

## **DIRECTOR, COMMUNITY DEVELOPMENT AGENCY**

### **DEFINITION**

Under general policy direction, ~~and under a general delegation of authority by the Board of Supervisors to oversee the work of the various departments,~~ plans, organizes, coordinates and directs the activities of the County's Community Development Agency, ~~which includes the including Long Range Planning, Transportation,~~ Development Services, ~~and Environmental Management and Transportation Departments;~~ provides expert professional assistance to County management staff in areas of responsibility.

### **DISTINGUISHING CHARACTERISTICS**

This is an at-will department head position appointed by the Board of Supervisors and, pursuant to County Charter, is evaluated by the Chief Administrative Officer for submittal to the Board of Supervisors. Under a delegation of authority from the Board of Supervisors, this class has the overall responsibility for coordination, direction and administration of the County's Community Development Agency, comprised of ~~Long Range Planning, Transportation,~~ Development Services, ~~and Environmental Management, and Transportation and Code Enforcement Departments.~~ The incumbent is responsible for overall policy development, fiscal management, administration and operation of the Agency. The incumbent is accountable for accomplishing Agency goals and objectives, administering the Agency's budget and supervising professional and other support staff. This position is exempt from civil service.

### **EXAMPLES OF DUTIES (Illustrative Only)**

- Assumes full oversight and coordination responsibility for all Agency services; develops and directs the implementation of goals, objectives, policies, procedures and work standards of the Agency.
- Plans, organizes, directs and coordinates, through subordinate staff, all programs, activities and operations of the County's Community Development Agency, including mandated and non-mandated services in the areas of environmental health, building construction and safety, transportation and road/bridge operations, engineering and surveying, land development, flood control, and waste management.
- Oversees financial management including developing and implementing capital and operating budgets, fiscal strategies, and annual budgets; monitors revenues and expenditures; allocates and develops resources including personnel.
- Directs and oversees the development of departmental strategic plans and initiatives, focusing on developing, delivering, and expanding services to meet community needs and evaluating the outcomes in terms of effectiveness and cost efficiency.
- Reviews and approves negotiated contracts for outside services and equipment.
- Reviews and analyzes a variety of financial, statistical, and narrative reports; reviews fiscal analysis and prepared cost projections; formulates and directs necessary responses and actions.
- Advises the Board of Supervisors, Chief Administrative Officer and/or appointive Boards and Commissions on short and long range planning where Agency services are concerned.

- Represents the County in meetings with representatives of governmental agencies, professional, business and community organizations, and the public.
- Confers with and provides professional assistance to members of County departments on Agency matters.
- Directs the selection, evaluation, training and development of departmental staff; interprets County policies and procedures to staff.
- Attendance and punctuality that is observant of scheduled hours on a regular basis.
- Performs related work as assigned.

## **QUALIFICATIONS**

**NOTE:** The level and scope of the knowledge and skills listed below are related to the job duties as defined under Distinguishing Characteristics.

### **Knowledge of:**

- Administrative principles and practices including goal/objective setting, policy and procedure development, work planning, and fiscal/budgetary principles and practices.
- Principles and practices of program management, including development, funding sources, grant writing proposals, program evaluation, quality control and fiscal management planning, evaluation, and monitoring.
- Principles and practices of public administration, management, and leadership, community relations and public information practices and techniques.
- Principles and practices of contract administration.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- General knowledge of the current developments, principles, and methods relating to Agency programs and functions.
- General knowledge of applicable federal, state, and local laws, codes, ordinances, rules, and regulations relating to Agency programs and practices.
- General knowledge of legislative issues relating to Agency programs and practices.

