



CITY OF PACIFIC GROVE
300 Forest Avenue, Pacific Grove, California 93950

AGENDA REPORT

TO: Honorable Mayor and Members of the City Council

FROM: Dave Morgan, Principal, Ralph Andersen & Associates
Thomas Frutchey, City Manager

MEETING DATE: January 6, 2016

SJUBECT: Recruitment Brochure for City Manager

CEQA: Does not constitute a “Project” under California Environmental Quality Act (CEQA) Guidelines Section 15378.

RECOMMENDATION

Provide feedback and direction on the draft brochure for the recruitment of the City’s next City Manager.

DISCUSSION

Work on recruiting the City’s next City Manager is well underway. Interviews over the past week have provided Ralph Andersen & Associates with a trove of information to assist them in their efforts.

One tool in the recruitment effort is the brochure, which will be available online and mailed to potential candidates throughout California and other areas. Getting the text right is a key step. Dave Morgan has drafted the brochure’s text (Attachment 1) and desires feedback and approval from the Council before proceeding.

The final brochure will include graphics and photos, similar to the samples Council has seen (Attachment 2).

OPTIONS

1. Do nothing
2. Provide alternative direction.

FISCAL IMPACT

None. The fixed price contract for the recruitment effort has already been executed.

ATTACHMENTS

1. Draft brochure text
2. Sample brochure

RESPECTFULLY SUBMITTED:

Thomas Fruthey

Thomas Fruthey
City Manager

An Exceptional Career Opportunity!

The City of Pacific Grove is seeking qualified applicants to serve as City Manager of this beautiful historic beachside community in Monterey County.

The Community of Pacific Grove

Sharing borders with the Pacific Ocean, Monterey Bay, the Del Monte Forest, and the City of Monterey, Pacific Grove combines an unparalleled quality of life with an ambience of charm, grace, and beauty. Located on the very tip of the scenic, tree-shrouded Monterey Peninsula, Pacific Grove boasts a beautiful, fully accessible coastline. The community encompasses a total of less than three square miles, with more than 3.5 miles of beaches, rocky outcroppings, and shoreline parks. Primarily a residential community, Pacific Grove has a population of 15,522 and over 1,300 registered historic homes and other structures.

Founded in the 1870s as a Methodist summer retreat, Pacific Grove continues to bear the look and feel of yesteryear. The original retreat area remains with homes dating back to the late 1800s and early 1900s. Many of Pacific Grove's homes reflect a vintage style, diverse architecture, and individuality. Among the historic buildings in Pacific Grove are stately Victorian mansions, many of which have been converted into bed and breakfast inns. Annual special events showcase Pacific Grove's historic homes and inns, including the Victorian Home Tour and Christmas at the Inns. In addition, a variety of annual festivities—such as Good Old Days, the Butterfly Parade—celebrate the community's history.

Besides its scenic beauty and idyllic neighborhoods, Pacific Grove has five shopping districts including an eclectic downtown experience with small boutiques, gift shops, art galleries, antique stores, and restaurants. Other vibrant shopping areas are located throughout the community, including a Certified Farmer's Market offering local fare.

Often known as "Butterfly Town, USA," Pacific Grove is famous for sheltering over-wintering Monarch butterflies after traveling up to 2,000 miles from the north. Every October, thousands of brightly colored Monarchs arrive and are protected in a special microclimate of eucalyptus trees and Monterey pines until their eventual departure in March.

Point Pinos is the oldest continuously operating lighthouse on the west coast, as its beacon has flashed nightly since 1955 as a guide and warning to ships off the rocky California coast. The Hopkins Marine Station was founded in 1892 as the first marine laboratory on the west coast of North America, and faculty offer undergraduate and graduate courses in a variety of oceanic and marine sciences.

Lovers Point Park and beach, home of the annual Feast of Lanterns pageant and fireworks celebration, is a 4.4-acre landscaped community park used for picnicking, fishing, swimming, water sports, and surfing. Asilomar State Beach offers beach and coast trail walks past the Marine Reserve, a short boardwalk loop through the Natural Dune Preserve, and overnight room lodging and conference facilities.

Golfers have a unique opportunity to play a scenic 18-hole course at the oceanfront Pacific Grove Municipal Golf Links. Others may explore the city's award-winning Natural History Museum. Not only does Pacific Grove offer breathtaking views combined with a variety of

recreational and cultural activities, but the city provides excellent public safety services; the lowest crime rate of any city in Monterey County; and a small-town hospitality and friendliness in a place that locals call simply “P.G.”

