

WEEK ENDER 20080626

Board Summary

- Met, talked, and asked questions of candidates for the Board
- Passed Policy on volunteers – provides L&I insurance, requires supervision by staff.
- Passed Policy on fines – establishes rules for issuing and sets fine of \$50 for third violations of off leash, failure to pick up excrement, or incessant barking.
- Passed Policy for manufacturing – art studios that would meet other covenants can fill out a form requesting Board approval.
- Passed authorization to apply for L & I for volunteers.
- Passed resolution interpreting multiple dwelling fees as compliance to article of incorporation requirements.

Heard auditors report on 2007 audit

- No serious errors or problems were identified.
- The capital reserve funding improved slightly.
- Better internal controls, especially cross checking and cross training could strengthen office financial processes.

Provided decisions on the six year water plan to guide consultant in finalizing plan for submission to state

- See lengthy attachment at end for explanation. The discussion is to complex and involved for simple bullets here.
- Special appreciation to all the candidates who stayed and participated. Whoever is elected will be up to speed on day one.

New Compliance Officer

Jim Meyers of Ocean Park was selected to fill the job of Covenant Compliance Officer. Jim started coming to the Peninsula when he was 9 months old and lives in a house his grandmother bought in 1945. He has owned a business that operated inside prison walls, and managed labor ready offices. He's active in the Beach Barons. Jim brings the friendly approach that we highly value in helping members voluntarily comply with covenants.

Bridges

- Western Wood Products has been down preparing for bridge construction.
- Parts are scheduled for delivery late this week.

General Manager

- Applications have begun to arrive for General Manager.
- Share the job description with people you know would be qualified.
- Job closes July 17, 2008.
- The job is being posted in local papers as well as larger regional papers.

Cabana Update

As of today, the Skating Lake and Seabreeze Lake cabanas have both been painted. Painting of the Twin Lakes cabana will be completed by the end of this week.

- Plantings at the Seabreeze lake cabana will be delayed until after the new bridge is in place.
- The beautification plan for Skating Lake residents include the barbecue pit, which they have already built. They will also be adding a free standing barbecue, recreational equipment and gravel to their boat ramp.
- Twin Lake cabana plants have been purchased and will be planted once the trails and berms are completed. They will also add a free standing barbecue and fire pit.
- The SHOA office is tentatively scheduled for painting within the next two weeks. Plants have been purchased for two berms at the office and will be planted once the berms are made. Pots with flowers have been added to the front of the office. It is our goal to have the SHOA office project completed in time for the annual meeting barbeque.

We will need help with the planting projects at Twin Lakes and the SHOA office. If you can donate some time to help with this project, please contact Georgia at 665-5565 or the SHOA office at 665-4171. We have little time left to complete this work and could sure use some help.

Addressing the Six Year Water Plan

*With appreciation for candidates joining the Board in discussion
And with apologies for the length of this paper*

For several years the elephant in the room has been the six year water plan. No one wants to acknowledge the beast largely because the foul smell of peanuts on his breath is added cost for members. Last Saturday, after two years of denial and delay by just about anyone looking at the plan, the Board, joined by all candidates, tackled the problem head on.

Required

A six year plan is required of all water systems by the State Department of Health. This plan was to cover 2006 to 2012 and the delay is now drawing scrutiny from the State. The plan is complex and detailed. To complete it the Board hired Gray and Osborne, the engineering firm most familiar with our water system. The draft document is well over an inch thick and dense with tables, statistics, and analysis of trends and system deficiencies. (We hope to post the next revision on our web site for those persons wishing to read it in more detail.)

Process

The Water Planning Committee and staff made recommendations on what might be included. In order to complete the plan our consultant needed the Board to provide direction on what to include and at what level it could be funded (Saturday's decisions). After incorporating the decisions from Saturday, the new version will be submitted back to the SHOA Board for authorization to submit it to the State. The State will make comments and send it back. The Board will then adjust the plan as needed to satisfy the State and formally adopt it.

Consequences

The consequences of not filing a plan and not doing required projects are to invite a moratorium on hookups, court directed operation of the water system, or outside intervention with subsequent loss of control of rates and system operation. We cannot see how any of these are in the best interests of our home owners.

