

# Work Session

<b>Agenda Item #</b>	4
<b>Meeting Date</b>	January 3, 2012
<b>Prepared By</b>	Barbara B. Matthews City Manager
<b>Approved By</b>	

<b>Discussion Item</b>	Discussion of Sustainability Position
<b>Background</b>	<p>In the Fiscal Year 2012 budget, the City Council allocated \$150,000 to advance the recommendations of the Task Force on Environmental Action, including the hiring of a position to advance the City’s sustainability efforts. On October 3, 2011, the City Council discussed the desired outcomes or “deliverables” for the position.</p> <p>Staff has developed two draft class specifications which will be the subject of the January 3, 2012 work session. The class specifications are for the positions of Sustainability Manager and Sustainability Coordinator.</p> <p>The duties set forth in the two class specifications are similar. The primary difference is that the Sustainability Manager would supervise and oversee certain functions of the Public Works Department. These functions are Urban Forest, Sanitation, and City Engineer/Storm Water.</p> <p>Each of these departmental units represents a key component of the City's environmental programming and could benefit from more intra-departmental coordination, research, and community outreach and education than the current Public Works organizational structure will permit. The added managerial support would also allow the Public Works Director, whose professional background is in environmental matters, to play a more active role in strategic matters related to sustainability.</p> <p>As presently structured, the sustainability position would be a contractual one. If the City Council were to endorse the concept of a Sustainability Manager with ongoing managerial duties, the position would be better structured as an in-house position.</p>
<b>Policy</b>	The City Council determines the allocation of City resources and the services to be provided to the Takoma Park community.
<b>Fiscal Impact</b>	N/A
<b>Attachments</b>	<p>Draft class specification for the position of Sustainability Manager</p> <p>Draft class specification for the position of Sustainability Coordinator</p>
<b>Recommendation</b>	Discuss and reach consensus on the deliverables desired from the new sustainability position
<b>Special Consideration</b>	



**CITY OF TAKOMA PARK, MD  
CLASS SPECIFICATION**

**CLASS TITLE:** Sustainability Manager  
**DEPARTMENT:** Public Works  
**REPORTS TO:** Director of Public Works  
**APPROVED:**

**SALARY GRADE:** 37  
**FLSA STATUS:** E  
**EEO CODE:** 1  
**DATE:** 12/2011

Human Resources Manager \_\_\_\_\_

Date \_\_\_\_\_

City Manager \_\_\_\_\_

Date \_\_\_\_\_

**JOB SUMMARY AND DISTINGUISHING FEATURES OF THE WORK:**

Under administrative direction, develops, plans, supervises, manages, and leads efforts to develop and implement a Citywide sustainability plan that addresses environmental sustainability. Supervises, and manages the Urban Forest, Sanitation, and City Engineer/Stormwater functions of the Public Works Department.

**CORE COMPETENCIES:**

**Customer Service:** Handles customer questions and complaints, communicates with customers, handles service problems politely and efficiently, always available for customers, follows procedure to solve customer problems, understands all City services, maintains pleasant and professional image. Anticipates, monitors and meets the needs of internal and external customers and responds to them in an appropriate manner. Continually seeks to provide the highest quality service to all customers. Listens carefully when dealing with the public and communicates concern through tone of voice and by taking action to solve their problems in a timely manner. Complies with the City's Customer Service Policy, including 24-hour response time for telephone calls and e-mails. Explains departmental and City issues to the public in a manner that demonstrates interest and concern for their problems. Listens well, diffuses conflict before it starts, finds causes of and solutions to problems, handles difficult people.

**Communication:** Communicates well both verbally and in writing when required, creates accurate and punctual reports, delivers presentations, shares information and ideas with others, has good listening skills. Effectively conveys information and expresses thoughts and facts. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts. Keeps key employees informed regarding relevant information. Shares information with other members of the team to foster teamwork and to further attainment of the City's goals. Written and oral information is presented in a manner that projects a positive and professional image of the City.

