



**Galveston County Water Control and Improvement District No. 1  
General Manager  
Position Profile  
Approved May 30, 2018**

**Introduction**

The Galveston County Water Control and Improvement District No. 1 (District) in Dickinson, Texas is seeking applicants for the General Manager's position. The District is established under Chapters 49 and 51 of the Texas Water Code. The current General Manager has served the District since 2004 and has recently announced his retirement. There have been four General Managers since the inception of the District in 1938.

The following profile is intended to provide applicants with a balanced view of the community, its governance and the expectations of the District's Board of Directors relative to the General Manager's position to be filled.

**The District**

The District lies in mid-Galveston County. It is the oldest water district in the State of Texas, having been established in July 1938. It lies within a high growth area, located between Houston and Galveston on I-45. The District primarily serves the City of Dickinson and some areas outside its city limits.

The District's service area has approximately 8,000 accounts with an estimated population of 25,000 people.

The District provides water delivery and wastewater collection and treatment services (utility services) in its service area. In addition, the District contracts for refuse (solid waste) collection services to approximately 900 customers within the District boundaries but outside the city limits of Dickinson. Finally, the District collects a fee for fire protection services from customers. The revenue collected from the Fire Protection Services Fees is passed directly to the Dickinson Volunteer Fire Department on a monthly basis.

The District is within the Harris-Galveston Coastal Subsidence District and as such is required to use 90% of its water from surface water sources. The other 10% may come from ground water. The District purchases treated surface water from the Gulf Coast Water Authority. It also provides ground water as a supplemental source from four (4) water wells. The District delivered almost 675,000,000 gallons of water in 2017. Water supply capacity is sufficient to accommodate buildout within its service area, however, the wastewater treatment plant may require expansion to ensure capacity at buildout.

The District has three (3) sources of revenue:

- **Property Taxes** - The current property tax rate is \$0.124608/\$100 assessed valuation. Of that amount \$0.098323 is for maintenance and operations; \$0.026285 is for debt service. On May 9, 2015, the voters of the District approved the levy and collection of a maintenance tax not to exceed \$0.10 per \$100 of assessed valuation of taxable property within the District.
- **Revenues from Utility Billing** - Utility fees are set by the District's Board of Directors and can be found in the District's Budget document.
- **Revenues from Solid Waste Collection** - Solid waste collection and fees are determined by the District's Board of Directors (also available in the District's Budget document).

The District has 40 authorized positions including the General Manager.

The area is served by the Dickinson Independent School District. District students attend area elementary and middle campuses. High school students attend Dickinson High School. The high school is located near the District and is currently a 6A high school.

### **Governance Structure**

- **District's Board of Directors.** The District is established under Chapter 49 and 51 of the Texas Water Code. It is governed by a five-member Board of Directors in accordance with the laws of the State of Texas.

All five (5) Board members are elected at large for four-year terms on even-numbered years. All elected officials are elected by plurality vote. The next election scheduled is for three (3) Board members in 2020. The Board elects its officers after each election.

The District's Board of Directors appoints the General Manager, District's Attorney and consultants. The General Manager is responsible for the appointment and dismissal of all District employees.

Following is a list of the current District's Board Members:

- **John Mitchiner, President**
  - **Shamarion Barber, Vice President**
  - **Bill Gaffey, Secretary/Treasurer**
  - **Garland Copelin, Director**
  - **Jeffrey Spriggins, Director**
- **Governance Model.** The District has established its Vision and Mission. In addition, the Board of Directors has recently established its Leadership Expectations and their expectations of the General Manager. Their governance model includes the following:

- **VISION STATEMENT**

THE WATER COMPANY is committed to providing prompt, friendly, cost effective service for our customers and taxpayers. This will be accomplished through employees who are self-motivated, dedicated, trained and who have a sense of pride and confidence in themselves and in the services they perform. The Board of Directors will communicate its support and expectations to all employees.

