



EXECUTIVE RECRUITMENT SERVICES
EXECUTIVE DIRECTOR
FRESNO COUNCIL OF GOVERNMENTS

Submittal date: February 1, 2024



Koff & Associates
A Gallagher Company

Submitted by:
Koff & Associates
2835 Seventh Street
Berkeley, CA 94710

Frank Rojas
Recruitment Manager
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KoffAssociates.com

February 1, 2024

Toni Graham, Accounting Manager
Fresno Council of Governments
2035 Tulare Street Suite 201
Fresno, CA 93721

Dear Ms. Graham,

Thank you for the opportunity to submit our proposal to assist Fresno Council of Governments with Executive Recruitment services. We are excited about the possibility of developing this partnership and supporting Fresno COG with the search for its next Executive Director. Koff & Associates (K&A), a Gallagher company, is uniquely qualified based on over 38 years of assisting public agencies with finding and placing candidates dedicated to public service.

Our unique selling proposition lies in K&A's experience supporting public sector clients in California and throughout the USA. Through our investment in modern recruitment technology, we offer forward-thinking services that not only provide advanced extensive sourcing and outreach but allow us to tell the story of each project through easy-to-understand data.

Conducting countless executive search efforts has made K&A an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Diversity recruiting is an area of focus, and our firm has a vast pool of resources at our fingertips to provide outreach on an industry-wide basis to the public and private sector for qualified candidates nationwide. We pride ourselves on transparency, flexibility, and quality work.

As K&A's Recruitment Manager, I am available to answer questions about this proposal, as well as our team and recruitment services. You can reach me at (510) 495-0448 or Frank.Rojas@ajg.com.

Sincerely,



Frank Rojas
Recruitment Manager



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Attachment: Sample Brochure

BUSINESS INFORMATION

Koff & Associates (“K&A”) is a full spectrum, public-sector human resources and recruiting services firm founded by Gail Koff in 1984 and has been assisting cities, counties, special districts, other public agencies, and non-profit organizations.

As of April 30, 2021, we merged with Arthur J. Gallagher and are now officially a Gallagher Division. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the Western US Region. GALLAGHER BENEFIT SERVICES, INC. is our legal name. It is a Delaware company, and the FEIN is 36-4291971.

EXPERIENCE AND QUALIFICATIONS

With nearly 40 years of HR experience, Koff & Associates knows public sector employment inside and out. We are familiar with public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. Our team is ready to support you at any level you wish – providing sourcing expertise, full-cycle recruitment at the start of your search through the start date of your newest employee, and everything in between.

We build enduring relationships	K&A provides personal attention to and creates long-term relationships with our clients. Because we care about and understand your organization’s people, culture, leadership, and unique needs, we identify highly qualified candidates to support your goals.
We value strength in diversity	With our focus on inclusion, networking, and advertising with minority-based associations, we source source top talent and our placements reflect the Agencies we serve.
We leverage innovative search technology	K&A identifies candidates which traditional recruiting strategies may miss. We leverage innovative sourcing methodologies and technologies for a robust and advanced sourcing strategy that will attract hard to find passive job seekers.

Our long list of clients indicates our firm’s reputation as a quality organization that produces comprehensive, sound, and cost-effective results. K&A is “hands on” and responsive with the ability and expertise to identify the ideal candidate(s) for Fresno Council of Governments.

K&A uses its vast network to leverage recommendations and referrals of past clients in combination with modern sourcing techniques and technology to build the best candidate pools in the market. We are a team of true recruiters with over 60 years of combined experience. Our work speaks for itself, and our primary goal is to provide professional and technical consulting assistance with integrity, honesty, and a commitment to excellence.



UNDERSTANDING OF THE PROJECT

The Executive Director of the Fresno Council of Governments is responsible for overseeing and managing various aspects of the organization's operations. A main focus of the role is to develop, manage, and coordinate the Overall Work Program (OWP) activities of Fresno COG as directed by the Fresno COG Policy Board.

Another key responsibility of the Executive Director is to develop public policy recommendations regarding transportation, air quality, housing, and land use. These recommendations are presented to the Fresno COG Policy Board for consideration and decision-making.

In addition to policy development, the Executive Director ensures that Fresno COG fulfills its role and legal obligation to serve as the federally designated Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency.

