



March 26, 2025

SOUND TRANSIT
CEO – Process Summary

In October 2024, Krauthamer & Associates (“K&A”) was selected by the Sound Transit CEO Selection Committee to assist Sound Transit in the recruitment of the CEO position. During November, K&A and Sound Transit’s CEO Selection Committee met multiple times to outline a strategy and timeline for the CEO recruitment process. During these meetings, a series of plans were finalized to include broad and extensive stakeholder engagement to ensure inclusion of input from stakeholders throughout the process. Additionally, discussions regarding candidate confidentiality took place. K&A noted to the CEO Selection Committee that in order to be able to recruit the most talented professionals available, confidentiality was paramount to ensure that actively employed CEOs and industry leaders could consider the position without adverse consequences to their current employment.

From November to January, K&A engaged (through emails, surveys and video town halls and focus groups) with numerous stakeholder groups to obtain input. These sessions focused on the skills and attributes needed by Sound Transit’s next CEO and what stakeholders believed was needed from Sound Transit to be able to provide safe, reliable, efficient and effective service to the community while also continuing with its substantial capital program. Over 30 different stakeholder groups and over 50 individuals were invited to provide input on these topics and other areas they felt were important to be considered during the process. Additionally, employees at Sound Transit were provided the opportunity to provide input as well.

This feedback was provided by K&A in public sessions to the Board of Directors on December 19th and was used in determining and identifying the selection criteria that the Board would use in evaluating and selecting the next CEO. Additionally, this feedback was used to update and finalize a position description and brochure that was used in advertising the position.

Around January 1, 2025, the CEO position was publicly posted on Sound Transit’s website as well as over a half dozen industry publications encouraging applications from interested candidates. Additionally, K&A actively began to directly source candidates both nationally and internationally for the position. Over 60 applications were received during this process. K&A’s outreach extended to leaders of a wide variety of transportation organizations and federal, state and local government leaders in the United States. Additionally, outreach and interest were sought from leaders of organizations globally. In order to attract and recruit these high performing and successful leaders, candidates asked if confidentiality would be maintained throughout the process as these individuals did not want to pursue a position, potentially not be selected and have their current employment put at risk. K&A ensured that confidentiality would be maintained throughout the process.

K&A vetted all interested applicants through social media and online diligence, references and professional qualifications in relation to the search criteria set by Sound Transit’s Board of Directors.

On February 14, 2025, K&A presented the resumes of 15 highly qualified, successful executives both within transit and outside of transit from the United States and elsewhere to the CEO Selection Committee for review. This group of interested candidates all possessed skills and experience that aligned with the selection criteria set by the Board of Directors. After

review, careful consideration and thoughtful deliberation, the Selection Committee narrowed this group to a recommended group of five candidates for the Sound Transit Executive Committee to interview.

The first round of interviews took place over the next two weeks and consisted of an in-depth level of questioning to understand and explore each candidate's skills, experience and ability to assimilate and succeed in the Puget Sound region. After these interviews, the Executive Committee carefully deliberated and identified three finalist candidates that they felt were highly qualified, capable and potentially able to lead Sound Transit forward. Those three candidates were invited to Seattle for in-person interviews on March 3, 2025.

On March 3rd, each of the three candidates were afforded the opportunity to interview with numerous regional stakeholders who had a vested interest in the position. These stakeholders included industry leaders, local business and community leaders, Sound Transit leadership and the Sound Transit Board of Directors. The candidates spent a full day going through multiple rounds of interviews with each stakeholder group which consisted of approximately 50 individuals. Every stakeholder that participated in these interviews was then asked to submit feedback on the interviews which included feedback reflecting on the search criteria established at the beginning of the process as well as the candidates' answers to questions and how they were perceived to not only lead Sound Transit as its next CEO, but also assimilate and fit into the culture of the Puget Sound region.

Over 100 pages of feedback were received from the stakeholders. The stakeholders 100 pages of feedback along with a summarized version prepared by K&A was sent to the Board for their review on March 5th. Additionally, the Board was provided in-depth written references conducted by K&A for each candidate that consisted of individuals that the candidates had recently worked for, as well as individuals they had worked with and alongside in their current positions. On March 6th, the Board went into closed sessions to begin its deliberation of the three finalist candidates. After an hour of discussion and also recognizing that there was over 150 pages of materials to review including references and written feedback from the stakeholders who interviewed candidates, the Board decided to take the weekend to review that material carefully and use that input in making the selection of Sound Transit's next CEO.

The Board met again on Tuesday, March 11th and during that discussion took time and carefully deliberated their decision outlining the strengths and weaknesses of all three candidates. The Board reflected on their decision and articulated that they had three very qualified and highly capable and talented candidates who would each perform and lead Sound Transit in a different way. As part of this discussion, the Board reflected back not only on the stakeholder feedback received, but also the search criteria that was established at the onset of the recruitment through the input garnered during the initial phase of stakeholder input. They felt that despite having three strong and capable candidates, Mr. Dow Constantine was the best fit and strongest candidate to lead Sound Transit forward.