

**SAN DIEGO ASSOCIATION OF GOVERNMENTS
REQUEST FOR PROPOSALS**

SOLICITATION NUMBER: 5005242

SOLICITATION TITLE: EXECUTIVE SEARCH SERVICES

REQUEST FOR PROPOSALS SUMMARY

RFP Release Date: October 3, 2017

Service Requested: Executive Search Services

Contract Type: Professional Services

Number of Contracts: 1

Payment Method: The selected Proposer will be paid in arrears, based upon services provided and at the amounts set forth in the contract up to the maximum amount of the contract.

Deadline for Questions
Regarding this RFP: October 10, 2017

PROPOSAL DUE DATE AND TIME:

4 p.m.

October 16, 2017



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PART 1 – REQUEST FOR PROPOSALS

REQUEST FOR PROPOSALS

I. INTRODUCTION

Thank you for your interest in contracting opportunities with SANDAG. SANDAG is seeking a full service, experienced executive search firm, to be hired on a retained basis, to conduct the recruitment for an Executive Director (Project). The selected firm will provide expertise to the Board of Directors through all phases of the recruitment, including the involvement of key stakeholders; will source a pool of qualified candidates for consideration; and will support various selection activities.

This Request for Proposals (RFP) describes the Project, the required scope of services, the proposer selection process, and the minimum information that must be included in the proposal. Failure to submit information in accordance with the RFP requirements and procedures may be cause for disqualification.

II. BACKGROUND

SANDAG is a legislatively created regional government agency and a forum for effective regional decision-making. SANDAG is governed by a Board of Directors composed of mayors, councilmembers, and county supervisors from each of the region's 19 local governments. Supplementing these voting members are advisory representatives from Imperial County, the U.S. Department of Defense, Caltrans, San Diego Unified Port District, Metropolitan Transit System, North County Transit District, San Diego County Water Authority, Southern California Tribal Chairmen's Association, and Mexico. Policy Advisory Committees assist the Board of Directors in carrying out the agency's work program. These include the Executive Committee, Transportation Committee, Regional Planning Committee, Borders Committee, and Public Safety Committee.

The Board of Directors is responsible for creating public policy on significant regional issues such as growth, transportation, environmental management, housing, open space, air quality, energy, fiscal management, economic development, and public safety. SANDAG serves as the federally designated metropolitan planning organization and Regional Transportation Commission for the region. SANDAG builds consensus, develops strategic plans, obtains and allocates resources, constructs infrastructure, and provides information on a broad range of topics pertinent to the San Diego region's quality of life.

In May 2017, the Board approved the agency's FY 2018 Annual Program Budget that allocates \$1.31 billion in federal, state, and local resources for regional planning, services and operations, and capital improvement initiatives.

SANDAG employs approximately 350 employees. Individuals represent all stages of career development from entry-level interns through to senior executives. The employee population also is diverse in terms of technical expertise – college-educated engineers, planners, research analysts, and business professionals, as well as para-professionals, administrative support, and service-maintenance personnel.

The former SANDAG Executive Director served in the role for 16 years and retired in August 2017. The Classification Specification for the position, describing essential duties and qualifications, is included as an Attachment to this RFP.

III. PROJECT SUMMARY

A. Brief Project Description

The selected firm will perform a full range of executive search services to ensure the successful selection of a new Executive Director for SANDAG. In general, services will include providing technical and strategic expertise to the Board of Directors through all phases of the project; developing a Candidate Profile and position announcement; preparing recommendations regarding recruitment and selection strategies; conducting an outreach and advertising campaign; sourcing candidates; and facilitating the selection of a final candidate including negotiation of an employment contract.

The selected firm will have extensive experience conducting full service searches for executive-level positions for public sector/regional government agencies similar in size and complexity to SANDAG. The firm will have a national presence and proven reputation for effectively sourcing candidates who are successful, long term, for the positions for which they are selected. Familiarity coordinating with a Board of Directors, an appointed Selection Subcommittee, and staff is required.

A detailed description of required services is set forth in the Scope of Work, which is an Attachment to the RFP.

B. Payment Methods

The selected Proposer will be paid in arrears, based upon services provided and at the amounts set forth in the contract up to the maximum amount of the contract.

IV. PROCUREMENT SCHEDULE

SANDAG anticipates the process for nominating and selecting a Proposer and awarding the Agreement will be according to the following tentative schedule:

Advertise and Issue RFP.....	October 3, 2017
Last Day to Submit Questions Regarding RFP	October 10, 2017
Proposal Due Date.....	October 16, 2017
Evaluation Meeting.....	October 27, 2017
Oral Interviews (optional).....	TBD
Firm Recommendation to Board of Directors.....	November 3, 2017
Contract Negotiations Complete.....	November 10, 2017
Notice of Award/Notice to Proceed	November 17, 2017

V. PROPOSAL CONTENT REQUIREMENTS

The proposal should contain a discussion tailored to the Project and the needs of SANDAG. Boilerplate proposals that do not include discussion specific to SANDAG structure, policies, business methods, and Project requirements will receive lower scores. Demonstrated understanding of

SANDAG and the Project, with the inclusion of innovative approaches and articulate analyses, will receive higher scores.

