



CAPITAL CITY DEVELOPMENT CORP.

Capital City Development
Corporation is seeking an

EXECUTIVE DIRECTOR

BOISE, IDAHO



The Boise Community:

Boise is the capital of Idaho and the seat of Ada County. With a 2010 population of 206,000 Boise is the largest city in Idaho and the fourth largest city in the Pacific Northwest. The greater Boise metropolitan area is estimated to have 600,000 residents. The nearest larger metro areas are Portland, Oregon, and Salt Lake City, Utah.

Boise is headquarters for several major companies including, IDACORP Inc., and JR Simplot. Technology investment and the high tech industry are important to the city. In addition to larger tech firms like Hewlett-Packard and Micron Technology, Boise is home to exciting tech start-ups such as Cradlepoint, Keynetics, and Baliho. More than thirty thousand people work in the downtown core.

Post secondary education options include Boise State University; satellite campuses of University of Idaho and Idaho State University; and Northwest Nazarene University. Concordia University is constructing its first law school and the University of Idaho is planning a new law school in Boise to supplement its program in Moscow, Idaho. The College of Western Idaho, the fastest growing community college in the United States conducts programs in Boise.

Already a regional hub for jazz and theater, Boise became a national center for dance when the Trey McIntyre Project chose our city for their home base. The Idaho Shakespeare Festival, Opera Idaho and the Boise Philharmonic Orchestra each have long histories in stimulating the cultural life of the region. The downtown Grove Plaza hosts numerous outdoor functions during the year including a farmer's market on spring, summer and fall weekends attracting more than 15,000. The adjacent Boise Centre on the Grove is a convention center that hosts a variety of events.

Recreation opportunities are extensive. Recently named "Bike Town USA" by Outside Magazine, Boise boasts miles of hiking and biking trails. Thirty minutes from downtown, Bogus Basin provides dual season activities including downhill skiing, snowboarding, cross country skiing, tubing, and mountain biking. Boise has minor league hockey, baseball, and basketball that regularly compete for their championships. The Boise State University Broncos football team has consistently ranked in the Top 20 nationally and is a perennial bowl candidate. The Boise State University Broncos football success has been notable in recent years along with the signature blue turf at its stadium.

Downtown Boise has a unique combination of urban excitement and small town charm. It has a vibrant business and government hub in its center. It has an active downtown with extensive shops, restaurants, many of which are in restored historic buildings. The downtown area is the venue for a vibrant night-life scene extending into the early morning hours. A new emphasis on urban housing has produced significant investment in a variety of projects that add that element to the liveliness of downtown Boise.

The Organization:

CCDC is the independent redevelopment and urban renewal agency for Boise, Idaho. Founded in 1965, today it serves as a catalyst for quality private development through urban design, economic development, and infrastructure investment. CCDC owns and operates a downtown parking system consisting of six parking facilities with 2,500 spaces. A nine-member Board of Commissioners directs CCDC's activities; they are appointed by the Mayor and confirmed by the Boise City Council. They serve five-year terms and are not compensated for their service. CCDC has a staff of thirteen, headed by the Executive Director who reports to the Board of Commissioners. The budget for FY 2011 is \$27,265,155, including program operations of \$3,128,473. The budget for FY 2011 includes bond proceeds of approximately \$4M, a release of project reserves of about \$2M, and some short-term borrowing of almost \$2M. Typical budgets are approximately \$19M. CCDC operates on an October 1 fiscal year. Total assets of the organization are approximately \$105 million.

The Idaho State Code authorizes CCDC to undertake redevelopment activities in deteriorating and underdeveloped areas in urban renewal districts approved by the Boise City Council. The Local Economic Development Act authorizes CCDC to use tax increment financing to "finance the economic growth and development of urban renewal areas." CCDC's activities are currently funded through a combination of tax increment financing, parking system revenue, and outside grants. CCDC also has the independent authority for bond financing that makes it a desired partner for many public and private projects.

Redevelopment activities can include planning, property acquisition and disposition, site preparation, construction of public improvements and facilities and development partnerships consistent with the provisions of an adopted urban renewal plan. Under certain conditions, CCDC can rehabilitate existing structures.

In 2000, the Mayor's office and CCDC prepared the Smart City Initiative which is an effort to identify what people in the new economy – based on high tech and other industries – are looking for in a place to live and work, and to create such a place in Boise. The Initiative addresses housing, mobility and transportation, sustainability and technology, education and job growth, and arts and culture. CCDC activities are keyed to the Initiative.

