



# Executive Director Hiring Committee Meeting Minutes

**Wednesday, August 30<sup>th</sup>, 2017**

**4:00 p.m. to 6:00 p.m.**

**Classroom**

**Committee Members Present:** Rico Quirindongo (Chair), Matt Hanna, Gloria Skouge, Jim Savitt, Mark Brady

**Other Council Members Present:**

**Staff/ Consultants Present:** Emily Anthony, Sarah Meyer, Karin Moughamer

**Others Present:** Howard Aller, Bob Messina, Joan Paulson

The meeting was called to order at 4:02 pm by Rico Quirindongo, Chair.

## **I. Administration**

A. Approval of the Agenda

*The agenda was approved by acclamation.*

B. Approval of the August 23<sup>rd</sup>, 2017 Executive Director Hiring Committee Meeting Minutes

*The August 23<sup>rd</sup>, 2017 Minutes were approved by acclamation.*

## **II. Announcements and Community Comments**

None.

## **III. Interview: Clover Search Works**

Emily Anthony introduced herself and provided information on the history of Clover Search Works and their strength and expertise in serving non-profit organizations, especially during times of transition.

Rico Quirindongo started the conversation by asking Emily to talk about Clover Search Works approach and process to searching for an Executive Director.

Emily began by stating that the biggest variable to creating the timeline is calendar coordination of the hiring committee, followed by identifying what the starting point is for the organization. Clover Search Works helps organizations identify what they are looking for in a new person, what are the goals, and what it will take to get there. She encourages organizations to take time at the beginning to critically evaluate the position.

Mark Brady asked about the structure of the organization and how many applicants the Council can expect to see during this search. Emily stated she has two partners. One person is appointed the lead but all contribute and work on the process collaboratively. The number of applicants

varies depending on the organization, position, and salary. She expects that this position will draw in a large pool.

Jim Savitt asked Emily to trade spaces and imagine she is on the Council. What would be the key skills, experiences, and attributes she would look for in a new Executive Director? Emily began with someone who is a community building and a good communicator who can bring people together. After further clarification and conversation with Jim she continued that in a community that is this diverse, someone who could wear a lot of hats, such as someone who could weed the urban garden and then go meet with the major.

Jim Savitt next asked for an example of a project she's worked on that is most similar to Pike Place Market. Emily responded the Market is unique. They recently completed the search for the head of Hutch Kids and it is similar in that it's a non-profit embedded in a much larger organization with a large, diverse staff and the ED will also need to work with the Hutch board.

Lastly, Jim asked how Clover Search Works would conduct a national search. Emily noted that her firm is really good at working in partnership with the client. Often times the right person is already connected either directly or through a related network. If provided contact information Clover Search Works is great at picking up the phone and making connections. They excel at making and building relationships.

Matt Hanna asked how Clover Search Works creatively identifies potential candidates beyond networks and job boards. Emily responded that it's about starting conversations within the Council's network and looking to organizations with similar mission and similar values and approaching individuals within those organizations about the opportunity. The creative aspect is what makes the search fun. Emily added that it's not about who has the largest rolodex but how a search firm can build relationships with a strong set of candidates. It's important for the Council to set realistic expectations and think about what projects in the near future this individual is going to have to deal with.

Matt Hanna asked what some of Emily's fears or concerns about taking on this search. Emily responded that she would want to know more about the organization. Clover Search Works takes on clients because they care and want that organization to succeed. Taking on this search would be a huge responsibility.

Gloria Skouge asked Emily if it's realistic to conduct this search within 12 weeks. Emily stated that it's about the Council's willingness and availability to work with Clover. They can make the Market a number one priority but the Council will need to make a lot of time. Gloria continued by asking how Clover Search Firm communicates the complexity of this position. Emily responded that most people will understand the demand on time this position requires but if the position requires 14 hours a day, maybe the job description should be revised.

