

**Final Interview Addendum – February 16, 2018**

Thank you for your time and inviting me to interview with you. I've taken this occasion to reflect on everything we talked about yesterday and remain extremely interested in becoming your next Executive Director. It was my goal to demonstrate how I embody BRPC's values, mission, and vision as well as articulate how I meet and exceed the high level of qualifications that you demand and deserve. I hope that these interviews allowed you to see how I will fit well into the BRPC organization and I look forward to advancing the Commission's vision as your next Executive Director.

I would like to provide you some information regarding one of the questions asked yesterday. I asked if the Commission has a formal transition plan in place. It is my understanding that the Commission has not developed one and so, I wanted to take this opportunity to provide you with an overview of what I would do in advance of my first day as well as what you could expect in my first six months. As there is an abundance of books and other information about leadership transitions, I think it is important for you to know how I would approach and implement a transition plan.

I believe that a new leader must help cultivate a smooth transition so that the change in leadership becomes a virtuous one. It is important for any leader, and especially a new one, to establish the ability to make beneficial decisions, develop an informed strategy, cultivate credibility and leverage supportive alliances for early wins. There are two very fundamental actions that a new leader should take to build up this momentum for success: engage in focused learning and develop effective relationships.

The first is to engage in a focused learning process. To prepare myself as the "face" of the Commission, I would immediately start learning key facts, figures, and conditions about the region. It is important that I have a command of the data that defines the region and related trends. About 30 days prior to my official start, I would begin meeting with Mr. Karns to understand the Commission from his perspective. His insight would help me learn the professional culture at the Commission. I expect that this would include a few in-person meetings supplemented by calls and email as necessary. About two weeks prior to my start, I would meet with staff either individually or in small groups to understand their view of the Commission. I expect that this focused learning phase would begin to normalize after the first month but continue over the next 60 days.

The next step is to begin building effective relationships. Some of that work would have started with the staff through the focused learning phase. After my first day, I would meet individually with each Board member in their community to learn about their expectations and needs. I would also meet with stakeholders from the Commonwealth, including elected representatives and key agency contacts, as well as the media and other regional organizations. I recognize that building trust takes time and I hope to have my initial contact with these individuals completed in the first 90 days.

By the end of the sixth months, I plan to secure some success for the Commission based on the information I've gathered and the relationships I've developed. The transition curve would begin to flatten through the first year as we achieve alignment, build our team, create alliances, and start to accelerate our team and strengthen the Commission's position in the region and in the Commonwealth. It is my expectation that the Commission would be in a place to re-examine its mission and values in order to add goals and objectives to guide its work for the future.