



Richland County Council
Administrator Ad Hoc Committee
October 23, 2018 – 4:00 PM
4th Floor Conference Room
2020 Hampton Street, Columbia 29204

COMMITTEE MEMBERS PRESENT: Bill Malinowski, Yvonne McBride, Chair; Paul Livingston, Gwen Kennedy, and Dalhi Myers McBride

OTHERS PRESENT: Jim Manning and Michelle Onley

1. **Call to Order** – Mr. Livingston called the meeting to order at approximately 4:00 p.m.
2. **Election of Chair** – Mr. Livingston moved, seconded by Ms. Myers, to nominate Ms. McBride for the position of Chair. The vote in favor was unanimous.

Ms. McBride thanked the committee for their vote. She stated she thinks this is a very important committee. It such an excellent committee with the people we have on it. It starts with Mr. Livingston, who has the most experience on County Council, to me, who has the least amount. We have the Rules Committee Chair, which will help with protocol. And, Councilwoman Myers has legal and understands Human Resources. Ms. Kennedy, who is not here, has a great deal of administrative experience. Together we are going to make an excellent committee. She asked for the committee's indulgence with protocol, but she is a process person. She asked that if she begins to process too much let her know.

3. **Presentation/Overview from Consultant** – Ms. Christin Mack, Find Great People, stated that she manages their Government and Non-Profit Executive search area. She is works in the Charleston Office. Find Great People has an office in Columbia, their headquarters is in Greenville, and they have an office in Nashville, Tennessee. They work nationally, but they spend most of their time here in South Carolina, especially in the government space. They feel there is a lot of good public service to do here locally, and they concentrate their resources here. They will grow their team eventually and do more work outside of the area, but they really try to spend a lot of time locally. That being said, every search they do is a national search. So, we look for candidates across the entire country.

Mr. Livingston stated we do have another Council member.

Ms. McBride stated we have Councilman Jim Manning, District Eight with us.

Ms. Mack stated one of the things that they like to do, as early in the process as they possibly can, is to really make sure that we are all on the same page, and the process you would like to take through this search. As you look in the notebooks today, she has a few things. First, she has a processing map, which outlines what we typically do in our process. The proposed timeline can be adjusted. She also included stakeholder questions. Ones that we have proposed for now. Again, we can adjust that depending on your thoughts and needs. These are the

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questions we would use in our conversations, not only with you as Councilmembers, but also any staff members you would want to mete out in the early part of the process. They also have a draft position profile. This will all change after the stakeholder interviews, but she wanted to give you an understanding of what they do and where they are in the process. They have the bones, if you will, and they will tweak and finalize that after our conversations about what you are looking for. She has also included a competency model and profile XT assessment, which are some of the assessment tools that they use for their finalist candidates. With that being said, they looked at the search process map. This kind of shows you the outline. It is a rare course in this discovery phase right now where we are having these initial meetings. They typically will conduct the stakeholder interviews, look at finalizing the process map timeline, and then finalizing all the research they are doing to know which counties to target. Maybe looking at some different areas that have similar populations, similar environments, where they have this unique suburban and rural area, that they are trying to factor in. As you look at the next phase of recruiting, that is when they are doing their national sourcing, the vetting and recruiting screening process. Due that stage, they will have initial phone conversations with everyone, then they move them into either in-person or Skype depending on their location and availability. Once they go through that process, they are starting with a bigger slate, and then narrowing it down. And, then finalizing the slate that they feel like is important to you to consider. After they go through a process of the in-person interview, looking at some of their written work, so they can put together candidate questions where they are responding to specific questions that are related to what they uncover in the stakeholder interviews. They are having a chance to vet some of those things. They are looking at backgrounds. They are looking at their education. They are looking at experience that they have had. When they get down to the 8 – 10 candidates that they come to you with, they are all candidates that have been vetted and are ready for you to spend your time engaging with, at that point. Then they move into the interview phase where they are having interactions with you. They can do the initial interviews via in-person, Skype, or phone, depending on your time. Then, you can have the finalist come in and really spend some time with you, any staff members or stakeholders you would like to include in the process. Last, but not least, when they get down to finalists, they really want them to show their ability to connect and speak publicly. There will be presentations to you. It can be just the search committee. It can be full Council. It can be other members of the community that you would like to include, that is all up to you, in terms of who you would like to engage in the process. They do that typically with the top 2 – 3 finalists. And, then having that final interaction where they can spend a good bit of time with Council, or if you would like to have individual meetings, and then have the Council meet together. They can be very flexible. They just want to make sure you feel like you have had enough engagement with that person to know whether or not they are going to be a good long-term fit, which is the ultimate goal to have someone come who you feel really comfortable with for a long time. She inquired if anyone had any thoughts on, as you look at this process, do you feel like this is something that would work for you. Do they need to look at changing or adjusting? She stated she realized your schedules are really tight, so they want to be careful about that.

