

**THE OHIO TURNPIKE COMMISSION
MINUTES OF THE
SEARCH SUBCOMMITTEE**

October 15, 2002

Note: On August 12, 2002, the Search Subcommittee was created pursuant to Resolution No. 22-2002 consisting of the following members: Mr. Wilkins, Mr. Dixon, Mr. Strnisha and Senator Armbruster.

Roll: Mr. Wilkins, Mr. Strnisha-yes; Mr. Dixon-yes; Senator Armbruster-yes; Time: 3:22 p.m.

Also present were: Jack Marchbanks, Tom Amato, Lauren Dehrmann. William Keaton and Chris Coleman, Reporter from WEOL-AM.

David Miller and Diane Pring (arrived at 3:30 p.m.)

General Counsel stated that he recommended that the committee select a Chairman and proceed as follows with the direction this committee intends to take.

Mr. Strnisha stated we were just discussing that. We have not selected a Chairman. I will do it reluctantly as no one else seems to be stepping forward. Mr. Wilkins said he seconds.

Senator Armbruster said in light of you not being able to be at a meeting, should we have a Vice-chairman, too or no? Mr. Strnisha said that's always the person on my right. Senator Armbruster stated he so moved that. Mr. Dixon said before I decide whether to vote on that, what perks do I get for voting on that? Second.

Senator Armbruster said OK then we have a Chairman and a Vice-Chairman. Right, before I do have to leave possibly before we conclude this discussion. I think it's really just to kind of run the meeting and try to get some semblance of order.

Senator Armbruster, do we need to vote on that?

General Counsel advised to take a roll call. Senator Armbruster-first; Mr. Dixon-second so I'll take the roll to nominate and appoint Mr. Strnisha as Chairman and Mr. Wilkins as Vice-Chairman.

Roll: Senator Armbruster-yes; Mr. Dixon-yes; Mr. Wilkins-yes; Mr. Strnisha-yes.

Mr. Strnisha stated that my sense is – we are in the middle of a process here where we have solicited and have begun to receive resumes from those who are interested in applying for the job although we have also put out notice that at least in some of the publications for the ability to submit resumes would run to at least October 30th and maybe we want to extend that a little bit longer. But so where we are right now is in the middle of that process. We have gotten some and I think the staff has done some evaluation of them so I don't think we are obviously at a point of short of making decisions and not at a point of taking the next formal step on that.

I think we have two categories of discussions to have based on where we are at now. What kind of and when do we want relative to the applicants – when do we want that process to run until? What process do we want to use to begin to hone down that list and move towards the selection. Obviously, related to that, the second topic is what do we feel we need to say at this point or agree on this point relative to the compensation level for this position. Those are my categories of discussion sort of what process do we see moving ahead and when do we see that commencing? Then the issue and both topics we have talked about – and the issue of compensation. Does that seem like the general agenda items? We have take them in that order or we can take them in reverse order.

Senator Armbruster said I think that based on the number of applications that we have today and that's.

Mr. Jack Marchbanks then stated, if I may, for Mr. Chairman, Senator Armbruster, to date we received 140 applications/resumes.

Senator Armbruster said suggesting that we are in the process that we leave this open at least until at least November 15th. I don't know if that makes

any sense at all to anyone but I think November 15th could be a close-off date.

Mr. Wilkins, extend it for one month?

Senator Armbruster, right.

Mr. Strnisha said we already said at the outset that we would be accepting applications through the end of this month, right?

Lauren stated I'm not really sure about that.

Mr. Marchbanks stated that is true Mr. Chairman. In our advertisements we did extend it to the end of October 30th. The Senator has also mentioned the 15th to give it a 30-day additional time frame. Just today for the information of the Search Committee Subcommittee we have received applications from the Director of Transportation from Rhode Island and there is another one that is forthcoming I understand from a high-ranking official from Virginia. The Wall Street Journal advertisement particularly has drawn a lot of attention from the candidate pool.

Mr. Strnisha said I don't have any problems and I agree with the idea of extending it to November 15th.

Mr. Dixon said it would help me, could you tell me again how we are going about and OK I'm answering my own question now. These are the only publications that we have put the position in? At the top of this list, here?

Mr. Marchbanks, yes sir. Mr. Chairman and Committee Member Dixon, yes these are the publications that we have advertised in thus far.

