



COUNTY OF MARIN

Recruiting for Two Positions in the Department of Public Works

Assistant Director of Public Works

Engineering

- and -

Business Services



The mission of the Marin County Department of Public Works is to provide the community with quality services, maintain and improve public infrastructures and facilities, and support the preservation of Marin's unsurpassed beauty.



Exciting Career Opportunities to join a Dynamic Team!

As part the recent selection of a new Director of Public Works and the subsequent organizational restructuring, new opportunities have been created at the executive level to join this dynamic team. Moving forward under the leadership of Director of Public Works, Rosemarie Gaglione, PE, this more results-driven structure has created four Assistant Directors positions. With one position filled, two of the three remaining positions will be recruited currently with the third to follow shortly, allowing for the utmost flexibility in final selection. This staffing model addresses both the technical side of public works and the business side, allowing for a more effective and efficient delivery of diverse services. This statewide and national search effort seeks to attract highly experienced public works professionals wishing to join a robust and high-performance organization. Services provided range from facilities, flood control, infrastructure improvements, capital projects, and roads to climate action mitigation plan and coastal issues dealing with sea level rise.

At the core of Marin County, across all departments, is the need to be inclusive, innovative, and to welcome a culture of openness, transparency, and ethical leadership. Teamwork and collaboration are also of vital importance in this new organizational structure. These highly regarded qualities also build the foundation for more frequent and meaningful dialogue with external stakeholders as well as operational units and other departments on a county-wide basis. Top candidates for both positions will be comfortable addressing challenging issues that require problem-solving, resolution, and compromise to move the Public Works Department forward.

To learn more go to: Department of Public Works (www.marincounty.org/depts/pw) and [FY2020-21 County Budget](#).

Live, Work, and Enjoy the Outdoors in Picturesque Marin County



Marin County, located in the hills northwest of San Francisco across the Golden Gate Bridge, is a beautiful, temperate refuge from the more urbanized areas of the Bay Area. With a total population of about 260,000, Marin County residents enjoy a high quality of life in one of the most spectacular metropolitan areas of the world. Marin County has a diversified economic base, including a mix of insurance, medical, pharmaceutical, technology, financial, and retail employers. George Lucas' Skywalker Ranch is also located in Marin County as well as a few subsidiaries of Lucasfilm.

Outdoor activities are plentiful with access to the bay, the ocean, hiking or biking trails, vineyards in Napa and Sonoma, wildlife viewing, agritourism, and the Muir Woods National Monument. The Marin County Civic Center is a complete campus designed by Frank Lloyd Wright, "the greatest American Architect of all time."





County Government

Marin County is a General Law County. The County is governed by five members of the Board of Supervisors, each of whom represents one of the five voting districts of the County. The County employs over 2,200 employees in 22 agencies. The Board's priorities for the future include (1) investing in County infrastructure, (2) preserving affordable housing and housing first, (3) addressing climate change, (4) improving disaster preparedness, and (5) prioritizing racial equity. The total budget for all funds is \$620 million.

Eleven incorporated cities and towns are located within Marin County, including the county seat of San Rafael. The central and most visible location of Marin County government is the Marin County Civic Center in San Rafael, which was designed by Frank Lloyd Wright and is on the National Register of Historic Places.

This diverse organization strives to uphold a set of core values: respect, trust, integrity, diversity, equality, excellence, accountability, innovation, and collaboration. These values help to maintain and enhance public trust and help achieve high quality service outcomes. The County is committed to being a well-managed organization that relies on the talents of its workforce to succeed.