### **Skill in:**

- Planning, organizing, assigning, directing, reviewing and evaluating Agency programs and activities.
- Developing, implementing, and interpreting goals, objectives, policies, procedures, and work standards.
- Preparing and maintaining the Agency's budget.
- Analyzing complex problems, evaluating alternatives, and making sound recommendations related to Agency activities.
- Interpreting, applying, and explaining applicable laws, codes, ordinances, policies, procedures, rules, and regulations.
- Analyzing, interpreting, and understanding technical and statistical information.
- Managing multiple priorities simultaneously.
- Exercising leadership, responsibility, and initiative.
- Evaluate the work of staff and train staff in work procedures

- Preparing and presenting clear and comprehensive written and oral reports and recommendations.
- Communicating effectively in organizing and directing group discussions and transmitting information and instructions to subordinate staff and other County agencies and departments.
- Effectively representing the Agency to the public, community organizations, and other government agencies; maintain a constructive and cooperative working relationship with those contacted in the course of work; demonstrate tact and diplomacy.
- Operating modern office equipment including computer equipment and related software applications.
- Use of tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establishing, maintaining, and fostering positive and harmonious working relationships with those contacted in the course of work.

**Other Requirements:**

- Possession of, or ability to obtain, a valid California driver's license.
- Must be available for weekend or after hours meetings.
- Certification by the American Institute of Certified Planners (AICP) is desirable.

**Education and Experience:**

Where college degrees and/or college course credits are required, degrees and college units must be obtained from an accredited college or university. Courses from non-accredited institutions will not be evaluated for this requirement.

Education: Bachelor's degree from an accredited college or university with major coursework in land use planning, architecture, environmental health, engineering, business administration, public administration, or a field related to the work; a Master's degree in one of the above fields is highly desirable;

-and-

Experience: Seven years of related management and supervisory experience, of which two years were at an executive management level. Experience in a public agency is highly desirable.

**Physical Demands and Working Conditions**

On a continuous basis sit at desk for long periods of time, intermittently twist to reach equipment surrounding desk; walk, stand, bend, crouch or stoop; perform simple grasping and fine manipulation is needed to access, enter and retrieve data using a computer keyboard or calculator and to operate standard office equipment. See in the normal vision range with or without corrections; hear in the normal range with or without correction. Employees must possess the ability to lift, carry, push and pull materials and objects weighing up to 25 pounds or less for varying periods of time.

Primary work is performed in an office environment within an even-floored, carpeted office environment with fluorescent lighting, moderate noise levels, controlled temperature conditions,

and no direct exposure to hazardous physical substances. Employee may interact with upset staff and/or public and private representative in interpreting and enforcing departmental policies and procedures. Some fieldwork required with exposure to uneven surfaces, outside atmospheric conditions, traffic, noise, physical barriers, or around potentially hazardous construction conditions, substances and materials. Work is frequently disrupted by the need to respond to in-person and telephone inquiries.

**ASSISTANT DIRECTOR OF COMMUNITY DEVELOPMENT****DEFINITION**

Under general direction, assists the Community Development Director in planning, organizing, directing, coordinating, and evaluating activities, programs, and staff of the Community Development Agency; provides expert, professional/technical assistance and direction to Agency staff, and acts on behalf of the Director as directed in his/her absence or at his/her discretion.

**DISTINGUISHING CHARACTERISTICS**

This is a single position classification which reports directly to the Community Development Director. The incumbent has significant responsibility for the development, implementation, oversight, and evaluation of Community Development Agency programs, services, and functions and is responsible for managing day-to-day activities of the agency through subordinate managers. The incumbent is responsible for: long range planning policy development; assessing needs; formulating policy; developing goals and objectives; designing, implementing, and evaluating activities; performing fiscal management; ensuring compliance with federal, state, local, and contractual requirements; and supervising management, supervisory, professional and other support staff. This class is distinguished from the Community Development Director in that the latter is a Department Head with responsibility for overall administration and operation of the Community Development Agency.