- **MISSION STATEMENT**

THE BOARD OF DIRECTORS AND STAFF OF THE WATER COMPANY HAVE DEDICATED THEMSELVES TO THE MISSION OF:

- Providing the best water and wastewater services in the most cost-effective manner.
- Continually striving to improve and enhance the quality of those services.
- Striving for excellence in quality and quantity of workmanship keeping foremost in mind our commitment to “Safety First.”
- Continuing a commitment to our employees through the establishment of an Employee Assistance Program and providing a drug-free work place.
- Creating an atmosphere of confidence and pride in THE WATER COMPANY.
- Maintaining an active role by THE WATER COMPANY in community and civic affairs.

- **Expectations of the Board of Directors**

- Be respectful of each other and the citizens.
- Be open-minded to change and differences of opinion.
- Participate in discussions.
- Be congenial.
- Communicate effectively with customers and the General Manager.
- Provide feedback to the General Manager on a regular basis, not just at Board meetings.
- Maintain a basic understanding of budgeting and the finances of the District.
- Come prepared to Board meetings.
- Be flexible.
- Provide a sense of balance between fairness to the treatment of customers and the regulations required to operate the District’s services.

- **Board Expectations of the General Manager**

- Provide leadership and rise up during times of crises.
- Have a history of and continue to exhibit good conduct and ethical behavior.
- Be of good moral character.
- Admit mistakes and provide solutions for corrections.
- Possess good verbal and written communication skills and use those skills to keep the Board of Directors fully informed.
- Be a role model to and for the employees.
- Be consistent with decisions for customers and employees.
- Be flexible and not arbitrary (have a willingness to work with everyone).
- Do not micro-manage.
- Have a willingness to go above and beyond the call of duty.
- Listen to the staff. Gently guide when making course changes.
- Have a team mentality as a management style.
- Be a decision-maker. Be willing to “see for yourself” before deciding.
- Develop strong working relationships with each employee, individually/one-on-one, with an eye toward understanding and teamwork.
- Establishing and operating within an annual budget in light of recent developments from Hurricane Harvey.
- Create and maintain an environment of safety – people and equipment.

- Create and maintain a healthy work environment among all employees.
- Encourage employee development.
- Manage the interface between the District and regulatory agencies.
- Work with the Board of Directors to create measurable goals and objectives for the District.

- **Qualities of the General Manager**

- A problem solver.
- Knowledge of technology – IT, phone system, computers, etc.
- Accountability – both being accountable and holding others accountable.
- Community involvement – being involved in civic organizations, such as the Chamber of Commerce, Rotary Club, etc.
- Be visible in the community.
- Accessible – to the customers as well as the employees.
- Possess a positive attitude.

- **Duties of the District’s Board of Directors.** The Board of Directors’ duties are outlined in the Texas Water Code. They are responsible for setting policy for the operation of the district and for hiring the General Manager.

The Board has adopted two (2) key operational policies:

- Rules of Procedure.
- Board Ethics Policy.

These two (2) key policy documents define the Board’s duties and responsibilities. These documents are available on the District’s website, noted below.

- **Duties of the General Manager.** The General Manager is the highest ranking administrative officer of the District. The General Manager is responsible for the day-to-day operation of District activities, the implementation of policies set by the Board of Directors and is responsible for the hiring and dismissal of all subordinate employees. The General Manager is responsible for the preparation and submission of the budget and for the financial administration and reporting.

The approved job description defines the duties as follows:

- Provides leadership, effectively utilizes resources, guides the understanding and behavior of all personnel toward accomplishment of the District’s goals and objectives.
- Develops strategies for accomplishing long and short-term goals of the District as established by the Board of Directors and assesses the effectiveness of plans, systems and operations.
- Gains the understanding, support and effective action of personnel to achieve objectives. Manages internal and external customer relationships.
- Ensures that the District’s customer/Board interests are protected.
- Acts as primary liaison between Federal and State regulators and regulatory agencies and the District.
- Establishes and maintains a working relationship with Federal, State, County and Local officials.

