



OLYMPIC REGION CLEAN AIR AGENCY
2940 LIMITED LANE NW
OLYMPIA WA 98502

AGENDA of January 11, 2023 * 9:00 a.m.
Personnel Committee Meeting

ORCAA's meeting will be available virtually

If you would like to participate in the meeting via Zoom video conference, visit

<https://us02web.zoom.us/j/88654004897?pwd=NklnbCtIUETPY25UTIFWbG96eXEyQT09> join with Meeting ID:
886 5400 4897 and Passcode: N5MiRD

If you would like to participate in the meeting via Zoom audio only, call 1-253-215-8782 and join with Meeting ID:
88654004897 and Passcode: 728745

Be courteous – mute your mic if not speaking

CALL TO ORDER

APPROVAL OF AGENDA (*action item*)

(Ask for any corrections, additions/omissions)

APPROVAL OF MINUTES (*action item*)

1. [Minutes of December 14, 2022](#)

EXECUTIVE DIRECTOR REVIEW

1. [Continued discussion and preparation for Director Evaluation](#)

ADJOURNMENT

NEXT MEETING – TBD

OLYMPIC REGION CLEAN AIR AGENCY
2940 Limited Lane NW
Olympia, Washington 98502
PERSONNEL MEETING – via Zoom

December 14, 2022

Members present: Jim Cooper, City of Olympia (Chair)
Greg Brotherton, Jefferson County (Vice Chair)
Robin Vazquez, City of Lacey

Members absent:

Staff Present: Jeff Johnston, Ph.D., Executive Director; Dan Nelson, Communications
Manager; Lynn Harding, Financial Services Manager; and Debbie Moody,
Office Manager/Public Records Officer

Cooper called the meeting to order at 10:40 a.m. and asked for a quick roll call of members and staff.

Cooper asked for consensus of the Agenda. Members agreed.

SALARY SURVEY

Cooper asked Johnston for an update. Johnston noted that we have a meeting scheduled with Compensation Connections for Thursday, January 12 at 8:30am. During that meeting Compensation Connections will provide results of the market survey, present some potential implementation options, and solicit feedback from the Board. Johnston stated he and Harding will be meeting with Compensation Connections in advance of the January meeting.

EXECUTIVE DIRECTOR

Cooper noted Johnston is writing a summary of the status of his first-year performance measures and will share that with the committee.

Historically we have had different approaches to evaluating the Executive Director. Cooper noted most important is the conversation, and that he'd like the committee to all be on the same page moving forward.

Cooper asked Johnston to share the performance measures status document and the job description with the board and staff. Cooper explained he would set up a one-hour time slot for staff to give him feedback. Cooper requested that meeting be set for noon on January 11, 2023. Cooper provided a calendar and link to D. Moody and asked that the managers use that to schedule a 30-minute meeting with him. Cooper stated he would gather the information and bring it back to the full Board in Executive Session during the February Board meeting.

Cooper suggested we prepare a draft contract for the February Executive Session. During the session the Board can discuss Johnston's salary and Cooper stated he would prepare the final for the Board to approve at the March meeting.

Cooper asked if either of the committee members wanted to participate in the meetings, although it makes it more complex with scheduling. Cooper noted he was concerned if there were too many people as staff may not be as open as they would one on one. Brotherton stated he would like to be part of the conversations with staff. Vazquez agreed, she would like to participate, schedule pending.

There was some additional discussion on the techniques for evaluation. Zoom polling was suggested. There was some concern and Brotherton suggested discussing the options with Myers. Cooper offered to contact Myers and get back with the committee. Vazquez added it was also important that Johnston make sure he is getting what he needs from the Board.

Johnston noted he appreciates the time and effort the Board is putting in on the evaluation. Johnston felt it was important to get broad feedback from the Board and staff. Johnston also noted it would be good to get feedback from our legal counsel as well. Cooper noted he would ask legal to give them feedback to him directly.

Vazquez noted she would like to participate in the conversations with the management team members, as well as all staff, if she is available. Vazquez noted if she could be invited as optional. Brotherton noted he would attend per his schedule as well. Cooper stated once management staff schedules, he will invite Brotherton and Vazquez as optional.

Vazquez requested clarification that Johnston will be resending the job description and performance measures documents. Johnston stated he would send it to the committee, and then closer to the February session, send it to the entire Board along with his responses. (Brotherton left 11:02 a.m.). Cooper stated he will have a list of questions to ask staff. Cooper also requested a copy of the contract, as well as salaries from the other air agency directors.

There was some discussion regarding which rubric and/or Likert scale to use. It was noted Johnston and Vazquez would share documents they have with the committee.

After some discussion, it was decided the January Finance meeting will be pushed to February and the next meeting for this committee will be scheduled for January 11, 2023 at 9:00 a.m.