Sustainable / Affordable Dilemma

The dilemma faced by us, and all water systems, is the trade off between sustainability and affordability. The real cost of water systems isn't just the electricity to pump the water; it includes the depreciation of equipment, replacement of delivery systems, overhead, salaries, insurance, etc. To keep costs down many systems, ours included, have failed to charge the full sustainable cost of water delivery. Surfside has water mains that are reaching the end of their useful life, as evidenced by the many water main breaks the system has experienced recently. Rates that have been charged in the past have not been adequate to build up a water main replacement fund. Therefore, water main replacement must come out of current rates. To keep rates as low as possible, water main replacement would be completed gradually over several years, and is likely to become a continual process for the foreseeable future.

Balancing the sustainable cost is the ability of the customer to pay. The costs should not force the least able to pay to choose between food and/or medicine,

and paying the water bill. “Willingness to pay” is a different story – many can, but would prefer not to, pay the sustainable cost of the water. Paying the sustainable cost avoids a future crisis where major portions of the system fail creating catastrophic costs for customers.

The Criteria

The Board and candidates looked at what criteria should be considered to include a project in the plan and identified the following:

- Water safety and health
- Mandated projects
- Inevitable projects
- Projects with a high cost of not doing them
- Projects that represent a protection of existing investment
- Projects that represent economies to be gained short or long term

Two Big Ones

Two projects meeting the above criteria stand out as the most significant expenses: water meters and pipe replacement.

Meter Mandate

The meters are a mandate of the Water Use Efficiency (WUE) Rule, which has origins in the State Legislature, and State Department of Health system. The rule is aimed at reducing leakage and reducing consumption. The WUE Rule requires all water systems to be fully metered by January 2017. When the metering is completed we will probably be required to charge rates based on consumption in order to promote water conservation. A common rate structure is a base fee (similar to now) that everyone pays (everyone benefits from the presence of the system, even if they are not hooked up) with additional charges for consumption. Decisions regarding rates do not need to be made before full metering is required in 2017; however, the requirements may force a change in Surfside governing documents to comply.

National Trend

We hear complaints that we don’t need meters, we don’t need to conserve (rains all the time) and who cares if it leaks a little. The reality is that every gallon wasted is money wasted, due to pumping and treatment costs. The probability of changing the national direction of water conservation is about as likely as taking a broom down to the beach to sweep back the tide. Rather than bet on unlikely probabilities the Board and candidates have chosen to comply in ways we believe are in the interests of our members.

Meters, the Plan, and Rates

The Board will need to select the type of meter by October of 2008 and to budget installation starting in 2009. Each year until 2015 some portion of the old services will be retrofitted with the new meters. No change in how we charge for water is expected until all meters are installed and operational. The meter decision will involve choosing less expensive meters that require more people and time to read, or meters with technology that will reduce reading and billing costs (pay me now or pay me later). The decision reached Saturday tentatively budgets for ones that will reduce long term operating costs. Estimates require spending in excess of \$100,000 per year to complete this project on time.

Pipe Replacement

The other major decision is to begin replacing pipe. For whatever reason the pipe in divisions 1 through 4 is prone to breakage resulting in water outages and expensive repairs. Breaks can also represent a health hazard. We have known for years that replacement of those water mains was inevitable.

What We Can Afford

At this point the question of affordability comes into play. The State believes that it is reasonable for people to pay between \$30 and \$40 per month for water. A statewide survey has found City water rates for typical single families to range from \$24 to \$64 per month. Surfside's budget shows about \$12 a month per lot directly allocated to the water department, although a number of water costs are actually accounted for in other departments.

The Proposed Assessment

After discussion about what needed to be done and what people could afford a number of \$125 per year assessment per lot was arrived at as an amount that would get the project under way. That translates into about a \$10 per month increase dedicated to compliance with state mandates and sustainable replacement of the aging system.

Hard Dollars, Variable Lengths

Assessment revenues that aren't used for meters will buy some hundreds of feet of installed pipe replacement. The idea is to start with the assessment as the "hard" number and allow the length of pipe to be the variable. This approach is probably unsettling to those who would like to know exactly the cost of each water meter retrofit and exactly how much pipe will be laid each season and for what amount. The problem is the estimates vary so widely that neither number can be determined with any degree of certainty. The reason for this is

uncertainty of exactly what problems we will find when we begin digging. The proposed assessment is undoubtedly low for any hope of completing the piping project in the near term. What it will do is help establish the actual costs and methods of replacement and provide the experience necessary to refine future assessments – probably upward.

