

DEPARTMENT: Personnel

By: Greg Iturria/Jeffrey G. Green

PHONE: 209/966-3222

RECOMMENDED ACTION AND JUSTIFICATION: Policy Item: Yes () No (X)

Adopt this Resolution approving the proposed class specification of Director of Economic and Community Development, allocating the position to the new Economic and Community Development Department, and authorize the County Administrative Officer to begin recruitment at a salary range of \$51,000 to \$58,000, depending on a candidate's qualifications. Further, rescind the Visitors' Bureau Director class spec and replace it with this new class spec. Unlike the Visitors' Bureau Director position and most department head positions who serve at the pleasure of the Board, the new position of Director of Economic and Community Development will be appointed by, will report to, and will serve at the pleasure of the County Administrative Officer.

A staff report justifying this request is included in this package.

BACKGROUND AND HISTORY OF BOARD ACTIONS:

As a result of the resignation of the incumbent Visitors' Bureau Director on July 31, 2001, the Board directed that the CAO allocate a "community development/economic support coordinator" position to his office wherein this position would report to and serve at his pleasure.

LIST ALTERNATIVES AND CONSEQUENCES OF NEGATIVE ACTION:

N/A. The Board has previously directed the CAO to proceed with this action.

COSTS: () Not Applicable
A. Budgeted current FY \$ _____
B. Total anticipated costs \$ _____
C. Required additional funding \$ _____
D. Internal transfers \$ _____

SOURCE: () 4/5ths Vote Required
A. Unanticipated revenues \$ _____
B. Reserve for contingencies \$ _____
C. Source description: _____
Balance in Reserve for Contingencies,
if approved: \$ _____

SPECIAL INSTRUCTIONS:
List the attachments and number
the pages consecutively:

~Director of Economic and Community Development Class Spec
~Staff Report

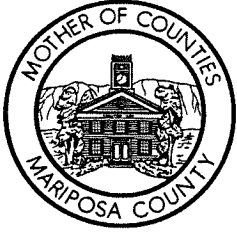
CLERK'S USE ONLY:
Res. No.: 01-262 Ord. No. _____
Vote - Ayes: _____ Noes: _____
Absent: _____ Abstained: _____
() Approved () Denied
 Minute Order Attached () No Action Necessary

The foregoing instrument is a correct copy of
the original on file in this office.

Date: _____
ATTEST: MARGIE WILLIAMS, Clerk of the Board
County of Mariposa, State of California
By: _____
Deputy

ADMINISTRATIVE OFFICER'S RECOMMENDATION:
This item on agenda as:
 Recommended
 Not Recommended
 For Policy Determination
 Submitted with Comment
 Returned for Further Action

Comment: _____
A.O. Initials: GI



COUNTY of MARIPOSA

P.O. Box 784, Mariposa, CA 95338 (209) 966-3222

DOUG BALMAIN, CHAIRMAN

ROBERT C. STEWART, VICE-CHAIRMAN

PATTI A. REILLY

GARRY R. PARKER

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DISTRICT II

DISTRICT III

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MARIPOSA COUNTY BOARD OF SUPERVISORS

MINUTE ORDER

TO: JEFF GREEN, Interim Personnel Director
SANDRA LAIRD, Personnel

FROM: MARGIE WILLIAMS, Clerk of the Board *MW*

SUBJECT: Class Specifications of Director of Economic and Community Development
Res. -01-262

THE BOARD OF SUPERVISORS OF MARIPOSA COUNTY, CALIFORNIA,

ADOPTED THIS Order on September 18, 2001

ACTION AND VOTE:

Adopt a Resolution Approving the Proposed Class Specifications of Director of Economic and Community Development, Allocating the Position to the New Economic and Community Development Department and Authorize the County Administrative Officer to Begin Recruitment at a Salary Range of \$51,000 to \$58,000 (County Administration and Personnel)

BOARD ACTION: Input from the public was provided by the following:

Kevin Shelton, member of the Tourism Advisory Council and Director of Sales for Yosemite Motels, stated he feels this position is a big position for the County and will require big shoes to fill, and they feel it is a two-person job. He feels that if only one person is hired, then either economic development or tourism will suffer; and he requested that the Board reconsider its position.

Jan Mennig, retired Executive Director for the Chamber of Commerce and Chairman of the Tourism Advisory Council and past President of the Chamber of Commerce, referred to his comments made during the final budget hearing on the Visitors' Bureau budget. He stated he feels that the revenue produced by the tourism industry and Visitors' Bureau should call for a full-time economic development and visitors bureau position. He feels there are two roles. He feels one person would be inappropriate for the welfare of the County and to the business community. He feels we need two people, and this will aid in the County achieving its goals – a tourism director and an economic development position.

