

CALIFORNIA COASTAL COMMISSION

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W6.5

MEMO

DATE: August 9, 2016

TO: Coastal Commission and Interested Person

FROM: Susan Hansch, Chief Deputy Director
Melanie Wong, Chief Human Resources

SUBJECT: **Status Report on Executive Director Search Process
Item 6.5, Wednesday, August 10, 2016**

At the [Commission's July 2016 meeting](#), the Commission authorized the Chief Deputy Director to enter into a contract with CPS HR to carry-out Executive Director search services. That contract will start August 22, 2016.

Pam Derby, the Senior Recruiter heading up the CPS HR contract will be attending the August 10th Coastal Commission hearing to meet the Commission and to generally describe the launch of the contract. Ms. Derby will be setting up individual interviews with Commissioners that will occur after August 22. Ms. Derby will also go over the schedule for the Executive Director search and describe some possible options that could shorten the schedule.

To keep the Commission and the public up-to-date, there will be a standing item on the Commission's monthly agenda as described in the August agenda under W6.5 "***STATUS REPORT ON EXECUTIVE DIRECTOR SEARCH PROCESS***".

Susan Hansch, Chief Deputy Director and Melanie Wong, Chief of Human Resources will be the Commission staff members working with CPS HR throughout the process and both are available for questions from the Commission and the public.

Background Staff Reports:

1. <http://documents.coastal.ca.gov/reports/2016/4/w6-4-2016.pdf>
2. <http://documents.coastal.ca.gov/reports/2016/5/f5-5-2016.pdf>
3. <http://documents.coastal.ca.gov/reports/2016/7/f5.5-7-2016.pdf>

Attachment:

1. CPS HR Personnel Team and Resumes and Project Timeline
(based on CPS HR RFP submitted proposal)

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 21st 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

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