

**TOWN OF FAIRFAX
STAFF REPORT**

Date: September 5, 2012
To: Mayor and Members of the Town Council
From: Judy Anderson, Town Clerk/Interim Town Manager
Subject: Discussion/Consideration of Recruitment for Town Manager and desirable qualifications for the position – Transition Committee

RECOMMENDATION

It is recommended that the Town Council discuss the options presented and give direction regarding the parameters of the positions to be sought to fill the Town Manager vacancy.

BACKGROUND

A Transition Committee was formed to explore the staffing options for replacement of the Town Manager position. The Committee members are Mayor Hartwell-Herrero, Vice Mayor Reed, Finance Director Vivrette and Interim Town Manager Anderson.

Michael Rock was appointed as the Town Manager in January of 2008. He assumed the additional title of Public Works Director after the departure of the former Public Works Director Kathy Wilkie in December 2010. The Committee has considered different configurations and past practices of the Town Manager position and is presenting the Town Council with information on the alternatives.

Alternative One:

Town Manager/Public Works Director combination

This alternative is the current configuration, which, while less costly, dilutes the performance of both jobs. It presents problems with supervision of personnel and the management of multiple projects. This can be mitigated with the addition of a management analyst, which will eliminate the need for supervision by other staff and provide needed project management.

Alternative Two:

Return to having two separate positions, a Town Manager AND a Public Works Director

This alternative will provide a broader pool of potential applicants. It would also allow a staff member to be dedicated to securing funding for infrastructure improvements and to adequately supervise staff and manage projects. This alternative has potential to save on the cost of consultants which is currently in excess of \$200,000.

Once the Committee has direction on the structure of the Town Manager position, it can proceed with a focused local approach to the recruitment.

Staff solicited input on the process from outside sources. Their comments are included.

Wayne Bush, our public works contract engineer who has been working on several projects for the Town, is a retired Public Works Director who has been invaluable in assisting the Town with specific projects like the Streetlight Retrofit and the Pavilion Earthquake Retrofit. He also provides advice and assistance on various public works issues. I have provided an excerpt from comments he made on the configuration of the Public Works Director position for Fairfax.

Sean Condry is the Public Works Director for San Anselmo. I have also provided some of his comments about the value of a Director in the procurement and management of funding for projects.

Funding Options:

If we eliminated or reduced some of the outside consultant costs: Coastland Engineering, CSW Engineering, Wayne Bush, LAK Associates, and did more of the work in house with staff, more funding would be available for a full-time Public Works Director. With a full time Public Works Director, more grant funding could be obtained which would offset some of the personnel costs for the position. In addition, cost savings would be achieved through the elimination of the public works manager designation.

ATTACHMENTS:

Personnel Costs Analysis

Town Manager Recruitment Flyer

Current Town Manager Job Description

Current Public Works Director Job Description

Comments from Wayne Bush

Comments from Sean Condry

Town of Fairfax
 Personnel costs
 as of June 30, 2012

	New Town Manager	New Department Head	New Mgmt Analyst
Salary Low	125,660	97,596	72,800
Salary High	125,660	112,987	91,000
Per Hour	\$ 60.41	\$ 54.32	\$ 43.75

PERS @ 2nd tier	12.52%	15,730	14,144	11,391
Health Ins		19,046	19,046	19,046
Auto		4,200	-	-
Worker's Comp		3,048	2,547	2,207
Dental Ins		2,039	2,039	2,039
Medicare - EE		1,822	1,638	1,320
457 contr (for Tier 2)		1,200	1,200	1,200
Life		312	312	312
Med Reimb				
* Based on High		173,117	153,967	128,559

Other Costs

Relocation	??	??	
	??	??	

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

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

The Town of Fairfax is an Equal Opportunity Employer.

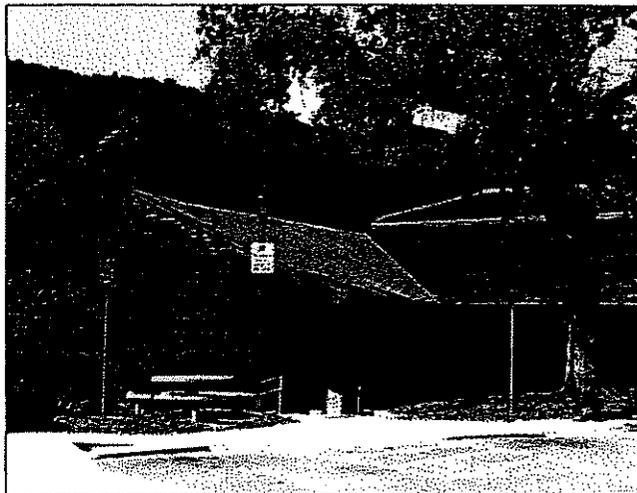
The Town of Fairfax

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.

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

DIRECTOR OF PUBLIC WORKS

DEFINITION

Under the general direction of the Town Manager, plans, schedules, and directs the work of the public works department, which includes providing supervision of street improvements, permits, traffic control, pavement markings, parks and public landscaping, storm drains, street sweeping, building maintenance, and general engineering functions; performs related work as required.

EXAMPLE OF DUTIES

Prepares and presents public works related items and issues to the Town Council. Plans and supervises the capital improvement program, street maintenance program, storm drain and disaster related repairs and all aspects and equipment related thereto; periodically inspects streets and all public facilities for deficiencies and recommends corrective actions and priority of work; estimates labor, materials, and oversees initiation of projects including street openings, retaining walls, flood control and drainage facilities; manages the Town's participation in the Marin County storm water pollution prevention program; manages the Town's GIS program; prepares plans and specifications for bidding procedures; interacts with the Consulting Town Engineer and/or supervises engineering functions; provides complex and responsible administrative support to the Town Manager; prepares departmental budget and controls expenditures; personnel administration within the department; participates in code enforcement and in other activities, as required.

