



TOWN OF FAIRFAX

STAFF REPORT

November 3, 2021

TO: Mayor and Town Council

FROM: Adam Politzer, Interim Town Manager

SUBJECT: Receive update on the Public Works Director recruitment, approve recruitment brochure and direct Staff to provide an update and recommendation on salary range at the December 1st Council meeting.

RECOMMENDATION

Approve Public Works Director recruitment brochure, and direct Staff to provide an update and recommendation on salary range at the December 1st Council meeting.

BACKGROUND

With action on April 7, 2021, based on its annual retreat at the Women's Club of March 26, 2021, the Council adopted goals for 2021 including the retention of a Director of Public Works in the absence of agreement on a shared services model with a neighboring jurisdiction. In adopting the Town's budget for FY21-22 on July 7, 2021, the Council appropriated funds for a full-time Director of Public Works employee, and funds for recruitment of same.

DISCUSSION

At its July 7, 2021 meeting, Council approved a Consultant Services Agreement with Ralph Andersen & Associates for recruitment services for the Public Works Director. The fixed fee for recruitment services is \$23,500 for that position.

At its October 20, 2021 meeting, Council received an update on the Town Manager recruitment and appointed Councilmembers Goddard and Cutrano to serve on an ad-hoc subcommittee to work with the Interim Town Manager, Interim Public Works Director, Town Clerk, and Heather Renschler with Ralph Andersen & Associates to prepare and review recruitment materials for the Public Works Director position.

The ad-hoc subcommittee has met twice (Tuesday October 26 and Thursday October 28, 2021) to review and finalize the recruitment brochure (attached). The ad-hoc subcommittee recommends that the Town Council review and approve the brochure and direct Heather Renschler to advertise the Public Works Director position as soon as feasible following Council approval of the brochure with the application period closing Monday, December 6, 2021.

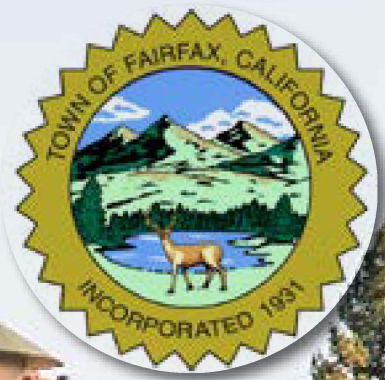
FISCAL IMPACT

The Committee is recommending that the Council review the salary range for the position of Public Works Director and consider modifying the salary range to reflect the current market. Staff will provide an update and recommendation on the salary range at the December 1st Council meeting.

ATTACHMENT

Proposed Public Works Director Recruitment Brochure

AGENDA ITEM #7



DRAFT

Town of Fairfax, California

invites your interest in the position of

Director of Public Works

DRAFT

A Unique Opportunity

An outstanding opportunity awaits a talented Director of Public Works in this small community in Marin County. The responsibilities of this position were previously addressed under the purview of the Town Manager. Now with significant upcoming capital projects and on-going maintenance needed, this position will be filled soon after the new Town Manager recruitment has been completed. In this newly re-activated position, the Director of Public Works will be expected to address a variety of interesting challenges encompassing a full range of public works (roads, bridges, pavement, flood control, parks, playgrounds, public buildings, decarbonization, maintenance, and repair), environmental, and capital improvement projects. The selected candidate will lead the capital project delivery process including scoping, scheduling, and budgeting; developing funding sources and grant writing; California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) compliance; resource agency permitting and compliance; and coordination with utility agencies and tribal representatives, the Federal Emergency Management Agency (FEMA), Marin Municipal Water District, Ross Valley Sanitary District, Pacific Gas & Electric Company (PG&E), American Telephone and Telegraph (AT&T), the Marin General Services Authority, the County of Marin, the Towns of San Anselmo and Ross, California Department of Transportation (CalTrans), the Transportation Authority of Marin (TAM), Marin Climate & Energy Partnership (MCEP), Marin Public Works Association (MPWA), the Marin County Stormwater Pollution Prevention Program (MCSTOPPP), and Marin Sanitary Service. Professionally, the selected candidate will lead a small team of maintenance workers in a stable, well-funded, and civic-oriented municipality complemented by outside contracting agreements including services provided by the Town's Consulting Engineer. The selected candidate will be a key member of the Town's senior management team, collaborating under the Town Manager's direction with the Office of the Town Attorney, Finance Director, Chief of Police, Director of Planning and Building, Town Clerk, Chief of the Ross Valley Fire Department, Parks and Recreation and Communication Managers, and several boards and commissions in addition to the Town Council. In addition, the selected candidate will collaborate with the Town's insurance pool and risk management consultants and will lead the Town's efforts at removal of barriers to accessibility in compliance with the Americans with Disabilities Act.

