

PROPOSAL

San Mateo County Harbor District

Executive Search Services for General Manager

Request for Proposals #2019-01

January 28, 2019

4:00 PM PST

SUBMITTED BY:

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Your Path to Performance

January 28, 2019

Virginia Chang Kiraly, Commission President
San Mateo County Harbor District
504 Avenue Alhambra, Ste. 200
El Granada, CA 94018

Subject: RFP #2019-01 Executive Search Services for General Manager

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the San Mateo County Harbor District (District) with the recruitment of a new General Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the District to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

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 me at masher@cpsr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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Qualifications and Experience

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 16 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 public sector 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.
- **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 and diverse pool of candidates.
- **Broad Experience with Similar Recruitments.** Following is a partial list of similar executive recruitments within the past four years.
- **Retention/Success Rate.** CPS HR continues all executive recruitments until a candidate is placed. Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.

Agency	Title	Year Completed
Port of Long Beach	Deputy Executive Director	2018
County of Alameda, Office of Education	Executive Director	2017
CA Coastal Commission	Executive Director	2017
Port of Oakland	Human Resources Director	2017
Cosumnes Community Services District	General Manager	2017
Merced CAG	Executive Director	2017
Rancho Murrieta Community Services District	General Manager	2017
Kirkwood Meadows Public Utility District	General Manager	2017
San Mateo County Schools Insurance Group	Executive Director	2017
Kings County Housing Authority	Executive Director	2017
Access Services	Executive Director	2017
Fresno Mosquito and Vector Control District	General Manager	2017

*Proposal to the San Mateo County Harbor District
Executive Search Services for General Manager*

Agency	Title	Year Completed
East Palo Alto Sanitary District	General Manager	2017
Tahoe City Public Utilities District	General Manager	2017
Sac Transportation Authority	Executive Director	2016
Hidden Valley Lake Community Services District	General Manager	2016
Pleasant Hill Recreation and Park District	General Manager	2016
Southern Nevada Regional Housing Authority	Executive Director	2016
Urban Drainage and Flood Control District	Executive Director	2016
South Coast AQMD	Executive Director	2016
CA Air Pollution Control Officers Association (CAPCOA)	Executive Director	2015
Solano County Water Agency	General Manager	2015
Tuolumne Utilities District	General Manager	2015
Hayward Area Park & Rec District	General Manager	2015
Nevada Irrigation District	General Manager	2014
Santa Clara Valley Habitat Agency	Executive Director	2014
San Francisco Estuary Institute	Executive Director	2014

Our Approach and Workplan

Key Stakeholder Involvement

The Ad Hoc Search Committee of the Commission (Committee) on behalf of The San Mateo County Harbor District must be intimately involved in the search for a new General Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Committee, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The District's Needs

A critical first step in a successful executive search is for the Committee to define the professional and personal qualities required of the General Manager. CPS HR has developed a very effective process that will permit the Committee to clarify the preferred future direction for the District; the specific challenges the District is likely to face in achieving this future direction; the working style and organizational climate the Committee wishes to establish with the General Manager; and ultimately, the professional and personal qualities required of the General Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new General Manager. We will contact the Committee, Commission, and the newly appointed General Manager within six months of appointment to ensure an effective transition has occurred.

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.

Our Process

Our proposed executive search process is designed to provide the District with the full range of services required to ensure the ultimate selection of a new General Manager uniquely suited to the District's needs.



Phase I: Our consultant will meet with the Ad Hoc Search Committee to ascertain the District's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the District.

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

Phase III: The selection process is customized for the District. CPS HR will work with the Committee to determine the process best suited to the San Mateo County Harbor District.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the District's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new General Manager. Activities will include:

- Identifying key priorities for the new General Manager and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Committee wishes to establish with the General Manager.

- Generating lists of specific competencies, experiences, and personal attributes needed by the new General Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the Committee's consideration to best produce the intended results.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the District 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.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - Committee Selects Finalists

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

CPS HR will prepare, submit for your approval, and publish advertisements in appropriate magazines, journals, newsletters, job bulletins, and websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

- www.smharbor.com
- CPS HR website
- Maritimejobs.com
- LinkedIn
- California Special Districts Association
- Int'l, American, Pacific, and California Associations of Port Authorities (and Harbors)
- California Association of Harbor Masters & Port Captains
- Pacific Coast Congress of Harbor Masters & Port Managers
- Post position at PCC Semiannual Conference (April 16-19, 2019 | Newport, Oregon)
- Post position at California Boating Congress (March 6, 2019 | Sacramento)

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

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

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct 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.

