

**CALIFORNIA COASTAL COMMISSION**

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# F5.5

July 6, 2016

TO: Coastal Commissioners and Interested Public

FROM: Susan Hansch, Chief Deputy Director  
Alison Dettmer, Deputy Director  
Alfred Wanger, Deputy Director  
Melanie Wong, Chief of Human Resources  
Michael Ng, Staff Attorney  
Jessica Chan, Fiscal & Business Services Analyst

SUBJECT: **Contract Award for Executive Director Search Firm Services for Public Hearing and Commission Action, Item F5.5, Friday, July 15, 2016**

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## STAFF RECOMMENDATION

The staff Evaluation Team recommends that the California Coastal Commission (Commission) authorize the Chief Deputy Director to award and enter into a contract with CPS HR Consulting for an amount not to exceed \$33,000 to provide Executive Director Search Firm services for a period of nine (9) months beginning August 22, 2016. The contract will contain an option to extend the term for an additional nine (9) months for completion of the work, if necessary. Any staff members or Commissioners who may apply for the Executive Director position are required to not be involved in any direct way with the search or selection process.

## MOTION

*"I move that the Commission authorize the Chief Deputy Director to award and enter into a contract with CPS HR Consulting for an amount not to exceed \$33,000 to provide Executive Director Search Firm services for nine months beginning August 22, 2016, with the option to extend the contract for an additional nine-month time period, in accordance with the Department of General Services instructions."*

Staff recommends a **YES** vote.

## BACKGROUND

The Commission's Executive Director position is currently vacant. An acting Executive Director has been appointed until December 2016 or until a new Executive Director is appointed. At the March 2016 meeting, the Commission directed staff to draft a Request for Proposal (RFP), in accordance with State contracting and competitive bidding rules, to retain an executive

search firm to conduct the recruitment for this position. At the April and May 2016 meetings, the Commission considered the draft RFP and subsequently directed staff to finalize the RFP and release it for consideration.

## **SOLICITATION PROCESS**

In accordance with State contracting requirements, the RFP was released on May 18, 2016, via an advertisement posting on the California State Contracts Register (CSCR). The RFP was also posted to the Commission's website and emailed directly to forty-three (43) vendors, fourteen (14) of which are State Certified Small Businesses and two (2) of those which are also Disabled Veteran Business Enterprises.

A Proposer's Conference was held with all proposers who wished to participate, and afterwards an addendum documenting all the information provided during the conference was posted on the CSCR and the Commission's website and also emailed to the vendor list.

Vendors' written questions submitted by the deadline specified in the RFP were addressed in a public addendum that was also posted to the CSCR and the Commission's website and emailed to the vendor list.

Eleven (11) vendors responded to state they were not going to submit a proposal, either due to lack of expertise or due to other commitments.

Three (3) proposals were received by the submittal deadline of June 22, 2016. One (1) proposal was withdrawn by the proposer due to other workload commitments before the evaluation scoring was completed.

The two (2) received proposals were evaluated and scored by an Evaluation Team comprised of five Commission employees using a consensus approach as described in the RFP. The Evaluation Team members consisted of: Susan Hansch, Chief Deputy Director; Melanie Wong, Chief of Human Resources; Alison Dettmer, Deputy Director; Alfred Wanger, Deputy Director; and Michael Ng, Staff Attorney. Although not part of the Evaluation Team itself, Jessica Chan, Fiscal & Business Services Analyst, served as the Evaluation Coordinator for the Evaluation Team.

Proposals were first checked for administrative requirements. One proposal was missing a standard State form and had a computational error in their cost proposal. This vendor was given an opportunity to correct these immaterial defects, and both proposals moved forward in the evaluation process.<sup>1</sup>

The proposals were then reviewed and scored according to the criteria and scoring methodology as detailed in the RFP. Proposals were able to earn 200 total possible points on the following components: Technical Proposal Evaluation (110 possible points); Oral Interviews (30 possible

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<sup>1</sup> The Evaluation Team completed an "Immaterial Defect Worksheet" for these defects to systematically determine that the defects were in fact immaterial, according to standards suggested by Department of General Services. Documentation of this completed worksheet is part of the public file for this solicitation.

points); Cost Proposal Evaluation (60 possible points). As required by the Department of General Services, cost must be a minimum of 30% of the total possible points when using the secondary RFP solicitation method.

The final scores for the proposals, as evaluated by the Evaluation Team, are as follows: CPS HR Consulting earned 159 total points; Avery James, Inc. earned 139 total points. The submitted proposals and the evaluation documents used by the Evaluation Team to determine each proposer's earned score are provided as attachments to this staff report.

## **CONTRACT SPECIFICATIONS**

The RFP stated the Commission's purpose for seeking executive search firm services and included a multi-phase Scope of Work, Target Schedule, and Deliverables, as well as a sample Duty Statement and Recruitment Brochure. The RFP included the following Deliverables:

1. Communication protocol between search firm, Commission, and Department staff
2. Dedicated email address and any other method used to gather information from public and tribal stakeholders for input on Deliverables 3, 4, 7, and 8
3. Updated Executive Director duty statement
4. Candidate Profile for minimum qualifications for Executive Director position
5. Recruitment brochure (and other outreach materials as applicable)
6. Final outreach and recruitment strategy for broad and diverse search
7. Questions for candidates to answer as part of Statement of Qualifications
8. Preferred Candidate Screening Criteria
9. Outreach and recruitment
10. Status reports provided every two weeks to the Department Contract Manager, Chief Deputy Director and to the Commission per the Target Schedule dates, including continually-updated summary document identifying all applicants as described in Scope of Work
11. Presentations to the Commission regarding status of recruitment process (as necessary)
12. Benchmarking of internal applicants
13. Initial screening of all applicants with the Contract Manager and designated Department staff for minimum qualifications using developed Candidate Profile

14. Second screening of applicants with the Contract Manager and designated Department staff to determine semi-finalist candidates using Preferred Candidate Screening Criteria
15. Questions for semi-finalist and finalist interviews
16. Interviews of semi-finalist candidates to determine top 2 to 5 finalist candidates
17. Reference and background checks of finalist candidates
18. Confidential, in-depth profiles of finalist candidates (18 copies)
19. Interviews of finalist candidates with the Commission in closed session during a Commission meeting
20. Official offer letter for selected candidate to accept Executive Director position
21. Final report summarizing recruitment process, identifying new Executive Director, and detailing contingency plan

## **CONCLUSION**

The evaluation of the two submitted proposal packages was completed by July 1, 2016. Upon completing the evaluation, the Evaluation Team determined that the proposal submitted by CPS HR Consulting earned the highest score based upon RFP specifications.

Staff recommends that the Commission authorize the Acting Executive Director or his designee to approve and sign a nine-month contract, with an option to extend for an additional nine-month time period, for an amount not to exceed \$33,000 to provide Executive Director Search Firm services with CPS HR Consulting in fulfillment of RFP 15-01.

The motion is on page 1 of this staff report.

### Attachments:

1. Evaluation Team Procedures
2. Completed Evaluation Forms
3. Proposal from CPS HR Consulting
4. Proposal from Avery James, Inc.

**RFP EVALUATION AND SELECTION TEAM PROCEDURES**

**Evaluation and Selection Team Procedures for:**

**RFP 15-01**

**EXECUTIVE DIRECTOR SEARCH FIRM SERVICES**

**June 23, 2016**

**STATE OF CALIFORNIA  
CALIFORNIA COASTAL COMMISSION**

# **RFP EVALUATION AND SELECTION TEAM PROCEDURES**

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- 1. CONFIDENTIALITY STATEMENT
- 2. PROPOSAL/BID RECEIPT LOG

## RFP EVALUATION AND SELECTION TEAM PROCEDURES

### A. INTRODUCTION

This “Evaluation and Selection Team Procedures” is a set of instructions prepared to assist members of the Evaluation Team in the evaluation, validation, and selection of proposals received in response to the solicitation document (RFP 15-01). The Evaluation Team should carefully review these procedures, as well as all procedures and evaluation/selection criteria described in RFP 15-01 prior to opening of the proposals. Note that all criteria that are used to evaluate a proposal must be specified in the RFP.

### B. SECURITY OF PROPOSALS

All submissions from proposers must be kept in a secured area until proposal opening.

After the scoring is completed, all submitted proposal documents will be made publicly available. If any member of the Evaluation Team believes that specific information in a proposal should be withheld from public disclosure (e.g., confidential information), the Team Chairperson shall consult with the Legal Department to determine what obligations the Agency has to disclose the information in question.

### C. THE EVALUATION TEAM

#### 1. The Evaluation Team

Members shall consist of:

Team Chairperson/Evaluator – Susan M. Hansch, Chief Deputy Director  
Evaluators – Alfred Wanger, Deputy Director  
Alison Dettmer, Deputy Director  
Melanie Wong, Chief of Human Resources  
Michael Ng, Staff Attorney  
Evaluation Coordinator – Jessica Chan, Fiscal & Business Services  
Pamela Wu, Chief, Fiscal & Business Services (alternate)

#### 2. Orientation of the Evaluation Team

The Evaluation Coordinator will provide each team member with a copy of the RFP, all addenda, this document, and all forms and associated instructions to be used during the evaluation process.<sup>1</sup>

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<sup>1</sup> The Evaluation Documents to be used by the Evaluation Team for evaluating submitted proposals are as follows:

- Evaluation Team Procedures (this document)
- Proposal Confidentiality Certification
- Technical Proposal Evaluation Form
- Oral Interview Form
- Proposal Evaluation Sheet
- Notification of Intent to Award
- Draft Award Letter

## RFP EVALUATION AND SELECTION TEAM PROCEDURES

The Evaluation Coordinator will instruct team members on the evaluation process, based on procedures identified in RFP 15-01 as well as the above-referenced Evaluation Documents (see Footnote 1) and will be advised of the confidential nature of the evaluation and selection process. Each member of the team and any other departmental executives and/or staff who may be questioned or who may become familiar with the procurement at any time during the procurement will be required to sign the Confidentiality Statement. (See Attachment 1.)

### D. DOCUMENTATION

It is important to retain all final evaluation forms and written official communications relating to the evaluation process for any given proposal, as these documents will be subject to public disclosure at the conclusion of the evaluation process. (See the above section on security of such documents.)

All documentation relating to one proposer's proposal shall be kept separate from that of other proposers using a method such as binders or folders.

### E. DESCRIPTION OF EVALUATION PROCEDURES

#### 1. General

- a. Receipt of Proposals - Proposals are to be logged in upon receipt and stamped with a date and time stamp. The means of delivery may be noted in the log (mail, name of deliverer). The proposal container will be inspected to determine if it is properly sealed and labeled and appropriate notation will be made. (See Proposal/Bid Receipt Log, Attachment 2.)
- b. Security of Proposals - After receipt, log-in, and notation, proposals will be placed unopened in a secure area until the scheduled time for opening. This location will be Melanie Wong's office.
- c. Evaluation Forms - Prior to the scheduled time for proposal opening, the Evaluation Coordinator will have all relevant Evaluation Documents (see Footnote 1 above) prepared and ready for use by the Evaluation Team.
- d. Confidentiality Statement - Each person participating in the evaluation process must sign a Confidentiality Statement prior to reviewing/discussing matters concerning the proposals. (See Attachment 1.)

The opening of all proposals shall be confidential and restricted to the Evaluation Team, the Procurement Division (as applicable), and other persons on a need-to-know basis who have signed a Confidentiality Statement.

- e. Late Proposals - Proposals cannot be considered if received late (June 22, 2016 after 5pm Pacific Time).

#### 2. Administrative Review

- a. At the scheduled time for proposal opening, the Evaluation Team shall inspect each proposal container and Receipt Log and verify that delivery/receipt requirements are met (proposals received on time and properly sealed and labeled).



## **RFP EVALUATION AND SELECTION TEAM PROCEDURES**

- b. Proposals will be opened and checked by the Team to verify inclusion of the items listed on the “Required Attachments Certification Checklist” (RFP Attachment 1). Any variance will be noted for discussion by the Team.
- c. Any apparent deviations will be discussed by the Team to determine whether they are material or immaterial deviations. Material deviations from the submittal requirements will be recorded as non-responsive, with reasons, and considered no further. If all deviations are deemed immaterial, and the Team decides that the proposal should not be rejected at the Administrative Review stage, any immaterial deviation(s) may either be waived by the Evaluation Team, or the proposer may be permitted to correct the deviation. The proposal will then be evaluated as normal.
- d. The Evaluation Coordinator will distribute submitted proposals, or portions thereof, and requisite Evaluation Documents to all Team members for individual review prior to meeting to perform collective evaluation and consensus scoring.

### **3. Technical Proposal Evaluation**

- a. The individual evaluators will read each proposal and consider the technical proposal portion of each proposal against the narrative requirements (Section VI.D) and methodology for assigning points (Section VIII.B.2) as set forth in the RFP. After individual reviews have been completed, the Team will meet for discussion and consensus scoring of each proposal.
- b. The Team will consider each proposal one at a time. First, the Team will discuss any detected errors, deviations, or other defects. If the Team agrees that such defects actually exist, the Team will then determine if any defect is material and warrants rejection of the proposal. Any rejection of a proposal for material defect will be documented in writing.
- c. The Team will discuss and conduct consensus scoring for each proposal. The Team will complete one Technical Proposal Evaluation Form for each proposal, documenting the Team’s assigned consensus score and explanatory comments as necessary.

### **4. Reference Checks and Oral Interviews**

- a. Proposals that meet the requisite point threshold (as specified in Section VIII.C of the RFP) will move on to the Reference Check and Oral Interview phase.
- b. The Team will meet to contact each reference for which a proposer has submitted a Client Reference and Contractor History Form (Attachment 5) to verify in a standardized manner the information contained in that form. A record shall be made of each proposer reference contacted.
- c. The Team will meet to hold an Oral Interview via teleconference with each proposer. Proposers will be contacted at least 24 hours in advance with the teleconference information. The Oral Interview will be composed of standardized questions, and the Evaluation Team will evaluate each interview using the Oral Interview Form.

## **RFP EVALUATION AND SELECTION TEAM PROCEDURES**

### **5. Final Scoring Calculation, Selection, and Award**

- a. Final scoring – including summation of the Technical Proposal Points, Oral Interview Points (if applicable), Cost Points, and any preference and/or incentive adjustments – will be made in accordance with Section VIII of the RFP (Evaluation Process) and the enumerated steps specified in the Proposal Evaluation Sheet.
- b. The proposer with the highest total score, as calculated by the Evaluation Coordinator, will be the winning “best value” proposer that the Evaluation Team will recommend to the Commission for awarding of the contract. A designated member of the Evaluation Team will review and must concur with the Evaluation Coordinator’s scoring calculations prior to recommendation of the winning proposer to the Commission.
- c. All submitted proposals and evaluation documents used by the Evaluation Team are considered public records once scoring is completed.
- d. If the necessary Commission approval is secured to award the contract to the winning proposer, the Notice of Intent to Award may be issued.

## **RFP EVALUATION AND SELECTION TEAM PROCEDURES**

### **California Coastal Commission Executive Director Search Firm Services RFP 15-01**

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#### **CONFLICT OF INTEREST AND CONFIDENTIALITY STATEMENT**

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I certify that I have no personal or financial interest and no present or past employment or activity which would be incompatible with my participation in any activity related to the planning or procurement processes for the Executive Director Search Firm Services, RFP 15-01 (the "Project"). For the duration of my involvement in this Project, I agree not to accept any gift, benefit, gratuity or consideration, or begin a personal or financial interest in a party who is proposing, or associated with a proposer, on the Project.

I certify that I will keep confidential and secure and will not copy, give or otherwise disclose to any other party who has not signed a copy of this confidentiality agreement, any information concerning the planning, processes, development, or procedures of the Project which I learn in the course of my duties on the Project which is not otherwise available to the public. I understand that if I terminate my work on this Project before it ends, I must still keep all non-public Project information confidential. I agree to follow any instructions provided by the Project Coordinator relating to the confidentiality of non-public Project information.

I fully understand that any unauthorized disclosure I make may be a basis for disciplinary action. I agree to advise Susan Hansch, at (415) 904-5244, immediately in the event that I either learn or have reason to believe that any person who has access to confidential, non-public Project information has or intends to disclose that information in violation of this agreement.

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_

RFP 15-01

## PROPOSAL RECEIPT LOG

Proposer Name

Timely?

Sealed?

Initials of Recipient

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**RFP 15-01**  
**Executive Director Search Firm Services**

**Technical Proposal Evaluation Instructions for Department Evaluation Team**

**Technical Proposal Evaluation Process**

- After the Administrative Review, the technical proposals will be evaluated and scored by an Evaluation Team.
- The Evaluation Team will review the proposals independently and then meet as a whole to discuss the proposals and any questions or concerns encountered during the independent reviews.
- Following the discussion, as a group the team will complete one Technical Proposal Evaluation Form for each proposal reviewed. The Technical Proposal Evaluation Form lists each criterion as described in Section VI.D.2 of the RFP. The Evaluation Team will assign a score to each of the technical criteria and will explain the reasons and/or justification for the score in the Comments section of the form.
- Each proposer's final score for the technical proposal evaluation will be determined by adding together the points awarded for each criterion.

**Methodology for Assigning Points:**

- **Exceptional (5)** – Proposer's narrative demonstrates an exceptional understanding of, experience in, or capability to achieve the requirement in question. Response is well thought-out and well presented. Proposer's response is complete, addresses all aspects of the topic and does not require clarification.
- **Very Good (4)** – Proposer's narrative demonstrates a very good understanding of, experience in, or capability to achieve the requirement in question. Response is generally well thought- out and well presented. Overall, proposer's response is complete, addresses major aspects of the topic, and requires minimal clarification.
- **Satisfactory (3)** - Proposer's narrative demonstrates a satisfactory understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer's response addresses some aspects of the topic, but may require multiple areas of clarification.
- **Marginal (2)** – Proposer's narrative demonstrates a marginal understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer's response did not address major aspects of the topic and requires multiple areas of clarification.
- **Unsatisfactory (1)** – Proposer's narrative did not demonstrate satisfactory understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer's response did not address a majority of the aspects of the topic.
- **Zero (0)** – Proposer's narrative was blank or missing or deemed non-responsive.

**Selection of Highest-Scoring Proposer**

- The *Proposal Evaluation Sheet* will be used to calculate and record each proposer's total points based on all scoring criteria and allowed scoring adjustments.
- The proposer who has the highest earned score following the entire evaluation process will be determined the "best value" proposer and will be awarded the contract, if the Coastal Commission votes to award a contract. The Commission has the discretion to not award a contract.

**Public Records**

- All evaluation forms and all other scoring sheets become public records as soon as the evaluation and scoring process is finished. Assigned scores should be supported with specific and relevant comments relating back to the proposer's response under review.

**Technical Proposal Evaluation Form****Name of Proposer:** Avery James, Inc.**Section a – Organization and Background of Firm (15 possible points)****1. Organization Information:**

Give a brief history of your firm, including the year the organization was founded.

Give the location of your headquarters and any branch offices.

Describe the ownership structure of your organization, giving specific details with regard to your parent and affiliated companies or joint ventures.

Explain in detail any potential for conflict of interest which would be created by your firm's representation of the Department. Please include any activities or affiliated or parent organizations as well as other client relationships that may inhibit services to the Department.

Describe any "off-limits" practices that may apply to the Department.

**5 Points Possible****Points Awarded:** 3**Comments:**

No identified "off-limits" practices. The other components of this topic were brief, but

satisfactorily answered.

**NAME OF PROPOSER:** Avery James, Inc.

**2. Background and Experience:**

Explain in detail the experience, including the number of years, that your firm has conducting national searches of executive positions that should include but is not limited to expertise in the following areas: organizations with core missions focusing on (a) the environment and/or land use; or (b) governmental organizations.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Background and experience are more based on civil engineering/technical expertise.

Minimal direct environmental or land/use policy recruitment. Limited experience

in recruitment for regulatory agencies.



**NAME OF PROPOSER:** Avery James, Inc.

3. Explain any demonstrated success in outreach to diverse candidates encompassing a wide range of demographics and underserved populations.

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

They offer a list of possible outreach groups, however, they have not provided a record of  
successful diversity placement.

**NAME OF PROPOSER:** Avery James, Inc.

**Section b – Assigned Personnel and Resumes (10 possible points)**

1. Identify the Project Manager/Coordinator who will be assigned to this project and include his/her resume, which should identify experience conducting national searches of executive positions including but not limited to expertise in the following areas: organizations with core missions focusing on (a) the environment and/or land use; or (b) governmental organizations.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Project Manager has listed experience for recruitment in technical/management positions, but  
appears to lack experience in recruitment for executive policy positions for environmental or  
governmental entities.

**NAME OF PROPOSER:** Avery James, Inc.

2. Identify any other specific personnel who will be assigned to this project and include resumes for each person. The resumes should identify experience conducting national searches of executive positions including but not limited to expertise in the following areas: organizations with core missions focusing on the (a) environment and/or land use; or (b) governmental organizations.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Other assigned personnel identifies experience for recruitment generally, but appears to lack  
experience in recruitment for executive positions for environmental or governmental entities

**NAME OF PROPOSER:** Avery James, Inc.

**Section c – Detail of Services to be Provided (40 possible points)**

In providing narrative responses describing how they plan to meet the following requirements, proposers should also consider the requirements in context of Section III, “Services to be Provided (Scope of Work).” Furthermore, in providing narrative responses, proposers should consider the scoring methodology set forth in the Technical Proposal Evaluation in determining the level of detail to provide in responses.

1. Explain how your outreach plan will recruit a broad, diverse, inclusive pool of applicants. Include probable posting sites.

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Response includes probable posting sites with some identification of diversity sites.

The outreach plan is only general and very brief, it is unclear how this plan will result in  
successfully identifying a diverse pool of candidates.

**NAME OF PROPOSER:** Avery James, Inc.

2. Explain how your outreach plan will recruit experienced, qualified applicants. Include probable posting sites.

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Description of outreach plan is very brief and general.

Not tailored to the specific needs of the Commission.

Probable posting sites included.

3. Provide a description of recruitment methods to reach applicants who may not be actively searching for employment.

**Points Awarded:** 2

Texting as a minimum method of outreach for Executive recruitment is a concern.



5. Describe methods that will be used to obtain public and tribal stakeholder input on: the updated Executive Director duty statement; the Candidate Profile; the questions for candidates to answer as part of the Statement of Qualifications; and the Preferred Candidate Screening Criteria (Deliverables 3, 4, 7, and 8, respectively). Provide example work-product and/or samples of each where possible.

**5 Points Possible**

**Points Awarded:** 1

**Comments:**

Response describes minial outreach of a dedicated email address for public comments.

Outreach should include more than contact with one tribal leader.



**NAME OF PROPOSER:** Avery James, Inc.

6. Provide mock-ups of sample confidential, informational documents including status report, summary document, and in-depth candidate profile (Deliverables 10 and 18, respectively).

**5 Points Possible**

**Points Awarded:** 4

**Comments:**

Mock-up documents provided are responsive to the RFP except that the Summary document was short and generic.

**NAME OF PROPOSER:** Avery James, Inc.

7. Describe your firm's background and reference check process.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Standard reference check process and basic statement regarding back ground checks.

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**NAME OF PROPOSER:** Avery James, Inc.

8. At any point during the recruitment process, the Commission, awarded contractor, or the Department Contract Manager may determine that the recruitment process has not identified a suitable candidate pool. Should this occur, describe the steps your firm will take to obtain a larger pool of qualified candidates within the contract term.

**5 Points Possible**

**Points Awarded:** 4

**Comments:**

Response indicates proposer will seek to understand why the recruitment strategy is not  
working. Response demonstrates creative thinking by considering transferable skills from  
dissimilar organizations if necessary.

**NAME OF PROPOSER:** Avery James, Inc.

**Section d – Contingency Planning (15 possible points)**

1. Provide a plan of action that details the steps that your firm would take to minimize the potential of a selected candidate vacating the position within the first two years of the initial appointment date.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Response identified pro-active steps to minimize the risk of the candidate vacating the  
position by providing follow-up communication, but overall proposed plan is generic.

**NAME OF PROPOSER:** Avery James, Inc.

2. Provide a plan of action that your firm would take if a candidate does vacate the position within two years from the initial appointment date.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Response commits to billing for additional costs incurred from re-posting and travel if additional recruitment is necessary within 2 years, but the response does not seek to understand why the candidate is vacating the position, such as conducting an exit interview. Unclear if meeting with the Commission includes meeting with management staff.

**NAME OF PROPOSER:** Avery James, Inc.

3. Provide an explanation regarding how your firm will provide follow-up support for recruitment after the candidate appointment date including the number of days that the follow-up support is provided.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Response provides a follow-up schedule with multiple check ins, although does not provide  
an end date.

**NAME OF PROPOSER:** Avery James, Inc.

**Section e – Recent Similar Successful Searches (25 possible points)**

Using the **Client Reference and Contractor History Form, Attachment 5**, please describe at least three (3), and up to five (5), recently completed searches that in your judgement are comparable in level and complexity to the search engagement that your firm would complete for the Commission. For each search, please include the name and phone number of the principal contact in the organization for which the search was performed who has personal knowledge of the completed search. Include outreach material used to conduct the recruitment.

**25 Points Possible (5 points possible per submittal, at least 3 and up to 5 submittals)**

1a. First Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Balfour Beatty Infrastructure Inc.

Included outreach material for the position. The search was complex, however, the position  
itself has little direct correlation to the Commission's search needs. The recruited position is  
operational vs. regulatory policy.

**NAME OF PROPOSER:** Avery James, Inc.

1b. Second Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Port of Long Beach – Director of Maintenance

While for a governmental agency, the position itself has little direct correlation to the

Commission’s search needs. The recruited position is for a maintenance position rather than

regulatory policy.



**NAME OF PROPOSER:** Avery James, Inc.

1c. Third Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Port of Long Beach – Harbor Marine Manager

While for a governmental agency, the position itself has little direct correlation to the

Commission's search needs. The recruited position is operational rather than

regulatory policy.

#### 1d. Fourth Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 0

N/A

### 1e. Fifth Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 0

N/A

**NAME OF PROPOSER:** Avery James, Inc.

**Section f – Understanding of the Public Agency Search Environment (5 points possible)**

1. The Department expects proposers to demonstrate an understanding of the challenges of conducting searches for a public entity like the Department. Please describe your firm's sense of the challenges of conducting searches for public agencies, for environmental policy positions and the Department in particular in comparison to conducting searches in the private sector.

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Response does not address the needs of the Commission and the challenges of  
addressing various stakeholder concerns in the Executive Director search process.

## Signature Page

Each member of the Evaluation Team must print their name and title and sign and date this page.

Susan M. Hansch  
Evaluator's Printed Name

[Signature]  
Evaluator's Signature

Chief Deputy Director  
Title

June 30, 2016  
Date

Michael Ng  
Evaluator's Printed Name

[Signature]  
Evaluator's Signature

Staff Attorney  
Title

June 30, 2016  
Date

Alison Dettmer  
Evaluator's Printed Name

[Signature]  
Evaluator's Signature

Deputy Director  
Title

June 30, 2016  
Date

Alfred Wanger  
Evaluator's Printed Name

[Signature]  
Evaluator's Signature

Deputy Director  
Title

June 30, 2016  
Date

Melanie Wong  
Evaluator's Printed Name

[Signature]  
Evaluator's Signature

Chief, Human Resources  
Title

June 30, 2016  
Date

**RFP 15-01**  
**Executive Director Search Firm Services**

**Technical Proposal Evaluation Instructions for Department Evaluation Team**

**Technical Proposal Evaluation Process**

- After the Administrative Review, the technical proposals will be evaluated and scored by an Evaluation Team.
- The Evaluation Team will review the proposals independently and then meet as a whole to discuss the proposals and any questions or concerns encountered during the independent reviews.
- Following the discussion, as a group the team will complete one Technical Proposal Evaluation Form for each proposal reviewed. The Technical Proposal Evaluation Form lists each criterion as described in Section VI.D.2 of the RFP. The Evaluation Team will assign a score to each of the technical criteria and will explain the reasons and/or justification for the score in the Comments section of the form.
- Each proposer's final score for the technical proposal evaluation will be determined by adding together the points awarded for each criterion.

**Methodology for Assigning Points:**

- **Exceptional (5)** – Proposer's narrative demonstrates an exceptional understanding of, experience in, or capability to achieve the requirement in question. Response is well thought-out and well presented. Proposer's response is complete, addresses all aspects of the topic and does not require clarification.
- **Very Good (4)** – Proposer's narrative demonstrates a very good understanding of, experience in, or capability to achieve the requirement in question. Response is generally well thought-out and well presented. Overall, proposer's response is complete, addresses major aspects of the topic, and requires minimal clarification.
- **Satisfactory (3)** - Proposer's narrative demonstrates a satisfactory understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer's response addresses some aspects of the topic, but may require multiple areas of clarification.
- **Marginal (2)** – Proposer's narrative demonstrates a marginal understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer's response did not address major aspects of the topic and requires multiple areas of clarification.
- **Unsatisfactory (1)** – Proposer's narrative did not demonstrate satisfactory understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer's response did not address a majority of the aspects of the topic.
- **Zero (0)** – Proposer's narrative was blank or missing or deemed non-responsive.

**Selection of Highest-Scoring Proposer**

- The *Proposal Evaluation Sheet* will be used to calculate and record each proposer's total points based on all scoring criteria and allowed scoring adjustments.
- The proposer who has the highest earned score following the entire evaluation process will be determined the "best value" proposer and will be awarded the contract, if the Coastal Commission votes to award a contract. The Commission has the discretion to not award a contract.

**Public Records**

- All evaluation forms and all other scoring sheets become public records as soon as the evaluation and scoring process is finished. Assigned scores should be supported with specific and relevant comments relating back to the proposer's response under review.

**Technical Proposal Evaluation Form****Name of Proposer:** CPS HR Consulting**Section a – Organization and Background of Firm (15 possible points)****1. Organization Information:**

Give a brief history of your firm, including the year the organization was founded.

Give the location of your headquarters and any branch offices.

Describe the ownership structure of your organization, giving specific details with regard to your parent and affiliated companies or joint ventures.

Explain in detail any potential for conflict of interest which would be created by your firm's representation of the Department. Please include any activities or affiliated or parent organizations as well as other client relationships that may inhibit services to the Department.

Describe any "off-limits" practices that may apply to the Department.

