



Koff & Associates  
A Gallagher Company



CALIFORNIA ASSOCIATION OF  
LOCAL AGENCY FORMATION COMMISSIONS

# Executive Director

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## THE AGENCY

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A not-for-profit 501(c)(3), 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 Counties. 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, technical and legislative 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 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 (both in person and virtual webinars)
- 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



There are two primary staff of the Association. The Executive Director serves as an exempt employee and the Administrator serves part-time (average 15 hours per week) as a non-exempt employee. Both are at-will 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 small 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.

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## GOVERNANCE

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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 five officers are elected by the Board and serve one-year terms in each office.

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## INTRODUCTION TO LOCAL AGENCY FORMATION COMMISSIONS

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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 include:**

- Encourage the Orderly Formation of Local Governmental Agencies
- Preserve Agricultural Land Resources
- Discourage Urban Sprawl
- Assure Availability of Efficient Municipal Services

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## THE POSITION

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The Executive Director is an exempt at-will position and works at the direction of the Board of Directors and is responsible for the Association's day-to-day activities and operations. The Executive Director is required to be in Sacramento (particularly mid-week) to attend legislative hearings representing CALAFCO to the Administration and other stakeholders. The Association maintains a two-office suite in Sacramento.

**The priorities** for this position will be working with and building solid business relationships with elected officials, budget management, partnering and collaborating with the Board on projects and programs, planning the Conference and other events which generate significant revenue for the organization, and conducting legislative outreach and advocacy.

**Other duties include and may not be limited to the following:**

- Manage and maintain (or oversee) all of CALAFCO's correspondence and files; coordinate corporate and association administrative business (e.g., elections, bylaws, policies and procedures, corporate filings, quarterly newsletter, annual report, magazine, etc.).
- 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.
- Supervise the work or services of the Administrator, contractors, and consultants.
- Prepare and distribute, or review, all outgoing communications and mailing; respond to member and public inquiries and requests for information.
- Support CALAFCO's public relations and membership recruitment/retention activities and programs, including education and training programs.



- Organize, prepare agendas and staff reports, and staff all Board meetings including preparation, distribution and posting of Board agenda packages.
- Manage and maintain the CALAFCO web site and various member's lists.
- 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.
- 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.
- Establish and maintain working relationships with various associations representing governmental associations, non-profits, and other agencies.
- Manage the logistics and finances of the annual conference, workshops, and educational programs.
- Accept all other duties as assigned by the Board.

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## CORE COMPETENCIES

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- Experience in local government (county, city, special district).
- 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 and interpersonal skills (both verbal and written).
- Strategic planning and implementation.
- Political acumen and awareness, while remaining apolitical.

### Desired Skills

While not required, desired skills include:

- Experience with Cortese-Knox-Hertzberg Local Government Reorganization Act.
- Proven experience in negotiations.
- Proficiency with electronic communications, including web site management and production of publications.

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## SALARY AND BENEFITS

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**The salary range for the Executive Director is \$110,000 - \$130,000 (depending on directly related experience).**

**Benefits package is under Board review and is negotiable.**



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## APPLICATION PROCESS

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**This position will be open until filled, so applicants are encouraged to apply as soon as possible.**

To be considered, please submit a resume, cover letter, and five work related references (who will not be contacted in the early stages of the recruitment) to: <https://koffassociates.com/executive-director-5/>

Resumes should reflect years and months of positions held.

For additional information, please contact:



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Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Koff & Associates will report the results to the agency. The agency will then select candidates to participate in panel interviews. Extensive reference and background checks will be completed on the selected candidate.