Ms. Myers stated she thought it was great we are engaging the community leaders, but she wondered how the community leaders are being identified.

Ms. Mack stated they will leave that, in terms of who you want, they can make some suggestions, but they will leave that to you. Things that jumped out to her was organizations that may receive some sort of funding from you, for example, Richland Library. You may want the Executive Director to be a part of the process, maybe Mayor Benjamin. If there is some sort of stakeholders that you think might be interesting to include.

Ms. Myers stated the Library maybe, but other councils not necessarily. She does not know why they would be weighing in on our Administrator.

Ms. Mack stated they experience different things with different areas. Sometimes they will have leaders from

different parts of the area be involved. It is never in the decision making process. Sometimes it is in the stakeholder process.

Mr. Malinowski stated he would like for Ms. Mack to provide the committee who she feels the stakeholders are. Give Council an opportunity to review it, and then if there are others that we think need to be put on there, we get together and put them on there. We are not going to make that decision right here. He thinks they need to give us who they recommend, and after reviewing it, if we feel there are people left out we inform Ms. Mack.

Ms. Mack stated the timeline is sort of an estimate. She stated we are in the discovery phase, but there are some components of the discovery phase that we will iron out when we know who you want to include in the stakeholder conversations. They feel like they can get through the recruitment process, with an anticipated timeline of having someone identified, offer accepted in February. Again, we can make some adjustment depending on your timeline, but we feel like we can get through all of the stages. With the stakeholder questions, we try to have a uniform process. What they do is typically schedule one-on-one meeting with different stakeholders. They will go through these questions, and then they compile a summary that is completely anonymous, so you do not know who is saying what. You just know these are responses from these different questions. They come to you and they look for themes. For example, #6, "What is strategic goals the County might need to focus on in the next couple of years?" She feels like the Council will probably have some really clear thoughts on what that is, but the employee base may not. It will be really interesting to see the themes where employees have a different thought on what leaders have in mind. It will be interesting to see what those themes look like. They will be able to come to you and say, "Okay. Here are some things we recognized and see." If you would like to include some of those elements in way you craft the position profile, or the way we determine the requirements for experience for the person. Or, with the competency model that we will create. That stuff will all factor in. These questions, if you want to change anything, if you do not feel like they are as helpful, we can make adjustments. These are similar to what they have used in the past with other organizations, that seem to work, but again, they are very flexible.

Mr. Livingston stated he thought he would be getting more information about the stakeholders' perception of what they think we desire in an Administrator. He wants some of that kind of feedback.

Ms. Mack stated that is included in #10, but with some of the other things it talks a little more about culture and vision. And, then we get down to what you think, in terms of background and competencies. If you feel like we should talk more about personality traits that we did not address in any of the other questions, we might be able to navigate that, if you think there is a specific direction that we should go in that we are overlooking.

Ms. McBride stated, for clarification, with the stakeholder questions, these will be the questions that they use to develop the interview questions, or how are they planning to us them.

Ms. Mack stated these questions are just for the conversations with the stakeholders whose thoughts on the search, or thoughts on this Administrator, as a leader, would be important for us to keep in mind. What they typically do with these is to look to see if there is something, an experience, or some sort of competency, that for whatever reason, is not as evident in the position profile. They may need to tweak a requirement or talk about a certain element of the position. It will help us identify some issues that they want to address in the new person. They usually say, if there is a business problem that we need to solve with talent, this is a time we can identify it. Or if there is a particular strength of the County, and we want to make sure that the person coming in can continue, and help the County continue to develop.

Ms. McBride inquired if they will use the questions to establish the criteria for the Administrator.