Rico Quirindongo asked a couple questions on behalf of Colleen Bowman, who could not attend. He started with which client operated most like a business or government entity? Emily replied in a way Fred Hutch operated more like a business. Rico continued by asking how recent placements at Hutch Kids, Powerful Voices, and Social Venture Partners are going. Hutch Kids placement hasn't started yet. Powerful Voices is a year in and doing well and Social Venture Partners is going well but she doesn't know any details. There isn't a client she wouldn't connect

the Council with. Rico asked if there is an ED that has been in their role longer than a year. Emily said that the PEPS ED was placed in 2015 and that is a challenging position and she's doing well. Lastly, Rico asked how she and her partner handle disagreements over candidates. Emily said that healthy debate is good and she is always willing to give a candidate 20 minutes on the phone.

Rico Quirindongo asked how she recommends engaging stakeholder groups in the process. Emily responded it's a balancing act. It's important to create opportunities for stakeholders to provide input but also communicating to them that their input is one piece of the equation. She cautioned throwing the whole community at them because there is a wooing aspect to finding the right person. There are ways to provide informal opportunities for community feedback.

Jim Savitt asked if there is such a thing as too much client involvement. Emily replied that she is willing to share all materials with the Council and it's really about how much time each party has to participate in the process. One area where client involvement can be really valuable is during reference checks. Jim followed up by asking if the fees quoted includes the full range of services. Emily responded yes.

Emily concluded by thanking the Council for the invitation to present their services and appreciates the opportunity.

#### **IV. Discussion**

Matt Hanna noted that Herd Freed Hartz appears to focus on the for-profit sector while Clover Search Works focuses on non-profit. He would not recommend selecting a firm that has solely focused on non-profit since the Market operates in many ways like a for-profit.

Rico Quirindongo did not get the impression that a national search is a strength of Clover Search Works and was concerned that their focus on smaller organizations would not fit the Market's needs.

Mark Brady hopes that one of the three candidates works for the Council so that the timeline isn't pushed back too far.

Jim Savitt noted the Council is going to be a hands-on client and is confident that one of the three firms will work, with price being the one unknown in the equation.

#### **V. Interview: Waldron**

Sarah Meyer started by introducing herself and providing information on the firm's background. Waldron's focus is on the social sector and is a certified B Corporation. Waldron has conducted a number of city manager and non-profit CEO, program officer, CFO, and a variety of other positions in large and small non-profits.

Rico Quirindongo started by asking Sarah to provide some additional information on Waldron's search process.

Sarah started by directing the Council to the 14-week timeline included in the proposal. Stage one starts with discovery (first three weeks), working with the Council and stakeholders. They consider themselves a consultative partner and work to understand the culture of the

organization. Together the position profile is created and used to market the position. The next 6-8 weeks is used to identify candidates, including passive candidates that aren't necessarily looking for a new job. It can be valuable to do a national search since you never know if there is a Seattle native looking to come home or someone that is running a similar organization outside of Seattle. They check-in to ensure the process is on track and a chance to look at the pool of candidates, including those who they don't recommend. At week 11 they provide candidates with the highest potential and then the interview process begins.

Rico Quirindongo asked how Waldron works with and assesses stakeholder input. Sarah gave the example of the recent search for the CEO of Social Venture Partners for which there were several different stakeholder groups involved. Before the position profile was advertised, the 500 partners that make up SVP was invited to a presentation to provide input. During the semi-final interviews they invited community members to participate in round robin interview panels and that information informed the final candidate selection.

Rico followed up by asking for more detail on the 14-week timeline. Sarah responded that the timeline provided was not customized for the Council and is a good replica of what would be used. If the Market has a stakeholder engagement process then Waldron would need to build that in on the front end during discovery and at the end during interviews.

Mark Brady asked for more information on how Waldron conducts a national search. Sarah responded that they post on social media, and specialized groups to post the position statement. They don't limit the search to the people they already know and are connected to. They will ask the Market for their contacts but will also use their research team to conduct research on similar organizations and actively recruit across the country.

Gloria Savitt noted that the Council is under a time crunch and asked if a 14-week timeline is reasonable. Sarah responded that she would need to know more about the Council's needs and the stakeholder groups and process.

Matt Hanna asked Sarah to talk about how Waldron would fold in public participation into the search process. Heather Gantz, who is the public sector expert, would partner with Sarah on this search. The process would be tailored to the client and provided examples of clients that utilized surveys to help create the position profile. Matt continued by asking if there were searches in the public sector that resemble the Market search. Sarah noted the positions included in the handouts. Lastly Matt asked what her concerns are for taking on this high profile search. Sarah responded that she still needs to know more about the Market but continued by saying that she would need the client to be a partner and asked if the Committee has authority to make decisions. Sarah concluded by asking the Committee what their process is and how that would affect the overall search process.

