

Mayor Wooliever convened the special meeting on April 10, 1987 at 10:02 a.m., with Councilmembers Chignell, Cordingley and Sharp present.

2. OPEN TIME FOR PUBLIC EXPRESSION

Sarah Nome, 77 Alder Avenue, wanted to know the financial state of the Town and whether the 1987-88 budget would be ready prior to Town Administrator Garvey's departure, and suggested the Councilmembers perform some of the recruitment work for a new administrator themselves.

3A. RESIGNATION OF TOWN ADMINISTRATOR

Town Administrator Garvey had submitted his resignation, effective May 1st, in order to take the position of City Manager of San Carlos, California.

Wooliever expressed her appreciation for Mr. Garvey's services, adding that his departure was a loss for the Town.

The Council briefly summarized the procedure used when Mr. Garvey was recruited for the Town Administrator position, specifically the use of a recruitment firm which advertised in appropriate publications and screened candidates for interviews before the Council, trying to make a match between the Council and the candidate.

Garvey estimated that the permanent recruitment process would take two to three months, and that the existing workload on the Town department heads does not make it possible to name one of them Acting Town Administrator. He had researched the possibility of borrowing an administrative employee from another jurisdiction in the area, but did not find anyone who was available or interested. He recommended the Council hire a temporary administrator through Public Service Skills, Inc., a firm which places qualified managers, such as retired town managers, into positions. They typically select four or five candidates for the Council to interview.

Garveynoted that the meet-and-confer and budget processes are the two administrative items under major considerations at this time; while both processes are currently underway, they will not be completed prior to his departure. He explained that an interim manager is typically expected to maintain the status quo and not begin any new projects unless the situation warrants it. Some interim managers act as consultants by making recommendations to the Council upon their departure.

M/S, Chignell, Sharp, to direct the Town Administrator to contact Public Skills Service, Inc. to utilize its services to recommend names of prospective Acting Town Administrators, and report back to the Council.

Herman Kramer, 1 Allemand Lane, spoke against the Council using a firm in their search for an interim administrator at a cost to residents, and suggested the Council conduct the search themselves searching within the Town and in the area. He added that it was time for the Town to get a hold of its finances and this was an opportunity to end the cycle of high salaries and benefits for the Town Administrator position.

Councilmember Chignell commented that his motion had nothing to do with allocation of funds for a recruitment firm for filling the Town Administrator position.

Councilmember Sharp added that it would be irresponsible for the Council to hire an Administrator who was not qualified.

It was the consensus of the Council to meet on April 16 in the Town Hall conference room to review candidates for the Acting Town Administrator position, and that it would be open to reviewing resumes of candidates not referred by Public Service Skills, Inc.

The vote on the motion was called. The motion passed unanimously.

In response to comments from Mr. Kramer and Mrs. Nome asserting that the Town's financial condition was unstable, Mr. Garvey said that the Town's reserves are up 45% from last year and are up 454% since the day he arrived. In response to questions from Attilio Segale, Garvey agreed to furnish him with information on the fund balances.

Concerning the permanent replacement of the Town Administrator, Garvey said this was not a decision the Council must make right away. He advised that based upon his contact with administrators from around the state who commented to him negatively about the political climate in San Anselmo, it would be a challenge for the Council to find a qualified replacement interested in the position. The challenge to find a qualified candidate would be increased if the Council decides to recruit on its own without using a recruitment firm. Two recruitment firms have already contacted him, and he will continue to encourage firms to submit information to the Town. A typical cost for this recruitment service is \$10,000 to \$12,000.

Dan Goltz, 107 Holstein, said \$10,000 to \$12,000 was too much money to spend on recruitment and suggested the Council instead use that money to raise the salary of the Town Administrator.

3B. DISCUSSION OF POSSIBLE CODE AMENDMENT REGARDING TOWN ADMINISTRATOR POSITION

Garvey recommended changes to the Municipal Code section regarding the Town Administrator position. Wooliever commented that this issue was a matter of ongoing concern and it was timely to review changes at this time.

The proposed changes would affect the Town Administrator's relationship with both the Council and the Department Heads, he said, noting that the organization of the Town is not as good as it should be. The department heads are in the process of reviewing the suggested revisions and they will submit a report with their recommendation on the changes to the Council.