Proposals submitted in response to this RFP shall be in the following order and shall include the following information. Please label each section of your proposal as follows:

A. Executive Summary

Include a one- to two-page overview of the entire proposal describing the most important elements of the proposal.

B. Qualifications and Project Experience

1. Provide a brief description of the individuals who will work on this recruitment and the responsibilities they will be assigned. Include their position title and role with your firm, the length of time the individual has been with your firm, and their related experience.
2. Describe your firm's experience working with public sector clients, preferably organizations similar in size, complexity, and functional diversity to SANDAG.
3. Describe your firm's recent experience filling positions similar to the SANDAG Executive Director role and the strategies your firm uses to conduct a national search for candidates suitable for executive-level positions.
 - a. Provide a recent sample of a Candidate Profile (or similar) and a job announcement your firm has prepared for an executive recruitment.
 - b. Provide a summary of the executive positions your firm has successfully filled within the last three years.
4. Provide details of your firm's service guarantee and policy for an unsatisfactory personnel placement.
5. Describe the factors that differentiate your firm from other executive search firms that SANDAG may consider.

C. Proposed Methodology and Approach to Work

1. Provide an outline of the services and work plan (milestones and schedule) your firm proposes for completing the tasks outlined in the Scope of Work, with the goal of the new Executive Director being selected no later than April 1, 2018.
 - a. Provide a one-page summary of your firm's executive recruitment approach/method.
2. Describe the methods your firm uses to effectively obtain input from the board/governing body as well as stakeholders in the recruitment of executive-level positions.
 - a. Provide a one-page outline, specifying activities and timelines that your firm would recommend for obtaining meaningful input from stakeholders, such

as the public, current employees, and partner organizations in the recruitment of the SANDAG Executive Director position.

3. Describe the strategies your firm uses to ensure a good fit/match between the client organization and the selected candidate.
4. Describe the practices your firm has established so as not to discriminate against any candidates based on any protected class during the recruitment and selection process.
5. Describe the strategies your firm would recommend to ensure successful coordination between the Board of Directors, the Selection Subcommittee, agency staff, and others involved in the recruitment.

D. Cost or Best Value

1. Recruitment Activities:

If proposing a fixed fee for the recruitment-related tasks, please respond to the following questions:

- a. What services are included in the fixed fee?
- b. What expenses are included in the fee; what expenses are not?
- c. How will additional expenses be billed?

For items not included in the fixed fee, provide an estimate of the total costs including: (1) the number of staff hours and hourly rates for each professional and administrative staff person, including fringe and overhead costs; (2) an estimate of all other direct costs, such as materials and reproduction costs; and (3) an estimate of subconsultant services, if needed.

2. Stakeholder Input Activities:

Provide a separate, detailed cost proposal for the stakeholder input activities.

3. Post-Selection/Executive Onboarding Services:

Provide a separate, brief description and costs for post-selection/executive onboarding services (optional work) if offered by your firm.

E. References

1. Please provide three to five references of clients to whom your firm has provided services similar to those described in this RFP within the last three years.

Please include:

- a. the name of the organization,
- b. the contact name and position title of the individual your firm worked with most directly, and
- c. the current mail address, email address, and phone number of the direct contact.

F. Addenda to this Request for Proposals

The Proposer shall confirm in its proposal the receipt of all addenda issued to this RFP.

G. Required Certifications

The Proposal shall include the following completed forms:

1. Public Contract Code Certifications
 - a. Part 1: Public Contract Code Section 10162 Questionnaire
 - b. Part 2: Public Contract Code Section Statements
2. Equal Employment Opportunity Certificate

H. Sample Contract

The Proposer shall include a copy of the firm’s service contract showing all terms and conditions proposed.

VI. MINIMUM QUALIFICATIONS

In order to be considered responsive to this RFP, firms must demonstrate the following minimum qualifications. The minimum qualification assessment will be made based on responses to the questions asked in the Proposal Content Requirements section noted above.

1. Experience working with public sector clients, preferably organizations similar in size, complexity, and functional diversity to SANDAG (from Question B2).
2. Recent experience filling positions similar to the SANDAG Executive Director role (from Question B3).
3. Services and work plan for the Project with the goal of the new Executive Director being selected no later than April 1, 2018 (from Question C1).
4. Experience obtaining input from the board/governing body as well as stakeholders in the recruitment of executive-level positions (from Question C2).
5. Experience coordinating between a Board of Directors, Selection Subcommittee, staff, and others involved in the recruitment (from Question C5).

