



## INTEROFFICE MEMORANDUM

CITY OF SAN BRUNO

**DATE:** June 16, 2021

**TO:** Mayor and City Council

**FROM:** Jovan D. Grogan, City Manager

**PREPARED BY:** Ann Mottola, Community Services Director

**SUBJECT:** Justification for Community Services Deputy Director Position

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### Background

Staff is requesting the addition of a new Community Services Deputy Director position in the proposed FY 2021-22 budget. This position is essential to the successful preparation, implementation, and ongoing operation of the new Recreation and Aquatic Center (RAC). The proposed budget includes 6 months of funding in FY 2021-22, allowing the new position an 18-month lead-up to the opening of the facility.

The need for additional senior management experience in the Community Services Department in advance of the RAC's opening is warranted due to the work required to develop the foundational documents, processes, policy, and networks that are essential to the success of the facility. As stated in the Business Plan, "for the RAC to be successful, staffing levels, relevant skills, and a commitment to staff development is critical." The Business Plan also stressed the need for an experienced manager to be hired in the coming year due to the foundational work that must be complete prior to the RAC opening its doors to the public. The report advised hiring "strong, visionary, professional leaders with a lens focused on revenue-generating, an innovative and creative mindset, and a passion for partnerships and community engagement."

This memo provides a description of key responsibilities of the Deputy Director. Attached are time studies for the Director and Deputy Director as well as a DRAFT job classification for the Deputy Director position.

### Discussion

The need for this Deputy Director position is apparent when observed in the context of the Department as a whole. The current model of the Community Services Department is a collection of distinct operating areas or Divisions: Library, Parks, Seniors, and Recreation. In each of these Divisions, there are Council or operational initiatives that require complex professional competencies to fully execute those initiatives. The summary of these initiatives are as follows:

- **LIBRARY** – This Division staffs the Culture and Arts Commission. The Strong Governance initiative of the City Council will address the Culture and Arts Commission. This initiative may result in something akin to a workplan for the Commission, so they are focused on their objectives. It will also address development of a formal public art program. There is a substantial effort required to guide this initiative to completion.
- **PARKS** – The Division will be responsible for Capital Projects including Posy Park, Centennial Plaza, Downtowns Landscaping, and College Drive. Capital Projects Management is a professional competency that currently is not within the Division. An enhancement is requested in the proposed FY 2021-22 budget to fund On Call Landscape Architectural Services. This will allow us to proceed with projects, but the management still rests with City Staff. This competency is currently at the executive level. In addition to managing the projects, the Department Director will be training staff in project management as the above-mentioned projects progress.

Also, as noted by several Council members, the Division is in need of an operational assessment to strategize the best way to deliver services under the existing staffing conditions. This task is also something that will be performed by the Department Director.

- **SENIOR SERVICES** – This Division will benefit from an operational assessment to strategize the best way to deliver services under the existing staffing conditions and in concert with the opening of the RAC. Senior Services and Recreation typically share staff. Currently one position in this Division is frozen. So as the RAC staffing plan is evaluated and developed, Senior Services staffing will be evaluated as well to provide efficiencies where there are overlapping functional areas. This assessment will be performed by the Department Director.
- **RECREATION** is currently undergoing great transformation as it enters the construction phase of the Recreation and Aquatic Center, and ultimately the implementation of the programs that will be housed there. Many of the programs that will be delivered with the new Recreation and Aquatic Center are either new or substantially enhanced as compared to the existing programs of the Recreation Division. Table 1: Existing, Enhanced, and New Programs on the following page demonstrates the areas of growth with the RAC.

**1 – 5** These Recreation Programs will experience little change with the new RAC.

- 6** Aquatic programs will be substantially different than the existing program. The Natatorium will allow growth in existing programs that can be held year-round, such as lap swim, water aerobics, and swim lessons. Additional Aqua-Fitness programs will expand the facility use and user-mix of the facility.
- 7** The gymnasium will be a welcome return. The modernization of the facility with the ability to split the gymnasium into two separate activity areas will allow for increased programming.
- 8** Facility rentals are not new to the Community Service Department. However, the new facility will offer a more diverse type of renter. This facility will be attractive to private renters looking for places to host private functions. There is also interest in the local hospitality

community in exploring partnerships to use the RAC as a meeting and conference center. This is a significant revenue-center for Department and is highly dependent on developing partnerships with the hospitality industry to create meeting and conference.