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

We will:

- Convey a strong sense of the purpose and strategy of the District. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- 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.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the District or continuing to ensure the public confidence in the integrity of the District.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. 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 gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Committee. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Committee to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 - Final Preparation for Appointment

CPS HR will design a draft selection process based on information gathered in *Phase I*. We will meet with the District to review this process and discuss the District's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

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

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the District wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the District. A written (anonymous) summary of the reference checks is provided to the District.
- **Conduct Background Checks:** We will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, 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 District for further review.

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 General Manager can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates										➤						
Interviews													➤			
Reference/ Background Checks														➤		
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruitment Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. The specific project manager will be determined based on our ability to meet all your customer service needs in a timely and effective manner. We will not utilize subcontractors for these services. No staff members will be removed or replaced without the prior written concurrence of the District.

Role/Project Assignment	Name	Phone	Email
Executive Recruiter	Teresa Webster	(916) 471-3462	twebster@cpshr.us
Executive Recruiter	Josh Jones	(916) 471-3301	jjones@cpshr.us
Executive Recruiter	Andrew Nelson	(916) 471-3329	anelson@cpshr.us
Executive Recruiter	Jill Engelmann	(916) 471-3377	jengelmann@cpshr.us

Team Biographies

Teresa Webster

Teresa Webster has over 17 years of professional consulting and marketing experience in public sector human resources, including experience in the areas of project management, marketing communications, administration, and employee recruitment. She has worked as a CPS HR consultant for more than ten years, where she has managed or completed a wide variety of projects for CPS HR Consulting (CPS HR) subject matter experts and senior executive staff.

In her current role, Ms. Webster conducts executive and mid management level recruitments for public sector clients. She serves as a project manager and client liaison ensuring all phases of the recruitment are progressing in a manner satisfactory to the client. As part of the CPS HR Executive Search team, she writes advertisements, recruitment brochure text, does email outreach, builds target candidate lists based on candidate requirements, researches other sources for outreach and candidate pools, does screening interviews, helps facilitate candidate interviews, and conducts candidate reference checks. Her previous experience serving as a liaison for internal business units collaborating on recruitment marketing plans and strategies has enabled her to be able to work with clients creating a compelling recruitment strategy to successfully market the position and agency. She works closely with hiring managers, stakeholders, and staff to support the organization's mission and direction throughout the recruitment.

Ms. Webster's outreach commitment has allowed her to establish and maintain relationships with regional and local agencies as well as associations, such as CSDA, ACWA, MMANC. Ms. Webster served as a member on MMANC branding and conference initiatives and as Community Investment Fund coordinator for the Professional and Community Investment Fund (PCI).

Acting as an executive coach and instructor, Ms. Webster participated in the NCCIPMA-HR chapter's inaugural Emerging Leaders Retreat in 2017 and has been asked to participate in upcoming retreats as well. She has presented on interview techniques for candidates and given career coaching to participants of leadership academies and interested attendees at conferences.

Josh Jones

Josh Jones brings nearly ten years of public sector experience to his role as Executive Recruiter at CPS HR Consulting. He holds a Master's degree in Public Administration from the University of Kansas and has worked with both cities and counties in such high-level roles as City Manager and Deputy CAO. With this direct professional experience, Mr. Jones brings a practitioner's touch to recruitments and understands the unique needs of clients whether they are elected officials or management staff. Combining this knowledge with a sincere interest in the client's success, he ensures an exceptional level of service and satisfaction.

Utilizing his extensive professional network and data-driven recruiting techniques, Mr. Jones successfully sources high-quality candidates for both urban and rural clients in a wide variety of public sector fields including city and county management, housing, transit, social services, emergency communications, public safety, utilities, finance, municipal law, and more. He fosters genuine relationships and enjoys enriching the professional lives of clients and candidates alike through his recruitment services.

Andrew Nelson

Andrew Nelson brings an extensive background in government service to his role as Executive Recruiter at CPS HR Consulting through city administration, transportation planning, and court management as well as professional recruiter training from the U.S. military. Mr. Nelson has significant experience with recruitments of professional and management positions for the public sector.

