolitan Transportation Authority
- SolTrans
- San Luis Obispo Regional Transit Authority
- McDonald Transit (Corporate Office)
- Memphis Area Transit Authority
- Tulsa Transit
- Massachusetts Bay Commuter Railroad
- Central Arkansas Transit Authority
- C-TRAN
- Rhode Island Public Transportation Authority
- Capital Area Transportation Authority

Minority CEO Placements

- Sacramento Regional Transit Authority
- Central Florida RTA (Lynx)
- VIA Metropolitan Transit
- Lane Transit District
- Minnesota Valley Transit Authority
- Marin County Transit District
- SunLine Transit Agency
- North County Transit District
- Charlotte Area Transit System
- Akron Metro
- IndyGo

References

Sacramento Regional Transit

Jay Schenirer, Regional Transit Board, (916) 808-7005 | jschenirer@cityofsacramento.org

Recruited by KL2: General Manager, Deputy COO

KL2 was retained by Regional Transit's Board of Directors to recruit a new General Manager who would be responsible for implementing major changes within the organization. RT was looking for a leader with

a strong fiscal management background, decisive leadership qualities, and substantial multi-modal experience. KL2 worked closely with the Board to develop an appropriate Leadership Profile and the KL2 Team facilitated extensive community processes to obtain internal and external feedback on the GM role. In the end KL2 presented several highly qualified candidates and the RT Board offered the position to an outstanding candidate. The new GM is making great strides in his first year and KL2 was subsequently reengaged fill additional senior operations.

TriMet

Doug Kelsey, General Manager, (503) 962-4831 (via Kelly) | kelsey@trimet.org

Recruited by KL2:

- General Manager
- Chief Operating Officer
- Executive Director Transportation
- Executive Director, Safety and Security
- Executive Director, Maintenance

KL2 was retained by TriMet (Portland OR) in 2015 to identify and recruit a COO capable of leading numerous operational initiatives in a multi-modal environment. TriMet was looking for a leader with an exceptional operations background and proven change management skills. KL2 presented several highly qualified candidates and TriMet filled the position within 60 days. TriMet has since engaged KL2 to fill a number of additional positions, including the General Manager.

South Florida Regional Transportation Authority

Teresa Moore, Chief Counsel, (954) 788-7972 | mooret@sfrta.fl.gov

Recruited by KL2: Executive Director

The South Florida Regional Transportation Authority (TriRail) retained KL2 to identify and recruit rail-savvy candidates to replace its retiring Executive Director. KL2 worked closely with the Authority's Board and General Council, successfully navigating Florida's highly transparent environment to deliver a slate of outstanding candidates. SFRTA ultimately selected a former Board Chair who applied for the position and who had been thoroughly evaluated and vetted by KL2.

KL2 Placements in the News

[KL2 Placement Henry Li Named "Top Public Transit Executive"](#) —*Regional Transit chief Henry Li... has been named the top public transit executive in the country for 2019 by the American Public Transportation Association. APTA, in announcing the award, called Li "a visionary and transformational leader" who has restored positive financial ratings and rebuilt public trust.*

[KL2 CEO Placement Shawn Donaghy Honored](#) —*C-TRAN was recently honored by the American Public Transportation Association as the Nation's Best Public Transit system.... C-TRAN won in the mid-sized category, meaning systems with between 4 and 12 million rides per year.*

[IndyGo Selects KL2 Candidate Inez Evans as New CEO](#) —*IndyGo has tapped a Silicon Valley transit executive as its new president and CEO. Inez Evans, Chief Operating Officer at the Santa Clara Valley Transportation Authority in California since 2015, will become IndyGo's top executive next month.*

KL2 Founder and Former APTA VP Member Services Tony Kouneski Inducted into APTA Hall of Fame—
Tony Kouneski has been a trailblazer throughout his 45-year career, and many progressive service delivery, marketing, safety, and staff development programs can be attributed to his leadership. Tony joins retired KL2 co-founder Jack Leary (a 2018 inductee) in APTA's Hall of Fame.

Methodology

Milestones and Deliverables

KL2's recruiting methodology typically encompasses the following steps. We look forward to working with GoTriangle to ensure that our approach fully meets the authority's unique requirements and objectives.