- 9 The fitness rooms, indoor track, gymnasium, and ability to offer year-round lap swim present an opportunity to develop a membership-based fitness program. There are complexities to developing this model with regard to balancing member use with program and rental use of the fitness amenities at the facility.
- 10 The facility allows the opportunity to develop facility-based events.
- 11 Competitions and tournament packages will be developed for the gym and aquatic center.
- 12 It would also be beneficial to offer a drop-off childcare program for fitness member users of the facility.

EXISTING PROGRAMS	ENHANCED PROGRAMS	NEW PROGRAMS
<b>1. Contract Classes</b>		
<b>2. Camps</b>		
<b>3. Community Events</b>		
<b>4. After School Sports</b>		
<b>5. Youth &amp; Adult Sports</b>		
<b>6. Aquatics</b>		
<i>Recreational Swim</i>		
<i>Lap Swim</i>	<i>Year-Round Lap Swim</i>	
<i>Seasonal Swim Lessons</i>	<i>Year-Round Swim Lessons</i>	
<i>Seasonal Water Aerobics</i>	<i>Year-Round Water Aerobics</i>	
		<i>Aqua-Fit Programs</i>
		<i>Therapeutic Pool Use</i>
		<i>Adaptive Rec Pool Use</i>
<b>7. Gym Programs</b>	<i>Gym Programs (Split Gym)</i>	
<b>8. Facility Rentals</b>		<i>Meetings, Conferences, Rentals</i>
		<b>8. Member-Based Fitness Center</b>
		<b>10. Facility-Based Events</b>
		<b>11. Competitions &amp; Tournaments</b>
		<b>12. Childcare for Fitness Users</b>

**Table 1. Existing, Enhanced, and New Programs**

Each of the new and enhanced program areas are revenue centers that will require unique operational and implementation models. Hiring a Deputy Director at this time will allow the Community Service Department to perform the foundational work to develop these program models so the City will be prepared to open the facility at the end of the construction period.

The following is a list of key responsibilities of the Deputy Director and how they correlate to the work that will be done in the 18 months preceding the opening of the facility include. A full draft job description is attached:

- Develop, implement, and maintain department goals, objectives, policies, and procedures.
  - The RAC requires numerous policies and procedures to be developed. Once created, individual staff workplans will be updated to reflect adherence to those policies and procedures.
- Develop and implement department-wide management systems, procedures, and standards for program evaluation; recommend appropriate service and staffing levels.
  - The 18-month workplan includes development of a Quality Assurance program for the RAC.
- Manage a variety of contracts including, professional services; and technical services; ensures work is in compliance with specifications.
  - The Deputy Director will be responsible for development of contracts are required for rentals, facility users, partnerships, et al.
- Conduct a variety of organizational studies, investigations, and operational studies; recommend modifications to financial programs, policies, and procedures as appropriate.
  - Implementation plans will consider best practices in existing operational models of new business ventures for the Department, including:
- Plan, direct, coordinate, and review the work plan of all assigned staff; assign work activities, projects, and programs; review and evaluate work products, methods, and procedures; meet with subordinate managers and staff for planning and evaluation of programs, services, and activities and to identify and resolve problems.
  - The Deputy Director will be building the workplans for future staff as they develop the business implementation plan for each program area.
- Direct and participate in the preparation and administration of department budget.
  - Pro forma budgets will be developed for each program area.
- Ensure adherence to applicable laws, codes, regulations, and guidelines applicable to the department; attend and participate in professional and community meetings; stay current on related issues and relative service delivery responsibilities.
  - The Aquatics program requires the most technical regulatory guidelines and processes are in place.

## **SUMMARY**

The ability to achieve all of these objectives within two years requires an additional senior manager with the professional competencies to lead these projects. For this reason, the Community Services Deputy Director position is requested in the FY 2021-22 budget.

If approved as proposed, this will allow the Deputy Director 18 months to lead the Recreation Division in developing the numerous guidance documents required to open this Recreation and Aquatic Center.

