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MEMORANDUM

TO: Commission Members
California Coastal Commission

cc: Susan Hansch
California Coastal Commission

FROM: Pam Derby
CPS Executive Search

DATE: September 2, 2016

SUBJECT: Executive Recruitment Materials

Please find attached draft recruitment brochure language and a draft outreach plan provided for comment by the Commission and public at next Friday's Commission meeting.

Not all Commissioners have had an opportunity to speak with me and these materials will not be finalized until those conversations are completed and adequate time is allowed for public comment. As noted in the outreach plan, we anticipate placing a survey monkey link online the week of September 12 in order to provide the Commission with that feedback prior to their October meeting. Our timeline provides for approval of the recruitment materials at that meeting.

Please do not hesitate to contact me with any questions at 916/471-3126.

CALIFORNIA COASTAL COMMISSION

EXECUTIVE DIRECTOR

DRAFT

UNIQUE OPPORTUNITY

The California Coastal Commission seeks a dynamic leader, confident in their ability to spearhead positive organizational and cultural change, to serve as the next Executive Director. This position demands a dedicated professional energized by hard-work and motivated by the complex and interesting challenges encountered in protecting California's treasured coast.

THE COMMISSION

The California Coastal Commission ("the Department") is charged with implementing the California Coastal Act of 1976 (<http://www.coastal.ca.gov/coastact.pdf>). The Coastal Act was enacted by the Legislature to continue carrying out the original mandate of Proposition 20, which was passed by the citizens of California in 1972. Proposition 20 created the Coastal Zone Conservation Commission, which both performed an interim regulatory function and created the Coastal Plan for consideration by the Legislature in the drafting of the Coastal Act.

The Coastal Act establishes strong resource protection and coastal development policies for California's coastal zone, which extends three miles seaward to the outer extent of State jurisdiction, and which on land can be as narrow as several blocks in certain urban areas and up to five miles inland in rural areas.

The Coastal Act establishes an independent Commission within the California Natural Resources Agency, with twelve voting Commissioners ("the Commission") appointed (four each) by the Governor, the Senate Committee on Rules, and the Speaker of the Assembly, and three ex-officio members representing State agencies (California Natural Resources Agency, Transportation and Housing Agency, and the State Lands Commission). The Commission is supported by and receives recommendations from professional civil service staff, including analysts, planners, lawyers, technical experts in the areas of biology, ecology, geology, and coastal engineering, and a small team of human resources and business service professionals. The Executive Director is directly appointed by the Commission.

The Department headquarters are located in San Francisco (North Central Coast) with district offices in Santa Cruz (Central Coast), Ventura (South Central Coast), Long Beach (South Coast), San Diego (San Diego Coast), Arcata (North Coast) and a small legislative office in Sacramento. The core program of the Department includes both planning and regulatory functions required by the Coastal Act. The Executive Director, along with a Chief Deputy Director, a Senior Deputy Director and a strong executive team of Deputy Directors, manages staff in the district

permitting units; Access Program; Administrative Services; Energy, Ocean Resources and Federal Consistency; Climate Change and Sea Level Rise unit; Federal Programs; Legal; Mapping; Oil Spill; Public Education; Statewide Enforcement; Statewide Planning; Technical Services; and Water Quality. Department staff work closely with local, state and federal governments and the public to ensure development and local planning within the Department's jurisdiction is consistent with the Coastal Act.

The Commission holds monthly public meetings of three to five days in length in different locations throughout coastal California. The Commission meetings provide an opportunity for the Commission to take public testimony and to make permit, planning, and other policy decisions. Prior to each meeting, Department staff collect and analyze information pertinent to meeting agenda items and prepares written staff reports with recommendations for Commission action.

