

Memo to: Members of the State Coastal Conservancy

From: Sam Schuchat, Executive Officer

RE: Recommendations for a process to hire a new Executive Officer

Date: January 21, 2021

The California State Coastal Conservancy is established in California law in Division 21 of the Public Resources Code. Section 31103 of Division 21 states that “The conservancy¹ shall determine the qualifications of, and it shall appoint and fix the salary of, the executive officer of the conservancy, who shall be exempt from civil service, and shall appoint such other staff as may be necessary to carry out the powers and functions set forth in this division.” Since I have announced my intent to retire from state service later this year, it is now time for the Conservancy to launch a process to find a suitable replacement. This memo lays out my recommendations for a process to follow. For your information, I have attached the current duty statement for the Conservancy’s EO position.

I recommend that the Conservancy use the following process. This is similar to how it was done in the past, but with modifications to reflect changing times and circumstances. I have laid out the steps in more or less the order they would occur.

- 1) Appoint two members of the Conservancy to serve as an advisory subcommittee to assist with the search. Under the Bagley-Keene Open Meeting Act, an advisory subcommittee of less than three people is not subject to the open meeting requirements. The advisory subcommittee would finalize the job announcement, review applications, prepare application ranking criteria and interview questions, conduct an initial round of candidate interviews, and provide briefings to the full board. Johanna Collins, our HR Officer, can provide staff support to this subcommittee by posting the job announcement to the CalHR website and many, many other places, receiving applications, screening out applicants who don’t meet minimum qualifications, scheduling interviews, and so on. Ms. Collins can also ensure that the search is compliant with all of the various applicable laws and state policies around hiring.
- 2) The notice of this position should be widely distributed. Staff will post the position on the CalHR website. The members of the Conservancy should distribute the notice through their networks. The Conservancy’s Justice, Equity, Diversity, and Inclusion (JEDI) staff

¹ In Division 21 “the conservancy” is a group of seven people: The Director of Finance or their designee, the Resources Secretary or their designee, two public members appointed by the Governor, one public member appointed by the Senate and one by the Assembly, and the Chair of the Coastal Commission.

workgroup has a lengthy outreach list we can use.² The notice should also be disseminated via the Conservancy's email list, website, and social media.

- 3) The search committee should aim to interview the initial candidates and recommend between one and four to the full board for consideration. The Conservancy can conduct its interviews of finalists in closed session at a regularly scheduled meeting or at a specially convened meeting. In addition, I recommend that the eight senior staff that I supervise be invited to interview the small number of finalists and pass their impressions on to the full Conservancy board.³ This was part of the process during the last search.
- 4) The Conservancy has a great many stakeholders, all of whom will be keenly interested in the outcome of this process. One very interested group will be the San Francisco Bay Restoration Authority (SFBRA). The SFBRA successfully passed a ballot measure in the Bay Area in 2016, and as a result is now in its fourth year of spending \$25 million per year on wetland restoration in the SF Bay. Conservancy staff, along with staff at MTC/ABAG, currently provide staff to the SFBRA and the Conservancy EO is also the EO of the SFBRA. SFBRA pays SCC over \$300,000 per year for this work.⁴ Based on this relationship I recommend that the Chair of the SFBRA (currently San Mateo County Supervisor Dave Pine) be invited to interview the finalists and pass his observations on to the Conservancy as well. This could happen along with or separate from the senior staff group.
- 5) Ms. Collins can conduct reference checks for the finalists and pass on what she learns to the Conservancy prior to a final decision.
- 6) The Conservancy will conduct interviews of finalists in closed session at a regularly scheduled meeting or at a specially convened meeting and select the new EO.

It is reasonable to think that this process would take six to eight months to complete. If it looks like it may be necessary to appoint an interim EO to serve between the time that I leave and the new person is able to start, the Conservancy can do that at its March or May meeting.

² Our current practice for hiring Conservancy staff is to include members of the JEDI committee in a number of roles in each step of the hiring process, including review of duty statements, development of questions for applicants, and serving on interviews. This has helped make sure that there is no implicit bias in our hiring processes and that SCC is meeting its goal of a workforce that reflects the diversity of the state. The JEDI committee would undoubtedly be happy to assist in any capacity in this hiring process.

³ It is of course possible that one or more of the current senior staff will chose to apply for the position. If they do and they are a finalist, they would be interviewed by the senior staff but not of course be on the interview panel.