Alternatives to funding this position are to:

- Postpone Council Initiatives in the Parks and Library Divisions so all work effort can be focused on the Recreation initiative to open the RAC on schedule at the conclusion of the construction period.
- Delay the opening of the facility by one year at conclusion of construction so the Director can lead the development of required guidance documents required of implementation.

Attachments:

1. DRAFT Job Community Services Director Classification
2. Task and Project Time Study

## **Attachment**

1. DRAFT Job Community Services Director Classification

## **DEPUTY DIRECTOR COMMUNITY SERVICES**

### **GENERAL PURPOSE**

Under general direction, plans, organizes, coordinates, and directs the operations of recreational programs, services, and for the City; manages a team of professional, technical, and administrative employees through subordinate supervisors; coordinating assigned activities with other City officials, divisions, departments, outside agencies, and the public; provides responsible and complex administrative support to the Director; serves as Acting Director in Director's absence; performs other related duties as required.

### **DISTINGUISHING CHARACTERISTICS**

The Deputy Community Services Director oversees the functions and operations of one or more of the assigned Divisions. Incumbents are responsible for the overall development, implementation, and administration of divisional and department programs, processes, policies, and procedures. This classification is distinguished from the next higher classification of Community Services Director in that the latter is responsible for the overall management of the department.

### **SUPERVISION RECEIVED**

Receives general direction from the Community Services Director.

### **SUPERVISION EXERCISED**

Exercises direct and indirect supervision over management, supervisory, technical, and administrative support staff.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES (Illustrative only)**

- Plan, organize, coordinate, and direct, directly or through subordinate supervisors, the work of assigned program and operational activities of the Community Services Department.
- Develop, implement, and maintain department goals, objectives, policies, and procedures.
- Review and evaluate work methods and procedures for improving organizational performance, enhancing services, and meeting goals; ensure that goals are achieved.
- Develop and implement department-wide management systems, procedures, and standards for program evaluation; recommend appropriate service and staffing levels.
- Manage a variety of contracts including, professional services; and technical services; ensures work is in compliance with specifications.
- Conduct a variety of organizational studies, investigations, and operational studies; recommend modifications to financial programs, policies, and procedures as appropriate.
- Plan, direct, coordinate, and review the work plan of all assigned staff; assign work activities, projects, and programs; review and evaluate work products, methods, and procedures; meet with subordinate

managers and staff for planning and evaluation of programs, services, and activities and to identify and resolve problems.

- Supervise, trains, disciplines, and evaluates assigned personnel; assists subordinate supervisory staff with difficult personnel issues
- Direct and participate in the preparation and administration of department budget.
- Ensure adherence to applicable laws, codes, regulations, and guidelines applicable to the department; attend and participate in professional and community meetings; stay current on related issues and relative service delivery responsibilities.
- Serves as a resource for department personnel, City staff, other organizations, and the public; coordinates pertinent information, resources, and work teams necessary to support a positive and productive environment.
- Respond to and resolves difficult and sensitive citizen inquiries and complaints.
- Establish positive working relationships with representatives of community organizations, state/local agencies and associations, City management and staff, and the public.

#### **PERIPHERAL DUTIES**

- Assists in the training of city personnel in various recreation and library services programs and systems. Represents the Department at various meetings and conferences.
- Serves as a member of various city employee committees and may serve as liaison to City Council sub-committees and other groups as assigned.
- Serve as the acting Director of the Department in the Director's absence; make decisions and provide information as necessary in the Director's absence.

#### **MINIMUM QUALIFICATIONS:**

##### **Education and Experience:**

- (A) Graduation from an accredited four-year college or university with a bachelor's degree in recreation administration, library studies, public administration or a closely related field is highly desirable. A Master's Degree in a related field is preferred.
- (B) Minimum of five (5) years of progressively responsible experience in community services program development and implementation, recreation, or library programs including at least four years of supervisory responsibility.

##### **Necessary Knowledge, Skills and Abilities:**

- Principles and practices of recreation program development, administration, and parks and facility management.
- Concepts of planning, supervising, and evaluating various aspects of recreation, education, and social service programs.
- Principles and practices of pools and facilities operations and maintenance, including methods, practices, materials, tools, and equipment, including operational characteristics of standard maintenance equipment common to a facility maintenance program.
- Principles and practices of contract, grant, and budget development and administration.

