



EXECUTIVE SUMMARY: ESSENTIAL SKILLS AND QUALITIES OF THE DIRECTOR OF FINANCE AND ADMINISTRATION

The Director of Finance and Administration serves as the Chief Financial Officer for the Tahoe City Public Utility District (TCPUD) and is a strategic leader who plays a pivotal and multifaceted role in ensuring the long-term financial health and operational excellence of the District. This position demands a seasoned, and confident leader with exceptional financial acumen, adaptability, and communication skills. The Director, serving as the Chief Financial Officer, is responsible for balancing long-term financial planning with day-to-day fiscal management, as well as overseeing the District's information technology, risk management, and human resources functions, while managing a diverse, professional team. Fostering positive relationships with critical stakeholders are essential aspects of this role. Furthermore, navigating evolving employment and financial regulations and addressing complex challenges requires a high degree of professionalism, problem solving abilities, integrity, and personal credibility.

As the District's expert in fiscal and accounting matters, the Director is responsible for safeguarding long-term financial stability, enhancing operational efficiency, and driving systems' innovations that enable the district to achieve its mission. Reporting directly to the General Manager, the Director has the authority to make crucial financial decisions that impact the entire District, its services, and its relationship with customers and ratepayers. Consequently, unquestionable technical expertise in finance and accounting and an ability to maintain a high level of trust and confidence in their decision-making, with the Board of Directors, District staff, and the community, are paramount. Consequences of errors can be significant; therefore, thoroughness and accuracy are critical in this role.

Central to this position is the strategic management of long-term financial planning and strategy development. This involves addressing both immediate fiscal needs and proactively anticipating future challenges. The Director must possess strong strategic and forward-thinking skills and be able to assess the long-term ramifications of present financial decisions, thereby ensuring the continued financial well-being of the District. They must be capable of conducting accurate accounting analysis, crafting budget proposals that support the operational goals of the District's multiple departments and articulating this complex financial information in a clear and persuasive manner in presentations to and dialogue with the General Manager, the Senior Management Team, and the Board of Directors. Maintaining a credible, transparent, and collaborative relationship with both the management team and the district board are essential.

The Director holds a unique and crucial responsibility of balancing the role of fiscal guardian for the District and driving financial strategy and cultivating collaborative, respectful relationships with their peers on the Senior Management Team. Successfully knowing when and how to set fiscal boundaries and provide constructive feedback that fosters cooperation is essential. Building and maintaining credibility with peers hinges on decisiveness and self-confidence, expressed with humility while making expert recommendations. This skill set is vital in ensuring the Director's ability to analyze and manage the organization's finances strategically, accurately, and successfully.

In addition to finance, this position includes oversight of critical administrative functions, including Information Technology (IT), Human Resources (HR), and risk management. A solid understanding of these areas is essential, as it empowers the Director to drive innovation, provide high-level direction to their team, adapt to evolving regulatory landscapes, and maintain operational efficiency.



Effective leadership of the multi-functional Finance and Administration Team is a key responsibility of this role, requiring adaptive strategies to harness individual and collective expertise, optimize team performance, and nurture a culture of autonomy, accountability, and engagement among team members.

The incumbent in this role will be considered for appointment as the District's Treasurer and/or Accountant by the Board of Directors. As the District Treasurer and/or Accountant, the incumbent would be responsible for carrying out the duties provided in California Public Utilities Code Section § 16112 and such further duties as imposed upon them by the Board of Directors.



TCPUD JOB PROFILE REPORT

The following profile was written with assistance from Veronica Frenkel, MA, SPHR, President, Pathways Consulting, LLC

POSITION TITLE: Director of Finance and Administration

DEPARTMENT: Finance and Administration

ROLE OVERVIEW: Plans, organizes, directs, and reviews the activities and operations of finance, accounting, information systems and technology, human resources, and risk management; coordinates assigned activities with other departments and outside agencies; and provides highly responsible and complex administrative support to the General Manager and to the Finance Committee as appointed by the District Board of Directors.

REPORTS TO: General Manager

SUPERVISES: Directly supervises four full-time positions.

- Accounting Manager
- Human Resources Manager
- Information Systems and Technology Administrator
- Management Analyst

SPECIFIC DUTIES

The following provides a breakdown of the frequency the duties listed in the attached job description are performed.

