



THE
CENTRE
FOR ORGANIZATION
EFFECTIVENESS

CCDC Stakeholder Interviews: Presentation of Findings

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PRIVILEGED – Confidential Material is not Included

Presentation Outline

- ◆ Background
- ◆ Interview Findings
- ◆ Additional Data for Board Consideration

Background

- ◆ 21 One-on-One Interviews Conducted
 - Interviews Represented by the Following Stakeholder Categories*:
 - ◆ Developers/Urban Builders (five)
 - ◆ Architects (two)
 - ◆ Associations (e.g. Gaslamp Assoc., East Village Assoc., Downtown San Diego Partnership, etc.)
 - ◆ “Minority” Contractors (one)
 - ◆ Elected Officials (three)
 - ◆ Government Officials (five)
 - ◆ Previous CCDC Board Members (six)
 - ◆ Business Leaders (three)

*Several Interviewees fit into two categories

Background

- ◆ Two Group Interviews (Executive Staff and Middle Management Staff)

Interview Questions

1. “Please describe what you see as the vision, tasks to be accomplished and/or purpose (business of) CCDC now and in the next 5-10 years.”

Interview Questions

2. “Given this description, please describe the experience, skills, attributes, talents, knowledge and competencies needed in the next Chief Operating Officer for CCDC.”

INTERVIEW FINDINGS

1. Please describe what you see as the vision, tasks to be accomplished and/or purpose (business of) CCDC now and in the next 5-10 years:

- perfect time, important time to look at next phase
- Focus on amenities; quality of life; do the detail work
 - Parks - Transportation - Public Safety
 - Maintenance of what's been built; stewards of what you've built
 - Impact on communication affected; lifestyles
 - More community outreach; community involvement; shareholder involvement

INTERVIEW FINDINGS

- Implement the new community plan; the community plan should drive what we do
- Process new private sector development; don't rest on past successes; continue to keep momentum; wrap up projects; continue to tell the story about Downtown; stay entrepreneurial at all costs

INTERVIEW FINDINGS

- Get the money and keep the money protected
- Focus on business space; keep it pedestrian; a more sophisticated business attraction program, not public relations

INTERVIEW FINDINGS

- Create a world-class city that lives and breathes 24 hours a day; take the plunge to the next step; drop the ambiguity about this; Big perspective; grand; selective; higher quality projects; build for longevity; think 100 years out; think regionally

INTERVIEW FINDINGS

- Leverage residential; don't mandate; don't kill condo development so that office will happen
- 7+ years - don't sunset CCDC; expand CCDC boundaries, geographical areas

INTERVIEW FINDINGS

- CCDC should lead Embarcadero project; top of the list; more interface with the Port of San Diego, Chamber, waterfront (community does not differentiate Port areas from CCDC)
- Create a better balance of commercial, residential, business

INTERVIEW FINDINGS

- Create creative affordable housing; balance of quality and affordable housing; workforce housing; expand the boundaries that require the densities; implementation of family residences for East Village; better balance and mix Downtown

INTERVIEW FINDINGS

- Manage the consumption of the rest of the land
- Require more thoughtful design; move from homogeneity/monotony

INTERVIEW FINDINGS

- Economic development hybrid; opportunity for CCDC to be more effective on social purpose (e.g. job opportunities; apprenticeships; social sensibilities toward the communities surrounding Downtown like Barrio Logan, Sherman Heights; work around social service agencies don't push them out; leverage North Embarcadero re: jobs spin off from cruise ships, revenue possibilities)

INTERVIEW FINDINGS

2. “Given this description, please describe the experience, skills, attributes, talents, knowledge and competencies needed in the next Chief Operating Officer for CCDC.”