VII. CONFLICTS OF INTEREST CONSIDERATIONS

A. Notice of Potential for Organizational and Financial Conflicts of Interest

SANDAG has established policies concerning conflicts of interest in contracting and prohibition against gifts by proposers to SANDAG employees. Please refer to Board Policy No. 004: Rules of Procedure for Board of Directors, Policy Advisory Committees, and Other Legislative Bodies, and Board Policy No. 016: Procurement of Services, available at sandag.org/legal. These policies apply to all Proposers and their proposed subconsultants. All SANDAG procurements must be conducted within the ethical standards approved by the Board of Directors. In addition, any practices, which might result in unlawful activity are

prohibited, including but not limited to rebates, kickbacks, or other unlawful considerations. SANDAG staff are specifically prohibited from participating in the selection process when those staff have a close personal relationship, family relationship, or past (within the last 12 months), present, or potential business or employment relationship with a person or business entity seeking a contract. It is unlawful for any contract to be made by SANDAG if any individual Board member or staff has a prohibited financial interest in the contract.

Proposers, consultants, vendors, and agents thereof currently doing business with or planning to seek contract awards from SANDAG are strongly discouraged from giving gifts to SANDAG officers, employees, agents, or Board members who have taken or may in the future take part in contracting decisions for SANDAG. The SANDAG officers, employees, agents, and Board members shall not solicit or accept gifts, gratuities, favors, or anything of monetary value from consultants, potential consultants, or parties to subagreements that could bias their decision-making. This prohibition applies to any gift, gratuity, favor, entertainment, or loan, and includes such items as liquor, lodging, travel, food, and tickets to public functions such as sports events, theater, etc. If a person has any reason to believe a financial or organizational conflict of interest exists with regard to a particular procurement, he/she should notify the SANDAG Office of General Counsel immediately.

A Proposer is eligible for award of service contracts by SANDAG so long as the contract in question does not create an actual, potential, or apparent financial or organizational conflict of interest. A prohibited organizational conflict of interest exists when a proposer is or may be unable to render impartial, objective assistance or advice to SANDAG or where a proposer would receive an unfair competitive advantage. Examples of situations that could create such a conflict of interest are listed in Board Policy No. 016. Firms that have a conflict of interest due to performing work for SANDAG are ineligible to propose. A process for determining whether a Proposer has a conflict is set forth in Board Policy No. 016. Ineligible firms include the prime Proposer, its subconsultants, and affiliates of either. An affiliate is a firm that is subject to the control of the same persons through joint ownership or otherwise.

VIII. PRE-SUBMITTAL ACTIVITIES

A. Questions Concerning the Request for Proposals

All questions relating to the RFP must be received in writing via email no later than 5 p.m. on October 10, 2017, addressed to Jenny Russo, Senior Contracts and Procurement Analyst, at jenny.russo@sandag.org.

Responses to all questions received concerning this RFP will be posted on PlanetBids, which can be accessed at sandag.org/contracts.

All responses and all timely questions received concerning this RFP will be posted to PlanetBids no later than 5 p.m. on October 12, 2017. It is the responsibility of Proposers to check PlanetBids for questions and responses related to this RFP.

B. Revision to the Request for Proposals

SANDAG reserves the right to revise the RFP prior to the date that proposals are due. Revisions to the RFP shall be posted on PlanetBids no later than 5 p.m. on October 12, 2017. It is the responsibility of the Proposer to check PlanetBids for any revisions related to this RFP.

IX. SUBMITTAL REQUIREMENTS

A. Certifications

The proposal and any required certifications shall be signed by an individual or individuals authorized to execute legal documents on behalf of the Proposer.

B. Due Date and Time

The proposal must be submitted to Jenny Russo, Senior Contracts and Procurement Analyst, via email at jenny.russo@sandag.org and received no later than 4 p.m., local time, on October 16, 2017.

C. Proposal Errors, Ambiguities, and Irregularities

Failure to comply with any of the requirements of the RFP may result in disqualification. SANDAG is not responsible for finding, correcting, or seeking clarification regarding ambiguities or errors in proposals. If a proposal is found to contain ambiguities or errors, it may receive a lower score during the evaluation process. SANDAG reserves the right to disqualify a proposal that contains a detailed cost estimate with mathematical or clerical errors, inconsistencies, or missing information, which prevent SANDAG from fully evaluating the proposal. SANDAG may, but is not required to, seek clarification from a Proposer regarding information in a proposal. Errors and ambiguities in proposals will be interpreted in favor of SANDAG.

SANDAG reserves the right to waive inconsequential irregularities.

X. PROPOSER EVALUATION AND SELECTION PROCESS

Proposals will be evaluated, negotiated, selected and any award made in accordance with the criteria and procedures described below. Proposals will not be publicly opened.

A. Determination of Responsiveness

In order to be considered responsive to this RFP, each Proposal must conform to the Proposal Content Requirements section of this RFP including but not limited to the minimum qualifications. Any Proposal that does not so conform will be considered nonresponsive. If SANDAG finds a proposal to be nonresponsive a "Notice of Nonresponsive Proposal" will be sent to the Proposer notifying them of this status. Following notification, a nonresponsive Proposer will no longer be included in any correspondence regarding the RFP.

