



BATA Regular Meeting Agenda
115 Hall Street, Traverse City, MI 49684
Thursday, February 26, 2026

1. Call to Order
2. Pledge of Allegiance and Moment of Silence
3. Roll Call
4. First Public Comment*
5. Approval of Agenda/Declaration of Conflict of Interest

6. Consent Calendar

The purpose of the consent calendar is to expedite business by grouping noncontroversial items together to be dealt with in one Board motion without discussion. Any member of the Board, staff or the public may ask that any item on the consent calendar be removed and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in the parentheses on the agenda is approved by a single Board action adopting the consent calendar.

Consideration of Approving the following Minutes

- a. Organizational Board Meeting Minutes of January 22, 2026
- b. Regular Board Meeting Minutes of January 22, 2026

Consideration of Accepting the following Reports

- c. Governance Committee Meeting Minutes of February 11, 2026
- d. Monthly Income Statement
- e. Correspondence – Staff Compliments
- f. BATA Board Tracker

7. Any items removed from the Consent Calendar
8. Executive Director's Report – Chris Davis
9. Chairperson's Report

10. Governance Committee Update
 - a. HR Partners Executive Director Search Proposal
 - b. Executive Director Qualities Discussion
11. Old Business
No old business at this time.
12. New Business
 - a. Cyber Security Training Update – Paul Clausen
13. Second Public Comment*
14. Directors’ Comments and Announcement/Open Floor
15. Adjournment

* The next BATA Board of Directors meeting is March 26, 2026

*Public Comment:

Any interested party or person may address the board on any matter of BATA concern during public comment. Comments will be limited to 5 minutes, and a one-minute warning will be given when needed. Any public comment that becomes disruptive, unduly repetitive, or impedes the orderly progress of the meeting may be terminated by the presiding officer. Once you have completed your public comments the board may ask any clarifying questions. If needed, you will be assigned a member of BATA’s staff to follow up directly on any open concerns.

BATA Organizational Board of Directors Meeting Minutes

Location: BATA Transfer Station, 115 Hall St. Traverse City, MI

Date/Time: 1:00PM, Thursday, January 22, 2026

1. Call to Order

The meeting was called to order by Chairperson Wayne Schmidt at 1:05 PM.

2. Pledge of Allegiance and Moment of Silence

3. Roll Call

- John Somnavilla - PRESENT
- Gwenne Allgaier - PRESENT
- Sarah Bye - PRESENT
- Fern Spence- ABSENT
- Lance Boehmer – PRESENT
- Wayne Schmidt - PRESENT

4. Approval of Agenda

Moved by Gwenne Allgaier and supported by Lance Boehmer to approve the January 22, 2026, Annual Organizational Meeting as presented.

- Ayes: 5
- Nays: 0
- Motion Carries: 5-0

5. 2026 Election of Officers

Gwenne Allgaier nominated Wayne Schmidt for Chairperson. Wayne accepted nomination. Sarah Bye nominated Lance Boehmer for Chairperson. Lance Boehmer declined.

Roll Call

- Ayes: John Somnavilla, Lance Boehmer, Gwenne Allgaier, Sarah Bye, Wayne Schmidt
- Nays: 0
- Motion Carries: 5-0

John Somnavilla nominated Lance Boehmer for Vice Chairperson. Lance accepted nomination.

Roll Call

- Ayes: John Somnavilla, Gwenne Allgaier, Sarah Bye, Wayne Schmidt, Lance Boehmer
- Nays: 0
- Motion Carries: 5-0

Lance Boehmer nominated Gwenne Allgaier for Secretary. Gwenne accepted nomination.

Roll Call

- Ayes: John Somnavilla, Lance Boehmer, Sarah Bye, Wayne Schmidt, Gwenne Allgaier
- Nays: 0
- Motion Carries: 5-0

6. First Public Comment

No Public comment was made at this time.

7. Regular Board Meeting Calendar for January 2026 – January 2027

Moved by John Somnavilla and supported by Lance Boehmer to approve the Regular Board Meeting Calendar for January 2026 to January 2027 as presented.

- Ayes: 5
- Nays: 0
- Motion Carries: 5-0

8. Collection of Annually Signed Documents – Board Member Rules & Responsibilities and Conflict of Interest.

Board Members submitted signed Rules & Responsibilities and Conflict of Interest forms.

9. Second Public Comment

No public comment was made at this time.

10. Directors Comments/Open Floor

Wayne Schmidt gave a shout out to Bill Clark for taking care of the snow at the Woodland Creek stop and stops along the Bayline route.

11. Adjournment

Moved by Lance Boehmer to adjourn the January 22, 2026, Annual Organizational Meeting of the BATA Board of Directors at 1:12 PM.

Meeting Minutes Submitted by: _____

Meeting Minutes Approved on: _____

Gwenne Allgaier, Secretary: _____

BATA Regular Board of Directors Meeting Minutes

Location: Hall St. Transfer Station, 115 Hall St. Traverse City, MI

Date/Time: Immediately following BATA Org. Meeting, Thursday, January 22, 2026

1. Call to Order

The meeting was called to order by Chairperson Wayne Schmidt at 1:18 PM.

