



CAMBRIA COMMUNITY SERVICES DISTRICT

I, David Pierson, President of the Cambria Community Services District Board of Directors, hereby call a Special Meeting of the Board of Directors pursuant to California Government Code Section 54956. The Special Meeting will be held: **Tuesday, February 12, 2019, 2:00 PM, 1000 Main Street Cambria, CA 93428**. The purpose of the Special Meeting is to discuss or transact the following business:

AGENDA

SPECIAL MEETING OF THE CAMBRIA COMMUNITY SERVICES DISTRICT BOARD OF DIRECTORS

**Tuesday, February 12, 2019, 2:00 PM
1000 Main Street Cambria, CA 93428**

Copies of the staff reports or other documentation relating to each item of business referred to on the agenda are on file in the Office of the District Clerk, available for public inspection during District business hours. The agenda and agenda packets are also available on the CCSD website at www.cambriacsd.org. The District Office hours are Monday - Thursday, and every other Friday from 9:00 a.m. through 4:00 p.m. Please call 805-927-6223 if you need any assistance. If requested, the agenda and supporting documents shall be made available in alternative formats to persons with a disability. The District Clerk will answer any questions regarding the agenda.

- 1. OPENING**
 - A. Call to Order**
 - B. Pledge of Allegiance**
 - C. Establishment of Quorum**
- 2. PUBLIC COMMENT ON AGENDA ITEMS**
- 3. REGULAR BUSINESS (Estimated time: 15 Minutes per item)**
 - A. RECEIVE AND DISCUSS PUBLIC INPUT ON GENERAL MANAGER POSITION DESCRIPTION AND INTERVIEW QUESTIONS**
- 4. ADJOURN TO CLOSED SESSION (Estimated time 60 Minutes)**
 - A. PUBLIC EMPLOYMENT Pursuant to Government Code Section 54957
Title: General Manager**

CAMBRIA COMMUNITY SERVICES DISTRICT

TO: Board of Directors

AGENDA NO. **3.A.**

FROM: Monique Madrid, Acting General Manager

Meeting Date: February 12, 2019 Subject: RECEIVE AND DISCUSS PUBLIC INPUT ON GENERAL MANAGER POSITION DESCRIPTION AND INTERVIEW QUESTIONS

RECOMMENDATIONS:

Staff recommends that the Board of Directors discuss the General Manager position description and interview questions.

FISCAL IMPACT:

There is no fiscal impact associated with this agenda item.

DISCUSSION:

The Board of Directors held a special meeting on January 30, 2019 to receive public input regarding the desired knowledge, skills and abilities of a future General Manager. The Board agreed to hold another special meeting to discuss the future General Manager’s contract, position description and interview questions. President Pierson asked staff to provide a list of interview questions that *cannot* be asked of a candidate. Following are questions that the Board *cannot* ask a candidate:

1. How old are you?
2. Are you a U.S. Citizen?
3. What is your race, color or ethnicity?
4. Are you disabled?
5. Are you married?
6. What is your religious affiliation?
7. What is your political affiliation?
8. Are you pregnant?
9. Do you have children or plan to?
10. How much longer do you plan to work before you retire?
11. Have you ever filed for bankruptcy?
12. How much money do you make?
13. Have you ever been arrested?

Attachments: Redline General Manager Position Description
 Draft General Manager Interview Questions
 Marin/Sonoma Mosquito & Vector Control District Board of Trustees Evaluation Form – District Manager

BOARD ACTION: Date _____ Approved: _____ Denied: _____

UNANIMOUS: ___ PIERSON ___ FARMER ___ RICE ___ STEIDEL ___ HOWELL ___

EXHIBIT A TO EMPLOYMENT AGREEMENT

CAMBRIA COMMUNITY SERVICES DISTRICT

GENERAL MANAGER

DEFINITION/Definition/Summary:

The General Manager (GM), works for the Community Services District using strong leadership skills, plans, organizes, coordinates and supervises all District functions and activities. This includes the production and distribution of potable water; the collection, treatment and disposal of wastewater; fire department; refuse collection; street lighting; operations of community building; fiscal management; administration; Capital Improvement Program; administrative, public relations, personnel, and general affairs of the District. He (or she) represents the Board's policies and programs with employees, community organizations, and the general public and provides highly responsible and complex administrative support to the Board of Directors. The work involves considerable interaction and coordination with representatives of public, consulting professionals, and public and private agencies doing business with the District.

