

Budget and Administration/Personnel Committee

Draft MINUTES

Wednesday, November 2, 2005

10:30 am

RTC Conference Room
1523 Pacific Avenue
Santa Cruz, CA 95060

Attendees

Members: Commissioner Jan Beautz
Commission Alternate Gustavo Gonzalez
Commissioner Mike Keogh
Commissioner Ellen Pirie
Commission Alternate Andy Schiffrin

Others: Susan Mauriello, CAO
Les White, SCMTD General Manager
John Shannon, CPS Executive Search
Christine Iams, CPS Executive Search
Bill Comfort

RTC Staff: Pat Dellin, RTC staff
Karena Pushnik, RTC staff
Luis Mendez, RTC staff
Tegan Speiser, RTC staff

The meeting was called to order by Committee Chair Schiffrin.

1. Introductions – Self-introductions were made.
2. Additions/Changes to Agenda – None
3. Oral Communications – Commissioner Keogh inquired about when the Transportation Funding Task Force issue would be agendaized for a Commission meeting. He was advised that the item will be on the agenda of the November 10th Committee meeting.
4. Executive Director Recruitment

Interim Executive Director Pat Dellin introduced Mr. John Shannon and Ms. Christine Iams of CPS Executive Search, the firm conducting the Executive Director (ED) recruitment for the RTC. They reviewed the purpose of the meeting which was to identify the roles and responsibilities for the ED recruitment, confirm the involvement process, outline the recruitment process and schedule, solicit input for developing a candidate profile including compensation and discuss next steps.

I. Roles and Responsibilities

County – CAO Mauriello stated that the new ED will be hired as an employee of the County of Santa Cruz at least initially and that the current MOU between the County and the RTC specifies that the CAO is the appointing authority for this position with the concurrence of Commission. This position is now exempt from the County's civil service rules. The CAO wants to work with the committee during the recruitment process and deliberations. Mr. Shannon sees the CAO as an advisor to the Committee.

The CAO recommended that the RTC look into whether candidate interviews for this position would be subject to the Brown Act. Mr. Shannon indicated that in other executive level recruitments they have conducted, counsel has concluded that these are Brown Act exclusions. He added that it would be difficult to have candidates with existing executive responsibilities be interviewed in a public setting.

Staff – The Committee expressed their interest in having staff involved in the recruitment process. The consultants will return with a plan for how this could occur. The process used for garnering employee input in the recruitment of the SCMTD General Manager was discussed.

Communication Process – The Committee indicated that it would like to be informed of key decision points in the process and to have status reports identified on the recruitment schedule.

II. Review and Confirm Involvement Process

CPS Executive Search sent an email survey regarding the recruitment to ITAC members and received 6 responses. The consultants planned to meet with a delegation of RTC employees the same afternoon. At the Committee's request, the recruiters agreed to extend the same opportunity for commenting on the recruitment to members of other RTC committees including the Bike Committee, Elderly and Disabled Transportation Advisory Committee, the Safe on 17 and Transportation Operations Safety Committees. Ideas generated in this process will not be attributed to any particular person, but rather the consultants are looking for general themes that emerge from the stakeholder outreach.

III. Recruitment Process and Schedule

The recruitment will be divided into three phases:

Phase 1 – Develop the Candidate Profile and Recruitment Strategy

Confirm search process; complete stakeholder input; prepare and place advertising, prepare, review and print candidate profile; and print brochure by November 18. Committee members will receive copies of the brochure.

Phase 2 – Recruitment

Identify and contact potential candidates; conduct initial screening interviews following final filing date of January 6; submit client report; and meet with Committee on January

27 to narrow the field to 5-6 semi-finalists. Mr. Shannon described this as probably the most critical part of the work.

Phase 3 – CPS will be responsible for designing and coordinating the selection process including: committee semi-finalist interviews; securing input from staff; reference and background checks; interviews with finalists; negotiating an employment agreement by the end of February and announcing the appointment.

Regarding the barrier that high housing costs might present in attracting a candidate, Mr. Shannon indicated that they had dealt with this in recruitments for positions in other high cost communities such as Santa Barbara and Palo Alto. Compensation is a separate item on today's meeting agenda. The RTC needs to decide what (if anything) it is prepared to do in terms of housing and/or relocation assistance and to convey this information to candidates.

Regarding the projected start date for the new ED, Mr. Shannon relayed that how soon a candidate can start at their new position usually relates somewhat to what position they currently hold. However, the recruiters have found that as soon as a person has been selected, they usually begin to get involved in the new organization attending key meetings and other activities even before they leave their current position.

IV. Candidate Profile

Mr. Shannon focused the discussion on four major areas of developing a candidate profile: 1) identifying key issues that the new ED will get to work on; 2) the level and type of experience and education that candidates should have (and preferences); 3) the real personal and professional competencies that a person needs to be successful in the job; and 4) compensation. Mr. Shannon also summarized the input received to date from members of the ITAC.

Committee members expressed their preferences about each of the areas listed above. The common themes that emerged from this discussion, combined with input from RTC committees and staff, will be used by CPS Executive Search to develop the recruitment brochure, candidate profile and other marketing materials to be used in the ED recruitment.

Regarding compensation, the CAO stated that the current salary structure and benefit package for County executive management positions (including the RTC ED) is set by the County Board of Supervisors, not the RTC. Salaries for some County management positions are currently under review in December. She indicated that if there's an issue with salary, benefits or working conditions for this position, the RTC could bring it to the Board of Supervisors to address. She indicated that the Board had been responsive to Commission requests in the past.

RTC staff mentioned that at the October Budget and Administration/Personnel Committee Meeting, the Committee had requested consultant Ellen Aldridge to explore options for contracting with the ED. A report on this is not yet available. However, CAO

Mauriello expressed serious concerns about having a contractor, who was not a County employee, supervise County employees.

Staff will return at a future meeting with more information on contracting options as well as typical compensation and benefits for these positions throughout the state.

Mr. Shannon indicated that the crucial issues from a candidate's perspective are that: the base compensation is competitive for similar jobs, that there is a sound severance clause to deal with the business relationship if a change is needed, that there is some flexibility, if needed, to deal with unique circumstances that the successful candidate brings to the job, and relocation expenses (if there is a way these can be addressed).

V. Next Steps – Not discussed due to lack of time.

VI. Other – Not discussed due to lack of time.

5. Next Meeting Times – The Budget and Administration/Personnel Meeting is scheduled to meet on these Thursdays at 3pm: November 10, December 8, and January 12.
6. Adjournment - The meeting was adjourned at 12:30 pm.

Respectfully submitted,

Tegan Speiser, Staff