- Principles of management, supervision, training, and performance evaluation.
- Applicable federal, state, and local laws, codes, and regulations.
- Office procedures, methods, and equipment, including computers and applicable software applications such as word processing, spreadsheets, and databases.
- Occupational hazards and standard safety practices.

### **SPECIAL REQUIREMENTS**

Ability to obtain and maintain a valid California driver's license.

### **TOOLS AND EQUIPMENT USED**

Personal computer, including word processing, spreadsheet, and data base; motor vehicle; phone; radio; fax and copy machine.

### **PHYSICAL**

### **DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed mostly in office settings. While performing the duties of this job, the employee is occasionally required to sit, stand, walk, talk, and hear; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

### **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee occasionally works near moving mechanical parts or in outside weather conditions. The employee is occasionally exposed to wet and/or humid conditions, fumes, toxic or caustic chemicals.

The noise level in the work environment is usually quiet to moderate.

## **Attachment**

### **2. Task and Project Time Study**

## Community Services Department Director

TASK & PROJECT TIME STUDY	HOURS	FREQUENCY			TOTAL HRS
		Days	Weeks	Months	
<b>MEETINGS - GENERAL</b>					
Regular Council Meetings	4.00	2		12	96.00
Special Council Meetings	2.00	1		12	24.00
Culture & Arts Commission	2.00	1		11	22.00
Parks & Recreation Commission	2.00	1		11	22.00
Senior Advisory Committee	1.50	1		11	16.50
SBCF Board Meetings	3.00	1		11	33.00
SBCF/City Coordination Meetings	2.00	1		11	22.00
Department Meetings	2.00	1		12	24.00
1:1 Division Manager Meetings					
<i>Parks</i>	1.50	1	48		72.00
<i>Library</i>	1.50	1	26		39.00
<i>Admin</i>	1.50	1	26		39.00
Senior Leadership Meetings	2.00	1	48		96.00
Department Leadership Meetings	1.50	1	26		39.00
1:1 Deputy Director	2.00	1	48		96.00
1:1 City Manager	2.00	1	48		96.00
Phone Calls/Meetings w Residents	1.00	4	48		192.00
<b>ADMINISTRATIVE</b>					
Payroll	0.50	1	26		13.00
Invoice Approval	0.25	1	26		6.50
Email Review	2.00	5	48		480.00
Personnel and Labor Issues	8.00	1		12	96.00
Commission Agenda/Staff Report Review & Prep					
<i>Culture &amp; Arts Commission Prep</i>	2.00	2		11	44.00
<i>Parks &amp; Recreation Commission Prep</i>	2.00	2		11	44.00
<i>Senior Advisory Committee Prep</i>	2.00	1		11	22.00
<b>LIBRARY</b>					
Strong Governance					
<i>Culture and Arts Commission Workplan</i>	4.00	1		6	24.00
<i>Public Art Program Master Plan</i>	2.00	1		5	10.00
<i>Potential Site Map</i>	4.00	4		2	32.00
<i>Guidelines for Artist Selection</i>	4.00	4		2	32.00
<i>Guidelines for Deferred Maintenance</i>	4.00	2		2	16.00
<i>Artist Contract Development &amp; Review</i>	4.00	4		1	16.00
<i>Approvals by Council &amp; Commission</i>	2.00	1		4	8.00
<i>Staff Training &amp; Development</i>	2.00	2		12	48.00
<b>PARKS</b>					
Capital Projects					
<i>On Call Landscape Architect RFP Development</i>	4.00	5		1	20.00
<i>On Call Landscape Architect Contract Management</i>	4.00		1	12	48.00
<i>Centennial Plaza</i>	2.00		8	2	32.00
<i>Posy Park Plan (INCLUDED w/ON CALL)</i>					-