Candy O'Donel-Browne, Economic Development Corporation (EDC) Director, gave some background on her efforts with the EDC, and she stated she feels the County needs to be closely aligned and to work with the community. She referred to funding that is available. She stated she feels we are in a critical emergency with the resignation of the Visitors' Bureau Director for marketing, and that the position needs to be filled. She agrees with having one person to head the department, but feels two highly skilled individuals are needed to carry out the economic development and tourism functions. She suggested the

title of the department head be director of tourism and economic development, and could include community development.

Discussion was held relative to the recommendation and input provided, including the salary range, status of the 800 phone numbers, location of the office and interim measures to carry out the duties. Further discussion was continued for the following hearing to be opened.

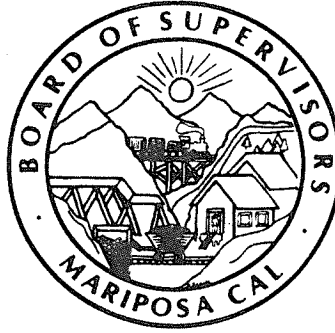
10:02 a.m. Public hearing to set the supervisorial boundaries was opened and continued to after the following matter.

Further discussion was held relative to the tourism and economic development function. Supervisor Stewart stated he feels there is also a need for the function to handle coordination of events, in addition to the tourism, economic development and grant writing. (M)Parker, (S)Pickard, Res. 01-262 adopted approving the class specification for the director of the tourism and economic development function, with the County Administrative Officer to determine the title for the position; allocating the position to the new Economic and Community Development Department; authorizing the County Administrative Officer to begin recruitment at a salary range of \$51,000 to \$58,000, depending on a candidate's qualifications, as soon as possible; rescinding the Visitors' Bureau Director class specification; and directing that the new position be appointed by, report to, and serve at the pleasure of the County Administrative Officer/Ayes: Unanimous.

cc: Ken Hawkins, Auditor
Mary Hodson, Staff Analyst
File

Mariposa County Board of Supervisors

District 1.....PATTI A. REILLY
District 2.....DOUG BALMAIN
District 3.....ROBERT C. STEWART
District 4.....GARRY R. PARKER
District 5.....BOB PICKARD



GREGORY G. ITURRIA
County Administrative Officer

MARGIE WILLIAMS
Clerk of the Board

P.O. Box 784
MARIPOSA, CALIFORNIA 95338
(209) 966-3222
1-800-736-1252

FAX (209) 966-5147

Date: September 18, 2001

To: Board of Supervisors

From: Greg Iturria, County Administrative Officer

Re: Class Specification and Recruitment for Director of Economic and
Community Development

Recommendation

Adopt a resolution approving the proposed class specification of Director of Economic and Community Development, allocating the position to a new Department of Economic and Community Development, and authorize the County Administrative Officer to begin recruitment at a salary range of \$51,000 to \$58,000, depending on a candidate's qualifications. Further, rescind the Visitors' Bureau Director class spec and replace it with this new class spec. Direct that the position of Director of Economic and Community Development will be appointed by, will report to, and will serve at the pleasure of the County Administrative Officer.

Background

On July 24, 2001 the Board directed the intention to allocate a "community development/economic support coordinator" position to be hired by and reporting to the County Administrative Officer, and begin to phase out the Visitors' Bureau as a separate County department. At the meeting discussion was held proposing the position would have a much broader role than that of the Visitors' Bureau Director position. In addition to coordinating marketing efforts, the position would also assist in the identification and coordination of community services and projects that benefit visitors, residents and our economy. Discussion was held on how the position could eventually assist in accessing Economic Development Block Grants and other project specific funding for infrastructure, and assist in the coordination of County services related to community and economic development.



Justification

As discussed in prior Board communications, the County must make changes to its organizational structure in order to be able to:

- 1) Better plan and coordinate all of its efforts to support and improve the local economy,
- 2) Access additional resources for infrastructure and service enhancements to our visitors and community,
- 3) Better link economic plans and resources to County development plans and resources, and
- 4) Improve communication and collaboration with major community industries.

The County organization currently does not have a means to provide traditional economic or community development services. In most California counties and cities you will find these services woven into a Community Development department, Community Services department, or the County Administrator/City Manager's department. Mariposa County has a land use planning department to assist the Board in preparing plans of a general nature, but they are not charged or equipped to carry out the economic portions of those plans.