The proposed changes involve:

1. The issue of whether the department heads are accountable directly to the Council or to the Town Administrator: Under the current structure, department heads report directly to the Town Council, which is responsible for their review and evaluation. As a result, however, problems arise when issues slip through the cracks because they are not under the purview of a particular department, and furthermore, the efficient operation of the Town is dependant on the personalities of the department heads. Garvey felt the Goals and Objectives of each department should be worked out between the department heads and the Town Administrator, instead of between the department heads and the Council as has been the practice, and be submitted for Council review by the Administrator. Also, the Administrator should perform the evaluations of the department heads, based on how well the Council approved Goals and Objectives are accomplished. With this system, evaluation of department heads does not become a political issue, as has happened in the recent past.

2. Designate the Town Administrator as Purchasing Agent and Personnel Director, but maintain the current purchasing and hiring procedures.

3. The philosophical issue of the role between the Council and the department heads: Problems can occur when individual Councilmembers give direction to a department head when the Council should be speaking as one voice. He recommended the Council establish a policy in concert with the Town Code, which states that Council directions are made only through the Town Administrator.

4. Salary: Garveysaid the San Anselmo Administrator's salary is low compared with other administrators in the County, in other towns of similar size and other towns in the Bay Area. The three Councils with which he has worked have kept their understanding with Garvey when he was hired that if he did well, he would receive wage increases. However, these salary adjustments were perceived by the public as raises rather than as inequity adjustments and merit increases.

Garvey recommended that the Council operate the Town in as businesslike a fashion as is possible, acting much like a Board of Directors that hires a chief executive officer to ensure that the day to day operation runs smoothly.

He further recommended that Council consider establishing the policy of placing the Town Administrator's salary at the median level of administrator salaries in the County, noting that San Anselmo was fourth in size of the towns and cities in Marin County. He cautioned the Council against hiring an Administrator at a low salary and raising it later. While the Council should keep absolute control over its ability to change the Administrator's job or to fire the Administrator, in order to maintain a balance between the Council's need to control the Administrator and the security needs of an Administrator, he recommended the Council add a provision for three months severance pay to the Municipal Code.

5. Title: The job title "Administrator" usually means head of one department while "Manager" indicates responsibility over all the departments. Garvey recommended that if the Council wants to delegate Townwide responsibility to this position, it change the title to "Manager."

6. Acting Town Administrator: Garvey recommended that the Municipal Code be amended to allow the Administrator to select a qualified Acting Town Administrator in the event of absence or disability; the code now states that the Administrative Assistant is the Acting Town Administrator.

Herman Kramer, 1 Allemand Place, asked the process for making these changes to the Administrator position. Garvey responded that it was through an ordinance.

Dan Goltz, 107 Holstein, said the proposed changes were all excellent suggestions.

Sarah Nome, 77 Alder Ave., said that San Anselmo is a small town with a small downtown and that the salary of the Administrator should be commensurate with administrators in towns of the same size. She asked whether Mr. Garvey was entitled to severance pay since he was leaving voluntarily. He responded "no."

Councilmember Chignell asked who now was responsible for the demotion, termination or hiring of department heads. Mr. Garvey said the Municipal Code states that the Town Administrator makes the selection, but in the two most recent hirings of department heads, the Council made the selection. While both these department heads are

outstanding choices, the Council should make a decision about whether it or the Town Administrator should fill this function.

Garvey further noted that problems in city government arise less from the size of the jurisdiction than from its complexity. For example, while one of the great strengths of San Anselmo is the public's participation, this public involvement takes staff time and the Town benefits from having someone in the Administrative office to handle it.

Councilmember Chignell said he would like to see the changes in writing, but was concerned that the Town was in violation of state law if it has not designated a purchasing agent. Mr. Garvey responded that the Town has made an administrative appointment, but that the Council should make that formal.

It was the general feeling of the Council to review the proposed recommendations in writing in the future.

4. REQUEST FOR TRANSFER OF FUNDS INTO RECREATION FUND

In previous Council discussion, it was noted that the Recreation Budget is insufficient to pay the overhead expense for the employees, in light of the mid-year conversion of their status from Pro Rec employees to Town employees. The additional expense for a full fiscal year is estimated at \$13,000. Recreation Department Director Howell has determined that the total needed for the balance of this fiscal year will be \$5,000.

Staff recommended the Council appropriate these funds, with the source of the funding to be budget savings in other areas or revenue in excess of anticipated revenue.

M. G. Sheldon, Town Treasurer, asked for information on the Recreation Department's current finances and asked to sit down sometime with the Town's auditor.

M/S; Cordingley, Sharp, to appropriate \$5,000 to Budget 482, Recreation, in line item 20, Outside Services. Motion passed unanimously.

ADJOURNED at 11:10 to Executive Session (meet and confer), and thereafter to the regular meeting of April 14, 1987.