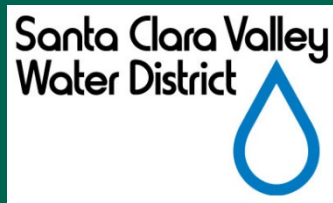


# Chief Executive Officer and General Manager Search



Santa Clara Valley Water District

February 28, 2017

## Background

- The selection of the District's next Chief Executive Officer and General Manager ("CEO") is a top priority and the Board of Directors is committed to conducting a thoughtful, thorough and transparent search process.
- The Board of Directors of The Santa Clara Valley Water District has retained Korn Ferry, a global executive recruitment firm, to lead a national search for the permanent CEO.
- Korn Ferry was selected for this engagement due to their direct experience leading Chief Executive and General Management searches for clients in the private and public water and infrastructure sectors.
- Korn Ferry is here this evening at the request of the Board to receive stakeholder and community input and feedback on the draft profile, experience and qualifications that have been developed by the Board of Directors.



# SCVWD Board Priorities and Strategic Directions



**The Mission of the District is to Provide Silicon Valley safe, clean water for a healthy life, environment, and economy**

# Key Responsibilities of the Chief Executive Officer

The Chief Executive Officer will be responsible for the safety, reliability, financial performance, and operations for the District. This individual will take direction from the Board and build a collaborative relationship with stakeholders to establish and maintain the District's vision, direction, and guiding principles of quality and reliable service to customers.

## Santa Clara Valley Water District Priorities and Strategic Directions

Water Supply	Flood Protection	Environmental Stewardship	Business Management
<ul style="list-style-type: none"><li>▪ Reliable current and future water supply for municipalities, industries, agriculture, and the environment; improve water source diversification strategies.</li><li>▪ Ensure national recognition as a leading water resources management agency.</li></ul>	<ul style="list-style-type: none"><li>▪ Provide natural flood protection for residents, businesses, and visitors.</li><li>▪ Implement safe, clean Water Flood Protection program (including capital and operational).</li></ul>	<ul style="list-style-type: none"><li>▪ Develop and deploy innovative and practical strategies to protect and enhance watersheds and natural resources.</li><li>▪ Effective partnerships with state and federal environmental agencies and NGOs.</li></ul>	<ul style="list-style-type: none"><li>▪ Diversity &amp; Inclusion.</li><li>▪ Workforce Development &amp; Succession Planning.</li><li>▪ Financial stability.</li><li>▪ Positive and mutually beneficial relationships with worker's unions.</li></ul>



# Professional Experience and Qualifications

## Functional and Technical Qualifications

- A sound understanding of the principles and practices of public administration.
- Able to also deliver on long-term strategies with comprehensive solutions that ensure long-term viability, continued quality and financial performance by increasing and diversifying water supply resources.
- Knowledgeable of relevant government and regulatory requirements and laws and regulations relating to water supply and flood control matters.
- Effective financial acumen with experience developing and managing complex and capital intensive organizational budgets.
- A demonstrated track record of accomplishment with larger capital investment project oversight and delivery.
- Demonstrated thought leadership; able to shape/influence policy and legislation and then create and articulate strategies in response to enhance benefits to the District's stakeholders.
- At least 15 years of demonstrated business success and track record of increasing accomplishments in water and/or other relevant sectors.
- A Bachelor's degree from an accredited college or university with major course work in business administration, public administration, civil engineering or a closely related field. A Master's degree is a plus but not required.



# Professional Experience and Qualifications

## Interpersonal and Leadership Qualifications

- Collaborative leadership style with stakeholders; ability to harness the strengths, insights and capabilities of the organization, the Board, and the broader stakeholder community.
- Proven ability to create and articulate a vision for the future for the District that continues in the path of quality, safety, innovation, efficiency and environmental stewardship, which considers a multitude of uncertain, economic and political factors.
- Effective team builder and change agent with the ability to recruit and develop the talent necessary to effectively respond to the new challenges and opportunities of the district.
- A sensitivity and appreciation for the diverse workforce of the District.
- Experience working and negotiating effectively with unions and ensuring that the financial and labor needs of the District are protected.
- Ability to thrive in the complex regulatory and political environment in California.

