

# TOWN OF FAIRFAX

## STAFF REPORT

**TO:** Mayor, Members of the Town Council      **DATE:** July 11, 2012

**FROM:** Judy Anderson, Interim Town Manager/Town Clerk

**SUBJECT:** Discussion/Consideration of Recruitment for Town Manager and desirable qualifications for the position

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### Recommendation

Hold a discussion of the desirable qualifications for the position of Town Manager, receive public input and provide direction to the Selection Committee. Direction could include whether the Council wishes to have the Committee proceed to the selection of candidates to present to the Council for a final decision, whether or not a search firm should be hired, and the role the management team would play in the selection.

### Discussion

Attached is a description from the last brochure used for the recruitment of a Town Manager in 2005 along with a job description developed by the Town Council in 2010 to facilitate the discussion.

The Selection Committee made up of the Mayor, Vice Mayor, Interim Town Manager and Finance Director, has met and is seeking direction. The Committee has determined that a local, focused search would be the best way to proceed.

### Fiscal Impact

A search firm would cost approximately \$20,000.

### Attachments

Excerpt from previous recruitment brochure for Town Manager  
Job description for Town Manager

AGENDA ITEM # 3

## *From 2005 Recruitment Brochure*

### **The Town of Fairfax**

The Town of Fairfax is an environmentally conscious community situated in the heart of central Marin County and is considered the most progressive of Marin's 11 incorporated cities. Fairfax was incorporated in 1931 and has a current population of approximately 7,500. The Town has ordinances preventing chain stores and take-out Styrofoam food packaging and is in the process of updating its General Plan with a goal of retaining its small town character.

The Art Deco era movie theater is the centerpiece of a vibrant nightlife with top-notch restaurants and well-known clubs with venues for jazz and other popular music.

Fairfax is a mountain biking and hiking Mecca because it is surrounded by committed open space and a nature preserve. The Town's sylvan setting in the forested hills and its Mediterranean climate encourage outdoor activities year-round.

Within a 30-minute drive of San Francisco to the South or the Pt. Reyes National Seashore



*Marin County Fairfax Library*

to the West, the community is home to many local artists and musicians. Housing costs are reasonable by Marin County standards.

Residents look forward to maintaining and creating a community that is friendly to its surroundings and sustainable in its lifestyle.

### **The Town Manager**

The person fortunate enough to be selected to fill this position will lead a Town staff of 30 positions and an annual operating budget of slightly less than \$6 million. The Town is currently divided into four major departments: Administration, Planning and Building Services, Public Works and Police. Fire services are provided by the Ross Valley Fire Authority. Two Council members serve on the Fire Board and the Town Manager serves as the Executive Officer for the Fire Authority on an alternating schedule with the Town Administrator of San Anselmo. The new Town Manager will have the opportunity to work with and lead a strong management team.

Recently the Town passed a new tax measure, which has provided budget stability for the near future. The challenges for this position come from the community's desire to balance lifestyle, environmental awareness and community sustainability in its economic future. This is a chance to use creative skills and solid management expertise in efforts that create short-term rewards and long-term strategic planning and program implementation that address the service needs of the community.

## The Ideal Candidate

In addition to excellent management skills and an in-depth knowledge of finance, personnel and municipal administration, the successful candidate will possess a professional history that demonstrates the following necessary attributes and qualities:

- ♦ A demonstrated ability to manage a municipal organization in an efficient and effective business like manner.
- ♦ A history as an open communicator and leader who is comfortable working in an environment with ongoing community involvement and has the ability to relate to a broad cross section of people, including the community at large, the business sector, other public agencies, staff and the Council.
- ♦ A history of providing leadership, which includes being approachable; able to serve as a leader and team builder; ensuring goals are met; encouraging positive employee morale, coaching, and supporting staff; and demonstrating an understanding of human resources and labor issues.
- ♦ An understanding of the importance of developing working partnerships with community groups and a desire to continue to expand upon a strong sense of community.
- ♦ A demonstrated ability to provide sound, innovative alternatives and professional recommendations to the Council and the community that are well thought out and presented in a clear and understandable fashion and are consistent with the community's vision.
- ♦ An ability to help the Town retain its business base that is oriented to serving the needs of the residents, enhancing the stability of local revenues, and seeking options for specific projects and services.
- ♦ A positive customer service orientation and the ability to foster that attitude throughout the organization.
- ♦ A willingness to help the Town prepare for its future through long-range strategic planning, and to respond to community issues in an open, frank, positive, and proactive manner.
- ♦ A demonstrated understanding of and sensitivity to environmental concerns.
- ♦ A knowledge of the state and federal legislative process and its impact on cities, and the ability to work productively with Marin County, other cities and related public agencies.



