

Date: February 22, 2023

To: NCSB BOARD OF DIRECTORS

From: Mario Iglesias, General Manager

Regarding: February 21, 2023 Administration Committee -

Purpose:

Brief NCSB Board of Directors on recommendations from the Administration Committee regarding the General Manager's recruitment.

Discussion:

The Administration Committee meet on Tuesday, February 21, 2023 to discuss the General Manager's recruitment process for the purpose of providing the Board of Directors with recommendations.

Attached are amended pages to the following documents included in your Board's Packet for your February 22, 2023 Board Meeting.

- A. General Manager's Job Description, including a more detailed Salary Schedule Worksheet
- B. General Manager's Brochure Language
- C. General Manager's Recruitment Work Plan, including the list of locations the position will be posted

FEBRUARY 22, 2023

ATTACHMENT A

**JOB DESCRIPTION
NIPOMO COMMUNITY SERVICES DISTRICT**

POSITION:	General Manager
FLSA STATUS:	Exempt
REPORTS TO:	Board of Directors

- d) Ability to interact in person and on the telephone, relaying information verbally.
- e) Ability to communicate clearly, concisely and effectively, both orally and in writing with a variety of people.
- f) Ability to maintain, regular, predictable, punctual attendance in person.
- g) Ability to compete and analyze information and financial material.
- h) Ability to drive to designated locations within and outside the District to inspect facilities or attend meetings.
- i) Mobility to work in a standard office environment and use standard office equipment.
- j) Ability to grasp, lift and move files, binders, boxes and other collections of documents (which can total up to 40 pounds).
- k) Ability to inspect District facilities in the field.
- l) Ability to attend meetings in person outside of normal working hours.
- m) Ability to oversee meetings and coordinate the actions of many people.
- n) Ability to travel to necessary locations to perform work tasks and participate in meetings.

6. EDUCATION AND EXPERIENCE

- a) Extensive knowledge of: public agency administration, personnel management, the principles and practices of water, wastewater and water resources management; the political attitudes and concerns surrounding water and wastewater services, control and utilization.
 - b) Thorough knowledge of: laws, regulations and legal opinions relating to District administration, water rights, water supply and transmission activities, water quality, wastewater; infrastructure financing, sanitation systems, and; the principles and practices of public works administration and organization including personnel and fiscal management; and a working knowledge of budgetary practices and procedures; English syntax and grammar.
 - c) Any combination of education and training which would provide the opportunity to acquire the knowledge and abilities listed. Graduation from an accredited college or university with a degree in public administration, business administration, engineering, law or a closely related field and seven (7) years' experience in administration and management positions with public agencies, with increasing levels of responsibility.
 - d) Highly desired: Knowledge and experience working with San Luis Obispo County and/or Santa Barbara County government – Planning, Administration, Water Resources Departments – with an basic understanding of zoning regulations and rules. Experience working with consultants on projects needing Coastal Commission oversight and the California Environmental Quality Act is also a desired skill set.
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7. LICENSES

- a) Must possess a valid California Class C driver's license and have a satisfactory driving record.
- b) Must be bondable by District's fidelity bond insurer.

GENERAL MANAGER										
Services	Comparator Agency	Class Title	Low	Middle	High	Effective Date	Number of FTE	Population of Ser. Area	Current Annual Budget	
W,S,G,D,L	Nipomo Community Services District	General Manager	\$175,000	\$183,000	\$185,000	3/1/2023	22.0	13,771	\$ 10,640,000	
W,S,F,G,R,D,L	Cambria Community Services District	General Manager	\$175,000	\$185,000	\$195,000	3/1/2023	37.0	6,032		
W,S,F,G,R,D,L	Los Osos Community Services District	General Manager	\$187,500	\$187,500	\$187,500	8/1/2022	9.0	7,086		
W,S,F,G,R,L	Oceano Community Services District	General Manager	\$170,000	\$180,353	\$185,764	7/1/2022	8.5	7,487		
W,S,G,R	Heritage Ranch Community Services District	General Manager	\$181,400	\$181,400	\$181,400	7/1/2022	9.0	3,100	\$ 4,503,000	
W,S,F,G,R,D,L	Templeton Community Services District	General Manager	\$142,942	\$163,363	\$183,784	7/1/2022	23.0	7,616	\$ 7,843,500	
W,S,F,G	San Miguel Community Services District	General Manager	\$130,771	\$130,771	\$130,771	7/1/2022	8.0	2,600	\$ 2,750,000	
W,S,F	Avila Beach Community Services District ¹	General Manager						1,630	\$ 1,766,800	
W,S	San Simeon Community Services District ²	General Manager						462	\$ 1,123,100	
Average of Comparators			\$164,602	\$171,398	\$177,370					
% NCSA Above/Below			5.9%	6.3%	3.9%					
Median of Comparators			\$170,000	\$180,353	\$183,784					
% NCSA Above/Below			2.9%	1.4%	0.6%					