KL2 understands GoTriangle's desire to have the recruitment substantially complete by the end of 2019, and a proposed draft schedule has been provided to GoTriangle that meets this requirement. That schedule will be finalized with GoTriangle during the initial planning meeting. ***KL2 will is flexible and will complete the search on GoTriangle's schedule even if that extends beyond the first of the year.***

First 10 to 15 days (Estimate)

KL2 warrants that it will make every effort to meet or improve upon the timing estimates specified below.

Award — GoTriangle will provide KL2 with a written Notice to Proceed.

Intake — KL2's Project Manager and additional team members(s) will conference or meet with GoTriangle to establish key contacts, objectives, expectations, timing requirements, and communications preferences. If applicable, KL2 will deploy internal stakeholder (board, staff, union leadership, etc.) and/or external stakeholder (city council, community leaders, business partners, etc.) interviews that will inform the refinement of a recruiting plan and Leadership Profile. Topics to be explored will include but not be limited to:

- Organizational mission
- Strategic goals and objectives
- Structure, environment, and values
- Organizational culture and how it will influence the recruitment
- Regional and governmental considerations
- The current leadership team and its perspectives
- Six-to-twelve-month priorities for the position
- Short-term and long-term challenges
- Technical and competency requirements of the position
- The compensation package
- Candidate market conditions and challenges germane to the recruitment
- A realistic timeframe in which to identify, recruit, select, and hire the best candidate

KL2's intake process might best be described as a "community assessment" process. Its goal is to obtain input from key stakeholders identified by GoTriangle about the professional and personal characteristics they would like to see in the Authority's new President and CEO.

This process will be conducted on-site over a two to three day period. Any interviews that cannot be scheduled during the on-site period will be conducted by phone as quickly as possible after the visit.

GoTriangle will identify key internal and external stakeholders for these interviews and, with the Authority's input and approval, the KL2 team will develop a series of interview questions. KL2 will take detailed notes during these interviews; however, in the interest of encouraging open and candid views, interviewees' comments will not be associated with specific individuals when KL2 submits a written summary report to GoTriangle.

Using the results of the interviews, KL2 will develop a written "Leadership Profile" that will be approved by GoTriangle and included in the Position Brochure KL2 will develop and use to market the position, GoTriangle, and the community to prospective candidates. These interviews also will provide input to the job description that will be included in the Position Brochure.

KL2 understands that part of this effort is an analysis and recommendation of a hiring salary, benefits package, and ongoing performance evaluation process for the new President and CEO.

Deliverable — KL2's initial consultation and perspective; client protocols, contacts, and preferences established; customization of recruiting plan and profile; stakeholder input initiated; revision and submission of position description and salary/benefit recommendations (for GoTriangle's approval)

Materials — In order to market the position KL2's Project Manager and his assistants will rapidly develop a set of promotional materials (Position Brochure, Position Advertisements) to market the position, the authority, and the region to a broad array of regional, national and, if desired, international candidates.

Deliverable — Position brochure and position advertisement developed and submitted to GoTriangle for approval, interview questions reviewed and edited

Advertising — KL2 will identify and propose effective media venues and deploy Position Ads for national and, if desired, international exposure. KL2's marketing recommendations will include ad venues and outreach efforts intended to identify as diverse a slate of candidates as possible.

Deliverable — Ad plan submitted to GoTriangle for approval; broad Position Ad deployment; diversity-specific outreach initiated; beginning of estimated three-week (minimum) ad flight necessary to attract and acknowledge a sufficient number of qualified applicants

Next 30 days (Estimate)

Screening — KL2's Project Manager and his team will acknowledge, contact, schedule, communicate with, distribute materials to, and begin screening applicants by phone or teleconference. In addition to their education, experience, leadership qualities, personal and communications skills, and technical competencies, special attention will be given to assessing candidates' "organizational fit."

Deliverable — Applicant credentials collected and reviewed; applicants briefed on the position; preliminary screening of candidates initiated

Outreach — KL2's Project Manager and his team will employ a variety of targeted networking opportunities and direct outreach efforts that will engage and identify active as well as passive candidates. KL2 will continue to pursue leads and market the opportunity via professional organizations, social media, and the mining of proprietary internal and external transit industry databases.