**EXAMPLES OF DUTIES (Illustrative Only)**

- Plans, organizes, and directs staff engaged in developing long range planning policies and programs.
- Coordinates with Community Development Agency departments regarding program implementation and policy development.
- Assists the Director in developing and implementing goals, objectives, policies and work standards for Community Development Agency programs.
- Assists the Director in program planning and the development of associated budgets; confers with subordinates in planning, preparing, and monitoring budgets; identifies program funding sources and prepares or directs the preparation of grant applications and other proposals to secure funding.
- Assists the Director in planning, organizing, directing, coordinating, and evaluating activities and programs of the Agency to ensure compliance with all applicable laws and regulations.
- Reviews and analyzes pending and newly adopted legislation affecting Agency operations, appraises others as necessary, and recommends appropriate policy and program changes; coordinates implementation of approved changes.
- Oversees the development and implementation of management improvements and practices to ensure achievement of agency goals and objectives.
- Assesses the needs of the Agency, County, and community and evaluates the effectiveness of existing programs and functions; coordinates operational changes, organizational development, new program implementation, or modification of existing programs, as needed.
- Assists the Director in working closely with the Board of Supervisors, Chief Administrative Officer, related County departments, and officials of local, regional, state and federal agencies.
- Consults with other County departments and outside agencies in problem resolution, program development, and other services and activities involving mutual clients and interests.
- Directs the selection, supervision, and work evaluation of assigned staff and provides for their training and development; conducts or supports personnel investigations, as appropriate; makes recommendations regarding discipline, as needed; and implements approved disciplinary actions.

- Conducts and integrates functions and activities of assigned programs; develops standards and methods of measurement and evaluation of activities and work performance.
- Fosters operational effectiveness by facilitating coordination and cooperation within and between fiscal, administrative, and program areas and functions in the Agency, as well as with other County departments, contract agencies and service providers.
- Ensures and oversees the County's compliance with performance and reporting requirements established by grants and other agreements, as well as local, state, and federal laws, regulations, and mandates.
- Prepares or reviews administrative, fiscal, and technical reports; prepares or directs preparation of information for the Director, Chief Administrative Office, Board of Supervisors, commissions, state, federal, or other agencies.
- Represents the Agency and County at regular state and regional meetings; attends local meetings of community groups; participates on a variety of interagency committees.
- Monitors program and staff effectiveness; oversees quality improvement/quality management activities; undertakes any necessary management responses to improve effectiveness.
- Receives and responds to inquiries, concerns and complaints regarding service delivery.
- Attendance and punctuality that is observant of scheduled hours on a regular basis.
- Performs related work as assigned.

## **QUALIFICATIONS**

**NOTE:** The level and scope of the knowledge and skills listed below are related to the job duties as defined under Distinguishing Characteristics.

### **Knowledge of:**

- Administrative principles and practices including goal/objective setting, policy and procedure development, work planning, and fiscal/budgetary principles and practices.
- Principles, practices, methods and current developments relating to Agency programs and functions.
- Principles and practices of program management, including design, development, proposal writing, securing funding, planning, monitoring, evaluating performance and outcomes, quality control, fiscal management, and administration.
- Principles and practices of public administration, management, and leadership, community relations and public information practices and techniques.
- Principles and practices of contract administration.
- Principles, practices and current trends in the delivery of Agency programs and services.
- Community needs assessment, resources and organizations related to Agency programs and services.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.
- General knowledge of applicable federal, state, and local laws, codes, ordinances, rules, and regulations relating to Agency programs and functions.
- General knowledge of legislative issues relating to Agency programs and functions.

### **Skill in:**

- Planning, organizing, directing, reviewing, and evaluating the work of staff directly or through subordinate managers; investigating personnel matters; recommending and implementing disciplinary action, as necessary.
- Selecting, motivating, and evaluating management staff and providing for their professional development.
- Utilizing statistical and demographic information and data to determine patterns influencing needs

related to Agency programs and functions.