The Executive Director also works on the development and implementation of the Fresno County region's Regional Transportation Plan/Sustainable Community Strategy (RTP/SCS). This long-range multi-modal transportation vision is crucial for obtaining state and federal funding.

Another important aspect of the role is to ensure that the Fresno County region demonstrates "Transportation Conformity" to protect the regional air quality. This involves ensuring that the long-range transportation vision identified in the Regional Transportation Plan will not have a negative impact on the San Joaquin Valley's air quality.

The Executive Director also has administrative responsibilities related to programming and delivery oversight for over 300 multi-modal transportation projects totaling nearly \$663 million.

The Executive Director has an additional responsibility to collaborate closely with the Fresno County Transportation Authority in the development and updating of Fresno County's Measure "C" Expenditure Plan. Measure C is a ½ cent sales tax specifically designated for transportation purposes in Fresno County. The Measure C Expenditure Plan outlines the policy guidance, projects, and programs that will be funded with the approximately \$1.7 billion in sales tax revenues generated over the twenty-year lifespan of the measure (2006-2027).

The new Executive Director of Fresno COG will be expected to work closely with the Fresno County Transportation Authority staff to provide strong regional leadership in the development of a new Measure C Renewal Expenditure Plan, when the current expires in 2027. To achieve this, the Executive Director must possess the professional skills necessary to foster regional consensus among elected officials, the public and private sectors, and community-based stakeholders.

Overall, the Executive Director of Fresno COG plays a critical role in the development, management, and coordination of the organization's activities. Their work is essential for the Fresno County region's transportation planning and success in obtaining funding for transportation initiatives.

REFERENCES

We are proud of our past recruitment work with clients to successfully place candidates to meet their organization’s needs.

Recruitment & Agency	Contact
City of Riverside DEI (Diversity, Equity, and Inclusion) Officer, Debt & Treasury Manager, Budget Manager	Edward Enriquez, CFO (951) 826-5972 EEnriquez@riverside.gov 3900 Main St, Riverside, CA 92501
City of Palm Springs Fire Chief, City Manager	Stephanie George Director of Human Resources 760.323.8217 Stephanie.George@palmspringsca.gov 3200 E. Tahquitz Canyon Way Palm Springs, CA 92262
City of Pasadena Director of Library & Information Services, Chief of Police, Controller, Director of Parks Recreation and Community Services	Tiffany Jacobs-Quinn, Human Resources Director (626) 744-4126 tjacobsquinn@cityofpasadena.net 100 Garfield Ave, Pasadena, CA 91101
West Valley Water District General Manager	Haydee M. Sainz Human Resources & Risk Manager (909) 820-3712 hsainz@wvwd.org 855 W. Baseline Rd. Rialto, CA 92377



RECENT SUCCESSFUL RECRUITMENTS

The following is a partial list of recent executive recruitments conducted by the K&A recruitment team:

Agency	Title	Year Completed
City of Carson	Director of Finance, Public Works Operations Manager, Community Services Director, City Manager, Public Works Director	2023 – 2019
City of East Palo Alto	City Manager, Chief of Police	2023
City of Palm Springs	Fire Chief, City Manager	2023
City of Salinas	Finance Director, City Manager, Chief of Police, Assistant Finance Dir.	2023 – 2021
City of San Bernardino	City Manager, Director of Public Works, Chief of Police, Director of Human Resources, Deputy Director of Human Resources (Risk), Director of Finance, Director of Animal Services	2023 – 2019
City of Sanger	City Manager	2023
City of Santa Fe Springs	City Manager	2023
City of Soledad	City Manager	2023
City of Vista	Assistant City Manager, Director of Community Development, Director of Engineering, Fire Chief	2023
Contra Costa Water District	Assistant General Manager (Engineering & Construction), Finance Director, Assistant General Manager (Water Resources, Operations, & Maintenance)	2023 – 2022
North County Transit District	Chief Executive Officer, Chief People Officer	2023
South Tahoe Public Utilities District	General Manager	2023
Valley Sanitary District	General Manager	2023
West Valley Water District	General Manager, Assistant General Manager	2023
East Valley Water District	General Manager/Chief Executive Officer	2022
Los Angeles County Vector Control District	General Manager	2022
Stinson Beach Co. Water District	General Manager	2022
City of Avalon	Public Works Director	2023
City of Berkeley	Information Technology Director, Public Works Director, Deputy City Attorney (2), Director of Health, Housing and Community Services, Operations Manager (2), Accounting Manager	2023 – 2020
City of Gilroy	Utilities Director, Public Works Director, City Engineer/Transportation Engineer, Fire Division Chief	2023