Deliverable — Exploration of contacts and referrals; further expansion of the candidate list; continuation of screening processes

Communications — KL2's Project Manager will regularly report KL2's progress in accordance with the authority's preferences as established at intake. Throughout the process KL2 will also stay in open communication with potential candidates to ensure their continued interest and enthusiasm for the position. The timing and content of the progress reports will be approved by GoTriangle at the initial planning meeting.

Deliverable — Semi-monthly (at a minimum) progress reports by KL2's Project Manager via email or GoTriangle's preferred channel

Evaluation — KL2's Project Manager and his assistants will employ a standardized approach to interviewing candidates against a common set of job criteria, thoroughly assessing their qualifications, motivations, enthusiasm, and cultural fit. In this phase multiple KL2 principals will vigorously discuss and challenge their varying perspectives on candidates in order to ensure a multi-faceted evaluation. The questions to be used in the interviews will be approved by GoTriangle.

Deliverable — Continual refinement of the prospective candidate list; reduction of the list to the most qualified for ultimate presentation to GoTriangle

References — KL2's Project Manager and his team will thoroughly explore candidates' backgrounds (via Google) and speak at length with the submitted references of all short-listed candidates. As applicable and appropriate, KL2 also may seek additional perspective on candidates from known industry contacts.

Deliverable — Summary of reference comments assembled for inclusion in KL2's forthcoming Candidate Briefing Book

Briefing Book — Prior to GoTriangle's scheduling of its own short-listed candidate interviews, KL2's Project Manager will provide GoTriangle with an electronic Candidate Briefing Report to aid in its assessment of candidates. This book will include (at a minimum) candidates' cover letters, resumes, reference comments, and a self-administered KL2 Ethics Survey. (For select C-suite recruitments additional items may include candidate photographs, proposed interview questions, candidate essays, etc.)

Deliverable — Electronic Candidate Briefing Book

Next 30 days (Estimate)

Review — KL2's Project Manager will verbally review the qualifications of all short-listed candidates with GoTriangle to assist the authority in deciding which it will bring on-site for an in-person interview.

Deliverable — KL2's consultation and perspective on short-listed candidates

Client Interviews — KL2's Project Manager will assist GoTriangle in the coordination of all candidate interview logistics including procuring candidate availability and ensuring that candidates receive any briefing materials and directions. If desired, KL2 will further assist GoTriangle in the planning of on-site candidate activities.

Deliverable — Interviews scheduled; relevant materials distributed to candidates and client; site visit planned; on-site assistance provided as requested.

Interactive Exercises for Short-Listed Candidates

To assist in evaluating short-listed finalist candidates' managerial approach, industry knowledge, judgement, communications skills, and ability to think on their feet, KL2 will work with GoTriangle to design and administer an interactive interview process. The goal of this process will be to assess multiple dimensions of these candidates' skill sets, building on the transparency and community assessment process started during the Intake Phase of the search. Based on KL2's initial discussions with the Selection Committee, this process would include the following elements. KL2's processes will respond to the dynamics of the search and be modified as necessary.

- *Each finalist (individually) will be interviewed by the Selection Committee with all other Board members invited to sit in on the interviews.*
- *Each finalist (individually) will have a separate interview with a combination of lead staff, union representation, members of the public, business leaders, and community advocates as identified by GoTriangle. A KL2 principal will observe this interview and report the group's analysis to the Selection Committee during the debriefing process.*
- *Finalists (as a group) will be invited to an evening reception among Board members, lead staff, union representation, members of the public, business leaders, community advocates, etc., as identified by GoTriangle. Each will introduce himself or herself to the audience and briefly state their case for winning the position. In this scenario Board members will be able to observe how each candidate handles himself or herself in an intense social situation.*
- *Each finalist (individually) will be tasked with responding to a series of as many as three (3) realistic scenarios. To expedite the process, presentations can be made to a select group of lead staff with a report to the Selection Committee. This also will give lead staff an opportunity to express a view of the candidates. The scenarios may include:*
 - *Giving a five-minute presentation on a real-time issue facing GoTriangle after only receiving limited information on the issue.*
 - *Each finalist (individually) being presented with a simulated challenging management situation and asked to present a solution. One possible scenario is to explain how the finalist would balance the politically diverse needs of GoTriangle's three counties.*
 - *Each finalist (individually) being asked to role play a disciplinary meeting where they preside over and seek resolution among quarreling employees. (Other role players may be Board Members, lead staff, or KL2 principals.)*

Of paramount importance is that the identity of all candidates be kept in strict confidence for as long as possible (in a manner consistent with North Carolina's Open Meetings Law) so as not to jeopardize their current positions. The above scenarios will occur at the last stage of the recruitment, when the names of the finalists have been made public (with their permission).