There was nothing further from the committee.

ADJOURNMENT

Cooper adjourned the meeting at 11:08 a.m.

CERTIFICATION

I hereby certify this is a true and correct copy of the minutes of the meeting of the ORCAA Board of Directors held on December 14, 2022, in Olympia, Washington.

ATTEST:

Jeff C. Johnston, Ph.D., Executive Director
Olympic Region Clean Air Agency

Jim Cooper, Chair
ORCAA Personnel Committee

DATED: _____

Self-Assessment: Where things stand regarding first year performance measures for the ORCAA Executive Director

Jeff Johnston, January 9, 2023

In accordance with my contract of employment with the Board of the Olympic Region Clean Air Agency, I worked with the Board to develop the following 5 Performance Measures which were finalized in April 2022. This narrative explains where things stand as of early January 2023 and is submitted as part of my annual performance evaluation.

1. Update the ORCAA Strategic Plan – Ensure a comprehensive strategic planning process, working closely with ORCAA staff and Board members to update the existing plan that will help to guide the agency over the subsequent (3 year? 5 year?) period.

This strategic plan will include all aspects of ORCAA's operations, but a particular early focus will be on agency succession planning, continuity of operations, and IT infrastructure to ensure that the agency is prepared and making the investments required to enable the agency to conduct business safely and efficiently now and in the future. The initial strategic planning process should be completed before June 30, 2023.

January 2023 Comments – Due to the many other projects described below, updating the agency's strategic plan is on hold. This performance measure remains important, an updated strategic plan will provide multiple benefits to the agency in the months and years ahead.

Even without work on the strategic plan I have, however, made progress on pieces of this performance measure. For example, I worked to bolster the agency's IT infrastructure, investing in upgraded computers and other equipment and moving from on-premises to cloud-based IT infrastructure. I am currently working with Chris Krause (ORCAA's IT System Administrator) on an IT Continuity of Operations Plan.

2. Agency performance management – Jeff will work with management and staff to develop a performance management and staff development process that links to the updated agency strategic plan. This process will be developed in conjunction with updating the agency strategic plan and will be ready to implement at same time as the strategic plan (July 1, 2023). Jeff will work closely with the Management Team to develop a work plan that follows from the strategic plan and that guides the day-to-day agency operations and staff performance management.

January 2023 Comments – As of February 2022, it had been many years since most ORCAA staff had annual evaluations and performance management conversations. I adopted the Performance Development Plan (PDP) form and process that I used for many years as a manager at the Department of Ecology, seeking input from the ORCAA Management Team on how best to adopt these to ORCAA's needs. I've completed PDPs for 5 of my 7 direct reports and expect to complete the last two in January. Members of the ORCAA Management Team with direct reports of their own (Robert, Mark, and Debbie) are also working to complete PDPs for their staff by the end of January. PDPs were completed for ORCAA's 4 new hires and have been an important tool for clarifying performance expectations, training needs, and generally setting them up to succeed as part of the ORCAA team.

I am working with ORCAA's contracted HR consultant (Compensation Connections) to make additional adjustments to the PDP forms and process, with the goal of developing and supporting a culture that values regular performance management and professional development conversations and goal setting.

Lack of progress on the agency strategic plan means that direct, explicit linkage between the strategic plan and the performance management process has not been established to date.

3. Salary survey – During fiscal year 2023 (before June 30, 2023) the agency will conduct a salary survey to ensure that ORCAA’s salaries remain competitive, and that the agency is able to attract and retain the top talent needed to implement its mission.

January 2023 Comments – I researched several possible consultants for doing this work and eventually settled on Compensation Connections (CC) as the best fit for ORCAA’s needs. A contract was signed with CC on October 3, which also includes a small amount of ad hoc HR support for ORCAA. A project kick-off meeting happened on October 26, which included ORCAA’s Personnel Committee. Lynn and I met with CC in December to review their work and provide some input and will meet with them again on January 10. CC will meet again with the Personnel Committee on January 12, and the project is expected to be completed in early February. CC will present ORCAA with several implementation options to be considered as staff begins to prepare the FY 2024 budget.

4. Budget Development – Jeff will work closely with agency managers, staff, and Board members to develop and then gain approval for an agency budget for FY 2023. The draft budget will be presented to and discussed with the Finance Committee in April and the full Board in May and June. The budget will be approved by the board at or before the June 2022 meeting. Throughout the budget development process, Jeff will work closely with the Board to ensure that they have the information they need.