**Job Knowledge:** Understands duties and responsibilities, has necessary technical skills, understands the City's mission/values, keeps job knowledge current. Demonstrates the appropriate level of proficiency in the principles and practices of one's field or profession. Demonstrates a commitment to continuous improvement, including the understanding and application of technology where appropriate. Operates within the organization's formal and informal structures, builds allies and relationships across departments, uses allies to build consensus and create results, is appropriately diplomatic, understands others' roles and perspectives, can sell projects and ideas across the organization. Adapts to change, is open to new ideas, takes on new responsibilities, handles pressure, adjusts plans to meet changing needs. Prioritizes well and reacts to opportunities. Is attentive to detail and accuracy, is committed to excellence, looks for improvements continuously, monitors quality levels, finds root cause of quality problems, owns/acts on quality problems.

## **ROLE COMPETENCIES:**

**Budgets/Cost Control:** Plans for and uses resources efficiently, always looks for ways to reduce costs, creates accurate and realistic budgets and budget projections, tracks and adjusts budgets, contributes to budget planning. Prepares and submits budget within specified time constraints. Anticipates departmental operating and capital needs and budgets adequately for needed expenditures. Reports departmental expenditures within specified time constraints. Bills are submitted for payment on time. Completes and files all applicable reports related to grants, agenda items, etc. within specified deadlines. Anticipates long-term budgeting needs in manner that allows the City to anticipate and plan for sources of revenues for extraordinary future expenses. Controls expenditures to deliver department's services within agreed upon budget. Follows established procurement procedures in obtaining goods and services.

**Decision Making/Judgment:** Recognizes problems and responds, systematically gathers information, sorts through complex issues, seeks input from others, addresses root cause of issues, makes timely decisions, can make difficult decisions, uses consensus when possible, communicates decisions to others. Knows when to notify and/or involve the department head or the City Manager prior to making a decision.

**Managing Performance:** Applies clear/consistent performance standards, handles performance problems decisively and objectively, is direct but tactful, provides guidance and assistance to improve performance. Allocates work with adequate number of personnel so that project deadlines are never missed due to manpower allocation. Fully understands provisions of applicable collective bargaining agreement and ensures compliance with it. Consistently applies policies and procedures in an equitable manner with no valid complaints from subordinates. Trains and instructs employees in proper City techniques and procedures, including those designed to provide a safe working environment. Communicates job expectations and monitors employee progress such that there is sufficient documentation to justify performance appraisals, distinguished increases and/or disciplinary actions. Identifies and takes action to improve employee performance. Completes performance reviews within time-frame prescribed by City policy. Provides feedback and coaching, rewards hard work and risk taking, takes mentoring role, challenges and develops employees, accepts mistakes, provides visibility/opportunity. Defines roles and responsibilities, motivates and challenges employees, delegates effectively, and rewards contributions

**Negotiation Skills:** Conducts positive negotiations, ability to compromise, handles conflict, seeks common ground, articulates own and others goals, stays focused on positive outcome.

**Project Management:** Establishes project goals, milestones, and procedures, defines roles and responsibilities, acquires project resources, coordinates projects throughout company, monitors project progress, manages multiple projects.

## **ESSENTIAL JOB FUNCTIONS:**

Manages and supervises the following divisions of the Public Works Department: Urban Forest, Solid Waste Management and Engineer/Stormwater Management.

Carries out supervisory responsibility in accordance with City policies, procedures and applicable laws including: interviewing, hiring and training, planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

Develops budget for the Urban Forest, Solid Waste Management, Engineer/Stormwater Management divisions.

Plans, coordinates, assigns, and monitors performance and coaches, counsels, mentors, trains, and advises employees in their division for the dual goals of meeting departmental goals and employee career development.

Develops and monitors programs which increase environmental quality and economic health and promote the City as a center of innovation and achievement in the field of sustainability.

Educates the community about sustainability and the opportunities for residents, businesses and institutions to take action.

Provides program promotion, writes and edits materials including technical fact sheets, educational materials, news releases, web content and presentation materials.

Facilitates sustainability initiatives and provides leadership, community organizing, administrative support and coordination appropriate to develop, maintain and enhance environmental stewardship and sustainability efforts within the community.

Identifies short, medium and long term projects and develops associated budgets and timelines required to further the City's sustainability goals.