Important for candidates to know, Marin County is a high-performance organization and has embarked on a new organizational performance management program designed to foster a culture of continuous improvement and learning. This innovative approach ("Marin Compass") is a county-wide effort to align all county departments to at least one of three county strategies:

*Healthy
Communities*

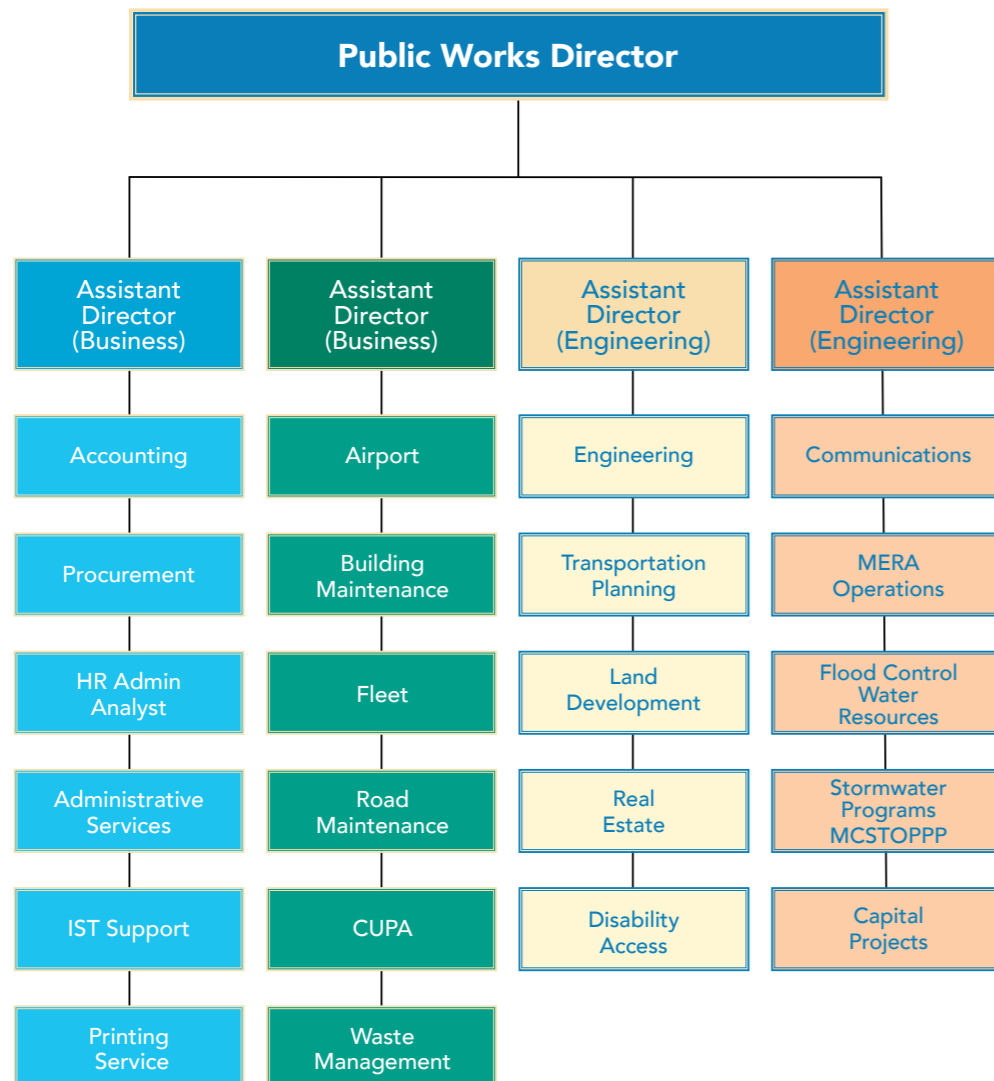
*Safe
Communities*

*Sustainable
Communities*

Department of Public Works

The Department of Public Works administers a variety of programs including capital improvement, disability access, and engineering projects; maintenance of county roads and buildings, communications facilities, and vehicles; flood control, watershed planning, land development, and permitting; as well as general service functions such as accounting and administration. Due to the topography of the region, flood control is of critical importance and the Director is often involved in the multiple flood control districts that exist county-wide. Additionally, the Department also provides the county-wide purchasing function.

The proposed expenditure budget for FY 2020-21 is \$64,166,080 which exceeds the revenue received or generated from all sources requiring a Net County Cost/Use of Fund Balance of \$22,701,010. Staffing for full-time equivalents of nearly 255 staff per detailed table below.