B. Determination of Responsibility

Each proposal will be evaluated to determine the responsibility of the Proposer. Any Proposal from proposers whom SANDAG finds not to be responsible and cannot be made to be responsible within timelines set by SANDAG may not be considered for the competitive range. Proposer's integrity and reputation, as well as its fiscal responsibility will be taken into account as part of the responsibility determination.

C. Evaluation and Ranking of Proposals

1. All responsive proposals submitted by responsible Proposers will be evaluated by a subcommittee of the Board of Directors based on the criteria and the assigned weights listed below. The subcommittee may request additional information, oral presentations, and/or interviews to obtain additional information on the proposals submitted.

The evaluation criteria and point values will be as follows:

Evaluation Criteria	Point Value
Qualifications and Project Experience	30
Proposed Methodology and Approach to Work	40
Cost or Best Value	20
References	10
Total	100

2. The subcommittee will create a ranking of the firms and submit its firm recommendation to the Board of Directors.
3. The Board of Directors may choose to accept the subcommittee’s firm recommendation or to make its own firm recommendation based on a review of the top-ranked proposals.
4. Once approval is received, negotiations with the recommended firm will commence. Negotiations will cover scope of work contract terms and conditions, schedule, and price. If contract terms cannot be successfully negotiated with the recommended firm, negotiations shall be terminated and negotiations may be initiated with the next highest-ranked firm.

XI. SPECIAL CONDITIONS

A. No Commitment

This RFP does not commit SANDAG to award a contract, to defray any costs incurred in the preparation of a proposal pursuant to this RFP, or to procure or contract for work. SANDAG may reject Proposer without providing the reason underlying the declination. A failure to award a contract to the Proposer with the lowest cost proposal shall not constitute a valid cause of action against SANDAG.

B. Public Records

All proposals submitted in response to this RFP become the property of SANDAG and public records and, as such, may be subject to public review. Documents protected by law from public disclosure will not be disclosed by SANDAG if clearly marked with the word “confidential” on each applicable page. Trade secrets may be marked as confidential only to the extent they meet the requirements of California Civil Code section 3426.1(d). Only

information claimed to be a trade secret at the time of submittal to SANDAG and marked as “confidential” will be treated as a trade secret. To the extent that an entire proposal is marked as confidential or a trade secret, such designations will not be effective, and the entire document will thereby be subject to disclosure. To the extent that a Proposer marks any information as either confidential or a trade secret, the Proposer thereby agrees to defend and indemnify SANDAG in the event that SANDAG’s nondisclosure of the Cost Proposal is challenged in any legal action. Please see SANDAG Board Policy No. 015: Records Management Policy, which is available at sandag.org/legal, for information regarding the treatment of documents designated as confidential by SANDAG.

Consistent with California case law, cost proposals and other information regarding proposed rates offered will not be disclosed until after the conclusion of negotiations with the selected Proposer.

C. Right to Cancel

SANDAG reserves the right to cancel or revise, for any or no reason, in part or in its entirety, this RFP. If SANDAG cancels the RFP prior to the deadline for proposals or revises the RFP, notification will be placed on the SANDAG website.

D. Additional Information

SANDAG reserves the right to request additional information and/or clarification from any or all Proposers to this RFP but is under no obligation to do so.

E. Press Releases and Promotional Materials

Proposers who wish to release information regarding proposer selection, contract award, or procurement information provided by SANDAG in a press release or its promotional materials prior to the time a contract award is announced must receive prior written approval from SANDAG.

F. Contract with Primes Only

SANDAG intends to contract with prime firms and will not contract directly with subconsultants. Entities that are unable to contract directly with SANDAG to perform the entire scope of work are encouraged to partner with another entity that is willing to serve as the prime.

G. Contract for Services

SANDAG is requesting that each Proposer submit a proposed service contract to determine the reasonableness of the terms and conditions being offered. If SANDAG determines that the terms and conditions proposed by the firm selected are reasonable, then SANDAG will enter into negotiations utilizing the proposed service contract as a starting point. SANDAG reserves the right to utilize its Standard Services Agreement as a starting point for negotiations if the proposed terms and conditions are determined to be unreasonable.

H. Order of Precedence

In the event of conflicting provisions between this RFP and the resulting contract, the following order of precedence will apply: (1) the RFP; (2) attachments to the RFP; (3) the Agreement; and (4) Consultant’s proposal.

I. Ownership of Documents and Other Work Products

All deliverables prepared or obtained under the terms of this Agreement shall be delivered to and become the property of SANDAG. The term “deliverables” includes, but is not limited to, all original drawings, reports, and other documents, including detailed calculations, digital/electronic databases, data sets, analyses, and other work products developed for the Project.

J. Information and Data Not to Be Disclosed or Sold by Consultant

Consultant and all of its subconsultants, agents, representatives and employees are prohibited from disclosing or selling data or information provided, collected, or obtained pursuant to this Agreement without express, written permission from SANDAG.