Prior to joining CPS HR Consulting, Mr. Nelson served as City Administrator for the City of Kemmerer, WY and as director of the Casper Area Metropolitan Planning Organization. Beyond recruitment, his duties included comprehensive administration of their human resources policies. This comprised assessing job performance, approving job descriptions and their associated revisions, revising employee policies, leading collective bargaining negotiations for the city, assessing and investigating risk management claims, and continuing training for all employees.

Additionally, Mr. Nelson currently serves the **United States Coast Guard** as an Auxiliary Recruiter. His role is to provide a local presence in Las Vegas for the regional office in Phoenix. He received formal training in recruitment, including sales, marketing, and interviewing skills at the Coast Guard Training Center Cape May (New Jersey) and has received an Auxiliary Sustained Service award and a Coast Guard Meritorious Team Commendation as a direct result of his recruiting efforts.

Jill Engelmann

Jill Engelmann has over 30 years of professional and management experience in public sector Human Resources. Ms. Engelmann has extensive leadership experience in all areas of Human Resources including recruitment and selection, classification and compensation, training, employee relations, benefits, workers' compensation, personnel policy development and job analysis obtained through her recent work as Assistant Director of Human Resources for the County of El Dorado, Principal/Project Consultant for CPS HR Consulting, Human Resources Manager for El Dorado Hills Fire Department and Northern California Power Agency and Senior Human Resources Consultant for the California Independent System Operator, to name a few.

As a Principal Consultant, Ms. Engelmann managed the Merit System Services unit of CPS HR Consulting. Ms. Engelmann led and directed a team of six Human Resources Consultants, a Program Coordinator, and three Human Resources Technicians; responsible for providing recruitment, selection, classification, and general guidance on HR related issues and policy/rule interpretation services to the Social Services/Human Services Departments and Child Support Services Departments in 25 counties throughout California. Her responsibilities included team leadership, training, interviewing and hiring employees, work assignment and review, completion of performance evaluations, project management, the establishment of unit goals and strategic direction, and serving as the liaison with the California Department of Human Resources, the California Welfare Director's Association, and the various counties served. While in this position, she also led projects to significantly change recruitment materials and strategies, revise the structure and rating of oral interview exams, and complete several system-wide job analyses and develop new written exams.

As a Principal/Project Consultant, Ms. Engelmann also conducted and managed a broad variety of human resources projects and assignments for public sector and non-profit organizations. In this role she managed teams of professional, technical, and support staff on numerous classification, total compensation, recruitment, selection, job analysis, personnel policy development, and performance management system projects.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
Port of Long Beach Port of Long Beach HR Division 4801 Airport Plaza Drive Long Beach, CA 90815 Deputy Executive Director (2018)	Stacey Lewis, Director of Human Resources (562) 283-7500 stacey.lewis@polb.com
Diablo Water District 87 Carol Lane Oakley, CA 94561 General Manager (2018)	Mike Yeraka, Retiring General Manager (925) 625-6159 mikegm1@aol.com
Monterey One Water 5 Harris Ct., Bldg. D Monterey, CA 93940 Assistant General Manager (2017) General Manager (2016)	Leara Sampson, Human Resources Manager (831) 645-4650 leara@my1water.org
South Coast Air Quality Management District 21865 Copley Drive Diamond Bar, CA 91765 Executive Officer (2017)	Michael O'Kelly, Chief Administrative Officer (909) 369-2828 mokelly@aqmd.gov
Hidden Valley Lake Community Services District 19400 Hartmann Road Hidden Valley Lake, CA 95467 General Manager (2016)	Linda Herndon, Board Member (707) 987-4737 lherndon@hiddenvalleylakecsd.com

Professional Fees, Expenses and Guarantee

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 District with finalist selection, and facilitate candidate interviews.

The following tasks will be performed by our Executive Recruitment Team. Our executive recruitment team members will serve as additional resources as needed. The hourly rate for an Executive Recruiter is \$175/hr.

Task/Consultant Role	# of Hours	Total
Phase I. Develop Candidate Profile and Recruitment Strategy		
Task 1 – Review and Finalize Executive Search Process and Schedule	6	\$1,050
Tasks 2 & 3 – Development of Candidate Profile and Recruitment Strategy	6	\$1,050
Tasks 4 & 5 – Develop Recruitment Brochure and Place Advertisements	6	\$1,050
Phase II. Recruitment		
Task 1 – Identify and Contact Potential Candidates	30	\$5,250
Task 2 – Resume Review and Screening Interviews	30	\$5,250
Task 3 – Finalists Selected – Preparation and Provision of Final Report	20	\$3,500
Phase III. Selection		
Task 1 – Design Selection Process	6	\$1,050
Task 2 – Administer Selection Process	12	\$2,100
Task 3 – Final Preparation for Appointment: Arrange Follow-up Interviews, Final Assessment Process, In-Depth Reference and Background Check	20	\$3,500
Professional Fees Total		\$23,800