Suggested Nipomo CSD GM Salary Range

Low	Mid	High
\$175,000	\$183,750	\$185,000

Note 1 Avila Beach CSD GM is contracted labor

Note 2 San Simeon CSD provides GM service under a Operations and Management lump sum contract with SSCSD. There is no GM salary itemized in the contract.

W = Water, S = Sewer, F = Fire, G = Garbage, L = Lighting, D = Drainage, R = Recreation

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ATTACHMENT B

Nipomo Community Services District (NCSD)
General Manager
Brochure language draft 2/15/23

The Community

Nipomo is located in southern San Luis Obispo County on California's Central Coast, approximately halfway between Los Angeles and San Francisco. The nearest incorporated city to the north is Arroyo Grande and the nearest city to the south is Santa Maria (Santa Barbara County). Nipomo is located at the foot of the Temettate Ridge. Appropriately, the name Nipomo is derived from the Chumash Native American's word "Nepomah", meaning "the foot of the hills".

The small community provides many of the basic necessities including: high school and elementary schools, medical centers and professionals, grocery shopping, restaurants, public library, county park, senior center, lodging, local drug stores and pharmacies, and a variety of clubs and activities.

Nipomo is known for its open space and friendly lifestyle. Climate is mild with temperatures rarely reaching above 85 or below 30 degrees Fahrenheit. Many homes are on an acre or more and provide space to keep a horse, plant a garden or an orchard of fruit trees, and comfort to walk, run, or ride a bike or horse. The community is very proud of its heritage that began with the Rancho Era of Alta California before California itself became a state.

The District

The Nipomo Community Services District (District) is a multi-service special district formed on January 28, 1965. The District serves approximately 13,700 residents and property owners residing within an area approximately seven square mile service area, providing the community with water, sewer, solid waste, and limited drainage, street lighting, and street landscape maintenance. The District has a stable and pragmatic five-member elected Board of Directors that governs the District. The District consistently receives the Special District Leadership Foundation Transparency Certificate of Excellence. The current General Manager is retiring.

The District has an operating budget of approximately \$12.0 million and twenty-two full-time staff positions. The retiring Finance Director has been an employee of the District for nearly three-thirty years and has spent the last two years training her replacement. The District has received unqualified audit reports for more than twenty-five-thirty years. For the past eight-ten fiscal years the District has received the prestigious Certificate of Achievement for Excellence in Financial Reporting ("CAFR") from the Government Finance Officers Association for its comprehensive annual financial report.

The District operates a water system serving the entire customer base and two sewer systems which serve a subset of the water customer base (many homes are on individual sewage disposal (septic) systems). In recent years, the District completed over \$35 million in capital improvement projects on schedule and within budget. Projects include a \$13M upgrade of its Southland Wastewater Treatment Facility (completed October 2014) and a \$17M Phase 1 Supplemental Water Project (completed September 2015). The District's Director of Engineering Operations is the San Luis Obispo County Chapter and Los Angeles Section, American Society of Civil Engineers, 2015 Outstanding Civil Engineer in Public Sector.