K. Insurance Requirements

Consultants doing business with SANDAG are required to obtain insurance. The required insurance certificates must comply with the following limits and must be provided within three days of the request from SANDAG. The insurance coverages required for this procurement are listed below:

Type of Coverage	Special Requirements	Minimum Limits
Commercial General Liability		Limits no less than \$2,000,000 per occurrence for bodily injury, personal injury, and property damage. The general aggregate limit shall be twice the required occurrence limit.
Automobile Liability	Coverage shall be provided for owned, non-owned, and hired vehicles, or any auto. The policy shall be issued on a combined single limit.	\$1,000,000 per accident for bodily injury and property damage.
Workers’ Compensation and Employer’s Liability		As required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than \$1,000,000 per accident; \$1,000,000 policy limit bodily injury by disease; and \$1,000,000 each employee bodily injury by disease.

L. Indemnification

1. General

Consultant will defend, indemnify, protect, and hold SANDAG, its Board of Directors, member agencies, directors, officers, and employees harmless from and against all claims asserted or liability established for damages or injuries to any person or property, including injury to Consultant's or subconsultants' employees, agents, or officers, which arise from or are connected with or are caused or claimed to be caused by the negligent, reckless, or willful acts or omissions of the Consultant and its subconsultants and their agents, officers, or employees, in delivering the goods or services while performing the Scope of Work, and is responsible for all expenses of investigating and defending against same, including attorney's fees and costs, provided, however, that the Consultant's duty to indemnify and hold harmless will not include any claims or liability arising from the established sole negligence or willful misconduct of SANDAG, its Board of Directors, member agencies, directors, agents, officers, or employees.

2. Professional Services

Consultant agrees to defend, indemnify, and hold harmless SANDAG, its Board of Directors, member agencies, directors, officers, and employees from and against all claims, costs, suits, and damages, including, but not limited to, attorney's fees and losses or payments for injury to any person or property arising from the willful misconduct or negligent acts, errors, or omissions of the Consultant and/or its subconsultants associated with performing the Scope of Work.

3. Survival of Indemnification

This section regarding indemnification applies to all liability, regardless of whether any insurance policies are applicable. The insurance policy limits do not act as a limitation upon the amount of indemnification to be provided by Consultant. This section of the RFP will be incorporated into the contract for services and will survive in perpetuity.

M. Civil Rights, Nondiscrimination

1. Compliance with Nondiscrimination Laws

Consultant and its subconsultants may not discriminate against any employee or applicant for employment because of race, color, religion, creed, sex, sexual orientation, gender identity, national origin, ancestry, age, medical condition, physical or mental disability, Vietnam-era veteran or special disabled veteran status, marital status, status as a parent, or citizenship, within the limits imposed by law. Such actions include but are not limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Consultant will post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of these nondiscrimination requirements. Failure by the Consultant to carry out these

requirements is a material breach of this RFP, which may result in the termination of the contract or such other remedy as SANDAG deems appropriate, which may include, but is not limited to:

- a. Withholding monthly progress payments;
- b. Assessing sanctions; and/or
- c. Disqualifying the Consultant from future bidding as nonresponsive.

Consultant will, in all solicitations or advancements for employees placed by or on behalf of Consultant, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, age, sexual orientation, or national origin and will not discriminate on the grounds of race, religion, color, sex, age, or national origin in the selection and retention of subconsultants, including procurements of materials and leases of equipment, and will not participate either directly or indirectly in the discrimination prohibited by 49 Code of Federal Regulations (CFR) 21.

Consultant will send to each labor union or representative of workers with which it has a collective bargaining agreement or other contract or understanding a notice, to be provided by the agency contracting officer, advising the labor union or workers' representative of the Consultant's commitments under Section 202 of Executive Order 11246 (EO 11246) (Johnson, 1965) and will post copies of the notice in conspicuous places available to employees and applicants for employment.

Consultant will comply with all provisions of EO 11246; the rules, regulations, and relevant orders of the Secretary of Labor; requirements imposed by Title VI and Title VII of the Civil Rights Act of 1964, as amended, and the regulations issued thereunder (EO 11246); the California Fair Employment Practices Act; the Age Discrimination in Employment Act of 1967, as amended; 29 United States Code (U.S.C) 623; and any other applicable federal and state laws and regulations subsequently enacted.

In accordance with section 102 of the Americans with Disabilities Act, as amended, 42 U.S.C. 12112, the Consultant agrees that it will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 CFR 1630, pertaining to employment of persons with disabilities. In addition, the Consultant agrees to comply with any implementing requirements an applicable federal agency may issue.

XII. PROTESTS

The SANDAG Protest Procedures are available on the SANDAG website at sandag.org/organization/rfps/pdfs/protestprocedures.pdf.

PART 2 – ATTACHMENTS

SCOPE OF WORK

The selected firm will perform a full range of executive search services to ensure the successful selection of a new Executive Director for SANDAG. In general, services will include developing a Candidate Profile and position announcement; preparing recommendations regarding recruitment and selection strategies; gathering input from the Board and various stakeholder groups; conducting an advertising campaign and sourcing candidates; and facilitating the selection of a final candidate including negotiation of an employment agreement.