Budget and Assessment Process

Because the suggested assessment represents more than 20% of the operating budget, a hearing will be needed each year on the capital improvement budget. Each year the Board will have to adopt the capital improvement assessment along with the operating budget and each year the membership will have to ratify the capital project along with the budget. We'll be voting on this regularly for some time unless future Boards determine to use a different financing approach.

In House? Contract? Loans?

Of the available options having our own department replace the mains appears to be the least expensive. It would require putting temporary help on to do other less technical jobs like mow lawns, etc. We don't know exactly how this will impact operations so we are committed to laying some mains this summer to find out our actual costs and whether this will be something we can and/or want to do. If we decide not to use our department for replacements in the future we can contract replacement. For now taking on huge debt with interest and long paybacks is the least favored option.

Can't Someone Else Pay for Us?

We hear members advocate getting grants or changing the system to a public utility. If someone actually knows of an agency with money where it is likely they would finance the project we invite that research and grant application. Our understanding is that little funding is available at sources for which we would qualify. While some in Surfside live on the edge of poverty, one must remember that the community is prevalently second homes, RV lots, and investment lots, all signs of wealth which generate little sympathy in the world of scarce grant resources. Changing the entire governance of the water system is unlikely to change the actual need to replace the aging portions and is more likely to deny members control of costs and increase the price of water. This is real life and we must pay for what we need and what we use.

For Now, This Plan

In the end the Board feels that it needs to responsibly address completion of the six year water plan with probable scenarios within our control. If members choose to lobby government at all levels and are successful we can certainly modify the plan. If someone can obtain a grant they will receive great accolades

from the Board and their neighbors. If someone has a governance model that accomplishes more than our current form, members can vote to adopt it. We just don't see it at this time. For now, with the available facts and understanding, the proposed plan is the most likely to bring success and progress.

Sheriff's Office Update

To all members:

Just a short update on what happened in the last week in Surfside. The Sheriff's office made two felony arrests for drugs and a weapon charge. This was possible because of information I had received during an investigation I was working on, and information given to me from people in the block watch program. This information was passed on to our Pacnet Unit and things just went from there. Good job. I was also able to solve a taking of wood from property because of information given to me by a watchful resident. I spoke with the suspect. He admitted he had taken the wood. The following day, he had moved out of the area where he was staying...Just shows, that working together gets results. There have been several undesirables that have moved out of the area because they know we are keeping a close eye on our neighborhoods, and anything that is suspicious is being reported right away. The bad guys don't like that, so they move on. Thanks for all your help.

Deputy Larry Clark

Reruns and continued needs:

General Manager Search

- Just a reminder to all. The General Manager candidate search closes on July 14, 2008. If you know someone who may qualify for this position please share with them the attached job description and encourage them to apply.

Arts and Fine Craft Studio Tour

The following is provided by Jan Richardson:

- The Surfside Homeowners Association has announced that an arts and fine craft studio tour can be held in Surfside. Plans are being drawn up for this late summer event which will feature a self guided tour to home studios. Many fine artists have been attracted to Surfside as it is a great place to live and work. We would like to share this abundance of talent with the community. Interested artists should contact Jan Richardson at (360)665-3433 or 665-3248.
- Note: Jan Richardson is owner of Windy Meadows Pottery, Ltd and a member of the Peninsula Art Association. Jan has been a member of the Surfside community for several years and prior to that lived in Maryland where Windy Meadows Pottery originated. Jan developed the unique style of hand built clay houses that have charmed many collectors for three decades.
- Dates and locations for this tour will be available on the web page and will be listed in the Chinook Observer when determined.

SHOA Web Site Volunteer Administrator Sought

- SHOA is considering bringing the management of the SHOA web site within the SHOA staff and committee structure in the future, hoping to enhance the site, improve the timeliness of updates, and reduce costs
- Members, who have web site administrator experience and wish to volunteer their services, should contact Ken Karch, General Manager, at the SHOA office.

Volunteer Newsletter Layout/Editor Opportunity

- SHOA has a need for a volunteer to assist or lead the SHOAndTell layout and editing of the SHOandTell newsletter.
- Applicants would be expected to donate up to 12 hours during the second or third weeks of February, May, August, and November, to prepare a "camera-ready proof" of the SHOAndTell newsletter for the printers.