- Establishes and maintains a working relationship between the District and the City of Dickinson, as it relates to coordination of utility services within the streets and rights-of-way of the City.
- Assists, where appropriate, the City of Dickinson in economic development activities where District utilities are to be provided.
- Initiates short-term/long-term planning activities for new construction or acquisition of capital purchases.
- Coordinates projects, activities and priorities between departments focusing on providing quality services.
- Responsible for the preparation of annual budget.
- Assures that appropriate communication exists between the Board of Directors and the General Manager, including updates to special projects and providing information when emergencies or special circumstances require immediate notification.
- Assesses management and budgetary concerns of the Board of Directors. Coordinates all computer hardware and software system's operations and maintenance.
- Assures that employees have initiated and accomplished personal, technical and safety training and developmental plans in line with organizational objectives.
- Supports preventive safety measures and enforces the District's safety policies and procedures.
- Identifies the need and availability of adequate supplies and equipment.
- Demonstrates competency in management skills that support personnel efforts and quality processes.
- Demonstrates ability to make reasoned and good decisions.
- Demonstrates knowledge and experience in emergency management.
- Represents District's interest in community affairs.

The job description for the position is attached to this profile for reference (Appendix A). Along with and included in the job description is a description of job competencies for the General Manager. This will form the basis, among other items, for performance evaluations.

The full General Manager's job description, District's Rules of Procedure, Board Ethics Policy, District Budget and other documents are provided on the District's website [www.wcid1.com](http://www.wcid1.com).

- **District Staff/Organization.** The current Organizational Chart is included in this packet for reference (Appendix B).

The District enjoys a very stable and capable staff who operate within a good working environment. The Board of Directors is very pleased with the organization as a whole and is not in favor of wholesale replacement of the leadership. However, many of the employees have been with the District for quite some time. It will be important to gather as much historical information as possible and be prepared to find qualified replacements for personnel who may decide to leave.

Following is a list of current District departments under the supervision of the General Manager.

- **Superintendent of Treatment Operations (plants)**
- **Superintendent of Water and Wastewater (distribution and collection)**

- **Administrative Assistant to General Manager/Human Resources**
- **Chief Financial Officer**

An organizational chart for the District can also be found on the District's website, as well as, in this packet.

## **General Manager's Profile**

- **Personal Characteristics**

The District Board has developed its expectations for the incoming General Manager with regard to the characteristics they expect.

- **Personality.** The General Manager should be outgoing, friendly and present a professional appearance. The person should be candid and straightforward, confident, strong and assertive, when needed. Possess a level of self-confidence to make difficult recommendations, while showing compassion in times of high stress. The person must be approachable by all, direct, but not confrontational. The General Manager shall adhere to the policies of the District with regard to the use of tobacco and vapor e-cigarette products.
- **Values.** The General Manager is expected to be honest, with high morals, integrity and character. He/she should treat others as they expect to be treated. He/she should have a good work ethic, yet successfully balance work with family.

- **Management Style/Leadership Skills**

- **Leadership Style.** The General Manager should fully understand and be able to work within the governance model of the District. He/she is expected to be a proactive problem solver by anticipating issues, working closely with the District staff to anticipate, plan for and work toward the resolution of issues, and then be prompt and forthright when informing the Board of Directors of the status of resolution of the issues. This person must possess and promote the motivation to succeed.

The General Manager is to provide leadership to the District through proactive, strategic thinking and planning. Make decisions based on long-term planning, and its effect on the growth and vitality of the District. Be active in proposing and defending policy recommendations in a thoughtful, professional way. Be committed to implementing in a thorough and professional way the actions of the Board. Work as a team with the Board of Directors and staff to anticipate and resolve issues that may arise.

The person should be politically astute, but never engage in political activities. He/she must be pragmatic, yet proactive.