2. Roll Call

- John Sommavilla - PRESENT
- Lance Boehmer – PRESENT
- Gwenne Allgaier – PRESENT
- Fern Spence – ABSENT
- Sarah Bye - PRESENT
- Wayne Schmidt - PRESENT

3. First Public Comment*

Dana Pflughoeft from TART Trails addressed the Board regarding the Tax Increment Financing (TIF). Dana came in full support of East Bay Township's efforts to secure the Corridor Improvement Plan (TIF). This corridor improvement will ensure that future growth can be reinvested in sidewalks, crossings, better signage, wayfinding and other safety improvements. Dana would like to encourage the BATA Board to support this effort as well.

4. Approval of Agenda/Declaration of Conflict of Interest

5. Consent Calendar

The purpose of the consent calendar is to expedite business by grouping non-controversial items together to be dealt with in one Board motion without discussion. Any member of the Board, staff, or the public may ask that any item on the consent calendar be removed and placed elsewhere on the agenda for full discussion. Such requests will be automatically respected. If an item is not removed from the consent calendar, the action noted in parentheses on the agenda is approved by a single Board action adopting the consent calendar.

Consideration of Approving the Following

- a. Regular Board Meeting Minutes of December 11, 2025

Consideration of Accepting the Following Reports

- b. LAC Minutes from January 13, 2026

- c. FY26 Q1 Ridership Report
- d. FY26 Q1 Turnover Report
- e. Correspondence – Staff Compliments
- f. BATA Board Tracker

Moved by Lance Boehmer and supported by Gwenne Allgaier to approve the January 22, 2026, Regular Board Meeting, Consent Calendar as presented.

- **Ayes:5**
- **Nays: 0**
- **Motion Carries: 5-0**

6. Any items removed from the consent calendar.

No items were removed from the Consent Calendar.

7. Executive Director’s Report – Chris Davis

Chris informed the Board that she met with MPTA Executive Director John Dulmes. Mr. Dulmes visited the new BATA HQ and was given a tour. Chris participated in a Zoom meeting with other urban operators including Ann Arbor, Grand rapids, Muskegon, Flint, and Battle Creek. Staff met with Masabi staff regarding a contract with them and signed it. Chris participated in the Executive Group luncheon this month, that was held at TC Tourism. Attended the photoshoot for non-profit winner TC Paws at Image360. The photoshoot featured TC Paws free bus ad. Chris gave a shoutout to BATA staff on the tremendous job everyone has been doing navigating this year’s winter weather. BATA did have a pause in service but no cancellations. BATA provided rescue rides to riders that needed them. Chris reported that BATA gave over 500k rides in 2025!

8. Chairperson’s Report

No report given at this time.

9. FY26 Q1 Finance Reports

a. Income Statement

Key Points Include:

- Contract with GTI billed in November. Using actual hours on Agency routes. Billing will now be a month later than last year.
- Big advertising contracts are being executed.
- Investments averaging 3.9473%
- The budget reflects the new propane contract price, which is \$0.29 less per gallon for FY26.

b. Operating Reserve Fund

Key Points Include:

- Earned \$35,252.00 bringing the total Michigan class to \$3,451,960

c. Capital Reserve Fund

Key Points Include:

- Interest income \$86,280.00
- One pending transaction of \$27,000

d. New Facility Reserve Fund

Key Points Include:

- Still have a couple outstanding project payments that need to be transferred over. Once the projects have been completed, further discussion will take place for the remaining funds.

e. Net Position

Key Points Include:

- Interest earned averaging 3.9473%
- State reimburses based on revised budget. Adjusted to state share of eligible operating expenses. Positive represents amount due from MDOT.
- FY25 Summer delinquent taxes based on taxable calculations.
- Potential adjustment to net pension liability once the auditors do all the final calculations.

Moved by John Somnavilla and supported by Lance Boehmer to accept the FY26 Q1 Finance Report as presented.

- **Ayes: 5**
- **Nays: 0**
- **Motion Carries: 5-0**

10. Old Business

No old business at this time.

11. New Business

a. TIF/Development Plan – Guest speaker Claire Karner

The Acme corridor or U.S. 31 Beach District has been identified as a high priority corridor. Many safety concerns have been identified within this area, high traffic, it also has an incredibly high density of land uses. There are many hotels, condos, retail, long term residential, restaurants, parks, TART trail and more.

Some of the opportunities in this area include:

- Fixed bus route
- Lake Michigan Shoreline
- Locally owned businesses
- Non- motorized trail
- Business owner enthusiasm and engagement.

East Bay has adopted a plan that includes:

- 2 Federal Grants have supported all outreach and activities undertaken to date.
- Engaged with more than 700 residents in surveys, design charrette, public open houses, stakeholder meetings and interviews.

- Great feedback was received through open houses. Including safe crossings, traffic management, and park development.

Development plan and Tax Increment Financing (TIF)

- Existing revenue is protected.
- With no tax increase, property owners inside and outside district will see no change in their tax rate or annual bill.
- No growth, no capture. If development does not occur, no TIF revenue is generated.
- Time limited. After 20-year TIF period, all increased taxable values are fully returned to all taxing jurisdictions, including BATA

Items within the corridor that will benefit BATA include:

- Funding for Bayline improvements
- Safety improvements for new sidewalks and safe crossings for transit riders.
- Increased ridership and fare revenue

b. FY27 Preliminary Budget and Resolution of Intent

Key Points Include:

- For FY27 the reimbursement rate is 33.18% which is a 1 ¾ percent reduction. This has been calculated into eligible expenses.
- This is the last year for the current millage. Calculated 1.5% rollback.
- Contract with GTI now calculated on real hours.
- Now that we are reporting directly to FTA, we have the opportunity to earn additional funding.
- Labor and benefits make up 88% of the budget.

Moved by Lance Boehmer and supported by Sarah Bye to approve the FY 2027 Preliminary Budget and Resolution of Intent for submission to MDOT as presented.

- **Ayes: 5**
- **Nays: 0**
- **Motion Carries: 5-0**

c. FY27 Vehicle Accessibility Plan (VAP)

Key Points Include:

- The vehicle accessibility shows we are providing accessibility to individuals with disabilities as well as seniors.
- The VAP is required to be updated every year and brought to the attention of the Local Advisory Committee and then brought to the attention of the Board of Directors.

Moved by Sarah Bye and supported by Gwenne Allgaier to approve the FY27 Vehicle Accessibility Plan for submission to MDOT as presented.

- **Ayes: 5**
- **Nays: 0**
- **Motion Carries: 5-0**

d. The Governance Committee – HR Partners

Original Motion - The Governance Committee has recommended that we hire Human Resource Partners to assist and evaluate in the search process for the Executive Director of BATA.

Discussion about motion that was presented -

Lance Boehmer asked what the non-exceed number is and do we have an idea on budget?

Wayne Schmidt answered – It was to reach out and talk with them. We don't have a number set in mind, it's just to reach out and talk with and get a request for proposal from them.

Sarah Bye asked Chris Davis if she applied and if she was interested in the position.

Chris Davis answered yes, she has applied for the position.

Wayne Schmidt responded that is part of the reason why.

Lance Boehmer responded that it takes it out of our hands.

Wayne Schmidt stated for disclosure that he will recuse himself from the vote, because it is his sister-in-law's firm.

Board Recorder, Tracy Melville asked if they already have the proposal or are you looking to get a proposal. I want to make sure the verbiage is correct.

Lance Boehmer and Wayne Schimdt both responded that we are looking to get a proposal and this is just directing.

Fern Spence will be making contact with HR Partners.

Updated Motion:

Moved by John Somnavilla and supported by Lance Boehmer that the BATA Governance Committee move to obtain a proposal from Human Resource Partners to assist and evaluate in the search process for the Executive Director of BATA.

- **Ayes: 4**
- **Nays: 0**
- **Abstained: 1**
- **Motion Carries: 4-0**

12. Second Public Comment

No public comment was made at this time.

13. Director's Comments and Announcements/ Open Floor

Wayne Schmidt made an amendment to the agenda and added item 11d to new business. The item added was to discuss HR Partners.

14. Adjournment

Moved by Lance Boehmer to adjourn the January 22, 2026, Regular Meeting of the BATA Board of Directors at 2:15 PM. The next BATA Board meeting is scheduled for February 26, 2026 at 1:00 at Hall St.

Meeting Minutes Submitted by: _____

Meeting Minutes Approved on: _____

Gwenne Allgaier, Secretary: _____

BATA Governance Committee Meeting Minutes

Location: BATA Hall St Transfer, 115 Hall St

Date/Time: 12:00PM, Wednesday, February 11, 2026

1. Call to Order

The meeting was called to order by John Sommavilla at 12:02PM.

- John Sommavilla PRESENT
- Fern Spence PRESENT
- Lance Boehmer PRESENT

2. First Public Comment

No public comment was made.

3. Old Business

No old business.

4. New Business

a. Review of Trans Pro Contract

Key Points Include:

- Shaughn Handley of BATA was present to answer any questions pertaining to the Trans Pro contract.
- The Governance Committee decided to not continue the Executive Director search with Trans Pro.
- Asked to get the names of the individuals that interviews were granted to during the first search.

b. Review of Proposal Submitted by HR Partners.

Key Points Include:

- Kate Greene was present to answer any questions on the proposal that was submitted.
- BATA asked for two separate proposals from HR Partners, one for a full search, from start to finish. The second proposal would be to review the candidates that we have already received that best met the criteria that the board identified.

- Kate explained that her firm has a very hands-on approach. For example, talking to board members, talking with staff, and phone interviews, questions will be provided by Kate, etc.
- Kate Greene did explain that the proposed contract is a “not to exceed amount” Kate does bill hourly. The overall cost can potentially come in under what was proposed.

c. Discussion of Moving Forward.

Key Points Include:

- The Governance Committee will bring a recommendation on using HR Partners to the full Board.
- Executive Director qualities. The Committee would like to have a full discussion at the next Board meeting, on what qualities the Board is seeking.
- John Somnavilla asked Tracy Melville to send a separate email to the Board asking them to have a few qualities ready to share at the next Board meeting.

