



## CalDesal Invites Proposals for the Position of Executive Director

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CalDesal, a 501(c)(6) nonprofit corporation, wishes to contract with an individual or firm for the position of Executive Director, and seeks Proposals for Professional Services including a Statement of Qualifications and a proposed approach for providing services to fulfill the requirements of the organization.

### **About CalDesal**

Incorporated in March of 2010, CalDesal assists public and private entities pursuing desalination projects, provides education about the value of desalination in a balanced regional water portfolio, and advocates for desalination and salt management in California. The organization works with regulatory, policy, and political levels of government to help California create a more institutionally friendly environment for desalination and salt management.

### **Mission**

CalDesal is an advocacy group dedicated to advancing the responsible development of groundwater desalination, ocean desalination and salinity management activities to help meet the State's water supply challenges.

### **Objectives**

The primary objectives of CalDesal include supporting its mission and the common interests of its membership:

- *Expand Membership and Increase Revenues*
- *Statewide Advocacy*
- *Local Advocacy*
- *Communications Outreach*

To ensure the longevity and success of its mission and to obtain the necessary resources to properly accomplish its goals, CalDesal must expand its membership and increase revenues. Currently, CalDesal has approximately 60 members; however, there are many more organizations that would benefit from participation. The new Executive Director will be expected to expand membership and to increase additional revenues.

Statewide advocacy consists of regulatory, legislative and administrative activities. Regulatory activities include engaging with agencies in their rule-making process to ensure that reasonable regulations exist, advocating for appointments to regulatory boards, and monitoring and informing CalDesal members of regulatory activities. Legislative activities include engaging in current legislation that impact desalination. State administrative activities include involving appropriate state agencies at the policy level to ensure desalination and salt management are properly considered.

Local advocacy is provided at the request of members and may include writing letters or press releases, providing expert testimony, and organizing support from other CalDesal members. Local advocacy also includes developing partnerships and cooperation with other influential organizations within California whose goals overlap CalDesal's.

In order to promote desalination as one of the tools agencies can use as part of a diverse water portfolio, Communications Outreach is another objective of the organization. CalDesal's Executive Director must be able to communicate the organization's message and mission to various audiences and stakeholders. CalDesal is focused on increasing, broadening, and deepening participation across the State, as well as educating the government and water industry to become more aware of desalination in general. Communications outreach includes creating content, designing promotional materials, identifying target audiences, and developing collaborative relationships.

CalDesal is governed by a Board of Directors comprised of the organization's members. The Executive Director is responsible for all activities of CalDesal and will report to the Executive Committee of the Board of Directors. To accomplish its objectives, CalDesal will utilize a number of ad hoc committees that consist of representatives of the Board of Directors.

### **The Position**

CalDesal is seeking an Executive Director who will continue the success of the organization. The ideal candidate will possess strong leadership as well as the marketing, communication, and administrative skills to successfully manage the organization and implement its objectives. The Executive Director will be the externally identifiable leader in charge of the organization and will arrange and manage the advocacy support necessary to fulfill the organization's goals.

The following areas of responsibility are assigned to the Executive Director:

- *Expand Membership* - Recruiting new members is a vital function of the Executive Director. Recruit new members with diverse backgrounds including Public Agencies, Private Water Companies, Consultants, Lawyers, etc. New members bring energy, fresh perspectives, new ideas, and enthusiastic commitment. The Executive Director shall develop an annual membership action plan within two months of start date, casting the net widely to include a broad cross-section of new members.
- *Statewide and Local Advocacy* – The Executive Director will ensure that, through their efforts and/or the coordinated efforts of the CalDesal membership, the statewide and local advocacy goals are accomplished. This function shall include recommendations to the Board of Directors regarding regulation, regulatory strategies, legislative affairs and related policy matters. The Executive Director shall develop a strategic, systematic, regulatory action plan; the first plan shall be developed within two months of start date. The Executive Director may also be asked to oversee consultants and coordinate their contracts and work to ensure that CalDesal's interests are represented. The Executive Director should be able to develop a marketing and advocacy strategy and demonstrate how, by working with the membership, CalDesal will be able to successfully meet its advocacy goals. Board-supported coalition building, issue management, and advocacy skills are vital for this position.
- *Communications* – Assist in developing the message/value statement of CalDesal. Manage and maintain a membership, partnerships and contact database. Prepare quarterly written communications on CalDesal activities to members and prospective members. Maintain a dedicated telephone and voice mail system, coordinate website maintenance and updates, and maintain e-mail records as required by law.
- *Strategic Plan Update* – Assist the Executive Committee in periodically updating CalDesal's strategic plan.

