



Helping People with Developmental Disabilities Reach Their Maximum Potential

### San Joaquin County

Main Office  
702 N. Aurora Street  
P. O. Box 692290  
Stockton, CA 95269-2290  
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- Administration: 209-473-0256
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- Community Services: 209-955-3232
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### Stanislaus County

Branch Office  
1820 Blue Gum Avenue  
Modesto, CA 95358  
Phone: 209-529-2626  
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### Amador, Calaveras, and Tuolumne Counties

Branch Office  
704 Mountain Ranch Rd #203  
P. O. Box 1420  
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## Executive Director Search Request for Proposal July 25, 2016

### Project Type

Search, recruitment and transition services for a new executive director for Valley Mountain Regional Center.

**Deadline for submission** – August 8, 2016 by 5:00pm

### Description of Project

Valley Mountain Regional Center (VMRC) is soliciting proposals to provide executive director search, recruitment and transition services. This includes working with our executive search committee and/or board of directors during each milestone of the process from recruitment through placement.

### Background

VMRC is a private, non-profit corporation that contracts with the State of California to provide diagnostic, evaluation, case management, and early intervention services to people with developmental disabilities. VMRC purchases essential services such as respite, out-of-home placement, adult day programs, transportation, behavior intervention, infant development services, clinical, and diagnostic services for people with developmental disabilities.

VMRC serves a population of approximately 11,000 persons with developmental disabilities and their families in the California counties of Amador, Calaveras, San Joaquin, Stanislaus and Tuolumne. VMRC provides the services through a network of hundreds of vendors. To be eligible for services a developmental disability must have occurred before the age of 18; is expected to continue indefinitely; constitutes a substantial handicap; and includes an intellectual disability, cerebral palsy, epilepsy, autism or any disability requiring treatment similar to a developmental disability.

VMRC is governed by a 21-member Board of Directors and an Executive Director, who manages the daily operations of the agency through a senior management team. The board membership includes individuals with developmental disabilities, parents, and community members from our five-county catchment area. The board strives to be inclusive of all members by utilizing facilitation services, plain language materials and other adaptations as needed. VMRC's main office is in Stockton, with satellite offices in Modesto and San Andreas. VMRC

has a staff of approximately 300, including social workers, nurses, psychologists, physician consultants and behavioral specialists. Sixty three percent of VMRC staff carry a caseload and interact with families and consumers on a regular basis.

The VMRC Board of Directors established an executive search committee in July of 2016. The committee is composed of board members, staff and representatives of VMRC's primary stakeholder organizations. The committee is responsible for the planning and oversight of the process and will work closely will with the consultant chosen to provide executive search and recruitment services.

Additional background information about VMRC is available on our website located at <http://www.vmrc.net>

### **Scope of Services**

The selected consultant will be expected to design and manage recruitment process, coordinate planning tasks and activities with the executive search committee and/or board as well as engage in transition services for the new executive director and departing executive director as described below. See Attachment A for a complete list of the minimum business requirements envisioned for the VMRC executive director search effort:

- 1) **Formation and advising of the Search Committee**—Review and provide assistance in forming an appropriate search committee addressing optimal size, representation, and diversity, committee expectations, and process. The composition of the search committee will directly affect the progress and success identifying and hiring a qualified executive director. The recruitment firm must be able to provide information and training to the search committee regarding their responsibilities and time requirements.
- 2) **Establish and Document Process and Timeline**—Establish and document a process and timeline that will ensure an objective, thorough and timely completion of the recruitment and hiring process. Our goal is to have the new executive director start by December 1, 2016.
- 3) **Weekly contact by phone**—Schedule and conduct weekly conference calls with the executive search committee or chairperson to provide an update on the status of the executive director job search.
- 4) **Job Description and Compensation**—Provide input to the search committee to develop a comprehensive job description that accurately specifies the requirements of the executive director position and provide advice on an appropriate compensation range.
- 5) **Job posting and advertising**—Advise on an appropriate statewide advertising strategy, taking into account the geographic scope of the search, targeted sectors for recruitment, and cost. The recruitment firm will write and manage the placement of all ads for the position and will actively identify potential qualified candidates. The cost of advertisement is to be included in the proposed fee.
- 6) **Sourcing and Recruiting**—Identify those candidates with the skills and experience required to fulfill the mandates of this position. A preliminary process of reviewing applications along with in-depth phone, Skype and in-person interviews with those applicants that are most qualified.

The firm will work with the search committee to review and select the candidates for in-person interviews. Receipt of all applicants will be acknowledged by the recruitment firm.