- Applicants should have experience in using Microsoft Publisher, PageMaker, or other software capable of creating the layout in a format to permit conversion to a single pdf file for distribution electronically (via email) or posting to the SHOA web site.
- If interested, please contact General Manager Ken Karch at 360 665-4171 or deltajunky@aol.com

Kerry Amundson Reminds New Members to Call

- Just a reminder: if you are a **new full time** resident of Surfside, please call Kerry Amundson at 665-2779 so she can personally meet you and welcome you to the neighborhood and give you a gift bag full of information and goodies from local businesses. And welcome to Surfside!

Christian Women's Groups Meet

- These non-denominational groups offer "Fun, Friends, Support, Bible Study, Prayer, & Spiritual Renewal". Questions? Call Coral Hughes: 665-3206
- These meet in homes every Thursday at 9:30am:
 - *Bonnie Masson: 32904 "J" Place; Call 665-6504
 - *Linda Lanphear: 809 - 347th Place; Call 665-0895
 - *Mindy Burns: 33609 "I" Street; Call 665-0880
- NEW Working Women's group meets Tuesdays at 5:30pm:
 - *Lola Larson: 5015 "L" Place, Seaview; Call 642-8359

Other Local News

You may access directly the current issue of the weekly Chinook Observer, our local source of news and events, by clicking on the following web site:

<http://www.chinookobserver.com/>

You can also find things going on the peninsula at the following web site of the Visitors' Bureau:

<http://www.funbeach.com/>

and of the Pacific County Friends of Lewis & Clark at:

<http://lewisandclarkwa.com/pages/ocian.html>

and for local news of the Ocean Park Area Chamber membership and activities:

<http://www.opwa.com/>

and, finally, SHOA's own web page at:

<http://www.shoaonline.com>

Keep the news coming... submit information to (put Week Ender in subject line):

Surfside Homeowners Association

Mailing Address: 31402 H Street, Ocean Park, WA 98640
Office Email: shoa@willapabay.org
Office Phone: 360 665-4171

To apply for the position detailed below, phone or email the SHOA office to request that an application package be sent to you. When applying for the position, a resume and a letter of application must accompany the completed application.

Phone: 360-665-4171
Email: Shoa@willapabay.org

POSITION DESCRIPTION

GENERAL MANAGER

INTRODUCTION: Surfside Home Owners Association (SHOA) is a private, non-profit, home owner association. The association is located on the Southwest Washington coast on the Northern Long Beach Peninsula. It has nearly 2,000 members who own 2,800 parcels of property within the association. It is governed by a 9 member board of trustees, has 10.5 employees, 18 volunteer committees, and an annual budget of over \$1 million. The community is diverse in having full time residents, both actively working and retired, recreational vehicle use, second beach homes, view property, ocean front property, canal and lake property and regular residential or recreational lots. The Association provides water service, a trash compactor, maintenance of cabanas, bridges, and waterways, deputized security patrol, covenant enforcement, recreational vehicle storage, and active communications with membership. The Association is seeking a general manager with the attributes and responsibilities described below.

GENERAL MANAGER (FLSA Class: Exempt)

REPORTS TO: Board of Trustees, The General Manager is employed on an at-will basis and may be terminated with or without cause.

POSITION SUMMARY: Under the direction and supervision of the Board of Trustees, and in accordance with the RCW's governing Homeowners Associations, Articles of Incorporation of the Association, By-laws of the Association, covenants, policies established by the Board, and all other applicable laws and regulations, the General Manager has full responsibility and authority to plan, staff, direct and manage the affairs of the Association except as specifically designated to Trustees.

KNOWLEDGE, SKILLS AND ABILITIES

Secondary Education with minimum of Associates Degree in Accounting, or Business, or Public Administration, Bachelor degree preferred. Person without

qualified degree program may be considered with a minimum of five years progressively more responsible administrative positions in upper management in service related industry including the development or continued management of comparable large multi-faceted operations. Previous experience working with volunteers dependent organizations is desirable. Must possess the ability and desire to communicate with an economically and socially diverse membership and maintain open and productive relationships with Board, staff, government agencies and vendors. Requires the following demonstrated knowledge and abilities:

- ◆ **Governing Regulations:** General knowledge and understanding of laws, rules and regulations related to business, employment, and the ability to understand and administer the Association based on it's Articles of Incorporation, bylaws, policies, and covenants;
- ◆ **Fiscal Management:** Knowledge and use of sound budgeting and fiscal management practices;
- ◆ **Management Systems:** Use of such management tools as information systems, statistics, accounting, public relations, including specific skill in word processing and spread sheets, etc.;
- ◆ **Human Resources:** Knowledge of concepts, practices and regulations of human resource management and supervision and labor management relations;
- ◆ **Management Practices:** Knowledge of management concepts and practices, including how to establish goals and objectives, develop work plans, coordinate operations, program planning, implementation and evaluation, organizational planning, etc.;
- ◆ **Communications:** Must have the ability to speak and write clearly and concisely in communicating within the organization and with the public;
- ◆ **Conflict Resolution:** Must have knowledge and demonstrated skill at resolving conflict in situations with diverse disputants;
- ◆ **Analytical Skills:** Must have analytical ability to understand problems, develop criteria and alternatives and apply judgment for optimal solutions;
- ◆ **Interpersonal Skills:** Must have interpersonal skills to listen effectively to others and cause others to understand concerns relevant to the position or organization;
- ◆ **Leadership Skills:** Functions effectively under stress exhibiting integrity, thoroughness, self motivation, and ethical behavior in providing organizational leadership and coordination;
- ◆ **Sensitivity:** Exhibits responsiveness, credibility, tact, confidence, cooperation and sensitivity in all contacts;
- ◆ **Supervisory Skills:** Provide appropriate level of staff supervision, training, coaching and mentoring to assure the needs of the members and the affairs of the Association are conducted in a competent, caring, ethical and professional manner;
- ◆ **Evaluative Skills:** Monitor work performed by staff, volunteers and Trustees, offering encouragement for work well done, recommendations for

improvement when appropriate. Complete regular evaluative processes leading to continuing improvement of performance by staff;

- ◆ **Water Delivery or Utility Experience:** Understands and works closely with water department staff to guarantee uninterrupted high quality water service;
- ◆ **Project Management:** Understands and has experience with project management, especially as related to construction; is capable of developing, implementing and executing complex projects.

General Responsibilities

- 1) **Delivery of Core Functions:** Assures that core functions of Water Delivery, Maintenance, Security (Patrol), Covenant Enforcement, Compactor, Finance, RV Storage, Member Relations, Communications are carried out without interruption and in an efficient and effective manner;
- 2) **Delegation:** delegates work appropriately to staff consistent with assignments and skills;
- 3) **Communications:** Shares knowledge and expertise within and outside of the Association for the betterment of the larger community in which we live;
- 4) **Ethics:** Adheres to high ethical standards in regard to compliance with laws and policy, development of policy and procedures, confidentiality of information, provision of service, resolution of conflicts, fairness to employees, personal and professional conduct, risk assessment and mitigation, conflict of interest, or any other job related behavior that could reasonably be interpreted as reflecting on the reputation of the Association;
- 5) **Representation:** Maintains and projects a positive image within the Association. Serves as Association advocate, representing the Association by conducting him/her self appropriately at all times in manner, dress and actions. Establishes and maintains effective and professional business relationships with members, business associates, county officials, and vendors;
- 6) **Risk Management:** Is responsible for effective risk management for the Association. Performs all functions in a risk appropriate manner, and according to Association policy and procedures, assures the safety of other employees and members. Works toward resolution of safety issues, injuries or potential problems, referring to the most appropriate source for resolution. Encourages and support members, volunteers, and staff to perform tasks safely and reports such to the appropriate supervisor for further action as needed. Is responsible for overall monitoring of safety and security of the organizations' physical assets.

POSITION RESPONSIBILITIES

ESSENTIAL FUNCTIONS

Board Responsibilities

- a) **Planning:** Coordinates and reports on short term and long term objectives, and program planning;
- b) **Continuous Improvement:** Makes recommendations to the Board concerning association products, processes, policies, regulations and the budgets required to support them;
- c) **Counsel:** Provides or accesses counsel to the Board regarding legislative or regulatory actions, or legal aspects affecting the Association;
- d) **Policy Maintenance and Development:** Reviews, understands policies and procedures, and makes recommendations for change as deemed appropriate or necessary;
- e) **Meeting Documents:** Prepares the agenda, reports, and minutes and assures proper record maintenance;
- f) **Trustee Relations:** Demonstrates continued ability to work with a volunteer Board in the total management of the association;
- g) **Follow Through:** Executes decisions of the Board.

