

7.C. Papa
John Papa

FACILITIES MANAGER

This County needs to create a position to manage our facilities

This was one of last year's goals (*only two of you were here last year*)

This is much more important than staffing the Human Resource & Budget fiasco.

We have millions of dollars in capital wrapped up in all our buildings and grounds

This Board constantly reviews facility maintenance or improvement needs.

Jerry and his crew do their best to maintain it all

However, all facility issues seem to come before this Board.... and it is inefficiently micro-managed

Last year this Board wasted 45 minutes debating the necessity to make a drawing of a needed safety ladder at the dam.....really???

Chet has informed this Board of the need for a facilities manager...you need to move forward with his recommendation.

I was the first Facilities Manager in Grand Traverse County, which was created when the Pavillions was being built...the job responsibility included everything:

Courthouse Jail Civic Center Health Department Parks
Gov Center Grounds

(all the heating, AC, electrical, maintenance, furnishings, etc)

I have the present job description that I will leave with you all (hold up)

This position should be created....Deb can discuss with Chet.

The Facilities manager can resolve issues at a department level...and avoid everything coming to this Board.

Example: Right now you have 9 or 10 volunteers running around in Parks and Recreation trying to make capital improvements....that process takes forever!!!

Don't get me wrong...the parks & rec members are needed, but when I was manager, they came to me to repair sheds, grounds, and maintain structures.

You need one person in this hot seat to bring facility issues and budget to the Board...including capital improvement plans.

There is a constant revolving door of individuals on boards, commissions, authorities....including this Board of Commissioners.

Revolving door of people has consequences....that is not the way to do facility or capital improvement business.

The Dam is another example...it was built 18 years ago.

- It is one of your most valuable and very important facility.
- A permanent Facilities Manager can help keep his finger on it.
- The Dam Authority can do a lot of leg and legal work, but those people come and go.
- I have stacks of information that no one else has....a Facilities Manager needs this information....along with Jerry's and Steve's.

The citizens have millions of dollars of assets that need managing....not micro managed by this Board....of which the make-up changes with each election!!

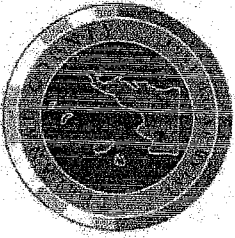
You cannot afford to put this need off any longer.

Chet had a good idea, and you need to take action.

Possibly put it on the agenda and discuss how to go about it...or let Deb handle it.

BOARD OF COMMISSIONERS

- Rick Robbins, District #1
- Debra L. Rushton, District #2
- William J. Baneck, District #3
- Ty Wessell, District #4
- Patricia Soutas-Little, District #5
- Gwenie Allgater, District #6
- Melinda C. Lautner, District #7



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To: Board of Commissioners
 From: Chet Janik
 Date: January 7, 2022
 Re: 2022 Goals

Based on the discussion that occurred at the organizational meeting, below are the proposed two goals for the 2022 that seemed to me to have support from all of the commissioners.

Goals # 1-- Personnel

- Successfully conduct the search for a new Administrator
- Potential reorganization of the Leland Dam Authority and Board of Public Works
- Explore the possibility of creating a Facilities Management Director position

Very important!!

Goal # 2

- Consider options for the use of jail facility space currently not utilized
- Explore options for office space for the Benzie-Leelanau Health Department

Talk about Facilities mgr

Title:	Director of Facilities
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GENERAL SUMMARY

This position has two primary functions - as Facilities Director to assume responsibility for all activities, functions, and policies related to all County buildings and grounds; as Deputy Building Official to serve as the Construction Code Building Official in the absence of the Director of Codes/Building Official.

Employees in this position would provide professional assistance and expertise to the department director on all activities, functions, and policies related to the assigned department, including the department's budget and staff. May act as a principal spokesperson for both Construction Code and Facilities Management. Employees in this position may formally supervise or lead the work of department staff. Performs technical and administrative work assisting in the enforcement of the State of Michigan Building Code and related regulations. Works independently, under limited supervision, reporting major activities through periodic meetings with the Deputy County Administrator or County Administrator as well as regular communication with Director of Construction Codes/Building Official.

Employees must meet the minimum requirements, conditions of employment, and be able to perform successfully all essential duties and responsibilities with or without reasonable accommodations.