**5 Points Possible****Points Awarded:** 3**Comments:**

The explanation of their organization and background is very thorough.

No explanation of potential for conflict of interest or "off-limit" practices.



**NAME OF PROPOSER:** CPS HR Consulting

**2. Background and Experience:**

Explain in detail the experience, including the number of years, that your firm has conducting national searches of executive positions that should include but is not limited to expertise in the following areas: organizations with core missions focusing on (a) the environment and/or land use; or (b) governmental organizations.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Thorough explanation of experience in California governmental recruitment, including  
detailed list of recruitment for high-level, environmental and governmental positions  
nationwide, including some in California.

**NAME OF PROPOSER:** CPS HR Consulting

3. Explain any demonstrated success in outreach to diverse candidates encompassing a wide range of demographics and underserved populations.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Statistics show successful placement of minority and female candidates in executive level  
positions within the last 5 years.

**NAME OF PROPOSER:** CPS HR Consulting

**Section b – Assigned Personnel and Resumes (10 possible points)**

1. Identify the Project Manager/Coordinator who will be assigned to this project and include his/her resume, which should identify experience conducting national searches of executive positions including but not limited to expertise in the following areas: organizations with core missions focusing on (a) the environment and/or land use; or (b) governmental organizations.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Project Manager has extensive experience in national searches for state, county, and local  
government and has recruited Executive Directors for comparable agencies such as  
the Delta Stewardship Council and the San Francisco Estuary Institute.

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**NAME OF PROPOSER:** CPS HR Consulting

2. Identify any other specific personnel who will be assigned to this project and include resumes for each person. The resumes should identify experience conducting national searches of executive positions including but not limited to expertise in the following areas: organizations with core missions focusing on the (a) environment and/or land use; or (b) governmental organizations.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Response includes resumes for three supporting personnel, demonstrating extensive  
experience in high-level recruitment in the public sector. One resume demonstrates  
extensive experience in coastal management and other environmental fields at  
all levels of government.

### Section c – Detail of Services to be Provided (40 possible points)

1. Explain how your outreach plan will recruit a broad, diverse, inclusive pool of applicants. Include probable posting sites.

**Points Awarded:** 5

**NAME OF PROPOSER:** CPS HR Consulting

2. Explain how your outreach plan will recruit experienced, qualified applicants. Include probable posting sites.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Response targets qualified individuals in the field including those with coastal and environmental backgrounds. Response indicates a commitment to tailor the search to meet the Commission's specific needs.

Phase II of the plan thoroughly discusses how the recruitment will target high level applicants.

Posting sites included.

3. Provide a description of recruitment methods to reach applicants who may not be actively searching for employment.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Provides extensive description of methods to communicate with potential candidates and encouraging them to apply, including multiple attempts to develop the target's interest.

Includes proactively addressing various candidate concerns and providing resources for potential candidates.

**NAME OF PROPOSER:** CPS HR Consulting

4. Provide a realistic, detailed project schedule and timeline based on the Target Schedule included in this RFP (see RFP Section III.C ) that provides for project completion by the Target Completion Date.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Response meets schedule targeted in the RFP.

This image shows a blank sheet of white paper with horizontal black ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The left edge of the paper shows some slight shadowing, suggesting it's part of a bound notebook or folder.



**NAME OF PROPOSER:** CPS HR Consulting

5. Describe methods that will be used to obtain public and tribal stakeholder input on: the updated Executive Director duty statement; the Candidate Profile; the questions for candidates to answer as part of the Statement of Qualifications; and the Preferred Candidate Screening Criteria (Deliverables 3, 4, 7, and 8, respectively). Provide example work-product and/or samples of each where possible.

**5 Points Possible**

**Points Awarded:** 4

**Comments:**

In addition to the minimum requirement of an email address, plan to provide an on-line survey to solicit input which the proposer has indicated has been a useful tool for them in the past.

Recognizes the need to involve multiple tribal and other stakeholders.

6. Provide mock-ups of sample confidential, informational documents including status report, summary document, and in-depth candidate profile (Deliverables 10 and 18, respectively).

**5 Points Possible**

**Points Awarded:** 0

**Comments:**

No mock-up documents provided.

**NAME OF PROPOSER:** CPS HR Consulting

7. Describe your firm's background and reference check process.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Comprehensive, thorough background and reference checks, including a written,  
anonymous, confidential summary of reference checks and 360 review. Committed to a  
minimum of 6 reference checks. Follow up with candidates if anything questionable comes  
up in the background check.

**NAME OF PROPOSER:** CPS HR Consulting

8. At any point during the recruitment process, the Commission, awarded contractor, or the Department Contract Manager may determine that the recruitment process has not identified a suitable candidate pool. Should this occur, describe the steps your firm will take to obtain a larger pool of qualified candidates within the contract term.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Response commits to continuing broad recruitment, which may include modification of the

Candidate Profile and/or Preferred Candidate Screening Criteria with the Commission at no

additional cost. Proposer has identified proactive steps to avoid ending

up in this situation through constant communication.

**NAME OF PROPOSER:** CPS HR Consulting

**Section d – Contingency Planning (15 possible points)**

1. Provide a plan of action that details the steps that your firm would take to minimize the potential of a selected candidate vacating the position within the first two years of the initial appointment date.

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Response provides no clear plan of action on this topic, however, the

response describes pro-active steps to minimize the risk of this occurring.

**NAME OF PROPOSER:** CPS HR Consulting

2. Provide a plan of action that your firm would take if a candidate does vacate the position within two years from the initial appointment date.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Response commits to billing for additional costs incurred from re-posting and travel if additional recruitment is necessary within 2 years, but the response does not seek to understand why the candidate is vacating the position, such as conducting an exit interview.

3. Provide an explanation regarding how your firm will provide follow-up support for recruitment after the candidate appointment date including the number of days that the follow-up support is provided.

**5 Points Possible**

**Points Awarded:** 0

**Comments:**

Response provides no description of follow-up support after the candidate is appointed.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**NAME OF PROPOSER:** CPS HR Consulting

**Section e – Recent Similar Successful Searches (25 possible points)**

Using the **Client Reference and Contractor History Form, Attachment 5**, please describe at least three (3), and up to five (5), recently completed searches that in your judgement are comparable in level and complexity to the search engagement that your firm would complete for the Commission. For each search, please include the name and phone number of the principal contact in the organization for which the search was performed who has personal knowledge of the completed search. Include outreach material used to conduct the recruitment.

**25 Points Possible (5 points possible per submittal, at least 3 and up to 5 submittals)**

1a. First Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Florin Resource Conservation District (Elk Grove Water)

High level recruitment for a California, governmental, environmental agency. Although type  
of executive recruitment is for finance, not regulatory policy.

No outreach material provided.



**NAME OF PROPOSER:** CPS HR Consulting

1b. Second Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 4

**Comments:**

Kings River Conservation District

Highly relevant California, governmental, environmental agency. Similar level and type of  
position. Close contact with the District Board throughout the process.

No outreach material provided.

**5 Points Possible**

*G:\ED Search RFP\Evaluation Documents\RFP 15-01 Technical Proposal Eval Form - CPS HR Consulting.doc*

**NAME OF PROPOSER:** CPS HR Consulting

1d. Fourth Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Tahoe Regional Planning Agency

Human Resources Director recruitment for a California, governmental, environmental  
agency. Type of position for Human Resources, not regulatory policy.

No outreach material provided.

### 1e. Fifth Client Reference and Contractor History Form

**5 Points Possible**

**Points Awarded:** 0

N/A

**NAME OF PROPOSER:** CPS HR Consulting

**Section f – Understanding of the Public Agency Search Environment (5 points possible)**

1. The Department expects proposers to demonstrate an understanding of the challenges of conducting searches for a public entity like the Department. Please describe your firm's sense of the challenges of conducting searches for public agencies, for environmental policy positions and the Department in particular in comparison to conducting searches in the private sector.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Response demonstrates a strong understanding of the challenges involved with the recruitment under public scrutiny and while working in public with the Commission. The proposer clearly demonstrates that as a public agency, they are aware of the issues confronting public agencies.

## Signature Page

Each member of the Evaluation Team must print their name and title and sign and date this page.

SUSAN M. HANSCH  
Evaluator's Printed Name

*Susan M. Hansch*  
Evaluator's Signature

Chief Deputy Director  
Title

June 30, 2016  
Date

Michael Ng  
Evaluator's Printed Name

*Michael Ng*  
Evaluator's Signature

Staff Attorney  
Title

June 30, 2016  
Date

Alison Dettmer  
Evaluator's Printed Name

*Alison Dettmer*  
Evaluator's Signature

Deputy Director  
Title

June 30, 2016  
Date

Alfred Wanger  
Evaluator's Printed Name

*Alfred Wanger*  
Evaluator's Signature

Deputy Director  
Title

June 30, 2016  
Date

Melanie Wong  
Evaluator's Printed Name

*Melanie Wong*  
Evaluator's Signature

Chief, Human Resources  
Title

June 30, 2016  
Date

**RFP 15-01**  
**Executive Director Search Firm Services**

**Reference Check and Oral Interview Instructions for Department Evaluation Team**

The proposers whose Technical Proposal Evaluation score exceeds 75 points or, if less than three (3) proposals have scored more than 75 points, the three (3) proposers with the highest Technical Points will move on to the Reference Check and Oral Interview process. (See Section VIII.C of RFP 15-01.)

**Reference Check Process**

- As a group, the Evaluation Team will contact each reference at the contact telephone number included on each Client Reference and Customer History Form (Attachment 5 of RFP 15-01) to confirm in a standardized manner the information included on the submitted form. Confirmation of this information will be documented in writing by the Evaluation Team.
- If the Evaluation Team cannot reach a specific reference upon initial outreach by telephone, the Evaluation Team will leave a voicemail instructing the reference to email the Evaluation Team (at [RFPExecutiveSearch@coastal.ca.gov](mailto:RFPExecutiveSearch@coastal.ca.gov)) with their availability to confirm by telephone the information provided on the proposer's Client Reference and Customer History Form. In addition, the Evaluation Team will also contact the reference at the email address included on the Client Reference and Customer History Form and allow the reference to confirm the information by email.
- Failure of a reference to confirm specified information from a proposer's Client Reference and Customer History Form by the end of the business day of initial outreach, either by phone or by email, shall not prevent a proposer from continuing on to the Oral Interview phase.
- Reference Checks will not be scored.

**Oral Interview Process**

- The proposers who move on to this phase of the evaluation process will be contacted at least 24 hours prior to their scheduled Oral Interview with the date, time, and teleconference information for the interview.
- As a group, the Evaluation Team will contact each proposer to ask the standardized questions. The answers will be scored collectively by the Evaluation Team using consensus scoring, with a total 30 points possible.

**Methodology for Assigning Points:**

- **Exceptional (5)** – Proposer's answer demonstrates an exceptional understanding of, experience in, or capability to achieve the requirement in question. Response is well thought-out and well presented. Proposer's response is complete, addresses all aspects of the topic and does not require clarification.

- **Very Good (4)** – Proposer’s answer demonstrates a very good understanding of, experience in, or capability to achieve the requirement in question. Response is generally well thought-out and well presented. Overall, proposer’s response is complete, addresses major aspects of the topic, and requires minimal clarification.
- **Satisfactory (3)** - Proposer’s answer demonstrates a satisfactory understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer’s response addresses some aspects of the topic, but may require multiple areas of clarification.
- **Marginal (2)** – Proposer’s answer demonstrates a marginal understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer’s response did not address major aspects of the topic and requires multiple areas of clarification.
- **Unsatisfactory (1)** – Proposer’s answer did not demonstrate satisfactory understanding of, experience in, or capability to achieve the requirement in question. Overall, proposer’s response did not address a majority of the aspects of the topic.
- **Zero (0)** – Proposer did not provide an answer.

### **Public Records**

- All evaluation forms and all other scoring sheets become public records as soon as the evaluation and scoring process is finished. Scores should be supported with specific and relevant comments relating to the responses provided by each proposer under review.



**Name of Proposer:** Avery James, Inc.

Client Contact Name: Balfour Beatty Infrastructure, Inc. – Joseph Reed

Telephone Number: 626-571-6300

Email Address: jreed@bbius.com

Item Name	Information Confirmed? Y/N
Project Name	Y
Project Description	Y
Proposer Involvement (prime or subcontractor)	Y
Project Dates	Y
Project Dollar Amount	Y
Confirmed via email on June 30, 2016	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

[illegible]

### Second Client Reference

Email Address: margaret.huebner@polb.com

Item Name	Information Confirmed? Y/N
Project Name	Y
Project Description	Y
Proposer Involvement (prime or subcontractor)	Y
Project Dates	Y
Project Dollar Amount	Y
Confirmed via telephone call on June 30, 2016	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

### Third Client Reference

Email Address: [margaret.huebner@polb.com](mailto:margaret.huebner@polb.com)

Item Name	Information Confirmed? Y/N
Project Name	Y
Project Description	Y
Proposer Involvement (prime or subcontractor)	Y
Project Dates	Y
Project Dollar Amount	Y
Confirmed via telephone call on June 30, 2016	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

[illegible]

### Fourth Client Reference

Telephone Number: \_\_\_\_\_

Email Address:

Item Name	Information Confirmed? Y/N
Project Name	
Project Description	
Proposer Involvement (prime or subcontractor)	
Project Dates	
Project Dollar Amount	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

[illegible]

### Fifth Client Reference

Telephone Number: \_\_\_\_\_

Email Address:

Item Name	Information Confirmed? Y/N
Project Name	
Project Description	
Proposer Involvement (prime or subcontractor)	
Project Dates	
Project Dollar Amount	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

[illegible]

**Oral Interview Questions and Answers****Name of Proposer:** Avery James, Inc.

1. Describe a search you have conducted that you believe is most comparable to the search we are seeking.

**5 Points Possible****Points Awarded:** 2**Comments:**

Proposers stated that they had more experience in the private sector with some recent experience in the public sector. Proposer provided as comparable searches, one public entity and one private entity. Proposer described public agency recruitment as a high profile, executive position, involving environmental stewardship, oversight by a Commission, comparable salary, public scrutiny, and political sensitivity. Proposer described the private sector recruitment as a high-level position not involving public scrutiny.

Response does not indicate substantive experience hiring for executive leadership in an environmental, regulatory agency.

**NAME OF PROPOSER:** Avery James, Inc.

2. Describe your experience conducting searches for a Commission or Board.

**5 Points Possible**

**Points Awarded:** 2

**Comments:**

Proposers stated they had no experience working directly with a Board or Commission as the main client, but have had clients who report to a Board of Commissioners. Proposer also stated that they have received training on how to work with a Board or Commission.

**NAME OF PROPOSER:** Avery James, Inc.

3. As you are consulting with the Commission and stakeholders, how will you resolve conflicting input and recommendations?

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Proposer stated that they would develop a protocol for responding to the public. They would discuss any conflicting input with the Commission viewing the Commission as the primary client. They would try to incorporate stakeholder input.

Response did not reflect direct experience in dealing with recruitments with extensive public involvement.



**NAME OF PROPOSER:** Avery James, Inc.

4. What do you consider the most challenging task within the scope of work?

**5 Points Possible**

**Points Awarded:** 4

**Comments:**

Proposers identified three challenges: the timeline is longer than a typical search, location of the position and cost of living, and the media attention.

Response identified some relevant challenges but the response was not detailed.

**NAME OF PROPOSER:** Avery James, Inc.

5. Given your knowledge of the Coastal Commission, what do you consider the core competencies, skill sets and personal attributes required of the Executive Director, and how will your recruitment identify a diverse pool of qualified candidates?

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Proposer stated that leadership skills are critical. Proposer stated that candidates need to be a visionary, driven to succeed, and have the ability to drive change as necessary. Candidates also need to have cultural sensitivity, be politically astute and be open and collaborative. Candidates need to have a demonstrated ability to work with silos of stakeholders.

Proposer's response described general leadership attributes and could have been more specific to the needs of the Commission.

**NAME OF PROPOSER:** Avery James, Inc.

6. Describe how you will address and manage a highly visible search involving extensive public interest and involvement, and describe any searches you have conducted fitting these characteristics.

**5 Points Possible**

**Points Awarded:** 3

**Comments:**

Proposers stated that they would align themselves with the Commission's traditional manner in dealing with stakeholders. They would put parameters on the response time for stakeholders, for example 30 days to respond. They prefer email for stakeholder input as it is documented and managed. For outreach to tribal stakeholders, they would be willing to align themselves with our preference.

Proposers stated that the previous searches showed their ability to manage a large, high profile search with a large number of applicants that included reaching out to passive candidates. They indicated their recruitment would include outreach to their connections with affinity groups.

Response did not indicate an understanding of the extent and complexity of public involvement required for this search.

## Signature Page

Each member of the Evaluation Team must print their name and title and sign and date this page.

Susan M. Hansch  
Evaluator's Printed Name

Susan M. Hansch  
Evaluator's Signature

Chief Deputy Director  
Title

July 1, 2016  
Date

Michael Ng  
Evaluator's Printed Name

Michael Ng  
Evaluator's Signature

Staff Attorney  
Title

July 1  
2016 MN  
Date

Alison Dettmer  
Evaluator's Printed Name

Alison Dettmer  
Evaluator's Signature

Deputy Director  
Title

July 1, 2016  
Date

Alfred Wang  
Evaluator's Printed Name

Alfred Wang  
Evaluator's Signature

Deputy Director  
Title

July 1, 2016  
Date

Melanie Wong  
Evaluator's Printed Name

Melanie Wong  
Evaluator's Signature

Chief, Human Resources  
Title

July 1, 2016  
Date

**RFP 15-01**  
**Executive Director Search Firm Services**

**Reference Check and Oral Interview Instructions for Department Evaluation Team**

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**Oral Interview Process**

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- **Zero (0)** – Proposer did not provide an answer.

#### **Public Records**

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**Reference Checks****Name of Proposer:** CPS HR Consulting**First Client Reference**Client Contact Name: Florin Resource Conservation District – Stefani PhillipsTelephone Number: 916-685-3556Email Address: stefani@egwd.org

Item Name	Information Confirmed? Y/N
Project Name	
Project Description	
Proposer Involvement (prime or subcontractor)	
Project Dates	
Project Dollar Amount	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

Called and left a voicemail at 9:00AM on June 30, 2016. Also sent email, no response.

## Second Client Reference

Email Address: markmckeanfarms@gmail.com

Item Name	Information Confirmed? Y/N
Project Name	Y
Project Description	Y
Proposer Involvement (prime or subcontractor)	Y
Project Dates	Y
Project Dollar Amount	Y
Confirmed via telephone call and email on June 30, 2016	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

[illegible]



### Third Client Reference

Telephone Number: 408-209-5010

Email Address:  
mike.wasserman@bos.sccgov.org

Item Name	Information Confirmed? Y/N
Project Name	Y
Project Description	Y
Proposer Involvement (prime or subcontractor)	Y
Project Dates	Y
Project Dollar Amount	Y
Confirmed via email on June 30, 2016	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

[illegible]

### Fourth Client Reference

Telephone Number: 775-589-5222

Email Address: ckeiller@trpa.org

Item Name	Information Confirmed? Y/N
Project Name	Y
Project Description	Y
Proposer Involvement (prime or subcontractor)	Y
Project Dates	Y
Project Dollar Amount	Y
Confirmed via telephone call on June 30, 2016	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

### Fifth Client Reference

Telephone Number: \_\_\_\_\_

Email Address:

Item Name	Information Confirmed? Y/N
Project Name	
Project Description	
Proposer Involvement (prime or subcontractor)	
Project Dates	
Project Dollar Amount	

Describe any unconfirmed information such as any deviations from the information provided by the proposer, any unknown information, or unsuccessful attempts to reach the contact person.

[illegible]

**Oral Interview Questions and Answers****Name of Proposer:** CPS HR Consulting

1. Describe a search you have conducted that you believe is most comparable to the search we are seeking.

**5 Points Possible****Points Awarded:** 5**Comments:**

Proposer described two recent Executive Director searches in California for large environmental/science based boards. Proposer compared those searches to the one needed for the Commission in terms of technical, regulatory and political skills required. Both required knowledge, skills and technical expertise, as well as leadership skills which required significant outreach.

Demonstrated strong understanding of what is needed to work with a Commission.

**NAME OF PROPOSER:** CPS HR Consulting

2. Describe your experience conducting searches for a Commission or Board.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Proposer stated her experience is extensive. Listed numerous state, special district, county and city Boards and Commissions, both elected and appointed. Proposer indicated that she is very familiar with the Brown Act and the Bagley-Keene Act.

Response was thorough and well presented.

**NAME OF PROPOSER:** CPS HR Consulting

3. As you are consulting with the Commission and stakeholders, how will you resolve conflicting input and recommendations?

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Proposer stated that it is important to manage stakeholder input and expectations. Proposer described their role as managing the process, not mediating conflict, by offering alternative recommendations in an effort to come to consensus while being as transparent as possible.

Response was thoughtful and thorough.

**NAME OF PROPOSER:** CPS HR Consulting

4. What do you consider the most challenging task within the scope of work?

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Proposer indicated that it would be challenging to develop a broad candidate pool; however, they include well connected recruitment staff to handle this. The more challenging issue is the high visibility of the search and managing expectations of all stakeholders. Proposer recommends developing a strong communication plan to address this issue including coordination with the Commission's Public Information Officer.

Response identified challenging tasks and also proposed solutions to those challenges.

**NAME OF PROPOSER:** CPS HR Consulting

5. Given your knowledge of the Coastal Commission, what do you consider the core competencies, skill sets and personal attributes required of the Executive Director, and how will your recruitment identify a diverse pool of qualified candidates?

**5 Points Possible**

**Points Awarded:** 4

**Comments:**

Proposer stated that the necessary attributes included an understanding of California law and the regulatory environment and how the Commission works. Proposer stated that candidates also need to have strong leadership, managerial skills and exceptional communication skills. To gain a diverse pool of qualified candidate, they would first do a broad spectrum of outreach and then targeted specific outreach to capable candidates.

Response thoroughly identified core competencies and skills. The diversity outreach plan could have been more specific.



**NAME OF PROPOSER:** CPS HR Consulting

6. Describe how you will address and manage a highly visible search involving extensive public interest and involvement, and describe any searches you have conducted fitting these characteristics.

**5 Points Possible**

**Points Awarded:** 5

**Comments:**

Proposer cited a comparable recruitment for a multi-member board which faced similar issues with strong public and media interest. Proposer described in detail creative approaches used to manage the challenges with this recruitment including establishing a strong communication plan and using several methods to gather stakeholder input. Proposed similar methods of managing input for this search.

Response was detailed and fully addresses every aspect of this question.

## Signature Page

Each member of the Evaluation Team must print their name and title and sign and date this page.

Susan M. Hansch  
Evaluator's Printed Name

Chief Deputy Director  
Title

[Signature]  
Evaluator's Signature

July 1, 2016  
Date

Michael Ng  
Evaluator's Printed Name

Staff Attorney  
Title

[Signature]  
Evaluator's Signature

July 1  
December 2016 MN  
Date

Alison Dettmer  
Evaluator's Printed Name

Deputy Director  
Title

[Signature]  
Evaluator's Signature

July 1, 2016  
Date

Alfred Wanger  
Evaluator's Printed Name

Deputy Director  
Title

[Signature]  
Evaluator's Signature

July 1, 2016  
Date

Melanie Wong  
Evaluator's Printed Name

Chief, Human Resources  
Title

[Signature]  
Evaluator's Signature

July 1, 2016  
Date

**RFP 15-01**  
**Executive Director Search Firm Services**

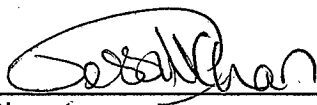
**COST POINTS CALCULATION SHEET**  
**FOR DEPARTMENT EVALUATION TEAM**

Lowest Vendor Cost ÷ Bid Amount x Total Cost Points Available = Cost Points Awarded

NAME OF VENDOR	VENDOR COST	COST POINTS CALCULATION	COST POINTS
Avery James	\$ 27,200	$\$ 27,200 \div \$ 27,200 \times 60 =$	60
CPS HR Consulting	\$ 33,000	$\$ 27,200 \div \$ 33,000 \times 60 =$	49
	\$	$\$ \quad \div \$ \quad \times 60 =$	

**Calculated By:**

Jessica Chan  
Printed Name

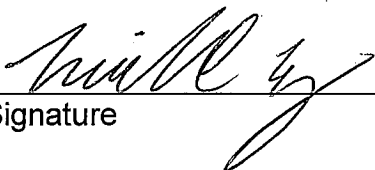
  
Signature

Fiscal & Business Services Analyst  
Title

6/30/16  
Date

**Verified By:**

Michael Ng  
Printed Name

  
Signature

Staff Attorney  
Title

6/30/16  
Date

**RFP 15-01**  
**Executive Director Search Firm Services**

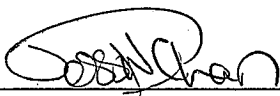
**SMALL BUSINESS PREFERENCE POINT CALCULATION  
FOR DEPARTMENT EVALUATION TEAM**

Small Businesses (SB) are given a 5% Preference Calculation. If a SB is ranked #1, no preference points are given. If a Large Business (LB) is ranked #1, 5% of the LB's points are added to each of the SB preliminary points and the proposers are then re-ranked.

RANKING	NAME OF PROPOSER	SB? Y/N	PRELIMINARY TOTAL POINTS	+ 5% SB PREF.	POINTS AWARDED	NEW RANKING
1	CPS HR Consulting	N	159	----	159	1
2	Avery James, Inc.	Y	131	8	139	2
3						

**Calculated By:**

Jessica Chan  
Printed Name


  
Signature

Fiscal & Business Services Analyst  
Title

7/1/16  
Date

**Verified By:**

Michael Ng  
Printed Name

  
Signature

Staff Attorney  
Title

7/1/16  
Date

# RFP 15-01

## PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM

Please Note:

- This evaluation sheet is a summary sheet that will be completed in accordance with the "Evaluation and Selection Team Procedures," "Technical Proposal Evaluation Form Instructions," "Reference Check and Oral Interview Instructions," and Section VIII of RFP 15-01 (Evaluation Process).
- All backup evaluation documentation will be made available upon request.
- A single value will be assigned collectively by the Department Evaluation Team for each entry using consensus scoring.

Firm's Name:

Avery James, Inc.Small Business Preference Claimed? Yes ☒ No ☐Non-Small Business Preference Claimed? Yes ☐ No ☒TACPA Worksite Preference Claimed? Yes ☐ No ☒TACPA Workforce Preference Claimed? Yes ☐ No ☒DVBE Incentive Claimed? Yes ☐ No ☒

ADMINISTRATIVE REVIEW		YES/NO
1	Does the proposal pass administrative review?  <i>Using "Requirement Attachments Certification Checklist," Attachment 1. See also Section VIII.A of the RFP.</i>	Yes

TECHNICAL PROPOSAL EVALUATION		SCORING
2	Organization and Background of Firm (15 possible points)	8
3	Assigned Personnel and Resumes (10 possible points)	6
4	Detail of Services to Be Provided (40 possible points)	23
5	Contingency Planning (15 possible points)	9
6	Recent Similar Successful Searches (25 possible points)	6
7	Understanding of Public Agency Search Environment (5 possible points)	2
8	Technical Points (110 possible points)  <i>Add Lines 2 through 7.</i>	54

# RFP 15-01

## PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM

REFERENCE CHECKS AND ORAL INTERVIEW (IF APPLICABLE)		SCORING
9	<p><b>Reference Checks (No points)</b></p> <p><i>Proposals must have at least 75 Technical Points following Technical Proposal Evaluation in order to have references contacted. If less than three (3) proposals have at least 75 Technical Points, the proposals with the top three (3) Technical Points scores will have references contacted. However, please note that no additional points will be awarded for reference checks.</i></p> <p><b>Oral Interview Points (30 possible points)</b></p> <p><i>Proposals must have at least 75 Technical Points following Technical Proposal Evaluation in order to receive an oral interview. If less than three (3) proposals have at least 75 Technical Points, the proposals with the top three (3) Technical Points scores will receive oral interviews.</i></p>	17
COST PROPOSAL EVALUATION		SCORING
10a	<p><b>Cost Points, if no TACPA Preference claimed (60 possible points**)</b></p> <p><math>\frac{\text{Lowest Cost Proposal}}{\text{Proposer's Cost Proposal}} \times 60</math></p> <p><b>** Note that the lowest, responsible Cost Proposal will receive the maximum possible 60 Cost Points.</b></p>	60
10b	<p><b>Cost Points, if TACPA Preference claimed** (60 possible points)</b></p> <p><b>** TACPA Preferences apply only if all responsive Cost Proposals exceed \$100,000, per State Contracting Manual, Table 8.2 and 2 CCR § 1896.37.</b></p> <p><u><b>TACPA Worksite Preference (if applicable)</b></u></p> <p>(1) <math>\text{Lowest Cost Proposal} \times 0.05 = \text{TACPA Worksite Preference}</math></p> <p>(2) Deduct TACPA Worksite Preference from all proposals claiming it</p> <p><u><b>TACPA Workforce Preference (cannot be claimed unless TACPA Worksite Preference also claimed)</b></u></p> <p>(1) <math>\text{Lowest Cost Proposal} \times (0.01 \text{ to } 0.04)^{\wedge\wedge} = \text{TACPA Workforce Preference}</math></p> <p><b><math>\wedge\wedge</math> TACPA Workforce Preference percentage, as specified in proposal</b></p> <p>(2) Deduct specified TACPA Workforce Preference from all proposals claiming it</p> <p><u><b>Cost Points, adjusted for TACPA preference(s)</b></u></p> <p>(1) After adjusting Cost Proposals using TACPA Worksite and Workforce Preferences as applicable, the adjustment may result in a new lowest Cost Proposal</p> <p>(2) Calculate Cost Points using the methodology specified in Step 10a</p>	—
PRELIMINARY POINTS TOTAL BEFORE PREFERENCE AND INCENTIVE PROGRAMS		SCORING
11	<p><b>Preliminary Points before Preference and Incentive Programs (200 possible points)</b></p> <p>Add Lines 8 + 9 + 10a.</p>	131

# RFP 15-01

## PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM

PREFERENCE AND INCENTIVE PROGRAMS		SCORING
12a	<b>Small Business Preference Points (if applicable)</b>  <i>Points for highest-scoring non-small/micro business proposal** x 0.05</i>  <i>** If the highest-scoring proposal before application of any incentive or preference percentage (see Step 11) is a non-small/micro business proposer.</i>	8
12b	<b>Non-Small Business Preference Points (if applicable)</b>  <i>Points for highest-scoring non-small/micro business proposal** x 0.05</i>  <i>** If the highest-scoring proposal before application of any incentive or preference percentage (see Step 11) is a non-small/micro business proposer. A non-small business which qualifies for this preference may not take an award away from a certified small business.</i>	0
13	<b>DVBE Incentive Points (if applicable)</b>  <i>Total possible maximum points before preference and incentive programs** x (0.01 to 0.05)^</i>  <i>** The total possible maximum points before preference and incentive programs is 200 points.</i>  <i>^ DVBE Incentive Preference percentage, as specified in proposal</i>	0
14	<b>TACPA (Worksite and Workforce) Preferences (if applicable)</b>  <i>See Step 10b above</i>	0
15	<b>Maximum caps on preference and incentive percentages and dollar amounts</b>  <i>Maximum preference and/or incentive percentages proposer may be awarded = 15%</i>  <i>Maximum TACPA preference proposer may be awarded = 9%, up to \$50,000</i>	—

FINAL POINTS TOTAL AFTER ADJUSTING FOR PREFERENCE AND INCENTIVE PROGRAMS		SCORING
16	<b>DVBE Incentive Points Added to Final Non-Cost Points Total**</b>  <i>Add Line 13 + Line 8 + Line 9</i>  <i>** Per State Contracting Manual I § 8.17.D.1 and 2 CCR § 1896.99.100(d).</i>	71
17	<b>All Remaining Points Added to Final Non-Cost Points to Arrive at Final Total Score</b>  <i>Add Line 10a or 10b (as applicable) + Line 12a or Line 12b (as applicable) + Line 16</i>	139

RFP 15-01

PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM

Calculated By:

Jessica Chan

Printed Name

Fiscal & Business Services Analyst

Title



Signature

7/1/16

Date

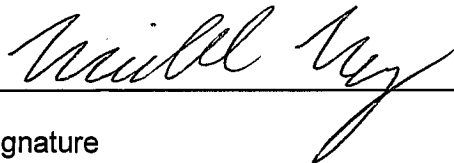
Verified By:

Michael Ng

Printed Name

Staff Attorney

Title



Signature

7/1/16

Date



## RFP 15-01 PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM

Please Note:

- This evaluation sheet is a summary sheet that will be completed in accordance with the "Evaluation and Selection Team Procedures," "Technical Proposal Evaluation Form Instructions," "Reference Check and Oral Interview Instructions," and Section VIII of RFP 15-01 (Evaluation Process).
- All backup evaluation documentation will be made available upon request.
- A single value will be assigned collectively by the Department Evaluation Team for each entry using consensus scoring.