City of Long Beach	Data Center Officer	2023
City of Los Altos	Housing Manager	2023
City of Menlo Park	Assistant Administrative Services Director (Finance), Human Resources Manager	2023
City of Modesto	Engineering Division Manager – Utilities	2023
City of Ontario	Investments & Treasury Officer, Accounting Manager, Assistant Community Development Director	2023 – 2022
City of Oxnard	Library Manager, City Traffic Engineer, Chief Financial Officer, Budget Manager, Public Works Dir., Asst. Public Works Dir. (2), Purchasing Manager, Controller, Communications & Marketing Manager, Assistant City Attorney, Planning & Environmental Manager, Assistant Director of Housing Programs, Environmental Waste Division Manager	2023 – 2017
City of Pasadena	Director of Library & Information Services, Chief of Police, Controller, Director of Parks, Recreation and Community Services	2023 – 2022
City of Patterson	Director of Recreation & Community Services, Finance Director	2023 – 2022
City of Redlands	Director of Human Resources	2023
City of Rialto	Director of Community Development, Director of Engineering Services	2023 – 2022
City of Richmond	Director of Finance	2023
City of Riverside	DEI (Diversity, Equity, and Inclusion) Officer, Debt & Treasury Manager, Budget Manager	2023 – 2022
City of Santa Monica	Director of Transportation, City Engineer	2023
City of Scottsdale, AZ	Economic Development Director	2023
City of Seaside	Assistant Public Works Director	2023
City of Visalia	Administrative Services Director	2023
City of West Hollywood	Economic Development Director	2023
Coachella Valley Water District	Director of Environmental Services	2023
County of Riverside	Department Public Information Officer I, County Counsel, DEI (Diversity, Equity, and Inclusion) Officer, Chief Executive Officer, Animal Services Director	2023 – 2020
East Bay Regional Park District	Chief Information Officer, Chief of Design & Construction, Chief of Interpretive & Recreation Services	2023
Orange County Mosquito & Vector Control District	Human Resources Director	2023
Yolo Transportation District	Director of Finance & Administration	2023
CALAFCO	Executive Director	2022



City of Calexico	City Manager, Chief of Police	2022
City of Cherry Hills Village, CO	Chief of Police	2022
City of Lawndale	Director of Finance / City Treasurer	2022
City of Leavenworth	City Administrator	2022
City of Long Beach	City Treasurer	2022
City of Millbrae	Community Development Director, Public Works Director, Finance Director	2022 – 2020
City of Oceanside	City Manager	2022
City of Oroville	Chief of Police	2022
City of San Jose	Assistant CIO, Chief Information Officer	2022
City of Signal Hill	City Manager	2022
City of Tracy	City Attorney	2022
City of Woodland Park, CO	Chief of Police	2022
County of Stanislaus	Director of Animal Services	2022
Metro Parks Tacoma	Chief Financial and Administrative Officer	2022
San Mateo County Transportation Authority	Deputy Director, Transportation Authority; Executive Officer for Civil Rights, Employee & Labor Relations, and Human Resources; District Surveyor, Real Estate	2022 – 2021
Santa Barbara MTD	Director of Finance and Administration, Director of HR and Risk	2022
City of Chico	Public Works Director	2021
City of Colton	Public Works & Utility Services Director	2021
City of Glendale	City Manager	2021
City of San Diego	Director of Transportation	2021
County of Santa Clara	Planning Services Manager/Deputy Director	2021
First 5 Alameda County	Human Resources Director	2021
Humboldt Waste Management Auth.	Executive Director	2021
County of Tulare	Director of Human Resources & Development, Director of Information & Communications Technology	2021 – 2020
Orange County Social Services Agency	Chief Deputy Director, Division Director (3)	2021 – 2019
Tahoe RPA	Director of Human Resources & Organizational Development	2021



PROJECT MANAGEMENT & TEAM

Frank Rojas **Recruitment Manager**

Frank brings more than thirty (35) years of recruiting experience from the highly competitive direct placement and contracts labor industries and the corporate environment. He has significant experience placing corporate leaders, executive, professional, and technical staff, including individual contributors for the government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation, and private industry.