Daily

- Review and respond to emails and other communication.
- Check in with and oversee and support direct reports with daily tasks.
- Support the Accounting Manager, Management Analyst, Information Systems and Technology Administrator, and Human Resources Manager with work prioritization.
- Manage communication and approvals for department and District-wide as required.
- Review & manage priorities; planning for upcoming weeks and month.
- Review daily tasks: reprioritize as needed, assign tasks as needed.

Weekly

- Participate in weekly TCPUD management team meetings.
- Hold individual meetings with Accounting Manager, Management Analyst, Information Systems and Technology Administrator, and Human Resources Manager.
- Review status of projects that are currently active.
- Review with team the department priorities and review status of department projects and requests.



- Meet with the General Manager to provide updates on key department projects and priorities.
- Communicate with other departments with reminders for purchases and budget timelines.
- Maintain shared Budget & Finance calendars.
- Manage cash flow and transfer of money as needed to pay the bills.

Monthly

- Meet with direct reports to review status of progress toward strategic goals; help keep the team focused on strategic goals.
- Schedule and lead Finance and Administration Team meeting with all Department Staff.
- Prepare memos/presentations/related board documents in advance of monthly Committee and Board meetings; actively participate in monthly committee and Board of Directors meetings.
- Prepare agenda and committee packet and lead monthly Finance Committee meeting.
- Review and edit Department Memorandums and related documents prepared by subordinate staff.
- Review project management system (“Asana”) and project status.
- Attend and actively participate in Safety and/or Risk Management Committees.
- Review reports on property, general liability, workers compensation active and closed claims and act accordingly.

Quarterly

- Update progress of 5-Year Strategic Plan Priorities and Department Operational Priorities and Projects.
- Oversee the preparation of the quarterly financial reports.
- Manage timelines for budget and audit processes.
- Check-ins with all direct reports about their performance and progress towards goals.
- Oversee grant reporting and grant billing (as needed. Not all grant reporting comes through accounting).
- Ensure Federal / State Tax reports filed.

Mid-year: Initiate budget (July) and audit processes (November) (each is a six-month process).

Annual

- Oversee and prepare annual budget.
- Oversee and complete audit.
- Prepare the Annual Comprehensive Financial Report (ACFR) and submit to Government Finance Officers Association (GFOA) for certificate of achievement for excellence in financial reporting.
- Ensure ACFR is distributed to appropriate agencies.
- Review and resolve GFOA comments for the certificate of achievement for excellence in financial reporting.
- Complete annual performance reviews for four direct reports.
- Ensure annual tax reports filed such as W-2s/ 1099s.
- Oversee completion of Comptroller’s Reports (2 reports due annually).
 - Financial



○ Compensation

- Oversee the preparation and reconciliation of contributions to OPEB.
- Oversee the preparation of Sidewalk Maintenance billing for tax rolls.
- Monitor property schedule reconciliation and submission to JPIA.
- Prepare CERBT request for CalPERS Reporting.
- During the audit process, ensure that accounting standards issued by the Governmental Accounting Standards Board (GASB) are properly implemented, this includes but not limited to GASB Statements 68, 75, and 87.
- Provide information to actuary for GASB 68 Reporting.

On-Going / As needed

- Provide timely performance feedback to direct reports.
- Managing and overseeing district insurance policies: workers comp, liability, real property.
- Monitor / file liability and property claims.
- Monitor and ensure timely debt service payments.
- Manage outstanding debt.
- Risk management in general.
- Monitor investments.
- Reconcile property tax distribution / receipts and prepare journal entries.
- Biannually update OPEB Actuarial Valuation (GASB 75).
- Participate in labor negotiations.

EDUCATION, TRAINING, AND EXPERIENCE

A successful candidate for this position should have a combination of education and experience which would likely provide the necessary knowledge and abilities to perform the duties as described above.

This list should be viewed as providing more detail to and complementing the current job description.

EDUCATION:

It is highly recommended that the candidate possesses a bachelor's degree from an accredited college or university, with major course work in finance, accounting, business administration, economics, or a closely related field. Obtaining such a degree would provide foundational preparation in essential financial management, critical and analytical thinking, oral and written communication, organizational skills, self-management skills, initiative, and self-confidence.

TRAINING:

Significant training in the following areas is desirable:

- Public sector financial management, budget, forecasting and accounting best practices.
- Leadership and management training, including teambuilding, communication, self-awareness, and conflict management.
- Strategic planning and analysis, including strategic financial management.
- Problem analysis and problem-solving.



