

CALIFORNIA
Counties



The California State Association of Counties
is seeking a new
Executive Director

The California State Association of Counties (CSAC) is one of the premier policy and advocacy associations in the State of California. Located in the most challenging and dynamic state in the nation, CSAC is seeking a new Executive Director to continue strong leadership on behalf of California counties. This position is an outstanding professional opportunity for an individual who wants to actively work on some of the most pressing issues of our time and help shape the future in support of the elected leadership of county government in California.



California State Association of Counties®



California State Association of Counties (CSAC)

Originally established in 1894, CSAC is governed by elected county supervisors from California's 58 counties. CSAC collaborates with numerous affiliate county groups and provides leadership at the state and federal level on behalf of California's counties. Advocacy is a key purpose of the

association (a non-profit 501c(4)), its director, and staff. Other purposes include member support and services, continuing education, and enterprise business operations through public-private partnerships. Maintenance of strong partnerships with other local government associations is also important to accomplishing the mission of CSAC.

The Association headquarters are located in a beautiful, historic building at 11th and K Streets in downtown Sacramento, a block from the State Capitol. The CSAC staff of 37 is divided among advocacy and lobbying, public affairs and member services, administrative services, and entrepreneurial services (through the CSAC Finance Corporation). The staff is professional, very capable, energetic and respected by CSAC clients and colleagues in Sacramento and across the state. CSAC also maintains an office in Washington, D.C., through its federal lobbyist partner.

A Solid Organization

The staff capacity is strong and morale is good. Most of the staff is solidly established and in early to mid-career. Financial health of the organization is strong; revenues are diverse. The annual budget

is almost \$9 million. Member dues account for approximately one-third of annual income with strong contributions from the CSAC Finance Corporation revenues. (CSAC participates in a JPA with the League of California Cities and operates an innovative public finance authority.) Other entrepreneurial revenues derive from association meetings and courses, corporate partnerships, affiliate HR administration, and print services enterprise.



Priorities and Opportunities

Counties play a unique role in California. Unlike most other states, counties in California provide many services on behalf of the state, primarily in the area of health and human services and, to a lesser extent, in the justice arena. California counties deliver more than \$30 billion in services on behalf of the state, in addition to serving in both regional and municipal government capacities, depending upon the local government services being provided. CSAC's current reputation and relationships at the state level provide a unique opportunity as California continues in an era of reform.



A Busy, Productive Legislative Year

The Association is coming off a very productive year, highlighted by several significant legislative victories. The Association has worked closely with Governor Brown's administration on many important issues, and will need to make sure the partnership continues when California chooses a new governor in November 2018.

During 2017, CSAC's major state legislative priorities focused on:

- Transportation Funding
- In-Home Supportive Services Funding
- County Contracting Authority

Governance Structure

Officers: (4 members) comprised of the President, First Vice President, Second Vice President and Immediate Past President.

Executive Committee: (15 members) comprised of the President, First Vice President, Second Vice President and Immediate Past President; six members appointed by the Urban County Caucus; three members appointed by the Suburban County Caucus; and two members appointed by the Rural County Caucus. (A representative from the California Association of County Executives and the County Counsels' Association serve as ex-officio members.)

The Executive Committee has been delegated responsibility for the day-to-day operations of CSAC, including the appointment of the Executive Director.

Board of Directors: (62 members) comprised of the four CSAC officers and one supervisor appointed by the Board of Supervisors of each of the 58 counties in California.



Beyond these priorities, CSAC advocacy staff has worked diligently on numerous key issues of interest to California counties in the association's five policy areas: Administration of Justice; Agriculture, Environment & Natural Resources; Government Finance & Administration; Health & Human Services; and Housing, Land Use & Transportation.

During times of both deficit and surplus, CSAC has been able to successfully ensure that county programs did not bear the brunt of fiscal reductions in the state budget. Association staff also continued to work very closely with administration and legislative leaders on the ongoing reforms to our public safety, foster care, and other systems.

Preparing for the Future

As California Counties continue to weather the fiscal storm that has impacted the entire state, CSAC is positioned to play an integral role in the future shaping of the state-county relationship. The Association has a strong reputation and voice within the State Capitol. As a result, CSAC staff is helping to shape new policy and programs as the state-local relationship continues to evolve.