Ms. Mack responded in the affirmative. And, also how we talk about the role. The opportunity the person will have when they come in to continue a specific strategic initiative. Or, if there is a culture within one department, and you think that department is doing it right. How do we translate that to all departments? Or to another department? Then we can think about making sure we bring somebody in who might have that ability. They also will use this to put together the competency model, which we will talk about at the end. The next thing that we do, after we finish all of the stakeholder interviews, is they use that to finalize the position profile. The position profile is sort of the combination document where we are telling some interesting information about the County. Maybe giving a little bit of an overview. Right now what is here is pulled from either the website or from the budget report. They just pulled some pieces they could find online. There may be things in here that we need to remove, change or not highlight. In particular, she knows there may be some adjustments with the Richland Renaissance. We may want to either change that or talk about it in a different way. They will take your direction on this if there is something that you do not want us to include. You will see the overview information about the County, the organizational structure, and toward of the document is where we talk about the specific position. The requirements, the overview of the role, those sorts of things. If there are any elements that you want her to incorporate or remove, they can go ahead and start that process before we begin the stakeholder interviews.

Ms. Mack stated they highly lean on the stakeholder interviews to know what competency are particularly important for this person. The competency model is an example of the general executive leadership competencies they look for when working with candidates. They will, through their vetting process, see if they have these competencies. As part of their evaluation process, is they will assess the candidates in each of the areas. Each of the candidates will have a rating of 1, 2, or 3 in each of those areas. They try to put a little data around the assessment process. They will have an assessment score for this, and then the finalist candidates will also go through the Profile XT, which is the last document in the presentation. The Profile XT is an assessment that evaluates both comptenability and behavioral traits. What they are able to do with that is to take a performance model for everyone across the country, who has taken this particular assessment, and they are able to look at other people who are currently in the County Administrator when they took the assessment, and they can compare this person's profile with that performance model to see if it is in line. If someone's score is really not in line with what you see nationally, at least, it provides more information on the front end for you to know how they will lead and if there are some areas that might be more challenging. It would not be something that would make your final decision for you, but it does give you more insight.

Ms. McBride inquired when the competency model would be used. Would it be the 8 – 10 finalists the consultant selects?

Ms. Mack stated that is correct. When they present the candidates, they will have their competency model assessment, resume, compensation information, reference information, background check, and education verification. You will have all of that on the front end when you consider those candidates initially.

Mr. Malinowski stated he guesses we need to take out page #5, which deals with the Richland Renaissance because we do not have that now.

Ms. Myers stated it was deferred.

Ms. McBride stated that is something the committee can make a decision on.

Ms. Mack stated one thing she tries to do, as you specifically look at that document, is research and find some awards and recognitions the County has received, which has been pretty significant in the last several years. If there is something that she has left out for some reason, please do not hesitate to let her know. She would love

to highlight those things. It is always exciting when somebody feels like they are walking into an environment where there has already been great work, and now it is figuring out how to continue that. With that being said, she would like to get the committee's thoughts on the process.

3. **Interviews for Interim Administrator Position** – This was highlighted in Ms. Mack's presentation.

4. **Feedback/Questions & Answers** – Ms. McBride stated we have not really established an internal process, in terms of the number of candidates we are going to submit to the full Council. We had issues with that the last time, where we only submitted one candidate. Are we going to submit several candidates to full Council, or how would you like to see that done?

Mr. Livingston stated for him it is hard for him to decided not knowing what you may end up with. He thinks we would be better off starting with a range of 2 – 4, so we can tweak it. If you say 2 now, and end up with 3 great candidates. If you give us a range, and that range would be contingent upon the qualified candidates.

Ms. McBride stated the big issue is if we are going to do more than one because there were some concerns because we only submitted one candidate to the full Council. That is something she would like for us to discuss and determine.

Ms. Myers stated she guesses the set of recommendations is based on Ms. Mack's experience. She inquired if this is typically the way Ms. Mack does it. She does not imagine it would be hard, as Mr. Livingston is saying, if we get 3 great candidates, to recommend the slate of 3, but to the extent that Ms. Mack's experience is that is a fine process.

Ms. Mack stated what they typically see is, if you have the opportunity, if you feel like there are 3 great candidates, and maybe you are having a hard time really narrowing down to a finalist, sometimes just having that ability for them to do a presentation to the full Council, or whatever it may be, sometimes that will help you make that final decision. She stated she does not know what has worked well for you in the past, but they just feel like it works well if you have a couple of options that you are presenting for vote. There is a little bit of a failsafe there. You have a little bit of a protection there, so you do not feel like you have to start over.

