

**Seattle Department of Transportation Director Search
Community Advisory Committee
Meeting Summary
April 16, 2014, 2:00 – 3:35 p.m.
Norman B. Rice Conference Room, Seattle City Hall**

CoChair: Joni Earl (Sound Transit)

Members present: Warren Aakervik (Seattle Freight Advisory Board), Shiv Batra (transportation engineer), Marci Carpenter (West Seattle Transportation Coalition), Barb Chamberlain (Washington Bikes), Toby Crittenden (Washington Bus), Martin Duke (Seattle Transit Blog), Hilary Franz (Futurewise), Amy Grotefendt (Enviroissues), Lydia Heard (Seattle Pedestrian Advisory Board), Rob Johnson (Transportation Choices Coalition), Kate Joncas (Downtown Seattle Association), David Kalberer (Transportation Consultant), Josh Kavanagh (University of Washington), Elizabeth Kiker (Cascade Bicycle Club), Ann Martin (Seattle Transportation Levy Oversight Committee), Lara Normand (Seattle Bicycle Advisory Board), Lisa Quinn (Feet First), Tom Rasmussen (Seattle City Council), Cathy Tuttle (Seattle Neighborhood Greenways), Joe Vinson (SDOT), Jennifer Wieland (SDOT)

Staff and facilitator: Deputy Mayor Andrea Riniker (Mayor's Office), Andrew Glass Hastings (Mayor's Office), Dennis and Marissa Karras (Karras Consulting), John Howell (Cedar River Group)

Welcome, Introductions and Purpose

CoChair Joni Earl opened the meeting, welcomed committee members and asked them to introduce themselves. Ms. Earl explained that the purpose of the meeting was to capture the committee's advice on the draft selection criteria for the Seattle Department of Transportation (SDOT) Director.

Discussion of Draft Selection Criteria

The draft selection criteria consisted of a one-page list of skills and three bullets of experience. John Howell reviewed the criteria and pointed out those that had been strongly suggested in the outreach survey, and in the committee's "dot" exercise at the last meeting.

In response to a committee members' questions about how the criteria compare to those for other recruitments and how the list will be used, Marissa Karras said that this is a very comprehensive list of selection criteria. The criteria document is an internal guide. Pieces of it will become part of the formal job announcement. The job announcement will also include information about the city and the department. She noted that the list of skills is what will be called "desirable."

Mr. Howell asked for overall comments, then for any comment on each bullet. The following is a summary of committee members' comments.

Overall:

- The skills list should be organized into categories to make it easier to understand.
- Relationships among the partners and breaking down of silos are missing.

- Call out walking, bus, biking and pedestrian mobility, it is a city value, and point out that 27 percent of the city's land is in transportation.
- Add experience in a major port and maritime city.
- Address the complexity of the position.

Skills page:

Inspiring, Courageous Leadership (1st bullet of skills):

- Like this wording.

Strategic Vision (2nd bullet):

- Many comments from the outreach suggested someone with a vision, but this statement on “ability to influence and articulate the Mayor’s vision” is better. The director can be “visionary” but still help to articulate and carry out the Mayor’s vision.

Creativity and Innovation (3rd bullet):

- Text is clear.
- Add “data driven” and performance reporting system here of under Lean Management (10th bullet).
- Add the idea of looking at international models.

High level of integrity . . . (4th bullet):

- Add fostering a culture of responsiveness.

Flexibility (5th bullet):

- Add “while also maintaining the overall vision” or core principles.
- Is the definition of flexibility too narrow?
- Change the wording of “adjusting to” change to “navigating” it. Navigating change while staying focused on priorities.
- This might be the right place to add the idea of breaking the silos, the ability to work in multiple disciplines.
- Add assesses changing conditions in multiple areas.

Build a Talented, Effective Staff Team (6th bullet):

- Add the race and social justice initiative.
- Add experience retaining a solid staff as well as hiring.
- Add gifted at leading organizational change or leading teams in a change process.

Partnering (7th bullet):

- The partnerships are not just with transportation agencies but are cross-departmental and with public and private interests.
- Add takes ownership of outcomes in the city regardless of responsibility. Responsible for the success of transportation within the city.

- Need to address climate change—prevention, mitigation and adaptation. Commitment to the environment.
- Add state and regional transportation issues—other levels of government.

Cultural Competency (8th bullet):

- Rather than “support” use “proactive commitment.”
- Add traditionally underserved populations, places not equitably served in the past.
- Could move the reference to the Race and Social Justice Initiative to refer to building a team.
- Strengthen the language regarding WMBE contracting.
- Consider splitting this skill into two separate skills.
- The Director needs both skills and experience in this area. Perhaps include in a section on the guiding values of the city.

Drive External Communications and Relationships (9th bullet):

- Add citizen and advisory groups to the list for developing relationships.

Lean Management (10th bullet):

- Add performance measures or accountability measures.
- Add communication about measures.
- Don’t use the term “lean” as it implies a particular approach.
- Use “impact” instead of “outputs.”
- Instead of “value to the customer” use “value to the city.”
- “High standards of performance” is not clear without reference to use of benchmarks.
- Consider combining this bullet with the last one on Business and Management Acumen.

Commitment to Mobility (11th bullet):

- The director needs not just to “recognize the role” but have experience.
- Call out persons with disabilities or vulnerable populations.
- Use the words “walking, biking, transit.”
- Bring in access, promoting mobility for all.
- Take out “urban” and use “neighborhood.”
- Call it the role of transportation in “building great places” rather than “livability.”
- “Movement of goods” and “freight mobility” seem like the same.

Commitment to Safety (12th bullet):

- Say “accessible for all ages and abilities.”
- “Understand” is soft. It could be “leads the transportation system to improve individual and community health.”
- Be proactive about safety

Business and Management Acumen (13th bullet):

- Include public and private sources, not just grant sources.
- Weave in the interdisciplinary and interdepartmental ideas.

Experience page:

Mr. Howell noted that there had already been a few suggestions for additions: working in a major port city, leading a team through a change management process, and cultural competency in contracting and building a diverse staff team. Ms. Karras noted that having too many experience requirements, even if they are listed as “desirable” or “preferred,” tends to discourage candidates from applying.

1st bullet:

- Use “complex publicly accountable organization” rather than “complex public transportation organization.”

2nd bullet:

- Add “in a metropolitan setting”

3rd bullet:

- Use “leading” or “responsible for” rather than “overseeing.” The candidate should have experience leading a department or organization responsible for delivering complex projects.

Adoption of Selection Criteria

Committee members agreed that it was acceptable to use just the three experience bullets. Other suggestions for expanding the description of experience could be included in the description of skills or in the position description.

John Howell said staff will incorporate many of the suggestions from Committee members. The Committee agreed unanimously to adopt the selection criteria as they will be amended to reflect the discussion in this meeting.

Deputy Mayor Riniker thanked all the committee members for their time and sharing their experience and advice. A clear message was that we need inspired leadership in the new SDOT Director. Once a selection is made, the Advisory Committee members will be invited to meet the new Director.

Ms. Karras asked members to contact her with any thoughts about possible candidates or organizations to contact.

The meeting adjourned at 4:00 PM.