⁴ This arrangement operates according to the terms of an MOU between the SFBRA, ABAG/MTC, and the SFBRA. The actual amount of money paid for staff services is based on staff time used and has increased somewhat year to year as the workload of the SFBRA has increased.

DUTY STATEMENT

(07/14)

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		Effective Date:	
1. OFFICE Executive		POSITION NUMBER (Agency - Unit - Class - Serial) 536-100-0288-001	
2. HEADQUARTER LOCATION Oakland, CA		3. CLASS TITLE Executive Officer, California Coastal Conservancy	
4. WORKING HOURS/SCHEDULE TO BE WORKED 8:00 a.m. to 5:00 p.m., Monday to Friday		5. SPECIFIC LOCATION ASSIGNED TO Oakland, CA	
6. PROPOSED INCUMBENT (If known) Samuel Schuchat		7. CURRENT POSITION NUMBER (Agency - Unit - Class - Serial) 536-100-0288-001	
All employees are expected to work cooperatively with others; maintain regular, consistent, and predictable attendance; possess integrity, initiative, dependability and good judgment.			
8. BRIEFLY (1 - 3 sentences) DESCRIBE THE POSITION'S ORGANIZATIONAL SETTING AND MAJOR FUNCTIONS The Executive Officer of the State Coastal Conservancy is appointed by, and is directly responsible to, a seven-member board consisting of the California Coastal commission Chair, the Resources Agency Secretary, the Director of Finance, and four members of the public. The Executive Officer, in collaboration and cooperation with the Board is Responsible for planning, organizing, directing, and administering the functions of the Conservancy.			
9. Percentage of time performing duties		10. Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use additional sheet if necessary)</i>	
20%		ESSENTIAL FUNCTIONS Maintain relationships with external entities such as Department of Finance, Resources Agency, DFG, State and Regional Water Resources Control Board, State Park and Recreation Department, Wildlife Conservation Board, other Conservancies, Federal EPA, NOAA, USACE, National Park Service, Department of Defense, U.S. Senate, U.S. House of Representatives, Executive Office of the President, O.M.B., and other entities. This includes non-profit organizations, local governments, mayors, city council members, county supervisors, city managers, and other appointed and elected officials, making presentations, attending project openings, ribbon cutting ceremonies and other events, as necessary.	
20%		Serve as the Executive Director of SFBRA, which has a \$25 million per year spending on wetland restoration in the SF Bay. Work closely with the board, advisory committee, and the oversight committee. The EO is the face with the public, to the press, other government entities and NGO's. Chair the 5 yearly board meetings which entails approving board agendas, reviewing and editing items. Responsible for making the final decisions on the budget and grant making,	
10%		Management and leadership of Coastal Conservancy staff including eight direct reports including two Career Executive Assignment positions, four Regional Program Managers, the Conservancy's Chief Counsel I, CEA position and the Public Information Officer. Serve on panels of highest-level interviews, review and approve hires, promotions, and disciplinary actions as necessary and appropriate. Appoint and hire staff as necessary to administer the affairs of the Conservancy; and organize Conservancy staff in a manner best suited to administer the affairs of the organization and achieve its objectives.	
11. SUPERVISOR'S STATEMENT: <i>I HAVE DISCUSSED THE DUTIES OF THE POSITION WITH THE EMPLOYEE</i>			
SUPERVISOR'S NAME (Print) John Laird		SUPERVISOR'S SIGNATURE	DATE
12. EMPLOYEE'S STATEMENT: <i>I HAVE DISCUSSED WITH MY SUPERVISOR THE DUTIES OF THE POSITION AND HAVE RECEIVED A COPY OF THE DUTY STATEMENT</i>			
The statements contained in this duty statement reflect general details as necessary to describe the principal functions of this job. It should not be considered an all-inclusive listing of work requirements. Individuals may perform other duties as assigned, including work in other functional areas to cover absence of relief, to equalize peak work periods or otherwise to balance the workload.			
EMPLOYEE'S NAME (Print) Samuel Schuchat		EMPLOYEE'S SIGNATURE	DATE

DUTY STATEMENT

GS 907T (REV. 03/03)