The Town of Fairfax and the immediate region will offer the newly selected Director of Public Works the best that the Bay Area has to offer in a professionally challenging position combined with an outstanding environment to live and enjoy life with incredible access to world-class cultural and sporting events, year-round recreational activities, superior educational institutions, and other amenities.

The Community

DRAFT

The Town of Fairfax is an environmentally-conscious community situated in the heart of central/west Marin County. Incorporated in 1931, Fairfax has a population of approximately 7,500 nestled on 2.2 sq. miles with vast open space, trees, and hillsides. Historic development patterns in Fairfax created a town with a distinct center, giving it a village-like feel, and providing public transit within walking and bicycling distance of most of the town's inhabitants.

The Town is very well known as a mountain/road biking and hiking mecca surrounded by open space, watershed lands, and a nature preserve. As the Country's birthplace of mountain biking, it also houses The Marin Museum of Bicycling. The Town's setting and Mediterranean climate encourages outdoor activities year-round. The location is ideally suited with many amenities, such as San Francisco a short distance away and Pt. Reyes National Seashore and the Coastal Range to the west. The Mt. Tamalpais watershed, state, and county parks are within and/or nearby.

The current town center creates a lively mixture of businesses and residences. The movie theater is the centerpiece of a vibrant nightlife with quality restaurants and many types of nightly live music. The blend of the Town's small businesses, quaint neighborhoods, and busy sidewalks, all contribute to the sense of uniqueness about Fairfax.

Fairfax is a special place, loved by residents as well as visitors.



Governing Structure and Municipal Overview

The Fairfax Town Council consists of five members, who are elected at large by Fairfax residents for four-year terms. Elections are held every two years, with three Council Members elected in one cycle and two in the alternate cycle. Annually, the five Council Members select a Mayor and Vice Mayor from their ranks.

The Town operates under a Town Council-Town Manager form of government. Under this form of government, the Town Council is the legislative body responsible for setting Town policy, including the adoption of ordinances and land use regulations, the adoption of the annual Town operating and capital budget. The Council appoints the Town Manager and the Town Attorney (contract with an outside firm), as well as members of Town commissions, boards, and advisory committees. The selection of the Town Manager is currently underway with final steps in the process culminating in December 2021.

The Town of Fairfax is financially stable and has been well managed over the years. The recently approved [*budget for FY2021-2022*](#) shows an Operating and Capital Budget of \$18.2 million which includes:

- \$11,600,000 for General Fund operations
- \$1,200,000 for debt service and other special funds
- \$5,400,000 for CIP projects

The Town of Fairfax has a longstanding position of financial stability and effective fiscal management. It has taken early steps to minimize pension liabilities by re-financing debt obligations, saving millions of dollars over several years. Also, adding to the overall fiscal health of the organization and internal policies, financial audits conducted by an outside CPA firm continue to demonstrate a well-run municipal organization and all audits to date have been deemed “clean” with no material events or notations. Reserves are strong and projected to be approximately 32% of operating expenses at the end of this fiscal year, a testament to the skills and commitment of The Town’s small but mighty staff in partnership with the Town Council.