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 District to ensure that dollars being spent for expenses are in keeping with the District'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 range includes a background check on the selected finalist candidate.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services Full Recruitment (Fixed Flat Fee)	\$23,800
Reimbursable Expenses <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none"> ■ Brochure Design and Printing ■ Advertising ■ Background check for one candidate ■ Other recruitment expenses such as supplies, travel, and shipping 	\$8,000
Not-to-Exceed Total	\$31,800

*Professional fees and reimbursable expenses would be billed and paid monthly.

Optional: Recruitment Video

In addition to the standard recruitment brochure, CPS HR can develop a recruitment video to attract a wider range of applicants. More than 63% of organizations are now using visual media to attract the attention of job seekers, convey the culture of the organization, and effectively expand the talent pool. For this approximately three-minute video, CPS HR will arrive onsite to film footage of the work place and community, as well as conduct onsite interviews with selected employees. This video is optional and costs **\$3,500**, raising the Not-to-Exceed Total to **\$35,300**.

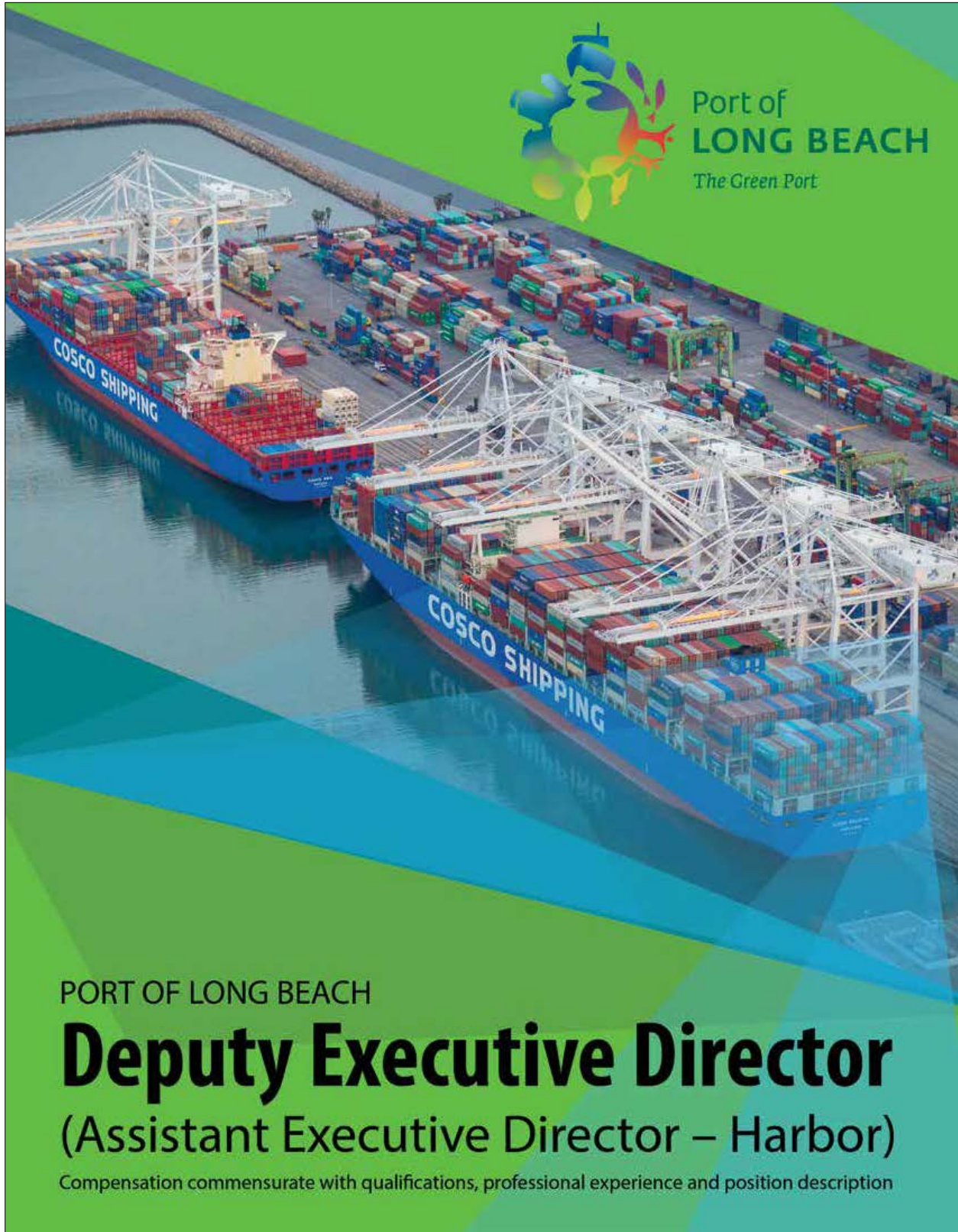
One-Year Guarantee


If the employment of the candidate selected and appointed by the District as a result of a full executive recruitment (Phases I, II, and III) comes to an end before the completion of the first year of service, CPS HR will provide the District with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The District 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 one-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. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the San Mateo County Harbor District in this important endeavor.

Appendix A: Sample Brochure



 **Port of
LONG BEACH**
The Green Port

PORT OF LONG BEACH

Deputy Executive Director

(Assistant Executive Director – Harbor)

Compensation commensurate with qualifications, professional experience and position description



THE POSITION

Under the general leadership of the Executive Director, the Deputy Executive Director supports the Executive Director in the planning, organization, and day-to-day operations of the Port of Long Beach and serves as the Port's Chief Operating Officer. The successful candidate will provide leadership and oversee the daily activities of the Capital Programs Executive and four Managing Directors, one each for Commercial Operations, Engineering Services, Finance and Administration, and Planning and Environmental Affairs.

THE IDEAL CANDIDATE

The Port of Long Beach has an outstanding international reputation and is highly regarded for its progressive and customer service-focused environment. It is a fast paced, collaborative, diverse and results-oriented organization. The Port is seeking a seasoned and strong leader with outstanding interpersonal and communications skills. This progressive leader will have a background in operations, engineering or finance in a maritime organization. S/he will understand the operations of local government, navigate through the process and be able to get projects completed. This leader will have a strong sense of business and appreciation for transparency.

