



MEMORANDUM

NORTHERN WASCO COUNTY PEOPLE'S UTILITY DISTRICT

DATE: September 23, 2024

TO: Q-Life Board of Directors

FROM: Kara Salazar, Human Resources Generalist, NWCPUD

SUBJECT: *Summary of Q-Life Executive Director Recruitment Search*

Summary of Q-Life Executive Director Recruitment Search

- **July 25, 2024** – Posted Q-Life Executive Director position in following locations,
 - NWCPUD Website
 - LinkedIn
 - NWPPA
 - Indeed
 - ZipRecruiter
 - Multiple Local Social Media Groups and Pages
- **August 22, 2024** – Applicants reviewed. There were ten (10) applicants, of which four (4) qualified to move forward in the process.
- **September 9, 2024** – Interviews conducted with the four (4) qualified candidates. Applicants were each given a one (1) hour interview with the interview panel. The interview panel consisted of,
 - Lee Weinstein - President, Q-Life Board of Directors
 - Matthew Klebes - City Manager, City of The Dalles
 - Tyler Stone - County Administrator, Wasco County
 - Roger Kline – General Manager/CEO, Northern Wasco County PUD
 - Kara Salazar – HR Generalist, Northern Wasco County PUD
- The interview panel debriefed and narrowed their choices down to two (2) candidates. Both candidates had experience and attributes which could greatly benefit Q-Life and their vision. It was decided to have each candidate meet with Mr. John Amery, Q-Life Consultant, to offer each candidate time to understand and learn more about the technical side of the position and allow Mr. Amery to offer any additional insight into the two candidates to help the panel make their final decision.
- **September 16, 2024** - Mr. Amery met with each candidate and reported back to the interview panel. In short, he also felt as the panel did, that each candidate had impressive backgrounds and would bring value, and experience, but one candidate had an edge over the other with their start-up experience.
- **September 18, 2024** – Offer made and accepted by candidate Liz Lance, Ed.D., MBA, PMP, SPHR
 - Liz will begin as the Q-Life Executive Director on October 28, 2024

Liz Lance, Ed.D., MBA, PMP, SPHR

The Dalles, OR • www.Linkedin.com/in/drlizlance

Dear Hiring Committee,

I am writing to express my interest to serve as the Executive Director for Northern Wasco County People's Utility District's participation as a member of QualityLife Intergovernmental Agency (Q-Life). As a resident of The Dalles, and previously Dufur, I understand how important broadband connectivity is for our community as we look to enhance the quality of life and economic development through access to broadband-level internet.

For me, the mission of Q-Life is personal and transforming. I was able to join our Wasco County community because of broadband internet connectivity. In late 2020, I was working remotely from SW Washington and met my now-husband who was living in Dufur. The only reason I was able to relocate to Dufur was because there was broadband internet at the end of our 3+ mile long gravel road, meaning I was able to continue to work and learn remotely as I escaped SW Washington and became a proud resident of Wasco County.

In the past four years as I have participated in our Wasco County community, I have been continuously impressed by the commitment to service many of us share. I currently serve as the Secretary and Grant Writer for the Dufur Volunteer Fire and Ambulance Department, though which I interface with City leaders and participate in City Council meetings. In the last 8-months of my service to Dufur Fire and Ambulance, I have been able to fix many operational challenges, interfaced with vendors and the community along with securing three grants totaling \$50k in funding for the department. I want to serve my community in the best way possible, leveraging my unique blend of skills and talents. With over 15 years of experience managing people and teams coupled with 10+ years of driving strategic initiatives and overseeing complex projects in the technology industry, I am confident in my ability to lead NWCPUD's engagement with Q-Life towards its vision of providing affordable, high-speed internet to every address in Wasco County.

My background in operations leadership, strategic communication and public speaking skills coupled with my Project Management and HR certifications have equipped me with the skills necessary to align organizational goals, enhance operational effectiveness, and drive strategic cross-functional change. At Performica and Smarsh (tech companies), I successfully led teams towards achieving significant milestones, from implementing technology systems to managing financial affairs and developing key partnerships with vendors, partners and key customers. In each of these initiatives, I led processes to listen to key stakeholders and address the needs of multiple different groups, gaining alignment among various interests and developing plans that served the needs of the whole while keeping everyone informed on current and future plans.

