



Central Contra Costa Sanitary District Director of Operations



The Opportunity

The Central Contra Costa Sanitary District (CCCSD or Central San) is highly regarded in the region for its focus on innovation, optimization, fiscal strength, and organizational excellence. The next Director of Operations will have the opportunity to manage and make improvements in an already high-performing organization.

Community Profile

For over 70 years, Central San has been proud to serve its customers in the San Francisco Bay Area's central Contra Costa County region. The service area is located at the foot of Mount Diablo (3,848 feet), whose state park and foothills offer hiking trails and open space preserves that are frequently used by the neighboring residents.

The cities served by Central San are also some of the most historic in California. Martinez, where the headquarters is located, was a key crossing point over the Carquinez Strait for the Pony Express, and its downtown is notable for its preserved historic buildings, including the John Muir National Historic Site. A short distance away, Concord, Walnut Creek, and San Ramon boast revitalized shopping districts, drawing retailers and restaurants from other parts of the state to open locations there. One of Central San's largest customers, the City of Concord, is working on converting a former Naval Weapons Station into a Community Reuse Project, which will include parks, housing, office, retail, and the restoration of Mt. Diablo Creek. Central San is proud to be part of the effort to make the project as sustainable as possible by supplying recycled water for irrigation in this development.

In recent years, the population of the service area has boomed, partially due to its accessibility to San Francisco and the Silicon Valley via public transit. Most of the population of Contra Costa County lies along the busy I-680 corridor that connects the North Bay to the Silicon Valley.

Central Contra Costa Sanitary District

Central Contra Costa Sanitary District is a special district responsible for the collection and treatment of wastewater in the central area of Contra Costa County. CCCSD is governed by a five-member Board of Directors, each elected to a four-year term. The Board employs a General Manager who is the CEO of the organization and leads its 293 budgeted full-time employees. CCCSD is a stable, well-managed, high performance organization; this stability and professionalism has developed a loyal and dedicated workforce who warmly refer to the organization as "Central San."

CCCSD serves approximately 500,000 residents and over 3,000 businesses in a 145,000 square mile service area, which includes the cities of Alamo, Clayton, Concord, Danville, Lafayette, Moraga, Orinda, Pacheco, Pleasant Hill, Walnut Creek; portions of Martinez and San Ramon; and unincorporated communities within the central County area.

CCCSD's collection system includes 1,500 miles of sewer lines and 18 pumping stations. An average of 35.6 million gallons of wastewater per day flows through the collection system to our treatment plant in Martinez.

CCCSD treats an average of approximately 35 million gallons of wastewater per day at its treatment plant in Martinez. The District's National Pollutant Discharge Elimination System (NPDES) permit allows CCCSD to treat up to 53.8 million gallons per day.

CCCSD has achieved 100% compliance with its NPDES permit for the past 21 consecutive years and has been awarded the National Association of Clean Water Agencies (NACWA) Platinum Peak Performance Award. It is a distinction earned by only a handful of wastewater agencies nationwide.

Financial Information

CCCSD operates under a fiscal year budget cycle beginning July 1 and ending June 30. The District's FY 2020-21 budget is \$182.4 million and includes:

- \$90.7 million for operations and maintenance
- \$88 million for capital improvement projects
- \$2.5 million for debt service
- \$1.2 million for self-insurance

Importantly, CCCSD has maintained strong reserve balances across its various funds which is a strong signal of its fiscal stability.



The Position

Reporting to the General Manager, the Director of Operations is responsible for planning, managing, overseeing, and directing the services of the Operations Department including plant operations, plant maintenance, collection systems, and pumping stations. The Director of Operations also coordinates Department activities with other District officials and outside agencies. Additionally, the position provides highly responsible and complex management support to the General Manager.

Leading a staff of approximately 140, the Director of Operations has the following specific responsibilities:

- Assumes full management responsibility and leadership for the Operations Department and acts as a key member of the executive team.
- Directs, plans, and coordinates the development and implementation of Departmental and District goals, objectives, policies, and priorities.
- Identifies opportunities for optimizations and efficiency and develops, directs, and implements changes.
- Attends administrative/management meetings reporting on Departmental and District activities and plays an active part in the establishment of District policies, standards, and procedures and assists in long range planning.
- Manages the Operations Department budget including the forecasting of funds needed for staffing, resources, equipment, and/or supplies and directs the monitoring and approval of expenditures.
- Represents the Operations Department to the Board of Directors, outside agencies and organizations, and/or community groups.
- Prepares reports and other written materials for the Executive Team and/or the Board of Directors for necessary action.
- Provides complex staff assistance to the General Manager
- Acts on behalf of the General Manager and performs related duties as required.