He/she must be fiscally conservative and a good administrator of both the District's and personal finances.

The General Manager must possess a can-do attitude of finding solutions rather than building barriers. This person must be a problem solver with the ability to conduct or direct research on issues of importance to the District.

He/she must hire and develop key staff to ensure fully trained, professional employees sensitive to the cultural diversity of the District.

The General Manager must be able to delegate to key staff, allowing them to carry out their duties, while monitoring the duties, maintaining a working knowledge of their work, and holding staff accountable for their actions, while being sensitive to issues of employee morale. He/she must be able to develop and mentor staff, motivate them and encourage them to work as a team for the good of the District.

While being a delegator is important, it is recognized that the staff in the District is small in number, therefore, the General Manager must be able to perform many tasks and duties personally.

He/she must be customer service oriented with citizens and staff alike. Promote customer relations between staff and citizens, ensuring the prompt reply to citizen inquiries and requests. Be willing to encourage citizen input in the process of identifying and resolving issues. He/she must see and be seen.

The General Manager must present himself/herself in a professional manner, well-dressed and presentable during office hours and at public functions.

- **Communication Skill/Style.** The General Manager should have the ability to communicate with people at all levels of service in the District and serves as the Public Information Officer (PIO) for the District, especially in times of declared emergencies.

- **Written/Verbal.** The General Manager should possess good writing and verbal skills in order to convey accurately issues to the citizens, Board of Directors and staff. Must be able to show a command of the English language in writing, as well as, speak clearly and concisely to small and large groups of people and be technically proficient with word processing software. Must be able to handle himself/herself well before the media in times of high stress, particularly during times of emergency. He/she must have a message delivery style that is clear and not flamboyant, professionally delivered, that instills confidence and trust among those receiving the message.

He/she must be able to document issues and concerns for future reference.

- **With citizens.** The General Manager should not just say but have an open-door policy. He/she must be accessible, open and available to meet with the citizens. The General Manager must be a good listener, be able to show empathy to the problems of others and be receptive to suggestions and constructive criticisms.
- **With the Board.** The General Manager should anticipate events that will be of significance to the District and inform them accordingly. Communication should be in the form of regular reports of activities and events that have public interest or that may become public knowledge. Reports should include administrative decisions that have been made which may affect the overall organization and the reasons for those

decisions. Information provided should be thorough, well prepared and provided well in advance of the decision point to the Board.

The General Manager should have the ability to determine which issues are of a sensitive nature and should communicate in an appropriate format in a timely manner in order to keep the Board well informed. He/she should take a “no surprises/not being blindsided” attitude about sharing information with the Board.

He/she should be forthcoming, out front and transparent in dealing with issues of a public nature, yet discreet when dealing with sensitive employee or legal issues.

- **With Staff.** Be direct, yet not confrontational, working and communicating as a team to provide quality services to the District. Work with staff to objectively identify problems, set out expectations to staff for resolving those problems and hold staff accountable to do the work, while monitoring and mentoring, where appropriate. Be a role model, supporting, leading and mentoring the staff at every opportunity. Be willing to delegate, where appropriate, but pitch in as well, given the small number of employees. Be accountable to the staff. Lead by example. As with the Board, be transparent with the staff, sharing goals, ideas, initiatives and issues with the staff as a member of the District team. Be consistent and fair in the application of rules and procedures.
- **Community Involvement.** Desire and develop an understanding of the local history and culture, possess sensitivity to the diversity represented in the community and in Galveston County. Be willing to participate in and provide leadership in community affairs. Engage the public at community events and represent the District in a professional manner at all times. Be and show accountability to the public. Must value and celebrate the volunteers and the volunteer spirit in the community. Be involved in the organizations and maintain positive relationships with neighboring cities in the northern Galveston County area, as well as, the Galveston County government.

Make the District more than just a job; make the District home.

