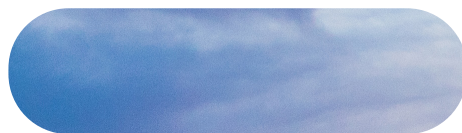
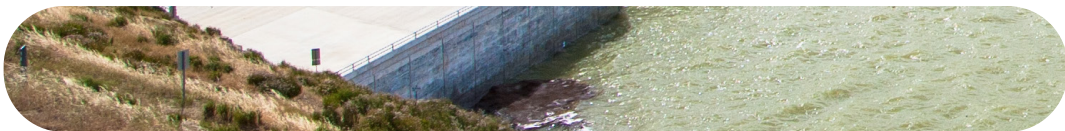
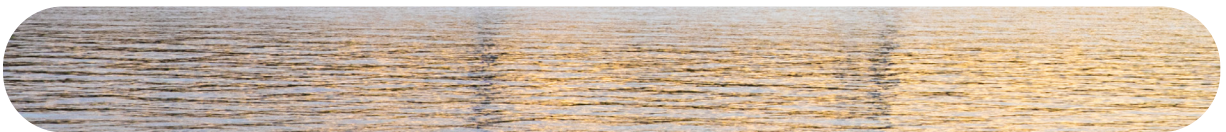
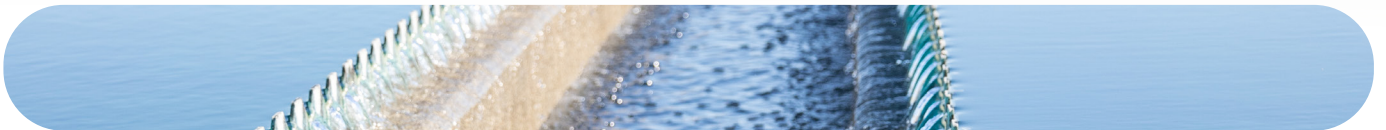


# CONTRA COSTA WATER DISTRICT

ASSISTANT GENERAL MANAGER



## CONTRA COSTA COUNTY

Located in northern California, Contra Costa County covers approximately 733 square miles extending from the northeastern shore of the San Francisco Bay east to San Joaquin County. With a population of just over 1 million, the County is among the ten most populous counties in California and home to one of the State's most ethnically, culturally, and socioeconomically diverse populations. It has one of the fastest growing work forces among Bay Area counties, with growth in its employment base being driven by the need to provide services to an increasing population and the presence of relatively high-wage skilled jobs.

The County contains 19 incorporated cities and includes a variety of urban, suburban, industrial, agricultural, and port areas. Substantial portions of the County are served by the San Francisco Bay Area Rapid Transit (BART), which has contributed to significant residential and commercial development. Contra Costa is home to numerous attractions, including wildlife refuges, state parks, historic sites, and a variety of museums. Mount Diablo, a 3,849-foot peak at the north end of the Diablo Hills, is popular with outdoor enthusiasts, as are hiking, biking, horseback riding, boating, and other activities. The wine country of Napa and Sonoma Counties, picturesque seaside communities such as Carmel and Monterey, and the Sierra Lake Tahoe region are all within driving distance of Contra Costa.

Several prestigious public and private academic institutions are also located nearby, including Stanford University, University of California at Berkeley, University of San Francisco, University of the Pacific, San Jose State University, and California State University, East Bay. One of California's best community college systems is also located in Contra Costa County.

## CONTRA COSTA WATER DISTRICT

The Contra Costa Water District (District) was formed as a special district legal entity on May 9, 1936, in response to the growing water demands of Contra Costa County. The District provides water to approximately 500,000 people in Contra Costa County in Northern California. In performing this service, the District operates and maintains a complex system of water transmission, treatment, and storage facilities to supply both treated and untreated water to its customers.

The Contra Costa Water Authority (Authority) was formed in 1990 between the District and the Diablo Water District. The Authority is empowered to finance, construct, maintain, operate, and make improvements to the Randall-Bold Water Treatment Plant.

## MISSION

*The Mission of the Contra Costa Water District is to strategically provide a reliable supply of high-quality water at the lowest cost possible, in an environmentally responsible manner using the following core values:*

**Safety, Trust, Responsibility, Exceptional Service, Employee Success, Teamwork, Continuous Improvement, Recognition Communication.**

The District purchases and distributes water provided primarily by the United States Department of Interior, Bureau of Reclamation (Reclamation) from the Federal Government's Central Valley Project. The backbone of the District's distribution system is the 48-mile Contra Costa Canal (Canal), which transports water from four screened intakes in the Sacramento-San Joaquin Delta to its treatment plants and municipalities, industry, and local water companies. The District stores untreated water in four reservoirs, the largest of which, Los Vaqueros, has a capacity of 160,000 acre-feet. The District operates three water treatment plants: Ralph D. Bollman in Concord and the Randall-Bold and Brentwood Water Treatment Plants in Oakley.