The City Organization

Incorporated in 1889, Pacific Grove is a charter city and operates under the Council-Manager form of government. The seven-member City Council appoints a City Manager, City Attorney, and members of the city’s boards and commissions.

City amenities include a historic Carnegie public library, natural history museum, community center, youth center, senior center, an 18-hole golf course, cemetery, butterfly habitat preserve, shoreline recreation trails, and numerous parks. Departments within the city organization include City Manager’s Office (including the City Clerk and Human Resources), Finance, Library & Information Services, Community & Economic Development, Public Works, and Police. City Attorney services and Fire services are provided on contract, and golf course operations have recently been contracted.

The City of Pacific Grove made a commitment several years ago to restore the city to fiscal health, including rebuilding reserves. As of June 2013, reserves totaled approximately \$4.5 million, up from only \$800,000 five years earlier. Nearly two-thirds of general fund revenues (61%) come from three sources: property taxes, transient occupancy tax, and sales taxes. The city has an adopted 2015/16 general fund budget of \$18.7 million, and overall budget of \$36.3 million.

The budget allocates 106 full-time equivalent positions, providing the City Manager the full authority to fill with full- or part-time personnel.

The City Council has adopted the following strategic goals:

- Achieve significant and sustained economic development that achieves the appropriate community-friendly and tourist-friendly balance;
- Achieve long-term financial stability; increase revenue; adopt balanced budgets that include adequate reserves, as well as asset maintenance and replacement; resolve all CalPERS issues;
- Protect and enhance the city’s natural/physical environment and coastline, housing stock, and infrastructure;
- Develop a sustainable non-potable water delivery system and continue involvement on regional alternative water supply solutions;
- Protect and enhance public health and safety;
- Enhance the city’s governance and the public trust in city government by: making sound and consistent decisions; providing high quality services consistent with our financial resources; maintaining effective two-way communication with our citizens; and
- Operate in an open and ethical manner.

The organization focuses on operating in a cost-effective manner, yet retaining core values. To this end, the city is a leader in sharing services with other jurisdictions, public-private partnerships, outsourcing, and other innovations.

The City Council is highly educated and sophisticated and have a strong respect for the Council-Manager form of local government. The staff works together with a very collaborative team approach to assist the City Manager and City Council serve this special community. Together, the City Council works closely with the City Manager, with support and resources from City employees and the involvement of the Pacific Grove community.

Opportunities and Challenges

Community Character – Maintain the historic small town coastal community charm that respects the City's beachside setting with consideration of scenic views and appropriately scaled development. Promote a community that fosters neighborhood friendly ambience and encourages the prosperity of local businesses and appropriate scale visitor services.

Infrastructure for the Future - this topic includes the Local Water Project, plus street, sidewalk, and sewer maintenance. Also dealing with environmental challenges of storm water runoff management and the protection of the coastline. Working at a regional level to achieve long term water supply is a critical issue.

Financial Sustainability - Six years of cost reduction measures and new service delivery options have helped the City build reserves but further efforts will continue to be a priority into the future. CalPERS is a major expense and large costs for storm water management are projected. The City is also considering revenue measures to help ensure financial stability in the future.

Development Options - A number of significant economic development options are currently being evaluated. These include possible hotel development and the residential reuse of current underperforming properties. Great care must be given to ensure quality outcomes.

Management Style and Personality Traits

The City of Pacific Grove is a complex highly engaged community that has achieved notable results over the past several years due to a committed and involved City Council and a professional and competent City staff. The City of Pacific Grove is looking for a candidate that will thrive in this environment and provide effective leadership to the organization.

- The new City Manager should have high ethical standards and integrity, and serve as a role model for the rest of the City organization.
- The successful candidate will be a proven leader with a passion for public service and an ability to work with the City Council to help achieve the goals of the community.
- The successful candidate will have strong budget and financial management skills in order to maintain and improve upon the City's financial condition.
- The new City Manager will need to be a hands-on leader, who engages directly to solve some of the challenges the community faces. This person should have strong

communication, organizational and time management skills, and be able to manage multiple projects and priorities.