Ms. McBride stated she was looking at the Search Process Map, and in the first green block it says, "County Council interview finalist." That is why she was wondering what the normal process was they have used.

Ms. Mack stated, basically, what we do in the "box" before that, with the semifinalist interviews, they will include everyone in the presentation. With that being said, what we many want to do is tweak, where we have 3 – 4 people do presentations, and then you have 2 people that you present for the final interview. Or, you could have this be one thing, instead of 2 separate things. Maybe you have the 2 finalists do the presentations, and then also have the interaction with the full Council, in a more interview format. That way you are not making several trips for the last final stage, and you are also spending a little bit more time with the final candidates.

Ms. McBride stated, so we are still not sure, at this point, how we are going to do. We need to process that a little bit more. Is it the will of the committee to have the last 2 -3?

Ms. Myers stated, not just one, we would have essentially been selecting for everybody.

Mr. Livingston stated, let's talk about at what point full Council is involved. As Ms. Mack was saying, when we get down to the semifinalist, in terms of the interviews, and things of that particular nature. At what point, do we want full Council to be involved in the process?

Ms. Myers inquired if they would not be able to come to anything they want to. So, anybody that wants to be fully involved, can be, right? Are you saying otherwise, it would just be the committee?

Mr. Livingston stated we can invite them to the committee meetings.

Ms. McBride stated they are always invited to committee meetings.

Ms. Myers stated, for clarification, mandatory times when they should come, so you get as much information and involvement as possible.

Mr. Livingston stated some Council members do not feel as welcome to committee, as some other Council members, and so forth.

Ms. Myers stated then make sure everybody is invited. You do not want to create the impression that people are not invited or not welcome. This is somebody that is going to work for all 11 of us.

Mr. Livingston stated, if the interview phase is going to be in committee, we need to make sure we send something to full Council letting them know we are doing interviews at this time, so that it is clear that they need to be there. If they choose not to be, that is okay, but clearly express the desire for them to be there.

Ms. Myers stated she always thinks that more inclusion is better, than less.

Ms. Mack stated they would definitely recommend that they be involved in the stakeholder interviews, so they feel from the beginning they are a part of the process.

Mr. Malinowski stated he definitely thinks that all Council should be involved. If you are having stakeholders, which are the outside people, being invited to interview your final 4 candidates, he thinks every Council member should be there also, if they so choose. Not to wait to 1, 2, or 3. You are having stakeholders. These are the outside people. We should include our inside people.

Ms. Mack stated the title "stakeholder" is really includes anyone, internal or external, who would have a stake in the game. It does not have to be the case. It is completely up to you. She has seen it done both ways, and successfully both ways. If you feel like, at that stage, you are not quite ready for a lot of outside influence then hang tight, and we invite them into the presentations.

Ms. Myers inquired if the committee thinks having interviews with candidates by stakeholders outside the Council would be a good or a bad thing for their chances with this Council.

Mr. Malinowski inquired for whose chances, the applicant?

Ms. Myers stated the applicant. Somebody gets a 10 from some stakeholder that somebody does not like, does that doom them?

Mr. Malinowski stated he thinks he has seen, in the past, we have stakeholders that are trying to tweak who we

pick to suit their agenda.

Ms. McBride stated, her understanding was, we would look at some of the issues the stakeholders had. In doing that, it would help us develop some of the questions that we would ask the applicants. She did not see the stakeholders taking a much larger role.

Ms. Mack stated she would say this stakeholder component is more internal stakeholders. It might be, if you have a divisional director or someone like that, who you would want their opinion. If you want to have them included, you can. All optional. Everything here is optional. She thinks if you identify someone internally that you feel is going to bring a lot value to the process, you can include them. You could have a situation where they sit in, and they participate in deliberation, but they do not rate people.

Mr. Livingston inquired if the committee will need to give Ms. Mack a list of external stakeholders. How do you work that?

Ms. Mack stated they can make that recommendation, and you can say who you would like to include, or not. Or, if you do not want them to make recommendations, and you want to drive that, you let her know. She places she would go naturally would be the places that receive some sort of funding from you. Not in the interview process, but in the stakeholder interviews.