Firm's Name:

CPS HR Consulting

Small Business Preference Claimed? Yes ☐ No ☒ Non-Small Business Preference Claimed? Yes ☐ No ☒  
 TACPA Worksite Preference Claimed? Yes ☐ No ☒ TACPA Workforce Preference Claimed? Yes ☐ No ☒  
 DVBE Incentive Claimed? Yes ☐ No ☒

ADMINISTRATIVE REVIEW		YES/NO
1	Does the proposal pass administrative review?  <i>Using "Requirement Attachments Certification Checklist," Attachment 1. See also Section VIII.A of the RFP.</i>	Yes

TECHNICAL PROPOSAL EVALUATION		SCORING
2	Organization and Background of Firm (15 possible points)	13
3	Assigned Personnel and Resumes (10 possible points)	10
4	Detail of Services to Be Provided (40 possible points)	34
5	Contingency Planning (15 possible points)	5
6	Recent Similar Successful Searches (25 possible points)	14
7	Understanding of Public Agency Search Environment (5 possible points)	5
8	Technical Points (110 possible points) <i>Add Lines 2 through 7.</i>	81

**RFP 15-01**  
**PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM**

REFERENCE CHECKS AND ORAL INTERVIEW (IF APPLICABLE)		SCORING
9	<p><b>Reference Checks (No points)</b></p> <p><i>Proposals must have at least 75 Technical Points following Technical Proposal Evaluation in order to have references contacted. If less than three (3) proposals have at least 75 Technical Points, the proposals with the top three (3) Technical Points scores will have references contacted. However, please note that no additional points will be awarded for reference checks.</i></p> <p><b>Oral Interview Points (30 possible points)</b></p> <p><i>Proposals must have at least 75 Technical Points following Technical Proposal Evaluation in order to receive an oral interview. If less than three (3) proposals have at least 75 Technical Points, the proposals with the top three (3) Technical Points scores will receive oral interviews.</i></p>	29
COST PROPOSAL EVALUATION		SCORING
10a	<p><b>Cost Points, if no TACPA Preference claimed (60 possible points**)</b></p> <p><math>\frac{\text{Lowest Cost Proposal}}{\text{Proposer's Cost Proposal}} \times 60</math></p> <p><b>** Note that the lowest, responsible Cost Proposal will receive the maximum possible 60 Cost Points.</b></p>	49
10b	<p><b>Cost Points, if TACPA Preference claimed** (60 possible points)</b></p> <p><b>** TACPA Preferences apply only if all responsive Cost Proposals exceed \$100,000, per State Contracting Manual, Table 8.2 and 2 CCR § 1896.37.</b></p> <p><u><b>TACPA Worksite Preference (if applicable)</b></u></p> <p>(1) <math>\text{Lowest Cost Proposal} \times 0.05 = \text{TACPA Worksite Preference}</math></p> <p>(2) Deduct TACPA Worksite Preference from all proposals claiming it</p> <p><u><b>TACPA Workforce Preference (cannot be claimed unless TACPA Worksite Preference also claimed)</b></u></p> <p>(1) <math>\text{Lowest Cost Proposal} \times (0.01 \text{ to } 0.04)^{\wedge\wedge} = \text{TACPA Workforce Preference}</math></p> <p><math>\wedge\wedge</math> TACPA Workforce Preference percentage, as specified in proposal</p> <p>(2) Deduct specified TACPA Workforce Preference from all proposals claiming it</p> <p><u><b>Cost Points, adjusted for TACPA preference(s)</b></u></p> <p>(1) After adjusting Cost Proposals using TACPA Worksite and Workforce Preferences as applicable, the adjustment may result in a new lowest Cost Proposal</p> <p>(2) Calculate Cost Points using the methodology specified in Step 10a</p>	
PRELIMINARY POINTS TOTAL BEFORE PREFERENCE AND INCENTIVE PROGRAMS		SCORING
11	<p><b>Preliminary Points before Preference and Incentive Programs (200 possible points)</b></p> <p>Add Lines 8 + 9 + 10a.</p>	159

# RFP 15-01

## PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM

PREFERENCE AND INCENTIVE PROGRAMS		SCORING
12a	<b>Small Business Preference Points (if applicable)</b>  <i>Points for highest-scoring non-small/micro business proposal** x 0.05</i>  <i>** If the highest-scoring proposal before application of any incentive or preference percentage (see Step 11) is a non-small/micro business proposer.</i>	0
12b	<b>Non-Small Business Preference Points (if applicable)</b>  <i>Points for highest-scoring non-small/micro business proposal** x 0.05</i>  <i>** If the highest-scoring proposal before application of any incentive or preference percentage (see Step 11) is a non-small/micro business proposer. A non-small business which qualifies for this preference may not take an award away from a certified small business.</i>	0
13	<b>DVBE Incentive Points (if applicable)</b>  <i>Total possible maximum points before preference and incentive programs** x (0.01 to 0.05)**</i>  <i>** The total possible maximum points before preference and incentive programs is 200 points.</i>  <i>^^ DVBE Incentive Preference percentage, as specified in proposal</i>	0
14	<b>TACPA (Worksite and Workforce) Preferences (if applicable)</b>  <i>See Step 10b above</i>	0
15	<b>Maximum caps on preference and incentive percentages and dollar amounts</b>  <i>Maximum preference and/or incentive percentages proposer may be awarded = 15%</i>  <i>Maximum TACPA preference proposer may be awarded = 9%, up to \$50,000</i>	0

FINAL POINTS TOTAL AFTER ADJUSTING FOR PREFERENCE AND INCENTIVE PROGRAMS		SCORING
16	<b>DVBE Incentive Points Added to Final Non-Cost Points Total**</b>  <i>Add Line 13 + Line 8 + Line 9</i>  <i>** Per State Contracting Manual I § 8.17.D.1 and 2 CCR § 1896.99.100(d).</i>	110
17	<b>All Remaining Points Added to Final Non-Cost Points to Arrive at Final Total Score</b>  <i>Add Line 10a or 10b (as applicable) + Line 12a or Line 12b (as applicable) + Line 16</i>	159

RFP 15-01

PROPOSAL EVALUATION SHEET FOR DEPARTMENT EVALUATION TEAM

Calculated By:

Jessica Chan


Printed Name



Signature

Fiscal & Business Services Analyst

Title

 7/1/16

Date

Verified By:

Michael Ng

Printed Name



Signature

Staff Attorney

Title

7/1/16

Date

## Deviation Worksheet

Solicitation # RFP 15-01

Bidder Name: Avery Jones, Inc.

Solicitation Requirement:

Mandatory X  
("shall, must, will")

or

Desirable       
("should, may")

- ① ~~RFP~~ RFP is missing CD. (RFP § VII. A)
- ② Wet signature missing on Attachment 2 of original copy. (RFP § VII. A)
- ③ RFP is missing Attachment 6, CCC-307. (RFP § IV.2. b)
- ④ Cost proposal
- Bidder Response:

- ① No CD included
- ② Wet signature missing
- ③ Proposer indicated they did not include Attachment 6, CCC-307, but on cover sheet indicated "all terms and contracts are acceptable to the proposer."
- ④ Cost proposal math for sub-components does not add up correctly for total cost.
- Materiality Test
- Is the requirement **Mandatory** or **Desirable** (see above)? If it is mandatory, proceed with answering the following questions. If desirable, Stop; the deviation is immaterial (reference Section II, paragraph A.2.).

1. Is the response in substantial accord with the solicitation requirement?  
If YES, the deviation is NOT material for this reason. If NO, explain how the response deviates from the requirement:

Yes X

No\*     

Re: ③ by signing Attachment 2, proposer agreed to signing & submitting Attachment 6. (RFP § IV.2. b.) Although Attachment 2 indicates Attachment 6 was not attached, cover page of proposal also stated "all terms and contracts are acceptable to the proposer."

2. Does the response provide the bidder an advantage over other bidders? If NO, the deviation is NOT material for this reason. If YES, explain how the response provides an advantage:

Yes\*     

No X

← for ①-⑤

Re: ④ proposer must either a) Allow Evaluation Team to calculate total cost proposal based on cost sub-components; or b) discount/recalculate cost sub-components to match stated total cost proposal.

For ④, depends on proposer's response to issue identified in Materiality Test Question 1.

3. Does the response have a **potential significant effect** on the **delivery** of the items bid? If **NO**, the deviation is **NOT** material for this reason. If **YES**, explain how delivery is affected:

Yes\* \_\_\_\_\_

No X

4. Does the response have a **potentially significant effect** on the **quantity** of the items bid? If **NO**, the deviation is **NOT** material for this reason. If **YES**, explain how the quantity has been or will be affected:

Yes\* \_\_\_\_\_

No X

5. Does the response have a **potentially significant effect** on the **quality** of the items bid? If **NO**, the deviation is **NOT** material for this reason. If **YES**, explain how the quality of the items bid is affected:

Yes\* \_\_\_\_\_

No X

6. Does the response have a **potentially significant effect** on the **amount paid to the vendor**? If **NO**, the deviation is **NOT** material for this reason. If **YES**, explain how the amount to be paid the vendor is affected:

Yes\* \_\_\_\_\_

No X <sup>for ①-③</sup>

For ④, depends on proposer's response to issue identified in Materiality Test question 1.

7. Does the response have a **potentially significant effect** on the **cost to the State**? If **NO**, the deviation is **NOT** material for this reason. If **YES**, explain how the cost to the State is affected:

Yes\* \_\_\_\_\_

No X <sup>for ①-⑥</sup>

For ②, depends on proposer's response to issue identified in Materiality Test question 1.

\* If the requirement is **mandatory** and any of these items are checked, the deviation must be deemed **material** (reference Section II, paragraph A.1.), and the bid rejected. **"Material deviations cannot be waived."**

Completed by Michael Ng 6/24/16  
Nulung

TECHNICAL PROPOSAL

# California Coastal Commission

## Executive Recruitment Services for Executive Director

Due Date: June 22, 2016

SUBMITTED BY:

MELISSA ASHER

*Sr. Practice Leader, Products and Services*

CPS HR Consulting  
241 Lathrop Way  
Sacramento, CA 95815  
P: 916-471-3358  
F: 916-561-8441  
masher@cpshr.us  
Tax ID: 68-0067209

[www.cpshr.us](http://www.cpshr.us)



Your Path to Performance

June 22, 2016

Jessica Chan, Fiscal & Business Services Analyst  
California Coastal Commission  
45 Fremont Street, Suite 2000  
San Francisco, CA 94105

**Subject: Executive Recruitment Services for Executive Director**

Dear Ms. Chan:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the California Coastal Commission (Commission) with the recruitment of a new Executive Director. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We possess a number of important strengths to assist the Commission in accomplishing the goals for this recruitment, including:

- **Broad recruitment experience for public sector executive and managerial positions.** CPS HR has recruited executives and managers for a variety of positions with states, counties, cities, special districts, and nonprofit entities. We have extensive experience in the recruitment of all types of government, executive, and professional staff, including council/board appointed executives, department directors, and key professional and management positions. We will apply this expertise to your recruitment.
- **A proven track record with more than 1,700 recruitments for 600+ clients.** We understand and appreciate the intricacies of managing the executive recruitment for an organization, and we bring that expertise and knowledge to the recruitment process. For this recruiting engagement, we will custom-tailor a program to fit your needs to provide a strong, competitive pool of candidates.
- **An in-depth understanding** of all state and local government operations, programs, and services. This understanding has been gained through consulting engagements with local government agencies throughout the United States.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact Pam Derby at [pderby@cpsshr.us](mailto:pderby@cpsshr.us) or (916) 471-3126.**

Sincerely,



Melissa Asher, Senior Practice Leader, Products and Services



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## Section A: Organization and Background of Firm

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CPS HR Consulting has been assisting organizations with their talent management needs for over 30 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR is a public agency governed by regulations and public sector concerns. We understand what it is to work with and within government. Unlike other public sector organizations, CPS HR is self-supporting. We employ the strategy, innovation, and flexibility found in the private sector to the client's advantage. CPS HR's unique position in the public arena attracts professionals from both public and private sectors who are driven to help the client reach its organization's vision and mission. We work collaboratively with the client to generate solutions that are creative yet practical, to meet the organization "where it is" while also moving it to the next level.

CPS HR currently has a staff of 87+ full-time employees and more than 1,200 subject matter experts and contract employees who have a wide variety of government, public, and private sector human resources experience. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Rockville, Maryland and Austin, Texas.

CPS HR Consulting offers a comprehensive range of products and services. Our systematic approach to human resource management ensures that the solutions, strategies, and methodologies we implement improve your organization. For more information on our services, please visit our website at [www.cpshr.us](http://www.cpshr.us).

CPS HR CONSULTING SERVICES	
ORGANIZATIONAL STRATEGY	TESTING, RECRUITMENT & SELECTION
<ul style="list-style-type: none"> <li>● Workforce &amp; Succession Planning</li> </ul>	<ul style="list-style-type: none"> <li>● Job Analysis</li> </ul>
<ul style="list-style-type: none"> <li>● Organizational Assessment, Redesign and Re-Engineering</li> </ul>	<ul style="list-style-type: none"> <li>● Develop/Deliver Assessment Center Services</li> </ul>
<ul style="list-style-type: none"> <li>● Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>● Executive Search</li> </ul>
<ul style="list-style-type: none"> <li>● Employee Engagement</li> </ul>	<ul style="list-style-type: none"> <li>● Test Development*</li> </ul>
<ul style="list-style-type: none"> <li>● Change Management</li> </ul>	<ul style="list-style-type: none"> <li>● Test Administration*</li> </ul>
<ul style="list-style-type: none"> <li>● Complaint Investigations &amp; HR Outsourcing</li> </ul>	*(for employment and licensing certification)
CLASSIFICATION AND COMPENSATION	TRAINING AND DEVELOPMENT
<ul style="list-style-type: none"> <li>● Classification</li> </ul>	<ul style="list-style-type: none"> <li>● Training</li> </ul>
<ul style="list-style-type: none"> <li>● Compensation</li> </ul>	<ul style="list-style-type: none"> <li>● Coaching</li> </ul>
	<ul style="list-style-type: none"> <li>● Accelerated Leader 360° Assessment™</li> </ul>
	<ul style="list-style-type: none"> <li>● Leadership Development</li> </ul>

## Section B: Assigned Personnel and Resumes

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. For this engagement, Ms. Pam Derby, Mr. Kevin Doyle, Mr. Frank Rojas, and Mr. Stuart Satow will serve as resources throughout the recruitment effort. The specific project manager will be determined based on our ability to meet all your customer service needs in a timely and effective manner. No staff members will be removed or replaced without the prior written concurrence of the Commission. Their full resumes follow.

Role/Project Assignment	Name	Phone	Email
Sr. Executive Recruiter/Project Manager	Pam Derby	916-471-3126	pderby@cpsshr.us
Sr. Executive Recruitment Consultant	Kevin Doyle	617-500-9996	kevinldoyle@gmail.com
Sr. Executive Recruiter	Frank Rojas	916-471-3111	frojas@cpsshr.us
Sr. Executive Recruiter	Stuart Satow	916-471-3134	ssatow@cpsshr.us

### Resumes

#### Pamela H. Derby

##### Profile

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for state, county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Ms. Derby's Executive Director placements have included the California Student Aid Commission, Delta Stewardship Council, San Francisco Estuary Institute, Santa Clara Valley Habitat Agency, California First Five, and the State Board of Equalization

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates

and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client. Prior to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations. She was responsible for the management of several large consumer groups.

### **Employment History**

- Senior Executive Recruiter, CPS HR Consulting
- Professional Management Consultant, CPS HR Consulting
- Administrative Technician, CPS HR Consulting
- Aide to the Board of Supervisors, Yuba County, CA
- Special Cases Manager, Consumer Relations, The Money Store, CA
- Supervisor, Trailing Documents, The Money Store, CA
- Executive Assistant, Randlett Associates, CA

### **Professional Experience**

- Project manager for local government, special district, and non-profit executive recruitments. Responsible for all facets of process including proposal interviews, all client meetings, creating marketing and advertising materials, conducting candidate screening interviews and developing finalist candidate interview processes.
- Assisted executive recruiting team in the recruitment of local government and public agency executives.
- Managed staff responsible for addressing escalated customer complaints. Negotiated and mediated pre-litigation settlements with attorneys, state regulators, and other state agencies, involving home improvement loans. Served as department fraud coordinator.
- Provided administrative support to SVP, including drafting correspondence, report writing, and special projects as assigned. Supervised department receptionist, responsible for interfacing with vendors and facilities management.
- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

### **Education**

- California State University, Chico, major course emphasis – Physical Education/English

**Kevin Doyle****Professional Experience**

■ Principal, Green Economy June, 2007 – Present

- ***Rapid growth with high quality.*** Founder and leader of a creative sole proprietorship providing multi-stakeholder facilitation, strategic planning, capacity assessment/program evaluation, employer engagement for higher education, labor market research, leadership and staff planning retreats, and professional development training and education.
- ***Selected current (June, 2016) and recent (2014-2015) client engagements.***
  - National Urban Green Infrastructure Workforce Study (for Jobs for the Future)
  - Clean energy legislative tracking support (for Northeast Clean Energy Council)
  - Clean energy workforce consulting/research (for State of Massachusetts DCAMM)
  - Clean energy industry report researcher/co-author (for BW Research Partnership)
  - Clean energy and environmental employer engagement (for UMass Amherst)
  - Coastal management and coral management education/research (for NOAA)
  - Climate resilience training needs research study (for NOAA)
  - Coastal hazards and climate resilience program innovations (for NOAA)
- ***A focus on clean energy industry economic and workforce development.*** Clients have included: National Fund for Workforce Solutions, Jobs for the Future, Northeast Clean Energy Council, Yale University School of Forestry and Environmental Studies, National Council for Science and the Environment, University of Michigan School of Natural Resources and Environment, JFY NetWorks, Skillworks, Texas Tech University, Western Illinois University, Monroe College, Central College, UMass Amherst, University of Iowa, Conservation Services Group, Northeast Energy Efficiency Partnerships, MA Executive Office of Labor and Workforce Development, MA Division of Capital Asset Management and Maintenance, Massachusetts Clean Energy Center, National Grid, NStar, Peregrine Energy Group, State of Vermont, State of Rhode Island, MassSAVE energy efficiency program, Asian American Civic Association, Albert Schweitzer Fellowships, USDA Forest Service Urban and Community Forestry, Kresge Foundation, and more.
- ***A focus on coastal management and strategic assistance to coastal managers.*** Clients include several units of the National Oceanic and Atmospheric Administration (Office for Coastal Management, Coral Reef Conservation Program, Coral Management Fellowship Program, Coastal Management Fellowship Program, Digital Coast Fellowship Program) as well as American Samoa Coastal Management Program, Guam Coastal Management Program, and All-Islands Committee of the U.S. Coral Reef Task Force.

- **Nationally recognized “green economy” consultant.** Have received positive recognition in *Newsweek*, *Forbes*, *New York Times*, *Boston Globe Magazine*, *E Magazine*, *Newsweek On Air*, NPR’s *Marketplace*, NPR’s *Living on Earth*, and many others.
- National Director of Program Development, The Environmental Careers Organization (ECO) 1992 – May, 2007
- **Dramatic Partnership Development and Growth.** Designed and launched an innovative family of more than 20 different fellowship and internship programs in collaboration with federal government partners. Federally sponsored program grew from nothing to serve more than 8,000 ethnically and racially diverse participants in all fifty states and the U.S. island territories over fifteen years. From 1994-2007, revenues exceeded \$100,000,000. Partners included Environmental Protection Agency, National Oceanic and Atmospheric Administration, USDA Forest Service, Geological Survey, Fish and Wildlife Service, Department of Energy, Bureau of Land Management, and National Park Service.
  - **Program Designer and Foundation Fundraiser.** Authored/co-authored successful grant program proposals to fifty different foundations (list available). Proposals ranged from \$10,000 to over \$750,000, with most in the \$50,000 - \$100,000 range. Funded programs addressed environmental justice, sustainable community planning, watershed management, groundwater protection, diversity concerns, leadership, sustainable transportation, and environmental issues unique to specific states and multi-state regions.
  - **Author.** Authored/co-authored nationally recognized environmental career guides for Island Press, including *The ECO Guide to Careers That Make a Difference: Environmental Work for a Sustainable World*, *The Complete Guide to Environmental Careers in the 21<sup>st</sup> Century*, *The New Complete Guide to Environmental Careers*. Over 110,000 sold.
  - **Research, Conferences, Online Content.** Directed and arranged financing for ECO’s environmental research efforts, and for many national conferences and roundtable events.
  - **Training/Consulting/Public Speaking.** Served as lead trainer and consultant to hundreds of working professionals and ECO interns/fellows. Deeply experienced trainer in: facilitation, leadership development, “learning organization” theory and practice, environmental career planning, creative mentoring, managing change, stakeholder collaboration, Myers-Briggs Type Inventory personality assessment, DiSC assessment, and managing diversity. Delivered workshops at over 100 events nationwide.



- **Skilled Strategic and Annual Planner.** Served on executive leadership team for four multiple-year strategic planning efforts and 15 annual plans (with budgets and schedules).
- National General Manager, The Environmental Careers Organization (ECO) 1988 – 1991
  - **Served as Chief Operating Officer.** Directed all aspects of a national, nonprofit organization with regional offices in Boston, San Francisco, Seattle, Cleveland, and Tampa. All program and departmental managers reported to me, including finance, human resources, programs, development, etc. Improved financial results in each fiscal year.
- Pacific Northwest Regional Director, The Environmental Careers Organization (ECO) 1984–1988
  - **Achieved Dramatic Program and Financial Growth.** Directed all aspects of a regional environmental organization providing internships and fellowship services to public, private and nonprofit organizations in Washington, Oregon, Idaho, Montana and Alaska. Promoted to National General Manager as a result of performance at the regional level.
- Executive Director, Neighborhood Economic Development Corporation (NEDCO) 1982-1983
  - **Directed Innovative Community Development Initiatives.** Directed all programs and administrative functions for this creative community development corporation. Programs included low-income cooperative housing, commercial development for low-income neighborhoods, and a nationally-acknowledged “import substitution” program called “Buy Oregon”, which redirected out-of-state business contracts back to local providers.
- Comprehensive Planner/Community Development Block Grant Coordinator, Kitsap County Department of Community Development 1980-1981
  - **Wrote Comprehensive Plan.** Created a plan for land use, community development, transportation, agricultural, job creation, housing and environmental protection for the southern portion of Kitsap County, Washington – at the time the fastest growing county in the United States due to a rapid military installation build-up.
- Congressional Lobbyist, Iowa Public Interest Research Group/American Rivers 1977
  - **Mississippi River Protection Campaign.** Successfully worked with American Rivers, Environmental Policy Center, National PIRG and others to prevent environmentally-damaging enlargement of the river’s barge traffic system.

## EDUCATION

- BA/Geography & Environmental Planning from University of Iowa, 1980.

## **Frank Rojas**

### **Profile**

Frank Rojas is a Senior Executive Recruiter with CPS HR Consulting. Frank brings more than 30 years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry.

Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork. Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn.

*Mr. Rojas resides in Riverside, CA.*

### **Employment History**

- Senior Executive Recruiter, CPS HR Consulting
- Employment Director and Senior Recruiter, PRIDE Industries
- Corporate Recruiter, EMF Broadcasting
- Branch Manager and Acting Vice President, Fastek Technical Services

### **Professional Experience**

- Managed and led recruiting efforts including client interface to define and write position descriptions, profiles, and goals. Responsible for creating marketing plans, screening and selection strategies, conducting interviews and participating in final hire and post-hire activities including reference and background checks.
- Assisted in salary evaluation and competitive comparisons. This includes candidate negotiations, travel and relocation (if appropriate), benefits, and confirmation and acceptance of any requirements prior to the submittal process and acceptance of offer.
- Managed in-house staff to ensure adherence of company policies and legal compliance. Developed and maintained positive, team-building methodologies that increased

productivity, created a positive, productive staff, and maintained cooperativeness and trust.

- Recruited and identified senior-level management for several federal locations including General Managers, Assistant General Managers, HR Directors, Site Controllers, Quality Managers, T-4 Water and Environmental Director and Departmental Leadership at Fort Bliss, El Paso; Fort Polk, Louisiana; Joint Base McGuire-Dix-Lakehurst; New Jersey; Los Angeles Air Force Base; Cape Canaveral, Florida; and the Lawrence Livermore National Laboratory.
- Set up staff procedures and office functions; negotiated service agreements, ensured EEO, safety/OSHA quality, and all local, state, and federal compliance policies. Migrated and implemented several Applicant Tracking Systems including participation as Systems Administrator.
- Initiated effort to define the mission and business plans of expanding organizations. Developed road maps to build client base, relevant labor pools, and resources to sustain growth for the entire enterprise. Started corporate recruiting department and initiated recruiting strategies, hiring processes, retention, and integrated cost-effective marketing tools.
- Hired and motivated in-house talent and created cross-functional business/sales and recruiting process allowing for growth, skills development, and achievement to meet customer needs and provide for an effective team-oriented environment.

## **Education**

- B.A., Political Science, University of California at Berkeley, Berkeley, CA

## **Stuart Satow**

### **Profile**

Since joining CPS HR Consulting in 2002, Stuart Satow has conducted over 250 successful recruitments covering all areas of public sector executive search including city, county, state, special district, and regional governments. Mr. Satow has extensive experience in conducting high-level recruitments for council/board appointed positions, as well as executive recruitments for mid-management and department head level positions in community development/planning, finance, human resources, information technology, legal, parks and recreation, public safety, and public works/utilities.

Previously, as a sportscaster for ABC affiliate KXTV Channel 10, Mr. Satow interviewed hundreds of management-level executives, university officials, and professional and amateur athletes. He is a popular public speaker and emcee who has long been involved in community events in the Sacramento region. With a BA degree in Communication Studies from California State University, Sacramento and 27 years of experience in the communications industry, Mr. Satow is an experienced writer and interviewer who has excellent people skills and a positive track record in staff and project management.

### **Employment History**

- Senior Executive Recruiter, CPS HR Consulting
- Sports Director, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KXTV-10, Sacramento, CA
- Sports Reporter / Weekend Sports Anchor, KNTV Channel 11, San Jose, CA
- Sports Reporter / News/Sports Photographer, KTXL, Channel 40, Sacramento, CA

### **Professional Experience**

- Conducting public sector recruitments for executive level positions (includes upper- and mid-management, department directors, and council/board appointed positions).
- Managing entire recruitment process: develop and submit responses to proposals, meet with clients to understand their recruitment needs and develop a project plan, develop marketing brochures for recruitments, place advertisements, and research and identify potential candidates. Proactively contact potential candidates; market the position to them. Conduct screening interviews. Facilitate the entire interview process. Perform thorough reference checks and oversee extensive background checks on candidates. Negotiate employment agreements.
- Coordinating activities of the Sports Department for local television news station

- Reporting on local sports events/teams of interest including high school, college and professional sports (and others)
- Liaison to local and regional sports contacts (including local and bay area professional teams, universities/colleges, high school athletic directors/coaches, and other key sports contacts)
- Experienced writer and interviewer with excellent people skills and a positive track record in staff and project management.

**Education**

- B.A., Communication Studies (with honors), California State University, Sacramento

## Section C: Detail of Services to Be Provided

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### Key Stakeholder Involvement

The Commissioners must be intimately involved in the search for a new Executive Director. For this reason, our approach assumes their direct participation in key phases of the search process. Additionally, at the discretion of the Commissioners, other key stakeholders may also be invited to participate in focus group sessions or round-table meetings to provide input for the development of the candidate profile. We will work with the Commission, the Department Contract Manager, designated Department staff, and public and tribal stakeholders throughout the recruitment process.