SANDAG has adopted an Equal Employment Opportunity program and has established policies that require SANDAG to actively recruit, hire, train, promote, and make all other employment decisions for all applicants and employees in accordance with Title VII of the Civil Rights Act of 1964, as amended. The selected firm is expected to conduct the recruitment for the Executive Director position in a manner consistent with agency policy.

Description of Services to be Provided

The services to be provided by the selected firm shall include, but not be limited to, the following:

I. GENERAL

1. Provide technical and strategic guidance to the Board of Directors through the recruitment and selection process.
2. Propose and present an overall recruitment and selection plan to the Board, to include a summary of key activities and timeframes for completion.
3. Liaise with the seven-member Executive Director Recruitment Subcommittee (Subcommittee) to support their assigned responsibilities related to recruitment and selection activities.
4. Provide input to the Board, Subcommittee, and/or SANDAG staff regarding public communication regarding the Executive Director recruitment and selection.
5. Coordinate with SANDAG staff regarding administrative and logistic needs in support of this project.

II. PREPARING FOR THE RECRUITMENT

1. Solicit input from Board members through meetings, interviews, and other methods to gain insight and understanding of SANDAG's responsibilities in the San Diego region, the priorities and challenges of the organization, and the function and practices of the Board, as well as the responsibilities, qualifications, experience, and competencies required for success for the new Executive Director.
2. Solicit input from stakeholder groups, such as the public, partner organizations, and current employees, through facilitated discussions, public hearings, community meetings, surveys, or other methods regarding the Executive Director position and desired traits and characteristics for the selected candidate; present results to the Board including recommendations for incorporating this input into the recruitment materials and selection methods.

3. In collaboration with the Subcommittee, develop a detailed Candidate Profile and seek approval from the Board; the profile will be used as the basis for the position announcement and developing selection criteria.
4. In collaboration with the Subcommittee, develop an accurate and enticing position announcement designed to engage the interest of potential candidates; develop related materials and resources for use during the recruitment.
5. Prepare a comprehensive outreach and advertising plan designed to attract the highest quality applicants for the position; the strategy should include methods for reaching both active and passive candidates.

III. CONDUCTING THE RECRUITMENT

1. Source job candidates through a variety of channels such as advertising with nationally recognized publications and organizations, proactively reaching out to candidates in the marketplace, using referral sources, leveraging the firm's network of C-suite candidates, and using other best practices and proven recruitment strategies.
2. Accept candidate applications and maintain positive communications with candidates throughout the recruitment.
3. Assess candidate qualifications against those defined in the Candidate Profile, and identify those candidates who have the closest match to the desired qualifications and experience.

IV. FACILITATING THE SELECTION

1. Prepare and present a written summary of qualified candidates to the Subcommittee; meet with the Subcommittee and assist with their review of applications and determining which candidates will be selected to interview for the position.
2. Confirm the final selection process with the Subcommittee, including the development of an interview process (first and second interviews), an interview schedule, interview questions, etc.
3. Coordinate interview appointments with candidates and support their preparation activities, including travel arrangements if necessary.
4. Assist the Subcommittee in conducting first-round interviews with candidates and preparing a list of finalists for consideration by the full Board.
5. Assist the Board in conducting interviews with the finalists, and with subsequent discussions regarding the selection of a final candidate.
6. On behalf of the Board, conduct in-depth reference checks regarding prior job performance, background checks (e.g., education, criminal, financial, driving, other), and other data-gathering activities on the final candidate.

7. If requested by the Board, negotiate a compensation package and terms and conditions of employment with the final candidate.
8. Collaborate with the SANDAG Office of General Counsel to develop and execute the employment agreement with the final candidate.

V. POST-SELECTION SERVICES

1. Consult with the Board and internal leadership to develop and implement a custom onboarding program to ensure a smooth and successful transition for the newly selected Executive Director.

EXECUTIVE DIRECTOR

Definition

Under policy direction, the Executive Director will plan, direct, manage, administer, and review the activities and operations of SANDAG; coordinate services and activities among SANDAG departments, the Board of Directors, Policy Advisory Committees, member agencies, and outside organizations; provide highly responsible and complex executive support to the Board of Directors and Policy Advisory Committees; serve as Executive Director of the San Diego County Regional Transportation Commission and Chief Executive Officer of SourcePoint.

Supervision Received

Receives policy direction from the Board of Directors.

Supervision Exercised

The Executive Director provides supervision to executives, management, supervisory, professional, technical, and administrative support staff, either directly or through subordinates.

