The California Association of Local Agency Formation Commissions

RECRUITMENT FOR EXECUTIVE DIRECTOR

The California Association of Local Agency Formation Commissions (CALAFCO), a not-for-profit 501(c)(3) public benefit corporation, is seeking qualified candidates for the position of Executive Director. Deadline to apply is Thursday, April 30, 2020 at 5:00 p.m.

BACKGROUND

CALAFCO was founded in 1971 as a nonprofit educational association to support the work of Local Agency Formation Commissions (LAFCo) in California. There is a LAFCo in all 58 California counties and all 58 are members of the Association. In addition, there are nearly 30 associate members representing local agencies, professional service firms, consultants and others who support the educational mission of the Association. CALAFCO serves as an organization dedicated to assisting member LAFCos with educational and technical resources that would otherwise not be available. CALAFCO provides statewide coordination of LAFCo activities, representation before the State Legislature and other bodies and a structure for sharing information among the various LAFCos and other governmental agencies throughout the State.

CALAFCO is governed by a Board of Directors composed of sixteen (16) LAFCo Commissioners elected by the membership. The Board consists of four city members, four county members, four public members, and four special district members. Board members are elected by region: southern, coastal, central and northern. Four members are elected from each region (one each city, county, district and public) during regional caucuses at the annual conference in the fall. Board members serve staggered two-year terms. The four officers are elected by the Board and serve one-year terms.

There are two primary staff of the Association. The Executive Director serves part time (average 32 hours per week) as an exempt employee and the Administrator serves part time (average 15 hours per week) as a non-exempt employee. Both are at-will contract employees. The Association also has contracts for legal counsel and a CPA for quarterly review of financials and preparation of annual state and federal tax and related reports.

A volunteer staff assists the Board and Executive Director in providing member services and operations. Volunteer staff include a CALAFCO Executive Officer and three Deputy Executive Officers. The volunteers are staff from member LAFCos who, with the support of their commissions, agree to serve the state Association. Their LAFCo receives a small stipend from CALAFCO to cover some of their costs. Volunteer staff provide a variety of services such as coordinating conference and workshop program committees, planning CALAFCO University courses, conducting surveys, keeping Board minutes, and so on. In addition, the Association has several committees comprised of Board Members and LAFCo staff serving on a voluntary basis. Such committees include the legislative committee, workshop and annual conference program committees, awards committee and the nominations committee.
CALAFCO provides several critical member services that are managed and directed by the Executive Director:

- Annual Conference for commissioners and staff (fall – attendance 250-300)
- Staff Workshop (spring – attendance 80-100)
- CALAFCO University Courses (1-2/year – attendance 25-50)
- Website and List-Serves
- Quarterly Newsletter (4 issues/year)
- Annual Report to Membership
- Directories and other publications
- Legislative education and advocacy
- Surveys and research papers
- Public information

The Association maintains a two-office suite in Sacramento.

**INTRODUCTION TO LOCAL AGENCY FORMATION COMMISSIONS**

LAFCos are responsible for coordinating orderly and timely changes in local governmental boundaries, conducting Municipal Service Reviews and/or special studies that in part review infrastructure needs or deficiencies, growth and population projections, and governmental structure options. LAFCos also prepare Spheres of Influence for every city and special district within each county. The Commission's efforts are directed to seeing that services are provided efficiently and economically while agricultural and open-space lands are protected.

**LAFCO OBJECTIVES**

- **Encourage the Orderly Formation of Local Governmental Agencies**
  LAFCos review proposals for the formation of new local governmental agencies and changes of organization in existing agencies. In California, there are 58 LAFCos working with nearly 4,000 governmental agencies in 58 counties, 490 cities, and 3,000+ special districts. Agency boundaries are often unrelated to one another and sometimes overlap at random, often leading to higher service costs to the taxpayer and general confusion regarding service area boundaries. LAFCo decisions strive to balance the competing needs in California for affordable housing, economic opportunity, and conservation of natural resources.

- **Preserve Agricultural Land Resources**
  LAFCo must consider the effect that any proposal will produce on existing agricultural lands. By guiding development toward vacant urban land and away from agricultural preserves and open spaces, LAFCo assists with the preservation of our valuable agricultural resources.

- **Discourage Urban Sprawl**
  Urban sprawl can best be described as irregular and disorganized growth occurring without apparent design or plan. This pattern of development is characterized by the inefficient delivery of urban services (such as police, fire, water and sanitation) and the unnecessary loss of agricultural land. By discouraging sprawl, LAFCo limits the misuse of land resources and promotes a more efficient system of local governmental agencies.