### Commission's Needs

A critical first step in a successful executive search is for the Commissioners to define the professional and personal qualities required of the Executive Director. To be certain this occurs, we have developed a very effective process that will permit the Commissioners to clarify the preferred future direction for the California Coastal Commission (Commission); the specific challenges the Commission is likely to face in achieving this future direction; the working style and organizational climate the Commissioners wishes to establish with the Executive Director; and ultimately, the professional and personal qualities that will be required of the Executive Director.

### Aggressive, Proactive, and Robust Recruitment

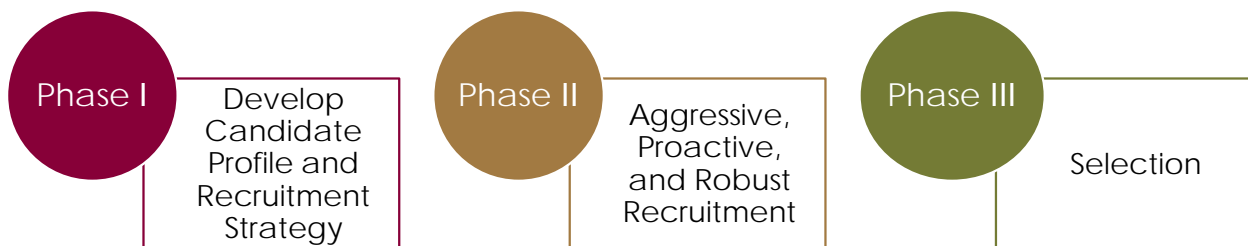
We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

### Selection

The selection of the best available candidate requires the use of tools specifically designed to evaluate each candidate against the personal and professional qualities identified by the Commissioners . For this reason, we tailor our selection techniques to the Commission's specific requirements. In addition, we also assume responsibility for administering the selection process for the Commission.

## Three-Phase Project Approach for Success

Our proposed executive search process is designed to provide the Commission with the full range of services required to ensure the ultimate selection of a new Executive Director who is uniquely suited to the Commission's needs.



**Phase I:** As desired by the Commission, our consultant will meet with the Commissioners and other Commission representatives to ascertain the Commission's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the Commission.

**Phase II:** The recruitment process is tailored to fit the Commission's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

**Phase III:** The selection process is customized for the Commission. CPS HR will work with the Commissioners to determine the process best suited to the California Coastal Commission.

## *Phase I - Develop Candidate Profile and Recruitment Strategy*

### **Task 1 – Development of Candidate Profile, Recruitment Strategy and Screening Criteria**

As per the Commission’s RFP, CPS HR will conduct the following steps:

- Develop a communication protocol for the search project between the consultant, the Department Contract Manager, designated Department staff, and the Commission.
- Work in collaboration with the Commission, the Department Contract Manager, designated Department staff, and public and tribal stakeholders to develop an updated Executive Director duty statement.
- Work in collaboration with the Commission, the Department Contract Manager, designated Department staff, and public and tribal stakeholders to develop a comprehensive “Candidate Profile” to determine the personal and professional attributes required for the Executive Director position. CPS HR will assist in identifying the conditions and challenges likely to be encountered in achieving the priorities identified and in creating lists of the specific competencies, experiences, and characteristics needed by the new Executive Director to be successful in this role.
- Work in collaboration with the Commission, Department Contract Manager, designated Department staff, and public and tribal stakeholders to develop questions for Executive Director candidates to answer as part of their “Statement of Qualifications.”
- Work in collaboration with the Commission, Department Contract Manager, designated Department staff, and public and tribal stakeholders to develop “Preferred Candidate Screening Criteria.”

This information will be gathered by:

- Discussions with individual Commissioners will be done in person or via teleconference.
- Discussions with Department staff will be held in either groups or individually, in person or via teleconference.
- Input from public and tribal stakeholders will be gathered via a designated email address or another method is providing a link to a Survey Monkey that allows for anonymous feedback. This method has been employed to great effect in several other high profile, politically sensitive positions.

This extensive and exhaustive communication process will ensure that the Commission’s communication needs are met in the most complete manner possible.

### **Task 2 – Develop Recruitment Brochure**

Following the information gathering process, CPS HR will work in collaboration with the Department Contract Manager and designated Department staff utilizing the updated duty statement to develop outreach materials that will include a recruitment brochure, advertising



collateral and other possible marketing materials (mass postcard production for example) to conduct a thorough national search to identify the most highly-qualified individuals for the Executive Director position. Sourcing of candidates will include a broad outreach to the environmental community, governmental organizations, non-governmental organizations, and the business community.

CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the Commission for review prior to printing. Please refer to Appendix A for a sample brochure. Additional brochure examples are available on our website at [www.cpshr.us/search](http://www.cpshr.us/search).

As per the Commission's requirements, CPS HR will publicly present the finalized duty statement, recruitment brochure, outreach material, comprehensive candidate profile, and questions for the Statement of Qualifications at the October 2016 Commission meeting. After this public meeting and possible additional public input, CPS HR will make any necessary changes to the recruitment materials and finalize for release.

### **Task 3 – Place Advertisements**

Advertisements (which will include a direct link to your brochure) will be prepared and placed for publication in appropriate magazines, journals, newsletters, job bulletins, social media, and websites to attract candidates on a nationwide, regional, local, or targeted basis, depending on the preference of the Commission. CPS HR will present examples to the Commission for review and approval. Examples may include:

Advertising Sources	
<ul style="list-style-type: none"> <li>• Association for the Sciences of Limnology and Oceanography</li> <li>• Society of Wetland Scientists</li> <li>• Ecological Society of America</li> <li>• Conservation Job Board</li> <li>• Biology Jobs</li> <li>• Coastal Estuarine Research Federation</li> <li>• California Water Association</li> </ul>	<ul style="list-style-type: none"> <li>• American Geophysical Union</li> <li>• National Association of Environmental Scientists</li> <li>• California Association of Environmental Professionals</li> <li>• Soil and Water Conservation Board</li> <li>• Restore America's Estuaries</li> <li>• Marine Careers</li> <li>• Marine Advanced Technology Education</li> </ul>

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Executive Director brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

*CPS HR is also focused on reaching a diverse candidate pool* and we will develop a comprehensive outreach plan with the Department Contract Manager, that will include the incorporation of widespread diversity search strategies to provide the Commission the most diverse, qualified candidate pool possible. Possible advertising venues may include the National Forum for Black Public Administrators, the International Hispanic Society and Women in Government.

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*Within the past five years, we have successfully placed more than 170 minority and female candidates in executive level positions.*

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## *Phase II – Aggressive, Proactive, and Robust Recruitment*

Through our work with numerous public agencies, occasionally in highly politicized environments, CPS HR has assisted our clients in maintaining the careful balance between governmental transparency and protecting privacy. As part of our commitment to provide the Coastal Commission with the best possible recruitment effort, we will ensure that all tasks in this recruitment phase are performed with the utmost confidentiality.

### **Task 1 - Identify and Contact Potential Candidates**

This very crucial task will include a variety of activities. CPS HR will:

- Contact respected and experienced industry leaders to identify outstanding potential candidates on a referral basis. CPS HR maintains a comprehensive, up-to-date database of such professionals; however, we do not rely solely upon our current database. We also conduct specific research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates. These individuals, as well as other potential candidates, are typically contacted very soon after they have received a recruitment brochure in order to maximize the impact of the multiple contacts.
- Select top quality candidates for consideration from past recruitments.
- Provide each potential candidate with a copy of the recruitment brochure.
- Contact potential candidates by telephone to explain the career opportunity, answer questions, and encourage them to submit a resume. Oftentimes this component necessitates multiple conversations with the same person to pique his/her interest and to answer his/her questions sufficiently.

To assist in this process, CPS HR will be utilizing one of our intermittent consultants, Mr. Kevin Doyle of Green Economy, to ensure the most qualified candidates in the country are identified and contacted regarding the Executive Director position. Before launching Green Economy, Mr. Doyle was the National Director of Program Development at the headquarters of Environmental Careers Organization (ECO). ECO was a national nonprofit organization with offices in San Francisco, Seattle, Cleveland, Tampa and Boston. As National Director of Program Development, his work focused on growing the portfolio of internship and fellowship programs supported by federal government contracts, a client base that grew from one program to more than twenty. Clients grew to include Environmental Protection Agency, Fish and Wildlife Service, Bureau of Land Management, National Park Service, USDA Forest Service, and National Oceanic and Atmospheric Administration, who remains a consulting client today. His resume is included in this proposal.

Mr. Doyle's work has been noted by *New York Times*, *Boston Globe*, *Boston Globe Magazine*, *Newsweek*, *Forbes*, *E Magazine*, *Marketplace Money*, *Living on Earth*, *National Public Radio*, *Sierra*, *Outside*, *Chronicle Channel 5 (Boston)*, *Mass High Tech News*, *Boston Business Journal*, *Grist*, and more. He is the project manager, and co-author, of popular books about environmental careers for Island Press, including *The ECO Guide to Careers That Make a Difference: Environmental Work for a Sustainable World*, and *The Complete Guide to Environmental Careers in the 21st Century*.

Inasmuch as Mr. Doyle is intimately familiar with the Coastal Commission and his list of personal contacts throughout the country is second to none in this arena, he will prove invaluable to the recruitment process.

In addition, during this process it is incumbent on CPS HR to:

- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area. We have found that potential candidates sometimes make the decision not to apply based on rumored information, rather than facts and research. It is our job to ensure the candidates we are in communication with have accurate and helpful information.
- Actively seek individuals who are highly visible in the field – widely published, frequent presenters and/or thought leaders – who are seemingly ready for the challenge. These highly qualified candidates may be attracted by the prospect of collaboration with other Commission departments, providing exceptional leadership to the California Coastal Commission, or continuing to ensure the public confidence in the integrity of the Commission.

## Task 2 – Resume Review and Screening Interviews

All resumes will be submitted directly to CPS HR for initial screening. This screening process is specifically designed to assess the personal and professional attributes the Commission is seeking and will include:

- A thorough review of each candidate's resume, Statement of Qualifications and other supporting materials.
- Interviews with the candidates who appear to best meet the Commission's needs. CPS HR will spend extensive time ascertaining each candidate's long term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We



will also gather data on any other unique aspects specific to this recruitment based upon the candidate profile.

- As applicable, “benchmark” internal candidates against a potential national candidate pool. We will conduct in-depth interviews of the internal candidates, assess the internal candidates’ competency levels and potential for performing the management and technical aspects of the vacant position, compare the individuals’ relative potential to that of other individuals in the search firm’s database for similar positions, and advise the designated Department staff whether the internal candidates meet minimum qualifications identified in the Candidate Profile as well as the Preferred Candidate Screening Criteria.
- Develop and maintain a summary document identifying all applicants, reflecting whether or not the applicants are screened out by the Candidate Profile or the Preferred Candidate Screening Criteria, and other information as requested.
- Provide updated summary document every two weeks on screened semi-finalist candidates to the Department Contract Manager for Commission consideration.
- Discuss the applicant summary document with the Commission in closed session at scheduled monthly Commission meetings as necessary, either in person or via teleconference, to approve the semi-finalist candidates.
- Discuss and develop semifinalist and finalist interview questions with the Commission during closed session.
- Perform initial face-to-face interviews at Department headquarters with the Department Contract Manager and designated Department staff of semi-finalist candidates.
- In collaboration with designated Department staff, determine two (2) to five (5) finalist candidates.
- Conduct Internet and media research on each candidate interviewed.

### *Phase III – Selection*

#### **Task 1 - Selection Process**

CPS HR will coordinate all aspects of the selection process for the Commission. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the Commission with deliberation of the results; and contacting both the successful and unsuccessful candidates.

Tasks will include:

- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360 evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. The candidates are requested to provide a minimum of six references sources. CPS HR is able to ascertain significant, detailed information from reference sources due to our assurance and commitment to each individual that their comments will remain confidential, which leads to a willingness to have an open and candid discussion, resulting in the best appointment for the Commission. A written (anonymous) summary of the reference checks is provided to the Commission.
- **Conduct Background Checks:** We will arrange for a background records check of a candidate's driving record, criminal and civil court, credit history, education, employment, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the Commission for further review.
- **Prepare confidential, written, in-depth profiles on finalist candidates** to be provided to the Commission for consideration in closed session during the Commission meeting following selection of the finalist candidates. Confidential hard copies of the finalist candidate profiles shall be sent via overnight mail no later than the Friday prior to the Commission meeting to the Department Contract Manager and the Commission.
- **Facilitate interviews of finalist candidates with the Commission** in closed session during the Commission meeting.
- **Upon selection of a new Executive Director by the Commission**, work with the Department Contract Manager to prepare and provide the selected candidate with an official offer letter.
- **Provide a final report to the Department Contract Manager** summarizing the completed search process and naming the candidate who accepted the Executive Director position.

## Commitment to Communication

During the term of the contract, CPS HR will:

- **Work collaboratively with the Department Contract Manager and the Commission** to ensure timely performance of all work and submittal of all deliverables.
- **Provide status reports every two weeks on the recruitment process** in the form of both written report and conference call to the Department Contract Manager and Chief Deputy Director in advance of each monthly Commission meeting leading up to selection of a new Executive Director. These status reports will be made part of the monthly public meeting notices, agendas, and staff reports that are provided to the Commission and the public in advance of each monthly meeting. These status reports

will not contain any confidential information. Confidential information regarding specific candidates will be provided to the Commission in closed session.

- Attend monthly Commission meetings either in person or via telephone as deemed necessary by the Department Contract Manager or the Commission to make public presentations to the Commission and/or to confidentially report to the Commission during closed session regarding the status of the recruitment process.
- Communicate regularly with candidates, the Commission, and designated Department staff throughout the recruitment process to ensure that successful candidates, who are willing to accept the position, emerge from the group of highly-qualified professionals identified for consideration.
- If at any point it is determined that the recruitment process has not identified a suitable candidate pool, CPS HR will continue broad recruitment of applicants to obtain a larger pool of qualified candidates in accordance with the procedures specified above. This may include modification of the Candidate Profile and/or the Preferred Candidate Screening Criteria by the Commission. This process would be conducted at no additional charge to the Commission.

## Section D: Contingency Planning

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If the employment of the candidate selected and appointed by the Commission, as a result of a full executive recruitment (*Phases I, II, and III*), comes to an end before the completion of the first two years of service, CPS HR will provide the Commission with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The Commission would be responsible only for reimbursable expenses. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the two-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted.



## Project Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new Executive Director can be completed as per the Commission's proposed timeline. The timeline is included to ensure CPS HR's commitment to abiding by the proposed schedule.

Item or Task	Date(s)
Anticipated Contract Start Date.	August 22, 2016
Communication Protocol.	August 22, 2016
Meetings with Commissioners; gathering of public and tribal stakeholder input and meetings with department staff.	August 22 – October 13, 2016
Draft materials for status report and first discussion draft of deliverables due to Contract Manager for inclusion in public staff report to Commission.	September 15, 2016
Commission discussion and public and tribal comment of draft deliverables at the Commission's public meeting.	October 5-7, 2016
Draft materials for status report and deliverables due to Contract Manager for inclusion in public staff report to Commission.	October 14, 2016
Commission discussion and possible approval of deliverables at public meeting.	November 2-4, 2016
Revisions of deliverables after public meeting and input, as necessary.	November 7-11, 2016
Release of outreach materials and start of recruitment process.	November 14, 2016
Written status report information due to Contract Manager for inclusion in public staff report to Commission as appropriate.	November 22, 2016
Written status report provided to the Commission at the Commission's public meeting.	December 7-9, 2016
Written status report information due to Contract Manager for inclusion in public staff report to Commission as appropriate	December 18, 2016
Written status report provided to the Commission at public meeting.	January 11-13, 2017
Closing of recruitment time period.	January 18, 2017
Benchmarking of internal candidates.	January 18-20, 2017

Initial screening of applications for minimum qualifications using the Candidate Profile.	January 18-20, 2017
Second screening of applications meeting minimum qualifications to determine semi- finalist candidates using the Preferred Candidate Screening Criteria.	January 23-27, 2016
Status report provided to the Commission at public meeting.* Commission to approve recommended semi-finalist candidates and semi-finalist interview questions in closed session.	February 8-10, 2017
Interviews in person or via web conference with semi-finalist candidates to determine finalist candidates.	February 13-March 2, 2017
Reference and background checks of finalist candidates.	February 13-March 2, 2017
Confidential, in-depth profiles of finalist candidates (18 paper copies) provided to the Department Contract Manager for distribution to the Commissioners.	March 7, 2017
Facilitation of Commission interviews with the finalist candidates during a closed session of the Commission's public meeting.	March 7-10, 2017
Draft offer letter for selected candidate.	March 15, 2017
Final report summarizing the recruitment process and detailing contingency plan.	March 30, 2017

## Section E: Recent Similar Successful Searches

California Coastal Commission  
Request for Proposal No. 15-01  
Page 1 of 1

### ATTACHMENT 5 CLIENT REFERENCE AND CONTRACTOR HISTORY FORM

The proposer must provide a minimum of three (3), and a maximum of five (5), client references for recent services that it has performed that are similar in size, scope, and type to the services requested under this RFP. (See Section III of the RFP.) These references may be contacted by the Department Evaluation Team during their evaluation of a proposal to verify information provided by the proposer on this form as further specified in Section VIII.C of this RFP.

Proposer/Firm Name:	CPS HR Consulting
Subcontractor that provided any services:	N/A
Client Company/Organization Name:	Florin Resource Conservation District (Elk Grove Water)
Contact with personal knowledge of the project:	Stefani Phillips, HR Manager
Mailing Address:	9257 Elk Grove Blvd., Elk Grove, CA 95624
Telephone:	(916) 685-3556
Fax:	
E-mail:	stefani@egwd.org
Project Name and Brief Description:	Finance Manager Recruitment
Proposer's or Subcontractor's involvement:	We completed all three phases of our search process detailed in the technical proposal.
Start Date (mm/dd/yyyy):	07/01/2014
End Date (mm/dd/yyyy):	12/31/2014
Project Dollar Amount:	\$22,250.00
CPS HR worked closely with the District in order to find the best possible fit for this position. We compiled and screened a large pool of highly qualified candidates and facilitated an interview process. We also administered an assessment exercise in order to provide quantifiable information regarding best fit to the District.	

California Coastal Commission  
Request for Proposal No. 15-01  
Page 1 of 1**ATTACHMENT 5  
CLIENT REFERENCE AND CONTRACTOR HISTORY FORM**

The proposer must provide a minimum of three (3), and a maximum of five (5), client references for recent services that it has performed that are similar in size, scope, and type to the services requested under this RFP. (See Section III of the RFP.) These references may be contacted by the Department Evaluation Team during their evaluation of a proposal to verify information provided by the proposer on this form as further specified in Section VIII.C of this RFP.

Proposer/Firm Name:	CPS HR Consulting
Subcontractor that provided any services:	N/A
Client Company/Organization Name:	Kings River Conservation District
Contact with personal knowledge of the project:	Mark McKean, VP Board of Directors
Mailing Address:	4866 East Jensen Ave., Fresno, CA 93725
Telephone:	(559) 866-8600
Fax:	
E-mail:	markmckeanfarms@gmail.com
Project Name and Brief Description:	General Manager Recruitment
Proposer's or Subcontractor's involvement:	We performed all three phases of our search process as detailed in the technical proposal.
Start Date (mm/dd/yyyy):	07/30/2015
End Date (mm/dd/yyyy):	12/15/2015
Project Dollar Amount:	\$23,000
CPS HR performed extensive outreach in order to gather the best possible applicant pool for the district. We prepared detailed candidate profiles and facilitated the interview process. We also conducted a multi-step background check on the selected candidate. Our consultants kept in close contact with the District Board throughout the process.	

California Coastal Commission  
Request for Proposal No. 15-01  
Page 1 of 1**ATTACHMENT 5  
CLIENT REFERENCE AND CONTRACTOR HISTORY FORM**

The proposer must provide a minimum of three (3), and a maximum of five (5), client references for recent services that it has performed that are similar in size, scope, and type to the services requested under this RFP. (See Section III of the RFP.) These references may be contacted by the Department Evaluation Team during their evaluation of a proposal to verify information provided by the proposer on this form as further specified in Section VIII.C of this RFP.

<b>Proposer/Firm Name:</b>	CPS HR Consulting
<b>Subcontractor that provided any services:</b>	N/A
<b>Client Company/Organization Name:</b>	Santa Clara Valley Habitat Agency
<b>Contact with personal knowledge of the project:</b>	Mike Wasserman, Chair, Implementation Board
<b>Mailing Address:</b>	535 Alkire Avenue, Morgan Hill, CA 95037
<b>Telephone:</b>	(408) 209-5010
<b>Fax:</b>	
<b>E-mail:</b>	Mike.Wasserman@bos.sccgov.org
<b>Project Name and Brief Description:</b>	Executive Director Recruitment
<b>Proposer's or Subcontractor's involvement:</b>	We performed all three phases of our recruitment process as described in the Technical Proposal.
<b>Start Date (mm/dd/yyyy):</b>	11/25/2013
<b>End Date (mm/dd/yyyy):</b>	05/08/2014
<b>Project Dollar Amount:</b>	\$22,440
We worked closely with the Agency Board throughout this project to ensure that they got exactly what they were looking for. We carefully administered our search process, keeping the Agency consistently informed. We also administered a case study to the candidates in order to gauge reactions, and we helped facilitate the employment agreement process.	



California Coastal Commission  
Request for Proposal No. 15-01  
Page 1 of 1**ATTACHMENT 5  
CLIENT REFERENCE AND CONTRACTOR HISTORY FORM**

The proposer must provide a minimum of three (3), and a maximum of five (5), client references for recent services that it has performed that are similar in size, scope, and type to the services requested under this RFP. (See Section III of the RFP.) These references may be contacted by the Department Evaluation Team during their evaluation of a proposal to verify information provided by the proposer on this form as further specified in Section VIII.C of this RFP.

<b>Proposer/Firm Name:</b>	CPS HR Consulting
<b>Subcontractor that provided any services:</b>	N/A
<b>Client Company/Organization Name:</b>	Tahoe Regional Planning Agency
<b>Contact with personal knowledge of the project:</b>	Christopher Keillor, Finance Director
<b>Mailing Address:</b>	PO Box 5310, Stateline, NV 89449
<b>Telephone:</b>	(775) 589-5222
<b>Fax:</b>	
<b>E-mail:</b>	ckeillor@trpa.org
<b>Project Name and Brief Description:</b>	Human Resources Director Recruitment
<b>Proposer's or Subcontractor's involvement:</b>	This was a partial recruitment, consisting of phases one and two of our search process.
<b>Start Date (mm/dd/yyyy):</b>	09/25/2015
<b>End Date (mm/dd/yyyy):</b>	04/20/2016
<b>Project Dollar Amount:</b>	\$15,550.00
As per the Agencies request, this project was a partial recruitment on our part. We compiled a pool of highly qualified applicants, screened out the best candidates, and performed thorough reference checks so that we could turn over detailed profiles to the Agency. The Agency then conducted an independent interview and selection process.	



## Section F: Understanding of Public Agency Search Environment

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CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through *more than 13 years* of placing top and mid-level executives in public agencies throughout the United States.

### ■ **Unmatched Recruitment Experience for Government Agencies**

CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.

### ■ **Seasoned Executive Recruiters**

Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.

### ■ **Detailed Needs Assessments**

We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.

### ■ **Vast Pool of Public Agency Contacts**

CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

### ■ **Success Recruiting Non-Job Seeking Talent**

We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.

### ■ **Diversity Sensitivity**



CPS HR encourages applicant diversity and incorporates a variety of activities to attract the best available candidates. We have successfully recruited and placed minority and female candidates for a variety of executive-level positions.

■ **Cost Effective**

The combination of CPS HR's seasoned recruitment management and highly qualified staff enable us to reliably deliver successful results on time and on budget.

■ **Satisfied Clients**

*Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

■ **Strong Base of Repeat Clients**

We make sure we understand our client's challenges and customize our process to fit their needs. As a result, we have a long and growing list of returning clients who seek our services for multiple engagements.

■ **Proven Placement Success**

Please refer to **Appendix B** for a partial listing of successful placements within the past five years.

## Cost Proposal

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### Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist the Commission with finalist selection, and facilitate candidate interviews.

### Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and ***we will work proactively with the Commission to ensure that the dollars being spent for expenses are in keeping with the Commission's expectations.*** Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. The listed reimbursable expenses include Brochure Design and Printing, Advertising, a Background Check for three candidates, Consultant Travel, and other recruitment expenses such as supplies and shipping.

Please see the following page for the Cost Proposal Sheet provided in the RFP

California Coastal Commission  
Request for Proposal No. 15-01  
Page 1 of 1**ATTACHMENT 3  
COST PROPOSAL SHEET**

As prescribed in Section VI.E of the Request for Proposal, all proposers are required to complete and return this attachment to satisfy the Cost Proposal component of the proposer's proposal. All information must be provided in the prescribed format. Responses that deviate materially from the prescribed format may lead to the rejection of the Cost Proposal, and ultimately the entire proposal. The rates specified herein must include all direct and indirect expenses, including but not limited to staff time and out of pocket expenses that also take into account all travel and administrative costs.

Direct Labor			
Name and Title	Hours	Rate per Hour	Total
Pam Derby, Sr. Executive Recruiter	TBD	\$125	\$
Frank Rojas, Sr. Executive Recruiter	TBD	\$125	\$
Stuart Satow, Sr. Executive Recruiter	TBD	\$125	\$
Kevin Doyle, Sr. Executive Recruitment Consultant	TBD	\$125	\$
Subtotal Direct Labor		200 Total Staff Hours for this project*	\$25,000

Subcontractor Costs	
Itemize Subcontractor Costs	\$
	\$
Subtotal Subcontractor Costs	\$

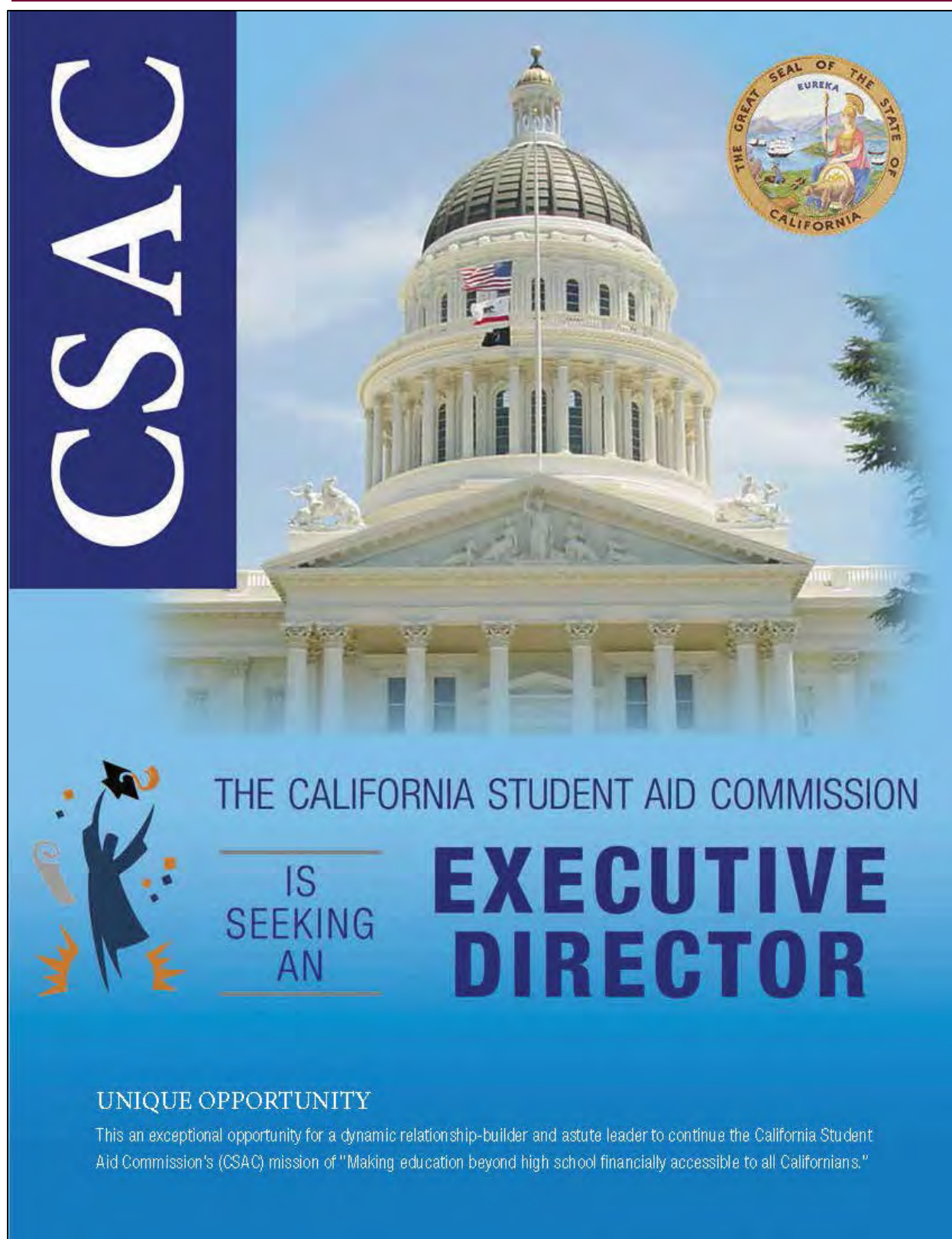
Indirect Costs (Overhead and Fringe Benefits)		
	Rate	Total
Overhead Rate		\$
Fringe Benefits		\$
Other (Include itemized list)		
Subtotal Indirect Costs		\$

Direct Costs	
Travel In State	\$1,000
Travel Out of State	\$1,000
Other (Include itemized list) Brochure design & printing; advertising; Background check for 3 candidates, shipping, and supplies.	\$6,000
Subtotal Direct Costs	\$8,000

Total Cost Proposal	\$ 33,000
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\*The specific project manager will be selected during the contracting process according to who can best serve the needs of the Commission. The project manager will take on the bulk of the work hours, at the stated rate of \$125/hour.

## Appendix A: Sample Brochure



The brochure features a background image of the California State Capitol building. On the left, a dark blue vertical bar contains the text "CSAC" in large white letters. In the top right corner, there is a circular seal of the State of California. The main text is centered and reads: "THE CALIFORNIA STUDENT AID COMMISSION IS SEEKING AN EXECUTIVE DIRECTOR". Below this, the text "UNIQUE OPPORTUNITY" is followed by a paragraph describing the role. On the bottom left, there is a small graphic of a graduate.