Examples of Essential Duties

Duties may include, but are not limited to, the following:

- Assume full executive responsibility, leadership, and strategic direction for SANDAG programs, services, and activities in a manner that supports the agency's mission, as defined by the Board of Directors, in a proactive, forward-thinking way that ensures SANDAG can successfully fulfill its mission into the future.
- Assume responsibility for positioning SANDAG as a regional leader and advocate the agency's advisory role to member agencies and other local jurisdictions.
- Function as a facilitator and work cooperatively.
- Direct, plan, and manage the development and implementation of agency goals, objectives, policies, and priorities; establish policies regarding appropriate service, resource, and staffing levels; allocate resources.
- Select SANDAG personnel; assign and review the work of executive, management, supervisory, professional, technical, and administrative support staff; establish employee performance expectations and evaluate performance; provide or coordinate employee training; work with employees to improve job-related skills and competencies; provide guidance to executives and managers with the implementation of discipline and performance improvement procedures.
- Meet with executive staff to identify and resolve problems; assign projects and programmatic areas of responsibility; review and evaluate work methods, procedures, and necessary resources.



- Continuously monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; assess and monitor workload, administrative and support systems, and internal reporting relationships; identify opportunities for improvement; and direct the implementation of changes.
- Oversee and monitor the fiscal integrity and management of SANDAG including administration of the annual SANDAG Program Budget, and development and implementation of effective and accurate financial systems and operations; maintain SANDAG in a positive financial position.
- Represent SANDAG to various Boards, Councils, Commissions, elected officials, community service organizations, and other public groups; explain and interpret SANDAG programs, policies, and activities; respond to, negotiate, and resolve sensitive, significant, and controversial issues.
- Prepare and present written, oral, and visual reports to the Board of Directors, Policy Advisory and stakeholder committees, outside agencies and organizations, and/or community groups.
- Coordinate with executive staff to formulate appropriate SANDAG policies and strategies, both at the Board and administrative levels.
- Maintain day-to-day responsibility for the administrative functions and responsibilities delegated by the Board of Directors; recommend policies and procedures accordingly.
- Participate in Board- and executive-level discussions to formulate strategic, long-range, and operational goals and objectives.
- Oversee a variety of organizational or operational studies, investigations, audits, and reviews; and recommend modifications to SANDAG programs, policies, and procedures as appropriate.
- Provide executive support and act as an adviser to the Board of Directors and Policy Advisory Committees.
- Participate on a variety of committees and task forces; attend and participate in professional group meetings; and stay abreast of new trends and innovations in the field of regional governance.
- Perform related duties and responsibilities, as assigned.

Examples of Essential Qualifications

Knowledge of:

- Operational characteristics, services, practices, and activities of a comprehensive regional planning, project delivery, and operations program.
- Modern and complex principles and practices of regional governance administration, organization, development, functions, and services.
- Principles, practices, and techniques of regional planning in land use and transportation, program development, project delivery, operations, and administration.
- Various federal, state, and local laws, codes, and regulations pertaining to SANDAG programs, activities, and operations.

- Federal, state, and local political, economic, and social trends and principles as they apply to regional governance.
- Various issues affecting the San Diego region related to transportation, land use, environment, economic development, housing, and public safety.
- Sources of federal, state, and local funding used for SANDAG programs; funding practices of federal, state, and local grant agencies.
- Advanced project management principles and concepts.
- Advanced principles and practices of personnel management including supervision, training, and performance evaluation.
- Advanced principles and practices of budget preparation and administration.
- Advanced marketing, media, and public relations principles and concepts.
- Organizational and management principles and practices involved in strategic planning, resource allocation, leadership technique, and coordination of people and resources.
- Various methods and techniques to reach mutually agreeable solutions and outcomes.
- Principles and techniques for working with groups and fostering effective team interaction to ensure teamwork is conducted smoothly.
- The structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Modern equipment and communication tools used for business functions, program and project coordination, and operations.
- Computers and software programs (e.g. Microsoft software packages) to conduct research, assess information, and/or prepare documentation.
- Safe driving principles and practices.

Ability to:

- Provide administrative, management, professional leadership, and strategic direction for SANDAG.
- Develop, implement, and administer goals, objectives, and procedures for providing effective and efficient SANDAG programs and services.
- Plan, organize, and direct the work of executive, management, supervisory, professional, technical, and administrative support personnel; delegate authority and responsibility.
- Select and supervise staff; provide training and development opportunities; ensure work is performed effectively; evaluate performance in an objective and positive manner.
- Gain cooperation through discussion and persuasion.
- Establish, maintain, and foster effective and credible working relationships with the Board of Directors, Policy Advisory Committees, and SANDAG staff as well as representatives from outside agencies and organizations, community groups, and residents.

- Exercise discretion and political acumen in dealing with complex, sensitive, and confidential issues, and conflicting agendas and positions.
- Actively listen and discern common interests to reach mutually agreeable solutions and outcomes.
- Interpret and apply the policies, procedures, laws, codes, and regulations pertaining to SANDAG programs and functions.
- Develop, oversee, and administer large and complex budgets; allocate limited resources in a cost-effective manner.
- Analyze and evaluate new programs, policies, and operational needs.
- Manage and implement internal and external change.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of SANDAG goals.
- Anticipate, identify, and respond to issues, concerns, and needs from the public, member agencies, and Board of Directors.
- Work in a fast-paced, professional office environment and balance multiple projects and deadlines.
- Communicate clearly and concisely, both orally and in writing, using appropriate English grammar and syntax.
- Prepare clear and concise administrative and management reports.
- Establish and maintain cooperative working relationships with those contacted in the course of business, including member agencies, city and other government officials, community groups, the public, and media representatives.
- Effectively use computer systems, applications, and modern business equipment to perform a variety of work tasks.
- Safely operate a motor vehicle.