Mr. Livingston inquired about how many we are talking about? That could be a lot of stakeholders.

Ms. Myers stated that is exactly what she was trying to say.

Ms. McBride stated she thinks we are going to have to narrow down the stakeholders. She stated, for clarification, they have used this process with the use of the stakeholders before.

Ms. Mack stated, most of the time, it ends up being either the full Council, plus a select group of internal stakeholders. That being said, they have had instances where there have been community leaders that were involved in some way, that the Council had them talk to them, and have them be a part of the initial conversation. Those people were not involved later.

Ms. McBride stated, at this point, she feels we need more clarity on how the stakeholders would be used, and the purpose of it.

Mr. Manning inquired if the stakeholder interviews are going to one-on-one interviews, and scheduled at a place, so it will not be by phone or by sending them the questions.

Ms. Mack stated she would have those questions in front of her. She would not be sharing those with the people beforehand because she wants it to be an authentic, natural response. The only people that will see that would you, or whoever else you want to approve the questions.

Mr. Manning stated we learned a lot about what we knew, and did not know, about background checks in the last couple months. He inquired what all that includes. He inquired if it includes Snapchat, Twitter, and how is that evaluated when you background check.

Ms. Mack stated they do the typical criminal/SLED checks, but then they do the general Goggle checks to see if there are any stories out there that they need to dig into a little bit more. Then they do look at social media, and

things like that, to make sure there are no red flags. They do eliminate candidates because of that.

Mr. Manning inquired how do we determine whose moral value determine what was inappropriate on Facebook, for instance.

Ms. Mack stated, for them, it is typically something that is deemed unprofessional in some manner. If it is clearly inappropriate. If it is something that they think might have some issues, but they do not want to make the judgement call without making you aware, she would call and say, "Hey, this is a candidate we are looking at. Here is the Facebook page that has us questioning things a little bit." They will let you look at it, and make the final determination. She stated they really try not to put you in a position where you are going to have some scandal on your hands.

Mr. Manning stated when they got the first packet from Find Great in late July/early August. They got the next one on September 11th, and now we are getting this notebook today. The timeline is the same on every one of those, so he is a little bit...Ms. Mack said she anticipates that we will still conclude in February, but since you gave us the first one the end of July, that said the discovery phase would be done over 3 weeks ago, and we are here. And, not only that, 2 of these months are major holiday months. He is not sure Ms. Mack solid him. He stated we have lost over 2 ½ months from when we first did this outline. We are already 3 weeks behind, and now we are going to go through 2 of the most major holiday months of the year, but we are still going to be done in this period of time.

Ms. Mack stated they feel like they can still do it. The contingency to that is that they feel like they need to be done with the discovery phase and the stakeholder interviews by the 2nd week of November. During this period of time when they were in a waiting period, they have been doing some research and trying to identify specific counties that they would like to target. Some of the research components that take a lot of time, especially when they start to source for candidates, they have already been doing some of that along the way. They have not contacted anyone because they want to make sure they are meeting all of your expectations. They have got counties to target, but they also have a few candidates that they have said, "Okay, if these people meet the requirements, they might be a great first step." Because they have been doing the leg work along and along. Even getting the position profile together takes time. Hopefully, if they do not have to start from scratch with that then they can keep moving forward pretty quickly. She stated she did add a little bit more time in the last selection phase. She thinks she had originally had the offer out early February, now she is saying end of February.

Mr. Manning stated his final question is still related to the timeframe, and when we are looking at stakeholders and doing interviews, and the experience your organization has had. This is an election year, and one of our colleagues is running unopposed to go to the State House, 2 weeks from today. The last time one of our members did that, they were sworn in later that week, and were gone from here. It looks like we are going to have one member that is going to be gone, with no more Council meetings with us. That one is about gone, and 2 more are not far from gone. Then 3 people will be sworn in, and start on January 1st. He inquired as to what has been her experience to give the committee guidance on who you consider stakeholders. When do consider them stakeholders? What time do you spend with people on their way out? And, if it is important for people on their way out, then do we look at people who left us 2 years ago? Because if you are going to say, "Well they have lots of experience because they were elected for a while." Well somebody that had been here for a good while that left 2 years ago, well they have a lot more experience of... What experience does your organization have to give guidance to this committee, with that level of change happening right in the middle of the heart of this?