- **Assure Availability of Efficient Municipal Services**
  Through tools such as the 5-year Municipal Service Reviews, sphere of influence updates and periodic special studies LAFCos examine municipal services and make recommendations for service efficiencies. LAFCos are often called upon when services are threatened and facilitate processes to encourage shared services and other options to maintain or improve services.
RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

The Executive Director works at the direction of the Board of Directors and is responsible for the Association’s day-to-day activities and operations which include (but may not be limited to) the following duties:

1. Manage and maintain the office, a dedicated telephone and voice mail system; manage and maintain (or oversee) all of CALAFCO’s correspondence and files; coordinate all corporate and association administrative business (e.g., elections, bylaws, policies and procedures, corporate filings, etc.).
2. Supervise the work or services of the Administrator and contractors and outside consultants and vendors.
3. Conduct annual performance reviews of the Administrator.
4. Prepare and distribute, or review, all outgoing communications and mailing; respond to member and public inquiries and requests for information; and support CALAFCO’s promotional, public relations and membership recruitment/retention activities and programs, which may include education and training programs.
5. Provide ongoing member communications, coordination and staff support for Board, program and other committees, and regular interaction with LAFCo staff, including attendance at meetings with member LAFCOs.
6. Organize, prepare agendas and staff reports, and staff all Board meetings including preparation, distribution and posting of Board agenda packages.
7. Prepare and publish CALAFCO’s quarterly newsletter.
8. Prepare and publish CALAFCO’s annual report and magazine.
9. Manage and maintain the CALAFCO web site and various member list serves, including ongoing development, regular updates, utilization, application and expansion of the site.
10. Develop the Association’s biennial strategic plan as a result of the Board’s biennial strategic planning retreat. Conduct an annual dashboard review of the Association’s performance against the goals and objectives outlined in the strategic plan.
11. Ensure that CALAFCO is adequately represented at all significant hearings, including the use of the Legislative Committee or Board Members for this purpose; coordinate preparation of legislative correspondence, written testimony and oral communications; provide direct legislative information, regulatory monitoring, advocacy, and inter-agency communications with interface to LAFCo members; and build relationships with staff and members of Senate and Assembly Local Government Committees, and any other legislative committees pertinent to LAFCo’s mission.
12. Serve as the Legislative Committee Chair, and prepare staff reports, meeting packages and meeting summaries for the Legislative Committee. Provide support for Legislative Committee work groups and maintain Capitol Track daily legislative update.
13. Manage or maintain all records, membership directories, lists and databases, including rosters, and master calendar.
14. Manage and maintain records for the Associate Membership program and prepare materials and promote associate memberships.
15. Establish and maintain working relationships with various associations representing governmental associations, non-profits, and other agencies such as: League of California Cities, CSAC, CSDA, ACWA, RCRC, APA, BIA, and the Farm Bureau. Provide or coordinate requests for presentations, exhibits and other opportunities to educate stakeholders on the role and responsibilities of LAFCo.
16. Manage the logistics and finances of the annual conference, workshops and educational programs. This includes site selection, contract negotiation, solicitation of member LAFCos to host the workshop, and solicitation of sponsorships for the annual conference and staff workshop. Provide support and guidance to volunteer staff officers and the program committee in planning and developing the annual conference, staff workshop and other educational programs, such as CALAFCO University. Prepare all event materials such as registration forms, program announcements and provide support such as mailings and electronic distribution.

17. Manage the registration and payment for all CALAFCO activities and the invoicing and collection of annual dues or oversee the CALAFCO Administrator in the performance of this function.

18. Provide leadership and guidance to the volunteer staff in the planning and execution of all CALAFCO functions.

19. Maintain relationships with member LAFCo executive staff and respond to member LAFCo requests for information and support.

20. Accept all other duties assigned by the Board.

CORE COMPETENCIES

This position requires a presence in Sacramento, particularly mid-week. Core competencies identified by the Board include:

- Not-for-profit association management
- Production and financial management of conferences and workshops
- Knowledge of local government and LAFCos
- Fluency with the state legislative process
- Effectiveness with a large Board of Directors
- Effectiveness with elected officials
- Performance of day-to-day administrative tasks
- Superior communication skills (both verbal and written)
- Strategic planning and implementation

DESIRED SKILLS

While not required, desired skills include:

- Experience with Cortese-Knox-Hertzberg Local Government Reorganization Act
- Experience in local government (county, city, special district)
- Experience in negotiations
- Proficiency with electronic communications, including web site management and production of publications

THE POSITION

The Executive Director position is considered part time at an average of 32 hours per week. The Executive Director will be considered an exempt at-will employee and will be provided basic payroll benefits including Social Security, Medicare, Unemployment Insurance, Worker's compensation insurance and all withholding taxes. No other benefits will be offered.
COMPENSATION

The Executive Director will begin with a one-year employee contract. The salary is based on qualifications with the current range of $100,000 - $120,000 per year.

APPLICATION GUIDELINES

To apply for this career opportunity, send your resume and a cover letter to include the following:

1. An understanding of the needs and expectations of the Association.
2. A summary of your qualifications based on the required core competencies and desired skills.
3. A summary of how you will meet the expectations of the Board and manage the day-to-day operations of the Association.
4. A description of your understanding of the operational opportunities and challenges for CALAFCO and the critical issues facing LAFCOs in the next three years.
5. Desired salary.
6. Three (3) letters of reference.

The cover letter should not exceed two (2) pages in length (excluding resume and reference letters).

DEADLINE TO APPLY

Responses must be received at the CALAFCO office by 5:00 p.m. on Thursday, April 30, 2020. Responses may be emailed or mailed to:

MAIL TO:
Executive Director Recruitment
California Association of Local Agency Formation Commissions
1020 12th Street, Suite 222
Sacramento, CA 95814

EMAIL TO:
info@calafco.org AND pmiller@calafco.org
Email submittals will not be considered received unless sender has received confirmation notification of receipt.

SEARCH SCHEDULE

Filing date .................................................................April 30, 2020
Preliminary interviews .........................................................June 5, 2020
Recommendation of final candidates .......................................June 15, 2020
Final interviews ....................................................................July 24, 2020