EMPLOYMENT STANDARDS

College graduation with a degree in civil engineering and a minimum of three (3) years experience in municipal engineering, public works, or related department is preferred but, comparable experience with a private engineering or construction firm, with a demonstrated record of progressively responsible work experience including project management and supervision of personnel may be substituted. Experience with maintenance of streets, storm drains, public improvements and general construction preferred. Registration as a professional engineer in the State of California is highly desirable; valid California driver's license is required.

KNOWLEDGE OF

Methods, materials and equipment used in street and storm drainage maintenance and construction

Engineering principles and methods. Project management. Contract management

Supervision and evaluation of personnel

Principles, practices, and techniques of administration, organization, and departmental operation. Basic computer skills including word processing and spreadsheet programs

ABILITY TO

Plan, schedule and administer a work program. Supervise town personnel and outside contractors. Develop and control budgets. Interact with utility companies and their contractors. Prepare reports and maintain records. Operate personal computer. Establish and maintain effective relationships with Town personnel, peers, and the general public.

EXCERPT FROM COMMENTS FROM WAYNE BUSH, PUBLIC WORKS CONSULTANT:

"It's probably a given that the Town cannot afford both positions to be full time, even if eliminating my contract and downgrading Mark's PW Manager position back to Building Inspector (which would probably not be received well, either). Given that, my suggestion is a full time Manager and either a part time PW director or a Manager that has enough DPW background to act in that titled capacity. I would recruit for the Manager first, and make DPW background a strong preference. I think a Manager with some DPW experience can fill in the gaps between what I do and what isn't being done. Once you find a Manager, you can decide what to do next. If you found one with DPW experience, things may work as they have been for the past 1-1/2 years. If the Town finds the right manager but without DPW experience, consideration can be given to a part time Director, or possibly restructuring departments so that some other department head also is the PW Director. Combining Planning and Building is often done, so when you have a vacant planning position, you could recruit for planning, building and DPW people (ie Community Development or some other title). It might actually be easier to find someone with Planning and DPW experience than with Manager and DPW experience.

I know losing out on grant opportunities because of not having a PW Director is a big concern. I think both now and in the long run that it can be addressed. All it takes is a system of notifications that the Town and outside agencies understand. It's actually hard NOT to learn of grant opportunities these days because of all the notifications that come down from MTC, TAM and the County, along with other emailed notices. The Town just needs to ensure that these agencies have contact information, and that emails are monitored. For example, I received the notice about the latest cycle of Hazard Mitigation grant funds because they have me as the contact, since I'm managing the Pavilion project. I sent it off to you for deciding if the Women's Club or a major storm drain project (or other project identified in the Town's Hazard Mitigation Plan) are to be pursued. If so, I can complete the application, get the money and manage the project. It just takes someone like you or the Town Manager, in concert with staff) to find a worthy project, agendize actions and keep people informed. If there's no PW Director, I (or someone else) can easily outreach to TAM, MTC and the County and request that they contact me for all grant announcements, and that they assist the Town's staffing shortage by passing on anything remotely relevant to outside funding. This could be for other grants such as Air Quality grants, which may already pass through the Manager's office. I have already asked to be included in the Public Works Director's monthly agenda and minutes, as grants are often first announced here. If necessary, I could also attend. The County in particular, along with TAM, is very good at looking out for the local agencies, and my contacts there will be happy to keep Fairfax in mind.

As for me, I really enjoy working for the Town, and would love to continue, as it seems to have been a successful association so far. We have a lot of projects moving forward with some complete, and maximized a lot of grant opportunities. I consider myself more like a staff person than a hired gun. I'm always looking for ways for the Town to save, including my own time. I think the increased contract for my services (now \$50k/yr) can be restored to the prior amount (\$40k/yr) or less, if the Town finds the right Manager. If the Town decides on a full time PW director, that might end our professional relationship, but I'm always at the Town's service when needed."

COMMENTS FROM SEAN CONDRY, SAN ANSELMO PUBLIC WORKS DIRECTOR:

Hi Judy:

Over the last year between bridge funds and a new Safe Routes to School Grant I have obtained approximately \$11 million and \$620k, respectively. I have also finalized many projects that had grant funding or other sources of funds that the Town could lose if the project were not completed. This summer alone the Town has completed approximately \$2 million in projects which is 2-3 times a normal summer because of incomplete projects or projects left on the table. Another thing to take into account is that it is important to spend funds on projects when you get it because inflation will decrease what you can do in the long run.

I have also been able to have many joint projects with utilities by being proactive. Recently there was an MMWD project that was going to repave only a third of a road but by taking over the project I was able to have the MMWD funds pay for half of the entire repavement project.

A public works director should be able to see funding opportunities, joint ventures, and understand the way things work in their town better than a consultant who is really only tasked with specific projects and does not get the bigger picture (and probably does not care as much or have as much vested in the Town). By putting all the various pieces together and seeing the bigger picture more can get done for less money and opportunities not lost due to inaction. I am looking at hiring a full time engineer as opposed to consultants for exactly the same reasons.

I hope my 2 cents helps?

Sean

Sean Condry, P.E.
Public Works and Building Director
Town of San Anselmo, Public Works
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