- Recommending comprehensive policy and programs based upon Agency, County, and community needs, available resources, and overall County priorities and policies.
- Identifying program funding sources, and preparing or directing preparation of grant applications, other proposals, contracts, and budgets.
- Analyzing complex problems, evaluating alternatives, making sound judgments and recommendations, and adopting effective courses of action.
- Interpreting, explaining and applying appropriate laws, rules, regulations, programs and procedures
- Planning, coordinating, implementing, and evaluating the effectiveness of Agency programs and functions.
- Preparing clear and complete reports and other written correspondence.
- Responding calmly and professionally in emergency or stressful situations.
- Operating modern office equipment including computer equipment and related software applications.
- Use of tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establishing, maintaining, and fostering positive and harmonious working relationships with those contacted in the course of work.

#### **Other Requirements:**

- Possession of, or ability to obtain, a valid California driver's license.
- Must be available for weekend or after hours meetings.
- Certification by the American Institute of Certified Planners (AICP) is desirable.
- Registration as a Professional Engineer and licensed by the State of California as a Civil Engineer (Business and Professions Code, Section 6730) is desirable.

#### **Education and Experience:**

Where college degrees and/or college course credits are required, degrees and college units must be obtained from an accredited college or university. Courses from non-accredited institutions will not be evaluated for this requirement.

Education: Bachelor's degree from an accredited college or university with major coursework in engineering, land use planning, architecture, environmental health, business administration, public administration, or a field related to the work; a Master's degree in one of the above fields is highly desirable;

-and-

Experience: Four years of related management and supervisory experience. Experience in a public agency is highly desirable.

#### **Physical Demands and Working Conditions**

On a continuous basis sit at desk for long periods of time, intermittently twist to reach equipment surrounding desk; walk, stand, bend, crouch or stoop; perform simple grasping and fine manipulation is needed to access, enter and retrieve data using a computer keyboard or calculator and to operate standard office equipment. See in the normal vision range with or without corrections; hear in the normal range with or without correction. Employees must possess the ability to lift, carry, push and pull materials and objects weighing up to 25 pounds or less for varying periods of time.

Primary work is performed in an office environment within an even-floored, carpeted office environment with fluorescent lighting, moderate noise levels, controlled temperature conditions, and no direct

exposure to hazardous physical substances. Employee may interact with upset staff and/or public and private representative in interpreting and enforcing departmental policies and procedures. Some fieldwork required with exposure to uneven surfaces, outside atmospheric conditions, traffic, noise, physical barriers, or around potentially hazardous construction conditions, substances and materials. Work is frequently disrupted by the need to respond to in-person and telephone inquiries.



**ASSISTANT DIRECTOR OF ADMINISTRATION AND FINANCE****DEFINITION**

Under general direction, plans, organizes, coordinates and directs the Agency's administrative and financial related functions, including managing, organizing, supervising and evaluating, financial planning and analysis, budgets, management analysis, and contract/grant development and management; and provides expert, professional/technical assistance and direction to Agency staff.

**DISTINGUISHING CHARACTERISTICS**

This single position classification reports directly to the Agency Director. The incumbent has significant responsibility for the development, implementation, oversight, and evaluation of the administrative and financial functions of the Agency, and has considerable latitude for the exercise of independent judgment and decision making. This classification is distinguished from the Community Development Director in that the latter is a Department Head with the responsibility for overall administration and operation of the Community Development Agency.