9. Percentage of time performing duties	10. Indicate the duties and responsibilities assigned to the position and the percentage of time spent on each. Group related tasks under the same percentage with the highest percentage first. <i>(Use additional sheet if necessary)</i>
	<p>ESSENTIAL FUNCTIONS (continued)</p> <p>10% Prioritize and approve expenditure of Conservancy budget averaging \$70 million per year and consisting of bond funds, special funds, non-governmental funds, federal funds, and reimbursements for legislatively mandated programs. Acquire an average of \$20 million annually in federal funds for the State of California.</p> <p>8% Lead efforts to determine and receive potential funds from various sources, including but not limited to: Federal, state, and local funds or grants, gifts, donations, bequests, devises, subventions, rents, royalties, or other assistance and funds from public and private sources; accept fees levied by others; and may create and manage endowments.</p> <p>8% Keep State Coastal Conservancy Board members apprised of all internal and external matters affecting the Conservancy. Review and approve all projects to be brought before the Conservancy board for approval and funding.</p> <p>8% Coordination with the Board provides expert testimony to the Executive and Legislative branches regarding coastal issues and the Conservancy's goals and related topics as they arise. The individual will work collaboratively and cooperatively at the highest levels of state, federal, and local governments to coordinate coastal restoration and economic sustainability projects. The individual will effectively communicate the divergent points of view regarding the State Coastal Conservancy both internally and externally using various methods, including personal contact, formal and informal meetings, electronic and print media, and other forms of communication, as necessary.</p> <p>6% Serve on the boards of Santa Monica Mountains Conservancy, Los Cerritos Wetlands Authority, Baldwin Hills Conservancy, Moro Bay National Estuarine Preserve, and the Santa Monica Bay Restoration Commission.</p> <p>5% Develop long range funding strategies, strategic planning and other programmatic goals and timetables in coordination with Conservancy managers. Measure and evaluate progress toward achieving strategic goals and objectives. Recommends appropriate funding to the Board in accordance with the strategic plan. Responsible for administering all funds received by the Conservancy to meet its goals in accordance with established business, accounting, and transparency methods.</p> <p>3% Collaboration and coordination with the Conservancy Board, develops and implements new policies affecting the State Coastal Conservancy and implements existing restoration and economic sustainability policies. Recommendations to the Board on proposed legislation that may affect the Conservancy, including amendments to the Conservancy's enabling legislation.</p> <p><u>2%</u> 100% The Executive Officer will execute other policy and administrative responsibilities as required by the Conservancy Board.</p>

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	<p>SPECIAL PERSONAL CHARACTERISTICS</p> <ul style="list-style-type: none"> ➤ Focus attention to detail and follow-through ➤ Ability to act independently, positive attitude, open-mindedness, flexibility, and tact ➤ Able to work independently and in team situations ➤ Excellent organizational skills ➤ Display good interaction skills ➤ Multitask, meet deadlines, and adjust to changing priorities ➤ Excellent attendance, punctuality record and dependable ➤ Consistently exercise a high degree of initiative ➤ Analyze situations and adopt effective course of action ➤ Communicate confidently and courteously in a clear and concise manner in a diverse community <p>DESIRABLE QUALIFICATIONS:</p> <ul style="list-style-type: none"> ➤ Able to plans, write, edit, and prepare more complicated information material for dissemination through all major means of communication; disseminates such information material through appropriate channels ➤ Able to prepare replies to difficult and complicated correspondence, including letters for signature by superiors ➤ Able to write, edit and advise service to other Coastal Conservancy senior staff members ➤ Able to act as spokesperson for the Coastal Conservancy before public groups, to the news media, and to individuals who inquire regarding the Coastal Conservancy activities ➤ Able to arrange participation of other agency officials as speakers before public groups, or on radio and television newscasts or other programs; collects, evaluates, and distributes information from outside sources to the Coastal Conservancy staff ➤ Self-motivated ➤ Communicate effectively with individuals from varied experiences, perspectives, and backgrounds, which may involve some exposure to adversarial conditions. ➤ Work proficiency in MS Office (Word, Excel, Power Point and Outlook); Social Media Platforms, Adobe InDesign, and WordPress ➤ Possess a valid California Drivers' License (Class C) <p>WORK ENVIRONMENT, PHYSICAL OR MENTAL</p> <p><u>Work Environment</u></p> <ul style="list-style-type: none"> ➤ Office setting; Monday through Friday; prolonged periods of sitting ➤ Work on a computer up to 8 hours a day ➤ Ability to lift to 15 pounds ➤ Indoor work is common, although outdoor work may be necessary ➤ May require an employee to work in adversarial situations ➤ Attend and participate in high level meetings ➤ Multitask, meet deadlines, and adjust to changing priorities in a cooperative manner ➤ Travel by car or plane, with overnight stays necessary on occasion