Mr. Dixon said just from this limited outreach, we received 140 applications?

Mr. Marchbanks said yes and in addition to that, Mr. Chairman, we did also go into the IBTTA Journal for the record.

Mr. Dixon said thank you.

Senator Armbruster said he moved that we extend the application deadline to I assume, midnight, on November 15th. Is that correct so as long as it is post-marked November 15th is that how the IRS looks at our tax returns.

Mr. Strnisha said what day of the week is November 15th (Friday). OK. I just wanted to make sure it wasn't a Saturday or Sunday.

M. Dixon seconded.

Mr. Amato asked for any discussion. There being none, he called the roll: Senator Armbruster-yes; Mr. Dixon-yes; Mr. Strnisha-yes and Mr. Wilkins-yes.

Mr. Strnisha said does anybody, I wasn't thinking about at this point where have advertised and also the pretty extensive response we have gotten, do we need to advertise further? Was there any feeling on that just to make sure we are on the same page on that.

Senator Armbruster said the only page I would question was, did we put a date deadline?

Mr. Marchbanks said in the advertisements that went out after, if I may, Mr. Chairman and Senator Armbruster, on the advertisements that were sent out by Kathleen Dolbin, after our last full Turnpike Commission Meeting that said October 30th.

Senator Armbruster said is there any way we could send a press release out to the newspapers to suggest that they would extend the deadline based on to November 15th as opposed to running the whole ad again?

Lauren said, sure. Chairman Strnisha said I think the IBTTA was actually October 15th so we need to communicate with IBTTA and have them communicate the extension. Lauren said I believe that was free, Chairman Strnisha said since it was free, they could probably run it again.

Senator Armbruster said I think that the quality of the job we have quite honestly I think they would take the press release and put it in. Lauren said, OK, we'll do that.

Mr. Dixon stated I'm going to assume, we didn't make it official, but I'm assuming that we have agreed that we will not use the services of a professional search firm?

Chairman Strnisha said my sense based on the response that we have gotten and the review of the candidates that we have already seen here and some of the evaluations that were already done and I know of some of these people, too from just looking at their resumes and added to by what Mr. Marchbanks said about potential other candidates, it doesn't look like it's going to be needed. That would be my assessment at this point. Mr. Dixon, do you feel differently?

Mr. Dixon said I wanted to throw it out there because I want to know exactly which direction we are going in. Let me just say this – I don't necessary think we need the services of a professional search firm, but they do more than just finding candidates. We have a lot of candidates here and I'm just wondering what message do we send when someone in our organization are the people who are cutting these names down and saying this person is a better candidate than that one without some sort of outside guidance. I'm just wondering where that puts us. Again, this is just food for thought. It may not be a consideration but I just want to say it so we can think about it.

Mr. Strnisha said, you are right. They do a variety of things particularly in the evaluation side and the background side. I don't know at this point whether we need to make an absolute decision on that and I don't know by the work that the staff has done so far we are automatically saying that this is the evaluation. First of all, we don't have all the resumes and this is the evaluation that we would feel comfortable in even making a short list.

Senator Armbruster I would agree with that. I'm not sure that I'd want to close the door but I think quite honestly – I'm not a voting member – but I can vote on this committee. I think we have a responsibility and the cost is part of it but I think we all in our mind over the years of service given to not only public service but to our own businesses and our processes have the ability to look at this and not close the door on bringing somebody in but I think we ought to go through this and get to the next step and hone down and work through it. I would suggest that we move on like we are and work through the process.

Chairman Strnisha said any comments on that?

Vice-Chairman Wilkins said the only thing I would say at some point whether it's inside or outside, we need professional Human Resources advice before we make the final decision.

Senator Armbruster said I didn't say that we didn't need that. I said at this point I didn't think we needed it.

Mr. Wilkins said we do need to make sure we do it in a way that ultimately can be defensible.

Senator Armbruster said really, you can take a litmus test at that point when you get it down to a point – have we missed something on these individuals and put it through a process that is economically feasible. All of us to see if our process is really screwed up or skewed in the wrong direction and then maybe take a look at it then as to whether we do or do not if the process is good. But I agree with Mr. Wilkins.