- Human resources management best practices.
- Information systems and technology management best practices, including government technology consideration of technology in government and cybersecurity.
- Risk management best practices.
- Public sector policy development.

EXPERIENCE:

The following professional experience has been identified as ideal for a successful candidate for this position. This list should be viewed as providing more detail to and complementing the current job description.

- 6 years of progressively responsible experience in administering the fiscal operations of a public agency (preferred) or private organization, including three years of administrative and management responsibility, including budget development and audit management.
- 5 years of experience leading a finance or accounting team, with a similar level of autonomy and with minimal direct oversight or direction.
- 3 years of experience as a senior financial analyst and/or senior accountant.
- Customer service experience.
- Utility industry experience preferred.
- Experience managing or supporting IT projects, especially changes related to accounting and payroll systems.
- Prior experience managing organizations through annual independent audits and leading budget management.
- Experience developing and implementing risk management policies and practices.
- Experience in a multi-fund governmental agency in CA.

CRITICAL COMPETENCIES: Director of Finance and Administration

The following is a list of priority leadership competencies identified as critical for the Director of Finance and Administration to demonstrate effectively and consistently. Each competency includes a definition and the observable behaviors that may indicate the existence of a competency in a person. This list may be utilized to evaluate potential candidates for and incumbents in the position.

Strategic and Forward Thinking: The ability to analyze the organization by considering community, environmental, and industry trends, existing and potential customers (internal and external), and strengths and weaknesses in capability to achieve its mission; ability to anticipate the implications and consequences of situations and take appropriate action.

- Understands the organization's strengths and weaknesses.
- Has an in-depth understanding of trends and developments within the field.
- Accurately anticipates how trends and developments may affect the organization and develops a strategy for leveraging opportunities or contingency plans in advance of problems.
- Anticipates how individuals and groups will react to situations and information and develops or adapts plans accordingly.



- Develops and proposes a long-term (3-5 year) strategy for the department based on an analysis of the community, environment, industry, and marketplace and the organization's current and potential capabilities.

Technical Expertise: The ability to demonstrate depth of knowledge and skill in a technical area (specifically the areas of financial management, accounting and auditing, and risk management).

- Effectively applies technical knowledge to solve a range of problems.
- Possesses an in-depth knowledge and skill in a technical area.
- Develops technical solutions to new or highly complex problems that cannot be solved using existing methods or approaches.
- Is sought out as an expert to provide advice or solutions in their technical area.
- Keeps informed about cutting-edge technology in their technical area.

Thoroughness: Ensuring that one's own and others' work and information are complete and accurate; carefully preparing for meetings and presentations; following up with others to ensure that agreements and commitments have been fulfilled.

- Sets up procedures to ensure high quality of work (e.g., review meetings).
- Monitors the quality of work.
- Verifies information.
- Checks the accuracy of own and others' work.
- Develops and uses systems to organize and keep track of information or work progress.
- Carefully prepares for meetings and presentations.
- Organizes information or materials for others.
- Carefully reviews and checks the accuracy of information in work reports (e.g., production, sales, financial performance) provided by management, management information systems, or other individuals and groups.

Analytical Thinking, Problem-Solving & Decision-Making: The ability to tackle a problem by using a logical, systematic, sequential approach, identifying, seeking out and evaluating relevant and critical information, and making a quality, timely decision.

- Identifies the central or underlying issues in a complex situation and the specific information needed to clarify the situation or to make a decision.
- Gets more complete and accurate information by checking multiple sources.
- Makes a systematic comparison of two or more alternatives.
- Notices discrepancies and inconsistencies in available information.
- Identifies a set of features, parameters, or considerations to consider in analyzing a situation or making a decision.
- Approaches a complex task or problem by breaking it down into its component parts, considering each part in detail, and exploring multiple possible causes.
- Weighs the costs, benefits, risks, and chances for success in making a decision.
- Carefully weighs the priority of things to be done.
- Anticipates possible potential consequences and/or problems with different courses of action and develops contingency plans in advance.



- Notices trends in the industry or marketplace and develops plans to prepare for opportunities or problems.
- Demonstrates ability to evaluate decision outcomes, consequences, and changing business needs and shows willingness to modify course as appropriate.

Persuasive Communication and Influence: The ability to gain others' support for ideas, proposals, projects, and solutions; the ability to plan and deliver oral and written communications that make an impact and persuade their intended audiences.