This position may require irregular hours. This position may require travel by the employee in the employee's own vehicle.

PRIMARY DUTIES AND RESPONSIBILITIES (may include but are not limited to the following)

- Serves as the primary technical advisor to the County Administrator and County Board of Commissioners regarding County building and grounds. Makes presentations to County leadership. Serves as the liaison between the department and the County Board, commissions, committees, local units, and the public. Provides leadership and vision to the County leadership regarding the individual's specialized area of expertise.
- Ensures that appropriate local, state, and federal safety standards and compliance issues are maintained in all County buildings, grounds and other assets. Develops strategies for departmental safety procedures and training.
- Reviews and/or creates plans and blueprints to develop materials, requirements and cost estimates of proposed and approved projects as directed. Develops specifications, writes RFP's, analyzes bids for services, materials, and supplies and makes recommendations to the Board for consideration. Directs and manages the activities of contractors/vendors in the performance of their tasks.
- Serves as the County Building Official in the absence of the Director of Codes/Building Official. - ?
Assisting in all aspects of the management of the code office including, but not limited to, formulation of written procedures for the building inspection and code enforcement sections.
- Supervises designated staff, either directly or indirectly through subordinate supervisors, including interviewing and selecting of job applicants, training, overseeing work, participating in disciplinary decisions and actions, and establishing and evaluating appropriate performance standards in accordance with County objectives.
- Direct, manage, administer, monitor, and oversee all operations and activities of the facilities department in a manner that conforms to the mission, goals, and objectives of the County. Participates in the work of subordinate employees as necessary. Ensures the smooth, harmonious, and successful operations of the department.
- Develops strategic plans for the department, including evaluating operations and functions, developing business plans and strategic initiatives, generating ideas and plans for improvements, developing and implementing new procedures and policies, assessing staffing needs, analyzing financial and operations



**GRAND TRAVERSE COUNTY, MI
DEPARTMENT DIRECTOR JOB DESCRIPTION**

data, and related activities.

- Preparation of the facility department's annual budget; reviews financial reports to ensure adherence to budget; prepares budget adjustments; reviews and authorizes accounts payable/receivable activities; manages assigned accounts and funds. Assists with other financial functions and responsibilities specific to the department, which may include fundraising, seeking additional funding methods, managing grants, etc.
- Assists with and oversees community or public relations activities, representing the code and facilities department to the public. Coordinates and participates in the development of press releases, website content, newsletters, marketing plans, promotional materials, annual or periodic reports, etc. Participates in community events and partnerships; serves on community boards, committees, or groups; speaks at events and local meetings.
- Provides comprehensive customer service, including delivery of accurate, prompt, and courteous assistance on complex policies, guidelines, and standard practices to internal and external customers, both verbally and in writing. Investigates and resolves complaints and concerns from customers and constituents.
- Responds to requests for information and provides subject-matter-expert guidance to other departments, citizens, the general public, and/or outside agencies.
- Collaborates with County leadership, other County departments, representatives of other jurisdictions/agencies in order to establish and maintain optimal department operations and appropriate services to constituents and customers.
- Ensures compliance with statutory responsibilities and directives; evaluates and communicates the impact of potential legal or regulatory changes on the department and the County. Seeks to ensure that department activities, procedures, and outcomes are consistent with industry standards and best practices.
- Conducts or oversees a variety of special projects, including research, data analysis, and reporting related to the department's function or mission.
- Participates in/on a variety of meetings, committees, Boards, Councils, and/or other related groups, including representing the Department Director as required.

EDUCATION, FORMAL TRAINING, AND EXPERIENCE (minimum requirements)

- Bachelor's Degree in a related field preferred
- Requires five (5) years' experience in residential/commercial construction and as a Chief Inspector, a certified Building Code Inspector and certified Plans Examiner in either the mechanical, structural, plumbing or electrical discipline under the jurisdiction of the Building Officials and Code Administrators International (BOCA).
- Two (2) years of supervisory experience.

CERTIFICATIONS, LICENSES (minimum requirements)

- Must have valid driver's license and personal vehicle insurance and maintain eligibility to drive as per the County's Vehicle policy.
- Certified as a Building Code Official or eligible for certification as a Building Code Official pursuant to the requirements of the Michigan Building Code within six (6) months of employment.