Mr. Marchbanks said, Mr. Chairman, members of the Subcommittee, I'd like to address a couple points that were brought up by the subcommittee members. Again, as Senator Armbruster pointed out, Mr. Chairman, this is just a running prioritization or a running hi-lighting. This is in no way exclusionary. The filter that was applied by Kathleen Dolbin and myself to the candidates thus far – those who have significant transportation experience in their background. That is not the final filter. It is not intended to be. I just wanted to let the Subcommittee know our methodology we were looking at qualified applicants – people who had submitted their resumes – people who had transportation-related experience and significant management experience. Again, I agree with Subcommittee Member Wilkins that Human Resources professionals need to develop the final set of filters and criteria by which candidates will be judged and short-listed. You can do that short of going out to the headhunting firms. There are Human Resources professionals who do that. But again, in saving the Commission money and time, Ms. Dolbin and I ran an initial filter to give you an idea of those candidates who had significant transportation background in their resume.

Chairman Strnisha said I would see the ability of this committee with the assistance of staff one we have the full group of resumes that obviously will be a pretty large number to make an evaluation based on the resumes to cut

it down to some manageable number. My belief I don't know whether we need – there may be 12, 20, 8 or 15. It's not down to 3 or 4. We may pause at that moment and say what additional kind of evaluation might we want to do. My sense is when the resumes are all received, frankly I think, whether it's this committee in its entirety in some manner or some of us in addition to staff ought to be go through every resume. I think we kind of and get our sense as to how they shake out. It may be very consistent with the staff evaluation. I think all of us in some degree has been involved in hiring people. I have been involved in a number of senior-level hires. I think we know how to cut this list down to a reasonable number and then figure out the next step. That's the process I see happening and I don't have an arbitrary number in mind that says we should take a list of 150 and cut it down to 5, 10 or 15. It probably will be less than 25 and more than 5 – somewhere in there.

Mr. Dixon stated I talk too much. There was one other reason that I threw out the idea of a professional search organization. We are working to rebuild the public trust in this organization and when you have someone involved in the process that's outside of the organization it lends some validity to the phrase that "we will be open and inclusive" that we want the public to know we are going on and that we have nothing to hide. That we are really trying to pick the best person. That's easy for us to say that and the four of us can say that and the four of us could lock the door and we could go into this room and point to a guy and say that's our guy. But if you have someone on the outside involved in the process then it helps to strengthen that argument. That was another reason I thought that maybe and it doesn't have to be a professional search firm, but someone or some entity outside of the Commission family involved in the process. I think that would help us PR-wise.

Chairman Strnisha stated the other issue I'll raise at this point an entity outside this process technically that ought to obviously provide their guidance and input at I think an appropriately early stage once we have everything and it will be after the election is the Governor – the Administration. That's the other point. It should not be a situation where this Commission, even with the assistance of an outside evaluator, comes down to the final choice and says oh, but the way, Governor – here's our choice. I would like to have their input earlier in the process and in my head not against 150 names, but against some reasonable sub-set of that. Say here's what we gotten, here's our take on it, do you have any thoughts on it?

And then proceed with the process from there. We have to get that input, too.

Mr. Dixon stated you're thinking is right on and I think that serves to do two things – before in this situation where we lost our Director we were sitting down and discussing how to strengthen our ties with Columbus and I think this would go a long way in doing that – them being involved in the process and having a say-so in the process. I think that's smart and I think that is something we should definitely do.

Senator Armbruster stated, Mr. Chairman, I think that the scrutiny that we are going to see based on any presidential candidate, anybody that is going to be a judge is scrutinized by the newspapers and by the media completely. There is no question in my mind that who ever will be the Executive Director of the Ohio Turnpike his/her entire background will be scrutinized so this Commission will know at every step of the way – whether they are a candidate or not – just based on their past experience. I am sure that this process will be an open process as we talked about before and everybody is going to know as the list pares down as to who is on the list. From that, George, you don't have to worry about whether we have a good candidate or not – whether they are lily-white or they certainly will not be yellow. They will be white, they will be tainted. How's that?

Chairman Strnisha, let me ask a question of General Counsel. All these names that have been submitted and there have already been requests for the names and probably the press will know every single person who has submitted their resume as they have a right to. My understanding is as we make some evaluations and potentially whatever manner is used, to cut that list down to some group of finalists – again, I don't know. What's the requirement to disclose who those – everyone will have the full list – what's our requirement to disclose that group of finalists.