*Fairfax Pavilion*

## The Qualifications

In addition to the profile described above, candidates should possess a bachelor's degree in public administration, business administration, or a related field, six years of experience in municipal management, including at least three years in a responsible middle management or higher capacity, and a California driver's license.

## The Compensation

The salary for the Town Manager will be based upon the successful candidate's qualifications.

The very competitive benefits package includes:

◆ *Health Insurance* —

Health benefits are provided through PERS with several health care programs being offered, including Kaiser, Blue Cross and Blue Shield.

◆ *Dental Benefits* —

Delta Dental coverage is provided for all employees.

◆ *Retirement* —

PERS 2.5% @ 55 retirement plan (the Town pays the employee's portion). The Town does not participate in Social Security.

◆ *Vacation* —

Starting with three weeks of vacation and progressing to 22 days based on years of service.

◆ *Administrative Leave* —

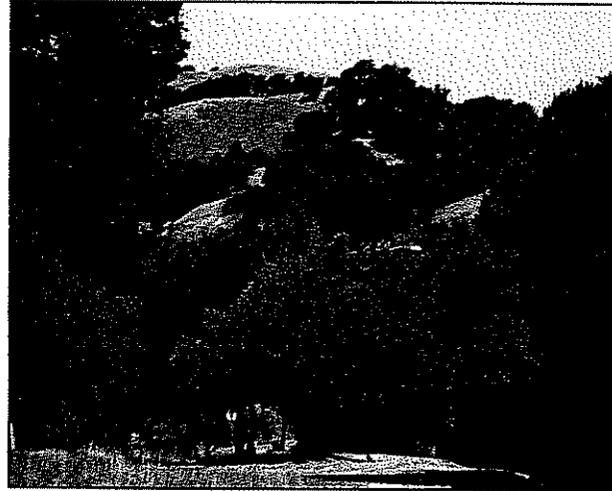
The Town Manager is given 10 days per year.

◆ *Holidays* —

12.5 paid holidays per year.

◆ *Life Insurance* —

The Town Manager receives a \$75,000 term life insurance policy.



◆ *Auto Allowance* —

The Town Manager will be provided an auto allowance of \$350 monthly.

◆ *Deferred Compensation* —

An optional deferred compensation plan is available.

## The Application Process

If you meet the qualifications and believe that you possess the ideal candidate profile, please submit a letter indicating your interest, comprehensive resume, salary history, and five references (references will not be contacted until mutual interest is determined) to:

Mr. Lonnie B. Hayhurst or Ms. Kristin Holden



27 Commercial Blvd., Suite C

Novato, CA 94949

Phone 415.884.0544

Fax 415.884.0533 Email [resumes@lbhayhurst.com](mailto:resumes@lbhayhurst.com)

**APPLICATION MATERIALS MUST BE RECEIVED BY:  
5:00 P.M. — September 30, 2005**

*The Town of Fairfax is an Equal Opportunity Employer.*

# **TOWN OF FAIRFAX**

## **TOWN MANAGER**

### **JOB SPECIFICATION**

#### **Definition**

Receives policy direction from the Town Council in planning, organizing and directing of overall administrative activities and operations of the Town; advises and assists the Town Council; represents the Town's interests with other levels and agencies of government, business interests and the community at large; exercises direct supervision over management, professional and clerical staff; and performs related work as required.

The Town Manager's authority, duties and responsibilities are in Town Code Section 2.12. Nothing in this job specification is intended to conflict with or supersede any provision of Section 2.12.

#### **Duties:**

Plan, organize, coordinate, and direct through managers and support staff the work of the Town; develop and direct the implementation of goals, objectives, policies, procedures, and work standards for the Town; work closely with the Town Council, boards and commissions, a variety of public and private organizations, and citizen groups in implementing programs and projects to solve identified problems; advise the Town Council on policy issues and programs; prepare and recommend long-range plans for Town services and programs; develop specific proposals for action on current and future Town needs; recommend legislation and policies required in the public interest; enforce the provisions of public utility franchises, contracts, leases, and agreements; make final interpretations of Town regulations and various ordinances, codes and applicable laws to ensure compliance; direct the preparation and administration of the annual budget and capital projects for the Town; represent the Town in contacts with various governmental agencies, community groups, and business, professional, and other organizations directly or through subordinate staff; direct the selection, supervision, and the work evaluation of departmental personnel; direct employee relations, staff development and grievance procedures including directing and participating in labor negotiations; direct the development and implementation of management systems, procedures and the application of standards for program evaluation; and perform related duties as assigned.

#### **Knowledge of:**

Modern and highly complex principles and practices of municipal government administration, departments, organization and economic development functions and services; current social, political and economic trends and operating problems of municipal government; principles and practices of municipal budget preparation and administration; principles of effective public relations and interrelationships with community groups and agencies, private businesses and firms and other levels of government; pertinent federal, state and local laws, codes and regulations.