## Year One Success Factors

During the first year of employment it is expected that the new CEO will have:

- A seamless leadership transition to ensure continued service to customers, successful execution of all activities and key events, and sound fiscal management;
- Built confidence with the board and staff and continue ongoing strategic planning processes for the future. Ensure that the District continues down the path of developing a culture of accountability and urgency;
- Ensured that the District's Fiscal Year 2017-21 Five-Year Capital Improvement Program (CIP) that was adopted on May 10, 2016 fulfills its purpose to integrate District work with the larger community by aligning District planning with other local agency planning efforts;
- Effectively represented the District and built collaborative relationships with key local, state and federal legislative and administrative bodies, NGOs, the media, and the public on priority water supply, quality, flood control and environmental stewardship within its service territory;
- Built on the District's quality-focused tradition in customer services and innovation; and
- Continued to develop a culture of accountability and achievement and inspired a greater sense of urgency within the District's workforce.



## Search Process Overview

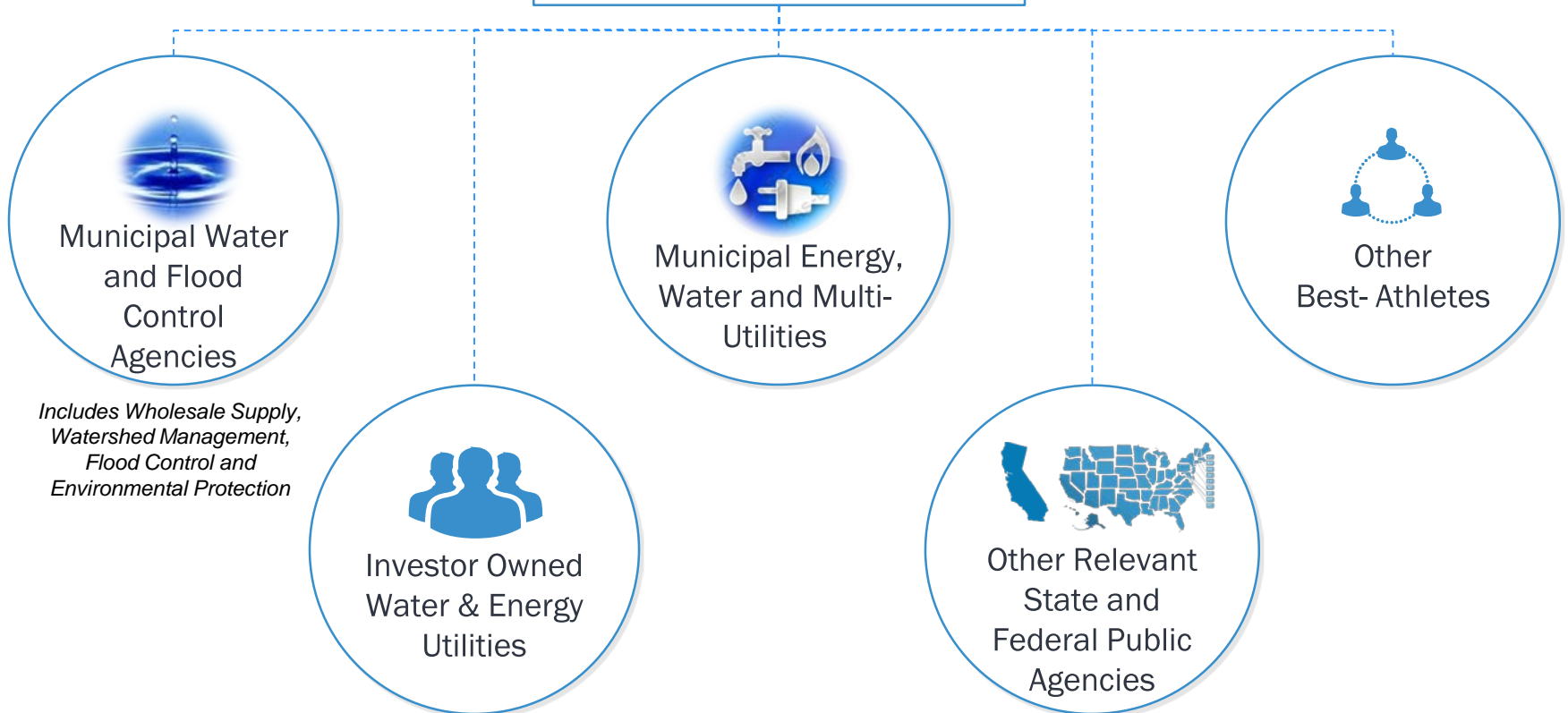
- The board is committed to conducting a thoughtful, thorough and transparent search process with an anticipated timeframe of four to six months.
- In order to attract the most qualified candidates for the position the Board is committed to a confidential application and interview process; the names and resumes of all applicants will be confidential during and following the process.
- A diverse slate of qualified candidates is a top priority for the Board. As such, in addition to Korn Ferry's active market outreach, the position will be posted in appropriate publications and online resources that effectively target diversity candidates, as well as publications that are specific and appropriate for the level of professional expertise associated with the senior management position.
- Both internal and external candidates will be considered for the CEO position; internal candidates will be assessed through the same process as external applicants.
- Korn Ferry and the Board of Directors have established a regular communication schedule to provide updates on the process and interim updates will be posted on the District's website by the Board Chairperson.





# Korn Ferry will Conduct an Extensive and Efficient Search to Include Leadership Talent from the Public and Private Sectors

## Chief Executive Officer Search Strategy



# Finalist Candidates will be Assessed Utilizing Korn Ferry's Four Dimensional Leadership Assessment Tool

**7,000,000+**

Korn Ferry's extensive candidate database includes **profiles of 7 million top-tier executives and professionals.**



More than **70%** of Korn Ferry search clients utilize the firm's assessment capabilities.



Korn Ferry has assessed more than **2.5 million professionals** since our founding.



Companies that used Korn Ferry's assessment tool during the executive recruitment process were **eight times more likely to hire an executive who will be promoted within three years** – compared to new hires where Korn Ferry's assessment tool was not used in the recruitment process.

\*Korn Ferry Institute study, 2012



**Four out of five leaders have serious blind spots** about their skills, while two out of five have hidden strengths. We help reveal and understand people's underlying weaknesses while identifying and developing latent strengths.

\*Korn Ferry Institute study, 2012



Korn Ferry's recruitment process outsourcing assessment identifies applicants who are **six times more likely to progress through screening** than were poor "fit" applicants.

\*Korn Ferry Institute study, 2014



Candidates who are "strongly recommended" based on their Korn Ferry assessment scores are **eight times more likely to be in the top tier of performers** than the bottom tier.

\*Korn Ferry Institute study, 2014



# The Korn Ferry Search Process

## Kick-Off/ Due Diligence

- ✓ The Board of Directors defines search and position objectives with assistance from Korn Ferry.
- ✓ Develop and approve search strategy.
- ✓ Post position specification and unique client profile.
- ✓ Socialize the strategy and profile with community and stakeholders.

## Candidate Identification, Evaluation and Assessment

- Develop the candidate pool.
- Korn Ferry interviews and assesses potential candidates.
- Candidate “long list” presented to the Board in a closed session.
- Board selects and interviews first round candidates.

## Shortlist Development

- Board provides feedback and calibration to Korn Ferry including invite list for 2<sup>nd</sup> round interviews.
- Candidate 4D assessments are conducted for selected candidates.
- Board conducts in-depth interviews with finalist candidates.
- Korn Ferry checks references and conducts rigorous due diligence on finalists.

## Finalist Process

- Successful candidate and potential backups are determined.
- KF manages the offer & negotiation process.
- Successful candidate is announced.
- Korn Ferry provides feedback and coaching to successful candidate and runners up.



## Next Steps and Korn Ferry Contact Information

- The position specification and instructions for application can be accessed through Korn Ferry's job application portal at [www.ekornferry.com](http://www.ekornferry.com).
- The [position specification and search announcement](#) were posted to the District's website on February 17, 2017.
- Interim updates on the progress of the search will be posted by Chairman Varela in the News Releases section of the District's website.
- Contact information for the Korn Ferry consulting team is included below:

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