General Counsel Amato said I think under the public records laws and sunshine laws, you can discuss the finalists in executive session – who they are. The employment of a person for public office –

Chairman Strnisha said we obviously can interview in private and all the negotiations are private.

General Counsel Amato stated I would recommend that you do paring down and the discussions of those selected in executive session.

Senator Armbruster stated but Mr. Chairman and Tom, after the selection is made of those finalists – at that point, it is an open document. Is that not true?

Mr. Amato, said no – it's not a document.

Mr. Dixon said we don't have to tell them who we selected down to, but we have to tell them if a person applied.

Chairman Strnisha said, I want to know what the law says on this. You could choose to release the names of the finalists.

Mr. Amato said, “all resumes submitted are subject to public disclosure.

Chairman Strnisha said but if we have a discussion in executive session as we are allowed to do on personnel matters such as this and we say these 10 names in our opinion are the finalists that we will proceed to do an evaluation and interviews on that. And that is simply discussion in executive session and no decision has been made. Obviously, the key decision on the Executive Director – that discussion can be kept private.

Senator Armbruster said it can be but it doesn't take long for somebody to dial these numbers and say are you a finalist or not?

Chairman Strnisha said I'm just asking what the law is. And we can make a decision at that point and also probably whether it is a good decision or not, to announce who those names are. I'm not making a suggestion on that point or not, I just want to know what our options are.

Member Dixon said I was dead-wrong last time so - Chairman Strnisha said, yes you were for the record you were.

Senator Armbruster for the record, Mr. Chairman, based on what I know, of the process I think all the names on the list and beyond the list when we hone it down should be made public. There should not be any indication of any way whatsoever that we hold it in any way. We might as well be open, because they will find out, they are going to know and there is no reason

why they should work any harder than they are just be open to it. Here are the ten names or five names that make the cut list and we are going to take these 25 down to 15 or down to 10 or 5 - make it easy. Let's not make it hard because they are going to know regardless. That's my feeling on it. I could be out-voted by you guys, but I'm telling you that's the way we should go.

Chairman Strnisha actually, we don't have to make that decision right now. But we can have the discussion of who those finalists are in executive session.

Member Dixon said yes – that I know. (Mr. Amato also said yes.)

Chairman Strnisha stated that for us to discuss who we think the finalists are or who the cut is down to that we ought to have the ability to speak very candidly in executive session. OK.

Mr. Amato said to answer your question, the law is silent about that part of the procedure. So you do that part in executive session you would not be in violation of any case law that is out there.

Member Dixon stated so we have to assume that everyone who applies knows that their application becomes public record. We did not put any line or anything in our ad.

Mr. Amato said that the applications or resumes that did come in marked confidential, we called and advised them that in order to stay in, they would have to be submitted to the newspaper if requested.

Mr. Dixon inquired there were only 4 with the notation – confidential?

Mr. Amato said, yes.

Chairman Strnisha said, did anyone pull their resume back based on that?

Mr. Amato yes.

Chairman Strnisha said so we could all these, you presumably would not be surprised or actually knows specifically that their name could be public that they had submitted an application.

Mr. Amato said it's possible.

Chairman Strnisha said a newspaper story listing 150 names – I don't know what that is, but

Member Dixon said I don't think the media has any interest in listing 150 names, I think they are concerned and this is what most of the reporters I have spoken to – have said, when we start paring it down to the top 10 or whatever I think that's when they are going to become concerned and may ask for that list of individuals. At that time that we pare down, maybe then some sort of communication should be made that your name will be public record, etc.

Senator Armbruster said Mr. Chairman or actually, Jack, have the applicants been informed that we received their application?

Jack Marchbanks replied, yes. If I may Mr. Chairman and Senator Armbruster, Diane Pring, executive secretary for the office and my assistant, has sent letters out acknowledging to everybody.

Senator Armbruster said based on that do you think it's absolutely necessary that the applicants out there be told that we are extending the application date until November 15th or.

Mrs. Pring said I could change my letter – like I received 25 resumes this morning and I have not acknowledged those applications. I could revise the letter to reflect the revised deadline date.

Senator Armbruster stated is it necessary that we inform the candidates that we are closing the date as of October 30th. I think that legally it would be in our best interest to inform them. Chairman Strnisha said some of these letters say October 15th. (Mrs. Pring advised that the initial letters referenced the initial deadline date of October 15th.)