The Association, in partnership with its educational foundation, helps prepare county leaders through its CSAC Institute for Excellence in County Government, one of the most successful county official training and education programs in the nation. The CSAC Institute offers professional development courses to county supervisors, administrators, and senior staff at five locations throughout the state. More than 3,000 county officials have participated in courses since the Institute was established in 2008.



CSAC also maintains a strong presence at the federal level through its involvement with the National Association of Counties and services provided by the contract lobbying firm Paragon Government Relations.

The Association has worked diligently to ensure California remains actively involved and is well-represented in its national counterpart.

Building on Success

CSAC wants to continue the momentum and success it has developed and experienced over the past few years. The new Executive Director will be expected to bring a level of enthusiasm and energy to the job to which the board is accustomed. The Association leadership understands, however, that each candidate brings his or her own distinctive personality and style to this position. What is important to the Association is an inspirational leader with a record of stable employment who will maintain CSAC's positive momentum, particularly the ability to influence state budget and policy actions on behalf of counties.

The Executive Committee expects a strong and capable leader who is team-oriented and dedicated to the mission and purpose of county government in California.

Effective transition management skill will be important. The ability to "hit the ground running" will be an advantage.



Equanimity, Balance, Collaboration

California counties are diverse. The 58 counties range in size from Alpine County in the Sierras with under 1,200 residents to Los Angeles County, the nation's largest, with more than 10 million residents. There are rural, suburban and urban caucuses within the association. California is the most ethnically and culturally diverse state in the nation, and California counties across the state work within a very dynamic and complex environment.

Given the intertwined nature and role of county government with the state and the interdependence between counties and other local governments in California, it is especially important for the new Executive Director to possess effective intergovernmental relations and the ability to forge and maintain strong partnerships while being an advocate for counties. The new Executive Director will be able to actively engage and support various perspectives and interests, and work with all parties fairly and effectively.

Board Relations Management

The new Executive Director will be expected to actively engage and support a diverse Board of Directors, Executive Committee and officers. The ability to find common ground, to represent all interests, and to share information and access openly and equally will be important. CSAC leadership is accustomed to an open and collaborative approach and looks forward to deepening the effectiveness of its board and delivering results that matter to counties.



Organizational Leadership

The new Executive Director will be expected to build and maintain a committed and creative team-based work environment for staff. CSAC's ambitious advocacy agenda requires a capable and confident lobbying staff.

Member engagement and development is a key responsibility for the public affairs staff whose goal is to enhance the identity, effectiveness, and influence of California counties.

Strong financial management practices and good human resource management/interpersonal skills are important qualities for the CSAC management team.

A customer/client-focused culture of service is a core value for CSAC. The new Executive Director will be a leader at home and at ease in such a culture, and be able to strengthen those cultural values among staff.



Competencies and Personal Characteristics

The Executive Committee is searching for an Executive Director with the following characteristics:

- A strong sense of ethics, personally and professionally;
- Visionary;
- A passion for improving California counties; a champion for counties;
- Politically astute; understanding of the State’s political dynamic
- A partner and support to the Board in developing, refining, and implementing policy and legislative initiatives;
- A people-oriented leader who will maintain a collaborative, sound-working relationship with the Board, CSAC members across counties, CSAC staff, and various stakeholder groups including the Legislature, the Governor’s Office, State



- executive agencies and competing interest groups;
- A well-rounded chief executive officer who is a team builder, who delegates authority and responsibility appropriately and holds the organization accountable, who is committed to developing staff to their fullest potential;
- A sense of humor;
- A broad understanding of California counties and the state-local fiscal relationship
- Accessible to the Board, CSAC members and staff;

- Balances external and internal roles effectively;
- An effective listener, communicator, and negotiator;
- Decisive once input has been received and viewpoints are understood;
- Fair, unbiased, compassionate; inspires trust;
- Supports a positive internal culture and respect for staff;
- Values diversity;
- A sense of equity;
- Positive/optimistic;
- Calm under pressure; psychologically resilient.



Compensation and Benefits

CSAC provides a competitive salary along with an excellent and flexible benefits package. The salary is open and negotiable.

Application Process and Recruitment Schedule

If you are interested in this outstanding opportunity, please submit your letter of interest and resume by email to:

The Mercer Group, Inc.

Email: csaced2018@gmail.com

Contact: Ellis Hankins, Senior Vice President; Cell & text 919-349-8988

Application Deadline: March 26, 2018

PLEASE NOTE: The successful candidates will be invited to interview with the CSAC Executive Committee on April 5 in Sacramento.