I am passionate about leveraging technology to enhance education, healthcare, and economic opportunities. My experience in leading teams, building relationships, and fundraising, along with my commitment to community development, aligns well with Q-Life's mission. Q-Life's values of being action-oriented, nimble, and proactive resonate deeply with my professional values.

I am dedicated to delivering innovative and sustainable solutions and am eager to bring my energy and expertise to NWCPUD's Q-Life partnership. I am excited about the opportunity to contribute to Q-Life and NWCPUD's efforts in enhancing the quality of life for the residents of Wasco County by delivering high-speed internet at a price point our community members can afford.

Thank you for considering my application. I look forward to the opportunity to discuss how my background, skills, and certifications can contribute to the continued success and growth of Q-Life in Wasco County.

Sincerely,

Liz Lance

Liz Lance, Ed.D., MBA, PMP, SPHR

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Profile

Liz Lance is a dedicated Operations Leader with over a decade of experience driving strategic initiatives, managing complex programs, and leading high-performing teams in the technology industry. Armed with a PMP certification and a proven track record of financial responsibility, partnership development and fundraising, Liz excels in leading teams towards operational effectiveness, aligning organizational goals, and driving strategic cross-functional change.

Related Experience

Chief of Staff at Performica – Remote – 3/2023-Present

Performica is a seed-stage SaaS startup delivering data-backed Performance Management to HR leaders and CEOs.

- Drives business strategy, product roadmaps, customer implementations and key initiatives in a startup.
- Key member of the Founding Team, implementing and upholding all company cadences and artifacts.
- Creates BOD materials, pitch decks, keynote talks, customer-facing knowledge base materials and more.
- Speaker at public events including delivering in-person and virtual presentations, trainings and interviews.

Sr. Director, Project Management, Training & Business Apps at Smarsh – Remote – 4/2020-2/2023

Smarsh is a SaaS provider of archiving and compliance software to the financial services industry.

- De facto leader for all strategic programs and projects across the 1,400-person SaaS company.
- Leader of M&A integration activities for all acquired organizations globally. Facilitated the integration of 6 acquired organizations totaling \$340M+ in revenue over 4 years, while collaborating entirely remotely.
- Director of internal Project Management Organization (PMO) serving the entire organization in addition to leading internal training and business systems teams. Total span of 15 with a leadership and IC level within.

Director of Project Management Organization (PMO) at Smarsh – Portland, OR (Hybrid) – 8/2018-4/2020

- Full-lifecycle management of key cross-functional initiatives within a SaaS company. Projects focused on internal efficiencies and improving product and service experiences for customers are top priority.
- Creator of Strategic Project Management Org, a first for Smarsh. Directs team of 7+ Project Managers, Engineers and Coordinators in solving complex, cross-functional challenges and leading strategic projects.
- Key leader of M&A integration of Smarsh and Actiance, totaling \$100M+ in revenue.

Program Manager at Smarsh – Portland, OR (Hybrid) – 9/2017-8/2018

- Leading change programs across many different product and people-focused lifecycles spanning Customer Support, Professional Services, Site Reliability Engineering and Technical Operations.
- Designs and builds team processes, systems and automated dashboards positioned to increase transparency, reduce ambiguity, improve oversight and greatly improve customer satisfaction during technical migrations.

Project Manager at Smarsh – Portland, OR (Hybrid) – 9/2016-9/2017

- Owner of a strategic, customer-facing initiative to migrate all client email hosting services from four historical systems to a Smarsh partner. Successfully migrated 4,300+ accounts containing 45,000+ email addresses while ensuring data continuity, archive compliance and full administrator enablement.

Sr. Procurement Specialist at CLEARResult – Portland, OR (Hybrid) – 10/2013-9/2016

CLEARResult is a consulting group delivering energy conservation programs to utilities and program sponsors.

- Facilitates all technology procurement related activities for 3,000 employee users. Manages all vendors.
- Created cost-avoidance programs achieving an estimated \$1.5M in avoided spend in 18-months.

Education

- Doctor of Education (Ed.D) in Organizational Change and Leadership, University of Southern California
- Master of Business Administration (MBA) in Strategy and Innovation Management, University of Portland
- Bachelor of Business Administration (BBA), Operations and Technology Mgmt, University of Portland

Featured Certifications & Volunteer Experience

Project Management Professional (PMP), 2020

Senior Professional in Human Resources (SPHR), 2021

Secretary & Grant Writer at Dufur Volunteer Fire and Ambulance, 12/2023-Present