Our local economy is comprised of tourism related industries to such an extent that our coordinator of economic and community services must have much of the same knowledge that a traditional visitor services coordinator must have. We are in a unique situation in that we are a destination that competes with San Francisco, Anaheim, Monterey and San Diego for tourists, but we do not have near the economic diversification or infrastructure of our competitors. Our economic and infrastructure efforts must be fully coordinated with our marketing and visitor support efforts. In our community there must be much more than a link between infrastructure development and visitor services. It is necessary that they work as one unit.

The proposed department and position of Director of Economic and Community Development will fill the voids that currently exist within our organization. In addition to providing traditional economic support and development services, the position will also serve as the de facto Visitors' Bureau Director and the department as the de facto Visitors' Bureau. Staff recommends maintaining the "Mariposa County Visitors' Bureau" name for marketing efforts, and having an understanding that the department will still coordinate traditional visitor services.

Besides planning, organizing and directing the day-to-day activities of the department, some of the initial duties for the position will likely be to:

- 1) Develop a County economic development plan to carry out the mission and goals prescribed by the Board of Supervisors in the General Plan Update,
- 2) Develop a County marketing strategy to promote tourism to Mariposa County and communicate accurate information about access and opportunities to visit Yosemite National Park,
- 3) Identify community infrastructure and service improvements that would encourage visitation and enhance the visitor experience, and
- 4) Develop and coordinate local and outside resources to support and host group visitation.

A dynamic individual with training and experience in marketing, traditional economic development, and public administration is needed to direct the department and provide the needed services. The marketing and development training or experience could come in many forms and the importance is pretty obvious. The need for public administrative experience cannot be undervalued, as many of the federal and state grants that are available to carry out the mission of the department are very complex and complicated to administer. Without proper training and experience these resources may not be available for our community to take advantage of, or could be easily mismanaged.

In order to successfully recruit for such an individual, a few important steps must be followed.

The title of the position is important for recruitment purposes. It must describe a position of broad authority and have a value for their resume (hopefully not for many years to come). It should be a traditional title. A creative title may leave potential candidates wondering what the job duties really will be.

The classification specification is important. It must communicate the duties and responsibilities in general and encompassing terms. Specific projects should not be listed, as the potential candidate should not wonder what they would be doing after the specific projects are completed.

Compensation is important. A salary that is competitive with the market must be listed in the job announcement. Even though Mariposa County is a nice place to live, we cannot assume that many potential candidates will be able to take a large pay cut to assume this position. Staff conducted a salary survey of recent recruitments in California. Positions in rural areas with light tourism paid salaries in the \$40,000 to \$50,000 range. Positions

in rural areas with moderate tourism paid salaries in the \$50,000 to \$60,000 range. Positions in suburban and urban areas with light tourism paid over \$70,000 per year. Even though positions in similar tourism markets pay much more than the \$51,000 to \$58,000 proposed for this position, the cost of living here is considerably less. Below you will find some comparable market information.

Economic Development Director – El Dorado County up to \$65,000
Economic Development Coord. – Mendocino County up to \$58,000
Economic Development Manager – City of Santa Rosa up to \$78,000
Visitors Bureau Director – City of Bishop current salary is \$50,000
Visitors Bureau Director – Lake County current salary is \$51,000

Position advertisement is important. The position should be marketed nationally, with advertisements in professional association newsletters and traditional recruitment publications. The job flyer should be professionally produced; similar to the item used last year to recruit for the CAO position.

Upon conclusion of the position application period, and depending upon the number and qualifications of candidates for this position, I may wish to use a screening panel to narrow the candidate field prior to final selection.

Fiscal Impact to Current Year Budget

The proposed allocation in this fiscal year's budget for this position is \$44,290. This is sufficient to allow an appointment at the high end of the proposed salary range as early as October 1. However, it is unlikely that an appointment would be made prior to December 1, given the amount of time needed for the recruitment process.

MARIPOSA COUNTY

JOB TITLE: DIRECTOR OF TOURISM AND ECONOMIC DEVELOPMENT

DESCRIPTION OF BASIC FUNCTIONS AND RESPONSIBILITIES

Under general administrative direction, plans, organizes, and administers the activities of the Economic and Community Development Department; promotes tourism; coordinates economic and community development; and performs related duties as required.

This is a single position class characterized by responsibility to direct Economic and Community Development Department activities aimed at tourism marketing; at encouraging business/capital investment and generation of employment opportunities in the County; and at assisting communities with capital improvement and public service projects.

SUPERVISOR: The position reports to, is appointed by and serves at the pleasure of the County Administrative Officer.

