

# Status Report: Replacement of the President / COO

Presented by the Ad Hoc Subcommittee  
Jennifer LeSar, Chair  
October 8, 2008

A photograph of a city skyline across a body of water. The skyline features various high-rise buildings and a prominent white sailboat on the water in the foreground. The sky is clear and blue.

Centre City  
Development  
Corporation



# Presentation Overview

1. Purpose of the Ad Hoc Subcommittee
2. Results of the community outreach
3. Search for an executive recruitment firm
4. Next steps





# Presentation Overview

## 1. Purpose of the Ad Hoc Subcommittee



# Ad Hoc Subcommittee: Background

- Created at July 30, 2008 Board Meeting
- Members
  - Jennifer LeSar,
    - Chair Ad Hoc Subcommittee; prior CCDC Board Chair
  - Kim J. Kilkenny
    - CCDC Board Treasurer
  - Janice Brown
    - Chair, Budget/Finance and Administration Committee
- Goals
  - Gather stakeholder input
  - Select an executive search firm
  - Committee next steps to be determined by Board in future meeting



# Ad Hoc Subcommittee: Goals

## Gather stakeholder input by:

- Conducting public meetings
- Providing a designated email for public comment
- Meeting with CCDC staff

## Select an executive search firm to:

- Conduct a clear, transparent process
- Create a new job description
- Solicit and vet candidates from a national pool





# Presentation Overview

## 2. Results of the community outreach



# Community Outreach: Process

- Conduct public meetings
  - August 20, 2008
  - September 10, 2008
  - September 24, 2008
- Designate email for public input
  - September 2, 2008, [execsearch@ccdc.com](mailto:execsearch@ccdc.com)
- Meet with CCDC staff
  - September 26, 2008



# Community Outreach: Results

- Public Meetings
  - Attended by several dozen stakeholders
- Designated email
  - Received 16 emails, dozens of suggestions
- Meet with CCDC staff
  - 5 small group meetings with Board/Subcommittee members over 5 hour period
- Gather additional, unsolicited public feedback
  - Received 11 additional emails from community stakeholders



# Community Outreach: Input

## Questions about the next President/COO

- Who are they? → *Personal characteristics*
- How do they communicate? → *Interpersonal skills*
- What is their experience? → *Professional background*
- What are their skills? → *Professional attributes*
- What kind of a leader are they? → *Leadership style*
- What should their priorities be? → *Business focus*



# Community Outreach: Input

## Personal Characteristics

- Impeccable integrity
- Visionary
- Professional Humility
- Humble with ego
- Lives downtown
- Positive and optimistic
- High standards of ethical conduct
- Demonstrated transparency skills
- Lives for redevelopment
- Risk taker
- Sound judgment
- Creative
- Someone who loves San Diego and appreciates its unique style as an asset
- Personable
- Local candidates, regional candidates, national candidates... only!



# Community Outreach: Input

## Interpersonal Skills

- Open, plain and clear written and oral communication style
- Willing to listen to the public
- Open door policy
- Able to encourage and motivate staff
- Ability to see and acknowledge differing opinions and an understanding of how to handle them so that each stakeholder's opinion is given due respect
- Ability to quickly develop effective working relationships with elected officials, boards, public, private, neighborhood and business leaders
- Ability to balance competing and conflicting interests
- Diplomatic and handles pressure and conflict with composure
- Listens equally and fairly to everyone/doesn't play favorites with anyone
- Excellent presentation/public speaking skills



# Community Outreach: Input

## Professional Background

- Strong urban planning background
- Garden design/Landscape architect background
- Financial savvy
- Public/Private agency partnership experience
- Understanding of and experience working within California's redevelopment arena
- Experience with workforce and affordable housing
- Experience gathering and implementing stakeholder support in a highly political environment
- Track record of improving organizations (increasing efficiencies, making tough decisions, implementing change, improving effectiveness)
- Experience reporting to a board



# Community Outreach: Input

## Professional Background

- Knowledge of and Expertise In:
  - LEED standards and Green Building Council work
  - Marketing and Advocacy of San Diego to Wall Street, Retailers, Businesses who could relocate here
  - Rebuilding a production pipeline from the economic trough
  - Designing for the public realm
  - Communicating effectively with diverse types of media



# Community Outreach: Input

## Professional Attributes

- Experience restoring credibility to a troubled organization
- Organizational development experience
- Strategic planning experience
- Demonstrated creative problem solver
- Excellent management skills
- Time management and organizational skills but also the skills to prioritize appropriately and consistently
- Commitment to do what it takes to get the job done right



# Community Outreach: Input

## Leadership Style

- Makes decisions and takes responsibility
- Takes a stand for what is right in the face of political pressure
- Trusts and advocates for staff
- Has the courage to listen to and act on public input
- Confident and secure in his/her own experience and expertise
- Confident and secure with staff experience and expertise
- Demands and empowers the best in everyone
- Consensus Builder with other public and private sector partners



# Community Outreach: Input

## Business Focus

- Holds developers accountable
- Understands the link between San Diego redevelopment and redevelopment in the state
- Wants to make San Diego an architecturally significant city
- Understands the importance of workforce and affordable housing downtown
- Commitment to downtown residents not just developers
- Commitment to east-west pathways



# Community Outreach: Input

## Business Focus

- Commitment to economic development as set forth in redevelopment law section 33071
- Strong commitment to the arts and culture as integrated into the urban environment and urban experience
- Understands the importance of educational institutions downtown
- Understands the importance of public art, public spaces and parks of all kinds
- Respects and understands the importance of the waterfront





# Presentation Overview

## 3. Search for an executive recruitment firm



# Executive Search Firm: Process

- 9/10/08: Board issues approval of RFP
- 9/11/08: RFP and notification of RFP posted
- 9/25/08: RFP submittal deadline
- 10/1/08: Short list created
- 10/6/08: Search firm interviews
- 10/8/08: Recommend one firm for approval



# Executive Search Firm: Results

- Diverse pool of respondents
- Three firms short-listed
- Intense interview process
- One firm selected to move forward



# Executive Search Firm: Results

Recommended firm: Ralph Andersen & Associates,  
Heather Renschler, Pres / CEO & our executive  
search manager

- Demonstrated, related experience
- Understands nuances of transparent, high level search for a public agency
- Extensive experience successfully vetting top position candidates
- Currently conducting search for Port of San Diego





# Presentation Overview

## 4. Next steps



# Next Steps - - Recommendations and Feedback

- Search firms identified obstacles to recruitment process including:
  - Upcoming City Elections
  - Instability in the financial markets
  - Upcoming Year-End Holidays
  - Possible changes in CCDC governance structure
  - Performance Audit not yet complete – estimated completion date – April 2009
  
- Recommendations to Board:
  - Approve Search Firm Contract now
  - Lock in Contract Price
  - Delay Notice to Proceed to Search Firm until at least January 1<sup>st</sup>, 2009.
  - Search will take minimum of 4 months to complete – Board should plan develop interim governance plan



# Next Steps

- 10/8/08: Board consideration and approval of recommended executive search firm.
- Executive Search Firm Terms Recommended for Approval:
  - Selected firm agrees to hold price for 6 months
  - Contract not to exceed \$40,000; plus additional allowance for background search
  - Authorization to proceed to be given by Board within next six months
- 10/10/08: Press release announcing chosen executive search firm.