- The selected candidate should have the ability to work closely with other governmental agencies and regulatory bodies such as the California Coastal Commission, regional planning agencies and water bodies to resolve complex problems.
- A record of strong commitment to customer service will be important.
- The successful candidate will have the ability to work with a variety of neighborhood and business interests in order to address community issues.
- The new City Manager must thrive in a community where actively involved interests regularly challenge the policies and decisions made by City officials.
- The individual must be someone who can establish trust quickly with a diversity of people and groups.
- The new City Manager will be an individual with a proven track record of achievement including developing creative problem solutions.
- Someone who is willing to mentor and develop staff, someone who is hands on but doesn't micromanage, someone who believes every function is as important as every other.
- The person must be willing to get out into the community to listen and create good will, but doesn't usurp or compete with the Council's stature and role.

Education and Experience

Candidates should have a bachelor's degree from an accredited college or university. A master's degree in public or business administration is desirable.

Hands on experience as a city manager, assistant city manager or department head in a community of similar size and complexity to Pacific Grove is highly desirable. Private sector experience and knowledge of planning and community development is a plus.

Critical skills and experience include a strong budget and finance background, experience working in a California coastal community, and the ability to communicate clearly and concisely both orally and in written form.

The City Council is seeking a candidate who is willing to make a long term commitment to the community for a period of at least five years.

Compensation

The salary for this position will be competitive. It will be established by the City Council and be dependent upon the qualifications and experience of the selected candidate. In addition, the City provides the following benefits:

- "Classic" CalPERS members receive the 2% at age 55 retirement formula, based on highest year, with 8.43% PERS contribution paid by employee.

- “New” CalPERS members receive 2% at 62 retirement formula, based on final three years, with 50% of normal cost paid by employee.
- Other Benefits----Management compensation, automobile allowance, and other standard benefits. Details are available from the City’s Human Resources Department. Non-standard benefits include a stunning view of Monterey Bay outside your office window, the ability to walk to work, the startling realization that people are applauding as you pass by in the Butterfly Parade and the Parade of Lights, and the many other joys stemming from the opportunity to be an important contributor in a small community that is a desired place to live.

How to Apply

This recruitment will be handled with strict confidentiality. References will not be contacted until mutual interest has been established. This recruitment closes on February 20, 2016. Review and evaluation of candidates will be done upon receipt of completed materials. Electronic submittals are strongly preferred and should include the following:

- Cover letter;
- Comprehensive resume;
- Salary history; and
- Five professional references.

Electronic submittals should be sent via email to: apply@ralphandersen.com

Top candidates may be asked to complete a supplemental questionnaire to elaborate on areas of expertise and demonstrate their ability to communicate effectively.

Confidential inquiries are welcomed to Dave Morgan at (916) 630-4900.



Agenda No. 12C, Attachment 2
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 *Solana Beach*
CALIFORNIA

Invites your interest
in the position of

City Manager

Recruitment Services Provided by Ralph Andersen & Associates

Career Opportunity of a Lifetime!

The City of Solana Beach is seeking qualified applicants to serve as City Manager of this lovely beachside community in dynamic northern San Diego County.

The City of Solana Beach

Solana Beach, California is located in San Diego County just 21 miles north of downtown San Diego. The City has a population of 13,000 residents and encompasses 3.4 square miles. Included within the City boundaries are 1.7 miles of scenic coastline, which include four major beachside parks. Solana Beach has opportunities for a wide variety of recreational activities, including world renowned surfing, fishing, snorkeling, scuba diving, swimming, jogging and walking.

Solana Beach maintains a lovely small town atmosphere with a mix of retail, light industrial and service providers. The community has a strong tax base and is home to many high tech businesses, professionals and artisans. The City has a wide variety of housing options, including a full range of single family homes, condominiums and rental units.

The City has a vibrant downtown business district that demonstrates the community's support for sustainability, walkability and public art. In order to enhance the City's sense of community and better integrate neighborhoods and the City's business district, all of the city's railroad tracks were placed below grade in a multi-million dollar project in 1999. Improvements included a distinctive modern train station that is served by Amtrak and the "Coaster" commuter train, and the award winning Coastal Rail Trail. Adjacent to the train station is the three block Cedros Avenue Design District which offers more than 85 distinctive shops, galleries, restaurants and boutiques. The Cedros Design District is also the home to a number of renowned architects, builders, designers and interior decorators.

Solana Beach is served by excellent public schools, including two elementary schools and one middle school within the City limits. High school students are served by several well regarded public high schools, including Torey Pines High School, Canyon Crest High School, San Dieguito High School or La Costa Canyon High School. There are also several high quality private schools within Solana Beach.

