

EL DORADO COUNTY CALIFORNIA
Chief Administrative Office

March 5, 2008

Memo To: Board of Supervisors

From: Laura S. Gill, Chief Administrative Officer

Subject: Issues Related to Recruitment of Facilities and Fleet Services Director
(Agenda Item # 25 for March 11, 2008 BOS Meeting)

At its February 26 meeting, the Board of Supervisors approved the appointment of George Sanders to serve as the Interim Director of General Services. During the discussion, the Board directed me to bring back a report and recommendation pertaining to the job description for the director of the new department formed from the reorganization of the General Services Department. In the course of reviewing the job description, I reviewed other aspects of the recruitment, such as the position profile to be used in the job announcement. This report includes the result of that review. Also provided in this report is a schedule that meets the goal of having a new Facilities and Fleet Services Director on board by Monday, July 7, 2008.

I recommend that the Board of Supervisors receive and file this report and provide direction as appropriate.

Job Description

I have reviewed the current job description for the General Services Director. Other than changing the name of the position, I have determined that the job description should remain as is. We made that determination after comparing the current job description with those of other counties and with the role that the successful applicant should have in the newly created organization.

Position Profile

The Human Resources division routinely develops a recruitment flyer for an advertised position vacancy. The flyer provides a profile of the vacant position, a synopsis of the job duties, a description of the County and the organization, and a synopsis of the pay and benefits. The position profile can then be used in screening applicants. I have attached the proposed profile for the new Facilities and Fleet Services Director position for your review and comment.

Advertising

We will advertise for the recruitment of the Director of Facilities and Fleet Services position in the following venues: California State Association of Counties (CSAC), Jobs Available, SacJobs.com, govjobs.com, the California League of Cities, the American Public Works association (APWA), and the Sacramento Bee.

Recruitment Schedule

With the reorganization of the General Services Department schedule to be completed by June 30, 2008, it is desirable to have the new Facilities and Fleet Services Director on board by Monday, July 7, 2008. The following chart provides a timeline to accomplish this goal:

Tasks	Completed by
Place advertisements in publications and web site	Tuesday, March 11
Accept applications (five weeks)	Friday, April 18
Screen applications; schedule oral boards	Tuesday, April 22
Hold oral boards; select finalists	Tuesday, May 6
Hold finalist interviews with Board of Supervisors	Tuesday, May 20
Extend offer	Tuesday, June 2

I remain available to answer any questions you may have concerning this report.

Attachments: Position Profile for Facilities and Fleet Services Director
Revised Job Description – Facilities and Fleet Services director

Position Profile

The Director of Facilities and Fleet Services is responsible for a full range of services related to the acquisition and maintenance of the County's facilities, parks, and fleet. In addition, the Director is responsible for the development and implementation of the County's capital improvements for buildings and parks. Facilitated by a staff of 55, the Department's responsibilities include the following:

- *Administration* (including public relations, fiscal, human resources, grant and contract management and payroll functions),
- *Maintenance Services*, including responsibility for parks and grounds maintenance, custodial services, fleet management, and cemeteries, as well as procurement and management of County leases.
- *Facilities Services*, including maintenance for County buildings and oversight of the annual Board approved work plan for facilities and parks development.
- *Parks*, including parks planning and grantsmaking, trails planning, and river management. (The Department of Transportation is responsible for trails design and construction.)

Appointed by the Board of Supervisors, the Director serves as a critical advisor to the Board, Chief Administrative Officer, and department heads. This position offers a unique and exciting opportunity for the right candidate who is looking for challenges in a team-oriented environment.

El Dorado County is seeking a skilled professional with a strong background in facilities engineering and planning, buildings and grounds maintenance, lease management, and parks development. The ideal candidate must be able to identify and analyze problems and implement strategies to resolve them, provide leadership and direction, quickly cultivate credibility in the organization and with the public, and communicate effectively (both verbally and in writing).

Critical challenges facing the Director include:

- Effectively providing a full range of facilities- and fleet-related services within the resources allocated in the annual budget.

- Establishing and maintaining collaborative relationships with departments in order to increase the effectiveness of the department's services while improving customer service.
- Creating a positive organizational culture that places a high value on public service and customer service.