Oversight and Responsibilities of the Assistant Director (Engineering)

This at-will, executive level classification provides administrative oversight and policy direction to specified divisions of the Department of Public Works. The work requires initiative, considerable independence of judgment, and the ability to make independent decisions within broad policies and procedures. This position reports directly to the Director of Public Works.

This position is distinguished from the Assistant Director of Public Works (Business Services) by its oversight of engineering units and requiring registration as a Professional Engineer (CA License required).



Examples of the Key Responsibilities:

- Develop and implement divisional goals, objectives, policies, procedures, and work standards; determine priorities and resource requirements; plan, coordinate, direct and report on efforts to attain established goals and objectives.
- Plan, organize, coordinate, review and evaluate day-to-day activities of assigned divisions directly or through other staff.
- Plan and direct the selection, professional development, vision, review, and evaluation of employees.
- Assist in identifying long-and short-range public works requirements.
- Analyze and evaluate the effectiveness of program and service delivery and recommend improvements to ensure maximum service provision within such resources.
- Coordinate assigned division activities with those of other divisions, County departments, and other agencies.
- Assist in the preparation and administration of multiple division budgets.
- Direct the preparation and administration of various professional services, construction, maintenance, and related contracts in assigned areas of responsibility.
- Make presentations regarding division plans and programs at public meetings, administrative hearings, and related functions.
- Monitor and interpret changes in laws and regulations related to assigned divisional activities and functions, evaluate their impact upon division activities, and provide for the development and implementation of required policy or operational modifications.
- Direct the conduct of a variety of analytical and feasibility studies; review reports of findings and make recommendations to the Director of Public Works regarding appropriate courses of action.
- Direct the maintenance of accurate records and files.

Oversight and Responsibilities of the Assistant Director (Business Services)

This at-will, executive level classification provides administrative oversight and policy direction to specified divisions of the Department of Public Works. The work requires initiative, considerable independence of judgment, and the ability to make independent decisions within broad policies and procedures. This position reports directly to the Director of Public Works.

Examples of the Key Responsibilities:

- Develop and implement divisional goals, objectives, policies, procedures, and work standards; determine priorities and resource requirements; and plan, coordinate, direct and report on efforts to attain established goals and objectives.
- Plan, organize, coordinate, review and evaluate day-to-day activities of assigned divisions directly or through other staff.
- Plan and direct the selection, professional development, vision, review, and evaluation of employees.
- Coordinate assigned division activities with those of other divisions, County departments and other agencies.
- Participate in developing and implementing department-wide goals, objectives, policies, and procedures.
- Assist in the preparation and administration of multiple division budgets.
- Direct the preparation and administration of various professional services, construction, maintenance, and related contracts in assigned areas of responsibility.
- Make presentations regarding division plans and programs at public meetings.
- Monitor and interpret changes in laws and regulations related to assigned divisional activities and functions, evaluate their impact upon division activities, and provide for the development and implementation of required policy or operational modifications.
- Direct the conduct of a variety of analytical and feasibility studies; review reports of findings and make recommendations to the Director of Public Works regarding appropriate courses of action.
- Direct the maintenance of accurate records and files.

Administrative Services

- Conduct the full range of complex analyses related to budget development; prepare the department budget; monitor and evaluate program and division budgets and related budget change proposals; and direct budgetary and fiscal control programs.
- In collaboration with the Director of Public Works, coordinate program budgeting with the County Administrator and the Board of Supervisors.
- Anticipate and respond to the need for new or modified systems of funding approaches.
- In collaboration with County Counsel, oversee all aspects for the legal and fiscal accountability for all department contracts.
- Oversee a variety of personnel actions.

General Services

- Oversee asset management for County facilities.
- Direct planning and management of capital maintenance projects.



Attributes of the Assistant Directors (Both Positions)

In addition to being ethical, well qualified, and experienced, the new Assistant Directors of Public Works will be leaders with a strategic approach to managing in a robust and vibrant environment. Fundamental to their core leadership styles will be teamwork and collaboration. These attributes are of particular importance as the Department addresses all the typical public works related issues as well as the emphasis on proactively and aggressively embracing challenges.