Frank began his career in Contract Labor. Over the next 30+ years, he launched seven start-up offices in several states and locations, providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment, managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media.

In addition to recently completing recruitments for the City of San Bernardino, County of Riverside, City of Riverside, City of Pasadena, and Contra Costa Water District, recent successful efforts include positions of City Manager, Finance Director, County Executive Officer, Director of Human Resources & Development, City Treasurer, DEI Officer, Chief of Police, and Director-level hires for Information Technology, Social Services, Public Works, Economic Development, Community Services, Animal Services, and Division/Site General Managers.

Frank has been named in the top 1% viewed profiles on LinkedIn and has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Chelsea Freeman **Recruiting Supervisor**

Chelsea’s professional qualifications include seven years of experience working in the public sector, mostly with the California State University system. Chelsea also has nine years working in the private sector in manufacturing. In her role as Classification, Compensation and HR Operations Manager, she was responsible for developing and implementing a compensation philosophy for staff and faculty, as well as implementing process improvement efforts within the HR operations. She provided ongoing consultation to Managers relating to recruiting, best practices in hiring which included Diversity and Inclusion training, and properly classifying and compensating employees.

Chelsea earned her B.A. degree in Communications from Sonoma State University.

Amanda Kreller **Executive Recruiter**

Amanda brings over twenty (20) years of diverse expertise spanning the public and private sectors with a strong focus on executive search, recruitment process outsourcing, and corporate environments. Throughout her career, she has excelled in identifying and connecting outstanding individuals across all organizational levels, ranging from corporate leaders and executives to professionals, technical experts, and individual contributors. Amanda's unwavering dedication to fostering diversity, equity, and inclusion (DE&I) practices is evident in her commitment to sourcing the most exceptional talent for every unique context.



Amanda's educational background includes a Bachelor of Arts (BA) degree in Marketing and Media Studies from San Diego State University, as well as a Master in Education (MEd) in Elementary Education. She is a certified teacher who began her professional journey in the public school system, teaching grades EC-5. Her passion for education extended to serving as a board member for local private schools.

Drawing on her diverse experiences, Amanda smoothly transitioned into recruiting for government agencies such as City of Los Angeles, City of San Diego, City of Long Beach, City of Laguna Beach as well as companies across a range of industries, including biotechnology, environmental, healthcare, technology, legal, finance, human resources, and marketing.

Amanda has honed her skills in providing innovative solutions and support in areas such as organizational development and management, talent engagement and placement, and process improvement strategies. Her multifaceted background equips her with a unique perspective and enables her to offer valuable insights and guidance in various aspects of talent acquisition and organizational growth.

Peter Smith

Executive Recruiter

Pete brings 18 years of recruiting experience to the table. He has recruited in the public and private sectors in searches spanning nearly every discipline. Examples of his expertise include: executive, director, and professional roles in the public sector; accounting, finance, and treasury; C-Suite positions; private sector director and manager roles generally; and professional roles including legal, accounting/CPA, and healthcare. Further, he has experience in all technical roles, including transportation and public works.

Pete has a Bachelor's of Science in Business Administration with an emphasis in International Business and has started and led several recruiting offices in California.

Pete's success as a recruiter is rooted in values, hard work, and determination. He views his role towards candidates as one as a trusted advisor. It is a matter of helping the candidate understand the realities of the industry and market and explaining in detail what the client/employer is looking for, while maintaining appropriate levels of discretion towards all. Regarding clients, a perspective of complete candor is essential. A consultative approach is required whereby the client is assisted in understanding how their needs intersect with the candidate's perspective. Pete employs state-of-art technology in recruiting, including AI tools, but combines this with traditional, high-touch efforts.

Pete prides himself on universal success in unearthing fantastic candidates. His secret is diligence tempered by constant re-evaluation of metrics and results. There is no such thing as a failed search, only a failure of awareness and creativity.

Ember Plummer

Recruitment Coordinator/Project Support

Ember supports the Koff & Associates team as a Recruiting Coordinator/Project Support. Since joining K&A, they have helped to develop efficient processes to streamline recruiting services. They support the recruiting team in a broad range of administrative needs and in preparing reports and documentation for clients.