- 7) **Candidate and Search Committee Interviews**—Facilitate the candidates/committee interviews and provide interview assistance through basic interview training, evaluative tools, and the development of appropriate questions.
- 8) **References and Background Checks**—Conduct interviews with references, facilitate background checks on the finalists and provide a report to the search committee. The background check is to include, but is not limited to, reference responses, criminal history check, driving history report, verification of educational degrees and certifications, and e-verify.
- 9) **Negotiating the Offer and Closing the Search**—Assist in negotiating the compensation package and start date, providing an offer letter to the candidate of choice in the final steps of the search.
- 10) **Transition Planning and on-Boarding**—Work with the search committee and executive committee to form a transition committee. In addition, advise and coach this committee and the new executive director in identifying and developing a plan for key transition elements, including announcements to stakeholders and press releases. As appropriate, advise on ways to ensure a successful departure of the outgoing executive director, including appreciation and recognition events, transfer of knowledge, legacy building and relationships transfer.
- 11) **Fees**—Project cost of the entire scope of work as described in the elements listed above. The fee structure should include fees based on each of the service elements listed, travel costs and administrative costs.
- 12) **Additional Services**—Provide information regarding additional services that may be available but not listed above.

### **Eligibility of Respondents**

The successful bidder will have direct experience working with the board of directors and staff of mid-sized non-profit organizations to initiate and execute a successful executive search. The successful bidder will contribute excellent analytical, interpersonal, verbal, computer and written communication skills. In addition, preference points will be given to firms that have worked with a California Regional Centers or other non-profits dealing with consumer services for individuals with developmental disabilities or similar populations.

The selected consultant agrees to refrain from actively targeting and recruiting VMRC staff at any time during the executive search or in the future.

### **Timing**

It is the intention of the VMRC to select an executive search firm and to establish a budget in August of 2016. Work must begin immediately thereafter. The goal of the board and executive

search committee is to complete the selection process and have a new Executive Director start December 1, 2016.

### **Information to be submitted with each proposal**

Please submit an electronic copy Microsoft Word version of a proposal in response to this Request for Proposal. The proposal should include the following information:

1. Name and contact information and the names of any other participating consultants;
2. Statement of qualifications to undertake this initiative;
3. Summary of similar work conducted, highlighting specific accomplishments;
4. A narrative description of the proposed process, activities and approach;
5. Timeline for the work;
6. Fee & budget (identifying anticipated hours and costs by task as well as expenses in addition to fees, including any travel costs);
7. Three business references; and
8. Copy of current resume(s) of all staff proposed for the engagement.

### **Special terms and conditions of the engagement**

1. Consultant to provide own tools and computers.
2. Consultant to coordinate with and take direction from the executive search committee and/or board of directors.
3. Consultant to provide electronic copies of all applicants applications as well as detailed notes summarizing each action that was taken with the applicant from time of application through disqualification or hire.
4. VMRC will retain exclusive ownership of all deliverable products, outcomes and electronic files created during this engagement.

### **Evaluation and Selection Process**

Proposals will be evaluated using the following criteria and point system:

Relevant background of consulting team	40
Methodology complete/appropriate	25
Quality of communication/presentation	15
Cost	20
Total points available	100

The VMRC executive search committee will evaluate all submittals and select the recommended consultant. The VMRC executive search committee and/or board of directors will approve the recommended selection and the final budget, which will be based upon practical and budgetary considerations. An interview will be held with the proposed winning bidder prior to awarding the contract.

### **Reservation of Rights**

VMRC reserves the right to select a provider for the services described in the Request for Proposal without further negotiations. VMRC may, at its sole discretion, select no applicant for these services if, in its determination, no applicant is sufficiently responsive to the need.

### **Costs for Proposal Submission**

Applicants responding to this Request for Proposal shall bear all costs associated with the development and submission of their Request for Proposal Application Packet. There shall be no costs charged to VMRC, the Department of Developmental Services, or the State of California.

### **Format and Submission Requirements**

Applicants responding to this Request for Proposal must submit an electronic Microsoft Word version of all required information to VMRC.

### **Deadline**

The Request for Proposal Application Packet must be received via email or United States Postal Service, no later than August 8, 2016 at 5:00 p.m. The Request for Proposal Application Packets will be stamped with the date and time of receipt. Time and date stamps and postmarks after August 5, 2016 at 5:00 p.m. will not be accepted.

### **Submit Request for Proposal Application Packet to:**

	<b>Bill Rutgers Director of Human Resources</b>
	<b>Valley Mountain Regional Center</b>
<b>by mail to:</b>	<b>P.O. Box 692290</b>
<b>by delivery to:</b>	<b>702 N. Aurora Street</b>
	<b>Stockton, CA 95269-2290</b>

Electronic Microsoft Word versions and questions should be submitted to:  
[brutgers@vmrc.net](mailto:brutgers@vmrc.net)