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ATTACHMENT C

2023 GENERAL MANAGER RECRUITMENT

Recruitment Work Plan

Task 1 – Initial Board Officer Direction and Alert Administration Committee

February 14, Board Officer Meeting: discuss general direction of recruitment, convene Administration Committee (“Admin. Comm.”) and give direction to committee members. The Admin. Comm. Committee will work with senior staff (Iglesias, Steele, and Bognuda) through the remainder of the process. “Staff” in the narrative below is Iglesias, Steele, and Bognuda.

Task 2 – Develop Job Description

The job description for the General Manager is the guide for the entire search process. The development of the description includes the collection of technical information and recruitment criteria.

Technical Information

Staff will meet with the Admin. Comm. Committee and others as may be necessary. The purpose of these meetings is to refine description and includes items like compensation and benefits.

Recruitment Criteria

The recruitment criteria are the personal and professional characteristics and experiences desired in the new General Manager. The criteria should reflect the goals and priorities of the Nipomo Community Services District.

Subsequent to the development and adoption of the job description (~~September 30~~), the technical information and recruitment criteria will be documented in an information brochure prepared by staff. The brochure will be reviewed by the AdHoc in draft format, revised as appropriate, and published for use throughout the search.

The Committee will develop a salary range recommendation for Board review and approval (February 22, 2023 Board Meeting)(~~September 30~~).

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search.

Outreach

The key to a successful search process involves outreach to qualified candidates.

An outreach and advertising campaign will include the placement of ads in publications and professional periodicals. Specific Internet sites related to water and wastewater will be used as well as those sites focused on government as a method of extending the specific outreach in a short period of time. A broad email campaign will be undertaken including an initial personal email by the current GM announcing resignation to a broad audience of local professionals and potential candidates and foreshadowing recruitment process. This will be complimented by press releases announcing resignation and pending recruitment.

Additionally, the advertisement and the full text of the position profile will be placed on the District website and noticed through social media and District list server.

Candidate Identification

Staff will use their extensive contacts to focus the recruiting effort. In making these contacts, staff will target those individuals who meet the criteria set by the District. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Assessment and Evaluation

Task 4 – Candidate Evaluation – Consider Ad-hoc Hiring Committee

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation by Committee and staff. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Reference Review

Staff will conduct preliminary reference reviews for those candidates identified as the most qualified as a result of the screening process. Direct contact will be made with references to learn more about the candidates' experience, past performance, and management style.

Conduct Interviews

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately eight (8) to ten (10) individuals. Those individuals will be reviewed with the Board of Directors and others as directed prior to proceeding with the individual interviews.

Committee and staff will conduct interviews with the top group of candidates (approximately eight to ten) identified through the screening and preliminary reference review processes. The interviews will be extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria.

Task 5 – Search Report

After completing Task 4, the Committee will meet with the Board of Directors to review the search report on the most qualified candidates ~~(targeting a minimum of five (5) to eight (8))~~. The report divides all of the candidates into four groups including 1) the top group of candidates recommended to be interviewed; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. From this meeting will come a confirmed group of finalist candidates ~~(typically 3-5)~~.

Task 6 – Selection

Staff will prepare an interview booklet for the Board of Directors that includes the resumes, candidate report (with interview comments, reference checks and other relevant information about the candidates). In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.

Staff will attend the interviews to assist the Board of Directors through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.

Additionally verifications will be made on the top candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search and credit check. The results of these verifications will be discussed with the Board of Directors at the appropriate time.

Staff will provide assistance to the Committee and Board in the final selection as may be desired. This assistance may include providing or obtaining any additional information to assist in making the final selection decision.

Scope of Services #3 – Negotiations with Selected Candidate

Task 7 – Negotiation

The Board President or Committee will negotiate a compensation package with the selected candidate.

RECRUITMENT ADVERTISING

PUBLICATION
Press Release – Santa Maria Times and The Tribune
NCS D notifications
CSDA web site
Rural Water web site
Government Jobs
Brown and Caldwell
American Water Works Assoc
Careers in Government
Western City-League of California Cities
Craig's List
Water District Jobs