Minimum Qualifications:

Any equivalent combination of experience and education that would provide the required knowledge and abilities is qualifying. A typical way to obtain the required knowledge and abilities would be:

Experience:

Fifteen years of increasingly responsible supervisory and management experience in public or private sector. City or county management experience is highly desirable.

Education:

A Bachelor's degree from an accredited college or university with major course work in planning, transportation, engineering, public or business administration, or a related field. A Master's degree is highly desirable.

License or Certification:

Possession of an appropriate, valid driver's license.

ADA Special Requirements:

The essential duties for this classification are performed in the work environment described below and require the following physical and mental abilities:

The standard office position requires an employee to access their work location, attend meetings, use computerized workstations, and lift paperwork and light-weight equipment or resources (less than 20 pounds). Typically, an employee will need to walk, stand, sit, use a keyboard, see, hear, bend, lift, and twist. The employee obtains information from oral instructions, conversations, written reports, email, the Internet, and professional publications, and will process and analyze the information obtained. The employee will provide information orally or in writing and work on numerous concurrent projects and tasks under deadlines. Typically, an employee will need to mentally process and analyze complex information, compose complex responses, interact with others, and present information and reports.

Effective Date: July 2016

PUBLIC CONTRACT CODE

Public Contract Code Section 10162 Questionnaire

In accordance with Public Contract Code Section 10162, the Proposer shall complete, under penalty of perjury, the following questionnaire:

Has the Proposer, any officer of the Proposer, or any employee of the Proposer who has a proprietary interest in the Proposer, ever been disqualified, removed, or otherwise prevented from bidding or proposing on, or completing a federal, state, or local government project because of a violation of law or a safety regulation?

Yes No

If the answer is yes, explain the circumstances in the space below.

Name of Firm: _____

Printed Name: _____

Title: _____

Signature: _____ Date: _____

PUBLIC CONTRACT CODE SECTION STATEMENTS

Public Contract Code Section 10232 Statement

In conformance with Public Contract Code Section 10232, the Proposer hereby states under penalty of perjury that no more than one final unappealable finding of contempt of court by a federal court has been issued against the Proposer within the immediately preceding two-year period because of the Proposer's failure to comply with an order of a federal court which ordered the Proposer to comply with an order of the National Labor Relations Board.

Public Contract Code Section 10285.1 Statement

In conformance with Public Contract Code Section 10285.1 (Chapter 376, Stats. 1985), the Proposer hereby declares under penalty of perjury under the laws of the State of California that the Proposer

has **has not**

(Must Check One)

been convicted within the preceding three years of any offenses referred to in that section, including any charge of fraud, bribery, collusion, conspiracy, or any other act in violation of any state or federal antitrust law in connection with the bidding upon, award of, or performance of, any public works contract, as defined in Public Contract Code Section 1101, with any public entity, as defined in Public Contract Code Section 1100, including the Regents of the University of California or the Trustees of the California State University. The term "Proposer" is understood to include any partner, member, officer, director, responsible managing officer, or responsible managing employee thereof, as well as any subconsultant, as referred to in Public Contract Code Section 10285.1 (reference to "bidder").

The above statement is part of the proposal. Signing the proposal on the signature portion thereof also shall constitute signature of this statement. Proposers are cautioned that making a false certification may subject the certifier to criminal prosecution.

Name of Firm: _____

Printed Name: _____

Title: _____

Signature: _____ Date: _____

EQUAL EMPLOYMENT OPPORTUNITY CERTIFICATE

Consultant hereby certifies that it will comply with the provisions of the SANDAG Equal Employment Opportunity Program (Board Policy No. 007), and rules and regulations adopted pursuant thereto, Title VI of the Civil Rights Act of 1964, the California Fair Employment Practices Act, and any other applicable federal and state laws and regulations relating to equal employment opportunity, including laws and regulations hereinafter enacted.

Furthermore, Consultant hereby certifies that it

has **has not**

(Must Check One)

been found, adjudicated, or determined to have violated any laws of Executive Orders relating to employment discrimination or affirmative action including, but not limited to, Title VII of the Civil Rights Act of 1964, as amended (42 U.S.C. 2000[e] et seq.); the Equal Pay Act (29 U.S.C. 206[d]); Executive Order (EO) 10925 (Kennedy, 1961), EO 11114 (Kennedy, 1963), or EO 11246 (Johnson, 1965); or the California Fair Employment and Housing Act (Government Code 12460 et seq.); by any federal or California court or agency, including but not limited to the Equal Employment Opportunity Commission, the Office of Federal Contract compliance Programs, and the California Fair Employment and Housing Commission.

If yes, please explain the circumstance.

Name of Firm: _____

Printed Name: _____

Title: _____

Signature: _____ Date: _____