Ember earned their B.A. in English Language & Literature and World Literature from Smith College in Northampton, MA.

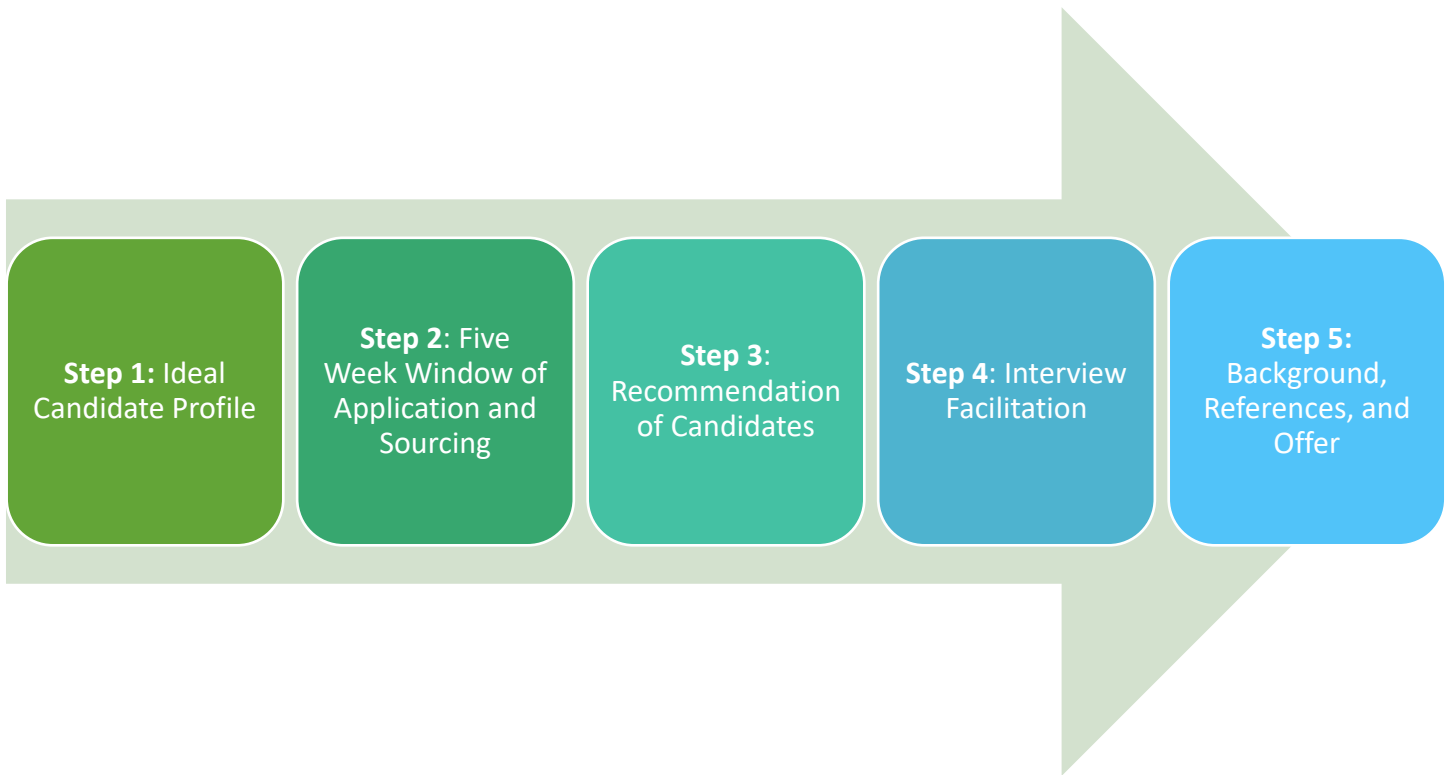


PROJECT APPROACH/METHODOLOGY

Our philosophy ensures thorough, thoughtful, and strategic sourcing, evaluation, selection, and vetting of candidates. We reach out directly to potential candidates, referral sources, professional associations, and user groups, etc. by using business media, outreach emails, general advertising, **and most importantly picking up the phone and actively calling passive applicants**. This strategy also includes focused advertising on websites and in publications specific to women and minority candidates.