- *Develop Partnerships* – Establish and maintain working relationships with multiple interest groups within California that have common goals with CalDesal, including non-profits, chambers, unions, etc. Coordinate with other water industry organizations such as the Association of California Water Agencies (ACWA), American Membrane Technology Association (AMTA), California Municipal Utilities Association (CMUA), Southwest Membrane Operator Association (SWMOA), WaterReuse Association, California Association of Sanitation Agencies (CASA), Multi-State Salinity Coalition (MSSC), and others.
- *Board of Directors Administration* - Oversee the administration of the Board of Directors, including scheduling meetings, preparing Board meeting agendas and information packages, staffing Board meetings, assisting with policy development, overseeing the budget, retaining Board of Directors' meeting minutes/by-laws and all other records of the association, and other duties associated with the administration of the Board of Directors.
- *Corporate Business* - Coordinate all corporate administrative business, including elections and maintenance of corporate records, including bylaws, policies and procedures, and special meeting minutes. In addition, maintain the CalDesal corporate filings (including tax filings) and finances. Work with the Board of Directors to develop and maintain an annual budget that is currently \$200,000 and expected to grow.
- *Conference Coordination* - Plan, present and host a two-day annual conference on current relevant topics. Organize and schedule subject-matter experts as well as luncheon key-note speakers and moderators for panel discussions throughout the two days.
- *Committees of the Board of Directors* - Provide ongoing interface, communications, coordination and staff support for Board of Directors' Committees and volunteers on programs and activities, including attendance at committee meetings.

### **Other Requirements of the Position**

- Collaborate with multiple stakeholder groups to achieve CalDesal's goals
- Possess a willingness to travel extensively (majority within California)
- Effectively manage staff, members and volunteers
- Maintain an office and all associated equipment needed to conduct business and provide telephonic and electronic communications (i.e., telephone, internet, etc.)
- Maintain a mailing address (P.O. Box or office address) for CalDesal
- Manage general liability insurance against claims for injuries to persons or damages to property, which may arise from, or be in connection with, the performance of the work described in this Request for Proposals
- Obtain workers' compensation insurance for any employees involved in CalDesal's business
- Procure liability insurance for automobile use with CalDesal

## **Compensation**

The compensation for Executive Director services and all associated services is \$120,000 per year. There is the possibility for an increase in salary in correlation to the growth of CalDesal membership and revenue. Currently an additional \$30,000 is available to cover the travel expenses of the Executive Director and \$40,000 to cover administration and conference services. The Board of Directors will negotiate future increases based upon implementation of the organization's objectives and performance with respect to the responsibilities of the position. Direct expenses (travel, communications, copying and reproductions) and other Executive Committee approved pass-through costs will be reimbursed on an actual cost basis.

## **Reporting Relationship and Term**

The position reports to the Executive Committee of the Board of Directors with day-to-day direction provided by the Board Chair. The Board proposes an initial one-year contract term with ongoing two-year renewal options. Performance and contract will be reviewed after the first six months and annually thereafter.

## **Approaches for Supplying Executive Director Services**

The various responsibilities required of the Executive Director can be provided through alternative means and approaches. Specifically, proposals for the Executive Director position and the associated responsibilities can be provided by either an individual, a firm that assigns an individual and support resources, or an individual that contracts separately with support resources. There is no pre-conceived structure and CalDesal is open to alternative approaches. However, a key consideration is that Executive Director services, and their associated responsibilities, need to be accomplished within a fixed compensation amount of \$120,000 per year. There is a possibility of an increase in salary in correlation to a growth in CalDesal membership.

CalDesal currently contracts with California Advocates Management Services to provide administrative support and conference coordination, and is willing to continue with their services, as needed.

## **Questions, Additional Information and Contact**

For more information on CalDesal or for questions regarding the preparation of the proposal or additional information, please contact Paul Shoenberger, at [pauls@CalDesal.org](mailto:pauls@CalDesal.org) or at (949) 631-1206.

## **Response Guidelines and Deadline**

The response to this Request for Proposals should not exceed ten pages and should include the following:

- Statement of Qualifications (SOQ) for the individual or firm. Firms should indicate the principal member who would assume the position of Executive Director and describe the interface with the supporting members of the firm, if any. The SOQ should describe the individual or firm's understanding of CalDesal, relevant experience with issues important to the organization and member agencies, and experience in accomplishing similar strategic goals. Additionally, the SOQ should describe the firm or individual's experience in regulatory and legislative monitoring, association management, organization development, and lobbying.
- Description of understanding of the critical issues, regulatory and legislative opportunities, and organizational challenges facing CalDesal over the next three years.

- A specific description of the approach, organization, resources, team members (if applicable) and budget for accomplishing the four objectives of the organization.
- A list of no fewer than five professional references.

### **Selection Process**

Upon receipt of submitted proposals, appointed members of the Board of Directors' Selection Committee, including the Board President, shall review each proposal, conduct interviews, check references as needed, and make a final recommendation to the Executive Committee of the Board of Directors for ratification. Proposals will be judged based upon strengths of the Executive Director and team, applicable experience, and overall approach to providing services.

Finalists will be asked to participate in interviews on Tuesday, October 29, 2019 and the successful candidate or firm will be selected the week of November 4<sup>th</sup>. The expected start date for the position is the end of November.

### **Please Reserve Tuesday, October 29, 2019 for Interviews**

**Proposals** may be sent via e-mail to: [pauls@CalDesal.org](mailto:pauls@CalDesal.org)

**All Proposals Must be Received by Thursday, October 10, 2019 at 5:00 P.M.**