- Accurately anticipates the implications of events or decisions for various stakeholders in and outside the organization and plans communication strategy accordingly.
- Involves others in a process or decision to ensure their support and buy-in.
- Identifies and proposes solutions that benefit all parties involved in a situation, offering trade-offs or exchanges to gain commitment; looks for win-win solutions.
- Identifies and targets influence efforts at the real decision makers and those who can influence them.
- Knows when to escalate critical issues to own or others' management, if own efforts to enlist support have not succeeded.
- Structures situations (e.g., the setting, persons present, sequence of events) to create a desired impact and to maximize the chances of a favorable outcome.
- Presents arguments and selects language and examples in oral and written communication tailored to the needs and experience of the audience and offers information or data that is important to and will have a strong effect on others.
- Presents several different arguments in support of a position to effectively reach multiple stakeholders and engender their support.

Self Confidence and Decisiveness: Faith in one's own ideas and capability to be successful; ability to make difficult decisions in a timely manner; willingness to take an independent position in the face of opposition.

- Is willing to make decisions in difficult or ambiguous situations.
- Is confident of own ability to accomplish goals.
- Presents self crisply and impressively.
- Is willing to speak up to the right person or group at the right time, when he/she disagrees with a decision or strategy.
- Approaches challenges with a "can-do" attitude; takes charge of a group when it is necessary to facilitate change, overcome an impasse, face issues, or ensure that decisions are made.
- Willing to make tough decisions (e.g., closing a facility, reducing staff, accepting or rejecting a high-stakes deal).

Building Collaborative Relationships: The ability to develop, maintain, and strengthen partnerships with others inside or outside the organization who can provide information, assistance, and support.

- Shows an interest in what others have to say; acknowledges their perspectives and ideas.
- Recognizes the business concerns and perspectives of others.



- Expresses gratitude and appreciation to others who have provided information, assistance, or support.
- Takes time to get to know coworkers, to build rapport and establish a common bond.
- Tries to build relationships with people whose assistance, cooperation, and support may be needed.
- Provides assistance, information, and support to others to build a basis for future reciprocity.
- Takes a personal interest in others (e.g., by asking about their concerns, interests, family, friends, hobbies) to develop relationships and to identify shared interests and common ground.

Managing Change: The ability to demonstrate support for innovation and for organizational changes needed to improve the organization's effectiveness; initiating, sponsoring, and implementing organizational change; helping others to successfully manage organizational change.

- Works cooperatively with others propose new methods or approaches and produce innovative solutions.
- Takes the lead in setting new business directions, partnerships, policies, or procedures.
- Seizes opportunities to influence the future direction of their organizational unit or the overall organization.
- Helps employees to develop a clear understanding of what they will need to do differently, as a result of changes in the organization.
- Implements or supports various change management activities (e.g., communications, education, team development, coaching).
- Establishes structures and processes to plan and manage the orderly implementation of change.
- Helps individuals and groups manage the anxiety associated with significant change.
- Facilitates groups or teams through the problem-solving and creative-thinking processes leading to the development and implementation of new approaches, systems, structures, and methods.

NOTE: The competencies associated with the five TCPUD Core Values have intentionally **not** been included in this list, as there is an expectation that all TCPUD leadership and team members must be able to effectively and consistently demonstrate competencies and behaviors associated with those Core Values.



APPENDIX A: ADDITIONAL DETAIL ABOUT RESPONSIBILITIES, CHALLENGES, AND UNIQUE ASPECTS OF THE POSITION

The Director of Finance and Administration position, acting as the District's Chief Financial Officer, is a complex, pivotal and multifaceted role that demands a seasoned and confident professional with exceptional financial acumen, adaptability, leadership and communication skills. The Director must balance long-term financial planning with day-to-day fiscal responsibilities, lead a professional team with diverse skills and areas of responsibilities, and navigate evolving financial regulations, build and maintain key stakeholder relationships and manage competing priorities, all while demonstrating professionalism, integrity, and personal credibility. It is a critical role that is integral to ensuring a long-term financially sustainable organization that is able to provide its critical public health and safety services to the community while maintaining the District's outstanding reputation of fiscal responsibility and transparency.

The following information offers an overview of some of the position's unique complexities and challenges and provides greater detail regarding the skills, experience, and competencies outlined above.

