



Sunset Empire Transportation District EXECUTIVE DIRECTOR EVALUATION COMMITTEE

Regular Meeting
April 3, 2026 | 2-5 p.m.

Meeting location: Astoria Transit Center, 900 Marine Drive, Astoria, OR 97103

Meeting link: <https://bit.ly/3PqPuEz> | **Meeting ID:** 221 868 022 261 83 | **Passcode:** mE6kf9AY

Dial in by phone: 1-872-333-9477 | **Phone conference ID:** 264 050 082#

Agenda

		Action	Responsible
Item 1 2 p.m.	Call to Order		
Item 2 2:01 p.m.	Pledge of Allegiance		
Item 3 2:03 p.m.	Roll Call		
Item 4 2:05 p.m.	Changes to Agenda	Review/Approval	Chair York
Item 5 2:10 p.m.	Public Comment (3-minute limit per person)		Public
Item 6 2:15 p.m.	Approval of Minutes pg. 2-5 a. Committee meeting on 3/23/2026	Review/Approval	Chair York
Item 7 2:20 p.m.	Continued Business pg. 6-12 a. Discuss consultant work	Information/ Discussion	Chair York
3:20 p.m.	b. Define evaluation process and timeline	Information/ Discussion	Chair York
Item 8	Adjournment		Chair York

Times are approximate guidelines and may change.

This meeting location is accessible to people with disabilities. Upon request, SETD will make reasonable accommodation, including assistive listening devices, sign language interpreters, large print materials, or other auxiliary aids. Please contact Sara Schilling at (503) 861-5370 or sara@ridethebus.org at least 48 hours before the meeting to request accommodation.



Sunset Empire Transportation District EXECUTIVE DIRECTOR EVALUATION COMMITTEE

Item 6 Approval of Minutes

Date: April 3, 2026

Summary: Draft minutes from the Executive Director Evaluation Committee meeting on March 23, 2026, are ready for the committee's review. Please note that the committee meeting video wasn't yet posted on YouTube when the meeting packet was originally published. The link and time codes were added on April 2.

Attachments:

- Update draft minutes from the committee meeting on March 23, 2026



SUNSET EMPIRE TRANSPORTATION DISTRICT
Executive Director Evaluation Committee
March 23, 2026 | 9 a.m.
Meeting Minutes
Draft

Link to meeting video: <https://bit.ly/41KAaoU>

1. Call to Order

Commissioner Tita Montero called the meeting to order at 9 a.m.

2. Pledge of Allegiance

3. Roll Call (0:00:36)

Commissioners present: Tita Montero, Kathleen Teeple, Penny York.
 Staff/visitors present: Jason Jones, Sara Schilling.

4. Elect Chair (0:00:48)

Commissioner Montero nominated Commissioner York to be chair of the committee.
 Commissioner Teeple seconded the motion.
 Commissioner York said serving as chair would be acceptable to her.

	Montero	Teeple	York
Aye	X	X	X
Nay			
Abstain			

Motion passed unanimously.

5. Changes to Agenda (0:01:50)

Commissioners agreed by consensus to swap the order of items B (discussing the evaluation process and timeline) and C (setting the meeting calendar) on the agenda.

6. New Business

a. Determine Staffing Needs (0:02:38)

Commissioner Montero said the committee will need clerical assistance and she supports having Executive Assistant Sara Schilling provide that. She also supports bringing in outside help to assist in the evaluation process and suggested looking at HR Answers.

Commissioner York agreed that using an outside consultant is a good recommendation for the committee to make to the board.

Commissioner Montero moved that the committee recommend to the board that Commissioner York reach out to HR Answers to investigate their ability and the cost to support the committee in putting together the evaluation tools and process.

Commissioner Teeple seconded the motion.

Discussion: Commissioner Montero asked to drop the motion and Commissioner Teeple, who provided the second, agreed.

Commissioner Montero moved that the committee authorize Chair York to reach out to HR Answers to investigate their ability and cost to support the committee’s work.

Commissioner Teeple seconded.

	Montero	Teeple	York
Aye	X	X	X
Nay			
Abstain			

Motion passed unanimously.

Commissioner Montero moved that Chair York put together a proposal to the board for use of an outside consultant to support the evaluation committee in its work and processes.

Commissioner Teeple seconded the motion.