The Senator then inquired, can we send all the applicants another letter stating that we have met and we have extended the date until November 15th and that they will not be hearing back from us until such time after November 15th and if they want us to pull their application at this point, we

will more than happy to do so. This body will not be taking anything under consideration until after November 15th.

Chairman Strnisha stated if there is anything between now and November 15th that they would want their resume pulled, they ought to inform us. A lot of things can happen particularly with 150 people in 30 days. They should expect not to hear from us but if there is anything in their status or their interest changes, we would appreciate if they would tell us that they want their names pulled so that we know. We don't have to go back to everybody in 30 days and ask, we can assume that if we have not heard from them they are still interested.

Senator Armbruster said so Mr. Chairman, just to make sure, we are going to go back to all the applicants and send them a new letter, is that correct?

Mr. Marchbanks said, Mr. Chairman and Senator Armbruster, just for Diane and myself, this letter will not only notify of the new deadline but also let them know that their resume, while on file, is a public record. If they want confidentiality, upon request, we would have to withdraw them as a candidate. And third, that they should not expect to hear from us.

Mr. Wilkins, I think some of those have been disclosed so I don't think you can offer that since they have already been a public record.

Mr. Marchbanks said very good point.

Chairman Strnisha said but consistent on what I have said, if there is anything they want for any reason between now and November 15th, want us to withdraw their name, we can do that.

Mr. Wilkins stated I think a person who applies for a job with a public agency should be aware of the fact that it is potentially going to be made public even though they requested confidentiality. We have to follow the law. I think we did them a courtesy by calling them and asking if they wanted to withdraw.

Chairman Strnisha said a number of private sector applicants even if they didn't stamp it confidential probably just don't get that. Because a lot of people in pure private sector backgrounds might want be very interesting

candidates but I'll bet they don't get that. You're right, there is nothing we can do about that.

Mr. Marchbanks said the letter will go out, Mr. Chairman and Senator Armbruster.

Chairman Strnisha said I'm thinking about now and literally 30 days between now and then – is there anything based on I mean – one of the questions – the method we will use to evaluate and we won't be doing that now in the next 30 days, do we want to do anything now in terms of looking into for consideration purposes the use of some outside resource to help on the evaluation just to consider who those might be and what our options are. Is that something we might look into?

Mr. Wilkins said whether we use an outside firm or not I think what we should do is determine how we want to screen candidates. In other words, - experience is going to be important. Is experience in transportation critical? Experience in general management? Experience in toll roads or government? I would think four areas where experience would be important in one or more of those. Then: Education – would we want to set. I think if we do this it would make it easy if we start to screen down the number to a workable number. Then, are there any key competencies that we think this particular job requires so we could then also use those – communication skills, whatever we think. Whether we use an insider or outsider, I think there are going to ask us – what are the important things, what do you want out of this person. I think some thought between now and the next meeting on that would be helpful. Then we could develop some screening criteria.

Senator Armbruster said, I think too, we could get some help just as a process – maybe this is crazy, but you have New York – they have a toll way, you've got PA with a tollway, how did they go about hiring their executives? What screening process did they use? Maybe they could send us a letter.

Member Dixon said that's not crazy, that makes all the good sense in the world.

Chairman Strnisha said a couple of them have had fairly recent changes -- within the last two-four years.

Senator Armbruster said, have them send us what they used. Give us a document.

Chairman Strnisha inquired if the staff could help us.

Jack Marchbanks said, Yes, Mr. Chairman, we can do that. In fact, we are in contact with those other toll authorities.

Senator Armbruster said, ask IBTTA – maybe ask them if they have a criteria that they use.

Chairman Strnisha said that would be good if you could send us that information in advance of the next meeting so we have a chance to consider it and use it for discussion.

Mr. Wilkins inquired, do we have a job description?

Mr. Marchbanks, yes we do. It was the document we sent to IBTTA.

Chairman Strnisha said it spoke of all those things but it did not rank those qualifications.

Senator Armbruster asked Mr. Marchbanks if after he receives the information from the other toll authorities, can you dissect it and put it in a spreadsheet? Like here's the area of education – this is what Georgia says or Texas says? I won't have to set it out and I can look at all the education criteria in one category and all the Human Resources in the next. We don't have to review 15 pieces of paper and we can see all the information in each category for us to review.