DRAFT

Key Council Goals for FY 2021/2022

(not in priority order)

- Adopted updated Climate Action Plan (8/2021) and consider implementation of the top priorities
- Continue to support racial equity and social justice throughout the Town and continue work toward making the Town more inclusive
- Update the Housing Element and related General Plan elements with a robust public outreach and education process to inform the community of the policy challenges the Town will be facing (e.g., regional housing needs allocation)
- Determine allocation of Federal Rescue and potential Federal Infrastructure funds
- Begin the process and hire a Department of Public Works (DPW) Director
- Begin construction of Pavilion seismic retrofit project
- Continue to repair sidewalks downtown
- Establish Community Emergency Preparedness Committee
- Explore uses for outdoor public spaces downtown, including connecting the East and West sides of downtown
- Finalize and implement a Tree Maintenance Plan
- Continue pedestrian trail improvements
- Adopt a short-term rental ordinance



DRAFT

Department of Public Works

The Department of Public Works (DPW) has a FY 2021/22 annual operating budget of almost \$900,000 and approximately \$5.4 million in budgeted capital improvements. In addition to the Director, the Public Works Department is staffed with 4 FTEs further complemented by various consultants and contractors.

Position Overview and Responsibilities

Under the general direction of the Town Manager, the Director of Public Works will plan, schedule, and direct the work of the Department, which includes supervision and oversight of street repairs and improvements, permits, traffic control, pavement markings, parks and public landscaping, storm drains, street sweeping, building maintenance, and general engineering functions. Staffing is done through both in-house staff and outsourcing of consulting contracts primarily covering engineering, architecture, environmental permitting, specialized project management, construction management, construction inspection, and reporting associated with grants and disaster reimbursement projects. In-house maintenance staff of 4 is complemented by negotiated and bid contracts for public construction by engineering, building, and specialty contractors.

Position Overview and Responsibilities *continued*

Specific responsibilities of the Director of Public Works include:

- Prepares and presents public works related items and issues to the Town Council, Town Staff, other boards and commissions and the community in writing, with spoken and prepared slide presentations and with content development for the Town's web and social media presence;
- Plans and supervises the capital improvement program including street maintenance program, storm drain and disaster related repairs and all aspects of asset management for infrastructure and equipment;
- Periodically inspects streets and all public facilities for deficiencies, delivers corrective actions and establish priorities 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 Stormwater Pollution Prevention Program (MCSTOPPP) and compliance with the Town's permits;
- Manages the Town's Geographic Information Systems (GIS) program and participates in the collaborative MarinMap county-wide GIS program;
- Prepares plans and specifications for bidding in a transparent public process;
- Interacts with the Consulting Town Engineer (under contract) and/or supervises engineering functions;
- Provides complex and responsible administrative support to the Town Manager and senior management team;
- Prepares departmental budgets and closely monitors expenditures;
- Oversees personnel administration within the Department with assistance from and consistent with other management team members and Town policies; and
- Participates in code enforcement and in other activities.

Challenges and Opportunities

The next Director of Public Works will be tasked with the following challenges and opportunities including:

- Strong emphasis on upgrading the Town's infrastructure and delivering capital projects on time and on budget while at the same time handling of day-to-day operations of DPW. Funding for projects has already been included in this year's budget and will roll forward into subsequent years due to the extent of improvements needed. The Public Works Department manages a large portfolio of capital projects totaling \$5.4 million. Details on the Town's capital projects are outlined in a quarterly update on October 20, 2021 ([click here](#)).
- Lead the Town's efforts at decarbonization of buildings and vehicles as well as the Town's efforts to generate and store energy from solar installations to both provide for a reliable, mission-critical micro-grid infrastructure for Town and Ross Valley Fire Department operations and facilitate rainwater harvesting for irrigation use in conjunction with reclaimed water.
- Manage traffic and parking including pedestrian and bicycle safety and barriers to accessibility for persons with disabilities.
- DPW must continually innovate and take the lead executing solutions, as needed. The new Director of Public Works will lead a small department and contractors. Addressing the increasing demands for service delivery is an important ongoing expectation of the Director.
- For a municipal organization that relies so heavily on contracts to get its work accomplished there are opportunities to enhance staff capabilities in contract management through the full cycle of a public bid process.