**CSAC**

THE GREAT SEAL OF THE STATE OF CALIFORNIA

THE CALIFORNIA STUDENT AID COMMISSION

IS  
SEEKING  
AN

**EXECUTIVE  
DIRECTOR**

**UNIQUE OPPORTUNITY**

This an exceptional opportunity for a dynamic relationship-builder and astute leader to continue the California Student Aid Commission's (CSAC) mission of "Making education beyond high school financially accessible to all Californians."





### VISION

*A California that invests in educational opportunity, fosters an active, effective citizenry, and provides a higher quality of social and economic life for its citizens.*

## THE COMMISSION

**C**SAC is an independent state agency responsible for policy leadership on student financial aid issues and is the primary agency responsible for administering financial aid programs for students attending public and private universities, colleges, and vocational schools in California. The Commission's major programs include Cal Grants, the Middle Class Scholarship Program, the California Dream Act, and outreach programs including Cal-SoAP and Cash for College. The Commission also provides financial aid policy analysis and leadership, in partnership with California's colleges, universities, financial institutions and financial aid associations. CSAC works toward a California that invests in educational opportunity, fosters an active, effective citizenry, and provides a higher quality of social and economic life for its citizens.

Annually, CSAC:

- Awards \$2 billion in financial aid to over 300,000 students
- Processes over 1.5 million FAFSA and California Dream Act applications
- Notifies over 426,000 students of their eligibility for financial aid programs
- Provides thousands of high school counselors, teachers and outreach personnel with training on the FAFSA and financial aid processes
- Answers thousands of calls and emails regarding eligibility for 11 programs.

The Commission was created by the Legislature in 1965, it consists of 15 appointed members. Eleven of the commissioners are appointed by the Governor and represent students, segments of the State's higher education community, and the general public. The Senate Rules Committee and the Speaker of the Assembly each appoint two members.

For further information about CSAC,  
see its web site at: [www.csac.ca.gov](http://www.csac.ca.gov).

## THE POSITION

**A**ppointed by and reporting to the 15-member Commission, the Executive Director is the chief executive officer of CSAC. The relationship of the Executive Director to the Commission is similar to that of a college or university president to a board of trustees. This complex position carries important political, policy, leadership, managerial, budgetary, public relations, and community

affairs responsibilities, including obligations and accountability for statewide, national and international matters. The Executive Director carries out his/her duties with the support of approximately 100 staff and an annual operating budget of \$12 million.

While fully responsible to, and in collaboration with the Commission, the Executive Director must conform to state and federal policies, legislative intent, budgetary constraints, and must carry out her/his responsibilities impartially in regard to all sectors and segments of California higher education. The position is responsible for representing the Commission before the Governor, Legislature, the federal Administration, including the United States Department of Education, Congress, international consulates, higher education segments, and the public on higher education policy and financial aid issues affecting the Commission's programs, student access, affordability, and accountability.

The Executive Director provides executive-level leadership and vision to ensure that operations of the Commission are conducted professionally, with integrity, and accountability to the students, the institutions served and the general public. The Executive Director exercises a high degree of sensitivity in making judgments on behalf of the Commission to the programs the agency administers and oversees.

This position requires the incumbent possess a vast knowledge of state government and California's higher education system, policy acumen and political sophistication, the ability to advocate effectively and credibly for Commission policies and positions with members of the Legislature and the highest levels of the Administration, and expertise in state and federal budgeting and financing of higher education, enrollment and enrollment management, tuitions and fees, and financial aid funding mechanisms for higher education.

The Executive Director serves four key audiences and the essential duties within each are as follows:

### The Commission

- Provides informed and reliable expert policy and sophisticated, strategic political advice on statewide, national, and international developments in higher education and student financial aid matters, and practical administrative advice to the Commission, in support of the Commission's oversight of CSAC programs and development of policy and strategic goals.
- Creates and follows an organizational Strategic Plan which will set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.
- Ensures timely communication of significant policy, political, administrative, and organizational information to the Commission.







- Ensures full fiscal accountability of the Commission, including securing staff resources, improving reporting processes, and maintaining effective relationships with Department of Finance.
- Develops, maintains and furthers effective political relationships, and advocates on behalf of the Commission, statewide with the Administration and the Legislature; nationally with the United States Department of Education, the President's Administration, and Congress; and internationally with representatives of foreign governments.
- Ensures the implementation of policies adopted by the Commission and programs authorized by the Commission, and the development and implementation of appropriate and effective policies and procedures affecting day-to-day operations of CSAC programs.
- Ensures that CSAC programs are implemented in compliance with state and federal law and State of California administrative practices and procedures.
- Maintains effective operations for the Cal Grant and other specialized programs.
- Efficiently delivers a system for the Cal Grant program and effectively manages and deploys staffing through strategic planning.
- Ensures compliance with all laws, rules, regulations that the Commission must adhere to, and ensures all staff follow these requirements.
- Manages, directs, and motivates civil service executive, professional, and support staff in accordance with CSAC's objectives, and within state personnel policies and regulations.
- Develops and maintains a professional, motivational atmosphere that encourages employees to strive for the highest quality performance, personal and professional growth, and enhanced responsibilities.
- Develops and maintains a workforce development plan as part of the Strategic Plan for staff development of talents at all levels.
- Continually develops new vehicles of media, information systems, and communications for the Commission's programs to provide access to information about institutional performance and Cal Grant eligibility.

#### **The State (Governor, Legislature, Higher Ed Segments)**

- Participates directly at the federal level in policy deliberations concerning the development and implementation of laws and regulations, and operational practices concerning federal financial aid policy.
- Supports the state by continually identifying and analyzing new and cutting-edge issues and potential policies, developing data and other information to inform the state about those issues and policies, and implementing adopted policies and goals to meet the direction and vision of California's higher education goals.

- Provides executive-level leadership and vision for the administration of CSAC programs statewide.
- Ensures that state and federal audit requirements are met and provides critical reports to the Commission and other state agencies.
- Ensures that all requests for legislative actions are addressed and appropriate follow through and action is taken.
- Develops, maintains and furthers effective working relationships with state agencies, higher education leaders, student organizations, private foundations, community-based organizations, postsecondary education segments and institutions, CSAC program partners and constituent groups.

#### **Stakeholders**

- Raises public awareness of student access to and affordability of higher education provided by CSAC and its programs, the accountability provided by CSAC and its programs, and statewide and national developments in higher education and student financial aid matters, through the media, other communication modes, and through participation in national and statewide conferences and programs. Implements and expands public awareness of new legislation and benefits affecting CSAC, including the California Dream Act and the Middle Class Scholarship.
- Provides outreach and information about financial aid and higher education throughout California, primarily through the Commission's Cash for College and Cal-SoAP programs.
- Partners with the Consulates General of Mexico on outreach programs for Hispanic youth throughout the state by working with the Consulates General and members of the Consulate staff to plan, organize and staff events.

The CSAC office is located in Rancho Cordova, CA, a suburb of Sacramento.

## **THE REGION**

The capital of California, Sacramento is conveniently located halfway between the Pacific Ocean (San Francisco) to the west, and the Sierra Nevada Mountains (Lake Tahoe) to the east. With a population of approximately 470,000, Sacramento is the 7th largest city in California.

Sacramento offers some of the lowest housing prices of major cities in the state. Many new residents have relocated from the San Francisco Bay Area and Southern California to take advantage of Sacramento's employment opportunities, moderate housing prices, reasonable cost of living, and competitive salaries.

Sacramento has been called a snapshot of Wild West history in a modern, world-class city. Peacefully located in a leafy valley of scenic rivers and canopies of trees, today's Sacramento is a cosmopolitan convergence of tall, gleaming buildings,





hearty Victorians, splendid restaurants and shops, and a vibrant arts scene. Annual events held in California's capital include the Sacramento Music Festival & Jubilee, California State Fair, California International Marathon, Pacific Rim Streetfest, Juneteenth Celebration, Gold Rush Days, Farm to Fork Celebration, Grape Escape, and New Year's Eve Sky Concert.

The Sacramento region also offers amenities that are attractive to those with an active lifestyle. Hiking, biking, golfing, snow-skiing, water-skiing, house-boating, and other sports and recreational opportunities abound. In addition, educational opportunities are plentiful, with the Sacramento region being home to California State University - Sacramento; University of California at Davis; Sacramento City College; McGeorge School of Law and other community and four-year colleges.

## THE IDEAL CANDIDATE

**T**he ideal candidate is a seasoned management professional, policy expert and effective leader who brings a blend of creativity and initiative to this position. Successful candidates will have a strong familiarity with state/federal financial aid issues and programs coupled with an understanding of the economic challenges faced by low-income and under-represented student populations in achieving their higher education goals. The next Executive Director will possess exceptional interpersonal skills and the ability to quickly form strong, collaborative relationships with a multitude of agencies and diverse stakeholders and aptly articulate the vision and mission of CSAC. He/she will be decisive but appreciate and encourage input and feedback, while exhibiting flexibility and political astuteness. Previous experience working with or reporting to a Board or Commission is highly desirable. A track record of successfully leading change and the demonstrated ability to both empower employees while holding them accountable will be considered favorably. Working knowledge of California civil service rules, state contracting, information technology, and procurement processes is a plus. Individuals who thrive in a fast-paced environment and are undeterred in achieving their goals when faced with opposition or criticism will find this role challenging and fulfilling. A professional demeanor and a proven track record of sound fiscal, technical and personnel management are expected and essential.

## COMPENSATION AND BENEFITS

**T**he current annual salary range for the Executive Director goes up to **\$153,948.00**. The appointee will be offered a specific salary based on his/her qualifications. As an employee of the State of California, the Executive Director also receives a comprehensive benefit plan including, but not limited to:

### Retirement

California Public Employees' Retirement System (PERS); employee contribution required.

### Insurance

Health, dental, vision, and life insurance programs provided. Employee contributions may be required depending on programs selected.

### Leave Allowance

- Vacation and sick leave benefits provided
- 13 holidays observed

Additional information about benefits available can be viewed at [http://www.dpa.ca.gov/jobinfo/ex\\_cea.shtm](http://www.dpa.ca.gov/jobinfo/ex_cea.shtm)

## APPLICATION PROCESS AND RECRUITMENT SCHEDULE

**T**his position is open until filled. To be considered for this position, please immediately submit a resume (including dates of employment and staff and budgets managed) cover letter, current salary, and the names of six work-related references, directly to:



Pam Derby  
CPS EXECUTIVE SEARCH  
Tel: 916 / 263-1401  
Fax: 916 / 561-7205  
Email: [resumes@cps-hr.us](mailto:resumes@cps-hr.us)  
CPS web site: [www.cps-hr.us/search](http://www.cps-hr.us/search)

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Candidates deemed most qualified will be referred to the Commission. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.





## Appendix B: Partial Recruitment Listing

Agency	Title	Year Completed
Alameda, City of	City Engineer	2016
Aurora, City of	Neighborhood Services Director	2016
Austin, City of	Compensation Manager	2016
Austin, City of	Human Resources Assistant Directors (2)	2016
Boulder, City of	Deputy City Manager	2016
Boulder, City of	Deputy Director for Housing	2016
Boulder, City of	Deputy Director of Human Resources	2016
Boulder, City of	Director of Public Works for Transportation	2016
California Department of Insurance	Deputy Commissioner - Financial Surveillance Branch	2016
California Student Aid Commission	Executive Director	2016
Clark County Public Transportation (C-TRAN)	Director of Information Technology	2016
Conejo Recreation & Park District	Recreation & Community Services Administrator	2016
Cosumnes Fire Department	EMS Division Performance and Development Coordinator	2016
Denver Water	Director of Planning	2016
Dixon, City of	Community Development Director	2016
East Bay Regional Park District	Deputy General Manager	2016
Fairfield, City of	Assistant Director of Public Works/City Engineer	2016
Hayward Area Recreation and Park District	General Manager	2016



Agency	Title	Year Completed
Henderson, City of	Labor Relations Manager	2016
Las Vegas, City of	Director of Information Technologies	2016
Long Beach, City of	Director of Parks	2016
Monterey, County of	Deputy Director	2016
Moreno Valley, City of	Parks and Community Services Director	2016
Provo, City of	Director of Parks and Recreation	2016
Reno, City of	Community Development Director	2016
Sacramento Transportation Authority (STA)	Executive Director	2016
San Jose, City of	Deputy Director of Finance-Treasury	2016
Santa Clara Valley Habitat Agency	Habitat Conservation Plan Specialist/Principal Program Manager	2016
Tahoe Regional Planning Agency	Director of Human Resources & Organizational Development	2016
Tualatin Valley Water District	Chief Engineer	2016
Tucson, City of	Business Services Administrator	2016
Tucson, City of	Director of Tucson Water	2016
Abilene, City of	Director of Planning and Development Services	2015
Abilene, City of	Water Utility Director	2015
Anaheim, City of	City Manager	2015
Anaheim, City of	Engineering Manager - Design Services	2015
Anaheim, City of	Senior Buyer	2015
Austin, City of	Corporate IT Security Officer	2015
Casitas Municipal Water District	Safety Officer	2015

Agency	Title	Year Completed
East Bay Municipal Utility District (EBMUD)	Finance Director	2015
Fairfield, City of	Director of Community Resources	2015
Fairfield, City of	Transportation Manager	2015
Garden Grove, City of	City Manager	2015
Housing Authority of Stanislaus County	Executive Director	2015
Kings River Conservation District	General Manager	2015
Marinwood Community Services District	District Manager	2015
Monterey Regional Water Pollution Control Agency	Chief Financial Officer	2015
Puget Sound Clean Air Agency	Human Resources Manager	2015
Sacramento, City of	Human Resources Director	2015
32nd Agricultural District Association/Orange County Fair	Chief Executive Officer	2014
Alameda County Bar Association	Chief Executive Officer	2014
Alameda County Employees' Retirement Association	Chief Counsel	2014
Apache Junction, City of	Director of Development Services	2014
Bar Association of San Francisco	Executive Director	2014
Brentwood, City of	Director of Parks and Recreation	2014
California Department of Consumer Affairs-California Medical Board	Executive Director of the California Medical Board	2014
Chandler, City of	City Engineer	2014
Citrus Heights Water District	Assistant General Manager	2014
Compton, City of	Director of Community Development	2014

Agency	Title	Year Completed
Concord, City of	Director of Information Technology	2014
Davis, City of	Finance Administrator	2014
East Bay Regional Park District	Assistant District Counsel	2014
East Bay Regional Park District	Chief Financial Officer/Controller	2014
East Bay Regional Park District	Chief of Interpretive and Recreation Services	2014
East Bay Regional Park District	Chief of Park Operations	2014
East Bay Regional Park District	District Counsel	2014
East Bay Regional Park District	Human Resources Manager	2014
Fairfield, City of	Assistant Public Works Director/City Engineer	2014
Five Cities Fire Authority	Fire Chief	2014
Florin Resource Conservation District (Elk Grove Water)	Finance Manager	2014
Goodyear, City of	Engineering Director	2014
Greater Vallejo Recreation District	Maintenance and Development Manager	2014
Las Vegas, City of	Director of Parks and Recreation	2014
Marana, Town of	Deputy Town Manager	2014
Maricopa, City of	Chief Information Officer	2014
Maricopa, City of	City Manager	2014
Maricopa, City of	Director of Human Resources	2014
Maricopa, City of (Partial)	Assistant to the City Manager	2014
Merced County Employees' Retirement Association (Partial)	Plan Administrator	2014
Monterey Regional Water Pollution	Director of Operations and	2014

Agency	Title	Year Completed
Control Agency	Maintenance/Deputy General Manager	
Paradise Valley, Town of	Town Manager	2014
Sacramento Metropolitan Air Quality Management District (Partial)	Division Manager Administrative Services	2014
Sacramento, City of	Fire Chief	2014
San Francisco Estuary Institute	Executive Director	2014
San Francisco Municipal Transportation Agency	Deputy Director of Rail Maintenance	2014
San Francisco Municipal Transportation Agency	Deputy Director Program Delivery	2014
San Francisco Municipal Transportation Agency	Director of Sustainable Streets	2014
San Francisco Municipal Transportation Agency	Director of Taxis	2014
San Francisco Municipal Transportation Agency	Senior Operations Manager, Cable Car	2014
San Jose, City of	Assistant Finance Director	2014
San Jose, City of	Assistant Library Director	2014
San Jose, City of	Deputy Director of Emergency Services (Fire)	2014
San Jose, City of	Deputy Director of Treasury	2014
San Jose, City of	Division Manager of Pavement Services	2014
San Jose, City of	Division Manager, Sanitary Sewer Maintenance/Division Manager of Sewer and Storm Services	2014
Santa Clara Valley Habitat Agency	Executive Officer	2014
Superior Court of California, County of Orange (Partial)	Chief Technology Officer	2014
Surprise, City of	Community Development Director	2014

Agency	Title	Year Completed
Surprise, City of	Fire Chief	2014
Tacoma Employees' Retirement System	Retirement Director	2014
Welfare Client Data Systems Consortium	Executive Director	2014
Anaheim, City of	Chief of Police	2013
California Department of Developmental Services	Executive Director of Sonoma Development Center	2013
California Earthquake Authority	Chief Information Officer	2013
Carmichael Recreation and Park District	District Administrator	2013
Chandler, City of (Partial)	Assistant City Manager	2013
Coconino, County of	County Manager	2013
East Bay Regional Park District	Chief of Stewardship	2013
Gilbert, Town of	Fire Chief (Partial)	2013
Gilbert, Town of	Public Works Director	2013
King, County of	Section Manager in Public Health	2013
Las Vegas, City of	Fire Chief	2013
Maricopa, City of	Development Services Director	2013
Modesto Irrigation District	Assistant General Manager, Finance	2013
Modesto Irrigation District	General Counsel	2013
Monterey Peninsula Regional Park District	General Manager	2013
Morgan Hill, CA, City of	Community Development Director	2013
Morgan Hill, CA, City of	Community Services Director	2013
Nevada Irrigation District	General Manager	2013

Agency	Title	Year Completed
Oakland, Port of	Chief Technology Officer	2013
San Jose, City of	Deputy Director of Transportation for Planning, Policy, and Program Delivery	2013
San Jose, City of	Operations Division Manager-Regional Wastewater Facility	2013
San Jose, City of (Partial)	IT Manager, Department of Transportation	2013
Santa Clara Valley Water District	Deputy Operating Officer of the Water Utility Operations and Maintenance Division	2013
Southern Nevada Health District	Chief Health Officer	2013
Southern Nevada Health District	Director of Administration	2013
Surprise, City of	Chief Financial Officer	2013
Vallejo, City of	Chief Assistant City Attorney	2013

# Attachment 1: Required Attachments Certification Checklist

California Coastal Commission  
Request for Proposal No. 15-01  
Page 1 of 2

## ATTACHMENT 1 REQUIRED ATTACHMENTS CERTIFICATION CHECKLIST

FIRM'S NAME: Cooperative Personnel Services dba CPS HR Consulting

As prescribed in Sections VI.D.1 and VII.F of the RFP, all proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your proposal.

Department staff will use the shaded "CCC Verification" column to confirm receipt of all required documents.

Proposer Certification	Attachment Name/Description	CCC Verification
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	1. Submitted one (1) original and six (6) copies, including all required attachments, in hard copy format and one (1) CD in Word Format as detailed in Section VII of the RFP.	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	2. This Required Attachments Certification Checklist (Attachment 1)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	3. Proposal/Proposer Cover Letter (Attachment 2) signed by an individual authorized to bind the Proposer contractually.	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	4. Cost Proposal Sheet (Attachment 3)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	5. Technical Proposal Sheet (Attachment 4)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	6. Minimum of three (3), maximum of five (5), completed Client Reference and Contractor History Forms (Attachment 5)  <input type="checkbox"/> 3 Forms <input checked="" type="checkbox"/> 4 Forms <input type="checkbox"/> 5 Forms	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Yes <input type="checkbox"/> No	7. Signed first page of Contractor Certification Clauses – CCC-307 (Attachment 6)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	8. Signed Darfur Contracting Act Form (Attachment 8)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  N/A	9. If Small Business Preference, or Non-Small Business Preference is claimed:  <input type="checkbox"/> Bidder Declaration Form, GSPD-05-105; and <input type="checkbox"/> Small Business Enterprise certification, or documentation that certification application is pending	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  N/A	10. If Target Area Contract Preference Act is claimed:  <input type="checkbox"/> STD 830; and <input type="checkbox"/> DGS/PD 526	<input type="checkbox"/> Yes <input type="checkbox"/> No



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<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  N/A	11.	If DVBE Incentive is claimed:  <input type="checkbox"/> Bidder Declaration Form, GSPD-05-105 <input type="checkbox"/> DVBE Declaration, STD 834; and <input type="checkbox"/> DVBE certification, or documentation that certification application is pending	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  N/A	12.	If proposer is organized as a corporation or LLC:  <input type="checkbox"/> Proof the proposer is in good standing and qualified to do business in the State of California**  <i>** Acceptable proof may consist of printout of "Active" certification status from the California Secretary of State website.</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No  N/A	13.	If subcontractors will be used:  <input type="checkbox"/> Bidder Declaration Form, GSPD-05-105	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b>Verification performed by Department Staff</b>			
Has Contractor been decertified by the Department of Fair Employment and Housing? (Check the California Regulatory Notice Register at <a href="http://www.oal.ca.gov/California_Regulatory_Notice_Online.htm">http://www.oal.ca.gov/California_Regulatory_Notice_Online.htm</a> )			<input type="checkbox"/> Yes <input type="checkbox"/> No

**Proposer comments or additional explanation**

Cooperative Personnel Services, dba CPS HR Consulting, is not claiming any preferences, is not a corporation or LLC, and is not utilizing subcontractors, thus we have not submitted these forms.

**Joint Powers Authority**

Cooperative Personnel Services, doing business as CPS HR Consulting, is a national firm and is a governmental Joint Powers Authority (JPA) of the State of California. A JPA is a public agency created pursuant to the Joint Exercise of Powers Act (Government Code 6500 et seq). This Act allows two or more government agencies to establish a new public entity authorized to exercise those powers jointly held. A JPA is an instrumentality of a state or a political subdivision of a state and is not a registered corporation of any state. Cooperative Personnel Services was established under a "Joint Powers Agreement" by the State Personnel Board of the State of California, the counties of Sacramento and Sonoma, the Hayward Unified School District, the City of Anaheim, and the East Bay Municipal Utility District, and its purpose is to provide the opportunity for the joint powers "to discuss, study and solve common or similar problems with respect to modern human resource and related management processes."





## Attachment 2: Proposal/Proposer Cover Letter


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### ATTACHMENT 2 PROPOSAL/PROPOSER COVER SHEET

Only an individual who is authorized to bind the proposing firm contractually shall sign the Proposal/Proposer Cover Sheet. The signatory must indicate the title or position that the individual holds in the firm. By submitting this document with signature, the proposer certifies the following:

- A. This proposal is submitted in accordance with this RFP's Section VII "Procedures Governing Submission of Proposals."
- B. All required attachments are included with this cover sheet. (Please see this RFP's Section IV "Minimum Qualifications" for additional forms that require signature and submittal as part of submittal of this cover sheet. See also the Required Attachments Certification Checklist, Attachment 1, generally for a list of attachments necessary for a proposal to be deemed responsive.)
- C. The signature affixed hereon and dated certifies compliance with all the requirements of this RFP. The signature below authorizes the verification of this certification.
- D. The signature and date affixed hereon certifies that this proposal is a firm offer for a 90-day period to provide the services as described in this RFP.

**An Unsigned Proposal/Proposer Certification Sheet May Be Cause for Proposal Rejection.**  
(See RFP section X.D.1.)

1. Company/Firm Name CPS HR Consulting	2a. Telephone Number (916) 471-3358	2b. Fax Number (916) 561-8441
2c. Email Address masher@cpshr.us		
3. Physical Mailing Address 241 Lathrop Way, Sacramento, CA 95821		
Indicate your organization type		
4a. <input checked="" type="checkbox"/> Sole Proprietorship	4b. <input type="checkbox"/> Partnership	4c. <input type="checkbox"/> Corporation
4d. <input checked="" type="checkbox"/> Other organization type (specify): Joint Powers Authority*		
Indicate the applicable employee and/or corporation number:		
5. Federal Employer ID No. (FEIN) 68-0067209	6. California Corporation No. N/A	
7. Proposer's Name (Print) Melissa Asher	8. Title/Position Sr. Practice Leader, Products and Services	
9. Signature 	10. Date June 22, 2016	

\*Cooperative Personnel Services, doing business as CPS HR Consulting, is a national firm and is a governmental Joint Powers Authority (JPA) of the State of California. A JPA is a public agency created pursuant to the Joint Exercise of Powers Act (Government Code 6500 et seq). This Act allows two or more government agencies to establish a new public entity authorized to exercise those powers jointly held. A JPA is an instrumentality of a state or a political subdivision of a state and is not a registered corporation of any state. Cooperative Personnel Services was established under a "Joint Powers Agreement" by the State Personnel Board of the State of California, the counties of Sacramento and Sonoma, the Hayward Unified School District, the City of Anaheim, and the East Bay Municipal Utility District, and its purpose is to provide the opportunity for the joint powers "to discuss, study and solve common or similar problems with respect to modern human resource and related management processes."

## Attachment 4: Technical Proposal Sheet

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### ATTACHMENT 4 TECHNICAL PROPOSAL SHEET

INSTRUCTIONS
<p>A. A responsible proposer must submit a Technical Proposal as described in Section VI.D of the RFP and as set forth below.</p> <p>B. If awarded the contract, the successful proposer's Technical Proposal shall be incorporated into the resulting contract as a binding obligation.</p> <p>C. Please use as many additional pages as necessary to provide your narrative responses to the Technical Proposal requirements.</p> <p>D. All pages of a proposer's Technical Proposal, including any cover page or table of contents, should have the following header and page numbering format in the upper right corner of each page:</p> <p style="text-align: center;">Technical Proposal Date Agreement No. CC-16-02 Attachment 4 Page ## of ##</p>
TABLE OF CONTENTS
<b>Section a: Organization and Background of Firm</b>
<i>Please provide written narrative responses to the required topics as set forth in Section VI.D.2.a of the RFP.</i>
<b>Section b: Assigned Personnel and Resumes</b>
<i>Please provide written narrative responses to the required topics as set forth in Section VI.D.2.b of the RFP.</i>
<b>Section c: Detail of Services to be Provided</b>
<i>Please provide written narrative responses to the required topics as set forth in Section VI.D.2.c of the RFP.</i>
<b>Section d: Contingency Planning</b>
<i>Please provide written narrative responses to the required topics as set forth in Section VI.D.2.d of the RFP.</i>
<b>Section e: Recent Similar Successful Searches</b>
<i>Please provide written narrative responses to the required topics as set forth in Section VI.D.2.e of the RFP.</i>
<b>Section f: Understanding of the Public Agency Search Environment</b>
<i>Please provide written narrative responses to the required topics as set forth in Section VI.D.2.f of the RFP.</i>

All sections are responded to in the above technical proposal. Section headings are the same.



## Attachment 6: Contractor Certification Clauses – CCC-307

California Coastal Commission  
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Page 1 of 4

### ATTACHMENT 6 CONTRACTOR CERTIFICATION CLAUSES (CCC-307)

#### CERTIFICATION

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor to the clause(s) listed below. This certification is made under the laws of the State of California.

<b>Contractor/Bidder Firm Name (Printed)</b> CPS HR Consulting		<b>Federal ID Number</b> 68-0067209
<b>By (Authorized Signature)</b> 		
<b>Printed Name and Title of Person Signing</b> Melissa Asher, Sr. Product Leader, Products and Services		
<b>Date Executed</b> June 22, 2016	<b>Executed in the County of</b> Sacramento	

#### CONTRACTOR CERTIFICATION CLAUSES

1. STATEMENT OF COMPLIANCE: Contractor has, unless exempted, complied with the nondiscrimination program requirements. (Gov. Code §12990 (a-f) and CCR, Title 2, Section 8103) (Not applicable to public entities.)

2. DRUG-FREE WORKPLACE REQUIREMENTS: Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:

a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.

b. Establish a Drug-Free Awareness Program to inform employees about:

- 1) the dangers of drug abuse in the workplace;
- 2) the person's or organization's policy of maintaining a drug-free workplace;
- 3) any available counseling, rehabilitation and employee assistance programs; and,
- 4) penalties that may be imposed upon employees for drug abuse violations.

c. Every employee who works on the proposed Agreement will:

- 1) receive a copy of the company's drug-free workplace policy statement; and,
- 2) agree to abide by the terms of the company's statement as a condition of employment on the Agreement.

## Attachment 8: Darfur Contracting Act Form

California Coastal Commission  
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### ATTACHMENT 8 DARFUR CONTRACTING ACT FORM

Pursuant to Public Contract Code section 10478, if a bidder or proposer currently or within the previous three years has had business activities or other operations outside of the United States, it must certify that it is not a "scrutinized" company as defined in Public Contract Code section 10478.

Therefore, to be eligible to submit a bid or proposal, please insert your company name and Federal ID Number and complete only one of the following three paragraphs (via initials for Paragraph # 1 or Paragraph # 2, or via initials and certification for Paragraph # 3):

Company/Vendor Name (Printed) CPS HR Consulting	Federal ID Number 68-0067209
Printed Name and Title of Person Initialing (for Options 1 or 2) Melissa Asher, Sr. Practice Leader, Products and Services	

1.            We do not currently have, and have not had within the previous  
Initials three years, business activities or other operations outside of the United States.
- OR**
2.            We are a scrutinized company as defined in Public Contract Code  
Initials section 10478, but we have received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with our bid or proposal.
- OR**
3. MA We currently have, or we have had within the previous three years,  
Initials business activities or other operations outside of the United States,  
+ certification but we certify below that we are not a scrutinized company  
below as defined in Public Contract Code section 10478.

#### CERTIFICATION For #3.

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective proposer/bidder to the clause listed above in # 3. This certification is made under the laws of the State of California.