K&A will provide weekly progress reports to Fresno COG and participate in conference calls and onsite meetings as requested.

We are responsible for ensuring compliance, adhering to, and maintaining all legally mandated documentation throughout the process.



Step 0: Job Description & Salary Study

In tandem with Step 1 and developing the ideal candidate profile, we will survey key stakeholders as requested by Fresno COG. With this information, and utilizing our highly qualified Classification and Compensation team, now part of Gallagher, we will develop a comprehensive Job Description for use in the recruitment effort. Further, this team will perform a salary survey (base salary only) of 8 to 10 comparable agencies.

Step 1: Ideal Candidate Profile

Developing the profile for the ideal job candidate for the position is crucial for a successful search process.

We will coordinate with Fresno COG in identifying and developing:

- The various organizational needs, vision, mission, goals, strengths, challenges, opportunities, and culture of the organization;
- Position competency requirements, i.e., knowledge, skills, and abilities;
- Personal and professional attributes required of and priorities for the new incumbent;
- Type of working relationship senior leadership desire with the new incumbent;
- Advertising strategies in conjunction with a national and/or regional outreach campaign;
- Compensation levels; and
- Schedule of deliverables from K&A.

After meeting(s) with Fresno COG, there will be a consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment process.

Brochure Design & Posting

Following the development of the candidate profile, an eye-catching recruitment brochure will be professionally produced in coordination with Fresno COG's feedback. The brochure will highlight the strengths of Fresno Council of Governments and the surrounding community. The brochure will feature the organizational structure and services of Fresno COG, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications.

Step 2: Five Week Window of Application & Sourcing

K&A can, at the request of Fresno COG, facilitate community surveys or community outreach forums to encourage feedback from residents. A report of resident comments will be provided to the Fresno COG prior to first-round interviews.

Our effort will include a variety of activities designed to build the best available candidate pool. Our techniques and methodologies allow us to source from extensive pools of potential candidates and referral sources.

In coordination with the Fresno COG, K&A will:

- Identify prospects;
- Provide each potential candidate with access to the recruitment brochure;
- Capture interested candidates in our recruitment project database; and
- Provide representative data to Fresno COG, including candidate documents, interview notes, and an outline of the recruitment process.



Step 3: Recommendation of Candidates

K&A will provide Fresno COG with a report of the leading candidates to further narrow the pool to the most highly qualified and establish the best organizational fit of each potential finalist. This screening process is specifically designed to assess the personal and professional attributes Fresno COG has identified and will focus on each candidate's ability, technical competency, and fit with Fresno COG's values, culture, and needs. Our assessment will consist of:

- Experience and qualifications;
- Cultural fit based on our understanding of essential intangibles;
- Clarity of any issues identified in the submitted documents;
- Reasons for position interest,
- The level of commitment to the position and the organization; and
- Other issues, including salary requirements.

Step 4: Interview Facilitation

We will advise and develop interviewing strategies and a menu of questions that will help analyze candidates' qualifications and management/work styles. We will facilitate all necessary communications with Fresno COG and candidates to ensure everyone is well prepared.

Interview questions will elicit information about each candidate's technical skill set, experience, leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal candidate profile.

Questions, evaluation tools, and additional materials will be assembled in intuitive and user-friendly interview packets. We will use evaluation criteria agreed to by Fresno COG.

The Project Manager will coordinate interviews, interview schedules, and finalize the process. We will provide oversight during the panel interview process and facilitate a focused discussion with Fresno COG at the beginning and conclusion of the interviews to identify the most qualified candidate(s) for final interviews.

Step 5: Background, References, and Offer

K&A provides a thorough and quality reference and background check process for our clients. We start by calling candidates' employment and professional references and having an in-depth discussion, covering their strongest business characteristics, work style, interpersonal skills, and position-specific knowledge. All references will be documented and presented in a concise, user-friendly manner.

Background checks are conducted in coordination with a third-party firm to verify educational degrees and employment records and confirm clear driving records, criminal records, and financial history/credit. Reports can be tailored to clients' needs upon request. Safety for clients and their communities is our priority, so rest assured that we, as well as our background contract firm, meet or exceed relevant reporting requirements.

K&A can facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.



Project Schedule

The following is a typical schedule for conducting recruitment efforts. Search efforts for executive recruitments generally take twelve to fourteen (12-14) weeks to complete, allowing enough time for all steps of the process and client schedules.