Chairman Strnisha said, for example, it would mean something to you if they all seemed to have minimal education requirements and maybe for practical purposes they seemed to hire people with Masters. That would mean something. And likewise, if they generally hired someone with some transportation background. That would mean something. Is that what you mean? I think it's not only the qualifications and what they did, it is also what they wound up with.

Senator Armbruster said it's one thing to get 15 different years of statistics, but when you set them side-by-side, this year, last year what the percentage

increase and all of that kind of stuff. You get resumes and dissect them to a point or you get this information. They are all looking for the same thing – the best Executive Director in the country. So that’s what we are looking for – or the world. We want to look at their criteria and see how they did it. We want to have the best criteria to pick the best director.

Mr. Dixon said my mind goes crazy but there is a trend going on right now and it’s happening in transportation – with general managers where a lot of agencies and these are not large agencies - small agencies like SEPTA in Philadelphia did not pick a transportation person to run their organization. They picked a financial person to run their organization but their #2 person was a strong transportation person. That’s something for us to think about – what direction do we want to go? What does this Commission need at this time? Do we need a strong administrator, an engineer because we have all these projects out there – do we need a lawyer? What do we need to lead this organization at this time. I don’t know if we have set down and thought and communicated with each other on what type of person do we need right now to run this organization? That might be a question that we have to ask ourselves, find an answer before we start looking at these resumes. There may be a person here who has all the engineering degrees, build roads all over the world and managed roads, but he can’t manage people.

Chairman Strnisha said I think that would be a good discussion to have. I would like to have it because we do have to overlay our particular knowledge of the Turnpike and where it’s at and our opinions on that subject with also what we hear is out there in the industry as being judged as being – with that information maybe – to help guide that we could have that discussion at the next meeting with both our own sense of those. I think we all have opinions on that and but also do it with some base understanding of other systems and other situations.

Senator Armbruster stated I don’t disagree but you can learn a lot Mr. Chairman if we get it down to five candidates. We are going to be the pickers.

Mr. Chairman stated it is also a function of who you get, too. You could have this profile and obviously nobody quite hits the profile or is stronger in one area so you know. You can do a lot of planning for the profile and you have to deal with the realities of the actual people.

Mr. Dixon between now and our next meeting, you guys are going to think of a hundred other things or other questions that you should have asked. And I'm not rooting or cheering or pushing this, OK, I'm just stating: this is a tough job that we are about to do. I'm just telling you. And you may want to reconsider right now getting a professional for whatever reason those of you who may not feel that we should. I have been through this and we had a professional. It still took us 9 months to find a General Manager. This is not easy what you are about to do. There are only four of us here, and we have to convince four other people that we have found the right guy.

Senator Armbruster said there is no difference in this than picking a minister to come to your church. You are being scrutinized by everybody who is in your parish. So when you have a body of four that visits the churches and they go out and picking a minister from across the United States as to who is going to come or not, the selection committee says here are 5 ministers out there – one in Texas, California, whatever – you go and visit that congregation and you decide, you listen to him preach, listen to his process. You come back to the congregation to the bigger congregation and you invite the minister then back or the top five to make his presentation. And the scrutiny and you think those parishioners and those members of that church don't scrutinize their minister to the point that we will be scrutinized, and I think we have the capabilities and wherewithal amongst all of us up here including the rest of the Commission members to make those decisions and I would suggest that may be when we get it down to that point, we might want to consider actually going to visit that person in their home and at their business. That's how you pick people. You don't pick them as they come in, you pick them the way they live and the way they operate. Boy I'll tell you that would be a unique way for this Commission to look at things and not have somebody come here. After you get it down you actually go and visit them – you can go the financial way, you can go your way, but we all have expertises in different areas and if we do that we will find more about that person that we might find that person and come back and make a recommendation – between the two or three, there is no difference. Pick these three. Governor, do you have a preference? You're a part of this? Would you like to – but that is a way I see this process working through that because I'm telling you if you get the wrong minister at a church, you are in trouble.

Chairman Strnisha said, maybe we need a minister. I'm going to yield my chairmanship in just a second because I need to leave.

Senator Armbruster, are you going to do the salary?

Chairman Strnisha said I have talked to Bill and we talked about it a little bit and we have the same opinion.

Mr. Wilkins said I think I have changed my mind.