By (Authorized Signature) <u>Melissa Asher</u>	
Printed Name and Title of Person Signing Melissa Asher, Sr. Practice Leader, Products and Services	
Date Executed June 22, 2016	Executed in the County and State of Sacramento

CALIFORNIA COASTAL COMMISSION

# PROPOSAL

## RFP No. 15-01

Avery James Inc.  
6/21/2016

**AVERY JAMES INC.**

6601 Center Drive West  
Suite 500  
Los Angeles, CA 90045

Ms. Jessica Chan  
California Coastal Commission  
45 Fremont Street  
Suite 2000  
San Francisco, CA 94105

Dear Ms. Chan:

We are pleased to present this proposal to the California Coastal Commission for Executive Search Services in response to RFP No. 15-01.

This document delineates our qualifications, philosophy, methodology and plan to deliver well-executed professional recruitment services. As a team, we offer an unparalleled depth of intellectual capital and applied knowledge. Our collective expertise in Executive Search, Corporate Human Resources, Diversity, and Leadership Consulting qualify us to excel at this assignment.

Avery James Inc. acknowledges receipt of Addendum # 1 (5/24/16) and Addendum #2 (6/6/16).

This proposal is submitted without exception, and all terms and contracts are acceptable to the Proposer.

We ask that you consider the full range of expertise we bring to the executive search process.

Respectfully,

A handwritten signature in black ink that reads "Michele James". The signature is fluid and cursive, with the first name "Michele" and last name "James" clearly distinguishable.

Michele James  
President  
Avery James Inc.  
310-342-8224 - Office

**ATTACHMENT 1  
REQUIRED ATTACHMENTS CERTIFICATION CHECKLIST**

FIRM'S NAME: AVERY JAMES INC

As prescribed in Sections VI.D.1 and VII.F of the RFP, all proposers are required to complete and return this Attachment. Complete the "Proposer Certification" column and submit this checklist to confirm the items submitted with your proposal.

Department staff will use the shaded "CCC Verification" column to confirm receipt of all required documents.

Proposer Certification		Attachment Name/Description	CCC Verification
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	1.	Submitted one (1) original and six (6) copies, including all required attachments, in hard copy format and one (1) CD in Word Format as detailed in Section VII of the RFP.	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	2.	This Required Attachments Certification Checklist ( <b>Attachment 1</b> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	3.	Proposal/Proposer Cover Letter ( <b>Attachment 2</b> ) signed by an individual authorized to bind the Proposer contractually.	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	4.	Cost Proposal Sheet ( <b>Attachment 3</b> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	5.	Technical Proposal Sheet ( <b>Attachment 4</b> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	6.	Minimum of three (3), maximum of five (5), completed Client Reference and Contractor History Forms ( <b>Attachment 5</b> )  <input checked="" type="checkbox"/> 3 Forms <input type="checkbox"/> 4 Forms <input type="checkbox"/> 5 Forms	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	7.	Signed first page of Contractor Certification Clauses – CCC-307 ( <b>Attachment 6</b> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	8.	Signed Darfur Contracting Act Form ( <b>Attachment 8</b> )	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	9.	If Small Business Preference, or Non-Small Business Preference is claimed:  <input type="checkbox"/> Bidder Declaration Form, GSPD-05-105; and <input type="checkbox"/> Small Business Enterprise certification, or documentation that certification application is pending	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	10.	If Target Area Contract Preference Act is claimed:  <input type="checkbox"/> STD 830; and <input type="checkbox"/> DGS/PD 526	<input type="checkbox"/> Yes <input type="checkbox"/> No





**ATTACHMENT 2**  
**PROPOSAL/PROPOSER COVER SHEET**

Only an individual who is authorized to bind the proposing firm contractually shall sign the Proposal/Proposer Cover Sheet. The signatory must indicate the title or position that the individual holds in the firm. By submitting this document with signature, the proposer certifies the following:

- A. This proposal is submitted in accordance with this RFP's Section VII "Procedures Governing Submission of Proposals."
- B. All required attachments are included with this cover sheet. (Please see this RFP's Section IV "Minimum Qualifications" for additional forms that require signature and submittal as part of submittal of this cover sheet. See also the Required Attachments Certification Checklist, Attachment 1, generally for a list of attachments necessary for a proposal to be deemed responsive.)
- C. The signature affixed hereon and dated certifies compliance with all the requirements of this RFP. The signature below authorizes the verification of this certification.
- D. The signature and date affixed hereon certifies that this proposal is a firm offer for a 90-day period to provide the services as described in this RFP.

**An Unsigned Proposal/Proposer Certification Sheet May Be Cause for Proposal Rejection.**  
(See RFP section X.D.1.)

1. Company/Firm Name  Avery James Inc.	2a. Telephone Number ( ) 310 342-8224	2b. Fax Number ( ) 310 348-8150
2c. Email Address  mjames@averyjames.com		
3. Physical Mailing Address  6601 Center Drive West, Suite 500 Los Angeles, CA 90045		
Indicate your organization type		
4a. <input type="checkbox"/> Sole Proprietorship	4b. <input type="checkbox"/> Partnership	4c. <input checked="" type="checkbox"/> Corporation
4d. <input type="checkbox"/> Other organization type (specify):		
Indicate the applicable employee and/or corporation number:		
5. Federal Employer ID No. (FEIN) 95-4670536	6. California Corporation No. C2025705	
7. Proposer's Name (Print) Michele James	8. Title/Position President	
9. Signature <i>Michele James</i>	10. Date 6-21-16	

**ATTACHMENT 3  
COST PROPOSAL SHEET**

As prescribed in Section VI.E of the Request for Proposal, all proposers are required to complete and return this attachment to satisfy the Cost Proposal component of the proposer's proposal. All information must be provided in the prescribed format. Responses that deviate materially from the prescribed format may lead to the rejection of the Cost Proposal, and ultimately the entire proposal. The rates specified herein must include all direct and indirect expenses, including but not limited to staff time and out of pocket expenses that also take into account all travel and administrative costs.

<b>Direct Labor</b>			
<b>Name and Title</b>	<b>Hours</b>	<b>Rate per Hour</b>	<b>Total</b>
Michele James	140	125.00	\$ 17,500
			\$
Bill James	50	90.00	\$ 4,500
			\$
<b>Subtotal Direct Labor</b>			<b>\$ 22,000</b>

<b>Subcontractor Costs</b>	
Itemize Subcontractor Costs	\$
	\$
<b>Subtotal Subcontractor Costs</b>	<b>\$ 0</b>

<b>Indirect Costs (Overhead and Fringe Benefits)</b>		
	<b>Rate</b>	<b>Total</b>
Overhead Rate		\$
Fringe Benefits		\$
Other (Include itemized list)		
<b>Subtotal Indirect Costs</b>		<b>\$ 0</b>

<b>Direct Costs</b>	
Travel In State      4 - 5 trips to commission meetings	\$ 3,200.00
Travel Out of State	\$
Other (Include itemized list)      Printing & Binding      Graphic Arts	\$ 800
<b>Subtotal Direct Costs</b>	<b>\$ 4,000</b>

<b>Total Cost Proposal</b>	<b>\$ 27,200</b>
----------------------------	------------------

## Organization and Background of Firm

### Topic 1

Avery James Inc. is a nationally recognized Executive Search Firm founded in 1998 by Michele James. The Firm, headquartered in Los Angeles, California, is an S-Corp, with no parent or affiliated companies or joint ventures.

There are no known conflicts of interest which would be created by representation of The California Coastal Commission. There are no known activities or affiliated or parent organizations as well as other client relationships that may inhibit services to the California Coastal Commission.

There are no contractually "off-limits" practices that may apply to the execution of the assignment with the California Coastal Commission.

### Topic 2

Since 1998, Avery James has conducted national searches of executive positions, working exclusively on a retained basis. Our clients initially included architecture, engineering and planning firms specializing in Infrastructure and the Environment. Most of our search engagements required recruiting professionals with technical expertise, as well as management and executive oversight experience in the following areas: water/wastewater, sewage, geotechnical engineering, geomorphology, biology, environmental remediation, environmental planning and assessment, master planning and land development, construction management, civil engineering, and business development.

These assignments solidified our basis of knowledge in infrastructure and the environment, pointed to the connection between the two industries, and provided a foundation on which clients trusted us with more complex assignments.

For example, for a \$1B a global professional services firm we have recruited two Vice Presidents whose technical backgrounds required a nuanced capability of interfacing with federal organizations. Their titles were Vice President of Planning in the organization's Federal Division, and Vice President of Engineering in the organization's Transportation Division.

In recent years, we have expanded our client list to include public agencies, thereby adding maritime, ports/harbors, and broadening our work in transportation.

On a daily basis, due to our standing in the Executive Search Industry, we are approached by high-profile executives nationwide from both the public and private sectors who seek our guidance and counsel as they consider new opportunities. After years of operating on a nationwide basis, we have developed an extensive network of professional on which we rely during the search process; and thus our activity is not exclusively limited to searching through databases for the talent we are seeking.

Avery James Inc. is a member of The Association of Executive Search and Leadership Consultants, [www.aesc.org](http://www.aesc.org), a global organization that provides guidelines for quality and ethics in Executive Search.

As members we commit to the industry and government recognized Code of Professional Practice and Standards of Excellence. Please see Appendix for details.

## Background and Experience

### Topic 3

Avery James has a history of membership and participation in the activities of affinity groups, and often reaches out to identify talent during the search process. These groups include (but are not limited to):

- Women's Transportation Seminar International
- Women in Construction
- Conference of Minority Transportation Officials
- Society of Women Engineers
- American Public Transportation Association
- National Association of Black Engineers
- National Black MBA
- Regional Hispanic Chamber of Commerce
- Society of Hispanic Professional Engineers
- Executive Leadership Council
- National Bar Association
- American Bar Association
- Alumnae Associations
- Department of Education, External Advisory Committee, HSI-STEM
- Chambers of Commerce
- The Moles

We are heavily invested in STEM development at all levels of the employment cycle, and sit on Boards with industry professionals.

## Assigned Personnel and Resumes

### Topic 1

Michele James, President and Project Director

[mjames@averyjames.com](mailto:mjames@averyjames.com)

6601 Center Drive West, Suite 500, Los Angeles, CA 90045

310-342-8224 – Office

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### SUMMARY

Trusted Advisor and Executive Search/Talent Acquisition Expert with nationwide client base. Serving both public and private clients while adhering to the Code of Ethics and Professional Practice Guidelines established by the Association of Executive Search Consultants. Offering a depth of intellectual capital and applied knowledge in Human Capital Strategies and Solutions. Exercising a highly collaborative style throughout all client engagements.

### CORE COMPETENCIES

- Human Resources Consulting
- Executive Search Consulting
- Executive Compensation & Equity Plans
- Salary Negotiation
- Recruiting and Retention
- Talent Management and Assessment
- Job Specification Development
- Industry Trends and Analytics
- Project Management
- Leadership
- Executive Coaching and Mentoring
- Professional Development
- Diversity and Inclusion
- Best Practices in Executive Search
- Educational Support Services

### EXPERIENCE:

**Avery James Inc.,**

Founder and President

**1998 to present**

Responsible for leadership and strategic direction of a nationally recognized executive search firm. Managing a diverse group of clients ranging from public agencies and publicly traded corporations with global business interests to small firms with a prominent regional presence. Leading search assignments across diverse industries ranging from senior-career professional to Vice President, as well as complex assignments for high-demand, difficult-to-identify engineering and science professionals. Primary industry focus is Heavy Infrastructure, Transportation, and Environmental.

### PRIOR EXPERIENCE:

**Boeing Corporation, Los Angeles, CA**

Member of the Technical Staff

Member of the Quality and Reliability Staff

### Education:

Bachelor of Science, Business, Mount St. Mary's University, Los Angeles, CA

Selected Search Experience over an 18 year period:

<b><u>ORGANIZATION</u></b>	<b><u>TITLE</u></b>	<b><u>Location</u></b>
Bechtel Corp.	Director of Mining & Metals	Denver, CO
Lockheed Martin	Program Manager	Denver, CO
	Vice President, Business Development	San Jose, CA
	Director of Human Resources	San Jose, CA
CH2M	Director Client Services	Denver, CO
	Chief Bridge Engineer	Denver, CO
The Law Companies	Office Manager, Geotechnical	Los Angeles, CA
Boeing Corp.	Program Manager, Satellite Systems	Los Angeles, CA
The Louis Berger Group	Vice President, Planning, Federal	Washington, D.C.
	Vice President, Engineering, Transportation	New York, NY
Impact Sciences Inc.	Managing Principal	Oakland, CA
	Principal	Pasadena, CA
	Senior Biologist/Associate	Oakland, CA
	Senior Planner, CEQA/NEPA	Camarillo, CA
LA Metro	Miscellaneous Engineering Positions	Los Angeles, CA
Port of Long Beach	Director of Maintenance, Engineering	Long Beach, CA
	Harbor Marine Manager	Long Beach, CA
Balfour Beatty Infrastructure	Director of Estimating, Alternative Delivery	Denver, CO

## Topic 2

### **Bill James, Assistant Project Director**

[billjames@averyjames.com](mailto:billjames@averyjames.com)

6601 Center Drive West, Suite 500, Los Angeles, CA 90045

310-342-8224 - office

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## **SUMMARY**

Visionary Human Resources Executive and State Advisory Board Chair with 35 years of experience. Developing broad strategies to prioritize and accomplish clients' mission and vision for talent growth initiatives.

## **CORE COMPETENCIES**

- Leadership
- Professional Development
- Human Resources Management
- Project Management
- Executive Search
- Recruiting
- Talent Assessment
- Diversity and Inclusion
- Team Building
- Board Advisor
- Visionary
- University Faculty

## **EXPERIENCE**

### **AVERY JAMES INC., Los Angeles, CA**

**2002 - present**

#### **Managing Director**

Responsible for management of overall practice, including recruitment and talent assessments, business development, and leadership development. Managing the Educational Support Services Practice engaging universities, government, and corporations. Adjunct Faculty member within the Engineering School at local university. Chair, Industry Executive Council, of MESA. Member of the U.S. Selective Service Board for Los Angeles and Orange Counties. Mr. James has led search activities and driven talent initiatives within corporate Human Resources Departments. He also has provided executive search support within the firm in the areas of recruitment, interviewing, assessments, and benchmarking. Functional levels range from President to Managers (multidisciplinary).

## **PRIOR EXPERIENCE**

### **Applied Materials, Santa Clara, CA**

Global Director of Diversity

### **Deloitte & Touche, Los Angeles, CA**

Director of Recruiting

### **Northrop Grumman, Redondo Beach, CA**

Senior Manager, Human Resources, Operation, Finance



## Detail of Services to be provided

### Topic 1

Avery James Inc. will meet with the designated Commissioner(s) to discuss a recruitment strategy. We will seek to understand the organization, the role of the position(s) in question, the region, the environment, and challenges or perspectives essential to the success of this recruitment effort. This discussion also will reveal any off-limits candidates/organizations, geographic limitations for recruiting, advertisement preferences, organizational structure, reporting structure, organization culture, required qualifications, desired attributes, and other important disclosures.

Our outreach plan will include a broad, diverse, inclusive pool of applicants. We will refine our list of potential posting sites after our strategy and consultation with Commissioner(s).

Probable posting sites will include:

- The Association of CA Commissioners for Women
- California County Planning Commissioners Association
- California County Planning Directors Association
- Association of Pacific Coast Geographers
- Public Policy Institute of California
- Schools of Public Policy - nationwide
- Bar Associations
- National Organization of Blacks in Government
- Coastal States Organization
- Army Corps of Engineers
- Urban Land Institute
- AESC - Bluesteps Database

### Topic 2

Avery James Inc. will design a research strategy; using relevant informational resources and databases to include: our extensive network of qualified professionals nationwide, internal databases, external databases, professional organizations and societies; and social networking sites specifically for the business community. During our recruiting phase, we will contact both passive and active candidates, and request resumes. Understanding the importance of diversity in the workplace, Avery James Inc. will make every effort to identify highly skilled candidates from diverse backgrounds.

Probable posting sites will mirror the ones listed in Topic 1.

### Topic 3

During every executive search assignment, we reach out to passive candidates who may not be actively seeking a career change. We call them, or at a minimum send an email or text, and schedule a time to discuss the opportunity. We also contact professionals through social media sites (LinkedIn), and contact them through professional organizations and societies.

Topic 4

Project schedule and timeline:

<b>TASK</b>	<b>DATE</b>
Anticipated Start of Search	August 22, 2016
Status Reports to the Contract Manager and Chief Deputy Director	Every two weeks throughout the term of the contract
Establishment of Communication Protocol	August 22, 2016
Gathering of tribal and stakeholder input via dedicated email address and other gathering methods	August 22 - October 13, 2016
Individual Meetings with Commissioners for input on deliverables	August 22 - October 13, 2016
Meetings with Department Staff for input on deliverables	August 22 - October 13, 2016
Draft Materials for Status Report and 1 <sup>st</sup> discussion draft of materials due to Contract Manager	September 15, 2016
Commission Discussion and public and tribal comments of draft deliverables. Avery James will be present for one day of meeting	October 5 -7, 2016
Draft Materials and status report due to Contract Manager	October 14, 2016
Commission Discussion and possible approval of deliverables at public meeting. Avery James will be present for one day of meeting.	November 2-4, 2016
Revision of deliverables, as necessary	November 7-11, 2016
Release of outreach materials and recruitment process	November 14, 2016
Written status report due to Contracts Manager	November 22, 2016
Written status report provided to the Commission at public meeting	December 18, 2016
Written status report provided to the Commission at public meeting	January 11-13, 2016
Closing of Recruitment Time Period	January 18, 2017
Initial screening of candidates for minimum qualifications	January 18, 2017
Benchmarking of internal candidates	January 18-20, 2016
Initial screening of applications using the Candidate Profile	January 18-20, 2016
Second screening of applications to determine semi-finalist candidates	January 23-27, 2016

Status report provided to Commission at public meeting. Commission to approve semi-finalist candidates. AJ will be present at meeting.	February 8-10, 2017
Interviews in person or via web conference with semi-finalist candidates to determine finalists	February 13-March 2, 2017
Reference and background checks of finalists	February 13-March 2, 2017
Facilitation of Commission interviews with finalists during closed door session of the Commission's public meeting. AJ will be present at least one day of meeting.	March 7-10, 2017
Draft offer letter for selected candidate.	March 15, 2017
Offer acceptance and negotiation for finalist or secondary candidate	March 15 - April 7, 2017
Final report summarizing the recruitment process and detailing the contingency plan.	April 15, 2017

#### Topic 5

We will establish a dedicated email address to receive comments and input for the public and tribal stakeholders on the Duty Statement, The Candidate Profile, questions for candidates to answer as part of the Statement of Qualifications, and the Preferred Candidate Screening Criteria. We see this as the most efficient means of collecting data.

We will be respectful of tribal customs and protocols. We anticipate there will be one tribal leader with whom we will interact, and will align with guidelines already established.

Topic 6

Mock-up of status report to be delivered every two weeks:

CONFIDENTIAL SEARCH SUMMARY

Position Title

Date

<b>Client Contact #1</b> Human Resources Office Phone <b>Client Contact #2</b> Executive Offices Office Phone Office Location	<b>Michele James</b> President Avery James Inc. 310-342-8224 – O
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NAME	TITLE	ORGANIZATION	CONTACT	STATUS
Interested				
Candidate A	XYZ	ABC	Phone # email	Initial Discussion: xx/xx/xx <ul style="list-style-type: none"> <li>• B.S., Business Management,</li> <li>• 26 years overall experience</li> <li>• Joined org in 2010</li> <li>• Org Size: 100</li> <li>• Direct Reports: 9</li> <li>• \$10M Operating Budget</li> <li>• Oversees: xxxxxx</li> <li>• Reports to:</li> <li>• Prior org:</li> <li>• Prior title: Deputy</li> <li>• Comp:</li> <li>• City of Residence:</li> <li>• Level of Interest:</li> </ul>

Mock-up of summary document and in-depth candidate profile:

**PERSONAL AND CONFIDENTIAL  
ASSESSMENT OF Candidate B**

For the position of:  
Client Organization:  
Date:

**CAREER HISTORY**

Early in Candidate B's career (dates), he worked for \_\_\_\_\_ in miscellaneous roles: Facilities Chief, Capital Projects Administrator and Operations Officer. With an annual operating budget of \$19 Million, he managed two public facilities, three direct reporting managers, and approximately 45 employees. His scope of leadership included capital improvement planning; grants and project management; \_\_\_\_\_ operations; maintenance and asset protection; infrastructure; regulatory compliance; and wildlife and related environmental stewardship.

In 2002 Candidate B joined Public Agency in \_\_\_\_\_, California as Deputy \_\_\_\_\_ to the Chief Operating Office, he managed an annual budget of \$38 Million, five public sites, and six direct reporting managers. The organization had approximately 200 employees. His scope of responsibilities expanded from his prior position in \_\_\_\_\_ to include \_\_\_\_\_; maintenance and asset protection; infrastructure; regulatory compliance; environmental stewardship; fire rescue and law enforcement services. After a ten-year period that included a direction of a \$1 Billion Construction Program, he is open to new opportunities.

Comfortably settled now in Southern California, Candidate B is Title for the City of \_\_\_\_\_. His scope of leadership includes \_\_\_\_\_ for the new multi-million dollar project; infrastructure planning and rehabilitation.....

**Organization and Reporting Structure**

As Position Title, Candidate B reports to \_\_\_\_\_, and manages an annual operating budget of \$6 Million. His organization is comprised of 30 employees representing \_\_\_\_\_ - employees and six direct reports:

**Special Projects**

Candidate B is Project Executive for a \$180 Million Capital Development Program.

In his prior role at public agency, Candidate B provided oversight for a \$1Billion Construction Program which included: (details, removed)

**Management Style**  
**Core Competencies**  
**Attributes**  
**Personal**  
**Education**  
**Reported Compensation**

**Summary and Overall Assessment**

Candidate B has expertise in \_\_\_\_\_ across several industries: \_\_\_\_\_. He would be pleased to add \_\_\_\_\_ to this list. His core expertise is transferable, and should be highly desirable to Client.

He has demonstrated a desire to.....

Candidate B is a high-value candidate that will inspire....

**Topic 7**

Avery James Inc. will thoroughly screen each candidate (external and internal) by telephone or by personal interview. Thereafter we will evaluate each candidate for competency, level of interest, education, certifications, management experience, career accomplishments, leadership skills, management style, organizational fit, technical skills, personal attributes, and compensation expectations. Our goal is to identify the most qualified candidates.

- **Background** - The candidate's background check will include verification of education, professional credential check, and additional aspects of personal background (criminal history, financial, etc.)

**References** - We will request a minimum of five (5) professional references from the Candidate's present and past work environments. We encourage a mix of present and past colleagues and management to obtain a fair perspective. We will contact each Reference by phone, scheduling ample time for discussion, and summarize our findings in a detailed report to the designated Commissioner and/or Contract Manager. Our questions are generally pre-determined; however we encourage references to provide additional information if they so desire.

**Topic 8**

If the Commission determines that the recruitment process has not identified a suitable candidate pool, we first will seek to understand why the existing pool of candidates is unacceptable, and determine if the parameters of the search need to be recalibrated.

Subsequently, we will 1) look further afield; 2) reconsider transferable executive management skills from dissimilar organizations; 3) expand outreach to more affinity groups, and 4) possibly change targeted advertising.

Throughout the process, Avery James Inc. will utilize written reports, phone calls, meetings, conference calls, emails, and other means to keep you informed. Our goal is to provide you numerous opportunities to comment on the process.

## Contingency Planning

### Topic 1

We pro-actively communicate with candidates during the entire search life-cycle. We attempt to understand their true level of interest in the position, any obstacles that may cloud their judgement, and other opportunities they are considering. We continue to communicate with our candidates after they are onboard, and seek feedback on whether execution of the job is different than the opportunity they initially perceived during the interview process. We also seek our client's impression of the candidate's performance.

In the unlikely event a candidate vacates the position within the first two years, we will resume the search, billing *only* for any repeat advertising/job posting, and travel costs to meet with the Commission or interview candidates with the Commission.

### Topic 2

Our action plan if a candidate vacates the position within two years:

- Meet with the Commission for a fact-finding strategy session
- Resume the search by first contacting prior qualified candidates who did not receive an offer
- Potentially re-post the position
- Begin the recruiting process again to quickly identify a qualified, interested candidate

### Topic 3

We routinely follow-up our recruitment effort by communicating (phone calls and emails) with both Client and Candidate. If travel permits, and we are in the area, we will take our candidate to lunch. We have found this is the best way to measure satisfaction and discuss any concerns that may arise. Our initial contact is within the first three weeks, and subsequently once/month for the first three months. Afterwards, our contact reduces to once every other month unless there is knowledge that something may go awry.

## Recent Similar Successful Searches

Please refer to Attachment 5 and related attachments

## Understanding the Public Agency Search Environment

Avery James is sensitive to the operating environment of public agencies. Unlike the private sector, public agencies are more closely scrutinized by community stakeholders, and the need for transparency is much greater. Public safety, environmental stewardship, and resource management are often governed by federal, state, and local laws; and processes usually take longer with Commission oversight.

We enjoy the benefit of having both public and private clients, and adapt our services to meet each one's specific needs.

**ATTACHMENT 5**  
**CLIENT REFERENCE AND CONTRACTOR HISTORY FORM**

The proposer must provide a minimum of three (3), and a maximum of five (5), client references for recent services that it has performed that are similar in size, scope, and type to the services requested under this RFP. (See Section III of the RFP.) These references may be contacted by the Department Evaluation Team during their evaluation of a proposal to verify information provided by the proposer on this form as further specified in Section VIII.C of this RFP.

Proposer/Firm Name: Avery James Inc.
Subcontractor that provided any services:
Client Company/Organization Name: Balfour Beatty Infrastructure Inc.
Contact with personal knowledge of the project: Joseph Reed, Vice President Alternative Delivery
Mailing Address: 1050 Lakes Drive, #200, West Covina, CA 91790
Telephone: 626-571-6300
Fax:
E-mail: jreed@bbi.us.com
Project Name and Brief Description: Retained Executive Search for Director of Estimating Alternative Delivery
Proposer's or Subcontractor's involvement: Project Manager & Consultant
Start Date (mm/dd/yyyy): 07/2/2015
End Date (mm/dd/yyyy): 04/01/2015
Project Dollar Amount: \$45,000
Describe experience for this project. The description of the project must be detailed and comprehensive enough to permit the Department to assess the similarity of the project to the work anticipated in the award of the contract resulting from this RFP. Please review attached Position Description. High-level, high-value target. Complex.



## **AVERY JAMES INC.**

Retained executive search

### **POSITION DESCRIPTION: DIRECTOR OF ESTIMATING**

**OUR CLIENT:** BALFOUR BEATTY INFRASTRUCTURE INC.

**LOCATION:** Denver, CO

**REPORTS TO:** Vice President – Alternative Delivery

### **POSITION SUMMARY:**

Direct and oversee all operations of the Alternative Delivery Estimating Function. Develop policies and procedures related to the bid process, and manage final approval over all bids and proposals. Schedule the activities of the estimating staff to ensure that bids are created in a timely manner. A wide degree of creativity and latitude is expected. Provide technical and administrative direction to ensure corporate objectives are met.

### **PRIMARY RESPONSIBILITIES:**

- Manage the development of an Alternative Delivery estimate or proposal package from beginning to end.
  - Prepare project take-off (quantity survey) and electronic documentation
  - Develop bid labor and material requirements, complete with pricing
  - Participate actively in project start-up meetings
  - Work with the estimating team and operations to develop project indirect costs and overheads for each estimate
  - Develop and maintain relationships with general contractors, owners, consultants, and subcontractors
  - Work with operations team to develop a network of finding new subcontractors and suppliers in an effort to obtain optimal pricing
  - Attend feedback meetings with procurement and operations in order to fine tune estimating parameters
- Lead and direct the work of other
- Manage and administer department functions including operating budgets, staffing, wage reviews, work assignments, performance evaluations, etc.
- Assist the Alternative Delivery Management Team in determining what types of projects to bid, strategies, techniques, etc.
- Review all final estimate packages to ensure accuracy and completeness, prior to formal quotation.
- Participate in presentations to corporate management and clients. May be responsible for closing the "sale".
- Provide technical assistance in negotiating contracts, change orders, etc. as required.
- Manage the preparation of studies, materials and methods, recommendations, and cost estimates as required.
- Rely on extensive experience and judgment to plan and accomplish goals.

## **AVERY JAMES INC.**

Retained executive search

### **CORE COMPETENCIES**

- Expertise in transportation, rail and/or highway construction estimating and related functions.
- Successful record in the pursuit of large transportation and/or highway projects.
- Thorough knowledge of corporate objectives impacting estimating, estimating strategies and techniques, and construction contracts.
- High-level organizational and planning skills that facilitate efficient and accurate workflow.
- Demonstrated leadership and decision making/problem solving skills.
- Familiarity with a variety concepts, practices, and procedures in diverse construction fields.
- A general knowledge of Contract/Owner/Engineer General Terms and Conditions.
- Solid understanding of sitework, concrete, carpentry, equipment, and heavy mechanical.
- Demonstrated understanding of mechanical drawings and ability to interpret schematics.
- Demonstrated understanding of subcontracted trades in order to analyze scope and procure subcontract pricing.
- In-depth experience using construction estimating software (HCSS)
- Must be able to use Microsoft Office suite (Word, Excel, and Outlook).
- Ability to interpret specifications as they pertain to scope.
- Ability to read, understand and make timely changes related to addenda.
- Ability to mentor intermediate and junior estimators and work effectively in a team environment.
- Excellent knowledge of industry practices.
- Ability to provide an opinion on risk during bid review with management.
- Ability to work under pressure and as part of a team, to communicate with all levels of the organization, and to quickly adapt to change.
- Excellent interpersonal and communications skills, both written and oral.
- Superior negotiation skills.
- Strong analytical skills to find the best cost saving approach.
- Ability to thrive and lead in a fast-paced, dynamic environment.
- Willingness to travel to job sites as required.
- Result oriented with ability to work flexible hours.

### **EDUCATIONAL REQUIREMENTS:**

A Bachelor of Science in Civil Engineering or a related engineering discipline. Will consider equivalent combinations of technical training and/or related experience. Advanced management or technical training preferred (10 or more years).