## Attachment A: Executive Director Search Milestones

### VALLEY MOUNTAIN REGIONAL CENTER

#### Executive Director Search Proposed Milestones 2016

DATE	EVENT
June 8-13	Current Executive Director announces plans to retire as of December 30, 2016.
July 6	ED Search Committee is established by the Executive Committee.
July 11	VMRC Board of Directors is provided an opportunity for input on the ED Search strategy and Committee members.
July 21	ED Search Committee meeting held, agenda includes, 1) Determine if recruitment firm will be used; 2) Review elements for recruitment firm proposals; 3) Review ED job description; 4) Review proposed ED Search Proposed Milestones.
Week of July 25	Request for Proposal for a Recruitment Firm is posted.
August 8	Responses to the ED search RFP must be submitted by 5:00p.m.
August 11	ED Search Committee meets to review responses to RFP.
Week of August 15	ED Search Committee holds interviews for top two ED Recruitment Firms being considered and makes final selection.
Week of August 22	Award ED Search Contract to the selected ED Recruitment Firm.
Week of September 5	Post ED job announcement and begin receiving applications through September 26.
Week of September 26	Recruitment firm presents top 10 applications for consideration by the ED Search Committee including Stakeholder Advisors. Five applicants are selected for the first round of interviews. Recruitment Firm and Committee review and approve interview questions.
Month of October	ED Search Committee conduct first round of interviews held for 5 candidates; and select 3 candidates for a final round of interviews.

DATE	EVENT
October 24-31	Recruitment firm completes background and reference checks for top candidates.
November 4	ED Search Committee meets with Recruitment Firm to review the references for the final candidates; deliberates and makes a decision on which candidate to recommend to Executive Committee. Recruitment firm works with ED Search Committee to negotiate salary, benefits and start date with the selected candidate pending approval of the Executive Committee and full board.
November 9	Executive Committee is presented with the recommended candidate from the Search Committee.
November 14	Nominate new ED for VMRC board approval.
Month of December	New ED begins onboarding with retiring ED and Transition Committee with support from the recruitment firm.

## Attachment B: Current Executive Director Job Description



# Job Description

TITLE: Executive Director

REPORTS TO: Board of Directors

**General Statement of Duties:** The core responsibility of the Executive Director (ED) is to provide leadership to Valley Mountain Regional Center (VMRC).

The ED is responsible for overall strategic planning, financial management, organizational development, staff management, program operations, and contract compliance.

Guidance and oversight is provided by the Board of Directors and the Executive Committee.

Chief Financial Officer oversees all fiscal, purchasing, facilities, resource development and financial analysis operations of the agency and is responsible for overseeing all staff within these areas.

### Minimum Position Requirements:

#### Minimum Qualifications

- Knowledge of the unique needs of children and adults with developmental disabilities and their families.
- Master's degree or higher in a relevant field, including but not limited to business or public administration.
- At least ten (10) years of increasingly responsible and relevant managerial experience in a California regional center including extensive knowledge of regional center operations and the provision of services to people with developmental disabilities.
- A demonstrable blend of practical, policy, and administrative experience including provision of support to a board of directors.
- Competence in the use of Microsoft Office computer applications.

## **Experience and Abilities**

- Senior administrator for a non-profit organization.
- Knowledge of developmental disability issues.
- Fiscal management of an entity.
- Working with a board of directors.
- Excellent oral and written communication skills.
- Prior experience working in a unionized environment is preferred.

## **Key Responsibilities – Essential Functions:**

### **Organizational Management**

- Leads, motivates and supervises staff so that they achieve program goals and objectives.
- Responsible for hiring, ongoing staff development, performance management, compensation and benefits.
- Ensures that the organization has the appropriate systems, physical space, and technology to operate efficiently and effectively.
- Anticipates and acts to address organization's needs.
- Assures compliance with the terms of the contract with the State of California
- Assures agency compliance with federal, state and local laws and/or regulations.
- Maintains high standards of professionalism.
- Completes other job duties as needed to maintain the efficient function of the agency.

### **Strategy & Planning**

- Cultivates a strong partnership with the Board of Directors in setting policies consistent with the mission, vision and values of the organization.
- Takes a leadership role in working with the Board of Directors, staff, vendors, and consumers to develop goals, objectives and operational plans for the organization.
- Develops and leads VMRC's strategy within the broader context of the state political landscape.
- Works with the union, the board of directors and senior management to develop and implement a union contract that is fair to the agency and union staff.

### **Public Relations/Advocacy**

- The Executive Director promotes VMRC's visibility and welfare through participation and membership in community organizations and by participating in activities that are aligned with VMRC's mission, vision and values.

## **Supervision Responsibility**

### **Direct Reports:**

Chief Financial Officer, Director Case Management, Director of Human Resources, Director of Information Technology, Executive Assistant, Health Administrator (Clinical), Medical Director and Director of Clinical Services.

## **Working Condition and Physical Requirement:**

- The majority of duties are performed in the office and out in the community.
- Must have reliable transportation and be able to travel locally and out of town regularly.
- The ability to sit at a work station for long periods of time.
- Frequent standing, walking, bending, reaching, lifting throughout offices, service provider facilities and other agencies.
- Adequate manual dexterity and coordination to operate standard office equipment (i.e. computer, cellular phone, telephone, fax machine, etc.)
- The ability to lift, push and pull up to 25 pounds.
- The ability to read, write and comprehend large amounts of written material such as reports and regulations, use the telephone, and communicate via electronic mail is required on a daily basis.
- Excellent oral and written skills are essential.