



# The Town of Colma

*invites your interest  
in the position of*

**City Manager**



*recruitment services provided by Ralph Andersen & Associates*

# Career Opportunity

Nestled at the northern end of the Peninsula in the San Francisco Bay Area is the small community of Colma. The City Council is seeking candidates for the City Manager position who recognize the history and unique character of the Town and will guide the policymakers in maintaining the quality of life that residents value and cherish. The ideal candidate will be an outgoing and engaging individual who enjoys people and public service combined with being comfortable with the high level of citizen participation inherent in this “small town” community.

This is a community where residents value a common sense of civic purpose and support a positive, open relationship with each other and their Town government.

This is an attractive career opportunity in local government for someone who understands the benefits of having a thriving commercial and retail environment as a means to deliver community services and public safety to residents. The City Council values California experience and welcomes interest from department heads, assistant/deputy city managers and others with the ability to provide strategic leadership.

In 2024, the Town of Colma will celebrate its 100th anniversary since incorporating.

## The History of Colma

The community of Colma was formed in the 1800s as a collection of homes and small businesses along El Camino Real and the adjacent railroad line. Several churches, including Holy Angels Catholic Church, were founded in these early years. The community created its own fire district, which serves the unincorporated area of Colma north of the Town limits, as well as the area that became a Town in 1924. Colma became the location of a large number of cemeteries when San Francisco, its powerful neighbor to the north, passed an ordinance in 1900 outlawing the construction of any more cemeteries in the city (mainly because of increased property values making the cost of using land for cemeteries prohibitive), and then passed another ordinance in 1912 evicting most existing cemeteries from city limits.

## Colma Today

Today, the population in Colma is 1,506 based on Department of Finance estimates for 2017. The Town covers only 2.2 square miles. The overall activity and traffic levels resemble a much larger community in terms of visitors, shoppers and commuters. Daily visitors often exceed 20,000.

The community has excellent freeway access and is also served by the BART System. The Colma Station is served by the Pittsburg/Bay Point–SFO/Millbrae and Richmond–Millbrae lines. Residents are proud of having their own police department. The Police Chief is supported by an active department (19 sworn staff; 6.2 non-sworn) providing three shifts that serve the community and also offer mutual aid to its neighbors. Other services provided by the Town include recreation, public works, maintenance, planning and economic development. Staffing is comprised of both in-house and various service providers/contractors. Total combined staff is 44.3 FTEs. For Fiscal Year 2017/18, total expenditures for all funds are at \$31.13 million, comprised of \$15.33 million in Operating Expenditures and \$15.80 million in Capital Improvement Projects. The Town has a surplus of revenue over operating expenditures of about \$1.6 million this year. Current reserves for the Town are \$22M.

Today and since the 1980s, Colma has expanded its economic base and become more diversified, with a variety of retail businesses and automobile dealerships, which have brought more sales tax revenue to the Town government. There are 17 cemeteries; 10 auto dealerships, representing 15 automobile brands; and a vibrant and active cardroom (Lucky Chances) that employs more than 600 individuals. Major retail stores include: Target (Serra Center), Kohls, Office Depot, Pier 1 Imports, Beverages and More (BevMo!), Home Depot and a Home Depot Pro as well as the 280 Metro Center. CarMax has recently chosen the Town of Colma as one of its locations as has Black Bear Diner. The fiscal stability and outlook for the future is strong. Current reserves demonstrate the overall health of the organization with continued emphasis on sales tax and conservative fiscal practices of the Town’s leadership. Maintaining this strong sales tax base continues to be important to both the City Council and the residents, especially in light of the most recent economic downturn.



**“It’s great to be alive in Colma”**

Residents continue to celebrate many community events throughout the year that are extremely well attended. Events include Family Field Day & BBQ, Town Picnic and Colma Game Night as well as many other activities supporting youth and the active senior population. Town-sponsored events reflect a close-knit community and the type of interaction, visibility and civic engagement that residents and the City Council will expect of the new City Manager.

Candidates should be aware that housing and rental stock in Town are scarce and infrequently available. As a result, the majority of the Town's staff commute to work and do not live in Town. The City Manager will not be expected to live in Colma. With that said, the City Council wants the new manager to enjoy and embrace the opportunity to have a good work-life balance and as a result, will be concerned about commute time and distance from the office in the selection process.

## Government Structure

Colma is a general law city and the City Council is the governing body of the Town. The focus of the City Council has consistently been to preserve and enhance the character unique to the Town of Colma and promote the community as "business friendly." Municipal Elections are held in November of even-numbered years. The Mayor and Vice Mayor are elected by the Council for one year terms each December. Council Meetings are held the second and fourth Wednesday of each month at 7:00 p.m. in the Colma Community Center on Hillside Boulevard.

## The Ideal Candidate

The City Council seeks a professional who enjoys public service and embraces the high level of citizen participation inherent in this "small town" community. The ideal candidate will have a strong service orientation combined with a desire to lead an organization dedicated to providing residents with the highest level of assistance and customer service. It goes without saying, that communication is key with the City Council as the governing body.