- **Emergency Management.** The General Manager should be aware that all cities in Texas have emergency management duties and responsibilities in times of natural or man-made disasters. Given the District is a provider of services, it does have emergency management responsibilities. The General Manager is designated as the Emergency Management Coordinator by the Board of Directors. The General Manager will be designated as the Public Information Officer (PIO) during an emergency situation and will be required to interface with the media, both personally, in print, and by other media forms. The General Manager should take advantage of training opportunities provided in the region and State for emergency management purposes, should he/she not already be trained.
- **Qualifications**
  - **Education.** The General Manager should possess at least a bachelor’s degree from an accredited college or university in Business, Public Administration, Engineering or a related field. (Exceptional work experience may substitute for a college degree.) In the alternative, a history of continued growth in management and leadership responsibilities, such as but not limited to Assistant General Manager/Manager or

Department Director, and a record of and continued desire for personal and professional growth opportunities.

- **Experience.** The General Manager should have at least five (5) years broad experience in local government upper management or business upper management. Can demonstrate a knowledge of finance (municipal preferred), public works operations, infrastructure operations, water and wastewater treatment and planning. Experience in capital improvement projects, as well as, knowledge of State and Federal grant and regulatory programs is also desired.
- **Driver's License.** The General Manager must have a valid Class C Texas Driver's License and a good driving record, or be able to acquire one shortly after residency, if from out of state.

- **Residency**

The General Manager and his/her family are required to live in the District's boundaries. (Special circumstances could lead the Board to make an exception.)

- **Compensation**

- **Salary.** Depending on qualifications and experience.
- **Benefits.** The District participates in the Texas County and District Retirement System (TCDRS) (7%, 2:1). The District provides health/dental/vision insurance at 100% for the employee and dependents currently at 67% (subject to change, but no different than other employees). The District does NOT participate in the Social Security System. A car allowance will be provided. The District will provide a cell phone. The District will pay for professional association dues and participation in limited civic club memberships. The District provides for all employees a \$40,000 Basic Life and AD&D policy. In addition, the District pays the premium for a Long-Term Disability policy, and the District annually pays Longevity Pay after one (1) year of employment at \$7/mo./yr. of service.
- **Moving Expenses.** The District will provide reasonable moving expenses should they be needed.

## **To Apply**

Apply at once by sending a cover letter, and complete resume of experience, education and background, current salary and a list of three (3) personal references with contact information to:

Ron Cox  
Ron Cox Consulting  
120 St. Andrews  
Friendswood, Texas 77546  
281.543.0042  
[email to: rcox@roncoxconsulting.com](mailto:rcox@roncoxconsulting.com)

**Sending the information via email is required.**

Inquiries on a confidential basis to Ron Cox are welcome.

**Information from a candidate's resume may be subject to public disclosure under the Texas Open Records Act.**

Finalist candidates will be subject to a thorough background check to verify credentials, experience, history of financial responsibility, driving and criminal background history. Hiring policies outlined in the Employee Personnel Manual will be followed.

Additional information about the District is available on their website at <http://www.wcid1.com>. The District is an equal opportunity employer and does not discriminate on the basis of race, color, national origin, gender, religion, age and/or disability status in employment or provision of services.

## Appendix A

### Galveston County WCID #1 General Manager Job Description 05-30-18

**Job Title:** General Manager

**Reports To:** District's Board of Directors.

**Appointment/Dismissal:** Shall be appointed by a majority of the District's Board of Directors. Can be dismissed with the approval of a majority of the District's Board of Directors.

**FLSA Status:** Exempt

**Position:** Considered "At Will" per Texas Law

**Annual Performance Review/Compensation:** Shall receive an annual performance evaluation from the District's Board of Directors. The Board of Directors shall determine compensation or changes to compensation.