Moved by Lance Boehmer and supported by Fern Spence to bring the proposal submitted by HR Partners to the full Board at the February 26, 2026, meeting, to begin the search for the new executive director.

- **Ayes: 3**
- **Nays: 0**
- **Motion Carries: 3-0**

5. Second Public Comment

No public comment was made.

6. Adjournment

John Somnavilla adjourned the meeting at 1:20PM.

BATA Income Statement January 2026

	January 2026		\$ Over (Under)	January 2025
	Actual	Budget	Budget	Actual
Income				
Fare Box Revenue	\$ 218,383	\$ 191,667	\$ 26,717	\$ 191,739
Local Service Contracts	107,771 1	186,144	(78,373)	173,020
Auxiliary Trans Revenue	167,000 2	79,533	87,466	83,479
Non-Trans Revenue	35	2,000	(1,965)	152,739
Local Revenue	903,183	1,192,453	(289,270)	517,088
State Formula & Contracts	1,629,977 3	1,403,488	226,489	1,455,531
Federal Operating Grants	748,026 4	836,320	(88,294)	809,048
Other Revenue	233,324 5	83,333	149,991	283,100
Refunds and Credits	52,712	16,667	36,045	-
Total Income	\$ 4,060,410	\$ 3,991,604	\$ 68,806	\$ 3,665,744
Expense				
Salaries & Wages	\$ 2,346,646	\$ 2,415,913	\$ (69,267)	\$ 2,395,299
Paid Leave	224,040	224,036	4	171,964
Fringe Benefits	758,228 6	721,269	36,959	698,038
Services	379,380 7	351,883	27,497	222,904
Fuel & Lubricants	154,239 8	197,933	(43,694)	198,350
Materials & Supplies	168,037	143,096	24,941	172,009
Utilities	56,362 9	114,356	(57,994)	82,386
Insurance	275,835	265,335	10,500	261,735
Misc Expense	39,411 10	21,336	18,075	24,298
Operating Leases & Rentals	450	600	(150)	1,600
Total Expense	\$ 4,402,630	\$ 4,455,758	\$ (53,128)	\$ 4,228,583
Net Income before Depreciation	\$ (342,220)	\$ (464,154)	\$ 121,934	\$ (562,839)
Depreciation	1,195,565	635,078	560,487	386,713
Net Income (Loss)	\$ (1,537,785)	\$ (1,099,232)	\$ (438,553)	\$ (949,552)

**BATA Income Statement Notes
January 2026**

	<u>Account(s)</u>	<u>Explanation</u>
	Revenue	Revenue
<u>1</u>	Local Service Contracts	Contract with Grand Traverse Industries, using actual hours on Agency routes, billing will now be a month later than last year.
<u>2</u>	Auxiliary Trans Revenue	Big advertising contracts executed
<u>3</u>	State Formula & Contracts	Actual based on eligible expenses thru January 2026, reimbursement rate of 34.8467% for FY26
<u>4</u>	Federal Operating	Based on current year expenses, requesting funds from FTA quarterly. Reimbursement rate of 18%.
<u>5</u>	Other Revenue	Interest Revenue from investments, averaging 3.8420%
	Expenses	Expenses
<u>6</u>	Fringe Benefits	10% higher identified in healthcare costs, capturing more costs in Admin group than budgeted.
<u>7</u>	Services	Service Contracts will be paid throughout the year when due, budget based on average over 12 months, several big IT contracts paid early in year.
<u>8</u>	Fuel & Lubricants	Budget reflects new propane contract pricing, \$0.29 less per gallon for FY26. New Contract starts December 2025.
<u>9</u>	Utilities	Billing is a month behind, budget is a 12 month average
<u>10</u>	Misc Expense	MPTA Invoice paid in October, budget based on 12 month average

Date Received	Employee	Route #	Comment
1/16/2026	Jay Windham, Matt Doyle	Loop	A passenger called to compliment Jay and Matt. She said that Jay made sure she could get back to her building and helped her with how to get a replacement for her cell phone. The passenger also said Matt was so careful driving when the roads were awful. Both were very competent, compassionate, and empathetic.
1/19/2026	Kevin Graves	Van Link	A passenger's caregiver called to say how much she appreciated Kevin bringing our passenger home. She said he brought her right up to the door and they were very thankful.
1/20/2026	Eli Bunek	Dispatch	A passenger called to say how helpful and nice Eli is. She said he always tries to find a solution for her transportation needs. She also said BATA employees are such awesome, great people and she is so thankful.
1/21/2026	Stacey Wyler	Loop	A parent called to say how appreciative she is for Stacey always being on time picking her daughter up every morning consistently and doesn't miss days nor is ever late. She is very thankful.
1/22/2026	Paul Rhoadarmer	Link	A passenger called in to commend Paul. He said the road was full of thick slush and he couldn't walk in it nor get through it. Paul came out of his bus, held the passenger by the arm and helped him walk through it to the sidewalk so he could get into the building.