Jim Savitt asked about office locations. Sarah responded that Waldron has offices in Seattle, Portland and San Francisco. She is based out of Seattle and Heather is in Portland. Waldron works as a team and all of the offices are connected.

Jim Savitt asked if Social Venture Partners is most like the Market search. Sarah said yes, but she hasn't worked on many public sector placements which is why Heather is involved.

Jim continued by asking Sarah to pretend she is on the Council and to tell him what attributes she would look for in a new ED. Sarah responded someone with a high level of interpersonal relationships, high emotional intelligence, someone who can walk into the room of a funder and talk about the organization passionately, someone who connects with the history, someone with presence and gravitas and who can roll up their sleeves and get to work.

Sarah likes to work with engaged clients and believes that makes the search stronger. She is happy to share all the resumes through the dashboard, weekly, with the Council. The issue she has experienced working with committees is schedule and not keeping commitments.

A conversation about how searches are handled based on value. Their fee is standard in the business and in her opinion clients gets a lot of value.

Rico Quirindongo asked why references were not included in the handout. Sarah responded they like to provide clients a heads-up before handing out their information. She is happy to provide references at any time. Sarah talked about their client management system and how applicants are treated throughout the process.

Rico asked how the work is split. In this search the Market would be getting two directors to review resumes and conduct interviews. Sarah would be the primary contact.

Sarah Meyer asked several questions about stakeholders, including how you engage stakeholders, who needs to be involved and what are the best methods for connecting with stakeholders. Jim Savitt provided examples of the stakeholders, including the City of Seattle, City government, Market tenants, PDA staff, and the Market community which consists of people who live, work, and spend a lot of time in the Market. Jim provided some background on the ED search in 2010.

Sarah asked about the role of the Committee and the decision making process. Rico Quirindongo responded the Committee would need to design the process with the consulting firm. The Committee is able to make interim decisions but not substantive decisions. Those will need to be brought before full Council.

Lastly, Sarah asked what is most important to the Council in the process besides getting the right candidate. Rico believes a level of transparency that allows people to see what the Committee is doing and that the community was part of that process.

## **VI. Community Comments**

Bob Messina is interested in seeing how the timeline progresses and doesn't hear that three months is feasible. He thanked the Committee for letting him be a part of the process.

Joan Paulson believes that Waldron clearly has the best process and they have an understanding and depth of the issue. Clover Search Works she felt comfortable with but didn't believe they reached the professional level of Waldron. The first firm felt like corporate head hunters and doesn't think would work well with the Market. Joan continued that she would like to see more emphasis on Pike Place Market and preservation. She believes the last ten years have been focused on more development and less preservation. Joan outlined issues that aren't being addressed including the lack of elevator in Soames-Dunn building and the Licata agreement.

Lastly she noted the lack of personal interaction between the Committee and the search firm candidates.

**VII. Discussion of Search Firm Candidates**

Matt Hanna offered his opinion to select Herd Freed Hartz noting they have conducted searches most like the PDA ED.

Gloria Skouge did like Waldron but noted that their public sector expert wasn't available for this meeting.

Mark Brady said it was a toss-up between Herd Freed Hartz and Waldron but would have liked to have the references provided by Waldron.

Jim Savitt believes all three firms could do the job, but Herd Freed Hartz has a diversity of experience, placing people in public, private, and non-profit. They also appeared to want the job the most and are possibly less expensive than Waldron.

Rico Quirindongo was in agreement with the comments made, noting the fact that Waldron was missing one of their partners at the interview and they submitted a standard proposal. He asked the Committee to think more and to come prepared to discuss tomorrow morning with the goal of making a recommendation to Council Thursday afternoon.