January 2023 Comments – FY 2023 was a complicated budget year for several reasons, including me being new in my role, and an uncertain economy with a very high Consumer Price Index (CPI). I worked closely with Lynn and other members of the Management Team to assemble several options for the Finance Committee and finally the full Board to consider and ultimately approve during the June Board meeting. The budget included fee increases of 5.2% and a 4% staff salary increase (both below the 7.4% CPI). The FY 2023 budget makes several important investments in the agency, including:

- *A new Records Clerk position to assist with agency records and provide additional administrative support for the agency (Tiffany Flores was hired in December to fill this position).*
- *Funding for a complete redesign of the ORCAA website (project is on schedule with an expected launch of our new website in February).*
- *An increased IT budget to replace aging desktop computers with laptops and make several other important IT investments in the agency.*
- *Funds to conduct a salary survey and to revise the agency’s strategic plan.*

5. Relationship Building and Outreach – During his first 11 months, Jeff will spend time with each board member (virtually and in-person as conditions permit) to develop a rapport and to get to know the interests and needs of the communities represented by the Board members. This outreach will also include establishing relationships with key ORCAA partners and stakeholders.

January 2023 Comments – ORCAA is a small agency (17 FTEs) covering a large area (over 8,000 mi²), so partnerships and collaborations are critical to accomplishing our mission. Within the first couple months of being on the job I had 1:1 meetings with each Board member. During these conversations I learned important

information and context for ORCAA's work, as well as names of important partners and stakeholders to connect with.

Additionally, ORCAA staff and I have met with County permitting and community development offices in Grays Harbor and Mason Counties, and Boards of Health in Clallam, Jefferson, and Mason Counties. I've met with the Thurston County Fire Chief's Association on multiple occasions. I regularly attend a monthly breakfast meeting of Thurston County local government managers which has been a great way to connect with City Managers and other Directors of other local government agencies.

Relationship building and outreach is an important ongoing effort and will continue to be a focus as long as I am the agency Executive Director.

Key agency accomplishments during the past year not covered by the performance measures listed above:

1. Hiring and promotion – hiring always must be the top priority, whenever there are agency vacancies. Refilling the agency IT position was one of my first tasks as agency director, and the position was filled in April. In working to fill the position it was clear ORCAA was not offering a competitive IT salary, and so before filling the position I brought the compensation in line with comparable IT public service positions.

Two of ORCAA's 4 compliance inspectors left the agency for other opportunities within a month of each other last spring, so it was important to fill these positions as quickly as possible. We had a great candidate pool and hired two new inspectors in July and August who each bring their own important experience to ORCAA and have been quick and eager learners. In addition, over the summer we hired a part time Building Maintenance and Grounds Technician, and in December we on-boarded our new agency Records Clerk.

Beyond the new hires, I have worked to retain and develop our existing staff. The salary survey mentioned above is one way of doing that, and I've also worked with the Engineering and Compliance Managers to reallocate two of our skilled junior team members in recognition of their skills and abilities to perform at higher level positions.

2. Website – We are working on a complete revamp of agency website, including the creation of web forms linked to our database which will significantly streamline some office administrative processes. The website is the main way the public, the regulated community, and others learn about ORCAA, our regulations, and our services. A clear, easy to navigate, visually appealing, and accurate website is critical to our mission. I expect our new website to launch in the coming months.
3. Outdoor burning in homeless camps – ORCAA has struggled with how to respond to complaints related to burning in homeless camps for years. My goal has been to ensure that ORCAA's efforts are aligned with those of the cities, county, and other organizations dealing with homeless issues to ensure we are not working at cross purposes. The pilot project we are funding to reduce hazardous burning in homeless camps is an innovative effort to respond to this complicated, systemic societal issue.
4. Recreational burning rule update – As directed by the Board, ORCAA is working to update our rules to remove the longstanding prohibition on recreational fires (campfires) in Lacey, Olympia, and Tumwater. The outreach to the cities, the fire officials and others has taken considerable time and effort during the past 6 months. The rule

hearing is in January and if the Board decides to move forward with this action, the rule change will be effective later this spring.

The items listed below are some of the priorities for the coming year:

1. Continuing the relationship building and outreach.
2. Update ORCAA's Policy and Procedures Manual.
3. Working closely with the Management Team, put together a FY2024 budget for Board consideration and approval that continues making important investments in the ongoing modernization and development of ORCAA.
4. Launch an effort to replace ORCAA's aging database.
5. Replace ORCAA's conference room furniture and continue upgrading the conference room IT systems.

How can the Board help me, and the agency succeed?

1. Be a knowledgeable and engaged Board member letting me and other members of the ORCAA team know how we can support you in your role as a Board member to help direct ORCAA's financial and policy direction.
2. Help ORCAA connect with key stakeholders in your counties and cities. We are most effective when the public and the regulated community know about our work and our requirements, and when we're working in collaboration with other local government agencies. Let us know who we need to work with in your jurisdictions to best serve the public and the regulated community.