#### **Authority and Responsibilities:**

- Provides leadership, effectively utilizes resources, guides the understanding and behavior of all personnel toward accomplishment of the District's goals and objectives.
- Develops strategies for accomplishing long and short-term goals of the District as established by the Board of Directors and assesses the effectiveness of plans, systems and operations.
- Gains the understanding, support and effective action of personnel to achieve objectives. Manages internal and external customer relationships.
- Ensures that the District's customer/Board interests are protected.
- Acts as primary liaison between Federal and State regulators and regulatory agencies and the District.
- Establishes and maintains a working relationship with Federal, State, County and Local officials.
- Establishes and maintains a working relationship between the District and the City of Dickinson, as it relates to coordination of utility services within the streets and rights-of-way of the City.
- Assists, where appropriate, the City of Dickinson in economic development activities where District utilities are to be provided.
- Initiates short-term/long-term planning activities for new construction or acquisition of capital purchases.
- Coordinates projects, activities, and priorities between departments focusing on providing quality services.
- Assists in preparation of annual budget.
- Assures that appropriate communication exists between the Board of Directors and the General Manager including updates to special projects and providing information when emergencies or special circumstances require immediate notification.
- Assesses management and budgetary concerns of the Board of Directors. Coordinates all computer hardware and software system's operations and maintenance.

- Assures that employees have initiated and accomplished personal, technical, and safety training and developmental plans in line with organizational objectives.
- Supports preventive safety measures and enforces the District's safety policies and procedures.
- Identifies the need and availability of adequate supplies and equipment.
- Demonstrates competency in management skills that support personnel efforts and quality processes.
- Demonstrates ability to make reasoned and good decisions.
- Demonstrates knowledge and experience in emergency management.
- Represents District's interest in community affairs.

### **Requirements:**

- The General Manager should possess at least a bachelor's degree from an accredited college or university in Business, Public Administration, Engineering or a related field. (Exceptional work experience may substitute for a college degree.) In the alternative, a history of continued growth in management and leadership responsibilities, such as but not limited to Assistant General Manager/Manager or Department Director, and a record of and continued desire for personal and professional growth opportunities.
- The General Manager should have at least five (5) years broad experience in local government upper management or business upper management. Can demonstrate a knowledge of finance (municipal preferred), public works operations, infrastructure operations, water and wastewater treatment and planning. Experience in capital improvement projects, as well as, knowledge of State and Federal grant and regulatory programs is also desired.
- High degree of understanding in use of accounting formulas for budgeting and purchasing duties.
- Ability to exhibit innovation in the development of new/improved methods or approaches to problems.
- Ability to encourage productive work environment among water/wastewater personnel, ability to set standards and expectations for all District employees; ability to communicate in a professional manner with District personnel, the Board, vendors and members of the public.
- Ability to deal effectively and courteously with customer complaints and concerns utilizing problem analysis and problem-solving skills.
- Must be able to utilize good judgment, demonstrate ethical behavior and possess ability to function as an integral part of the organizational structure.

#### ▪ **Knowledge or Skill Proficiencies:**

- Knowledge of Federal, State and Local laws/regulations bearing on District programs.
- Knowledge of business practices and protocol.
- In depth understanding of municipal operations.

#### ▪ **Special Aptitudes and Abilities Required:**

- Excellent communication skills, both verbal and written. Must be able to make effective presentations to District's Board of Directors, social and civic groups, negotiate with high-ranking officials, and represent the District in formal, as well as, informal settings.
- Outstanding administrative skills, to include ability to plan, organize and direct multiple projects of significant importance to the public.

- Ability to create a motivating work environment for administrators of diverse talents and personalities.
- Philosophy oriented toward serving the public and acting as a role model for other employees' interactions with the public.
- Outstanding problem-solving and analytical skills; must be able to find solutions to problems for which there may be no precedent.

▪ **Required Licenses, Registries and Certifications:**

- Valid Class C Texas Driver's License and a good driving record.