Chairman Strnisha said my general opinion is we don't have to have a very firm amount set in mind. What Bill and I was talking about was a very wide range to give some general sense that based on our judgment of the candidate, his experience, etc. we would have a range that might go from \$100,000 to \$150,000. I think that obviously picks up the higher end of the range what other toll road Executive Directors are getting paid so we are comparable and in many cases if we feel we need to be. If for example, there is a strong desire to go with a national candidate who looks at things that way and is coming from a national market, that might be very important to consider. On the other hand, some of the other senior public agency positions here are more in the mid-range of that and that may be depending upon the candidate might be appropriate and the right amount, too. I think the bottom of that range may be a little low, but frankly we don't know enough about the candidate and how he will get selected down to say much more than that. I think we can give that general range which you know the top end is very comparable on a national prospective – it is comparable but not above the prior Director.

Mr. Dixon inquired what was Gino's salary? Mr. Marchbanks responded \$152,500.

Senator Armbruster said the survey we got back, where did they start from?

Mr. Marchbanks stated Mr. Chairman, Senator Armbruster, toll roads and toll facilities it was in the \$140,000-150,000 range.

Chairman Strnisha said the prior Director's salary was very consistent with other toll roads in the country. Now within the context of Ohio, and heads of public agencies in Ohio, it was high. Both are relevant pieces of information to keep in mind.

Senator Armbruster said so \$100,000 is at that level and what is the lowest directorship make in the state of Ohio?

Mr. Marchbanks stated about \$100,000.

Senator Armbruster asked is it any lower?

Mr. Marchbanks, yes, the lowest AG is in the \$90's.

Senator Armbruster said I would suggest it meets your criteria that we don't go any lower than that lowest and any higher than where he was before.

Chairman Strnisha said the information we received seems to suggest that if need be, that would be consistent with where national. I don't think we need to say any more than that at this point. It will be dependent on the candidate and the judgment of those candidates and what we have to compete with.

Mr. Marchbanks stated if he could mention, before you leave, and other members of the Committee, Mrs. Pring and I noticed that a lot of the candidates are from out of state. The Columbus School Board recently got into a bit of a pickle with out-of-state relocation expenses for their Treasurer. The subcommittee might want to look at relocation and other issues that might come on the table with the out of state candidates.

Chairman Strnisha stated he would like to know just for in those cases there are some legal prohibitions – do you know whether there are any in our case?

Mr. Amato responded in our case because we are corporate and politic the corporate side allows us to do that.

Chairman Strnisha said he just wanted to know if we are legally able to do it. We don't have to make a decision.

Senator Armbruster said he would suggest that Tom, take a look on whether we can or cannot, if there is a limit as to what we can, what kind of expenses can we pay, can we purchase someone's house? Do we not purchase someone's house. Can we get involved with that? This is how corporate America works. I lived there. I was there for 10 years and moved 3 or 4 times in 4 years. I understand what happens in that process. They put you

up in a motel, they pay your expenses, they pay for food, etc. This is the way the world is in business now. Is it legal or not? I don't know. If you can find out, we can at least have a benchmark to take a look at and make sure we are not prosecuted. That makes sense.

Mr. Wilkins stated, I think it is clearly established, someone cannot pay.

Senator Armbruster stated, oh really, so they tried to pay and they couldn't pay. I misunderstood that.

Mr. Wilkins said no – it's a long story.

Chairman Strnisha stated at this point, we want to know legally, what can we do if we wanted to do.

Senator Armbruster said, do we want to take action on the salary range from the lowest to the highest of the \$152,100 with the present or not or what the Administrator was being paid now?

Mr. Wilkins said I think that's up to the board. We could recommend to the Commission, but I think they should be the ones.

Senator Armbruster that's you're right.

Mr. Amato stated you should also consider contract vs. no-contract, also especially for someone out of state. They will want some type of security for an amount of time specified, but it should be a consideration.

Mr. Wilkins said I would think that is something we would negotiate based upon the individual's circumstances.

Mr. Dixon inquired if we have to put the recommendation in some sort, do we have to vote to recommend to the full Commission so we can vote on it at our next meeting as far as the salary range.

Mr. Wilkins stated consistent with what all of you said, before we establish and I think it would be a good idea to check with Columbus and see if that seems if that is a reasonable range and then at our next meeting we can adopt that.