CCDC is responsible for preparing master plans and managing redevelopment activities within designated urban renewal districts. Currently CCDC is implementing urban renewal plans in three districts in downtown Boise generally bounded by State Street, the Boise River, Broadway Avenue, and 16th Street. The three districts are: Central with 34 acres, River Myrtle-Old Boise with 340 acres and Westside with 144 acres. Redevelopment activities include both public and private projects. Public projects are used to leverage private development in the plan area and include parking garage construction and operation, transportation and street improvements, brick sidewalks and public plaza construction, street tree planting, construction of public buildings, partnerships with private developers, and funding public art. CCDC owns several parcels of property that are used for many downtown and community events. Those events include Alive After Five that occurs on Wednesday evenings (sponsored by the Downtown Business Association) through the summer, and early fall and the Capital City Public Market that occurs on Saturday mornings during the spring, summer, and early fall. The successful candidate will

be called upon to assist CCDC's Parking and Facilities Services Director in determining the appropriate support and use of those facilities.

CCDC's involvement in projects range from its statutory authority for analysis, consultation, and comments on design review applications, to financial participation including "placemaking" investments that encourages business and individuals to locate and invest in downtown Boise. The placemaking investments are guided by the urban renewal district master plans, the CCDC Strategic Plan 2006-2015 and several adopted policies that provide parameters for the preparation of the Capital Investment Plan (CIP) now under way. The CIP will focus attention on several parts of downtown that are likely to benefit the most from direct public placemaking investments.

Public transportation is a top concern of Boise residents and CCDC has been active in a variety of projects including transit shelters, multimodal transit center, streetcar, and conversion of one-way streets. CCDC has partnered with other agencies in their participation in these projects including providing local match to grants, supporting studies and planning efforts, and in some cases taking the lead on projects.

Sustainability is an important objective in CCDC's planning and projects. These include improvements in energy use in CCDC owned facilities, partnerships with others in providing bike racks and street trees, expanding the public market layout to provide additional local food availability, and applying for and receiving two EPA brownfield assessment grants. Additional information on these and other activities can be found on CCDC's web site: www.ccdcboise.com.

The Position:

The Executive Director serves as the Chief Executive Officer and is responsible for carrying out the mission and goals of CCDC and for the effective administration of all agency activities, including the development, planning, operations, budgeting, staffing, personnel management and human relations, and developing and maintaining the agency's external relationships. The external relationships include the general public, local, City, County, State, and Federal elected officials, heads of other governmental agencies, legal counsel, developers, the media, and business and community leaders. The position directly supervises the Planning and Development Director, Parking and Facilities Services Director, and the Chief Financial Officer.

Duties and Responsibilities:

- Provide leadership to the staff and oversee personnel matters. Communicate the mission and goals for the Agency and foster motivation.
- Interact with the Board of Commissioners to provide reliable and effective communications, support policy development and decisions, and develop strategies for dealing with public and organizational issues.
- Provide analysis and strategic planning development for the Agency's programs. Actively pursue betterment of programs and manage change to meet programmatic goals.
- Direct the financial planning and budget preparation. Provide timely, accurate and reliable program estimates and budgets. Monitor, authorize, and control expenditures in accordance with established limitations.

- Direct organizational planning and development activities.
- Perform a variety of administrative functions including review and approval of projects and their on-going implementation; preparation of reports and recommendations for the Board of Commissioners; providing direction and oversight on personnel matters.
- Represent CCDC regarding regional issues on local, state, and national levels. Establish effective and reliable communications and work to resolve issues and concerns among and between CCDC and other agencies.

Issues

Process: CCDC has statutory requirements for planning of projects and initiatives that it either carries out or plays a role in implementation. Currently there is concern in some quarters that this planning activity can duplicate, overlap, or contradict City planning activities. Additionally there is concern about the City permit review process where CCDC provides a review and comment on all applications to the City and whether this should be confined in some way to specific projects. The next Executive Director should lead an effort to clarify policy with CCDC Board of Commissioners and then work with the Mayor's office to make adjustments, all within legal limitations and constraints.

CCDC has unique tools available to it because of its statutory authority, two significant ones being bonding authority and tax increment financing. Because of this CCDC is a sought after participant in a wide variety of projects. Since all projects may not align with CCDC's mission and strategic plan and because CCDC's financial capacity is limited, project prioritization must occur. A need exists to develop a prioritization methodology ratified by all stakeholders so as to implement a discipline for project selection.

Intergovernmental: CCDC interfaces with a broad spectrum of Boise entities each with a particular issue or interest. On the private side there are developers, building and property owners, tenants and the general public. On the public side there are a number of entities including the City of Boise, Ada County, Ada County Highway District, Valley Regional Transit, the Greater Boise Auditorium District, COMPASS, State agencies, State legislature, and Federal agencies. The Executive Director must be proactive and establish on-going relationships with these entities, develop effective communication links, maintain a relevant understanding of issues and interests, and manage expectations.

In every legislative session bills are introduced which, if passed, could significantly impact CCDC's mission and activities. An association of Idaho redevelopment agencies has been formed to work on legislative matters and CCDC should continue to play a role. The Executive Director will be expected to work closely with CCDC legal counsel and CCDC legislative advisor during the legislative session. Historically, the CCDC Executive Director has been a key participant in presenting testimony and other information to the legislature. Additionally the Executive Director should work with the private sector on coalition building to establish a unified approach in working legislative issues.