The Ideal Candidate

The ideal candidate will have an extensive public works and managerial background in local government and possess a BA/BS degree. The County is seeking an individual who:

- Knows how to lead a cultural change within an organization.
- Possesses strong leadership skills and positively influence staff by serving as a role model, demonstrating a strong work ethic, high motivation, initiative and commitment to quality.
- Holds people accountable for their work and provides clear direction to staff.
- Has a strong customer service orientation and will take extra steps to achieve customer satisfaction whenever possible.
- Can lead and direct technical and maintenance staff to accomplish desired objectives in an inclusive manner.
- Will ensure effective infrastructure planning and maintenance and help drive the timely completion of the County's scheduled capital projects
- Is innovative, and a proactive, practical problem solver.
- Possesses outstanding communication skills and uncompromising integrity.
- Knows how to develop and administer operating and capital budgets, develop rates and fees, and develop long-range facilities and park plans.

DIRECTOR OF ~~GENERAL~~ FACILITIES AND FLEET SERVICES

Specification Created: June 1990
History Revised: June 1992
Revised: March 2008

Definition and Distinguishing Characteristics DEFINITION

Under general policy direction, plans, organizes, coordinates and directs the programs and activities of the County's ~~General~~ Facilities and Fleet Services Department; formulates departmental policies, goals and directives; provides expert professional assistance to County management staff on general services matters; performs related work as assigned.

DISTINGUISHING CHARACTERISTICS

This class has department level responsibility for overall policy development, program planning, fiscal management and operation of assigned divisions, including facilities engineering, administrative services, buildings and grounds maintenance, and real property management. The incumbent is responsible for developing and implementing department goals, objectives and work standards in addition to furthering County goals and objectives.

Examples of Job Duties

- Develops and directs the implementation of goals, objectives, work standards and departmental administrative policies and procedures; prepares and administers the department's budget.
- Plans, organizes, coordinates and directs, through subordinate supervisors, all ~~general~~ facilities and fleet services functions of the County.
- Works closely with the Chief Administrative Officer, Board of Supervisors, and other County departments and a variety of public and private organizations and contractors in developing programs and implementing projects to solve problems related to ~~general~~ facilities and fleet services issues and in generating support for additional revenue for ~~general services~~ facilities and fleet maintenance and improvements.
- Makes final interpretations of County regulations and codes and applicable laws and provides technical assistance to staff and commissions.
- Determines priorities, reviews staff work and directs the development of management systems to evaluate policies and operating procedures for overall effectiveness.
- Coordinates the formulation of long-range planning, including financial and capital improvement plans.

- Represents the County and the General Facilities and Fleet Services Department in meetings with public officials, other public agencies and civic groups in order to coordinate, develop and implement projects and programs.
- Directs the preparation of and personally prepares a variety of complex administrative and technical reports; directs the maintenance of departmental records.
- Monitors developments related to designated service area, evaluates their impact on County operations and implements policy and procedure improvements; monitors the safety program.
- Inspects current and proposed County facilities.

Knowledge

- Administrative principles and methods, including goal setting, program and budget development and implementation and employee relations.
- Principles and practices of general facilities and fleet services administration including facilities engineering, real property management, facilities and grounds maintenance.
- Engineering standards and legal guidelines for capital improvement projects.
- Applicable county, state and federal laws, guidelines and standards.
- Principles and practices of budget development and administration.
- Principles and practices of contract administration.
- Principles of business computer applications related to the work.

Skills

- Planning, organizing, administering and coordinating a variety of large and complex general facilities and fleet services programs and services.
- Planning, organizing, assigning, directing, reviewing and evaluating the work of assigned staff.
- Selecting, motivating and evaluating staff and providing for their training and professional development.
- Developing and implementing goals, objectives, policies, procedures, work standards and internal controls.
- Analyzing complex technical and administrative problems, evaluating alternative solutions and adopting effective courses of action.

- Preparing clear and concise reports, correspondence and other written materials.
- Establishing and maintaining cooperative working relationships with a variety of citizens, public and private organizations, boards and commissions, contractors and County staff.
- Exercising sound independent judgment within general policy guidelines.

Minimum Qualifications

Where college degrees and/or college course credits are required, degrees and college units must be obtained from an accredited college or university. Courses from non-accredited institutions will not be evaluated for this requirement.

Equivalent to graduation from a four-year college or university with major coursework in business administration, public administration, engineering or a related field, and four years of supervisory or managerial experience in a major ~~general~~ facilities and fleet services division setting, which has included program planning, development and administration.

NOTE: The above qualifications are a typically accepted way of obtaining the required knowledge and skills.

Other

Requirements Must possess a valid driver's license.