THE POSITION

The Executive Director serves as the California Coastal Commission's chief executive officer and is appointed by and serves at the pleasure of the voting members of the Commission. The Executive Director has comprehensive executive responsibilities for management, statewide policy formulation and implementation, program development, and administration of all aspects of the Coastal Commission's work mandated by the Coastal Act. The Executive Director makes recommendations to the Commission regarding regulatory actions on permit applications, local coastal program submittals,

enforcement actions, and a broad range of other matters. The Executive Director oversees the implementation of the Commission's 2013 adopted Strategic Plan and (http://www.coastal.ca.gov/strategicplan/CC_C_Final_StrategicPlan_2013-2018.pdf) is responsible for the work of the Commission's approximately 167 authorized staff positions in 6 geographic districts located in 7 offices.

Responsibilities and duties of the Executive Director include:

- Attends and manages all monthly Coastal Commission meetings that occur three to five days each month at different locations throughout the state.
- Provides Coastal Commissioners with necessary support services, information, and assistance and the key information that the Commission needs to carry-out its independent responsibilities.
- Is responsible for overseeing the development and presentation of all recommendations for action by the Commission on all regulatory matters before the Commission, including coastal development permits and their amendments, all enforcement matters, and all federal actions subject to Commission review pursuant to the federal Coastal Zone Management Act.
- Oversees the formulation and implementation of statewide policies relative to the Commission's planning, educational, grant-making, water quality protection, and other tasks mandated or authorized by the California Coastal Act and applicable provisions of the federal Coastal Zone Management Act.

- Reviews and makes recommendations to the Commission for approval of local coastal programs, port master plans, long range development plans prepared by universities in the coastal zone and public works plans.
- Implements a regulatory program that includes direct review of coastal development permit applications, appeals of coastal permits acted upon by local government and port districts, and review of all federal actions.
- Initiates and recommends and implements regulatory enforcement actions such as the issuance of “cease and desist” and resource restoration orders and seeks judicial relief.
- Responsible for relationships with high level federal, state and local government officials, the media, and the public.
- Responsible for an extensive legislative program at the state and federal levels.
- Appears before and represents the Commission before legislative and congressional committees and participates as an official member and commission representative on various boards, interagency working groups, committees, task forces and other organizational entities at the state, federal and international level.

MISSION (call-out box)

Protecting & Enhancing California's Coast

The Commission is committed to protecting and enhancing California’s coast and ocean for present and future generations. It does so through careful planning and regulation of environmentally-sustainable development, rigorous use of science, strong public participation, education, and effective intergovernmental coordination.

THE IDEAL CANDIDATE

The next Executive Director will be a seasoned resources professional with inexhaustible energy and passion for the Coastal Commission’s work. The successful candidate will possess visionary strategic orientation and the ability to instill a culture of customer service within the organization. While technical expertise is important in order to establish credibility with staff and external stakeholders, the new executive will possess the emotional intelligence necessary to effectively lead and manage a diverse, high-performing staff and the political aptitude to anticipate issues of concern. Exceptional communication skills and a leadership presence supported by tangible accomplishments are expected. The ideal candidate will be comfortable working in the political arena and proactively develop collaborative partnerships with the department’s numerous stakeholders. Candidates with experience in organizational development and the ability to assess the structural and operational intricacies of the department will be favorably considered.

Additional desirable qualifications identified by the Commission:

- Consummate diplomat who possesses exceptional communication skills that exhibit knowledge and respect
- Cultural change leader
- Experience working in California state government, other coastal state government, federal or local government
- Knowledge of a broad range of resource and development issues that the California Coastal Commission addresses in implementation of the Coastal Act and/or other related resource management laws

- A proven commitment to diversity and teamwork
- Experience in land use planning and environmental review law, tools, and requirements
- Possession of the personal characteristics of integrity, initiative, dependability, tact, positive attitude, and sound judgment
- Proven strengths as a negotiator and innovative problem solver
- Excellent project management skills and proven ability to handle a complex and heavy workload with strict regulatory deadlines
- Proven experience in working with an appointed Commission or Board
- Enthusiastic commitment to the value of broad and diverse public participation and public service;
- Ability to bridge communications between and among the Commission and staff, the Governor's office and legislature, federal and state agencies, local governments and other stakeholders

MINIMUM QUALIFICATIONS

Qualified candidates are expected to bring broad environmental, land use and coastal policy experience in addition to a significant background in administrative and organizational management. Possession of an advanced degree in a relevant field and a minimum of 10 years of relevant work experience, including at least five (5) years in a senior managerial role are expected.