Emotional Intelligence Assessments of Short-Listed Finalists

Once GoTriangle selects a short list of candidates for in-person interviews, KL2 will assist the Authority in the administration of their Emotional Intelligence assessments. KL2 has previously worked with and now proposes to engage the services of a California-based non-profit called Six Seconds.

Founded in 1997, Six Seconds has offices in ten countries and agents in about fifty. It supports itself by providing services to public and private sector organizations (including Microsoft, Fedex, Lockheed Martin, the U.S. Marine Corps, the U.S. Navy, Pfizer, American Express, Morgan Stanley, and Xerox) and has been referenced in numerous publications including Entrepreneur and Forbes. Additional detail on Six Seconds may be found at www.6seconds.org.

As defined by Six Seconds, Emotional Intelligence is a set of competencies that allows Leaders to apply feeling as well as thinking to make optimal decisions. While many people have been taught to "leave their emotions at the door," Six Seconds posits that emotions are essential to effective decision making and motivation, and that leaders who use their emotions effectively will be better able to influence others, to communicate, and to stay focused on a critical path. This is why Harvard Business Review says emotional intelligence is "the key to professional success."

In implementing this analysis KL2 will have each finalist candidate complete Six Seconds' Emotional Intelligence Assessment (SEI) online survey. Six Seconds will then provide KL2 with a summary report illustrating where each candidate ranks on several key EI attributes, and KL2 will debrief the findings with GoTriangle. Upon his or her hire, the successful candidate will be provided with a complete leadership report to use as an executive coaching tool. (The costs of assessing all short-listed finalist candidates are included in KL2's fixed fee.)

Debriefing — After GoTriangle has completed its in-person interviews KL2's Project Manager will be available to further discuss candidates' strengths and challenges and to assist GoTriangle in selecting its preferred finalist.

Deliverable — KL2's consultation and perspective on finalist candidates

Alternative — KL2 will have ensured that each candidate profiled in its Briefing Book is technically qualified to do the job, at which point GoTriangle's decision may come down to which is the best organizational fit. We recommend that, as a precaution, GoTriangle have a second choice KL2 candidate in mind should its first choice default. Career and relocation decisions are complex and, despite thorough vetting, on rare occasions KL2 has encountered issues that have precluded a hire. *GoTriangle may rest assured that KL2 will continue searching until a candidate that meets all of its criteria is firmly in place.*

Expediency — KL2 strongly recommends that, once it has presented a short-list of candidates, GoTriangle conduct its on-site interviews and makes its hiring decision as expediently as possible. Our experience suggests that exceptional candidates who are exploring GoTriangle's position likely will be exploring others as well. Extended time frames may result in a preferred candidate accepting an alternative offer.

Negotiation — If desired, KL2's Project Manager will assist GoTriangle in relaying an offer to its single selected finalist; addressing issues related to career progression; negotiating the terms of employment; and, if applicable, designing, refining, and/or negotiating an employment contract.

Deliverable — Offer made to GoTriangle's single selected finalist (pending acceptable background check results), employment agreement executed (if applicable)

Candidate Vetting — KL2 strongly recommends that GoTriangle advise its single finalist candidate that his or her hiring is contingent upon a satisfactory review of his or her professional references, business credentials, online history, and (to the degree allowed by law) criminal background and credit report findings. In most cases a background search can be completed in a week or less.

Deliverable — Single selected finalist's background thoroughly checked via the services of GoodHire and TransUnion, background check findings relayed to GoTriangle via a short KL2 summary report

Follow-Up — KL2's post-hire services will include ensuring a smooth transition by periodically liaising with GoTriangle and the winning candidate to identify and resolve any unforeseen issues.

Notification — KL2's Project Manager will promptly and professionally notify all unsuccessful candidates of GoTriangle's hiring decision and thank them for their interest and participation in the process.