The successful candidate will be professional, poised and comfortable when giving public presentations. S/he will be a problem-solver and be able to analyze and make sound recommendations on complex public policy, management and administrative issues. This person will understand, interpret, explain and apply Port policy and procedures, local, state, and federal law, and regulations and court decisions applicable to the Port's security operations. S/he will exercise sound, expert, professional judgment and apply a seasoned political acumen within broad general policy guidelines. This leader will also exercise tact and diplomacy in dealing with sensitive, complex and confidential issues and situations, as well as establish and maintain effective working relationships with Commissioners, other elected and appointed governmental officials, industry/business executives, city departments, professional and community groups, consultants, developers, employees and the public. Possessing and displaying integrity is of paramount importance.

EXAMPLE OF DUTIES

- Provides direct and indirect supervision of the Managing Directors and Capital Programs Executive, establishing goals and objectives, measuring performance, and ensuring an effective, customer-oriented service level is attained;
- Oversees the majority of the Port's full-time personnel and has oversight of the operating and capital budgets;
- Communicates the Port's mission, goals and objectives, as well as the policies and procedures to effect them; recommends proposed policies, rules, ordinances, or measures to the Executive Director;
- Provides executive oversight for the long-range strategic planning process, including the development and implementation of goals, strategies, and key performance indicators; oversees the performance standards of the Port by working with staff to establish and evaluate performance objectives for each division, bureau and the department overall; leads organizational assessments and operational optimization studies to evaluate and/or improve the effectiveness of management and operational practices on a continuous basis;
- Controls the operating performance of the Port by reviewing actual versus planned performance, while providing guidance to bureau directors, officers, department managers and employees of the Port;
- Ensures Port personnel coordinate their efforts to provide the best use of Port land, facilities, personnel and capital resources; ensures all laws and ordinances of the Port are duly enforced and that all franchise permits and privileges granted by the Port are observed;
- Develops and promotes regional, national, continental and international trade and attraction of tenants to the Port's facilities;
- Performs other duties as required





EDUCATION, KNOWLEDGE & EXPERIENCE

Requirements for the position include:

Education:

- A Bachelor's degree from a four-year college or university.
- A MBA/MPA or other equivalent master's degree is highly desirable.
- A valid California driver's license to perform work-related duties, including driving to meetings and work-related events.

Experience:

- Significant senior-level experience with a verifiable track record of success. Experience in an executive level capacity, preferably working for a public enterprise entity comparable to the complexity and size of operations found at the Port of Long Beach.
- A strategic planning background, financial management expertise, and comfort in researching, seeking out and developing new business and cost containment programs is highly desirable.
- Strong entrepreneurial background with considerable marketing and sales experience would be beneficial, as would specific knowledge of railroad, trucking, domestic and international shipping laws and regulations is highly desirable.
- Experience overseeing operating and capital budgets.
- Marine or transportation experience is desired.
- Successful experience working in complex jurisdictional or political settings with other governmental, business, economic development and environmental groups is desired.
- Specific experience working with business interests from the Pacific Rim and other international markets is desired.
- Background in operations, engineering or finance with a maritime organization.
- A history of developing and fostering effective partnerships.
- A history of managing and successfully working with people from diverse backgrounds and areas of technical expertise.

Professional Knowledge and Characteristics:

The candidate selected will also possess the following professional attributes and strengths:

- Results-oriented
- Dedicated to progressive change
- Extremely ethical
- Diplomatic and confident
- Outgoing and proactive
- Strategic thinker

COMPENSATION & BENEFITS

Compensation commensurate with qualifications, professional experience and position description. 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:** 8 hours per month
- **Executive Leave:** 40 hours 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 3 days of accrued sick leave
- **Annual Physical:** provided by the City



The Port of Long Beach is an Equal Opportunity Employer.

APPLICATION & RECRUITMENT SCHEDULE

The final filing date for this recruitment is **Wednesday, July 11, 2018 @ 5:00 PM**. The Port reserves the right to **extend the closing date without notice** in order to accept additional applications.

To be considered for this extraordinary opportunity, submit an electronic version of your cover letter and resume in one file to: <https://secure.cpshr.us/escandidate/JobDetail?ID=354>

For more information contact:



Josh Jones, Executive Recruiter
CPS HR Consulting
Tel: 916-263-1401
E-mail: jjones@cpshr.us

Application packets will be evaluated to determine the most qualified applicants. Those individuals determined to be best suited for the position will be interviewed by the consultant and may then be invited to participate in the Port's selection process, with an appointment anticipated shortly thereafter.

This information is available in an alternative format by request to the Port of Long Beach Human Resources Division at (562) 283-7500. If you require an accommodation because of a disability in order to participate in any phase of the application/selection process, please submit your request in writing when submitting your application or call the number above.

Incomplete application packets will not be considered. The Port of Long Beach, working in concert with CPS, reserves the right to determine the best combination of education and experience required for the position.

THE PORT

The Port of Long Beach is one of the world's busiest seaports and is a leading gateway for international trade. Founded in 1911, it has

grown to 3,200 acres and moves \$180 billion in trade each year. The Port of Long Beach is the second busiest container port in North America. East Asian trade accounts for more than 90 percent of Long Beach shipments with the top trading partners being China, South Korea, Japan, Hong Kong and Taiwan. The Port of Long Beach is the City of Long Beach's Harbor Department and is governed by the Long Beach Board of Harbor Commissioners. The Port's Executive Director is appointed by the Board and is responsible for overall Port activities. With over 500 employees and annual operating revenues of nearly \$375 million, the Port of Long Beach is a landlord port that leases and acquires property for port development. The Board of Harbor Commissioners leases port shipping terminals and other facilities to private entities, and revenues are reinvested in new facilities and port-related improvements.

In 2005, the Board of Harbor Commissioners adopted a Green Port Policy that has positioned the Port as the leader in the area of environmental stewardship. To learn more about the Port, go to www.polb.com.

THE COMMUNITY

Majestically located on the Pacific Ocean between Los Angeles and Orange County, the City of Long Beach, California is often 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, the Long Beach Sea Festival, and a wide variety of other attractions serve to draw over six million visitors each year. The city is also home to California State University, Long Beach, ranked one of the best value public colleges in the nation, and Long Beach City College, one of the largest community colleges in California.

While offering all the amenities of a large metropolis, Long Beach has the added benefit of having maintained a strong sense of community and cohesiveness despite its size. Long Beach is the seventh largest city in California and celebrates its vibrant diversity. A superb climate, quality schools, vibrant downtown and a wide variety of neighborhoods help make Long Beach one of the most livable communities in the country.