Projects: There is a strong feeling in Boise that now is the time to be aggressive on project development and implementation. The list of potential public projects is long and includes an expanded convention center, downtown circulator, intermodal transit center, baseball stadium, development of the new 30th Street Master Plan Implementation Strategy, changing the one-way grid system, and the Boise Smart City Initiative. The private side list includes Jack's Urban Meeting Place (JUMP), the vacant Macy's block, and the yet to be developed 8th and Main site. CCDC will be sought as a participant and the project prioritization need becomes all the more important.

The first redevelopment district, Central, terminates in 2017. Options for closeout need to be developed concerning the disposition of the five parking garages, the distribution of any remaining TIF revenue and other policy issues. The Executive Director must engage the CCDC Board of Commissioners through this development concurrent with close coordination with the City and the downtown business community so that a final transition and closeout meets common objectives.

Communications: A recent survey shows CCDC's image and reputation varies among its stakeholders. This ranges from little knowledge or misunderstanding of activities or mission by the general public, to more detailed knowledge by other stakeholders based primarily on experience with a specific initiative. The next Executive Director should review the findings and recommendations of the survey with appropriate actions taken to develop open and reliable links with all stakeholders.

Organization: The new Executive Director should review staffing capabilities and capacities and how they match CCDC programs and projects. Training needs and job progression should be reviewed and adjustments made as necessary along with appropriate organizational realignment. Procedures and management systems should be reviewed to make certain they are compatible with CCDC's current and long term needs. The Strategic Plan that extends five more years and the CIP both need on-going review.

Candidate Profile:

The Executive Director's position is highly visible and requires a professional manager with highly developed analytical, communication, and interpersonal skills. The individual must be an exceptional and motivational leader with a demonstrated ability and commitment to working simultaneously on diverse projects. Candidates must have knowledge and experience of economic development, tax increment financing and other financial processes, planning, budgeting, and capital project implementation.

The ideal candidate will be a reputable leader who will be able to develop a solid linkage to the community. Candidates must be experienced and proven capable of working within highly charged and possibly political environments on issues concerning CCDC that may have an impact on external organizations. A balance of assertiveness, diplomacy, confidence, and a sense of humor will serve this person well.



Management Profile:

Candidates for this position should be exceptional leaders, capable of planning and directing the services of CCDC and coordinating the efforts of other organizations both within the City structure and with external developers and interested individuals. Candidates should be genuinely committed to the development of a strong customer service ethic, responsive to organizational needs, and be open and honest in all internal and external relationships. He/she must be capable of managing highly complex issues in the context of an overall management team and be open to change and innovation.

Exceptional communication skills, both oral and written are needed, as the Executive Director will be called upon to make presentations in a clear and credible manner. This position requires a person of high energy level, capable of operating with significant independence and initiative, yet open to direction from the CCDC Board of Commissioners. This is a position of public trust; personal integrity and ethics must be beyond reproach.

The Executive Director is an at-will employee and serves at the pleasure of the CCDC Board. Under the current version of the CCDC Bylaws, hiring the Executive Director and removing the Executive Director requires a majority vote of the entire Board (as opposed to a majority vote of quorum of the Board present at a meeting).

Education and Experience:

Candidates for the position should have specific knowledge and experience in leading a public sector or a public/private corporation that is involved in the delivery of development programs. This would include knowledge and experience of the entire spectrum of the development process from planning and site acquisition through leasing or sale. A proven record of job progression leading to a minimum of ten years in senior management positions is required.

Candidates should have attained a bachelor's degree from an accredited college or university in business, public administration, finance or related field. An advanced degree is a valuable asset in this search process.



Salary and Benefits:

Depending on experience, the starting salary range is \$125,000 to \$150,000 plus standard benefits and relocation.

CCDC is a participant in the Public Employee Retirement System of Idaho (PERSI).

JENSEN & COOPER

For additional information and submission requirements, please contact Jan Cooper or Dick Sandaas at:

JENSEN & COOPER, INC.

5400 Carillon Point
Kirkland, WA 98033

425.637.5656

Send resume to: jcooper@jensencooper.com
or dsandaas@jensencooper.com

The final filing date is June 20th, 2011

Following the filing date, resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews. Preliminary interviews will be followed by academic verification and reference checks after receiving the candidate's permission. Candidates most qualified will be referred to the Selection Committee for final interviews. Applications will be held in strictest confidence until final interviews. CCDC is an equal opportunity employer and values diversity in the workplace.

CCDC reserves the right to alter or amend the information provided in this document concerning the job specification and requirements at its sole discretion. This Brochure is not designed to cover or contain a comprehensive listing of activities, duties, or responsibilities required of the Executive Director. The solicitation of candidates for the position of Executive Director does not in any way bind CCDC to contact any applicants, conduct interviews, or hire an Executive Director.

For additional information about the CCDC, please consult: www.ccdcboise.com.