The District is both a wholesale and retail water service provider and directly serves treated water to

approximately 250,000 residents throughout the cities of Clayton, Clyde, Concord, Pacheco, Port Costa and parts of Martinez, Pleasant Hill, and Walnut Creek. Treated water is also served to the cities of Antioch and Brentwood, the Golden State Water Company in Bay Point, and the Diablo Water District in Oakley for distribution to their customers.

In addition, the District delivers untreated water to the cities of Antioch, Martinez, and Pittsburg. These cities treat the water and directly distribute it to 250,000 customers within their service areas. The District also serves untreated water to several major industrial customers including refineries, power plants, chemical, and steel production facilities.

## GOALS

The Goals of the Contra Costa Water District are to

- Promote safety and health in our workplace and business practices.
- Manage water resources to ensure a sustainable supply and to protect water quality.
- Deliver superior customer service as a foundational priority.
- Protect customer financial interests through ongoing stewardship of District resources.

- Invest in assets, technology, and efficiencies to cost-effectively provide reliable service.
- Pursue organizational excellence through diversity, inclusivity, leadership, and professionalism.
- Foster partnerships through leadership and collaboration at the regional, state, and national level.
- Practice environmental stewardship by protecting natural resources and minimizing environmental impacts.

## LEADERSHIP/GOVERNANCE

The District is governed by a Board of Directors (Board) consisting of five members who are elected to staggered four-year terms. The District's five divisions contain approximately equal populations, and each elects one director who must be a resident of that division. The General Manager's Office organizes and directs District activities in accordance with the Board's policies. The four Assistant General Managers are responsible for implementing and coordinating departmental activities and providing additional support to the General Manager as required.

The District has a self-maintained Retirement and Other Post-Employment Benefits (OPEB) plans and trusts and the AGM serves as the appointed Plan Administrator. In serving as the District's plan administrator, the AGM receives direction from the Board of Directors when exercising those duties.

## ASSISTANT GENERAL MANAGER - ADMINISTRATION

The AGM is appointed by and reports to the General Manager and serves as the District's chief administrative leader and financial strategist. The AGM - Administration oversees the District's total budget - which for FY22 is \$188.2 million - and leverages the District's financial opportunities.

The Assistant General Manager - Administration oversees the following departments/divisions:

## FINANCE DEPARTMENT

Manages available financial resources, maintains the integrity of financial information systems, provides general office services, implements the District's water use efficiency program, and ensures consistent, accurate, and responsive customer service.

The Information Technology Division reports into the Finance Department and is responsible for managing the District's business technology systems and telecommunications network to maintain a reliable and secure infrastructure that supports District operations.

## HUMAN RESOURCES AND RISK DIVISION

The Human Resources & Risk Division partners with internal stakeholders in the areas of employee and labor relations, recruitment and selection, learning and development, and benefits administration as well as provides support services that ensure a safe, equitable,

and productive workplace through the District's risk management program.

The Director of Finance and Human Resources & Risk Manager report directly to the AGM. The Information Technology Manager reports directly to the Director of Finance. A team of approximately 61 members comprise the Finance, IT and HR and Risk operations.

## KEY PRIORITIES

- Develop a financial plan to fund the \$1B capital program;
- Address the rate issues balancing the needs and demands of the department with the equity inherent in rate increases;
- Support Finance and Accounting in their efforts to develop strong purchasing, contract administration and best administrative practices;
- Support Information Technology in their efforts to enhance the existing systems, strengthen cybersecurity measures, and support finance in the system conversion effort;
- Support Human Resources & Risk in their efforts to enhance the employee life cycle;
- Ensure best management of the retirement fund;
- Develop and provide best in class administrative services to the entire agency.

## KEY RESPONSIBILITIES

- Coordinates the work of the Finance Department, Human Resources and Risk Division, Information Technology Division and Project Controls for integration of functions and consistency of actions.
- Reviews, interprets, develops, modifies, and implements District administrative policies and their application to specific situations; resolves conflicts in matters/issues not addressed by existing District policies and procedures.
- Participates in the development of the District's 10-year Capital Improvement Program and Financial Plan.
- Reviews and approves financial and administrative activities associated with the issuance of debt.
- Reviews and recommends changes to the District's investment policies.
- Reviews the District's rate structure and ensures equitable allocation of costs in accordance with regulatory parameters.
- Allocates and commits resources, including funding, staffing, and facilities, for new and existing programs, particularly those arising outside the annual budget process and involving inter-department coordination among reporting departments/divisions.
- In the absence of the General Manager, assumes the responsibility of the General Manager as assigned.
- Supports Human Resources & Risk staff in labor negotiations and union related matters.