Manages complex and technical projects in the areas of energy (reduction, efficiency, and alternatives), waste reduction and recycling, vehicle fuel and infrastructure, and transportation alternatives; develops budget, schedules, monitors progress and provides reports.

Performs greenhouse gas inventory for government facilities as well as the entire community contributions on schedule developed by the Council.

Monitors contracts for various services, negotiates, evaluates effectiveness, determines best utilization of contractors to serve the needs of the department, residents and staff.

Recruits, coordinates and oversees the work of interns or temporary staff.

Develops and recommends the annual sustainability budget; monitors and administers approved budget.

Responds to complaints, questions and other calls from residents and the general public; consults with stakeholders on a continuing basis regarding community needs.

Attends citizen advisory group meetings, community association meetings and other community forums to develop and implement short and long term public works programs and projects and to respond to community concerns and requests for specific projects.

Meets regularly with the Public Works Director and upper management to keep them informed on key issues and progress toward objectives and to gain their support and approval; makes recommendations to assist management in making needed improvements.

Keep City administration informed of major activities and operations with particular sensitivity toward activities which have policy or community exposure implications, notify supervisor or City Manager at first indication that issue may have broader implications or potential for creating potential negative community reaction.

Facilitates inter-departmental collaboration on City government related programs.

Oversees development of "Green Team" and achieves the Sustainable Maryland Certification for the City.

Identifies potential funding sources including preparation of grant applications.

Represents the City to County, State, Federal and regional governmental bodies on related activities and projects.

**IMPORTANT JOB FUNCTIONS:**

Make Takoma Park a model city for innovative, ecologically sustainable practices and connect the city with regional and national sustainability programs.

Performs other related duties as assigned.

**MATERIAL AND EQUIPMENT USED:**

Computer      General Office Equipment      Calculator      Vehicle

**MINIMUM QUALIFICATIONS REQUIRED:**

**Education and Experience:**

Bachelors' degree from an accredited four-year college or university in Urban Planning, Environmental Studies, Sustainability, Public Administration or related field.

Three to five years of related experience or an equivalent combination of training and experience to perform the duties.

Any combination of education, training and experience which has provided the required knowledge, skills, and abilities to perform the essential functions of the job.

Possess and exemplify high moral professional standards and ethics with a background of complete integrity.

**Licenses and Certifications:**

Valid State Driver's License

**OTHER:**

Ability to work evenings and weekends.

**KNOWLEDGE, SKILLS, AND ABILITIES:**

**Knowledge of:**

Current issues, trends, practices and principles of sustainability planning, related laws and regulations.

Environmental, social, economic and other factors affecting local governments and communities.

Systems thinking and integrated strategic planning using triple bottom line.

Principle causes of greenhouse gas emissions and methods of mitigation and adaption.

Technical knowledge with regard to energy efficiency, environmental sustainability and conservation issues.

Principles and practices of planning, finance, logistics, team building, delegation, organizational development, research, and data analysis.

Procurement procedures, contracts, payment procedures and requests for proposal process.

Administrative principles and practices, including goal setting and implementation.

Administration of staff and activities, either directly or through subordinate supervision and professional service contracting.

Methods and techniques of research, statistical analysis and report preparation.

Applicable state, federal and local ordinances, laws, rules and regulations.

All computer applications and hardware related to performance of the essential functions of the job.

Capital project management.

Correct English usage, including spelling, grammar, punctuation, and vocabulary.

Budgetary principles and practices.

Various computer software programs, such as Word and Excel.

**Skill in:**

Using tact, discretion, initiative and independent judgment within established guidelines.

Analyzing and resolving office administrative situations and problems.

Interpersonal skills necessary to provide effective leadership to subordinate personnel and to develop cooperative working relationships with staff, senior management, elected officials and citizens.

Researching, compiling, and summarizing a variety of informational and statistical data and materials, and preparing reports.

Being sensitive to the needs of a multi-cultural, multiethnic and economically diverse community.

Organizing work, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.

Applying logical thinking to solve problems or accomplish tasks; to understand, interpret and communicate complicated policies, procedures and protocols.

