

CALIFORNIA COASTAL COMMISSION

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**W5.2**

MEMO

DATE: March 7, 2015

TO: All Commissioners and Interested Person

FROM: Susan Hansch, Chief Deputy Director
Melanie Wong, Chief Human Resources
Jessica Chan, Contract Analyst

SUBJECT: **Discussion of Selection Process for New Executive Director
Item 5.2, Wednesday March 9, 2016**

The Commission's Chief Deputy Director and the Chief, Human Resources have been consulting with the Executive Staff of CALHR regarding the Executive Director search options. The Deputy Director for Operations at CALHR, Katie Hagen will be at the Commission meeting and will give a presentation on the search process that other state agencies have used for Executive Director positions.

After our research and discussion with CALHR, DGS, and other agencies, we recommend that the Commission issue a Request for Proposal (RFP) to solicit bids from a large range of executive search firms. The Request for Proposal for an executive search firm would be developed after the Commission discussion of the selection process for the new Executive Director.

There are numerous state contracting rules that govern the RFP and bidding process. Commission staff and CALHR can highlight the process for the Commission at the Commission meeting. Typically, the RFP/Bidding process takes from 3 to 6 months from start until a contract is awarded. Once the contract is awarded, a full executive search process can take an additional 3 to 6 months.

Commission staff will be available at the Commission meeting to provide information and answer questions. Attached please find the Executive Director's 2011 Duty Statement which can be used as background in the Commission's discussion and public comment on Item 5.2.

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DUTY STATEMENT
SEPTEMBER 2011

EXECUTIVE DIRECTOR

CALIFORNIA COASTAL COMMISSION

Appointment

The Executive Director serves as the California Coastal Commission's Chief Executive Officer.

The Executive Director is exempt from civil service, is appointed by the voting members of the California Coastal Commission (under section 30335 of the Coastal Act) and serves at the Commission's pleasure. The Commission is a quasi-judicial, independent agency composed of 12 voting members appointed equally by the Governor, the Senate Rules Committee, and the Speaker of the Assembly and 3 *ex officio* non-voting members. All members have or can have an alternate who serves in the absence of the principal member.

Responsibilities and Duties

The Executive Director has comprehensive executive responsibilities for management, statewide policy formulation and implementation, program development, and administration of all aspects of the Coastal Commission's work mandate by the California Coastal Act of 1976 (and as amended). The Executive Director is responsible for the work of the Commission's approximately 142 authorized staff positions in 6 geographic districts located in 7 offices [Eureka (North Coast), Sacramento (Legislative), San Francisco (Headquarters and North Central Coast), Santa Cruz (Central Coast), Ventura (South Central Coast), Long Beach (South Coast), San Diego (San Diego Coast)].

Responsibilities and duties of the Executive Director include but are not limited to:

- Attends and manages all monthly Coastal Commission meetings that occur 3 to 5 days each month at different locations throughout the state.
- Provides Coastal Commissioners with necessary support services, information, and assistance and the key information that the Commission needs to carry-out its independent responsibilities.
- Is responsible for overseeing the development and presentation of all recommendations for action by the Commission on all regulatory matters before the Commission, including coastal development permits and their amendments, all enforcement matters, and all federal actions subject to Commission review pursuant to the federal Coastal Zone Management Act (CZMA).

- Oversees the formulation and implementation of statewide policies relative to the Commission's planning, educational, grant-making, water quality protection, and other tasks mandated or authorized by the California Coastal Act and applicable provisions of the federal Coastal Zone Management Act.
- Is responsible for leadership in carrying out statewide coastal resources management policies including those dealing with public coastal access and recreation, environmentally sensitive habitat, wetlands, agricultural lands, scenic values, landform alteration, climate change, commercial and recreational fishing, coastal and marine water quality, aquaculture, coastal energy production and processing and transmission (including LNG terminals, offshore oil and gas, power plants and renewable energy projects), coastal dependent industrial uses, marine transportation and ports, marinas and recreational boating, lower cost visitor-serving opportunities, desalination projects, highway planning and projects, visitor-serving commercial development, and protection of affordable housing.
- Reviews and makes recommendations to the Commission for approval of local coastal programs (LCPs include land use plans and implementing ordinances) prepared by 75 local coastal governments (15 counties and 60 cities), port master plans prepared by 4 industrial ports (San Diego, Long Beach, Los Angeles, and Port Hueneme), long range development plans prepared by universities in the coastal zone (U.C San Diego, Pepperdine, U.C Santa Barbara, U.C. Santa Cruz), and public works plans. All amendments to such plans and programs must also be reviewed and acted upon by the Commission.
- Promulgates and carries out agency-wide policies, rules and regulations relative to the conduct of Commission business in compliance with state and federal law, including budgeting, expenditure controls, personnel matters, conflict of interest, and civil service requirements.
- Implements a regulatory program that includes direct review of coastal development permit applications, appeals of coastal permits acted upon by local government and port districts, and review of all federal actions [(i.e., federal permits and licenses), as well as actions undertaken directly by any federal agency such as the U.S. Army Corps of Engineers, U.S. Army, Navy, Air Force or Marine Corps, Bureau of Land Management, National Park Service, Minerals Management Service (i.e., offshore oil and gas leasing and development), EPA, Forest Service, Bureau of Indian Affairs, U.S. Postal Service, and U.S. Border Patrol].
- Initiates and recommends and implements regulatory enforcement actions such as the issuance of "cease and desist" and resource restoration orders and seeks judicial relief.
- Oversees and carries out a wide range of Commission programs and activities, including land use planning and regulation, enforcement, legal, ocean and energy resources, oil spill prevention and response, public coastal access and recreation, coastal water quality, public education and involvement (e.g., whale tail license plate,

Adopt-A-Beach, Coastal Clean-Up Day, Clean and Green Boating programs), technical services (cartography, geographic information systems, coastal engineering, geological, hydrology, and biological issues), federal consistency review, port master planning, periodic reviews of Local Coastal Programs, local government assistance (financial grants and technical assistance), public works planning, University long range development planning, state and federal legislative affairs, information systems (computer network), coastal resources information center, periodic publications (i.e., California Coastal Access Guide, California Coastal Resources Guide), and prescriptive rights of public access to and along the coast.

- Responsible for relationships with high level federal, state and local government officials, the media, and the public. Because the coastal program is complex, highly visible, controversial and sensitive, relations with the Governor's office, the Secretary of Natural Resources, the state Legislature, the Congress, the media, other state and federal public agencies, local government, and concerned citizens are particularly important aspects of the Executive Director's job.
- Manages the senior management team in order to allocate staff workload and provide quality control across the range of coastal program responsibilities and is responsible for the preparation, production, distribution, and presentation of reports on all matters within the Commission's responsibility.
- Responsible for an extensive legislative program at the state and federal levels.
- Directs and is responsible for management of all agency staff. Delegates top level responsibilities as appropriate to the Chief Deputy Director, Senior Deputy Director and others to efficiently manage the Commission's programs. Directly responsible, or responsible through subordinate managers, for staff recruitment, hiring, training, achieving affirmative action goals, assigning work, skill developing, performance evaluation, disciplining and discharging staff.
- Conducts organizational, programmatic, and staffing reviews, including strategic planning, to determine adaptive management changes necessary for improving program effectiveness and efficiencies. Carries out operational changes warranted by agency needs and changed circumstances, and recommends appropriate actions to the Commission to assist in better meeting its responsibilities.
- Appears before and represents the Commission before legislative and congressional committees and participates as an official member and commission representative on various boards, interagency working groups, committees, task forces and other organizational entities at the state, federal and international level.