- Leads by example and serves as a champion for the District's Diversity & Inclusion Program and the Employee Health & Safety Program and other continuous improvement efforts.
- Builds and maintains positive working relationships with co-workers, other District employees, customers, and the public using principles of good customer service.
- Represents the District to outside agencies and organizations; participates in outside community and professional groups and committees; provides technical assistance as necessary.
- Observes and complies with all District and mandated safety rules, regulations, and protocols.
- Performs related duties as assigned.

## IDEAL CANDIDATE QUALIFICATIONS

The Assistant General Manager – Administration will have a core area of expertise in public finance, government funding, debt markets and/or investment banking that can support funding a \$1B capital program; and managing a healthy and robust rate management program. The ideal candidate will also have experience establishing growth, and systemic implementation objectives for Information Technology and supporting Human Resources in its efforts to recruit new talent in alignment with the District's Diversity and Inclusion initiative that replaces the outgoing/retiring team over the coming years. Finally, working closely with the Director of Finance to support their efforts to streamline purchasing and contract management.

In terms of leadership and management style, the ideal candidate should be a selfless leader who has a deep and granular understanding of all facets related to effective administrative leadership in a complex organization with significant government regulation.

Candidates must be visionary, mission driven and skilled at using sound judgement, to make thoughtful and practical recommendations to executive leadership and policy makers. In addition to being strategic and tactical, the AGM must be a leader with integrity, values, and humility.

### Specific skills include:

- Proven and inclusive people leader who is adept at assessing, recruiting and retaining exceptional talent through motivating, coaching and mentoring team members in a manner that promotes collaboration, accountability, professional development and growth; good listening skills and excellent written and verbal communication skills;
- Experience leading line operating executives to provide sound administrative advice to policy makers supported by rigorous analysis and sound recommendations using complex financial and business information that enhances the financial well-being of operations;
- Strong presentation and interpersonal skills that demonstrate confidence and builds credibility and trust with various stakeholders including the General Manager, the Assistant General Managers and

other core staff members of the District. Other key stakeholders could include local, state, and federal agencies, rating agencies, labor unions, industry associations, consultants, investment banks, community groups, and the general public;

- Demonstrated leadership centered around the core values of diversity, equity and inclusion; a strong advocate for cultural change and open to new ideas and approaches to building an administration that significantly enhances the Contra Costa Water District's ability to fund and support the future needs of the organization to meet the needs and demands of the county and surrounding communities;
- Ability to manage a diverse workgroup towards a common vision and goals; motivate teams to produce quality materials within tight timeframes and effectively manage multiple projects simultaneously; ability to manage ambiguity and complex issues; and
- Demonstrated commitment to valuing differences among individuals.

## EXPERIENCE & EDUCATION

### Experience:

The ideal candidate will possess at least Nine (9) years of increasingly responsible administrative and financial experience in a municipality or special district, including five (5) years of senior level administrative and management responsibility.

### Education:

BS in Finance or business administration. MBA or MPA and/or advanced degree is preferred.

## COMPENSATION & BENEFITS

Contra Costa Water District offers a competitive compensation package including a salary commensurate with experience (\$216,528 – \$263,224), and an attractive employee benefits program.

## APPLICATION PROCESS

To be considered, please submit a detailed resume and a compelling letter of interest electronically to [AGM.CCWD@thehawkinscompany.com](mailto:AGM.CCWD@thehawkinscompany.com) by **July 30, 2021**. The application materials must include scope of experience, key professional attributes, size and scope of financial leadership including size of current organization's operating and capital budget.

For additional information or confidential inquiries, please contact a member of our consulting team (The Hawkins Company):

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[brett@thehawkinscompany.com](mailto:brett@thehawkinscompany.com)

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Contra Costa Water District is committed to equal employment opportunity for all employees and applicants. We prohibit discrimination based upon race, color, religion, marital status, age, national origin, physical or mental disability, medical condition, pregnancy, genetic information, gender, sexual orientation, gender identity or expression, veteran status, or any other actual or perceived status protected under federal, state, or local law. Employment decisions are based on individual qualifications and performance.