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	<p>WORK ENVIRONMENT, PHYSICAL OR MENTAL (continued)</p> <p><u>Physical Ability</u></p> <ul style="list-style-type: none"> ▪ Talking, seeing, and hearing are essential to performing the job requirements ▪ Common eye, hand and finger dexterity is required for most essential functions ▪ The job duties require an employee to work under stressful conditions ▪ May entail muscular strain, including walking standing, stooping, sitting, reaching, and lifting ▪ Requires prolonged sitting, standing, and walking on uneven and slippery surfaces ▪ Requires both near and far vision when inspecting work and operating assigned equipment <p><u>Mental Ability</u></p> <ul style="list-style-type: none"> ▪ Understand verbal instructions ▪ Understand written and verbal communication ▪ Must always maintain a professional demeanor, and remain calm under pressure ▪ Apply common sense understanding to carry out instructions furnished in written, oral, or diagram form <p>Some of the above requirements may be accommodated for otherwise qualified individuals requiring and requesting such accommodations.</p> <p><u>Reading:</u> Understand and use written information that may be presented in a variety of formats, such as text, tables, lists, figures, and diagrams; select reading strategies appropriate to the purpose, such as skimming for highlights, reading for detail, reading for meaning, and critical analysis.</p> <p><u>Writing:</u> Express ideas and information in written form clearly, succinctly, accurately, and in an organized manner; use English language conventions of spelling, punctuation, grammar, and sentence and paragraph structure; and tailor written communication to the intended purpose and audience.</p> <p><u>Organizing and planning:</u> Organize and structure work for effective performance and goal attainment; set and balance priorities; anticipate obstacles; formulate plans consistent with available human, financial, and physical resources; modify plans or adjust priorities given changing goals or conditions.</p> <p><u>Using social skills:</u> Interact with others in ways that are friendly, courteous, and tactful and that demonstrate respect for individual and cultural differences and for the attitudes and feelings of others.</p> <p><u>Adaptability:</u> Change one's own behavior or work methods to adjust to other people or to changing situations or work demands; be receptive to new information, ideas, or strategies to achieve goals.</p> <p><u>Working in teams:</u> Work cooperatively and collaboratively with others to achieve goals by sharing or integrating ideas, knowledge, skills, information, support, resources, responsibility, and recognition.</p>

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	<p><u>Leading others:</u> Motivate, inspire, and influence others toward effective individual or teamwork performance, goal attainment, and personal learning and development by serving as a mentor, coach, and role model and by providing feedback and recognition or rewards.</p> <p><u>Building consensus:</u> Build consensus among individuals or groups by facilitating agreements that involve sharing or exchanging resources or resolving differences in such a way as to promote mutual goals and interests; by persuading others to change their point of view or behavior without losing their future support; and by resolving conflicts, confrontations, and disagreements while maintaining productive working relationships.</p> <p><u>Self and career development:</u> Identify own work and career interests, strengths, and limitations; pursue education, training, feedback, or other opportunities for learning and development; manage, direct, and monitor one's own learning and development.</p> <p><u>Listening:</u> Attend to, receive, and correctly interpret verbal communications and directions through cues such as the content and context of the message and the tone, gestures, and facial expressions of the speaker.</p> <p><u>Speaking:</u> Express ideas and facts orally in a clear and understandable manner that sustains listener attention and interest; tailor oral communication to the intended purpose and audience.</p> <p><u>Using information and communications technology:</u> Select, access, and use necessary information, data, and communications-related technologies, such as basic personal computer applications, telecommunications equipment, Internet, electronic calculators, voice mail, email, facsimile machines, and copying equipment to accomplish work activities.</p> <p><u>Gathering and analyzing information:</u> Obtain facts, information, or data relevant to a particular problem, question, or issue through observation of events or situations, discussion with others, research, or retrieval from written or electronic sources; organize, integrate, analyze, and evaluate information.</p> <p><u>Analyzing and solving problems:</u> Anticipate or identify problems and their causes; develop and analyze potential solutions or improvements using rational and logical processes or innovative and creative approaches when needed.</p> <p><u>Making decisions and judgments:</u> Make decisions that consider relevant facts and information, potential risks, and benefits, and short- and long-term consequences or alternatives.</p>

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