CONDITIONS OF EMPLOYMENT (legal or contractual pre-employment obligations and/or requirements, such as drug testing, background check, etc.)

A background check may be required initially and periodically for an individual hired, transferred, reclassified, promoted, or currently working in this job. Appointment to or continued employment in this job is contingent upon a satisfactory background check which may include, but is not limited to: confirmation of a persons' identity; review of criminal conviction records; verification of educational degree, license, or certificate required for the position; review of Department of Motor Vehicles records; Department of Justice fingerprint



GRAND TRAVERSE COUNTY, MI DEPARTMENT DIRECTOR JOB DESCRIPTION

scan; and/or drug and alcohol testing as required and allowable by law. A satisfactory background check is defined as the absence of a criminal history record which bears a demonstrable relationship to the applicant's or employee's suitability to perform the required duties and responsibilities of the position.

- May be required to serve in an "on-call" capacity.

DISTINGUISHING CHARACTERISTICS

Work involves the development of new guidelines and techniques, establishing criteria or developing new information where guidelines may not exist for all situations and considerable independent judgment, personal discretion, and resourcefulness are needed to interpret circumstances, and to make decisions in major areas where there may be uncertainty in approach, methodology, and interpretation. Errors at this level could lead to extraordinary costs, major litigation, destruction of property, loss of funding, or failure of the agency to accomplish its mission and may require the intervention of the County's senior executives to resolve or may not be resolvable.

This job is not part of a series.

KNOWLEDGE, SKILLS, ABILITIES, COMPETENCIES (minimum requirements)

- Advanced proficiency in English grammar, spelling, punctuation.
- Advanced knowledge of federal, state and local legislation, regulations, and ordinances relevant to the department
- Advanced knowledge of the procedures, policies, practices, and fields of knowledge specific to the department
- Knowledge of governmental accounting, budgeting, financial management, and procurement
- Thorough knowledge of County functions, organization, and the department's role and relationships with other agencies/jurisdictions
- Understanding of the County's culture, mission, and organizational dynamics
- Knowledge and ability to use a personal computer to prepare reports, maintain records, search for and compile data
- Advanced interpersonal skills necessary to develop and maintain effective and appropriate working relationships with customers, co-workers, and representatives of other agencies.
- Knowledge of supervisory and employee management principles, as well as knowledge of labor relations and union contract negotiations.
- Knowledge of applicable employee rights, protections and avenues of appeal
- Knowledge of applicable policies and procedures governing the hiring, employment and separation of employees
- Skill in assigning, prioritizing, monitoring, and reviewing work assignments
- Skill in mentoring and training employees with varying educational backgrounds and aptitudes
- Skill in anticipating potential personnel issues and taking appropriate action
- Skill in crisis management, including the management of critical incidents
- Ability to work in a unionized environment; ability to negotiate and facilitate labor/management issues; ability to make tough personnel decisions firmly, fairly, and respectfully
- Ability to lead with vision and demonstrate strong leadership qualities
- Ability to take initiative and drive organizational excellence
- Ability to develop and implement managerial policies and prioritize the needs of the department
- Ability to develop and execute strategic plans, champion and manage change, and articulate County leadership's priorities
- Ability to identify and resolve problems that may impact the mission of the department and the County.



GRAND TRAVERSE COUNTY, MI DEPARTMENT DIRECTOR JOB DESCRIPTION

- Ability to appropriately and effectively represent the County at a variety of community events and activities in support of positive public relations initiatives, and develop liaison relationships between the community and the County
- Ability to persuade others in order to gain concurrence or to resolve problems and gain cooperation
- Ability to interpret and explain complex policies, processes, regulations, and applicable laws in layman's terms
- Ability to consistently demonstrate sound ethics and judgment
- Ability to think analytically and apply sound judgment, solve problems, make effective decisions, and act with integrity
- Ability to comprehend, process and apply both verbal and written skills appropriate to the job
- Ability to facilitate meetings effectively and efficiently
- Ability to accurately organize and maintain paper documents and electronic files
- Ability to maintain the confidentiality of information and professional boundaries
- Ability to use County resources effectively and efficiently