Ability to:

Provide effective leadership and coordinate the activities of the municipal organization; serve effectively as the administrative agent of the Town Council; select, supervise, and evaluate assigned staff; interpret and apply laws, rules and regulations; analyze, interpret, summarize and present administrative and technical information and data in an effective manner; develop and implement goals, objectives, policies, procedures, work-standards, and internal controls; analyze complex technical and administrative problems, evaluate alternative solutions and adopt effective courses of action; prepare clear and concise reports, correspondence, and other written materials; exercise sound, independent judgment within general policy guidelines.

**Education**

A Bachelor's degree in political science, government, public administration, business administration or related field; a Master's degree in public administration or business administration is highly desirable.

**Experience**

Five (5) years of responsible administrative experience including fiscal and personnel management responsibilities.

**Certifications/Licenses:** Possession of a valid California Class C driver's license.

**Physical Demands and Work Environment:**

Employee is regularly required to sit at desk and in meetings for long periods of time; talk or hear in person in meetings and by telephone; use hands and fingers to handle, feel or operate standard office equipment; and reach with hands and arms. Intermittently, twist to reach equipment surrounding desk; walk to observe department activities; bend and squat to perform file searches; perform simple grasping and fine manipulation; use telephone and write or use a keyboard to communicate through written means; operate an automobile to attend various meetings and workshops. While performing duties, the employee is regularly required to use written and oral communication skills; analyze budget and technical reports; interpret and evaluate staff reports; understand laws, regulations and codes; observe performance and evaluate staff; problem solve community issues; explain and interpret codes, policies and procedures; interact with Town management, other governmental officials, contractors, vendors, employees and the public.

Established: 10/06/10

Resolution #:

Department: Town Manager

FLSA Status: Exempt

## TITLE 2: ADMINISTRATION AND PERSONNEL

## CHAPTER 2.12: TOWN MANAGER

**CHAPTER 2.12: TOWN MANAGER**

## Section

- 2.12.010 Office established
- 2.12.020 Appointment; term
- 2.12.030 Residency requirement
- 2.12.040 Eligibility of Council members
- 2.12.050 Pro Tempore Town Manager
- 2.12.060 Compensation
- 2.12.070 Powers and duties
- 2.12.080 Council Manager relations
- 2.12.090 Duty to assist Town Manager
- 2.12.100 Suspension; removal
- 2.12.110 Exclusion from civil service

**§ 2.12.010 OFFICE ESTABLISHED.**

The Office of Town Manager of the town is created and established.

(Prior Code, § 2.08.010) (Am. Ord. 712, passed 7-6-2005)

**§ 2.12.020 APPOINTMENT; TERM.**

(A) The Town Manager shall be appointed by the Town Council solely on the basis of his or her executive and administrative qualifications and ability.

(B) He or she shall hold office at and during the pleasure of the Town Council, subject to the provisions of § 2.12.100.

(Prior Code, § 2.08.020) (Am. Ord. 712, passed 7-6-2005)

### § 2.12.030 RESIDENCY REQUIREMENT.

(A) Residency in the Town of Fairfax, at the time of appointment of the Town Manager, shall not be required as a condition of appointment or service.

(B) The Town Manager shall be required to be a resident of the County of Marin.

(Prior Code, § 2.08.030) (Ord. 438, passed - -1978; Am. Ord. 712, passed 7-6-2005)

### § 2.12.040 ELIGIBILITY OF COUNCIL MEMBERS.

No person elected to membership on the Town Council shall, subsequent to the election, be eligible for appointment to the Office of Town Manager until at least one year has elapsed after he or she has ceased to be a member of the Town Council.

(Prior Code, § 2.08.040) (Am. Ord. 712, passed 7-6-2005)

### § 2.12.050 PRO TEMPORE TOWN MANAGER.

The Town Manager shall designate, subject to the approval of the Town Council, one of the other officers or department heads of the town to serve as Town Manager Pro Tempore during the temporary absence or disability of the Town Manager. In case of the absence or disability of the Town Manager and his or her failure to so designate a Manager Pro Tempore, the Council may designate some duly qualified person to perform the duties of the Town Manager during the period of absence or disability of the Town Manager, subject, however, to the person furnishing a corporate surety bond conditioned upon faithful performance of the duties required to be performed as set forth in this chapter.

(Prior Code, § 2.08.060) (Am. Ord. 712, passed 7-6-2005)

### § 2.12.060 COMPENSATION.

The Town Manager shall receive the compensation and expense allowances as the Town Council shall, from time to time, fix and determine by resolution.