**EXAMPLES OF DUTIES (Illustrative only)**

- Develop and implement the fiscal and administrative goals, objectives, policies, procedures, systems, and work standards for assigned divisions and functions within the Agency; administers the fiscal and administrative responsibilities for department programs, including grant funded programs.
- Plan, direct, manage and participate in complex fiscal accounting operations; review, monitor and analyze the activity of revenue and expense accounts.
- Make recommendations regarding budget and program issues and implement appropriate cost recovery of expense reduction policies to maintain balanced budgets within the agency.
- Oversee the preparation and monitoring of multiple budgets and revenue and expense reports within the Agency; control program activities within budgetary limits and guidelines; review program funding, staffing and operational needs and develop future programmatic and financial plans.
- Manages, through subordinate staff, all fiscal and administrative functions of the Agency, including the compilation of materials and the preparation of budgets and reports.
- Analyze the economic and financial feasibility of proposed projects; analyze alternative methods of financing and make appropriate recommendations.
- Determine and recommend to the Agency Director new service programs or changes to existing programs to improve the service provisions for the agency.
- Analyze and evaluate program performance and service objections; establish and develop goals and objectives for long and short range programs and follow-up to ensure timely completion.
- Plans, organizes, reviews and evaluates the work of assigned professional, technical and office support staff; conducts or supports personnel investigations, as appropriate; makes recommendations regarding discipline, as needed; and implements approved disciplinary actions.
- Directs the selection of assigned staff and provides for their training and development.
- Direct and prepare staff reports and exhibits to update the Board of Supervisors, County management and other related departments or agencies on the activities of the Agency.
- Represent the County in meetings regarding assigned Agency functions; resolve complex problems within the required codes, regulations and standards.
- Coordinate with other management staff within the Agency, the Chief Administrative Office, other County departments, and outside governmental agencies to accomplish the complex functions of the agency.
- Monitor state and federal regulations and legislative activities pertaining to the assigned

responsibilities; evaluate their effect on County activities; recommend and implement changes to policy and procedures as appropriate.

- Reviews laws, legislation and policies for guidance in performing accounting and fiscal operations.
- Attendance and punctuality that is observant of scheduled hours on a regular basis.
- Performs related work as assigned.

## **QUALIFICATIONS**

**NOTE:** The level and scope of the knowledge and skills listed below are related to the job duties as defined under Distinguishing Characteristics.

### **Knowledge of:**

- General and advanced accounting principles, practices, and procedures.
- Cost accounting practices and procedures.
- Auditing principles, practices and procedures.
- Federal, state, and county laws pertaining to accountability of department funds.
- Administrative principles and practices including goal/objective setting, policy and procedure development, work planning, and fiscal/budgetary principles and practices.
- Principles, practices, methods and current developments relating to Agency programs and functions.
- Principles and practices of program management, including design, development, proposal writing, securing funding, planning, monitoring, evaluating performance and outcomes, quality control, fiscal management, and administration.
- Principles and practices of public administration, management, and leadership, community relations and public information practices and techniques.
- Principles and practices of contract administration.
- Principles, practices and current trends in the delivery of Agency programs and services.
- Community needs assessment, resources and organizations related to Agency programs and services.
- Principles and practices of employee supervision, including work planning, assignment, review and evaluation, and the training of staff in work procedures.

### **Skill in:**

- Planning, organizing, directing, and coordinating an Agency's complex fiscal program and administrative functions.
- Analyzing accounting, administrative and program data and draw sound conclusions.
- Analyzing situations accurately and adopting an effective course of action.
- Interpreting, explaining and applying appropriate laws, rules, regulations, programs and procedures
- Communicating effectively, both orally and in writing.
- Preparing clear, concise, and complex accounting, statistical, and technical reports, and other written documents.
- Maintaining effective internal communications within a division and Agency.
- Working effectively with the county Board of Supervisors and other county officials.
- Developing or revising accounting systems and work procedures to meet changing needs.
- Responding calmly and professionally in emergency or stressful situations.
- Operating modern office equipment including computer equipment and related software applications.
- Use of tact, initiative, prudence, and independent judgment within general policy, procedural, and legal guidelines.
- Establishing, maintaining, and fostering positive and harmonious working relationships with those contacted in the course of work.

### **Other Requirements:**

- Possession of, or ability to obtain, a valid California driver's license.
- Must be available for weekend or after hours meetings.

**Education and Experience:**

Where college degrees and/or college course credits are required, degrees and college units must be obtained from an accredited college or university. Courses from non-accredited institutions will not be evaluated for this requirement.

Education: Bachelor's degree from an accredited college or university with major coursework in public administration, business administration, accounting, finance, or a closely related field; a Master's degree in one of the above fields is highly desirable;

-and-

Experience: Four years of progressively responsible experience in administration, management, budget, or other related analytical work. Experience in a public agency is highly desirable.