Using mathematics.

Planning, organizing, assigning, directing, reviewing and evaluating the work of staff.

Selecting and motivating staff and providing for their training and professional development.

Communicating clearly and effectively, both orally and in writing.

Preparing clear and concise reports, correspondence and other written materials.

**Mental and Physical Abilities:**

Ability to read, analyze and interpret professional periodical and journals, technical procedures and government regulations.

Ability to comprehend and interpret codes and regulations.

Ability to speak effectively before public groups and respond to questions.

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists.

Ability to define problems, collect data, establish facts and draw valid conclusions.

Ability to comprehend and interpret codes and regulations.

Ability to develop complex reports and position papers.

Ability to establish and maintain effective working relationships with a variety of individuals.

While performing the essential functions of this job the employee is frequently required to sit, use hands to finger, handle, or feel, reach with hands and arms, and speak and hear.

While performing the essential functions of this job the employee is occasionally required to stand, walk, lift/or remove up to 20 pounds.

**Working Conditions:**

Work is generally performed in a normal office environment with some exposure to outdoor temperatures or dirt and dust, as well as field work with exposure to dirt, noise, and equipment.

The incumbent's working conditions are typically moderately quiet to loud.

**file: Sustainability Manager**

This class specification should not be interpreted as all inclusive. It is intended to identify the essential functions and requirements of this job. Incumbents may be requested to perform job-related responsibilities and tasks other than those stated in this specification. Any essential function or requirement of this class will be evaluated as necessary should an incumbent/applicant be unable to perform the function or requirement due to a disability as defined by the Americans with Disabilities Act (ADA). Reasonable accommodation for the specific disability will be made for the incumbent/applicant when possible.



**CITY OF TAKOMA PARK, MD  
CLASS SPECIFICATION**

**CLASS TITLE:** Sustainability Coordinator  
**DEPARTMENT:** Public Works  
**REPORTS TO:** Director of Public Works  
**APPROVED:**

**SALARY GRADE:** 34  
**FLSA STATUS:** E  
**EEO CODE:** 2  
**DATE:** 12/2011

Human Resources Manager \_\_\_\_\_

Date \_\_\_\_\_

City Manager \_\_\_\_\_

Date \_\_\_\_\_

**JOB SUMMARY AND DISTINGUISHING FEATURES OF THE WORK:**

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**CORE COMPETENCIES:**

**Customer Service:** Handles customer questions and complaints, communicates with customers, handles service problems politely and efficiently, always available for customers, follows procedure to solve customer problems, understands all City services, maintains pleasant and professional image. Anticipates, monitors and meets the needs of internal and external customers and responds to them in an appropriate manner. Continually seeks to provide the highest quality service to all customers. Listens carefully when dealing with the public and communicates concern through tone of voice and by taking action to solve their problems in a timely manner. Complies with the City's Customer Service Policy, including 24-hour response time for telephone calls and e-mails. Explains departmental and City issues to the public in a manner that demonstrates interest and concern for their problems. Listens well, diffuses conflict before it starts, finds causes of and solutions to problems, handles difficult people.

**Communication:** Communicates well both verbally and in writing when required, creates accurate and punctual reports, delivers presentations, shares information and ideas with others, has good listening skills. Effectively conveys information and expresses thoughts and facts. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts. Keeps key employees informed regarding relevant information. Shares information with other members of the team to foster teamwork and to further attainment of the City's goals. Written and oral information is presented in a manner that projects a positive and professional image of the City.

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**Initiative:** Tackles problems and takes independent action, seeks out new responsibilities, acts on opportunities, generates new ideas, practices self-development.

**Negotiation Skills:** Conducts positive negotiations, ability to compromise, handles conflict, seeks common ground, articulates own and others goals, stays focused on positive outcome.

**Project Management:** Establishes project goals, milestones, and procedures, defines roles and responsibilities, acquires project resources, coordinates projects throughout company, monitors project progress, manages multiple projects.

## **ESSENTIAL JOB FUNCTIONS:**

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**MATERIAL AND EQUIPMENT USED:**

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**file: Sustainability Coordinator**

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