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The General Manager (GM), is under administrative direction of the Board of Directors and exhibits strong leadership skills, plans, organizes, coordinates and supervises all District functions and activities. This includes the production and distribution of potable water; the collection, treatment and disposal of wastewater; fire department; refuse collection; street lighting; operations of community building; fiscal management; administration; Capital Improvement Program, construction activities and oversight of street sweeping; administrative, public relations, personnel, and general affairs of the District; represents the Board's policies and programs with employees, community organizations, and the general public. Under general direction of the Board of Directors develop, implement and supervise the processes relating to all-District functions including: policy development; water resources planning; water distribution and conservation; wastewater treatment plant and sewer collection system operations; fire department; refuse collection; street lighting; operations of community building; fiscal management; administration; Capital Improvement Program and construction activities. Provide highly responsible and complex administrative support to the Board of Directors. The work involves considerable interaction and coordination with representatives of public, consulting professionals, and public and private agencies doing business with the District.

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Reporting Relationship

The GM, is an employee of the Cambria Community Services District. The GM receives guidance from the Board of Directors through operational, administrative, fiscal, personnel, and purchasing policies.

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The GM is responsible for the appointment, supervision, discipline, and dismissal of the districts employees, consistent with the employee relations system established by the board of directors. The GM administratively supervises all District personnel.

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ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Leads the District by example to achieve strong operational performance and continuous improvement
2. Establishes a long-term vision of future District performance and capabilities and the ability to execute that vision
3. Able to initiate and present to the Board of Directors key operational improvement initiatives.
4. Provide guidance and direction to both the Board of Directors and Staff concerning both technology and it applications.

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1. Plan, organize, and coordinate through staff, all work of the District, including the development and implementation of goals, mission statement, objectives, policies, procedures, and work standards of the District, and long and short range plans to ensure attainment of District objectives.

2. Provide guidance, direction and supervision to department heads, develop and maintain, through communication and delegation of responsibility and authority, a well-informed and competent management team that is in concert with approved Board objectives. Conduct yearly employee performance reviews and evaluations.

3. Administers and directs labor relations, including discipline, grievances, and all matters relating to the Memoranda of Understanding; represents the District in matters of concern to unions representing District employees; develops and manages the implementation of management strategies for negotiations during meet and confer sessions with various employee organizations.

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3-4. Review and analyze information related to potential water needs, water supply availability, and the state of technology as it relates to water storage, distribution, reclamation and conservation in the origination of plans to meet current and future service demands.

4-5. Prepares Board Agenda and recommendations for consideration by the Board of Directors.

5-6. Review and analyze information related to potential wastewater collection and treatment needs and associated facilities to meet current and future service demands.

6-7. Review and analyze information related to potential fire protection needs of the community to meet current and future service demands.

7-8. Direct, oversee and participate in the development of the District's work plans; assign work activities, projects and programs; monitor work flow, review and evaluate work products

{Essential Duties and Responsibilities continued}

~~8-9.~~ Manage the District's financial operations, oversee the investment of District funds by the Finance Officer and expend District funds in conformity with Board-approved budgets and applicable laws. Forecast future operations including staffing, equipment, materials and supplies and direct the preparation of the annual budget and five year capital improvement program in a form and level of detail as determined by the Board. Prepare and monitor grant and loan applications and debt financing arrangements.

~~9-10.~~ Commit funds within the amount approved by the Board of Directors. Review the budget periodically with the Board and proposed corrective action if revenues or expenditures vary materially from the adopted budget.

~~10-11.~~ Establish and promote compliance with District, federal and state safety regulations.

~~11-12.~~ Expend non-budgeted District funds to meet an emergency which adversely affects, directly or potentially, the ability of the District to perform ~~it's~~ services, which puts District property or personnel in jeopardy, which may jeopardize the health and property of the community and ~~it's~~ residents, or may result in economic, fiscal or resource losses. Inform the Board on a timely basis of the emergency, the steps and expenditures which have occurred to meet it.

~~12-13.~~ Direct the selection, supervision and work evaluation of District staff, monitor and implement employee relations and staff development procedures. Present recommendations for major changes in employee salary structure and benefits. Responsible for labor relations and employee salary negotiations.

~~13-14.~~ Administers contracts, policies and ordinances as they relate to various government agencies, community groups, individuals and business, professional and other organizations, and ensures that the District is in compliance with all contractual and legal requirements.

14. Negotiate contracts and solutions on a variety of administrative, fiscal, capital improvement and special project issues and participates in the development, preparation, analysis and review of reports, studies, programs and budgets.