Date Received	Employee	Route #	Comment
1/27/2026	Joy Luebke	Link	A passenger called to say that Joy did a wonderful job. She said that she has a lot of anxiety when she rides a link bus because she doesn't know who her driver will be. She said Joy did a wonderful job, she helped her get on and off the bus and just did a wonderful job.
	Kris Marks	Loop	An employee wrote to say what great observations and ideas Kris brought to her. Kris always has good suggestions and feedback and drives almost everything, so he is a good person to go to when we have questions.
	All Staff		A passenger called to say that she loves BATA and that our employees are always awesome. Every time she sees a BATA bus driver, she says that is one of her friends driving the bus. She said she loves all the drivers, and they are so nice, wonderful, and fabulous.
	Joy Luebke	Link	A passenger sent a card to Joy Luebke thanking her for everything she does and that she does a great job and she really appreciates it. Joy wanted to share that the passenger loves all our drivers.
	Curtis Rideout, Matt Kaple	Agency, Facilities	A shout out to Curtis Rideout for recommending that boot scrapers be purchased and provided at the entrances so that employees could scrape off dirt and snow from their footwear. Thanks to Matt Kaple who quickly purchased them and put them out at the entrances for employees to use. THANKS to both for seeing a need, speaking up, and getting them in place.

Date Received	Employee	Route #	Comment
	Bill Clark, Kris Suchland, Nathan Esper, Dan Goff, Bryan Moore, Matt Kaple		Thanks to everyone for the amount of snow blowing, shoveling, and removing snow in and around our shelters. This has been a challenging winter, but everyone has stepped up and done an amazing job.
2/10/2026	Mark Schaub	Link	A passenger called to say what great service Mark provided. She said he was awesome. She said you guys know what you mean to her. She also wanted to thank everyone, dispatchers, drivers, office managers, the human resources staff, everyone.
	All Staff		Shout out to all employees who have been so welcoming to new drivers when they start with BATA. We have had several new employees mention that drivers are very friendly to them and tell them how much they love working at BATA.

BATA Board Tracker

Board Meeting Date Discussed	Board/Staff Member	Topic	Status
6/27/2024	Adam BeVier	Link Service	Will revisit again at a later date. TBD.
2/27/2025	Eric Lingaur Bill Clark	Year over year ridership report	Presented at the April 2025 meeting. COMPLETED
5/22/2025	Eric Lingaur Kurt Braun	Location of BATA bus stops.	Will revisit again at a later date. Discussion being held at the 10/23/25 meeting. COMPLETED

INTERIM EXECUTIVE DIRECTOR UPDATE FOR FEBRUARY 2026

INTERNAL:

Governor's FY27 budget released includes an additional \$45M in the Local Bus Operating Fund, which would result in a 2% increased reimbursement rate, \$270K additional funding for BATA next year.

Conducted appeal hearing and issued response for suspended student passenger.

Met with management team to review service needs.

Met with staff regarding expanding driver recruiting efforts.

Worked with Teamsters union stewards to review shifts.

Putting together service awards program for employees.

Working on new Employee Handbook for staff.

Attended the monthly Wellness Team meeting.

Prepared for and met with monthly Safety Team.

Annual application for FY 27 has been submitted to the State.

The 2025 National Transit Database (NTD) Annual Report has been submitted.

Attended and presented to all employees at the monthly Comms meetings.

Piloting a cloud-based camera system for the fleet that will provide among other things cloud storage and improved accident avoidance and reporting.

The Level III charger at Hall Street is in the process of installation and commissioning. The Level II chargers have arrived at headquarters and will be installed by month end.

Started the design phase of the new fare system project. Working through elements like fare pass types, transfers and fare capping limits.

Working on the BATA.net website redesign.

EXTERNAL:

Working with Saginaw Transit Authority and set up an informational session at BATA headquarters to assist Saginaw staff and dignitaries with building a new facility.

Participated in MDOT Tech Talk on AI in Transit.

Met with Nate Alger and the Commission on Aging on collaboration of services.

Received notification from HUB International that our 2024/25 Auto Audit from the Travelers resulted in an \$8,307 return premium.

Met virtually with Federal Transportation Association (FTA) staff.

Attended virtual new Federal Drug and Alcohol Training.

Attended Image 360 event showcasing new advertisement for BATA bus.

Volunteered at the Whitetails Unlimited fundraising event.

Presented to the annual Labor Relations Academy in Mt. Pleasant.

Attended monthly Traverse Area Human Resource Association (TAHRA) presentation from Warren Call of Traverse Connect.

Attended and presented to monthly TAHRA Board meeting.

Met with Employee Assistance Program staff to improve offerings to staff.

Participated in the community Super Saturday event that provides community resources to people who need extra support.

Attended the TC West Senior High Mental Health Summit and shared information with students on why transportation is an essential service for good mental health and well-being.

Attended NMC Winter/Spring semester new student orientations, shared BATA info, and worked with NMC's web team to update BATA info on their website.

Coordinating with CMU PBS/IPR for a PBS Kids and Reading focused campaign across multiple buses and shelters.

Working with BATA's network partner Verizon to improve technology at BATA for little to no cost.