DRAFT



Challenges and Opportunities *continued*

- The Director of Public Works often plays a pivotal leadership role in nurturing current relationships and coordinating resources, particularly with local agencies such as Marin Municipal Water District, CalTrans, Ross Valley Fire Department, Ross Valley Sanitary District, and PG&E (both related to emergency management and preparedness) for the benefit of the community and all stakeholders.
- Continue to work on improve the Town's street resurfacing and pavement improvement program in accordance with Metropolitan Transportation Commission (MTC's) guidelines.
- A variety of facility upgrades are ongoing and will be ongoing — some of which are federally-funded through FEMA/CalOES or CalTrans and require specialized skills to ensure that Town costs are reimbursed accurately.
- Monitor and address flood control and erosion issues.
- Address reclaimed water needs and usage.
- Assess ongoing needs for the Town's corporation yard and limited fleet of vehicles with an emphasis on decarbonization and transition of the fleet to all-electric without compromising utility when grid power is not available.
- Seize the opportunity to identify, secure, and obtain possible grant funding.

In summary, the new Public Works Director will enjoy working in a community that strongly supports innovative and best business practices with a keen interest on climate change, environmental factors, and sustainability.



DRAFT

The Ideal Candidate

The Town of Fairfax prides itself on a long history of civic involvement and a solution-oriented government. As such, specific traits and characteristics for the next Director of Public Works should be drawn from the following broad concepts:

- The next Director of Public Works must be an effective leader of the staff in the Department, encouraging collaboration and teamwork. The next Director will be tasked with maintaining and building a cohesive team culture where units work together seamlessly and build capacity.
- The successful candidate will be a proven leader with a proven track record of delivering projects and services in a timely and efficient manner. Transparency in reporting is expected.
- The Director will also be able to create an environment with a focus on performance measurement, continuous improvement, and value. The ties between dollars and results should be well developed and broadcast widely. The Director should be able to create a culture of openness to information and confidence in the Department's performance.
- Internally, the Director should provide clear and abundant communication up, down, and across the organization. Improved communication and transparency are key priorities of the Town's new administration.
- Externally and aside from technical knowledge, the next Director will need to be an effective communicator and relationship builder/maintainer with other organizations and neighboring jurisdictions.
- The next Director must advance and encourage innovative and creative ideas for the betterment of the Town.
- Be known for being straight-forward in communication style and be able to build and maintain trust with both elected officials, colleagues in other jurisdictions and organizations, and community members.



DRAFT

Experience and Education

Review of Qualifying Experience and Education: The new Town Manager will be actively involved with Ralph Andersen & Associates in the initial screening and evaluation of resumes to determine the appropriate match of professional experience and education.

- **Experience:** This position requires a minimum of three (3) years of experience in municipal engineering, public works, or in a related department. Experience in a public agency is preferred although 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. Specific experience in maintenance of streets, storm drains, public improvements, and general engineering and building construction is preferred.
- **Education:** A Bachelor's degree from an accredited college or university in civil engineering, public works, or related area is preferred.
- **License:** Registration as a professional engineer in the State of California is highly desirable.

Compensation

The annual salary range for this position is currently under review. The Town is in the process of reviewing all of its salaries to ensure that it remains competitive in the current marketplace. Candidates should also be aware that the Town of Fairfax offers CalPERS Retirement (2%@55-Classic Member; 2%@62-New Member). The Town does not participate in Social Security. Further details can be obtained through discussions with Ralph Andersen & Associates.



DRAFT

To Be Considered

Interested candidates may apply for this career opportunity by submitting a resume and compelling cover letter by **Monday, December 6, 2021**, to apply@ralphandersen.com. Candidates should be aware that the new Town Manager in collaboration with the with the Interim Town Manager, Adam Politzer, will collaborate and work together to select the new Director of Public Works. Anticipated start selection will ideally be made in late December 2021 or early January 2022.

This is a highly confidential search process. References will not be contacted until mutual interest has been established. Confidential inquiries are welcomed and should be directed to Ms. Heather Renschler, Ralph Andersen & Associates at (916) 630-4900. Alternatively, candidates may request or schedule a date/time for a discussion by emailing scheduling@ralphandersen.com.

The Town of Fairfax celebrates and strongly supports a vibrant and diverse workforce and encourages all highly qualified candidates to submit for consideration.

townoffairfax.org