15. Administers construction contracts and approves change orders.

16. Keeps the Board advised on departmental activities through oral and written reports.

17. Represents the District before various agencies, groups and organizations.

18. Respond to and resolve difficult and sensitive user inquiries and complaints.

19. Acts as Chief Planning Officer in preparing and filing environmental determinations in behalf of the District.

20. Perform related duties as assigned.

OTHER DUTIES AND RESPONSIBILITIES:

1. Available for evening and weekend meetings and activities relating to District business
2. Be able to respond to District emergencies
3. Attend association meetings and seminars relating to District functions and issues.

KNOWLEDGE/SKILLS/ABILITIES:

Knowledge of:

- Administrative principles and practices, including goal setting, program development, implementation and evaluation, budget development and administration, and supervision of staff, either directly or through subordinate levels of supervision.
- Principles and practices of capital improvement program, budget, and contract development and administration.
- Principles and practices of employee supervision, either directly or through subordinate levels of supervision, including work planning, assignment review and evaluation, and the training of staff in work procedures.
- Organization and management practices as applied to the development, analysis, and evaluation of programs, policies, and operational needs of the assigned functional area.
- Principles and practices of water production, distribution, and storage systems operations and maintenance program development and administration.
- Applicable federal, state, and local laws, regulatory codes, ordinances, and procedures relevant to assigned area of responsibility.
- Principles, practices, and procedures of public administration including financial management, human resources, and labor relations programs.
- Functions, authority, responsibilities, and limitations of an elected Board of Directors.
- General principles of risk management related to the functions of the assigned area.
- Technical, legal, financial, and public relations problems associated with the management of water production and distribution operations and maintenance projects and programs.
- Modern office practices, methods, and computer equipment and applications.
- English usage, grammar, spelling, vocabulary, and punctuation.
- Techniques for effectively representing the District in contacts with government agencies; community groups; and various business, professional, regulatory, and legislative organizations.
- Techniques for providing a high level of customer service by effectively dealing with the public, vendors, contractors, and District staff.

Ability to:

- Plan, administer, coordinate, review, and evaluate the functions, activities, and staff of the District.
- Work cooperatively with, provide staff support to, and implement the policies of the Board of Directors.
- Develop and implement goals, objectives, policies, procedures, work standards, and internal controls.
- Administer complex and technical human resources, financial management, and water production, distribution, and storage systems operations and maintenance, capital improvement, and related programs in an independent and cooperative manner.
- Interpret, apply, explain, and ensure compliance with federal, state, and local policies, procedures, laws, and regulations.
- Effectively represent the District in meetings with governmental agencies, community groups, and various business, professional, educational, regulatory and legislative organizations and the media.
- Direct the preparation of and prepare clear and concise reports, correspondence, policies, procedures, and other written materials.
- Prepare accurate and effective reports, policies, procedures, and other written materials.
- Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
- Use sound independent judgment within general legal, policy, and procedural guidelines.
- Organize and prioritize a variety of projects and multiple tasks in an effective and timely manner; organize own work, set priorities, and meet critical time deadlines.
- Operate modern office equipment, including computer equipment and software programs.
- Use English effectively to communicate in person, over the telephone, and in writing.
- Use tact, initiative, prudence, and independent judgment within general policy and procedural guidelines.
- Understand, and adhere to established District standards, policies, and procedures.
- Establish, maintain, and foster positive and effective working relationships with those contacted in the course of work.

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KNOWLEDGE/SKILLS/ABILITIES:

1. Knowledge of organizational and management practices as applied to the analysis and evaluation of programs, policies and operational needs.
2. Knowledge of administrative principles and practices; including goal setting, program and budget development and implementation, and employee relations and supervision.
3. Knowledge of pertinent Federal, State and local laws, codes and regulations relative to community services district operations.
4. Ability to plan, organize and implement complex programs and projects.
5. Knowledge of funding sources impacting service and program development.
6. Knowledge of principles and practices of construction and service contract negotiations and administration.

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- 7. Knowledge of the administration of project design, permitting and construction.
- 8. Ability to determine long range needs for expansion and construction and to plan and organize work for the efficient accomplishment of such objectives.
- 9. Ability to establish and maintain effective working relationships.
- 10. Knowledge of planning and permitting processes and the administration of the California Environmental Quality Act (CEQA) as it relates to district projects.
- 11. Ability to communicate clearly and concisely, both orally and in writing.