AUTONOMY AND RESPONSIBILITY FOR DECISIONS AND ACTIONS

- While this position reports to and receives general policy direction from the General Manager (GM), it is expected to make and be responsible for numerous, critical strategic and financial decisions that have significant implications, with little or no direction, support, or input from the General Manager. Therefore, the person assuming this position would need to come into the role with the technical expertise and the confidence necessary to make decisions and act very independently, while balancing their autonomous decision-making with appropriate communication expectations of the General Manager.
- The Director of Finance and Administration at TCPUD shoulders the immense responsibility of safeguarding the organization's financial health and has the authority to make crucial financial decisions that impact the entire organization, its services, and its relationship with customers and ratepayers. Consequently, unquestionable technical expertise in finance and accounting and their ability to maintain a high level of trust and confidence in their decision-making, with the board, district staff, and the community, are paramount. The Director must carefully balance the need to collect funds for essential projects without overburdening ratepayers, all while demonstrating sound financial management to maintain public trust in the organization's fiscal management. Therefore, the Director must be analytically sound, minimize errors, and maintain transparency and communication.
- The individual in the position must possess the confidence and the capacity to bear the weight of responsibility for key decisions and actions and the ability to weigh and prioritize often-competing demands of internal stakeholders, including department management and the Board, along with an understanding of when it is critical to inform and seek input from the General Manager and other important stakeholders.



NAVIGATING LONG-TERM FINANCIAL PLANNING AND IMMEDIATE NEEDS

- The Director of Finance and Administration faces the challenge of developing financial strategies for the district's current and future operations. Consequently, the role involves complex problem-solving and multi-path thinking, considering both immediate financial needs and anticipating future needs with a forward-looking and proactive mindset. Balancing immediate and long-term planning needs is vital, along with the ability to think ahead, break down multi-year projects into actionable plans, anticipate challenges, and find innovative solutions to achieve the organization's strategic goals. They are entrusted with steering TCPUD's overarching strategies while harnessing the analytical prowess of the team to plan and implement these strategies effectively.
- One area where this ability becomes especially important is the challenge in financing the comprehensive rehabilitation of its water and sewer infrastructure. This encompasses meticulously planning and budgeting for projects with often-uncertain financial resources and planning horizons stretching beyond 15 years and a keen awareness of how rate changes and rate studies factor into the funding equation. Furthermore, the Director must anticipate how various stakeholders, both internal and external, will react to these projects and effectively present funding plans to the board to demonstrate fiscal responsibility in the utilization of tax and ratepayer funds.

The world of finance and government accounting is ever-evolving. Regulations change, projects shift, and needs evolve. The director must not only adapt to these changes but also proactively manage and drive them while maintaining collaborative relationships.

MULTI-DISCIPLINARY EXPERTISE TO DRIVE INNOVATION

- The Director of Finance and Administration occupies a unique position necessitating proficiency in various administrative domains that support the district's efficient and effective functioning. Although the role requires a robust foundation in accounting and finance and a deep understanding of relevant laws, rules, and regulations, this role's scope is not confined solely to financial matters, as it also oversees critical internal support services in information technology (IT), human resources (HR), and risk management. This responsibility necessitates a profound understanding of the organization as a whole, which serves as a cornerstone for making informed decisions, particularly in situations with potential legal or financial risk and in scenarios where the organization contemplates the implementation of new systems to sustain and augment its operational efficiency and effectiveness.
- The Director is tasked with providing high-level direction and guidance around leveraging technology to enhance operational efficiency and provide technical support to meet the needs of the different departments. Therefore, the Director must be adept at overseeing the impending changes in the IT landscape, including bolstering cybersecurity and protections and finding solutions for systems' integration of accounting, billing, and payroll systems, which are primarily IT-driven.
- The Director should possess a high-level knowledge of IT to support the overarching IT strategy and provide effective mentorship to the IT manager. Similarly, a high-level comprehension of human resources dynamics and legal guidelines is very important,



enabling the Director to provide guidance and oversight to the HR Manager as they navigate intricate HR-related challenges and to provide support in justifying personnel decisions. Overseeing these complex HR matters necessitates a leader characterized by steadiness, a commitment to objectivity, and self-confidence in addressing the multifarious challenges that are integral to the organization's operations.

- Successfully shepherding system-improvement projects to fruition requires adept policy formulation, meticulous planning, and the ability to effectively leverage the skills of their team to facilitate precise execution. This responsibility also underscores the Director's role as a change leader within TCPUD, bearing the responsibility for managing staff anxiety frequently associated with substantial technological and systems' changes.