The top candidate will be an effective, honest and forthright communicator skilled at facilitating open discussions, supporting debate on important issues and addressing, through the City Council, the best common interests of the community. Additionally, the top candidate will have the ability to assess and evaluate the use of periodic contractual and outsourced staffing arrangements or other alternatives for potential cost savings.

***The ideal candidate will also have personal attributes and qualities that include:***

- Genuine interest in serving the community with an enthusiasm for public service;
- Commitment to inspire and mentor staff;
- Leadership ability to set goals and objectives and be able to motivate others to contribute effectively to their timely achievement and successful performance;
- Strong understanding of municipal budget and finance combined with a business approach to sustain and enhance economic development opportunities;
- Ability to anticipate and deal with a wide-array of operational needs;

- Commitment to promoting good government and transparency in all dealings with staff, elected officials, and the general public;
- A warm and approachable personal style grounded in humility and respect for others with an engaging leadership style;
- Flexible, creative and able to find common ground to develop solutions;
- Strategic thinker and skilled in presenting all viable options and alternatives for the City Council's consideration with full disclosure of pros/cons without bias;
- Strong project management skills, ability to effectively delegate and manage outcome through to successful completion with both internal staff and consultants;
- An interest in dealing with intergovernmental agencies and neighboring communities on issues that impact the Town;
- Experience with policy implementation as set by the City Council; and
- Incorporate best practices in local government.

## Challenges & Opportunities

The City Manager will undertake a leadership role in advising the City Council on a wide variety of projects including the following:

- Town Hall remodel and update;
- Hillside Boulevard beautification and renovation;
- On-going economic development initiatives and actively pursuing viable opportunities that generate potential revenue;
- Active involvement with business community and civic organizations;
- Involvement and oversight of various public works related issues;
- Development of improved technology (i.e., GIS System for utilities) as well as notification enhancements to citizens;
- Maintenance of healthy fiscal reserves and enhance financial reporting;
- Evaluation of staffing and other areas for cost saving; and
- Continued enhancement of intergovernmental relationships with local agencies and boards.





## Qualifying Experience & Education

**Experience** – This position requires experience in a management capacity preferably in a small-to-medium municipal organization or as a department director with a larger agency. Skills as a local government generalist would be well utilized in this position. **All qualified candidates with California experience are strongly encouraged to submit career credentials for consideration.** Qualified local government professionals within a commutable distance are highly encouraged to consider this opportunity. The City Council will also seriously consider all individuals if leadership, personal attributes and career history are a match with the Town's. All resumes will be reviewed by a Sub-Committee of the City Council and the short-list of applicants will interview with the full Council.

**Education** – A Bachelor's degree is required. A Master's degree may be considered a plus.

## Compensation & Benefits

The competitive salary (\$190,008 to \$230,952) will be dependent upon qualifications, experience, and overall fit with the Town of Colma. An at-will employment agreement will be negotiated with the selected candidate.

The Town offers a comprehensive executive benefit package including:

- **Retirement**
  - » **Classic Members:** CalPERS; 2% at 60 benefit formula. Employees contribute 7% of the employee-share.
  - » **New Members:** CalPERS; 2% at 62 benefit formula. Employees contribute 6.25% of the employee-share.
  - » The Town **does** participate in Social Security.
- **457 Plan** – Up to \$100 per month in matching.
- **Automobile** – Use of a pooled vehicle for daytime travel/meetings.
- **Medical** – Town offers 100% family medical insurance (CalPERS) and contributes 1.5% of base salary into a Retirement Health Savings plan for retiree medical costs.
- **Dental** – The Town pays for a family plan through Delta Dental.
- **Vacation / Sick Time / Holidays / Administrative Leave.**
- **Life Insurance.**

Further details on the benefit package are available through Ralph Andersen & Associates.

## To Be Considered

This is a **confidential recruitment** and will be handled accordingly throughout the various stages of the process. Candidates should be aware that references **will not** be contacted until mutual interest has been established. Candidates are encouraged to **apply prior to Monday, September 25, 2017 and interested applicants are invited to meet with the Search Consultant at the League of California Cities Conference in mid-September.** This recruitment is considered open until filled. **Electronic submittals are strongly preferred. Interested candidates should apply to Ralph Andersen & Associates via email at [apply@ralphandersen.com](mailto:apply@ralphandersen.com)**, and should include the following:

- Compelling cover letter;
- Comprehensive resume;
- Current Salary; and
- Professional references.

Ralph Andersen & Associates will work directly with a Sub-Committee of the City Council to conduct the initial evaluation of submitted materials to determine the best overall match with the established criteria as outlined in this recruitment profile. **Only the top tier of candidates will be invited to interview with the full City Council during early-to-mid October.** It is anticipated that the newly selected City Manager will join the Town of Colma in January 2018 or at a mutually agreeable date. The City Council desires a smooth transition with the new City Manager and every effort will be made to accommodate an orderly transition to the Town of Colma with the Interim City Manager (not a candidate for the position).

Confidential inquiries welcomed to Heather Renschler, Ralph Andersen & Associates, at (916) 630-4900.

## Recruitment Schedule

- Recruitment Opens: Wednesday, June 28, 2017
- Apply by: Monday, September 25, 2017
- Tentative Date Council Interviews: Early-to-Mid October
- Start Date: January 2018 (or as agreed)