Opportunities and Challenges

The next Director of Operations will be presented with a number of known challenges and opportunities in which to excel including:

- In early 2021, CCCSD will enter labor negotiations with its represented employees and the Director of Operations will be among those representing management's interests in the negotiations. It will be important to maintain a productive labor-management relationship during these negotiations.
- The functions overseen by the Director of Operations represent a majority of the costs borne by ratepayers. Optimizations must be achieved to continue to provide a high level of service while minimizing cost increases.
- The District's Capital Improvement Program has over \$1 billion in upcoming projects and a similar balance between needs and fiscal constraints is needed to limit future rate increases.
- The Director of Operations will have the opportunity to leverage the talents of a knowledgeable and high-performing team.

The Ideal Candidate

The next Director of Operations must be experienced, well-qualified, and highly ethical. The following traits will be key ingredients for success:

- The highest level of leadership is needed to continually evolve the organization to higher levels. The ability to see and understand the distant horizon as well as the current reality is key, along with the highest ethics and the courage to make tough decisions.
- The next Director should also be innovative and forward leaning, while coaching and mentoring members of the team. A compassionate and humble approach will align with the organization's culture.
- The ideal candidate will have the ability to understand and bridge the direction of the Board with the needs and desires of the workforce. In this capacity the next Director will communicate in a manner that effectively carries in a straightforward and calm approach.
- The governing Board for the CCCSD is highly qualified, high performing, and has led significant improvements for the public. To best support the Board, the next Director must be highly responsive and respect the roles of the various leadership positions in the organization.
- With a knowledgeable and high performing team, the next Director of Operations will quickly learn that most all solutions to problems can be found within the organization. Through empowerment and support for innovation the next Director will fully realize the capability of the team.

The District is committed to continuous improvement work processes in a team-based environment. Employees are expected to interact with co-workers as part of a team and contribute to a culture that values employee input and ideas for the benefit of the District ratepayers.

Qualifications

The following qualifications are required for the Director of Operations:

Education: A Bachelor's degree from an accredited college or university in public administration, civil engineering, or a closely related field. A Master's degree is desirable.

Experience: Ten years of full-time, increasingly responsible, experience in the operations or maintenance of a wastewater treatment plant, including four years of supervisory and management experience. Municipal experience is preferred.

Compensation

The salary for this executive position will be \$202,388-\$255,643, with placement within the range dependent upon qualifications. Additionally, the selected candidate will enjoy excellent benefits including:

- **Insurance:** Central San participates in the CalPERS health benefits program and will pay 100 percent of the premium cost, up to the family rate, of the District "core plans," which are Kaiser Permanente and HealthNet SmartCare. Employees who waive District coverage are entitled to a \$400 per month contribution to their Section 401(a) plan. Both vision and dental insurance for the employee and dependents are fully paid by CCCSD.
- **Retirement:** District employees are members of the Contra Costa County Employees' Retirement Association (CCCERA) with CalPERS reciprocity. A retirement benefit is based upon a formula that includes the employee's age, salary, and years of service. The formula for new employees is 2% @ 62 unless reciprocity is established with an eligible retirement system. The formula for new employees with reciprocity is 2% @ 55.
- **Leaves:** The District offers liberal vacation and sick leave benefits, as well as 13 paid holidays per year. Unrepresented, at-will, employees earn 80 hours of administrative leave annually.
- **Deferred Compensation:** The District does not participate in the Social Security System except for a mandatory Medicare contribution. Instead, the District contributes to a 401(a) Money Purchase plan an amount equivalent to the employer portion of contributions to Social Security (currently 6.2%) in addition to salary. The District also offers employees an optional Deferred Compensation 457 plan with a choice of savings and investment options.

- **Cafeteria Plan:** Management employees are allowed \$425 each month toward the selection of additional benefits.
- **Other Benefits:** Other benefits enjoyed by District employees include professional expense reimbursement, employee assistance program, longevity compensation, sick leave incentive program, retiree benefits, credit union privileges through the Contra Costa Federal Credit Union, and a comprehensive wellness program including an on-site gym.

How to Apply

Interested candidates should **apply by September 14, 2020**. Electronic submittals are strongly preferred to Ralph Andersen & Associates at apply@ralphandersen.com and should include a compelling cover letter and a comprehensive resume.

Top candidates may be asked to complete a written supplemental questionnaire to elaborate on areas of expertise and demonstrate their ability to communicate effectively.

This recruitment will be handled with strict confidentiality. References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Mr. Greg Nelson, Ralph Andersen & Associates, at (916) 630-4900.



Central San is an Equal Opportunity Employer encouraging workplace diversity.

www.centrialsan.org