<i>Downtown Streetscape (INCLUDED w/ON CALL)</i>					-
Grants					
<i>Prop 68 per Capita Grant - Park Pathways</i>	2.00	8		2	32.00
Parks Operational Assessment	4.00	2	12		96.00
<b>RECREATION</b>					
<b>RAC Construction</b>					
OAC Meetings (Owner-Architect-Contractor)	1.00	1	48		48.00
Finance Review	1.00	1	26		26.00
Coordination with G4	1.00	1	48		48.00
Coordination w Griffin	0.50	5	48		120.00
Army Corp Permit Compliance					
<i>Historical Interpretive Panels</i>	4.00	4		12	192.00
<i>Tribal Coordination</i>	4.00	4		12	192.00
<i>National Park Service Documentation</i>	4.00	4		6	96.00
<i>Annual Report</i>	1.00	5		1	5.00
Streambed Permit Compliance					
<i>MMP</i>	2.00	2		12	48.00
Monthly Report	2.00	2		12	48.00
Communications & Outreach	2.00	1	48		96.00
Capital Campaign					
<i>Donor Wall Design &amp; Fabrication Coord</i>	1.00	4	4		16.00
<i>Funding Research</i>	2.00	1	26		52.00
<i>Funding Proposals and Grants</i>	4.00	1	26		104.00
<i>Presentations</i>	2.00	2		18	72.00
<b>RAC Implementation</b>					
Implementation Document Review	8.00	1	26		208.00
Staff Plan Development	8.00	1	26		208.00
Recreation Pro Forma	4.00	2	4		32.00
<b>INTERDEPARTMENTAL</b>					
City Manager Office Support	2.50	2	48		240.00
Project Support for Other Departments	2.50	2	48		240.00
<b>TOTAL HOURS</b>					<b>4,139.00</b>

## Community Services Department Deputy Director

TASK & PROJECT TIME STUDY	HOURS	FREQUENCY			TOTAL HRS
		Days	Weeks	Months	
<b>MEETINGS - GENERAL</b>					
Regular Council Meetings	4.00	1		12	48.00
Parks & Recreation Commission	2.00	1		11	22.00
Senior Advisory Committee	1.50	1		11	16.50
Department Meetings	2.00	1		12	24.00
Department Leadership Meetings	1.50	1	26		39.00
1:1 Division Manager Meetings					
<i>Recreation &amp; Seniors</i>	1.50	1	52		78.00
<i>Admin</i>	1.50	1	26		39.00
1:1 Director	2.00	1	52		104.00
Phone Calls/Meetings w Residents	1.00	4	48		192.00
<b>ADMINISTRATIVE</b>					
Payroll	0.50	1	26		13.00
Invoice Approval	0.25	1	26		6.50
Email Review	1.00	5	52		260.00
Personnel and Labor Issues	8.00	1		12	96.00
Commission Agenda/Staff Report Review & Prep					
<i>Parks &amp; Recreation Commission Prep</i>	4.00	2		11	88.00
<i>Senior Advisory Committee Prep</i>	2.00	1		11	22.00
<b>RECREATION</b>					
<b>RAC Construction</b>					
OAC Meetings (Owner-Architect-Contractor)	1.00	1	52		52.00
<b>RAC Implementation Plan</b>					
<b>Aquatics Expansion</b>					
<i>Benchmarking Interviews</i>	5.00	2			10.00
<i>Benchmarking Analysis</i>	8.00	1			8.00
<i>Fee Schedule Proposal</i>	8.00	1			8.00
<i>Review and Approval of Fees</i>	2.00	4			8.00
<i>Program Development</i>	2.00	1	26		52.00
<i>Partner Recruitment</i>	4.00	1	26		104.00
<i>Partnership Agreements</i>	2.00	4			8.00
<i>Pro Forma Budget</i>	2.00	8	2		32.00
<b>Gymnasium Programming Plan</b>					
<i>Benchmarking Interviews (SAME AS AQUATICS)</i>					-
<i>Benchmarking Analysis</i>	8.00	1			8.00
<i>Fee Schedule Proposal</i>	8.00	1			8.00
<i>Review and Approval of Fees</i>	2.00	4			8.00
<i>Program Development</i>	2.00	1	8		16.00
<i>Pro Forma Budget</i>	2.00	8	2		32.00
<b>Meetings, Conferences, and Rentals</b>					
<i>Benchmarking Interviews</i>	5.00	2			10.00
<i>Benchmarking Analysis</i>	8.00	2			16.00
<i>Fee Schedule Proposal</i>	8.00	2			16.00
<i>Review and Approval of Fees</i>	2.00	4			8.00