BALANCING FISCAL RESPONSIBILITY WITH COLLABORATIVE LEADERSHIP

- The Director of Finance and Administration holds a unique responsibility at TCPUD, marked by the need to strike a delicate balance between being the fiscal gatekeeper of the district and maintaining collaborative, respectful, and supportive relationships with department directors, who are essentially their peers. The district's General Manager regularly relies on the expertise of the Director of Finance and Administration to make budget recommendations and decisions. Therefore, this role becomes the driving force behind defining the fiscal strategy and setting fiscal expectations and constraints, necessitating an individual who can seamlessly blend collaboration with firmness. The challenge lies in knowing when to set limits and say "no" to colleagues in a manner that fosters cooperation rather than resistance.
- Decisiveness and self-confidence are critical in building and maintaining their credibility with their peers, and the Director is expected to exude such confidence with humility while making expert recommendations.
- Effective relationship-building is a cornerstone of success in this role. The ability to develop and maintain professional relationships and mutual understanding with peers, particularly at the management level, is vital. These relationships enable collaborative respect, trust, and open communication, allowing the Director of Finance and Administration to be firm, when necessary, without compromising the organization's financial stability. The need for the person in this position to be able strike the appropriate balance between setting limits and constraints and fostering collaboration will become even more significant in anticipation of a changing environment with new management team members.

ADAPTIVE LEADERSHIP OF A TALENTED, MULTI-FUNCTIONAL TEAM

- Leading the Finance and Administration Team at TCPUD requires an experienced leader who can effectively motivate their team to achieve the Department's mission and vision, and maintain clear communication with their team members about strategic direction, priorities, and operations. This team manages critical administrative functions, including finance, HR, and IT, making their performance pivotal to the organization's success. Effective leadership in this multifaceted environment requires the ability to effectively flex and adapt their leadership strategies to harness collective expertise and optimize team performance.
- The team operates at a high pace, necessitating continuous engagement to maintain productivity and successful performance. The team's experts excel in accounting, financial analysis, auditing, planning, human resources, and information systems and technology and are



empowered to take the lead in these areas, fostering ownership and accountability. The Director must recognize when to let experts lead, facilitating cross-functional teamwork for cohesive efforts toward common goals.

- The Director oversees an Accounting Manager, HR Manager, and an Information Systems and Technology Administrator, all experts in their fields with the ability to do their work and make decisions very independently. Consequently, an effective Director provides high-level guidance and mentorship, allowing these professionals autonomy while respecting their recommendations for smooth personnel and IT operations.
- Adaptive leadership is key to promoting the productivity, effectiveness, and engagement of their diverse team. While often deferring to experts, the Director offers necessary support, mentorship, and guidance. Clear expectations, mentorship, and growth opportunities are provided to foster a positive work environment aligned with the organization's values. Regular check-ins offer guidance, support, and obstacle removal.

MANAGING AND BALANCING IMPORTANT STAKEHOLDER RELATIONSHIPS

- To be successful in this position, the Director must develop, maintain, and foster positive, open, and trusting relationships with several key stakeholders, the most important among these being their internal stakeholders, i.e., their peers, the board, and members of the district team. The Director's success will be measured by their ability to establish and sustain robust, cooperative relationships with these internal stakeholders, fostering an environment conducive to seamless teamwork, sound decision-making, and the promotion of open, sincere, and respectful communication within the district.
- Strong presentation and communication skills, both oral and written, attention to transparency and detail in communication, and the ability to persuasively articulate ideas and translate complex financial information in an understandable manner to laypersons are essential when presenting budget proposals to the Management and when seeking approvals from the Finance Committee and the Board.
- While there are fewer external stakeholders for this role, they remain influential and play a pivotal role in bolstering the Director's credibility and the district's ability to effectively serve the community. The confidence of the local rate payers and the Tahoe City community facilitates their critical support when the District must make critical decisions regarding rate increases and project spending, and positive relationships with county government and regional counterparts provides valuable support networks and fosters a strong reputation.
- Key internal stakeholders for the Director of Finance and Administration include:
 - ✓ TCPUD General Manager: regular communication about strategic, financial, risk management, personnel, and technology, with ownership for problem-solving.
 - ✓ Board of Directors: strong relationships and credibility with the Board members is crucial as they regularly interact with the public regarding district financial management and decisions. This involves active listening, clear communication, honesty, thoroughness, and understanding the Board's philosophy and individual interests. In addition to regularly providing reports to meetings of the full Board, the Director plays a crucial role in managing the Finance Committee and is responsible for developing



agendas and facilitating committee meetings. They must be able to convey financial information to the board in a clear and persuasive manner. While the GM often assists with and manages relationships with the Board, the Director should expect to face questions directly from them, in Board meetings and individual interactions and be able to respond well to questions.