Ms. Mack stated, that is a good question, and definitely something that we need to be careful to consider. One thing that we may want to consider doing is, with some of the new folks that will be coming on board in January, we may want to find a way to involve them. It may be that they just do a stakeholder interview with them, but something where there is a way to factor in those viewpoints early, so we do not get into a scenario where, for example, we present finalists in January, but there is something that was really important to those 3 that we did not include and they are not on board with the direction.

Ms. McBride stated she is going to hold that for discussion later.

Mr. Livingston stated the next time we meet we simply adjust the timeframe. Also, as far as the stakeholders, identify those Councilmembers that are going to be leaving, and let them be the first ones you meet with.

Ms. Myers stated, in harmony with what Mr. Livingston is saying, that if you find early in your process that you cannot get it done, you are the expert, and you are certainly not going to get paid for work to do work that you are not going to get done. She stated you have every incentive to get it done on the timeline you have enunciated because we are going to hold you to that. Much like Mr. Livingston was saying, with regard to the new people, Mr. Manning made a good point that we are identifying stakeholders, it would stand to reason they would be identified as stakeholders, and interviewed as stakeholders because ultimately they will be a part of the 11-member team that manages the person.

Mr. Manning stated, not just manages, but selects.

Ms. Myers stated that is her point. Since Ms. Mack is going to generate a list, and we are going to edit the list, she thinks that will take care of itself because they will be edited in by necessity and participate in the interview process, she would imagine.

Mr. Malinowski stated they have got discovery phase, recruitment phase, candidate screening, and different phases in this presentations. Nowhere in here did he see how you plan on advertising, or trying to make people aware of this position.

Ms. Mack stated that is in the recruiting phase.

Mr. Malinowski inquired how they are going to advertise? Where are they going to advertise? What are you going to do?

Ms. Mack stated they do a lot of different things. From a specific advertising standpoint, they are very proactive in their approach. They can put out blanket advertisement, and see what happens. That being said, what really works is when they target specific people, and they say, "Hey, here is a position that is going to be available that we think is going to be of interest to you." And, they send them the position profile. They schedule a time to a time to talk with them, and approach it that way. What she typically does, for roles at this level, is they will have the County go through the typical compliance process, where you post on your site. And, then they will continue to vet people who are interested. They will have their candidates also complete the application, so there is no question about did all the people that applied get considered. They try to be really careful about making sure those applicants are tracked. You will see every person who applied, so you have a clear list. They track that, but the people that they are proactively recruiting, they are sending to the County's website.

Mr. Malinowski stated, if we are looking for somebody to serve on the cancer board, and the person that has just recently found the cure for cancer is not in your selection program, we will never get to talk to that person.

We will never know about them because you do not know them.

Ms. Mack stated, not necessarily. Because the County's posting is going to be live, they are going to be promoting the posting as well. For example, they can push this out on their website in a posting, but they will tie it to the County's website. They will say, "If you are interested you can send your resume to me, but you have to apply on the County website, as well.

Mr. Malinowski stated, for clarification, so we have to do that part.

Ms. Mack stated they would have Dwight send us the applications. They would not have to do anything, other than when it comes in, they shoot it to them. They will take care of everything else. They will do all the vetting and track the candidates. She stated they do not have to do it that way, that is just for compliance purposes.

Mr. Malinowski stated, Mr. Livingston's suggestion, at the next meeting readjust this timeline. Let's face it, we are into November, and we have missed the discovery phase. We are not even done with that. And, we missed 2 of 3 recruitment phases too.

Ms. Mack stated they are not skipping anything.

Mr. Malinowski stated, if we missed it, we need to move it over.

Ms. Myers stated she gets where Mr. Malinowski is coming from, but professional recruiters, who do this all the time, they would not be bound the way we would be. This is sort of their wheelhouse. She likes the aggressive stance on it. She does not think this overly aggressive, at all. She thinks you can get all of this done in 4 months, even including Thanksgiving and Christmas. She stated people still apply for jobs.

Ms. Mack stated they are still working.

Ms. Myers stated she would add time, if we need time, but she would not start off adding fat to it just for the sake of adding fat. To the extent that, you are handpicking, or targeting people, who you know in the market that might fit this, how do you insure that there is a broad range of diverse candidates?