### **MANAGEMENT STYLE:**

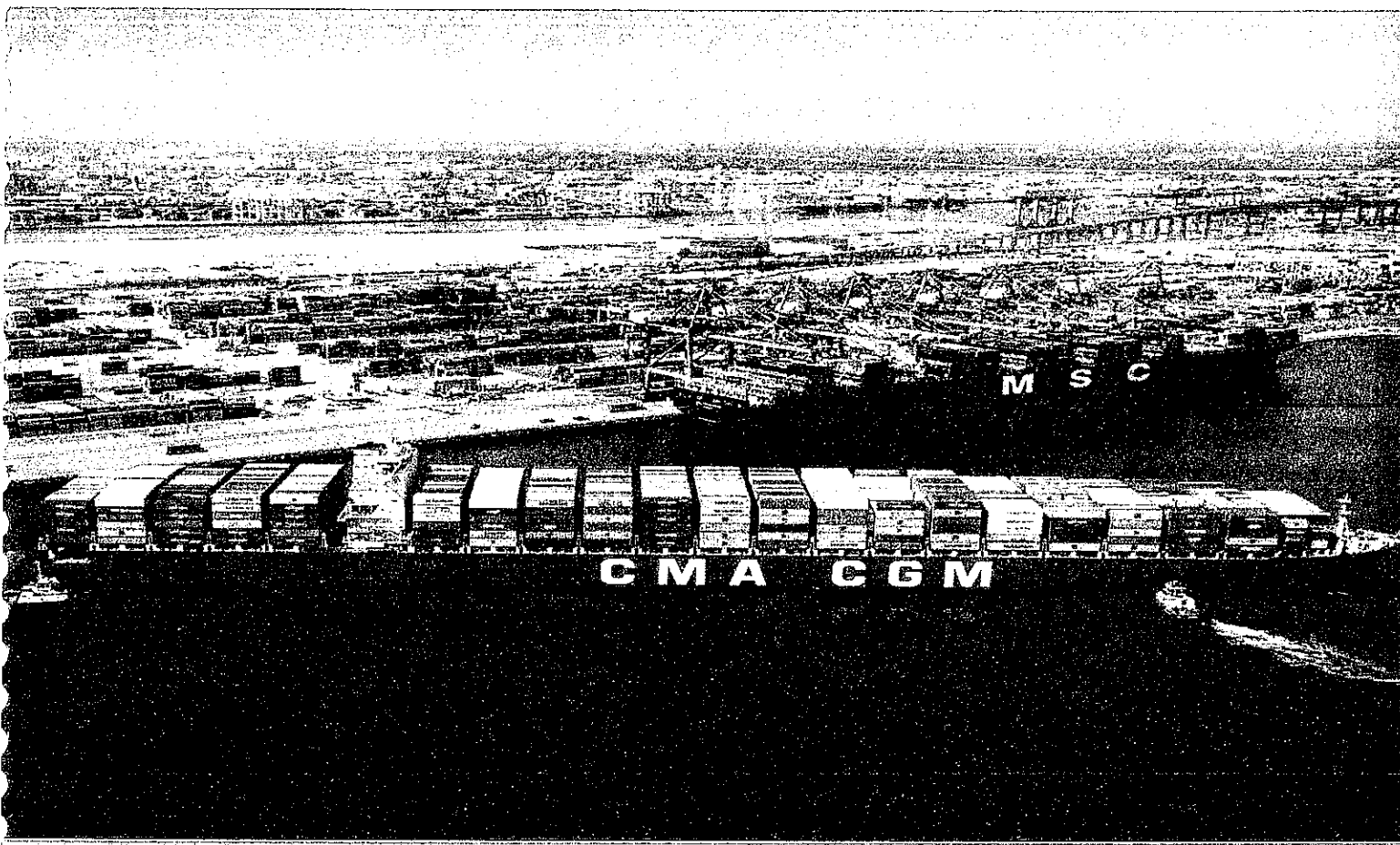
Desirable candidates must have demonstrated leadership skills that include maturity, vision, and an ability to articulate the organization's vision and mission to others. S/he will have the ability to establish, build and maintain effective communication and working relationships with all levels of employees, including top, middle and supervisory levels of management as well as external contacts. Superior interpersonal skills are highly desirable.

**ATTACHMENT 5**  
**CLIENT REFERENCE AND CONTRACTOR HISTORY FORM**

The proposer must provide a minimum of three (3), and a maximum of five (5), client references for recent services that it has performed that are similar in size, scope, and type to the services requested under this RFP. (See Section III of the RFP.) These references may be contacted by the Department Evaluation Team during their evaluation of a proposal to verify information provided by the proposer on this form as further specified in Section VIII.C of this RFP.

<b>Proposer/Firm Name:</b> Avery James Inc.
<b>Subcontractor that provided any services:</b>
<b>Client Company/Organization Name:</b> Port of Long Beach
<b>Contact with personal knowledge of the project:</b> Margaret Huebner
<b>Mailing Address:</b> 4801 Airport Plaza Drive Long Beach, CA 90815
<b>Telephone:</b> 562-283-7501
<b>Fax:</b>
<b>E-mail:</b> margaret.huebner@polb.com
<b>Project Name and Brief Description:</b> Executive Recruitment - Director of Maintenance, Engineering Bureau
<b>Proposer's or Subcontractor's involvement:</b> Project Manager & Consultant
<b>Start Date (mm/dd/yyyy):</b> 7/12/14
<b>End Date (mm/dd/yyyy):</b> 11/20/14
<b>Project Dollar Amount:</b> \$28,306.
<b>Describe experience for this project. The description of the project must be detailed and comprehensive enough to permit the Department to assess the similarity of the project to the work anticipated in the award of the contract resulting from this RFP.</b>  Please see attached position description. High value, high target candidate.

DEPARTMENT OF TRANSPORTATION  
FEDERAL BUREAU OF INVESTIGATION



PORT OF LONG BEACH

A V E R Y

I N C.

J A M E S

RETAINED EXECUTIVE SEARCH

### THE CITY

Majestically located on the Pacific Ocean between Los Angeles and Orange County, the City of Long Beach, California (population 461,564) is frequently described as a series of strong, diverse interwoven smaller communities within a large city.

Enjoying an ideal Southern California climate, Long Beach is home to an abundance of cultural and recreational options. The Long Beach Convention Center, Aquarium of the Pacific, Queen Mary, the annual Toyota Grand Prix of Long Beach plus a wide variety of other attractions serve to draw 5.5 million visitors a year. The City is also home to Long Beach City College and California State University, Long Beach, which was ranked the No. 3 best-value public college in the nation.

While offering all the amenities of a large metropolis, many say the City has the added benefit of having maintained a strong sense of community and cohesiveness despite its growth. As the sixth-largest city in California, Long Beach has been referred to as the "most diverse city" in the country by USA Today. A superb climate, quality schools, a vibrant downtown and a wide variety of neighborhoods help make Long Beach one of the most livable communities in the country.

In addition to the Port, the City also has its own full-service commercial airport which has become a favored travel-friendly alternative to other Southern California airports by offering preferred flight schedules, carriers, and overall accessibility. Los Angeles' rail transit system, the Metro Blue Line, has numerous stops within Long Beach and throughout the region.

### THE PORT

The Port of Long Beach is one of the world's premier seaports, and the second-busiest in the United States. Founded in 1911, the Port has grown from 800 acres of mudflats at the mouth of the Los Angeles River to its current configuration of more than 7,600 acres of wharves, state-of-the-art cargo terminals, roadways, rail yards and shipping channels. Today, the Port of Long Beach is one of the world's premier seaports, and the second-busiest in the United States.

With its exemplary Green Port Policy to minimize or eliminate negative environmental impacts, The Port of Long Beach serves as a catalyst for innovative environmental programs and a model for ports around the world. Its bold initiatives and global economic impact make the Port a valued community partner.



**PORT OF LONG BEACH**  
**DIRECTOR OF MAINTENANCE**

**THE MAINTENANCE DIVISION**

The Maintenance Division is located within the Engineering Bureau. The Bureau consists of three directorates: Program Delivery, Alternate Project Delivery and Engineering Design and Maintenance. The Maintenance Division is in the Engineering Design and Maintenance Directorate. The Maintenance Division is responsible for providing all maintenance services for the Port, such as infrastructure, facilities, potable water systems, sanitary/storm water, electrical operations, HVAC. Paint/carpentry services, custodial services, harbor marine facilities, plant and equipment and fleet operation. The division is also responsible for developing and managing the maintenance asset inventory, implementing standards for maintenance projects and overseeing the management of Maintenance professional service contracts. With an annual operating budget of \$14.8 million and a staff comprised of professional, labor and administrative positions, the Maintenance Division plays a key role in providing technical expertise on maintenance related issues throughout the project lifecycle.

**REPORTING STRUCTURE**

The Director, Maintenance will report to the Assistant Managing Director, Engineering Design and Maintenance, oversee a department of 88 employees, and directly manage the following:

- Manager of Facilities
- Manager of Utilities/Fleet
- Manager of Infrastructure
- Harbor Marine Manager
- Civil Engineering Associate
- Administrative Analyst II
- Secretary

**POSITION SUMMARY**

The Director, Maintenance is responsible for the public infrastructure within the Port, including the potable water system, the sewer and pumping stations, storm water pumping and drainage systems, street lighting, docks and wharves, maintaining the navigable waterways free of debris and obstructions, minor street repairs, landscape and grounds maintenance and cleanup, traffic accident cleanup and damage repairs of the Port's equipment, fleet of vehicles and boats, in-house commercial dive team and buildings that are not assigned to tenants.

## POSITION PROFILE

- Provides leadership and direction for the division that includes all maintenance services for the Port of Long Beach. Provides direct and indirect guidance to the Maintenance Division; supervises staff in performing their daily responsibilities; interviews and recommends employees for hire; trains, coaches and mentors staff; evaluates employee performance, prepares annual performance reviews and provides coaching for performance improvement; takes disciplinary action to address performance or other deficiencies; directs and provides guidance to subordinate, managers and supervisors, consultants and contractors.
- Provides strategic direction to the Maintenance Division, in order to align its services and mission with the overall organization.
- Analyzes complex maintenance issues, problems and concerns; develops and evaluates alternatives; develops and facilitates the implementation of effective solutions.
- Participates in strategic planning for department activities, and develops short and long-range goals, objectives, policies and priorities for maintenance-related functions and programs; analyzes needs and forecasts infrastructure requirements; develops and monitors standards and service levels; allocates staff and resources according to priorities.
- Oversees and directs the development and administration of the Maintenance Department's annual personal and non-personal budgets.
- Researches, prepares and presents oral and written reports to Commissions, Committees and Boards; prepares memos, reports and correspondence regarding assigned services, activities and programs.
- Attends and participates in Board of Harbor Commission, committees, staff, public and private agency meetings, as required regarding assigned services, activities and programs.
- Conducts a variety of organizational, investigatory, and operational studies; recommends modifications to maintenance programs, policies and procedures.
- Directs special assignments, such as remodeling projects.
- Supplies construction assistance to the Engineering Design Division.
- Makes modifications to comply with ADA, AQMD, OSHA and other regulatory requirements.
- Responds to the emergency needs of tenants such as electrical work and emergency repairs.
- Performs other duties as required.

## EDUCATIONAL REQUIREMENTS

- Bachelor's Degree in Civil Engineering, Public Administration, Construction Management or related field is required. Experience offering specific and substantial preparation for the duties of the position may be substituted for the required education on a year-to-year basis.
- Master's Degree in above disciplines or related fields is not required but is desirable.

# PORT OF LONG BEACH

## DIRECTOR OF MAINTENANCE

### REQUIRED EXPERIENCE

- Approximately ten to fifteen years of increasingly responsible maintenance management experience supervising a large staff is required.
- Strong leadership background, with experience as a number one or number two management professional in a complex, similarly situated organization with comparable challenges and structure is expected.
- Preference given to experience in other port environments, but not required.
- A history of managing and successfully working with people from diverse backgrounds and areas of technical expertise is required.
- A history of creating effective working relationships across functional lines is expected.
- A history of effective partnering and problem-solving is required.
- Experience preparing and monitoring a division budget of similar size is required.

### CORE COMPETENCIES

- Must have solid technical knowledge of all functional areas and have a proven history of leading and implementing change successfully.
- Knowledge of the methods, materials and equipment used in the various building construction and maintenance trades, including but not limited to custodial, grounds and vehicle and equipment maintenance areas is required.
- Requires a broad understanding of maintenance, construction and facilities terminology.
- Must have knowledge of the principles, practices and techniques involved in the operation of buildings, structures and facilities.
- Must have the knowledge, technical expertise and the ability to strategically manage operational and resource management needs.
- Must have knowledge of federal, state and local laws plus codes, ordinances and regulations pertaining to construction and facilities management.
- Knowledge of current trends, theories, practices, laws, and regulations regarding facilities services required.
- Must be able to offer innovative approaches and solutions.
- Knowledge of safety regulations, codes and safe work practices is required.
- Broad public works background with knowledge of ADA, AQMD, OSHA and other regulatory requirements required.
- Must have a broad working knowledge of management principles.
- Knowledge of principles and practices of employee supervision, including selection, training, performance evaluation and discipline required.
- Must have knowledge of principles and practices of budgeting and purchasing.
- Must have knowledge of principles and practices of administration, including goal setting, policy and procedure development and implementation, evaluation and work standards.
- Must have knowledge of counseling and mediation practices.
- Knowledge of maritime, environmental, construction government or engineering terminology a plus.



# PORT OF LONG BEACH

## DIRECTOR OF MAINTENANCE

### TECHNICAL SKILLS

- Ability to analyze and quickly react to facility emergencies required.
- Ability to decide the time, place and sequence of operations within a system or organizational framework, as well as the ability to oversee their execution, is required.
- Ability to exercise the judgment, decisiveness and creativity required in situations involving the direction, control and planning of an entire program or multiple programs required.
- Ability to develop and modify existing policies, strategies and/or principles required.
- Ability to analyze and categorize data and information, in order to define consequences and to consider and select alternatives required.
- Ability to manage and direct a group or workers, including selecting, training, assigning, prioritizing, monitoring and evaluating the work of subordinate staff, including counseling and resolving conflicts, is required.
- Must be able to effectively use MS Office, including Word and Excel, Outlook, and other related applications.
- Must be able to adapt and use new software programs, as applicable.
- Ability to advise and interpret the application of policies, procedures and standards to specific situations required.
- Must have high-level organizational and planning skills so that workflow is managed efficiently and accurately; must be able to set priorities, take initiative and exercise sound independent judgment.
- Must be a strong and open-minded manager of people; capable of motivating and energizing staff.
- Ability to work independently without extensive direction or oversight.
- Ability to prepare clear, accurate and concise records and reports.
- Must be comfortable working under pressure and tight deadlines.
- Ability to handle frequent interruptions, and to prioritize tasks to complete multiple assignments with competing deadlines.
- Must have strong technical knowledge, business writing and presentation skills.
- Must be capable of effectively managing numerous diverse projects and priorities simultaneously.
- Ability to work independently without extensive direction or oversight.
- Must have valid California driver's license to perform work-related duties, including driving to meetings and work-related events.
- Must be able to obtain and maintain a Transportation Worker Identification Credential (TWIC) during the course of employment.

### MANAGEMENT STYLE

Desirable candidates must have demonstrated leadership skills that include maturity, vision, and an ability to articulate the organization's vision and mission to others. S/he will have the ability to establish, build and maintain effective communication and working relationships with all levels of employees, including top, middle and supervisory levels of management as well as external contacts. S/he must be able to handle confidential department or employee information with complete discretion; and use tact and diplomacy in dealing with sensitive and confidential situations. Superior interpersonal skills are highly desirable.

**PORT OF LONG BEACH**  
**DIRECTOR OF MAINTENANCE**

**COMPENSATION & BENEFITS**

The Port of Long Beach has established an annual salary range between \$148,000 and \$160,000. An attractive package of executive level benefits is also included with the opportunity of working in one of the most diverse and dynamic areas of the United States. The Port's generous benefits package includes:

- Auto allowance - \$450 per month
- Deferred Compensation – several plans available
- Retirement – CalPERS 2% @ 62, coordinated with social security (with a 6.5% payroll contribution)
- Group Health Insurance – medical (an HMO and a PPO) and dental options (two plans to choose from) available for employee and dependents
- Life Insurance – City-paid life insurance policy of \$20,000 plus executive insurance benefit equal to three times annual salary up to a maximum of \$500,000
- Disability Insurance – City-paid short and long-term disability insurance
- Vacation – 12 days after one year of service; maximum of 20 days after 19.5 years of service
- Sick Leave – 12 days per year
- Executive leave – 5 days per year
- Holidays – 9 designated holidays per calendar year, plus 4 personal holidays
- Bereavement Leave – 3 days for death or critical illness of immediate family member plus three days of accrued sick leave
- Annual Physical – provided by the City.

**FOR CONSIDERATION:**

Submit resume (email preferred) to:  
[polb@averyjames.com](mailto:polb@averyjames.com)

Avery James Inc.  
6601 Center Drive West, Suite 500  
Los Angeles, CA 90045  
O: 310-342-8224  
F: 310-348-8150



Port of  
**LONG BEACH**  
The Green Port

Equal Opportunity/ADA Employer

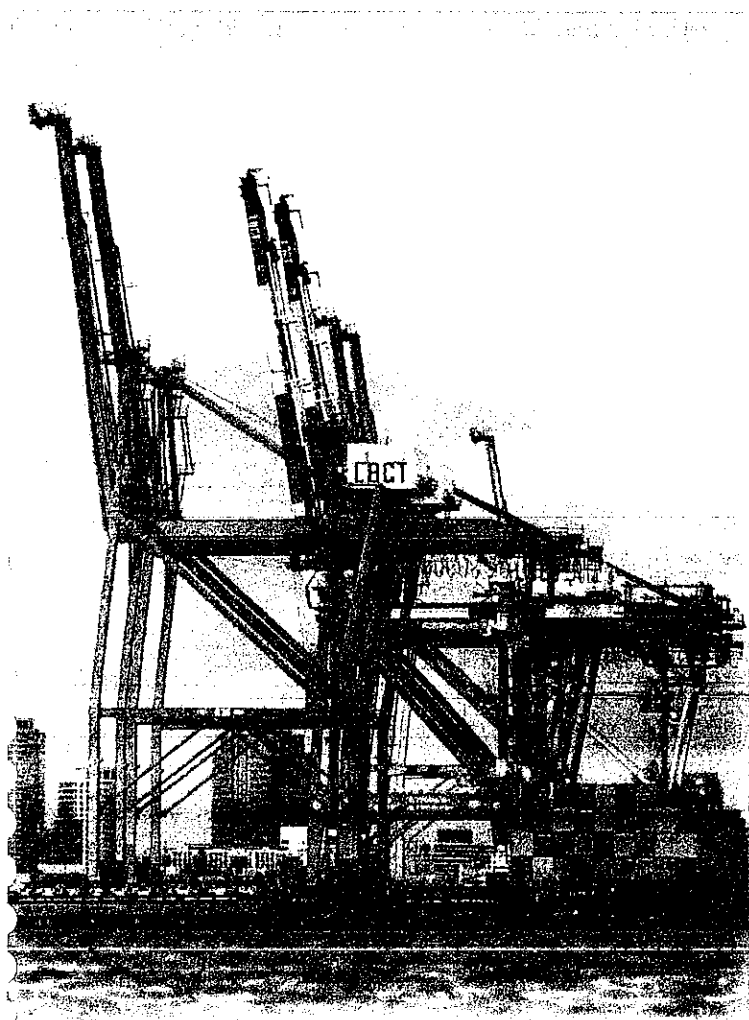
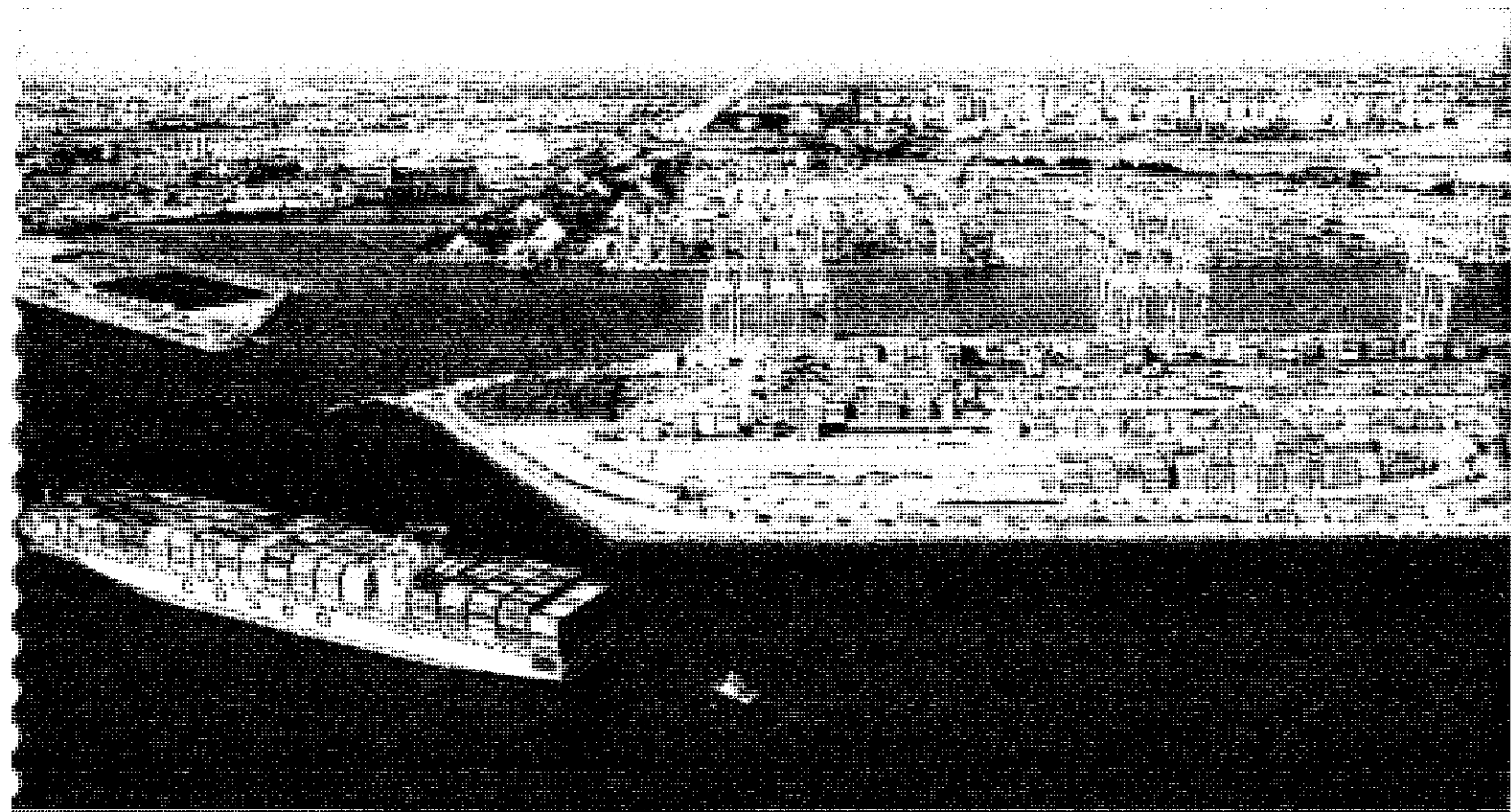
**ATTACHMENT 5**  
**CLIENT REFERENCE AND CONTRACTOR HISTORY FORM**

The proposer must provide a minimum of three (3), and a maximum of five (5), client references for recent services that it has performed that are similar in size, scope, and type to the services requested under this RFP. (See Section III of the RFP.) These references may be contacted by the Department Evaluation Team during their evaluation of a proposal to verify information provided by the proposer on this form as further specified in Section VIII.C of this RFP.

Proposer/Firm Name: Avery James Inc.
Subcontractor that provided any services:
Client Company/Organization Name: Port of Long Beach
Contact with personal knowledge of the project: Margaret Huebner, Human Resources Director
Mailing Address: 4801 Airport Plaza Drive Long Beach, CA 90815
Telephone: 562-283-7501
Fax:
E-mail: margaret.huebner@polb.com
Project Name and Brief Description: Executive Recruitment - Harbor Marine Manager
Proposer's or Subcontractor's involvement: Project Manager & Consultant
Start Date (mm/dd/yyyy): 6/16/14
End Date (mm/dd/yyyy): 9/25/14
Project Dollar Amount: \$25,266
Describe experience for this project. The description of the project must be detailed and comprehensive enough to permit the Department to assess the similarity of the project to the work anticipated in the award of the contract resulting from this RFP.  Please see attached Position Description. High value, high-target candidate.

# PORT OF LONG BEACH

Harbor Marine Manager



AVERY  
INC.  
JAMES

RETAINED EXECUTIVE SEARCH

# PORT OF LONG BEACH

Harbor Marine Manager

## THE CITY

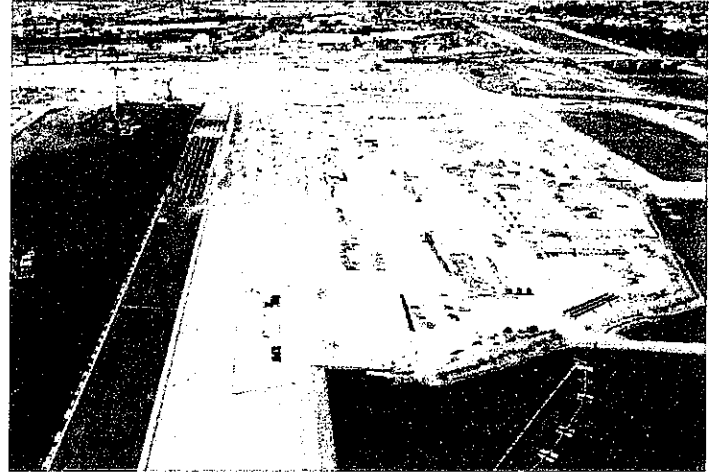
Majestically located on the Pacific Ocean between Los Angeles and Orange County, the City of Long Beach, California (population 461,564) is frequently described as a series of strong, diverse interwoven smaller communities within a large city.

Enjoying an ideal Southern California climate, Long Beach is home to an abundance of cultural and recreational options. The Long Beach Convention Center, Aquarium of the Pacific, Queen Mary, the annual Toyota Grand Prix of Long Beach plus a wide variety of other attractions serve to draw 5.5 million visitors a year. The City is also home to Long Beach City College and California State University, Long Beach, which was ranked the No. 3 best-value public college in the nation.

While offering all the amenities of a large metropolis, many say the City has the added benefit of having maintained a strong sense of community and cohesiveness despite its growth. As the sixth-largest city in California, Long Beach has been referred to as the "most diverse city" in the country by USA Today. A superb climate, quality schools, a vibrant downtown and a wide variety of neighborhoods help make Long Beach one of the most livable communities in the country.

In addition to the Port, the City also has its own full-service commercial airport which has become a favored travel-friendly alternative to other Southern California airports by offering preferred flight schedules, carriers, and overall accessibility. Los Angeles' rail transit system, the Metro Blue Line, has numerous stops within Long Beach and throughout the region.

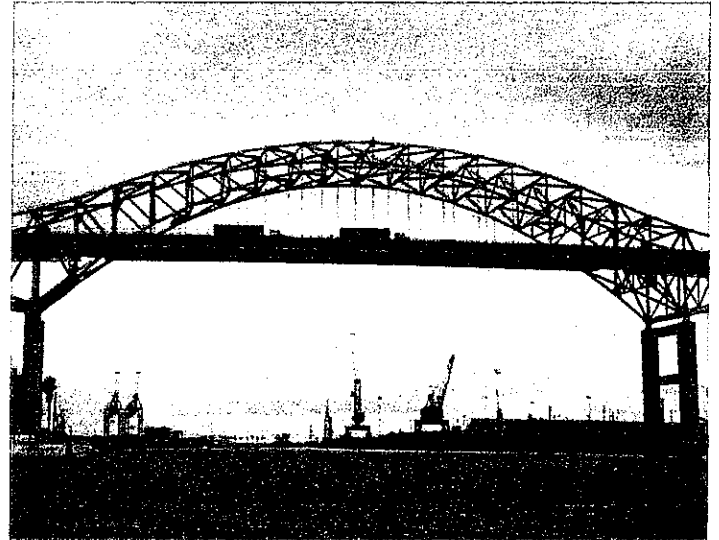
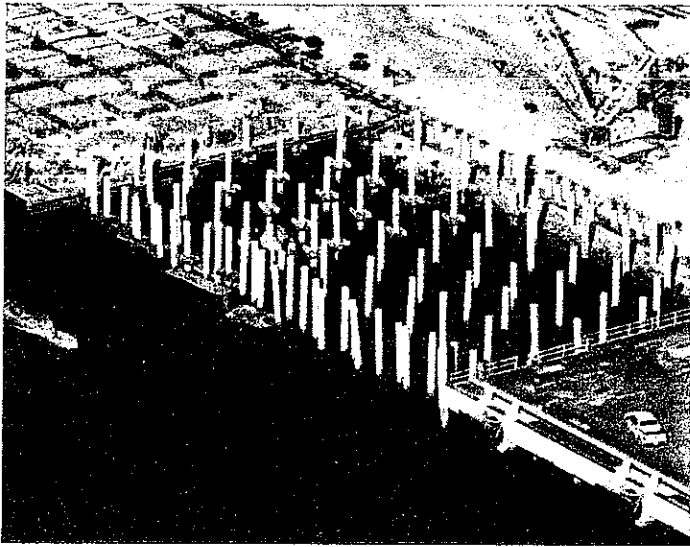
## THE PORT



The Port of Long Beach is one of the world's premier seaports, and the second-busiest in the United States. Founded in 1911, the Port has grown from 800 acres of mudflats at the mouth of the Los Angeles River to its current configuration of more than 7,600 acres of wharves, state-of-the-art cargo terminals, roadways, rail yards and shipping channels. Today, the Port of Long Beach is one of the world's premier seaports, and the second-busiest in the United States. With its exemplary Green Port Policy to minimize or eliminate negative environmental impacts, The Port of Long Beach serves as a catalyst for innovative environmental programs and a model for ports around the world. Its bold initiatives and global economic impact make the Port a valued community partner.