2/18/26



333 Sixth Street
Traverse City
Michigan 49684

Phone 231.409.9175

February 9, 2026

Proposal for Services - Executive Search, Bay Area Transportation Authority

Objective

Recruitment and selection of BATA's Executive Director.

Introduction

Human Resource Partners (HRP) is based in Traverse City, Michigan. The partners of the firm are Kate Greene, Jennifer Ewing and Michelle Baldwin. We work with organizations on a variety of people-operations projects. Our clientele include small businesses, non-profits, government, and large corporations.

Our approach goes beyond filling a role. We partner with your organization to ensure the right match, not only in skills and experience but also in culture and leadership style. This creates the foundation for long-term success for both the candidate and the organization. Unlike traditional recruiting firms, HRP manages the process from start to finish, bringing structure, transparency, and consistency every step of the way.

Clients choose HRP because we combine expertise with integrity. Our systematic process is particularly valuable where public accountability matters, ensuring fairness, efficiency, and strong results. Clients benefit from an expedient, cost-effective search process that delivers stronger outcomes at a fraction of the cost of typical recruiting firms.

We are proud to have facilitated numerous executive placements for public and private employers in the greater Grand Traverse Area, including the search for BATA's Executive Director in 2016 (Kelly Dunham).

We believe that public transportation plays a vital role in the strength, accessibility, and economic health of our community, and we deeply value the essential service BATA provides to residents throughout the region. Selecting the next leader for BATA is one of the most crucial decisions this board will make. We would welcome the opportunity to partner with you in facilitating the search for the next Executive Director.

Location, Experience and Qualifications

Founded in 2000, Human Resource Partners focuses on providing strategic and fractional Human Resources services primarily in Northern Michigan. For this project, Kate Greene would be the primary manager.



Kate Greene, SHRM-SCP, GPHR, SPHR

Kate Greene is the co-founder and President of Human Resource Partners. Kate has conducted numerous executive level searches for private, public and non-profit organizations. Senior leadership level fills include: Chief Executive Officer, President, Executive Director, Chief Financial Officer, Chief Operations Officer, Vice President of Public Relations, Controller, and Vice President of Human Resources.

Kate has built her expertise around talent acquisition, leadership development, and optimizing the employee experience. She has led numerous executive searches across Northern Michigan, including Antrim, Benzie, Emmet, Grand Traverse, and Manistee Counties.

She earned her bachelor's degree in Human Resources from Michigan State University and holds top professional certifications, including SPHR, GPHR, and SHRM-SCP.

Raised in Leelanau County, Kate returned to Northern Michigan where she has been an active community volunteer, serving on numerous non-profit and public boards and HR committees. She is a past president of the Traverse Area Human Resources Association, has served on the Traverse City Area Chamber of Commerce and Michigan SHRM Council, and currently chairs the Local Officers Compensation Commission for the City of Traverse City.

Kate lives in Traverse City with her husband, Matthew Schmidt, and their three children.

Placement Client References

Elaine Wood, Board Vice Chair, Discovery Pier Board of Directors
Chief Executive Officer placement, Discovery Pier (Matt McDonough)
elainewood@woodsidestrategies.com
231-499-6264

Chris DeGood, Past President, Traverse Area Recreation and Transportation (TART) Trails
Executive Director placement, TART Trails (Julie Clark)
cdegood@bria2.com
231-420-5601

Harry Burkholder, Executive Director
Deputy Director placement, Traverse City Downtown Development Authority (TCDDA)
harry@downtowntc.com
269-303-1979

Process Overview

Our goal is to identify a best-fit candidate who, if offered, is prepared and excited to accept the position. Below is an overview of our approach, which can be adapted if our proposal is accepted. The process is structured to promote alignment, fairness, and transparency, while supporting the Board in meeting its public governance and Open Meetings Act obligations.

Step I: Planning, Role Alignment, Communication Plan

The search will begin with a planning meeting between HRP and the full board (or designated Board representatives) with the purpose of confirming the needs of the role and board alignment. Although the position has been advertised previously, changes in Board composition and the passage of time make it valuable to revisit expectations and define success at this stage. Establishing shared clarity at the outset helps ensure a focused, consistent evaluation process and supports selection of a candidate whose experience and strengths align with the organization's goals. Key outcomes include:

- Clarify the skills, experiences, leadership traits, and outcomes required for success
- Define key priorities for the first year in the role
- Identify the qualities that will make the opportunity compelling to top candidates
- Confirm or refine the position description as needed
- Review and validate a competitive salary range and total compensation approach using market data (optional add on)

To ensure a well-informed understanding of the organization, HRP may also gather input from key staff and stakeholders who work closely with the role. We will establish a communication plan to promote transparency and keep stakeholders informed at appropriate milestones throughout the search.

Deliverables: Ideal Candidate Profile (Key Traits), Timeline and Scheduling, Communication Plan

Step II: Recruitment and Outreach (if needed)

HRP will review the current applicant pool from the recent posting in December. We will assess overall candidate alignment and provide a recommendation. The Governance Committee can then decide if:

- the existing candidate pool is sufficient to move directly into screening and interviews, or
- a refreshed or expanded recruitment and outreach effort would strengthen the slate of candidates

If the search would benefit from renewed outreach to attract wider qualified pool of candidates, activities may include:

- Enhancing the advertising copy and updating job site postings
- Leveraging professional networks and sector contacts
- Direct sourcing through phone and email outreach
- Sharing opportunities with community groups and relevant professional associations

If the current pool is strong, HRP will move directly into the Step III.