- Overriding issues/skills
- Professional experience/competence
 - Perspective “A”
 - Perspective “B”
- Personal Characteristics, Style
- Management Skills

OVERRIDING ISSUES/SKILLS

Regardless of Skill Set:

- Have the negotiation skills and strength needed to protect the money; buffer from City Hall
- Private Sector perspective critical (the view of 16 interviews and the group interviews; two stated public sector; three stated either public or private)

OVERRIDING ISSUES/SKILLS

- Doesn't need to be local but should know big city politics; how big organizations work
- Current context of strong mayor form of government means COO must be strong
- CCDC staff is competent; there is a need for culture change
- This person is the face of CCDC; must have presence and be a good listener

PROFESSIONAL EXPERIENCE/COMPETENCE

Perspective "A":

- Ideally know and understand real estate development, real estate lending or real estate investing; what it is like to put your money on the line and take a risk in the marketplace
- Private development experience from a company with a proven track record

PROFESSIONAL EXPERIENCE/COMPETENCE

Perspective "A":

- Must understand commercial value and commercial development
- Hire for the current focus (implementation of community plan; wrap up projects; good at implementation)

PROFESSIONAL EXPERIENCE/COMPETENCE

Perspective "A":

- Free enterprise person; entrepreneurial spirit and entrepreneurial experience; demonstrated understanding of product and capital market realities; understands the development and execution of market plans
- Finance experience; knows how to put together deals (apply this creativity to affordable housing); budget knowledge and financial planning

PROFESSIONAL EXPERIENCE/COMPETENCE

Perspective "A":

- Demonstrated public relations skills and can sell ideas; knows the difference between public relations and business attraction
- Appreciates good design -- three-dimensional experience; has an eye for design; land-use planning background

PROFESSIONAL EXPERIENCE/COMPETENCE

Perspective "A":

- Experience in big cities and waterfront communities we wish to emulate, e.g. San Francisco, Baltimore, New York, Vancouver; international recruitment from Toronto, Montreal, Quebec
- Familiar with legislative process at local and national levels

PROFESSIONAL EXPERIENCE/COMPETENCE

Perspective "B":

- Economic development experience and perspective that is a thread throughout past projects
- Contextual experience of integrating residential living with commercial development; experience dealing with the impact on the community; experience as a liaison to the community

PROFESSIONAL EXPERIENCE/COMPETENCE

Perspective "B":

- Experience with community outreach and community involvement; sensitive to social concerns
- Good listener; dialogues easily
- Experience with focusing on the quality of life issues; lifestyles affected; amenities

PROFESSIONAL EXPERIENCE/COMPETENCE


Perspective "B":

- Demonstrated ability to learn and juggle residential interests and social service organizations
- Sensitive and knowledgeable about affordable housing, multi-family housing
- Demonstrated public relations skills; can sell ideas; knows the difference between public relations and business attraction

PERSONAL CHARACTERISTICS

- Strong leader; decisive; strength of character; could stand up to City Hall and negotiate with City Hall
- Commanding presence; dynamic personality; BIG person; high profile; charismatic
- Risk-taker; entrepreneurial spirit
- Tactful; bridge-builder; collaborative approach; problem-solver; negotiator

PERSONAL CHARACTERISTICS

- Intelligent; introspective; sophisticated
 - Good interpersonal communication skills; articulate; listens well and can hear what needs to be done; engages in dialogue
 - Systems thinker; broad perspective; big picture person
 - Informal and approachable
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PERSONAL CHARACTERISTICS