Chairman Strnisha said to me it doesn't have a huge particularly given a wide range which I think is appropriate and at the point of the process we are in, doesn't have a lot of practical. Basically it says we are not going to pay lower than any state agency head and we won't pay higher than the old Director. That's a pretty wide range. I don't know the practical import for that. It doesn't. I think that is what we are looking at this point. If we get into the process, then we'll narrow that down and get more input.

Do we need and not hearing and we have asked for some things to come back to us, and I think we would like that to come back to the committee members prior to our next meeting. When we do need our next meeting based on where we are?

Our next Commission is Tuesday, November 12th. It probably makes sense to have a meeting then because we'll have some of the information. Do we need to meet before that time?

Senator Armbruster said he doesn't see any reason to meet before. We have to wait for the applications and you're going to get that information. Someone will bring back the information to us regarding the spreadsheet.

Jack Marchbanks responded yes.

Senator Armbruster said we'll meet on the 12th, take a look at it. If you get it prior to that time, you can E-mail it to us.

Chairman Strnisha said what I'll try to do in advance and that's our next meeting, Jack and I will talk individually to establish an Agenda and say what do we want to talk about.

Mr. Wilkins said before or after?

Chairman Strnisha said he would prefer to do it before, but I'm open to either way. Senator Armbruster said before is fine. Mr. Dixon said before is better because he needs to board a plane – early as possible.

Chairman Strnisha said let's set it for 9:00 a.m. on November 12th if everyone agrees. We'll try to define an Agenda around this information and where we are. I will work with Jack.

Mr. Marchbanks asked that he wanted to make sure on the grid that Senator Armbruster requested. You want the criteria used by the other major toll authorities around the country and you also want a running total on who they picked and how these particular.

Senator Armbruster stated, well actually just to dissect how they picked their criteria in different categories so we can compare.

Jack stated, how they weighed it?

Senator Armbruster said yes. Such as education – this one did one, years of experience in transportation, you know – what years did they use?

Mr. Wilkins asked if IBTTA had a profile on each of their CEO's? Jack responded, no I don't think they do.

Mr. Wilkins said if they do we could go through that.

Senator Armbruster said they might have a Human Resources program, too.

Mr. Wilkins said they might do it for us since we pay dues.

Chairman Strnisha said that's what I said – the criteria – they'll have resumes on file. You also see who did they end up with. What was the profile of the guy they ended up with. That's why you could overlay both that and the final result and you can see out of these 10, they all had at least a BA and actually most had Masters. Most all were in transportation or had engineering backgrounds or whatever.

Mr. Dixon said I think looking into my crystal ball, I think we need to plan a date where we are going to sit down and we're going have to 2-4 hour meeting and we'll have to do this. Maybe by November 12, you can take a look at figure how we're going to do that. I think you need to have that for us. We have to get to this. We are dancing with it now.

Chairman Strnisha said we are collecting still. Mr. Dixon said there are a lot of things we could do while we are collecting . I think the hope is after November 12th, we'll know what the game plan is. That would be my goal.

Senator Armbruster said it would be my opinion as a non-voting member that you are doing an outstanding job running the Turnpike, Jack. Tom, Lauren, Diane if you think and look at what's happening out there what could happen, we are moving on with business, contracts are producing and we are doing a pretty good job in a embattled Commission. I take my hat off to everybody and all the way the whole process.

Chairman Strnisha said you are reminded walking into this facility.

Senator Armbruster said we are having an Open House, are we going to do that?

Lauren Dehrmann replied yes – but I don't know if any of the Commission Members that are here have received that letter yet. It's Saturday, November 2nd. It's an Open House here at Middle Ridge Service Plaza from 10:00 – 2:00 p.m.

Senator Armbruster stated that this was a very contentious situation – this is a big deal. Residents are coming – there is no question about it. They even eat here don't they?

Lauren stated yes they do. They park in the back and walk in.

Senator Armbruster said this is interesting how this has worked out for the good of all of us. I'm waiting for the next letter now.

Chairman Strnisha said could I have a motion to adjourn?

Senator Armbruster moved, Mr. Dixon seconded.

Roll: Senator Armbruster-yes; Mr. Dixon-yes; Mr. Wilkins-yes; and Chairman Strnisha-yes.

Chairman Strnisha stated our next meeting will be on Tuesday, November 12th at 9:00 a.m. at the Commission offices. Time: 4:15 p.m.

/dsp