<i>Partner Recruitment</i>	4.00	1	26		104.00
<i>Partnership Agreements</i>	2.00	4			8.00
<i>Pro Forma Budget</i>	2.00	8	2		32.00
<b><i>Fitness Membership</i></b>					
<i>Benchmarking Interviews</i>	5.00	2			10.00
<i>Benchmarking Analysis</i>	8.00	2			16.00
<i>Fee Schedule Proposal</i>	8.00	2			16.00
<i>Review and Approval of Fees</i>	2.00	4			8.00
<i>Program Development</i>	2.00	1	26		52.00
<i>Pro Forma Budget</i>	2.00	8	2		32.00
<b><i>Competitions &amp; Tournaments</i></b>					
<i>Benchmarking Interviews</i>	5.00	2			10.00
<i>Benchmarking Analysis</i>	8.00	2			16.00
<i>Fee Schedule Proposal</i>	8.00	2			16.00
<i>Review and Approval of Fees</i>	2.00	4			8.00
<i>Program Development</i>	2.00	1	8		16.00
<i>Partner Recruitment</i>	4.00	1	26		104.00
<i>Partnership Agreements</i>	2.00	4			8.00
<i>Pro Forma Budget</i>	2.00	8	2		32.00
<b><i>Childcare for Fitness Users</i></b>					
<i>Benchmarking Interviews</i>	5.00	2			10.00
<i>Benchmarking Analysis</i>	8.00	2			16.00
<i>Fee Schedule Proposal</i>	8.00	2			16.00
<i>Review and Approval of Fees</i>	2.00	4			8.00
<i>Program Development</i>	2.00	1	16		32.00
<i>Partner Recruitment</i>	4.00	1	26		104.00
<i>Partnership Agreements</i>	1.00	4			4.00
<i>Pro Forma Budget</i>	2.00	8	2		32.00
Compatability of Use Models	4.00	2	8		64.00
Staffing to Revenue Model	4.00	2	8		64.00
Staff Workplans	4.00	2	8		64.00
Part Time Classification Development	4.00	2	8		64.00
Contracts					
<i>Rental Agreement</i>	4.00	2	8		64.00
<i>Sports User Agreement</i>	4.00	2	8		64.00
Marketing Plan					
<i>Editorial Calendar</i>	4.00	2	8		64.00
<i>Collateral Material Development</i>	4.00	2	8		64.00
Operational Documents					
<i>Research Model Documents</i>	4.00	6	1		24.00
<i>Emergency Action Plan</i>	4.00	2	13		104.00
<i>Emergency Action Plan Training Docs</i>	4.00	2	13		104.00
<i>Lifeguard Safety Plan</i>	4.00	2	8		64.00
<i>Pool Maintenance Process Document</i>	4.00	2	8		64.00
<i>Facility Maintenance Process Document</i>	4.00	2	8		64.00
<i>Facility Maintenance Standards</i>	4.00	2	8		64.00
Quality Assurance					
<i>Research Model Documents</i>	4.00	7	1		28.00
<i>Facility Standards - Community Center</i>	4.00	2	8		64.00
<i>Facilty Standards - Gym &amp; Fitness</i>	4.00	2	8		64.00

Facilty Standards - Aquatic Center	4.00	2	8		64.00
Inspection Document - Community Center	4.00	2	8		64.00
Inspection Document - Gym & Fitness	4.00	2	8		64.00
Inspection Document - Aquatic Center	4.00	2	8		64.00
Customer Survey	4.00	2	8		64.00
TOTAL HOURS					3,638.00

## Estimated Annual Work Hours

<b>TYPICAL</b>	<b>Hours</b>	<b>Days</b>	<b>Weeks</b>	<b>Total Hours</b>
Base Work Week	40.00		52.00	2080.00
Less Holidays	(8.00)	13.00		(104.00)
Less Vacation	(8.00)	15.00		(120.00)
<b>Total Estimated Maximum Hours</b>				<b>1856.00</b>

<b>EXECUTIVE STAFF</b>	<b>Hours</b>	<b>Days</b>	<b>Weeks</b>	<b>Total Hours</b>
Base Work Week	65.00		52.00	3380.00
Less Holidays	(8.00)	13.00		(104.00)
Less Vacation	(8.00)	15.00		(120.00)
<b>Total Estimated Maximum Hours</b>				<b>3156.00</b>