Member and Community Relations

- a) **Representation:** Is the face and the voice of the Association in its daily activities and conducts oneself in a friendly, caring and professional manner at all times and in all situations, including contacts with members, volunteers, trustees, the media, vendors, other organizations and the general public and expect the same of staff;
- b) **Volunteer Relations:** Recognizes that volunteers are important to the Association. Assists volunteers in completion of their assigned tasks, training as necessary in the minimal requirements for record keeping of actions taken and as required by the Association, and act as a legal or historical resource as requested or deemed appropriate;
- c) **Facilitative:** Presents oneself in contacts within the organization as a facilitator, there to help the process, not hinder it;
- d) **Customer Service:** Maintains a culture of customer service within the organization through leadership, training, and coaching of volunteers and staff;
- e) **Communications:** Implements a communication plan utilizing appropriate and effective means of mass communication that is practical and affordable; assuring that information can be accessed by members through varying technologies or mediums. Develop and maintain a check list of required information that must be disseminated to the membership each year to assure compliance with applicable laws or regulations, guarantee timely delivery of required correspondence;
- f) **Government Relations:** Maintains positive and effective relationships with all relevant governmental [entities](#) and agencies, [including legislative and administrative rule setting entities that affect the interests of the Association.](#)

Fiscal Responsibilities

- a) **Budget Development:** Assists staff, budget committee, and Board in budget preparation, actively identifying and evaluation budget requests in light of Association fiscal capacity;
- b) **Staffing:** Assures staffing are consistent with the needs of the Association and available resources;
- c) **Fiscal Controls:** Insures the development, accuracy, implementation and evaluation of administrative policies and management activities relating to the budget, control, cost determination, fee setting and collections, and financial reports to the Board and membership;
- d) **Contracts:** Arranges for or negotiates of contracts and agreements for provision of services and, products;
- e) **Performance to Budget:** Monitors actual performance to budget, working with Treasurer, advises the Board, departments and affected committees and providing projections, advice and direction as warranted;
- f) **Asset Management:** Assures proper maintenance of physical facilities by evaluation, planning, budgeting and monitoring activities related to asset sustainability.

Planning

- a) **Assurance of Core Functions:** Performs continuous reviews of all core Association functions, including, but not limited to: Water Delivery, Maintenance, Security (Patrol), Covenant Enforcement, Compactor, Finance, RV Storage, Member Relations, Communications, answering the following questions where appropriate;
 - 1) *Would anyone notice if we stopped?*
 - 2) *Do we deliver a quality product?*
 - 3) *Do we improve the quality of life?*
 - 4) *Do we do it economically?*
 - 5) *Does it increase property values?*

6) *Is it easily understood?*

- b) **Technical Efficiency:** Reviews and recommends new services or technology, that if employed would improve operational efficiency or add value to a product or service;
- c) **Staff Resources:** Participates including individual employee's goals and objectives that support the corporate goals;
- d) **Action Planning:** Develops Action Plan for each goal, obtains Board acceptance, begins implementation of the plan;
- e) **Monitoring:** Monitors and reports to the Board at least quarterly on progress in completing the Strategic Plan.

Staffing and Human Resource Responsibilities

- a) **Positive Work Environment:** Creates and maintains a positive work environment for all employees;
- b) **Staffing Levels:** In conjunction with the assigned Trustee and management staff, determines human resource needs that support corporate goals and objectives;
- c) **Employment Policy:** recommends employment policy to the Board interprets and applies policy to foster a positive work environment compliant with all applicable regulation;
- d) **Retention:** provides leadership to attract and retain qualified individuals;
- e) **Hiring:** In conjunction with appropriate Trustee(s), other Trustees as assigned, and other persons whose knowledge is deemed valuable, assume the primary responsibility for interviewing, hiring all employees, and arrange for, conducts or participate in training and orientation of all new hires;
- f) **Teamwork:** Promotes teamwork between all staff, volunteers and Trustees, specifically addressing cross functionality;
- g) **Employee Manual:** Assures development, revision, and dissemination of employee manuals;
- h) **Staff Development:** Promotes educational and career development opportunities consistent with corporate goals and objectives; optimizes use of talent and skills of staff and volunteers;
- i) **Supervision:** Manages and supervises personnel directly reporting to the general manager; supports or assists others with management responsibility to obtain optimum results;
- j) **Evaluation:** Develop, refine, implement and monitor a system of employee evaluation; assure effective evaluation techniques; maintain confidential employee files, develop plans of improvements; take legal and necessary actions when needed to for the termination of employees.

Salary range for this position is \$55,000 to \$65,000 annually.

Competitive benefits package available.

This position closes July 14, 2008 or when filled.