The City Government

Incorporated in 1986, Solana Beach is a California general law city that operates under the Council-Manager form of government. The City Council is composed of five members who are elected to staggered four year terms

of office. The Mayor and Deputy Mayor are selected by the Council each year to serve one year terms. Agenda Notice Attached General Election Page 2 of 4 Council elections are held in even years in conjunction with State-wide general elections. The November 2014 election was not held since only two candidates submitted nomination papers for the two open seats.

Solana Beach is an engaged community with vibrant public participation. The City Council is served by several citizen advisory bodies. These include the Budget and Finance Commission, Public Safety Commission, Parks and Recreation Committee, Public Arts Commission, and the View Assessment Committee. The City does not have a planning commission; the City Council serves in this role.

The City Council appoints two positions: the City Manager and the City Attorney. The City Manager serves as the chief executive officer of the City and is responsible to the Council for the proper administration of all city affairs and the implementation of all policies established by the City Council. All department heads are appointed by the City Manager. The City Attorney serves as the Council's chief legal advisor, as well as providing day to day legal advice to all departments of the City.

The City of Solana Beach is in excellent shape financially. The City has a general fund budget of \$15.4 million and a total operating budget of \$26.6 million. Undesignated General Fund reserves at the end of fiscal year 2014 totaled \$3.63 million.

The City workforce totals 57 full-time and 11 part-time FTE's within the departments of Administration and Support Services, Community Development, Marine Safety, Fire, Public Works, and Community Services. Law enforcement and animal control services are provided through a contract with San Diego County. Management of the Fire Department is provided through a Shared Management Services Agreement with the cities of Del Mar and Encinitas.

This opportunity has been created by the retirement at the end of 2014 of David Ott, who served as City Manager - Public Safety Director of Solana Beach since 2006. Mr. Ott is currently serving as Interim City Manager until a replacement is selected.

The City Manager's Office

The City of Solana Beach is a lean organization in which the City Manager has a wide range of responsibilities. In addition to providing overall administrative leadership to the organization, the City Manager's Office directly supervises the Redevelopment Successor Agency, Finance, Human Resources, Information Technology, Environmental Sustainability, Budget





Solana Beach is a beautiful seaside city with a wonderful small town feeling. There is strong support to protect the environment, and to promote an outdoor lifestyle and a walkable community.

and Administration, Cable Television Administration, Legislative Analysis, Recreation Programs, Park Development, Special Event Coordination, Special Projects, Capital Improvement Administration, Grants, Shoreline Policies, and Public Art Program.

The City Manager's Office also oversees Public Safety functions, which include the Fire Department and Marine Safety.

Opportunities and Challenges

Some of the top strategic focus areas and goals for the City are:

Community Character – Maintain the small town coastal community charm that respects the City's beachside setting with consideration of scenic views and appropriate scale development. Promote an outdoor lifestyle and walkable community that fosters a neighborhood friendly ambience and encourages the prosperity of local businesses and appropriate scale visitor services.

Environmental Sustainability – Reduce the city's environmental footprint and develop a long-term environmental sustainability plan for the community. Reduce waste and reliance on single occupancy vehicles, conserve resources, and promote sustainable building practices to create a positive community image and ensure a viable future for Solana Beach and its residents.

Fiscal Sustainability – Maintain a balanced operating budget and healthy capital improvement plan while providing outstanding customer service levels that maintain community character to the highest degree possible. Maintain and enhance long term financial planning efforts to ensure the City continues to operate efficiently while planning for the long term maintenance and capital needs of the community.

Organizational Effectiveness – Provide outstanding service and infrastructure maintenance that meets or exceeds the expectations of the community. Promote a culture of learning and communication that ensures the community is well informed while providing a high level of transparency and confidence in local government.