	Montero	Teeple	York
Aye	X	X	X
Nay			
Abstain			

Motion passed unanimously.

b. Discuss the Evaluation Process and Timeline (0:23:20)

Commissioners discussed what the committee’s charge is, including whether the committee does the evaluation itself or does pre-work for the board to do the evaluation.

Commissioner Montero said she feels the full board should participate in the evaluation.

Commissioners discussed the documents that should be used in the evaluation process, including the executive director’s employment agreement, the board policies dealing with the executive director position, and the executive director’s job description.

Chair York described an evaluation process she took part in where the committee reviewed the data and came up with a draft summary that was taken to the full board for discussion and edits. What was included in the public minutes was the summary.

For her, that was a moderate process, she said.

Commissioner Montero discussed a model where the consultant helps create an evaluation tool that goes to the full board. The recommendation at the upcoming board meeting could be that the board accepts the tool the committee comes up with.

Commissioners agreed on that by consensus.

Commissioner Montero said that, in her view, the evaluation tool/questionnaire is taken through the consultant to staff and sent to the board and the executive director. The data is used during the evaluation meeting with the board and executive director. Out of that comes a summary that becomes the public record.

Commissioner Montero asked the executive assistant to find the motion that created the committee in January. Ms. Schilling reported that the motion involved appointing members and didn't deal with the authority of the committee.

Commissioners were provided with the policies and job description for review.

Commissioners agreed by consensus to seek clarification from the full board about whether the committee is the evaluation prep committee or conducts the evaluation.

Commissioners agreed by consensus that the full board should be provided with the polices, the job description and the employment agreement discussed during the meeting.

Commissioners discussed the evaluation timeline, identifying Friday, May 29, 2026, as a deadline for having the evaluation done.

Commissioners agreed by the consensus that Chair York should recommend that the board sign off on the committee developing the evaluation tool.

c. Set a Meeting Calendar (1:20:00)

Commissioner Teeple stepped out at about 1:30:20 to get her phone to check her calendar.

Commissioner Teeple returned at 1:31:19.

Commissioners set the next meeting for Friday, April 3, 2026, from 2 to 5 p.m. The goal for meeting will be to discuss consultant work and define process and timeline.

Commissioners agreed by consensus to recommend to the board that the Board Policy Committee begin working on B-701-705 as soon as possible.

Commissioners discussed including community partners in the evaluation.

Commissioners set future meetings for Friday, April 10, 2026; and Friday, April 17, 2026, from 2-5 p.m.; and Friday, April 24, 2026, as a just in case.

9. Adjournment (1:53:37)

The meeting was adjourned at 10:53 a.m.

Minutes prepared by Sara Schilling, executive assistant

Minutes approved by:

Action items from the meeting:

- Ms. Schilling will send the discussed documents to the full board



Sunset Empire Transportation District EXECUTIVE DIRECTOR EVALUATION COMMITTEE

Items 7a-b Discuss Consultant Work and Define Evaluation Process and Timeline

Date: April 3, 2026

Summary: Three supporting documents are attached.

Attachments:

- Letter from HR Answers dated March 25, 2026
- Timeline document
- Signed HR Answers agreement



Phone (503) 885-9815
Fax (503) 352-5582

info@hranswers.com

7650 SW Beveland Street Ste 130
Tigard, Oregon 97223

March 25, 2026

Penny York, Board Member
Sunset Empire Transportation District
Astoria Transit Center
900 Marine Drive, Astoria, OR 97103

Dear Commissioner York,

At your request, HR Answers, Inc. is offering to conduct a Performance Review for the Executive Director role at the Sunset Empire Transportation District. HR Answers is a neutral, third-party HR consulting firm able to develop a well-constructed and conducted evaluation process. Our performance review process ensures:

- The Executive Director is meeting position expectations and of the Board.
- Organizational goals are being met.
- The Executive Director receives meaningful feedback of their performance and contributions to the organization.
- A written record exists of the evaluation of the Executive Director's performance.
- Employees can provide feedback in a confidential and streamlined manner.

The District's Personnel Committee will work with HR Answers to develop a review process for the Executive Director role. Data for the performance review will be administered via an electronic survey administered exclusively by HR Answers to ensure autonomy of participant responses.

Overall Project Steps:

1. Initial conversation of documented expectations, goals, desired outcomes from evaluations findings, clarification of the Board's expectations of the Executive Director, and review of relevant information (Position Description, Employment Contract, Current Executive Director Resume, any prior discussions regarding performance)
2. Identify factors for expectations (listed in employment contract, position description) and develop questions in partnership with client
3. Development of electronic survey and communications
4. Delivery of survey to employees, Board, Community Partners, Executive Director
5. Collection of feedback
6. Analysis of feedback partnering with client
7. Development of results in presentation format (narrative or chart)

The cost of our services is based on an estimated amount of time to carry out all steps in the process and are billed at the discounted SDAO Advantage member rate of \$235.00/hour. Below is an estimate of time and costs. Invoicing is based on actual hours completed and is billed monthly. The invoice includes a detailed itemization of work completed during the billing period. Our payment terms are net 30 days.

Actions	Hours	Cost	Total	Timeline
Initial meeting and review of documents and expectations	1.5	\$235.00	\$352.50	Week 1
Development of questions, committee review and approval, final questions for survey, gather email addresses	2	\$235.00	\$470.00	Week 1-2
Development of survey, communications	2	\$235.00	\$470.00	Week 2
Delivery of survey via email	.5	\$235.00	\$117.50	Week 2
Monitor and collect feedback, reminder emails at mid-point, two days before and day of)	2	\$235.00	\$470.00	Week 3-4 Survey open for two weeks once released
Analysis feedback	2	\$235.00	\$470.00	Week 5-6
Development of final report	4	\$235.00	\$940.00	Week 6-7
TOTAL	14		\$3,290.00	

Please let me know if you have any questions or need adjustments to the scope of work proposal. I can be reached via email or phone.

Thank you,

Marcelle Sannen

Marcelle Sannen
HR Consultant



Marcelle Sannen
Professional Consultant | J.D., PHR
msannen@hranswers.com
(503) 885-9815 x215
7650 SW Beveland Street Ste 130 Tigard, Oregon 97223
www.hranswers.com

DRAFT Timeline - ED evaluation

March 23 - first ED Eval committee meeting. Discussed timeline, process, staffing. Referenced documents Made 3 recommendations to the Board:

- Staffing request: Sara for clerical support. Approve a not-to-exceed amount for assistance with the evaluation from HR Answers, a neutral consulting firm recommended by SDAO.
- Consider some deviation from Policy B-312 Committees (staffing) and B-701-704 ED evaluation process (final review and approval by the full Board)..
- Recommend authorizing the committee to develop the questionnaire with the consultant and approve it before sending it out.

March 24 - Chair contacted consultant: HR Answers (Marcelle Sannen). Discussed our needs. Received email with proposed scope of work, options, fees. Note that fees will be based on actual time.

March 26 - Board meeting. Report, timeline

April - Committee finalizes scope of work. Committee and consultant work on questionnaire

April 23 or 30 - Board meeting - committee report

April 30 (approx) - consultant distributes questionnaire thru survey monkey to employees, ED (self-eval), 5 or so community members/peers, board. Due 1-2 weeks

May - HR consult receives responses, collates questionnaire, generates summary/narrative, reviews with chair/committee.

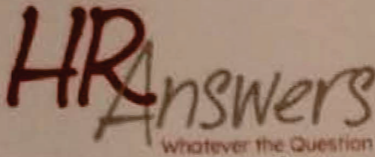
May 28 - Board meeting - executive session (employee choice) complete/approve evaluation and narrative.

June - Designated board member and ED review contract and possible changes

June 25 - Board meeting - approve new contract in open session

By June 30 - new contract must be signed.

3/25/26 py



Phone (503) 885-9815
Fax (503) 352-5582

info@hranswers.com

7650 SW Beveland Street Ste 130
Tigard, Oregon 97223

March 31, 2026

Penny York, Board Member
Sunset Empire Transportation District
900 Marine Drive, Astoria, OR 97103

Dear Commissioner York,

At your request, HR Answers, Inc. is offering to conduct a Performance Review for the Executive Director role at the Sunset Empire Transportation District. HR Answers is a neutral, third-party HR consulting firm able to develop a well-constructed and conducted evaluation process. Our performance review process ensures:

- The Executive Director is meeting position expectations and of the Board.
- Organizational goals are being met.
- The Executive Director receives meaningful feedback of their performance and contributions to the organization.
- A written record exists of the evaluation of the Executive Director's performance.
- Invited participants can provide feedback in a confidential and streamlined manner.

The District's Executive Director Evaluation Committee will work with HR Answers to develop a review process for the Executive Director role. Data for the performance review will be administered via an electronic survey administered exclusively by HR Answers to ensure autonomy of participant responses.

Overall Project Steps:

1. Initial conversation of documented expectations, goals, desired outcomes from evaluations findings, clarification of the Board's expectations of the Executive Director, and review of relevant information (Position Description, Employment Contract, Current Executive Director Resume, any prior discussions regarding performance)
2. Identify factors for expectations (listed in employment contract, position description) and develop questions in partnership with client
3. Development of electronic survey and communications
4. Delivery of survey to employees, Board, Community Partners, Executive Director
5. Collection of feedback
6. Analysis of feedback partnering with client
7. Development of results in presentation format (narrative or chart)

Project Details:

1. Initial conversation with the Executive Director Evaluation Committee to discuss overall project & outcomes
 - a) Discussion between client and consultant of documented expectations, goals, desired outcomes from evaluation findings.
 - b) Determine appropriate factors to consider along with the mechanism for gathering data and retention of data to uphold level of confidentiality.
2. Identify Evaluation factors and rating methodology
 - a) Recommend factors for each expectation listed in the incumbent's Employment Agreement dated 05/07/2025 based on Board of Commissioners Policy B-704:
 - a. Ability to cooperate with the District Board of Commissioners, community citizens and leaders, peer organizations, and neighboring cities, districts and Clatsop County;
 - b. Effective Communication Skills;
 - c. Effective Leadership of District employees and volunteers;
 - d. Work Habits;
 - e. Efficient utilization of all facilities and services;
 - f. Management skills maximizing the services made available to patrons, minimizing cost to taxpayers;
 - g. Development of Goals and a Strategic Plan for the District.
 - b) Identify rating methodology (i.e., score or rating (needs improvement through exceeds expectations).
3. Review of relevant documentation and other applicable information
 - a) Position Description
 - b) Employment Agreement
 - c) Board Policies
4. Evaluation Participants & Gathering Information
 - a) Identify and determine feedback participants to obtain input from such as district staff; partners; and the board.
 - b) Discuss online survey/interview questions and options for conducting evaluation (i.e. electronic survey) and synthesize participant feedback.
5. Deliverable
 - a) Executive summary report of survey results, identifying differences and similarities, and areas of success and opportunity.

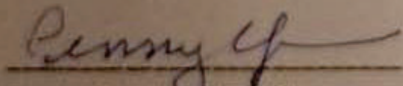
6. Timeline/Costs:

The cost of our services is based on an estimated amount of time to carry out all steps in the process and are billed at the discounted SDAO Advantage member rate of \$235.00 per hour. Invoicing is based on actual hours completed and is billed monthly. The invoice includes itemization of work completed during the billing period. Our payment terms are net 30 days.

The District has four (4) hours of Advantage Services, provided annually through the partnership with SDAO/SDIS. Any or all of these hours can be applied to this Project.

Actions	Hours	Cost	Total	Timeline
Initial meeting and review of documents and expectations	1.5	\$235.00	\$352.50	Week 1
Development of questions, committee review and approval, final questions for survey, gather email addresses	2	\$235.00	\$470.00	Week 1-2
Development of survey, communications	2	\$235.00	\$470.00	Week 2
Delivery of survey via email	.5	\$235.00	\$117.50	Week 3
Monitor and collect feedback, (reminder emails at mid-point, two days before and day of)	2	\$235.00	\$470.00	Week 3-5 Survey open for two weeks once released
Analysis feedback	2	\$235.00	\$470.00	Week 5-6
Development of final report to be provided prior to May 28, 2026	4	\$235.00	\$940.00	Week 6-7
Incorporate requested changes after Board review, as necessary	2	\$235	\$470	Week 6-7
TOTAL	14		\$3,760.00	
Project Not To Exceed Amount			\$4,500	

Please let me know if you have any questions, I can be reached via email or phone. If you and the board agree, please sign and date below and return it to me at your earliest convenience.



Penny York, EDEC Chair
Sunset Empire Transportation District

Marcelle Sannen

Marcelle Sannen, Professional Consultant
HR Answers, Inc.

3/31/2026
Date

03/31/2026
Date