Assistant Director candidates will be well served in this culture by having strong interpersonal skills that support frequent and effective communication. Each Assistant Director that is selected will need to have a leadership style that is empowering, respectful, and is rooted in genuine concern for others. With each position, whether it be on the engineering side or on the business side, the Assistant Directors will also appreciate the varied skills and contributions of the broad spectrum of individuals in the organization. Importantly, top candidates for these open positions will rise above the competition, will have a spirit of innovation, and inspire the creativity of others.

Top candidates under consideration must not only embrace and embody the County's focus and adaptation of diversity, equity, and inclusion, but have demonstrated this throughout their career history.

Ideally, finalists for the Assistant Director positions will all be adept at managing in a fast-paced and dynamic environment. Both diplomatic and decisive, these top candidates will work with a sense of urgency and timeliness, keeping focused on progress and continued improvement.





Desired Education and Experience

Assistant Director (Engineering): Equivalent to graduation from a four-year college or university with major course work in civil engineering or a closely related field and five years of engineering experience which includes two years of supervisory, management, or administrative experience.

- **Certification/License:** Possession of registration as a professional engineer in the State of California is required at time of submittal.

Assistant Director (Business Services): Equivalent to graduation from a four-year college or university with major course work in business or public administration, management, engineering, planning, or a closely related field and five years of experience, which includes experience in an assignment related to the work and two years of supervisory, management, or administrative experience.

- **Certification/License:** None required.

Local government experience is highly desirable. Applicants with experience gained from a private sector employer in support of local government are also strongly encouraged to submit credentials and career history for consideration.

Compensation and Benefits

Assistant Director (Engineering): The salary range is \$164,923 to \$181,480.

Assistant Director (Business Services): The salary range is \$156,770 to \$172,848.

The County of Marin offers a full benefits package including Medical, Dental, Vision, Pension/Retirement, deferred compensation, and flexible spending accounts. Retirement is offered through Marin County Employees' Retirement Association (MCERA) at www.mcera.org.

Application and Selection Procedure

This position is open until filled. To be considered for this exceptional career opportunity, submit resume and cover letter immediately for optimal consideration. **Review of resumes will begin on Monday, July 19, 2021.** Comprehensive resume should reflect years and months of employment, beginning/ending dates, as well as size of staff and budgets managed and specific areas of responsibilities to align with the organizational oversight.

Candidates are welcome to apply for more than one position and should denote the interested areas in the submittal. The Director has committed to hire two positions from this solicitation of candidates, one in engineering and one on the business side. There may be the potential of a second hire on the engineering side based on detailed experience outlined so referencing back to the functional organization chart will be beneficial. With this added potential, career highlights, and accomplishments may also be submitted (and encouraged) as a supplemental document for further consideration by the Director.

Ideally, final selection and appointment for the Assistant Director(s) will conclude in August / September 2021. Every effort will be made to accommodate a mutually agreeable start date.

Submit requested material to: apply@ralphandersen.com.

For further information, contact Project Director, Ms. Heather Renschler at (916) 630-4900 or heather@ralphandersen.com.

Website: www.ralphandersen.com.

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by Ralph Andersen & Associates. Candidates deemed most qualified will be referred to the Director of Public Works for further consideration.

Selected candidates will be invited to participate in Round #1 Interview Activities that will include a combination Professional/Department Directors/Community Panel as well as an Employee Panel. Responses to written supplemental questions may also be required as well as submittal of sample work products. Additionally, due to the heightened need for strong public presentation skills, presentation done via screen-sharing may be part of the selection process. Round #2 will include one-on-one interview with the Director of Public Works, Rosemarie Gaglione, and may also include the County Administrator, Matthew Hymel.

An appointment will be made following comprehensive reference and background checks.



Marin County is an Equal Opportunity Employer and values diversity at all levels of the organization.

Learn More

[County of Marin Website](#)

[Public Works Department](#)

[Proposed Budget FY 2020-21](#)

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