Deliverable — Loop cordially closed with all applicants

GoTriangle's Role

GoTriangle's role in the search will include:

- Assigning a primary contact person to KL2
- Active involvement in key parts of the process including approval of interview questions and participation in the interactive screening exercise
- Providing KL2 with timely approvals of project materials (job description, brochure, etc.)
- Coordinating internal calendars for interviews with GoTriangle's board and/or staff
- Providing other information (compensation, job description, org chart, benefits, relocation, etc.).
- Coordinating candidate interview travel reimbursement directly with candidates

Candidate Vetting

Background searches are subject to a rapidly evolving body of Equal Employment Opportunity Commission, Fair Credit Reporting Act, and state, county, and local law. For example, some states don't allow a background check until an offer has been made; some make exceptions for high-paying or public sector jobs; and, in a movement that may be gaining ground at the federal level, some prohibit criminal history questions outright.

Criminal Records Can Be a “Life Sentence to Poverty”

(Hannah Knowles, *The Washington Post*, July 2019)

Petitioning for a clean record can be confusing and costly. Pennsylvania changed that Friday when it became the first state to start automatically sealing eligible criminal records so that they cannot affect people’s chances for employment, education and housing... The changes are taking hold across the United States. Last year, Utah became the second state to approve “clean slate” legislation... and other legislatures, including Arkansas and California, are considering it. A bi-partisan bill introduced in August seeks comparable changes at the federal level. A 2014 report makes the case for broader expunging and sealing of criminal records, saying that with 9 out of 10 employers... are screening applicants... Even a minor offense can be “a life sentence to poverty.” San Francisco District Attorney George Gascón, a sponsor of California’s AB 1076, said that if that bill passes it would create even more sweeping changes than Pennsylvania’s law has.

With the emergence of these and related issues (non-compliant disclosure, ban-the-box, adverse action, and increased Title VII enforcement), and with the goal of minimizing liability for both KL2 and GoTriangle, KL2 will make every effort to conduct background searches in compliant fashion. Prior to any search KL2 will review GoTriangle’s applicable state laws (at www.goodhire.com/background-check-laws-by-state) and, if clarification is required, will request a consult with GoTriangle’s legal counsel.

In addition to KL2’s checking of candidates’ professional references (via telephone) and online histories (via Google)... for GoTriangle’s *single finalist candidate* (or for all shortlisted C-suite finalists, if permitted by state law) KL2 will: (1) retain a registered FCRA-compliant Consumer Reporting Agency (GoodHire) to conduct criminal and other investigations and verifications, and (2) retain TransUnion to obtain a credit report and additional criminal background information.

KL2 strongly recommends that GoTriangle advise its single finalist candidate that his or her hiring is contingent upon a satisfactory review of his or her professional references, online history, and (to the degree allowed by law) criminal background and credit report findings. In most cases a background search can be completed in a week or less.

GoodHire

The candidate will be provided with an email link to an encrypted FCRA-compliant Consent Form. When the candidate completes that form GoodHire will begin a search, which may include (but not be limited to): a social security number trace; a national criminal database search; a sex offender list search; Federal and statewide criminal records searches; domestic and global watch list searches; a county court search (most recent county); a civil upper court records search (up to 3 counties); a Federal civil records search; a Federal bankruptcy search; a motor vehicle records search; and identity, employer, and education verifications.

Upon the search’s completion GoodHire will provide KL2 and the candidate with full copies of the search results (including real-time updates and source information), and KL2 will share the results with GoTriangle. The candidate will be given the option of adding *Comments for Context* to the report and, should he or she take issue with a finding, have the right to pursue a correction directly with GoodHire.

GoodHire does not guarantee the accuracy or truthfulness of the information regarding the subject of the report, only that it is accurately copied from public records. It further states that information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the subject of the report.

TransUnion

TransUnion is one of the three national credit reporting agencies. Its *ShareAble for Hires* background checking service will provide a full credit report and basic criminal search findings on the candidate (complementing GoodHire's more comprehensive criminal search). TransUnion will not, per policy and emerging legislation, provide KL2 with a FICO score.

Because the credit industry is highly regulated, KL2 will require assistance in obtaining the candidate's credit report. KL2 will use the candidate's contact information to order the report, and TransUnion will email a link to the candidate requesting identity verification. Once that is provided TransUnion will generate the report, copying both KL2 and the candidate. Should the candidate take issue with a finding, he or she will have the right to pursue a correction directly with TransUnion.