Weeks	2	4	6	8	10	12	14
Step 1							
Step 2							
Step 3							
Step 4							
Step 5							

K&A Organizational Diversity Statement

This statement reaffirms our commitment to affirmative action and providing equal employment opportunities to all employees and applicants for employment in accordance with equal opportunity and affirmative action laws.

We affirm our personal and official support of these policies, which provide that K&A is committed to implementing the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to applicants and employees with disabilities.



PROJECT COSTS

Project

- Executive Director

Professional Fee and Expenses

- Total not-to-exceed professional fee of \$28,500, which includes all professional services and expenses, including brochure development and design, advertising, printing and shipping, associated consultant travel if required, and background. This also included the job description development and limited salary survey.
- Invoices will be billed monthly in four equal increments of \$7,125.

Note: Expenses do not include candidate travel.

Optional: Recruitment Video

In addition to the standard recruitment brochure, K&A can develop a Recruitment Video to better highlight the positive elements of the organization and community. These videos have proven to attract more job seekers and effectively expand the talent pool. Videos run approximately three-minutes in length and highlight the workplace environment, local landscape, and include interviews with selected staff. This video is optional and costs \$4,000.

Placement Guarantee

K&A is committed to recommending only the most qualified candidates who meet all the necessary requirements and qualifications and are also a cultural fit for Fresno COG. We proactively recruit for each search effort until a successful candidate is placed.

Therefore, we promise to present to Fresno COG selective pool of candidates that met or exceeded our standards during the thorough screening processes and have been identified as ideal matches for the position. Should Fresno COG disapprove of all final candidates or should none pass the final interview and reference check process, we will work to find a new slate of candidates at no added cost, with the possible exception of necessary advertising.

In addition, for full recruitments for executive and mid-management positions, should the incumbent leave the position or be terminated from employment within 12 months of hire due to performance issues, we commit to conducting a one-time additional executive search to identify a replacement and only charge related expenses as described in the Pricing Proposal.

Overall, K&A’s retention rate during the first 12 months of hire is robust and has been above 95% over the last several years.



PROFESSIONAL SERVICES AGREEMENT ACKNOWLEDGEMENT

We will be pleased to sign Fresno COG's professional services agreement for recruitment services, however we respectfully request that Fresno COG will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all of our clients in the past and appreciate Fresno COG's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.

INSURANCE ACKNOWLEDGEMENT

Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than \$2,000,000 per occurrence;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than \$1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of \$1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than \$10,000,000 per occurrence or in the aggregate;
- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than \$5,000,000 per claim, or \$10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than \$2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than \$1,000,000 per claim and in the aggregate.
- All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request.



Koff & Associates
A Gallagher Company



SIGNATURE PAGE

We thank you for your consideration of our proposal. We are committed to providing high-quality service and investing in a long-term partnership.

This proposal is valid for ninety (90) days.

Respectfully submitted,

By: KOFF & ASSOCIATES
State of California

Frank Rojas

Date: February 1, 2024

Recruitment Manager

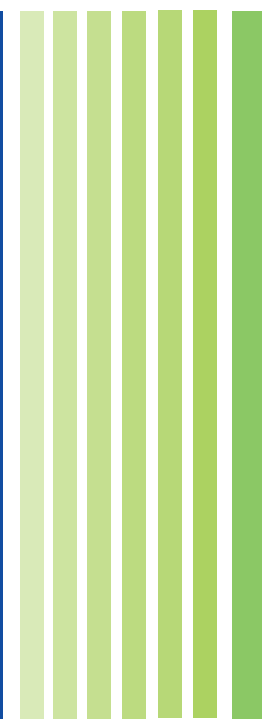


Koff & Associates
A Gallagher Company



CALIFORNIA ASSOCIATION OF
LOCAL AGENCY FORMATION COMMISSIONS

Executive Director



THE AGENCY

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.

GOVERNANCE

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.

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 include:

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

THE POSITION

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.

CORE COMPETENCIES

- 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.

SALARY AND BENEFITS

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.



APPLICATION PROCESS

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:



Koff & Associates
A Gallagher Company

Frank Rojas

Phone (510) 495-0448

frojas@koffassociates.com

Website: <https://koffassociates.com/>

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.