REQUIRED QUALIFICATIONS:

EDUCATION/TRAINING

- Minimum: Bachelor's degree in public or business administration, management, civil engineering or related field
- Preferred: Master's degree in any of the above

(Required Qualifications continued)

EXPERIENCE

- Minimum: Seven years of management level experience in the areas of staff development, finance/budget, capital projects, personnel management, intergovernmental relations/negotiations and interdepartmental coordination.
- Preferred: Extensive management experience reporting to an elected board or commission which has provided a broad knowledge of the operation of local government in California along with water related issues and the operation of a community services district.

SPECIAL LICENSES/CERTIFICATIONS

- Minimum: Valid California "C" drivers license. Must maintain satisfactory DMV record and ability to maintain insurability.

General Manager Interview Questions

Q: Can you give us an example of a difficult interaction or conflict you have had with a supervisor or subordinate and how you might handle a similar situation differently or the same in the future?

Q: Please describe a situation where you resolved complex issues among groups of individuals (perhaps the public) in which opposing alternatives were proposed by equally strong support?

Q: Tell me about a time you had to work according to a policy or code you disagreed with?

Q: Tell me about a personnel situation that got out of control. How did you handle it?

Q: What do you see as the role of a manager in ensuring that appropriate fiscal management is occurring within the District?

Q: What is a Balance Sheet and what purpose does it serve?

Q: How do you keep up with the latest technology? How do you see your role as a technology leader?

Q: When was the last time you fired someone? What process did you use?

Q: Outside of professional associations, what organizations do you or have you been associated with?

Q: How do you deal with stress? Relate to us a time you had to take a “time out.”

DRAFT



Marin/Sonoma Mosquito & Vector Control District
Board of Trustees Evaluation Form – District Manager
(INSERT DATE) Performance Review

A. BOARD/MANAGER RELATIONSHIP

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Provides suitable staff reports and related agenda materials to allow for effective Board discussion/decision-making. Provides information to Board Members in a timely manner. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems.					
Displays a professional attitude/image that assures public confidence in management staff. Makes effort to be accessible and provides consistent and equal treatment to Board Members.					

B. COMMUNITY RELATIONS

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups.					
Promotes community involvement in the District as opportunity allows.					
Enhances community understanding of District's goals and objectives. Deals openly with conflict and District problems. Handles individual citizen's complaints well; creates a "satisfied customer."					

C. LEADERSHIP

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Assumes leadership in working the Board to establish the immediate and long-range objectives for the District.					
Leads, directs and makes use of sound administrative practices. Delegates responsibility and decision making appropriately.					
Demonstrates original thinking, ingenuity, and creativity by introducing new strategies or courses of action.					
Plans effectively and supports innovative problem solving by involving others and utilizing their skill and abilities.					

D. COMMUNICATION

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Promotes and engages in two-way communication.					
Is accessible to Board Members, staff, and citizens. Communicates new ideas, suggestions, and concerns to the Board.					
Clearly and concisely communicates ideas, information, problems, and questions.					

E. MANAGING FINANCIAL AND MATERIAL RESOURCES

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Identifies revenue enhancements and cost saving to ensure the District accomplishes important short-term and long-term goals.					
Demonstrates original thinking, ingenuity, and creativity by introducing new financial strategies or courses of action.					
Plans, implements, and directs a comprehensive financial program for the District's long-range economic development.					
Has a general understanding of technical issues affecting the District.					
Maintains delivery of services and high quality standards of the District. Ensures compliance with State regulatory requirements.					

F. HUMAN RELATIONS

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.					
Is straight-forward in communications, and is capable of being firm when circumstances warrant. Uses criticism constructively and objectively, while demonstrating sensitivity to the feelings of others.					
Follows up recommendations, concerns, or complaints as promptly as possible.					

G. ORGANIZATION

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Develops procedures in response to needs. Implements practices and monitoring results in support of Board policy. Anticipates changes in various situations and the ability to achieve goals despite these changes. Meets schedules (whether set by the District Manager or by others). Sets priorities, understands systems, practices time management, planning, and is committed to quality work.					
Develops staff through training, coaching, mentoring, and work assignment.					

H. ANNUAL GOALS AND OBJECTIVES

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 - Unsatisfactory

	5	4	3	2	1
Does the District Manager coordinate, monitor, and prioritize individual projects to assure they are accomplished? Does he/she follow through to assure productivity?					

I. OVERALL EVALUATION

5 - Outstanding 4 - Excellent 3 - Satisfactory 2 - Needs Improvement 1 – Unsatisfactory

	5	4	3	2	1

Remarks/Comments: