



THE  
CENTRE  
FOR ORGANIZATION  
EFFECTIVENESS

# CCDC Stakeholder Interviews: Presentation of Findings

Presented by:  
Trudy Sopp, Ph.D.  
co-Executive Director  
THE CENTRE for Organization Effectiveness

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**\*PRIVILEGED – Confidential Material is not Included\***

# Presentation Outline

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

# Background

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- ◆ 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

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

# Interview Questions

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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

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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

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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

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- 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

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- 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

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- 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

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- 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

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- 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

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- 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

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

# INTERVIEW FINDINGS

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- 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

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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

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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

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- 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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## 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

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- 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

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- 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

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- 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

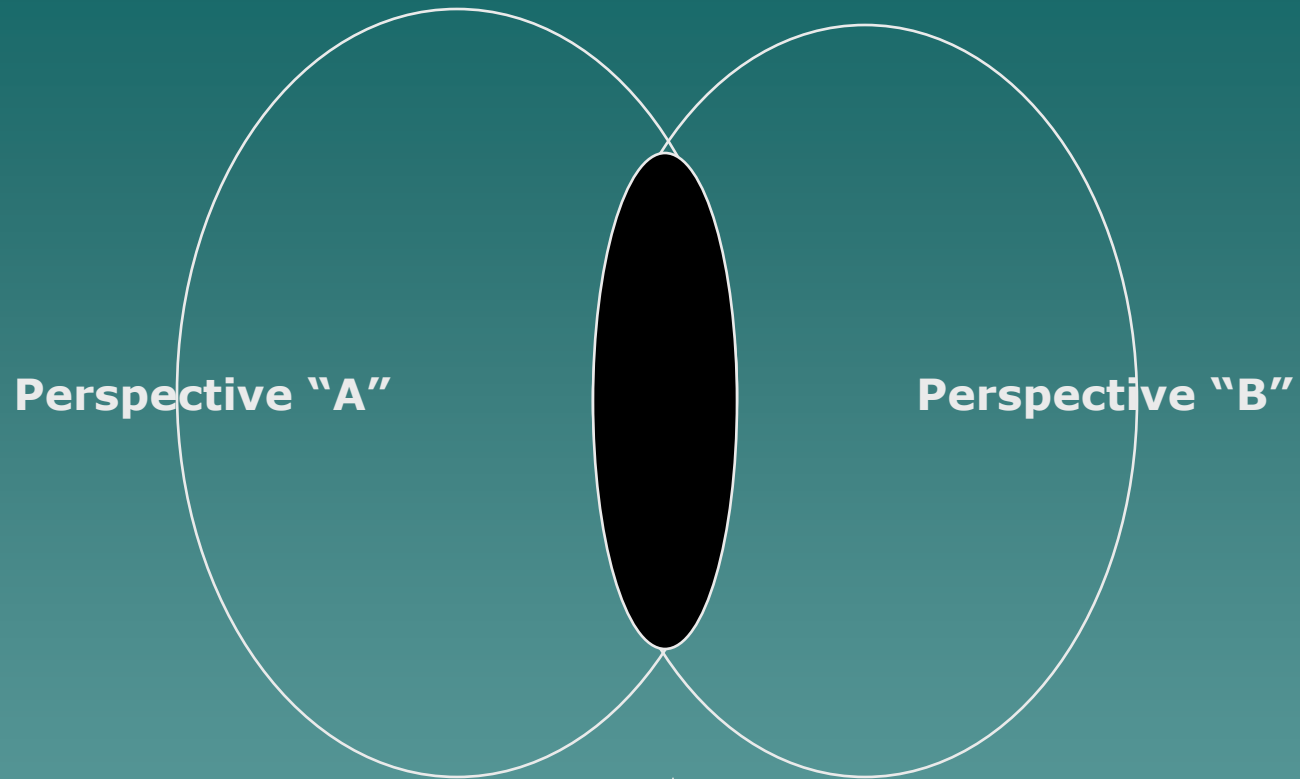
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- Strong leader; decisive with staff
  - Willing to delegate; trusts staff; willing to rely on staff and champion staff relations
  - Has run an organization with staff
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# MANAGEMENT SKILLS

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- 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

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- 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

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- 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

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- 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