(Prior Code, § 2.08.070) (Am. Ord. 712, passed 7-6-2005)

### § 2.12.070 POWERS AND DUTIES.

(A) The Town Manager shall be the administrative head of the government of the town under the direction and control of the Town Council, except as otherwise provided in this chapter. He or she shall be responsible for the efficient administration of all the affairs of the town which are under his or her control.

(B) In addition to his or her general powers as administrative head, and not as a limitation thereon, it shall be his or her duty and he or she shall have the powers set forth in the following divisions:

- (1) *Enforcement of laws.* To see that all laws and ordinances of the town are duly enforced and that all franchises, permits and privileges granted by the town are faithfully observed;
- (2) *Control of officers and employees.* To control, order and give directions to all heads of departments, and to subordinate officers and employees of the town through their department heads; transfer employees from one department to another; and consolidate or combine offices, positions, departments or units under his or her direction;
- (3) *Appointment and removal of certain officers.* Subject to, and in accordance with, civil service and town personnel ordinances and regulations, to appoint, remove and demote any appointive officers and employees, except the Town Attorney; provided, however, that the appointment, removal or demotion of department heads shall require ratification by the Town Council, and provided further, that after the Town Manager has served in that position for 12 months, the Town Council may, by resolution, eliminate the requirement for such ratification and vest the power to appoint, remove or demote department heads in the Town Manager, and provided further, that when required, the final vote to ratify the appointment, removal or demotion of a department head shall be done in an open session of the Town Council;
- (4) *Representation of town.* To represent the town in its negotiations and working relationships with the state, the county and other governmental jurisdictions; provided that, any contracts negotiated for the exchange of services from any such other governmental jurisdiction shall be subject to approval by the Town Council;
- (5) *Attendance at Council meetings.* To attend all meetings of the Town Council unless excused therefrom by the Council;
- (6) *Recommend ordinances.* To recommend to the Town Council, for adoption, the measures or ordinances as he or she deems necessary or expedient;
- (7) *Advise as to finances.* To keep the Town Council, at all times, fully advised as to the financial condition and needs of the town;
- (8) *Preparation of budget.* To prepare and submit the proposed annual budget and the proposed salary plan to the Town Council for its approval;
- (9) *Purchase of supplies.* Subject to and in accordance with the town purchasing ordinance, to direct and supervise the purchase and acquisition in any lawful manner of all property, equipment, services, materials and supplies for the town and for all departments and divisions thereof; provided, the purchase or acquisition thereof has been approved by the Town Council or is included in a budget which has been approved and adopted by the Town Council; (No expenditure shall be submitted or recommended to the Town Council, except on report or approval of the Town Manager.)
- (10) *Investigation of town affairs.* To make investigations into the affairs of the town or any department or division thereof and any contract for the proper performance of any obligations running to the town;

(11) *Investigation of complaints.* To investigate all complaints in relation to matters concerning the administration of the town government and in regard to services maintained by public utilities in the town and to see that all franchises, permits and privileges granted by the town are faithfully performed and observed;

(12) *Supervision of public property.* To exercise general supervision over all public buildings, public parks and all other public property which is under the control and jurisdiction of the Town Council;

(13) *Devotion of entire time to duties.* To devote full time to the duties of his or her office and the interests of the town;

(14) *Performance of delegated duties.* To perform such other duties and exercise such other powers as may be delegated to him or her from time to time by ordinance or resolution or other action of the Town Council; and

(15) *Attendance at commission and board meetings.* To attend all meetings of any commissions or boards heretofore or hereafter created by the Town Council upon his or her own volition or upon direction of the Town Council. At any such meetings which he or she attends, the Town Manager shall be heard by the commissions and boards as to all matters upon which he or she wishes to address them.

(Prior Code, § 2.08.080) (Am. Ord. 712, passed 7-6-2005; Am. Ord. 718, passed 11-1-2006; Am. Ord. 744, passed 7-1-2009)

## § 2.12.080 COUNCIL MANAGER RELATIONS.

The Town Council and its members shall deal with the administrative services of the town only through the Town Manager, except for the purpose of inquiry, and neither the Town Council nor any member thereof shall give orders to any subordinates of the Town Manager. The Town Manager shall take his or her orders and instructions from the Town Council only when sitting in a duly held meeting of the Town Council and no individual Council member shall give any orders or instructions to the Town Manager. No individual Council member shall give any orders or instructions to the Town Manager, except the Mayor or Vice Mayor, or Acting Mayor in the case of emergency

(Am. Ord. 712, passed 7-6-2005)

## § 2.12.090 DUTY TO ASSIST TOWN MANAGER.

It is the duty of all subordinate officers and the Town Attorney to cooperate with and assist the Town Manager in administering the affairs of the town most efficiently, economically and harmoniously so far as may be consistent with their duties as prescribed by the laws and ordinances of the town.

(Prior Code, § 2.08.100) (Am. Ord. 712, passed 7-6-2005)