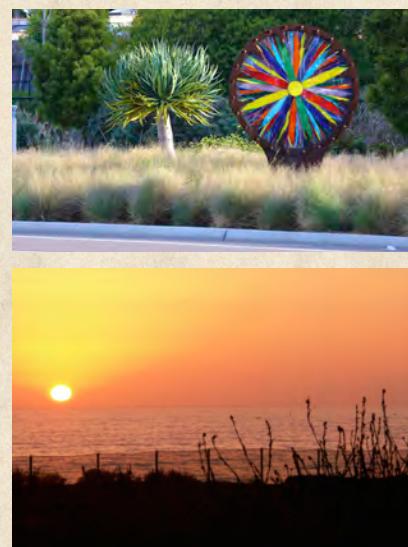
Solana Beach is currently conducting a comprehensive update of the General Plan. The City Council recently approved and adopted revisions to the General Plan Housing Element, Land Use Element, and Circulation Element. The City is also currently working on its Local Implementation Plan as part of the Local Coastal Land Use Plan that was adopted in 2013 and amended in 2014. Other priorities for Solana Beach include a program

for beach sand replenishment for recreation and protection of the shoreline coastal bluffs, an update to the View Assessment Ordinance, creation of a toolkit for the Development Review process, development of a Climate Action Plan, and a variety of capital improvement projects. The City is also partnering with the North County Transit District on a Request for Proposals for the development of a mixed use project located on the North County Transit District property, adjacent to the iconic train station.

Management Style and Personality Traits

The City of Solana Beach is a dynamic community that has achieved notable results over the past several years due to a committed and involved City Council and a professional and competent City staff. The City of Solana Beach is looking for a candidate that will thrive in this environment and provide effective leadership to the organization.

- The successful candidate will be a proven leader with a passion for public service and an ability to work with the City Council to help achieve the goals of the community.
- The ideal candidate must be professional and non-political, who fully understands that the role of a successful manager is to implement Council policy direction and stay out of the limelight.





The successful candidate will be a good communicator who has the ability to work with a variety of neighborhood and business interests to address complex community issues.

- The successful candidate will have strong budget and financial management skills in order to maintain and improve upon the City's excellent financial condition.
- The new City Manager will need to be a hands-on leader, who engages directly to solve some of the challenges the community faces. This person should have strong communication, organizational and time management skills, and be able to manage multiple projects and priorities.
- The selected candidate should have the ability to work closely with other governmental agencies and regulatory bodies such as the California Coastal Commission, US Army Corps of Engineers, 22nd District Agricultural Association (Del Mar Fairgrounds), regional planning agencies and transportation bodies to resolve complex problems and secure outside funding for major community capital projects.
- The successful candidate will have the ability to work with a variety of neighborhood and business interests in order to address community issues. While serving in this facilitation role, he/she will also respect the role of the Council to ultimately make the important decisions for the community.
- The new City Manager should have high ethical standards and integrity, and serve as a role model for the rest of the City organization.

Education and Experience

Candidates should have a bachelor's degree from an accredited college or university. A master's degree in public or business administration is desirable. Hands on experience as a city manager, assistant city manager or department head in a community of similar size and complexity to Solana Beach is highly desirable.

Desirable skills and experience include strong budget and finance skills, experience working in a California coastal community, and the ability to communicate clearly and concisely both orally and in written form.

The City Council is seeking a candidate who is willing to make a long term commitment to the community for a period of at least five years.

Compensation

The salary for this position will be competitive. It will be established by the City Council and be dependent upon the qualifications and experience of the selected candidate. In addition, the City provides the following benefits:

Retirement – 2% @ 60 (classic member), CalPERS retirement with 8% employee contribution. If not in the CalPERS retirement system 2% @ 62.

Vacation – 20 days annually.

Administrative Leave – 80 hours annually.

Sick Leave – 95.94 hours per year.

Holidays – The city presently recognizes 10 regular holidays annually, plus three floating holidays.

Insurance (Cafeteria Plan) – City provides a comprehensive benefit package including employee medical, dental, vision, and long-term disability. Medical insurance coverage plans are provided through CalPERS, and the city currently provides \$1,015 per month.

Life Insurance – Value equal to annual base salary.

Due to the price of housing in Solana Beach, the City Council understands that the successful candidate may choose to live outside the community.

How to Apply

This recruitment will be handled with strict confidentiality. References will not be contacted until mutual interest has been established. This recruitment closes on February 20, 2015. Review and evaluation of candidates will be done upon receipt of completed materials. Electronic submittals are strongly preferred and should include the following:

- Cover letter;
- Comprehensive resume;
- Salary history; and
- Five professional references.

Electronic submittals should be sent via email to:
apply@ralphandersen.com

Top candidates may be asked to complete a supplemental questionnaire to elaborate on areas of expertise and demonstrate their ability to communicate effectively.

Confidential inquiries are welcomed to Dave Morgan or Jim Armstrong at 916-630-4900