TYPICAL DUTIES:

Duties may include, but are not limited to, the following:

- Plans, organizes, and directs the activities of the Economic and Community Development Department; determines and controls priorities; reviews and approves personnel actions; evaluates subordinate staff
- Directs, implements and manages advertising, public relations, promotions and marketing designed to support the policies and objectives established by the Board of Supervisors to promote Mariposa County as a visitor and tourism destination
- Develops and recommends short and long term economic strategies and plans to provide and maintain a strong and balanced business and tourism environment including creation and retention of employment opportunities in the County
- Prepares budget recommendations to support Department functions and ensures that operations are conducted within authorized allocations; assures adequate fiscal controls are established and program objectives are met in a cost effective manner

TYPICAL DUTIES: (Cont'd)

- Provides technical assistance to the Board of Supervisors and County Administrative Officer in developing goals and strategies for enhancing tourism economy and visitor experience, economic growth, and community development
- Makes recommendations to the Board of Supervisors regarding the selection of marketing, economic, and community development projects for funding, and justifies Board decisions to the public
- Promotes community pride and the preservation and revitalization of community downtowns
- Assists with planning, promotion and implementation of special events, historic preservation, and revitalization projects
- Maintains working relationships with federal, state, and local agencies, County departments, community groups, and private sector businesses and developers, to identify marketing and development needs, and promote cooperation
- Conducts a program of public information and public relations to further County visitation and to maintain support for Department policies, program goals and objectives, including development of promotional materials, themes and press releases
- Develops communication strategies to address critical tourism issues
- Prepares grant applications, budgets, and performance reviews of the more difficult and complex federal and state agency grant-funded projects
- Leverages Department's grant funds with federal, state, private, and other sources
- Analyzes, investigates and makes recommendations relative to complex, sensitive, and controversial community development and economic development projects

TYPICAL DUTIES: (Cont'd)

- Selects and evaluates staff, trains employees, and releases information regarding the department to the news media and the community
- Prepares and reviews a variety of reports and correspondence
- Reviews economic trends and proposed and adopted legislation and regulations to determine the impact on departmental operations and recommends actions
- Negotiates, administers, and monitors contracts and agreements

EMPLOYMENT STANDARDS

Thorough Knowledge of:

- The theory, principles and practices of tourism marketing, economic development and downtown improvements
- Principles and methods of supervision including scheduling, training, work review and employee discipline
- Principles and modern methods of public and business administration, including organization, fiscal management, budgetary preparation and control, and personnel management
- Public programs administration, development, and evaluation

General Knowledge of:

- Economic/business development strategies, programs, issues and resources
- Principles and procedures used in the tourism industry, tour packaging and marketing, including media relations, advertising, public relations and promotion
- Methods and principles of determining the economic feasibility of local community and business development projects
- Working knowledge of marketing techniques, procedures and processes, market research techniques and analysis

General Knowledge of: (Cont'd)

- Functions and relationships between private and public sector groups
- Research methodology, report writing and basic statistical applications
- Computer software, including word processing, spreadsheet and graphics applications
- Intra-governmental structure and dynamics, including the roles of local, state and federal jurisdictions in the development process
- Community-based organizations interested in the promotion of the tourism industry, business and private-public partnerships

Ability to:

- Plan, organize and promote economic development and marketing strategies, programs, and related activities
- Identify, coordinate and resolve a wide variety of interests in the County's development of marketing and tourism policies and strategies
- Analyze and prepare funding proposals, contracts, financial reports and other highly technical economic data
- Administer grant and contract activities to assure compliance
- Gain and maintain the confidence and cooperation of private and public groups coming together to assist and promote the County's economic vitality
- Exercise independent judgement and initiative within the general policy framework established by the members of the Board of Supervisors and the County Administrative Officer
- Exhibit tact and diplomacy in politically difficult or controversial situations

Ability to:

- Communicate effectively in oral and written form with employees, the public, government officials and businesses
- Evaluate the effectiveness of marketing programs, visitor center operations, and public service projects, and recommend and implement changes as necessary

MINIMUM QUALIFICATIONS

Experience:

Broad and extensive experience that would have developed the knowledges and abilities listed as employment standards, including considerable supervisory management experience. This would typically be met with considerable administrative experience in relevant specialized public employment, such as five or more years of public agency experience managing operations in visitor services, economic development, redevelopment, community development or capital improvement programming/financing.

Education:

Graduation from an accredited college or university with a Bachelor's degree in business or public administration, marketing, economics, geography, political science, urban or rural development, or related major.

Five years experience with a public agency managing operations in visitor services, economic development, redevelopment, or community development may substitute for up to two years of this educational requirement.

Possession of:

A valid California driver's license.