



CAMBRIA COMMUNITY SERVICES DISTRICT POSITION SPECIFICATION

Position	General Manager
Organization	Cambria Community Services District
Location	Cambria, California
Reports to	Board of Directors
Website	www.cambriacsd.org

ABOUT THE DISTRICT

The Cambria Community Services District, formerly named the Cambria Water District, was formed in 1967. Cambria Water District provided sewer services to the community. In 1976, the Cambria Community Services District (CCSD) was formed. This facilitated the expansion of CCSD services to include water, wastewater, fire protection, lighting, refuse, and Parks, Recreation, and Open Space. The CCSD is governed by a five-member board of directors elected by Cambria voters for four-year overlapping terms. A special district is a very basic form of local government, special to the state of California. There are approximately 2,300 independent special districts in California. When residents or landowners want new services or higher levels of existing services, they can form a special district to pay for and administer them. The CCSD is primarily funded by utility fees augmented by a small amount of property tax revenue. Today, there are three independent special districts in Cambria: The Cambria Community Services District, Cambria Healthcare District, and Cambria Cemetery District.

ABOUT CAMBRIA

The town of Cambria, California is located halfway between San Francisco and Los Angeles on the Central Coast of California, approximately four miles south of Hearst Castle and fifteen miles north of Morro Bay. Cambria is considered one of the most desirable places to live in California. Within thirty minutes of San Luis Obispo and Paso Robles, Cambria offers a quality of life that provides unlimited outdoor amenities, rugged coastlines, rolling hills, clean air, and a Mediterranean climate. Cambria offers excellent schools and a work environment that fosters teamwork, collaborative thinking, and a sense of community.

DEFINITION

The General Manager serves as the Chief Executive Officer of the District and is accountable to the Board of Directors. It should be noted that the general manager may sub-delegate a function delegated to him/her by the Board. However, the general manager still retains responsibility to ensure that any sub-delegated function is carried out appropriately. Where functions are delegated to the general manager to perform on behalf of the Board, it is important for the Board

to ensure there are policies in place to guide the decision making. The Board should keep policies guiding the delegated decisions under regular review. For example, where media liaison is delegated to the general manager, the Board should adopt a media policy to guide statements to the media. The position provides policy guidance to the Board of Directors and management staff; and is responsible for implementation and enforcement of all District ordinances, policies, and procedures, the conduct of all financial and human resources activities and the efficient and economical performance of the District's operations. The General Manager provides highly responsible and complex administrative support to the Board of Directors.

PERFORMANCE EXPECTATIONS

Staff Effectiveness: Promoting the development and performance of staff and employees throughout the organization (requires knowledge of interpersonal relations; skill in motivation techniques; ability to identify others' strengths and weaknesses).

Practices that contribute to this core content area are:

1. Team Leadership: Facilitating teamwork (requires knowledge of team relations; ability to direct and coordinate group efforts; skill in leadership techniques)
2. Coaching/Mentoring: Providing direction, support, and feedback to enable others to meet their full potential (requires knowledge of feedback techniques; ability to assess performance and identify others' developmental needs)
3. Empowerment: Creating a work environment that encourages responsibility and decision making at all organizational levels (requires skill in sharing authority and removing barriers to creativity)
4. Delegating: Assigning responsibility to others (requires skill in defining expectations, providing direction and support, and evaluating results)

Policy Facilitation: Helping the CCSD Board of Directors and other community stakeholders identify, work toward, and achieve common goals and objectives (requires knowledge of group dynamics and political behavior; skill in communication, facilitation, and consensus-building techniques; ability to engage others in identifying issues and outcomes).

Practices that contribute to this core content area are:

1. Facilitative Leadership: Building cooperation and consensus among and within diverse groups, helping them identify common goals and act effectively to achieve them; recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions (requires knowledge of community stakeholders and their interrelationships)
2. Mediation/Negotiation: Acting as a neutral party in the resolution of policy disputes (requires knowledge of mediation/negotiation principles; skill in mediation/negotiation techniques)
3. Facilitating Board effectiveness: Helping the CCSD Board develop a policy agenda that can be implemented effectively and that serves the best interests of the community (requires knowledge of role/authority relationships between elected and appointed officials; skill in responsibly following the lead of others when appropriate; ability to communicate sound information and recommendations)

Service Delivery Management: Functional/Operational Expertise; Understanding the basic principles of service delivery in functional areas--e.g., public safety, community and economic development, human and social services, administrative services, public works (requires knowledge of service areas and delivery options).

Practices that contribute to this core content area are:

1. Operational Planning: Anticipating future needs, organizing work operations, and establishing timetables for work units or projects (requires knowledge of technological advances and changing standards; skill in identifying and understanding trends; skill in predicting the impact of service delivery decisions)
2. Quality Assurance: (Maintaining a consistently high level of quality in staff work, operational procedures, and service delivery (requires knowledge of organizational processes; ability to facilitate organizational improvements; ability to set performance/productivity standards and objectives and measure results)
3. Citizen Service: Determining citizen needs and providing responsive, equitable services to the community (requires skill in assessing community needs and allocating resources; knowledge of information gathering techniques)

Technological Literacy: Demonstrating an understanding of information technology and ensuring that it is incorporated appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access (requires knowledge of technological options and their application).

Financial Analysis: Interpreting financial information to assess the short-term and long-term fiscal condition of the District, determine the cost-effectiveness of programs, and compare alternative strategies (requires knowledge of analytical techniques and skill in applying them).

Budgeting: Preparing and administering the budget (requires knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems; skill in communicating financial information.

REQUIRED QUALIFICATIONS

Minimum of five (5) years supervisory experience in a related field that includes three (3) years in the public sector/local government is expected. Or any combination of education and experience which would likely provide the necessary knowledge and abilities.

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

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" driver's license. Must maintain satisfactory DMV record and ability to maintain insurability.