Deliverables: Outreach plan, updated advertising copy, direct outreach materials and activities

Step III: Phone Interviews and Selection of Candidates for Panel Interview

HRP will conduct a review and initial evaluation of candidates. The Governance Committee will review information and approve selection of candidates for phone interviews. HRP will conduct initial phone interviews, typically between 5-10 candidates. The Governance Committee will meet to review information from phone interviews, and select candidates for panel interviews (with Governance Committee members). Typically between 3-6 candidates are selected for the panel interview.

Deliverables: Candidate Evaluation Matrix, Screening Questions, Candidate Summaries

Step IV: In-person Interviews and Semi-finalist Selection

HRP will coordinate and facilitate interviews with selected candidates and the Governance Committee. Following first-round interviews, HRP will debrief with the Governance Committee to identify semi-finalists. HRP will coordinate scheduling second/final interviews with the full board.

Deliverables: Candidate Interview Format/Questions, Interview Scheduling and Facilitation, Debrief & Selection Facilitation

Step V: Final Interviews and Presentations, Stakeholder Meetings and Input (including References)

The Semi-Finalists are typically invited to participate in a more in-depth process, which may include:

- Meetings with key staff and stakeholders
- A workplace visit
- Community tour (if appropriate)
- Multi-source reference checks (interviews)
- Final Interview and Presentation with the full board

HRP will conduct reference checks and, if requested, background checks for finalist candidates. HRP will present information prior to the Board reaching a final decision.

Deliverables: Design and coordination of final phase, Final Presentation Assignment, Final Interview Format/Questions, Reference Check Interviews & Summaries, Stakeholder feedback (if applicable), Facilitation of Debrief and Selection

Step IV: Selection and Offer Support

Once a finalist is selected, HRP will provide guidance on structuring and negotiating the offer to support a successful acceptance and transition.

Deliverables: Offer planning, Offer Letter, negotiation guidance

Estimated Timeline

Typically, the entire process takes between 8-10 weeks, and ideally no more than 5 weeks from the close of the application period. Because strong candidates are often active in multiple searches, maintaining momentum is essential. HRP will actively guide the process to keep candidates engaged. To support timely evaluation and decision-making, we recommend scheduling interviews as close together as possible.

The actual start date is candidate dependent, typically ranging from two to eight weeks after the offer is accepted. HRP is committed to guiding the process for selection as quickly as the Governance Committee and Board schedules allow.

HRP is available to commence the project beginning March 3, 2026. HRP will complete a detailed project plan with dates if this proposal is accepted.

Confidentiality and Copyright

All information received from the Client, Bay Area Transportation Authority, will be treated as confidential except information, which was or becomes generally available to the public other than as a result of a disclosure by the Client, was or becomes available to HRP from a source other than the Client or its agents; or was known to HRP prior to the disclosure by the Client.

HRP is the owner of, including copyright, of all the process, materials and programs developed for, and provided to, the client. The client may not provide or resell the HRP processes or training programs to other parties without HRP written authorization.

HRP materials and advice are intended to enhance the process and are not legal advice. HRP encourages its clients to seek legal advice if questions exist about employment practices and procedures.

The Client will indemnify and hold HRP harmless against all losses, damages, costs, and expenses including reasonable attorney fees, resulting from any breach of any warranty, representation or covenant contained in this agreement.

This agreement shall be governed and construed in accordance with the laws of the State of Michigan and shall benefit and be binding upon the parties and their respective successors and assignees. This section shall survive the termination of this agreement.

Fee Structure

HRP's rate is \$200/hour for executive placement services. The hours listed for each phase are an estimate based on prior projects of a similar scope. HRP bills only for hours used, up to the not to exceed amount.

The client will be responsible for any costs outside of our direct services, such as advertising, testing, background checks, candidate travel, relocation expenses, or facilities rental. All such expenses will be discussed in advance and require client approval before being incurred.

<u>Item</u>	<u>Hours Est.</u>	<u>Cost</u>
Phase I: Planning, Role Alignment, Communication Plan	30	\$ 6,000
Phase II: Recruitment and Outreach (as needed)	24	\$ 4,800
Phase III: Screen, Phone Interviews, Selection of Panel Candidates	45	\$ 9,000
Phase IV: Panel Interviews, Semi-finalist Selection	20	\$ 4,000
Phase V: Final Interviews, Meetings, References	20	\$ 4,000
Phase VI: Selection and Offer	4	\$ 800

Total Estimate (not to exceed) \$ 28,600*

Terms: A non-refundable retainer equal to 25% of estimated total project is required prior to commencement of services and will be applied to initial project invoices. Client will be invoiced monthly based on actual time incurred, due upon receipt.