- ✓ Management Team: the Director is first and foremost a member of the senior management team of the District and must support the organizational priorities and cultural efforts and act as a role model of the Core Values. Collaboration, communication, and mutual understanding are crucial for successful financial management, informed strategic planning, and effective administrative support.
- ✓ Finance and Administration team members: as these positions form the core team within the department, regular communication and facilitation of collaboration with them are essential for effective coordination and decision-making.
- Key external stakeholders for the Director of Finance and Administration include:
 - ✓ Placer County, especially the Treasurer's Office team.
 - ✓ Joint Powers Insurance Authority (JPIA).
 - ✓ Counterparts at other public agencies: these relationships are important to cultivate to maintain credibility in the region and have reliable networks of support.
 - ✓ State and Federal Agencies.
 - ✓ Financial Institution, Banks, and Bond Rating Agencies
 - ✓ Rate payers and property owners in the community.

HIGH EXPECTATIONS FOR SUCCESSFUL PERFORMANCE

The Director of Finance and Administration is expected to perform at a high level and achieve certain results, and an evaluation of performance would consider several measures and observations, including, but not limited to, the following:

- The Finance and Administration team understands and is motivated and aligned with the District's vision, goals, and values, and is committed to supporting the operational and financial success of the District and its programs.
- The Director is seen as a trustworthy, credible, approachable, collaborative, and valuable leader of the by the TCPUD team and Board.
- The annual budget is developed on time and in an efficient, collaborative manner.
- The Director adheres to the financial policies and philosophies set forth by the Board.
- The budget is managed effectively ensuring expenditures do not exceed allocated funds.
- A successful annual audit is completed and transparently communicated, with a favorable outcome and report.
- The Director participates actively in timely and forward-looking strategic planning and provides timely information for informed strategic decisions.
- Quarterly financial statements are prepared and presented on time, accurately, and in a comprehensive manner; a commitment to transparency is demonstrated.
- Efforts are made to improve and streamline administrative systems and processes and to develop policies to support efficiency and effectiveness.



- Financial matters and tasks are handled efficiently and accurately.
- Financial, accounting, and other issues within the Director's purview are addressed and resolved with minimal escalation.
- Regular evaluation of program success, budget sufficiency, and meeting measurable goals is conducted.
- Workers' compensation claims are minimized and mitigated.
- HR issues are resolved in a timely manner with minimal escalation; staff morale is evaluated and addressed.
- Proactive investments are being made in technology, cybersecurity measures, and systems' integration.

HIGH ENTRY-LEVEL EXPECTATIONS FOR KNOWLEDGE AND EXPERIENCE

The Director of Finance and Administration is viewed in the District as the technical expert on all matters related to financial management and accounting. The person assuming this position would need to come into the position with the experience and knowledge necessary to immediately play that role and manage a fast-paced operation. The expectations are that this individual would have the following upon entry or within a very short period of time following assumption of the role:

- Experience working in the public sector and an understanding of the dynamics of government and working with governing boards.
- Experience working with the local, state, and federal laws regarding financial reporting and management.
- Experience managing public agency finance, including accounting and budget development, and presentations.
- Experience in navigating comprehensive year-end annual independent audits for government entities.
- Experience presenting financial information to public boards or bodies.
- Knowledge of regulatory and reporting requirements and standards for public agency financial management, including proficiency in interpreting GASB (Governmental Accounting Standards Board) guidelines.
- Knowledge of grant management and accounting principles.
- Experience supporting HR functions and high-level knowledge of HR requirements, regulations, and compliance.
- A high-level understanding of IT strategies, including cybersecurity management, and experience supporting IT projects related to accounting and payroll systems.
- Experience with systems' innovation and integration and a high degree of comfort with leading change.
- Demonstrated openness and adaptability in working with multi-functional teams.
- Experience in leadership roles, managing a team of a similar size, and providing technical supervision.
- Ability to thoroughly and sufficiently analyze information and evaluate solutions and experience making decisions in oppositional or uncertain situations.
- Quick learning ability to understand the nuances of the TCPUD systems and departments, as well as the Tahoe City community.