

Date: February 18, 2010
To: Board of Directors
Puget Sound Clean Air Agency
Subject: Update – Executive Director Recruitment Process

Honorable Members:

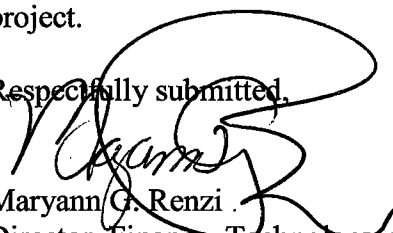
During the January 28, 2010 Board of Directors meeting, you agreed to a process and timeline that will guide the recruitment of a new Executive Director (see attached). The first step in that process was to review responses to the Request for Proposals for executive search firms.

On February 10, the Board Sub-Committee, comprised of Paul Roberts, Jake Fey and Marina Cofer-Wildsmith, met with me, Jim Nolan and Laurie Halvorson to review the four (4), submitted proposals. Karras Consulting was chosen as top contender and plans were made to meet with the principals in Tacoma on February 16. Following the in-person meeting, Paul and Jake confirmed their interest in hiring Dennis Karras and Marissa Karras to facilitate the search for the agency's new Executive Director; Marina was unable to attend the meeting but was comfortable asking Paul and Jake to make the final decision. The full Board and Advisory Council will meet Dennis and Marissa during the February 25, 2010 Joint Board and Advisory Council meeting.

Over the next month, Karras Consulting will talk with Board and Advisory Council members individually, staff members, and other stakeholders to determine the most critical competencies for a successful executive director. Based on those conversations, Karras will create a draft candidate profile. Once the profile is reviewed, revised and confirmed, Karras will begin the advertising and initial screening phases of the process; they will attend the March Board of Directors meeting to provide an update and answer any questions or concerns.

We look forward to this critical and exciting process and invite your feedback throughout the project.

Respectfully submitted,


Maryann G. Renzi
Director, Finance, Technology and Organization Development

Attachment

jwc

Date: January 21, 2010
To: Board of Directors
Puget Sound Clean Air Agency
Subject: Discussion - Executive Director Recruitment

Honorable Members:

Since I have been offered and have accepted the position of Regional Administrator of U.S. Environmental Protection Agency Region 10, effective February 22, 2010, the Board of Directors needs to begin its efforts to fill the Executive Director position. The purpose of this memo is to summarize the discussions to date regarding recruitment for the Executive Director position. In addition, as described below, we recommend that at the conclusion of the Board discussion at the January meeting, the Board take action by motion to approve the process described in this memo, or as amended. This will assist the Board in smoothly going forward to successfully complete this process.

Agency senior staff (Jim Nolan, Maryann Renzi, Laurie Halvorson and myself) met with Board Chair Paul Roberts and Marina Cofer-Wildsmith (by telephone) on January 15, 2010 to start planning this effort. At the meeting, Board Chair Roberts reviewed the Board discussion held at the September 24, 2009 Board meeting. The purpose of the discussion at that time was to make some contingency plans in case I was offered and accepted the EPA position. Board Chair Roberts recalled that during the September discussion, the Board discussed several topics including the desire to appoint an interim Executive Director and the recommendation to appoint Jim Nolan, using a Board subcommittee to lead the effort to recruit a permanent Executive Director, the desire for agency staff involvement in the process, and the need for Board member who are representing others to communicate with their principal Board members during this process. There was agreement that a Board subcommittee of Board Chair Roberts, Jake Fey and Marina Cofer-Wildsmith would lead the Board's work to recruit a permanent Executive Director.

At the January 15, 2010 meeting, Board Chair Roberts again reviewed some of the principles important to the Board throughout this recruitment process:

- Conduct a recruitment and selection process based on the merits of candidates
- Use e-mail only to communicate regarding process and don't use e-mail to discuss candidates or substantive issues, and do not use text messaging for any purposes
- Board members that represent someone else need to communicate in a timely manner with their principals and have full authority to act at Board meetings as needed
- The agency will have one point of contact and the contact is Maryann Renzi, Director of Finance, Technology and Development

We reviewed the matrix of actions that need to happen from the beginning to completion of the recruitment process, including the next steps, who is involved, the timeframe, etc. The three

most immediate next steps are Board agreement on the process to be used during the recruitment and appointment process, appointing an interim Executive Director, and selecting a recruitment firm to assist the Board in recruiting and evaluating candidates for the position.

Roles of the Board and the Board subcommittee. It is important for Board members to agree on what the whole Board will do during the recruitment and selection process, and what actions are delegated to the Board subcommittee. Based on our discussions to date, here are the suggestions brought forward:

The whole Board will:

- Approve the overall recruitment and selection process
- Be kept informed of activity and information throughout the process, through e-mail messages and at regular Board meetings
- Agree upon the job description/skills and competencies
- Select interview team members for the final interview panel
- Interview the selected final candidates
- Select the successful candidate

The Board subcommittee will:

- Implement the direction of the Board and assist in keeping the Board informed
- Select the recruitment firm
- Work with the recruitment firm to review and evaluate candidates
- Select finalists based on the job description/skills and competencies agreed upon by the Board
- Recommend interview team members for the final interview panel

We recommend that at the conclusion of the discussion at the January Board meeting, the Board take action by motion to approve the recruitment process as outlined in this memo, or as amended by discussion at the meeting.

Appointment of Interim Executive Director. Appointment of an Interim Executive Directors is a separate action item on this agenda and separate materials are provided for this agenda item.

Selecting a Recruitment Firm. The first step in this process is to publish a Request for Proposal (RFP), seeking proposals from qualified organizations to do this work. Working with Board Chair Roberts, Mr. Fey and Ms. Cofer-Wildsmith, we prepared an RFP and it was published on January 25, 2010. As you know, it was posted on the agency's website and copies were sent directly to organizations that may be interested in responding. Responses to the RFP are due on February 8, 2010. The responses then need to be evaluated and a qualified firm selected from the proposals received.

Job Description. A description of the skills and competencies desired in the Executive Director position needs to be prepared. To start this work, the agency has gathered the job description and skill information developed when Dennis was hired, along with other updated information. This information was sent to you by separate e-mail before this meeting. Our hope is to discuss this information at the January meeting.

Calendar of Events. Finally, below is a calendar of important events coming up during the next few months.

DATE	EVENT (Board meetings are in bold)
January 25, 2010	Request For Proposal (RFP) issued by Agency for recruitment services
January 28, 2010	Board meeting
February 8, 2010	Responses to RFP due
February 12, 2010	Target date to select recruitment firm Dennis' last day at the agency's office (he is on vacation February 16 – 19)
February 22, 2010	Jim Nolan's appointment as Executive Director begins
February 25, 2010	Board meeting – joint meeting with Advisory Council
March 25, 2010	Board meeting
April 22, 2010	Board meeting – detailed discussion of draft FY11 budget
April 30, 2010	Ken Knowle retires
May 25, 2010	Board meeting – adopt FY11 budget, FY11 per capita rate, FY11 financial policies
May 31, 2010	Dave Kircher retires
June 24, 2010	Board meeting
June 30, 2010 (or later)	Jim Nolan retires
July 22, 2010	Board meeting

Respectfully submitted,

Dennis J. McLerran
Executive Director

Attachment

cvp