**This quote is valid for 30 days. Thank you for the opportunity to present this proposal.
If you have any questions regarding this arrangement, please do not hesitate to contact me.**

Acknowledged and accepted by:

BATA Representative
Representative



Kate Greene, Human Resource Partners

Date: _____

Date: February 9, 2026

Executive Director Profile Input Form

Name (optional): _____

1. What are the top three leadership qualities you believe are most important in our next Executive Director?

-
-
-

2. What professional experience should be prioritized?
(e.g., public sector leadership, transportation experience, financial management, strategic planning, community engagement, etc.)

3. What key skills or competencies are essential for this role?

4. Additional comments or considerations:

91% of successful data breaches started with a spear phishing attack!

- 3.4 billion phishing emails are sent daily.
- AI-generated phishing boasting a 54% click-through rate.
- Only 13% of employees report phishing attempts, limiting the ability of organizations to respond.

Statistics are as of 2025

70% of mobile attacks occur via smishing (SMS phishing)

- Over 1 billion unwanted, malicious text messages are sent per minute.
- Less than 35% of people understand what smishing is.
Only 23% of users over 55 can correctly define it.

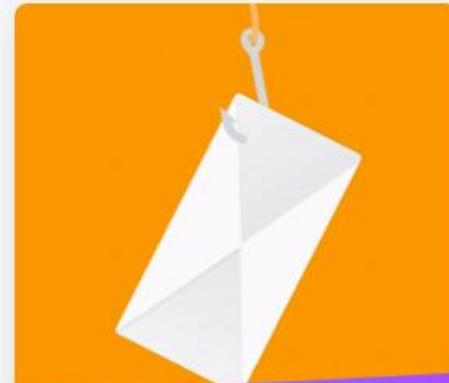
Statistics are as of 2025

Security Awareness Training



Phishing

DeeDee is not your typical 5-year-old. Watch as she gives MooMoo...



Phishing Defense

Learn how to defend against phishing attacks targeting your...



Spear Phishing

NFTeenies are the biggest craze at Curriculaville elementary, but...



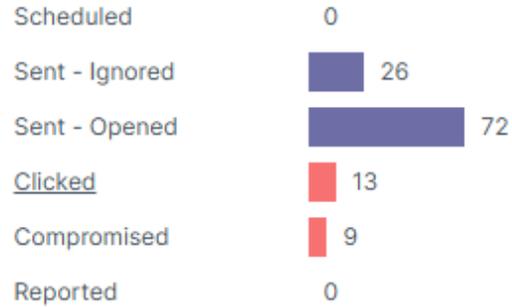
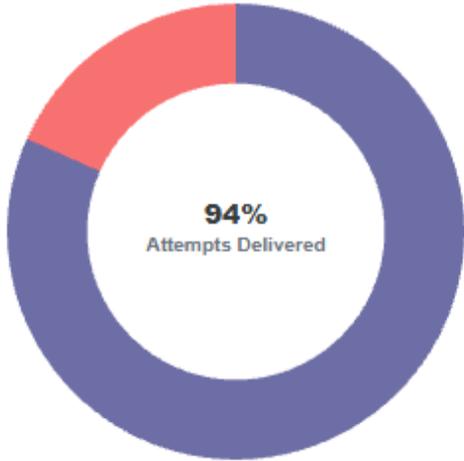
Spear Phishing 2

Jiya's sharp spear phish is headed straight for Matt Z, and her cleve...

Campaign Progress

Active from 05-01-25 to 05-31-25

✓ Completed



Learners
104



Scenarios
2



Reported
None



Time to First Report
None



Time to First Compromise
3 days 18 hours



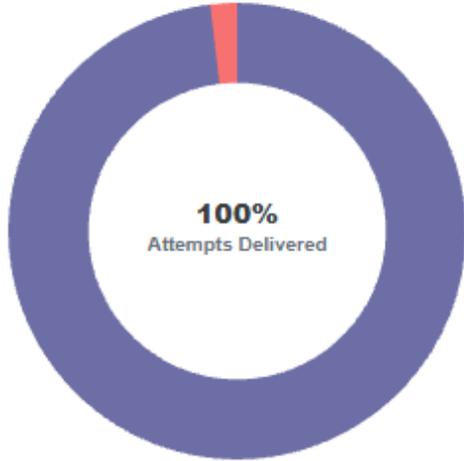
Compromised
9

BATA Implemented Security Awareness Training May 2025.

Campaign Progress

Active from 12-01-25 to 12-31-25

✓ Completed



Scheduled	0
Sent - Ignored	72
Sent - Opened	84
Clicked	2
Compromised	1
Reported	0

Learners
156

Scenarios
2

Reported
None

Time to First Report
None

Time to First Compromise
14 days 4 hours

Compromised
1

At the end of 2025 BATA has educated and reduced our compromised rate from 9% in May to 1% in December.

Cyber Security Culture at BATA

- In the last two weeks BATA has received 4 malicious phishing emails from various community members that have been compromised but have yet to respond? BATA's configured security policies immediately quarantined and informed the IT Team!
- The growth is exponential as one person gets compromised the threat actor sends the same malicious message to everyone in the compromised contact list and so on.