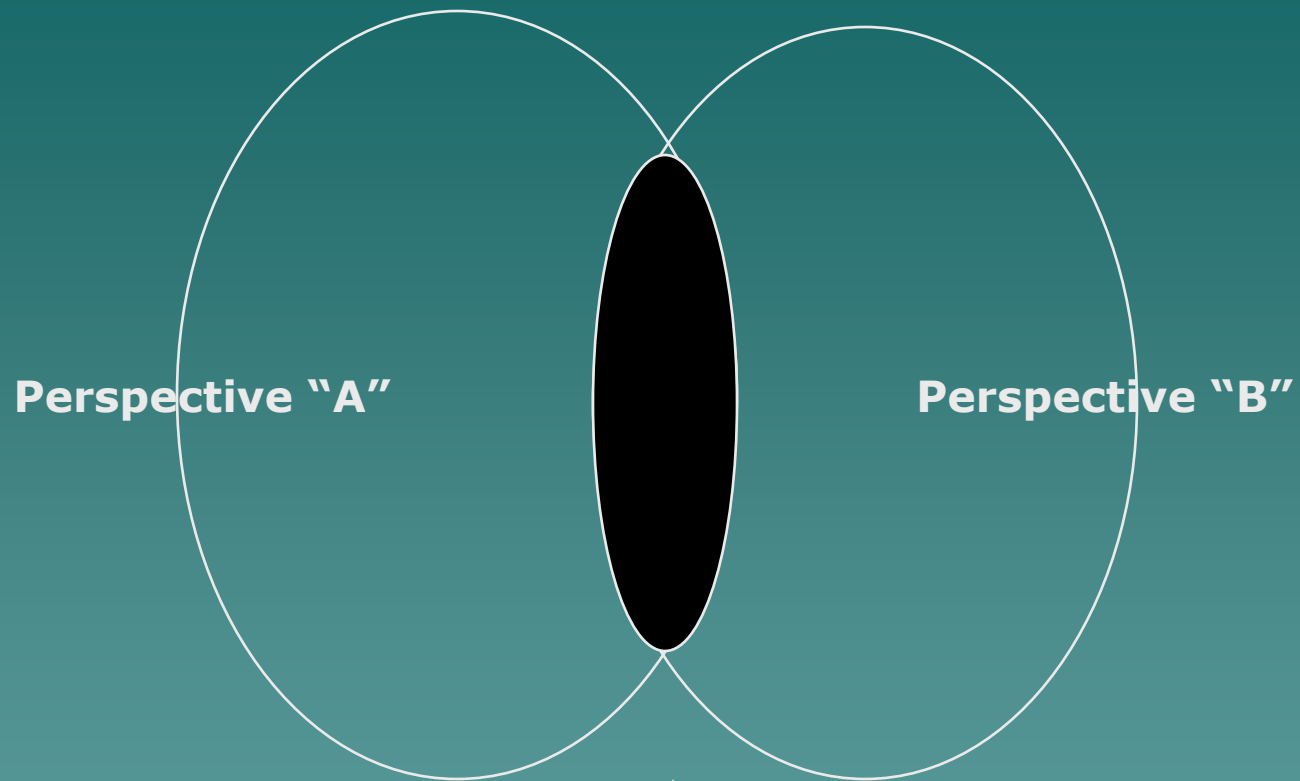
- Can navigate the bureaucracy; knows how government works; politically savvy; politically connected; knows the players locally, at state and/or federal level
- Comfortable in front of groups, media; good at public relations and marketing; would be good “face” of CCDC

MANAGEMENT SKILLS

- Strong leader; decisive with staff
- Willing to delegate; trusts staff; willing to rely on staff and champion staff relations
- Has run an organization with staff

MANAGEMENT SKILLS

- Can change the culture at CCDC
- Values diversity and diverse opinions
- Has reported to a board; has experience working with a demanding board



Management Skills

Personal Characteristics/Style

ADDITIONAL DATA FOR BOARD CONSIDERATION

- Job description should identify “big” things, grandiose plans to attract a “big person”; should include reporting relationships
- Any candidate should get a very serious vetting by the Executive Search Firm; assessment process should be rigorous (e.g., take the candidate on a tour and then ask their opinion; create more of an assessment center process)

ADDITIONAL DATA FOR BOARD CONSIDERATION

- Top candidate should meet with senior staff; select community leaders
- A fear that local search firms may be politically connected; more concerned about placing people than what CCDC needs

ADDITIONAL DATA FOR BOARD CONSIDERATION

- COO selection should take into account future internal succession issues and organizational structure changes that may happen (e.g., Professional Design Review Board; retirements)
- Create a Professional Design Review Board (three or five paid people)
- No desire for any mandate regarding buildings