Ms. Mack stated they can set specific targets for that. Typically, as a sort of a blanket statement for all of our non-profit and government searches, they try to have a minimum of 20% diversity rate in their slate. Depending who they are working with it changes. At the end of the day, they want to make sure that you have a lot of variety, in terms of experience, location, perspective. They really try to make sure when you look at the slate you think, "Okay, we are capturing a lot of different viewpoints here." Not only is that important to us, but they know it is important whenever you are working in a county that is very diverse. It is not common to have a country where the diversity ratio, in terms of demographics and race, is pretty even. So, in saying that, for them it is particularly important. In the research they have been doing, so far, they have been trying to identify as many other counties that are kind of similar. That is their starting point, and then they are looking at others. They are also trying to make sure the counties they are researching are at a size that would translate. It is really a deliberate part of their process. One of the reasons they have people apply, is they will be able to track that because it will be a part of the questions the County has to ask for reporting purposes anyway.

5. **Next Steps** – Mr. Livingston stated he is real concerned about next steps, in terms of what we are going to discuss the next time. Where we are going from here? If we are going to start with the discovery phase? What is

that we need to know, as a committee, to help with that? How is it going to work?

Ms. McBride stated the comments that have been received thus far, and some of Mr. Manning's concerns will be able to be addressed through the next steps. She inquired as to what Ms. Mack is expecting or need from us.

Mr. Mack stated the first thing she needs to do is get back to you some specific stakeholders she thinks you may want to engage, and get your approval for that. If there are people today, that you would say, "Why don't you go ahead and reach out to these people, and start getting things scheduled." She can do that. That can be an immediate action item. She stated by Friday, she will have a list of people that we may want to consider. She will include internal, a couple external organizations, like the Library. Realistically, the faster she gets to that process, the better.

Mr. Livingston inquired about the Council members.

Ms. Mack stated she would say that is our first stop to get all of the Council scheduled. With your schedules, she can do it in person, or if we need to do phone, or something, to make it work.

Ms. McBride stated Michelle can work with her, and set up schedules for Council members. She stated, for clarification, that can be by phone.

Ms. Mack stated she will be very flexible with that, whatever is going to work better for people.

Ms. McBride stated the most important thing, given the time element, is to get the list of stakeholders. She stated Ms. Mack is going to send the committee something Friday to review, and we need to respond by Monday.

Ms. Myers inquired about how Ms. Mack wants the committee to respond back.

Ms. McBride stated to send them back to Ms. Mack, and copy the committee members on it.

Ms. Mack stated, if there is any feedback on the Position Profile, she will go ahead and take out p. 5, and get back it back to you in electronic form. If there are other suggestions, we will make some changes, that way we are at a good place before we finish up those stakeholder interviews.

Mr. Livingston requested a deadline of when Ms. Mack needs feedback no the Position Profile.

Ms. Mack stated initial responses should be back to her by November 6th. That will give her time to get the stakeholder interviewers done, and if there are any tweaks they want to make, based on those, she can make that suggestion, so you are not having to read it twice.

Ms. McBride inquired if it is the consensus of the committee to redraw Richland Renaissance.

Mr. Livingston stated he does not want to mislead anybody.

Ms. Myers stated she does not want to mislead them either, but it is deferred, and not canceled.

Ms. McBride stated, if we leave it in, we can say it is deferred at this time.

Ms. Myers stated to just take it out because it will cause confusion otherwise.

Mr. Malinowski stated, if she does not want to renumber everything, she can put another p. 5 and just put “this page intentionally left blank”.

Ms. Myers inquired Ms. Mack has been working with the HR Team with regard to the scope of work.

Ms. Mack stated they have met, and she has provided this to them for them to review, to ensure she has not included anything that is incorrect.

Ms. Mack stated she will send the committee an updated timeline, and search process map, based on what we were talking about today, to include the County Council interview with 2 – 3 candidates.

Ms. McBride inquired if there is a good time for the committee to meet with Ms. Mack.

Ms. Mack stated she will work around the committee’s schedule.

Mr. Malinowski stated the next Council meeting is November 13th.

Ms. Mack stated that seems like a great update time, and gives us enough time.

5. **Adjournment** – The meeting adjourned at approximately 5:00 p.m.