Caveat and Exclusions

KL2 Connects LLC warrants that it will, in good faith, make every legal effort to discover and report a candidate's financial record and criminal history (should one exist). However, as KL2 must operate within the parameters of existing privacy legislation it cannot guarantee that all such records will be discoverable.

KL2 will only be responsible for financial and/or criminal background checks that fully comply with Federal, state, county, and local laws and regulations. It will not be responsible for information that cannot be acquired within those legal limits.

Fee

While recruiting fees traditionally equate to one third (33%) of the hired individual's first-year annual salary plus consultant travel and expenses (advertising, background searches, etc.), in the interest of fostering a long-term business relationship KL2 is pleased to offer GoTriangle a fixed fee of \$49,500 for the recruitment of its next President and CEO.

EQ Testing

The costs of assessing all short-listed finalist candidates are included in KL2's fixed fee.

KL2 Travel

KL2's stated fee includes up to two (2) "person trips" by KL2 personnel. If additional trips are requested by GoTriangle, KL2 will bill all reasonable, pre-approved, and validly incurred consultant travel expenses (coach airfare, rental car or mileage, lodging, and meals) without markup. Care will be given to obtaining pre-approval from GoTriangle, keeping expenses to a minimum, and providing supporting documentation. All expenses will be subject to then-current reimbursement rates promulgated by the Comptroller of Public Accounts for the State of North Carolina.

Candidate Travel

The coordination of, and direct reimbursement to, candidates for their interview-related travel and expenses will be the sole responsibility of GoTriangle.

Candidate Relocation

Any and all compensation or reimbursement related to the hired candidate's relocation to GoTriangle's location will be the sole responsibility of GoTriangle.

Terms of Payment

KL2 will invoice GoTriangle in four installments:

- One fourth upon receiving a Notice to Proceed
 - Another fourth upon KL2's completion of the initial round of screening interviews
 - Another fourth upon KL2's presentation of candidates via an electronic Briefing Book
 - The final fourth upon GoTriangle's selection of a candidate and that candidate's acceptance
 - *If a percentage fee rather than a fixed fee applies, adjustments based on actual compensation will be made with the final invoice*
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Other Terms

Internal Candidates

The interviewing of internal candidates can provide valuable organizational perspective and points of comparison with external candidates. It also promotes good will by recognizing career achievement and suggesting avenues of advancement. Should internal candidates apply for this position KL2 will accord them the same consideration, respect, sensitivity, and due process that it accords to external candidates.

Should GoTriangle select an internal candidate for this position after KL2 has interviewed, vetted, evaluated, and presented external candidates, KL2's entire fee will apply.

Other Hires

Should GoTriangle elect (within one year of any authorized KL2 search) to hire into any other positions any individuals from lists of candidates referred to GoTriangle by KL2, *KL2 shall be entitled to a 15% fee based upon those individuals' first-year salaries.*

GoTriangle Employees

KL2 agrees to refrain from actively recruiting any GoTriangle employees for other positions for a period of eighteen (18) months from the completion of any given GoTriangle contract. However, if KL2 is approached by any GoTriangle employee on his or her own at any time (without any direct solicitation by KL2) regarding a position KL2 is recruiting, KL2 will be ethically obligated to consider that employee's application as it would any other.

Warranty

If, within one calendar year of the initial date of his or her employment, a job candidate referred to GoTriangle by KL2 and hired by GoTriangle (1) is terminated for cause (other than a reduction in the scope of

his or her duties) or (2) is terminated due to the emergence of information that was legally undiscoverable by KL2 or (3) voluntarily leaves GoTriangle for any reason other than family emergency, illness, death, *KL2 will repeat the recruitment at no cost to GoTriangle except for direct expenses including KL2 travel, candidate travel, position advertising, and candidate background investigations.*

Duration of Offer

This offer will remain in effect for 90 days from its submission date and KL2's stated fees will remain firm and fixed for the duration of the contract.

Retained Search

KL2 Connects LLC is a retained executive recruiting consultancy that does not accept assignments that have been concurrently assigned to another recruiting firm.

Cancellation Policy

Unless otherwise provided for herein, this Agreement may be terminated by GoTriangle at any time, with or without cause, upon ten (10) days written notice. Should GoTriangle terminate this Agreement, GoTriangle 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 GoTriangle and KL2 of the portion of such task completed but not paid prior to said termination. GoTriangle 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.