**Working Conditions (General):**

- Standing, walking, hand coordination, vision, hearing, listening, verbal and written communication skills, reading and comprehension skills, lifting, carrying, reaching, bending and driving.
- Climate-controlled office conditions (majority of the time) and extreme outdoor weather conditions. Occasional exposure to caustic substances, noise, vibrations, hazardous chemicals, poison ivy, insects, wildlife, raw sewage and communicable disease bacteria.

**Scheduled Work Hours:**

- Full-time workweek is 40+ hours.
- Mondays thru Thursdays are 9-hour work days; Fridays are 4-hour work days.
- Position requires a standard work schedule that will include evening and/or weekend hours.
- Attendance is an essential function of this position. Must report to work as scheduled and in a timely manner.
- Position may require 24-hour availability during emergency conditions.

**NOTE:**

Any applicant receiving a bona fide job offer for this position will be required to follow all procedures included in the Employee Personnel Manual for newly hired employees, including but not limited to undergoing and passing a pre-employment physical examination, pre-employment drug screening and criminal and financial background check prior to employment.

All positions at the District require documentation of employment eligibility in accordance with Federal employment law.

Communication skills in English are required based upon job-related needs for communication with the general public and/or co-workers.

The Galveston County Water Control and Improvement District No. 1 is an equal opportunity employer.

**The above statements are intended to describe the general nature and level of work being performed by the person assigned to this job. They are not intended to be an exhaustive list**

**of all responsibilities, duties, skills and physical demands required of the personnel so classified.**

**The Job Description does not constitute an employment agreement between the District and the employee. This position is subject to change by the employer as the needs of the employer and requirements of the job change.**

**DISTRICT**  
**Job Description Supplement**  
**General Manager**  
**5-30-18**

**Competencies Required**

To perform the job successfully, an individual should demonstrate the following competencies:

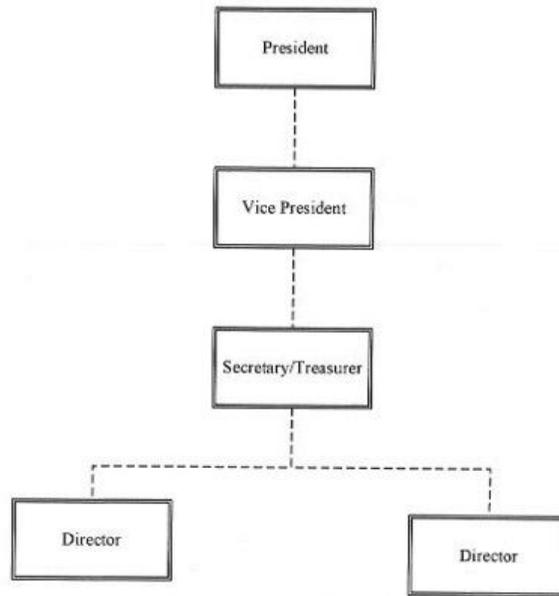
- **Analytical** - Synthesizes complex or diverse information; Uses intuition and experience to complement data.
- **Problem Solving** - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.
- **Project Management** - Communicates changes and progress; Manages project team activities.
- **Customer Service** - Responds to requests for service and assistance; Meets commitments.
- **Interpersonal Skills** - Focuses on solving conflict, not blaming; Maintains confidentiality.
- **Verbal Communication** - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.
- **Written Communication** - Writes clearly and informatively; Edits work for spelling and grammar; Presents numerical data effectively; Able to read and interpret written information.
- **Teamwork** - Exhibits objectivity and openness to others' views; Contributes to building a positive team spirit; Able to build morale and group commitments to goals and objectives.
- **Visionary Leadership** - Inspires respect and trust; Provides vision and inspiration to peers and subordinates.
- **Change Management** - Communicates changes effectively; Builds commitment and overcomes resistance.
- **Delegation** - Delegates work assignments; Matches the responsibility to the person; Sets expectations and monitors delegated activities; Provides recognition for results.