# PORT OF LONG BEACH

## Harbor Marine Manager



### THE MAINTENANCE DIVISION

The Maintenance Division is located within the Engineering Bureau. The Bureau consists of three directorates: Program Delivery, Alternate Project Delivery and Engineering Design and Maintenance. The Maintenance Division is in the Engineering Design and Maintenance Directorate. The Maintenance Division is responsible for providing all maintenance services for the Port, such as infrastructure, facilities, potable water systems, sanitary/storm water, electrical operations, HVAC. Paint/carpentry services, custodial services, harbor marine facilities, plant and equipment and fleet operation. The division is also responsible for developing and managing the maintenance asset inventory, implementing standards for maintenance projects and overseeing the management of Maintenance professional service contracts. With an annual operating budget of \$14.8 million and a staff comprised of professional, labor and administrative positions, the Maintenance Division plays a key role in providing technical expertise on maintenance related issues throughout the project lifecycle.

### REPORTING STRUCTURE

The Harbor Marine Manager will report to the Director of Maintenance and directly manage the following:

- Supervisor, Commercial Diving
- Civil Engineering Associate
- Six (6) Commercial Divers

### POSITION SUMMARY

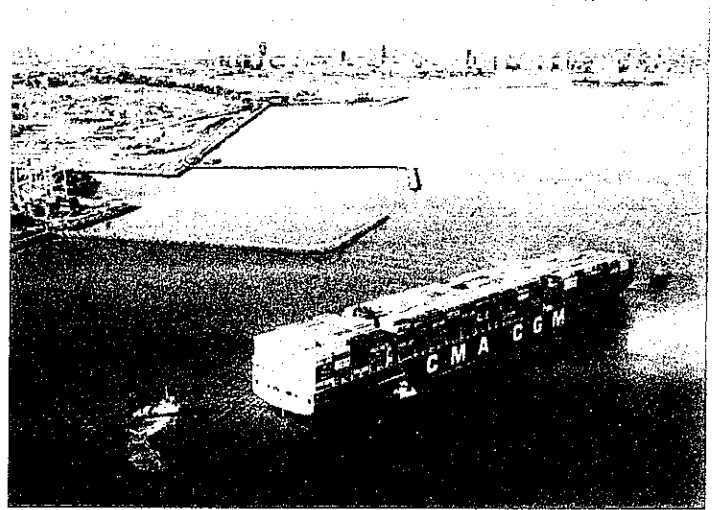
Under limited supervision, the Harbor Marine Manager maintains all Port of Long Beach (POLB) marine vessel assets; in particular two new state-of-the-art fireboats, and supervision of the Port's commercial dive team.

# PORT OF LONG BEACH

## Harbor Marine Manager

### POSITION PROFILE

- Provides direct and indirect supervision of staff in performing their daily responsibilities; interviews and recommends employees for hire; trains, coaches and mentors staff; evaluates employee performance, prepares annual performance reviews and provides coaching for performance improvement; takes disciplinary action to address performance or other deficiencies.
- Provides direction and management of the commercial dive team, and coordinates repair and maintenance activities with Engineering Design that require dive team task orders.
- Administers maintenance and repair of Port fireboats and other marine vessel assets.
- Develops, implements and maintains a precise and recordable Predictable Maintenance (PM) process.
- Maintains inventory of spare parts, extra fuel and oil.
- Determines the volume of oil, fuel and lube required for each voyage and ensures that substantial quantities of each are on board.
- Establishes maintenance budgets and monitors expenditures.
- Prepares service schedules and contracts.
- Develops specifications and vendor bid packages.
- Evaluates vendor bids.
- Coordinates vessel repairs.
- Conducts regular routine on board inspections to ensure vessels are properly maintained.
- Investigates failures, defects and accidents and recommends preventive measures.



### EDUCATIONAL REQUIREMENTS

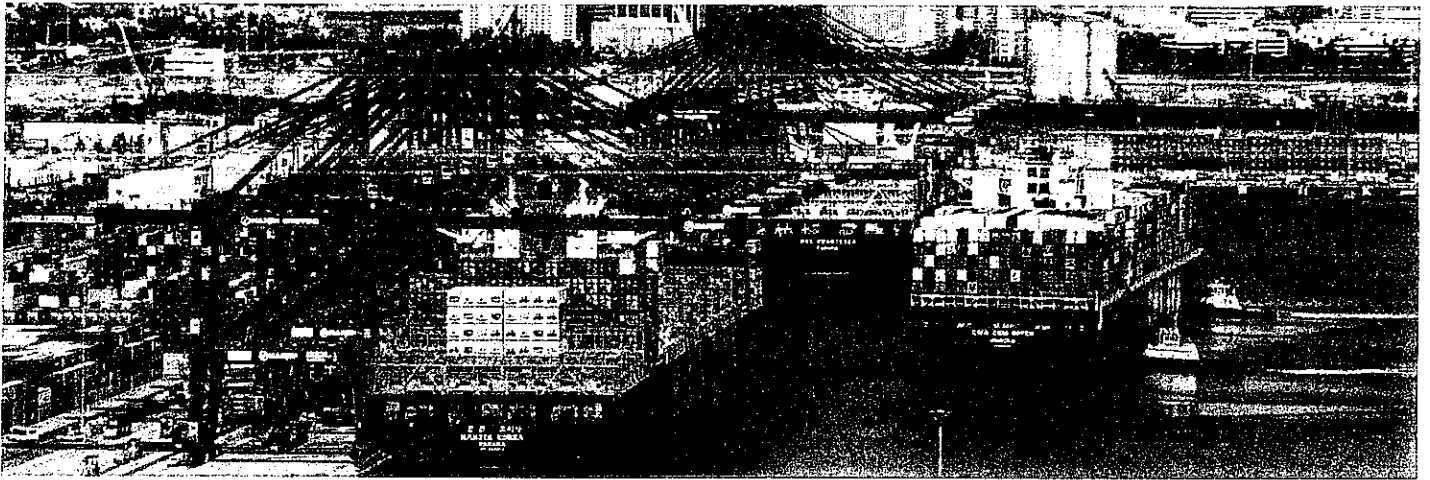
- Bachelor's Degree from a Maritime Academy, or equivalent, required.
- USCG issued certificate as prescribed by 46 CFR, Part 11, Sub-Part E desirable.
- Class 1 Certificate of Competency desirable.

### EXPERIENCE REQUIREMENTS

- Minimum of five years vessel maintenance experience.
- Approximately five to seven years of supervisory/management experience is preferred.
- Minimum three years project management/contracting experience.
- Ability to initiate timely and proper action.

# PORT OF LONG BEACH

## Harbor Marine Manager



### CORE COMPETENCIES

- Requires a broad working knowledge of management principles, organizational and management practices and methods, including goal setting and policy and procedure development and implementation, is required. Knowledge of federal, state and local laws, codes and regulations and Port policies and practices pertinent to areas of responsibility is required. Broad knowledge of the principles, practices and techniques of effective employee supervision, including instructing, training, planning, delegating, motivating and evaluating of work/performance is required. Knowledge of mechanical, electrical, and marine engineering, Knowledge of maritime, maintenance, environmental and government terminology required.
- Knowledge of maritime regulations, marine equipment and boat operations. Knowledge of underwater repair and maintenance activities for a commercial harbor environment. Knowledge of electromechanical devices,
- Knowledge of project management methods and practices for planning, budgeting, scheduling, monitoring performance and evaluating results is required.
- Knowledge of the principles and practices of contract administration is required.
- Knowledge of information technology and computer capabilities applicable to functional responsibilities is required.
- Knowledge of negotiation principles required.
- Knowledge of administrative practices and policies related to budget, personnel and cost control is required.



# PORT OF LONG BEACH

## Harbor Marine Manager

### TECHNICAL SKILLS

- Ability to prepare contracts for maintenance and repair of marine vessels and specialty equipment.
- Ability to understand, interpret, apply and explain applicable laws, regulations and codes required.
- Ability to direct the preparation of and review engineering information schematics, plans, specifications and legal contracts required.
- Ability to prepare clear and concise reports, drawings, notes, correspondence and other written materials and to review, revise and edit materials required.
- Ability to ensure contractor compliance with plans, specifications and other requirements required.
- Ability to perform technical research and analyze problems, evaluating alternatives and recommending or adopting effective courses of action required.
- Ability to efficiently conduct field and office research and investigations required.
- Ability to monitor, review and evaluate the work of professional consultants, contractors and designated staff required.
- Ability to operate a personal computer using standard or customized software applications appropriate to assigned tasks required.
- Must be able to have a high-level of proficiency in MS Office, including Word and Excel, Outlook, MS Project and other related applications.
- Must have excellent analytical, mathematical and computational skills and be detail oriented. Must have high-level organizational and planning skills so that workflow is managed efficiently and accurately; must be able to set priorities, take initiative and exercise sound independent judgment.
- Must have a valid California Driver's License to perform work-related duties, including driving to meetings and work related events.

- Must be able to obtain and maintain a Transportation Worker Identification Credential (TWIC) during course of employment.
- Diving qualifications pursuant to commercial diving equivalents helpful.

### WORK ENVIRONMENT

- Position involves a combination of office and non-office work environments:
- Office environment: Work is performed in a non-smoking, office environment with minimal noise where basic safety precautions are required. Frequent exposure to computer monitors and office equipment is necessary.
- Physical: Work involves frequent sitting, requiring little physical exertion other than walking and standing.
- Non-Office Environment: Work may be performed outdoors where exposure to sun, wind, rain, water, heat, dust and dirt is commonplace. May include exposure to chemicals, fumes, loud noises and odors, which could be from sewage or oil operations. May be subject to high decibel noise levels caused by construction, crane operation or rail traffic, among other things. Safety equipment/PPE must be worn as required, such as hard hats, hearing protection, safety goggles/glasses, gloves, steel-toed boots, reflective safety vests, Nomex coveralls or personal flotation devices.
- Physical: Work involves frequent walking, standing, stooping, kneeling, stretching and twisting and may involve lifting up to 50 pounds. May climb stairs or ladders.

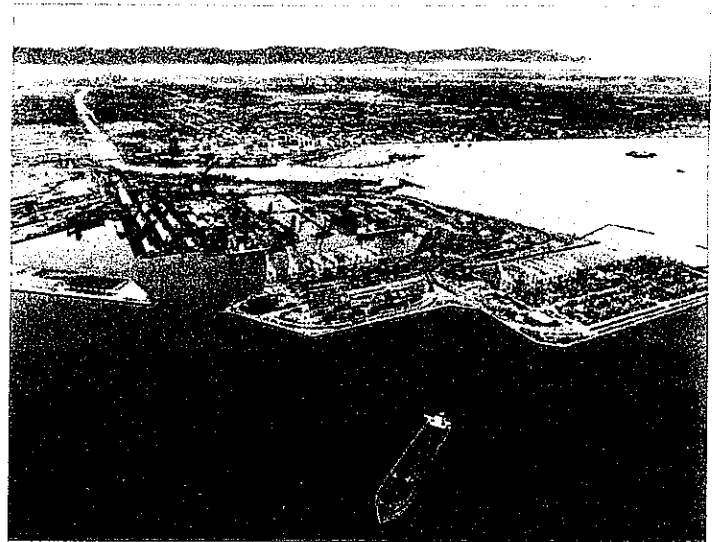
# PORT OF LONG BEACH

## Harbor Marine Manager

### COMPENSATION & BENEFITS

The Port of Long Beach has established an annual salary range between \$120,000 and \$130,000. An attractive package of executive-level benefits is included with the opportunity of working in one of the most diverse and dynamic areas of the United States. The Port's generous benefit package includes:

- Auto allowance - \$350 per month
- Deferred Compensation - several plans available
- Retirement - CalPERS 2% @ 62, coordinated with social security (with a 6.5% payroll contribution)
- Group Health Insurance - medical (an HMO and a PPO) and dental options (two plans to choose from) available for employee and dependents
- Life Insurance - City--paid life insurance policy of \$20,000 plus executive insurance benefit equal to three times annual salary up to a maximum of \$500,000
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- Sick Leave - 12 days per year
- Executive leave - 5 days per year
- Holidays - 9 designated holidays per calendar year, plus 4 personal holidays
- Bereavement Leave - 3 days for death or critical illness of immediate family member plus three days of accrued sick leave
- Annual Physical - provided by the City.



#### FOR CONSIDERATION:

Submit resume (email preferred) to:  
[polb@averyjames.com](mailto:polb@averyjames.com)

#### Avery James Inc.

6601 Center Drive West, Suite 500  
Los Angeles, CA 90045

O: 310-342-8224

F: 310-348-8150

**Application Deadline: July 25, 2014**



Equal Opportunity/ADA Employer

**ATTACHMENT 8**  
**DARFUR CONTRACTING ACT FORM**

Pursuant to Public Contract Code section 10478, if a bidder or proposer currently or within the previous three years has had business activities or other operations outside of the United States, it must certify that it is not a "scrutinized" company as defined in Public Contract Code section 10476.

Therefore, to be eligible to submit a bid or proposal, please insert your company name and Federal ID Number and complete only one of the following three paragraphs (via initials for Paragraph # 1 or Paragraph # 2, or via initials and certification for Paragraph # 3):

Company/Vendor Name (Printed) Avery James Inc.	Federal ID Number 95-4670536
Printed Name and Title of Person Initialing (for Options 1 or 2)  Michele James, President	

1. My  
Initials We do not currently have, and have not had within the previous three years, business activities or other operations outside of the United States.
- OR**
2. \_\_\_\_\_  
Initials We are a scrutinized company as defined in Public Contract Code section 10476, but we have received written permission from the Department of General Services (DGS) to submit a bid or proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with our bid or proposal.
- OR**
3. \_\_\_\_\_  
Initials  
+ certification below We currently have, or we have had within the previous three years, business activities or other operations outside of the United States, but we certify below that we are not a scrutinized company as defined in Public Contract Code section 10476.

**CERTIFICATION For # 3.**

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective proposer/bidder to the clause listed above in # 3. This certification is made under the laws of the State of California.

By (Authorized Signature) <u>Michele James</u>	
Printed Name and Title of Person Signing MICHELE JAMES	
Date Executed 6/21/16	Executed in the County and State of LOS ANGELES CA

### BIDDER DECLARATION

**1. Prime bidder information (Review attached Bidder Declaration Instructions prior to completion of this form):**

- a. Identify current California certification(s) (MB, SB, NVSA, DVBE): SB or None ☐ (If "None," go to Item #2)
- b. Will subcontractors be used for this contract? Yes ☐ No ☐ (If yes, indicate the distinct element of work your firm will perform in this contract e.g., list the proposed products produced by your firm, state if your firm owns the transportation vehicles that will deliver the products to the State, identify which solicited services your firm will perform, etc.). Use additional sheets, as necessary.

- c. If you are a California certified DVBE: (1) Are you a broker or agent? Yes ☐ No ☒ (2) If the contract includes equipment rental, does your company own at least 51% of the equipment provided in this contract (quantity and value)? Yes ☐ No ☐ N/A ☐

**2. If no subcontractors will be used, skip to certification below. Otherwise, list all subcontractors for this contract. (Attach additional pages if necessary):**

Subcontractor Name, Contact Person, Phone Number & Fax Number	Subcontractor Address & Email Address	CA Certification (MB, SB, NVSA, DVBE or None)	Work performed or goods provided for this contract	Corresponding % of bid price	Good Standing?	51% Rental?
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>

**CERTIFICATION:** By signing the bid response, I certify under penalty of perjury that the information provided is true and correct.



# Metro

Los Angeles County  
Metropolitan Transportation Authority

One Gateway Plaza  
Los Angeles, CA 90012-2952

213.922.2000 Tel  
metro.net

March 23, 2012

**Metro File # 5851**

Michele James  
**Avery James, Inc.**  
6601 Center Drive West #500  
Los Angeles, CA 90045

**Re: Small Business Enterprise Certification**

Dear Ms. James:

We are pleased to advise you that after careful review of your application and supporting documentation, the Los Angeles County Metropolitan Transportation Authority (Metro) has determined that your firm meets the eligibility standards to be certified as a Small Business Enterprise (SBE) as required under the Metro SBE Program. Your firm will be listed in the Metro SBE database of certified SBEs under the following specific areas of expertise:

<u>NAICS (2007)</u>	<u>Description</u>	<u>Size Standard</u>
541612	Human Resources Consulting Services	\$14 million
541611	Administrative Management & General Management Consulting Services	\$14 million
611710	Educational Support Services	\$7 million


Your SBE certification is good for five years from the date of this letter and applies only for the above NAICS 2007 codes. Requests for additional or revised NAICS 2007 codes must be made in writing to Metro. After the five-year certification period, your entire file will be reviewed in order to ascertain continued SBE certification status. You will be notified of the pending SBE status review and any documentation updates necessary prior to the expiration date.

Should any changes occur that could affect your certification status, such as changes in your firm's name, business/ mailing address, ownership, management or control, or failure to meet the applicable business size standards or personal net worth standard, please notify Metro immediately. SBE certification is subject to review at any time.

Metro reserves the right to withdraw this certification if at any time it is determined that certification was knowingly obtained by false, misleading, or incorrect information. Metro also reserves the right to request additional information and/or conduct on-site visits at any time during the certification period. The firm thereby consents to the examination of its books, records, and documents by the Metro.

Congratulations, and thank you for your interest in Metro's SBE Program. I wish you every business success and should you have any questions, please contact us at 213-922-2600. For information on Metro contracting opportunities, please visit our website at www.metro.net.

Sincerely,

  
Shirley Wong  
Certification Representative  
Diversity & Economic Opportunity Department

**Business Entities (BE)**

Online Services

- [E-File Statements of Information for Corporations](#)
- [Business Search](#)
- [Processing Times](#)
- [Disclosure Search](#)

Main Page

Service Options

[Name Availability](#)

[Forms, Samples & Fees](#)

[Statements of Information](#)  
(annual/biennial reports)

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(certificates, copies & status reports)

[Service of Process](#)

[FAQs](#)

[Contact Information](#)

Resources

- [Business Resources](#)
- [Tax Information](#)
- [Starting A Business](#)

Customer Alerts

- [Business Identity Theft](#)
- [Misleading Business Solicitations](#)

## Business Search - Results

Data is updated to the California Business Search on Wednesday and Saturday mornings. Results reflect work processed through Friday, June 17, 2016. Please refer to [Processing Times](#) for the received dates of filings currently being processed. The data provided is not a complete or certified record of an entity.

- *Select an entity name below to view additional information.* Results are listed alphabetically in ascending order by entity name.
- For information on checking or reserving a name, refer to [Name Availability](#).
- For information on ordering certificates, copies of documents and/or status reports or to request a more extensive search, refer to [Information Requests](#).
- For help with searching an entity name, refer to [Search Tips](#).
- For descriptions of the various fields and status types, refer to [Field Descriptions and Status Definitions](#).

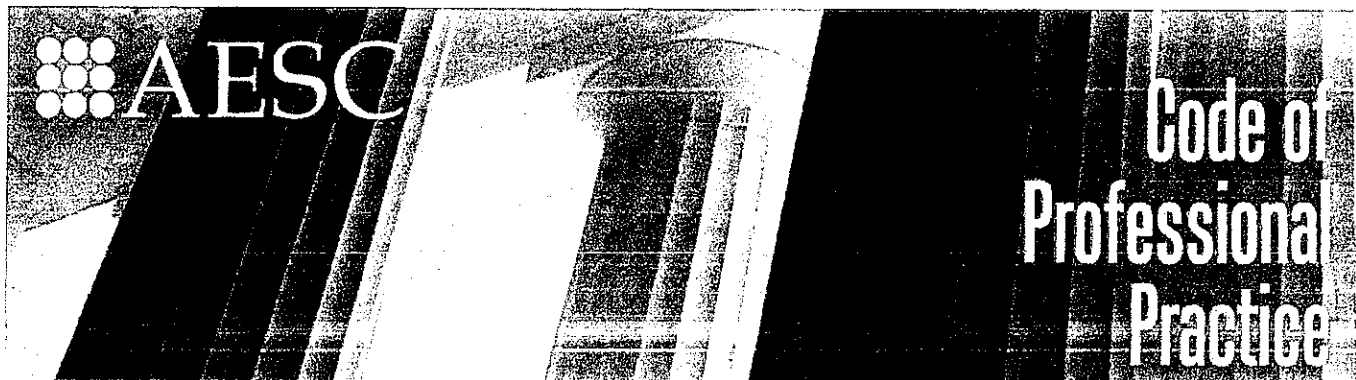
Results of search for " C2025705 " returned 1 entity record.

Entity Number	Date Filed	Status	Entity Name	Agent for Service of Process
C2025705	01/27/1998	ACTIVE	<a href="#">AVERY JAMES, INC.</a>	MICHELE JAMES

[Modify Search](#)   [New Search](#)

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Members of the Association of Executive Search and Leadership Consultants are committed to the highest professional practices, acting in the best interests of their clients, candidates, the community-at-large, and our profession.

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### Integrity

AESC members conduct themselves and their business activities with absolute integrity and are at all times open, honest, and worthy of trust.

### Excellence

AESC members focus on their clients' unique business needs, providing high quality service and using rigorous results-focused methodologies.

### Objectivity

AESC members serve as trusted advisors, exercising independent, objective judgment.

### Diversity & Inclusion

AESC members value diverse leadership. They identify the most qualified talent by searching and assessing without bias.

### Confidentiality

AESC members always respect any confidential information entrusted to them by clients and candidates.

### Avoiding Conflicts of Interest

AESC members avoid conflicts of interest with clients and candidates. Where a potential conflict may exist, members disclose and resolve those conflicts.

# AESC Standards of Excellence

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The members of the Association of Executive Search and Leadership Consultants (AESC) are committed to the highest professional practices. As the voice of excellence for the profession, the AESC has developed the following *Standards of Excellence* in alignment with our *Code of Professional Practice* to ensure that our members meet the highest professional standards and to provide assurance to clients of the value of selecting an AESC member.

Our Code of Professional Practice and our Standards of Excellence apply equally to executive search and leadership consulting. Where standards specifically address executive search, that is indicated. Otherwise, these standards govern all consulting work conducted by our members as they strive, every day, to be trusted advisors for their clients.

## INTEGRITY

AESC members conduct themselves and their business activities with absolute integrity and are at all times open, honest, and worthy of trust.

AESC members are partners with their clients in a consultative process aimed at identifying, assessing, selecting and developing business leaders. Success in these partnerships depends upon a strong, mutual commitment as well as mutual trust, candor and responsiveness by each party—consultant, client, candidate or other interested parties. AESC members deliver consulting services with honesty and diligence, striving always to meet the highest quality professional standards.

- AESC members develop a collaborative relationship with the client, ensuring clarity around the nature of the assignment and all expectations and obligations. They communicate openly and frequently throughout the assignment. At the outset, clients and consultants will agree, in writing, to the precise terms of the engagement in terms of consulting fees and payment timing, scope of work, confidentiality, any conflicts of interest, and clarity around roles and responsibilities.
  - For executive search assignments, there should be mutual agreement on key provisions such as the following:
    - Presenting a candidate to more than one client simultaneously.
    - Approaching a successful candidate for future opportunities elsewhere.
    - Off Limits terms and time frames.
    - Responsibility for background checks.
    - Provision for replacing a successful candidate who leaves within a specified time frame and clarity on any related consulting fees or expenses.
  - For executive search assignments, our members are committed to treating each and every candidate with respect. This includes keeping them informed of their status and disposition in a timely manner. When candidates agree to participate in a psychometric assessment process, it should be made clear how the results will be shared with the client and with the candidate.



- AESC members accept their responsibility to constantly evaluate and disclose issues that emerge over the course of an assignment. Unforeseen conflicts or conflicts that evolve over the course of the assignment are immediately disclosed and resolved. Members encourage all parties to be completely forthcoming.
- Integrity is the single most important tenet of the AESC Code and the guiding principle in the AESC Standards. An AESC member will not compromise its integrity at any time or for any reason. Our commitment to integrity is absolute.

## EXCELLENCE

**AESC members focus on their clients' unique business needs, providing high quality service and using rigorous results-focused methodologies.**

AESC members operate at the highest level of the profession, and as such commit to bringing a deep understanding of a client's business and a robust set of methodologies to each assignment. Outstanding client service begins with a full understanding of the client organization, its business needs and its culture.

- AESC members strive to achieve a full understanding of client's business and industry, challenges and opportunities, and economic and cultural environment. The work required to meet this standard is often above and beyond the scope of a contract, but is an essential differentiator for AESC members.
  - For executive search assignments, AESC members partner with clients to develop and execute a comprehensive needs-assessment, position description, and search strategy including which industries and companies to target, cultural and diversity considerations, skills and experience, thought and managerial leadership, and any other parameters that will help ensure the successful candidate's ability to succeed in the position.
- "Excellence" demands that AESC members are thorough, diligent, operate exclusively in the context of a formal client relationship, and hold all people in their firm and any relevant vendors to the AESC Code of Professional Practice and Standards of Excellence.

## OBJECTIVITY

**AESC members serve as trusted advisors, exercising independent, objective judgment.**

Members serve their clients with integrity and objectivity, making every effort to conduct consulting activities on the basis of impartial consideration of relevant facts.

- AESC members uphold impartiality in their clients' workplaces. In each phase of any assignment, AESC members remain aware of and resist unconscious bias. The ethical principles of fairness affect every aspect of our consulting work whether searching for, assessing or developing business leaders and teams.

- While conducting executive search assignments, members exercise independent judgment in identifying and evaluating the field of candidates, and communicate openly when clients should consider modifying their specifications or approach. Each candidate should be thoroughly vetted using a process that is agreed upon, in advance, between the consultant and the client. Candidate assessment will be undertaken with professionalism and impartiality.

## **DIVERSITY & INCLUSION**

**AESC members value diverse leadership. They identify the most qualified talent by searching and assessing without bias.**

While this tenet speaks directly to executive search, our members apply this value to all their consulting work. As trusted advisors, AESC members provide clients with their best, most informed counsel. That includes the business case for diversity, and the urgency with which leading companies must compete for and leverage diverse executives. AESC members strive to capture the competitive advantage of diversity and inclusion for their clients.

- Members provide leadership to clients to capture the advantages that diversity and inclusion provide. They understand the importance of aligning a client's diversity goals with their business objectives, customer profile, and talent strategies.
- AESC members understand and help their clients achieve their gender balance and diversity goals, whether through succession planning, executive search, or board and leadership effectiveness consulting. While members believe in the business case for diversity, they are also mindful of legal and regulatory requirements. With direct support from AESC, our members stay abreast of trends in their clients' geographies and markets in order to help their clients remain compliant.
- As the competition for leadership talent is always present, successful organizations must also attract and retain top candidates. AESC members assist clients in the successful onboarding, integration and development of talent, and help clients identify and build a culture of inclusion.
- Members commit to and provide to clients the AESC's best practices in supporting diversity, and ensure that those best practices are well documented and shared internally.

## **CONFIDENTIALITY**

**AESC members always respect any confidential information entrusted to them by clients and candidates.**

Client relationships are built upon a foundation of trust. AESC members always use their best efforts to protect confidential information concerning both clients and candidates.

- Members are accountable for every piece of information entrusted to them, and understand that the irresponsible release of information can have unforeseen and potentially catastrophic repercussions. Therefore, members keep all client and candidate information on a strictly need-to-know basis.

- For executive search assignments, members understand that information-sharing between clients and candidates is a necessary part of the executive search process. Members use such information with the consent of either the client or candidate, as needed, and only in the context of a client relationship. Client or candidate information is never shared beyond the scope of the assignment, and never used for a consultant's own or other parties' personal gain.
- Members freely exercise their obligation to refuse to share information demanded of them by any client or candidate if, in the member's judgment, the information is not material to the assignment or if consent to share has not been granted.
- Data integrity and cyber security are growing concerns for clients, candidates, and executive search firms. AESC members are fully aware of their obligation to protect their databases, avoid cyber risk, and maintain the integrity of the sensitive data they may be receiving or collecting from both clients and executive candidates.

### AVOIDING CONFLICTS OF INTEREST

AESC members avoid conflicts of interest with clients and candidates. Where a potential conflict may exist, members disclose and resolve those conflicts.

AESC members have an ethical obligation to avoid conflicts of interest with their clients, and do so through disclosure, resolution or waiver, and withdrawal.

- Members perform a rigorous conflicts check before partnering with a client for a particular assignment, and refuse an assignment where conflicts exist. AESC members are also experienced at setting parameters and building fire-walls to protect clients and themselves from potential conflicts of interest, and they do so through full disclosure.
- Members never accept gifts of a material nature which could influence their impartiality.
- At times, a conflict or the appearance of a conflict may evolve over the course of an assignment that may undermine a member's ability to perform. In these instances members immediately disclose the circumstances and seek to resolve the issue. Where resolution or waiver is not possible, members withdraw from the assignment rather than compromise their integrity.

### CONCLUSION

The Association of Executive Search and Leadership Consultants sets a high bar for ethical standards and professional conduct. Members *choose* to exceed both industry norms and client expectations, because the imprimatur of the AESC demands that members are the most ethical, rigorous, and transparent firms in the profession.

Clarified Cost Proposal Sheet, received 6/27/2016

### ATTACHMENT 3 COST PROPOSAL SHEET

As prescribed in Section VI.E of the Request for Proposal, all proposers are required to complete and return this attachment to satisfy the Cost Proposal component of the proposer's proposal. All information must be provided in the prescribed format. Responses that deviate materially from the prescribed format may lead to the rejection of the Cost Proposal, and ultimately the entire proposal. The rates specified herein must include **all** direct and indirect expenses, including but not limited to staff time and out of pocket expenses that also take into account all travel and administrative costs.

Direct Labor			
Name and Title	Hours	Rate per Hour	Total
Michele James	140	125.00	\$ 17,500
			\$
Bill James	50	90.00	\$ 4,500
			\$
Subtotal Direct Labor			\$ 22,000

Subcontractor Costs	
Itemize Subcontractor Costs	\$
	\$
Subtotal Subcontractor Costs	\$ 0

Indirect Costs (Overhead and Fringe Benefits)		
	Rate	Total
Overhead Rate		\$
Fringe Benefits		\$
Other (Include itemized list)		
Subtotal Indirect Costs		\$ 0

Direct Costs	
Travel In State 4-5 trips to Commission Meetings	\$ 3,200
Travel Out of State	\$
Other (Include itemized list) See list on Page 2 Of 2	\$ 2,000
Subtotal Direct Costs	\$ 5,200

Total Cost Proposal	\$ 27,200
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### ATTACHMENT 3

#### Direct Costs - Other (Itemized)

- |                                     |         |
|-------------------------------------|---------|
| • Printing & Binding                | \$ 650  |
| • Graphic Arts                      | \$ 150  |
| • Brochure & Trade Journal Postings | \$1,200 |

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Total Other Direct Costs	\$2,000
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