**VII. Adjournment**

The meeting was adjourned at 6:15 p.m. by Rico Quirindongo, Chair

Meeting minutes submitted by:  
Karin Moughamer, Executive Administrator



# Executive Director Hiring Committee Meeting Minutes

**Wednesday, August 31<sup>st</sup>, 2017**

**11:00 a.m. to 11:30 a.m.**

**Goodwin Library and via conference call 1-855-202-9977**

**Committee Members Present:** Rico Quirindongo (Chair), Gloria Skouge, Mark Brady, Colleen Bowman

**Committee Members Present via Phone:** Jim Savitt, Matt Hanna

**Other Council Members Present:**

**Staff/ Consultants Present:** Karin Moughamer

**Others Present:** Howard Aller, Bob Messina, Joan Paulson

The meeting was called to order at 11:08 am by Rico Quirindongo, Chair.

## **I. Administration**

### **A. Approval of the Agenda**

*The agenda was approved by acclamation.*

## **II. Announcements and Community Comments**

Joan Paulson felt that the first firm interviewed utilized a top down decision making process, they felt corporate, and are not representative of the Market. The other two firms were more in line with what the Market is about and her vision for the next Director. Waldron was the most transparent and the only one with good questions at the end. Joan suggested asking Waldron to reduce their cost to be more in line with the first firm. Lastly, she was disappointed that the Market Historical Commission was not listed as a constituent by Councilmembers during response portions of the interviews.

## **III. Discussion of Search Firm Recommendation**

Rico Quirindongo asked each Councilmember to provide, in 30-seconds, their views on the interviews. Rico started by stating that Herd Freed Hartz would be a firm that could serve the Council well during the process.

Mark Brady was more comfortable with Waldron and appreciated the honesty provided in [Sarah's] responses.

Gloria Skouge would support Herd Freed Hartz noting they have experience with similar type clients and their price is in alignment with the Council's budget.

Matt Hanna felt that Herd Freed Hartz was the strongest, noting the fact they showed up as a full team, showed passion and intensity around the engagement and the significance of the

position. He did not get the same impression from the other firms. The first group was the only group that really understood the importance of finding the right individual for this position. In addition Herd Freed Hartz are currently or have done searches in comparable fields and appreciates their experience in the private sector. That expertise, he believes, will be very valuable during the process.

Jim Savitt stated he could accept working with all three firms and they would all serve the Market well. Jim gives the nod to Herd Freed Hartz, slightly over Waldron, because they brought both of their lead partners and were passionate about the project. Herd Freed Hartz has the best diversity of experience, having placed senior positions in government, non-profit, and for-profit entities.

Colleen Bowman reviewed the minutes and listened to the audio for all three candidates. She believed Waldron to be the most qualified but was disappointed in the cookie-cutter approach to their application materials. Colleen appreciated Clover Search Works candidness and liked their approach, noting [Emily] provided helpful tips for conducting the search, but ultimately not the right fit for the Market. She concluded by stating that Herd Freed Hartz was the clear front runner and appreciated their approach to reverse engineering the timeline to meet the Council's need. They were the only firm that seemed to have their pulse on the city and showed an understanding of the political arena the Market is a part of.

Rico Quirindongo summarized that he heard five of six Councilmembers leaning towards Herd Freed Hartz. He paused to ask Mark Brady if he had any serious concerns moving forward with Herd Freed Hartz. Mark said he had no serious concerns and would be fine moving forward with that firm.

Rico Quirindongo continued by asking the Committee to agree on a not-to-exceed amount for purposes of presenting a draft resolution at Council later today. He suggested \$60,000.

Jim Savitt stated he was not comfortable with that amount and was concerned that any firm that was hired would then seek that amount. Jim believes with Herd Freed Hartz there is some room to negotiate.

Matt Hanna suggested drafting a resolution that stated the Council will enter into a services agreement with Herd Freed Hartz but not include a not-to-exceed amount. Rather, that amount could be provided in a separate resolution at a later date. Matt speculated that Herd Freed Hartz might be open to starting work pending full Council approval.

Jim Savitt suggested a not-to-exceed amount of \$45,000. He would be comfortable with that amount or Matt's suggestion.

Rico Quirindongo was comfortable with including a \$45,000 not-to-exceed amount on the draft resolution, which would be provided to the Committee prior to the Council meeting later that day.

#### **IV. Community Comments**

None.



**V. Adjournment**

The meeting was adjourned at 11:30 a.m. by Rico Quirindongo, Chair

Meeting minutes submitted by:

Karin Moughamer, Executive Administrator