- **Leadership** - Exhibits confidence in self and others; Effectively influences actions and opinions of others.
- **Managing People** - Includes staff in planning, decision-making, facilitating and process improvement; Takes responsibility for subordinates' activities; Is available to staff.
- **Quality Management** - Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness.
- **Business Acumen** - Understands business implications of decisions; Aligns work with strategic goals.
- **Cost Consciousness** - Works within approved budget; Conserves organizational resources.
- **Diversity** - Promotes a harassment-free environment.
- **Ethics** - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.
- **Organizational Support** - Follows policies and procedures; Supports organization's goals and values.
- **Strategic Thinking** - Develops strategies to achieve organizational goals; Adapts strategy to changing conditions.
- **Professionalism** - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.
- **Adaptability** - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation.

## Appendix B – Organizational Chart

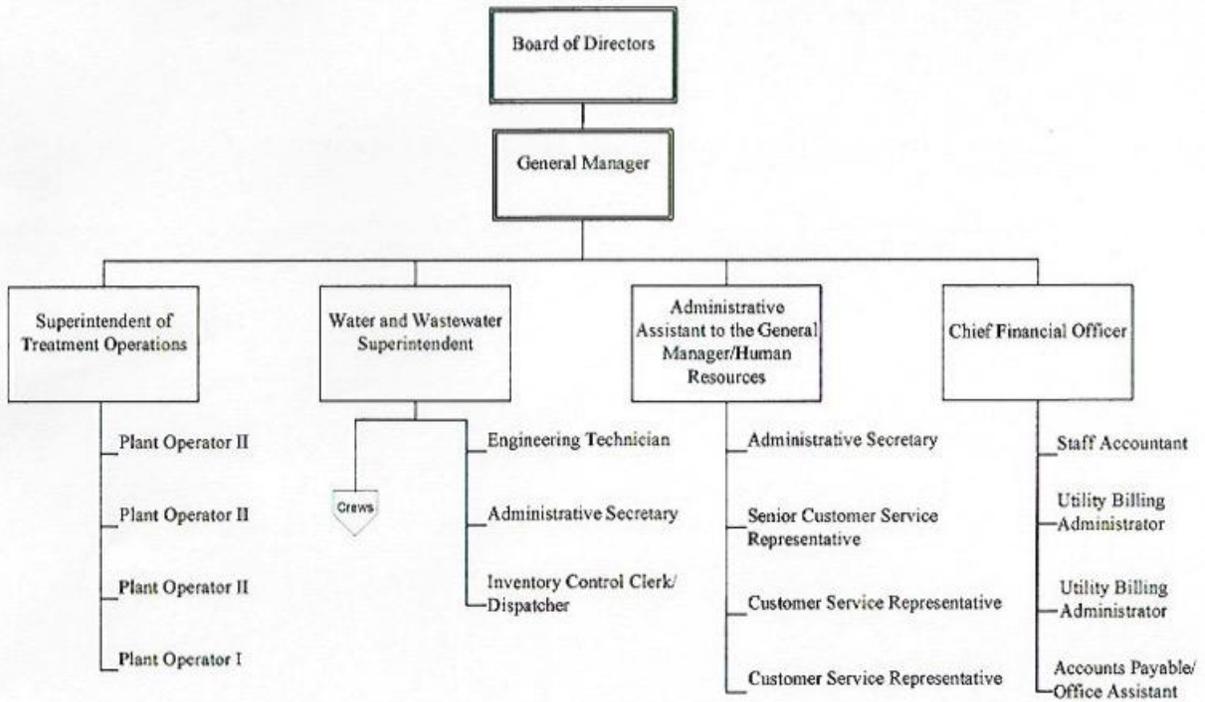
GALVESTON COUNTY WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1  
**Board of Directors**

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GALVESTON COUNTY WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1

**Organizational Chart**



**GALVESTON COUNTY WATER CONTROL AND IMPROVEMENT DISTRICT NO. 1**  
**Organizational Chart Cont'd**