COMPENSATION AND BENEFITS

The annual salary range for the Executive Director of the California Coastal Commission is \$152,964 to \$160,608. The selected candidate will be offered a salary within the

range based on his/her qualifications. The selected candidate will also receive package benefits available to state employees including retirement, health, dental and vision insurance and leave allowances.

Additional information regarding benefits available may be viewed at: <http://www.calhr.ca.gov/employees/Pages/leave-benefits.aspx>

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

This recruitment is open until filled with first review of resumes **Monday, December 5, 2016**. To be considered for this prominent and influential position, please immediately submit a resume (including dates of employment and scope of responsibilities such as staff and budgets managed), cover letter, current salary, and the names of six work-related references (two supervisors, two direct reports, two colleagues), directly to:

Pam Derby
 CPS EXECUTIVE SEARCH
 Tel: 916 / 263-1401
 Email: resumes@cpsshr.us
 CPS web site: www.cpsshr.us/search

Resumes will be screened on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. The Commission will then select finalists to be interviewed. Candidates deemed most qualified will be invited to participate in a final interview process that includes comprehensive reference and background checks

CALIFORNIA COASTAL COMMISSION

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PUBLIC OUTREACH PLAN

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To ensure the Executive Director position is marketed to a broad and diverse group of candidates, following is a list of potential advertising sources and professional organizations, pending the suggestions of the Commission and public comment, where advertising will be placed or that will be contacted for referral purposes. Advertising placements will be in addition to significant personal outreach to a significant list of prospective candidates.

- ❖ AAAS Minority Scientists Network
- ❖ American Academy of Environmental Engineers
- ❖ American Academy of Environmental Engineers
- ❖ American Bar Association
- ❖ American Indian Science and Engineering Society
- ❖ American Planning Association
- ❖ American Society of Limnology and Oceanography
- ❖ Asian American Bar Association of the Greater Bay Area
- ❖ Association for Women in Science
- ❖ Association of Environmental Studies and Sciences
- ❖ Association of Environmental Studies and Sciences
- ❖ Association of Fish and Wildlife Agencies
- ❖ California Association of Environmental Professionals
- ❖ EcoJobs
- ❖ Ecological Society of America
- ❖ Ecological Society of America
- ❖ Environmental Career
- ❖ Hispanic National Bar Association
- ❖ National Action Council for Minorities in Engineering
- ❖ National Association of Environmental Professionals
- ❖ National Bar Association
- ❖ National Society for Hispanic Professionals
- ❖ National Society of Black Engineers
- ❖ Native American Bar Association
- ❖ Planetizen
- ❖ Society for Advancement of Chicanos/Hispanics and Native Americans in Science
- ❖ Society for Conservation Biology
- ❖ Society for Ecological Restoration
- ❖ Society of Hispanic Professional Engineers
- ❖ Society of Women Engineers

In addition, a link to a Survey Monkey will be distributed to environmental and stakeholder groups throughout the state with the following questions and feedback requests. This survey link will also be posted on the Commission's website and be available the week of September 12 following suggestions by the Commission and public during next week's meeting.

- 1) Please identify the five professional characteristics you deem to be the most important in the next Executive Director.
- 2) Please identify the five personal characteristics you deem to be the most important in the next Executive Director.
- 3) Please identify the five priorities/projects you would like to see the next Executive Director address in their first year of service.
- 4) Are there any particular stakeholders or individuals you would suggest we contact in regard to this position either as potential candidates or referral sources and/or to gain particular insight regarding the agency and position?
- 5) Additional Comments: